



2025 Annual Report

Includes financial statements for the year ended December 31, 2025
City of Fort St. John, British Columbia, Canada



FORT ST. JOHN

The Energetic City



2025 Annual Report

For the fiscal year ended December 31, 2025

City of Fort St. John, British Columbia, Canada

Produced by the Communications and Finance Departments
in cooperation with all municipal departments.

Table of Contents

Introductory Section

Message from the Mayor	2
Council	3
Community Profile	8
Message from the Chief Administrative Officer	9
Letter of Transmittal	10
Organization Chart	12
Divisional Overviews	
CAO's Office	14
Operations Team	15
Corporate Team	16
People Team	17
Strategic Plan	18
Vision, Mission, and Key Values	18
2023 - 2027 Strategic Pillars	
Vibrant Community	19
Relationships & Advocacy	20
Economic Development	21
Organizational Excellence	22
Managing Assets	23
Awards and Accomplishments	24
Canadian Award for Financial Reporting	25

Financial Section

Financial Conditions Indicators	27
Consolidated Financial Statements	31
Management Report	32
Independent Auditor's Report	33
Statement of Financial Position	35
Statement of Operations and Accumulated Surplus	36
Statement of Changes in Net Financial Assets	37
Statement of Cash Flows	38
Notes to the Financial Statements	39
Schedule 1 - Segmented Information	62

Statistical Section (unaudited)

Statistical Review for the Years 2021-2025	64
2025 Permissive Property Tax Exemptions	74



Message from Fort St. John Mayor

Lilia Hansen

Reflecting on 2025, I am proud of the progress we made together as a community. This past year was defined by continued investment in our infrastructure, meaningful engagement with residents, and a strong commitment to building a safe, vibrant, and growing Fort St. John.

Fort St. John proudly sits on the traditional territory of the Dane-zaa, signatories of Treaty 8, and the Métis Nation BC Region 7, nestled in the heart of the breathtaking Peace River country. We honour the deep and enduring contributions of Indigenous Peoples and continue to advance reconciliation through listening, learning, and building respectful relationships.

Council remained focused on delivering the services and projects that support our community every day. In 2025, the City invested over \$30 million through our capital program, improving roads, upgrading utilities, and enhancing public spaces across the city. This work included major projects such as the 89 Avenue Phase 2 rebuild, the 101 Avenue rebuild, and upgrades to Kin Park, alongside expanded trail connections and lighting to improve accessibility and safety.

At the same time, we continued to invest in essential infrastructure that supports long-term growth. Work progressed on key projects like the Water Recovery Facility upgrade and planning for the 106 Street Water Reservoir replacement, ensuring reliable services for residents today and into the future.

Planning for the future was another major focus in 2025. After more than a year of engagement with residents, businesses, and community partners, Council adopted a new Official Community Plan that will guide the city's growth and development over the next two decades. We also continued advancing the proposed new aquatics facility, including securing a potential location and further engagement on its amenities.

Community connection remained strong throughout the year. Residents participated in recreation programs, attended events such as the 20th anniversary of Winter Fest, and engaged with arts and culture initiatives, including public art installations and the mural mentorship program. These opportunities help create a sense of pride and belonging that is central to our community.

Council also worked closely with partners to address community challenges. Through initiatives such as the Housing Solutions Initiative and the establishment of the Situation Table, the City collaborated with local agencies to coordinate responses to housing, public safety, and social needs.

I would like to recognize the dedication of City staff, whose work ensures that services are delivered efficiently and that projects are completed to a high standard.

On behalf of Council, I also want to thank our residents, businesses, and community partners. Your engagement and support play an important role in shaping our city.

As we look ahead, we remain focused on responsible growth, strong infrastructure, and continued delivery of services and amenities that make Fort St. John a great place to live.

Warm regards,



Mayor Lilia Hansen





From left to right: Councillor Jim Lequiere, Councillor Tony Zabinsky, Councillor Trevor Bolin, Mayor Lilia Hansen, Councillor Gord Klassen, Councillor Sarah MacDougall, Councillor Byron Stewart.

Council

Council, consisting of a Mayor and six Councillors, was elected on October 15, 2022, in the General Local Government Election for a four year term.

The next General Local Government Election is scheduled for October 17, 2026.

Council meetings are scheduled on the second and fourth Mondays of each month except for September and December. September and December have one meeting, scheduled on the second Monday of the month. Regularly scheduled Council meetings that fall on a statutory holiday are moved to the next day.

Council has six types of meetings:

- Committee of the Whole
- Closed Committee of the Whole
- Regular Council
- Closed Council
- Public Meetings
- Public Hearings

The Mayor chairs each of these meetings.

Meetings, excluding Closed Committee of the Whole and Closed Council, are open to the public and are available for live or recorded viewing at fortstjohn.ca.



Watch live or recorded Council meetings online at fortstjohn.ca



Mayor Lilia Hansen

Mayor Lilia Hansen was born and raised in the Peace Region and has called Fort St. John home since the early 1970s. In addition to full-time mayor duties, Lilia is a director on the Peace River Regional District (PRRD) board, North Peace Airport Society, and Community Futures Peace Liard.

After being elected Mayor in October 2022, Lilia stepped down as a provincial business advisor for northeast BC with the Export Navigator program. Before that, Lilia enjoyed serving five years as the Executive Director of the Fort St. John & District Chamber of Commerce. She left this position at the end of 2018 to focus full-time on council duties after being re-elected for a full four-year term following being first elected to council in a by-election in 2017. She continues to proudly advocate for her community at all government levels, which motivated her to run for council.

Additional past work history includes administrative roles supporting the RCMP, and Ministry of Environment, ending her tenure as the Regional Program Admin Support (RPAS) Section Head of offices in Fort St. John, Dawson Creek, Chetwynd, and Fort Nelson – supporting Conservation Officer Service, BC Parks, Fish & Wildlife, and Environmental Protection divisions.

Her personal business background includes owning an oilfield contracting business with her husband, real estate investment, and property management.

There is public service, and then there is community service; the latter best describes municipal government, in her opinion. Her passion for community service includes being a past elected board member of the North Peace Seniors Housing Society, Spark Women's Leadership Conference, and the Fort St. John Public Library. She has been involved with the Sunrise Rotary Club since 2010, holding director and officer positions. She has been recognized for service by being awarded Rotarian of the Year in 2012 and 2017. She credits her achievements to strong mentors, family support, and those she has worked with.

Lilia has been married to her husband Ron for over 36 years; they have two daughters and wonderful golden retrievers that bring much joy to their lives.

2022 - 2026 Appointments

- BC Hydro Site C Community Measures Agreement Monitoring Committee
- BC Hydro Site C Regional and Local Government Liaison Committee
- Comprehensive Development Plan Committee
- Community Awards Committee (2026)
- Community Futures Peace Liard
- Emergency Planning Steering Committee (Chair)
- Mayor's Standing Committee on Community Economic Development
- North Peace Airport Society - Director (Voting Member Representative)
- Northern Development Initiative Trust North East Regional Advisory Committee
- Peace River Regional District (Director)
- RCMP Detachment Oversight Committee
- Rural Fire Protection Agreement and Fire Department Management Committee



Councillor Trevor Bolin

Councillor Trevor Bolin was born and raised in Fort St. John and is proud to call the community home. Trevor was first elected to Fort St. John City Council in 2008 and is now serving his fifth term.

Trevor is a long-time entrepreneur and owns several businesses in Fort St. John and the BC and Alberta Peace Region. Trevor also served as the leader of the Conservative Party of British Columbia from 2019 to 2023.

Trevor has been an active volunteer in Fort St. John and across the province, supporting numerous local and provincial not-for-profit organizations over the years. He and his wife, Lori, have two sons and are proud to be part of a fifth-generation Fort St. John family. They look forward to celebrating 100 years in our community since their family's arrival in 1927.

2022 - 2026 Appointments

- Community Awards Committee (2023)
- Comprehensive Development Plan Committee
- Council's Response Committee on Housing and Emergency Shelter
- Mayor's Standing Committee on Community Economic Development
- New Aquatic Facility Working Group (Liaison)
- North Peace Airport Society - Director (Alternate Voting Member Representative)
- North Peace Leisure Pool Civic Properties Commission
- Peace River Regional District (Alternate)
- RCMP Detachment Oversight Committee
- Rural Fire Protection Agreement and Fire Department Management Committee



Councillor Gord Klassen

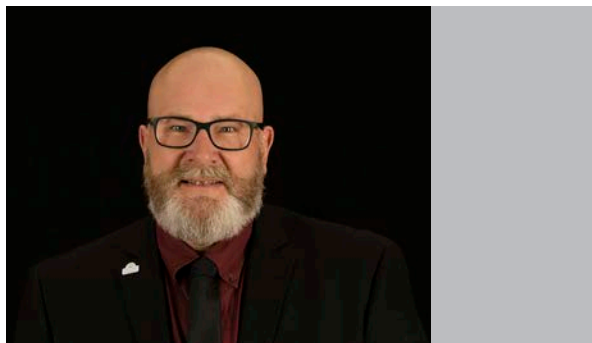
Councillor Gord Klassen grew up in Fort St. John and is proud to call this community home. He served as a Trustee with School District #60 Board of Education from 2005 to 2011 and has represented residents of Fort St. John as a City Councillor since 2011.

Gord holds a Bachelor's Degree in Religious Education and spent 25 years in pastoral ministry. His community service includes roles as a support worker with School District 60, Fort St. John Fire Department Chaplain, Auxiliary Firefighter, Executive Director of the Hospital Foundation, and member of the North Peace Seniors Housing Society.

Gord and his wife, Sharon, have three married children and eight grandchildren, and remain deeply committed to the people and future of Fort St. John.

2022 - 2026 Appointments

- Community Awards Committee (2024)
- Council's Response Committee on Housing and Emergency Shelter
- Emergency Planning Steering Committee
- Federation of Canadian Municipalities
- British Columbia Regional Caucus
- Standing Committee on Municipal Finance, Infrastructure and Transportation
- Standing Committee on Social Economic Development
- Interchange Recycling
- Municipal Insurance Association of British Columbia
- Northern Development Initiative Trust North East Regional Advisory Committee (Alternate)
- North Peace Seniors Housing Society and Save Our Northern Seniors
- Parcel Tax Review Committee
- Peace River Regional District (Alternate)
- RCMP Detachment Oversight Committee
- Rural Fire Protection Agreement and Fire Department Management Committee (Alternate)
- Salvation Army Community Council
- Union of BC Municipalities - Director at Large (2024 - 2026)



Councillor Jim Lequiere

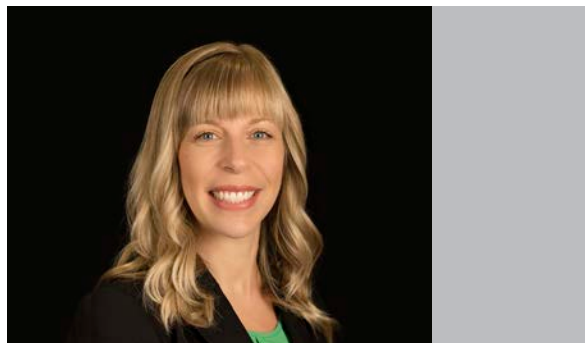
Councillor Lequiere was born and raised in Burnaby, moved to Dawson Creek to attend Northern Lights College to study Heavy-Duty Mechanics, and in 1986, Jim moved his young family to Fort St. John.

Over the years, Jim has served on many volunteer boards and is the president of the Josh Lequiere Society, which has financially helped 173 local children get into sports or physical activities. As a dual-ticketed tradesman, Jim spent 30-plus years in the natural gas industry; as a team lead, he oversaw 32 direct reports and a \$9 million annual budget. Over the last eight years, Jim has been a Teacher-on-Call for School District 60 and grows giant pumpkins in his spare time, which he then auctions off for local charity, with his largest to date being 203 pounds.

Jim has been happily married to Cheryl, his wife of 47 years; together, they have two children, four grandchildren, and two dogs.

2022 - 2026 Appointments

- Caribou Leadership Team
- Community Awards Committee (2025)
- Community Bridge (North Peace Community Resources Society)
- Emergency Planning Steering Committee
- Mayor's Standing Committee on Community Economic Development (Alternate)
- North Peace Leisure Pool Civic Properties Commission
- Parcel Tax Review Committee
- Peace River Regional District (Alternate)
- RCMP Detachment Oversight Committee
- Sport Celebration Wall Standing Committee
- Youth Advisory Council



Councillor Sarah MacDougall

Sarah MacDougall was born and raised in Nova Scotia before moving to Fort St. John in 2007 to pursue a career in healthcare. Sarah quickly fell in love with the vibrant community and everything the city had to offer, choosing to put down roots and make Fort St. John her home.

Sarah holds a Bachelor's Degree in Environmental Public Health and built her career with Northern Health. She began as an Environmental Health Officer before moving into the role of Public Health Planner and later Team Lead for Environmental Health for the Northeast. Her healthcare background fostered a strong belief in upstream approaches to addressing complex challenges, focusing on prevention, long-term solutions, and creating conditions that help people and communities thrive.

Service to the community is one of Sarah's passions. She regularly volunteers at her children's schools, athletic programs, and church, and has served on a variety of local boards and committees. She is a strong advocate for community involvement and believes meaningful change happens when people come together to support one another and work toward shared goals.

Sarah and her husband, Scott, have been married for 17 years and are proud parents of four wonderful daughters. Their family also includes Milo, a beloved and energetic dog who keeps life interesting.

2022 - 2026 Appointments

- Community Action Team
- Community Awards Committee (2025 & 2026)
- Council Response Committee on Housing and Emergency Shelter
- Fort St. John Public Library Association
- Health Services Centre Community Advisory Council
- New Aquatic Facility Working Group (Liaison)
- Northern Lights College (Liaison)
- Northern Medical Programs Trust Board and Local Committee
- North Peace Division of Family Practitioners - CSC
- Peace River Regional District (Alternate)
- RCMP Detachment Oversight Committee
- Youth Advisory Council



Councillor Byron Stewart

Councillor Byron Stewart has lived in Fort St. John since 1974 and has served Fort St. John as a City Councillor since November 2011.

Byron has been a consistent community volunteer over the years, serving on various not-for-profit boards as well as helping out with fun events. Byron has a diverse and continuous education in social services, criminology and recreation, and he is currently employed by Northern Health as the Recruitment & Retention Ambassador for the Northeast.

Byron enjoys arts, culture, and sport and recreation activities while sharing time with his friends, family, and beautiful wife, Lisa. In addition, Byron has an appreciation for hats, colourful socks, and the sound of people laughing and enjoying life.

2022 - 2026 Appointments

- Community Awards Committee (2023)
- Comprehensive Development Plan Committee
- Emergency Planning Steering Committee (Alternate)
- Fort St. John and District Sports Council
- Mayor's Standing Committee on Community Economic Development
- Peace River Regional District (Alternate)
- RCMP Detachment Oversight Committee
- Sport Celebration Wall Standing Committee
- UNBC North East Regional Advisory Committee
- UVIC - Pacific Institute for Climate Solutions Advisory Board



Councillor Tony Zabinsky

Councillor Zabinsky was born in Toronto, Ontario, and raised in Kamsack, Saskatchewan. In his early years in Saskatchewan, he worked as an Emergency Medical Technician, Commercial Pilot, and partner in a men's clothing store in Regina. In 1990, Tony moved to British Columbia to begin a career in finance, and in 1997 he and his family relocated to Fort St. John with Scotiabank. After a successful 27-year career with Scotiabank, he retired as a Commercial Lending Manager in October 2018.

Throughout his time in Fort St. John, Tony has been actively involved in the community and has provided leadership to numerous organizations, including the Kinsmen Club, Fort St. John Minor Hockey Association, the Fort St. John Petroleum Association, Chamber of Commerce, North Peace Seniors Housing Society, and the Northern Lights College Foundation. His commitment to service reflects his dedication to helping build a strong and vibrant community.

Tony is proud to call Fort St. John home and remains passionate about supporting the people and organizations that make the community thrive. A lifelong sports fan, he is a devoted Toronto Maple Leafs supporter with the green of the Saskatchewan Roughriders still running through his veins. Tony and his wife, Gwen, have raised their three children in the North Peace and continue to enjoy all that the Peace Region has to offer.

2022 - 2026 Appointments

- Caribou Leadership Team
- Community Awards Committee (2024)
- Emergency Planning Steering Committee (Alternate)
- Fort St. John and District Chamber of Commerce
- Mayor's Standing Committee on Community Economic Development (Alternate)
- National Zero Waste Council - Food Working Group
- North Central Local Government Association - 2nd Vice-President (2024 - 2027)
- Parcel Tax Review Committee
- Peace River Regional District (Director)
- RCMP Detachment Oversight Committee
- Rural Fire Protection Agreement and Fire Department Management Committee

Community Profile



Welcome to Fort St. John – The Energetic City! Reflecting our large resource base of natural gas, forestry, and agriculture, as well as the vitality and spirit of our residents.

Located in breathtaking Peace River country and within the traditional territory of the Dane-zaa and signatories of Treaty 8, Fort St. John serves as the major economic hub in Northeast British Columbia.

With a population over 24,000 and a median age ten years below the provincial average, our residents exude a youthful energy that fuels a spirit of exploration, innovation, and community connection.

As Fort St. John continues to flourish, various businesses have emerged, complementing the warm and welcoming small town feel with the convenience of big city amenities.

Fort St. John embraces visitors and residents alike with its abundance of cultural pursuits and outdoor activities. With top-notch recreational facilities at your fingertips, this city hosts a diverse array of events year-round, catering to all ages and interests.

Our city prides itself on being a dynamic and supportive community, where the captivating beauty of nature harmoniously intertwines with boundless economic opportunities and cultural diversity. With warm and friendly residents, a strong community spirit, and an unwavering commitment to growth and development, Fort St. John continues to thrive, evolving into an even more remarkable city.

Fast Facts

POPULATION

24,383 (BC Stats - 2025)

LOCATION

478 km northeast of Prince George, BC (5 hr drive)
663 km northwest of Edmonton, AB (7 hr drive)
1,237 km northeast of Vancouver, BC (14 hr drive)
2,461 km southeast of Anchorage, Alaska (31 hr drive)

ELEVATION

695 metres/2,275 feet above sea level

ECONOMY

Oil and Gas, Forestry, Agriculture, Hydroelectricity, and Tourism

CLIMATE

July average high	22°C/74°F
July average low	10°C/50°F
January average high	-11°C/12°F
January average low	-19°C/-3°F

AVERAGE ANNUAL RAINFALL

330 millimetres/13 inches

AVERAGE ANNUAL SNOWFALL

183 centimetres/6 feet

Message from the Chief Administrative Officer

Milo MacDonald

I am pleased to present the City of Fort St. John's 2025 Annual Report. This report reflects another year of steady service delivery, significant infrastructure investment, and continued focus on organizational excellence.

In 2025, the City invested more than \$30 million into capital projects that improve and maintain the infrastructure our community relies on every day. This work included major road reconstruction projects such as 89 Avenue Phase 2 and 101 Avenue, upgrades to Kin Park and our trail network, and continued investment in water and wastewater systems. These projects are essential to ensuring safe, reliable services and preparing our community for future growth.

We also advanced important long-term initiatives. Work continued on the Water Recovery Facility upgrade, and planning progressed on the 106 Street Water Reservoir replacement to support the city's growing needs. In addition, the City expanded its leadership role in advancing a new aquatics facility, including exploring a potential location and preparing for future funding decisions.

Council's adoption of a new Official Community Plan in 2025 marked a significant milestone. Developed through extensive engagement, this plan provides a clear framework to guide growth, land use, and development over the next two decades.

Organizationally, the City remained committed to transparency, accountability, and continuous improvement. A clean external audit and continued recognition for financial reporting reflect the strength of our financial management practices. We also continued to invest in our workforce through recruitment, training, and health and safety initiatives to support service delivery across the organization.

In 2025, the City also responded to a cybersecurity incident in which an unauthorized third party gained access to a portion of our network and encrypted certain data. In response, we immediately engaged external cybersecurity experts to support containment, remediation, and a full forensic investigation. This work informed improvements to our systems, strengthened safeguards, and reinforced our approach to protecting City information and services. While challenging, this situation demonstrated the importance of preparedness, adaptability, and a coordinated organizational response.

The City continued to support economic activity and investment, issuing 94 building permits valued at \$38.9 million and supporting over 150 local jobs through our capital program.

At the core of these accomplishments is the work of our employees. City staff continue to demonstrate professionalism, expertise, and dedication in delivering services and completing projects that support our community.

I want to thank Council for their leadership and direction, as well as our community partners for their ongoing collaboration.

Sincerely,



Milo MacDonald





City of Fort St. John
10631 100 Street | Fort St. John, BC | V1J 3Z5
(250) 787 8150 City Hall
(250) 787 8181 Facsimile

May 30, 2026

Letter of Transmittal

Members of Council and Citizens,

I am pleased to present the Financial Statements of the City of Fort St. John (the “City”) for the year ended December 31, 2025. This comprehensive report includes the audited financial statements and the Auditor’s report for the City as required by Sections 98 and 167 of the *Community Charter*.

The preparation of these Financial Statements and accompanying disclosures is the responsibility of the City Council and the management of the City of Fort St. John. These documents are designed to provide a reliable and accurate depiction of the City’s financial health to residents, businesses, taxpayers, and other interested parties. The Financial Statements and related information have been prepared in accordance with generally accepted accounting principles (GAAP) for Canadian local governments, which are established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada and the Provincial Ministry of Affairs.

Eclipse LLP (formerly known as Sander Rose Bone Grindle LLP) conducted the audit. As auditors, they are tasked with assessing whether the financial statements prepared by management accurately represent the City’s financial position and the results of its operations for the year 2025. The auditors have concluded that the City’s financial statements present fairly, in all material respects, the financial position of the City as of December 31, 2025, its operating results, changes in net financial assets, and cash flows for the year then ended.

The City maintains a system of internal accounting controls designed to provide reasonable assurance for safeguarding assets and the reliability of financial records and documents. City of Fort St. John’s management recognizes that all internal accounting control systems have inherent weaknesses, which it mitigates through periodic reviews and revisions. Council oversaw all City financial matters for 2025, including the budget process, review of auditor reports and recommendations, and review of operational and capital information.

Municipal Overview

The City of Fort St. John offers a range of municipal services to residents and businesses, encompassing public safety, transportation, community development, water and sewer, recreation, and other programs that benefit the community. To achieve cost-effective services, some are cost-shared, and the City relies on the Peace River Regional District for solid waste services. Council’s priorities and policies serve as the guiding principles for the City’s operations.

Financial Overview

The City continues to take a prudent approach to its finances, ensuring long-term financial sustainability. In 2019, the Financial Policy Framework was adopted, addressing ten interconnected financial policies. In 2025, we invested over \$30 million in the community through our capital program, including the Kin Park redevelopment, the Water Recovery Facility upgrade, connecting the north trail along Kin Park's stormwater management pond, installing additional trail lighting along many trails, and reconstructing and overlaying many roads.

The 2025 Statement of Operations and Accumulated Surplus indicate an annual surplus of \$24.1 million. However, it is important to note that this statement adheres to Public Sector Accounting Standards, incorporating capital revenue, capital expenditures, and non-cash items such as the amortization of tangible capital assets, losses on the disposal of such assets, and other accruals.

Municipalities often separate operational spending from capital spending in their budgets. The operating budget approved by Council is on a cash basis and includes principal payments on long-term debt. To accurately evaluate the City's performance against the operating budget approved last year, it is necessary to isolate capital revenues and expenditures, non-municipal requisitions, and other non-cash items. When comparing the 2025 Budget to the 2025 Actuals, the City experienced a net operating surplus of \$73,913 (2024 - \$559,966 deficit). The surplus can be attributed to staff vacancies the City experienced, which was offset by additional funding acquired during the year.

Annual operations remained consistent and within budget, with minor adjustments to accommodate changes in demand and market conditions. For a detailed breakdown of operations by City function, please refer to Note 23 and Schedule 1 within the external financial statements.

Conclusion

In closing, I would like to extend my gratitude to the City's dedicated employees, whose steadfast commitment to excellence has played a crucial role in navigating the challenges of the past year. Your hard work and resilience have been instrumental in maintaining the high service standards the community relies on.

The City of Fort St. John remains firmly committed to upholding the highest standards of fiscal management and operational efficiency. We are dedicated to continuous improvement in our financial practices to ensure the sustainable growth and prosperity of our community.

Thank you, members of Council, for your steadfast support and oversight, which have been essential in these accomplishments. We look forward to another year of service to the residents of Fort St. John, with integrity and accountability.



Shirley Collington
Director of Finance

Organization Chart



An elected Council consisting of a Mayor and six Councillors govern the City of Fort St. John. Council sets priorities, enacts policies, and makes decisions for the community as a whole. Through British Columbia’s *Local Government Act* and *Community Charter*, Council has the authority to establish bylaws and policies to guide the growth, development, and operation of the City, set budgets, and levy taxes to provide services. Council delegates administrative responsibility to the Chief Administrative Officer who oversees City operations.

→ **Chief Administrative Officer**



The CAO’s Office serves Council directly and acts as the primary liaison between staff, the Mayor’s Office, and City Council. The Office is also the link between the City and the RCMP Operations.

→ **Deputy Chief Administrative Officer**

→ **Chief Corporate Service Officer**

→ **Chief Human Resources Officer**

→ **Manager of Executive Services**

↳ **Executive Assistant (2)**



DEPUTY CHIEF ADMINISTRATIVE OFFICER
Darrell Blades



CHIEF CORPORATE SERVICES OFFICER
Lucas Panoulis



CHIEF HUMAN RESOURCES OFFICER
Jessica Bowie

The Operations Team, split into five functions and led by the Deputy Chief Administrative Officer, is responsible for the safe and efficient delivery of citizen services throughout the community.

- **Director of Community Services**
 - ↳ Aquatic Manager
 - ↳ Facilities Manager
 - ↳ Parks Manager
 - ↳ Program & Services Manager
- **Director of Development Services**
 - ↳ Manager of Economic Development
 - ↳ Planning Manager
- **Director of Public Safety**
 - ↳ Community Safety Manager
 - ↳ Deputy Fire Chief (2)
 - ↳ RCMP Support Manager
- **Director of Public Works & Utilities**
 - ↳ Civic Properties / Fleet Manager
 - ↳ Roads Manager
 - ↳ Utilities Manager
- **Capital Projects Manager**

Led by the Chief Corporate Services Officer, the Corporate Services Team supports the City of Fort St. John’s vision and strategic goals through direction and leadership in administrative and financial matters.

- **Director of Finance**
 - ↳ Deputy Treasurer
- **Corporate Officer**
 - ↳ Deputy Corporate Officer
- **Communications Manager**
 - ↳ Communications & Marketing Advisor
- **IT Manager**

The People Team, led by the Chief Human Resources Officer, provides strategic human resource solutions to various issues such as recruitment and retention, strengthening our safety culture, developing succession plans, and building on the organization’s culture.

- **Manager of Health & Safety**
 - ↳ Health & Safety Advisor
- **Manager of Human Resources**
 - ↳ HR Administrative Assistant
 - ↳ Payroll & Benefits Coordinator

CAO's Office



The CAO's Office serves Council directly and acts as the primary liaison between staff, the Mayor's Office, and City Council. The Office is also the link between the City and the RCMP Operations.

Responsibilities:

- Executes policies and decisions of Council and directs and coordinates the activities of City departments.
- Assists Council in determining community priorities.
- Oversees a team of staff delivering the City services that support Council's direction.

The Royal Canadian Mounted Police (RCMP) provide policing services for the City of Fort St. John as an external contractor working in partnership with the City. Through the RCMP's Officer in Charge, the CAO's Office provides the link between the City and the RCMP operations.

The Detachment, which provides policing services to the North Peace area encompassing approximately 46,700 square kilometres, houses a combined 53 police officers from both municipal and provincial funded units. They are responsible for responding to calls for service, community education and awareness programs, and investigations.

Operations Team



The Operations Team, split into five functions and led by the Deputy Chief Administrative Officer, is responsible for the safe and efficient delivery of citizen services throughout the community.

This team provides community protective services such as police, fire, emergency management, and bylaw services, maintains the City's transportation network, ensures the reliable delivery of clean water, and maintains the waste water collection system. Additionally, the Operations Team encourages a healthy community by delivering affordable and accessible indoor and outdoor services and programs and building a sustainable city through community planning, development review, economic development, and land use policy.

Responsibilities:

- Provides the operational, technical, and logistical support required to operate our recreation facilities and amenities safely.
- Delivers community programming and special events.
- Oversees and maintains the Fort St. John Visitor Centre, providing valuable information and assistance to both local and out-of-town visitors.
- Manages business licensing and the permitting process for land use and development within the city.
- Reviews and inspects new development and construction projects.
- Manages most major City capital projects.
- Maintains and repairs the City transportation network, including street sweeping, snow removal, pothole repair, and traffic signals.
- Manages transit and solid waste collection contracts.
- Distributes safe drinking water and maintains the storm water and waste water collection systems following all federal and provincial regulations.
- Facilitates business development.
- Acquires land for community needs.
- Addresses community sustainability and growth opportunities.
- Provides community education on public safety, emergency preparedness, and City bylaws.
- Investigates and enforces bylaw regulations to ensure community standards are maintained.
- Emergency response, including fire suppression, road rescue, medical response, and technical rescues.
- Conducts fire inspection and fire investigation services.
- Provides administrative and clerical support, including information technology, guards, record keeping, and front counter services to the Fort St. John RCMP Detachment.
- Plans for emergencies such as wildfires and other natural disasters and administers Emergency Support Services as required.



Led by the Chief Corporate Services Officer, the Corporate Services Team supports the City of Fort St. John's vision and strategic goals through direction and leadership in administrative and financial matters. This includes the financial reporting and budgeting for the City, legislative and legal requirements, information technology services, communications, and serves as the link between Council and city citizens.

Responsibilities:

- Leads the City's financial management processes, including the corporate budgeting process.
- Accounts for, maintains, and administers financial services such as municipal taxes, utility invoicing, and payables and receivables.

- Provides leadership and direction on the City's asset management program.
- Develops and implements financial policies to ensure the efficient and effective purchasing of goods and services following all required legislation.
- Maintains and improves the City's information technology infrastructure.
- Supports client workstations and application use.
- Encourages innovation and operational excellence by providing leadership, expertise, and assistance in Information Technology and Information Systems.
- Provides legislative and administrative support to Council by preparing agendas, minutes, and meeting follow-up.
- Ensures all legislative and legal requirements are adhered to.
- Manages corporate records and the freedom of information process.
- Ensures the timely, transparent, and accurate delivery of information.
- Lead marketing efforts for city programs and initiatives.

People Team



The People Team, led by the Chief Human Resources Officer, provides strategic human resource solutions to various issues such as recruitment and retention, strengthening our safety culture, developing succession plans, and building on the organization's culture.

Responsibilities:

- Efficient and reliable delivery of compensation, pension, and benefit programs.
- Provides expert advice regarding staffing requirements and budgets, performance management, and disciplinary and grievance processes.
- Administers compensation surveys and manages the ability management program.
- Oversees the employee recruitment process.
- Implements and administers the collective agreements.
- Manages the robust, award-winning City of Fort St. John Learning and Development Program.
- Ensures the City provides a safe and healthy work environment for its employees, contract workers, and visitors.
- Delivers health and safety related training and safety management systems.
- Implements hazard identification and accident prevention processes.
- Ensures compliance and education of regulations and legislation.
- Supports the Joint Occupational Health and Safety committees.

Strategic Plan



The 2023 - 2027 Strategic Plan translates the vision of the Official Community Plan into a clear framework of initiatives to be undertaken by City staff.

Comprising of five interconnected pillars, the plan aims to enhance various aspects crucial to our city's progress. These pillars encompass sustainable economic development, managing our assets effectively, building strong relationships and advocating for our city's interests, fostering a vibrant community, and achieving operational excellence.



Guiding Statements

Our Vision, Mission, and Key Values are guiding statements that lead City Council and staff during the day to day corporate operations of the City of Fort St. John.

Vision *(from the Official Community Plan)*

Fort St. John will be a flourishing community, where nature lives, businesses prosper, families are active, and diversity is celebrated.

Mission

To deliver excellent public services.

Key Values

SAFETY

We are committed to safe and healthy environments.

INTEGRITY

We are committed to high ethical and professional standards.

TRANSPARENCY

We are committed to sharing information.

RESPECT

We are committed to inclusivity.

INNOVATION

We are committed to looking for opportunities to improve.

RESPONSIVENESS

We are committed to understanding and working together.



Vibrant Community

Invest in community safety, social, cultural, and recreational programs.

Strategic Objectives

Develop, celebrate, and promote arts and the culturally diverse history and heritage of the community.

Provide and support robust, affordable, and accessible wellness and recreation opportunities for the whole community.

Foster community pride and sense of belonging.

Why it matters

We believe that investing in our community safety, recreational, cultural, and social programs creates a community where residents are proud to call home.

Our community is diverse, and we recognize the importance of celebrating and honouring that diversity through a range of cultural, social, and recreational programs.

Through our investments in community safety, social, cultural, and recreational programs, we aim to create a vibrant, engaged community that fosters a sense of belonging and encourages residents to participate in the activities and events that enhance their quality of life.

We are committed to working with our community partners to identify and prioritize the programs that will have the greatest impact on our residents, and we look forward to building a stronger, more connected community together.

2025 Reporting

- Over 4,000 participants in City-run recreation and culture programs, such as swimming lessons, courses, and fitness classes.
- Hosted an interactive public art installation, *Optik*. Installed in Centennial Park during February, this interactive installation of ten 6-foot gyroscope-like forms offered ever-changing cascade of colours.
- In conjunction with BC Wildfire Service and surrounding Fire Departments, the Fort St. John Fire Department responded to the Fish Creek Wildfire.
- Hosted the BC Long Track Speed Skating Championship and Speed Skating Canada's Canadian Youth Long Track Championship.
- After 16 months of engagement with residents, businesses, and community partners, Council adopted the City's new Official Community Plan. The plan guides how Fort St. John grows and develops over the coming two decades.
- Awarded former Mayor Steve Thorlakson with the Freedom of City Award in recognition of his profound and lasting impact on the community.
- Celebrated the 20th anniversary of the annual High on Ice Winter Fest.
- The Combined Forces Special Enforcement Unit of British Columbia and the RCMP detachments in Dawson Creek and Fort St. John conducted targeted enforcement resulting in 33 arrests and the seizure of a significant quantity of firearms, weapons, suspected illicit drugs, and cash.
- In collaboration with 2025 Artist in Residence Francine Freeman, hosted a Mural Mentorship Program designed to strengthen and grow the local arts community.
- Took leadership role for new Aquatic Facility with the goal of advancing the project towards a public funding decision along with the General Local Government Election in the fall of 2026. Later in the year, the City signed a Letter of Intent with XJ Evergreen Estates Corp. to explore a proposed location for the new aquatics facility in the Parkwood Southlands development.
- Received almost \$300,000 from the Northern Healthy Communities Fund (NHCF) to support the Fort St. John Housing Solutions Initiative.



Relationships & Advocacy

Initiate and foster relationships and advocate to decision makers on the issues that impact our community and our neighbours.

Strategic Objectives

Strengthen relationships with First Nations and Métis communities.

Develop partnerships with agencies that provide education, health, and public safety services.

Liaise and engage with local, regional, provincial, and federal governments, as well as industry to ensure sustainability for resource communities.

Why it matters

Recognizing that comprehensive solutions are needed to address the challenges faced by our community and our neighbours, it is imperative that we build strong relationships and partnerships with other agencies and organizations.

We also recognize the importance of addressing the calls to action from the Truth and Reconciliation Commission. We value the significant contributions of Indigenous Peoples who have lived and worked on the land for time immemorial and are committed to meaningful reconciliation to continue building a future based on relationships and mutual respect, beginning with acknowledging, reflecting and learning the truths. Read the Truth and Reconciliation Commission Reports and the Calls to Action at www.nctr.ca.

We are committed to taking the necessary steps to build these partnerships and work collaboratively towards achieving our shared goals.

2025 Reporting

- Submitted to the annual Union of BC Municipalities Convention, six advocacy resolutions regarding:
 - » Streamlining licensing for out-of-province and internationally trained healthcare professionals
 - » Efficient resource permitting
 - » Expansion of industrial electrification
 - » Sustainable funding for co-op housing programs
 - » RCMP invoice transparency and contract costs
 - » A natural gas and LNG strategy
- Continued Council's Response Committee on Housing and Emergency Shelter that recognizes the growing challenges associated with people experiencing homelessness and potential impacts on the community. This committee met with local RCMP, community social service organizations, and interested parties to find potential local-made solutions.
- Received \$75,000 from the Collaborative Public Safety Programs to establish the Fort St. John Situation Table. The Situation Table brings together partner agencies, such as the RCMP, Northern Health, the Fort St. John Salvation Army, and others, to collaboratively respond to community safety challenges
- Continued working with the Fort St. John RCMP, School District 60, and local service organizations for fostering a safer and more vibrant community. The funding, provided through the Government of Canada's Building Safer Communities Fund, supports programs that focus on crime and violence prevention, particularly among youth.
- Met with the Premier and Provincial Ministers at the Union of BC Municipalities Convention to bring forward community concerns and opportunities on issues spanning local government consultation, natural resource sectors, training pathways for healthcare professionals, health care, housing, public safety, and economic development.



Economic Development

Enhance community economic development to provide opportunities and sustainability for Fort St. John.

Strategic Objectives

Develop an economic development strategy.

Implement and monitor the Downtown Action Plan.

Promote and demonstrate energy literacy.

Why it matters

We will engage with community members to identify the most pressing economic needs and challenges facing our city. By working together, we will develop community economic development strategies that reflect the unique character and resources of our community and region. These strategies will be designed to promote managed growth and development that is consistent with our vision of a livable and sustainable city.

Our goal is to build a robust and sustainable economy that provides ample opportunities and promotes a high standard of living for all members of our community. We firmly believe that by working collaboratively with our existing businesses and creating new opportunities, we can establish a thriving economy that not only enhances social well-being but also fosters growth and attracts investments.

2025 Reporting

- In partnership with the Mayor's Standing Committee on Community Economic Development, supported 6 businesses and non-profits through the Business Façade Improvement Program to make improvements to the exterior of their business.
- Issued 94 building permits worth \$38.9 million, including 37 new residential units, and 16 commercial units.
- Supported over 150 local jobs and \$9.7 million in labour income through the City's Capital Projects program, which awarded over \$24.7 million to local companies to improve City infrastructure.
- Met with various local businesses, groups, and organizations to understand their strengths and opportunities.
- After 16 months of engagement with residents, businesses, and community partners, Council adopted the City's new Official Community Plan. The plan guides how Fort St. John grows and develops over the coming two decades.
- Supported over 15 development permit and subdivision applications.
- Introduced a Revitalization Tax Exemption Bylaw to encourage and support development on the empty lot at 100 Avenue and 100 Street.
- Offered local businesses the opportunity for learning through the Northern Cyber Defence Conference to defend against cyber-attacks and recover from them effectively.
- Worked with the North Peace Community Garden Society to find a new suitable location for the community gardens.
- Unveiled a vibrant series of public art installations across the city that are transforming community spaces and celebrating the creativity of our residents.
- Provided a one-time micro grant to local businesses and non-profit organizations offering family friendly activities for residents to enjoy on July 1 to celebrate Canada Day.
- Worked with the Fort St. John Association for Community Living to explore a potential housing project for the downtown core on the remainder of the old Fort St. John Hospital site.



Organizational Excellence

Provide a healthy workplace that is inclusive and builds on our diversity, engagement, and sense of community.

Strategic Objectives

Attract and retain the people that support the current and future needs of the community.

Provide an environment where the safety, health, and wellness of our employees is prioritized.

Invest in continuous learning and development.

Why it matters

Safe and healthy workplaces promote productivity, foster employee satisfaction and retention, and positively impact the quality of services provided to the community.

Inclusivity and diversity create an environment that acknowledges and respects differences, leading to enhanced creativity, innovation, and a broader perspective when solving problems. Continuous learning and development ensures that our workforce is better equipped to serve the needs of our community.

Engagement and a sense of community build stronger relationships between employees and the community, leading to better collaboration, understanding, and trust.

Overall, a safe, healthy, and inclusive workplace is vital for the City of Fort St. John's success and growth.

2025 Reporting

- In February, discovered that an unauthorized third party gained access to a portion of our network encrypting certain data. In response, we immediately engaged leading cybersecurity experts to assist with containment, remediation, and conduct a forensic investigation.
- Launched a newly redesigned website offering a modern look, improved functionality, and a more user-friendly experience for residents, businesses, and visitors.
- Received the 2025 North Central Local Government Association (NCLGA) Leadership Award in the category of Social Responsibility, in recognition of its biennial Health & Safety Conference.
- The award-winning Learning and Development program provided over 20 learning opportunities for City staff.
- Launched a new community engagement portal offering improved engagement tools, functionality, and user experience.
- Supported the hiring process through over 100 job openings.
- Completed a Certificate of Recognition (COR) Recertification Audit to maintain our BC Municipal Safety Association COR certification. The audit ensures progress in building a Health and Safety management system, assessing the management system's effectiveness and highlighting areas for improvement.
- Hosted the Northern Cyber Defence Conference to share knowledge on defending against cyber-attacks and recovering from them effectively.
- Received a clean financial audit following a robust external audit process.
- Hosted the biennial Health & Safety Conference providing a day of connection, learning, and inspiration with the theme of Recharge, Revive & Thrive.
- Updated and introduced numerous bylaws, such as the Highway and Traffic Bylaw, Community Services Fees and Charges Bylaw, and Parks and Open Spaces Bylaw.



Managing Assets

Build and manage assets that support the current and future needs of the community.

Strategic Objectives

Invest in building, improving, and maintaining physical and digital assets.

Embrace environmental responsibility through sustainable and effective practices.

Ensure accountable, transparent, and responsible financial management focused on value.

Why it matters

Our responsibility to the community is to create a sustainable and resilient environment that meets the needs of present and future generations.

This includes ensuring access to essential services such as clean water, sanitation, and safe streets, as well as maintaining and improving public facilities and assets.

To achieve this, we prioritize good governance, principles-based planning, and fiscal sustainability. We develop long-term community plans, maintain quality control, and continuously improve our services. Further, we are committed to providing safe public spaces and facilities that support an active and inclusive lifestyle.

As our community continues to grow, we must plan for future needs of our residents and businesses.

2025 Reporting

- Completed over \$36.8 million in Capital Projects to improve City infrastructure, such as roads, underground utilities, and facilities. Notable projects include:
 - » 89 Avenue - Phase 2 rebuild
 - » Kin Park - East upgrades
 - » 101 Avenue rebuild
- Recognized over 30 years of the Peace River Agreement funding to support the development of a healthy, vibrant community and thriving economic hub for residents, businesses, and industry.
- Received the Government Financial Officers Association of the United States and Canada (GFOA) Canadian Award for Financial Reporting for the 2024 Annual Report.
- Continued with an increased road overlay program to extend the life of more roads and ensure the safe and efficient movement of traffic.
- Took leadership role for new Aquatic Facility with the goal of advancing the project towards a public funding decision along with the General Local Government Election in the fall of 2026. Later in the year, the City signed a Letter of Intent with XJ Evergreen Estates Corp. to explore a proposed location for the new aquatic facility in the Parkwood Southlands development.
- Received over \$34 million in grants from the Provincial and Federal governments, and other agencies, including \$28 million in Peace River Agreement funding.
- Utilized an Integrated Design Process to begin work on the 106 Street Water Reservoir Replacement Project. This process brings together the construction contractor, tank supplier, and engineering teams early in the process to ensure reduced costs and better construction coordination.
- Conducted a CCTV Sanitary Sewer Inspection program on over 60 kilometres of sewer mains to provide accurate condition assessments.
- Introduced a Revitalization Tax Exemption Bylaw to encourage and support development on the empty City-owned lot at 100 Avenue and 100 Street.

Awards and Accomplishments



Corporate

2025

North Central Local Government Association - Leadership in Social Responsibility Award

BC Municipal Safety Association - Health and Safety Stewardship Award

2024

BC Municipal Safety Association - Organizational Safety Excellence Award

2019

Canadian Association of Municipal Administrators - Professional Development Award

2017

Clean Energy BC - Community of the Year



Passive House Project

2017

LEED Platinum Certification

2016

North Central Local Government Association - Sustainability Award

Canadian Green Building Award - British Columbia

Northern BC Commercial Building Awards
Wood *WORKS!* BC - Community Recognition Award

Union of BC Municipalities - Community Excellence Honourable Mention

2015

Phius (Passive House) Certification



Community Engagement

2013

International Association of Business Communicators Canada - Silver Leaf Multi-Audience Communication & Community Relations

International Association of Business Communicators Canada - Gold Quill Award of Merit 2 Multi-Audience Communication



Micro Hydro Project

2017

Canadian Association of Municipal Administrators - Environmental Award

2016

Association of Consulting Engineering - Award of Merit

North Central Local Government Association - Sustainability Award

Union of BC Municipalities - Community Excellence Honourable Mention

Canadian Award for Financial Reporting

The Government Financial Officers Association of the United States and Canada (GFOA) awarded the Canadian Award for Financial Reporting to the City of Fort St. John for its annual financial report for the fiscal year ended December 31, 2024. This is the City's tenth Canadian Award for Financial Reporting.

The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting a government unit must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards.

Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.

A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we are submitting it to the GFOA for consideration.



Government Finance Officers Association

Canadian Award for Financial Reporting

Presented to

City of Fort St. John

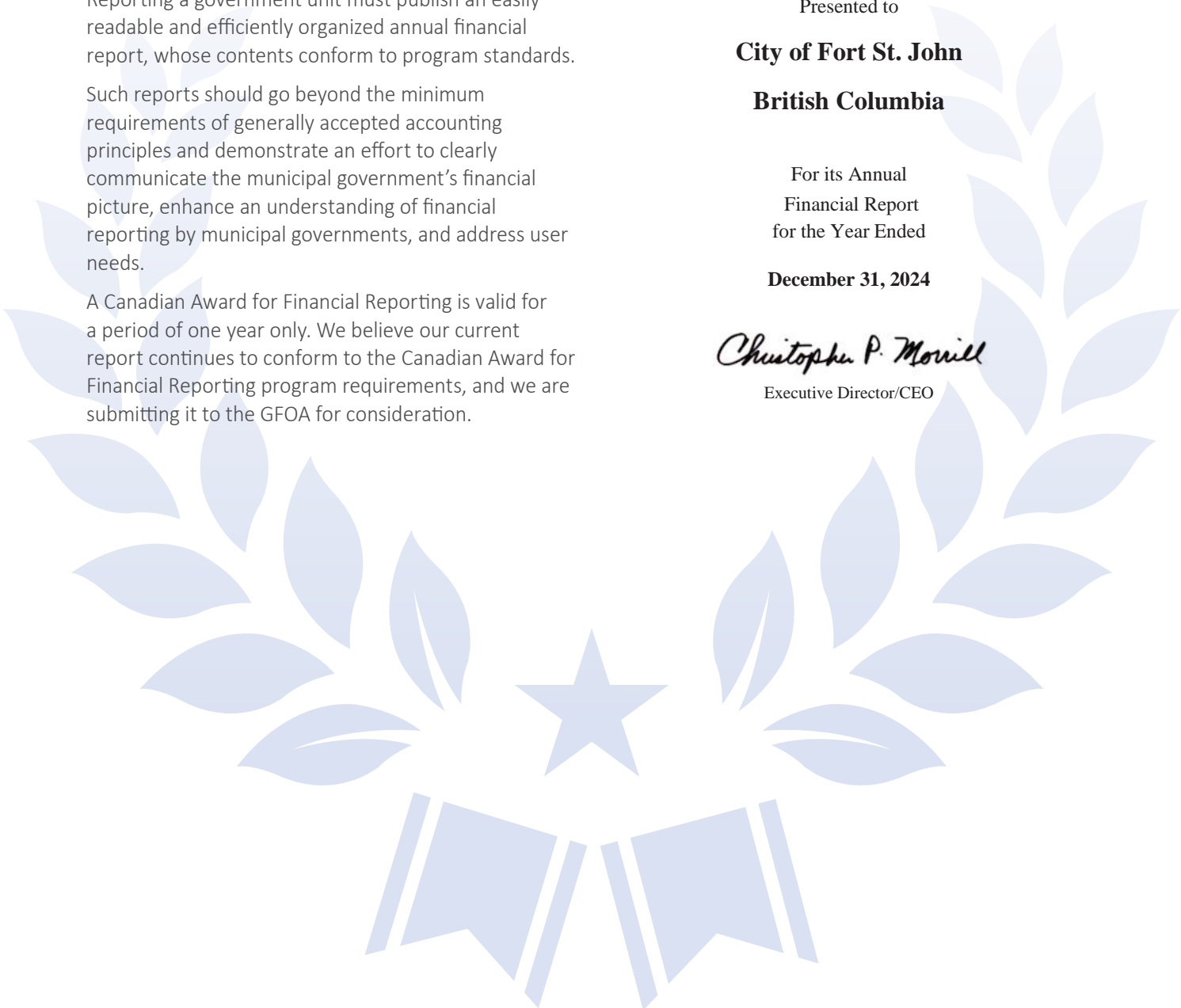
British Columbia

For its Annual
Financial Report
for the Year Ended

December 31, 2024

Christopher P. Morill

Executive Director/CEO



Financial Section

Financial Conditions Indicators	27
Consolidated Financial Statements	31
Management Report	32
Independent Auditor's Report	33
Statement of Financial Position	35
Statement of Operations and Accumulated Surplus	36
Statement of Changes in Net Financial Assets	37
Statement of Cash Flows	38
Notes to the Financial Statements	39
Schedule 1 - Segmented Information	62



Financial Conditions Indicators



The City of Fort St. John is always looking for independent third-party measures to assess our financial conditions.

The Financial Conditions Indicators program was developed jointly by the Province of Nova Scotia, the Nova Scotia Federation of Municipalities, and the Association of Municipal Administrators Nova Scotia.

Through 14 key indicators, it assesses the municipality's risk and allows Fort St. John to view our financial performance by providing a snapshot of our strengths and areas where we may need to focus more attention. The indicators are split into three dimensions: Revenue, Budget, and Debt and Capital.

The Revenue Dimension assesses a municipality's revenue sources. A strong revenue base should have some growth to keep pace with the rising cost of services. It should also be broad, avoiding an over-reliance on provincial or federal transfers, a single large account, or one type of assessment.

The Budget Dimension includes indicators to assess the strength of a municipality's budgeting process. This includes preparing and following balanced budgets and ensuring sufficient funds on hand to pay expenses. Municipalities should strive to provide municipal services efficiently while maintaining a balance between tax burden and income.

The Debt and Capital Dimension includes indicators to assess the strength of a municipality's longer-term financial planning. A municipality with a strong capital planning process makes regular investments in infrastructure as existing equipment and facilities age, and maintains funds in reserves for upcoming capital projects and unforeseen financial difficulties.

Revenue Dimension	
Reliance on transfers	35.7% (High)
Uncollected taxes	9.2% (Low)
3-year change in tax base	8.1% (Low)
Commercial assessment	30.4% (Low)
Reliance on a single account	0.5% (Low)
Overall Assessment	12 (Low)

Budget Dimension	
Residential tax burden	2.6% (Low)
Deficits in the last 5 years	4 (High)
3-year budget accuracy	0.3% (Low)
Liquidity	4.6 (Low)

Debt and Capital Dimension	
Debt service	3.3% (Low)
Outstanding debt	1.1% (Low)
Infrastructure Lifecycle	73.6% (Low)
Capital Investment	153.2% (Low)
Reserves	135% (Low)

Low Risk (10 - 14 Financial Conditions Indicators meet low threshold)
Moderate Risk (8 or 9 Financial Conditions Indicators meet low threshold)
High Risk (7 or less Financial Conditions Indicators meet low threshold)

Revenue Dimension

Reliance on Transfers

Reliance or dependency on another level of government to provide funding to meet the service needs of a municipality can limit a Council's autonomy in making decisions or limit the level of services provided.

Transfers from other Governments	\$39,372,312
Total revenue	\$110,329,268
2025 Assessed Risk	31.0% (High)

Risk Thresholds

Low	Less than 15%
Moderate	15% - 20%
High	Greater than 20%

Uncollected Taxes

Municipalities have a number of tools at their disposal to ensure that property taxes are paid. Failure to collect tax revenue can significantly impact actual revenue, cash flow, and the ability to provide services.

Total taxes billed but not paid	\$5,485,396
Total taxes billed this year	\$59,417,970
2025 Assessed Risk	9.2% (Low)

Risk Thresholds

Low	Less than 10%
Moderate	10% - 15%
High	Greater than 15%

3-year Change in Tax Base

The cost to deliver municipal services increases year over year. If a municipality's tax base does not grow, Council will need to seek ways to raise revenue or reduce expenditures to maintain service levels.

Change in tax base over the last 3 years	\$303,992,244
Tax base in 2023	\$3,738,710,335
2025 Assessed Risk	8.1% (Low)

Risk Thresholds

Low	Equal or above CPI % change
Moderate	Below CPI % change
High	Negative growth

Commercial Assessment

Commercial tax rates are generally higher than residential tax rates and are a key source of revenue for municipalities. A low percentage may indicate a weaker tax base and could be a sign of low economic activity.

Value of commercial assessment	\$1,230,594,600
Total assessment	\$4,042,702,579
2025 Assessed Risk	30.4% (Low)

Risk Thresholds

Low	Greater than 25%
Moderate	15% - 25%
High	Less than 15%

Reliance on a Single Account

If the municipality is reliant on a single employer or institution for a large portion of their revenue, closure or downsizing could pose a significant threat to the viability of the municipality.

Assessed value of largest property	\$19,350,400
Total assessed value	\$4,042,702,579
2025 Assessed Risk	0.5% (Low)

Risk Thresholds

Low	Less than 10%
Moderate	10% - 15%
High	Greater than 15%

Budget Dimension

Residential Tax Burden Ratio

Tax burden highlights the ratio between property taxes and household income. A higher percentage may indicate that residents do not have the income to support a tax increase.

Average residential tax bill	\$3,296
Average household income*	\$126,850

2025 Assessed Risk **2.6% (Low)**

* \$114,900 (Statistics Canada 2020) x 2% inflation per year

Risk Thresholds

Low	Less than 4%
Moderate	4% - 6%
High	Greater than 6%

Deficits in the Last 5 Years

Municipalities in BC are not permitted to budget for a deficit and must repay any deficits out of the following year's tax levy. Multiple deficits in a short period may indicate a reduced ability to provide municipal services.

Number of deficits in the last 5 years	4
2025 Assessed Risk	4 (High)

Risk Thresholds

Low	None
Moderate	1
High	2 or more

3-Year Budget Accuracy

A large variance could indicate difficulty planning and executing budgets. Three years are used to ensure that the ratio is based on regular budget performance, not a single extraordinary event.

Sum of surpluses and deficits over the past 3 years	-\$1,260,925
---	--------------

Total expenditures for those 3 years \$391,645,191
2025 Assessed Risk **0.3% (Low)**

Risk Thresholds

Low	Less than 4%
Moderate	4% - 8%
High	Greater than 8%

Liquidity

Liquidity measures whether a municipality is maintaining enough cash on hand to pay its bills. If a municipality does not maintain sufficient liquid assets it could indicate a cash flow problem.

Short-term assets	\$128,435,582
Short-term liabilities	\$27,707,020

2025 Assessed Risk **4.6 (Low)**

Risk Thresholds

Low	Greater than 1.5
Moderate	1 - 1.5
High	Less than 1

Debt and Capital Dimension

Debt Service

Long-term borrowing to finance capital projects is an important part of sound financial management. However, high debt service costs limit the funds available for other municipal expenses.

Principal and interest paid on long-term debt	\$2,226,316
Total own source revenue	\$68,054,308
2025 Assessed Risk	3.3% (Low)

Risk Thresholds

Low	Less than 10%
Moderate	10% - 15%
High	Greater than 15%

Outstanding Debt

Municipalities must balance the need for new infrastructure with the community's ability to pay for new assets. A high outstanding debt ratio may limit the ability to borrow and could overburden future budgets with debt servicing costs.

Total outstanding long-term debt	\$44,993,845
Total tax base	\$4,042,702,579
2025 Assessed Risk	1.1% (Low)

Risk Thresholds

Low	Less than 25%
Moderate	25% - 50%
High	Greater than 50%

Infrastructure Lifecycle

A low percentage indicates that a municipality's infrastructure is approaching the end of its useful life and significant investment will be required to replace the assets.

Net book value of all capital assets	\$574,895,723
Total original cost of all capital assets	\$781,651,287
2025 Assessed Risk	73.6% (Low)

Risk Thresholds

Low	Greater than 50%
Moderate	35% - 50%
High	Less than 35%

Capital Investment

Municipalities can expect replacement costs to be higher than the original cost of the assets. If the rate of depreciation is faster than the rate a municipality is investing in its assets then the community will face significant capital investment in the future.

Annual investment in capital assets	\$30,747,259
Annual depreciation on capital assets	\$20,069,267
2025 Assessed Risk	153.2% (Low)

Risk Thresholds

Low	Greater than 150%
Moderate	100% - 150%
High	Less than 100%

Reserves

Reserves are an indication of a municipality's financial planning. If a municipality has healthy operating and capital reserves it is prepared for unexpected difficulties, and is planning to replace or improve its existing assets.

Total operating and capital reserves	\$116,350,973
Total expenditures	\$86,163,712
2025 Assessed Risk	135% (Low)

Risk Thresholds

Low	Greater than 40%
Moderate	30% - 40%
High	Less than 30%

A young child wearing a vibrant, multi-colored winter jacket and black pants is looking out of a white porthole on a boat. The child's hands are resting on the white frame of the porthole. The background shows a blurred view of the sea and sky through the glass.

Consolidated Financial Statements

Management Report	32
Independent Auditor's Report	33
Statement of Financial Position	35
Statement of Operations and Accumulated Surplus	36
Statement of Changes in Net Financial Assets	37
Statement of Cash Flows	38
Notes to the Financial Statements	39
Schedule 1 - Segmented Information	62



City of Fort St. John
10631 100 Street | Fort St. John, BC | V1J 3Z5
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MANAGEMENT REPORT

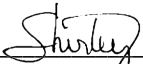
These financial statements and accompanying notes to the financial statements have been prepared by management in accordance with Section 171(2) of the *Community Charter*. The integrity and objectivity of these statements are management's responsibility. Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The elected Council of the City of Fort St John is responsible for ensuring management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements. Council carries out their responsibility principally at Committee of the Whole and Regular Council meetings.


Council considers for approval the engagement or re-appointment of external independent auditors and reviews the periodic financial reports.

The external auditors, Eclipse LLP, Chartered Accountants, conducted an independent examination, in accordance with generally accepted auditing standards, and express their opinion on the financial statements. Their examination includes a review and evaluation of the corporation's system of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. The external auditors have full access to the elected Council.

On behalf of the City of Fort St John



Shirley Collington
Director of Finance
May 8, 2026



Milo MacDonald
Chief Administrative Officer
May 8, 2026



INDEPENDENT AUDITOR'S REPORT

To the Mayor and Council of City of Fort St. John

Opinion

We have audited the financial statements of City of Fort St. John, which comprise the statement of financial position as at December 31, 2025, the statement of operations and accumulated surplus, the statement of cash flows and changes in net financial assets for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of City of Fort St. John as at December 31, 2025 and the result of its operations and its cash flows for the year then ended in accordance with the Canadian accounting standards for Public Sector.

Basis for Opinion

We conduct 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 report. We are independent of the Municipality 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 those 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 these financial statements in accordance with Canadian accounting standards for Public Sector, 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 Municipality's ability to continue as a going concern, disclosing, as applicable, matter relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Municipality or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Municipality financial reporting process.
(continues)

Dawson Creek

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Fort St. John

10208 99th Ave Fort St. John, BC, V1J 1V4
P: 250.785.5645 | E: fsj@eclipsellp.ca

Grande Prairie

#203, 9815 97th St. Grande Prairie, AB, T8V 8B9
P: 780.532.8303 | E: gp@eclipsellp.ca

Independent Auditor's Report to the Mayor and Council of City of Fort St. John (*continued*)

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 auditor's 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 judgement and maintain professional scepticism 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 Municipality'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 Municipality'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, further events or conditions may cause the Municipality 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 statement represent the underlying transactions and events in a manner that achieves fair presentation.

We 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.

Fort St. John, BC
April 28, 2026

The logo for Eclipse LLP, featuring the word "Eclipse" in a stylized, cursive script font, followed by "LLP" in a smaller, plain font.

Chartered Professional Accountants

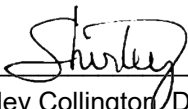
City of Fort St. John

Statement of Financial Position

As At December 31, 2025

	2025	2024
Financial assets		
Cash (Note 2)	\$105,775,818	\$ 50,196,315
Receivables (Note 4)	12,084,609	10,374,557
Investments (Note 5)	10,575,155	43,193,871
Municipal Finance Authority debt reserve deposits (Note 6)	2,839,214	2,441,328
Property acquired for taxes subject to redemption (Note 7)	4,226	81,563
	131,279,022	106,287,634
Liabilities		
Payables and accruals (Note 8)	17,474,122	15,376,227
Accrued interest payable	604,088	423,555
Deferred revenue (Note 10)	9,628,810	9,035,265
Municipal Finance Authority debt reserve (Note 6)	2,839,214	2,441,328
Long term debt (Note 11)	42,154,631	35,307,926
Employee future benefit obligations (Note 12)	503,900	475,900
Asset retirement obligation (Note 13)	2,448,972	2,362,778
	75,653,737	65,422,979
Net Financial assets	55,625,285	40,864,655
Non-financial assets		
Prepaid expenses	341,882	514,286
Inventories of supplies	2,082,078	2,082,078
Tangible capital assets (Note 14)	574,895,723	565,318,393
	577,319,683	567,914,757
Accumulated surplus (Note 15)	\$632,944,968	\$608,779,412

Approved by:



Shirley Collington, Director of Finance

See accompanying notes to financial statements.

City of Fort St. John

Statement of Operations and Accumulated Surplus

For the Year Ended December 31, 2025

	Budget Unaudited	2025	2024
Revenue			
Net municipal property taxes (Note 16)	\$ 41,018,050	\$ 40,965,670	\$ 39,062,047
Grants in lieu of taxes	585,000	1,975,669	528,491
Services provided to other governments	1,620,500	1,798,796	4,542,015
Sale of services	14,135,500	14,768,159	14,757,874
Other revenue from own sources	5,905,040	6,959,367	6,397,671
Government transfers (Note 17)	34,085,905	39,372,312	32,740,079
Return on investment	3,475,000	3,516,799	4,283,602
Actuarial adjustments	892,000	926,979	914,380
Gain on disposal of tangible capital assets	-	45,517	1,945,158
	101,716,995	110,329,268	105,171,317
Expenses			
General government services	13,458,284	13,565,147	12,844,667
Protective services	20,996,035	20,351,347	20,246,795
Transportation	19,769,467	24,079,272	20,104,336
Public health and welfare	1,641,550	1,633,089	1,607,932
Environmental development	3,910,599	2,932,182	2,584,228
Recreation and cultural	12,926,291	14,051,458	13,420,004
Water utility services	5,044,953	5,329,061	5,498,290
Sewer utility services	3,885,936	4,222,156	3,899,640
	81,633,115	86,163,712	80,205,892
Annual surplus	20,083,880	24,165,556	24,965,425
Accumulated surplus, beginning of year	608,779,412	608,779,412	583,813,987
Accumulated surplus, end of year	\$628,863,292	\$632,944,968	\$608,779,412

See accompanying notes to financial statements.

City of Fort St. John

Statement of Changes in Net Financial Assets

For the Year Ended December 31, 2025

	Budget Unaudited	2025	2024
Annual Surplus	\$ 20,083,880	\$ 24,165,556	\$ 24,965,425
Acquisition of tangible capital assets	(58,833,500)	(30,747,259)	(29,997,506)
Amortization of tangible capital assets	14,644,000	20,069,267	16,175,030
Loss (gain) on disposal of tangible capital assets	-	953,912	(1,316,342)
Proceeds on disposal of tangible capital assets	-	146,750	1,882,945
	(24,105,620)	14,588,226	11,709,552
Inventories of supplies	-	(2,082,078)	(2,082,078)
Consumption of inventories of supplies	-	2,082,078	2,082,078
Prepaid expenses	-	(341,882)	(514,286)
Use of prepaid expenses	-	514,286	387,887
	-	172,404	(126,399)
Change in net financial assets	(24,105,620)	14,760,630	11,583,153
Net financial assets, beginning of year	-	40,864,655	29,281,502
Net financial assets, end of year	\$ (24,105,620)	\$ 55,625,285	\$ 40,864,655

See accompanying notes to financial statements.

City of Fort St. John

Statement of Cash Flows

For the Year Ended December 31, 2025

	2025	2024
Operating Activities		
Annual surplus	\$ 24,165,556	\$ 24,965,425
Items not involving cash:		
Amortization of tangible capital assets	20,069,267	16,175,030
Actuarial adjustment on long term debt	(926,979)	(914,380)
Accretion expense	86,194	83,160
Loss (gain) on disposal of tangible capital assets	953,912	(1,379,056)
Changes in non-cash operating assets and liabilities:		
Receivables - decrease (increase)	(1,710,052)	(58,546)
Prepaid expenses - decrease (increase)	172,404	(126,399)
Tax sale properties - (increase) decrease	77,337	1,560,153
Payables and accruals - (decrease) increase	2,097,895	(3,739,767)
Accrued interest payable - increase	180,533	62,671
Deferred revenue - increase	593,545	1,696,684
Employee benefits and other liabilities - increase	28,000	31,900
	45,787,612	38,356,875
Capital Activities		
Proceeds on disposal of tangible capital assets	146,750	1,882,945
Purchase of tangible capital assets	(30,747,259)	(29,997,506)
	(30,600,509)	(28,114,561)
Financing Activities		
Long term debt borrowing proceeds	10,000,000	6,529,244
Long term debt principal repayment	(2,226,316)	(1,795,053)
	7,773,684	4,734,191
Investing Activities		
Decrease (increase) in investments	32,618,716	(1,891,024)
Increase (decrease) in cash	55,579,503	13,085,481
Cash, beginning of year	50,196,315	37,110,834
Cash, end of year	\$ 105,775,818	\$ 50,196,315

See accompanying notes to financial statements.

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

1. Significant Accounting Policies

The financial statements of the City of Fort St. John 'the City' are prepared by management in accordance with Canadian generally accepted accounting principles for governments as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the City are as follows:

a. Reporting entity

The financial statements include a combination of all the assets, liabilities, accumulated surplus, revenues and expenses of all the City's activities and funds. Inter-departmental balances and organizational transactions have been eliminated.

(i) Consolidated entities

The City does not control any significant external entities and accordingly no entities have been consolidated in the financial statements.

(ii) Funds held in trust

The financial statements exclude trust assets that are administered for the benefit of external parties (note 18).

b. Basis of accounting

The City follows the accrual method of accounting for revenues and expenses. Revenues are recognized in the period in which the transactions or events occurred that gave rise to the revenues, and expenses are recognized in the period the goods and services are acquired and a liability is incurred or transfers are due.

c. Government transfers

Government transfers are recognized in the financial statements as revenues in the period the transfers are authorized and any eligibility criteria have been met, except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability for the recipient government. Transfers received which meet the definition of a liability are included in deferred revenue.

d. Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating allowance for doubtful accounts, historical cost, asset retirement obligations, and useful lives of tangible capital assets. Actual results could differ from these estimates.

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

1. Significant Accounting Policies continued

e. Comparative Figures

Certain comparative figures have been reclassified to conform to the current year's presentation.

f. Financial instruments

The City's financial instruments consist of cash and cash equivalents, receivables, investments, Municipal Finance Authority debit reserve deposits, payables and accruals, accrued interest payable, Municipal Finance Authority debt reserve and long-term debt.

All financial assets and liabilities are recorded at cost or amortized cost and the associated transaction costs are added to the carrying value of these investments upon initial recognition and amortized using the effective interest rate method.

g. Employee future benefits

Sick leave and other retirement benefits are available to the City's employees. The costs of these benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The obligations under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.

h. Revenue recognition - Taxation

Taxes are recorded at estimated amounts when they meet the definition of an asset, have been authorized, and the taxable event occurs. Annual levies for non-optional municipal services and general administrative services are recorded as taxes for municipal services in the year they are levied. Taxes receivable are recognized net of an allowance for anticipated uncollectible amounts. Levies imposed by other taxing authorities are not included as taxes for municipal purposes.

Through the British Columbia Assessment's appeal process, taxes may be adjusted by way of supplementary roll adjustments. The effects of these adjustments on taxes may have been included in initial estimates when recording revenue; to the extent that adjustments exceed the initial estimates, they are recognized at the time they are awarded.

i. Cash and cash equivalents

Cash equivalents include short-term investments with a term to maturity of 90 days or less from the date of acquisition.

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

1. Significant Accounting Policies continued

j. Prepaid expenses

Prepaid expenses consist mainly of unexpired insurance premiums and deposits which are amortized over the term of the respective policies or as they are used.

k. Non-financial assets

Tangible capital assets and other non-financial assets are accounted for as assets by the City because they can be used to provide government services in future periods. These assets do not normally provide resources to discharge the liabilities of the City unless they are sold.

l. Deferred revenue

User fees and charges

Certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred or the services performed.

Deferred development cost charges (DCC)

The City collects development cost charges (DCC) to pay for a proportionate share of infrastructure related to new growth. In accordance with the Local Government Act, these funds must be deposited into a separate reserve fund. These funds are treated as deferred revenue until such time as the revenue can be recognized.

Sponsorships and leases

The City received sponsorship and lease revenue. These revenues are recognized over the term of the agreements. The terms of the agreements range from two to thirty years.

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

1. Significant Accounting Policies continued

m. Tangible capital assets

Tangible capital assets are recorded at cost, which includes all charges directly attributable to placing the asset in its intended location and condition of use. Interest on debt during the construction period of a capital project is not capitalized. Contributed tangible capital assets are recorded at fair value at the time of donation, with a corresponding amount recorded as revenue. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated lives as follows:

	<u>Useful life - years</u>
Land improvements	30-40
Buildings	10-75
Machinery and equipment	5-20
Infrastructure	10-80
Water	60-80
Sewer	30-90

A full year of amortization is claimed in the year of acquisition, providing the asset is in use, and no amortization is claimed in the year of disposal.

n. Inventories of supplies

Inventories of supplies include gravel piles and raw gravel material. These inventories held for consumption are recorded at the lower of cost and replacement cost and are measured using Average Weighted Cost. Maintenance, operating and office supplies are not inventoried.

o. Land held for resale

Properties available for sale include real estate properties which are ready and available to be sold for which there is a market. They are valued at the lower of cost or expected net realizable value.

p. Budget presentation

The budget approved in March 2025 is presented in the financial statements, any subsequent amendments have not been included.

q. Appropriated surplus

Certain amounts, as approved by City Council, are set aside in reserves for future operating and capital expenses.

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

1. Significant Accounting Policies continued

r. Segment disclosure

A segment is defined as a distinguishable activity or group of activities of a government for which it is appropriate to separately report financial information to achieve the objective of the standard. The City has presented a description of the segmented information in Note 23 of the financial statements and identified segmented information in Schedule 1.

s. Asset retirement obligation

The City recognizes asset retirement obligation costs associated with the retirement of tangible long-lived assets. The liability for the removal of asbestos in city owned buildings, decommissioning of wells no longer in service, the restoration of leased premises and reclamation of land has been recognized based on estimated future expenses. Under the modified retrospective method, the discount rate and assumptions used in the initial recognition are those as of the date of adoption of the standard. Assumptions used in the subsequent calculations or reviewed yearly.

The asset retirement cost is capitalized as part of the cost of the related asset, and amortized over the remaining life of the asset following the amortization policy outlined in (l). The liability is discounted using a present value calculation, and adjusted yearly for accretion expense.

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

2. Cash

	2025	2024
Cash and bank	\$ 4,960,144	\$ 8,730,612
TD Bank Savings	93,725,834	34,534,427
Credit Union Savings	7,089,840	6,931,276
	\$ 105,775,818	\$ 50,196,315

3. Restricted cash

Cash and investments includes \$7,524,971 (2024 - \$6,873,088) set aside for development cost charges, \$3,766,495 (2024 - \$3,568,424) set aside for statutory reserves in the reserve fund and \$97,695,103 (2024 - \$86,445,963) for appropriated surplus in the general fund.

4. Receivables

	2025	2024
Trade and other receivables		
Federal Government	\$ 1,341,503	\$ 1,256,321
Other Government agencies	1,795,853	1,681,004
General	2,609,276	1,445,046
Property taxes receivable	5,485,396	5,179,117
Utilities receivables	980,153	960,530
Receivables, gross	12,212,181	10,522,018
Allowance for doubtful accounts	(127,572)	(147,461)
Receivables, net of allowances	\$ 12,084,609	\$ 10,374,557

5. Investments

Investments consist of guaranteed investment certificates and have costs that approximate market values. The investment has a stated interest rate of 3.75% and matures on Feb 6, 2026.

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

6. Municipal Finance Authority debt reserve deposits and demand notes

The City issues its debt instruments through the Municipal Finance Authority (MFA). As a condition of these borrowings, a portion of the debenture proceeds are withheld by the MFA as a debt reserve fund. The City also executes demand notes in conjunction with each debenture whereby the City may be required to loan certain amounts to the MFA.

The details of the cash deposits and demand notes are as follows:

	Cash deposits	Demand notes	2025	2024
General Fund Operations	\$ 691,574	\$ 1,316,973	\$ 2,008,547	\$ 1,619,287
Water Fund Operations	47,846	87,117	134,963	133,572
Sewer Fund Operations	248,835	446,869	695,704	688,469
	\$ 988,255	\$ 1,850,959	\$ 2,839,214	\$ 2,441,328

7. Tax sale properties

	Opening balance	Additions	Transfers and redemptions	2025	2024
Property acquired for taxes subject to redemption	\$ 81,563	\$ 4,226	\$ 81,563	\$ 4,226	\$ 81,563

8. Payables and accruals

	2025	2024
Trade accounts and accruals		
Federal government	\$ 2,049,114	\$ 2,068,595
Other government agencies	3,903,798	996,902
General	6,384,484	5,165,396
Payroll and benefits	1,598,941	2,497,984
Deposits	3,537,785	4,647,350
	\$ 17,474,122	\$ 15,376,227

9. Line of credit

TD Canada Trust has extended a demand operating facility of up to \$10,000,000 (2024 - 10,000,000) which was not used at December 31, 2025. This facility bears interest at prime rate minus 0.75%.

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

10. Deferred revenue

	December 31, 2024	Externally restricted inflows	Revenue earned	December 31, 2025
Pomeroy Sports Centre - School District #60 lease	\$ 715,353	\$ -	\$ (46,654)	\$ 668,699
Development Cost Charges (DCC)	6,873,088	651,883	-	7,524,971
Other	1,446,824	1,268,957	(1,280,641)	1,435,140
	\$ 9,035,265	\$ 1,920,840	\$ (1,327,295)	\$ 9,628,810

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

11. Long term debt

The City obtains debt instruments through the Municipal Finance Authority of British Columbia (MFA) pursuant to security issuing bylaws under authority of the Community Charter to finance certain expenditures.

Gross amount of the debt less repayments and actuarial adjustments to date are as follows:

	Gross debt	Repayments and actuarial adjustments	Net debt 2025	Net debt 2024
General Fund Operations	\$ 51,316,688	\$ 16,264,009	\$ 35,052,679	\$ 27,075,058
Water Fund Operations	2,899,965	2,307,804	592,161	774,563
Sewer Fund Operations	16,881,652	10,371,861	6,509,791	7,458,305
	\$ 71,098,305	\$ 28,943,674	\$ 42,154,631	\$ 35,307,926

Current borrowing includes:

MFA	Issue date	Term (yrs)	Maturity	Interest rate	Refinancing date *
Issue 97	Apr 19, 2006	20	Apr 19, 2026	1.53%	Apr 19, 2016
Issue 101	Apr 11, 2007	20	Apr 11, 2027	3.39%	Apr 11, 2017
Issue 102	Nov 02, 2007	30	Dec 01, 2037	3.90%	Dec 01, 2022
Issue 103	Apr 23, 2008	30	Apr 23, 2038	3.79%	Apr 23, 2028
Issue 105	Apr 21, 2009	20	Jun 30, 2029	4.10%	Jun 03, 2019
Issue 110	Apr 08, 2010	20	Apr 08, 2030	3.38%	Apr 08, 2020
Issue 118	Apr 11, 2012	20	Apr 11, 2032	3.39%	Apr 11, 2022
Issue 126	Sept 26, 2013	20	Sept 25, 2033	4.52%	Sept 25, 2023
Issue 130	Oct 14, 2014	20	Oct 14, 2034	4.10%	Oct 14, 2024
Issue 133	Oct 02, 2015	20	Oct 02, 2035	3.03%	Oct 02, 2025
Issue 142	Oct 04, 2017	20	Oct 04, 2037	3.15%	Oct 04, 2027
Issue 147	Apr 09, 2019	20	Apr 09, 2039	2.66%	Apr 09, 2029
Issue 157	Apr 08, 2022	20	Apr 08, 2042	3.36%	Apr 08, 2032
Issue 158	Sept 23, 2022	20	Sept 23, 2042	4.09%	Sept 23, 2032
Issue 162	Sept 27, 2024	20	Sept 27, 2044	3.83%	Sept 27, 2034
Issue 163	Feb 13, 2025	20	Feb 13, 2045	4.66%	Feb 13, 2035

* On the refinancing date the City has the option to retire the debt early or refinance the borrowing at a new interest rate.

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

11. Long term debt continued

Repayments on net outstanding debt over the next five years and thereafter are as follows:

2026	\$ 3,504,476
2027	3,562,660
2028	3,099,052
2029	2,634,250
2030	2,663,299
2031 and thereafter	26,690,894
Total	\$ 42,154,631

Total Interest expense recorded for the year ended December 31, 2025 was \$2,640,955 (2024 - \$2,058,106).

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

12. Employee future benefit obligations

The City provides sick leave benefits to active employees and those who retire from the City. Non-vested benefits represent the actuarially determined value of the City's liability for future employee benefits which the City is not contractually obligated to pay upon retirement to an employee, but is instead conditional on future employment.

	2025	2024
Accrued benefit obligation		
Balance, beginning of year	\$ 475,900	\$ 444,000
Non-pension expense	41,400	47,700
Expected benefit payments	(13,400)	(15,800)
	\$ 503,900	\$ 475,900

The accrued benefit obligations and the net periodic benefit cost were estimated by actuarial valuation as of December 31, 2025.

The significant actuarial assumptions adopted in measuring the City's accrued benefit obligations are as follows:

	2025	2024
Discount rates	4.4%	4.3%
Expected future inflation rates	2.5%	2.5%
Expected wage and salary increases	2.5% - 5.9%	2.5% - 5.9%
Expected average remaining service lifetime	13	13

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

12. Employee future benefit obligations continued

Pension

The City of Fort St. John and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of 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 December 31, 2024, the plan has about 273,000 active members and approximately 133,000 retired members. Active members include approximately 47,000 contributors from local governments.

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 contributions 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 is then 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 for the Municipal Pension Plan as at December 31, 2024 indicated a \$2,675 million funding surplus for basic pension benefits on a going concern basis.

The City of Fort St. John paid \$2,267,322 (2024 - \$2,140,981) for employer contributions while employees contributed \$1,995,093 (2024 - \$1,885,767) to the plan in fiscal 2025. The next valuation will be as at December 31, 2027, with results available in 2028.

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.

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

13. Asset retirement obligation

The City's Asset retirement obligations consists of the following obligations:

a. Asbestos removal

The City owns several buildings that are known to contain asbestos, which represents a health risk upon renovation or demolition of these buildings. There is a legal obligation to remove asbestos. Following the adoption of PS3280 - Asset retirement obligations, the City recognized an obligation relating to the removal and post-removal care of the asbestos in these buildings as estimated on January 1, 2022. Estimated costs have been discounted to the present value using a discount rate of 2.43% per annum.

b. Well decommissioning

The City has in service several water wells. In accordance with the Water Sustainability Act, when these wells are no longer in service they must be decommissioned by removing and filling the well. Following the adoption of PS3280 - Asset retirement obligations, the City recognized an obligation relating to the decommissioning of these wells as estimated on January 1, 2022. Estimated costs have been discounted to the present value using a discount rate of 2.43% per annum.

c. Restoration of leased premises

The City has a lease agreement containing a clause to return the land or building to its original state at the end of the lease period. Following the adoption of PS3280 - Asset retirement obligations, the City recognized an obligation relating to the restoration of leased premises as estimated on January 1, 2022. Estimated costs have been discounted to the present value using a discount rate of 2.43% per annum.

d. Land Reclamation

The City owns a gravel pit. The operating permit contains a reclamation clause, stating the land must be reclaimed for agricultural use at the end of the gravel pits useful life. Adoption of PS3280 - Asset retirement obligations, the City recognized an obligation relating to the reclamation of the gravel pit as estimated on January 1, 2022. Estimated costs have been discounted to the present value using a discount rate of 2.43% per annum.

Asset Retirement Obligation

	Land	Buildings	Water Infrastructure	2025	2024
Balance, beginning of year	\$ 199,133	\$ 2,075,157	\$ 88,488	\$ 2,362,778	2,342,332
Disposals	-	-	-	-	(62,714)
Accretion	7,264	75,702	3,228	86,194	83,160
Balance, end of year	\$ 206,397	\$ 2,150,859	\$ 91,716	\$ 2,448,972	\$ 2,362,778

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

14. Tangible capital assets

	Land	Land Improvements	Buildings	Machinery & Equipment	General Infrastructure	Water Infrastructure	Sewer Infrastructure	Work in Progress	2025	2024
Cost										
Balance, beginning of year	\$ 21,259,468	\$ 40,590,388	\$ 174,048,705	\$ 40,724,197	\$ 346,667,841	\$ 78,764,769	\$ 71,078,988	\$ 8,516,931	\$ 781,651,287	\$ 753,233,049
Additions	-	1,256,123	177,959	2,046,829	14,505,433	2,879,421	1,237,595	8,331,008	30,434,368	30,234,407
Disposals	-	(251,471)	-	(1,022,107)	(1,811,496)	(8,800)	(7,881)	-	(3,101,755)	(1,579,269)
Reallocation of work in progress	-	256,008	91,422	423,622	4,577,385	899,224	74,299	(6,009,066)	312,894	(236,900)
Balance, end of year	21,259,468	41,851,048	174,318,086	42,172,541	363,939,163	82,534,614	72,383,001	10,838,873	809,296,794	781,651,287
Accumulated amortization										
Balance, beginning of year	-	4,360,122	43,287,963	21,043,639	92,924,710	30,668,229	24,048,233	-	216,332,896	201,170,531
Amortization of tangible capital assets	-	1,150,934	3,903,634	4,640,101	7,943,107	1,354,497	1,076,994	-	20,069,267	16,175,030
Disposals	-	(108,492)	-	(794,118)	(1,081,801)	(8,800)	(7,881)	-	(2,001,092)	(1,012,665)
Balance, end of year	-	5,402,564	47,191,597	24,889,622	99,786,016	32,013,926	25,117,346	-	234,401,071	216,332,896
Net book value, end of year	\$ 21,259,468	\$ 36,448,484	\$ 127,126,489	\$ 17,282,919	\$ 264,153,147	\$ 50,520,688	\$ 47,265,655	\$ 10,838,873	\$ 574,895,723	\$ 565,318,391

Included in the above additions are developers contributed tangible capital assets from subdivision development consisting of general infrastructure of \$0.00 (2024 - \$0.00), water infrastructure of \$0.00 (2024 - \$0.00) and sewer infrastructure of \$0.00 (2024 - \$0.00).

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

15. Accumulated surplus

	2025	2024
General Fund Accumulated Surplus		
Appropriated Surplus		
General Fund Surplus	\$ 71,876,993	\$ 63,629,346
Water Fund Surplus	13,280,888	13,575,722
Sewer Fund Surplus	12,537,222	9,240,895
	97,695,103	86,445,963
Unappropriated Surplus		
General	191,250	117,337
Water	500,000	500,000
Sewer	500,000	500,000
	1,191,250	1,117,337
	98,886,353	87,563,300
Capital Fund Accumulated Surplus		
Reserves		
Investment in Tangible Capital Assets		
Equity in CA - General	414,884,878	408,281,447
Equity in CA - Water	55,381,048	53,177,006
Equity in CA - Sewer	60,026,194	56,189,235
	530,292,120	517,647,688
Reserve Fund Accumulated Surplus		
Statutory Reserves		
Sale of City owned land	3,184,154	3,016,707
Parking Reserve	85,730	81,222
Parks Reserve	496,611	470,495
	3,766,495	3,568,424
Accumulated surplus	\$ 632,944,968	\$ 608,779,412

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

16. Net municipal property taxes

	2025	2024
Net municipal property taxes	\$ 40,983,940	\$ 39,113,851
Add: Requisitions collected on behalf of other taxing authorities		
Regional District	3,647,199	3,755,746
Provincial School	11,123,342	10,612,607
Regional Hospital District	3,421,608	3,360,750
British Columbia Assessment Authority	240,669	227,947
Municipal Finance Authority	1,212	1,183
	59,417,970	57,072,084
Requisitions remitted to other taxing authorities	(18,452,300)	(18,010,037)
Net municipal property taxes	\$ 40,965,670	\$ 39,062,047

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

17. Government transfers

	2025	2024
Unconditional		
Small Community Grant	\$ 107,000	\$ 129,400
Traffic fines	318,000	313,000
Federal Canada Day	14,868	11,112
Other - BC Tourism	15,000	-
Local Government Climate Action Program	152,444	152,443
Northern Development Initiatives	50,000	38,311
	657,312	644,266
Conditional		
Peace River Regional District		
Regional Fire Protection	649,915	637,383
Other	103,374	92,540
Canada Community Building Fund	1,040,796	1,040,796
Host Local Government Revenue (Gaming)	739,549	809,318
Peace River Agreement	28,804,650	26,834,151
Infrastructure grants	5,668,860	772,466
Community Measures Agreement	1,545,073	1,339,560
Strengthening Communities	-	127,442
BC Fairs, Festivals and Event Funding	22,300	-
Emergency Support Grants	44,133	40,000
*Local Government Housing Initiatives Capacity	-	249,657
Canadian Heritage - Spirit of Treaty 8	96,350	152,500
	38,715,000	32,095,813
Total government transfers	39,372,312	32,740,079
Operational	33,703,452	31,967,613
Capital	5,668,860	772,466
	\$ 39,372,312	\$ 32,740,079

*The City received funding to support activities or projects local governments must undertake to meet the new legislation requirements. Consulting fees, legal fees and administration costs totaled \$146,547.87 to complete the changes for the Official Community Plan. Remaining funds of \$9,802.44 was spent on consulting fees in preparation to update the Development Cost Charges Bylaw.

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

18. Trust funds

The Cemetery Perpetual Care Trust is administered in accordance with the Cremation, Internment and Funeral Services Act. In accordance with PSAB guidelines, the Cemetery Perpetual Care Trust Fund is excluded from the City's financial statements.

	2025	2024
Financial assets		
Cash	\$ 417,818	\$ 391,786
Equity		
Balance, beginning of year	391,786	365,612
Care fund contributions	4,153	6,788
Interest earnings	21,879	19,386
	\$ 417,818	\$ 391,786

19. Commitments and contingencies

Risk of lawsuits

The City is exposed to lawsuits arising from the ordinary course of operations. Although the outcome of such matters cannot be predicted with certainty, management does not consider the City of Fort St John's exposure to lawsuits to be material to these financial statements.

Policing services

The Province of British Columbia and the Federal Government have an agreement with the Royal Canadian Mounted Police to provide police services for various municipalities in the Province. This agreement has a 20-year term expiring March 31, 2032.

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

20. North Peace Leisure Pool

	2025	2024
Revenues	\$ (768,510)	\$ (775,747)
Transfers from Peace River Regional District	(3,710,662)	(3,712,093)
	(4,479,172)	(4,487,840)
Pool - Expenses	4,479,172	4,487,840
	\$ -	\$ -

The City of Fort St. John operates the North Peace Leisure Pool for the Peace River Regional District. According to the terms of the existing operating agreement ownership of the facilities remains with the Peace River Regional District, therefore revenues and expenses are excluded from the City's financial statements.

21. Risk management

The City is exposed to the following risks from its uses of financial instruments: credit risk, liquidity risk, and market risk.

(i) Credit Risk

Credit risk is the risk of financial loss to the City if a debtor fails to discharge their obligation to the City. The City is exposed to this risk due to its cash and cash equivalents, grants and accounts receivable, and taxes receivable.

The City holds its cash and cash equivalents within federally regulated chartered banks, which mitigates the credit risk around cash and cash equivalents.

The City's investment policy operates within the constraints laid out in the *Community Charter*, investment of municipal funds. This puts limits on the types of investments the City may invest in, mitigating the credit risk.

Accounts receivable is comprised of government, corporate, and individual receivables. Government receivables are by their nature low risk and the City holds collateral on taxes and utilities payable through tax sale mechanism, mitigating the risk of default on these balances. The City also measures its exposure to credit risk based on how long amounts have been outstanding and an appropriate allowance is set up for doubtful accounts.

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

21. Risk management continued

(ii) Liquidity Risk

Liquidity risk is the risk that City will not be able to meet its financial obligations as they become due. The City mitigates this risk by monitoring cash flows through budgeting and maintaining investments that can be converted to cash if unexpected cash outflows arise.

(iii) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market. Market risk is comprised of three types of risk: currency risk, interest rate risk and other price risk.

Currency risk is a risk arising from fluctuating foreign currencies. The City maintains a foreign cash account, which is used to pay for foreign transactions. The City mitigates its foreign currency risk by monitoring its foreign cash balance and replenishing funds when the market is favourable.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The City is exposed to this due to its interest-bearing debt and long-term investments. The City minimizes its debt interest rate risk by obtaining financing through the Municipal Finance Authority of BC (MFA), which monitors the market and launches appropriate debt instruments in favourable conditions. The City minimizes its long-term investment interest rate risk by investing in fixed rate guaranteed investments such as GIC's and term deposits.

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from currency risk or interest rate risk). The City is not currently exposed to this type of risk.

It is management's opinion that through monitoring and mitigation practices the City is not exposed to significant risk arising from financial instruments.

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

22. Growing Communities Fund

The Province of British Columbia distributed conditional Growing Communities Fund grants to communities at the end March 2023 to help local governments build community infrastructure and amenities to meet the demands of population growth. The Growing Communities Fund provided a one-time total of \$1 billion in grants to all 161 municipalities and 27 regional districts in British Columbia.

The City of Fort St. John received \$5,724,000 of the Growing Communities Fund in March 2023. The funds were placed in its own reserve and earned interest. A requirement of the Growing Communities Fund grant is to include a schedule to the financial statements presenting the amount of funding received, use of funds and year-end balance of unused funds. A schedule will continue to be reported annually until funds are fully drawn down.

	2025	2024
Balance, December 31, 2024	\$ 6,358,449	\$ 6,041,923
Interest revenue	344,082	316,526
106th Street Water Reservoir Expenses	(494,062)	-
Balance, December 31, 2025	\$ 6,208,469	\$ 6,358,449

In 2025, City staff and council approved the use of these funds to replace the existing water reservoir which will accommodate the expanding needs of the community.

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

23. Segmented information

The City of Fort St. John is a diversified municipal government institution that provides a wide range of services to its citizens. For management reporting purposes, the City's operations and activities are organized and reported by Funds. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations. City services are provided by departments and their activities reported within these funds. Certain functions that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

General government

The General Government operations provide the functions of Building Services and Maintenance, Corporate Administration, Finance, Human Resources, Legislative Services, Communications and any other functions categorized as non-departmental.

Protective services

Protective Services is comprised of four different functions, including the City's Emergency Management Agency, Fire, Police and Building Inspection Services. The Emergency Management Agency prepares the City to be more prepared and able to respond to, recover from, and be aware of, the devastating effects of a disaster or major catastrophic event that will impact the community. The Fire Department is responsible for providing critical, life-saving services in preventing or minimizing the loss of life and property from fire and natural or man-made emergencies. The Police Department ensures the safety of the lives and property of Fort St. John citizens through the enforcement of municipal bylaws, criminal laws and the laws of British Columbia, the maintenance of law and order, and the prevention of crime. The mandate of the Building Inspection services is to promote, facilitate and enforce general compliance with the provisions of bylaws that pertain to the health, safety and welfare of the community.

Transportation

Transportation is responsible for a wide variety of transportation functions such as Transit, Parking, Engineering Operations and Streets. Services provided include infrastructure development and maintenance, traffic control, transportation planning, snow removal and sanding, storm drains, review of land development impacts on transportation, traffic management, and pedestrian issues, on-street parking regulations, including street signs and painting as well as traffic signal timing.

Public health and welfare

Public Health and Welfare is comprised of Solid Waste Services and Cemeteries. The Solid Waste Collection and Recycling Operations Section is responsible for the collection of household garbage. The Cemeteries section is responsible for the operation and maintenance of City cemeteries.

City of Fort St. John

Notes to the Financial Statements

For the Year Ended December 31, 2025

23. Segmented information continued

Environmental development

Environmental Development is responsible for Planning, Economic Development, Land Management and Community Promotion. The mandate of Planning is to promote, facilitate and enforce general compliance with the provisions of bylaws that pertain to the health, safety and welfare of the community and provide a full range of planning services related to zoning, development permits, variance permits, and current regulatory issues. Economic Development and Community Promotion co-ordinates activities to promote the City and attract investment.

Recreation and cultural

Recreation and Cultural is responsible for the maintenance, planning and development of all park facilities such as trails, natural ecosystems, sport and entertainment venues and playgrounds for recreational and cultural enjoyment in a beautiful and safe environment; preserves and enhances green spaces on public lands. Recreation services facilitates the provision of recreation and wellness programs and services. Cultural co-ordinates and leads efforts to foster arts and culture, and work to create a City that is vibrant and people centred.

Sewer Utility

The Sewer Utility protects the environment and human health from the impacts of liquid wastes generated as a result of human occupation and development in the City.

Water Utility

The Water Utility delivers clean, safe and aesthetically pleasing potable water, in accordance with the Provincial Drinking Water Protection Act, to the citizens of the City of Fort St. John. The water is for the purpose of domestic consumption and fire fighting.

City of Fort St. John

Schedule 1 - Segmented Information

For the Year Ended December 31, 2025

	General Government	Protective Services	Transportation	Public Health Welfare	Environmental Development	Recreation and Cultural	Utilities - Water	Utilities - Sewer	2025		2024	
									Actual	Budget Unaudited	Actual	Budget Unaudited
Net municipal property taxes	\$ 39,038,734	\$ -	\$ 1,448,360	\$ -	\$ -	\$ -	\$ -	\$ 478,576	\$ 40,965,670	\$ 41,018,050	\$ 39,062,047	\$ 528,491
Grants in lieu of taxes	1,975,669	-	-	-	-	-	-	-	1,975,669	585,000	-	-
Services provided to other governments	816,152	717,643	106,378	-	16,234	83,793	1,658	56,938	1,798,796	1,620,500	4,542,015	-
Sale of services	-	-	-	1,230,576	-	-	7,738,023	5,799,560	14,768,159	14,135,500	14,757,874	-
Other revenue from own sources	1,839,741	1,489,236	1,961,268	334,118	51,553	1,283,451	-	-	6,959,367	5,905,040	6,397,671	-
Government transfers	34,087,319	1,012,049	-	-	217,444	924,815	-	3,130,685	39,372,312	34,085,905	32,740,079	-
Return on investment	3,516,799	-	-	-	-	-	-	-	3,516,799	3,475,000	4,283,602	-
Actuarial adjustments	509,650	-	-	-	-	-	85,016	332,313	926,979	892,000	914,380	-
Gain on disposal of tangible capital assets	-	-	45,517	-	-	-	-	-	45,517	-	1,945,158	-
Total Revenues	81,784,064	3,218,928	3,561,523	1,564,694	285,231	2,292,059	7,824,697	9,798,072	110,329,268	101,716,995	105,171,317	
Salaries, wages and employee benefits	5,613,357	9,473,183	4,105,812	181,817	1,716,511	5,314,033	1,787,947	900,779	29,093,439	31,016,623	28,381,788	
Contracted and general services	3,144,146	7,863,763	6,241,808	1,363,644	1,010,294	2,142,142	522,768	518,436	22,807,001	23,986,525	22,265,050	
Materials, goods, supplies and utilities	795,896	526,176	2,314,072	10,382	44,619	2,029,659	1,318,614	641,695	7,681,113	7,304,900	7,841,727	
Interest and bank charges	2,106,450	1,440	18,730	-	4,412	55,138	114,604	631,683	2,932,457	2,341,867	2,337,344	
Other	1,190,263	123,179	18,646	-	125,398	916,328	70,081	50,917	2,494,812	2,339,200	2,555,691	
Loss on disposal of tangible capital assets	-	-	999,429	-	-	-	-	-	999,429	-	566,102	
Amortization	705,081	2,363,130	10,375,699	77,246	30,948	3,542,206	1,497,387	1,477,570	20,069,267	14,644,000	16,175,030	
Accretion	9,954	476	5,076	-	-	51,952	17,660	1,076	86,194	-	83,160	
Total Expenses	13,565,147	20,351,347	24,079,272	1,633,089	2,932,182	14,051,458	5,329,061	4,222,156	86,163,712	81,633,115	80,205,892	
Annual surplus	\$ 68,218,917	\$(17,132,419)	\$ (20,517,749)	\$ (68,395)	\$(2,646,951)	\$(11,759,399)	\$ 2,495,636	\$ 5,575,916	\$ 24,165,556	\$ 20,083,880	\$ 24,965,425	



Statistical Section

(unaudited)

Statistical Review for the Years 2021-2025

Total Revenues by Source	64
Total Expenses by Function	65
Total Expenses by Object	66
Annual Surplus	67
Accumulated Surplus	67
Number of Building Permits Issued	68
Construction Value of Building Permits Issued	68
Total City Employees	68
Tangible Capital Asset Additions	69
Net Financial Assets (Debt)	69
Legislated Debt Limit	70
Long-Term Debt Outstanding	70
Long-Term Debt	71
Per Capita Long-Term Debt	71
Property Assessments (Revised Roll)	72
Population Estimates	72
Property Taxes Collected for Various Authorities	73
2025 Major Taxpayers	74
2025 Permissive Property Tax Exemptions	74

Total Revenues by Source

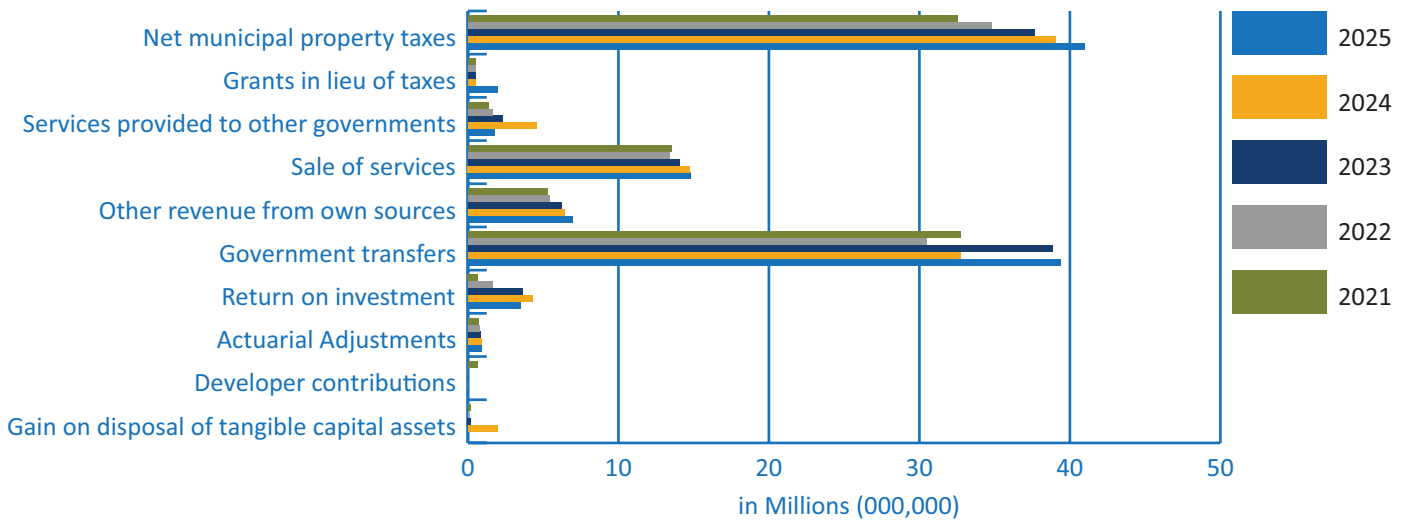
(Source: City of Fort St. John)

Lists revenue received by the source in comparison to previous years.

	2021	2022	2023	2024	2025
Net municipal property taxes	\$32,550,021	\$34,771,612	\$37,633,810	\$39,062,047	\$40,965,670
Grants in lieu of taxes	\$478,112	\$485,272	\$510,264	\$528,491	\$1,975,669
Services provided to other governments	\$1,363,999	\$1,641,440	\$2,309,395	\$4,542,015	\$1,798,796
Sale of services	\$13,504,541	\$13,384,684	\$14,034,659	\$14,757,874	\$14,768,159
Other revenue from own sources	\$5,310,730	\$5,444,080	\$6,224,282	\$6,397,671	\$6,959,367
Government transfers	\$32,735,566	\$30,471,001	\$38,832,988	\$32,740,079	\$39,372,312
Return on investment	\$666,888	\$1,612,977	\$3,613,887	\$4,283,602	\$3,516,799
Actuarial adjustments	\$711,687	\$796,364	\$831,471	\$914,380	\$926,979
Developer contributions	\$652,036	\$0	\$0	\$0	\$0
Gain on disposal of tangible capital assets	\$145,052	\$36,980	\$205,697	\$1,945,158	\$45,517
Total	\$88,118,632	\$88,644,410	\$104,196,453	\$105,171,317	\$110,329,268

Total Revenues by Source

(Source: City of Fort St. John)



Total Expenses by Function

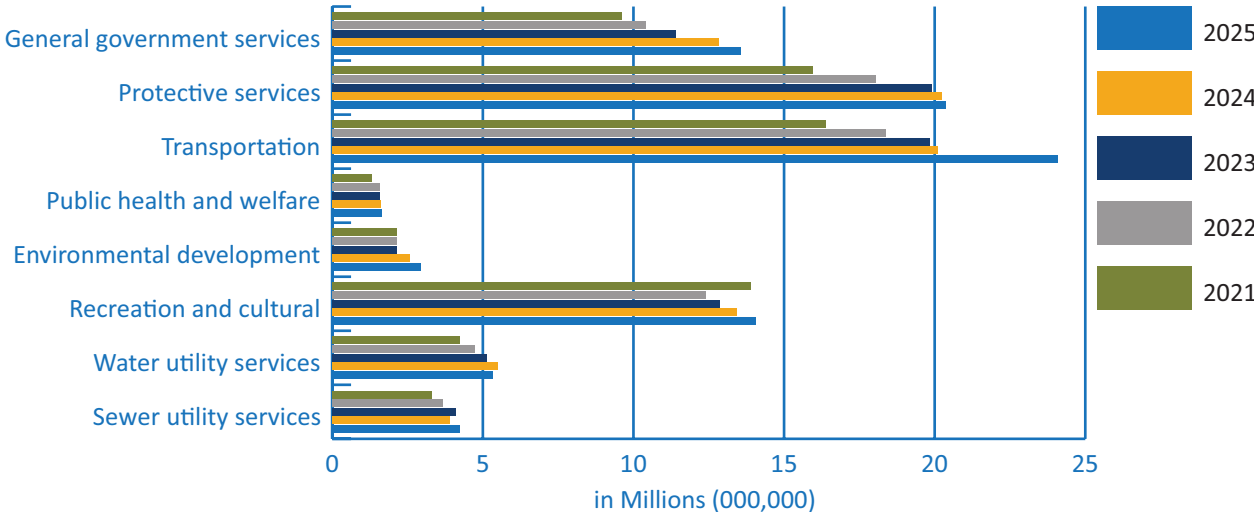
(Source: City of Fort St. John)

Lists expenses by the departmental function in comparison to previous years.

	2021	2022	2023	2024	2025
General government services	\$9,597,516	\$10,410,190	\$11,405,832	\$12,844,667	\$13,565,147
Protective services	\$15,957,636	\$18,041,752	\$19,892,188	\$20,246,795	\$20,351,347
Transportation	\$16,366,809	\$18,384,680	\$19,838,863	\$20,104,336	\$24,079,272
Public health and welfare	\$1,315,426	\$1,585,637	\$1,568,370	\$1,607,932	\$1,633,089
Environmental development	\$2,136,598	\$2,124,792	\$2,148,206	\$2,584,228	\$2,932,182
Recreation and cultural	\$13,883,565	\$12,404,180	\$12,872,957	\$13,420,004	\$14,051,458
Water utility services	\$4,246,702	\$4,732,386	\$5,138,267	\$5,498,290	\$5,329,061
Sewer utility services	\$3,295,739	\$3,671,317	\$4,109,693	\$3,899,640	\$4,222,156
Total	\$66,799,991	\$71,354,934	\$76,974,376	\$80,205,892	\$86,163,712

Total Expenses by Function

(Source: City of Fort St. John)



Total Expenses by Object

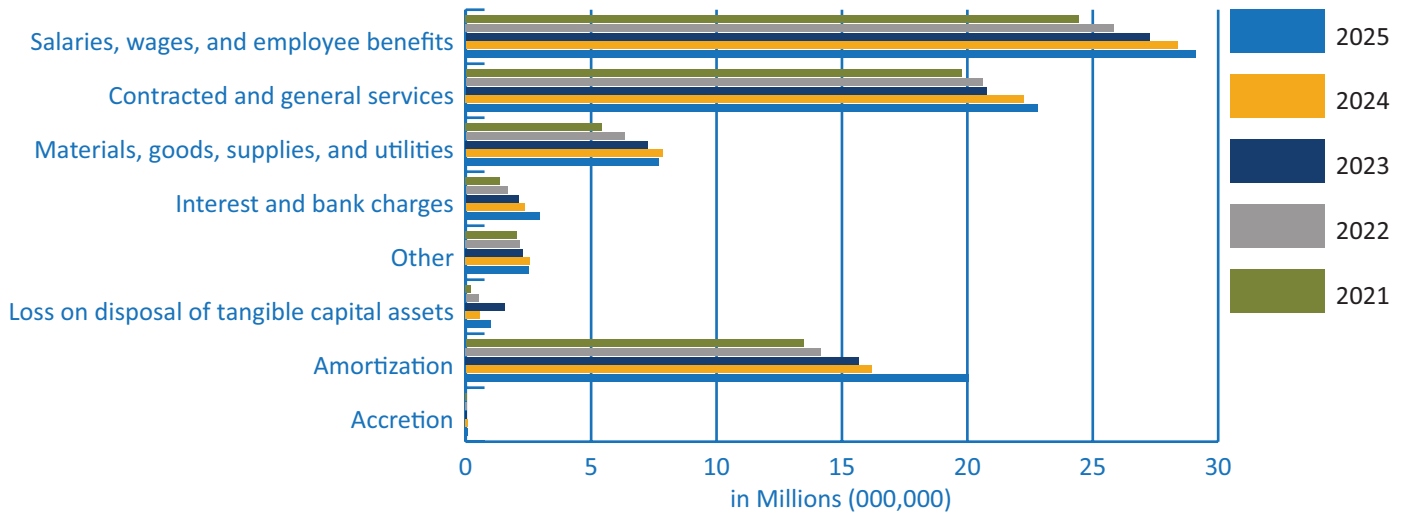
(Source: City of Fort St. John)

Lists expenses by the object type in comparison to the previous years.

	2021	2022	2023	2024	2025
Salaries, wages, and employee benefits	\$24,440,786	\$25,852,590	\$27,259,568	\$28,381,788	\$29,093,439
Contracted and general services	\$19,771,813	\$20,605,833	\$20,767,260	\$22,265,050	\$22,807,001
Materials, goods, supplies, and utilities	\$5,434,677	\$6,323,808	\$7,277,248	\$7,841,727	\$7,681,113
Interest and bank charges	\$1,362,202	\$1,665,698	\$2,096,508	\$2,337,344	\$2,932,457
Other	\$2,054,635	\$2,173,883	\$2,285,408	\$2,555,691	\$2,494,812
Loss on disposal of tangible capital assets	\$218,836	\$508,742	\$1,557,120	\$566,102	\$999,429
Amortization	\$13,464,169	\$14,170,223	\$15,675,764	\$16,175,030	\$20,069,267
Accretion	\$52,873	\$54,157	\$55,500	\$83,160	\$86,194
Total	\$66,799,991	\$71,354,934	\$76,974,376	\$80,205,892	\$86,163,712

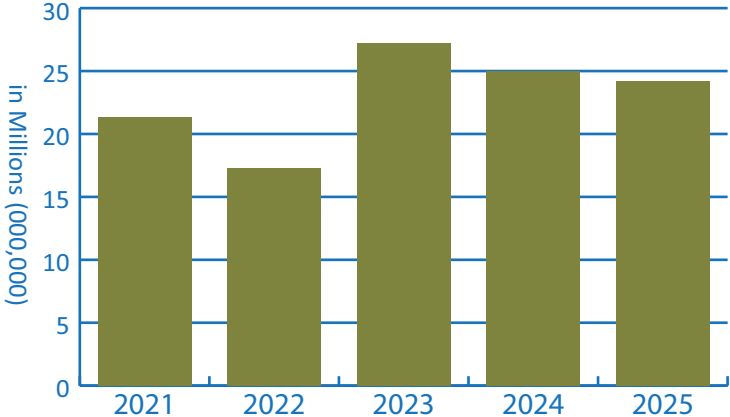
Total Expenses by Object

(Source: City of Fort St. John)



Annual Surplus

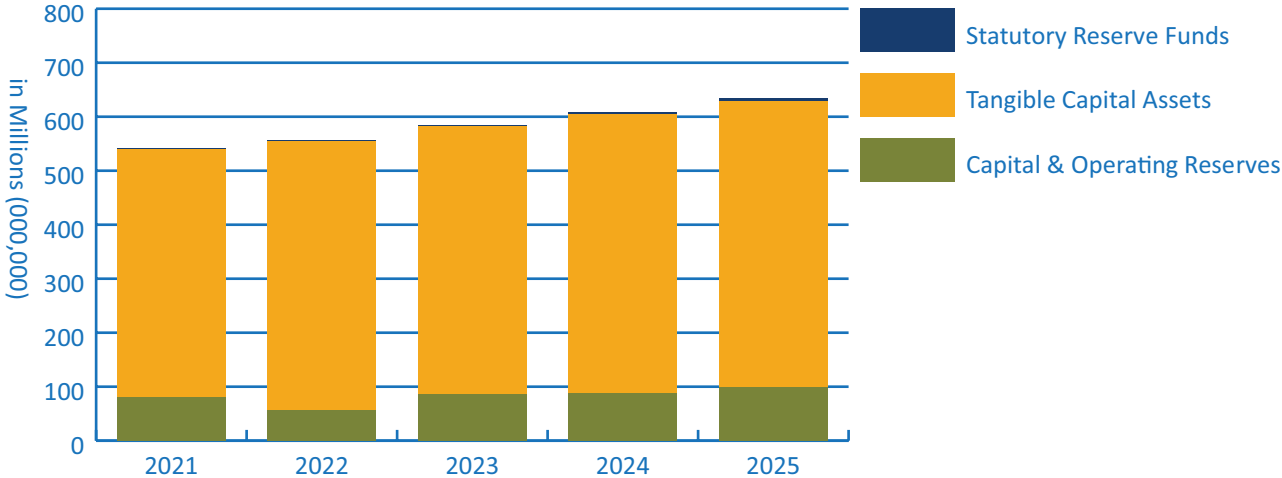
(Source: City of Fort St. John)



Annual Surplus: Represents the amount of capital (non-property tax) funds received, less the funds spent on capital projects, plus any extra funds left over from the operation of the City.

Accumulated Surplus

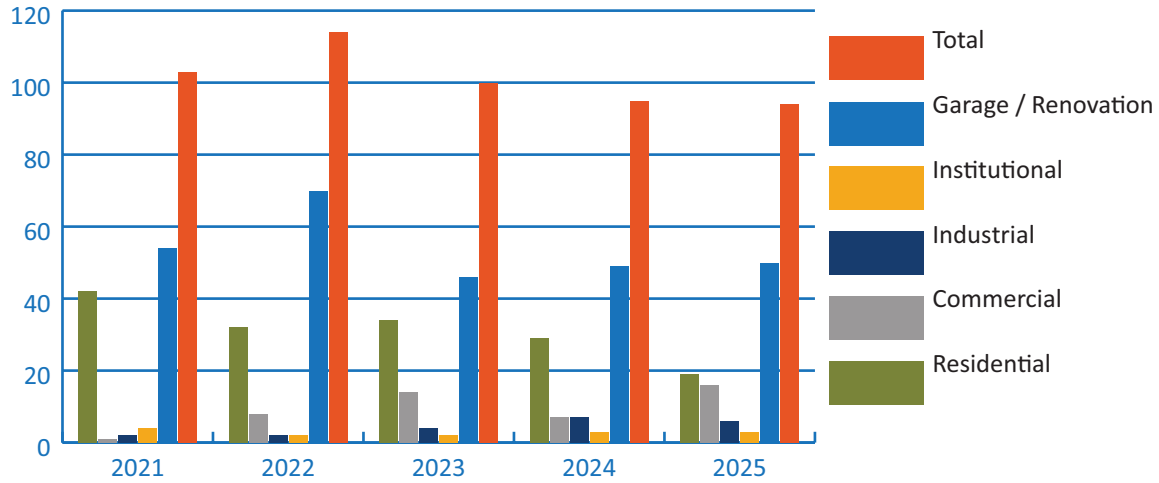
(Source: City of Fort St. John)



Accumulated Surplus: Represents the total amount of assets, both financial and non-financial (such as buildings, land, vehicle fleet equipment, land improvements), less any liabilities of the local government.

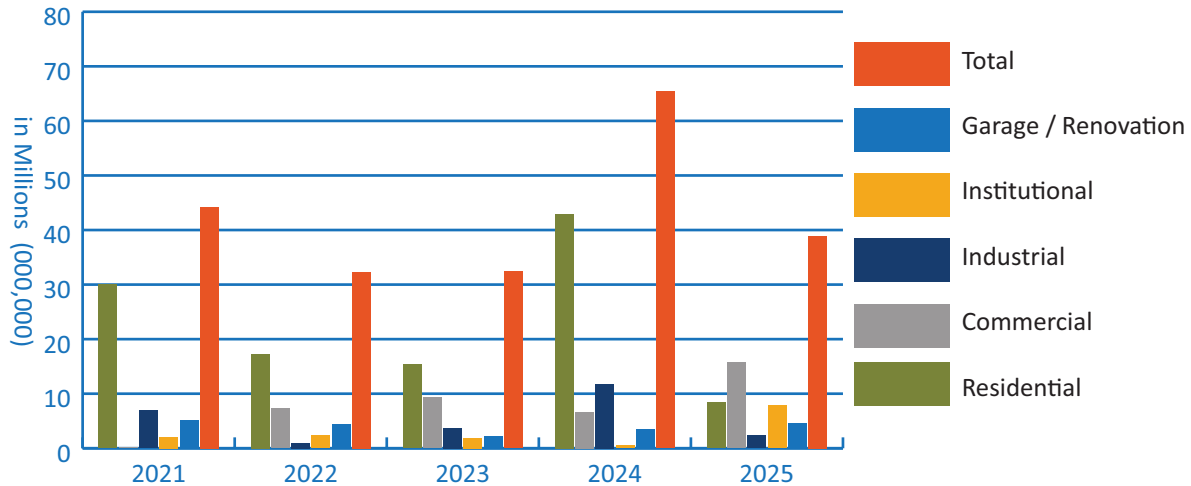
Number of Building Permits Issued

(Source: City of Fort St. John)



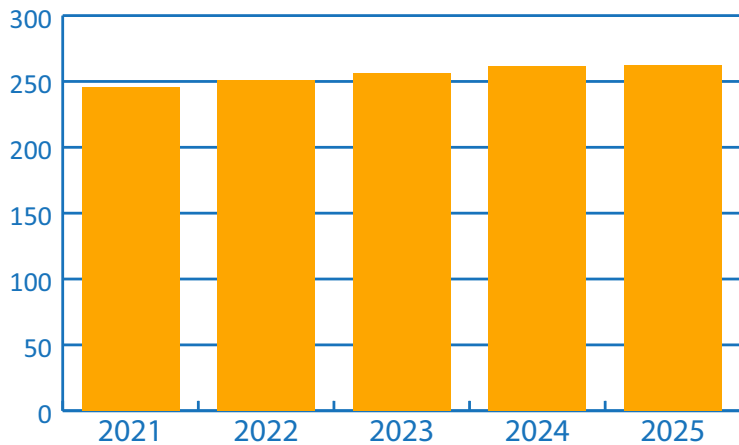
Construction Value of Building Permits Issued

(Source: City of Fort St. John)



Total City Employees

(Source: City of Fort St. John)

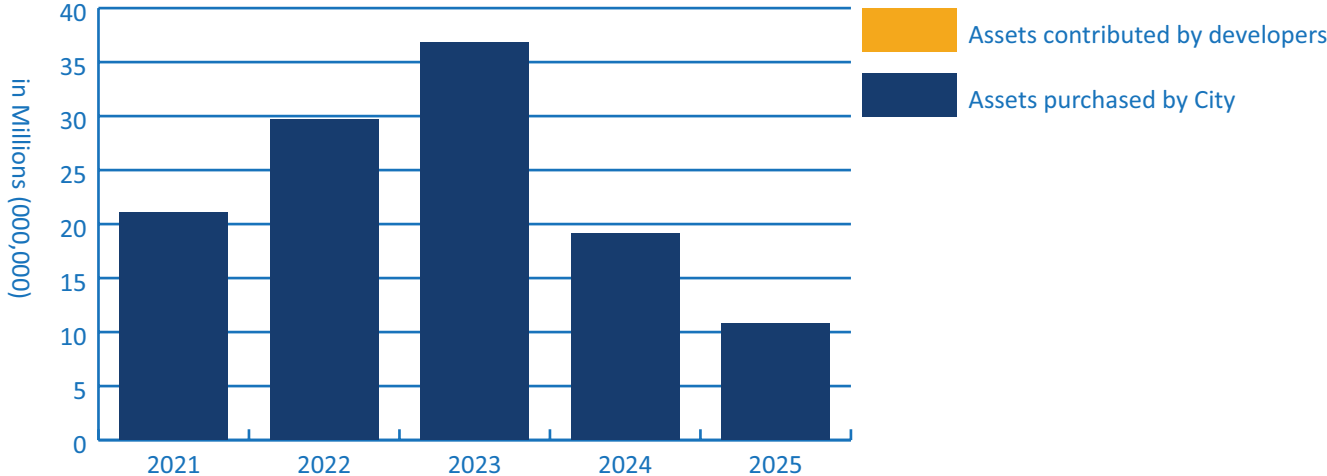


Total City Employees: Represents the number of full-time equivalent employees over the past five years.

Tangible Capital Asset Additions

(Net of Amortization)

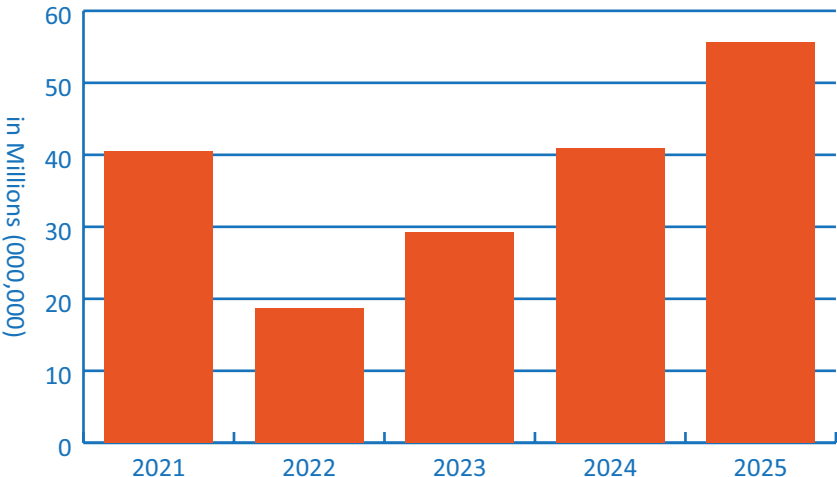
(Source: City of Fort St. John)



Tangible Capital Asset Additions: The capital additions such as land, emergency vehicles, buildings, water mains, and roads added annually. These assets are items purchased by the City, or items given to the City by developers. For example, when a housing development is created by a developer, they must create the park space and utility infrastructure to support that development. These items become City owned and maintained.

Net Financial Assets (Debt)

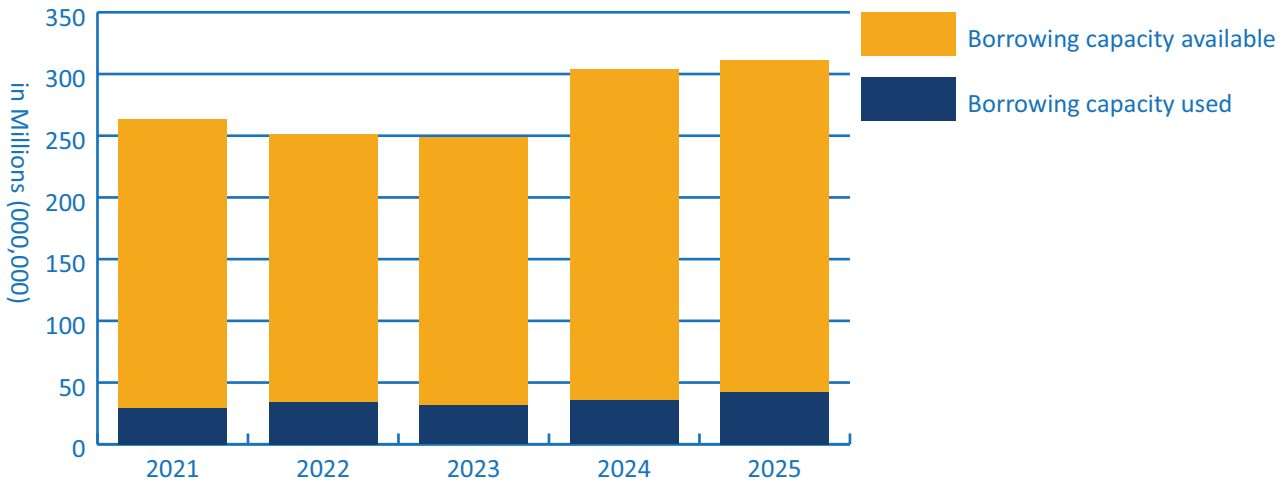
(Source: City of Fort St. John)



Net Financial Assets (Debt): The value of financial assets, such as cash, long-term investments, and accounts receivable, available to the City.

Legislated Debt Limit

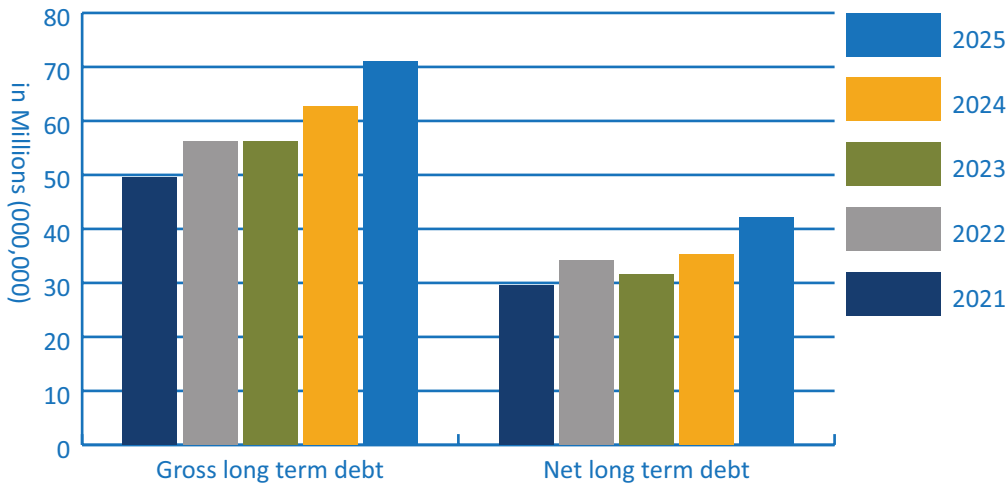
(Source: City of Fort St. John)



Legislated Debt Limit: In accordance with the *Community Charter*, the City is only legislated to borrow no more than 25% of annual revenues. This graph shows the borrowing capacity available to the City and what was actually borrowed.

Long-Term Debt Outstanding

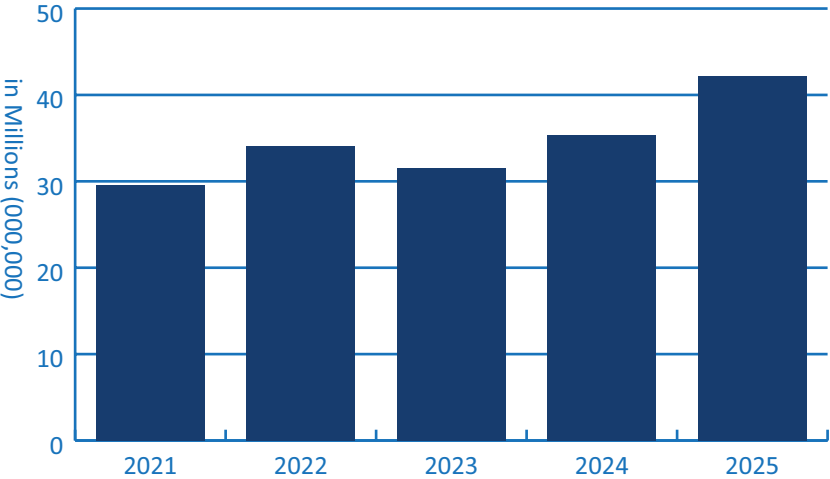
(Source: City of Fort St. John)



Long-Term Debt Outstanding: The City can borrow, long-term, to finance the purchase or construction of capital assets such as land, emergency vehicles, buildings, water mains, and roads.

Long-Term Debt (supported by property taxes)

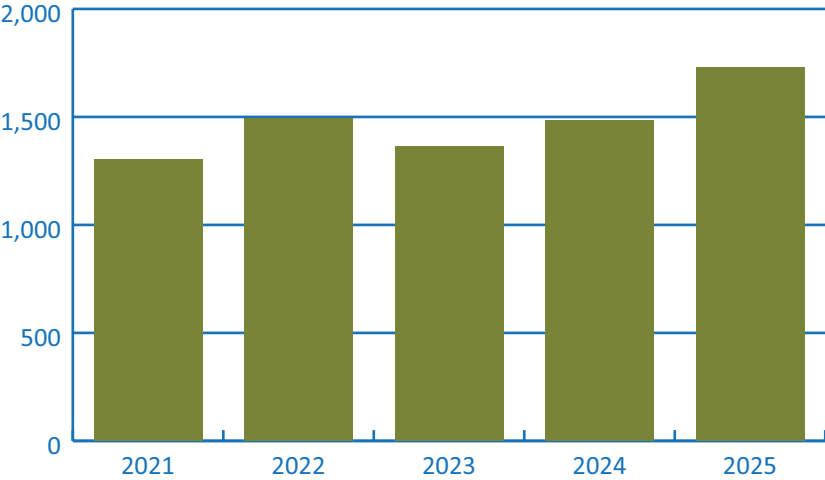
(Source: City of Fort St. John)



Long-Term Debt (supported by property taxes): A portion of the City’s outstanding long-term debt is funded through property taxes, the rest is funded through user fees and local area servicing agreements.

Per Capita Long-Term Debt

(Source: City of Fort St. John)

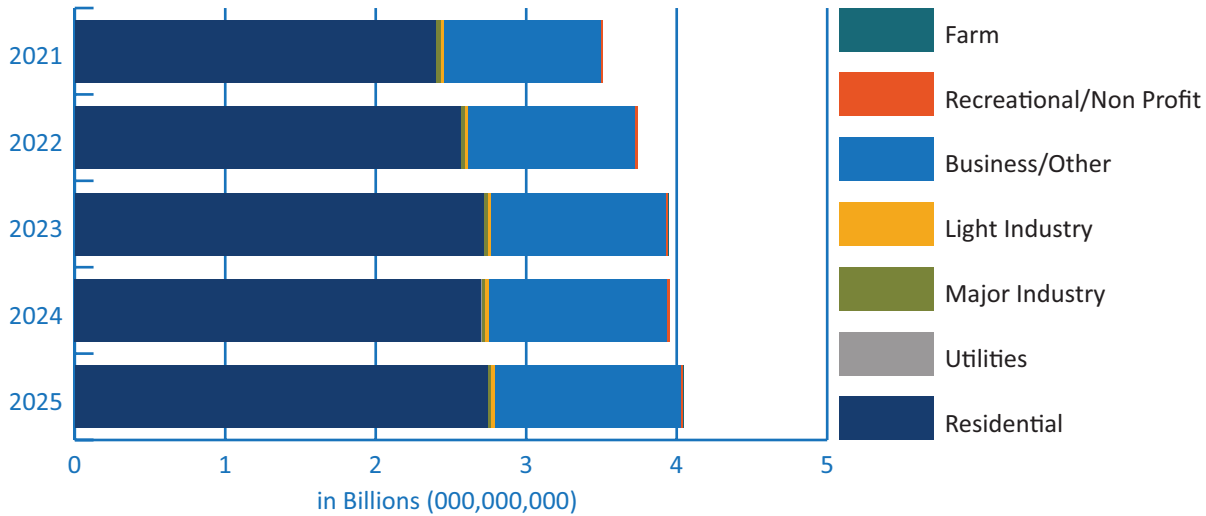


Per Capita Long-Term Debt: The amount of long-term debt shown as a value per City resident.

Property Assessments

(Net Taxable Values from Revised Roll)

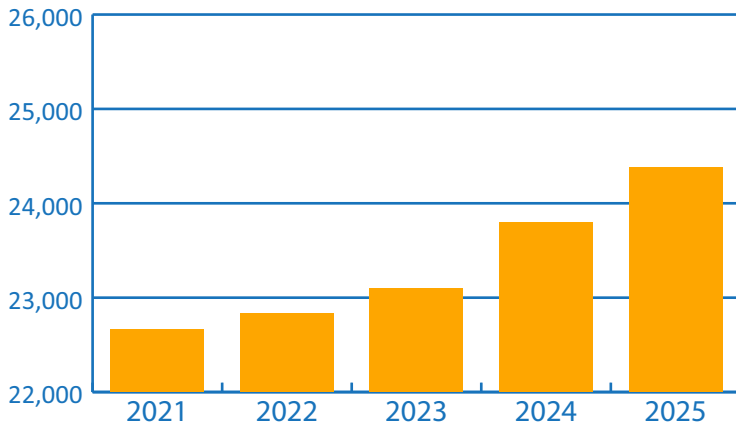
(Source: BC Assessment Authority)



Revised Roll Property Assessments: Revised property values from BC Assessment. Includes amendments made by the assessor and the property assessment review panels during February and March of each year.

Population Estimates

(Source: BC Stats)



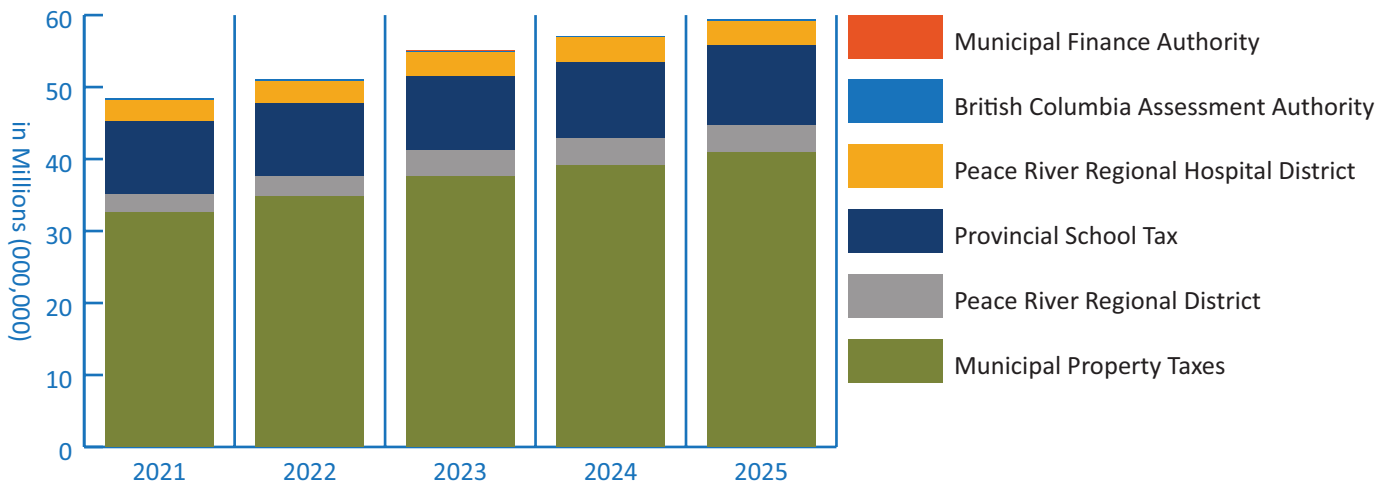
Property Taxes Collected for Various Authorities

(Source: City of Fort St. John)

	2021	2022	2023	2024	2025
Municipal property taxes	\$32,560,426	\$34,763,864	\$37,580,400	\$39,113,851	\$40,983,940
Peace River Regional District	\$2,590,564	\$2,915,416	\$3,650,567	\$3,755,746	\$3,647,199
Provincial School	\$10,105,133	\$10,014,530	\$10,301,760	\$10,612,607	\$11,123,342
Peace River Regional Hospital District	\$2,965,823	\$3,149,030	\$3,296,544	\$3,360,750	\$3,421,608
BC Assessment Authority	\$240,915	\$227,014	\$224,463	\$227,947	\$240,669
Municipal Finance Authority	\$1,052	\$1,120	\$1,174	\$1,183	\$1,212
Total Current Taxes Levied	\$48,463,913	\$51,070,974	\$55,054,908	\$57,072,084	\$59,417,970
Current tax collected (\$)	\$44,854,765	\$47,502,436	\$51,782,273	\$53,222,285	\$56,256,701
Current tax collected (%)	92.6%	93.0%	94.1%	93.3%	94.7%
Tax arrears beginning of year	\$3,688,742	\$4,532,417	\$5,079,098	\$4,250,491	\$5,179,117
Tax arrears collected (\$)	\$2,765,473	\$3,021,460	\$4,984,647	\$3,755,641	\$3,630,060
Tax arrears collected (%)	75.0%	66.7%	98.1%	88.4%	70.1%
Total Tax Collections	\$47,620,238	\$50,523,896	\$56,766,920	\$56,977,926	\$59,886,761

Property Taxes Collected by Various Authorities

(Source: City of Fort St. John)



Property Taxes Collected by Various Authorities: The City collects taxes on behalf of several authorities. It's all bundled into one payment as your yearly property tax.

2025 Major Taxpayers

(Source: City of Fort St. John)

Registered Owner	Primary Property	Taxes Levied
CT REIT Totem Mall Ltd	Retail	\$818,792.36
Louisiana-Pacific OSB Limited Partnership	Manufacturing	\$749,934.34
523364 BC Ltd Inc	Commercial Development	\$728,030.58
MT Investments Inc	Rental - Commercial	\$701,894.38
NPR GP Inc	Rental - Residential	\$544,473.31
Fort St John Old Fort Holdings	Commercial Development	\$500,054.13
Canadian Tire Real Estate Ltd	Commercial Development	\$500,054.13
Side Asset Management Ltd	Commercial Development	\$412,418.49
Surerus Construction & Development Ltd	Commercial Development	\$392,867.02
Wal-Mart Canada Corp	Retail	\$390,513.88
Ric Peterson Development Inc	Rental - Commercial	\$300,125.25
Willy 3 Holdings Ltd	Commercial Development	\$296,879.71
243045 Alberta Ltd	Hotel	\$290,887.06
Jordan Enterprises Ltd	Hotel	\$287,517.38
Macro Industries Inc	Industrial	\$269,886.58
Fort St John Co-Operative Assoc	Industrial	\$268,572.83
Crombie Property Holdings Ltd	Commercial Development	\$265,617.21
959630 Alberta Inc	Rental - Residential	\$249,278.53
Westcoast Energy Inc	Industrial	\$247,313.11
Heidelberg Materials	Industrial	\$236,935.99

2025 Permissive Property Tax Exemptions

(Source: City of Fort St. John)

Name	Municipal Tax Relief
North Peace Cultural Society (Management Agreement with City of Fort St. John)	\$112,007.56
Fort St. John Curling Club (Management Agreement with City of Fort St. John)	\$45,681.02
North Peace Light Horse Association	\$31,471.50
Total	\$189,160.08

Note: Permissive Property Tax Exemptions moved to the North Peace Community Foundation Grant-in-Aid process in 2022.





City of Fort St. John
10631 100 Street
Fort St. John, BC V1J 3Z5