

# A Case Study on How Indigenous Community Leadership is “Weeding” Through Emerging Economies

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Noah Wilson

NATIVE STUDIES STUDENT IN ABORIGINAL GOVERNANCE STREAM  
UNIVERSITY OF MANITOBA

## SECTION 1: THE CASE STUDY

### Introduction

Historically, First Nation communities have been largely left out of new and emerging economies in Canada. Under the powers of the *Indian Act* (1876), it would be hard to ignore how the Department of Indian and Northern Affairs Canada (INAC) often actively promoted a systemic dependency on the state through the detailed administration and control of Indigenous peoples’ lives and assets in Canada. In many ways, INAC’s responsibility to administer the *Indian Act* (1876) has created an extra layer of oppressive bureaucracy that has historically prevented First Nations from having the self-determining autonomy required to control their own economic destinies and participate in the development of the knowledge-based economy found in Canada today. As a result, Indigenous community leadership from around the country are working hard to create self-governing and self-determining communities by diversifying their revenue streams through Indigenous economic initiatives and business ventures.

On April 13, 2017, Bill C-45 (the *Cannabis Act*) was introduced in the House of Commons to provide legal access to cannabis and to control and regulate its production, distribution and sale. The announcement of the legalization for the production, distribution, and sale of cannabis immediately garnered excitement because of the huge economic implications and opportunities that would emerge across Canada. Many First Nation communities were no exception to the general interest in the tremendous potential of this emerging industry. The legalization and regulation of cannabis is an historical legal, economic, and cultural event in Canada, and it provides a unique opportunity for a case study that explores the strategic frameworks and decision-making processes that Indigenous leadership across the coun-

try are utilizing to become key stakeholders in the development of an emerging cannabis industry in Canada.

## Background

As the newly elected Chief of Oniigaanii First Nation, you have high hopes that your vision and leadership abilities can bring meaningful change to your community. As Chief, you know that the Council has very little time to waste to be successful in your tenure of office, because you know that the *Indian Act (1876)* limits the Chief and Council to holding office for only two years.

To get started, you know that a Oniigaanii Comprehensive Community Plan (CCP) initiative was produced by previous Oniigaanii leadership to be used as a strategic framework for the socio-economic development of your community. Oniigaanii's CCP represents a strong community consensus about what the important issues and challenges are and which steps are needed to create a prosperous and successful community. The Comprehensive Community Plan (CCP) has two phases and you see that phase one has been completed using a three stage process:

- Part 1: Establishing a Steering Committee
- Part 2: A Community-based Needs Assessment and Situation Analysis.
- Part 3: The Planning Stage

Phase one of the Comprehensive Community Plan (CCP) required that the community identify 12 selected categories to acknowledge and address the problems, issues, and opportunities identified through the strategic community consultation process used to complete the community-based needs and situation analysis. Since you only have two short years in office, you have pragmatically chosen three key planning areas to focus on during the decision-making processes used for identifying and accepting new initiatives for the community. The three key planning areas you have chosen to prioritize, in no particular order, are:

1. **Economic Development:** improving the economic well-being of Oniigaanii members by directly reducing poverty and the burden that comes with poverty for households and families, creating jobs through small business success and Band enterprises, and increasing the wealth of the Oniigaanii First Nation in terms of earned income and investments.
2. **Community Development:** the process of developing the capacity of the Oniigaanii community to collectively address its healing, developmental issues, and socio-economic opportunities.
3. **Governance:** the protocols and processes of community decision making, as well as the prevailing policies, priorities, activities and the working cultures created by those entrusted with governance positions.

After identifying the key decision-making planning elements in Phase one of the Comprehensive Community Plan, you move onto Phase two of the CCP titled "Implementation". For implementation of the CCP, you appoint a trusted CCP Coordinator, who will oversee a

Permanent CCP Steering Committee that consists of representatives from all the key departments and agencies in Oniigaanii First Nation. The Permanent CCP Steering Committee will be responsible for identifying the pros and cons of each initiative presented by the Council and will then make recommendations on options that the Council has going forward. As the newly elected Chief, you want to ensure that this Permanent Steering Committee has the right leadership in place to guide and direct the implementation of new CCP initiatives that will ultimately be empowered by the decision-making processes administered by the Chief and Council, as well as by the Board of Trustees of the Treaty Land Entitlement (TLE) Trust fund. The Board of Trustees uses a strategic framework to determine whether any new economic and community initiatives presented by Council align with the TLE Selection, Acquisition, and Development Strategy that was created shortly after Oniigaanii First Nation settled a treaty land-entitlement claim with the Canadian government.

Near the beginning of your tenure as Chief, the federal government introduced a bill in the House of Commons that will legalize the access to cannabis while controlling and regulating its production, distribution and sale. You understand that the window of opportunity to become a key stakeholder in a rapidly emerging industry in Canada is very small and that historically First Nation communities have been restricted from taking advantage of emerging economies by the oppressive bureaucracy imposed on them by the administration of the *Indian Act* (1876). Shortly thereafter, the provincial government announced that they will only be issuing four licences for the production and retail of cannabis in the province and that applicants must go through an extensive and rigorous application process to acquire these licences.

National Cannabis Canada (NCC) is a company specializing in delivering secure, safe, and responsible legal medical cannabis and has hailed Oniigaanii as a well-established First Nation community in the province. The company approached your Council about an opportunity to partner with them and four other First Nations to become a strong and attractive consortium applicant for one of the four retail cannabis licences announced by the province. Based on the highly competitive application process and the small window of opportunity that your community has to take advantage of an emerging economy, the Council agreed to use their executive powers to sign on as a member of the proposed consortium for the application of a licence to operate retail cannabis stores in the province.

After a long process, the province announced that Oniigaanii First Nation has been selected as a member of the consortium that obtained one of the four coveted conditional approvals from the province for a licence to operate retail cannabis stores in the province. After a public announcement of this opportunity, a problem was raised and brought to the attention of your Council — many community members and some of the leaders within the Permanent CCP Steering Committee felt they should have been consulted before the Council pursued a cannabis retail licence. There was growing community pressure demanding that the permanent CCP Steering Committee conduct an inquiry into whether pursuing a cannabis initiative aligns with the goals of the Comprehensive Community Plan. You immediately asked your CCP Coordinator to independently lead an inquiry with the permanent CCP Steering Committee, and you advised the CCP Coordinator to use the previously identified key CCP planning areas as a strategic framework for determining the pros and cons of this initiative. The CCP Coordinator will then have to use the consultation process to provide recommendations that the Council must consider going forward.

After conducting a community consultation meeting with key members of the community concerned with the initiative and the Permanent CCP Steering Committee, the CCP

Coordinator reported back to the Council with findings and recommendations. The inquiry primarily focused on the problems, goals, and recommendations of Prosperity Development and Community Development planning areas of the CCP. The top goals and recommendations made for prosperity development were that the Band should: (a) increase the number and profitability of Band owned and operated enterprises that provide both employment and earned income for the band; and (b) to generate a diversity of income streams for wealth creation for Oniigaanii First Nation. The top goals and recommendations for community development were: (a) to create a Oniigaanii healing and wellness movement; and (b) to address the extremely high rates of drug and alcohol abuse in the community that stem from the historical traumas felt by everyone in the community.

The CCP Coordinator pointed out that in regard to Governance, Oniigaanii First Nation has a long history of political conflict and factionalism, which has made it difficult for the Council to separate politics from good business practices and thus has led to missed economic opportunities. But on the other hand, increased community participation in the decision-making processes of the community's economic activity was a highlighted Governance planning goal in the CCP. Ultimately, under your leadership, the Council will have to decide how to move forward on the cannabis initiative. In consultation with the CCP Coordinator, the Council has narrowed down three potential options on how to proceed:

1. Use the executive powers of the Council to decide whether to move forward or pull out of the cannabis initiative without further consultation with the community.
2. Conduct a binding vote within the Permanent CCP Steering Committee to either continue with this initiative or pull out of the consortium and pursue other economic initiatives.
3. Hold a Community Referendum Vote to see whether they should either continue with this initiative or pull out of the consortium because of the lack of community support.

As Chief, you will now be a part of the many Indigenous leaders across the country who are now strategically navigating how to incorporate an emerging cannabis industry into a community dealing with decades of historical trauma, and you will ultimately have to decide whether or not a cannabis initiative even has a place within your community and its Indigenous identity.

## SECTION 2: QUESTIONS AND PROJECT IDEAS

### Questions

1. Under your leadership as Chief of Oniigaanii First Nation, what kind of decision-making model or methods should the Council employ to determine how to proceed with the cannabis initiative, considering the economic and community development barriers that many First Nation Communities face? Note: Discuss foreseeable dilemmas that will arise in this decision-making process, and use your decision-making model to justify the appropriate decision.

2. Pretend that you are reviewing the problems identified by the permanent CCP Steering Committee inquiry that mainly focused on the CCP economic and community development planning areas with the CCP Coordinator. Research the history of an Indigenous community that is actively pursuing a cannabis initiative in Canada. Based on that history, create a list of any economic and community developmental challenges and opportunities that you think the CCP steering committee would have identified based on the goals that they identified in the case study.
  - (a) How do you see the cannabis initiative aligning with the various CCP goals and challenges identified by the Permanent CCP Steering Committee?
  - (b) How wouldn't the cannabis initiative align with the identified CCP goals and challenges?
  
3. Assume that, as a Council, you decide that the cannabis initiative is a once in a lifetime opportunity that should be pursued. In that case, how would this affect your decision, and how will you gain the support of the community for this initiative based on the option you think is best?

Note: Discuss the potential positive and negative consequences of your decision and why you believe it is the best option to make the cannabis initiative a community business success story.

## Project Ideas

1. Research, choose, or create an Indigenous decision-making model or strategic framework. Create a flow chart that begins with the three options provided in the case study, and use the decision making framework, the identified key community planning areas, and any additional relevant information to show the potential positive and negative consequences of each decision.
2. Conduct research on a First Nation Community that is actively pursuing a cannabis initiative. Find the answers to questions like: What is the history of the community, and how does this history affect their socio-economic situation now? What is the organizational structure of the First Nation Band? What major laws, acts, and policies guide how the business affairs of the First Nation are to be conducted? How does the cannabis initiative fit within the First Nation Community's strategic decision making framework(s)? e.g., Comprehensive Community Plan, Economic Development plan, TLE Strategic Plan, Decision-making model, etc.
3. Investigate the reasons why so many First Nation Communities are looking to get into the cannabis business, and why they make such an attractive partner for outside organizations already established in the cannabis industry.

## SECTION 3: INSTRUCTOR'S GUIDE

This case study should be used to explore how First Nation communities are navigating the challenge of strategically coordinating their socio-economic activity with the new and

emerging economic opportunities in Canada, such as the legalization of cannabis. This case study is designed to target and identify the important systemic and practical socio-economic development barriers faced by Indigenous communities that should be considered during business related decision-making processes and assessment of opportunities. It is important to note that Oniigaanii First Nation is a fictional First Nation that was created to allow participants in the case study the freedom to explore the strategic frameworks and decision-making processes of the many Indigenous Communities that are actively pursuing cannabis-related initiatives and participating in the development of the emerging cannabis industry. Oniigaanii means “Leader” in Anishinaabemowin. Oniigaanii was the chosen name of the fictional First Nation in the spirit of the Indigenous visionaries like Chief Peguis, Louis Riel, Pitikwahanapiwiyyin (Poundmaker), Mary Two-Axe Earley, George Erasmus, Murray Sinclair, and the many other notable people who have contributed to closing the socio-economic gap between Indigenous and non-Indigenous peoples in Canada today.

All the information used to create the fictional Oniigaanii First Nation and its strategic framework(s) was inspired by the final draft of *The Peguis First Nation Comprehensive Community Plan: 2011 to 2021*, interviews with key community leadership, and publicly available information found on the official Peguis First Nation website. National Cannabis Canada (NCC) was a fictional company loosely based on National Access Canada (NAC), which recently partnered with Peguis First Nation on their upcoming cannabis initiative. Peguis First Nation is an example of a community that is navigating the challenge of strategically coordinating their current economic initiatives, such as the cannabis initiative, with the implementation of the community’s strategic economic and community development frameworks. The Peguis First Nation’s *Comprehensive Community Plan (CCP)* is an example of a publicly available strategic framework created to identify the steps that the First Nation must take together as a community to have prosperous future.

See Links:

Official Peguis First Nation website: <http://www.peguisfirstnation.ca/>

CCP: [http://www.peguisfirstnation.ca/wp-content/uploads/2015/12/comp\\_plan.pdf](http://www.peguisfirstnation.ca/wp-content/uploads/2015/12/comp_plan.pdf)

## Part 1: Setting the Stage

The economic implications and anticipated business development opportunities associated with legalization of cannabis in Canada became a legal reality when the First Reading of Bill-45, the *Cannabis Act (2017)*, was introduced in the House of Commons by the Minister of Justice on April 1, 2018. Many First Nation communities were no exception to the growing number of people, businesses, and communities in Canada that saw the legalization of cannabis as an immense opportunity to engage in a “... new economy that will bring jobs and other financial spin offs to all.” (Peguis First Nation, 2017) In anticipation of Bill C-45, the *Cannabis Act (2017)*, Peguis First Nation joined a consortium between several Manitoba First Nations and National Access Cannabis (NAC). On February 16, 2018, Peguis First Nation Chief Glenn Hudson and the Peguis Band Council announced their selection as one of the four consortiums that obtained a conditional approval by Manitoba for a licence to operate retail cannabis stores in the province.

See Link: <http://www.peguisfirstnation.ca/> (Sections: Cannabis Initiative)

On the Peguis First Nation website, Peguis publicly announced their new partnership with the Nation Access Cannabis (NAC) Opaskwayak Cree Nation (OCN), Long Plain First Nation, and now Brokenhead Ojibway Nation as part of a new cannabis initiative. There is a second Manitoba partnership that includes Fisher River Cree Nation, Chippewas of the Thames of Ontario, and US-Based retailer Native Roots Dispensary as reported by Christian Aumell (2018) of Global News. The “Cannabis Initiative” section highlights that National Access Cannabis is Canada’s leader in best practices on delivering secure, safe, and responsible access to legal cannabis and brings “... their business systems, branding and economies of scale, central services, and managerial support to the partnership” (Peguis First Nation, 2018). Chief Hudson acknowledges that the project partnership has the potential of creating a synergy of economic opportunity and prosperity for First Nation people. The partnership comes on the heels of the Opaskwayak Cree Nation (OCN) acquiring a 10 per cent stake in NAC, making OCN the NAC’s largest shareholder. As a result, OCN’s Chief, Christian Sinclair, obtained a seat on the NAC board of directors, and shortly thereafter NAC signed partnerships with four other First Nations across Ontario and Manitoba. The Chief Executive Officer of National Access Cannabis, Mark Goliger, states that this partnership presents “... a fantastic economic opportunity for the participating First Nations, with the benefit of NAC’s established operating model, First Nations will supply legal cannabis, leveraging our deep knowledge of safety, security and harm reduction through a network of First Nation owned stores in Manitoba” (NAC, 2017).

See Link: [http://nationalaccesscannabis.com/NationalAccessCannabis/media/Media/National-Access-Cannabis-Establishes-Landmark-Limited-Partnership-Agreements-with-3-First-Nations-in-Manitoba\\_1.pdf?ext=.pdf](http://nationalaccesscannabis.com/NationalAccessCannabis/media/Media/National-Access-Cannabis-Establishes-Landmark-Limited-Partnership-Agreements-with-3-First-Nations-in-Manitoba_1.pdf?ext=.pdf)

With economic activity of an Indigenous community there should first be an acknowledgement of the Indigenous nation or community’s unique history because those historical legacies are inextricably linked to the unique socio-economic challenges and opportunities that each Indigenous community has today. Sharon Stevenson, Trust Manager for Peguis First Nation Trust, stresses the particular importance the Peguis Community Story and highlights the fact that “... if we are to truly follow the seven generations teaching, we have to know the history of the community, to know who we are as people and to clearly see where we need to go” (2018). According to background information found on the Peguis First Nation website (2018), Peguis has a long and complex history that began long before the arrival of European immigrants in a settlement found near the Red River valley to the immediate north of Selkirk. After the arrival of Europeans, the area came to be known as the Parish of St. Peter’s, and Chief Peguis was known as an established and recognized authority in the area. At the time Manitoba entered into Confederation in 1870, the land still remained subject to Aboriginal title, and Peguis emphasizes the fact that none of the land in Manitoba was surrendered to the Crown by First Nations. Subsequently, *Treaty One* (1871) was executed the year after Manitoba entered Confederation. Under the written terms of *Treaty One* (1871), Peguis First Nation was entitled to the allocation of land for its reserve based on 160 acres for each family of five, or 32 acres per person.

According to Peguis Treaty Land Entitlement, a number of issues arose surrounding the methods used to survey and calculate the amount of TLE owing to Peguis, and this led to a longstanding land dispute that was never settled before Canada took surrender of the St. Peter’s Reserve in 1907. Peguis First Nation was relocated 190 km north of Winnipeg in the

Manitoba Interlake region. Peguis First Nation disputes the Canadian government's long-standing position that the present Peguis Reserve of 75,000 acres provided all the land they were entitled to under *Treaty 1* (1871). In addition, Peguis First Nation claimed that the initial surrender of St. Peter's Reserve was an illegal and non-binding land acquisition because it did not clarify what exactly was being negotiated with St. Peter's Reserve.

Peguis First Nation Newsletter No. 8 (2006) provides an overview of the additional TLE claims made by Peguis. It states that on June 29, 1998, after 91 years of struggle by Peguis First Nation, Canada finally accepted the Peguis outstanding TLE claim, as well as agreeing to the fact the 1907 surrender of St. Peter's Reserve was legally invalid. This initiated negotiations for both the settlement of the additional TLE settlement and the illegal Surrender Claim settlement. The general terms of the TLE settlement included a right to an additional 166,794 acres and overall settlement proceeds of \$64,425,000. In addition to the TLE settlement, on June 13, 2009, Peguis members voted in favour of a proposed settlement claim for the amount of \$126,094,903 into the newly established Peguis First Nation Surrender Claim Trust. These settlements are very important to the economic activity of Peguis First Nation today because the settlements are intended to compensate Peguis for the loss of land as well as the enormous economic loss incurred as result of Canada's failure to comply with land surrender requirements of the *Indian Act* (1876), *Treaty 1* (1871), and the illegal surrender of St. Peter's Reserve.

Peguis First Nation's story is an a prime example of why it is essential to understand the history of a First Nation before attempting to explore economic activity because each Indigenous community has a unique history and relationship with Canada that contributes to the socio-economic conditions and developmental abilities of the community today. In January 2012, Peguis First Nation's finished a Background Report and Strategic Framework for TLE Selection, Acquisition, and Development with the Institute of Urban Studies at the University of Winnipeg. The report provided Peguis First Nation with the conceptual and analytical tools to help focus the objectives, principles, criteria and priorities of their Land Acquisition Strategy and has helped impact the social and economic future of Peguis. The Peguis CCP and TLE Land Acquisition strategy, in combination with the Surrender Claim Trust's goal to support the social and economic development of the community, has significant implications for the success of the recently announced cannabis initiative. Perhaps the most significant implication is that the cannabis initiative can now be established in both an on-reserve and urban reserve market-setting. *Financial Post's* Mark Rendell (2018) reports that with regard to the NAC partnership with the several Manitoba First Nations, "... there's a particular focus on urban reserves in cities such as Winnipeg, Brandon, and Thompson." (2018).

See Link: <http://business.financialpost.com/business/first-nations-entrepreneurs-big-winners-of-manitoba-cannabis-plan>

## **Part 2: Indigenous Economic Activity and the Emerging Cannabis Industry**

The case study focuses on a fictional First Nation Band Council that, under the leadership of a newly elected Chief, represents the central governing authority of the First Nation. This governing authority is required to make key decisions that will directly influence the community and economic development of the First Nation community members to whom



they are accountable. The Peguis First Nation Governance and Management Policy Guide (2009) states that the Chief and Council act as the central authority of government for Peguis First Nation and exercise the powers set out in the *Indian Act (1876)* in Part 3. Peguis First Nation continues to assert their inherent right to self-determination and self-government as recognized under the United Nations Declaration on the Rights of Indigenous Peoples (2007). Although they make this assertion, the Policy Guide acknowledges that aspects of the *Indian Act (1876)* regulations apply until self-government arrangements are negotiated with Canada.

This long-term comprehensive community planning initiative began in 2009 when the Treaty Land Entitlement (TLE) Board of Trustees contracted the Four Worlds Centre of Development Learning to facilitate consultations with the Peguis First Nation Trust and the Peguis First Nation Band Administration and Program Support, with approximately 600 community members providing their input, including 200 youth. In 2010, Peguis First Nation dedicated their “Peguis Comprehensive Community Plan: 2011–2021” to their children and their children for seven generations, as well as to the legacy of Chief Peguis, characterized by “... his vision, his determination, his wisdom in negotiating the troubled waters of his time and his strength in never giving up, never letting go of the intent of seeing his people protected, secure and prosperous.” (p. 1). According to the Peguis CCP (2010), Chief Peguis had a powerful vision and the leadership abilities to lead his people wisely and with great diplomacy through many challenging circumstances, from ensuring the survival of the first European settlers in the Selkirk area through the harsh prairie winters to successfully leading a difficult transition from a hunting/gathering economic base to one of agriculture and industry.

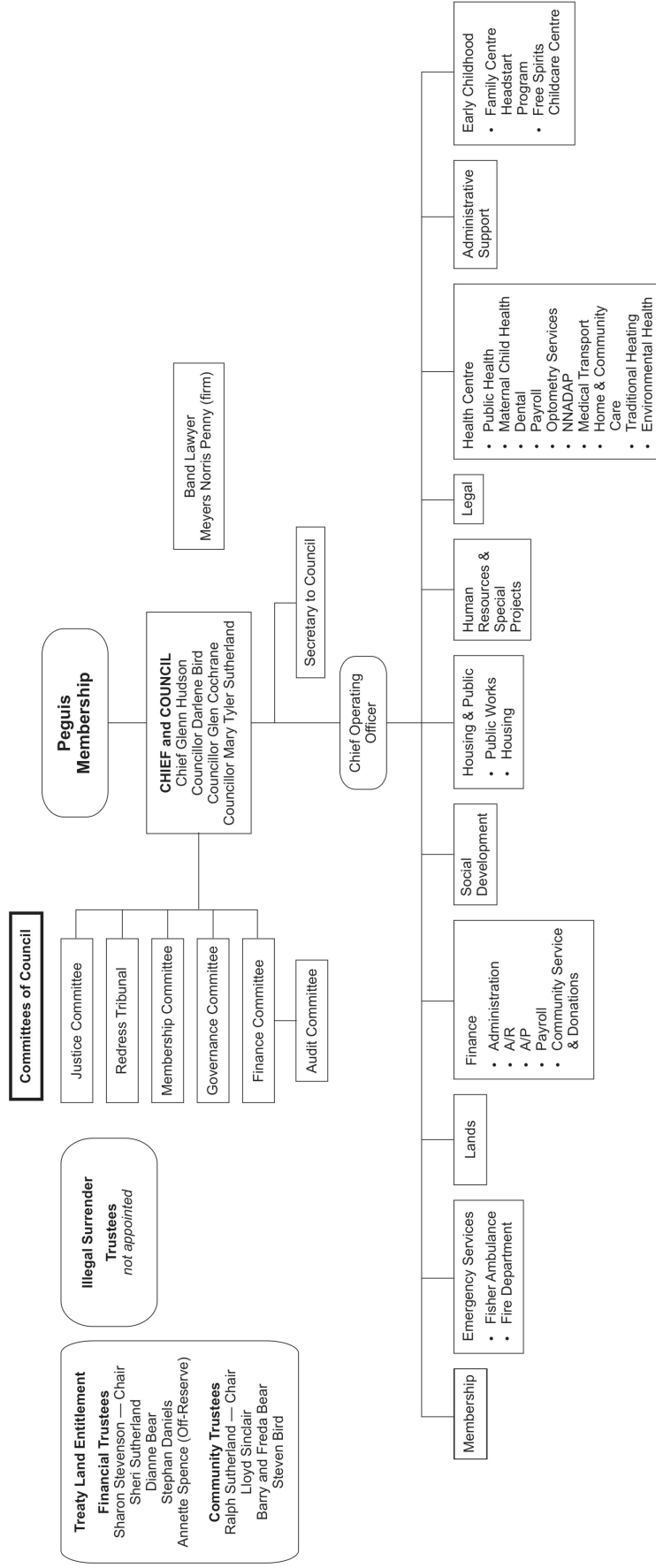
The organizational structure of Peguis First Nation government is designed so that the allocation of community resources and decision-making are channelled into key organizational units that centre on the Chief and Council, who are organized under a portfolio system. Figure 1 is a visual guide of the organizational structure and reporting lines of Peguis First Nation that can be used to appreciate the importance of the Chief and Council to the success of the community.

The case study mirrors the difficult situations faced by Chief Peguis in a modern setting. It examines an excellent strategic community development framework for decision-making. The Peguis CCP represents a strong community consensus about important issues and challenges, with a two phase plan that describes which steps are needed to create the community they want. Phase one, called “Making the Plan”, consists of three parts:

- Part 1: Establishing a Steering Committee
- Part 2: A Community-based Needs Assessment and Situation Analysis.
- Part 3: The Planning Stage

The Planning stage of the Peguis CCP has 15 planning areas out of the problems, issues, and opportunities identified by community-based needs and situation analysis. Out of the 15 total planning areas, the Prosperity Development, Community Development, and Governance sections were three areas of focus here, and each section identifies the key socio-economic challenges, goals, and implementation steps that must be navigated during the decision-making process of community leadership. Phase 2 of the Peguis Comprehensive Community Plan, titled “Implementation”, provides “A Learning Engine” to be implemented within the Comprehensive Community Plan. This learning engine requires a solid group of

**FIGURE 1**  
**Organizational Structure and Reporting Lines of Peguis First Nation**



Source: Peguis First Nation Governance and Management Guide, p. 7, <http://www.peguisfirstnation.ca/wp-content/uploads/2015/12/govmaneguide.pdf>

implementers to gain a regular rhythm of needed learning experiences that are oriented to action. The Peguis Comprehensive Community Plan (2011) states that

[t]he key to implementing this “learning engine” within comprehensive Community Planning is to view these four “moments”: (a) *action*; (b) *reflection* on actions taken and your experience with taking action; (c) *learning* from the collective and cumulative experience of the whole network of implementers and from formal training is plugged into the process at strategic intervals; and (d) *planning*, which is really reafirming or refining your ongoing plans. (Peguis CCP, 2010: 101)

This is an example of the type of decision-making models that can be used for the implementation of economic development initiatives like the cannabis initiative. This decision-making strategy is particularly interesting: through deep community consultation, the CCP identified key areas for the “learning engine” that include

(a) personal wellness and healing; (b) transforming community conflict; (c) building healthy organizations and workplace cultures; (d) community development; (e) developing effective interventions and programs to address key social issues; (f) addictions, abuse, and trauma; (g) Peguis cultural foundations (h) effective leadership for change; (i) group facilitation; and (j) grantsmanship and fundraising. (Peguis CCP, 2011: 100)

### Part 3: Quick Links for Additional Case Study Information and Selected Readings

Socio-Economic Stats on Indigenous peoples in Canada:

- <http://www.statcan.gc.ca/daily-quotidien/171025/dq171025a-eng.htm>
- <https://www.statcan.gc.ca/pub/89-645-x/89-645-x2010001-eng.htm>
- <https://libguides.tru.ca/censuscanada/aboriginalstats>

Selected Readings on Relevant Legislation, Policies, and Policy Guides:

1. The legalization of Cannabis
  - (a) Federal Bill C-45: *The Cannabis Act* (2017)
    - i. <https://www.canada.ca/en/services/health/campaigns/introduction-cannabis-act-questions-answers.html>
    - ii. <http://www.parl.ca/DocumentViewer/en/42-1/bill/C-45/first-reading>
    - iii. [https://lop.parl.ca/About/Parliament/LegislativeSummaries/bills\\_ls.asp?ls=c45&Parl=42&Ses=1&source=library\\_prb&Language=E#a2-13](https://lop.parl.ca/About/Parliament/LegislativeSummaries/bills_ls.asp?ls=c45&Parl=42&Ses=1&source=library_prb&Language=E#a2-13)
  - (b) Manitoba Legislature Bill 11: *The Safe and Responsible Retailing of Cannabis Act* (2017)
 

<http://web2.gov.mb.ca/bills/41-3/b011e.php>
2. The *Indian Act* (1985): <http://laws-lois.justice.gc.ca/eng/acts/i-5/>
  - (a) Recommended Sections:
    - i. Section 18 (Reserves)
    - ii. Section 53 (Management of Reserves and Surrendered and Designated Lands)
    - iii. Section 61 (Management of Indian Moneys)

- iv. Section 74 (Elections of Chiefs and Band Councils)
  - v. Section 81 (Powers of the Council)
3. Peguis Strategic Frameworks and Policy Guides:
    - (a) Complete list of Peguis First Nation Policies:  
<http://www.peguisfirstnation.ca/policies/>
    - (b) The Peguis First Nation Comprehensive Community Plan (2011):  
[http://www.peguisfirstnation.ca/wp-content/uploads/2015/12/comp\\_plan.pdf](http://www.peguisfirstnation.ca/wp-content/uploads/2015/12/comp_plan.pdf)
    - (c) Peguis First Nation Background Report & Strategic Framework: TLE Selection, Acquisition, and Development (2012):  
<http://winnspace.uwinnipeg.ca/bitstream/handle/10680/793/2011-01-01percent20Peguis%20First%20Nation%20Background%20Report%20%26%20Strategic%20Framework.pdf?sequence=4>
    - (d) The Peguis First Nation Governance and Management Guide (2009):  
<http://www.peguisfirstnation.ca/wp-content/uploads/2015/12/govmaneguide.pdf>
  4. Knowledge-Based Economic Events: Development of Cannabis Industry and Indigenous Peoples:
    - (a) CBC News: Status First Nations to remain tax exempt on marijuana sales on reserve lands (Jan. 10, 2018):  
<http://www.cbc.ca/news/indigenous/first-nations-tax-exempt-cannabis-1.4481386>
    - (b) CBC News: First Nations entrepreneurs are asserting sovereignty and seizing the new cannabis economy (Jan. 10, 2018):  
<http://www.cbc.ca/news/indigenous/first-nations-entrepreneurs-are-asserting-sovereignty-and-seizing-the-new-cannabis-economy-1.4481747>
    - (c) Financial Post: First Nations entrepreneurs big winners of Manitoba cannabis plan (Feb.16, 2018):  
<http://business.financialpost.com/business/first-nations-entrepreneurs-big-winners-of-manitoba-cannabis-plan>
    - (d) CBC News: Province promises hands-off approach to cannabis retailers after announcing 4 groups that will operate stores (Feb 16, 2018):  
<http://www.cbc.ca/news/canada/manitoba/retail-cannabis-stores-manitoba-1.4538478>

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- Bellegarde, B. (2018, January 10). "Status First Nations to remain tax exempt on marijuana sales on reserve land", *CBC News*, online: <http://www.cbc.ca/news/indigenous/first-nations-tax-exempt-cannabis-1.4481386> (Accessed: April 3, 2018).

- Bernhardt, D. (2018, February 16). “Province promises hands-off approach to cannabis retailers after announcing 4 groups that will operate stores”, *CBC News*, online: <http://www.cbc.ca/news/canada/manitoba/retail-cannabis-stores-manitoba-1.4538478> (Accessed: April 3, 2018).
- Bill C-45: *An Act respecting cannabis and to amend the Controlled Drugs and Substance Act, the Criminal Code and other Acts*. 1st Session, 42nd Parliament, 2017 (1st Reading, April. 13, 2017), online: <http://www.parl.ca/DocumentViewer/en/42-1/bill/C-45/first-reading> (Accessed: March 20, 2018).
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