



**TOWN OF DRUMHELLER**  
COMMITTEE OF THE WHOLE MEETING

**AGENDA**

TIME & DATE: 4:30pm, Monday April 11, 2023

LOCATION: Council Chambers, 224 Centre St and ZOOM Platform and Live Stream on Drumheller Valley YouTube Channel

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1. CALL TO ORDER

2. OPENING COMMENTS

3. ADDITIONS TO THE AGENDA

4. ADOPTION OF AGENDA

4.1 Agenda for April 11<sup>th</sup> 2023 Committee of the Whole Meeting

**Proposed Motion:** Move to adopt the agenda for the April 11<sup>th</sup>, 2023 Committee of the Whole meeting as presented.

5. MEETING MINUTES

5.1 Minutes for March 13 , 2023, Committee of the Whole meeting as presented.

[Committee of the Whole Meeting – March 13, 2023 - Minutes](#)

**Proposed Motion:** Move to approve the minutes for the March 13, 2023, Committee of the Whole meeting as presented.

COUNCIL BOARDS AND COMMITTEES

6. DELEGATIONS

6.1 Wild Rose Assessments

[Presentation](#)

## COUNCIL REPORTS

### 7. REPORTS FROM ADMINISTRATION

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

CORPORATE AND COMMUNITY SERVICES DEPARTMENT

7.1 Director of Corporate and Community Services

7.1.1 Briefing Note: Recreational Facilities Cost and Revenue Ratio Analysis

[Briefing Note](#)

EMERGENCY AND PROTECTIVE SERVICES

INFRASTRUCTURE DEPARTMENT

### 8. CLOSED

8.1 Land Development; Bylaw and Policy Development  
FOIP 16 – Disclosure harmful to business of a third party  
FOIP 23 (1) – Local public body confidences  
FOIP 24 (1) – Advice from Officials

**Proposed Motion:** That Council close the meeting to the public to discuss land development, bylaw and policy development as per FOIP 16 – Disclosure harmful to business of a third party; FOIP 23 (1) – Local public body confidences, FOIP 24 (1) – Advice from Officials

### 9. ADJOURNMENT

**Proposed Motion:** Move to adjourn the meeting.



**TOWN OF DRUMHELLER**  
COMMITTEE OF THE WHOLE MEETING

**MINUTES**

TIME & DATE: 4:30pm, Monday March 13<sup>th</sup>, 2023

LOCATION: Council Chambers, 224 Centre St and ZOOM Platform and Live Stream on Drumheller Valley YouTube Channel link

<https://www.youtube.com/watch?v=zhzDUhrzc1Q>

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**IN ATTENDANCE**

Mayor Heather Colberg  
Councillor Patrick Kolafa  
Councillor Stephanie Price  
Councillor Tom Zariski  
Councillor Tony Lacher  
Councillor Crystal Sereda  
Councillor Lisa Hansen-Zacharuk

Chief Administrative Officer: Darryl Drohomerski (Regrets)  
Acting Chief Administrative Office/ Director of Infrastructure:  
Dave Brett  
Director of Corporate and Community Services: Mauricio Reyes  
Director of Emergency and Protective Services: Greg Peters  
Flood Resiliency Project Director: Deighen Blakely  
Communication Officer: Franciso Collantes  
Legislative Services: Denise Lines  
Reality Bytes IT: David Vidal

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1. CALL TO ORDER

The Mayor called the meeting to order at 4:30pm.

2. OPENING COMMENTS

Dragons are  
Basketball  
St. Patrick's Day – Pioneer Trail Stew Lunch 11-2pm  
Drumheller Health Foundation Sat Apr 1 – proceed to our hospital

3. ADDITIONS TO THE AGENDA

4. ADOPTION OF AGENDA

4.1 Agenda for March 13<sup>th</sup> 2023 Committee of the Whole Meeting

M2023.58 Moved by Councillor Sereda, Councillor Hansen-Zacharuk;  
move to adopt the agenda for the March 13, 2023 Committee of the Whole meeting  
as presented.

Carried unanimously

## 5. MEETING MINUTES

- 5.1 Minutes for February 13, 2023, Committee of the Whole meeting as presented.

Agenda attachment: Committee of the Whole Meeting – February 13, 2023 - Minutes

- M2023.59 Moved by Councillor Kolafa, Councillor Price;  
move to approve the minutes for the February 13, 2023, Committee of the Whole  
meeting as presented.

Carried unanimously

## COUNCIL BOARDS AND COMMITTEES

## 6. DELEGATIONS

- 6.1 Destination Development - Co-creating a Destination Development Plan for Drumheller  
and Area  
Presented by twenty-31, Joe Naaman, Glen Klassen and Travel Drumheller; Executive  
Director Julia Fielding.

Destination Development is a tourism destination plan for the Canadian Badlands region  
in partnership with Travel Drumheller and Travel Alberta. It is one component in a  
province wide initiative.

Agenda attachment: Presentation

- 6.2 Drumheller and District Chamber of Commerce Annual Update  
Executive Director, Heather Bitz

An overview of the activities and events initiated by the Chamber of Commerce in 2022  
and the upcoming plans for 2023.

Agenda attachment: Presentation

## COUNCIL REPORTS

## 7. REPORTS FROM ADMINISTRATION

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

## CORPORATE AND COMMUNITY SERVICES DEPARTMENT

### 7.1 Manager of Community Development and Social Planning

Time Stamp: <https://www.youtube.com/live/zhzDUhrzc1Q?feature=share&t=3575>

#### 7.1.1 Drumheller Valley Family and Community Support Services (FCSS) Community Development and Social Planning Department Update (CDSP)

An overview of the roles and responsibilities of the Community Development and Social Planning Department.

Agenda attachment: Presentation

## EMERGENCY AND PROTECTIVE SERVICES

## INFRASTRUCTURE DEPARTMENT

### 8. CLOSED

#### 8.1 Land Transactions, Third Party Business; Development and Planning FOIP 16 – Disclosure harmful to business of a third party FOIP 23 (1) – Local public body confidences FOIP 24 (1) – Advice from Officials

M2023.60 Moved by Councillor Zariski, Councillor Price;  
that Council close the meeting to the public to discuss land transactions, third party business, development and planning as per FOIP 16 – Disclosure harmful to business of a third party; FOIP 23 (1) – Local public body confidences, FOIP 24 (1) – Advice from Officials. Time 7:35pm

Carried unanimously

M2023.61 Moved by Councillor Lacher, Councillor Price  
move to open the meeting to the public. Time 8:56pm

Carried unanimously

### 9. ADJOURNMENT

M2023.62 Moved by Councillor Sereda, Councillor Hansen-Zacharuk;  
move to adjourn the meeting. Time 8:56pm

Carried unanimously

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MAYOR

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CHIEF ADMINISTRATIVE OFFICER



# Drumheller Council Presentation

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## Property Assessment

Property assessments are used to distribute the municipalities taxes in a fair and equitable manner.

Section 1 (n) of the **MGA** defines market value as:

*“the amount that a property, as defined in sections 284 (1) (r), might be expected to realize if it is sold on the open market by a willing seller to a willing buyer”*



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# MASS APPRAISAL

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Section 1 (g) of MRAT defines mass appraisal as:

*"The process of preparing assessments for a group of properties using standard methods and common data and allowing for statistical testing"*

Mass appraisal **allows assessor to** accurately **value large number of** properties.

- Not every property sells every year.
- Property **sales analyzed to achieve market value assessment** on sold properties.
- Mass appraisal is applied to achieve equity** as market value assessments to all other properties that have not sold in the past three years.

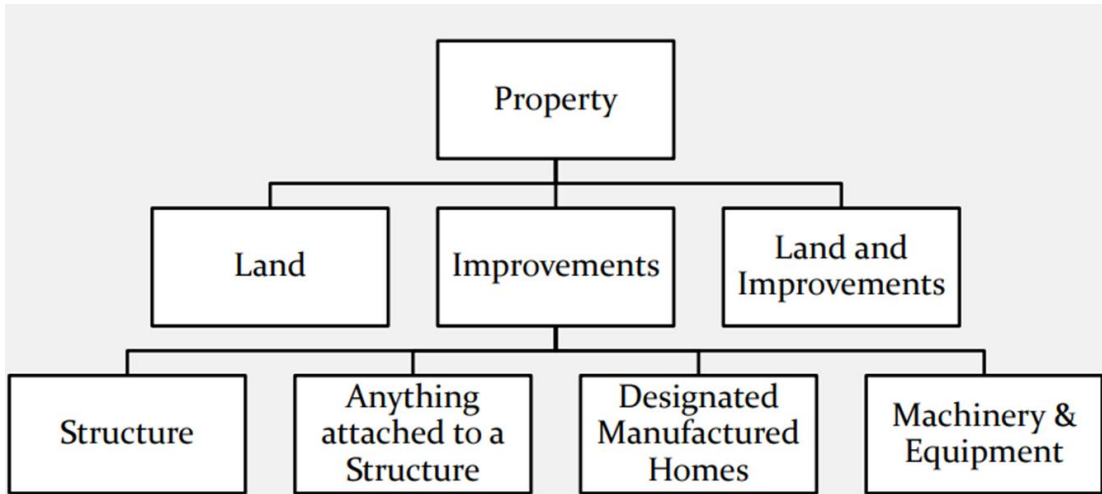
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# WHAT IS ASSESSED

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## Residential

Residential purpose land & improvements are **assessed at market value**.

- ❖ Detached single family dwelling
- ❖ Semi-detached dwelling
- ❖ Individual condominium units in apartment or townhouse
- ❖ Lot suitable for single dwelling
- ❖ Multi-family as multiple residential units on one land title
  - ❖ Such as apartment, four-plex
  - ❖ Or land suitable for development with multi-family building

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# Non-residential

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**NON-RESIDENTIAL PURPOSE LAND & IMPROVEMENTS ASSESSED AT MARKET VALUE.**

- ❖ COMMERCIAL BUILDING – MULTI OR SINGLE TENANT
- ❖ INDUSTRIAL BUILDING – MULTI OR SINGLE TENANT
- ❖ INDIVIDUAL COMMERCIAL OR INDUSTRIAL CONDOMINIUM
- ❖ LOT SUITABLE FOR COMMERCIAL OR INDUSTRIAL BUILDING
- ❖ SPECIAL PURPOSE PROPERTY
  - ❖ EXAMPLES AS:
    - ❖ THEATRE
    - ❖ CHURCH



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7

# Regulated Values

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NOT MARKET VALUE

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## Oilfield related equipment

Oilfield related equipment **assessed at regulated rate.**

- ❖ Machine & Equipment portion of:
  - Oilfield Lease Sites – Compressors, separators, tanks, etc
  - Plants – Chemical, Pulp and Paper, Oil Sands
  - Refineries



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## Farmland

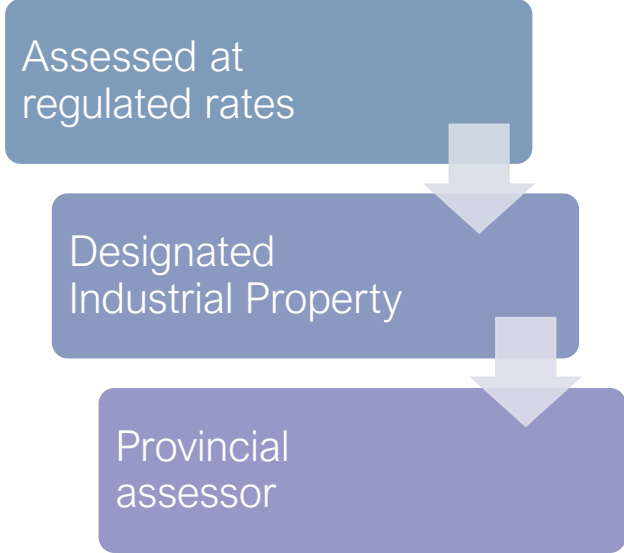
Any land used for farming.

- Land that is currently farmed, urban or rural
- Irrigated farmland at \$450 / acres
- Non-irrigated farmland at \$350 / acre



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## Power Generation



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## Railway

Railway property assessed at **regulated rate**.

- ❖ Fixed \$ / km rate
- ❖ Rate based on annual tonnage
  - ❖ As transported on each railway right of way

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## M & E



Machinery and Equipment assessed at regulated rate by local assessors.

- Manufacturing

- Lumber mill

- Good example of what M&E is

- From time the tree enters the facility until a 2x4 leaves

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## Linear Property



- Department of Municipal Affairs assesses Linear Property:

- Oil & Gas Wells

- excluding M&S assessed locally

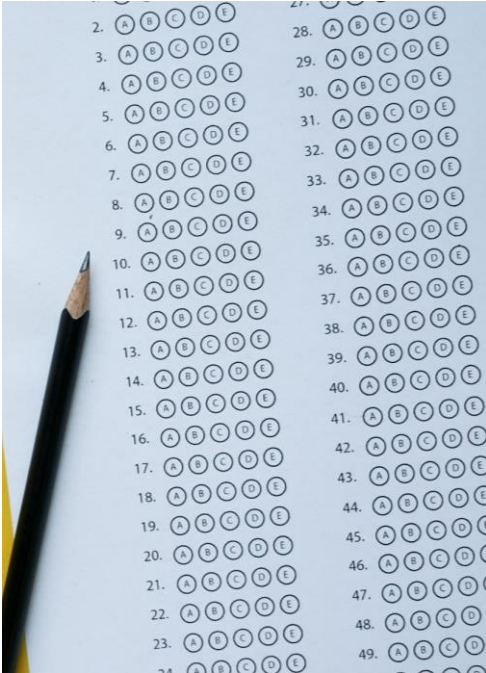
- Pipelines

- Electric Power Systems

- Telecommunications

- Cable Television Systems

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# NON-ASSESSABLE AND ASSESSABLE

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# Non assessable

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- Municipal Water Treatment Plants
- Farm Buildings
- Airport Improvements (roads, runways)

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# Assessable

- Residential Land & Buildings
  - Single Family
  - Multi-family
- Non-Residential Land & Buildings
  - Industrial
  - Commercial
  - Special Purpose

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# MGA: EXEMPT From Taxation



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# ASSESSMENT STANDARDS

The MGA and Matters Relating to Assessment and Taxation define the methods and standards that must be met when assessments are prepared.

A property **assessment is based on market value** and must:

- 1) Be prepared using mass appraisal
- 2) Be an estimate of the value of the fee simple estate in the property, and
- 3) Reflect typical market conditions for similar properties that have not sold

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## HOW ASSESSMENTS ARE PREPARED

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## IMPORTANT DATES

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Two legislated dates govern assessment valuation.

- December 31 as **Condition Date**
  - Assessed physical condition as at this date
- July 1 as **Valuation Date**
  - Assessed market value as at this date

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## ASSESSMENT COMPLAINTS

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Three types of assessment review boards:

- Local Assessment Review Board (**LARB**)
  - Residential (3 dwellings or less) and farmland
- Composite Assessment Review Board (**CARB**)
  - Non-residential, multi-residential
- Land and Property Rights **Tribunal**
  - DIP and equalization

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## APPROACHES TO MARKET VALUE

- MARKET MODIFIED COST
- INCOME APPROACH

Assessors utilize two primary approaches to value: Market Modified **Cost** and **Income**.

**Defining factors** that create market value for a property **dictate** which **valuation approach** is **most suitable**.

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## INCOME APPROACH

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In the current market, **Income Approach** is **suitable only** for properties that trade solely on revenue generated through:

- 1) Lease revenue to **landlord**
  - a) **Multi-tenant** buildings, or
  - b) Single user buildings with **long-term** (multi-year) **lease** contracts
- 2) **Purpose built** improvements **requiring viable business** to operate
  - a) **Hotel, Multi-tenant** buildings, or
  - b) Single user buildings with **long-term** (multi-year) **lease** contracts

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# COST APPROACH

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Improvements are valued and placed into groups based on comparability:

- Age
- Construction type
- Location

Values are adjusted based on what properties similar to each group are selling for.

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## ASSESSMENT TO SALES RATIO

Matters Relating to Assessment and Taxation Regulation **MRAT** sets a standard of 95% to 105% based on a median assessment.

❖  $\text{Assessment} / \text{Sale Price} = \text{Assessment to Sales Ratio}$

*Assessment to Sales Ratio (ASR)*

| Assessment | Sale      | ASR  | Comments                          |
|------------|-----------|------|-----------------------------------|
| \$362,000  | \$425,000 | 85%  |                                   |
| \$260,000  | \$285,000 | 91%  |                                   |
| \$320,000  | \$352,000 | 92%  |                                   |
| \$320,000  | \$336,000 | 95%  |                                   |
| \$384,000  | \$391,000 | 98%  | Assessment Lower than Sale Price  |
| \$280,000  | \$270,000 | 104% | Assessment Higher than Sale Price |
| \$375,000  | \$357,000 | 105% |                                   |
| \$425,000  | \$390,000 | 109% |                                   |
| \$410,000  | \$350,000 | 117% |                                   |

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# MUNICIPAL ASSESSMENT OVERVIEW



The assessment must be prepared with no outside influence



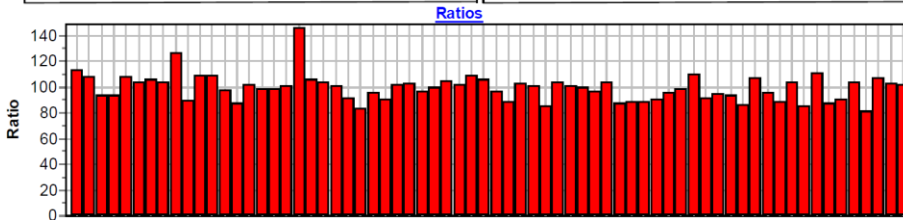
Wild Rose Assessment acts as an extension of the municipality

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## Riverside Neighbourhood

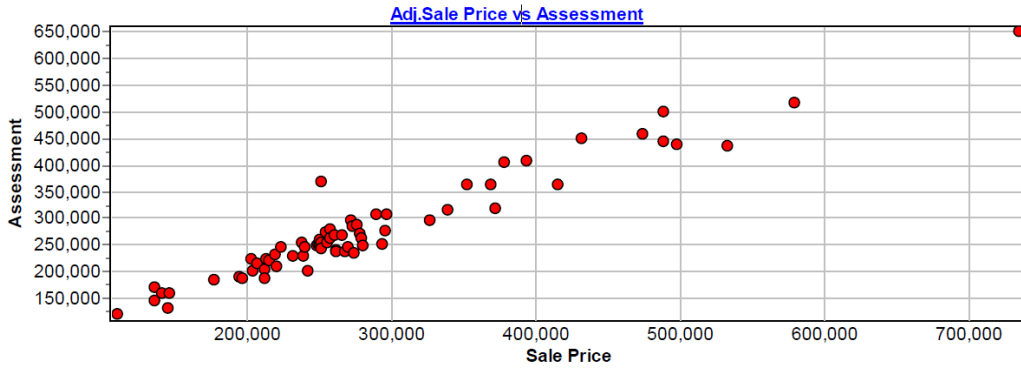
| Parcel Area Statistics:    |           | Ratio Statistics:           |         |
|----------------------------|-----------|-----------------------------|---------|
| Mean Area:                 | 6,904.56  | Mean Percentage:            | 99.4 %  |
| Median Area:               | 6,295.00  | Median Percentage:          | 100.2 % |
| Minimum Area:              | 2.85      | Minimum Percentage:         | 81.4 %  |
| Maximum Area:              | 15,708.00 | Maximum Percentage:         | 146.0 % |
| Coefficient of Dispersion: | 25.92     | Coefficient of Dispersion:  | 7.4     |
| Number of Sales:           | 68        | Coefficient of Variation:   | 10.22   |
|                            |           | Standard Deviation:         | 10.15   |
|                            |           | Weighted Mean:              | 97.8 %  |
|                            |           | Price-Related Differential: | 101.6 % |

Median Assmt = 100.2%



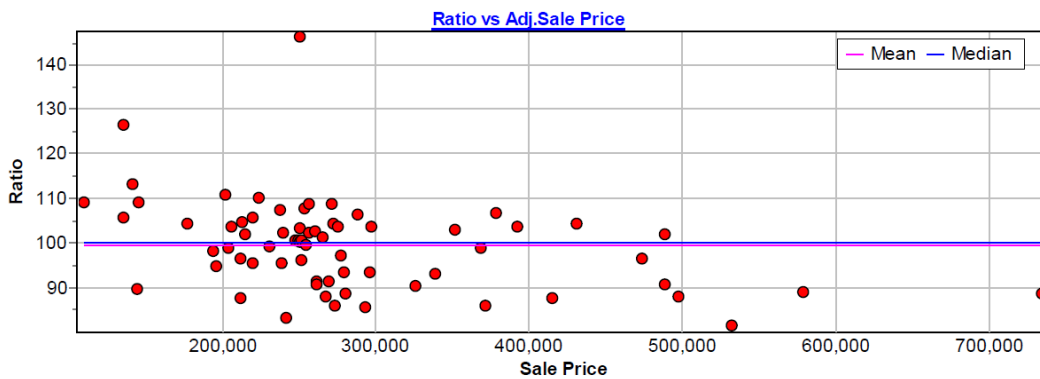
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# Riverside: Adjusted SP to Assessment



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# Riverside: Assmt Ratio to Adjusted SP

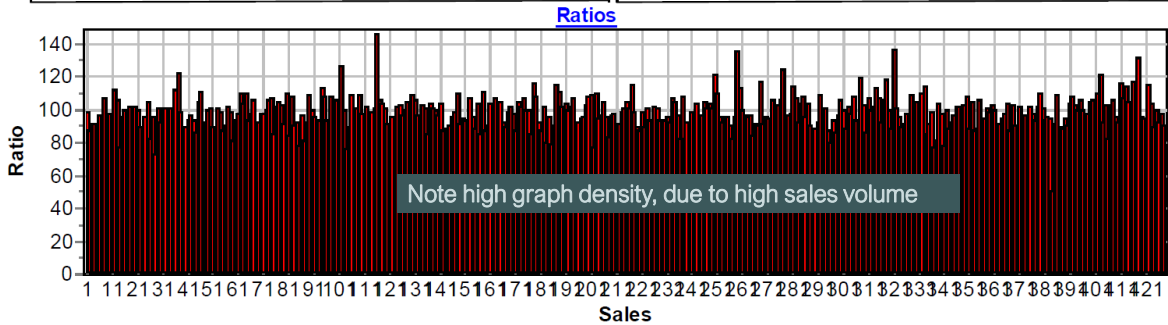


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|  |                             |                           |                      |                      |
|--|-----------------------------|---------------------------|----------------------|----------------------|
| <b>REPORT CRITERIA:</b>                | Start Sale Date: 07-01-2019 | End Sale Date: 06-30-2022 | Only Used Sales: Yes | Year to Dep To: 2022 |
| Property Selection by: Comparison Zone | From: 2                     | to: 2                     |                      |                      |

|                                |                                  |                          |                                     |
|--------------------------------|----------------------------------|--------------------------|-------------------------------------|
| <b>Parcel Area Statistics:</b> | Mean Area: 6,661.44              | <b>Ratio Statistics:</b> | Mean Percentage: 97.7 %             |
|                                | Median Area: 6,010.50            |                          | Median Percentage: <b>97.6 %</b>    |
|                                | Minimum Area: 0.51               |                          | Minimum Percentage: 50.3 %          |
|                                | Maximum Area: 34,279.00          |                          | Maximum Percentage: 146.0 %         |
|                                | Coefficient of Dispersion: 39.13 |                          | Coefficient of Dispersion: 7.8      |
|                                | Number of Sales: 428             |                          | Coefficient of Variation: 10.29     |
|                                |                                  |                          | Standard Deviation: 10.05           |
|                                |                                  |                          | Weighted Mean: 96.6 %               |
|                                |                                  |                          | Price-Related Differential: 101.1 % |

Median Assmt = 97.6%

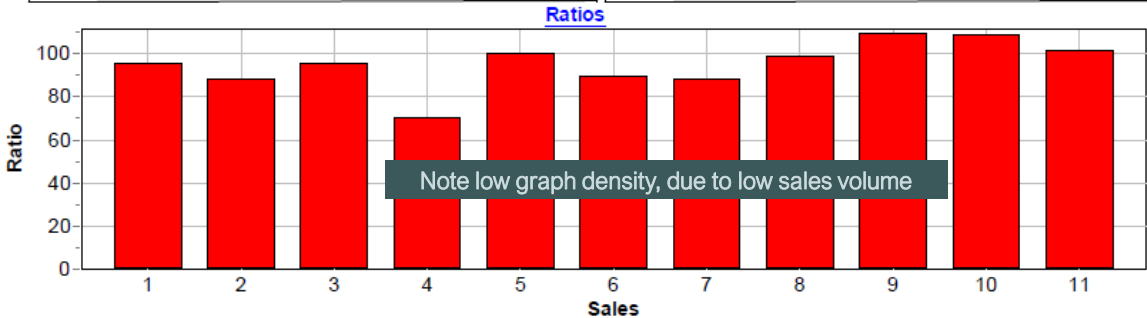


**Residential Assmt Ratio Overview** Median Assmt = 97.6%

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|  |                             |                           |                      |                      |
|--|-----------------------------|---------------------------|----------------------|----------------------|
| <b>REPORT CRITERIA:</b>                | Start Sale Date: 07-01-2019 | End Sale Date: 06-30-2022 | Only Used Sales: Yes | Year to Dep To: 2022 |
| Property Selection by: Comparison Zone | From: 3                     | to: 3                     |                      |                      |

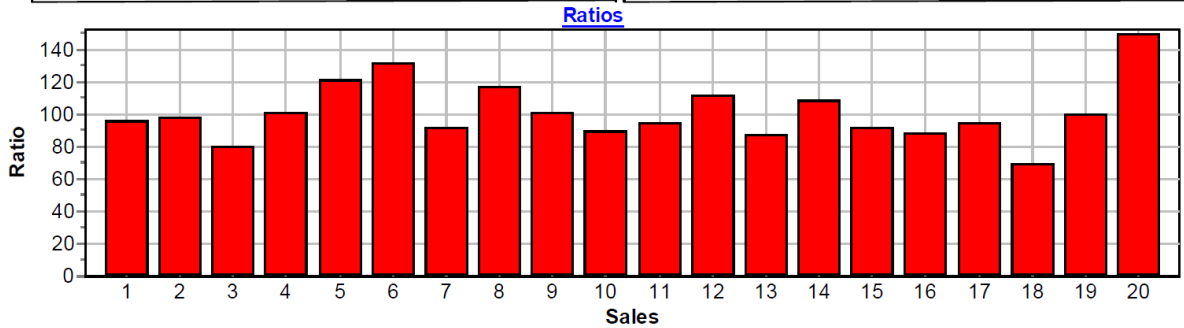
|                                |                                       |                          |                                     |
|--------------------------------|---------------------------------------|--------------------------|-------------------------------------|
| <b>Parcel Area Statistics:</b> | Mean Area: 1,913.02                   | <b>Ratio Statistics:</b> | Mean Percentage: 94.9 %             |
|                                | Median Area: 1.80                     |                          | Median Percentage: <b>95.7 %</b>    |
|                                | Minimum Area: 0.62                    |                          | Minimum Percentage: 69.9 %          |
|                                | Maximum Area: 9,148.00                |                          | Maximum Percentage: 109.2 %         |
|                                | Coefficient of Dispersion: 106,228.23 |                          | Coefficient of Dispersion: 8.2      |
|                                | Number of Sales: 11                   |                          | Coefficient of Variation: 11.64     |
|                                |                                       |                          | Standard Deviation: 11.05           |
|                                |                                       |                          | Weighted Mean: 93.7 %               |
|                                |                                       |                          | Price-Related Differential: 101.3 % |



**Industrial Assessment Overview** Median Assessment 95.7%

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|  |                                  |                           |                          |                                     |
|--|----------------------------------|---------------------------|--------------------------|-------------------------------------|
| <b>REPORT CRITERIA:</b>                | Start Sale Date: 07-01-2019      | End Sale Date: 06-30-2022 | Only Used Sales: Yes     | Year to Dep To: 2022                |
| Property Selection by: Market Location | From: 18                         | to: 19                    |                          |                                     |
| <b>Parcel Area Statistics:</b>         | Mean Area: 3,912.28              |                           | <b>Ratio Statistics:</b> | Mean Percentage: 101.4 %            |
|  | Median Area: 3,120.00            |                           |                          | Median Percentage: 97.1 %           |
|  | Minimum Area: 0.83               |                           |                          | Minimum Percentage: 69.9 %          |
|  | Maximum Area: 9,148.00           |                           |                          | Maximum Percentage: 150.0 %         |
|  | Coefficient of Dispersion: 47.31 |                           |                          | Coefficient of Dispersion: 13.2     |
|  |                                  |                           |                          | Coefficient of Variation: 18.03     |
| Number of Sales: 20                    |                                  |                           |                          | Standard Deviation: 18.28           |
|  |                                  |                           |                          | Weighted Mean: 94.7 %               |
|  |                                  |                           |                          | Price-Related Differential: 107.1 % |



**Commercial Assessment Overview** Median Assessment 97.1%

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# QUESTIONS

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## BRIEFING NOTE

|                      |   |
|----------------------|---|
| <b>DATE:</b>         | April 11, 2023  |
| <b>TITLE:</b>        | Recreational Facilities Cost-Revenue Ratio Analysis   |
| <b>DEPARTMENT:</b>   | Corporate & Community Services  |
| <b>PRESENTED BY:</b> | Mauricio Reyes, CPA, CMA, CAMP<br>Director of Corporate & Community Services  |
| <b>ATTACHMENT:</b>   | Appendix 1 – Aquaplex Graphs<br>Appendix 2 – Badlands Community Facility Graphs<br>Appendix 3 – Memorial Arena Graphs |

### BACKGROUND / INTRODUCTION

Administration has compiled information relating to revenues, personnel costs, and total costs for the following recreation facilities:

- Aquaplex
- Badlands Community Facility
- Memorial Arena

This report provides a high-level overview of cost recovery for fiscal years 2018 to 2022.

### AQUAPLEX

#### Cost Recovery

- In 2022, the percentage of Aquaplex wages recovered by revenue generated by the facility was 42% which is in line with pre-covid levels (2018)
- In 2022, the percentage of Aquaplex total costs recovered by revenue generated by the facility was 27%, which is in line with pre-covid (2018)
- The 2018 fiscal year is being used as a pre-covid comparator as the outdoor pool was not operational in 2019

#### Revenue

- The Aquaplex total revenue in 2022 amounted to approximately \$272,000, which is equivalent to pre-covid revenue levels.
- As seen in Appendix 1, revenue decreased in 2020 & 2021 due to covid restrictions mandated by provincial health authorities.

#### Personnel Costs

- Total personnel costs at the Aquaplex amounted to approximately \$272,000 in 2022.
- The Aquaplex personnel consists of four permanent full-time positions, two permanent part-time positions, as well as a casual pool and seasonal employees
- Included in personnel costs is an allocation of maintenance salaries and benefits for work done at the facility. In 2023, this allocation is estimated to be approximately \$29,000



## **BADLANDS COMMUNITY FACILITY (BCF)**

### Cost Recovery

- In 2022, the percentage of BCF wages recovered by revenue generated by the department was 77%, which is below pre-covid levels of 83% (2019)
- In 2022, the percentage of BCF total costs recovered by revenue generated by the department was 37%, which is below pre-covid levels of 43% (2019)

### Revenue

- The BCF total revenue in 2022 amounted to approximately \$510,000, which is lower than pre-covid revenue levels of approximately \$644,000 (2019)
- As seen in Appendix 1, revenue decreased in 2020 & 2021 due to covid restrictions mandated by provincial health authorities.

### Personnel Costs

- Total personnel costs at the BCF amounted to approximately \$511,000 in 2022.
- The BCF personnel consists of seven permanent full-time positions, three permanent part-time positions, as well as a casual pool and seasonal employees.
- Included in personnel costs is an allocation of maintenance salaries and benefits for work done at the facility. In 2023, this allocation is estimated to be approximately \$25,000

## **MEMORIAL ARENA**

### Cost Recovery

- In 2022, the percentage of the arena wages recovered by revenue generated by the facility was 48%, which is in line with pre-covid levels of 49% (2019)
- In 2022, the percentage of Memorial Arena's total costs recovered by revenue generated by the facility was 26%, which is in line with pre-covid levels of 26% (2019)

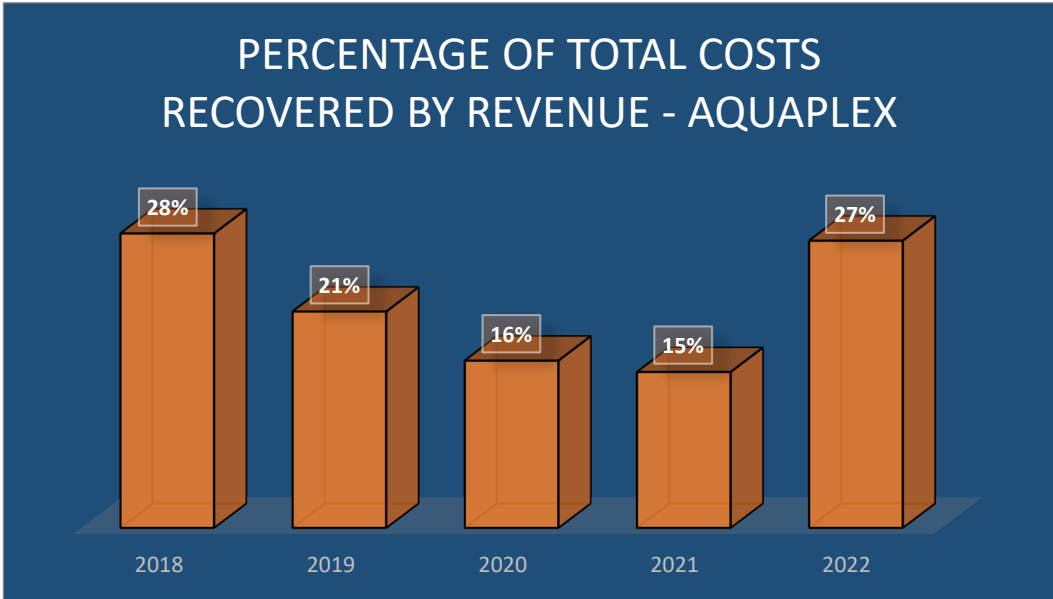
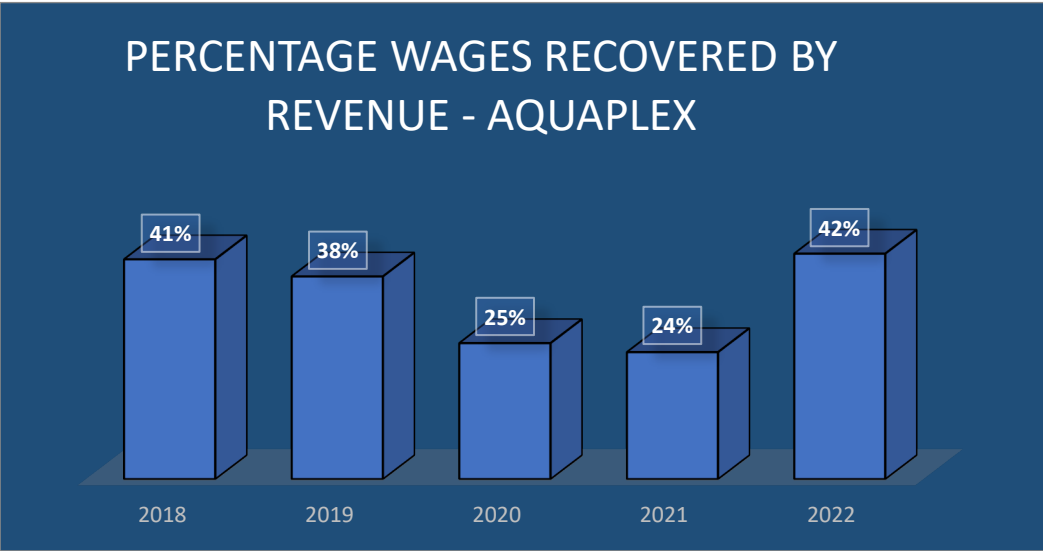
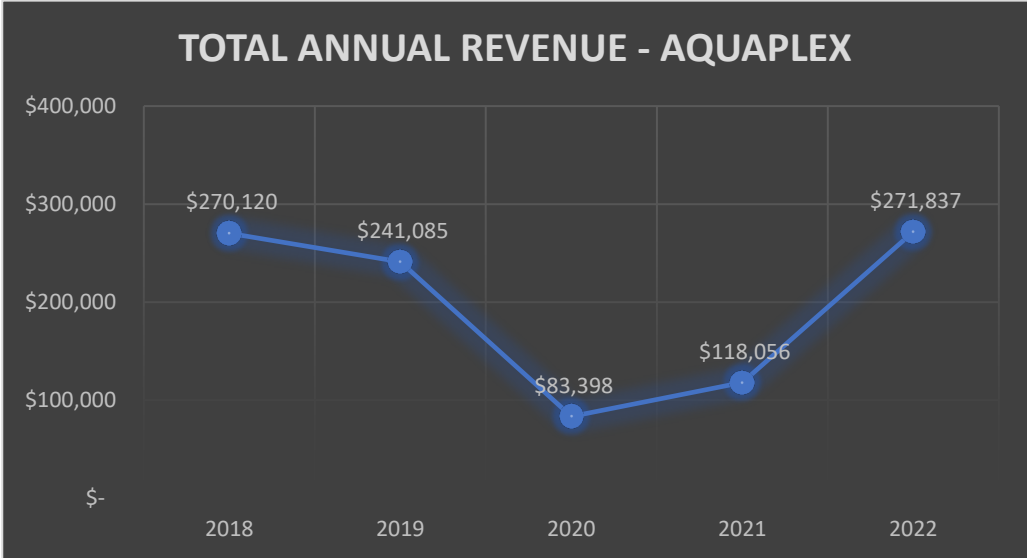
### Revenue

- The Memorial Arena's total revenue in 2022 amounted to approximately \$200,000, which is higher than pre-covid revenue levels of approximately \$160,000 (2019).
- As seen in Appendix 1, revenue decreased in 2020 & 2021 due to covid restrictions mandated by provincial health authorities.

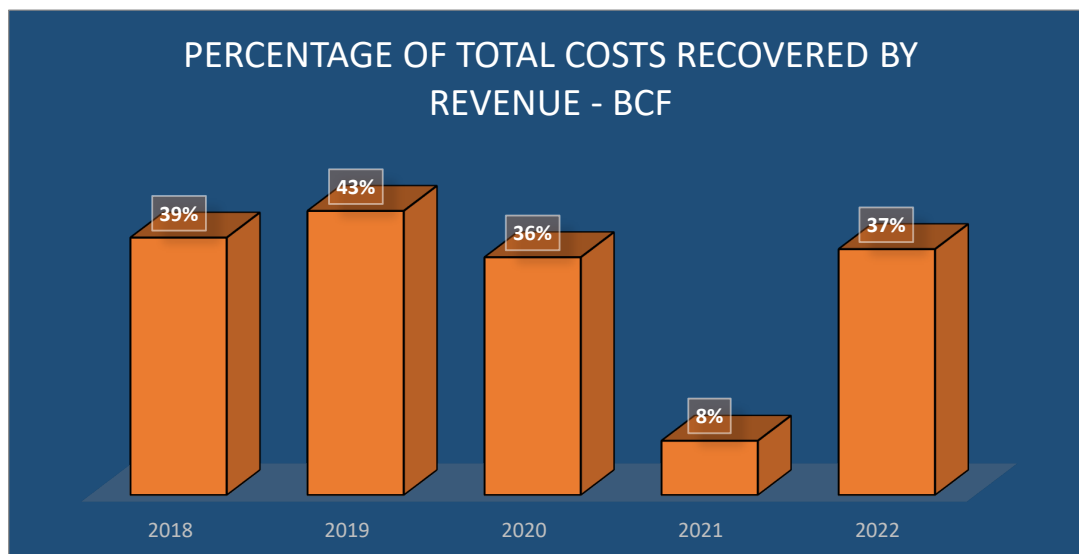
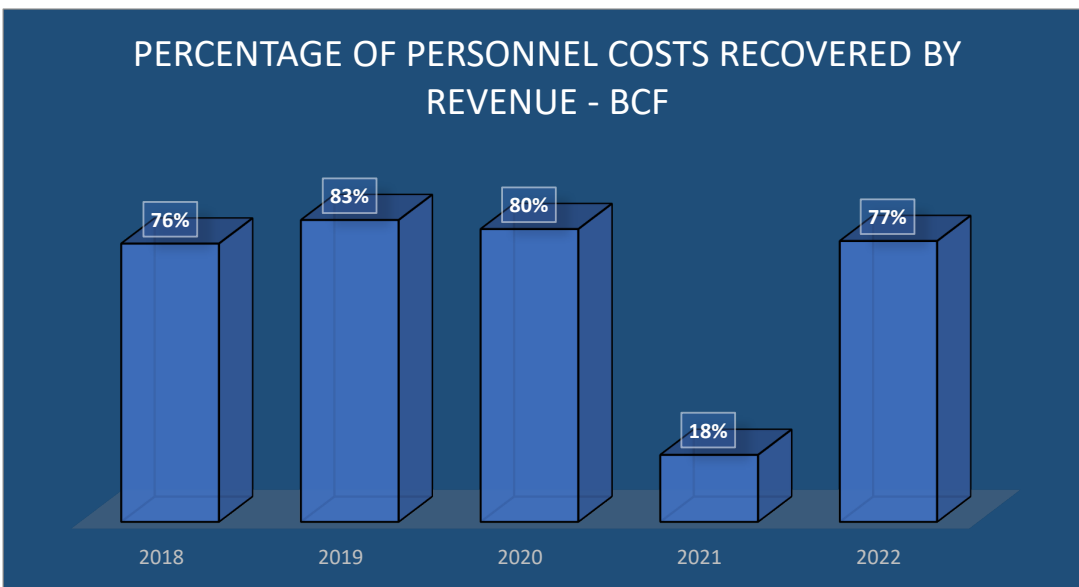
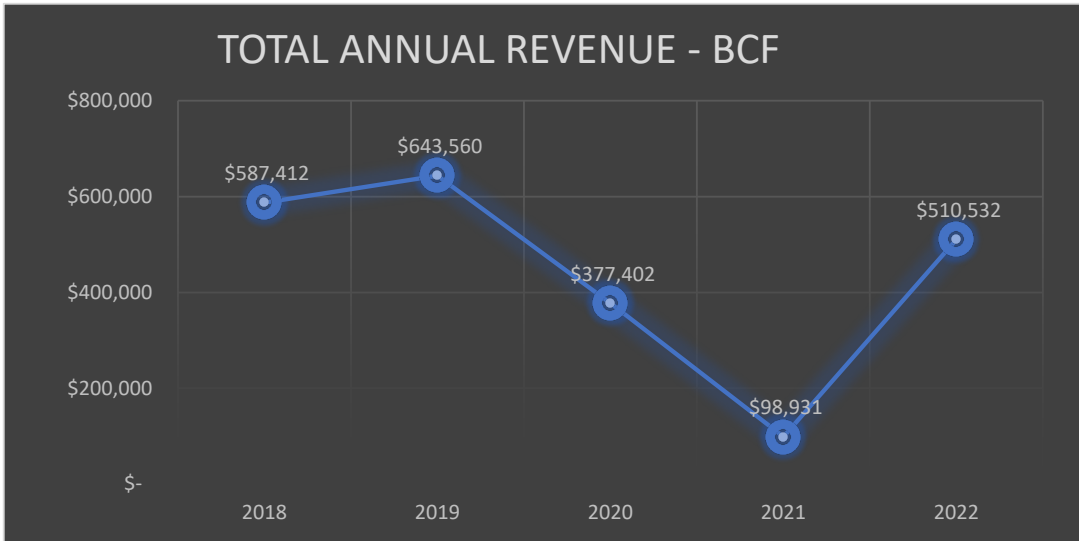
### Personnel Costs:

- Personnel costs at the Memorial Arena consist of salary allocations of facility staff to the Memorial Arena.
- Approximately 62% of salaries in the facilities department are allocated to the Memorial Arena
- Currently, the Facilities department has approximately five full-time permanent positions, including the department manager and two seasonal positions.

# Appendix 1 - Aquaplex Graphs



## Appendix 2 - Badlands Community Facility Graphs



# Appendix 3 - Memorial Arena Graphs

