

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

## 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

## 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.

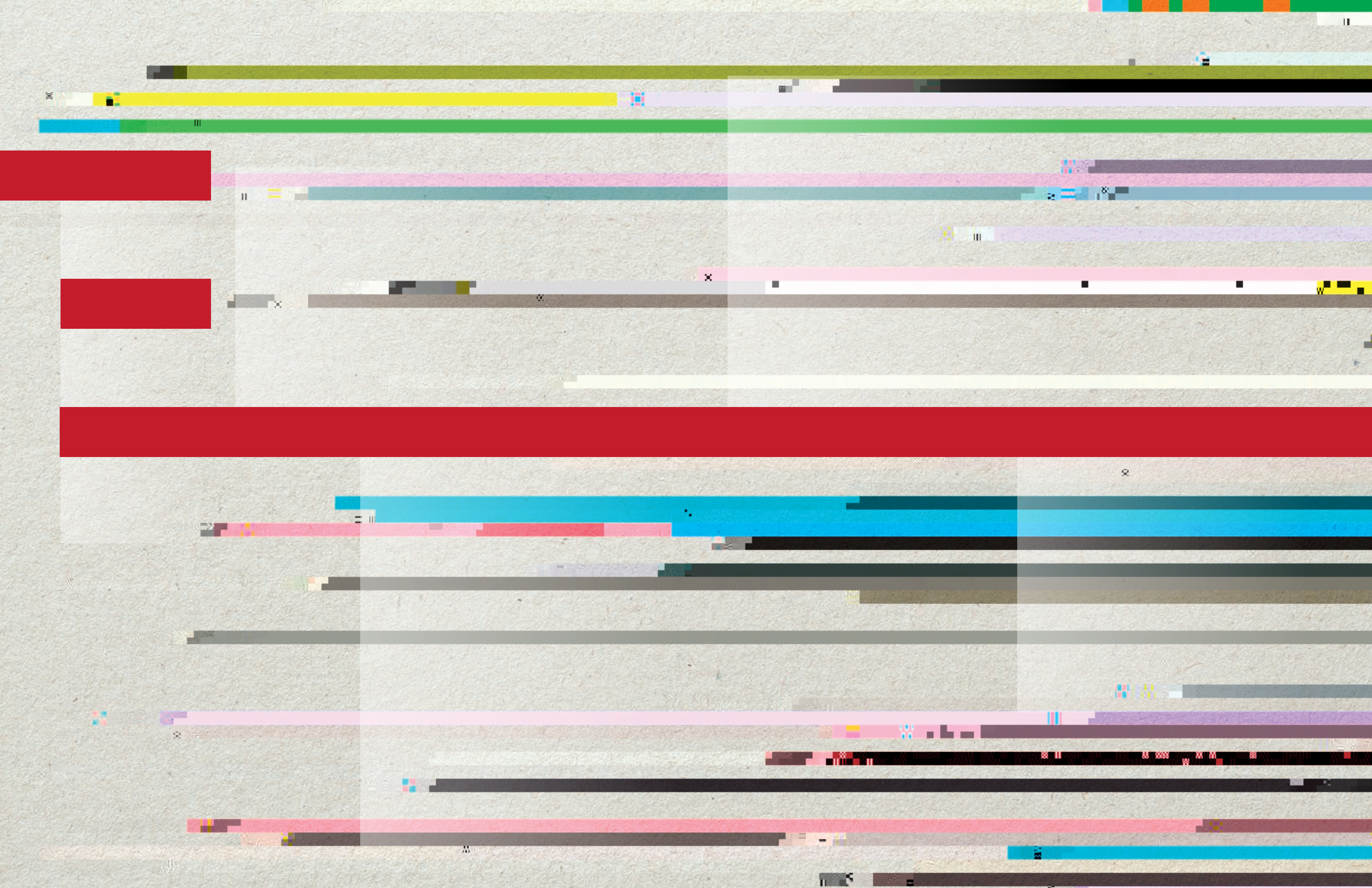
We have expanded our own ranks, as well.

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 the Grand River, A









# Education and Training

Through education and training, NCIED seeks to contribute

## 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:

### 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.



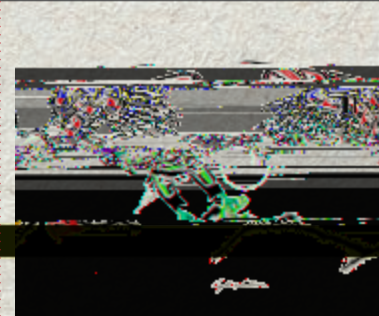
### 3. Spotting – Your Eagle Vision:

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.



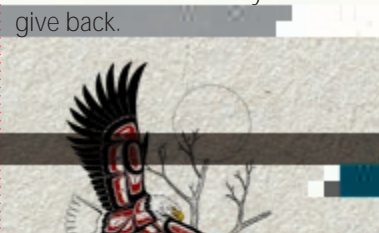
### 7. Stimulating – Your Feathers:

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:

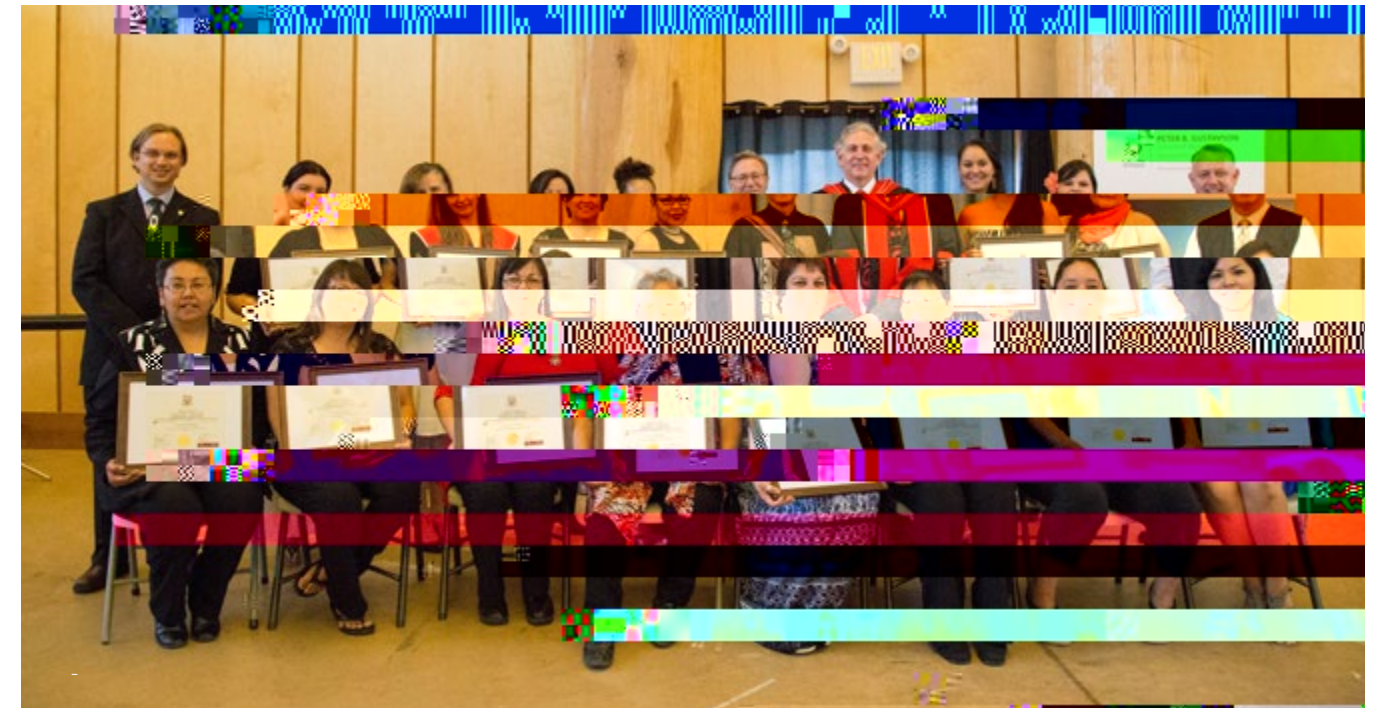
A student who has built their nest has proven their ability to share their newfound success. Although they have been doing this in every stage of their journey, this certificate is a final reminder of their ability to give back.



## 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.



## 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]



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.

### Gitwagak Entrepreneurial Skills Program [2021]

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

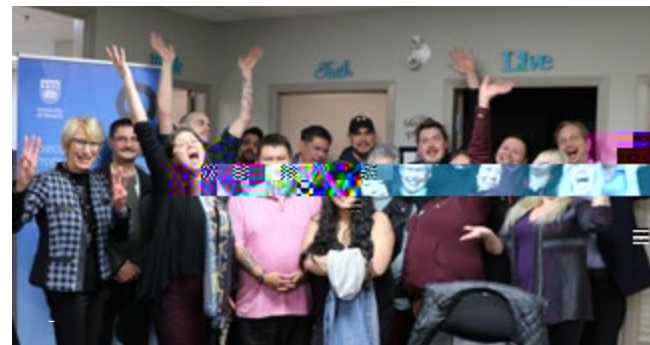
### Kwakiutl Entrepreneurial Skills Program [2020-2021]

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.

### NI-ACE [2020]



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 relmng ((NI-A)9.16.2352 Tm(fing in the )35.1 (V)28 (ancouv)7 (er and(O)-41 445.09 MCID 875 BD80 0 137.2288 Tm(f tailor)11 (ed(entr)11 (epr)11 (eneurshipeducation t)6 (A)9.16.23

### 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 Diesing 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]

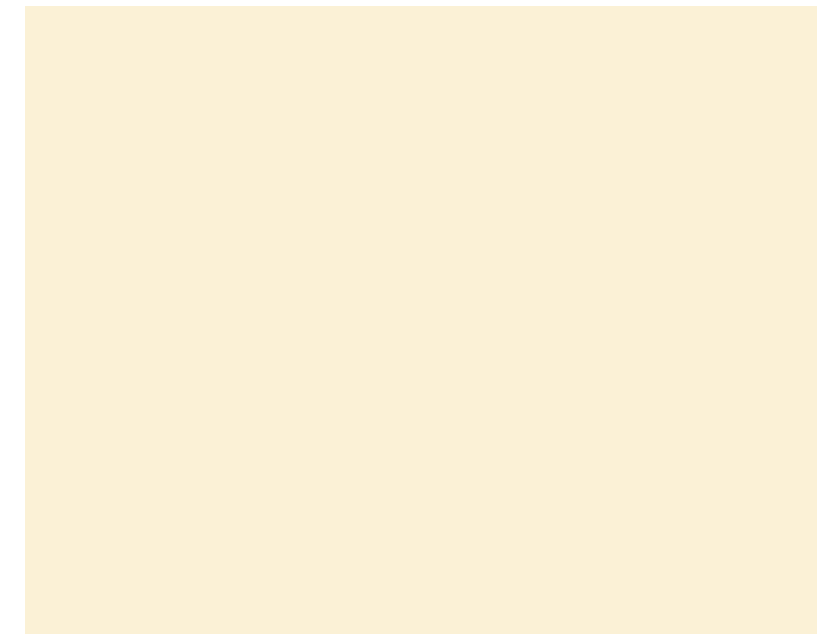
Delivered in Kelowna and Vernon, participants took part in an innovative and community-tailored business education program focused on e-commerce.

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

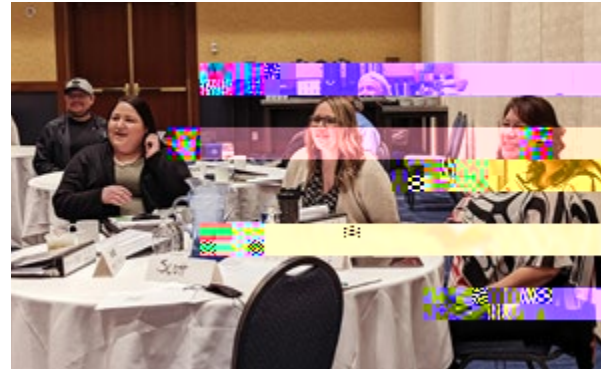
Provided online to 20 participants from the Fort St. James region.

### E-Commerce EAGLE [2019-2020]

Adapted from the ACE programs, in partnership with the Community Futures Development Corporation of Central



### **I-Manager Energy Sector Program [2021-present]**

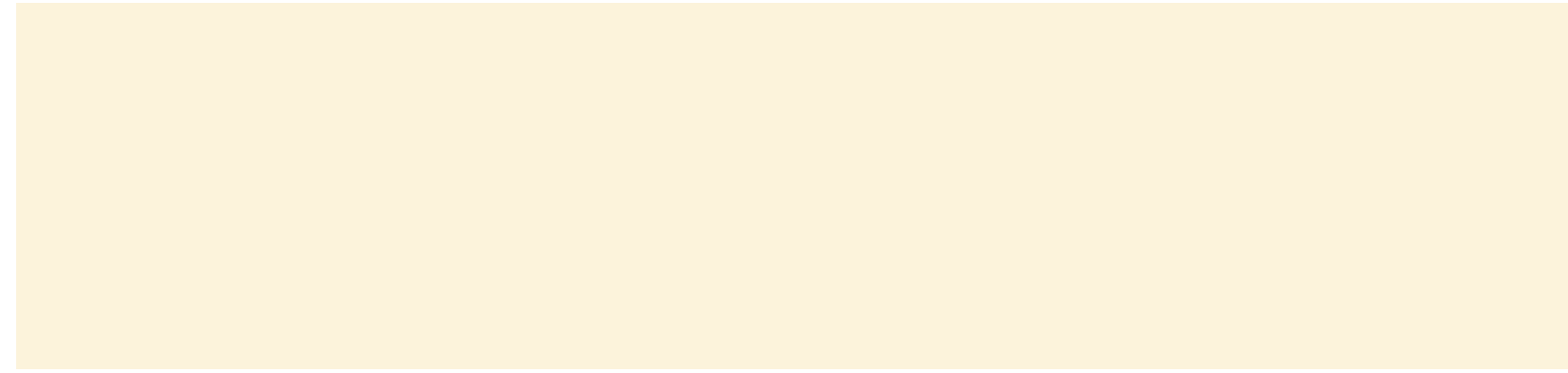


I-Manager was designed and developed in 2021 in partnership with the Indian Resource Council and Natural Resources

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]**

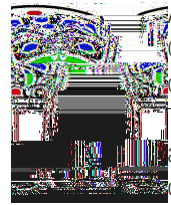
TRICORP, in partnership with the I-ACE program, offered a series of free small business webinars a



### **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

### 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 creation of the 3C logo

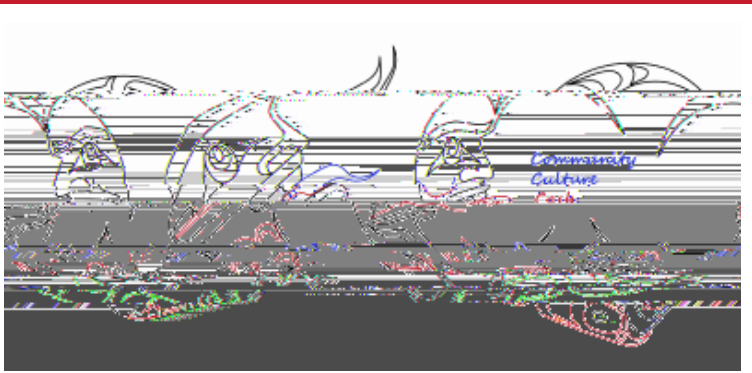
"I chose the moon because, in Indigenous culture, the moon's phases illustrate the progressive stages of the 30-day 3C Challenge.

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.

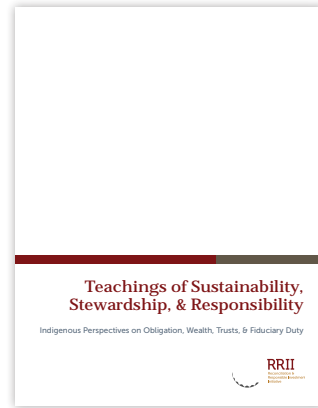
The dollar sign in the arm reaching out towards the centre represents the cash required to start a business and generate a profit. The eyes in the face in the middle are looking up, symbolizing learning, growing and moving forward.

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*



## RESEARCH PROJECTS





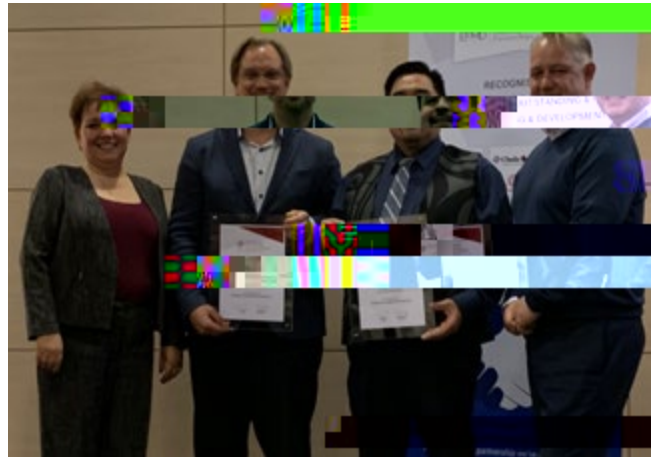
## I-ACE PROGRAM AWARDS

### 2020

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

### 2019

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



## 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 .005 Tc 9 0 0 9 54 426 n

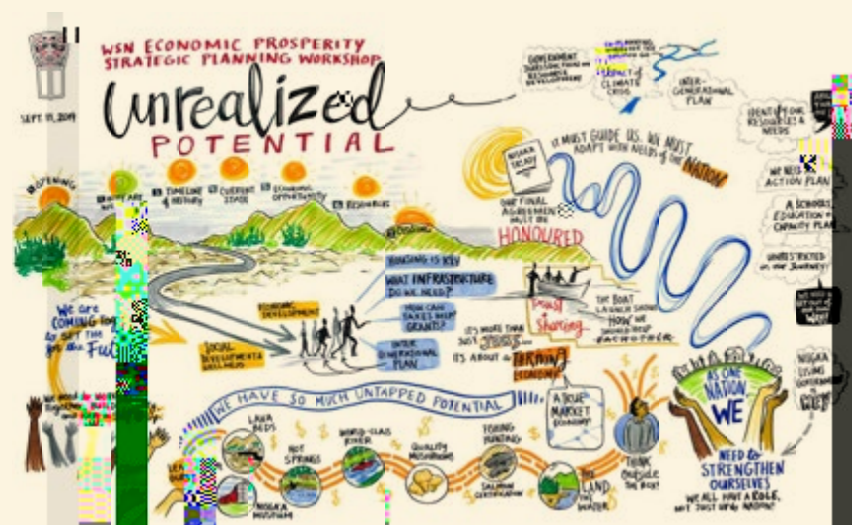


# Community Engagement

## 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 representno4ng (en-Uy511 (, ly7 (eouth511 (, Ind )Eldrs)11 en-U. )JJETEMC /P 4Lang (en-US)/MCID 17589BDC BT10 0 0 10 54 3296457 Tm(l)-15 (n 2er)-2 (sly20189 In the i)11.1 (epquestof the GBC g)5.1 (v)6 (er)-7 (nment , Dr)45en-U. B)11 (est)JJETEMC /P 4Lang (en-US)/MCID 17560BDC BT10 0 0 10



## 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.

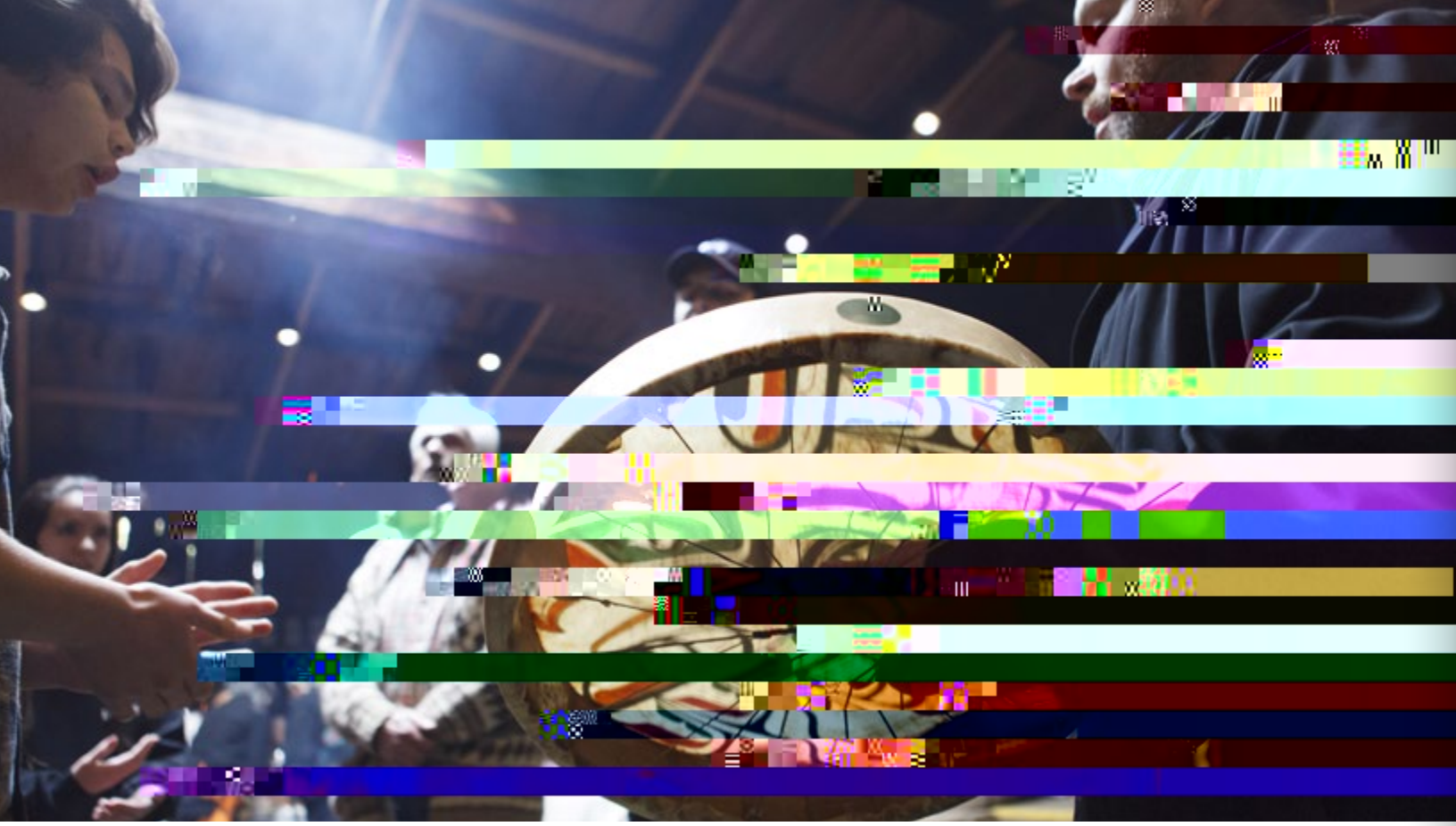
Using the FIRESIDE framework (below), Chief Galga (Arthur Mercer) led a team that included Tricia Thomas, Bodie Elliott and Tanya Gadsby (Fuselight Creative) to assist communities/Nations in 'navigating' their needs and strategies, together with approaches tailored to each community's unique situations 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.

### 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 the leadership of Indigenous communities. The project was funded by the Government of Canada through the Indigenous Leadership Initiative (ILI) and the Gustavson School of Business and the Indigenous Leadership Initiative (ILI).



# 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”.



## GUSTAVSON EVENTS

### Orange Shirt Day [2019-present]



2020

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.

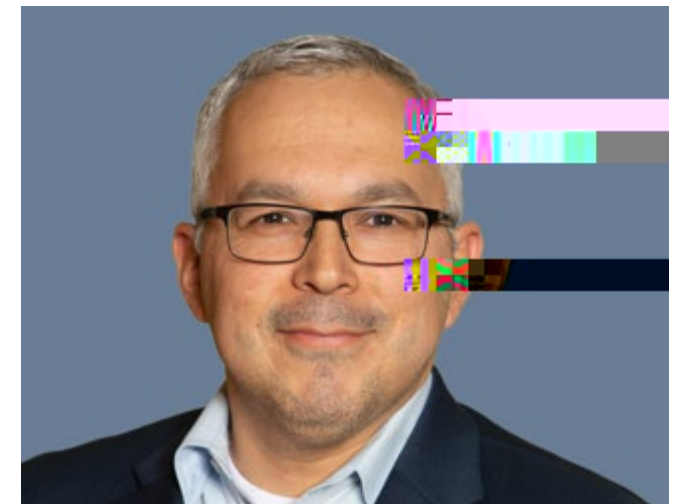
In 2019, Gloria Roze and Tom Child, from the Kwakiutl Nation of northern Vancouver Island, provided 25-minute presentations to Gustavson students, sharing their stories, regalia, and how business leaders can learn from traditional ways, followed by a Q&A session.

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”



### 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 program.

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