

# BUFFALO MOUNTAIN DRUM

ABORIGINAL LEADERSHIP AND MANAGEMENT PROGRAMS AT THE BANFF CENTRE

2012 – 2013

Journey to Self-Governance  
Wise Practices in Action  
Transforming a Vision

Founding Partners

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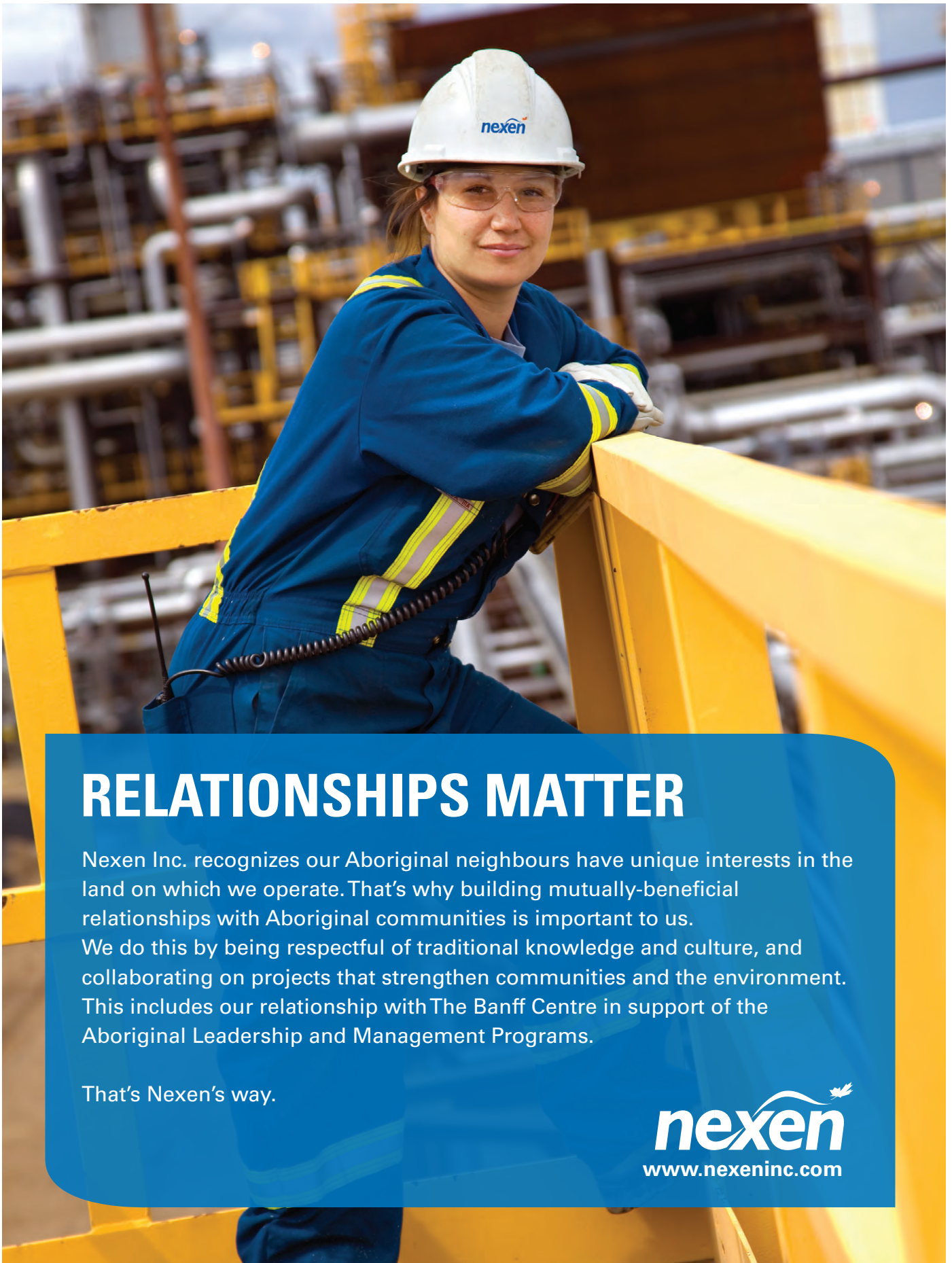


**Rural Alberta**  
Development Fund



**The Banff Centre**  
inspiring creativity





## 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.

**nexen**  
[www.nexeninc.com](http://www.nexeninc.com)

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Comments regarding the *Buffalo Mountain Drum* can be directed to [aboriginalleadership@banffcentre.ca](mailto:aboriginalleadership@banffcentre.ca)

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## DIRECTOR'S MESSAGE



### TANSI!

This is a very exciting time at The Banff Centre! Our new President, Jeff Melanson, who also serves on our Aboriginal Program Council, has set out a new vision for The Banff Centre with leadership development as a pillar of this institution, and infused throughout all programming. He wants to see leadership development as a creative space for leaders to explore social innovation, and lead to make the world a better place.

Along with The Banff Centre's new vision, we're pleased to announce that we will soon be known by a new name - Indigenous Leadership and Management. We join The Banff Centre's Indigenous Arts department in this change, which reflects the impact and reach of our programs and research beyond North America's boundaries. This new name connects our past, present, and future participants and partners to the possibilities of impacting and examining Indigenous leadership in a truly global context. We'll be making a formal announcement on our new name in the fall.

Our Aboriginal Leadership and Management program area is, in many ways, ahead of the curve in social innovation, with our applied research and programming geared to assist Aboriginal communities in developing capacity so they are better equipped to deal with their social problems, and to make positive change. Research has shown that when an Indigenous community has established good governance structures and processes, set out a strategic vision, and developed strong, effective leadership, they are able to take advantage of the economic opportunities in their territories.

As our programs have a strong focus on leadership for social change, they have had a significant impact on individual leaders who have taken the lessons learned at The Banff Centre and implemented them to make positive social change in their communities. For example, two inspiring leaders, Violet Meguinis and Diane Meguinis, have both taken all six programs to receive their Certificate in Aboriginal Leadership, Governance, and Management Excellence, and have since made great strides with their political leaders in implementing good governance at the Tsuu T'ina Nation near Calgary.

Another example of our custom programs and applied research assisting communities in making positive change is when we use a "service learning method" to facilitate a learning journey for a team of leaders who work on a real problem or challenge during their program. One example, also involving Tsuu T'ina, involved a team of women managers who are learning a planning and implementation process as they actually do the work of developing a business incubator for entrepreneurs on the reserve.

With the conclusion of the Best Practices in Rural Alberta project, we are very excited to share the many stories and lessons learned with delegates and guests attending the Wise Practices Symposium at The Banff Centre in September 2012. The learning will not end with this event, as the wise practices research report will be available on our website, and will be shared with Indigenous leaders across Canada and beyond. It is our hope that the seven elements of success identified in the report will inspire Aboriginal leaders to lead their own positive social change in their communities.

We invite you to join us in this social innovation movement, and encourage you to explore how you too can lead positive social change in your community and make the world a better place.

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







### NEW FUNDING ANNOUNCED

#### AWARD TO HONOUR ABORIGINAL WOMAN'S ACHIEVEMENT IN COMMUNITY LEADERSHIP

A new award in 2012 supported by generous donors will provide an Indigenous woman alumna with funds to attend an Aboriginal Leadership and Management program at The Banff Centre during the October 2012 to May 2013 program cycle.

Two anonymous donors have helped to establish the "Award to Honour Aboriginal Woman's Achievement in Community Leadership," which will fully cover tuition, room, and board for an Indigenous woman to attend a program in Banff. Some assistance with travel may also be available to the award recipient.

Indigenous women who have taken one or more Banff Centre Aboriginal Leadership and Management programs prior to May 31, 2012, and who submit a short paper (2-3 pages) documenting the impact of their previous program experience and subsequent contribution to their organization or community, are eligible to apply.

The application deadline for the award is September 30, 2012. Please see [www.aboriginalleadership.ca](http://www.aboriginalleadership.ca) for more details regarding how to apply.

### 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.

- **Katie Smith** has moved into the role of research officer after four years with Leadership Development and Aboriginal Leadership and Management.
- **Lucille Studer** joined the team in fall 2011 as program coordinator/desktop publisher.
- The Aboriginal Leadership and Management team bid farewell and good luck in his future endeavours to personal learning advisor Richard Dumas. A warm welcome to **Alexia McKinnon**, who has assumed the learning advisor role.



### ABORIGINAL LEADERS TO EXPLORE ISSUES IN THOUGHT LEADER FORUMS

Pressing topics facing Aboriginal community leaders will be explored in thought leader forums hosted at The Banff Centre by Aboriginal Leadership and Management.

The first topic to be explored in a spring 2013 forum is the impact of human rights legislation on Aboriginal government. This two-and-a-half day forum, and others planned through the year ahead, will bring together experts in the topic areas to lead a dialogue with Aboriginal leaders who are interested in learning about, and exploring ways to deal with important issues.

"We will provide multi-disciplinary methods, and a multitude of perspectives for each forum, and also a safe, neutral space to engage deeply and collectively as we explore new, innovative approaches to challenges," said Brian Calliou, director of Aboriginal Leadership and Management at The Banff Centre.

Details and dates for the first forum will be announced on [www.AboriginalLeadership.ca](http://www.AboriginalLeadership.ca), with email notification sent to contacts and alumni.

# FROG LAKE FIRST NATIONS WORKING TOGETHER TO “CHANGE THE CONVERSATION”

by Shari Bishop Bowes

Elaine Carter is one of a dozen members of Frog Lake First Nations' administrative team who have set out together on a new, collaborative path, learning a new way of addressing the future of their community located two and a half hours northeast of Edmonton.

Carter began working as Economic Development Director at Frog Lake First Nations in 2010, and was tasked with developing a long-range economic development plan for the two closely linked First Nations. A year later, it became clear that staff training would help support her team in their work. With a training strategy focused on getting the group to work strategically as a team, the decision was made to complete the Certificate of Aboriginal Leadership, Governance, and Management Excellence at The Banff Centre together as a group.

Carter and two of her team were the first to attain their Certificates in May. Several more members of FLFNs' administration team, including two who are leading youth programs, will begin their certificate path in the autumn.

“Our ultimate goal is to have everyone have the same vision, the same strategic direction,” said Carter. “The main focus is for us to work together to redevelop and revise our strategic plan. We’re looking at five-year planning, 10-year, 25, and perhaps long-term 50 to 100 years.”

As a Nation rich in resources, with its own oil and gas drilling facilities and a number of successful ventures already underway, Frog Lake First Nations' concern has been to ensure planning looks beyond today, into a future when oil and gas opportunities have come and gone.

“If we are going to advance, we need infrastructure, we need revenue creation to come back onto the reserves seven times,” Carter said. “I don’t know if we will see that in my generation, but maybe in my grandchildren’s.”

Carter wants to see First Nations communities get away from working at the crisis level, and instead develop plans to move beyond income assistance and poverty to economic prosperity and self-sufficiency.





Elaine Carter, Verna Waskahat, and Donna Lewis, colleagues in Frog Lake First Nations' economic development office, received their Certificates of Aboriginal Leadership, Governance, and Management Excellence in May 2012. Photo by Kim Williams.

"The ideology, from First Nations' perspective, is that we take one day at a time. That's good for the cultural perspective, but in this merging of western and Native ideology, we do need to plan," Carter said.

Completing six Aboriginal Leadership and Management programs in just seven months has been a whirlwind of juggling responsibilities for the Economic Development staff, but an experience that has opened them up to new thinking and fresh perspectives.

While her group of three has learned from program content, and from working as a team, Carter says the most profound learning has come from a statement made by a faculty member in the Inherent Right to Indigenous Governance program. "Leroy Little Bear said 'change the conversation,' something that I am just living right now! It's about how we are administering, that we don't need to just administer, but we can govern, we can plan, and strategize."

The Frog Lake First Nations' community has had successes with ventures

coordinated through the Frog Lake Energy Resource Corporation, and through offering entrepreneurial workshops and support to a wide range of ventures that benefit individuals who have ideas and passion.

Yet Frog Lake First Nations' committed administrators believe that planning for the future – far into the future – is the only way to maintain a balance of community, with its spiritual and cultural ways, and the opportunities presented by today's hot energy industry.

"Land management is the hottest issue right now," said Carter. "The reason we keep going back to strategic planning is to think about how we want our reserve to look in 25 years, when our grandchildren are working in our places. A lot of people haven't seen that vision, and we may not have oil revenues by then. We need to definitely take care of ourselves now."

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



# TRANSFORMING A VISION INTO RESULTS: STAY ON THE PATH AND KEEP OUT OF THE WEEDS

by Murray Dion





## Without a strong continuous focus on the vision, initiatives can easily become technocrat-driven, and get 'stuck in the weeds'...

Translating a vision into the desired outcome is a major challenge for even the most skilled leaders and managers of today. Staying on the path between the vision and the desired results requires hard work, big-picture thinking, talent, and commitment. Difficulty with delivering on the vision cannot solely be blamed on the usual suspects of time, resources, and scope. More often than not, initiatives end up in the weeds as a result of the lack of a vision-centric approach.

Generally, implementation approaches are a one-dimensional series of linear steps towards the end objective. This seems logical, and in simple, short-term initiatives it can work. However, the farther away you move in time or scope from the strategic starting point where vision and passion are key, the more clouded or operationally irrelevant the 'abstract' vision is seen to be. This happens as real world challenges disrupt or defocus projects, teams, expectations, and relationships. As a result, the language often becomes, "It's about the details and we're past the warm and fuzzy stuff now!" While that may be true and essential to a certain degree, the project is most likely in the weeds, resulting in a diluted vision.

A project or initiative 'skips off the path' when the focus shifts from managing towards a clear vision to a disproportionate focus on the process itself, which results in losing sight of the vision. Without a strong continuous focus on the vision, initiatives can easily become technocrat-driven, and get 'stuck in the weeds' – regrettably, the comfort zone for many. The challenge leaders face is how to maintain energy and focus on the vision, while at the same time managing the tactical and operational aspects of the process. The answer lies in adopting practical, simple, visual approaches that frequently circle back to the vision (i.e. the strategic plan) at pre-selected checkpoints.

Oddly, keeping it simple and focusing in on the 'fuzzy' stuff seems to go against our belief and training that the answers lie in procedures, deep analysis, and big reports; can there really be value in stopping and simply reconnecting with the fundamental purpose of the journey?

Do we have time for this? Absolutely. But it calls for some new talents. Talents that support strategic clarity, simplified approaches, visualization, determination, confidence, and the creativity needed to stay on the path and transform what started out as a concept into the desired tangible outcome.

One such talent involves understanding how initiatives transform over time and what forces are at play. The often difficult path from vision to results is one buffeted by two simultaneously evolving and interdependent forces: the role of leadership through the implementation stages, and the progressively elaborative activities across implementation stages. The two sometimes counter-productive forces drive the initiatives through three very different transformation zones: the strategy zone where the initiative is defined (conceptualization); the innovation zone where solutions are created (actualization); and finally the integration zone where results are integrated into the environment (realization). A vision-centric approach can balance the forces and keep the focus on the vision.

The transformation perspective is just one example that underscores the urgency to develop new skills, talents, and comfort with tools that complement the traditional management tool-kit that includes planning, finance, human resources, and administration. The new leader's toolkit might include such critical assets as visual thinking, idea and innovation generation, a techno-culture foundation, and communication/team development skills that befit the demands of the rapidly evolving, hyper-connected world which leaders find themselves in – tools that keep them on the path and out of the weeds.

**Murray Dion**, PMP, is a strategic consultant and President of Syntolis Group Inc. For the past 15 years he has worked extensively in the Aboriginal community at the strategic and tactical levels in a wide range of areas that include economic development, policing, e-Health, and technology. He has been a member of the Aboriginal Leadership and Management faculty at The Banff Centre since 1999.

## FACULTY FEATURE: CHIEF KIM BAIRD, TSAWWASSEN FIRST NATION

# JOURNEY TO SELF-GOVERNANCE JUST AS CRITICAL AS THE DESTINATION

by Shari Bishop Bowes

Cameras flashed and emotions ran high as Chief Kim Baird descended the steps of British Columbia's legislature on October 15, 2007, hand-in-hand with her four-year-old daughter. She had just made an historic address to the opening of the third session of the 38th Parliament in Victoria on the Tsawwassen First Nation treaty settlement legislation, which would soon after become B.C.'s first urban, modern-day treaty agreement.

While the long-negotiated, landmark establishment of Canada's first modern urban land treaty was a major victory for the Lower Mainland First Nation, it also provided other unexpected benefits, said Chief Baird.

"What I didn't realize, as we were going along the way, was that the dialogue was the real community-building part," said Baird, who is a new faculty member for the Inherent Right to Indigenous Governance program at The Banff Centre. "The journey allowed us to see where we wanted to go. And if the treaty process had failed, I still would have had a good idea of what we should try to do. It's just that we would have had almost no tools to do it."

Success for Baird included not only the passage of the treaty in the B.C. legislature, but also seeing 92 per cent of her own community coming out to vote for the treaty – 70 per cent voting in favour. "It's important foundational stuff. If we didn't have the focus of community involvement from the very beginning, we could never have succeeded."

Much has transpired since that historic day, including, just recently, the overwhelming approval by her community to proceed on a major retail and commercial development project that will see 1.8 million square feet of retail space constructed in two large shopping malls. Further commercial and residential development is also part of this ambitious project, which will be developed with partners Ivanhoe Cambridge and Property Development Group.

While Baird is just as eager as her fellow Tsawwassen members to see the sod turned on the First Nation's land dedicated to the project, she is even more eager to see her community's self-governance begin to fulfill the dream she had when she first began working for Tsawwassen First Nation at age 20. In that first job after college, she approached the

Chief with the idea of working towards a comprehensive claims process, with a view to self-governance and departure from the strictures of the Indian Act. Two years later she was elected to council, followed by her election as the second female and youngest Chief for her Nation.

Baird's dream is not that of the 'wealthy retail land baron' that detractors may ascribe to her, but is rather a vision she has of her First Nation on a fully equal socioeconomic footing with its Lower Mainland neighbours. While that may sound like a simple thing, the process has been anything but, she said. "It sounds like a simple premise, but when you unpack it, it's not."

Chief Baird has had her critics, both within and outside her First Nation, but believes that self-governance would never have happened had she believed everything needed to be perfect first.

"That's one of my favourite expressions – 'Don't let the perfect get in the way of the good.' I think it's really easy to sit off to the side and pick at things because they aren't perfect, and you don't know every answer, so that it's the excuse not to move forward," she said. "But it comes to the point where you have to worry about the costs of inaction."

For Baird, that cost would have been a future where it seemed impossible to address issues like housing and education, youth and cultural programming, and the jobs and opportunities needed to sustain her community into the future.

While community dialogue and engagement continue to be a top priority, the change for Tsawwassen First Nation will be a transition from poverty management to wealth management.

"There's some nervousness," Chief Baird said, "but I think we've also been given incredible social license to advance things at the rate we're advancing them. If anything, people want to make sure we're equipped in the right way, that our organizational capacity is up to the task, and we're focused on the right things."

**Shari Bishop Bowes** is marketing officer for Aboriginal Leadership and Management at The Banff Centre.



**“If we didn’t have the focus of community involvement from the very beginning, we could never had succeeded.”**

~ Chief Kim Baird, Tsawwassen First Nation



Chief Kim Baird of Tsawwassen First Nation in British Columbia.



Tsawwassen First Nation lands, self-governed since the signing of Canada’s first modern urban land treaty, are located right next door to one of British Columbia’s busiest ferry terminals and shipping ports. Photo by Marina Dodis.

# 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 19)

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 3 – 8, 2013**

#### **Revitalizing Nationhood 2:**

##### **Establishing Institutions of Good Governance** (see page 20)

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 24 – 29, 2013**

#### **Revitalizing Nationhood 3: Aboriginal Strategic Planning** (see page 21)

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 5 – 10, 2013**

### THE OPTIONAL PROGRAMS OF THE CERTIFICATE CHOOSE ANY THREE

#### **Negotiation Skills Training** (see page 14)

Faculty Leader: Kathleen Lickers

**October 14 – 19, 2012; February 17 – 22, 2013**

#### **Aboriginal Leadership and Management Development** (see page 15)

Faculty Leader: Don McIntyre

**November 4 – 9, 2012**

#### **Leading Teams:**

##### **Good Governance for Councils and Boards** (see page 16)

Faculty Leader: Margaret Froh

**November 18 – 23, 2012; April 14 – 19, 2013**

##### **Indigenous Women in Leadership** (see page 17)

Faculty Leader: Dr. Cora Voyageur

**December 2 – 7, 2012**

##### **Best Practices in Aboriginal Business and Economic Development**

(see page 18)

Faculty Leaders: Lewis Staats and Dr. Stephen Cornell

**January 27 – February 1, 2013**



**“The Banff Centre is a high quality, inspiring learning environment. It brings together experts and peers to share experiences, knowledge, solutions, and ideas about ways to move forward.”**

~ Jenna Strachan  
Program Coordinator  
Aboriginal Economic Partnerships  
Government of Alberta, Edmonton, Alberta



# PROGRAMS

## NEGOTIATION SKILLS TRAINING

October 14 – 19, 2012; February 17 – 22, 2013

**“The Negotiation Skills course offered at The Banff Centre is excellent – clearly a product of many years of planning and refinement. Even having worked in First Nation and Northern environments for the past 30 years, it opened my eyes.”**

~ Jeff Dixon  
Consultation Officer, Lands and Resources  
Smith's Landing First Nation  
Fort Smith, NT



### 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 4 – 9, 2012

## PROGRAM OVERVIEW

This program will provide the critical skills leaders and managers need to succeed and prosper. You will be provided with tools to help you improve your performance, along with the opportunity to practice using them. 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. Learn a model that will help move your Nation or organization from forming a vision, through to developing tactics, to implementation and operational priorities for management.

## A HIGH IMPACT PROGRAM FOR

- Aboriginal leaders and administrators
- Aboriginal artists
- Senior management and personnel working with or within Aboriginal organizations

## 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 know that I will hold this experience as a great teaching on my path in life. Thank you for allowing us to grow even a little bit more."**

~ Melanie Dene  
Executive Assistant  
Mikisew Cree First Nation  
Fort McMurray, Alberta

# PROGRAMS

## LEADING TEAMS: GOOD GOVERNANCE FOR COUNCILS AND BOARDS

November 18 – 23, 2012; April 14 – 19, 2013



**"Our general manager took this program two years ago. Now that I've taken it, I realize why we did things and how our Nation is going strong because of this course. Thank you."**

~ Ryan Pruden  
Vice President, Board of Directors  
Métis Nation of Alberta, Zone 1 Local 1935  
Fort McMurray, Alberta

### PROGRAM OVERVIEW

Aboriginal leaders, managers, and directors are faced with increasingly complex issues, accelerated change, and new ways of doing business. They are also finding new and creative ways to move beyond standard corporate models of governance to embrace culturally grounded models of Indigenous governance. This program will explore the structure and management of a governing body for maximum efficiency and effectiveness, with particular focus on building solid foundations for Indigenous good governance. You will come away with tools to strengthen your governance foundations, facilitate new processes, run more productive meetings, and be more effective in your decision-making.

### A HIGH IMPACT PROGRAM FOR

- Chiefs and senior administrators of First Nations, 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 of good governance and wise practices in community development
- Structures of governance and accountability – moving beyond the corporate model
- 'Indigenizing' corporate systems of governance to make the corporate model work for you
- Ensuring organizational effectiveness through good governance at the board/council level
- New insights on roles, responsibilities, and performance
- Emotional intelligence and team effectiveness
- Strategic planning and management systems
- Legal and financial responsibilities of governing bodies

### FACULTY LEADER

Margaret Froh, Barrister & Solicitor, Barrie, Ontario.

Other faculty members will include, but are not limited to: Ed Allen, Director of Communications & Intergovernmental Relations, Nisga'a Lisims Government – Nisga'a Nation; and M. E. Tracey O'Donnell, Barrister & Solicitor, Nipissing First Nation, Ontario.

### 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 2 – 7, 2012

## 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 Dr. Wanda Wuttunee, Professor, University of Manitoba.

## PROGRAM COSTS

Tuition: \$2,300 + applicable taxes

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

Grant Funding is available, please call for details.

**“ This was the best week of my year and a turning point in my career, community, and family.”**

~ Shawna Snache  
Project Coordinator, Employment in Energy Project  
Métis Nation of Ontario,  
Rama First Nation, Ontario



January 27 – February 1, 2013

**"I have learned that you must be open to new ideas. You don't know it all. Be open and look through a clear lens."**

~ Darwin Alexis, Councilor  
Alexis Nakota Sioux Nation  
Glenevis, Alberta



Register at [aboriginalleadership.ca](http://aboriginalleadership.ca)

### 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 3 – 8, 2013

## 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 LEADERS

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; Jean Teillet, Barrister and Solicitor; Partner, Pape Salter Teillet, Vancouver, B.C.; and Kim Baird, Chief of Tsawwassen First Nation, Tsawwassen, B.C.

### PROGRAM COSTS

Tuition: \$2,300 + applicable taxes

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

**Grant Funding is available, please call for details.**



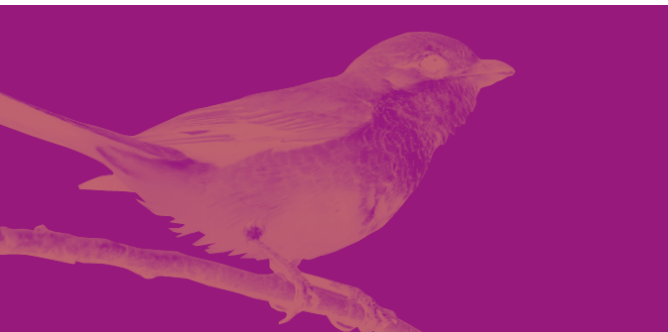
**"I enjoyed being here learning from first class instructors. The environmentally friendly facilities situated in a beautiful surrounding made this learning experience very memorable."**

~ Cynthia Bearhead  
Social Development Program  
Paul First Nation, Duffield, Alberta

# PROGRAMS

## ESTABLISHING INSTITUTIONS OF GOOD GOVERNANCE

March 24 – 29, 2013



**“The beauty of the  
mountains, the friendships  
created, and the teachings  
will forever be an imprint in  
my heart.”**

~ Judy Ostrowski  
Aboriginal Board Co-Chair  
Northwest Alberta Child & Family Services,  
Grande Prairie, Alberta

Register at [aboriginalleadership.ca](http://aboriginalleadership.ca)

### 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

- The nature and importance of institutions
- Institution building for good governance in Aboriginal communities
- Establishing capable Aboriginal institutions that reflect cultural values and legitimacy
- Understand how to run a government
- 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 5 – 10, 2013

## 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
- Understand the link between the vision and 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: **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.**

**“The connection to a cultural approach to learning is very effective. Like the old days, tell me – I will forget, show me – I will remember, include me – I will learn!”**

~ Barry Seymour  
Lands Manager, Lheidli T'enneh Nation  
Prince George, B.C.



## 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  
Chippewas of Rama First Nation  
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'gmaewi 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.



# INSPIRE YOUR COMMUNITY WITH TOOLS FROM WISE PRACTICES RESEARCH



**Wise practices research will continue as a priority for Aboriginal Leadership and Management, with work underway to undertake new projects in the future.**

Photos (l-r): Tipis at Blackfoot Crossing Historical Park, by Cynthia Wesley-Esquiaux; Simone Antoine-Schwaier inspects work at Mikisew Industrial Supplies in Edmonton, by Gavin Young.

Aboriginal communities interested in embarking on new projects will benefit from a variety of “tools” that are available through a two-and-a-half year research project led by Aboriginal Leadership and Management at The Banff Centre.

Since 2010, Aboriginal Leadership and Management has been involved in an applied research project, Best Practices in Rural Alberta, with valuable assistance from the Nexen Chair in Aboriginal Leadership. The research, supported in part by the Rural Alberta Development Fund and Nexen Inc., highlights four Alberta- based Aboriginal community success stories.

“The hope is to inspire others to look within their own communities at economic development opportunities they have, and through the case studies learn the tools to make these dreams a reality,” said Brian Calliou, who leads research as director for Aboriginal Leadership and Management.

In September 2012, The Banff Centre hosts the Wise Practices in Indigenous Community Development Symposium, sharing the

experiences and teachings of the researchers, community leaders and youth cohort. As the culmination of the research project, the symposium will present the case studies, and feature speakers on Indigenous economic development; Indigenous leadership development in Canada, the United States, and Australia; social development, Indigenous women in leadership; governance and administration, and more.

The research project has resulted in a variety of tools available to those who may benefit from them for any reason. For more information on this project or to receive the case studies, documentary film, podcasts or other resources, please contact Aboriginal Leadership and Management at [www.aboriginalleadership.ca](http://www.aboriginalleadership.ca).

Wise practices research will continue as a priority for Aboriginal Leadership and Management, with work underway to undertake new projects in the future. If there is an opportunity to collaborate with your community to share a story of success, please contact [aboriginalleadership@banffcentre.ca](mailto:aboriginalleadership@banffcentre.ca).

# ALBERTA CASE STUDY COMMUNITIES WISE PRACTICES RESEARCH



Photos, clockwise from left: A dancer at Blackfoot Crossing Historical Park; Fort Chipewyan winter sunset, by Gavin Young; Métis Crossing jig dancers, by Cynthia Wesley-Esquiaux; Lucy Gibot works at Mikisew Industrial Supplies Ltd. operation in Edmonton, by Gavin Young.

## WISE PRACTICES RESEARCH

The Banff Centre's Wise Practices Symposium in September is the culmination of a two-and-a-half year research project focused on wise practices in four Alberta Aboriginal communities. With generous support from the Rural Alberta Development Fund and Nexen Inc., Aboriginal Leadership and Management at The Banff Centre has engaged in this research initiative to provide rural Alberta communities and leaders with learning, skill development, and tools for a business approach to successful and sustainable community development.

The "Best Practices in Rural Alberta Project" builds on the Harvard Project on American Indian Economic Development, and will be the first project in Canada to provide tools for a systematic approach to understanding the critical success factors among best practices in Alberta's rural Aboriginal communities.

## SYMPOSIUM SPECIAL GUEST BUFFY SAINT-MARIE

Celebrated singer-songwriter and Native American activist Buffy Sainte-Marie will be welcomed as a special guest at Symposium 2012. An educator before she was known as a singer, Sainte-Marie lectures internationally on topics that range from film scoring and electronic music, to song writing, Native American studies, women's issues, and the Cradleboard Teaching Project. She has become best known as a writer of protest songs and love songs, many of which have been huge hits and classics of the era.

Contact The Banff Centre Box Office for Tickets:

Tel: 403.762.6301 or 1.800.413.8368 in North America

Email: [box\\_office@banffcentre.ca](mailto:box_office@banffcentre.ca)

See [www.BanffCentre.ca](http://www.BanffCentre.ca) for more information on the performance.



**Contact us to learn from case studies developed from wise practices research in these communities:**

## MIKISEW GROUP OF COMPANIES

Mikisew Group of Companies, based in Fort Chipewyan consists of nine companies: Mikisew Energy Services, Mikisew Industrial Supplies Ltd., Mikisew Sport Fishing, Super 8 Fort McMurray, Fort Petroleum Limited Partnership, Mikisew Fleet Maintenance, M2 Limited, Wave Transportation & Logistics, and Mikisew Property Development. The entire First Nation benefits from the Mikisew Group of Companies, with profits shared by all Mikisew members. Beyond profit sharing, their companies support their community as a whole. Mikisew Group provides assistance to programs and services within their First Nation, from sport and wellness and education, to the celebration of their culture, history and First Nation pride.

## ALBERTA INDIAN INVESTMENT CORPORATION

Alberta Indian Investment Corporation (AIIC) is a First Nation-owned investment company, which provides a range of services to First Nation businesses, including the provision of business loans and business development assistance. AIIC aims to be the lending institution that ensures existing and potential First Nation entrepreneurs have access to the capital they need. Aside from investing in First Nations businesses, AIIC also owns a hotel and restaurant in Edmonton.

## BLACKFOOT CROSSING HISTORICAL PARK

Blackfoot Crossing Historical Park is a world-renowned cultural, educational and entertainment centre built for the promotion and preservation of the Siksika Nation Peoples' language, culture and traditions. Located 100 km east of Calgary on the Siksika Nation, Blackfoot Crossing is the site of the signing of Treaty No. 7 in 1877, and is a designated National Heritage Site.

## MÉTIS CROSSING

Métis Crossing is a cultural village near Smoky Lake, Alberta set on the site where Methodist Minister George McDougall established a mission in 1862. When a Hudson's Bay Company trading post was constructed there, many English-speaking Métis from Manitoba arrived, farming began, and the fur trade thrived. Over the years, this Métis settlement became a permanent river lot community. Métis Crossing is open from May long weekend to Labour Day, and hosts a variety of cultural events and activities.

## THE 5TH COMMUNITY

A fifth Aboriginal community is also involved in the wise practices research project. Representatives from Sucker Creek First Nation are exploring the potential impact of what has been learned, in order to apply the best practices back in their community. This community has not been a subject of the research, but has taken part in the learning journey as an observer, much like the youth cohort.



Photo: Youth Cohort members (l-r), Sarah Kastendieck, Andrea Kastendieck, and Crystal Jackson.

## THE YOUTH COHORT

A group of 15 Indigenous youth from across Alberta have taken part in the wise practices research project as a learning journey. Assisting with research where possible, the youth have also brought 'gifts' of knowledge and inspiration back to their respective communities. The youth were split into four groups, each assigned to one of the four specific research project sites.

"This was a chance to listen to other growing First Nations community businesses, and learn how they have become successful," said youth cohort member Janisha Wildman, a member of the Stoney Nakoda and Samson Cree First Nations in Alberta.

## YOUTH COHORT MEMBERS

Candice Willier	Sucker Creek First Nation
Johnny Thunder	Big Stone Cree Nation
Candace Coby Eagle Bear	Lethbridge
Crystal Michaela Jackson	Vermillion
Mackenzie Mistaken Chief	Siksika Nation
Tylen Rider	Morley
Chantel Sirois	Grande Cache (Métis)
Janisha Wildman	Morley
Andrea Kastendieck	Vermillion (Métis)
Cory Beaver	Morley
Kyle Manichoose	Sturgeon Lake First Nation
Tashina Makokis	Saddle Lake FN
Sarah Kastendieck	Vermillion (Métis)
Amanda L'Hirondelle	Edmonton (Métis)
Drew Calliou	Sucker Creek First Nation



**It has also been a huge learning journey for the research communities that have had success with their projects.**



Photos, from bottom left: Tipi and night sky at Blackfoot Crossing Historical Park; Errol Wilson and Rocky Sinclair go over some paperwork at Alberta Indian Investment Corporation, by Gavin Young; Native Nations Institute researchers Rachel Starks and Renee Goldtooth consult during a visit to Fort Chipewyan, by Gavin Young.



# RIPPLES OF POSITIVE IMPACT EXPECTED FROM WISE PRACTICES RESEARCH

by Shari Bishop Bowes

There was a day when research on Canada's Aboriginal communities was conducted by a coterie of university academics, published in a scholarly journal, then left to gather dust on some university library shelf.

The applied research objectives behind the Best Practices in Rural Alberta Project could not be further from that outdated, time-worn model, as evidenced by the conclusion of two and a half years of work championed by Aboriginal Leadership and Management at The Banff Centre. In partnership with the Rural Alberta Development Fund and the Nexen Chair in Aboriginal Leadership, The Banff Centre recently concluded an intense, highly collaborative research project investigating the wise practices of four successful Aboriginal communities in the province.

"Part of the intent of this research is that community leaders who are interested in any of these kinds of initiatives can learn from these case studies, can be inspired, and can read about and watch a film about a project that has been successful," said Brian Calliou, who led the research on the project as Aboriginal Leadership and Management director.

Rather than ending up on a shelf, the findings from the four communities and their enterprises – Alberta Indian Investment Corporation, Blackfoot Crossing Historical Park, Metis Crossing, and Mikisew Group of Companies – will be made widely available as documented case studies distributed electronically in text, video, and audio formats, and as an hour-long documentary film produced by Film & Media staff at The Banff Centre.

While research findings will be unveiled in mid-September 2012 at an international symposium at The Banff Centre, the impact of the research is expected to have ripple effects long after that, Calliou said.

The communities chosen as research sites will very likely be called upon to share their stories again and again, as the case studies are shared out. "Conversations with the particular community, and their leaders who were involved, means that there's almost a mentor kind of role," Calliou said, "where the wise practices are shared out by the people who have plowed through a particular venture before."

In turn, the communities that took part – including a fifth community, Sucker Creek First Nation, which joined the learning journey – are likely to benefit from the opportunity they have had to reflect on their accomplishments. After encountering some struggles, Sucker Creek members have benefited from knowledge gained through their involvement in the research project and through a custom program run in their community by Aboriginal Leadership and Management. The First Nation has begun to turn things around, Calliou said, and has started a company that owns equipment for oil fields service.

"It has also been a huge learning journey for the research communities that have had success with their projects," Calliou said. "They have been able to reflect back to when their projects were just a dream, and recall all the steps that were made to achieve their success, through the challenges that were met and overcome, and how they were able to persist."

The project also involved a youth cohort, 15 Indigenous youth who traveled to the research communities, documented their learning journeys, and took home a deeply personal experience.

"These young people are back in their communities, sharing these ideas, inspiring not only other youth, but all the community members they share these concepts with," Calliou said.

Case studies and research findings will also have an impact on the programs offered to Aboriginal leaders at The Banff Centre, he added, and may potentially expand the opportunities for learning offered in Banff and as custom programs offered at the community level.

"We could explore shorter programs, thought leader forums, where leaders meet to talk about current pressing topics," he said, adding that this concept could bring together Aboriginal and non-Aboriginal people to talk about topics of common interest.

"The Banff Centre is a safe, neutral space, and we have the processes and the experts to engage them in this kind of dialogue," he said.

Calliou and his research support team are already looking to the future, where they envision expanding into further research projects, with more case studies, and with a broader reach across Canada. Nexen's 10-year commitment to funding the Nexen Chair in Aboriginal Leadership provides the opportunity to expand this body of knowledge, particularly when the funds can be leveraged, as they were with the support from the Rural Alberta Development Fund.

"We are positioned as an institution that is leading in wise practices research," Calliou said. "We're building a body of new knowledge, particularly new to Canada, and that's very relevant and useful to Aboriginal communities."

Visit [www.AbandonLeadership.ca](http://www.AbandonLeadership.ca) for updates on the Best Practices in Rural Alberta project, including a new documentary film on the project produced at The Banff Centre.

Shari Bishop Bowes is marketing officer for Aboriginal Leadership and Management at The Banff Centre.

# INTERSECTING LOCAL LEADERSHIP

## A COMMUNITY OF LEADERS LEARNS FROM WISE PRACTICES

by Don McIntyre

**Wise practices are actions, tools, principles, or decisions that contribute significantly to the achievement of environmentally sustainable, socially equitable, culturally appropriate, and economically sound development.**

Despite the similarities in the issues and concerns associated with their roles, Aboriginal and non-Aboriginal local government leaders rarely take the opportunity to share their experiences, unique challenges, approaches, and dreams.

One occasion to share stories and learn together came over two full days at the end of April in Jasper, when Encana Corporation, Cenovus Energy, and The Banff Centre hosted regional leaders from across Alberta, B.C., and Saskatchewan for “Leadership at the Apex”, the third year of a five-year Community of Leaders program. This unique leadership program is delivered through Leadership Development at The Banff Centre, working in partnership with Cenovus and Encana, to develop a theme for each year and select community leaders as participants. Leadership at the Apex brought together Chief Elected Officers, Chief Administrative Officers, Chiefs, and Band Managers from a broad spectrum of local governments, including major cities, municipalities, and First Nations. The Banff Centre invited Gordon McIntosh, George Cuff and myself, Don McIntyre, to facilitate, direct, and focus the journey of these local leaders, as they took time out of their hectic schedules to discuss and dissect the leadership relationship, governance successes and challenges, leadership strategies, and the move toward incorporating wise practices into their work.

The chance to bring together governments that normally would not intersect was a unique opportunity for all involved to learn, discuss, and plan for future success. Governments that function at the local or community level have a unique perspective – they are generally more hands-on, as their constituents are their neighbours. While much of the demand on local politicians and administrators has immediacy – such as development of infrastructure and delivery of services – they must always be planning for the long-term good of their community. This is different from their provincial or federal counterparts, who are generally tasked with working on longer-term goals and who have more immediate issues as a secondary concern. This differing perspective of government creates a unique environment for local leaders. It was exciting to see how these local leaders found common ground, and

how they developed a new appreciation of each other’s work, with both its successes and challenges.

Leadership at the Apex provided an opportunity for these community leaders to delve into the concept of wise practices (vs. the perhaps better known term, ‘best practices’), learning how these tried and tested tools are applied in both Aboriginal and non-Aboriginal communities to successfully meet the needs of their citizens.

Wise practices are actions, tools, principles, or decisions that contribute significantly to the achievement of environmentally sustainable, socially equitable, culturally appropriate, and economically sound development. The concept of wise practices suggests that there is not one best practice that will be successful for everyone. Rather, wise practices suggest that you are the best equipped to determine what is best for you. You are in the best place to determine your wants and needs, as well as the most efficient ways to achieve goals, based on your circumstances. Wise practices provide individualized solutions for specific community and leadership needs, and are necessary at the planning, growth, maintaining, and evaluating stages of leadership. The group learned that developing wise practices can be made easier through the guidance of facilitators, but it is up to the group to input their ideas to ensure ownership and commitment to the wise practices. Local leaders participating in the program were shown various techniques that incorporate wise practices, which they could then use in their home communities.

In Leadership at the Apex, local leaders took away tools to help them lead more effectively, and be more productive in their communities. As well they took away the knowledge that they are not alone, and are in fact part of a valuable network of local leaders with whom they can begin to share their struggles, successes, and wise practices.

**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.



Photos: At left, Darwin Alexis, councillor with Alexis Sioux Nakoda First Nation, and Rachelle McDonald, executive director with Aseniwuche Winewak Nation, take part in a discussion during the Community of Leaders program in Jasper; and, right, Beatrice Carpentier, band manager for O'Chiese First Nation, gives some feedback. Photos by Bonnie Borin.







## 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

Jeff Melanson	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
T. Brenda Etienne	Kanesatake, Quebec
Kristen Everett	Saskatoon, Saskatchewan
Bill Flowers	Amherst, Nova Scotia
Tracy Friedel	Vancouver, B.C.
Carylin Greatbanks	Calgary, Alberta
Diane Gray	Toronto, Ontario
Rick Hansen	Ottawa, Ontario
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](http://www.suncor.com/sustainability)



SUNCOR  
ENERGY  
FOUNDATION







## 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/](http://www.banffcentre.ca/support/); contact the Development Office at [development@banffcentre.ca](mailto: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 Enterprise and Advanced Education, 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 Canada Arts Training Fund. The Banff Centre experience is also enriched through generous support from individuals, corporations, and foundations.

**Government of Alberta**



Canada Council for the Arts

Conseil des Arts du Canada



Canadian Heritage Patrimoine canadien

**Canada**

## OUR FOUNDING PARTNERS

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



## OUR SCHOLARSHIP AND TRAVEL PARTNERS

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

**Platinum Scholarship Partner:**



**Gold Scholarship Partner:**



**Silver Scholarship Partners:**



**Bronze Scholarship Partners:**



**R. Howard Webster Foundation**

**Communications Partner:**



**Travel Partner:**



**Women's Scholarship Partner:**

Award to Honour Aboriginal Woman's Achievement in Community Leadership provided by Anonymous Donors



# WHERE ENERGY MEETS ACHIEVEMENT



We're committed to fostering the education and talents of aboriginal youth.

Enbridge is proud to support educational initiatives that build the foundation for the future success of Aboriginal youth. Across Canada and the U.S. we provide many sponsorships, scholarships, bursaries and mentorships to Aboriginal and Native American people. One of these initiatives includes the Aboriginal Writing and Arts Challenge, in partnership with the Historica-Dominion Institute, which encourages youth like Nigel to submit short stories about a defining moment in Aboriginal history.

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

Visit [www.enbridge.com/InYourCommunity](http://www.enbridge.com/InYourCommunity) to learn more.



# 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 has supported The Banff Centre for over 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-Esquiaux. One of the Nexen Chair's core mandates is to work with Aboriginal communities, including a youth cohort, to document wise practices and case studies that will help Aboriginal communities, organizations and businesses to reach their objectives. Dr. Wesley-Esquiaux's work with the youth cohort will culminate in the Wise Practices in Indigenous Community Development Symposium to be held in September 2012.

Dr. Wesley-Esquiaux has been looking to Aboriginal, Métis, and Inuit youth since the early '90s as the primary source of an emerging "deep practice" leadership model. Through her work as the Nexen Chair in Aboriginal Leadership, she has watched this model take shape in an action-based Indigenous framework for leadership at The Banff Centre in the Rural Alberta Development Fund (RADF) project. "The youth have exceeded every expectation of engagement and support in running with this learning opportunity," she said. "Their message is that we as a society and as a global community must make a personal commitment to right the many wrongs that have been perpetuated on this planet and act as sensitive guides to a better way of living in what they see (in spite of technology), as an increasingly disconnected world."





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 are receiving scholarships. 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.

"The Aboriginal Leadership programs have had a profound effect on my abilities as a leader in my organization and in my community," said Cheryl Whiskeyjack, executive director of the Bent Arrow Traditional Healing Society in Edmonton. "They have a very wonderful way of taking our natural strengths, gifts, and cultural values and shaping and channeling them to return to our communities and try to affect change."



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.

"The idea of business had crossed my mind a few times," said youth cohort member Janisha Wildman. "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."



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, is growing 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.



**"I will be able to use the new knowledge and skills I learned to bring positive change within my organization and the urban community we work with."**

~ Candace Hawke  
Biminaawzogin Regional Aboriginal Women's Circle  
Orillia, Ontario



# LEADERS IGNITE NEW IDEAS IN BANFF



At The Banff Centre, the leaders we work with wake up to new possibilities, fresh ideas, and renewed courage and passion for the work they do in their organizations, and in the world we all share.

Equip your best people with the skills to cope with conditions of extreme uncertainty, and the tools they need to manage people and projects in today's increasingly complex world.

***Leadership Programs and Custom  
Solutions for Organizations Ready  
to Change the World***

## **Register Now for Fall and Winter 2012/2013 Programs**

- **Leading in the Middle**
- **Centered Leadership:  
When Remarkable Women Lead**
- **Leading Teams for High Performance**
- **Coaching for Performance**
- **Leading Strategically**
- **Building Accountability**
- **Leading Through Change**

**1.800.590.9799**

**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 Alexia McKinnon, Personal Learning Advisor, by phone at 1.888.255.6327, or email Alexia at [aboriginalleadership@banffcentre.ca](mailto:aboriginalleadership@banffcentre.ca).

## REGISTER FOR YOUR PROGRAM

Register online for your Aboriginal Leadership and Management program at [www.aboriginalleadership.ca](http://www.aboriginalleadership.ca). If you have difficulty with the form, email us at [aboriginalleadership@banffcentre.ca](mailto: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.ca](http://www.aboriginalleadership.ca).

## 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
<b>TOTAL</b>	<b>\$3,795.78</b>

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 Alexia McKinnon, Personal Learning Advisor, Aboriginal Leadership and Management at The Banff Centre. Email [aboriginalleadership@banffcentre.ca](mailto:aboriginalleadership@banffcentre.ca) or call 1.888.255.6327.



To register, and to learn more about our programs, see [www.aboriginalleadership.ca](http://www.aboriginalleadership.ca)

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](http://banffcentre.ca/aboriginal_arts)  
Call 1.877.613.6725

Photo: Dancers Taane Mete and Taiaroa Royal.

## 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](http://www.BanffCentre.ca)

**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](mailto:communications@banffcentre.ca)



**The Banff Centre**  
inspiring **creativity**



# PROGRAM CALENDAR 2012 - 2013

<b>OCTOBER</b> 2012	<b>OCTOBER 14 – 19</b> Negotiation Skills Training	<b>NOVEMBER</b> 2012	<b>NOVEMBER 4 – 9</b> Aboriginal Leadership and Management Development  <b>NOVEMBER 18 – 23</b> Leading Teams: Good Governance for Councils and Boards	<b>DECEMBER</b> 2012	<b>DECEMBER 2 – 7</b> Indigenous Women in Leadership
<b>JANUARY</b> 2013	<b>JANUARY 27 – FEBRUARY 1</b> Best Practices in Aboriginal Business and Economic Development	<b>FEBRUARY</b> 2013	<b>FEBRUARY 3 – 8</b> Inherent Right to Indigenous Governance  <b>FEBRUARY 17 – 22</b> Negotiation Skills Training	<b>MARCH</b> 2013	<b>MARCH 24 – 29</b> Establishing Institutions of Good Governance
<b>APRIL</b> 2013	<b>APRIL 14 – 19</b> Leading Teams: Good Governance for Councils and Boards	<b>MAY</b> 2013	<b>MAY 5 – 10</b> Aboriginal Strategic Planning	<b>JUNE</b> 2013	
<b>JULY</b> 2013		<b>AUGUST</b> 2013		<b>SEPTEMBER</b> 2013	
<b>OCTOBER</b> 2013	<b>OCTOBER 20 – 25</b> Negotiation Skills Training	<b>NOVEMBER</b> 2013	<b>NOVEMBER 10 – 15</b> Aboriginal Leadership and Management Development  <b>NOVEMBER 24 – 29</b> Leading Teams: Good Governance for Councils and Boards	<b>DECEMBER</b> 2013	<b>DECEMBER 1 – 6</b> Indigenous Women in Leadership

Programs and dates are subject to change. Visit [www.aboriginalleadership.ca](http://www.aboriginalleadership.ca) for full information.



# ABORIGINAL LEADERSHIP AND MANAGEMENT PROGRAMS AT THE BANFF CENTRE

INSPIRING INNOVATIVE PROGRAMS, AND INNOVATIVE SOLUTIONS, BALANCED WITH TRADITION

## ABOUT ABORIGINAL LEADERSHIP AND MANAGEMENT

For 39 years, Aboriginal Leadership and Management has been providing relevant, impactful leadership development programs designed for community leaders to lead change and achieve results. Located on the side of Buffalo Mountain, the Centre's home has a long history as a sacred gathering place for Aboriginal people who met here for trade and sharing, visions, ceremony, and celebration. Wise practices research is another key area of focus for Aboriginal Leadership and Management, involving partners such as Rural Alberta Development Fund, and Nexen Inc.

Negotiation Skills Training

Aboriginal Leadership & Management Development

Leading Teams:

Good Governance for Councils and Boards

Indigenous Women in Leadership

Aboriginal Best Practices

Inherent Right to Indigenous Governance

Establishing Institution of Good Governance

Aboriginal Strategic Planning



**The Banff Centre**  
inspiring creativity

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Toll free: 1.888.255.6327 Fax: 403.762.6422 E-mail: [aboriginalleadership@banffcentre.ca](mailto:aboriginalleadership@banffcentre.ca)