



**THE BANFF CENTRE**  
ANNUAL REPORT  
2014 | 2015



The Banff Centre  
inspiring creativity



# INSPIRING

THE BANFF CENTRE'S MISSION

**Photos, cover:** James Jones (Cree) performs in the work-in-progress performance of *Backbone*, The Banff Centre and Red Sky Performance's co-production, 2014; **This page:** Tanya Tagaq, performing at The Banff Centre, 2014

All photos by Don Lee, The Banff Centre, unless otherwise noted

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# CREATIVITY



The Banff Centre feels like another world. It's an immersive, spacious, supportive and beautiful space to step into the creative and craft of the arts.

– Christa Couture, Canada, *Diverse as this Land* 2014





# AT THE INTER- SECTION OF ART + IDEAS

“

There is no better place in the world to have  
an earthshattering artistic experience.

– Benjamin D. Hinnant, USA, Stage Combat 2014

# THE BANFF CENTRE ANNUAL REPORT 2014-15

## A message from the President

When you spend time at The Banff Centre, as an artist, leader, conference delegate or audience member, you come to understand that there truly is something remarkable about this place nestled on the side of Sleeping Buffalo Mountain.

Although I began my tenure as President near the end of this past year, I was delighted to have the opportunity to attend some of the performances during the season. The Banff Centre enjoyed many highlights in its arts, leadership and conference divisions over the past year, the results of which are shared in this Annual Report.

One of these successes was a new creative partnership with Against the Grain Theatre and the Canadian Opera Company for a new performance training program titled Open Space Opera: Opera in the 21st century. This program took opera off the stage and into the community, culminating with the premiere of #UncleJohn, a contemporary adaptation of Mozart's Don Giovanni set in Banff National Park, with a new English libretto by Joel Ivany.

In the spring of 2014 The Banff Centre supported the creation of the final production of *Nufonia Must Fall*, a multi-disciplinary theatre project with Kid Koala and Banff Centre alumni, and the Afiara Quartet. The work, which went on to premiere at the Luminato Festival in Toronto, will make its US premiere at Next Wave Festival in New York this September.

The complex challenges and realities of the 21st century necessitate a shift in leadership. Through our Leadership Development programs we continue to foster the development of artists, leaders, and researchers. The Banff Centre is perfectly positioned to equip leaders who want to change the world with the skills to do so through the programs offered at the Peter Lougheed Leadership Institute (PLLI). The Institute is pioneering creative approaches

to nurturing leaders faced with these new demands. PLLI's unique learning processes, inspired by art and nature, allow participants to generate innovative ideas, explore a range of possibilities, and apply solutions in their workplaces.

We were also proud to host Convergence, an international summit exploring the intersection of art and technology, supported by the Canada Council for the Arts. This program and summit brought together representatives from Australia, the United States, United Kingdom, France, Canada and Japan to build connections across communities and artistic disciplines.

As The Banff Centre's new President I feel fortunate to be one of many in a passionate team that is dedicated to inspiring creativity in artists, leaders and conference guests.

I would like to thank the exceptional team I work with at the Centre. The Board of Directors, Executive Team, passionate staff and faculty work extremely hard to make The Banff Centre what it is today. I also wish to thank the Centre's many corporate and philanthropic supporters who allow us to deliver the highest level of excellence in the full range of our programming. Through their support we are able to remove many of the financial barriers to creativity, enabling access for artists and participants to The Banff Centre's facilities.

We are all so proud of The Banff Centre's continued record of success in attracting and inspiring artists and leaders to this unique cultural treasure that contributes so much to the fabric of our communities in Alberta and throughout Canada.



Janice Price  
President, The Banff Centre

## A message from the Acting Board Chair of The Banff Centre

This has been an exciting year for The Banff Centre as we have welcomed new leaders and board members and said goodbye to those finishing their terms. This included welcoming our new president Janice Price and bidding farewell to board chair, Brenda Mackie as well as to our interim president, Jack Davis.

We have also had the good fortune of having amazingly talented individuals join our programming team and introduced a new slate of residencies and events.

The services of KPMB/Stantec were contracted for Phase 1 of the Planning and Concept Development for The Banff Centre Campus and Facilities. The outcome of this report is to include a high level summary of findings including: assessment of existing assets, review of current programming activity, focusing specifically on Arts & Leadership buildings with a light touch on Lloyd Hall. 2014 was also a great year for investments and fundraising with The Banff Centre receiving a total of \$3.84 million in federal government (funding through the Endowment Incentives Matching Program of the Canada Cultural Investment Fund (\$1.76 million), Canada Arts Presentation Fund (\$125 thousand) and the Canada Arts Training Fund (\$1.95 million) supporting the training and development of talented artists and their work, as well as the presentation of extraordinary performances in theatre, dance, music, film and media, and the visual, literary, and Indigenous arts.

We also received our largest ever corporate investment, \$2.5 million from Suncor Energy, to support the Peter Lougheed Leadership Institute and the development and delivery of new innovative programming within the Institute.

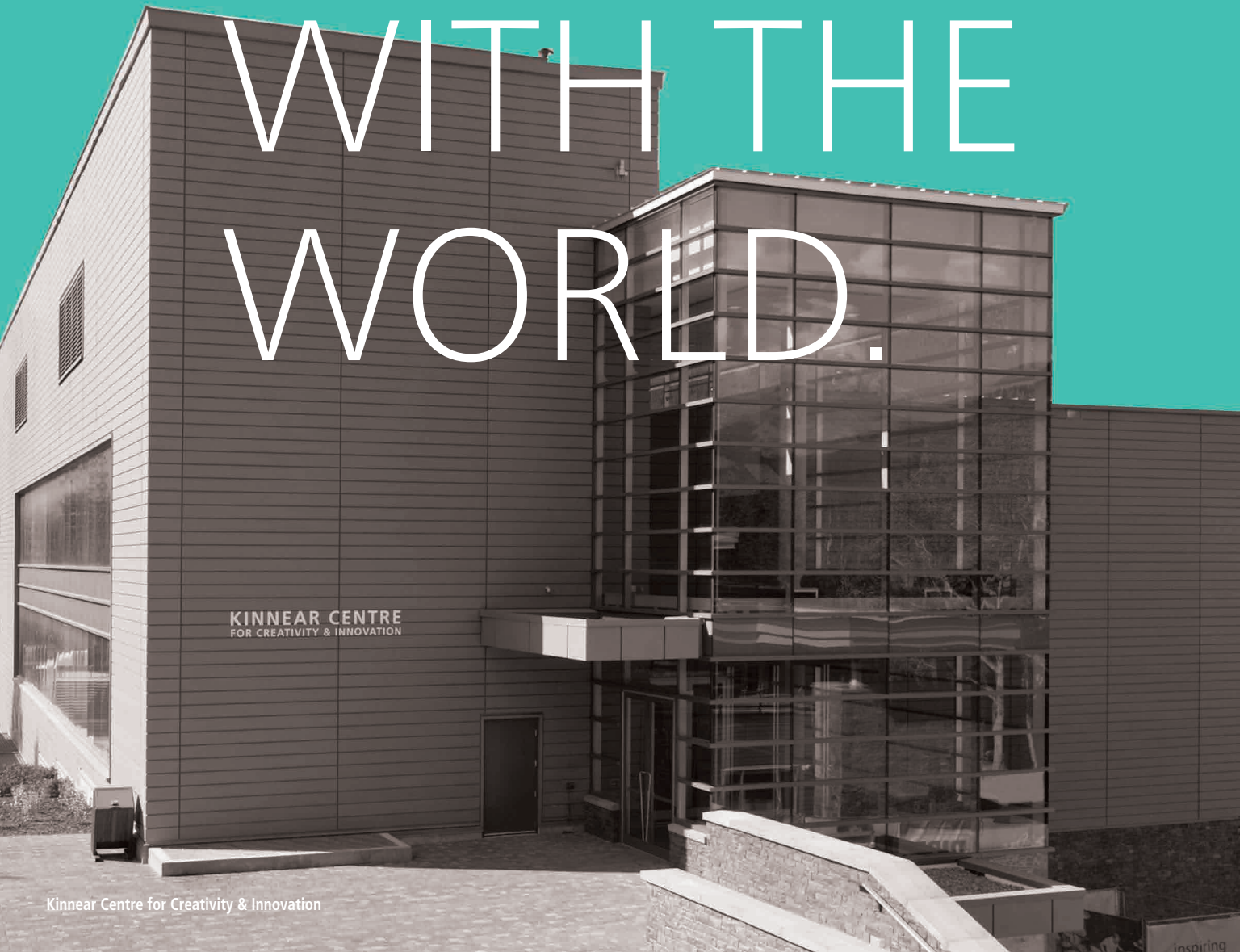
Many generous contributions were received from corporate, foundation and individual supporters who are acknowledged in the supporter list on (pages 46-48). Special thanks go to the Eldon and Anne Foote Fund at Edmonton Community Foundation, Husky Energy Inc., RBC Royal Bank, Shell Canada Limited, and Suncor Energy Foundation for their support of our arts and leadership programs. This support is critical to the artists and leaders that the Centre's programming serves. We deeply appreciate everything our sponsors and donors do. In addition to fundraising, earned revenues in Conference and Hospitality achieved record growth this past year increasing by \$3.3 million (19%) over the previous year. Growth was driven by differentiated product offerings, increased service and improved sales performance.

Our thanks go out to these and all our supporters for helping to make The Banff Centre the organization that it is and supporting our mission of inspiring creativity.



Robert D. Walker  
Acting Chair, Board of Governors

# MADE IN BANFF. SHARED WITH THE WORLD.



KINNEAR CENTRE  
FOR CREATIVITY & INNOVATION

## STATEMENT OF ACCOUNTABILITY

The Banff Centre's Annual Report for the 12-month period ended March 31, 2015 was prepared under the Board's direction in accordance with the Government Accountability Act and ministerial guidelines established pursuant to the Government Accountability Act. All material economic, environmental, or fiscal implications of which we are aware have been considered in the preparation of this Report.

Robert D. Walker  
Acting Chair, Board of Governors

## MANAGEMENT'S RESPONSIBILITY FOR REPORTING

The Banff Centre's management is responsible for the preparation, accuracy, objectivity and integrity of the information contained in the Annual Report including the financial statements, performance results, and supporting management information. Systems of internal control are designed and maintained by management to produce reliable information to meet reporting requirements. These systems are designed to provide management with reasonable assurance that transactions are properly authorized, are executed in accordance with all relevant legislation, regulations and policies, reliable financial records are maintained, and assets are properly accounted for and safeguarded.

The Annual Report has been developed under the oversight of the institution's Audit and Finance Committee, and approved by the Board of Governors. The Annual Report is prepared in accordance with the Government Accountability Act and the Post-Secondary Learning Act.

Janice Price,  
President, The Banff Centre

Lise Carter  
Acting Chief Financial Officer



# OUR VISION

The Banff Centre is a beacon attracting exceptional creators and thinkers from Alberta and around the world to our powerful, inspiring campus. We are recognized world-wide as an essential destination on the career pathway of highly creative individuals. The Banff Centre enables both emerging talents and established leaders to interact within a multidisciplinary and multicultural environment, allowing them to push boundaries, to experiment, to share knowledge, to create and showcase new work, and to develop new ideas and solutions for the present and the future. The Banff Centre offers a deep, intensive experience for all who come here, developing creative potential and transforming careers.

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The tone of the Dance Masters Residency mentorship is unparalleled in its calibre and grace; the content and challenge of its repertoire for the young artists at this seminal launching point in their careers is life altering.

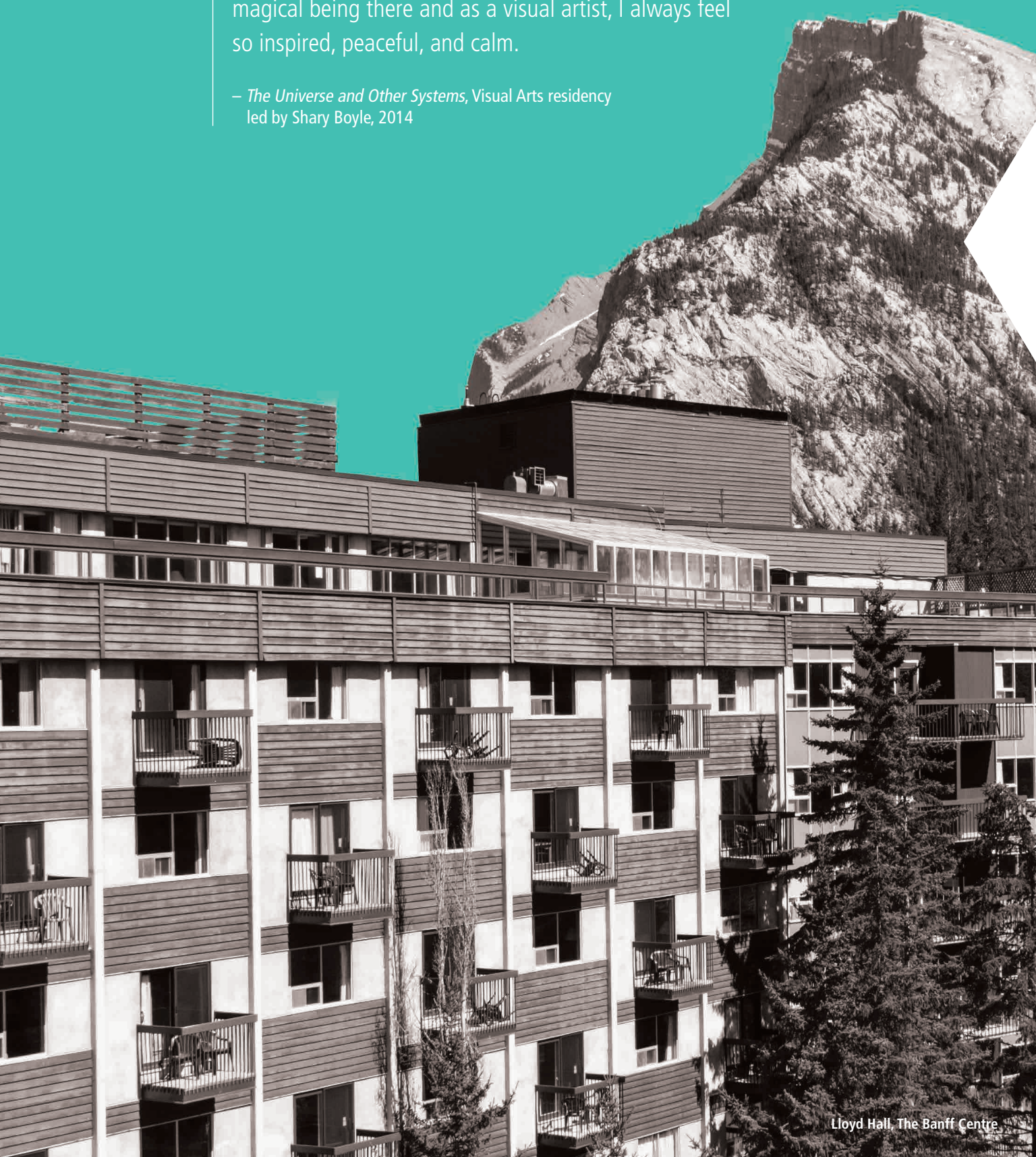
— Ariole K. Alei, Canada, Dance Masters Residency 2014

*Aeriosa Dance Company, Making Dances for Buildings and Mountains, 2014*

“

Simply put, The Banff Centre is a place where you can truly let your inhibitions go and experiment. It's always magical being there and as a visual artist, I always feel so inspired, peaceful, and calm.

– *The Universe and Other Systems*, Visual Arts residency led by Shary Boyle, 2014



Lloyd Hall, The Banff Centre

# OUR HISTORY

Founded in 1933 by the University of Alberta, Department of Extension, with a grant from the U.S.-based Carnegie Foundation, The Banff Centre began with a single course in drama. Its success generated additional arts programs and the Centre became known as The Banff School of Fine Arts in 1935. While arts programming continued to grow and flourish, conferences were introduced in 1953 and management programs in 1954.

In 1970, to acknowledge the broader educational role of the school as well as its move toward a centre of experiment and innovation, it was renamed The Banff Centre for Continuing Education. In 1978, Alberta government legislation granted The Banff Centre full autonomy as a non-degree granting educational institution under the governance of an appointed board.

In the mid-1990s, The Banff Centre, along with most public institutions in Alberta, sustained cuts to its operating grant. The Centre responded in an entrepreneurial way and launched a successful capital campaign (The Creative Edge) to raise funds for state-of-the-art revenue generating conference facilities, as well as a new Music & Sound complex. The new facilities opened in 1996, the same year the Centre's fourth division, Mountain Culture programming, was created. A few years later, in 1999, The Banff Centre was recognized as a National Training Institute by the federal government and was awarded \$3 million over three years for artistic training programs.

In 2008, the Centre's name was officially changed to The Banff Centre.

Between 2004-2010, The Banff Centre began a Revitalization campaign which was the largest redevelopment project in its history and encompassed over \$100 million in capital projects and \$28.2 million to provide enhanced support for programming. Major initiatives included: The Kinnear Centre for Creativity & Innovation, the Shaw Amphitheatre, Dining Centre, Artists and Programs, Campus Greening, and the Leighton Artists' Colony Expansion. This was possible thanks to the visionary support of the Governments of Alberta and Canada, and the Campaign for The Banff Centre lead donors — James S. Kinnear and Friends and The Kahanoff Foundation among others.

Today, The Banff Centre continues its role as a catalyst for creativity. A globally respected arts, leadership and educational institution and conference facility, The Banff Centre is a leader in the development and promotion of creative work across disciplines and sectors.

# OUR PROGRAMS

## WELCOME

7,000

artists, leaders and researchers

20,000

conference guests

80,000+

audience members

Designated by the Minister of Innovation and Advanced Education as a Specialized Arts and Culture Institution, The Banff Centre occupies a unique niche among Alberta's public post-secondary institutions, providing non-parchment programs at the professional, post-graduate level. Drawing participants from Alberta, across Canada and globally, The Banff Centre serves the needs of learners with prior academic and professional experience by providing arts and leadership programming, and opportunities in applied research.

The Banff Centre welcomes up to 7,000 artists, leaders and researchers, 20,000 conference guests, and more than 80,000 audience members to its campus every year. Through multidisciplinary programming The Banff Centre provides artists, leaders and researchers with the support they need to think dynamically, create new work, develop solutions and make the impossible, possible.

The Banff Centre allows individuals to thrive at the intersection of art and ideas. The exploration of creativity and innovation across disciplines supports our mission of Inspiring Creativity in Arts, Leadership and Conference programming facilitation.

# ARTS | LEADERSHIP

# CONFERENCES

“ THE BANFF CENTRE  
INSPIRING CREATIVITY



# 3,000

Artists visit annually

## ARTS

Almost 100 arts programs are offered each year for professional artists, from recent graduates to artists at the forefront of the international scene in a wide range of artistic disciplines. Every year as a part of programming The Banff Centre presents approximately 150 premieres of Canadian, North American and international artists' works and over 50 works are commissioned by or co-produced with The Banff Centre.

The Banff Centre offers artists a variety of developmental experiences to advance their work and careers, including the commissioning, producing and dissemination of new work. Collaboration and experimentation across disciplines with new production and dissemination technologies is fostered in music, dance, opera, writing for page, screen and stage, poetry, ceramics, painting, sculpture, printmaking, digital art, film, media and audio, photography, and Indigenous art. As well, The Banff Centre provides training in audio engineering, theatre production and design.

In the last year, The Banff Centre hosted the first Indigenous Theatre Summit (April 22-24, 2014) in partnership with the National Arts Centre to explore the idea of an indigenous artistic canon. Participating organizations included Indigenous Performing Arts Alliance, National Arts Centre, The Banff Centre Playwrights Colony, the Luminato Festival, Making Treaty 7 Cultural Society, Melbourne Australia's Ilbijeeri Theatre, the Canada Council for the Arts, and the Australian Arts Council.

During the summer, outdoor Shaw Amphitheatre performances featured artists including the Art of Time Ensemble, Shane Koyczan, Tanya Tagaq, Quebec's Coeur de Pirate and Daniel Lanois. Other headline artists and writers performing or presenting included classical singers Russel Braun and Dawn Upshaw, dancer Louise Lecavalier, New Yorker writer Susan Orlean and The Banff International String Quartet competition winners, the Dover String Quartet with Andre Laplante.

The 39th Mountain Film and Book Festival followed in early November with a record-breaking audience of almost 20,000 and another record of 27 sold-out shows. 83 filmmakers and 29 authors attended; 372 films were entered into the 2014 Banff Mountain Film Competition from 32 countries and the Festival featured 19 film World Premieres. 144 books were entered into the Book Competition from 12 countries. 2014 saw the most advance sell outs of books events in Festival history.



**Photos, top:** Film director Pete McBride and climber Cedar Wright at the 2014 Banff Mountain Film and Book Festival;  
**Bottom, left to right:** Maegan Hill Carrol, *Are we looking at dead birds?*, Visual Arts residency 2014, photograph by Rita Taylor; The cast of *#Uncle John*, the opera co-produced by The Banff Centre and Against the Grain Theatre

# 1,700

Leaders visit annually

## LEADERSHIP

The Banff Centre has a rich 60 year history of transforming leaders from all sectors. The Banff Centre inspires leaders to make a meaningful difference for their organizations, their communities – and themselves. Reimagining these programs has begun within the context of the Peter Lougheed Leadership Institute to ensure programs are relevant and cutting edge for the 21st century.

The new Peter Lougheed Leadership Institute is at the new heart of leadership development programming at The Banff Centre honouring the legacy of one of Alberta's most visionary leaders, the former Alberta premier, Peter Lougheed. It is also part of the Peter Lougheed Leadership Initiative, a collaboration with the University of Alberta, where there will be an under-graduate Peter Lougheed Leadership College.

Programming at the Institute develops current and emerging leaders who are focused on building strong communities, and influencing positive change at a system-wide level.

As part of programming evolution, PLLI hosted the inaugural Hope Decoded Summit which convened over 150 thought leaders for a discussion on indigenous rights, the environment, culture and income inequality.

New programs and partnerships are beginning to take shape with further roll out of the institute expected in the 2015/16 fiscal year.

# 500

Over 500 conferences hosted annually

## CONFERENCES

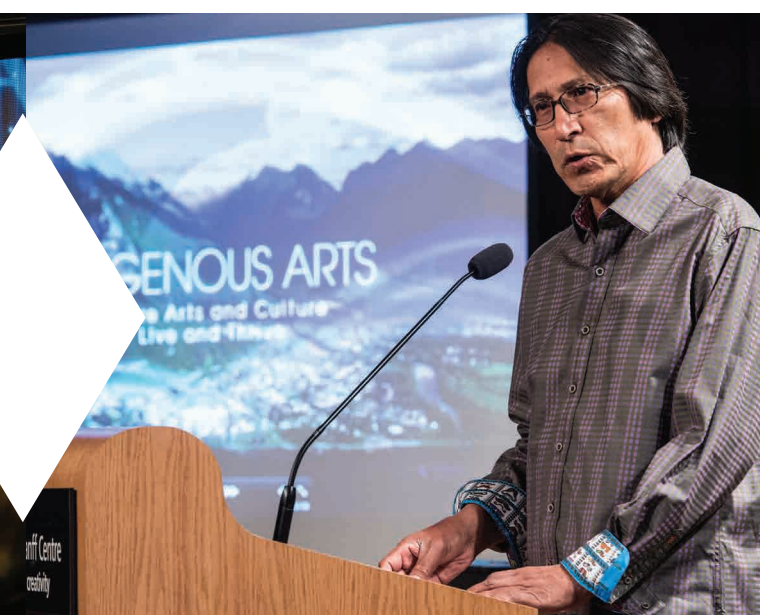
The Banff Centre hosts 500 conferences and events a year, serving 20,000 attendees from all around the world. Conferences at The Banff Centre help to advance individual organizations with creative programming and design, delivered with exceptional service in an inspiring environment.

As more than just a place to meet, Conferences collaborates with Leadership and Arts providing added value to meetings so that organizations can achieve greater results and leave equipped with the skills to tackle tough challenges. As a growing area for The Banff Centre, Conferences is undergoing a product development initiative that will further engage the creative community of

The Banff Centre, differentiate our offering from other conference providers, and place us at the forefront of thought-leadership in the conferences industry.

Conferences at The Banff Centre also provides financial stability and support for arts and leadership programming and participants.

Opposite page, left: Leadership Development's *Creating Positive Change* classroom; right: Leadership Development's *Leading by Design* classroom; This page, left: Don Jones, *Experience It*, Convergence 2014; right: Richard Wagamese (Ojibway), Indigenous Arts Spoken Word 2014



# STRATEGIC PLAN:

## GOALS, EXPECTED OUTCOMES AND PERFORMANCE MEASURES

The Board of Governors of The Banff Centre engaged in extensive dialogue with both internal and external stakeholders about strategic opportunities and challenges ahead for The Banff Centre to inform the current strategic direction. This strategic discourse focused on the development of new initiatives to support The Banff Centre's five outcomes, which have been approved by the Board of Governors and Minister for Innovation and Advanced Education. These institutional outcomes will build on The Banff Centre's long history in arts, leadership and conferences and secure a successful future for the institution.

### INSTITUTIONAL LEVEL OUTCOMES

- 1 Arts Programming
- 2 Leadership Development
- 3 Content Creation and Dissemination
- 4 Campus Renewal
- 5 Applied Research

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#### **Arts Programming:**

Artists, leadership development and summit participant's pursuits are supported, enabling them to stretch ideas, take risks, tackle tough questions and lead.

#### **Leadership Development:**

Develop Canada's current and future leaders by building capacity with creativity, entrepreneurship, social innovation/enterprise and creative industries/cultural economics.

#### **Content Creation and Dissemination:**

"Made in Banff, Shared with The World". The work of artists, leadership development participants, faculty and staff is fully captured and shared as widely as possible. Everyone is able to access The Banff Centre content from anywhere in the world on whichever media platform they prefer.

#### **Campus Renewal:**

Invest in artistic facilities – theatre, art gallery, art incubation, music, mountain culture, and other programming spaces.

#### **Applied Research:**

Increase our capacity to support relevant applied research collaborations with Campus Alberta partners and other significant research partners at the Canadian Institute for Advanced Research (CIFAR), Alberta Innovates, the Banff International Research Station (BIRS), as well as seek new partnerships, leading to important contributions in emerging markets, fostering critical thinking and providing new approaches to old problems.

# PROGRESS

The Banff Centre's progress in 2014-15 is measured against the institutional level goals and priority initiatives established in its 2014-17 Comprehensive Institutional Plan, as approved by The Banff Centre Board of Governors.

In response to the priorities set out by the Government of Alberta, The Banff Centre also reports on Enrollment, Community and Access.

The Banff Centre is proud to have made significant progress on its goals in 2014-15.



Spending time in Banff practicing the instrument you love, creating, and collaborating with new friends from around the world is an experience like none other.

– Carson Schafer, Canada, Brass & Drum Residency 2014

**Top:** Antonin-Tri Hoang, Jazz participant, 2014  
**Opposite page, left:** Installation view of Andreas Buttner's exhibition *Piano Destructions* at Walter Phillips Gallery, 2014. Photo by Rita Taylor; **right:** Tekalli Duo – Suliman Tekalli, violin; Jamila Tekalli, piano, Chamber Music 2014; **This page, left:** Tanya Evanson, Spoken Word, photo by Rita Taylor; **right:** KK Barrett and Kid Koala developing *Nufonia Must Fall*, May 2014. Photo by Rita Taylor



# INSTITUTIONAL PRIORITIES, GOALS AND OUTCOMES

## 1. ARTS PROGRAMMING

### GOAL

To create rich development opportunities for artists to collaborate with one another, take risks working in different mediums and disciplines and with new technologies to conceive, produce and present new work.

### PROGRESS

- More than 400 performances were presented at The Banff Centre in locations on and off campus and included new commissions, creations, premieres, debut performances and on-stage interviews.
- The Banff Mountain Film Festival World Tour shared content from the Banff Mountain Film and Book Festival with 390,000 people at over 840 screenings in 40 countries around the world.

- Interdisciplinary and collaborative projects were undertaken, including:

#### **Convergence:**

An international summit on art + technology held at The Banff Centre brought together representatives from Australia, USA, UK, France, Canada and Japan to explore the intersection between art and technology, and build connections across communities and disciplines.

#### **Emergence Lab:**

The first Franco-Canadian workshop was held at the Centre, dedicated to emerging and innovative forms of storytelling for new platforms developed by the French Embassy in Canada, the Institut Français and The Banff Centre, with the support of the Canada Media Fund.

#### **The Banff-Polaris Residency:**

A creative residency awarded to two artists previously shortlisted for the Polaris Music Prize in partnership with Polaris Music Prize brought Shad and Holy Fuck together to produce a limited edition 7" vinyl record at The Banff Centre.

*Hot Dreams* was released in 2014 on the Arts and Crafts label which was nominated for a 2014 Juno, Alternative Album of the Year, and shortlisted for 2014 Polaris Music Prize.

- Over 150 premieres of Canadian, North American and international artistic works took place.
- Over 50 works were commissioned, co-commissioned or co-produced at The Banff Centre.
- Banff Centre Talks featured on-stage interviews with Indigenous Architect Douglas Cardinal and world-renowned Canadian singer Richard Margison in September.
- Māori artists participated in the Indigenous Dance Residency and Indigenous Writing Program at The Banff Centre thanks to a landmark partnership with Creative New Zealand.
- In November 2014, The Banff Centre supported a development residency for an original Indigenous choreography called *Backbone* created at the Centre through the Indigenous Arts program directed by Sandra Laronde, to be toured with partners in Canada and internationally.



Shad, courtesy of the artist

## 2. LEADERSHIP DEVELOPMENT

### GOAL

To be a global leader in programs and summits on topics of national and international importance that enable emerging and established leaders to build a better world; to enable business and social leaders to innovate across sectors and without boundaries.

### PROGRESS

- The Peter Lougheed Leadership Institute (Lougheed Leadership) enlisted an agency to design and deliver a new brand identity and campaign launch.
- Dan Buchner was recruited as Vice President, Lougheed Leadership.
- Suncor Energy Foundation committed \$3.7 million in support of a new social innovation residency in partnership with the Waterloo Institute for Social Innovation and Resilience at the University of Waterloo and Lougheed Leadership.
- In March 2015, the Peter Lougheed Leadership Institute (PLLI) hosted the inaugural Hope Decoded Summit which convened over 150 thought leaders for a discussion on indigenous rights, the environment, culture and income inequality.
- Together with the University of Calgary History Graduate Students' Union and Stoney Tribal Administration, Lougheed Leadership co-hosted the Chiniki Lecture in First Nations History in March 2015.
- A cross-country listening tour was undertaken with arts and culture leaders to develop a pilot program for the creative industries sector with support from Great-West Life, London Life and Canada Life.
- A network of key stakeholders and leaders from across the country was created to explore the needs of today's leaders and inform future programming for The Peter Lougheed Leadership Institute.
- The Banff Centre's Indigenous Program Council participated in a multi-day working session with a primary goal of identifying new ways to integrate and advance Indigenous programming pan-campus.
- For the first time ever – members of the Indigenous program team were invited to take part in a pipe ceremony with the Stoney Nation, and in an on-going initiative to foster positive relations with this important neighbor, we have also invited members of the Stoney community to other strategic meetings with Banff Centre staff, and engaged them as subject matter experts for several public events and activities.

- The inaugural #BanffCoCreate was convened in September. This weeklong leadership workshop included 20 community leaders ranging in disciplines, brought together around new leadership content to expand their own creativity and vision. Together, participants tackled complex issues as co-creators for external social, cultural, and entrepreneurial organizations that we either currently work with, or aspire to work with. The participants are now known as designers as part of our larger facilitation team and will have future opportunities to offer their expertise and creativity alongside the PLLI to develop innovative leadership and change solutions.
- Creating Positive Change, a new LD program with a new target audience (change makers across sectors), was piloted with great success & participant feedback. Creating Positive Change ran with a new model of a two month program featuring a 2.5 day residency in the middle.
- The final stage of design for a flagship program to support the Creative Industries took place. Prototypes of content were rolled out from Whitehorse to Halifax, securing the final insights & feedback required for creation of 'New Fundamentals: Leadership for the Creative & Cultural Sector'.

## 3. CONTENT CREATION AND DISSEMINATION.

### GOAL

The work created at The Banff Centre is shared on multiple platforms that include radio, internet TV, online and print publishing, as well as on-site presenting in venues at The Banff Centre and branded stages across the country.

### PROGRESS

- Banff Centre Radio launched two local talk stations (English and French) in June 2014. Continuing to build on The Banff Centre's digital strategy, in February 2015, Banff Centre Radio released its licenses for 101.1 and 103.3 FM and began migrating many of the shows produced for Banff Centre Radio online as per The Banff Centre's podcasting strategy.
- *Restoring Indigenous Leadership: Wise Practices in Community Development*, edited by Cora Voyageur, Laura Brearley and Brian Calliou, was released in September 2014, and has already entered a second print run.
- Banff Centre Press launched trans-media storytelling online, blending narrative, audio, photography and video to create immersive reading experiences. An exclusive preview of *The Swell Window* by Christian Beamish and Chris Burkard was shown in November 2014 at the Banff Mountain Film and Book Festival.
- Media and Production produced over one hundred shorts, artist profiles and talks. Highlights include: *Convergence Summit and Lab*; *Counting on People* by Neil Beloufa; a private performance with Tanya Evanson; and Banff Centre Talks with Daniel Lanois, Joseph Boyden, Bruce McCulloch, Robert LePage, Louise Lecavalier; and Ian Brown in conversation with Susan Orlean.
- Commissioned, edited, and produced interactive and media-rich stories for Banff Centre Press Online, *Screens with Spines*. Produced *Languages of Our Land/Langues de notre terre: Indigenous Poems and Stories from Quebec/Poèmes et récits autochtones du Québec*, a collection of poems and stories by twelve emerging and established Indigenous writers, former participants of Aboriginal Emerging Writers Program at The Banff Centre, living in Quebec and writing in French.
- The updated Banff Centre website is near completion with plans to launch in the fall of 2015. This platform will dramatically increase opportunities for content dissemination.

Bottom, left to right: Participants at *Convergence*; Banff Centre Governor Leroy Little Bear



## 4. CAMPUS RENEWAL.

### GOAL

To attract local, provincial, national and international audiences to first class facilities, enabling artists, leaders, faculty and staff to create and imagine the next big ideas, transformative innovations, experiment across disciplines and sectors and develop models for community engagement.

### PROGRESS

- Following a request for qualification and a subsequent request for proposal, KPMB I Stantec Associated Architects was chosen to provide services for Phase 1 of the Planning and Concept Development for The Banff Centre Campus and Facilities.
- The 2014/15 Capital Plan moved forward as planned. Corbett Hall and Laslo Funtek roof replacements were completed. The Professional Development Centre roof replacement Phase 1 is currently underway and scheduled to be completed in November. Farrally Hall, Vinci Hall, and Becker Residence Exterior Refurbishment projects are complete.
- The Three Year Infrastructure Maintenance Plan was submitted to Alberta Infrastructure for approval in June 2014.

- With the support of the Technology Steering Committee, ITS has been focused on a review of key practices, policies and controls. ITS will be working to solidify the underlying infrastructure while reviewing the long term direction.
- Representatives met with leadership and key staff members from all areas in December 2014. The comprehensive Business Process Review of the Student Information System was completed, identifying areas that have been addressed as well as those requiring more analysis. This includes a first step towards APAS integration.
- With the support of the Technology Steering Committee, ITS is continuing to develop and deploy updated controls and processes in an effort to simplify and streamline the tasks involved in supporting The Banff Centre.

- An updated Information Technology Plan has been reviewed with the Technology Steering Committee. The plan is focused on three initiatives – addressing technological infrastructure deficiencies, tackling enterprise systems, and improving ITS controls and processes.
- Significant work was done on multiple technology projects including the AudienceView implementation, Website redesign, IT Security and the Shared Data Centre pilot in partnership with the University of Alberta.

## 5. APPLIED RESEARCH.

### GOAL

Partnerships with the Canadian Institute for Advanced Research (CIFAR), Alberta Innovates, and the Banff International Research Station (BIRS).

### PROGRESS

- Lougheed Leadership worked with Banff Centre Radio staff and faculty to create a unique learning experience for the Canadian Institute for Advanced Research (CIFAR) that resulted in a series of podcasts.
- Supported by a \$1 million investment by Nexen, the Nexen Chair in Indigenous Leadership lead research on successes and wise practices among Indigenous communities, businesses, and leaders.

- Banff International Research Station (BIRS) hosted the training camp for the 2014 Canadian International Mathematical Olympiad. The Banff Centre continues to leverage the Campus Alberta Shared Services initiative led by the University of Alberta, expanding the volume of data and systems hosted remotely on servers at the University of Alberta.



Vistas Dining Hall and Three Ravens restaurant

# ACCESS, ENROLLMENT AND COMMUNITY

## 1. ACCESS.

### GOAL

To move towards providing a tuition free environment for artists at The Banff Centre. To enhance recruitment efforts aimed at Indigenous learners. To increase access to our technology-based programs and research in new media, sound engineering and film and media production.

### PROGRESS

- The Banff Centre received a total of \$3.84 million in federal government funding through the Endowment Incentives Matching Program of the Canada Cultural Investment Fund (\$1.76 million) and Canada Arts Presentation Fund (\$125 thousand), as well as the Canada Arts Training Fund (\$1.950 million). These funds go towards supporting the creative and professional development of talented artists as well as the presentation of performances, events and exhibitions throughout the year.
- Total funds raised in the 2014-15 fiscal year for endowment (received and pledged), which helps, in part, provide access, was \$1.495 million (excluding the matching funds referred to above), and total current use expendable funds raised in 2014-15 (received and pledged) was \$10.365 million, which also assists in providing access.
- The Indigenous Leadership and Management program has received total commitments in 2014-15 in excess of \$700,000 to provide access through scholarships for this program year (with some of this funding committed for access for subsequent program years as well).

## 2. ENROLLMENT.

### GOAL

A subset of The Banff Centre's goal for access is maintaining a standard of enrollment. The Banff Centre is unique in what it is able to provide to artists and leaders; however, this does not shield it from competition with the scholarship programs of other world class institutions. In order to attract the very best applicants from Alberta, Canada and internationally, the Centre combines high standards of financial aid with targeted marketing efforts.

### ENROLLMENT TARGETS

- Application to enrollment ratios of at least 3:1.
- High calibre applicants, drawn from an internationally competitive pool.
- High levels of financial aid.
- Full enrollment in every program.

### PROGRESS

- In 2014-15 the measures of 1) applications to enrollment, 2) full enrollment in programs, and 3) faculty to participant ratios for all programs were met and exceeded. In addition to the progress in providing financial aid already mentioned, the following targets were met:
- 63% Canadian citizens, 19% US citizens, 18% International citizens with largest percentage coming from the United Kingdom, Europe, Australia, New Zealand and South America.
  - Financial Aid was provided at 68%.
  - Full enrollment in every program.

Opposite page, left: Gabrielle Hill, Visual Arts, "In kind" Negotiations; right: Audio engineering, 2014; This page, left: Anna Binta Diallo, Visual Arts, *The Universe and Other Systems*; right: *Drawn to Nature Workshop* participants, 2014



### 3. COMMUNITY.

#### GOAL

To disseminate the work created at The Banff Centre through performances, publications, broadcasts and other means in order to enhance the cultural well-being of Albertans through their access to excellent cultural products.

#### PROGRESS

- In collaboration with Banff High School and Settlement Services for the Town of Banff, Walter Phillips Gallery and Silvia Juliana Mantilla Ortiz, a member of the U.S.-based transdisciplinary collective Talk is Cheap: Unincorporated Language Laboratories, worked with local students to map their migration stories through drawing, printmaking and photography. The artwork was shown in a public exhibition called *Between Us* in February 2015.

- The Music for a Summer Evening concert series brought together over 4,500 visitors and residents of the Bow Valley for more than 28 incredible performances by emerging and established musicians from Canada and around the world.
- Drawn to Nature, a series of still-life drawing lessons hosted by Walter Phillips Gallery and Parks Canada with the support of Parks Canada, Whyte Museum of the Canadian Rockies and Buffalo Nations Luxton Museum, introduced over 200 participants of all ages and experience levels to various techniques in both drawing and painting. Their artwork was featured in a community exhibition in February 2015.
- The Literary Arts department hosted 14 talks at The Banff Centre and in various locations around the Bow Valley, creating opportunity for visitors and residents of Canmore and Banff to attend readings and discussions by leading authors and academics.
- In partnership with TRUCK gallery, Walter Phillips Gallery hosted an outdoor screening of films, videos and art clips inspired by nature's humour and place in the artistic world titled *Dumbfounded by Nature*.



Geraldine Ysselstein

# FINANCIAL SUSTAINABILITY

The Banff Centre generates over 70% of its funding from sources other than the base operating grant provided by Alberta Innovation and Advanced Education. Over the last two years, Conferences revenues have grown significantly; however, during the last quarter of the 2014-15 fiscal year Alberta's economy abruptly lost strength in its primary industry with the rapid and significant decline in oil prices, which impacts the Centre's earned revenues. Within Alberta, companies and organizations have reduced discretionary expenditures for external training and development sessions, educational seminars and conferences, all of which are the sources of substantial earned revenues that support the Centre's core arts programs.

Although earned revenues are substantially reduced, the more positive changes in world financial markets are driving higher investment returns on the Centre's endowment which is an essential source of funding for our extensive participant scholarships and financial assistance programs. As a result, the endowment principal continues its strong growth reflecting substantial new donations totaling over \$1 million and a 97% matching grant on eligible donations of \$970 thousand from the Canada Cultural Investment Fund Endowment Incentives matching program. Since the start of this federal program in 2005-06, the Centre has received over \$11 million in endowment matching funds. This program is currently expected to end in

2018, with the maximum available in matching funds being \$15 million.

To meet the continuing fiscal challenges, the Centre has in place a number of cost control measures and is undertaking a full-scope review of its business model. Management expects this review to result in a reduction of the base expense budget to align with the outlook for future revenue generation and a priority-based assessment of programming levels. With a major new grant from the Province for the Peter Lougheed Leadership Institute, revenues from leadership-based activities are expected to rise with new and innovative programming developed with this financial support.

Careful stewardship of resources and dedication to delivering exceptional service to program participants and conference guests helped the Centre sustain its operations in 2014-15, resulting in an operating surplus of \$338 thousand (less than 1%) at fiscal year-end. With over half of the expense budget consisting of employee and faculty compensation, annual increases are below two percent for both management and support staff. In February of 2015, the Centre and Canadian Union of Public Employees (CUPE), the union which represents the support staff, ratified a new one-year collective agreement for the period January 1, 2015 to December 31, 2015 which provides a cost-of-living wage payment of 1.5% in 2015.



The commitment of the professionals, the will of the participants, and the beauty of the mountains all provided a truly memorable experience.

— Ana Penha, Portugal,  
Science Communications 2014.

Raul Talamantes, (Totonaca, Mexico) pictured in *Trace*, a participant in the Indigenous Dance Residency 2014

# MANAGEMENT DISCUSSION AND

# ANALYSIS

This Management Discussion and Analysis (MD&A) should be read in conjunction with The Banff Centre's annual audited consolidated financial statements and accompanying footnotes which are reviewed and approved by the Board of Governors. The Centre's consolidated financial statements have been prepared in accordance with Public Sector Accounting Standards (PSAS) and are expressed in Canadian dollars.

The Centre reported an excess of revenue over expense totaling \$338 thousand for the year ended March 31, 2015 (2014 - \$537 thousand). Over the year, total revenue increased by \$2.4 million to \$62.2 million and total expenses increased by \$2.5 million to \$61.8 million.

The increase in revenue reflects the utilization of grant funding from corporate sponsors and the Province of Alberta for programming through the Peter Lougheed Leadership Institute along with higher earned revenues from conferences and hospitality operations as well as from arts programming activities. Although revenues from conference activities were higher than the previous year, both conference and leadership development revenues remain substantially below the high mark in 2008, a result of the impact a downturn in the economy has had on the Centre's operations over the past five years. The increase in expenditures primarily reflects a higher level of investment in IT-related systems and infrastructure improvements, the replacement of essential program equipment, and the higher cost of salaries, wages and employee benefits.

This MD&A provides an overview of the results The Banff Centre achieved in 2014-15 with a detailed discussion and analysis of:

- 1. Business Planning and Management**
- 2. Financial/Budget Information**
- 3. Areas of Significant Financial Risk**
- 4. Progress in Capital Projects**

## 1. BUSINESS PLANNING AND MANAGEMENT

The Centre's three-year Comprehensive Institutional Plan provides the fiscal framework to enable the Centre to achieve its strategic goals and objectives. Performance measures identified in the Plan monitor and communicate progress to the Centre's provincial, national and international stakeholders.

The Centre establishes balanced operating and capital budgets each year. Both budgets are monitored by management on a monthly basis and any variations from the plan are adjusted quarterly to ensure the required year-end results are achieved.

All proposed project and strategic investment initiatives are subject to a due diligence review that requires the development of an appropriate business case.



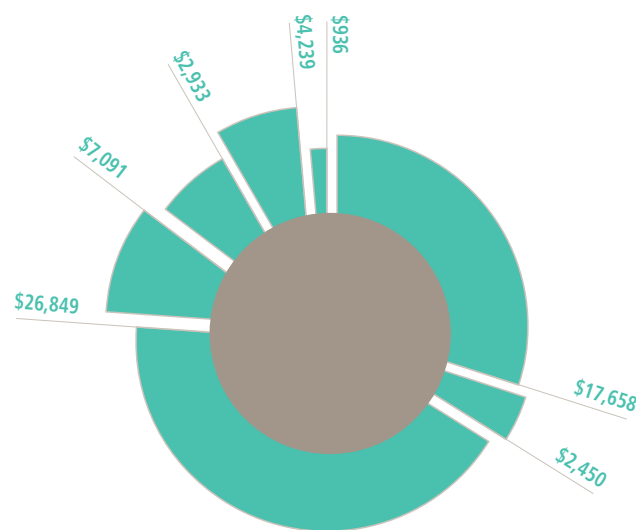
Participants at the Convergence Lab installation, 2014

# REVENUE

**Total revenue increased in 2014-15 to \$62.2 million from the \$59.8 million level achieved in the previous year. The following table shows the composition of the Centre's total revenue for the year ended March 31, 2015 with comparative information for 2013-14.**

In 2014-2015, the base operating grant provided by Alberta Innovation and Advanced Education was \$16.5 million and the base programming grant from the Government of Canada was \$1.95 million, unchanged from the prior year. A lower level of provincial grant funding was utilized in 2014-15 for facilities maintenance, a higher level of corporate grant funding was utilized for leadership special projects, and earned revenues from rentals and services reflected a higher volume of business in the programming areas. Tuition and fee revenues decreased in Arts Programming and Leadership Development resulting primarily from the continued restructuring of program offerings in both of these areas. Tuition from Arts Programming participants is largely offset by corresponding levels of expense for financial assistance.

Consolidated Revenues	(in thousands of dollars)	
	Year Ended March 31, 2015	Year Ended March 31, 2014
Government of Alberta grants	\$17,658	\$ 17,978
Federal and other government grants	2,450	2,384
Sales, rentals and services	26,849	25,166
Donations and other grants	7,091	5,553
Tuition and related fees	2,933	3,763
Amortization of deferred expended capital contributions	4,239	4,149
Investment income	936	817
<b>Total Revenue</b>	<b>\$ 62,156</b>	<b>\$ 59,810</b>

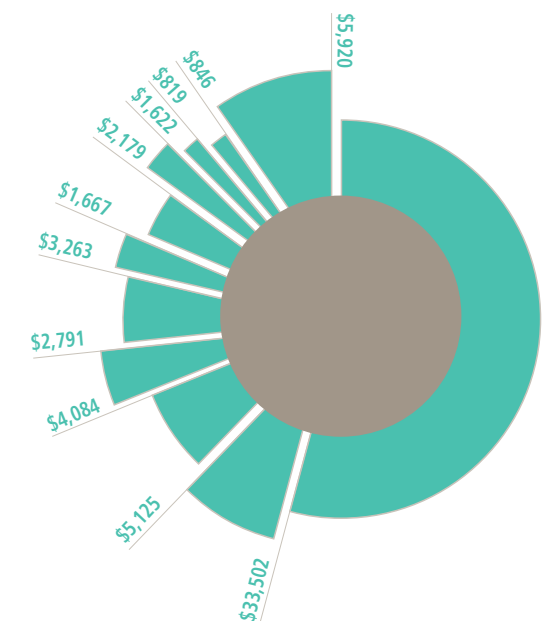


# EXPENSE

**Total expense increased in 2014-15 to \$61.8 million from \$59.3 million in 2013-14. The following table shows the composition of the Centre's total expense for the year ended March 31, 2015 with comparative information for 2013-14.**

Salary and benefit costs reflect compensation increases for staff and the higher costs of employee benefits. Utilities expenses decreased as a result of lower prices with stable usage, facilities expenditures reflect an increase in maintenance expenses, rentals and equipment expenditures include the cost of equipment replacements, while other expenditures remained stable except where driven by the volume of business or supported by special purpose funding sources.

Consolidated Expenses	(in thousands of dollars)	
	Year Ended March 31, 2015	Year Ended March 31, 2014
Salaries, wages and benefits	\$ 33,502	31,928
Purchased services	5,125	5,128
Material, goods and supplies	4,084	3,872
Scholarships and financial assistance	2,791	3,289
Facility operations and maintenance	3,263	3,127
Utilities	1,667	1,787
Travel, training and related costs	2,179	1,926
Rentals and equipment	1,622	1,097
Marketing and recruitment	819	625
Financial costs	846	638
Amortization of capital assets	5,920	5,856
<b>Consolidated Expenses</b>	<b>\$ 61,818</b>	<b>\$ 59,273</b>



## BUDGET TO ACTUAL

A balanced operating budget of \$62 million for the fiscal year 2014-15 was approved by the Board of Governors. Revenues were \$149 thousand more than the budget, and expenses were less than budget by \$189 thousand, resulting in an excess of revenue over expenses of \$338 thousand (less than 1%).

Revenue and expenses were consistent with budget levels except for lower utility costs and fluctuations associated with the restructuring of programming activity in both Arts Programming and Leadership Development.

## FINANCIAL POSITION

### Net assets

The Centre's net asset balance at March 31, 2015 totaled \$59.1 million, an increase of \$7.3 million for the fiscal year. The net asset balance is reported in two major categories:

### Accumulated surplus

Accumulated surplus increased by \$338 thousand to \$13.8 million from \$13.4 million in 2013-14. Included in accumulated surplus is \$21.3 million (2014 \$21.9 million) representing the Centre's investment in capital assets.

The balance of accumulated surplus totaled a negative \$7.5 million at March 31, 2015. This represents the Centre's estimated share of the Universities Academic Pension Plan unfunded liability of negative \$3.3 million and negative \$4.2 million of currently unfunded capital costs primarily from phase one of the Centre's campus redevelopment project.

### Endowment

Net assets restricted for endowment purposes increased by \$7 million to \$45.3 million from \$38.3 million in 2013-14. The increase in endowment net assets is the result of investment income of \$2.1 million, net capital gains of \$3.8 million, new contributions of \$2.3 million and a distribution of earnings for spending of (\$1.2) million.

## 3. AREAS OF SIGNIFICANT FINANCIAL RISK

### Unfunded pension liability

The Centre participates with other employers in the Universities Academic Pension Plan (UAPP). The UAPP is a multi-employer defined benefit pension plan that provides pensions for management and professional staff members.

As of March 31, 2015 the estimated funding deficiency of the Plan as a whole is \$1.13 billion. The Centre's portion of the liability is \$3.3 million, down slightly from \$3.5 million. Based on an extrapolation of the latest actuarial valuation, it is estimated that there will not be a substantial change in the funding deficiency for 2015-16.

### Infrastructure Maintenance Program funding and deferred maintenance

The Centre has identified deferred maintenance as a top priority and is addressing this priority annually through a combination of judicious allocation of Infrastructure Maintenance Program grants from the Province of Alberta and internal resource reallocation to the extent possible. Wherever possible, the Centre addresses deferred maintenance as part of other capital projects within the existing building inventory.

### Technology Strategy

The Centre's renewed strategic direction requires significant and ongoing investments in new and emerging technologies. The Centre has been successful in attracting some one-time funding from external sources, however significant additional resources will be required to fully support this initiative into the future.

### Economy

Global economic conditions have adversely impacted the Centre over the past five years, and recently a downturn in the provincial economy is eroding the Centre's earned revenues. The Centre has experienced a significant reduction in revenue which in turn impacts the level of funding available to support programming. In particular, there have been reductions in conference business and leadership development revenue as corporate business levels fall and program funding is restrained.

### Investments and endowments

With the addition of new endowment gifts and matching funds available from federal programs, the Centre's endowment fund continues to experience significant growth. In the past two years the endowment investments substantially increased in value as global equity markets rebounded. However, general market conditions are expected to remain unsettled in response to global economic concerns.

### Provincial funding and tuition fees

The Centre's Comprehensive Institutional Plan assumes a 1.4% decrease in the provincial base operating grant and a modest increase in deferred maintenance grants for FY15-16. The Centre adjusts its tuition rates in line with the Government of Alberta tuition policy, currently with a freeze on tuition increases. The Centre will continue to review and refine its business model to reflect the funding realities without unduly impacting the quantity and quality of programming.

### Capacity utilization

The Centre supported a slightly lower number of full-time learning equivalents (FLEs) in 2014-15 than the previous year but expects to maintain a level of approximately 500 FLE's in the short term. In the longer term as Conference and Leadership Development revenues recover, program enrollments are expected to increase to the extent that the capacity of the Centre's facilities permits.

### Salaries and benefits

Management and professional staff received a cost of living salary increase of 1.5% in April 2015. The current Collective Agreement with the CUPE, which represents approximately 70% of the Centre's staff, covers the calendar year and provided lump sum payments and benefit adjustments in 2015. Costs for employee benefits are expected to remain stable, given recent improvements in the funded status of employee group pension plans.

## 4. PROGRESS OF CAPITAL PROJECTS

Capital planning at the Centre is guided by the Campus Master Plan and a five-year capital plan which is updated annually.

The Centre engaged an architectural consultant to assist in developing a preliminary concept for Phase II of Campus Redevelopment.

The Centre will continue to work with Alberta Innovation and Advanced Education and Alberta Infrastructure to support the Centre's needs for additional funding to finance the next phase of campus redevelopment.

# FAST FACTS

The Banff Centre is the largest arts and creativity incubator in the world. Founded in 1933, our mission is inspiring creativity. Through multidisciplinary programming, The Banff Centre provides artists, leaders and researchers with the support they need to think dynamically, create new work, develop solutions and make the impossible possible.

We present over **400** events and programs on-site with **80,000+** audience members each year.



Roots and Rhizomes was an incredibly eye opening experience for me to grow as an artist/performer and person.

– Roots and Rhizomes, Christopher A. Sies – USA

## What We Do

We host over

**500**

conferences with over

**20,000**

participants.

The Banff Mountain Film Festival World Tour shows in

**46**

countries and attracts over

**390,000**

participants.

To date, over

**400**

Indigenous Leaders from

**99**

communities have participated in leadership programs.

## What They Do

**90%**

of alumni work professionally in their fields.

**81%**

secured a position, role or exhibition within a year of taking a Banff Centre program.

**78%**

earn their living from artistic practice, and serve as mentors and teachers within their communities

Works & exhibitions created at The Banff Centre are seen at galleries and on stages around the world.

## Our Programs

## Our Participants



Dance  
Film & Media  
Indigenous Arts  
Leighton Artists' Colony  
Literary Arts  
Music

Opera  
Theatre  
Visual & Digital Arts  
Interdisciplinary programs  
Peter Lougheed Leadership Institute



**3,000** artists



**2,400** researchers



**1,700** leaders



7 out of 10 arts participants are Canadian

## Share Locally

## Share Globally



Walter Phillips Gallery



Conferences & Leadership  
Venues for up to 1,000



7 venues  
(Theatres, Shaw outdoor Amphitheatre, Club and Halls) with over 3,500 seats



Banff Centre Radio  
(101.1 FM & 103.3 FM)  
banffcentre.ca/radio



Banff LIVE  
live.banffcentre.ca



Banff Centre Press  
Digital & Print



Dance Masters 2014

do  
good(er)

# DONORS

Through their generosity and investment, donors, sponsors and other supporters enrich many aspects of The Banff Centre experience. Their contributions help support ground-breaking artists, champion creative risk takers and inspire culturally vibrant communities. In addition, The Banff Centre expresses appreciation to the many others whose contributions to the achievement of the Centre's goals has been invaluable.



## LIFETIME DONORS AND SUPPORTERS

In recognition of donors and supporters who have contributed \$100,000 or more to The Banff Centre cumulatively as of March 31, 2015. Amounts represent actual funds received and do not include pledge amounts committed that are receivable in future years.

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Rural Alberta Development Fund †

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In Memory of Ilona Diener  
Jim Dinning and Evelyn Main  
Bryce and Nicki Douglas  
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Aldo and Elizabeth Parisot  
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Evalina Schmidtke  
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Sheila Wappel-McLean and Brent McLean  
Jan and Adam Waterous  
Catharine Whyte\*  
Leonora Woods\* in memory of Lt.-Col. J.H. Woods

### ORGANIZATION / ASSOCIATION

Alpine Club of Canada  
Calgary Philharmonic Players Association  
Siksika First Nation Development Fund

### UNDISCLOSED AMOUNT

Alice Schultz  
Betty Schultz

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In recognition of donors and supporters who contributed to The Banff Centre between April 1, 2014 and March 31, 2015.

### \$ 1 MILLION +

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Suncor Energy Foundation

### \$500,000 – \$999,999

**FOUNDATION**  
Eldon and Anne Foote Fund at Edmonton Community Foundation

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Parkland Fuel Corporation  
Power Corporation of Canada  
Progress Energy Canada Ltd.  
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Alpine Club of Canada

### \$1,000 – \$5,999

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Air Tahiti Nui  
Alpinist Magazine  
Arctos and Bird Management Ltd.  
Bank of America Merrill Lynch  
Barbara Edwards Contemporary  
Centini Restaurant and Lounge  
Cookbook Co. Cooks  
Crown Point Energy  
Daniel Sparks and Co. Inc.  
Dentons-Canada  
Devonian Properties  
Dr. David Li Inc.  
e=mc2 Events  
Fairmont Hotels and Resorts (Canadian Rockies)  
Gibson Fine Art  
Goal Zero  
Gucci Group Watches  
Herringer Kiss Gallery  
INLIV Full Circle Health  
Inspirati Ltd.  
Jarvis Hall Fine Art  
The Juniper Hotel and Bistro  
Kasian Architecture Interior Design and Planning Ltd.  
Liquidity Wines  
Live Out There  
Magic Places Cycling Adventures  
Miller Thomson LLP  
MouseTrap Films, LLC  
Netherlands Investment Company of Canada Limited  
Network Capital Management Inc.  
Nicole Gourmet  
Oboz Footwear  
Paul Kuhn Gallery  
Post Hotel and Spa  
Red Art Gallery  
Rocky Mountain Photo Adventures  
Saskatchewan Minerals Inc.  
Searchlight Recruitment Inc.  
Signiant Inc.  
Ski Banff Lake Louise Sunshine  
Small Luxury Hotels of the World  
Sun Life Financial Canada  
Susan Kun Jewellery Design

## TELUS

TrekSta  
Van Ginkel Art Gallery  
Vin Gogh Paint and Sip Studio  
Wallace Galleries Ltd.  
Wild Flour Bakery and Cafe  
Willock and Sax Gallery  
Anonymous (1)

## FOUNDATION

The Denver Foundation  
Hicks Memorial Fund at  
The Calgary Foundation  
Joe and Maureen Katchen  
Endowment Fund at the Jewish  
Community Foundation of  
Calgary  
Mactaggart Third Fund  
Pamela Grigg Charitable Foundation  
at The Calgary Foundation  
Peter and Dorothea Macdonnell  
Fund at Edmonton Community  
Foundation  
Pirie Foundation  
The Smith Vanstokkom Foundation  
Virginia Middleberg Fund at  
The Calgary Foundation  
The Walrus Foundation

## INDIVIDUAL

Fiona and John Abbott  
Jodi Abbott  
Fernando Alvarez  
Gail Andrew and Richard Haagsma  
Robyn Andruski  
Christian Bayle and Nicole Cramer  
Adriana and Stephan Benediktson  
Peter and Sheila Bentley  
Bigoudi  
David Blair  
Timothy Burt  
Melanie Busby and Goldie Edworthy  
Sean Caulfield  
Jack Chetner  
Margaret Clarke  
Dan Coholan  
Cheryl Cooney and Dick Huddleston  
Chris Cran  
Maria David-Evans  
Linda and Owen De Bathe  
Jason de Haan  
Marc de La Bruyere  
R.A. Denison  
Beverley Diamond  
Amy Dryer  
Robert Espey  
Elena Evanoff  
Bunny and John Ferguson  
Bill and Ruby Fisher  
Jill Fitz Hirschbold  
Sharon and Ronald Friesen  
David Fulton  
Jill Gardiner  
Trevor and Cindy Gardner  
Gerry Garvin  
James Gillespie  
Tim Gillespie  
Joanne and Doug Goss  
Ian and Judy Griffin  
Frances Harley and Raul Urtasun  
Ross and Nancy Hayes

Dan and Kathy Hays  
Jeffrey and Sheryl Hotchkiss  
Isabelle Hudon  
Ken and Denise Hughes  
Larry and Carolyn Hursh  
Donald and Heather Ingram  
Colin Jackson and Arlene Strom  
Tanyas and David Jackson  
Ashley, Susan and Tony James  
Scott Jeffrey  
Peter Jessiman  
Jolliffe and Godlonton Families  
Vernon and Barbara Jones  
Kevin Kanashiro  
Kimberly Keller  
Rob and Jennifer King  
Zelma Kiss and  
Christopher McAviney  
Margot and David Kitchen  
Doug and Maree Leighton  
Peggy and David Leighton, OC  
Donald Leitch  
Ian Loch  
Harvey Locke  
Satwant Lota  
Joe and Vivian Loughheed  
Mary and Stephen Loughheed  
Wayne and Sue Lyons  
David S. Lyons  
J. Mark MacDonald  
Steve MacDonald  
Kim and Linda Mackenzie  
Vanessa and Jeffrey Mackie  
Andrew MacNiven and Sarah Black  
Andy Mah  
Gerald and Anna Maier  
Cal and Leanne Malhiot  
Norman and Sandra Marenych  
Allan Markin, OC  
Sharon Martens  
Amy and Paul Masschelin  
Jack McBain  
Jane McCaig and Richard Waller  
John McCall  
Rodney and Karen McCann  
Steve Medicoff  
Jeff Melanson  
Marc and Michelle Mereau  
Kevin and Dore Meyers  
Arless Miller  
Jack and Anne Mirtle  
David Miyauchi and  
Mary Elizabeth MacRae  
Lynn Moen  
Jason Montemurro and  
Patricia Szmolyan  
Alan and Geri Moon  
J. Sherrold and Patricia Moore  
Angela Morgan  
Sandra Morrison and Joe Horton  
Fred and Heather Morrissey  
Derek and Sherri Neldner  
Guy Nelson  
Shannon Norberg  
Murray Malley and  
Jacqueline Nowak  
Erik Olson, Courtesy of  
BravinLee Programs  
Lyndal Osborne  
Lynn Patrick  
Robert Pockar

Brian Porter  
David Potter  
Douglas A. Proll  
Don Rees and Donna Scott Rees  
Alison Richardson  
Deborah and Ivor Ruste  
Glen and Ann Sather and Family  
Lucy Schappy  
Eleanor and Donald Seaman  
Mike and Linda Shaikh  
Jay Simmons and Jill Angevine  
Richard Singleton  
Marg and Ron Southern  
Christine Sperling  
Norman Steinberg  
Doug Suttles  
Carolyn\* and David Tavender, QC  
Kim Thomassin  
Shirley and Greg Turnbull  
Michael Velic  
Wendy Wacko  
Monique and Gary Weilingner  
Norma and Ron Westcott  
William Williams  
Douglas Williamson  
Anonymous (4)

## ORGANIZATION / ASSOCIATION

Alberta Women's Science Network  
American Alpine Club  
Dutch Canadian Business  
Club of Calgary  
Genome Alberta  
Institute of Corporate Directors  
Perimeter Institute  
Society for Canadian Women in  
Science and Technology  
Whyte Museum of the  
Canadian Rockies

## UNDISCLOSED AMOUNT

Alice Schultz  
Betty Schultz

\* Deceased

† Inactive

## OTHER SUPPORTERS AND PARTNERS

Archives Society of Alberta  
Bank of Nova Scotia Trust Company  
The Calgary Foundation  
CanadaHelps  
Edmonton Community Foundation  
Fidelity Charitable Gift Fund  
Gift Funds Canada  
Oxford University Press  
United Way of Calgary and Area  
United Way of the Alberta  
Capital Region  
Vancouver Foundation

## GOVERNMENT OF ALBERTA

Alberta Culture and Tourism  
– Alberta Foundation for the Arts  
– Alberta Heritage Scholarship  
Fund  
– Alberta Lotteries Fund:  
Community Facilities  
Enhancement Program  
– Alberta Lotteries Fund:  
Community Initiatives Program  
Alberta Innovation and Advanced  
Education  
– Access to the Future Fund  
– Advanced Education Capital  
Alberta Innovates Bio Solutions  
Alberta Innovates Health Solutions  
Alberta Innovates Technology Futures

## GOVERNMENT OF CANADA

Canadian Heritage  
– Canada Arts Presentation Fund  
– Canada Arts Training Fund  
– Canada Council for the Arts  
– Canada Cultural Investment  
Fund: Endowment Incentives  
– Canada Cultural Spaces Fund  
– Canada Media Fund  
– Celebrate Canada Program  
Infrastructure Canada  
– Building Canada Fund  
Natural Sciences and Engineering  
Research Council of Canada

# CONSOLIDATED FINANCIAL STATEMENTS

MARCH 31, 2015

Hiroaki Umeda performs Holiſtic Strata at The Banff Centre for Convergence.  
Photo credit Rita Taylor

## Independent Auditor's Report

To The Board of Governors of  
The Banff Centre

We have audited the accompanying consolidated financial statements of The Banff Centre, which comprise the consolidated statement of financial position as at March 31, 2015, and the consolidated statements of operations and changes in net assets, remeasurement gains and losses and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of The Banff Centre as at March 31, 2015, and the results of its operations, its remeasurement gains and losses and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



Chartered Accountants  
May 29, 2015

## THE BANFF CENTRE

### Consolidated Statement of Financial Position

As at March 31, 2015

(in thousands of dollars)

	March 31, 2015	March 31, 2014
<b>Assets</b>		
Current assets		
Cash and cash equivalents	\$ 6,656	\$ 3,757
Accounts and grants receivable (note 5)	5,702	5,445
Inventories and prepaid expenses	569	657
	<u>12,927</u>	<u>9,859</u>
Notes receivable and deferred charge (note 6)	676	675
Endowment and other long-term investments (note 3)	48,358	38,084
Capital assets (note 7)	136,016	140,971
	<u>\$ 197,977</u>	<u>\$ 189,589</u>
<b>Liabilities</b>		
Current liabilities		
Accounts payable and accrued liabilities	\$ 4,055	\$ 3,881
Unearned revenue and deposits (note 8)	1,707	1,615
Deferred contributions (note 9)	3,214	4,341
Current portion of long-term debt (note 11)	330	389
	<u>9,306</u>	<u>10,226</u>
Long-term debt (note 11)	120	445
Employee future benefit liabilities (note 12)	3,333	3,526
Long-term deferred contributions (note 9)	11,910	5,428
Deferred expended capital contributions (note 10)	114,244	118,230
	<u>138,913</u>	<u>137,855</u>
<b>Net Assets</b>		
Accumulated surplus (note 13)	13,755	13,417
Accumulated remeasurement gains	-	52
Endowments (note 14)	45,309	38,265
	<u>59,064</u>	<u>51,734</u>
	<u>\$ 197,977</u>	<u>\$ 189,589</u>

The accompanying notes are an integral part of these financial statements.

Signed on behalf of The Banff Centre Board of Governors:

[Original signed by Acting Chair, Board of Governors]

[Original signed by President, The Banff Centre]

**THE BANFF CENTRE**

**Consolidated Statement of Operations and Changes in Net Assets**

For the year ended March 31, 2015

(in thousands of dollars)

	Budget 2015 (note 17)	2015	2014
<b>Revenue</b>			
Government of Alberta grants (note 15)	\$ 17,586	\$ 17,658	\$ 17,978
Federal and other government grants (note 15)	2,373	2,450	2,384
Sales, rentals and services	25,603	26,849	25,166
Tuition and related fees	4,538	2,933	3,763
Donations and other grants	6,725	7,091	5,553
Investment income	857	936	817
Amortization of deferred expended capital contributions (note 10)	4,325	4,239	4,149
	<u>62,007</u>	<u>62,156</u>	<u>59,810</u>
<b>Expense</b>			
Arts programming	19,091	18,897	19,263
Leadership programs	3,484	3,027	2,352
Institutional support	11,219	11,029	10,470
Facilities operations and related costs	13,015	13,351	12,574
Ancillary operations	15,198	15,514	14,614
	<u>62,007</u>	<u>61,818</u>	<u>59,273</u>
<b>Excess of revenue over expense</b>	-	338	537
<b>Net assets, beginning of year</b>		51,734	43,554
Change in remeasurement gains		(52)	(36)
Endowment contributions and other transfers		2,344	2,950
Endowment investment income retained in (drawn from) the fund		862	(88)
Endowment net capital gains		3,838	4,817
<b>Net assets, end of year</b>	\$ -	\$ 59,064	\$ 51,734

The accompanying notes are an integral part of these financial statements.

**THE BANFF CENTRE**

**Consolidated Statement of Cash Flows**

For the year ended March 31, 2015

(in thousands of dollars)

	2015	2014
<b>Operating Transactions</b>		
Excess of revenue over expense	\$ 338	\$ 537
Non-cash items:		
Amortization of capital assets	5,921	5,864
Expended capital contributions recognized as revenue	(4,239)	(4,149)
Change in employee future benefit liabilities	(193)	69
Other non-cash adjustments	49	27
Change in:		
Accounts and grants receivable	(1,100)	884
Inventories and prepaid expenses	88	9
Accounts payable and accrued liabilities	223	523
Unearned revenue and deferred contributions	5,325	(2,684)
Cash provided by operating transactions	<u>6,412</u>	<u>1,080</u>
<b>Capital Transactions</b>		
Acquisition of capital assets	(1,015)	(3,102)
Cash applied to capital transactions	<u>(1,015)</u>	<u>(3,102)</u>
<b>Investing Transactions</b>		
Purchases of investments, net of sales	(7,549)	(5,831)
Endowment investment return, net of distributions	1,923	3,481
Cash applied to investing transactions	<u>(5,626)</u>	<u>(2,350)</u>
<b>Financing Transactions</b>		
Long-term debt principal repayments	(384)	(459)
Long-term deferred contributions, capital	375	1,576
Endowment contributions and transfers	3,137	2,402
Cash provided by financing transactions	<u>3,128</u>	<u>3,519</u>
<b>Increase (decrease) in cash and cash equivalents</b>	2,899	(853)
<b>Cash and cash equivalents, beginning of year</b>	3,757	4,610
<b>Cash and cash equivalents, end of year</b>	\$ <u>6,656</u>	\$ <u>3,757</u>
Cash and cash equivalents, end of year, is comprised of:		
Cash on hand and demand deposits	\$ 273	\$ 376
Money market funds and guaranteed investment certificates	6,383	3,381
	\$ <u>6,656</u>	\$ <u>3,757</u>

The accompanying notes are an integral part of these financial statements.

**THE BANFF CENTRE**

**Consolidated Statement of Remeasurement Gains and Losses**

For the year ended March 31, 2015

(in thousands of dollars)

	2015	2014
<b>Accumulated remeasurement gains, beginning of year</b>	\$ 52	\$ 88
Unrealized (loss) gain attributable to:		
Investments	(26)	60
Realized gain on investments, reclassified to operations	(26)	(96)
<b>Accumulated remeasurement gains, end of year</b>	<u>\$ -</u>	<u>\$ 52</u>

The accompanying notes are an integral part of these financial statements.

**THE BANFF CENTRE**

**Notes to the Consolidated Financial Statements**

For the year ended March 31, 2015

(tabular amounts in thousands of dollars)

**Note 1 Authority and Purpose**

The Board of Governors of The Banff Centre (the "Centre") is a corporation which operates under the Post-Secondary Learning Act (Alberta). The Centre is a registered charity, and under section 149 of the Income Tax Act (Canada), is exempt from income tax.

The Centre provides public access to a broad range of learning and professional development experiences with emphasis on the arts, leadership development, and the exploration of issues related to mountain culture and the environment.

**Note 2 Summary of Significant Accounting Policies and Reporting Practices**

**Consolidated financial statements**

These financial statements are prepared on a consolidated basis and include the accounts of The Banff Centre Foundation which is controlled by the Centre and operated exclusively to support the activities of the Centre. The Foundation is a registered charity, and under section 149 of the Income Tax Act (Canada), is exempt from income tax.

**Public sector accounting standards ("PSAS") and use of estimates**

These financial statements have been prepared in accordance with PSAS, including the 4200 series of standards. The measurement of certain assets and liabilities is contingent upon future events; therefore, the preparation of these financial statements requires the use of estimates, which may vary from actual results. The Centre's management uses judgment to determine such estimates. Employee future benefit liabilities, amortization of tangible capital assets, revenue recognition for expended capital, potential impairment of capital assets, accrued liabilities, and the provision for bad debts are the most significant items based on estimates. In management's opinion, the resulting estimates are within reasonable limits of materiality and are in accordance with the significant accounting policies summarized below. These significant accounting policies are presented to assist the reader in evaluating the financial statements and together with the following notes should be considered an integral part of the financial statements.

**Valuation of financial assets and liabilities**

The Centre's financial assets and liabilities are generally measured as follows:

Cash, cash equivalents, and similar fixed income instruments	Amortized cost
Investments - pooled investment funds, operating	Amortized cost
Investments - endowment	Fair value
Accounts, grants and notes receivable	Amortized cost
Accounts payable and accrued liabilities	Amortized cost
Long-term debt	Amortized cost

Unrealized gains and losses from changes in the fair value of unrestricted financial instruments are recognized in the statement of remeasurement gains and losses. Upon settlement, the cumulative gain or loss is reclassified from the statement of remeasurement gains and losses and recognized in the statement of operations.

Unrealized gains and losses from changes in the fair value of restricted financial instruments are recognized as deferred revenue or as endowment net assets.

Interest and dividends attributable to financial instruments are reported in the statement of operations, except for the restricted portions which are recognized as deferred revenue or as endowment net assets.

**Note 2 Summary of Significant Accounting Policies and Reporting Practices** (continued)

**Valuation of financial assets and liabilities** (continued)

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the statement of operations. The write-down of a portfolio investment to reflect a loss in value is not reversed for a subsequent increase in value.

For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense. The purchases and sales of cash, cash equivalents and investments are accounted for using trade-date accounting.

Management evaluates contractual obligations for the existence of embedded derivatives and elects to either designate the entire contract for fair value measurement or separately measure the value of the derivative component when characteristics of the derivative are not closely related to the economic characteristics and risks of the contract itself. Contracts to buy or sell non-financial items for the Centre's normal purchase, sale or usage requirements are not recognized as financial assets or liabilities. The Centre does not have any embedded derivatives.

**Cash and cash equivalents**

Cash and cash equivalents include cash on hand, demand deposits and highly-liquid investments that are readily convertible to cash and have a short maturity of less than three months from the date of acquisition.

**Inventories**

Inventories held for resale are valued at the lower of cost and net realizable value, being the estimated selling price less the cost to sell. Inventories held for consumption are valued at the lower of cost and replacement value. Cost is calculated principally using the weighted-average cost method.

**Capital assets**

Purchased capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement and betterment of the assets. The cost of capital assets includes overhead directly attributable to construction and development, as well as interest costs that are directly attributable to the acquisition or construction of the assets. Capital assets, except for property under development, are amortized on a straight-line basis over the estimated useful lives of the assets as follows:

Land improvements	20 years
Buildings and improvements	50 years
Equipment, furnishings and software	4-15 years

Property under development is not amortized until the project is substantially complete and the asset is placed in service. Capital lease obligations are recorded at the present value of the minimum lease payments excluding any lease operating costs. Contributed capital assets are recorded at their fair market value when a fair value can be reasonably determined. Works of art, historical treasures and collections are expensed when acquired and not recognized as capital assets, but the cost of these collections is disclosed in Note 7.

Capital assets are written down when conditions indicate that they no longer contribute to the Centre's ability to provide goods and services, or when the value of future economic benefits associated with the capital assets is less than their net book value. The net write-downs are accounted for as expenses in the statement of operations.

**Note 2 Summary of Significant Accounting Policies and Reporting Practices** (continued)

**Revenue recognition**

All revenues are reported using the accrual basis of accounting. Accordingly, amounts received for tuition, fees, and sales of goods and services are classified as unearned and recognized as revenue at the time the goods are delivered or the services are provided. Investment income is recognized as revenue when earned.

The Centre follows the deferral method of accounting for contributions and recognizes government grants, donations and other grants as described below.

Donations and non-government grants are received from individuals, corporations, and private sector not-for-profit organizations. These funds may be unrestricted or restricted for operating, endowment or capital purposes.

Unrestricted contributions are recorded as revenue in the year received or in the year the funds are committed to the Centre if the amount can be reasonably estimated and collection is reasonably assured.

Externally restricted non-capital contributions are deferred and recognized as revenue in the period in which the related expenses are incurred. Externally restricted amounts can only be used for the purposes designated by external parties.

Any externally restricted contributions containing stipulations that the amounts and related earnings be retained as net assets or that the contributions not be expended are recorded as direct increases in net assets. Such stipulations would include contributions made for endowment purposes or to acquire non-amortizable property. Realized and unrealized gains and losses and investment earnings attributable to these funds that must be maintained in perpetuity are also recognized as a direct increase in endowment net assets.

Externally restricted capital contributions are recorded as deferred contributions until the amounts are invested in capital assets. External funds invested in capital assets are then transferred to deferred expended capital contributions. Deferred expended capital contributions are recognized as revenue in the periods in which the related amortization expense of the funded capital assets is recorded. The related portions of amortization expense and capital contributions revenue are matched to indicate that the amortization expense has been funded externally.

Investment income includes dividend and interest income and realized gains or losses on the sale of investments. Unrealized gains and losses on investments that are not from restricted transfers, donations or grants are recognized in the statement of remeasurement gains and losses until the related investments are sold. Once realized, these gains and losses are recognized in the statement of operations.

In-kind donations of services and materials are recorded at fair value when such value can be reasonably determined. While volunteers and staff contribute a significant amount of time each year to assist the Centre, the value of their services is not recognized as revenue and expenses in the financial statements because the fair value cannot be reasonably determined.

**Scholarships and financial assistance**

Scholarships and financial assistance include payments to resident artists and program participants for tuition, fees, accommodations and other program related costs.

**THE BANFF CENTRE**

**Notes to the Consolidated Financial Statements**

For the year ended March 31, 2015

(tabular amounts in thousands of dollars)

**Note 2 Summary of Significant Accounting Policies and Reporting Practices** (continued)

**Foreign currency translation**

Financial assets and liabilities recorded in foreign currencies are translated into Canadian dollars at the year-end exchange rate. Revenues and expenses are translated when recorded during the year using the prior month-end exchange rates. In the period of settlement, realized gains and losses from these translations are included in investment income. Unrealized gains and losses are recognized in the statement of remeasurement gains and losses.

**Employee future benefits**

The Centre participates with other employers in the Public Service Pension Plan (PSPP) and the Universities Academic Pension Plan (UAPP). These pension plans are multi-employer defined benefit pension plans that provide pensions for the employers' participating employees based on years of service and earnings.

Pension expense for the UAPP is actuarially determined using the projected benefit method prorated on service and is allocated to each participant based on their respective percentage of employer contributions to the plan. Actuarial gains or losses on the accrued benefit obligation are amortized over the expected average remaining service life of active plan members.

The Centre does not have sufficient plan information on the PSPP required to follow the standards for defined benefit accounting. Accordingly, pension expense recorded for the PSPP is comprised of employer contributions to the plan that are required for its employees during the year. The contributions are calculated based on actuarially predetermined amounts that are expected to provide the plan's future benefits.

**Future Accounting Changes**

In March 2015 the Public Sector Accounting Board issued PS 3420 - Inter-entity Transactions. This accounting standard will be effective for fiscal years beginning on or after April 1, 2017.

- PS 3420 - Inter-entity Transactions establishes standards on how to account for and report transactions between public sector entities that comprise a government's reporting entity from both a provider and recipient perspective.

Management is currently assessing the impact of this new standard on the financial statements.

**THE BANFF CENTRE**

**Notes to the Consolidated Financial Statements**

For the year ended March 31, 2015

(tabular amounts in thousands of dollars)

**Note 3 Endowment and Other Long-Term Investments**

	2015	2014
Operating investments at amortized cost:		
Guaranteed investment certificates	\$ 508	\$ 1,500
Pooled investment funds	3,510	-
Operating investments at fair value	-	82
	<u>4,018</u>	<u>1,582</u>
Endowment		
Items at amortized cost:		
Cash and cash equivalents	317	471
Items at fair value:		
Government bonds	1,933	916
Corporate bonds	1,056	1,639
Equities and pooled funds	41,031	34,069
	<u>44,337</u>	<u>37,095</u>
Endowment earnings due from (payable to) the Centre	3	(593)
	<u>44,340</u>	<u>36,502</u>
	<u>\$ 48,358</u>	<u>\$ 38,084</u>

Equity investments are considered Level 1 items and are measured based on quoted prices in active markets for identical assets.

The remaining investments carried at fair value are Level 2 items and are measured based on market inputs other than quoted prices included in Level 1 that are observable for the asset or liability either directly as prices or indirectly derived from prices.

**Note 4 Financial Risk Management**

The Centre is exposed to a variety of financial risks, including market risks (price risk, currency risk and interest rate risk), credit risk and liquidity risk. To manage these risks, the Centre invests in a diversified portfolio of investments that is guided by established investment policies that outline risk and return objectives. The long-term objective of the Centre's investment policies is to achieve a long-term real rate of return in excess of fees and expenses and maintain the real value of the funds. The Board of Directors of The Banff Centre Foundation has the delegated authority for oversight of the Centre's endowment investments.

The Centre does not use foreign currency forward contracts or any other type of derivative financial instruments for trading or speculative purposes.

**THE BANFF CENTRE**  
**Notes to the Consolidated Financial Statements**  
For the year ended March 31, 2015  
*(tabular amounts in thousands of dollars)*

**Note 4 Financial Risk Management** (continued)

The Centre is exposed to the following risks:

**Market risk**

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual security, its issuer or general market factors affecting all investments. To manage this risk, the Centre has policies and procedures in place governing asset mix, diversification, exposure limits, credit quality and performance measurement.

Certain investment portfolios include only pooled fund holdings in which the Centre has an equity interest represented by units of the pooled fund and any distributions from the funds. The pooled fund investments consist of several other pooled fund holdings of cash and cash equivalents, Canadian bonds, and Canadian, U.S. and international equities. At March 31, 2015, the impacts of changes in the rates of return on these investment portfolios are as follows:

- for pooled fund investments -
  - a 6.69% change would result in a \$2,000,000 increase or decrease
- for segregated asset holdings -
  - a 1.64% change in short-term cash equivalents would result in a \$5,750 increase or decrease
  - a 2.68% change in fixed income securities would result in a \$75,000 increase or decrease
  - a 7.38% change in common stocks and equivalents would result in a \$400,000 increase or decrease

**Foreign currency risk**

Foreign currency risk on investments is the risk that the value of a financial instrument will fluctuate as a result of changes in foreign exchange rates. The significant holdings denominated in foreign currencies are in U.S. dollars, with smaller amounts in other foreign currencies that are not significant to the portfolio as a whole. The Centre is exposed to minimal foreign currency risk as it holds \$3,463,000 in U.S. denominated investments and conducts minimal transactions in foreign currencies.

**Interest rate risk**

Interest rate risk is the risk to the Centre's earnings that arises from the fluctuation and degree of volatility in those rates. This risk is managed by investment policies that limit the term to maturity of certain fixed income instruments held by the Centre. Interest rate risk on the Centre's debt is managed through fixed-rate loan agreements, budget contingencies to absorb rate fluctuations, and debt prepayment provisions to provide for a reduction of outstanding amounts prior to the renewal dates of any term loans. Bonds are affected indirectly as they are subject to fluctuations in market values.

The maturities of interest-bearing investments held by the Centre are as follows:

	< 1 year	1-5 years	> 5 years	average market yield
	%	%	%	%
Money market funds	100.0	-	-	0.70
Guaranteed investment certificates	90.9	9.1	-	1.47
Canadian government and corporate bonds	4.8	21.3	73.9	3.42

**THE BANFF CENTRE**  
**Notes to the Consolidated Financial Statements**  
For the year ended March 31, 2015  
*(tabular amounts in thousands of dollars)*

**Note 4 Financial Risk Management** (continued)

**Credit risk**

The Centre is exposed to credit risk on investments arising from the potential failure of a counterparty, debtor or issuer to honor its contractual obligations. To manage this risk, the Centre has established an investment policy with required minimum credit quality standards and issuer limits.

The Centre's accounts receivable are subject to normal credit risks due to the nature of the Centre's customers and grantors. The carrying values of these receivables reflect management's assessment of the credit risk associated with these customers and grantors.

The credit risks on investments held by the Centre are as follows:

	2015	2014
	%	%
A or higher	91.2	90.8
BBB	8.8	9.2

**Liquidity risk**

The Centre maintains a short-term line of credit to ensure that funds are available to meet current and forecasted financial requirements. At March 31 for the years presented in these financial statements, no amounts were outstanding under these credit facilities.

**Note 5 Accounts and Grants Receivable**

	2015	2014
Trade accounts receivable, net of allowance for doubtful accounts	\$ 1,664	\$ 2,557
Grants, participant and other receivables	4,038	2,888
	<u>\$ 5,702</u>	<u>\$ 5,445</u>

Accounts receivable are unsecured and non-interest bearing. No significant amounts are past due more than 90 days at March 31 of these years.

**Note 6 Notes Receivable and Deferred Charge**

In prior years, the Centre advanced a total of \$672,800 to Rocky Mountain Cooperative Housing Association for the right to lease 42 accommodation units. In December 2005, the terms of the notes were modified to discontinue the accrual of interest (interest accrued to that date was \$26,037). The notes are unsecured and repayable in 2019. Commitments under these operating leases are included in Note 11 - Long-Term Debt and Commitments.

The notes receivable are discounted to a present value of \$541,395 (2014 - \$517,191). The discount is amortized using the effective interest method. The deferred charge of \$108,494 (2014 - \$131,335) is amortized over the lease period.

**THE BANFF CENTRE**  
**Notes to the Consolidated Financial Statements**  
For the year ended March 31, 2015  
*(tabular amounts in thousands of dollars)*

**Note 7 Capital Assets**

	2015				
	Land Improvements	Buildings and Improvements	Equipment, Furnishings and Software	Property Under Development	Total
<b>Cost</b>					
Beginning of year	\$ 2,802	\$ 167,921	\$ 35,041	\$ 259	\$ 206,023
Additions	-	184	782	-	966
Disposals and other adjustments	-	-	(23)	-	(23)
	<u>2,802</u>	<u>168,105</u>	<u>35,800</u>	<u>259</u>	<u>206,966</u>
<b>Accumulated Amortization</b>					
Beginning of year	2,542	42,294	20,216	-	65,052
Amortization expense	45	3,348	2,528	-	5,921
Disposals and other adjustments	-	-	(23)	-	(23)
	<u>2,587</u>	<u>45,642</u>	<u>22,721</u>	<u>-</u>	<u>70,950</u>
<b>Net book value - March 31, 2015</b>	<u>\$ 215</u>	<u>\$ 122,463</u>	<u>\$ 13,079</u>	<u>\$ 259</u>	<u>\$ 136,016</u>
	2014				
	Land Improvements	Buildings and Improvements	Equipment, Furnishings and Software	Property Under Development	Total
<b>Cost</b>					
Beginning of year	\$ 2,722	\$ 167,252	\$ 34,091	\$ 195	\$ 204,260
Additions	-	749	1,117	64	1,930
Disposals and other adjustments	80	(80)	(167)	-	(167)
	<u>2,802</u>	<u>167,921</u>	<u>35,041</u>	<u>259</u>	<u>206,023</u>
<b>Accumulated Amortization</b>					
Beginning of year	2,497	38,959	17,899	-	59,355
Amortization expense	45	3,335	2,484	-	5,864
Disposals and other adjustments	-	-	(167)	-	(167)
	<u>2,542</u>	<u>42,294</u>	<u>20,216</u>	<u>-</u>	<u>65,052</u>
<b>Net book value - March 31, 2014</b>	<u>\$ 260</u>	<u>\$ 125,627</u>	<u>\$ 14,825</u>	<u>\$ 259</u>	<u>\$ 140,971</u>

Land is leased from the Government of Canada. The current lease expires on July 31, 2043 and is renewable.

Equipment, furnishings and software includes vehicles, furniture, fixtures, computer hardware, software, and other equipment. Included in equipment at March 31, 2015 is the net book value of approximately \$234,000 related to assets under capital leases (2014- \$267,000).

The Centre holds permanent collections of both library materials and artwork. Due to the subjective nature of these assets, they are not included in capital assets. The cost of these assets expensed in 2015 was \$13,000. As of March 31, 2015 the cumulative historical cost of these assets which have not been capitalized is \$1,544,000 (2014 - \$1,531,000).

No interest was capitalized by the Centre in 2015.

**THE BANFF CENTRE**  
**Notes to the Consolidated Financial Statements**  
For the year ended March 31, 2015  
*(tabular amounts in thousands of dollars)*

**Note 8 Unearned Revenue and Deposits**

	2015	2014
Deposits for accommodations	\$ 946	\$ 945
Other sales and services	761	670
	<u>\$ 1,707</u>	<u>\$ 1,615</u>

**Note 9 Deferred Contributions**

Deferred contributions are comprised of unexpended externally restricted grants, donations and endowment investment earnings available for spending. Substantially all of the operating deferred contributions and earnings are restricted to support arts and leadership programming in addition to financial assistance for program participants. Other deferred contributions are restricted for capital projects.

	2015			2014
	Operating	Capital	Total	Total
Balance, beginning of year	\$ 8,159	1,610	9,769	\$ 11,752
Grants and contributions received or receivable:				
Operating	8,677	-	8,677	1,058
Capital	-	1,005	1,005	1,565
Distributed endowment earnings	1,245	14	1,259	922
Recognized as operating revenue:				
Grants and contributions	(3,902)	(644)	(4,546)	(3,611)
Endowment earnings utilized	(787)	-	(787)	(645)
Transfers to fund capital acquisitions	-	(253)	(253)	(1,272)
Balance, end of year	<u>13,392</u>	<u>1,732</u>	<u>15,124</u>	<u>9,769</u>
Current portion of deferred contributions	<u>(3,214)</u>	<u>-</u>	<u>(3,214)</u>	<u>(4,341)</u>
Long-term deferred contributions	<u>\$ 10,178</u>	<u>\$ 1,732</u>	<u>\$ 11,910</u>	<u>\$ 5,428</u>

**Note 10 Deferred Expended Capital Contributions**

Deferred expended capital contributions represent the unamortized contributions and grants received to fund capital acquisitions. The amortization of deferred expended capital contributions is recorded as revenue in the statement of operations. Changes in the deferred expended capital contributions balances are as follows:

	2015	2014
Balance, beginning of year	\$ 118,230	\$ 121,107
Transferred from deferred contributions to acquire capital assets (note 9)	253	1,272
Transferred to revenue	(4,239)	(4,149)
Balance, end of year	<u>\$ 114,244</u>	<u>\$ 118,230</u>

**THE BANFF CENTRE**

**Notes to the Consolidated Financial Statements**

For the year ended March 31, 2015

(tabular amounts in thousands of dollars)

**Note 11 Long-Term Debt and Commitments**

Debt	2015	2014
Term loan - Professional Development Centre	\$ 386	\$ 730
Capital leases	64	104
	<u>450</u>	<u>834</u>
Less: debt due within one year	(330)	(389)
Long-term debt	<u>\$ 120</u>	<u>\$ 445</u>

In April 2010 the Centre refinanced the unsecured term loan for a three-year period with blended principal and interest repayments of approximately \$297,000 per annum. In January 2014 the Centre renewed the loan on similar terms for a 19-month period until July 1, 2016, with interest at 3.04% per annum.

From time to time the Centre enters into capital leases to finance various purchases of equipment. These leases generally range in maturity from three to five years with implicit interest rates between 3.0% and 5.0%.

The Centre maintains a Letter of Credit Facility of up to \$200,000 ("Credit Facility") at an interest rate of 1.3% per annum. Amounts drawn under this Credit Facility are available through commercial letters of credit. At March 31, 2015, \$75,000 is issued and outstanding (2014 - \$75,000).

Interest expense on long-term debt for the years ended March 31, 2015 and 2014 was \$17,033 and \$29,903, respectively. Interest expense approximates interest paid for both fiscal years. These expenses are included in the institutional support category of functional expense.

**Commitments**

In January 2015 the Centre entered into a long-term supply arrangement with an electrical utility supplier for its electrical power needs for the period February 1, 2015 to January 31, 2020, at a rate of \$0.0489 per kilowatt hour subject to minimum and maximum requirements.

The Centre is party to an agreement with Rocky Mountain Cooperative Housing Association under which the Centre is committed to the rental of 42 housing units through December 2019. Under this agreement, the monthly rent is approximately \$47,733, and the total of all commitments over the remainder of the lease term is approximately \$2,720,781.

**THE BANFF CENTRE**

**Notes to the Consolidated Financial Statements**

For the year ended March 31, 2015

(tabular amounts in thousands of dollars)

**Note 11 Long-Term Debt and Commitments (continued)**

**Commitments (continued)**

The Centre is party to an agreement with YWCA Banff under which the Centre is committed to the rental of 13 housing units through August 2017. Under this agreement, the approximate monthly rent is \$7,100, and the total of all commitments over the remainder of the lease term is approximately \$199,290.

Future expected minimum payments for all commitments are as follows:

Year Ending March 31	Professional Development Centre	Capital Leases	Operating Leases
2016	\$ 289	\$ 41	\$ 822
2017	97	23	801
2018	-	-	729
2019	-	-	630
2020	-	-	430
	<u>\$ 386</u>	<u>\$ 64</u>	<u>\$ 3,412</u>

**Note 12 Employee Future Benefit Liabilities**

The Centre participates with other employers in the Public Service Pension Plan (PSPP) and the Universities Academic Pension Plan (UAPP). These pension plans are multi-employer defined benefit plans that provide pensions for the Centre's participating employees based on years of service and earnings.

**PSPP**

As the Centre does not have sufficient information on the PSPP to follow the accounting standards for defined benefit plans, the plan is accounted for on a defined contribution basis. Accordingly, pension expense of \$1,280,000 (2014 - \$1,225,000) recorded for the PSPP is comprised of employer contributions to the plan that are required for the Centre's employees during the year. Pension expense is recorded as a direct cost together with the related salaries and wages and reported in all expense categories of the statement of operations. Contributions are calculated based on actuarially predetermined amounts that are expected to provide the plan's future benefits.

An actuarial valuation of the PSPP was carried out at December 31, 2012 and was then extrapolated to December 31, 2014. At December 31, 2014, the PSPP reported an actuarial deficiency of \$803.3 million (2013 - \$1.255 billion) for the plan as a whole. The deficiency is being discharged through additional contributions from both employees and employers until 2025. Other than the requirement to make additional contributions, the Centre does not bear any risk related to the PSPP deficiency.

**THE BANFF CENTRE**

**Notes to the Consolidated Financial Statements**

For the year ended March 31, 2015

(tabular amounts in thousands of dollars)

**Note 12 Employee Future Benefit Liabilities** (continued)

**UAPP**

The UAPP is a multi-employer defined benefit pension plan for academic staff members and other eligible employees. An actuarial valuation of the UAPP was carried out at December 31, 2012 and further extrapolated to the Centre's year ended March 31, 2015. The Centre's share of the benefit liability, which has been allocated based on employer contributions to the plan, is estimated to be \$3,331,000 at March 31, 2015 (2014 - \$3,526,000).

The Centre recorded its share of pension expense of \$978,000 (2014 - \$1,067,000).

The significant actuarial assumptions used to measure the UAPP accrued benefit obligation for the plan as a whole and the Centre's share of the benefit obligation and benefit costs are as follows:

	2015		2014	
Accrued benefit obligation at March 31	\$	22,319	\$	18,649
Discount rate		6.10%		6.60%
Benefit costs for years ended March 31	\$	722	\$	751
Discount rate		6.10%		6.60%
Average compensation increase		3.50%		3.50%
Estimated average remaining service life		8.6 yrs		8.6 yrs

The UAPP unfunded deficiency for service prior to January 1, 1992 is financed by additional contributions of 1.25% of salaries by the Government of Alberta. Employees and employers share equally the balance of the contributions of 2.87% (2014 - 2.87%) of salaries required to eliminate the unfunded deficiency by December 31, 2043. The Government of Alberta's share of the obligation for the UAPP unfunded deficit at March 31, 2015 is \$313.5 million (2014 - \$310.7 million).

The UAPP unfunded deficiency for service after December 31, 1991 is financed by special payments of 5.79% (2014 - 5.79%) of pensionable earnings until December 31, 2021, 1.71% (2014 - 1.71%) of salaries for 2022 and 2023, 0.70% (2014 - 0.70%) of salaries for 2024 and 2025, and 0.25% (2014 - 0.25%) of salaries for 2026 and 2027, all shared equally between employees and employers.

**Administrative leave**

The Centre provides the President a paid leave of absence at the end of her/his administrative appointment, accrued during the period of employment. Upon completion of the term of service, the salary and benefits in effect at that time are paid for the duration of the leave. A lump sum payment may be taken at the end of the appointment with Board approval.

The Centre's benefit expense for administrative leave totaled \$16,000 (2014 - \$58,000). The accrued benefit liability at March 31, 2015 is \$2,000 (2014 - \$144,000), with \$158,000 of benefits paid out or forfeited during the year. No assets are set aside to fund the liability as the Centre plans to use its working capital to finance this future obligation.

**THE BANFF CENTRE**

**Notes to the Consolidated Financial Statements**

For the year ended March 31, 2015

(tabular amounts in thousands of dollars)

**Note 13 Accumulated Surplus**

The changes in accumulated surplus are as follows:

	Unrestricted	UAPP Pension Deficit (note 12)	2015	2014
Accumulated operating surplus (deficit), beginning of year	\$ 16,943	\$ (3,526)	\$ 13,417	\$ 12,880
Excess of revenue over expense	338	-	338	537
UAPP pension benefits accrual	(195)	195	-	-
Accumulated operating surplus (deficit), end of year	\$ 17,086	\$ (3,331)	\$ 13,755	\$ 13,417

Included in accumulated surplus is \$21,322,000 (2014 - \$21,909,000) representing the amount of surplus that has been invested in capital assets.

**Note 14 Endowments**

	2015		2014	
Endowments, beginning of year	\$	38,265	\$	30,586
Contributions and other transfers		2,344		2,950
Investment income		2,121		834
Net capital gains		3,838		4,817
Distribution of earnings available for spending		(1,259)		(922)
Endowments, end of year	\$	45,309	\$	38,265

The Centre receives matching funds on eligible endowment contributions from Canadian Heritage under the Endowment Incentives program. These contributions and matching funds are held by The Banff Centre Foundation and The Banff Community Foundation (an unrelated public charitable foundation) and managed as a permanent endowment for the sole benefit of the Centre. During 2015 the Centre transferred \$1,000,000 of eligible donations to The Banff Centre Foundation (2014 - \$2,000,000). The market values of the funds held by these foundations are as follows:

	2015		2014	
The Banff Centre Foundation	\$	34,183	\$	18,851
The Banff Community Foundation	\$	11,126	\$	10,141

Endowments consist of externally restricted donations received by the Centre and are managed in accordance with the terms of the agreements between the Centre and the individual donors.

Investment income earned on endowments must be used in accordance with the various purposes established by the donors or the Board of Governors. Benefactors as well as the Centre's policy stipulate that the economic value of the endowments must be protected by limiting the amount of income that may be expended and by reinvesting unexpended income.

**THE BANFF CENTRE**

**Notes to the Consolidated Financial Statements**

For the year ended March 31, 2015

(tabular amounts in thousands of dollars)

**Note 14 Endowments** (continued)

Under the Post-Secondary Learning Act, the Centre has the authority to alter the terms and conditions of endowments to enable:

- income earned by the endowment to be withheld from distribution to avoid fluctuations in the amounts distributed and generally to regulate the distribution of income earned by the endowment
- encroachment on the capital of the endowment to avoid fluctuations in the amounts distributed and generally to regulate the distribution of income earned by the endowment if, in the opinion of the Board of Governors, the encroachment benefits the Centre and does not impair the long-term value of the fund

In any year, if the investment earnings on endowments are insufficient to fund the spending allocation, the spending allocation is funded from the cumulative earnings reinvested in the fund. However, for individual endowment funds without sufficient cumulative reinvested earnings, endowment principal may be used in that year. This amount is expected to be recovered from future investment earnings.

**Note 15 Government Grants**

	2015	2014
Base operating grant from Alberta Innovation and Advanced Education	\$ 16,472	\$ 16,472
Other Government of Alberta grants:		
Alberta Innovation and Advanced Education	888	1,123
Alberta Culture	298	377
Other Ministries	-	6
	<u>\$ 17,658</u>	<u>\$ 17,978</u>
Federal and other government grants:		
Government of Canada - Department of Canadian Heritage		
Canada Arts Training Fund	\$ 1,950	\$ 1,950
Canada Arts Presentation Fund	125	124
Celebrate Canada	-	7
Other government grants	375	303
	<u>\$ 2,450</u>	<u>\$ 2,384</u>

**THE BANFF CENTRE**

**Notes to the Consolidated Financial Statements**

For the year ended March 31, 2015

(tabular amounts in thousands of dollars)

**Note 16 Salaries and Employee Benefits**

The salaries and employee benefit expenses of the Centre include:

	2015	2014
Salaries, wages and non-pension benefits	\$ 31,238	\$ 29,636
Pension benefits	2,264	2,292
	<u>\$ 33,502</u>	<u>\$ 31,928</u>

The salaries and benefits of the Board of Governors and senior management are as follows:

	2015			2014	
	Base Salaries	Other Cash Benefits (1)	Other Non-cash Benefits (2)	Total	Total
Board of Governors (3)	\$ -	\$ -	\$ -	\$ -	\$ -
President (4)	13	-	5	18	-
Interim President	64	7	23	94	-
Past President (4)	72	72	18	162	444
Vice-Presidents:					
Programming	150	15	39	204	188
Leadership Development	150	-	33	183	-
Finance	174	4	39	217	51
Finance (former)	-	-	-	-	202
Business Development	165	17	29	211	194
	<u>\$ 788</u>	<u>\$ 115</u>	<u>\$ 186</u>	<u>\$ 1,089</u>	<u>\$ 1,079</u>

(1) other cash benefits include earnings such as vacation payouts, bonuses, housing allowances and other lump sum amounts, including retirement and severance payments

(2) other benefits include the Centre's share of all employee benefits and payments made on behalf of employees including pension, administrative and retirement leave, health care, life insurance and disability plans, tuition benefits, taxable travel and other benefits for the use of Banff Centre residences, vehicles and services

(3) the Chair and members of the Board of Governors receive no remuneration for their services

(4) executives in this role receive administrative leave benefits that are included in other non-cash benefits

## THE BANFF CENTRE

### Notes to the Consolidated Financial Statements

For the year ended March 31, 2015

(tabular amounts in thousands of dollars)

#### Note 17 Budget

Budgeted amounts have been provided for comparison purposes and are derived from the Centre's Comprehensive Institutional Plan as approved by the Board of Governors.

#### Note 18 Expense By Object

	2015		2014
	Budget	Actual	Actual
Salaries, wages and benefits (note 16)	\$ 33,507	\$ 33,502	\$ 31,928
Purchased services	5,434	5,125	5,128
Materials, goods and supplies	4,104	4,084	3,872
Scholarships and financial assistance	3,759	2,791	3,289
Facility operations and maintenance	3,373	3,263	3,127
Utilities	2,005	1,667	1,787
Travel, training and related costs	1,608	2,179	1,926
Rentals and equipment	871	1,622	1,097
Marketing and recruitment	606	819	625
Financial costs	662	846	638
Amortization of capital assets (note 7)	6,078	5,921	5,864
Gain on disposal of capital assets	-	(1)	(8)
	<u>\$ 62,007</u>	<u>\$ 61,818</u>	<u>\$ 59,273</u>

#### Note 19 Contingencies

The Centre is subject to audits from federal and provincial tax authorities in the normal course of business which can give rise to assessments related to tax filing positions the Centre has taken on its tax returns. While management of the Centre believes that the filing positions are appropriate and supportable, the possibility exists that certain matters may be challenged by the tax authorities. Management of the Centre regularly reviews the potential for adverse outcomes and believes that any decisions in these matters will not have a material adverse effect on the financial position or the results of operations of the Centre.

# GOVERNANCE

#### BOARD OF GOVERNORS April 2014 – March 2015

**Brenda Mackie,**  
Chair (to April 2015)  
– Calgary

**Robert D. Walker**  
Acting Chair  
(since April 2015)  
– Edmonton

**Jack Davis**  
Interim President  
(July 2014 to March 2015)  
– Calgary

**Janice Price**  
President  
(since March 2015) – Banff

**Larry Fichtner** – Calgary

**Joan Forge** – Edmonton

**Asim Ghosh** – Calgary

**Christopher Hilbert**  
– New York

**Elmer Hildebrand**  
– Altona, Manitoba

**Evaleen Jaeger Roy**  
(since October 2014)  
– Vancouver

**Leroy Little Bear,**  
JD – Lethbridge

**Anne Lockwood** – Calgary

**Ralston E. MacDonnell**  
– Halifax

**Trina McQueen** – Toronto

**Andrew Molson**  
(since July 2014) – Montreal

**Susan Peterson** – Ottawa

**Joseph Shlesinger** – Toronto

#### FOUNDATION BOARD April 2014 – March 2015

**Beth Reimer-Heck**  
(Chair) – Calgary

**Bruce Bentley** – Edmonton

**Timothy E. Burt** – Winnipeg

**Jack Davis**  
(ex-officio Director)  
(to March, 2015) – Calgary

**Larry Fichtner** – Calgary

**Ian Griffin**  
(to January, 2015)  
– Calgary

**J. Mark MacDonald** – Toronto

**Brenda Mackie**  
(ex-officio Director)  
– Calgary

**Andrew MacNiven** – Calgary

**Janice Price**  
(since March, 2015)  
– Banff

#### EXECUTIVE OFFICERS

**Jack Davis**  
President  
(July 2014 to March 2015)

**Janice Price**  
President  
(since March 2015)

**Dan Buchner**  
Vice-president, Peter  
Lougheed Leadership Institute

**Gillian Danby**  
Vice-president,  
Chief Financial Officer  
(to June 2015)

**Lise Carter**  
Acting Chief Financial Officer  
(since June 2015)

**Neil Johnston**  
Vice-president, Development

**Valerie Kapay**  
Executive Director, Human  
Resources

**Luke Sunderland**  
Vice-president, Chief  
Operating Officer

**Carolyn Warren**  
Vice-president, Arts

The Banff Centre is supported by funding from the Government of Alberta, through Alberta Innovation 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**  
inspiring **creativity**