

Cowichan Tribes
Consolidated Financial Statements
March 31, 2024

Cowichan Tribes Contents

For the year ended March 31, 2024

	Page
Independent Auditor's Report	
Consolidated Financial Statements	
Consolidated Statement of Financial Position.....	1
Consolidated Statement of Operations and Accumulated Surplus.....	2
Consolidated Statement of Changes in Net Financial Assets.....	4
Consolidated Statement of Cash Flows.....	5
Notes to the Consolidated Financial Statements	6
Schedules	
Schedule 1 - Consolidated Schedule of Tangible Capital Assets.....	28
Schedule 2 - Schedule of Consolidated Expenses by Object.....	31
Schedule 3 - Administration.....	32
Schedule 4 - Economic Development.....	33
Schedule 5 - Own Source Revenue.....	34
Schedule 6 - Lalum'utul' Smun'eem Child and Family Services.....	35
Schedule 7 - Quw'utsun Syuw'entst Lelum' Culture and Education Centre.....	36
Schedule 8 - Lulumexun Lands and Governance.....	37
Schedule 9 - Operations and Maintenance.....	38
Schedule 10 - Social Development.....	39
Schedule 11 - Sustainable Housing Development.....	40
Schedule 12 - Treaty Negotiations.....	41
Schedule 13 - Ts'ewulhtun Health Centre.....	42
Schedule 14 - Capital Projects.....	43

Independent Auditor's Report

To the Citizens of Cowichan Tribes:

Opinion

We have audited the consolidated financial statements of Cowichan Tribes (the "Nation"), which comprise the consolidated statement of financial position as at March 31, 2024, and the consolidated statements of operations and accumulated surplus, changes in net financial assets, cash flows and the related schedules for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

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

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. 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, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the annual report, which is expected to be made available to us after the date of the auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

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 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.

MNP LLP

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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.

Nanaimo, British Columbia

July 23, 2024

MNP LLP

Chartered Professional Accountants

Cowichan Tribes
Consolidated Statement of Financial Position
As at March 31, 2024

	2024	2023
Financial assets		
Cash and cash equivalents	42,278,756	22,408,066
Accounts receivable (Note 4)	30,766,392	26,737,301
Restricted cash (Note 5)	2,129,260	1,560,469
Term deposit (Note 6)	25,853,086	28,935,522
Portfolio investments (Note 7)	4,961,747	4,425,849
Investment in Nation business enterprises and partnerships (Note 8)	16,441,644	18,124,862
Funds held in trust (Note 9)	663,353	732,606
	123,094,238	102,924,675
Liabilities		
Accounts payable and accruals (Note 10)	14,843,458	10,099,012
Deferred revenue (Note 11)	13,297,631	6,027,879
Long-term debt (Note 12)	16,088,843	17,016,749
	44,229,932	33,143,640
Net financial assets	78,864,306	69,781,035
Contingencies and commitments (Note 17)		
Non-financial assets		
Tangible capital assets (Schedule 1)	110,083,216	91,606,569
Prepaid expenses	265,862	253,285
	110,349,078	91,859,854
Accumulated surplus (Note 13)	189,213,384	161,640,889
Approved on behalf of the Council and acknowledged by Finance and Audit Committee and Management		
Signed by: Cindy Daniels	Signed by: Tasha Brooks	
_____ Chief	_____ Councillor	
Signed by: Christopher Alphonse	Signed by: Yui Tromp	
_____ Chair of Finance and Audit Committee	_____ Chief Financial Officer	

The accompanying notes are an integral part of these financial statements

Cowichan Tribes
Consolidated Statement of Operations and Accumulated Surplus
For the year ended March 31, 2024

	<i>Schedules</i>	<i>2024 Budget (Note 14)</i>	<i>2024</i>	<i>2023</i>
Revenue				
Indigenous Services Canada (Note 18)		50,715,431	53,894,259	52,940,457
First Nations Health Authority		5,819,518	7,061,295	6,952,284
Department of Fisheries and Oceans Canada		2,923,015	3,018,837	2,902,203
Canada Mortgage and Housing Corporation		1,009,890	333,341	905,859
Province of British Columbia - Other		7,576,651	24,662,703	24,257,264
Other income		13,105,779	12,459,476	9,433,445
Investment income		3,728,890	5,425,848	3,662,955
Tobacco tax		4,162,271	4,125,362	4,162,271
Property tax		3,039,153	3,307,226	3,042,782
Rental and lease income		2,307,564	2,347,163	1,929,865
Gaming revenue		2,150,000	1,992,909	2,154,730
Other agencies		978,720	1,801,633	1,736,532
Income (loss) from investment in Nation business enterprises and partnerships (Note 8)		328,098	(1,674,232)	2,916,633
Community improvement fee		1,435,000	1,352,223	1,987,770
First Nations Education Steering Committee		935,092	1,297,989	1,443,475
Province of British Columbia - Host Local Government		930,000	1,010,652	1,052,097
Province of British Columbia - Forestry Agreement		772,600	881,864	878,485
Coast Salish Employment and Training Society		1,638,565	650,525	773,449
Licence fees		37,660	15,195	9,840
		103,593,897	123,964,268	123,142,396
Program expenses				
Administration	3	15,819,694	18,814,492	19,087,717
Economic Development	4	797,415	11,346,809	5,643,571
Own Source Revenue	5	482,070	225,457	361,121
Lalum'utul' Smun'eem Child and Family Services	6	15,526,909	14,894,674	10,627,853
Quw'utsun Syuw'entst Lelum' Culture and Education Centre	7	22,073,611	17,824,530	15,964,494
Lulumexun Lands and Governance	8	8,123,944	5,963,696	6,438,501
Operations and Maintenance	9	3,091,467	2,887,341	2,391,165
Social Development	10	10,213,995	9,751,543	8,755,343
Sustainable Housing Development	11	4,059,605	3,621,005	2,499,811
Treaty Negotiations	12	469,120	386,763	537,391
Ts'ewulhtun Health Centre	13	8,943,430	8,326,825	6,319,857
Capital Projects	14	1,245,485	661,269	460,193
Total expenditures (Schedule 2)		90,846,745	94,704,404	79,087,017
Surplus before other items		12,747,152	29,259,864	44,055,379
Other income (expense)				
Gain (loss) on disposal of tangible capital assets		-	(144,954)	173,639
Gain (loss) on foreign exchange		-	(32,269)	61,586
		-	(177,223)	235,225
Annual surplus		12,747,152	29,082,641	44,290,604

Continued on next page

Cowichan Tribes
Consolidated Statement of Operations and Accumulated Surplus
For the year ended March 31, 2024

	<i>Schedules</i>	<i>2024 Budget (Note 14)</i>	<i>2024</i>	<i>2023</i>
Annual surplus <i>(Continued from previous page)</i>		12,747,152	29,082,641	44,290,604
Accumulated surplus, beginning of year		161,640,889	161,640,889	118,848,250
Tobacco tax distribution to citizens		(1,540,851)	(1,510,146)	(1,497,965)
Accumulated surplus, end of year <i>(Note 13)</i>		172,847,190	189,213,384	161,640,889

The accompanying notes are an integral part of these financial statements

Cowichan Tribes
Consolidated Statement of Changes in Net Financial Assets
For the year ended March 31, 2024

	2024 Budget (Note 14)	2024	2023
Annual surplus	12,747,152	29,082,641	44,290,604
Purchases of tangible capital assets	(31,012,413)	(22,618,498)	(12,746,949)
Amortization of tangible capital assets	-	3,791,782	3,033,466
Change in prepaid expenses	-	(12,577)	(97,769)
Tobacco tax distribution to citizens	(1,540,851)	(1,510,146)	(1,497,965)
Loss (gain) on disposal of tangible capital assets	-	144,954	(173,639)
Proceeds on disposal of tangible capital assets	-	205,115	31,130
Change in net financial assets	(19,806,112)	9,083,271	32,838,878
Net financial assets, beginning of year	69,781,035	69,781,035	36,942,157
Net financial assets, end of year	49,974,923	78,864,306	69,781,035

The accompanying notes are an integral part of these financial statements

Cowichan Tribes
Consolidated Statement of Cash Flows
For the year ended March 31, 2024

	2024	2023
Cash provided by (used for) the following activities		
Operating activities		
Annual surplus	29,082,641	44,290,604
Non-cash items		
Amortization	3,791,782	3,033,466
Loss (gain) on disposal of tangible capital assets	144,954	(173,639)
Loss (earnings) from investment in Nation business enterprises and partnerships	1,674,232	(2,916,633)
Accrued interest on term deposits	(1,201,398)	(160,522)
	33,492,211	44,073,276
Changes in working capital accounts		
Accounts receivable	(4,029,091)	(18,806,616)
Accounts payable and accruals	4,744,446	582,816
Deferred revenue	7,269,752	(5,278,557)
Prepaid expenses	(12,577)	(97,769)
	41,464,741	20,473,150
Financing activities		
Advances of long-term debt	73,758	-
Repayment of long-term debt	(1,001,664)	(9,542,116)
	(927,906)	(9,542,116)
Capital activities		
Purchases of tangible capital assets	(22,618,498)	(12,746,949)
Proceeds on disposal of tangible capital assets	205,115	31,130
Tobacco tax distribution to citizens	(1,510,146)	(1,497,965)
	(23,923,529)	(14,213,784)
Investing activities		
Purchase of term deposits	(5,716,166)	(28,700,000)
Proceeds from disposal of term deposits	10,000,000	8,749,568
Change in funds held in trust	69,253	(21,626)
Change in restricted cash	(568,791)	(63,279)
Change in portfolio investments	(535,898)	148,178
Advances to Nation business enterprises and partnerships - net	8,986	3,676,645
	3,257,384	(16,210,514)
Increase (decrease) in cash and cash equivalents	19,870,690	(19,493,264)
Cash and cash equivalents, beginning of year	22,408,066	41,901,330
Cash and cash equivalents, end of year	42,278,756	22,408,066
Supplementary cash flow information		
Interest paid	922,288	1,224,882

The accompanying notes are an integral part of these financial statements

1. Operations

Cowichan Tribes (the "Nation") is located in the province of British Columbia, and provides various services to its citizens. Cowichan Tribes includes the Nation's citizens, government and all related entities that are accountable to the Nation and are either owned or controlled by the Nation.

2. Change in accounting policy

Revenue

Effective April 1, 2023, the Nation adopted the the Public Sector Accounting Board's (PSAB) new standard for the recognition, measurement and disclosure of revenue under PS 3400 *Revenue*. The new standard establishes when to recognize and how to measure revenue, and provides the related financial statement presentation and disclosure requirements. Pursuant to the recommendations, the change was applied prospectively, and prior periods have not been restated.

There was no material impact on the consolidated financial statements from the prospective application of the new accounting recommendations.

3. Significant accounting policies

These consolidated financial statements are the representations of management, prepared in accordance with Canadian public sector accounting standards and include the following significant accounting policies:

Reporting entity consolidated

The financial statements consolidate the financial activities of all entities and departments comprising the Nation reporting entity, except for Nation business entities. Trusts administered on behalf of third parties by Cowichan Tribes are excluded from the Nation reporting entity.

The Nation has consolidated the assets, liabilities, revenue and expenses of the following entities:

- 0787308 BC Ltd.
- Khowutzun Heritage Centre Ltd.
- Khowutzun Development Corporation
- Khowutzun Development Limited Liability Partnership
- 0944623 BC Ltd.
- 0942071 BC Ltd.
- Quw'utsun Kw'atl'kwa Fisheries Society
- Quw'utsun Kw'atl'kwa Fisheries Enterprises Ltd.
- 0990409 BC Ltd.
- 0626875 BC Ltd.
- Mustimuhw Information Solutions Society

3. Significant accounting policies *(Continued from previous page)*

All inter-entity balances have been eliminated on consolidation; however, transactions between departments have not been eliminated in order to present the results of operations of each specific department.

The Nation uses fund accounting procedures that result in a self-balancing set of accounts for each fund established by legal, contractual or voluntary actions. The funds have been amalgamated for the purpose of presentation in the consolidated financial statements.

Cowichan Tribes maintains the following funds:

- Ottawa Trust Funds reports on trust monies owned by the Nation but administered by the Government of Canada.
- Tangible capital assets reports on the tangible capital assets of the Nation, net any related capital financing.
- Operating fund reports on the general activities of the Nation administration.
- Nation business enterprises reports on the Nation's investments in self-sustaining business ventures.

Cowichan Tribes business enterprises and partnerships, owned or controlled by the Nation's Chief and Council but not dependent on the Nation for their continuing operations, are included in the consolidated financial statements using the modified equity method.

Under the modified equity method, the equity method of accounting is modified only to the extent that the business entity accounting principles are not adjusted to conform to those of the Nation. Thus, the Nation's investment in these entities is recorded at acquisition cost and is increased for the proportionate share of post acquisition earnings and decreased by post acquisition losses and distributions received.

Entities accounted for by the modified equity basis include:

- Costa Canna Limited Liability Partnership
- Costa Canna Production Limited Liability Partnership
- Cowichan Mini Mall Ltd.
- Khowutzun Gaming Corporation
- Khowutzun Forest Services Ltd.
- Khowutzun Forest Services Limited Partnership
- Mustimuhw Information Solutions Inc.
- Government Street Residential Suites Limited Liability Partnership
- Quw'utsun Kw'atl'kwa Limited Partnership

Basis of presentation

Sources of revenue and expenses are recorded on the accrual basis of accounting. The accrual basis of accounting recognizes revenue as it becomes available and measurable; expenses are recognized as they are incurred and measurable as a result of the receipt of goods or services and the creation of a legal obligation to pay.

Cash and cash equivalents

Cash and cash equivalents include balances with banks and short-term investments with maturities of three months or less. Cash subject to restrictions that prevent its use for current purposes is included in restricted cash and funds held in trust.

3. Significant accounting policies *(Continued from previous page)*

Tangible capital assets

Tangible capital assets are initially recorded at cost, which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Contributed tangible assets are recorded at their fair value at the date of contribution.

All intangible assets, historical artifacts, works of art and items inherited by the rights of the Nation, such as reserve land, forests, water and mineral resources are not recognized in the Nation's consolidated financial statements.

Tangible capital assets are amortized over their expected useful life using the straight-line method at the following rates:

Buildings and houses	40 years
Vehicles and boats	10 years
Furniture and equipment	10 years
Water infrastructure	40 years
Sewer infrastructure	40 years
Roads infrastructure	40 years
Dikes infrastructure	40 years
Electrical infrastructure	40 years
Lift stations infrastructure	40 years
Computer and software	3 years

Segments

The Nation conducts its business through a number of reportable segments as described in Note 19. These operating segments are established by senior management to facilitate the achievement of the Nation's long-term objectives to aid in resource allocation decisions, and to assess operational performance.

For each reported segment, revenue and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements.

Funds held in trust

Funds held in trust on behalf of Nation citizens by the Government of Canada in the Ottawa Trust Fund are reported on the consolidated statement of financial position. Trust monies consist of:

- Capital trust monies derived from non-renewable resource transactions on land or other Nation tangible capital assets.
- Revenue trust monies generated primarily through land leasing transactions or interest earned on deposits held in trust.
- Suspense trust monies are generated from completed projects awaiting reimbursement.

Investments

Long-term investments in entities that are not owned, controlled, or influenced by the Nation reporting entity are accounted for using the cost method. They are recorded at cost, less any provision for other than temporary impairment.

Long-term investments in entities that are controlled by the Nation are accounted for using the modified equity method.

3. Significant accounting policies *(Continued from previous page)*

Long-lived assets

Long-lived assets consist of tangible capital assets and intangible assets with finite useful lives. Long-lived assets held for use are measured and amortized as described in the applicable accounting policies.

The Nation performs impairment testing on long-lived assets held for use whenever events or changes in circumstances indicate that the carrying amount of an asset, or group of assets, may not be recoverable. Impairment losses are recognized when an asset's service potential is reduced. Impairment is measured as the amount by which the asset's carrying amount exceeds its fair value. Any impairment is included in surplus for the year. Prices for similar items are used to measure fair value of long-lived assets.

The Nation does not perform impairment testing on its long-lived assets that are held for public administration and situated on its reserve land as it is not possible to determine their fair market value.

Measurement uncertainty

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 disclosure of contingent assets and liabilities at the date of the consolidated financial statements, and the reported amounts of revenue and expenses during the reporting period.

Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of tangible capital assets.

Changes to the underlying assumptions and estimates or legislative changes could have a material impact on the provision recognized.

These estimates are reviewed periodically and, as adjustments become necessary, they are reported in surplus in the periods in which they become known.

Asset classification

Assets are classified as either financial or non-financial. Financial assets are assets that could be used to discharge existing liabilities or finance future operations. Non-financial assets are acquired, constructed or developed assets that do not normally provide resources to discharge existing liabilities but are employed to deliver government services, may be consumed in normal operations and are not for resale in the normal course of operations. Non-financial assets include tangible capital assets and prepaid expenses.

Liability for contaminated site

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the Nation is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at March 31, 2024.

At each financial reporting date, the Nation reviews the carrying amount of the liability. Any revisions required to the amount previously recognized is accounted for in the period revisions are made. The Nation continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made. As at March 31, 2024, no liability for contaminated site exists.

3. Significant accounting policies *(Continued from previous page)*

Revenue recognition

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

- i) **Indigenous Services Canada ("ISC")**
Under the terms of the "Comprehensive Funding Arrangement", the funding is based on an annual budget which is agreed to by the parties and consists of flexible transfer payments and contribution payments. In the case of the flexible transfer payments, the Nation is permitted to use the surpluses at its own discretion provided the terms and conditions of the agreement are met but must take responsibility for any deficits. In the case of contribution payments, any surpluses must be returned to ISC and deficits are recoverable.
- ii) **First Nation Capital and Revenue Trust Funds**
The First Nation recognizes revenue of the Capital and Revenue Trust Fund at the time funds are contributed from the accounts held in Ottawa. Interest revenue is recognized when earned.
- iii) **Canada Mortgage and Housing Corporation ("CMHC")**
CMHC revenue is recognized as it become receivable under the terms of the applicable funding agreements. Funding received under funding arrangements that relate to a subsequent fiscal period are reflected as deferred revenue on the consolidated statement of financial position in the year of receipt.
- iv) **Rental income**
Rental income is recorded in the year it is earned. At the end of each year, management evaluates whether rent revenue is collectible and records a bad debt expense and allowance for doubtful accounts for those amounts designated as unlikely to be collected.
- v) **Department of Fisheries and Oceans ("DFO")**
Certain funding arrangements with DFO can result in surpluses being repaid or deficits being funded depending upon the year-end position of the program.
- vi) **First Nation Health Authority ("FNHA")**
FNHA revenue is recognized as it becomes receivable under the terms of the funding agreements.
- vii) **Revenue from own sources**
Revenue from own sources, such as the community improvement fee, tobacco tax and property tax, is recognized when the service is provided or the amount is earned, when the amount can be estimated and when collection is reasonably assured.
- ix) **Province of British Columbia ("BC")**
Province of BC revenue is recognized as it becomes receivable under the terms of the funding agreements.

3. Significant accounting policies *(Continued from previous page)*

Asset retirement obligation

A liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset (or a component thereof) at the consolidated financial statement date when there is a legal obligation for the Nation to incur retirement costs in relation to a tangible capital asset (or component thereof), the past transaction or event giving rise to the liability has occurred, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made. The best estimate of the liability includes all costs directly attributable to asset retirement activities, based on information available at March 31, 2024. The best estimate of an asset retirement obligation incorporates a present value technique, when the cash flows required to settle or otherwise extinguish an asset retirement obligation are expected to occur over extended future periods.

When a liability for an asset retirement obligation is initially recognized, a corresponding asset retirement cost is capitalized to the carrying amount of the related tangible capital asset (or component thereof). The asset retirement cost is amortized over the useful life of the related asset.

At each financial reporting date, the Nation reviews the carrying amount of the liability. The Nation recognizes period-to-period changes to the liability due to the passage of time as accretion expense. Changes to the liability arising from revisions to either the timing, the amount of the original estimate of undiscounted cash flows or the discount rate are recognized as an increase or decrease to the carrying amount of the related tangible capital asset.

The Nation continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

Financial instruments

The Nation recognizes its financial instruments when the Nation becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value.

At initial recognition, the Nation may irrevocably elect to subsequently measure any financial instrument at fair value. The Nation has not made such an election during the year.

The Nation subsequently measures investments in equity instruments quoted in an active market and all derivative instruments, except those that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, at fair value. Fair value is determined by published price quotations. Transactions to purchase or sell these items are recorded on the trade date. Net gains and losses arising from changes in fair value are recognized in the consolidated statement of remeasurement gains and losses, with the exception of gains and losses on externally restricted financial assets measured at fair value, which are recognized as an increase or decrease to the associated liability until the resources are used in accordance with their specified purpose. The Nation has not presented a consolidated statement of remeasurement gains and losses as it does not have any items giving rise to remeasurement gains (losses). Interest income is recognized in the consolidated statement of operations; however, interest income on externally restricted financial assets is recognized as an increase or decrease to the associated liability until the resources are used in accordance with their specified purpose. Investments in equity instruments not quoted in an active market and derivatives that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, are subsequently measured at cost. With the exception of those instruments designated at fair value, all other financial assets and liabilities are subsequently measured at amortized cost using the effective interest rate method.

Transaction costs directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in operating surplus. Conversely, transaction costs are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

All financial assets except derivatives are tested annually for impairment. Management considers whether the investee has experienced continued losses for a period of years, recent collection experience for the loan, such as a default or delinquency in interest or principal payments, etc. in determining whether objective evidence of impairment exists. Any impairment, which is not considered temporary, is recorded in the consolidated statement of operations. Write-downs of financial assets measured at cost and/or amortized cost to reflect losses in value are not reversed for subsequent increases in value. Reversals of any net remeasurements of financial assets measured at fair value are reported in the consolidated statement of remeasurement gains and losses.

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2024

3. Significant accounting policies *(Continued from previous page)*

Net financial assets

The Nation's consolidated financial statements are presented so as to highlight net financial assets as the measurement of consolidated financial position. The net financial assets of the Nation is determined by its financial assets less its liabilities. Net financial assets combined with non-financial assets comprise a second indicator of consolidated financial position, accumulated surplus.

4. Accounts receivable

	2024	2023
Province of British Columbia	15,174,218	18,334,884
Indigenous Services Canada	11,181,524	2,323,392
Other receivables	1,917,766	3,386,493
First Nation organizations	1,216,762	410,320
First Nation Health Authority	501,678	131,040
Department of Fisheries and Oceans Canada	412,157	1,133,636
Other government agencies	312,863	442,488
Due from Nation's business enterprises	49,424	20,224
Canada Mortgage and Housing Corporation	-	554,824
	30,766,392	26,737,301

5. Restricted cash

Under the terms of the agreement with CMHC, the replacement reserve account is to be credited in the amount of \$89,410 (2023 - \$89,410) annually. These funds, along with accumulated interest, must be held in a separate bank account and/or invested only in accounts or instruments insured by the Canada Deposit Insurance Corporation (CDIC) or as may otherwise be approved by CMHC from time to time. The funds in the account may only be used as approved by CMHC. At year end, the replacement reserve was adequately funded (2023 - under funded \$194,453).

Under the terms of the agreement with CMHC, excess revenues over expenditures for the Post 1996 phases may be retained in an operating reserve. These funds, along with accumulated interest, must be held in a separate bank account and/or invested only in accounts or instruments insured by the CDIC or as may otherwise be approved by CMHC from time to time. At year end, the operating reserve was under funded by \$56,791 (2023 - under funded \$285,535).

Cowichan Tribes was issued a debt instrument through the First Nation Finance Authority ("FNFA"). As a condition of this borrowing, a portion of the debenture proceeds are withheld by the FNFA as a debt reserve fund.

	2024	2023
Replacement and operating reserves	1,491,247	944,215
FNFA debt reserve	638,013	616,254
	2,129,260	1,560,469

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2024

6. Term deposit

During the year, the Nation entered into the following one year renewable and redeemable Guaranteed Investment Certificates:

	2024	2023
1) \$5,116,167 GIC bearing interest at 5.95% per annum, maturing April 14, 2024	5,408,903	-
2) \$75,000 GIC bearing interest at 3.00% per annum, maturing June 3, 2024	78,000	75,750
3) \$5,000,000 GIC bearing interest at 5.35% per annum, maturing February 21, 2025	5,295,349	5,027,849
4) \$5,000,000 GIC bearing interest at 5.35% per annum, maturing February 21, 2025	5,295,349	5,027,849
5) \$8,700,000 GIC bearing interest at 4.95% per annum, maturing February 20, 2026	9,175,485	8,744,836
6) \$400,000 GIC bearing interest at 5.05% per annum, maturing November 20, 2024	400,000	-
7) \$200,000 GIC bearing interest at 5.05% per annum, maturing November 20, 2024	200,000	-
8) Guaranteed Investment Certificate - matured February 20, 2024	-	5,029,619
9) Guaranteed Investment Certificate - matured February 20, 2024	-	5,029,619
	25,853,086	28,935,522

7. Portfolio investments

	2024	2023
Mt. Hayes Storage Limited Partnership - 7.5% of issued partnership units	4,799,000	4,267,765
First Uwhunshun Investments Ltd. - 10,000 shares (represents a 10% ownership interest) and non-interest bearing advances with no terms of repayment. No security over the advance.	151,516	147,007
All Nations Trust Company - 810 Class "A" shares	11,121	10,967
BC First Nations Gaming Revenue Sharing Limited Partnership	110	110
	4,961,747	4,425,849

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2024

8. Investment in Nation business enterprises and partnerships

The Nation has investments in the following entities:

			2024	
	<i>Investment cost</i>	<i>Loans / advances</i>	<i>Cumulative share of earnings (loss)</i>	<i>Total investment</i>
Controlled Businesses:				
Cowichan Mini Mall Ltd. (54.88%)	55	577,000	(1,169,768)	(592,713)
Khowutzun Gaming Corporation	100	2,648,000	5,844,848	8,492,948
Khowutzun Forest Service Ltd	100	-	(14,633)	(14,533)
Mustimuhw Information Solutions Inc	100	1,768,506	(1,878,098)	(109,492)
Khowutzun Freegro Tree Shelters LLP (owned 71% by Khowutzun Development Corporation)	250,000	-	88,129	338,129
	250,355	4,993,506	2,870,478	8,114,339
Business Partnerships – Modified Equity:				
Costa Canna LLP (51.00%)	909	142,375	725,857	869,141
Costa Canna Production LLP (51.00%)	714	6,542,481	(4,075,450)	2,467,745
Government Street Residential Suites LLP (50.10%)	-	-	(1,440,651)	(1,440,651)
Khowutzun Forest Service LP	4,700	610,231	2,539,050	3,153,981
Quw'utsun Kw'atl'kwa LP	1,000	1,200,892	2,075,197	3,277,089
	7,323	8,495,979	(175,997)	8,327,305
	257,678	13,489,485	2,694,481	16,441,644
			2023	
	<i>Investment cost</i>	<i>Loans / advances</i>	<i>Cumulative share of earnings (loss)</i>	<i>Total investment</i>
Controlled Businesses:				
Cowichan Mini Mall Ltd. (54.88%)	55	577,000	(1,255,076)	(678,021)
Khowutzun Gaming Corporation	100	2,648,000	4,254,765	6,902,865
Khowutzun Forest Service Ltd	100	-	(14,676)	(14,576)
Mustimuhw Information Solutions Inc.	100	759,174	205,505	964,779
Khowutzun Freegro Tree Shelters LLP (owned 71% by Khowutzun Development Corporation)	250,000	-	45,912	295,912
	250,355	3,984,174	3,236,430	7,470,959
Business Partnerships - Modified Equity:				
Costa Canna LLP (51.00%)	909	426,105	833,228	1,260,242
Costa Canna Production LLP (51.00%)	714	6,277,178	(693,456)	5,584,436
Government Street Residential Suites LLP (50.10%)	-	-	(1,043,270)	(1,043,270)
Khowutzun Forest Service LP	4,700	610,231	1,725,293	2,340,224
Quw'utsun Kw'atl'kwa LP	1,000	1,200,892	1,310,379	2,512,271
	7,323	8,514,406	2,132,174	10,653,903
	257,678	12,498,580	5,368,604	18,124,862

8. Investment in Nation business enterprises and partnerships *(Continued from previous page)*

Cowichan Tribes has a general security agreement over all loans/advances with each entity.

Cowichan Mini Mall Ltd. long-term debt consists of a mortgage repayable in monthly instalments of \$23,022, including interest at 5%, due July 1, 2023, currently under negotiations, and a promissory note with Cowichan Tribes for \$577,000, repayable as funds become available, including interest at prime plus 0.80%.

Khowutzun Gaming Corporation long-term debt consists of a mortgage that is repayable in monthly instalments of \$29,098, bearing interest at 7.45%, due on April 30, 2025.

Mustimuhw Information Solutions Inc. long-term debt consists of the following:

- Loan payable to the Nation with a principal balance of \$553,830 (2023 - \$552,312) including accrued interest, bearing interest at prime plus 1%, with monthly only interest payments.
- Demand note payable to the Nation with a principal balance of \$1,007,814 (2023 - \$nil) including accrued interest, bearing interest at prime plus 2%, with monthly interest only payments.

Costa Canna LLP long-term debt consists of the following:

- Loan payable to the Nation bearing interest at prime minus 1.8% (2023 - 2.0%) beginning April 10, 2021 (Wilkinson Road retail location), with no fixed terms of repayment but no legal right to defer settlement for a period beyond 12 months.
- Loan payable to the Nation bearing interest at prime minus 1.8% (2023 - 2.0%), beginning January 15, 2021 (Colwood retail location), with no fixed terms of repayment but no legal right to defer settlement for a period beyond 12 months.

Khowutzun Freegro Tree Shelters LLP long-term debt consists of a non interest bearing loan repayable in monthly instalments of \$833, due on August 22, 2024.

Costa Canna Production LLP long-term debt consists of the following:

- Loan payable to the Nation with a principal balance of \$5,928,526 (2023 - \$6,190,547) including accrued interest, bearing interest at prime minus 1.8% with monthly interest only payments, due on September 30, 2045.
- Loan payable to the Nation with a principal balance of \$613,954 (2023 - \$86,530) including accrued interest, bearing interest at prime plus 3.5% (2023 - prime minus 1.8%).

Prime rate at March 31, 2024 was 7.20% (2023 - 6.70%).

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2024

8. Investment in Nation business enterprises and partnerships *(Continued from previous page)*

Summary financial information for each Nation business enterprise and partnership, accounted for using the modified equity method, for their respective year-end is as follows:

	<i>Cowichan Mini Mall Ltd. (Unaudited) As at March 31, 2024</i>	<i>Khowutzun Gaming Corp (Unaudited) As at March 31, 2024</i>	<i>Khowutzun Forest Services Ltd (Unaudited) As at March 31, 2024</i>	<i>Mustimuhw Information Solutions Inc (Unaudited) As at March 31, 2024</i>
Assets				
Cash	149,847	3,179,206	117	185,850
Accounts receivable	-	735	100	1,600,756
Prepaid expenses	93,033	-	-	45,918
Investments	-	2,300,744	323	800,000
Inventory	-	-	-	-
Tangible assets	488,631	4,120,480	-	4,822
Biological assets	-	-	-	-
Due from related parties	-	-	-	-
Intangible assets	-	-	-	-
Total assets	731,511	9,601,165	540	2,637,346
Liabilities				
Accounts payable and accruals	180,214	2,498	3,002	1,115,487
Deferred revenue	42,123	-	-	1,572,443
Due to related parties	-	-	12,073	58,908
Loans and advances	-	-	-	-
Long-term debt	2,740,576	1,105,719	-	1,561,644
Right of use lease	-	-	-	-
Total liabilities	2,962,913	1,108,217	15,075	4,308,482
Net assets	(2,231,402)	8,492,948	(14,535)	(1,671,136)
Total revenue	862,701	2,017,900	103	8,192,896
Total expenses	728,291	427,817	60	10,276,500
Net income (loss)	134,410	1,590,083	43	(2,083,604)

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2024

8. **Investment in Nation business enterprises and partnerships** *(Continued from previous page)*

	<i>Costa Canna LLP (Unaudited) As at March 31, 2024</i>
Assets	
Cash	744,528
Accounts receivable	9,774
Prepaid expenses	1,920
Investments	-
Inventory	389,755
Tangible assets	1,136,344
Biological assets	-
Due from related parties	-
Intangible assets	-
Total assets	2,282,321
Liabilities	
Accounts payable and accruals	195,946
Deferred revenue	-
Due to related parties	53,959
Loans and advances	624,244
Long-term debt	-
Right of use lease	-
Total liabilities	874,149
Net assets	1,408,172
Total revenue	9,423,546
Total expenses	8,748,785
Net income (loss)	674,761

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2024

8. **Investment in Nation business enterprises and partnerships** *(Continued from previous page)*

	<i>Government Street Residential Suites LLP (Unaudited) As at December 31, 2023</i>	<i>Khowutzun Forest Service LP (Unaudited) As at March 31, 2024</i>	<i>Quw'utsun Kw'atl'kwa LP (Unaudited) As at December 31, 2023</i>	<i>Khowutzun Freegro Tree Shelters LLP (Unaudited) As at March 31, 2024</i>
Assets				
Cash	949,370	2,354,642	1,743,110	27,692
Accounts receivable	95	476,136	291,536	278,887
Prepaid expenses	23,011	-	4,457	748
Investments	-	-	-	-
Inventory	-	-	-	94,513
Tangible assets	17,284,182	556,762	723,763	183,620
Biological assets	-	-	-	-
Due from related parties	100	12,073	-	-
Intangible assets	-	5,440	1,041,791	100,000
Total assets	18,256,758	3,405,053	3,804,657	685,460
Liabilities				
Accounts payable and accruals	210,695	250,721	58,358	133,110
Deferred revenue	-	-	-	25,200
Due to related parties	-	-	-	53,030
Loans and advances	-	-	1,669,895	-
Long-term debt	20,421,412	-	-	-
Right of use lease	-	-	-	-
Total liabilities	20,632,107	250,721	1,728,253	211,340
Net assets	(2,375,349)	3,154,332	2,076,404	474,120
Total revenue	1,947,576	5,148,170	1,778,432	466,681
Total expenses	1,940,759	4,186,722	1,013,537	407,222
Net income (loss)	6,817	961,448	764,895	59,459

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2024

8. Investment in Nation business enterprises and partnerships *(Continued from previous page)*

	<i>Costa Canna Production LLP (Unaudited) As at March 31, 2024</i>
Assets	
Cash	96,231
Accounts receivable	113,392
Prepaid expenses	271,312
Investments	-
Inventory	915,184
Tangible assets	6,390,790
Biological assets	131,318
Due from related parties	-
Intangible assets	-
Total assets	7,918,227
Liabilities	
Accounts payable and accruals	3,790,323
Deferred revenue	-
Due to related parties	7,228,643
Loans and advances	-
Long-term debt	20,000
Right of use lease	4,869,626
Total liabilities	15,908,592
Net assets	(7,990,365)
Total revenue	2,972,090
Total expenses	5,584,683
Net income (loss)	(2,612,593)

The above figures for Cowichan Mini Mall Ltd. represent 100% of the assets, liabilities and earnings. The company has non-controlling shareholders who have a 45.12% interest in the company. The non-controlling shareholders were allocated \$60,646 of the current year earnings (2023 - \$4,415 of earnings).

The above figures for Costa Canna LLP represent 100% of the assets, liabilities and earnings. The partnership has non-controlling partners who have a 49% interest in the partnership. The non-controlling partners were allocated \$330,633 (2023 - \$484,108) of the current year earnings.

The above figures for Government Street Residential Suites LLP represent 100% of the assets, liabilities and earnings. The partnership has non-controlling partners who have a 49.90% interest in the partnership. The non-controlling partners were allocated \$3,401 of the current year earnings (2023 - \$324,465).

Khowutzun Development Corporation (the "Corporation") is consolidated into the Nation. The Corporation owns 71% of the partnership units of Khowutzun Freegro Tree Shelters LLP ("KFTS LLP"). The Corporation's total investment in KFTS LLP at March 31, 2024 is \$338,129 (2023 - \$295,912), which includes an allocation of \$42,217 of the current year net earnings (2023 - \$95,065 net loss).

The above figures for Costa Canna Production LLP represent 100% of the assets, liabilities and earnings. The partnership has non-controlling partners who have a 49% interest in the partnership. The non-controlling partners were allocated \$1,280,171 of the current year loss (2023 - \$1,969,195 net loss).

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2024

9. Funds held in trust

Revenue trust monies are transferred to the Nation on the authorization of the Minister of Indigenous Services Canada, with the consent of the Nation's Council.

	2024	2023
Revenue Trust		
Balance, beginning of year	11,426	11,443
Interest	12,178	144
Special (BC)	11,375	11,426
Transfer from suspense trust	344,280	-
Less: Transfers to Nation	(83,295)	(11,587)
Balance, end of year	295,964	11,426
Suspense		
Balance, beginning of year	721,180	699,537
Interest	11,386	21,643
Transfer to revenue trust	(344,280)	-
Transfer to capital trust	(385,237)	-
Balance, end of year	3,049	721,180
Capital		
Transfer from suspense trust	385,237	-
Less: Transfers to Nation	(20,897)	-
Balance, end of year	364,340	-
	663,353	732,606

Ottawa Trust Funds

The Ottawa Trust accounts arise from monies derived from capital or revenue sources as outlined in Section 62 of the *Indian Act*. These funds are held in trust in the Consolidated Revenue Fund of the Government of Canada and are subject to audit by the Office of the Auditor General of Canada. The management of these funds is primarily government by Sections 63 to 69 of the *Indian Act*.

10. Accounts payable and accruals

	2024	2023
Trade payables	6,954,796	8,345,737
Term deposit - accrued liability	5,267,500	-
Accrued liabilities	2,621,162	1,753,275
	14,843,458	10,099,012

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2024

11. Deferred revenue

	2024	2023
Indigenous Services Canada	10,389,137	3,949,444
Government Street Residential Suites LLP	1,220,278	1,233,056
Prepaid property tax	905,600	774,900
Canada Mortgage and Housing Corporation	750,000	-
Other	32,616	70,479
	13,297,631	6,027,879

12. Long-term debt

	2024	2023
Non-social housing		
First Nations Finance Authority Loan, repayable in monthly instalments of \$46,312 including interest at 3.79%, secured by Cowichan Tribes Council resolution, Tobacco Tax, Community Improvement Fee and Host Local Government, due June 2024, repaid subsequent to year-end	7,900,560	8,151,194
Royal Bank of Canada loan repayable in monthly instalments of \$24,000 plus interest, at a fixed interest rate of 3.36% through an interest swap, due March 2032; general security agreement constituting a first ranking interest to the Mount Hayes Storage Limited Partnership units and a second ranking interest over all other personal property of the Nation	2,766,000	3,032,000
Ford Credit Canada vehicle loan repayable in monthly instalments of \$1,188 including interest at 4.99%, due October 19, 2029	69,304	-
Tale'awtxw Aboriginal Capital Corporation interest free loan, repaid during the year	-	1,111
All Nations Trust		
Phase P: Loan - repayable at \$2,580 per month including interest at 3.70% per annum, term maturity date of December 1, 2027, secured by buildings with a net book value of \$403,308 (2023 - \$423,446)	108,294	134,734
Phase R: Loan - repayable at \$2,777 per month including interest at 1.69% per annum, term maturity date of August 1, 2024, secured by buildings with a net book value of \$444,540 (2023 - \$466,863)	13,822	46,606
Phase S: Loan - repayable at \$2,817 per month including interest at 1.30% per annum, term maturity date of April 1, 2026, secured by buildings with a net book value of \$465,812 (2023 - \$487,736)	69,458	102,133
Phase T: Loan - repayable at \$11,012 (2023 - \$10,091) per month including interest at 4.02% (2023 - 2.14%) per annum, term maturity date of March 1, 2029, secured by buildings with a net book value of \$1,981,818 (2023 - \$2,061,545)	1,073,522	1,170,560

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2024

12. Long-term debt *(Continued from previous page)*

Phase U:

Loan - repayable at \$8,848 per month including interest at 0.68% per annum, term maturity date of August 1, 2025, secured by buildings with a net book value of \$1,883,005 (2023 - \$1,955,296)	1,157,831	1,255,761
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Phase V:

Loan - repayable at \$3,073 (2023 - \$2,735) per month including interest at 4.18% (2023 - 2.50%) per annum, term maturity date of December 1, 2028, secured by buildings with a net book value of \$502,157 (2023 - \$519,755)	396,263	416,131
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Phase W:

Loan - repayable at \$4,983 (2023 - \$4,218) per month including interest at 5.00% (2023 - 2.52%) per annum, term maturity date of September 1, 2028, secured by buildings with a net book value of \$567,476 (2023 - \$586,575)	617,757	649,403
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Phase X:

Loan - repayable at \$2,186 (2023 - \$1,991) per month including interest at 3.58% (2023 - 2.22%) per annum, term maturity date of January 1, 2029, secured by buildings with a net book value of \$463,724 (2023 - \$479,172)	300,784	317,540
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Phase Y:

Loan - repayable at \$2,424 per month including interest at 1.88% per annum, term maturity date of February 1, 2027, secured by buildings with a net book value of \$681,108 (2023 - \$701,847)	442,351	462,922
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Phase Z:

Loan - repayable at \$5,082 per month including interest at 0.71% per annum, term maturity date of November 1, 2025, secured by buildings with a net book value of \$1,365,054 (2023 - \$1,403,701)	1,172,897	1,276,654
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	16,088,843	17,016,749
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Principal repayments on long-term debt in each of the next five years, assuming long-term debt subject to refinancing is renewed, are estimated as follows:

	Principal
2025	413,788
2026	410,158
2027	389,556
2028	389,465
2029	376,637
	1,979,604

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2024

12. Long-term debt *(Continued from previous page)*

RBC Loan:

An interest rate swap is a financial contract between two parties who agree to exchange fixed rate interest payments for floating rate payments on a predetermined notional amount and term. Cowichan Tribes has entered into a swap agreement with RBC to manage the interest rate exposure associated with its loan. The carrying amount of the RBC loan approximates its fair value based on minimal change in the bankers acceptance rate between issuance and March 31, 2024.

The notional amount of the interest rate swap is \$3,242,000 with a 10-year swap term, maturing on March 22, 2032 at which time the swap can be renewed at market rates and terms based upon the one month bankers' acceptance rate. The fixed interest rate of 3.36% is comprised of a swap rate of 2.61% and stamping fee of 0.75%.

The loan is secured by an assignment of a put option in respect of the Mount Hayes Storage Limited Partnership units. The book value of the secured asset is \$4,799,000 (2023 - 4,267,765). In addition, the loan is subject to certain covenants with respect to maintaining a debt service coverage ratio of 1.1:1 and providing a minimum of review engagement financial statements. As at March 31, 2024, Cowichan Tribes was in compliance with the covenants and expects to be in compliance for the next fiscal year.

13. Accumulated surplus

Accumulated surplus consists of the following:

	2024	2023
Equity in Ottawa Trust Funds	663,353	732,606
Equity in tangible capital assets	96,760,373	77,622,932
Nation business enterprises surplus	16,441,644	18,124,862
Replacement & operating reserve funds	1,539,242	1,424,203
Unrestricted surplus	73,808,772	63,736,286
	189,213,384	161,640,889

14. Budget information

Budget figures represent the budget adopted by Cowichan Tribes on March 14, 2023. The adopted budget included capital expenditures rather than amortization expense, the use of loans proceeds, transfers, Ottawa Trust funds, and mortgage principal repayments as an expense.

The following reconciliation of the annual surplus is provided to show which items must be added or removed to reflect the adopted budget.

	2024
Adopted budget deficit	(25,163,660)
Capital acquisition	31,012,413
Debt repayments	930,892
Tobacco tax citizen distributions	1,540,851
Transfers to Nation businesses	4,426,656
Budgeted annual surplus per consolidated statement of operations and accumulated surplus	12,747,152

15. Economic dependence

Cowichan Tribes receives a significant portion of its revenue from ISC as a result of funding agreements entered into with the Government of Canada. These funding agreements are administered by ISC under the terms and conditions of the *Indian Act*. The ability of the Nation to continue operations is dependent upon the Government of Canada's continued financial commitments.

16. Comparative figures

Prior years figures have been restated to conform with the current presentation.

17. Contingencies and commitments

a) Cowichan Tribes has guaranteed various citizen loans, amounting to \$2,027,353 (2023 - \$1,933,399) for on-reserve housing.

b) Cowichan Tribes is a defendant in several lawsuits and is involved in various actions related to land leases, environmental damages, third party liability, garnishment, indemnification, compensatory damages and contract breach. Management cannot determine whether any claims will be successful and cannot estimate the potential loss, if any.

c) Cowichan Tribes has guaranteed the mortgage of Khowutzun Gaming Corporation. The balance of the mortgage at March 31, 2024 was \$1,105,719 (2023 - \$1,425,795). As at March 31, 2024, the Nation has no liability associated with this guarantee.

d) These consolidated financial statements are subject to review by the Nation's funding agents. It is possible that adjustments could be made based on the results of their reviews. Any liabilities resulting from these reviews will be accounted for as an expense at the time of resolution.

e) Cowichan Tribes incurred landfill closure and post-closure expenses and has commenced litigation against the Cowichan Valley Regional District ("CVRD") to recover costs associated with remediating the reserve from contamination. A Statement of Defence has been filed by the CVRD. In addition, a separate claim has been filed against the CVRD and the Government of Canada for contamination of the reserve. This second claim was served on the parties and the Nation is engaged in settlement negotiations with the CVRD to settle both claims. The recovery will be recorded once the lawsuit has been settled.

f) There are numerous potential contaminated sites on reserve. The future costs of remediation are undeterminable and a reasonable estimate cannot be made. The liabilities, if any, and related recoveries will be recorded when they become measurable.

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2024

18. ISC funding reconciliation

	2024	2023
Funding provided by ISC	60,335,346	48,176,261
Less: ISC recoveries during the year	(65,216)	(49,074)
	60,270,130	48,127,187
Add: Deferred amount from prior year		
Low Pressure Sewer Systems (ICMS 9-00120595 & CPMS 4506)	3,447,708	8,033,451
Boys Road sewer (CPMS 4506)	391,344	700,900
Asset Management Plan - Phase 2 (ICMS 9-00128905)	110,394	28,365
	3,949,446	8,762,716
Less: Amounts deferred to subsequent year		
Low Pressure Sewer Systems (ICMS 9-00120595 & CPMS 4506)	(76,420)	(3,447,708)
Boys Road sewer (CPMS 4506)	-	(391,344)
Asset Management Plan - Phase 2 (ICMS 9-00128905)	(84,535)	(110,394)
Low Pressure Sewer Systems – IR#1 Zone 7 (Co/Aq) (ICMS 9-00130834)	(6,803,414)	-
FNCFS Housing Funding (ICMS 9-00131700)	(832,742)	-
Health & Safety Renos 23/24 - 50 units (ICMS 9-00131972 & ICMS 9-00131116)	(2,448,206)	-
Individual Housing 2023/24 (ICMS9-00131191)	(80,000)	-
	(10,325,317)	(3,949,446)
	53,894,259	52,940,457

19. Segments

Cowichan Tribes receives revenue from many different projects and sources. For management and reporting purposes, the revenue, expenses and surplus or deficits are organized by the following segments:

Administration:

This segment reports general operations, support, activities related to the growth of revenue producing projects and financial management of Cowichan Tribes.

Economic Development:

This segment reports revenue generated from economic development activities including income pick up for GBEs.

Own Source Revenue:

This segment reports revenue generated from taxation, resources and fees for service and their related expenditures.

Lalum'utul' Smun'eem Child and Family Services:

This segment includes child care, foster care and other family services of Cowichan Tribes.

Quw'utsun Syuw'entst Lelum' Culture and Education Centre:

This segment includes revenue and expenses relating to the primary, secondary and post secondary education of the citizens of Cowichan Tribes.

Lulumexun Lands and Governances:

This segment includes revenue and expenses from projects dealing with the management of land and the Department of Fisheries and Oceans Canada.

Operations and Maintenance:

This segment includes operations and maintenance of Cowichan Tribes buildings and infrastructure.

Social Development:

This segment includes revenue and expenses relating to the social assistance of citizens, including revenue and expenses relating to the National Child Benefit Reinvestment program and the Coast Salish Employment and Training Society funding and related expenditures.

Sustainable Housing Development:

This segment includes revenue and expenses relating to band owned and social housing of the citizens of the Nation.

Treaty Negotiations:

This segment reports the allocation for Hul'qumi'num Treaty Group funds for negotiation work in the community.

Ts'ewulhtun Health Centre:

This segment includes activities related to the provision of health services, North American Indigenous Games legacy funds and other revenue specified for youth programs within Cowichan Tribes.

Capital Projects:

This segment reports the revenue and expenditures related to capital projects within Cowichan Tribes.

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2024

20. Related party transactions

	2024	2023
Mt. Hayes Storage Limited Partnership		
Investment income	647,232	628,594
Khowutzun Forestry Services Limited Partnership		
Contracted services	60,579	113,209
Mustimuhw Information Solutions Inc.		
Contracted services	1,248,534	1,201,278
Interest income	108,294	27,225
Royalties	49,334	53,646
	1,406,162	1,282,149
Cowichan Mini Mall Ltd.		
Taxation income	167,433	170,373
Rent and utilities	75,361	83,937
	242,794	254,310
Chances Cowichan		
Taxation income	137,978	134,716
Licenses and fees	90	90
	138,068	134,806
	2,494,835	2,413,068

The related party transactions are with Nation's business enterprises and partnerships that are owned or controlled by the Nation's Chief and Council but not dependent on the Nation for their continuing operations.

All transactions were conducted in the normal course of operations and measured at the exchange amount, which is the amount of consideration established and agreed by the related parties.

Cowichan Tribes
Schedule 1 - Consolidated Schedule of Tangible Capital Assets

For the year ended March 31, 2024

	<i>Land</i>	<i>Buildings & Houses</i>	<i>Vehicles & Boats</i>	<i>Furniture & Equipment</i>	<i>Water</i>	<i>Sewer</i>	<i>Subtotal</i>
Cost							
Balance, beginning of year	16,948,299	75,075,727	4,495,466	2,236,528	11,925,468	12,962,374	123,643,862
Acquisition of tangible capital assets	4,010,000	12,800,965	1,503,343	163,923	37,708	3,871,737	22,387,676
Disposal of tangible capital assets	-	(386,441)	(218,794)	(12,652)	-	-	(617,887)
Balance, end of year	20,958,299	87,490,251	5,780,015	2,387,799	11,963,176	16,834,111	145,413,651
Accumulated amortization							
Balance, beginning of year	-	30,372,576	1,936,356	1,401,455	2,008,590	1,687,175	37,406,152
Annual amortization	-	2,161,362	514,396	136,954	299,080	219,974	3,331,766
Accumulated amortization on disposals	-	(237,721)	(17,445)	(12,652)	-	-	(267,818)
Adjustments	-	-	-	-	-	-	-
Balance, end of year	-	32,296,217	2,433,307	1,525,757	2,307,670	1,907,149	40,470,100
Net book value of tangible capital assets	20,958,299	55,194,034	3,346,708	862,042	9,655,506	14,926,962	104,943,551
Net book value of tangible capital assets - 2023	16,948,299	44,703,151	2,559,110	835,073	9,916,878	11,275,199	86,237,710

Cowichan Tribes
Schedule 1 - Consolidated Schedule of Tangible Capital Assets

For the year ended March 31, 2024

	<i>Subtotal</i>	<i>Roads</i>	<i>Dikes</i>	<i>Electrical</i>	<i>Lift stations</i>	<i>Computer & Software</i>
Cost						
Balance, beginning of year	123,643,862	5,429,464	9,310,372	478,075	701,425	770,124
Acquisition of tangible capital assets	22,387,676	228,435	-	-	-	2,387
Disposal of tangible capital assets	(617,887)	-	-	-	-	-
Balance, end of year	145,413,651	5,657,899	9,310,372	478,075	701,425	772,511
Accumulated amortization						
Balance, beginning of year	37,406,152	3,966,551	6,040,514	96,850	506,542	710,144
Annual amortization	3,331,766	141,448	232,760	11,952	17,536	56,320
Accumulated amortization on disposals	(267,818)	-	-	-	-	-
Adjustments	-	-	-	-	-	-
Balance, end of year	40,470,100	4,107,999	6,273,274	108,802	524,078	766,464
Net book value of tangible capital assets	104,943,551	1,549,900	3,037,098	369,273	177,347	6,047
Net book value of tangible capital assets - 2023	86,237,710	1,462,913	3,269,858	381,225	194,883	59,980

Cowichan Tribes
Schedule 1 - Consolidated Schedule of Tangible Capital Assets
For the year ended March 31, 2024

	2024	2023
Cost		
Balance, beginning of year	140,333,322	127,689,617
Acquisition of tangible capital assets	22,618,498	12,746,949
Disposal of tangible capital assets	(617,887)	(103,244)
Balance, end of year	162,333,933	140,333,322
Accumulated amortization		
Balance, beginning of year	48,726,753	45,939,040
Annual amortization	3,791,782	3,033,466
Accumulated amortization on disposals	(267,818)	(102,113)
Adjustments	-	(143,640)
Balance, end of year	52,250,717	48,726,753
Net book value of tangible capital assets	110,083,216	91,606,569
Net book value of tangible capital assets - 2023	91,606,569	

Cowichan Tribes
Schedule 2 - Schedule of Consolidated Expenses by Object
For the year ended March 31, 2024

	2024 Budget (Note 14)	2024	2023
Consolidated expenses by object			
Amortization	20,760	3,791,782	3,033,466
Automotive	794,030	265,011	213,756
Bank charges and interest	58,460	33,433	34,865
Community development	2,336,597	1,377,137	1,376,943
Consulting	3,252,764	5,562,911	4,431,476
Contracted services (Note 20)	8,010,956	15,619,757	12,261,782
Furniture and equipment	1,855,693	1,251,914	1,041,145
Honouraria	1,236,460	772,880	685,432
Insurance	842,690	909,934	792,078
Interest on long-term debt	861,239	922,288	1,224,882
Licenses and fees	421,715	617,306	412,947
Meeting	239,578	52,625	58,229
Office	171,389	339,176	193,187
Professional fees	4,740,275	3,702,763	5,388,353
Rent and lease	1,107,920	495,581	502,933
Repairs and maintenance	6,520,886	3,380,289	2,143,635
Salaries and benefits	35,267,125	29,795,402	24,974,120
Social assistance and living allowances	6,885,870	7,505,428	6,935,752
Supplies	2,626,264	2,298,811	1,496,162
Telephone and fax	260,420	266,061	224,782
Training	1,199,950	657,531	443,345
Transfers to Nation business enterprises and partnerships	-	2,545,129	196,142
Travel	825,181	664,788	591,245
Tuition and student expenses	10,882,483	11,477,429	10,067,344
Utilities	428,040	399,038	363,016
	90,846,745	94,704,404	79,087,017

**Cowichan Tribes
Administration**

Schedule 3 - Consolidated Schedule of Revenue and Expenses

For the year ended March 31, 2024

	2024 Budget (Note 14)	2024	2023
Revenue			
Indigenous Services Canada	4,458,536	3,774,824	3,558,568
Department of Fisheries and Oceans Canada	549,600	788,698	584,838
Other income	7,871,487	3,418,257	1,860,104
Province of British Columbia	-	1,592,462	14,015,000
Community improvement fee	1,435,000	1,352,223	1,987,770
Other agencies	-	692,432	422,156
Investment income	60,740	424,470	1,358,772
Rental, gravel and timber income	-	17,442	51,492
Earnings from investment in Nation business enterprises and partnerships	32,500	-	-
	14,407,863	12,060,808	23,838,700
Expenses			
Amortization	-	3,347,163	2,874,111
Automotive	126,240	77,385	53,928
Bank charges and interest	22,760	21,394	22,362
Community development	528,996	406,096	202,403
Consulting	960,476	642,700	774,137
Contracted services	1,056,210	2,333,643	2,575,347
Furniture and equipment	370,533	522,773	491,177
Honouraria	593,330	479,358	399,246
Insurance	91,900	64,079	110,966
Interest on long-term debt	377,939	377,939	724,057
Licenses and fees	212,085	345,819	180,019
Meeting	58,537	10,056	21,621
Office	68,700	43,428	31,303
Professional fees	3,682,000	2,858,243	4,727,297
Rent and lease	78,890	21,952	49,886
Repairs and maintenance	305,630	73,583	26,313
Salaries and benefits	6,505,212	6,036,596	5,047,885
Supplies	282,570	351,178	162,588
Telephone and fax	101,040	80,662	113,773
Training	103,376	67,911	32,200
Transfers to Nation business enterprises and partnerships	-	428,250	230,500
Travel	206,290	150,537	167,717
Tuition and student expenses	1,000	1,750	429
Utilities	85,980	71,997	68,452
	15,819,694	18,814,492	19,087,717
Annual surplus (deficit) before other items	(1,411,831)	(6,753,684)	4,750,983
Other income (expense)			
Gain (loss) on disposal of capital assets	-	(144,954)	173,639
Gain (loss) on foreign exchange	-	(32,269)	61,586
	-	(177,223)	235,225
Annual surplus (deficit) before transfers	(1,411,831)	(6,930,907)	4,986,208
Transfers between programs	7,789,815	21,459,939	4,490,140
Annual surplus	6,377,984	14,529,032	9,476,348

Cowichan Tribes
Economic Development
Schedule 4 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2024

	2024 Budget (Note 14)	2024	2023
Revenue			
Indigenous Services Canada	236,470	249,108	237,551
Other income	199,815	6,762,391	4,603,899
Rental, gravel and timber income	389,840	608,287	438,350
Investment income (loss)	612,338	383,694	(349,351)
Province of British Columbia	-	-	3,000,000
Earnings (loss) from investment in Nation business enterprises and partnerships	295,598	(1,674,232)	2,916,633
	1,734,061	6,329,248	10,847,082
Expenses			
Amortization	20,760	444,619	159,355
Automotive	-	-	243
Bank charges and interest	100	9,189	12,115
Community development	46,260	159,510	255,089
Consulting	80,000	81,483	2,900
Contracted services	52,800	6,142,224	3,585,826
Furniture and equipment	200	33,850	52,495
Honouraria	300	39,402	16,652
Insurance	33,400	88,934	34,376
Interest on long-term debt	278,335	317,539	275,462
Licenses and fees	103,305	155,932	135,748
Office	-	145,090	113,841
Professional fees	145,985	193,628	255,639
Rent and lease	420	22,260	9,878
Repairs and maintenance	30,500	219,474	49,053
Salaries and benefits	-	1,024,941	812,816
Supplies	250	31,532	29,150
Telephone and fax	100	11,026	5,259
Training	-	29,315	8,324
Transfers to (from) Nation business enterprises and partnerships	-	2,044,634	(273,726)
Travel	-	84,240	56,952
Utilities	4,700	67,987	46,124
	797,415	11,346,809	5,643,571
Annual surplus (deficit) before transfers	936,646	(5,017,561)	5,203,511
Transfers between programs	531,376	12,020,776	17,233,749
Annual surplus	1,468,022	7,003,215	22,437,260

Cowichan Tribes
Own Source Revenue

Schedule 5 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2024

	2024 Budget (Note 14)	2024	2023
Revenue			
Investment income	3,046,000	4,481,125	2,570,362
Tobacco tax	4,162,271	4,125,362	4,162,271
Property tax	3,039,153	3,307,226	3,042,782
Gaming revenue	2,150,000	1,992,909	2,154,730
Province of British Columbia - Host Local Government	930,000	1,010,652	1,052,097
Province of British Columbia - Forestry Agreement	772,600	881,864	878,485
Other income	87,190	31,661	36,264
Licence fees	1,460	10,195	9,840
	14,188,674	15,840,994	13,906,831
Expenses			
Bank charges and interest	35,350	2,616	209
Community development	100,150	92,951	118,495
Consulting	200,000	-	-
Interest on long-term debt	134,000	118,047	131,913
Professional fees	11,000	11,843	7,350
Transfers to Nation business enterprises and partnerships	-	-	100,000
Utilities	1,470	-	3,154
Licenses and fees	100	-	-
	482,070	225,457	361,121
Annual surplus before transfers	13,706,604	15,615,537	13,545,710
Transfers between programs	(12,125,270)	(14,059,079)	(9,852,852)
Annual surplus	1,581,334	1,556,458	3,692,858

Cowichan Tribes
Lalum'utul' Smun'eem Child and Family Services
Schedule 6 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2024

	<i>2024 Budget (Note 14)</i>	<i>2024</i>	<i>2023</i>
Revenue			
Indigenous Services Canada	16,166,436	16,707,617	15,547,669
Province of British Columbia	6,755,651	6,590,556	5,529,214
Other income	1,000	1,000	1,182
	22,923,087	23,299,173	21,078,065
Expenses			
Automotive	345,000	23,761	20,750
Bank charges and interest	100	75	100
Community development	506,550	78,693	69,369
Consulting	185,000	3,408,616	1,648,038
Contracted services	5,172,548	4,725,330	3,855,619
Furniture and equipment	359,000	87,990	81,902
Honouraria	240,000	42,673	40,507
Insurance	49,000	35,877	26,053
Licenses and fees	19,000	4,138	7,656
Meeting	27,000	30	68
Office	57,000	60,101	18,491
Professional fees	15,000	804	533
Rent and lease	299,000	159,810	129,980
Repairs and maintenance	432,500	126,211	136,269
Salaries and benefits	6,719,211	5,084,100	4,034,215
Supplies	746,000	816,708	432,979
Telephone and fax	48,500	46,560	29,351
Training	52,500	100,274	4,532
Travel	146,500	47,565	41,723
Tuition and student expenses	41,000	3,831	15,050
Utilities	66,500	41,527	34,668
	15,526,909	14,894,674	10,627,853
Annual surplus before transfers	7,396,178	8,404,499	10,450,212
Transfers between programs	(5,149,741)	(13,677,602)	(696,289)
Annual surplus (deficit)	2,246,437	(5,273,103)	9,753,923

Cowichan Tribes
Quw'utsun Syuw'entst Lelum' Culture and Education Centre
Schedule 7 - Consolidated Schedule of Revenue and Expenses

For the year ended March 31, 2024

	2024 Budget (Note 14)	2024	2023
Revenue			
Indigenous Services Canada	15,295,245	15,602,053	15,825,938
First Nations Health Authority	125,184	125,506	130,186
Province of British Columbia	620,000	1,595,794	593,675
First Nations Education Steering Committee	935,092	1,297,989	1,443,475
Other income	385,228	518,727	359,717
Other agencies	320,000	300,535	349,647
Coast Salish Employment and Training Society	1,234,000	234,000	242,000
Rental, gravel and timber income	20,000	846	15,327
	18,934,749	19,675,450	18,959,965
Expenses			
Automotive (recovery)	-	(500)	-
Community development	72,100	93,204	42,510
Consulting	65,000	21,470	27,242
Contracted services	453,536	239,190	586,568
Furniture and equipment	255,500	128,970	135,987
Honouraria	112,632	23,499	55,542
Insurance	53,850	62,428	55,054
Licenses and fees	9,960	10,976	5,436
Meeting	57,551	4,583	8,267
Office	21,250	27,215	8,861
Professional fees	235,000	74,130	75,949
Rent and lease	-	925	-
Repairs and maintenance	2,765,650	138,280	91,131
Salaries and benefits	6,029,850	5,014,628	4,344,886
Supplies	802,878	340,157	328,611
Telephone and fax	30,300	24,107	21,677
Training	151,350	43,420	20,066
Travel	80,151	59,759	56,080
Tuition and student expenses	10,827,983	11,458,379	10,048,287
Utilities	49,070	59,710	52,340
	22,073,611	17,824,530	15,964,494
Annual surplus (deficit) before transfers	(3,138,862)	1,850,920	2,995,471
Transfers between programs	(715,760)	(2,483,451)	(1,093,500)
Annual surplus (deficit)	(3,854,622)	(632,531)	1,901,971

Cowichan Tribes
Lulumexun Lands and Governance
Schedule 8 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2024

	<i>2024 Budget (Note 14)</i>	<i>2024</i>	<i>2023</i>
Revenue			
Department of Fisheries and Oceans Canada	2,373,415	2,230,139	2,317,365
Indigenous Services Canada	1,232,172	714,210	650,875
Province of British Columbia	101,000	14,643,304	464,000
Other income	1,877,504	1,246,894	2,130,175
Rental, gravel and timber income	324,430	426,077	333,159
Other agencies	126,720	110,000	153,250
Licence fees	36,200	5,000	-
Investment income	-	-	33
	6,071,441	19,375,624	6,048,857
Expenses			
Automotive	114,570	6,217	22,127
Bank charges and interest	-	50	25
Community development	36,300	8,420	20,016
Consulting	909,577	1,119,616	1,774,680
Contracted services	361,108	834,217	894,552
Furniture and equipment	557,160	240,102	133,843
Honouraria	83,660	24,084	51,541
Insurance	67,400	76,799	60,583
Licenses and fees	16,600	17,171	17,101
Meeting	53,640	13,711	14,323
Office	5,680	25,540	3,427
Professional fees	607,590	501,321	239,086
Rent and lease	487,610	110,744	205,519
Repairs and maintenance	90,838	64,421	31,337
Salaries and benefits	4,308,276	2,666,312	2,766,151
Supplies	65,405	61,186	47,617
Telephone and fax	9,020	15,801	6,797
Training	151,860	36,156	42,065
Travel	129,230	100,746	50,351
Utilities	68,420	41,082	57,360
	8,123,944	5,963,696	6,438,501
Annual surplus (deficit) before transfers	(2,052,503)	13,411,928	(389,644)
Transfers between programs	2,366,900	474,282	(1,714,099)
Annual surplus (deficit)	314,397	13,886,210	(2,103,743)

Cowichan Tribes
Operations and Maintenance
Schedule 9 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2024

	<i>2024 Budget (Note 14)</i>	<i>2024</i>	<i>2023</i>
Revenue			
Indigenous Services Canada	1,260,324	1,570,596	1,460,613
Rent	51,500	98,925	66,898
Other income	42,085	53,435	37,936
	1,353,909	1,722,956	1,565,447
Expenses			
Automotive	24,000	57,037	18,140
Community development	261,311	226,463	211,515
Consulting	-	2,429	-
Contracted services	8,753	7,140	5,186
Furniture and equipment	15,000	67,913	17,926
Insurance	14,000	30,228	11,816
Interest on long-term debt	-	1,502	-
Licenses and fees	26,500	29,158	24,612
Meeting	1,000	-	648
Office	4,500	4,358	2,793
Rent and lease	-	967	-
Repairs and maintenance	1,336,135	1,329,981	975,892
Salaries and benefits	1,179,768	965,481	923,700
Supplies	39,500	45,334	35,264
Telephone and fax	6,000	5,694	7,361
Training	16,000	16	10,793
Travel	98,000	51,483	88,834
Utilities	61,000	62,157	56,685
	3,091,467	2,887,341	2,391,165
Annual deficit before transfers	(1,737,558)	(1,164,385)	(825,718)
Transfers between programs	1,514,220	2,359,858	917,706
Annual surplus (deficit)	(223,338)	1,195,473	91,988

Cowichan Tribes
Social Development

Schedule 10 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2024

	2024 Budget (Note 14)	2024	2023
Revenue			
Indigenous Services Canada	6,013,675	9,978,102	9,146,857
Coast Salish Employment and Training Society	404,565	416,525	531,449
Other income	20,430	891	15,805
Province of British Columbia	-	150	-
Investment income	2,000	-	24,306
	6,440,670	10,395,668	9,718,417
Expenses			
Bank charges and interest	100	50	-
Community development	11,500	6,145	6,037
Consulting	-	56,592	8,094
Contracted services	117,348	22,564	8,001
Furniture and equipment	10,530	28,150	9,312
Honouraria	15,000	14,798	1,574
Insurance	-	58	-
Licenses and fees	1,200	2,070	1,243
Meeting	6,000	8,326	3,446
Office	-	1,003	3,507
Rent and lease	60,000	28,433	19,086
Salaries and benefits	2,287,463	1,409,221	1,150,690
Social assistance	6,885,870	7,505,428	6,935,752
Supplies	129,700	193,588	152,801
Telephone and fax	8,310	9,303	3,917
Training	643,214	360,566	305,490
Transfers to Nation business enterprises and partnerships	-	72,244	139,367
Travel	26,760	20,759	3,449
Tuition and student expenses	11,000	12,245	3,577
	10,213,995	9,751,543	8,755,343
Annual surplus (deficit) before transfers	(3,773,325)	644,125	963,074
Transfers between programs	102,802	126,318	348,292
Annual surplus (deficit)	(3,670,523)	770,443	1,311,366

Cowichan Tribes
Sustainable Housing Development
Schedule 11 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2024

	<i>2024 Budget (Note 14)</i>	<i>2024</i>	<i>2023</i>
Revenue			
Indigenous Services Canada	4,416,990	443,186	578,763
Canada Mortgage and Housing Corporation	1,009,890	333,341	905,859
Rent	1,291,794	1,080,031	1,024,640
Other income	2,440,120	228,901	286,890
Investment income	7,812	136,559	58,832
	9,166,606	2,222,018	2,854,984
Expenses			
Automotive	28,500	36,608	32,562
Bank charges and interest	50	35	30
Community development	219,500	3,599	6,647
Consulting	212,100	52,889	66,627
Contracted services	225,000	210,409	78,380
Furniture and equipment	127,770	16,355	18,839
Honouraria	3,200	5,274	2,850
Insurance	209,940	260,319	219,779
Interest on long-term debt	70,965	107,261	93,450
Licenses and fees	1,615	3,990	1,190
Meeting	-	6,412	3,408
Office	8,200	13,213	7,941
Professional fees	8,700	25,452	28,013
Rent and lease	-	1,803	-
Repairs and maintenance	1,341,020	1,329,702	786,256
Salaries and benefits	1,539,345	1,476,784	1,100,854
Supplies	16,000	25,704	15,986
Telephone and fax	10,000	15,109	9,621
Training	10,500	1,344	1,891
Travel	14,800	12,355	11,435
Utilities	12,400	16,388	14,052
	4,059,605	3,621,005	2,499,811
Annual surplus (deficit) before transfers	5,107,001	(1,398,987)	355,173
Transfers between programs	4,759,268	(884,194)	796,176
Annual surplus (deficit)	9,866,269	(2,283,181)	1,151,349

Cowichan Tribes
Treaty Negotiations

Schedule 12 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2024

	2024 Budget (Note 14)	2024	2023
Revenue			
Other agencies - Hul'qumi'num Treaty Group	532,000	532,000	532,000
Expenses			
Bank charges and interest	-	25	25
Community development	3,300	344	192,040
Contracted services	50,700	16,954	7,131
Furniture and equipment	5,500	1,480	2,852
Honouraria	60,900	35,610	15,436
Licenses and fees	-	230	214
Meeting	23,250	2,106	2,930
Office	-	-	43
Professional fees	25,000	17,202	50,451
Salaries and benefits	280,000	305,859	260,532
Supplies	9,620	4,501	4,337
Telephone and fax	600	-	-
Training	6,250	50	130
Travel	4,000	2,402	1,270
	469,120	386,763	537,391
Annual surplus (deficit) before transfers	62,880	145,237	(5,391)
Transfers between programs	(47,700)	(46,660)	(329,481)
Annual surplus (deficit)	15,180	98,577	(334,872)

Cowichan Tribes
Ts'ewulhtun Health Centre

Schedule 13 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2024

	<i>2024 Budget (Note 14)</i>	<i>2024</i>	<i>2023</i>
Revenue			
First Nations Health Authority	5,694,334	6,935,789	6,822,098
Indigenous Services Canada	534,600	577,290	547,564
Other agencies	-	166,667	279,479
Province of British Columbia	100,000	138,181	75,720
Other income	180,920	118,118	101,376
	6,509,854	7,936,045	7,826,237
Expenses			
Automotive	150,220	64,503	66,005
Community development	549,550	301,662	252,272
Consulting	72,252	124,284	44,369
Contracted services	302,366	797,817	564,845
Furniture and equipment	154,000	124,331	96,563
Honouraria	127,438	108,181	102,084
Insurance	321,700	264,146	272,378
Licenses and fees	31,250	46,823	38,878
Meeting	11,600	7,403	3,519
Office	6,000	10,361	2,978
Professional fees	5,000	924	-
Rent and lease	182,000	148,686	88,584
Repairs and maintenance	183,613	43,141	47,384
Salaries and benefits	6,054,000	5,612,253	4,266,129
Supplies	532,641	428,672	286,798
Telephone and fax	44,550	56,240	26,775
Training	64,500	18,310	17,855
Travel	117,750	134,485	112,259
Tuition and student expenses	1,500	1,223	-
Utilities	31,500	33,380	30,182
	8,943,430	8,326,825	6,319,857
Annual surplus (deficit) before transfers	(2,433,576)	(390,780)	1,506,380
Transfers between programs	467,290	558,909	680,529
Annual surplus (deficit)	(1,966,286)	168,129	2,186,909

Cowichan Tribes
Capital Projects

Schedule 14 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2024

	2024 Budget (Note 14)	2024	2023
Revenue			
Indigenous Services Canada	1,100,983	4,277,273	5,386,060
Rental, gravel and timber income	230,000	115,556	-
Province of British Columbia	-	102,256	579,655
Other income	-	79,200	97
	1,330,983	4,574,285	5,965,812
Expenses			
Automotive	5,500	-	-
Community development	1,080	50	550
Consulting	568,359	52,833	85,390
Contracted services	210,587	290,269	100,328
Furniture and equipment	500	-	249
Insurance	1,500	27,067	1,072
Licenses and fees	100	1,000	850
Meeting	1,000	-	-
Office	59	8,862	2
Professional fees	5,000	19,217	4,034
Repairs and maintenance	35,000	55,496	-
Salaries and benefits	364,000	199,227	266,261
Supplies	1,700	253	31
Telephone and fax	2,000	1,558	252
Training	400	169	-
Travel	1,700	458	1,174
Utilities	47,000	4,810	-
	1,245,485	661,269	460,193
Annual surplus before transfers	85,498	3,913,016	5,505,619
Transfers between programs	506,800	(5,849,094)	(10,780,368)
Annual surplus (deficit)	592,298	(1,936,078)	(5,274,749)