

A group of seven young Indigenous people, four men and three women, are posed for a group photo outdoors. They are sitting on a grassy bank next to a large body of water, with a dense forest and mountains in the background. The group is diverse in appearance and is wearing various styles of clothing, including traditional Indigenous patterns and modern casual wear. Some are wearing beaded necklaces and traditional moccasins. The overall mood is positive and community-oriented.

Buffalo Mountain Drum

Indigenous Leadership Programs 2018-19

Coming
of Age

Stoney Nakoda Youth
Council gives local
youth strength
to make change

BANFF
CENTRE
FOR ARTS AND
CREATIVITY

Like ships in the night, Caroline Monnet's solo exhibition at Banff Centre's Walter Phillips Gallery. Photo by Rita Taylor.

Cover photo: Members of the Stoney Nakoda Youth Council gather in front of Mount Yamnuska. Back (left to right): Taylor Crow Spreads His Wings, Gage Beaver, Kandace Alexander. Front: Daryl Kootenay, Ariel Crawler, Tricia Young, Isaiah Peacemaker. Photo by Donald Lee.

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Jam session with Re(Claim) artists-in-residence. Photo by Donald Lee.

Director's Message



TANSI!

This summer, Banff Centre for Arts and Creativity celebrates 85 years of creative practice in the Canadian Rockies. For generations, the Centre's home on the side of Buffalo Mountain in Treaty 7 territory has been a place of creation and collaboration. We are proud to continue that tradition today as thousands of artists and leaders come together to realize their creative potential here every year. Banff Centre has created an intergenerational

legacy of strong community leaders. In this edition of *Buffalo Mountain Drum*, we honour them: our community members. The changemakers.

This year we are proud to showcase people who are creating and inspiring positive change in their own lives, communities, or organizations. We start with a visit to Oilfields High School where a dedicated group of students are leading reconciliation efforts in their region by facilitating Blanket Exercises with adults and children of all ages. Then we take you to Stoney Nakoda where The Stoney Nakoda Youth Council members are working hard to bridge the gap between youth and Elders in their nation by encouraging young people to speak up. And finally, to Rosseau River First Nation where a Banff Centre alumna is using her formal education to create programs that help house band members.

Banff Centre remains steadfast in its commitment to truth and reconciliation. Since hosting a Truth and Reconciliation Summit in 2016, the Centre has introduced a Leadership program called *Truth and Reconciliation Through Right Relations* that is dedicated to better understanding the truth of Canada's shared history with Indigenous Peoples. The program is now being offered to Banff Centre staff, Board of Governors, and senior leadership. We have also introduced a monthly Truth and Reconciliation Speaker Series for Bow Valley residents to engage in relevant topics, local discussions, and learn more about Indigenous culture, history, and knowledge. The series is co-hosted in partnership with Banff Canmore Community Foundation.

I hope you enjoy this edition of *Buffalo Mountain Drum*, and I look forward to welcoming you to our campus.

Sincerely,

Brian Calliou "Apahto' Kii"
Director, Indigenous Leadership Programs
Banff Centre for Arts and Creativity



Mending the Blanket

BY NICOLE NICKEL-LANE

The Blanket Exercise student facilitators at Oilfields High School: Chloe, Rainbow, Tameka, Jayden, Kayle, and Jorja.

The team has conducted about 45 workshops within the community and regionally for adults and students of all ages.

Photo by Nicole Nickel-Lane.



Students reconnect to their ancestry through the Blanket Exercise

THE PATCHWORK QUILT. Many of us have one in our closets. They can be simple, functional uses of scrap fabric or gifts to honour weddings and births. No two quilts are the same, and yet they share a deep commonality. Somebody stitched each square together with love. You see a patchwork quilt in someone's home and you understand.

Oilfields High School is located in Black Diamond, Alberta, about a half-hour southwest of Calgary. Approximately 35 First Nations, Métis, and Inuit students attend the school, about one third from the Stoney Nakoda Nation in nearby Eden Valley. Up until 2015, these Indigenous students felt isolated from the rest of the school population: set apart from the mainstream, 35 against hundreds, a microcosm of the world outside.

Darlene Cox, First Nations Métis Inuit Success Coach for Foot-hills School Division, knew this wasn't a healthy situation for any student.

"It begins with youth," she replied, when asked how she thought reconciliation would take hold in Oilfields High School. "The kids get to decide how their lives will go. It's my job to give them opportunity."

The opportunity Darlene gave the school was to bring the kids – Indigenous and non-Indigenous students alike – together to tell the story of this land from pre-contact to present day through an interactive workshop called the Blanket Exercise.

In the Blanket Exercise, participants spread blankets across the floor, creating a giant patchwork quilt representing all of Turtle Island, and the participants stand upon the blankets representing all peoples. Artifacts such as moccasins, beadwork, and Métis sashes are handed out to some, and others read scrolls with quotes from Indigenous youth, artists, activists, Chiefs, the Truth and Reconciliation Commission of Canada, Indian Act, British North America Act, and Royal Commission on Aboriginal Peoples. Bit by bit, as the scrolls are read and

blankets are taken away, the fabric literally unravels beneath the participants' feet. Friends and relatives who lose their ancestral lands are cast outside the frame. Those who remain are disconnected from the people and the land that once held them together, until finally all that remains are blankets folded so small that only one person can stand – scattered shreds that bear no resemblance to time immemorial, the gaps between too wide and random to even try to mend.

It's a visceral demonstration of how a culture is destroyed through assimilation. But there is learning, healing, and ceremony during each Blanket Exercise, beginning with a smudge and ending with a circle talk to allow participants to share their experience. "The adults get pretty emotional," Grade 8 Jorja says with a small smile. "The kids just process, especially if there are Indigenous kids in their school."

Through the transformations she's witnessed within her school, Darlene knows reconciliation is within reach. Healing is happening. The gaps between are shrinking. This is particularly evident when students are confronted with hotly divisive issues such as the Colten Boushie case, which might normally have ripped Indigenous and non-Indigenous students further apart, yet now there are relationships and dialogue.

"We do this work so that people can share the insights they have learned, of the healing of our shared past that needs to happen in order to move forward," explains Darlene. "This is just as important for Indigenous as non-Indigenous participants. The healing needs to happen on and off reserve." The quilt may look much different in the generations ahead, but these acts of reconciliation are helping students reconnect to their own stories and ancestry, one piece at a time.

Darlene attended Banff Centre's Truth and Reconciliation Summit in 2016 with three students from Oilfields High School. The Blanket Exercise is their answer to the Truth and Reconciliation Commission's Call to Action 63.3.



The Art of Traditional Storytelling

BY SARA KING-ABADI



Renelitta Arluk brings Indigenous voices to the main stage

Left: Photo by Red Works Photography.

Right: Participants in the *Indigenous Team Storytellers and Spoken Word Residency* share their work. Photo by Rita Taylor.



RENELTTA ARLUK is an Inuvialuit, Cree, and Dene artist from the Northwest Territories who has been changing the face of Indigenous theatre for over a decade. The first Aboriginal woman and first Inuk to graduate from the University of Alberta's acting program, Renelitta continues to bring Indigenous stories to the main stage as the Director of Indigenous Arts at Banff Centre, a position she was appointed to in November 2017. On the heels of her first Indigenous Arts residency at the Centre, *Buffalo Mountain Drum* sat down with Renelitta to look at the past, present, and future of Indigenous voices.

SK: Why is Indigenous storytelling important?

Renelitta: It's about the Indigenous voice, that's the primary work that I do as an artist. The way that we share our identity and our culture with everyone is through story. We often connect to something that happened to us personally, or something somewhat connected to our personal circle, and then we share that as a form of teaching. We're never really separated from our own teachings [and] we always, kind of, identify with that. So Indigenous storytelling is a really powerful way of communicating.

You've been creating Indigenous theatre for over a decade now. How have you seen the landscape change?

When I was just starting out it was very competitive, and I felt like it was pretty cliquey. There were these real dry spots where there was no Indigenous theatre going on, and then there were areas where there was Indigenous theatre going on but it was very exclusive. One thing I really notice now, is that we all want to succeed with each other.

I look at Kevin [Loring] being [the first artistic director for Indigenous Theatre] at the National Arts Centre (NAC). I look at my position at Banff Centre, I look at Margo Kane [founder of Full Circle: First Nations Performance]. We all talk to each other and we all go yes, how can we help each other and how can we elevate all of us?

That's huge, because these positions are becoming available and we have real opportunity to change the Indigenous arts landscape in this country.

How have you seen audiences change over the years?

Our stories were never part of the seasons at non-Indigenous theatres. Then when Peter Hinton did *Copper Thunderbird* [the play by Marie Clements] at the NAC, it changed the game. Other major companies started following suit. It was sold out. It was standing ovation every night and it was just a hugely successful play. It launched a bunch of us.

These things wouldn't happen if the audiences didn't come to see our stories. We're actually the true Canadian stories. We have stories for decades that have never been told. Hollywood's used up all the genres. They're just recycling stories now, and now they need to actually ask "What do you have?". Audiences want to hear a different narrative, and it's kind of beautiful because you're seeing the success of our artists because of that.

How do you see the future of traditional storytelling, moving forward?

There are a lot of spaces being made for Indigenous storytelling and leaders. These niches are being carved out for the Indigenous voice in non-Indigenous spaces and that's really powerful. We're not just Indigenous – we're two-spirit, trans, female, male, family, old Indigenous; there are all these wonderful, diverse voices that are starting to come through. We don't need to tell just one narrative anymore. We get to tell our narrative.

For more information about Indigenous Arts programs at Banff Centre, visit banffcentre.ca/indigenous-arts

Indigenous Arts programming at Banff Centre is generously supported by RBC and The Slaight Family Foundation.

Coming of Age

BY BECKY HILL

The Stoney Nakoda Youth Council gives local youth strength to make change

Members of The Stoney Nakoda Youth Council. Photo courtesy Daryl Kootenay.

A TRADITIONAL COMING OF AGE CEREMONY is when a youth is sent off alone on a journey into nature. The purpose being to go inside yourself, reflect, and then return home grounding this newly found knowledge with your family.

Daryl Kootenay is a traditional artist, speaker, youth leader, and proud father. With his mother from Stoney Nakoda Nation of Treaty 7 and his father a member of the Dine (Navajo) Nation in New Mexico, the desire to explore is in his blood. After graduating high school Daryl travelled globally to volunteer with Canada World Youth and Rotary International in countries such as Peru, Nicaragua, Africa, and recently Mexico – each time going on his own personal journey.

Regardless of where he travelled, he always returned home to share his knowledge by volunteering throughout the Bow Valley to inspire youth. The Stoney Nakoda Youth Council started as an idea while he was working with the organization Canada Bridges. And with help from Cathy Arcega, Daryl and council co-founder Tara Beaver transformed this idea into a reality. The Youth Council is now safe space for youth to gather, grow, and find their voices.

Like many other communities in Canada, the Stoney Nakoda Nation – which is made up of three bands: Wesley, Chiniki, and Bearspaw – struggles with addiction, crime, suicides, and unemployment. The Youth Council aims to create unity and strength throughout their community.

When talking about how he found the strength to be a leader, Daryl says: “You have to look back to see how far you’ve come. I look back on all of the challenges First Nations have overcome in the past... and they were big challenges. So we can now have big visions to create big change.”

The Youth Council gives each individual time to focus on their own journey and then bring it back into the community. It’s a transitional space for them to find that strength to make change not only for themselves, but also for generations to come.

“The challenge is letting go, changing your beliefs about yourself. Then the fun comes... the beauty, the possibilities; you see the community differently and that in turn heals the community,” says Daryl.

Since co-founding the council, Daryl has helped members obtain their passports, allowing them to attend different conferences, such as the 2017 United Nations permanent Forum on Indigenous Issues in New York City. Members are also fundraising to participate in their own volunteer work overseas.

In the beginning of 2017, The Stoney Nakoda Youth Council partnered with Banff Centre to give each member the opportunity to work towards their Certificate of Indigenous Leadership, Governance, and Management Excellence. The certificate is awarded to individuals who recognize the importance of continuing education and have successfully completed a total of seven Indigenous Leadership programs.

Two members have already completed their certificates and others continue on their journey toward leadership – gaining the knowledge and skills to rebuild their nations. Daryl, a proud recipient of the certificate, is now faculty for Banff Centre’s Indigenous Leadership programs, passing on even more wisdom.

To learn more about the Certificate of Indigenous Leadership, Governance, and Management Excellence, visit banffcentre.ca/leadership

“Banff Centre’s support not only gave us the tools to better structure ourselves, but also helped us grow as individuals. During my stays there, Banff Centre helped me reach new comfort zones.”

Joey Makinaw Labelle

Youth Council member and Certificate of Indigenous Leadership, Governance, and Management Excellence recipient



“In the old days when we hit that certain age, we were taught to be men, we were taught to survive, but lately we’ve been teaching ourselves to blend in with the modern world. Every youth has a voice. I’m speaking for the youth, as a youth, when I say we want to be included.”

Gage Beaver

Youth Council member and participant in Indigenous Leadership programs



Building Blocks

BY JOSHUA KNELMAN



Photo by Rita Taylor.

Banff Centre alumna and affordable housing advocate Angie Prince-Smoke reflects on her educational journey

ANGIE PRINCE-SMOKE was raised in Long Plain First Nation, Manitoba, just southwest of Portage la Prairie. Her grandfather was a First Nations politician who served throughout Manitoba – he was an advocate for education, and if he ever saw Angie on a school day he would ask: “Why are you home? Go to school,” she remembers.

“For First Nations, I’ve learned that education is power.”

But she didn’t always feel that way. As Angie puts it, “I was a reserve kid with an attitude. I had a big chip on my shoulder.” In high school, she carried that chip with her on the bus every morning to Portage la Prairie – off reserve. “I was stubborn back then. I didn’t care if you were the teacher, or the principal. I carried that chip around for 30 years of my life.”

She struggled to find the right education program. Her mother had gone to university and her father to trades college, but after two years of Angie’s Bachelor of Education, she decided it wasn’t quite the right fit. Plus, she and her husband were starting a family, and by the time she was 30, she was raising two children.

Angie’s father, meanwhile, was working for the Dakota Ojibway Tribal Council, and he was encouraged by the Council to seek out professional development opportunities. That was how he came to attend Banff Centre’s Indigenous Leadership programs, where he earned a Certificate of Indigenous Leadership, Governance, and Management Excellence. The certificate is awarded to individuals who successfully complete a total of seven programs; three compulsory and four optional.

Inspired by her grandfather’s words and her mother and father’s pursuits, Angie never gave up on the concept of formal education. She completed a Business Administration Certificate at Yellowquill College, a certificate for Certified Aboriginal Financial Manager, and a diploma in First Nation Management and Administration. By the time she graduated in 2015, she’d already been hired by Ginew Housing Authority Inc. in Roseau River First Nation to manage its urban rental properties.

A year into the new job, Angie helped Ginew launch a new initiative: The First Time Home Ownership Program, focused on aiding Roseau River band members to buy homes off the reserve. The idea was to allow qualifying Indigenous workers a way to afford homes that were close to where they needed to live and work, by giving them support and assisting with the money for a down payment. Since 2016, eight Roseau River band members have bought houses with the assistance of the program.

At Ginew, Angie was asked by the board to explore professional development opportunities, so she started looking around at options. Then: “A light bulb went on. Banff Centre,” she said. “Because of my dad’s experience.”

Within the last year and a half, Angie has already completed three programs toward her own certificate, including *Indigenous Women in Leadership*, which had a profound impact on her. “This experience helped me let go of the negativity in life, and to become a better human. It was tough, but it was an awakening. We’re all evolving, all the time, and I feel like *Women in Leadership* sped up that process for me,” she says. “A lot of the people I met during the program were my peers, and we shared a drive and similar desires. We were from coast to coast, so our cultures were extremely different,” she remembers. “So, we’re all learning about different cultures, networking, and building relationships.”

“I try to be a role model, especially for my daughter and nieces. As First Nations women, we have a certain image that is put upon us, and, a lot of the time, we just accept it. And that’s why I had an attitude all those years, and that chip on my shoulder. This program has changed the way I see things, and embrace things in my life,” she explains.

“I’ve always been open, but I was still shy,” she smiles. “Now, I’m less shy – and no chip on the shoulder.”

Angie is a recipient of the Indigenous Woman’s Achievement in Community Leadership Award at Banff Centre.

Bowing Beyond Genres

BY LYNDA VANG

CRIS DERKSEN IS A HALF CREE AND HALF MENNONITE cellist/composer who is making waves with her genre-bending music. A classically trained cellist, Cris composes classical and electronic music around traditional powwow songs to create a sonic landscape that is unified and yet, rooted in musical tension. Nominated for countless awards, including a 2016 JUNO Award nomination for Instrumental Album of the Year, she is a part of the vanguard of other innovative Indigenous artists who are creating from the realm of traditional music and going beyond what was done before. With new music on the way and a premiere at Banff Centre this summer, Cris will undoubtedly continue to push boundaries into a new musical era.

On carving out her own space for her genre-bending music:

What I was doing was not a part of the classical world. My music was too different. I didn't really start playing the classical music circuit until a couple years ago after *Orchestral Powwow* came out. Before that, it was six years of only doing folk festivals, independent festivals, and art festivals – which were all really fun. Classical music didn't know where to place me so they didn't. The thing about that is, there are many venues I can play and places where I do fit. So it doesn't matter if I don't necessarily fit into one person's agenda for the year because I know I will fit into their agenda in three years once they've caught up.

On the different intersections of her music:

It all comes from me because I am half Cree and half Mennonite. I'm classically trained but also very much live in the urban world; especially with *The Cusp* I wanted to take the cello out of the "high class" concert hall and put it more on a street level and into bars. My music has definitely been an evolution. My own perspective is an intersection of contemporary and classical and traditional – and it feels like I'm braiding all of the things together. It's like being a jeweller. I can take different things that I like and explore those spaces and make it my own.

On incorporating Indigenous traditions in her music and performance:

I wanted to keep the powwow music as full pieces and honour the music as much as I could, so I composed around what was already done to create the sounds on *Orchestral Powwow*. With classical music right now many people want to incorporate Indigeneity to the music, but more often than not, they don't hire an Indigenous composer. I wanted to confront the idea of what Indigenous art is but also showcase the Indigenous artists front and centre. When we perform *Orchestral Powwow* live, all of the orchestral players are in a regular semi-circle around the drums and we don't have a conductor. There is no conductor because we wanted to take out, what is usually, a white man telling us what to do, and instead, we listen to the Indigenous drum because that is the heartbeat; and we have to listen to it and follow it – and this is also a conceptual metaphor on Canada.

On her music as a political statement:

If we look back at it, folks say that to be Indigenous is political because we're not necessarily supposed to be here if all the things went according to the plan of various governments. So I think the act of *being* is a form of resistance. I always want to use my lens to showcase certain political things and create a space where there is room for conversation.

On blending disparate musical genres to create musical tension:

When I was in university, I took a pop music theory course. While in this course I realized that we are using all these western ideas and idioms and we're imposing them on top of music that comes from Africa. Yes, we can impose things but are these words actually fitting? Does it actually work? I think about my music in a similar mind frame. Yes I can definitely impose these cultural elements on top of one another – and they work, but are the relationships equal to begin with? I think tension in music is fine. Tension is beautiful. Tension is real.

Cellest Cris Derksen braids traditional and contemporary with genre-defying music



Photo by Nadya Kwandibens.

Cris' newest work will premiere at Banff Centre in July 2018. Tickets are available at banffcentre.ca/events



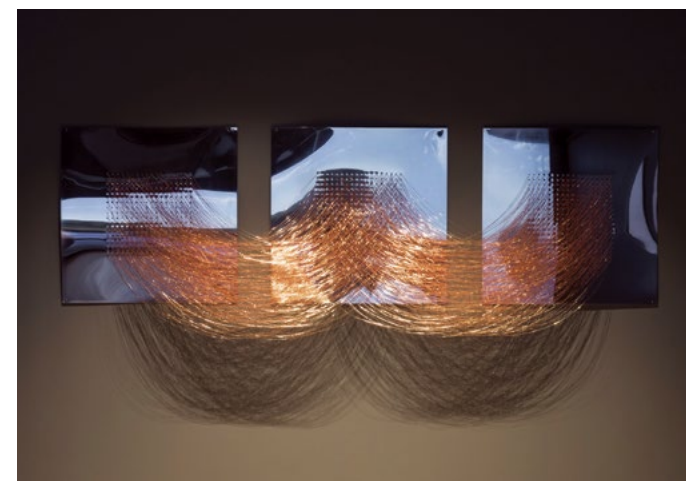
TOP: **Don Ahnahnsisi McIntyre**, an Ojibway/Algonquin of the Wolf Clan from Timiskaming First Nation in northern Quebec, was honoured by Elder Tom Crane Bear in a Naming Ceremony held on December 15, 2017. In his 15-year association with Banff Centre, Don has acted as faculty lead for Indigenous Leadership programs. He has designed and delivered many custom programs for Indigenous communities and corporate clients across Canada.

LEFT: **Kluane Adamek**, from Kluane First Nation, was appointed Interim Regional Chief for the Assembly of First Nations by The Council of Yukon First Nations on January 17, 2018. Kluane is the only female regional chief on the national assembly, and will serve until the election this summer. Kluane is an alumna of *Our Voices*, a program in which Banff Centre supported Yukon youth to build and develop their Indigenous leadership and management skills for two years as a way to build capacity to deliver youth programs to their members.

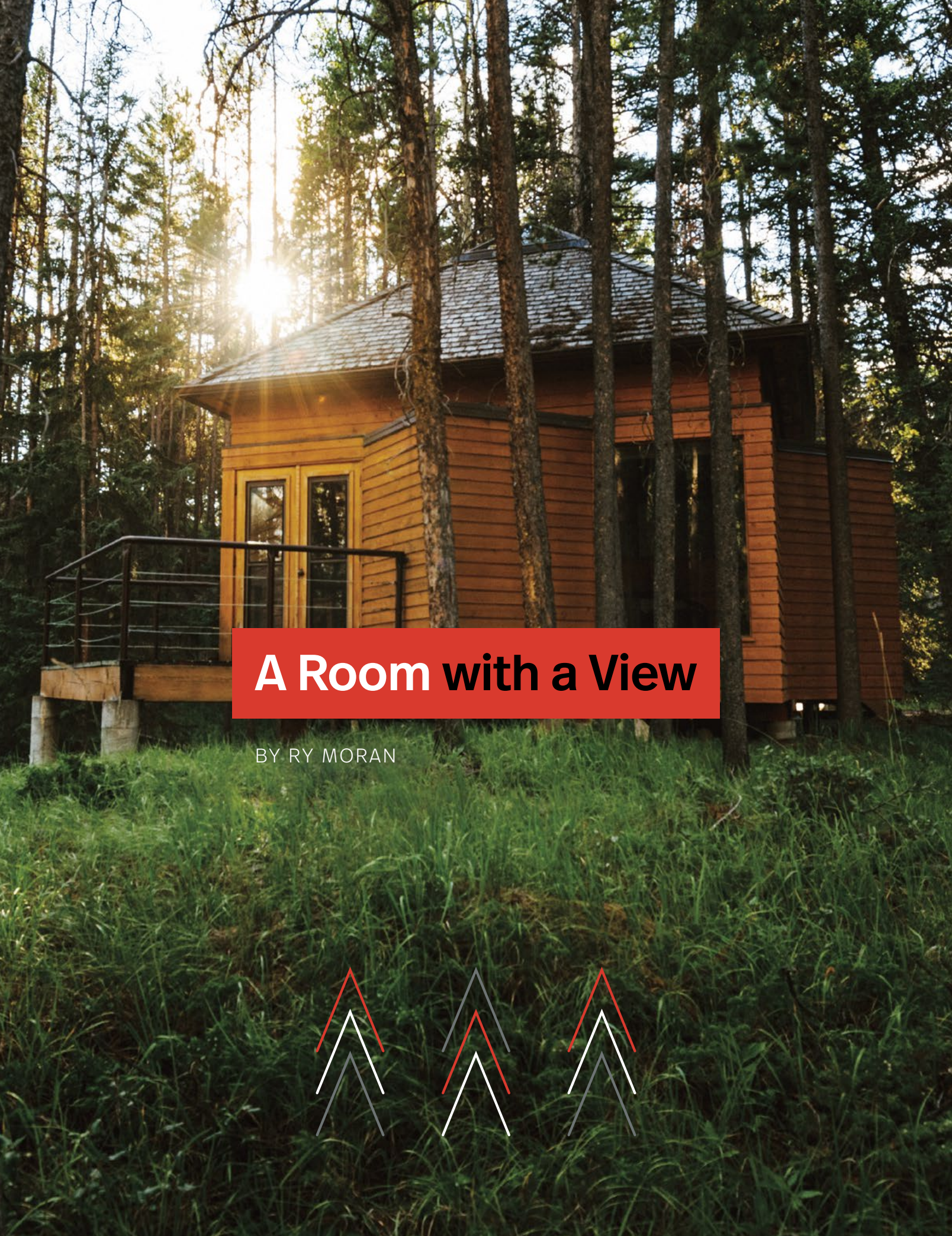
“Our past leaders and regional chiefs have worked incredibly hard,” Kluane said. “I am honoured to carry forward this leadership and determined to build on their important contributions by bringing new energy, passion and ideas for the benefit of all Yukon First Nations.”

TOP: Brian Calliou, Director of Indigenous Leadership Programs at Banff Centre, accepts a cheque from students at **Strathcona-Tweedsmuir School** in Okotoks, Alberta who fundraised \$5,000 in support of Indigenous Arts and Leadership.

RIGHT AND BOTTOM: With support from the 2017 Walter Phillips Gallery Indigenous Commission Award, visual artist **Caroline Monnet** opened a solo exhibition at Banff Centre’s Walter Phillips Gallery called *Like ships in the night* in January 2018. Caroline is the second recipient of the Indigenous Commission Award, which supports the creation of original works by Indigenous Canadian artists.



Year in Review



A Room with a View

BY RY MORAN



Banff Centre’s Leighton Artists Studios provide space for resistance



FOR MANY ARTISTS, the balance between the pressures of daily life and creativity is a delicate one. The way life often goes, finding that sacred time for focused creative work can end up getting squeezed as a result of the other priorities and pressures.

I know this is certainly the case in my life. A not-so-chance call from a recruiter some nine years ago resulted in an extremely intense period documenting and preserving the history of the residential school system through the Truth and Reconciliation Commission and now the National Centre for Truth and Reconciliation.

During this time, music and composing shifted from a professional passion I took seriously to a refuge of personal solace – a cocoon of emotional processing that allowed me to return to a sense of wholeness in light of the history and emotional heart-ache I was encountering.

But the songs kept coming, as did the internal pressure to share them despite my general dissatisfied acquiescence that perhaps music’s role in my life had shifted for good. The artists call could not be suppressed in spite of my attempts to try.

In 2017, I took my first visit to Banff Centre. In the shadow of Sleeping Buffalo Mountain, I realized I was visiting a place where wholeness, creativity, leadership, and passion for the mountains, environment, and social change were intrinsically linked. I was in a place where all visitors were encouraged to find their inner artist – to embrace the creative force inside of them and to apply this in their daily and professional lives.

The Davidson Studio.
Photo by Chris Amat.

This initial visit resulted in a 10-day retreat to one of the Leighton Artists Studios with a beautiful Steinway Model A and truckload of equipment from my home studio. Ten days to reconnect with myself, with my art, with my dreams, with the call, and with a sense of wholeness.

The final song I left with was entitled “Resistance”. While written about the long-standing requirement for Indigenous Peoples to resist the continual erosion and destruction of our collective cultures, perhaps the title speaks to something more fundamental to the artists’ process.

Perhaps it is through resisting the inevitable counter force to the creative process – the fatigue, the doubt, the fear, the slippage of time – that we are able to find our true selves.

In the shadow of towering mountains, I couldn’t help but draw the connections between the fear encountered on the sharp end of a climbing rope and the inner fear of artistic vulnerability I was exploring. For me, both these challenges were placed on hold while I faced new challenges in the space of Truth and Reconciliation.

The Leighton Artists Studios and Banff Centre allowed me to find a space – a space to resist the passage of time and to dedicate focused time honoring the creative process. I found something here. I hope you do as well.

Ry Moran is a recipient of a Banff Centre Paul D. Fleck Fellowship. Maintenance of the studios is supported by the Leighton Artists Studios Facility Renewal Endowment.



Hustle & Bustle/Downriver House by Bruno Canadien, created during an Indigenous Visual and Digital Arts Residency. Photo by Rita Taylor.

Primary Colours

BY FRANCE TRÉPANIÉ

I AM AN ARTIST, CURATOR, AND RESEARCHER of Kanien'kehà:ka and French ancestry. I was born on Algonquin territory in Québec. For the past 17 years I have worked and lived with my family on beautiful, unceded Lekwungen and WSÁNEĆ territory on Vancouver Island.

I stand on the shoulders of strong Indigenous artists, mentors, and Elders. I am humbled by their generosity and support. They have taught me the importance of listening carefully, of nurturing relationships, and of honouring Indigenous worldviews and ways of being.

My work is guided by principles of respect, relevance, relationality, responsibility, and reciprocity, as developed by Indigenous scholars Linda Tuhiwai Smith and Shawn Wilson. I have come to realize that my artistic and curatorial practices are often informed by my role as a 'passeur'. I bring people from one side of the river to the other side and while there, bring other folks back to the first side. It is modest translation work: interpreting concepts, languages, and worldviews.

I am profoundly convinced of the criticality of the work done by Indigenous artists. They are involved in preserving traditional knowledge, while creating new artworks that respond to the world we live in today. Indigenous art practices are profoundly connected to the land. They inform us of where we have been, of where we are, of where we are going. They ground us. Indigenous arts are unique to this land. They exist nowhere else. This is their homeland.

The Canadian art system was built on two faulty assumptions: the first one is that Indigenous cultures were intrinsically inferior and vanishing; the second is that European art was superior and represented 'real' art. For the past 50 years, the art system has overwhelmingly supported these European art forms to the detriment of Indigenous art. I have devoted a significant part of my professional life to transform this situation, by challenging Eurocentric supremacy and by actively supporting Indigenous artists in the creation and presentation of their work.

My governance work is also in service of this vision. I have served and still serve on a number of boards and advisory bodies, such as the Indigenous Program Council at Banff Centre for Arts and Creativity, the OCADU Aboriginal Education Council, the Aboriginal Curatorial Collective, and the National Aboriginal Network of Arts Administrators.

I am currently co-director, with Chris Creighton-Kelly, of *Primary Colours/Couleurs primaires*, a three-year initiative that seeks to place Indigenous arts at the centre of the Canadian art system. It also asserts that art practices by people of colour play a critical role in imagining Canada's future(s).

My creative work is multifaceted – as an artist, curator, teacher, writer, and mentor. This work is located in the space between artists, communities, and institutions. This is a complex, challenging yet fertile area where change can be manifest. I hope to engage each member of my various audiences so that they can experience the mystery, the depth and the imaginative vision of Indigenous artists.

Primary Colours/Couleurs primaires continues its evolution with a residency at Banff Centre in summer 2018, where France and Chris, co-authors of *Understanding Aboriginal Arts in Canada Today: A Knowledge and Literature Review*, will deepen the conversations started during their initial gathering in September 2017.

Indigenous Leadership Programs

Be part of a legacy of strong Indigenous leaders who have shared their knowledge and skills learned in Banff with their communities and organizations to lead change and achieve results.

"I have always believed since day one that Banff Centre is a place of sacred learning. I leave knowing that others will benefit as well."
Trina Daniels, Stoney Nakoda First Nation, AB

"One day I will be the leader for my community, and this [program] has added tools to help my community."
Hank Adams, Stswecem'c Xgattem First Nation, BC

"I always come away with more knowledge that allows me to not only share with my colleagues what I have learned, but also gives me more tools to be a good mentor to my staff."
Laura Waniandy, McMurray Metis Local 1935, AB

"I can't imagine a more inspirational place for learning."
Gena Calliou, Fort McKay First Nation, AB

"The time I have spent here has made room for my spirit and re-centered me in who I am and who I can be."
Trina Flett, Fischer River Cree Nation, MB

"I have learned more than I thought possible in such a short time and leave here a better version of myself."
Kelly Piche, Fort Chipewan Metis Local 125, AB

"Banff Centre is an amazing space where amazing people gather to share, learn and grow."
Cheryl Recollet, Wahnapiatae First Nation, ON

Indigenous Leadership 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, implement that plan through focused effort, and measure performance. Leaders also learn the knowledge and skills necessary to run effective organizations and build communities with sustainable economies. With investment in their professional development, community leaders will have additional knowledge and tools to achieve incredible change and growth.



Certificate of Indigenous Leadership, Governance, and Management Excellence

To recognize a commitment to continued education, Banff Centre for Arts and Creativity awards a Certificate of Indigenous Leadership, Governance, and Management Excellence to individuals who have successfully completed a total of seven Indigenous Leadership programs. In order to complete the certificate you will need to take three compulsory programs and four additional programs from the options available (one from each element of the wise practices program model).

Indigenous Strategic Planning
September 23 – 28, 2018

Inherent Right to Indigenous Governance
January 27 – February 1, 2019

Establishing Indigenous Institutions of Governance
March 3 – 8, 2019

Optional Programs

Indigenous Negotiation Skills Training
October 21 – 26, 2018
February 24 – March 1, 2019

Leading Teams: Governance for Indigenous Councils and Boards
November 4 – 9, 2018

Project Management for Indigenous Organizations
November 4 – 9, 2018

Wise Practices in Indigenous Leadership
November 25 – 30, 2018
March 24 – 29, 2019

Indigenous Women in Leadership
December 2 – 7, 2018

Indigenous Business and Economic Development
February 10 – 15, 2019

How to Register

To register for a program visit banffcentre.ca/leadership, mail the completed Registration Form supplied on page 35 or fax to 403.762.6345, phone 1.888.255.6327, or email leadershipadmissions@banffcentre.ca.

Scholarships and Grant Funding

Group Savings

Enrol four members of your organization or community and your fifth member will receive free tuition to that program.

Grant Funding

Scholarships may be available to help you offset some of the costs of attending a program. Please complete the Funding Form on page 36, or visit banffcentre.ca/leadership.

Registration Policies

Please read Banff Centre's Registration Policies provided on the Registration Form carefully before submitting. We have policies that cover changes you make to your registration after your initial submission, including a Change Policy, Substitution Policy, Transfer Policy, and Cancellation Policy.

* Please note, the Truth and Reconciliation Through Right Relations program does not offer credit toward the Certificate of Indigenous Leadership, Governance, and Management Excellence.

* Please note, program dates are subject to change.

Indigenous Strategic Planning

September 23 – 28, 2018

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. In this program, you will learn a proven model for strategic planning, based upon systems thinking and its associated processes, tasks, and activities.

Who Should Register?

- First Nations, Métis and Inuit councils, and tribal councils
- 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
- Urban Indigenous organizations and agencies

What Does the Program Offer?

- 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

Elizabeth Logue, Director, Policy and Research, Inuit Relations Secretariat,
Aboriginal Affairs and Northern Development Canada
Murray Dion, President, PMP, P.Log, Syntolis Group Inc.
Daryl Kootenay, Traditional singer, dancer, artist, speaker, youth leader

Fees and Financial Assistance

Tuition: \$2,300 + applicable taxes
Accommodation and meals: \$1,310 + applicable taxes
Grant funding may be available, please ask for details.

Register at banffcentre.ca/leadership

Inherent Right to Indigenous Governance

January 27 – February 1, 2019

Overview

Indigenous nations and organizations are at various stages in exercising local sovereignty. The Supreme Court of Canada, in the Van der Peet case, stated that the sovereignty of Indigenous societies must be reconciled with Crown sovereignty. You will come away from this 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.

Who Should Register?

- Indigenous leaders, administrators, and 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

What Does the Program Offer?

- Examples of traditional forms and processes of governance
- Examples of traditional political philosophies and world-view
- 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

Faculty

Leroy Little Bear, JD, Faculty of Native American Studies, University of Lethbridge
James (Sakej) Youngblood Henderson, Research Director, Native Law Centre,
University of Saskatchewan
John Borrows, Canada Research Chair in Indigenous Law, University of Victoria

Fees and Financial Assistance

Tuition: \$2,300 + applicable taxes
Accommodation and meals: \$1,310 + applicable taxes
Grant funding may be available, please ask for details.

Register at banffcentre.ca/leadership



Establishing Indigenous Institutions of Governance

March 3 – 8, 2019

Overview

As Aboriginal and treaty rights are recognized and affirmed, both through the courts and as the outcome of reconciliation activities with the Crown, Indigenous peoples are implementing self-government as an exercise of self-determination. Establishing strong and appropriate institutions of governance is essential if Indigenous nations and political organizations are to achieve successful nationhood.

Research shows, nations that establish effective and culturally appropriate institutions are better positioned to take action to improve the lives of their citizens. They are less dependent on government transfer payments and become politically and economically more powerful. In this program, participants will be shown tools to build their own Indigenous institutions of governance.

Who Should Register?

- Indigenous leaders, administrators, senior management, negotiators, and planners
- Indian, 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

What Does the Program Offer?

- Establishing capable Indigenous institutions that reflect cultural values and legitimacy
- Understanding how to run institutions of government
- Processes for developing and adopting a nation's constitution, laws, regulations, policies, and community plans
- Institutions for the enforcement of a nation's laws
- Ensuring community support for governance reform and institution building
- Building structures and processes for implementing and operationalizing institutions
- Creating a professional, independent, and culturally appropriate public service

Faculty

Kory Wilson, Executive Director, Aboriginal Initiatives and Partnerships, BCIT
Dr. T.J. (Tim) Raybould, Senior Consultant, The KaLoNa Group

Fees and Financial Assistance

Tuition: \$2,300 + applicable taxes
Accommodation and meals: \$1,310 + applicable taxes
Grant funding may be available, please ask for details.

Register at banffcentre.ca/leadership

Indigenous Negotiation Skills Training

October 21 – 26, 2018 | February 24 – March 1, 2019

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.

Who Should Register?

- Indigenous leaders and managers mandated to negotiate on behalf of their communities and organizations
- Government negotiators and policy advisors who want to understand the Aboriginal negotiations environment and context
- Private sector parties in negotiation with First Nations and the Crown
- Lawyers, consultants, and advisors to First Nations, Métis, Inuit, and government
- Indigenous leaders and managers involved in negotiations with funding agencies

What Does the Program Offer?

- Community and organizational interest clarification to determine your goals for the negotiation outcomes
- A community-based approach to participation and support in the negotiation process
- Positive and negative results of the negotiation outcome
- How to choose your negotiation team and prepare thoroughly for negotiations
- Build your negotiating skills by participating in simulations, role-play, and improvisation
- 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, Indigenous Services Canada
Lorne Ternes, Lorne J. Ternes Professional Corporation

Fees and Financial Assistance

Tuition: \$2,300 + applicable taxes
Accommodation and meals: \$1,310 + applicable taxes
Grant funding may be available, please ask for details.

Register at banffcentre.ca/leadership



Leading Teams: Governance for Indigenous Councils and Boards

November 4 – 9, 2018

Overview

Indigenous leaders, managers, and directors are faced with increasingly complex issues, accelerated change, and new ways of doing business. This program will explore the structure and management of a governing body for maximum efficiency and effectiveness, with particular focus on building solid foundations for Indigenous governance. Participants will come away with tools to understand their leadership style in order to strengthen governance foundations, facilitate new processes, run more productive meetings, and be more effective decision-makers.

Who Should Register?

- Chiefs and senior administrators of First Nations, Tribal Councils, Métis Councils, 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

What Does the Program Offer?

- Principles of governance and wise practices in community development
- Structures of governance
- 'Indigenizing' corporate systems of governance to make the corporate model work for you
- Ensuring organizational effectiveness through governance at the board/council level
- New insights on roles, responsibilities, and performance
- Strategic and management systems
- Legal and financial responsibilities of governing bodies
- Emotional intelligence and team effectiveness

Faculty

Margaret Froh, President, Metis Nation Ontario

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

Fees and Financial Assistance

Tuition: \$2,300 + applicable taxes

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

Grant funding may be available, please ask for details.

Register at banffcentre.ca/leadership



Project Management for Indigenous Organizations

November 4 – 9, 2018

Overview

Project Management (PM) is an essential results-oriented management function of modern organizations, institutions, and communities – large and small. Understanding, proposing, and establishing a professional PM environment is critical to program and project funding development.

Beyond the best-practices aspects of PM, this program explores developing your PM knowledge and skills in the context of Indigenous Wise-Practices – a critical factor. Learn to effectively lead projects to deliver the expected outcomes, on scope, on time, and on budget.

Who Should Register?

- Those responsible for developing, leading, and managing projects in, or with, Indigenous communities and organizations – at all levels
- Those from Indigenous communities, government, industry, not-for-profits, and boards
- Chiefs and councillors, nation administrators, and portfolio directors
- While an asset, no previous project management experience is required

What Does the Program Offer?

- Ceremony, in-person lectures, time outdoors, a creative arts practice, hands-on application of theory, individual reflection, and group activity
- The project management profession, certifications, standards, frameworks, and methodologies
- PM fundamentals, processes, techniques, and tools
- Exploration of the link between strategic planning and PM
- An understanding of the difference between PM and operational management
- The PM Triple Constraint
- Establishing an Indigenous Wise-Practices approach to PM
- PM planning techniques through a practical business case exercise
- Change management and performance management

Faculty

Murray Dion, President, PMP, P.Log, Syntolis Group Inc.

Sheila Niganobe, Risk Management, Strategic Planning Director, Mississauga First Nation

Logan Ashley, Project Manager, Catcher Project Consulting

Fees and Financial Assistance

Tuition: \$2,300 + applicable taxes

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

Grant funding may be available, please ask for details.

Register at banffcentre.ca/leadership

Wise Practices in Indigenous Leadership

November 25 – 30, 2018 | March 24 – 29, 2019

Overview

Learn about yourself as a leader – your values and principles. You will be provided with tools to help you improve your performance, along with the opportunity to practice using them. The emphasis throughout this program will be upon using hands-on techniques to help you master competencies to create strategic focus within your organizations and achieve both personal and organizational goals. Learn a model that will help move your nation or organization from forming a vision, through to developing tactics, to implementation and operational priorities for management.

Who Should Register?

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

What Does the Program Offer?

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

Faculty

Erin Dixon, Indigenous Awareness Trainer, Ontario

Daryl Kootenay, Traditional singer, dancer, artist, speaker, youth leader

Fees and Financial Assistance

Tuition: \$2,300 + applicable taxes

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

Grant funding may be available, please ask for details.

Register at banffcentre.ca/leadership



Indigenous Women in Leadership

December 2 – 7, 2018

Overview

Created specifically for women leaders, the Indigenous Women in Leadership program 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 your 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. You will have the opportunity to explore your strengths, values, and purpose to be the most authentic leader you can be.

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.

Who Should Register?

- Indigenous women leaders and managers who are responsible for the future of communities and organizations

What Does the Program Offer?

- 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

Faculty

Dr. Cora Voyageur, Professor of Sociology, University of Calgary

Bernadette Scharpen, Leadership Facilitator and Consultant

Fees and Financial Assistance

Tuition: \$2,300 + applicable taxes

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

Grant funding may be available, please ask for details.

Register at banffcentre.ca/leadership

Indigenous Business and Economic Development

February 10 – 15, 2019

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.

Who Should Register?

- First Nations, Métis, and Inuit economic development corporations and officers
- Leaders responsible for the political and economic future of their nation
- 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

What Does the Program Offer?

- Review of the 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
- 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

Carol Ann Hilton, CEO, Transformation

Trent Blind, Senior Advisor and Executive Management Consultant

Stephen Cornell, Director, Udall Center for Studies in Public Policy, University of Arizona

Fees and Financial Assistance

Tuition: \$2,300 + applicable taxes

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

Grant funding may be available, please ask for details.

Register at banffcentre.ca/leadership

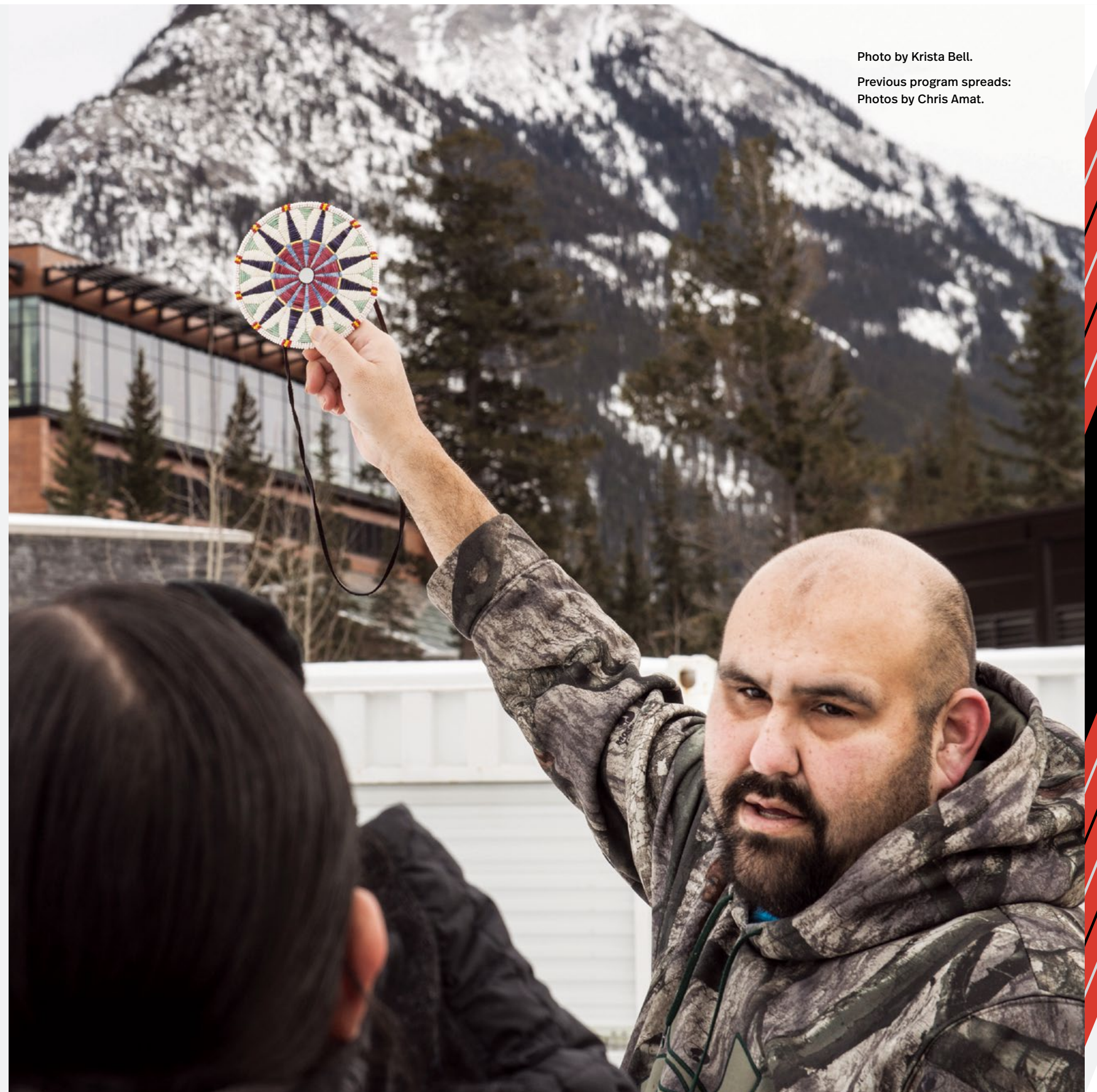


Photo by Krista Bell.

Previous program spreads:
Photos by Chris Amat.

Custom Programs and Applied Research

Custom Programs

Our core programs can be customized to meet the needs of your organization or community. Ongoing applied research, experienced facilitators, and innovative experiential approaches combine to deliver sustainable and positive impacts. We can also customize specific modules of programs to meet your two- to four-day development needs.

Programming is designed to enhance the capabilities of First Nations, Métis, and Inuit leaders and managers, and reflect a clear understanding of Indigenous leadership issues. We assist Indigenous nations and organizations in building capable governing bodies that are compatible with their cultures and traditions.

Applied Research

We 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.

For more information:

banffcentre.ca/leadership
1.888.255.6327
leadership@banffcentre.ca



Indigenous Program Council

Banff Centre for Arts and Creativity engages an advisory body of Indigenous community and business leaders to ensure the quality and relevance of Indigenous leadership programming. Members bring a wide range of knowledge, experience, expertise, and breadth of perspectives.

Ex-Officio Members

Elder Tom Crane Bear, Siksika Nation, Alberta
Howard Jang, Banff, Alberta

Member in Perpetuity

Leroy Little Bear, Lethbridge, Alberta

Co-Chairs

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

Members

Bonnie Devine, Toronto, Ontario
T. Brenda Etienne, Kanesatake, Quebec
Tracy Friedel, Vancouver, British Columbia
Diane Gray, Toronto, Ontario
Rick Hansen, Ottawa, Ontario
Jordan Head, Lethbridge, Alberta
Marilyn Jensen, Whitehorse, Yukon Territory
Tina Kuckkhan-Miller, Olympia, Washington
Vincent Yellow Old Woman, Siksika, Alberta



Supporters

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

Visionaries:

The Lougheed Family
John and Bunny Ferguson

Nexen Chair in Indigenous Leadership Supporter:



Founding:



Access and Travel:

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

\$80,000+ Access:



\$10,000+ Access:



\$30,000+ Access:



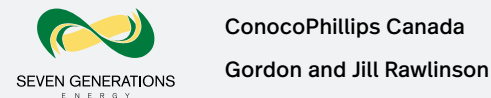
Communications:



Travel:



\$20,000+ Access:



Women's Scholarship:

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

This work is developed with support from the Peter Lougheed Leadership Program at Banff Centre, in partnership with the University of Alberta, made possible by funding from the Government of Alberta.



Empower Indigenous Communities

Donate today to strengthen communities through the wise practices and creative approaches of our Indigenous Leadership programming.

banffcentre.ca/support
or call Candice Noakes
at 1.888.495.4467

Together we innovate.



When we share diverse thoughts, backgrounds, and passions, we all create something much larger than ourselves. That's why the Suncor Energy Foundation is proud to partner with Banff Centre's Indigenous Leadership programming. At Suncor, we believe the best way to build Canada's future is by working together.

Registration Form

Complete this form and fax to 403.762.6345,
register online at banffcentre.ca,
or call 1.888.255.6327

Program name: _____

Program date: _____

Name: _____

Title: _____

Organization: _____

Address: _____

City/Province: _____ Postal code: _____

Phone: _____ Fax: _____

Email: _____

Arrival date: _____ Departure date: _____

Please plan your travel to arrive at 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 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 Indigenous Leadership programs, we require a \$500 deposit when you register. Subsequent payments can be made either by cheque or credit card and all balances are due on or before arrival.

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

Please charge a \$500 deposit to my:

VISA MASTERCARD AMEX

Credit card number: _____

Name on credit card: _____

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

Meals and accommodation: \$1,310

Tourism Improvement Fee: \$14.30

Alberta Tourism Levy: \$29.15

GST: \$181.22

Total: \$3,834.67

The personal information on this form will be used for the purposes of registration, evaluation, and to keep you informed about Banff Centre for Arts and Creativity. The information is collected under the authority of the Post-Secondary Learning Act, Revised Statutes of Alberta, that mandates the programs and services offered by Banff Centre, and will be protected by the

Cancellation Policy

Due to high program demand, and limited number of spaces, 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 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. For late substitutions, there will be an administrative fee of \$500, subject to GST.

Transfer Policy

If you must change your registration to a future date, a one-time transfer will be allowed if received more than 30 days prior to the program start date (otherwise regular cancellation policies will apply). There will be a charge of \$500 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.

Participant 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 and you have been sent a confirmation email. Acceptance is subject to availability.

provisions of the Alberta Freedom of Information and Protection of Privacy Act. For inquiries about the collection and use of this information, contact Leadership Programs, Banff Centre, Box 1020, Station 28, Banff, Alberta T1L 1H5. Telephone: 1.888.255.6327.

Funding Form

Through the generous support of various donors, Banff Centre for Arts and Creativity is pleased to offer a limited number of funding grants to help individuals attend Indigenous Leadership 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 or members 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, Inuit membership, band membership, etc.).

Step 2

Terms and Conditions:

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 (\$500 administration fee applies).
4. A participant not showing up for a program will result in the participant and their organization being ineligible for further grants for the next two years. Regular cancellation penalties will also apply (see registration form).
5. Participants may be asked to meet with their donor during the program to share their experience.
6. Participants must provide a donor thank you letter.

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 supervisor name and title: _____

Phone: _____

The personal information on this form will be used for the purposes of registration, evaluation, and to keep you informed about Banff Centre for Arts and Creativity. The information is collected under the authority of the Post-Secondary Learning Act, Revised Statutes of Alberta, that mandates the programs and services offered by Banff Centre, and will be protected by the

Step 3

Please print clearly.

I wish to apply for a grant for the following program:

Program name: _____

Program date: _____

The amount of funding requested is: _____

Participant's name: _____

Organization and/or Nation: _____

Full address: _____

Phone: _____

Fax: _____

Email: _____

Please ensure your funding application includes the acceptable proof of identification or we cannot consider your request for funding.

To register, and to learn more about our programs, see banffcentre.ca

Please send completed form to: leadershipadmissions@banffcentre.ca



provisions of the Alberta Freedom of Information and Protection of Privacy Act. For inquiries about the collection and use of this information, contact Leadership Programs, Banff Centre, Box 1020, Station 28, Banff, Alberta T1L 1H5. Telephone: 1.888.255.6327.

Right Relations Agreement

Love

Approach the conversation, each other, and the community from a place of love and caring.

Respect

Be open and listen to each other as we explore a conversation that is greater than all of us as individuals. Contribute to a respectful environment at all times.

Humility

Acknowledge that the struggle in reconciliation is different for everyone, use your best judgment and approach each interaction with kindness.

Courage

To acknowledge this is not an easy conversation and to explore truths in an open space – it is okay to make mistakes.

Wisdom

Being open to learning, listening to each other, and contributing our thoughts helps to build collective wisdom and grow from this experience.

Honesty

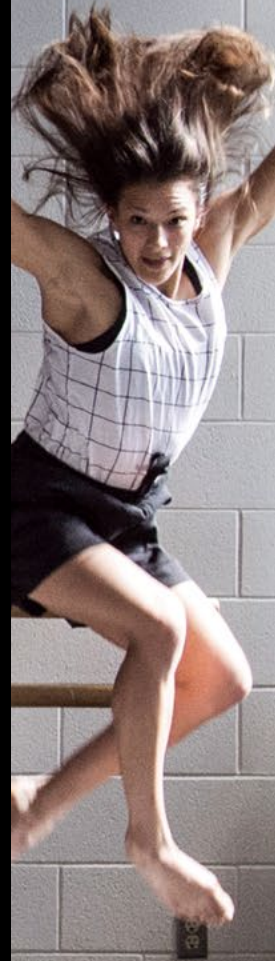
Taking the time to reflect on individual experiences together and honoring the silence as people consider the questions asked.

Truth

Approach with an open mind what lies beneath the surface – speak your truth with an open heart.

Indigenous Dance Residency.
Photo by Donald Lee.

Back cover:
Sleeping Buffalo Mountain.
Photo by Donald Lee.



Calendar

SEPTEMBER 23 - 28, 2018

INDIGENOUS STRATEGIC PLANNING

OCTOBER 21 - 26, 2018

INDIGENOUS NEGOTIATION SKILLS TRAINING

NOVEMBER 4 - 9, 2018

LEADING TEAMS: GOVERNANCE FOR INDIGENOUS
COUNCILS AND BOARDS

NOVEMBER 4 - 9, 2018

PROJECT MANAGEMENT FOR INDIGENOUS ORGANIZATIONS

NOVEMBER 25 - 30, 2018

WISE PRACTICES IN INDIGENOUS LEADERSHIP

DECEMBER 2 - 7, 2018

INDIGENOUS WOMEN IN LEADERSHIP

JANUARY 27 - FEBRUARY 1, 2019

INHERENT RIGHT TO INDIGENOUS GOVERNANCE

FEBRUARY 10 - 15, 2019

INDIGENOUS BUSINESS AND ECONOMIC DEVELOPMENT

FEBRUARY 24 - MARCH 1, 2019

INDIGENOUS NEGOTIATION SKILLS TRAINING

MARCH 3 - 8, 2019

ESTABLISHING INDIGENOUS INSTITUTIONS OF GOVERNANCE

MARCH 24 - 29, 2019

WISE PRACTICES IN INDIGENOUS LEADERSHIP





Welcome to Banff Centre for Arts and Creativity

Canada's home for arts
training and creation

Situated on Treaty 7 territory, Banff Centre for Arts and Creativity acknowledges the past, present, and future generations of Stoney Nakoda, Blackfoot, and Tsuut'ina Nations who help us steward this sacred and protected land, as well as honour and celebrate this place. Our home has a long history as a sacred gathering place for trade, sharing, visions, ceremony, and celebration. That tradition continues today as creative individuals in all artistic disciplines meet here to realize their creative potential.

Banff Centre for Arts and Creativity is generously supported by many passionate individuals, corporations, and foundations. Banff Centre is also grateful for funding from the Government of Alberta through Alberta Advanced Education, Alberta Infrastructure, and the Alberta Foundation for the Arts.

Alberta Government

Canada

Canada Council
for the Arts

Conseil des arts
du Canada

Alberta
Foundation
for the Arts

