



First Nations led. First Nations focused.

Tulo Centre of Indigenous Economics

2020/2021
ANNUAL REPORT



Original research. Original insight.

Investing in new research and curriculum that supports greater Indigenous participation in economic renewal.



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Board of Directors & Staff

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By providing practical, hands-on training, the Tulo Centre helps communities establish jurisdiction, raise revenues and improve local governance. Building governments that build economies.



Klahowya Tillikum: Message from the Chair

Weykt Friends:

As the applied research and training institution for Indigenous jurisdiction and innovation, we work with groups across Canada and the world to improve First Nations capacity, momentum, and economic reality. What's really special about what we do is that we get to witness our students and alumni go out in the world and work towards creating a more prosperous, self-sufficient future, using the tools they have learned in our programs.

At the Tulo Centre, we like to take complicated ideas and turn them into practical and meaningful benefits for communities. Benefits like more jobs and income. More local decision making and higher standards to support better child care, health care, education and infrastructure and the fiscal powers to assert our jurisdiction over resources, lands, title, environment, language and culture.

We are proud of what we have accomplished this past year. During the time of a global pandemic, we adapted and persevered. We continued to deliver dynamic courses and workshops across the country and all the way to New Zealand.

We have lots of hard work left to do but lots of good hardworking people pulling in the same direction. Thanks to you all, we will get there sooner.

Take care



A handwritten signature in black ink, which appears to read 'Michael LeBourdais'.

Michael LeBourdais | Chair
Tulo Centre of Indigenous Economics

Ikta-Chako: News

2020-2021

1st TEXTBOOK

"Building a Competitive First Nation Investment Climate" is available online



4 CONFERENCES

where the Tulo Centre presented

16 GRADUATES

from the Tulo Centre's certificate programs



1,216 PEOPLE

like & follow the Tulo Centre's social media feeds @TuloCentre



2nd & 3rd TEXTBOOKS

are currently in development



3 WEBINARS

delivered by the Tulo Centre



41 FIRST NATIONS

sent representatives to take Tulo Centre programs



4,764 VISITS

to Tulo.ca



4 UNIVERSITIES

use the Tulo Centre's textbook as course material



16 ORIGINAL, ACCREDITED COURSES



delivered by the Tulo Centre

74 STUDENTS

took courses in the Tulo Centre's collaborative, activity-based curriculum

158 DOWNLOADS

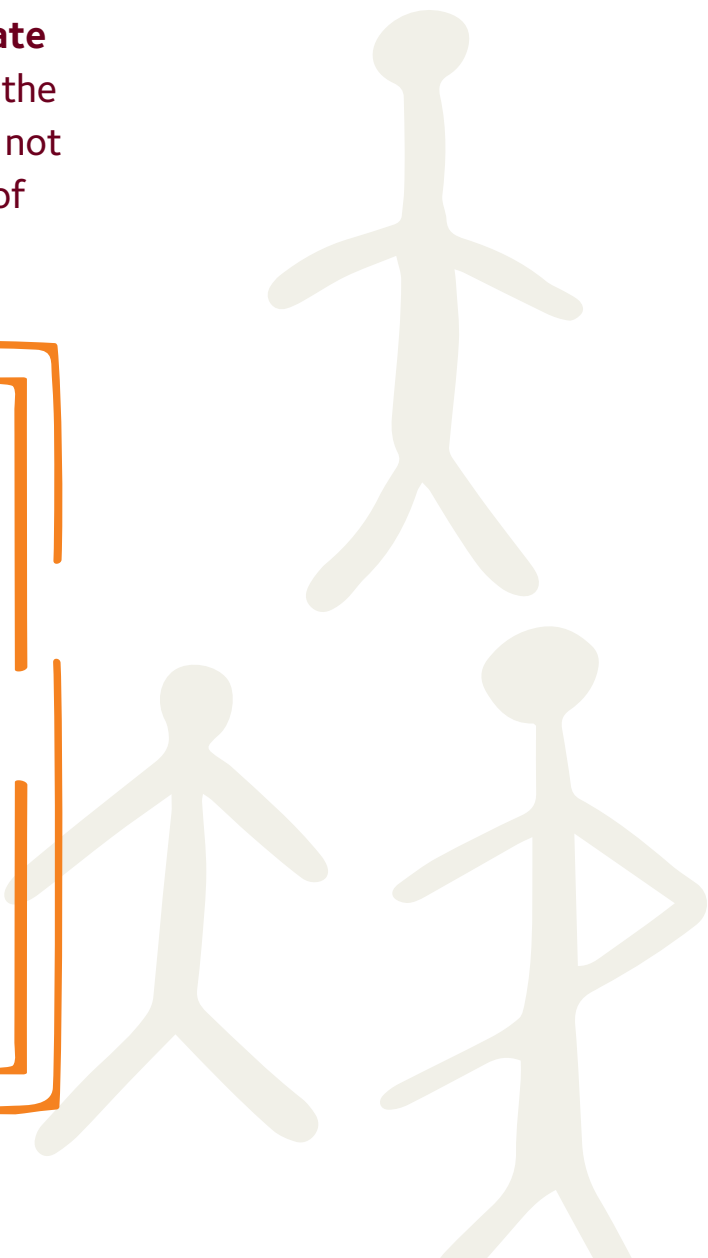
of the Tulo textbook



Nika Tillikum: Tulo Centre Students

In June 2020, the Tulo Centre celebrated **9 graduates** from the **Certificate in Tax Administration** program and **7 graduates** in October 2020 from the **Certificate in Applied Lands Management** program. Although we were not able to witness them accept their certificates in person, we are so proud of our graduates and all they have accomplished during this past year.

 CERTIFICATE IN TAX ADMINISTRATION PROGRAM GRADUATES	FIRST NATION Siksika Nation Tsuut'ina Nation Akisq'nuk First Nation Cook's Ferry Indian Band Lower Similkameen Indian Band Nooaitch Indian Band Osoyoos Indian Band Songhees Nation Mistawasis Nehiyawak	 CERTIFICATE IN APPLIED LANDS MANAGEMENT GRADUATES	FIRST NATION Osoyoos Indian Band Neskonlith Indian Band Siksika Nation White Bear First Nation O'Chiese First Nation We Wai Kai Nation Enoch Cree Nation
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Nika Tillikum: Tulo Centre Students



Student Success Stories

ALANEA HOLMSTROM

Osoyoos Indian Band | Class of 2020 Valedictorian

My name is Alanea and I am one of the student ambassadors for Tulo. I am from the Osoyoos Indian Band (OIB), located in Oliver, BC. I work as a Tax Administrator at OIB. I am currently in the Applied Economics Certificate program, which has transitioned to an online learning format.

I first started with the Tax Administration program in 2019 and that really helped propel my role. Then I moved on to the Applied Lands Management program and that just opened up a world of knowledge for me with knowledge for the land. And then of course Applied Economics really just brings everything together.

It all really helped prepare me for my role as a tax administrator.

I believe the economic advantage for OIB is primarily tourism. So the area around here is really growing rapidly and the level of services available to our members and our residents is only improving. The band recently expanded both the school and daycare to accommodate the growing number of families in the area, another significant expansion was the resource centre which is now an accredited health service.

In my community, I see a lot of opportunities to improve the quality of life for our members by having a solid economic taxation program to help the process. We're in a bit of a transition period right now, with a lot of changes happening all around us and I just really hope that I can help the community evolve and



improve the quality of life, through better servicing and programming.

As the tax administrator, I deal with all of the property taxation issues for the band, and also servicing for our residency members. When I first started, there was a significant amount of work that needed to get done and a lot of work that still has a long way to go. I'm confident with proper planning, OIB can continue to succeed.

OIB recently introduced the first accommodation tax on reserve in Canada and I got to be a part of this process. It was a really challenging process as there's always a lot of resistance to paying taxes, so we had to hold a lot of open houses and meet with people, and it was challenging. But all the things I learned at Tulo made the process a little smoother. Clear, concise communication and doing your research will really go a long way. I know for a fact I wouldn't have been as prepared for some of these meetings or know what to expect, had I not finished with Tulo and participated in mock negotiation scenarios during class.

This accommodation tax is a significant step for all First Nations across BC. This tax is modelled after the BC provincial MRDT tax and this allows OIB to collect 3% of the gross revenue on the sale of accommodations. This is a really common tax collected throughout most cities and towns in BC and it's used to stimulate tourism efforts.

Student Success Stories

Something I discovered during our open houses was that many businesses and residents have already been paying tax to the province of BC. I learned that if you don't have your laws in place or enacted, other government agencies will step in and collect the tax on your behalf, so that'll be more money out of your community. I would love to one day see our youth and young adults working in an OIB visitor information centre proudly promoting our culture and our heritage and all the things that are featured on our lands.

I enjoyed being a Tulo student. It really pushed me out of my comfort zone, and I still feel like I'm learning so much all the time. So, for me, I was thankful that when I started at Tulo, it was still at Thompson Rivers University in Kamloops. It was hard to be away from my family and my kids for a whole week, but the time away allowed me to focus on my studies.

I didn't know what to expect at first, and sometimes it was really hard and challenging to do the presentations and negotiations, but those really provided me with immeasurable lessons that I still use every single time I walk into a taxpayer meeting or government consultation meeting. Those practices were beneficial.

Now that things have transitioned to online learning because of the pandemic, I can see how hard the teachers have worked to keep the classroom feel. That is something that I appreciate, and I hate to say it, but I almost like this a little bit more, because I can go back and I can re-listen to lectures and I can take my time and all the material is there.

This has been a big transition for people, but with using Big Blue Button, students can go and meet and hang out with each other and discuss

assignments and brainstorm work together. I think as long as you create a routine and a schedule and stick to it, I just know that I'm going to get the assignment done on time.

I'm a mother first. I have two children and they're my biggest focus right now in just trying to create a better future for them. I'm also a new yoga teacher. During the pandemic, I took my online yoga teacher training so that has really helped me bring balance into my life and I practice a form of yoga or meditation each and every day. I have also started teaching beginners yoga to my home community, where I teach two classes a week.

There is really something from each program that you can take away. Just the amount of hands on learning and the amount of different perspectives you can get from your peers in these types of classroom situations are just going to help so much. Whether you want a general focus and want to take all three courses, or if you need a more specific focus, like if you're already working in taxation, or lands or economics. But in any job all of these kind of branch and blend into one. At least I know they do here. So I just really feel like the learning environment at Tulo is really supportive, especially if you're already working. It really works.



Year in Review

Over this past year, during the Covid-19 pandemic, the **Tulo Centre** went under a review and subsequent pivot of how programs were presented and delivered. Although it took some time and creative thinking to develop, the Tulo Centre has successfully transitioned and delivered all 3 certificate programs virtually via our online Moodle learning platform.

This virtual delivery has enabled the Tulo Centre to be much more flexible, increasing the likelihood of a hybrid distance/in-person programming for future cohorts. This may allow for an expansion of programming and outreach to a larger base of students moving forward.

In addition to pivoting the programs, the administration staff also had to adjust to working from home in a virtual setting.

TULO LEARNING GAMES

Building a Sustainable & Resilient Indigenous Economy 2.0

In 2019, the Tulo Centre developed the “Building a Resilient First Nation Economy” game that was used during both the National Intertribal Tax Alliance (NITA) and Bank of Canada presentations as an in-person, paper version.

Since then, we have successfully developed and improved the game, transitioning it entirely online, which is available for anyone to play. The purpose of the game is to set up a strategy that is sustainable to an economic shock and then shifting that strategy to be resilient to several future economic shocks. This first game has been well received and has achieved its learning objectives. It will continue to be improved and updated and will be available for anyone to play for the foreseeable future.

CLOSING SYSTEMIC GAPS

An outline for a comprehensive FMA Indigenous recovery strategy has been developed for use in curriculum. There must be a strong COVID-19 economic recovery strategy to ensure that business investment continues, and a credit crisis is avoided. Ultimately, this will promote the sustainability and continued resilience of the Canadian social framework.

Year in Review

PODCAST SERIES



The Tulo Centre released 2 podcast series this year.

The first is with the Chief Commissioner and other guests that includes the history of pre-contact Indigenous economies, past pandemics, colonial economies and some strategies to renew and develop sustainable Indigenous economies and governments after the COVID-19 pandemic. There are 9 episodes available.

1. *Indigenous Experience & Pandemics – Part 1*
2. *Indigenous Experience & Pandemics – Part 2*
3. *Indigenous Experience, Colonization and Early North American History*
4. *The First Nations Infrastructure Institute*
5. *Ngāi Tahu Research Centre*
6. *Fiscal Gaps for First Nations – Part 1*
7. *Fiscal Gaps for First Nations – Part 2*
8. *Alliance for Renewing Indigenous Economies*
9. *Indian Land Tenure Foundation*



The second podcast was created in collaboration with instructors in the Applied Lands Management certificate program to produce a series of nine podcasts, which supported curriculum material in Land Use Planning 1.

The podcast series named **Table Talk: Environmental Assessments** addresses the following topics, which are among the more complex yet very important issues within the Environmental Impact Assessment (EIA) in today's scientific, socioeconomic and regulatory setting.

1. *Environmental Assessment*
2. *Ecosystem Impacts*
3. *Public Consultation*
4. *Indigenous Knowledge*
5. *Determining Significance*
6. *Watercourse Crossings*
7. *Cumulative Impacts*
8. *Environmental Monitoring*
9. *Environmental Auditing*

Year in Review

CENTRAL BANK NETWORK FOR INDIGENOUS INCLUSION

The Te Pūtea Matua (Reserve Bank of New Zealand), the Bank of Canada, the Federal Reserve banks of Minneapolis and St. Louis, and the Reserve Bank of Australia have formed a voluntary network to foster ongoing dialogue and raise awareness of Indigenous economic, financial and statistical gaps and / or issues.

The Tulo Centre is an Indigenous partner in this network which aims to share knowledge and best practices, promote engagement with Indigenous Peoples, and foster greater understanding and education about Indigenous economic issues and histories. In addition, the network will plan a recurring Central Bank Symposium on Indigenous Economics. The first symposium will be hosted by the Bank of Canada in late 2021.

VIDEO SERIES

The Tulo Centre has produced a series of explainer videos to augment delivery of course materials. Topics include the past impact of pandemics on Indigenous peoples, and other topics to support course and workshop content. The video available in this series include:

- How Economies Grow
- Indigenous Creative Destruction
- Economic Growth Model
- Indigenous Communities and Pandemics
- The Power of Pandemics
- The Tzeachten First Nation Story

STUDENT AMBASSADOR PROGRAM

The Tulo Centre recruited student ambassadors to represent each certificate program to help increase awareness around First Nation projects, success stories across Canada, and Tulo Centre programs. The students help share stories and experiences of both their education and work at the community level through stories, social media, photography, video, and more.

ALUMNI NETWORK AND ENGAGEMENT STRATEGY

The Tulo Centre has established an Alumni Network; bringing forth all Alumni for collaboration on events, continuing education, workshops, and more! Establishing and supporting the growth of the Tulo Alumni Network is an opportunity for success and an opportunity to continue leading the charge. It is important to us to fuel our continued pursuit of Indigenous economic renewal in creative and innovative ways. We intend on working closely with our graduates to enhance the education experience in a responsible and exciting way.

Strategic Learning Objectives

The **Tulo Centre** continues to ground our activities and curriculum on a strong research-based and innovative approach to content distribution, learning and curriculum development. The Tulo Centre's curriculum development ranges from university courses, webinars and customized workshops.

Over this past year, we continued to deliver courses in a virtual learning environment. This was a blend of synchronous, scheduled video conferencing for instruction and discussion as well as asynchronous recorded video lectures, course material, and assignment work

TAKSIS: FIRST NATION TAX ADMINISTRATION

The Certificate in **First Nation Tax Administration (CFNTA)** and its students are at the forefront of property taxation on First Nation lands. Graduates of this innovative program are prepared to administer a high quality First Nation property taxation system.

DELIVERED 7 COURSES TO 35 STUDENTS

CLASSES: ♦ Communications, Taxpayer Relations & Dispute Resolution
♦ Service Agreements and Joint Contracts ♦ Development Cost Charges
♦ Capital Infrastructure & Debenture Financing ♦ Introduction to First Nation Taxation ♦ Assessment and Assessment Appeals ♦ Establishing First Nation Tax Rates and Expenditures

Offered in partnership with the First Nations Tax Commission and Thompson Rivers University, our accredited certificate programs are carefully structured to ensure graduates are equipped to steer their communities towards success.

Every time we teach a course,
we get a chance to see the
future through our students.

Strategic Learning Objectives

OIHOI: FIRST NATION APPLIED ECONOMICS

The Certificate in **The First Nation Applied Economics (FNAE)** program and its students are leaders in understanding how markets work on Indigenous lands. Graduates of this program are prepared to manage high level economic development projects.

DELIVERED 2 COURSES TO 26 STUDENTS (11 STUDENTS FROM NEW ZEALAND)

CLASSES: ♦ Issues in Aboriginal Economics ♦ Economic Feasibility and Impact Analysis on First Nation Lands

ELAHIE: FIRST NATION APPLIED LANDS MANAGEMENT

The Certificate in **First Nation Applied Lands Management (CFNALM)** creates a practical skillset in surveying, mapping, GIS, planning and parcel/boundary principles. Graduates of this program will be prepared to help positively influence decision making in the community, be a central resource in the community for lands, housing, infrastructure, and provide critical support to land managers to deliver services.

DELIVERED 7 COURSES TO 35 STUDENTS, OVER 2 COHORTS.

CLASSES: ♦ Data Capture 2 ♦ Independent Research Project
♦ Digital Mapping 1 ♦ Digital Mapping 2 ♦ Land Use Planning 1
♦ Land Use Planning 2 ♦ Land Tenure

What's Next?

Over the next three years, The Tulo Centre intends to develop and deliver comprehensive accredited and executive training courses supported by research for the implementation of Indigenous fiscal, infrastructure, financial, lands and information jurisdictions to support more sustainable Indigenous economies.

These goals are divided into 6 sections:

1

ACCREDITED PROGRAMMING

This includes expanding current certificate programs with new courses, developing new certificate programs in emerging FMA and FNLMA jurisdictions, creating diploma laddering options for students, supporting the development of an Indigenous economy-focused MBA program, and developing Indigenous economics and financial literacy secondary curriculum.

2

EXECUTIVE TRAINING

This involves the creation of concentrated executive development courses from current and proposed accredited curriculum materials and specialized research for many potential audiences. These courses would be designed to support the more effective implementation of Indigenous jurisdictions and sustainable economies.

3

PROGRAM AND COURSE DELIVERY AND STUDENT SUPPORT

This includes the delivery of the courses and programs associated with the accredited programming and executive training visions. Student support programs would include a mentoring program to help administrators at a practical level.

4

RESEARCH AND INNOVATION

To conduct research that supports Indigenous innovations and education/training delivery. This could apply to accredited curriculum, executive courses, and potential additional Indigenous jurisdictions to support fiscally, economically, and environmentally sustainable communities and develop data and statistics systems and capacity to strengthen Indigenous innovations and jurisdictional implementation.

5

COMMUNICATIONS

Maintain and expand online and multimedia educational content related to accredited curriculum, executive courses, Indigenous jurisdictions, and research to expand support for curriculum development and delivery and social media content for the general public.

6

SUSTAINABILITY & GOVERNANCE

Expand administrative capacity and logistic support for all accredited and executive course development and delivery, build a new campus with necessary capital to support hyper-flex delivery (simultaneous in-class and online), an enhanced policy and governance framework to support innovation, and expanded fundraising capacity.

Financials

The Tulo Centre maintains systems of internal accounting and administrative controls of quality, consistent with reasonable cost. Such systems are designed to provide assurance that the financial information is relevant, reliable and accurate and that the Tulo Centre's assets are appropriately accounted for and adequately safeguarded. This year, we accumulated surplus due to planned travel and bursaries for students that were cancelled due to the ongoing pandemic.

2020/2021 REVENUE

Contract services	\$ 200,000
Government of Canada	\$ 455,631
COVID-19 Economic Recovery	\$ 624,508
Workshops and Special Projects	\$ 123,449
Other revenue	\$ 1,526
	\$ 1,405,114

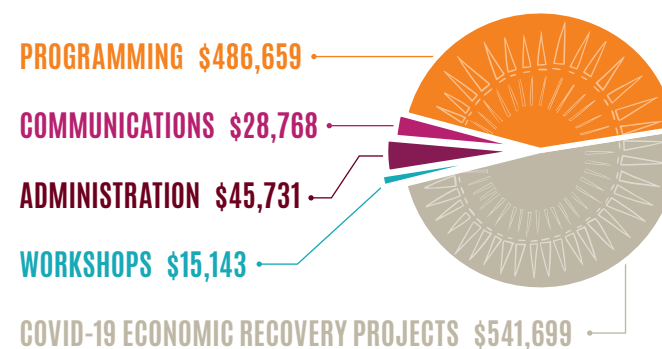
2020/2021 OPERATING EXPENSES

This 2020/2021 deficit	\$ 287,114
Accumulated surplus, beginning of year	\$ 51,305

ACCUMULATED SURPLUS, END OF YEAR

\$ 338,419

2020/2021 OPERATING EXPENSES



Tulo Centre of Indigenous Economics is a not-for-profit organization incorporated under the Canada Corporation Act on March 31, 2008 dedicated to delivering certificate and diploma programs in First Nations Tax Administration, First Nations Economics and First Nations Public Finance. Tulo Centre of Indigenous Economics commenced operations in April 2008.

Tulo Centre of Indigenous Economics is a registered charity and accordingly is exempt from income taxes pursuant to paragraph 149(1)(f) of the Canadian Income Tax Act. Tulo Centre of Indigenous Economics obtained registered charity status with the Canada Revenue Agency as of April 1, 2011.

Elip Skookum: Together We Are Stronger

IF YOU SHARE OUR VISION, BECOME A PARTNER

The Tulo Centre of Indigenous Economics seeks partnerships with institutions and organizations that have an education and training mandate to:

- support and grow skills and knowledge required for creating and maintaining legal and administrative frameworks on reserve;
- support and grow technical skills for the maintenance of infrastructure to uphold health and safety standards on reserve.

Please contact the Tulo Centre of Indigenous Economics for more information about available opportunities.

When you build somebody up... then it goes out to their family, and then in goes out and builds into the community as a ripple effect.

~ Tulo Centre Graduate, Alumni Interview 2021

IF YOU SHARE OUR VISION, SUPPORT OUR CAUSE

Make a tax-deductible donation at tulo.ca/Donate or contact **the Tulo Centre of Indigenous Economics** for more information about how to help.

PARTNERS

American Indian Infrastructure Association

Consensus Building Institute

First Nations Financial Management Board

First Nations Tax Administrators Association

First Nations Tax Commission

Hoover Institution at Stanford University

Institute for Liberty and Democracy

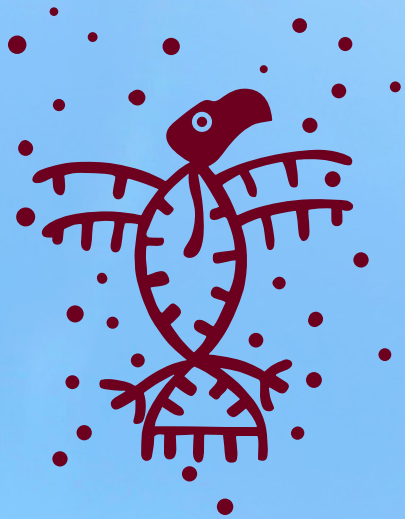
M.I.T. – Harvard Public Disputes Program

National Aboriginal Land Managers Association

Ngāi Tahu Research Centre at the University of Canterbury in New Zealand

Ostrom Workshop at Indiana University

Thompson Rivers University



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