BC Family Maintenance Agency

2025/26
Annual Service Plan Report

August 2026

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Board Chair's Accountability Statement

The BC Family Maintenance Agency 2025/26 Annual Service Plan Report compares the organization's actual results to the expected results identified in the 2025/26 – 2027/28 Service Plan published in 2025. The Board is accountable for those results as reported.

Signed on behalf of the Board by:

Johanne Blenkin
Board Chair
July 26, 2026

Table of Contents

Letter from the Board Chair & CEO

The BC Family Maintenance Agency (BCFMA) is proud to present our Annual Service Plan Report, which reflects the organization's performance during the fiscal year. In alignment with government's core priority of supporting families, BCFMA contributes to a strong, sustainable and innovative B.C. economy by facilitating safe and secure household income transfer for those families who experience breakup. During 2025/26, BCFMA transferred over $223 million in support payments between parents, our highest collection ever. Since initiating family maintenance services in 1988, the Agency has supported over 131,000 families through the distribution of over $5.6 billion.

BCFMA is committed to transparency, accountability and continuous improvement, and we believe that working collaboratively enables us to address challenges and seize opportunities in support of healthy and thriving British Columbian families. Several key initiatives were implemented during 2025/26 to modernize Agency activities, to increase organizational effectiveness and efficiency, to ensure clients receive high quality client-centric service, and to increase staff access to the information they require to be successful in their positions. Our accomplishments this past year are the result of the dedication, expertise, and sustained efforts of our partners and staff, whose contributions have been essential to our success.

To enhance support for families, BCFMA implemented a comprehensive client referral program designed to connect families with trusted, specialized resources. This approach improves service coordination, enables more timely resolutions, and supports sustainable outcomes through holistic support that extends beyond BCFMA's direct services. A cornerstone of our integrated service approach, the initial referral guide features over 1,000 community and partner resources, enabling staff to make timely, coordinated referrals to trusted external partners in clients' local areas. This collaborative approach strengthens the overall family support system and helps families access the appropriate partner supports they need at the right time. It reflects our commitment to building meaningful connections that enhance client experiences and promote positive outcomes.

To ensure that service performance levels meet the expectations that clients and government can reasonably expect from the Agency, enhancements to the first phase of business intelligence tracking mechanisms and internal data collection have been implemented. The enhancements track the individual operational activities completed by staff and provides dashboard reports on our progress against specific performance requirements. The standards establish minimum staff performance requirements, ensuring that clients are enrolled in the program quickly, that staff respond to client inquiries promptly, and that support payments are processed within 24 hours of being received.

In support of Truth and Reconciliation, BCFMA's Indigenous Client Services Team collaborated with First Nations leaders to enhance our Indigenous service model in support of providing tailored, trauma-informed culturally appropriate services for our First Nations clients. We engaged directly with Indigenous, legal and vulnerable populations by conducting 17 outreach sessions with various communities, service providers, and educators.

BCFMA utilized technology to introduce digital marketing to its communication portfolio to increase Agency awareness and expand our reach across B.C. Digital marketing efforts to date have resulted in increased visits to the BCFMA website, improved brand awareness, and have ensured that we are connecting with people through the digital platforms that they regularly interact with. The Agency's new Human Resources Information System has transformed our paper-based timekeeping and payroll process into a new high-performance centralized system and platform, and a new interactive Intranet allows seamless sharing of in-house operational and training materials, while facilitating improved communications and collaboration between staff.

We are extremely pleased with what our organization has accomplished this year. The Agency is committed to providing quality client-centric service and to engaging with families to ensure they have the diverse range of supports and services that they require to be successful. We will continue to modernize as an organization, to provide family maintenance services efficiently and effectively, and to be a leader in the family maintenance services industry.

Johanne Blenkin
Board Chair
July 26, 2026

Joanne Hanson
Chief Executive Officer
July 26, 2026

Purpose of the Annual Service Plan Report

This annual service plan report has been developed to meet the requirements of the Budget Transparency and Accountability Act (BTAA), which sets out the legislative framework for planning, reporting and accountability for Government organizations. Under the BTAA, a Minister Responsible for a government organization is required to make public a report on the actual results of that organization's performance related to the forecasted targets stated in the service plan for the reported year.

Strategic Direction

The strategic direction set by Government in 2024 and the Board Chair's Mandate Letter from the Minister Responsible shaped the goals, objectives, performance measures and financial plan outlined in the BC Family Maintenance Agency 2025/26 – 2027/28 Service Plan and the actual results reported on in this annual report.

Purpose of the Organization

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 $210 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 foundational principles through our commitment to promote equity, anti-racism, and multiculturalism, to address social and health issues such as poverty, intimate partner violence and mental health, and to provide services that assist our clients with accessing justice services. 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, BCFMA is better able to support B.C.'s historically, persistently or systemically marginalized populations and to support the province in meeting Poverty Reduction Strategy 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.

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

Economic activity in British Columbia advanced in 2025, after modest growth in 2024, despite facing notable headwinds. Last year, homebuilding activity in the province continued at a steady pace, and lower interest rates and easing inflation supported household spending. Meanwhile, high uncertainty around the impacts of U.S. tariffs and significantly lower population growth tempered economic activity in B.C., and across many provinces. Overall, B.C.'s real GDP rose by 2.0 per cent in 2025, up from 1.2 per cent growth in 2024. B.C. was one of only two provinces that saw an increase in the rate of real GDP growth from 2024 to 2025. On an industry basis, B.C.'s economic growth in 2025 was led by real estate, rental and leasing; health care and social assistance services; mining, quarrying, and oil and gas extraction; and construction.

B.C.'s labour market moderated in 2025, amid slower population growth and trade-related economic uncertainty. Total employment rose by 1.1 percent (+32,200 jobs), while wages and salaries rose by 3.1 percent. The unemployment rate averaged 6.2 percent in 2025, up from 5.6 percent in 2024, as labour force growth outpaced job creation. Despite rising last year, B.C.'s unemployment rate remained below the national average of 6.8 percent. B.C. housing starts totalled 44,193 units in 2025, down 3.6 percent from 2024, but remained above the 10-year historical average. Meanwhile, B.C. home sales activity declined by 5.7 percent compared to 2024, with muted demand contributing to a 2.9 percent decrease in the average home price. Inflationary pressures continued to moderate in 2025, reflecting slower price growth for services and subdued inflation for goods. Shelter inflation was the largest contributor to headline inflation last year but slowed substantially for both rented and owned accommodation compared to recent years. Lower gasoline prices, partly due to the removal of the B.C. consumer carbon tax, also helped ease headline inflation. Overall, B.C.'s consumer price inflation averaged 2.1 percent in 2025, down from 2.6 percent in 2024. Lower inflation and easing interest rates supported robust retail sales, which grew by 6.4 percent in 2025. On the trade front, B.C.'s merchandise exports remained relatively flat as markets adjusted to shifting global trade conditions. Overall, the value of B.C.'s goods exports edged down 0.1 percent compared to 2024 as increased exports to non-U.S. destinations were offset by a continued decline in goods exports to the U.S.

Report on Performance: Goals, Objectives, and Results

The following goals, objectives and performance measures have been restated from the 2025/26 – 2027/28 service plan. For forward-looking planning information, including current and future performance targets, please see the latest service plan.

Goal 1: BCFMA is effective and efficient in providing family support services and referrals for British Columbians

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

Each year BCFMA facilitates over $210 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 results

- $223 million transferred between parents this fiscal year, and over 30,000 payments processed each month.
- 95 per cent of cases with both parties in B.C. were either fully or partially paid - the average annual amount these families received was $8,843 - a 6.5 per cent increase from two years ago
- Enforcement recovery actions such as federal licence restrictions (35 per cent less actions), driver's licence restrictions (53 per cent less), and wage garnishments (47 per cent less) were all reduced during the fiscal year
- Over 365 court appearances were made by BCFMA legal counsel on average each month, a 13 per cent increase over the previous fiscal year
- Over 92 per cent of all new (non-interjurisdictional) enrolment applications were received through BCFMA's online enrolment system (e.g. through either BCFMA's website or the BCFMA mobile app)
- More than 5,000 invitations to set up voluntary payment arrangements were sent to paying parents this fiscal year

Summary of progress made in 2025/26

BCFMA modernized during 2025/26 by strengthening our transition from a transactional, debt collector model to one that focuses on building relationships and meeting parents where they are. Fine-tuning the approach to supporting families resulted in reduced enforcement recovery actions, opting for a more collaborative approach with clients, while at the same time seeing a complemented rise in collections received.

A voluntary payment arrangement is a step taken before recovery action is considered where the person who must pay the support does so by agreement, rather than in response to enforcement actions. In alignment with BCFMA's relationship-building approach, increases in voluntary payment arrangements reflect BCFMA's balanced approach where the organization listens to, collaborates with, and works with all parties to achieve the best outcomes for children and families, and are indicative of the outcomes from working more closely with paying parents before any need to initiate recovery actions. Initiating voluntary payment arrangements often result in the establishment of payment plans where none existed before.

BCFMA has implemented a service standards program that establishes program expectations and monitors the speed and quality of operational activities completed for increased accountability. By setting minimum service standards and tracking actual results through business intelligence, the organization is better able to ensure that operational activities are meeting expected performance levels. The establishment of clear service standards in alignment with client feedback allows BCFMA to ensure that the organization's operational performance is meeting the expectations of clients and government.

BCFMA added enhanced case tracking to our client referral system in November 2025 to better support staff when connecting clients to the diverse range of partner supports and services available in B.C. The client referral guide provides suggestions for associate referral organizations and records the referral connections made in BCFMA's case management system, allowing for the tailoring of client-centric support and ease of tracking referrals made when following up with clients. New referral partner resources were showcased for staff during all-agency meetings to improve staff awareness and strengthen service delivery. Over 6,600 referrals to partner service providers in the areas of legal, community resource centres, Indigenous, family support, and intimate partner violence were made during the fiscal year, ensuring strong, meaningful partnership with local organizations.

The maturity of BCFMA's quality assurance and risk management structure ensured a consistent approach to upholding and enhancing service quality within the organization. The structure strengthens consistency across BCFMA's provincial service model by addressing service delivery gaps and promoting transparent and consistent decision-making processes. Staff have been empowered with tools and resources needed to maintain excellence through the introduction of measurable standards, the incorporation of input from those affected by decisions, and the fostering of continuous improvement. By demonstrating accountability through compliance with privacy, legislative, and regulatory standards, the quality assurance and risk management structure ensures clients receive support that is focused, inclusive, and fair.

Performance measure(s) and related discussion

Performance Measure	2024/25 Actual	2025/26 Target	2025/26 Actual
[1a] Maintain or improve the ratio of support payments received over support payments due[1]	85.5	88.0	83.0

Data source: BCFMA

[1]PM [1.1a] targets for 2026/27 and 2027/28 were stated in the 2025/26 service plan as 90.0 and 91.0, respectively.

BCFMA achieved a ratio of support payments received over support payments due of 83.0 during the last fiscal year, below the target of 88.0. The ratio of support payments made over support payments due has been pushed lower over the last several years. A leading factor for the lower ratios includes increased enrolment, resulting in more cases, with the newer cases not yet having had the time to build consistent payment histories. Older/mature cases that typically are fully paid have reached their completion and are being withdrawn. In addition, newer cases tend to have higher amounts of support payments due than those leaving the program.

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. A constant or improving ratio of support payments received relative to the amount of support payments due is an indicator of continued program effectiveness in collecting and distributing payments. The ratio of support payments received over support payments due assesses the health of family support payment collections. Mature, paid in full cases depart from the program when children age out of program eligibility. These are replaced by new cases entering the program that require significant effort to put effective support payment arrangements in place due to the complexity of modern parenting arrangements and child support orders.

Changing provincial and national economic conditions affect this ratio both positively and negatively. Generally higher costs of living for accommodation, food, gas, and borrowing/debt servicing have affected B.C. families in recent years. For paying parents, family and household cost increases can significantly impact their ability to meet their support obligations. The number of payments processed through Employment Insurance rose from 2,001 payments in April 2023 to 3,556 payments in March 2026, which is indicative of a higher number of paying parents in the program being unemployed.

Parents who owe family support often encounter difficulties in making timely payments, and the accumulation of interest from missed or late payments increases their debt and drives the Performance Measure [1a] ratio even lower. The amount of interest owed by paying parents on overdue support payments has risen to $17.3 million during 2025/26, which is up $4.3 million from the $13 million in interest owed as of 2022/23. BCFMA is committed to working closely with paying parents and may enter into modified or temporary payment arrangements based on short-term individual circumstances, including while a paying parent addresses financial or court related issues.

Performance Measure	2024/25 Actual	2025/26 Target	2025/26 Actual
[1b] Maintain or improve (reduce) the median number of calendar days between initial filing kit submission and BCFMA program enrolment[1]	3	5	2.5

Data source: BCFMA

[1]PM [1.1b] targets for 2026/27 and 2027/28 were stated in the 2025/26 service plan as 5 and 5, respectively.

The number of calendar days needed between receiving an initial filing kit submission and enrolling a client into the BCFMA program has fallen significantly over the last several years. During 2025/26 the number of days fell to 2.5 days, much less than the target of five days. By driving the enrolment time down, trust in the BCFMA program has grown and generally less stress has been borne on program participants.

BCFMA's manual enrolment practice historically acted as a barrier for clients trying to enter the program, as the process was labour intensive and required the printing and mailing/faxing of a significant amount of paper. To meet the modern expectations of clients, BCFMA implemented online enrolment during 2022/23 and continues to adopt more simplified enrolment processes to lessen the time to enrol. The removal of several barriers has resulted in less time and effort required to complete paperwork, no need to print and mail documents or have access to a fax machine, and no need for manual data to be entered by staff upon receipt of paper enrolment documents. These captured efficiencies have created a more supportive and streamlined client enrolment experience. Information is now quickly and securely transferred between clients and BCFMA by using electronic means and is reflective of current client expectations.

Goal 2: BCFMA's services are reflective of the clients we serve and support the needs of individuals and families

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 results

- From December 2025 through March 2026, the first four months of BCFMA's initial digital marketing effort, over 2 million impressions and 85,000 clicks of online advertisements were achieved
- A client enrolment survey was initiated in March 2026 to assess the first impressions of new clients

- The BCFMA mobile app was accessed by clients over 357,000 times during the fiscal year, accounting for over 21 per cent of all digital engagements with BCFMA - digital engagements include all client accesses through both the BCFMA website and the BCFMA mobile app
- Over 264,000 secure e-messages were sent and over 213,000 calls were made between BCFMA staff and clients during the fiscal year
- Attended the June 2025 Indigenous Legal Orders Conference to engage with partner organizations on Indigenous legal issues

Summary of progress made in 2025/26

In December of 2025 BCFMA introduced digital marketing to reach more potential clients and increase public awareness of the Agency. Initial digital marketing efforts include search engine optimization for BCFMA's website and the development of targeted advertising campaigns on both Google and Meta (Facebook and Instagram) platforms. The results from these online marketing efforts included improved connections with potential clients and increased traffic to BCFMA's website. BCFMA's online advertisements obtained an average of 60,000 views and 2,500 clicks per week from December 2025 through March 2026.

During 2025/26 BCFMA demonstrated a high level of client engagement and accessibility, facilitating more than 477,000 contacts with clients through phone calls and secure e-messages using the BCFMA website and mobile app. These figures underscore the organization's commitment to responsive, multi-channel communication, ensuring that client needs are effectively managed through their preferred communication channels, including both digital and traditional methods.

To meet the needs of our Indigenous client population, BCFMA created a dedicated Indigenous services team to provide enhanced service accessibility and responsiveness for Indigenous clients and communities. By providing the Indigenous services team with focused education and new Indigenous training experiences each year the team provides specific, modified services in support of culturally appropriate supports and referrals. BCFMA uses an Indigenous-specific brochure to share our service offerings with First Nations community contacts, who in turn provide the brochure to their members. BCFMA legal counsel attended the annual Indigenous Legal Orders Conference to engage with the judiciary, private practice lawyers, government, and Indigenous leaders on current Indigenous legal issues including criminal justice and child welfare. Indigenous client survey findings suggest that 84 per cent of BCFMA's Indigenous clients are satisfied with BCFMA's Indigenous services and 74 per cent expressed that BCFMA had taken reasonable steps towards reconciliation.

BCFMA initiated a new client enrolment survey in March of 2026 to gauge the initial impressions of our incoming families. New clients were asked to provide feedback on their enrolment experience including how they first learned about BCFMA, their first interactions with BCFMA staff, and if they felt safe, respected, and supported during the enrolment process. Client feedback is expected to assist the Agency with enhancing client services and with ensuring that the needs of incoming families are being met.

Performance measure(s) and related discussion

Performance Measure	2024/25 Actual	2025/26 Target	2025/26 Actual
[2a] Annual number of outreach or educational presentations with communities or partner organizations that serve Indigenous governments and under-served groups[1]	26	15	17

Data source: BCFMA

[1]PM [2.1a] targets for 2026/27 and 2027/28 were stated in the 2025/26 service plan as 18 and 21, respectively.

BCFMA conducted 17 outreach discussions/events/educational presentations with First Nations, First Nations' legal support organizations, law students, and community legal centres during 2025/26, up from 11 conducted during 2023/24. Each occasion for outreach provided an opportunity to engage and collaborate with industry partners and co-providers of support services. Outreach relationship building has enabled BCFMA to work more closely with First Nations communities as it has led to improved two-way communication. BCFMA has received strong feedback and support for our balanced, client-centric approach, which has created improvements for how both paying and receiving parents are supported.

Outreach efforts include connecting with justice/legal centres and engaging with First Nations leaders and councils. Several times each year BCFMA engages with the Rise Women's Legal Centre, a legal clinic that provides free and low-cost family law services to self-identified women and gender-diverse people across the province. Discussions with the BC First Nations Justice Council and participating in the Indigenous Legal Orders Conference 2025 further supported BCFMA's goal to work more closely with First Nations in support of making positive changes to B.C.'s legal system. Almost 3,300 parents in the BCFMA program self-identify as being Indigenous, and approximately 7.6 per cent of all BCFMA cases include an Indigenous client.

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

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 and creating ownership of outcomes, resulting in a productive and healthy workplace environment.

Key results

- BCFMA's Inclusion, Diversity, Equity, and Accessibility Employee Advisory Committee (IDEA EAC) held diversity and inclusion learning events to acknowledge Black history, gender equity, accessibility, pride, National Day for Truth and Reconciliation, and people of colour
- Migrated to one robust, scalable central interactive intranet location that provides staff with access to policies, procedures, and training documents – the intranet was accessed almost 170,000 times during the last fiscal year
- Staff collaborated on and championed the Workplace Engagement Team, Green Team, IDEA EAC, and the Moose Hide Campaign

Summary of progress made in 2025/26

During the 2025/26 fiscal year BCFMA retired an aging, text-only, limited search online platform for accessing policies and procedures and training documents and replaced it with an interactive intranet SharePoint site. The new intranet is robust, scalable, central, and interactive for seamless, collaborative sharing of organizational information, documents, key events, and training materials amongst staff. Over 2,100 files were migrated to the new site featuring search functions, navigation options, and structured pages allowing staff to quickly locate key information.

Staff collaborated on the Workplace Engagement, Green, and Diversity and Inclusion committees to generate employee engagement, encourage staff ownership of activities/outcomes related to employee satisfaction, and to promote a healthy workplace environment. Staff led or were involved with numerous learning and educational events throughout the year, including multiculturalism potlucks and initiatives that support environmental sustainability and climate responsibility. BCFMA participated in our fourth Moose Hide Campaign and showed our commitment to standing up against violence towards all women and children. BCFMA staff organized several pet therapy sessions and blood drives at each of BCFMA's three offices throughout the year.

Performance measure(s) and related discussion

Performance Measure	2024/25 Actual	2025/26 Target	2025/26 Actual
[3a] Improve the Overall Employee Engagement Work Environment Survey score [1]	n/a	n/a	n/a

Data source: BCFMA
[1]PM [3.2a] targets for 2026/27 and 2027/28 were stated in the 2025/26 service plan as 65 and n/a, respectively.

BCFMA monitors the effectiveness of employee engagement/staff satisfaction strategies through feedback received by staff. A Work Environment Survey (WES) measures the impact of previous workplace improvement decisions and of the efforts undertaken to improve the workplace between surveys on employees' perceptions, opinions and job satisfaction. A 2021 survey established an overall engagement baseline score of 58. The second WES occurred in May 2023 and achieved an overall score of 63.

Workplace engagement drivers recognized in the 2023 WES have been used to engage our WES Action Team, with a goal towards engaging staff and developing solutions to improve the BCFMA workplace. The WES Action Team, a collaborative leadership/employee action group, identified successes and challenges experienced by staff and has developed action plans/solutions to address the outstanding needs of the organization. The next BCFMA WES is scheduled to be conducted during 2026/27.

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 results

- Provided over 6,600 referrals, to better connect clients with Indigenous, family, counseling/mental health, and safety/family violence support services
- Established an initial internal framework for intimate partner violence in October of 2025
- Celebrated World Quality Week by sharing ideas, encouraging contributions from staff through activities and quizzes, and by identifying quality champions to strengthen a client-centric culture
- Developed a business intelligence system to track quality assurance best practices – the system will allow BCFMA to monitor staff performance levels including number of client call backs made and time to respond to client e-messages
- Staff participated in trauma-informed training to learn to recognize the signs and symptoms of trauma, to gain insight into intergenerational trauma, and to discuss healing best practices

Summary of progress made in 2025/26

BCFMA is strengthening its role as a key partner within the intimate partner violence survivor support ecosystem. BCFMA collaborated with domestic violence experts and survivors to better understand client trauma and to inform our community referral guide to make appropriate referrals and/or connections as required. These efforts led to the establishment of an initial internal framework for intimate partner violence as a foundation to build an action plan.

BCFMA's training program builds the skills, consistency, and capability the Agency requires to support our clients. All staff complete the BC Office of the Human Rights Commissioner's two systemic discrimination courses, privacy training, and courses regarding complaint handling and fairness offered by the B.C. Office of the Ombudsperson. Diversity and inclusion learnings are supported through bi-monthly presentations/learning events and participation in the Crowns Network's annual diversity and inclusion conference. As provided by the [Law Society of B.C.](), BCFMA legal counsel complete several legal-specific courses annually in the areas of Indigenous relationship-building and legal orders, intimate partner violence, privacy, and mediation.

BCFMA continues to enhance and strengthen our Quality Assurance Framework that provides a structured approach to ensure, maintain, and improve service quality across the Agency. The Quality Assurance Team shared guidance with staff on how to enhance service delivery of client-centric, inclusive, and accessible practices while aligning with program requirements. Key quality assurance outcomes included the encouragement of a culture of continuous client service improvement in the areas of accessibility, equity, and client satisfaction, all while emphasizing compliance with privacy, legislative, and regulatory standards.

BCFMA celebrated World Quality Week in November 2025 by holding training sessions on building safe client relationships, highlighting quality successes, providing opportunities for staff to share quality best practices. Quality champions that led or contributed to initiatives in the areas of client-centric service, teamwork, innovation, and morale-boosting were identified and acknowledged.

LEAN is a business approach focused on maximizing customer value by eliminating waste activities and continuously improving processes. BCFMA utilized LEAN approaches to improve operational workflows by adding value to existing efforts and by minimizing inefficiencies. Key operational improvements made during 2025/26 included streamlining internal enrolment processes and continuing to apply LEAN processes in support of faster collection of ongoing support payments. For example, enhancements to BCFMA's case management system made digital client communications simpler by introducing automated work assignments.

Performance measure(s) and related discussion

Performance Measure	2024/25 Actual	2025/26 Target	2025/26 Actual
[3b] Develop and implement Performance Appraisal Plans for all staff[1]	Plan Framework Completed	50% of staff have a plan	60% of staff have a plan

Data source: BCFMA

[1]PM [1.1a] targets for 2026/27 and 2027/28 were both stated in the 2025/26 service plan as 100 per cent of staff having a plan.

During 2024/25 BCFMA introduced the Performance Appraisal (PA) model for evaluating employee performance to foster greater communication between managers and employees. Employee PA Plans include the elements of building out tools and supports for employee goal setting, continuous feedback, and coaching. These activities support both employee career development and organizational succession planning by helping employees to identify their key strengths and weaknesses, highlight areas for improvement, and set shorter-term actionable goals. Benefits/outcomes from PA planning include improved communication, accountability, customer service, goal alignment, and employee engagement and performance. Through to the end of 2025/26 60 per cent of BCFMA employees have a PA Plan in place, more than the 50 per cent target that was established for the fiscal year. Collective bargaining language sets out the timeline and conditions for staff to have a performance appraisal.

Financial Report

For the auditor's report and audited financial statements, see Appendix B. These documents can also be found on the BCFMA Reporting page of the BC Family Maintenance Agency website.

Discussion of Results

BCFMA's financial results for the year ended March 31, 2026, should be read in conjunction with BCFMA's audited financial statements, including accompanying notes. The information provided in BCFMA's financial reporting is prepared in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

BCFMA's largest expenditure is salaries and benefits, which expended $17.9 million and accounted for 81.6 per cent of spending during 2025/26. Facilities, including leases and building management costs for BCFMA's three office locations are the second largest expenditure at $2.3 million. In general, the unit cost of key operational items purchased by the Agency continues to increase year over year. Information Technology (IT) licensing costs, contractor rates, and Facilities costs have all risen significantly, resulting in lowering BCFMA's overall purchasing power. Although general travel, shipping, postage, and paper per unit costs have all increased somewhat, the Agency has learned to do more with less. A strong expense management review process was utilized to control costs/minimize liabilities.

Financial Summary[1]

($m)	2024/25 Actual	2025/26 Budget	2025/26 Actual	2025/26 Variance
Revenues				
Provincial Transfers[2]	22.039	22.159	21.901	(0.258)
Other Income & Recoveries	0.082	0.065	0.070	0.005
Total Revenue	**22.121**	**22.224**	**21.971**	**(0.253)**
Expenses				
Salaries and Benefits	17.741	17.973	17.936	(0.037)
Travel	0.098	0.098	0.055	(0.043)
Contracts	0.172	0.105	0.125	0.020
Information Technology	1.110	1.160	1.072	(0.088)
Office Expenses and Equipment	0.292	0.282	0.301	0.019
Facilities	2.472	2.376	2.278	(0.098)
Miscellaneous	0.236	0.230	0.204	(0.026)
Total Expenses	**22.121**	**22.224**	**21.971**	**(0.253)**
Annual Surplus	**0.000**	**0.000**	**0.000**	**0.000**
Total Debt	**0.000**	**0.000**	**0.000**	**0.000**
Capital Expenditures	**0.000**	**0.000**	**0.000**	**0.000**
Accumulated Surplus	**0.000**	**0.000**	**0.000**	**0.000**

[1] The above financial information was prepared based on current Generally Accepted Accounting Principles.
[2] Provincial transfers include $0.366 million in federal flow-through funding.

Variance and Trend Analysis

Efforts were made to maximize cost savings during the fiscal year in response to economic uncertainty. Hiring was limited and discretionary spending was reduced to contribute to the overall economic health of the Province. Greater operational oversight controls and enhanced financial management practices were put in place to ensure prudent and transparent financial practices in alignment with expectations to find efficiencies.

Operational costs were minimized during the fiscal year through effective management and oversight of expenses. Savings were captured through several initiatives including during negotiations with BCFMA's benefits provider, less travel, and through less usage of external legal counsel retainers. Previous investments in employee health and well-being supports and services and better tracking through the new Human Resources Information System contributed to less leave liability. BCFMA continues to focus on reducing environmental impacts and office expenses through the digitization of form letters and client communications processes that result in significantly less paper usage and postage spending.

Risks and Uncertainties

BCFMA operations are funded through provincial government appropriations. The organization allocates this funding to programs that deliver on its mandate, as described in the BCFMA 2025 Mandate Letter. The funding provides BCFMA with the necessary means to address the family support priorities that matter most for British Columbians, while strong financial management practices are maintained and a balanced budget is met.

BCFMA is subject to financial pressures resulting from increasing total compensation costs, facilities expense increases, costs associated with managing information such as digital strategies, changes to inflation and interest rates, and by global economic uncertainty. Key pressures/risks are managed through optimization of operational efficiencies and business effectiveness, including making investments in modernizing business/workforce productivity and employee engagement, building internal talent/capabilities to address succession planning, restructuring, developing innovative program partnerships, improving program delivery, and by working with partners to explore business development opportunities.

Ongoing risks to BCFMA's budget include increasing costs for most non-salary/benefits items. Higher annual inflation rates continue to result in higher unit costs for items the Agency needs to purchase, resulting specifically in rising costs for Facilities, Contracts, and B&T Solutions (information technology), and creating pressure and uncertainty for budget variations and financial results. To minimize the impacts of increasing costs BCFMA has minimized operational expenditures (e.g. travel, contracts, staff development). Necessary modernization to maintain organizational functionality, including the replacement or updating of key legacy information technology components and infrastructure, will be addressed through existing budget allocations.

Appendix A: Progress on Mandate Letter Priorities

The following is a summary of progress made on priorities as stated in the 2025 Mandate Letter from the Minister Responsible.

2025 Mandate Letter Priority	Status as of March 31, 2026
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	• In Progress – BCFMA's Indigenous Client Services Team has developed a trauma-informed, end-to-end service delivery model that is specific for First Nations clients. Specialized, trained BCFMA staff utilize refined communications skills to build relationships, reduce barriers, and provide trauma-informed supports for First Nations clients. • The Indigenous Client Services Team complete three to four dedicated training opportunities each year on topics that are specific towards supporting Indigenous clients (e.g. trauma-informed training). • BCFMA delivers programs in alignment with the Calls to Action of the Truth and Reconciliation Commission and the B.C. Declaration on the Rights of Indigenous Peoples Act. BCFMA's commitment to lasting and meaningful reconciliation is demonstrated through a dedicated Indigenous Client Services Team, Indigenous-specific training for all staff, and ongoing efforts to build relationships and provide referrals to partner organizations.

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.	• In Progress - BCFMA has executed a strategic rebrand to advance our mandate and modernize an outdated transactional model, embedding a client-centric, inclusive, and adaptable approach in its place. This decisive shift reflects the evolving needs of modern families and responds to changing cultural attitudes toward separation and co-parenting, prioritizing collaboration, fairness, and accessibility. Moving away from a 'debt collector' model, the Agency now focuses on relationship-based practices that balance the needs of both paying and receiving parents. • To provide better support to families and to strengthen its role within judicial and social services ecosystems, BCFMA introduced Indigenous Services and Community Referral programs, providing a culturally informed and holistic approach to families across B.C. • BCFMA leads Canada in advancing this relationship-based approach and collaborates with other jurisdictions to share best practices and drive meaningful change. BCFMA has pioneered digital transformation in this sector, launching Canada's first child support mobile app and becoming the first agency to leverage digital and social media platforms to raise awareness and engage families proactively. • Our approach has delivered measurable results. Despite a national decline in maintenance orders, recovery in B.C. has increased from $212M in 2023/24 to $223M in 2025/26, while enforcement actions have been significantly reduced and an increasing number of paying parents are making payments directly to BCFMA - a reflection of improved trust and engagement.

Appendix B: Auditor's Report and Audited Financial Statements

Financial Statements of

BC FAMILY MAINTENANCE AGENCY

And Independent Auditor’s Report thereon

Year ended March 31, 2026

MANAGEMENT'S REPORT

Management's Responsibility for the Financial Statements

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements. A summary of the significant accounting policies are described in Note 1 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements.

The Board of Directors are responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control, and exercises these responsibilities through the Board. The Board reviews internal financial statements on a monthly basis and external audited financial statements yearly. The Board also discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The external auditors, KPMG LLP, conduct an independent examination, in accordance with Canadian auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of BC Family Maintenance Agency and meet when required. The accompanying Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the financial statements.

On behalf of BC Family Maintenance Agency

Hanson

Joanne Hanson
Chief Executive Officer

Li Wen

Li Wen
Chief Financial Officer

May 14, 2026

KPMG LLP
St. Andrew's Square II
800-730 View Street
Victoria BC V8W 3Y7
Canada
Telephone 250 480 3500
Fax 250 480 3539

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of BC Family Maintenance Agency

Opinion

We have audited the financial statements of the BC Family Maintenance Agency (the "Agency"), which comprise:

- the statement of financial position as at March 31, 2026
- the statement of operations and accumulated surplus for the year then ended
- the statement of changes in net debt for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Agency as at March 31, 2026, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Agency in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Agency's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Agency or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Agency's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Agency's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Agency's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Agency to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KPMG LLP

Chartered Professional Accountants

Victoria, Canada
May14, 2026

BC FAMILY MAINTENANCE AGENCY

Statement of Financial Position

March 31, 2026, with comparative information for 2025

	2026	2025
Financial Assets		
Cash and cash equivalents	$ 1,541,061	$ 1,009,992
Accounts receivable (note 2)	508,993	15,704
	2,050,054	1,025,696
Liabilities		
Accounts payable and accrued liabilities (note 3)	1,850,611	835,850
Accrued employee benefits (note 4)	674,307	666,520
	2,524,918	1,502,370
Net debt	(474,864)	(476,674)
Non-Financial Assets		
Tangible capital assets (note 5)	6,630	15,854
Prepaid expenses	468,234	460,820
	474,864	476,674
Accumulated surplus	$ –	$ –

Trust fund (note 6)

Contractual obligations (note 7)

See accompanying notes to financial statements.

Approved on behalf of the Board:

Richard J.M. Fyfe, K.C.
Chair

Johanne Blenkin
Finance and Corporate Services Committee Chair

BC FAMILY MAINTENANCE AGENCY

Statement of Operations and Accumulated Surplus

Year ended March 31, 2026, with comparative information for 2025

	Budget	2026	2025
	(note 1(i))		
Revenue:			
Provincial funding	$ 21,943,000	$ 21,686,200	$ 21,823,962
Federal funding	215,000	215,000	215,000
Interest	68,323	70,188	81,822
	22,226,323	21,971,388	22,120,784
Expenses:			
Salaries and benefits	13,717,058	13,851,966	13,704,701
Operating benefits	2,736,036	2,699,743	2,668,419
Facilities	2,413,230	2,277,588	2,472,168
B&T solutions	1,142,434	1,071,961	1,110,278
Management benefits	679,941	666,505	656,416
Default fee salaries and benefits	400,000	400,000	400,000
Legal benefits	321,849	317,882	311,811
Office expenses and equipment	291,198	301,501	292,011
Contracts	164,039	125,354	172,178
Other costs	183,153	123,728	123,028
Staff development	90,876	70,896	92,277
Travel	76,321	55,040	97,548
Amortization	10,188	9,224	19,949
	22,226,323	21,971,388	22,120,784
Surplus for the year	–	–	–
Accumulated surplus, beginning of year	–	–	–
Accumulated surplus, end of year	$ –	$ –	$ –

See accompanying notes to financial statements.

BC FAMILY MAINTENANCE AGENCY

Statement of Changes in Net Debt

Year ended March 31, 2026, with comparative information for 2025

	Budget	2026	2025
	(note 1(i))		
Surplus for the year	$ –	$ –	$ –
Acquisition of tangible capital assets	–	–	–
Amortization of tangible capital assets	10,188	9,224	19,949
	10,188	9,224	19,949
Acquisition of prepaid expenses	–	(875,706)	(918,863)
Use of prepaid expense	–	868,292	776,240
	–	(7,414)	(142,623)
Decrease (increase) in net debt	10,188	1,810	(122,674)
Net debt, beginning of year	(476,674)	(476,674)	(354,000)
Net debt, end of year	$ (466,486)	$ (474,864)	$ (476,674)

See accompanying notes to financial statements.

BC FAMILY MAINTENANCE AGENCY

Statement of Cash Flows

Year ended March 31, 2026, with comparative information for 2025

	2026	2025
Cash provided by (used in):		
Operating activities:		
Surplus for the year	$ –	$ –
Amortization	9,224	19,949
Net changes in non-cash operating working capital:		
Accounts receivable	(493,289)	(7,642)
Accounts payable and accrued liabilities	1,014,761	335,095
Accrued employee benefits	7,787	56,300
Prepaid expenses	7,414	(142,623)
	531,069	261,079
Capital activities:		
Acquisition of tangible capital assets	–	–
Financing activities:		
Capital lease payments	–	–
Increase in cash and cash equivalents	531,069	261,079
Cash and cash equivalents, beginning of year	1,009,992	748,913
Cash and cash equivalents, end of year	$ 1,541,061	$ 1,009,992

See accompanying notes to financial statements.

Nature of operations:

BC Family Maintenance Agency Ltd. (the "Agency") was incorporated on June 17, 2019 under the Business Corporations Act. The BC Family Maintenance Agency (BCFMA) is dedicated to assisting families with the administration of their maintenance ensuring BC’s children and families receive the financial support that they are entitled to under provincial and federal law. The Agency commenced operations on November 1, 2019.

1. Significant accounting policies:

The financial statements of the Agency are prepared by management in accordance with Canadian public sector accounting standards. Significant accounting policies adopted by the Agency are as follows:

(a) Basis of accounting:

The Agency follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Amounts received in advance of services being provided are deferred until the service is provided. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

(b) Revenue recognition:

Revenues are recognized on an accrual basis in the period in which the transactions or events occurred that gave rise to the revenues, the amounts are considered to be collectible and can be reasonably estimated.

Government transfers are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Contributions from other sources are deferred when restrictions are placed on their use by the contributor, and are recognized as revenue when used for the specific purpose. Restricted contributions that must be maintained in perpetuity are recorded as revenue when received or receivable, and are presented as non-financial assets in the statement of financial position.

Revenue related to fees or services received in advance of the fee being earned or the service is performed is deferred and recognized when the fee is earned or service performed.

(c) Cash and cash equivalents:

Cash and cash equivalents include cash on hand and demand deposits that are readily convertible to known amounts of cash and that are subject to an insignificant risk of change in value.

1. Significant accounting policies (continued):

(d) Financial instruments:

Financial instruments are recorded at fair value on initial recognition and are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Company has not elected to carry any such financial instruments at fair value. Financial instruments are adjusted by transaction costs incurred on initial acquisition, which are amortized using the straight-line method. Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment.

(e) Financial assets and liabilities:

Financial assets and liabilities include cash and cash equivalents, amounts receivable, accounts payable and accrued liabilities, and accrued employee benefits.

All non-cash financial assets and liabilities are recorded at amortized cost.

(f) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(g) Tangible capital assets:

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement, or betterment of the asset. Tangible capital assets are amortized on a straight-line basis as follows:

Asset	Rate
Computer equipment	25%

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Agency’s ability to provide services, or when the value of future economic benefits associated with the tangible capital assets is less than their net book value. The net write- downs (if any) are accounted for as expenses in the Statement of Operations.

(h) Employee future benefits:

The Agency and its employees make contributions to a legacy defined contribution pension plan and the Public Service Pension Plan, a multi-employer defined benefit pension plan. Contributions to both plans are expensed as incurred. The cost of non- vesting accumulating sick leave benefits are actuarially determined using management’s best estimate of salary escalation, accumulated sick days, sick leave utilization, long-term inflation rates and discount rates.

1. Significant accounting policies (continued):

(i) Budget figures:

Budget figures have been provided for comparative purposes and have been derived from the Agency's Fiscal 2025/2026 Budget forecast approved by the Board of Directors on June 20, 2025. The budget is reflected in the statements of operations and accumulated surplus and changes in net debt.

(j) Leased tangible capital assets:

Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred.

(k) Measurement uncertainty:

The preparation of financial statements requires management to make estimates and assumptions which affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expense during the period. Key estimates include assumptions used in employee benefits, rates for amortization, impairment of assets and provisions for losses incurred. Actual results could differ from those estimated.

(l) Asset retirement obligations:

An asset retirement obligation is recognized when, as at the financial reporting date, all of the following criteria are met:

- there is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- the past transaction or event giving rise to the liability has occurred;
- it is expected that future economic benefits will be given up; and
- a reasonable estimate of the amount can be made.

There are no asset retirement obligations recorded in these financial statements.

2. Accounts receivable:

	2026	2025
GST receivable and other	$ 18,793	$ 15,704
Funding from the province of British Columbia	490,200	–
	$ 508,993	$ 15,704

3. Accounts payable and accrued liabilities:

	2026	2025
Trade accounts payables	$ 171,594	$ 314,081
Other accrued liabilities	482,348	365,359
Salary and benefits payable	1,196,669	156,410
	$ 1,850,611	$ 835,850

4. Accrued employee benefits:

Accrued employee benefits are made up of accumulated vacation entitlement and sick leave.

(a) Accumulated vacation:

Employees may carry up to a maximum of six or ten days of vacation over to the next fiscal year (dependent on union status). As at March 31, 2026 the balance of this accumulated vacation was $307,752 (2025 - $291,951).

(b) Accumulated sick leave:

Employees are entitled to ten days non-vesting sick leave whereby they are credited days per year, for use as paid absences in the year due to illness or injury. Employees are allowed to accumulate unused sick day credits each year, up to an allowable maximum provided in their respective employment agreement.

Accumulated credits may be used in future years to the extent that the employee's illness or injury exceeds the current year's allocation of credits. The use of accumulated sick days for sick leave compensation ceases on termination of employment and employee unused sick bank is not paid out at retirement. The benefit cost and liabilities related to the plan are recorded in the financial statements. The liability recorded is equal to the expected future use of accrued sick leave. As at March 31, 2026 the balance of accumulated sick leave was $366,555 (2025 - $374,569).

5. Capital assets:

	Cost	Accumulated amortization	2026 Net book value	2025 Net book value
Computer equipment	$ 34,965	$ $28,335	$ 6,630	$ 15,854

Amortization expense of $9,224 (2025 - $19,949) was recorded in the current year.

6. Trust fund:

The trust fund is a Provincial Government account and represents money received from or on behalf of debtors which, in turn, are payable to creditors and/or debtors as well as enforcement fees payable to the Province for services rendered for the creditors and/or debtors. These funds have not been included in the statement of financial position nor have their operations been included in the statement of operations. This fund is administered by the Agency, but is not the property of the Agency.

	2026	2025
Trust fund balance as of March 31	$ 11,553,606	$ 12,089,979
Trust liabilities as of March 31	(11,553,606)	(12,089,979)
	$ –	$ –

7. Contractual obligations:

(a) Premise leases:

The Agency has entered into leases expiring in March 2027 and 2030. Minimum lease payments and estimated operating costs are as follows:

2027	$ 2,291,836
2028	1,468,759
2029	1,476,148
2030	1,483,611
	$ 6,720,354

8. Defined contribution pension plan and PSPP:

The Agency contributes to a defined contribution plan that provides pension benefits to its employees. Participation in the plan is compulsory for all eligible employees meeting certain conditions. The Agency contributes 9.43% and the employee contributes 5% of gross annual salary. In 2026, the Agency contributed $77,294 (2025 - $34,601) to the plan.

The Agency and its employees make contributions to the Public Service Pension Plan (the "Plan"), a jointly trusteed pension plan. The Public Service Pension Board of Trustees, representing plan members and employers, is responsible for administering the Plan, including investment of the assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at March 31, 2025, the Plan had approximately 80,000 active members and 58,000 retired members.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and adequacy of Plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation as at March 31, 2023 indicated a surplus of $4,491 million for basic pension benefits on a going concern basis. The next valuation will be as at March 31, 2026, with results available in 2027. Contributions to the plan by the Agency totaled $1,239,674 (2025 - $1,256,919) during the year.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

9. Financial risk management note:

The nature of the program's operations results in a statement of financial position that consists primarily of financial instruments. The risks that arise are credit risk, market risk (consisting of interest rate risk, foreign exchange risk and equity price risk) and liquidity risk.

(a) Credit risk:

The program is not subject to significant credit risk as most financial assets are amounts due from the Province of British Columbia.

(b) Market risk:

Market risk represents the potential for loss from changes in the value of financial instruments. Value can be affected by changes in interest rates, foreign exchange rates and equity prices.

The program is not generally subject to market risk.

(c) Liquidity risk:

Liquidity risk is the risk that the program is unable to meet its financial obligations as they fall due. The program is not subject to significant liquidity risk as financial obligations are funded through receivables from the Province of British Columbia.

There have been no changes to the risk exposures from 2025.