

# REPORT

of the 2018 Duke of Edinburgh's  
Emerging Leaders' Dialogues Canada

## EMERGING LEADERS FOR SUSTAINABLE COMMUNITY DEVELOPMENT PROGRAM

VANCOUVER ISLAND, AUGUST 12-18, 2018





## ACKNOWLEDGEMENT OF TRADITIONAL TERRITORIES

**W**e wish to acknowledge and thank the regional First Nations for welcoming participants, faculty, and staff to their traditional territories. Therefore, to the Snuneymuxw First Nation, Tla'Amin First Nation (whom we recognize as a different language group), Cowichan Tribes, Snaw-Naw-As First Nation, and Qualicum First Nation we raise our hands and say Hay ch qa' sii'em siye'yu mukw Mustimuxw.

# PARTNERS AND BURSARY SPONSORS

*The Working Committee, management team and delegates, of the Emerging Leaders for Sustainable Community Development program, would like to express our gratitude to our partners, who have contributed a variety of resources so that we can offer this innovative executive leadership program. Our partners are helping to promote relationship building and reconciliation through leadership connections and economic development. Their support is providing emerging leaders with the tools necessary to tackle economic and social issues, and create an environment of collaboration between industry, labour, civil society and government sectors.*

**AIR CANADA** ([www.aircanada.com](http://www.aircanada.com)) Air Canada is the flag carrier and the largest airline of Canada by fleet size and passengers carried. The airline, founded in 1937, provides scheduled and charter air transport for passengers and cargo to 207 destinations worldwide. It is a founding member of the Star Alliance. Air Canada's corporate headquarters are in Montreal, Quebec, while its largest hub is at Toronto Pearson International Airport. The airline's regional service is Air Canada Express. Air Canada has been named one of Canada's Best Diversity employers for 2018, the third consecutive year the carrier has been awarded this distinction.



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The **ASSOCIATION OF EMERGING LEADERS' DIALOGUES COMMONWEALTH LEADERSHIP DEVELOPMENT CONFERENCES** ([www.csc-alumni.org/](http://www.csc-alumni.org/)) is an umbrella organization uniting over 4,000 Commonwealth alumni from **THE DUKE OF EDINBURGH'S EMERGING LEADERS' DIALOGUES** and the **COMMONWEALTH STUDY CONFERENCES**. The Association works to build stronger Alumni relationships, to make members aware of alumni events and reunions and to encourage members to assist with the planning and implementation of future Conferences and Dialogues. Through the on-line directory, alumni can access global leaders, all of whom have participated in experiential leadership development programs, and to learn about upcoming innovative regional events.



The **EMERGING LEADERS' DIALOGUES CANADA** ([www.eldcanada.org](http://www.eldcanada.org)) brings together emerging leaders to tackle themes such as governance, ethics, sustainability and collaboration. Leaders gain an understanding of the processes under which multiple sectors operate and apply that experience to the betterment of their organizations and communities as they advance as leaders. Led by the President, HRH The Princess Royal, Princess Anne, we are a not for profit organization and a Commonwealth Accredited Civil Society Organization.





The **PRESIDENT'S COUNCIL OF THE DUKE OF EDINBURGH'S EMERGING LEADERS' DIALOGUES CANADA** ([www.eldcanada.org](http://www.eldcanada.org)) is made up of Patrons and Members who understand that personal relationships are the basis of successful initiatives, and that effective leadership is required in a globally connected marketplace. The role of the President's Council is to provide examples of ethical and accountable leadership to Alumni, and to be active as speakers, hosts and panelists at programs and events.



**EY** ([www.ey.com/ca](http://www.ey.com/ca)). EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities. Bursary Sponsor.



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McGill University's **INSTITUTE FOR THE STUDY OF INTERNATIONAL DEVELOPMENT** ([www.McGill.ca/isid/](http://www.McGill.ca/isid/)) supports critical cutting-edge research through fostering the engagement and collaboration of a multidisciplinary team of faculty, practitioners, and students. ISID's academic programs aim to train a new generation of passionate and innovative future leaders in the skills they need to conduct rigorous, normative and evidence-based analysis of the concepts, policies, and practices of international development.



**VANCOUVER ISLAND UNIVERSITY** ([www.viu.ca](http://www.viu.ca)), is a public post-secondary institution, producing quality graduates that are in demand by employers across the country and around the world. VIU is a dynamic, internationally known university supporting a student population in excess of 16,000 full-time and part-time learners, including over 2,100 international students, 1,500 aboriginal students, and employing over 2,000 faculty and staff.



# WORKING COMMITTEE, MANAGEMENT TEAM AND BOARD OF DIRECTORS

## WORKING COMMITTEE

**Paula Amos** — INDIGENOUS WORX  
**Matthew Bock** — NATURAL RESOURCES CANADA  
**Dr Rick Colbourne** — UNIVERSITY OF NORTHERN BRITISH COLUMBIA  
**Dr Jonathan Dewar** — FIRST NATIONS INFORMATION GOVERNANCE CENTRE  
**Dan Hughes** — INDIGENOUS SERVICES CANADA  
**Hilary Hunter** — INDIGENOUS SERVICES CANADA  
**Eric Klapatiuk** — FRIENDSHIP HOUSE  
**Emmanuelle Lopez-Bastos** — UFCW CANADA  
**Brianna Thorne** — VANCOUVER ISLAND UNIVERSITY  
**Rob Woods** — INDIGENOUS MARKETS WESTERN REGION, CIBC

## MANAGEMENT TEAM

**Paula Amos** — PARTNER, INDIGENOUS WORX  
**Barbara Crompton** — PRESIDENT, SPRINGSTREET COMMUNICATIONS  
**Joanne Hughes** — EXECUTIVE DIRECTOR, EMERGING LEADERS' DIALOGUES CANADA  
**Prof. Sonia Laszlo** — DIRECTOR OF THE INSTITUTE FOR THE STUDY OF INTERNATIONAL DEVELOPMENT

## EMERGING LEADERS' DIALOGUES CANADA BOARD OF DIRECTORS

**Agnes B. Di Leonardi** CM — PRESIDENT  
**Fatma Khalid-Henriques** — SECRETARY  
**Robert F. Taylor** LVO — TREASURER  
**Bruce Bowen**  
**Sir Trevor Carmichael** KA, LVO, QC  
**Major David Clarke** CVO  
**Kerry Harris**  
**Linda Haslam-Stroud** RN  
**Hemi Mitic** MVO

# PROGRAM

**E**merging Leaders' Dialogues Canada offered this innovative program which promotes relationship building and reconciliation between Indigenous and non-Indigenous communities through leadership collaboration and economic development. The program themes were Ethics and Good Governance; Inclusiveness, Diversity and Community Engagement; Collaborative Leadership; and, Sustainability.

The module component delivered by the Institute for the Study of International Development, McGill University, Vancouver Island University and the Nanwakolas Council was divided into 5 modules which were examined from an Indigenous/non-Indigenous perspective and from the implications for future leaders.

## THE FIVE MODULES ARE:

- 1 Leadership, Self and Community: Understanding the Role of Culture, Language, Traditions in Effective Leadership**
- 2 Balancing Community Socioeconomic Objectives to promote Community Wellbeing**
- 3 Inspiring Action for Healthy Community Development**
- 4 Building Community Leadership Skills and Capabilities**
- 5 Collaborative and Respectful Leadership in a Globalized/Localized World**

Participants were divided into two experiential dialogue groups and spent three days visiting business enterprises, government departments, and civil society organizations in both Indigenous and non-Indigenous communities. These on-site visits to organizations and communities provided the opportunity to discuss challenges and strategies with leaders from varied organizations. Interacting with such a diverse mix of organizations exposed participants to a range of issues from multiple perspectives and created opportunities to look beyond the scope of their regular context within their own organizations. The insights gained from these meetings promoted dialogue, understanding and connections which informed the final written and oral presentations. As well, the groups created concrete action items designed to engage in post program alumni engagement, one of the founding tenants of Emerging Leaders' Dialogue Canada, ensuring that ELSCD will continue to evolve.





## **DURING THE PROGRAM PARTICIPANTS RECEIVED:**

- » Relevant learning from the delivery of five modules;
- » The development of a group presentation on what was learned, and how this impacted their leadership development;
- » The creation of a network of leaders within business, government, labour and civil society;
- » Knowledge of best leadership practices that can be shared with colleagues, peers, and organisations;
- » An understanding of the complexities of reconciliation within economic sectors;
- » An official certificate of completion;
- » Membership to the global Emerging Leaders' Dialogues alumni network.





## CORE CONCEPTS OF THE PROGRAM

### LEADERSHIP

Government, businesses, civil society organisations and research institutions all have different goals, tasks and responsibilities. The private sector has an efficient, market-oriented approach; civil society organisations have in depth knowledge of local circumstances; research institutions contribute expertise; and public administrators are adept at policy building and transparency.

By working together these sectors can bring together the necessary experience, knowledge, investment, technologies and resources to address industry issues which may have been overlooked by a single-sector programme or approach.

The *Emerging Leaders for Sustainable Community Development* program is unique amongst leadership programmes for operating cross sector opportunities. Enabling emerging leaders to experience and understand what processes other sectors operate under. This intensive program develops peer-to-peer critical leadership competencies, including collaboration, integration, and critical thinking. It also places great emphasis on trust, integrity and leadership with accountability. This creates connected leaders who can create partnerships across sectoral, cultural and geographic divides.

### MULTI-STAKEHOLDER APPROACH

Many sectors of society grapple with the complicated landscape of sustainable development. Within the juxtaposition of economic, social and environmental issues affecting businesses, governments, NGOs, and other organizations, there are new complex challenges as well as emerging opportunities for innovation. Public, private and civil society organizations are facing increased pressure to integrate economic, environmental and social issues in their economic development plans. The *Emerging Leaders for Sustainable Community Development* program chose to take a multi stakeholder approach to reconciliation and sustainable development challenges as they are too interrelated and complex for any single organization or sector to address in isolation.

### RECONCILIATION

Reconciliation is a complex concept with a variety of definitions. One of the commonly used definitions is provided by the United Nations:

*Reconciliation is a key objective in building sustainable peace and preventing a relapse into conflict. It is about (re) building relationships among people and groups in society and between the state and its citizens. The process is highly context sensitive, and each society must tailor its approach to the nature of the conflict and the character of the transition (UN, Building Just Societies: Reconciliation in transitional settings, Ghana 2012).*





Indigenous peoples in Canada and internationally seek a quality of life that others take for granted. Sustainable community development must harness the human resource capacity of Indigenous peoples and enable them to benefit from the lands and natural resources in their communities. Their effective and sustainable use is critical for economic development, building partnerships with industry, and maintaining strong relationships with other communities. Leadership is required to tackle these issues and help guide Canada and other countries towards models of inclusive development.

## **SUSTAINABLE DEVELOPMENT**

On September 25, 2015, countries adopted a set of goals to end poverty, protect the planet and ensure prosperity of all. The 2030 Agenda for Sustainable Development consists of 17 Sustainable Development Goals (SDGs). Governments, businesses, civil society and the United Nations have started to mobilize efforts to achieve the SDGs. Balancing the need for sustainable development with economic growth is a challenge for all sectors of society. Achieving this through a lens of reconciliation and multi stakeholder dialogue is challenging. ELSCD provides participants with an academic framework to understand sustainability and allows them to see first hand the way organizations are, or are not, incorporating sustainable practices into their operations.



# STUDY TOUR LOCATIONS



- Animikii Indigenous Technology
- British Columbia Arts Council
- British Columbia Parks - Petroglyph Provincial Park
- Cowichan Valley Regional Development
- Capital Regional District
- City of Victoria
- Deep Bay Marine Station
- District of Saanich
- Greater Victoria Harbour Authority
- Nanaimo Forest Products-Harmac Pulp Operations
- Nanaimo Port Authority
- Jacobs
- Royal British Columbia Museum
- Snuneymuxw First Nation
- Songhees Wellness Centre
- St. Jeans Cannery & Smokehouse
- The Raptors Wildlife Management Centre
- Ts'ewulhtun Health Centre
- United Greeneries Cannabis Production Facility
- Westholme Tea Company
- Western Forest Products Inc. Saltair Sawmill
- Zanatta Vineyard



# PARTICIPANTS

## DEMOGRAPHICS

- » Age range: 25 - 56
- » 2 Academic, 12 Government, 2 labour, 8 NGO & 5 Corporate
- » 38% Indigenous leaders
- » 69% women, 31% men
- » Indigenous communities represented: Cree; Dene/Fort Nelson First Nation; Hesquiaht; Lil'wat Nation; North Dakota Sioux; Nunavut Inuit; Opaskwayak Cree Nation; Seine River First Nation - Ojibwe Ontario; Snuneymuxw First Nation; Waywayseecappo, Keeseekoowenin.

## PARTICIPANTS PLACE OF EMPLOYMENT/STUDY:

Acadia University  
Air Canada  
Ay Lelum - The Good House of Design  
Canadian Council for Aboriginal Business  
City of Vancouver  
EY  
First Nations Information Governance Centre  
Government of Alberta  
Healthcare of Ontario Pension Plan  
Indigenomics Institute  
Indigenous Services Canada  
International Union of Operating Engineers  
Land Forest People  
Lil'wat Nation  
Ministry of Indigenous Relations and Reconciliation  
National Energy Board  
Natural Resources Canada  
Ontario Nurses' Association  
Opaskwayak Educational Authority  
School District 63  
Tungasuvvingat Inuit  
VIA Rail Canada





## MARKETING

- » ELSCD dedicated website created
- » Facebook ELSCD photos and posts - 10K reached; Facebook Event page - 9.1K Reached
- » 300 views of LinkedIn promotion
- » 100 messages to key LinkedIn connections
- » 220 electronic letters sent to members of the BC Assembly of First Nations
- » 60 electronic letters sent to Canadian Unions
- » Newsletter: ELSCD promotion to 754 ELD Canada alumni and supporters
- » Newsletter: ELSCD summary to 711 ELD Canada alumni and supporters
- » Newsletter: ELSCD summary to 188 Commonwealth Secretariat Accredited Organizations
- » 400 impressions on ELD Canada twitter account
- » Shared via partner's social media and websites
- » ISID website: Program details
- » Program material shared with the Presidents of all Canadian universities
- » Program material shared with seven LinkedIn Groups committed to professional development



You are embarking on what will be a transformative experience, learning and engaging with people from outside your daily lives, away from distractions.

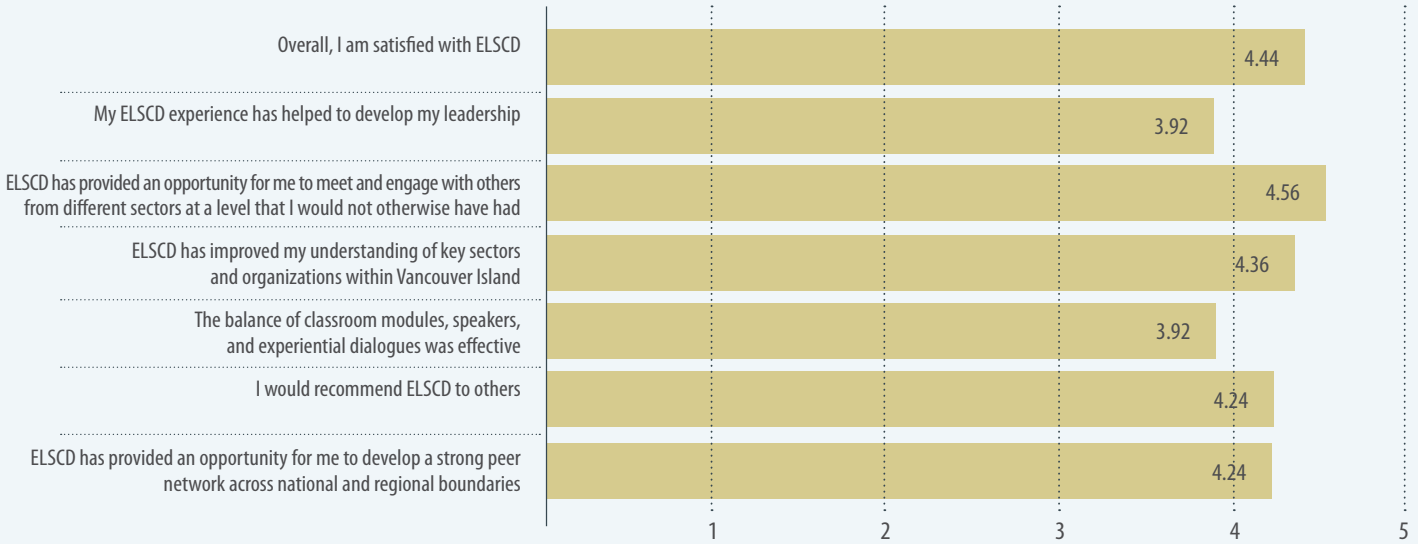
Embrace this opportunity, think and reflect on these issues, ask hard questions and hear different answers. It is a great privilege to have this kind of opportunity to increase your knowledge and skills and take that back to your workplace, your family and friends and your community.

Enjoy it, build relationships with each other and stay connected, share your stories with each other, ask for ideas and support from each other as you do your part to create a better world.

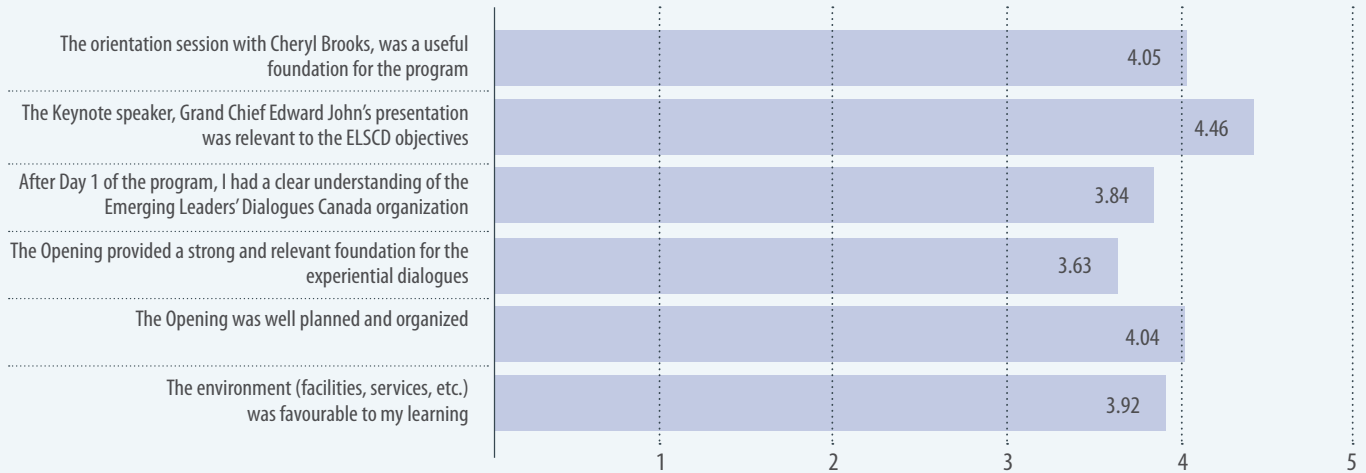
— Cheryl Brooks — Orientation Session Facilitator,  
PRESIDENT, INDIGENUITY CONSULTING GROUP  
& Alumni CSC 1986

# OUTCOMES

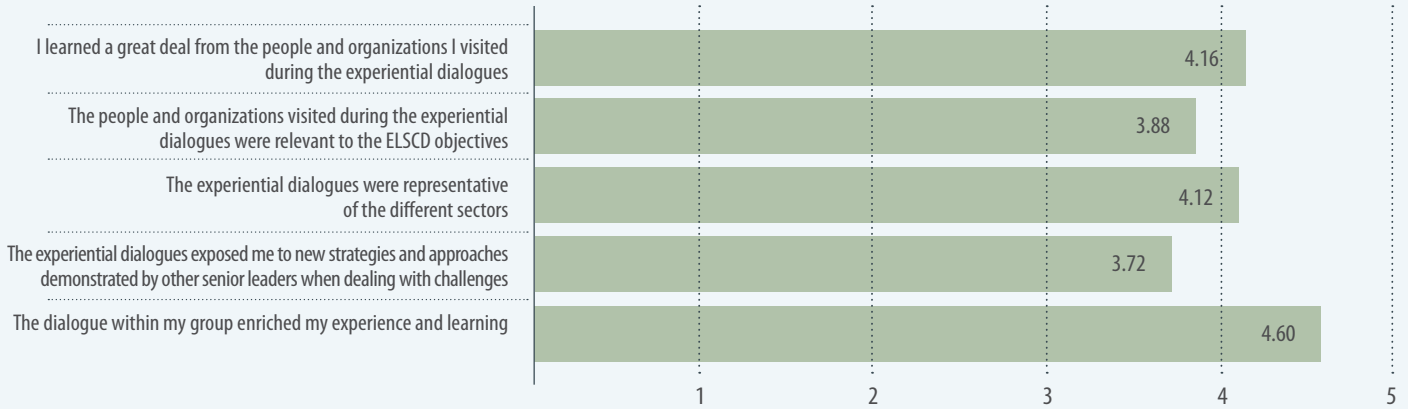
## OVERALL ELSCD EXPERIENCE



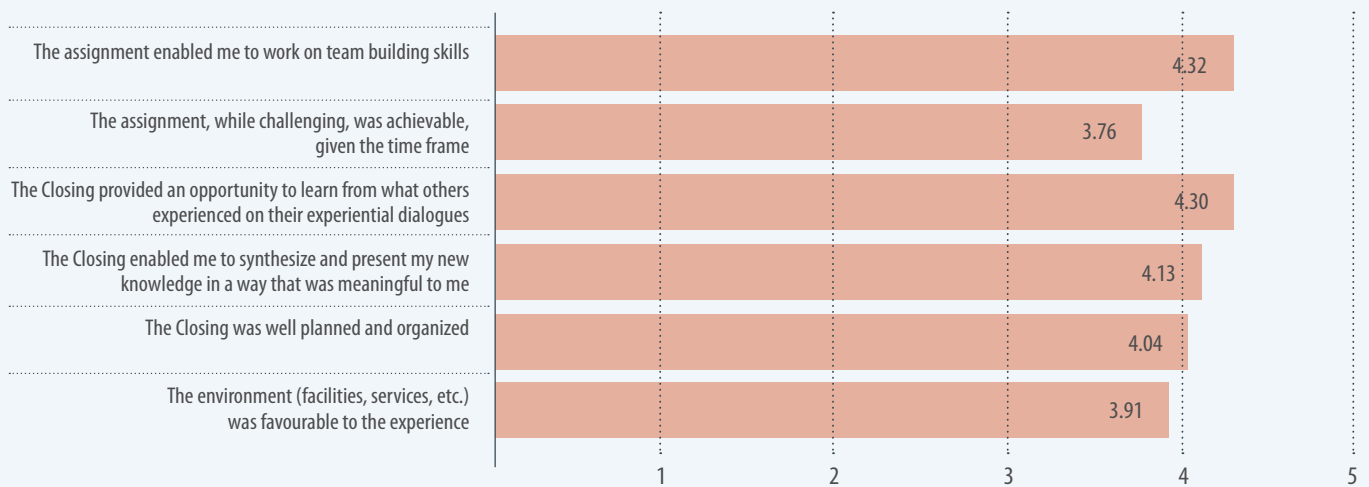
## OPENING SESSION - ORIENTATION AND DINNER



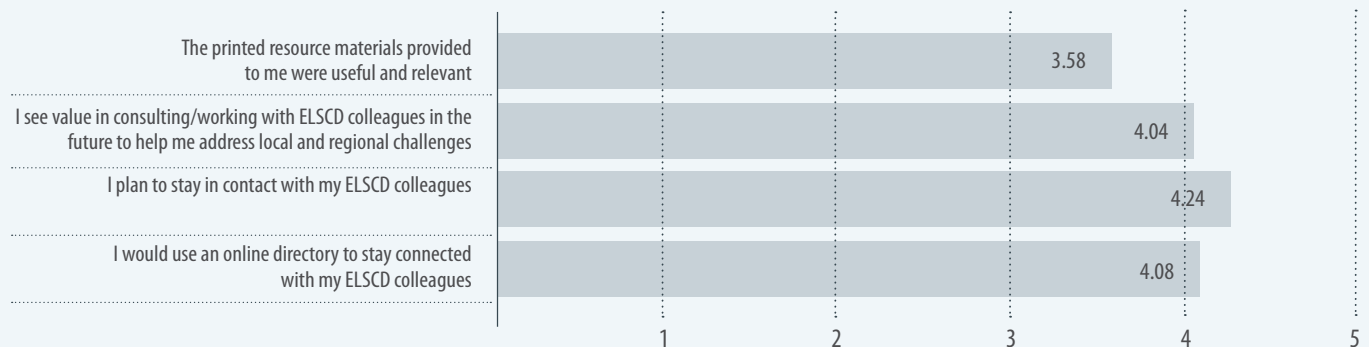
## EXPERIENTIAL DIALOGUES



## ASSIGNMENT AND CLOSING SESSION



## RESOURCES, NETWORKING AND GENERAL COMMENTS



# IMPACT

## What are the key strengths of ELSCD?

*Allowing participants a safe environment to share stories, perspectives and without judgement.*

*Well organized, broad representation (different organizations, cultures, etc.)*

*The diversity of the participants - The mix of academics and experiential learning from the company visits*

*The opportunity to dialogue and connect with link minded people across the vast land.*

*Bringing together some interesting participants from diverse backgrounds and identifying a range of interesting destinations for site visits and dialogues.*

*Good balance of Indigenous and non-Indigenous participants from varied sectors.*

*The broader mix of ages. There is value for all when the age is 25-65. Keep the groups mixed by background, experience, age etc.*

## What is something you learned or experienced during ELSCD that was unexpected?

*I learned the true weight of words and intent matters.*

*Broad spectrum of tours was amazing*

*Learning about the history and realities of reconciliation in Canada's context was a very transformative experience. Especially, hearing about it from those who are closely associated with it.*

*I learned that there is value in pursuing relationships whether they are with people I would usually spend time with or not.*

*I did not anticipate that there would be so many emotional, self-reflective discussions. This is very rare in a work-sponsored training!*

*Learned more about one of my home communities  
#SongheesNation*

*The interactions I had with other participants ended up being very rewarding and a great learning experience for me. I also found the meetings with First Nation groups to be the most beneficial (although, this was expected).*

## As an ELSCD alumnus I can contribute in the following ways to stay engaged and to sustain ELSCD in the future:

*To provide an Inuit perspective to the program.*

*Talk about the program and the themes from our dialogues at work to see how it can be internalized in my organization. Encourage further participation and support to grow the cohort of alumni from my organization.*

*Share the word about the program to other labour representatives. This will continue to engage labour and further the mandate of the program.*

*Talk about it to attract potential participants. Network with my group and be a resource to them.*

*I will organize meetings with my colleagues in Ottawa - and stay in touch with them!*

*I will encourage my networks/ colleagues to participate in future ELSCD Sessions.*



# ELSCD PARTICIPANT TESTIMONIALS

*I attended the Canadian ELSCD conference in August of 2018 on Vancouver Island in British Columbia. This unique conference provided me with a previously unmatched experience that opened my eyes to new potential within myself. Through the interactions with others in my assigned group, I experienced highly emotional and mentally challenging problem solving that resulted from the integration of Employer representatives, union leaders, worker representatives and social activists seeking to resolve inconsistencies in the information we all received through the individual lenses we all view life through.*

*The experience has changed the way I listen to other parties and has made me more sensitive to the way I am interpreted when I respond or react to the input and responses from others.*

— Patricia Carr, Servicing Labour Relations Officer, Ontario Nurses' Association

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*My time with the Emerging Leaders for Sustainable Community Development was very meaningful for me to see what is going on in my community and those around us. This will be very helpful in the path ahead! Grateful to everyone who made it happen!*

— Matthew Louis, Associate, Land Forest People.

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*A life changing experience at Emerging Leaders' Dialogues Canada full of emotion, dialogue and relationships resulting in real, tangible steps toward reconciliation and truth in our organizations and*

*society. I have left forever changed and motivated to educate and use the leadership tools that I have been given to answer the call-to-action we all have as Canadians toward our First Nations community.*

— Steve Whiting, Creative Services Manager, Healthcare of Ontario Pension Plan

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*ELSCD is an excellent program to foster leadership from many organizational perspectives. Not only was the program content relevant and of high standard, the relationship building and dialogue between participants is where the real learning happens.*

— Chelsea Quirke, Manager, Environmental Waste Management Programs, Air Canada

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*ELSCD is an immersive leadership experience. The program brings together professionals from various sectors and communities to engage with each other in a unique setting where some of the most pressing challenges are explored, bringing different perspectives to the table as a way of advancing the thinking on these topics while stimulating collaboration.*

— Carlos Leal, Manager, Advisory Services, EY

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*This program brought together leaders of all levels from government, unions, NGO's, private industry, and community in a manner that broke down natural and created barriers; we all learned and emerged transformed in some way.*

*Through this program I developed a strong belief that the struggles and progress on the pathway to authentic reconciliation will be beneficial to all Canadians.*

— Brian Haugen, Director of Education and Engagement, International Union of Operating Engineers

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*As an emerging leader and as part of an organization which has recently begun the process for PAR certification (Progressive Aboriginal Relations), I found that this program was an excellent occasion to be exposed to different successful leadership styles and at the same time, to contemplate the development of opportunities with Indigenous communities and businesses.*

— James Peters, Manager, Customer Relations, VIA Rail

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*ELD provided an excellent opportunity for self-reflection and a reassessment of value systems.*

— Camellia Bhatti, Senior Community Developer, Ministry of Indigenous Relations and Reconciliation

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*The field trips organized as part of the program will help you learn new things in a different setting. You'll really get out of your comfort zone and have animated discussions, but you'll make lasting connections and meet fantastic and very engaged individuals.*

— Mariam Diaby, Senior Advisor, Media Relations, VIA Rail

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*If you truly participate in this program and dare opening yourself to others, there is a good chance you will learn something valuable that will stay with you the rest of your life and may make the world a better place for everyone.*

— Frank Grenon, Manager Science, Programs and Policy, Natural Resources Canada

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For additional information about the Emerging Leaders  
for Sustainable Community Development program

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