



Wolastoqey Tribal Council

October 21 - 24, 2019



BANFF
CENTRE FOR ARTS AND CREATIVITY

Welcome

Founded in 1933, Banff Centre for Arts and Creativity is a learning organization built upon an extraordinary legacy of excellence in artistic and creative development. What started as a single course in drama has grown to become a leading global organization in arts, culture, and creativity across dozens of disciplines. From our home in the stunning Canadian Rocky Mountains, Banff Centre for Arts and Creativity aims to inspire everyone who visits our campus—artists, leaders, and thinkers—to unleash their creative potential and realize their unique contribution to society through cross-disciplinary learning opportunities, world-class performances, and public outreach.

Banff Centre for Arts and Creativity is located on the lands of Treaty 7 territory. We acknowledge the past, present, and future generations of Stoney Nakoda, Blackfoot, and Tsuut'ina Nations who help us steward this 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 leaders, artists, and creators of all disciplines meet here to realize their creative potential. It's our pleasure to welcome you here, to witness this exchange of stories, dance, songs, ideas, and music.



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Session Information

Agenda

Monday 21	Tuesday 22	Wednesday 23	Thursday 24
<p>10:00 A.M. – Noon</p> <p>Overview, Introductions</p> <p>Understanding Planning “Best Practices”</p> <p>Exercise: Current-State Analysis</p>	<p>9:00 A.M. – Noon</p> <p>Tactical Planning: “The Work Breakdown Structure”</p> <p>Strategic Planning Exercise</p>	<p>9:00 A.M. – Noon</p> <p>Project Planning: The Triple Constraint</p> <p>Risk Management and Exercise</p>	<p>9:00 A.M. – Noon</p> <p>Project Management Exercise</p> <p>Project Outcomes Group Discussions</p>
<p>Lunch 12:00 - 1:00</p>			
<p>1:00 – 4:30 P.M.</p> <p>Understanding Indigenous Planning “Wise Practices”</p> <p>Wise Practices Exercise</p> <p>The Planning Ecosystem</p> <p>Strategic Planning: “The Elegant Plan”</p> <p>Daily Wrap Up</p>	<p>1:00 – 4:30 P.M.</p> <p>The World of Project Management</p> <p>PM for Indigenous Organizations</p> <p>The Lego Challenge</p> <p>Project Integration and the Project Charter</p> <p>Daily Wrap Up</p>	<p>1:00 – 4:30 P.M.</p> <p>Quality, Resources, and Procurement Management</p> <p>Risk Management</p> <p>Jungle Escape</p> <p>Team Building: Lessons Learned from Jungle Escape</p> <p>Daily Wrap Up</p>	<p>1:00 – 4:30 P.M.</p> <p>PM Communications and Stakeholders</p> <p>Advanced Project Management Tools</p> <p>Mind Mapping and the Power of Visual Thinking</p> <p>Managing Change: From Vision to Results</p> <p>Program Wrap Up</p>

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.



Wise Practices Model

Research into Indigenous leadership development, which includes community economic development, is a developing area of knowledge. At Banff Centre for Arts and Creativity, we have been conducting applied research into Indigenous leadership development for almost two decades. We became involved in applied research as a way to tell the story of the work and thought leadership that we carry out. The research we conduct and publish informs our program content.



Wise Practices

What is Wise Practices?

In 2010, after a best practices literature review, we adopted the term “wise practices” instead of best practices because of the growing skepticism about the universal application of successful practices in one situation or location to another entirely different context or culture. What criteria are we to use to determine what is “best” as a practice? Is it the Western corporate standard? And what about “success,” is it the suburban middle-class perspective, with its material possessions and personal wealth?

The wise practices model is more contextual and makes room for local and Indigenous knowledge and experience. It also recognizes the wisdom, strength and assets in a community or organization that growth initiatives can be built upon - that is, a strength-based approach. In our wise practices model, culture matters. Besides the underlying principle that culture is an important element to Indigenous community economic development, is the idea of wisdom. There is a growing interest in wisdom by organizational theorists and practitioners who recognize that current leaders and managers need to lead from a place of wisdom and ethics. Indigenous knowledge and wisdom underpins much of our wise practices model and our approach to developing Indigenous leadership.

We also carried out competency map research, and with this information we developed our seven elements of success that make up our wise practices model. The seven elements to success can be thought of as competencies that a person can learn in order to be a competent leader who can lead positive change and healthy growth in their community. Wise practices can be defined as locally-appropriate knowledge, “actions, tools, principles or decisions that contribute to the development of sustainable and equitable conditions.” Research shows that communities or organizations that practice these seven elements in a competent fashion are four to five times more likely to be successful in their ventures and initiatives.

- Brian Calliou, 2018

For more information:

www.banffcentre.ca/articles/wise-practices-indigenous-communities-share-their-stories

Wise Practices Elements

What are the Wise Practices Elements for Success?

1. **Identity and Culture.** Indigenous leaders need to have a strong understanding and grounding in their culture, knowledge, and historical connection to their traditional territories, because they are ambassadors for their people and their place.
2. **Leadership.** It's what leaders do to set a vision or purpose for an organization and persuade others to help translate that vision into reality. In other words, leaders make meaning for their followers and the work they do. Leadership is about ideas, but also about turning those ideas into action and achieving results.
3. **Strategic Vision and Planning.** Strategic plans provide a mechanism for decision-making, they often involve developing strategic priorities for directing limited resources, and can be used to keep everyone accountable. Having a strategic vision and plan also allows community leaders to be proactive rather than reactive.
4. **Good Governance and Management.** Leaders need to establish the structures, systems and processes to govern and manage effectively and efficiently. Building effective governing institutions and management systems allows for leaders or managers to come and go, and the government or organization can continue to operate effectively through such change.
5. **Accountability and Stewardship.** With the significant power they hold, leaders and managers have great responsibilities and must be accountable to the community or organization members. There is an expectation of a high standard of accountability and transparency in their decision-making and spending, and this is illustrated through reporting that there are doing so in the public interest.
6. **Performance Evaluation.** Evaluation is a way to track if the decisions made and the dollars spent are achieving the goals set out in the plan. Evaluations of programs or services occurs via a feedback loop where information comes back to illustrate how resources are spent, how the product is meeting the goals, and whether it is achieving the desired results and impact. Human resources performance evaluation is also an important area of performance management to ensure staff performance is tied to strategic goals and that results are being achieved.
7. **Collaborations, Partnerships and External Relationships.** Successful Indigenous communities and organizations, despite being relatively small, have very good external relationships, such as joint ventures, partnerships, cooperatives and collaborations that leverage their limited resources. They also need good relationships with federal and provincial governments, local municipalities, and any agencies that interact with their members in order to ensure their members' interests are advocated for.

Step Up, Step Back

Indigenous Leadership programs and our interactions in all we do are grounded within the Right Relations (or the 7 grandfather teachings). These teachings are Love, Respect, Humility, Courage, Wisdom, Honesty, and Truth. These teachings are also meant to guide participants of our programs on how to show up in class, how to relate with and understand the content, and in the relationships with the Faculty, Banff Centre staff and fellow participants.

As our Elders have shared with us, we are given two ears and one mouth so that we may listen twice as much as we speak. At Banff Centre, we respect all participants and their voices. Each and every voice is equal, important to our learning journeys and should be expressed.

For this program, we invite you to challenge yourself and your classmates to learn and grow by being aware of the strength of your voice and the voices of others. We want to create space in all of our programs so that everyone's voice can be heard.

If you tend to speak less than others, consider speaking more.

If you tend to speak more, look for ways to create space for other voices.

We invite you to be mindful of how often or how long others talk for and find ways to support your fellow program cohort to find a balance and to create opportunities to let everyone share their gifts.

If you have any questions or concerns around this, please do speak to Faculty or Banff Centre staff during the program.

Right Relations Agreement

We invite you to share in the 7 Grandfather Teachings to help guide your participation and discussions during the program.

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 conversations that are greater than all of us as individuals. Contribute to a respectful environment at all times.

HUMILITY

Acknowledge that struggles in program are different for everyone; use your best judgment and approach each interaction with kindness.

COURAGE

To acknowledge that not all conversations or interactions are easy and to explore truths in an open space – it is expected that mistakes will be made.

WISDOM

Being open to learning, listening to each other, and contributing your thoughts helps to build collective wisdom and encourages growth from these experiences.

HONESTY

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

TRUTH

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

Facilitation Team

Sheila Niganobe

Faculty



Sheila Niganobe is an Ojibway and member of Mississauga First Nation # 8, in Northern Ontario. She lived a majority of her life on the First Nation, and she also lived in the city of Toronto for 15 years. She has had the experience of working in an Aboriginal off-reserve political organization for 10 years; during that time she had the opportunity to learn the off-reserve politics and the need to assist Aboriginal people. She is actively involved in her community and participates in ceremony, women's drum group and advocates for community wellness.

Over the past 15 years, Sheila has returned to her community to work in management, health, social, economic development and governance. This experience has given her the opportunity to experience firsthand the issues and barriers within the First Nation environment.

In the spring of 2010, Sheila graduated with a Bachelor of Arts in Public Administration and Governance from Ryerson University and First Nations Technical Institute. Sheila has been taking on-line courses towards her Project Management Certification from Ryerson University. She also received a Masters Certificate in Risk Management and Business Performance, York University, January 2016. In February 2018, Sheila completed Strategic Planning: From Vision to Action from the Canadian Management Centre.

Murray Dion

Faculty



Murray Dion is a highly experienced executive, entrepreneur, strategic consultant and visual thinker with over thirty years of experience, nationally and internationally. Throughout his career he has held leadership positions in project development, sales, partnership management and strategic consulting with Honeywell, Siemens, Sixdion, Khiasma Health and Syntolis.

Enabled by his exceptional visual thinking talents, Mr. Dion is highly skilled in quickly absorbing complex subjects and challenges, rapidly developing innovative visual models and solutions, and communicating and leading teams to deliver results. He is known for his passion, enthusiasm and ability to develop unique approaches that position individuals and organizations to excel through a balance of practical visual tools and wise-practices.

Murray's diverse expertise and experience has provided him with a comprehensive knowledge base with strengths in:

- Leadership Development
- Organizational leadership
- Strategic and tactical planning
- Visual thinking
- Curriculum development
- Review and analysis
- Facilitation, partnership and alliance building
- Project and program management
- Aboriginal community development
- Digital health

In addition to his work with the private sector and governments, he has worked extensively in the Indigenous community for over twenty years at the strategic, tactical and operational levels in a wide range of areas that include: leadership development, economic development, and strategic consulting.

Mr. Dion has been a faculty member at Banff Centre since 1999 where he lectures on leadership, visual thinking, strategic and tactical planning, partnership development and project management. He was also a faculty member at The Logistics Institutes' P.Log. for five years in the Executive Program where he lectured on leadership, visual thinking, strategic planning and tactical planning.



Resources, Information, and Key Contacts



Artists at work.

Many disciplines of art are practiced at Banff Centre, including Audio, Dance, Digital Film, Indigenous Arts, Literary Arts, Music, Opera, Theatre, and Visual Arts.



Banff Centre Staff

Brian Calliou

Program Director

Tel: 403.762.6124

brian_calliou@banffcentre.ca



Alexia McKinnon

Associate Director

Tel: 403.762.6250

alexia_mckinnon@banffcentre.ca



Kelly Wood

Program Manager

Tel: 403.763.6707

kelly_wood@banffcentre.ca



Banff Centre Staff

Lee Cookson

Production Specialist

Tel: 403.763.6971

lee_cookson@banffcentre.ca



Katie Smith

Program Coordinator

Tel: 403.762.6610

katie_smith@banffcentre.ca

Participant Code of Conduct

Respect and safe work practices

- Participants are expected to show respect for the rights and the safety of all members of the Banff Centre community, and act in a responsible manner within and outside of the Banff Centre community.
- Program participants are expected to maintain an appropriate standard of conduct in keeping with existing Banff Centre policy.

Inclusion

- Banff Centre makes every attempt to ensure that no participant, employee, or guest is discriminated against on the grounds of race, national origin, colour, creed, religious affiliation, age, physical ability, gender, or sexual orientation.
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In the event of Harassment or discrimination

- If possible, make the discomfort or disapproval known to the offending person(s). If this is not possible, then please make the incident known to the Faculty.

Repercussions

- Banff Centre may take disciplinary action, up to and including dismissal, if it is determined that the participant's conduct is in breach of institutional policy and/or the law. No refund of fees will be made to participants who are dismissed from their program. Should a participant's conduct require disciplinary action, the appropriate department director and/or the director of Participant Services or designate will meet to review the conduct, and recommend the appropriate response and actions to the vice-president, Arts. The participant will be given the opportunity to submit a written statement to inform their deliberations.

We look forward
to meeting you.

Banff Centre
Tel: 888.255.6327
www.banffcentre.ca