



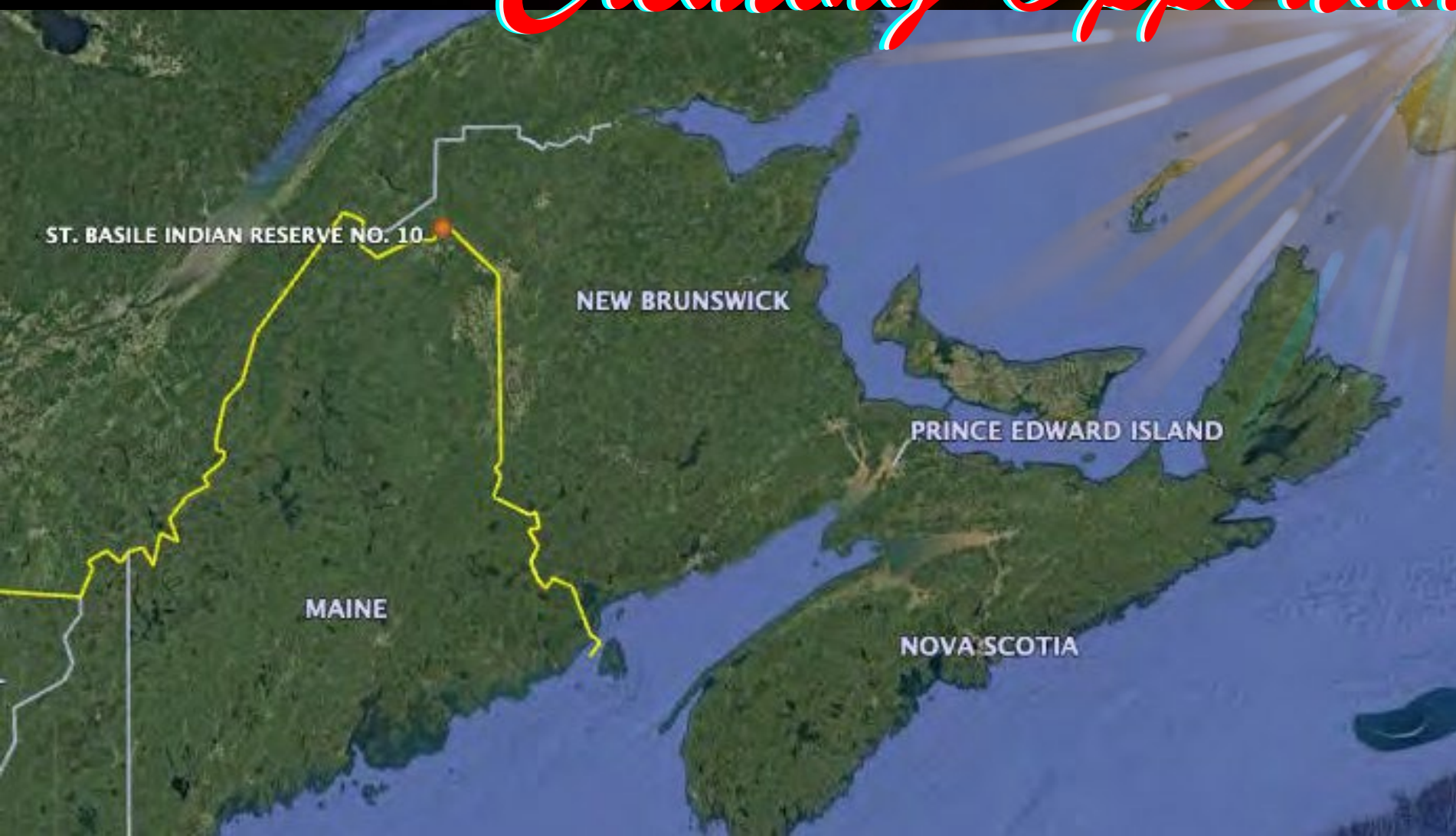
VISION, LEADERSHIP & THE COURAGE TO ACT

The Economic Development Story of
Madawaska Maliseet First Nation

Karen McGill, Lands Director



Creating Opportunity Where We Are



GREY ROCK

- 350+ acres of Designated Land.
- 17+ Businesses - truck stop, food court, hotel, casino, retail, and more.
- Two band-owned buildings: Maliseet Mall and Giant Tiger Building.
- Mix of Member and non-Member enterprises.
- \$16 million+ in annual revenues from rents, leases, and tax sharing.

Building The Economic Engine



CONTINUING THE MOMENTUM

- **Hotel Expansion**
- **Casino Expansion**
- **n Second Hotel S**
- **Second Strip Mall**
- **Indoor Waterpark & Family Resort**
- **New Administration Building Bio**
- **omass Power Plant**
- **100-unit Apartment Building**

Growing and Adapting as We Go

BEGINNING DEVELOPMENT



2008
LAND DESIGNATION
COMMERCIAL & LIGHT INDUSTRIAL

THINKING BIG LEADERSHIP & VISION
CHIEF & COUNCIL AND COMMUNITY

LAND LEASES & MALISEET MALL
L

DIVERSITY AND CAPACITY

Planning for Generations, Not Just Projects



MMFN LAND CODE

THE NEXT STEP IN SELF-DETERMINATION

January 1, 2019

First Steps

- Dissolved the Madawaska Maliseet Economic Development Corporation
- Land Law Consultation and Enactment Procedures Regulation

Indian Act By-laws

- Animal Control
- Fence
- Disorderly Conduct and Nuisances
- Band Smoking
- Band Residency
- Band Buildings

MMFN Land Laws

- Short-term Accommodation Levy
- Cannabis & Tobacco Licensing
- Trespassing & Banishment

Tools for Governance and Economic Self-Determination

ECONOMIC DEVELOPMENT FRAMEWORK

Diversified Revenue Streams

LAND LEASES

Long-Term Commercial Leasing

- Long-term leases run with Designation.
- Consideration for Member-owned Businesses (e.g. 1 year free rent).
- Negotiations and executions are now handled solely by staff instead of external lawyers as capacity increased.
- Businesses approved by Council based on fit with existing businesses, number of customers, and potential for tax revenue generation.
- Subject to all MMFN laws and taxation, now and in the future.

NB TAX REVENUE

SHARING AGREEMENTS

Negotiated Agreements

- Tax collected on-reserve shared with Province: tobacco, fuel, and sales tax.
- Tax remitted to the province and then a percentage returned to the First Nation.
- First negotiated in 1995 and re-negotiated in 2017 at 95/5% up to \$8m and 70/30 over \$8m.
- Terminated by the Province in 2021.
- Re-instated as of April 1, 2025.
- New Terms: 95% of \$10m, 70% of \$10-16m, >\$16m 50% to the First Nation.

OTHER SOURCES

Exercising Economic Jurisdiction

- Band-owned building leases (e.g. units in strip mall).
- Band-owned businesses (gas bar and smoke shop).
- Excise Tax on cannabis and tobacco.
- Permit and licensing fees.

*Innovation in Asserting
Fiscal Jurisdiction*

MMFN CANNABIS AND TOBACCO LICENSING LAW, 2023



Preamble **Authorities**

- Inherent Rights and Duties
- *First Nation Land Management Act* and *MMFN Land Code*
- **UNDRIP**
- **Section 35**



Regulatory **Control**

- Mirrors provincial law to emphasize jurisdiction.
- **Permits and Licenses.**
- **Regulations to control operations.**



Excise **Tax**

- Revenues to support administration, enforcement, and community support.
- **Currently replaced with licensing fee.**



Leadership & **Partnerships**

- **Required working with and against authorities and stakeholders.**

Don't Wait for Perfect - Just Start!

COMMUNITY SUCCESSES & CHALLENGES



Community Development



Legal Certainty & Gaps



Capacity Growth



Leadership & Vision



Cooperation & Partnerships



*True Success
Strengthens
Who We Are*

An aerial photograph of a river winding through a landscape. A prominent green island is in the center of the river. The background shows rolling hills and a small town. A semi-transparent green rectangle is overlaid in the center, containing text.

Merci
W O L I W O N
Thank You