

# REPORT

of the 2019 Duke of Edinburgh's  
Emerging Leaders' Dialogues Canada  
in partnership with Royal Roads University

## EMERGING LEADERS FOR SUSTAINABLE COMMUNITY DEVELOPMENT PROGRAM

VANCOUVER ISLAND, AUGUST 11-17, 2019





## **ACKNOWLEDGEMENT OF TRADITIONAL TERRITORIES**

Royal Roads University acknowledges that we learn, work, and live on the traditional lands of the Xwsepsum (Esquimalt) and Lkwungen (Songhees) ancestors and families. We also acknowledge the traditional lands and the history, and knowledge sharing with the neighbouring Nations, Scia'new (Beecher Bay) and T'Sou-ke (Sooke).

# 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 real 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.



**THE PRESIDENT'S COUNCIL**  
of the Duke of Edinburgh's  
Emerging Leaders' Dialogues Canada

**JACOBS** ([www.jacobs.com](http://www.jacobs.com)). Jacobs leads the global professional services sector delivering solutions for a more connected, sustainable world. With \$15 billion in fiscal 2017 revenue when combined with full-year CH2M revenues and a talent force of more than 77,000, Jacobs provides a full spectrum of services including scientific, technical, professional and construction- and program-management for business, industrial, commercial, government and infrastructure sectors. Bursary Sponsor.



**JAZZ AVIATION LP** (<https://flyjazz.ca/en/>) has a strong history in Canadian aviation with its roots going back to the 1930s. Jazz is owned by Chorus Aviation Inc. Chorus's vision is to deliver regional aviation to the world. As the largest regional carrier in Canada, Jazz has a proven track record of industry leadership and exceptional customer service, and has leveraged that strength to deliver value to all its stakeholders. Jazz operates more flights and flies to more Canadian destinations than any other airline, and has a workforce of approximately 4,600 professionals, highly experienced in the challenging and complex nature of regional operations.



Located in one of Canada's most beautiful National Historic Sites, **ROYAL ROADS UNIVERSITY** ([www.royalroads.ca](http://www.royalroads.ca)) has a long history of excellence. In 2015, we celebrated 75 years of leadership and learning - 55 years as a military college and 20 years as a public applied research university. We understand the needs and aspirations of our students, and we've created options to deliver an educational experience that fits your lifestyle. Our cohort model features group-based course work, providing a resource of like-minded peers for you to share, challenge and grow with throughout your program. Even after graduation, these groups continue to support your aspirations to ensure your life changing experience with us has enabled not only professional transformation, but a personal one as well.



**Royal Roads**  
UNIVERSITY

The **SONGHEES** (<https://songheesnation.ca/>) or Songish, also known as the Lekwungen or Lekungen, are an indigenous North American Coast Salish people who reside on southeastern Vancouver Island, British Columbia in the Greater Victoria area. Located adjacent to the Township of Esquimalt and the Town of View Royal. The community is comprised of five main families and several smaller families. Administration and Governance is under the authority of an elected Chief and Council. Songhees First Nation's current economic development activities include land leases, off reserve land holdings, industrial marine construction company, gift shop, cultural tours of the Songhees Islands and convention/meeting centre. They are looking to connect with solar power generation, tourism, retail trade, security and more.



**Songhees**



# WORKING COMMITTEE, MANAGEMENT TEAM AND BOARD OF DIRECTORS

## WORKING COMMITTEE

- Ben Almond — JACOBS/CH2M
- Paula Amos — INDIGENOUS WORX
- Karen Byrk — THE ELEVATE AVIATION LEARNING CENTRE
- Christina Clarke — SONGHEES NATION
- The Honourable Mary Collins PC — BC ASSOCIATION OF POLICE BOARDS
- Valerie Durand — AIR CANADA
- Andrea Kay — ONTARIO NURSES' ASSOCIATION
- Glenn Mason — NATURAL RESOURCES CANADA

## MANAGEMENT TEAM

- Joanne Hughes — EXECUTIVE DIRECTOR, EMERGING LEADERS' DIALOGUES CANADA
- Zoe MacLeod PHD, CEC, AC — DIRECTOR, PROFESSIONAL AND CONTINUING STUDIES AT ROYAL ROADS UNIVERSITY

## EMERGING LEADERS' DIALOGUES CANADA BOARD OF DIRECTORS

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



# PROGRAM

## OVERVIEW

Emerging Leaders' Dialogues Canada in partnership with Royal Roads University delivered the Emerging Leaders for Sustainable Community Development (ELSCD) program.

This innovative 6-day program, promoted relationship building and reconciliation between indigenous and non-indigenous individuals and communities. The program combined three key learning opportunities; theoretical modules led by seasoned academics, experiential learning while visiting key regional leaders within Victoria, and peer based dialogues which developed leadership competencies.

Participants were energetic, visionary leaders in their fields. As the central theme of the program, models of sustainable community development and issues of governance were examined from a regional and national perspective, with an emphasis on organizations and communities where best practices are making a difference.

Strong leadership is essential across all economic and cultural sectors. To achieve results and to nurture and promote values and guiding principles, it is necessary to invest in our human resources. Executive learning accelerates the development of leadership capacity, productivity and innovation. This executive program provided opportunities to create and implement strategies to balance competing priorities while forging collaborative relationships across indigenous and non-indigenous communities, and sectors. Participants explored the tools required to tackle economic and social issues, and create an environment of collaboration between industry, labour, civil society and government sectors.

During the program, the growing recognition of the importance of strong cultural intelligence in leaders was addressed; and participants developed the capabilities required to work effectively across cultures. They explored strategies for how indigenous and non-indigenous communities can work together to share best practices, different perspectives, and together better Canada's society and economy.

The program themes were woven throughout the program in the three topical areas:

- a. Blue and Green Economies
- b. Technology and Innovation
- c. Tourism and Culture

The module component was delivered by Royal Roads University and was divided into modules which examined Indigenous/non-Indigenous perspectives and considered the leadership challenges and strategies within each thematic area.

Participants were divided into two experiential learning 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.

Working within groups to collaborate and dialogue on a common project 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 your 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 grow post program alumni engagement, one of the founding tenants of Emerging Leaders' Dialogue Canada, ensuring that ELSCD will continue to evolve.

**THROUGH ELSCD'S UNIQUE LEARNING EXPERIENCE, PARTICIPANTS DEVELOPED KEY COMPETENCIES IN:**

- » Cultural intelligence
- » Complex problem solving
- » Ethical decision-making
- » Collaborative negotiation
- » Inclusion & diversity
- » Promotion of innovation
- » Conflict management

**Program impacts included:**

**ACQUIRED** innovative skills to implement reconciliation and sustainable development techniques within their own organization;

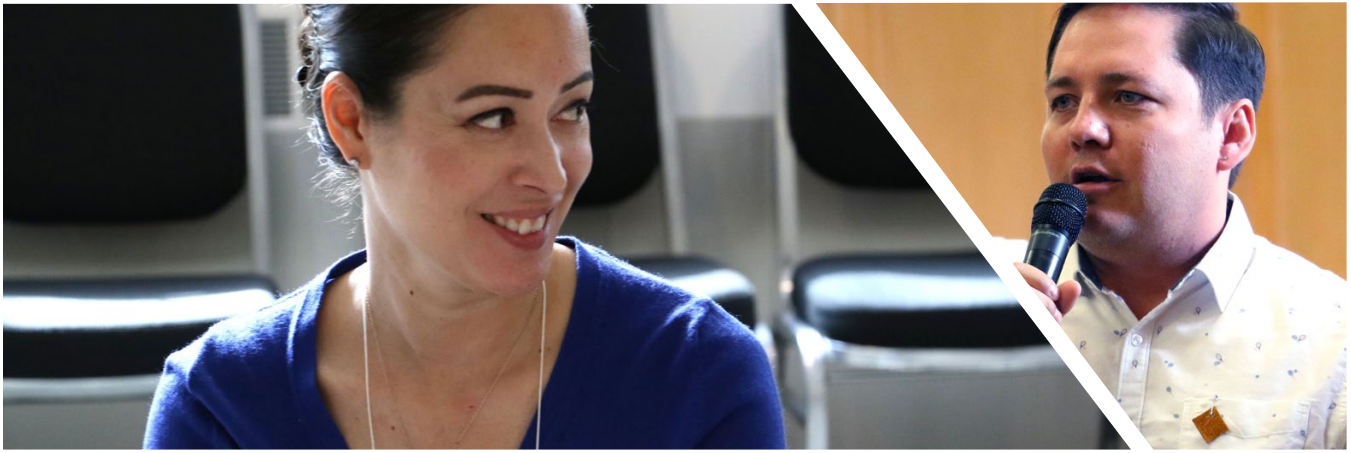
**DEEPENED** understanding of cross-sector organizational leadership practices;

**CREATED A NETWORK** of leaders across business, government, labour and civil society;

**FOSTERED** increased economic opportunities and partnerships between Indigenous and non-Indigenous organizations and communities;

**OBTAINED A CERTIFICATE** of completion from Emerging Leaders' Dialogues Canada and Royal Roads University;

**BECOME A PART OF** the global Emerging Leaders' Dialogues 10,000 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.

# EXPERIENTIAL TOUR LOCATIONS



Boom and Batten with MLA Adam Olsen

Canadian Union of Postal Workers

Canadian Coast Guard - Department  
of Fisheries and Oceans

Capital Regional District

Greater Victoria Coalition to End Homelessness

Inner Harbour walking tour

Lieutenant Governor of British Columbia,  
The Honourable Janet Austin at  
Government House

M'akola Development Services

Ocean Networks Canada

Pacific Forestry Centre, Canadian Forest  
Service, Natural Resources Canada

Royal British Columbia Museum

Salish Sea Industries

Seaspan Shipyards

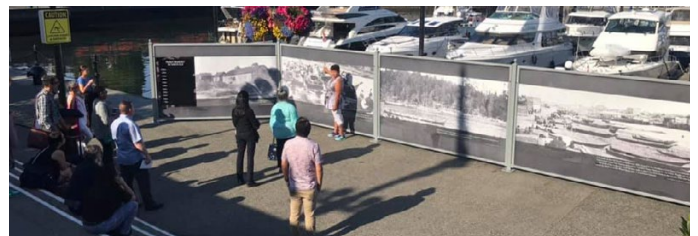
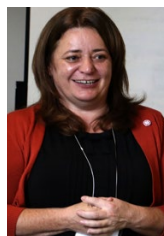
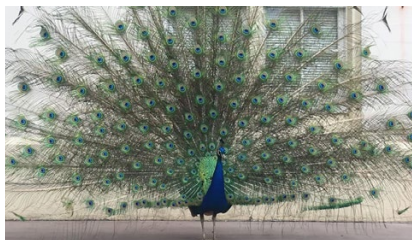
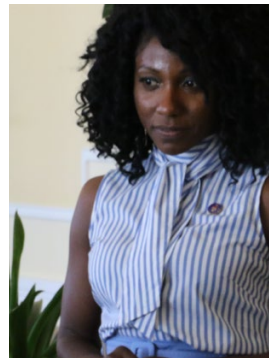
Songhees Innovation Centre

Songhees Nation

The South Island Prosperity Partnership (SIPP)

The Vancouver Island South Film  
and Media Commission

TopSoil Urban Agriculture



# PARTICIPANTS

## DEMOGRAPHICS

- » Age range: 21 - 59
- » 5 Government, 2 labour/employee advocacy, 3 NGO & 7 Corporate
- » 53% Indigenous leaders
- » 71% women, 29% men
- » Indigenous communities represented: Batchewana First Nation of Ojibways, Lkwungen (Songhees Nation), Metis Nation of Saskatchewan, Duck Lake Local, Musqueam, Qalipu Mi'kmaq First Nation, Samoan, Skatin First Nation, Thunderchild First Nation
- » Provinces represented: British Columbia, Ontario, Quebec
- » Countries represented: Bahamas, Canada, Grenada, Jamaica, New Zealand

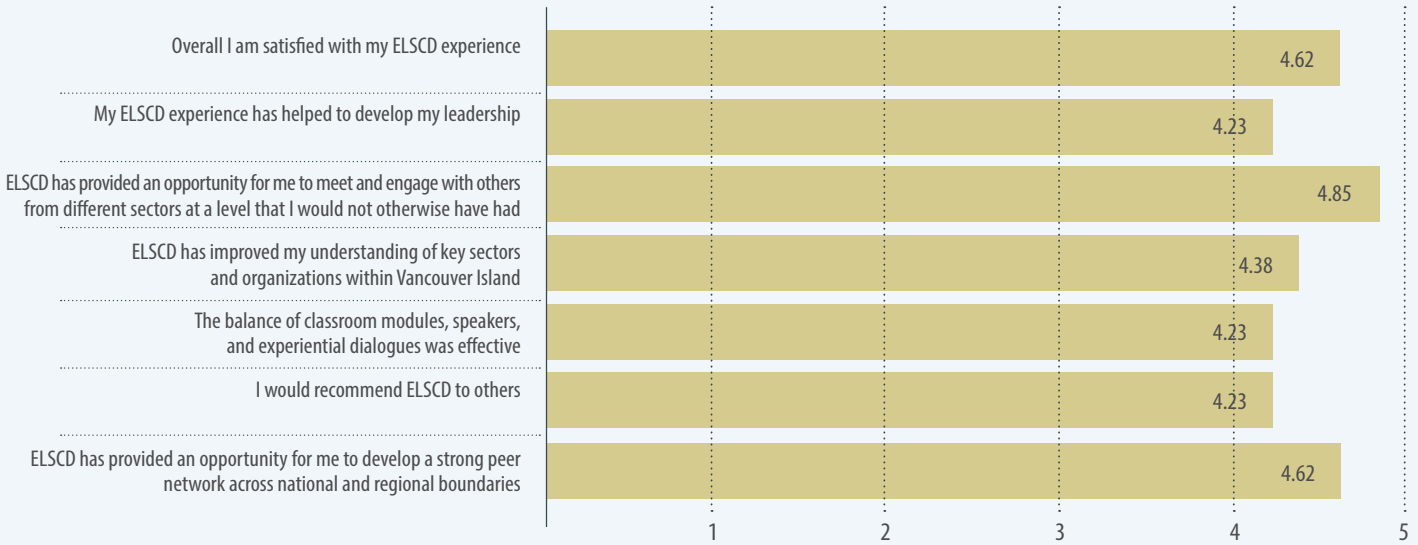
## PARTICIPANTS PLACE OF EMPLOYMENT/STUDY:

Canadian Armed Forces  
Cree8ive Advisory  
Exim Bank  
First Nations Financial Management Board  
Healthcare of Ontario Pension Plan  
Jazz Aviation  
M'akola Housing Society  
Natural Resources Canada  
Pricewaterhouse Coopers  
Shopify  
Songhees Nation  
Tourism Development Corporation, Bahamas  
Translation Bureau, Government of Canada  
Vancouver Aboriginal Community Policing Centre  
Westcoast Energy Enbridge Pipelines Inc

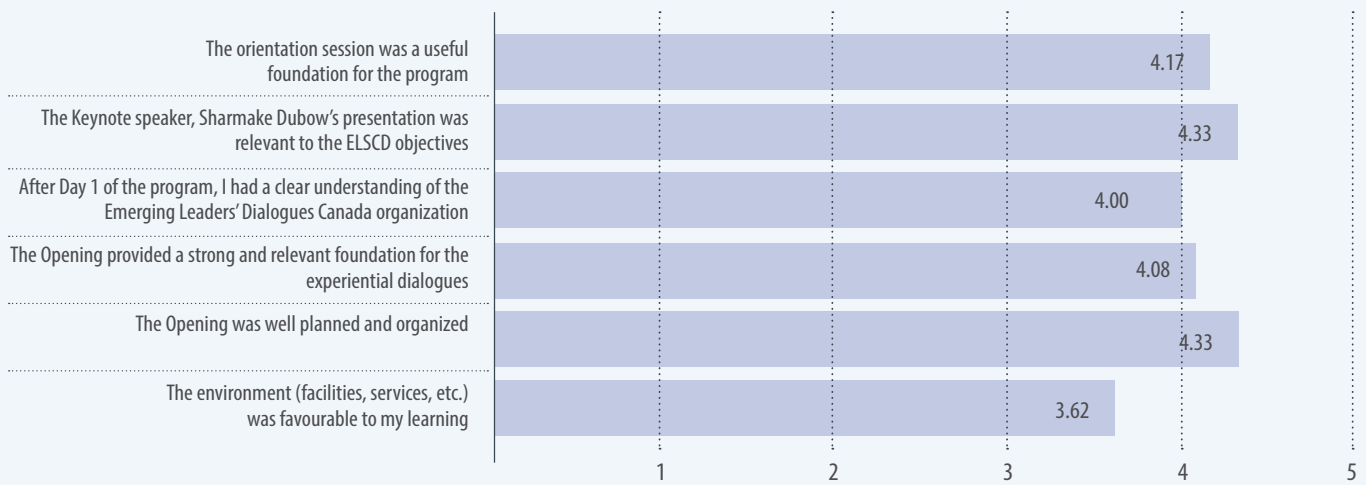


# OUTCOMES

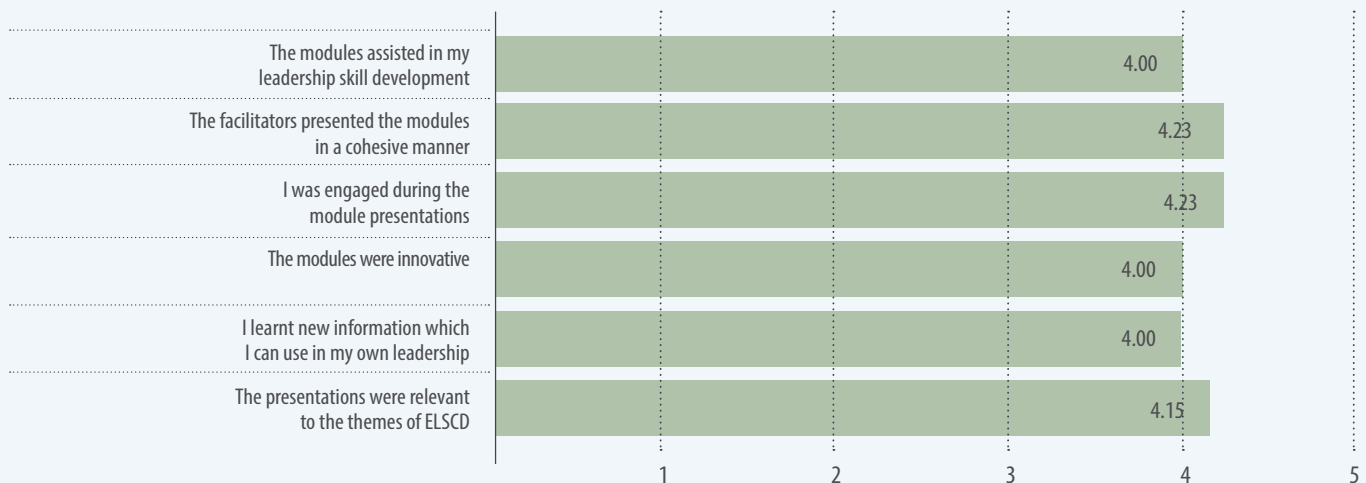
## OVERALL ELSCD EXPERIENCE



## OPENING SESSION - ORIENTATION AND DINNER



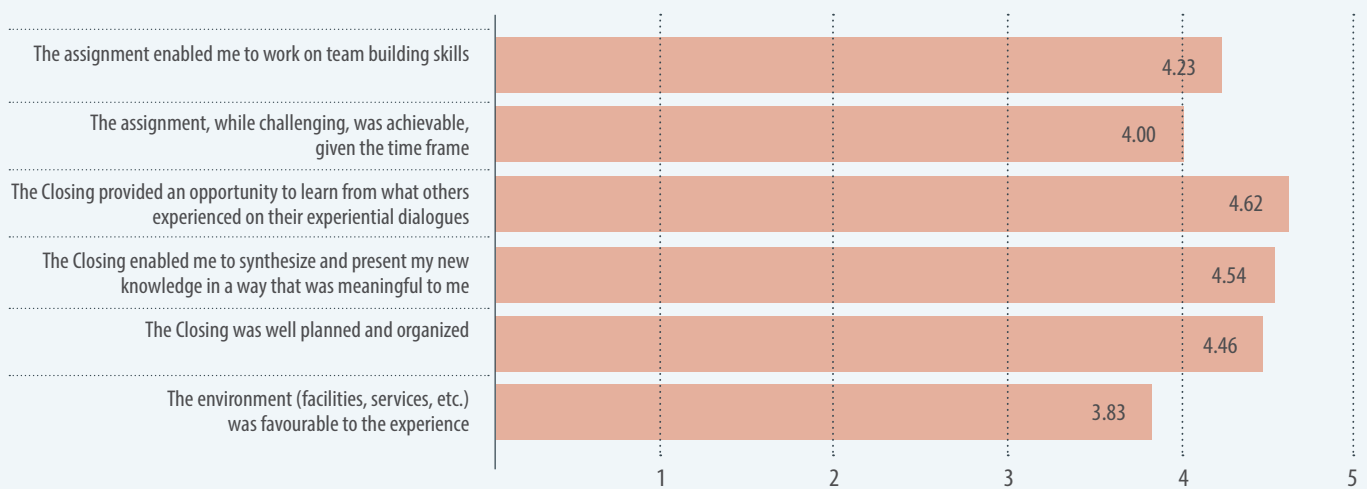
## MODULES



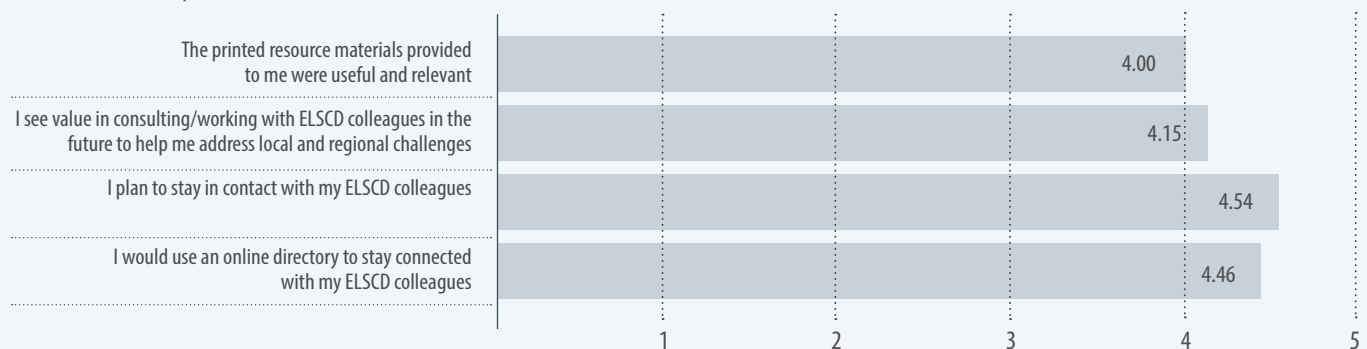
## EXPERIENTIAL DIALOGUES



## ASSIGNMENT AND CLOSING SESSION



## RESOURCES, NETWORKING AND GENERAL COMMENTS



# IMPACT

## What are the key strengths of ELSCD?

*There is a unique international component that sets this program above others.*

*The most meaningful component of the week was the relationships we built among the participants. As such, I think smaller groups of people who are open to honest dialogue is key.*

*Definitely the site visits and direct interaction with a variety of leaders working towards the common goal of sustainable community and reconciliation.*

*The element of allowing people to show vulnerability and to feel safe to speak freely was commendable and I do believe that was initiated and carefully constructed by Teara and Guy as the first persons to interact with the Group.*

*Selecting high quality and motivated participants.*

*The inclusion of indigenous leaders, organizations, and businesses within the program.*

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

*Some of my own tendencies toward linear thinking/leadership and need for more inclusive/collaborative leadership.*

*The deep relationships and caliber of participants. The diversity of the group was exceptional and made the learning so rich and engaging.*

*That creating a space where others can feel safe to voice their opinions, speak their truths and unmask their true emotions is a large part of being a leader.*

*That it is a long and complicated road towards reconciliation. The governmental systems and processes are more complex and incredibly slow. What I also learned is that despite the fact that each participant comes from a different background and industry, we are very respectful to each others perspectives and how we understand and process things. We would agree to disagree in our dialogues.*

*How individuals from varying sectors and points of view can break down barriers to bond together.*

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

*I'd be happy to share more ideas to make this experience even more exceptional. I think there is a gem here that with some work could exceed similar programs given the diversity, smaller groups, time lines, and international perspective.*

*I will commit to sharing the knowledge I have gained through this unique program, within my organization and personal life in the hope of continuing the dialogue. A program like this is essential to passing the baton to the next generation of leaders.*

*Advocate for mental wellness and recruit future ELSCD participants*

*I hope to be involved in the planning of the next program.*

# ELSCD PARTICIPANT TESTIMONIALS

*This was a transformational experience for myself. It gave me an insight into how things could be when people break down barriers and work together for the good of all. I will miss all the participants and hold the week experience as a highlight.*

— David Pereira, Money Solutions Specialist, Shopify Inc.

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*This unique program has enriched me in more ways than I could have imagined. I will share my knowledge within my organization in the hope of continuing the dialogue. The collective experiences throughout the week from peers, site visits,*

*speakers and facilitators allowed for personal growth, further leadership development and effectively cultivated the ability to sustain a lasting network we have built. Most importantly, it has shifted the way I reflect and the way I see multiple sectors promote relationship building, collaboration and reconciliation between indigenous and non-indigenous individuals and communities. A program like this is essential to passing the baton to the next generation of leaders.*

— Vivienne Seiler, Inflight Operations Manager, Jazz Aviation LP

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*The opportunity to spend a full week with emerging leaders from a cross section of industry and government was priceless. An excellent mix of classroom and hands on learning.*

— Shayla Point, Director of Market Development, Laws & Stakeholder Relations, FMB

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*Such an amazing program. It was so great connect with leaders from around the world. I highly recommend this program.*

— Lorelei Williams, Sisterwatch/ Vancouver Aboriginal Community Policing Centre Women's Coordinator

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*ELD for Sustainable Community Development in BC 2019 was a leadership course like no other. The group of 17 came from all different backgrounds and gelled almost immediately. We were punctual, respectful of others, very interested in the theory and field trips. The ELD organizers did yeoman's work to make the experience an exciting and educational one for us all. We were able to be disruptive and create a Closing Ceremony that was more in keeping with the spirit of the group and required everyone's participation. Thank you for making it so special, CCELD can't count on my continued support.*

— Janet Johnson, Executive Director, Tourism Development Corporation, Bahamas

*ELD strikes the right balance between structured and experiential learning. It draws participants into thought provoking discussions, encourages critical thinking and innovative problem solving. I would recommend the ELD course for anyone interested in developing their leadership skills. I am grateful for the opportunity to have attended the ELD program at Royal Roads University; it was quite simply unique from any other educational or career training I have ever taken.*

— Sincerely Jason Quinn, P.Eng.  
Senior Environmental Advisor  
Explosives Safety and Security  
Branch Natural Resources  
Canada



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