



# NOTICE OF MEETING AND AGENDA SPECIAL COUNCIL MEETING

Monday, March 11, 2024, 1:00 PM  
Memorial Hall, 290 Esplanade Avenue,  
Harrison Hot Springs, BC V0M 1K0

**THIS MEETING WILL BE CONDUCTED IN-PERSON AND VIA ZOOM VIDEO CONFERENCE**

## 1. CALL TO ORDER

Meeting called to order by Mayor Wood  
Acknowledgement of Sts'ailes traditional territory.

## 2. INTRODUCTION OF LATE ITEMS

## 3. APPROVAL OF AGENDA

## 4. BYLAWS

- (a) Report from Chief Financial Officer dated March 11, 2024  
Re: 2024-2028 Financial Plan Bylaw No. 1202, 2024

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Recommendations:

THAT the 2024-2028 Financial Plan Bylaw No. 1202, 2024 be introduced and given first reading; and

THAT the 2024-2028 Financial Plan be presented for public consultation at an Open House to be held in the last week of March, 2024 at Memorial Hall.

## 5. NEW BUSINESS

- (a) New Business from Mayor Wood  
Re: Policy Recommendation

Recommendation:

THAT staff be directed to develop a policy regarding a reporting structure between staff, Committees, Commissions and Council.

## 6. QUESTIONS FROM THE PUBLIC (pertaining to agenda items only)

## 7. ADJOURNMENT

Amanda Graham  
Corporate Officer



File No: 1820  
Date: March 11, 2024

To: Mayor and Council  
From: Scott Schultz, Chief Financial Officer  
Subject: 2024-2028 Financial Plan Bylaw No. 1202, 2024

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## **RECOMMENDATION**

THAT the 2024-2028 Financial Plan Bylaw No. 1202, 2024 be introduced and given first reading; and

THAT the 2024-2028 Financial Plan be presented for public consultation at an Open House to be held on in the last week of March, 2024 at Memorial Hall.

## **SUMMARY**

To give the 2024-2028 Financial Plan Bylaw first reading and to move forward with a Public Open House to gain public feedback on the financial plan.

## **BACKGROUND**

Staff presented the draft 2024-2028 Financial Plan to council at a special meeting held on February 20, 2024.

## **DISCUSSION**

Pursuant to s. 165(1) of the *Community Charter*, council must adopt annually, a five-year Financial Plan that sets out the objectives and policies of the municipality.

Pursuant to s. 166 of the *Community Charter*, council must undertake a process of public consultation regarding the proposed financial plan before its adoption.

Following first reading of the 2024-2028 Financial Plan Bylaw 1202, the Plan will be made available for public consultation at an open house to be held during the last week of March, 2024. The public will be invited to provide feedback on the Financial Plan at the open house. The public will also have the opportunity to provide feedback at any time through written correspondence with the Village Office. Staff will provide a summary of the public feedback regarding the 2024-2028 Financial Plan at the Regular Meeting of Council on April 2, 2024, and Financial Plan Bylaw No. 1202 will be on the agenda for further consideration by Council at that time. The public will have a final opportunity to provide comment during that meeting.

Accordingly, the 2024-2028 Financial Plan Bylaw No. 1202, 2024 is attached for council's consideration.

### **FINANCIAL CONSIDERATIONS**

The financial plan is attached to this report under Schedule "A".

### **POLICY CONSIDERATIONS**

There are no policy considerations related to this report.

Respectfully submitted:

Reviewed by:



\_\_\_\_\_  
Scott Schultz  
Chief Financial Officer, Deputy CAO



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Tyson Koch  
Chief Administrative Officer

Attachments(2): 1. 2024-2028 Financial Plan Bylaw No. 1202, 2024  
2. 2024-2028 Financial Plan Details



VILLAGE OF HARRISON HOT SPRINGS  
BYLAW NO. 1202, 2024

**A Bylaw of the Village of Harrison Hot Springs to establish the 2024 – 2028 Financial Plan**

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WHEREAS the *Community Charter* requires the municipality to adopt a five-year financial plan annually;

AND WHEREAS public consultation regarding the financial plan was provided by way of an open meeting;

NOW THEREFORE the Council of the Village of Harrison Hot Springs, in open meeting, lawfully assembled,  
ENACTS AS FOLLOWS:

1. That Schedule “A” attached hereto and made part of this bylaw is hereby adopted and is the Village of Harrison Hot Springs Financial Plan for the years 2024 - 2028.
2. That Schedule “B” attached hereto and made part of this bylaw is hereby adopted and is the Village of Harrison Hot Springs Financial Plan Objectives and Policies Statement for the year 2024 – 2028.
3. This bylaw may be cited for all purposes as the “Village of Harrison Hot Springs Financial Plan Bylaw No. 1202, 2024”
4. Bylaw No. 1187, 2023, 2023 – 2027 Financial Plan and all amendments are hereby repealed.

READ A FIRST TIME THIS      DAY OF      , 2024

READ A SECOND TIME THIS      DAY OF      , 2024

READ A THIRD TIME THIS      DAY OF      , 2024

ADOPTED THIS      DAY OF      , 2024

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Mayor

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Corporate Officer

**BYLAW NO. 1202, 2024**  
**SCHEDULE "A"**  
**2024-2028 Financial Plan**

	2024	2025	2026	2027	2028
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>REVENUES:</b>					
PROPERTY TAXES - MUNICIPAL	2,847,115	2,822,076	2,890,464	2,960,550	3,029,508
COLLECTIONS OTHER GOVERNMENTS & AGENCIES	2,300,260	2,371,870	2,419,312	2,467,703	2,517,057
PENALTIES & INTEREST - TAXES	-	-	-	-	-
UTILITY CO. 1% REVENUE TAXES	44,733	45,628	46,540	47,471	48,420
PAYMENTS IN LIEU OF TAXES	6,400	6,400	6,528	6,659	6,792
TOTAL TAXES COLLECTED	5,198,508	5,245,974	5,362,844	5,482,383	5,601,777
REMITTANCES OTHER GOVERNMENTS & AGENCIES	(2,300,260)	(2,371,870)	(2,419,312)	(2,467,703)	(2,517,057)
NET TAXES FOR MUNICIPAL PURPOSES	2,898,248	2,874,104	2,943,532	3,014,680	3,084,720
REVENUE FROM OWN SOURCES	2,406,204	2,441,285	2,482,787	2,525,103	2,569,329
GRANTS AND DONATIONS	11,106,020	567,000	578,340	589,907	601,705
DCC	3,207,670	-	-	-	-
CONTRIBUTED ASSETS	-	-	-	-	-
TOTAL REVENUE	\$19,618,142	\$5,882,389	\$6,004,659	\$6,129,690	\$6,255,754
<b>EXPENSES:</b>					
LEGISLATIVE	215,924	218,307	226,091	234,252	238,334
GENERAL GOVERNMENT	1,515,141	1,374,086	1,398,266	1,423,025	1,449,822
PROTECTIVE SERVICES	348,409	333,016	339,301	345,714	352,300
DEVELOPMENT PLANNING	332,700	125,154	127,657	130,210	132,814
TOURISM AND COMMUNITY IMPROVEMENT	406,678	298,091	304,447	310,943	317,653
ENGINEERING, TRANSPORTATION, STORM WATER	930,668	922,575	935,088	947,831	960,557
SOLID WASTE	246,971	259,140	263,823	268,600	273,972
PARKS, RECREATION & CULTURAL SERVICES	645,959	650,246	659,777	669,516	679,266
WASTEWATER UTILITY	1,002,561	1,026,392	1,043,288	1,060,496	1,078,783
WATER UTILITY	593,266	601,799	610,522	619,432	628,846
DEBT- INTEREST	13,200	13,200	13,200	13,200	13,200
TOTAL EXPENDITURES	6,251,477	5,822,006	5,921,460	6,023,219	6,125,546
SURPLUS (DEFICIT)	\$13,366,665	\$60,383	\$83,199	\$106,471	\$130,208
<b>CAPITAL, DEBT, RESERVES, TRANSFERS &amp; BORROWING</b>					
CAPITAL EXPENDITURES	(15,604,629)	(111,180)	(113,404)	(115,671)	(117,984)
REPAYMENT ON DEBT	(31,100)	(31,100)	(31,100)	(31,100)	(31,100)
PROCEEDS OF DEBT	-	-	-	-	-
CONTRIBUTIONS TO RESERVES	(1,268,470)	(1,215,283)	(1,238,099)	(1,261,372)	(1,285,109)
TRANSFERS FROM RESERVES	2,351,534	111,180	113,404	115,672	117,985
APPROPRIATION FROM SURPLUS	-	-	-	-	-
EQUITY IN TANGIBLE CAPITAL ASSETS	1,186,000	1,186,000	1,186,000	1,186,000	1,186,000
	\$(13,366,665)	\$(60,383)	\$(83,199)	\$(106,471)	\$(130,208)
SURPLUS (DEFICIT) PLUS CAPITAL, DEBT	0	0	0	0	0

**BYLAW NO. 1202, 2024**  
**SCHEDULE “B”**  
**2024 FINANCIAL PLAN OBJECTIVES AND POLICIES**

In accordance with Section 165(3.1) of the *Community Charter*, the Village of Harrison Hot Springs is required to include in the Five Year Financial Plan, objectives and policies regarding each of the following:

1. The proportion of total revenue that comes from each of the funding sources described in Section 165(7) of the *Community Charter*;
2. The distribution of property taxes among the property classes, and
3. The use of permissive tax exemptions.

**Funding Sources**

Table 1 shows the proportion of total revenue proposed to be raised from each funding source in 2024. Property taxes usually form the greatest proportion of revenue for operations. As a revenue source, property taxation offers a stable and reliable source of revenues for services such as:

- Governance & Administration
- Operations & Public Works
- Protective Services
- Recreation, Parks & Culture

User fees and charges typically form the second largest proportion of planned revenue. Many services can be measured and charged on a user-pay basis. Services where fees and charges are applied include water and sewer usage, solid waste management and pay parking – these are charged on a user pay basis. User fees are designed to apportion the value of a service to those who use the service.

**Table 1: 2024 Funding Sources**

<b>Revenue Source</b>	<b>% of Total Revenue</b>	<b>Dollar Value</b>
Property Taxes including Payments in Lieu	<b>13.2%</b>	<b>\$2,898,248</b>
Utility Service Fees	<b>2.4%</b>	<b>\$521,860</b>
User fees	<b>6.1%</b>	<b>\$1,333,730</b>
Reserves	<b>10.7%</b>	<b>\$2,351,534</b>
Surplus	<b>0%</b>	<b>\$0</b>
DCC Revenues	<b>14.6%</b>	<b>\$3,207,670</b>
Grants/Donations	<b>50.6%</b>	<b>\$11,106,020</b>
Other sources	<b>2.5%</b>	<b>\$550,613</b>

**Objective and Policies**

- to continue to seek grants for major infrastructure repair and replacement
- to keep the public well-informed about projects and initiatives
- to review utility participation rates to ensure they are equitably funded
- to establish reserve policies to assist in the funding of future capital replacements and to ensure tax rates remain stable
- to ensure that Village services are financially sustainable

## Distribution of Property Taxes

Table 2 outlines the projected distribution of property taxes among the property classes.

**Table 2: 2024 Distribution of Property Tax Rates**

Property Class	% of Total Property Taxation
<b>Residential (1)</b>	<b>69%</b>
<b>Business (6)</b>	<b>26%</b>
<b>Recreation/Non-profit (8)</b>	<b>5%</b>

## Policies and Objectives

- Ensure that Village services are financially sustainable
- Set property tax rates that are based on principals of equity and responsiveness to current economic trends
- Regularly review and compare the Village's distribution of tax burden relative to other similar municipalities in British Columbia
- Continue to seek grants for major infrastructure renewal and projects
- Keep the public well-informed about projects and initiatives
- Maintain reserve funds for the funding of future capital replacements
- Maintain reserve funds to stabilize tax rates when required

## Permissive Tax Exemptions

### Policies & Objectives

Council may consider a revitalization tax exemption in conjunction with its Financial Plan, for the purpose of providing incentives for development and revitalization of property within the Village.





# HARRISON HOT SPRINGS

*Naturally Refreshed*


**Draft Financial Plan (2024-2028)**

HARRISON HOT SPRINGS 2024 - 2028 FIVE YEAR FINANCIAL PLAN DETAILS

	2021	2022	2023	2023	2024	2025	2026	2027	2028
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
			(Preliminary)						
REVENUE									
PROPERTY TAXES									
GENERAL MUNICIPAL TAXES	2,425,128	2,506,424	2,660,469	2,660,468	2,847,115	2,822,076	2,890,464	2,960,550	3,029,508
COLLECTIONS FOR OTHER GOVERNMENTS & AGENCIES	2,026,746	2,101,232	2,295,013	2,295,012	2,300,260	2,371,870	2,419,312	2,467,703	2,517,057
PENALTIES & INTEREST - TAXES	53,469	45,911	64,323	-					-
UTILITY CO. 1% REVENUE TAXES	39,330	38,617	41,987	41,987	44,733	45,628	46,540	47,471	48,420
PAYMENTS IN LIEU OF TAXES	6,407	6,754	6,698	6,400	6,400	6,400	6,528	6,659	6,792
Total taxes collected	4,551,080	4,698,938	5,068,490	5,003,867	5,198,508	5,245,974	5,362,844	5,482,383	5,601,777
REMITTANCES TO OTHER GOVERNMENTS & AGENCIES	(2,026,746)	(2,101,232)	(2,295,013)	(2,295,012)	(2,300,260)	(2,371,870)	(2,419,312)	(2,467,703)	(2,517,057)
Net Taxes for Municipal Purposes	2,524,334	2,597,706	2,773,477	2,708,855	2,898,248	2,874,104	2,943,532	3,014,680	3,084,720
REVENUE FROM OWN SOURCES									
DCC REVENUE RECOGNISED		15,077			160,000				-
RESORT MUNICIPALITY INITIATIVE	66,000	106,920	120,000	125,000	125,000	102,000	104,040	106,121	108,243
CURBSIDE COLLECTION	126,571	139,703	152,958	145,239	155,000	166,000	169,320	172,706	176,161
LICENSES & PERMITS	54,421	57,128	56,373	37,572	37,763	37,958	38,718	39,492	40,282
FINES	8,970	10,774	9,010	4,250	4,250	4,335	4,422	4,510	4,600
RENTAL & LEASE INCOME	46,791	45,825	43,613	49,500	50,000	50,000	50,000	50,000	50,000
PAY PARKING	361,503	355,813	377,566	390,000	370,000	370,000	370,000	370,000	370,000
INTEREST EARNED	78,055	295,876	597,163	55,900	65,900	46,818	47,754	48,709	49,684
GAIN(LOSS) ON DISPOSAL OF ASSETS	-	(8,174)	11,805	-				-	-
OTHER INVESTMENT INCOME	-	-	-	-				-	-
OTHER REVENUE FROM OWN SOURCES	36,156	61,821	63,591	42,200	22,700	22,930	23,289	23,654	24,027
Total Revenue from Own Sources	778,467	1,080,762	1,432,080	849,661	990,613	800,041	807,543	815,192	822,997
GRANTS AND DONATIONS									
UNCONDITIONAL GRANTS	328,000	414,000	325,000	337,000	334,000	337,000	343,740	350,615	357,627
CONDITIONAL GRANTS/DONATIONS	530,829	231,400	1,414,881	181,336	346,595	128,000	130,560	133,171	135,835
Total Grants and Donations	858,829	645,400	1,739,881	518,336	680,595	465,000	474,300	483,786	493,462
TRANSFERS FROM RESERVES & SURPLUS									
TRANSFERS FROM RESERVES	34,988	84,227	23,960	51,820	95,000				-
TRANSFER FROM SURPLUS	45,979	245,226	207,396	258,311	-				-
Total transfers from Reserves & Surplus	80,967	329,453	231,356	310,131	95,000	-	-	-	-
TRANSFER FROM EQUITY IN TCA - GENERAL	714,047	758,588	770,777	739,000	780,000	780,000	780,000	780,000	780,000
TOTAL REVENUE	4,956,643	5,411,910	6,947,570	5,125,983	5,444,456	4,919,145	5,005,375	5,093,658	5,181,179


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HARRISON HOT SPRINGS 2024 - 2028 FIVE YEAR FINANCIAL PLAN DETAILS

 HARRISON HOT SPRINGS <i>Naturally Refreshed</i>	2021	2022	2023	2023	2024	2025	2026	2027	2028
	ACTUAL	ACTUAL	ACTUAL (Preliminary)	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>EXPENDITURES</b>									
<b>COUNCIL</b>									
MAYOR WOOD	31,803	37,478	48,420	56,499	61,530	63,891	66,366	68,959	70,218
COUNCILLOR JACKSON	16,325	16,759	31,008	32,154	36,842	38,083	39,381	40,742	41,436
COUNCILLOR BUCKLEY	16,794	20,563	13,718	24,116	-	-	-	-	-
COUNCILLOR ALLEN	-	-	6,938	8,039	36,842	38,083	39,381	40,742	41,436
COUNCILLOR VIDAL	15,627	20,728	28,294	28,346	32,688	33,846	35,060	36,334	36,940
COUNCILLOR FACIO	15,827	17,458	29,323	29,917	34,072	35,330	36,648	38,033	38,674
OTHER LEGISLATIVE EXPENSES	3,838	2,971	9,543	18,950	13,950	9,074	9,255	9,441	9,629
Total Legislative Services	100,213	115,957	167,245	198,021	215,924	218,307	226,091	234,251	238,333
<b>ADMINISTRATION</b>									
EXPENSES - STAFF	178,004	190,616	234,599	225,082	249,936	255,920	262,049	268,325	274,754
MANAGEMENT EXPENSES	400,783	447,785	628,259	611,539	508,694	518,446	530,787	543,424	556,365
TRANSPORTATION & COMMUNICATION	15,085	16,350	15,905	16,500	20,000	20,400	20,808	21,224	21,649
INFORMATION SERVICES	32,013	29,189	26,310	29,160	30,500	31,070	31,691	32,325	32,972
PROFESSIONAL & SPECIAL SERVICES	54,523	78,079	217,140	154,003	207,000	45,712	46,627	47,559	48,512
LEGAL FEES	7,755	21,981	89,409	25,000	30,000	30,600	31,212	31,836	32,472
LIBRARY BOARD	70,688	72,505	74,816	74,300	79,839	81,436	83,064	84,726	86,420
MISCELLANEOUS SERVICES	20,888	25,204	25,976	29,800	30,200	30,340	30,487	30,636	31,249
GENERAL GOODS & SUPPLIES	45,201	58,509	55,678	68,700	73,800	75,136	76,639	78,172	79,735
BANK CHARGES & INTEREST	3,356	5,450	10,740	4,550	7,856	6,913	5,971	5,031	5,132
MUNICIPAL OFFICE	27,143	36,452	29,878	36,531	37,316	38,113	38,931	39,767	40,562
AMORTIZATION	210,036	233,732	255,163	215,000	240,000	240,000	240,000	240,000	240,000
Total Administration	1,065,473	1,215,853	1,663,873	1,490,166	1,515,141	1,374,086	1,398,266	1,423,025	1,449,822
<b>PROTECTIVE SERVICES</b>									
BYLAW ENFORCEMENT	106,452	82,251	76,612	86,000	86,000	86,000	87,600	89,232	91,017
ANIMAL WASTE STATIONS	7,740	7,535	7,213	6,285	6,311	6,337	6,464	6,593	6,725
EMERGENCY MEASURES	30,697	16,570	16,357	19,500	20,150	20,173	20,576	20,988	21,408
<b>FIRE DEPARTMENT</b>									
FIRE DEPARTMENT ADMINISTRATION	13,876	12,268	19,584	26,373	42,642	25,822	26,339	26,865	27,401
FIREHALL	26,953	15,724	31,937	25,009	25,270	25,841	26,402	26,976	27,489
FIRE REMUNERATION & BENEFITS	100,427	96,808	122,519	111,370	111,397	113,625	115,897	118,216	120,579
FIRE DEPARTMENT VEHICLES	12,520	14,388	18,480	17,943	17,588	17,938	18,298	18,664	19,037
FIRE DEPARTMENT EQUIPMENT	33,156	22,235	29,678	19,646	24,051	22,280	22,725	23,180	23,643
FIRE DEPARTMENT AMORTIZATION	11,745	14,636	15,274	13,000	15,000	15,000	15,000	15,000	15,000
Total Fire Department	198,678	176,059	237,472	213,341	235,948	220,506	224,661	228,901	233,150
Total Protective Services	343,568	282,414	337,653	325,126	348,409	333,016	339,301	345,714	352,300


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**HARRISON HOT SPRINGS 2024 - 2028 FIVE YEAR FINANCIAL PLAN DETAILS**

	2021	2022	2023	2023	2024	2025	2026	2027	2028
	ACTUAL	ACTUAL	ACTUAL (Preliminary)	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>DEVELOPMENT PLANNING</b>									
DEVELOPMENT PLANNING	154,088	278,299	112,700	144,520	332,700	125,154	127,657	130,210	132,814
BUILDING		-	-	-	-		-	-	-
Total Development Planning	154,088	278,299	112,700	144,520	332,700	125,154	127,657	130,210	132,814
<b>TOURISM &amp; COMMUNITY IMPROVEMENT</b>									
TOURIST INFORMATION CENTRE	23,395	22,265	22,034	24,590	24,653	25,157	25,673	26,198	26,722
COMMUNITY DEVELOPMENT & EVENTS	203,668	255,175	235,345	302,063	382,025	272,934	278,774	284,745	290,931
SUSTAINABILITY		-	-	-					-
Total Tourism & Community Improvement	227,063	277,440	257,380	326,653	406,678	298,091	304,447	310,943	317,653
<b>ENGINEERING &amp; TRANSPORTATION SERVICES</b>									
PUBLIC WORKS - COMMON SERVICES	177,790	233,771	215,907	175,949	198,817	203,159	207,801	212,551	217,410
PUBLIC WORKS OFFICE	14,455	17,305	12,255	14,598	14,888	15,183	15,508	15,840	16,156
PUBLIC WORKS SHOP	6,583	5,304	46,615	40,234	15,345	6,020	6,169	6,322	6,449
PUBLIC WORKS YARD	2,723	524	1,641	2,081	2,122	2,165	2,208	2,252	2,297
PUBLIC WORKS EQUIPMENT	7,945	19,081	19,914	18,408	18,397	18,747	19,154	19,518	19,908
TRAINING	9,776	6,372	4,104	28,381	28,949	29,528	30,118	30,721	31,335
FLEET	51,329	49,571	104,837	74,413	63,355	59,612	60,804	62,021	63,264
<b>ROADS &amp; STREETS</b>									
ROAD RESURFACING	6,661	2,249	4,521	6,432	6,560	6,691	6,825	6,962	7,101
ROAD MARKING/SIGNAGE	14,254	18,455	11,486	21,962	22,401	22,850	23,307	23,773	24,248
BRIDGES	3,164	3,067	3,421	4,410	4,546	4,708	4,876	5,050	5,151
DRAINAGE & DITCHING	8,583	4,847	14,065	27,105	22,448	27,796	28,352	28,919	29,498
STREET LIGHTING	41,011	31,887	28,633	36,370	36,433	37,178	37,939	38,716	39,491
STREET CLEANING	3,770	3,675	6,289	5,202	6,500	6,630	6,763	6,898	7,036
SNOW REMOVAL	12,203	24,024	12,276	20,020	20,400	20,808	21,224	21,649	22,082
VILLAGE ENTRANCE	2,533	1,496	2,329	5,120	5,226	5,334	5,446	5,558	5,669
SIDEWALKS	8,817	10,709	7,569	21,165	26,386	22,020	22,460	22,910	23,368
PARKING METERS	50,427	78,409	71,039	84,040	69,821	70,618	72,030	73,471	74,940
TRANSIT	151	210	234	720	729	738	757	777	793
AMORTIZATION - PUBLIC WORKS	19,959	21,086	23,486	20,000	24,000	24,000	24,000	24,000	24,000
AMORTIZATION - TRANSPORTATION	292,876	292,876	289,040	303,000	293,000	293,000	293,000	293,000	293,000
Total Engineering & Transportation Services	735,010	824,918	879,662	909,610	880,323	876,785	888,741	900,908	913,196
<b>FLOOD PROTECTION</b>									
FLOOD PROTECTION	18,437	19,227	14,438	17,823	25,345	20,790	21,347	21,923	22,361
AMORTIZATION - STORM SEWERS	24,710	24,710	24,710	25,000	25,000	25,000	25,000	25,000	25,000
Total Flood Protection	43,147	43,937	39,148	42,823	50,345	45,790	46,347	46,923	47,361

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**HARRISON HOT SPRINGS 2024 - 2028 FIVE YEAR FINANCIAL PLAN DETAILS**

	2021	2022	2023	2023	2024	2025	2026	2027	2028
	ACTUAL	ACTUAL	ACTUAL (Preliminary)	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>WASTE MANAGEMENT</b>									
WASTE MANAGEMENT - MUNICIPAL OPERATIONS	60,324	48,734	57,870	54,575	58,471	59,640	60,833	62,050	63,291
LANDFILL	-	12,008	-	1,500	1,500	1,500	1,530	1,561	1,592
WASTE MANAGEMENT - CONTRACTED SERVICES	138,390	199,118	187,101	207,239	187,000	198,000	201,460	204,989	209,089
Total Waste Management	198,713	259,859	244,972	263,314	246,971	259,140	263,823	268,600	273,972
<b>PARKS, RECREATION &amp; CULTURAL SERVICES</b>									
BEACH	122,039	88,864	91,483	116,351	117,432	119,782	122,177	124,620	127,116
LAGOON BREAKWATER	3,953	3,248	3,705	12,615	10,667	10,885	11,109	11,338	11,565
BEACH WASHROOMS	61,842	69,526	65,504	64,862	78,446	76,446	78,023	79,632	81,226
BOAT LAUNCH & WASHROOMS	12,019	15,672	12,303	20,975	21,211	21,506	21,809	22,119	22,562
HARRISON LAKE PLAZA	27,145	12,347	18,547	38,120	34,992	35,655	36,391	37,145	37,888
FEDERAL WHARF	940	621	692	1,235	1,275	1,314	1,356	1,399	1,427
FLOAT PLANE DOCK	1,184	1,072	666	1,700	1,747	1,796	1,846	1,898	1,936
MEMORIAL HALL	32,404	44,648	40,574	41,201	45,545	45,156	46,189	47,249	48,194
MEMORIAL BENCHES	22,445	3,678	22,162	25,208	8,212	8,376	8,544	8,715	8,889
ARTS CENTRE	3,080	3,060	1,717	4,830	4,957	5,087	5,221	5,360	5,467
YACHT CLUB	5,308	5,287	5,384	7,053	7,205	7,360	7,520	7,682	7,835
RENDALL PARK	21,950	17,886	13,743	17,675	17,980	18,292	18,660	19,035	19,416
SPRING PARK	19,912	11,342	18,043	20,155	21,251	21,688	22,133	22,588	23,039
BEACH PLAYGROUND	4,344	3,531	4,651	3,967	5,701	5,838	5,972	6,113	6,251
OTHER GREEN SPACES	87,562	68,162	65,199	82,606	84,258	85,943	87,662	89,415	91,203
QWOLTZ PARK	-	-	-	2,040	2,081	2,122	2,165	2,208	2,252
NON-CAPITAL ITEMS EXPENSED	-								
AMORTIZATION - PARKS	14,905	21,848	28,791	16,000	28,000	28,000	28,000	28,000	28,000
AMORTIZATION - OTHER INFRASTRUCTURE	139,816	141,527	157,879	150,000	155,000	155,000	155,000	155,000	155,000
Total Parks, Recreation, & Cultural Services	580,846	512,319	551,043	626,594	645,959	650,246	659,777	669,516	679,266
<b>TRANSFERS TO RESERVES AND ALLOWANCES</b>									
CONTRIBUTION TO ALLOWANCES	447,060	477,917	479,202	479,202	530,206	465,830	474,747	483,842	493,119
CONTRIBUTIONS TO STATUTORY RESERVES	353,472	224,290	1,781,494	251,154	227,500	228,400	231,878	235,426	239,044
Total Transfers to Reserves	800,532	702,206	2,260,696	730,356	757,706	694,230	706,625	719,268	732,163
<b>TRANSFER TO CAPITAL FUND</b>									
	79,683	65,295	43,622	68,800	44,300	44,300	44,300	44,300	44,300
Total Transfers	880,215	767,501	2,304,318	799,156	802,006	738,530	750,925	763,568	776,463
TOTAL EXPENDITURES	4,328,336	4,578,497	6,557,993	5,125,983	5,444,456	4,919,145	5,005,375	5,093,658	5,181,179
SURPLUS (DEFICIT)									
	628,307	833,412	389,577	-	-	-	-	-	-

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HARRISON HOT SPRINGS 2024 - 2028 FIVE YEAR FINANCIAL PLAN DETAILS

<div><div><div><div></div><div></div></div><div><div>HARRISON HOT SPRINGS</div><div>Naturally Refreshed</div></div></div></div>	2021	2022	2023	2023	2024	2025	2026	2027	2028
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
CAPITAL FUND - REVENUE			(Preliminary)						
CAPITAL FUND - REVENUE	GRANTS - PROVINCIAL/FEDERAL/OTHER	288,299	1,394,800	422,682	8,595,898	8,714,946			
	DEBT RESERVE INCOME	116	155	221	-				
	GAIN ON DISPOSAL OF ASSETS	-	7,500	6y	-				
	TRANSFER FROM RESERVES	407,814	393,052	61,493	177,400	385,500	111,180	113,404	115,672
	TRANSFER FROM SURPLUS		44,533	-	-				
	TRANSFER FROM GENERAL FUND	79,683	65,295	43,622	68,800	44,300	44,300	44,300	44,300
	OTHER - CAPITAL REVENUE	5,836	7,129	8,467					
	RMI FUNDING	53,785	19,828	41,857	626,250	1,505,479			
	DCC REVENUE RECOGNISED		9,600	174,500	959,000	774,900			
	TOTAL REVENUES	835,533	1,941,893	752,842	10,427,348	11,425,125	155,480	157,704	159,972
DEBT	DEBT FINANCING	13,425	13,411	13,209	13,200	13,200	13,200	13,200	13,200
	DEBT REPAYMENTS	57,862	59,168	39,101	31,100	31,100	31,100	31,100	31,100
		71,287	72,579	52,310	44,300	44,300	44,300	44,300	44,300
CAPITAL EXPENDITURES			-	-	-				
CAPITAL EXPENDITURES	MUNICIPAL BUILDINGS	-	534,018	393,583	804,400	435,817			
	OFFICE EQUIPMENT	26,241	40,775	27,241	9,000	9,000	9,180	9,364	9,551
	FIRE DEPT VEHICLES	302,000	684,507						
	FIRE DEPT EQUIPMENT	58,790	-	24,450		72,267			
	PW VEHICLES	32,590	-			95,000			
	EQUIPMENT	-	12,018	19,227	32,000	54,500			
	BUS SHELTER	2,542	8,061	10,142	28,000	42,000			
	FLOOD PUMP BUILDING/QWOLTZ PARK	-	-	-	30,000	30,000			
	PARKING LOT					20,000			
	STORMWATER UPGRADES	-	-	3,010	2,100,000	2,100,000	102,000	104,040	106,121
	DYKE UPGRADE	-	-	165,998	6,000,000	5,834,002			
	BEACH REDEVELOPMENT	14,674	806,294	27,408	1,039,932	858,712			
	TRAILS DEVELOPMENT	288,299	58,857			10,000			
	MCCOMBS BRIDGE UPGRADE		-			1,152,760			
	RMI PROJECTS	39,111	19,284	14,449	295,216	296,767			
	PLAYGROUND EQUIPMENT					350,000			
	BOAT LAUNCH DOCK	-	-	15,025	20,000	20,000			
		764,246	2,163,814	700,533	10,358,548	11,380,825	111,180	113,404	115,672
	TOTAL EXPENDITURES	835,533	2,236,393	752,842	10,402,848	11,425,125	155,480	157,704	159,972
	TFR to RESERVES	-	7,500		24,500				
	CAPITAL SURPLUS (DEFICIT) / Carry forward	-	(302,000)	-	-	-	-	-	-


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HARRISON HOT SPRINGS 2024 - 2028 FIVE YEAR FINANCIAL PLAN DETAILS

	2021	2022	2023	2023	2024	2025	2026	2027	2028
	ACTUAL	ACTUAL	ACTUAL (Preliminary)	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
WASTE WATER FUND									
REVENUES									
OPERATING REVENUES	682,900	725,317	749,563	726,610	785,849	809,680	826,501	843,634	861,844
UTILITY SERVICE FEES	231,477	232,856	239,480	236,640	245,012	249,912	254,911	260,009	265,209
DCC REVENUE									
INTEREST	9,953	35,806	93,230						
GRANT	22,045								
GAIN (LOSS) ON DISPOSAL OF ASSETS									
TRANSFER FROM SURPLUS		-	-	14,864					
TRANSFER FROM EQUITY IN TCA - SEWER	204,758	205,456	221,511	208,000	213,000	213,000	213,000	213,000	213,000
TOTAL REVENUES	1,151,133	1,199,435	1,303,784	1,186,114	1,243,861	1,272,592	1,294,412	1,316,643	1,340,053
EXPENDITURES									
SEWER ADMINISTRATION	106,252	139,981	152,212	122,901	131,102	134,042	137,337	140,623	143,860
TRAINING	4,469	1,179	3,512	6,712	6,601	6,983	7,122	7,265	7,410
WASTEWATER COLLECTION	24,727	24,878	11,337	26,465	26,695	26,928	27,467	28,016	28,577
WASTEWATER TREATMENT PLANT	387,999	426,271	427,724	466,813	500,513	516,942	526,950	537,197	548,619
LIFT STATIONS	96,673	78,102	86,475	118,583	124,650	128,497	131,412	134,395	137,317
AMORTIZATION - SEWER	204,758	205,456	221,511	208,000	213,000	213,000	213,000	213,000	213,000
Total Operating Costs	824,879	875,867	902,771	949,474	1,002,561	1,026,392	1,043,288	1,060,496	1,078,783
TRANSFERS TO RESERVES AND ALLOWANCES	9,953	35,806	93,230						
TRANSFER TO CAPITAL FUND	224,000	232,856	236,640	236,640	241,300	246,200	251,124	256,147	261,270
Total Transfers	233,953	268,662	329,870	236,640	241,300	246,200	251,124	256,147	261,270
TOTAL EXPENDITURES	1,058,832	1,144,530	1,232,641	1,186,114	1,243,861	1,272,592	1,294,412	1,316,643	1,340,053
Sewer Operating Fund SURPLUS (DEFICIT)	92,301	54,906	71,143	-	-	-	-	-	-
CAPITAL FUND									
REVENUES									
DCC REVENUE RECOGNISED	15,550	47,274	103,758	1,794,375	2,042,770				
TRANSFER FROM SEWER OPERATIONS	224,000	232,856	236,640	236,640	241,300	246,200	251,124	256,147	261,270
TRANSFER FROM RESERVES		63,425	280,427	1,375,125	1,536,581				
CONTRIBUTED ASSETS									
INFRASTRUCTURE GRANTS					80,000				
TOTAL REVENUES	239,550	343,555	620,825	3,406,140	3,900,651	246,200	251,124	256,147	261,270
CAPITAL EXPENDITURES									
WASTEWATER RESERVES	224,000	232,856	236,640	236,640	241,300	246,200	251,124	256,147	261,270
TOTAL EXPENDITURES	239,550	343,555	620,825	3,406,140	3,900,651	246,200	251,124	256,147	261,270
Sewer Capital Fund SURPLUS (DEFICIT)	-	-	-	-	-	-	-	-	-

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HARRISON HOT SPRINGS 2024 - 2028 FIVE YEAR FINANCIAL PLAN DETAILS

 HARRISON HOT SPRINGS <i>Naturally Refreshed</i>	2021	2022	2023	2023	2024	2025	2026	2027	2028
	ACTUAL	ACTUAL	ACTUAL (Preliminary)	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
WATER FUND									
REVENUES									
OPERATING REVENUES	390,362	396,452	418,552	379,623	392,882	408,799	417,522	426,432	435,846
UTILITY SERVICE FEES	256,410	258,597	266,504	264,180	276,848	274,853	280,350	285,957	291,676
INTEREST	4,373	18,699	57,131						
GAIN (LOSS) ON DISPOSAL OF ASSETS									
TRANSFER FROM SURPLUS									
TRANSFER FROM RESERVES									
TRANSFER FROM EQUITY IN TCA	173,191	174,143	192,884	178,000	193,000	193,000	193,000	193,000	193,000
TOTAL REVENUES	824,337	847,891	935,071	821,803	862,730	876,652	890,872	905,389	920,522
EXPENSES									
WATER ADMINISTRATION	110,409	137,051	141,378	130,886	137,832	141,124	144,581	148,129	151,517
TRAINING	2,405	1,147	496	4,763	4,859	4,956	5,055	5,156	5,259
WATER SUPPLY & DISTRIBUTION	75,338	55,522	88,224	83,673	90,984	92,705	94,793	96,926	99,109
WATER RESERVOIR	5,494	6,096	58,521	20,059	19,483	19,922	19,700	19,451	19,840
WATER TREATMENT PLANT	94,856	108,501	125,102	121,866	128,364	130,973	133,892	136,879	139,832
PUMPING STATIONS		-							
HYDRANTS	5,593	16,513	8,094	18,376	18,744	19,119	19,501	19,891	20,289
AMORTIZATION - WATER	173,191	174,143	192,884	178,000	193,000	193,000	193,000	193,000	193,000
Total Operating Costs	467,286	498,974	614,699	557,623	593,266	601,799	610,522	619,432	628,846
TRANSFERS TO RESERVES AND ALLOWANCES	4,373	18,699	57,131						
TRANSFER TO CAPITAL FUND	252,300	258,597	264,180	264,180	269,464	274,853	280,350	285,957	291,676
Total Transfers	256,673	277,296	321,311	264,180	269,464	274,853	280,350	285,957	291,676
TOTAL EXPENDITURES	723,959	776,271	936,010	821,803	862,730	876,652	890,872	905,389	920,522
Water Operating fund SURPLUS (DEFICIT)	100,378	71,621	(939)	-	-	-	-	-	-
CAPITAL FUND									
REVENUES									
DCC REVENUE RECOGNISED	-	-	65,366	125,000	230,000				
INFRASTRUCTURE GRANTS									
CONTRIBUTED ASSETS									
TRANSFER FROM WATER OPERATING	252,300	258,597	264,180	264,180	269,464	274,853	280,350	285,957	291,676
TRANSFER FROM SURPLUS									
TRANSFER FROM RESERVES		66,017	232,112	445,000	334,453				
TOTAL REVENUES	252,300	324,614	561,658	834,180	833,917	274,853	280,350	285,957	291,676
EXPENDITURES									
DEBT FINANCING	-	-	-	-	-	-	-	-	-
DEBT REPAYMENTS	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
TRANSFERS TO RESERVE AND ALLOWANCES	252,300	258,597	264,180	264,180	269,464	274,853	280,350	285,957	291,676
CAPITAL EXPENDITURES	-	66,017	297,478	570,000	564,453				
TOTAL EXPENDITURES	252,300	324,614	561,658	834,180	833,917	274,853	280,350	285,957	291,676
Water Capital Fund SURPLUS (DEFICIT)	-	-	-	-	-	-	-	-	-

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