

BC Family Maintenance Agency

2026/27 – 2028/29 Service Plan

February 2026



**BC Family
Maintenance
Agency**

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Board Chair's Accountability Statement



The 2026/27 – 2028/29 BC Family Maintenance Agency Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. This plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of this plan and is responsible for the validity and reliability of the information presented.

All significant assumptions, policy decisions, events and identified risks, as of February 2026 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Family Maintenance Agency's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of BC Family Maintenance Agency's operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

A handwritten signature in blue ink, appearing to read "RJF".

Richard J.M. Fyfe, KC
Board Chair, BC Family Maintenance Agency
February 6, 2026

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Strategic Direction

In 2026/27, the public sector organizations will do their part to support the Government of British Columbia's prioritizing support for people by taking action to make life better for everyone.

Despite a challenging fiscal environment due to global uncertainty, trade relationship reordering, and low resource prices, over the past year Government made significant progress on efforts to reduce costs for British Columbians, hire more doctors and nurses, and build more homes, hospitals and schools, faster. Crown Agencies will continue to advance these key priorities even as tariffs, trade policies, and instability outside of the province's borders continue to put pressure on the province's finances.

Ongoing fiscal pressure means all parts of Government, including Crown Agencies, must continue to do their part to maximize efficiencies and make sure every dollar counts.

To respond to these extraordinary times, Crown Agencies will support Government's focus on expanding trade and investment both within Canada and abroad and delivering major projects that offer good jobs and opportunities for people and communities. This focus on economic growth and prosperity is critical to delivering the revenue needed to provide services and infrastructure.

Good relationships and mutually beneficial partnerships with First Nations are critical to building a better future for everyone in British Columbia. Crown Agencies will continue supporting efforts to implement the Declaration on the Rights of Indigenous Peoples Act Action Plan. Through collaboration and open dialogue, we aim to foster trust, stability and certainty for all.

This 2026/27 service plan outlines how the BC Family Maintenance Agency (BCFMA) will support the Government's priorities and selected action items identified in the Minister's most recent [Mandate Letter](#).

Purpose of the Organization and Alignment with Government Priorities

BCFMA puts people first by providing a free service that is available to all British Columbia families who are eligible to receive or pay family support. BCFMA has been delegated authority to monitor child and spousal support orders and agreements from the Director of Maintenance Enforcement under the [Family Maintenance Enforcement Act](#). The services and supports offered by the Agency strengthen families so that they may achieve their full potential and secure the best possible future for their children. BCFMA facilitates over \$217 million in support payments annually, which produces better economic circumstances and contributes to the financial stability and security of children and families across the province.

BCFMA supports government's main foundational principles through our commitment to deliver responsible, quality justice services, equitably in all regions across the province. The organization is committed to modernizing business practices and service delivery levels to meet the needs of clients. BCFMA will ensure that systems are up to date and secure, and will promote anti-racism and multiculturalism, climate change, and social and personal health initiatives. BCFMA is committed to lasting and meaningful reconciliation as demonstrated through First Nations-specific community recognition, outreach, and relationship building. Through partnerships with federal, provincial and community organizations, and by applying a provincial model with the citizen at the centre, BCFMA is better able to support B.C.'s historically, persistently or systemically marginalized populations and to support the province in meeting [TogetherBC](#) targets.

Families affected by separation or divorce benefit from harmonized services at both community and provincial levels. BCFMA strives for outcomes that support healthy communities in British Columbia, including social, economic, and environmental well-being.

In support for families, BCFMA continues to expand our comprehensive Client Referral Guide, which currently features over 1,000 community resources. The guide is a cornerstone for an integrated service approach, enabling staff to make timely, coordinated referrals to trusted external partners. New referral organizations are added regularly – a reflection of our commitment to building meaningful connections that enhance client experiences and promote positive outcomes.

BCFMA's [Strategic Business Plan Overview](#) provides clarity and understanding of the Agency's principles, goals, and overall business direction. BCFMA's vision is to be a leading family maintenance organization by providing a diverse range of supports and services to ensure healthy and thriving families. BCFMA's mission is to provide the highest quality client-centric service, helping families achieve their best outcomes and future for their children. A balanced approach to family support services within the justice and social services environments ensures constant communication and collaboration with all clients to achieve the best outcomes for children and families.

Economic Statement

B.C.'s economy saw mixed performance among sectors in 2025 amid U.S. tariffs and related global economic uncertainty and declining B.C. population growth. Consumer spending was strong through the first half of the year, supported by front-loaded spending ahead of U.S. tariffs (particularly for automobiles), lower inflation and interest rates, but spending has slowed in recent months. Residential construction remained above average in 2025 despite declining from the high levels of activity seen in recent years, and home sales were subdued in 2025. Meanwhile other investment indicators (such as public sector investment and commercial building permits) saw steady growth despite headwinds from economic uncertainty. B.C.'s exports have been resilient amid U.S. tariffs. The value of international exports was unchanged as lower forestry exports and coal prices offset higher values of natural gas and copper exports.

The Economic Forecast Council (EFC) estimates that B.C. real GDP grew by 1.5 per cent in 2025. In the near-term, the EFC expects B.C.'s economy to also grow by 1.5 per cent in 2026 and by 1.9 per cent in 2027, similar to the national average. For Canada, the EFC estimates growth of 1.6 per cent in 2025 and projects national real GDP growth of 1.3 per cent in 2026 and 1.9 per cent in 2027.

A volatile global trade conflict as well as immigration and population fluctuations are the main risks to the outlook. Other risks include commodity price instability, renewed inflationary pressures leading to elevated interest rates, prolonged housing market weakness, and climate change impacts.

Performance Planning

Goal 1: BCFMA is effective and efficient in providing family support services

BCFMA strives to provide an excellent level of customer service to clients through continuous client-centric education/training of staff and improvements to technology and methodologies used.

Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
[1a] Ratio of support payments received over support payments due	82.0	83.0	84.0	85.0

Data source: BCFMA

Discussion

Performance measure 1a, the ratio of support payments received over support payments due, assesses the health of payment collections. As mature, funded cases depart the program (when children age out) they are replaced by new cases that require significant effort to establish (to put effective support payment arrangements in place). A constant ratio of support payments received relative to the amount of support payments due is an indicator of program effectiveness in collecting and distributing payments.

BCFMA has historically collected at one of the highest ratios in Canada, and maintaining a high ratio ensures that both current and missed support payments are being made by paying clients. Targets for Performance measure 1a have been lowered from 88.0 and 89.0 for 2026/27 and 2027/28 to 83.0 and 84.0 respectively to reflect a challenging economy (e.g., U.S. tariffs, higher unemployment, and higher inflation) and an increase in the number of newly enrolled cases at BCFMA.

Objective 1.1: Administer support orders and agreements filed under the *Family Maintenance Enforcement Act* and recover payments.

Each year BCFMA facilitates over \$217 million in transfers between payors and recipients. Most of the families in receipt of support payments have low or modest earnings, and the monies received account for a significant proportion of their monthly income.

Key Strategies

- Enhance and continue to evaluate BCFMA's Quality Assurance Framework to promote better client outcomes through continuous improvement and a commitment to quality and collaboration.
- Update business practices and technology systems (including using artificial intelligence) that focus on accessibility and connectivity with clients to enhance supports for individuals and families and to improve service delivery.
- Increase focus on client and public outreach activities to provide Indigenous and historically, persistently, or systemically marginalized communities with improved access and supports.
- Establish information sharing agreements with First Nations to increase collaboration, set protocols, and ensure the safe transfer of client information.

Goal 2: BCFMA's services are reflective of the clients we serve

BCFMA's marketing and outreach strategies endeavour to address the diverse needs of our client population through inclusion and accessibility. The organization is expanding our community and service provider outreach services to provide more opportunities for collaboration with our stakeholders, service delivery partners, Indigenous communities, and historically, persistently, or systemically marginalized populations. Improvements to integrated service delivery and enhanced connections with external service providers are expected to result in improved outcomes for British Columbian families.

Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
[2a] Annual number of outreach or educational presentations with communities or partner organizations that serve Indigenous governments and under-served groups	16	18	21	24

Data source: BCFMA

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
[2b] Number of community resources available in BCFMA's client referral guide	1200	1250	1300	1350

Data source: BCFMA

Discussion

BCFMA holds outreach discussions with Indigenous, under-served, and strategic partners to build relationships, highlight the Agency's profile to ensure our clients and partners keep us top of mind, and to increase the guidance and support referrals that BCFMA provides to clients through partner organizations.

Outreach planning further supports BCFMA by raising awareness of programs and services and by seeking input that informs changes to our program. The development and implementation of BCFMA's outreach program, including conducting presentations to advocacy groups, impacts our organization by improving knowledge and awareness of the organization and by increasing the number of Indigenous and under-served clients we support.

Performance measure 2b is new. BCFMA's comprehensive client referral system features community resources from across B.C. The system is a cornerstone of our integrated service approach, enabling staff to make timely, coordinated referrals to dedicated external partners. A growing number of available referral partners reflects our commitment to building meaningful resource connections that enhance client experiences and promote positive outcomes.

Providing referrals to clients is proven to elevate outcomes for clients. Through the establishment of reciprocal relationships with community organizations, including Indigenous, legal, and intimate partner violence, BCFMA reduces service gaps, improves access, and builds trust with B.C.'s families. BCFMA's referral system also highlights the organization's value to provincial stakeholders, contributing to a stronger, more resilient B.C. As the number of community resources listed within the client referral system grows, so too should the number of referrals provided to clients.

Objective 2.1: Expand awareness of the BCFMA mandate and services.

BCFMA exists to support the people of British Columbia. Through improved client access and community outreach, BCFMA will continue to raise organizational awareness so that the families who need our services may access them.

Key Strategies

- Implement a digital media and marketing plan that initiates marketing activities and engages with communities to increase brand awareness with targeted audiences.

- Conduct community outreach to increase awareness of BCFMA support services and to collect user experience feedback and suggestions that inform policy, procedures, and practices.
- Engage in continuing legal education with lawyers and advocates by speaking at and attending conferences (including the BC First Nations Justice Council Forum), legal education conferences, and other professional development events to discuss, educate, and share BCFMA efforts, issues, and developments within the family law legal community.
- Conduct a client entry survey to assess client satisfaction during BCFMA's enrolment process.

Objective 2.2: Support the needs of individuals and families.

Families often face complex challenges that require more than financial support. BCFMA's Client Referral Guide equips staff with a powerful tool for connecting clients to a wide array of support services, from housing and legal aid to mental health and parenting supports. Providing referrals reinforces BCFMA's role within British Columbia's broader family support ecosystem and demonstrates a dedication to collaboration, accountability, and holistic care.

Key Strategies

- Cultivate reciprocal relationships with community organizations to foster and increase the number of client referral options and/or joint case management.
- Conduct more outreach sessions with First Nations to advance reconciliation and improve First Nations access to services.
- Implement BCFMA's Intimate Partner Violence Framework to create a culture of understanding that ensures staff listen actively, respond with empathy, and provide referrals to external supports where appropriate.

Goal 3: BCFMA is a resilient, diverse, inclusive, and engaged organization

BCFMA values the importance of diversity and acceptance and understands the impact the organization has on the learning and development of staff. Strong employee skills-development and engagement practices will ensure an inclusive workplace that embraces differences, leading to increased employee confidence and improved workplace performance.

Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
[3a] Improve the Overall Employee Engagement Work Environment Survey score	n/a	65	n/a	66

Data source: BCFMA

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
[3b] Develop and implement Performance Appraisal Plans for all staff	80% of staff have a plan	100% of staff have a plan	100% of staff have a plan	100% of staff have a plan

Data source: BCFMA

Discussion

BCFMA's first Work Environment Survey (WES) conducted in June 2021 set a baseline to measure against future results. The 2021 survey established an overall engagement baseline score of 58. The organization's second WES occurred in May 2023 and achieved an overall score of 63. The next BCFMA Work Environment Survey will be conducted during 2026/27.

Performance measure 3b was updated for 2025/26 to focus on the development and implementation of Performance Appraisal Plans. Performance Appraisal Plans include the elements of building out tools and supports for employee goal setting, continuous feedback, and coaching. These activities support employee career development and organizational succession planning by helping employees to identify their key strengths and weaknesses, highlight areas for improvement, and set actionable goals. Benefits/outcomes from Performance Appraisal Plans include improved communication, accountability, customer service, goal alignment, employee engagement and performance.

Objective 3.1: Provide a workplace that promotes employee engagement and satisfaction.

Effective staff engagement leads to a healthy work environment and a successful organization. Through collaborative workplace engagement opportunities, staff will lead aspects of workplace decision-making through ownership of outcomes, resulting in a productive and healthy workplace environment.

Key Strategies

- Hold all-staff meetings and support staff-led engagement teams (Workplace Engagement Team, Green Team, etc.) that work together to build upon successes and address concerns identified in our work environment survey.
- Implement the action items identified in BCFMA's [Inclusion, Diversity, Equity and Accessibility \(IDEA\) Plan](#) that are scheduled for completion through 2026/27.
- Further develop hiring practices (inclusive job postings, structured interviews, and equitable selection processes) that are designed to attract and retain talent from diverse backgrounds, ensure fairness and representation, and enrich our organization with varied perspectives and experiences.

Objective 3.2: Provide employees with the skills and development opportunities needed to perform their jobs effectively.

Providing employees with the skills and resources they need to be successful in the workplace supports job satisfaction, professional development, and contributes to the effective delivery of family maintenance services.

Key Strategies

- Conduct performance appraisal planning to ensure staff have opportunities to advance their professional growth and abilities in support of organizational succession planning.
- Update staff training processes to ensure that new and existing staff have the supports and resources necessary to be safe, competent, and effective in their new positions sooner.
- Implement a new procedures position to standardize procedure documents and training resources that ensure consistent, high-quality service delivery.
- Provide staff with mental health, intimate partner violence, and emotional intelligence training and development to ensure they have the skills and knowledge to conduct empathetic, compassionate conversations with clients.

Financial Plan

Financial Summary

[\$m]	2025/26 Forecast	2026/27 Budget	2027/28 Plan	2028/29 Plan
Revenues				
Provincial Transfers ¹	22.159	22.159	22.159	22.159
Interest	0.068	0.020	0.008	0.018
Total Revenue	22.227	22.179	22.167	22.177
Expenses				
Salaries and Benefits	17.949	18.088	18.099	18.110
Travel	0.052	0.090	0.090	0.090
Contracts	0.132	0.105	0.105	0.105
Information Technology	1.119	1.096	1.096	1.096
Office Expenses and Equipment	0.286	0.251	0.251	0.251
Facilities	2.409	2.299	2.299	2.299
Miscellaneous	0.280	0.250	0.227	0.226
Total Expenses	22.227	22.179	22.167	22.177
Annual Surplus (Deficit)	0.000	0.000	0.000	0.000
Total Debt	0.000	0.000	0.000	0.000
Accumulated Surplus (Deficit)	0.000	0.000	0.000	0.000
Capital Expenditures	0.000	0.000	0.000	0.000

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

¹ Provincial transfers include \$0.366 million in federal flow-through funding.

Key Forecast Assumptions, Risks and Sensitivities

BCFMA operations are funded through provincial government appropriations.

The organization allocates this funding to programs that deliver on its mandate. BCFMA is subject to financial pressures/risks/uncertainty resulting from increasing salaries and benefits costs, changes to inflation and interest rates, and costs associated with managing information (e.g., digital strategies, cyber security). Budgeted expenses reflect current employee compensation and historical building occupancy costs.

A stable and engaged staff complement is essential to continuity of service to BCFMA clients. Risks to succession planning such as knowledge transfer are associated with ongoing changes in the labour market. These risks are mitigated through the development of a succession

management plans, leadership development, modernized recruitment practices, and technology enhancements that ensure knowledge sharing/transfer and a long-term pool of strong internal talent.

Budget pressures/risks are managed through optimization of operational efficiencies and business effectiveness, including making investments in continual improvement of business/workforce productivity and employee engagement, and through the pursuit of increased collaboration and discussion with partners to explore business development opportunities. BCFMA will undertake more active cost containment and provide additional/detailed forecast reporting to the Ministry of Attorney General and central agencies to monitor and assess strategies that mitigate financial risk.

Management's Perspective on Financial Outlook

As a Crown agency, BCFMA is accountable to the public to be fiscally responsible. BCFMA's application of a provincial model framework supports the organization's financial bearing in much the same way that it provides strategic direction to the organization. Implementation of province-wide technology solutions and streamlined operational processes ensure efficiencies are captured and costs are controlled. Effective financial oversight is further accomplished through the development of strategies that manage expenditure growth in a cost-effective manner, usage of established budgeting and forecasting models, and monitoring of performance against targets.

BCFMA is not a capital-intensive organization and has no capital projects valued at more than \$50 million. The modernizing of BCFMA will maintain organizational functionality by replacing key legacy information technology infrastructure as well as adding infrastructure where none previously existed. Current technologies such as artificial intelligence and digital marketing will be implemented to capture operational efficiencies and to facilitate data-driven strategic decision-making. Through modernizing, BCFMA will mitigate risks of operational and systems inefficiencies and information inaccuracies in order to best support operational planning and to protect sensitive client information.

Appendix A: Mandate Letter from the Minister Responsible



Date: May 23, 2025

Richard J.M. Fyfe, KC
Chair, Board of Directors
BC Family Maintenance Agency

Dear Richard Fyfe,

On behalf of Premier Eby and Executive Council, I would like to extend my thanks to you and your board members for your organization's leadership, dedication, and expertise with which you serve the people of British Columbia.

Public sector organizations—including Crown corporations, Health Authorities and Post-Secondary Institutions—support British Columbians by delivering vital public services and are accountable to the public through their Minister responsible. Your continued leadership in advancing and preserving the public interest strengthens trust in public institutions.

This mandate letter, which I am sending in my capacity as Minister responsible for the BC Family Maintenance Agency, communicates our government's priorities for the entire public sector and provides specific direction and expectations of your organization for the duration of Government's term.

Government's priority is to make a tangible difference in people's lives through growing the economy, creating good paying jobs, strengthening health care and making our communities and neighbourhoods safer for British Columbians. British Columbians expect public sector organizations to deliver responsible, quality services equitably in all regions across the province. This includes strategic stewardship in planning, operations, financial, risk, and human resource management including information security and privacy protection. Providing equitable service requires due consideration of the diverse needs of local communities with specific attention to the unique needs of rural, remote and First Nation communities.

In the current economic and fiscal context including the threat of U.S. tariffs and other global economic challenges affecting British Columbian families, your organization is to work with ministry staff to review all existing programs and initiatives to ensure programs remain relevant, efficient, sustainable, grow the economy, and help keep costs low for British Columbians. Public sector organizations are expected to adhere to the principles of:



cost consciousness, accountability, appropriate compensation, service, and integrity. This includes following the spirit and intent of core government fiscal management practices to make all efforts to achieve administrative and operating efficiencies while delivering core programs and services.

Strategic stewardship requires public sector organizations keep up-to-date systems and implement effective cybersecurity practices, including maintaining information management and cybersecurity policies, guidelines, and standards; assessing enterprise risk for high-value information and services, including confidential and sensitive data; and continuously evaluating and updating security practices to align with industry standards. The [Office of the Chief Information Officer](#) within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas including communication protocols with core government.

As required by the *Climate Change Accountability Act*, you must ensure your organization implements plans and strategies for minimizing greenhouse gas emissions and managing climate risk. Your organization is expected to work with my ministry to report out on these plans and activities as required by legislation. Public sector organizations will continue to take action on climate change, a commitment that remains foundational and key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous peoples and our commitment to advancing reconciliation. I expect your organization to comply with the *Declaration on the Rights of Indigenous Peoples Act*, including implementing existing commitments made under it. I expect your organization to work in partnership with First Nations rights-holders to advance shared interests.

Public sector organizations must also adhere to government direction provided through the [Public Sector Employers' Council Secretariat](#) (PSEC) with respect to public sector compensation and bargaining mandates. Your organization's compensation decisions must be consistent with policy direction provided through PSEC. Please coordinate closely with PSEC before finalizing compensation decisions for existing CEOs or Presidents and Vice Presidents and in the recruitment of new CEOs or Presidents. PSEC consultation is also encouraged prior to hiring for Vice President positions.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the [Crown Agencies and Board Resourcing](#)



Office will continue to support your board on recruitment, appointments and professional development by ensuring board composition and governance reflects the diversity of our province.

I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and as you develop plans to address the following priorities:

- Undertake consultations with First Nation communities and leadership to explore new service delivery models that contribute to reconciliation and support the *Declaration on the Rights of Indigenous Peoples Act*.
- Modernize BC Family Maintenance Agency business practices and service delivery levels to better meet the modern service needs of clients and enhance support of individuals and families.

Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by June 2025.

I look forward to continuing to work with you and your board colleagues to ensure the sustainable delivery of the services the public relies on.

Sincerely,

A handwritten signature in black ink, appearing to read "Niki Sharma, KC".

Niki Sharma, KC
Attorney General and Deputy Premier

Date: May 23, 2025



Richard J.M. Fyfe

Richard J.M. Fyfe, KC
Chair, BC Family Maintenance Agency
Date: May 22, 2025

Johanne Blenkin

Johanne Blenkin
Director, BC Family Maintenance Agency
Date: May 22, 2025

Victoria Chan

Victoria Chan
Director, BC Family Maintenance Agency
Date: May 22, 2025

Bikram Gill

Bikram Gill
Director, BC Family Maintenance Agency
Date: May 22, 2025

Tracy Porteous

Tracy Porteous
Director, BC Family Maintenance Agency
Date: May 23, 2025

Lisa Pryce

Lisa Pryce
Director, BC Family Maintenance Agency
Date: May 23, 2025

David Wells

David Wells
Director, BC Family Maintenance Agency
Date: May 23, 2025

cc: Honourable David Eby, KC
Premier



Shannon Salter

Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Doug Scott

Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Elenore Arend

Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Barbara Carmichael, KC

Deputy Attorney General
Ministry of Attorney General

Johanne Blenkin

Director

BC Family Maintenance Agency

Victoria Chan

Director

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Bikram Gill

Director

BC Family Maintenance Agency

Tracy Porteous

Director

BC Family Maintenance Agency

Lisa Pryce

Director

BC Family Maintenance Agency



David Wells
Director
BC Family Maintenance Agency

Joanne Hanson
Chief Executive Officer
BC Family Maintenance Agency