

Cowichan Tribes
Consolidated Financial Statements
March 31, 2014

MNP
LLP

Cowichan Tribes

Contents

For the year ended March 31, 2014

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Management's Responsibility

To the Members of Cowichan Tribes:

The accompanying consolidated financial statements of Cowichan Tribes are the responsibility of management and have been approved by the Chief and Council.

Management is responsible for the preparation and presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the consolidated financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of consolidated financial statements.

The Cowichan Tribes Council is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the consolidated financial statements. The Council fulfills these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors. The Council is also responsible for recommending the appointment of the Nation's external auditors.

MNP LLP is appointed by the Members to audit the consolidated financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Council and management to discuss their audit findings.

July 29, 2014

maureen tommy General manager



Comptroller

Independent Auditors' Report

To the Members of Cowichan Tribes:

We have audited the accompanying consolidated financial statements of Cowichan Tribes, which comprise the consolidated statement of financial position as at March 31, 2014, and the consolidated statements of operations and accumulated surplus, changes in net debt and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these 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 financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

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

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of Cowichan Tribes as at March 31, 2014 and the results of its operations, changes in net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Duncan, British Columbia

July 29, 2014

MNP LLP
Chartered Accountants

Cowichan Tribes
Consolidated Statement of Financial Position
As at March 31, 2014

	2014	2013
Financial assets		
Cash - unrestricted	5,694,466	6,727,158
Accounts receivable (Note 3)	3,356,586	3,544,117
Cash - restricted (Note 4)	585,806	479,183
Investment in Nation business entities (Note 7)	2,845,065	1,859,933
Funds held in trust	1,469,644	1,554,318
Portfolio investments (Note 5)	5,865,498	6,129,980
Advances to Nation business entities (Note 6)	589,031	3,841,800
	20,406,096	24,136,489
Liabilities		
Accounts payable and accruals (Note 8)	3,192,552	6,240,903
Deferred revenue	278,881	232,770
Long-term debt (Note 10)	21,139,466	23,909,679
	24,610,899	30,383,352
Net debt	(4,204,803)	(6,246,863)
Contingencies (Note 13)		
Non-financial assets		
Tangible capital assets (Schedule 1)	37,418,853	35,066,868
Inventory	-	52,689
Prepaid expenses	317,369	374,250
	37,736,222	35,493,807
Accumulated surplus (Note 14)	33,531,419	29,246,944

Approved on behalf of the Council

Dee Williams

Councillor

Allie Charlie

Councillor

Cowichan Tribes
Consolidated Statement of Operations and Accumulated Surplus
For the year ended March 31, 2014

	<i>Schedules</i>	<i>2014 Budget (note 17)</i>	<i>2014</i>	<i>2013</i>
Revenue				
Aboriginal Affairs Northern Development Canada (Note 11)	21,566,814	22,655,256	22,069,465	
Health Canada	3,777,855	3,904,821	4,818,929	
Department of Fisheries and Oceans Canada	985,122	1,138,908	1,078,582	
Canada Mortgage and Housing Corporation	371,734	491,501	362,522	
Community Improvement Fee	1,424,200	1,384,669	1,438,604	
Investment income	714,912	645,278	687,665	
Rent, gravel and timber	2,139,851	1,730,603	1,639,703	
Property tax	2,263,960	2,264,237	2,166,763	
Province of BC - Other	3,085,614	3,221,263	2,894,281	
Licence	600,000	625,855	417,614	
Earnings (loss) from investment in Nation business entities	-	1,281,125	(836,953)	
Province of B.C. - Forestry Agreement	957,000	957,000	1,042,200	
Other income	1,663,089	1,967,625	1,356,599	
Province of B.C. - Host Local Government	700,000	676,815	734,271	
Tobacco tax	2,735,853	2,674,287	2,239,996	
Other agencies	1,290,914	1,418,896	1,155,040	
Quw'utsun Cultural and Conference Centre	-	440,755	526,117	
Coast Salish Employment and Training Society	624,940	624,904	650,513	
	44,901,858	48,103,798	44,441,911	
Program expenses				
Administration	3,504,638	3,408,817	3,068,335	
Own source revenue	2,098,312	1,978,389	2,309,603	
Child and Family Services	5,703,712	4,331,569	4,291,133	
Education	12,456,515	11,994,118	12,340,675	
Jobs and Training	436,329	456,158	397,188	
Lands and Fisheries	2,654,560	2,890,450	2,494,108	
Operations Maintenance	1,547,253	1,897,729	1,965,243	
Social Development	5,160,913	5,224,608	5,225,524	
Social Development - NCBR	329,623	341,567	167,687	
Housing	2,384,512	3,179,449	3,030,109	
Youth	604,694	471,503	441,731	
Treaty Negotiation	650,074	438,659	342,770	
Health	5,663,513	5,504,517	5,538,674	
Economic Development	256,315	994,608	963,888	
Total expenditures	43,450,963	43,112,141	42,576,668	
Annual surplus	1,450,895	4,991,657	1,865,243	
Accumulated surplus, beginning of year	29,246,947	29,246,944	28,208,418	
Distribution to members	(1,018,445)	(947,856)	(826,714)	
Increase in surplus from change in classification of Nation business entities	-	240,674	-	
Accumulated surplus, end of year (Note 14)	29,679,397	33,531,419	29,246,947	

The accompanying notes are an integral part of these financial statements

Cowichan Tribes
Consolidated Statement of Change in Net Debt
For the year ended March 31, 2014

	2014 <i>Budget</i> <i>(note 17)</i>	2014	2013
Annual surplus	1,450,895	4,991,657	1,865,243
Purchases of tangible capital assets	(689,689)	(712,063)	(2,015,939)
Koksilah land	-	(3,453,766)	-
Amortization of tangible capital assets	-	1,793,353	1,733,503
Change in prepaid expenses	-	56,881	(23,245)
Change in inventory	-	52,689	22,629
Distribution to members	(1,018,445)	(947,856)	(826,714)
Reduction of net debt from change in classification of Nation business entities	-	261,162	-
 Decrease (increase) in net debt	 (257,239)	 2,042,057	 755,477
Net debt, beginning of year	(6,246,863)	(6,246,860)	(7,002,337)
 Net debt, end of year	 (6,504,102)	(4,204,803)	(6,246,860)

The accompanying notes are an integral part of these financial statements

Cowichan Tribes
Consolidated Statement of Cash Flows
For the year ended March 31, 2014

	2014	2013
Cash provided by (used for) the following activities		
Operating activities		
Annual surplus	4,991,657	1,865,243
Non-cash items		
Amortization	1,793,353	1,733,503
Earnings (loss) from investment in Nation business entities	(1,281,125)	836,953
	5,503,885	4,435,699
Changes in working capital accounts		
Accounts receivable	187,531	(1,302,874)
Inventory	52,689	22,624
Prepaid expenses	56,881	(23,241)
Accounts payable and accruals	(3,048,343)	2,854,327
Deferred revenue	46,111	42,727
	2,798,754	6,029,262
Financing activities		
Advances of long-term debt	458,641	1,532,452
Repayments of long-term debt	(3,225,006)	(2,365,569)
Distribution to members	(947,856)	(826,714)
	(3,714,221)	(1,659,831)
Capital activities		
Purchases of tangible capital assets	(712,063)	(2,015,939)
	(712,063)	(2,015,939)
Investing activities		
Due from First Nation partnerships and business entities	-	122,036
Investments in First Nation partnerships and business entities	352,305	(262,626)
Change in Ottawa trust fund	84,674	275,357
Change in restricted cash	(106,623)	(331,629)
Portfolio investments	264,482	355,578
	594,838	158,716
Increase (decrease) in cash resources	(1,032,692)	2,512,208
Cash resources, beginning of year	6,727,158	4,214,950
Cash resources, end of year	5,694,466	6,727,158

The accompanying notes are an integral part of these financial statements

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014

1. Operations

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

2. 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:

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.

Net debt

The First Nation's financial statements are presented so as to highlight net debt as the measurement of financial position. The net debt of the First Nation is determined by its financial assets less its liabilities. Net debt is comprised of two components, non-financial assets and accumulated surplus.

Segments

The First 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 First 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 Ottawa Trust Fund

Funds held in trust on behalf of First Nation members by the Government of Canada in the Ottawa Trust Fund are reported on the statement of financial position. Trust moneys consist of:

- Capital trust moneys derived from non-renewable resource transactions on the sale of land or other First Nation tangible capital assets; and
- Revenue trust moneys generated primarily through land leasing transactions or interest earned on deposits held in trust.

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014

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

Reporting entity

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

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

- Administration
- Economic development
 - 1st Uwunshun Investments Ltd., January 31st year-end - holds a land lease and capital assets as bare trustee for the Uwunshun Trust
 - 0787308 B.C. Ltd., March 31st year-end - holds off-reserve land and building that is rented to tenant
 - Khowutzun Heritage Centre Ltd. - operates the Quw'utsun Cultural & Conference Centre.
- Lands and fisheries
 - 0944623 BC Ltd., March 31st year-end - carries on the gravel extraction on the reserve land
 - 0942071 BC Ltd., March 31st year-end - carries on the dike construction projects with the local municipalities in Cowichan Valley
 - Kw'atl'kwa Fisheries Society, March 31st year-end - holds PICFI licence
 - Kw'atl'kwa Fisheries Enterprises Ltd., March 31st year-end - conducts fishing within PICFI licence
 - 0990409 BC Ltd., March 31 year-end - conducts negotiation for the purchase of real property
 - 626875 BC Ltd., March 31st year-end - holds off-reserve land at Koksilah
- Housing
- Operations and maintenance
- Child and family services
- Health
- Education
- Social development
- Capital infrastructure

All inter-entity balances have been eliminated on consolidation.

Cowichan Tribes business entities, owned or controlled by the First Nation's Council but not dependent on the First Nation for their continuing operations, are included in the 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 First Nation. Thus, the First 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:

- Khowutzun Development Corporation - administers economic development activities
- Khowutzun Forest Services Limited Partnership - performs contract silviculture services
- Cowichan Mini Mall Ltd., -operates the Village Green Mall
- Khowutzun Forest Services Ltd. - administers contract silviculture services
- Khowutzun Gaming Corp. - owns the gaming centre building and is a 50% venturer in the operations of the gaming centre

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014

2. Significant accounting policies (Continued from previous page)

Tangible capital assets

Tangible capital assets are initially recorded at cost. Contributed tangible assets are recorded at their fair value at the date of contribution.

All intangible assets 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
School	40 years
Water infrastructure	40 years
Sewer infrastructure	40 years
Roads infrastructure	40 years
Dykes infrastructure	40 years
Street lights infrastructure	40 years

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 on the equity basis. They are recorded at cost plus undistributed earnings.

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, inventory and prepaids expenses.

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.

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014

2. 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 statement of operations as the stipulation liabilities are settled.

- i) Aboriginal Affairs and Northern Development Canada ("AANDC")
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 First 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 AANDC and deficits are recoverable.
- ii) First Nation Capital and Revenue Trust Funds
The First Nation recognizes revenues of the Capital and Revenue trusts when earned.
- iii) Canada Mortgage and Housing Corporation ("CMHC")
CMHC revenue is recognized as it becomes 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 statement of financial position in the year of receipt.
- iv) Rental income
Rental revenue 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) Revenue from own sources
Revenue from own sources, such as Community Improvement Fee, tobacco tax and property tax, is recognized when the service is provided or the amount is earned and when the amount can be estimated and when collection is reasonably assured.

Financial instruments

The First Nation's financial instruments consists of cash, funds held in trust, accounts receivable, portfolio investments, due from First Nation partnerships and business entities, accounts payable and accruals, and long term debt. Unless otherwise noted, it is management's opinion that the First Nation is not exposed to significant interest, currency or credit risk arising from these financial instruments.

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

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014

2. Significant accounting policies (Continued from previous page)

Recent accounting pronouncements

Liability for contaminated sites

In June 2010, the Public Sector Accounting Board (PSAB) issued PS 3260 *Liability for Contaminated Sites* to establish recognition, measurement and disclosure standards for liabilities associated with the remediation of contaminated sites. The new section defines activities included in a liability for remediation, establishes when to recognize and how to measure a liability for remediation, and provides the related financial statement presentation and disclosure requirements.

PS 3260 is effective for fiscal years beginning on or after April 1, 2014. The First Nation has not yet determined the effect of the new section in its consolidated financial statements.

Financial instruments

In June 2011, the Public Sector Accounting Board (PSAB) issued PS 3450 *Financial Instruments* to establish standards for recognition, measurement, presentation and disclosure of financial assets, financial liabilities and non-financial derivatives. As a result of issuance of PS 3450, there have been numerous consequential amendments made to other Sections. PS 3450 is effective for fiscal years beginning on or after April 1, 2016. Earlier adoption is permitted.

PS 3450 is applied prospectively in the fiscal year of initial adoption; therefore, financial statements of prior periods, including comparative information, are not restated. The First Nation has not yet determined the effect of these new standards on its consolidated financial statements.

3. Accounts receivable

	2014	2013
Aboriginal Affairs and Northern Development Canada	946,823	1,492,949
School District #79	8,412	13,924
Federal government and agencies	127,319	592,334
Province of B.C.	755,316	170,815
Department of Fisheries and Oceans Canada	344,514	307,270
First Nation organizations	482,031	135,276
Other	692,171	831,549
	<hr/> 3,356,586	<hr/> 3,544,117

4. Restricted cash

Under the terms of the agreement with Canada Mortgage and Housing Corporation, the replacement reserve account is to be credited in the amount of \$118,535 (2013 - \$112,051) 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 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, these reserves were adequately funded (2013 - underfunded by \$57,496).

Under the terms of the agreement with Canada Mortgage and Housing Corporation, 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 Canada Deposit Insurance Corporation or as may otherwise be approved by CMHC from time to time. At year end, the operating reserve was adequately funded (2013 - underfunded by \$196,983).

	2014	2013
Replacement and subsidy reserves	<hr/> 585,806	<hr/> 479,183

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014

5. Portfolio investments

	2014	2013
Mt. Hayes Storage Limited Partnership - 7,500 partnership units	5,411,103	5,564,033
Loan to Chances Cowichan, bearing interest at 7% and repayable in monthly installments of \$9,877, due October 2016	278,317	375,436
Share capital and advances to First Uwhunshun Investments, non-interest bearing with no terms of repayment	146,605	145,320
Share capital and advances to 787308 BC Ltd., non-interest bearing with no terms of repayment	29,473	45,191
	5,865,498	6,129,980

6. Advances to Nation business entities

	2014	2013
Advances to 626875 BC Ltd., non-interest bearing with no terms of repayment	-	3,271,355
Loan to Cowichan Mini Mall Ltd., non-interest bearing with no terms of repayment	40,201	40,201
Advance from Khowutzun Development Corporation, non-interest bearing with no terms of repayment	-	(35,817)
Advances to Khowutzun Gaming Corp, non-interest bearing with no term of repayment	548,830	566,061
	589,031	3,841,800

7. Investments in Nation business entities

The First Nation has investments in the following entities:

	<i>Investment cost</i>	<i>Loans / advances</i>	<i>Cumulative share of earnings (loss)</i>	<i>Total investment</i>
Wholly-owned Businesses:				
Khowutzun Development Corporation	2	346,545	(353,840)	(7,293)
Khowutzun Forest Services Ltd.	100	-	(8,924)	(8,824)
Khowutzun Gaming Corporation	100	2,648,000	(519,835)	2,128,265
	202	2,994,545	(882,599)	2,112,148
Significantly Influenced Businesses:				
Cowichan Mini Mall Ltd. - 54.88%	55	-	(377,717)	(377,662)
First Nation Business Partnerships – Modified Equity:				
Khowutzun Forest Services LP - 99.99%	4,700	-	1,105,879	1,110,579
	4,957	2,994,545	(154,437)	2,845,065

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Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014

7. Investments in Nation business entities (Continued from previous page)

Cowichan Mini Mall Ltd. long-term debt consists of a mortgage repayable in monthly installments of \$22,570, including interest at 4.5%, due July 1, 2018. Khowutzun Gaming Corporation long-term debt consists of a mortgage repayable in monthly installments of \$33,975, including interest at 4.98%, due on April 30, 2017.

The following financial information for Khowutzun Development Corporation, Khowutzun Forest Services Ltd. and Khowutzun Forest Services LP are audited by another firm of accountants.

The following financial information for Khowutzun Gaming Corporation and Cowichan Mini Mall Ltd. are not audited.

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

	Khowutzun Development Corporation As at March 31, 2014	Khowutzun Forest Services Ltd. As at March 31, 2014	Khowutzun Forest Services LP As at March 31, 2014	Khowutzun Gaming Corporation As at March 31, 2014
Assets				
Cash	9,900	1,244	53,906	17,863
Accounts receivable	1,548	118	879,705	-
Inventory and prepaid expenses	1,557	-	9,220	-
Investments	-	183	-	737,308
Loans receivable	161,727	-	375,972	-
Property, plant and equipment	15,402	-	115,742	5,845,055
Total assets	190,134	1,545	1,434,545	6,600,226
Liabilities				
Accounts payable and accruals	22,698	2,974	101,893	9,556
Loans and advances	174,729	7,395	221,890	548,830
Long-term debt	-	-	-	3,913,576
Total liabilities	197,427	10,369	323,783	4,471,962
	(7,293)	(8,824)	1,110,762	2,128,264
Total revenue	571,251	92	3,126,750	666,417
Total expenses	651,330	7,888	1,935,235	421,803
Net income (loss)	(80,079)	(7,796)	1,191,515	244,614

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014

7. Investments in Nation business entities (Continued from previous page)

<i>Cowichan Mini Mall Ltd. (54.88%) As at March 31, 2014</i>	
Assets	
Cash	29,967
Accounts receivable	11,366
Inventory and prepaid expenses	842,630
Investments	1,059,489
Loans receivable	51,527
Property, plant and equipment	928,001
Total assets	2,922,980
Liabilities	
Accounts payable and accruals	96,561
Loans and advances	-
Long-term debt	3,514,604
Total liabilities	3,611,165
	(688,185)
Total revenue	385,283
Total expenses	528,175
Net income (loss)	(142,892)

8. Accounts payable and accruals

	2014	2013
Trade payable	2,666,485	3,474,967
Receiver General	90,172	98,935
Other accrued liabilities	435,895	2,667,001
	3,192,552	6,240,903

9. Deferred revenue

	2014	2013
Elder Care Home	164,074	162,280
Wilson Road water	39,431	58,647
Flood emergency	-	2,109
Unearned operating	75,376	9,734
	278,881	232,770

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014

10. Long-term debt

	2014	2013
Non-social housing		
Bank of Montreal loan, repayable in monthly installments of \$78,231 including interest at 5.49%, secured by Tribes council resolution, due February 2018 (Sustainable Housing)	4,842,940	5,859,937
RBC loan with the interest rate fixed at 2.4%, through an interest rate swap, due January 2017 (Mt. Hayes Storage LP)	5,316,000	5,528,000
Bank of Montreal loan, repayable in monthly installments of \$35,458 including interest at 5%, secured by Tribes council resolution, due January 2016 (Sustainable Housing)	3,208,112	3,501,611
Bank of Montreal loan, repayable in monthly installments of \$21,100 plus interest at bank prime plus 0.5% (Khowutzun Group)	-	580,800
Bank of Montreal loan, repayable in monthly installments of \$2,869 including interest at bank prime plus 0.5% (Tribes Complex)	-	235,241
Bank of Montreal loan, repayable in monthly installments of \$6,875 including interest at bank prime plus 1.0% (Gym renovations)	-	189,980
Bank of Montreal loans repayable in monthly installments of \$6,467 plus interest at bank prime plus 1.5% (Khowutzun Heritage)	-	173,770
Total non-social housing	13,367,052	16,069,339
CMHC, repayable in monthly installments of \$487 including interest at 9.62%	-	3,844
CMHC, repayable in monthly installments of \$1,597 including interest at 3.00%, matures August 2015	26,527	44,580
CMHC, repayable in monthly installments of \$2,259 including interest at 3.14%, matures October 2016	67,223	91,837
All Nations Trust, repayable in monthly installments of \$7,565 including interest at 2.23%, matures June 2015	111,813	199,047
All Nations Trust, repayable in monthly installments of \$5,474 including interest at 1.49%	-	65,160
All Nations Trust, repayable in monthly installments of \$2,420 including interest at 1.53%, matures December 2017	360,077	383,438
All Nations Trust, repayable in monthly installments of \$9,790 including interest at 2.35%, matures September 2018	501,275	604,632
All Nations Trust, repayable in monthly installments of \$2,892 including interest at 2.51%, matures August 2014	316,459	342,582
All Nations Trust, repayable in monthly installments of \$3,021 including interest at 2.65%, matures April 2016	374,775	400,773
All Nations Trust, repayable in monthly installments of \$10,020 including interest at 2.04%, matures January 2014	1,961,590	2,040,090

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014

10. Long-term debt (Continued from previous page)

All Nations Trust, repayable in monthly installments of \$10,698 including interest at 2.78%, matures July 2015	2,061,581	2,131,903
All Nations Trust, repayable in monthly installments of \$2,533 including interest at 1.67%, matures June 2018	606,136	-
All Nations Trust, repayable in monthly installments of \$4,152 including interest at 2.35%, matures September 2018	928,796	-
All Nations Trust, repayable in monthly installments of \$1,971 including interest at 2.11%, matures on December 2018	456,162	-
ANT advances during the year	-	1,532,454
Total social housing	7,772,414	7,840,340
	21,139,466	23,909,679

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:

2015	1,935,813
2016	1,945,172
2017	1,870,644
2018	1,842,121
2019	1,323,627
Total	8,917,377

RBC Loan

The notional amount of the interest rate swap is \$5,716,000 with a five year swap term, maturing on January 18, 2017 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 2.4% is comprised of a swap rate of 1.65% and a 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 \$5,411,103 (2013 - \$5,564,003). In addition, the loan is subject to certain covenants with respect to maintaining a debt service coverage ratio of 1.1:1 and providing review engagement financial statements. As at March 31, 2014 Cowichan Tribes was in compliance with the covenants and expects to be in compliance for the next fiscal year.

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, 2014.

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014

11. AANDC funding reconciliation

	2014	2013
Funding provided by AANDC	22,671,416	22,123,430
Less: Prior year recoveries	(37,486)	(1,671)
	22,633,930	22,121,759
Add: Deferred amount from prior year		
Flood and Erosion (5337)	2,108	8,460
Wilson Road Water	58,646	-
Less: Amounts deferred to subsequent year		
Flood and Erosion (5337)	-	(2,108)
Wilson Road (8580) (CPMS 3404)	(39,428)	(58,646)
	(39,428)	(60,754)
	22,655,256	22,069,465

12. AANDC loans

AANDC has provided Cowichan Tribes with \$231,120 of interim loans secured by promissory notes to assist with the costs of proving its Brennan and Thiek land claims. The promissory notes are interest-free and due on the earlier of March 31, 2014 or the date on which the claims are settled. Cowichan Tribes has accrued AANDC revenue equal to the amounts of these loans as it understands that the claims settlements will result in a transfer of land and/or cash in excess of the loan amounts. The accrued revenue and loan amounts have been reported on a net basis.

13. Contingencies

- a) Cowichan Tribes has guaranteed various member loans, amounting to \$595,071 for on-reserve housing.
- b) Cowichan Tribes is indirectly a member of Hul'qumi'num Treaty Group, incorporated under the Society Act. The Hul'qumi'num Treaty Group has entered into Negotiations Support Agreements on behalf of its members and carried out treaty negotiations with Canada and British Columbia. Under the terms of the agreements, Hul'qumi'num Treaty Group is indebted to Canada. If Cowichan Tribes is liable under the Negotiation Support Agreement, the amount is subject to redetermination and consequently indeterminable, and accordingly excluded from these financial statements. Subject to any treaty or further extension, the indebtedness to Canada is due February 2017.
- c) 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.

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014

14. Accumulated surplus

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 moneys owned by the Nation but administered by the federal government.

Tangible capital assets reports on the capital assets of the Nation, with 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.

Accumulated surplus consists of the following:

	2014	2013
Equity in Ottawa Trust Funds		
Balance, beginning of year	1,554,318	1,829,675
Lease, resource and interest revenue	364,855	214,643
BCR withdrawals	(449,529)	(490,000)
	1,469,644	1,554,318
Equity in tangible capital assets		
Balance, beginning of year	16,462,168	15,588,682
Increase in tangible capital assets as a result of change in classification of Nation business entities	3,581,497	-
Capital acquisitions	712,063	2,015,939
Debt repayments	3,081,247	2,177,570
New debt	(696,804)	(1,532,452)
Amortization	(1,793,353)	(1,733,503)
Change in deferred revenue	19,531	(54,068)
	21,366,349	16,462,168
Unrestricted surplus		
Balance, beginning of year	9,370,526	8,355,805
Annual surplus	5,362,691	4,221,046
Withdrawals from Ottawa Trust	449,529	490,000
Distribution to members	(947,856)	(826,714)
Contribution to government business entities	(107,987)	(262,630)
Capital acquisitions	(15,258)	(483,487)
Debt repayments	(3,081,247)	(2,177,569)
Decrease in opening unrestricted surplus as a result of change in classification of Nation business entities	(3,160,506)	-
Change in deferred revenue	(19,531)	54,068
	7,850,361	9,370,519

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014

14. Accumulated surplus (Continued from previous page)

Nation business enterprises surplus	2,434,256	1,859,933
Balance, beginning of year	1,859,933	2,434,256
Net earnings (loss)	1,031,925	(836,953)
Contribution from operations	107,987	262,630
Decrease in opening enterprise surplus as a result of change in classification of Nation business entities	(154,780)	-
	2,845,065	1,859,933
	33,531,419	29,246,944

15. Economic dependence

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

16. Financial Instruments

Credit Concentration

Financial instruments that potentially subject Cowichan Tribes to concentrations of credit risk consist of accounts receivable. The maximum credit risk exposure is \$3,356,586 (2013 – \$3,544,117). However, Cowichan Tribes believes that there is minimal risk associated with the collection of these amounts, as the majority of these receivables are from government agencies.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. Changes in market interest rates may have an effect on the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of other financial assets or liabilities, known as price risk. In seeking to minimize the risks from interest rate fluctuations, Cowichan Tribes manages exposure through long-term debt with varying interest rates and maturities and from purchasing interest rate swaps to fix interest rates.

Cowichan is exposed to interest rate risk with respect to bank indebtedness and long-term debt. Cowichan Tribes' long-term debt is subject to floating interest rates ranging from bank prime plus 0.5% - 1.5% and fixed interest rates ranging from 1.49 - 5.49%.

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014

17. Budget information

Budget figures represent the budget adopted by Cowichan Tribes on March 26, 2013. 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.

Adopted budget deficit	\$ (3,231,747)
Capital acquisitions	689,689
Debt repayments	2,656,278
Member distribution	1,018,445
Loan proceeds	(469,130)
Accounting framework adjustments for Nation businesses and other transfers	<u>787,360</u>
Budgeted surplus per PSAB	<u>\$ 1,450,895</u>

18. Comparative figures

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

Cowichan Tribes
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014

19. Segments

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

Administration:

This segment includes general operations, support, and financial management of Cowichan Tribes.

Own Source:

This segment report revenues generated from taxation, resources and fees for service and their related expenditures.

Child and Family Services:

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

Education:

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

Jobs and Training:

This segment reports the Coast Salish Employment and Training Society funding and related expenditures.

Lands and Fisheries:

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

Operations Maintenance:

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

Social Development:

This segment includes revenues and expenses relating to the social assistance of members of Cowichan Tribes.

Housing:

This segment includes activities related to the provision of housing within Cowichan Tribes.

Youth:

This segment includes NAIG legacy funds and other revenue specified for youth programs.

Treaty:

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

Health:

This segment includes activities related to the provision of health services within Cowichan Tribes.

Economic Development:

This segment includes activities related to the growth of revenue producing projects within Cowichan Tribes.

Cowichan Tribes
Schedule 1 - Consolidated Schedule of Tangible Capital Assets
For the year ended March 31, 2014

	<i>Land</i>	<i>Buildings and houses</i>	<i>Vehicles & Boats</i>	<i>Furniture & equipment</i>	<i>Water</i>	<i>Sewer</i>	<i>Subtotal</i>
Cost							
Balance, beginning of year	1,413,327	44,696,893	1,864,502	5,144,102	1,147,544	593,047	54,859,415
Acquisition of tangible capital assets	3,453,766	445,654	-	12,652	-	233,266	4,145,338
Disposal of tangible capital assets	-	-	-	-	-	-	-
Balance, end of year	4,867,093	45,142,547	1,864,502	5,156,754	1,147,544	826,313	59,004,753
Accumulated amortization							
Balance, beginning of year	16,900,861	1,155,331	4,489,443	616,426	172,869	23,334,930	
Annual amortization	1,121,872	137,995	213,658	28,689	20,658	1,522,872	
Accumulated amortization on disposals	-	-	-	-	-	-	-
Balance, end of year	18,022,733	1,293,326	4,703,101	645,115	193,527	24,857,802	
Net book value of tangible capital assets							
4,867,093	27,119,814	571,176	453,653	502,429	632,786	34,146,951	
2013 Net book value of tangible capital assets	1,413,327	27,796,032	709,171	654,659	531,118	420,178	31,524,485

Cowichan Tribes
Schedule 1 - Consolidated Schedule of Tangible Capital Assets

For the year ended March 31, 2014

	<i>Subtotal</i>	<i>Roads</i>	<i>Dykes</i>	<i>Street Lights</i>	<i>Lift stations</i>	<i>2014</i>	<i>2013</i>
Cost							
Balance, beginning of year	54,859,415	4,307,373	5,745,505	64,935	701,425	65,678,653	63,723,114
Acquisition of tangible capital assets	4,145,338	-	-	-	-	4,145,338	2,015,939
Disposal of tangible capital assets	-	-	-	-	-	(60,400)	
Balance, end of year	59,004,753	4,307,373	5,745,505	64,935	701,425	69,823,991	65,678,653
Accumulated amortization							
Balance, beginning of year	23,334,930	2,691,592	4,239,474	14,607	331,182	30,611,785	28,938,682
Annual amortization	1,522,872	107,684	143,638	1,623	17,536	1,793,353	1,733,503
Accumulated amortization on disposals	-	-	-	-	-	-	(60,400)
Balance, end of year	24,857,802	2,799,276	4,383,112	16,230	348,718	32,405,138	30,611,785
Net book value of tangible capital assets							
34,146,951	1,508,097	1,362,393	48,705	352,707	37,418,853	35,066,868	
2013 Net book value of tangible capital assets	31,524,485	1,615,781	1,506,031	50,328	370,243	35,066,868	

Cowichan Tribes
Schedule 2 - Schedule of Consolidated Expenses by Object
For the year ended March 31, 2014

	2014	2014	2013
Consolidated expenses by object			
Amortization	-	1,793,353	1,733,503
Automotive	229,905	146,133	137,510
Bank charges and interest	16,450	25,078	33,282
Community development	1,326,421	773,057	1,001,468
Consulting	1,373,487	1,501,053	1,321,095
Contracted services	2,627,697	2,428,588	2,054,568
Furniture and equipment	1,169,268	246,895	264,805
Honouraria	537,130	447,595	460,599
Insurance	460,199	459,885	503,510
Interest on long-term debt	162,137	782,226	878,981
Meeting	178,098	75,034	144,599
Office	658,190	423,494	456,689
Professional fees	1,141,239	1,087,853	860,813
Rent and lease	134,582	129,585	222,481
Repairs and maintenance	1,568,301	1,487,861	1,178,127
Salaries and benefits	15,969,790	15,559,342	14,749,725
Social assistance	5,848,053	5,946,004	5,707,931
Supplies	1,179,701	1,199,484	1,176,571
Telephone and fax	142,265	143,675	164,107
Training	552,215	510,092	470,233
Travel	502,820	408,376	544,465
Tuition and student expenses	6,973,553	6,764,247	7,322,941
Utilities	326,916	293,229	352,096
Licenses and fees	98,875	105,156	80,124
Transfers to Nations business entities	273,671	374,846	756,445
	43,450,963	43,112,141	42,576,668

**Cowichan Tribes
Administration**

Schedule 3 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2014

	2014 Budget	2014	2013
Revenue			
Aboriginal Affairs Northern Development Canada	1,212,318	1,332,295	1,354,667
Health Canada	-	-	24,850
Investment income	52,000	102,358	87,094
Other income	89,717	124,675	58,399
Province of BC - Other	72,834	72,835	-
Other agencies	-	-	56,430
	1,426,869	1,632,163	1,581,440
Expenses			
Bank charges and interest	16,200	8,499	17,411
Community development	50,392	33,480	27,641
Consulting	224,000	193,286	246,804
Contracted services	53,380	125,760	32,262
Furniture and equipment	82,200	38,471	30,982
Honouraria	19,592	20,317	19,480
Insurance	5,290	5,344	4,573
Interest on long-term debt	21,600	14,557	16,830
Licenses and fees	36,260	38,904	37,819
Meeting	8,600	12,419	20,893
Office	54,316	60,822	61,706
Professional fees	128,400	185,114	131,078
Rent and lease	14,250	15,682	12,912
Repairs and maintenance	21,500	980	18,245
Salaries and benefits	2,469,007	2,391,135	2,106,136
Supplies	120,266	113,435	81,337
Telephone and fax	26,550	29,346	30,517
Training	71,642	58,141	56,461
Travel	68,193	51,828	105,958
Utilities	13,000	11,297	9,290
	3,504,638	3,408,817	3,068,335
Deficit before transfers	(2,077,769)	(1,776,654)	(1,486,895)
Transfers between programs	2,256,663	2,427,497	1,761,518
Surplus (deficit)	178,894	650,843	274,623

Cowichan Tribes
Own source revenue
Schedule 4 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2014

	2014 Budget	2014	2013
Revenue			
Community Improvement Fee	1,424,200	1,384,669	1,438,604
Province of B.C. - Forestry Agreement	957,000	957,000	1,042,200
Province of B.C. - Host Local Government	700,000	676,815	734,271
Tobacco tax	2,735,853	2,674,287	2,239,996
Investment income	654,412	532,554	591,772
Rent, gravel and timber	595,080	499,546	396,730
Property tax	2,263,960	2,264,237	2,166,763
Province of BC - Other	-	11,142	11,271
Other income	43,800	331,604	179,901
	9,374,305	9,331,854	8,801,508
Expenses			
Amortization	-	118,602	138,221
Bank charges and interest	100	60	48
Community development	445,140	199,813	288,817
Consulting	108,826	74,690	61,330
Contracted services	17,058	17,058	77,936
Furniture and equipment	10,000	-	
Honouraria	235,200	251,805	252,218
Insurance	10,000	9,863	20,171
Interest on long-term debt	134,537	133,019	151,658
Meeting	10,000	2,927	10,047
Office	38,200	38,892	35,617
Professional fees	750,200	708,459	581,059
Rent and lease	72,313	85,396	118,135
Repairs and maintenance	67,387	78,329	5,029
Salaries and benefits	197,251	174,290	198,980
Supplies	500	172	3,331
Telephone and fax	1,600	1,754	1,736
Transfers to Nations business entities	-	82,987	364,500
Travel	-	273	770
	2,098,312	1,978,389	2,309,603
Surplus before transfers	7,275,993	7,353,465	6,491,905
Transfers between programs	(6,688,880)	(5,646,940)	(5,870,506)
Surplus	587,113	1,706,525	621,399

Cowichan Tribes
Child and Family Services
Schedule 5 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2014

	2014 Budget	2014	2013
Revenue			
Aboriginal Affairs Northern Development Canada	2,012,150	2,012,150	2,085,700
Province of BC	2,326,980	2,502,818	2,368,311
Other income	5,137	6,907	27,495
	4,344,267	4,521,875	4,481,506
Expenses			
Amortization	-	47,492	63,060
Automotive	72,000	10,414	7,598
Bank charges and interest	-	30	-
Community development	166,744	81,654	100,474
Consulting	45,000	17,185	78,708
Contracted services	2,037,325	1,474,975	1,426,866
Furniture and equipment	575,552	28,076	42,721
Honouraria	41,500	17,565	25,977
Insurance	14,500	13,347	12,431
Licenses and fees	5,000	503	687
Meeting	23,600	4,943	13,452
Office	196,000	35,335	33,186
Professional fees	11,000	1,926	5,079
Rent and lease	3,000	5,273	2,292
Repairs and maintenance	11,500	10,548	4,915
Salaries and benefits	2,162,137	2,359,643	2,205,478
Supplies	178,318	106,061	141,825
Telephone and fax	10,700	16,897	19,690
Training	36,746	37,447	20,246
Travel	61,000	37,277	59,171
Tuition and student expenses	32,500	7,270	6,868
Utilities	19,590	17,708	20,409
	5,703,712	4,331,569	4,291,133
Surplus (deficit) before transfers	(1,359,445)	190,306	190,373
Transfers between programs	(208,021)	(188,021)	(245,110)
Surplus (deficit)	(1,567,466)	2,285	(54,737)

Cowichan Tribes
Education
Schedule 6 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2014

	2014 <i>Budget</i>	2014	2013
Revenue			
Aboriginal Affairs Northern Development Canada	11,384,754	11,784,794	10,776,524
Health Canada	99,000	99,000	99,000
Province of BC	660,800	614,468	487,999
Other income	130,464	150,985	147,613
Coast Salish Employment and Training Society	234,000	234,000	234,000
Other agencies	291,342	303,354	337,706
	12,800,360	13,186,601	12,082,842
Expenses			
Amortization	-	289,132	206,549
Bank charges and interest	-	5	
Community development	48,926	56,554	55,681
Consulting	-	15,715	
Contracted services	72,699	22,256	44,505
Furniture and equipment	172,000	27,272	9,848
Honouraria	82,478	26,525	20,632
Insurance	36,646	33,166	35,383
Licenses and fees	1,155	407	967
Living allowance	1,151,642	1,251,453	1,003,501
Meeting	13,596	8,654	8,099
Office	37,270	26,908	45,536
Rent and lease	11,121	801	
Repairs and maintenance	74,460	57,448	52,409
Salaries and benefits	3,350,622	3,004,176	3,254,651
Supplies	337,060	279,225	224,179
Telephone and fax	26,575	20,952	21,032
Training	29,255	19,940	5,453
Transfers to Nations business entities	-	28,869	
Travel	46,225	39,528	39,967
Tuition and student expenses	6,912,005	6,735,336	7,257,767
Utilities	52,780	49,796	54,516
	12,456,515	11,994,118	12,340,675
Surplus (deficit) before transfers	343,845	1,192,483	(257,833)
Transfers between programs	(97,527)	(43,376)	161,193
Surplus (deficit)	246,318	1,149,107	(96,640)

Cowichan Tribes
Jobs and Training
Schedule 7 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2014

	2014 <i>Budget</i>	2014	2013
Revenue			
Other income	73,397	64,236	-
Coast Salish Employment and Training Society	390,940	390,904	416,513
	464,337	455,140	416,513
Expenses			
Community development	800	383	-
Consulting	36,500	23,500	-
Contracted services	-	-	27,070
Honouraria	2,500	551	-
Meeting	-	35	-
Office	24,783	17,207	9,727
Salaries and benefits	217,419	276,062	192,839
Supplies	2,964	35,943	43,432
Telephone and fax	164	443	964
Training	126,276	79,794	108,617
Transfers to Nations business entities	17,356	17,356	13,543
Travel	1,519	2,502	996
Tuition and student expenses	6,048	2,382	-
	436,329	456,158	397,188
Surplus (deficit) before transfers	28,008	(1,018)	19,325
Transfers between programs	(28,008)	5,649	(19,322)
Surplus	-	4,631	3

**Cowichan Tribes
Lands and Fisheries**
Schedule 8 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2014

	2014 Budget	2014	2013
Revenue			
Aboriginal Affairs Northern Development Canada	326,697	484,001	553,122
Department of Fisheries and Oceans Canada	985,122	1,138,908	1,078,582
Health Canada	12,850	12,850	24,870
Province of BC - Other	25,000	20,000	26,200
Other income	258,600	364,294	57,401
Licence	600,000	625,855	417,614
Other agencies	24,440	31,605	73,965
Rent, gravel and timber	130,000	89,557	
	2,362,709	2,767,070	2,231,754
Expenses			
Amortization	-	62,429	63,705
Automotive	51,796	78,091	65,563
Community development	25,915	10,086	16,677
Consulting	71,500	155,335	85,876
Contracted services	275,505	490,961	147,119
Furniture and equipment	22,174	16,723	41,882
Honouraria	47,915	44,526	30,031
Insurance	26,993	32,183	27,568
Licenses and fees	4,000	7,538	25
Meeting	30,352	14,844	33,564
Office	141,355	79,820	98,655
Professional fees	141,468	109,964	94,894
Rent and lease	6,678	6,923	6,012
Repairs and maintenance	69,640	77,198	18,600
Salaries and benefits	1,455,525	1,473,640	1,371,618
Supplies	75,765	45,370	67,175
Telephone and fax	10,700	10,919	13,878
Training	12,225	21,750	11,548
Transfers to Nations business entities	-	-	62,630
Travel	59,308	60,104	103,439
Tuition and student expenses	7,500	160	30,281
Utilities	118,246	91,886	103,368
	2,654,560	2,890,450	2,494,108
Deficit before transfers	(291,851)	(123,380)	(262,354)
Transfers between programs	513,633	354,403	202,306
Surplus (deficit)	221,782	231,023	(60,048)

Cowichan Tribes
Operations Maintenance
Schedule 9 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2014

	2014 Budget	2014	2013
Revenue			
Aboriginal Affairs Northern Development Canada	477,418	485,794	492,045
Other income	9,500	10,229	14,191
Rent	33,100	15,719	13,747
	520,018	511,742	519,983
Expenses			
Amortization	-	359,205	359,389
Automotive	200	2,538	9,168
Community development	234,933	236,994	235,073
Contracted services	-	424	-
Furniture and equipment	29,360	-	870
Insurance	41,370	41,197	48,059
Interest on long-term debt	6,000	5,467	9,144
Office	6,500	6,147	10,767
Professional fees	34,500	-	-
Rent and lease	-	-	60,000
Repairs and maintenance	566,553	610,799	617,695
Salaries and benefits	473,951	481,516	456,470
Supplies	4,850	4,969	5,276
Telephone and fax	7,596	7,364	7,995
Training	500	2,758	3,725
Travel	48,640	57,377	52,301
Utilities	92,300	80,974	89,311
	1,547,253	1,897,729	1,965,243
Deficit before transfers	(1,027,235)	(1,385,987)	(1,445,260)
Transfers between programs	1,130,295	1,187,769	1,077,995
Surplus (deficit)	103,060	(198,218)	(367,265)

**Cowichan Tribes
Social Development**

Schedule 10 - Consolidated Schedule of Revenue and Expenses

For the year ended March 31, 2014

	2014 Budget	2014	2013
Revenue			
Aboriginal Affairs Northern Development Canada	5,041,467	5,099,836	5,252,609
Other income	-	-	590
Investment income	3,000	1,447	2,121
Nawt'sa Mawt Tribal Council	-	128,073	-
	5,044,467	5,229,356	5,255,320
Expenses			
Amortization	-	10,587	31,872
Bank charges and interest	100	11	89
Community development	1,000	314	80,694
Furniture and equipment	2,900	1,670	650
Honouraria	-	400	12,926
Meeting	2,800	2,319	6,916
Salaries and benefits	411,935	400,415	319,981
Social assistance	4,635,911	4,642,076	4,641,126
Supplies	19,500	27,834	24,323
Telephone and fax	3,000	3,003	1,999
Training	30,267	116,560	72,706
Travel	53,500	17,138	14,354
Tuition and student expenses	-	2,281	17,888
	5,160,913	5,224,608	5,225,524
Surplus (deficit) before transfers	(116,446)	4,748	29,796
Transfers between programs	88,407	67,671	100,728
Surplus (deficit)	(28,039)	72,419	130,524

Cowichan Tribes
Social Development - NCBR
Schedule 11 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2014

	2014 Budget	2014	2013
Revenue			
Aboriginal Affairs Northern Development Canada	571,704	571,704	425,422
Other income	25,000	19,283	19,668
	596,704	590,987	445,090
Expenses			
Community development	2,350	1,050	610
Contracted services	15,000	15,000	-
Honouraria	1,720	-	6,033
Meeting	4,000	-	-
Office	8,500	8,500	-
Salaries and benefits	133,156	142,588	70,006
Social assistance	9,600	-	-
Supplies	65,095	108,729	55,898
Telephone and fax	200	350	50
Training	78,958	61,078	32,566
Travel	9,044	3,663	1,641
Tuition and student expenses	2,000	609	883
	329,623	341,567	167,687
Surplus before transfers	267,081	249,420	277,403
Transfers between programs	(306,344)	(200,121)	(278,226)
Surplus (deficit)	(39,263)	49,299	(823)

Cowichan Tribes
Housing
Schedule 12 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2014

	2014 <i>Budget</i>	2014	2013
Revenue			
Aboriginal Affairs Northern Development Canada	-	301,963	416,302
Canada Mortgage and Housing Corporation	371,734	491,501	362,522
Other income	487,459	21,427	21,933
Rent	1,381,671	1,125,780	1,229,226
Investment income	5,500	8,919	6,678
	2,246,364	1,949,590	2,036,661
Expenses			
Amortization	-	774,253	721,650
Automotive	49,925	18,098	22,830
Bank charges and interest	50	10	
Community development	20,600	5,316	28,501
Consulting	188,361	105,596	126,280
Contracted services	43,500	43,984	17,352
Furniture and equipment	183,800	74,428	56,438
Honouraria	10,000	4,950	383
Insurance	201,140	198,838	206,743
Interest on long-term debt	-	622,949	691,030
Meeting	5,500	2,205	5,256
Office	47,550	48,149	40,812
Professional fees	14,021	11,340	13,717
Repairs and maintenance	690,688	415,203	396,043
Salaries and benefits	852,077	776,645	619,750
Supplies	50,000	50,125	36,637
Telephone and fax	9,200	9,227	11,786
Training	8,500	11,072	10,974
Travel	9,600	7,061	23,927
	2,384,512	3,179,449	3,030,109
Deficit before transfers	(138,148)	(1,229,859)	(993,448)
Transfers between programs	806,986	1,711,395	2,556,594
Surplus	668,838	481,536	1,563,146

Cowichan Tribes
Youth
Schedule 13 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2014

	2014 Budget	2014	2013
Revenue			
North American Indigenous Games and donation	260,000	261,000	267,250
Province of BC - Other	-	-	500
Other agencies	22,000	33,008	39,765
	282,000	294,008	307,515
Expenses			
Amortization	-	-	12,273
Automotive	2,500	752	4,997
Community development	148,197	102,520	69,420
Consulting	28,800	1,023	2,466
Furniture and equipment	3,200	1,045	1,416
Honouraria	3,800	1,462	4,602
Insurance	3,480	3,068	3,291
Licenses and fees	100	-	-
Meeting	1,250	633	324
Office	60,942	36,468	48,104
Rent and lease	500	390	600
Repairs and maintenance	12,000	7,632	1,205
Salaries and benefits	261,890	257,620	245,253
Supplies	31,935	30,590	25,154
Telephone and fax	6,100	4,759	6,415
Training	22,000	4,203	7,403
Travel	7,500	2,140	872
Tuition and student expenses	7,500	14,009	4,915
Utilities	3,000	3,189	3,021
	604,694	471,503	441,731
Deficit before transfers	(322,694)	(177,495)	(134,216)
Transfers between programs	283,175	332,958	247,613
Surplus (deficit)	(39,519)	155,463	113,397

Cowichan Tribes
Treaty Negotiation
Schedule 14 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2014

	2014 <i>Budget</i>	2014	2013
Revenue			
Hul'qumi'num Treaty Group	682,024	665,000	297,100
Expenses			
Community development	131,224	1,753	552
Contracted services	56,000	36,719	12,219
Furniture and equipment	2,200	412	1,928
Honouraria	51,650	47,582	39,934
Meeting	68,900	15,962	27,001
Professional fees	53,150	62,607	18,591
Salaries and benefits	261,850	258,702	225,831
Supplies	8,350	6,414	8,081
Telephone and fax	1,300	966	1,321
Training	5,000	-	2,926
Travel	10,450	7,542	4,386
	650,074	438,659	342,770
Surplus (deficit) before transfers	31,950	226,341	(45,670)
Transfers between programs	(31,950)	(182,518)	(25,357)
Surplus (deficit)	-	43,823	(71,027)

**Cowichan Tribes
Health**

Schedule 15 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2014

	2014 Budget	2014	2013
Revenue			
Aboriginal Affairs Northern Development Canada	330,991	373,404	430,759
Health Canada	3,666,005	3,792,971	4,670,209
Other income	280,015	612,986	497,748
Other agencies	271,108	257,855	350,074
	4,548,119	5,037,216	5,948,790
Expenses			
Amortization	-	47,088	57,874
Automotive	53,484	36,241	27,354
Bank charges and interest	-	21	
Community development	50,200	43,140	97,299
Consulting	670,500	877,786	710,568
Contracted services	57,230	75,644	255,437
Furniture and equipment	85,882	58,796	78,069
Honouraria	40,775	31,911	48,384
Insurance	120,780	102,851	118,212
Licenses and fees	52,360	57,804	40,626
Meeting	9,500	10,093	19,046
Office	42,774	44,829	44,820
Professional fees	8,500	5,631	8,070
Rent and lease	26,720	15,119	22,530
Repairs and maintenance	54,573	52,939	30,471
Salaries and benefits	3,722,970	3,434,477	3,256,798
Social assistance	50,900	52,476	63,304
Supplies	285,098	265,429	308,322
Telephone and fax	38,580	37,696	40,493
Training	130,846	97,059	136,420
Travel	127,841	121,944	136,682
Tuition and student expenses	6,000	2,200	4,339
Utilities	28,000	33,343	33,556
	5,663,513	5,504,517	5,538,674
Surplus (deficit) before transfers	(1,115,394)	(467,301)	410,116
Transfers between programs	141,889	134,634	298,993
Surplus (deficit)	(973,505)	(332,667)	709,109

Cowichan Tribes
Economic Development
Schedule 16 - Consolidated Schedule of Revenue and Expenses
For the year ended March 31, 2014

	2014 <i>Budget</i>	2014	2013
Revenue			
Aboriginal Affairs Northern Development Canada	209,315	209,315	282,315
Other income	-	-	64,410
Quw'utsun Cultural and Conference Centre	-	440,755	526,117
Earnings (loss) from investment in Nation business entities	-	1,281,125	(836,953)
	209,315	1,931,195	35,889
Expenses			
Amortization	-	84,565	78,910
Bank charges and interest	-	16,441	15,734
Community development	-	-	31
Consulting	-	36,938	9,064
Contracted services	-	125,808	13,800
Insurance	-	20,028	27,079
Interest on long-term debt	-	6,234	10,319
Office	-	20,417	27,760
Professional fees	-	2,811	8,325
Repairs and maintenance	-	176,783	33,516
Salaries and benefits	-	128,433	225,933
Supplies	-	125,189	151,600
Telephone and fax	-	-	6,230
Training	-	289	1,190
Transfers to Nations business entities	256,315	245,635	315,772
Utilities	-	5,037	38,625
	256,315	994,608	963,888
Surplus (deficit) before transfers	(47,000)	936,587	(927,999)
Transfers between programs	47,000	47,000	47,000
Surplus (deficit)	-	983,587	(880,999)