



Tulo Centre of Indigenous Economics

2018 – 2019 ANNUAL REPORT

**Transforming Communities
Through Innovation**



“Tulo” is the Chinook word for “earned money.” Chinook was the Aboriginal-European trading language used during the early period of contact from what is now Alaska to California. In the spirit of applied reconciliation, the Tulo Centre works in partnership with others who share our objective to help Indigenous people build governments that build economies.

The Tulo Centre encourages the resurgence of Indigenous Nations through applied research, institutional innovations, accredited training, and workshops that build the administrative, fiscal and legal framework to support sustainable Indigenous economies and communities.



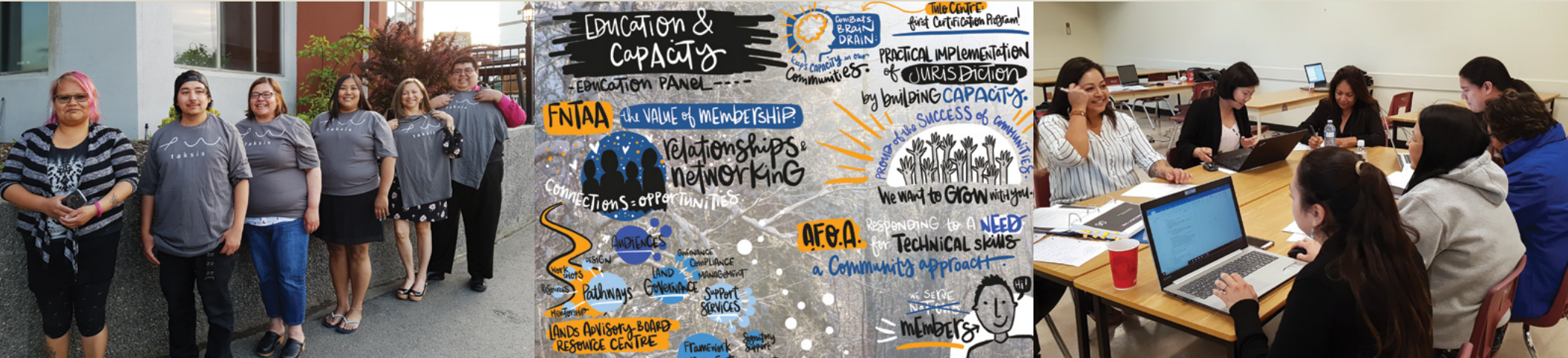
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Board of Directors & Staff



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“First Nation governments want their own institutions, ones that they design and develop that promote economic growth creating vibrant communities.”

—Renewing Indigenous Economies Through Creative Destruction





A message from the Chair

Dear Friends:

The Tulo Centre has been in operation for the last 10 years and has three, eight-course, university-accredited programs in First Nation Tax Administration, First Nation Applied Economics and First Nation Applied Lands Management.

Our purpose is to help First Nations fill the gaps preventing us from participating in the economy. We want to help First Nations share and learn from successes.

Our programs are comprised of original curriculum and the Tulo Centre is the only place where these specific and applied programs are offered. The Tulo Centre provides the only university-accredited certificate programs focused on practically implementing First Nation jurisdiction to support First Nation economies, land development and tax administration. More than 200 students from more than 100 First Nations across Canada have taken part in one or all of these programs. The Tulo Centre also offers many one to two-day workshops based on its accredited material, which is tailored to meet the needs of participants.

We are proud of the growth the Tulo Centre has experienced in this past year and look forward to more successes in the coming years.

Thank you,

Michael LeBourdais

Chair, Tulo Centre of Indigenous Economics





Highlight Reel

1 textbook



is available online for leaders and administrators and others



8 workshops

developed and delivered for First Nations and federal public services

100

First Nations

have sent representatives to Tulo Centre programs

768

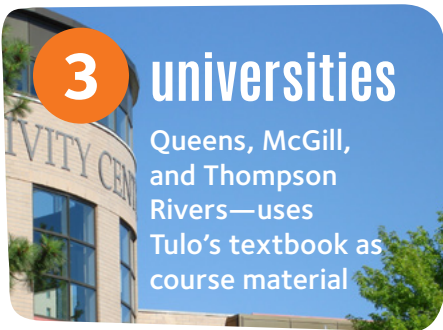
items

published with over **3500** points of engagement reaching **252K** audience

200

students

have taken courses in Tulo's collaborative, activity-based curriculum



3 universities

Queens, McGill, and Thompson Rivers—uses Tulo's textbook as course material

24

original, accredited courses

have been developed and delivered by the Tulo Centre

4

conferences

The Tulo Centre attended and presented at 4 conferences



300



individuals

have participated in activity-based workshops specifically tailored for First Nation leaders and communities, Fiscal Management Act (FMA) institutions and government participants

20

graphic recordings

created from Tulo Centre workshop presentations and discussions



40

students



have graduated from Tulo's certificate programs

715

followers

on social media feeds



658

views

of the Tulo textbook

234

views

of the new research paper *Renewing Indigenous Economics through Creative Destruction*

5,620 unique visitors, **6,597** visits and **15.9K** pageviews people visited Tulo.ca



The Tulo Centre's Successes

ALLIANCE FOR RENEWING INDIGENOUS ECONOMIES

The Tulo Centre completed a discussion paper with the Ngai Tahu Research Centre in support of their tribal economies strategy.

The purpose of this paper is to show how the First Nation institutional development approach in Canada could be applied for the Ngai Tahu in New Zealand. There are significant contextual, historical and legal differences in the two countries, but the paper proposes a possible Ngai Tahu hybrid strategy based on the First Nation lessons that would restore their title and tax jurisdiction.

The three activities that took place this fiscal year, discussing this paper, were:

- **Stanford on September 24th and 25th** – The keynote speaker at this meeting was James Robinson one of the co-authors of Why Nations Fail.
- **Ngai Tahu Kamloops visit on September 28th** – The Ngai Tahu were interested in learning more about how to develop the legal, administrative, fiscal and institutional framework that supports tribal government and economies.
- **Washington DC on Oct 1st and 2nd** – The keynote speaker at this event was Hernando de Soto. The purpose of this meeting was to advance tribal proposals for economic development and to attract further funding for the Alliance. The Chief Commissioner of the First Nations Tax Commission spoke at this event and discussed opportunities related to the development of an Indigenous land title registry with Mr. de Soto.

THE ROLE OF INDIGENOUS PEOPLE IN THE GOVERNANCE OF NATURAL RESOURCES IN BRITISH COLUMBIA

Tulo Centre board member Professor Robert Bish developed: *The Role of Indigenous Peoples in the Governance of Natural Resources in British Columbia*. There are two main objectives of this report.

The first is to present a brief history of the governance of nature's resources by Indigenous peoples followed by the impacts of colonization. The second is to examine the characteristics of successful, sustainable, natural resource governance by communities, including Indigenous communities. The paper was added into the Tulo Centre curriculum for its First Nation resource projects

course in February, where Professor Bish came in as a guest lecturer. The Tulo Centre is working with Professor Bish to identify opportunities to help the Tulo Centre expand its curriculum into applied Indigenous resource management, and will be providing suggestions to advance this work.





The Tulo Centre's Successes



WORKSHOP SERIES

The Tulo Centre offers many workshops and webinars for interested First Nations based on its curriculum and research, including:

- ▶ Increasing the benefits from Treaty Land Entitlements (TLEs) & Additions to Reserves (ATRs)
- ▶ Negotiating better service agreements
- ▶ Towards a better First Nation fiscal relationship
- ▶ Facilitating more investment on First Nation lands
- ▶ Building a sustainable First Nation economy
- ▶ Establishing First Nation cannabis, tobacco and excise jurisdiction

- ▶ Implementing and realizing more benefits from the FNGST
- ▶ Resource projects, management and taxation
- ▶ Implementing property transfer taxes and business activity taxes
- ▶ Building better public institutions through systematic innovation

The Tulo Centre brought in a graphic recorder to the seven workshops delivered in 2018/2019. These recordings visually capture discussions and presentations as they are taking place. Participants enjoy the process of having another way to understand the information, and the Tulo Centre has graphic documentation of the conversations after the event to use in communications, presentations, course material, etc.



The background features a repeating pattern of concentric squares and diamonds in a light beige color against a dark brown background. A large, stylized diamond shape is centered behind the text.

“As we grow, we have learned that tax revenues are so important. Those revenues can help fund capital infrastructure projects and make your community a better place to live in today, and more importantly for our future generations to thrive.”

— Annamarie Demchuck,
2018 Tulo Class Valedictorian



The Tulo Centre's Successes

RENEWING INDIGENOUS ECONOMIES THROUGH CREATIVE DESTRUCTION

The Tulo Centre released a working paper on Renewing Indigenous Economies Through Creative Destruction in November 2018. The subject of the paper is the 30 year story of public institution innovation success that is represented by the work of the FNTC and the FMA. It has been presented numerous times to various groups and has been well received by academics, government and First Nation and tribal leaders.

CONTINUED SUCCESS THROUGH MEANINGFUL STEPS

In August 2018, The Tulo Centre and the National Intertribal Tax Alliance (NITA) participated in the MOU signing ceremony. The main points of the MOU are for the Tulo Centre and NITA to:

- ▶ Meet regularly and share information
- ▶ Share work on the advancement of jurisdictions
- ▶ Develop education materials to support jurisdictions and economic development
- ▶ Plan a joint conference

The Tulo Centre met with representatives from the Indian Land Tenure Foundation (ILTF). ILTF is based in the United States of America and is a national, community-based organization serving American Indian Nations and people in the recovery and control of their rightful homelands. They work to promote education, increase cultural awareness, create economic opportunity, and reform the legal and administrative systems that prevent Indian people from owning and controlling reservation lands. Both the ILTF and the Tulo Centre have similar work and are looking at meeting again to discuss joint projects going forward.

The Tulo Centre presented a short paper to the Collaborative Leadership Initiative (CLI) to help improve TLE outcomes. TLEs represent one of the most successful Indigenous led economic innovations in Canada. They have generated significant economic benefits for First Nations governments and members and other citizens and governments. But, they also do not generate as many benefits as they could.

- ▶ The Tulo Centre presented to the CLI on November 17th and provided a short paper on how the CLI can help support better TLE outcomes.





The Tulo Centre's Successes

WORKSHOPS & CONFERENCES

60 students in 2018/2019

6 graduates 

from Peguis First Nation (Manitoba), Enoch Cree Nation (Edmonton), Tsal'alh (Lillooet, BC), Chippewas of Kettle and Stony Point (Ontario), and N'Quatqua (Lillooet area).


7 workshops 

held in Alberta, Manitoba, Regina, Saskatchewan, and Ontario

“With Tulo’s help, we are working to stop the brain drain and bring jobs and people back to our community.”

—Chief Laurence Paskemin
(Tulo Centre Alum),
Sweetgrass First Nation





**The Tulo Centre
strives to empower
First Nations with
the knowledge,
expertise and
capacity to support
growth and change.**





The Tulo Centre's Strategic Learning Objectives

From university courses, to webinars and customized workshops, Tulo's curriculum development is focused on providing the information and skillsets necessary to foster economic development and provide quality services within First Nations communities.

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 toward success.

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 **8 courses** to **41 students**
- ▶ **Classes:** Introduction to First Nation Taxation, Establishing First Nation Tax Rates and Expenditures, Assessment and Assessment Appeals, Administration: Tax Notices, Collection & Enforcement, Communications, Taxpayer Relations and Dispute Resolution, Service Agreements and Joint Contracts, Development Cost Charges, Capital Infrastructure and Debenture Financing.

FIRST NATION APPLIED ECONOMICS



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 **11 students**
- ▶ **Classes:** Resource Development on First Nation Lands, and Investment Facilitation on First Nation Lands.

CERTIFICATE IN 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 **8 courses** to **14 students**
- ▶ **Classes:** Data Capture 1 & 2, Digital Mapping 1 & 2, Land Use Planning 1 & 2, Land Tenure, and Independent Research Project.





What's Next for the Tulo Centre

Increasingly, First Nations and other governments, as well as Indigenous groups in other countries, are demanding more Tulo Centre research, textbooks, courses, and workshops. To meet increasing demand, we have big plans to grow the Tulo Centre over the next five years and increase the number of students it serves.

New campus

The Tulo Centre is planning to build a campus on the lands of the Tk'emlúps te Secwepemc to support more students, classes, workshops and research. The Tulo Centre has identified the site for its campus and has completed a preliminary plan. The Tulo Centre will continue to seek funding for this project.

More courses and curriculum

The Tulo Centre delivered 18 accredited courses last year and would like to deliver more than 30 per year, within 5 years; and develop new courses and programs to support First Nation jurisdictions related to resource, infrastructure, and financial and information management.

More research, workshops and webinars

The Tulo Centre would like to expand its support for interested First Nations and partners by helping them develop and implement their land and fiscal-related jurisdictions. New workshops and webinars will focus on cannabis, tobacco and resource taxation, resource projects and management, infrastructure and other jurisdictions of interest to First Nations.

Research and Support

The Tulo Centre released working papers to support expanded FMA and FNLMA jurisdictions. This research will be expanded to include more case studies and best practices. It will be supported by a case study database and other resources related to First Nation jurisdiction to support future research and curriculum.

More partnerships

The Tulo Centre will expand its partners and faculty to support the increased research, courses, programs and workshops. The Tulo Centre is proposing partnerships with the Bank of Canada, Federal Reserve Bank of Minneapolis, Indian Land Tenure Foundation, Ostrom Workshop at Indiana University Bloomington and universities, and colleges in Manitoba and Saskatchewan.





“We have to replace the colonial structure and renew our government and economies by Creative Destruction. Our economic growth is the best weapon to achieve this.”

— Renewing Indigenous
Economies
through Creative Destruction



“At Tulo, we’re very much about the practical instruments of jurisdiction. Tulo is your school for the tools needed to implement jurisdiction in your communities.”

— Dr. André Le Dressay



The Tulo Centre Financials

To meet growing demand for our workshops, courses, and research, we must ramp up our efforts with new applied research, more accredited courses, and more customized workshops. This means, that over the next five years, we aim to increase our revenues.

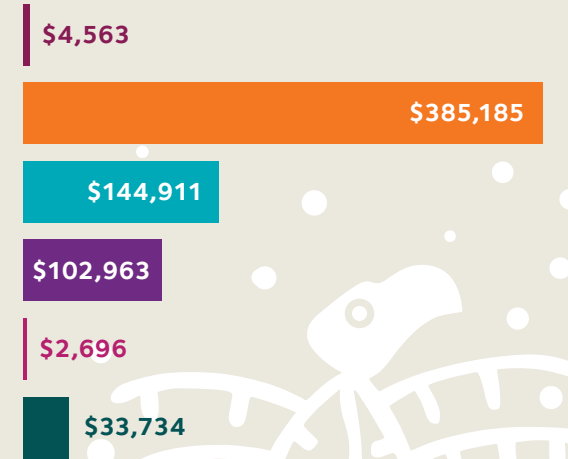
2018/2019 REVENUE	
Contract services	170,000
Workshops and special project revenue	476,605
	\$ 646,605
2018/2019 OPERATING EXPENSES	
2018/2019 surplus	(23,447)
Accumulated surplus, beginning of year	85,962
ACCUMULATED SURPLUS, END OF YEAR	\$ 62,515

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.

2018/2019 OPERATING EXPENSES

- Administration
- Education
- Workshops
- Professional Fees
- Graduation
- Communications





Supporting the Tulo Centre

WHAT CAN INTERESTED FIRST NATIONS DO TO HELP?

There are several ways interested First Nations can get involved in Tulo Centre initiatives and the Tulo Centre mission, including:

- ▶ **Exploring Opportunities** – The Tulo Centre has a calendar of courses, programs, workshops and webinars that First Nations and their staff may be interested in or may request a customized program to suit their needs.
- ▶ **Films, Podcasts and Case Studies** – The research and curriculum of the Tulo Centre is more practical and valuable to participants when it contains more multimedia, such as films, podcasts and case studies drawing from real First Nation experiences. Please contact the Tulo Centre if you wish to participate in its film, podcast or case study projects for use in courses, workshops and webinars.
- ▶ **Participating in the Tulo Centre Expansion** – A main purpose of the Tulo Centre is to help build the administrative capacity to increase the benefits from the *First Nations Fiscal Management Act* and the *First Nations Land Management Act*. The more First Nations involved with the Tulo Centre, the better the curriculum, workshops, webinars and research can be for First Nations students.
- ▶ **Passing a BCR of Support** – The Tulo Centre appreciates the support of First Nations throughout the country. Interested First Nations can show their support by considering and possibly passing BCRs to demonstrate their interest to potential donors.
- ▶ **Advocacy** – The Tulo Centre is grateful for the advocacy First Nations have displayed thus far. There is still much work to do to spread the word on the value of the Tulo Centre in supporting First Nation jurisdiction through education and research. Interested First Nations can participate and actively support Tulo Centre fundraising initiatives and proposals with testimonials and presentations. Please contact the Tulo Centre if your First Nation or staff are interested.

“Before and during early contact, First Nations and Indigenous groups had the necessary land, resources and jurisdiction to support their communities and economies.”

—Renewing Indigenous Economies Through Creative Destruction



Join Us

TULO CENTRE'S VISION

Indigenous resurgence through innovation and economic growth.

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.

IF YOU SHARE OUR VISION, SUPPORT OUR CAUSE




Make a tax-deductible donation on 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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