Energy in Everything
At Nexen, it’s not just what we do that makes us leaders — it’s how we do it.
Nexen, a Canadian-based, international oil and gas company is committed to working collaboratively and respectfully, building our assets and finding new ways of developing our oil and gas resources — conventional and unconventional — through innovative adaptation of technology. Our leadership extends beyond business and into the community through our support of Aboriginal partnerships and The Banff Centre’s Aboriginal Leadership and Management Development programs.

www.nexeninc.com
Director’s Message

Tansi!
Aboriginal programming at The Banff Centre provides the opportunity to bring Aboriginal world views, ways of being and knowing, to the world. It also presents opportunities for Aboriginal community members to get together at the side of Buffalo Mountain to dialogue, share, learn, express, and create innovative works or solutions.

There is a flurry of activity here at our continuing education institution. Looking to the future, there is construction of the new Kinnear Centre for Creativity and Innovation, which will be the new learning commons including classrooms, a library, and research archives.

Our Aboriginal Leadership and Management program area has been working feverishly on new applied research initiatives. We are very pleased to introduce our new Nexen Chair in Aboriginal Leadership, Dr. Cynthia Wesley-Esquimaux of the University of Toronto, who will assist us in applied research into “wise practices”. Her research will produce case studies identifying factors of success in Aboriginal communities and institutions, and form practical learning tools for Aboriginal leaders that can be easily applied. We have also launched a new project, “Building Sustainable Leadership for Community Development”, that began with a series of meetings with Aboriginal community leaders. This applied research pilot project, made possible with a Sunco donation of $1 million, will involve four action-based research projects in Aboriginal communities.

We continue to reinvent our existing programs to keep them relevant and impactful. For example, our Negotiation Skills Training program includes sessions dealing with consultation and impact benefit agreements, while our Strategic Planning program now includes a drum-making component. The use of artistic processes, along with outdoor experiential exercises, ensures our programs are unique, as well as culturally attuned. To strengthen the reach of the Indigenous Women in Leadership and Best Practices in Aboriginal Business and Economic Development programs, Enbridge has reallocated a $1 million donation to provide scholarships toward the two programs over six years. First Nations know the importance of investing in leadership development, illustrated by the Siksika First Nation’s contribution of $190,000 to the Banff Centre for their entire Chief and Council to take programs towards the Certificate of Excellence in Aboriginal Leadership, Governance and Management. By providing scholarships, our corporate sponsors play an important role in making these programs more accessible to Aboriginal community leaders.

Another new initiative is the design of a new program for Aboriginal arts administrators. With the generous financial support of the Canada Council for the Arts, the Canada Arts Secretariat, we hosted a workshop involving leading Aboriginal artists and administrators to explore what such a program might involve. That workshop built on the Thought Leader Forum we hosted in 2008, and produced a report that is accessible in our on-line library.

Aboriginal Leadership and Management has two areas of focus: programs and applied research. Programs have two pillars: public programs (one-week programs that run on campus); and custom programs (various-length programs designed to meet the needs of a specific community or organization). The second focus is our new applied research, with the development of wise practices and action-learning case studies, involving a team learning journey for community members. These exciting new initiatives in applied research have brought us together to explore collaborative opportunities with the National Centre for First Nations Governance and the Native Nations Institute.

Entering our 38th year of providing dynamic Aboriginal leadership programming here at The Banff Centre, we’re proud to have played an important role in creating 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. Even more learning opportunities for Aboriginal communities and leaders will come with implementation of our new applied research strategy. We invite you to consider how Aboriginal programming at The Banff Centre can assist your community or organization in meeting its challenges and opportunities, and achieving your visions and dreams.

Brian Calliou “Apahto’ Kii”, Director, Aboriginal Leadership and Management

Fall 2009 Events

Walter Phillips Gallery at The Banff Centre
Laid Over To Cover: Weaving and Photography in the Salishan Landscape

October 17 — December 13, 2009
Organized by Presentation House Gallery, North Vancouver
Curated by David Ballman and Meirion Cynog Evans

This exhibition presents key examples of historical (circa 1890-1950) and contemporary Coast Salish and Interior Salish weaving – juxtaposed with nineteenth century photographs of Aboriginal territories and terrains. The contemporary work of two prominent artists – Keith Nahahme (Squamish Nation/Coast Salish) and Melvin Williams (Lil’wat National/Interior Salish) – will augment the vital morphology of their culturally integrated, inherently invisible craft of weaving.

Curators’ and Artists’ Talk
Saturday, October 17, 1:30 – 3 p.m. Telus Studio, JFL Free

Opening Reception
Saturday, October 17, 3 – 5 p.m. Walter Phillips Gallery Free

Melvin Williams: Cedar Bark Basket Weaving Workshop
Saturday, October 10, 8 a.m. – 4 p.m.; Sunday, October 11, 6 – 9 p.m.
Walter Phillips Gallery $20

Create an inner cedar bark basket that can last generations, under the instruction of weaver Melvin Williams of Lil’wat descent. To register please call the Walter Phillips Gallery at 403.762.6281.

Walter Phillips Gallery $20

Brian Calliou Honoured at Siksika Indian Days

Brian Calliou, Director of Aboriginal leadership and Management at The Banff Centre, is honoured in a headress transfer ceremony at Siksika Indian Days on August 15, 2009. Elder John Healy of the Blood Reserve presents the headress to recognize Calliou’s work as a leader for the community.
If you are asked to imagine an Aboriginal leader, what image comes to mind? Aboriginal politicians, entrepreneurs, or bureaucrats? I often see great Aboriginal artists. Most people do not view their artists as leaders, but I am a strong advocate for the idea. I live my life as both leader and artist, both a part of who I am, and I suggest that Aboriginal peoples must begin to look at their artists as leaders.

In modern thinking, people have one job, specializing in one area. They are leaders, bankers, academics or artists. Work roles define them, and limit them. But we can foster many roles and practices, which help us become richer leaders.

As Aboriginals, we must take on the roles that the community needs of us, and in most cases, that is the activity we do best. I was taught that I must be prepared to do what is necessary and use my abilities for the benefit of my community, and if I am a skilled artist, I can use that gift to inspire a vision of the world. By allowing others to see my vision, through my art, I can hopefully provide inspiration and hope about the future.

I was taught that Indigenous artists are leaders, but also much more. They are teachers and students, gathering traditional knowledge, stories and methods in order to create new, inspiring works. Artists represent a traditional Indigenous approach to art, contemporary presentations of what it means to be Aboriginal, or a fusion of the two. Artists anchor us to the past and transport us to the future. They get us to think about the best and worst of humankind and inspire us to think about the direction we are headed.

Aboriginal leaders, like Aboriginal artists, are showing how they see the contemporary world and are creating visions for the future. Many of the best leaders also look to the past ways of governance and leadership, ways of knowing and being, and fuse them with the modern competencies of leadership to create inspirational visions for their communities. My grandfather Frank King explained leadership to me this way: “A leader has a vision and follows it. A leader allows others to follow them following their vision.”

The mainstream speaks of artists as innovative, groundbreaking, pioneers. George Santayana, philosopher, poet and cultural critic, said, “An artist is a dreamer consenting to dream of the actual world.” This is similar to my grandfather’s description of a leader. In our modern world we hear much of the “art of leadership” in books, seminars and classes. But commentators like Henry Mintzberg argue these management techniques are too narrow and limiting for leaders now dealing with complexity, chaos and constant change. In fact, leadership development practitioners are turning to artists for insights into creativity and innovation.

Many Aboriginal leaders have led struggles for the recognition and acceptance of Aboriginal culture, traditions, rights and ideas in Western society. This movement, bringing our culture to mainstream society, has also been led by Aboriginal artists. Bill Reid, George Hunt, and Frieda Dessing brought West Coast art to the Western world. In eastern Canada, the Indian Group of Seven shared their Indigenous vision of the world. Today, the list of Aboriginal artists creating new and innovative ideas about our past, present and future is staggering. It would be well worth the effort to search them out and explore their opinions, methods and visions, and share in their dreams of making the world a better place.

Don McIntyre is an artist, and a faculty member in Aboriginal Leadership and Management at The Banff Centre, facilitating the Aboriginal Leadership and Management Development and Strategic Planning programs. He is an Ojibway of Tamiskaming First Nation, and is pursuing a PhD in Law at the University of B.C. focusing on Aboriginal Law and Education.
Meet the Nexen Chair in Aboriginal Research
by Shari Bishop Bowes

Dr. Cynthia Wesley-Esquimaux has a plan that ties in beautifully with her new appointment as the Nexen Chair in Aboriginal Research at The Banff Centre.

“One of my primary goals in life is to change the face of Aboriginal Canada,” says Wesley-Esquimaux, sharing the broad purpose behind her work both as an intellectual and faculty member at the University of Toronto, and working directly with communities and individuals to effect change one person at a time.

Wesley-Esquimaux, who holds a PhD in Social Cultural Anthropology from the U of T, has begun extensive research into the critical elements of success in Aboriginal communities, made possible by a $1-million donation to The Banff Centre from Nexen Inc.

The vision for the Nexen Chair in Aboriginal Research is to conduct research over a decade that will add to the strength of Aboriginal communities by identifying critical elements of success that, when directly applied to communities, result in meaningful, lasting results.

With 22 years of experience working in community and policy development regarding the needs of Aboriginal Canadians, that vision fits well with the work Wesley-Esquimaux has already been doing.

Unfailingly optimistic about the future for this country’s Aboriginal people, Wesley-Esquimaux seeks nothing less than a dramatic turnaround in how Canada’s founding people are broadly perceived in society, and how they perceive themselves.

“I’m trying to get people to look at who Aboriginal people are, from a very dynamic perspective,” she says. “So much of what people have to say about Aboriginal people in Canada is completely wrong.”

Wesley-Esquimaux is finding that much of the literature she is reviewing frames a negative Aboriginal experience. “What we want to do is speak to the other side of it.”

Wesley-Esquimaux draws deeply from her teaching experience and her work with Aboriginal youth to demonstrate that change is entirely possible and achievable. She tells the story of a recent experience while teaching a course in Aboriginal Studies at the Royal Military College in Ontario. As the group of young people wandered into the classroom on the first day, one of them remarked, “What are you going to teach us? How to be Indians?”

Undaunted, and certainly well-acquainted with this type of skepticism amongst young Aboriginal people, Wesley-Esquimaux carried on to teach them about the many contributions of their Aboriginal ancestors, from military history to the country’s educational and political systems. She also reinforced for them the amazing resilience of native people who continue to persevere after 90 per cent of their ancestral population was wiped out by epidemic diseases and warfare in a relatively short period of 100 years.

“By the end of the year, I had the most resistant student in that class come to me and tell me he’s enrolled in the University of Alberta and he’s going to take Native Studies,” she says.

That was just one success along the path for Wesley-Esquimaux, whose own start in life came growing up in Toronto with a family dealing with serious issues of their own. Her parents had attended the Shingwauk Residential School and their experience brought alcohol and abuse into her early life. It made her question what had gone wrong and helped her develop a vision of Aboriginal families living in a good way. Her children, 24-year-old twin daughters, were raised in very different circumstances, and her own mother went on to a healthy and happy marriage.

Quitting school at 16 could have signified the beginning to a story of unfulfilled potential for Wesley-Esquimaux, but after a stint connecting with native people in California, she was inspired to complete her high school education and go on to earn her undergraduate degree. At age 40, after years spent working directly in Aboriginal communities and raising a family, she went back to school to complete graduate work that would elevate her to a highly regarded educator, policy analyst, and commentator on current issues facing Aboriginal people.

As she continues her scholarly investigations into Canada’s Aboriginal success stories, and as she continues down the path of fact-finding and conversations in Aboriginal communities with elders, young people and everyone in between, Wesley-Esquimaux is focused on how change can and will be achieved.

“Over the next 20 years, I’m saying we can turn this around, we can do this.”

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

Brian Calliou, director of Aboriginal Leadership and Management (left), and Lloyd Martell, manager of Aboriginal partnerships at Nexen, welcome Cynthia Wesley-Esquimaux to her new role as the Nexen Chair in Aboriginal Research at The Banff Centre.

The vision for the Nexen Chair in Aboriginal Research is to conduct research over a decade that will add to the strength of Aboriginal communities by identifying critical elements of success that, when directly applied to communities, result in meaningful, lasting results.
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 7 – 12, 2010

**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 21 – 26, 2010

**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 Sparcen, May 16 – 21, 2010

The Optional Programs of the Certificate — Choose Any Three

**Negotiation Skills Training** (see page 12)

Faculty Leader: Jerome Slavek

October 18 – 23, 2009; February 21 – 26, 2010

**Aboriginal Leadership and Management Development** (see page 13)

Faculty Leader: Randy Swanson

November 1 – 6, 2009; April 18 – 23, 2010

**Principles and Practice of Good Governance** (see page 14)

Faculty Leader: Margaret Froh

November 22 – 27, 2009

**Indigenous Women in Leadership** (see page 15)

Faculty Leader: Dr. Cora Voyageur

December 6 – 11, 2009

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

Faculty Leaders: Dr. Manley Begay, and Lewis Staats

January 24 – 29, 2010

"Going through these exercises and dealing with issues close to home was healthy and rewarding. Our work to make things better is our responsibility."

— Jerry Antoine

Deh Cho First Nation

Fort Simpson, North West Territories
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

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

Program Costs
Tuition: $2,075 + applicable taxes
Accommodation and Meals: $1,155 + applicable taxes
Grant Funding is available, please call for details.

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

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

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

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

Other faculty members will include, but are not limited to: Richard Price, President, Khiasma Health Transformation Inc.; and Don McIntyre, artist and lawyer, University of British Columbia

Program Costs
Tuition: $2,075 + applicable taxes
Accommodation and Meals: $1,155 + applicable taxes
Grant Funding is available, please call for details.

“First Nations Leaders should take this Negotiation course. For all parties involved, it is a win, win situation. The things that are taught and learned may even help expedite some of the negotiations.”
Garry McDonald
Safety Officer
Aseniwuche Winewak Nation
Grande Cache, Alberta

“First Nations Leaders should take this Negotiation course. For all parties involved, it is a win, win situation. The things that are taught and learned may even help expedite some of the negotiations.”
Garry McDonald
Safety Officer
Aseniwuche Winewak Nation
Grande Cache, Alberta

“First Nations Leaders should take this Negotiation course. For all parties involved, it is a win, win situation. The things that are taught and learned may even help expedite some of the negotiations.”
Garry McDonald
Safety Officer
Aseniwuche Winewak Nation
Grande Cache, Alberta

“First Nations Leaders should take this Negotiation course. For all parties involved, it is a win, win situation. The things that are taught and learned may even help expedite some of the negotiations.”
Garry McDonald
Safety Officer
Aseniwuche Winewak Nation
Grande Cache, Alberta

“Anticipated, the instruction was top notch. The experience was enhanced more by the majestic, natural setting. I leave here revitalized and more empowered.”
John Fleming
Heart Lake First Nation
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, MKts Councils, and Inuit and Northern communities
- Aboriginal economic and social development agencies
- Legal entities for Aboriginal profit and not-for-profit organizations
- Managers and administrators of service delivery agencies and organizations
- Aboriginal arts and culture organizations
- Urban Aboriginal organizations

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

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

Other faculty members will include, but are not limited to:
- Professor of Sociology at the University of Calgary.
- Dr. Cora Voyageur, from Fort Chipewyan First Nation in northern Alberta, is a Professor of Sociology at the University of Calgary.
- Anna Hunter, Director, Aboriginal Public Administration, Department of Political Studies, University of Saskatchewan;
- Ed Allen, Chief Operating Officer, National Centre for First Nations Governance.

Program Costs
Tuition: $2,075 + applicable taxes
Accommodation and Meals: $1,155 + applicable taxes
Grant Funding is available, please call for details.

Principles and Practice of Good Governance
November 22 - 27, 2009

Indigenous Women in Leadership
December 6 – 11, 2009

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 Schapen, Inogen Management and Consulting Co.; Anna Hunter, Director, Aboriginal Public Administration, Department of Political Studies, University of Saskatchewan;
- Denise L. Lightning, lawyer, Hobbema, Alberta.

Program Costs
Tuition: $2,075 + applicable taxes
Accommodation and Meals: $1,155 + applicable taxes
Grant Funding is available, please call for details.

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

Register on the Web at banffleadership.com

“In a new manager/leader, this course covered everything I need to take on my new responsibilities well, and to be comfortable and confident in doing so. Great program!”
~ Francine McKenzie
Special Assistant to the Executive Director
Nishnawbe Aski Nation
Thunder Bay, Ontario

“I recommend this course to any Aboriginal female entering a management and/or leadership role whose responsibilities include leading a small or large group of staff or people. You will not have regrets.”
~ Janis Manyheads
Community Health Team Leader
Siksika Nation
Siksika, Alberta

Inquiries? Call 1.888.255.6327
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, financing, 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. Staat, President and CEO, Staat & Associates.

Other faculty members will include, but are not limited to: Dr. Stephen Camell, 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: $1,155 + applicable taxes
Grant Funding is available, please call for details.

The Banff Centre is grateful to Enbridge for supporting this program.
Establishing Institutions of Good Governance
March 21 – 26, 2010

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: $1,155 + applicable taxes
Grant Funding is available, please call for details.

Strategic Planning
May 16 – 21, 2010

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 Schapran, Ingenus Management and Consulting Co.

Other faculty members will include, but are not limited to: Doug Inglis, Manager, Indigenous Strategic Development, First Nations Financial Management Institute; Peter Grant & Associates; Don McIntyre, artist and lawyer, University of British Columbia, Vancouver, B.C.; Elizabeth Logue, Manager, Social Policy Renewal Directorate, Indian and Northern Affairs Canada.

Program Costs
Tuition: $2,075 + applicable taxes
Accommodation and Meals: $1,155 + applicable taxes
Grant Funding is available, please call for details.

Register on the Web at banffleadership.com

Inquiries? Call 1.888.255.6327

“Establishing Institutions of Good Governance is a series of programs designed to help Aboriginal nations and organizations set strategic direction and long-term goals. Through a proven model for strategic planning, participants will learn how to keep their plans alive through evaluation, revision, and performance measurement.”

~ Anne Wildcat
External Affairs Coordinator
Ermineskin Cree Nation
Hobbema, Alberta

“Creating a professional, independent, and culturally appropriate public service is a necessary step for Aboriginal nations to achieve successful nationhood.”

~ Anne Wildcat
External Affairs Coordinator
Ermineskin Cree Nation
Hobbema, Alberta

“The Aboriginal Leadership and Management programs are one of a kind, and should be taken by past, present and future leaders to make our nations stronger.”

~ Ken Moberly
Aseteweache Winewak Nation, Alberta

18
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 interactive 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 Kabapikotawang Resource Council Inc., Ontario
- Apaetogsan Métis Development Inc., 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
- Government of the Northwest Territories
- Government of Nunavut
- Government of the Northwest Territories
- Government of Ontario
- Government of Quebec
- Municipal and Community Affairs, Government of the Northwest Territories
- Otsenos Employment & Training Society, Ontario
- Prince Albert Grand Council, Saskatchewan
- Queico Centre, Ontario
- Saskatchewan Indigenous Governance Authority
- Saskatchewan Tribal Council, Saskatchewan
- Sheshatshiu Innu Band Council, Newfoundland & Labrador
- Siksika Nation, Alberta
- T’u Che Government, Northwest Territories
- Tr’ondëk Hwëch’in First Nation, Yukon
- Tulita Dene First Nation, Northwest Territories
- Yellowhead Tribal Council, Alberta

**Applied Research**

We will soon be 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 the 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.
Deep Listening goes far beyond our attempts to understand others through the words they say to us. What we can gain by listening at a much deeper level is a profound connection that allows us to creatively build upon each other’s contributions.

In September 2008, the Aboriginal Leadership and Management team hosted the Koorie Cohort, a group of Indigenous Masters and PhD students from Monash University and RMIT University in Australia during the Art of Management Conference at The Banff Centre. This talented group of artists, playwrights, storytellers, musicians, and academics presented their work as part of the Indigenous Deep Listening Project. During this cross-cultural exchange, participants explored Indigenous ways of knowing such as ‘Gulpa Ngawal’, which means “Deep Listening.”

The process involves deep and respectful listening. It means taking the time to develop relationships, listening to stories, to what is said and what is not said, and to deeply understanding what is contained within the silences and spaces. Deep Listening is best described as involving all the senses, not just listening with your ears. It is a search for understanding and meaning in a manner that invites collaboration and reciprocity. Deep Listening in this form is something very familiar not only to Indigenous people but to artists, musicians, and creative individuals in the process of creating new works. Often termed as “insightfulness” or intuition, Deep Listening, for the artist, is at the root of seeing, hearing, and creating.

With this in mind, our group travelled to Melbourne, Australia as guests of the Indigenous Deep Listening Project, where we continued our work together with the Koorie Cohort at the World Indigenous Peoples Conference on Education. During our visit we contributed to a film project and music CD documenting our experiences.

Reflecting on my own experiences as an artist, I believe that Deep Listening is a valuable form of communication between cultures, genders, and disciplines, and a universal language that we, as human beings ready process. We are often too quick to jump to language or solution, and speak, when the answer really lies in listening deeply over time.

“Speaking or writing in language is not always the wisest way to communicate complex systems, concepts, and problem-solving. The ‘language’ of the arts and Deep Listening are in many ways a new way to begin to re-learn how to communicate with one another.

Building on this concept when I returned, I initiated the Community Fusion Project with the support of the Canada Council for the Arts, a visual and auditory improvisational “jam session” bringing together diverse Indigenous and non-Indigenous members in the Bow Valley community to further explore the value of this process in community building. The project attracted 45 community members, ages two to 80, comprised of 12 different cultural backgrounds, eight separate communities, and 29 professions. We gathered at a local gallery to explore music, art, and sculpture and to create works together through communicating with these multi-disciplinary processes, with Deep Listening as the underpinning method. Everyone was invited to step outside of their comfort zones. Many had never painted, played an instrument, or come together in this type of venue before. The process and works were captured in an exhibition. A film and podcast will be released later this year.

We can all sing and dance, or make a sound, take a photograph, paint and think, smell, hear and touch. Community Fusion allows the freedom for this to occur without judgment, training, need for performance or outcome. The “doing and “space” is the thing – a wonderful and safe place to celebrate the human being and explore what is possible between us.”

— Janice Tanton

The Community Fusion Project shows us new ways to define relationship and kinship through arts dialogue, leading to stronger community engagement across cultures, genres, and generations. This ultimately creates an environment and language for peace, creativity, innovation, and deeper understanding.

For more information on the Community Fusion Project: www.communityfusion.ca

Janice Tanton is an artist, and program manager for Aboriginal Leadership and Management at The Banff Centre.
The right answers are always welcome -- even if they come along a little later in life. That's one perspective from David MacPhee, as he ponders the enriching experience of completing a major milestone in his professional education at The Banff Centre 20 years into his leadership career. MacPhee, along with two colleagues, spent time in late 2008 and the spring of 2009 away from responsibilities with the Aseniwuche Winewak Nation in Grande Cache, AB as they worked at completing programs required for the Certificate of Aboriginal Leadership, Governance and Management Excellence. MacPhee was awarded his certificate in February 2009 after completing the last of six required week-long programs at The Banff Centre.

As president and CEO of the Aseniwuche Development Corporation, and as president of his First Nations community since 1994, MacPhee had accomplished a great deal for his community without the benefit of leadership training. What was missing, he said, was “the big picture”, the strings that tie the experience of leadership and its many challenges and rewards to the particular skills and methodologies required to lead an Aboriginal community forward to its highest potential.

“I was looking for something to be able to do my job, to achieve goals and results,” says MacPhee, who has found that and more in the programs he has taken, and the valuable connections he has made at The Banff Centre. Gaining a deeper understanding of strategic planning was meaningful for MacPhee, especially as it was presented within the context of Aboriginal culture and traditions.

“We are now going into a process to revisit our vision and values and start mapping out where we want to go, over a 20-year period,” he says. MacPhee found The Banff Centre to be an environment well suited to learning and reflection, with the mountain environment reminding him of his own Rocky Mountain home just a few hours north. The location at the foot of Buffalo Mountain was also fitting, he said, as the buffalo represents wisdom.

Two of MacPhee’s colleagues from the Aseniwuche Nation/Aseniwuche Development Corporation area also now working through the programs required for their certificates.

Ken Moberly, operations manager for the Aseniwuche Winewak Development Corporation, and as president of his First Nations community since 1994, MacPhee had accomplished a great deal for his community without the benefit of leadership training. What was missing, he said, was “the big picture”, the strings that tie the experience of leadership and its many challenges and rewards to the particular skills and methodologies required to lead an Aboriginal community forward to its highest potential.

“I was looking for something to be able to do my job, to achieve goals and results,” says MacPhee, who has found that and more in the programs he has taken, and the valuable connections he has made at The Banff Centre. Gaining a deeper understanding of strategic planning was meaningful for MacPhee, especially as it was presented within the context of Aboriginal culture and traditions.

“We are now going into a process to revisit our vision and values and start mapping out where we want to go, over a 20-year period,” he says. MacPhee found The Banff Centre to be an environment well suited to learning and reflection, with the mountain environment reminding him of his own Rocky Mountain home just a few hours north. The location at the foot of Buffalo Mountain was also fitting, he said, as the buffalo represents wisdom.

Ken Moberly, operations manager for the Aseniwuche Winewak Development Corporation, will complete his program work this fall, but says he is already benefiting from what he has learned. Lessons in governance structure and negotiations have proven very helpful, as Moberly also sits in a board position for his First Nation, and works with external partners in everything from mining and oil and gas to the Nation’s own apprenticeship programs in welding and mechanics.

“I wish I had taken the leadership courses before I went on our board of directors,” he says.

Moberly’s colleague Garry McDonald, safety officer with Aseniwuche Development Corporation, is also putting what he has learned into practice on the job.

While he didn’t know what to expect when he came to The Banff Centre for his first program in the fall of 2008, he was pleased with not only the course material and the knowledge imparted by the faculty, but also by the experience of meeting First Nations people from all over the country.

Training towards his certificate opened his eyes not only to strategic methods and the value in planning and time management, but also to the realization that Aboriginal communities are at many different stages. “Some are ahead, some behind. We could be a lot more ahead,” McDonald says.

Both men agree their learnings have proven deeply valuable, and look forward to returning to take the next program sessions in the fall of 2009.

With their program work well underway, they will be recommending the program to other colleagues and members of the Aseniwuche Development Corporation’s board of directors.

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

Ken Moberly, operations manager for the Aseniwuche Winewak Development Corporation, and as president of his First Nations community since 1994, MacPhee had accomplished a great deal for his community without the benefit of leadership training. What was missing, he said, was “the big picture”, the strings that tie the experience of leadership and its many challenges and rewards to the particular skills and methodologies required to lead an Aboriginal community forward to its highest potential.

“I was looking for something to be able to do my job, to achieve goals and results,” says MacPhee, who has found that and more in the programs he has taken, and the valuable connections he has made at The Banff Centre. Gaining a deeper understanding of strategic planning was meaningful for MacPhee, especially as it was presented within the context of Aboriginal culture and traditions.

“We are now going into a process to revisit our vision and values and start mapping out where we want to go, over a 20-year period,” he says. MacPhee found The Banff Centre to be an environment well suited to learning and reflection, with the mountain environment reminding him of his own Rocky Mountain home just a few hours north. The location at the foot of Buffalo Mountain was also fitting, he said, as the buffalo represents wisdom.

Two of MacPhee’s colleagues from the Aseniwuche Nation/Aseniwuche Development Corporation area also now working through the programs required for their certificates.

Ken Moberly, operations manager for the Aseniwuche Winewak Development Corporation, will complete his program work this fall, but says he is already benefiting from what he has learned. Lessons in governance structure and negotiations have proven very helpful, as Moberly also sits in a board position for his First Nation, and works with external partners in everything from mining and oil and gas to the Nation’s own apprenticeship programs in welding and mechanics.

“I wish I had taken the leadership courses before I went on our board of directors,” he says.

Moberly’s colleague Garry McDonald, safety officer with Aseniwuche Development Corporation, is also putting what he has learned into practice on the job.

While he didn’t know what to expect when he came to The Banff Centre for his first program in the fall of 2008, he was pleased with not only the course material and the knowledge imparted by the faculty, but also by the experience of meeting First Nations people from all over the country.

Training towards his certificate opened his eyes not only to strategic methods and the value in planning and time management, but also to the realization that Aboriginal communities are at many different stages. “Some are ahead, some behind. We could be a lot more ahead,” McDonald says.

Both men agree their learnings have proven deeply valuable, and look forward to returning to take the next program sessions in the fall of 2009.

With their program work well underway, they will be recommending the program to other colleagues and members of the Aseniwuche Development Corporation’s board of directors.

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

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

Ex-Officio Members
Mary E. Hofstetter  Banff, Alberta
Sarah I.E. Iley  Banff, Alberta
Nick Nisley, EdD  Banff, Alberta
Elder Tom Crane Bear  Siksika Nation, Alberta

Member in Perpetuity
Leroy Little Bear  Lethbridge, Alberta

Choreographer/dancer Frances Rings of Australia in Indigenous Dance Excerpts, presented June 2009 at the Banff Summer Arts Festival. Credit: Danielle Lyonne

The Banff Centre

The Banff Centre is a globally recognized arts, cultural, and educational institution and conference facility. Our mission is Inspiring Creativity. In our powerful mountain setting, exceptional artists and leaders from around the world create and perform new works of art, share skills and knowledge in an interdisciplinary environment, explore ideas, and develop solutions in the arts, leadership, and the 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

www.banffcentre.ca
Our Founding Partners

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

Our Scholarship and Travel Partners

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

Suncor Energy sees the possibilities.

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

Find out more about how Suncor is responsibly developing North America’s energy supply. www.suncor.com
The Banff Centre is pleased to recognize its three Aboriginal Leadership and Management Founding Donors, Nexen Inc., Enbridge Inc., and Suncor Energy Foundation. These generous partners have each pledged $1 million to the Campaign for The Banff Centre to build strength, capacity, and sustainability in Indigenous communities by supporting new initiatives and enhancing current programming in Aboriginal Leadership and Management.

**Nexen Inc.**
Nexen Inc. became The Banff Centre’s first Aboriginal Leadership and Management Founding Donor in 2007. Nexen is supporting The Nexen Chair in Aboriginal Leadership.

Over a 10-year period, The Nexen Chair in Aboriginal Leadership will conduct invaluable action research, exploring the critical success factors in social, educational, and economic development in contemporary Aboriginal Canadian communities. The Chair will advance knowledge and practice through ground-breaking research and effective outreach. It will inform and strengthen the excellence of The Banff Centre’s ongoing Aboriginal Leadership programming, and engage in outreach initiatives to leverage research and extend to a regional and national community.

The first Chair, appointed in 2009, is Cynthia Wesley-Esquimaux.

“Nexen remains committed to supporting the Aboriginal community,” says Lloyd Martell, Manager of Aboriginal Partnerships at Nexen. “Our contributions are designed to provide learning opportunities that will develop and strengthen Aboriginal leaders as one means to foster sustainability.”

**Enbridge Inc.**
Enbridge Inc.’s $1-million pledge will sustain and enhance two Aboriginal Leadership and Management programs for six years: Indigenous Women in Leadership and Best Practices in Aboriginal Business and Economic Development. Through Enbridge’s support, The Banff Centre will provide scholarships for program participants in each program, ensure extraordinary and impactful programming for Indigenous women leaders, and advance Aboriginal business and economic development.

When Enbridge first made its pledge in 2007, its support was designated to a new facility for Aboriginal programming. Given the prevailing economic environment and the heightened need to support programming and scholarships, Enbridge reallocated the support to where it is needed most urgently, and to where it will impact leaders most directly.

“These are such exciting times for leadership and innovation amongst Canada’s First Nations, and also for Aboriginal women who want to step up as leaders in roles that will shape the next generation,” said Bonnie DuPont, group vice-president corporate resources for Enbridge Inc. “Enbridge is very proud to support programming for leaders of tomorrow, who will guide Indigenous communities and inspire us all.”

**Suncor Energy Foundation**
Suncor Energy Foundation became a Founding Donor in Aboriginal leadership and management capacity development with its 2008 pledge of $1 million. Suncor will support a new initiative entitled The Suncor Building Sustainable Leadership for Community Development Program.

Suncor’s program is targeted at building sustainable communities. It will build long-term capacity by engaging current and new leaders in Aboriginal communities in a strategic, participatory, and sustainable development program.

Through this initiative, The Banff Centre will provide Aboriginal leaders with the educational programming, resources, inspiration, and interactions that will yield tools and strategic approaches for developing solutions to specific issues facing Aboriginal communities. The Banff Centre’s offerings will be designed specifically to address each target community’s needs and challenges, and will be made available directly within the community.

“Innovative and creative Aboriginal leadership training within the community will provide the tools for current and emerging Aboriginal leaders in those communities to effect change that is specific to their needs – now and for years to come,” says Sue Lee, Suncor’s senior vice-president, human resources and communications.
Leadership Development at The Banff Centre

Creative ideas. Innovative solutions. Inspiring setting.

Do you need more effective strategies to lead others and increase the capacity of your team? Leadership Development at The Banff Centre offers proven and efficient ways to help you address complex issues in a constantly changing environment. Prepare yourself to meet challenging times head-on. Our experiential approach supports immediate results in the workplace.

Our experiential approach supports immediate results in the workplace. Financial Assistance: Financial support may be available to help you offset some or all of the costs to attend your program. Please complete the Special Grant Funding Application form on page 34.

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.

Program fees are subject to change. Please contact us for program dates, content, tuition, and accommodation fees.

Leadership Development

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

Register online at www.banffleadership.com, or call 1.888.255.6327

Creative ideas. Innovative solutions. Inspiring setting.

Do you need more effective strategies to lead others and increase the capacity of your team? Leadership Development at The Banff Centre offers proven and efficient ways to help you address complex issues in a constantly changing environment. Prepare yourself to meet challenging times head-on. Our experiential approach supports immediate results in the workplace.

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

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

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.

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. Transfer fees are subject to GST.

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.

Transfer Policy

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

Change Policy

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

Photo and Testimonial Consent

Please check one:

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

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

I have read and accept the above policies.

Signature:

The personal information on this form will be used for the purposes of registration, evaluation, grant funding and awards, and to keep you informed about the Banff Centre. It is collected under the authority of the Post-Secondary Learning Act, Revised Statutes of Alberta, that mandates the programs and services offered by The Banff Centre and will be protected by the provisions of the Alberta Freedom of Information and Protection of Privacy Act. For inquiries about the collection and use of this information, or to remove your name from our mailing list, please contact the Registrar, Office of the Registrar, The Banff Centre, Box 1020 - Station #45, Banff, Alberta T1L 1H5 Telephone: 403.762.6320 or 1.888.255.6327.

I plan to arrive _____________________________________________________
I plan to depart _____________________________________________________

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

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

Payment Options

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

☐ I am enclosing $________________, towards full payment. OR
☐ Please charge a $500 deposit to my:  
<table>
<thead>
<tr>
<th>AMEX</th>
<th>VISA</th>
<th>MASTERCARD</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Credit Card Number

Expiration 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.

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 ______________________________ 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 _____________________________________________________

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.
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:

1. 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.

<table>
<thead>
<tr>
<th>Participant signature:</th>
<th>Date: ___________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor signature:</td>
<td>Date: ___________________</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Print name:</th>
<th>Phone: ___________________</th>
</tr>
</thead>
</table>

**STEP 3**

Please print clearly

<table>
<thead>
<tr>
<th>Participant’s Name:</th>
<th>Title: ___________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization:</td>
<td>__________________________</td>
</tr>
<tr>
<td>Full Address:</td>
<td>__________________________</td>
</tr>
<tr>
<td>Phone:</td>
<td>__________________________</td>
</tr>
<tr>
<td>Fax:</td>
<td>__________________________</td>
</tr>
<tr>
<td>Email:</td>
<td>__________________________</td>
</tr>
</tbody>
</table>

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

---

**Special Grant Funding**

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

**STEP 1**

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

1. 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.

<table>
<thead>
<tr>
<th>Participant signature:</th>
<th>Date: ___________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor signature:</td>
<td>Date: ___________________</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Print name:</th>
<th>Phone: ___________________</th>
</tr>
</thead>
</table>

**STEP 3**

Please print clearly

<table>
<thead>
<tr>
<th>Participant’s Name:</th>
<th>Title: ___________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization:</td>
<td>__________________________</td>
</tr>
<tr>
<td>Full Address:</td>
<td>__________________________</td>
</tr>
<tr>
<td>Phone:</td>
<td>__________________________</td>
</tr>
<tr>
<td>Fax:</td>
<td>__________________________</td>
</tr>
<tr>
<td>Email:</td>
<td>__________________________</td>
</tr>
</tbody>
</table>

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

---

**Special Grant Funding**

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

**STEP 1**

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

1. 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.

<table>
<thead>
<tr>
<th>Participant signature:</th>
<th>Date: ___________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor signature:</td>
<td>Date: ___________________</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Print name:</th>
<th>Phone: ___________________</th>
</tr>
</thead>
</table>

**STEP 3**

Please print clearly

<table>
<thead>
<tr>
<th>Participant’s Name:</th>
<th>Title: ___________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization:</td>
<td>__________________________</td>
</tr>
<tr>
<td>Full Address:</td>
<td>__________________________</td>
</tr>
<tr>
<td>Phone:</td>
<td>__________________________</td>
</tr>
<tr>
<td>Fax:</td>
<td>__________________________</td>
</tr>
<tr>
<td>Email:</td>
<td>__________________________</td>
</tr>
</tbody>
</table>

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

---

Special Grant Funding

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

**STEP 1**

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

1. 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.

<table>
<thead>
<tr>
<th>Participant signature:</th>
<th>Date: ___________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor signature:</td>
<td>Date: ___________________</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Print name:</th>
<th>Phone: ___________________</th>
</tr>
</thead>
</table>

**STEP 3**

Please print clearly

<table>
<thead>
<tr>
<th>Participant’s Name:</th>
<th>Title: ___________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization:</td>
<td>__________________________</td>
</tr>
<tr>
<td>Full Address:</td>
<td>__________________________</td>
</tr>
<tr>
<td>Phone:</td>
<td>__________________________</td>
</tr>
<tr>
<td>Fax:</td>
<td>__________________________</td>
</tr>
<tr>
<td>Email:</td>
<td>__________________________</td>
</tr>
</tbody>
</table>

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