Council Meeting

Thursday August 27th, 2026
Meeting by Zoom
AGENDA

https://us02web.zoom.us/j/87174360403?pwd=RVQKCB5bgRnLYiTNrrhlfwzES1eQXo.1

Meeting ID: 871 7436 0403
Passcode: 365758
Start time: **4:00 p.m.**
Guest: Trudy Warner, Robyn Rea

Convening the meeting

Notice to attendees and delegates that this meeting is being recorded.

Adoption of Agenda

Approval of minutes from July 28th, 2026 p 3

STARTS CM00763
REGULAR BUSINESS

1) **PETITIONS, DELEGATIONS & PRESENTATIONS**
2) **REQUEST FOR DECISION AND LEGISLATION**
   a) **Request for Decision** Robyn Rea
      i) Toquaht Nation 1st Quarter Financial Report for 2026/27 p 6
         (1) The Standing Committee on Finance met on August 11th, 2026

> **From the August 11th, 2026 Standing Committee on Finance Meeting**
> **MOVED: Gary Johnsen** **SECONDED: Anne Mack**
> THAT the Toquaht Standing Committee on Finance approve Draft 3 of the Toquaht Nation 1st Quarter financial report for 2026/27 as presented by the Director of Finance and recommend it to Council with the discussed changes as Draft 4.
>
> YES: 4
> NO: 0 Motion Carried

THAT Council resolve to receive the recommendation from the Standing Committee on Finance and approve the 1st Quarter Financial Report for 2026/27.

3) **QUARTERLY DEPARTMENT REPORTS**
   a) Community Services p 84
   b) Administration p 88
   c) Finance p 94
   d) Capital Projects p 99
   e) Lands & Resources p 107
   f) Assets p 110

THAT Council resolve to receive the 1st Quarter Department Reports for 2026/27.

4) **REPORTS & DRAFT MINUTES**
5) **LATE ADDITIONS**
   Additions/deletions
   -

Adjourn meeting

Council

Tuesday July 28th, 2026
Meeting by Zoom
DRAFT Meeting Minutes

Present: Kirsten Johnsen, Anne Mack, Kevin Mack, Noah Plonka, Lisa Morgan
Guests: Trudy Warner, Robyn Rea
Absent: n/a
Chair: Kirsten Johnsen
Recorder: Lisa Strerath

Quorum was present throughout the meeting

Convened 3:05 p.m.

Agenda adopted by consensus
Minutes from June 25th, 2026 approved by consensus

STARTS CM00756

1) PETITIONS, DELEGATIONS & PRESENTATIONS

2) REQUEST FOR DECISION AND LEGISLATION

a) Request for Decision Robyn Rea

i) Toquaht Nation audited financial statements dated March 31, 2026

(1) Consolidated Financial Statements
(2) Annex A
(3) Signature Documents
(4) July 21st, 2026 Finance Committee meeting reviewed and recommends approval

From the July 21st, 2026 Toquaht Standing Committee on Finance Meeting
MOVED: Gary Johnsen SECONDED: Anne Mack
THAT the Toquaht Standing Committee on Finance approve the Toquaht Nation audited financial statements dated March 31, 2026 and recommend them to Council as presented by John R. Nelson from RHN.

YES: 4
NO: 0 Motion Carried

ACTION ITEM:
- Final version of the audited financial statement to be brought to Council, to receive the Finance Committee's recommendation and provide final approval.

CM00756 MOVED: Lisa Morgan SECONDED: Noah Plonka
THAT Council resolve to receive the recommendation from the Standing Committee on Finance and approve the audited financial statements dated March 31, 2026.

YES: 5
NO: 0 Motion Carried

ACTION ITEM:
- Law Clerk to apply signatures to audited financial statements and send signed copy to DoF.

b) Request for Decision Kirsten Johnsen

i) Appointment to the Toquaht Treaty Implementation Committee

(1) Recommendation from the Toquaht Treaty Implementation Committee

From the June 26th, 2026 TN Treaty Implementation Committee Meeting
MOVED: Gary Johnsen SECONDED: Kevin Mack
THAT the TN Treaty Implementation Committee recommends to Council that Kirsten Johnsen be appointed to the TN Treaty Implementation Committee for a term ending October 2027.

YES: 2
NO: 0 Motion Carried

ACTION ITEM:
- Law Clerk to bring recommendation to future Council Meeting.

CM00757 MOVED: Lisa Morgan SECONDED: Anne Mack
THAT Council resolve to receive the recommendation from the TN Treaty Implementation Committee and appoint Kirsten Johnsen to the TN Treaty Implementation Committee for the remainder of the term.

YES: 5
NO: 0 Motion Carried

c) Request for Decision

i) Introduction and 1st Reading of the Government Personnel Act Amendment Act

(1) BN

(2) Draft Government Personnel Act Amendment Act

(3) Government Personnel Act with Tracked Changes

CM00758 MOVED: Anne Mack SECONDED: Noah Plonka
THAT the Government Personnel Act Amendment Act be introduced to the Council for first reading.

YES: 5
NO: 0 Motion Carried

ii) 2nd Reading of the Government Personnel Act Amendment Act

CM00759 MOVED: Anne Mack SECONDED: Kevin Mack
THAT Council resolve to waive the requirement for 24 hours between first and second reading regarding the Government Personnel Act Amendment Act.

YES: 5
NO: 0 Motion Carried

CM00760 MOVED: Kevin Mack SECONDED: Anne Mack
THAT Council resolve to adopt in principle the Government Personnel Act Amendment Act and it be referred to the Council committee of the whole for detailed consideration.

YES: 5
NO: 0 Motion Carried

ACTION ITEM:
- Law Clerk to schedule Council Committee of the Whole meeting for early September

d) Request for Decision

i) Federal Funding Agreement - Other No. 2627-BC-000053 Robyn Rea

CM00761 MOVED: Kirsten Johnsen SECONDED: Anne Mack
THAT Council approve the Federal Funding Agreement - Other No. 2627-BC-000053 and authorize all members of Council to provide the minimum of three required live signatures on behalf of Toquaht Nation.

YES: 5
NO: 0 Motion Carried

ACTION ITEMS:
- DoF to ensure three Council members apply their live signature.

3) INFORMATION FOR RECEIPT or DISCUSSION

4) CORRESPONDANCE FOR RECEIPT

a) Qacca Settlement Trust Financial Statements 2026-03-31

CM00762 MOVED: Anne Mack SECONDED: Lisa Morgan
THAT Council receive the Qacca Settlement Trust Financial Statements 2026-03-31.

YES: 5
NO: 0 Motion Carried

5) QUARTERLY DEPARTMENT REPORTS

6) REPORTS & DRAFT MINUTES

7) LATE ADDITIONS

Additions/Deletions

Adjourned at 3:24 p.m.

Minutes prepared by L. Strerath
Law Clerk

Date

Financial Statements of

Toquaht Nation

Budget vs. Actual
2026-2027

June 30, 2026

As @:
08/14/26 16:18 PM

DRAFT V3.5

2026 - 2027

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Toquaht Nation
Consolidated Statement of Financial Position
June 30, 2026

Current Assets	
Cash in Bank	44,191,720.29
Accounts Receivable	2,253,664.72
Due to/from Toquaht Management	98,047.47
Due to/from Toquaht Marina & Campground	183,519.22
Due to/from Toquaht Holdings	2,303,496.42
Due to/from Toquaht Forestry LP	76,185.43
Prepaid Expenses	112,251.12
	49,218,884.67
Capital Assets	
Land	6,253,621.93
Building	21,594,897.93
Equipment - Automotive	639,510.00
Equipment - Boats	505,542.38
Water Systems	10,959,240.56
Forestry Rd Gate	37,478.67
Computer Equipment	241,364.19
Equipment - Generator	202,503.60
Equipment - General	1,948,260.62
Marina	4,041,065.00
Roads	16,690,695.98
Nation Owned Housing on TSL	3,097,175.00
Lot	39,697.88
Loader	25,000.00
Secret Beach Water System	399,387.00
Macoah Sewer System	3,133,861.19
Accumulated Amortization	(5,566,367.49)
	64,242,934.44
Other Assets	
Investment in BC FN Gaming Revenue	110.00
Investment in Hayu Fishing Ltd.	(597.25)
Shares - Ucluelet COOP	1,200.24
Investment in Toquaht Holdings LP	16,358,937.00
Investment In LW - Implementation	5,652,712.10
Adjustment to FMV	960,802.70
Accumulated Remeasurement Gains/Losses	(476,893.49)
Investment In Toquaht Aquaculture	0.01
Investment In Toquaht Holdings Ltd.	(357.27)
	22,495,914.04
Total Assets	135,957,733.15

Toquaht Nation
Consolidated Statement of Financial Position
June 30, 2026

Current Liabilities	
Bank Rec/AP Clearing	948,090.12
Accounts Payable	2,366,033.90
AP Adj Clearing - YE	26,992.57
Accounts Payable - YE Accrual	132,447.76
Accounts payable - Audit	(18,528.00)
Accrued Interest Payable	250.00
Damage/Security Deposits	18,500.00
Deferred Revenue	6,980,697.27
Hold Backs Payable	1,024,434.26
Lifecycle Infrastructure Reserve	4,353,944.05
GST Collected	6,904.41
PST Collected	1,514.00
Wages Payable	248,632.54
Vacation Pay Payable	153,324.78
WCB Payable	9,450.46
EI Payable	3,268.71
CPP Payable	11,590.26
Income Tax Payable	10,760.87
EHT Payables	38,997.23
Manulife Payable	48,873.76
Rent Payable to Social Housing	7,288.75
TFSA Contributions Payable	6,200.62
	16,379,668.32
Long Term Liabilities	
Loan Payable BMO IT Lands	4,696,782.28
BMO Loan 36399298005	7,337,674.00
BMO Term Loan 36399298004	758,243.56
Funds in Trust	534,503.84
	13,327,203.68
Equity	
Equity	91,469,946.43
Surplus/(Deficit)	14,780,914.72
	106,250,861.15
Total Liabilities & Equity	135,957,733.15

Toquaht Nation
June 30, 2026

Consolidated Statement of Operations
TN Annual Budget Act - Variance Report

		2026/2027 Budget Full Year	2026/2027 Actual 30-Jun	Variance
	Revenue			
4110	BC Funds Received	172,455.00	0.00	172,455.00
4202	Gov Can Specific Claims	40,000.00	0.00	40,000.00
4210	FFA-BC-Funds Received	801,732.00	813,538.99	(11,806.99)
4250	FFA Funds Received	12,447,264.00	6,482,265.00	5,964,999.00
4255	FFA - Other	117,348.00	117,348.00	0.00
4310	NTC Usma Reserve	105,000.00	0.00	105,000.00
4350	NTC Health Canada	14,839.00	14,839.00	0.00
4380	NTC Patient/IRS Travel Reimb	24,000.00	0.00	24,000.00
4390	NTC Other	12,000.00	0.00	12,000.00
4550	Distribution from THLP	1,893,500.00	1,893,500.00	0.00
5999	Deferred Revenue Transfer In	5,830,348.00	5,830,348.00	0.00
4610	CFIA	40,000.00	0.00	40,000.00
4675	Cost Recoveries	1,044.00	13,488.70	(12,444.70)
4720	FNHA	60,085.00	0.00	60,085.00
4765	Maa-nulth Treaty Society	94,000.00	200,000.00	(106,000.00)
5505	Loans (BMO or NEDC)	2,387,287.00	2,147,101.00	240,186.00
5850	Rental Income	110,427.00	48,650.75	61,776.25
5950	Interest Income	540,780.00	25,302.79	515,477.21
5960	Other Income	699,349.00	255,109.00	444,240.00
		25,391,458.00	17,841,491.23	7,549,966.77
	Surpluses			
9704	Tsf to/from General Surplus	1,864,696.00	1,864,696.00	0.00
		1,864,696.00	1,864,696.00	0.00
	Total Revenue & Surpluses	27,256,154.00	19,706,187.23	7,549,966.77
	Expenses			
7120	Administration	225,252.00	0.00	225,252.00
7125	Advertising	7,000.00	796.00	6,204.00
7140	Allowance - Comfort	1,600.00	0.00	1,600.00
7150	Allowance - Grade 1 to 12	7,400.00	100.00	7,300.00
7152	Allowance - Graduation	3,000.00	2,000.00	1,000.00
7154	Allowance, Living - Post Seco	115,500.00	20,936.50	94,563.50
7180	Audit & Accounting	75,000.00	36,000.00	39,000.00
7212	Bank Charges & Interest	10,100.00	401.95	9,698.05
7230	Basic Needs & Prevention	10,000.00	4,738.21	5,261.79
7260	Books & Supplies - IOSL	9,800.00	300.00	9,500.00
7262	Books & Supplies - Post Seco	10,000.00	273.47	9,726.53
7275	Bursaries	1,950.00	0.00	1,950.00

7355	Committed Funds	1,815,269.00	0.00	1,815,269.00
7359	Consulting Contract	670,673.00	131,614.85	539,058.15
7360	Consulting	643,755.00	41,746.43	602,008.57
7362	Courier/Postage	2,500.00	395.63	2,104.37
7390	Cultural	38,000.00	452.22	37,547.78
7440	Distribution	285,000.00	0.00	285,000.00
7460	Donations	119,000.00	0.00	119,000.00
7480	Dues/Memberships	112,054.00	9,041.98	103,012.02
7500	Elders Engagement	10,000.00	400.00	9,600.00
7502	Elders Group and Supports	20,000.00	0.00	20,000.00
7504	Elders Minor Home Repair	20,000.00	0.00	20,000.00
7510	Hardship & Food Security Initi	40,000.00	5,007.29	34,992.71
7558	Engineering	1,193,253.00	484,899.92	708,353.08
7568	Equipment Purchases	1,164,524.00	80,720.32	1,083,803.68
7570	Equipment Rental	38,348.00	2,777.29	35,570.71
7680	Fuel/Oil/Grease	44,882.00	8,400.87	36,481.13
7682	Funeral Expenses	10,000.00	0.00	10,000.00
7865	Remuneration - Council	453,690.00	112,306.67	341,383.33
7867	Remuneration - Cmte/Dir	40,800.00	1,500.00	39,300.00
7868	Honorarium - Citizens	35,300.00	3,829.28	31,470.72
7870	Remuneration - Other	0.00	11,000.00	(11,000.00)
7955	Insurances & Licences	214,522.00	117,612.00	96,910.00
8010	Janitorial	15,000.00	2,250.00	12,750.00
8228	Legal Fees	247,000.00	74,894.17	172,105.83
8251	Loan Payment - Principal	950,000.00	194,335.45	755,664.55
8312	Materials and Supplies	606,129.00	96,076.19	510,052.81
8325	Meeting Expense	185,415.00	43,170.93	142,244.07
8400	Moorage	5,000.00	0.00	5,000.00
8460	Non Insured Benefits	30,000.00	1,480.37	28,519.63
8470	NTC Service Agreement	112,350.00	0.00	112,350.00
8530	Office Supplies	16,500.00	3,104.24	13,395.76
8670	Professional Fees	1,392,519.00	391,579.46	1,000,939.54
8671	Project Management	4,000.00	0.00	4,000.00
8672	Property Tax	25,000.00	23,653.71	1,346.29
8800	Social Determinants	135,749.00	33,719.71	102,029.29
8825	Rent	108,000.00	18,000.00	90,000.00
8828	Repairs and Maintenance	231,097.00	81,909.85	149,187.15
8960	Social Assistance - Basic	35,000.00	6,858.45	28,141.55
8977	Short Term Citizen Contracts	161,775.00	17,464.00	144,311.00
8978	Sub Contract	10,825,536.00	2,637,583.78	8,187,952.22
8990	Substance Use Supports	65,000.00	1,866.10	63,133.90
9050	Team Toquaht Events	15,000.00	0.00	15,000.00
9070	Training	146,842.00	1,098.00	145,744.00
9072	Travel - Staff	110,731.00	13,728.64	97,002.36
9075	Travel - Exec	45,000.00	5,292.64	39,707.36
9076	Travel - Committee	4,200.00	0.00	4,200.00
9077	Travel - Citizens	39,300.00	16,221.34	23,078.66
9079	Travel - Patient/IRS	24,000.00	8,592.30	15,407.70
9082	Tuition - Post Secondary	104,000.00	5,671.77	98,328.23
9180	Utilities	160,261.00	35,633.74	124,627.26
9460	Youth Activity	49,500.00	1,507.41	47,992.59
6600:6999	Wages & Benefits	3,958,078.00	921,964.44	3,036,113.56
		27,256,154.00	5,714,907.57	21,541,246.43
	Surplus/(Deficit)	0.00	13,991,279.66	(13,991,279.6

Toquaht Nation
June 30, 2026

Consolidated Statement of Operations
Additional Grants & Other Funded Projects - Budget Variance Report

		2026/2027 Budget Full Year	2026/2027 Actual 30-Jun	Variance
	Revenue			
4725	First Peoples' Heritage, Language	41,860.00	41,860.00	0.00
		41,860.00	41,860.00	0.00
	Surpluses			
	Total Revenue & Surpluses	41,860.00	41,860.00	0.00
	Expenses			
7360	Consulting	0.00	70,315.94	(70,315.94)
7870	Remuneration - Other	15,600.00	0.00	15,600.00
9072	Travel - Staff	800.00	0.00	800.00
6600:6999	Wages & Benefits	25,460.00	0.00	25,460.00
		41,860.00	70,315.94	(28,455.94)
	Surplus/(Deficit)	0.00	(28,455.94)	28,455.94

Administration

Budget vs. Actual
2026-2027

June 30, 2026

Toquaht Nation
Schedule of Individual Program Revenue, Expenditure
YTD Variance Report
June 30, 2026

9090-Administration

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	1,918,296	1,918,297	(1)
4675	Cost Recoveries	0	854	(854)
5950	Interest Income	420,000	0	420,000
5960	Other Income	1,200	0	1,200
9704	Transfer in from General Surplus	909,657	909,657	0
	Total Revenue	3,249,153	2,828,808	420,345
Expenses				
7125	Advertising	7,000	796	6,204
7180	Audit & Accounting	75,000	36,000	39,000
7212	Bank Charges & Interest	10,000	102	9,898
7359	Consulting Contract	155,150	72,426	82,724
7360	Consulting	65,000	5,171	59,829
7362	Courier/Postage	2,500	396	2,104
7440	Distributions - Citizens	285,000	0	285,000
7480	Dues/Memberships/Licences	62,700	8,448	54,252
7568	Equipment Purchases	52,100	440	51,660
7570	Equipment Rental	12,000	1,867	10,133
7955	Insurances & Licences	115,000	107,970	7,030
8010	Janitorial	15,000	2,250	12,750
8228	Legal Fees	15,000	1,248	13,752
8251	Loan Payment	950,000	194,335	755,665
8312	Materials and Supplies	1,500	134	1,366
8325	Meeting Expense	6,000	50	5,950
8530	Office Supplies	15,000	2,844	12,156
8670	Professional Fees	38,000	4,382	33,618
8825	Rent	108,000	18,000	90,000
8828	Repairs and Maintenance	11,500	713	10,787
8977	Short Term Citizen Contracts	1,000	0	1,000
9050	Team Toquaht Events	15,000	0	15,000
9070	Training	58,000	0	58,000
9072	Travel - Staff	22,500	1,418	21,082
9180	Utilities	30,000	8,045	21,955
6600:6999	Wages & Benefits	1,121,203	300,131	821,072
		3,249,153	767,165	2,481,988
Other Expenses				
	Total Expenses	3,249,153	767,165	2,481,988
	Surplus/(Deficit)	0	2,061,643	

Toquaht Nation
Schedule of Individual Program Revenue, Expenditure
YTD Variance Report
June 30, 2026

9020-Records & Registries

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	137,291	137,291	0
	Total Revenue	137,291	137,291	0
Expenses				
7568	Equipment Purchases	5,000	0	5,000
7867	Honorarium - Committee	900	150	750
8228	Legal Fees	4,000	0	4,000
6600:6999	Wages & Benefits	127,391	30,680	96,711
		137,291	30,830	106,461
Other Expenses				
	Total Expenses	137,291	30,830	106,461
	Surplus/(Deficit)	0	106,461	

Toquaht Nation
Schedule of Individual Program Revenue, Expenditure
YTD Variance Report
June 30, 2026

9010-Governance

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	793,268	793,268	0
	Total Revenue	793,268	793,268	0
Expenses				
7359	Consulting Contract	86,400	19,028	67,372
7360	Consulting	42,500	0	42,500
7390	Cultural	10,000	0	10,000
7460	Donations	3,000	0	3,000
7480	Dues/Memberships/Licences	21,251	421	20,830
7865	Remuneration - Council	453,690	112,307	341,383
7867	Remuneration - Committee	23,400	750	22,650
8228	Legal Fees	30,000	5,782	24,218
8325	Meeting Expense	25,000	4,188	20,812
8670	Professional Fees	15,000	0	15,000
9070	Training	10,000	0	10,000
9075	Travel - Exec	45,000	5,293	39,707
9076	Travel - Committee	1,550	0	1,550
9077	Travel - Citizens	8,000	8,317	(317)
9180	Utilities	6,000	1,500	4,500
6600:6999	Wages & Benefits	12,477	13,886	(1,409)
		793,268	171,471	621,797
Other Expenses				
	Total Expenses	793,268	171,471	621,797
	Surplus/(Deficit)	0	621,797	

Toquaht Nation
Schedule of Individual Program Revenue, Expenditure
YTD Variance Report
June 30, 2026

1400-Economic Development

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	129,502	129,502	0
4675	Cost Recoveries	0	500	(500)
	Total Revenue	129,502	130,002	(500)
Expenses				
8670	Professional Fees	9,000	8,919	81
9070	Training	1,500	0	1,500
9072	Travel - Staff	5,000	538	4,462
9180	Utilities	1,200	300	900
6600:6999	Wages & Benefits	112,802	28,962	83,840
		129,502	38,718	90,784
Other Expenses				
	Total Expenses	129,502	38,718	90,784
	Surplus/(Deficit)	0	91,284	

Toquaht Nation
Schedule of Individual Program Revenue, Expenditure
YTD Variance Report
June 30, 2026

1135-Implementation

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	695,570	695,570	0
4765	Maa-nulth Treaty Society	94,000	200,000	(106,000)
5950	Interest Income	120,780	25,303	95,477
	Total Revenue	910,350	920,873	(10,523)
Expenses				
7212	Bank Charges & Interest	100	7	93
7867	Remuneration - Cmte/Dir	7,800	600	7,200
8228	Legal Fees	80,000	5,085	74,915
8325	Meeting Expense	30,000	21,279	8,721
8670	Professional Fees	791,000	206,000	585,000
9076	Travel - Committee	1,450	0	1,450
		910,350	232,971	677,379
Other Expenses				
	Total Expenses	910,350	232,971	677,379
	Surplus/(Deficit)	0	687,902	

Toquaht Nation
Schedule of Individual Program Revenue, Expenditure
YTD Variance Report
June 30, 2026

1137-Administration Review Board

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	9,800	9,800	0
	Total Revenue	9,800	9,800	0
Expenses				
7867	Honorarium - Committee	1,800	0	1,800
8228	Legal Fees	5,000	0	5,000
9070	Training	3,000	0	3,000
		9,800	0	9,800
	Other Expenses			
	Total Expenses	9,800	0	9,800
	Surplus/(Deficit)	0	9,800	

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8150-NRT Declaration Act

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
5960	Other Income	260,000	0	260,000
5999	Transfer in - Def Rev - NRT	406,625	406,625	0
	Total Revenue	666,625	406,625	260,000
Expenses				
7120	Administration	26,000	0	26,000
7355	Committed Funds	391,930	0	391,930
7955	Insurances & Licences	405	0	405
8228	Legal Fees	0	7,426	(7,426)
8670	Professional Fees	595	1,152	(557)
9070	Training	1,000	0	1,000
9072	Travel - Staff	6,500	0	6,500
9180	Utilities	2,400	600	1,800
6600:6999	Wages & Benefits	237,795	63,561	174,234
		666,625	72,739	593,886
Other Expenses				
	Total Expenses	666,625	72,739	593,886
	Surplus/(Deficit)	0	333,886	

Toquaht Nation
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9005-ma mook Natural Resources

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	25,000	25,000	0
	Total Revenue	25,000	25,000	0
Expenses				
8228	Legal Fees	10,000	320	9,680
8670	Professional Fees	15,000	1,983	13,017
		25,000	2,303	22,697
Other Expenses				
	Total Expenses	25,000	2,303	22,697
	Surplus/(Deficit)	0	22,697	

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1122-Specific Claims - Maggie Lake/River

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4202	Gov Can Specific Claims	40,000	0	40,000
	Total Revenue	40,000	0	40,000
Expenses				
8228	Legal Fees	40,000	42,742	(2,742)
		40,000	42,742	(2,742)
Other Expenses				
	Total Expenses	40,000	42,742	(2,742)
	Surplus/(Deficit)	0	(42,742)	

Community Services

Budget vs. Actual
2026-2027

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1620-Community Services Admin

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	304,281	304,281	0
	Total Revenue	304,281	304,281	0
Expenses				
7360	Consulting	6,000	0	6,000
7568	Equipment Purchases	61,498	0	61,498
7680	Fuel/Oil/Grease	10,000	0	10,000
8312	Materials and Supplies	5,000	748	4,252
8530	Office Supplies	1,500	44	1,456
9070	Training	6,142	0	6,142
6600:6999	Wages & Benefits	214,141	25,125	189,016
		304,281	25,916	278,365
Other Expenses				
	Total Expenses	304,281	25,916	278,365
	Surplus/(Deficit)	0	278,365	

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1600-Health

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4380	NTC Patient/IRS Travel Reimb	24,000	0	24,000
4390	NTC Other	12,000	0	12,000
9704	Transfer in from General Surplus	433,708	433,708	0
	Total Revenue	469,708	433,708	36,000
Expenses				
7502	Elders Group and Supports	5,000	0	5,000
7510	Hardship & Food Security Initiative	35,000	2,915	32,085
8312	Materials and Supplies	5,000	1,058	3,942
8325	Meeting Expense	5,000	438	4,562
8460	Non Insured Benefits	30,000	1,480	28,520
8470	NTC Service Agreement	110,000	0	110,000
8670	Professional Fees	20,000	1,528	18,472
8977	Short Term Citizen Contracts	20,000	0	20,000
8978	Sub Contract	10,000	2,008	7,992
9072	Travel - Staff	10,000	1,243	8,757
9077	Travel - Citizens	15,000	4,289	10,711
9079	Travel - Patient/IRS	24,000	8,592	15,408
9180	Utilities	2,400	600	1,800
6600:6999	Wages & Benefits	178,308	36,630	141,678
		469,708	60,782	408,926
Other Expenses				
	Total Expenses	469,708	60,782	408,926
	Surplus/(Deficit)	0	372,926	

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1610-FNHA Social Determinants of Health

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4720	FNHA	60,085	0	60,085
5999	Transfer in - Def Rev - FNHA	120,170	120,170	0
	Total Revenue	180,255	120,170	60,085
Expenses				
7120	Administration	18,000	0	18,000
7359	Consulting Contract	5,000	0	5,000
7360	Consulting	25,000	4,486	20,514
8325	Meeting Expense	12,255	1,485	10,770
8670	Professional Fees	105,000	0	105,000
9072	Travel - Staff	15,000	0	15,000
		180,255	5,971	174,284
Other Expenses				
	Total Expenses	180,255	5,971	174,284
	Surplus/(Deficit)	0	114,199	

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8100-Child & Family Wellness

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	56,606	56,606	0
4675	Cost Recoveries	0	5,890	(5,890)
	Total Revenue	56,606	62,496	(5,890)
Expenses				
8470	NTC Service Agreement	850	0	850
6600:6999	Wages & Benefits	55,756	14,386	41,370
		56,606	14,386	42,220
Other Expenses				
	Total Expenses	56,606	14,386	42,220
	Surplus/(Deficit)	0	48,110	

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8105-ISC Child & Family Prevention

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4310	NTC Child Welfare	105,000	0	105,000
	Total Revenue	105,000	0	105,000
Expenses				
7230	Basic Needs & Prevention	10,000	4,738	5,262
7390	Cultural	6,000	0	6,000
8228	Legal Fees	5,000	360	4,640
8325	Meeting Expense	10,000	0	10,000
9072	Travel - Staff	5,897	2,130	3,767
9077	Travel - Citizens	1,000	742	258
9180	Utilities	1,200	300	900
6600:6999	Wages & Benefits	65,903	14,387	51,516
		105,000	22,657	82,343
Other Expenses				
	Total Expenses	105,000	22,657	82,343
	Surplus/(Deficit)	0	(22,657)	

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8125-Bill C-92 C&F Jurisdiction

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
5999	Transfer in - Def Rev - FFA Other	124,146	124,146	0
	Total Revenue	124,146	124,146	0
Expenses				
7120	Administration	11,752	0	11,752
7360	Consulting	16,000	4,108	11,892
8228	Legal Fees	11,500	0	11,500
8312	Materials and Supplies	2,500	751	1,749
8325	Meeting Expense	7,550	3,966	3,584
9070	Training	700	0	700
9072	Travel - Staff	2,384	290	2,094
9180	Utilities	1,200	0	1,200
6600:6999	Wages & Benefits	70,560	0	70,560
		124,146	9,114	115,032
Other Expenses				
	Total Expenses	124,146	9,114	115,032
	Surplus/(Deficit)	0	115,032	

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8200-Early Learning & Child Care

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
5999	Transfer in - Def Rev - BC Elc	123,854	123,854	0
	Total Revenue	123,854	123,854	0
Expenses				
7120	Administration	12,000	0	12,000
7260	Books & Supplies - Grade 1 to 12	6,000	0	6,000
7360	Consulting	10,000	0	10,000
8325	Meeting Expense	7,000	0	7,000
8977	Short Term Citizen Contracts	10,000	0	10,000
8978	Sub Contract	39,854	0	39,854
9460	Youth Recreation - Gr 1-12	39,000	0	39,000
		123,854	0	123,854
Other Expenses				
	Total Expenses	123,854	0	123,854
	Surplus/(Deficit)	0	123,854	

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8220-Education & Training

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	477,917	477,917	0
4255	FFA - Other	117,348	117,348	0
	Total Revenue	595,265	595,265	0
Expenses				
7150	Allowance - Grade 1 to 12	7,400	100	7,300
7152	Allowance - Gr 12 Graduation	3,000	2,000	1,000
7154	Allowance, Living - Post Secondar	115,500	20,936	94,564
7260	Books & Supplies - Grade 1 to 12	3,800	300	3,500
7262	Books & Supplies - Post Secondar	10,000	273	9,727
7460	Donations	2,000	0	2,000
7568	Equipment Purchases	155,000	0	155,000
7680	Fuel/Oil/Grease	11,232	0	11,232
8312	Materials and Supplies	3,500	0	3,500
8470	NTC Service Agreement	1,500	0	1,500
8670	Professional Fees	20,000	0	20,000
8978	Sub Contract	5,000	1,500	3,500
9072	Travel - Staff	500	0	500
9077	Travel - Citizens	6,000	2,032	3,968
9082	Tuition - Post Secondary	104,000	5,672	98,328
9180	Utilities	1,200	0	1,200
9460	Youth Recreation - Gr 1-12	10,500	1,507	8,993
6600:6999	Wages & Benefits	135,133	0	135,133
		595,265	34,321	560,944
Other Expenses				
	Total Expenses	595,265	34,321	560,944
	Surplus/(Deficit)	0	560,944	

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8510-Language

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	83,600	83,600	0
	Total Revenue	83,600	83,600	0
Expenses				
7360	Consulting	39,000	9,750	29,250
7390	Cultural	10,000	0	10,000
7480	Dues/Memberships	600	0	600
7868	Remuneration - Citizens	6,000	0	6,000
8312	Materials and Supplies	4,000	0	4,000
8325	Meeting Expense	3,600	0	3,600
8670	Professional Fees	18,400	0	18,400
9072	Travel - Staff	2,000	0	2,000
		83,600	9,750	73,850
Other Expenses				
	Total Expenses	83,600	9,750	73,850
	Surplus/(Deficit)	0	73,850	

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8515-First Peoples' Cultural Council

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	3,160	3,160	0
5960	Other Income	38,700	41,860	(3,160)
	Total Revenue	41,860	45,020	(3,160)
Expenses				
7360	Consulting	0	3,800	(3,800)
7568	Equipment Purchases	0	580	(580)
7868	Remuneration - Citizens	15,600	2,229	13,371
7870	Honorarium - Other	0	11,000	(11,000)
8325	Meeting Expense (Food)	3,160	3,656	(496)
9072	Travel - Staff	800	0	800
6600:6999	Wages & Benefits	22,300	0	22,300
		41,860	21,266	20,594
Other Expenses				
	Total Expenses	41,860	21,266	20,594
	Surplus/(Deficit)	0	23,754	

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8520-Culture

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4675	Cost Recoveries	0	3,200	(3,200)
5999	Transfer in - Def Rev - FNESC	10,650	10,650	0
9704	Transfer in from General Surplus	180,781	180,781	0
	Total Revenue	191,431	194,631	(3,200)
Expenses				
7360	Consulting	5,000	0	5,000
7390	Cultural	10,000	452	9,548
7868	Honorarium - Other	3,500	400	3,100
8312	Materials & Supplies	5,000	135	4,865
8325	Meeting Expense	20,650	3,776	16,874
9072	Travel - Staff	5,000	186	4,814
9076	Travel - Committee	300	0	300
9077	Travel - Citizens	9,300	840	8,460
9180	Utilities	1,200	300	900
6600:6999	Wages & Benefits	131,481	35,402	96,079
		191,431	41,491	149,940
Other Expenses				
	Total Expenses	191,431	41,491	149,940
	Surplus/(Deficit)	0	153,140	

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8525-Toquaht Music Fest

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
9704	Transfer in from General Surplus	112,000	112,000	0
	Total Revenue	112,000	112,000	0
Expenses				
7460	Donations	112,000	0	112,000
		112,000	0	112,000
Other Expenses				
	Total Expenses	112,000	0	112,000
	Surplus/(Deficit)	0	112,000	

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3545-Archive Training

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	6,050	6,050	0
	Total Revenue	6,050	6,050	0
Expenses				
7360	Consulting	2,800	5,601	(2,801)
7868	Honorarium - Other	2,500	0	2,500
8325	Meeting Expense	750	600	150
		6,050	6,201	(151)
Other Expenses				
	Total Expenses	6,050	6,201	(151)
	Surplus/(Deficit)	0	(151)	

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8710-Citizen Services

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	5,000	5,000	0
5960	Other Income	135,749	135,749	0
9704	Transfer in from General Surplus	228,550	228,550	0
	Total Revenue	369,299	369,299	0
Expenses				
7140	Allowance - Comfort	1,600	0	1,600
7275	Bursaries	1,950	0	1,950
7390	Cultural	2,000	0	2,000
7460	Donations	2,000	0	2,000
7500	Elders Engagement	10,000	400	9,600
7502	Elders Group and Supports	15,000	0	15,000
7504	Elders Minor Home Repair	20,000	0	20,000
7510	Emergency Hardship/Support	5,000	2,093	2,907
7682	Funeral Expenses	10,000	0	10,000
7868	Honorarium - Other	5,000	0	5,000
8312	Materials and Supplies	1,000	358	642
8325	Meeting Expense	30,000	0	30,000
8670	Professional Fees	10,000	0	10,000
8800	Reaching Home	135,749	150	135,599
8960	Social Assistance - Basic	35,000	6,858	28,142
8990	Substance Use Supports	65,000	1,866	63,134
9070	Training	20,000	0	20,000
		369,299	11,725	357,574
Other Expenses				
	Total Expenses	369,299	11,725	357,574
	Surplus/(Deficit)	0	357,574	

Lands, Public Works & Natural Resources

Budget vs. Actual
2026-2027

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8540-Lands Admin

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	479,898	479,898	0
5960	Other Income	6,200	0	6,200
	Total Revenue	486,098	479,898	6,200
Expenses				
7360	Consulting	10,000	0	10,000
7480	Dues/Memberships	5,000	0	5,000
7568	Equipment Purchases	35,000	0	35,000
7680	Fuel/Oil/Grease	0	335	(335)
8228	Legal Fees	15,000	4,910	10,090
8312	Materials and Supplies	2,000	649	1,351
8325	Meeting Expense	5,000	3,064	1,936
8530	Office Supplies	0	49	(49)
8670	Professional Fees	3,000	0	3,000
8672	Property Tax	25,000	23,654	1,346
8800	Reaching Home	0	33,570	(33,570)
9070	Training	10,000	0	10,000
9072	Travel - Staff	3,000	3,370	(370)
9180	Utilities	3,600	600	3,000
6600:6999	Wages & Benefits	369,498	77,936	291,562
		486,098	148,136	337,962
Other Expenses				
	Total Expenses	486,098	148,136	337,962
	Surplus/(Deficit)	0	331,762	

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8561-TN Marine Stewardship

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	14,000	14,000	0
5999	Transfer in - Def Rev - Whales 2.0	236,880	236,880	0
	Total Revenue	250,880	250,880	0
Expenses				
7360	Consulting	25,000	0	25,000
7480	Dues/Memberships	18,000	0	18,000
7568	Equipment Purchases	15,000	2,242	12,758
7680	Fuel/Oil/Grease	15,000	5,180	9,820
7955	Insurances & Licences	15,000	7,942	7,058
8312	Materials and Supplies	10,000	3,465	6,535
8325	Meeting Expense	1,000	0	1,000
8400	Moorage	5,000	0	5,000
8530	Office Supplies	0	167	(167)
8828	Repairs and Maintenance	15,000	4,414	10,586
8977	Short Term Citizen Contracts	2,500	0	2,500
8978	Sub Contract	500	0	500
9070	Training	10,000	0	10,000
9072	Travel - Staff	3,000	0	3,000
9180	Utilities	1,200	300	900
6600:6999	Wages & Benefits	114,680	38,463	76,217
		250,880	62,172	188,708
Other Expenses				
	Total Expenses	250,880	62,172	188,708
	Surplus/(Deficit)	0	188,708	

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7310-Natural Resources

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4110	Province of BC	172,455	0	172,455
4250	FFA-CDA-Funds Received	12,800	12,800	0
5850	Rental Income	0	17,000	(17,000)
5960	Other Income	30,000	0	30,000
	Total Revenue	215,255	29,800	185,455
Expenses				
7359	Consulting Contract	30,000	0	30,000
7360	Consulting	172,455	0	172,455
7568	Equipment Purchases	2,000	0	2,000
7680	Fuel/Oil/Grease	2,000	0	2,000
7867	Honorarium - Committee	2,400	0	2,400
8977	Short Term Citizen Contracts	4,000	0	4,000
9072	Travel - Staff	1,500	12	1,488
9076	Travel - Committee	900	0	900
		215,255	12	215,243
Other Expenses				
	Total Expenses	215,255	12	215,243
	Surplus/(Deficit)	0	29,788	

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7335-Resource Harvesting

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	159,399	159,399	0
4610	CFIA	40,000	0	40,000
5999	Transfer in - Def Rev - Fish Licens	74,015	74,015	0
	Total Revenue	273,414	233,414	40,000
Expenses				
7355	Committed Funds	74,015	0	74,015
7568	Equipment Purchases	10,000	0	10,000
7955	Insurances & Licences	400	0	400
8312	Materials and Supplies	10,000	0	10,000
8977	Short Term Citizen Contracts	12,000	1,000	11,000
8978	Sub Contract	75,000	14,406	60,594
9072	Travel - Staff	3,000	321	2,679
9180	Utilities	1,200	300	900
6600:6999	Wages & Benefits	87,799	13,978	73,821
		273,414	30,005	243,409
	Other Expenses			
	Total Expenses	273,414	30,005	243,409
	Surplus/(Deficit)	0	203,409	

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7400-nismaqanult tukwaa?ath

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4210	FFA-BC-Funds Received	801,732	813,539	(11,807)
5999	Transfer in - Def Rev - t?uk??aa?	1,324,324	1,324,324	0
	Total Revenue	2,126,056	2,137,863	(11,807)
Expenses				
7355	Committed Funds	1,324,324	0	1,324,324
7360	Consulting	200,000	8,831	191,169
7568	Equipment Purchases	387,626	7,829	379,797
8312	Materials and Supplies	0	384	(384)
8325	Meeting Expense	5,000	0	5,000
8977	Short Term Citizen Contracts	4,000	0	4,000
9070	Training	5,000	0	5,000
9072	Travel - Staff	4,500	0	4,500
9180	Utilities	2,400	600	1,800
6600:6999	Wages & Benefits	193,206	47,104	146,102
		2,126,056	64,749	2,061,307
Other Expenses				
	Total Expenses	2,126,056	64,749	2,061,307
	Surplus/(Deficit)	0	2,073,114	

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7405-Climate Adaptation Plan

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
5960	Other Income	70,000	70,000	0
	Total Revenue	70,000	70,000	0
Expenses				
8670	Professional Fees	70,000	0	70,000
		70,000	0	70,000
Other Expenses				
	Total Expenses	70,000	0	70,000
	Surplus/(Deficit)	0	70,000	

Toquaht Nation
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YTD Variance Report
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9320-CBT Monitoring & Restoration

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
5999	Transfer in - Def Rev - CBT Funds	15,000	15,000	0
	Total Revenue	15,000	15,000	0
Expenses				
7568	Equipment Purchases	0	130	(130)
8670	Professional Fees	15,000	150	14,850
8978	Sub Contract	0	22,278	(22,278)
		15,000	22,558	(7,558)
Other Expenses				
	Total Expenses	15,000	22,558	(7,558)
	Surplus/(Deficit)	0	(7,558)	

Toquaht Nation
Schedule of Individual Program Revenue, Expenditure
YTD Variance Report
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1440-TSL Logging

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	5,000	5,000	0
	Total Revenue	5,000	5,000	0
Expenses				
7360	Consulting	5,000	0	5,000
		5,000	0	5,000
Other Expenses				
	Total Expenses	5,000	0	5,000
	Surplus/(Deficit)	0	5,000	

Assets & Public Works

Budget vs. Actual
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Toquaht Nation
Schedule of Individual Program Revenue, Expenditure
YTD Variance Report
June 30, 2026

1625-Emergency Management

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	76,856	76,856	0
4675	Cost Recoveries	0	2,866	(2,866)
5960	Other Income	84,500	0	84,500
	Total Revenue	161,356	79,722	81,634
Expenses				
7480	Dues/Memberships	698	173	525
7568	Equipment Purchases	0	900	(900)
7868	Honorarium - Citizens	2,700	1,200	1,500
7955	Insurances & Licences	995	0	995
8228	Legal Fees	5,000	0	5,000
8312	Materials and Supplies	200	200	0
8325	Meeting Expense	2,700	670	2,030
8670	Professional Fees	25,000	8,265	16,735
8828	Repairs and Maintenance	1,000	0	1,000
9070	Training	5,500	0	5,500
9072	Travel - Staff	16,900	1,400	15,500
9180	Utilities	6,200	300	5,900
6600:6999	Wages & Benefits	94,463	27,287	67,176
		161,356	40,394	120,962
Other Expenses				
	Total Expenses	161,356	40,394	120,962
	Surplus/(Deficit)	0	39,328	

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1630-Emergency & Disaster Mngmt Act

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
5999	Transfer in - Def Rev - Prov of BC	35,500	35,500	0
	Total Revenue	35,500	35,500	0
Expenses				
8670	Professional Fees	35,500	0	35,500
		35,500	0	35,500
Other Expenses				
	Total Expenses	35,500	0	35,500
	Surplus/(Deficit)	0	35,500	

Toquaht Nation
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1645-UBCM FireSmart Community

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
5960	Other Income	65,500	0	65,500
	Total Revenue	65,500	0	65,500
Expenses				
7120	Administration	7,500	0	7,500
8312	Materials and Supplies	2,000	0	2,000
8325	Meeting Expense	10,000	0	10,000
8828	Repairs and Maintenance	40,000	20,000	20,000
9070	Training	5,000	0	5,000
9072	Travel - Staff	1,000	2,052	(1,052)
		65,500	22,052	43,448
Other Expenses				
	Total Expenses	65,500	22,052	43,448
	Surplus/(Deficit)	0	(22,052)	

Toquaht Nation
Schedule of Individual Program Revenue, Expenditure
YTD Variance Report
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8530-Public Works - General

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	424,006	424,006	0
4675	Cost Recoveries	1,044	178	866
5960	Other Income	7,500	7,500	0
	Total Revenue	432,550	431,684	866
Expenses				
7680	Fuel/Oil/Grease	6,000	2,886	3,114
8312	Materials and Supplies	3,000	3,704	(704)
8828	Repairs and Maintenance	7,500	5,535	1,965
8977	Short Term Citizen Contracts	72,800	16,464	56,336
8978	Sub Contract	10,200	0	10,200
9070	Training	5,000	0	5,000
9072	Travel - Staff	2,000	0	2,000
9180	Utilities	8,200	2,401	5,799
6600:6999	Wages & Benefits	317,850	70,274	247,576
		432,550	101,264	331,286
Other Expenses				
	Total Expenses	432,550	101,264	331,286
	Surplus/(Deficit)	0	330,420	

Toquaht Nation
Schedule of Individual Program Revenue, Expenditure
YTD Variance Report
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8550-Public Works - Water Treatment Facility

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	43,168	43,168	0
4350	NTC Health Canada	14,839	14,839	0
	Total Revenue	58,007	58,007	0
Expenses				
7480	Dues/Memberships	805	0	805
7568	Equipment Purchases	33,000	0	33,000
7570	Equipment Rental	1,848	0	1,848
7955	Insurances & Licences	1,611	0	1,611
8312	Materials and Supplies	8,329	229	8,100
8670	Professional Fees	2,000	1,761	239
8977	Short Term Citizen Contracts	3,000	0	3,000
9180	Utilities	7,414	1,738	5,676
		58,007	3,728	54,279
Other Expenses				
	Total Expenses	58,007	3,728	54,279
	Surplus/(Deficit)	0	54,279	

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Schedule of Individual Program Revenue, Expenditure
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8555-Public Works - Sewage Plant

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	135,695	135,695	0
	Total Revenue	135,695	135,695	0
Expenses				
7568	Equipment Purchases	42,500	36,528	5,972
7680	Fuel/Oil/Grease	200	0	200
7955	Insurances & Licences	1,611	0	1,611
8312	Materials and Supplies	2,500	0	2,500
8670	Professional Fees	30,524	28,101	2,423
8978	Sub Contract	41,500	1,150	40,350
9070	Training	6,000	1,098	4,902
9180	Utilities	10,860	1,259	9,601
		135,695	68,136	67,559
	Other Expenses			
	Total Expenses	135,695	68,136	67,559
	Surplus/(Deficit)	0	67,559	

Toquaht Nation
Schedule of Individual Program Revenue, Expenditure
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8565-Asset Management

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	244,449	244,449	0
5999	Transfer in - Def Rev - BC MIRR	188,133	188,133	0
	Total Revenue	432,582	432,582	0
Expenses				
7355	Committed Funds	25,000	0	25,000
7955	Insurances & Licences	24,000	0	24,000
8312	Materials and Supplies	0	1,028	(1,028)
8828	Repairs and Maintenance	83,250	39,154	44,096
8978	Sub Contract	5,000	0	5,000
9072	Travel - Staff	0	770	(770)
9180	Utilities	0	900	(900)
6600:6999	Wages & Benefits	295,332	83,773	211,559
		432,582	125,624	306,958
Other Expenses				
	Total Expenses	432,582	125,624	306,958
	Surplus/(Deficit)	0	306,958	

Toquaht Nation
Schedule of Individual Program Revenue, Expenditure
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8600-tukwaa?athiic hisimyilyak

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	34,495	34,495	0
	Total Revenue	34,495	34,495	0
Expenses				
7568	Equipment Purchases	1,800	32,071	(30,271)
8312	Materials and Supplies	1,600	0	1,600
8670	Professional Fees	5,000	0	5,000
8828	Repairs and Maintenance	2,000	1,151	849
8978	Sub Contract	10,940	2,435	8,505
9180	Utilities	13,155	3,036	10,119
		34,495	38,693	(4,198)
Other Expenses				
	Total Expenses	34,495	38,693	(4,198)
	Surplus/(Deficit)	0	(4,198)	

Toquaht Nation
Schedule of Individual Program Revenue, Expenditure
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8605-qiyuus Lodge

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	18,675	18,675	0
5850	Rental Income	24,000	9,900	14,100
	Total Revenue	42,675	28,575	14,100
Expenses				
7212	Bank Charges & Interest	0	293	(293)
7480	Dues/Memberships	3,000	0	3,000
8312	Materials and Supplies	21,000	1,931	19,069
8670	Professional Fees	2,000	0	2,000
8828	Repairs and Maintenance	3,120	0	3,120
8977	Short Term Citizen Contracts	1,875	0	1,875
8978	Sub Contract	3,680	1,840	1,840
9180	Utilities	8,000	2,337	5,663
		42,675	6,401	36,274
Other Expenses				
	Total Expenses	42,675	6,401	36,274
	Surplus/(Deficit)	0	22,174	

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8610-PW/MS Building

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	23,566	23,566	0
	Total Revenue	23,566	23,566	0
Expenses				
7568	Equipment Purchases	3,000	0	3,000
7680	Fuel/Oil/Grease	250	0	250
8312	Materials and Supplies	1,500	179	1,321
8828	Repairs and Maintenance	2,500	0	2,500
8978	Sub Contract	500	0	500
9180	Utilities	15,816	4,190	11,626
		23,566	4,369	19,197
Other Expenses				
	Total Expenses	23,566	4,369	19,197
	Surplus/(Deficit)	0	19,197	

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8615-Macoah Public Washroom

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	1,700	1,700	0
	Total Revenue	1,700	1,700	0
Expenses				
8312	Materials and Supplies	1,500	0	1,500
8978	Sub Contract	200	0	200
		1,700	0	1,700
Other Expenses				
	Total Expenses	1,700	0	1,700
	Surplus/(Deficit)	0	1,700	

Toquaht Nation
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8620-Government House

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	129,616	129,616	0
	Total Revenue	129,616	129,616	0
Expenses				
7568	Equipment Purchases	11,000	0	11,000
7680	Fuel/Oil/Grease	200	0	200
8312	Materials and Supplies	52,500	0	52,500
8828	Repairs and Maintenance	10,000	0	10,000
8977	Short Term Citizen Contracts	30,100	0	30,100
8978	Sub Contract	9,000	0	9,000
9180	Utilities	16,816	0	16,816
		129,616	0	129,616
Other Expenses				
	Total Expenses	129,616	0	129,616
	Surplus/(Deficit)	0	129,616	

Toquaht Nation
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3400-Housing

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
5850	Rental Income	86,427	21,751	64,676
	Total Revenue	86,427	21,751	64,676
Expenses				
7570	Equipment Rental	2,000	910	1,090
7867	Honorarium - Committee	4,500	0	4,500
8312	Materials and Supplies	12,500	473	12,027
8325	Meeting Expense	750	0	750
8670	Professional Fees	5,000	0	5,000
8828	Repairs and Maintenance	55,227	10,943	44,284
8977	Short Term Citizen Contracts	500	0	500
8978	Sub Contract	5,700	2,850	2,850
9072	Travel - Staff	250	0	250
		86,427	15,176	71,251
Other Expenses				
	Total Expenses	86,427	15,176	71,251
	Surplus/(Deficit)	0	6,574	

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8570-Macoah Internet

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	33,600	33,600	0
	Total Revenue	33,600	33,600	0
Expenses				
8670	Professional Fees	10,000	0	10,000
8978	Sub Contract	5,000	0	5,000
9180	Utilities	18,600	3,600	15,000
		33,600	3,600	30,000
Other Expenses				
	Total Expenses	33,600	3,600	30,000
	Surplus/(Deficit)	0	30,000	

Capital Projects & Economic Development

Budget vs. Actual
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Schedule of Individual Program Revenue, Expenditure
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1415-Lucky Creek Hydro Project

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4550	Distribution fr THLP	7,000	7,000	0
	Total Revenue	7,000	7,000	0
Expenses				
7359	Consulting Contract	4,500	1,000	3,500
7955	Insurances & Licences	2,500	1,700	800
		7,000	2,700	4,300
Other Expenses				
	Total Expenses	7,000	2,700	4,300
	Surplus/(Deficit)	0	4,300	

Toquaht Nation
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3210-Capital Projects Development

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4550	Distribution fr THLP	65,000	65,000	0
	Total Revenue	65,000	65,000	0
Expenses				
7359	Consulting Contract	65,000	14,682	50,318
		65,000	14,682	50,318
Other Expenses				
	Total Expenses	65,000	14,682	50,318
	Surplus/(Deficit)	0	50,318	

Toquaht Nation
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3223-Sec 38 Sub - Expansion of Homelands

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4250	FFA-CDA-Funds Received	5,965,000	0	5,965,000
5999	Transfer in - Def Rev - Section 38	3,171,051	3,171,051	0
	Total Revenue	9,136,051	3,171,051	5,965,000
Expenses				
7120	Administration	150,000	0	150,000
7359	Consulting Contract	248,123	8,506	239,616
7558	Engineering & Sub Consultants	818,253	79,908	738,345
8978	Sub Contract - Construction	7,919,675	152,152	7,767,523
		9,136,051	240,567	8,895,484
Other Expenses				
	Total Expenses	9,136,051	240,567	8,895,484
	Surplus/(Deficit)	0	2,930,484	

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3226-Toquaht Government Building

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
5505	Loans (BMO or NEDC)	2,387,287	2,147,101	240,186
	Total Revenue	2,387,287	2,147,101	240,186
Expenses				
7359	Consulting Contract	25,000	8,251	16,749
7558	Engineering	340,000	359,226	(19,226)
7568	Equipment Purchases	350,000	0	350,000
7570	Equipment Rental	20,000	0	20,000
7955	Insurance & Licenses	45,000	0	45,000
8312	Materials and Supplies	400,000	65,664	334,336
8670	Professional Fees	75,000	125,404	(50,404)
8978	Sub Contract	1,132,287	1,832,723	(700,436)
		2,387,287	2,391,268	(3,981)
Other Expenses				
	Total Expenses	2,387,287	2,391,268	(3,981)
	Surplus/(Deficit)	0	(244,167)	

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3510-Public Works Yard/Firehall

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4550	Distribution fr THLP	50,000	50,000	0
	Total Revenue	50,000	50,000	0
Expenses				
7359	Consulting Contract	2,500	312	2,188
8978	Sub Contract	47,500	0	47,500
		50,000	312	49,688
Other Expenses				
	Total Expenses	50,000	312	49,688
	Surplus/(Deficit)	0	49,688	

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3540-Macoah EV Charger Station

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4550	Distribution fr THLP	60,000	60,000	0
	Total Revenue	60,000	60,000	0
Expenses				
7359	Consulting Contract	0	62	(62)
7558	Engineering	0	652	(652)
8978	Sub Contract	60,000	0	60,000
		60,000	715	59,285
Other Expenses				
	Total Expenses	60,000	715	59,285
	Surplus/(Deficit)	0	59,285	

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3550-Macoah St. Lights

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4550	Distribution fr THLP	330,000	330,000	0
	Total Revenue	330,000	330,000	0
Expenses				
7359	Consulting Contract	0	219	(219)
8978	Sub Contract	330,000	43,298	286,702
		330,000	43,517	286,483
Other Expenses				
	Total Expenses	330,000	43,517	286,483
	Surplus/(Deficit)	0	286,483	

Toquaht Nation
Schedule of Individual Program Revenue, Expenditure
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4541-Contaminated Site (Old Marina)

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4550	Distribution fr THLP	145,000	145,000	0
	Total Revenue	145,000	145,000	0
Expenses				
7359	Consulting Contract	25,000	1,750	23,250
7360	Consulting	20,000	0	20,000
7558	Engineering	10,000	0	10,000
8228	Legal Fees	25,000	7,021	17,979
8670	Professional Fees	65,000	0	65,000
		145,000	8,771	136,229
Other Expenses				
	Total Expenses	145,000	8,771	136,229
	Surplus/(Deficit)	0	136,229	

Toquaht Nation
Schedule of Individual Program Revenue, Expenditure
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8535-Tyee House

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4550	Distribution fr THLP	361,500	361,500	0
	Total Revenue	361,500	361,500	0
Expenses				
7359	Consulting Contract	1,500	531	969
7570	Equipment Rental	2,500	0	2,500
7955	Insurances & Licences	4,500	0	4,500
8228	Legal Fees	1,500	0	1,500
8312	Materials and Supplies	50,000	14,987	35,013
8670	Professional Fees	1,500	0	1,500
8671	Project Management	4,000	0	4,000
8978	Sub Contract	296,000	288,803	7,197
		361,500	304,321	57,179
Other Expenses				
	Total Expenses	361,500	304,321	57,179
	Surplus/(Deficit)	0	57,179	

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8541-Secret Beach Development

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4550	Distribution fr THLP	300,000	300,000	0
	Total Revenue	300,000	300,000	0
Expenses				
7359	Consulting Contract	15,000	3,345	11,655
7558	Engineering	0	42,632	(42,632)
8670	Professional Fees	0	2,478	(2,478)
8978	Sub Contract	285,000	230,982	54,018
9180	Utilities	0	2,426	(2,426)
		300,000	281,863	18,137
Other Expenses				
	Total Expenses	300,000	281,863	18,137
	Surplus/(Deficit)	0	18,137	

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8544-Secret Beach Offsite Utilities

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4550	Distribution fr THLP	575,000	575,000	0
	Total Revenue	575,000	575,000	0
Expenses				
7359	Consulting Contract	7,500	1,502	5,998
7558	Engineering	25,000	2,482	22,518
7955	Insurance & Licences	3,500	0	3,500
8670	Professional Fees	6,000	1,457	4,543
8978	Sub Contract	533,000	41,159	491,841
		575,000	46,599	528,401
Other Expenses				
	Total Expenses	575,000	46,599	528,401
	Surplus/(Deficit)	0	528,401	

Additional Grants & Other Funded Projects

Budget vs. Actual
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1640-CS Grants

	2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue			
Expenses			
Other Expenses			
Surplus/(Deficit)	0	0	

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7330-Macoah Shoreline Erosion

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
Expenses				
7360	Consulting	0	70,316	(70,316)
		0	70,316	(70,316)
Other Expenses				
	Total Expenses	0	70,316	(70,316)
	Surplus/(Deficit)	0	(70,316)	

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7410-Maggie River Trail

		2026/2027 Budget Full Year	2026/2027 Quarter 1 30-Jun	Variance
Revenue				
4725	First Peoples' Cultural Council	41,860	41,860	0
	Total Revenue	41,860	41,860	0
Expenses				
7870	Honorarium - Other	15,600	0	15,600
9072	Travel - Staff	800	0	800
6600:6999	Wages & Benefits	25,460	0	25,460
		41,860	0	41,860
Other Expenses				
	Total Expenses	41,860	0	41,860
	Surplus/(Deficit)	0	41,860	

Community Services Quarterly Report 2026/27

The department of Community Services has several priorities and objectives for improving the health of Toquaht citizens. Community Services provides a variety of citizens support in the areas of health, social development, community programs, mental health, children and families, Elders, education, and culture and language. The Community Services department also supports Toquaht to prepare for and respond to emergencies. The team is led by the Director of Community Services

Goal:	Foster Masčim and Community Well-Being		
Priority Area	**Goals**	**Strategies and Objectives**	**Q1 Progress**
General Administration	Administer community services programs and services in alignment with Toquaht values, principles, laws, and policies and the strategic plan	Ensure that staff have the tools, skills, and support they need to provide holistic services to all Toquaht people regardless of residence	In Progress
		Review all CS policies annually and make recommended amendments if any	Reviewed the Hardship Application and recommended it be dissolved. Revised policies in progress. In Progress: K-12 policy revisions and Post-Secondary Education Policy review.
Community Health & Social Development	Ongoing administration of health programs including patient travel, community nursing, and mental health supports.	Improve access to Ear, Eye and Oral health (hearing aids, eye exam and dentures) in Macoah and to set up visits in Port	Partnered with Helicopters Without Borders (HWB) to bring services to Macoah: • April – Dental services (cleanings, fillings, chipped tooth repair, tooth cap replacement) • May – Mobile denturist visit • June – HWB optometry and audiology clinic
	We will also bring a wider variety of health supports and assessments to community including eye health and hearing screening.	Bring a variety of health services to Macoah Examples: Dietician, OT, Naturopath, Physicians, clinical counselors health supports - Macoah	• HWB brought denturist, dentist, optometrist, and audiologist services to the community. • NTC Diabetes and Dietician Educator Rachel Greening hosted a Diabetes and Hypertension screening day. • NTC clinical counsellor Aziza Ahmed visited the community. • An NTC nurse administered the shingles vaccine.
			Established new and continuing service agreements: • Chiropractor – Dr. Ron Norman • Massage Therapist – Melissa Hardy • Physiotherapist – Antoinette Busch • Acupuncturist – Riley Hole

Priority Area	Goals	Strategies and Objectives	Q1 Progress
		Offer health promotion and education sessions relating to traditional foods	NTC Diabetes Educator and Dietician Rachel Greening hosted a Diabetes and Hypertension screening wellness day, with two participants winning prize draws.
		Create a Food Sovereignty Program	In Progress
Elders	Improve services to Elders and people on disability	Build a Elder's program that aims to reduce social isolation and increase supports to Elders	Supported Elder in gaining access to mobility aids to reduce social isolation and improve quality of life.
		Create an honorarium policy to ensure fairness and transparency	In Progress - support being provided through Culture, Language & Heritage
		Research Elder supports available in Port Alberni and make a plan for how to fill in any gaps in services	In Progress
Child and Family Wellness	Enhance programs and services for children, youth, and families	Improve Toquaht children's well-being with prevention based programs and services	• Continued working with outside agencies to ensure the needs of TN children were met. • Family Support Worker (FSW): Interviews were conducted, resulting in one candidate being selected to receive a formal offer of employment.
		Provide opportunities for cultural connection - lands, family, and community	
		Provide advocacy and support for families experiencing MCFD/ICFSA involvement	Child & Family Wellness Supervisor continues to advocate for children and families, handling complex cases, and maintaining collaborative relationships with external agencies (USMA, MCFD)
		Provide opportunities to learn about culturally relevant items and teachings.	The Community Services department is actively planning the Welcoming the Children Home event, scheduled for July 24-25 with preparations focused on program logistics, cultural components, and community outreach
	Implement our S92.1 Community Agreement	S92.1 agreement is posted on TNG's new website; Implement the S92.1 and monitor effectiveness; Create key performance indicators for measuring effectiveness.	• Posted the S92.1 Community Agreement to TNG's new website. • Supported three separate families under the agreement during Q1.
Mental Health	Support access to mental health services including access to addictions recovery options	Increase positive communications to decrease stigma of mental illness	Introduced new NTC clinical counsellor Aziza Ahmed to residents and staff.

Priority Area	Goals	Strategies and Objectives	Q1 Progress
		ƛuḵʷaaʔatḥ citizens learn about and are participating in cultural practices such as uusimč and traditional medicines.	Uu-stak-yuu reached out to Nation leadership to offer a Mentor/Mentee program; Toquaht leadership selected one individual to participate.
		Support citizens to access a variety of addictions recovery options (detox, residential treatment, aftercare, harm reduction, etc.)	Posted information on TNG social media about access to online mental health services, including RedCedar BC and NTC service providers (clinical counsellors, social workers).
Education Support	Support and encourage citizens in learning and the pursuit of educational goals	Review the job description and hire the Education Coordinator position	Education Coordinator: Interviews were conducted, resulting in one candidate being selected to receive a formal offer of employment.
		Increase supports to learners by reviewing and amending the Education and Support Policy	In Progress
		Review and amend the Good Grades Policy to be more inclusive of all learners	In Progress
		TN participates on SD70's Indigenous Education Council	Ongoing
		Increase school attendance for children living in Macoah by providing transportation to and from school (Ucluelet)	In Progress
		Toquaht skills database	In Progress
		Shuttle bus - school bus	Grant application for shuttle bus, submitted by Kathy Waddell, listed as pending for a lengthy period of time finally received approval during Q1.
Community Programs and Recreation	Increase citizen holistic well-being through healthy, fun, and regular activities at Macoah and Port Alberni	Indigenous: traditional foods and medicines, practices, language, dancing and drumming, etc.	Indigenous programming (traditional foods and medicines, practices, language, dancing, and drumming) continued on an ongoing basis throughout Q1.
		Develop annual programming	Began organizing a food sovereignty program, including food boxes and related programming.

Priority Area	Goals	Strategies and Objectives	Q1 Progress
		Create a calendar of events	• Began gathering information for a monthly community calendar for residents without internet access, with a goal of distribution by June 1. • Progress was affected by short-staffing on Quu'asa and NTC nursing, and by community events related to individual passings.
		Engage with community to understand what activities they want to see	In Progress. Support being provided through Culture, Language and Heritage.
		Support Nation-wide cultural events and celebrations	Supported the Culture, Language, and Heritage Department in hosting a Culture Day Celebration on June 29, held following the in-person People's Assembly.

Administration Quarterly Report 2026/27

The Administration ensures the day to day operations of the TNG are effectively and efficiently managed in accordance with approved laws, regulations, and policies. The admin department covers general operating costs and supports the financial administration of the government. The department aims to enhance citizen engagement, improve access to information, and support ongoing communication efforts. Strong data and records management is an essential component of effective and efficient governance. This department supports the function of the law clerk, including the management of the citizen registry, databases, and all official records.

Goal:	Build Government Capacity		
Priority Area	**Goal - Strategies**	**Objectives**	**Q1 Progress**
General and Office Administration	Manage administrative staff & support other departments	♦Increase staff capacity through training and professional development ♦Develop/expand administration team	♦help prepare onboarding docs for new staff ♦created new emails for new staff ♦held regular check-in mtgs of admin staff and communications
	New Government Building planning & coordination	♦Come up with a suitable design for the buidling	♦No meetings this quarter
	Ensure that government office is safe, maintained, and equipped as required	♦Increase employee health and safety ♦liase with landlord	♦ordered office equipment ♦ordered blinds for windows & had them installed ♦Participate on the Joint Health & Safety Committee as alternate Employer rep ♦Through the JOH&S Committee, instructed Records & Data Clerk to conduct regular office inspections
	Enhance communications and engagement with citizens	♦Increase Toquaht administrative capacity by hiring external support until we hire an in house Communications Coordinator ♦Keep website current and accessible	♦Facebook updated regularly with notices, important info and other citizen engagement ♦Spring newsletter prepped and distributed ♦helped oversee contractor's social media post schedule
	Ensure that the TNG website is up-to-date	♦Improve external communications ♦maintain legislation registry	♦Assist contract Communications Coordinator with regular updates on the website with the help the Records & Data clerk
	Coordinate People's Assemblies	♦Improve citizen engagement and participation in governance	♦worked with contract Communications Coordinator to plan and execute June in-person People's Assembly ♦included other staff in planning ♦facilitated A/V for the PA ♦purchased door prizes for adults and personalized gifts for youth ♦poll staff/directors on content for Pas

Priority Area	Goal - Strategies	Objectives	Q1 Progress
	Oversee citizen distributions and Specific Claims	♦Improve citizen well-being	♦start preparation for July distribution with the admin assistant ♦Attended a couple Toquaht Chequis Specific Claim - Strategy Meetings in May
	Improve data collection and records management	♦Ensure the shared drive is organized and all registries are up to date	♦continued sifting thru z-drive to fix duplications and delete and archive as needed ♦purge older files ♦updated registries as required
	Develop operations manuals - Law Clerk - Reception - Administrative functions	♦Improve access to knowledge about standardized processes	♦continue to work on reception ops manual ♦start outline for law clerk/records ops manual
	Improve information dissemination and collection for E, C, committees & citizens	♦Improve forms & templates ♦Streamline agenda & minutes creation	♦contacted committee chairs in advance of mtgs to ensure agenda packages were prepared ♦sent pre-scheduled mtg invites to Executive, Council & committee members ♦sent draft minutes in timeley manner
	Develop Committee and other groups membership appointment process and procedures	Improve how Committee and other groups membership is appointed	no work this quarter
	Streamline Toquaht General Elections & Orientation training	♦Ensure the election runs smoothly and enhance effectiveness of newly elected Council/Executive	no work this period
	Attend confrences/workshops to network with other organizations	♦networking, education, and collaboration among individuals and organizations	no conferences this period
	Manage events happening on Toquaht Territory	♦ensuring protocols are adhered to ♦networking, education, and collaboration among individuals and organizations	♦attended several planning meetings for the in-person June PA
Legislative Amendments	Analyze Mack Law reports on legislative amendments Maintain and summarize in spreadsheet	♦Improve Toquaht laws so that they do what they are intended to do and work within our systems	no work this quarter

Priority Area	Goal - Strategies	Objectives	Q1 Progress
	Human Resources Policy	♦Amend policy to better reflect the organization's current needs and goals	♦attended a meeting to review the latest updates
	Public Works and Services Regulation	♦Improve regulation so that it supports Toquaht's goals To ensure consistency with the recently enacted Public Works and Services Act and any other new Toquaht or provincial laws.	on hold for now
	Macoah Zoning & Structures Act Amending Act - needs updating		♦awaiting finilization of proponent contracted to develop the legislation
	- Freedom of Information and Protection of Privacy Act - to allow TNG unrestricted use of its own information that has been collected	♦Improve act so that it supports Toquaht's goals for better data collection, use and management	no work this period
	Annual Rates Regulation	♦must be enacted annually	no work this quarter
	Economic Devleopment and Business Development Acts	♦Split previois Economic Development Act into two separate acts	♦Had Ratcliff review and carve out all business development activities from the economic development act ♦Held a couple discussion meetings ♦enacted the Economic Development Act ♦Enacted the Business Developmnet Act
	- Financial Administration Act - better alignment with actual practices	♦Improve act so that it supports Toquaht's goals and process dates are achievable	no work this period
	- Replacing Enforcement Act & regs with Administration of Justice Act & regs - add ticket violations	♦Amend act to allow for new ticket violation process	♦legislation has been enacted ♦coordinating with the Justice Branch on ticketing through the court system ♦attended meetigns to discuss enforcement of MTN laws by BC Courts
	- Emergency Preparedness Act - to fix inconsistencies and irregularities	♦Align act with new BC law; adjust reporting requirements	no work this period
	- Housing Regulation	♦revise decision matrix for social housing to reflect Toquaht goals and values and develop desicion matrix for market housing	no work this quarter

Priority Area	Goal - Strategies	Objectives	Q1 Progress
Records & Registries	Wills project	♦Support citizens to ensure they have a will by decreasing cost barriers	♦continued to advertise and coordinate citizen and Ratcliff
	Citizenship and database	♦Increase accuracy of information and efficiency of database	♦no work this quarter
	Ensure that all Executive, Council, and committee meetings minutes and decisions are recorded and filed	♦strong, accountable, transparent governance	♦update motions registry after each E/C meeting ♦certify all approved draft minutes ♦ensure all draft minutes are on executive mtg agendas ♦request data clerk to add committee motions to the registry
	Maintain Human Resources files for each employee	♦ensure current and confidential files for all employees are filed in locked fireproof cabinet	♦support the DoO with filing and retreiving docs ♦update HR files as needed (training certificates, performance files, and other HR related letters, etc.)
	Develop strategies for effective meeting management	♦Develop and implement standardized meeting procedures	♦Developed Meeting Recording Policy
	Have a functioning Archive program	♦Work on the foundation for developing our archives program and strategies	♦attended Archives 101: Archival Practice with Indigenous Organizations
Specific Claims	Support Ratcliff with specific claims where required	♦ensure all process requirements are met	♦update from Ratcliff on the Chequis IR 3 Fishing Interest – Reduction Specific Claim
Attendance at Committee mtgs	Participate on the Tripartite implementation committee	♦work with treaty partners to address barriers to implementation	♦no meetings this quarter
	Participate on the Toquaht Standing Committee on Treaty Implementation	♦Identify the obligations of the Toquaht Nation arising under the Maa-nulth Treaty	♦Assisted policy analysts in developing the framework for the committee ♦Held first committee meeting
	Participate on the Enforcement advisory committee	♦work to adress enforcement deficiencies	♦Attended bi-monthly meetings
	Participate on various Maa-nulth Meetings	♦Participate in the Maa-nulth Internal Periodic Review process	♦Attended a Maa-nulth Internal Periodic Review Meeting in June
	Attendance at other Toquaht committees	♦Provide corporate governance and procedural support to committees	♦Act as Corporate Officer for committee meetings ♦Provide procedural and legislative advice

Priority Area	Goal - Strategies	Objectives	Q1 Progress
Federal collaborative fiscal process (2WG2A	Federal collaborative fiscal process (2WG2A) (indicators and data and community well-being data toolkit project) The Community Well-being Tools Project is an initiative of the Data Steering Committee (DSC). The DSC is comprised of Self-Governing Indigenous Government (SGIG) representatives and was formed to support SGIGs in building their data governance and management capacity. Since 2018, the DSC has overseen data capacity-building initiatives for the SGIGs, including an online toolkit. The DSC is building upon this previous work by developing a suite of tools to support SGIGs in understanding and reporting on community well-being:	♦improve grasp of data management, ♦help develop data toolkit	♦Attended Social Well-being meetings with other SGIGs to confirm languages and other census data to establish a set of indicators
	Develop a Toquaht Nation Data governance framework.	utilize the Shore Consulting Group final report to develop a framework	no work this quarter
Emergency Management	Emergency Management Planning	♦ensure Toquaht is prepared to respond and manage emerencies	no work this quarter
Governance	Updating the Strategic Plan	♦ensure Toquaht has a well thought out strategic plan	♦Strategic Plan is approved and has been printed and available on the website

Priority Area	Goal - Strategies	Objectives	Q1 Progress
	Senior Management Team - To foster effective communication, align strategic priorities, and make informed decisions that drive organizational success.		♦attended Senior Managemnet Team meetings (Team Huddles)
Annual Budget	Plan for the Annual Budget		no work this quarter

Finance

Quarterly Report 2026/27

The Finance department ensures the finances of the TN are effectively and efficiently managed in accordance with approved laws, regulations, and policies. This report provides an update on the activities of the Finance Department for the period 2026-27 fiscal year. Detailed quarterly financial statements are prepared and presented to the Finance Committee for review four times annually. The Finance department prepares the Annual Budget Act and works congruently with the auditing firm to produce final year-end consolidated statements.

Goal:	**Build Government Capacity**		
Priority Area	**Goal - Strategies**	**Objectives**	**Q1 Progress**
General Administration		1. Support staff to increase their own capacity through training and development.	▪ Develop in-house workshops/tutorials designed to increase capacity with Budget Act, HR Policy, Finance policies & procedures and applicable legislation ▪ Establish new deposit schedule
		2. Review current job descriptions and how the work is currently organized to plan for future needs and employee retirement. Review and fine tune all employee's roles – this will enable DoF to support DOO.	▪ Due to the long-term absence of our Senior Bookkeeper, we've been reviewing possible changes to existing positions within our department
		3. Research and understand where there are gaps and how we can improve systems and increase efficiencies in workflow.	▪ Continue working on/tweaking sound reporting system for qiyuus transactions ▪ Continue work with team to identify gaps and improve systems as needed
		4. Assess space requirements for the finance office to accommodate personnel, computers, files, etc.	
		5. Offsite emergency plan for finance server to ensure financial information is protected and secure.	
		6. Maintain integrity of financial reporting by performing periodic internal audits to catch potential errors or omissions.	▪ Continue to work with Directors to ensure policies are followed
		7. Overhaul Adagio across all modules to establish clean, proper accounts, departments, and vendors	

Priority Area	Goal - Strategies	Objectives	Q1 Progress
		8. Create systems to track, record, and monitor payroll, accounts receivable – revenues and external funding agreements, and credit	▪ Ongoing ▪ Assist Ec Dev Officer in development of funding database
		9. Improve reporting to the Finance Committee by creating additional Schedules to the quarterly financial statements.	
		10. Develop Operations Manuals - Accounts Payable - Accounts Receivable - Payroll - Other Standardized Functions to improve access to knowledge about standardized processes.	▪ Review finance procedure "cheat sheets" ▪ Locate original Adagio training notes provided by Trio ▪ Research and compile info for the Ops Manual
Budget Act		1. Deliver workshops to prepare the Directors for the Budget Planning session in October.	
		2. Increase efficiency by beginning budgeting process in September to allow ample time for complete process.	
		3. Develop a 5-year financial plan as per the Act. (Connect to *Strat Plan*)	
		4. Identify yearly reserves funding contributions required and incorporate into the plan	
		5. Prepare Budget Act for presentation to the Finance Committee and Council.	
		6. Prepare Budget Act for People's Assembly to increase citizen awareness and understanding of Toquaht budgets.	
		7. Track and report on spending across the organization.	▪ Present Q4 report

Priority Area	Goal - Strategies	Objectives	Q1 Progress
Audit		1. Prepare year-end reconciliations and adjustments in preparation for the field audit in May. 2. Complete internal file audit.	▪ Prepare for field audit (Mid may) ▪ Year-end reviews with Directors ▪ Capital project reconciliations ▪ Field audit with RHN ▪ Respond to all audit queries as received
		3. Communication and follow up with Directors to ensure that all documents are submitted to finance on time and complete with POs, quotes, contracts, coding, and approvals, etc.	▪ Ongoing communication with the Directors
		4. Request for proposals for Auditors as per the FAA.	▪ Extend contract with RHN
		5. Collaborate with auditing firm on the presentations of the audit to the Finance Committee, Council, and the People's Assembly.	
External Funding		1. Monitor and track external funding received and maintain quarterly reports to Finance Committee and the DOO.	▪ Maintain "Additional Funding and Grants" spreadsheet and FR specs ▪ Update quarterly financial report as new funding comes in
		2. Ensure that funding reports are accurate and submitted to the funders with appropriate financial reports.	▪ Work with Directors on fiscal year end reporting to 3rd party funders
		3. Track reporting deadlines for all external funding on an Outlook calendar.	

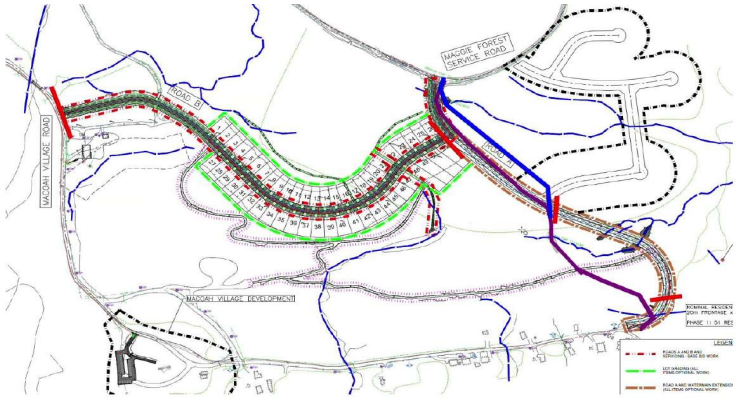
Priority Area	Goal - Strategies	Objectives	Q1 Progress
Department Outreach and Support		1. Accounting Manager to support all departments to adhere to professional accounting standards.	▪ Provided Directors with the 2026-27 budget worksheets for coding and managing program budgets ▪ Weekly queries to Directors on A/P claim submissions
		2. Increase directors and managers capacity with training about finance processes.	▪ Continued work with the Assets Director on the development and implementation of the Asset Management Plan
		3. Quarterly reviews with Directors to increase their capacity, manage their budgets, understand their financial statements, and correct any identified errors in coding. 4. Review ongoing contracts annually.	▪ Ongoing weekly monitoring of active programs
Law & Policy		1. Make recommendations for changes to the Financial Administration Act	
		2. Identify current policy gaps and develop new policies needed.	
		3. Review and finalize Finance related policy amendments or additions: a. Expense reimbursement (unauthorized) b. Timing c. Authorization procedures d. Mastercard e. Children's Trust policy f. Potential New Policies: g. Procurement and Tendering (*Str Pln 1.2*) h. Honoraria 4. Short-term citizen contracts – standardization 5. Committee and Board Remuneration	

Priority Area	Goal - Strategies	Objectives	Q1 Progress
Strategic Plan Initiatives		1.2 Enhance Fiscal Responsibility · Develop a plan to ensure taxation as a revenue source · Build capacity to strengthen our ability to negotiate financial outcomes	▪ Attend taxation related fiscal meetings
		3.4 Provide additional housing opportunities for citizens and workforce · Create a multi-year housing strategy which includes o A variety of nation owned single and multi-family options o ʔeʔiičum (Elder) housing complex o Staff and service provider housing o Options for citizen owned homes · Pursue funding to construct housing · Assist citizens to obtain insurance	▪ Ongoing communications with Wiser re housing funding opportunities ▪ Negotiate tenants' insurance for nation owned rental homes
		4.2 Resource adequate Infrastructure and Asset Management · Create long-term capital plan, in conjunction with community master plan · Develop and implement asset management plan · Complete construction of government building · Complete construction of taayii ḥaẇił house	▪ On-going meetings with Asset Management Plan team

Capital Projects Quartlery Report 2026/27

This quarterly report describes activities and initiatives that the Capital Projects department has been working on for the period described above. The TNG strategic plan for 2025-2030 has several priorities and objectives for the department, especially under the priority area “Build Infrastructure” and as described in the 2026/2027 Budget Act.

Goal:		
Project	**Objectives**	**Q1 Progress**
Lucky Creek Hydro (Dept 1415) **Project Description:** Project to design and construct a hydro dam at Lucky Creek. Power generated to be sold to BC Hydro under returned buyback program. **Project Stage:** Planning/Feasibility	**Objectives 2026/27:** Liaise with BC Hydro and BC government to obtain final approval of the Water Power Development Plan, renew the Investigative Permits, and to develop funding applications for various opportunities such as NRCAN, CORP, BCICEI, CEBF, NTC etc. Also to monitor the anticipated new BC Hydro Call for Power for projects of the size and type that will fit Lucky Creek.	▪ Toquaht maintains its interest in advancing the Lucky Creek Hydro Project as an Indigenous-owned renewable energy opportunity. Following the submission of a Letter of Interest to BC Hydro’s 2025 Request for Expression of Interest (RFEOI) for Capacity, Toquaht continues to explore opportunities for future discussions regarding the project’s power generation potential. ▪ Toquaht continues to highlight the project’s alignment with provincial renewable energy and reconciliation goals. Previous discussions with the Ministry of Energy and Climate Solutions focused on Toquaht’s ownership of the project, Indigenous-led small hydro ▪ In June, Toquaht held an internal meeting to dicuss the project’s readiness/eligibility for the First Nation Energy Program (FNEP) through New Relationship Trust (NRT), and other funding opportunities. Additional technical and financial review may be required to *Photo: Aerial view of Lucky Lake, looking southeast*
Section 38 Subdivision (Dept 3223) **Project Description:**	**Objectives 2026/27:** Complete the tendering process and confirm the ISC construction funding for Phase 1 (49 Lots); from the federal	▪ Urban Systems completed the Detailed Design for Phase 1, including 49 residential lots, roads, underground services, and tender-ready documents. ▪ Following a comprehensive tendering process, and approval by Toquaht Executive, a Notice of Award was issued to the low bid, Hazelwood Construction Services, for

Project	Objectives	Q1 Progress
2021 Coastal Vulnerability Study (KWL) identified Section 38 as the preferred site for relocating housing and infrastructure out of the Tsunami Inundation Zone. ISC confirmed funding for construction of Phase 1 (49 Lots). Construction is scheduled to begin in early 2026/27. **Project Stage:** Construction	government "Structural Mitigation" fund. These lots will all be above the tsunami zone. Subject to funding confirmation, construction will begin early in Q1.	▪ ISC confirmed construction funding for the base bid work which includes roadworks, servicing, and drainage for the main roadway to create the 49-lot subdivision. Community consultation identified additional priorities to be considered alongside this planned work, and Toquaht submitted a request to ISC to consider ▪ Construction is now underway, with clearing and grubbing ongoing and environmental protection measures in place. Initial drilling activities have started, with blasting and earthworks scheduled to follow in July. Ongoing coordination *Drawing: Section 38 (Phase 1), Urban Systems, June 2026 (For Review Only). Drawing denotes planned Lot Grading, Roads A & B Servicing, and Road A & Watermain Extension.* 
New Government Building * (Dept 3226) **Project Description:** The Government Building will house Toquaht Nation's Council chambers, executive	**Objectives 2026/27:** Continue construction of the new Government Building. As of March 2026, the building is at lockup, and the installation of drywall has begun. The current schedule is to have the building ready for occupancy by the fall of 2026. This will include the completion of the surrounding landscaping. The 26/27 fiscal budget request is in addition to the	▪ Construction of the Toquaht Government Building continues to progress steadily, with the building moving into the final stages of construction. ▪ Site works are advancing, including exterior siding installation and completion of the landscape platforms. Hydro connection is nearing completion, with BC Hydro working ▪ Interior finishes are progressing throughout the building. Drywall is substantially complete, painting and trim work are underway, flooring is approximately 90% ▪ Mechanical, electrical, and plumbing work continues to advance, with rough-ins substantially complete. Great room ducting has been installed, and final electrical ▪ This project remains on track for completion in the fall of 2026.

Project	Objectives	Q1 Progress
offices, and administrative staff. 16,000 sq ft building includes offices, meeting rooms, shared workspaces, and support facilities. Lower level has additional office space for future expansion. **Project Stage:** Construction	"rollover" of any 25/26 budget surplus.	*Photos: Exterior and interior progress photos, June 2026*

Project	Objectives	Q1 Progress
Public Works / Marine Stewardship Building (Dept 3510) **Project Description:** Construction of a facility to house public works, volunteer firehall, and the Toquaht Marine Stewardship Base. The building floorplan includes a one-story structure with a footprint of approximately 3,734 sq ft. **Project Stage:** Construction	**Objectives 2026/27:** Complete the installation of the C-cans and to refit the marine wet lab. There is no new budget requested here. Just the carryover of any 25/26 surplus to complete the installation in Q1 of 26/27.	▪ Repairs related to the July 2025 water line incident have been completed. The Public Works Building is now substantially complete, including final grading, fencing, floodlight fixtures, and installation of the backup generator. ▪ Final site improvements are ongoing, including electrical connections for the two C-cans and minor finishing items. *Photo: Exterior, Sept 2025*
Macoah EV Charger Station (Dept 3540) **Project Description:** Installation of two EV chargers at the Community Building in Macoah. Two charging pedestals will be installed which will provide service for four parking stalls. **Project Stage:** Construction	**Objectives 2026/27:** Complete the installation of the two EV chargers at the Community Building in Macoah. This is a carryover project from the 25/26 fiscal year. The materials have all been ordered and the underground work started in March. There is no new budget requested here. Just the carryover of any 25/26 surplus to complete the installation in Q1 of 26/27.	▪ Installation of EV chargers at the Community Building is moving forward. Two charging pedestals will be installed which will provide service for four parking ▪ The design is complete and all materials have been ordered. Installation is being coordinated alongside parking lot lighting works and other site electrical ▪ Toquaht continues to explore funding opportunities to support this project. *Photo: Example – EV Charger at Pacific Rim Visitor Centre, Ucluelet*

Project	Objectives	Q1 Progress
Macoah Street Lights **Project Description:** Increased lighting at Macoah. Streetlights, landscape lighting, and associated civil work for all outdoor streetlights, pathway lights etc. Future phases include road and parking lot paving, as well as footpaths and landscaping. **Project Stage:** Construction	**Objectives 2026/27:** Complete installation of the street and pathway lighting that was included in the 25/26 fiscal year budget. The final lighting design has been completed, and the materials have all been ordered. Installation of the underground works began in March of 2026. The installation of all streetlights will be completed in Q1 of 26/27. There is no new budget requested here. Just the carryover of any 25/26 surplus to complete the installation in Q1 of 26/27.	▪ This phase of the project includes the installation of new street lighting around ťukʷaaʔatḥiic hišimyiłtʸak (Community Building) and qiyuus (12-plex Guest Lodge). Paving of roads and parking areas is not included in the current fiscal year but will ▪ The lighting package includes 22 roadway and parking lot fixtures (with mounting arms), 10 pathway bollards, and dimming controls for parking and bollard fixtures, ▪ The number of fixtures has increased slightly from the original estimate to accommodate the expanded parking area behind the Community Building and a denser layout of bollard lights along the playground path and staircase. Dimming ▪ The design is now complete, and all materials have been ordered. Installation of all required underground works is complete. The street lights and light bollards are *Photo: Project Location*
Site Contamination (TBM) **Project Description:** Remediation of the old Toquaht campground and marina due to contamination from a previous mining operation. Includes the negotiation with BC for Toquaht to purchase Stopper Island.	**Objectives 2026/27:** Continue negotiations on the remediation plan with BC, complete an Expert Technical Review of the scope and budget for the Long-Term Management Plan that will form part of the final Remediation Agreement, and complete an independent review of the Flood Construction Level (FCL) provided by the BC engineering consultants. Ken Matthews and ECON will provide consulting services and technical support as required during the negotiations of the final remediation agreement, including the valuation of the timber on Stopper Islands. The budget includes an allowance for legal review and advice as required concerning the final remediation agreement with BC.	▪ Complex negotiations are underway with BC regarding the various issues surrounding the former Toquaht Bay Campground site, now referred to as “DL ▪ Toquaht continues to work with the Province of British Columbia to resolve the status of the Old Toquaht Bay Campground, now referred to as DL 2220. BC maintains that DL 2220 constitutes “Submerged Lands” as defined under the Maa- ▪ BC provided Toquaht with a draft Campground Letter Agreement (Transfer Agreement) and a draft Campground Remediation Communication Memorandum of Understanding (MOU) in August. The proposed approach outlines a two-step process: first, to complete a land transfer of DL 2220 to Toquaht, and second, to ▪ Following a thorough review of the Memorandum of Understanding regarding communications for the remediation of the Former Toquaht Bay Campground, ▪ Discussions with BC are ongoing on this important matter. The scheduled June meeting was postponed, allowing more time to prepare for the People’s Assembly,

Project	Objectives	Q1 Progress
Project Stage: Planning/Feasibility		*Map: Old Toquaht Bay Marina and Campground*
taayii ḥaẇiɬ House Tyee House (Dept 8535) **Project Description:** Construct new single-family home. Includes approximately 2,236 sq ft of interior living space with 1,560 sq ft main house and 675 sq ft suite above garage, plus 675 sq ft detached garage. **Project Stage:** Construction	**Objectives 2026/27**: Complete any deficiencies to allow for occupancy of the Tyee House that is now nearing substantial completion. The garage and carriage house will be at "lock up" at the end of the 25/26 fiscal. The garage and carriage house will be completed in Q1 of 26/27 as well as some basic landscaping.	▪ Construction of the main taayii ḥaẇiɬ House is now complete, and the Occupancy Permit was issued on June 30th! The beautiful new home is ready to enjoy. ▪ Construction is nearing completion for the carriage house above the garage. Ongoing work includes final painting and bathroom fixture installation. *Photos: Tyee House interior progress photos, May 2026*

Project	Objectives	Q1 Progress
Secret Beach Onsite (Dept 8541) **Project Description:** Development of Secret Beach residential lots; Phase 1 and Phase 2 (combined 76 lots). **Project Stage:** Construction	**Objectives 2026/27:** Complete construction of both Phase 1 and Phase 2 (76 lots) including the streetlights, road markings, signage, grass seeding etc. This budget also includes the completion of the rough lot grading in Phase 1. This will complete all civil work required to enable the registration of these 76 lots.	▪ Phase 1 and Phase 2 on-site infrastructure (combined 76 lots) reached substantial completion in May 2026, providing servicing for the new Government ▪ Final close-out activities are underway, including completion of remaining deficiencies, lot grading, signage, road markings, and other finishing items ▪ Additional lot preparation work continues, including grading review and placement of suitable fill materials to prepare residential lots for future ▪ **FOOTBRIDGES:** Design and planning remain in place for the three pedestrian bridges (Salt Marsh Bridge, Campground Bridge, and Government Bridge) which will connect the Secret Beach Trail from the kayak launch to the marina. Funding *Photos: Secret Beach paving progress, February 2026*

Project	Objectives	Q1 Progress
Secret Beach Offsite Services (Dept 8544) **Project Description:** Development of offsite utilities (sani-dump, sewer/water, hydro, etc.). Extend the BC Hydro line from Secret Beach Marina to Log Sort. **Project Stage:** Construction	**Objectives 2026/27:** Complete the construction of the BC Hydro distribution line from the Secret Beach Marina to the log sort and sawmill property line. This work will include clearing and grubbing the hydro Right-of-Way (trees were felled in March), prepare for BC Hydro crews to install the "3 Phase" overhead distribution lines, completion of the underground sections near the entrance to the log sort and sawmill. Also includes a budget to produce the aggregate needed to backfill the underground trenches and resurface the road after construction. There is no new budget requested here. Just the carryover of any 25/26 surplus to complete installation in Q1 of 26/27.	▪ Offsite sewer and water lines from Macoah to Secret Beach are complete, including the sanitary pump chamber. The BC Hydro line along this section is now energized, supplying power to key infrastructure. Sewer and water extensions from Secret Beach to the marina were completed in February 2025. ▪ Design work is complete for the next BC Hydro extension from the marina to the log sort and sawmill property line. Permits are now in hand to clear timber along the ▪ Construction of the new overhead Hydro distribution lines will follow once Right-of-Way preparation is complete. This Phase of the Offsite work will provide 3-Phase electricity to the sawmill and log sort areas. ▪ We are currently awaiting the final design from BC Hydro. Following final design, the BC Hydro construction will be issued. Once BC Hydro receives payment, they will schedule the installation of the poles and wire to the log sort.
BUDGET NOTES: Denotes Strategic Plan priority *	All projects are currently tracking on budget.	

Lands & Resources Quarterly Report 2026/27

This quarterly report describes activities and initiatives that the department of Lands and Resources has been working on for the period described above. The TNG strategic plan for 2025-2030 has priorities and objectives for the department under the priority areas of "Foster Toquaht Community Well Being" and "Steward and Protect the hahuulthi". This department contributes to the overall strategic plan and has a broad spectrum of responsibility ensuring improvements and maintenance in community infrastructure and treaty management.

Goal:			
Priority Area	**Goal - Strategies**	**Objectives**	**Q1 Progress**
Operational		▪ Enhance human resources capacity ▪ Ensure employees are safe while on the job	→ Staff participate in bi-weekly Lands Team planning meetings. → Proper check in protocols are conducted for field work. → Training conducted for boats, vehicle operations, first aid. → Biologist hired on contract to assist with elk monitoring project.
Lands Management & Administration		▪ Ensure Toquaht land designations are adequate for future economic development by updating the Official Community Plan* ▪ Administer licenses, leases, and dispositions (include businesses) o Lands & Ec Dev land acquisition (NP) ▪ Protect Toquaht cultural heritage sites (burial sites, etc.) by working with leadership and government to identify important areas	1. Cultural sites - Burial cave management plan o Reviewed multiple drafts of the Burial Site Management Plan o Presented proposed plan toi Cultural Sites committee and Executive o Working with YG and Campfire Heritage Management to begin implementation of the recommendations - Cultural sites committee o Formed and hosted multiple meetings of the Cultural sites working group 2. Shoreline erosion a. Had online meetings b. Archeological impact assessments occurred in Macoah c. Wave monitoring equipment was monitored 3. Land use/Community Planning - NRL license application from Toquaht Development

Priority Area	Goal - Strategies	Objectives	Q1 Progress
			- Building Permit Research/ supporting citizen application - RFP for zoning update and master plan o Drafted and published RFP to potential proponents o Hosted an information session for propenents o Responded to proponent questions o Received and began review of Proposals - Met with Potential consultants in support of developing a housing strategy 4. Stewardship/ Monitoring - Set up and did multiple checks on new wildlife camera array for Elk translocation project - - CFIA shellfish sampling ongoing 5. Human Resources a. Performance review with one staff occured → Work began on projects through various funded sources such as CBT, Parks for abalone surveys, SRKW surveys. → Lands and Resources technician hired. Kayley Hollyer. → Signage project is ongoing, contractor is designing signage with similar branding so all signage is easily recognizable as Toquaht.This includes signed on lands, and signage inside the community.
Natural Resources Management		▪ Manage and promote harvesting and traditional use activities within the Haahuuɬi ▪ Ensure Toquaht's rights are represented and advocated for regarding the Me-Too clause ▪ Manage and monitor wildlife (fisheries, wildlife, and migratory birds) within the Haahuuɬi ▪ Elk Translocation monitoring ▪ Expand fish species harvesting and provide citizens with better access to traditional foods	→ Sockeye Salmon was caught and sent for processing → Talks with other nations regarding trade and barter opportunities such as trading salmon for elk, deer, are ongoing. → We are planning a celebration with Ts'uubaa-asatx FN, YFN and Toquaht to celebrate elk translocation success and our continued partnership. We will be speaking with Chief Anne for her input on the cultural aspects of our celebration. → Patrols on TN Lands were conducted by Marine Steward Technician (MST). Water monitoring equipment is checked during regular patrols. → Elk camera traps placed in Lucky lake and Toquaht lake areas continue to be monitors during scheduled lands patrols.

Priority Area	Goal - Strategies	Objectives	Q1 Progress
		▪ Trade and Barter ▪ Protect and monitor Toquaht lands and natural resources through sustainable environmental management and restoration activities within the Toquaht watershed	→ Marine Stewardship technician has been developing a list of monitoring projects that we can use to determine which projects take priority. Also working with Director of Lands on funding opportunities and needs for monitoring Toquaht Lands and Waters. → Monitoring of lands for illegal fishing or harvesting conducted → Prawn contract started, and ongoing. → Halibut contract started and ongoing. → Drone flight training is occurring for Lands staff. Ongoing → Shellfish monitoring → Kelp drone mapping → Green crab monitoring → Peoples Assembly occurred, boat rides for citizens successful.

Notes:

*denotes strategic plan priority

Assets Quarterly Report 2026/27

The goal of asset management is to support sustainable service delivery. Meaning services are provided in a way that is fiscally, environmentally, and socially responsible; adaptive to change; and does not compromise the ability of future generations to meet their own needs.
Asset Management is the continuous process of making informed capital and operational decisions about assets to deliver services in a way that considers current and future levels of service, manages risks and opportunities, and lifecycle costs to make the best use of the Nation's resources.

Goal:	**1.Plan and manage Toquaht assets in compliance with regulatory reporting and maintenance schedules.** **2.Review and update current policies and create new policies where required (e.g., vesel use, boardroom use).** **3.Ensure that our equipment and assets are used and maintained by providing Operations Manuals and Quick Guides to ensure proper use (i.e., dishwasher, power tools).** **4.Create an Asset Management Plan to support a 5-year financial management plan of Toquaht assets.** **5.A. Build the capacity of the Asset team and map out future needs of the Nation in consideration of Section 38 and new additional infrastructure.** **B. Offer opportunities for mentorship for Toquaht citizens to plan for current employees' retirement.**

Priority Area	Goal - Strategies	Objectives	Q1 Progress
Operational		1. Review current job descriptions and amend as required, understanding where the gaps are, and creating a plan to address the gaps. (SP Goal 2.3) 2. Support staff with training opportunities (ongoing certification, backhoe training, offer chainsaw training, new driver training) 3. Hire short-term contracts (groundskeeper, maintenance position) 4. Research and plan ways to improve efficiency of recycling and garbage collection services to Macoah citizens 5. Update Asset Management Plan (SP Goal 4.2) 6. Review/renew annual service contracts (grading roads, maintenance, etc.) 7. Submit funding reports on time and as required	• Review/renew annual maintenance service contracts • Grading (reduced to $400) • Sewer lifts STA ($4000) • HVAC's ($15,000) • Expanded Asset Management Plan to include operating and future replacement costs • Prepare forecasted growth scenarios for community based on input from Lands and Resources, Community Master Plan, Housing Needs study • Participated in NTC offered chainsaw training course anticipating need for improved Firesmart fuel management clearing plan around residences and community buildings • Identified funding sources for Custodian Assistant and Public Works Assistant

Priority Area	Goal - Strategies	Objectives	Q1 Progress
Public Works		1. Provide a variety of services to people living on Toquaht lands including but not limited to hydro, roads, clean water, wastewater treatment, and connectivity and communications services. 2. Ensure community infrastructure is maintained in good working condition 3. Review water and wastewater procedures to ensure accurate and current 4. Train public works team on the backhoe 5. Participate in Level 2 training with IZWAG (zero-waste) 6. Explore opportunities for safely composting 7. Hire a groundskeeper for mowing and brushing in and around Macoah including the trail system and kayak launch 8. Landscaping within and outside both treatment plants 9. PW to maintain CEU with EOCP	▪ Initiated plan to construct the first of 2 sheds for SF homes, c/w wooden shelves $15,000 ($7500/shed) plus sidewalk • Ongoing maintenance of WTP and WWTP Operations (see Assets – Ongoing costs spreadsheet) • Converted WWTP lagoons to use both lagoons in series • Began maintaining Sani Dump lift station to accommodate new effluent flows from Marina Cookhouse and Kayak Launch washroom • Flushed all hydrants in Macoah and Secret Beach • Evaluated additional contract position (6 months) for brushing (fire-smart recommendations for brushing) around houses, reduce wildlife interactions, and brush around WTP/WWTP $24,400 • Evaluate water & wastewater training CEU requirements $2000 WWTP UV/Filter maintenance $2000 Small Wastewater System, $2000 Sewer Lift Station maintenance, enrolled 2 operators in EOCP annual conference to meet CEU requirements. • Hired groundskeeper (Lance Mack)
Buildings/ Housing		1. Ensure Toquaht buildings are maintained & in good working condition, ensure safety equipment is maintained, and perform repairs as needed. 2. Manage & maintain Toquaht's rental housing units, ensure safety equipment is maintained, and perform repairs as needed. 3. Ensure that buildings and equipment within the buildings are clean 4. Stain the qiyuus Lodge	▪ Improved ṫuḵʷaaʔatḥiic hišimyiłʔyak(remove JB and repair under-floor splice to janitor room) and re-positioned control panel outside building ($5000) ▪ Conduct deep cleans on public bldgs. And investigate future requirements at Gov't building (consider add't Custodian position - $24,000) ▪ Pressure washed qiyuus and stained $8,000 (materials + contract employee) ▪ Resurfaced ṁukʷaqis Road with recycled pavement (Bowerman contract - $40k)

Priority Area	Goal - Strategies	Objectives	Q1 Progress
		5. Resurface ṁukʷaqis Road with recycled pavement in combination with Capital Project to complete grading around qiyuus, duplexes, houses and ƛuḵʷaaʔatḥiic hišimyiłʔyak 6. Pressure wash exteriors of buildings 7. Annual Spring clean up 8. Explore increasing garbage collection especially for public buildings 9. Train new housing committee members 10. Allocate vacant units as needed 11. Housing committee to provide recommendations to update the regulation (i.e. rental rates, tenancy agreements) 12. Conduct a condition inspection on rental units 13. Participate in update meetings with the Capital Projects Manager 14. Train staff more management tasks for qiyuus, including CloudBeds 15. Maintain supplies & inventory for qiyuus 16. Ensuring maintenance of equipment is scheduled for qiyuus 17. Ensure staff are appropriately trained for cleaning tasks at qiyuus (NIC)	▪ Maintain supplies and inventory for qiyuus Lodge ▪ Conduct/plan training sessions for cleaning tasks at qiyuus ▪ Participate in meetings with Capital Project Manager including site grading and paving around duplexes, houses, qiyuus Lodge and ƛuḵʷaaʔatḥiic hišimyiłʔyak. ▪ Evaluated on-going cleaning requirements for Kayak Launch and Macoah washrooms including inspection for wasps/swallow nests at Adult Playground areas ▪ Executed spring clean-up ▪ Purchased/installed sound attenuation panels Gathering Place and purchase 2 new speakers ($23k) ▪ Check all access/egress doors of Nation-owned homes for leaks and repair weather-stripping/caulking as required. ▪ Check and lubricate all interior/exterior doors in qiyuus ▪ Maintain supplies and inventory for qiyuus Lodge
Emergency Management		1. Provide Macoah citizens and residents with certainty of trained personnel for a variety of emergency situations (tsunami, earthquake, fire) 2. Organize monthly MET meetings with HEPR (training) including extra opportunities for specialty training (helicopter, muster station)	▪ SP Goal – EM Firesmart- presented final draft CWRP to DOO/Executive ▪ Applied to UBCM for yr 2 Firesmart funding

Priority Area	Goal - Strategies	Objectives	Q1 Progress
		3. Participate in regional emergency groups to open communications and coordinate in the event of an emergency 4. Hire Fire Smart Coordinator 5. Hire consultant to create a Community Wildfire Resilience Plan 6. Promote and plan for a volunteer fire fighter team 7. Perform maintenance on the Tsunami sirens 8. Ensure new MET members are equipped with proper PPE 9. Update EOC computers monthly 10. Ensure all fireboxes have proper equipment 11. Pressure test water pump on fire truck 12. Participate in the EMCR calls as required (BC) 13. Monitor beached vessels and Coast Guard calls	▪ Attended Wildfire Resiliency & Training summit ($1k) ▪ Continue developing MET/EOC – SP goal – EM-MET/EOC ▪ Firesmart Community meetings ($10k) – training ($5k) ▪ Installed/ repaired Tsunami siren components ▪ Continued to update EOC computers monthly ▪ Check all fireboxes have proper equipment and prepare deficiency list for ordering replacements. ▪ Completed 2 day MET training to conduct inventory of all ESS/MET equipment and go through set-up of all equipment.
Health and Safety		1. Meet with staff daily to give direction and to reinforce safety requirements (tailgate meeting) 2. Update Occupational Health & Safety Plan for all staff. 3. Co-chair OHSC and ensure compliance (9 meetings/year) 4. Conduct inspections on work locations/buildings plus track and forward report recommendations to DOO 5. Assess individual workstations for ergonomic effectiveness 6. Conduct annual fire inspections on workspaces with UFD 7. Provide all employees with PPE	▪ SP Goal Health and Safety Committee- update/review H&S plan

Priority Area	Goal - Strategies	Objectives	Q1 Progress
Strategic Plan 2025-2030			
		1.1 Treaty Implementation - Prioritize new Acts, Regulations and policies - Amend Public Works & Services Regulation **1.4 Strengthen ability of Administration to ensure Toquaht is equipped to meet obligation** - create and implement a capacity action plan (identify positions needed) - Create opportunities for citizens' to have short term work experience opportunities **1.5 Increase effective communication and citizen engagement** - Provide regular updates to citizens on administrations activities and actions **2.1 Improve Connectivity and Accessibility** • Ensure consistent and reliable internet, hydro, and phone services ○ Connected Coast internet completion P ○ Include infrastructure services in concert with new buildings • Lobby to chipseal or pave roads leading into Macoah and Toquaht Lands for the safety of residents, visitors and emergency services • Conduct safety and risk assessments on facilities and infrastructure	• Developed summaries of daily water use and daily sewage production and outfall discharge • Developed TOR docs for installation of water meters required • Connected Coast completion anticipated by Jun 30, 2026, then consider additional cost to extend to Marine Stewardship/PW bldg. to replace Starlink (or not). If long-term advantage is established install conduit from ƛuḵʷaaʔatḥiic hišimyiłʔak to Marine Stewardship/PW bldg. ($5000 est.) note Starlink agreement with iTel expires Oct 2027 ▪ Participated internally to on-going discussions and other stakeholder identification for chip seal concept along Maggie Forest Service Road • Conducted fire safety assessments on critical infrastructure components
		2.3 Create robust Employment and Workplace training - Gather and maintain a skills Database	• Work together with Lands and Resources and Weisser to consider a strategy for multi-year housing strategy (support to Lands/Resources initiative)

Priority Area	Goal - Strategies	Objectives	Q1 Progress
		3.2 Enhance support to Elder health and programming - provide transportation for medical appointments, errands, and programs outside community **3.3 Increase programs and services for children, youth and families** - source transportation options for children and youth to get to school and extracurricular activities (Van + driver, Boat, lobby for public transport) **3.4 Provide additional housing opportunities for citizens and workforce** • Create a multi-year housing strategy which includes • Amend Toquaht Nation Macoah Zoning and Structures Act • Pursue funding to construct housing • Assist citizens to obtain insurance	• Develop cost estimates and feasibility for potential lot infill of existing serviced lots along tiickin road if this is consistent with potential transitional housing/Nation-owned housing potential discussed in Weisser study. • Participated in Community Master Plan discussions and presentations
		3.5 Improve Emergency Management • Update Toquaht Nation Emergency Preparedness Act to align with the modernized BC Emergency Management & Disaster Act • Plan for permanent muster station ○ Heated and accessible ○ Pet appropriate • Research volunteer fire department requirements • Source funding to design and build Fire Hall • Ensure future buildings and infrastructure are designed to mitigate loss, assist emergency services, and are more easily insurable	• Initiated updates to Toquaht Nation Emergency Preparedness Act to align with the modernized BC Emergency Management & Disaster Act and inform Acting DoO (by Holistic Emergency Preparedness)

Priority Area	Goal - Strategies	Objectives	Q1 Progress
		4.1 Create a Community Master Plan • Long-term Land Use plan with an overarching theme of fostering a sense of community between Macoah and all other Toquaht lands ○ In conjunction with the capital plan to determine spatial requirements ○ Considers physical spaces such as youth and ʔeʔiičum (Elder) centres, ƛaaƛneʔis (childcare) centre, language learning space, and outdoor areas for gathering as well as: ▪ Healing Centre ▪ Longhouse ▪ Hospice facility ▪ Cemetery ▪ Carving shed ▪ Garbage and Recycling facility	• Reviewed capital projects plan for Section 38 subdivision to request input for recirculating watermain connection with Macoah 8 inch watermain, by Tayee house • In combination with funding agreement for construction of Section 38 subdivision, review compatibility of water, sewer and power infrastructure plans to accommodate physical spaces identified in Community Master Plan
		4.2 Resource adequate Infrastructure and Asset Management • Develop and implement asset management plan ○ In a sustainable and environmentally conscious way	• Prepare AM plan introduction for Executive Review
		4.4 Protect ḥaḥuuƚi (the territories of the Chief) Land and Marine Natural Resources - Prepare a climate change mitigation and adaptation plan and include a drinking water and watershed protection strategy - Increase Environmental Emergency Response capabilities Emergency Response capabilities (spill response etc.)	