

Squamish Nation

Consolidated Financial Statements

March 31, 2024

Management's Responsibility for Financial Reporting

The accompanying consolidated financial statements ("financial statements") of the Squamish Nation (the "Nation") as at March 31, 2024 and for the year then ended are the responsibility of management. The financial statements have been prepared by management in accordance with Canadian public sector accounting standards. Financial statements are not precise since they include certain amounts based on estimates and judgments. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the financial statements are presented fairly, in all material respects.

Management maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and the Nation's assets are appropriately accounted for and adequately safeguarded.

The Squamish Nation Council ("Council") is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the financial statements.

Council reviews the financial statements and approves them. Council meets periodically with management, as well as the external auditor, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy themselves that each party is properly discharging their responsibilities, and to review the financial statements and the independent auditor's report. Council considers its findings when approving the financial statements for issuance to the Squamish People.

The financial statements have been approved by Council. In addition, these financial statements have been audited by PricewaterhouseCoopers LLP in accordance with Canadian generally accepted auditing standards on behalf of the Squamish People. PricewaterhouseCoopers LLP has full access to Council.



Khelsilem, Council Chairperson



Keith Hester, Director of Finance ("Senior Financial Officer")



Independent auditor's report

To the Council of Squamish Nation

Our opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of Squamish Nation and its subsidiaries (together, the Nation) as at March 31, 2024 and the results of its operations, changes in its net debt, its remeasurement gains and losses and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

What we have audited

The Nation's consolidated financial statements comprise:

- the consolidated balance sheet as at March 31, 2024;
- the consolidated statement of operations and accumulated surplus for the year then ended;
- the consolidated statement of changes in financial assets for the year then ended;
- the consolidated statement of cash flows for the year then ended; and
- the notes to the consolidated financial statements, which include significant accounting policies and other explanatory information.

Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report.

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

Independence

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

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control

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PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.



as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Nation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Nation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Nation to cease to continue as a going concern.



- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Nation to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

PricewaterhouseCoopers LLP

Chartered Professional Accountants

Vancouver, British Columbia
August 23, 2024

Squamish Nation

Consolidated Balance Sheet

As at March 31, 2024

	2024 \$	2023 \$
Financial Assets		
Cash and cash equivalents (note 6)	217,281,755	229,650,745
Restricted cash (note 7)	2,257,000	2,055,497
Accounts receivable (notes 4, 15, 16 and 18)	98,221,680	30,968,173
Inventory held for resale	110,797	103,397
Funds held by the Government of Canada	1,289,377	1,250,371
Investments and advances (note 8)	83,226,015	76,391,978
	<u>402,386,624</u>	<u>340,420,161</u>
Liabilities		
Accounts payable and accrued liabilities (notes 16 and 18)	24,276,216	19,946,126
Committed program funds (schedule 2)	16,758,696	12,117,515
Deferred revenue (note 3)	43,759,261	42,638,827
Loans payable (note 12)	42,997,419	24,909,248
Restricted funds	526,155	301,432
	<u>128,317,747</u>	<u>99,913,148</u>
Net financial assets	<u>274,068,877</u>	<u>240,507,013</u>
Non-Financial Assets		
Tangible capital assets (schedule 1)	190,293,708	131,508,672
Property under development	—	4,741,905
Prepaid expenses	730,776	1,305,274
Deferred lease costs (note 10)	1,517,016	1,631,426
	<u>192,541,500</u>	<u>139,187,277</u>
Accumulated surplus (note 22)	<u>466,610,377</u>	<u>379,694,290</u>
Commitments and contingent liabilities (notes 2(c), 12 and 14)		

Squamish Nation

Consolidated Statement of Operations and Accumulated Surplus

For the year ended March 31, 2024

	Budget \$	2024 \$	2023 \$
Revenue			
Leases	40,187,508	40,958,473	36,469,720
Government transfers	39,046,209	58,415,927	45,431,162
Lands and resources accommodation (note 3)	1,551,616	1,547,257	3,394,755
Taxation	11,028,704	12,145,787	10,769,598
Interest and other funding	32,364,660	49,419,937	29,532,652
Committed funds released as revenue	4,714,603	12,032,779	10,235,667
Equity earnings from government business enterprises (note 8(d))	-	-	4,438,435
Committed funds to next year	-	(16,758,696)	(12,032,779)
	128,893,300	157,761,464	128,239,210
Other items			
Nation amenity contribution (note 5)	63,793,503	60,657,741	57,782,416
Capital contribution released as revenue (note 13)	-	13,944,393	29,593,808
	192,686,803	232,363,598	215,615,434
Expenditures (note 19)			
Program costs (schedule 2)	125,283,666	134,876,694	113,652,884
Interest and other expense	4,807,917	6,414,312	2,866,050
Equity losses from government business enterprises (note 8 (d))	-	3,179,369	-
Equity losses from government business partnerships (note 8 (d))	-	977,136	5,127,745
	130,091,583	145,447,511	121,646,679
Excess of revenue over expenditures for the year	62,595,220	86,916,087	93,968,755
Accumulated surplus – Beginning of year	379,694,290	379,694,290	285,725,535
Accumulated surplus – End of year	442,289,510	466,610,377	379,694,290

The accompanying notes are an integral part of these consolidated financial statements.

Squamish Nation

Consolidated Statement of Changes in Financial Assets

For the year ended March 31, 2024

	Budget \$	2024 \$	2023 \$
Excess of revenue over expenditures for the year	62,595,220	86,916,087	93,968,755
Amortization of tangible capital assets	3,953,840	5,306,688	3,953,840
Acquisition of tangible capital assets	(37,651,262)	(62,056,615)	(37,651,262)
Acquisition of property under development	-	-	(67,081)
Reclassification of property under development	-	2,706,796	-
Changes in prepaid expenses	-	574,498	(743,336)
Amortization of deferred lease costs	-	114,410	114,411
Increase in net financial assets	28,897,798	33,561,864	59,575,327
Net financial assets – Beginning of year	240,507,013	240,507,013	180,931,686
Net financial assets – End of year	269,404,811	274,068,877	240,507,013

The accompanying notes are an integral part of these consolidated financial statements.

Squamish Nation

Consolidated Statement of Cash Flows

For the year ended March 31, 2024

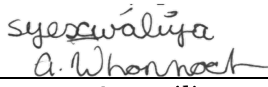
	2024 \$	2023 \$
Cash provided by (used in)		
Operating activities		
Excess of revenue over expenditures for the year	86,916,087	93,968,755
Items not involving cash		
Amortization of tangible capital assets	5,306,688	3,953,840
Capital contribution released into revenue	(13,944,393)	(29,593,808)
Equity earnings from government business enterprises and government business partnerships	4,156,505	689,310
Amortization of deferred lease costs	114,410	114,411
	82,549,297	69,132,508
Changes in operating working capital (note 18)	(56,369,982)	4,581,986
	26,179,316	73,714,494
Capital activities		
Acquisition of tangible capital assets	(66,806,615)	(37,651,262)
Expenditures incurred for property under development	-	(67,081)
	(66,806,615)	(37,718,343)
Investing activities		
Decrease in restricted cash	(201,503)	(462,928)
Increase in funds held by the Government of Canada	(39,006)	(64,944)
Cash impact of deconsolidation of Nchu'7mut Contracting Limited Partnership	(1,936,895)	-
Cash impact of deconsolidation of Nch'kay Development Limited Partnership	(7,149,115)	-
Net change in investments and advances	802,264	9,429,468
	(8,524,255)	8,901,596
Financing activities		
Proceeds from loans payable	20,501,492	7,717,276
Repayment of loans payable	(2,413,321)	(1,744,657)
Additions to deferred capital contribution	13,944,393	864,293
	32,032,564	6,836,912
(Decrease) increase in cash and cash equivalents during the year	(12,368,990)	51,734,659
Cash and cash equivalents – Beginning of year	229,650,745	177,916,086
Cash and cash equivalents – End of year	217,281,755	229,650,745
Supplementary cash flow information		
Interest paid	491,881	467,188

The accompanying notes are an integral part of these consolidated financial statements.

Squamish Nation
Approval of the Consolidated Financial Statements
For the year ended March 31, 2024



Sxwchalten iy Xelsilem
Dustin Rivers



Syexwáliya
Ann Whonnock

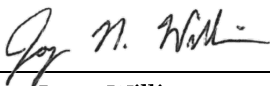
Sxwixwtn
Wilson Williams

Sempúlyan
Stewart Gonzales

Sumkwaht
Shayla Jacobs



Tiyaltelut
Kristen Rivers



Joyce Williams



K'ána
Deborah Baker

The accompanying notes are an integral part of these consolidated financial statements.

Squamish Nation

Notes to Consolidated Financial Statements

March 31, 2024

1 Nature of organization

Skwxwú7mesh Úxwumixw, operating as the Squamish Nation (the Nation) is a government under the laws of the Province of British Columbia and is exempt from income taxes.

2 Summary of significant accounting policies

Basis of presentation

These consolidated financial statements, which represent the operations of the Nation as represented by its Council, have been prepared in accordance with Canadian public sector accounting standards.

Principles of consolidation

The consolidated financial statements include the accounts of the Nation and organizations controlled by the Nation. All controlled entities, except for the commercial enterprises which meet the definition of a government business enterprise or a government business partnership, are consolidated on a line-by-line basis. Government partnerships, other than government business partnerships, are accounted for using the proportionate consolidation method. Under this method, the Nation includes its pro rata share of the assets, liabilities, revenues and expenses that are subject to shared control on a line-by-line basis with similar items in its consolidated financial statements. The budget figures presented in the consolidated statement of operations and accumulated surplus and consolidated statement of changes in net financial assets present the original budget of the Nation, which was approved by Squamish Nation Council (the Council) on March 30, 2023.

For fully or proportionately consolidated entities, inter-organizational balances and transactions are eliminated upon consolidation. As at March 31, 2024, organizations consolidated in the Nation's financial statements include:

- Hi Yam Ta Skwxwu7mesh Housing Society (Hiyam)
- Squamish Nation Youth Centre
- Squamish Lil'wat Cultural Centre (government partnership, 50% share, proportionately consolidated) (SLCC)
- MST Development Corporation (government partnership, 33% share, proportionately consolidated)
- Various other inactive entities

As at March 31, 2024 and 2023, the Nation shared control (50%) of SLCC with Lil'wat Nation, and shared control (33%) of MST Development Corporation with Musqueam Indian Band and Tsleil-Waututh Nation.

Effective fiscal year ended March 31, 2024, Nch'kay Development Limited Partnership (Nch'kay) transitioned from a governmental unit to a government business enterprise. As a result, as of April 1, 2023, the Nation ceased consolidating Nch'Kay in its consolidated financial statements and accounts for Nch'kay's investment using the modified equity method. See note 15 for further details. Effective January 1, 2023, legal steps concluded the transfer of ownership of Nchu'7mut Contracting Limited Partnership (Nch'7mut), Lynnwood Industrial Estates Ltd., and Lynnwood Industrial Estates Holdings Limited to Nch'kay. See note 15 for further details.

Squamish Nation

Notes to Consolidated Financial Statements

March 31, 2024

Investments in government business partnerships, government business enterprises and business partnerships are accounted for using the modified equity method and, as such, the accounting policies of such partnerships are not adjusted to conform with those of the Nation. For the year ended March 31, 2024, the Nation had equity interest in the following entities:

- Nch'Kay Development Limited Partnership (Nch'Kay)
- Nch'Kay West (Senakw) GC Limited Liability Partnership
- Senakw (Head Lease) Limited Partnership
- Senakw (Building 1) Limited Partnership
- Senakw (Building 2) Limited Partnership
- Senakw (Building 3) Limited Partnership
- Senakw (Building 4) Limited Partnership
- Senakw (Building 5) Limited Partnership
- Senakw (Building 6) Limited Partnership
- Senakw (Building 7) Limited Partnership
- Northwest Squamish Forestry Limited Partnership
- LDB Developments (AQ/MIB/SN/TWN) Limited Partnership (25% share)
- MST (Jericho) Limited Partnership (33% share)
- MST (Fairmont) Limited Partnership (33% share)
- MST (West Vancouver) Limited Partnership (33% share)
- MST (Jericho 2016) Limited Partnership (33% share)

The purpose of most government business partnerships is to own and develop properties for the purpose of generating income.

Asset classification

Assets are classified as either financial or non-financial. Financial assets are assets that could be used to discharge existing liabilities or represent a contractual claim to receive payment from another party. Non-financial assets are acquired, constructed or developed assets that do not provide resources to discharge existing liabilities but are employed to deliver government services and may be consumed in normal operations. Non-financial assets include the following:

- tangible capital assets
- property under development
- prepaid expenses
- deferred lease costs

Intangible assets, and items inherited by right of the Crown, are not recognized in the consolidated financial statements.

Cash and cash equivalents

Cash and cash equivalents include cash on hand and short-term deposits and are measured at cost.

Squamish Nation

Notes to Consolidated Financial Statements

March 31, 2024

Inventory held for resale

Inventory consists of goods purchased and held for the purpose of resale in the ordinary course of business and is recorded at the lower of cost and net realizable value. Cost includes all expenses directly incurred to acquire and bring the inventory to its present location and condition. Cost is determined on a first-in-first-out basis.

Net realizable value represents the estimated selling price of the inventory less the estimated costs required to make the sale.

Non-financial assets

a) Tangible capital assets

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to the acquisition, construction, development or betterment of the assets. The cost, less residual value of the capital assets, is amortized on a straight-line basis over their estimated useful lives as follows:

Office buildings, prefabricated structures, and other buildings	3 – 35 years
Infrastructure	30 years
Computer hardware and software	5 – 15 years
Vehicles	5 years
Squamish Lil'wat Cultural Centre	3 – 60 years

Amortization expense is recorded over the useful life of the asset, including the year of acquisition and the year of disposal.

When conditions indicate that a tangible capital asset no longer contributes to the ability to provide goods or services, or that the value of future economic benefits is less than its carrying value, the carrying value of the asset is reduced to reflect the decline in value.

b) Property under development

Property under development is recorded at cost and is not amortized until the asset is brought into use. Once development is completed and the asset is ready for its intended use, it is then transferred from the property under development category to the appropriate tangible capital asset category.

c) Deferred lease costs

Deferred lease costs include initial direct costs incurred to secure operating leases, which are deferred and amortized over the term of the leases, ranging from 20 to 30 years.

Squamish Nation

Notes to Consolidated Financial Statements

March 31, 2024

Revenue recognition

Restricted contributions received under terms of agreements are recognized as revenue in the year in which the related expenses are incurred. Unexpended restricted contributions for programs are deferred as committed program funds. Unrestricted contributions are recognized as revenue when received or receivable. Revenue from leases is recognized on a straight-line basis as it is earned based on the lease agreements and when collectability is reasonably assured. Revenues from retail operations are recognized upon delivery of performance obligations. Amounts received but not yet earned are recorded as deferred revenue.

Government Transfers

Government transfers from the federal and provincial governments that do not include stipulations are recognized as revenue when the transfers have been authorized, eligibility criteria have been met and a reasonable estimate of the amount can be made. Government transfers with stipulations are recognized as revenue in the period the transfers are authorized and eligibility criteria and stipulations are met.

Tax Revenue

Taxation revenues are recognized when authorized by the Council, the taxable event has occurred, and the definition of an asset is met.

Financial Instruments

Revenues from lands and resource accommodation, and interest and other income, are recognized as they are earned, and collectability is reasonably assured.

Interest and other income

The Nation receives various streams of revenue categorized as other income, which are both recurring and non-recurring. Other income sources can be categorized into:

- administration fees from related businesses
- grants from local institutions
- donations
- various other streams of funding

Squamish Nation

Notes to Consolidated Financial Statements

March 31, 2024

Use of estimates and judgments

The preparation of consolidated financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and the disclosure of contingent assets and liabilities, at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

The consolidated financial statements of the Nation do not include the assets, liabilities, revenues and expenses of the Squamish Nation Trust (the Trust). In accordance with the Trust Agreement, the Nation can appoint the Trustees. The Nation cannot remove appointed Trustees and, subsequent to their appointment, Trustees are required to govern the Trust under the terms of the Trust Agreement with no further involvement from the Nation. As a result, management has made a judgment in its interpretation of the Canadian public sector accounting standards that it does not control the Trust. See note 16 for further details.

Liability for contaminated sites

Contaminated sites are a result of contamination of a chemical, organic or radioactive material, or live organism that exceeds an environmental standard being introduced into soil, water or sediment. The Nation recognizes a liability for remediation of contaminated sites when all of the following criteria are met:

- a) an environmental standard exists;
- b) there is evidence that contaminated levels exceed the environmental standards;
- c) the Nation is directly responsible or accepts responsibility for the contamination;
- d) it is expected that future economic benefits will be given up; and
- e) a reasonable estimate of the amount can be made.

A liability for a contaminated site may arise from operations that are either considered in productive use or no longer in productive use when environmental standards are exceeded. It will also arise when an unexpected event occurs resulting in contamination that exceeds an environmental standard. The liability is based on the present value of the estimated costs directly attributable to the remediation and post-remediation activities. As at March 31, 2024 and 2023, no contaminated sites had been identified that meet the criteria outlined in the standard.

Squamish Nation

Notes to Consolidated Financial Statements

March 31, 2024

Asset Retirement Obligation

The asset retirement obligation at the financial statement date is measured based on the Nation's estimate of the amount required to retire its tangible capital asset at the balance sheet date. Asset retirement obligations are a result of contamination of asbestos and other hazardous substances. The Nation recognizes a liability for remediation of contaminated sites when all of the following criteria are met:

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

The Nation has recognized an asset retirement obligation for the future decommissioning of commercial buildings which has been included in accounts payable and accrued liabilities and tangible capital assets and further outlined in Schedule 1.

Adoption of new accounting standards

The Nation adopted the following new public sector accounting standards effective April 1, 2023:

- a) PS 3400 Revenue (PS 3400)

On April 1, 2023 the Nation prospectively adopted PS 3400 which provides guidance on the recognition, measurement, and reporting of revenue. PS 3400 differentiates between revenue arising from transactions that include performance obligations (exchange transactions), and transactions that do not include performance obligations (non-exchange transactions). As at March 31, 2024 the Nation determined that the adoption of this new standard did not have a material impact on the amounts presented in the consolidated financial statements.

- b) PS 3160 Public Private Partnerships (PS 3160)

On April 1, 2023 the Nation prospectively adopted PS 3160 which provides guidance on the recognition, measurement of assets acquired or constructed in partnerships between public and private sector entities. As at March 31, 2024 the Nation determined that the adoption of this new standard did not have an impact on the amounts presented in the consolidated financial statements.

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Notes to Consolidated Financial Statements

March 31, 2024

3 Deferred revenue

Deferred revenue consists of the following:

	2024	2023
	\$	\$
Deferred lease revenue	37,747,562	37,948,487
Deferred grant funding	5,835,068	4,617,276
Deposits from tenants and other	176,631	73,064
	43,759,261	42,638,827

During the year ended March 31, 2019, the Nation entered into several agreements with various government entities related to rights-of-way and permits. Under these agreements, the Nation granted land use and access rights for an indefinite period in exchange for consideration of \$19.5 million. During the year ended March 31, 2024, \$390,823 (2023 – \$390,823) was recognized in revenue and \$17,372,592 (2023 - \$17,763,415) in deferred revenue as at March 31, 2024, based on an initial estimated period of 50 years.

4 Accounts receivable

Accounts receivable consists of the following:

	2024	2023
	\$	\$
Nation Amenity Contribution	60,657,741	-
Receivable from related parties	10,673,517	14,192,565
Taxation receivables	3,809,769	3,460,737
Other trade receivables	23,080,653	13,314,871
	98,221,680	30,968,173

5 Nation amenity contribution

During the year ended March 31, 2020, the Nation entered into a series of agreements with the City of Vancouver and a development partner to develop a parcel of land on the Nation's Kitsilano IR6 reserve in Vancouver, British Columbia. The development will consist of four phases and will serve as a mixed-use property. The development partner for each phase is required to pay the Nation a community amenity contribution based on the gross floor area in square feet of that phase adjusted for square footage of below-market housing. As construction of the second phase commenced during the year ended March 31, 2024, the Nation recorded a community amenity contribution of \$60,657,741 which is included in accounts receivable at year end (2023, first phase – \$57,782,416).

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Notes to Consolidated Financial Statements

March 31, 2024

6 Cash and cash equivalents

Cash and cash equivalents include cash on hand and short-term deposits and are measured at cost. Portions of cash and cash equivalents are designated for future projects and strategic initiatives as of March 31, 2024. These funds are earmarked to support the Nation's growth objectives and operational strategies. These amounts are as follows:

	2024 \$	2023 \$
Total cash and cash equivalents	217,281,755	229,650,745
Less: Target Funds (note 22)	(40,652,655)	(40,652,655)
Less: Investment fund	(91,689,386)	(91,689,386)
Cash and cash equivalents available for general expenditure	84,939,714	97,308,704

In May 2022, Council approved the 2022-2026 Strategic Plan, which includes the objective for the Nation to establish an investment fund consisting of advances from non-recurring sources of revenue. The objective of the investment fund is to utilize the Nation's cash reserves to maximize its financial returns at an appropriate level of risk.

7 Restricted cash

Restricted cash consists of the Nation's 50% share of the cash held by SLCC, a replacement reserve which has been internally restricted by Hiyam's Board of Directors to facilitate the repair or replacement of major building components as well as externally restricted by Canada Mortgage and Housing Corporation (CMHC) and security deposits collected from tenants. Restricted cash for the replacement reserve is kept in a separate bank account.

8 Investments and advances

a) Investments and advances consist of the following:

	2024 \$	2023 \$
Nch'Kay Development Limited Partnership		
Units – at cost	19,995,545	-
Cumulative share of earnings (loss)	(2,565,871)	-
	17,429,674	-

Squamish Nation

Notes to Consolidated Financial Statements

March 31, 2024

	2024 \$	2023 \$
Nch'Kay West (Senakw) GC LLP		
Contributions	1	1
Cumulative share of earnings (loss)	602,931	(1)
	602,932	-
Senakw (Building 1) Limited Partnership		
Contributions	1	1
Cumulative share of earnings (loss)	(1)	(1)
	-	-
Senakw (Building 2) Limited Partnership		
Contributions	1	1
Cumulative share of earnings (loss)	(1)	(1)
	-	-
Senakw (Building 3) Limited Partnership		
Contributions	1	1
Cumulative share of earnings (loss)	(1)	(1)
	-	-
Senakw (Building 4) Limited Partnership		
Contributions	1	-
Senakw (Building 5) Limited Partnership		
Contributions	1	-
Senakw (Building 6) Limited Partnership		
Contributions	1	-
Senakw (Building 7) Limited Partnership		
Contributions	1	-
Senakw (Head Lease) Limited Partnership		
Contributions	1	1
Cumulative share of earnings (loss)	(1)	(1)
	-	-

Squamish Nation

Notes to Consolidated Financial Statements

March 31, 2024

	2024 \$	2023 \$
Senakw internal development costs		
Costs incurred	2,706,796	-
Mosquito Creek Marina Limited Partnership – 100% enterprise investment		
Units – at cost	-	999
Cumulative share of earnings (loss)	-	10,993,769
Cumulative drawings	-	(2,381,157)
	-	8,613,611
Lynnwood Industrial Estates Ltd. and Lynnwood Marina Limited Partnership – 100% enterprise investment		
Units – at cost	-	1,999
Cumulative share of earnings (loss)	-	6,679,071
Cumulative drawings	-	(4,615,039)
	-	2,066,031
Northwest Squamish Forestry Limited Partnership – 100% enterprise investment		
Units – at cost	100	100
Advances	5,893,008	5,893,009
Cumulative share of earnings (loss)	1,326,390	1,939,888
	7,219,498	7,832,997
Cheekeye River Developments Limited Partnership – 50% enterprise investment		
Units – at cost	100	100
Squamish Valley Gas Limited Partnership – 100% enterprise investment		
Units – at cost	-	999
Drawings	-	(965,901)
Cumulative share of earnings (loss)	-	3,773,136
	-	2,808,234
Capilano River R.V. Limited Partnership – 100% enterprise investment		
Drawings	-	(3,364,562)
Cumulative share of earnings (loss)	-	5,023,848
	-	1,659,286

Squamish Nation

Notes to Consolidated Financial Statements

March 31, 2024

	2024 \$	2023 \$
Nch'Kay NV Gas Bar Limited Partnership – 100% enterprise investment		
Units – at cost	-	1,998
Cumulative share of earnings (loss)	-	(662,655)
	-	(660,657)
LDB Developments (AQ/MIB/SN/TWN) Limited Partnership – 25% enterprise investment		
Investment	5,062,627	5,062,627
Cumulative share of earnings (loss)	(180,236)	359,831
	4,882,391	5,422,458
MST limited partnerships – 33% enterprise investment		
Investment	31,010,850	30,648,193
Advances	21,000	21,000
Promissory notes	4,398,962	4,399,303
Cumulative share of earnings (loss)	(10,319,001)	(10,025,001)
	25,111,811	25,043,495
MST (Jericho 2016) Limited Partnership – 33% enterprise investment		
Units – at cost	1	1
Investment	3,333	3,333
Advances	36,369,434	33,957,129
Cumulative share of earnings (loss)	(11,099,958)	(10,354,040)
	25,272,810	23,606,423
	83,226,015	76,391,978

The promissory notes with MST (Jericho 2016) Limited Partnership, MST (Jericho) Limited Partnership, and MST (West Vancouver) Limited Partnership are payable on demand, bear interest at prime rate per annum and are unsecured. Other advances are unsecured, have no fixed terms of repayment and do not bear interest.

Land purchased by the MST limited partnerships and MST (Jericho 2016) Limited Partnership was partially funded by either non-interest or low-interest bearing loans. The accounting framework for the MST limited partnerships and MST (Jericho 2016) Limited Partnership, IFRS Accounting Standards, requires the loans to be recorded at fair value rather than face value. Gains or losses resulting from fair value adjustments to the loans are non-cash items, and have resulted in significant changes in equity losses and earnings during the years ended March 31, 2024 and 2023. The loans are ultimately repayable at their face value.

Squamish Nation

Notes to Consolidated Financial Statements

March 31, 2024

- b) The following table presents the financial information concerning government business enterprises and government business partnerships in which the Nation holds equity interest:

	2024					
	Assets \$	Liabilities \$	Net assets \$	Revenue \$	Expenses \$	Net income (loss) \$
Nch'kay Development Limited Partnership	54,000,354	32,580,367	21,419,987	40,050,408	42,616,279	(2,565,871)
Nch'Kay West (Senakw) GC LLP	118,700,005	116,587,613	2,112,392	602,932	-	602,932
Senakw (Head Lease) LP	4,572,098	4,575,957	(3,859)	-	-	-
Senakw (Building 1) Limited Partnership	49,940,386	50,091,691	(151,305)	-	67,564	(67,564)
Senakw (Building 2) Limited Partnership	75,019,948	75,258,404	(238,456)	-	108,380	(108,380)
Senakw (Building 3) Limited Partnership	96,434,840	96,734,587	(299,747)	-	135,610	(135,610)
Senakw (Building 4) Limited Partnership	4,958,330	4,958,327	3	-	-	-
Senakw (Building 5) Limited Partnership	13,846,574	13,846,571	3	-	-	-
Senakw (Building 6) Limited Partnership	19,135,612	19,135,609	3	-	-	-
Senakw (Building 7) Limited Partnership	46,620,610	46,620,607	3	-	-	-
Northwest Squamish Forestry Limited Partnership	10,510,467	10,428,103	82,364	8,346,277	8,965,972	(619,695)
MST (West Vancouver) Limited Partnership	22,631,000	20,686,000	1,945,000	-	264,000	(264,000)
MST (Fairmont) Limited Partnership	29,600,000	31,878,000	(2,278,000)	314,000	3,680,000	(3,366,000)
MST (Jericho) Limited Partnership	107,830,000	48,627,000	59,203,000	4,251,000	1,502,000	2,749,000
MST (Jericho 2016) Limited Partnership	536,080,000	569,370,000	(33,290,000)	1,136,000	3,374,000	(2,238,000)
LDB Developments (AQ/MIB/SN/TW N) Limited Partnership	42,184,828	22,655,130	19,529,698	2,544,959	4,704,519	(2,159,560)
	<u>1,232,065,052</u>	<u>1,164,033,966</u>	<u>68,031,086</u>	<u>57,245,576</u>	<u>65,418,324</u>	<u>(8,172,748)</u>

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Notes to Consolidated Financial Statements

March 31, 2024

	2023					
	Assets \$	Liabilities \$	Net assets \$	Revenue \$	Expenses \$	Net income (loss) \$
Nch'Kay West (Senakw) GC LLP	11,539,139	11,328,895	210,244	66,287	-	66,287
Senakw (Head Lease) LP	3,879,135	3,879,132	3	-	-	-
Senakw (Building 1) Limited Partnership	28,050,230	28,133,971	(83,741)	-	83,744	(83,744)
Senakw (Building 2) Limited Partnership	41,234,860	41,364,936	(130,076)	-	130,079	(130,079)
Senakw (Building 3) Limited Partnership	50,215,324	50,379,461	(164,137)	-	164,140	(164,140)
Northwest Squamish Forestry Limited Partnership	11,674,411	11,262,861	411,550	4,931,695	6,428,337	(1,496,642)
MST (West Vancouver) Limited Partnership	20,757,000	18,548,000	2,209,000	-	264,000	(264,000)
MST (Fairmont) Limited Partnership	28,537,000	27,449,000	1,088,000	1,244,000	3,828,000	(2,584,000)
MST (Jericho) Limited Partnership	106,175,000	49,721,000	56,454,000	917,000	2,731,000	(1,814,000)
MST (Jericho 2016) Limited Partnership	519,646,000	550,698,000	(31,052,000)	1,080,000	11,322,000	(10,242,000)
LDB Developments (AQ/MIB/SN/TW N) Limited Partnership	43,627,638	21,937,670	21,689,968	3,144,959	3,791,939	(646,980)
Mosquito Creek Marina Limited Partnership	10,973,578	3,179,376	7,794,202	8,150,591	6,302,616	1,847,975
Lynnwood Marina Limited Partnership	17,207,904	16,558,110	649,794	5,252,202	3,562,639	1,689,563
Squamish Valley Gas Limited Partnership	6,323,645	3,711,673	2,611,972	18,104,485	17,743,882	360,603
Capilano River R.V. Park Limited Partnership	2,371,917	252,288	2,119,629	3,367,922	1,692,652	1,675,270
Nch'Kay NV Gas Bar LP	1,435,171	2,097,852	(662,681)	567,932	969,761	(401,829)
	903,647,952	840,502,225	63,145,727	46,827,073	59,014,789	(12,187,716)

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Notes to Consolidated Financial Statements

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- c) The Nation's share of commitments and contingencies of its government business enterprises and government business partnerships are as follows:
- Due to the nature of the operations of Mosquito Creek Marina Limited Partnership, Lynnwood Marina Limited Partnership and Lynnwood Industrial Estates Ltd., these entities may be exposed to costs in the future as a result of environmental remediation. The extent of such losses, and any related government funding, is not determinable and any such losses would ultimately be payable by the Nation via Nch'Kay.
- d) The Nation recognized net equity earnings (loss) comprising the following government business enterprises:

	2024 \$	2023 \$
Equity earnings (losses) from:		
Mosquito Creek Marina Limited Partnership	-	1,847,975
Lynnwood Marina Limited Partnership	-	1,766,552
Squamish Valley Gas Limited Partnership	-	360,603
Capilano River R.V. Limited Partnership	-	1,675,270
Nch'Kay NV Gas Bar Limited Partnership	-	(401,829)
Northwest Squamish Forestry Limited Partnership	(613,498)	(810,136)
Nch'Kay Development Limited Partnership	(2,565,871)	-
	<u>(3,179,369)</u>	<u>4,438,435</u>

The Nation recognized net equity earnings (losses) comprising the following government business partnerships:

	2024 \$	2023 \$
Equity earnings (losses) from:		
LDB Developments (AQ/MIB/SN/TWN)	(540,068)	(161,745)
MST (Jericho 2016) Limited Partnership	(746,000)	(3,414,000)
MST Limited Partnerships	(294,000)	(1,552,000)
Nch'Kay West (Senakw) GC LLP	602,932	-
	<u>(977,136)</u>	<u>(5,127,745)</u>

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9 Government partnerships

- a) The Nation's 50% share of assets, liabilities, revenues and expenses of the Squamish Lil'wat Cultural Centre, prior to the elimination of any inter-entity transactions, are as follows:

	2024 \$	2023 \$
Assets		
Restricted cash	1,888,075	1,756,153
Accounts receivable	583,914	74,909
Prepaid expenses	29,210	385,974
Inventory	110,797	103,397
	2,611,996	2,320,433
Tangible capital assets		
	11,418,293	10,338,643
	14,030,289	12,659,076
Liabilities		
Accounts payable and accrued liabilities	298,891	121,789
Deposits	113,234	130,587
	412,125	252,376
Accumulated surplus		
	13,618,164	12,406,700
Revenue		
Revenue	3,003,170	2,921,490
Expenses		
Expenses	2,823,685	2,409,693
(Deficiency) excess of revenue over expenses	179,485	511,797

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The Nation's 33% share of assets, liabilities, revenues and expenses of MST Development Corporation, prior to the elimination of any inter-entity transactions, are as follows:

	2024 \$	2023 \$
Assets		
Cash	1,921,028	117,836
Interest receivable	14,927	19,740
Prepaid expense	3,850	3,821
Due from related parties	1,791,389	1,785,837
	<u>3,731,194</u>	<u>1,927,234</u>
Liabilities		
Accounts payable and accrued liabilities	529,140	420,472
Promissory notes payable	3,802,566	1,541,377
	<u>4,331,706</u>	<u>1,961,849</u>
Accumulated surplus (deficit)	<u>3,731,194</u>	<u>(34,615)</u>
Revenue	503,090	718,845
Expenses	<u>1,068,986</u>	<u>730,042</u>
Deficiency of revenue over expenses	<u>(565,896)</u>	<u>(11,197)</u>

10 Deferred lease costs

	2024			2023
	Cost \$	Accumulated amortization \$	Net book value \$	Net book value \$
Deferred lease costs	3,141,701	1,624,685	1,517,016	1,631,426

11 Operating line of credit

The Nation has an operating line of credit with a maximum authorized limit of \$4,000,000 (2023 – \$4,000,000), bearing interest at the bank prime rate. At March 31, 2024 a total balance of \$285,000 (2023 - \$285,000) was drawn on this line.

Squamish Nation

Notes to Consolidated Financial Statements

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12 Loans payable

	2024 \$	2023 \$
Squamish Nation		
Canadian Imperial Bank of Commerce loan payable at \$88,297 per month, interest at 3% per annum secured by property lease income, maturing in April 2031	7,000,000	8,000,000
Bank of Montreal loan, payable at \$44,372 per month, interest at 4.8% per annum, repayable on demand and secured against equipment purchased. Borrowing maximum \$3,000,000	1,523,249	1,970,884
Royal Bank of Canada non-revolving term loan facility, repayable in monthly principal payments of \$18,812, plus interest at prime plus 2% per annum, secured by personal property and assignment of leases, maturing on January 31, 2025	1,091,068	1,316,805
Canada Mortgage and Housing Corporation (CMHC) loan, interest at 4.04% per annum, repayable at \$4,286 per month principal including interest, secured by personal property, maturing on March 1, 2047	946,514	978,514
Promissory note without interest payable on demand to Sqomish Sea to Sky Developments Limited Partnership (Cheekeye Fan Lands), unsecured	3,414,917	3,414,917
Bank of Montreal loan, interest at prime plus 1% per annum, repayable at \$8,045 per month principal plus interest, secured by an assignment of rents, payable on demand	-	707,949
	13,975,748	16,389,069
Hiyam		
BC Housing promissory note, interest bearing, repayable at earlier of (i) the first mortgage loan advance or (ii) May 26, 2024, due on demand and forgiven if the respective housing project does not proceed	21,490,429	8,451,179
Canada Mortgage and Housing Corporation (CMHC) loan, non-interest payable until maturity date (Canada prime rate plus 2%), maturity date is earlier of (i) date project proceeds to a commitment for capital financing, (ii) date project discontinued, (iii) date of notice of termination or, (iv) date CMHC notifies failure to meet project objectives	36,000	36,000
Vancouver City Savings Credit Union (Vancity) open credit facility, interest at prime plus 1% per annum, payment of monthly interest only	3,840,000	-
	25,366,429	8,487,179

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Notes to Consolidated Financial Statements

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	2024 \$	2023 \$
MST Development Corporation		
Share of promissory note payable to Musqueam Indian Band, Tsleil-Waututh Nation and SN Federal Properties GP Holdings Ltd. with interest payable and unsecured	3,622,242	-
Share of CMHC seed funding loan, non-interest bearing until maturity, with monthly interest payments required at prime plus 2% per annum commencing 30 days after maturity, which is the earlier of June 29, 2023, the date which the Corporation receives project financing for the related project, the date that the Corporation notifies CMHC that the project has been discontinued or the date that CMHC terminates the agreement	33,000	33,000
	3,655,242	33,000
	42,997,419	24,909,248

The total amount of the loans due on demand is \$26,428,595 (2023 – \$14,544,926). Principal instalments on loans payable based on repayment terms specified in the individual loan agreements in each of the next five years and thereafter are as follows. Loans due on demand have been included in the estimated repayments for fiscal 2025.

	Scheduled principal payments \$	Principal maturities \$	Total repayments \$
2025	28,516,769	-	28,516,769
2026	1,751,737	-	1,751,737
2027	2,150,971	-	2,150,971
2028	1,269,935	-	1,269,935
2029 and thereafter	1,225,738	8,082,269	9,308,007
	34,915,150	8,082,269	42,997,419

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Notes to Consolidated Financial Statements

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13 Deferred capital contributions

In November 2021, the Nation and CMHC entered into the Rapid Housing Initiative Agreement (the RHI Agreement), whereby the Nation, through Hiyam will build temporary modular residential units for Squamish People who risk homelessness. The projects include two modular housing developments consisting of 80 units of affordable housing with a specified capacity intended for women and children.

Pursuant to the RHI Agreement, CMHC advanced a sum of \$32,376,796 to Hiyam during the year ended March 31, 2022. As at March 31, 2024, the total cumulative contribution from the Nation to Hiyam was \$13,697,464 of which \$7,622,213 advanced in the year ended March 31, 2024. Deferred capital contribution after the elimination of the intercompany contribution for March 31 is as follows:

	2024 \$	2023 \$
Balance – Beginning of year	-	28,729,515
Amounts received during the year	13,944,393	864,293
Amounts incurred on capital and amortized into revenue	(13,944,393)	(29,593,808)
Balance – End of year	-	-

14 Commitments and contingent liabilities

- The Nation has commitments of \$1,344,568 (2023 – \$3,666,232) related to the completion of housing under construction.
- MST (Jericho 2016) Limited Partnership holds has a mortgage payable to the Province of B.C. in accordance with the terms of the purchase agreement for the Provincial Jericho lands in the amount of \$460,060,000. The mortgage bears interest of 2% per annum, calculated semi-annually. As the Nation is a 33% limited partner of MST (Jericho 2016) Limited Partnership, the Nation acts as one of three proportional guarantors in the event of default.
- The Nation has outstanding letters of credit for \$100,000 (2023 – \$100,000) relating to a guarantee for a petroleum products supply and purchase agreement by Squamish Valley Gas Limited

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Partnership, \$150,000 (2023 – \$150,000) relating to a guarantee in connection with the operation of a gas station, and \$35,000 (2023 – \$35,000) relating to a guarantee with the operation of Westfair Foods Ltd.

- d) The Nation has provided an unlimited guarantee to International Forest Products Limited (IFPL) for any damages IFPL may suffer as a result of the operation of Tree Farm Licence #38 by Northwest Squamish Forestry Limited Partnership.
- e) The Nation has indemnified the Trustees of the Trust against any claims or liabilities made against the Trustees arising from their activities as a Nation Trustee of the Trust.
- f) The Nation collects lease revenue from certain tenants where the title to the land under lease is held by the Government of Canada (Canada). The Nation has indemnified certain lessees against any losses claimed by Canada in respect of rent and fee payments made to the Nation rather than to Canada.
- g) Certain legal actions have been commenced against the Nation in connection with various matters arising during the normal course of business activities. Management is of the opinion that the cost of settling and defending such actions will not be significant and, accordingly, no provision for losses has been reflected in these consolidated financial statements.

In management's view, no provision for loss was required in respect of the above-noted guarantees and indemnities as at March 31, 2024 and 2023.

15 Related party transactions

During the year, the Nation had the following transactions with related parties:

- Paid \$2,300,000 to Nch'kay pursuant to development of land and site use strategies.
- Received \$4,668,553 (2023 – \$1,701,876) from the Trust being the allocation of net income paid by the Trust. In accordance with the Trust agreement, this amount was loaned back to the Trust (note 16).
- Received administrative fee income of \$48,000 (2023 – \$28,000) from the Trust.
- Included in accounts receivable is \$405,142 (2023 – \$857,895) due from Squamish People.
- Received \$399,000 (2023 – \$362,583) in rents, and \$201,891 (2023 – \$175,377) in property taxes, from Lynnwood Marina Limited Partnership.
- Earned interest of \$2,412,305 (2023 – \$1,662,509) on the promissory note with MST (Jericho 2016) Limited Partnership.

During the year ended March 31, 2024, management has assessed that Nch'kay is self-sustaining. As a result, the Nation has ceased to recognize Nch'kay as a governmental unit, and has instead recognized Nch'kay as a government business enterprise using the modified equity method. Upon de-recognition of Nch'kay as a governmental unit, the Nation has recognized an investment balance of \$4,668,405.

Effective fiscal year ended March 31, 2024, Nch'Kay is deemed to be a government business enterprise and as such is accounted for using the modified equity method in the Nation's consolidated financial statements. Upon de-recognition of Nch'kay as a governmental unit, the Nation has recognized an investment balance of \$6,718,291. In the year ended March 31, 2024, the Nation converted its promissory note receivable from

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Notes to Consolidated Financial Statements

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Nch'Kay of \$13,277,254 to a capital contribution and as a result, this amount was also added to the investment balance.

Effective January 1, 2023, legal steps concluded the transfer of ownership of Nchu'7mut Partnership, Lynnwood Industrial Estates Limited, and Lynnwood Industrial Estates Holdings Limited to Nch'kay. As a result, the Nation has ceased to recognize Nch'7mut as a governmental unit. For the year ended March 31, 2024, Nch'kay has consolidated Nch'7mut, Lynnwood Industrial Estates Limited and Lynnwood Industrial Estates Holdings Limited in its financial statements.

16 Squamish Nation Trust

On May 11, 2000, the Government of Canada (Canada) signed a Settlement Agreement (the Agreement) with Squamish People ratifying the terms of the Agreement. As compensation for this settlement, Canada paid the sum of \$92,500,000 into a trust account governed by a Trust Agreement.

Under the terms of the Agreement, the Trust has been established to hold the compensation and any income from the settlement for the benefit of current and future generations of Squamish People. Trustees appointed serve minimum two-year terms, and up to four-year terms. No members of the Council are eligible to serve as a Trustee. The Trustees have appointed an independent Trust Corporation as a fifth Trustee which, in addition to its Trustee duties, administers the Trust and maintains the records. Trustees are to administer the Trust in accordance with the Trust Agreement and the Comprehensive Plan which has been approved by membership, and an established Investment Policy.

To assist with the administration of the Trust, the Nation receives advances from the Trust to pay certain expenses on the Trust's behalf. As at March 31, 2024, the Nation had an amount payable to the Trust of \$nil (2023 – \$95,857), representing the excess of advances received over the amount of such expenses.

From time to time, the Nation may receive amounts to be applied to designated programs as determined by the Trustees in accordance with the approved Comprehensive Plan. These amounts are included in the operations of the Nation. Revenue received for housing programs from the Trust during the year was \$nil (2023 – \$864,109).

The Nation does not include the assets, liabilities, income or expenses of the Trust in its consolidated financial statements. Under the terms of the Trust Agreement, the annual net income (investment income less administrative expenses) of the Trust is to be paid to the Nation and immediately loaned back in full to the Trust. This results in separate annual loans receivable, without interest, payable to the Nation no sooner than 10 years from issuance, with any future repayment not to exceed 50% of the income of the Trust in that year. As at March 31, 2024, cumulative loans receivable of \$4,668,533 (2023 – \$1,701,876) was provided for in full.

The Nation is contingently liable under the Agreement to indemnify Canada from any loss or damage resulting from any proceedings against Canada by any parties in respect of the subject matter of the Agreement. As at March 31, 2024, management was not aware of any such proceedings, and considers any such contingent loss to be unlikely to occur.

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Notes to Consolidated Financial Statements

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17 Defined contribution plans

The Nation participates in individual defined contribution pension plans (the Plans) for its permanent employees. Permanent employees who elect to participate in a plan are required to contribute 5% of their earnings. An additional voluntary contribution of 3% of earnings is permitted. The Nation contributes amounts equal to the employees' contributions. The Nation contributed \$2,101,929 to the Plans during the year (2023 – \$1,663,344).

18 Supplemental cash flow information

	2024 \$	2023 \$
Accounts receivable	(67,253,507)	(1,641,464)
Prepaid expenses	574,498	(743,336)
Inventory held for resale	(7,400)	100,913
Accounts payable and accrued liabilities	4,330,090	5,045,236
Deferred revenue	1,120,434	(435,903)
Committed program funds	4,641,181	2,228,805
Restricted funds	224,723	27,735
	<u>(56,369,981)</u>	<u>4,581,986</u>

19 Expenses by object

	2024 \$	2023 \$
Salaries and benefits	48,795,559	41,862,828
Interest and other	6,414,312	2,026,794
Amortization	5,306,688	4,605,294
Program costs	75,882,663	61,032,056
Taxation and commercial ventures	9,048,289	12,119,707
	<u>145,447,511</u>	<u>121,646,679</u>

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Notes to Consolidated Financial Statements

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20 Remuneration of elected officials and senior staff

Senior staff compensation

The Squamish Nation Salary Index and Performance Management Plan (Salary Plan) is a compensation plan which applies to all Nation employees, and is designed to attract, retain and motivate the caliber of employee needed to support the achievement of the Nation's goals of providing the best service to the Nation. The Salary Plan has been approved by the Council.

All employees, including the Nation's Chief Administrative Officer and directors, are paid in accordance with the Salary Plan. For the year ended March 31, 2024, total compensation for senior staff ranged from \$130,953 (2023 – \$117,753) to \$299,903 (2023 – \$218,896). These pay rates are annual and may differ based on number of months of employment.

Elected official compensation

For the year ended March 31, 2024, all members of the Council and the Band Manager were paid in accordance with total compensation provisions included in the Squamish Nation Council Governance Policy, ranging from \$91,336 (2023 – \$83,082) to \$103,638 (2023 – \$103,495) annually. Council members may also serve as a director for companies controlled by the Nation. They receive no additional compensation for these services.

Travel

Local travel – Nation employees, including senior staff and Councillors, who use their personal vehicles for work-related purposes are eligible to claim mileage.

Out of town – all business-related out-of-town travel by Councillors, the Band Manager and senior employees is pre-approved, either by the Council or by an Executive Operating Officer. Like many other governments, Nation employees and Councillors receive a daily stipend to cover meals, lodging and incidental costs when travelling on Nation business. When necessary, transportation costs are also paid. Daily stipend amounts are determined by policy.

Pension and benefits

The Nation contributes to pension plans and employment benefits (medical, dental and extended health, for example) for all employees and Councillors who meet eligibility requirements as defined by policy.

Other

The Nation provides an annual distribution to the Squamish People as well as a wide range of services to them and their families, such as education, health, housing and recreation services. Councillors and senior employees and their families may receive such services under the same conditions and eligibility requirements.

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Notes to Consolidated Financial Statements

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21 Contractual rights

The Nation has entered in confidential agreements with various parties, whereby the Nation will receive future funding and other economic resources. These annual revenues include lease revenues and proceeds from impact and benefit agreements and revenue sharing arrangements. Revenues range from \$10,000 to \$11.05 million (2023 – \$10,000 to \$11.05 million) per agreement and the terms of the agreements range from one year to fifty years.

In addition, the Nation has entered into funding agreements with the Government of Canada, Province of British Columbia and other funding agencies to facilitate delivery of programs and services. The terms of these agreements range from one year to ten years, and the funding ranges from \$1,000 to \$11.11 million (2023 – \$1,000 to \$11.11 million) per agreement.

22 Accumulated surplus

Pursuant to the Target Fund Policy approved during the year ended March 31, 2018, the Nation will allocate a portion of cash and cash equivalents to Targeted Funds based on the surplus for the year ended March 31, 2024. The intention of the Target Fund Policy is to establish cash and cash equivalents to pay for major future expenditures, protect against unforeseen events, fund strategic investments, or finance extraordinary expenditures while ensuring these funding activities do not negatively impact current operating budgets and cash flow.

Squamish Nation

Schedule 1

Schedule 1 - Consolidated Schedule of Tangible Capital Assets

For the year ended March 31, 2024

	Balance – Beginning of year \$	Additions during the year \$	Reclassification s during the year \$	Balance – End of year \$
Cost				
Land	25,368,715	-	-	25,368,715
Residential housing	79,986,091	37,030,429	-	117,016,520
Commercial buildings	2,603,120	-	-	2,603,120
Community buildings	10,864,702	1,297,703	-	12,162,405
Office buildings	7,510,040	595,795	-	8,105,835
Squamish Lil'wat Cultural Centre	13,849,380	444,228	-	14,293,608
Public infrastructure	39,547,747	166,407	-	39,714,154
Vehicles	3,467,516	947,498	-	4,415,014
IT	6,042,848	416,068	-	6,458,916
Machinery and equipment	37,239	204,668	-	241,907
Office furniture	55,502	740,705	-	796,207
Construction in progress	40,532,518	20,213,114	2,035,109	62,780,741
	229,865,418	62,056,615	2,035,109	293,957,142
Accumulated amortization				
Residential housing	54,751,091	2,782,816	-	57,533,907
Commercial buildings	2,603,120	-	-	2,603,120
Community buildings	7,735,978	361,342	-	8,097,320
Office buildings	4,612,739	154,708	-	4,767,447
Squamish Lil'wat Cultural Centre	3,549,538	-	-	3,549,538
Public infrastructure	17,931,719	1,223,896	-	19,155,615
Vehicles	2,236,236	388,053	-	2,624,289
IT	4,922,725	295,181	-	5,217,906
Machinery and equipment	3,265	33,180	-	36,445
Office furniture	10,335	67,512	-	77,847
	98,356,746	5,306,688	-	103,663,434
Net book value				
Land	25,368,715	-	-	25,368,715
Residential housing	25,235,000	34,247,613	-	59,482,613
Community buildings	3,128,724	936,361	-	4,065,085
Office buildings	2,897,301	441,087	-	3,338,388
Squamish Lil'wat Cultural Centre	10,299,842	444,228	-	10,744,070
Public infrastructure	21,616,028	(1,057,489)	-	20,558,539
Vehicles	1,231,280	559,445	-	1,790,725
IT	1,120,123	120,887	-	1,241,010
Machinery and equipment	33,974	171,488	-	205,462
Office furniture	45,167	673,193	-	718,360
Construction in progress	40,532,518	20,213,114	2,035,109	62,780,741
	131,508,672	56,749,927	2,035,109	190,293,708

Squamish Nation

Schedule 1

Schedule 1 - Consolidated Schedule of Tangible Capital Assets

For the year ended March 31, 2023

	Balance – Beginning of year \$	Additions during the year \$	Reclassification during the year \$	Balance – End of year \$
Cost				
Land	25,368,715	-	-	25,368,715
Residential housing	77,577,378	2,408,713	-	79,986,091
Commercial buildings	2,603,120	-	-	2,603,120
Community buildings	10,864,702	-	-	10,864,702
Office buildings	6,805,668	704,372	-	7,510,040
Squamish Lil'wat Cultural Centre	13,825,533	23,847	-	13,849,380
Public infrastructure	39,541,756	5,991	-	39,547,747
Vehicles	2,598,948	868,568	-	3,467,516
IT	5,703,676	339,172	-	6,042,848
Machinery and equipment	12,012	25,227	-	37,239
Office furniture	15,871	39,631	-	55,502
Construction in progress	7,296,777	33,235,741	-	40,532,518
	<u>192,214,156</u>	<u>37,651,262</u>	<u>-</u>	<u>229,865,418</u>
Accumulated amortization				
Residential housing	53,230,328	1,520,763	-	54,751,091
Commercial buildings	2,603,120	-	-	2,603,120
Community buildings	7,369,151	366,827	-	7,735,978
Office buildings	4,363,928	248,811	-	4,612,739
Squamish Lil'wat Cultural Centre	3,549,538	-	-	3,549,538
Public infrastructure	16,688,768	1,242,951	-	17,931,719
Vehicles	1,957,352	278,884	-	2,236,236
IT	4,631,069	291,656	-	4,922,725
Machinery and equipment	1,727	1,538	-	3,265
Office furniture	7,925	2,410	-	10,335
	<u>94,402,906</u>	<u>3,953,840</u>	<u>-</u>	<u>98,356,746</u>
Net book value				
Land	25,368,715	-	-	25,368,715
Residential housing	24,347,050	887,950	-	25,235,000
Community buildings	3,495,551	(366,827)	-	3,128,724
Office buildings	2,441,740	455,561	-	2,897,301
Squamish Lil'wat Cultural Centre	10,275,995	23,847	-	10,299,842
Public infrastructure	22,852,988	(1,236,960)	-	21,616,028
Vehicles	641,596	589,684	-	1,231,280
IT	1,072,607	47,516	-	1,120,123
Machinery and equipment	10,285	23,689	-	33,974
Office furniture	7,946	37,221	-	45,167
Construction in progress	7,296,777	33,235,741	-	40,532,518
	<u>97,811,250</u>	<u>33,697,422</u>	<u>-</u>	<u>131,508,672</u>

Squamish Nation

Schedule 2

Schedule 2 - Consolidated Schedule of Segment Disclosure

For the year ended March 31, 2024

									Revenue		Expenses		Surplus (Deficiency)
		Leases	Government transfers	Lands and Resources accommodation	Taxation	Interest and other income	Committed funds from prior year	Committed funds to next year	Other items	Total revenue	Program cost	Other expenditures	Surplus (Deficiency) for the year
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Council & Nation													
Administration	Council Advisory CAO and Strategic Operations	-	8,310,896	-	-	602,732	-	(706,237)	-	8,207,391	6,562,612	-	1,644,779
		-	40,000	-	-	16,820	-	-	-	56,820	2,393,022	-	(2,336,202)
Community Services	Community Operations	-	2,174,407	-	-	496,700	-	-	-	2,671,107	6,988,099	-	(4,316,992)
	Senakw ¹	-	-	-	-	575,590	-	-	60,657,741	61,233,331	1,136,253	-	60,097,078
	Planning & Capital Projects	-	663,771	-	-	674,800	1,458,000	(488,267)	-	2,308,304	2,990,678	-	(682,374)
	Public Safety	-	1,498,563	-	-	110,798	78,213	(1,594,342)	-	93,232	1,546,352	-	(1,453,120)
Corporate Services	Communications	-	-	-	-	14,734	-	-	-	14,734	1,378,731	-	(1,363,997)
	Finance, Accounting and IT	-	1,209,005	-	-	21,341,811	-	(542,360)	-	22,008,456	19,859,015	-	2,149,441
	Human Resources	-	374,989	-	-	-	-	-	-	374,989	3,252,326	-	(2,877,337)
	Legal	-	-	-	-	-	-	-	-	-	570,562	-	(570,562)
	Property Management & Taxation	40,958,473	-	210,327	12,145,787	1,746,142	-	-	-	55,060,729	2,990,678	-	52,070,051
People Services	Ayas Menmen	-	16,616,403	-	-	1,016,863	4,614,476	(5,770,421)	-	16,477,321	15,802,531	-	674,790
	Education, Employment & Training	-	14,414,695	-	-	4,127,439	2,167,193	(2,930,924)	-	17,778,403	21,769,166	-	(3,990,763)
	Membership Services	-	750,314	-	-	1,048,027	-	(615,275)	-	1,183,066	7,442,283	-	(6,259,217)
	Distribution	-	-	-	-	-	-	-	-	-	8,095,795	-	(8,095,795)
	Squamish Valley Operations	-	1,572,026	-	-	545,861	93,830	(50,000)	-	2,161,717	3,307,792	-	(1,146,075)
	Yuustway Health & Wellness	-	7,375,134	-	-	573,703	2,222,908	(1,642,095)	-	8,529,650	9,077,985	-	(548,335)
Territory and Culture	Language & Cultural Affairs	-	321,634	-	-	337,959	293,844	(330,623)	-	622,814	2,682,519	-	(2,059,705)
	Rights & Title	-	3,094,090	1,336,930	-	8,406,279	727,905	(1,466,590)	-	12,098,614	6,256,352	-	5,842,262
	Hiyam, MST & other²	-	-	-	-	7,783,679	376,410	(621,562)	13,944,393	21,482,920	10,773,943	10,570,817	138,160
		40,958,473	58,415,927	1,547,257	12,145,787	49,419,937	12,032,779	(16,758,696)	74,602,134	232,363,598	134,876,694	10,570,817	86,916,087

¹ During the year ended March 31, 2024 the Nation earned an amenity contribution of \$60,657,741 from the development partner for Phase 2 of the Senakw development. See Note 5 for details.

² This section includes revenues and expenses from consolidated entities, equity income and losses from entities recognized through the modified equity method, and other non-routine transactions.

Squamish Nation

Schedule 2

Schedule 2 - Consolidated Schedule of Segment Disclosure

For the year ended March 31, 2023

		Revenue								Expenses		Surplus (Deficiency)	
		Leases	Government transfers	Lands and Resources accommodation	Taxation	Interest and other income	Committed funds from prior year	Committed funds to next year	Other items	Total revenue	Program cost	Other expenditures	Surplus (Deficiency) for the year
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Council & Nation													
Administration	Council Advisory CAO and Strategic Operations	-	2,679,732	-	-	855,000	-	-	-	3,534,732	5,944,994	-	(2,410,262)
		-	-	-	-	-	10,000	-	-	10,000	1,174,726	-	(1,164,726)
Community Services	Community Operations Senakw ³	-	818,760	-	-	2,937,942	-	-	-	3,756,702	8,387,167	-	(4,630,465)
		-	-	72,743	-	-	-	-	57,782,416	57,855,159	-	-	56,720,101
	Planning & Capital Projects	-	1,649,575	-	-	144,352	50,000	(1,458,000)	-	385,927	1,023,365	-	(637,438)
	Public Safety	-	-	-	-	-	-	-	-	-	875,438	-	(875,438)
Corporate Services	Communications	-	-	-	-	-	-	-	-	-	975,546	-	(975,546)
	Finance, Accounting and IT	-	2,723,086	-	-	11,324,656	-	-	-	14,047,742	15,813,289	318,033	(2,083,580)
	Human Resources	-	69,642	-	-	-	86,146	-	-	155,788	3,087,675	-	(2,931,887)
	Legal	-	-	-	-	-	-	-	-	-	562,957	-	(562,957)
	Property Management & Taxation	36,469,720	187,650	270,572	10,769,598	4,086,814	-	-	-	51,784,354	6,235,981	-	45,548,373
People Services	Ayas Menmen	-	13,856,840	-	-	634,073	3,612,989	(4,614,475)	-	13,489,427	14,270,067	-	(780,640)
	Education, Employment & Training	-	14,012,692	-	-	1,498,156	1,546,666	(2,132,446)	-	14,925,068	19,381,397	-	(4,456,329)
	Membership Services	-	119,254	-	-	46,500	74,548	-	-	240,302	5,940,261	-	(5,699,959)
	Distribution	-	-	-	-	-	-	-	-	-	4,082,794	-	(4,082,794)
	Squamish Valley Operations	-	547,223	-	-	116,872	54,053	(93,830)	-	624,318	2,525,294	-	(1,900,976)
	Yuustway Health & Wellness	-	5,929,670	-	-	174,796	2,524,357	(2,222,908)	-	6,405,915	6,639,307	-	(233,392)
Territory and Culture	Language & Cultural Affairs	-	85,000	-	-	111,306	356,241	(293,844)	-	258,703	2,252,057	-	(1,993,354)
	Rights & Title	-	1,775,457	3,051,440	-	1,651,246	1,502,011	(727,906)	-	7,252,248	3,967,179	-	3,285,069
	Hiyam, Nch'kay & other ⁴	-	976,581	-	-	5,950,939	418,656	(489,370)	34,032,243	40,889,049	9,378,332	7,675,762	23,834,955
		36,469,720	45,431,162	3,394,755	10,769,598	29,532,652	10,235,667	(12,032,779)	91,814,659	215,615,434	113,652,884	7,993,795	93,968,755

³ During the year ended March 31, 2023 the Nation earned an amenity contribution of \$57,782,416 from the development partner for Phase 1 of the Senakw development. See Note 5 for details.

⁴ This section includes revenues and expenses from consolidated entities, equity income and losses from entities recognized through the modified equity method, and other non-routine transactions.