

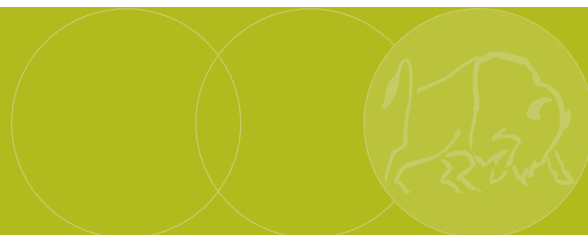
# Buffalo Mountain Drum

Aboriginal Leadership and Management Programs at The Banff Centre

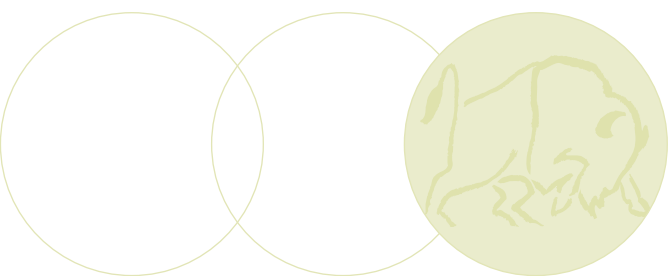
2005 - 2006

Lead Partner

**nexen**



THE BANFF CENTRE



## Director's Message

### Tansi!

Aboriginal leaders, managers, directors of boards, and business people have joined us to work and learn together at The Banff Centre, in this beautiful, spiritual, and inspirational setting on the side of Sleeping Buffalo Mountain – a place which has had an Aboriginal presence, as illustrated by archeological sites, for nearly 12,000 years.

Aboriginal leaders who have attended our leadership development programs have gained important knowledge and skills that allowed them to move their communities, organizations, and businesses through incredible change and growth. They took advantage of the opportunity to get away from their office for a week and focus on learning in an intense, yet exhilarating environment.

We invite other Aboriginal leaders to come and try The Banff Centre experience, to interact with Aboriginal experts and other leaders from across the country, in a safe, neutral environment where we explore ideas, concepts, models, and processes related to leadership and management excellence.

Through the Aboriginal Leadership and Management programs at The Banff Centre, Aboriginal leaders gain an understanding of how to plan and strategically implement their vision for institutions and lead their organizations' boards more effectively. Leaders can also learn the skills and knowledge needed to negotiate with industry or government, set strategic direction, measure performance, and establish new economic ventures. Case studies are often used as tools for understanding the practice of self-governance and self-reliance. Research on Aboriginal business and economic development concludes that in order for Aboriginal economies to flourish, Aboriginal communities need to assume self-determination through effective, culturally appropriate institutions, set strategic direction, and take action through strong leadership. We assist in the development of new leaders for the Aboriginal community, those with a vision and a passion to work for their community.

We also focus significant energies on research and collaborative efforts that explore new learning processes and concepts related to leadership. At The Banff Centre, we create spaces for dialogue on issues of creativity and innovation in approaching problems. We investigate how an Aboriginal world view can assist in leadership, as well as the stewardship of the environment. This research helps inform our program content to keep us ahead of the curve. We also utilize an advisory body of Aboriginal community and business leaders to inform our program content.

The Banff Centre is proud to be in its 33rd year of providing Aboriginal Leadership and Management training, helping to make a difference in Aboriginal leader development. We are also pleased to launch the first issue of our new annual program brochure, the *Buffalo Mountain Drum*. The title capitalizes on our unique location on Sleeping Buffalo Mountain, and uses the drum as a universal Aboriginal metaphor for communication.

**Brian Calliou**

Director, Aboriginal Leadership and Management Programs





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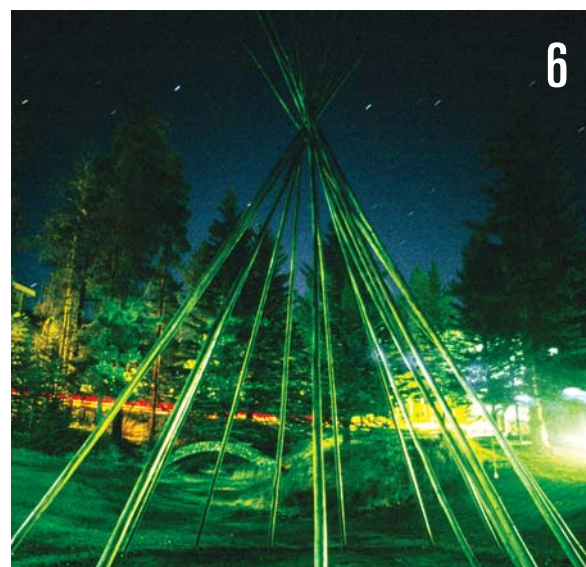
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THE BANFF CENTRE

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Return undeliverable Canadian addresses to: The Banff Centre, Box 1020, Station 1, Banff, Alberta T1L 1H5



## Lead Partner Message

Nexen Inc. is pleased to have entered into a partnership with The Banff Centre as lead partner in supporting Aboriginal Leadership and Management development. Nexen is committed to developing positive relations with Aboriginal people. The Banff Centre is ideally positioned to make a positive contribution to the development of Aboriginal leaders and managers, as they face the challenging decisions of the 21st century.

Nexen, with headquarters in Calgary, is a global energy company that operates in diverse settings around the world. We are particularly proud of our reputation for working closely with local communities. We understand the importance of strong local leadership, with a vision of creating mutually beneficial partnerships.

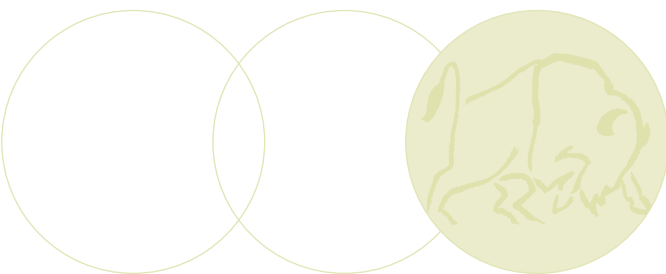
In Canada, Aboriginal communities, their leadership, and their organizations, are currently facing significant challenges. The capacity-building programs offered through Aboriginal Leadership and Management at The Banff Centre provide Aboriginal leaders with the knowledge and skills needed to gain greater autonomy for setting strategic direction and pursuing economic growth.

Nexen is honoured to play a leadership role in supporting The Banff Centre and their Aboriginal Leadership and Management programs.

A handwritten signature in black ink, reading "Charlie Fischer".

**Charlie Fischer**

President and CEO, Nexen Inc.





**nexen**

**50** BEST  
EMPLOYERS  
IN CANADA  
2005

we see **EXCEPTIONAL** we see **DEPTH** we see **UNCONVENTIONAL**  
**we see the VALUE**



*Nexen Inc. is a Canadian-based global energy company uniquely positioned for growth in the North Sea, deep-water Gulf of Mexico, the Athabasca oil sands, the Middle East and West Africa. We add value through successful oil and gas exploration and development and leadership in ethics, integrity and environmental protection.*

*We are proud to partner with The Banff Centre in supporting Aboriginal Leadership and Management development. Nexen is committed to creating positive relationships with Aboriginal people and we look forward to our ongoing partnership.*

[www.nexeninc.com](http://www.nexeninc.com)



# Aboriginal Leadership Development

“Professional development of Aboriginal leaders is an investment in our human capital.”

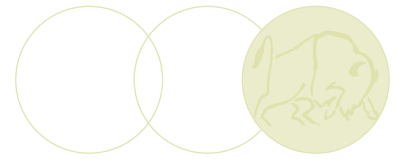
by Brian Calliou

## Challenges of Aboriginal Leaders

There are many challenges facing Aboriginal leaders today, as they take on increasing authority in the demand for more autonomy and self-government. Federal and provincial governments are willing to devolve more control to regional or local governments and non-profit institutions, but along with this increased level of authority comes a corresponding increase in responsibilities. Governance is a difficult job, whether Aboriginal leaders are governing their nations, boards of non-profit organizations, or business entities. Aboriginal communities also have networked relationships with a rapidly changing global economy, and local communities are affected by and linked to its rapid technological advances.

Aboriginal leaders are in a more powerful position today, with constitutionally protected rights, favourable court decisions, increased land claims settlements, and business opportunities in the development of their traditional lands. Aboriginal leaders are now dealing face-to-face with Cabinet Ministers, high-ranking bureaucrats, and corporate managers on a variety of issues, and there is an increase in negotiations with industry and government leaders.





Although there is a rapid growth of higher education in the Aboriginal community, there is still a gap in professional management knowledge and skills. There are social problems that Aboriginal leaders need to be equipped to deal with, such as the low socio-economic status of our community members and the related lack of employment opportunities. Aboriginal leaders must have the capacities and skills to close this gap and lead their nations, organizations, and businesses to great success in the new economy. Aboriginal societies have historically adapted to changes brought about by environmental, social, or political events. Aboriginal leaders must now be able to lead change in this fast-changing world.

Aboriginal leaders and managers need the same leadership development training as others, however, Aboriginal cultures have unique issues that are very different from non-Aboriginal leaders. For example, colonization, dispossession from lands and resources, and residential schools, are unique to Aboriginal peoples. They also deal with problems that only pockets of other peoples deal with such as poverty, loss of culture, and revitalizing communities. Professional development of Aboriginal leaders is an investment in our human capital.

### **The New Leadership**

The new leaders in our Aboriginal communities are visionaries, with big dreams for their nations and organizations. This new breed of leaders are thinkers and doers, committed to life-long learning. They are risk-takers, entrepreneurial in spirit, and yet committed to work in the best interests of the community. They do not fear change, but rather embrace the challenges and turn threats into opportunities. These new leaders practice “servant leadership” versus the old “command and control” leaders. They are willing to inspire their community or organization around a vision of improvement and growth, delegate responsibilities to a team, empower others to perform, and create an environment of excitement.

Scholars and commentators who have researched Aboriginal leadership and governance maintain that Aboriginal leaders need to revitalize their nations, that is, re-establish traditional concepts and principles of governance and leadership that can be applied to our modern institutions. The Harvard Project on Native American Economic Development carried out significant research on successful tribes in the US, and concluded that those tribes who were successful took the nation-building approach. That is, they practiced sovereignty through effective, culturally appropriate institutions, set long-term strategic direction, and turned that vision into action through strong, skilled leadership. In order to carry out this nation-building approach, our new leaders are committed to continuing education and improving their capacities to lead their communities, organizations or businesses through change.

### **Aboriginal Leadership and Management Training**

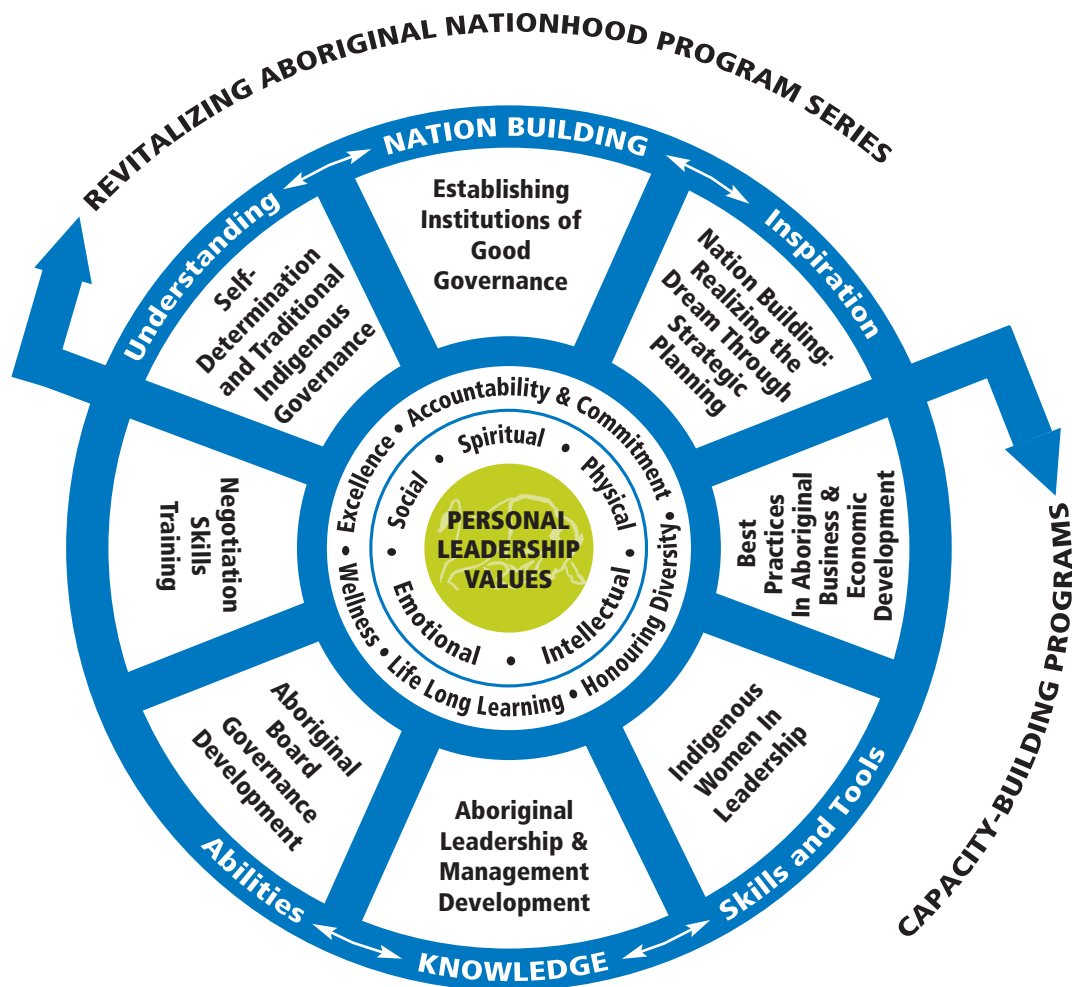
The Banff Centre’s Aboriginal Leadership and Management programs seek to empower Aboriginal leaders and managers – to provide skills, knowledge, concepts and processes that will help to level the playing field. For example, interest-based negotiation skills training empowers weaker parties in negotiations with a process to press for their community’s interests in order to reach fair settlements. Strategic planning and management provides an agreed-upon direction (vision, mission, values, and strategies) for the community, which places them in a stronger position in decision-making and helps them to focus scarce resources on priorities.

Aboriginal Leadership and Management’s program model for the professional development of Aboriginal leaders and managers is based on solid research. The Banff Centre carried out an alumni survey followed by a think-tank, resulting in a report that suggested linking our program offerings into a coherent, holistic framework. Thus, the program framework is more than competency-based training – it is also about practicing sovereignty and nation-building. It is a combined approach that provides for modern leadership and management training, while at the same time, allows for the exploration of traditional concepts of leadership and governance. This combined approach helps Aboriginal leaders maintain their cultures and traditions while learning modern leadership skills and competencies, leading to revitalized nations and organizations.

Leadership skills training is continuing education. It is part of life-long learning, similar to the continual learning of traditional knowledge from our Elders. We do a disservice to members of our community if we do not learn and acquire the necessary skills and capacity to carry out our duties effectively. Even if some of our leaders hire expert technically-trained managers to run the operations, these same leaders still need a basic understanding of all management knowledge and skills in order for them to oversee such managers.

Our programs are designed to give a very full, rounded education in professional development in Aboriginal leadership and management knowledge and skills. Any participant taking six of our programs can obtain our Certificate in Aboriginal Leadership, Governance, and Management Excellence. The Banff Centre does not offer university credits, but obtaining the Certificate tells employers of a commitment to a broad range of leadership development. Many of the new leaders in Aboriginal communities have benefited from our dynamic programs, and with new skills and knowledge have been able to lead their communities or organizations through successful change.

# 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 that were 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 successfully complete 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 sovereignty. 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:

#### Self-Determination and Traditional Indigenous Governance

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 12 – 17, 2006

### Revitalizing Nationhood 2:

#### Establishing Institutions of Good Governance

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: TBA, March 5 – 10, 2006

### Revitalizing Nationhood 3:

#### Nation Building: Realizing the Dream Through Strategic Planning

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 Scharpe, May 14 – 19, 2006

## The Optional Programs of the Certificate – Choose Any 3

### Negotiation Skills Training (see page 10)

Faculty Leader: Jerome Slavik

October 16 – 21, 2005; March 26 – 31, 2006; October 15 – 20, 2006

### Aboriginal Board Governance Development (see page 11)

Faculty Leader: Matt Vickers

October 30 – November 4, 2005; November 5 – 10, 2006

### Aboriginal Leadership and Management Development (see page 12)

Faculty Leader: Randy Swanson

November 13 – 18, 2005; November 19 – 24, 2006

### Indigenous Women in Leadership (see page 13)

Faculty Leaders: Dr. Cora Voyageur

December 4 – 9, 2005

### Best Practices in Aboriginal Business and Economic Development

(see page 14)

Faculty Leaders: Dr. Manley Begay, Jr. and Lewis Staats

January 29 – February 3, 2006



## Programs

**"I leave Banff with a whole different perspective and approach to negotiations. I will be able to further advance my First Nation as a result of attending this program."**

~ Cindy Hiebert,  
Director of Finance  
Opaskwayak Cree Nation, Manitoba



## Negotiation Skills Training

October 16 – 21, 2005; March 26 – 31, 2006; October 15 – 20, 2006

Multiple Program Partner



**Shell Canada Limited**

Program Supporter

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ALBERTA**

### Program Summary

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

### 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 role of alternative dispute resolution and mediation, 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.

### Costs & Fees

Tuition: \$1,995 + \$139.65 GST = \$2,134.65

Accommodation and Meals:

\$1,055 + \$73.85 GST + \$27.00 AB Tourism Levy = \$1,155.85

**Grant Funding is available, please call for details.**



# Aboriginal Board Governance Development

October 30 – November 4, 2005; November 5 – 10, 2006

## Program Summary

Aboriginal leaders, managers, and board directors are faced with complex issues, accelerated change, and new ways of doing business. This program will demonstrate the structure and management of a governing board 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 Directors of the Board and Managers' roles, and clarify your board's priorities and strategic direction.

## A High Impact Program For

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

## Program Highlights

- Principles and models of board governance
- Principles of governance and accountability
- Ensuring board 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

**Matt Vickers**, a member of the Tsimshian Nation, is Senior Manager, BC and Yukon, Meyers Norris Penny. Prior to this Matt was a management consultant at the forefront of the cross-cultural business environment.

Other faculty members will include, but are not limited to: **Ed Allen**, CEO, Nisga'a Lisims Government.

## Costs & Fees

Tuition: \$1,995 + \$139.65 GST = \$2,134.65

Accommodation and Meals:

\$1,055 + \$73.85 GST + \$27.00 AB Tourism Levy = \$1,155.85

**Grant Funding is available, please call for details.**



**"The teachings shared have given me new energy that I will share with my family, employer, and community."**

~ Harvey McLeod  
Executive Director Interior Salish  
Employment & Training, British Columbia

## Programs

# Aboriginal Leadership and Management Development

November 13 – 18, 2005; April 23 – 28, 2006; November 19 – 24, 2006



**“The training at Aboriginal Leadership and Management is excellent. The location, the hospitality, and the people make a difference to the success of the program.”**

~ Mel Mercredi  
Director, Sports, Culture & Recreation  
Prince Albert Grand Council, Saskatchewan

Program Partner



### Program Summary

In the current period of Aboriginal self-determination in Canada, Aboriginal communities need solid leadership and competent managers. 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. More importantly, you will be given the tools and practice to improve your performance. The emphasis throughout this program will be on 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

Learning starts well before you arrive in Banff. Competency mapping is utilized to help you identify your learning needs. Using a uniquely engaging process, we work with you, your supervisor, and your team members to gather feedback about your current leadership and management capacities. Then we will help you and your supervisor build a learning contract to establish expectations and set learning objectives. Our 360° feedback system and 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 yourself the time to engage in the pre-course assessments.

### Program Highlights

- Systems thinking, mind mapping, 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
- Communications and media relations
- Team building in the outdoor classroom

### Faculty Leader

Randy Swanson, Senior Partner/Director, Meyers Norris Penny LLP.

Other faculty members will include, but are not limited to: **Maurice Switzer**, Director of Communications, Anishinabek Nation (Union of Ontario Indians); and **Don McIntyre**, lawyer, Vancouver, B.C.

### Costs & Fees

Tuition: \$1,995 + \$139.65 GST = \$2,134.65

Accommodation and Meals:

\$1,055 + \$73.85 GST + \$27.00 AB Tourism Levy = \$1,155.85

**Grant Funding is available, please call for details.**



# Indigenous Women in Leadership

December 4 – 9, 2005

## Program Summary

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

- Facilitation skills training
- 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
- Communications and media relations
- The challenges of leadership: accountability, performance, decision-making, delegation, and mentoring
- Empowerment through experiential learning
- Resolving conflict with integrity, negotiation, and 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.; Denice Lightning, lawyer, Hobbema.

## Costs & Fees

Tuition: \$1,995 + \$139.65 GST = \$2,134.65

Accommodation and Meals:

\$1,055 + \$73.85 GST + \$27.00 AB Tourism Levy = \$1,155.85

**Grant Funding is available, please call for details.**

**"I was very inspired and motivated to be all that I can be. It was an absolutely fantastic week. There are so many professional Aboriginal women; it makes me feel proud to be one."**

~ Gladys Christiansen  
Director of Education  
Lac La Ronge Indian Band, Saskatchewan



## Programs

**"High-powered faculty and highly-knowledgeable experts good at crossing cross-cultural boundaries. A must experience for anyone interested in sustainable First Nation communities."**

~ Martin Nantel  
Coordinator, Northern Programs  
Environment Canada, Ontario



# Best Practices in Aboriginal Business and Economic Development

January 29 – February 3, 2006

## Program Summary

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. Emphasis will be placed on an understanding of community economics and the environment in which business decisions can and should be made, and the challenges and opportunities of financing such ventures.

## 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

## 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
- Separating politics and business – a community necessity
- Community economics model from an Aboriginal perspective
- Financing Aboriginal economic ventures

## Faculty Leader

**Dr. Manley Begay Jr.**, Director, Native Nations Institute, University of Arizona; Senior Lecturer of American Indian Studies, University of Arizona; and Co-Director of the Harvard Project on American Indian Economic Development; and **Lewis C. Staats**, President and CEO, Staats & Associates.

Other faculty members will include, but not be limited to: **Dr. Stephen Cornell**, Professor of Sociology and Director, Udall Center for Studies in Public Policy, University of Arizona; and Co-Director of the Harvard Project on American Indian Economic Development; **Murray Dion**, President and CEO, Syntolis Group Inc.; **Dr. Robert Hathaway**, President and CEO, Shamrock Inc.

## Costs & Fees

Tuition: \$1,995 + \$139.65 GST = \$2,134.65

Accommodation and Meals:

\$1,055 + \$73.85 GST + \$27.00 AB Tourism Levy = \$1,155.85

**Grant Funding is available, please call for details.**



# Self-Determination and Traditional Indigenous Governance

February 12 – 17, 2006

Program Series Partner



## Revitalizing Aboriginal Nationhood Series

### Program Summary

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 this revised 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.

### 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.
- Industry officials 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 self-determination

### 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 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; Chief Justice Robert Yazzie, Navajo Nation.

### Costs & Fees

Tuition: \$1,995 + \$139.65 GST = \$2,134.65

Accommodation and Meals:

\$1,055 + \$73.85 GST + \$27.00 AB Tourism Levy = \$1,155.85

**Grant Funding is available, please call for details.**

**"I found the course material was well-covered, with excellent discussion of the topics."**

~ Joseph Katt, Councillor  
Temagami First Nation, Ontario





**"The Aboriginal Leadership and Management programs at The Banff Centre have been a wealth of information that can actually be applied to our First Nation."**

~ Sharon Bunn  
Finance/Payroll  
Birdtail Sioux First Nation, Manitoba

Program Series Partner



## Revitalizing Aboriginal Nationhood Series

### Program Summary

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 principles 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. In this revised program, learn how institutions affect the performance of political and economic systems.

### 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

TBA

### Costs & Fees

Tuition: \$1,995 + \$139.65 GST = \$2,134.65

Accommodation and Meals:

\$1,055 + \$73.85 GST + \$27.00 AB Tourism Levy = \$1,155.85

**Grant Funding is available, please call for details.**



# Nation Building: Realizing the Dream Through Strategic Planning

May 14 – 19, 2006

Program Series Partner



## Revitalizing Aboriginal Nationhood Series

### Program Summary

Aboriginal leaders, managers, and board directors experience complex challenges in re-building their nations and establishing effective institutions. 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. You will come away prepared to implement a community, organization, or board strategic planning session and will understand 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

### 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
- 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: Brian Calliou, Director, Aboriginal Leadership and Management, The Banff Centre.

### Costs & Fees

Tuition: \$1,995 + \$139.65 GST = \$2,134.65

Accommodation and Meals:

\$1,055 + \$73.85 GST + \$27.00 AB Tourism Levy = \$1,155.85

**Grant Funding is available, please call for details.**

**"The tools we acquire enable our First Nation to move forward. The challenge is to persuade our leaders that we have to unite our abilities for the benefit of all our people."**

~ Willis Kootenay  
Finance Officer  
Alexis First Nation, Alberta



# Toward Self-Sufficiency: Applying the Lessons of Leadership

by Katie Daniel

The Fort McKay First Nation is a community in thriving transition from traditional hunting and trapping to savvy self-reliance, and former Band Administrator and current Councillor Ray Powder is one of the people influencing this healthy business evolution.

Powder's community, about 65 kilometers north of Fort McMurray in Alberta, is adjacent to Syncrude's oil sands development project, launched in 1985. In 1986, under the leadership of Chief Jim Boucher, the Nation made a concerted effort to work with this powerful community stakeholder and incorporated a general contracting business to provide employment for band members, as well as generate profits to improve the community. The businesses, under the umbrella of the Fort McKay Group of Companies have expanded since, and include transportation/trucking, land reclamation, a buffalo ranch, and a complex including equipment maintenance shops, bulk fuel storage, and office space.

The group was recognized in 2004 with an Alberta Business Awards of Distinction. The Eagle Feather Business Award of Distinction celebrated several milestones: full community involvement, business start-up assistance for local residents, and healthy dividends paid out to band members. Ground has been broken for a new partnership with the private sector, to establish an industrial and commercial centre in northeastern Alberta for companies servicing the oil sands industry.

Among the attributes that Chief Boucher cites for their business success is placing qualified local aboriginal people in positions of importance, and Powder is a case in point. After being hired as Band Administrator, Powder went to the Chief for advice on training opportunities for the new position. Chief Boucher recommended that Powder investigate the Aboriginal Leadership and Management programs at The Banff Centre as an appropriate starting point. Powder began his personal development journey in 2001, and received his Certificate of Aboriginal Leadership, Governance, and Management Excellence in 2005.

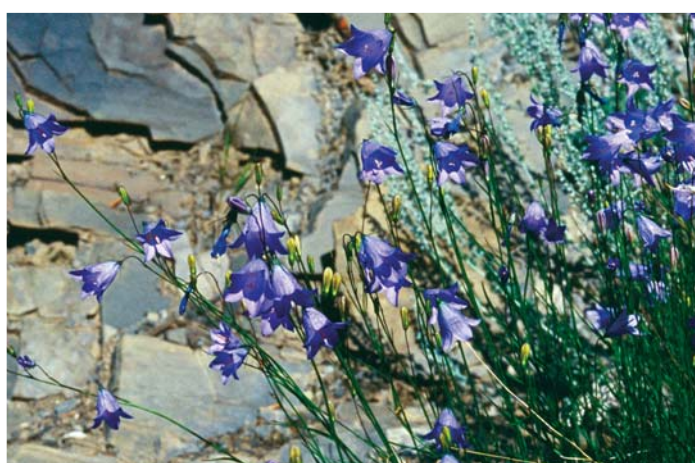
He began with the Aboriginal Board Governance program and was able to take away much useful information, not only for the team administration of the Band, but also as a Board of Directors member for the Fort McKay Group of Companies. His next program was Aboriginal Leadership and Management Development, and here Powder learned more about being an effective manager – not just from the program facilitators, but also from individuals from other bands and councils across Canada who were willing to share what worked in their own communities. "There were some similarities, and some contrasts. We learned from each other, both taking and offering what works for us."

That circle of shared knowledge was an effective way of learning for Powder, and he made the decision to pursue the Certificate program, taking two programs each year.

The Negotiation Skills Training program really brought things from the theoretical to the practical for Powder, and it had a lot to do with timing. "It's an example of the reality of how the programs started unfolding for me, how the breath of life was getting into the program I was taking." The Fort McKay First Nation was at the decision-point on their Treaty Land Entitlement in 2002 and for Powder, it was an important decision clarified by what he was able to apply from the Negotiations program. "What I learned helped me open my mind to what was presented to all the stakeholders involved and their contrasting needs, helped me understand in depth what the document meant, helped me maintain focus. I had to weigh my pros and cons. The program gave life to what I was doing. It was one of the biggest highlights for me."

Personally, Powder says the programs have made him more well-rounded, both in daily conversations, and in his ability to bring ideas forward in groups and reach out more effectively to his people. Among those ideas, he values what he discovered about governance codes from lead faculty Leroy Little Bear in Practicing First Nation Sovereignty. "One of the things





#### Ray Powder

I learned about was Section 35 of the Canadian Constitution, and how to apply the governance code within our community. Effective, real, practical, something we can live by. Ownership of the framework for us to practice our sovereignty was important.”

Another key learning from the Nation Building: Realizing the Dream Through Strategic Planning program was soon applied when the First Nation was asked by INAC to focus on strengthening their social and human resources development. “It was a perfect opportunity to apply the strategic planning principles. We created a team, using the techniques to develop our SWOTs, vision, mission, and mandate. We were all working on the same page.”

Most important for Powder, perhaps, is where his knowledge, skills and their application can take his community in the future. He reflects a new leadership; those who are open to life-long learning, and taking long-term, strategic visions and implementing them with his new knowledge. “Where do we want to go when we turn the page? Where do we want to be in six months, two years, ten years down the road? Self-sufficient.”

# Custom Aboriginal Programs for Your Community



Aboriginal Leadership and Management can provide customized programs 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 three-day development needs. Popular among this shorter, focused program type 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 and wisdom for 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 an exciting way 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:

Apeetogosan Métis Development Inc., Alberta  
Athabasca Tribal Council, Alberta  
Canoe Creek Indian Band, British Columbia  
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 Mawioimi Secretariat, Quebec  
Municipal and Community Affairs,  
Government of the Northwest Territories  
Oteenow Employment & Training Society, Alberta  
Prince Albert Grand Council, Saskatchewan  
Quetico Centre, Ontario  
Saskatoon Tribal Council, Saskatchewan  
Sheshatshui Innu Band Council, Newfoundland & Labrador  
Siksika Nation, Alberta  
Tulita Dene First Nation, Northwest Territories  
Yellowhead Tribal Council, Alberta

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



# LEADERSHIP DEVELOPMENT

Leadership Development Programs at The Banff Centre

**A unique approach to developing leaders for today and tomorrow.**

**Talk to us about the right Leadership Development program for you or your organization.**

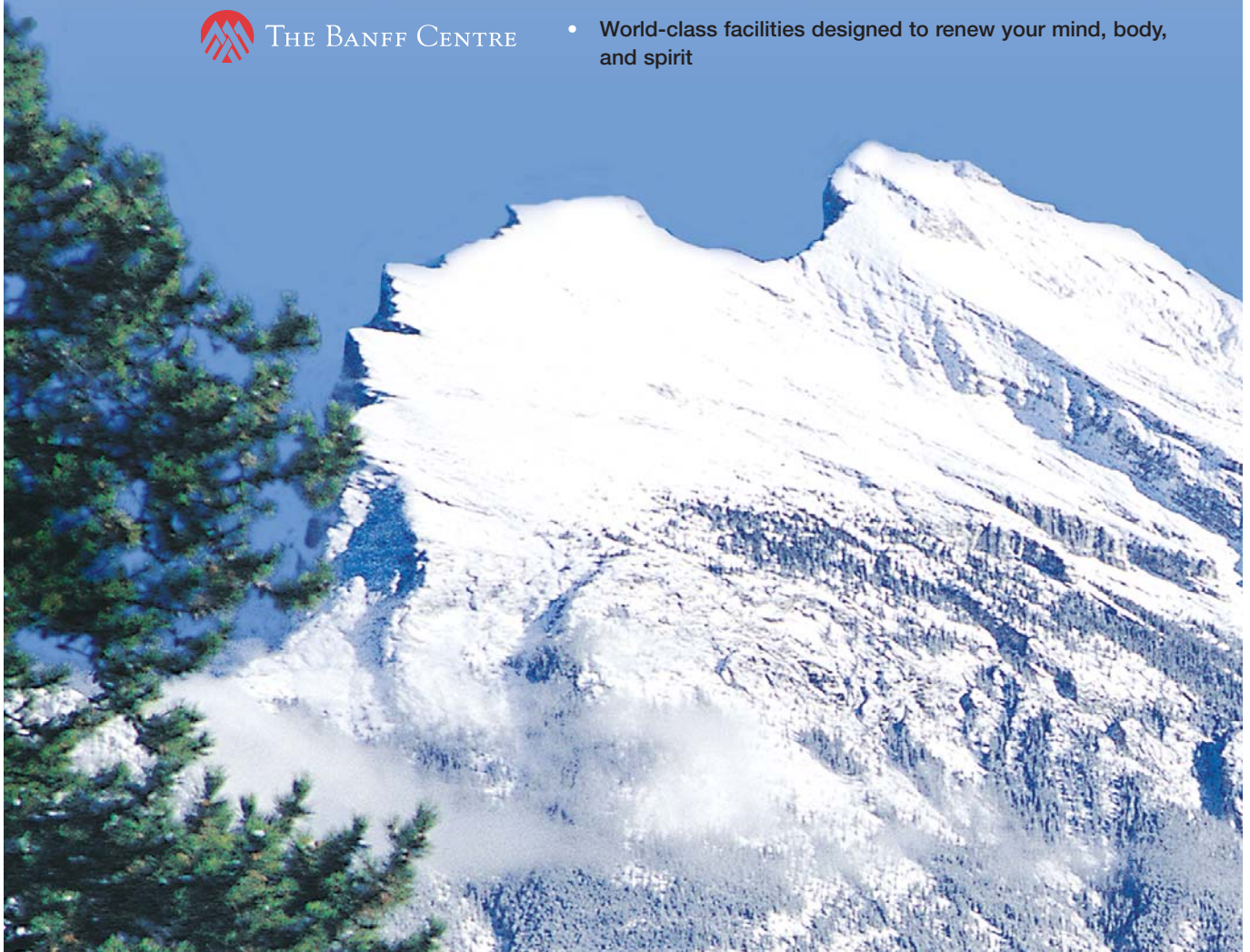
**1.800.590.9799**

**[www.banffleadership.com](http://www.banffleadership.com)**



THE BANFF CENTRE

- Relevant, research-based, life-changing programs built through more than 50 years of developing Canada's leaders
- Innovative learning techniques that fire your creative energies for the challenges you face
- Exceptional opportunities to create new networks of colleagues both in and beyond your business focus
- An environment for learning inspired by a spectacular setting in the heart of the magnificent Canadian Rockies
- World-class facilities designed to renew your mind, body, and spirit





## 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 to support and assist the Aboriginal Leadership and Management program area.

### Ex-Officio Members

Mary E. Hofstetter	President and CEO, The Banff Centre
Sarah J.E. Iley	Vice President, Programming, The Banff Centre
Michael Code	Director, Program Administration, The Banff Centre
Elder Tom Crane Bear	Siksika Nation, Alberta

### Member in Perpetuity

Leroy Little Bear, JD	Professor, Native Studies, University of Lethbridge, Alberta
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### Co-Chairs

Dr. Manley Begay Jr.	Research Director, Native Nations Institute, University of Arizona
Audrey Poitras	President, Métis Nation of Alberta, Edmonton

### Members

Jason Goodstriker	Regional Chief, Assembly of First Nations, Alberta
Lloyd Martell	Communications Consultant and Policy Advisor Lloyd Martell Consulting, Saskatoon, Saskatchewan
Mary E. Jamieson	President, Native Management Services Six Nations of the Grand River, Ontario
T. Brenda Etienne	Etienne, Standing & Associates – Senior Government Relations Kanesatake, Quebec
Larry Doupé	Consultant, Calgary, Alberta
Matt Vickers	Senior Manager, BC and Yukon, Meyers Norris Penny
Randy Swanson	Director, Aboriginal and First Nation Services Meyers Norris Penny, Manitoba
Rick Hanson	AWPI Manager, Indian and Northern Affairs Canada, Ontario
Judy Gingell	President and CEO, Kwanlin Development Corp, Yukon







## The Banff Centre

The Banff Centre is a globally respected arts, cultural, and education institution and conference facility. Focusing on professional and creative development in the arts, sciences, business, and the environment, the Centre provides multidisciplinary programs and resources that enable talented individuals to transform their lives, their careers, and their communities.

### Leadership Development

at The Banff Centre offers customized and public programs in the corporate, government, Aboriginal, arts, and not-for-profit sectors that enable and support fundamental transformation in individuals, organizations, and communities. Program participants are mid- to senior-level leaders and decision-makers in their fields.

### Arts

at The Banff Centre have a long and distinguished history. For over 70 years, The Banff Centre has provided professional career development and lifelong learning for artists and cultural leaders in performing, literary, new media, and visual arts. Work is showcased throughout the year in public concerts, exhibitions, and events, culminating in the Banff Summer Arts Festival.

### Mountain Culture

programming at The Banff Centre promotes understanding and appreciation of the world's mountain places by creating opportunities for people to share and find inspiration in mountain experiences, ideas, and visions. Activities include the Banff Mountain Film and Book Festivals and Photography Competition, Banff Mountain Summits, Mountain Communities Conferences, and mountain grants and archives programs.

### Conference Services

at The Banff Centre provides unparalleled meeting and accommodation facilities for organizations from all over the world, featuring over 400 guest rooms, and 60 exceptional meeting spaces, lecture theatres, and auditoriums to accommodate groups from five to 1,000 people.

#### For more information contact:

Marketing & Communications  
The Banff Centre  
Box 1020, Station 1  
Banff, Alberta, Canada T1L 1H5  
[communications@banffcentre.ca](mailto:communications@banffcentre.ca)

[www.banffcentre.ca](http://www.banffcentre.ca)



THE BANFF CENTRE

**Complete this form and fax to 403.762.6422 or register on line at [www.banffleadership.com](http://www.banffleadership.com), or call 1.888.255.6327**

Program Name \_\_\_\_\_ Program Date \_\_\_\_\_

Name \_\_\_\_\_ Title \_\_\_\_\_

Organization \_\_\_\_\_ Department \_\_\_\_\_

Address \_\_\_\_\_

City/Prov \_\_\_\_\_ Postal Code \_\_\_\_\_

Telephone \_\_\_\_\_ Fax \_\_\_\_\_

E-Mail Address \_\_\_\_\_

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

I require a: ☐ Smoking Room ☐ Non-Smoking Room

The Professional Development Centre is a completely non-smoking accommodation facility. Smoking rooms are only available in Lloyd Hall and on a first-come, first-served basis.

I will arrive on \_\_\_\_\_ am / pm • I will depart on \_\_\_\_\_ am / pm

**Note:** 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 2 hours away from Banff.

**To retain your place in any of our programs, we require the minimum of a \$500 credit card deposit.**

☐ **Payment Option 1:** A \$500 deposit by credit card with your registration and a certified cheque for the balance 10 business days prior to the start of the program.

☐ **Payment Option 2:** Credit card or certified cheque for the full amount with your registration.

**\*\*Please Note: Full payment** must be received by The Banff Centre prior to the commencement of the program.

Credit Card Number \_\_\_\_\_ Expiry Date \_\_\_\_\_

Signature \_\_\_\_\_

**\*\* If your organization is GST exempt, you must include your exemption letter and GST number with your registration, or GST will be charged on the account.**

## Program Fees

Tuition: \$ \_\_\_\_\_, plus GST. Single Accommodation: \$ \_\_\_\_\_, plus GST and Tourism levy.

Accommodation costs include all meals, nutribreaks, parking, and use of our on-campus fitness centre.

**I have read and accept the registration policies and understand that any changes or cancellations incur costs.**

Signature: \_\_\_\_\_

The personal information on the registration form will be used for the purposes of registration, evaluation, and to keep you informed about The Banff Centre. The information 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, contact Aboriginal Leadership and Management, The Banff Centre, Box 1020 – Station 45, Banff, Alberta T1L 1H5 Telephone: 403.762.6250 or 1.888.255.6327.

**The Banff Centre, Box 1020, Banff, Alberta T1L 1H5 • [www.banffleadership.com](http://www.banffleadership.com)**



## 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 e-mail at [aboriginalleadership@banffcentre.ca](mailto:aboriginalleadership@banffcentre.ca), or online at [www.banffleadership.com](http://www.banffleadership.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 26.

**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 7 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 1st 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



THE BANFF CENTRE

## Experience The Banff Centre



- Nestled in the grandeur of the Canadian Rocky Mountains, in the heart of Banff National Park
- State-of-the-art conference facilities, including video-conferencing and television broadcast studios
- More than 400 fully-appointed guest rooms
- Complimentary wireless access in bedrooms and select meeting spaces
- Inspired dining designed by our award-winning Chef Beat Hegnauer
- Over 60 exceptional meeting facilities, lecture theatres and auditoriums
- Industry recognition for outstanding conference service and facilities
- Unique 43-acre property with mountain vistas at every window, hiking trails near every door
- Superb recreational facilities, including swimming pool, climbing wall, weight room and on-site massage therapy

The Banff Centre is a catalyst for creativity, with a transformative impact on those who attend our programs, conferences and events. Our alumni create, produce, and perform works of art all over the world; lead our institutions, organizations, and businesses; and play significant roles in our cultural, social, intellectual, and economic well-being and in the preservation of our environment.



107 Tunnel Mountain Drive, Box 1020, Banff, AB, Canada T1L 1H5  
Fax: 403.762.6202 Ph: 403.762.6435 Toll Free: 1.877.760.4595  
E-mail: [conferences@banffcentre.ca](mailto:conferences@banffcentre.ca) Web: [www.banffcentre.ca](http://www.banffcentre.ca)



THE BANFF CENTRE



# 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: \_\_\_\_\_

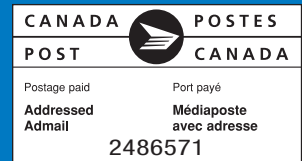
Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

The personal information on this form will be used for the purposes of registration, evaluation, and to keep you informed about The Banff Centre. The information 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 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, contact Registrar – Aboriginal Leadership and Management, the Banff Centre, Box 1020 – Station 45, Banff, Alberta T1L 1H5 Telephone: 403-762-6250 or 1.888.255.6327



# Program Calendar

OCTOBER 2005	<p><b>OCTOBER 16 - 21</b> Negotiation Skills Training</p> <p><b>OCTOBER 30 - NOVEMBER 4</b> Aboriginal Board Governance Development</p>	NOVEMBER 2005	<p><b>NOVEMBER 13 - 18</b> Aboriginal Leadership and Management Development</p>	DECEMBER 2005	<p><b>DECEMBER 4 - 9</b> Indigenous Women in Leadership</p>
JANUARY 2006	<p><b>JANUARY 29 - FEBRUARY 3</b> Best Practices in Aboriginal Business and Economic Development</p>	FEBRUARY 2006	<p><b>FEBRUARY 12 - 17</b> Revitalizing Aboriginal Nationhood Series: Self-Determination and Traditional Indigenous Governance</p>	MARCH 2006	<p><b>MARCH 5 - 10</b> Revitalizing Aboriginal Nationhood Series: Establishing Institutions of Good Governance</p> <p><b>MARCH 26 - 31</b> Negotiation Skills Training</p>
APRIL 2006	<p><b>APRIL 23 - 28</b> Aboriginal Leadership and Management Development</p>	MAY 2006	<p><b>MAY 14 - 19</b> Revitalizing Aboriginal Nationhood Series: Realizing the Dream through Strategic Planning</p>	JUNE 2006	
JULY 2006		AUGUST 2006		SEPTEMBER 2006	
OCTOBER 2006	<p><b>OCTOBER 15 - 20</b> Negotiation Skills Training</p>	NOVEMBER 2006	<p><b>NOVEMBER 5 - 10</b> Aboriginal Board Governance Development</p> <p><b>NOVEMBER 19 - 24</b> Aboriginal Leadership and Management Development</p>	DECEMBER 2006	



[www.banffleadership.com](http://www.banffleadership.com)

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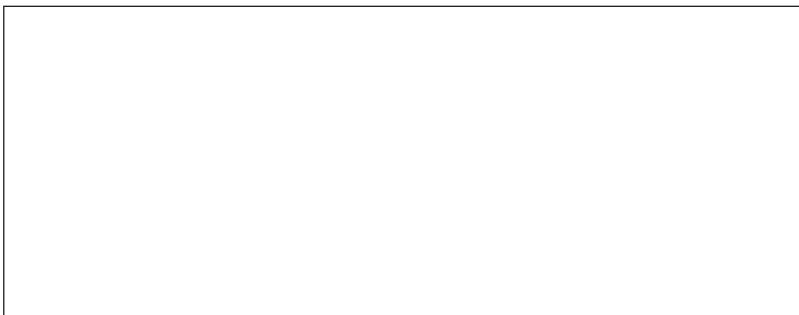
Multiple Program Partner



Program Partner



Program Supporter



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Toll free: 1.888.255.6327 Fax: 403.762.6422 E-mail: [aboriginalleadership@banffcentre.ca](mailto:aboriginalleadership@banffcentre.ca)