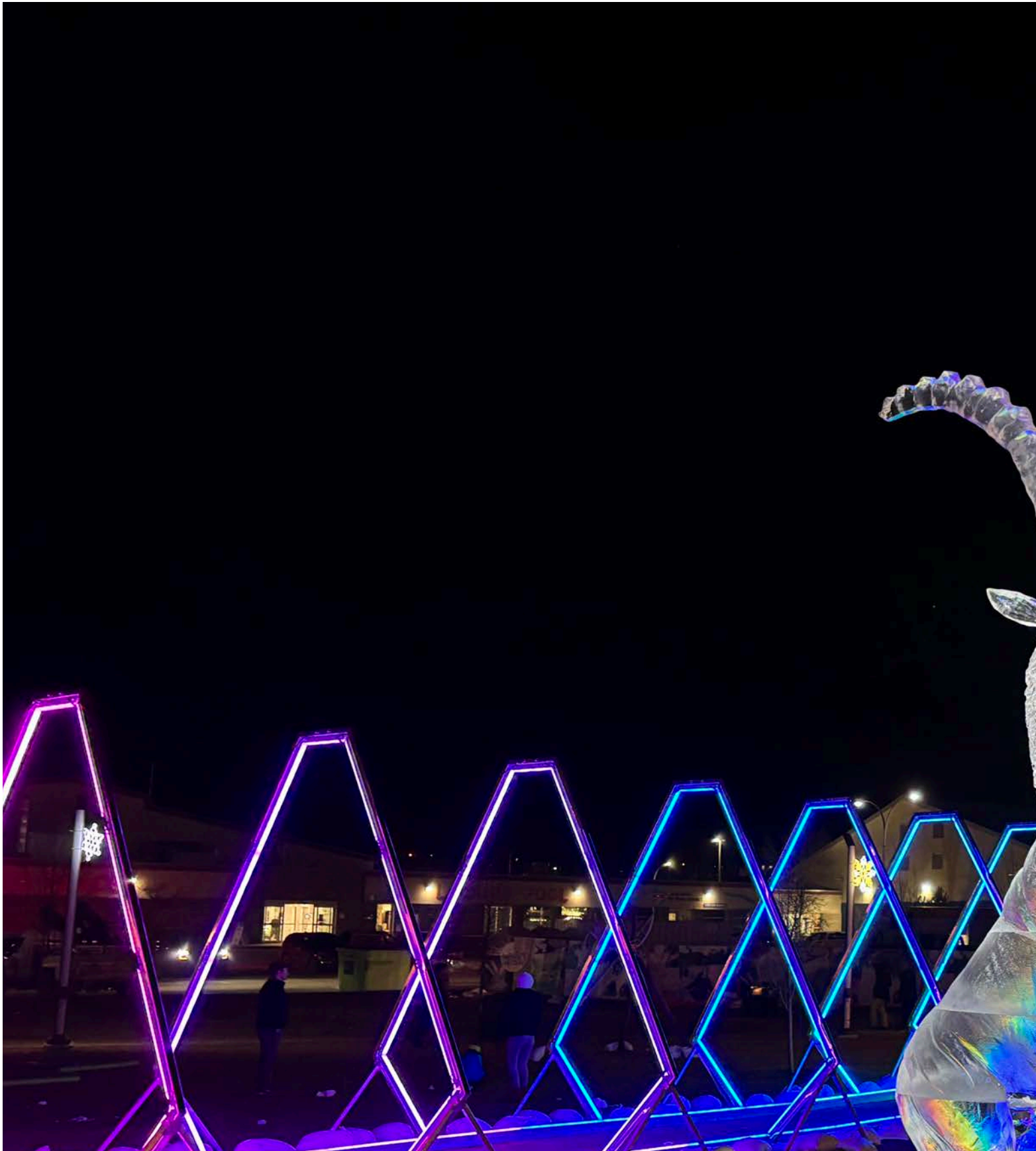




# 2024 Annual Report

Includes financial statements for the year ended December 31, 2024  
City of Fort St. John, British Columbia, Canada





## 2024 Annual Report

For the fiscal year ended December 31, 2024

City of Fort St. John, British Columbia, Canada

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



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## Message from Fort St. John Mayor

# Lilia Hansen

Reflecting on 2024, I am incredibly proud of all we have accomplished together as a community. This past year was filled with progress, meaningful collaboration, and continued dedication to making Fort St. John an exceptional place to live, work, and play.

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.

One of the most significant milestones was completing the 100 Street Corridor Project. This multi-year initiative has transformed our downtown, replacing aging underground infrastructure and creating a safer, more inviting streetscape. With widened sidewalks, improved lighting, and public gathering spaces, 100 Street is now where residents and visitors can connect and celebrate community.

Throughout the year, we also made substantial investments in enhancing recreational spaces. Kin Park saw major upgrades, including new play equipment and a very popular pump track! These efforts reinforce our commitment to active living and community well-being.

In 2024, we also launched the “Let’s Talk OCP” campaign, kicking off a city-wide conversation about Fort St. John’s future. Through surveys, open houses, and pop-up events, we heard from hundreds of residents whose feedback will shape our updated Official Community Plan. Your voices are guiding long-term decisions about growth, housing, land use, and sustainability.

Of course, this year also brought challenges. Health care access continued to be a concern, and we remained active in advocating for improved staffing and service reliability in northern communities. We recognize how critical timely and equitable care is, and we will keep pushing for solutions alongside regional partners and the Province.

Many projects and initiatives completed in 2024 were made possible through the Peace River Agreement funding. On behalf of Council, I want to extend our deepest appreciation to the Province of BC for three decades of funding through the Peace River Agreement and its predecessor, the Fair Share Agreement. These agreements acknowledge the substantial impact of industrial activities outside the city on our infrastructure and services. Over the years, we have received vital funding to invest in capital projects, infrastructure upgrades, and services for industry, businesses, and residents.

As we look ahead, the City of Fort St. John remains committed to serving you, our residents, and working tirelessly to make our community even stronger. Thank you to our residents, businesses, community groups, and regional partners for your continued support, engagement, and trust. Your involvement is what allows us to grow, adapt, and thrive together.

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.

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:

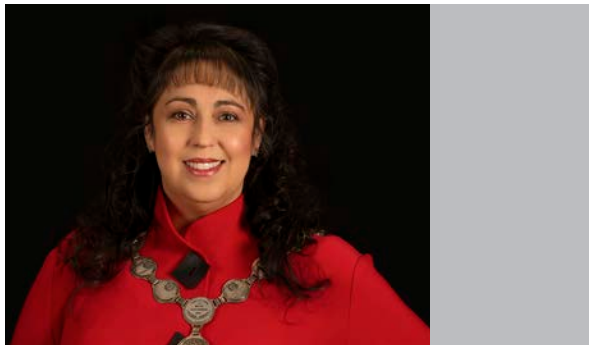
- Committee of the Whole
- Closed Committee of the Whole
- Regular Council
- Closed Council
- Public meetings
- Public hearings

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](http://fortstjohn.ca).



Watch live or recorded Council meetings online at [fortstjohn.ca](http://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 Senior Housing Society (NPSHS), 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 34 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)
- North Peace Leisure Pool Facility Replacement Steering Committee
- 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 & 2026)
- Comprehensive Development Plan Committee
- Council Response Committee on Housing and Emergency Shelter
- Mayor's Standing Committee on Community Economic Development
- North Peace Airport Society - Director (Alternate Voting Member Representative)
- North Peace Leisure Pool Civic Properties Commission (Chair)
- North Peace Leisure Pool Facility Replacement Steering Committee (Chair)
- Peace River Regional District (Alternate)
- RCMP Detachment Oversight Committee
- Rural Fire Protection Agreement and Fire Department Management Committee



## Councillor Gord Klassen

Councillor Klassen grew up in Fort St. John and is proud to call this community home. Gord served two terms as a Trustee on the School District 60 Board of Education from 2005 to 2011 and has served as a Fort St. John City Councillor since 2011.

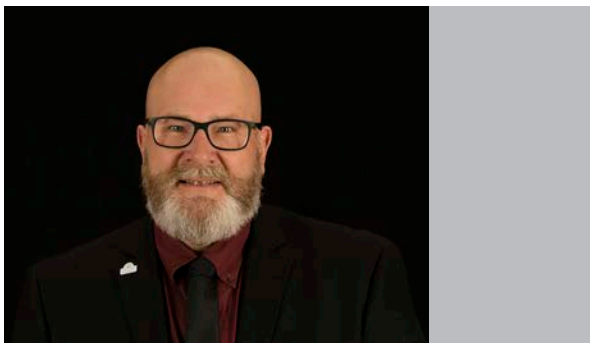
Gord has a Bachelor's Degree in Religious Education and worked for 25 years as a pastor. He also worked as a support worker with School District 60 for many years.

In addition, Gord has served his community on various boards, committees, and Parent Advisory Councils (PAC), including as the Chair of the FSJ Hospital Ethics Committee.

Gord is married to Sharon; they have three married children and eight grandchildren.

### 2022 - 2026 Appointments

- Community Awards Committee (2024)
- Council 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, and 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 - 2025)



## Councillor Jim Lequiere

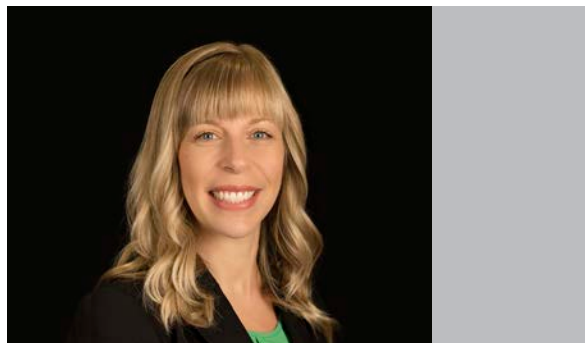
Councillor Lequiere was born and raised in Burnaby, moved to Dawson Creek to attend Northern Lights College to study Heavy-Duty Mechanics, and in 1986, Jim moved his young family to Fort St. John.

Over the years, Jim has served on many volunteer boards and is the president of the Josh Lequiere Society, which has financially helped over 165 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 46 years; together, they have two children, four grandchildren, and two dogs.

### 2022 - 2026 Appointments

- BC Hydro Peace Williston Advisory Committee
- 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 Recovery (Alternate)
- North Peace Leisure Pool Civic Properties Commission
- North Peace Leisure Pool Facility Replacement Steering Committee (Alternate)
- Parcel Tax Review Committee
- Peace River Regional District (Alternate)
- RCMP Detachment Oversight Committee
- Sport Celebration Wall Standing Committee
- Youth Advisory Council



## Councillor Sarah MacDougall

Councillor 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 and decided to put down roots and make Fort St. John her home.

Sarah holds a Bachelor's Degree in Environmental Public Health, leading to a career with Northern Health. She began as an Environmental Health Officer before moving into the role of Public Health Planner and then became the Team Lead for Environmental Health for the Northeast. In 2020, she stepped back from her full-time position to spend more time with her family and pursue volunteer interests.

Service to the community is one of Sarah's passions; she regularly volunteers at her children's schools, their athletic programs, and her church. She has held various board positions with local organizations and is a strong advocate of getting involved in one's community.

Sarah and her husband, Scott, have been married for 15 years and have four wonderful daughters and one boisterous pup.

### 2022 - 2026 Appointments

- BC Hydro GO Fund Committee
- Community Action Team
- Community Awards Committee (2025)
- Council Response Committee on Housing and Emergency Shelter
- Fort St. John Public Library Association
- Health Services Centre Community Advisory Council
- 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, 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 was an Emergency Medical Technician, Commercial pilot, and a partner in a Men's clothing store in Regina, Saskatchewan. In 1990, Tony moved to BC to start a career in finance. In 1997, Tony and his family were transferred to Fort St John with Scotiabank. After 27 years with Scotiabank, he retired as a Commercial Lending Manager in October 2018.

He has been a leader in many organizations, including Kinsmen, Fort St. John Minor Hockey, Chamber of Commerce, North Peace Senior's Housing Society, and Northern Lights College Foundation.

Tony is committed to Fort St. John where he is proud to call home. He loves taking in all sporting events but is a die-hard Toronto Maple Leaf fan with the green of the Saskatchewan Roughriders in his blood. You will find Tony enjoying the local attractions of the Peace Region.

Tony is married to his lovely wife Gwen, and they have three children.

### 2022 - 2026 Appointments

- BC Hydro Peace Williston Advisory Committee
- 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 - 2025)
- 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 22,000 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

21,465 (2021 Census)

### 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 2024 Annual Report, highlighting the vital work undertaken by our dedicated team of staff and the direction provided by Council to ensure Fort St. John remains a place where people want to live, work, and invest.

In 2024, we continued to advance Council's strategic priorities with a strong focus on infrastructure renewal, community livability, and organizational excellence. Significant capital investments, including completing the 100 Street Reconstruction Project, exemplify how we are rebuilding and modernizing the public realm to support local businesses and create more welcoming spaces for residents and visitors. This transformative project upgraded aging underground utilities and reimagined one of our city's central corridors into a safer, more accessible, and friendly destination.

We also made great strides in strengthening the City's emergency preparedness and response capabilities. In collaboration with regional partners, we responded to the challenges of another active wildfire season with improved coordination, communication, and support systems.

Internally, our organization strongly emphasizes staff development and workplace culture through initiatives promoting growth and well-being. These investments in people help ensure we are equipped to meet today's operational needs and tomorrow's emerging challenges.

Financially, we remained focused on long-term sustainability and asset stewardship. Through the continued implementation of our asset management framework, we made informed decisions about infrastructure maintenance and renewal, reducing future liabilities while enhancing the services that residents rely on every day. The Peace River Agreement and other external grants once again played a crucial role in enabling this progress without significant increases to local property taxes.

Our accomplishments in 2024 are the result of a collective effort. I want to thank Council for their clear vision and strategic leadership, and extend my gratitude to every City employee whose hard work and passion drive us forward. Public service is a privilege, and our team is proud to serve a community that values innovation, accountability, and collaboration.

As we move into 2025, we will continue to build on this foundation, creating opportunity, delivering results, and improving the quality of life for all who call Fort St. John home.

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, 2025

## Letter of Transmittal

Mayor and Councillors,

I am pleased to present the Financial Statements of the City of Fort St. John (the “City”) for the year ended December 31, 2024. 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 following 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 Sander Rose Bone Grindle LLP) conducted the audit. Auditors are tasked with assessing whether the financial statements, as prepared by management, accurately represent the City’s financial position and the results of its operations for 2024. The auditors have concluded that the City’s financial statements present fairly, in all material respects, the City’s financial position as of December 31, 2024, 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 systems of internal accounting controls have inherent weaknesses, which management mitigates by periodic reviews and revisions. Council oversaw all City financial matters for 2024, 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 community programs. Some services are cost-shared to achieve cost-effectiveness, 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 2024, we invested over \$50 million into the community through our capital program, with work continuing with the Kin Park expansion, 100 Street Corridor, multiple sidewalk restorations, Kids Arena Field House retrofit and additional trail lighting.

The 2024 Statement of Operations and Accumulated Surplus indicates an annual surplus of \$24.9 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 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 2024 Budget to the 2024 Actuals, the City experienced a net operating deficit of \$559,966 (2023 - \$761,214 deficit) due to increases in salaries, wages and benefits, insurance costs, fuel costs, and utility costs.

Annual operations remained consistent and within budget, with minor adjustments to accommodate demand and market conditions changes. Please refer to Note 22 and Schedule 1 within the external financial statements for a detailed breakdown of operations by City function.

## 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 past year's challenges. Your hard work and resilience have been instrumental in maintaining the high standards of service that the community relies on.

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

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.

Sincerely,



Shirley Collington  
Director of Finance

# Organization Chart



## COUNCIL

*The Mayor and six Councillors create the policies, procedures and bylaws that govern how our City functions.*

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**



## CHIEF ADMINISTRATIVE OFFICER

**Milo MacDonald**

*Primary liaison between staff and Council, oversees and directs all City functions*

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**



**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**
  - ↳ Aquatics Manager
  - ↳ Facilities Manager
  - ↳ Recreation Manager
- **Director of Development Services**
  - ↳ Planning Manager
  - ↳ Manager of Economic Development
- **Director of Public Safety**
  - ↳ Deputy Fire Chief (2)
  - ↳ RCMP Support Manager
  - ↳ Community Safety Manager
- **Director of Public Works & Utilities**
  - ↳ Civic Properties / Fleet Manager
  - ↳ Parks Manager
  - ↳ Roads Manager
  - ↳ Utilities Superintendent
- **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**
- **IT Manager**
- **Manager of Executive Services**
  - ↳ Executive Assistant (2)

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 and Safety Coordinator
  - ↳ Health and Safety Administrative Assistant
- **Manager of Human Resources / Labour Relations**
  - ↳ Payroll & Benefits Coordinator
  - ↳ HRIS Administrative Assistant

## 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 Post 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 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.

# Corporate Services Team



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.

## 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**

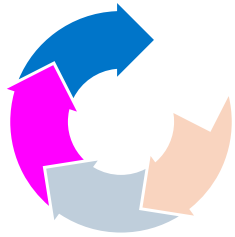
We are committed to inclusivity.

### **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.

### 2024 Reporting

- Over 4,500 participants in City-run recreation and culture programs, such as swimming lessons, courses, and fitness classes.
- Hosted an interactive public art installation, *The TUNNEL*. This 100 foot installation lit up Centennial Park for several weeks, including during the annual High on Ice Winter Fest.
- Hosted the BC Hockey U13 Tier 2 Championship.
- Launched the Conference or Event Sponsorship Grant program to bolster community pride, economic development opportunities, and cultural and educational initiatives.
- Completed upgrades to the west portion of Kin Park, including new play equipment, pump track, and washrooms.
- Issued a call for artists to create art wraps for utility boxes in the downtown area.
- Hosted the BC Long Track Speed Skating Championship and Canadian National Neo Junior / Junior Long Track Speed Skating Championship.
- Partnered with Treaty 8 Tribal Association on a documentary to explore the past, present, and future of Treaty 8 through the voices of Indigenous communities. *The Spirit of Treaty 8* will premiere in late 2025.
- Selected ten designs from the Bike Rack Design Contest, which saw over 50 submissions, to proceed to production for installation in Spring 2025.
- Launched the Let's Talk Official Community Plan engagement to provide input into how Fort St. John grows and develops over the coming two decades.
- Recognizing the growing challenges associated with people experiencing homelessness and potential impacts on the community, Council established the Council's Response Committee on Housing and Emergency Shelter to assess these impacts, engage with interested parties, and develop comprehensive solutions.
- In partnership with Bruised Orange Productions, hosted eight Music in the Park events through the summer months.



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

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.

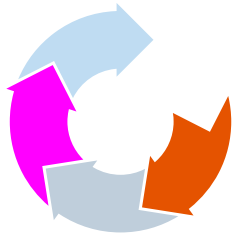
### Why it matters

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](http://www.nctr.ca).

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

- Submitted to the annual Union of BC Municipalities Convention, four advocacy resolutions regarding: enacting the Community Safety Act, supporting salvage logging of wildfire-impacted areas, establishing a year-round forest fire management program, and ensuring consultation with local governments on provincial legislation.
- Partnered with Treaty 8 Tribal Association on a documentary to explore the past, present, and future of Treaty 8 through the voices of Indigenous communities. *The Spirit of Treaty 8* will premiere in late 2025.
- Recognizing the growing challenges associated with people experiencing homelessness and potential impacts on the community, Council established the Council’s Response Committee on Housing and Emergency Shelter. This committee met with local RCMP, community social service organizations, and interested parties.
- In partnership with The Seniors Task Force and Urban Systems, supported the Senior Reconnect Micro-Events for seniors to reconnect with community members.
- Supported thousands of evacuees from the surrounding areas during the 2024 Wildfire season through Emergency Support Services.
- Funded multiple community-led projects through the Diversity & Inclusion Micro-Grant Program. The program focused on initiatives that celebrated equity, cultural diversity, and strengthened Indigenous and non-Indigenous relationships.
- Worked with local organizations and provincial agencies to provide support for those impacted by the Canfor mill closure.
- 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 Provincial Ministers at the Union of BC Municipalities Convention to bring forward community concerns and opportunities on issues spanning health care, housing, public safety, forestry, 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.

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Implement and monitor the Downtown Action Plan.

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Promote and demonstrate energy literacy.

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### 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.

### 2024 Reporting

- In partnership with the Mayor’s Standing Committee on Community Economic Development, expanded the Business Façade Improvement Program to support more local businesses looking to make improvements to the exterior of their business.
- Finished with the 100 Street Corridor Project to replace the aging underground infrastructure and improve the above ground streetscape, with wider sidewalks, boulevard trees, improved lighting, and street furnishing.
- Issued building permits worth \$65.4 million, including 158 new residential units, and 7 commercial units.
- Supported over 165 local jobs and \$10.5 million in labour income through the City’s Capital Projects program, which awarded over \$17 million to local companies to improve City infrastructure.
- Met with various local businesses, groups, and organizations to understand their strengths and opportunities.
- Worked with local organizations and provincial agencies to provide support for those impacted by the Canfor mill closure.
- In partnership with the Mayor’s Standing Committee on Community Economic Development, provided a Shop Local Campaign for healthcare industry workers.
- Launched the Conference or Event Sponsorship Grant program to bolster community pride, economic development opportunities, and cultural and educational initiatives.
- Met with Provincial Ministers to advocate for reducing permit processing delays and protecting timber supply to support our forestry industry.
- Construction on the VRS Communities 115-unit seniors housing complex on a vacant lot in the downtown core began. The land was previously owned by the City of Fort St. John.
- Developed a new Business Newsletter to share with our business community regarding upcoming business-related events and supports.



## 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.

### 2024 Reporting

- Ratified a new 3-year collective agreement with the BC General Employees' Union (BCGEU) that expires at the end of 2026.
- Continued the roll out of several initiatives in response to the findings of the internal Safety Culture Audit.
- The award-winning Learning and Development program provided over 25 learning opportunities for City staff.
- Supported the hiring process through over 100 job openings.
- Completed a Certificate of Recognition (COR) Maintenance Audit to maintain our BC Municipal Safety Association COR certification. The audits ensure progress in building a Health and Safety management system, assessing the management system's effectiveness and highlighting areas for improvement.
- Received a clean audit following a robust external audit process.
- Hosted a legal seminar on best practices in Human Resources.
- Several employees attended the Municipal Insurance Association of British Columbia (MIABC) annual Risk Management Conference to stay current on best practices related to risk management.
- Updated numerous bylaws, such as the Building Bylaw, Freedom of Information Bylaw, and Sign Bylaw.
- Awarded the 2024 BC Municipal Safety Association Organizational Safety Excellence Award, which recognizes local governments for activities that improve experience rating, and ultimately reducing injuries, illness, disease and fatalities.
- Launched an Early Access to Physiotherapy Program designed to reduce the time that injured workers wait to receive their initial functional abilities assessment and treatment following a workplace injury.



## 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.

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Embrace environmental responsibility through sustainable and effective practices.

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

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### 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.

### 2024 Reporting

- Completed over \$25 million in Capital Projects to improve City infrastructure, such as roads, underground utilities, and facilities.
- Recognized 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 2023 Annual Report.
- Completed upgrades to the west portion of Kin Park, including new play equipment, pump track, and washrooms.
- Continued with an increased road overlay program to extend the life of more roads and ensure the safe and efficient movement of traffic.
- Received over \$32 million in grants from the Provincial and Federal governments, and other agencies, including \$26.8 million in Peace River Agreement funding.
- In partnership with BC Transit, completed the 2024 Transit Future Service Plan for our community.
- Purchased a previous automotive service building to serve as a dedicated emergency services building. The North Peace Search & Rescue use a portion of the facility, with the Fort St. John Fire Department utilizing the remainder.
- Completed a Certificate of Recognition (COR) Maintenance Audit to maintain our BC Municipal Safety Association COR certification. The audits ensure progress in building a Health and Safety management system, assessing the management system's effectiveness and highlighting areas for improvement.
- Digitized thousands of property files.
- Sold two vacant lots that were deemed surplus to City needs for future development by non-profit and private businesses.
- Renovated the old RCMP Detachment for use by the Development Services team.

# Awards and Accomplishments



## Corporate

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



## Micro Hydro Project

2017

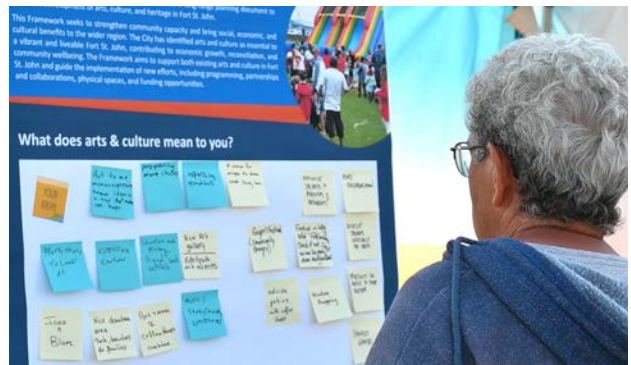
Canadian Association of Municipal Administrators - Environmental Award

2016

Association of Consulting Engineering - Award of Merit

North Central Local Government Association - Sustainability Award

Union of BC Municipalities - Community Excellence Honourable Mention



## 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

# 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, 2023. 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**

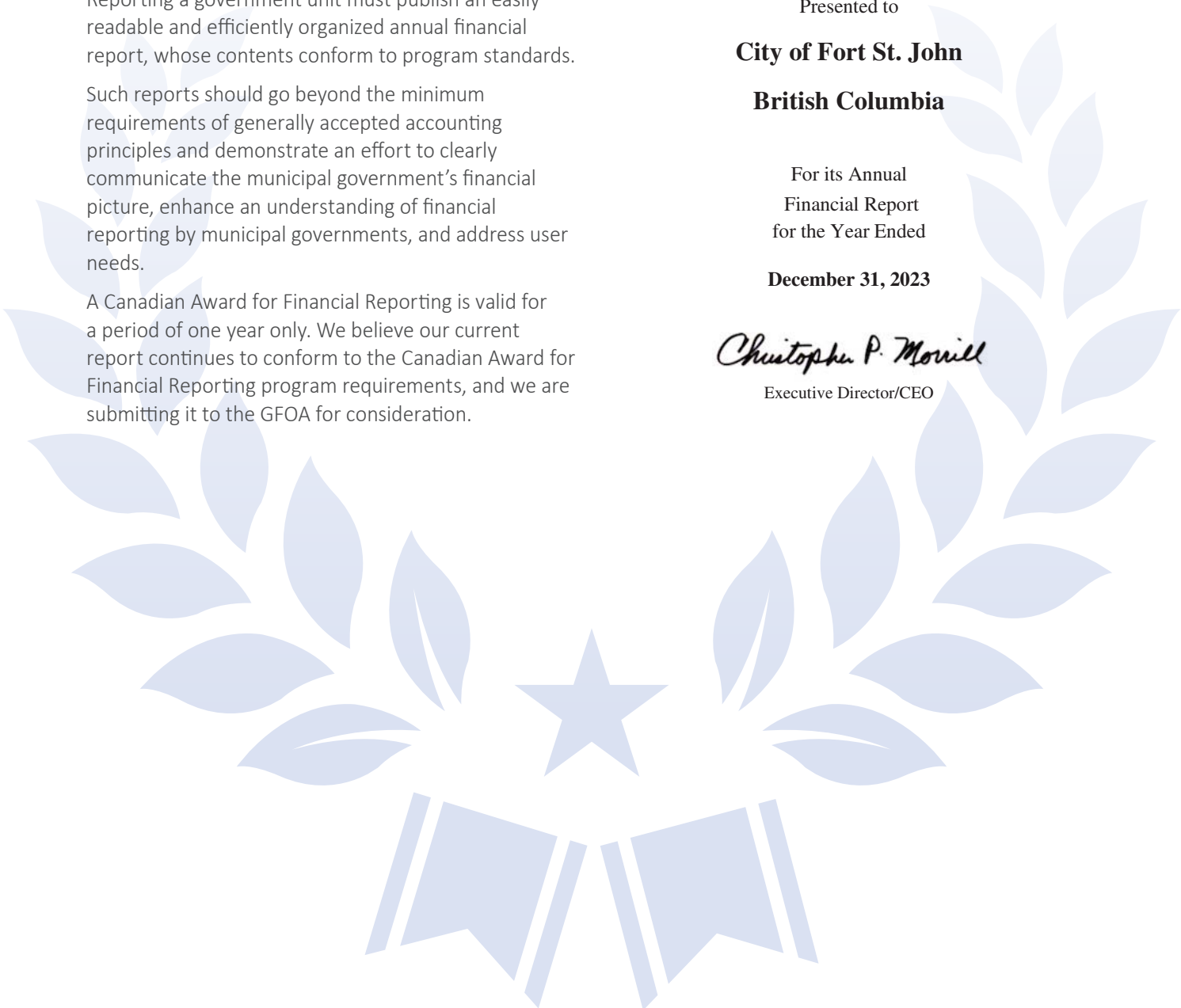
**British Columbia**

For its Annual  
Financial Report  
for the Year Ended

**December 31, 2023**

*Christopher P. Morill*

Executive Director/CEO



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PORT ST. JOHN FIRE RESCU



# 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		Budget Dimension		Debt and Capital Dimension	
Reliance on transfers	31.0% (High)	Residential tax burden	2.6% (Low)	Debt service	2.5% (Low)
Uncollected taxes	9.1% (Low)	Deficits in the last 5 years	5 (High)	Outstanding debt	1.0% (Low)
3-year change in tax base	12.7% (Mod.)	3-year budget accuracy	0.9% (Low)	Infrastructure Lifecycle	75.1% (Low)
Commercial assessment	30.0% (Low)	Liquidity	4.2 (Low)	Capital Investment	185.5% (Low)
Reliance on a single account	0.5% (Low)			Reserves	116.0% (Low)
Overall Assessment	11 (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	\$32,740,079
Total Revenue	\$105,485,437
<b>2024 Assessed Risk</b>	<b>31.0% (High)</b>

### Risk Thresholds

<b>Low</b>	Less than 15%
<b>Moderate</b>	15% - 20%
<b>High</b>	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	\$5,179,117
Total taxes billed this year	\$57,072,084
<b>2024 Assessed Risk</b>	<b>9.1% (Low)</b>

### Risk Thresholds

<b>Low</b>	Less than 10%
<b>Moderate</b>	10% - 15%
<b>High</b>	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	\$445,715,545
Tax base 2022	\$3,509,711,349
<b>2024 Assessed Risk</b>	<b>12.7% (Mod.)</b>

### Risk Thresholds

<b>Low</b>	Equal or above CPI % change
<b>Moderate</b>	Below CPI % change
<b>High</b>	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	\$1,186,202,050
Total assessment	\$3,955,426,892
<b>2024 Assessed Risk</b>	<b>30.0% (Low)</b>

### Risk Thresholds

<b>Low</b>	Greater than 25%
<b>Moderate</b>	15% - 25%
<b>High</b>	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	\$20,931,100
Total assessed value	\$3,955,426,892
<b>2024 Assessed Risk</b>	<b>0.5% (Low)</b>

### Risk Thresholds

<b>Low</b>	Less than 10%
<b>Moderate</b>	10% - 15%
<b>High</b>	Greater than 15%

# Budget Dimension

## Residential Tax Burden Ratio

Tax burden highlights the tax room used by a municipality. A higher percentage may indicate that residents do not have the income to support a tax increase.

Average residential tax bill	\$3,202
Average Household Income*	\$124,371

**2024 Assessed Risk** **2.6% (Low)**

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

### Risk Thresholds

<b>Low</b>	Less than 4%
<b>Moderate</b>	4% - 6%
<b>High</b>	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	5
<b>2024 Assessed Risk</b>	<b>5 (High)</b>

### Risk Thresholds

<b>Low</b>	None
<b>Moderate</b>	One
<b>High</b>	Two 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	-\$3,321,146
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Total expenditures for those 3 years \$228,849,292

**2024 Assessed Risk** **0.9% (Low)**

### Risk Thresholds

<b>Low</b>	Less than 4%
<b>Moderate</b>	4% - 8%
<b>High</b>	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	\$103,764,743
Short-term liabilities	\$24,835,047

**2024 Assessed Risk** **4.2 (Low)**

### Risk Thresholds

<b>Low</b>	Greater than 1.5
<b>Moderate</b>	1 - 1.5
<b>High</b>	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	\$1,795,053
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Total own source revenue	\$71,302,487
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<b>2024 Assessed Risk</b>	<b>2.5% (Low)</b>
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### Risk Thresholds

<b>Low</b>	Less than 10%
<b>Moderate</b>	10% - 15%
<b>High</b>	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	\$37,749,254
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Total tax base	\$3,955,426,894
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<b>2024 Assessed Risk</b>	<b>1.0% (Low)</b>
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### Risk Thresholds

<b>Low</b>	Less than 25%
<b>Moderate</b>	25% - 50%
<b>High</b>	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	\$565,318,393
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Total original cost of all capital assets	\$753,233,051
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<b>2024 Assessed Risk</b>	<b>75.1% (Low)</b>
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### Risk Thresholds

<b>Low</b>	Greater than 50%
<b>Moderate</b>	35% - 50%
<b>High</b>	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	\$29,997,506
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Annual depreciation on capital assets	\$16,175,030
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<b>2024 Assessed Risk</b>	<b>185.5% (Low)</b>
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### Risk Thresholds

<b>Low</b>	Greater than 150%
<b>Moderate</b>	100% - 150%
<b>High</b>	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	\$93,390,186
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Total expenditures	\$80,520,012
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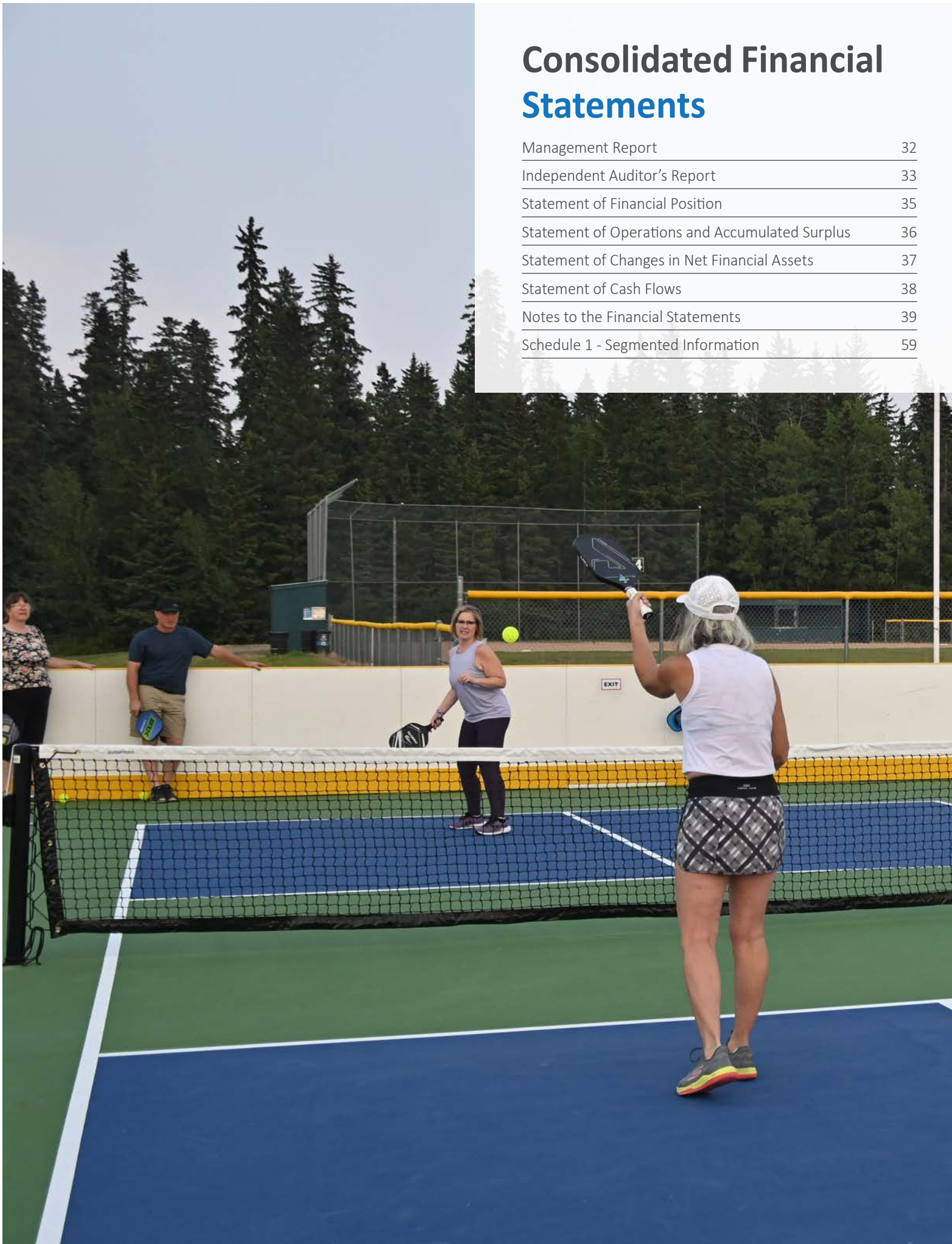
<b>2024 Assessed Risk</b>	<b>116.0% (Low)</b>
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### Risk Thresholds

<b>Low</b>	Greater than 40%
<b>Moderate</b>	30% - 40%
<b>High</b>	Less than 30%

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

## MANAGEMENT REPORT

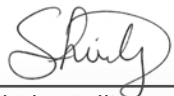
These financial statements and accompanying notes to the financial statements have been prepared by management in accordance with Section 171(2) of the *Community Charter*. The integrity and objectivity of these statements are management's responsibility. Management is also responsible for implementing 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



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Shirley Collington  
Director of Finance  
May 6, 2025



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Milo MacDonald  
Chief Administrative Officer  
May 6, 2025



#### Partners

Dale J. Rose, CPA, CA\*  
 Alan Bone, B. Comm., CPA, CA\*  
 Jason Grindle, B. Comm., CPA, CA\*  
 Jaron Neufeld, B. Comm., CPA, CA\*

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## INDEPENDENT AUDITOR'S REPORT

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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, 2024, 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, 2024 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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#### **Grande Prairie**

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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 statements 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  
May 5, 2025**

  
**Chartered Professional Accountants**

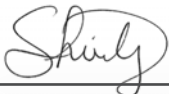
# City of Fort St. John

## Statement of Financial Position

As At December 31, 2024

	2024	2023
<b>Financial assets</b>		
Cash (Note 2)	\$ 50,196,315	\$ 37,110,834
Receivables (Note 4)	10,374,557	10,316,011
Investments (Note 5)	43,193,871	41,302,848
Municipal Finance Authority debt reserve deposits (Note 6)	2,441,328	2,253,388
Property acquired for taxes subject to redemption (Note 7)	81,563	1,641,716
	<b>106,287,634</b>	<b>92,624,797</b>
<b>Liabilities</b>		
Payables and accruals (Note 8)	15,376,227	19,115,994
Accrued interest payable	423,555	360,884
Deferred revenue (Note 10)	9,035,265	7,338,581
Municipal Finance Authority debt reserve (Note 6)	2,441,328	2,253,388
Long term debt (Note 11)	35,307,926	31,488,116
Employee future benefit obligations (Note 12)	475,900	444,000
Asset retirement obligation (Note 13)	2,362,778	2,342,332
	<b>65,422,979</b>	<b>63,343,295</b>
<b>Net Financial assets</b>	<b>40,864,655</b>	<b>29,281,502</b>
<b>Non-financial assets</b>		
Prepaid expenses	514,286	387,887
Inventories of supplies	2,082,078	2,082,078
Tangible capital assets (Note 14)	565,318,393	552,062,520
	<b>567,914,757</b>	<b>554,532,485</b>
<b>Accumulated surplus (Note 15)</b>	<b>\$608,779,412</b>	<b>\$583,813,987</b>

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, 2024

	Budget Unaudited	2024	2023
<b>Revenue</b>			
Net municipal property taxes (Note 16)	\$ 39,127,233	\$ 39,062,047	\$ 37,633,810
Grants in lieu of taxes	500,000	528,491	510,264
Services provided to other governments	1,266,157	4,542,015	2,309,395
Sale of services	14,090,500	15,071,994	14,034,659
Other revenue from own sources	5,766,390	6,397,671	6,224,282
Government transfers (Note 17)	35,172,018	32,740,079	38,832,988
Return on investment	2,160,000	4,283,602	3,613,887
Actuarial adjustments	862,000	914,380	831,471
Gain on disposal of tangible capital assets	-	1,945,158	205,697
	98,944,298	105,485,437	104,196,453
<b>Expenses</b>			
General government services	12,519,973	12,844,667	11,405,832
Protective services	19,077,467	20,246,795	19,892,188
Transportation	19,021,463	20,104,336	19,838,863
Public health and welfare	1,582,458	1,607,932	1,568,370
Environmental development	2,838,918	2,584,228	2,148,206
Recreation and cultural	13,563,545	13,420,004	12,872,957
Water utility services	5,209,289	5,812,410	5,138,267
Sewer utility services	3,677,954	3,899,640	4,109,693
	77,491,067	80,520,012	76,974,376
Annual surplus	21,453,231	24,965,425	27,222,077
Accumulated surplus, beginning of year	583,813,987	583,813,987	556,591,910
<b>Accumulated surplus, end of year</b>	<b>\$605,267,218</b>	<b>\$608,779,412</b>	<b>\$583,813,987</b>

See accompanying notes to financial statements.

# City of Fort St. John

## Statement of Changes in Net Financial Assets

For the Year Ended December 31, 2024

	Budget Unaudited	2024	2023
Annual Surplus	\$ 21,453,231	\$ 24,965,425	\$ 27,222,077
Acquisition of tangible capital assets	(44,076,000)	(29,997,506)	(34,124,597)
Amortization of tangible capital assets	14,394,000	16,175,030	15,675,764
Loss (gain) on disposal of tangible capital assets	-	(1,316,342)	1,351,423
Proceeds on disposal of tangible capital assets	-	1,882,945	418,122
	(8,228,769)	11,709,552	10,542,789
Inventories of supplies	-	(2,082,078)	(2,082,078)
Consumption of inventories of supplies	-	2,082,078	2,121,978
Prepaid expenses	-	(514,286)	(387,887)
Use of prepaid expenses	-	387,887	446,766
	-	(126,399)	98,779
<b>Change in net financial assets</b>	(8,228,769)	11,583,153	10,641,568
Net financial assets, beginning of year	-	29,281,502	18,639,934
<b>Net financial assets, end of year</b>	\$ (8,228,769)	\$ 40,864,655	\$ 29,281,502

See accompanying notes to financial statements.

# City of Fort St. John

## Statement of Cash Flows

For the Year Ended December 31, 2024

	2024	2023
<b>Operating Activities</b>		
Annual surplus	\$ 24,965,425	\$ 27,222,077
Items not involving cash:		
Amortization of tangible capital assets	16,175,030	15,675,764
Actuarial adjustment on long term debt	(914,380)	(831,471)
Accretion expense	83,160	55,500
Loss (gain) on disposal of tangible capital assets	(1,379,056)	1,351,423
Changes in non-cash operating assets and liabilities:		
Receivables - decrease (increase)	(58,546)	1,163,616
Inventories of supplies - decrease	-	39,900
Prepaid expenses - decrease (increase)	(126,399)	58,879
Tax sale properties - (increase) decrease	1,560,153	(1,628,394)
Payables and accruals - (decrease) increase	(3,739,767)	(2,629,302)
Accrued interest payable - increase	62,671	38,897
Deferred revenue - increase	1,696,684	655,397
Employee benefits and other liabilities - increase	31,900	26,100
	<b>38,356,875</b>	<b>41,198,386</b>
<b>Capital Activities</b>		
Proceeds on disposal of tangible capital assets	1,882,945	418,122
Purchase of tangible capital assets	(29,997,506)	(34,123,424)
	<b>(28,114,561)</b>	<b>(33,705,302)</b>
<b>Financing Activities</b>		
Long term debt borrowing proceeds	6,529,244	-
Long term debt principal repayment	(1,795,053)	(1,777,564)
	<b>4,734,191</b>	<b>(1,777,564)</b>
<b>Investing Activities</b>		
Decrease (increase) in investments	(1,891,024)	8,914,138
Increase (decrease) in cash	13,085,481	14,629,658
Cash, beginning of year	37,110,834	22,481,176
<b>Cash, end of year</b>	<b>\$ 50,196,315</b>	<b>\$ 37,110,834</b>

See accompanying notes to financial statements.

# City of Fort St. John

## Notes to the Financial Statements

For the Year Ended December 31, 2024

### 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, 2024

### 1. Significant Accounting Policies continued

#### e. 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.

#### f. 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.

#### g. 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.

#### h. 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.

#### i. 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.

#### j. 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.

# City of Fort St. John

## Notes to the Financial Statements

For the Year Ended December 31, 2024

### 1. Significant Accounting Policies continued

#### k. 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.

#### l. 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	80
Buildings	20-50
Machinery and equipment	5-20
Infrastructure	30-80
Water	15-80
Sewer	10-90

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.

# City of Fort St. John

## Notes to the Financial Statements

For the Year Ended December 31, 2024

### 1. Significant Accounting Policies continued

#### m. 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.

#### n. 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.

#### o. Budget presentation

The budget approved in March 2024 is presented in the financial statements, any subsequent amendments have not been included.

#### p. Appropriated surplus

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

#### q. 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 22 of the financial statements and identified segmented information in Schedule 1.

#### r. 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, 2024

### 2. Cash

	2024	2023
Cash and bank	\$ 8,730,612	\$ 3,047,272
TD Bank Savings	34,534,427	27,856,280
Credit Union Savings	6,931,276	6,207,282
	<b>\$ 50,196,315</b>	<b>\$ 37,110,834</b>

### 3. Restricted cash

Cash and investments includes \$6,873,088 (2023 - \$5,477,466) set aside for development cost charges, \$3,568,424 (2023 - \$1,609,158) set aside for statutory reserves in the reserve fund and \$86,445,963 (2023 - \$85,049,033) for appropriated surplus in the general fund.

### 4. Receivables

	2024	2023
<b>Trade and other receivables</b>		
Federal Government	\$ 1,256,321	\$ 1,030,314
Other Government agencies	1,681,004	2,676,183
General	1,445,046	1,704,150
Property taxes receivable	5,179,117	4,250,491
Utilities receivables	960,530	799,503
<b>Receivables, gross</b>	<b>10,522,018</b>	<b>10,460,641</b>
Allowance for doubtful accounts	(147,461)	(144,630)
<b>Receivables, net of allowances</b>	<b>\$ 10,374,557</b>	<b>\$ 10,316,011</b>

### 5. Investments

Investments consist of guaranteed investment certificates and have costs that approximate market values. They have stated interest rates of 3.93%, 3.94%, and 5.75% and matures on Oct 7, 2025, Mar 5, 2025, and Feb 6, 2025 respectively.

# City of Fort St. John

## Notes to the Financial Statements

For the Year Ended December 31, 2024

### 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	2024	2023
General Fund Operations	\$ 571,726	\$ 1,047,561	\$ 1,619,287	\$ 1,416,283
Water Fund Operations	46,455	87,117	133,572	132,008
Sewer Fund Operations	241,600	446,869	688,469	705,097
	\$ 859,781	\$ 1,581,547	\$ 2,441,328	\$ 2,253,388

### 7. Tax sale properties

	Opening balance	Additions	Transfers and redemptions	2024	2023
Property acquired for taxes subject to redemption	\$ 1,641,716	\$ 100,411	\$ 1,660,564	\$ 81,563	\$ 1,641,716

### 8. Payables and accruals

	2024	2023
<b>Trade accounts and accruals</b>		
Federal government	\$ 2,068,595	\$ 4,997,809
Other government agencies	996,902	549,103
General	5,165,396	5,656,027
Payroll and benefits	2,497,984	2,820,891
Deposits	4,647,350	5,092,164
	\$ 15,376,227	\$ 19,115,994

### 9. Line of credit

TD Canada Trust has extended a demand operating facility of up to \$10,000,000 (2023 - 10,000,000) which was not used at December 31, 2024. 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, 2024

### 10. Deferred revenue

	December 31, 2023	Externally restricted inflows	Revenue earned	December 31, 2024
Pomeroy Sports Centre - School District #60 lease	\$ 762,007	\$ -	\$ (46,654)	\$ 715,353
Development Cost Charges (DCC)	5,477,466	1,395,622	-	6,873,088
Other	1,099,108	1,416,817	(1,069,101)	1,446,824
	\$ 7,338,581	\$ 2,812,439	\$ (1,115,755)	\$ 9,035,265

# City of Fort St. John

## Notes to the Financial Statements

For the Year Ended December 31, 2024

### 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 2024	Net debt 2023
General Fund Operations	\$ 42,463,306	\$ 15,388,248	\$ 27,075,058	\$ 22,124,016
Water Fund Operations	2,899,965	2,125,402	774,563	949,950
Sewer Fund Operations	17,400,132	9,941,827	7,458,305	8,414,150
	\$ 62,763,403	\$ 27,455,477	\$ 35,307,926	\$ 31,488,116

Current borrowing includes:

MFA	Issue date	Term (yrs)	Maturity	Interest rate	Refinancing date *
Issue 81	Apr 22, 2004	20	Apr 22, 2024	2.85%	Apr 22, 2014
Issue 85	Oct 25, 2004	20	Dec 02, 2024	2.25%	Dec 02, 2014
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	1.28%	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	3.00%	Oct 14, 2024
Issue 133	Oct 02, 2015	20	Oct 02, 2035	2.75%	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

\* 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, 2024

### 11. Long term debt continued

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

2025	\$ 2,903,026
2026	3,004,254
2027	3,062,490
2028	2,598,939
2029	2,134,197
2030 and thereafter	21,605,020
<b>Total</b>	<b>\$ 35,307,926</b>

Total Interest expense recorded for the year ended December 31, 2024 was \$2,058,106 (2023 - \$1,922,137).

### 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.

	2024	2023
<b>Accrued benefit obligation</b>		
Balance, beginning of year	\$ 444,000	\$ 417,900
Non-pension expense	47,700	44,000
Expected benefit payments	(15,800)	(17,900)
	<b>\$ 475,900</b>	<b>\$ 444,000</b>

The accrued benefit obligations and the net periodic benefit cost were estimated by actuarial valuation as of December 31, 2024.

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

	2024	2023
Discount rates	4.3%	4.1%
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, 2024

### 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, 2023, the plan has about 256,000 active members and approximately 129,000 retired members. Active members include approximately 45,000 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, 2021 indicated a \$3,761 million funding surplus for basic pension benefits on a going concern basis.

The City of Fort St. John paid \$2,140,981 (2023 - \$2,061,608) for employer contributions while employees contributed \$1,885,767 (2023 - \$1,816,349) to the plan in fiscal 2024. The next valuation will be as at December 31, 2024, with results available in 2025.

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, 2024

### 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	2024	2023
Balance, beginning of year	\$ 192,124	\$ 2,064,834	\$ 85,374	\$ 2,342,332	2,285,658
Additions	-	-	-	-	1,174
Disposals	-	(62,714)	-	(62,714)	-
Accretion	7,009	73,037	3,114	83,160	55,500
<b>Balance, end of year</b>	<b>\$ 199,133</b>	<b>\$ 2,075,157</b>	<b>\$ 88,488</b>	<b>\$ 2,362,778</b>	<b>\$ 2,342,332</b>

# City of Fort St. John

## Notes to the Financial Statements

For the Year Ended December 31, 2024

### 14. Tangible capital assets

Cost	Land	Land Improvements	Buildings	Machinery & Equipment	General Infrastructure	Water Infrastructure	Sewer Infrastructure	Work in Progress	2024	2023
Balance, beginning of year	\$ 20,427,954	\$ 34,691,708	\$ 169,375,107	\$ 37,931,111	\$ 334,062,609	\$ 77,175,873	\$ 70,340,468	\$ 9,228,221	\$ 753,233,051	\$ 723,391,516
Additions	831,514	3,819,265	2,785,238	2,858,957	13,244,529	1,460,677	973,084	4,261,143	30,234,407	34,338,032
Disposals	-	(306,098)	(264,076)	(65,874)	(708,658)	-	(234,563)	-	(1,579,269)	(4,283,063)
Reallocation of work in progress	-	2,004,213	2,352,438	-	250,662	128,220	-	(4,972,433)	(236,900)	(213,434)
<b>Balance, end of year</b>	<b>21,259,468</b>	<b>40,209,088</b>	<b>174,248,707</b>	<b>40,724,194</b>	<b>346,849,142</b>	<b>78,764,770</b>	<b>71,078,989</b>	<b>8,516,931</b>	<b>781,651,289</b>	<b>753,233,051</b>
<b>Accumulated amortization</b>										
Balance, beginning of year	-	3,819,902	39,808,978	18,429,237	86,530,772	29,373,516	23,208,126	-	201,170,531	188,008,284
Amortization of tangible capital assets	-	579,740	3,753,588	2,677,641	6,794,678	1,294,713	1,074,670	-	16,175,030	15,675,764
Disposals	-	(53,566)	(264,076)	(63,242)	(397,218)	-	(234,563)	-	(1,012,665)	(2,513,517)
<b>Balance, end of year</b>	<b>-</b>	<b>4,346,076</b>	<b>43,298,490</b>	<b>21,043,636</b>	<b>92,928,232</b>	<b>30,668,229</b>	<b>24,048,233</b>	<b>-</b>	<b>216,332,896</b>	<b>201,170,531</b>
<b>Net book value, end of year</b>	<b>\$ 21,259,468</b>	<b>\$ 35,863,012</b>	<b>\$ 130,950,217</b>	<b>\$ 19,680,558</b>	<b>\$ 253,920,910</b>	<b>\$ 48,096,541</b>	<b>\$ 47,030,756</b>	<b>\$ 8,516,931</b>	<b>\$ 565,318,393</b>	<b>\$ 552,062,520</b>

Included in the above additions are developers contributed tangible capital assets from subdivision development consisting of general infrastructure of \$0.00 (2023 - \$0.00), water infrastructure of \$0.00 (2023 - \$0.00) and sewer infrastructure of \$0.00 (2023 - \$0.00).

# City of Fort St. John

## Notes to the Financial Statements

For the Year Ended December 31, 2024

### 15. Accumulated surplus

	2024	2023
<b>General Fund Accumulated Surplus</b>		
<b>Appropriated Surplus</b>		
General Fund Surplus	\$ 63,629,346	\$ 64,648,339
Water Fund Surplus	13,575,722	12,970,303
Sewer Fund Surplus	9,240,895	7,430,391
	<b>86,445,963</b>	<b>85,049,033</b>
<b>Unappropriated Surplus</b>		
General	117,337	683,438
Water	500,000	500,000
Sewer	500,000	500,000
	<b>1,117,337</b>	<b>1,683,438</b>
	<b>87,563,300</b>	<b>86,732,471</b>
<b>Capital Fund Accumulated Surplus</b>		
<b>Reserves</b>		
<b>Investment in Tangible Capital Assets</b>		
Equity in CA - General	408,281,447	389,026,315
Equity in CA - Water	53,177,006	51,679,170
Equity in CA - Sewer	56,189,235	54,766,873
	<b>517,647,688</b>	<b>495,472,358</b>
<b>Reserve Fund Accumulated Surplus</b>		
<b>Statutory Reserves</b>		
Sale of City owned land	3,016,707	1,084,905
Parking Reserve	81,222	77,179
Parks Reserve	470,495	447,074
	<b>3,568,424</b>	<b>1,609,158</b>
<b>Accumulated surplus</b>	<b>\$ 608,779,412</b>	<b>\$ 583,813,987</b>

# City of Fort St. John

## Notes to the Financial Statements

For the Year Ended December 31, 2024

### 16. Net municipal property taxes

	2024	2023
Net municipal property taxes	\$ 39,113,851	\$ 37,580,400
<b>Add: Requisitions collected on behalf of other taxing authorities</b>		
Regional District	3,755,746	3,650,567
Provincial School	10,612,607	10,301,760
Regional Hospital District	3,360,750	3,296,544
British Columbia Assessment Authority	227,947	224,463
Municipal Finance Authority	1,183	1,174
	<b>57,072,084</b>	55,054,908
Requisitions remitted to other taxing authorities	<b>(18,010,037)</b>	(17,421,098)
<b>Net municipal property taxes</b>	<b>\$ 39,062,047</b>	<b>\$ 37,633,810</b>

# City of Fort St. John

## Notes to the Financial Statements

For the Year Ended December 31, 2024

### 17. Government transfers

	2024	2023
<b>Unconditional</b>		
Small Community Grant	\$ 129,400	\$ 116,000
Traffic fines	313,000	284,000
Federal Canada Day	11,112	12,750
Local Government Climate Action Program	152,443	156,082
Northern Development Initiatives	38,311	75,000
	<b>644,266</b>	<b>643,832</b>
<b>Conditional</b>		
Peace River Regional District		
Regional Fire Protection	637,383	625,096
Other	92,540	14,389
Community Works Fund	1,040,796	985,954
Host Local Government Revenue (Gaming)	809,318	920,289
Peace River Agreement	26,834,151	26,189,827
Infrastructure grants	772,466	2,157,280
Community Measures Agreement	1,339,560	1,294,260
Strengthening Communities	127,442	218,061
*Growing Communities Fund	-	5,724,000
Emergency Support Grants	40,000	-
**Local Government Housing Initiatives Capacity	249,657	-
Canadian Heritage - Spirit of Treaty 8	152,500	60,000
	<b>32,095,813</b>	<b>38,189,156</b>
<b>Total government transfers</b>	<b>32,740,079</b>	<b>38,832,988</b>
Operational	31,967,613	36,675,708
Capital	772,466	2,157,280
	<b>\$ 32,740,079</b>	<b>\$ 38,832,988</b>

\*The City received a one-time grant from the Provincial Government in support of community growth. The funds were placed in the "Growing Communities" reserve and interest of \$316,526 was earned to Dec 31st. Use of these funds have been identified for 2025.

\*\*The City received funding to support activities or projects local governments must undertake to meet the new legislation requirements. Expenses used at the end of Dec 31st totaled \$93,306.69. (Zoning Bylaw Amendment SSMHU \$30,279.23, Housing Needs Report \$24,700.70 and Official Community Plan \$38,326.76)

# City of Fort St. John

## Notes to the Financial Statements

For the Year Ended December 31, 2024

### 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.

	2024	2023
<b>Financial assets</b>		
Cash	\$ 391,786	\$ 365,612
<b>Equity</b>		
Balance, beginning of year	365,612	337,822
Care fund contributions	6,788	4,910
Interest earnings	19,386	22,880
	\$ 391,786	\$ 365,612

### 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, 2024

### 20. North Peace Leisure Pool

	2024	2023
Revenues	\$ (775,747)	\$ (751,298)
Transfers from Peace River Regional District	(3,712,093)	(3,699,687)
	(4,487,840)	(4,450,985)
Pool - Expenses	4,487,840	4,450,985
	\$ -	\$ -

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, 2024

### 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.

### 22. 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:

# City of Fort St. John

## Notes to the Financial Statements

For the Year Ended December 31, 2024

### 22. Segmented information continued

#### 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.

#### 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.

# City of Fort St. John

## Notes to the Financial Statements

For the Year Ended December 31, 2024

### 22. Segmented information continued

#### 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, 2024

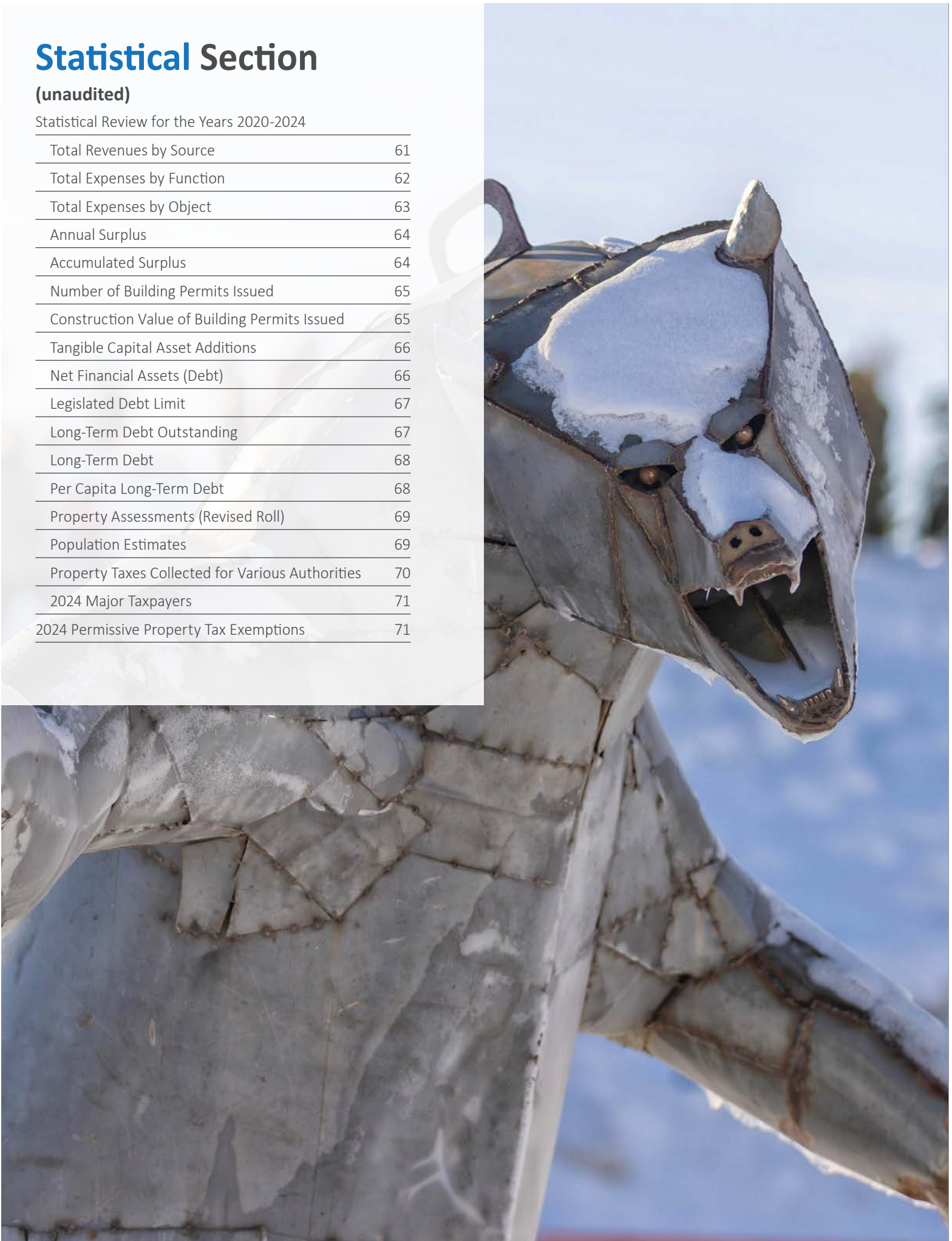
	General Government	Protective Services	Transportation	Public Health and Welfare	Environmental Development	Recreation and Cultural	Utilities - Water	Utilities - Sewer	2024 Actual	2024 Budget Unaudited	2023 Actual
Net municipal property taxes	\$ 37,199,480	\$ -	\$ 1,383,991	\$ -	\$ -	\$ -	\$ -	\$ 478,576	\$ 39,062,047	\$ 39,127,233	\$ 37,633,810
Grants in lieu of taxes	528,491	-	-	-	-	-	-	-	528,491	500,000	510,264
Services provided to other governments	745,654	3,523,760	43,347	-	52,066	70,401	60,938	45,849	4,542,015	1,266,157	2,309,395
Sale of services	-	-	-	1,227,570	-	-	8,202,606	5,641,818	15,071,994	14,090,500	14,034,659
Other revenue from own sources	1,524,424	1,242,766	1,972,147	297,059	66,304	1,282,302	-	12,669	6,397,671	5,766,390	6,224,282
Government transfers	30,006,398	990,383	-	-	440,412	1,158,411	-	144,475	32,740,079	35,172,018	38,832,988
Return on investment	4,283,602	-	-	-	-	-	-	-	4,283,602	2,160,000	3,613,887
Actuarial adjustments	512,415	-	-	-	-	-	78,001	323,964	914,380	862,000	831,471
Gain on disposal of tangible capital assets	-	-	1,945,158	-	-	-	-	-	1,945,158	-	205,697
<b>Total Revenues</b>	<b>74,800,464</b>	<b>5,756,909</b>	<b>5,344,643</b>	<b>1,524,629</b>	<b>558,782</b>	<b>2,511,114</b>	<b>8,341,545</b>	<b>6,647,351</b>	<b>105,485,437</b>	<b>98,944,298</b>	<b>104,196,453</b>
Salaries, wages and employee benefits	5,526,113	9,003,030	3,843,544	187,751	1,484,003	5,617,202	1,753,313	966,832	28,381,788	28,964,162	27,259,568
Contracted and general services	3,061,222	8,734,516	5,481,683	1,347,864	908,562	1,629,213	1,136,150	279,960	22,579,170	21,816,050	20,767,260
Materials, goods, supplies and utilities	1,057,002	488,085	2,155,198	14,648	45,881	2,294,997	1,294,723	491,193	7,841,727	8,068,600	7,277,248
Interest and bank charges	1,526,138	1,418	17,796	-	4,454	40,507	110,679	636,352	2,337,344	1,647,565	2,096,508
Other	1,040,093	167,480	14,972	-	121,264	1,139,227	36,617	36,038	2,555,691	2,600,690	2,285,408
Loss on disposal of tangible capital assets	-	-	566,102	-	-	-	-	-	566,102	-	1,557,120
Amortization	624,495	1,851,807	8,020,144	57,669	20,064	2,648,734	1,463,890	1,488,227	16,175,030	14,394,000	15,675,764
Accretion	9,604	459	4,897	-	-	50,124	17,038	1,038	83,160	-	55,500
<b>Total Expenses</b>	<b>12,844,667</b>	<b>20,246,795</b>	<b>20,104,336</b>	<b>1,607,932</b>	<b>2,584,228</b>	<b>13,420,004</b>	<b>5,812,410</b>	<b>3,899,640</b>	<b>80,520,012</b>	<b>77,491,067</b>	<b>76,974,376</b>
<b>Annual surplus</b>	<b>\$ 61,955,797</b>	<b>\$(14,489,886)</b>	<b>\$ (14,759,693)</b>	<b>\$(83,303)</b>	<b>\$(2,025,446)</b>	<b>\$(10,908,890)</b>	<b>\$ 2,529,135</b>	<b>\$ 2,747,711</b>	<b>\$ 24,965,425</b>	<b>\$ 21,453,231</b>	<b>\$ 27,222,077</b>

# Statistical Section

(unaudited)

Statistical Review for the Years 2020-2024

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## Total Revenues by Source

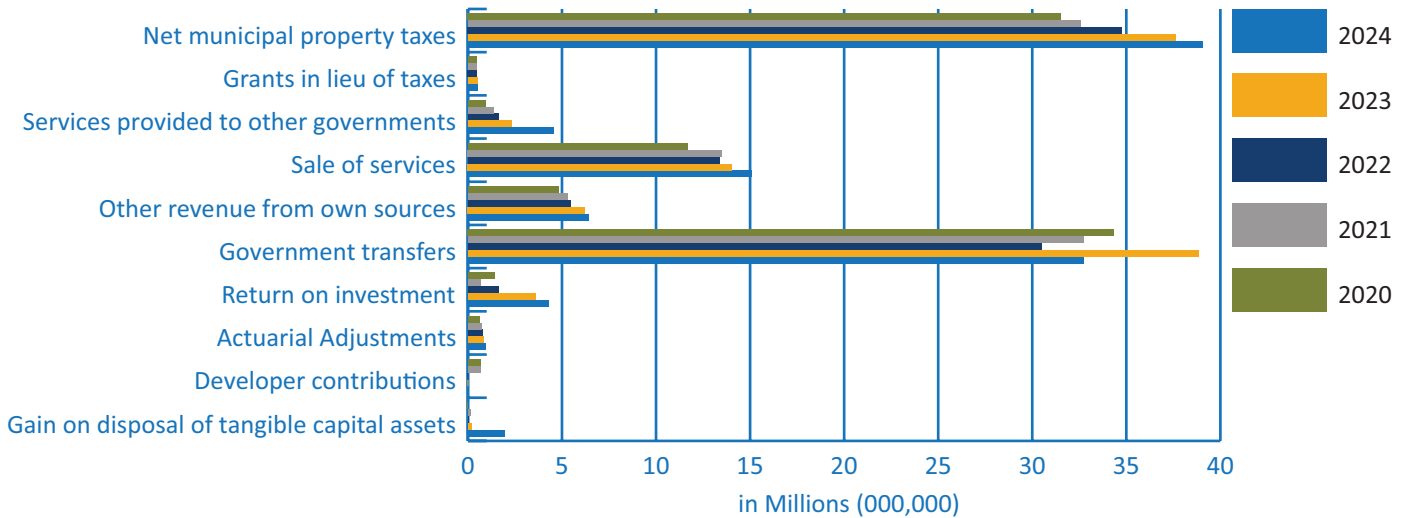
(Source: City of Fort St. John)

Lists revenue received by the source in comparison to the previous 5 years.

	2020	2021	2022	2023	2024
Net municipal property taxes	\$31,524,930	\$32,550,021	\$34,771,612	\$37,633,810	\$39,062,047
Grants in lieu of taxes	\$471,888	\$478,112	\$485,272	\$510,264	\$528,491
Services provided to other governments	\$923,387	\$1,363,999	\$1,641,440	\$2,309,395	\$4,542,015
Sale of services	\$11,669,204	\$13,504,541	\$13,384,684	\$14,034,659	\$15,071,994
Other revenue from own sources	\$4,811,962	\$5,310,730	\$5,444,080	\$6,224,282	\$6,397,671
Government transfers	\$34,341,802	\$32,735,566	\$30,471,001	\$38,832,988	\$32,740,079
Return on investment	\$1,410,620	\$666,888	\$1,612,977	\$3,613,887	\$4,283,602
Actuarial adjustments	\$631,027	\$711,687	\$796,364	\$831,471	\$914,380
Developer contributions	\$671,500	\$652,036	\$0	\$0	\$0
Gain on disposal of tangible capital assets	\$4,040	\$145,052	\$36,980	\$205,697	\$1,945,158
<b>Total</b>	<b>\$86,460,360</b>	<b>\$88,118,632</b>	<b>\$88,644,410</b>	<b>\$104,196,453</b>	<b>\$105,485,437</b>

## Total Revenues by Source

(Source: City of Fort St. John)



## Total Expenses by Function

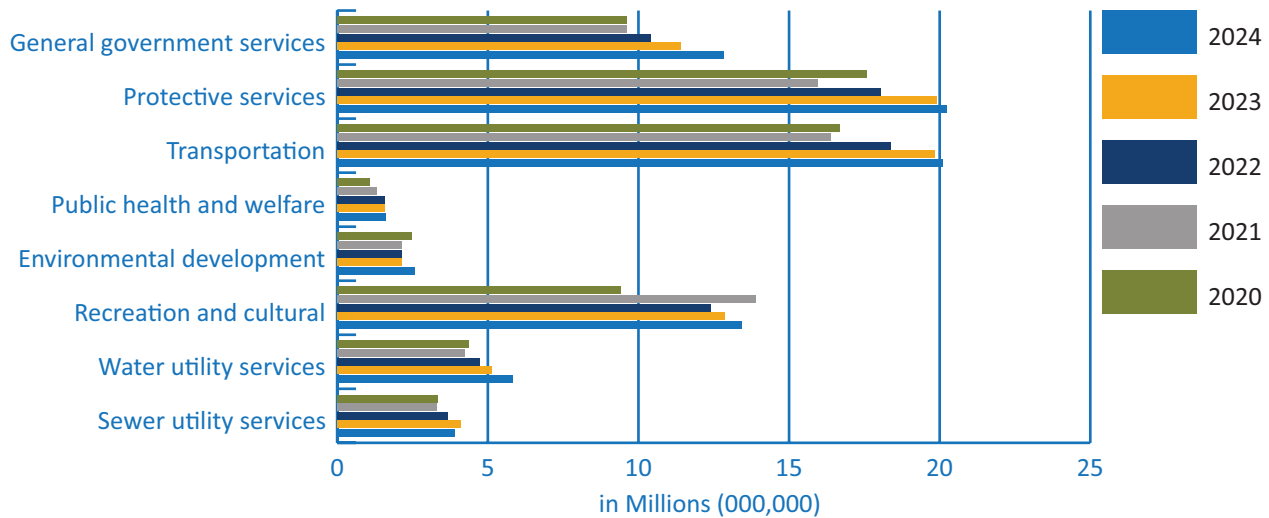
(Source: City of Fort St. John)

Lists expenses by the departmental function in comparison to the previous 5 years.

	2020	2021	2022	2023	2024
General government services	\$9,623,828	\$9,597,516	\$10,410,190	\$11,405,832	\$12,844,667
Protective services	\$17,587,585	\$15,957,636	\$18,041,752	\$19,892,188	\$20,246,795
Transportation	\$16,669,776	\$16,366,809	\$18,384,680	\$19,838,863	\$20,104,336
Public health and welfare	\$1,068,227	\$1,315,426	\$1,585,637	\$1,568,370	\$1,607,932
Environmental development	\$2,464,172	\$2,136,598	\$2,124,792	\$2,148,206	\$2,584,228
Recreation and cultural	\$9,426,891	\$13,883,565	\$12,404,180	\$12,872,957	\$13,420,004
Water utility services	\$4,355,039	\$4,246,702	\$4,732,386	\$5,138,267	\$5,812,410
Sewer utility services	\$3,352,599	\$3,295,739	\$3,671,317	\$4,109,693	\$3,899,640
<b>Total</b>	<b>\$64,548,117</b>	<b>\$66,799,991</b>	<b>\$71,354,934</b>	<b>\$76,974,376</b>	<b>\$80,520,012</b>

## Total Expenses by Function

(Source: City of Fort St. John)



## Total Expenses by Object

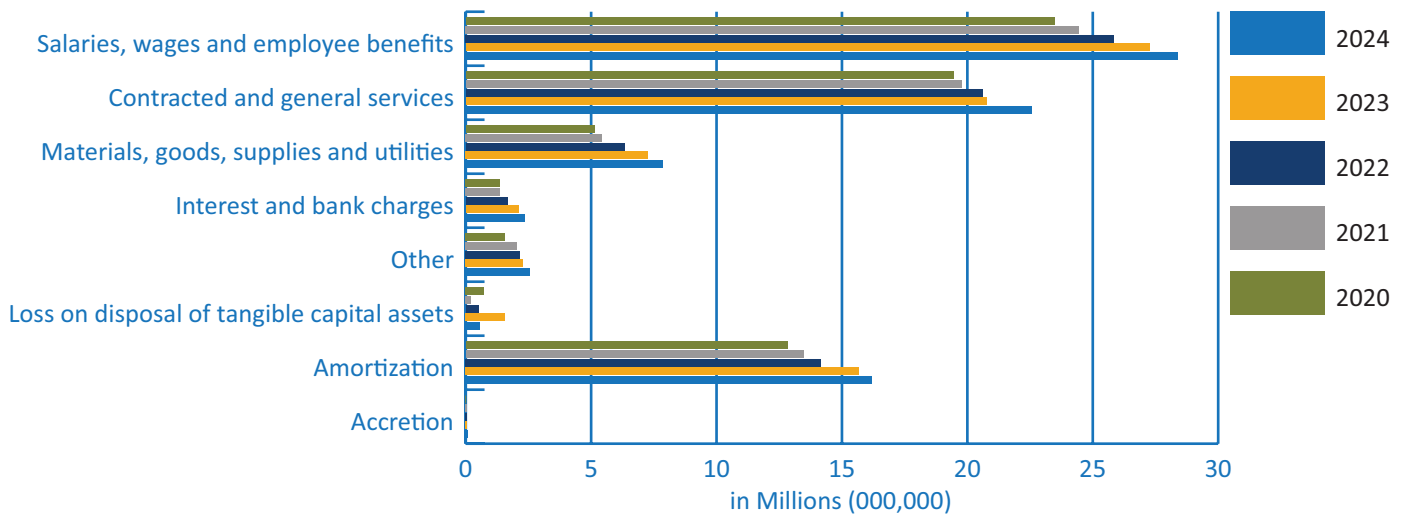
(Source: City of Fort St. John)

Lists expenses by the object type in comparison to the previous 5 years.

	2020	2021	2022	2023	2024
Salaries, wages, and employee benefits	\$23,469,922	\$24,440,786	\$25,852,590	\$27,259,568	\$28,381,788
Contracted and general services	\$19,449,143	\$19,771,813	\$20,605,833	\$20,767,260	\$22,579,170
Materials, goods, supplies, and utilities	\$5,137,282	\$5,434,677	\$6,323,808	\$7,277,248	\$7,841,727
Interest and bank charges	\$1,370,356	\$1,362,202	\$1,665,698	\$2,096,508	\$2,337,344
Other	\$1,567,078	\$2,054,635	\$2,173,883	\$2,285,408	\$2,555,691
Loss on disposal of tangible capital assets	\$728,703	\$218,836	\$508,742	\$1,557,120	\$566,102
Amortization	\$12,825,633	\$13,464,169	\$14,170,223	\$15,675,764	\$16,175,030
Accretion	\$0	\$52,873	\$54,157	\$55,500	\$83,160
<b>Total</b>	<b>\$64,548,117</b>	<b>\$66,799,991</b>	<b>\$71,354,934</b>	<b>\$76,974,376</b>	<b>\$80,520,012</b>

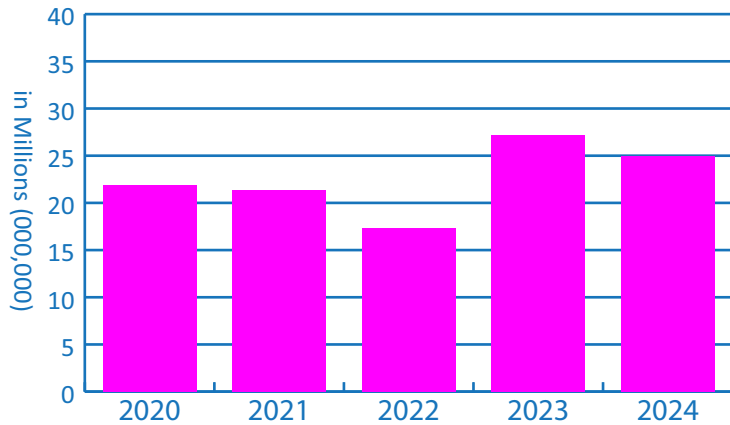
## Total Expenses by Object

(Source: City of Fort St. John)



## Annual Surplus

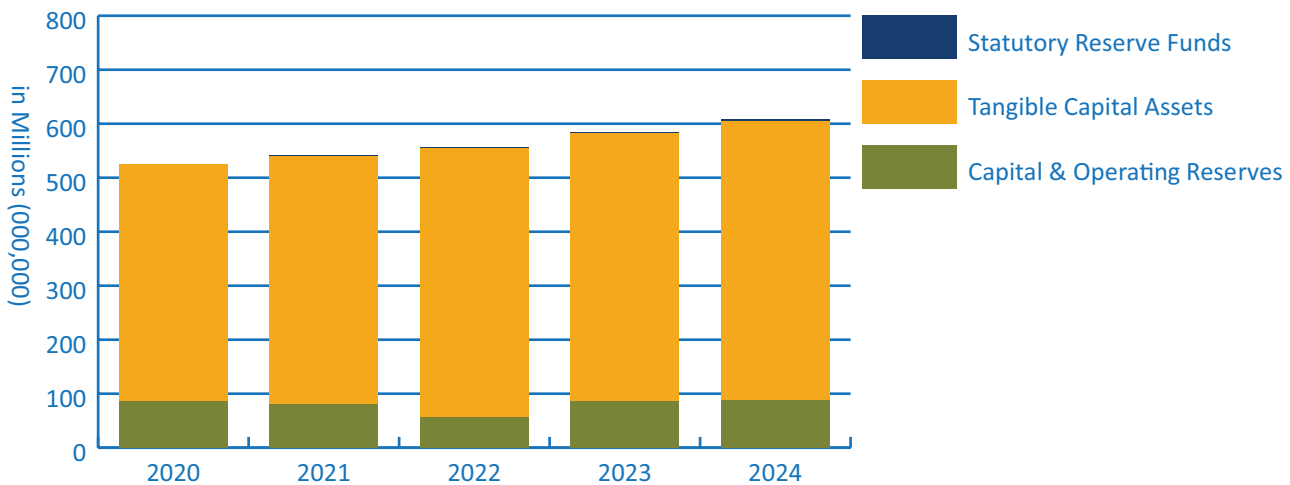
(Source: City of Fort St. John)



**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

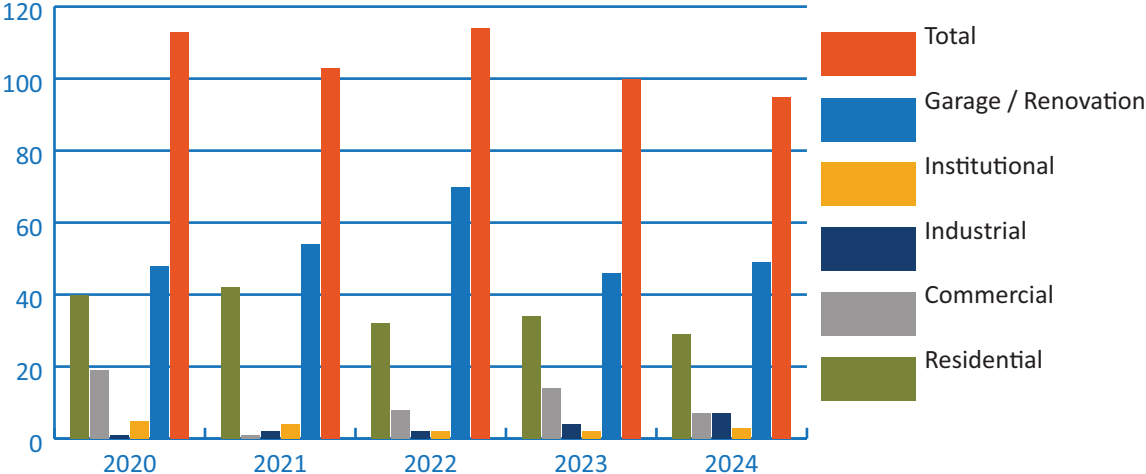
(Source: City of Fort St. John)



**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.

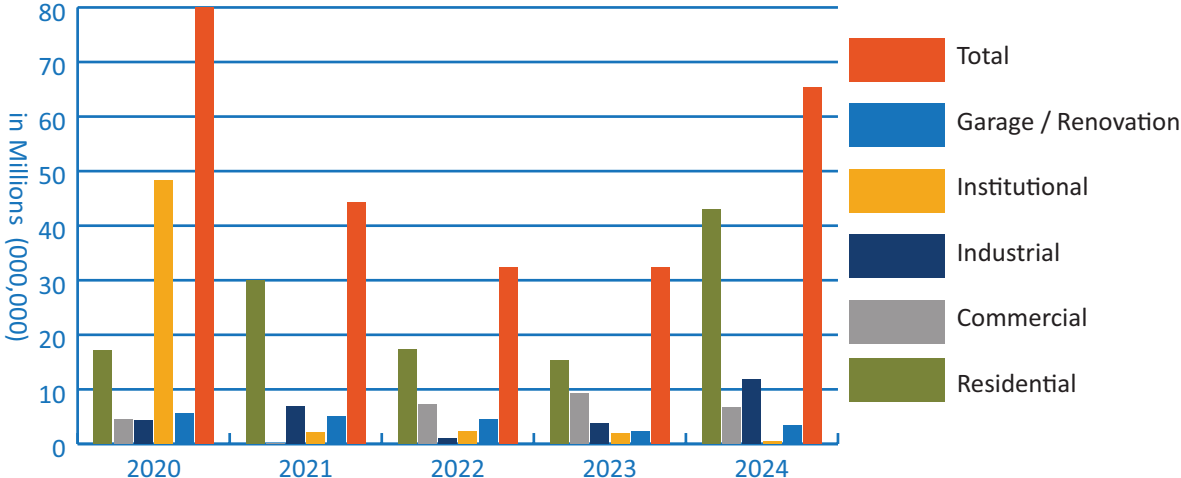
## Number of Building Permits Issued

(Source: City of Fort St. John)



## Construction Value of Building Permits Issued

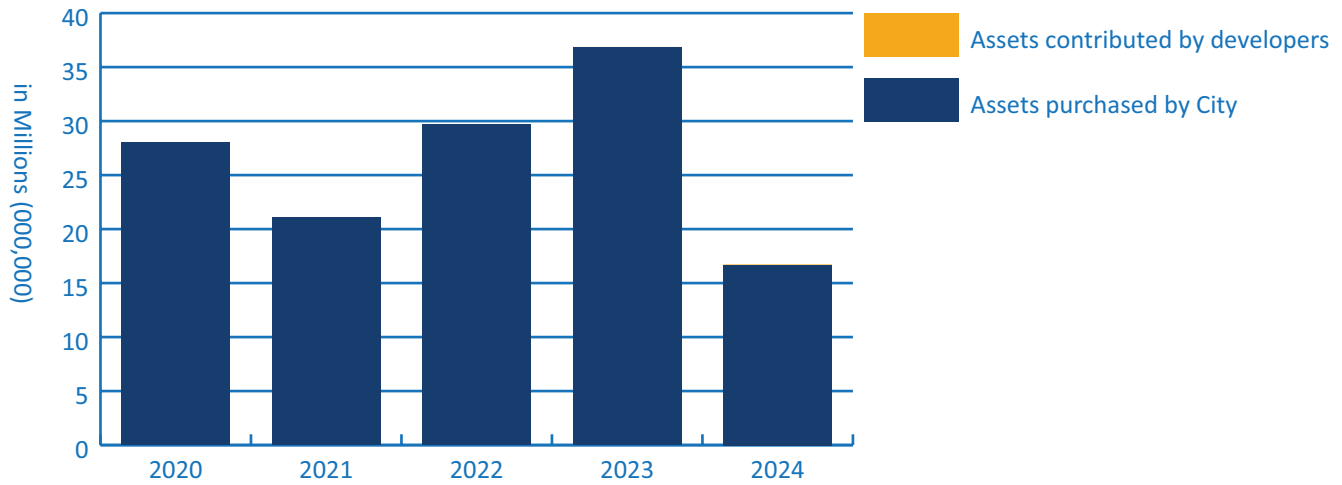
(Source: City of Fort St. John)



## Tangible Capital Asset Additions

(Net of Amortization)

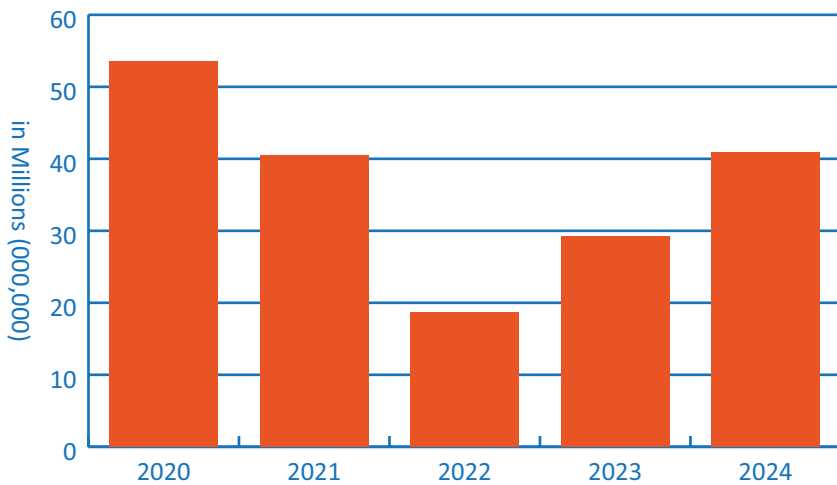
(Source: City of Fort St. John)



**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)

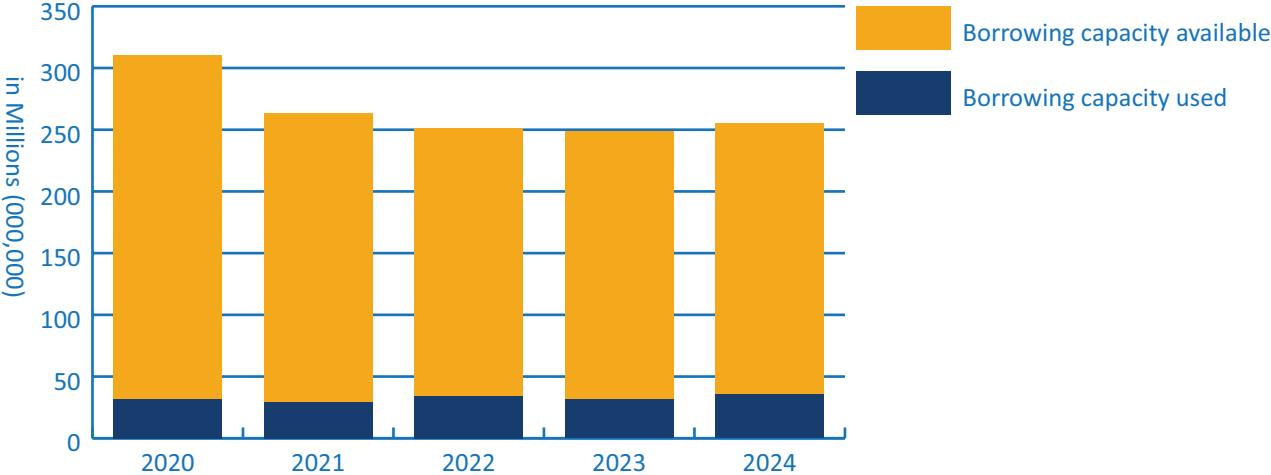
(Source: City of Fort St. John)



**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

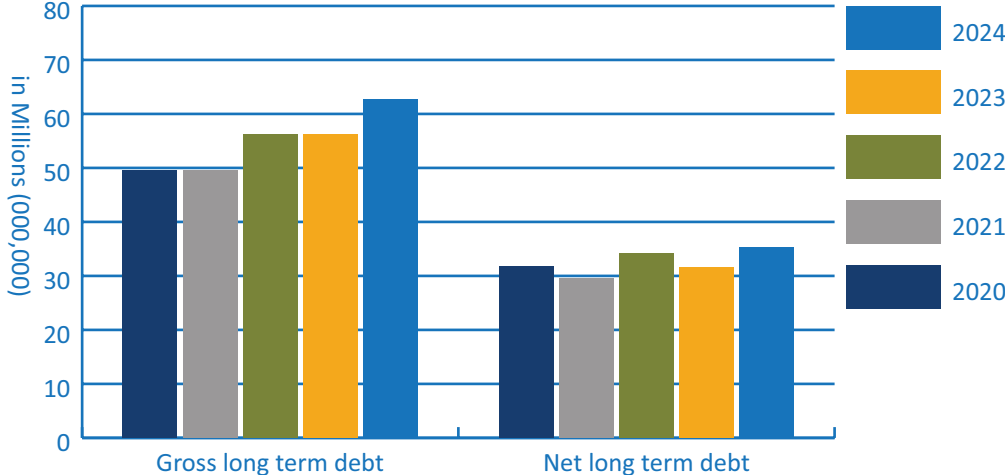
(Source: City of Fort St. John)



**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

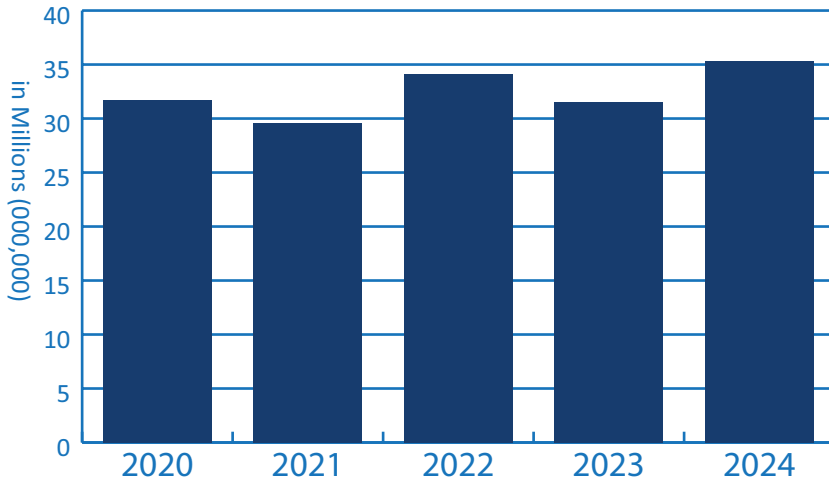
(Source: City of Fort St. John)



**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)

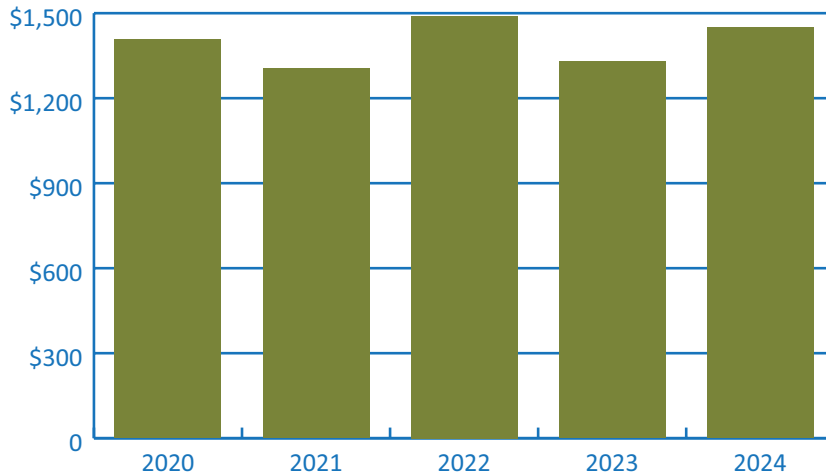
(Source: City of Fort St. John)



**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)

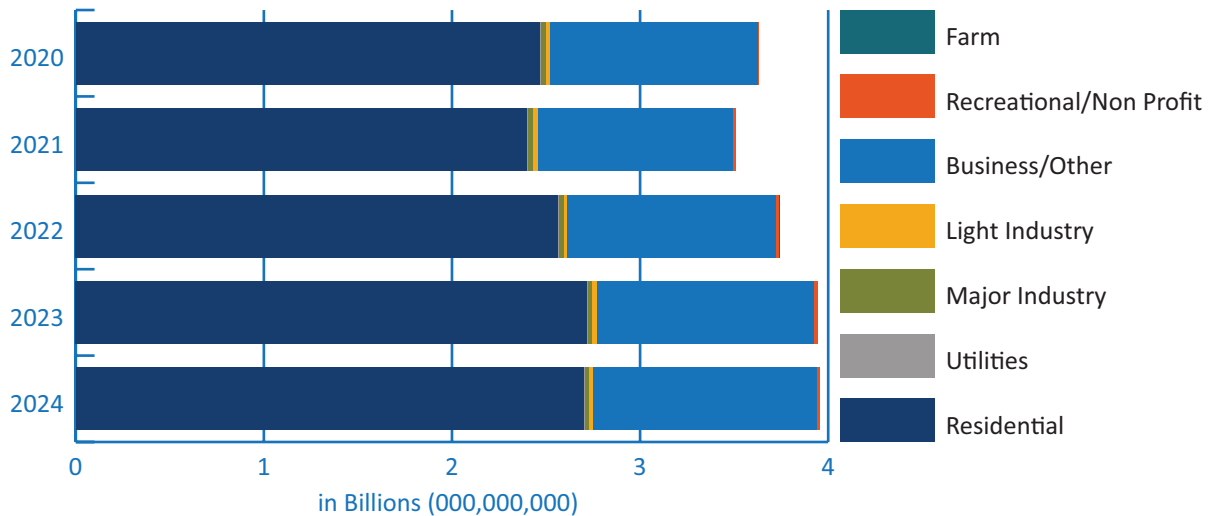


**Per Capita Long-Term Debt:** The amount of long-term debt shown as a value per City resident.

## Property Assessments

(Net Taxable Values from Revised Roll)

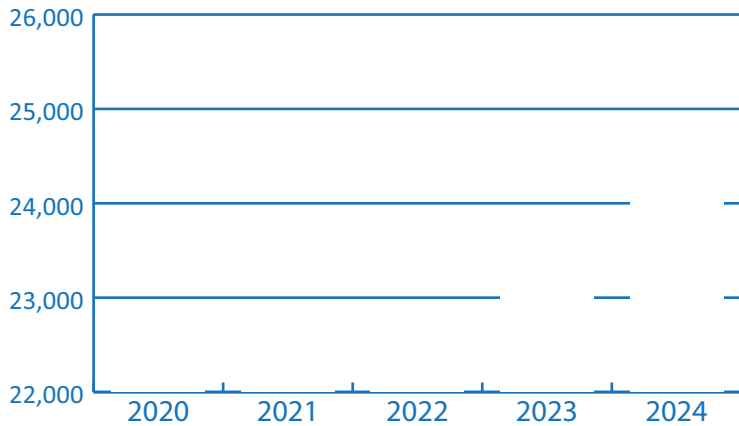
(Source: BC Assessment Authority)



**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)



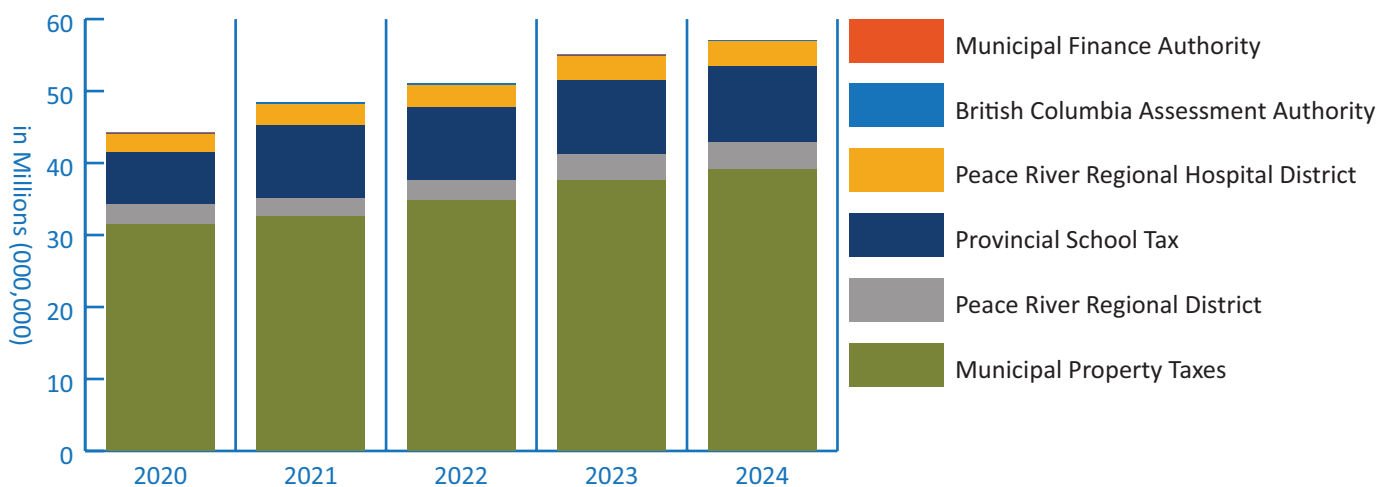
## Property Taxes Collected for Various Authorities

(Source: City of Fort St. John)

	2020	2021	2022	2023	2024
Municipal property taxes	\$31,511,915	\$32,560,426	\$34,763,864	\$37,580,400	\$39,113,851
Peace River Regional District	\$2,691,665	\$2,590,564	\$2,915,416	\$3,650,567	\$3,755,746
Provincial School	\$7,239,911	\$10,105,133	\$10,014,530	\$10,301,760	\$10,612,607
Peace River Regional Hospital District	\$2,535,197	\$2,965,823	\$3,149,030	\$3,296,544	\$3,360,750
BC Assessment Authority	\$250,574	\$240,915	\$227,014	\$224,463	\$227,947
Municipal Finance Authority	\$1,093	\$1,052	\$1,120	\$1,174	\$1,183
<b>Total Current Taxes Levied</b>	<b>\$44,230,355</b>	<b>\$48,463,913</b>	<b>\$51,070,974</b>	<b>\$55,054,908</b>	<b>\$57,072,084</b>
Current tax collected (\$)	\$42,185,782	\$44,854,765	\$47,502,436	\$51,782,273	\$53,222,285
Current tax collected (%)	95.38%	92.55%	93.01%	94.06%	93.25%
Tax arrears beginning of year	\$5,381,905	\$3,688,742	\$4,532,417	\$5,079,098	\$4,250,491
Tax arrears collected (\$)	\$3,736,128	\$2,765,473	\$3,021,460	\$4,984,647	\$3,755,641
Tax arrears collected (%)	69.42%	74.97%	66.66%	98.14%	88.36%
<b>Total Tax Collections</b>	<b>\$45,921,910</b>	<b>\$47,620,238</b>	<b>\$50,523,896</b>	<b>\$56,766,920</b>	<b>\$56,977,926</b>

## 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.

## 2024 Major Taxpayers

(Source: City of Fort St. John)

Registered Owner	Primary Property	Taxes Levied
CT REIT Totem Mall Ltd	Retail	\$799,735.71
Louisiana-Pacific OSB Limited Partnership	Manufacturing	\$798,568.58
523364 BC Ltd Inc	Commercial Development	\$705,164.13
MT Investments Inc	Rental - Commercial	\$674,700.21
NPR GP Inc	Rental - Residential	\$580,402.09
Fort St John Old Fort Holdings	Commercial Development	\$538,303.62
Canadian Tire Real Estate Ltd	Commercial Development	\$455,473.88
Side Asset Management Ltd	Commercial Development	\$403,257.81
959630 Alberta Inc	Rental - Residential	\$392,469.84
Surerus Construction & Development Ltd	Commercial Development	\$380,583.82
Wal-Mart Canada Corp	Retail	\$354,904.77
Ric Peterson Development Inc	Rental - Commercial	\$316,477.47
Willy 3 Holdings Ltd	Commercial Development	\$273,958.79
Macro Industries Inc	Industrial	\$264,997.01
Fort St John Co-Operative Assoc	Industrial	\$260,898.97
Jordan Enterprises Ltd	Hotel	\$249,489.88
243045 Alberta Ltd	Hotel	\$244,084.10
Westcoast Energy Inc	Industrial	\$242,611.20
Crombie Property Holdings Ltd	Commercial Development	\$241,636.86
Quest Leasing Inc	Rental - Commercial	\$240,362.30
243045 Alberta Ltd	Hotel	\$222,944.65

## 2024 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)	\$109,502.98
Fort St. John Curling Club (Management Agreement with City of Fort St. John)	\$43,129.89
North Peace Light Horse Association	\$31,159.59
<b>Total</b>	<b>\$183,792.46</b>

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



City of Fort St. John  
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Fort St. John, BC V1J 3Z5