



THREE YEAR REVIEW 2019 • 2021

Seeding prosperity through
Wise Practices nourished by community,
connection and culture



University
of Victoria

An initiative of the UVic Faculty of Law and
the Peter B. Gustavson School of Business

Contents

Message from Dr Saul Klein.....	1
Message from Miles Richardson.....	2
Introduction.....	3
Vision.....	4
The Team.....	5
NCIED Highlights 2019-2021.....	8
Education and Training.....	10
Double loop 8 stages of I-ACE program.....	12
Regional and specialty I-ACE programs.....	13
Coming up Aces.....	15
Coming up Aces Lyle R. Campbell, NW-ACE graduate.....	18
Wise Practices Research.....	23
Publications.....	25
Awards and Recognition.....	26
Community Engagement.....	30
Events.....	34

Cover: Indian Paintbrush – *Castilleja miniata*
This page: Western red cedar – *Thuja plicata*

Message from Dr Saul Klein

It has been 14 years since the National Consortium for Indigenous Economic Development (NCIED) began to take shape as a partnership between the University of Victoria's Gustavson School of Business and Faculty of Law. In that time, the NCIED's work has expanded to include a range of collaborative educational programs developed with Indigenous leaders and communities, along with leading-edge research regarding Indigenous culture as a vital component of business and legal education.

The Gustavson School has been proud to continue this wonderful partnership with the Faculty of Law under the guidance of Dr. Susan Breau, Dean of the Faculty of Law from 2018 to 2021. Her contribution, energy and vision have been invaluable to the work of the NCIED. We are delighted to welcome Dr. Val Napoleon, director of the university's Indigenous Law Unit, as interim dean of the Faculty of Law. The NCIED will benefit greatly from her cutting-edge work on Indigenous legal traditions, self-determination and governance.

Over the past three years, the NCIED's work has been recognized with numerous accolades for its programs and champions, which we are happy to share with you in this report.

We are proud and excited that our NCIED faculty champions have been recognized at the highest levels. In 2020, Dr. Brent Mainprize was announced as a 3M National Teaching Fellow and in 2021 Dr. John Borrows was appointed an Officer of the Order of Canada—just two of several notable awards honouring their transformative contributions.

The Indigenous Advancement of Cultural Entrepreneurship (I-ACE) program, one of the cornerstones of NCIED's education and training initiatives, was also recognized for outstanding achievement with the 2019 Excellence in Practice Gold Award from the European Foundation for Management Development, and as runner-up for the 2020 BC Business of Good Award.

We are honoured to have been invited into Nations across Canada to deliver I-ACE. The program has shown it consistently delivers high social impact, offering a unique opportunity for potential partners to co-create positive outcomes in their communities with an existing and successful program.

Enabling the creation of more Indigenous businesses is important for the prosperity of Indigenous communities and helps move toward economic reconciliation in Canada. Indigenous businesses and communities throughout the



country can play an integral role in local governance, cultural protection and sustainable community development. They also have tremendous capacity to revitalize regional economies and contribute to national prosperity.

The NCIED's efforts are well aligned with UVic's strategic goals of integrating and honouring Indigenous cultures, histories, beliefs and ways of knowing and being into the university's curriculum, teaching, research and operations. Our work reflects a commitment to education that redresses the historical and continued barriers that Indigenous peoples have faced in accessing and participating in post-secondary education.

The NCIED's work embodies and advances the United Nations' Sustainable Development Goals (SDGs). We continually strive to teach future leaders how they can make a positive impact on the world as responsible decision-makers and engaged citizens.

By advancing Wise Practices, economic enablers and institutional mechanisms to foster Indigenous economic development across the country, the NCIED contributes to realizing the full economic potential of Indigenous businesses and communities to the benefit of Indigenous and non-Indigenous people—of all Canadians.

Sincerely,

Dr. Saul Klein

Dean, Peter B. Gustavson School of Business

Message from Miles Richardson

NCIED is pleased to present this review of the past three years, a time of challenges, adaptation, growth and success.

Since the NCIED's 10-year anniversary milestone in 2018, we have expanded the delivery of educational training within the University of Victoria, in communities and across Canada, and continued to build relationships and partnerships with external Indigenous organizations to deepen our vital impact.

Recognizing the diversity of Indigenous Peoples, NCIED has worked on and off campus to build capacity through programs customized to meet communities' needs. In order to better meet this objective, we have continued to train Indigenous facilitators to deliver these programs. Thanks to these efforts, today more than 40% of I-ACE instructors and 90% of OWL (Our World of Learning) instructors are Indigenous.

We have expanded our own ranks, as well.

In 2019, Ava Hill and Lee Francoeur accepted my invitation to join the NCIED Board of Advisors. Ava Hill is the former Chief and served 15 years as an Elected Council member of the Six Nations of Grand River until 2019, when she did not seek re-election, and Lee Francoeur is the founder of Eagle Law Group, the former Chair of the Yukon Human Rights Tribunal and a member of the BC Human Rights Tribunal.

In 2020, we bid farewell to an important team member when NCIED Manager Renée Letellier retired, and we welcomed Chanze Gamble, the founder of Invest Indigenous Summit Ltd and a Partner at Resurgence LP, as our Lead Researcher, who subsequently stepped into the role of Interim Manager. Long-time NCIED advisor, hereditary Chief and past CEO of the Nisga'a Commercial Group Chief Galga (Arthur Mercer) joined our staff as the Director of Community Initiatives.

Chief Galga was the catalyst for creating collaborative relationships for an entrepreneurship program to be delivered in Ontario. This advancement marks a significant step toward fulfilling NCIED's national mandate; designed to be accessible anywhere and tailored to any location, I-ACE is now expanding across the country, with additional invitations from communities in Alberta and Saskatchewan also in development.



The program's success has also been validated by additional contributions from federal and provincial governments, financial institutions and private donors to expand program delivery. This funding has empowered more graduates from the program in the last three years than in the previous 10 years combined!

NCIED has met the challenges confronting us all during the pandemic, pivoting to the virtual delivery of programs while striving to retain their unique character. The online format created new avenues of accessibility for students unable to attend in-person classes, allowing for even greater inclusivity.

Throughout, we have maintained our focus on addressing the Truth and Reconciliation Commission's Calls to Action: to eliminate educational and employment gaps between Indigenous and non-Indigenous Canadians; ensure equitable access to jobs, training, and education opportunities for Indigenous peoples and support Indigenous communities in gaining long-term sustainable benefits from economic development projects.

Sincerely,

Kilslaay Kaaji Sding
Miles Richardson
Director and Chair, National Consortium for Indigenous Economic Development

Introduction

The National Consortium for Indigenous Economic Development (NCIED) is an initiative of the University of Victoria (Uvic) Peter B. Gustavson School of Business and Faculty of Law that focuses on independent and collaborative research, building capacity for economic development in Indigenous Nations and their communities, and convening partnerships to sustain research and action.

The NCIED works to enable Indigenous Peoples to develop their own economies and their own approaches to economic self-sufficiency, sustainability and success. In collaboration with leaders from Indigenous governments, other governments and business, our goal is to advance Indigenous economic innovation and economic health throughout Canada, on a foundation of strong Indigenous governance within a framework that reflects traditional knowledge and respect for Indigenous Peoples and their cultures.

With a mandate to ensure the full participation of Indigenous Peoples in the Canadian economy, the NCIED honours the diversity of Nations across Canada. Traditional values of each Nation guide the development of relevant community-based training and research programs.

At the invitation of Indigenous communities, and working collaboratively with all stakeholders, each initiative is tailored to meet communities' needs and build economic strength, self-reliance and well-being while minimizing costs, maximizing economic development and increasing capacity. As a result, the NCIED has developed relevant and responsive learning in a supportive environment.



In the NCIED's logo, created by Lax Kw'alaams artist and Art from Ashes entrepreneur Lianna Spence, the circle represents the sun and symbolizes the NCIED as a hub. The radiating sun's rays portray valued partners imperative for growth. In the artist's words, the sun generates the power to learn—to grow—and to succeed!

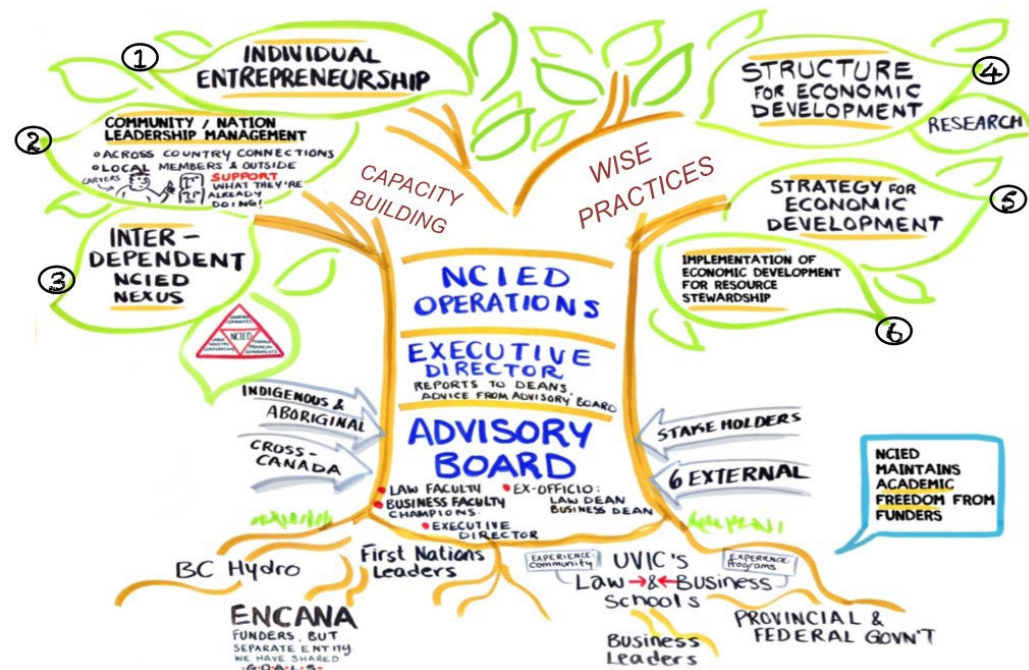
Vision

The NCIED serves as a hub to unite Indigenous, academic, community, government and business leaders to understand and foster the conditions for effective collaboration between Indigenous and non-Indigenous enterprises. A strong governance framework, robust links to communities, business expertise, and an approach to legal regulation that mediates between Indigenous and non-Indigenous peoples, uniquely positions the NCIED as a party with no explicit agenda or tainted history.

The NCIED focuses on supporting Indigenous Nations and communities to enhance the conditions for Indigenous economic strength and resilience through community-based training and outreach and community research programs.

Community-based education creates an accessible and valuable knowledge network for Indigenous communities, businesses, entrepreneurs and leaders, stimulating community-relevant research and Wise Practices (Calliou & Wesley-Esquimaux, 2014) research that informs our education mission.

Facilitating change is supported through the application of Wise Practices as identified through experience and research. Culturally appropriate entrepreneurial training and Indigenous leadership and management development programs offered through the NCIED exemplify our goal of sharing knowledge, Wise Practices and economic enablers.



“Greatness lies within each and every one of us. It is entirely up to you to have the courage to tap into it.”

– Lyle R. Campbell, NW-ACE Graduate

Lax Kw'alaams artist Lianna Spence and Gustavson School of Business Dean Dr. Saul Klein

The Team

The NCIED governance structure includes director, administration and committee of advisers. NCIED Director and Chair Miles Richardson is supported by the Dean of the University of Victoria's Peter B. Gustavson School of Business, Dr. Saul Klein; the Interim Dean of Law, Dr. Val Napoleon; and two faculty champions designated by the deans: Dr. Brent Mainprize and Dr. John Borrows.

ADVISORY BOARD



Dr. Saul Klein, Dean, University of Victoria Peter B. Gustavson School of Business

In July 2018, Dr. Klein began his second, five-year term, as Dean of the Gustavson School of Business. Prior to joining Gustavson to teach and research in the area of international business, Dr. Klein

taught in South Africa, Singapore and the United States, and was a visiting professor in the Graduate School of Management at the University of Melbourne in Australia. He completed his BA in Economics at the Hebrew University of Jerusalem, and his MBA and PhD in Marketing at the University of Toronto. Guided by Gustavson's commitment to creating meaningful research, impactful learning and engaging relationships, Dr. Klein supports innovative and sustainable initiatives that prepare leaders who think differently and act responsibly.



Dr. Val Napoleon, Interim Dean, University of Victoria Faculty of Law (2021-2022)

Indigenous scholar Val Napoleon has been appointed interim Dean of Law from October 1, 2021 to December 31, 2022. Napoleon is the director of the Indigenous law degree program at UVic and of

the Indigenous Law Research Unit, which she co-founded in 2012 to partner with Indigenous communities, helping them to research, re-articulate and rebuild their laws. She also holds the Law Foundation Chair of Indigenous Justice and Governance, has been named a Canadian Indigenous Bar Association People's Counsel—a rare distinction awarded to a First Nations, Inuit, or Metis lawyer for “outstanding achievements in the practice of law”—a L'expert Zenith Award, and was inducted into the Royal Society of Canada's College of New Scholars in 2017. In 2021 she received a national Indspire Award and an honorary Doctorate of Laws from UNBC.

Dr Susan Breaux, Dean, University of Victoria Faculty of Law (2018-2021)

Dr. Breaux was appointed Dean of the Faculty of Law in 2018. She completed her Bachelor of Arts, Bachelor of Laws and Masters of Arts degrees at Queen's University. She practised law in Kingston, Ontario, for almost 20 years before completing Master of Laws and Doctor of Philosophy degrees at the London School of Economics and Political Science. Her career includes teaching and lecturing in the United Kingdom and Australia and she has a distinguished record of achievement as a researcher, teacher and administrator. Her scholarship engages with multiple forms of law and legal orders, particularly in the law of armed conflict, international humanitarian law, international human rights law and international disaster law.





Dr. Brent Mainprize, NCIED business school champion

Dr. Mainprize is a Teaching Professor at the Gustavson School of Business and a 3M National Teaching Fellow with a focus on entrepreneurship and Indigenous economic prosperity. Dr. Mainprize drives and leads many new, innovative

community engagement and growth initiatives for the school, which have received national and international recognition for their positive impacts on the people and communities they serve. Over the past two decades, Dr. Mainprize has been invited into more than 60 Indigenous communities in BC to assist in facilitating community-based research and to co-create unique programs that promote leadership and self-reliance through entrepreneurship. Dr. Mainprize and Tricorp CEO Frank Parnell jointly designed the Indigenous Advancement of Cultural Entrepreneurship (I-ACE) program, delivered in-community.



Dr. John Borrows, NCIED law faculty champion

Dr. Borrows, Canada's pre-eminent legal scholar and a global leader in the field of Indigenous legal traditions and rights, holds the Canada Research Chair in Indigenous Law at UVic. Dr. Borrows has received numerous honorary

doctorates and awards. He is an Officer of the Order of Canada and a Fellow of the Institute for the Study of the Crown in Canada, and a recipient of the Governor-General's Innovation Award and the Canadian Bar Association's President's Award. Dr. Borrows, who is Anishinabe/Ojibway, teaches in the areas of constitutional, Indigenous, and environmental laws, and his research focuses on advancing the understanding of Indigenous laws and customs.



Kimberly Jonathan, former First Vice-Chief, Federation of Sovereign Indigenous Nations (FSIN)



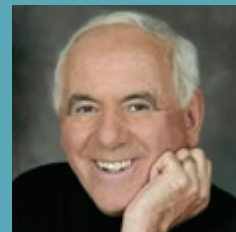
Madeleine Redfern, President, AJUNGI Group and COO, CanArctic Inuit Network



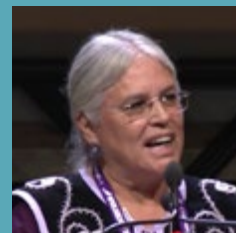
Anne Marie Sam, former elected Councillor, Nak'azdli Whut'en Band Council



Bernd Christmas, CEO, Nch'kaŷ Development Corporation



Charles Coffey, retired RBC Executive



Ava Hill, former Chief and member of Elected Council of the Six Nations of Grand River



Lee Francoeur, founder and principal lawyer, Eagle Law Group

"I'm truly grateful for my rewarding and life-changing experience at NCIED. It was an honour and privilege to collaborate with so many Indigenous Nations, organizations, communities and individuals to develop meaningful and customized educational programs and thought-provoking events that shared the wisdom of Indigenous leaders and community members. Invaluable friendships, support and encouragement guided my journey."

– Renée Letellier, NCIED Manager 2016-2021



NCIED Director and Chair: Miles G. Richardson

Miles Richardson, an Officer of the Order of Canada and prominent Haida leader with an extensive background in Indigenous and Canadian government relations, has served as Director and Chair of the NCIED since its restructuring

in 2014. As administrator for the Skidegate Band Council, Mr. Richardson directed the establishment of the Haida Gwaii Watchmen program in 1981. In 1984, he was the youngest person elected President of the Council of the Haida Nation where he led the drafting of the Haida Nation's constitution; developed the first comprehensive Haida national land and marine use plan, enacted under Haida law; and negotiated the first nation-to-nation agreement between the Haida Nation and Canada.



NCIED Director, Community Initiatives: Chief Galga (Arthur Mercer)

Arthur Mercer, whose Nisga'a name is Simoogit Galga, is a hereditary Chief and head of Tseax Development Group Ltd. His broad experience spans three decades, including serving as CEO

for Nisga'a Commercial Group and economic development coordinator for the Nisga'a Lisim's Government. For several years, Chief Galga advised NCIED regarding resource and infrastructure development industries, and their relation to local businesses and international market opportunities. In 2020, Chief Galga joined the NCIED team as Director of Community Initiatives. With his extensive experience, Mr. Mercer continues to network with the private sector, industry, educational institutions and governments in developing strategic economic development partnerships that incrementally improve on business development and capacity building.



NCIED Manager 2016-2021: Renée Letellier

Renée Letellier joined the NCIED in June 2016 as manager of the NCIED and liaison to the advisory board and NCIED partners. She dedicated her time and energy to NCIED's endeavours for the next five years, and her ability to pull together

initiatives and manage relationships and projects were essential to its success. Sadly, for us, she retired in fall 2021; we wish her the very best.



NCIED Research Lead: Chanze Gamble

In May 2020, Chanze Gamble, from Beardy's and Okemasis Cree Nation in Saskatchewan, joined the team as NCIED Research Lead. Mr. Gamble provides research leadership to facilitate NCIED's mandate to promote independent and

collaborative research projects, within UVic and externally, that reflect traditional knowledge, perspectives and Wise Practices. He received his MBA from Royal Roads University in 2012, and in September 2019, he commenced a PhD program at UVic with Dr. Brent Mainprize and Dr. John Borrows as his Supervisors. His work experience includes 20 years of senior management and executive roles and specializes in economic development, business development, governance and financial management and Indigenous/corporation relations.

NCIED Highlights 2019-2021

2008

- National Aboriginal Economic Development Chair (NAEDC) is established.

2013

- The Northwest Aboriginal Canadian Entrepreneurs (NW-ACE) program launches.

- BMO Financial Group commits \$1 million to the ACE program through the BMO Aboriginal Canadian Entrepreneurship Catalyst Fund.

- I-ACE for Artists is launched in Victoria to provide entrepreneurship training for Indigenous artists wanting to start or expand their business ventures.

- 3C Challenge: NCIED and Gustavson partner with the BC Association of Aboriginal Friendship Centres to deliver an innovative entrepreneurial learning experience for Indigenous youth in BC, backed by \$3.2 million in funding from the federal government.

- The Haida Manager Development Program (HMDP) launches.

2014

- NAEDC becomes the National Consortium for Indigenous Economic Development (NCIED).

2018

2019

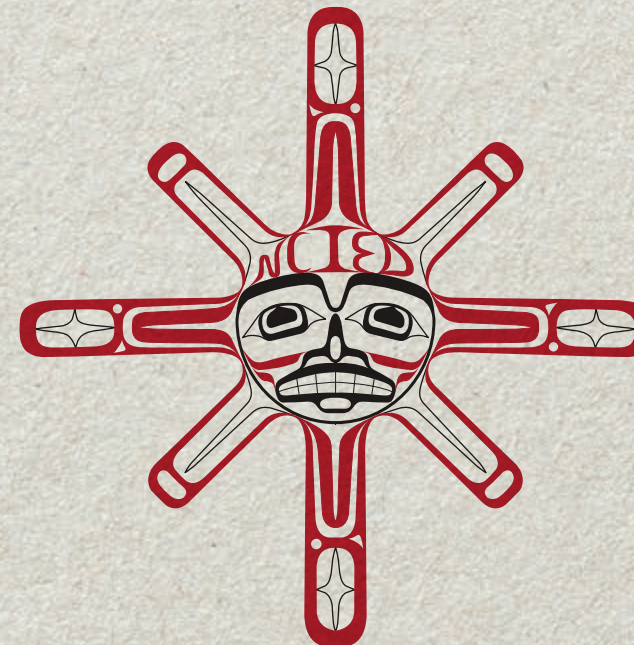
- ACE receives 2019 Excellence in Practice Gold Award in the category of Ecosystem Development from the European Foundation for Management Development (EFMD).
- NCIED conducts regional engagement sessions in Indigenous communities across BC as part of the provincial government's Indigenous Procurement Initiative.
- Memorandum of Understanding (MOU) signed with Algonquin College in Ontario: NCIED branches out nationally to share knowledge and expand delivery of the ACE program into Ontario.
- ACE diversifies with ACE-IT and tourism/cultural entrepreneurial training.
- Opening My World of Learning (OWL): immersion program for high school graduates launches.
- E-Commerce EAGLE youth training program receives funding from Western Diversification.
- NCIED and BC Association of Aboriginal Friendship Centres launch the Management Training Academy (MTA).
- Dr. Brent Mainprize receives the UVic Provost's Engaged Scholar Award.
- Chief Galga (Arthur Mercer) awarded BC Achievement Indigenous Business Award.

2020

- Dr. John Borrows is named Officer of the Order of Canada, receives Governor-General's Innovation Award and NAISA Best Subsequent Book Prize.
- ACE rebrands: Aboriginal Cultural Entrepreneurship (ACE) becomes Indigenous Advancement of Cultural Entrepreneurship (I-ACE).
- Dr. Brent Mainprize is awarded 3M National Teaching Fellowship from the Society for Teaching and Learning in Higher Education (STLHE) and 3M Canada, and the IAB Community Engagement Award from the Gustavson School of Business International Advisory Board.
- I-ACE program is featured as a runner up in the BC Business of Good Award category of Indigenous Prosperity by BC Business.
- Funding is awarded for five vital NCIED research projects that advance the understanding of sustainable Indigenous economic development.
- Advancing Indigenous Management (AIM) program is developed in partnership with Gustavson, TRICORP and Coast Mountain College.
- BC First Nation Community Economic Development Survey, developed in collaboration with NCIED, is released.

2021

- \$4.9M in federal funding announced for new Indigenous Community Entrepreneurship Development and Action Recovery (I-CEDAR) program as part of tourism and hospitality pandemic recovery.
- Dr. John Borrows is named Fellow of the Institute for the Study of the Crown in Canada and receives Canadian Bar Association President's Award.
- I-ACE program manager Cory Stephens wins the Award for Excellence in Aboriginal Relations from the Canadian Council for Aboriginal Business.
- Ontario-ACE launches as an online program.
- I-ACE diversifies to deliver the Agri-Tourism Entrepreneur Skills Training Program.



Education and Training

Through education and training, NCIED seeks to contribute to the development of the next generation of Indigenous business leaders. Goals for capacity building include a collaborative approach that meets the needs of the community and provides a framework that reflects traditional knowledge and respect for the diversity of Indigenous cultures. The framework enables communities to develop their own models for successful practical economic activities.

As our programs grow in reach, diversity and number, NCIED student numbers have also swelled. Today, more than 1500 Indigenous students have participated in entrepreneurial and leadership and management programs.



INDIGENOUS ADVANCEMENT OF CULTURAL ENTREPRENEURSHIP (I-ACE) [2013-PRESENT]

The Indigenous Advancement of Cultural Entrepreneurship (I-ACE) programs provide culturally sensitive and community-tailored entrepreneurial and business education to ensure the full participation of Indigenous Peoples in the Canadian economy.

2013: The late Dr. Frank Parnell, CEO of TRICORP, invited Dr. Brent Mainprize and a collaborative team of Indigenous leaders and Elders, industry representatives and Gustavson professors to design an entrepreneurial program that would provide the knowledge, skills and experience that prospective Indigenous entrepreneurs need to successfully launch and manage a business. Originally known as the Northwest Aboriginal Canadian Entrepreneurs (NW-ACE) program, it was designed with a strong focus on bridging Indigenous culture, combining cutting-edge business concepts with experiential learning.

2020: The program re-branded as Indigenous Advancement of Cultural Entrepreneurship (I-ACE), maintaining the same award-winning entrepreneurial training. A new logo, designed and licensed by Indigenous artist, Richard Shorty, and an online learning platform, further enhanced Dr. Frank Parnell's vision.

Since its inception in 2013, the program has expanded geographically and focally, customizing and delivering targeted programs by invitation in communities across BC and expanding into other regions in Canada. Specialty I-ACE programs have been developed to support artists, tourism, e-commerce and more.

NCIED is focused on building capacity within Indigenous communities. I-ACE graduates with successful businesses and Indigenous community leaders have been invited, trained and contracted as instructors and facilitators for all the programs. Participants' evaluations emphasize the positive impact of having Indigenous instructors. Of the more than 200 instructors and mentors, 40% are Indigenous, providing positive role modelling for participants.

I-ACE will continue to highlight collaboration, social innovation, experiential learning and positive cultural identity while upholding the values of sustainable resource use and cultural revitalization that guide Indigenous communities' economic approach.



8+ YEARS OF HISTORY

207 INSTRUCTORS AND MENTORS
40% INDIGENOUS

67 INDIGENOUS COMMUNITIES SERVED

47 PROGRAM COHORTS

670 GRADUATES

219 BUSINESSES STARTED

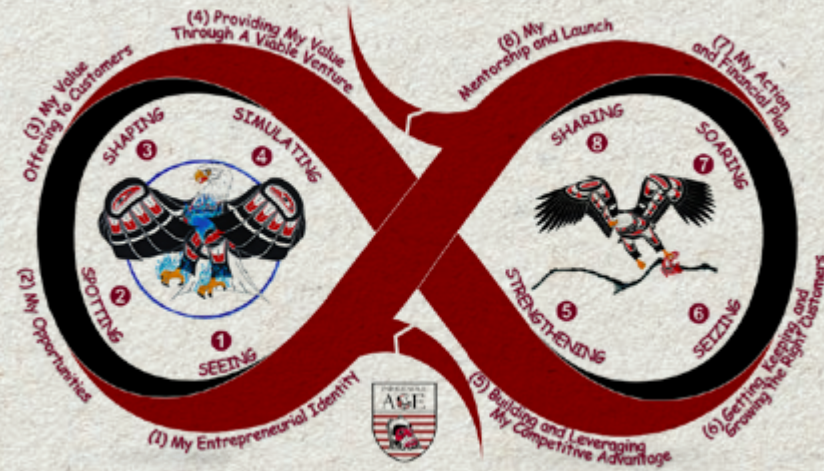
9 AWARDS

61 PURSUING FURTHER EDUCATION

67% GRADUATES IDENTIFY AS FEMALE

Double loop 8 stages of I-ACE program

The left loop focuses on the individual, with the blue-hearted eagle at its core. The right loop focuses on what individuals can do as they develop their business. The loop progresses through eight stages:



Art by Northern Tutchone Artist Richard Shorty.

1. Seeing – Your Eagle Spirit:

The eagle's spirit certificate signifies that a student has looked within to discover their entrepreneurial identity. With their eagle spirit, they are ready to look outwards.



2. Strengthening – Your Call:

Did you know that individual eagles have their own unique call? A student who has found their call has learned how to differentiate themselves from their competitors.



3. Spotting – Your Eagle Vision:

A student with eagle vision has proven capable of looking out towards the horizon to find the opportunities that are right for them.



4. Seizing – Your Talons:

A student who has earned their talons has learned how to seize their share of the market that is right for their business.



5. Shaping – Your Flock:

A student who has found their flock has learned about their customers and discovered how to provide them with value.



6. Soaring – Your Wings:

Once a student earns their wings, they are ready to take flight with all of the components of the business plan complete.



7. Stimulating – Your Feathers:

Once a student completes the first loop of the 8S's, they have proven they are fully feathered and are prepared to move from personal development to business development.



8. Sharing – Building a Nest:

A student who has built their nest has proven their ability to share their newfound success. Although they have been doing this in every stage of their journey, this certificate is a final reminder of their ability to give back.



Regional and specialty I-ACE programs

Over the past three years, the I-ACE program has been delivered both in-person and virtually to communities and classrooms across BC. The program is expanding nationally, with a virtual I-ACE program in Ontario launched in 2021 and an online Saskatchewan cohort set to take place in 2022.

I-ACE has evolved beyond its original format to meet more specialized needs, with the development of the e-commerce focused I-ACE-IT and E-EAGLE programs, I-ACE for Artists, as well as tourism and cultural-based programs.



NW-ACE graduating class

INSTITUTIONAL PARTNERSHIPS

Coast Mountain College

NCIED has a long-standing partnership with Coast Mountain College (CMC), an accredited post-secondary education institution with four campuses that serve northwestern BC. Graduates of the I-ACE program in this region have an opportunity to ladder the program into a one-year certificate in business. When this certificate is combined with the equivalent of one year of courses at CMC, students can earn a CMC diploma, which can subsequently be used as credit toward a degree from a university or one of the many programs offered by CMC.



Algonquin College of Applied Arts and Technology

In 2019, in collaboration with Algonquin's Ron McLester, Vice President of Truth, Reconciliation & Indigenization, and Andre O'Bonsawin, Manager of Indigenous Initiatives, NCIED signed a Memorandum of Understanding with Algonquin College, the largest college in eastern Ontario, with three campuses and one of the highest proportions of Indigenous students in Ontario's college system. The purpose of the agreement was to share knowledge and expand delivery of the I-ACE program into Ontario.



REGIONAL I-ACE PROGRAMS

Haida-Owned & Operated (HO2) [2014-present]

Haida Owned and Operated is an I-ACE Program delivered on Haida Gwaii and designed to further strengthen the Haida Gwaii economy.

Heiltsuk-ACE [2019-2020]



Heiltsuk ACE graduating class

From October 2019 to February 2020, the Heiltsuk-ACE program delivered leading business education to the Heiltsuk Nation in Bella Bella, BC. In partnership with the Heiltsuk Council, the unique program was designed to meet Heiltsuk economic development plans of building capacity and entrepreneurship as a core part of their business strategy.

Gitwangak Entrepreneurial Skills Program [2021]

Developed in partnership with the Gitksan people, the entrepreneurial program has been delivered to participants from the communities of Gitwangak, Kitwancool and Gitsegukla.

Kwakiutl Entrepreneurial Skills Program [2020-2021]

The entrepreneurial business program was co-developed with the Kwakiutl First Nation to create more Indigenous-owned businesses that will tap into local opportunities and provide employment for community members. Although customized for Kwakiutl First Nation, the program was open free of charge to all Indigenous citizens in the North Vancouver Island region.

Lakes Division ACE [2016-present]

The LD-ACE Program takes place in communities in the greater Enderby region.

“There’s an under-representation of Indigenous entrepreneurs right now, and the values of Indigenous communities, like sustainability, are needed in business.”

– Brenden Johnston, Kwakiutl Program Manager

NI-ACE [2020]



NI-ACE program launch

The North Island-ACE (NI-ACE) program, designed and developed in collaboration with the Nanwakolas Council, was delivered in partnership with the North Vancouver Island Aboriginal Training Society (NVIATS) in Campbell River. The program was tailored to encourage and realize the entrepreneurship potential of members.

Nisga’a I-ACE [2017-present]

Nisga’a I-ACE has been delivered in the Nass Valley to participants from the communities of Gitlaxtaamiks, Gingolx & Laxgaltsa’p. In 2021, the Nisga’a Ts’amiks Society Entrepreneurship Program was delivered in Vancouver for Nisga’a citizens living in the Vancouver and Vancouver Island area.

NW-IACE [2013-present]

Launched in 2013 as the inaugural ACE program, NW-IACE continues to be delivered in communities across Northern BC.

Ontario I-ACE [2021-present]

The online Ontario I-ACE program provides culturally relevant and community tailored entrepreneurship education to aspiring Indigenous entrepreneurs 15-30 years of age.

Songhees Nation Entrepreneurial Skills Development Program [2021]

This program offered business education and entrepreneurial skills training to Songhees community members and others aspiring Indigenous entrepreneurs aged 15 and older.

Splatsin Owned and Operated (SOO) [2019-2020]

Splatsin Owned and Operated is an I-ACE Program delivered to Splatsin community members and designed to further strengthen the Splatsin economy.

Tahltan-ACE [2019]

The program was developed in collaboration with the Tahltan Central Government thanks to a \$315,000 Rural Dividend Project award by the Ministry of Forests, Lands, Natural Resource Operations and Rural Development.

Terrace I-ACE [2020]

The Terrace I-ACE program collaborated with TRICORP to design an initiative to provide the knowledge, skills and experience prospective entrepreneurs need to successfully identify, create and add value to tourism/recreation and service business opportunities.

Treaty8-ACE [2020]



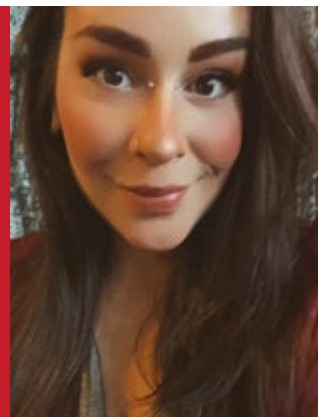
Treaty8-ACE cohort business challenge

The Treaty8-ACE was developed and delivered in partnership with the Treaty 8 Tribal Association (T8TA) and the Northeast Aboriginal Business Centre. Graduates from T8TA member Nations in northeastern BC completed a program designed to provide the knowledge, skills and experience prospective entrepreneurs need to successfully identify, create and add value to tourism/recreation and service business opportunities.

Coming up Aces

Syilx artist Kara Froese drew motivation from the challenges of living with fibromyalgia, creating Lotusberry Co. as a way for her to create something for herself and hold onto her identity. While attending the I-ACE-IT Nak’azdli Entrepreneurship Program, Kara started to see the full business potential of what she had considered merely a hobby. The accessibility of the online classes along with a laptop provided through the program were key to her success—with physical limitations and two children to care for, attending in person was simply not an option. Kara has embraced her newfound passion for entrepreneurship after graduating in the fall of 2021, developing her counter-colonial art and apparel brand into a thriving home business.

“Go for it! It’s the best course I’ve ever taken. It wasn’t just a program, it was more than that. It helped me realize that vulnerability is growth and it’ll connect you to more than just your work. My recommendation for future program participants is to jump in with both feet, keep an open mind, and run with the ideas that the course gives you. Take every opportunity you get. Raise your hand! This was how I started my business too - I knew that I could create and sell. I just jumped into it, learning as I go. I don’t feel like anyone is ever truly ready to start a business, because there is always going to be uncertainty and obstacles. If I hadn’t done the I-ACE program, I wouldn’t have had the confidence to restart Lotusberry the way I have. So, just jump in with both feet, don’t think about it, go for it.”



“Over the history of the ACE program, it became clear that Indigenous artists seek specific skills to create a special kind of business model to commercialize their art practices in the ways they deem most appropriate.”

– Dr. Brent Mainprize, Gustavson teaching professor and co-director of the ACE for Artists program

ACE for Artists (A-ACE) [2018-present]



The A-ACE program is a fully funded Artist program for practicing Indigenous Artists in BC. A-ACE allows artists to develop business and marketing skills while providing unique opportunities to work with other successful Indigenous Artists. Completion of the A-ACE program provides a credit path with advanced standing in Coast Mountain College.

- Coast Mountain College, Frieda Dising School of Northwest Coast Art
- Emily Carr University of Art + Design
- UVic's Faculty of Fine Arts

I-ACE-IT [2019-present]

I-ACE-IT is specifically designed to develop employment skills and train Aboriginal citizens of the Okanagan to be in a position to create small business and contractor opportunities as entrepreneurs with a focus on the IT and e-commerce industries.

• I-ACE-IT (Okanagan) [2019-2020]

Delivered in Kelowna and Vernon, participants took part in an innovative and community-tailored business education program focused on e-commerce.

• I-ACE-IT Nak'azdli Entrepreneurship Program [2021]

Provided online to 20 participants from the Fort St. James region.

E-Commerce EAGLE [2019-2020]

Adapted from the ACE programs, in partnership with the Community Futures Development Corporation of Central Interior First Nations, this program is designed for Indigenous youth up to age 29, with a strong focus on balancing cutting edge concepts with practical, experiential learning to explore entrepreneurship in a meaningful and culturally appropriate way. Funding from Western Economic Diversification Canada supported the delivery of three E-commerce EAGLE program delivered in Kamloops and Cranbrook for Indigenous youth, in Vancouver at the Emily Carr University of Art + Design for Indigenous artists from across BC.

TOURISM AND CULTURAL-BASED BUSINESS TRAINING

Halalt ACE [2019-present]



The Halalt Tourism Entrepreneurial Skills Development delivers a unique program to provide prospective entrepreneurs with the skills, knowledge and mentorship needed to successfully start a business in eco-tourism, without foregoing traditional Indigenous values. Halalt ACE strengthens the Indigenous tourism economy by sharing authentic, memorable and enriching experiences through entrepreneurial education.

Malahat Economic Development and Entrepreneurship Training [2019-2020]



The Malahat Economic Development and Entrepreneurship Training delivered leading business and management education to entrepreneurs, project managers and economic development managers to foster entrepreneurial development in the community.

Agri-Tourism Entrepreneur Skills Training Program [2021]

Developed in partnership with the Community Futures Development Corporation of Central Interior First Nations, this program provided an opportunity for Indigenous farmers, crafters, and artisans to launch and develop an agri-tourism product, and establish a strong business concept. By supporting Indigenous farmers and artisans in a meaningful and culturally appropriate way, the program aimed to expand food businesses and support food processing contributing to local economic opportunities and sustainable development.

Indigenous Community Entrepreneurship Development and Action Recovery Program (I-CEDAR) [2021-present]

In 2021, the federal government awarded NCIED \$4.9 million to launch the I-CEDAR program as part of its pandemic recovery funding for the tourism and hospitality sector, through the Sectoral Initiatives Program. Based on the I-ACE program, I-CEDAR will train 12 cohorts with a focus on Indigenous artists, cultural adventure, tourism, accommodation and culinary experiences.

“Indigenous people have started to re-assert the importance of traditional teachings and Indigenous entrepreneurs are fuelling the economy. The Halalt Tourism Skills Development program, founded on Indigenous culture, offered aspiring entrepreneurs world-class business skills and shared experiences to help them discover opportunities in their territory and develop self-sufficiency at both the individual and community level.”

– Patricia Thomas, Lax̱əwetstnaat, Community Strategic Advisor for Halalt Community Economic Development



Coming up Aces

Lyle R. Campbell, NW-ACE graduate

“Taking the ACE Program was the best thing I could have done for myself in my return to the life of an Artist. The skills I picked up I still apply daily. I’m now a professional artist working on a level I only dreamt about before.”
– Lyle Campbell

Lyle Campbell is Kaigani Haida, from the Sdast’a.aas/Songalth Tribe of the Edenshaw Family. Lyle is a talented artist, carver and entrepreneur. From a young age, Lyle was drawing and at the age of 14, he began carving. He spent two years studying formal design at the Gitanmaax School of Northwest Coast Art in ‘Ksan.

Lyle worked as a foreman for several years, but his passion for carving and drawing remained strong. One day, he decided to resign from his position and venture back into the world of art. Lyle heard about the I-ACE Program from a family member and joined the program shortly after his resignation. The I-ACE Program offered Lyle the perfect opportunity to relaunch his career as an artist and use entrepreneurial knowledge to expand his reach. He was able to research growing trends in the art world and learned how to better sell his work through a website, social media and in person.

Lyle shared that the program filled him with new confidence, allowing him to present himself as a professional. Through the mentorship, Campbell was able to connect with a successful prominent artist, who he used as a sounding board and to make further connections. Lyle explained, “the ACE Program opened my eyes to a new way of presenting myself as an artist”.

In 2020, APTN News reported that Lyle raised the first totem pole in Prince Rupert in 30 years, carved in honour of his mother, Alice Campbell and placed in front of her house. “When you have something of such importance, lifting up my mom and honouring her this way was honouring all women across our country,” Lyle told APTN.



I-Manager Energy Sector Program [2021-present]



I-Manager was designed and developed in 2021 in partnership with the Indian Resource Council and Natural Resources

Canada, to be delivered in Treaty 6 territory near Edmonton, Alberta. I-Manager supports participants to build on their management, administrative, leadership knowledge, skills and capabilities to increase their organizations’ impact in their community. This program is tailored to the energy sector in British Columbia and Alberta.

Indigenous Entrepreneurs Webinar Series [2021]

TRICORP, in partnership with the I-ACE program, offered a series of free small business webinars available to all Indigenous Entrepreneurs in British Columbia. The webinars featured various experts on topics from e-commerce and marketing to financial statements, to help entrepreneurs make better business decisions and achieve their business goals.

“This program equipped me with tools that I have immediately applied. Every piece of this program has been useful. Everything. Budgeting, proposals, law, contracts, work plans, core competencies, audits, risk management, branding & marketing, change management. I met the most amazing people who are incredible. The professors were amazing and I have learned so much. I have the skill set I hoped for coming into this training and lifelong allies. The cultural aspect. Connection to everyone. Having that support made a huge difference.”

– BCAAFC MTA graduate

INDIGENOUS MANAGEMENT AND LEADERSHIP PROGRAMS

Haida Manager Development Program (HMDP) [2018-2019]



Launched in 2018, the Haida Manager Development Program (HMDP) focused on fundamentals in community development, business management and leadership, and social innovation. Co-designed in 2018 by the Council of the Haida Nation,

the Skidegate Band Council, Old Massett Village Council and Gustavson, HMDP honoured and built upon the skills and knowledge participants brought into the program. The ultimate goal of HMDP was to develop the capacity of Haida member participants to successfully step into the growing number of management and leadership roles within one of the 15 Haida affiliated organizations.

A blend of Gustavson professors and local Haida facilitators delivered in-community six modules identified as critical for the success of the political body, directors, managers and staff of Haida organizations. With a solid professional foundation of tools and skills to enhance their organizations’ impact, participants were able to integrate and apply their new skills immediately to projects and initiatives in their current roles. Within a framework for the integrated management of land, natural resources and the environment, HMDP supported the social, environmental, political and economic goals of the Haida Nation.

The success of the initial HMDP led to a second delivery in 2019.

BCAAFC Management Training Academy (MTA) [2019-2020]



In 2020, Graduates of the MTA gathered at Wawditla, Mungo Martin House, at the Royal BC Museum in Victoria, to celebrate their achievements.

In 2019, the BC Association of Aboriginal Friendship Centres (BCAAFC), NCIED and Gustavson, in partnership with the Ministry of Advanced Education, secured funding for a BCAAFC Management Training Academy (MTA). Participants selected from Friendship Centres in BC completed the six-month MTA program to further their training, experience and management skill set to aid in the succession planning for Friendship Centres.

To support new managers taking on senior management positions, the customized program provided tools, techniques and skills to enhance their effectiveness as leaders. The program design focused on guiding participants to build, frame and apply their own knowledge to create a collective experience. At the same time, the training created an opportunity to understand and apply fresh perspectives, stronger core operational abilities, leadership skills, concrete action plans, and networking opportunities to use in their day-to-day work as they progressed through the program.

“The classes gave me a better perspective of my daily tasks working in governance. Gave me tools that allowed me to effectively communicate. I’ve gained vast amounts through this program; however the most stand out, was to work with other villages; Gingolx, Laxgalts’ap, Gitwinsiłkw. It certainly gave me a bridge to share and obtain information from other workers within our nation.”

– Nisga’a CAMP participant.

CAMP (Canadian Aboriginal Management Program) [2014-present]

The inaugural NW-CAMP (Canadian Aboriginal Management Program), developed in partnership with TRICORP and Gustavson, launched in 2014. The initiative provided administration, financial and economic development officers, project managers and Indigenous business owners with important tools to enhance their organizations’ impact in their communities. During specialized modules, participants not only learned key skills, they applied these skills in their community to make an immediate difference.

Nisga’a CAMP [2019-2020]



At the invitation of the Nisga’a Nation, a CAMP program for Project Managers was co-developed and delivered by Gustavson. The initiative, tailored for project managers, allowed participants to develop a project of their choice that related to their work

and aligned with the curriculum. The design created an opportunity to not only learn new skills, but to immediately apply them to their projects. Fresh perspectives, strong core operational abilities, leadership and networking tools, and concrete action plans, enhanced participants’ project management skills.

Advancing Indigenous Management (AIM) program [2020-2021]

Designed and developed in partnership with TRICORP, Gustavson and Coast Mountain College (CMC), the Advancing Indigenous Management (AIM) program supported participants to build on their management, administrative, and leadership knowledge, skills and capabilities to increase their organizations’ impact in their community.

Tailored for members of Indigenous organizations in northwest BC, AIM offered key village or band employees strategic planning that supports Nations’ approaches with current initiatives, and prepares for the future, while taking a holistic approach to managing community resources. AIM provided key tools, skills and techniques for administrative and financial officers; economic development officers; project managers; individuals looking to create change in their community through business partnerships; and individuals new to their role.



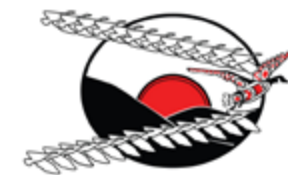
INDIGENOUS YOUTH PROGRAMS

BC Indigenous Youth 3C Challenge [2016-present]

2016 – BC Association of Aboriginal Friendship Centres (BCAAFC) collaborates with the NCIED and the Gustavson School to develop a concept and proposal for youth entrepreneurship training.

2018 – The federal government approved \$3.2 million in funding for BCAAFC to deliver the BC Indigenous Youth 3C Challenge (3C Challenge) entrepreneurship training to youth in BC. The innovative, experiential initiative, designed in partnership with NCIED and Gustavson, empowers Indigenous youth to learn vital skills to develop and grow their entrepreneurial spirit. More than 90% of the instructors/facilitators are of Indigenous heritage, and all content and examples focus on Indigenous business, culture and communities.

The 3C Challenge—long a popular component of the I-ACE program—requires youth to work in teams to start a mini-business that will create value within 30 days. With a micro-loan of up to \$1,000, each team explores and invests in an opportunity that will bring value on three dimensions: Culture – Community – Cash.



BCAAFC | BC Association of Aboriginal Friendship Centres

Since 2019, the BCAAFC 3C Challenge has equipped nearly 700 Indigenous youth with the skills to become entrepreneurs. Training began in community workshops focused on the practical aspects of opportunity identification and fit, developing a business model and outlining a timeline for success. The education and hands-on experience empowered youth to develop concepts and ideas, and market and sell their product or service with support and guidance from mentors.

When the COVID-19 pandemic made it impossible to continue in-community delivery, the 3C team quickly adapted the content, structure and delivery model so they could continue the program while conveying the same experience. “A typical, in-person cohort is full of interactivity, relationship building and fun. Video conference platforms do not usually allow users to create those same human connections,” explained Liam Grigg, BCAAFC 3C Project Manager. “The use of sharing within circle, removing power dynamics and working with a decolonized teaching structure allows the program to get to as close to the original experience as possible.”

“The initiative was a game changer for some of our youth, who took to entrepreneurship like fish to water. Our Indigenous ancestors excelled at entrepreneurship, and our youth are reclaiming these skills.”

– Leslie Varley, BCAAFC Executive Director



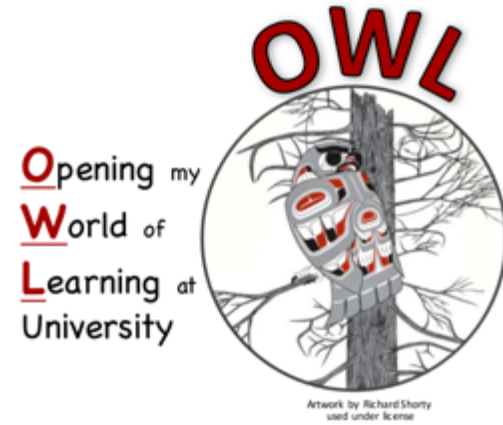
Wormwood – *Artemisia campestris*

Opening my World of Learning (OWL) Program [2019-present]

NCIED, TRICORP and Gustavson collaborated to create the Opening My World of Learning (OWL) program. The initiative provides recent Indigenous high school graduates from rural and remote communities with a six-week immersive UVic program, allowing them to explore university education, campus life and Indigenous cultural experiences.

Launched in 2019 at UVic, the inaugural OWL offers exciting opportunities for students from northwestern BC. They resided on campus and attended university credit courses such as Introduction to Business with an Indigenous perspective, Indigenous Studies, History, Fine Arts and Social Science. Cultural experiences included joining the students for dinner at the First Peoples House, followed by a medicine bag workshop in the Ceremonial Hall.

After completing the program, 92.31% of the participants confirmed they plan to continue post-secondary education now or in the future.



Wise Practices Research

The NCIED supports and strengthens Indigenous economic development through strategic partnerships with stakeholders, community-driven and delivered business education, and wise practices research that honours traditional knowledge.

Through its applied research, the National Consortium for Indigenous Economic Development (NCIED) conducts meaningful scholarly engagement with Indigenous communities to enhance economic development strategies.

In collaboration with the University of Victoria, NCIED prioritizes applied research collaboration between Indigenous, academic, community, government, and business leaders to advance change by enhancing Indigenous capacity and empowering citizens to improve their economies and community well-being.

NCIED's applied research is focused on the following three levels of self-governance:

Nations: Enhancing capacity for governance, legal structures and management practices that fosters wise practices and aligns with traditional ways of knowing and being.

Communities: Strengthening Indigenous companies in ways that reflect positive cultural identity.

Individuals: Research that supports Indigenous entrepreneurs to engage in community economies and leverage the tools to succeed and lead as economic warriors.



INDIGENOUS ENTREPRENEURSHIP AND BUSINESS TEACHING CASES

One of the NCIED's most exciting projects has involved the creation of a series of original, released business cases that exclusively profile several exciting Indigenous entrepreneurs. Dr. Brent Mainprize has been leading this project for over 8 years with the goal of engaging a team of Indigenous and non-Indigenous researchers to create relatable, relevant and real examples of Indigenous Entrepreneurs and their businesses facing and overcoming challenges. Ultimately, they have been beneficial in three principal ways. First, they have ensured the publication and promotion of Indigenous-specific entrepreneurial studies and cases, building a profile for new, dynamic forms of business education in the Gustavson School of Business. Second, these cases have resulted in great opportunities for modelling for Indigenous business students and others, particularly with respect to culturally influenced entrepreneurship study. Lastly, this unique collection of cases will serve to diversify and widen

the Gustavson collection, serving as a vehicle towards an effective decolonization of business education and a meaningful step forward in reconciliation.

Many of the collected cases feature past IACE graduates and other Indigenous business leaders throughout Canada. A notable example is the case that covers Jennifer Harper and her business, Cheekbone Beauty. This case covers Jennifer's incredible journey, battling adversity, experiences with personal trauma and addiction, all on the path to the development of a highly successful and unique cosmetics company. Cheekbone Beauty is a significant example of a business that successfully promotes Indigenous identity, tradition, and culture. Jennifer's story serves as an incredible example of an Indigenous entrepreneur finding success and strength in their culture and own ingenuity.

The creation of the 3C logo

"I chose the moon because, in Indigenous culture, the moon's phases illustrate the progressive stages of the 30-day 3C Challenge.

The first quarter moon represents the beginning. The closed mouth indicates silence as the participant begins to learn more about themselves and the possibility of owning their own business.

The dollar sign in the arm reaching out towards the centre represents the cash required to start a business and generate a profit. The eyes in the face in the middle are looking up, symbolizing learning, growing and moving forward.

Finally, the quarter moon on the right is the last phase of the Challenge. The tongue sticking out shows awareness, a taste for life, while the teeth represent the competence to talk about new skills and experiences. The heart in the arm extending from this quarter moon exemplifies giving back to the community."

– I-ACE graduate and Lax Kw'alaams artist Lianna Spence

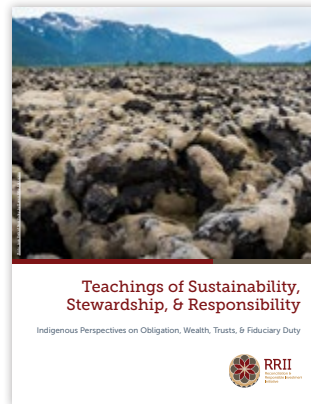


3C logo by Lax Kw'alaams artist Lianna Spence

RESEARCH PROJECTS

Indigenous perspectives on fiduciary duty [2020]

In 2020, Dr. John Borrows, Canada Research Chair in Indigenous Law and Research and NCIED law faculty champion, and Research Associate Shayla Praud, a student in the dual law degree program at UVic, completed a research project exploring Indigenous perspectives on fiduciary duty and how Indigenous law can inform fiduciaries' governance of Indigenous trusts and investment. Their research was published in a discussion paper, *Teachings of Sustainability, Stewardship, & Responsibility: Indigenous Perspective on Obligation, Wealth, Trusts, & Fiduciary Duty*, and subsequently presented in a webinar.



The project was sponsored by Reconciliation & Responsible Investment Initiative (RRII), a partnership between the National Aboriginal Trust Officers Association (NATOA) and the Shareholders Association for Research and Education (SHARE), together with The Circle on Philanthropy and with support from the Qube Foundation.

Ducks Unlimited Canada funding: Investing in Indigenous Knowledge and Meeting Climate Targets: The Case for the Creation of a National First Nations Guardians Network [2020]



NCIED and Gustavson School of Business received \$120,000 in funding through a partnership agreement with the Indigenous Leadership Initiative and Ducks Unlimited Canada, a federal

not-for-profit charity dedicated to conserving, restoring and managing wetlands in North America, to analyze and develop a business case for funding to support the protection of Indigenous Protected Areas (IPAs) through a National Guardians program.

Regional engagement sessions across Canada applied participatory action research to inform a framework for Indigenous Nation Guardian programs that link to or align with a National Guardian Network model, one that empowers Indigenous Nations, governments and communities to honour and fulfill their cultural responsibilities to their homelands. The findings were

summarized a report released May 2021: "Business Case for a National First Nations Guardians Network: A Model for Implementing Reconciliation, Nation-to-Nation, UNDRIP, and Ecological Conservation & Stewardship Responsibilities".

SSHRC Partnership Development Grant: Engaging Aboriginal Generation of Leaders and Entrepreneurs (EAGLE): Indigenous culture and values in business education [2020-present]

The SSHRC Partnership Development Grant competition awarded Dr. Brent Mainprize \$199,877 for research that seeks to answer the following questions:

- What are the Wise Practices required to engage with Indigenous knowledge in order to optimize student learning in the context of economic development?
- Does the inclusion of Wise Practices within a curriculum enhance student outcomes? If so, how significant is the improvement in outcome?
- How can these Wise Practices be shared and appropriately integrated to help Canadian post-secondary institutions on the road to economic reconciliation?

The research team consists of Dr. Mainprize, principal investigator; Nicholas Claxton, co-principal investigator; Chief Galga (Arthur Mercer), collaborator; and a diverse group of leaders including representatives from BC Association of Aboriginal Friendship Centres (BCA AFC), Indigenous communities, and TRICORP. Indigenous graduate students are actively involved in all phases of the project.

MITACS project: Wise Practices in Indigenous Entrepreneurship Education, Dr. Brent Mainprize [2020-present]

Mitacs awarded Dr. Mainprize \$45,000 to conduct a research project, in partnership with TRICORP, to identify Wise Practices for entrepreneurial education in the I-ACE program and measure the effects on student outcomes, success, and learning.

The research seeks to improve the curriculum and teaching styles of the I-ACE program by incorporating Wise Practices in the program—locally and culturally appropriate practices and principles that are specific to Indigenous communities.

The findings will provide important information for teaching faculty and researchers who design and deliver curricula intended for Indigenous communities and provide valuable information on the impact of specific Wise Practices and methods, and their reception by Indigenous learners.

MITACS Accelerate funding: Emergency Management Planning for Indigenous Communities, Chanze Gamble [2020-present]

Chanze Gamble, NCIED Research Lead, received \$45,000 in Mitacs Accelerate funding for research focused on the COVID-19 global pandemic and collaborative emergency management planning between Indigenous communities and federal/provincial/territorial governments to meet the health and safety needs of citizens.

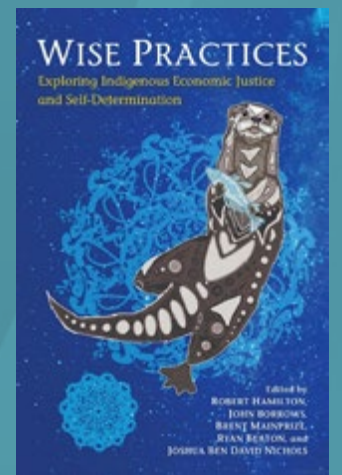
The project includes a close review of the infrastructure and resources required to sustain and enhance community wellbeing, with a focus on the administrative and governance structures of Indigenous governments. The research objective is to enhance the coordination of emergency management planning by Indigenous governments with external stakeholders while ensuring the inherent Indigenous right to self-determination is recognized and honoured.

Publications: Dr. John Borrows and Dr. Brent Mainprize

Wise Practices: Exploring Economic Justice and Self-Determination (Toronto: University of Toronto Press, 2021) with Ryan Beaton, Robert Hamilton, Brent Mainprize, Joshua Nichols, eds.

Indigenous peoples in Canada are striving for greater economic prosperity and political self-determination. Investigating specific legal, economic, and political practices, and including research from interviews with Indigenous political and business leaders, this collection seeks to provide insights grounded in lived experience. Covering such critical topics as economic justice and self-determination, and the barriers faced in pursuing each, *Wise Practices* sets out to understand the issues not in terms of sweeping empirical findings but through particular experiences of individuals and communities. The choice to focus on specific practices of law and governance is a conscious rejection of idealized theorizing about law and governance and represents an important step beyond the existing scholarship.

This volume, edited by NCIED faculty champions Dr. John Borrows and Dr. Brent Mainprize, with contributions from NCIED Director and Chair Miles Richardson, offers readers a broad scope of perspectives, incorporating contemporary thought on Indigenous law and legal orders, the impact of state law on Indigenous peoples, theories and practices of economic development, and grounded practices of governance. While the authors address a range of topics, each does so in a way that sheds light on how Indigenous practices of law and governance support the social and economic development of Indigenous peoples.



RESEARCH OF DR. JOHN BORROWS

Indigenous Peoples & International Trade: Building International Trade & Investment Agreements (Cambridge University Press, 2020) with Risa Schwartz ed.

Braiding Legal Orders: Implementing the United Nations Declaration on the Rights of Indigenous Peoples (McGill University Press; CIGI, Waterloo, 2019) with Larry Chartrand, Oonagh Fitzgerald, Risa Schwartz, eds.

Law's Indigenous Ethics (Toronto: University of Toronto Press, 2019).

Resurgence and Reconciliation: Responsibilities for Shared Futures (Toronto: University of Toronto Press, 2018) with Jim Tully and Michael Asch, eds.

Aboriginal Law: Cases and Materials, 5th edition (Toronto: Butterworth's, 2018) (co-edited with Len Rotman)

Awards and Recognition

NCIED TEAM

Dr. Brent Mainprize, NCIED business faculty champion

For over 20 years, Dr. Mainprize has committed to meaningful scholarly engagement with Indigenous communities. He is passionate about leaving an enduring impact in the communities he works with—a vast network of reciprocal partnerships that spans the country. His commitment has been recognized at the highest level, and he is the only professor to have received all three of the Society for Teaching and Learning in Higher Education's (STLHE) national awards for outstanding educators. His most recent awards include:

2020

- 3M National Teaching Fellowship, Society for Teaching and Learning in Higher Education (STLHE) and 3M Canada
- IAB Community Engagement Award, Gustavson School of Business International Advisory Board

2019

- Provost's Engaged Scholar Award, University of Victoria

*Dr. Brent Mainprize outside of UVic's Business and Economics Building.
Photo: UVic Photo Services.*



Dr. John Borrows, NCIED law faculty champion

Dr. Borrows' life and work has centred on working with Indigenous people throughout Canada to help them revitalize their legal and governmental systems, traditions and languages as they repatriate their inherent powers of self-government and treaty relations. He has garnered national and international recognition for his vital contributions and publications, and in the past three years he has been recognized with some of the most prestigious honours in Canada, including:

2021

- Fellow of the Institute for the Study of the Crown in Canada
- CBA President's Award, Canadian Bar Association

2020

- Officer of the Order of Canada, for his scholarly work on Indigenous rights and legal traditions, which have had a significant impact across Canada and abroad.
- Governor-General's Innovation Award, for Reconciliation Through Indigenous Law
- Best Subsequent Book Prize, Native American and Indigenous Studies Association (NAISA)
- Honorary degree recipient from Simon Fraser University

2019

- Canada Council for the Arts Molson Prize, in social sciences and humanities

*Dr. John Borrows.
Credit: UVic Photo Services*



Chief Galga (Arthur Mercer)

2019

- BC Achievement Indigenous Business Award, Outstanding Business Achievement Award

2018

- Small Business BC, Open for Business Award (First Nations category), Nisga'a Lisims government



Chief Galga (Arthur Mercer), NCIED Director of Community Initiatives and Renée Letellier, former NCIED Manager

Cory Stephens, I-ACE Program Manager

2021

- Award for Excellence in Aboriginal Relations, Canadian Council for Aboriginal Business (CCAB) and CIBC



Cory Stephens, Credit Lonnie Wishart

“Cory has been a champion for the I-ACE Program and exemplifies the values of community building and entrepreneurship while honouring Indigenous traditions. This award shows the importance of the work Cory and all those in the I-ACE program are doing.”

– Miles Richardson, NCIED Director and Chair



Cow parsnip – Heracleum maximum

I-ACE PROGRAM AWARDS

2020

- Business of Good Awards: Indigenous Prosperity runner up, BC Business

2019

- Excellence in Practice Gold Award, European Foundation for Management Development (EFMD)



(L to R): Charmain Stack, Dr. Brent Mainprize, David Parnell, Cory Stephens

I-ACE ALUMNI AWARDS

Jaimie Davis

Jaimie Davis, owner of Jada Creations, was named Best Solopreneur at the 2021 Small Business BC Awards. The new award recognizes an individual who started a solo business, “wore multiple hats” and navigated challenges while growing the business on their own. Davis, an entrepreneur from the Gitksan and Nisga’a Nations, built her business around her original jewelry designs. Davis is a 2016 graduate of NW-ACE program, following her completion of the NW EAGLE program. She went on to complete her studies at the Freda Diesing School of Northwest Coast Art at Coast Mountain College where she received the 2018 President’s Art Award honorary mention. In 2020, she also received the Inspired Natives Award from Eighth Generation and the Evergreen State College Longhouse.



Patrick Shannon

Patrick Shannon is an Indigenous film director and an award-winning social entrepreneur and university instructor from Haida Gwaii. A graduate of the Haida Owned and Operated (HO2) program, he became an I-ACE instructor in 2016. Following years of working in the Vancouver film industry, Patrick founded multimedia creative studio InnoNative, and recently launched Supernaturals Modelling, Canada’s first Indigenous boutique modelling agency, with business partner Joleen Mitton. This latest venture was one of the winners of the 2021 YES Entrepreneur Challenge, granted awarded by the Young Entrepreneurs Symposium, an initiative of the New Relationship Trust.



Michelle Stoney

Gitksan and Cree artist Michelle Stoney is a graduate of NW-ACE who went on to become a mentor in the ACE for artists program. She was named the 2019 Crabtree McLennan Emerging Artist as the recipient of a Fulmer Award in First Nations Art by the BC Achievement Foundation, for her role in elevating First Nations art in BC.



Henry Green

We-Gonatha, or Henry Green is a Coastal Tsimshian (Gitandaw) artist and a graduate of NW-ACE. He is active in the preservation of his culture and has developed training programs for emerging artists, earning him a 2019 Fulmer Award from the BC Achievement Foundation for his role in elevating First Nations art in BC.



Wild blueberry – *Vaccinium corymbosum*

“Jada Creations would be a lot different without I-ACE. The program allowed me to break free of feeling like an imposter in my own life. It gave me confidence, strength and skills to move forward with my business.”

– Jaimie Davis, I-ACE graduate and owner of Jada Creations





Community Engagement

WORKSHOPS & INITIATIVES

Indigenous Procurement Initiative (IPI) [2018-2019]

In 2018, the Ministry of Citizens' Services presented the new British Columbia Procurement Strategy as a key part of the process towards the modernization of procurement and the overall purchasing strategy of the Government of British Columbia. As an essential step in this process, the Indigenous Procurement Initiative sought the input of Indigenous business owners, Indigenous organizations, First Nation bands and Tribal Councils, Indigenous community representatives, youths, and Elders.

In early 2019, at the request of the BC government, Dr. Brent Mainprize and Chief Galga (Arthur Mercer) of the NCIED were honoured to be warmly welcomed by Elders onto their

respective traditional territories across the province to facilitate a series of nine regional engagement sessions. The sessions were designed to explore procurement processes across Government Ministries, and to examine challenges and opportunities through an Indigenous viewpoint. Over 250 Indigenous partners, community representatives, organizations and business owners shared their views on BC's procurement process.

The NCIED was deeply appreciative of the opportunity to do the good work of listening to Indigenous partners and facilitating vibrant conversations to develop content suggestions to inform the development of an inclusive cross-Ministry procurement strategy.

Nisga'a Nation Strategic Plan [2019]

In September 2019, NCIED's Brent Mainprize, Chief Galga (Arthur Mercer) and Renée Letellier, along with business consultant Bodie Elliott, were invited by the Nisga'a Nation to assist in the facilitation of a three-day strategic planning session to explore the untapped potential of the Nisga'a Treaty, with the goal of developing a strategy and operational plan for Nisga'a economic prosperity. The results were summarized in a report prepared by the NCIED, 'Wilp Siayukhl Nisga'a Economic Prosperity Strategic Planning Report: Unrealized Potential'.



“Indigenous governments are incredibly diverse, of varying complexity, and at different points in their path toward self-determination and self-governance. NCIED felt it was crucial to design a flexible tool that can support a broad range of Nations—wherever they find themselves on the Nationhood continuum—and to enable them, with guidance from trained facilitators, to determine their Nationhood vision and what they need to fulfill their goals.”

– Miles Richardson, NCIED Director and Chair

REGIONAL PROJECTS

Northern Native Fishing Corporation (NNFC) [2020]

Chanze Gamble, NCIED Research Lead and Interim Manager, completed a business sustainability analysis with Northern Native Fishing Corporation (NNFC) that included a review of the organization's ability to operate through the downturn of the Pacific commercial salmon industry and the impact of federal commercial fishery policies.

The report assessed the viability of NNFC's business practice of owning and leasing fishing licences to First Nations fishers within the current market environment. The research included a literature review, a stakeholder survey with First Nations fishers who lease NNFC fishing licences, and interviews with NNFC staff and support team.

Indigenous Governance Advisory Team [2020]

In February 2020, the federal government approved funding for a collaboration between NCIED, New Relationship Trust, First Nations Summit and First Nations Public Service Secretariat to enhance Indigenous governance policies and systems in order to affirm Nations' rights and transition to their version of Nationhood, guided by the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

NCIED undertook the development of an evaluation framework to assess capacity in Indigenous Nations in BC to transition to self-governance, together with a guided governance assessment tool, 'Roots of Indigenous Governance: A Facilitator's Guide to Indigenous Nationhood for Visionary Leaders'. Guided by NRT's Indigenous Governance Advisory Team, Nations and communities can use these tools to identify their governance goals and related capacity building needs.

NCIED's approach emphasized the Indigenous autonomy that distinguishes each community's unique legal and governance structures to effectively perform and serve as the governance and administrative backbone to the community, along with its uses of traditions and cultural ways of knowing.

BC First Nation Community Economic Development Survey [2020]

In 2020, the BC Ministry of Jobs, Economic Development and Competitiveness (JEDC) released the BC First Nation Community Economic Development Survey. Designed in partnership with the NCIED, BC Assembly of First Nations, New Relationship Trust, and Indigenous Business and Investment Council, the survey was distributed to Chiefs and Councils, and economic development corporations and managers.

The analysis reveals the interconnectedness of Indigenous economic, cultural and social values, and the similarities and diversity among Nations.

Respondents largely agreed that economic development was guided by community wellness, as well as cultural and social values. Financial self-sufficiency for their communities and building a future for their youth were selected as top economic development priorities by Chiefs and Councils, and most felt that projects must have a payback to their communities' values, in addition to meeting social and cultural guidelines.

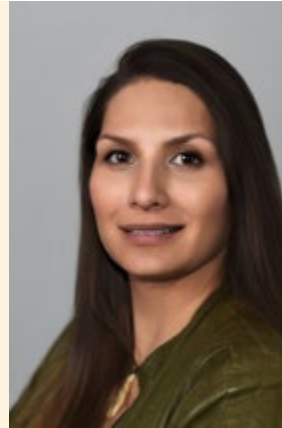
Despite the geographic and industrial diversity across regions, respondents universally identified the need for capacity development, entrepreneurial training, and mentoring and coaching as vital to their economic development, areas which are actively supported by NCIED's educational and research programs.

“The NCIED's combination of deep, direct Indigenous economic development experience with academic methods and rigour truly enhanced the quality of both the survey process and product,” noted JEDC Senior Advisor for Indigenous Economic Opportunity Chris Bechard.



“I am proud of my ongoing work as Lead Facilitator for The Navigators Project to support capacity building in BC First Nations around energy sector development. Using a hybrid facilitation with the graphic recorder from Fuselight Creative, we helped communities create a clear picture of their needs and values regarding their Nation’s resources, and then map out strategies for approaching future opportunities that will promote energy solutions. This exciting process is empowering and brings us hope for our future.”

– Tricia Thomas, Salish Eye Productions



“Our vision for a National First Nations Guardians Network is of a truly inter-National model of environmental stewardship, one that will stitch together each of the existing Guardians initiatives and invite more First Nations to join the network, each according to their own culture and their own visions of the future. The goal is to amplify their impacts by providing a stable funding structure, coordinating efforts, and facilitating the sharing of knowledge and Wise Practices.

This Indigenous Guardians network will also be a key, constructive building block toward reconciliation: it will enhance the ability of Canada, the provinces, and the territories to engage in collaborative stewardship with First Nations on an unprecedented scale, and enable Canada to meet many of its obligations under UNDRIP.”

– Miles Richardson, NCIED Director and Chair

NATIONAL/INTERNATIONAL PROJECTS

The Navigators: Indigenous Natural Resource Partnerships with NRCan [2019-present]

In 2019, the federal Ministry, Natural Resources Canada (NRCan), introduced a new one-year initiative to increase economic participation of Indigenous communities and organizations in energy infrastructure projects in BC. The program funded the Navigators Project in which NCIED conducted engagement sessions with six communities to identify their needs and requirements to build capacity.

Using the FIRESIDE framework (below), Chief Galga (Arthur Mercer) led a team that included Tricia Thomas, Bodie Elliott and Tanya Gadsby (Fuselight Creative) to assist communities/ Nations in 'navigating' their needs and strategies, together with approaches tailored to each community’s unique situations and self-defined goals. The overall purpose was to support capacity and business development. Mapping opportunities for economic development and prosperity

required balancing energy market demands with traditional culture and social values.

In 2021, NRCan recognized the success of the initial one-year initiative, and chose to work with NCIED to expand the program to an additional 16 communities, engaging a total of 22 communities across both phases of the initiative. Working within the changing provincial guidelines for COVID-19 required flexibility and adaptability to ensure the project met each community’s unique goals. Multiple community engagements were conducted in-person, online and in hybrid formats. Each participating community engaged in a process to help define their economic needs, strategies, and approaches based on their unique situations and traditional social and cultural values, through a graphic facilitation process guided by experienced Indigenous facilitators.

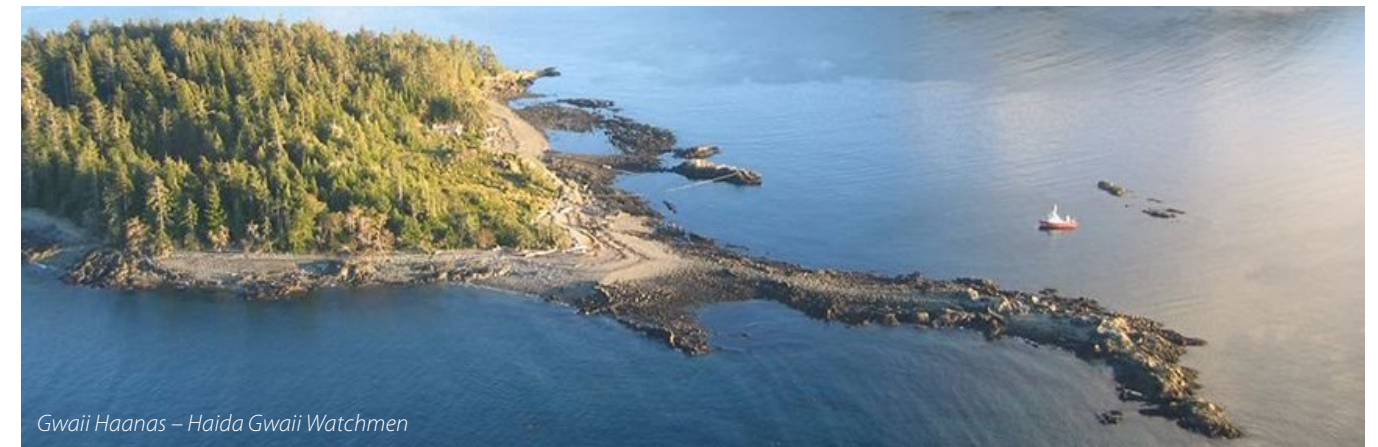
FIRESIDE in Action (Mercer and Mainprize, 2005-2022)

In 2005, Chief Galga (Arthur Mercer) and Dr. Brent Mainprize developed an innovative approach to generating conversations in Indigenous communities on building healthy, sustainable economies that incorporate the community’s Wise Practices. Over the past 17 years, Chief Galga and Dr. Mainprize have facilitated more than 48 in-community strategy sessions with Indigenous leaders from across Canada, building on and refining their approach and framework with each session.

“For almost two decades Brent and I worked at it to improve our model so the framework developed—it is now a community-driven, respectful process that guides and enhances the co-design, planning and implementation of

an Indigenous community’s collective vision and goals,” explains Chief Galga.

This approach is called FIRESIDE: Facilitating Ideation and Research to Empower Sustainable Indigenous Design Economies. It is a fusion of three different facilitation techniques: participatory action research, design thinking and graphic recording. Together, these facilitation techniques can effectively capture Wise Practices for conversations held in Indigenous communities. FIRESIDE allows community development facilitators, under the direction of community leadership, to tease out, document, organize, communicate and use Wise Practices within an Indigenous community to advance economic development.



Gwaii Haanas – Haida Gwaii Watchmen

Guardian Program for Indigenous Protected Areas (IPAs) [2020-2021]

At the invitation of Ducks Unlimited Canada (DUC), NCIED, the Gustavson School of Business and the Indigenous Leadership Initiative entered a partnership agreement in June 2020 to analyze and develop a business case for funding to support the protection of Indigenous Protected Areas (IPAs) through a National Guardians program. DUC, a federal not-for-profit charity dedicated to conserving, restoring and managing wetlands in North America, approached NCIED in March, to discuss the research required to meet their goals.

Given that NCIED Director and Chair Miles Richardson has dedicated his life to working with Indigenous Nations across Canada to govern their ancestral territories, protect their lands and waters, while building sustainable economies, NCIED was well positioned to undertake the task.

Feedback was gathered from program managers of First Nations Guardians programs on the need for a national network and what they envisioned for its operations and governance. The findings were summarized in a report released May 2021: ‘Business Case for a National First Nations Guardians Network: A Model for Implementing Reconciliation, Nation-to-Nation, UNDRIP, and Ecological Conservation & Stewardship Responsibilities.’



Events

COMMUNITY EVENTS

WISE – Wellness and Indigenous sustainable economies @Ideafest [2020]

On March 3rd, 2020, NCIED was honoured to host WISE: Wellness and Indigenous Sustainable Economies in the First Peoples House at UVic, a thought-provoking panel of six community leaders from Indigenous Nations across BC. The panel took place as part of IDEAFest, a weeklong annual festival hosted by the University of Victoria centred on the sharing of research, art, and innovation, centred on the theme of “Ideas that can change everything”.

Panelists engaged the audience with their informative and impactful presentations, sharing personal experiences of the



interconnectedness of wellbeing, traditions, laws and values, and resources. Members of the public as well as the UVic community attended.

Dr. John Borrows (Canada Research Chair in Indigenous Law, UVic Faculty of Law) and Dr. Brent Mainprize (Teaching Professor, UVic Gustavson School of Business) moderated the panel presentations and audience participation in the Q&A session.

“[The panelists] have given us something that our country needs and could be replicated from corner to corner to corner, from coast to coast to coast, if we took the time to have venues and gather the people with the kind of knowledge that you see here this evening. My appreciation is deep”.

- Dr. John Borrows, Canada Research Chair in Indigenous Law, UVic Faculty of Law

GUSTAVSON EVENTS

Orange Shirt Day [2019-present]



Still from Salish Eye Productions video for 2020 Orange Shirt Day.

Orange Shirt Day is an annual opportunity to come together in the spirit of hope and reconciliation for generations of children to come, and to honour the survivors whose families and communities have been impacted by the residential school system.

In 2019, Gloria Roze and Tom Child, from the Kwakiutl Nation of northern Vancouver Island, provided 25-minute presentations to Gustavson students, sharing their stories, regalia, and how business leaders can learn from traditional ways, followed by a Q&A session.

In 2020, NCIED commissioned a video for Orange Shirt Day that focused on the resilience of Indigenous people who fought to maintain their languages and traditions. Three generations of one family shared their personal experiences of the impact of the residential school system on their lives and their community. The video, produced by Salish Eye Productions, was presented by Gloria Roze and Thomas Child to Gustavson students, faculty and staff via Zoom, followed by a Q&A session.

“When you get the entrepreneur mindset you become much more aware of new opportunities every day, plus it’s fun to build something from nothing”

– Haida artist Laurence Knowles, NW-ACE and A-ACE Graduate

Peter Lantin mentorship at ACE program [2019]



In the summer of 2019, Peter Lantin, past president of the Haida Nation, moved to Victoria to complete his degree at UVic. Fortunately, for NCIED, Lantin and Dr. Brent Mainprize, had worked together for many years. While Lantin was President, they co-developed Haida Owned and Operated, an entrepreneurial program tailored for Haida residents to become self-reliant through business ownership.

It was an honour that Lantin was willing to share his expertise on Indigenous governance and business, not only with NCIED, but also with the students, faculty and staff of the Gustavson School of Business.

Celebration of ACE-artists [2019]

On December 10, 2019, NCIED celebrated graduates of the ACE-Artists program and the valued partners who collaborated in the design and delivery of the entrepreneurial training designed specifically for Indigenous artists.

At a reception in the lobby of UVic's Business and Economics building, the artist entrepreneurs shared their experiences after the program with faculty, staff and guests, showcasing their diverse artwork at a pop-up art market.

Program partners, including TRICORP, UVIC Faculty of Fine Arts, Emily Carr University of Art & Design, Coast Mountain College and Freda Diesing School of NW Coast Art, were honoured for their roles co-creating and delivering the unique entrepreneurship program. The ACE-Artist Advisory Board was also recognized for its valuable contribution. Successful Indigenous artists Ben Davidson, Lianna Spence, Stan Bevan, April White, Alano Edzerza, Michelle Stoney and Tanya Gadsby were acknowledged for not only sharing their time and experience generously in the development of the program, but also for being exceptional mentors to the participants.

CONFERENCES, FORUMS & WEBINARS

AFOA First Nations Economic Development Corporation Conference on Community Engagement [2020]

The Aboriginal Financial Officers Association (AFOA) hosted the First Nations Economic Development Corporation Conference on Community Engagement, from March 11-13, 2020, in Richmond, BC.

Dr. Brent Mainprize, NCIED business school faculty champion, and Arthur Mercer, NCIED Director, Community Initiatives, presented 'Building & Supporting an Entrepreneurial Economy & Culture'. They addressed the question: how can a First Nation economic development corporation strategically integrate individual entrepreneurs from the community to build stronger corporations and a more balanced economy?

Discussion included Wise Practices and linking a Nation's economic development strategies to entrepreneurial initiatives.

Virtual Victoria Forum [2020]

In November 2020, NCIED contributed to the Virtual Victoria Forum with a virtual seminar, 'Millennia of Experience, Drawing on Indigenous Knowledge in Responding to COVID-19', exploring how collaboration between Indigenous knowledge and science can improve public health outcomes.

Moderated by Darrin Mah, JD, the discussion included prominent Haida leader Miles Richardson, O.C., the NCIED Director and Chair; Grandmother Katherine Whitecloud, Dakota knowledge keeper and Indigenous health and wellness advocate; Dr. Dave Courchene Jr., Anishinaabe Elder and spiritual leader; Tom Swanky, JD, a historical researcher focused on the role of smallpox in the foundational relationship between Indigenous Peoples and the Crown in BC; and Dr. Sabina Ijaz, a medical doctor who has built deep relationships in Indigenous communities.

The speakers addressed the history of what Indigenous Peoples have learned in responding to pandemics, how this informed their responses to COVID-19, and what can be learned more broadly within Canadian society and the global community from these lessons.

The Victoria Forum, a partnership between the University of Victoria and the Senate of Canada, creates inclusive spaces to bring together regional, national and international change-makers with different perspectives and expertise who are committed to making the world a better place for all.

Reconciling Ways of Knowing: Indigenous Knowledge and Science Forum [2020-2021]



Developed in partnership with the Indigenous Leadership Initiative and David Suzuki Foundation, the Reconciling Ways of Knowing: Indigenous Knowledge and Science Forum aims to build understanding and relationships across Indigenous and scientific ways of knowing in order to achieve a genuine reconciliation and nation-to-nation relationship between Indigenous Peoples and Canada and collaboratively address the pressing challenges of our times, such as climate change, socio-economic disparities and public health threats.

Convened by NCIED Director and Chair Miles Richardson, O.C., Drs. David Suzuki and Nancy Turner, and Elder, Dr. Dave Courchene Jr., the forum was initially planned as a three-day live forum to be held at the Turtle Lodge in Sagkeeng First Nation in Manitoba in spring 2020, but was forced to move online due to COVID 19.

Since then, 15 virtual seminars have been delivered, pulling together practitioners, decision makers and researchers involved in land and water stewardship and empowering participants to apply the insights they learn to their work, applied practice, decision-making and research processes now and into the future.

Mr. Richardson featured in the fifth seminar, 'Millennia of Experience, Drawing on Indigenous Knowledge in Responding to COVID-19', exploring how collaboration between Indigenous knowledge and science can improve public health outcomes. The webinar was also featured at the 2020 Virtual Victoria Forum.



Quaking Aspen - *Populus tremuloïdes*





**University
of Victoria**

www.uvic.ca/ncied

An initiative of the UVic Faculty of Law and
the Peter B. Gustavson School of Business