



# Annual Report 20 / 21



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# INTRODUCTION

The Rural Municipalities of Alberta (RMA) is an independent association comprised of Alberta’s sixty-three incorporated municipal districts and counties, five incorporated specialized municipalities, and the Special Areas Board. Since 1909, we have helped rural municipalities achieve strong, effective local government by providing our members with advocacy and business services.

**Vision**

Strong, vibrant rural communities

**Mission**

Strengthening rural Alberta by supporting our members through effective representation and valued services.

**Values**

The RMA is committed to the following values:

- ◆ Leading in a proactive, collaborative, and accountable manner
- ◆ Being transparent and relationship focused
- ◆ Interacting with diplomacy and respect
- ◆ Communicating with intention and authenticity
- ◆ Continuously improving as a learning organization

## The Team

### Executive

Gerald Rhodes, Executive Director, Chief Executive Officer (Canoe)

Susan Valentine, Executive Administrative Coordinator

### Corporate Services

Olly Morrison, Director of Corporate Services, Chief Financial Officer (Canoe)

Zeeshan Arain, IT Administrator

Shannan McAuley, Finance & HR Analyst

### Project Management

Kelsy Propp, Project Manager

Kim Coxford, Business Process Analyst

### Finance

Sarah Wormsbecker, Finance Manager

Susan Wolfe, Finance Manager

Leona Munro, Accounting Clerk

Pam Therens, Accounting Clerk

Sarah Wong, Accounting Clerk / Receptionist

**In 2021, we said goodbye to:**

Monica An, Finance & HR Analyst

Meghan Clarke, Business Process Analyst

### External Relations & Advocacy

Tasha Blumenthal, Director of External Relations & Advocacy

Cindy Carstairs, Administrative & Convention Coordinator

### Policy & Advocacy

Wyatt Skovron, Manager of Policy & Advocacy

Alexandra Mochid, Policy Advisor

Warren Noga, Policy Advisor

### Marketing & Communications

Brandon Low, Manager of Marketing & Communications

Hilary Darrah, Digital Communications Coordinator

Bianca Ho, Visual Communications Designer

Courtney Larkan, Visual Communications Designer





The Team (cont'd)

Business Services

Duane Gladden, Director of Business Services,  
Principal Attorney (Genesis), Chief Operating Officer (Canoe)  
Miranda Andersen, Business Services Coordinator

Canoe Procurement Group of Canada

National Partnerships

Dave Dextraze, Manager of National Partnerships

Supplier Relations

Tyler Hannemann, Manager of Supplier Relations  
Sheila Ashton, Member Services Representative  
Carmen Chase, Member Services Representative  
Nigel Gamester, Procurement Manager

Business Development

Jesse Patenaude, Manager of Business Development  
Tim Elms, Client Relations Manager  
Ainsley Murdock, Client Relations Manager  
Kim Thiessen, Client Relations Manager  
Ryan Yavis, Client Relations Manager



RMA Insurance

Craig Pettigrew, Manager of Insurance  
Amy Bates, Administrative Coordinator  
Lacey Barnhard, Risk Advisor  
Helene Klassen, Risk Advisor  
Brandy Broz, Member Services Representative  
Debora Depeel, Member Services Representative  
Kerry Dutton, Member Services Representative  
Dayna Johnson, Client Relations Manager

Claims

Sarah Hirst, Manager of Claims  
Vanessa Thompson, Senior Claims Examiner  
Liz Cook, Senior Claims Examiner  
Emily Gray, Junior Claims Examiner

Legal

Raman Khabra, General Counsel  
William Peachman, Legal Counsel  
Michele Carroll, Legal Assistant

In 2021, we said goodbye to:

Karen Ankerstein, Administrative Support  
Connor Baird, Claims Adjuster  
John Hackwell, Risk Advisor  
Tom Hirst, Senior Claims Examiner  
Lindsay Mickanuck, Senior Claims Examiner  
Jerad Uytterhagen, Client Relations Manager

Year at a Glance

Q1



Aug – Oct 2020

- ♦ RMA member visits
- ♦ RMA Insurance Virtual RiskPro 2020 Sessions
- ♦ Supported organizations across Canada by facilitating PPE purchases for facilities and offices reopening

Q2



Nov 2020 – Jan 2021

- ♦ RMA 2020 Fall Convention
- ♦ Elections for Board President and Board Members for Districts 1, 2, and 4
- ♦ R.W. Hay Award for Rural Administrative Excellence
- ♦ RMA Long Service Awards
- ♦ RMA Advocacy Report Card
- ♦ Largest year recorded for RMA’s Capital Purchasing Program

Q3



Feb – Apr 2021

- ♦ Board Governance Review
- ♦ RMA 2021 Spring Convention
- ♦ RMA and AUMA’s President’s Summit on a Provincial Police Force
- ♦ RMA Trade webinars
- ♦ Launched RMA Trade Member Outreach Team
- ♦ RMA Benefits Program launch of mental health webinars for elected officials and senior management

Q4



May – Jul 2021

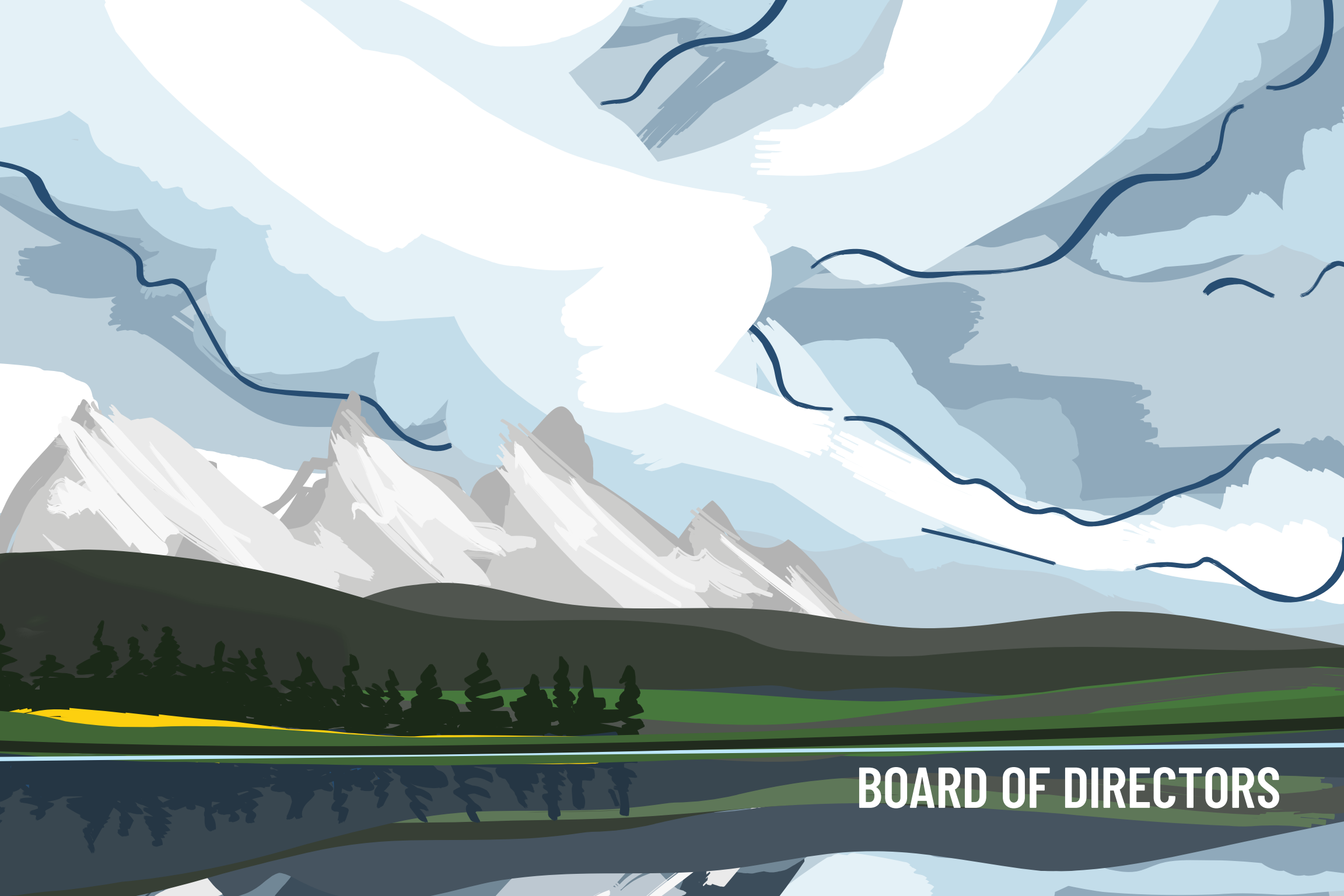
- ♦ RMA Virtual Member Engagement Sessions
- ♦ RMA member visits
- ♦ National launch of the Canoe Procurement Group of Canada
- ♦ Launch of RMA Insurance’s new claims software now integrated with the agency software
- ♦ Largest ever number of trade invoices processed per month
- ♦ Finalization of largest trade year on record
- ♦ Launch of PeopleConnect virtual mental health resource centre
- ♦ Launch of Canoe Benefits Program











# BOARD OF DIRECTORS

## Board of Directors



From left to right (back): Soren Odegard, Paul McLauchlin, Tom Burton, Jason Schneider  
From left to right (front): Amber Link, Kara Westerlund, Kathy Rooyakkers





## Executive Involvement

Committee participation is a significant part of each RMA board member's responsibilities. Those elected to the RMA Board of Directors also serve on RMA subsidiary boards for RMA Insurance and the Genesis Reciprocal Insurance Exchange (GRIE).

RMA is regularly invited to sit on province-wide committees because the association is seen as a credible voice for the rural municipal perspective. RMA uses its role on committees to support advocacy on behalf of members, bringing the rural municipal perspective to the table.

## Message from the RMA President



Paul McLauchlin

What a year! RMA has the enviable privilege of having had, all things considered, an amazing and successful year. Through the challenges, we pivoted, adapted, responded, and in many ways exceeded any expectations we had for this turbulent year. During one of the most difficult business, social, and political environments requiring a complete shift and creation of not only new "normal" but, in fact, what amounts to continual refresh and then uncertainty, we have succeeded. "We" is the operative word. The ultimate test of a team, of leadership, of the strength of individuals is to perform under pressure; you could not have invented this pressure. Our RMA team, regardless of area of responsibility, title, or duration of employment, have exceeded in every performance measure possible. They have done so as a team, for the organization, and for our members and clients. The ability of team members to perform comes from the leadership team and RMA has a management culture that gives team members the ability to thrive and excel by supporting personal accountability, growth, and success.

The diversity of what it is that RMA does is mind boggling. From the first look, RMA is viewed as an agent of advocacy, as a voice for our members, driven by resolutions and providing a credible voice at the provincial and federal stage. However, RMA goes beyond this by focusing on making our elected members more informed, supported, and better able to provide support to their ratepayers and communities. Our board and advocacy team takes this role as the single most important role that RMA can have: to be a voice for all rural Albertans. Beyond this role, RMA also provides business services, insurance, and procurement

that builds upon the strength of our numbers and provides the ability for rural municipalities to succeed at providing the best cost goods and services for our communities. The price points and value are second to none and we provide a hyper competitive value chain that is not only member owned and driven, but has become the envy of others across Canada.

All of this is possible because of why we do this: our members. The energy, drive, and commitment of our members to provide the best of leadership for rural Alberta is a pillar upon which RMA has been built. Our municipalities are organizations driven by ideas, innovation, and are solution-focused all based upon the rarest of commodities: common sense. It is our members that make us successful, and it is for our members that the board and team work so hard. Thank you for your unwavering support in RMA and your ability to provide plain language criticisms when we are going down the wrong path. Our members' brutal honesty is what makes us better.

With great people you can do great things. With great teams you can amaze. We have both. The RMA board and members can be proud of our best-in-class team that continue to amaze.



## Message from the Executive Director, Chief Executive Officer (Canoe)



Gerald Rhodes

Welcome to the RMA Annual Report based on the association's fiscal year – August 1, 2020, to July 31, 2021. This time frame is important to note as it frames the items reported on in this document. This last year was busy with so many new things undertaken to conquer the challenges before us and improve as an organization.

Governance-wise, we had a change in leadership with the election of new board President Paul McLauchlin and two new board directors: Jason Schneider from District 1 and Amber Link from District 2. The transition went well with the new directors engaging immediately in planning and the board as a whole taking on many activities as highlighted in this report. It is noteworthy that all three that were elected will have the distinction (we hope) of being the only RMA board members ever that had to campaign and be elected fully by virtual means due to COVID restrictions. The restrictions also meant that we had to pivot and host district meetings via Zoom, undertake our first Virtual District Engagement Sessions to hear member issues, and host both a Fall and Spring Convention virtually. Mixed in the middle of this was a Board Governance Review, done virtually, that happens every four years facilitated by the members. This noted, COVID restrictions did lift for a few months and our President, Board Directors, and I took the opportunity to have physical member visits with about 20 member municipalities during the summer. These member visits were a highlight for all of us.

The staff side of the organization was very busy with many exciting changes. We are pleased to report that the association is strong both in the advocacy and business services it provides, as well as financially.

Director of External Relations & Advocacy Tasha Blumenthal will speak to our advocacy efforts that highlighted the year, including our

efforts to stay connected with our members during the pandemic. As always, the team monitored issues and engaged our board and members on key advocacy issues important to rural Alberta – of which there were many. In addition, the team proactively undertook many new efforts to support member advocacy and provide member support, including facilitating rural broadband speed testing, undertaking our own federal advocacy, and providing staff support for a busy Elected Official Education Program (which also had to pivot and provide a full course load virtually).

Director of Business Services Duane Gladden will talk to how our business efforts and insurance department served our members and partners to provide stability to the organization. The last few years of both structurally improving our legacy Trade Division and building partnerships culminated in a 2021 launch as the Canoe Procurement Group of Canada – definitely a highlight of the last year. We are so proud of our organization's capability to partner with like-minded organizations across Canada and leverage our strengths to become the largest municipally focused buying group in the country, benefitting all.

Lastly, Corporate Services Director Olly Morrison will share our financial status and report on how her team supported the organization as it had to grow and work feverishly to build the systems needed to support all the exciting changes. Likewise, our amazing Marketing & Communications department had to do the same with our new Canoe website and much more.

Please accept the following pages as the RMA's yearbook of the year that was. The organization was busy and achieved much. We look forward to reporting this to you.



Paul McLauchlin

## Paul McLauchlin, President

Paul was elected as a member of the RMA Board of Directors in 2017 and as President in 2020. Paul is currently the Reeve of Ponoka County, and has served as Reeve or councillor since 2007. Paul is involved in numerous committees on behalf of the RMA, including the Federation of Canadian Municipalities National Board of Directors, the Alberta Water Council Board of Directors, Endangered Species Conservation Committee, and the Future of Water Management Working Group.

- ♦ Alberta Veterinary Medical Association Working Group
- ♦ Alberta Water Council Board of Directors
- ♦ Alberta Water Council - Future of Water Management Working Group
- ♦ Alberta Water Council - Water for Life Working Group
- ♦ Executive Advisory Group - Designated Industrial Property Assessment
- ♦ Endangered Species Conservation Committee
- ♦ Federation of Canadian Municipalities National Board of Directors
- ♦ FCSS Accountability Framework Steering Committee
- ♦ Western Canada Municipal Associations
- ♦ Viability Review - Village of Cereal

## Committee Highlights

### Western Canada Municipal Associations

The Western Canada Municipal Associations (WCMA) Committee consists of board representatives from RMA, the Alberta Urban Municipalities Association, the Saskatchewan Association of Rural Municipalities, the Saskatchewan Urban Municipalities Association, the Union of British Columbia Municipalities, and the Association of Manitoba Municipalities. At least once each year, these municipal associations gather to discuss issues of mutual interest and plan joint advocacy efforts to ensure the Western Canadian perspective is heard by federal decision-makers. At the most recent meeting in the spring of 2021, WCMA members discussed support for national energy infrastructure projects, broadband and rural connectivity, RCMP collective agreement impacts, disaster recovery and flood insurance, and other issues.

President McLauchlin, along with Vice President Westerlund, ensure RMA's voice at the WCMA table is strong.



## Kara Westerlund, Vice President

Kara was elected as the RMA Vice President in 2017 and is currently a councillor with Brazeau County where she has served for nine years. Kara represents the RMA on several committees including the RMA / AUMA Joint Operating Committee, the ALERT Civilian Advisory Committee, and as Vice-Chair of the Interim Alberta Police Interim Advisory Board. Kara also serves as the Chair of the RMA Resolutions Committee.

- ♦ ALERT Civilian Advisory Committee
- ♦ AUMA / RMA Joint Operating Committee
- ♦ Alberta Police Interim Advisory Board
- ♦ Alberta Recycling Management Authority and Assessment Board
- ♦ RCMP Division Executive Committee
- ♦ Growth Management Board Rural Caucus
- ♦ RMA Resolutions Committee
- ♦ R.W. Hay Evaluation Committee
- ♦ Rural Sustainability Primary Care Task Force
- ♦ Western Canada Municipal Associations

### Committee Highlight

#### Alberta Police Interim Advisory Board

The Alberta Police Interim Advisory Board was established by the Minister of Justice and Solicitor General in 2020. The Interim Board is responsible for engaging with municipalities and sharing the municipal perspective on provincial policing with the RCMP and the Government of Alberta, as well as determining the scope, structure, and recruitment and selection process for a permanent operational board that will consist of municipal and community representatives from across Alberta. Vice President Westerlund serves as the vice-chair of the Interim Board.



## Jason Schneider, District 1 Director (Foothills-Little Bow)

Jason was elected to the RMA Board of Directors in 2020 and has served as Reeve or councillor at Vulcan County since 2013. Jason represents the RMA on the Provincial Agriculture Service Board Committee, Alberta Riparian Habitat Management Society, Alberta Game Policy Advisory Committee, and the Fusarium Action Committee.

- ♦ Agricultural Operation Practice Act Policy Advisory Group
- ♦ Alberta Game Policy Advisory Committee
- ♦ Alberta Interim Police Advisory Board
- ♦ Alberta Riparian Habitat Management Society
- ♦ Alberta Water Council – Improving Drought Resilience in Alberta Through a Simulation
- ♦ Fusarium Action Committee
- ♦ Intensive Livestock Working Group Public Trust Project
- ♦ Mayors and Reeves South District
- ♦ Municipal Excellence Awards Review Committee
- ♦ Provincial Agriculture Service Board

### Committee Highlight

#### Provincial Agriculture Service Board Committee

The Provincial Agriculture Service Board Committee (PASBC) represents agriculture service boards by advocating based on the direction they receive at their convention. RMA and the PASBC share common goals on many issues related to agriculture, such as agricultural plastics recycling. Director Schneider's voice at the table ensures that RMA is aware of the work of the PASBC, and provides an opportunity to identify areas of joint advocacy.



### Amber Link, District 2 Director (Central)

Amber was elected to the RMA Board of Directors in 2020 and has served as a Reeve or councillor at Wheatland County since 2017. Amber represents RMA on the Alberta Common Ground Task Force, Clean Air Strategic Alliance Board of Directors, and the Alberta Water Council Lake Stewardship Ad Hoc Group.

- ◆ Alberta Common Ground Alliance Task Force
- ◆ Alberta Water Council - Lake Stewardship Ad Hoc Committee
- ◆ Clean Air Strategic Alliance Board of Directors
- ◆ Mayors and Reeves Central District
- ◆ Municipal Excellence Awards Review Committee

#### Committee Highlight

##### Clean Air Strategic Alliance Board of Directors

The Clean Air Strategic Alliance (CASA) is a not-for-profit society that supports multi-stakeholder collaboration to manage air quality in Alberta. CASA seeks to protect the environment by preventing short- and long-term adverse effects on people, animals, and the ecosystem, optimizing economic efficiency, and promoting pollution prevention. In addition to Director Link, CASA's board of directors includes representatives from a range of government, non-government, and industry sectors.



### Kathy Rooyakkers, District 3 Director (Pembina River)

Kathy Rooyakkers was elected to the RMA board in 2017. Kathy has been on the County of Wetaskiwin's Council for ten years, five as Reeve. At RMA, Kathy serves on a variety of committees and boards including the Local Authorities Pension Plan Stakeholder Consultation Group, the Cancer SCN Core Committee, the Intensive Livestock Working Group Public Trust Project, Alberta Interim Police Advisory Board, and the Agri-Environmental Partnership Board.

- ◆ Agricultural Operation Practices Act Policy Advisory Group
- ◆ Agri-Environmental Partnership Board of Directors
- ◆ Agri-Environmental Partnership of Alberta – Land-Use Framework
- ◆ Agri-Environmental Partnership - Water Working Group
- ◆ Alberta Interim Police Advisory Board
- ◆ Alberta Municipal Health and Safety Association Board
- ◆ Cancer Strategic Clinical Networks Core Committee
- ◆ Drought and Excessive Moisture Advisory Group
- ◆ Intensive Livestock Working Group Public Trust Project
- ◆ Local Authorities Pension Plan Stakeholder Consultation Group

#### Committee Highlight

##### Intensive Livestock Working Group

The Intensive Livestock Working Group (ILWG) is leading a project to explore way that intensive livestock operations can build public trust. Over the past year, Director Rooyakkers has been RMA's key contact with the ILWG, providing RMA's perspective on issues related to taxation, land use, and road maintenance. The ILWG has also engaged other RMA members directly, a process that included consultation with Director Rooyakkers. As this work proceeds, RMA will continue to be at the table advocating for members.





## Tom Burton, District 4 Director (Northern)

Tom has served as an RMA Director since 2008 and has served as an elected official in the MD of Greenview since 2001. Tom represents RMA on committees such as the Power and Natural Gas Consumers Panel, the Safety Codes Council Board of Directors, the Forest Resource Improvement Association FireSmart Advisory Committee, the Water North Coalition, the Alberta Fire Chiefs Recruitment and Retention Committee, and the Alberta Energy Regulator Multi-Stakeholder Engagement Advisory Committee.

- ♦ Alberta Blue Cross Nominating Committee
- ♦ Alberta Energy Regulator Multi-Stakeholder Engagement Advisory Committee
- ♦ Alberta Fire Chiefs Association - Recruitment and Retention Task Force
- ♦ Alberta Interim Police Advisory Board
- ♦ Caribou - Berland Task Force
- ♦ Forest Resource Improvement Association – FireSmart Advisory Committee
- ♦ Foothills Research
- ♦ Research Institute Board of Directors
- ♦ Northern Alberta Elected Leaders
- ♦ Peer Network
- ♦ Power and Natural Gas Consumers Panel
- ♦ Safety Codes Council Board of Directors
- ♦ Water North Coalition

### Committee Highlight

#### Alberta Energy Regulator Multi-Stakeholder Engagement Advisory Committee

The AER Multi-Stakeholder Engagement Advisory Committee (MSEAC) serves as a venue for stakeholders to regularly communicate with the AER on the potential impacts of possible regulatory changes impacting Alberta’s energy industry. In addition to RMA, the MSEAC includes participants from environmental non-governmental organizations, landowners and community-based groups, and Indigenous groups.

As RMA members host the majority of Alberta’s energy activity, RMA’s involvement in MSEAC is crucial to ensuring that the AER understands how regulatory decisions may impact rural municipalities in areas such as land use planning, environmental management, and fiscal sustainability.



## Soren Odegard, District 5 Director (Edmonton East)

Soren has served as an RMA Director since 2010. He was elected councillor in the County of Two Hills in 2007. Soren represents RMA on several boards and committees, including the Local Authorities Pension Plan Board of Directors, Alberta Data Partnership, the RMA / AUMA Joint Operating Committee, the Alberta Environmental Farm Plan Advisory Committee, and the Plastics Alliance of Alberta Committee.

- ♦ AGLC Charitable Gaming Working Group
- ♦ Alberta Data Partnership
- ♦ Alberta Environment Farm Plan Advisory Committee
- ♦ AUMA / RMA Joint Operating Committee
- ♦ Caribou – Wandering River Task Force
- ♦ Local Authorities Pension Plan Board of Directors
- ♦ Plastics Alliance of Alberta

### Committee Highlight

#### Plastics Alliance of Alberta

The Plastics Alliance of Alberta was formed in July 2020 and is a collaboration between industry, government, academia, and non-government organizations representing Alberta’s plastics value chain. The Plastics Alliance is responsible for recommending policies to provincial and municipal government in Alberta that set the regulatory and investment climate to achieve a circular economy, define Alberta’s plastics value chain, and identify investment opportunities.

Director Odegard brings the municipal voice to this table, along with representatives from the energy sector, environmental non-government organizations, and academic institutions.



## Gerald Rhodes, Executive Director and Chief Executive Officer (Canoe)

Gerald Rhodes joined the RMA as Executive Director in 2003 after a lengthy career in both rural and urban municipal administration. Gerald is responsible for providing strategic advice to the RMA's elected Board of Directors and leadership to the organization's External Relations & Advocacy, Business Services, and Corporate Services divisions. He is involved numerous provincial committees in addition to acting as an advocate for municipal and rural issues to the provincial government. He also has extensive involvement at an administrative level on national issues through the Federation of Canadian Municipalities.

- ♦ Alberta Elected Officials Education Program (EOEP) Board of Directors
- ♦ Alberta Centre for Sustainable Rural Communities Advisory Committee
- ♦ Alberta Land Institute Community Advisory Board
- ♦ Executive Advisory Group - Designated Industrial Property Assessment
- ♦ Federation of Canadian Municipalities (FCM) Provincial and Territorial Municipal Associations Executive Directors Group
- ♦ Municipal Climate Change Action Center (MCCAC) Executive Committee
- ♦ Western Economic Diversification Canada Committee

## EXTERNAL RELATIONS & ADVOCACY





From left to right: Courtney Larkan, Hilary Darrah, Cindy Carstairs, Brandon Low, Warren Noga, Wyatt Skovron, Tasha Blumenthal, Bianca Ho, Alex Mochid

## Message from the Director of External Relations & Advocacy



Tasha Blumenthal

*T Blumenthal*

This has been a busy year for the External Relations & Advocacy team with several advocacy priorities and marketing and communications initiatives underway. Telling the rural municipal story is key to our department's work. We value the ongoing engagement from our members and stakeholders in developing the narrative to support advocacy on key issues, communicate effectively, and advance our association.

Our marketing and communications team had an extremely busy year supporting both our advocacy and business services. Website improvements and social media engagement have been a priority combined with awesome design work to get our advocacy messages out effectively. On the business services front, the team focused heavily on advancing our procurement services through the design and launch of a completely new brand, the Canoe Procurement Group of Canada, and a continued effort to develop materials and resources for RMA Insurance.

On the advocacy front, we continued to leverage technology to connect with our members as in-person meetings were limited to protect public health. Zoom meetings became the norm, and we worked to find ways to ensure that our members had

opportunities to connect with our advocacy team, the RMA board, and each other. A highlight from this year was our virtual engagement sessions, which were hosted in each district and provided us an opportunity to learn from our members directly. We found these sessions immensely valuable and look forward to more focused engagement, hopefully in-person, in the future. These sessions were a great example of how knowledgeable and passionate our members are, and provided valuable insight on a range of issues, including broadband, the ongoing impacts of unpaid taxes from oil and gas operations, and policing.

Our advocacy would not be successful without the immense contributions of our staff, board, and members. Together, we bring a strong and credible voice for rural Alberta. Telling the story is key to our department's work and has been essential in our advocacy and communications. We could not develop the narrative without the input and direction of our members, so thank you for your insight and engagement.

Rural Alberta is unique and crucial to our province's continued growth, and we are proud to work hard to represent all of you.





## Bringing the Rural Voice to Ottawa: RMA Federal Advocacy

Although much of RMA's advocacy focus is traditionally at the provincial level, the association prioritized increasing federal advocacy efforts in 2020 – 2021. This included the development of RMA's first ever multi-year, strategic approach to improve the association's federal advocacy outcomes. The approach encourages relationship-building with federal contacts, enhancing knowledge of the federal system, and strengthening RMA's collaboration with the Federation of Canadian Municipalities (FCM).

To move our federal advocacy efforts to the next level, RMA engaged a consulting agency with a wealth of federal advocacy

experience and strong connections in Ottawa. RMA staff and board worked closely with our external support to build bridges into Ottawa, with a particular focus on pushing for action on rural connectivity. RMA's President, board members, and staff have met with multiple federal ministers, as well as key federal staff from the Prime Minister's Office, Innovation, Science and Economic Development Canada, and the office of the Minister of Rural Economic Development to discuss the broadband challenges that rural Alberta is facing, share data from RMA's speed testing project, and discuss solutions to enhance rural connectivity.

When the federal election was called in summer 2021, RMA diverted its federal advocacy efforts to educate Alberta-based federal candidates on key rural municipal federal election issues. RMA developed a federal election platform highlighting four key issues, along with recommendations as to how candidates should move the issue forward if elected. The issues were:

- ◆ Rural broadband
- ◆ Disaster mitigation and recovery
- ◆ Infrastructure
- ◆ Drought recovery

In addition, the RMA developed several resources intended to help educate members on each federal party's platforms and highlight their commitments on issues important to rural Alberta.

RMA is continuing to expand its federal advocacy efforts to cover several issues that are important to rural Alberta. RMA staff will update members on its federal advocacy efforts through Contact and at District Meetings.



## Fighting for Accountability: Unpaid Oil and Gas Property Taxes

Over the past several years, one of RMA's top advocacy priorities has been to ensure that owners and operators of oil and gas infrastructure are accountable for paying municipal property taxes, just like all other property owners in the province. Due to loopholes in provincial legislation, municipalities lack tools to enforce payment of property taxes on oil and gas property owners. This lack of accountability had led to a shocking \$245 million in unpaid property taxes from the oil and gas industry based on a member survey conducted by RMA in early 2021, focused on the 2020 tax year. This means that all other residential and commercial taxpayers are subsidizing \$245 million worth of unpaid oil and gas property taxes in the form of higher tax rates or reduced services.

Based on the results of the survey, RMA ramped up its advocacy efforts, urging the Government of Alberta to close legislative loopholes, and the Alberta Energy Regulator (AER) to begin recognizing unpaid municipal property taxes as a factor when evaluating a company's ability to meet their liability commitments and when reviewing new energy licence applications.

As a result, the ministries of Municipal Affairs and Energy are undertaking efforts to develop a legislative solution to the issue, and RMA has submitted several specific options for legislative change. Similarly, the AER recently introduced a new liability management framework, which includes, for the first time, a specific reference to the payment of municipal taxes as a factor that the AER may consider when evaluating licence applications. While RMA considers both of these actions as first steps, and is pushing both the Government of Alberta and AER for more details related to implementation, 2020 – 2021 saw meaningful progress in this area for the first time after years of RMA advocacy efforts.



## Partner Organizations

In addition to its core advocacy function, RMA is directly involved in the operation of the Elected Officials Education Program (EOEP) and the Municipal Climate Change Action Centre (MCCAC). While the purposes of these organizations are very different from one another, both demonstrate how RMA supports its members in collaboration with key partners.



### EOEP

EOEP provides education and training to elected officials on topics ranging from municipal finance to land use and development approvals to public participation. EOEP is co-owned and operated by RMA and the Alberta Urban Municipalities Association (AUMA), which ensures that elected officials from all types of municipalities across the province have access to quality professional development.

Originally formed in 2007, EOEP is constantly updating course material to ensure that participants are receiving up-to-date information. Over the previous year, significant effort was used to update Munis 101, a course that provides a background to municipal elected officials, and meets the regulated requirements for councilor training following a municipal election. Looking forward, EOEP is excited to offer Munis 101 across the province to new and returning municipal councillors following the 2021 municipal elections.

Another major accomplishment for EOEP is the creation of the Municipal Elected Leaders Certificate (MELC). The MELC will be offered to elected officials who complete all seven EOEP courses to recognize their accomplishment of pursuing ongoing education to help them serve their communities. The MELC is offered in partnership with the University of Alberta's Augustana Extended Education department.

For more information on the EOEP, visit [eoep.ca](http://eoep.ca).



### MCCAC

The MCCAC is a partnership between the Government of Alberta, RMA, and AUMA. The MCCAC provides funding, technical assistance, and education to support Alberta municipalities in addressing climate change by reducing their greenhouse gas emissions and improving their climate resilience. Since MCCAC's inception in 2009, 167 municipalities have participated in its programs which has resulted in a combined total of \$4,481,718.67 in annual savings for municipalities!

2020 – 2021 was an exciting year for the MCCAC as 90 municipalities participated in its programs which resulted in 7,673 annual tonnes of greenhouse gas emissions avoided and approximately \$1,673,192.51 annual savings. The MCCAC offers many programs and a great learning centre that can help municipalities plan and implement climate change mitigation and adaption solutions. For more information on MCCAC, and to learn about the programs offered, visit [mccac.ca](http://mccac.ca).

## Committee Participation

Committee participation is at the heart of how RMA advocates. The Government of Alberta and other stakeholders know that if they need the rural municipal perspective on a committee, RMA is the go-to source. As a result, we have highlighted a few of our key committees this year.

### Municipal Asset Management Program Technical Working Group

The Municipal Asset Management Program (MAMP) is a federal funding program intended to build asset management capacity in small municipalities across Canada. In place since 2016, the Federation of Canada Municipalities (FCM) administers the program on behalf of the Government of Canada. To ensure the program structure and funding opportunities meet the needs of municipalities across the country, FCM maintains the MAMP

Technical Working Group consisting of municipal and asset management industry representatives.

RMA has participated on the MAMP Technical Working Group since its inception and continues to share the priorities of Alberta's rural municipalities related to asset management funding and support.

### Agriculture Plastics Recycling Group

The Agriculture Plastics Recycling Group (APRG) is engaged in a three-year pilot program to collect and recycle grain bags and bale twine. This is an issue that RMA has been advocating on for years, and the pilot program is a positive step in developing

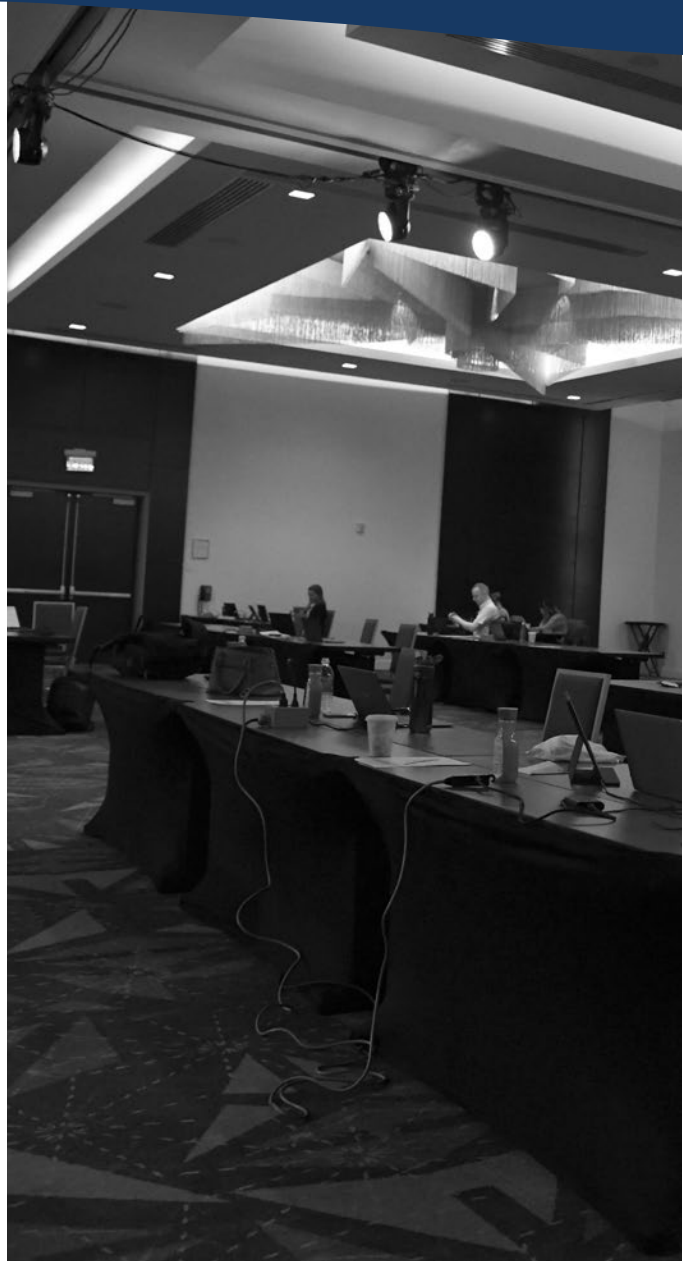
a permanent program. RMA, through the APRG, has been advocating for a legislated permanent program to come into effect when the pilot wraps up in 2022.

### Aggregate Pits: Municipal and Provincial Approval Process Working Group

The aggregate industry is important to the growth of Alberta and is essential for the development of roads, bridges, and infrastructure. In 2020, Alberta Environment and Parks (AEP) started to undertake a complete modernization of its regulatory system to reduce red tape, create efficiencies, and enhance transparency while still maintaining high environmental standards. AEP invited RMA and Alberta Sand and Gravel Association (ASGA) to help develop Aggregate Pits: Municipal

and Provincial Processes Guide, which explains municipal and provincial approval processes for aggregate pits on public or private land and supports municipalities, industry, and landowners in navigating the new system. The guide came into effect on September 13, 2021 and RMA has been working with AEP and ASGA to update RMA's existing Municipal Sand and Gravel Guide to reflect these changes.





## RMA Conventions

Twice a year, RMA brings together rural municipal councillors, administrative officials, stakeholder representatives, and government partners to share ideas and build relationships. Due to the COVID-19 pandemic, the last two RMA conventions were delivered virtually. While a virtual conference cannot replace the excitement of meeting members from across the province in person, RMA was still able to deliver great programming and opportunities for collaboration across a virtual platform.

The 2020 Fall Convention featured education sessions on red tape reduction, media training, healthcare in rural Alberta, and the business of advocacy. It also featured two ministerial forums, as well as addresses from the Minister of Municipal Affairs, leader of the Official Opposition, and Premier Kenney.

RMA members endorsed 17 resolutions at the convention on a wide variety of issues such as the need for a provincial review of unpaid oil and gas property taxes, improving government transparency,

supporting farmers during states of agricultural disaster, and improving provincial and federal disaster recovery support.

As the 2021 Spring Convention was delivered virtually, we unfortunately had to cancel the 2021 tradeshow. Aside from that, the second edition of RMA's virtual convention went as well as the first! The session featured plenary addresses from the Minister of Municipal Affairs, the Special Representative to the Prairies for the Government of Canada, the Commanding Officer of the RCMP, "K" Division, and others.

RMA members endorsed six resolutions on issues such as the energy licence approval and transfer process, personal cannabis production, and agriculture service board funding. Members participated in education sessions related to managing difficult conversations, municipal policing priorities, the municipal role in post pandemic recovery, and municipal election preparation.

## Advocacy Highlights

RMA's advocacy efforts take many forms. While official submissions, committee work, and formal meetings with government and other stakeholders are often most visible, RMA undertakes many different types of projects to support members through education, capacity-building, and other means. The following highlights give a glimpse into some of the many advocacy issues that RMA has focused on in the past year.



## Policing

In the past year, RMA acted on a range of important policing issues. Firstly, RMA continues to dedicate significant resources to the Alberta Police Interim Advisory Board (APIAB). The APIAB was formed in early 2020 by the Minister of Justice and Solicitor General to provide a municipal voice in determining provincial policing priorities. The APIAB includes representatives from RMA, the Alberta Urban Municipalities Association (AUMA), and the Alberta Association of Police Governance. Over the past year, RMA and AUMA staff have provided significant support to the APIAB, including drafting a 2020 – 2021 provincial policing priorities report and a report outlining a recruitment and governance structure for the permanent operational Alberta Police Advisory Board, which will consist of municipal and community representatives from across Alberta. At this point, the APIAB is awaiting a response from the Minister on both reports.

A second key policing issue is the Government of Alberta's exploration of possibly replacing RCMP municipal contract policing with an independent Alberta provincial police force. The Government of Alberta hired a consultant to conduct the report,

## Municipal Election Preparation

In many ways, the run-up to the 2021 municipal elections was like no other. Between holding an election during a pandemic, navigating the impacts of senate elections and referendum questions on the election process, and understanding significant changes made to the *Local Authorities Election Act* (LAEA), RMA members had their hands full with election preparation. Throughout 2020 – 2021, RMA acted on all three of these election-related areas. RMA advocated to the Government of Alberta for legislative and regulatory changes to make elections as safe as possible for workers, candidates, and voters, including calling for an expansion of the use of mail-in ballots. RMA also developed a referendum campaign guide intended to support municipal candidates in understanding potential referendum issues and

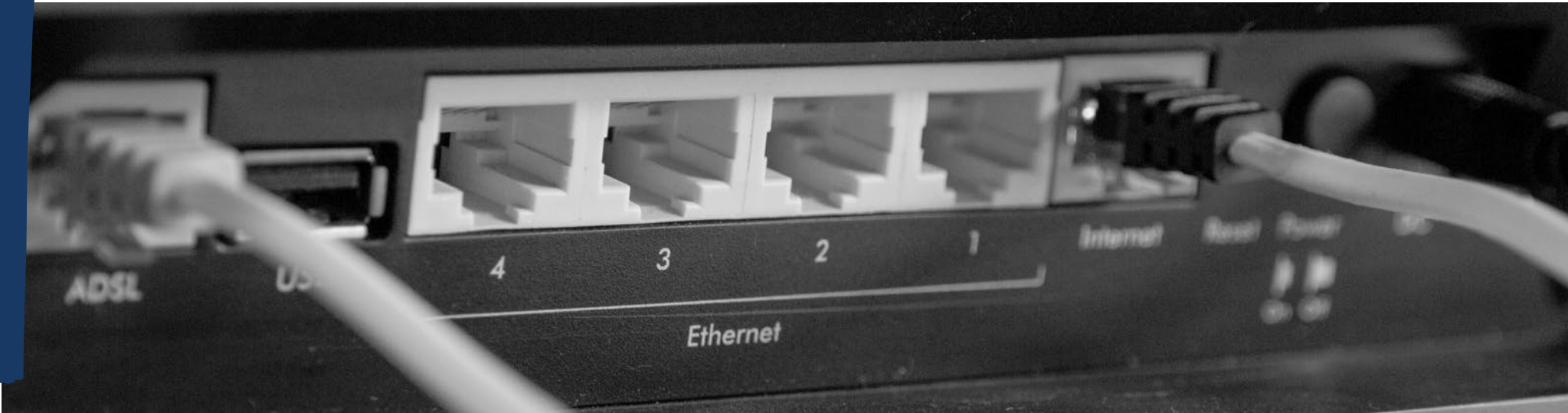
which was completed in April 2021. At this point the report has not been released and next steps are not known. While RMA has not taken a position on this issue, both the association and its members have been vocal in calling on the Government of Alberta to share the report and associated information with municipalities and conduct further engagement before making a final decision. RMA is particularly concerned with the potential cost and service delivery impacts of the switch to a provincial police force. RMA looks forward to engaging on this issue in the coming year when information becomes available.

RMA also participated in a review of the *Police Act*. The review focused on governance, public trust, the role of the police, and the complaints process. RMA prioritized input on governance issues, and, in particular, the role of small and rural municipalities in providing input into local policing under the *Police Act* requirements. It is not yet known if and how the *Police Act* will change as a result of the review process, but RMA will be monitoring possible amendments in the coming year.

how to best respond if voters seek their position on these non-municipal issues. Finally, RMA advocated to the Government of Alberta to reconsider changes made to the LAEA, as many would compromise the local focus of municipal elections.

To directly support candidates, RMA collaborated with the Alberta Urban Municipalities Association and Alberta Municipal Affairs to develop a municipal election hub featuring key candidate resources related to the campaign and election process, as well as testimonials from current municipal elected officials (including RMA President Paul McLaughlin and District 2 Director Amber Link) on what to expect during the campaign process and as a new elected official.





## Broadband Spectrum

In much of rural Alberta, internet is delivered to customers wirelessly. This requires that spectrum is available for internet service providers (ISPs) to use to send signals to houses and businesses. Spectrum is a finite resource, meaning that only so much of it is available. With much of the urban world transitioning to 5G networks, which use the same spectrum as rural ISPs to deliver internet wirelessly, there is a need for RMA to advocate for the appropriate use of spectrum to ensure rural availability.

A win for RMA's advocacy department happened this year when RMA participated in an Innovation, Science and Economic Development (ISED) consultation on spectrum allocation. The consultation explored how to adapt spectrum usage to 5G, and proposed placing a moratorium on new wireless services using traditional technology. RMA pointed out that this practice would be damaging to the goals of developing rural broadband. The final decision from ISED acknowledged this and now allows for more wireless ISPs to develop rural broadband.

## Extended Producer Responsibility

In March 2021, the Minister of Environment and Parks announced that the Government of Alberta will be conducting Extended Producer Responsibility (EPR) stakeholder engagement sessions to design a made-in Alberta solution to paper and packaging products and plastic waste. Alberta is the only province west of Quebec that has not established an EPR or shared stewardship recycling framework for the management of paper and packaging products and plastic waste at the end-of-life.

RMA is supportive of recycling management; however, it is important to take the rural perspective into consideration when designing an EPR system. In many cases, rural municipalities in Alberta do not provide waste collection at a similar level of service to urban municipalities (such as blue bin recycling). Instead, most rural municipalities fund regional transfer stations, and rural residents are responsible for transporting their waste and recyclables. RMA participated in the EPR engagement sessions and advocated for the design of an EPR program to include a comparable level of service at a comparable cost in rural and urban municipalities. The method through which the service is carried out and the service level may be different due to the cost challenges of servicing large and sparsely populated areas, but an effective EPR model must make recycling available in a way that is reasonable accessible to rural residents. Alberta Environment and Parks will be releasing its EPR framework in the coming months and RMA will continue to update members on its advocacy efforts.



# BUSINESS SERVICES



## Canoe Procurement Group of Canada Team



From left to right (back): Jeff Nichol, Jordan Felker, Jesse Patenaude, Duane Gladden, Ryan Yavis, Tim Elms, Tyler Hanneman, Dave Dextraze, Nigel Gamester  
From left to right (front): Carmen Chase, Sheila Ashton, Ainsley Murdock, Miranda Andersen, Kim Thiessen

## RMA Insurance & Legal Team



From left to right (back): Sarah Hirst, Amy Bates, Brandy Broz, Michele Carroll, Emily Gray, Liz Cook, William Peachman  
From left to right (front): Vanessa Thompson, Debora Depeel, Craig Pettigrew, Lacey Barnhard, Helene Klassen  
Not in photo: Kerry Dutton, Dayna Johnson, Raman Khabra



Message from the  
Director of Business Services, Chief Operating Officer (Canoe), Genesis Principal Attorney



Duane Gladden

What a spectacular year it has been! I realize that is a rare statement in the last two years, but in this case it is accurate. I want to begin with expressing my sincere gratitude to our membership for supporting our business services group over the last year. Similarly, our business service teams deserve considerable credit for the tremendous success that we have experienced. One of these major achievements is the transition from RMA Trade and its white label strategy in jurisdictions to a unified Canadian brand: the Canoe Procurement Group of Canada. RMA Insurance and the Genesis Reciprocal have similarly experienced strong performance in the ongoing hard market. RMA Insurance and Canoe together have produced the the RMA's largest year in total volume.

Canoe is comprised of the Canoe Energy Program (which includes offerings formerly offered through RMA Fuel and the RMA Energy Program in partnership with 8760), the Canoe Benefits Program (in partnership with People Corporation), and dozens of cooperative procurement programs (formerly offered under the RMA Trade brand). This group now operates in every province in Canada except for Quebec, and has become the largest municipally-focused buying group in the country. The Canoe brand unifies our cross-Canada offerings and is something we are very proud of.

Our procurement process focuses on compliance and, in the last year, another two provincial governments have verified the Canoe structure. However, the true value of the growth of Canoe is the improved pricing and terms for all members, including those in Alberta. Canoe will continue to ensure that Alberta members are paramount in focusing our organizational direction.

The Canoe Energy Program has become one of the largest revenue centres in the RMA business services group. Electricity and natural gas procurements continue to increase steadily, guiding more public sector groups through this period of volatility.

Similarly, the Canoe Benefits Program has grown to its largest volumes ever. This is partly thanks to dramatically increased participation here in Alberta, but there is a great deal of excitement over cross-Canada expansion as members in other provinces have been adopting it.

RMA Insurance and the Genesis reciprocal continue to be a key area of focus, both with their ongoing organic growth and large member acquisition. Key school divisions were brought into the collective programs and have proven to be valuable additions to the membership. Genesis has also confirmed that, for the first time in its history, it will both write property and casualty coverage outside of Alberta, and participate in a fronted auto liability structure. Genesis utilized its strong capitalization to offset some increases that were felt in the excess market. The reciprocal continues to meet and exceed the performance indicators set out in the operations plan and from the provincial regulator.

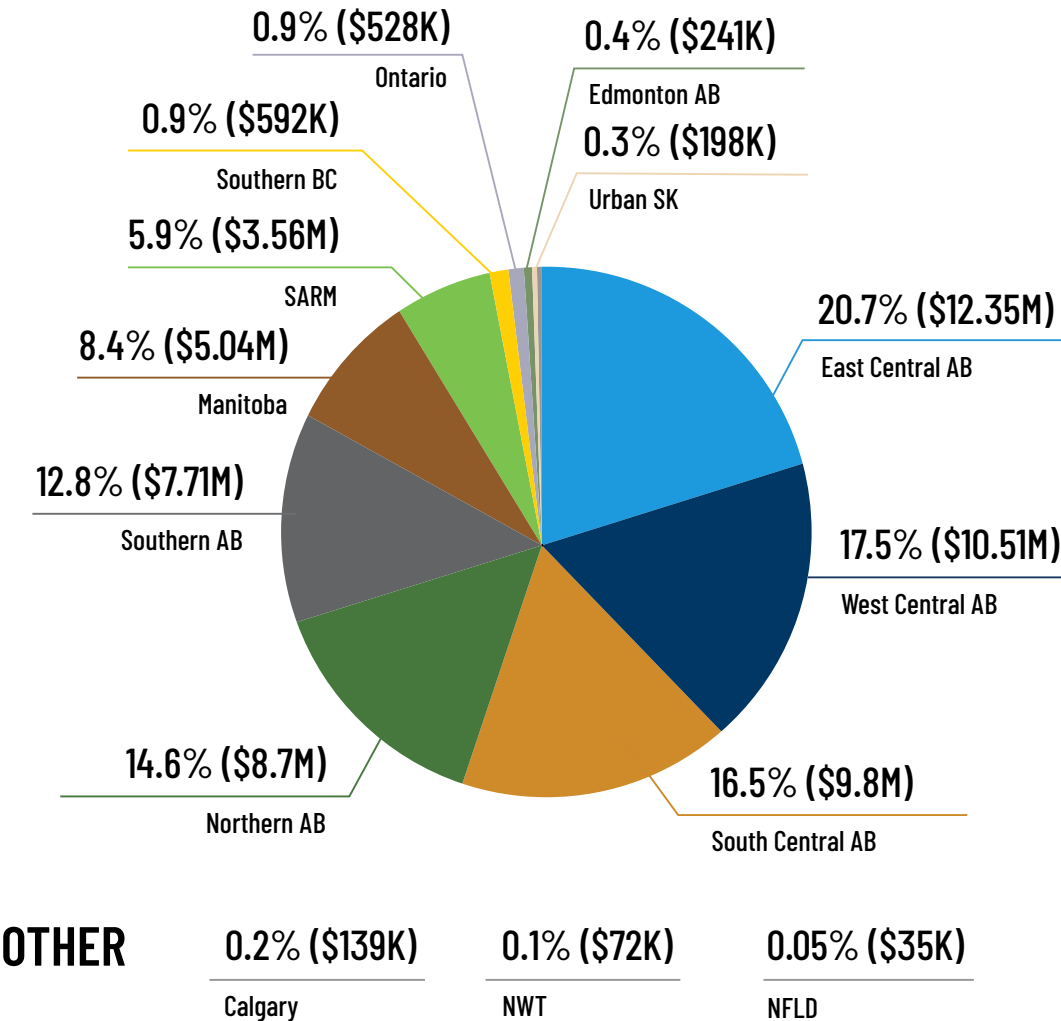
In response to these increases in written business, the RMA Insurance and Genesis programs have increased staff resources. The key focus areas of our team growth are on the claims and risk management teams. These staffing increases are headlined by Sarah Hirst being introduced as our new Manager of Claims. To match our new and improved claims team, we also implemented new claims software that will provide our members better reporting in the future.

Overall, while it's been a strange year, it has also been a spectacular one. I have had the great fortune of participating in the evolution of the RMA Business Services. We have expanded and experienced tremendous success but have never lost touch with what has made us successful. We maintain a member-first focus and true desire to help improve the operation of our public sector members. I look forward to meeting with our stakeholders in person again.

We are truly better together.

Canoe Procurement Update

Regional Update



Canoe Energy Program

- 34 new fuel members this calendar year
- 33,176 invoices

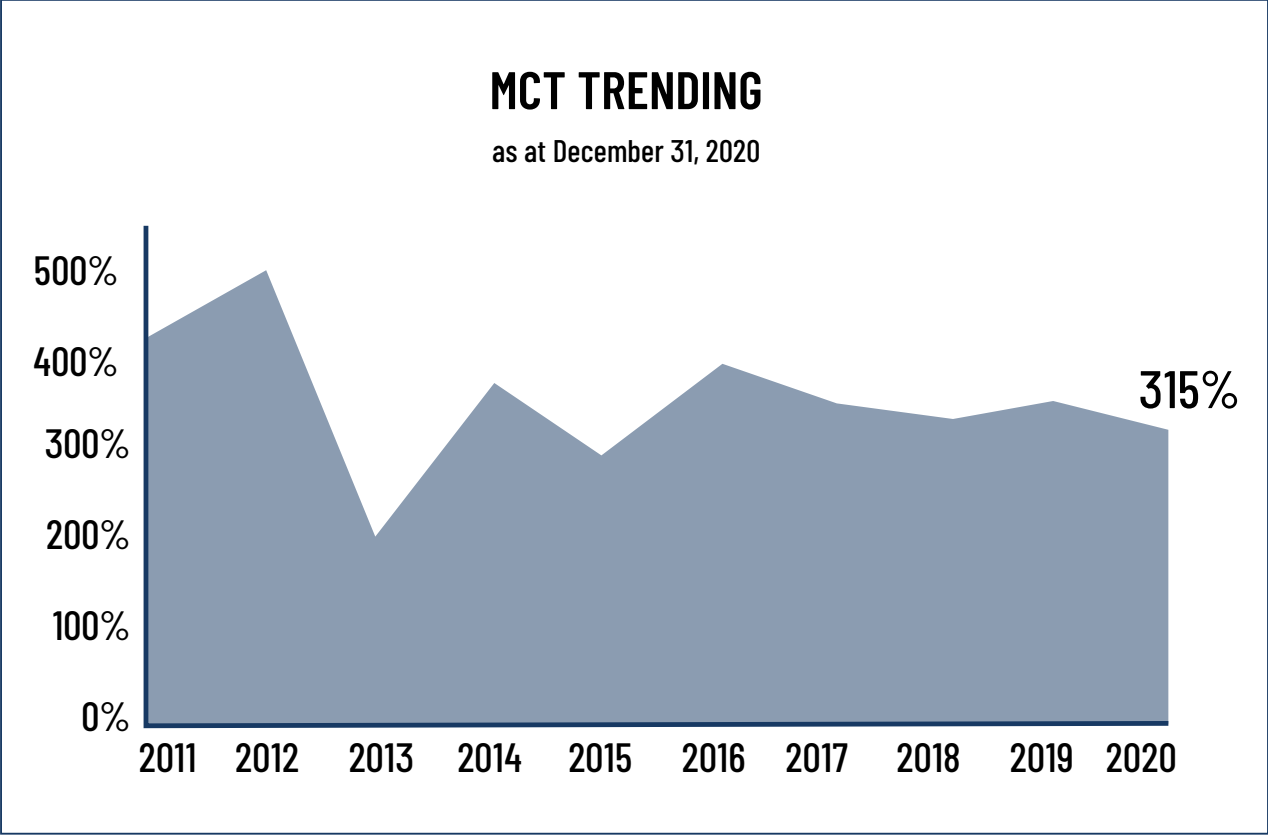
Canoe Benefits Program

- Estimated Total Premium / Premium Equivalent (ASO)**  
\$24.2M/year
- Aggregate Cost Savings**  
Prospect marketing's (1st Quote) – 15% saved  
Current client renewals – 10.23% saved
- Lives in Program**  
82 clients  
4,100 lives



# Genesis Reciprocal Update

- ◆ % growth in Total Insured Value (TIV) - 4% (\$460M)
- ◆ 11,400 vehicles in Auto Physical Damage Program
- ◆ Risk management touch points (virtual or in-person): 103
- ◆ Total premium \$20,861,659; net after re-insurance: \$20,666,659
- ◆ Genesis loss ratio: 81.1% property, 79.34% liability, 90% auto per P&C-1





From left to right (back): Shannan McAuley, Pam Therens, Zeeshan Arain, Susan Wolfe, Kelsy Propp, Sarah Wormsbecker  
 From left to right (front): Sarah Wong, Olly Morrison  
 Not in photo: Kim Coxford, Leona Munro

## Message from the Director of Corporate Services, Chief Financial Officer (Canoe)



Olly Morrison

This has been an incredible year for the RMA Corporate Services team. We developed a rhythm to deal with the challenges of the pandemic and adjust to the ever-present changes in health guidelines. There was an ebb and flow of presence in the office with many folks working from home most of the year.

There was no slowing down for the team as the demands on the foundational services of human resources, information technology, and finance generally increase in uncertain times. RMA demonstrated not only amazing resilience but continued to grow! We congratulated some retirees and hired new people to fill new and exciting roles.

Technology changes continued to dominate this year. Our Enterprise Resource Management (ERP) platform went live June 1, 2020 and much of this year was spent on enhancements and developing integrations with existing processes. Anyone who has experienced this type of significant change knows how incredibly rewarding yet sometimes frustrating success can be. The Corporate Services team continued to demonstrate their strength and flexibility to implement this robust platform.

The most exciting development was the creation of the Canoe Procurement Group of Canada. RMA has facilitated group buying initiatives across Canada for many years and now fall under this single national banner. This change required organizational restructuring and the Finance team seamlessly adjusted. We are now prepared for even more growth!

This growth has put additional pressure on space within our current building even with many folks blending working from home and the office. We are evaluating the best operational model and how to accommodate our growing workforce.

RMA's overall financial position remains strong, and we were again able to declare a \$250,000 patronage rebate. A huge thanks to our members who continue to support our programs. Please contact us if you would like a copy of the detailed financial statements and notes.

This year continued to be unusual and I am proud to work for an organization that is adaptive and strives to meet the needs of our membership through advocacy and business offerings that provide exceptional value to municipalities. The dedicated Corporate Services team enthusiastically meets every challenge and supports the departments with knowledge and integrity. I look forward to another exciting year!



# Financial Overview

## Rural Municipalities of Alberta

### Fiscal Year Ending July 31, 2021

The Rural Municipalities of Alberta generates income from RMA Trade programs, fall and spring conventions, and membership fees paid by our members. RMA also receives funding from Alberta Municipal Affairs to assist municipalities in different projects throughout the year. As always, RMA is member-driven and focused on improving services to its members.

The Rural Municipalities of Alberta, RMA Insurance Ltd., RMA Fuel Ltd., and Genesis Reciprocal Insurance Exchange are continuously increasing capabilities and prospering

under the solid leadership of the Board of Directors as well as the Executive Director, Director of External Relations & Advocacy, Director of Business Services, and Director of Corporate Services.

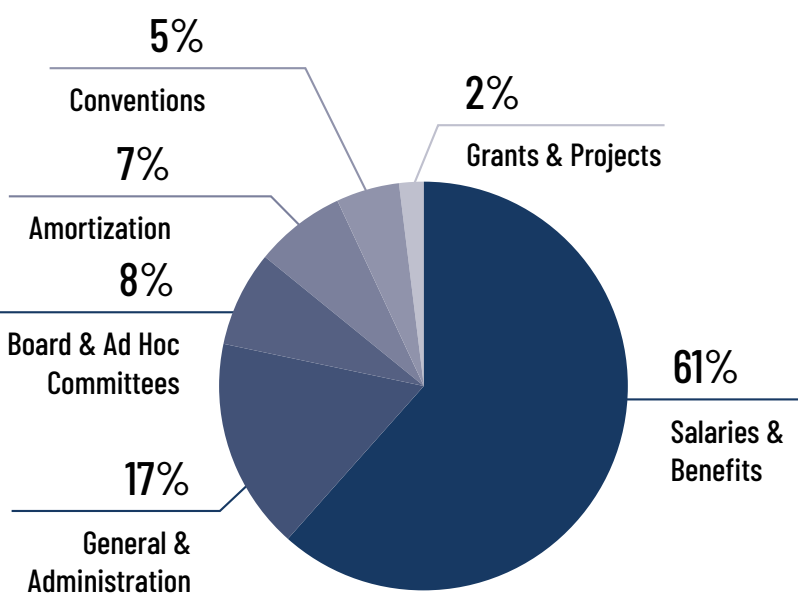
RMA is committed to improving both the quantity and quality of financial information available to our members. This annual report has been presented in a concise manner. For further detailed information or to share your thoughts on the information provided, please contact Olly Morrison, Director of Corporate Services.

## RMA Insurance Ltd.

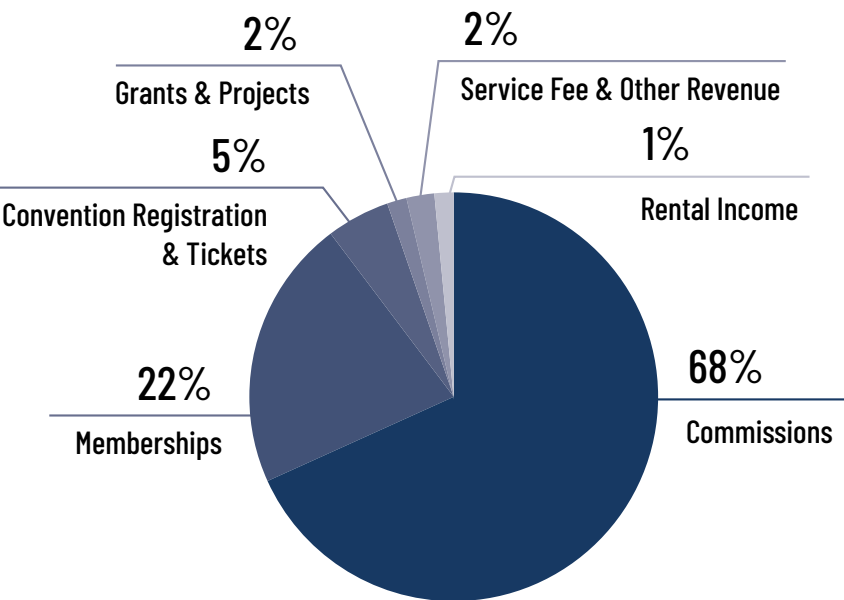
### Fiscal Year Ending July 31, 2021

RMA Insurance Ltd. generates income from commissions and administration fees on all programs. We continually strive to find efficiencies and ensure solid business practices are in place to safeguard the value of RMA Insurance Ltd. to our members, especially through this hard insurance market. From a finance and accounting perspective, RMA Insurance Ltd. is meeting or exceeding all goals under the solid leadership of the Board of Directors and the RMA management team.

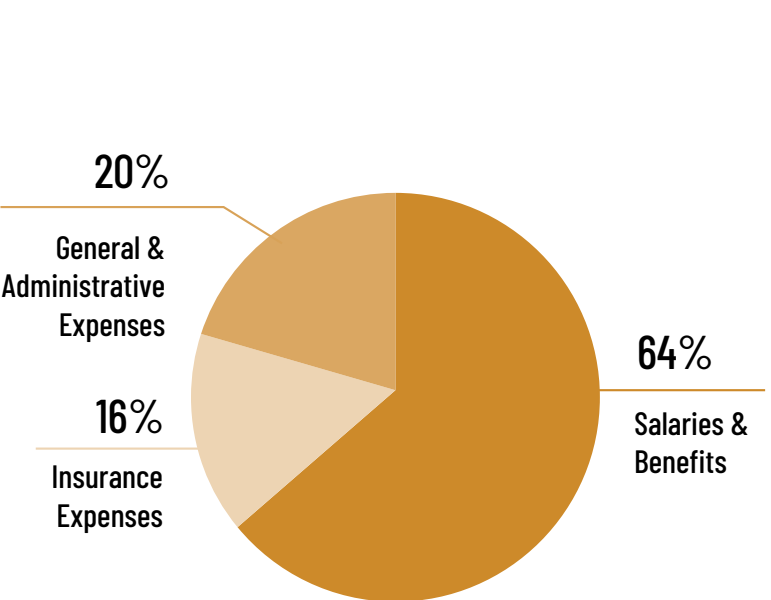
EXPENSES



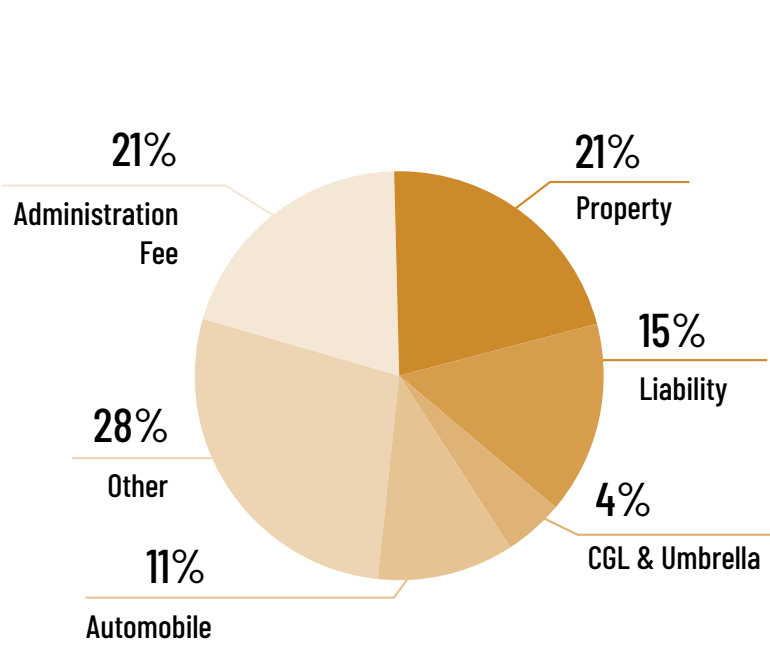
REVENUE



EXPENSES



REVENUE



# Management’s Responsibility

To the Members of Rural Municipalities of Alberta:


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

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

The Board of Directors is composed entirely of Directors who are neither management nor employees of the Organization. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Board is also responsible for recommending the appointment of the Organization’s external auditors.

MNP LLP is appointed by the members to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

October 21, 2021

  
Gerald Rhodes, CLGM, MBA, CAE  
Executive Director

  
Olly Morrison, CPA, CMA  
Director of Corporate Services

# Report of the Independent Auditor on the Summary Financial Statements

To the Members of Rural Municipalities of Alberta:

## Opinion

The summary financial statements are comprised of the following:

- ♦ The summary statement of financial position as at July 31, 2021 and the summary statement of operations for the year then ended for Rural Municipalities of Alberta (“RMA”).
- ♦ The summary balance sheet as at July 31, 2021 and the summary statement of earnings for the year then ended for RMA Insurance Ltd. (“RMA Insurance”) and RMA Fuel Ltd. (“RMA Fuel”).

The summary financial statements are derived from the audited financial statements of the respective entities for the year ended July 31, 2021.

In our opinion, the accompanying summary financial statements are a fair summary of the audited financial statements, in accordance with the disclosed criteria in Note 1.

## Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations for RMA and Canadian accounting standards for private enterprises for RMA Insurance and RMA Fuel. Reading the summary financial statements and the auditor’s report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor’s report thereon.

## The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated October 21, 2021.

- ♦ Management’s Responsibility for the Summary Financial Statements
- ♦ Management is responsible for the preparation of the summary financial statements in accordance with the disclosed criteria in Note 1.

## Auditor’s Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standards (CAS) 810, Engagements to Report on Summary Financial Statements.

Edmonton, Alberta  
October 26, 2021

  
Chartered Professional Accountants



# Summary Financial Statements

## Rural Municipalities of Alberta

### Audited Statement of Financial Position As at July 31, 2021

	2021	2020
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	\$ 141,028	\$ 214,345
Cash - restricted	-	28,899
Accounts Receivable	7,660,199	7,222,718
Prepaid Expenses	183,602	190,452
Advances to Genesis Reciprocal Insurance Exchange	14,310	-
	7,999,139	7,656,414
Property and Equipment	2,976,915	2,947,400
Investment in RMA Fuel Ltd.	4,067,617	267,880
Investment in RMA Insurance Ltd.	6,567,526	5,242,120
Investment in Alberta Elected Officials Education Program Corporation	6,755	6,755
	\$ 21,617,952	\$ 16,120,569

	2021	2020
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Operating Loan	\$ 3,617,298	\$ 889,719
Accounts Payable and Accrued Liabilities	4,335,180	5,117,992
Deferred Revenue	122,092	211,713
Current Portion of Capital Lease Obligations	30,727	19,559
	8,105,297	6,238,983
Capital Lease Obligations	114,516	71,535
	8,219,813	6,310,518
<b>NET ASSETS</b>		
Net assets invested in property and equipment	2,831,672	2,856,306
Net assets internally restricted	1,500,000	1,500,000
Unrestricted net assets	9,066,467	5,453,745
	13,398,139	9,810,051
	\$ 21,617,952	\$ 16,120,569

## Rural Municipalities of Alberta (cont'd)

### Audited Statement of Operations For the year ended July 31, 2021

	2021	2020
<b>REVENUE</b>		
Commissions	\$ 3,355,105	\$ 2,651,322
Memberships	1,068,934	1,056,479
Convention registration and tickets	233,325	643,755
Service fee and other revenue	116,084	110,958
Grants and projects	74,368	251,653
Rental income	65,800	66,000
	4,913,616	4,780,167
<b>EXPENSES</b>		
Salaries and benefits	3,197,966	2,787,222
Board and ad hoc committees	391,863	441,347
Amortization	377,857	342,379
Convention	252,765	448,247
Advertising and promotion	219,303	194,899
Computer	199,369	73,617
Building operations	147,154	128,494
Grant and project expenses	105,918	229,952
Bank charges and interest	70,017	43,936
Professional fees	69,585	144,623
Insurance	47,815	37,668
Office supplies	29,896	43,296
Memberships & subscriptions	27,351	24,610
Travel	27,060	81,732
Telephone	14,423	34,391
Postage	9,694	6,454
Interest on capital lease obligations	9,576	6,004
	5,197,612	5,068,871
Deficiency of revenue over expenses before other items	(283,996)	(288,704)

	2021	2020
<b>OTHER INCOME (EXPENSE)</b>		
Dividends	2,250,000	125,000
Increase in equity in RMA Insurance Ltd.	1,722,824	952,313
Increase in equity in RMA Fuel Ltd.	144,616	84,118
Gain on disposal of property and equipment	4,129	-
Other income	454	7,216
Decrease in equity in Alberta Elected Officials Education Program Corporation	-	(2,125)
	4,122,023	1,166,522
Excess of Revenue over Expenses	\$ 3,838,027	\$ 877,818

## RMA Insurance

### Audited Balance Sheet As at July 31, 2021

	2021	2020
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	1,780,188	3,002,554
Marketable Securities	2,448,428	1,934,204
Prepaid Expenses	36,080	41,771
Due from RMA	204,626	-
Accounts Receivable	154,198	128,511
	<b>4,623,520</b>	<b>5,107,040</b>
Marketable Securities	301,259	615,405
	<b>4,924,779</b>	<b>5,722,445</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Accounts Payable and Accrued Liabilities	289,925	360,525
Due to RMA	-	192,791
Deferred Revenue	112,700	119,800
	<b>402,625</b>	<b>673,116</b>
<b>SHAREHOLDER'S EQUITY</b>		
Common Shares	600	600
Retained Earnings	4,521,554	5,048,729
	<b>4,522,154</b>	<b>5,049,329</b>
	<b>4,924,779</b>	<b>5,722,445</b>

### Audited Statement of Earnings For the year ended July 31, 2021

	2021	2020
<b>REVENUE</b>		
Commissions	3,829,648	3,507,609
Administration Fee	1,097,422	911,530
	<b>4,927,070</b>	<b>4,419,139</b>
<b>EXPENSES</b>		
Salaries & Benefits	2,306,802	2,234,590
Service Fees	342,500	360,000
Risk Pro Premium Credit	193,062	79,851
Computer & Equipment	146,311	126,113
Executive (RMA Board allocation)	145,000	145,000
Communication	101,145	96,300
Risk Management	89,591	-
Insurance	64,517	74,203
Rent	54,600	54,600
Travel - Automobile & Meals/Entertainment	31,455	20,599
Professional Fees (legal, audit, dues, and banking)	34,985	36,812
Staff Education & Training	20,685	34,632
Office Supplies	19,992	30,216
Advertising & Promotion	17,981	45,493
Risk Pro Program & Seminars	14,932	18,686
Telephone	12,140	8,807
Courier & Postage	6,326	8,281
Bad Debts	4,909	-
	<b>3,606,933</b>	<b>3,374,183</b>
Other Income (Expense)	402,688	32,357
<b>NET EARNINGS</b>	<b>1,722,825</b>	<b>1,077,313</b>

## RMA Fuel

### Audited Balance Sheet As at July 31, 2021

	2021	2020
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	40,735	317,141
Accounts Receivable	4,722,275	2,712,938
Prepaid Expenses	-	1,785
	<b>4,763,010</b>	<b>3,031,864</b>
Marketable Securities	29,079	53,545
Due from the Rural Municipalities of Alberta	-	838,988
Goodwill	732,688	732,688
	<b>5,524,777</b>	<b>4,657,085</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Bank Indebtedness	220,253	-
Due to the Rural Municipalities of Alberta	2,816,133	-
Accounts Payable and Accruals	1,236,910	3,550,220
	<b>4,273,296</b>	<b>3,550,220</b>
<b>SHAREHOLDER'S EQUITY</b>		
Common Shares	100	100
Retained Earnings	1,251,381	1,106,765
	<b>1,251,481</b>	<b>1,106,865</b>
	<b>5,524,777</b>	<b>4,657,085</b>

### Audited Statement of Earnings For the year ended July 31, 2021

	2021	2020
<b>REVENUE</b>		
Commissions	<b>636,545</b>	<b>565,850</b>
<b>EXPENSES</b>		
Salaries and Benefits	383,494	359,146
Computer	38,604	34,013
Advertising & Promotion	19,263	31,180
Professional Fees	15,000	11,550
Rent	14,000	14,000
Office	8,327	11,072
Insurance	6,772	5,795
Interest & Bank Charges	3,364	2,361
Travel	2,625	12,618
Bad debts	480	-
	<b>491,929</b>	<b>481,735</b>
<b>NET EARNINGS</b>	<b>144,616</b>	<b>84,115</b>



Genesis Reciprocal Insurance Exchange

Statement of Financial Position

As at December 31, 2020

	2020	2019
<b>ASSETS</b>		
Cash and cash equivalents	\$ 10,775,365	\$ 13,420,385
Marketable securities	47,267,122	50,511,282
Insurance balances receivable	15,422,517	4,328,365
Deferred acquisition costs	561,391	682,865
Reinsurers' share of unpaid claims	2,116,171	466,588
Ceded unearned premiums	162,500	393,921
Prepaid expenses	-	739,010
	<u>\$ 76,305,066</u>	<u>\$ 70,542,416</u>
<b>LIABILITIES</b>		
Insurance balances payable	\$ -	\$ 981,094
Claims payable reserve	26,488,459	22,053,536
Premium taxes payable	827,298	732,143
Unearned premium liability	17,397,883	15,384,694
	<u>44,713,640</u>	<u>39,151,467</u>
<b>SUBSCRIBERS' SURPLUS</b>		
Retained earnings	31,591,426	31,390,949
	<u>\$ 76,305,066</u>	<u>\$ 70,542,416</u>

Statement of Comprehensive Income

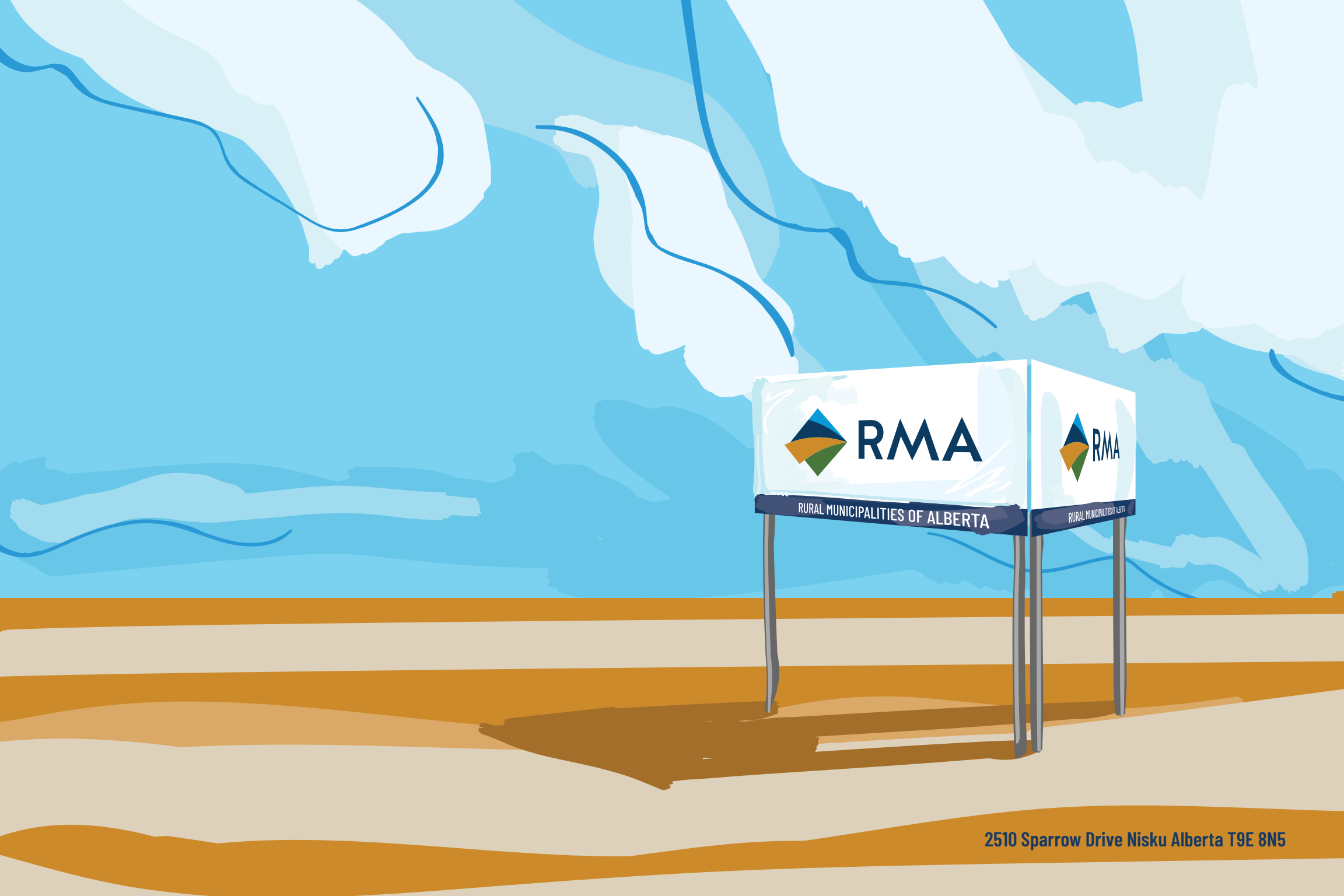
Year ended December 31, 2020

	2020	2019
<b>INCOME</b>		
Gross premiums written	\$ 20,861,659	\$ 18,461,093
Ceded written premiums	(195,000)	(472,705)
Increase in unearned premiums	(1,771,904)	(4,584,542)
Premiums earned	18,894,755	13,403,846
Net investment income	1,507,994	4,678,412
	<u>20,402,749</u>	<u>18,082,258</u>
<b>EXPENSES</b>		
Losses incurred	16,309,642	10,287,829
Premium tax	834,502	732,143
General and administrative	2,936,654	2,005,256
Change in deferred acquisition costs	121,474	231,928
	<u>20,202,272</u>	<u>13,257,156</u>
<b>TOTAL COMPREHENSIVE INCOME</b>	<u>\$ 200,477</u>	<u>\$ 4,825,102</u>

Note 1: Basis of Presentation

These summarized financial statements are derived from the complete annual audited financial statements of Genesis Reciprocal Insurance Exchange for the year ended December 31, 2020. The complete annual financial statements are prepared in conformity with International Financial Reporting Standards and are accompanied by an unmodified audit opinion prepared by KBH Chartered Professional Accountants on February 25, 2021. The criteria applied by management in preparing these financial statements is outlined in the paragraph below.

The figures presented in these summarized financial statements agree with or can be recalculated from the figures presented in the complete audited financial statements. Management believes that the summarized financial statements contain the necessary information and are at an appropriate level of aggregation so as to not be misleading to the users.



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