

Buffalo Mountain Drum

Aboriginal Leadership and Management Programs at The Banff Centre

2007 - 2008

Lead Partner
nexen



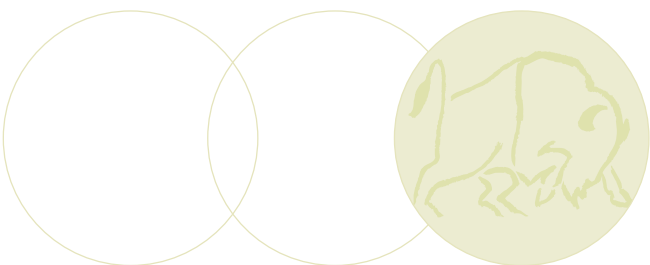
How to Shape Your Future

A Cultural Approach
to Negotiations

Strategic Planning and
Inspired Leadership



The Banff Centre
inspiring **creativity**



Director's Message

Tansi!

In this issue of the *Buffalo Mountain Drum* you will find a variety of articles by our faculty that examine important ideas for Aboriginal leaders. One theme that these articles share, and that our programs explore, is how we might reconcile traditional Indigenous concepts, processes, or models with our contemporary institutions and structures. In other words, how can our leaders walk in two worlds and still be effective in achieving results for our communities?

Aboriginal Leadership and Management development programs at The Banff Centre deliver innovative learning experiences that inspire possibility and vision, and are attuned to traditional ways and knowledge. The articles in this issue highlight how important it is for our leaders to acquire modern knowledge and skills to take part in the global economy, while at the same time supporting the preservation of our language and culture.

As we head into our 36th year of providing programs that are both inspirational and applicable, we will add a new strategic focus to assist Aboriginal leaders: applied research. We will begin to provide the resources and expertise to work with Aboriginal communities and organizations on specific challenges through an applied research project.

For example, if an Aboriginal organization were having difficulty in moving its vision or strategic plan into action, then in partnership with that organization we would bring together the financial, methodological, and process resources necessary to realize positive results. We would document the process and produce a case study report. These best practices could then be shared with the community.

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.

Last March, we held our inaugural thought leader forum entitled "A Forum to Explore Best Practices, Policy, and Tools to Build Capacity in Aboriginal Business and Economic Development". A summary report is posted on our website. We brought together 28 thought leaders from the academic, Aboriginal, government, and industry sectors to explore the current research and best practices in Aboriginal business and economic development in the United States and Canada. We explored what success looks like and how to move this research into action and produce real results. We plan to host another thought leader forum exploring the idea of Indigenous business and trade in the international market and will share our findings with you.

Our plan is to capture the knowledge, dialogue, and recommendations in our forums, symposia, and summits on Indigenous leadership challenges in the form of either reports or proceedings and make them available on our website. We want to contribute to the growing body of knowledge about Aboriginal leadership to assist Aboriginal leaders in their quest for strong, healthy community development.

In addition, we will continue to provide our quality programs, recognized as among the best Aboriginal leadership development programs in the world. We will also continue to provide customized programming that meets the needs or challenges of a specific community or organization.

We invite you to consider how Aboriginal Leadership and Management can assist you and your community or organization to meet its challenges and opportunities and to achieve real change and meaningful results.

Brian Calliou

Director, Aboriginal Leadership and Management



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The Banff Centre
inspiring creativity

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Lead Partner Message

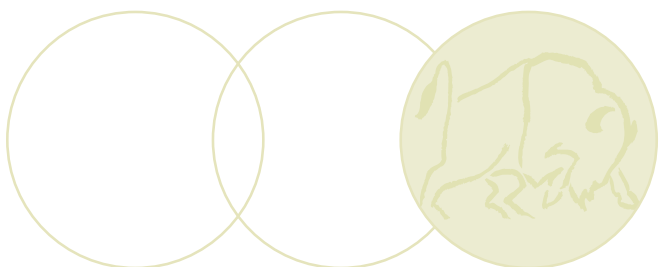
Nexen Inc. is pleased to have entered into a partnership with The Banff Centre as lead partner in supporting Aboriginal Leadership and Management development. Nexen is committed to developing positive relations with Aboriginal people. The Banff Centre is ideally positioned to make a positive contribution 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.

Charlie Fischer
President and CEO, Nexen Inc.





We are proud of our partnership with The Banff Centre in supporting Aboriginal Leadership and Management Development programs.

see the VALUE



...what if forecasting the future were actually possible?
What if you could determine what you wanted your future
to look like — and then work towards making your own
predictions a reality?

How to Shape Your Future with a Community Score Card

by Randy Swanson

Humans have always been fascinated by attempts to predict the future, whether it be gypsies peering into crystal balls, reading palms, or tarot cards; or clairvoyants scrupulously examining the shapes and patterns of the leaves in their tea. But what if forecasting the future were actually possible? What if you could determine what you wanted your future to look like – and then work towards making your own predictions a reality? It may be easier than you think.

A community score card is an effective benchmarking and measurement tool that can help First Nations and other communities establish where they are now and where they would like to be five, 10, or even 25 years down the road. Although not as awe-inspiring as psychic powers, a score card can help to determine what your goals and objectives are; identify areas that need improvement; and determine what actions need to be taken, or behaviours established, in order to achieve those goals.

In addition to helping you plan and achieve future goals, a community scorecard can help your community and its leaders maintain focus, measure the progress of programs and services, improve success rates for government proposals and submissions, develop community pride, and increase accountability and openness.

How does a community score card work?

Each community begins by determining which issues are important to them, such as paving roads in their community, preserving their language and culture, or increasing the number of high school graduates. All of these issues can be measured and assigned a score based on percentages. For example, you could measure the percentage of high school students who graduate in the community, or the number of people who speak a native language.

Once the percentages are determined, the community assigns a score for each of the chosen priorities. The score for each community will be unique, as each community will have different goals and therefore the measurement criteria and indicators will vary. The score becomes an indicator when the numbers are compared to other communities, or trended chronologically over time.

If one of your goals for the future is to improve the overall health of the people in your community, you would begin by asking questions to determine the current health status of the population. You may discover a high number of people in your community with diabetes. Although this disease is common across the country, the rate of diabetes in your community can be compared with other similar communities to determine relevancy. You may discover you have a lower rate of diabetes than other First Nations communities, but a higher rate than the provincial average.

If you decide one of your priorities is to decrease the rate of diabetes in your community to be on par with the provincial average, then you must determine action items and implement them to achieve this goal. Action items and responsibilities are assigned to specific individuals in the community who are held accountable for their success, and the process to reach your goal begins.

The community score card helps you measure where your community is, but also helps you to focus on a few strategic areas so you can make the biggest impact with your limited dollars and resources. This approach can be applied to many quality of life indicators such as finance, education, health, employment, and infrastructure. A score card can play a vital role in helping to make your community more accountable, and more in control of its future.

Randy Swanson, BA, CAFM, is the vice president of First Nations and Forestry with Meyers Norris Penny LLP. He is also a faculty leader with Aboriginal Leadership and Management development at The Banff Centre. Swanson works with various First Nations communities across Canada to implement and maintain the community score card program.

Interested in learning more about leadership and management skills with Randy Swanson?

Register for our Aboriginal Leadership and Management Development program November 25 – 30, 2007; April 20 – 25, 2008; or November 16 – 21, 2008.

Leading the Walk into Two Worlds: A Cultural Approach to Negotiations

by Don McIntyre

Aboriginal leaders need negotiation skills that work today. Negotiation is a huge part of their day-to-day existence. Aboriginal leaders walk in two worlds. They must be responsive to their people and to the needs of their nation. And they must also represent their nation to governments, corporations, and populations in the rest of the world.

Today's Indigenous leaders are negotiating lands claims, tri-partite agreements, and lease terms with governments and corporations. Possibly the most difficult question that Aboriginals face is, "What is essential in the maintenance of our Aboriginality and what change is necessary to improve our position in relation to the general public?"

There is an old saying; "You can't teach an old dog new tricks." This is wrong. Research indicates that we learn throughout our lives. We adapt to new situations and adjust with new information. Many Indigenous trickster stories which are thousands of years old teach the same thing. By using our stories in combination with the teachings from non-Aboriginal sources, Aboriginal leaders are showing themselves to be a significant force in dealing with business and government in Canada. This is critical to negotiation.

By learning the skills that are available through programs and books, Aboriginal people and leaders are gaining the expertise to negotiate in non-Aboriginal arenas. Aboriginals already have the skills to negotiate in the Aboriginal world (though these too can be improved). We receive this know-how in our Indigenous stories and teachings and in being Aboriginal. It is important for many Aboriginal peoples to gain this foothold in the non-Aboriginal world while maintaining their position and ties to traditional ways of being.

Negotiation is about relationship building. Relationships, in the Indigenous context, are about long-term commitment. By this I do not mean five-, 10-, or 25-year commitments. Aboriginal negotiation is about what I call "reciprocal expectation." Simply, this is an I-do-for-you therefore you-do-for-me approach, which is a long-term relationship.

This model of relating to others in your circle or network demands an acceptance of an ongoing relationship. Once someone has been accepted by a community and vice versa, there are rights and obligations owed to and from the person and the community. The same should be true when a corporation or additional government comes to Aboriginal lands. They need to build good relations.

Negotiation is about balance. It is getting what you need from someone while giving what they need from you. In order to maintain this give-and-take, each side must be taken care of by the other and given respect and full consideration. Done properly this relationship should be able to maintain itself forever. This is the Indigenous way of looking at negotiation. In modern business, one of the major conditions of any negotiation is the termination date. I believe a termination date is foreign to Indigenous thinking. Balancing these two ideas is what today's Aboriginal leaders must do.

A simple rule in any negotiation is to be well prepared and unified as a team so that you know what you want to say. This frees you to listen to the other side and allows you to react to the other party's concerns (write them down). In turn, this allows you to reiterate the other side's position, incorporate your own, and create a solution that addresses everyone's needs. This is the balance in negotiations.

Effective negotiation provides solutions. Negotiations should not be a platform for stating grievances without resolution. It is about listening to the other side and hearing what they need. It is about telling what you need. It is a respectful conversation toward understanding each other's interests and seeing them as a whole. It is about searching for solutions that will address the needs of both sides and finding solutions that ensure an ongoing relationship. Any solution put forward must be something that takes into account each party's interests and is something with which everyone can live. Aboriginal leaders must negotiate daily. They do it with their children, their employees, their communities, and with the world.

Don McIntyre is an Ojibway of the Temiskaming First Nation, a lawyer, teacher, lecturer, artist, and faculty member with Aboriginal Leadership and Management at The Banff Centre. He practices in the areas of Aboriginal law and governance, small business for Aboriginals, and tries to incorporate traditional knowledge and teaching into his practice.

McIntyre paints and carves in the woodland style, in Vancouver, where he lives with his daughter Jake and her snake Theodore.

Interested in learning more about negotiation skills?

Register for our Negotiations Skills Training program October 21 – 26, 2007 or February 24 – 29, 2008.



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 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: Inherent Right to 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 10 – 15, 2008

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: Dr. Duane Champagne, March 23 – 28, 2008

Revitalizing Nationhood 3: 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 Scharpen, May 11 – 16, 2008

The Optional Programs of the Certificate – Choose Any Three

Negotiation Skills Training (see page 12)

Faculty Leader: Jerome Slavik

October 21 – 26, 2007; February 24 – 29, 2008; October 19 – 23, 2008

Principles and Practice of Good Governance (see page 13)

Faculty Leader: Matt Vickers

November 4 – 9, 2007; November 9 – 14, 2008

Aboriginal Leadership and Management Development (see page 14)

Faculty Leader: Randy Swanson

November 25 – 30, 2007; April 20 – 25, 2008; November 16 – 21, 2008

Indigenous Women in Leadership (see page 15)

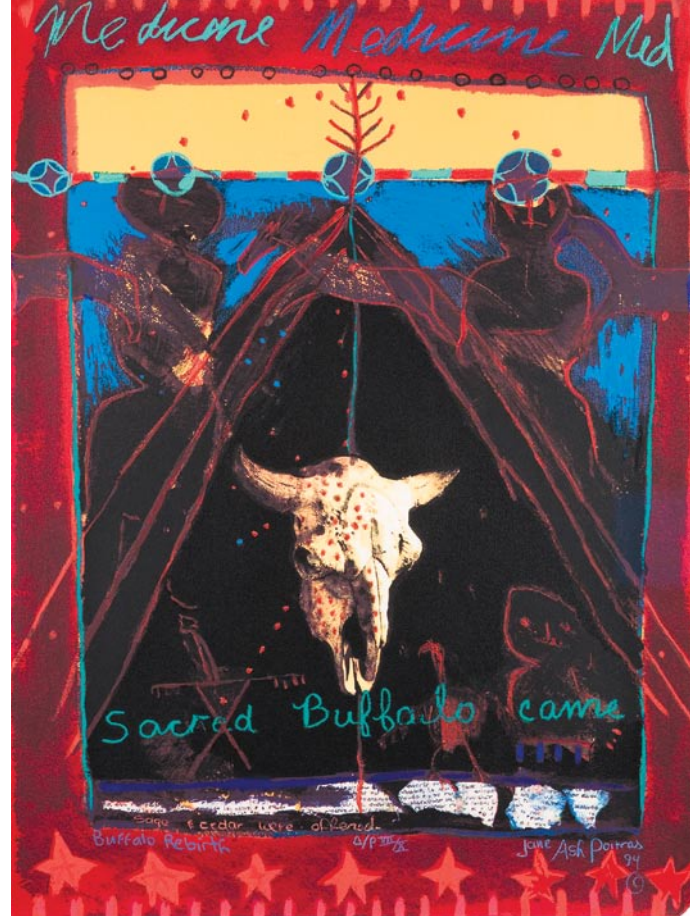
Faculty Leader: Dr. Cora Voyageur

December 2 – 7, 2007; November 30 – December 5, 2008

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

Faculty Leaders: Dr. Manley Begay, and Lewis Staats

January 27 – February 1, 2008



Jane Ash Poitras, *Buffalo Rebirth*, 1995

from the Walter Phillips Gallery collection at
The Banff Centre

Indian legend has long foretold that the birth of a white buffalo would signal the dawn of a positive new era for North America's First Nations. That birth occurred in Wisconsin in 1994, and has attracted pilgrimages from Native leaders who have made the journey to Wisconsin as a tribute to this legendary omen. Poitras, an internationally-acclaimed Edmonton artist born in Fort Chipewyan, Alberta, chose to make her tribute in the form of this striking 18-colour serigraph print.

The Walter Phillips Gallery maintains an art collection of more than 1400 artworks that can be viewed throughout The Banff Centre. Comprised primarily of works by artists who have participated in its various programs, the collection documents the history of The Banff Centre and acknowledges its significance in the development of visual art culture.



Programs

"This course provided me with the essentials to frame and plan for context-based negotiations that will significantly enhance my ability to bring a new level of effectiveness to negotiations in both my professional and personal life."

~ Al Boldt
Sr. Aboriginal Relations
Coordinator, BC Hydro, British Columbia



Negotiation Skills Training

October 21 – 26, 2007; February 24 – 29, 2008; October 19 – 24, 2008

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 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; **Mark Stevenson**, Barrister and Solicitor, Mark L. Stevenson Law Corporation.

Program Costs

Tuition: \$1,995 + applicable taxes

Accommodation and Meals: \$1,070 + applicable taxes

Grant Funding is available, please call for details.

Principles and Practice of Good Governance

November 4 – 9, 2007; November 9 – 14, 2008

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

Matt Vickers, a member of the Tsimshian Nation, is Senior Manager, BC and Yukon, Meyers Norris Penny.

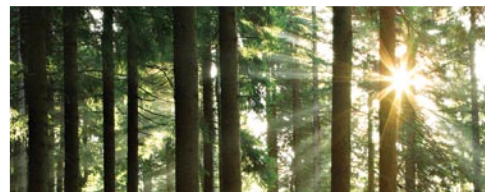
Other faculty members will include, but are not limited to: **Anna Hunter**, Director, Aboriginal Public Administration, Department of Political Studies, University of Saskatchewan; **Ed Allen**, COO, National Centre for First Nations Governance

Program Costs

Tuition: \$1,995 + applicable taxes

Accommodation and Meals: \$1,070 + applicable taxes

Grant Funding is available, please call for details.



"The creator has blessed each of us with gifts. When we gather to share them, they belong to everyone. Working together was our traditional way of survival...this remains the same for us today. Empowering our people will ensure our place in the circle of all nations."

~ Heather Poitras
Communications Officer
INAC, Alberta Region, Alberta

Programs

"I found leadership qualities I never thought I had. I had a great time, it was riveting, so was the art making and new friendships."

~ Jack Noskey
HRD Tech., Loon River First Nation
Red Earth Creek, Alberta



Aboriginal Leadership and Management Development

November 25 – 30, 2007; April 20 – 25, 2008; November 16 – 21, 2008

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, your supervisor, and your team members 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 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 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
- Team building

Faculty Leader

Randy Swanson, Director, Aboriginal and First Nations Services, Meyers Norris Penny LLP.

Other faculty members will include, but are not limited to: **Murray Dion**, President, Khiasma Health Transformation Inc.; and **Don McIntyre**, lawyer, Vancouver, B.C.

Program Costs

Tuition: \$1,995 + applicable taxes

Accommodation and Meals: \$1,070 + applicable taxes

Grant Funding is available, please call for details.

Indigenous Women in Leadership

December 2 – 7, 2007; November 30 – December 5, 2008

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
- Communications and media relations
- Facilitation skills training
- Empowerment through experiential learning
- 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.; Denise L. Lightning, lawyer, Hobbema, Alberta.

Program Costs

Tuition: \$1,995 + applicable taxes

Accommodation and Meals: \$1,070 + applicable taxes

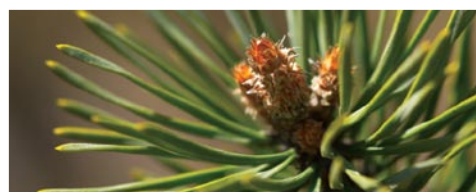
Grant Funding is available, please call for details.

“This program has given me the knowledge and inspiration to pursue bigger goals for myself as an Indigenous woman.”

~ Elizabeth Rowan

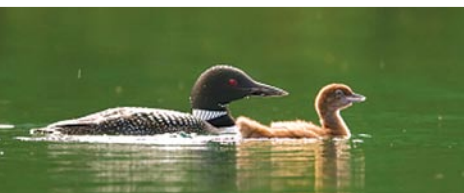
Pigeon Lake Health Centre

Hobbema Indian Health Services, Alberta



Best Practices in Aboriginal Business and Economic Development

January 27 – February 1, 2008



"This program has drawn my future. I am looking forward to paying back my nation and others....I did not look at myself as an entrepreneur, but this is the next step for me. I am more comfortable with the next 10 years of my life."

~ John Swiftwolfe
Post-Secondary Counselor
Moosomin First Nation, Saskatchewan

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. 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
- 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 Leader

Dr. Manley Begay, 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 are not 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; **Dr. Robert Hathaway**, President and CEO, Shamrock Inc.; **Vaughn Sunday**, Director of Economic Development, Mohawk Council of Akwesasne.

Program Costs

Tuition: \$1,995 + applicable taxes

Accommodation and Meals: \$1,070 + applicable taxes

Grant Funding is available, please call for details.

Inherent Right to Indigenous Governance

February 10 – 15, 2008

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 self-determination 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.

Program Costs

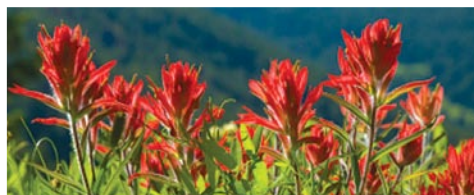
Tuition: \$1,995 + applicable taxes

Accommodation and Meals: \$1,070 + applicable taxes

Grant Funding is available, please call for details.

“Surrounded by the beautiful mountains, perfect weather and a positive atmosphere is what truly makes this Centre an amazing learning place. Finding one’s spiritual goals during a visit will truly take your breath away.”

~ Gina Pearson
Director, Human Services and Recreation,
Tseshaht First Nation, British Columbia



Programs

"The Aboriginal Leadership Program always gives me the re-assurance that the journey is always difficult but very rewarding in my community!"

~ Robert Morin
President
Enoch Community Developments Corp.,
Alberta



Establishing Institutions of Good Governance

March 23 – 28, 2008

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. Institutions do 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 Leader

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

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

Program Costs

Tuition: \$1,995 + applicable taxes

Accommodation and Meals: \$1,070 + applicable taxes

Grant Funding is available, please call for details.

Strategic Planning

May 11 – 16, 2008

Revitalizing Aboriginal Nationhood Series

Program Overview

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. 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; **Elizabeth Logue**, Manager, Social Policy Renewal Directorate, Indian and Northern Affairs Canada; and **Shane Gauthier**, Researcher and Communication Officer, Metis Settlements Child and Family Services Authority, Region 10.

Program Costs

Tuition: \$1,995 + applicable taxes

Accommodation and Meals: \$1,070 + applicable taxes

Grant Funding is available, please call for details.



"I am empowered to share these strategic planning tools and teachings with my career, my organization, and my First Nation. This program enabled me to learn in a safe, fun, and respectful way at The Banff Centre. Thank you!"

~ Sharon Shorty
Performing artist
Yukon

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 three-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
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 Mawiommi 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
Tr'ondek Hwech'in First Nation, Yukon
Tulita Dene First Nation, Northwest Territories
Yellowhead Tribal Council, Alberta

Applied Research

We are now offering applied research services. 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.

Legacy Donors are Leading the Way

The Banff Centre has developed a historic partnership with a visionary community leader: Nexen. Their investment in The Campaign for The Banff Centre will grow sustainable and vital Aboriginal communities by building capacity in creativity, innovation, and leadership.

Nexen will fund the Nexen Chair in Aboriginal Leadership. The Chair will conduct invaluable action research to inform and strengthen The Banff Centre's Aboriginal Leadership and Management programs

Thank you, Nexen, for making an exceptional commitment that will help indigenous peoples realize their aspirations and have a positive impact on contemporary Aboriginal Canadian communities.



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 many individuals, program costs are a major challenge. The Banff Centre has been successful in securing significant funding to assist Aboriginal participants with the cost of tuition and accommodation expenses, as well as for travel from remote communities.

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.

Scholarship Partners

Lead Scholarship Partner:



Gold Scholarship Partners:



Silver Scholarship Partners:



Bronze Scholarship Partners:



Women's Scholarship Partners: Harold & Marilyn Milavsky



Youth Scholarship Partner: Henry & Berenice Kaufmann Foundation

Travel Partners



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



Human Resources and Skills Development Canada

Ressources humaines et Développement des compétences Canada



Canadian Heritage

Patrimoine canadien

Strategic Planning and Inspired Leadership

by Bernadette Scharpen and Lee Schmidt



Since time immemorial, Indigenous leaders have focused on inclusiveness, respect, and a humble approach to decision making. Today, this style of leadership is referred to as “servant leadership.” It is heralded as a style that inspires and maximizes the collective potential of communities and organizations.

Indigenous nations have focused on a holistic approach to organization and society, following natural cycles when making communal decisions. This “systems thinking” approach is grounded in what Margaret Wheatley calls the “New Science” and helps improve organizational health while maximizing the potential for success.

When Indigenous leaders combine traditional approaches to leadership and management and learn the effective use of strategic planning, these become immeasurable resources. Strategic planning is a core leadership competency which, when learned, results in benefits in personal leadership styles whether one is a chief, CEO, supervisor, or staff member. Strategic planning also helps set a direction for the organization or community.

Through strategic planning, Indigenous leaders can explore ways to align their leadership and organizational styles by linking tradition, cultural beliefs, and holistically-based organizational structures with the concepts of strategic planning.

Strategic planning incorporates practices that are important for inspired leadership to engage people, create innovation, foster ownership, and achieve a commitment to a collective vision. Strategic planning is a process-driven activity. It will not have a discrete beginning and end, but rather will ebb and flow based on where in the model you find yourself.

Invent the future you want

Our individual and collective power will naturally gather strength when we are open to learning new ways to invent and shape our futures. Many individuals and organizations are “stuck in a rut” or unknowingly controlled by negative perceptions of what the future could hold. If the decision is made to actively shape our futures, creative thinking processes can be used to remove blind spots and open up possibilities to step outside the box.

A strategic planning team created with representation from distinct groups in the community or organization assists in ensuring that all points of view shape the future. Time and resources are needed to strengthen the team’s ability to function smoothly, as they articulate how and to what degree shared leadership will be employed and member roles, differences, and preferences are discussed. This step is integral to make best use of individual strengths and leverage the team’s ability to dream beyond the community or organization’s current shape and truly build capacity.

Improved Decision Making

A well-crafted mission statement is especially useful. It clarifies rationale, reasons, and purpose for existing. In turn, this helps people to fulfill their

specific roles, focus their time and energy on the strategic goals, and improve decision making.

Value-based Planning

In Indigenous cultures, communally held values define culture and ways of being and relating. When engaged in strategic planning, it is necessary to express and decide upon these most essential values. In prioritizing and gaining consensus on values, the team builds commitment, support, and clarity. When core values are reinforced and practiced, the team is able to securely move forward.

Resource Alignment

If no strategic plan exists, results are fragmented, resources are duplicated, conflict over priorities and purpose arises, and frustration sets in.

Developing and implementing a strategic plan are two different things. Too often after committing scarce human resources, time, and money, a nicely bound plan sits on a shelf and important decisions are made without the strategic vision and goals in mind.

For success, the team must find ways throughout the on-going process to involve, consult with, and receive feedback from the diverse stakeholders affected. Planning will be the path and basis for future decisions. Work time will be focused along with financial and other resources, on the strategic goals. Thus, even if leadership transitions occur, the core strategic plan remains as the means to guide decision-making.

When we align resources, efficiency results. Undue conflict and stress is minimized by process. Through inspired servant leadership and systems thinking it is possible to overcome patterns that stand in the way of actual capacity building. With strategic planning, the burden of individual top-down decision making is replaced with consensus as the foundation for decision making.

Bernadette Scharpen is a learning and performance executive and part owner of Ingenus Management and Consulting Company which is based in the United States and specializes in working with Native American communities across the nation. Scharpen has Mohawk Indian Nation heritage.

Lee Schmidt was born and raised in British Columbia. Her aboriginal ancestry is Métis-Cree, from Sandy Bay, Saskatchewan. In her law practice, Schmidt is privileged to assist Indigenous governments in the articulation and protection of the right of self government, consultation obligations, and community capacity building.

Interested in learning more about strategic planning?

Register for our Strategic Planning program May 11 – 16, 2008.

Inspired by Altitude: Certificate Recipients Gain New Insights

by Sarah Fabbri

For Harvey McLeod, Frank Alec, and Zelda Quewezance, participating in Aboriginal Leadership and Management (ABLM) Development programs at The Banff Centre saw them scaling new heights and jumping into new territory – both mentally and physically. All three recently received their Aboriginal Leadership, Governance, and Management Excellence Certificate for successfully completing six ABLM programs.

"I was scared of heights and remember standing on top of the pole," said McLeod, recalling the 'Leap of Faith' exercise that was part of an outdoor ropes course during one of the programs. The activity required participants to climb and jump off a 25-foot pole while safely secured by ropes held by fellow participants.

McLeod, executive director of Interior Salish Employment and Training, said to jump he had to let go of his fear – and he gained a valuable insight in return. "Faith in people holding the rope was a major lesson for me, having trust in other people," said McLeod. "That week inspired me to do other things, to take on new challenges."

Alec, general manager of the Lake Babine First Nation in B.C., related his learnings about trust to his workplace and community. "What I found interesting is that the experience of being 25 feet in the air showed me how to trust other people, and what's needed to achieve a goal — in business, in negotiations, and in meetings."

"It doesn't matter who the people are or which organization we are from," he continued. "Follow the process and you'll do fine."

Quewezance, executive director of the Saulteaux Healing and Wellness Centre in Kamsack, Saskatchewan, said the pole jump experience taught her that fear controlled her. "It's only me stopping myself," she realized. "I gained a lot of confidence."

The ropes course was one of many activities – indoors and out – that served as a learning springboard for these participants.

"I couldn't wait to get to work, to share what I learned here," McLeod added. Whether it be creating a strategic plan or leading his band and

board of directors through their annual Council assembly. Learning more about leadership principles has made his job easier.

McLeod said connecting with fellow participants was another benefit. "Outside learning is so important. It validated a lot of the issues we face back home, and opened the opportunity for us to go back and organize ourselves, to ensure we are getting the most for ourselves."

"Aboriginal Leadership and Management [programs] showed me how to work with leaders and treat them well, to give them all the information they need to have," said Alec. His working vision now is to have band council members involved in issues and processes, from succession planning to crisis management, and to reactivate Aboriginal tradition and culture in the younger generation.

"It's hard work, it's mentally challenging work," said Quewezance of the ABLM programs. Spurred on by the program work she is now focusing on economic development opportunities on her reserve, networking, and securing corporate sponsorships. "We have to keep evolving."

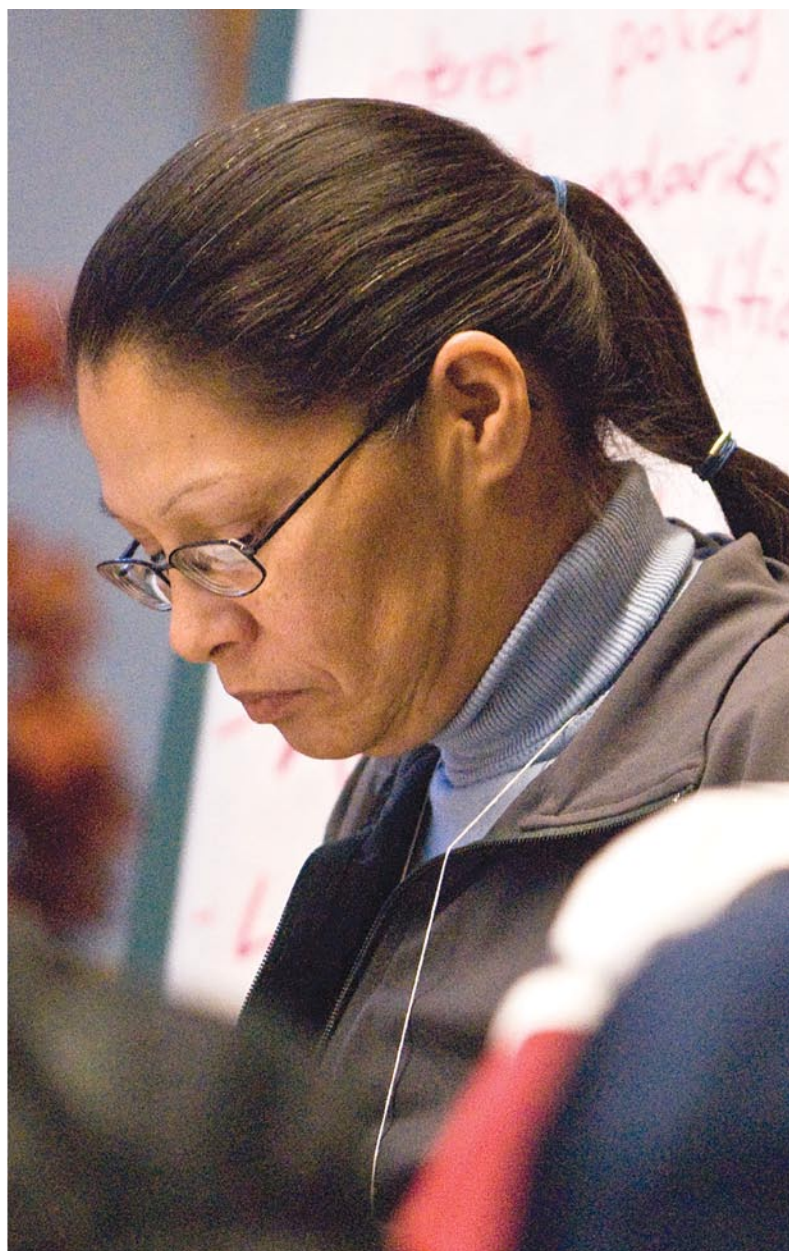
"Learning is lifelong," pointed out McLeod. "It comes in many different forms, from faculty, from people attending, from the environment."

The inspiration and spiritual setting at Sleeping Buffalo mountain is acknowledged by Alec. "A spirit still roams in the area. I could feel the history here, how many nations went through here. A good spirit stays around, and when I need to fall back on the teachings all I have to do is go back in my mind and I hold that in my heart."

Sarah Fabbri is marketing officer for Leadership Development at The Banff Centre.

Interested in learning more about the Aboriginal Leadership, Governance, and Management Excellence Certificate?

See page 20 for information.



Certificate recipients Frank Alec and Harvey McLeod (left), and Zelda Quewezance (right).

“What I found interesting is that the experience of being 25 feet in the air showed me how to trust other people, and what’s needed to achieve a goal — in business, in negotiations, and in meetings.”

~ Frank Alec



Elder Tom Crane Bear Honoured

Above: Elder Tom Crane Bear (centre), begins a dance joined by Elder Andrew Weasel Fat (right), and son Leon Crane Bear (left), following a War Bonnet Ceremony in recognition of his 10 years of service as cultural advisor to the Aboriginal Leadership and Management programs at The Banff Centre. Family, friends, colleagues, and members of the Aboriginal community gathered in March to celebrate his contributions.

Elder Tom, a spiritual leader from the Siksika Nation, is an accomplished teacher and life-leader in diverse areas spanning cross-cultural boundaries. He continues to touch and enrich the lives of our program participants with his wisdom, humour, experience and insight.

Below: Robert Breaker, Board of Governors, The Banff Centre, Andrew Weasel Fat, Elder, Blood Tribe, and Phil Fontaine, National Chief, Assembly of First Nations, at the ceremony.



Brian Calliou Receives Award

Congratulations to Brian Calliou, program director for Aboriginal Leadership and Management, winner of the Dr. Douglas Cardinal Award from the Native Centre and First Nations Student Association at the University of Calgary in recognition of his work in the Aboriginal community

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 and the United States. They bring a wide range of knowledge, experience, expertise, and breadth of perspectives to support and assist the Aboriginal Leadership and Management program area.

Co-Chairs

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

Members

Jason Goodstriker	Blood Tribe, Alberta
Lloyd Martell	Manager, Aboriginal Partnerships, Nexen Inc., Calgary, Alberta
T. Brenda Etienne	Owner, Herbal Magic, Kanasetake, Quebec
Matt Vickers	Senior Manager, BC and Yukon, Meyers Norris Penny, Winnipeg, Manitoba
Rick Hanson	Manager, Indian and Northern Affairs Canada, Ottawa, Ontario
Judy Gingell	President and CEO, Kwanlin Development Corp, Yukon
Suzan Shown Harjo	President and Executive Director, Morning Star Institute, Washington, D.C.
Judy Daniels	BP Canada, Calgary, Alberta

Member in Perpetuity

Leroy Little Bear, JD	Professor, Native Studies, University of Lethbridge, Alberta
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Ex-Officio Members

Mary E. Hofstetter	President and CEO, The Banff Centre
Sarah J.E. Iley	Vice President, Programming, The Banff Centre
Nick Nissley, EdD	Executive Director, Leadership Development, The Banff Centre
Elder Tom Crane Bear	Siksika Nation, Alberta



A scene from the world premiere of *A Story Before Time...*, a multi-disciplinary performance piece incorporating dance, music, and theatre created by artistic director/choreographer Santee Smith (Mohawk) of Kaha:wi Dance Theatre. The performance was developed through a series of residencies at The Banff Centre and launched at the 2007 Banff Summer Arts Festival.

The Banff Centre

The Banff Centre is a globally respected arts, cultural, and educational institution and conference facility. 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.

Leadership Development

For 50 years, business and community leaders have developed new skills, and refocused their vision in the supportive, creative, multidisciplinary environment offered by The Banff Centre. Leadership Development at The Banff Centre offers customized and public programs in the corporate, government, Aboriginal, and not-for-profit sectors. These programs pioneer new ways of looking at leadership and new methodologies for leading in an increasingly complex world. Both emerging and seasoned leaders leave with the competencies they need to succeed using unique and creative methodologies.

Arts

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

Mountain Culture

Mountain Culture 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 challenges. Showcase events include the Banff Mountain Film and Book Festivals, and mountain environment think-tanks and conferences.

Conference Services

Since 1952, Conferences have been a core activity of The Banff Centre, providing delegates from Alberta, Canada, and around the world with unparalleled meeting facilities in a creative and inspirational learning environment. With over 400 guest rooms, and 60 exceptional meeting spaces, lecture theatres, and auditoriums, The Banff Centre can accommodate groups from five to 1,000. Delegates benefit from the creative energies and showcasing of our arts, leadership, and mountain culture programming, and events.

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
E-mail: communications@banffcentre.ca**

www.banffcentre.ca



The Banff Centre
inspiring **creativity**

Leadership Development at The Banff Centre

engage create reflect innovate

Creative ideas, innovative solutions,
in an inspiring setting.



We pioneer creative ways of developing leaders and offer custom and public programs to mid- to senior-level leaders and decision makers in the corporate, government, Aboriginal, arts and non-profit sectors.

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

Call 1.800.590.9799
Visit 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 e-mail at aboriginalleadership@banffcentre.ca, or online at 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 30.

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



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inspiring creativity

Sign Me Up

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

Program Name _____ Program Session Date _____

Name _____ Title _____

Organization _____

Address _____ City/Prov _____ Postal Code _____

Phone _____ Fax _____ E-Mail Address _____

How did you FIRST hear about us? _____

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

I would like 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.

I plan to arrive _____ I plan to depart _____

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.

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.

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.
- 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.

****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.

Change Policy

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

I have read and accept the above policies. 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.

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

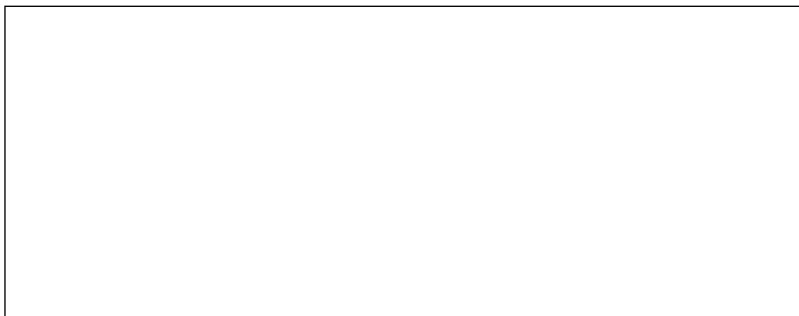
Program Calendar 2007 - 2008

OCTOBER 2007	OCTOBER 21 – 26 Negotiation Skills Training	NOVEMBER 2007	NOVEMBER 4– 9 Principles and Practice of Good Governance NOVEMBER 25 – 30 Aboriginal Leadership and Management Development	DECEMBER 2007	DECEMBER 2 – 7 Indigenous Women in Leadership
JANUARY 2008	JANUARY 27 – FEBRUARY 1 Best Practices in Aboriginal Business and Economic Development	FEBRUARY 2008	FEBRUARY 10 – 15 Inherent Right to Indigenous Government FEBRUARY 24 – 29 Negotiation Skills Training	MARCH 2008	MARCH 23 – 28 Establishing Institutions of Good Governance
APRIL 2008	APRIL 20 – 25 Aboriginal Leadership and Management Development	MAY 2008	MAY 11 – 16 Strategic Planning	JUNE 2008	
JULY 2008		AUGUST 2008		SEPTEMBER 2008	
OCTOBER 2008	OCTOBER 19 – 24 Negotiation Skills Training	NOVEMBER 2008	NOVEMBER 9 – 14 Principles and Practice of Good Governance NOVEMBER 16 – 21 Aboriginal Leadership and Management Development	DECEMBER 2008	NOVEMBER 30 – DECEMBER 5 Indigenous Women in Leadership 



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Toll free: 1.888.255.6327 Fax: 403.762.6422 E-mail: aboriginalleadership@banffcentre.ca