



**Pictou Landing
First Nation**

Annual Report 2020-2021



E'TASIW
MIJUA'JI'J
MEKITE'TASIT
Every Child Matters



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Cover photo: The cover photo of our beautiful community, photo courtesy of NS Lands.



**PICTOU LANDING
FIRST NATION**

Message from Chief and Council



Kwe' nitaptut,

Chief & Council is going to take a new approach to help communicate milestones with community members with a quarterly report.

It's a privilege to be able to work for you and work with council and staff to move our community ahead. We have endured a lot as a community and the county as we navigate through a global pandemic. Despite the obstacles, we have continued to grow and move forward.

We secured a partnership with Clearwater; 7 new homes were completed; our Store and Gaming Centre are both back to operating full time hours, this year we have funded approx. 11 students with additional funding for tuition and books, with a max of \$2500.00, and we've joined in a national movement, #OneDollar, #OneCanada, with Glen Haven Manor calling on

every Canadian to donate \$1.00 to Our Indian Residential School Survivors all over Canada. The EMT if you wish to donate is specialprojects@glenhavenmanor.ca

The past few months have been challenging for our communities as we mourn and remember the children who never made it back home from the Indian Residential Schools. This is a painful history we are re-living, and every day we have to remain strong and continue to progress.

Through our new update you will learn more about what have achieved as team. Engagement is key for council and we are working towards communication every step of the way.

Sincerely,

Chief Andrea Paul



Pictou Landing Chief and Council: Councillor Dominic Denny, Councillor Derek Francis, Councillor Jenny Fraser, Chief Andrea Paul, Councillor Haley Bernard, Councillor Wayne Denny, and Councillor AJ Francis.



CEO Message



To: Chief Andrea Paul, PLFN Band Council and the PLFN Community:

I will be completing my second year of service at PLFN in mid-November, 2021. It has been a year of extraordinary events.

The past year 2020-21, will go down as a “Plague Year”. Our staff, partners and government worked remotely for most of the year. Conducting business was complicated by the extraordinary demands brought on us by Covid 19. Over time we became more and more familiar with online meetings and being “on camera”. As well, visits to PLFN were halted so “in person” inspections and meetings became impossible. Finalizing program delivery and funding was much more complicated because government was working from home too. Consequently, some programs & projects have not advanced to the degree anticipated.

All PLFN staff, including Directors are experiencing a new reality as we must deliver key services and programs to the community despite a new reality forced upon us all by the “Plague Year”.

PLFN revenues were significantly impacted by Covid 19 too. PLFN OSR was down by more than 50% from projections. Fortunately, revenues from the 2021 fishing season have rebounded and PLFN is again on a good financial footing with the advice of CFO, Gord Jones. Wayne Denny, Dir. of Fisheries and his management team deserve mention for having led the Fisheries Department through the unforeseen challenges coming from the Covid 19 pandemic.

VCM manager and director, Jenny Fraser, and her team also deserve our thanks for keeping the VCM operating smoothly during the Pandemic. The VCM was a vital resource to the community during this crisis.

Health Director, Jill Cress and the Health Centre team managed the Covid 19 epidemic in the community. They, too, deserve our gratitude. Even while working from home,

Health Centre Staff worked closely with PLFN EMO and provincial and federal health authorities to keep PLFN healthy and safe. The PLFN community is substantially vaccinated against Covid 19 and complied well with all mitigation

recommendations and mandates made by Council.

The community has continued to evolve.

- i. PLFN invested in the First Nation Fishing Interest Group that acquired Clearwater Seafoods, the largest shellfish harvesting and marketing company in the world. While the investing First Nations are not expected to see a financial return on the investment for 7-10 years, in the meantime Clearwater is already seeking new avenues to hire Mi’kmaq throughout their operations. They hired a Native Employment Officer whose role is to identify opportunities for Mi’kmaq communities to place band members throughout Clearwater operations. Clearwater has also sought to purchase lobster and snow crab harvested by PLFN fishers. The third partner in the Clearwater acquisition is Premium Brands of Vancouver a diversified food and food services company. It too is considering how Mi’kmaq communities can partner with it in new



enterprises, including aquaculture.

- ii. Over the past year PLFN students and staff have moved into the new PLFN school. The school year has been successful despite the challenges brought on by Covid 19.
- iii. We acknowledge that housing is in a crisis situation at PLFN. As a first step in correcting that crisis, our directors are working to finalize development of a new subdivision at PLFN. The new subdivision will be laid out to accommodate 30+ new building lots. Subject to subdivision approval by ISC we hope to begin development before the new year.
- iv. During the past year PLFN received almost \$1.3M funding that was used to build seven permanent homes at PLFN. The construction was completed in the homes are now occupied.
- v. Housing construction at PLFN is now stopped until new building lots become available. The housing committee is working toward program development that would permit band members to build their own homes at PLFN; subject to conditions.
- vi. We have also completed construction of sidewalks in the community making walking in the community safer. Speed bumps and signs have been installed in the community.
- vii. Along with the new sidewalks benches and garbage cans have been installed along the route to improve the community.
- viii. Monies borrowed from the Housing Trust to begin construction of seven new homes at PLFN have been returned to the Trust.
- ix. PLFN has rejected the remediation Plan put forward by the Province of Nova Scotia (PNS) that would have meant continuation of the toxic waste site at A'se'k.

What are we hoping to do in 2022?

- a) We hope to renovate the Health Centre to improve its accessibility and service delivery for the community;
- b) we hope to renovate the old school making it a community hub where activities for elders and other community organizations could be held. We are also seeking funds to develop a new sport and Mawio'mi grounds.

- c) We are seeking funding to construct more housing units at PLFN;
- d) We are working with provincial health authorities to retain another medical doctor and other needed staff to work at PLFN.
- e) We are seeking new business opportunities to diversify the community economy, provide jobs, and protect own-source revenue needed to deliver programs and services at PLFN.
- f) We are seeking new infrastructure in the community that could provide opportunities to community members or improve community wealth & wellness.

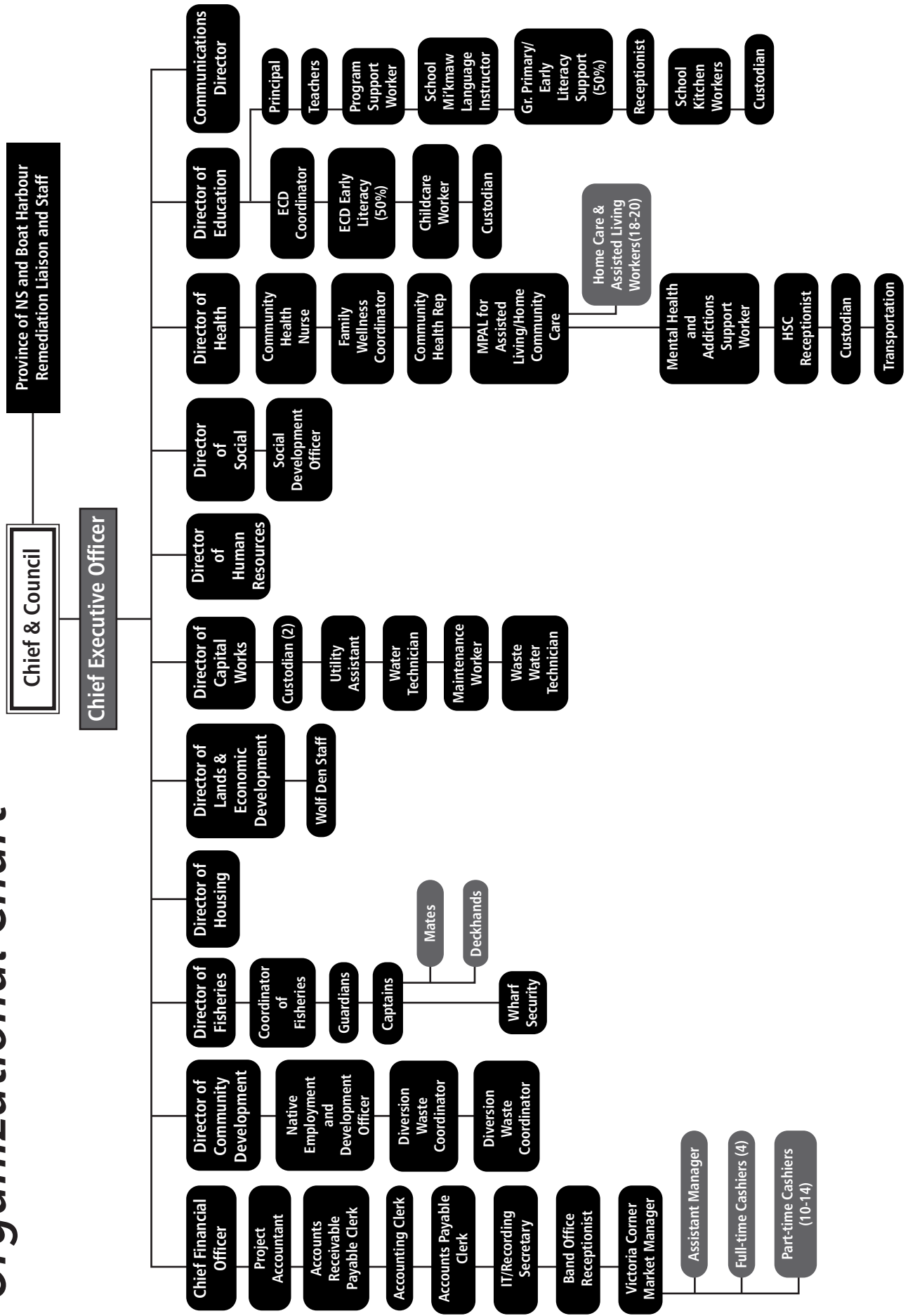
Contact me at your convenience:

If any PLFN band member have any suggestions about what can be done at PLFN to improve the community or Band Administration's delivery of program or services in the community, please contact me at 902-752-4912 (107) at your convenience or by email to jeff.s@plfn.ca.

Per: Jeffery Slivocka, CEO – PLFN



Organizational Chart



Health Centre



The Health Staff have spent most of the year managing the COVID-19 epidemic in community. The year started with staff still mostly working from home but Health Staff moved back into the health center on July 2nd. Staff continued to help with EMO, COVID planning and then began vaccination clinics in community. We continue to work to improve the vaccination rate in community while trying to get other programs up and running again. As we learn to live with the new reality of COVID staff are learning to do things in new ways. For example, this year we did a take-out Christmas dinner so Elders still got the anticipated festive meal from the health center. We hope soon Vaccination rates go up and cases go down so we can come together on a more regular basis.

Mental Wellness

Kelsey Benoit is our new Mental Wellness Support Worker. Kelsey has worked on activities in the community as well as support individuals with Addictions issues in getting the necessary supports including Mental Health clinician referrals or support in getting into Detox, in-patient or day programing.

Mental health counseling. If any community member is interested in accessing mental health supports, please contact Kelsey at the Health Center.



We continue to work with Nova Scotia Health who provide us with two half time Mental Health Clinicians, Emma Larson-Ure who works children and youth and Michelle LeBrun, who works with adults. Michelle has decided to take on a new role and we now have a new adult clinician Larrissa Verhoeven-Griffin. Both of these clinicians are full time but are shared. Positions with Paqtnkek Mi'kmaw Nation. Pictou Landing Band members are also able to access services from a variety of private Mental Health Clinicians through Non- insured Health benefits,

Home Care

Sarah Colborne, LPN is now the Home Care Coordinator. She has been working closely with community members in ensuring they have access to home support services in community. She has been doing reassessments and new assessments as they come up. Some new programs we added this past year are home care drives for clients to get to appointments and have support to do errands in the New Glasgow area. We have started the home care meals program which is for any client enrolled in the home care program requiring nutritional support, the meals provided are bought from Summer Street Industries.

Maternal Child Health and Community Wellness

COVID has proved to be a challenge to the MCH program because normally it is a lot of gathering, workshops and home visits. Autta has been able to find ways to safely host some workshops and cooking classes for youth as well as continue the pre and post natal home visiting program. MCH partners with the Mental Wellness program to offer joint programs for



community and as restrictions ease, we will see more and more workshops, programs and events.

Community Health Nurse

The Community Health Nurse (CHN) provides a prevention approach to disease and supports chronic health management. The CHN provides immunizations to all ages, well baby

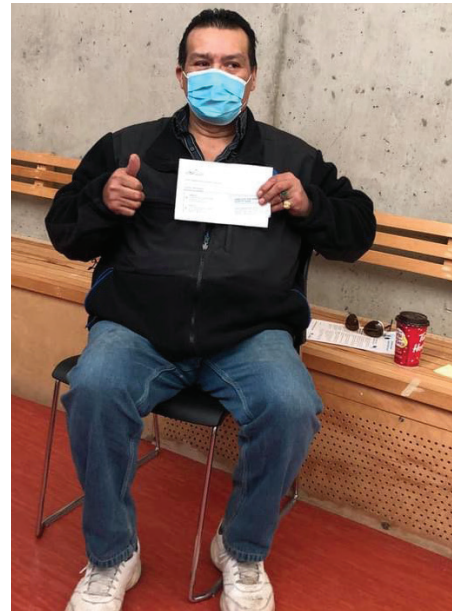


visits, prenatal & postnatal support, home care coordinating, monitoring and supporting for acute care management, chronic disease prevention education, chronic disease management and follow up. The CHN works closely with all members of the Health Care team and administrative buildings in the community to provide support to health programming. The CHN provides education support to the Pictou Landing school with a tailored focus to all ages. This year included providing support, education and resources to support the Covid-19 pandemic.



Community Health Representative

The Community Health Representative (CHR) Darlene Bachiri, has been promoting health through workshops, Prevention programs such as foot care and diabetic clinics and one on one meetings with community members. The CHR also look after the prenatal, post-natal program through the Canadian Prenatal Nutrition Program by managing the Milk token program. They work with other health staff or the band council when there is a need for communication concerning individuals in the community. The CHR also input Transportation into MTRS, a recording system of the medical trips that are made, either by van or the medical drivers in the community.



Education



Grade 12 graduates – 11

PSE graduates – 7

PLFN School -

- New School: Students and staff have moved into the new building. We are going through some growing pains right now but everything will work out. Landscaping and fence installation have been completed and the school grounds look beautiful.

Still to be done -

Community Memorial Wall, display mannequins, cultural artifacts display (partnering with Mi'kmawey Debert & PARLi-brary), time capsule.

- COVID funds from MK were used to hire a person to do daily sanitizing at the school. Darren Bernard was hired for this position.

Mi'kmaq Language & Culture -

- ILC (formerly ALI) proposal submitted to Heritage Canada: applied for funds for 'Project Teams' proposal. Teams from the community will work on 3 short-term projects – 1) creating a forestry key chain – partnership with Mi'kmaq Forestry, 2) language collection & TPR dialogue, 3) Centralization learning resources – partnership with Mi'kmawey Debert. \$116,617 was approved.

Community Gardens/Food Security -

- A 3-year funding commitment was made with United Way of Pictou County. They will provide \$6000 for the next 3 years for our community gardens. This year, the funds were used to hire Mary Irene and Shawnee to revamp the garden beds at the old school. Funds were also received from CMM to hire a Youth worker (Shawnee) for this same purpose.

Post-Secondary Education (PSE) -

- Funds were received from MK to hire a PSE Navigator. Lindsey Denny was hired to provide assistance and support to PSE students who were dealing with on-line classes due to

COVID. Kamden Nicholas was hired to open a room at the old school as a Study Room.

- Laptops were received from Digital Mi'kmaq as a one-time support for PSE to support them in on-line learning. This was very well received from the students.

Working On:

- Working on a policy for After Hours use of the school, Kitchen and Gymnasium
- Research - how do we strengthen STEM outcomes for our students
- A program to train Elders to be involved in the classroom, Elders in the Classroom program. For next school-year, we will pilot an Early Education Language Elder. This position will have an Elder speaking Mi'kmaq to the students and staff and encouraging them to speak Mi'kmaq.
- Math in Motion with concentration on carpentry. Need to find a room to house the program.
- Find funds for an art program at the school
- Training program for our Student Support Workers
- Petroglyphs – panels to explain what they say - project which may be student-led
- Continue with funding search for trails. This is a continuation of the new school construction. The trail will run behind the school and into the wooded area beyond the swamp. An outdoor classroom setting will be created where teachers can take the students out for class work and community can use for whatever.
- Secure funds for Maliumsin project. This will focus on personal care such as washing hands, sneezing, bullying, etc, with instruction to be led by an Elder. Mi'kmaq language will be included in the curriculum.
- Looking for funds to install fencing around 3 sides of the basketball court at the school, as well as convert it to a skating rink in the winter.



Pictou Landing First Nation Early Childhood Programs

Aboriginal Headstart On-Reserve:

AHSOR is a program that supports activities focused on early childhood learning and development for First Nations children. The goal is to support programming that is designed and delivered by First Nations communities to meet their unique needs and priorities. All AHSOR programs include six components: culture and language; education; health promotion; nutrition; social support; and parent and family involvement. The children will learn the six components through play, peer interaction and some teacher directed activities. We are focusing more on the Culture and Language. We are a play-based program. The children will learn the language through TPR (Total Physical Response). TPR is a method of teaching language or vocabulary concepts by using physical movement to react to verbal input. The process mimics the way that infants learn their first language and it also proven to reduce stress. It has given us positive outcomes when we started this last year. We start every day with a smudge.



Culture and Language

Our program focuses on language and culture. We believe our language and culture plays a positive role in a child's development. This is a great opportunity for our children. This year we have a language elder, Lorraine Francis, who will be focusing on encouraging children and staff to speak in Mi'kmaq throughout the day. She will be providing support in K4, child-care and Primary class as well.

Education

Education is a key social determinant of health and, especially in the early years, can have a major influence on the health and quality of an individual's life. The education component promotes life-long learning with activities that encourage a child's readiness to learn. Activities also focus on the physical,

spiritual, emotional, intellectual and social development needs of children. We also have an outdoor education program and a swim program. The children will be going outside daily for recess and outdoor education. Outdoor education will incorporate the cultural exploratories.



Health Promotion

The health promotion component encourages children and families to have a healthy lifestyle. Programming promotes physical activity, such as playground activities and traditional games. Staff promote self-care, such as helping children to brush their teeth and healthy eating. We will invite community professionals when needed such as the Children's Oral Health Initiative (COHI) representative to teach about the importance of brushing your teeth.

Nutrition

Nutrition is an important part of healthy living. Good food can improve an individual's health and poor or inadequate food can undermine health. Good eating habits established early can lead to better health throughout life. Programming offers nutritious meals at lunch and we will incorporate a healthy living unit into the program.

Social Support

Social support is an important social determinant of health. Quite simply, the support of family and community is critical in determining an individual's health. Many First Nations people experience strong social support. The social support component informs parents and guardians about the resources, services and health providers available to them to achieve a healthy and holistic lifestyle. We like to help where we can. We have partnerships with other programs and organizations such as Social, Education, Health, RCMP, etc.



Parental and Family Involvement

The parental and family involvement component recognizes and supports the role of parents and family as the primary teachers and caregivers of their children. Programming provides opportunities for participation in parent/guardian committees, children's field trips and other activities we will have throughout the year such as our Mother's Day tea, Holiday Parties, etc. We hope to continue this when the Covid restrictions are lifted.

Why is Aboriginal Head Start On-Reserve Important?

- Since early life is critical to lifelong health, programs focus on early childhood development, in a culturally appropriate manner, to support the spiritual, emotional, intellectual and physical growth of a child.
- It supports and encourages children to enjoy life-long learning.
- It supports parents, guardians and extended family members as the primary teachers.
- It encourage parents and the broader First Nations community to play a role in planning, implementing and evaluating the AHSOR program.
- It builds partnerships with other community programs and services to enhance the program's effectiveness.
- It encourages the best use of community resources for children, parents, families and communities.



Child Care Program:

Our child care program is a non-profit organization and is open to working parents and secondary and post secondary students. It is funded through the METS program. We get funded for 12 seats. We strive to create a healthy, nutritional and FUN environment for your child. Children learn through play in a holistic environment, where there is a balance between child-directed and teacher directed activities. All activities are

age appropriate and will meet the child's developmental level. The teachers encourage positive social interactions among the children.

The Pictou Landing Child Care program is committed to providing a developmentally age appropriate program that will meet the needs of the child in a holistic environment. We provide



- A safe and pleasant environment for the child
- Outdoor play and education
- Nutritious snacks and meals
- Play-based program
- Adequate rest periods
- An open invitation to the parents/guardians
- Reasonable rates (money collected goes towards the snack program)

\$20 per day for one child

\$27 per day for two children

\$30 per day for three or more

For both programs our objectives are:

1. To create a culturally relevant program for Mi'kmaw Children.
2. To create Mi'kmaw resources to be used by the parents.
3. To provide to Mi'kmaw children the holistic high quality care and education as any other children.
4. To teach our children the values, language and traditions of the Mi'kmaw culture through our Immersion Programs.



Pictou Landing First Nation School Report for Academic Year 2020-2021

The 2020-2021 school year was very different due to the Covid-19 pandemic.

Our school followed all public health protocols, and students were welcomed back to in-school learning in September 2021.

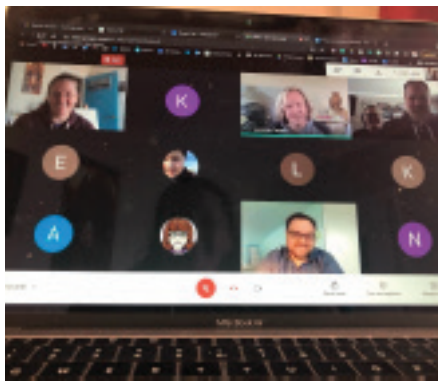


All field trips, extracurricular activities, provincial assessments, and whole school-community gatherings were not permitted this year, but we still managed to have a positive year of learning.

We were very fortunate to have a brand new school with an excellent ventilation system, windows that open, wide hallways for

physical distancing, and a wonderful outdoor area to bring learning outdoors as much as possible. When Covid restrictions lessened, our physical education teacher began a Hike Club for senior students. Small numbers of students were able to participate in this and even help lead Hike Nova Scotia walks in the spring, learning to further appreciate nature.

Student support for children in need was increased this year with the decision to hire a special education teacher. In addition, with the help of funds from Jordan's Principle, we were able to hire student



support workers for children with behavioural or academic difficulties. This enabled them to become more independent and be included in regular classroom activities.

As a result of the 3rd wave of Covid-19 and rising cases in Nova Scotia, all school buildings closed for the month of May and went to on-line learning. Our teachers were prepared for this. They had practiced with their students over the year in order to prepare them for the possibility of remote learning. Our technology integration teacher made this a smooth transition when it did happen. Our students were provided with an iPad and training to join their classes from home.

The See-saw online platform has proven to be an effective communication tool, as well as a



learning platform for all students. While we were able to be in the school building for most of the year, we were not able to have a Christmas concert, but we did do a virtual concert with all classes participating. We also had virtual visits from Henderson Paris, Jonathan Torrens, and the CMM dietician.

We were also able to make use of our Digital Media room this year.

Our Technology Integration teacher worked on videography with our middle school students. When Covid restrictions are removed, we hope to make much more use of this state-of-the-art equipment.

Our students were involved in some Project Based Learning. The Grade P/1 class made bird feeders to help the birds in winter.



Our Grade 7/8s took part in a boat painting project with the support of Mi'kmaw artist Alan Syliboy. They researched about the petroglyphs and then painted one of the boats they had built last year. This boat is now in the Maritime Museum of the Atlantic in Halifax along with video of our students talking about their project.

Our Grade 5 class raised awareness and donations for the SPCA. Our students participated in a Maple Syrup project which included tapping the trees, gathering the sap, and boiling it up to make syrup.





We were very fortunate this year to have a teaching support staff member share her gifts of prayer and smudging. We were donated sage and smudge bowls from MK, and she led our stu-



dents in morning smudges or whenever needed. The students also learned about the protocol of smudging and learned how to do it themselves and for others. This staff member also took the lead in creating a medicine garden in the front of our school. This has served as a way to learn about and honour the medicines found in nature.

With the horrifying unearthing of unmarked children's graves on the grounds of residential schools across Canada, our



students and staff participated in some healing ceremonies including painting rocks with heartfelt messages, and laying them in our medicine garden as a way to commemorate the children who never made it back from those schools and also to pay respect to the survivors.

Despite Covid restrictions, we were able to have an outdoor graduation ceremony for our Grade 8s with fewer numbers of guests than usual. Elder Ralph Francis was our Guest Speaker.



Lands and Economic Development



Boat Harbor Cleanup

The clean-up of Boat Harbour is still in progress. The start of clean-up has been delayed by a Federal Environment Assessment and Chief, Council and Kara are still in discussions with the province on that issue. My main focus regarding Boat Harbour is on land issues and other things such as permits. We are also working with the province in acquiring all lands in and around Boat Harbour that are owned by the province, including the lands at the entrance to Boat Harbour.

Land Gifted to Pictou Landing

A portion of land owned by The Palmers situated next to the pipeline was to be gifted to Pictou Landing First Nation. Unfortunately, this transfer of lands has not yet completed and progress is very slow. Burial site location may be as large as 20 acres and we are still negotiating with the Palmers on acquiring this land.

Land-use Plan

The land-use plan (LUP) for the future use of Boat Harbour is still available. The purpose of the LUP was to solicit information from the community regarding the vision, ideas, suggestions and future use of lands and water in and around Boat Harbour. If you want a copy of the LUP please let me know.

Solar Park, BH West IR37

We are developing a plan to locate a \$20 million dollar, 10MW solar park at the west end of Boat Harbour West IR37. We are still gathering details and looking for funding sources. We will have more details at the AGA. As soon as we have all the information on the project, we will be making a presentation to the community for your feedback as the project will require land to be "Designated" along with a referendum vote. This solar park requires about 40 acres of land.

Ball Field, PowWow Grounds and Subdivision

We are working on a plan to develop an area up above the school grounds and on top of the hill to develop a location for a ballfield, powwow grounds and a possible location for a new

sub-division. At this point we are still in the planning stages. On the topic of ballfield and powwow grounds, Cynthia Denny would have more information.

HIGHLIGHTS ON ECONOMIC DEVELOPMENT

Solar PV Project

Pictou Landing school solar project was approved by the province for a 75 KW photovoltaic (PV) project. This project is more than twice the size of our existing 30 KW system installed at our Administration Building. The solar project is located near the school and should be completed by end of September. This PV project will have a computer display in the school to monitor energy generated as a part of their education on climate change and renewable energy.

VLT Gaming

The VLT gaming building has been open for about three years now and we are pleased to let you know that it has been a success. If you recall, we were allocated 25 machines of which 15 were placed at our Gaming Building and 10 machines were leased out to Acadia First Nation. Our Gaming business has created up to 10 jobs for our band members and has also generated about a half a million dollars per year in profits towards our band programs.

Wind Business

Currently, PLFN has ownership in two separate wind projects-Amherst and Auld's Cove. In Amherst, the 13 Nova Scotia bands have a 50% ownership on a project that consists of two wind turbines. PLFN (along with other 13 NS bands) has 1/13 ownership of that 50% while the other 50% is in partnership with Natural Forces. This wind farm consists of two 3MW wind turbines that are located on the north side of Amherst.

The other wind project that we have ownership is in Auld's Cove, located halfway between New Glasgow and Antigonish and near Barney's River. It's those three wind turbines you see on the top of a hill on your left when driving towards Antigonish. We own 50% (in partnership with Natural Forces) of the



last wind turbine closest towards Antigonish. This wind turbine is a 1.6 MW Enercon wind turbine. Last fiscal year (January 1 to December 31, 2020) the wind turbine generated about \$163,000.00 for our community. When the wind is blowing and our wind turbine is in operation it can generate enough energy to power about 400 homes.

10 MW Solar Park, Boat Harbour West IR37

As stated above in the lands section, PLFN, in partnership with Lindsey Construction, is investigating the concept of placing a 10 MW solar park at the west end of Boat harbour West IR37. It is a \$20 million dollar capital project that could generate about \$600,000.00 per year in revenues of which the band would get at least half or more. The solar park requires about 40 acres of land. It is estimated that it will create about 15 to 20 jobs during construction and possibly 2 full-time jobs during operation. Still in the planning stages and will update more at AGA with facts, figures and maps.

New Business Opportunities

PLFN continues to investigate new business opportunities as they arise. In the past we have had discussions on such projects as the huge LNG project in Guysborough, large wind developers, battery backup systems for Nova Scotia Power, consultants on campgrounds, and a number of other projects-big and small. Also included on the list are a number of companies who are interested in participating in the remediation of Boat Harbour.

Investment Performance

As you well know, our BH Trust funds are still being invested with the Bank of Montreal Trust. The allocation is about 55% in stocks and 45% in bonds. As a result, our funds have done well in fiscal year 2020 and currently our funds are up about 8% for this fiscal year (2021). Current value of our investment funds is over \$25 million. Congrats to Chief and Council.

Open Door Policy

Please come and see me anytime if you need assistance or want to discuss business planning, feasibility study, marketing, funding or any other business or land issues.



Boat Harbour Remediation



“Maw-Lukutinej Waqama’tuk A’s’e’k”
“Let us work together and clean up Boat Harbour”

Kwe’

As a part of the Boat Harbour Remediation Project, it was determined that a Community Liaison coordinator would be hired to work closely with our community, Chief and Council, representatives of the Province of Nova Scotia, and private sector consultants and contractors to assist with opening the lines of communication between all stakeholders. Kara Boyles took over the role of the Liaison in March of 2021.

We started off this year celebrating one year of clean breathing as the Northern Pulp Mill has ceased operations; this was done safely as we are still in a global pandemic. Community members were able to gather and listen to a broadcasted speech from Chief & Council, also hear for the first time a beautiful song that was composed with our community elders in mind. A community smudge and parade wrapped up the celebrations and a take away meal was provided.



April of this year the department provided funding for fifty fruit trees to be grown and enjoyed by community members as they begin to rebuild the trust in the air and soil quality within the community.

In June Madison Nicholas was hired as the A’s’e’k Legacy planner. Madison has been hired to help community members engage in planning for the future of Boat Harbour. Madison has been faced with many challenges because covid restrictions, however she strives to maintain a safe way to connect with the

community and was able to hold her first elders’ info session in August.

There was a fish kill at Point C in July; prayers and tobacco were offered to the fish and waters.



We also welcomed another new face in the Boat Harbour Remediation Project, Lucy Francis joined the team in August as the Indigenous Habitat Participation Program Engagement Officer. Lucy’s overall objective is to engage with community members to identify and understand community priorities and recommendations for partners as it relates to fish and fish habitat conservation and protection; engagement and communication from Governments; and understanding, gathering and protection of indigenous traditional knowledge.

September we were able to help with both the Native women’s and the Youths annual moose hunts by contributing \$5000.00 to each group to help with the costs associated with hunting and gathering food, this was possible due to the displacement and loss of use of our traditional hunting and gathering grounds at A’s’e’k.

The Boat Harbour Remediation Project team is continuously meeting with various stakeholders and people of interest on this project as we continue to grow our networks we are learning as much as we can and try to seize any opportunities that arise.



Update from NS Lands

The remediation project is currently undergoing a federal environmental impact assessment review by the Impact Assessment Agency of Canada. This has been ongoing since 2018.

NS Lands is currently preparing responses to information requests, which are formal questions involving technical clarifications about the scientific support for the Project. These have been submitted by Nova Scotia Environment and Climate Change, Environment and Climate Change Canada, Health Canada, Fisheries and Oceans Canada, Pictou Landing First Nation and the Impact Assessment Agency of Canada. Many responses have been already provided to the regulators and responses to all questions received to date are expected to be submitted back to the Impact Assessment Agency in the next few weeks.

NS Lands took over operational control of the Boat Harbour Effluent Treatment Facility, or the Facility, in June of 2021. This means that Northern Pulp is no longer managing the site. NS Lands is managing the day-to-day operations, including water sampling on site and operation of the aerators. The Facility operators are now employees of NS Lands and have been working hard to keep oxygen levels up in the water at the site to try to minimize any algae growth. This has been a bit of a struggle over the past couple of months, which is common in warm waters in lakes and ponds across Nova Scotia during warm summer conditions. To help with that, NS Lands installed a new bubbler system at Point D (between the road and the dam). The bubbler system is used to bubble air into the water through a system of pipes. There have been some instances of low oxygen in that area this summer, which lead to algal growth, die off of algae and some odor.

NS Lands is also looking at coming up with an alternative to the use of the aerators in Boat Harbour which will be quieter than those currently in use.



WSP Consulting is doing a sludge thickness survey in the Aerated Stabilization Basin, or the ASB. Just like NS Lands did for the Boat Harbour Lagoon, the ASB sludge thickness is being determined to give a better idea of how much contaminated sludge is in the ASB. This will help refine estimates so contractors bidding on the remediation project will better understand how much sludge needs to be removed from that area. WSP is using the same fluorescence technology used for the Boat Harbour Lagoon, along with core samples for verification. The work began at the end of September and is expected to be finished by November.

NS Lands have welcomed Kara Boyles to the role of Community Liaison Coordinator for PLFN and have been communicating with Kara regularly, although there is not a lot going on at the site while the environmental impact assessment is underway.

Now that a Covid-19 vaccination program has been rolled out and the Project Management Team at NS Lands is fully vaccinated, they are looking to resume regular Boat Harbour Cleanup Committee meetings. A firm date has not yet been set as Kara has been working hard to line up participants' schedules.

Community Development



The staff of the Community Development Department continues to create opportunities in areas of employment, skill development and career advancement for the benefit of community members. This was a challenging year transitioning new staff, COVID-19 and limited resources but as always, the team remained committed and continued to provide services as required.

Our department's core funding comes from a sub-agreement with Mi'kmaq Employment and Training Secretariat (METS) who is the main ASETS (Aboriginal Skills and Employment Training Strategy) agreement holder for all thirteen (13) First Nation Communities in Nova Scotia as well as Indigenous Services Canada (ISC)'s Community Development Program via Confederacy of Mainland Mi'kmaq (CMM).

As with all programs, funding is limited so we are constantly sourcing out partnerships both internally and externally so we can provide as many services to the membership that may not otherwise be possible.

'Pictou Landing First Nation aims to be a business-minded community known for hard work and perseverance. Creative and strong, the people of Pictou Landing First Nation are a community working together toward a sustainable future and a beautiful place to live, without losing sight of the past.' – Community Vision for Economic Development Strategy 2015

PROGRAMS & PROJECTS:

Finding Your Inspiration Program (FYI) – In partnership with PLFN's Chief and Council,

Education, Health & METS departments, we were able to offer 10 (ten) community youth this program which was designed to encourage youth in Grades 9-12 to become career-minded prior to applying to and attending post-secondary institutions. All activities provided education through skill building workshops, exposure to training institutions through post-secondary visits/training college visits and subsequent work experience through on the job training via the PLFN Summer Student Employment Program.

Funding sources:

- PLFN METS - \$6225

Social Enterprise: First Nation Flavours (FNF) Ice Cream Stand – FNF is geared as a social enterprise to create employment for the youth of the community during the summer months. This enterprise is designed to provide youth with valuable work experience in the customer service industry and also skill development in supervisory & management roles. We provided 6 students with work placements in Summer 2020.

Funding sources:

- Victoria Corner Market - \$7745
- PLFN METS - \$650

PLFN Business Grant & Equity Program (2020) – With the proceeds from PLFN A'se'k Trust through a community referendum process in October 2019, this program has assisted 67 submissions from band members with funds for business start-ups, equity financing, and crafters/youth grants. This Program ends Nov 2021. The following is a summary of the 3 programs:

1. Business Grant & Equity Program (General Fund)

Program Budget:	\$ 86,600
Number of approved submissions:	8
Total amount approved:	\$ 39,000
Balance remaining (as of March 31, 2021):	\$ 47,000

2. Youth Grants

Program Budget:	\$ 5,000
Number of approved submissions:	3
Total amount approved:	\$ 750.00
Balance remaining (as of March 31, 2021):	\$ 4250

3. Crafters Grants

Program Budget:	\$ 58,400
------------------------	------------------



Number of approved submissions: 56
Total amount approved: \$ 58,400
Balance remaining (as of March 31, 2021): \$ 0

Summer Student Employment Program (SSEP) – With external funding sources from ISC’s Youth Employment Strategy (YES), Employment & Social Development Canada (ESDC), Youth Corps (Clean NS), and our own ASETS Program (METS), we provided up to 14 weeks of work placements for 16 high school/mature students. To help these students prepare for future in the working world, they had to compete for the summer student positions by applying and/or interviewing for the jobs. To assist with the coordination and student placements, we hired a Summer Student Coordinator to manage the training sessions, job postings, job placements, supervision of students, and final reporting. This program ran from May to August 2020.

Funding sources:

- PLFN METS - \$2500
- PLFN Fisheries - \$4,100
- Clean NS - \$4,750
- YES - \$27,369.00
- ESDC - \$13452.00

PLFN Waste Diversion Program – In partnership with Mi’kmaw Conservation Group’s Mi’kmawey Green Communities Program & ISC, the PLFN Diversion Coordinator coordinated activities to help lessen the community’s landfill waste by reducing/reusing/recycling through workshops, waste management networking and community clean up events in 2020/2021.

Funding sources:

- ISC - \$68,107.16

Statistics:

- Five (5) students were sponsored to attend and/or participate in programs at the local Nova Scotia Community College.
- One (1) band member registered as Trade Apprentices.
- Four (4) band members were assisted with a Work Experience Program.
- Ten (10) band members were assisted with a Skill Development Program.

- Twenty-two (22) band members were assisted with employment initiatives through the YES, ESDC, ASETS, and NS Youth Corps.
- Sixty-Six (66) Band Members were assisted with grant proceeds from the PLFN Business Grant & Equity Program 2020/2021.

Submitted by:

Heather Mills

Director of Economic & Community Development



Social Department



FOOD PANTRY:

The Social Department was successful in obtaining funding through the Indigenous Peoples Resilience Fund to open a food pantry in the community. Although there is limited money available to continue to operate the food pantry the social department will continue to submit proposals to other funders.

LEARN HOW TO SEW:

The Social Department was successful in obtaining funding through the Building Vibrant Communities Program to start a sewing program in the community. The sewing program will teach individuals the basics of sewing.



Victoria Corner Market



Victoria Corner Market (VCM) is a band-owned business. It has been in operations for 17 years. VCM offers a wide variety of products such as grocery items, snacks, lotto, tobacco, fuel and general merchandise.

Staff: Manager: Jenny Fraser
 Assistant Manager: Mary Stevens

 Full time cashiers: Tim Christmas
 Nancy Prosper
 Janice Francis
 Destiny Francis
 Laura Nicholas

Part-time cashiers: There are currently six part-time cashiers employed at the VCM

Contact information: Store number: 902-755-9800
 Fax number: 902-755-9801

ANNUAL DONATIONS

- St. Anne Mission
- Pictou Landing Native Women
- Pictou Landing School
- Waste Management programs
- Sponsorship of sport programs
- March Break Activities
- Funerals-Salite
- Mother’s Day Dinner
- Father’s Day Derby

- Annual General Assembly
- Remembrance Day Memorial
- Kids Christmas Party
- Band Council Staff Party
- Indian Residential School event

The proceeds from VCM are used to pay the operations of the store. Our quota tobacco accounts for the major profit at the VCM and is used to pay the store’s expenses, Community Support (Chief and Council Requests), Student Support including Student Rent/Monthly Stipend, Tuitions & Recreational expenses for band members such as gym memberships, hockey, gymnastics etc. Our hours of operation are as follows:

Monday – Friday 7am-11pm, Saturday-Sunday 9am-11pm. We serve up to 200 customers a day.



Victoria Corner Market

Statement of Operations Income

For the year ended March 31, 2021

Revenue

Fuel	\$638,514
Groceries	877,272
Tobacco	2,696,383
Other	22,306
	\$4,234,476

Operating

Administration	\$16,704
Bank and interest charges	4,342
Depreciation	5,811
Fuel purchases	584,477
Insurance	4,444
Professional fees	448
Repairs and maintenance	23,479
Store purchases	712,749
Supplies and expenses	28,987
Tobacco purchases	2,019,526
Training	175
Utilities	28,936
Wages	357,138

Operating expenses \$3,787,218

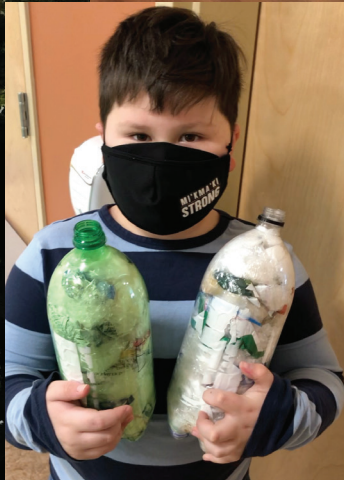
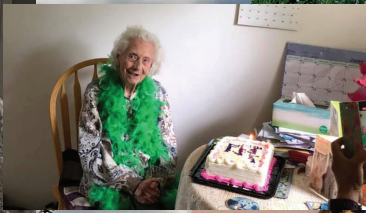
Operating profit \$447,258

Chief and Council (Community Support) \$169,267

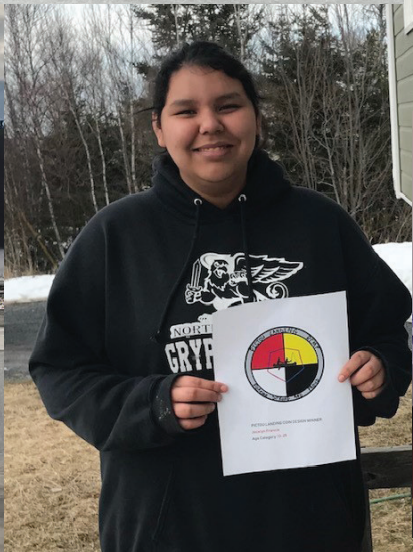
Community Contribution \$277,991



PLFN 20



2020-2021



Capital and Public Works Department



Bigger and Brighter for Tomorrow:

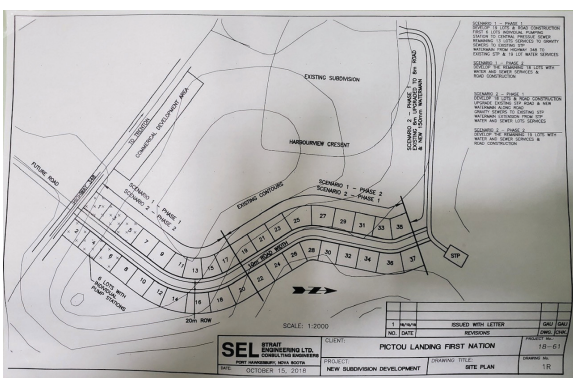
In the last year, we have made some upgrades to our beautiful community. The capital department has been working on safety for all members. We have identified some dark areas in our community and are working to get the lighting fixed in these areas and more added.

Speed bumps have been installed around the community and signage has been installed. There will be more speed bumps to come over the next bit. Our sidewalk has been completed and new benches and garbage cans were installed along the route and really make the community look beautiful.

Capital has been working tirelessly on the development of new homes and apartment complexes at two locations.

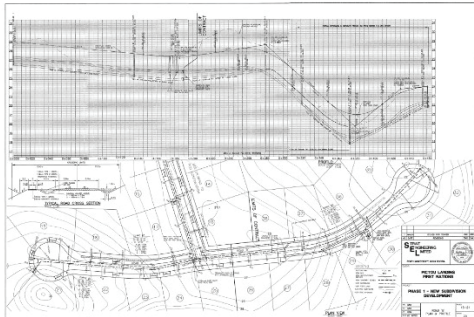
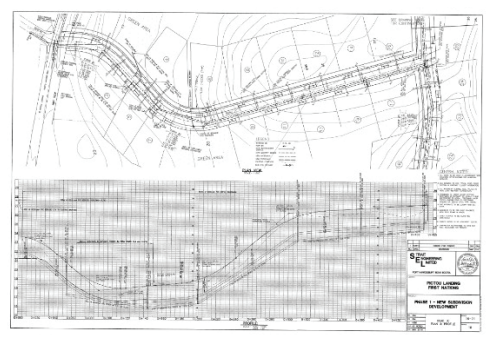
maintenance for all our community buildings.

We also completed an application for upgrades to the old school. This would make the old school into a community hub, with rooms for Elder activities, cooking, crafts, youth to gather and more. We also applied for funding to upgrade the Michael Wayne gymnasium. These upgrades would provide proper insulation or heating and cooling and ventilation. This would provide a warm space in the winter and cool in the summer months for community to gather. We also applied for funding with the MPAL leader to have a new baseball field and Mawio'mi grounds. Fingers cross this gets approved and we can work to secure the location with Chief & Council and Community.



Our water and sewer applications have had many upgrades as well as our distribution system, computer upgrades, including both software and hardware and we have been adding wells for future expansion of our community to secure safe drinking water for all. The sewage system has seen upgrades to all the computer components and new pumps were installed to help sewage travel from the lift station to our sewage treatment plant. The Grinding Machine (Muffin monster) was also upgraded, this will help break everything up so there is less strain on our sewage system, it will also make travel from plant to plant more smoothly. All our fire hydrants have been tested and are all in working order.

We have also had some new hires in the Capital Department. Robert Francis has joined our team in sewage operations and Jayce Bernard has been hired to help with community



Housing Report



Significant change happening in Housing

Canada Mortgage and Housing Corporation (CMHC), announced more than \$1,270,000 that supported the construction of seven permanent affordable housing units for individuals and families in Pictou Landing First Nation through the Project Stream under the Rapid Housing Initiative. These homes have been completed and are occupied. The June Attestation for the 7-Unit Project has been sent in to CMHC. All the work is complete with the exception of the landscaping. There has been no one available to do the work. Still looking.



All the occupants are moved into the three units that were freed up from the 7-Unit Project, with the exception of 65 Eagle Road. The householder is still working on his furnishings.

Renovations are on-going. Emergency work had to be performed at 70 Beach Road as the rain penetrated the roof in a rain event. Work is being done by Simon Prosper.

Progress is being made at 120 Birch Street and 88 Eagle Road. 88 Eagle Road requires one more quote before work can continue.

The 3-Unit renovation project is moving forward. There were

some unforeseen issues that had to be dealt with such as improper or no flashing installed at the patio attachments to the houses which caused water damage to these units. Windows were not properly flashed as well. Plywood and insulation had to be replaced.

There are two units 107 Maple Street and 6537 Pictou Landing Road both require walk-in bath tubs because of medical conditions. Unfortunately, there are no tub units available for the time being as the supply stores are experiencing various shortages.

The roofing jobs have been put on hold temporarily as the price of materials for metal roofs have sky-rocketed. We are going to build with standard roofing shingles instead. This is, also, based on material availability.

The unit located at 49 Maple Street is basically ready for occupation. Some minor work still needs to be done but that can wait until the unit is moved to the sub-division as the move itself could cause damage. A letter (Offer for occupancy) is ready for Chief & Council to sign and given to the householder before he moves in.

We still need a name to be attached to this year's Section 95 house. The sub-division does not need to be ready as long as we have a name and the size of the unit to submit to CMHC. Housing list is provided.

For this year's RRAP, I strongly recommend that it be used to work on the unit located 124 Beach Road. There is an individual living at the unit with a disability. The RRAP, Jordan's Principal funding and the band's contribution would suffice to do all the work. The RRAP value is up to \$15,000 as is the amount available through Jordan's Principle.



Fisheries Report



Pictou Landing First Nation Fisheries Staff:

Wayne Denny – Director of Fisheries

Marsha Mills-Fisheries Coordinator

Dominic Denny-Guardian

Cheryl Bernard –Guardian

Douglas Bernard Jr – Maintenance (Vessel /Repairs)

The Pictou Landing First Nation Fishery is a communal fishery operated by our community for the benefit of all of our community members either directly by providing employment or indirectly by re-investing profits into community projects.

DIRECTORS REPORT

As Director of Fisheries for Pictou Landing First Nation I am pleased to report that to date our Snow Crab and Lobster fishery has performed as expected as landings have been fairly good. This year it was mandatory by the province for the Fishers to use Markings on their ropes. The purpose of these measures is to identify gear from different fisheries, regions and sub-regions in Canada, and to support efforts to address lost gear and reduce marine mammal entanglements, and to distinguish between US and Canada gear involved in those entanglements.

This year the Fisheries Department continued an incentive to the Captains of the Band boats that catch lobster to receive a 25 % of revenue after minimums have been caught. All band Captains received a minimal number of what they were to catch and then after the minimum was caught, they received a bonus.



This year was extraordinary where we all went through a world-wide pandemic. During the Covid -19 pandemic, its especially important to take steps to stay safe at work. Captains and Crew had to work together to asses health and safety risks and reduce them. The Fisheries Staff took extra steps to ensure the safety of all the Harvesters and workers by preparing kits for all their vessels and vehicles. Overall, we had a safe and successful season!

Atlantic Integrated Commercial Fisheries Initiative (AICFI) is one of Pictou Landing First Nation Fisheries funding that is made up of three components. The first component consists of HR policy, wages, and Administration, called the 2.3. The next component is the 2.4 component, this consist staff training and training for our harvesters.



The last component of the AICFI is the 4.0. This component allowed for a new Vessel to replace the Alison and Krista. This funding source helps maintain and expand the fisheries.



This Program was funded by the Atlantic Integrated Commercial Fisheries Initiative. Training will be occurring over the winter and new entrants are welcome. There is always a friendly competition between our Captains but overall, they all work for the betterment of our community.

Another program that we were lucky enough to get involved in is the Indigenous Marine Servicing Initiative (IMSI) program. This program allowed for our community to enhance the work in the Fisheries. We were able to secure a new building, tools, and a new truck to travel to the wharfs we have our vessels located at. The development of the new business plan is with the ATN Consulting Group which is helping us recruit a qualified diesel mechanic for the position in the new building. The new business is going to be called “Landing Marine”. With our new servicing business located on reserve we as a community can take advantage of the resources in the community by having our own vessels going in for repairs and even extending to the non aboriginals for business in repairing there vessels as well.



Aboriginal Fisheries Strategy

(AFS) is another funding source that is regulated by DFO and allows for two Guardians. The guardians look after Communal, inventory, and monitoring. The Guardians also distribute salmon tags and licences, patrols on land and water, and practising conservation.

The Fisheries Department has purchased a new community



Truck. This truck was purchased to help assist the Guardians in more patrols during seasons, by accessing the rivers and waterways as needed.

The Fisheries Department is also involved with the Mi'kmaq Conservation Group (MCG). This group is made up of First Nation community representatives to promote conservation, identify problems in different communities and what needs to be done to protect the traditional ways of life for the Mi'kmaq people.

The fisheries department hosted four events in the community, the Fishing Derby, the Pictou Landing Youth Moose Hunt, Adam Ji'j Memorial, Elders Retreat in Cheticamp and the Community Clean up.

The fishing derby is held in Pictou Landing First Nation. On this day the community comes together at the local pond and fish for trout on Father's Day. This is a joyful event that the whole community can enjoy.



The Pictou Landing Youth Moose Hunt is where the youth spend a weekend in Cheticamp, Cape Breton to learn more about their culture and how to hunt safely. This is a good way of teaching our Children how to hunt safe and interact with others. This year the kids caught three moose and it was handed out to community members!! Thank you to everyone that

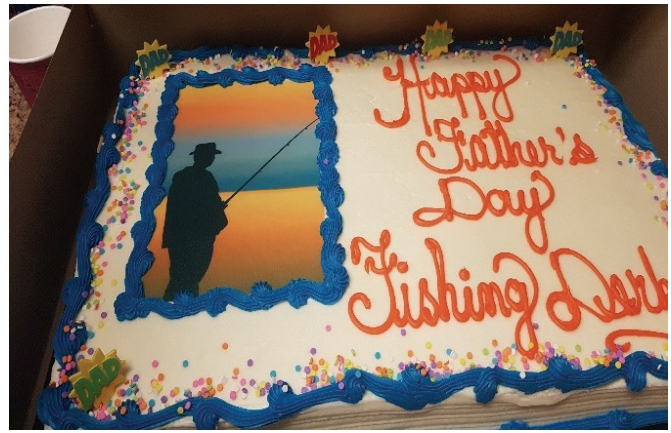


sponsored and helped out to make this weekend possible!!

Blessing of the Fleet is done every year for our fish harvesters, where we have a little mass for them followed by soup and sandwiches.



The Community Clean-up was very successful. The community participated in the 6th annual clean-up for the community by collecting garbage in ditches and helping others in their yards. It was good to see so much garbage trucked out of the community. We ended the day by having a BBQ for the people that participated and drew tickets prizes.



The Elder's Retreat is held in Cheticamp, Cape Breton. The elders come together and enjoy a weekend of music, relaxation, good laughs, good food, and good memories. Thank you to everyone who helped out and made this weekend possible for our elders!!

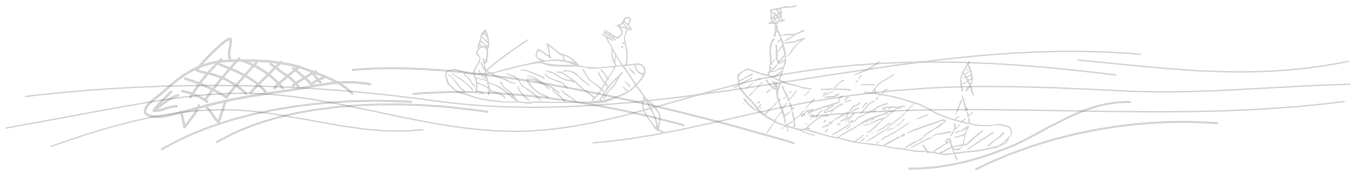
If you have any concerns about our fishery or any ideas which you think may help, please feel free to contact me or a member of our staff.

Director of Fisheries

Wayne Denny



Financial Report



Consolidated Financial Statements

Pictou Landing Band Council

March 31, 2020

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Management's Responsibility for Financial Reporting

The accompanying consolidated financial statements of the Pictou Landing Band Council and all the information in this annual report are the responsibility of management and have been approved by the Chief and Council.

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards. Consolidated financial statements are not precise since they include certain amounts based on estimates and judgments. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances, in order to ensure that the consolidated financial statements are presented fairly, in all material respects.

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

The Band Council is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the consolidated financial statements.

The Council meets periodically with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy themselves that each party is properly discharging their responsibilities, and to review the annual report, the consolidated financial statements and the external auditor's report.

The consolidated financial statements have been audited by Grant Thornton LLP in accordance with Canadian generally accepted auditing standards on behalf of the members. Grant Thornton LLP has full and free access to the Council.

On behalf of Pictou Landing Band Council,


Chief Executive Officer


Chief Financial Officer



Independent Auditor's Report

Grant Thornton LLP
Suite 200, George Place
500 George Street
Sydney, NS
B1P 1K6
T +1 902 562 5581
F +1 902 562 0073

To the Chief and Councillors of
Pictou Landing Band Council

Qualified opinion

We have audited the accompanying consolidated financial statements of the Pictou Landing Band Council (the "Band Council"), which comprise the consolidated statement of financial position as at March 31, 2020, and the consolidated statements of operations, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects of the matter described in the Basis for qualified opinion section of our report, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Pictou Landing Band Council as at March 31, 2020, and the results of its operations, changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for qualified opinion

The statement of financial position includes intangible assets in the amount of \$5,385,021 (2019 - \$5,385,021) for fishing licenses and permits purchased by the Band Council. Recording intangible assets is a departure from Canadian public sector accounting standards. Accordingly, both the purchased licenses and permits and accumulated surplus are overstated by \$5,385,021 (2019 - \$5,385,021) as at March 31, 2020.

If intangible assets were not recorded in order to be in compliance with Canadian public sector accounting standards, purchased licenses and permits and accumulated surplus would both decrease by \$5,385,021 (2019 - \$5,385,021).

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 Financial Statements section of our report. We are independent of the Band Council in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion.



Responsibilities of management and those charged with governance 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.

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

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

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

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

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

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

Sydney, Nova Scotia
September 18, 2020

Grant Thornton LLP
Chartered Professional Accountants



Pictou Landing Band Council

Consolidated Statement of Operations

Year ended March 31	Budget	2020	2019
Revenue			
Government transfers (Note 14)	\$ 6,486,539	\$ 12,763,065	\$ 10,434,910
Commercial	9,864,046	10,819,284	8,282,263
A' Se'K Seven Generations Trust	866,500	(985,215)	1,418,842
Housing rent	823,250	640,200	781,479
Miscellaneous	804,193	1,033,842	920,372
(Loss) gain on disposal of assets	-	(4,693)	30,535
	<u>18,844,528</u>	<u>24,266,483</u>	<u>21,868,401</u>
Expenditure			
Administrative	281,797	467,928	407,249
Community expenses	482,204	678,880	968,830
Core funding	284,580	264,073	252,408
Depreciation	-	1,244,492	948,763
Education and training	543,712	663,626	458,931
Fishing	1,044,154	1,180,771	1,295,205
Health programs	370,301	633,481	424,896
Interest	82,602	100,227	73,900
Operations and maintenance	2,361,312	1,938,274	1,705,920
Other	784,628	822,947	904,848
Professional fees	376,516	458,223	329,454
Purchases	3,408,574	3,500,316	3,345,827
Salaries and benefits	6,235,491	7,001,461	5,588,882
Social	2,011,738	1,988,391	2,178,032
	<u>18,267,609</u>	<u>20,943,090</u>	<u>18,883,145</u>
Excess of revenue over expenditure	<u>\$ 576,919</u>	<u>\$ 3,323,393</u>	<u>\$ 2,985,256</u>
Accumulated surplus, beginning of year		<u>41,413,521</u>	<u>38,428,265</u>
Accumulated surplus, ending balance (Note 12)		<u>\$ 44,736,914</u>	<u>\$ 41,413,521</u>

See accompanying notes to the consolidated financial statements.



Staff Directory

BY DEPARTMENT / AS OF JULY 13/2020

FINANCE & ADMINISTRATION DEPARTMENT:

Chief Executive Officer – Jeff Slivocka
902.752.4912 x. 107 Cell 902.301.9697 Jeff.s@plfn.ca

Chief Financial Officer – Gord Jones
902.752.4912 x. 109 Gord.j@plfn.ca

Accounts Receivable Clerk – Shirley Francis
902.752.4912 x. 104 Shirely.f@plfn.ca

Accounts Payable Clerk – Louise Sapier
902.752.4912 x. 105 Louise.s@plfn.ca

Accounting Supervisor – Crystal Denny
902.752.4912 x. 106 crystal.d@plfn.ca

Accounting Clerk – Cindy Denny
Cindy.d@plfn.ca

IT/ Recording Secretary – Janet Francis
902.752.4912 x. 123 webmaster@plfn.ca

Reception – Taylor Francis
902.752.4912 x. 101 Taylor.f@plfn.ca

SOCIAL DEPARTMENT:

Director of Social - Colleen Denny
902.752.4912 x. 102 Colleen.d@plfn.ca / Social@plfn.ca

Social Development Officer – George Fraser
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VICTORIA CORNER MARKET:

Manager – Jenny Fraser
902.755.9800 jen.s@plfn.ca



Assistant Manager – Mary Stevens
902.755.9800 mary.s@plfn.ca

ECONOMIC AND COMMUNITY DEVELOPMENT DEPARTMENT:

Director of Economic & Community Development – Heather Mills
902-752-4912 Ext.113 Heather.m@plfn.ca

Native Employment & Development Officer (NEO) – Katie Paul
902-752-4912 Ext.118, katie.p@plfn.ca

VACANT – Comprehensive Community Plan Coordinator
902-752-4912 Ext.118

FISHERIES DEPARTMENT:

Director of Fisheries – Wayne Denny
902.752.1709 Wayne.d@plfn.ca

Coordinator of Fisheries – Marsha Phillips
902.752. 1703 Marsha.p@plfn.ca

Guardian - Dominic Denny
902.759.8726 Dominic.d@plfn.ca

Guardian – Doug Bernard
Doug.b@plfn.ca

NETUKULIMK LIVELIHOOD FISHERIES:

Netukulimk Community Liaison - Alfred Young
902.752.4912 or 902.759.9174 Alfred.y@plfn.ca

HOUSING DEPARTMENT:

Director of Housing – Albert Michael Denny
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Maintenance – Lexy Francis
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LANDS AND ECONOMIC DEVELOPMENT:

Director of Lands and Economic Development – Barry Francis
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Manger Wolf Den – Nancy Monson
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Assistant Manager – Marsha Herney
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BOAT HARBOUR REMEDIATION:

Boat Harbour Remediation Community Liaison – Kara Boyles
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A'se'k Legacy Plan Coordinator - Madison Nicholas
902.752.4912 x.124 madison.n@plfn.ca

Indigenous Habitat Participation Program Engagement Office – Lucy Francis
902.752.4912 x.124 Lucy.f@plfn.ca

CAPITAL AND INFRASTRUCTURE DEPARTMENT:

Director of Capital (Interim) – Chris Strickland
902.752.4912 x. 121 chris.s@plfn.ca

Custodian -VACANT
902.752.4912

Water Technician - Martin Sapier
Martin.s@plfn.ca

Maintenance Worker – Jayce Bernard
Jayce.b@plfn.ca

Waste Water Technician - Corbin Stevens
Corbin.s@plfn.ca

Waste Water Technician – Robert Francis
Robert.f@plfn.ca



HEALTH DEPARTMENT:

Director of Health (Interim) – Jyll Cress
902.752.0085 x.231 jyl.c@plfn.ca

Community Health Nurse – Kayla McCulloch
902.752.0085 x.251 Kayla.m@plfn.ca

Community Health Rep – Darlene Bachiri
902.752.0085 x.250 Darlene.b@plfn.ca

Mental Wellness Support Worker – Kelsey Benoit
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Family Wellness Coordinator – Autta Sylliboy
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Home Care Coordinator – Sarah Colborne
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Reception – Ashley Francis
902.752.0085 x. 241 Ashely.f@plfn.ca

Health Center Administrator - Michelle Denny
902.752.0085X248 michelle.d@plfn.ca

Elder's Activities Support Worker – Marileeze Denny
902.752.0085 x.249 Marileeze.d@plfn.ca

Mental Health Clinician-Adult – Larissa Verhoeven-Griffin
Larissa.Verhoeven-Griffin@nshealth.ca

Mental Health Clinician- Child and Youth – Emma Larson-Ure
Emma.Larson-Ure@nshealth.ca

Custodian – Donnie Muise
902.752.0085

Medical Van Driver – Jeff Head
902.752.0085



HUMAN RESOURCES DEPARTMENT:

Director of Human Resources – VACANT
902.752.4912 x. 111

EDUCATION DEPARTMENT:

Director of Education - Sheila Francis
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EARLY CHILDHOOD EDUCATION STAFF :

ECD Coordinator – Pamela Francis
902.755.9954 pamelaf@pictoulandingschool.ca

K-4 Head Start Educator – Bridget Worthen
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Early Childhood Educator – Lorraine Francis
902.755.9954 lorrainef@pictoulandingschool.ca

Early Childhood Educator – Debbie Campbell
902.755-9954

Child Care Assistant – Tammy Toney

Child Care Assistant – Tiffany Lloyd

PICTOU LANDING FIRST NATION SCHOOL STAFF:

School Principal – Irene Endicott
902.755.9954 irenee@pictoulandingschool.ca

Receptionist – VACANT
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Grade Primary Teacher – Pamela Francis
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Grade 1/2 Teacher – Laura McIssac
902.755.9954 lauram@pictoulandingschool.ca



Grade 3/4 Teacher – Nadine Leblanc
902.755.9954 nadinel@pictoulandingschool.ca

Math Support Teacher - Mike Hotson
902.755-9954 mikeh@pictoulandingschool.ca

Tech Integration – Kim Dorrington
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Grade 5/6 – Lacey Colombe
902.755.9954 laceyc@picotulandingschool.ca

Grade 6 Teacher – Karen Hotson
902.755.9954 karenh@pictoulandingschool.ca

Grade 7/8 Teacher – Todd Felizx (Maternity Leave for Haley Bernard)
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Physical Education - Melinda MacKenzie
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Special Education Teacher – Janet Johnson
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Language Project Support / Mi'kmaw Language Instructor – Jackie Alex
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SLP Support / Mi'kmaw Language Instructor – Valerie Bernard
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Behavior Intervention Worker – Lindsay Prosper
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Classroom Behavior Support Worker -Cindy Ross Miller
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Student Support Worker – Stephanie Gardner
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Educational Program Assistant - Andy Enriquez
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Educational Program Assistant – Oliver Denny
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School Kitchen Worker – VACANT
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School Kitchen Worker – VACANT
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Custodian – Walter Prosper
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Custodian – VACANT
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COMMUNICATIONS DEPARTMENT:

Communications Director – Heather Head
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