

Buffalo Mountain Drum

Aboriginal Leadership and Management Programs at The Banff Centre

2011-2012

Founding Partners

nexen

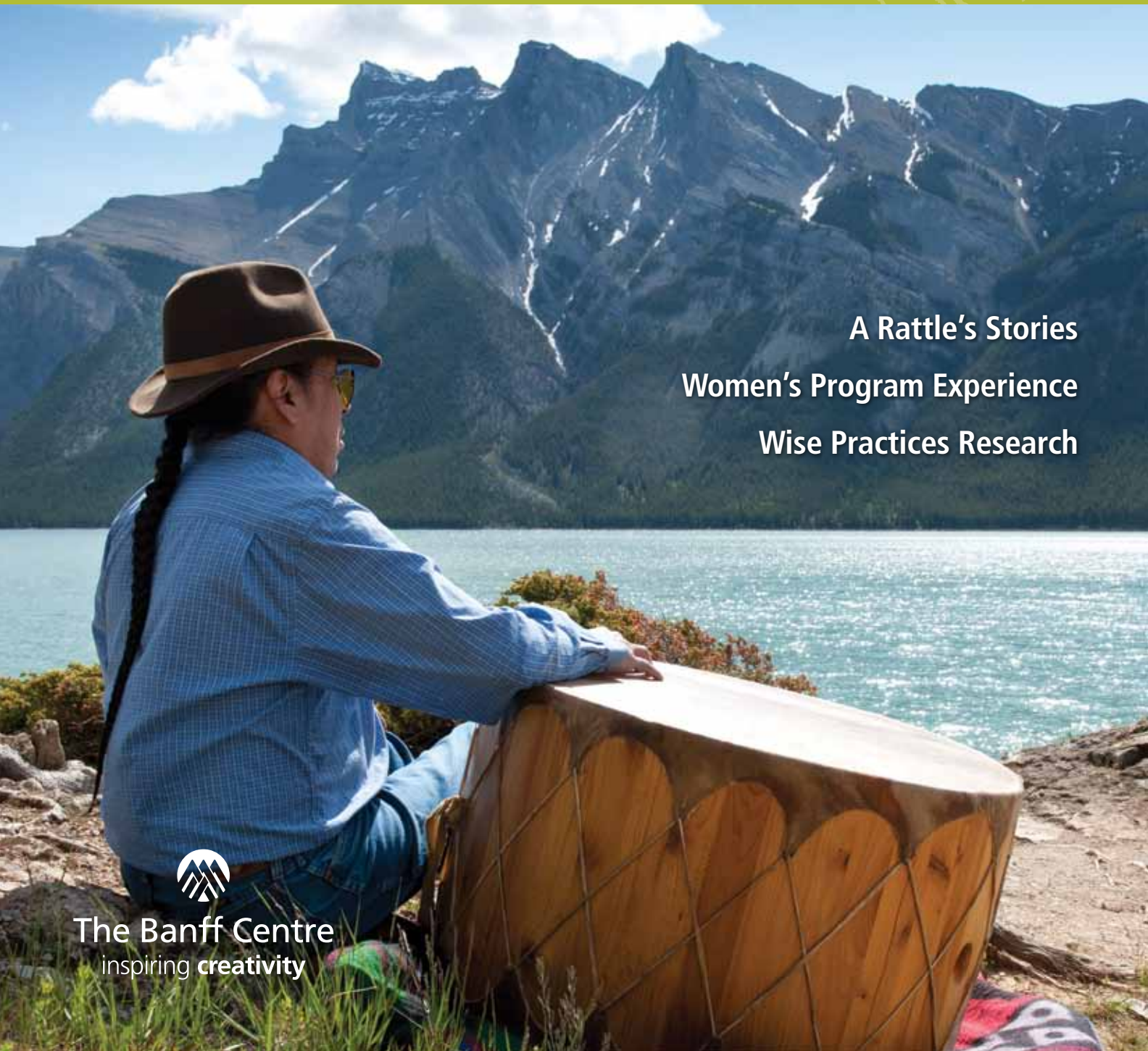
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Rural Alberta
Development Fund



A Rattle's Stories

Women's Program Experience

Wise Practices Research



The Banff Centre
inspiring creativity



Vanessa Cockerill, a process operator at our Long Lake oil sands facility and resident of Anzac, Alberta.

RELATIONSHIPS MATTER

Nexen Inc. recognizes our Aboriginal neighbours have unique interests in the land on which we operate. That's why building mutually-beneficial relationships with Aboriginal communities is important to us.

We do this by being respectful of traditional knowledge and culture, and collaborating on projects that strengthen communities and the environment.

This includes our relationship with The Banff Centre in support of the Aboriginal Leadership and Management Programs.

That's Nexen's way.

www.nexeninc.com



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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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Cover Photo: Jackson Wesley Sr. takes in the view of Lake Minnewanka in Banff National Park with his powwow drum. Photo: Kim Williams, The Banff Centre

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Director's Message



Tansi!

There are many exciting things we'd like to share from our Aboriginal Leadership and Management programming area at The Banff Centre.

Over this last year, we awarded 18 alumni with the Certificate in Aboriginal Leadership, Governance and Management Excellence, the most ever awarded in one year! The Certificate of Excellence is awarded to leaders who have taken six of our programs, which provide them with practical and relevant information and experience. Each of these leaders is putting this knowledge into practice in their communities and organizations to achieve positive, impactful change.

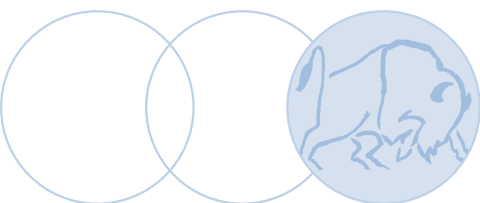
We are also pleased to add new members to our expanded Aboriginal Program Council (APC), the advisory body comprised of Aboriginal leaders from across Canada and the U.S. At our most recent meeting, these new faces sparked new energy for our APC as they engaged in deep conversations about the direction for our programs and applied research. These Aboriginal leaders bring a broad array of knowledge, skills, and experience to these discussions, and help ensure our programming is covering the most pressing topics of concern to Aboriginal communities, and that our programs remain relevant and impactful.

This past year we released a report entitled *Best Practices in Aboriginal Community Development: A Literature Review and Wise Practices Approach*, which drew from available data and literature to develop our own wise practices model. Our unique model of success sets out seven essential elements: identity and culture; leadership; strategic vision and planning; governance and management; accountability and stewardship; performance evaluation; and collaborations, partnerships and relationships. The combined effect of each of these factors can lead to success in any Aboriginal community, organization, or business. While our programming already addresses these elements, our new applied research case studies will provide real life examples of wise practices in Aboriginal community development. This report is now on our website.

Finally, through our custom programming we have worked with a number of Aboriginal communities and organizations on their development issues or challenges. This has included facilitating community dialogue on what matters to the community, helping them identify their most pressing interests, and their priorities, and assisting them in determining their vision, and which strategies should be pursued; and finally, assisting them in setting objectives with a clear plan for action. Some of these custom programs have focused on more specific needs, such as governance, strategic planning, clarification of roles and responsibilities of leaders and managers, etc. This is very exciting and meaningful work, since it provides knowledge regarding content, structure, and process that is very practical and applicable to Aboriginal leaders as they lead change in their communities to take advantage of the economic and social development opportunities available to them.

We invite you to consider how Aboriginal Leadership and Management can help your community or organization meet its challenges, in order to achieve real change and positive results.

Brian Calliou "Apahto' Kii",
Director, Aboriginal Leadership and Management





Aboriginal Achievement Award for Audrey Poitras

One of Aboriginal Leadership and Management's long time Aboriginal Program Council (APC) members, Audrey Poitras, received the 2011 National Aboriginal Achievement Award for Politics in March. Poitras, president of the Métis Nation of Alberta, joins other past Aboriginal Achievement Award recipients who are also associated with ALM. These include Elder Tom Crane Bear (2010); faculty members James (Sakej) Youngblood Henderson (2006), Mel E. Benson (2003), and Ted Nolan (1994); former APC member Judy Gingell (2005); and faculty/APC member Leroy Little Bear (2003).

"Audrey has been a valued member of our APC member for many years, and we congratulate her for this award honouring her for her hard work and passion," said Brian Calliou, ALM program director. "We also wish her well as she retires this year from the APC."

The National Aboriginal Achievement Foundation created the National Aboriginal Achievement Awards in 1993, in conjunction with the United Nation's International Decade of the World's Indigenous Peoples. The awards recognize the outstanding career achievements of First Nations, Inuit and Métis people, in diverse occupations.



Aboriginal Program Council Welcomes New Members

Aboriginal Leadership and Management welcomes 10 new members to the Aboriginal Program Council: David Rochefort, Vincent Yellow Old Woman, Jimmy Arterberry, Kristen Everett, Tracy Friedel, Diane Gray, Carylin Greatbanks, Tina Kuk Kahn-Miller, Ryan Robb, and France Trepanier.

Most of the new members (pictured above) met at The Banff Centre in May 2011, to give them an opportunity to get acquainted with the Centre and with Aboriginal Leadership and Management programming.

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

For more information on our Aboriginal Program Council please turn to page 26.

New Roles and New Faces on ALM Team

Several members of the Aboriginal Leadership and Management team are new to their roles this year, bringing knowledge and experience gained in Leadership Development and Aboriginal Leadership and Management at The Banff Centre.

- **David M. Rochefort** is the new executive director for Leadership Development at The Banff Centre, and also joins the Aboriginal Program Council.
- **Anna Wowchuk** has assumed the role of program manager after five years with Aboriginal Leadership and Management.
- **Katie Smith** has moved into the role of program coordinator/desktop publisher after two years with Leadership Development.

Rattle a Strong Connector to Culture, Spirituality, and Personal Journey

by Shari Bishop Bowes

Corey Nash holds the rattle in his hands, gently turning and cradling this object that has become a precious symbol and powerful reminder of his journey as a leader; as a husband and father; and as a Métis person.

In a quiet, gentle voice, Nash tells the story of creating his rattle in an Aboriginal Leadership and Management program at The Banff Centre in 2008.

As one of the participants in the Aboriginal Leadership and Management Development program that fall, Nash and the others were invited by faculty leader Don McIntyre to create either a rattle or a shield during the week of their program. Nash chose the rattle as he remembered once hearing its resonant sound during a sweat lodge ceremony.

McIntyre asked the participants to share their stories with each other as they worked on their rattles, and to not be too surprised if those stories began to shape the object they were creating.

Nash had just met Elder Tom Crane Bear, the cultural and spiritual adviser for Aboriginal Leadership programs, and was overwhelmed by the experience of their first conversation, and the powerful emotions he was feeling. Before he selected the materials that would go into his rattle, he thought of Elder Tom's words about Mother Earth, and how important it is that we honour the gifts of the natural world – from the trees, water, and animals, to the rocks that form the mountains.

Growing up without exposure to Aboriginal culture, Nash set out to create a rattle that contained precious elements of nature, along with a vision for his family, his community, his role with Correctional Services Canada, and his Métis heritage.

He first chose a small piece of hide left over after others had taken theirs, just perfect for his vision. "I had pictured the rattle bowl as a heart, and there was enough skin for me to make two heart shapes, it was for my wife and I, representing my family."

As he worked, Nash kept quiet but listened carefully to those around him. They shared stories about their lives, their communities, their challenges, successes, and failures. He thought about his life, and he worked those stories into his rattle.

In another program session, faculty member Murray Dion had mentioned the binary alphabet as he talked about information management.

Right then, Nash had an idea that would weave the modern with the traditional in his rattle. "I have six children, so it ended up being quite the project, beading all of their names in binary code." He beaded his wife's name at the beginning, his children next, and his at the end, in shiny glass beads winding above a handle made of a piece of elk antler.

McIntyre said the intention behind asking participants to create a rattle, shield, or drum in the programs is to provide not only an experience that tends to build community within the participants, but also offers a powerful mnemonic – an object that aids in reflection – to help them connect to what they have learned.

"As you weave the pieces together, you are also weaving the stories in, so it's not just the pieces of hide that you are using, you are also weaving the stories that are being told all around you," McIntyre said. "It's the story that the person told you, and the stories you only half heard at the table next to you, and it's all of the teachings that we are providing with regards to leadership. The rattle brings them out, because you have tied them tightly inside it."

A month after our interview, Nash is back at The Banff Centre for Strategic Planning, the sixth and final program required for his Certificate of Aboriginal Leadership, Governance and Management Excellence. He brings his rattle, in fact, taking it with him wherever he goes. In this program he has made a drum, and, as an exceptional honour, he proudly received a new name from Elder Tom: ponoká a sa yoh ko mi (Bull Elk), in a special ceremony taking place during one evening of the program.

The closing sessions are always the highlight for McIntyre, who has been faculty for Aboriginal Leadership and Management programs for the past nine years. Each participant shares the story they have created in their rattle or drum, and McIntyre encourages the group to shake their rattles loudly, or beat their drums with power, enough to raise the rooftops.

"We're showing how loud and how strong a voice Indigenous people from across the country have, how loud and strong we can be, what a force we have."

Shari Bishop Bowes is marketing officer for Aboriginal Leadership and Management

Corey Nash (right) shows Elder Tom Crane Bear his rattle, and a Métis sash that was a special gift to him. Photo: Don Lee, The Banff Centre





We are explorers and we will expand our power and well-being through increased knowledge to improve our life, culture, and relations with the other races of Humans.

Strategic Planning for Visions of a Future

by Don McIntyre

Strategic planning has, once again, taken on greater importance for Aboriginal communities in the last 20 years. This is an essential part of achieving autonomy. As Aboriginal people take greater control of their lives, the tools of strategic planning are essential. In order to know who and what you are as a nation or organization, you must take time to vision and plan.

Among the Anishinabek there is a story of Nanabush and how he received his vision from the winged-spirits. In his vision, Nanabush saw the whole world and how the Four Races of Humans resided at the Four Doors. After sharing with the Council, he and his grandmother made it their mission to visit the Four Races and learn from them. They gathered blankets, ropes, and their wits and headed toward the Eastern Door. Their strategy was to travel through each Doorway, arriving back at the Northern Door, their home, with new knowledge of the other Doorways. Once their mission was complete, they created the medicine wheel for this, the next cycle of the Anishinabek.

For Indigenous peoples, the visioning process has always been essential. It is through the vision of Nanabush that the Anishinabek received our medicine wheel. Visions happen in the shadowland or the dreamtime. In this space, as in our dreams, there are no limits. Everything is possible. This is how the creation of a vision statement should begin. The vision must start by dreaming big. Accept every idea, dream, and aspiration. You can refine the vision more acutely later in the process.

As leaders, we must find our vision and follow that vision. Good leadership takes the time to allow others to understand the vision, and motivates others to follow the leadership following the vision. Core values must be set out and explained. The vision must be expressed clearly to the followers so they can see where the leadership is going. For Nanabush, his vision statement would look something like:

We are explorers and we will expand our power and well-being through increased knowledge to improve our life, culture, and relations with the other races of Humans.

Visions express a commitment to what the future should look like; it must contain the aspirations and hopes of the membership and give a sense of how things can be.

Visions without goals are just dreams. An explanation of who you are, what you do, for whom, and why you do it, make up your mission. To return to the story, Nanabush's mission statement may be:

The mission of the Representatives of the Anishinabek is to acquire the knowledge of all the Races of Humans throughout the World, by travelling through the Four Doorways to learn and share the Medicines of all people to create better Citizens of the World.

Mission statements tell you and the world why you (as a person, organization, or nation) exist. It speaks to who you are and why you are here. It is a reminder of the vision that began the process. Where vision statements are the dream, mission statements are the reality, the floor plan.

The difference between a strategic plan vision statement and a mission statement is the vision tells you the direction you want to go, while the mission statement tells the world who you are, where you are going, and why. Sometimes, on any journey it is good to remind ourselves of all of these things to ensure we haven't lost a key component to our journey, knowledge of where our journey should take us, and why. It keeps us on track, working together, and lets everyone know when you have arrived.

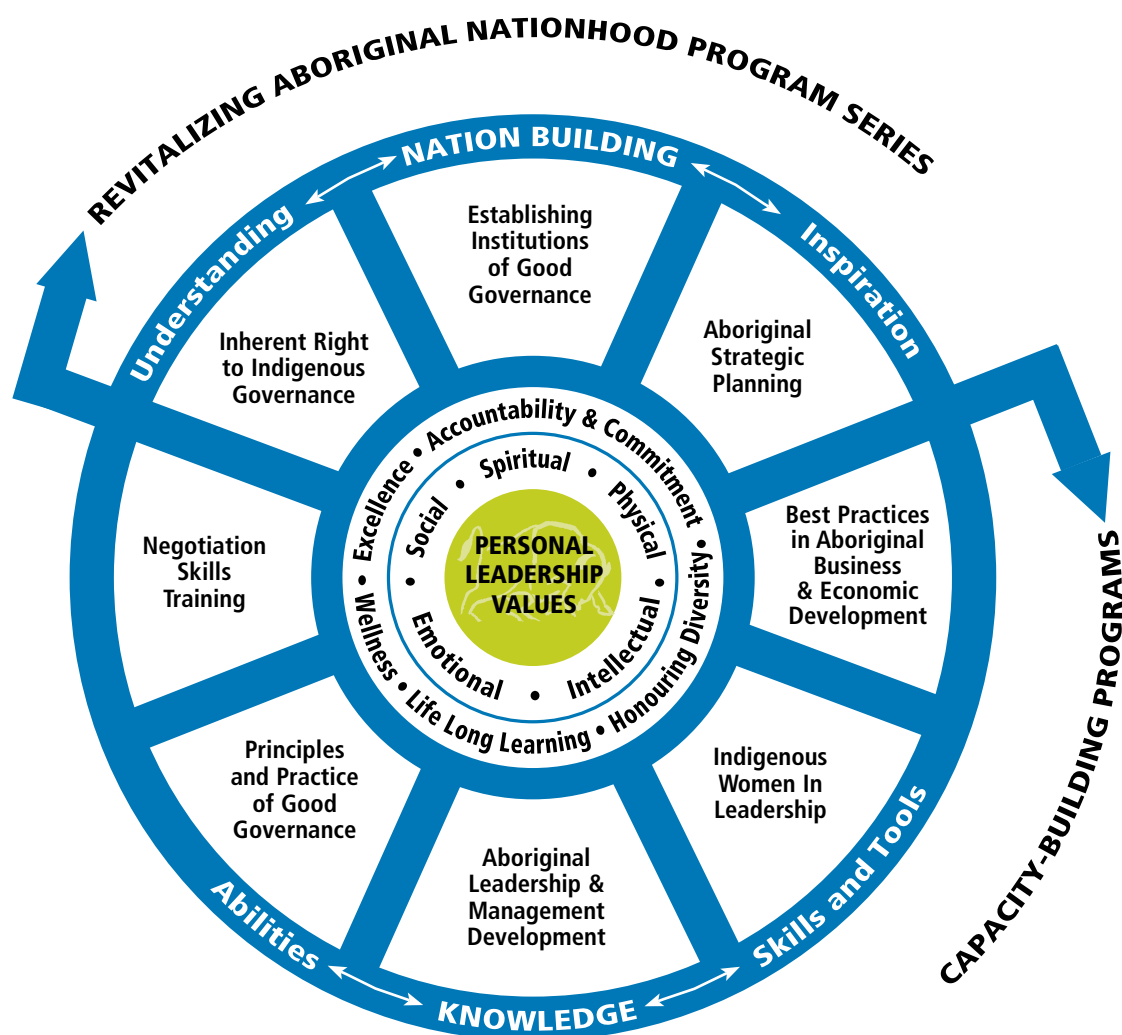
Nanabush was taken by the winged-beings and shown a world beyond his (or anyone's) imagination. He and his Grandmother went to the Council and had to communicate how Nanabush saw this broader world. He had to express his new vision of the world. He and his Grandmother then had to express how they would walk in the world to realize their vision. For this they could have used a mission statement. This would communicate their reason for being to everyone they meet. It would also remind them if they got lost on their journey.

The teachings of strategic planning have been with Indigenous peoples since the beginning. Using contemporary models, like the Banff Centre Aboriginal Strategic Planning Model, allows Aboriginals a strong voice that is understood by both themselves and the world around them.

Don McIntyre is an artist and PhD law student at the University of British Columbia, and faculty member with Aboriginal Leadership and Management at The Banff Centre.

Photo: A drum by Don AhnAhsisi McIntyre, titled Shadow Land Warrior was presented to Crystal Shawanda for her Juno Award nomination as part of the National Aboriginal Achievement Award celebrations in 2011.

Aboriginal Leadership and Management Program Model



Sacred Circle of Life

Our programming model is in the form of the sacred circle of life. It is based on the “Revitalizing Aboriginal Nationhood” series of three programs developed in response to a needs assessment survey and alumni think-tank. This foundational series first explores the underpinnings and the route to local sovereignty; then determines how to establish effective institutions that reflect the best of traditional and contemporary ways; and finally provides direction on realizing the dream through strategic planning, implementation, and measurement.

Five additional programs fill out the remainder of the model’s outer ring. Each provides a different set of capacity-building skills and knowledge that are aligned with the building of strong and viable nations and organizations. The inner circles reflect the values and various facets of personal professional development within an Aboriginal paradigm.

Certificate of Aboriginal Leadership, Governance, and Management Excellence

The Certificate of Aboriginal Leadership, Governance, and Management Excellence is awarded to individuals who recognize the importance of continuing education and have successfully completed a total of six programs. The programs are strategically focused on building your capacity to assist your community and organization to successfully move forward into the era of asserting self-determination. 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 (see page 17)

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 5 – 10, 2012

Revitalizing Nationhood 2:

Establishing Institutions of Good Governance (see page 18)

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 25 – 30, 2012

Revitalizing Nationhood 3: Aboriginal Strategic Planning

 (see page 19)

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 13 – 18, 2012

The Optional Programs of the Certificate – Choose Any Three

Negotiation Skills Training (see page 12)

Faculty Leader: Kathleen Lickers

October 23 – 28, 2011; February 26 – March 2, 2012

Aboriginal Leadership and Management Development (see page 13)

Faculty Leader: Don McIntyre

November 20 – 25, 2011; April 15 – 20, 2012

Principles and Practice of Good Governance (see page 14)

Faculty Leader: Margaret Froh

October 30 – November 4, 2011

Indigenous Women in Leadership (see page 15)

Faculty Leader: Dr. Cora Voyageur

December 4 – 11, 2011

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

Faculty Leaders: Lewis Staats and Dr. Stephen Cornell

January 22 – 27, 2012



“ An excellent blend of creative exercises, critical information, and professional delivery in extremely beautiful surroundings.”

~ Kevin Barlow

Chief Administrator, Indian Island First Nation
Indian Island, New Brunswick



Programs

"I've gained a lot of knowledge and experience with negotiations. I leave here as a very skilled individual. Megwetch!"

~ Darlene Letandre
Councillor
Winnipeg, Manitoba



Negotiation Skills Training

October 23 – 28, 2011; February 26 – March 2, 2012

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

Kathleen Lickers is a Barrister and Solicitor from Ohsweken, Ontario. Other faculty members will include, but are not limited to: Richard Price, Associate, Institute for Dispute Resolution, University of Victoria.

Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and Meals: \$1,275 + applicable taxes

Grant Funding is available, please call for details.

Aboriginal Leadership and Management Development

November 20 – 25, 2011; April 15 – 20, 2012

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

Don McIntyre, PhD Law Student/Artist, University of British Columbia.

Other faculty members will include, but are not limited to: **Murray Dion**, President, Syntolis Group Inc.; and **Scott Walker**, Partner, Assurance Services, Meyer Norris Penny.

Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and Meals: \$1,275 + applicable taxes

Grant Funding is available, please call for details.



“ I had the opportunity to step so far out of my ‘comfort zone’ and boundaries that I am not sure the ‘norm’ is something that I want to go back to!”

~ Vivian McDonald
Office Manager
Aseniwuche Winewak Nation
Development Corporation
Grand Cache, Alberta



"Our board came here to learn about principles and practices of good governance. The program gave us the tools to practice good governance, and gave us the insight to what we need to be working on."

~ Tom Bob
Chair, Te'Mexw Treaty Association
Victoria, B.C.

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**, Principal, First Nations Management & Governance Services.

Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and Meals: \$1,275 + applicable taxes

Grant Funding is available, please call for details.

Indigenous Women in Leadership

December 4 – 9, 2011

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
- Facilitation skills training
- 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: Susan Dumont, privacy lawyer and consultant, Privacy Matters Inc.; and Denise L. Lightning, lawyer, Hobbema, Alberta.

Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and Meals: \$1,275 + applicable taxes

Grant Funding is available, please call for details.

“Aboriginal Women in Leadership was a brilliant week of creative, inspiring synergy and sisterhood.”

~ Cheryl Whiskeyjack,
Executive Director
Bent Arrow Traditional Healing Society
Edmonton, Alberta



Programs

**"That was THE leadership course!
I feel empowered. Top quality presenters
with valuable information are feeding a
bigger thought process than the one
I walked in with."**

~ Christine Minnabarriet
Bookkeeper
Esh-Kn-Am Investments Joint Venture
Spences Bridge, B.C.



Best Practices in Aboriginal Business and Economic Development

January 22 – 27, 2012

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.

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 Leaders

Lewis C. Staats, President and CEO, Staats & Associates; and Dr. Stephen Cornell, Professor of Sociology and Director, Udall Center for Studies in Public Policy, University of Arizona.

Other faculty members will include, but are not limited to: Dr. Robert Hathaway, President and CEO, Shamrock Inc.

Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and Meals: \$1,275 + applicable taxes

Grant Funding is available, please call for details.

Inherent Right to Indigenous Governance

February 5 – 10, 2012

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; and Jean Teillet, Barrister and Solicitor; Partner, Pape Salter Teillet, Vancouver, B.C.

Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and Meals: \$1,275 + applicable taxes

Grant Funding is available, please call for details.



“ We, as strong First Nations, all have it within us to govern ourselves. Inherent Right to Indigenous Governance is a must for every First Nation, big or small.”

~ Leah Bear Chief
Siksika Nation Chief and Council
Siksika, Alberta



“This was a powerful and meaningful program. I would recommend it to anyone hoping to create the structures of good governance.”

~ Peter Fortna
Manager, Sustainable Development
Fort McKay Métis Nation
Fort McKay, Alberta

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.

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; **Dr. T.J. (Tim) Raybould**, Senior Policy Advisor, First Nations Finance Authority, Westbank First Nation; and **Dr. Jerry Hammersmith**, Broxbourne International.

Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and Meals: \$1,275 + applicable taxes

Grant Funding is available, please call for details.

Aboriginal Strategic Planning

May 13 – 18, 2012

Revitalizing Aboriginal Nationhood Series

Program Overview

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 PhD Law student, University of British Columbia, Vancouver, B.C.; **Elizabeth Logue**, Manager, Director, Policy and Research, Inuit Relations Secretariat, Indian and Northern Affairs Canada

Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and Meals: \$1,275 + applicable taxes

Grant Funding is available, please call for details.

"Aboriginal Leadership and Management programs are the only courses that I have attended that are taught in the Aboriginal context. It makes a lot of sense."

~ Linda Farmer
Alternate Care Supervisor
Kasohkewew Child Wellness Society
Hobbema, Alberta



Build your Nation or Organization's Success with a Customized Program



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 four-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.

Custom Aboriginal Programs and Applied Research

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.

We Value Our Program Partnerships

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
Carcross Tagish First Nation, Yukon
Dakota Ojibway Tribal Council, Manitoba
Deh Cho First Nations, Northwest Territories
Government of Nunavut
Gwich'in Tribal Council, Northwest Territories
Métis Nation of Alberta
Mi'gmawei Mawiomi Secretariat, Quebec
Municipal and Community Affairs, Government of the Northwest Territories
Oteenow Employment & Training Society, Alberta
Prince Albert Grand Council, Saskatchewan
Quetico Centre, Ontario
Saskatchewan Indigenous Gaming Authority
Saskatoon Tribal Council, Saskatchewan
Sheshatshui Innu Band Council, Newfoundland & Labrador
Siksika Nation, Alberta
Stoney Nation, Alberta
Sucker Creek First Nation, Alberta
Tahltan Central Council, B.C.
Tli Cho Government, Northwest Territories
Tr'ondek Hwech'in First Nation, Yukon
Tulita Dene First Nation, Northwest Territories
Vancouver Child and Family Services Society, B.C.
Wabun Tribal Council, Ontario
Yellowhead Tribal Council, Alberta

Applied Research

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.

Wise Practices for Aboriginal Leaders

Rooted in Identity and Culture

by Ed Allen

“... wise practices for good governance for First Nation communities can be found in the language, stories, culture, and teachings of your own community, and traditions of your own Nation.”



When I was first hired as chief executive officer for Nisga'a Lisims Government in 1997, I recall deciding that in order to become the best manager that I could for my Nation, I needed to find all the available literature that had been written for First Nations administrators.

Unfortunately, when I went looking, much of what I found had been written for big for-profit corporations. There seemed to be an overwhelming number of books with numerous authors and writers prescribing their latest miracle cure for all the world's management ills: balanced score-card, Theory Z, re-engineering, total quality management, etc.

Whenever I would try to understand or apply these theories, it soon became evident that the writer was describing a situation where these theories applied that does not contemplate First Nations or the challenges First Nations communities face. So it became difficult to apply these ideas, or to get buy-in from other staff.

I soon learned that what is considered 'best' is what works for you as a First Nations administrator in your government office.

In part, this is the idea behind what the Harvard Project on American Indian Economic Development project terms a cultural match. What works best for you is typically consistent with your culture and values as a community. To distinguish this from 'best' practices, a practice that works for your organization and community is better described as a wise practice.

Cynthia Wesley-Esqimaux, The Banff Centre's Nexen Chair in Aboriginal

Leadership, and Brian Calliou, director for Aboriginal Leadership and Management, co-authored a study of research into wise practices and highlighted identity and culture as key to successful practices.

As faculty on the Principles and Practice of Good Governance program, Margaret Froh and I have incorporated many examples of wise practices from First Nations into the curriculum. As faculty leader, Froh is committed to putting these ideas to the test.

The results have been impressive. Once we as faculty began to share stories of how our cultural practices helped shape a wise practice for governance in our communities, learners opened up and shared stories from their culture and began to draw out the lessons from their own values and traditions to improve their governance operations in the community.

In other words, wise practices for good governance for First Nation communities can be found in the language, stories, culture, and teachings of your own community, and traditions of your own Nation.

When I reflect on my search 'out there' for wise practices in governance, I find it a pleasant irony that my journey brought me back home to my own culture, language, and traditions in governance. *Gabileh.*

Ed Allen, consultant, First Nations Management & Governance Services, is faculty for Principles and Practice of Good Governance. This program is scheduled for October 30 – November 4, 2011.

Programs Empower Aboriginal Women in Leadership Roles

by Jill Sawyer

Aboriginal Leadership and Management programs build a strong network that supports women as leaders and managers, now and into the future.

When Linda Gadwa started taking Aboriginal Leadership and Management programs at The Banff Centre earlier this year, she brought close to 20 years of hard-won management and negotiating skills with her, gained through years in teaching, educational administration, and strategic planning. She says now that if she had known then some of the techniques she learned this year – particularly negotiation skills – she would have taken a much different approach to interacting with students, parents, and teachers. “I was a hard negotiator most of the time, when at times I could have been much softer,” she says. “It’s important to know when to switch between the two, depending on the situation.”

Gadwa taught at the school on Kehewin Cree Nation, north of Edmonton, for a number of years, then became principal there in 2006. She received Canada’s Outstanding Principal Award in 2010 from the National Academy of Principals. Among many other initiatives, she created a stay-in-school incentive program that took deserving Grade 12 students to Europe for educational tours, a plan that exponentially increased the school’s number of graduates. “I wanted to show students that there’s something beyond Kehewin,” she says.

Gadwa is typical of the women who enroll in The Banff Centre’s Aboriginal Leadership and Management (ALM) programs – women who have gained experience on the job, worked up through organizations, and are looking for opportunities to network, build on existing skills, and leverage the particular attributes that women bring to leadership.

The specific needs of Aboriginal women in leadership roles is the focus of the Indigenous Women in Leadership program, co-created for ALM in 2003 by Cora Voyageur, who is still the program’s key facilitator. A professor at the University of Calgary, Voyageur based the program on findings from research she had done with women chiefs across Canada. She found that women in tribal organizations had a particularly difficult time being heard in rooms filled with men, which is where “the big decisions are made,” she says.

Though women had traditionally held high positions within Aboriginal communities, they were banned from participating in tribal politics by the 1876 Indian Act. It wasn’t until 1952 that the first female chief was elected in Canada. Now, Voyageur says the idea is becoming more



Violet Meguinis, of Tsuu T'ina Nation, has one program to complete for her Certificate of Aboriginal Leadership, Governance, and Management Excellence.

accepted. "Women are better educated than men, as a rule," she says. "Depending on where the reserve is, men are often leaving the reserve to work, and women are more likely to move up from agency work on the reserves. Women are becoming more certain of themselves and their abilities, so they're putting themselves forward more."

The program strikes a balance between management and more holistic life skills, with a focus on strategic planning, conflict management, and time management. "These are women who are very busy," Voyageur says. "We want them to know it's okay to take time for themselves." The sessions attract a cross-section of women from the public and private sectors – managers in oil companies, arts organizations, not-for-profits, and post-secondary institutions, as well as elected officials and women involved in tribal politics.

While the Indigenous Women in Leadership program is attracting strong participation from women across Canada and into the United States, Aboriginal Leadership and Management is also seeing more women committing to the six-program path required for the Certificate of Aboriginal Leadership, Governance, and Management Excellence.

Gwen Muskwa began as a participant in ALM programs in 2009, and recently received her certificate. Currently the Treaty Relations Coordinator at Treaty 8 in Edmonton, she started there as an executive assistant in 1997, the first staff member to be hired by the organization. In the past few years, she's been involved in the coordination of Treaty 8 Nations' Bilateral Process negotiations toward a self-government agreement with the government of Canada. The work has given her a crash course in citizen engagement, budgeting, strategic planning, communications, and constitutional development.

Ideally, Aboriginal Leadership and Management programs build a strong network that supports women as leaders and managers now and into the future. For Linda Gadwa, the returns should extend well into the future – as Kehewin embarks on planning for a potential new school, and the community builds a multi-year plan. "Women have a big role to play in leadership," she says. "We need to step up now."

Jill Sawyer is communications officer for The Banff Centre.



Aboriginal Communities Share their Wisdom to Build a Strong Future

by Shari Bishop Bowes

It's one thing for researchers to descend upon a community, collect information, and then leave, never to be heard from again.

It's quite the opposite for a research project to fulfill its academic objectives in a highly collaborative process, while providing a profound and long-lasting impact on the subjects under study.

That latter is definitely the case with a research project currently underway at The Banff Centre with Aboriginal Leadership and Management, involving five Aboriginal communities in Alberta, a team of professional researchers, and a cohort of Aboriginal youth along to learn from the experience.

The intention of the Wise Practices in Rural Alberta: Nexen Chair in Aboriginal Leadership project is to deeply involve the communities that have been selected as research sites, encouraging them to share information and learn from each other, while compiling information through community visits, interviews, and facilitated group sessions. The goal is to investigate what has worked, what hasn't, and why – and

to share, document, and disseminate this information for the benefit of Aboriginal communities in Alberta and across Canada.

Joceylne Wasacase-Merasty, Prairie regional manager for the National Centre for First Nations Governance, is one of the researchers on the project. Along with several members of the project's Youth Cohort – all young people from Alberta Aboriginal communities – Wasacase-Merasty has visited and documented the wise practices of Métis Crossing, one of the five research sites.

One of the tools used to engage with Métis Crossing and the members of the Metis settlement that are involved in the success of this organization, is a process called a historical scan, said Wasacase-Merasty. "What it is basically is a time line that we're piecing together with a group of people," she said. "They all have various bits and pieces to add."

What often emerges from a historical scan is a story that chronicles not just the successes and good times, but also those times that presented particular difficult challenges, she said.

“It’s the collaboration, it’s the commitment of the people; if they have a common goal and they’re working together, they can overcome a lot of challenges, and that’s something we have to remind ourselves of — that we have the know-how, we have the capability, we have the drive to do those things successfully.”



Right: Janisha Wildman, a member of the Youth Cohort working on the Wise Practices in Rural Alberta project, shares with her group at The Banff Centre. Photo: Anna Wowchuk

“What’s always interesting is how people start working together to get out of those low points,” Wasacase-Merasty said. “And to get from those low points to a high point, there’s a lot of collaboration, a lot of commitment, a lot of people working together to come up with solutions.”

This collaborative research process not only benefits the research project, with documented information that can be broadly shared, but also benefits those telling their stories.

“It’s pretty consistent when you go into any community and you do this exercise, there is often a recurring theme,” she said. “It’s the collaboration, it’s the commitment of the people; if they have a common goal and they’re working together, they can overcome a lot of challenges, and that’s something we have to remind ourselves of — that we have the know-how, we have the capability, we have the drive to do those things successfully.”

Janisha Wildman, one of the 15 members of the Youth Cohort, visited another of the research sites in Alberta, the Alberta Indian Investment Corporation (AIIC), which is overseen by a board representing all First Nations in Alberta with its head office located at the Enoch First Nation near Edmonton.

Impressed with the dedication the AIIC shows toward developing and starting Aboriginal businesses, and supporting Aboriginal entrepreneurs, Wildman found herself thinking about what this could mean to her and her community of the Stoney Nakoda Sioux and Samson Cree Nations.

“The idea of business had crossed my mind a few times, out of curiosity,” Wildman said. “This was a chance to listen to other growing First Nations community businesses, and learn how they have become successful. I’m realizing that most businesses do start out small.”

Brian Calliou, director of Aboriginal Leadership and Management at The Banff Centre, said the involvement of youth has been very important in the research project, particularly as it will be their successes and leadership that shape the future.

“The youth that are really engaged are amazing,” he said. “Some of them have been blogging and writing, making journals of their experiences. It’s been great to see them excited about learning what wise practices are about, and then taking that back to their communities.”

With the support of the Nexen Chair in Aboriginal Leadership at The Banff Centre, and Rural Alberta’s Development Fund, the wise practices research project will wrap up in September 2012 with a documentary film chronicling the project, and a written report of each community project.

“Currently there are very few documented best practices of Aboriginal community economic development in Canada,” Calliou said, “with most of the best practices case studies coming from research conducted in the U.S. With new knowledge into wise practices from our research, we will be filling a gap in the literature and adding important, practical new knowledge.”

Shari Bishop Bowes is marketing officer for Aboriginal Leadership and Management.



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
David M. Rochefort	Banff, Alberta
Elder Tom Crane Bear	Siksika Nation, Alberta

Member in Perpetuity

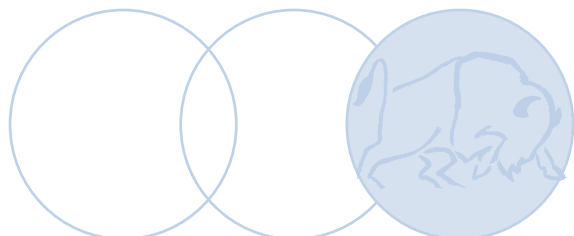
Leroy Little Bear, JD	Lethbridge, Alberta
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Co-chairs

France Trepanier	Sidney, B.C.
Matt Vickers	Vancouver, B.C.

Members

Jimmy Arterberry	Lawton, Oklahoma
Judy Daniels	Calgary, Alberta
Clint Davis	Toronto, Ontario
T. Brenda Etienne	Kanesatake, Quebec
Kristen Everett	Saskatoon, Saskatchewan
Tracy Friedel	Vancouver, B.C.
Carylin Greatbanks	Winnipeg, Manitoba
Diane Gray	Toronto, Ontario
Rick Hansen	Ottawa, Ontario
Desiree Kematch	Saskatoon, Saskatchewan
Tina Kuckkhan-Miller	Olympia, Washington
Ryan Robb	Calgary, Alberta
Suzan Shown Harjo	Washington, D.C.
Vincent Yellow Old Woman	Siksika, Alberta



We see 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 Suncor's track record and how we are planning to responsibly develop North America's energy supply. www.suncor.com/sustainability



SUNCOR
ENERGY
FOUNDATION





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.



Create Opportunities for Aboriginal Leaders

The Banff Centre is home to one of Canada's most recognized programs for Aboriginal leadership and management development. Support from individuals, corporations, and foundations paves the way for Aboriginal leaders to gain relevant and effective training at pivotal times in their careers, and in the development of their growing communities.

We invite you to join our circle of visionary supporters. For more information about how you can empower the leaders of tomorrow, visit www.banffcentre.ca/support/; contact the Development Office at development@banffcentre.ca; or call 1.888.495.4467 or 403.762.6385.

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.

Government of Alberta



Canada Council for the Arts

Conseil des Arts du Canada



Canadian Heritage
Patrimoine canadien

Canada

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 their tuition, accommodation expenses, and travel from remote communities.

Gold Scholarship Partners:



Silver Scholarship Partners:



Bronze Scholarship Partners:



Community Partner:



Travel Partner:



WHERE ENERGY MEETS POTENTIAL

 **schoolPLUS**

 **GLOBAL100**

Our School Plus program enhances the learning experience for Aboriginal youth.

By investing in Aboriginal youth we're investing in Canada's future. School Plus provides funding for extracurricular programming at First Nations schools—programming that is designed to keep students interested and engaged for the long run. Launched in 2009, School Plus has already enriched the education of over 3,000 youth in nearly 50 schools, including Manitoba's Indian Springs School, where students are unleashing their potential through an enhanced sports program.

Enbridge delivers more than the energy you count on. We deliver on our promise to help make communities better places to live. It's part of the reason we were named one of the Global 100 Most Sustainable Corporations in the World.

Visit www.enbridge.com/InYourCommunity to learn more.

 **ENBRIDGE**
Where energy meets people™

Aboriginal Leadership and Management Founding Partners

The Banff Centre is pleased to recognize its four Aboriginal Leadership and Management Founding Partners: Nexen Inc., Enbridge Inc., Rural Alberta Development Fund, and Suncor Energy Foundation. These generous partners have each pledged \$1 million and more 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 has supported The Banff Centre for a decade, including Aboriginal Leadership and Management (ALM) programs and scholarships since 2003. In 2007, Nexen became The Banff Centre's first ALM Founding Donor by funding the Nexen Chair in Aboriginal Leadership. The current Nexen Chair, appointed in 2009, is Cynthia Wesley-Esquimaux. One of the Nexen Chair's core mandates is to work with Aboriginal communities, including youth groups, to document wise practices and case studies that will help Aboriginal communities, organizations and businesses to reach their objectives.

Wesley-Esquimaux believes youth are the future of our communities. "I have reveled in youth taking action as they grappled with complex decision making, social impasses, and a deep introspection prompted by Aboriginal elders, youth, and leaders," she wrote in an article in 2010. "Through our work together I have come to understand that bringing the attention and inspiration of young people to bear on how leadership is formed and sustained in Aboriginal Canada will be a powerful mechanism for creative change and positive growth."



Enbridge Inc.

Enbridge's support sustains and enhances The Banff Centre's Aboriginal Leadership and Management (ALM) programs. In particular, Enbridge supports scholarships for Aboriginal leaders who wish to learn about best practices in Aboriginal business and economic development, and for Indigenous women leaders. Thanks to Enbridge, approximately 216 individuals over six years will receive scholarships (45 were awarded in the 2010/2011 program cycle). Enbridge also supports the research and development of a tool to measure the long-term impact of The Banff Centre's ALM programs on leaders and their communities.

"Prior to taking the Indigenous Women in Leadership program I had never participated in training that was so inclusive and informative," says Jori Hunter, vice-president of the Aboriginal Women's Professional Association in Edmonton, Alberta. "The information is so useful and powerful to my everyday work life. I feel prepared and supported for the first time in a very long time. Thanks so much for the preparation of the next phase of leadership."



Rural Alberta Development Fund

The Rural Alberta Development Fund, whose funding is provided by the Government of Alberta, supports The Best Practices in Rural Alberta Project: Nexen Chair in Aboriginal Leadership. Its support leverages and adds sustainability to the investment made by Nexen Inc. in building capacity in Aboriginal communities through practical and applicable knowledge, skills and tools. It includes a program to develop the next generation of leaders through a province-wide Youth Cohort, comprising a group of emerging Indigenous leaders, as well as extension learning programs and resources.

Corinne Card, executive director of Métis Crossing, and her team are participants in this research project. She says of the Youth Cohort "They're out to change the world, and I think they will. They are definitely going to leave a big impact on us. They have big dreams, and a very big interest and pride in our culture, which I think is important to this project."



Suncor Energy Foundation

In addition to providing critical scholarship support for Aboriginal Leadership and Management (ALM) programs, Suncor Energy Foundation supports a new initiative: The Suncor Building Sustainable Leadership for Community Development Program. The program, targeted at building sustainable communities, will grow long-term capacity by engaging current and next-generation leaders of Aboriginal communities in learnings and projects that preserve cultural identity and deliver the latest best-practices research and experiences. Suncor's support brings the strengths of The Banff Centre's ALM program to indigenous communities, as well as offering Aboriginal leaders and managers from across Canada access to the Banff Centre experience on campus.

"Negotiation Skills Training has taught me the skills that I need to go back to my community to begin the process with my people, which will help build a stronger and viable community," says scholarship recipient Linda Gadwa, an educator with Kehewin Cree Nation in Kehewin, Alberta.



Building strength, capacity, and sustainability in Indigenous communities by supporting new initiatives.



Inspiring Leaders

Leadership Development at The Banff Centre

The future of your organization depends on effective leadership that drives performance and delivers results. In Banff we develop a leader's ability to think and act beyond boundaries, and achieve more than was previously imagined.

Leadership programs and customized solutions for emerging through senior-level leaders

"In a complex and chaotic world, the skill and qualities of leadership have to change. The Banff Centre gets this, and is pioneering toward this emerging reality."

~ Rob Gray, Alliance Pipeline, Calgary



1.800.590.9799
www.banffleadership.com


The Banff Centre
inspiring creativity

How to Register

Select Your Program

Interested in taking an Aboriginal Leadership and Management program at The Banff Centre, but not sure how to get started? Contact Richard Dumas, Personal Learning Advisor, by phone at 1.888.255.6327, or email Richard at aboriginalleadership@banffcentre.ca.

Register for Your Program

Register online for your Aboriginal Leadership and Management program at www.aboriginalleadership.com. If you have difficulty with the form, email us at aboriginalleadership@banffcentre.ca or call 1.888.255.6327 for assistance.

Scholarships and Group Savings

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.

Grant Funding: Scholarships may be available to help you offset some of the costs to attend your program. Please complete the Special Grant Funding Application Form, which is found on our website at www.aboriginalleadership.com.

Registration Policies

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

Substitution Policy: If, after registering, you are unable to attend, we encourage you to substitute another appropriate participant from your organization. If there is pre-course work to be done, please make the substitution a minimum of 15 days in advance of the program start date. An administrative fee will apply if new pre-course materials are required. For late substitutions, there will be an administrative fee of \$250.

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

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

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

Registration Checklist

- \$500 credit card deposit (or full fees) paid with online 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

Note: You are not registered until all of the required information is received, and (if applicable) a scholarship offer has been accepted.

Travel

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.

Program Fee Information

Program Fees:

Tuition	\$2,300.00
Meals & Accommodation	\$1,275.00
Tourism Improvement Fee	\$13.60
Alberta Tourism Levy	\$27.75
GST	\$179.43
TOTAL	\$3,795.78

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.



Need more information on Aboriginal Leadership and Management programs?

Contact Richard Dumas, Personal Learning Advisor, Aboriginal Leadership and Management at The Banff Centre. Email aboriginalleadership@banffcentre.ca or call 1.888.255.6327.



To register, and to learn more about our programs, see www.aboriginalleadership.com

Or scan this code in your Smart Phone

Aboriginal Arts at The Banff Centre

Aboriginal Arts programming at The Banff Centre enhances opportunities for Aboriginal artists to research, conceive, and produce Aboriginal work with cultural integrity and artistic merit.

Established in 1993, Aboriginal Arts at The Banff Centre has a commitment to the development and presentation of innovative Aboriginal art. Programming has included performances, concerts, films, storytelling, presentations, workshops, publications, and exhibitions. Aboriginal artists are also invited to take part in self-directed residencies which provide the time and space for focused work as well as the freedom to conceptualize, create, research, and complete projects.

The goal of Aboriginal Arts at The Banff Centre is to contribute to the development of strong and vibrant Indigenous arts communities in Canada and around the world.

Contact Aboriginal Arts

See banffcentre.ca/aboriginal_arts

Call 1.877.613.6725

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

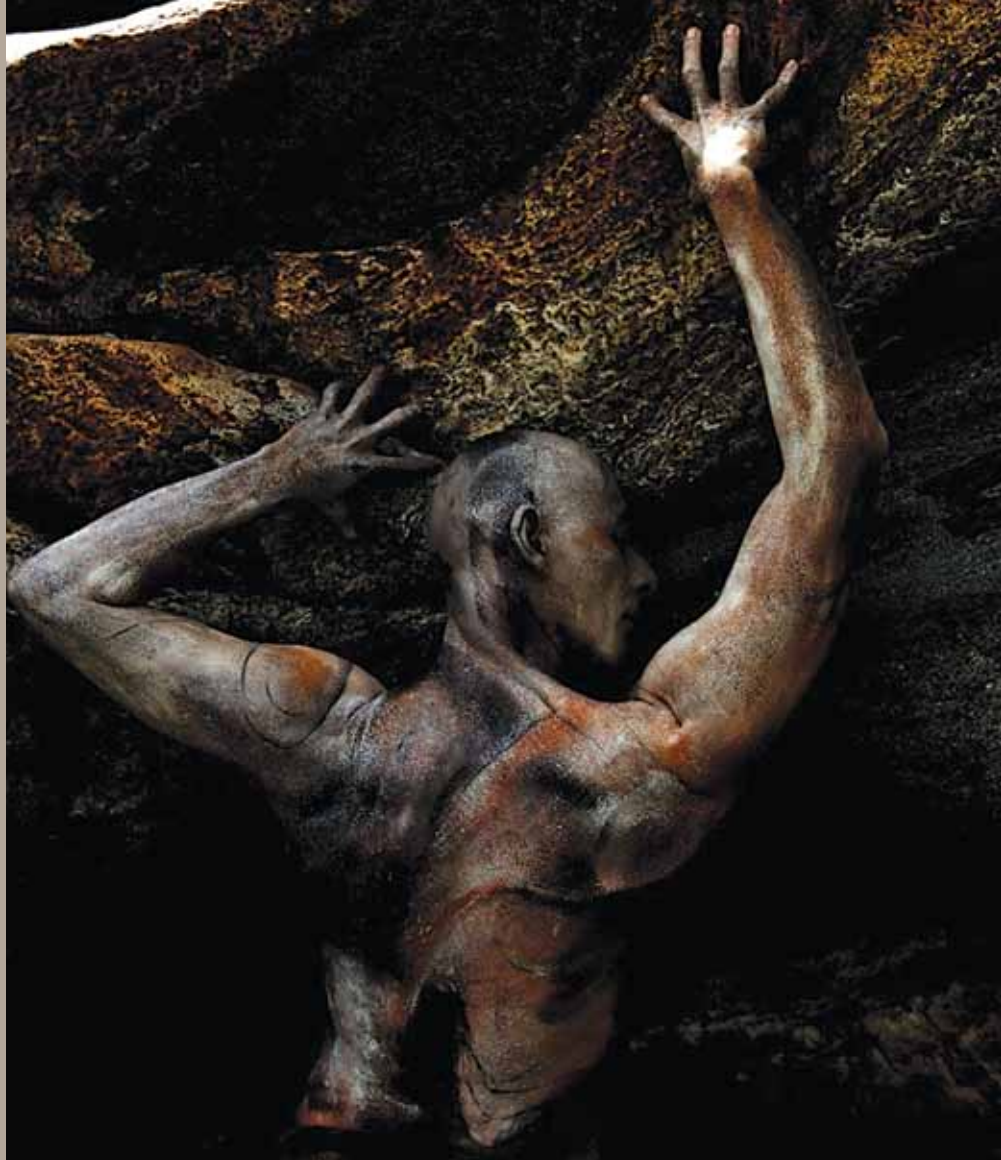
Marketing & Communications

The Banff Centre,

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Aboriginal Arts welcomed artistic director and choreographer Javier Dzul as faculty on the Indigenous Dance program in 2011. Photo: Tim Petersen and Rebecca Sommer.

The Banff Centre

The Banff Centre is Canada's creative leader in arts and culture. Our mission is Inspiring Creativity. In The Banff Centre's powerful mountain setting in the heart of Banff National Park, exceptional artists and leaders from around the world create and perform new works of art; share skills and knowledge in an interdisciplinary environment; and explore ideas and develop solutions in the arts and leadership.

www.banffcentre.ca

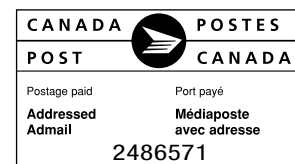


The Banff Centre
inspiring **creativity**



OCTOBER 2011	OCTOBER 23 – 28 Negotiation Skills Training OCTOBER 30 – NOVEMBER 4 Principles and Practices of Good Governance	NOVEMBER 2011	NOVEMBER 20 – 25 Aboriginal Leadership and Management Development	DECEMBER 2011	DECEMBER 4 – 9 Indigenous Women in Leadership
JANUARY 2012	JANUARY 22 – 27 Best Practices in Aboriginal Business and Economic Development	FEBRUARY 2012	FEBRUARY 5 – 10 Inherent Right to Indigenous Governance FEBRUARY 26 – MARCH 2 Negotiation Skills Training	MARCH 2012	MARCH 25 – 30 Establishing Institutions of Good Governance
APRIL 2012	APRIL 15 – 20 Aboriginal Leadership and Management Development	MAY 2012	MAY 13 – 18 Aboriginal Strategic Planning	JUNE 2012	
JULY 2012		AUGUST 2012		SEPTEMBER 2012	
OCTOBER 2012	OCTOBER 14 – 19 Negotiation Skills Training	NOVEMBER 2012	NOVEMBER 4 – 9 Principles and Practice of Good Governance NOVEMBER 18 – 23 Aboriginal Leadership and Management Development	DECEMBER 2012	DECEMBER 2 – 7 Indigenous Women in Leadership

Aboriginal Leadership and Management Programs at The Banff Centre



inspiring innovative programs,
and innovative solutions, balanced with tradition



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- Leading for results
- Good governance
- Strategic planning

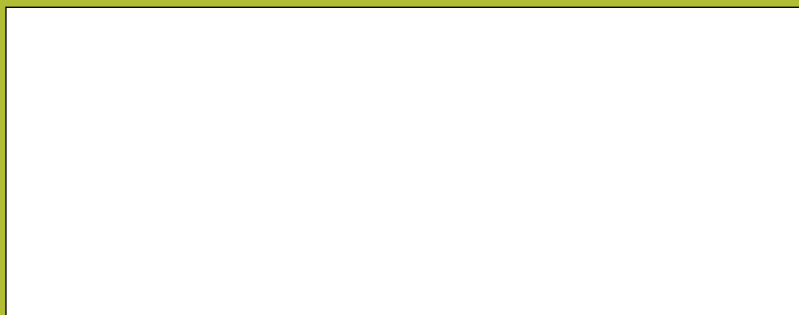
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