

Buffalo Mountain Drum

Aboriginal Leadership and Management Programs at The Banff Centre

2008 – 2009

Lead Partner
nexen



Negotiating
Self-Government
Institution Building
Buffalo Lodge
Unveiled



The Banff Centre
inspiring creativity



Director's Message

Tansi!

This year The Banff Centre is celebrating its 75th anniversary. Situated on the side of Sleeping Buffalo Mountain, The Banff Centre's home has a long heritage of Aboriginal presence, with archeological evidence of more than 11,000 years of settlement and use. Viewed as a sacred gathering place, many different Aboriginal people met here for trade and sharing, visions, ceremony, and celebration. This legacy continues today as arts, business, and community leaders gather here at The Banff Centre for inspirational learning and creativity.

In 1933, the Centre's founders recognized the value of creativity when they established their first program in theatre training for budding actors. In 1972, the Centre established its first Aboriginal leadership program entitled Local Leadership, described as a "short course for Native People in Southern Alberta." In 1995, the Centre's leadership had the foresight to hire its first full-time director of Aboriginal Leadership and Management, Andrew Bear Robe of Siksika. They also established an advisory body, our Aboriginal Program Council, made up of Aboriginal community and business leaders, to inform the program content and ensure its quality and relevance.

The 75th anniversary is a chance to celebrate the history of The Banff Centre and its programming, but also provides an opportunity to build on our strengths, and to build for the future.

Looking to the future, The Banff Centre has begun work on the new Kinnear Centre for Creativity and Innovation, which will house multidisciplinary learning spaces and the Paul D. Fleck Library & Archives.

Earlier this year, Enbridge announced a \$1-million donation to support the construction of a dedicated Aboriginal program building. To be built between 2010 and 2014, this new building will include the Enbridge Indigenous Cultural Circle — a central meeting area — classrooms, multidisciplinary performance and rehearsal facilities, and rooms for ceremonial and social gatherings.

As well, Aboriginal Leadership and Management received a \$1-million donation from Nexen for a chair in Aboriginal Leadership to research critical success factors behind leading Aboriginal communities and organizations in Canada. Going forward, Aboriginal Leadership and Management will use this applied research, along with public and custom programs, to assist Aboriginal leaders, organizations, businesses, and communities in their capacity development journey.

Also as part of the 75th anniversary, we held a traditional tipi transfer ceremony here in April. Blackfoot Elders conducted the ceremony which involved face paintings, songs, and food as the tipi transfer was made to me and our program manager Janice Tanton on behalf of The Banff Centre. Her Excellency, The Governor General Michaëlle Jean participated in the ceremony.

Following on the success of last year's inaugural thought leaders, we hosted a second forum. This one explored the professional development and capacity building needs of Aboriginal arts organization leaders and administrators. Arts and culture are often touted by our Aboriginal leaders as important areas, yet sometimes get little support by our leaders who spend much of their energy and resources on litigation and negotiation of claims or economic development. Arts organizations and artists are leaders in their own right who inspire creativity while sustaining our culture and heritage through their works. Some successful examples of communities that incorporate art into tourism and economic development are the Osoyoos Indian Band with their Nk'Mip Desert Cultural Centre, and Siksika First Nation's Blackfoot Crossing Historical Park interpretive centre.

For 36 years, Aboriginal Leadership and Management has been providing relevant, impactful leadership development programs. We have created a legacy of strong community leaders who have taken their knowledge and skills back to their communities or organizations to lead change and achieve results. We invite you to consider how Aboriginal Leadership and Management can help your community or organization meet its challenges and achieve real change and positive results, allowing you to leave your own legacy.

Brian Calliou
Director, Aboriginal Leadership and Management

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75
YEARS

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Cover Photo: Donald Lee, The Banff Centre Inside Photos: Donald Lee and Kimberly Simpson

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Website: www.banffleadership.com © The Banff Centre Printed in Canada, August, 2008
Return undeliverable Canadian addresses to: The Banff Centre, Box 1020, Station 45, 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. This year we announced a \$1-million investment to establish the Nexen Chair in Aboriginal Leadership.

Our contribution will provide learning opportunities to develop and strengthen Aboriginal leaders and help foster sustainable communities. The Nexen Chair will develop practical action-based research that will document and support social, economic, and educational success stories.

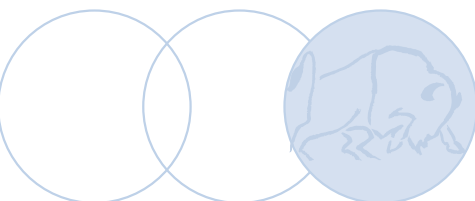
Nexen is committed to creating positive relations with Aboriginal people. The Banff Centre is ideally positioned to make a positive contribution to the development of Aboriginal leaders and managers as they face the challenging decisions of the 21st century.

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.

Nexen is honored 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.





It takes one commitment to lift the spirits of many.

As lead partner of The Banff Centre's Aboriginal Leadership and Management programs, Nexen is committed to supporting sustainable Aboriginal communities and building leadership capacity.

www.nexeninc.com

nexen



The Banff Centre offers one of the few opportunities in Canada for Aboriginal leaders to supplement their experience and skill sets, learn from each other, and better understand best practices in their particular area of interest.

Capacity Development and Negotiating Self-Government

by Jerome N. Slavik

The Banff Centre's Aboriginal Leadership and Management program area has for many years offered the only course on Crown/First Nation negotiations available in Canada. While this program was initially designed to educate and facilitate Crown/First Nation negotiations on comprehensive and specific claims, the number of issues for negotiation between First Nations, government, and industry continues to grow and broaden.

In an important ruling in 2006, The Federal Court of Canada recognized that Aboriginal self-government is often the result of long and expensive negotiations between the Crown and First Nations involving the transfer of jurisdiction and management over matters affecting First Nation communities.

For over 15 years, the federal government's "Inherent Right to Self Government" policy has provided a political, legal, and policy framework for determining the scope of the "inherent right" to Aboriginal self-government. It has primarily applied to the development of governance arrangements to accompany comprehensive land claims in non-reserve lands in the NWT, Quebec, and BC. However, First Nations residing on reserves within historic treaty areas (the Western provinces and Ontario) are now beginning to explore and negotiate new self-government arrangements that remove them from the restrictions of the paternalistic Indian Act.

Under this policy First Nations are acquiring jurisdiction over matters on reserve including citizenship, lands, resources, financing, social, and educational programs, and health. They are now acquiring this jurisdiction through negotiating new jurisdictional, managerial or administrative agreements that enable Aboriginal communities to acquire much greater control over these key matters that affect so many aspects of their daily lives. The agreements are eventually incorporated into new federal, and in some cases provincial, legislation.

One of the most advanced self-government negotiations in the historic treaty area has been undertaken by the Meadow Lake Tribal Council (MLTC) located in northwest Saskatchewan. For the past 15 years, the MLTC has been negotiating the most comprehensive tripartite governance agreement in Canada. The leadership of the MLTC, their

negotiators and legal counsel participated in the Negotiation Skills Training program at The Banff Centre. They used the concepts, strategies, and skills that they learned to negotiate this landmark agreement.

When a First Nation negotiates a self-government agreement and assumes jurisdictional and management responsibilities, they also need to have the capacity to implement it effectively. Not only must there be political leaders who are politically savvy, but there must be the necessary professional, managerial, and administrative skill sets to operate these powers effectively and efficiently. The true challenge for politically and fiscally accountable Aboriginal government is capacity building – not only from a theoretical or academic perspective but also from the practical perspective through sharing of the knowledge, experience, and skills of First Nation leaders supplemented by best practice case studies.

If Aboriginal leaders are to meet the challenges and opportunities facing their communities, then it is essential that they acquire the knowledge, capacities, and skills to assist them in addressing these important issues and assure them success.

In this regard The Banff Centre plays an important role in facilitating dialogue amongst Aboriginal leaders and managers about what works, what does not, and more importantly what needs to be done to achieve sustainable success. The Banff Centre offers one of the few opportunities in Canada for Aboriginal leaders to supplement their experience and skill sets, learn from each other, and better understand best practices in their particular area of interest.

Jerome N. Slavik is a lawyer and negotiator with 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. He is a facilitator with the Negotiation Skills Training program.

Interested in learning more about negotiation skills?

Register for our Negotiations Skills Training program
October 19 – 24, 2008; February 22 – 27, 2009

Institutions in Indian Country

by Duane Champagne

When we talk about contemporary nation building or institution building, we should not suggest that Indigenous nations do not have institutions or nations. Rather Indigenous nations have very strong institutions and nations which are organized very differently from the Western models, especially the government and market-based institutions in Canadian or American societies.

The colonial period introduced new institutions into Indigenous communities such as Christianity, new forms of government, market economies, nation-state forms of bureaucracy, courts, and police. One major challenge with colonial institutions is that they often are not accepted voluntarily by Indigenous communities. Often colonial institutions conflict deeply with Indigenous institutions and create cultural and organizational schisms in the community. They also tend to give significant decision-making powers to external political, economic, and cultural groups and organizations.

Contemporary institutions in Indian country are a combination of traditional, colonial, and contemporary institutional relations. Consequently, contemporary nation building is not simply a matter of adopting Western institutional forms of political, economic, community, and cultural organization. Nation building does not occur in an institutional vacuum, and new institutions must have general acceptance or consensual support, otherwise they will not last or work well.

However, returning to traditional national forms is not likely because today's world is a very different and highly nationalized and globalized place. Contemporary institution building is about moving values, norms, social, and community organization in ways that help ensure cultural and political autonomy, as well as economic self-sufficiency. The process is one of maintaining community and cultural continuity through adjusting institutional relations whether traditional, colonial, or contemporary, to meet the cultural, political and economic needs of the communities. Institutional change is achieved best through processes of consensus building which help ensure cultural continuity and acceptance of compatible change.

Most communities are composed of institutions such as ceremonial circles, kinship groups, or government organizations. Shared understandings, norms, rules, or laws are characteristic of communities that are endowed with strong institutions. While leadership and responsibility are major features of institutions, most depend on agreements or consensus about rules, behaviors, goals, and methods. In

traditional societies, institutions are often handed down from previous generations, and are shared in creation and related teachings.

For example, the trickster figure Raven gave the Tlingit people on the Western Coast their clans, moieties, potlatch ceremonies, and moral and ethical teachings. Because Raven gave the ceremonies and clans, people honor and maintain them as sacred gifts from the creator. Indigenous peoples have very strong institutional relations that are different from one another and other peoples.

Each Indigenous nation has its own political, cultural, economic, and community organization, but overall the nations tend to have overlapping political, family, economic and cultural relations embedded within a sacred community or nation. Furthermore, Indigenous nations are not only about relations with other peoples, but also with the plants, animals, sun, moon, stars, and forces that compose the cosmic universe.

In critical ways, Indigenous nations are not political nations in the modern Western sense of a politically mobilized body of citizens. Rather, Indigenous nations are more like religious communities that speak a common language and practice a common ceremonial cycle. There are more commitments to the ceremonial cycle than to political unity, which is divided among clans, families, and individuals. Political norms in Indigenous nations are generally decentralized and consensual with great respect for the autonomy of families, groups, and individuals in political and spiritual matters.

Duane Champagne is a member of the Turtle Mountain Band of Chippewa from North Dakota. He is professor of Sociology and American Indian Studies at UCLA, a member of the Faculty Advisory Committee for the UCLA Native Nations Law and Policy Center, and is acting director of the Tribal Learning Community and Educational Exchange (TLCEE). Champagne's research focuses primarily on issues of social and cultural change in both historical and contemporary Native American communities. He is a faculty leader for Establishing Institutions of Good Governance.

Interested in learning more about establishing institutions?
Register for our Establishing Institutions of Good Governance program
March 22 – 27, 2009.



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 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: 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 8 – 13, 2009

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 22 – 27, 2009

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 17 – 22, 2009

The Optional Programs of the Certificate – Choose Any Three

Negotiation Skills Training (see page 12)

Faculty Leader: Jerome Slavik

October 19 – 24, 2008; February 22 – 27, 2009

Principles and Practice of Good Governance (see page 13)

Faculty Leader: Matt Vickers

November 9 – 14, 2008; April 19 – 24, 2009

Aboriginal Leadership and Management Development (see page 14)

Faculty Leader: Randy Swanson

November 16 – 21, 2008

Indigenous Women in Leadership (see page 15)

Faculty Leader: Dr. Cora Voyageur

November 30 – December 5, 2008

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

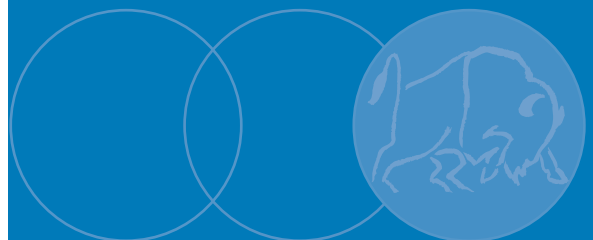
Faculty Leaders: Dr. Manley Begay, and Lewis Staats

January 25 – 30, 2009



**“I am a better person for having been here.
I would prefer a program at The Banff Centre
to any university opportunity in the future.”**

~ Michelle Gillis
Manager
Cambridge Bay Housing Association
Nunavut



Programs

"As the Chief of my community and a representative of Treaty #8 in B.C. I found the course to be very on the ground. I found that I could apply everything I've learned in real life applications. Very useful and applicable to every aspect of my job and life."

~ Roland Willson
Chief, West Moberly First Nation
British Columbia



Negotiation Skills Training

October 19 – 24, 2008; February 22 – 27, 2009

Program Overview

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

A High Impact Program For

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

Program Highlights

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

Faculty Leader

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

Other faculty members will include, but are not limited to: **Richard Price**, Associate, Institute for Dispute Resolution, University of Victoria.

Program Costs

Tuition: \$2,075 + applicable taxes

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

Grant Funding is available, please call for details.

Principles and Practice of Good Governance

November 9 – 14, 2008; April 19 – 24, 2009

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. **Margaret Froh**, Policy, Law, and Compliance Officer, Rama Mnjikaning First Nation. **Anna Hunter**, Director, Aboriginal Public Administration, Department of Political Studies, University of Saskatchewan.

Program Costs

Tuition: \$2,075 + applicable taxes

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

Grant Funding is available, please call for details.



"I have been to many training workshops and I found this very unique as it totally applies to First Nation government. We can all come away with information that we can utilize and feel more confident in our work environment."

~ Mary Plain Eagle
Case Manager
Piikani Child and Family Services
Brocket, Alberta

Programs

"The tools that I have learned are very valuable and I know I can offer what I have learned back to my community to be utilized for all the positive reasons."

~ Pat Swampy
Director of Operations, Administration
Samson Cree Nation, Alberta



Aboriginal Leadership and Management Development

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 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 competency map and learning contract are used throughout the program to focus your learning on specific competency areas. After the program they will help you apply your learning in the workplace.

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

Program Highlights

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

Faculty Leader

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: \$2,075 + applicable taxes

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

Grant Funding is available, please call for details.

Indigenous Women in Leadership

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: \$2,075 + applicable taxes

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

Grant Funding is available, please call for details.



“The Banff Centre realizes the importance of indigenous women in leadership and assists in empowering, promoting, and educating women to become valuable members and role models in their community.”

~ Jennifer LaFleur
Director of Health and Social Programs,
Katlodeeche First Nation, Northwest Territories

Best Practices in Aboriginal Business and Economic Development

January 25 – 30, 2009



“After participating in the Aboriginal leadership program it became clear to me that brighter days are on the horizon for all Aboriginal people. Change is never easy, but in today’s world it is necessary. I have learned here that through strategically planned economic development, we can restore self-governance and sovereignty within our Nations.”

~ April-Eve Wiberg
Marketing Coordinator
Mikisew Group of Companies, Alberta

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.

Program Costs

Tuition: \$2,075 + applicable taxes

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

Grant Funding is available, please call for details.

Inherent Right to Indigenous Governance

February 8 – 13, 2009

Revitalizing Aboriginal Nationhood Series

Program Overview

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

A High Impact Program For

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

Program Highlights

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

Faculty Leader

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

Other faculty members will include, but are not limited to: **James (Sakej) Youngblood Henderson**, Research Director, Native Law Centre, University of Saskatchewan.

Program Costs

Tuition: \$2,075 + applicable taxes

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

Grant Funding is available, please call for details.

“The program is intense and inspiring. It has a good balance of education through oral presentations and group activities. The Banff Centre provides an environment and ideas for learning. Fresh air, excellent food, beautiful scenery and rich in history.”

~ Bonnie Leonard
Director – Aboriginal Rights and Title
Shuswap Nation Tribal Council, British Columbia



Programs

**"I have enjoyed my entire time here.
I am grateful for the guidance of the
Elders and the teachings of the faculty.
I look forward to returning."**

~ Joe Pierre
St. Mary's Indian Band
British Columbia



Establishing Institutions of Good Governance

March 22 – 27, 2009

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: **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: \$2,075 + applicable taxes

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

Grant Funding is available, please call for details.

Strategic Planning

May 17 – 22, 2009

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.

Program Costs

Tuition: \$2,075 + applicable taxes

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

Grant Funding is available, please call for details.



"The Banff Centre consistently delivers high calibre programs. The experiential learning model used provides a hands-on experience that reinforces the concepts learned. I am always encouraging people I know to consider attending one of these programs."

~ Tracey Makokis
Program Liaison, Government of Alberta,
Victims Services Branch
Alberta



Custom Aboriginal Programs and Applied Research

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

We can also customize specific modules of our public programs to meet your two- to 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
Apetogosan Métis Development Inc., Alberta
Athabasca Tribal Council, Alberta
Atlantic Policy Congress for First Nation Chiefs, Nova Scotia
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 Mawiomi 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
Tli Cho Government, Northwest Territories
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 is funding 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.

Lead Scholarship Partner:



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.

Platinum Partner:



Gold Scholarship Partners:



SUNCOR
ENERGY
FOUNDATION

Silver Scholarship Partners:



R. Howard
Webster
Foundation

Bronze Scholarship Partner:



Women's Scholarship Partners: Harold & Marilyn Milavsky Fund at The Calgary Foundation

Youth Scholarship Partner: The Henry & Berenice Kaufmann Foundation

Travel Partners



"The Banff Centre is for everyone and anyone who dreams of becoming a successful, productive, and innovative leader. It provides the skills and tools to reach their goals of sustainability, accountability, and most importantly, success."

~ Carolyn Small Legs
Treaty 7
Tribal Council Alberta

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 programs are supported by funding from the Government of Canada through the Canada Council for the Arts, and the Department of Canadian Heritage through the National Arts Training Contribution Program.



“Buffalo Lodge”

Standing Tall at the Foot of Sleeping Buffalo Mountain

by Janice Tanton

Last spring a special tipi transfer ceremony was held at The Banff Centre. In this article Janice Tanton, program manager for Aboriginal Leadership and Management, and an artist, shares her story about the tipi design and the transfer event.

“I have a dream.” I was only two when Martin Luther King spoke those four words and delivered a speech that inspired generations to move towards peace, equality, and understanding. But those words echo loudly inside of me today as I too have a dream.

The pathway to articulate that dream came to me in the form of a painted tipi to represent all that we are at The Banff Centre. The Centre is located at the foot of Sleeping Buffalo Mountain. Sleeping Buffalo is a very sacred spot not only to the Blackfoot, but to many other First Nations people who came here to exchange information and ideas as long as 11,000 years ago.

My dream was born out of Elder Tom Crane Bear’s visit to one of Leadership Development’s weekly staff meetings, the day before we put up our plain canvas tipi for the summer season last year. Tom explained how the tipi was traditionally put up after the first thunder each year, and, more importantly, what the painted symbols on a tipi signify.

The tipi is the traditional shelter or house. Elder Tom taught us that caring for your “house” also means caring for yourself, your family, and community. Much of the tradition and protocol around tipis celebrate these connections, and remind us of our responsibilities.

As an artist I dreamed of creating a tipi design for The Banff Centre for all to see and share – which Tom named “Buffalo Lodge.” Working on this project with the Elders I quickly discovered how incredibly rich and abundant the ceremony and creation of the painted tipi is. Within Blackfoot culture, a painted tipi can only exist through a tipi transfer ceremony. The “rights” to the painted design, and the four songs that are inseparable from the design, can only be transferred by Elders to a man and a woman.

In our case, the tipi was transferred to me, and to director Brian Calliou and our families who are keepers of the tipi for The Banff Centre. We are the only ones who can subsequently transfer the design.

There are four basic design elements on a tipi. The base area represents our connection to Mother Earth and our history. The middle area represents our physical world and today. The upper portion represents the future and spirit world.

I designed mountains at the base of our tipi to represent the Bow Valley where we live. In the centre area is a buffalo. The buffalo represents

sustainability as it was the buffalo that provided food, shelter and a strong sense of spirituality. The buffalo has also come to represent learning and education, an appropriate symbol for our Aboriginal Leadership and Management area.

The butterfly symbol sits on the back central portion of the tipi, signifying that the design for this tipi came to the owners through a dream. The smoke flaps have groupings of stars upon them that represent two separate Blackfoot stories which, in short, remind us to protect the future of our children. The red path at the front door of the tipi runs from the base, through the physical world, and connects us to the spirit world. The various colours represent the night, the day, the water, sky, snow, earth, fire, and air.

The actual tipi transfer ceremony last April coincided with a few remarkable events. We coupled the ceremony with our alumni weekend for our Certificate of Excellence recipients in both the Aboriginal Leadership and Leadership Development areas. Her Excellency the Right Honourable Michaëlle Jean, Governor General of Canada, and her husband Jean-Daniel Lafond, who were here for a forum at The Banff Centre, joined as well, along with members of our Aboriginal Program Council and special guests.

Leveraging our strengths in arts-based learning, after the ceremony we led our joint certificate graduates through a creativity session. We challenged them to dream and create their own miniature tipis. They then presented their tipis to the group. A multitude of dreams were shared and exchanged which created a community of leaders within a grand circle of common understanding. The magic of these tipi creations connects us to a living legacy much greater than ourselves.

Martin Luther King Jr. had a dream of equality. I have a dream. We all have a dream. Now at The Banff Centre, on the side of sacred Sleeping Buffalo Mountain, we have a tipi that signifies that we can dream and work together to make the world a better place, and keep the fire of those dreams burning brightly.

Janice Tanton is program manager for Aboriginal Leadership and Management at The Banff Centre and is also an accomplished artist and business woman.



Shared Experiences and Learning Connect Participants

by Sarah Fabbri

He may have been outnumbered but it resulted in a powerful and meaningful learning experience. Len Wilson recently became the first non-Aboriginal to receive his Aboriginal Leadership, Governance, and Management Excellence Certificate after completing six Banff Centre programs.

"The series of Aboriginal Leadership programs provided me with an incredible opportunity to see things from the other side," said Wilson, who received grant funding to attend the programs from the Centre's BP, Shell, and Spectra Energy scholarships.

"As a non-native, I never have and never will walk the path in their moccasins," he said. "But I will take everything I have learned at The Banff Centre and use it to make that path easier, for them, to travel."

Wilson is President of Aski Enterprises Inc., a subsidiary of the Kelly Lake Metis Settlement Society (KLMSS). While members of this community are working hard to find ways to co-manage the nearby drilling activity with oil and gas companies, Wilson is on an innovative mission. He's set his sights on Aboriginal renewable energy.

"I want to manufacture wind turbines in Alberta and B.C.," explained Wilson. The former forestry equipment manufacturer general manager lives in Grande Prairie, about 40 minutes away from Kelly Lake. It's a community he came to know through his friend, society leader Lyle Letendre.

"I realized it was time for me to start giving back," said Wilson reflecting on his desire to become an Aboriginal clean energy advocate. "And I realized I can help out right here. I really want to help Aboriginal communities get on the path they want to follow."

Wilson said the Centre's Negotiation Skills Training program was particularly useful as it provided him with insight into communicating with government, industry, and First Nations representatives, and the skills to negotiate with a "win-win" in mind.

Another certificate recipient, Sandra Wabegijig, is an Ottawa-Ojibway and works as a Treaty Relations manager with Indian & Northern Affairs Canada in Ottawa.

"I found all the programs to be of exceptional value to me in my work, and personally," said Wabegijig who found the sections on strategic

planning, systems management, and systems thinking extremely helpful in her role as a manager and as a personal planning tool.

"It's also been a real honour and privilege to hear leading aboriginal scholars in the area of aboriginal governance, such as LeRoy Little Bear," added Wabegijig. "And meeting various First Nations people from across Canada has given me a broader perspective of First Nations communities, culture and issues."

"I've learned just as much from the the participants as the programs," she added. "We share many of the same experiences and working together daily in the sessions to find solutions to many of today's issues was very gratifying."

Certificate recipient Jeremiah Windego said he too was surprised by the common experiences shared by the participants. "And one of the highlights for me was the friends I made that will last the rest of my life. It was amazing to feel that kind of support from people."

Windego, who is general manager of the Nigigoonsiminikaaning First Nation in Fort Frances, Ontario, was on a fast track and took all six programs in seven months.

"It took a lot of hard work and time management as I was gone one week out of every month, from November to May," Windego said.

"It was unexpected how inclusive and relevant the learning was," he said. "There are many lessons I have taken back from the training I received. We've re-organized our administration structure, and dramatically improved our communications as well as our community involvement."

"These are sacred mountains that have a long history with Aboriginal people. The experience here is very powerful. I hope to come back," said Wabegijig. "It's been an incredible journey."

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 11 for information.



“The series of Aboriginal Leadership programs provided me with an incredible opportunity to see things from the other side...”

~ Len Wilson, Aboriginal Leadership, Governance, and Management Excellence Certificate recipient

In the News



\$1-Million Nexen Chair in Aboriginal Leadership Announced

Pictured above, Roger Thomas, Nexen Inc. executive vice president, North America, and Mary Hofstetter, president and CEO of The Banff Centre, at the June 16, 2008 announcement of the \$1 million Nexen Chair in Aboriginal Leadership. Thanks to this investment The Banff Centre will conduct ground breaking research on the critical success factors behind leading Aboriginal communities and organizations in Canada. Photo: Kimberley Simpson.

Enbridge Donation to Support new Aboriginal Program Building

On May 6, 2008, Patrick D. Daniel, Enbridge president and CEO, announced a \$1-million contribution to support the construction of a dedicated Aboriginal program building at the Centre. The new building will house the Centre's Aboriginal Leadership and Aboriginal Arts programs.



Mongolian Throat Singers Delight Audiences

Members of the Mongolian Project perform at The Banff Centre during National Aboriginal Day celebrations in June.

Aboriginal Program Council

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

Ex-Officio Members

Mary E. Hofstetter	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

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	Treaty 7 Representative, Blood Tribe, AB
Lloyd Martell	Manager of Aboriginal Partnerships, Nexen Inc.
T. Brenda Etienne	Owner, Herbal Magic
Matt Vickers	Senior Manager, BC and Yukon, Meyers Norris Penny
Rick Hanson	National Director of Business Development, MGM Communications, Ottawa
Judy Gingell	President and CEO, Kwanlin Development Corp, Yukon
Judy Daniels	Aboriginal Relations Advisor, TransCanada Pipelines
Suzan Shown Harjo	President and Executive Director, Morning Star Institute, Washington, D.C.
Clint Davis	President and CEO, Canadian Council for Aboriginal Business



Red Sky Performance and *Tono: Higher, Faster, Stronger*, presented July 2008 at the Banff Summer Arts Festival.
Credit: Laura Vanags

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.

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

Marketing & Communications

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

Leadership Development

Leadership Development at The Banff Centre offers custom and public programs to mid- to senior-level leaders and decision makers in the corporate, government, Aboriginal, arts and non-profit sectors. Through experiential, arts- and nature-based learning participants explore creative ideas and innovative solutions in an inspiring setting.

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.



Leadership Development at The Banff Centre



Creative ideas. Innovative solutions. Inspiring setting.

Custom and public programs for mid- to senior level leaders and decision makers in the corporate, government, Aboriginal, arts, and non-profit sectors.

Coming this fall:

Establishing Effective Aboriginal Relationships

October 5 – 8, 2008

Enhance your communications with Aboriginal communities.

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 Email 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



The Banff Centre
inspiring creativity

75
YEARS

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 _____ Email Address _____

How did you FIRST hear about us? _____

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

I plan to arrive _____ I plan to depart _____

Please plan your travel to arrive at The Banff Centre mid- to late afternoon the day the program starts and depart late afternoon on the last day of the program. The Calgary airport is 2 hours away from Banff.

Note: As of September 1, 2008, all bedrooms at The Banff Centre will be non-smoking. There are more than 20 designated outdoor smoking areas. We appreciate your cooperation as The Banff Centre strives to create the best possible environment for our guests and staff.

Payment Options

To retain your place in any of our Leadership Programs, we require a minimum \$500 credit card deposit when you register.

Subsequent payments can be made either by cheque or credit card up to 10 business days prior to the start of the program.

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

☐ Please charge a \$500 deposit to my: ☐ AMEX ☐ VISA ☐ MASTERCARD

Credit Card Number _____ Expiry Date _____

Signature _____

If your organization is GST exempt, you must include your exemption letter and GST number with your faxed or mailed registration.

Please note: GST Exempt Exception – GST is payable on "off reserve" purchases of short-term accommodation and meals.

Program Fees

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

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 or fax 403.762.6422.

Special Grant Funding

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

STEP 1

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

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

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

STEP 2

Terms and Conditions:

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

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

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

Note: Two signatures are required.

Participant signature: _____ Date: _____

Supervisor signature: _____ Date: _____

Print name: _____ Phone: _____

STEP 3

Please print clearly

Participant's Name: _____

Organization: _____

Full Address: _____

Phone: _____ Fax: _____

Email: _____

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

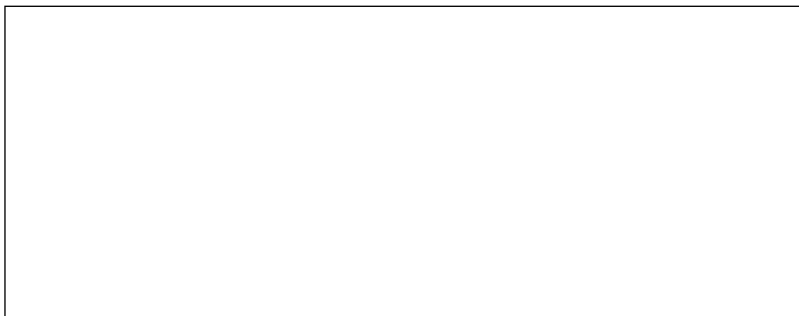
Program Calendar 2008 - 2009

OCTOBER 2008	<p>OCTOBER 5 – 8 Establishing Effective Aboriginal Relationships</p> <p>OCTOBER 19 – 24 Negotiation Skills Training</p>	NOVEMBER 2008	<p>NOVEMBER 9 – 14 Principles and Practice of Good Governance</p> <p>NOVEMBER 16 – 21 Aboriginal Leadership and Management Development</p> <p>NOVEMBER 30 – DECEMBER 5 Indigenous Women in Leadership</p>	DECEMBER 2008	
JANUARY 2009	<p>JANUARY 25 – 30 Best Practices in Aboriginal Business and Economic Development</p>	FEBRUARY 2009	<p>FEBRUARY 8 – 13 Inherent Right to Indigenous Governance</p> <p>FEBRUARY 22 – 27 Negotiation Skills Training</p>	MARCH 2009	<p>MARCH 22 – 27 Establishing Institutions of Good Governance</p>
APRIL 2009	<p>APRIL 19 – 24 Principles and Practice of Good Governance</p>	MAY 2009	<p>MAY 17 – 22 Strategic Planning</p>	JUNE 2009	
JULY 2009		AUGUST 2009		SEPTEMBER 2009	



75
YEARS

www.banffleadership.com



Aboriginal Leadership and Management, Box 1020, Station 45, 107 Tunnel Mountain Drive, Banff, Alberta T1L 1H5
Toll free: 1.888.255.6327 Fax: 403.762.6422 E-mail: aboriginalleadership@banffcentre.ca