

# BUFFALO MOUNTAIN DRUM

2014 - 2015

**Indigenous Leadership and Management  
at The Banff Centre**

Chief Cam Alexis  
inspires youth

**Business becomes  
the buffalo**

*Making Treaty 7:*  
"We are all Treaty people"



The Banff Centre  
inspiring creativity

Program Supporters



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# DIRECTOR'S MESSAGE



## TANSI!

There are a lot of changes happening at The Banff Centre, the world's largest incubator of art and ideas. Driven by our mission of inspiring creativity, The Banff Centre aspires to develop new pathways that encourage innovation in the pursuit of inclusive, equitable and sustainable development, and social value. There is a growing global consensus that the world needs institutions that can build creative capacity across all sectors of society and The Banff Centre is uniquely positioned to provide the space and processes to do just that.

One important strategy moving forward is the creation of the Peter Lougheed Leadership Institute, under which all leadership development initiatives at The Banff Centre will operate. Announced in September 2013, the Institute is part of a partnership with the University of Alberta and its newly announced Peter Lougheed Leadership College in Edmonton. The former premier was a long-time supporter of The Banff Centre, former Leadership Development faculty member, and alumni of the University of Alberta. The goal of this collaboration is to recognize Lougheed's passion for education, teamwork, and community building and create one of the preeminent leadership and learning opportunities in the world. As part of the Institute, Indigenous Leadership and Management will continue to design and deliver relevant, impactful leadership programs that drive social enterprises and create systemic change. Our programs have already been playing in the field of social innovation, with our applied research and programming geared to assist Indigenous community leaders to build their capacity so they are better equipped to deal with the challenges and opportunities they face. We are excited to see these cutting-edge creative and business practices enhanced through increased global summits, interdisciplinary programs, and incubation residencies as part of the Institute.

We are also pleased to welcome the Peter Lougheed Leadership Institute's new Vice-President Dan Buchner, an award-winning designer and innovation expert with more than thirty years' experience as a VP and Director of leadership and innovation programming at globally-focused organizations such as Moen, Continuum, and the Center for Creative Leadership. He will work closely with former Prime Minister, the Rt. Hon. Kim Campbell, who joins the University of Alberta as founding principal of the Peter Lougheed Leadership College. They will lead the development and delivery of programs offered by their respective institution, and will also oversee the collaboration between the Institute and College.

Another important strategy in The Banff Centre's vision is sharing of the work produced here with the world. In that regard, we are very proud of our recently released book, *Restorying Indigenous Leadership*, published by The Banff Centre Press. The result of our applied research, *Restorying Indigenous Leadership* brings together new ideas in Indigenous community economic development with a focus on the study and development of leadership. It also advocates for changing the conversation and telling a new story: one that makes the case for building upon Indigenous knowledge and stories of success. This publication reflects our Indigenous Leadership and Management philosophy in cultures-based innovation for positive social change. Our applied research that we have produced here at The Banff Centre is being disseminated and noticed. We have found that our applied research reports and published articles have been picked up by researchers, academics, and professors interested in Indigenous community economic development. We wish to thank our participants and faculty for contributing to such important work.

We invite you to come to The Banff Centre and explore how you too can lead positive social change and make the world a better place.



A handwritten signature in black ink that reads "B. Calliou". The signature is fluid and cursive, with a long horizontal stroke extending from the end.

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



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

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# Can we honour our pasts and find a new path forward?



## **Our answer is Yes.**

We're all part of something bigger and we all have a stake in shaping the future. That's why the Suncor Energy Foundation is a proud supporter of The Banff Centre's indigenous leadership programming.

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.

We're Canada's largest energy company. Come and see how we're working with Aboriginal people to create opportunities for economic and social prosperity in the world we share.

Come and see [whatyescando.com](http://whatyescando.com)





# IN THE NEWS

## Re-imagining programming: Announcing the Peter Lougheed Leadership Institute

During his time in provincial politics, Peter Lougheed increased funding for The Banff Centre to become a year-round arts conservatory. Now, the former Premier has posthumously provided an opportunity for the Centre to expand its Leadership Development capacities.

In the fall of 2013, one year after his passing, it was announced that the Lougheed name would be gifted to The Banff Centre in collaboration with the University of Alberta to develop The Peter Lougheed Leadership Initiative – a joint effort to reimagine leadership for the 21st century. As part of the Initiative, Leadership Development at The Banff Centre will be known as the Peter Lougheed Leadership Institute. With this change, Indigenous Leadership and Management will be further enhanced through increased investment in training, policy, and research.

The Peter Lougheed Leadership Initiative took a major step forward in March 2014 when the Government of Alberta committed \$70 million in funding over the next 10 years in the provincial budget. The Banff Centre also received its largest ever corporate investment, \$2.5 million from Suncor Energy, to support the Institute and the development and delivery of new innovative programming.

## Big Smoke Ceremony blesses The Banff Centre

An important ceremony took place in November 2013 to set The Banff Centre on the right path of renewal and growth on the side of Sleeping Buffalo Mountain. Treaty 7 Blackfoot Elders blessed the campus, leaders and staff, and programming as part of a Big Smoke Ceremony, reflecting a closer relationship between Treaty 7 First Nations and the Centre.

From sundown until sun up, Elders and other holy men and women sang sacred songs, smoked pipes, painted faces with ochre for strength and protection, and carried out other cultural rituals. On behalf of The Banff Centre, Indigenous Leadership and Management made offerings of tobacco, blankets, beef tongues, berry soup, and a feast.

As the all-night ceremony wrapped up, Elder Dila Houle had this to say: "To see all those people and to know that The Banff Centre is recognizing the culture makes me so happy. And right now I'm just going to go home and have a snooze."

## Faculty receives recognition from Royal Society of Canada

One of Canada's highest academic honours was awarded to Indigenous Leadership and Management faculty member Sakej Henderson and his wife Marie Battiste. Known as two of the country's top Aboriginal scholars and Indigenous knowledge advocates, they were elected to the Royal Society of Canada. Henderson had this to say: "I'm honoured that the Royal Society has understood the imperatives of our achievements to create a just Canada."



Elder Tom Crane Bear explains the intentions of a smudge at a Lunch and Learn session at The Banff Centre.

## Leveraging Lunch and Learns for Indigenous integration

As a way to educate Banff Centre staff and program participants, Indigenous Leadership and Management offered two Lunch and Learn information sessions last year. Focusing on traditional Indigenous ceremonies, Elder Tom Crane Bear gave an overview of the intentions, purpose, and techniques of a smudge, while director Brian Calliou shared research surrounding smudging's science and history. Elder Tom also teamed up with Parks Canada archeologist Bill Perry to discuss the oral history of local sacred territory and showcase archeological discoveries from the region.

## Haida Nation provides special presentation

Special guests from the Council of the Haida Nation, president Peter Lantin and general counsel Terri-Lynn Williams-Davidson, recently told a compelling story of how oral tradition, traditional knowledge, and the relationship to the land was vital in shaping their Nation's political, economic, and legal future. The duo shared a case study of the development of the Haida Nation forestry co-management agreement. It was a great introduction to how the Haida implemented reconciliation on the ground and applied Haida laws throughout – an innovative method to revitalizing Indigenous governance.



# REGIONAL CHIEF RELATES

## Cam Alexis a lesson in lifelong learning for local students

"Good day, all my relations! It is good to see that the good spirit has brought us together! I pray for all of you to succeed in life as we know it. We pray for the future of our people now and tomorrow!"

By Kevin Duncan

With these words, spoken in the Stoney language, Assembly of First Nations Alberta Regional Chief Cam Alexis instantly captured the attention of a room full of high school students from Morley, Alberta.

Alexis delivered this powerful introduction to kick off an inspiring keynote speech at a celebration hosted at The Banff Centre to recognize participants of Project NOWE (Nakoda Outdoor Wilderness Experience), a local leadership program focused on empowering Indigenous students to stay in school and become leaders in their community.

The Morley students, brought together at The Banff Centre by the Mary A. Tidlund Charitable Foundation and Outward Bound Canada, benefitted from hearing Indigenous Leadership and Management director Brian Calliou, Indigenous Program Council member Patrick Kelly, and Chief Alexis outline their career paths and future ambitions.

"Don't think it ends after grade 12, or even university," Alexis said. "You need to keep moving forward. Learning never stops, it's lifelong. Don't just think six months ahead or next year. Twenty years down the line things change and you need to continue keeping up. You need to dream big."

On this sunny winter day in the Elder Tom Crane Bear Room on Sleeping Buffalo Mountain, Alexis was a shining example of continued lifelong learning for the fastest growing population in Canada: Indigenous youth. He was on campus to take the final of six courses to earn his Certificate of Indigenous Leadership, Governance, and Management Excellence.

"When you start to see all the different career paths, you can feel the wheels start to move. You realize there is a need for quality and continued education," he said, continuing to engage the local students. "There will be tough times along the way, but it's nothing we haven't seen before, which is why it's good to learn how to think outside the box."

In an interview in Vistas Dining Room, Alexis spoke about a key moment in his own career. At the outset of his Banff Centre experience, he was Chief of Alexis Nakota Sioux Nation. He remembers faculty member Leroy Little Bear talking about Nation building and Indigenous governance. He knew he wanted to help rebuild his community, and recognized that Indigenous Leadership and Management programming would be crucial along the way, not just for him, but for others in the Nation.

"There were lax policies at the time, no idea on where we wanted to be in the next 10 years," he said. "We created our mission, vision, and values then developed and recognized an environmental scan and strategic plan." Alexis decided then to complete a full certificate. "Banff gives you a subtle paradigm shift in the way in which you view the world."

A Nation of 1,600 on traditional lands just west of Edmonton, Alexis Nakota Sioux Nation built a casino, truck stop, small farm, and an oil field construction business. They sent council members, managers, and staff from the community to The Banff Centre throughout the process. "We were able to sit down and say 'we can actually do this' and being at Banff allowed us to look beyond just having a store and craft shop."





One of the key drivers for the Alexis Nakota Sioux Nation was being able to draw on the varied perspectives in Banff Centre programming—not only the faculty and educational content—but the range of participants. “It allows a great opportunity for networking,” Alexis says. “You get a sense of what’s going on across the country and where the concerns are in every region. What’s taught here works across the board for many different situations.”

Raised by his grandparents in a cultural and spiritual environment, Alexis spoke about the value of having Elder Tom Crane Bear onsite for stories, prayers, and counseling as part of the learning process. “It allows for a cultural component that you don’t always get in other programs.” He also had high praise for other programming elements. “You have to get out of your comfort zone, whether it’s buckling up with high ropes and building trust, or speaking publicly.”

Prior to his political career, Alexis spent 23 years as a member of the RCMP working in Alberta, Saskatchewan, and BC. Indigenous Leadership and Management programming allowed him to build on his existing skills and apply them to business, political, and governance aspects. “Sometimes you need to make choices that people don’t want to hear and you need to best communicate why a decision is being made. There are steps of due diligence to truly make the best decision, to comprehend any initiative. You need to learn to communicate to do this.”

Alexis admitted that the transition from policing to politics was a difficult choice. Stationed near Stoney Plain in Alberta, a mere 30 minutes away from where he grew up, he was approached out of the blue by a group of Elders who asked him to return home and run for Chief.

“I made the decision because of cultural and spiritual responsibilities. It was a commitment to community.”

He served as Chief of Alexis Nakota Sioux Nation for two terms over six and a half years before serving a year as Grand Chief of Treaty 6, eventually making his way to his current role as AFN Alberta Regional Chief. His current portfolio is Policing and Justice, where his biggest file is an ongoing investigation into missing Aboriginal women, a highly publicized national issue that has gained support from the UN and Amnesty International. Alexis is currently looking at ways of raising awareness about the issue among Canadians and the federal government.

Since his career change, Alexis has been part of a First Nations delegation to speak to the UN’s Committee on the Elimination of Racial Discrimination in Geneva. He has also received the Diamond Jubilee Medal from the Lieutenant Governor of Alberta, and has served on boards locally, nationally, and internationally.

In words true to his own leadership experience, Alexis challenged the Morley students with this closing statement. “Go out and see the world. Whatever tools you learn, you are going to be able to bring back to your community. You are the leaders of your community. Anyone can dream, but you need tools, knowledge, and wisdom to get there. Build your tool chest.”

**Kevin Duncan** is the Marketing Officer for Indigenous Leadership and Management at The Banff Centre.



# BUSINESS BECOMES THE BUFFALO

## **The current trend towards economic self-sufficiency and a more promising future**

By Trent Blind

Do you ever wonder what it would be like for your community to be economically self-sufficient? How is it possible and are you even on the path? How does one determine and measure if they are moving towards such independence?

In this fast paced world of information exchange, technological advancement, and the interconnectivity of the world's economies and financial systems, the gap between the rich and poor is increasing at a rapid rate. With it there is an emerging risk and growing challenge to keep pace, and one wonders if they can ever achieve financial independence and economic self-sufficiency.

Indigenous people and communities today are challenged with not only adapting and keeping pace with these changes, but they are also faced with the realities of having the youngest and fastest growing population in this country while living in the worst comparable socio-economic conditions. With a scarcity of resources available to Indigenous people and the constant threat of continued funding cuts from government, leaders today are faced with the daunting task of balancing the socio-economic needs and priorities of their people with the finite resources passed on from government and their own source revenues. So, what is the answer to closing these socio-economic gaps and creating a more promising future?

In order to keep pace and compete in this world, leaders are increasingly turning their attention and focusing their efforts on alternative strategies to offset the imbalance of these challenges and gaps. Such strategies include emerging trends in the political and legal landscape of the country such as the "duty to consult" and a greater awareness and support of the Canadian public through social movements like "Idle No More." If we look at the last decade, we see there has been an explosion of growth in the number of Indigenous owned and operated businesses, partnerships, joint ventures, and a rapidly growing number of Indigenous entrepreneurs. These are all significant and positive trends in helping close the socio-economic gaps that exist between Indigenous and non-Indigenous peoples. These Indigenous owned businesses are creating employment, economic prosperity, and improving individual and community social wellbeing.

“More and more, our leaders are realizing that not only is education the “buffalo” of today, but so is Indigenous business.”



The development of sustainable businesses is vital to the future prosperity of Indigenous people and essential to improving the overall prospects for employment, skill, and capacity development. More and more, our leaders are realizing that not only is education the “buffalo” of today, but so is Indigenous business.

Taking lessons learned from efforts of tried, tested, and proven strategies in Indigenous economic development, many leaders are focusing on taking inventory of the resources they have. Upon closer examination and assessment of these inventories, Indigenous leaders are developing innovative ways of leveraging their resources and maximizing their socio-economic opportunities. Integrating human resources, financial resources, and natural resources with a partnership approach that involves a process of evaluation and assessment of their best use, Indigenous people are setting a new course for transforming their local economies.

Reducing dependence on government funding to support your people and your community endeavors is perhaps one goal of achieving economic self-sufficiency and therefore a truer form of self-government. This path will result in a more promising future for Indigenous communities.

**Trent Blind** is faculty with the Best Practices in Indigenous Business and Economic Development program. He is Chairman of the Ermineskin Cree Nation group of companies and a Senior Advisor and Executive Management Consultant assisting with the development of Indigenous relations and business development strategies.



Faculty member Trent Blind leads a session in the Indigenous Business and Economic Development program.



# IDENTITY AND CULTURE:

## Building blocks for Indigenous governance

“The time for changing the conversation about good governance is now.”

By Margaret Froh

First Nation, Métis, and Inuit leaders across Canada are recognizing the need to establish, strengthen, and implement their own systems of governance and economic development.

This ongoing desire for increased accountability to citizens and shareholders is being observed from coast to coast to coast. Central to this important community work is a focus on culture and identity as a foundation for strong Indigenous governance.

In other words, culture matters!

A literature review of best practices in Indigenous community development conducted in 2010 by The Banff Centre identified seven key success factors including “identity and culture” (Wesley-Esquimaux and Calliou 2010). The resulting Wise Practices report argues that the most successful Indigenous leaders have a strong understanding and knowledge of their culture, history, and their traditional territories, and they incorporate these cultural values and principles into their systems and organizations to guide how they govern.

The Wise Practices model, with its seven elements of success, has become a guide for the dialogue on “good governance”. In Indigenous Leadership and Management’s week-long programs, Indigenous leaders explore what it means to be more resilient and effective, practicing good governance for the benefit of their communities and future generations.



Margaret Froh addresses participants in the Leading Teams: Good Governance for Councils and Boards program.

“The Wise Practices approach respects that the knowledge and experience within Indigenous communities and organizations will lead to achieving great success.”

For too long, Indigenous business and community organizations have adopted only the principles and practices of the non-Indigenous mainstream business world. This has resulted in overlooking Indigenous values, principles, and traditional systems of governance. The better approach is to learn modern business and management knowledge in conjunction with traditional knowledge.

A highlight of the weeklong programs at The Banff Centre is hearing how communities are supporting each other through sharing their struggles, how challenges were overcome, and celebrating the accomplishment of successful enterprises. The Wise Practices approach respects that the knowledge and experience within Indigenous communities and organizations will lead to achieving great success. Through learning from each other, adapting Wise Practices that make sense for various communities and organizations, and by keeping identity and culture at the forefront of all community development, more successes will be achieved across Canada. The strong commitment to keep traditional knowledge alive is a great starting point for good governance.

The literature on Indigenous governance is growing, as are the examples of strong Indigenous communities and business organizations. A few of these success stories are included in The Banff Centre's Best Practices in Rural Alberta Project that builds on the Harvard Project on American Indian Economic Development. These case studies provide a systematic approach to understanding the critical success factors, which in turn can be applied by Indigenous communities and business organizations across Canada. Additional examples are highlighted in the Governance Toolkit developed by the National Centre for First Nations Governance, a national non-profit organization supporting Indigenous governance. What sets these community and business success stories apart from their mainstream counterparts is the focus on identity and culture that is inherent in their systems of knowledge and practice.

**Margaret Froh** is the lead faculty for the Leading Teams: Good Governance for Councils and Boards program. She has a law degree from the University of Toronto Faculty of Law and has presented at conferences and guest lectured at various law schools on Indigenous legal matters.

#### Reference:

- Cynthia Wesley-Esquimaux and Brian Calliou, “Best Practices in Aboriginal Community Development: A Literature Review and Wise Practices Approach” [2010, The Banff Centre]

## Inspire your community with tools from Wise Practices research

Are you a member of an Indigenous community or organization working on a strategy or vision for a new initiative, economic enterprise, or potentially beneficial partnership? Learn from the experiences of other Indigenous communities that have undertaken a variety of successful ventures.

Indigenous Leadership and Management is pleased to offer a selection of tools at no charge to individuals and organizations interested in Indigenous community and economic development. Many can be viewed online at [indigenousleadership.ca](http://indigenousleadership.ca), or request a hard copy by calling 1.888.255.6327.

- **Case studies from four Alberta Indigenous communities** offer in-depth information on how they achieved success, managed and overcame challenges, and persevered while facing a variety of obstacles
- **Documentary video titled *Best Practices in Rural Alberta*** shares the stories of four successful Indigenous communities chosen as research sites
- **Twenty-one slideshow presentations** from the 2012 Wise Practices in Indigenous Community Development Symposium at The Banff Centre
- **Wise Practices Toolkit** with links to reports, handbooks, guides, templates, articles, and other valuable resources that may help with your initiative
- **Detailed research report and an academic review** of wise practices
- **Short, archived newsletter-style stories** chronicling the experiences of researchers, youth, and community members involved in the Wise Practices Research Project
- **Short documentary videos** created by Indigenous youth who participated in the Wise Practices research project
- **Indigenous Leadership and Management blog posts and podcasts** on The Banff Centre Blog share stories from the Wise Practices in Indigenous Community Development Project
- **Personal guidance from our research officer** is available to help you select the tool that will match your needs and inspire you to the next level in your project – call us today!

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



# Indigenous Leadership and Management

## PROGRAM MODEL

Our programs provide leaders an opportunity to gain a better understanding of how to establish a strategic direction for their communities and organizations, to implement that plan through focused effort, and to measure performance. Leaders can also learn the knowledge and skills necessary to negotiate better, run organizations more effectively, and build communities with economies that are sustainable. With this investment in their professional development, these community leaders will have additional knowledge and tools to achieve incredible change and growth.



## Sacred Circle of Life

Our programming model is in the form of the sacred circle of life. It is based on the “Revitalizing Indigenous 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 is 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 Indigenous paradigm.

# Certificate of Indigenous Leadership, Governance, and Management Excellence

The Certificate of Indigenous 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 include:

### 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, JD, February 1 - 6, 2015

### 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 22 - 27, 2015

### Revitalizing Nationhood 3:

#### Indigenous 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 Leaders: Murray Dion, Don McIntyre, May 24 - 29, 2015

## The optional programs of the certificate: Choose any three

### Negotiation Skills Training (see page 14)

Faculty Leaders: Troy Chalifoux, Richard Price

October 19 - 24, 2014; February 22 - 27, 2015

### Indigenous Leadership and Management Development (see page 15)

Faculty Leaders: Don McIntyre, Murray Dion

November 16 - 21, 2014; March 8 - 13, 2015

### Leading Teams:

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

Faculty Leader: Margaret Froh

November 23 - 28, 2014

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

Faculty Leader: Dr. Cora Voyageur

December 7 - 12, 2014; April 26 - May 1, 2015

### Best Practices in Indigenous Business and Economic Development (see page 18)

Faculty Leader: Trent Blind

January 25 - 30, 2015

\*Please note that dates are subject to change.

# HOW TO REGISTER

Register for your Indigenous Leadership and Management program by mailing the completed registration form supplied on page 33, by phone at **1.888.255.6327**, by faxing it to **403.762.6422**, by email at [indigenousleadership@banffcentre.ca](mailto:indigenousleadership@banffcentre.ca), or online at [www.indigenousleadership.ca](http://www.indigenousleadership.ca)

## Select your Program

Interested in taking an Indigenous 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 [indigenousleadership@banffcentre.ca](mailto:indigenousleadership@banffcentre.ca). Alexia can assist you with selecting your program, and will answer any questions or provide assistance in completing your registration form.

## Scholarships and Grant Funding

**Group Savings:** Enroll four members of your organization or community in an Indigenous Leadership and Management public program and your fifth member will receive 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 page 34, or on our website at [www.indigenousleadership.ca](http://www.indigenousleadership.ca).

## Registration Policies

Please read our Registration Policies on page 33 carefully before submitting your registration. We have policies that cover changes that you make to your registration after your initial submission, including a Change Policy, Substitution Policy, Transfer Policy, and Cancellation Policy.



# PROGRAMS

## NEGOTIATION SKILLS TRAINING

October 19 - 24, 2014; February 22 - 27, 2015



"This course presented excellent information and content, and the participants brought such a wide range of experience and knowledge. It is an unbelievably rich learning environment."

Charlotte Barnes  
Fort McKay First Nation  
Fort McKay, AB

### Program Overview

Many 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

- Leaders and managers mandated to negotiate on behalf of their communities and organizations
- Government negotiators and policy advisors who want to understand the First Nations, Métis, and Inuit negotiations environment and context
- Private sector parties in negotiations with First Nations and the Crown
- Lawyers, consultants, and advisors to First Nations, Métis, Inuit, and government
- 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
- Anticipated results of the negotiation outcome
- How to choose your negotiation team and prepare for 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

Troy G. Chalifoux, Senior Negotiator, Aboriginal Affairs and Northern Development Canada; Richard Price, Professor Emeritus of Native Studies, University of Alberta.

### Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and meals: \$1,310 + applicable taxes

**Grant funding may be available, please ask for details.**

# INDIGENOUS LEADERSHIP AND MANAGEMENT DEVELOPMENT

November 16 - 21, 2014; March 8 - 13, 2015

## 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 on 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

- First Nations, Métis, and Inuit leaders and administrators
- Senior management and personnel working with or within First Nations, Métis, and Inuit organizations
- Indigenous artists
- Cultural and heritage managers

## Program Highlights

- Systems thinking and problem solving
- Change management
- Budgeting, financial management, and funding arrangements
- Measurement and management of programs and performance
- Conflict resolution
- Team building

## Faculty Leaders

Don McIntyre, Artist and President, Copperwolf Consulting; Murray Dion, President, PMP, P.Log Syntolis Group Inc.

Scott Walker, Provincial Director – Aboriginal Services, Alberta, MNP.

## Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and meals: \$1,310 + applicable taxes

**Grant funding may be available, please ask for details.**

"This week was amazing!  
Honestly, every moment was filled with something to learn. I feel excited about going home and sharing this knowledge and experiences to help bring our Nation to a better, stronger place. I feel so blessed to have met all of our facilitators. Mussi to all!"

**Tammy Watson**  
Councillor, Sauteau First Nation  
Chetwynd, BC





# PROGRAMS

## LEADING TEAMS: GOOD GOVERNANCE FOR COUNCILS AND BOARDS

November 23 - 28, 2014

"A beautiful setting, gathering place, and faculty with extensive experience exposed me to ideas and tools that I can take back to my workplace."

**Sarah Rivest**  
Native Programming Coordinator,  
Calgary Stampede  
Calgary, AB

### Program Overview

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 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, councillors, and senior administrators of First Nations, Tribal Councils, Métis, and Inuit and Northern communities
- Indigenous economic and social development agencies
- Profit and not-for-profit organizations
- Managers and administrators of service delivery agencies and organizations
- Indigenous arts and culture organizations
- Urban Indigenous 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 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 Leaders

Margaret Froh, President/CEO, Turquoise Buffalo Consulting.

M. E. Tracey O'Donnell, Barrister & Solicitor, Nipissing First Nation, Ontario.

### Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and meals: \$1,310 + applicable taxes

**Grant funding may be available, please ask for details.**



# INDIGENOUS WOMEN IN LEADERSHIP

December 7 - 12, 2014; April 26 - May 1, 2015

## 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 leaders, elders, and youth 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 Leaders

Dr. Cora Voyageur, Fort Chipewyan First Nation in northern Alberta, Professor of Sociology at the University of Calgary.

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: \$1,310 + applicable taxes

**Grant funding may be available, please ask for details.**



"The opportunity to learn leadership fundamentals in a culturally relevant context is powerful and effective. My learning experience has been rewarding in large part because the facilitators and instructors are Indigenous role models from our own communities."

**Rachelle McDonald**  
Executive Director,  
Aseniwuche Winewak Nation  
Grande Cache, AB



# PROGRAMS

## BEST PRACTICES IN INDIGENOUS BUSINESS AND ECONOMIC DEVELOPMENT

January 25 - 30, 2015



"I now have the knowledge of how businesses are run and started. Every time I take a program here I go back to my community with more confidence in myself."

**Hazel Burt**  
Councillor, Cheslatta Carrier Nation  
Burns Lake, BC

### 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 effectively planning, creating, and promoting economic policy for self-determined Indigenous development, will be examined. Having determined these foundations, the program will shift focus to the realities of doing business with Indigenous communities, Indigenous-owned companies and institutions, and individual Indigenous entrepreneurs.

### A High Impact Program For

- First Nations, Métis, and Inuit economic development corporations and officers
- Those responsible for the political and economic future of their Nation – executive, legislative, and programmatic
- 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 Indigenous business and economic development opportunities

### Program Highlights

- Harvard Project on American Indian Economic Development
- Nation-building: tools, policies, and leadership for Indigenous governments
- Rethinking Indigenous economic policy; insights and implications
- Case study presentations of "Best Practices" in Indigenous economic policy and Indigenous 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 Indigenous perspective
- All aspects of community economic development and business planning
- Financing Indigenous economic ventures

### Faculty Leaders

**Trent Blind**, Senior Advisor and Executive Management Consultant, Calgary, AB.

**Joan Timeche**, Executive Director, The Native Nations Institute; **Stephen Cornell**, Director Udall Center for Studies in Public Policy.

### Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and meals: \$1,310 + applicable taxes

**Grant funding may be available, please ask for details.**

# INHERENT RIGHT TO INDIGENOUS GOVERNANCE

February 1 - 6, 2015

## REVITALIZING INDIGENOUS NATIONHOOD SERIES

### Program Overview

Indigenous communities 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 Indigenous 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 Indigenous 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.

### A High Impact Program For

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

James (Sakej) Youngblood Henderson, Research Director, Native Law Centre, University of Saskatchewan; Jean Teillet, Barrister and Solicitor, Partner, Pape Salter Teillet, Vancouver, BC; and Kim Baird, Strategic Initiatives Director, Tsawwassen First Nation.

### Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and meals: \$1,310 + applicable taxes

**Grant funding may be available, please ask for details.**

"Engaging in a program at The Banff Centre allows a unique opportunity to broaden your knowledge and comprehension and reflect on what you are experiencing in your workplace."

**Calvin Patey**  
Mamu Tshikutamashutau  
Sheshatshiu, NL





# PROGRAMS

## ESTABLISHING INSTITUTIONS OF GOOD GOVERNANCE

March 22 - 27, 2015

"The Banff Centre is known as my 'happy place' to my family. Coming here refreshes me, grounds me, and equips me to come back to my community and keep building something beautiful and healthy."

**Kelly Fosbery**  
Assistant to Council, Westbank First Nation  
Kelowna, BC



### REVITALIZING INDIGENOUS NATIONHOOD SERIES

#### Program Overview

Institution building is a necessary step for First Nations, Métis, and Inuit communities and political organizations to achieve successful Nationhood. Research has shown that asserting 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

- First Nations, Métis, and Inuit leaders, administrators, senior management, and planners
- First Nations, Inuit, and Métis regional or tribal managers and executive directors
- Consultants and legal counsel who work closely with Indigenous nations and organizations
- Provincial and federal policy analysts and negotiators
- Industry or government officials interested in Indigenous issues of self-government

#### Program Highlights

- The nature and importance of institutions
- Institution building for good governance in Indigenous communities
- Establishing 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 Leaders

Dr. Duane Champagne, Professor of Sociology and Native American Studies, UCLA.

Dr. T.J. (Tim) Raybould, Senior Consultant, The KaLoNa Group; and Dr. Jerry Hammersmith, Broxbourne International.

#### Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and meals: \$1,310 + applicable taxes

**Grant funding may be available, please ask for details.**

# INDIGENOUS STRATEGIC PLANNING

May 24 - 29, 2015

## REVITALIZING INDIGENOUS NATIONHOOD SERIES

### Program Overview

Research and best practices indicate that successful Indigenous 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 for Indigenous 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, tribal councils, and boards
- Boards of Indigenous economic and social development agencies, governing boards, commissions, and legal entities for Indigenous profit and not-for-profit organizations
- Managers, administrators, and team leaders
- Indigenous leaders

### 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 Leaders

**Murray Dion**, President, PMP, P.Log, Syntolis Group Inc.; **Don McIntyre**, Artist and President, Copperwolf Consulting.

**Elizabeth Logue**, Manager, Director, Policy and Research, Inuit Relations Secretariat, Aboriginal Affairs and Northern Development Canada.

### Program Costs

Tuition: \$2,300 + applicable taxes

Accommodation and meals: \$1,310 + applicable taxes

**Grant funding may be available, please ask for details.**



"The knowledge and skills I received from the program created an excitement and confidence that we, "Ochapowace", can do this! I just wanted to get back home and get started."

**Geraldine Bear**  
Ochapowace First Nation  
Whitewood, SK



# BUILD YOUR NATION OR ORGANIZATION'S SUCCESS

## Ask about a customized program



Indigenous 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 Indigenous leadership issues. We can assist Indigenous Nations and organizations to build capable governing bodies that are compatible with their cultures and traditions.

## CUSTOM INDIGENOUS PROGRAMS AND APPLIED RESEARCH

We offer exciting ways to learn new management and leadership skills which allow 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. Led by highly experienced 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

Alberta Council of Women's Shelters  
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  
Beaver First Nation  
Canoe Creek Indian Band, British Columbia  
Carcross Tagish First Nation, Yukon  
Champagne Aishihik First Nation  
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  
Innu Nation  
Lesser Slave Lake Management Services Ltd.  
Métis Nation of Alberta  
Mi'gmaewi Mawiyomi Secretariat, Quebec  
Municipal and Community Affairs, Government of the Northwest Territories  
Ontario Ministry of Natural Resources  
Oteenow Employment & Training Society, Alberta  
PolarNet  
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, British Columbia  
Tli Cho Government, Northwest Territories  
Treaty 8 First Nations of Alberta  
Tr'ondek Hwech'in First Nation, Yukon  
Tulita Dene First Nation, Northwest Territories  
Vancouver Child and Family Services Society, British Columbia  
Wabun Tribal Council, Ontario  
Yellowhead Tribal Council, Alberta

### Applied Research

Indigenous Leadership and Management can supply the resources and expertise to work with Indigenous 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 Indigenous Leadership and Management director, Brian Calliou, at **1.888.255.6327** for more information.

## INDIGENOUS PROGRAM COUNCIL

The Indigenous Leadership and Management program area utilizes an advisory body of Indigenous community and business leaders to inform our program content. This Indigenous Program Council assists the program director and staff to ensure the quality and relevance of Indigenous 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

Dan Buchner	Banff, Alberta
Elder Tom Crane Bear	Siksika Nation, Alberta

### Member in Perpetuity

Leroy Little Bear, JD	Lethbridge, Alberta
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### Co-Chair

France Trepanier	Sidney, British Columbia
William Flowers	Amherst, Nova Scotia

### Members

Bonnie Devine	Toronto, Ontario
T. Brenda Etienne	Kanesatake, Quebec
Kristen Everett	Saskatoon, Saskatchewan
Tracy Friedel	Vancouver, British Columbia
Diane Gray	Toronto, Ontario
Rick Hansen	Ottawa, Ontario
Jordan Head	Lethbridge, Alberta
Marilyn Jensen	Whitehorse, Yukon Territory
Patrick Kelly	Victoria, British Columbia
Tina Kuckkhan-Miller	Olympia, Washington
Ryan Robb	Calgary, Alberta
Suzan Shown Harjo	Washington, DC
Chief Vincent Yellow Old Woman	Siksika, Alberta

“The experience and interaction I have had here with both faculty and participants has tremendously impacted the way I approach my job, community, and life.”

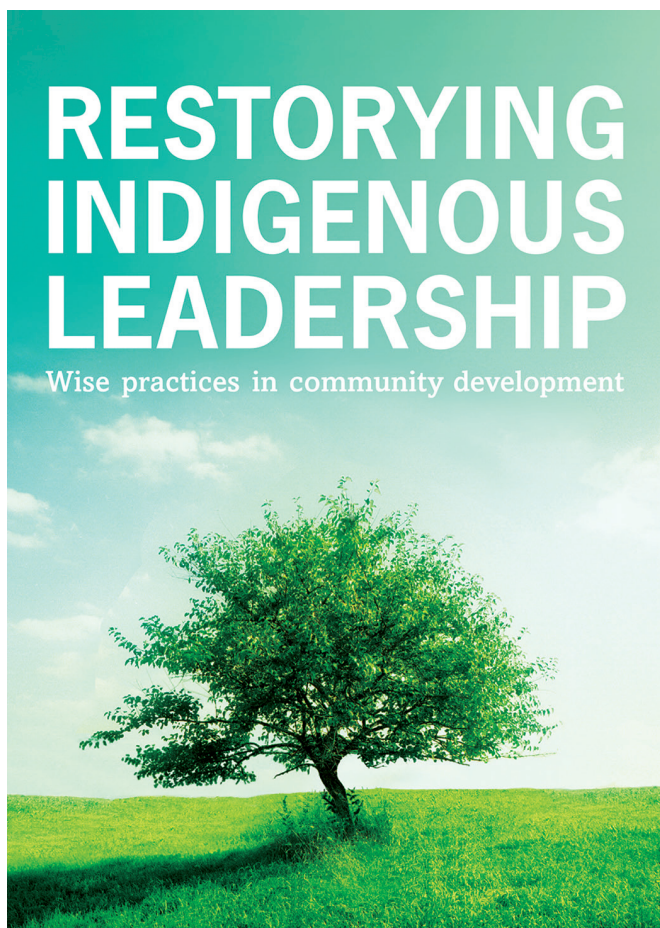
**Jaymie Kugler**  
Aseniwuche Winewak Nation  
Grand Cache, AB





# INTRODUCING RESTORYING INDIGENOUS LEADERSHIP: **Wise Practices in Community Development**

Published by The Banff Centre Press, *Restorying Indigenous Leadership: Wise Practices in Community Development* is a foundational resource of the most recent scholarship on Indigenous leadership. The following is an excerpt from the introduction by editors Cora Voyageur, Laura Brearley, and Brian Calliou.



Since leadership plays an important role in any community, Indigenous leadership scholarship advocates opportunities for leaders within Indigenous communities to gain the knowledge and skills required to fulfill the needs and aspirations of their peoples and to foster economic development. Yet over the years, states have imposed their laws and institutions upon Indigenous peoples, resulting in the loss of traditional leadership and governance. There has been a pattern of non-Indigenous leadership practices being forced upon Indigenous communities, exacerbated by the media portraying Indigenous communities and their leaders in a negative light, which sociologists have termed a “deficit paradigm” (Ponting and Voyageur 2001). *Restorying Indigenous Leadership: Wise Practices in Community Development* shares different stories, which collectively could be referred to as a “strength-based” paradigm: specific examples of wise practices and successful leadership in Indigenous communities.

Stories have been bringing us together for thousands of years; storytelling is not only a way we make sense of our worlds (Ellis 2004), but it is “a creative act of leadership through which we manifest our solidarity and strengthen our people to take their next steps in encouraging good and healthy lives” (Kenny 2012, 1). *Restorying Indigenous Leadership* uses a storytelling model that interweaves lived experiences with extensive research to stimulate progressive and informed action through not just sharing stories but a process of *restorying*.

Restorying is a dynamic form of storytelling that revisits and recuperates in order to restore—a central theme in the work of Indigenous writers Thomas King (2008) and Lewis Mehl-Madrona (2007). While Indigenous scholars Audra Simpson and Dale Turner argue that Indigenous leaders need to understand and use the narratives of modernity and globalization, they also emphasize the necessity of incorporating Indigenous knowledge, practices, and ideas *into* the global discourse in order to assert their respective community rights and interests (Simpson and Turner 2008). Thus, restorying not only helps readers become aware of “the power and beauty of our stories to educate and heal people” (Archibald 2008, 371), but enacts a kind of storytelling that encompasses the past, the present, and the future, and is a participatory and reciprocal process between writer and reader.



Indigenous researcher Judy Atkinson advocates the form of listening that brings a sense of responsibility to the stories that are told, called Deep Listening, and stresses the importance of respect and relationality in the relationship between the storyteller and the listener. At its most profound level, Deep Listening is the search for understanding and meaning (Atkinson 2001, 8) by paying attention to the spaces within and between stories. Being awake and attuned in this way develops a critical awareness of our relationship to the stories being told and those being silenced. John Berger contends that we need to listen to what is said, what is not said, what is waiting to be said, and what is crying out to be expressed (Berger 2008). This kind of awareness requires an understanding that there is not just one kind of listening—that listening is a complicated, nuanced process that requires practice.

In his work on learning by contemplating the future, Otto Scharmer describes four types of listening:

1. Downloading: confirming what you already know
2. Objective or Attentive Listening: paying attention to what differs from your own concepts
3. Empathic Listening: seeing the world through someone else's eyes
4. Generative Listening: listening from the emerging field of the future (2009, 7–8)

Scharmer's fourth concept, Generative Listening, aligns closely with the concept of Deep Listening. It incorporates a confirmation of what is known, an attention to what is different, and a listening beyond what is heard with the ears. It invites work teams or communities to be fully present to each other and to identify what is happening and emerging in the moment. For leaders, it means getting out of the way in order to open a space in which genuine contact can be made. That space is a place of possibility where current and emerging needs can be expressed and explored.

Listening deeply opens the way to developing collective mindfulness. Being collectively mindful is about being aware of the complexities within a situation and the different perspectives from which it can be viewed. When leaders are present, they are attuned to other people and to their context. Scharmer refers to this as “presencing”—a term that blends presence and sensing (Scharmer 2009). The paradox is that the more a leader is present, the more she or he is able to get out of the way and become more available for other people. Scharmer contends that a kind of deepened presence gives access to greater levels of authentic awareness, new dimensions of power, and a clearer direction. It bridges inner experience and collective experience in creative, non-linear ways.

One of the key elements of Karl Weick's (2006) work on collective mindfulness is the capacity to seek a complete and nuanced picture of any difficult situation. Reflecting on issues from different perspectives requires a degree of comfort with complexity and a reluctance to simplify. It helps leaders pull out threads and insights from knotty issues, working in cooperation with our commonalities and differences. Collective mindfulness is an important element of how Indigenous peoples come together to present their diverse perspectives in a dialogue until a consensus emerges. It is the key to the work that needs to be done to co-create communities where we can work together in sustainable ways.

The stories in *Restorying Indigenous Leadership* share with readers and scholars the inspiring processes, and wise practices, by which we may concurrently develop retrospective awareness, recognize current capacities,

*“Restorying Indigenous Leadership uses a storytelling model that interweaves lived experiences with extensive research to stimulate progressive and informed action through not just sharing stories but a process of restorying.”*

and become aware of future possibilities for Indigenous leadership—deeply awake to our present moment as well as our responsibility to the future. *Restorying* is not just about the stories told, but about the significant questions that surface in the spaces that exist between stories: What matters? What matters most?

To purchase *Restorying Indigenous Leadership: Wise Practices in Community Development*, please visit [banffcentre.ca/press](http://banffcentre.ca/press).

#### References:

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- Simpson, Audra, and Dale Turner. 2008. “Indigenous Leadership in a Flat World.” Research paper, National Centre for First Nations Governance, Vancouver, British Columbia.
- Weick, Karl E. 2006. “Faith, Evidence and Action: Better Guesses in an Unknowable World.” *Organization Studies* 27: 1723–36.

# MAKING TREATY 7:

## “We are all Treaty people”

Kevin Duncan in conversation with Cowboy Smithx

In the words of *Making Treaty 7*, “we are all Treaty people.”

Workshopped over two years in Creative Residency at The Banff Centre, the new theatrical work *Making Treaty 7* examines the legacy of the 1877 treaty between the Crown and the Blackfoot Confederacy.

The project’s lofty goal is to create conversation around the lead-up to the historical signing, its current day implications, and the next steps needed towards a shared and sustainable future. This aim arose at the beginning of the creative process when the show’s artistic team consulted with a group of Treaty 7 Chiefs and Elders to tell the story. They received support with one main condition: tell it accurately from traditional and contemporary sources and stories. To help with this, *Making Treaty 7* contacted a group of artists including **Cowboy Smithx**, a writer, actor, and filmmaker from the Piikani and Kainai Tribes.

Sitting in on a reading, I see a scene involving Smithx as a Blackfoot youth coming to a startling conclusion. His fears of learning and speaking his traditional language are similar to his uncle’s fear of learning English in residential schools.

**What has hit home the hardest for you while working on this project?**

The most important thing is acknowledging that our education system has failed us and it has taken a group of artists to tell a story that is hundreds of years overdue. Personally, I have also learned a lot more Blackfoot language,

and for me that’s huge. The scene you saw was a reflection of this anxiety around language, caused by the process of colonization in this area and across Canada.

**What was your personal knowledge of Treaty 7 before the project, what is it now, and what do you want the audience to walk away with?**

Coming into this project I was an advanced beginner. Since I started I have become an intermediate. The hope is the audience comes away with the truth. It is a brilliant project that takes a lot of courage to talk about, let alone a full scale theatrical production. The primary objective is to break down stereotypes, to go from disconnect to true access to history.

**What about an audience outside of Treaty 7?**

The hope is it becomes a perennial event at Heritage Park (in Calgary) with the potential to tour around the world. This thing covers pre-treaty, 12 days of signing, and from here to eternity. It is a long-term project. People are aware of what we are doing, they see the importance. Forget the pun, but it’s a pioneer project that will inspire other regions of North America to explore their history in a similar way.

**How has the Creative Residency experience allowed you to explore this history and move this project forward?**

Land is a contribution to my personal creative process. Being in Banff is conducive to the specific process of the *Making Treaty 7* project, which is essential, as it’s a groundbreaking project.





*Making Treaty 7 musicians Eye-Hey-Nakoda perform at The Banff Centre.*



Cowboy Smithx observes rehearsal.

**You typically work in film. How has the theatre experience differed for you?**

Theatre for me is a refreshing reminder that I love the whole process, especially the shared experience you don't often get in cinema. For me, I want to tell stories in a way that is not pragmatic, to make room for youths ability to be autodidactic. I do this through application of film, theatre, and literature.

**What has been the biggest challenge?**

I was brought on as part of a collection of artists from various fields of storytelling. The biggest thing has been managing vicissitudes and offering solutions to help the project continue its forward momentum. We are constantly adopting new people, situations, and information. We have the right people on board, it's a powerful ensemble and I am honoured to be part of it.

**Have you actively taken a leadership role in the creation of this project?**

Leadership in this project is unavoidable. Every member of the ensemble has to be a leader. I personally welcome the responsibility of leadership.

For more information, please visit [www.makingtreaty7.com](http://www.makingtreaty7.com).

The Banff Centre adds to Canada's and the world's cultural repertoire by commissioning, supporting, and producing new creative works. Creative development is offered in more than a dozen art forms, including Indigenous arts focused programming. Work is showcased in public performances, events, and exhibitions throughout the year. For more information, visit [www.banffcentre.ca/programs](http://www.banffcentre.ca/programs).



# Indigenous Leadership and Management PROGRAM SUPPORTERS



The Banff Centre is pleased to recognize its three Indigenous Leadership and Management Program Supporters: Enbridge Inc., Nexen Inc., and Suncor Energy Foundation. These generous supporters have each donated over \$1 million to build strength, capacity, and sustainability in Indigenous communities by supporting new initiatives and enhancing current programming in Indigenous Leadership and Management.



Enbridge's support sustains and enhances The Banff Centre's Indigenous Leadership and Management programs. In particular, Enbridge supports scholarships for Indigenous leaders who wish to learn about best practices in Indigenous business and economic development, and for Indigenous women leaders. Thanks to Enbridge, approximately 250 individuals over seven years will receive scholarships (36 were awarded in the 2013-14 program cycle). Enbridge also supports the research and development of a tool to measure the long-term impact of The Banff Centre's Indigenous Leadership and Management programs on leaders and their communities.

"The Inherent Right to Indigenous Governance program is fantastic, as are all the other Indigenous programs," says Jaymie Kugler,

Consultation Manager, Aseniwuche Winewak Nation, Grande Cache, AB. "I have learned that my history and my culture matter. I feel re-ignited to go back and really connect with who I am and where I come from. We have such a hopeful journey ahead of us and these programs support us in that journey. I'm so thankful for this inspirational program."

The Enbridge Special Initiative Fund further enriches Indigenous participants' experiences by enabling The Banff Centre to assess the impact of programs, and explore how technology might support and enhance the program experience to provide further learning opportunities.



Nexen has supported The Banff Centre for more than a decade, including Indigenous Leadership and Management programs and scholarships since 2003. In 2007, Nexen pledged to support the creation of the Nexen Chair in Indigenous Leadership at The Banff Centre. One of the Nexen Chair's core mandates is to work with Indigenous communities, including youth groups, to document wise practices and case studies that will help Indigenous communities, organizations, and businesses to reach their objectives.

Appointed in 2013 as the current Nexen Chair, Dr. Lois Edge is a specialist in educational policy, Indigenous learning methodologies, and traditional creative practice in First Nations, Métis, and Inuit communities. Edge is an Edmonton-based scholar, researcher, teacher, and community organizer. She has a PhD in Educational Policy Studies with a specialization in Indigenous Peoples Education from the University of Alberta. She is a community project manager with Learning Communities at Athabasca University, focused on community development for communities in Northern Alberta through distance education. She has also served as an expert to the Elders' Cultural Focus Advisory Group for program development at Alberta Education. "I think it's always important to use the words 'lifelong learning'," Edge says. "We can't just say it, we need to live it."



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ENERGY  
FOUNDATION

Suncor Energy Foundation is the first Founding Supporter of The Banff Centre's Peter Lougheed Leadership Institute. Acknowledging that a different type of leader and a different definition of leadership is required in the 21st century, programming at the Institute will develop current and emerging leaders who are focused on building strong communities, influencing positive change at a system wide level, and shaping a better world. The Banff Centre sincerely thanks the Suncor Energy Foundation, a long standing supporter for the Indigenous Leadership and Management programs. The Banff Centre appreciates Suncor's vision in seeing how the Institute will enhance social innovation and Indigenous leadership.

Building upon The Banff Centre's 60-year history of transforming leaders, the Centre will reimagine its Leadership Development programs as part of The Peter Lougheed Leadership Initiative, a collaboration between The Banff Centre and the University of Alberta. See Brian Calliou's message on page two about this exciting Initiative.



"The program was phenomenal in every way. I have never experienced anything like it anywhere. Totally inspiring!"

**Michelle Knibb**  
Kapawe'no First Nation  
Grouard, AB





# CREATE OPPORTUNITIES FOR INDIGENOUS LEADERS

The Banff Centre is home to one of Canada's most recognized programs for Indigenous leadership and management development. Support from individuals, corporations, and foundations paves the way for Indigenous 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 [banffcentre.ca/support/](http://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

## PROGRAM SUPPORTERS

We celebrate and deeply appreciate the commitment to developing Indigenous leadership capacity across Canada demonstrated by the following generous supporters for Indigenous Leadership and Management who provide key programming and access support.

Enbridge Special Initiative Fund Supporter:



Nexen Chair in Indigenous Leadership Supporter:



Peter Lougheed Leadership Institute Founding Supporter:



SUNCOR  
ENERGY  
FOUNDATION

## Access and Travel Supporters

Providing learning experiences with significant impact – not just for the individual who attends, but for the community at large – is a primary objective for Indigenous 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 Indigenous participants to access our programs by covering their tuition, accommodation expenses, and travel from remote communities.

\$100,000+ Access Supporters:



\$50,000+ Access Supporters:



\$25,000+ Access Supporters:



R. Howard Webster Foundation

\$10,000+ Access Supporter:



Communications Supporter:



Travel Supporters:



Women's Scholarship Supporter:

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





## POSITIVE IMPACT

At Nexen, a wholly-owned subsidiary of CNOOC Limited, an important part of responsible development is our commitment to Canada's Aboriginal Peoples. Through our Aboriginal Relations strategy, we support Aboriginal communities in their efforts to increase capacity so they are able to participate more fully in economic opportunities.

Because education is key to building capacity, we have supported The Banff Centre's Indigenous Leadership and Management Programs for more than a decade.

Progressive  
Aboriginal  
RELATIONS

SILVER  
LEVEL

Canadian Council for  
Aboriginal Business



[www.nexencnooc ltd.com](http://www.nexencnooc ltd.com)



# WHERE SELF EXPRESSION BUILDS SELF ESTEEM



**schoolPLUS**  
ENBRIDGE WHERE ENERGY MEETS PEOPLE

**GLOBAL100**

Progressive  
Aboriginal  
RELATIONS

SILVER  
LEVEL

Canadian Council for  
Aboriginal Business

Proud sponsor of the  
MacKenzie Art Gallery Urban  
Outreach Program

Creative expression fuels young minds. Having access to artistic programs during the school day helps kids move in the right direction. By building self esteem. By discovering new talents. And by making school that much more engaging.

Canadian kids have taught us the value of creativity as a part of learning. That's why we're giving back through School Plus, a program that provides needed support for thousands of students in First Nations schools and in urban communities across Canada.

In every community we serve, we learn that how we do business is as important as what we do. These are the lessons that make us one of the Global 100 Most Sustainable Corporations in the World.

**FIND OUT MORE**

[Enbridge.com/InYourCommunity](http://Enbridge.com/InYourCommunity)

**ENBRIDGE**  
Where energy meets people™

# SIGN ME UP

Complete this form and fax to 403.762.6422 or register online at [www.indigenousleadership.ca](http://www.indigenousleadership.ca), or call 1.888.255.6327

Program Name: \_\_\_\_\_

Program Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

City/Prov: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Email Address: \_\_\_\_\_

I plan to arrive: \_\_\_\_\_

I plan to depart: \_\_\_\_\_

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

**Note:** All bedrooms at The Banff Centre are non-smoking. Please advise if you plan to bring a guest. Let us know of any dietary restrictions or allergies. Extra nights may be available at an additional cost.

## Payment Options

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

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

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

Credit Card Number: \_\_\_\_\_

Expiry Date: \_\_\_\_\_

Signature: \_\_\_\_\_

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

## Program Fee Information

Tuition:	\$2,300.00
Meals & Accommodation:	\$1,310.00
Tourism Improvement Fee:	\$14.30
Alberta Tourism Levy:	\$29.15
GST:	\$181.22
<b>TOTAL:</b>	<b>\$3,834.67</b>

## Cancellation Policy

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

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

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

## Substitution Policy

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

## Transfer Policy

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

## Change Policy

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

I have read and accept the above policies.

Signature: \_\_\_\_\_

## 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

**Please Note:** You are not registered until all of the required information is received.

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





# SPECIAL GRANT FUNDING

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

## Step 1

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

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

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

## Step 2

### Terms and Conditions:

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

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

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

**Note: Two signatures are required.**

Participant Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

Phone: \_\_\_\_\_

## Step 3

Please print clearly.

Participant's Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Full Address: \_\_\_\_\_  
\_\_\_\_\_

Phone: \_\_\_\_\_

Fax: \_\_\_\_\_

Email: \_\_\_\_\_

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



**The Banff Centre**  
inspiring creativity

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



# PROGRAM CALENDAR 2014 - 2015

## OCTOBER 2014

**OCTOBER 19 - 24**

Negotiation Skills Training

## NOVEMBER 2014

**NOVEMBER 16 - 21**

Indigenous Leadership and  
Management Development

**NOVEMBER 23 - 28**

Leading Teams: Good Governance  
for Councils and Boards

## DECEMBER 2014

**DECEMBER 7 - 12**

Indigenous Women in Leadership

## JANUARY 2015

**JANUARY 25 - 30**

Best Practices in Indigenous Business  
and Economic Development

## FEBRUARY 2015

**FEBRUARY 1 - 6**

Inherent Right to Indigenous  
Governance

**FEBRUARY 22 - 27**

Negotiation Skills Training

## MARCH 2015

**MARCH 8 - 13**

Indigenous Leadership and  
Management Development

**MARCH 22 - 27**

Establishing Institutions  
of Good Governance

## APRIL 2015

**APRIL 26 - MAY 1**

Indigenous Women in Leadership

## MAY 2015

**MAY 24 - 29**

Indigenous Strategic Planning

## JUNE 2015

**Summer Break for Indigenous Leadership and Management Programs**  
**Join us in Banff for the 2015 Banff Summer Arts Festival**

## OCTOBER 2015

**OCTOBER 18 - 23**

Negotiation Skills Training

## NOVEMBER 2015

**NOVEMBER 15 - 20**

Indigenous Leadership and  
Management Development

**NOVEMBER 22 - 27**

Leading Teams: Good Governance  
for Councils and Boards

## DECEMBER 2015

**DECEMBER 6 - 11**

Indigenous Women in Leadership

# WELCOME TO THE BANFF CENTRE

## **Sacred and traditional territory for Treaty 7 First Nations**



### **Indigenous Leadership and Management**

For over 40 years, Indigenous Leadership and Management has been providing relevant, impactful programs. Community leaders seeking to lead change and achieve results discover innovative learning experiences at The Banff Centre that inspire possibility and vision, and are attuned to traditional ways and knowledge.

Program Director: Brian Calliou

### **Indigenous Arts**

Indigenous Arts programs enhance opportunities for Indigenous artists – writers, musicians, dancers and choreographers, visual and new media artists, and others – to research, conceive, and produce work with cultural integrity and artistic merit. Programming includes performances, concerts, residencies, presentations, workshops, publications, and exhibitions.

Program Director: Sandra Laronde

Our scenic campus is located on the slopes of Sleeping Buffalo Mountain within Treaty 7 territory and Banff National Park. Treaty 7 is represented by the Blackfoot, Stoney, and Tsuu T'ina Nations.

Indigenous and non-Indigenous artists and leaders gather at The Banff Centre to dream big, tackle tough questions, explore creativity, and develop solutions to make our world a better and more beautiful place.



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