



## **PROGRAM**

*MAY 19th - 22nd*

TOGETHER WE SHIFT,  
TOGETHER WE THRIVE

# WELCOME TO THE 2025 BANFF SYSTEMS SUMMIT

We're thrilled to gather with you—practitioners, students, educators, and systems thinkers from across sectors and regions—for four days of shared exploration and learning in one of the most awe-inspiring natural systems on Earth.

In the spirit of respect, reciprocity, and truth, we honour and acknowledge that the townsite of Banff is located on traditional Treaty 7 territory. These sacred lands are a gathering place for the Niitsitipi from the Blackfoot Confederacy, of whom the Siksika, Kainai, and Piikani First Nations are part; the Îlethka Nakoda of the Chiniki, Bearspaw, and Goodstoney First Nations; the Tsuut'ina First Nation; Métis Nation of Alberta (Battle River Territory), and many others whose histories, languages, and cultures continue to enrich our vibrant community. The Bow Valley has also long been important to the Ktunaxa and Secwépemc (suh-Wep-muhc) First Nations who traditionally occupied lands and used the watersheds of the Columbia and Kootenay Rivers and the eastern slopes of the Rockies. The area was also used by the Mountain Cree clan of Chief Peechee, and the Dene of the far north and far south.

Whether you come from the public, private, nonprofit, or academic world, your presence reflects a growing recognition: that in a time of accelerating change and uncertainty, systems thinking offers not just a set of tools, but a way of seeing, connecting, and acting. This

gathering is rooted in the belief that navigating today's challenges requires more than siloed expertise—it calls for shared inquiry, adaptive thinking, and the courage to confront uncertainty together.

Over the next four days, we invite you to engage deeply—with ideas, with one another, and with the awe-inspiring living systems that surround us, as we gather on Sleeping Buffalo Mountain. This summit is not about easy answers, but about exploring better questions—questions that reveal systems, illuminate interdependence, and stretch our collective capacity to respond wisely in a radically shifting world. Welcome to Banff, and to a summit where the terrain—both literal and metaphorical—invites us to think differently, together.

Your Summit Co-Chairs,

LENA SOOTS-HALEY



JAMES STAUCH





# MAP THE SYSTEM CANADA

Map the System Canada is more than a student competition; it's a launchpad for the next generation of changemakers. Every year, thousands of students across the country take on the challenge of deeply understanding complex social and environmental problems through systems thinking. This is no small feat. It demands empathy, rigour, and the courage to sit with uncertainty.

But, systems thinking doesn't happen in isolation. That's why we're proud to host the Map the System Canada Finals as part of the Banff Systems Summit this year. These brilliant student teams have done the hard work of mapping their systems. Now, they deserve the opportunity to connect with the global systems thinking community to learn from experienced practitioners, share their insights, and see that they are not alone.

The Summit offers what the classroom cannot: a living network of thinkers, doers, and visionaries working at every level of change. We hope that by bringing these two spaces together, we create not just a celebration of ideas, but a bridge and one that supports these students in carrying their learning forward into action.

To the students joining us: your work matters. And to everyone reading this: thank you for helping to build the world they'll inherit.

Your Map the System Canada Program Manager,

**ASHLEY DION**





## ABOUT MAP THE SYSTEM CANADA

Map the System Canada challenges students and recent graduates to explore a complex issue by focusing on understanding, not immediate solutions. Through deep research and system mapping, participants examine the root causes, key actors, and existing efforts surrounding a pressing social or environmental problem. In doing so, they learn to see the whole system and its patterns, power dynamics, and potential leverage points for change.

At its core, Map the System Canada cultivates the mindset we know is essential for systems change: one that prioritises learning before action and values connection over competition. It's not just about ideas, it's about how we think. Map the System Canada is in partnership with the Skoll Centre at the University of Oxford and is made possible by the generous support of ATCO.



**543** teams from across Canada registered for MTS Canada



**11** institutions registered this year



# MAP THE SYSTEM CANADA 2025

## TEAMS AND TOPICS



### CORPUS CHRISTI COLLEGE

When Care Doesn't Connect: Mapping Vancouver's Toxic Drug Crisis

**Team Members:** Khushi Khanna, Holle Erichsen, and Kayla Safavi

**Educator:** Antonio Daling



### HUMBER POLYTECHNIC

Mapping the Cyber Slavery Ecosystem in Myanmar and Beyond

**Team Members:** Yangshu (Kelly) Jiang and Maharshi Trivedi

**Educators:** Elinor Bray-Collins and Sara Hassan



### MEMORIAL UNIVERSITY OF NEWFOUNDLAND

Unseen Struggles: A Systems View of Mental Health Challenges Facing Newcomers in Canada

**Team Members:** Emmanuel Agbanah-Owa and Emily Rocha

**Educator:** Alyssa King



### MOUNT ROYAL UNIVERSITY

The Systemic Undervaluation of Care

**Team Members:** Grace Moore and Damon Vennard

**Educator:** Nicole Darnayla



### ROYAL ROADS UNIVERSITY

Fast Food Impact on Public Health, Social Trends, and Economy in North America

**Team Members:** Daniil Lyubomudrov, Om Mistry, and Sanskriti Shetty

**Educator:** Alejandra Chacón



## THOMPSON RIVERS UNIVERSITY

Topic: Unattached and Underserved: Understanding the Primary Care Crisis in British Columbia

**Team Member:** Jenna Sims

**Educator:** Cheryl Gladu



## UNIVERSITY OF ALBERTA

Topic: Plastic With Purpose: The Plastic Waste Problem in Edmonton, Canada

**Team Members:** Ayla McCallum, Claire Theaker-Brown, Moyosooreoluwa Okunlola, Zirui Wang and Kritika Rawat

**Educators:** Lianne Lefsrud and Kiera Greenaway



## UNIVERSITY OF CALGARY

Disjointed - Hip & Knee Surgical Wait Times Crisis in Alberta

**Team Members:** Amy Chen, Howard Leong, Taro Lakra, Kapilan Panchendrabose, and Sunand Kannappan

**Educator:** Kurt White



## UNIVERSITY OF NEW BRUNSWICK

Rethinking Educational Pathways to Employment for New Brunswick Youth

**Team Members:** Emily Paul, Tanishka Tyagi, and Zaki Farok Khimani

**Educator:** Kush Bubbar



## UNIVERSITY OF WATERLOO

Livestock Disease Outbreaks in Uganda

**Team Member:** Gabriel Jabile

**Educator:** Paul Heidebrecht

# DAY 1 AGENDA

## MONDAY MAY 19th

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3:00 PM - 3:30 PM	<b>Map the System Canada Welcoming Remarks</b> K103	
3:30 PM - 5:15 PM	<b>Map the System Canada Competition</b> K103	
	<b>Room 1: K205</b> University of Alberta Corpus Christi College University of Calgary University of New Brunswick University of Waterloo	<b>Room 2: K203</b> Humber Polytechnic Memorial University of Newfoundland Mount Royal University Royal Road University Thompson Rivers University
5:15 PM - 6:15 PM	<b>Reception</b> Kinear Centre Hallway	
6:15 PM	<b>Banff Systems Summit Welcoming Remarks &amp; Dinner</b> K103	
7:45 PM	<b>Fireside Chat with Daniela Papi, Nick Gregg, and Roisin Dillon</b> K103	
8:30 PM	<b>Announcement of Map the System Canada Winners</b> K103	



# DAY 2 AGENDA

## TUESDAY MAY 20th

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7:00 AM - 8:30 AM	<b>Breakfast</b> Vistas Dining Room
9:00 AM - 10:30 AM	<b>Keynote Speaker - Leroy Little Bear</b> K103/105
10:30 AM - 10:45 AM	<b>Break</b>
10:45 AM - 12:00 PM	<b>Summit Sessions</b> Various Locations - See page 12
12:00 PM - 1:15 PM	<b>Lunch</b> Vistas Dining Room
1:15 PM - 2:30 PM	<b>Summit Sessions</b> Various Locations - See page 12
2:30 PM - 2:45 PM	<b>Break</b>
2:45 PM - 4:00 PM	<b>Summit Sessions</b> Various Locations - See page 12
6:00 PM	<b>Dinner</b> Vistas Dining Room
7:00 PM	<b>Performance for Reuben and the Bullhorn Singers</b> K101/103/105
8:00 PM	<b>Informal Chats</b> Maclab Bistro

# DAY 3 AGENDA

## WEDNESDAY MAY 21th

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7:00 AM - 8:30 AM     **Breakfast**  
Vistas Dining Room

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9:00 AM - 10:30 AM     **Summit Sessions**  
Various Locations - See page 13

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10:30 AM - 10:45 AM     **Break**

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10:45 AM - 12:00 PM     **Summit Sessions**  
Various Locations - See page 13

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12:00 PM - 1:15 PM     **Lunch**  
Vistas Dining Room

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1:30 PM - 4:00 PM     **Activities in Banff**  
Various Locations - See page 13

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**Participants to arrange their own dinner plans**

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8:00 PM     **Informal Chats**  
Maclab Bistro

# DAY 4 AGENDA

## THURSDAY MAY 22nd

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7:00 AM - 8:30 AM    **Breakfast**  
Vistas Dining Room

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9:00 AM - 10:30 AM    **Global Student Showcase & Storytelling**  
K103 and K105

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10:30 AM - 10:45 AM    **Break**

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10:45 AM - 12:00 PM    **Keynote Speaker - Jean Boulton**  
K103

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12:00 PM - 1:15 PM    **Closing Remarks**  
K103

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12:15 PM - 1:15 PM    **Lunch**  
Vistas Dining Room

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# SUMMIT SESSIONS

DAY 2

TUESDAY MAY 20th

	K203	K103/105	K201	K101	K205
10:45 AM - 12:00 PM	<b>Visual Art and Craftivism as Tools for Social Change</b> <i>with Stephanie Banzky</i>	<b>The Good, the Bad, the Ugly and the Beautiful of Systems Change: Stories from the Albertan Landscape</b> <i>with Karla Heinz, Temitope Ojo, and Diana Lowe</i>	<b>Prosperity Starts in Place</b> <i>with Lori Hewson and Jaclyn Silbernagel</i>	<b>Building Trusting Nonprofit and Municipal Partnerships: Lessons from the Field</b> <i>with Annelies Tjebbes and Sarah Lamb</i>	<b>From Complexity to Clarity: Practical Approaches for Systems Change Evaluation</b> <i>with Shelby Corley</i>
1:15 PM - 2:30 PM	<b>Summit Tapestry</b> <i>with Stephanie Banzky</i>  <i>*All participants are invited to join in co-creating this summit artifact</i>	<b>Beautiful Questions and Broadening Perspectives: A Multi-Pillar View</b> <i>with Nancy Southern, Bonnie Drozdowski, Carolyn Dahl Rees, and Connie Van der Byl</i>	<b>Active Reconciliation Treaty 7: A Collective Journey of Reconciliation Through Systems Change</b> <i>with Tim Fox, Gabriel Chen, Mackenzie Brown, and Evelyn Goodstriker</i>	<b>How Non Profits, Governments, and Charities Can Work Together Differently to Get the Change That We All Want</b> <i>with Barb Rallison, Shaun Loney, Eman Husain and Brendan Bakay</i>	<b>Mapping Complexity: A Hands-On Journey into Systems Thinking with Functional Resonance Analysis Method (FRAM)</b> <i>with Vahid Salehi and Alexis McGill</i>
2:45 PM - 4:00 PM		<b>From Polarities to Participation: Shifting Systems of Civil Conversation</b> <i>with Colin Jackson, Alejandra Chacón and Leah Roedler</i>	<b>Exploring the Value of Diverse Perspectives in System Transformation Practice and Thinking</b> <i>with Yonatan Ghebray and Allan Boesak</i>	<b>Breaking Taboos: Empowering Youth to Challenge Stigma Through System Thinking</b> <i>with Prakriti Dhakal</i>	<b>More Than Oil: Rural Alberta Community Innovation</b> <i>with Dr. Maria Mayan and Geraldine Cahill</i>

## DAY 3

### WEDNESDAY MAY 21th

	K203	K103/105	K201	K101	K205
9:00 AM - 10:30 AM	<b>The Complexity Dojo</b> with Julian Norris	<b>Building a Barrier-Free World: Integrating Accessibility, Lived Experience, and Systemic Design</b> with Matthew Shaw, Keely Kidner, and Kyle Koss	<b>Reconciliation Learning Circles: Systems Change through Ethical Spaces</b> with Tori McMillan, Dion Simon, and Zoë Say	<b>Systems Modelling and Sustainability with LEGO</b> with Tamara Connell	<b>Building Resilient Communities through Systemic Design Approach</b> with Huzaifa Faisale
10:45 PM - 12:00 PM	<b>Embodying Changemaking Beyond the Post-It: Creative Pathways to Social Change</b> with Stephanie Banzsky and Louie Fermor	<b>Let's Nerd About Discomfort: Getting Out of the Rut and Towards the Forest</b> with Christine Spottiswood and Cassie Bingham	<b>Building Bridges: Practical Tools for Teaching Systems Thinking and International Collaboration</b> with Elinor Bray-Collins, Sara Hassan, and Isabel Sousa	<b>The Crane Chain: A Hands-On Navigation of Interdependence in Systems</b> with Evan Galbraith and Sebastien Rioux	<b>Reimagining a Holistic Civic Education: Igniting Relationships, Sparking Imagination and Transforming Systems Together</b> with Susan Sanning and Kesho Scott

## OFF SITE TOUR & ACTIVITIES IN BANFF

1:30 PM **Cave and Basin National Historic Site Tour**

*\*Registration Required*



*\*Scan Here for Registration  
Guests will need to modify their registration by logging in, selecting the tour or activity, and continuing all the way to the confirmation page.*

2:45 PM - 4:00 PM **Blackfoot Hand Games** with Roy Bear Chief and Hayden Melting Tallow

Meet at the Banff Centre Amphitheater  
*\*Registration Required*

**Stories and Connections: Walking Sleeping Buffalo Mountain** with Jeff Horvath

Meet outside front doors of Kinnear Centre for Creativity & Innovation

# KEYNOTE SPEAKERS



## LEROY LITTLE BEAR

As one of Canada's most respected Indigenous academic voices, Dr. Leroy Little Bear was made an Officer of the Order of Canada in 2019, received the University of Lethbridge Ingrid Speaker Research Medal in 2017, was awarded the Alberta Order of Excellence in 2016 and holds honorary doctorates from the University of Lethbridge and the University of Northern British Columbia. He is also an honorary Eminent Scholar at Red Crow Community College. Little Bear holds a Juris Doctor from the University of Utah, a BA from the University of Lethbridge, and an Associate Arts Degree in Forestry from Wenatchee Valley College.

Little Bear has been a mentor and consultant on Indigenous matters at local, provincial, national and international levels, and helped establish the Native American Studies program at the U of L. His writings and work have greatly influenced legal and policy realms including the United Nations Declaration on the Rights of Indigenous Peoples, the re-establishment of the Blackfoot Confederacy and the First Nations Buffalo Treaty. He is the author of several esteemed publications and was the first Indigenous person to be quoted by the Supreme Court of Canada. Little Bear was born and raised on the Blood Reserve (Kainai First Nation) west of Lethbridge.



## JEAN BOULTON

Jean Boulton PhD, MPhil, MBA, FInstP studied physics at Oxford and Cambridge before turning to management and the social sciences. She has an international reputation for scholarship in the field of complexity thinking and consults, writes, researches and lectures about its application to systemic change, strategy and leadership, sustainability and community engagement. She is lead author of *Embracing Complexity* (2015: OUP) and has recently written *The Dao of Complexity* (2024: De Gruyter). She has held executive and non-executive roles, and consults to the private and not-for-profit sectors. Dr. Boulton is keenly interested in global futures and transformative change, and is engaged in local place-based initiatives in her hometown in England. See [www.embracingcomplexity.com](http://www.embracingcomplexity.com)

# OUR SPONSORS



## SPECIAL THANKS TO THE SUMMIT PLANNING TEAM

ATCO: Alicia Tropak, Andrea Klaiber-Langen, and James Stauch

GravityPull: Ali Pilon and Kinga Starzyk

Institute for Community Prosperity: Ashley Dion, Lena Soots-Haley, and Katharine McGowan

