

BUFFALO MOUNTAIN DRUM

INDIGENOUS LEADERSHIP AND MANAGEMENT PROGRAMS AT THE BANFF CENTRE

2013 – 2014

Turning Ideas Into Action
Exiting the Indian Act
Welcome to Nexen Chair

Founding Partners

nexen

ENBRIDGE

SUNCOR
ENERGY

SUNCOR
ENERGY
FOUNDATION



The Banff Centre
inspiring creativity

DIRECTOR'S MESSAGE



TANSI!

It is certainly a truism that the global affects the local. Sometimes, however, what happens on a local, community-based level can have a big impact on the world. Here at The Banff Centre, artists and leaders gather to explore, create, and innovate new ideas and works that ripple outward to influence the country and the world. "Made in Banff, Shared with the World" is one of the strategic initiatives our president Jeff Melanson has set out as a challenge to directors and managers, and in fact to all staff working at the Centre. Our Indigenous Leadership and Management (ILM) program area has taken up this challenge. ILM is leading in providing programming and applied research that sparks social innovation and enterprise among Indigenous leaders to improve quality of life, as well as economic and cultural opportunities for their community members. We are now disseminating our applied research and program model across the country, and out to the world.

Our Indigenous Leadership and Management program area, with its impactful programming and new applied research, has gained international attention. We have welcomed Indigenous leaders to our programs from the United States, Australia, and New Zealand. We have been involved for a few years with leaders, musicians, artists, and educators from the Melbourne, Australia region on the Deep Listening Project – an Indigenous interdisciplinary methodology of engaging diverse sectors to build community and collaborate. We have participated in the Asia-Pacific Symposium on Cultures-Based Innovation, where attendees from Asia, the Pacific Islands, Australia, New Zealand, and North America explored innovative approaches to Indigenous social issues.

In the fall of 2012, we hosted an international Wise Practices Symposium where we shared our applied research case studies with the world, while bringing Indigenous community-based research to the local region. This applied project produced a best practices literature review report, four case studies, a documentary video, an online tool kit, PowerPoint presentations from the symposium, and a soon-to-be published book on Indigenous leadership. Our findings are starting to be picked up by researchers from around the world. For example, an Indigenous organization near Washington, DC used a selection of our online reports and other published works on Indigenous leadership development in a leadership training program it recently ran for the United Nations Permanent Forum on Indigenous Issues. University contacts – both faculty and students – are accessing and using our research. Through this important work, our international networks continue to grow.

As we share this made-in-Banff applied research across the country and around the globe, we are influencing policy on Indigenous community economic development. Our wise practices approach proceeds from the assumption that cultural ways of knowing and doing, passed down from Elders over generations, really do matter, and furthermore, must form the basis for any successful growth.

This is the tenth year I have been in the role of director of Indigenous Leadership and Management. Anyone who has met me and asked me about the work I do has probably heard me say that I have the best job in the world. I work on the side of Buffalo Mountain in the beautiful Rocky Mountains in Treaty 7 territory. I have the opportunity to lead a program area that does meaningful and impactful work for Indigenous community and business leaders. I get to meet Indigenous leaders from across the country and from around the world who are visionary, entrepreneurial, and committed to finding innovative solutions to their community and organizational challenges. I work with top notch faculty from across North America in designing and delivering culturally-based programming that builds personal and collective capacity for Indigenous leaders and communities. I have a great team of people working with me who are just as passionate about this work as I am. We invite you to come to The Banff Centre, experience our culture-based, innovative programs, and learn with and from other Indigenous leaders.



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

Director, Indigenous Leadership and Management

GENERAL INFORMATION

Director's Message	2
In the News	5
Program Model	12
Certificate of Indigenous Leadership, Governance, and Management Excellence	13
Custom Indigenous Programs and Applied Research	22
Indigenous Program Council	26
Our Partners	28
Indigenous Leadership and Management Founding Partners	30
Program Calendar	35

OUR PROGRAMS

Negotiation Skills Training	14
Indigenous Leadership and Management Development	15
Leading Teams: Good Governance for Councils and Boards	16
Indigenous Women in Leadership	17
Best Practices in Indigenous Business and Economic Development	18
Inherent Right to Indigenous Governance	19
Establishing Institutions of Good Governance	20
Indigenous Strategic Planning	21

ARTICLES

Nexen Chair Ready to Share Passion for Indigenous Lifelong Learning by Shari Bishop Bowes	6
Exiting the Indian Act Requires Commitment to Vision for Self-Governance by Dr. Tim Raybould	8
Ochapowace Learn Together to Honour Late Chief's Dedication to Treaty Rights by Shari Bishop Bowes	10
Inspire Your Community with Tools from Wise Practices Research	23
Women's Scholarship Recipient Turns Ideas into Action by Katie Daniel	24

PROGRAM REGISTRATION

How to Register	32
Program Registration Form	33
Special Grant Funding	34



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

Publishing Editor: Shari Bishop Bowes, Kevin Duncan Art Direction: Diana Skrepyk Graphic Design: Laurie Buxton

Cover Photo: iStock Photos

Inside Photos: Donald Lee, Kim Williams, Meghan Krauss, Gavin Young

The Banff Centre: Box 1020, Stn. 45, Banff, Alberta T1L 1H5 Phone: 1.888.255.6327 Email: indigenousleadership@banffcentre.ca

Website: www.indigenousleadership.ca © The Banff Centre Printed in Canada, September 2013

Redistribute this edition within your organization, or return undeliverable Canadian addresses to:

The Banff Centre, Box 1020, Station 1, Banff, Alberta T1L 1H5



The Banff Centre
inspiring creativity



POSITIVE IMPACT

At Nexen, 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. Since 2008, we've invested more than \$1.3 million in health, arts and culture, education, environmental and civic initiatives that support Aboriginal communities.

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

That's Nexen's Way.

Progressive
Aboriginal
RELATIONS

SILVER
LEVEL

Canadian Council for
Aboriginal Business




www.nexeninc.com



WELCOMES AND FOND FAREWELLS FOR ILM TEAM

Indigenous Leadership and Management welcomes our new program manager **Erik Butenschon**, who joined us in July. Erik comes to Banff from Winnipeg, MB. We'd also like to welcome our new program coordinator, **Yvonne Ho**. We sadly bid adieu to **Anna Wowchuk** after six years with Indigenous Leadership and Management at The Banff Centre, as she takes on a new role in Edmonton as Aboriginal engagement manager with Women Building Futures. Also departing the ILM team was **Lucille Studer**, program coordinator, and **Shari Bishop Bowes**, marketing officer. We wish these ladies all the best in their future endeavors.

The ILM team also bid a fond farewell to **Dr. Cynthia Wesley-Esquimaux**, who concluded her term as the Nexen Chair in Indigenous Leadership in May. Turn to page four for a story introducing our new Nexen Chair, **Dr. Lois Edge**. Wesley-Esquimaux, who held the Nexen Chair position for four years, has been appointed vice-provost for Aboriginal Initiatives at Lakehead University in Ontario.

The ILM team welcomed our first-ever Work Study participant, **Victor Jackson** of Frog Lake First Nation, who assisted us with a broad range of tasks and projects while gaining valuable work and learning experiences. We look forward to welcoming future Work Study participants. Please contact us for more details about the program.

Finally, we welcomed four new Indigenous Program Council members in 2013: **Bonnie Devine** of Toronto, Ontario; **Jordan Head** of Lethbridge, Alberta; **Marilyn Jensen** of Whitehorse, Yukon Territory; and **Patrick Kelly** of Victoria, BC.



KEEPING IT SOCIABLE

Keep in touch and get a conversation started on the Indigenous Leadership and Management Facebook page at facebook.com/ILMBanffCentre. If you're a Twitter lover, follow our colleagues in Leadership Development at [@banffleadership](https://twitter.com/banffleadership).



100TH CERTIFICATE AWARDED TO B.J. PADDY

B.J. Paddy, the executive director for Red Deer Aboriginal Employment Services, was the 100th recipient of the Certificate in Indigenous Leadership, Governance, and Management Excellence. Paddy was awarded her certificate at the wrap-up luncheon for Inherent Right to Indigenous Governance. Accepting the special honour, Paddy said she values the life-long friendships she has made, the invaluable lessons she has taken back to her role and to her community, as well as the deep appreciation she has for sponsors who have helped fund her learning through six programs.

JUST CALL US 'INDIGENOUS'

This issue of the *Buffalo Mountain Drum* comes along nearly one year after our program area was renamed "Indigenous Leadership and Management". Also renamed is "Indigenous Arts" at The Banff Centre.

"'Indigenous' definitely has a broad connotation of 'original inhabitants with a connection to a territory'," said program director Brian Calliou. "This is a connotation used throughout the world, and is interesting because more and more we are hearing of Indigenous people in places we were not even aware of before."

While a name is important, the experience of joining with other Indigenous people in Banff for the purposes of research, artistic creation, or leadership development is crucial to these two busy departments. "Buffalo Mountain, home of The Banff Centre, has always been a connection point, a meeting place, and holds spiritual and cultural significance for the many Indigenous groups that have traveled here throughout the centuries," Calliou said.



Dr. Lois Edge is the new Nexen Chair in Indigenous Leadership.

NEXEN CHAIR

READY TO SHARE PASSION FOR INDIGENOUS LIFELONG LEARNING

by Shari Bishop Bowes

Dr. Lois Edge got quite a surprise one day when a colleague from the University of Alberta told her she had come across a pair of moccasins in a UK museum that she thought were made by Dr. Edge's grandmother, Mrs. Albert (Joanne) Edge. What Dr. Edge did not know at the time, as she took in this piece of information, was that this pair of hand-crafted, moose hair-tufted wrap-around moccasins from the 1930s would become a central vision for her doctoral thesis.

With Edge's appointment as the new Nexen Chair in Indigenous Leadership at The Banff Centre, it certainly begs the question: what does a pair of moccasins have to do with a key position in Indigenous scholarship in this country, and indeed, with a body of work for an accomplished academic?

The answer, discovered over a pleasant and wide-ranging chat with Edge as she arrived last May to accept her chair appointment, relates very much to this woman's approach to Indigenous scholarship, and to understanding a bit about the journey that has taken her from a childhood in Canada's far north to a life in academia, travel, research, and lifelong learning today.

"I looked at the participation of Indigenous women in traditional cultural activities, and how that participation contributed to identity formation, the formation of teacher-learner relationships, and our relationships to

social, cultural, and physical environments," said Edge, who holds a PhD in educational policy studies with a specialization in Indigenous peoples' education.

After visiting her grandmother's moccasins – part of the Pitt Rivers Museum collection at the University of Oxford – as a visiting scholar in the course of developing her dissertation, the legacy of her grandmother's fine artistry served to inspire and inform Edge's journey in both academic research and creativity.

While studying creative and non-fiction writing as an undergraduate, she became aware of the link between her own creative expression and that of her grandmother's work as her grandmother sewed, beaded, and worked with various materials to create items of clothing for her family and to sell. In the course of her doctoral research, she brought together a group of Métis and First Nation women, who gathered regularly to work on beading projects together. "What came out of this is, we felt we were entering a sacred space, where we became one with our grandmothers," she said. "The dialogue (as we worked) essentially focused on Aboriginal, non-Aboriginal relations and relationships, the challenges we face as Indigenous women in our lives – in family, in the workplace, in community, and in society."

What Edge noted in her interaction with the group of women, as they learned a traditional task unfamiliar to them, was the absence of an Elder or teacher-guide. This fueled deeper investigation by Edge, who incorporated Indigenous philosophies, ways of teaching, learning, doing, and being, and the key role played by Elders and knowledge keepers in learning, into her thesis project. With her grandmother's moccasins as a personal motif, she eventually distilled her findings in a digital storytelling format that she now uses in presentations on her work. "Creative expression is a way for me to share my understanding," she said.

Raised at Fort Smith and Hay River in the Northwest Territories, Edge is currently based in Edmonton where she manages a First Nations and Métis learning communities project in northern Alberta and a fellowship for Indigenous northerners. Edge takes on the role of Nexen Chair following four years of groundbreaking research work led by Indigenous Leadership and Management director Brian Calliou, and first-term Nexen Chair, Dr. Cynthia Wesley-Esquimaux.

As Edge contemplates the work, collaboration, and learning that lies ahead in her new role with The Banff Centre, she reflects on her first visit to the campus in the early '90s to take a program facilitated by faculty members Leroy Little Bear, Marie Battiste, and Sakej Youngblood Henderson.

"It was a really powerful experience to see and hear Indigenous scholars speaking from the front of the room," she said. "We've only seen the emergence of Indigenous scholars in recent years, and there's a lot of work that remains undone that needs to be done. We need to explore who we are as Indigenous people, and to share that knowledge amongst ourselves, and with others."

With interests that include Indigenous women's traditional cultural activities, art forms and ancient knowledges, Indigenous education and curriculum development, and Indigenous health and wellness, Edge is looking forward to her new role as Nexen Chair, and sharing the gift of learning with others she encounters through this new experience.

"I think it's always important to use the words 'lifelong learning'," she said. "We can't just say it, we need to live it."

The Nexen Chair in Indigenous Leadership will lead research and reporting on successes and wise practices among Indigenous communities, businesses, and leaders, supported by a \$1-million investment by Nexen.

Shari Bishop Bowes was the marketing officer for Indigenous Leadership and Management at The Banff Centre.

"We've only seen the emergence of Indigenous scholars in recent years, and there's a lot of work that remains undone that needs to be done. We need to explore who we are as Indigenous people, and to share that knowledge amongst ourselves, and with others."



Hand-crafted, moose hair-tufted wrap-around moccasins from the 1930s. These moccasins were made by Dr. Edge's grandmother, Mrs. Albert (Joanne) Edge.

EXITING THE *INDIAN ACT* REQUIRES COMMITMENT TO A VISION FOR SELF-GOVERNANCE

by Dr. Tim Raybould

After having lived under the shadow of colonialism and being governed under the *Indian Act* for more than 125 years, First Nations are in a period of profound transformation, rebuilding their Nations and the governments that serve them. With new mechanisms being developed to support the recognition of self-governing First Nations, in less than a generation there should no longer be an *Indian Act*. In its place, there will be dozens of reconstituted and strong First Nations implementing aspects of their inherent right to govern their lands and peoples. While this is an exciting prospect that seeks to improve the lives of First Nations' peoples within Canada, there is much work to be done to realize this vision.

Over the past four decades, much of the debate around the inherent right of self-government has been academic and legal. It has been about whether, and how, the right exists, and to what extent. This debate, for the most part, has been divorced from the day-to-day life on-reserve. While this high level discussion was necessary to bring First Nations to this point in time, the focus is now shifting to the hard work that needs to take place in each community to actually implement the inherent right.

In order to fulfil the promise of section 35 of the Canadian *Constitution*, which recognizes and affirms Aboriginal and treaty rights, and to meet the minimum standards of the United Nations Declaration on the Rights of Indigenous Peoples, every community, whether treaty or not, will at some point need to turn their attention to the process of transitioning away from the impoverished notion of governance under the *Indian Act*. First Nations are and will continue to move away from limited administrative governance under the *Indian Act*, where a band council essentially provides programs and services on behalf of Canada to their citizens with accountability to Canada, towards self-government with a broad range of law-making powers and responsibilities and where accountability is primarily to their citizens.



"There are, of course, many ways to govern, and research shows us that the quality of governance, much more so than any particular form of government, dictates success."



Opposite page: BC Assembly of First Nations Regional Chief Jody Wilson-Raybould (left) and Elizabeth Ford (right), Director of Health and Social Development for Inuit Tapiriit Kanatami (ITK). Above: Terry Melvin, Deep Listening Project collaborator.

To be truly self-determining in the modern era – determining the structure of government, its institutions, and how powers are to be exercised – requires a considerable amount of attention. It also puts new, albeit welcome, pressures on community leaders and the citizens of a First Nation to “get it right”. Adding to this challenge is the fact that, very often, the skills required to undertake this work are not necessarily the same as those that were required to create the space for social change and governance reform in the first place.

It is well established that societies that govern well simply do better than those that do not. First Nations are no different. How First Nations rebuild and run their governments will have a significant bearing on the success or failure of each First Nation and the durability of decisions made by those governments. There are, of course, many ways to govern, and research shows us that the quality of governance, much more so than any particular form of government, dictates success. Communities will, therefore, need to critically examine their existing institutions of governance with an eye to establishing or reforming them to meet their needs as self-governing entities. They will need to create institutions that are both legitimate in the eyes of their citizens and recognized by others.

For First Nations that have not already begun this necessary work of governance reform as part of implementing Aboriginal title and rights,

including treaty rights, it is safe to assume they will be doing so in the not too distant future. As recent Idle No More demonstrations suggest, the citizens of First Nations are as concerned about the quality of their own government as they are with the federal government. Engaging and building trust within the citizenry of First Nations during this period of rebuilding will be critical to how long it takes each Nation to move beyond the *Indian Act*, and how successful they will be in implementing it thereafter.

For First Nations leaders, whether elected or otherwise, practical governance and leadership training can be of great benefit during this period of transformation. The Banff Centre’s Indigenous Leadership and Management program recognizes this need with courses designed to provide tools to the new “builders” drawing on the experiences and wise practices of those that have already, or are currently, rebuilding their Nations.

Dr. Tim Raybould, of the KaLoNa group, is faculty with the Establishing Institutions of Good Governance program with Indigenous Leadership and Management at The Banff Centre, and a leading expert in negotiating and implementing governance reform with First Nations and establishing First Nations’ institutions.

OCHAPOWACE LEARN TOGETHER

TO HONOUR LATE CHIEF'S DEDICATION TO TREATY RIGHTS

by Shari Bishop Bowes

"Our goal was to arm our leaders with knowledge and training to tackle the challenges we face. Our belief is that we are only as good as our people – so investing in our leaders made good sense."



Ochapowace Nation at The Banff Centre: Albert George (top), Heather Bear (bottom right), Ernest F. George, Albert George, Heather Bear, Chief Ross Allary, Elvis Henry, Geraldine Bear, Ernest C. George (group photo from left to right).

The youngest council member for Ochapowace Nation takes a moment at lunch to check his iPhone and return a few quick emails, then leans in to tell me he's happy to be heading home to Saskatchewan tonight after several weeks on the road. It will be good to sleep in his own bed, he says, and he looks forward to seeing his girlfriend, his family, and the cat his mom has been looking after in his absence.

While he is clearly proud to join his fellow councillors and chief in today's celebration at The Banff Centre, I imagine Albert George is thinking about his father, the late Chief Denton George, who encouraged his path, and the paths of his brother Ernest F. George and his uncle Ernest C. George, to leadership and devotion to their community. In fact, I learn later, the late Chief is never far from the thoughts of all Ochapowace band council members here in the room with Albert, including Chief Ross Allary, Heather Bear, Geraldine Bear, and Elvis Henry.

A few minutes later during this celebratory lunch concluding the Indigenous Strategic Planning program, Albert turns his attention to the front of the room, fully engaged in celebrating the achievement of Chief Allary.

The first of seven Ochapowace council members to accept the Certificate of Indigenous Leadership, Governance, and Management Excellence at The Banff Centre, Chief Allary steps to the front wearing full ceremonial headdress. He accepts the congratulations of the room and says a few words of thanks to his fellow council members, his community back home, and the many Indigenous people he's met in the six programs he has completed.

A day earlier, Chief Allary and councillors Geraldine Bear and Heather Bear took a break from a busy week in the program to talk about their commitment to taking the Certificate path together as a group – an endeavour they stressed would not be possible without the support of their home community back in southeastern Saskatchewan.

"Our goal was to arm our leaders with knowledge and training to tackle the challenges we face," said Geraldine, speaking on behalf of the group. "Our belief is that we are only as good as our people – so investing in our leaders made good sense."

Geraldine had read a story in the 2010 Buffalo Mountain Drum about the Siksika Nation council's commitment to pursuing the Certificate path for the betterment of their community, and was inspired to encourage her own council to undertake a similar journey.

While the decision to embark together on the six-program course was future-focused and grounded in making the best decisions for all members of their community, the group ultimately made their decision based on a desire to honour the vision set out by the late Ochapowace Chief Denton George, whose 20 years in leadership had stood for fulfillment of treaty, and his Nation's inherent right to self-governance.

Chief Denton George died at age 58 in 2009. "He was the one who had kept us united in our community," said Geraldine Bear. "With his passing,

we knew it was time to focus on our constitution and our laws, and reorganizing our nation."

When Geraldine joined her fellow councillors in her first program in 2012, she found that Chief Denton George's lessons and vision were more deeply ingrained than she had even thought possible.

"As younger councillors, we'd heard the words (about inherent right and self-governance), but never really knew how do we get there, what does that mean for us. Yet when faculty talked about it in the programs, we knew it, it was already there, it was ingrained in us ever since we were young people."

The drive to create a sustainable, prosperous future for their community is evident in a broad portfolio of community and economic development activities on their 100,000-acre land base, and on property owned a few hours away near Regina, and in Saskatoon.

The Ochapowace Nation owns Lonesome Prairie Sand and Gravel, a Saskatoon-based company that does business in Canada's western provinces, and that recently offered share ownership to employees. The Nation also operates Ochapowace Farms; an outfitting company called Ochapowace Whitetail Hunt; and Ochapowace Community Pasture, one of its first business endeavours, set up originally to fund community sporting programs. Plans for the future include redevelopment of Last Oak Ski Resort, which the Nation has owned since 1981, as well as pursuing partnerships and opportunities that arise from Saskatchewan's potash mining operations. A new endeavor well underway is a 285-acre business park right on the TransCanada Highway seven kilometres from Regina.

Chief Ross, taking a short break with his fellow councillors, says his experience in the Negotiations Skills Training program a number of years earlier helped him in the purchase of the land near Regina through a Treaty Land Entitlement agreement.

As both a leader and an Elder in his community, Ross impressed his fellow councillors with his dedication to lifelong learning.

"Chief Ross is 69, he still speaks the Cree language fluently, and he has a wealth of knowledge," Geraldine said. "For him to be willing to learn something new and take part in this, I just felt so proud – here he is, supporting us to learn, and learning with us."

The learning experience in Banff will benefit not only the seven council members who have embarked on the Certificate path, she added, but will also flow through to support the committed members of Ochapowace Nation who provide their own skills and leadership for the community.

"What's taught in these programs is relevant to us. Just about every program we've been to, we can relate, and we can take some of it back to help us do a better job."

Shari Bishop Bowes was the marketing officer for Indigenous Leadership and Management at The Banff Centre.

INDIGENOUS LEADERSHIP AND MANAGEMENT PROGRAM MODEL

Our programs provide Indigenous leaders an opportunity to gain a fuller 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 Indigenous 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

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 2 – 7, 2014**

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 23 – 28, 2014**

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, **April 27 – May 2, 2014**

THE OPTIONAL PROGRAMS OF THE CERTIFICATE CHOOSE ANY THREE

Negotiation Skills Training (see page 14)

Faculty Leaders: Troy Chalifoux, Richard Price

October 20 – 25, 2013; February 23 – 28, 2014

Indigenous Leadership and Management Development (see page 15)

Faculty Leaders: Don McIntyre, Murray Dion

November 24 – 29; May 11 – 16, 2014

Leading Teams:

Good Governance for Councils and Boards (see page 16)

Faculty Leader: Margaret Froh

November 17 – 22, 2013; March 2 – 7, 2014

Indigenous Women in Leadership (see page 17)

Faculty Leader: Dr. Cora Voyageur

December 8 – 13, 2013

Best Practices in Indigenous Business and Economic Development

(see page 18)

Faculty Leader: Trent Blind

January 26 – 31, 2014



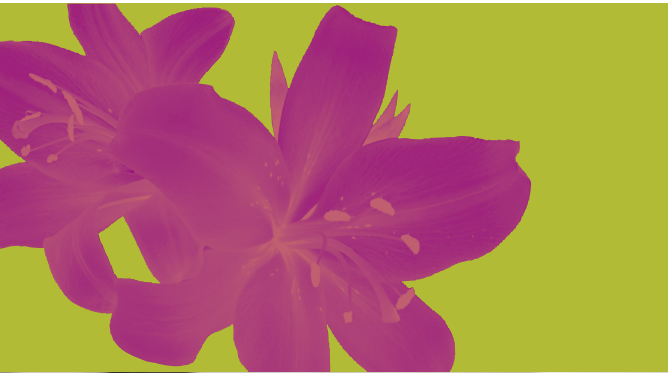
“Such a great physical environment to learn in, partnered with such a knowledgeable and down-to-earth staff and faculty, made it very easy to learn all the concepts presented.”

~ Robert Shotclose
CEO, Bears paw First Nation
Morley, AB

PROGRAMS

NEGOTIATION SKILLS TRAINING

October 20 – 25, 2013; February 23 – 28, 2014



“The Negotiation Skills program is a high value course which really builds participants’ skills. I know that this course will inform the way I negotiate going forward.”

~ Margaret Froh
Lawyer, Turquoise Buffalo Consulting
Barrie, ON

PROGRAM OVERVIEW

Many Indigenous 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

- Indigenous 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
- Indigenous 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 LEADERS

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: \$1,275 + applicable taxes

Grant funding is available, please call for details.

INDIGENOUS LEADERSHIP AND MANAGEMENT DEVELOPMENT

November 24 – 29, 2013; May 11 – 16, 2014

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
- Indigenous artists
- Senior management and personnel working with or within First Nations, Métis and Inuit 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 LEADERS

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

Other faculty members will include, but are not limited to: Scott Walker, Provincial Director – Aboriginal Services, Alberta, MNP.

PROGRAM COSTS

Tuition: \$2,300 + applicable taxes

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

Grant funding is available, please call for details.

“Participating in the program gave me the opportunity to think about my vision for my community and my vision of myself as a leader. My vision incorporates my culture and makes it stronger!”

~Naya Maurice
Employment Relations Consultant
Iqaluit, NT



November 17 – 22, 2013; March 2 – 7, 2014



"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."

~ Tammy Watson
Councillor, Saulteau First Nation
Chetwynd, BC



PROGRAM OVERVIEW

Indigenous 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, councillors, and senior administrators of First Nations, Tribal Councils, Métis, and Inuit and Northern communities
- Indigenous economic and social development agencies
- Legal entities for Indigenous 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 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, President/CEO, Turquoise Buffalo Consulting.

Other faculty members will include, but are not limited to: M. E. Tracey O'Donnell, Barrister & Solicitor, Nipissing First Nation, Ontario; and Ed Allen, Nisga'a Lisims Government and Consultant, First Nations Management & Governance Services, Nisga'a Lisims Government – Nisga'a Nation.

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 8 – 13, 2013

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, 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 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 learning was truly an inspiration and transformation experience. I gained tremendous confidence and courage to use the gifts the Creator has blessed me with."

~ Laurie Gosselin
Regina, SK

Inquiries? Call 1.888.255.6327

January 26 – 31, 2014



"I enjoyed listening to and learning from other people from different Nations. I realized some were ahead of our Nation, some were behind, but we all were on the same road to self-government and economic self-sufficiency."

~ Ernest George
Councillor, Ochapowace First Nation
Whitewood, SK

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 Indigenous leaders in 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
- Indigenous 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

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 LEADER

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

Other faculty members will include, but are not limited to: Joan Timeche, Executive Director, The Native Nations Institute.

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 2 – 7, 2014

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 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.

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 LEADER

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

Other faculty members will include, but are not limited to: James (Sakej) Youngblood Henderson, Research Director, Native Law Centre, University of Saskatchewan; 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: \$1,275 + applicable taxes

Grant funding is available, please call for details.

"This program provides access to a remarkable depth of knowledge in a short period of time."

~ Brian Rosborough
Director of Government Relations
Wilfrid Laurier University
Waterloo, ON



March 23 – 28, 2014

**"This program instills the needs to
make change. Very motivational.
Nation-building is our task that we
must undertake."**

~ Darrell Brown
Board of Directors
National Aboriginal Enterprise & Innovation Corp.
Winnipeg, MB



REVITALIZING INDIGENOUS NATIONHOOD SERIES

PROGRAM OVERVIEW

Institution building is a necessary step for First Nations, Métis and Inuit nations 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 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 Consultant, The KaLoNa Group; 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.

INDIGENOUS STRATEGIC PLANNING

April 27 – May 2, 2014

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 of 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.

Other faculty members will include, but are not limited to: **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: \$1,275 + applicable taxes

Grant funding is available, please call for details.



"I am amazed at how personal the experience was, to my personal journey as well as my leadership role and consultation position."

~ Winona Twin
Sawridge First Nation
Slave Lake, AB

BUILD YOUR NATION OR ORGANIZATION'S SUCCESS WITH 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

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
Innu Nation
Lesser Slave Lake Management Services Ltd.
Métis Nation of Alberta
Mi'gmawei Mawiyomi 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, British Columbia
Tli Cho Government, Northwest Territories
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.

INSPIRE YOUR COMMUNITY WITH TOOLS FROM WISE PRACTICES RESEARCH



Fort Chipewyan, shown on this beautiful winter afternoon in 2012, was one of the community sites visited for Indigenous Leadership and Management's 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 Aboriginal communities that have undertaken a variety of successful ventures. Indigenous Leadership and Management is pleased to offer a variety of useful tools developed in a two-and-a-half-year research project that was completed in 2012.

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 or downloaded at www.indigenousleadership.ca, or requested in hard copy by calling us at 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
- **A 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

- **A Wise Practices Toolkit** with links to reports, handbooks, guides, templates, articles, and other valuable resources that may help with your initiative
- **A 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 – all linked from our website
- **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.

Darlene Letandre's story is a case study in how leadership development programs tangibly impact participants.

WOMEN'S SCHOLARSHIP RECIPIENT TURNS IDEAS INTO ACTION

by Katie Daniel

She speaks with a soft-spoken gentleness, but underneath you can hear her determined passion. As she stands before a group of fellow program participants and their friends and families (including her husband and grandson), Darlene Letandre begins to tell us the powerful story of her learning journey.

It's the closing lunch for the February 2013 Inherent Right to Indigenous Governance program. Program director Brian Calliou congratulates program attendees on their desire to "think big, invest in your future, keep dreaming of sovereignty, exercise local control, and maintain a 'do it' attitude." He challenges each one to "turn ideas into action," and in the case of Letandre, Calliou's challenge has more than been met.

Letandre was honoured for two reasons at the conclusion of the program: first, she received support to attend through the first annual Indigenous Woman's Achievement in Community Leadership scholarship. The scholarship, supported by anonymous donors, fully covered tuition, room, and board for the program. She was also presented with her Certificate of Indigenous Leadership, Governance, and Management Excellence. Along with four others so honoured, the certificate is awarded to those who have successfully completed a total of six programs with Indigenous Leadership and Management at The Banff Centre.

Letandre's story is a case study in how leadership development programs tangibly impact participants. She comes from the Pinaymootang First Nation, located in and around Fairford, Manitoba, about two-and-a-half hours northwest of Winnipeg. The nation is isolated from major centres, at the junction of two rivers. With Gypsum Lake to the northeast, and Lake St. Martin to the southeast, the area was an important early trade and travel route with the remains of a Hudson's Bay trading post still evident.

Her band population consists of around 2,800 people, and it is here in a community where no woman had been a band councillor for more than 30 years that Letandre takes up an important idea and turns it into action.



Darlene Letandre celebrates a milestone in her life and career, accepting the Certificate of Indigenous Leadership, Governance, and Management Excellence from Elder Tom Crane Bear (left), and Brian Calliou, director for Indigenous Leadership and Management at The Banff Centre.

Letandre's first program at The Banff Centre was Indigenous Women in Leadership. At the time, she said, "I had no intention of becoming a leader." But in the program she was inspired by faculty leader Cora Voyageur. "She is an inspirational person who taught me about confidence, having strength as a woman, and being resilient in accomplishing goals. My goal became to run for a position as councillor within my community, using the vocabulary and learning gained through the program."

The last time a woman was elected into leadership in the Pinaymootang First Nation was in the early '70s, and that woman was also a Letandre. "I decided I was going to be the next one," she said. While she didn't get elected that first time around, "I was okay with that. I wanted to get a feel for how the community felt about me."

Her next program was Negotiation Skills Training, with Don McIntyre as lead faculty. Letandre used her skills in that program "to negotiate with my employer to come to the next program, Indigenous Strategic Planning."

Her confidence grew with each program, and this past year, she decided to take another run at leadership. This time, she was successful. "Everything I learned here at The Banff Centre I applied again to my nomination speech, my campaign, and I got in! Four hundred and forty-four people had faith in me."

Since election, Letandre is quietly but firmly making her presence felt in her community and feels she is already making a difference. "With what I've learned here and the understanding that I have, I've started to change the

way our leaders think in our community. As opposed to only talking about the past, now I say to them 'what can we do to move forward?' As a woman in leadership and a natural caregiver for the community, I've become a balance within the council of men to fully see the social and economic issues and their effects on the community by bringing a different perspective to change and growth."

Letandre has already set her next goal, which she revealed with excitement as she ended her story. To a rousing round of applause and cheers she announced: "My next goal in my life is to become the first woman Chief of my First Nation of Pinaymootang."

Letandre knows this may be her biggest challenge yet. "There is a lot of resistance to change, and our community still has a long way to go, but I am assured through my learning in these Indigenous Leadership and Management programs, along with our own community's experiential learning, we will become a strong and independent nation. I'm very determined as a leader to assist in the chaos of change."

Letandre already knows how she'll celebrate. "When I become Chief, I will play the drum that I made in Don McIntyre's Strategic Planning program, and embrace the chaos that's about to happen!"

Katie Daniel was acting marketing officer in 2012-13 for Indigenous Leadership and Management.



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

Jeff Melanson	Banff, Alberta
Elder Tom Crane Bear	Siksika Nation, Alberta

MEMBER IN PERPETUITY

Leroy Little Bear, JD	Lethbridge, Alberta
-----------------------	---------------------

CO-CHAIR

Patrick Kelly	Victoria, British Columbia
France Trepanier	Sidney, British Columbia

MEMBERS

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



We see the possibilities.

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

Find out more about Suncor's track record and how we are planning to responsibly develop North America's energy supply. www.suncor.com/sustainability



SUNCOR
ENERGY
FOUNDATION





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/; contact the Development Office at development@banffcentre.ca; or call 1.888.495.4467 or 403.762.6385.

The Banff Centre is supported by funding from the Government of Alberta through Alberta 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 Indigenous leadership capacity across Canada demonstrated by the following generous funding partners for Indigenous Leadership and Management who provide key programming and scholarship support.



SUNCOR
ENERGY
FOUNDATION

OUR SCHOLARSHIP AND TRAVEL PARTNERS

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

**Platinum
Scholarship Partner:**



**Gold
Scholarship Partner:**



**Silver
Scholarship Partners:**



ConocoPhillips
Canada



RBC Foundation



**Bronze
Scholarship Partners:**



**Communications
Partner:**



Travel Partners:



**Women's
Scholarship Partner:**

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

WHERE ENERGY MEETS ACHIEVEMENT



Enbridge is proud to support the Canadian Aboriginal Writing and Arts Challenge.

This annual celebration of excellence reminds us just how important it is to listen to the voice of our Aboriginal youth and respect their connection to the land, the community and their past. We would like to congratulate Robert McCue and Hanna Waswa for finishing first in the writing competition, and Brandon Wilson and Catherine Blackburn in the arts. Their winning contributions serve as inspiration to Enbridge and our sponsorship of programs like the Historica-Dominion Institute's Canadian Aboriginal Writing and Arts Challenge. Because at Enbridge, we believe in delivering more than the energy people count on. We deliver on our commitment to help the education and talents of Aboriginal youth.

FIND OUT MORE

Enbridge.com/InYourCommunity



Left to right: Hanna Waswa, Eabametoong First Nation, Langley, BC; Catherine Blackburn, Patuanak, Prince Albert, SK; Robert McCue, Chippewas of Georgina Island, Tottenham, ON; Brandon Wilson, M'Chigeeng First Nation, Copper Cliff, ON.

INDIGENOUS LEADERSHIP AND MANAGEMENT FOUNDING PARTNERS



The Banff Centre is pleased to recognize its three Indigenous Leadership and Management Founding Partners: Nexen Inc., Enbridge Inc., 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 Indigenous Leadership and Management.



Nexen has supported The Banff Centre for more than a decade, including Indigenous Leadership and Management (ILM) programs and scholarships since 2003. In 2007, Nexen became The Banff Centre's first ILM Founding Partner by funding the Nexen Chair in Indigenous Leadership. 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.

The incoming Nexen Chair, to succeed Dr. Cynthia Wesley-Esquimaux, is Dr. Lois Edge. 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, with 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've been privileged to access education through working with First Nations organizations and governing bodies," Edge says of the appointment. "I want to strengthen what I have to offer, and the idea that there's this place where people can come to think and exercise creativity, it creates so many possibilities. It's a privilege to have access to this knowledge."



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 216 individuals over six years will receive scholarships (36 were awarded in the 2012-13 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.

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

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.



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



"One of the best learning experiences of my life. The Banff Centre offered such knowledgeable teachers and a great learning environment."

~ Brian Jackson
Programs Manager
National Association of Friendship Centres
Ottawa, ON



HOW TO REGISTER

Register for your Indigenous Leadership and Management program by mailing the completed registration form supplied, by phone at 1.888.255.6327, by faxing it to 403.762.6422, by email at indigenousleadership@banffcentre.ca, or online at 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. Alexia can assist you with selecting your program, and will answer any questions or provide assistance in completing your registration form.

SCHOLARSHIPS AND GROUP SAVINGS

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.

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.

FIND PERSPECTIVE AT THE BANFF CENTRE



READY TO CHANGE THE WORLD?

Learn more about our Leadership Programs
and Custom Solutions for Organizations
Leadership Development at The Banff Centre

1.800.590.9799
banffcentre.ca/leadership

You want to change the world with the work you do in your community or organization. Leadership Development at The Banff Centre can help equip you with the skills you need to make meaningful change.

We accelerate ideas, develop leaders, and host conversations across boundaries to imagine and deliver on a better future for the world we all share.

Join us to find fresh perspective and wake up to new possibilities, reimagined ideas, and renewed courage and passion for the work you do.



The Banff Centre
inspiring **creativity**

SIGN ME UP

Complete this form and fax to 403.762.6422 or register online at 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:	\$1,300.00
Meals & Accommodation	\$1,275.00
Tourism Improvement Fee	\$13.60
Alberta Tourism Levy	\$27.75
GST	\$179.43
TOTAL	\$3,795.78

CANCELLATION POLICY

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

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

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

SUBSTITUTION POLICY

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

TRANSFER POLICY

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

CHANGE POLICY

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

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**



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 2013 - 2014

OCTOBER 2013

OCTOBER 20 – 25

Negotiation Skills Training

NOVEMBER 2013

NOVEMBER 17 – 22

Leading Teams: Good Governance for
Councils and Boards

NOVEMBER 24 – 29

Indigenous Leadership and
Management Development

DECEMBER 2013

DECEMBER 8 – 13

Indigenous Women in Leadership

JANUARY 2014

JANUARY 26 – 31

Best Practices in Indigenous Business
and Economic Development

FEBRUARY 2014

FEBRUARY 2 – 7

Inherent Right to Indigenous
Governance

FEBRUARY 23 – 28

Negotiation Skills Training

MARCH 2014

MARCH 2 – 7

Leading Teams: Good Governance
for Councils and Boards

MARCH 23 – 28

Establishing Institutions
of Good Governance

APRIL 2014

APRIL 27 – MAY 2

Indigenous Strategic Planning

MAY 2014

MAY 11 – 16

Indigenous Leadership and
Management Development

JUNE 2014

SUMMER BREAK FOR INDIGENOUS LEADERSHIP AND MANAGEMENT PROGRAMS
JOIN US IN BANFF FOR THE 2014 BANFF SUMMER ARTS FESTIVAL

OCTOBER 2014

OCTOBER 19 – 24

Negotiation Skills Training

NOVEMBER 2014

NOVEMBER 16 – 21

Leading Teams: Good Governance
for Councils and Boards

NOVEMBER 23 – 28

Indigenous Leadership and
Management Development

DECEMBER 2014

DECEMBER 7 – 12

Indigenous Women in Leadership

WELCOME TO THE BANFF CENTRE

SACRED AND TRADITIONAL TERRITORY
FOR TREATY 7 FIRST NATIONS



INDIGENOUS LEADERSHIP AND MANAGEMENT

For 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 programming at The Banff Centre enhances opportunities for Indigenous artists to research, conceive, and produce Indigenous work with cultural integrity and artistic merit. Since its inception in 1993, Indigenous Arts has offered programs and creative residencies in disciplines including music, dance and choreography, visual and digital arts, and writing.

Program Director: Sandra Laronde

Our scenic campus is located on the slopes of 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