

Buffalo Mountain Drum

Aboriginal Leadership and Management Programs at The Banff Centre

2010 - 2011

Founding Partners

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DEVELOPMENT FUND

Nexen Chair's First Year
Elder Tom's Teachings
Grassroots Leadership



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At Nexen, it's not just what we
do that makes us leaders —
it's how we do it.

Nexen, a Canadian-based, international oil and gas company is committed to working collaboratively and respectfully, building our assets and finding new ways of developing our oil and gas resources — conventional and unconventional — through innovative adaptation of technology. Our leadership extends beyond business and into the community through our support of Aboriginal partnerships and The Banff Centre's Aboriginal Leadership and Management Development programs.

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The Banff Centre
inspiring creativity

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Director's Message



Tansi!

"What makes a fire burn is space in between the logs, a breathing space." This line from a poem by Judy Brown describes the kind of space we try to create here at The Banff Centre in our Aboriginal Leadership and Management programs. It is a space where Indigenous leaders can gather away from their offices to focus on exploring ideas, concepts, models, and processes related to leadership and management excellence. They can take the time to deeply engage in their personal and professional learning journey in a safe, neutral environment. Leaders take this knowledge of modernity back to their communities to lead innovative change, inspire hopes and dreams in their youth, and engage their Elders as they work to maintain their language, culture, and traditions. While our programs explore modern knowledge related to leadership development and organizational studies, they are also culturally attuned.

The Bow Valley, where The Banff Centre is located, is a space in between mountain ranges where different Indigenous peoples gathered for more than 11,000 years to trade, engage, and share with each other. Today, The Banff Centre still draws artists and leaders from across the country and around the world to this powerful place on the side of Buffalo Mountain for inspiring creativity and learning. The natural environment in all its beauty and splendour impacts those who gather here.

The Banff Centre is also a space in between – between post-secondary institutional learning and community. It is a continuing education institute that provides space for innovative programming. The Centre is in a space between the past and future with the brand new Kinnear Centre for Creativity & Innovation officially opened as a learning commons, and with the old Donald Cameron Hall soon dismantled to make room for a beautiful outdoor amphitheatre.

Our Aboriginal Leadership and Management program area is currently in a space in between with our new applied research just getting underway, as we continue to offer impactful programs. We have been very active in this new strategic direction, through planning, organizing, and launching our new applied research initiatives. Our new applied research is also a space in between, where we use multidisciplinary approaches to undertake community-based research.

Along with these new initiatives, we have seen some of our internal and extended team leave or move into new positions. Our long-time cultural advisor Elder Tom Crane Bear is stepping back from his full-time role as Elder and is being replaced by Elder John Healy from Kainai First Nation. Diane Gray has left to return back to Alderville, Ontario, to be with her family and work for her community. Long time co-chair Dr. Manley Begay has also decided to step down from his role on the Aboriginal Program Council, our advisory body. Faculty leader Randy Swanson has also decided to retire from his role. We wish all of our extended family the best as they focus on other aspects of their lives as community leaders. Our own Anna Wowchuk has moved into the new role of Research Officer to work closely with the Director and the Nexen Chair in Aboriginal Leadership on the applied research projects. New to our team is Richard Dumas, a journalist and writer, who has just moved up to be our Personal Learning Advisor/Sales Associate, and Katie Smith, who is our new Program Coordinator/Desktop Publisher.

Indigenous peoples around the world are dealing with considerable change and complexity. Our Aboriginal Leadership and Management program area, and The Banff Centre, are also dealing with change. We will build upon our history and strengths, follow our vision for assisting Indigenous leader development, and leverage partnerships to accomplish our goals. Indigenous leaders will continue to benefit from our impactful, practical, and applicable programs, and applied research. They will have the benefit of the space in between modern leadership development knowledge and their own strong cultural assets.

As the Indigenous researcher Leilani Holmes stated, "Some of us will need to find a 'space in between' where both the knowledge of our elders and the knowledge of our colleagues or professors may enter, live, and be voiced."

Brian Calliou "Apahto' Kii",
Director, Aboriginal Leadership and Management





New roles, new adventures for Aboriginal Leadership and Management staff

Aboriginal Leadership and Management welcomes new Personal Learning Advisor/Sales Associate Richard Dumas (right), shown here with Anna Wowchuk, who has moved from Program Coordinator to the new role of Research Officer for the new applied research initiative in Alberta Aboriginal communities. In July we sadly bid farewell to Diane Gray, who welcomed many program participants to The Banff Centre over her four years as Personal Learning Advisor/Sales Associate. She has moved back to her home territory in southeastern Ontario, where she plans to get involved with her community as a member of the Alderville First Nation, First Nations people of the Turtle Clan.

Spread the Word!

Establishing Effective Aboriginal Relationships

April 10 – 15, 2011

Individuals working with Aboriginal communities, in business, government or service delivery roles, and those working within the resource sector, will discover meaningful ways to connect and engage with Aboriginal organizations and the people who lead them in this impactful three-day program at The Banff Centre.

**Contact Aboriginal Leadership and Management
for more information:**

Phone: 1.888.255.6327

Email: aboriginalleadership@banffcentre.ca



Welcome to Elder John Healy

Aboriginal programs cultural advisor Elder Tom Crane Bear (left) has stepped back from his full-time role as Elder, after 15 years of valuable spiritual and cultural guidance to program participants. New to the role of cultural advisor is Elder John Healy from Kainai First Nation. Both men were celebrated in a special ceremony at The Banff Centre in May.



Aboriginal youth researchers gather to launch applied research project

Members of the Aboriginal youth cohort (above), who have begun work on the Rural Alberta Development Fund applied research project in Alberta's Aboriginal communities, gathered at The Banff Centre in July for an orientation to kick off the project. The youth cohort will be shadowing researchers to learn about best practices in Aboriginal business and communities, and offering up their perspectives.

Canada's Indigenous People Urged to Get Behind UN Declaration

by M. Margaret Froh

Aboriginal Leadership and Management programs explore self-governance from historical and cultural perspectives, providing valuable context for Indigenous leaders in the important work they do for their communities. Margaret Froh, faculty leader for the Principles and Practices of Good Governance program, reflects here upon an important UN declaration impacting Canada's Aboriginal Peoples.

Governance is a dynamic process. Aboriginal rights are not frozen in time, including our right to be self-governing.

Indigenous peoples have a strong foundation for governance in their own laws, language, customs, and traditions. We have the opportunity to learn about and draw from other systems of governance, both within Canada and internationally. The onus is on us as Indigenous peoples to put in place strong structures and institutions in our communities locally, regionally, and nationally, that respect who we are and where we have come from. But those structures and institutions must also be contemporary and capable of meeting the needs of the seven generations to come. We must reconcile modern leadership and organizational development theory with our Indigenous institutions.

We are now mid-way through the United Nations' Second International Decade of the World's Indigenous People that began January 1, 2005. The First Decade saw the establishment of the UN Permanent Forum on Indigenous Issues, and Canada's Indigenous people have been very active and effective in the forum. The success of the First Decade laid the groundwork for the most notable accomplishment to date of the Second Decade: the September 2007 UN General Assembly's adoption of the UN Declaration on the Rights of Indigenous Peoples.

The UN has called for all parties – including nation states, Indigenous organizations, and non-governmental organizations – to work together to affect rapid progress on the UN's objectives during this Second Decade. These objectives address promoting non-discrimination and inclusion of Indigenous peoples in all processes regarding laws, policies, programs, and projects; and the free, prior, and informed consent of Indigenous peoples in decisions that directly or indirectly affect their lifestyles, traditional lands and territories, their cultural integrity as Indigenous peoples with collective rights, or any other aspect of their lives.

From a governance perspective, the Declaration is a wonderful tool for Indigenous peoples. It affirms our right to self-determination and self-government; our right to determine our own identity or membership in accordance with our customs or traditions; and our right to promote,

develop, maintain, and strengthen our distinct political, legal, economic, social, and cultural institutions, including education systems and our own Indigenous decision-making institutions.

The Declaration is now international law. Indigenous peoples have an opportunity and responsibility to implement it. Whether we are working for local Indigenous governments, institutions, or organizations, we have the opportunity to adopt the Declaration and to give it meaning within our own communities. In our dealings with other organizations and governments, we should reference the Declaration and draw from it to actively assert our rights and to promote good governance within and between our organizations.

Nation states, including Canada, clearly have much work to do. There is a great opportunity to conduct meaningful consultation with Indigenous peoples, and to accommodate Indigenous self-government.

The governance landscape for First Nation, Inuit, and Métis people is changing. The opportunities for us to create and implement Indigenous systems and institutions of governance are there, and respect for those systems and institutions is growing in Canada and around the world. The creation of Nunavut and the Nisga'a Treaty are large-scale examples of how Nations can successfully become self-governing. For our communities and Nations to be healthy strong collectives, good governance is fundamental. Effective self-governance in our families, clans, communities, organizations, and institutions will establish the foundation for self-governance within our Nations.

Through the sharing of our stories, our challenges, and our successes, we will grow strong, healthy, and caring self-governing Indigenous communities.

Margaret Froh is a lawyer and faculty leader of the Principles and Practices of Good Governance program. A Métis from the Qu'Appelle Valley in Saskatchewan, Margaret holds a law degree from the University of Toronto Faculty of Law, and is currently the Policy, Law & Compliance Officer for the Chippewas of Rama First Nation in Ontario.



Nexen Chair Spreads the Word on Aboriginal Best Practices Research

by Cynthia Wesley-Esquimaux



Cynthia Wesley-Esquimaux, the Nexen Chair in Aboriginal Leadership at The Banff Centre (far left), gathers before a Norval Morrisseau mural with youth participants in the Canadian Roots Exchange program at the Governor General's mansion in Ottawa. Shown with Cynthia (l-r) are: Celina Nahanni, David Berkal, Leora Smith, and Angel Wolfe. Photo: Ronan MacParland.

“...Aboriginal peoples in Canada, no matter how humble their beginnings or scholastic experiences, have the capacity and drive to make it to the top of any mountain.”

If you knew the young Aboriginal girl who dropped out of high school at 16 and went to work in the insurance industry in downtown Toronto, you would have never imagined, nor would she, that she would wear the title of Researcher in Residence, or have the honour of being the inaugural Nexen Chair in Aboriginal Leadership at The Banff Centre. It just goes to show that Aboriginal peoples in Canada, no matter how humble their beginnings or scholastic experiences, have the capacity and drive to make it to the top of any mountain.

As Nexen Chair, I was able to take a couple of weeks in May to work with Brian Calliou, Director of Aboriginal Leadership and Management, and staff at The Banff Centre on the applied research projects we are moving forward for the Rural Alberta Development Fund (RADF). My extended stay was a terrific experience in how a stretch of solitude, away from hearth and home, can help get some serious writing done. I now understand why people go and live in a log cabin in the mountains when they want to write that book of a lifetime.

The Banff Centre is a place of creativity and passion, and the air virtually vibrates with feeling and excitement. A grand feeling of possibility and wonder certainly seems to permeate just about everything. Perhaps it is caused by the grandeur of the magnificent mountains that surround the Centre, and their stunning beauty reflected in the warm smiles of staff and guests. All I know is that I love it, and I am honoured to have the opportunity to work with an institution with such a proud and productive reputation.

As Chair for the past year, I have had the privilege of spreading the word across Canada that Nexen is supporting research on what makes Aboriginal communities in Alberta and the rest of this country work well. The Banff Centre and the Nexen Chair will spend the next two years documenting, through narrative and mixed media, the successes of key Métis and First Nations communities in Alberta.

As Chair, I will have the special privilege of working closely with the youth cohort that will shadow the primary researchers over the duration of the project. These youth will be exposed to the best of Aboriginal community and business, and will hopefully be inspired through their RADF work to assist in the transformation of Métis and First Nation communities into the future. Through the RADF project it is our intention as researchers and writers to honour the many times we have been told, “We have our own ways.” We will implement the concept of “wise practices” through our work, reflecting the enduring strengths and cultural continuity of Alberta’s Aboriginal peoples.

As one of the many people who will work together to bring this project to fruition, I am looking forward to the special pleasure of visiting with community people and assisting in the recording and filming of their stories of challenge and change.

With the help of talented Aboriginal researchers and writers, over the next 10 years The Banff Centre will create a living repository of the rich tapestries of lived experience that frame the positive economic and social development of many Alberta Métis and First Nation communities.

Over the next year I will have at least one more opportunity to be “researcher in residence” at The Banff Centre again, and I know I will be very excited during that time to review the data collections, photographs, and video work that our research teams will be producing.

Cynthia Wesley-Esquimaux is the first Nexen Chair in Aboriginal Leadership at The Banff Centre.

Aboriginal Leadership and Management Program Model



Sacred Circle of Life

Our programming model is in the form of the sacred circle of life. It is based on the “Revitalizing Aboriginal Nationhood” series of three programs developed in response to a needs assessment survey and alumni think-tank. This foundational series first explores the underpinnings and the route to local sovereignty; then determines how to establish effective institutions that reflect the best of traditional and contemporary ways; and finally provides direction on realizing the dream through strategic planning, implementation, and measurement.

Five additional programs fill out the remainder of the model’s outer ring. Each provides a different set of capacity-building skills and knowledge that are aligned with the building of strong and viable nations and organizations. The inner circles reflect the values and various facets of personal professional development within an Aboriginal paradigm.

Certificate of Aboriginal Leadership, Governance, and Management Excellence

The Certificate of Aboriginal Leadership, Governance, and Management Excellence is awarded to individuals who recognize the importance of continuing education and have successfully completed a total of six programs. The programs are strategically focused on building your capacity to assist your community and organization to successfully move forward into the era of asserting self-determination. In order to complete the Certificate you will need to take the three compulsory programs, and then choose three additional programs from the options available.

The Three Compulsory Programs of the Certificate

Revitalizing Nationhood 1:

Inherent Right to Indigenous Governance (see page 17)

The learning journey evolves with an examination of the philosophical, linguistic, and cultural bases of traditional governance and how these manifest themselves into contemporary governing institutions.

Faculty Leader: Leroy Little Bear, J.D., February 6 - 11, 2011

Revitalizing Nationhood 2:

Establishing Institutions of Good Governance (see page 18)

The journey continues with an exploration of establishing culturally appropriate institutions of good governance to improve the chances of economic and social success.

Faculty Leader: Dr. Duane Champagne, March 20 - 25, 2011

Revitalizing Nationhood 3: Strategic Planning (see page 19)

The last leg of the learning journey is the preparation to take action. You will learn a strategic planning model and the associated tools and techniques that can be successfully implemented to reduce dependence on government and to realize the dream of sovereignty.

Faculty Leader: Bernadette Scharpen, May 15 - 20, 2011

The Optional Programs of the Certificate — Choose Any Three

Negotiation Skills Training (see page 12)

Faculty Leader: Jerome Slavik

October 17 - 22, 2010; February 27 - March 4, 2011

Aboriginal Leadership and Management Development (see page 13)

Faculty Leader: Don McIntyre

October 31 - November 5, 2010

Principles and Practice of Good Governance (see page 14)

Faculty Leader: Margaret Froh

November 21 - 26, 2010; April 10 - 15, 2011

Indigenous Women in Leadership (see page 15)

Faculty Leader: Dr. Cora Voyageur

December 5 - 10, 2010

Best Practices in Aboriginal Business and Economic Development (see page 16)

Faculty Leaders: Lewis Staats and Dr. Stephen Cornell

January 23 - 28, 2011



" The people I've met and the networks I've formed here at The Banff Centre have become invaluable to my life. The courses have changed my life and have given me the tools necessary to effect true change in the future direction of my Nation. My eyes have been opened and can never again be closed."

~ Howard Mustus Jr.
Alexis Nakota Sioux Nation
Glenevis, AB



Negotiation Skills Training

October 17 – 22, 2010; February 27 – March 4, 2011



"It doesn't matter how much experience and knowledge you think you have on negotiations, this course offers everything you really didn't know... I appreciate my new insight."

~ Melanie Mackinnon
Misipawistik Cree Nation Health Authority
Grand Rapids, Manitoba

Program Overview

Many Aboriginal communities and organizations are in negotiations, or are preparing to negotiate, on important issues such as land claims, self-governance, fiscal arrangements, natural resources, co-management agreements, and business partnerships. You will learn and practice each step in the negotiation process by using proven interest-based negotiation techniques.

A High Impact Program For

- Aboriginal leaders and managers mandated to negotiate on behalf of their communities and organizations
- Government negotiators and policy advisors who want to understand the Aboriginal negotiations environment and context
- Private sector parties in negotiation with First Nations and the Crown
- Lawyers, consultants, and advisors to First Nations, Métis, Inuit, and government
- Aboriginal leaders and managers involved in negotiations with funding agencies

Program Highlights

- Interest clarification and the goals of negotiation
- Community participation and support in the negotiation process
- Good and bad results of the negotiation outcome
- How to choose your negotiation team and how to prepare thoroughly for your negotiations
- Build your negotiating skills by participating in simulations, role-play, and improvisation
- Get expert advice on how to be a powerful negotiator
- Examine the duty to consult, the Crown as negotiator, and multi-party negotiations

Faculty Leader

Jerome N. Slavik, lawyer and negotiator, Ackroyd, Piasta, Roth and Day, Edmonton, Alberta. Jerome's primary practice focuses on providing legal advice to numerous First Nations in British Columbia, Alberta, Saskatchewan, and the Northwest Territories.

Other faculty members will include, but are not limited to: **Richard Price**, Associate, Institute for Dispute Resolution, University of Victoria; **Kathleen Lickers**, Barrister and Solicitor, Ohsweken, ON; and **Michael McDonald**, Barrister and Solicitor, McDonald and Company, Vancouver, B.C.

Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and Meals: \$1,155 + applicable taxes

Grant Funding is available, please call for details.

Aboriginal Leadership and Management Development

October 31– November 5, 2010

Program Overview

This program will provide the critical skills leaders and managers need to succeed and prosper. You will have an opportunity to assess your strengths and find out where improvement is needed in your role as a leader or manager. More importantly, you will be given the tools and practice to improve your performance. The emphasis throughout this program will be upon using hands-on techniques to help you master competencies to create strategic focus within your organizations and achieve both personal and organizational goals.

Competency-Focused Program

Using a uniquely engaging process, we work with you to gather feedback about your current leadership and management capacities. Then we will help you build a learning contract to establish expectations and set learning objectives. Our learning contracts are used throughout the program to focus your learning on specific competency areas. After the program they will help you apply your learning in the workplace.

Be sure to register at least one month in advance of the program dates to allow the time to engage in the pre-course assessments.

Program Highlights

- Systems thinking, and problem solving
- Strategic planning and change management
- Aboriginal governance and management and their measurability
- Budgeting, financial management, and funding arrangements
- Measurement and management of programs and performance
- Conflict resolution
- Team building

Faculty Leader

Don McIntyre, PhD Law Student/Artist, University of British Columbia.

Other faculty members will include, but are not limited to: **Murray Dion**, President, Syntolis Group Inc.; and **Scott Walker**, Partner, Assurance Services, Meyer Norris Penny.

Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and Meals: \$1,155 + applicable taxes

Grant Funding is available, please call for details.

“ One of the most powerful experiences of my life.”

~ Cheryl Whiskeyjack
Bent Arrow Traditional Healing Society
Edmonton, Alberta



Programs

Principles and Practice of Good Governance

November 21 – 26, 2010; April 10 – 15, 2011



"The learning is of great relevance to First Nations whose ultimate goal and objective is to be a "high flyer" for this generation and the future of our Nations."

~ Lena Running Rabbit
Siksika Nation
Siksika, Alberta

Program Overview

Aboriginal leaders, managers, and directors are faced with complex issues, accelerated change, and new ways of doing business. This program will explore the structure and management of a governing body for maximum efficiency and effectiveness. You will come away prepared to facilitate new processes, run more productive meetings, and be more effective in your decision-making. You will be able to create new accountability and performance-monitoring structures. You will understand the distinction between leaders' and managers' roles, and clarify your organization's priorities and strategic direction.

A High Impact Program For

- Chiefs and senior administrators of Tribal Councils, Métis Councils, and Inuit and Northern communities
- Aboriginal economic and social development agencies
- Legal entities for Aboriginal profit and not-for-profit organizations
- Managers and administrators of service delivery agencies and organizations
- Aboriginal arts and culture organizations
- Urban Aboriginal organizations

Program Highlights

- Principles and models of good governance
- Structures of governance and accountability
- Ensuring organizational effectiveness through recruitment, training, and development
- New insights on roles, responsibilities, and performance
- Strategic planning and management systems
- Legal aspects of board governance

Faculty Leader

Margaret Froh, Policy, Law, and Compliance Officer, Rama First Nation.

Other faculty members will include, but are not limited to: **Anna Hunter**, Director, Aboriginal Public Administration, Department of Political Studies, University of Saskatchewan; **Ed Allen**, Chief Operating Officer, National Centre for First Nations Governance.

Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and Meals: \$1,155 + applicable taxes

Grant Funding is available, please call for details.

Indigenous Women in Leadership

December 5 – 10, 2010

Program Overview

This program has been created specifically for women leaders. It examines the issues, challenges, and inequities that you as a woman face as you strive to fulfill the responsibilities of your job, meet the needs of your family members, and answer the demands of the community. It offers the opportunity to acquire a variety of made-to-measure tools. Newly-gained skills will serve as the foundation of a personalized action plan that you can take back to implement in your community or organization. An important program asset is the network of colleagues you will develop and whose support you can leverage when you return home. You will leave empowered and capable of confronting the issues that await you back in the workplace.

A High Impact Program For Women who are

- Indigenous women leaders and managers who are responsible for the future of communities and organizations.

Program Highlights

- The challenges of leadership: accountability, performance, decision-making, delegation, and mentoring
- Social and economic issues, trends and implications
- Change management and becoming an agent of change
- Hands-on strategic planning – a model for personal, community, or business planning
- Life balance: stress management, healing, personal boundaries; separating self from career, family, and community
- Facilitation skills training
- Resolving conflict with integrity, creating options, and managing anger
- Women, spirituality, and leadership

Faculty Leader

Dr. Cora Voyageur, from Fort Chipewyan First Nation in northern Alberta, is a Professor of Sociology at the University of Calgary.

Other faculty members will include, but are not limited to: **Bernadette Scharpen**, Ingenus Management and Consulting Co.; **Anna Hunter**, Director, Aboriginal Public Administration, Department of Political Studies, University of Saskatchewan; and **Denise L. Lightning**, lawyer, Hobbema, Alberta.

Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and Meals: \$1,155 + applicable taxes

Grant Funding is available, please call for details.

The Banff Centre is grateful to Enbridge for supporting this program.

“What an amazing and unique opportunity to connect with like-minded, strong Indigenous women. A valuable networking experience to rejuvenate spirit and goals in leadership.”

~ J'net Cavanagh

Association for Native Development in the
Performing & Visual Arts
Toronto, Ontario



Programs

"I believe that knowledge is contained in stories. The facilitators were awesome at sharing their stories and knowledge."

~ Michelle Thut
T'Sou-Ke First Nation
Sooke, B.C.



Best Practices in Aboriginal Business and Economic Development

January 23 – 28, 2011

Program Overview

Building effective economic policy will help achieve more successful, sustainable, and self-determined economic activity. In this program, fundamental issues of governance, such as the creation of culturally appropriate governmental institutions and the role of Aboriginal leaders in effectively planning, creating, and promoting economic policy for self-determined Aboriginal development will be examined. Having determined these foundations, the program will shift focus to the realities of doing business with Aboriginal communities, Aboriginal-owned companies and institutions, and individual Aboriginal entrepreneurs.

A High Impact Program For

- Aboriginal economic development officers
- Those responsible for the political and economic future of their Nation – executive, legislative, and programmatic
- Aboriginal leaders who are in the forefront, developing a local economy by assisting businesses and economic development in their communities, organizations, and commercial enterprises
- Anyone interested in Aboriginal business and economic development

Program Highlights

- Harvard Project on American Indian Economic Development
- Nation-building: tools, policies, and leadership for Aboriginal governments
- Rethinking Native economic policy; insights and implications
- Case study presentations of "Best Practices" in Aboriginal economic policy and Aboriginal governance made by invited representatives
- Taking steps towards Nation-building: asserting self-governance, building institutions, setting strategic direction, and taking action through strong leadership
- Separating politics and business – a community necessity
- Community economics model from an Aboriginal perspective
- All aspects of community economic development and business planning
- Financing Aboriginal economic ventures

Faculty Leaders

Lewis C. Staats, President and CEO, Staats & Associates; and Dr. Stephen Cornell, Professor of Sociology and Director, Udall Center for Studies in Public Policy, University of Arizona.

Other faculty members will include, but are not limited to: Dr. Robert Hathaway, President and CEO, Shamrock Inc.

Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and Meals: \$1,155 + applicable taxes

Grant Funding is available, please call for details.

The Banff Centre is grateful to Enbridge for supporting this program.

Inherent Right to Indigenous Governance

February 6 – 11, 2011

Revitalizing Aboriginal Nationhood Series

Program Overview

Aboriginal nations and organizations are at various stages in exercising local sovereignty. The Supreme Court of Canada, in the Van der Peet case, stated that the sovereignty of Aboriginal societies must be reconciled with Crown Sovereignty. You will come away from the program with an understanding of what a reconciled model of governance would look like after exploring and discussing traditional forms of Aboriginal governance, while gaining a fuller understanding of the colonial forms of governance. Successful self-governance begins with a complete understanding of the constitutional and legal framework regarding the various levels of governments. Learn from an Aboriginal case study – implementing their self-government agreement.

A High Impact Program For

- Aboriginal leaders, administrators, senior management
- Indian, Inuit, and Métis regional or tribal executive directors
- Consultants and legal counsel who work closely with Aboriginal nations and organizations
- Provincial and federal policy analysts and negotiators
- Anyone interested in learning about Aboriginal issues

Program Highlights

- Examples of traditional forms and processes of governance
- Examples of traditional political philosophies and world-view
- Transition from traditional governance to legislated governance
- Reconciling traditional and contemporary forms of governance
- A look at sovereignty and inherent right to self-determination
- Understanding of legal frameworks for various levels of governments
- Self-government case study

Faculty Leader

Leroy Little Bear, JD, a member of the Blood Tribe of the Blackfoot Confederacy, lectures in the Faculty of Native American Studies at the University of Lethbridge, former director of the Native American Studies Program at Harvard University.

Other faculty members will include, but are not limited to:

James (Sakej) Youngblood Henderson, Research Director, Native Law Centre, University of Saskatchewan; Willie Ermine, First Nations University; and Jean Teillet, Barrister and Solicitor; Partner, Pape Salter Teillet, Vancouver, B.C.

Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and Meals: \$1,155 + applicable taxes

Grant Funding is available, please call for details.



"I really enjoyed the course at The Banff Centre, they bring forward issues that our communities are facing today. They offer expert opinions on how to move forward on these issues in a culturally respectful manner."

~ Crystal Lennie
Inuvialuit Regional Corporation
Inuvik, Northwest Territories



"It's great to understand that we are on the right path to self-determination. We have a great deal of the pieces of the puzzle to build an effective and healthy government; it's just a matter of putting the puzzle together."

~ Jamie Michano
Ojibways of the Pic River First Nation
Heron Bay, Ontario

Revitalizing Aboriginal Nationhood Series

Program Overview

Institution building is a necessary step for Aboriginal nations and political organizations to achieve successful nationhood. Research has shown that asserting Aboriginal jurisdiction or local sovereignty without establishing effective, culturally legitimate institutions results in unhealthy communities that remain in poverty. Those who set up effective, culturally appropriate institutions are economically successful and able to revitalize their culture and language as a result of the financial resources generated. They set up institutions such as the rule of law, separation of politics from business, and accountability to their citizens. They became less dependent on government transfer payments and also became politically and economically powerful.

A High Impact Program For

- Aboriginal leaders, administrators, senior management, and planners
- Indian, Inuit, and Métis regional or tribal managers and executive directors
- Consultants and legal counsel who work closely with Aboriginal nations and organizations
- Provincial and federal policy analysts and negotiators
- Industry or government officials interested in Aboriginal issues of self-government

Program Highlights

- Understand how to run a government
- The nature and importance of institutions
- Institution building for good governance in Aboriginal communities
- Establishing capable Aboriginal institutions that reflect cultural values and legitimacy
- Process for drafting and adopting a constitution
- Drafting legislation, regulations, policies and plans
- Structures and processes for implementing governing institutions
- Creating a professional, independent, and culturally appropriate public service
- Enforcement of local laws

Faculty Leader

Dr. Duane Champagne, Professor of Sociology and Native American Studies, UCLA.

Other faculty members will include, but are not limited to: **Carole Goldberg**, Professor of Law, School of Law, UCLA; **Dr. T.J. (Tim) Raybould**, Senior Policy Advisor, First Nations Finance Authority, Westbank First Nation; and **Dr. Jerry Hammersmith**, Broxbourne International.

Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and Meals: \$1,155 + applicable taxes

Grant Funding is available, please call for details.

Strategic Planning

May 15 – 20, 2011

Revitalizing Aboriginal Nationhood Series

Program Overview

Research and best practices indicate that successful Aboriginal nations and organizations set strategic direction and long-term goals. A viable strategic plan is required to keep pace with changes in the world, reduce dependence on governments, and raise the standard of living of Aboriginal citizens now and in the future. You will learn a proven model for strategic planning, based upon systems thinking and its associated processes, tasks, and activities. The program will prepare you to implement a community, organization, or board strategic planning session; help you focus resources on specific strategies; and provide an understanding of how to keep the plan alive through evaluation, revision, and performance measurement.

A High Impact Program For

- First Nations, Métis and Inuit councils, and tribal councils
- Boards of Aboriginal economic and social development agencies, governing boards, commissions, and legal entities for Aboriginal profit and not-for-profit organizations
- Managers, administrators and team leaders
- Aboriginal leaders
- Urban Aboriginal organizations and agencies

Program Highlights

- Learn systems thinking
- Learn to use the techniques involved in a strategic planning model
- Identify the vision, mission, and values for your community/organization/board
- Learn how to determine the key factors of success
- Complete a current state assessment and an environmental analysis
- Set strategies on which to focus resources and efforts
- Develop business and operations plans
- Learn how to implement your strategic plan and how to evaluate and measure its performance

Faculty Leader

Bernadette Scharpen, Ingenus Management and Consulting Co.

Other faculty members will include, but are not limited to: **Lee Schmidt**, Associate, Peter Grant & Associates; **Don McIntyre**, artist and PhD Law student, University of British Columbia, Vancouver, B.C.; **Elizabeth Logue**, Manager, Social Policy Renewal Directorate, Indian and Northern Affairs Canada.

Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and Meals: \$1,155 + applicable taxes

Grant Funding is available, please call for details.

"The strategic planning program is a must for every organization and/or community. It gives a clear outline of what the process is, and will produce results if followed."

~ Vivian McDonald
Aseniwuche Winewak Nation
Grande Cache, Alberta



Custom Aboriginal Programs and Applied Research



Aboriginal Leadership and Management can provide customized programs and applied research in partnership with your organization or community. We have earned our reputation as Canada's foremost centre for leadership and management development by helping organizations and communities like yours develop the critical competencies and understanding they require to reach their goals and achieve success. Many of our public programs offered at The Banff Centre can be customized for your community or organization.

We can also customize specific modules of our public programs to meet your two- to four-day development needs. Popular topics from these programs are:

- Negotiation skills training
- Board governance development
- Strategic planning
- Leadership and management development

Our programs are designed to enhance the capabilities of First Nations, Métis, and Inuit leaders and managers, and reflect a clear understanding of Aboriginal leadership issues. We can assist Aboriginal nations and organizations to build capable governing bodies that are compatible with their cultures and traditions.

We offer exciting ways to learn new management and leadership skills which allows leaders to become more creative, inspired, and focused. By partnering with us, your organization or community can benefit from a comprehensive, well-rounded, and relevant learning experience. With highly experienced Aboriginal faculty who are experts in their fields, our programs involve an experiential learning approach: hands-on, multi-dimensional, and interactive.

Successful program partnerships have been developed with:

Anishinaabeg of Kabapikotawangag Resource Council Inc., Ontario
Apeetogosan Métis Development Inc., Alberta
Athabasca Tribal Council, Alberta
Atlantic Policy Congress for First Nation Chiefs, Nova Scotia
Canoe Creek Indian Band, British Columbia
Carcross Tagish First Nation, Yukon
Dakota Ojibway Tribal Council, Manitoba
Deh Cho First Nations, Northwest Territories
Government of Nunavut
Gwich'in Tribal Council, Northwest Territories
Métis Nation of Alberta
Mi'gmawei Mawiomí Secretariat, Quebec
Municipal and Community Affairs, Government of the Northwest Territories
Oteenow Employment & Training Society, Alberta
Prince Albert Grand Council, Saskatchewan
Quetico Centre, Ontario
Saskatchewan Indigenous Gaming Authority
Saskatoon Tribal Council, Saskatchewan
Sheshatshui Innu Band Council, Newfoundland & Labrador
Siksika Nation, Alberta
Sucker Creek First Nation, Alberta
Tahltan Central Council, B.C.
Tli Cho Government, Northwest Territories
Tr'ondek Hwech'in First Nation, Yukon
Tulita Dene First Nation, Northwest Territories
Vancouver Child and Family Services Society, B.C.
Wabun Tribal Council, Ontario
Yellowhead Tribal Council, Alberta

Applied Research

Aboriginal Leadership and Management can supply the resources and expertise to work with Aboriginal communities and organizations on specific challenges through an applied research project.

Applied research takes theoretical and/or abstract knowledge and applies it to a specific challenge for the community. The community plays a significant role in applied research in that it partners in the project and also takes an active part in the exploration and dialogue toward a creative and innovative solution.

Call Aboriginal Leadership and Management Program Director, Brian Calliou, at **1.888.255.6327** for more information.



Suncor Energy sees the possibilities.

The Suncor Energy Foundation is a proud supporter of The Banff Centre's Aboriginal Leadership and Management programs. We believe community leaders are created through strong role models. By seeing and hearing how others have achieved success, emerging leaders are encouraged to believe their hopes and dreams are also attainable. We congratulate those who continue to set a path for others to follow and are strengthening their communities in the process. It all begins with seeing what's possible.

Find out more about how Suncor is responsibly developing North America's energy supply.

www.suncor.com



SUNCOR
ENERGY
FOUNDATION

energy | innovative technologies | environmental solutions | contributions to communities | careers

Alumni Profile



"If anything, I think nation-building is the key to our success... This whole notion of bringing the people with you is a very key component. As the saying goes, 'people support what they create'."

Siksika Nation's Chief Leroy Wolf Collar is putting his Certificate of Aboriginal Leadership, Governance, and Management Excellence to good use in his community.

Siksika Nation's Chief Putting Grassroots Leadership into Action

by Shari Bishop Bowes

The Siksika Nation on the south-eastern Alberta plains is a landscape of undulating wheat and native prairie grasses.

While the grasslands have been there forever, it's just in the past three years that Chief Leroy Wolf Collar of Siksika has taken the Blackfoot people he represents back to their grassroots. Chief Wolf Collar and his Council have drawn upon many lessons learned in Aboriginal Leadership and Management programs at The Banff Centre, as they take key steps in the direction of self-governance for the community's 6,000 members.

Wolf Collar, now in his third year as Chief at Siksika, made good on his promise upon election to abolish the portfolio system of management, replacing the Indian Affairs-designed system with one managed by non-elected community members. Today, the Nation's many boards, committees, commissions, and tribunals are managed by about 90 non-elected individuals who oversee everything from health and education, to public works, and employment and social services.

"There'd been criticism for a long time from people not knowing, not understanding what's going on, internally, externally," Wolf Collar said. "So I said, 'here's your chance'. They get to bridge the gap between the elected leadership and the grassroots."

Chief Wolf Collar, who holds a Certificate in Aboriginal Leadership and Management Excellence from The Banff Centre, equipped himself with the knowledge, tools, historical perspective, experience, and confidence required for his role when he began his first program in 1994. He graduated from the certificate program in 2004, with a profound and inspired sense of the direction he wished to take his community.

In 2009, Siksika Nation became Aboriginal Leadership and Management's first Community Partner, upon a commitment to send Siksika's entire elected Council through the six programs required to attain the Certificate in Aboriginal Leadership and Management Excellence. To date, four Siksika councillors have graduated, with the remaining eight well on their way.

Wolf Collar credits the programs' faculty – highly experienced scholars and Aboriginal leaders in their own right – as inspiring the decision by Siksika to create a community partnership with The Banff Centre. Faculty, such as Dr. Leroy Little Bear, James Young Blood Henderson, Dr. Manley Begay Jr., Andrew Bear Robe, and Don McIntyre, "practised what they preached,"

and taught lessons from their deep experience rather than from textbooks, he said.

The impact of sending his Council through the certificate programs has already been profound, Wolf Collar said, as all 12 members now share a common understanding of strategic planning and negotiation skills, as well as agreement on the importance of accountability and transparency in their governance.

Chief and Council at Siksika Nation are using their new team-built leadership capacity to make significant changes in their community. Aside from the introduction of the new grassroots portfolio system, change appears to be afoot in every corner of Siksika.

A brand new, and entirely independent Office of the Ombudsman was launched at Siksika in mid-July as a one-year pilot project, while another key initiative has seen the number of summer jobs for Siksika students increased from 170 two years ago, to more than 300 this summer.

"I take it personally, because when I was in high school, I applied every year for a summer job and I never got one," Wolf Collar said. "Today, I just want everyone to work. Everyone deserves a job."

Siksika also abolished the Tribal Manager's position, Wolf Collar said, when the former post-holder's contract expired. "The Tribal Manager in my mind represented the Indian Agent, and the Indian Agent called the shots across the board. It wasn't a decentralized structure."

"The whole idea of decentralizing is, in fact, just practicing true governance."

As Siksika's chief and council look to the year ahead, morale and passion for establishing an independent model for their First Nation has never been higher.

"If anything, I think nation-building is the key to our success," Wolf Collar said. "This whole notion of bringing the people with you is a very key component. As the saying goes, 'people support what they create'."

Shari Bishop Bowes is marketing officer for Leadership Development at The Banff Centre.

National Aboriginal Achievement Award Recipient 2010

Elder Tom Crane Bear Reflects on the Gifts of Native Culture and Spirituality

by Shari Bishop Bowes

Elder Tom Crane Bear wishes everyone could know Buffalo Mountain as he does. The mountain, which shelters The Banff Centre campus on its wooded slopes, occupies a place in the centre of the Bow Valley that commands respect and reverence. While not as lofty as other Rocky Mountain peaks, Buffalo Mountain's shaggy back catches sunlight like other mountains only dream of.

Elder Tom Crane Bear, recently retired elder in residence at The Banff Centre, would like to share the ancient stories of Buffalo Mountain with each and every person passing by – be they tourists in Banff, participants in the Aboriginal Leadership programs at The Banff Centre, or simply visitors passing through traditional Blackfoot Territory.

"Buffalo Mountain, it's a sacred place," he says. "A lot of people don't know of the sacredness of it."

Crane Bear, a member of Siksika Nation and elder in residence and cultural advisor to Aboriginal Leadership programs at The Banff Centre since 1995, has welcomed thousands of participants to Aboriginal Leadership and Management programs, and to sacred Blackfoot Territory. He has offered prayers of welcome, and shared his honest, heartfelt stories and life experiences to illustrate the importance of honouring Aboriginal culture and traditions.

Nominated by staff and the Aboriginal Program Council at Aboriginal Leadership and Management, and community members, Crane Bear was awarded a National Aboriginal Achievement Award for Culture, Heritage, and Spirituality in Ottawa this May. It was an auspicious moment, to be sure, and, by his own declaration, the most outstanding achievement in his 81 years.

Crane Bear's life took a dramatic turn 40 years ago when he quit drinking, and when he let go of the long-held hurt and pain of a childhood spent in a residential school.

The hurt began at age six, when Crane Bear was sent off to the Chief Old Sun Residential School near Gleichen, Alberta, just 18 km from his home on Siksika. Christianity, a new language, and unfamiliar ways were drilled into the youngster. Use of his Native customs and language were punished, and visits home were limited to one day a month.

The lessons learned from the grandmother who raised him – to be honest, kind, trusting, and respectful – were replaced at the school with anger, abuse, and distrust. Years later, with his school years

behind him, he discovered the numbing effect of alcohol, beat his young wife, and directed his alcohol-fuelled anger at his children.

"With all that hurt, all that hate, everything in me, I had to change," Crane Bear says. "Because my Elders told me you've got to love, you've got to trust, you've got to be honest, and you've got to be kind. These are the things I went and worked on. Today I'm a free man, and now I've got all these things, and I'm using them."

Crane Bear's life lessons have been the backbone of the spiritual and cultural guidance he has offered in his work with The Banff Centre, and as a wellness counselor and well-travelled cultural and spiritual guide. While he has recently stepped back in his duties at The Banff Centre, with Elder John J. Healy of Kanai First Nation now taking on the role of spiritual and cultural guide, Crane Bear remains involved and connected to the people and programs in Aboriginal Leadership.

In his work, Crane Bear has encountered many Native people who are striving to become better leaders, to improve their own lives, and that of their communities. While these goals are important, he said, it is crucial to include the elements of spirituality and Native customs that drive straight to the heart of Native experience.

"So many no longer believe in the sacred part of their lives, and some don't know their culture," Crane Bear says. "This is my job, to get them back, and first of all to talk the language. Get them back to where they come from, who they are."

Crane Bear's lessons include a reverence for nature, and its deep connection to Native spirituality.

"In the olden days (of Banff), this is where Indians camped, using the sacred hot springs. They believed in the spirits, the Indian people, they are a very superstitious people. They claim the trees are alive, stones are alive, water is alive, everything is alive, the mountains, everything."

Buffalo Mountain, now home of The Banff Centre, is perhaps the most alive of all, inviting today's Aboriginal people to understand and respects its sacredness, and perhaps, like hundreds of years before, to find the spiritual gift it offers.

Shari Bishop Bowes is marketing officer for Leadership Development at The Banff Centre.

“...my Elders told me you’ve got to love, you’ve got to trust, you’ve got to be honest, and you’ve got to be kind. These are the things I went and worked on. Today I’m a free man, and now I’ve got all these things, and I’m using them.”

Elder Tom Crane Bear is the recipient of the 2010 National Aboriginal Achievement Award for Culture, Heritage, and Spirituality.





Aboriginal Program Council

The Aboriginal Leadership and Management program area utilizes an advisory body of Aboriginal community and business leaders to inform our program content. This Aboriginal Program Council assists the program director and staff to ensure the quality and relevance of Aboriginal and Leadership programming. Members hail from across Canada, with representation from the United States as well. They bring a wide range of knowledge, experience, expertise, and breadth of perspectives.

Ex-Officio Members

Mary E. Hofstetter	Banff, Alberta
Sarah J.E. Iley	Banff, Alberta
Nick Nissley, EdD	Banff, Alberta
Elder Tom Crane Bear	Siksika Nation, Alberta

Member in Perpetuity

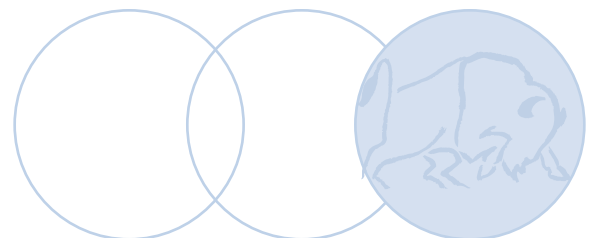
Leroy Little Bear, JD	Lethbridge, Alberta
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Chair

Audrey Poitras	Edmonton, Alberta
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Members

Jason Goodstriker	Blood Tribe, Alberta
Desiree Kematch	Calgary, Alberta
T. Brenda Etienne	Kanesatake, Quebec
Matt Vickers	Vancouver, B.C.
Rick Hansen	Ottawa, Ontario
Judy Gingell	Whitehorse, Yukon Territory
Judy Daniels	Calgary, Alberta
Suzan Shown Harjo	Washington, D.C.
Clint Davis	Toronto, Ontario





Raven Stole the Sun was performed by Red Sky Performance as part of 2010 National Aboriginal Day at The Banff Centre. Credit: Cylla von Tiedemann

Aboriginal Arts at The Banff Centre

Aboriginal Arts programming at The Banff Centre enhances opportunities for Aboriginal artists to research, conceive, and produce Aboriginal work with cultural integrity and artistic merit.

Established in 1993, Aboriginal Arts at The Banff Centre has a commitment to the development and presentation of innovative Aboriginal art. Programming has included performances, concerts, films, storytelling, presentations, workshops, publications, and exhibitions. Aboriginal artists are also invited to take part in self-directed residencies which provide the time and space for focused work as well as the freedom to conceptualize, create, research, and complete projects.

The goal of Aboriginal Arts at The Banff Centre is to contribute to the development of strong and vibrant Indigenous arts communities in Canada and around the world.

Contact Aboriginal Arts

See banffcentre.ca/aboriginal_arts
Call 1.877.613.6725

For more information about
The Banff Centre and its programs,
please contact:

Marketing & Communications
The Banff Centre,
Box 1020, Station 1
Banff, Alberta, Canada T1L 1H5
Email: communications@banffcentre.ca

The Banff Centre

The Banff Centre is Canada's creative leader in arts and culture. Our mission is Inspiring Creativity. In The Banff Centre's powerful mountain setting in the heart of Banff National Park, exceptional artists and leaders from around the world create and perform new works of art; share skills and knowledge in an interdisciplinary environment; and explore ideas and develop solutions in the arts and leadership.

www.banffcentre.ca



The Banff Centre
inspiring **creativity**



Our Founding Partners

We celebrate, and deeply appreciate, the commitment to developing Aboriginal leadership capacity across Canada demonstrated by the following generous funding partners for Aboriginal Leadership and Management who provide key programming and scholarship support.



SUNCOR
ENERGY
FOUNDATION

Our Scholarship and Travel Partners

Providing learning experiences with significant impact – not just for the individual who attends, but for the community at large – is a primary objective for Aboriginal Leadership and Management programs. But for so many individuals, simply being able to afford to attend is their biggest challenge. The following generous supporters are enabling Aboriginal participants to attend our programs by covering their tuition, accommodation expenses, and travel from remote communities.

Invest in Us

Funding partnerships make a difference. Such support provides valuable assistance to participants who would otherwise be unable to afford to participate in Aboriginal Leadership and Management programs. Such support also enriches the communities in which these participants work, and live.

The Banff Centre is open to new ideas for partnerships: from scholarships to programs, from equipment purchase to facility upgrades.

Please contact us to talk about the giving options that might suit you or your organization best.

Contact the Development Office by e-mail, development@banffcentre.ca, or call 1.888.495.4467 or 403.762.6385.

The Banff Centre is supported by funding from the Government of Alberta, through Alberta Advanced Education and Technology, Alberta Infrastructure, and the Alberta Foundation for the Arts. Arts programs are supported by funding from the Government of Canada through the Canada Council for the Arts, and the Department of Canadian Heritage through the National Arts Training Contribution Program.



Gold
Scholarship Partners:



Silver
Scholarship Partners:



Bronze
Scholarship Partners:



Women's Scholarship
Partner:

Harold Milavsky and Marilyn Milavsky

Community Partner:



Scholarship Partners:



Travel Partners:



WHERE ENERGY MEETS EDUCATION



WITH THE ASSEMBLY OF FIRST NATIONS
schoolPLUS
ENBRIDGE BUILDING SUSTAINABLE COMMUNITIES

 **GLOBAL100**

Enbridge's School Plus Program encourages First Nations youth to find value in long-term education.

By providing funding for extracurricular activities that enrich the learning experience, we – in partnership with the Assembly of First Nations – help motivate students in Aboriginal schools near our Canadian operations to stay in school. Through the program, teachers at the Chan Kagha Otina Dakota Wayawa Tipi School at the Birdtail Sioux Dakota First Nation were able to host the Tom Longboat Games, in which students took part in traditional activities such as archery and snowshoe races in the spirit of the great Canadian Mohawk runner.

By investing in young Aboriginal Canadians across our country, Enbridge is investing in Canada's future. Because at Enbridge we deliver more than energy. We deliver on our commitment to help build sustainable communities.

Visit www.enbridge.com/aboriginalpeoples to learn more.

 **ENBRIDGE**
Where energy meets people™



These generous partners have each pledged \$1 million and more to build strength, capacity, and sustainability in Indigenous communities by supporting new initiatives and enhancing current programming in Aboriginal Leadership and Management.



Cynthia Dennis of the Tahltan Central Council in Tat'l'ah, B.C. (top photo) takes part in a group discussion during the Aboriginal Leadership and Management Development program in April. Two participants (bottom photo) find their balance in a high ropes challenge during the same program.

Aboriginal Leadership and Management

Founding Partners

The Banff Centre is pleased to recognize its four Aboriginal Leadership and Management Founding Partners: Nexen Inc., Enbridge Inc., Rural Alberta's Development Fund, and Suncor Energy Foundation. These generous partners have each pledged \$1 million and more to build strength, capacity, and sustainability in Indigenous communities by supporting new initiatives and enhancing current programming in Aboriginal Leadership and Management.



Nexen Inc.

Already a long-time scholarship partner, in 2007 Nexen became The Banff Centre's first Aboriginal Leadership and Management Founding Donor by funding the Nexen Chair in Aboriginal Leadership. The first Nexen Chair, appointed in 2009, is Cynthia Wesley-Esquimaux. The Nexen Chair is leading a research project involving four Aboriginal communities. Projects carried out within these communities will form the basis for case studies that document the wise practices critical to their success. The case studies will be applied by Aboriginal leaders – including by a youth cohort of emerging leaders – to help ensure successes within their own communities, organizations, and businesses.



Enbridge Inc.

Enbridge is sustaining and enhancing two Aboriginal Leadership and Management programs: Indigenous Women in Leadership and Best Practices in Aboriginal Business and Economic Development. Thanks to Enbridge, 216 individuals over six years will receive scholarships to these two programs. Enbridge is also supporting the research and development of a tool to measure the long-term impact of The Banff Centre's Aboriginal Leadership and Management programs on leaders and communities.

"These programs have uplifted my spirits and have given me reason to think that we must carry on," says Naomi Himech of the Gitksan Nation Educational Society in Houston B.C., who attended the Best Practices in Aboriginal Business and Economic Development course in 2010.



Rural Alberta's Development Fund

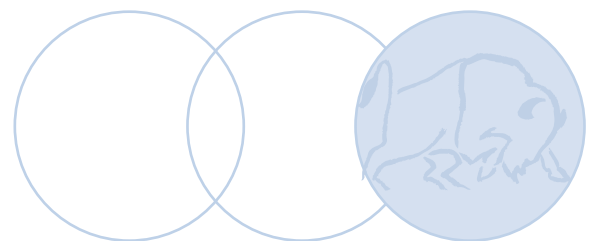
Rural Alberta's Development Fund, whose funding is provided by the Government of Alberta, is supporting The Best Practices in Rural Alberta Project: Nexen Chair in Aboriginal Leadership. Its support leverages and adds sustainability to the investment made by Nexen Inc. in building capacity in Aboriginal communities through practical and applicable knowledge, skills, and tools. It includes a program to develop the next generation of leaders through a province-wide youth cohort, and extension learning programs and resources.



Suncor Energy Foundation

In addition to scholarship support for Aboriginal Leadership and Management programs, Suncor Energy Foundation is supporting a new initiative entitled The Suncor Building Sustainable Leadership for Community Development Program.

The program, targeted at building sustainable communities, will grow long-term capacity by engaging current and new leaders of Aboriginal communities in on-site Aboriginal Leadership and Management programs designed to meet specific needs and challenges.





Great leaders are made in Banff

Leadership Development at The Banff Centre

For leaders, teams and organizations:

- Leadership programs
- Customized solutions
- Inspiring setting

1.800.590.9799
www.banffleadership.com



The Banff Centre
inspiring creativity

How to Register

Register for your Aboriginal Leadership and Management program by mailing the completed registration form supplied, or by phone at **1.888.255.6327**, or by Email at **aboriginalleadership@banffcentre.ca**, or online at **www.aboriginalleadership.com**

Group Savings: Enroll four members of your organization or community in an Aboriginal Leadership and Management public program, and your fifth member will get a free tuition in that program.

Financial Assistance: Financial support may be available to help you offset some of the costs to attend your program. Please complete the Special Grant Funding Application Form on page 34.

Change Policy: Program dates, content, tuition, and accommodation fees are subject to change.

Substitution Policy: If, after registering, you are unable to attend, we encourage you to substitute another appropriate participant from your organization. If there is pre-course work to be done, please make the substitution a minimum of 15 days in advance of the program start date. An administrative fee will apply if new pre-course materials are required. For late substitutions, there will be an administrative fee of \$250.

Transfer Policy: If you must change your registration to a future date, a one-time transfer will be allowed if received more than 14 days prior to the program start date (otherwise regular cancellation policies will apply). There will be a charge of \$250 to cover administrative costs for the transfer.

Cancellation Policy: Due to high program demand and limited number of spaces, The Banff Centre must adhere to a strict cancellation policy. Please carefully note these charges.

- More than 30 days before the start of your program – a \$500 administration fee;
- 15 to 30 days before the start of your program – 50% of your program tuition fee;
- 0 to 14 days before the start of your program – full program tuition fee and first night's accommodation fee

Registration Checklist

- \$500 credit card deposit (or full fees) paid with registration
- Balance of fees paid by certified cheque within 10 business days of registration
- GST exemption letter attached
- Funding Grant Application signed and attached
- Proof of eligibility for grant attached

Please Note: You are not registered until all of the required information is received.

Sign Me Up

Complete this form and fax to 403.762.6422 or register online at www.aboriginalleadership.com, or call 1.888.255.6327

Program Name _____

Program Session Date _____

Name _____

Title _____

Organization _____

Address _____

City/Prov _____ Postal Code _____

Phone _____ Fax _____

Email Address _____

How did you FIRST hear about us? _____

Your Organization's Billing Address (if different from above) _____

I plan to arrive _____

I plan to depart _____

Please plan your travel to arrive at The Banff Centre mid- to late afternoon the day the program starts and depart late afternoon on the last day of the program. The Calgary airport is two hours away from Banff.

Note: All bedrooms at The Banff Centre are non-smoking. There are more than 20 designated outdoor smoking areas. We appreciate your cooperation as The Banff Centre strives to create the best possible environment for our guests and staff.

Payment Options

To retain your place in any of our Leadership Programs, we require a minimum \$500 credit card deposit when you register. Subsequent payments can be made either by cheque or credit card up to 10 business days prior to the start of the program.

☐ I am enclosing \$ _____, towards full payment. **OR**

☐ Please charge a \$500 deposit to my:

☐ AMEX ☐ VISA ☐ MASTERCARD

Credit Card Number _____

Expiry Date _____

Signature _____

If your organization is GST exempt, you must include your exemption letter and GST number with your faxed or mailed registration. Please note: GST Exempt Exception – GST is payable on "off reserve" purchases of short-term accommodation and meals.

Program Fees

Tuition: \$ _____, plus GST.

Single Accommodation: \$ _____, plus GST, Alberta Tourism Levy, and Tourism Improvement Fee.

Cancellation Policy

Due to high program demand, and limited number of spaces, The Banff Centre must adhere to a strict cancellation policy. Please carefully note these charges.

- More than 30 days before the start of the program – a \$500 administration fee.
- 5 to 30 days before the start of your program – 50% of your program tuition fee.
- 0 to 14 days before the start of your program – full program tuition fee and first night's accommodation fee.

**** Please note:** Full payment of both tuition and meals and accommodation must be received by The Banff Centre prior to the commencement of the program. Cancellation fees are subject to GST. Program dates, content, tuition, and accommodation fees are subject to change.

Substitution Policy

If, after registering, you are unable to attend, we encourage you to substitute another appropriate participant from your organization. To allow time for pre-course work, please make the substitution a minimum of 15 days in advance of the program start date. An administration fee will apply if new pre-course materials are required.

Transfer Policy

If you must change your registration to a future date, a one-time transfer will be allowed if received more than 14 days prior to the program start date (otherwise regular cancellation policies will apply). There will be a charge of \$250 to cover administrative costs for the transfer. Transfer fees are subject to GST.

Change Policy

Program dates, content, tuition, and accommodation fees are subject to change.

Photo and Testimonial Consent

Please check one:

☐ I give The Banff Centre permission to publish and use any photographs, video, or audio footage taken by Banff Centre staff in a Banff Centre program context, or testimonials that I provide, for the purposes of Banff Centre archival, marketing, publicity, and/or public relations projects. In addition, I also give permission for Banff Centre donors, with approval by the Centre's communications department, to publish and use any photograph or video or audio footage in which I appear in a Banff Centre program context, for the purpose of showcasing their partnership with The Banff Centre.

☐ I do not give The Banff Centre permission for the above.

I have read and accept the above policies.

Signature: _____

The personal information on this form will be used for the purposes of registration, evaluation, grant funding and awards, and to keep you informed about the Banff Centre. It is collected under the authority of the Post-Secondary Learning Act, Revised Statutes of Alberta, that mandates the programs and services offered by The Banff Centre and will be protected by the provisions of the Alberta Freedom of Information and Protection of Privacy Act. For inquiries about the collection and use of this information, or to remove your name from our mailing list, please contact the Registrar, Office of the Registrar, The Banff Centre, Box 1020 - Station #45, Banff, Alberta T1L 1H5 Telephone: 403.762.6250 or 1.888.255.6327.

Special Grant Funding

The Banff Centre has been successful in securing external financial support to help individuals attend Aboriginal Leadership and Management's top quality leadership and management development programs. Your application for financial support will be reviewed and assessed on the basis of receiving the following information.

STEP 1

We require proof that you or your organization qualifies for funding under the following criteria:

Aboriginal or non-Aboriginal Canadians who are employees of Aboriginal nations, councils, enterprises or institutions within Canada.

Acceptable proof is a letter on organization letterhead stating that you are an employee or member of the organization. The letter must be attached to this application. Also, Aboriginal persons not affiliated with an Aboriginal organization must present proof of Aboriginal identity eg. Status card, Metis membership, band membership etc.

STEP 2

Terms and Conditions:

Once an amount of funding has been allocated to you, it is unavailable to someone else for the same program. For this and additional reasons established by our donors we have the following conditions attached to all our grant awards.

1. The grant is awarded to the organization sending the individual – payment is applied to the account.
2. The participant must complete the full program and must stay on campus.
3. Should the intended participant not be able to attend, substitution by the organization is permitted – provided any pre-course work can be completed. (\$250 administration fee)
4. No-shows will cause you and your organization to be ineligible for further grants for the next 2 years and will invoke the terms of the cancellation policy (see registration form).

☐ **I have read and agree to the terms and conditions above and on registration form.**

Note: Two signatures are required.

Participant signature: _____ Date: _____

Supervisor signature: _____ Date: _____

Print name: _____ Phone: _____

STEP 3

Please print clearly

Participant's Name: _____

Organization: _____

Full Address: _____

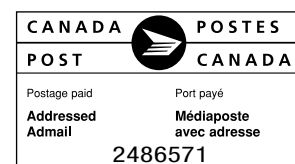
Phone: _____ Fax: _____

Email: _____

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OCTOBER 2010	OCTOBER 17 – 22 Negotiation Skills Training OCTOBER 31 – NOVEMBER 5 Aboriginal Leadership and Management Development	NOVEMBER 2010	NOVEMBER 21 – 26 Principles and Practice of Good Governance	DECEMBER 2010	DECEMBER 5 – 10 Indigenous Women in Leadership
JANUARY 2011	JANUARY 23 – 28 Best Practices in Aboriginal Business and Economic Development	FEBRUARY 2011	FEBRUARY 6 – 11 Inherent Right to Indigenous Governance FEBRUARY 27 – MARCH 4 Negotiation Skills Training	MARCH 2011	MARCH 8 – 11 Establishing Effective Aboriginal Relationships MARCH 20 – 25 Establishing Institutions of Good Governance
APRIL 2011	APRIL 10 – 15 Principles and Practice of Good Governance	MAY 2011	MAY 15 – 20 Strategic Planning	JUNE 2011	
JULY 2011		AUGUST 2011		SEPTEMBER 2011	
OCTOBER 2011	OCTOBER 16 – 21 Negotiation Skills Training OCTOBER 30 – NOVEMBER 4 Principles and Practice of Good Governance	NOVEMBER 2011	NOVEMBER 20 – 25 Aboriginal Leadership and Management Development	DECEMBER 2011	DECEMBER 4 – 9 Indigenous Women in Leadership

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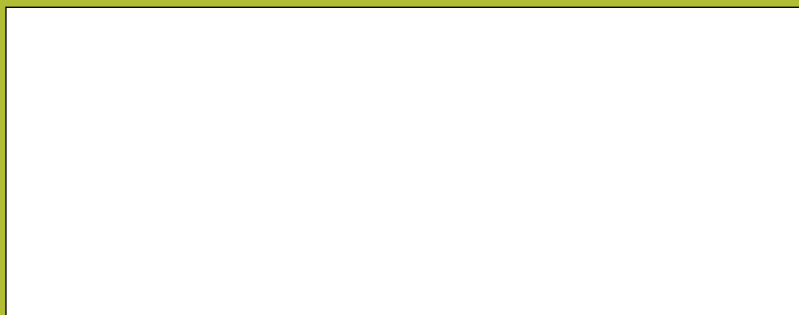
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