

COMPARATIVE ANALYTICS

*COMPARING THE TOWN OF COALDALE & A CROSS
SECTION OF COMPARABLE AND NEIGHBOURING
MUNICIPALITIES*

Benchmarking: How do we measure up?

- Benchmarking provides for the opportunity to identify our successes as well as opportunities for improvement.
- Does not provide 100% clarity; each municipal operation provides different service levels, faces different challenges
- 6 comparable municipalities + Lethbridge & Lethbridge County
 - Taber (nearest “competitor”) and Blackfalds (closest “comparable”) typically the most relevant comparators

Benchmarking: What to consider?

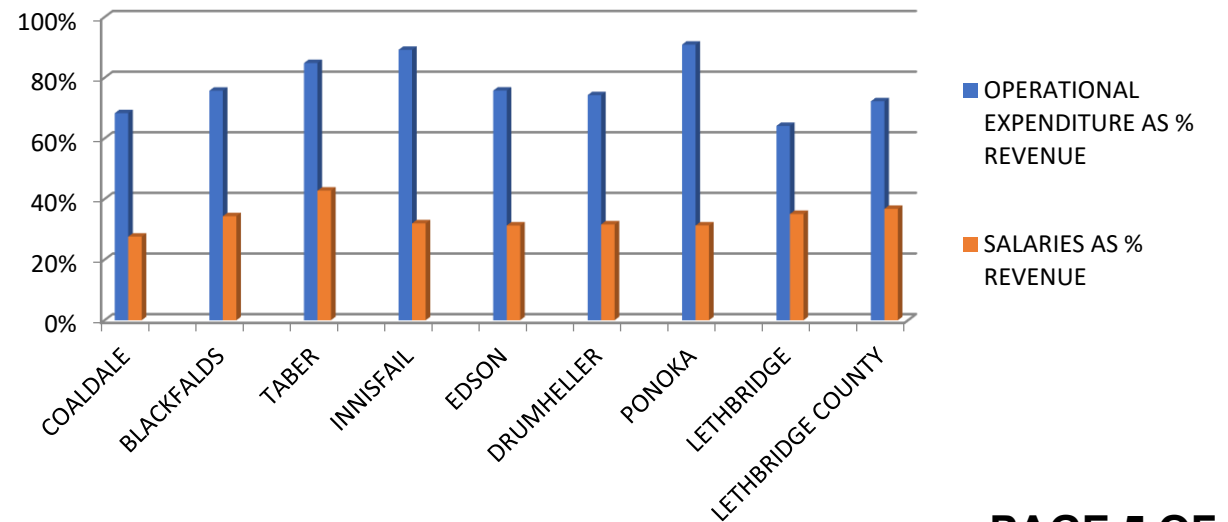
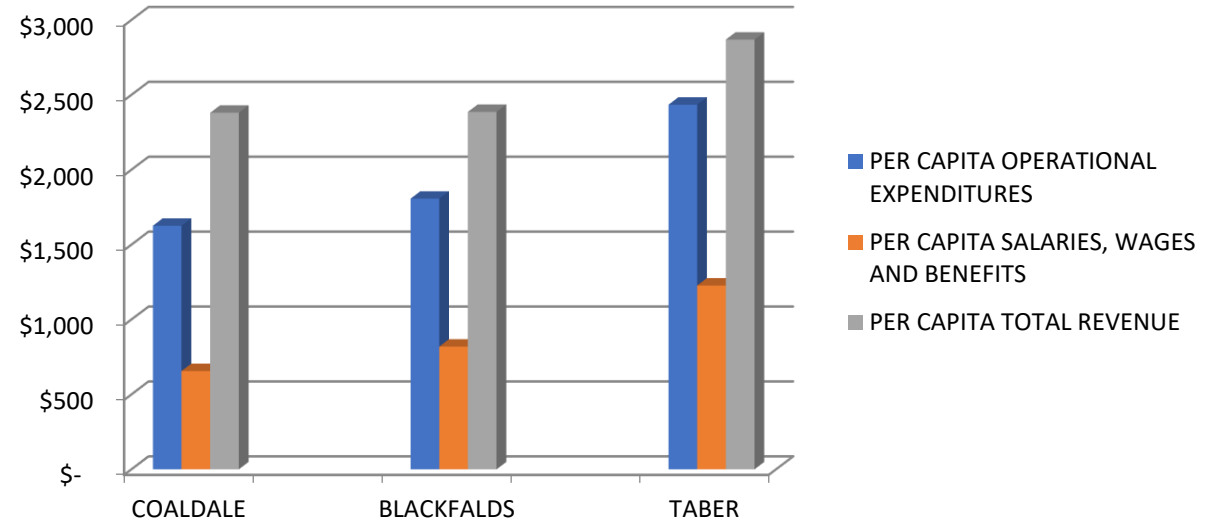
1. Most recent operational expenditures and revenues
2. Most recent taxation & assessment information
3. Assessment growth over a defined period - growth of measurable assets in the community
4. Population growth over a defined period - a reasonable barometer for the overall health of the community

BENCHMARK 1: OPERATIONAL EXPENDITURES (2018)

	POPULATION	TOTAL OPERATIONAL EXPENDITURES	PER CAPITA OPERATIONAL EXPENDITURES	SALARIES, WAGES AND BENEFITS	PER CAPITA SALARIES, WAGES AND BENEFITS	TOTAL REVENUE	PER CAPITA TOTAL REVENUE
COALDALE	8,671	\$ 14,098,328	\$ 1,626	\$ 5,689,573	\$ 656	\$ 20,639,257	\$ 2,380
BLACKFALDS	10,125	18,295,846	1,807	8,293,221	819	24,161,615	2,386
TABER	8,778	21,367,113	2,434	10,772,054	1,227	25,182,343	2,869
INNISFAIL	7,847	16,005,010	2,040	5,734,468	731	17,940,978	2,286
EDSON	8,428	21,001,658	2,492	8,661,607	1,028	27,718,001	3,289
DRUMHELLER	8,065	15,255,856	1,892	6,493,305	805	20,543,645	2,547
PONOKA	7,375	16,458,186	2,232	5,657,471	767	18,102,105	2,455
LETHBRIDGE	99,769	312,479,000	3,132	170,875,000	1,713	487,457,000	4,886
LETHBRIDGE COUNTY	10,493	18,984,112	1,809	9,653,346	920	26,283,709	2,505

BENCHMARK 1: OPERATIONAL EXPENDITURES (2018)

	OPERATIONAL EXPENDITURE AS % REVENUE	SALARIES AS % REVENUE
COALDALE	68%	28%
BLACKFALDS	76%	34%
TABER	85%	43%
INNISFAIL	89%	32%
EDSON	76%	31%
DRUMHELLER	74%	32%
PONOKA	91%	31%
LETHBRIDGE	64%	35%
LETHBRIDGE COUNTY	72%	37%

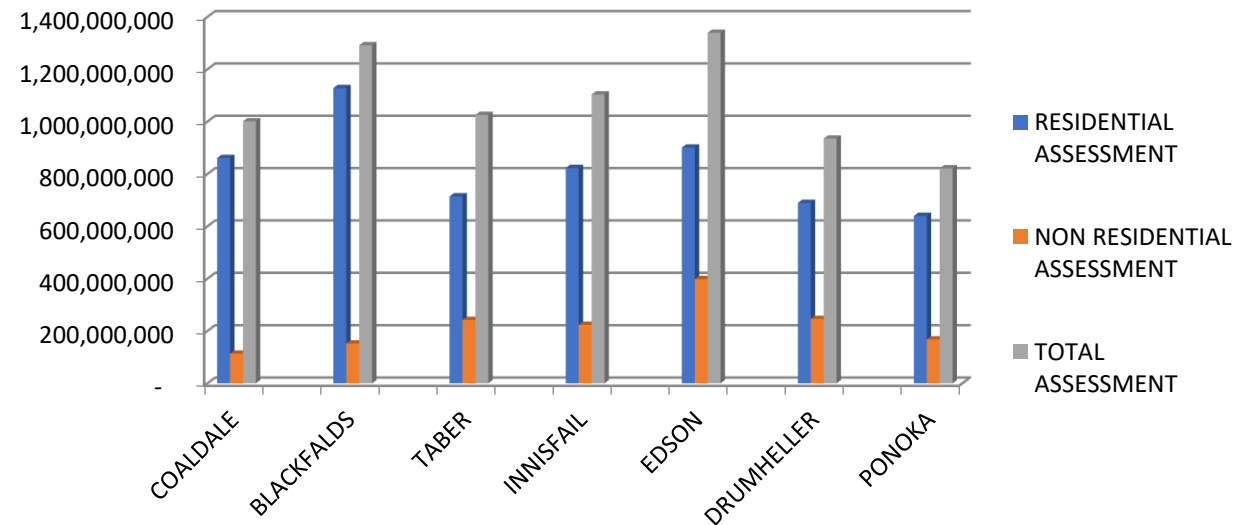
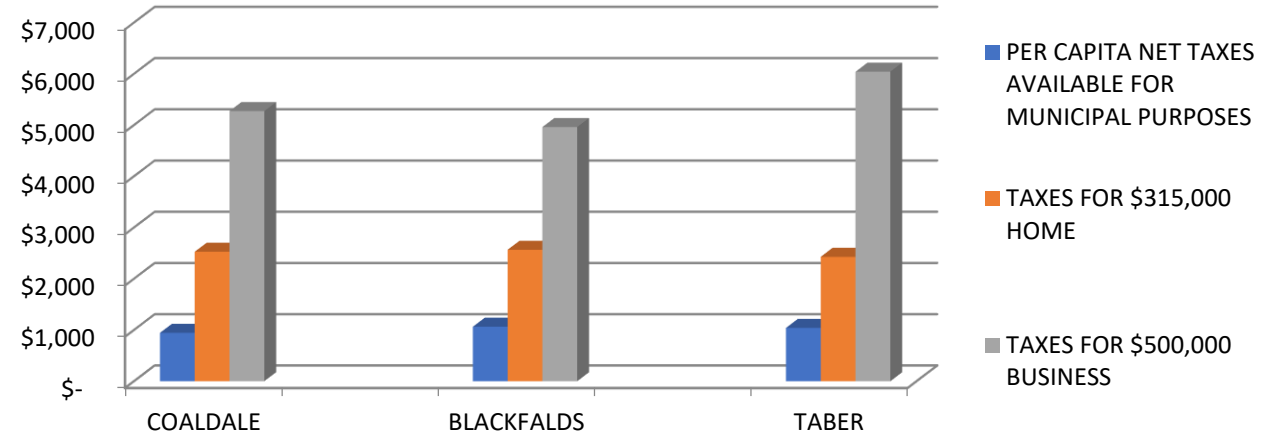


BENCHMARK 2: TAXATION AND ASSESSMENT

	POPULATION	RESIDENTIAL ASSESSMENT	NON RESIDENTIAL ASSESSMENT	TOTAL ASSESSMENT	MILL RATE RESIDENTIAL	MILL RATE NON RESIDENTIAL	NET TAXES AVAILABLE FOR MUNICIPAL PURPOSES	PER CAPITA NET TAXES AVAILABLE FOR MUNICIPAL PURPOSES
COALDALE	8,671	860,863,280	113,299,850	1,000,893,240	8.0227	10.5451	\$ 8,187,577	\$ 944
BLACKFALDS	10,125	1,127,839,160	152,146,610	1,291,678,420	8.1435	9.9235	10,774,006	1,064
TABER	8,778	714,340,450	242,183,280	1,025,332,020	7.7086	12.0831	9,136,226	1,041
INNISFAIL	7,847	822,848,650	223,211,560	1,103,505,900	6.6088	8.1546	7,551,450	962
EDSON	8,428	900,710,960	398,087,380	1,339,332,610	5.6246	13.9309	11,379,076	1,350
DRUMHELLER	8,065	689,049,490	245,977,210	935,026,700	8.1570	13.2694	8,750,341	1,085
PONOKA	7,375	639,533,680	167,490,490	821,298,010	7.6809	10.0240	7,124,287	966
LETHBRIDGE	99,769	10,199,824,900	2,774,900,470	13,699,337,830	8.6116	20.4003	145,301,000	1,456
LETHBRIDGE COUNTY	10,493	1,007,294,000	687,345,000	1,953,041,000	4.6903	9.1147	15,541,165	1,481

BENCHMARK 2: TAXATION AND ASSESSMENT

	TAXES FOR \$315,000 HOME	TAXES FOR \$500,000 BUSINESS
COALDALE	\$ 2,527	\$ 5,273
BLACKFALDS	2,565	4,962
TABER	2,428	6,042
INNISFAIL	2,082	4,077
EDSON	1,772	6,965
DRUMHELLER	2,569	6,635
PONOKA	2,419	5,012
LETHBRIDGE	2,713	10,200
LETHBRIDGE COUNTY	1,477	4,557



BENCHMARK 3: ASSESSMENT GROWTH 2014 THROUGH 2020

	RESIDENTIAL ASSESSMENT GROWTH	NON RESIDENTIAL ASSESSMENT GROWTH	TOTAL ASSESSMENT GROWTH
COALDALE	209,082,300	54,361,253	263,443,553
BLACKFALDS	385,592,507	42,272,031	427,864,538
TABER	46,454,919	22,435,658	68,890,577
INNISFAIL	99,488,401	32,261,308	131,749,709
EDSON	127,157,512	117,067,236	244,224,748
DRUMHELLER	313,941,490	(9,968,977)	303,972,513
PONOKA	45,257,924	46,507,283	91,765,207
LETHBRIDGE	1,862,976,890	432,979,850	2,295,956,740
LETHBRIDGE COUNTY	173,264,164	50,722,240	223,986,404

BENCHMARK 4: POPULATION GROWTH 2014 THROUGH 2018

	POPULATION GROWTH	POPULATION 2018	POPULATION 2014	PERCENT GROWTH
COALDALE	1,145	8,671	7,526	15.21%
BLACKFALDS	2,284	10,125	7,841	29.13%
TABER	234	8,778	8,544	2.74%
INNISFAIL	(403)	7,847	8,250	-4.88%
EDSON	(374)	8,428	8,802	-4.25%
DRUMHELLER	(313)	8,065	8,378	-3.74%
PONOKA	157	7,375	7,218	2.18%
LETHBRIDGE	6,297	98,960	92,663	6.80%
LETHBRIDGE COUNTY	146	10,493	10,347	1.41%



THE PATH FORWARD:

- Growth & Development has been solid – more clearly defined plan for future economic development could be beneficial.
- Continue to “*Challenge the Status Quo*” – Focus on continuous improvement leading to cost efficiencies and alternative service delivery or financing models.
- Recognize that running a lean organization requires continued commitment and focus.
- Consider & utilize performance measures to increase & maintain operational effectiveness.