

The Creative Voice

Strategic Plan 2016 – 2021



BANFF
CENTRE
FOR ARTS AND
CREATIVITY

Strengthening Canada's Creative Voices

A message to our community, artists and partners

A home for arts and creativity.

In a world that is forever moving and changing, art can act as a vehicle for understanding. We are facing a broad range of disruptive innovations and reinvention in the world today that are changing markets, sectors, countries, and the lives of individuals everywhere. Closer to home and also tied to the national landscape, there is an Alberta economy that has witnessed a number of challenges in the face of declining prices for natural resources. Provincially, the importance and role of high-quality education, and access to this, has been emphasized as key in shaping the success of Alberta's future, and there is no reason to doubt that this also rings true on a much larger scale when applied to Canada, and the world.

These dramatic shifts are also providing an extraordinary and uniquely Canadian moment. More than ever, the world is recognizing Canada's strength and leadership in taking creative approaches to change, diversity, reconciliation, immigration, environmental issues, and arts and culture.

UNESCO's first worldwide study on the economic contribution of the creative industries in 2015 identified several of Canada's creative industries as benchmarks. In 2016, the Government of Canada pledged an unprecedented \$1.9 billion to foster the creation of Canadian content and arts exports to increase international audiences for Canadian creative artists and professionals. This support is a clear and welcome message that creative expression is not ornamental – it is fundamental to who we are, and how we see and express ourselves. It helps us define, celebrate, and share our cultures.

This is the backdrop for Banff Centre's 80 year commitment to arts and creativity. Artists help us make sense of our world – they tell our stories, offer different perspectives and show us new and powerful ways to see and understand the world. They help us define, celebrate and share our cultures the world over. Creativity is now globally recognized as an essential 21st Century skill. Creativity enables us to contribute to our communities, set expectations for our leaders, and find meaning for ourselves. Creativity is in all of us, it is for everyone.

At Banff Centre for Arts and Creativity, we have been welcoming extraordinary artists and leaders here on Treaty 7 land for generations. The breadth, and substance, of our offerings as a post-secondary institution that specializes in arts and culture is unequalled anywhere in the world. Banff Centre was born during the Great Depression with an extraordinary vision, inspired by Alberta's entrepreneurial spirit, to develop artistic and creative potential in talented artists from Alberta, Canada and around the world, and we stay true to that mission today.

This is a special place indeed; for performing artists, visual artists, writers, film and new media practitioners, Indigenous artists, and leaders from across Canada and around the globe, as well as our many audiences who engage with these artists and leaders. Our story matters because it is also your story and the story of everyone who wants to strengthen the creative voices of Alberta and Canada.

Cover image: Luri Lee from the Rolston String Quartet performing at Music for a Summer Evening at Banff Centre as part of summer training programs in 2015. Photo by Rita Taylor.

This strategic plan, *The Creative Voice*, will help us write the next chapter of this story together. To our supporters, audiences, partners, participants, clients, visitors, and Banff Centre team, we thank you for your continued support and dedication. None of this would be possible without you.



Janice Price
President & CEO
Banff Centre for Arts and Creativity

The Creative Voice

Strategic Plan 2016 – 2021

Canada's home for arts learning and creation.

As Canada's leading post graduate arts institution, Banff Centre for Arts and Creativity offers intensive training and career development programs for emerging and established artists across all artistic disciplines. As champions of arts and creativity, Banff Centre also has an extensive leadership offering in the cultural, Indigenous, corporate, and environmental sectors.

Banff Centre offers more than one hundred programs annually that are open for application to artists and arts practitioners at the post-graduate and professional level. Adjudicated by international faculty, Banff Centre participants engage in educational programs designed to help them advance their careers and create new artistic works.

Banff Centre's five year strategic plan is called *The Creative Voice* because training, supporting, and developing creative voices is what we do on a daily basis. Arts and creativity is core to our mission and it is what connects us across our arts and leadership training, and conference experiences, enabling Banff Centre to deliver distinct public value to Albertans and Canadians. Over the next five years Banff Centre will strengthen its support for new creative voices by offering training programs in arts and leadership and will further focus its resources and experience to be a catalyst for Canadian culture and a global organization in arts and creativity.



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The practice of all the arts is acrobatic, not much different from being a high wire walker, a trapeze artist. No guarantee each time that you won't lose your balance and fall. And like most artists I have had spotters. Several.

– W.O. Mitchell, author of *Who Has Seen The Wind* and alumnus and faculty of Banff Centre's Literary Arts program, which he directed in its formative years.

Phillip Blanchett, musical group Pamyua, Banff Centre, 2016. Photo by Rita Taylor.

Contributing to Canada's cultural landscape

Integral to Banff Centre training programs are festivals, performances and world class events that showcase the artists and work created here to over 80,000 audience members every year.

Works are presented from all artistic disciplines: opera, music, dance, film and media, mountain culture, visual and Indigenous arts, and more. Across these disciplines Banff Centre is proud to showcase to audiences commissions, behind the scenes, premieres, and co-productions with some of the world's finest cultural organizations and companies. These works go on to be showcased around the world, extending the impact and reach of our programs.

Every year in Banff there are:

150+

Premieres

50+

Commissioned Artistic Works

400+

Performances and Events



David Thor Jonsson and Ragnar Kjartansson during the development of the five channel video installation, *The End* by Ragnar Kjartansson. Created at Banff Centre for the 53rd Venice Biennale. Photo by Laura Vanags.

Contributing to Canada's cultural sector

Banff Centre has been helping launch, sustain, and grow the careers of artists, practitioners and cultural leaders for over 80 years.

The impact of these alumni is clear:

90%

of alumni work professionally in their field.

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.

70%

of participants in arts training programs are Canadian.

Building on a Cultural Legacy

Banff Centre for Arts and Creativity has an extraordinary legacy spanning over 80 years of support and inspiration to thousands of artists from across all disciplines. The history of Banff Centre is the story of some of the most iconic and outstanding artists from across Canada and around the world who have helped forge our Canadian cultural identity. Eighty years of artists learning, teaching, and creating work that inspires others.

It is with great admiration and respect that *The Creative Voice* builds on this legacy.

1942: World-renowned pianist Max Pirani, of the Royal College of Music in London, joins the arts faculty in classical music.

1944: Banff Centre hosts the Alberta Writers' Conference, which includes the inaugural Creative Writing Competition for Alberta Schools, initiating the first writing programs at Banff unrelated to theatre arts.



1949–1968: Dr. Ernesto Vinci, renowned German-born opera instructor, initiates Banff's opera program.

1936–1945: The Banff School's formative years occur during the latter half of the Great Depression and the Second World War; under the directorship of Donald Cameron (he remained director until 1969) the Centre attracts high calibre instructors from across Canada and the world, including faculty from renowned institutions The Juilliard School, Cornell, and New York University.

Music: Classes for children in the Suzuki method are introduced in the mid-1960s by Thomas Rolston who was then teaching at the University of Alberta. In 1965 Rolston was appointed head of the strings program in Banff— brass and woodwinds classes followed.

1970: Laszlo Funtek formalizes and develops Banff's Theatre program.

1970: In recognition of the broadening educational role of the school, it is renamed The Banff Centre for Continuing Education (The Banff Centre for short).

1972: Banff Centre offers its first program in Indigenous Leadership Training.

1974: Legendary jazz composer Oscar Peterson co-founds the jazz program at Banff with composer and jazz clarinetist Phil Nimmons.



1992: Banff alumni account for half of the Canadian Opera Company.

1996: Sheila Jordan co-leads the Jazz Vocal program with Jay Clayton. In 2012, Jordan received the National Endowment for the Arts Jazz Masters Award—the most prestigious U.S. award for jazz music.

2000s: The Banff Centre has evolved into one of the world's leading arts-training organizations, enabling artists from Canada and across the globe from all disciplines to learn from each other and practice at the highest level of excellence; Banff Centre now welcomes 3,000 artists a year, presenting over 400 events annually including *Songs Above the Treeline*, 2008 with Indigenous Women, including Tanya Tagaq. These events attract audiences of over 80,000 from Alberta and beyond.



Early 1930s: New Canadian families who have settled in Alberta express a desire to share their cultural legacies with the next generation; the University of Alberta Extension Program applies for a grant from the US-based Carnegie Foundation to fund an experimental training program for community theatre.

1933: The Banff School holds a single summer course in theatre arts – 130 students attend; seventeen plays were rehearsed.

1935: Painting classes are added to the theatre program, and the summer school officially becomes the Banff School of Fine Arts.

1937: The writing program is introduced, beginning with playwriting, instructed by Dr. Frederick H. Koch, head of the Department of Dramatic Art at the University of North Carolina.

1946: The inaugural celebration of Banff Centre's official home in Banff National Park, at which Group of Seven members A.Y. Jackson and Lawren Harris are present, along with other faculty and hundreds of students.

1948: Betty Farrally and Gweneth Lloyd, founders of the Royal Winnipeg Ballet, established the dance program.



1954: There are now over 500 participants annually attending programs at Banff School of Fine Arts.



Dance: In 1967, with the arrival of a new theatre complex that included facilities for costume, wig and set construction, a more for mal production-focused training program was offered in addition to the existing training program. During this era, dance productions were fully designed and realized at The Centre and performed with full orchestra.



1974–1986: W.O. Mitchell, author of *Who Has Seen The Wind*, leads Banff's literary arts program.

1975: The first Mountain Film and Book Festival is hosted celebrating mountain culture from around the world.

1976: Banff Centre opens its contemporary art gallery, Walter Phillips Gallery.

1978: The Province of Alberta declares the Banff Centre a formal post-secondary arts training institution, cementing its role as a vital cultural institution and an indispensable resource in the education system for passing creative wisdom and skills from one generation of artists to the next.

1983: Banff Centre celebrates its 50th anniversary. The first Banff International String Quartet Competition is held. First place laureates since then include the St Lawrence String Quartet, Dover, Cecelia String Quartet, Rolston String Quartet and more.



1997: Jim Prentice joins Banff Centre as faculty for its Indigenous Leadership program.

1999: The Banff Centre is declared a National Arts Training Institution by the Department of Canadian Heritage.



2003: Banff Centre launches the Banff International Translation Centre to help connect authors to the best translators from around the world. Alumni from this program now include Ann-Marie Macdonald, Margaret Atwood, Joseph Boyden, Yann Martel, Madeleine Thien, and Lawrence Hill.

2006: Some impressive statistics reveal the depth of alumni impact on the arts in Canada: over 75 percent of Alberta Ballet are Banff alumni; one-quarter of the National Ballet of Canada are alumni; over a third of the musicians in the Toronto Symphony Orchestra have attended or taught in programs at Banff Centre.

2016: The Banff Centre becomes Banff Centre for Arts and Creativity. Banff alumni continue to occupy key positions at, and contribute to, every major arts centre, festival, and cultural organization in the country, including Toronto International Film Festival, Stratford Festival, National Arts Centre, National Theatre School, Shaw Festival, Canadian Stage Company, Citadel Theatre, L'Opera de Montreal, The Winnipeg Symphony Orchestra, The Walrus, The Globe and Mail, Random House Canada, CBC, The Canadian Opera Company, University of Toronto, Royal Conservatory of Canada, Art Gallery of Ontario, the National Gallery of Canada, and more.

2021: Banff Centre has completed its five year strategy, *The Creative Voice*.



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This spot on the earth has its own little bit of magic and we are all trying to tap into it in some way.

– Jonathan Butterell,
choreographer/director

The Plan

In the next five years Banff Centre for Arts and Creativity is proud to support the Albertan, Canadian, and global creative landscape through six priority initiatives.

1. A commitment to advancing artistic learning

2. Banff Centre as a cultural destination

3. A centre of excellence for Indigenous programs

4. A destination for creativity in leadership and conferences

5. A creative home on sacred and protected land

6. An adaptive and resilient organization

As part of *The Creative Voice*, Banff Centre has developed a distinctive graphic identity to best represent its mission and vision as a leading arts and cultural organization.

Shary Boyle and Christine Fellows' *Spell to Bring Lost Creatures Home* from Banff Centre Children's Festival. Photo by Rita Taylor.

Mission

Banff Centre exists to inspire artists and leaders to make their unique contribution to society. We aspire to be the global leader in arts, culture, and creativity.

Vision

Human potential is realized at Banff Centre. As a unique creative and learning experience, we curate innovative programs that develop artists and leaders, inspiring them to conceive and create powerful works and ideas that are shared with the world.

Banff Centre is a catalyst for knowledge and creativity through the power of our unique environment and facilities in the Canadian Rocky Mountains, our rich learning opportunities, cross-disciplinary and cross-sectoral interactions, outreach activities, and performances for the public.

Strategic Priority 1:

Banff Centre's Commitment to Advancing Artistic Learning

Banff Centre's arts learning and creation programs are foundational to the Centre's creative soul.

Banff Centre programs make a unique contribution to the value, importance, and vitality of cultural life in Alberta, Canada, and the world. By developing the next generation of artists for 21st Century careers, and supporting the creation of new work, Banff Centre programs contribute to the diversification of Alberta's and Canada's economy, and to the health and well-being of our country.

The strength and impact of Banff Centre's educational programs lies not only in the exceptional calibre of our Canadian and international faculty who mentor, train, and develop the artists in residence but also in the unique diversity of our artistic offerings. This wealth of artistic opportunity allows Banff Centre to support Canada's creative voices, and advance careers and artistic practice, regardless of discipline.

Stemming from many of our educational programs are the creation of new works, co-productions, and commissions which play a critical role in supporting artists, and contributing to the cultural fabric of Canada. As we look forward to the next five years, we will focus the arts agenda on our role as Canada's home for arts learning and creation with the core commitment being to train both emerging and established artists at every stage in their careers.

To achieve distinctiveness in our artistic programming in the next five years we will:

1. Optimize impact, excellence and access by balancing the arts programming mix.
2. Provide 2-3 co-production residencies per year through an application and adjudication process.
3. Establish an enhanced fund to further support development of new work with commitment to 1-2 new large scale artistic creations annually, most in partnership with a wide range of artistic organizations from across Canada and the world.
4. A focused community outreach strategy that shares arts and creativity with new audiences in the Alberta community.

Renata Minoldo, in her studio as part of the thematic residency, *Food Water Life* in 2015. Photo by Rita Taylor.



It has been a great pleasure to work with program participants after having myself been on the receiving end of that mentorship. I hope I've been able to guide them in the same wonderful way.

— Alison Pick, Author,
Banff Centre faculty and alumna.



Supporting all artistic disciplines

Banff Centre supports post-graduate level artists through learning, training, and creation programs that offer the time and space needed, in a holistic learning environment, where artists can develop their skills and practice across all arts disciplines. In all programs, artists engage with mentors, peers, technical and technological experts, and audiences through workshops, residencies, masterclasses, performances, one-on-one mentoring, and more. Artists at Banff Centre become members of a peer to peer community that fundamentally influences their work and their lives.

As this plan is implemented, Banff Centre anticipates that the programs offered will evolve to deliver on our goals outlined but also will increasingly serve today's artists. This programmatic evolution is something that has been taking place since Banff Centre opened in 1933, and will continue as we work with innovative new learning models and programs that support more artists.

Building on the legacy of outstanding teachers who have made Banff Centre's training programs a rite of passage for artists, this evolution will both honour our legacy and ensure the relevant training opportunities for today's artists.



The world of opera is evolving and I'm proud that through Banff Centre programs we are able to help provide today's artists with the skills they need to have the successful careers they deserve.

– Joel Ivany, Against the Grain Theatre, and Artistic Director of Banff Centre's Opera program.

Performing Arts

Banff Centre's performing arts programs support artists in theatre, music, dance, and opera.

Theatre

Theatre programs support performance and technical training as well as the creation of new works.

Theatre program highlights include:

- Playwriting
- Lighting and Sound Design
- Stage Management
- Prop Building
- Wardrobe, Wigs, and Make-up
- Scenic Carpentry

Music

Music programs will continue to be a cornerstone of Banff Centre's artistic offerings, the vast majority of which focus on training classical musicians. Building on the legacy of our renowned international jazz workshop, founded by the legendary Oscar Peterson in 1974, the jazz and creative music program will continue to evolve alongside many other genre-based residencies.

Music programs at Banff Centre welcome over 500 musicians from all over the world each year, and present more than 200 concerts to audiences on campus and in the community.

Richard Reed Parry performing *Music for Heart and Breath* at the thematic residency *Stillness* in 2016. *Music for Heart and Breath* was also created at Banff Centre. Photo by Rita Taylor.

Music program highlights include:

- Classical Piano
- Chamber Music
- Classical Improvisation
- Strings and Winds
- Composition
- 21st Century Ensemble
- Jazz
- Brass
- Independent singer songwriter
- Self-directed Residencies

Opera

Opera programs explore new approaches to the art form in collaboration with national and international partners, and the best creative minds in the field. Banff Centre's opera programs, in partnership with the Canadian Opera Company and Against the Grain Theatre, are designed to truly challenge the conventions of opera design, production, and performance and train today's artists with the skills the need to respond these challenges.

Opera program highlights include:

- Opera in the 21st Century
- Self-directed Residencies

Dance

Banff Centre's Dance programs explore new directions in choreography, design, dance, and performance, while bringing world-class talent to Banff Centre through learning, presenting, creation, and workshop-based residency model.

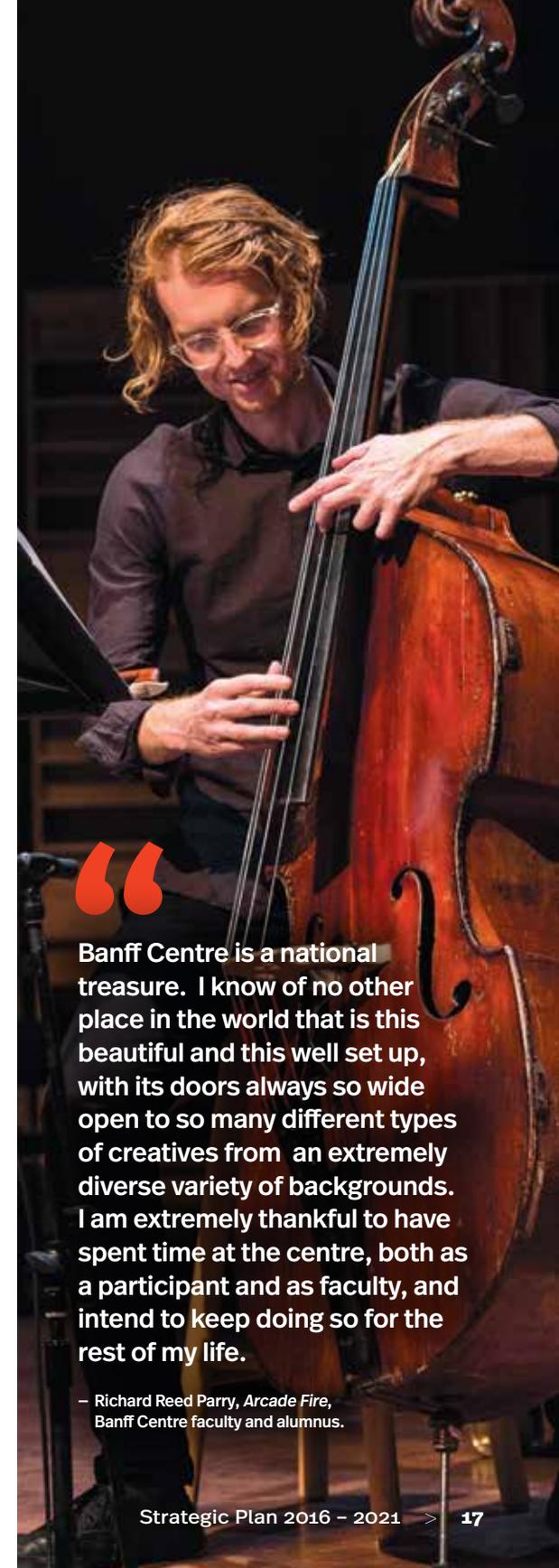
Dance program highlights include:

- Dance for Emerging Artists
- Dance for Established Artists
- Choreography
- Choreography Across Disciplines
- Designing for the Moving Body
- Self-directed Residencies



Banff Centre is a national treasure. I know of no other place in the world that is this beautiful and this well set up, with its doors always so wide open to so many different types of creatives from an extremely diverse variety of backgrounds. I am extremely thankful to have spent time at the centre, both as a participant and as faculty, and intend to keep doing so for the rest of my life.

– Richard Reed Parry, Arcade Fire, Banff Centre faculty and alumnus.





Being at Banff Centre and being able to curate an exhibition is a really wonderful opportunity as an emerging curator, because it does give you the opportunity to produce something concrete from its inception and conceptualization all the way to its installation.

– Natasha Chaykowski, on the Curatorial Research Practicum at Banff Centre.



James Kirkpatrick in his studio during the thematic residency *Convergence*, Banff Centre, 2016. Photo by Rita Taylor.

Visual, Digital, and Media Arts

Banff Centre's Visual, Digital, and Media Arts programs focus on professional artistic development, research, and creative production. Banff Centre provides access to rich facilities in photography, sculpture, printmaking, papermaking, ceramics, textiles, painting, performance, video, and digital media, as well as curatorial and critical studies. Residencies are designed for professional artists, curators, and arts researchers with an exhibition/publication record who have had formal training in visual arts, or equivalent experience and recognition from their peers.

Visual Digital and Media program highlights include:

- Sculpture
- Ceramics
- Curatorial Research through Walter Phillips Gallery
- Photography
- Painting
- Print Making
- Video Editing
- Post Production
- Audio Engineering
- Animation
- Preparatory
- Thematic Residencies
- Self-directed Residencies

Literary Arts

Literary Arts offers flexible residency models that include short workshops and intensives as well as longer-form programs for a range of participants at different stages in their careers, and led by the highest-calibre Canadian and international writers and translators.

Literary program highlights include:

- Literary Journalism
- Emerging Writers Intensive
- Literary Translation
- Mountain Wilderness writing
- Thematic Residencies
- Self-directed Residencies

Indigenous Arts

A key priority of this strategy is the creation of a Centre of Excellence for Indigenous Programs, encompassing both arts disciplines and leadership. See page 24 for full details.

Leighton Artists' Colony

Located within the heart of Banff Centre's campus is the truly outstanding Leighton Artists' Colony. The Leighton Artists' Colony is a collection of nine studios made available to established, senior artists and participants from select programs. Studios provide all the amenities and support needed for artists to advance and fully immerse themselves in their craft.

Each studio is custom-designed for specific artistic disciplines, and all were designed by Canadian architects including Douglas Cardinal, Ian Davidson, Michael Evamy, Peter Hemingway, Richard Henriquez, Walter Painter, Guy Gerin-Lajoie, Ron Thom, and Fred Valentine.

The Leighton Artists' Colony has long been a creative haven for artists including Joni Mitchell, Daniel MacIvor, John Adams, Jonathan Young, Joseph Boyden, Ken Lum, Jonathan Dove, Yann Martel, Crystal Pite, and k.d. lang.

Information about all our arts programs and how to apply is available at banffcentre.ca

The Henriquez Studio in the Leighton Artists' Colony.
Photo by Donald Lee.



Strategic Priority 2:

Banff Centre as a Cultural Destination

Over the decades Banff has become more than an exceptional centre for artists – it's now a vital Alberta-based platform for performers, artists, leaders, and thinkers connecting to audiences in Alberta and around the world to share their ideas and works. This is a crucial part of the artistic cycle – the presentation of artistic works for audiences.

Our commitment to sharing new work – whether created here in Banff, or from across the world – with our audiences means we offer year-round public events: concerts, film screenings, readings, dance, opera and theatre performances, talks, and art exhibitions.

In addition Banff hosts iconic festivals such as the Banff Mountain Film and Book Festival that sees 20,000 guests experience the world's best in mountain culture films, panel talks, exhibitions, and books. The triennial Banff International String Quartet Competition (BISQC), which celebrates the art of the string quartet in a competition with 10 of the world's finest emerging quartets. Over 7 days of competition quartets compete for the prize of First Place Laureate and an international Concert Tour.

Concert attendees during Banff Centre alumni Tribe Called Red concert in the Shaw Amphitheatre. Photo by Rita Taylor.

To become known as a leading Canadian cultural destination we will be focused on:

1. Delivering an audience-focused, world class festival series with specific festivals including:
 - Reintroduce the Summer Arts Festival as a 10 day festival of arts and creativity in 2018
 - Expand BISQC to mount a summer chamber music festival in the years in between BISQC competitions starting in 2017
 - Banff Children's festival each spring
 - Banff Mountain Film and Book festival each fall
2. Developing a world class public event series featuring main stage performances and exhibitions from international artists, and an open studios series providing a behind the scenes of the work created in programs.
3. An enhanced focus on public art by commissioning new temporary and permanent works for exhibition on campus. This will begin in 2017.



The Centre is a special place and the closest we have to a national arts hub.

– Macleans Magazine



A Mountain Gallery

Banff Centre is a living art gallery, with 14 public works of art, including: Rebecca Belmore's iconic megaphone, *Ayum-ee-aawach Oomama-mowan: Speaking to Their Mother* (1991, 1992, 1996); Peter von Tiesenhausen's decaying canoe; Brian Jungen's contemporary interpretation of benches using antler forms as his inspiration. This is in addition to the entire campus which acts as an immense, multi-venue gallery of Banff Centre's permanent collection and Walter Phillips Gallery, dedicated to the exhibition of contemporary art.

With your support and through Banff Centre programs we have laid the groundwork for a truly world class cultural destination for artists and audiences here in Banff National Park.

Strategic Priority 3:

A Centre of Excellence for Indigenous Programs

Indigenous Arts and Leadership programs have a vital role to play in the future of Canada.

Banff Centre campus is located on sacred Treaty 7 land, and its history is connected with First Nations communities and cultures – both here in Alberta and across the country. Banff Centre is thankful for the wisdom and relationships we have with Canada's Indigenous Peoples. The Centre continues to offer a diverse range of programs, conferences, seminars, and platforms that support Indigenous culture, leaders, and artists.

Over the decades, Banff Centre has supported and hosted hundreds of innovative Indigenous creative voices; from across Canada, and around the globe, who come here to learn as we in turn learn from them.

Informed by Indigenous cultures and worldviews, we offer programs in all disciplines for emerging, mid-career, and established Indigenous artists and leaders. Programs are transformative and inspired by the power of place here in Treaty 7 land. Banff Centre's new strategy renews and expands Indigenous programming in both arts and leadership.

Thomas Fanua in a performance of *Backbone*, created at Banff Centre in co-production with Red Sky in 2015. Photo by Rita Taylor.

Over the next five years Banff Centre will:

1. Become a leader in implementing the Truth and Reconciliation Commission's Calls to Action and training others who will do so as well.
2. Expand Indigenous arts programming to offer more year round training and creation opportunities.
3. Develop a more holistic approach to Indigenous culture and art forms and build a centre of excellence across Arts and Leadership Indigenous programming.

Program highlights include:

- Indigenous Negotiation Skills Training
- Good Governance for Indigenous Councils and Board.
- Inherent Right to Indigenous Governance
- Indigenous Women in Leadership
- Indigenous Strategic Planning
- Indigenous Leadership and Management Development
- Indigenous Dance
- Indigenous Visual Arts

Truth and Reconciliation

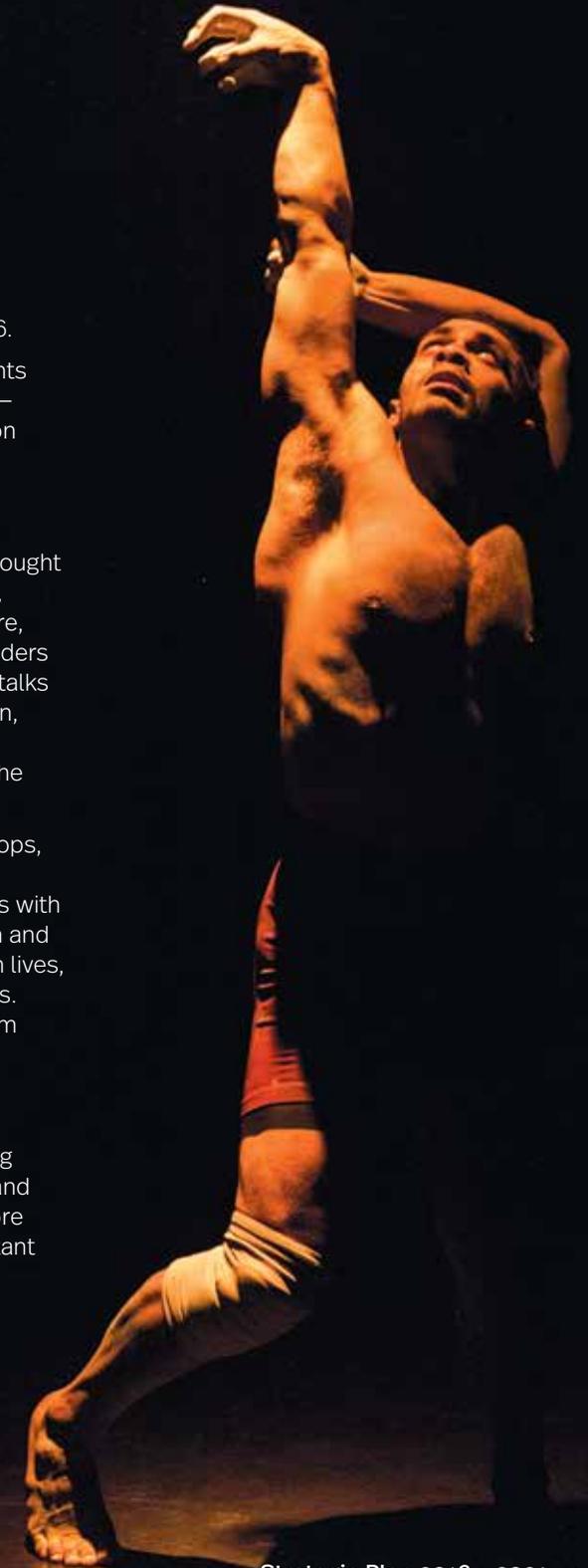
Banff Centre was honoured to host a Truth and Reconciliation Summit in 2016.

The summit allowed over 300 participants – both Indigenous and non-Indigenous – to explore their roles in the reconciliation process and develop an approach for repairing Canada's relationship with Aboriginal Peoples.

The Truth and Reconciliation Summit brought together members of local government, education, business, heritage and culture, justice, health, and social services providers for this full day event featuring keynote talks from TRC commissioner Dr. Marie Wilson, and other notable speakers, including Phil Fontaine, former National Chief of the Assembly of First Nations.

These talks, breakout sessions, workshops, and facilitated discussions led by Banff Centre faculty equipped our participants with new knowledge and tools to take action and incorporate reconciliation into their own lives, families, organizations, and communities. Findings from the summit will also inform Banff Centre for Arts and Creativity's approach to reconciliation.

Long term, Banff Centre will build on its strong legacy of celebrating and learning from Indigenous cultures and leaders, and renew our Indigenous programs as a core area of our strategic plan and an important part of building Canada's future as a resilient and diverse nation.



Strategic Priority 4:

A Destination for Creativity in Leadership and Conferences

Almost as soon as Banff Centre's campus had permanent buildings, it began hosting conferences and management courses.

These courses were quickly followed by a cultural leadership program – established in 1971 by David Leighton, the President of the Banff Centre. Cultural leadership at Banff Centre has always been naturally congruent with artists' training; it's an essential contribution to strengthening our arts ecosystem in Canada. Banff Centre will launch, in autumn of 2017, a cultural leadership program for mid-career leaders, cultural governing bodies and board volunteers. Banff Centre will also partner with leading cultural organizations across Canada to provide the greatest public value and impact in cultural leadership.

The work in cultural leadership will continue a proud Banff Centre tradition here, built on the founding principles for these programs from so long ago: giving cultural leaders the tools they need to create outstanding organizations and to position Canada as world leader in arts culture creation and management.

Participant on the ropes course as part of the Indigenous Women in Leadership program, 2015. Photo by Rita Taylor.

Three core initiatives for leadership programming in this plan include:

1. Introduce a world class cultural leadership program.
2. Grow and enhance the Indigenous leadership and management offer.
3. Establish a conference offering for the business community based in arts and leadership practices.



...for seeking leadership the ordinary won't cut it. You have to strive for the extraordinary.

– The Honourable Peter Lougheed (1928 - 2012), Banff Centre alumnus.

Vision for Leadership Programming

Integrating the power of the arts, the wisdom of Indigenous practice, and the extraordinary beauty of Banff National Park, Banff Centre Leadership programs will empower and prepare the next generation of Canadian leaders. Programs will help participants bring creative and reflective approaches to a rapidly changing world, and connect them with others who share their commitment to positive change in Canadian businesses, nonprofit organizations, cultural institutions, and government. Programs are supported by the Peter Lougheed Leadership Program partnership with the University of Alberta.

Program highlights include:

- Indigenous Leadership Programs
- Indigenous Arts and Leadership
- Cultural Leadership Programs
- Environmental Leadership
- Systems Change Programs
- Community Leadership Program
- A suite of Peter Lougheed Leadership Programs made available to the public
- Custom Programs for corporations, government and nonprofits
- K-12 educational support program
- Global convening on important leadership topics





Conferences at Banff Centre

Conferences have been a longstanding offering that supports the financial sustainability of our brand and mission. Over the course of its evolution, conferences has also become a programming initiative that not only supports Banff Centre financially but as a priority of this plan will align with our mission, culture and strategic objectives.

Sunshine Chen participating in the *Hope Decoded* leadership summit. Photo by Donald Lee.

Strategic Priority 5:

Stewarding Our Creative Home on Sacred and Protected Land

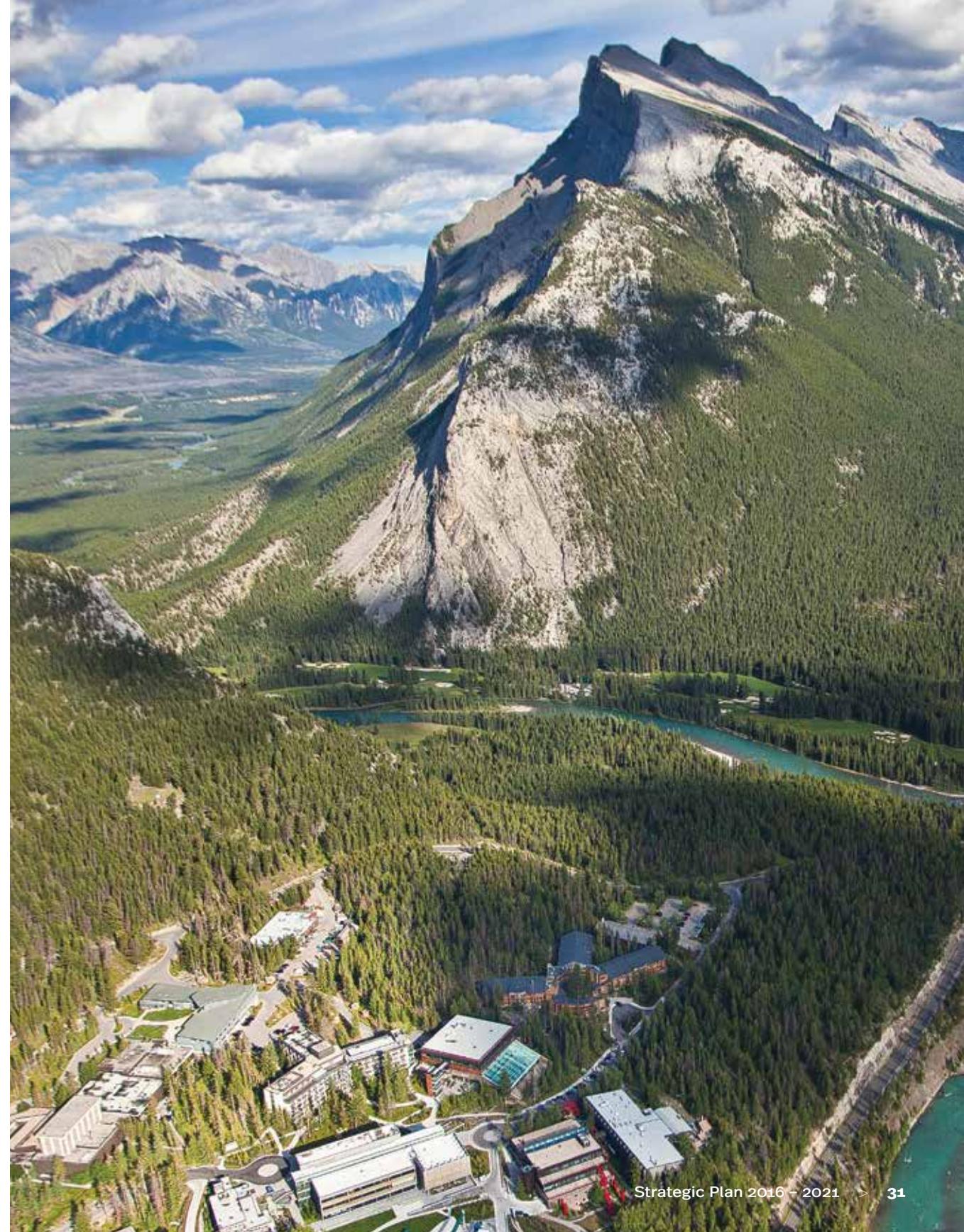
Careful consideration has gone into a long term plan that delivers a connected, cohesive campus demonstrating our creative potential and identity, celebrating shared space, and improving opportunities for access and outreach to our communities.

The focus of this priority will be exclusively on the facilities and buildings on our campus. This will be achieved through respectful and attentive work with Parks Canada, First Nations and community partners that steward our home in the Canadian Rockies with us.

Over the next five years Banff Centre will focus on stewarding, maintaining, and updating the buildings on its campus.

- 1.** Renovate Lloyd Hall residence to provide quality accommodations that will increase Banff's capacity to house participants while reducing operating costs and environmental impact, and contributing to financial sustainability.
- 2.** A vision for a revitalized Performing Arts and Learning Complex will ensure Banff's continued prominence for world class arts learning.
 - Create flexible learning spaces for performing arts disciplines.
 - Creation of an innovative digital lab.
 - An reimagined audience experience in the theatres.

Banff Centre for Arts and Creativity campus from above. Photo by Paul Zizka.



Strategic Priority 6:

An Adaptive and Resilient Organization

Banff Centre will become more resilient and adaptive in order to meet the needs of all our Creative Voices – the emerging artists and leaders we train, and the high calibre staff, faculty and performance artists we welcome to our campus every year.

As part of this priority we will:

1. Banff Centre will renew and refit its business to build our strengths as a post-secondary institution with a sustainable operating model and a strong balance sheet.
2. Banff Centre will improve and invest in our existing facilities and information technology systems, many of which require significant financial support to adhere to the standards required by this plan's aspirations.
3. Create efficiencies by avoiding duplication of roles and centralizing shared services to better serve all our artists, leaders, clients, and audiences.

Dancers in rehearsals during *The Creative Gesture* residency in 2016. Photo by Donald Lee.



Our ability to train artists and leaders needs to always be at the forefront of our minds. It's a promise we have made to all Canadians and it's our job to structure and manage the operations to continually deliver on this commitment.

– Janice Price, President and CEO,
Banff Centre for Arts and Creativity.



Thank You

As we look five years ahead to the completion of this strategic plan it will not be without the dedication of our outstanding supporters. Without you none of this will be possible.

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Dancers Brighton Collins, Julie Pham, Valentin Chou, Saeka Shirai, Mark Dennis in rehearsals during the 2015 Dance Masters program. Photo by Donald Lee.

“

Banff doesn't belong to Alberta alone, or to Canada; it belongs to the world . . . A place where people's souls are stirred and their minds inspired by Nature's beauty and grandeur.

– Donald Cameron
Campus in the Clouds 1956

Banff Centre Team

Banff Centre Board of Governors - Strategic Planning Team

Larry Fichtner

Gay Mitchell, ICD.D

Evaleen Jaeger Roy

Andrew Molson

Robert D. Walker, Acting Chair Board
of Governors (until April 2016)

David Weyant, Q.C., Chair Board of
Governors (from April 2016)

Banff Centre Board of Governors As of October 2016

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Eric Harvie

Elmer Hildebrand, O.C.

Evaleen Jaeger Roy

Andy Kenins, ICD.D

Judith LaRocque, ICD.D

Leroy Little Bear

Ralston E. Macdonnell

Letha Maclachlan

Gay Mitchell, ICD.D

Janice Price

Andrew Molson

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Dan Buchner, Vice President
Leadership (until March 2016)

Bruce Byford, Vice President,
Administration & CFO

Michael Code, Vice President, Operations

Lisa Cooke, Vice President,
Marketing & Communications

Neil Johnston, Vice President, Development

Valerie Kapay, Vice President,
Human Resources

Luke Sunderland, Vice President
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Carolyn Warren, Vice President, Arts

Russell Willis Taylor, Interim Vice President,
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J. Mark Macdonald

Andrew MacNiven

Janice Price (Ex-Officio)

Beth Reimer-Heck

Jackson Von Der Ohe

David Weyant, Q.C. (Ex-Officio)

Strategic Plan Facilitators

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**CENTRE
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