

Buffalo Mountain Drum

Aboriginal Leadership and Management Programs at The Banff Centre

2009 – 2010

Founding Donors

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Art of Leadership
Meet the Nexen Chair
Deep Listening



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

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

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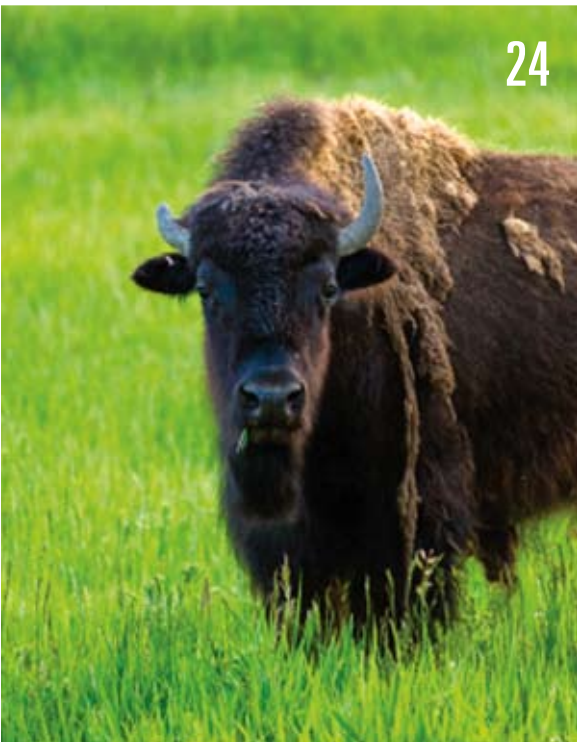
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The Banff Centre
inspiring creativity

Comments regarding the *Buffalo Mountain Drum* can be directed to aboriginalleadership@banffcentre.ca

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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 Suncor donation of \$1 million, will involve four action-based research projects in Aboriginal communities.

We continue to reinvigorate 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 \$180,000 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, Aboriginal 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



Melvin Williams, *Baskets*, 2001. 7.5 x 19.5cm, 8 x 11cm. Image courtesy Melvin Williams.

October 17 – December 13, 2009

Organized by Presentation House Gallery, North Vancouver

Curated by David Bellman 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 Nahanee (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, JPL Free

Opening Reception

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

Melvin Williams: Cedar Bark Basket Weaving Workshop

Sunday, October 18, 1 – 4 p.m.; Monday, October 19, 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.



Brian Calliou Honoured at Siksika Indian Days

Brian Calliou, Director of Aboriginal Leadership and Management at The Banff Centre, is honoured in a headdress transfer ceremony at Siksika Indian Days on August 15, 2009. Elder John Healy of the Blood Reserve presents the headdress to recognize Calliou's work as a leader for the community.



Welcoming Siksika Nation as Community Partner

The Siksika Nation and Aboriginal Leadership and Management at The Banff Centre formalized an important commitment at a ceremony in Calgary July 22, 2009. As the new Community Partner for Aboriginal Leadership and Management, Siksika Nation has committed to provide funding to send their Chief and Council to take programming in order to obtain the Certificate of Aboriginal Leadership, Governance and Management Excellence. Shown at the signing ceremony are (l-r): Barry Yellow Fly, Siksika Councillor; Robert Breaker, member, Siksika Nation, and member, Board of Governors, The Banff Centre; Chief Leroy Good Eagle, Siksika Nation; Sarah Hayes, Chief Development Officer, The Banff Centre; Brian Calliou, Director, Aboriginal Leadership and Management, The Banff Centre; Carlon Big Snake, Councillor, Siksika Nation; and Andrew Bear Robe, Executive Manager, Siksika Nation.



Artwork by Don McIntyre, photo courtesy of the artist

Art of Leadership and the Leadership of Art

by Don McIntyre

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.

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-Esquiaux 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-Esquiaux, 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-Esquiaux, 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-Esquiaux has already been doing.

Unfailingly optimistic about the future for this country’s Aboriginal people, Wesley-Esquiaux seeks nothing less than a dramatic turn around 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-Esquiaux 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-Esquiaux 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-Esquiaux 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-Esquiaux, 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 happier marriage.

Quitting school at 16 could have signified the beginning to a story of unfulfilled potential for Wesley-Esquiaux, 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-Esquiaux 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.”

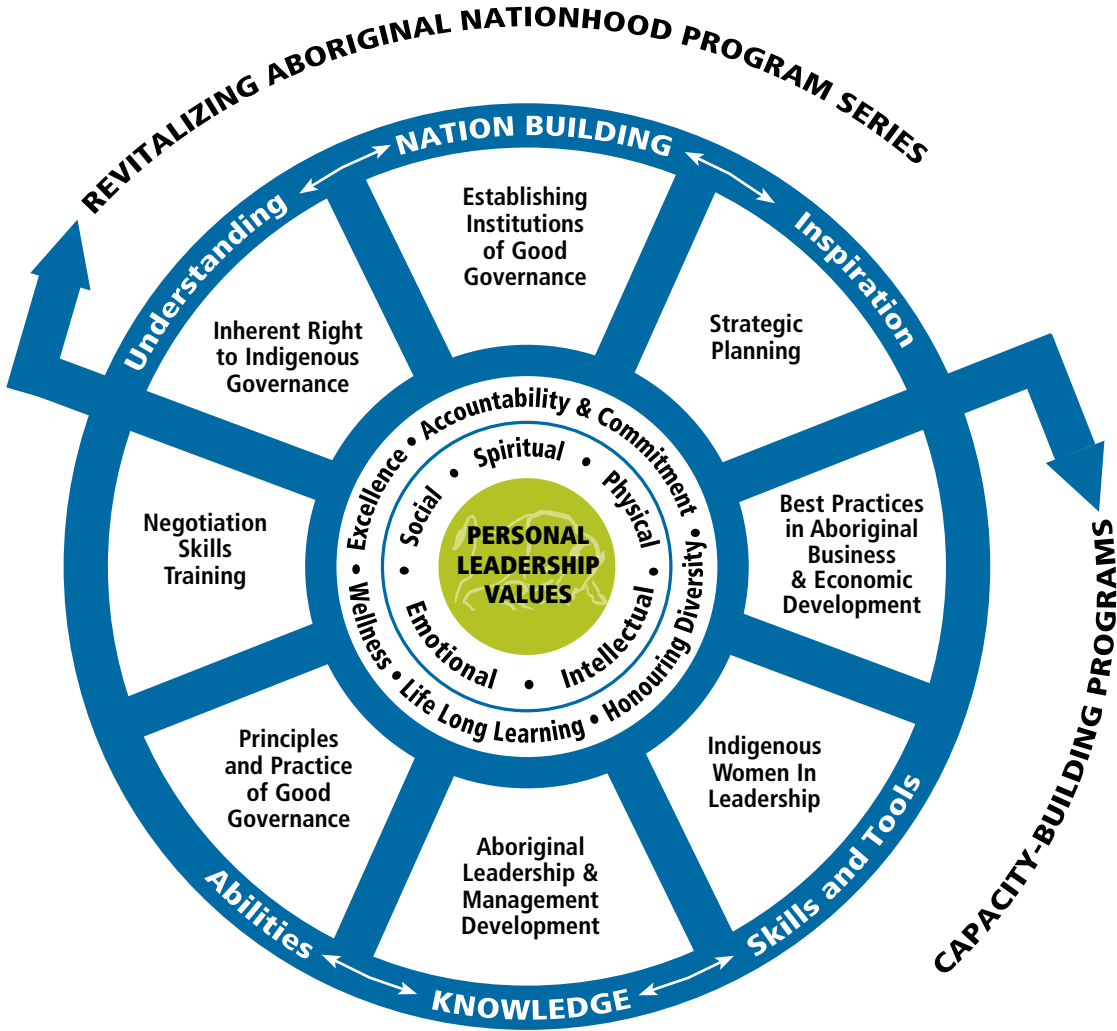
Shari Bishop Bowes is marketing officer for Leadership Development at The Banff Centre.



Brian Calliou, director of Aboriginal Leadership and Management (left), and Lloyd Martell, manager of Aboriginal partnerships at Nexen, welcome Cynthia Wesley-Esquiaux 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.

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 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 Scharpen, May 16 – 21, 2010

The Optional Programs of the Certificate – Choose Any Three

Negotiation Skills Training (see page 12)

Faculty Leader: Jerome Slavik
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
DehCho First Nation
Fort Simpson, North West Territories



Programs

“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



Negotiation Skills Training

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

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; 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.

Aboriginal Leadership and Management Development

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

Program Overview

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

Competency-Focused Program

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

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

Program Highlights

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

Faculty Leader

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, Khasma 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.



“As 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

Programs

"As 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



Principles and Practice of Good Governance

November 22 - 27, 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

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

Program Costs

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

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 Scharpen**, Ingenus 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.



"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

Best Practices in Aboriginal Business and Economic Development

Inherent Right to Indigenous Governance

January 24 – 29, 2010

February 7 – 12, 2010



“To build a nation is a lofty ideal. To achieve this dream is to capture the past. We were nations prior to contact. We as a people are at the doorstep of achieving this. I believe through Economic Development we will achieve this end.”

~ Harvey Behn, Councilor
Fort Nelson First Nation
Fort Nelson, British Columbia

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

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

Revitalizing Aboriginal Nationhood Series

Program Overview

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

A High Impact Program For

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

Program Highlights

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

Faculty Leader

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

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

Program Costs

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

“I was enriched this week! I feel the education I was given was of great personal and corporate worth. I will discuss and implement the things I have learned here at the Nation who I serve. Looking forward to the other courses in this program.”

~ John Fleming
Regulatory Affairs Director
Heart Lake First Nation
Lac La Biche, Alberta



Programs

“The advice to leave our professional and personal roles and issues at the door fostered a wonderful feeling of unity, peace and friendship – because of it our learning flourished.”

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



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 Scharpen, Ingenus Management and Consulting Co.

Other faculty members will include, but are not limited to: Lee Schmidt, Associate, Peter Grant & Associates; Don McIntyre, artist and 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.



“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
Aseniwuche Winewak Nation, 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
Apeetogosan 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 Mawioimi Secretariat, Quebec
Municipal and Community Affairs, Government of the Northwest Territories
Oteenow Employment & Training Society, Alberta
Prince Albert Grand Council, Saskatchewan
Quetico Centre, Ontario
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 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 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.

Program Calendar 2009 - 2010

OCTOBER 2009	OCTOBER 18 – 23 Negotiation Skills Training OCTOBER 25 – 28 Establishing Effective Aboriginal Relationships	NOVEMBER 2009	NOVEMBER 1 – 6 Aboriginal Leadership and Management Development NOVEMBER 22 - 27 Principles and Practice of Good Governance	DECEMBER 2009	DECEMBER 6 – 11 Indigenous Women in Leadership
JANUARY 2010	JANUARY 24 – 29 Best Practices in Aboriginal Business and Economic Development	FEBRUARY 2010	FEBRUARY 7 – 12 Inherent Right to Indigenous Governance FEBRUARY 21 – 26 Negotiation Skills Training	MARCH 2010	MARCH 21 – 26 Establishing Institutions of Good Governance
APRIL 2010	APRIL 18 – 23 Aboriginal Leadership and Management Development	MAY 2010	MAY 16 – 21 Strategic Planning	JUNE 2010	
JULY 2010		AUGUST 2010		SEPTEMBER 2010	
OCTOBER 2010	OCTOBER 17 – 22 Negotiation Skills Training OCTOBER 31 – NOVEMBER 5 Principles and Practice of Good Governance	NOVEMBER 2010	NOVEMBER 21 – 26 Aboriginal Leadership and Management Development	DECEMBER 2010	DECEMBER 5 – 10 Indigenous Woman in Leadership

Building Community Through Deep Listening

by Janice Tanton

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 readily possess. 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.

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.



“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

Top: Brian Calliou and Russell Smith make music in the RMIT recording studio, Melbourne, Australia, as part of the Indigenous Deep Listening Project.

Centre: The Big Tree, Castlemaine Area, Victoria, Australia

Bottom: Don Hill, Sena Odyakmaz and Sierra Tanner take part in the Community Fusion Project at Stratus Gallery in Banff.

Aboriginal Leadership Training Welcomed at Various Career Stages

by Shari Bishop Bowes

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, 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.

The location at the foot of Buffalo Mountain was also fitting, he said, as the buffalo represents wisdom.

~ David MacPhee, president and CEO, Aseniwuche Development Corporation





Aboriginal Program Council

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

Ex-Officio Members

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

Member in Perpetuity

Leroy Little Bear, JD	Lethbridge, Alberta
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Co-Chairs

Dr. Manley Begay Jr.	Tucson, Arizona
Audrey Poitras	Edmonton, Alberta

Members

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



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

Leadership Development

The Banff Centre's Leadership Development programs pioneer new ways of looking at leadership and new methodologies for leading in a complex world. Programs emphasize experiential, arts- and nature-based learning for leaders in the corporate, government, Aboriginal, and not-for-profit sectors. Aboriginal Leadership & Management programs serve leaders working in First Nation, Metis, and Inuit communities.

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 and Environment

Mountain Culture and Environment fosters the development of creative solutions to global environmental and sustainability concerns, through programs and symposia that explore issues relating to mountain areas and communities in Alberta, Canada, and internationally.

Conference Services

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





Invest in Us

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

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

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

Contact the Development Office by e-mail, development@banffcentre.ca, or call 1.888.495.4467 or 403.762.6217.

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



Canadian Heritage

Patrimoine canadien



Our Founding Partners

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



SUNCOR
ENERGY
FOUNDATION

Our Scholarship and Travel Partners

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

Platinum
Scholarship Partner:



Gold
Scholarship Partner:



Silver
Scholarship Partners:



R. Howard Webster
Foundation

Bronze
Scholarship Partner:



Women's Scholarship Partners: Harold and Marilyn Milavsky



Community Partner:



Travel Partners



Suncor Energy sees the possibilities.

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

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

www.suncor.com



SUNCOR
ENERGY
FOUNDATION

oil sands | renewable energy | innovative technologies | environmental solutions | contributions to communities | careers



Clockwise from top left:
 Chief Cheryl Jacobs, Mohawk Council of Akwesasne, Ontario; Frank Alec, Lake Babine Nation, B.C.,
 and Buffalo Mountain, Banff National Park.

Aboriginal Leadership and Management Founding Donors

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-Esquiaux.

“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.

The Suncor 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. Individuals, teams and organizations will find leadership solutions in a wide range of dynamic programming.

Call 1.800.590.9799
Visit www.banffleadership.com

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



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 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.

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

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 two hours away from Banff.

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

Payment Options

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

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

☐ Please charge a \$500 deposit to my:

☐ AMEX ☐ VISA ☐ MASTERCARD

Credit Card Number _____

Expiry Date _____

Signature _____

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

Program Fees

Tuition: \$_____, plus GST.

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

Cancellation Policy

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

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

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

Substitution Policy

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

Transfer Policy

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

Change Policy

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

Photo and Testimonial Consent

Please check one:

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

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

I have read and accept the above policies.

Signature: _____

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

Special Grant Funding

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

STEP 1

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

Aboriginal or non-Aboriginal Canadians who are employees of Aboriginal nations, councils, enterprises or institutions within Canada. **Acceptable proof** is a letter on organization letterhead stating that you are an employee or member of the organization. The letter must be attached to this application. Also, Aboriginal persons not affiliated with an Aboriginal organization must present proof of Aboriginal identity eg. Status card, Metis membership, band membership etc.

STEP 2

Terms and Conditions:

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

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

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

Note: Two signatures are required.

Participant signature: _____

Date: _____

Supervisor signature: _____

Date: _____

Print name: _____

Phone: _____

STEP 3

Please print clearly

Participant’s Name: _____

Organization: _____ Title: _____

Full Address: _____

Phone: _____ Fax: _____

Email: _____

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.





www.aboriginalleadership.com



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