

National Consortium for
Indigenous Economic Development

Diversity in an ongoing journey

TEN YEAR REVIEW 2008 • 2018



University
of Victoria

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

Paddle design by Lianna Spence

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Message from Dr. Saul Klein

2018 marks the 10th anniversary of an exciting venture that began as the National Chair in Aboriginal Economic Development and evolved into the National Consortium for Indigenous Economic Development (NCIED). The establishment of this Chair was a first for an academic institution in Canada. I am incredibly proud of the decision that the University of Victoria took to engage in activities that would help renew a Canadian Indigenous economy and reinforce the entrepreneurial spirit of Indigenous peoples. From the outset it was clear that there was both a business and a legal dimension to success in this area and the initiative was established as a partnership between the Gustavson School of Business and the Faculty of Law. We began the journey in 2008 and adjusted our focus in 2014 when we re-structured the initiative as the NCIED.

I'd like to acknowledge the leadership provided by inaugural Chair, Dr. James Hopkins, and Visiting Chair, Dr. Judith Sayers, whose leadership and vision laid the groundwork for today's NCIED.

A key principle of the NCIED is its recognition of the diversity of Indigenous populations and the reality that there is no one way of doing things. We have brought that recognition to life by creating a range of educational programs, all developed and offered in partnership with Indigenous leaders and customized for each community. Through the Gustavson School of Business and UVic Law, and working with our Indigenous colleagues on and off campus, we have developed relevant and responsive learning in a supportive environment that helps build capacity among future leaders in Indigenous business, governance and economies. The extremely successful Aboriginal Canadian Entrepreneurs (ACE) programs are a testament to the strength of co-operative and community-based education and learning. Founded on Indigenous culture and delivered by invitation on Indigenous lands or in a location that is most suitable for students, the program has had enormous success.

Another focus for the NCIED is seen in the diversity of its research. The goal is to examine, re-surface and add to Indigenous ways of being and knowing. Community-based research projects are conducted together with Indigenous leaders. As such, they contribute to wise practices that help economies renew and thrive in the face of the challenges and pressures presented by climate change, trade, development and other 21st century issues.



As we live and work on the west coast of Canada, we are mindful of the efforts that are needed to engage the whole country. I am thankful for the tireless efforts of NCIED Director, Miles Richardson, who travels the country building partnerships that enable Indigenous peoples to develop their own economies and contribute to national prosperity. The NCIED now serves as a hub to unite Indigenous, academic, community, government and business leaders with a broad range of expertise to collaborate, understand and foster the conditions for Indigenous economic development.

I am also extremely proud of the work undertaken by our two faculty champions at UVic. Dr. John Borrows, an Anishinaabe scholar and Canada Research Chair in Indigenous Law, shares his innovative law programs and unique research throughout Canada and beyond. John's law camps create a hands-on experience of land-based learning where stories are shared by Indigenous knowledge keepers and Elders. Likewise, we would not be where we are today without the contributions of the Gustavson School's Dr. Brent Mainprize. Brent's tireless efforts in communities, facilitating conversations and developing partnerships, have shaped exceptional educational initiatives, including the NW-ACE program, designed and delivered in partnership with the Tribal Resource Development Corporation in northwest British Columbia.

As I look ahead, I see the NCIED continuing its journey of diversity, taking direction from Indigenous Nations and communities, and supporting them to develop their own economies and their own approaches to economic self-sufficiency, sustainability and success.

Sincerely,

A handwritten signature in blue ink that reads "Saul Klein". The signature is fluid and cursive, with a large initial "S" and "K".

Dr. Saul Klein

Dean, Peter B. Gustavson School of Business

Message from Mr. Jeremy Webber

The National Consortium for Indigenous Economic Development (NCIED) represents, for the Faculty of Law, a very important collaboration with the Peter B. Gustavson School of Business.

The NCIED emerged out of an initiative by my predecessor, then Dean of Law, Andrew Petter, and his colleague Dean of Business, Ali Dastmalchian, to establish a chair in Aboriginal Economic Development. Economic prosperity is immensely important to Indigenous peoples, and they sought to advance that prosperity by bringing focused research to bear upon the legal structure and management innovation necessary to the construction of strong Indigenous economies.

In 2014, Dean Saul Klein of the Gustavson School suggested that we take that effort to the next level, broadening its base to establish the NCIED.

Since that time, the NCIED has established itself as a leading centre for community-based and collaborative research on Indigenous economies. It has built education programs to develop the skills required in Indigenous contexts. It has applied itself to finding solutions to the structural hurdles faced by Indigenous peoples. The collaboration between legal scholars and business scholars has been crucial to those initiatives. I am grateful to the efforts of all those involved, especially to Miles Richardson, Director of the NCIED, and to Dr. John Borrows, Canada Research Chair in Indigenous Law, who has served as the Law Faculty champion in this endeavour.

The NCIED has laid an excellent foundation. We look forward to building on that emerging body of knowledge and innovation, working in close Indigenous/non-Indigenous collaborations to secure real change.

Sincerely,



Jeremy Webber
Professor and Dean



Message from Mr. Miles Richardson

Welcome to our story. We are honoured to share the 10-year journey of the National Consortium for Indigenous Economic Development (NCIED), and its predecessor, the National Chair in Aboriginal Economic Development.

The NCIED, situated within the University of Victoria, stands on the traditional territory of the Lkwungen-speaking peoples and the Songhees, Esquimalt and WSÁNÉC peoples whose historical relationships with the land continue to this day. We extend our gratitude to everyone who has contributed to the establishment and growth of the consortium, and acknowledge the leadership and support of the University of Victoria through the Gustavson School of Business and the Faculty of Law.

As the inaugural Director of the NCIED it has been a privilege to support Indigenous Nations in Canada to develop their own economies, in their own terms and territories, and achieve economic self-reliance. Indigenous people across this country, from coast to coast to coast, are the living generations of ancient Nations that have thrived for millennia on the lands we now call Canada. To build our economies, I think it is as simple as understanding who we are and being who we say we are.

Exercising Indigenous jurisdictions through governance institutions provides stability, planning, and capacity to build economies within a framework that reflects traditional knowledge and respect for Indigenous peoples and their cultures. In collaboration with leaders from Indigenous governments, Canadian federal and provincial governments, and business, the NCIED strives to advance Indigenous economic innovation and economic health throughout Canada. We are grateful for the Indigenous, government and business partnerships that have contributed so generously to relevant and accessible education programs and community directed research.

We are proud to fulfill our mandate through in-community delivered business education and community-driven, wise practices research that develops, enhances and inspires foundational traditional knowledge to best respond to contemporary economic development opportunities. We also endeavour to serve as a catalyst and broker of partnerships for resources to offer relevant learning and sustain a national network of research and action.



The journey of the past 10 years, powered by many people and organizations working collaboratively to realize the full potential of Indigenous economies in Canada, has been inspiring, challenging and rewarding. Lianna Spence's beautiful paddle featured on the cover of this review symbolizes not only our past journey, but also, the one before us. As we continue to revitalize regional economies and contribute to national prosperity, we welcome you to join us.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Kilsaay Kaaji Sding'.

Kilsaay Kaaji Sding

Miles Richardson

*Director, National Consortium for Indigenous
Economic Development*



CHAPTER ONE

Introduction

The journey began in 2008, when the University of Victoria launched the National Aboriginal Economic Development Chair (NAEDC), the first of its kind in Canada. The initiative presented by the faculties of Business and Law garnered strong support among communities, governments, businesses, and the financial sector. UVic's President, Dr. David Turpin, Business Faculty Dean, Dr. Ali Dastmalchian, Law Faculty Dean, Andrew Petter, and law professor, Dr. John Borrows, secured the needed resources. With contributions from the Government of Canada, the BC provincial government, EnCana Corporation, BC Hydro and Enbridge Inc., research, educational programs and relationship building were envisaged to break down barriers and promote Indigenous economic development in Canada.

Dr. James Hopkins, a Canadian Indigenous scholar with a law degree from the University of Toronto and a joint Masters of Laws and International Tax from Harvard University, was appointed in 2008 as the inaugural Chair of the NAEDC. In describing his vision Hopkins said, "The chair will integrate and deepen the resources of the business and law faculties to provide Aboriginal¹ communities with important research

and information on the economic environments in which they operate, as well as strategies for promoting sustainable forms of economic development."

Hopkins worked closely with Dr. John Borrows and Dr. Brent Mainprize, UVic professors of law and business respectively. From their collaboration, a strong practical focus emerged to optimize conditions for Indigenous economies in partnership with a range of entities. UVic's Gustavson School of Business and the Law Faculty then worked to restructure and relaunch the initiative to both continue to further the original ambitions of the Chair and to fulfill broader responsibilities in promoting Indigenous economic development and rebuilding Indigenous economies.

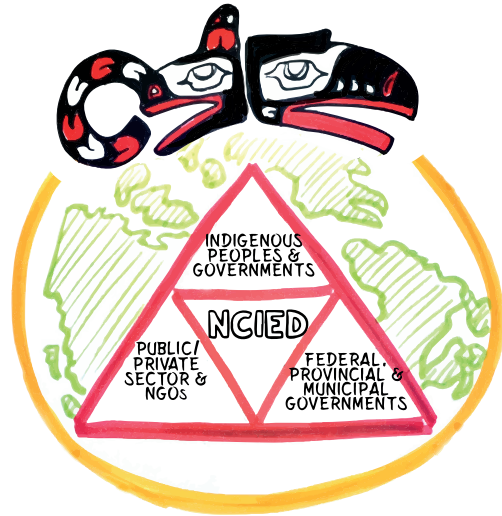
In 2014, to provide a better organizational structure to expand the scale and scope of the original mandate, the NAEDC converted to the National Consortium for Indigenous Economic Development (NCIED). Gustavson Dean, Saul Klein, remarked at the time, "Canada's future is tied to the well-being of Indigenous peoples and Indigenous communities and their participation in the economy. Unlocking the potential for economic development in

¹ Since inception of this initiative, the term "Indigenous" has superseded "Aboriginal" as the most inclusive word when dealing with First Nations, Métis and Inuit peoples. Given this, where appropriate, Indigenous is used in the remainder of this document.

light of this requires careful consideration and elimination of the structural and behavioural impediments to capital investment and economic growth.”

Today, the NCIED provides a vehicle to support and share community-driven wise practices research into legal frameworks, governance models and leadership that contribute to greater Indigenous economic development. The goal is to build capacity among future leaders in Indigenous business and economies through relevant, community-based business education; and to strengthen relationships between Indigenous Nations, provincial and federal governments, and industry. The NCIED’s innovative approach impacts successful economic change and fosters strong, sustainable Indigenous economies and economic development across Canada.

The below graphic recording, produced during an NCIED Advisory Board meeting by Tanya Gadsby, (co-owner of *The Fuselight Creative*, formerly *Drawing Out Ideas*), illustrates the positioning of the consortium as promoting positive and productive dialogue between the stakeholder groups.



2014 Launch of the NCIED. Photo taken in the Ceremonial Hall of the First Peoples House, UVic. From left to right: Dean Jeremy Webber, Miles Richardson, Dr. Robina Thomas, Elder May Sam, late Chief Andy Thomas, Chris Hunt and Dean Saul Klein.



Vision and Focus

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.

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.

The NCIED's role is not to impose a particular strategy on a community, but rather to advance change that is clearly directed by the leadership of the community. Basic strategies for economic development include:

1. **Nations**—building capacity for governance, legal structures and management practices that fosters wise practices and aligns with traditional ways of knowing and being.
2. **Communities**—building and growing community corporations in Indigenous territories in ways that reflect positive cultural identity.
3. **Individuals**—recognizing that Indigenous people are the original Canadian entrepreneurs, inspiring Indigenous youth to engage in community economies and leverage the tools to succeed and lead as economic warriors.

The Team

The NCIED governance structure includes a director, administration, a board of advisors and faculty champions. The deans of the Peter B. Gustavson School of Business and Faculty of Law support the NCIED team.

DIRECTOR

Mr. Miles Richardson, OC.

Richardson, a Haida citizen and prominent Indigenous leader, has served as Director of the NCIED since its restructuring in 2014. He brings an extensive background in Indigenous and Canadian government relations. After earning his Bachelor of Arts in Economics from UVic in 1979, Richardson served as administrator for the Skidegate Band Council and directed the establishment of the Haida Gwaii Watchmen program. In 1984, he was the youngest person elected President of the Council of the Haida Nation. During his 12 year tenure, he led the drafting of the constitution of the Haida Nation; 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: the Gwaii Hanaas agreement that protects the Gwaii Haanas area of Haida Gwaii.



UVIC LEADERSHIP

Dean Saul Klein

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, 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, Klein supports innovative and sustainable initiatives that prepare leaders who think differently and act responsibly.



Dean Jeremy Webber

Jeremy Webber served as Dean of the Law Faculty from July 1, 2013 to June 30, 2018. Webber is a world-renowned scholar and author in the areas of cultural diversity, constitutional theory and Indigenous rights. He completed his Bachelor of Arts at UBC, his law degree at McGill University, and his LLM at Osgoode Law School. From 2002-2014, Webber was Canada Research Chair in Law and Society at UVic, and in 2018, he was elected Royal Society of Canada Fellow, Canada's highest academic honour and demonstrates a remarkable lifelong contribution. Webber is the author of *Reimagining Canada: Language, Culture, Community and the Canadian Constitution* (1994) and *The Constitution of Canada: A Contextual Analysis* (2015).



Dean Susan Breau

Dr. Breau started her term as Dean of the Law Faculty on July 1, 2018. She is a distinguished researcher, teacher and administrator who completed her Bachelor of Arts, Bachelor of Laws and Masters of Arts degrees at Queen's University, and her Masters 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. "I am greatly honoured to have been selected as the next Dean of the Faculty particularly at such an important time in its history; with the launch of the joint degree in Canadian common law and Indigenous legal orders, the first program of its kind in the world," says Breau.



FACULTY CHAMPIONS

Dr. John Borrows

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. Borrows has received numerous honorary doctorates and awards. Voted by his peers as one of *Canadian Lawyer's* Top 25 Most Influential of 2018, and the top vote-getter in the Changemakers category, recognized Borrows' ability to shape Canadian Indigenous legal orders. In 2017, he received the prestigious Killam Prize in the Social Sciences. Borrows, 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.



Dr. Brent Mainprize

Dr. Mainprize is an award-winning professor at the Gustavson School of Business, teaching entrepreneurship and Indigenous economic development. Mainprize has over 20 years' experience as an entrepreneurship educator and facilitator of economic change in Indigenous communities. He has been invited to work with over 40 Indigenous communities in BC to research and design unique programs that promote leadership and self-reliance through economic development and entrepreneurship. The 2014 National Award from the Society of Teaching and Learning in Higher Education recognized Mainprize for his curriculum innovations and Startup Canada named him 2014 Entrepreneurship Educator of the Year.



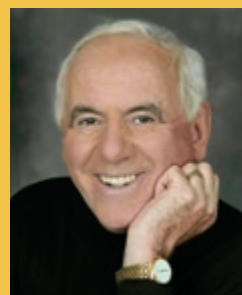
MEMBERS OF THE NCIED ADVISORY BOARD



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



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



Charles Coffey,
Retired RBC Executive, named
Honourary Chief by Grand Chief
Phil Fontaine and the Assembly
of Manitoba Chiefs for his support
of the First Nations' peoples in their
goal of moving towards economic
self-sufficiency.



Madeleine Redfern,
Lawyer, president, AJUNGI Group,
mayor of Iqaluit, Nunavut



Bernd Christmas,
The first Mi'kmaq lawyer in Canada,
CEO, Gitpo Storms Corporation

MANAGER

Ms. Renée Letellier

Letellier serves as manager of the NCIED and liaison with the advisory board and NCIED partners. Her diverse professional career includes small businesses, government and a multi-national corporation. With a unique combination of business experience that involved project co-ordination and restructuring organizations, she has liaised effectively with a wide range of stakeholders. Letellier has Cree-Métis heritage; her paternal grandmother was Cree and her grandfather, French Canadian.



PAST NAED CHAIRS

Dr. James Hopkins

Dr. Hopkins, an Algonquin-Métis scholar from Quebec, was appointed in 2008 as the inaugural National Aboriginal Economic Development Chair, and served until 2012. "Seeing first-hand the challenges Aboriginal communities face in developing their own economies" inspired Hopkins' commitment to a broad understanding of business law and how it impacted Aboriginal communities, and subsequently, his mandate to create awareness of the economic development options available to Aboriginal peoples. Hopkins taught and wrote about Indigenous self-governance, business and economic development, and taxation policies. His work with Canadian Indigenous organizations included the National Centre on First National Governance and the Indigenous Bar Association.



Dr. Judith Sayers

Dr. Sayers, a past Chief of the Hupacasath First Nation, located in Port Alberni, BC, was appointed as the Visiting National Aboriginal Economic Development Chair from May 1, 2012 to April 30, 2013. Her educational background includes a business degree, a law degree from the University of British Columbia, and an honorary Doctor of Laws from Queens University. With her legal experience and business acumen, Sayers viewed the appointment "as a great opportunity to explore more ways to engage Aboriginal communities—particularly Aboriginal youth—in entrepreneurship and economic development activities." Sayers continues as an Adjunct Professor at the University of Victoria.



Moments of the Decade

National Aboriginal Economic Development Chair (NAEDC) established by the Faculties of Business and Law at the University of Victoria. Dr. James Hopkins appointed as the inaugural Chair.

2008

Spotlight Speaker Series launched with national representation of scholars, researchers, entrepreneurs, and leaders from Indigenous communities and businesses, private and public sectors, and government.

2010

Dr. Judith Sayers appointed visiting chair of NAEDC from May 1, 2012 to April 30, 2013.

2012

Dr. Brent Mainprize and the NAEDC worked closely with the Nisga'a Lisims Government to develop the Nisga'a Sustainable Employment Plan, a guideline for an employment and training action plan.

2009

The National Aboriginal Economic Development Symposium held at UVic with an overarching theme of Aboriginal Business, Women in Leadership and Entrepreneurship Strategies and Success Stories.

2011

The Northwest Aboriginal Canadian Entrepreneurs (NW-ACE) program launched its first cohort in May.

2013

NAEDC converted to the National Consortium for Indigenous Economic Development (NCIED) and Miles Richardson appointed Director.

The Industry Council for Aboriginal Business recognized the NW-ACE program team for its outstanding collaboration with the *Leadership in Partnership Development* award.

15 Aboriginal Community Economic Development Foundations workshops delivered in BC in partnership with BC Ministry of Jobs, Tourism and Skills Training.

The NW-ACE program honoured with national and international awards.

BMO Financial Group committed \$1 million to create the BMO Aboriginal Canadian Entrepreneurship Catalyst Fund.

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

BC Association of Aboriginal Friendship Centres received \$3.2 million from the federal government to deliver an innovative entrepreneurial learning experience for 1,000 Indigenous youth in BC, in partnership with the Gustavson School of Business and the NCIED.

2014

2015

2016

2017

2018

Dr. Brent Mainprize selected as an academic member of the Canadian Council for Aboriginal Business research steering committee, headed by former Prime Minister Paul Martin.

Dr. John Borrows created and hosted the first Anishinaabe Law Camp delivered on reserve for law students to learn about Indigenous laws through land-based learning.

UVic Ideafest - NCIED presented *Brave Spirits on New Paths: The Road to Indigenous Economic Reconciliations* to the public. Esteemed panelists included Guujaw, Ovide Mercredi, Arthur Mercer and David Suzuki.

Inaugural Victoria Forum—Miles Richardson and Dr. John Borrows co-chaired the thematic track *Economics of Indigenous Inclusiveness*.

BC Association of Aboriginal Friendship Centres invited the NCIED to deliver youth-focused entrepreneurial workshops at the Gathering Our Voices Youth Conference.

Dr. Brent Mainprize and Ms. Lianna Spence, NW-ACE graduate, presented *Innovations in entrepreneurial education* at Universities Canada conference in Ottawa.



CHAPTER TWO

Education and Training

The University of Victoria made a commitment to education that redresses the historical and continued barriers that Indigenous peoples have faced in accessing and participating in post-secondary education. UVic's Strategic and Indigenous Plans commit to building and strengthening respectful relationships with Indigenous communities locally, provincially, nationally and around the world. In terms of these principles, the NCIED works in partnership with Indigenous Nations to develop culturally sensitive and community-tailored entrepreneurial and business education programs that are delivered by invitation in Indigenous communities.

Dr. Brent Mainprize, a tenured teaching professor of entrepreneurship and Indigenous economic development at the Gustavson School of Business, has worked closely with Indigenous Nations and the NAEDC/NCIED, and significantly contributed to the following capacity building and business education initiatives.

Nation and Community Capacity Building

THE NISGA'A NATION ECONOMIC PROSPERITY PLAN [2008-2012]

When Dr. Mainprize joined Gustavson, he brought his experience and connections with the Nisga'a Nation. In 2006, Mainprize was invited to act as special advisor and facilitator to the Nisga'a Lisims Government (NLG). He worked with the community to develop their economic development strategy and structure. He was also on the Board of Directors for the Nisga'a Commercial Group of Companies from 2006 to 2012. With additional resources at UVic, Mainprize and the NAEDC worked closely with the NLG and Nisga'a communities to develop the Nisga'a Sustainable Employment Plan (2008-2012).



Nisga'a Lisims Government

STRATEGIC PLANNING FOR THE HAIDA NATION [2013-PRESENT]

In November 2013, the Council of the Haida Nation invited Dr. Mainprize and the NCIED to assist in the facilitation of the development of a comprehensive Strategic Plan for the Haida Protected Areas Management. The evolving document includes four major sections: 1) Recognize Needs, 2) Inventory of Current Capacity, 3) Identify Existing Gaps, and 4) Plan of Action that provide the basis for the Haida Nation's sustainable economic development strategy.

Individual Capacity Building

NORTHWEST ABORIGINAL CANADIAN ENTREPRENEURS (NW-ACE) PROGRAM [2013-PRESENT]

The NW-ACE program, developed in partnership with Tribal Resources Investment Corporation (TRICORP) and the Gustavson School of Business, delivers culturally sensitive and community-tailored entrepreneurship education to support the full participation of Indigenous people in the Canadian economy through business ownership. Designed by a collaborative team of Indigenous and industry leaders and accomplished business professors, the NW-ACE program breaks down barriers of access through in-community delivery by UVic faculty.



From left to right: Frank Parnell, CEO, TRICORP, and Dr. Brent Mainprize, program director of ACE Programs.

The ACE program focuses on understanding the needs and interests of each student through small class sizes and individual mentorship relationships to provide the right information to each member at the right time. Over the six month intensive program, ACE participants engage in 45 days of interactive classroom learning and 12 weeks of start-up and business mentorship and coaching.

The success of the NW-ACE inspired additional ACE programs to be developed. With funding from the BC government and Indigenous Nations, programs were tailored for the Haida Nation, the Lakes District Nations and the Nisga'a Nation. Haida Owned and Operated, designed specifically for Haida citizens with business ideas that serve and help grow the economy of Haida Gwaii, provides weekend classes that rotate between Skidegate and Old Massett. The community-driven curriculum of the Lakes Division ACE (LD-ACE) provides entrepreneurial teaching delivered in venues around the greater Enderby area in BC. The most recent program, Nisga'a-ACE, meets the demand of industry to engage with Indigenous businesses in the development and operational phases of projects in the Nass Valley, BC.

Clockwise from top left: Graduation classes of Haida Owned & Operated, NW-ACE, LD-ACE and Nisga'a-ACE





Lianna Spence of Lax Kw'alaams, formerly known as Port Simpson, in BC's northwest, presented a gift of her art to Michael Bonner, BMO Financial Group, Senior Vice President, BC & Yukon, and declared, *"I didn't know anything about marketing, networking or writing a business plan but everything that I learned in this course has changed my life drastically."*

When Ben Davidson, Haida artist and owner of All About U Art Gallery on Haida Gwaii, heard about the inaugural ACE-Artists program he commented, *"As an artist, I'm excited to see the idea of an ACE for Artists program become a reality. In 2014 when I was taking the ACE program, I had already started my own business. I soon realized that I had done many things the hard way or the wrong way. Through the ACE program I learned to delegate and build a good team, as well as create multiple revenue streams with my art. It's a very beneficial course."*

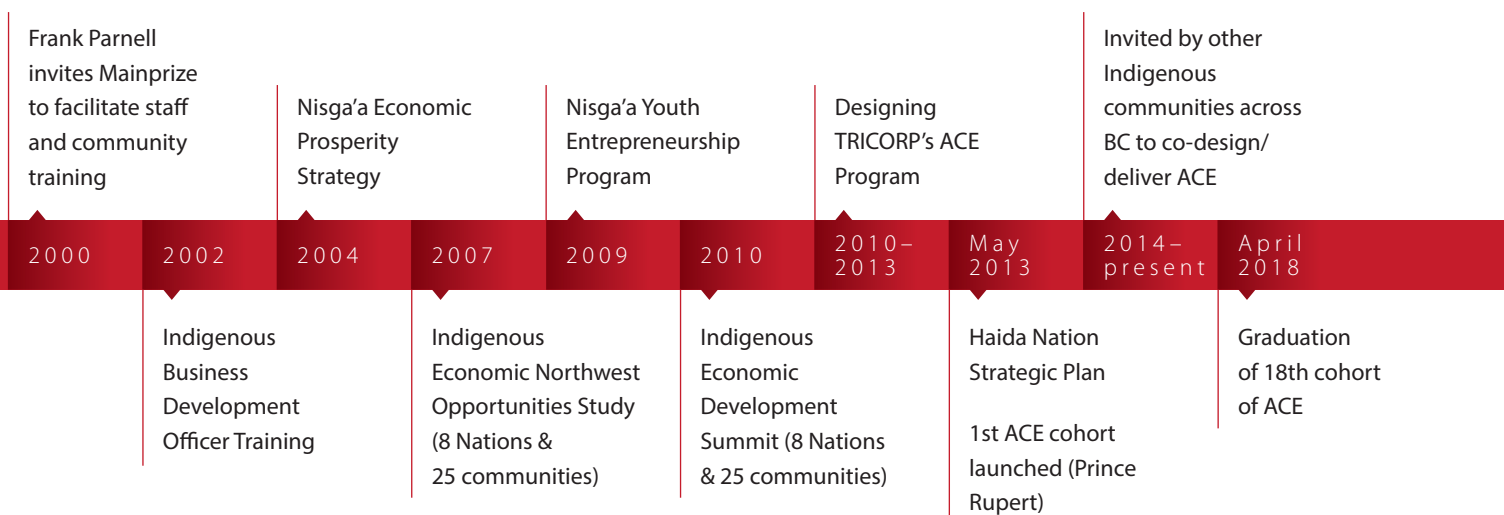
ABORIGINAL CANADIAN ENTREPRENEURS FOR ARTISTS

In April 2018, to help expand the ACE program, BMO Financial Group committed \$1 million to create the BMO Aboriginal Canadian Entrepreneurship Catalyst Fund. On June 5, with a generous contribution from Western Diversification Canada and an additional private donation of \$250,000 from Tim and Frances Price, the first ACE-Artists, was launched on south Vancouver Island. The initiative, developed with valuable input from an advisory group of successful Indigenous artists, is designed for Indigenous artists wanting to launch or expand business ventures.

"There definitely is an urgency to create entrepreneurial ventures in Aboriginal communities," says Michael Bonner, senior vice-president and regional head for Bank of Montreal.

Perhaps the best evidence of the ACE program's positive and long-lasting impact on student learning is the launch of new business ventures.

A TIMELINE OF THE EVOLUTION OF THE ACE PROGRAM



Since ACE's inaugural class in 2013:

18

COHORTS HAVE BEEN COMPLETED, 3 MORE ARE UNDERWAY



275

275 GRADUATES COMING FROM 26 INDIGENOUS COMMUNITIES



72

ARE NOW BUSINESS OWNERS



128

ARE ACTIVELY WORKING ON COMPLETING THEIR BUSINESS PLANS



59

ARE WORKING IN THE FIELD OF THEIR BUSINESS PLAN OR ARE GAINFULLY EMPLOYED



34

ARE CONTINUING EDUCATION IN THE FIELD OF THEIR BUSINESS PLAN



43%

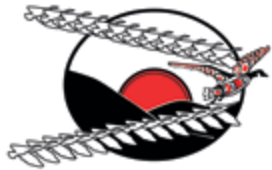
OF THE INSTRUCTORS AND MENTORS ASSOCIATED WITH THE PROGRAM ARE INDIGENOUS



"The participation of Aboriginal People in the economy as business owners contracting and doing business with other Aboriginal businesses and with non-Aboriginal businesses is the highest form of economic development and provides the greatest promise for our People. The NW-ACE program has become, and will continue to be, the key catalyst in forging our economic self-reliance."

— Frank Parnell, CEO of TRICORP

3C CHALLENGE ENTREPRENEURSHIP TRAINING WITH BC ASSOCIATION OF ABORIGINAL FRIENDSHIP CENTRES (BCAAFC) [2016-PRESENT]



BCAAFC | BC Association of
Aboriginal Friendship Centres

2016 – BCAAFC collaborated with the NCIED and the Gustavson School to develop a concept and proposal for youth entrepreneurship training.

March 2018 – In partnership with the NCIED and the Gustavson School, the BCAAFC hosted a pilot program, generously funded by the BC provincial government, and designed to encourage Indigenous youth to think about owning their own business. The innovative initiative offered two 3-day workshops that were delivered simultaneously from March 3-5, in Friendship Centres in Terrace and Port Hardy. Following the workshops, participants took part in a 30-day challenge that required teams to balance the three C values: community, culture, and commerce to create new business ventures.



Quote from Leslie Varley, Executive Director, BCAAFC:

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.

We timed the 3C Challenge to coincide with the BCAAFC's Gathering Our Voices Indigenous Youth Training event, attended by 1,000 Indigenous youth from around BC. The 3C Challenge teams presented their business ventures on stage at the plenary session.

The great success is that one of our teams exceeded all expectations. A remarkable team of young women made bath bombs with a cultural component that were a runaway success. This team repaid their \$1,000 loan and went on to generate an additional \$3,000.

We look forward to continuing our exciting partnership with UVic. We thank the NCIED, Dr. Mainprize, and the UVic Gustavson School of Business for their dedication and support, and for believing in our youth.

August 2018 – The federal government approved \$3.2 million in funding for the BCAAFC to deliver the innovative 3C Challenge entrepreneurial training to 1,000 youth in BC, in partnership with the NCIED and the Gustavson School of Business.



Leadership & Management Capacity Building

EAGLE (ENGAGING ABORIGINAL GENERATION OF LEADERS AND ENTREPRENEURS) [2014-PRESENT]

This 3-day workshop, designed for participants to explore entrepreneurship, is delivered in community, often prior to the ACE program.

Graduates of the EAGLE™ program have had equally positive experiences as the ACE graduates. One participant, a young woman named Kerri Wilson, had the following to say about her experience:

"I was in the NW-EAGLE program to see if I could go through with starting my own business or keep exploring employment opportunities. The workshop was not really what I expected—it took me out of my comfort zone! I learned a lot about myself [for example] that I do have what it takes to run my own business. I really enjoyed it."

And Noah Allison, a young participant in the program who had just completed high school, expressed how he felt the EAGLE helped him re-examine his skills and the opportunities available to him:

"I took the EAGLE program because unlike most of my friends I don't know exactly what I want to do after high school. But after taking the 3-day course, I am completely changed—I know exactly what I want to do and I know that entrepreneurship is right for me."

NW-CAMP (CANADIAN ABORIGINAL MANAGEMENT PROGRAM) [2014-PRESENT]

This educational initiative provides 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 4-day modules, participants not only learn key skills, they apply these new skills in their community to make an immediate difference.

The inaugural NW-CAMP, launched in 2014, offered eight modules in Prince Rupert, BC, and two at the University of Victoria.



The graduating class and instructors of the 2014 NW-Camp program, outside the First Peoples House, University of Victoria.

"Reciprocity is at the heart of our business and the ACE program complemented that," said James Cowpar, a member of the Tsaahl Eagle Clan who graduated from the Haida Owned and Operated ACE program in 2015. Together with his twin brother Shawn, Cowpar operates Haida Gwaii-based Haida Style Expeditions, a sport fishing and cultural tour company. *"Our top priority at Haida Style is offering opportunities to learn—whether it's our clients on tours learning about life on Haida Gwaii, or local youth looking to learn the ropes of the business."* Cowpar says ACE helped establish a framework with which to run a business and provided valuable connections with fellow students and mentors. He and Shawn have successfully collaborated with other ACE alumni-owned businesses to give clients a complete Haida Gwaii experience.

SPLATSIN INDIGENOUS MANAGEMENT PROGRAM [2015]

In partnership with the Splat-sin Nation, the Splat-sin Indigenous Management (SIM) program was developed and delivered in-community. The overall goal was to prepare participants to enhance their organizations' impact in their community. With a focus on a strategic planning process, courses in the critical areas of management and leadership presented best practices that honoured and augmented the skills and knowledge the participants brought into the program.

Key outcomes of the initiative included participants' engagement in a continuing process based on a broad vision that embraced sustainability and set clear goals, and was both enforceable and flexible enough to deal with changing circumstances.

VISITING INDIGENOUS LEADERS PROGRAM (2015-PRESENT)

The goal of the Visiting Indigenous Leaders program, first offered in 2015, is to ensure that the NCIED addresses relevant Indigenous business issues. Visiting leaders share their experiences and knowledge, and meet formally and informally with UVic students, staff and faculty. The program ensures that NCIED research and educational programs maximize conditions for Indigenous economic strength and resilience.

Visiting Indigenous leaders include:

Ovide Mercredi, a Cree born in the northern community of Grand Rapids, Manitoba, has dedicated his life to advocating on behalf of First Nations. Before being elected National Chief of the Assembly of First Nations (AFN) in 1991, and serving two terms until 1997, Mercredi was the Regional Chief of the Assembly of First Nations for Manitoba. From 2005 to 2011, he served his community of Misipawistik Cree Nation as Chief.



Chief Mercredi served as a lawyer, advisor, negotiator, politician and lecturer in Indigenous studies. In addition to receiving several honorary degrees, he received the Order of Manitoba in 2005, the province's highest honour.

"Students and Faculty of Law were fortunate to have the opportunity to speak with Ovide Mercredi in April, 2017. Mr. Mercredi had an open-ended discussion of Indigenous self-government, the Charlottetown Accord, the Oka crises, his vision for the Canadian constitution, among many other issues. Students and faculty were very fortunate to hear firsthand from a renowned Indigenous leader who has been involved in many of the central Indigenous rights issues of the past 40 years, as a Chief, National Grand Chief, lawyer, and spokesperson. Mr. Mercredi was also generous enough to do a formal interview to assist a graduate student research project and meet with the staff of the Indigenous Law Research Unit. The visit was a wonderful learning experience for students and faculty alike."

—Robert Hamilton, PhD law student

Guujaaw, a Haida icon, visionary, environmentalist, activist, leader, negotiator, artist and drummer, fought for protection of the land, economic sustainability and Haida rights and title over Haida territory. In 1974, Guujaaw helped establish the Council of the Haida Nation that united 33 Haida clans, and from 2000-2012 he served as its president. During his tenure, the BC provincial government legally recognized the Queen Charlotte Islands as Haida Gwaii, the area's traditional name.



Arthur Mercer, a hereditary Nisga'a chief, has 25 years experience in business development and leadership in the areas of economic development, governance and Indigenous entrepreneurship. As CEO of the Nisga'a Commercial Group of Companies, Mercer restructured the organization and improved revenue-generating capacity, resulting in the company's profitable turnaround. As the Economic Development Coordinator for the Nisga'a Lisims government, he worked with First Nations economic development practitioners to explore and implement innovative and practical solutions to increase entrepreneurial development.



MBA CASE COMPETITION [2016-PRESENT]

The “Kitimat Clean” MBA case study of a proposal to construct and operate an oil refinery in Kitimat, BC, introduces students from many countries to BC’s business, political and socio-economic framework. Interaction with members of the 2017 and 2018 panels, that included Miles Richardson, NCIED Director, together with industry, government and academic representatives, provides students with a “hands-on” experience of current and unfolding BC business issues. Richardson contributed to their understanding of Indigenous rights and law, and the importance of building respectful relationships with Indigenous Nations.

Quote from one of the case finalists, MBA student, Qi Wang

I gained a lot of value from listening to and interacting with the panel, especially with Miles Richardson. The interaction with Miles opened my eyes. I am from China and had never heard the expression “First Nation”. I was not aware that Indigenous Nations played such a crucial role in Canadian business. Through my conversation with Miles, I began to learn that First Nations play an important role in the business world as well as the significance of the “nation to nation” relationship between government and First Nation communities.

As an MBA candidate, I learned there was a big difference between doing business in Canada and doing business in China. I also learned the appropriate way to communicate with First Nations. Miles mentioned that due to the unique culture and administration of First Nations, each community has its own structure and ways of decision-making. It is critical for an entrepreneur to take time to research in advance, practice respectful communication and keep a successful working relationship based on a solid foundation of respect. When I have an opportunity to do business with Indigenous Nations, I will understand that each has its own unique culture and respect is always the most important principle.

HAIDA LEADERSHIP AND MANAGEMENT DEVELOPMENT PROGRAM, COUNCIL OF THE HAIDA NATION [2018]

At the invitation of the Council of the Haida Nation, Dr. Brent Mainprize co-developed the Haida Leadership and Management Development Program. The program focuses on the fundamentals of community development, business management and leadership, and social innovation, and will be delivered on Haida Gwaii in Fall 2018.





LAW CAMPS, COURSES AND WORKSHOPS – DR. JOHN BORROWS [2014-PRESENT]

Dr. John Borrows is a leader in the development and delivery of Indigenous law education and training. Borrows is known for his innovative Anishinaabe Law Camps—a program in which he takes law students to Indigenous territories to learn about Anishinaabe laws through land-based learning and stories shared by Indigenous knowledge keepers and Elders. Borrows affirms, “Law doesn’t always just come out of books. It comes out of experience and some of that experience is encoded in stories and those stories are often connected to things we see around us outdoors.”

In 2014, with Borrows’ vision, the Osgoode Law School launched the first Law Camp. With an increasing demand for available spots, the Universities of Toronto, McGill and Windsor adapted the model for their students.

Quote from Dean Lorne Sossin, re: 2017 Osgoode Anishinaabe Law Camp in Neyaashiinigmiing (Cape Croker on the Bruce Peninsula)

One of the goals of the Camp was to see Anishinaabe Law as a living and growing body of legal norms, not simply as a set of ancient customs and traditions. Weaving together story-telling and legal analysis, with discussion, and sharing experiences, demonstrated the richness of an oral legal tradition.

Over the four days of Camp, we ate together, explored the territory together and got to know the community and each other. While every participant reacts to this immersive experience in different ways, I was struck by our students’ openness—to one another, to our hosts and teachers, and to the legal methodology we were exploring.

I am grateful for the opportunity to have shared in this year’s Camp, and hope exposure to Indigenous legal knowledge becomes an experience shared by all law students (at Osgoode and elsewhere).

JD/JID DUAL DEGREE, LAW FACULTY, UNIVERSITY OF VICTORIA

In September 2018, UVic’s Faculty of Law launched the Canadian Common Law (JD) and Indigenous Legal Orders (JID) joint degree program, the first of its kind in the world. Co-developed by Drs. John Borrows and Val Napoleon, the four-year program is a direct response to the Truth and Reconciliation’s 2015 Call for Action to the federal government “to fund the establishment of Indigenous law institutes for the development, use, and understanding of Indigenous laws and access to justice in accordance with the unique cultures of Aboriginal peoples in Canada.”

The program provides intensive study of both Indigenous and non-Indigenous law. Graduates will be able to work fluently across two realms to benefit areas such as environmental protection, Indigenous governance, education and economic development.

Indigenous law is the way that people make decisions in their communities and resolve their disagreements. The difference between Indigenous law and common law is that Indigenous people look to the land to find the principles for judgment, whereas the common law looks to old cases in libraries to decide how to act in the future.

Indigenous law is about law and order, and creating peace between peoples.—Dr. John Borrows

UVic Law houses the Canada Research Chair in Indigenous Law held by Borrows; the Law Foundation Chair in Aboriginal Justice and Governance held by Napoleon; the Indigenous Law Research Unit; and LLM and PhD programs that have trained many of the next generation of researchers in this field in Canada and around the world.



CHAPTER THREE

Research

UVic promotes research reflecting the aspirations and voices of the Truth and Reconciliation Commission to advance reconciliation between Indigenous and non-Indigenous peoples in Canada.

The NCIED encourages independent and collaborative research projects, within the University and externally, that reflect traditional knowledge, perspectives and wise practices, and build a solid understanding of sustainable Indigenous economic development.

Research projects adhere to strict academic oversight, the involvement of Indigenous students and collaboration with Canadian Indigenous communities.

GOVERNANCE AND LEGAL STRUCTURES

Indigenous governance and legal structures impact community-based economic development. The choice of an economic rebuilding and development strategy depends upon the decision of the community concerned, informed by the best comparative business judgement. Additionally, in order to pursue a strategy, the community must have appropriately defined regulatory frameworks, property rights and relationships, mechanisms for capital formation, sources of revenue, and economic institutions.

In many cases, communities seek to develop structures in order to draw upon and reinforce their own political, legal and economic traditions, or combine features prominent in Indigenous and non-Indigenous regimes. Therefore, the NCIED engages in research and stimulates discussion on what structures are best adapted to Indigenous contexts. Its goal is to complement and strengthen the important work being undertaken by other Indigenous organizations such as the BC Assembly of First Nations and the Canadian Council for Aboriginal Business.

STUDY: ECONOMIC OPPORTUNITIES IN THE NORTHWEST [2010]

Tribal Resources Investment Corporation (TRICORP), an employment skills and training provider, commissioned the NCIED to complete this study and facilitate the *Leaders' Forum* attended by leaders from over 23 Indigenous communities in northwest BC. The research provided an up-to-date list of all projects currently underway and those envisioned for the future, creating an inventory of over 100 new and existing economic development projects in northwest BC.

STUDY: RAVEN – READINESS OF ABORIGINAL VENTURES AND EMPLOYMENT IN THE NORTHWEST [2013-2016]

To determine educational strategies and an action plan that would most effectively address employment needs and serve the interests of the Indigenous workforce, TRICORP commissioned the NCIED to undertake the RAVEN study. The overall goal of the project was to determine the employment gap that existed between the skilled labour force required to serve the many industry projects planned and underway in northwest BC, and the current capacity of the Indigenous people living in the region. The study played a critical role for TRICORP in planning how to reduce the skills capacity gap.

Although the NW-ACE program was already underway when the RAVEN study was completed, the results of the research provided further evidence supporting the need for entrepreneurship training and influenced the direction and focus of the program going forward.

In May 2016, Dr. Mainprize presented the results of the RAVEN study at the National Aboriginal Business Opportunities (NABOC) conference, held in Prince Rupert, BC.

CANADIAN COUNCIL OF ABORIGINAL BUSINESS [2014-2016]

In 2014, Dr. Mainprize was appointed to the newly created research advisory committee under the Canadian Council for Aboriginal Business (CCAB). The committee, headed by former Prime Minister, Paul Martin, undertakes research to learn more about the Indigenous economy nationally. The aim of the research is to inform industry partners, policy development, and academic insight to support Indigenous business development and Indigenous communities.

The 2016 National Aboriginal Business Survey of Aboriginal business owners across Canada built on previous research conducted by the CCAB and described in the 2011 report *Promise and Prosperity: The Aboriginal Business Survey*. CCAB's research shows that while Indigenous entrepreneurs are motivated by a desire to innovate, expand and profit from their businesses, they also face unique challenges to their growth and development. A better understanding of these realities by business and governments, combined with the optimism of Indigenous business owners, creates unlimited opportunities for everyone.

THE SEARCH FOR SUSTAINABLE DEVELOPMENT IN THE TOQUAHT NATION [2014-2016]

This Post-Doctorial Fellowship was aimed at developing socially and culturally sensitive measures for the Toquaht Nation to evaluate and assess economic development project proposals.

In 2013, Chief Annie Mack of the Vancouver Island Toquaht Nation wanted to encourage development that would revitalize the Nation's culture and community. Chief Mack connected with University of Victoria faculty including Drs. Matthew Murphy, Brent Mainprize and Judith Sayers. The team collaborated with the Toquaht Nation, an inter-disciplinary team of UVic researchers and the Tribal Resources Investment Corporation (TRICORP) to develop monitoring and evaluation tools. An innovative system was developed that assessed the socio-cultural fit of potential economic development projects and measured their outcomes based on economic, cultural, environmental and community dimensions. The group received a grant of \$200,000 from the Social Sciences and Humanities Research Council.

"The research team spent countless hours interviewing residents and participating in social gatherings. These meetings were a catalyst—a way to get people discussing the links between economic development, community and culture."

— Dr. Matthew Murphy



REPORT AND VIDEO SERIES FOR THE BC ASSEMBLY OF FIRST NATIONS (BCAFN) [2016-2017]

Economic Development on Reserve in Canada: Gathering First Nations' Perspectives

The NCIED performed a literature review for the BCAFN to ensure that peer-reviewed scholarship supports the economic development work undertaken by the organization. The review provided a useful lens for evaluating goals, purposes, and impacts of BCAFN sustainable economic development.

In 2017, the literature review offered valuable information that the BCAFN shared with Chiefs during seven regional roundtables. At the BCAFN's request, the NCIED created four targeted videos to communicate the results of the literature review to the BCAFN membership.

WISE PRACTICES IN INDIGENOUS COMMUNITY-BASED ECONOMIES (ICBE) [2016-2018]

The interdisciplinary ICBE research project conducted by UVic's Law Faculty, Gustavson School of Business and the NCIED, analyzed business processes that supported the competitiveness of Indigenous community-based economies. Approached through the lens of *wise practices* (a concept pioneered by Brian Calliou, Program Director, Indigenous Leadership and Management, the Banff Centre), the research focused on three fundamental aspects of Indigenous community-based economic development: (1) governance, (2) legal structure, and (3) leadership.

Wise practices emphasize local and Indigenous knowledge and ways of doing. Wise practices aim to advance locally-appropriate actions, tools and principals in order for Indigenous communities to recognize their unique wisdoms and stories of success. The concept of wise practices suggests that there is not one best practice that will be successful for every Indigenous Nation and their communities. Contemporary legal structures, management, and business practices are important for Indigenous peoples, but they must be reconciled with, and built upon, traditional cultural values and ways of knowing and doing.

Compilation of wise practices relevant to economic advancement in Indigenous communities suggests ways that legal frameworks, governance models and leadership can contribute to greater economic development. Historically, Indigenous community-specific data has not been shared with other communities or researchers so it has been difficult to establish models or steps for successful practical economic activities. Wise practices research outcomes include performance and social impact indicators of success that adhere to cultural and environmental values while supporting the competitiveness of Indigenous community-based economies.

The ICBE research project was supported by funds from the Banff Centre for Indigenous Leadership and Management, the NCIED and the UVic Cooperative and Community-Based Economy Research Fund. The three researchers, Ryan Beaton, Joshua Nichols and Robert Hamilton, PhD students in law, had experience working with First Nations.

A book summarizing the research outcomes, *Wise Practices in Indigenous Law, Leadership and Governance*, is scheduled for publication by UBC Press in Fall 2018.

Publications – Dr. John Borrows [2016-2018]

BOOKS

Asch, M., Borrows, J., & Tully, J. (Eds.). (In press). *Resurgence and reconciliation: Indigenous – settler relations and earth teachings*. Toronto, ON: University of Toronto Press.

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Borrows, J. (2016). *Freedom and indigenous constitutionalism*. Toronto, ON: University of Toronto Press.

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Borrows, J., & Rotman, L. I. (2018). *Aboriginal legal issues – cases, materials and commentary*. (5th ed.). Toronto, ON: LexisNexis Canada.

Macklem, P., Rogerson, C., Borrows, J., Elliot, R., Gaudreault-DesBiens, J.-F., Greschner, D., ... Stewart, H. (Eds.). (2017). *Canadian constitutional law* (5th ed.). Toronto, ON: Emond Montgomery.

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ARTICLES

Borrows, J. (2016). Heroes, tricksters, monsters and caretakers: Indigenous law and legal education. *McGill Law Journal – Revue de Droit de McGill*, 61(4), 795-846.

Borrows, J. (2016). Outsider education: Indigenous law and law-based learning. *Windsor Yearbook of Access to Justice*, 33(1), 1-27.

Borrows, J. (2016). Seven gifts: Revitalizing living laws through Indigenous legal practice. *Lakehead Law Journal*, 2(1), 2-14.

Borrows, J. (2016). Unextinguished: Rights and the Indian Act. *University of New Brunswick Law Journal / Revue de Droit de l'Université du Nouveau-Brunswick*, 67, 3-35.

Borrows, J. (2017) Challenging historical frameworks: Aboriginal rights, the trickster, and originalism. *Canadian Historical Review*, 98(1), 114-135.

CHAPTER FOUR

Community Engagement



[2008-2011]

Dr. James Hopkins, inaugural NAED Chair, began interaction and community engagement by hosting a series of symposia. His goal was to share information about work underway in the NAEDC, and to seek advice on future directions and initiatives. Hopkins emphasized the importance of consultation. "It must focus squarely on the day-to-day business issues between governments—it is always in the best interests of the First Nation's government to know what the other party's perspective is, because that way they [the First Nation] can make an informed choice about how they want to legitimately structure their business affairs."

In 2010, Hopkins launched a "Spotlight Speaker Series" introducing students and the community to renowned

local and national leaders. Allan Claxton, then Chief of the Vancouver Island Tsawout Nation, spoke about a number of initiatives undertaken by the Tsawout including taking charge of their sewage treatment plant, implementing a lands management program and introducing taxation. Chief Claxton's goal was to move his community into self-sufficiency through self-government, with the ultimate goal of a healthy community in control of its own destiny.

At the 2011 Symposium, themed *Aboriginal Business, Women in Leadership and Entrepreneurship: Strategies and Success Stories*, Hopkins noted the importance of stories: "The stories help us appreciate and understand the challenges faced by Aboriginal peoples across Canada when asserting their cultural identity in the pursuit of economic development."

In the panel discussions on Aboriginal Entrepreneurship and Regional Ventures, Brenda Baptiste, a member of the Osoyoos First Nation and senior administrator to the Tsleil-Waututh First Nation, talked about economic development strategies that started with the formation of Takaya Developments and a partnership with the Hong Kong-based Kuok family. She shared the vision of then-Chief Leonard George that resulted in the development of Raven Woods, one of the first reserve-based residential condominium developments in BC. She said his first concern was determining whether there was a values and culture match with the potential partner, before he'd do business based on a handshake.



From left to right: Dr. Howard Blunt, VP UVic Research; NAED Chair James Hopkins; Elder Ron George, Cowichan First Nation; Law Dean Donna Greshner; Student Keynote Speaker Racquel Fraser; and Business Dean Ali Dastmalchian. March 29, 2011

The opening of the 2011 Symposium



[2013]

Visiting NAED Chair, Dr. Judith Sayers, continued hosting symposia. In May 2013, *Renewable Energy Forum Partnerships Connection Power*, presented an important dialogue on the topic of renewable energy and partnerships. The event highlighted innovative First Nations renewable energy projects from across Canada, with project leaders giving presentations that would educate, inspire, and provide solutions to rising energy costs that build capacity and provide economic opportunities. About 140 individuals, representing Indigenous Nations, industry, finance, engineers, and university students and professors, attended the symposium at the First Peoples House at UVic. Participants came from BC, Alberta, Saskatchewan and the Northwest Territories.

During her term as Visiting Chair, Sayers also participated in conferences, courses, and other educational venues regarding Indigenous economic development, especially those with a clean energy focus. Additionally, she worked with a team of UVic professors to apply for a SSHRC grant to work with the Toquaht Nation to build a toolkit to evaluate economic development proposals.

[2014 – PRESENT]

When the NCIED was established in 2014, Director Miles Richardson continued the tradition of community engagement. In addition to building relationships and partnerships by connecting with industry, business and Indigenous leaders within BC, Richardson also participated in national and international speaking engagements.

GATHERING OF MINDS: A HERRING SYMPOSIUM [JUNE 2014]

Miles Richardson and the NCIED collaborated with the Heiltsuk Economic Development Corporation and participated in the work undertaken to coordinate the above-mentioned symposium, hosted by the Heiltsuk Tribal Council and Heiltsuk Integrated Resource Management Department. The intent of the gathering was to plan for the future of herring in the territorial waters of six Heiltsuk tribal groups in the central coast of BC.

INDIGENOUS LEADERSHIP INITIATIVE (ILI) – NATIONAL INDIGENOUS GUARDIANS NETWORK [2016-PRESENT]

Miles Richardson, an ILI Senior Advisor, presented at the opening panel of the 2016 Indigenous Guardians Gathering. The 3-day conference hosted by the ILI confirmed the Guardians' role in caring for the land. Richardson explained, "the Haida Watchmen grew out of the 1970s and 1980s, when we realized our future didn't depend on Victoria or Ottawa. We had to look to our own traditions... for 15,000 years, my ancestors had the courage to listen to the forests, winged ones, four legs. I am proud of those teachings."

The federal government's 2017-2018 budget included an initial investment of \$25 million over five years to develop the national network and prepare Indigenous Nations and communities to launch their own Indigenous Guardians programs. As stewards of the land, Indigenous Guardians "act as eyes and ears" for their communities, and empower communities to manage ancestral lands according to traditional values and laws.

INTER-TRIBAL TRADE CONFERENCE [2016-2018]

Miles Richardson spoke to the International Inter-Tribal Trade Conference, held in April 2016, in Oklahoma, USA, about Canadian tribal trade and economic development.

In November 2016, Richardson attended the inaugural Conference on International Inter-Tribal Trade, at Thompson Rivers University, Kamloops, BC. He presented for a panel discussion: *Opportunities for Growth in Inter-Tribal Trade (Forestry, fisheries, industrial and more)*.

On June 6, 2017, Richardson signed an Agreement of Academic Cooperation, between the University of Oklahoma College of Law Center and the NCIED.

BC INDIGENOUS CLEAN ENERGY INITIATIVE (BC ICEI) [2016 – PRESENT]

Miles Richardson is a member of the BC ICEI Board of Directors that provides recommendations and advice regarding the development of clean energy projects in BC Indigenous communities. To receive support for the planning and implementation of projects, such as hydro, wind, biomass, solar, marine or geothermal, communities must complete a community energy plan.

BRITISH ASSOCIATION FOR CANADIAN STUDIES CONFERENCE [2017]

In April 2017, Miles Richardson presented: *As long as it takes: The battle of First Nations for economic and environmental sustainability*, at the British Association for Canadian Studies Conference, in London, UK.

SENATE OF CANADA'S STANDING COMMITTEE ON ABORIGINAL PEOPLES [2017-2018]

On May 31, 2017, Miles Richardson was invited to speak to the Senate Standing Committee regarding their study on the new relationship between Canada and First Nations, Métis and Inuit. His remarks explored the history and present state of the relationship between Indigenous peoples and the Crown in Canada. He noted that the "mutual recognition" of coexistence is a necessary step in constructive relations between the government and Indigenous peoples. Richardson then presented a strong argument for the need to immediately implement the federal government's recent policy commitment to a renewed nation-to-nation relationship between Indigenous Nations and Canada.

The Senate of Canada's Standing Committee on Aboriginal Peoples invited Richardson to speak at a second session in April 2018.

UVIC COMMUNITY EVENTS [2017 – PRESENT]

In 2017, the NCIED brought world-renowned speakers and critical discussion to the community through their participation in two events: UVic Ideafest and the Victoria Forum.

UVIC IDEAFEST

On March 8, the NCIED presented what transpired to be one of the most impactful events of the 2017 Ideafest conference. *Brave Spirits on New Paths: The Road to Indigenous Economic Reconciliation* was held at the Alix Goolden Hall in Victoria and drew more than 400 people who filled the venue with energy and engaged in discussion a full hour past the intended conclusion of the program.

Hosted by NCIED Director, Miles Richardson, the program began with research insights from the NCIED business and law champions, Drs. Mainprize and Borrows, respectively. Distinguished panelists included Ovide Mercredi, lawyer and past National Chief, Assembly of First Nations; Guujaaw, environmentalist, artist and past president of the Council of the Haida Nation; Arthur Mercer, Nisga'a hereditary chief and Indigenous economic development professional; and Dr. David Suzuki, academic, environmentalist and author.

From governance and legal frameworks for Indigenous economic reconciliation to sustainable development, the panelists shared their personal perspectives and expertise with powerful storytelling.

Warrior Mask and Eagle on Beaver Stand by Nisga'a carver, Calvin McNeil.



The animated video, *Brave Spirits on New Paths: The Road to Indigenous Economic Reconciliation*, that summarizes the UVic Ideafest event, has been shown across Canada, and can be accessed through the home page of the NCIED website at www.uvic.ca/ncied.

"Thank you for staging the March 8 event. The presentations and conversations were world-view altering."

"My heartfelt thank you to all involved in Ideafest for providing everyone with a wealth of essential life-changing information."

VICTORIA FORUM

From November 17-19, the inaugural Victoria Forum, co-hosted by the University of Victoria and Global Affairs Canada, provided an environment to discuss and generate ideas on diversity and inclusiveness in Canada and abroad. The conversations, which attracted about 500 participants, revolved around six themes, and the NCIED played a key role in the Indigenous stream of the Forum.



Miles Richardson and Dr. John Borrows led the development of the thematic track *Economics of Indigenous Inclusiveness*. For three days, the theme's focus weaved throughout the forum, from the opening dialogue that included distinguished panelists such as Assembly of First Nations Chief, Perry Bellegarde, and Roberta Jamieson, President and CEO of Indspire.

The plenary topic that opened the second day, *Defining the Nation-to-Nation Paradigm* gave participants a greater understanding of the legal, economic and social change needed to achieve true reconciliation. On the third day, three stimulating think-tank sessions with moderators and panelists demonstrating an impressive breadth of expertise further explored Indigenous governance, leadership and law. Action initiatives were produced and reported to government and other stakeholders in April 2018. A report of the participants, conversations and outcomes is available online at www.victoriaforum.ca.



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COMMUNITY ECONOMIC DEVELOPMENT WORKSHOPS [2016-2017]

In 2015, the BC Ministry of Jobs, Tourism and Skills Training, in partnership with the NCIED and Gustavson School of Business, commissioned Dr. Brent Mainprize and Mr. Arthur Mercer to deliver 15 workshops in Indigenous communities in BC.

The Aboriginal Community Economic Development Foundations series, designed for Indigenous leaders, respected individual community-driven actions, views, and approaches. The one-day workshops provided a framework, tools, and hands-on experience to create specific tangible strategies for sustainable economic development in the participants' communities.

15

WORKSHOPS ACROSS
THE PROVINCE
LEARNING FROM...



240

INDIGENOUS LEADERS &
ECONOMIC DEVELOPMENT
OFFICERS FROM...



73

INDIGENOUS
COMMUNITIES
REPRESENTING...



20⁺

INDIGENOUS
NATIONS DISCUSSING...



1000⁺

ECONOMIC
PROSPERITY
CHOICES



LINKS TO LEARNING [DECEMBER 2017]

Dr. Mainprize and Ms. Renée Letellier presented the workshop, *Economic Development: Building Individual Capacity to Plug into Community-based Economies*, at Links to Learning. The annual technical training forum, sponsored by Cando, the National Aboriginal Lands Managers Association, and the Department of Indigenous Services Canada (DISC), provides a range of learning opportunities for Indigenous Economic Development Officers and Lands Management Officers to integrate land management and economic development planning.

THE JOINT GATHERING [JANUARY 2018]

Dr. Mainprize participated as a panelist in the 2018 Joint Gathering plenary, *Linking Skills to Economic Opportunities*. The annual gathering of BC First Nation Chiefs, Councillors and administrators with senior officials from the Departments of Indigenous Services Canada and Crown-Indigenous Relations and Northern Affairs attracted over 500 delegates. Co-hosted by BC Assembly of First Nations, First Nation Summit, Union of BC Indian Chiefs and Department of Indigenous Services Canada, the Gathering provided interactive discussion on the importance of developing strategies to link community skill levels and industry opportunities to create sustainable economic development.

During the plenary discussion Mainprize presented the NCIED's focus of providing community-based training. The Northwest Aboriginal Canadian Entrepreneurs program (NW-ACE) demonstrated the success of a culturally appropriate entrepreneurial program, tailored for the community and delivered in the community.

Additionally, it was an honour for the NCIED to have the plenary introduced with the animated video, *Brave New Paths: The Road to Indigenous Economic Reconciliation*, a summary of the UVic Ideafest event hosted by the NCIED in 2017.

PUBLIC LECTURES

May 25, 2017: Dr. John Borrows presented a public lecture to the Cowichan Watershed Board.

October 16-18, 2017: Dr. Borrows delivered the F.E.L. Priestley Memorial Lectures on Indigenous law, ethics and Canada's Constitution at the University of Toronto. In the three-part lecture series, opened to the public, Borrows focused on seven Indigenous teachings—The Seven Grandmothers—love, truth, bravery, humility, wisdom, honesty, and respect. His talks addressed (1) how love partially formed the basis of Indigenous peoples' decisions to sign treaties and "what they were hoping to receive in return" (2) the attempt of Canadian courts to deal with Aboriginal title and rights, and (3) legal education that includes Indigenous laws.

2016 – 2017: Dr. Borrows made the following international presentations.

February 6-13, 2016	Victoria University of Wellington, New Zealand Waitangi Keynote and Seminars
April 1-30, 2017	Indigenous Fellowship, University of Melbourne Law School, Australia
April 20, 2017	Australia National University Law School, Canberra



CHAPTER FIVE

Awards and Recognition

External recognition has acknowledged the outstanding education and collaboration, including curriculum development and teaching, as well as business and community partnerships that the NCIED has undertaken to support the advancement of Indigenous entrepreneurship.

NW-ACE AWARDS

The Northwest Aboriginal Canadian Entrepreneurs program (NW-ACE) exemplifies the NCIED focus area of in-community entrepreneurship training. Co-developed with Mr. Frank Parnell, CEO, Tribal Resources Investment Corporation (TRICORP), and in collaboration with the Gustavson School of Business, Service Canada, BG Group, Spectra Energy, and representatives from Indigenous communities, NW-ACE has received regional, national and international awards.

Regional

2014: *Leadership in Partnership and Collaboration Visionary Award* from the Industry Council for Aboriginal Business (ICAB), to acknowledge the collaborative effort of all the partners to create and deliver entrepreneurial business education in Indigenous communities.

National

2016: *Alan Blizzard Award*, presented to members of the NW-ACE team. The honour, bestowed every two years by the Society for Teaching and Learning in Higher Education, celebrates excellence in teaching and learning, based on the values and practices of collaborative teaching.

International

2016: NW-ACE was honoured by the International Business Education Partnership Network and the Conference Board of Canada with the *Gold Global Best Award* in the category of Entrepreneurship and Enterprise Skills for the *North America Region*. The award recognizes the achievements of exceptional education, community, and business partnerships.

2016: From an extremely competitive international pool of six categories, seven world regions and 84 finalists, a panel of international judges honoured the NW-ACE program with the *Global Best Overall Award* at a ceremony in Oslo, Norway.

"We're proud of the NW-ACE program and the difference it is making in the lives of our people and in the economic self-reliance of our Aboriginal communities. This prestigious international honour validates the power in partnership where we work together and learn from each other," says TRICORP CEO Frank Parnell.

NW-ACE ALUMNI AWARDS

In addition to the program developers and educators, alumni of the NW-ACE and Haida Owned and Operated programs have won multiple awards. The graduates below received regional or provincial recognition for their entrepreneurial accomplishments.

Christine Moody and Giuliana Hauknes—started Project Hlaana, a company that sells natural spring water infused with traditional herbs, medicines, and berries, all found on their home territory of Haida Gwaii. As top finalist, the team was awarded \$2,500 at the 2014 Northwest Innovation Challenge, a competition open to over 100,000 Indigenous and non-Indigenous people, sponsored by the Skeena-Nass Centre for Innovation in Resource Economics in Terrace, BC.



Dana Foster—owns and operates *IC Media Inc.*, a communications organization, located in Terrace, BC, that implements public awareness strategies to develop and deliver life skills seminars and coaching programs for First Nations communities. Foster was a runner-up in the 2015 Northwest Innovation Challenge.



Nakkita Trimble—has revived the art of Nisga'a tattooing in her studio (Gihlee'e) in Prince Rupert. She works closely with Nisga'a Elders to allow the ancient tradition be a modern expression of culture and heritage. In 2018, Nakkita received the BC Achievement Foundation Fulmer Award, which honours "the very best in First Nations art and celebrates cultural tradition."



Harvey James Russell—plans to launch a marine-based company that will serve as a research platform and consultant for environmental issues. Russell won second prize in the category of "Best Social Enterprise Idea" at the 2015 Thrive North Business Challenge, a competition open to over 100,000 Indigenous and non-Indigenous people.



Patrick Shannon—owns and operates a multimedia production studio and creative agency. Patrick has been abundantly successful since the launch of his business, now named *InnoNative*, winning multiple awards including the "Young Entrepreneur of the Year" award, open to over 200,000 Indigenous people, at the 2015 BC Aboriginal Business Awards.



Ben Davidson—owns and operates All About U Arts, a gallery in Haida Gwaii. In 2014, Ben won the annual BC Creative Achievement Award for First Nations' Art from the BC Achievement Foundation, and in 2017, at the BC Aboriginal Business Awards, he received the Business of the Year award, for a one to two person enterprise.



TEACHING AND RESEARCH AWARDS

Dr. Brent Mainprize, NCIED Business Faculty champion

Dr. Mainprize has been recognized as a national and international award-winning teacher with numerous honours including:

- 2018 *Excellence in Service* award, Gustavson School of Business, UVic
- 2016 *Harry Hickman Alumni Award for Excellence in Teaching and Educational Leadership*, UVic.
International Award for Innovative Excellence in Teaching, Learning and Technology, the International Conference on College Teaching and Learning
Ernest L. Boyer International Award for Excellence in Teaching, Learning and Technology (runner up), for work on the ACE program
- 2014 *Excellence in Innovation* award, Gustavson School of Business, UVic
Brightspace International Innovation Award in Teaching, Society for Teaching and Learning in Higher Education and Desire2Learn Inc.
Startup Canada's Entrepreneurship Educator of the Year

Dr. John Borrows, NCIED Law Faculty champion

Dr. Borrows has received national and international recognition for his vital contributions and publications, including:

- 2018 Voted one of *Canadian Lawyer's* Top 25 Most Influential, receiving the most votes in the Changemakers category.
- 2017 *Killam Prize* in Social Sciences, Canada Council for the Arts
Honorary LL.D., Law Society of Upper Canada
Donald Smiley Prize, Best Book in Canadian Political Science (Canadian Political Science Association), *Freedom & Indigenous Constitutionalism*

- 2016 *Fleck Fellowship*, Banff Centre for Arts and Creativity
- 2012 *Indigenous Peoples Counsel*, Indigenous Bar Association
- 2011 Canadian Law and Society *Best Book Award* for *Canada's Indigenous Constitution*
Shortlisted for *Canada Prize* and *Donald Smiley Best Book in Canadian Political Science*
- 2009 *University of Victoria Law Students Society Teaching Award*
- 2007 *Fellow of the Royal Society of Canada (FRSC)*; peer-elected for remarkable contributions in the arts, the humanities and sciences, as well as in Canadian public life and Canada's highest academic honour
- 2006 *Trudeau Fellow*, for outstanding achievement in the Humanities and Social Sciences
(Lifetime Honour - \$225,000)
- 2004 *International Fellow*, Australian Institute of Aboriginal and Torres Strait Islander Studies
- 2003 *Donald Smiley Award* for the best book in Canadian Political Science – *The Resurgence of Indigenous Law*.
National Aboriginal Achievement Award for outstanding accomplishment in the field of Law and Justice, National Aboriginal Achievement Foundation

Renée Letellier, NCIED Manager

- 2018 *Excellence in Innovation* award, Gustavson School of Business, UVic



CHAPTER SIX

Partners

The proposal for the National Aboriginal Economic Development Chair (NAEDC) emerged from a widely recognized need for a sustained program of research and action into Indigenous economic development in Canada. Within one year, governments and industry endorsed the initiative and committed to funding. The government of Canada, through Indigenous and Northern Affairs Canada, the government of British Columbia, EnCana Corporation, BC Hydro and Enbridge Inc., provided funding that enabled the Chair to go forward.

During subsequent years, the NAEDC's mandate broadened. In 2014, the Chair converted to the National Consortium for Indigenous Economic Development (NCIED) to expand partnerships and educational and research opportunities.

The NCIED liaised with Indigenous Nations and communities, federal, provincial and municipal governments, as well as industry, financial organizations and academic institutions, to collaborate and build partnerships to support the advancement of sustainable Indigenous economic development across Canada. (The NCIED website at www.uvic.ca/ncied provides a list of partners.)

CONTINUED COMMITMENT

The NCIED will continue the journey, building relationships with all stakeholders, including Indigenous communities across Canada and internationally. The importance of Indigenous sustainable economic development has never been greater. The Indigenous youth population is the fastest growing population in Canada; favourable court decisions are acknowledging rights and title to Nations' traditional territories; and Nations are seeking their fair share of the wealth and economic activity generated in their territories.

Dean Saul Klein's compelling remark at the launch of the NCIED in 2014, "Canada's future is tied to the well-being of Indigenous peoples and Indigenous communities and their participation in the economy," remains as valid today as it was then. National prosperity relies on Indigenous participation in the economy.

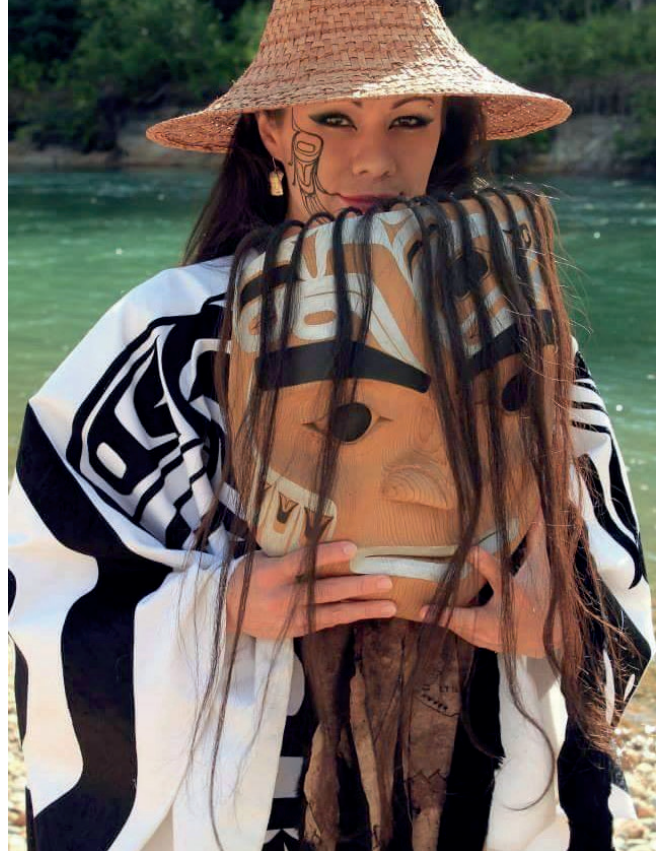
The NCIED remains firmly committed to effective collaboration to stimulate solutions that speak to the needs of all parties, minimize costs and maximize control, and increase current capacity. Inspired partnerships can improve financing options and leverage funds to empower Indigenous economic development and enhance community well-being.

We encourage you to join us in our commitment to optimize conditions across Canada for Indigenous economic strength and self-reliance and to improve the potential gains for all Canadians.

LIANNA SPENCE'S STORY

I've been working on this paddle for the past year. I wanted to design a killer whale free-flowing form line the way I would naturally design something in native art. I looked at designs from Charles Edenshaw to Henry Green and I've also used some designs from the transforming images book. Inside the killer whale's blowhole you will find a small red creature that is known as the sea snake. When the killer whale comes up out of the water white waves appear along the back of the killer whale's dorsal fin; this water is also known as the sea snake or the sea ghost. This creature really speaks to me.

Inside the tail of the killer whale, the main black ovoid, you'll find a black bear. One of the mid-1800's house front screens from the Lax Kw'alaams has a bear mother story painted intricately. I used the black bear eye from this house front screen inside the tail on this paddle. The killer whale subcrest is a grizzly so I found it very fitting to put a bear inside the ovoid of the tail. Inside the two u-shapes of the tail on both sides you'll see a rendition of Mouse Woman. I pulled these images from a feather from a Thunderbird house front screen. Mouse Woman is the tiny grandmother that helps youth in danger and guides them back on the right path. Often in my life whenever I've dreamt of killer whales I've learned that it signifies change so I found it fitting to put Mouse Woman in the tail. She is also very prominent in the dorsal fin in the bentwood box style of design and she is also sitting on top of the pectoral fin in front of a killer whale face.



The face at the handle of this design came from the screen at the top of the entrance to a long house in Lax Kw'alaams. All of these faces speak to me and remind me that I am Tsimshian more than anything. My father is part Haida but I believe that I am consumed by Tsimshian form line, history, medicine, culture, song and dance. Everything is tied together. It is a way of life.

*Dza Ga Adkt- Gitwilgyoots- Gitsiis- Tsimshian
Lianna Spence- Art From Ashes.*





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