

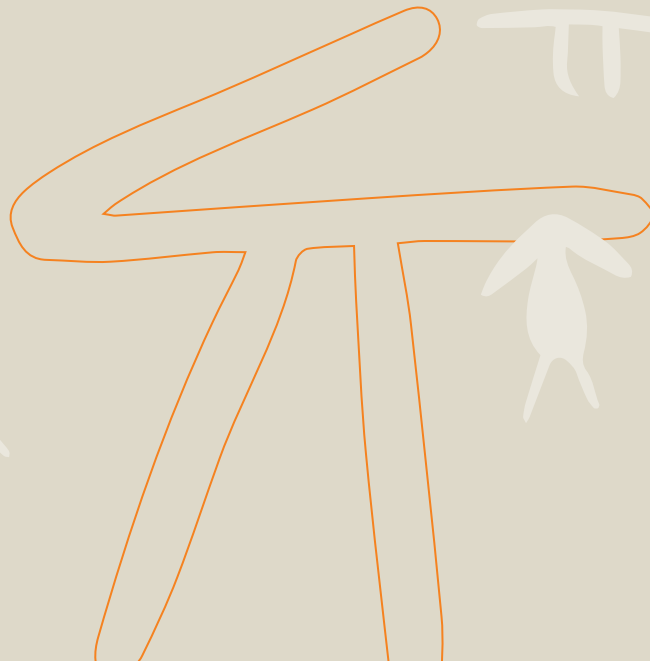


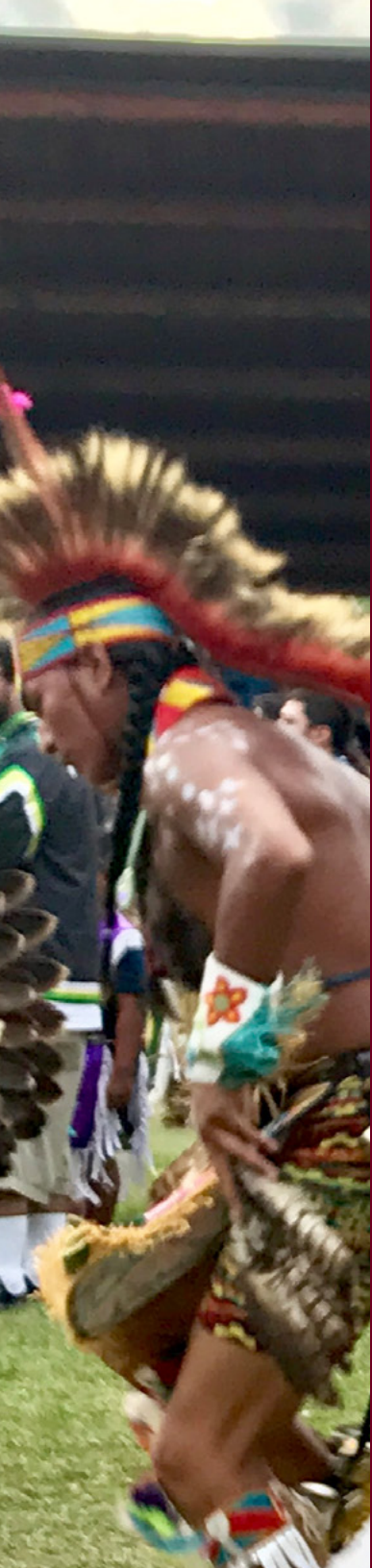
Tulo Centre of Indigenous Economics

Indigenous renewal through
innovation and economic growth



2019-2020
ANNUAL REPORT





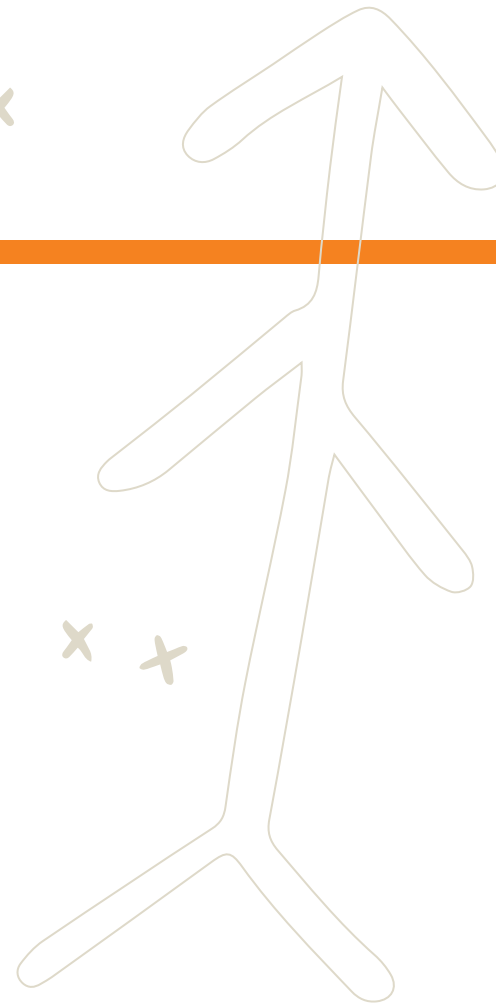
To regain control of our economic destiny, First Nations must have the tools to manage and guide in a new direction. The Tulo Centre of Indigenous Economics is the place where that knowledge is shared.

The Tulo Centre is committed to sharing innovations and strategies that renew Indigenous economies and strengthen Indigenous capacity to implement institutional frameworks that enable our economies to thrive.

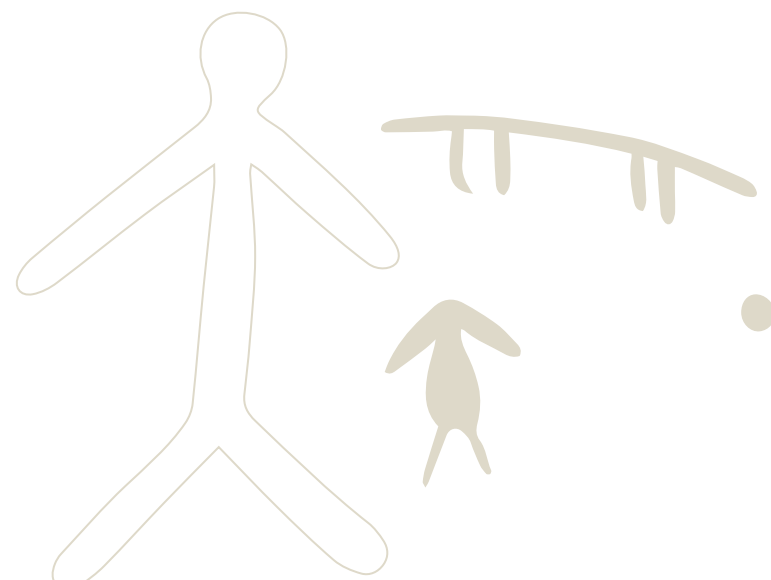




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Board of Directors & Staff

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

Message from the Chair

Dear Friends:

The Tulo Centre has been in operation for 11 years and continues delivering its successful 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.

At the end of this fiscal year, the Tulo Centre (like the rest of the world) was affected by the COVID-19 pandemic. Following the government guidelines and Thompson Rivers University (TRU) directives, we cancelled all on-campus classes effective March 17, 2020. The Tulo Centre has been working with instructors, Tulo Centre staff and TRU to adapt the courses for distance delivery through virtual classroom formats. It is important to the Tulo Centre that our students have the opportunity to continue the program and graduate according to their original timeframe.

We look forward to progressing the organization in 2020/21 and see what the near future holds.

Take care



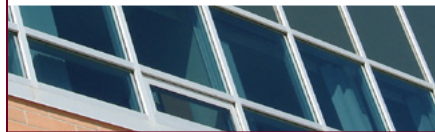
Michael LeBourdais
Chair, Tulo Centre of
Indigenous Economics

This Year's Outstanding Features

1 textbook
is available online



4 universities
use the Tulo Centre's
textbook as course material



11 conferences
where the Tulo Centre
attended and presented

26 students
graduated from
the Tulo Centre's
certificate programs



17 original,
accredited
courses
were delivered by the
Tulo Centre



31 First Nations
sent representatives to
take Tulo Centre programs

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

6200⁺ people
visited Tulo.ca



1,371 people



like & follow the Tulo
Centre's social media feeds



96
views



of new research paper
Renewing Indigenous
Economics through
Creative Destruction

462 views
of the Tulo textbook



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 FMA and FNLMA. The more First Nation communities 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 has a draft BCR of support for the consideration of your Chief and Council. These BCRs help us demonstrate First Nation support to potential funder and donors which allows us to grow and improve our programs.



Tulo Centre Students



In June 2019, the Tulo Centre celebrated with **26 graduates** from the Certificate in Tax Administration and the Certificate in Applied Lands Management. It was an honour to watch them walk down the aisle and witness their big accomplishment. We are so proud of our graduates and wish them great success in their future endeavours.

55 students



Certificate in Tax Administration Program Graduates

FIRST NATION

- | | |
|---|------------------------------------|
| Neskonlith Indian Band | Little Shuswap Lake Band |
| Kitselas First Nation | K'omoks First Nation |
| Chippewas of Georgina Island | Malahat First Nation |
| O'bash'kaan'da'gaang First Nation | Kwikwetlem First Nation |
| Tobacco Plains Indian Band | Independent Student - Kitigan Zibi |
| Tk'emlups te Secwepemc | Independent Student - CPA CA |
| Saddle Lake Cree Nation | Shuswap Indian Band |
| Independent Student - Fenton Associates | O'Chiese First Nation |
| | White Bear First Nation |

Certificate in Applied Lands Management Graduates

FIRST NATION

- | | |
|---------------------------|------------------------------------|
| Sakimay First Nation | Williams Lake Indian Band |
| Enoch Cree Nation | Kitigan Zibi - Independent Student |
| Seabird Island Band | McLeod Lake Indian Band |
| Shxw'owhámél First Nation | Sechelt Island |

Student Success Stories



DANIELLE GABRIEL

Class of 2019 Valedictorian

Danielle Gabriel is a member of Seabird Island Band, located in the Upper Fraser Valley region of British Columbia, and has been the band's Lands Manager since May 2014. Prior to that, she served as a member of the Lands Advisory Committee. In June 2019, Danielle obtained her joint Certificate in First Nation Applied Lands Management from Thompson Rivers University and the Tulo Centre of Indigenous Economics, and was elected class valedictorian. In a Lands position with a Land-Code band, the unique opportunity to be a part of the first cohort of the Applied Lands Management program was Danielle's main motivator for enrolling. Danielle is grateful for the experience gained and relationships built during her time in the program.

HOW DID YOU FIRST LEARN ABOUT THE TULO CENTRE AND ITS PROGRAMS?

My great friend was applying to the program and she suggested I take a look, and I became very interested. There was no program for such a field for Land-Code bands, and that was challenging — moving forward within my organization without any specific training. I've taken a Property Management course through the University of British Columbia. However, only certain areas of the course covered what I needed to be a successful Lands Manager.

HOW DID YOUR EXPERIENCE AT THE TULO CENTRE RELATE TO YOUR WORK AT SEABIRD ISLAND?

Wow. All areas of the eight-course program covered areas of being a Lands Manager for a First Nation. Land Tenure, Data Capture, GIS and Land-Use Planning are all important areas of Lands Management.

IS THERE ANYTHING YOU'D LIKE TO SHARE ABOUT BEING VOTED CLASS VALEDICTORIAN?

I'm so very humbled to be selected as the valedictorian for the First Nation Applied Lands Management program. I believe all participants were selected by the creator to come together as one — coming from several First Nations across Canada to be the first to experience such a successful program. We've all had our challenges, yet we all came together as one on one or as a group to overcome such challenges. The future looks bright for First Nations Land Management. Thank you, Tulo, for creating such a program. Good luck to future students, and I'm always available, if needed.

DO YOU HAVE ANYTHING ELSE TO ADD?

I had such a memorable chapter of my journey toward Lands Management. To be able to govern your own lands is magnificent.

Student Success Stories



SAVANNA MCGREGOR

Class of 2019 Valedictorian

Savanna McGregor is a member of Kitigan Zibi Anishinabeg, an Algonquin First Nation about 130 kilometres north of Gatineau, Que. Savanna celebrated her graduation from both the First Nation Applied Lands Management and First Nation Tax Administration programs — the latter of which she was named 2019 class valedictorian. The potential for acquiring jurisdictional power through the *First Nations Fiscal Management Act* and the *Framework Agreement on First Nation Land Management* is what motivated Savanna to start her educational journey. Having also grown up in Westbank First Nation, located in B.C.'s Okanagan region, she has witnessed firsthand the benefits of taxation when instituted and managed well.

Savanna is honoured to have been voted class valedictorian, and says the support shown by her peers and instructors has been fundamental to her success.

HOW DID YOU FIRST LEARN ABOUT THE CERTIFICATE IN FIRST NATION TAX ADMINISTRATION PROGRAM?

Through word of mouth and watching the program grow over time from the sidelines.

WHAT HAS BEEN THE MOST VALUABLE ASPECT OF THE PROGRAM SO FAR?

The most valuable aspects would be finding out answers to the indigenous question, learning about what work has been done and the tools that have been made available for First Nations to reclaim their jurisdiction and fiscal relationships

with their lands. Having the tools to build our capacity through indigenous institutions, such as the First Nations Tax Commission, the First Nations Financial Management Board, the First Nations Finance Authority and the Lands Advisory Board Resource Centre — that is, not the *Indian Act* — provides communities with self-sufficiency and the ability to create new futures led by the people.

WHAT IS YOUR BIGGEST TAKEAWAY FROM THE PROGRAM?

I feel that the tools I have acquired can aid in changing systems where we can optimize the potential for ourselves and our future generations. Tax jurisdiction, land jurisdiction, and the ability to have debenture financing for infrastructure needed to strengthen our economies are crucial and will aid with the future uncertainties from Canada's transfer-based model of funding with the impending recession and generational shift. Long-term success in our place within the country is the objective. The First Nation institutions empower the people to reach their full potential as sovereign nations. The ability to believe in ourselves in a new light is quite the gift.

DO YOU HAVE ANYTHING ELSE TO ADD?

The government has defined who we are after not even acknowledging and recognizing our humanity. We have the power to re-design the fiscal relationship that we have for the lands, and have a position where we can foster fairness, transparency and accountability, which will aid our economic-development needs. It is time to get creative with the tools that have been made available to us. We were never idle as nations. What has been idle is the system that continues to subjugate us.



WORKSHOP: NATIONAL INTERTRIBAL TAX ASSOCIATION

On August 13, 2019, the Tulo Centre provided a one-day workshop and attended the conference. The workshop was attended by 70 participants representing tribes from across the United States of America. The workshop topics included (1) The determinates of Tax Revenue (2) Economic Development and the Importance of Taxation (3) Building a Sustainable Tribal Economy (4) The Game: Building a Sustainable Economy.

THE GAME: BUILDING A SUSTAINABLE ECONOMY

The Tulo Centre developed a game that was first used in a workshop at the National Intertribal Tax Alliance workshop. The game was successful and the Tulo Centre plans on introducing and modifying for future workshops and courses.

The objective of the game is for participants to build a sustainable economy by making a series of choices and then presenting their vision of their sustainable economy to other workshop colleagues. The secondary objective is to demonstrate its sustainability by having participants explain how the economy responds to an external shock.

PLANNING: INDIGENOUS ECONOMICS SYMPOSIUM

The Tulo Centre met with the Bank of Canada in October 2019. One of the outcomes of that meeting is that the Bank of Canada and the Tulo Centre will work together to plan and expand Indigenous participation in an Indigenous Economic Symposium, as well as identify possible research topics and projects for submission to the symposium. The symposium will include participation from the FMA Institutions as well as representatives from the Federal Reserve Bank of Minneapolis, Reserve Bank of New Zealand and the Reserve Bank of Australia.



PRESENTATION: PROVINCE OF BRITISH COLUMBIA

On January 22, 2020, the Tulo Centre provided a presentation in Victoria, BC. It was part of the Indigenous Economic Development & Reconciliation Speaker's Series. The series seeks to build public sector capacity, both in terms of awareness of Indigenous economic development perspectives, and the ability to engage and support Indigenous organizations and peoples in pursuing economic opportunity. There were approximately 200 in attendance as well as about 200 who watched via web cast. The Tulo Centre received many expressions of interest for more workshops and projects following the presentation.

NATIONAL MEETING: FIRST NATIONS LEADING THE WAY CONFERENCE

The Tulo Centre participated in the Education and Capacity Building panel at the National Meeting: *First Nations Leading the Way* on May 29/30, 2019 in Calgary, AB. The presentation gave an overview of the Tulo Centre, it's vision and mandate. The Tulo Centre also hosted an information booth at the conference with brochures and other promotional material. There were over 350 participants representing over 125 First Nations communities across Canada.



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

A photograph of a landscape with green bushes in the foreground and a mountain range in the background under a cloudy sky. The quote is overlaid on the right side of the image, framed by orange L-shaped brackets.

Strategic Learning Objectives

Tulo Centre's curriculum development ranges from university courses, to webinars and customized workshops. Our focus is on providing the information and skillsets necessary to foster economic development and provide quality services within First Nation 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 towards 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 **29 students**
- ▶ **Classes:** Communications, Taxpayer Relations & Dispute Resolution, Service Agreements and Joint Contracts, Infrastructure Financing 1 & 2, Introduction to First Nation Taxation, Assessment and Assessment Appeals, Establishing First Nation Tax Rates and Expenditures, and Administration: Tax Notices, Collection and Enforcement.



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 **3 courses** to **15 students**
- ▶ **Classes:** First Nation Fiscal Relationship and Economic Development, Introduction to Professional Writing, and Introduction to Basic Economics.



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 **6 courses** to **13 students**
- ▶ **Classes:** Data Capture 1, Digital Mapping 1 & 2, Land Use Planning 1 & 2, and Land Tenure.

What's Next?



The Tulo Centre continues to grow by conducting more research projects, developing more innovative learning materials and interactive content and offering expanded courses and workshops. Our main objectives include:

ADVANCING RESEARCH AND INNOVATION • Become the leading research and educational institution for Indigenous-led economic development and institutional innovation.

The Tulo Centre is becoming an applied research and training centre for Indigenous jurisdiction and institutional innovation.

GROW PROGRAMS GROUNDED IN PRACTICAL INSTRUCTION • Create learning materials that are grounded in community case studies and research, delivered by practical instruction and guided by student-centered learning.

The Tulo Centre has developed a niche combining innovative thinking with practical knowledge and skills transferable to Indigenous leaders and the public. There is growing recognition and interest from Indigenous peoples throughout the world for the Tulo Centre's unique approach to practical skill development and activity-based learning.

CONNECTING WITH COMMUNITIES • Offer a range of knowledge sharing opportunities that match individual and Indigenous community needs, attracting engagement from learners, researchers, instructors and other stakeholders.

Demand for research, courses, and workshops continue to grow as a result of the Tulo Centre's connection to a wide range of communities. The Tulo Centre strives to create a community of people who understand that the Tulo Centre mission is an effective way to deliver lasting, beneficial change for First Nations.

ALTERNATIVE DELIVERY

In this sudden and ever-changing way of life, it is important that the Tulo Centre maintain its connection to its students and communities. To keep everyone safe, the Tulo Centre will adjust delivery of some programs and courses, offering virtual, web-based learning for the certificate programs.

COVID-19 RESPONSE

The Tulo Centre is aware of the immediate health, economic and fiscal impacts of COVID-19 in First Nation communities. The Tulo Centre will turn attention to projects, including research, communications and updated curriculum, that will help First Nation governments build the necessary administrative capacity to support a faster economic recovery during and after the pandemic.

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.

2019/2020 REVENUE	
Contract services	243,070
Government of Canada	380,317
	\$ 623,387
2019/2020 OPERATING EXPENSES	
2019/2020 deficit	(11,210)
Accumulated surplus, beginning of year	62,515
ACCUMULATED SURPLUS, END OF YEAR	
	\$ 51,305

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.

2019/2020 OPERATING EXPENSES

- Administration
- Education
- Workshops
- Professional Fees
- Communications

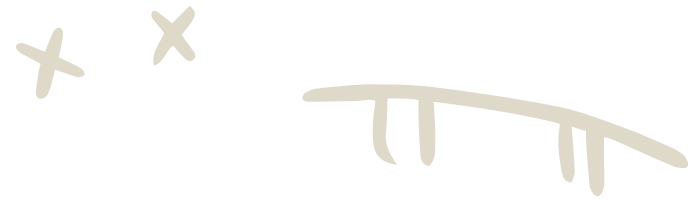
4,956

450,663

18,930

46,950

113,098



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.

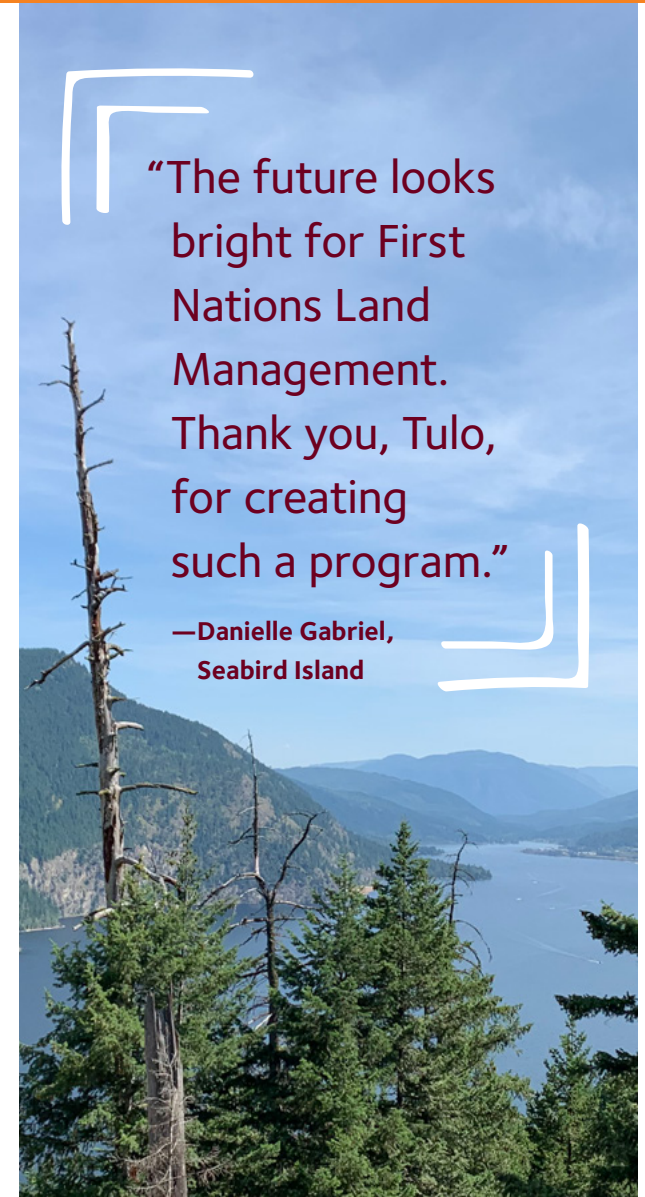
Please contact the Tulo Centre of Indigenous Economics for more information about available opportunities.

IF YOU SHARE OUR VISION, SUPPORT OUR CAUSE

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

PARTNERS

- ▶ [American Indian Infrastructure Association](#)
- ▶ [Bank of Canada](#)
- ▶ [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](#)
- ▶ [Lands Advisory Board Resource Centre](#)
- ▶ [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](#)



“The future looks bright for First Nations Land Management. Thank you, Tulo, for creating such a program.”

**—Danielle Gabriel,
Seabird Island**



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