

Annual Report

April 2016 – March 2017



BANFF
CENTRE
FOR ARTS AND
CREATIVITY



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Banff Centre for Arts and Creativity

Annual Report

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Approved by the Board of Governors on June 23, 2017

Cover image: *Indigenous Dance Residency* performance 2016. Photo by Donald Lee.

Note to Reader

Board of Governors of The Banff Centre (operating as Banff Centre for Arts and Creativity) (“Banff Centre” or “the Centre”) is a corporation that operates under the *Post-Secondary Learning Act* (Alberta).

As mandated by the Ministry of Advanced Education, Banff Centre for Arts and Creativity is pleased to present this Annual Report on progress towards the goals and outcomes for 2016/2017 as detailed in the 2016-2019 Comprehensive Institutional Plan (CIP).



IsKwé performing as part of *Re(Claim)* 2016. Photo by Donald Lee.

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Accountability Statement

Banff Centre's Annual Report for the year ending March 31, 2017 was prepared under the direction of Banff Centre's Board of Governors ("the Board") in accordance with the *Fiscal Planning and Transparency Act* and ministerial guidelines established pursuant to the *Post-Secondary Learning Act*. All material economic, environmental or fiscal implications of which we are aware have been considered in the preparation of the Annual Report.



David T. Weyant, Q.C.
Chair, Board of Governors

Management's Responsibility for Reporting

Banff Centre 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. The system is designed to provide management with reasonable assurance that transactions are properly authorized and executed in accordance with all relevant legislation, regulations and policies, and that reliable financial records are maintained and assets are properly accounted for and safeguarded.

The Annual Report has been developed under the oversight and approval of the Board and is prepared in accordance with the *Fiscal Planning and Transparency Act* and the *Post-Secondary Learning Act*.



Janice Price
President and CEO



Bruce Byford
Vice-President,
Administration and CFO

Message from the President and CEO and the Chair of the Board of Governors



The past year marked significant changes to Banff Centre for Arts and Creativity. Beginning with the completion of Banff Centre's five-year strategic plan, *The Creative Voice*, and the roll-out of a new visual identity for the institution, both initiatives have re-energized the institution's focus on its key mandate of advancing artistic practice and learning, and harnessing creativity to empower the leaders of tomorrow.

Through these changes, one thing remains the same: Banff Centre is globally recognized as a place of advanced learning like none other where artists and leaders are empowered to tackle the world's challenges and test bold new ideas. In 2016/17, Banff Centre welcomed more than 3,500 artists and leaders in 120+ learning programs. The Centre also welcomed more than 20,000 attendees to 500+ conferences hosted on our facilities, not only generating revenue for our core educational mandate, but also positioning the institution as a place where participants from around the world convene to learn, exchange ideas, and depart feeling more inspired and equipped to tackle everyday challenges.



With the release of the Truth and Reconciliation Commission of Canada's (TRC) final report at the end of 2015, Banff Centre looked anew at how the institution could contribute to the reconciliation process alongside Indigenous communities. One of the first key steps in this process was hosting a Truth and Reconciliation Summit (TR Summit) in October 2016. Building on our 40-year history of delivering impactful capacity-delivering programs to Indigenous communities throughout the country, the TR Summit was an opportunity for the Centre to invite thought leaders from the Bow Valley area and beyond, and have an earnest dialogue about how each leader and organization can begin to "live into" the recommendations of the TRC report. Particularly for Banff Centre, the TR Summit has guided both our arts and leadership divisions to better integrate concepts of reconciliation into specific program areas such as theatre arts, as well as leadership development for non-Indigenous communities.

Banff Centre has also started its evolution towards new learning models that better serve today and tomorrow's artists. Programs such as *Emergence* are equipping writers with the tools and knowledge needed to share their work on ever-changing digital platforms, while newly purchased equipment – thanks to a generous Cultural Spaces grant from the Department of Canadian Heritage – is connecting our artists and practicum participants with the latest technology, allowing their talents to grow and be expressed on digital and virtual mediums.

This work has not gone unnoticed. In December 2016, the Honorable Mélanie Joly, Canada's Minister of Canadian Heritage, personally informed Banff Centre of an unprecedented \$750,000 increase in investment from the Canada Arts Training Fund over the next three years. This investment clearly positions the institution at the forefront of artistic learning and creation for the entire country.

However, these positive developments are set against a backdrop of aging infrastructure. The desire to prepare our artists and leaders for tomorrow's innovative, creative economy needs to be paired with a plan to upgrade our aging learning facilities to ensure they are equipped with relevant, modern technological infrastructure to train our learners, provide barrier-free access to all participants and audiences and meet current health and safety standards. Over the past year, preliminary design and schematics have been developed to significantly rehabilitate the Eric Harvie Theatre and Laszlo Funtek Learning Wing – the heart of our campus and the Centre's primary learning facility – and efforts are now underway to secure public and private sector support for this vital project.

Banff Centre's strategic plan is ambitious. It is developed with the same energy and passion that founded the institution in 1933. It is inspired by the Centre's countless supporters and donors, and the

ongoing, stable support received from the Government of Alberta and the Government of Canada. The strategic plan positions the institution to bolster our province and country on the world stage. Now, more than ever before, the support the Centre receives, and the talented staff and faculty we rely on, are vital to the evolution and future success of this remarkable institution.

Janice Price
President and
CEO

**David T. Weyant,
Q.C.**
Chair, Board of
Governors

Operational Overview

In June 2016, Banff Centre for Arts and Creativity unveiled its five-year strategic plan, entitled *The Creative Voice*. The strategic plan was developed in response to several

trends in the institutional environment – notably, recognition at all levels of government that arts and creativity are essential in the development of a diversified and innovative economy.

To this end, the strategic plan identified six priority initiatives, and Banff Centre’s team embarked on an ambitious journey in 2016/17 towards accomplishing these initiatives over the five year period.

RESPONSE TO THE FOLLOWING MARKET TREND

PROGRESS IN 2016/17

Priority Initiative: A commitment to advancing artistic learning.

Artists and practitioners in Alberta and across Canada are seeking an immersive, hands-on learning environment where they can advance their artistic practice and build networks with other artists and practitioners. At the same time, the cultural and creative sectors are looking for artists and practitioners who are comfortable working in interdisciplinary settings and are able to apply their work in the digital space.

Banff Centre provided a stellar learning environment to more than 3,500 advanced level artists (across all artistic disciplines) and leaders, connecting them with world-renowned faculty members who have created innovative and relevant programming.

New programs have focused on connecting artists with leaders in the digital space so they can learn how to develop and publish their work on digital platforms.

Artists and practicum participants are now able to develop advanced skills using the latest digital and virtual reality equipment.

Priority Initiative: Banff Centre as a cultural destination.

Culture and tourism continue to be major, and growing, economic drivers for Alberta. Banff remains a key tourist destination for the province, and the Centre – attracting close to 80,000 audience members annually – has the potential of expanding arts and culture engagement to the Banff and Bow Valley tourism experience.

Banff Centre’s Banff International String Quartet Competition (BISQC) and Banff Mountain Film and Book Festival attracted audience members from across the country and the world.

The Banff Centre Children’s Festival and National Aboriginal Day activities are hallmark community events that attracted audience members of all ages.

Priority Initiative: A centre of excellence for Indigenous programs.

The TRC Final Report has called on all public agencies – including postsecondary institutions – to play their part in the national movement towards reconciliation with Indigenous peoples. Banff Centre already has a 40-year history of delivering impactful leadership capacity building programs in Indigenous communities throughout Canada, and a renowned reputation for Indigenous arts programming.

Banff Centre’s TR Summit, held in October 2016, was a resounding success, allowing over 350 participants – both Indigenous and non-Indigenous – to explore their roles in the reconciliation process and develop an approach for repairing Canada’s relationship with Indigenous peoples.

Planning has now been completed to develop and deliver year-round programming in Indigenous arts.



Photo by Donald Lee.

RESPONSE TO THE FOLLOWING MARKET TREND

PROGRESS IN 2016/17

Priority Initiative: A destination for creativity in leadership and conferences.

As an institute for higher learning in leadership development, Banff Centre understands the need to identify and fill a unique niche in the crowded world of executive and leadership management offerings from other postsecondary institutions.

The province’s annual operating grant remains a significant part of Banff Centre’s revenues. However, given the ongoing economic pressures facing the province, there is a need to continue to deliver additional sources of revenue.

Banff Centre continues to evolve its leadership programs by including social innovation courses that address issues such as income inequality and providing capacity-building opportunities for up-and-coming and established Indigenous leaders. This is thanks in large part to the Government of Alberta’s Peter Lougheed Leadership Initiative grant, as well as the vision and support of the founders of that initiative, including the Lougheed Family and John and Bunny Ferguson, and other generous donors.

Banff Centre’s conference and hospitality revenues were significantly ahead of budget, resulting in increased contribution that is available to support unfunded infrastructure needs and artistic/leadership learning experiences. See Financial and Budget Information Section of the Annual Report for further details.

Priority Initiative: A creative home on sacred and protected land.

Situated in the heart of the Rocky Mountains in Canada’s first National Park, on Treaty 7 territory, there is a need to properly steward Banff Centre’s 42-acre campus so that it serves learners, attracts global talent, and respects the sacred environment that it calls home.


Banff Centre has broken ground and is making speedy progress towards the completion of a significantly rehabilitated Lloyd Hall participant residence.

The Centre has also completed initial feasibility and schematic design around the rehabilitation work needed for the Eric Harvie Theatre and Laszlo Funtek Learning Wing.

Priority Initiative: An adaptive and resilient organization.

With ongoing economic uncertainty, all public sector organizations are under more scrutiny to ensure that taxpayer and donor dollars are used wisely and efficiently while providing maximum impact to the broader community.

Banff Centre underwent a restructuring in 2016 to create efficiencies, avoid duplication of roles, and centralize shared services to better serve its artists, leaders, clients, and audiences.

A photograph of a wooden cabin with a gabled roof and large windows, situated in a dense forest of tall, thin trees. The cabin is partially obscured by the trees in the foreground. The text is overlaid on the right side of the image.

**Goals,
Priority
Initiatives,
Expected
Outcomes,
and
Performance
Measures**

1

Enable Quality Programming (A)

Banff Centre will provide distinctive, innovative, world-leading programs that promote cross-campus synergies and ensure they remain of the highest calibre, delivering maximum impact for artists, practitioners, and audiences.

TIMELINE [AS INDICATED IN THE 2016–19 COMPREHENSIVE INSTITUTIONAL PLAN (CIP)]:

Programming is currently under development and will be delivered over the course of the 2016/17 and 2017/18 years.

OUTCOMES	PROGRESS MADE IN LAST 12 MONTHS
<p>Continued curation and facilitation of intensive, innovative, and flexible learning experiences that develop both discipline-based and interdisciplinary work of high quality and lasting value.</p> <p>STATUS: Ongoing</p>	<p>Banff Centre continues to deliver intensive learning experiences across the diverse range of programming in the form of thematic and self-directed residencies, workshops/intensives, and practicum programs.</p> <p><i>Stage Combat Intensive</i> provided a rich learning experience to 175 practitioners at varying stages in their careers.</p> <p>Five new leadership programs are currently in the design and development phase, scheduled for launch in late 2017/early 2018.</p>
<p>Continue to expand learning experiences that are relevant and responsive to the way artists are working today, including the way they engage with new technology.</p> <p>STATUS: Ongoing</p>	<p>Banff Centre once again organized and hosted <i>Convergence: The Art of Stillness</i>, a multi-disciplinary program with enrolment including national and international artists.</p> <p>The Centre's <i>Emergence</i> and <i>Digital Narratives</i> programs provide unique learning opportunities for writers who wish to publish their work on digital platforms.</p> <p>Digital arts continue to play a growing role in the evolution of visual arts programming at the Centre, which has been further enhanced with the addition of a digital lab.</p>

OUTCOMES	PROGRESS MADE IN LAST 12 MONTHS
<p>Embrace and reflect diversity within artistic communities and audiences.</p> <p>STATUS: Ongoing</p>	<p>Banff Centre's new strategic plan calls for an expansion of learning opportunities in Indigenous arts. Plans are now underway to expand Indigenous Arts programming across the entire year and across more disciplines.</p> <p>The Centre successfully organized and convened an Indigenous Writing and Publishing Forum that discussed the unique needs of, and challenges facing, Indigenous writers and storytellers. The outcomes of this forum will inform our Indigenous literary arts programs in 2018/19.</p> <p>Banff Centre actively investigated the Dis-Arts (differently abled artists) and associated programming. <i>King Arthur's Night</i> was a production developed and workshopped at the Centre, comprising an integrated cast of actors living with and without Down syndrome.</p>
<p>Program interdisciplinary residencies that involve multiple departments within the Centre and artists, practitioners, and participants from different disciplinary backgrounds. Each will involve a public-facing presenting or symposium component.</p> <p>STATUS: Ongoing</p>	<p>Both <i>Convergence: The Art of Stillness</i> and <i>Emergence</i> were interdisciplinary programs, with the first combining all disciplines and including a public component throughout, and the second pairing traditional storytellers with digital artists.</p>
<p>Host one major, cross-campus summit annually.</p> <p>STATUS: Complete</p>	<p>In October 2016, the TR Summit, as hosted by Banff Centre, brought leaders from within the institution and across the Bow Valley community – representing a wide range of sectors – to learn and develop ways to “live into” reconciliation.</p>
<p>Create an Arts Management Leadership curriculum along with other leadership programs solely devoted to creativity by 2017.</p> <p>STATUS: On schedule</p>	<p>Faculty have been recruited, a curriculum developed and partners identified (e.g., National Theatre School) for a planned fall 2017 launch.</p>

2

Enable Quality Programming (B)

Banff Centre will strengthen its position as a world-class training and learning institution for the arts.

TIMELINE (AS INDICATED IN THE 2016–19 CIP):

Programming is currently under development and will be delivered over the course of the 2016/17 and 2017/18 years.

Convergence 2016. Photo by Rita Taylor.

OUTCOMES

Arts programs are recognized for their excellence in learning and training, including residencies that focus on music, composition and performance across a diversity of genres, including classical, jazz, singer-songwriter, and more.

STATUS:

In progress

PROGRESS MADE IN LAST 12 MONTHS

A new Singer-Songwriter residency was launched as part of Banff Centre's expanded arts programs. Led by world-class faculty, there were 122 applicants for 25 places in the program.

The *Concert in the 21st Century* program, examining the modern-day classical music experience for artist and audience, also continues to be a sought-after program.

In collaboration with provincial, national and international partners, continue to embrace new approaches to opera, dance and theatre programs to allow artists, practitioners, and technologists the opportunity to experience the creation cycle from incubation through development, hands-on production through to presentation and/or exhibition.

STATUS:

In progress

Partnerships continue to be a key part of Banff Centre's arts programs. Examples include a partnership with Against the Grain Theatre that blends more contemporary perspectives into opera, a traditional art form performed in non-traditional spaces. Other partnerships include Citadel Theatre in Edmonton, and L'Association des Théâtres Francophones du Canada and National Theatre School that support emerging French Canadian theatre practitioners working outside of Quebec. With Theatre Alberta we held a workshop in Dis-Arts to examine theatre for artists with disabilities.

The Choreographic Lab Banff Centre ran in 2016/2017 had 82 applications for six spaces within the program, this being an art form with few training opportunities.

OUTCOMES

Strengthen Visual, Media and Digital Arts Programming, providing unique access to trained artists to facilities and studios, along with the technical, material, and conceptual support for participants in ceramics, printmaking, sculpture, painting, woodworking, and digital technology such as animation, projection, and virtual reality.

STATUS:

Ongoing

PROGRESS MADE IN LAST 12 MONTHS

Practicum programs in media and animation focused on utilizing virtual reality (VR) technology and learning concepts such as 360 degree sound engineering.

Equipment for a digital lab was purchased thanks to a Cultural Spaces grant from the Department of Canadian Heritage. This will enhance the learning experience of Banff Centre's visual artists and practicum participants.

Increase programming in the area of creative industry and media arts – an underserved area in the province's cultural landscape – with industry-relevant training programs in film, television, virtual reality, digital gaming, music recording, and technical work such as lighting and sound.

STATUS:

Ongoing

Banff Centre's *Emergence* program – developed in partnership with the French Arts Council, On Screen Manitoba, and the Canadian Media Fund – pairs traditional storytellers such as writers and songwriters with programmers and digital creators to develop innovative ways to share their stories digitally.

Banff Centre offered a variety of short workshops around various software and technology being utilized in theatre sound and lighting, including Isadora and Meyer Sound.

Strengthen Literary Arts programming with international, high-profile faculty delivering topical, genre-driven residency programs, including a new focus on digital storytelling.

STATUS:

On schedule

New thematic residencies were offered as part of a strengthened literary arts program at Banff Centre. For example, an intensive focused on Historical Fiction was led by renowned Canadian author Lawrence Hill. Other thematic residencies were offered based on themes resonating with the day such as Memoire, Crime, and Environmental Reportage.

Continue to provide unique, intensive training opportunities in the Leighton Artists' Studios to high-calibre artists of all disciplines.

STATUS:

On schedule

Banff Centre's Leighton Artists' Studios welcomed over 100 artists (accepted from 265 applications) who produced several groundbreaking projects, one of which will be featured as part of Banff Centre's Canada 150 celebration.

3

Enhance Accessibility

Banff Centre will open its doors to more Albertans and participants from around the world to experience a unique, intensive learning environment that strengthens their skills and abilities as artists, skilled practitioners, and leaders in cultural and other sectors.

TIMELINE (AS INDICATED IN THE 2016–19 CIP):

Programming changes are currently under development and will be delivered over the course of the 2017/18 and 2018/19 years.

OUTCOMES

PROGRESS MADE IN LAST 12 MONTHS

Expand short, intensive programming and symposia that are open and accessible to more participants.

STATUS:

On schedule

Banff Centre hosted several workshops in the areas of theatre production, technology, dance, and literary arts, allowing for larger enrolment capacity and a more affordable learning opportunity.

Banff Centre ran intensives specifically for Dis-Arts (differently abled) artists and also Indigenous artists investigating the TRC recommendations and connections to Indigenous artists and organizations.



Dance Masters program. Photo by Donald Lee.

OUTCOMES

PROGRESS MADE IN LAST 12 MONTHS

Create a balance between post-graduate level, intensive residency experiences with learning and skills-based training opportunities, as well as symposia and summits for larger groups of participants.

STATUS:

On schedule

2016/17 saw a rebalancing of Banff Centre's program types – ranging from three-day symposia to one-year-practicum programs – to increase accessibility to participants. This change is now being implemented across all arts programs at the Centre.

Provide industry-relevant practicum and training programs that cover skills training across disciplines and within theatre and media production areas.

STATUS:

On schedule

Banff Centre provided a wide array of hands-on practicum and training programs in the areas of theatre production and design, visual digital and media arts, sound recording, video animation, and theatre projection design.

In response to growing demand, increase number of participants in our practicum, professional training programs that provide hands-on learning in a professional environment and prepare participants to bridge the gap between undergraduate/graduate work and a professional career.

STATUS:

In progress

Graduates from this program continue to move directly into jobs after their time at Banff Centre and the consistent messaging received from industry is that graduates of Banff Centre are well prepared for the job, with exceptional knowledge and work ethic.

Maintain full load equivalent (FLE) target, annually reviewing this target with the aspiration to increase our FLE count over time based on factors such as funding and balancing capacity with a quality learning environment, plus:

- A minimum 3:1 applicant to enrolment ratio for arts programming;
- Full enrolment in every program; and
- Ratio of high-calibre faculty to participant of no more than 1:25.

STATUS:

In progress

New FLE measurement principles were adopted by Banff Centre in 2016/17. FLEs reported in prior years were adjusted accordingly to be consistent with the measurement principles applied in 2016/17. Although FLE targets were not met in 2016/17, after adjustment for the new measurement principles, Banff Centre reported an increase of 7% in reported FLEs from 2015/16 to 2016/17. In addition, Banff Centre is forecasting an additional increase of 13% in 2017/18.

Applicant to enrolment ratio for arts programming exceeded 3:1; full enrolment in every program was achieved.

Ratio of faculty to participants exceeded 1:25.

4

Quality, Accessible Programming Through Enhanced Facilities

Banff Centre's campus will be revitalized so that it increases our ability to offer more quality learning and training program experiences, and better focuses on the needs of our participants, while at the same time meeting industry, safety, and environmental standards.

TIMELINE (AS INDICATED IN THE 2016-19 CIP):

- Eric Harvie Theatre and Learning Complex business case to be submitted to the Ministry for support by fall 2016.
- Rehabilitation work on the Lloyd Hall residence scheduled to begin August 2016 – abatement of asbestos will be completed prior to each phase of this rehabilitation project.
- Other priorities will be brought forward upon completion of planning and pending opportunities for support from provincial and federal government partners.

OUTCOMES

PROGRESS MADE IN LAST 12 MONTHS

Begin high-priority rehabilitation projects as detailed by Alberta Infrastructure's Building and Land Information Management System (BLIMS):

- **Major preservation/rehabilitation of Eric Harvie Theatre and Learning Complex.** Business case was completed and submitted to the Ministry of Advanced Education for consideration to be included in the capital plan priority list. In the March 2017 budget, the project was not included in this list. See Capital Plan section of this Annual Report for further details.

STATUS:

In progress

- **Asbestos abatement in Lloyd Hall residence facility.** Asbestos abatement in Lloyd Hall is well underway and expected to be completed by October 31, 2017.

STATUS:

In progress

- **Affordable subsidized housing for staff and practicum participants.** On hold

- **Major preservation/rehabilitation of Glyde Hall Visual Arts facility.**

STATUS:

On hold

OUTCOMES

PROGRESS MADE IN LAST 12 MONTHS

Address the following high-level priorities:

- **Technological infrastructure deficiencies, such as systems that help facilitate and enrich student and staff experiences.** See Information Technology section later in Annual Report
- **Replacing essential equipment for film, media, theatre, music, visual arts, recreational facilities, residencies, and food and beverage services.** Critical departmental essential equipment was replaced throughout the year on a priority basis.
- **Critical repairs to staff and practicum housing.** New roofs were installed on a priority basis. The exterior refinishing of one housing complex was completed.
- **Replacing emergency and exit lighting, and other critical electrical components.** Repairs to the backup generator were completed in one building, and one high voltage transformer was replaced.
- **Replacing and upgrading HVAC components.** Critical HVAC components were replaced throughout the year and a makeup air unit was also replaced.
- **Replacing fire alarms.** Critical initiating and signaling devices were replaced based on the annual fire inspection report.
- **Addressing accessibility, barrier free challenges.** Four door operators in two buildings were installed.
- **Critical replacement of roofs on aging buildings.** A partial roof replacement in the main Eric Harvie Theatre was completed.
- **Critical interior upgrades and replacing flooring in aging buildings.** Flooring in three areas of two buildings was replaced.
- **Fire, life safety issues that are raised annually.** A freight elevator cylinder was replaced in the Eric Harvie theatre, as mandated by Municipal Provincial Affairs.

STATUS:

In progress

5

Expand Community Outreach

Banff Centre will develop and execute a comprehensive community engagement strategy that will engage nearby communities, particularly the Town of Banff, Canmore, and Stoney Nakoda First Nations.

TIMELINE (AS INDICATED IN THE 2016-19 CIP):

Community outreach strategy to be completed in 2016 with expanded programming to be delivered in the 2017/18 year.



Dancers of Damelahamid, Banff Centre Children's Festival. Photo by Rita Taylor.

OUTCOMES**PROGRESS MADE IN LAST 12 MONTHS**

Develop a new, expanded community outreach strategy that aims to expand access to our programming in both the Bow Valley and nearby Indigenous communities.

STATUS:

Complete

Banff Centre's Walter Phillips Gallery continues to provide community programming to local youth as well as Indigenous youth. In addition, Banff Centre showcases its music talent out in the community utilizing facilities such as St. George's in the Pines and Canmore Seniors Centre. Open Studio events on campus held across various disciplines allowed the community to witness the creative experience and process first hand.

Banff Centre's Leadership division has developed key relationships with the nearby Stoney Nakoda First Nation to enable greater access to our programming for their community members. Elders from this community have been engaged to be a key part of the design and delivery of several leadership development programs offered at the Centre.

Continue outreach with local schools and organizations to bring Banff Centre work in arts and creativity to local community children, along with a continued commitment to the Banff Children's Festival and National Aboriginal Day activities.

STATUS:

In progress

Banff Centre Children's Festival was held in May 2016, attracting a crowd of more than 2,000, and featuring a wide variety of hands-on activities for local and visiting children.

Banff Centre's National Aboriginal Day was held in June 2016. With a theme that focused on the Inuit, the Centre brought in performers and organized activities for local youth, as well as providing transportation for Indigenous youth from nearby communities of Morley and Exshaw.

Develop new programming that targets pre-university students to facilitate development of arts and leadership skills for future educational benefit.

STATUS:

In progress

Working in consultation with Bow Valley teachers, a curriculum has been developed to introduce arts concepts to non-arts disciplines in K-12 education. Modules are in the final stages of development and will be integrated into the Bow Valley school system by 2018.



Open Studios at Banff Centre. Photo by Meghan Krauss.

6

Affordability

Banff Centre will continue to attract the best and brightest talent from Alberta, Canada, and internationally, through affordable programming costs.

TIMELINE (AS INDICATED IN THE 2016-19 CIP):

Ongoing

OUTCOMES	PROGRESS MADE IN LAST 12 MONTHS
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Maintain generous scholarship programs for artists and leadership participants.

STATUS:
On schedule

Over 50% of artists and leaders participating in Banff Centre programs received some form of scholarship or financial assistance.

One hundred per cent of all Banff Centre practicum training participants received full scholarships.

Banff Centre's 2016/17 consolidated financial statements include total scholarships and financial assistance of \$2.9 million, which exceeds the total tuition and related fees revenue of \$2.6 million. In some cases, scholarships also cover on-campus living costs.

Maintain tuition and participant fees at current levels.

STATUS:
Complete

Tuition, participation, and studio fees were not increased in 2016/17.

Provide 100% scholarship to all Indigenous Arts participants.

STATUS:
Complete

All fees for Indigenous Arts participants were 100% subsidized.

Meet or exceed 70% scholarship levels for Indigenous Leadership program participants, focusing on the most underserved Indigenous communities in Alberta.

STATUS:
Complete

Seventy seven per cent of participants in our Indigenous leadership programs received some form of scholarship or financial assistance.

7

Increased Accessibility for Underrepresented Learners

Banff Centre will once again reclaim its historic leadership in the Indigenous space in Canada and internationally through community-driven, socially-relevant Indigenous arts and leadership programming.

TIMELINE (AS INDICATED IN THE 2016-19 CIP):

New Indigenous arts programs are currently under development, set for delivery in the 2017/18 year.

OUTCOMES

Develop new programs in Indigenous arts that will expand arts learning opportunities for Indigenous participants from Alberta and across Canada in literary arts, visual and digital arts, dance and music.

STATUS:

On schedule

PROGRESS MADE IN LAST 12 MONTHS

Banff Centre's new five-year strategic plan identified Indigenous arts as an area of growth, with plans to launch year-round programming in 2017/18.

In 2016/17, Indigenous arts focused on visual arts, dance, and music, as well as three self-directed residencies for Indigenous artists.

Develop new programs that bring together Indigenous and non-Indigenous learners around topics of national importance, including recommendations from the TRC.

STATUS:

Complete

Banff Centre was part of several initiatives that addressed the recommendations from the TRC. For example, a Truth and Reconciliation workshop was held with Theatre Alberta to learn about how the recommendations could be applied to guide training and programming at both institutions.

In October 2016, 300 local community leaders attended Banff Centre's TR Summit. Guided by thought leaders including the former Chief of the Assembly of First Nations Phil Fontaine and former Banff Centre Board of Governor Leroy Little Bear, the TR Summit was the first opportunity for the community to discuss and develop ways to "live into" the recommendations of the TRC.

Thanks to the nationwide spotlight on the TR Summit, Banff Centre has helped organizations and public agencies – such as Parks Canada – learn about and introduce initiatives promoting reconciliation with Indigenous peoples.



Indigenous Leadership program.
Photo by Donald Lee.

OUTCOMES

Increase participation by Indigenous youth (18-30) in our existing and new programming, including community outreach activities.

STATUS:

Complete

PROGRESS MADE IN LAST 12 MONTHS

Banff Centre's leadership division has worked closely with the Stoney Nakoda First Nation's Youth Council to provide its members with leadership capacity development and mentorship opportunities. This is part of an ongoing outreach initiative between Banff Centre and the Stoney Nakoda First Nation.

Similarly, Banff Centre has been working closely with Indigenous youth on areas related to career development. From resume building workshops to mock interviews, as well as hands-on internship and work opportunities, the Centre's Human Resources team has engaged with youth in an effort to also see growth in Indigenous representation in Centre staff.

Visual arts, through the outreach programming offered by the Walter Phillips Gallery, engaged all ages of the local First Nations community.

Expand capacity to work directly in Indigenous communities so that travel is not a barrier for those wanting to experience our programming.

STATUS:

In progress

As part of Banff Centre's commitment to expanding its Indigenous leadership program, additional faculty have been recruited to enable more community-based work in leadership capacity building.

8

Enhance Institutional Capacity Through Greater Collaboration

Banff Centre will continue its ongoing partnerships with key partners in Alberta's adult learning system in ways that will positively impact our participants and aid in the delivery of our mission.

TIMELINE (AS INDICATED IN THE 2016-19 CIP):

Ongoing.

OUTCOMES

Maintain long-term partnership with the University of Alberta through the Peter Lougheed Leadership Initiative, building off the strengths of both institutions, sharing knowledge, research opportunities, approaches, and faculty in the development of up-and-coming and established leaders from Alberta and across Canada.

STATUS:

In progress

PROGRESS MADE IN LAST 12 MONTHS

Alongside the University of Alberta, Banff Centre co-designed and delivered a leadership program for the second cohort of the Peter Lougheed Leadership College. Over 150 students and educators from the University of Alberta came to Banff Centre to explore concepts of arts, creativity, and personal transformation.

Maintain arts research partnerships with the University of Calgary and the University of Alberta in programs including the Banff International Curatorial Institute.

STATUS:

In progress

Banff Centre partnered once again with the University of Alberta in delivering the Banff Research in Culture program as well as the Banff International Curatorial Institute residency.



Leadership program. Photo by Rita Taylor.

OUTCOMES

Continue to be a strong advocate and participant in the Shared Data Centre Initiative, utilizing the Shared Data Centre resources of the University of Alberta and the University of Calgary. The Shared Data Centre provides more than just additional capacity. The Shared Data Centre facilitates the sharing of best practices and controls between the partners.

STATUS:

In progress

PROGRESS MADE IN LAST 12 MONTHS

Banff Centre is continuing with the Shared Data Centre initiative and is an active member of the pilot group that continues to test and define services for consideration by Alberta's 26 Post-Secondary Institutions (PSIs). As the project moves forward, Banff Centre representatives are also part of a Governance Committee recently created to assist in overseeing implementation of this important initiative.

Work with Alberta Association in Higher Education for Information Technology ("AAHEIT") partners to develop and deploy a Shared Services model. The Shared Services will allow Banff Centre to leverage the buying power of the group.

STATUS:

In progress

Banff Centre was an active participant in the pilot ShareIT initiative for the post-secondary institutions by contributing time and expertise to hardware procurement initiatives. Banff Centre has signed an agreement with one of the successful proponents of the initiatives and will be moving 2017/18 purchases to this new partnership. Banff Centre is expecting to save up to 10% over previous agreements.

Complete integration of Banff Centre into the Alberta Post-Secondary Application System ("APAS").

STATUS:

In progress

The replacement of Banff Centre's Student Information System project is past the request for proposal ("RFP") phase, with expected integration into APAS by end of 2018/19.

9

Ensuring Financial Sustainability

Banff Centre will continue to develop its successful conference division, increase efforts around private sector fundraising and other earned income capabilities as a way to generate non-government revenue to support our mission in enabling and training artists and leaders.

TIMELINE (AS INDICATED IN THE 2016–19 CIP):

Ongoing

OUTCOMES

PROGRESS MADE IN LAST 12 MONTHS

Further develop conference solutions that facilitate unique experiences, utilizing access to arts, culture, leadership, and the natural environment to enhance delegate learning and Banff Centre's brand.

STATUS:

In progress

Banff Centre's conference division contracted and delivered to clients a variety of "Conference Connector" experiences, content offerings that were arts and/or leadership focused.

Enhance conference programming through continued product development, cutting edge meeting design, and educational tools combined with arts and leadership focused content offerings.

STATUS:

In progress

Banff Centre's conference division was augmented with enhanced audio/video and IT technologies offered to clients. By upgrading video conferencing, content capture and web streaming capabilities, Banff Centre is now able to offer tools and products that allow clients to expand the reach of their conferences.



Laila Biali performs at the 2015 Midsummer Ball. Photo by Rita Taylor.

OUTCOMES

PROGRESS MADE IN LAST 12 MONTHS

Produce industry-leading financial returns to increase the financial sustainability of Banff Centre in support of greater access and quality of artistic and leadership learning experiences.

STATUS:

In progress

Banff Centre's conference and hospitality revenues were significantly ahead of budget, resulting in increased contribution that is available to support unfunded infrastructure needs and artistic/leadership learning experiences.

See Financial and Budget Information Section of the Annual Report for further details.

Continue fundraising efforts for greater long-term sustainability through endowment funding.

STATUS:

In progress


In February 2017, the Department of Canadian Heritage confirmed a matching grant to Banff Centre in the amount of \$897,704 through the Canada Cultural Investment Fund – Endowment Incentives Component. This grant matches 56% of the total \$1,591,236 raised in endowed private sector donations received between December 1, 2015 and November 30, 2016. The future investment earnings on endowment contributions are generally available to fund Banff Centre programming needs, subject to donor restrictions.

Continue private sector fundraising.

STATUS:

In progress

Despite the challenging economic climate, Banff Centre raised over \$7.9M in single and multi-year current use and endowment support in 2016/17, including the endowment matching grant from the federal government.

A modern lounge area with two black leather sofas and a coffee table. The coffee table has a laptop, a mug, and some papers on it. Large glass windows in the background offer a view of a mountain range and a forest. The text "Research, Applied Research, and Scholarly Activities" is overlaid on the right side of the image.

**Research,
Applied
Research,
and Scholarly
Activities**

Research, Applied Research, and Scholarly Activities

As stated in the 2016-2019 Comprehensive Institutional Plan (CIP), Banff Centre has made progress on the following research and applied research initiatives:

- **Expand knowledge and opportunities in creative industries through applied research, focusing on preparing creative learners and leaders for the knowledge economy.**
 - Banff Centre held four workshops specifically focusing on technology and its intersection with performing arts, particularly in the areas of production and design. These workshops connected artists with learners and faculty from the audio/video and media and production industries.
 - Banff Centre also hosted an industry-focused intensive workshop that brought together over 100 professionals from the creative industries on the latest trends related to digital storytelling.
- **Expand research collaborations and partnerships.**
 - Banff Centre continued its partnership with the University of Alberta in hosting the Banff International Curatorial Institute that explored relevant and current topics for Alberta's and Canada's leading curators.
 - Banff Centre continued its partnership with the University of Alberta in hosting Banff Research in Culture, a short-term residency for visual arts scholars engaged in advanced theoretic research on themes and topics in culture.
- Banff International Research Station for Mathematical Innovation and Discovery (BIRS), housed on the Banff Centre campus, brings approximately 40 scientists onto the Banff Centre campus for 48 weeks each year. The research conducted by each group is filmed for distribution through the Research network, which has University members throughout the world. The presence of these individuals on campus allows for social interaction between Banff Centre and BIRS participants, further strengthening the tie and conversation between math and art. BIRS has recently received funding from the Governments of Canada, US, Mexico, and Alberta to further support the advancement of mathematical sciences research conducted at BIRS.
- **Ensure the continued relevance and quality of our Indigenous Leadership and Management programming through a healthy applied research approach.**
 - Banff Centre expanded its applied research opportunities in this space by bringing on board a new Chair in Indigenous Leadership John Borrows who has applied his work on "entanglements" through several leadership program offerings such as *Getting to Maybe*.
- Building on Banff Centre's own Wise Practices model, the institution has partnered with the National Consortium for Indigenous Economic Development and the Faculties of Law and Business at the University of Victoria to begin case study research in several Indigenous communities throughout Canada. A final case study on wise practices has been completed this past year, exploring the Da Ku Cultural Centre in Yukon, and findings will be shared in 2017/18.



Photo by Kim Williams.

Community



Banff Centre for Arts and Creativity is an integral part of the Bow Valley community, including the First Nations for whom this is home, and in turn the community is an integral part of the institution. The Centre's arts and leadership divisions engage the community in many parts of program design and delivery.

Here are some of the many ways the Centre worked with the community over the past year:

- Banff Centre's visual arts team continued to work with Indigenous youth in nearby communities of Morley and Exshaw, giving them an opportunity to learn about visual arts, and how it can be used to share their experiences and stories.
- Annual initiatives such as the Children's Festival and National Aboriginal Day were once again successful, with programming that was accessible to the public and all ages.
- Banff Centre's Mountain Film and Book Festival expanded its community reach with new venues in the Town of Banff.
- In collaboration with Parks Canada and Banff Lake Louise Tourism, the Centre organized the annual Performance in the Park event, featuring renowned headline acts performing in front of sold out crowds over the course of two days.
- Banff Centre brought its renowned music programming into the community, with performances in local facilities such as St. George's in the Pines, the Cave and Basin, and Canmore Seniors' Centre. Banff Centre's Quartet in the Community featured performances by participants in the Banff International String Quartet Competition Program in various community venues, both indoor and outdoor.
- As the only major performing arts venue in the entire Bow Valley, Banff Centre's production teams provided pro bono and/or subsidized assistance to local community groups such as the Bow Valley Choir and Valley Winds with their annual performances. Banff Centre's production teams also work on a pro bono basis to produce and host the community's annual Christmas concert – a Town of Banff tradition that features local schoolchildren in various performances.
- Banff Centre's Truth and Reconciliation Summit in October 2016 has started an ongoing dialogue with the local Bow Valley community around issues related to reconciliation with Indigenous Peoples. More than 350 local community leaders attended the Truth and Reconciliation Summit, and Banff Centre has continued to work with many of them and their organizations to assist them in realizing some of the recommendations of the Truth and Reconciliation Commission .
- Banff Centre's Indigenous thought leaders Elder Tom Crane Bear and Program Director Brian Calliou shared stories to local youth as part of National Aboriginal Day programming.
- In September 2016, Banff Centre supported and engaged in public activities around the Buffalo Treaty 2nd Anniversary.



Financial and Budget Information

Financial and Budget Information

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

Banff Centre generates 75% of its revenue from sources other than the base operating grant provided by Alberta Advanced Education. In 2015, Alberta's economy abruptly lost strength in its primary industry with the rapid and significant decline in oil prices, which has since impacted the Centre's ability to generate earned and donated revenues. Within Alberta, companies and organizations have reduced discretionary expenditures for donations, external training and development sessions, educational seminars, and conferences, all of which are the sources of substantial revenues that support the Centre's core arts programs. The negative impact of the Alberta economy has been offset by guest room rate increases and increased Conference revenues from sources outside of Alberta.

Although earned revenues are impacted by the economic situation in Alberta, world financial markets over the past several years have driven higher investment returns on the Centre's endowment assets, which are an essential source of funding for the extensive participant scholarships and financial assistance programs.

Endowment fundraising has experienced a moderate decline due primarily to Alberta's economic decline. New private sector contributions for the year ended March 31, 2017 totaled \$1.9 million with a matching grant received of \$0.9 million on eligible gifts of \$1.6 million included in the grant application for the Canada Cultural Investment Fund Endowment Incentives matching program. Eligible gifts include private sector donations made between December 1, 2015 and November 30, 2016. Since the start of this federal program in 2005/06, the Centre has received over \$13 million in endowment matching funds. Banff Centre's eligibility under this program is currently expected to continue until at least 2018, with the maximum available in Canadian Heritage matching funds being \$15 million (with up to \$1 million annually).

As explained elsewhere in this Annual Report, in fiscal 2016/17 Banff Centre adopted a new, five-year strategic

plan (2016-2021) that supports a revamped mission and vision for the organization and a renewed focus on the delivery of our mandate as a specialized post-secondary institution. As part of the strategic review, Banff Centre completed an organizational restructuring early in fiscal 2016/17 that is reflected in the operating results for the period and will help the Centre to continue delivering high quality services in a financially sustainable manner.

Careful stewardship of resources and dedication to delivering exceptional service to program participants and conference guests helped the Centre sustain its operations in 2016/17, resulting in an operating surplus of \$1.2 million for the year ended March 31, 2017 (2016 - \$475 thousand). Over the year, total revenue increased by \$2.7 million to \$67.4 million and total expenses increased by \$2 million to \$66.2 million.

The increase in revenue for the year ended March 31, 2017 was driven by Federal funding under the Canadian Heritage's Canada 150 program; increased Conferences revenue driven by increased guest room usage, rates, and associated revenue; and increased recognition of restricted investment earnings. The decline in Government of Alberta grants was due to a reduction in the utilization of Access to the Future funding offset by an increase

in the base operating grant and increased utilization of Peter Lougheed Leadership Program funding. The increase in expenditures primarily reflects increased spending related to the Canadian Heritage's Canada 150 program and other increases to support programming and conferences.

The MD&A included in this section of the Annual Report provides an overview of the results Banff Centre achieved in the year ended March 31, 2017 with a detailed discussion and analysis of:

- **Business Planning and Management**
- **Results Compared to Prior Year**
- **Budget to Actual**
- **Financial Position**
- **Areas of Significant Financial Risk**

Business Planning and Management

The Centre's five-year strategic plan (2016-2021) and three-year Comprehensive Institutional Plan (2016-2019) provide the fiscal framework to enable the Centre to achieve its strategic goals and objectives. Performance measures identified in the plans monitor and communicate progress to the Centre's provincial, national, and international stakeholders.

The Centre establishes operating and capital budgets each year. Both budgets are monitored by management on a monthly basis, and any variations from the plan are considered and adjusted as appropriate 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.



Photo by Donald Lee.

Results Compared to Prior Year

Total revenue increased for the year ended March 31, 2017 to \$67.4 million from \$64.7 million in the previous year. The following table includes the composition of the Centre's total revenue for the year ended March 31, 2017 with comparative information for March 31, 2016.

Consolidated Revenue (\$000)	2017	2016
Government of Alberta grants	\$ 20,589	\$ 20,790
Federal and other government grants	3,322	2,457
Sales, rentals and services	29,120	26,844
Tuition and related fees	2,588	2,558
Donations and other grants	6,172	6,928
Investment earnings	1,308	867
Amortization of deferred expended capital contributions	4,306	4,235
Total Revenue	\$ 67,405	\$ 64,679

The most significant changes in revenues for the year ended March 31, 2017 compared to March 31, 2016 are explained below:

- Net reduction of Government of Alberta funding utilized; specifically \$1.0 million related to Access to the Future funding offset by a \$0.5 million increase in Peter Lougheed Leadership Program funding and a \$0.3 million increase in the base operating grant.
- Banff Centre received and utilized \$0.8 million of Federal funding under Canadian Heritage's Canada 150 program for the Illumination 150 project, which was not available in fiscal 2016.
- Increased revenue from Conferences driven by increased guest room usage, rates, and associated revenue.
- Decreased donations and other grants linked to weak Alberta economy.
- Increased recognition of restricted investment earnings, primarily from endowments, of \$0.4 million.

Total expenses increased for the year ended March 31, 2017 to \$66.2 million from \$64.2 million in fiscal 2016. The following table includes the composition of the Centre's total expenses for the year ended March 31, 2017 with comparative information for March 31, 2016.

Consolidated Expense (\$000)	2017	2016
Salaries, wages and benefits	\$ 34,880	\$ 36,071
Purchased services	6,771	5,753
Materials, goods, and supplies	4,642	4,221
Scholarships and financial assistance	2,890	2,394
Facility operations and maintenance	3,404	2,855
Utilities	1,511	1,484
Travel, training, and related costs	2,139	2,140
Rentals and equipment	2,168	1,435
Marketing and recruitment	1,338	1,093
Financial costs	509	618
Amortization of capital assets	5,922	5,881
Loss on disposal of capital assets	-	259
Total Expense	\$ 66,174	\$ 64,204

The most significant changes in expenses for the year ended March 31, 2017 compared to March 31, 2016 are explained below:

- Salaries, wages, and benefits reduction of \$1.2 million primarily due to restructuring costs accrued in fiscal 2016, restructuring savings in fiscal 2017 and savings from vacant positions, the total of which was offset somewhat by increased costs associated with increased activity in Conferences
- \$0.8 million of spending related to the Illumination 150 project.
- \$2.2 million of other expense increases to support programming, Conferences and increased guest room usage.

Budget to Actual

A budgeted operating surplus of \$450 thousand for the year ended March 31, 2017 was approved by the Board of Governors. Revenues were \$1.9 million more than the budget and expenses were \$1.2 million more than budget, resulting in an excess of revenue over expenses of \$1.2 million.

The most significant variances from budgeted revenues are explained below:

- Government of Alberta grants increased by \$0.5 million, primarily attributable to increased utilization of Peter Lougheed Leadership Program funding.
- Federal and other government grants increased by \$0.9 million, primarily attributable to unbudgeted Federal funding for the Illumination 150 project.
- Sales, rentals, and services exceeded budget by \$2.8 million, primarily due to higher Conferences revenue linked to room utilization, room rates, and associated revenue.
- Tuition and related fees were \$1.3 million less than budget, of which \$1 million related to Leadership programming tuition and related fees that were replaced by government funding and private sector contributions. The remaining budget shortfall in tuition and related fees for Arts programming was mostly offset by corresponding reduced levels of expense for financial assistance.
- Donations and other grants were \$0.3 million less than budget, which is linked to the weak Alberta economy.
- Investment earnings were \$0.7 million less than budget due to the lower than expected drawdown of distributed endowment investment earnings.

One of the more significant variances from budgeted expenses is linked to \$0.8 million of unbudgeted expenses related to the Illumination 150 project, which was fully funded by the Federal government. Other variances are linked primarily to higher volumes in Conferences and expense classification differences.



Banff Musicians in Residence performance 2016. Photo by Rita Taylor.

Financial Position

The Centre's net asset balance at March 31, 2017 totaled \$54.4 million, an increase of \$4 million for the fiscal year. The net asset balance is reported in two major categories, accumulated operating surplus and net assets restricted for endowment purposes.

Accumulated operating surplus increased by \$1.2 million for the year ended March 31, 2017, to \$15.5 million from \$14.3 million in fiscal 2016. When the Centre's estimated share of the Universities Academic Pension Plan unfunded liability of \$3 million (2016 - \$3.2 million) is excluded, the unrestricted balance of accumulated operating surplus is \$18.5 million (2016 - \$17.5 million). The unrestricted accumulated operating surplus at March 31, 2017 includes investment in capital assets of \$20.6 million (2016 - \$20.8 million). The unrestricted accumulated operating deficit excluding the investment in capital assets at March 31, 2017 is \$2.1 million (2016 - \$3.3 million).

Net assets restricted for endowment purposes increased by \$2.8 million to \$39 million at March 31, 2017 from \$36.2 million at March 31, 2016. The net increase in endowment net assets is the result new contributions (including matching funds) of \$2.8 million.



Areas of Significant Financial Risk

- **Economy:** Global economic conditions have adversely impacted the Centre in the past, and more recently a downturn in the Alberta economy has had a negative impact on the Centre's earned and donated revenues. Any significant reductions in revenue impact the level of funding available to support programming.
- **Provincial and federal funding:** The Centre's Comprehensive Institutional Plan assumes a two percent increase in the provincial base operating grant for the year ended March 31, 2018. Alberta Advanced Education is in the middle of a funding review that is expected to impact the allocation of funding between Alberta's 26 post-secondary institutions. The Centre's Comprehensive Institutional Plan also assumes continued funding under other federal and provincial programs. The Centre will continue to review and refine its business model to reflect the funding realities.
- **Salaries and benefits:** The current Collective Agreement with the CUPE, which represents a significant portion of the Centre's staff, covers the period January 1, 2016 to March 31, 2019. The current two percent increase in Government funding is not sufficient to keep pace with expected increases in salaries and benefits based on progression and cost of living.
- **Building maintenance and capital funding:** 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. The current funding from the Province of Alberta is woefully insufficient to meet the Centre's deferred maintenance needs. As part of the five-year strategic planning process, the Centre reviewed its requirements in relation to unfunded deferred maintenance that will not be addressed through its priority capital projects, in addition to information technology and essential equipment requirements with no sources of funding. The plan adopted anticipates bank financing through the Centre's revolving \$10 million lease facility.

Photo by Kim Williams.

- **Technology strategy:** The Centre's renewed strategic direction requires significant and ongoing investments in new and emerging technologies. The Centre has previously been successful in attracting some one-time funding from external sources, however significant additional resources will be required to fully support IT initiatives over the coming five years. As noted previously, debt financing is anticipated.
- **Investments and endowments:** With the addition of new endowment gifts and matching funds from federal programs, the Centre's endowment fund continues to grow. Until the end of fiscal 2014/15, endowment assets experienced significant increases in value as global equity markets rebounded from the lows in fiscal 2008/09. However, general market conditions since fiscal 2014/15 have been more volatile, which could impact investment returns going forward.
- **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 December 31, 2016, the pension deficit of the plan as a whole according to UAPP's audited financial statements is \$0.8 billion. The Centre's share of the pension obligation extrapolated to March 31, 2017 is \$3.0 million, down slightly from \$3.2 million in 2016.

Internationalization

Banff Centre for Arts and Creativity continues its ongoing commitment, since its founding in 1933, to maintain a strong global perspective, balancing its recruitment of arts and leadership program participants from Alberta, Canada, and internationally. By attracting artists from around the world to participate in its programs, the Centre enriches the learning experience for all artists on campus, keeping programs globally relevant, and training artists and practitioners so their skills are globally recognized and acknowledged – leading to employment in Canada and around the world.

When programs contain a compliment of international artists to share experiences, their culture and creativity enhances the learning experience for the participants. Banff Centre partners with international arts organizations and governmental cultural ministries who fund artists from their countries to participate in Banff Centre programs. These include:

- BMUKK Federal Ministry for Education, Arts and Culture (Austria)
- Scottish Arts Council
- Arts Council of England
- Australian Council for the Arts (for Indigenous artists)
- Creative New Zealand
- Instituto Tomir Ohtake (Brazil)
- Danish Arts Foundation
- Fondo Nacional para la Cultura y las Artes (Mexico)
- College of Culture, the Barbican (England)
- Institut Français
- Chopin Piano Competition
- PEW Fellowship
- Ministerio de Cultura de Columbia
- New York University
- Guildhall School of Music and Drama



Betroffenheit, Created by Crystal Pite and Jonathon Young. Photo by Donald Lee.

Information Technology



Banff Centre depends on Information Technology (IT) infrastructure and systems to serve our artists, participants, and staff efficiently and effectively. A thorough review of Information Technology at Banff Centre in 2015/16 determined that much of the infrastructure and systems have not been maintained appropriately. This has resulted in our institution relying on older and, in some cases, unsupported versions of the technology.

Information protection and security is of the utmost concern for Banff Centre. Continuous improvement in security practices to protect our digital assets and the privacy of users is an absolute requirement. The cost to appropriately protect critical data is increasing rapidly with solutions needing to be updated or supplemented at a quicker pace than in the past.

As part of the 2016-2021 Strategic Plan, Banff Centre is in the process of implementing a five-year plan to revitalize its infrastructure and enterprise applications, and by doing so is addressing the backlog of critical infrastructure and application upgrades. An estimated \$7.5 million is required over the five-year period starting in 2016/17 to fund the plan.

Banff Centre recognizes and embraces partnerships with other institutions in Alberta's adult learning system and other organizations to leverage technology solutions that create or shift capacity and reduce costs in managing Information Technology.

Progress in 2016/17 relating to the above priorities is summarized in the following sections.

1. Continuous improvement in security practices to protect digital assets and user privacy

Banff Centre's Information Security Policy in its current form was approved by the Board in May 2017. It is expected that it will take 12 months after adoption to be fully compliant with the new policy. The main objectives of the policy include:

- identifying responsibilities to ensure a framework of protection is in place for all information in Banff Centre's custody or control;
- classifying information into one of five security classification categories: public, internal, confidential, highly confidential, or prohibited;
- directing users to the Information Storage and Distribution Procedure for further directions on how each category of information impacts access, storage, and distribution; and
- providing guidance on how to handle a security breach, the details of which are set out in the Information Security - Incident Response Plan Procedure.

In 2015/16, Banff Centre created a Security Analyst position to oversee the increased focus on security related activities. Banff Centre began 2016/17 with an in-depth external and internal vulnerability assessment. The NIST (National Institute of Standards and Technology in U.S.) cybersecurity framework is being used to describe our current and target state, and to create a prioritized plan for the implementation of improvements.

2. Five-year plan to revitalize infrastructure and enterprise applications

A new and revitalized IT Steering Committee (ITSC) began meeting in March 2016. The committee is focused on prioritizing, resourcing and providing oversight for Banff Centre IT projects. The ITSC has identified a number of projects that need to be addressed over the five-year plan that started in 2016/17. Business cases were created and evaluated to assist with prioritization, resulting in recommendations that were proposed to and approved by the Banff Centre's senior leadership team. The ITSC continues to meet at least every two weeks. With the current projects progressing as planned (as summarized below), the committee is working to prioritize the new projects that will be started as the current projects are completed.

The Kronos Upgrade project (workforce management) to the most current version has been completed and went live across Banff Centre on March 20, 2017. The new version eliminates certain Java issues and sets the stage for making significant improvements to labour analytics and creating schedules.

As of March 31, 2017, the new online room reservations system went live, available on the Banff Centre website and rolled out to a few conference groups. Between April and June 2017, all active conferences are expected to be transferred to the new online web reservations system. In addition to the much improved interface, the new reservations capture payment information.

The Point of Sale (POS) system replacement project is progressing on schedule. As part of the upgrade, the current paper-based kitchen ordering system will be replaced with overhead kitchen displays. The project team is coordinating with Banff Centre departments to determine the best time for the transition, which is planned for early June 2017. The Visual One Property Management System (PMS) will be upgraded as part of the POS replacement implementation.

As of March 31, 2017, the Student Information System project was underway and in the midst of the Request for Proposal. The implementation is expected to run 12-18 months and will include APAS integration.

The Lloyd Hall infrastructure projects are progressing as scheduled within the Lloyd Hall construction timeline. The security cameras, room phones, and Wi-Fi equipment are being installed as the spaces are available. In early March, the first completed rooms came online with utilization of the new phones and wireless network.

The key objectives of the Strategic Financial Reporting project include provisioning of high quality internal reports for decision making, clarification of financial accountability, motivation of desired behaviors, and in the longer term, provisioning of information faster and more efficiently. The project has been split into four phases. Phase I, which involved defining the reporting structure, has been completed. Phase II involved profit/cost centre updates, based on the new Banff Centre organizational structure, and is also substantially complete. Phases III and IV are underway and involve report development, process alignment, and training.

3. Partnerships within Alberta's adult learning system

Banff Centre is continuing with the Shared Data Centre initiative and is an active member of the pilot group that continues to test and define services for consideration by Alberta's 26 post-secondary institutions (PSIs). As the project moves forward, Banff Centre representatives are also part of a Governance Committee created to assist in overseeing implementation of this important initiative.

Banff Centre has engaged a managed security services partner through Service Alberta's information security services vendor. Service Alberta's selection process enabled Banff Centre to quickly locate a strong yet cost effective security services partner. The initial phase will deliver a managed Security Information Environment Management (SIEM) system to actively assess Banff Centre's IT systems and infrastructure.

Banff Centre was also an active participant in the pilot ShareIT initiative for PSIs by contributing time and expertise to hardware procurement initiatives. Banff Centre has signed an agreement with one of the successful proponents of the initiatives and will be moving 2017/18 purchases to this new partnership. Banff Centre is expecting to save up to 10% over previous agreements.

Banff Centre worked with Bow Valley College to utilize their surplus Wi-Fi equipment. Bow Valley College was moving to a new system and sold their surplus Wi-Fi equipment to Banff Centre, thereby enabling Banff Centre to expand and improve wireless coverage across campus at a fraction of the cost of new equipment.

Capital Plan

Banff Centre is a globally respected arts, cultural, and educational institution and conference facility. As a unique creative and learning experience, Banff Centre curates innovative programs that develop artists and leaders, inspiring them to conceive and produce powerful work and ideas that are shared with the world. As such, Banff Centre's capital facilities and equipment are critical to supporting and enabling the optimal learning experience for arts, leadership, and conference participants.

Progress in 2016/17 relating to capital plan priorities is summarized in the following sections.

1. Deferred Maintenance

Due to the age of the buildings on campus, the cost of deferred maintenance on existing facilities continues to grow. In addition to the growing deferred maintenance burden, numerous areas around campus need to be modernized and upgraded to meet programming needs that impact artists, leaders, faculty, and staff.

The following are some high-level examples from the 2016-2019 Comprehensive Institutional Plan (CIP) of repairs, upgrades, and replacements needed as part of Banff Centre's deferred maintenance:

- Essential roof replacement;
- Essential interior upgrades and flooring replacement;
- Fire and safety inspection issues;
- Barrier-free accessibility on campus;
- Emergency and exit lighting replacement, and other critical electrical components;
- Technological infrastructure deficiencies;
- Essential repairs to staff housing;
- Replace essential equipment for film, media, theatre, music, visual arts, recreational facilities, guestrooms, and food and beverage services;
- Replace and upgrade HVAC components, including pumps, motor, and control replacement.

Available infrastructure funding does not meet the deferred maintenance requirements, so project prioritization

is carefully scrutinized during the annual capital planning process.

In addition to annual planning, the strategic planning exercise in 2015/16 included an assessment of long term needs that resulted in recommendations adopted in the Banff Centre's 2016-2021 Strategic Plan. This includes a framework to eliminate deferred maintenance over the longer term and a prioritization of near term priority capital projects.

2. Debt Financing for Deferred Maintenance, IT Requirements and Essential Equipment

As part of its strategic planning process, Banff Centre reviewed its unfunded deferred maintenance requirements that would not be addressed through priority projects, in addition to the information technology requirements identified in the previous section and its essential equipment requirements, both of which have no identified sources of funding. The plan adopted requires bank financing through a revolving lease facility up to \$10 million for which approval was received from Alberta Advanced Education in 2016/17.

3. Priority Projects

The following facilities projects requiring significant rehabilitation and upgrades were identified in Banff Centre's 2016-2019 CIP as part of a broader campus master plan. These facilities are integral to Banff Centre's programming and enrolment plans. The ongoing deficiencies and safety issues associated with these facilities are detailed in Alberta Infrastructure's Building and Land Information Management System (BLIMS).

Priority 1: Performing Arts and Learning Complex – Preservation

The building structure housing the Eric Harvie Theatre, Margaret Greenham Theatre, and Laszlo Funtek Teaching Wing is one of the oldest buildings on the Banff Centre campus. Opened in 1967, it has served for decades as a premier participant training facility and the Bow Valley's largest performing arts venue. Given its age, lack of upgrading, and critical role within our programming, this highly-used facility is now in grave need of repair and upgrading - accounting for a significant portion of the institution's deferred maintenance costs - to meet the present and future needs of Banff Centre participants who use the facility for their learning and training experiences and, in many cases, to develop and present their works of art to the public.

Status: Business case was completed and submitted to the Ministry of Advanced Education for consideration to be included in the capital plan priority list. In the March 2017 budget, the project was not included. Banff Centre has resumed conversations with the Government of Alberta to find provincial funding for this critical project in its current or scaled form. Once provincial funding is secured, Banff Centre intends to also seek funding from the Government of Canada and the private sector.

Progress made:

- Preliminary business case and request for funding presented to the federal and provincial governments.
- Ongoing meetings with federal and provincial governments.
- Private sector capital funding feasibility study in progress.





Priority 2: Lloyd Hall Participant Residence – Preservation and Abatement of Asbestos

This project addresses critical health and safety issues affecting the campus' primary participant residence, Lloyd Hall. As our arts and leadership programming is completely residency based, accommodations are critical to the learning experience. Opened in 1965 with no significant upgrades since, Lloyd Hall no longer met the needs and expectations of participants and fell short of current building code regulations, including health and safety. The project also addresses 75% of the \$7 million deferred maintenance estimated prior to commencement of the project and significantly upgrades the facility to be energy efficient and accessible.

After its full renovation, the residence will provide a safe, high-quality residential environment that will increase Banff Centre's capacity to house participants while reducing operating costs and environmental impact. The additional capacity will generate incremental earned revenue that will assist Banff Centre in meeting its mandate.

Status: Construction in progress

Progress made:

- Construction was started and is over 70% complete at May 31, 2017.
- Abatement funding approved and received from the Government of Alberta.
- Proceeds of \$14 million were received on June 15, 2017 related to term construction financing over 10 years from Alberta Capital Finance Authority (ACFA).
- \$12 million operating facility (including leases) with RBC Royal Bank has been approved by Alberta Advanced Education and is currently available to Banff Centre, providing bridge construction financing until funds were received from ACFA and financing for furniture and equipment.
- Board approved budget as of June 23, 2017: \$18.9 million (preservation and abatement), \$2 million (furniture and equipment)
- Expected completion date: October 2017

Priority 3: Affordable Practicum and Staff Housing – Preservation and New Construction

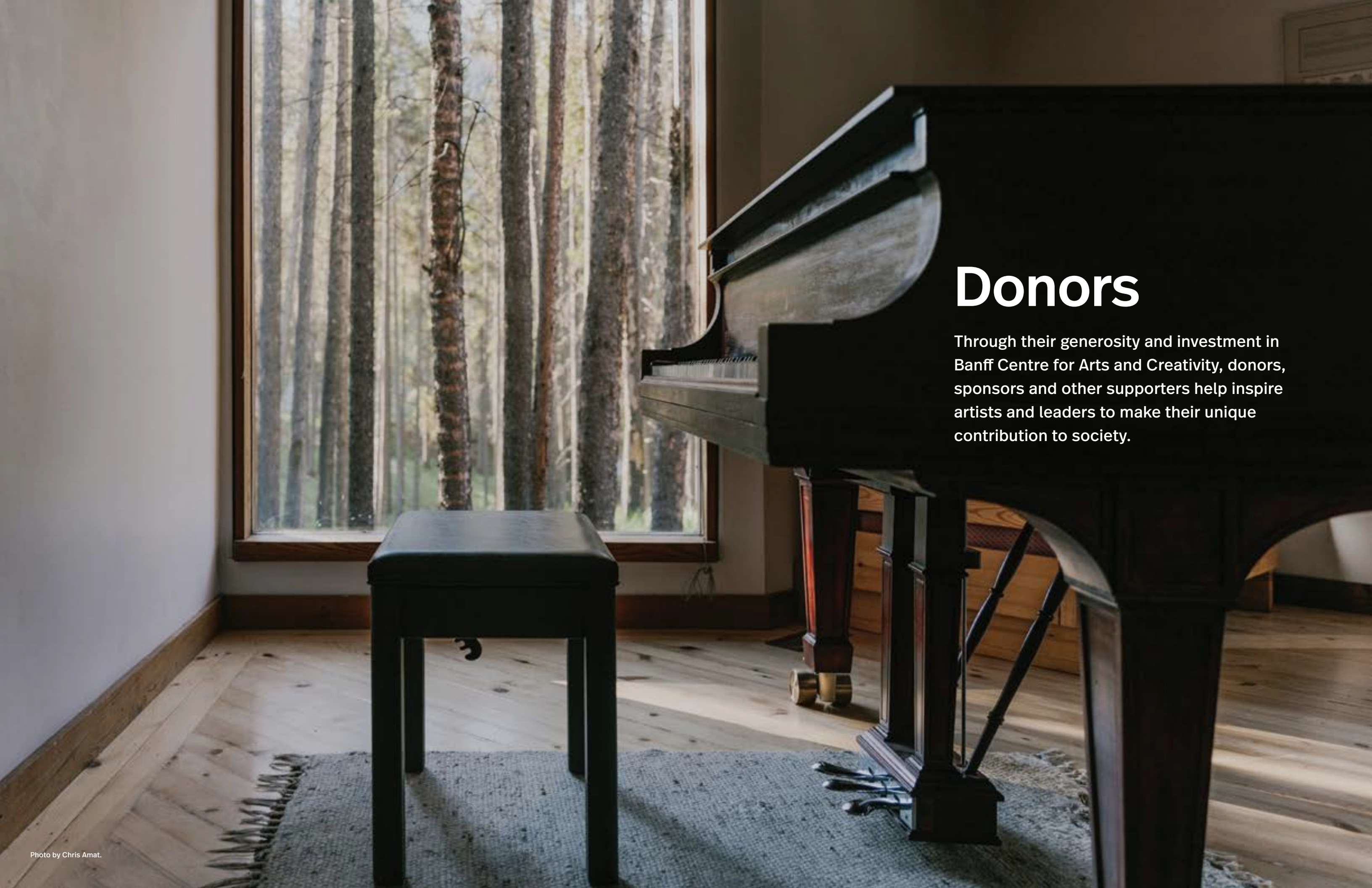
The affordable housing crisis impacting Banff and the Bow Valley is well-known throughout the country. Zero percent vacancy and exceedingly high rental rates make it a challenge for Banff Centre to recruit and retain staff (currently the third largest employer in Banff) and attract practicums who participate in skills training in the arts and culture sector. This project will not only address Banff Centre needs, but will also have multiple community benefits by easing pressure on the Town of Banff and the Bow Valley's affordable housing problems. Banff Centre continues to invest in the provision of affordable and heavily subsidized housing solutions for its staff and practicums.

The project will add approximately 110 new housing units, in addition to replacing several existing units and refurbishing and reconfiguring rooms within the existing on-site dormitory style residence to increase capacity and functionality.

Status: Currently in the feasibility and planning stage.

Progress made:

- Planning meetings and discussions with stakeholders.
- Preparing for proposal to be put forward to the Ministry of Advanced Education and shared with other relevant ministries to seek provincial investment.



Donors

Through their generosity and investment in Banff Centre for Arts and Creativity, donors, sponsors and other supporters help inspire artists and leaders to make their unique contribution to society.

Banff Centre for Arts and Creativity Supporters

Government of Alberta

Alberta Advanced Education
Alberta Culture and Tourism
Alberta Foundation for the Arts

Government of Canada

Canadian Heritage
Canada Council for the Arts

Lifetime Supporters

In recognition of supporters who have contributed \$100,000 or more to Banff Centre for Arts and Creativity cumulatively as of March 31, 2017. Amounts represent actual funds received and do not include pledge amounts committed that are receivable in future years.

\$10 million +

Foundation

The Kahanoff Foundation †

Individual

James S. Kinnear and Friends

\$1 million - \$4,999,999

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Enbridge Inc.
Husky Energy Inc.
Nexen Energy ULC
RBC Royal Bank
Shaw Communications Inc.
Shell Canada Limited
TD Bank Group

Foundation

David Spencer Endowment Encouragement Fund
J.W. McConnell Family Foundation
The Jarislowsky Foundation
Max Bell Foundation
Suncor Energy Foundation
Anonymous (2)

Individual

Edwards Family
Margaret and Jim Fleck
Yolande* and Howard* Freeze
Estate of Dorothy Jean Harvie
Glen and Ann Sather and Family
Rosetta* and Mario* Stella

Organization/Association

National Geographic Society
Rural Alberta Development Fund †

\$500,000 - \$999,999

Corporate

Autodesk
BMO Financial Group
Cenovus Energy Inc.
Chevron Canada Limited
CIBC
Encana Corporation
The Globe and Mail
Great-West Life, London Life and Canada Life
Imperial Oil
Maclab Enterprises
The North Face
Power Corporation of Canada
Repsol Oil and Gas Canada Inc.
Rogers Communications
TELUS
TransAlta Corporation
TransCanada Corporation

Foundation

The Bumper Foundation
Eldon and Anne Foote Fund at Edmonton Community Foundation

Individual

Margaret and David Fountain
Jamie and Brenda Mackie
Barbara* and John* Poole and Family
Alison Rice*
Vladimir and Yachiyo Wolodarsky

\$250,000 - \$499,999

Corporate

Banff Airporter Inc.
CMH Heli-Skiing and Summer Adventures
Coca-Cola Refreshments Canada Company
ConocoPhillips Canada
Deuter
Gulf Canada Resources Limited †
Investors Group
J. Vair Anderson Jewellers
Lafarge
Lake Louise Ski Resort and Summer Gondola
Nabisco Brands Ltd.
New Balance
Nortel Networks Corporation †
Outdoor Research
Patagonia
Pattison Outdoor Advertising
PCL Construction Group Inc.
Pengrowth Energy Corporation
Petzl
Rolex Canada Ltd.
Scotiabank
Sun Life Financial Canada
World Expeditions
Yamaha Canada Music Ltd.

Foundation

The 1988 Foundation c/o Lotte and John Hecht Memorial Foundation
Calgary Flames Foundation
Calgary Foundation
Carolyn Sifton Foundation
The Nat Christie Foundation †
Sir Jack Lyons Charitable Trust

Individual

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Peter and Sheila Bentley
Andrea Brussa
Cyril and Elizabeth Challice
Peter Crockford
Jackie Flanagan
Susan Glass and Arni Thorsteinson
Rebecca and Harley* Hotchkiss and The Hotchkiss Family Foundation
Bobbie Ruth* and Dewitt L. Potter*
Bryan Price and Christine Choi
Kim and Jeff van Steenberg
Joan* and Marshall Williams
Estate of Evelyn Wood
Anonymous

\$100,000 - \$249,999

Corporate

Alliance Pipeline
AMEX Canada Inc.
Anadarko Petroleum Corporation †
ARC Resources Ltd.
ATB Corporate Financial Services
Azimuth Capital Management
B&E Electronics Ltd.
Banff and Lake Louise Tourism
Bergans of Norway
Big Rock Brewery
Bird Construction Company Limited
Blake, Cassels and Graydon LLP
Brewster Travel Canada
Calgary Herald
Canada House Gallery

Canadian Natural Resources Limited
Canadian North
Canadian Pacific Limited †
Canadian Utilities Limited, an ATCO Company
CanWest Global Communications Corp. †
Cavendish Investing Ltd.
CBN Commercial Solutions
Clif Bar and Company
Corus Entertainment Inc.
Cushe Footwear
Dentons-Canada
Devon Canada Corporation
Diana Paul Galleries
EPCOR
Genstar Development Company †
Horizon North Logistics Inc.
House of Persian Rugs
James Richardson and Sons Limited
Kicking Horse Coffee Company
Kun Shoulder Rest Inc.
Lehigh Hanson Materials Limited
Luscar Ltd.
Mammut
Masters Gallery Ltd.
MEC
Molson Coors Canada
Mountain Galleries at the Fairmont
MSR - Mountain Safety Research
National Bank
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NOVA Chemicals Corporation
OneWest Event Design
Parkland Fuel Corporation
Pengrowth Management Ltd.
Petro-Canada †
Progress Energy Canada Ltd.
Rozsa Petroleum Ltd.
Sidley Austin LLP
St. Joseph Communications
Teck Resources Limited
Trimac Transportation Services
Union Pacific Resources Inc. †
Weyerhaeuser

Xerox Canada Ltd.
Anonymous

Foundation

The Alvin and Mona Libin Foundation
Appel Family Foundation
The Asper Foundation
The Cadmus Fund at Calgary Foundation
Clifford E. Lee Foundation
Nickle Family Foundation
R. Howard Webster Foundation
The Slight Family Foundation
The W. Garfield Weston Foundation
William and Nona Heaslip Foundation
Anonymous

Individual

Irene M. Bakker
Belzberg Family
Adriana and Stephan Benediktson
Children of Sheila and Peter Bentley
Linda Black, QC and Doug Black, QC
Pat and Connie Carlson
Alice Chan and Chen Fong
Estate of Frederick Louis Crosby
Michael B.C. Davies*
In Memory of Ilona Diener
Jim Dinning and Evelyn Main
Bryce and Nicki Douglas
Ed Eberts
Jan and Larry Fichtner
Chris and Mary Fong
Sandra and Ernie Green
Frances Harley and Raul Urtasun
Dick and Lois Haskayne
Donald K. Johnson and Anna McCowan-Johnson
Michael M. and Sonja Koerner
Jeff Kovitz and Micheline Maylor
John and Sheilagh Langille
Joshua Lavigne
Peggy and David Leighton, OC
Jens Lindemann, CM
Jeanne and Peter* Loughheed
Estate of Jean MacQueen

Allan Markin, OC
 F. Richard Matthews*
 Vickie and Russell McKinnon, QC
 Brent McLean and Sheila Wappel-McLean
 Viviane and Jay Mehr
 Estate of Ruby Mercer
 Gay Mitchell and Archie McIntosh
 Janice and Earle O’Born
 Aldo and Elizabeth Parisot
 Jim and Sandra Pitblado
 Denise Poley, Marc Langlois, Jean Mogensen, Marni Virtue, Steve de Keijzer
 Robyn and Gord Ritchie
 Evalina Schmidtke
 Toshimi and William Sembo
 Carolyn* and David Tavender, QC
 Jan and Adam Waterous
 Catharine Whyte*
 Leonora Woods* in memory of Lt.-Col. J.H. Woods
 Anonymous (2)

Organization/Association

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

Undisclosed Amount

Individual

Alice Schultz
 Betty Schultz

2016-17 Supporters

In recognition of donors and supporters who contributed to Banff Centre for Arts and Creativity between April 1, 2016 and March 31, 2017. Amounts represent actual funds received and do not include pledge amounts committed that are receivable in future years.

\$1 million +

Foundation

Suncor Energy Foundation

\$500,000 - \$999,999

Individual

Rosetta* and Mario* Stella

\$250,000 - \$499,999

Corporate

Husky Energy Inc.
 Pattison Outdoor Advertising
 RBC Royal Bank

Individual

Bobbie Ruth* and Dewitt L. Potter*

\$100,000 - \$249,999

Corporate

Corus Entertainment Inc.
 The Globe and Mail
 The North Face
 Shell Canada Limited
 TD Bank Group

Foundation

David Spencer Endowment Encouragement Fund
 The Slight Family Foundation
 Anonymous

Individual

Christine and David Anderson
 Edwards Family
 Kim and Jeff van Steenberg

Organization/Association

National Geographic Society

\$50,000 - \$99,999

Corporate

Azimuth Capital Management
 Bergans of Norway
 Calgary Herald
 Chevron Canada Limited
 Clif Bar and Company
 Parkland Fuel Corporation
 Power Corporation of Canada
 Progress Energy Canada Ltd.
 Shaw Communications Inc.

Foundation

Calgary Foundation
 Sir Jack Lyons Charitable Trust

Individual

Buck Braund
 Pat and Connie Carlson
 Margaret and Jim Fleck
 Sandra and Ernie Green

\$30,000 - \$49,999

Corporate

Banff and Lake Louise Tourism
 Canadian North
 Deuter
 Enbridge Inc.
 Kun Shoulder Rest Inc.
 Mammut
 Masters Gallery Ltd.
 Mountain House
 OneWest Event Design

TransAlta Corporation
 Treksta
 World Expeditions

Foundation

Harrison McCain Foundation and the Hnatyshyn Foundation
 The Walrus

Individual

Chris and Mary Fong
 John and Sheilagh Langille
 Brent McLean and Sheila Wappel-McLean
 Robyn and Gord Ritchie

\$20,000 - \$29,999

Corporate

B&E Electronics Ltd.
 Banff Airporter Inc.
 Big Rock Brewery
 CBN Commercial Solutions
 Coca-Cola Refreshments Canada Company
 ConocoPhillips Canada
 Imperial Oil
 Investors Group
 Kicking Horse Coffee Company
 Lake Louise Ski Resort and Summer Gondola
 Mountain Galleries at the Fairmont
 MSR - Mountain Safety Research
 Petzl
 Yamaha Canada Music Ltd.

Foundation

The 1988 Foundation c/o Lotte and John Hecht Memorial Foundation
 Anonymous

Individual

Michael and Heather Culbert
 Jim Davidson and Anne Clarke
 Simone Desilets
 Frances Harley and Raul Urtasun

Dick and Lois Haskayne
 Rebecca and Harley* Hotchkiss and The Hotchkiss Family Foundation
 Estate of Adam S. Hedinger
 Viviane and Jay Mehr
 Rick and Brune Sinneave

\$10,000 - \$19,999

Corporate

Amazon
 BBC Music Magazine
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 Boréale Explorers
 The Camera Store
 Canada House Gallery
 Canadian Natural Resources Limited
 CBC/Radio-Canada
 The Globe and Mail and Thomson Reuters
 Google Incorporated
 Icebreaker Merino Wool Clothing
 KPMB Architects
 Loch Gallery
 Maclab Enterprises
 Mawer Investment Management
 MEC
 Nikon Canada
 Oboz Footwear
 Seven Generations Energy Ltd.
 Yeti Coolers

Foundation

Canadian Art Foundation
 Flair Foundation
 The Palmer Family Foundation

Individual

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 Irene M. Bakker
 Estate of George Brough
 Edna and Richard Cushman
 Jan and Larry Fichtner
 Rick and Julie George
 Gary and Terry Guidry
 Glenda Hess

Elmer Hildebrand - Golden West Broadcasting Ltd.
 W. Edwin Jarman
 Susan and Robert Larson
 Jens Lindemann, CM
 David S. Lyons
 Gay Mitchell and Archie McIntosh
 Alan Murdock
 Howard and Maryam R. Newman
 Toshimi and William Sembo
 Dennis R. Shuler
 Margaret Southern
 Roger and Jane Thomas
 Donald and Kim Wheaton
 In honour of R.S. Williams and Sons Company
 Vladimir and Yachiyo Wolodarsky

Organization/Association

Alpine Club of Canada

\$6,000 - \$9,999

Corporate

BUFF®
 Helly Hansen Leisure Canada Inc.
 Osprey Packs
 Paul Hardy Design

Foundation

The Alvin and Mona Libin Foundation
 Catell Family Fund, an advised fund of the Brooklyn Community Foundation

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 David and Janice Gardner
 Trevor and Cindy Gardner
 Joanne Hill and Lawrence Hill
 Andy Kenins and Heather Kaine
 Douglas Knight and Shelley Ambrose
 Nancy Lever and Alex Pochmursky
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 William MacLachlan and Inga Gusarova

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Pioneer Developments Ltd.
 Post Hotel and Spa
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 Sea and Summit
 Sherpa Adventure Gear
 Ski Banff Lake Louise Sunshine
 Slate Fine Art Gallery
 Strings Magazine
 Susan Kun Jewellery Design
 TELUS
 Van Ginkel Art Gallery
 Vasque
 Yamnuska Mountain Adventures

Foundation

Amber Webb-Bowerman Memorial Foundation
 Birks Family Foundation
 Dutch Foundation for Literature
 Harry and Martha Cohen Foundation
 Hicks Memorial Fund at Calgary Foundation
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 Linda Frum and Howard Sokolowski Charitable Foundation
 Mactaggart Third Fund
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 Tim Hortons Advertising and Promotion Fund (Canada) Inc.
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 Anonymous (2)

Individual

Jack and Jeanne Agrios
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 Fernando Alvarez
 Ken Anderson
 Gail Andrew and Richard Haagsma
 Gail Asper and Michael Paterson
 Bakstad Stone Family

Kyle Beal and Douglas Udell Gallery
 Al and Nancy Bellstedt
 Jenny and Hy* Belzberg
 Stephan Benediktson and Family
 Bruce and Carol Bentley
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 Wayne and Janice Bossert
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 Melanie Busby and Goldie Edworthy
 Jack Chetner
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 Chris Cran
 Allan and Margaret Crosbie
 Maria David-Evans
 Janice and Ben Davis
 Linda and Owen De Bathe
 Cindy Delpart
 George Dembroski
 Benoit Deshayes and Murielle Blanchet
 In Memory of Ilona Diener
 Peter and Susan Ditchburn
 Francesca Dobbyn
 Glen Edwards
 Robert Espey
 Bill and Ruby Fisher
 Elaine and Murray Frame
 Ian and Judy Griffin
 Tia Halliday
 Paul Hardy
 Eric Harvie
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 Sandra Morrison and Joe Horton
 Larry and Carolyn Hursh
 Evaleen Jaager Roy
 Colin Jackson and Arlene Strom
 Donald K. Johnson and Anna McCowan-Johnson

\$1,000 - \$5,999

Corporate

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 Blachford Lake Lodge and Conference Resort
 Blu's
 Brewster Travel Canada
 The Cookbook Co. Cooks
 CTV's The Social and CTV's The Marilyn Denis Show
 Dan Sparks and Associates
 Delta Bow Valley and Delta Lodge at Kananaskis
 Dentons-Canada
 Fjällräven North America
 Gerry Thomas Gallery
 Gibson Fine Art
 Groupe Germain Hotels
 The Hive Gallery
 Hughes Fine Art
 Julbo
 Lake O'Hara Lodge
 Barbara La Pointe of Michelangelo Gallery
 Lululemon Athletica
 Mayberry Fine Art
 Mountain Life Media Inc.
 Mt. Norquay Ski Resort
 Newsquest Specialist Media Ltd.
 Newzones Gallery of Contemporary Art
 Nordstrom
 Norseman Outdoor Specialist

Johnston Family
 Jolliffe and Godlonton Families
 Michael Jolliffe and Kelly Legris
 Cathy Johnson
 Nicholas and Sarah Jones
 Vernon and Barbara Jones
 Kevin Kanashiro and Paul Kuhn Gallery
 Maureen and Joe Katchen
 Marty Kaufman represented by Circa Vintage Art Glass
 Joyce and David Keith
 Rob and Jennifer King
 Jeff Kovitz and Micheline Maylor
 Terrance Kutryk
 Judith LaRocque
 Debra and Darrell Law
 Tricia Leadbeater
 Doug and Maree Leighton
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 Blaine and Carmen Lennox
 D'Arcy Levesque
 Stephen Livergant and Glenda Campbell
 Satwant Lota
 Mary and Stephen Lougheed
 Brian MacDonald
 Kim and Linda Mackenzie
 Letha J. MacLachlan, QC and John Ridge
 Stan and Ellen Magidson
 Gerald and Anna Maier
 Norman and Sandra Marenych
 John McCall
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 Trina McQueen
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 Arliss Miller
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 David Miyauchi and Mary MacRae
 Emily Molnar and Cornelius Verburg
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 The Stollery Family
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 Susan Targett
 David Tavender, QC
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 Henry and Sharon van der Sloot
 Jackson and Tracy von der Ohe
 Wendy Wacko
 Scott Walker
 Jan and Adam Waterous
 Tim Watson and Patricia D'Agostini
 Barry Weiss
 John Whelen
 Hendrik and Cidnee Wind
 Anonymous (7)

Organization/Association

Association of Canadian Mountain Guides
 NOLS - National Outdoor Leadership School
 University of Alberta Canadian Mountain Studies Initiative
 Whyte Museum of the Canadian Rockies

Undisclosed Amount

Individual

Alice Schultz
 Betty Schultz

* *deceased*

† *inactive*

Other Supporters and Partners

Archives Society of Alberta
 The Benevity Community Impact Fund
 Calgary Foundation
 CanadaHelps
 Edmonton Community Foundation
 Embassy of France
 Fidelity Charitable Gift Fund
 Gift Funds Canada
 Institut Français
 On Screen Manitoba Inc.
 Oxford University Press
 Toronto Arts Council
 University of Alberta
 United Way of Calgary and Area
 United Way Toronto and York Region
 TD Waterhouse/Private Giving Foundation



Consolidated Financial Statements

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, 2017, and the consolidated statements of operations and changes in net assets, 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, 2017, 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 Professional Accountants
May 29, 2017

BANFF CENTRE FOR ARTS AND CREATIVITY

Consolidated Statement of Financial Position

As at March 31, 2017
(in thousands of dollars)

	2017	2016
Assets		
Current assets		
Cash and cash equivalents	\$ 9,886	\$ 7,095
Accounts and grants receivable (note 5)	3,793	4,950
Inventories and prepaid expenses	1,420	1,250
	<u>15,099</u>	<u>13,295</u>
Notes receivable and deferred charge (note 6)	682	678
Long-term investments (note 3)	58,629	55,092
Capital assets (note 7)	137,862	132,249
	<u>\$ 212,272</u>	<u>\$ 201,314</u>
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	\$ 8,389	\$ 6,132
Unearned revenue and deposits (note 8)	3,014	3,066
Deferred contributions (note 9)	7,914	4,931
Loans and borrowings (note 11)	3,273	90
	<u>22,590</u>	<u>14,219</u>
Loans and borrowings (note 11)	28	-
Employee future benefit liabilities (note 13)	3,137	3,291
Long-term deferred contributions (note 9)	22,588	22,064
Deferred expended capital contributions (note 10)	109,511	111,328
	<u>157,854</u>	<u>150,902</u>
Net Assets		
Accumulated operating surplus (note 14)	15,461	14,230
Endowments (note 15)	38,957	36,182
	<u>54,418</u>	<u>50,412</u>
	<u>\$ 212,272</u>	<u>\$ 201,314</u>

Commitments (note 12)

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

Signed on behalf of Board of Governors of The Banff Centre:



Chair, Board of Governors



President and CEO, The Banff Centre

BANFF CENTRE FOR ARTS AND CREATIVITY**Consolidated Statement of Operations and Changes in Net Assets**

For the year ended March 31, 2017

(in thousands of dollars)

	Budget 2017	Actual 2017	Actual 2016
Revenue	(Note 19)		
Government of Alberta grants (note 16)	\$ 20,120	\$ 20,589	\$ 20,790
Federal and other government grants (note 16)	2,379	3,322	2,457
Sales, rentals and services	26,321	29,120	26,844
Tuition and related fees	3,887	2,588	2,558
Donations and other grants	6,470	6,172	6,928
Investment earnings (note 17)	2,044	1,308	867
Amortization of deferred expended capital contributions (note 10)	4,235	4,306	4,235
	<u>65,456</u>	<u>67,405</u>	<u>64,679</u>
Expense			
Arts programming	19,978	19,115	18,922
Leadership programs	4,715	4,042	4,410
Institutional support	12,451	13,084	12,247
Facilities operations and related costs	12,572	13,413	12,773
Ancillary operations	15,290	16,520	15,852
	<u>65,006</u>	<u>66,174</u>	<u>64,204</u>
Excess of revenue over expense	\$ <u>450</u>	1,231	475
Net assets, beginning of year		50,412	59,064
Endowment contributions and other transfers (note 15)		2,775	3,129
Endowment investment earnings (note 15)		-	773
Endowment distributions available for spending (note 15)		-	(1,570)
Endowment cumulative undistributed investment earnings reclassified to deferred contributions (note 15)		-	(11,459)
Net assets, end of year	\$	<u>54,418</u>	\$ <u>50,412</u>

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

BANFF CENTRE FOR ARTS AND CREATIVITY**Consolidated Statement of Cash Flows**

For the year ended March 31, 2017

(in thousands of dollars)

	2017	2016
Operating Transactions		
Excess of revenue over expense	\$ 1,231	\$ 475
Non-cash items:		
Amortization of capital assets (note 7)	5,922	5,881
Loss on disposal of capital assets	-	259
Amortization of deferred expended capital contributions (note 10)	(4,306)	(4,235)
Change in employee future benefit liabilities	(154)	(42)
Other non-cash adjustments	(4)	(3)
Change in:		
Accounts and grants receivable	1,157	(218)
Inventories and prepaid expenses	(170)	(681)
Accounts payable and accrued liabilities	(498)	1,592
Unearned revenue and deposits	(52)	1,359
Deferred contributions	1,308	(67)
Cash provided by operating transactions	<u>4,434</u>	<u>4,320</u>
Capital Transactions		
Acquisition of capital assets (note 7)	(8,735)	(1,888)
Cash applied to capital transactions	(8,735)	(1,888)
Investing Transactions		
Purchases of investments, net of sales	(2,700)	(9,323)
Realized endowment investment earnings, net of distributions	979	1,793
Other realized restricted investment earnings	265	-
Cash applied to investing transactions	<u>(1,456)</u>	<u>(7,530)</u>
Financing Transactions		
Demand operating facility advances	3,260	-
Long-term debt principal repayments	(94)	(360)
Long-term deferred contributions, capital	2,645	1,798
Endowment contributions and transfers	2,737	4,099
Cash provided by financing transactions	<u>8,548</u>	<u>5,537</u>
Increase in cash and cash equivalents	2,791	439
Cash and cash equivalents, beginning of year	7,095	6,656
Cash and cash equivalents, end of year	\$ <u>9,886</u>	\$ <u>7,095</u>
Cash and cash equivalents, end of year, is comprised of:		
Cash on hand and demand deposits	\$ 670	\$ 635
Money market funds and guaranteed investment certificates	9,216	6,460
	<u>\$ 9,886</u>	<u>\$ 7,095</u>

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

BANFF CENTRE FOR ARTS AND CREATIVITY**Notes to the Consolidated Financial Statements**

March 31, 2017

*(in thousands of dollars, except where specifically expressed in millions)***Note 1 Authority and purpose**

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

Banff 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**(a) Consolidated financial statements**

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

(b) 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. Banff Centre's management uses judgment to determine such estimates. The fair value of investments, employee future benefit liabilities, amortization of capital assets, amortization of deferred expended capital contributions, potential impairment of capital assets and accrued liabilities 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.

(c) Valuation of financial assets and liabilities

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

Cash and cash equivalents	Amortized cost
Long term investments, externally managed	Fair value
Long term investments, internally managed	
Equities	Fair value
Other	Amortized cost
Accounts, grants and notes receivable	Amortized cost
Accounts payable and accrued liabilities	Amortized cost
Long-term debt	Amortized cost

Externally managed investments include all funds managed within The Banff Centre Foundation and other foundations managing assets on behalf of Banff Centre. Externally managed investments also include funds managed within Banff Centre by external investment advisors. Externally managed investments could include equity instruments, bonds, money market funds and other fixed/variable interest investments.

BANFF CENTRE FOR ARTS AND CREATIVITY**Notes to the Consolidated Financial Statements**

March 31, 2017

*(in thousands of dollars, except where specifically expressed in millions)***Note 2 Summary of significant accounting policies and reporting practices (continued)****(c) Valuation of financial assets and liabilities (continued)**

All financial assets measured at amortized cost are tested annually for impairment. When a financial asset is impaired, an impairment loss is recorded. The write-down of a financial asset measured at amortized cost 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. Transaction costs are a component of cost for financial instruments measured using cost or amortized cost. Transaction costs are expensed for financial instruments measured at fair value. Investment management fees are expensed as incurred. The purchase and sale of cash and 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 Banff Centre's normal purchase, sale or usage requirements are not recognized as financial assets or liabilities. Banff Centre does not have any embedded derivatives.

(d) 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.

(e) 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.

(f) 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. Assets acquired under capital lease are recorded at the lower of fair value and the present value of the minimum lease payments excluding any lease operating costs. Contributed capital assets are recorded at fair value when such 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.

BANFF CENTRE FOR ARTS AND CREATIVITY**Notes to the Consolidated Financial Statements**

March 31, 2017

*(in thousands of dollars, except where specifically expressed in millions)***Note 2 Summary of significant accounting policies and reporting practices** (continued)**(f) Capital assets** (continued)

Capital assets are written down when conditions indicate that they no longer contribute to Banff 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.

(g) Revenue recognition

All revenues are reported using the accrual basis of accounting. Amounts received in advance 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.

Banff 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 and government grants may be unrestricted or restricted for operating, endowment or capital purposes.

Unrestricted non-capital contributions are recorded as revenue in the year received or in the year the funds are committed to Banff 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.

Externally restricted capital contributions are recorded as deferred contributions until the amounts are invested in capital assets, at which time the amounts are 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 capital amortization expense and deferred expended capital contributions amortization are matched to indicate that the amortization expense has been funded externally.

Investment earnings include dividend and interest income, realized gains or losses on the sale of investments and unrealized gains and losses on investments.

Any externally restricted contributions containing stipulations that the amounts be retained as net assets or not be expended are recorded as direct increases in net assets. Such stipulations would include contributions made for endowment purposes. Any investment earnings attributable to these funds that must be maintained in perpetuity are also recognized as a direct increase in endowment net assets.

BANFF CENTRE FOR ARTS AND CREATIVITY**Notes to the Consolidated Financial Statements**

March 31, 2017

*(in thousands of dollars, except where specifically expressed in millions)***Note 2 Summary of significant accounting policies and reporting practices** (continued)**(g) Revenue recognition** (continued)

Unrealized gains and losses from changes in the fair value of financial instruments with no restriction over the use of investment earnings 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.

Investment earnings related to investments restricted for endowments are recorded in accordance with donor restrictions for their use and recognized as deferred contributions before being recognized in the statement of operations when the funds are expended. Investment earnings associated with other restricted contributions are also recorded as deferred contributions and recognized in the statement of operations when the funds are expended.

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 Banff 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.

(h) Foreign currency translation

Transactions in foreign currencies are translated to Canadian dollars using estimated exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are retranslated to Canadian dollars using the month-end exchange rate. Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are retranslated to Canadian dollars using the exchange rate at the date that the fair value was determined. Foreign currency differences arising on retranslation are recognized in earnings.

(i) Employee future benefits

Banff 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 the respective percentage of employer contributions to the plan on the participant's behalf. Actuarial gains or losses on the accrued benefit obligation are amortized over the expected average remaining service life of active plan members.

Banff 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 fund the plan's future benefits.

BANFF CENTRE FOR ARTS AND CREATIVITY**Notes to the Consolidated Financial Statements**

March 31, 2017

*(in thousands of dollars, except where specifically expressed in millions)***Note 2 Summary of significant accounting policies and reporting practices** (continued)**(j) Future accounting changes**

The Public Sector Accounting (PSA) Handbook was previously written primarily to address the financial reporting needs of governments in Canada. With the broadened scope of the PSA Handbook to include government organizations that previously reported under Part V of the CPA Handbook, it was necessary to update the introduction to clarify the applicability of the PSA Handbook to various public sector entities. The new introduction is applicable for fiscal years beginning on or after January 1, 2017.

In March 2015, the Public Sector Accounting Board issued PS 2200 Related Party Disclosures (which does not apply to Banff Centre) and PS 3420 Inter-entity Transactions. In June 2015, the Public Sector Accounting Board issued PS 3210 Assets, PS 3320 Contingent Assets, PS 3380 Contractual Rights and PS 3430 Restructuring Transactions. These accounting standards are effective for fiscal years starting on or after April 1, 2017, with the exception of PS 3430, which is effective for fiscal years starting on or after April 1, 2018.

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.

PS 3210 - Assets provides guidance for applying the definition of assets set out in PS 1000, Financial Statement Concepts, and establishes general disclosure standards for assets.

PS 3320 - Contingent Assets defines and establishes disclosure standards for contingent assets.

PS 3380 - Contractual Rights defines and establishes disclosure standards for contractual rights.

PS 3430 - Restructuring Transactions defines a restructuring transaction and establishes standards for recognizing and measuring assets and liabilities transferred in a restructuring transaction.

Management is currently assessing the impact of these new standards on the consolidated financial statements.

BANFF CENTRE FOR ARTS AND CREATIVITY**Notes to the Consolidated Financial Statements**

March 31, 2017

*(in thousands of dollars, except where specifically expressed in millions)***Note 3 Long-term investments**

	2017	2016
Long-term investments, non-endowment	\$ 19,672	\$ 18,910
Long-term investments, restricted for endowments	38,957	36,182
	<u>\$ 58,629</u>	<u>\$ 55,092</u>
Investments at amortized cost:		
Guaranteed investment certificates (GICs)	\$ 6,068	\$ 7,451
Investments at fair value:		
Cash and cash equivalents held for investment and in brokerage accounts	3,979	4,343
Canadian government bonds	10,478	8,455
Corporate bonds	7,482	6,517
Equity investments	30,622	28,326
	<u>52,561</u>	<u>47,641</u>
	<u>\$ 58,629</u>	<u>\$ 55,092</u>

See note 4 for explanation of fair value measurements. Investments other than bonds and other fixed income investments are considered Level 1 items where fair value is measured based on quoted prices in active markets for identical investments. Bonds and other fixed income investments included in cash and cash equivalents are Level 2 items where fair value is measured based on market inputs other than quoted prices included in Level 1 that are observable for the investments either directly or indirectly.

Investments at fair value include a pooled fund holding in which The Banff Centre Foundation has an equity interest represented by units in the pooled fund and any distributions from the fund. The pooled fund investment consists of several underlying pooled fund holdings of cash and cash equivalents, Canadian government bonds, corporate bonds and Canadian, U.S. and international equities. The pooled fund holdings have been allocated accordingly to these categories above.

Note 4 Financial risk management

Banff 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, primarily in relation to its investments. To manage these risks, Banff 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 Banff Centre's investment policies is to maximize the purchasing power of investment assets and future endowment contributions after meeting ongoing disbursement requirements. The specific financial objectives include the provision of stable and consistent income to meet the goals of Banff Centre, capital appreciation (without undue risk) such that investments continue to grow over time in real terms, and minimization of risk through diversification.

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

Banff Centre is exposed to the following risks:

(a) Price risk

Price 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 instrument, its issuer or general market factors affecting all instruments. To manage this risk for investments, Banff Centre has policies and procedures in place governing asset mix, diversification, exposure limits, credit quality and performance measurement.

Investments are disclosed in note 3. Price risk is most significant in relation to equity investments, where each 1% change in value would have an impact of \$306.

BANFF CENTRE FOR ARTS AND CREATIVITY**Notes to the Consolidated Financial Statements**

March 31, 2017

*(in thousands of dollars, except where specifically expressed in millions)***Note 4 Financial risk management** (continued)**(b) Foreign currency risk**

Foreign currency risk is the risk that the value of a financial instrument will fluctuate as a result of changes in foreign exchange rates. The following table provides the carrying value of long-term investments denominated in various currencies and the sensitivity to a 1% change in currency value:

	Carrying value	Impact of 1% change
Canadian denominated investments	\$ 39,105	\$ -
US denominated investments	10,786	108
Investments denominated in other currencies	8,738	87
	<u>\$ 58,629</u>	<u>\$ 195</u>

Foreign currency risk for financial instruments other than investments is insignificant.

(c) Interest rate risk

Interest rate risk is the risk to Banff Centre's earnings that arises from the fluctuation and degree of volatility in those rates. Interest rate risk on Banff Centre's debt is insignificant given the low level of debt. Interest rate risk in relation to investments in bonds is insignificant given that the rates are primarily fixed over longer terms. Changes in interest rates will, however, impact the market price of bonds. Interest rate risk in relation to other interest bearing instruments, including cash and cash equivalents and GICs, exists given the relative short term to maturity. The carrying value of these instruments, both current and long term, totals \$19.3 million, so the impact of each 1% change in interest rates would be \$193 annually. This sensitivity ignores the fact that some of these instruments are locked in for longer periods of time, as indicated in the table below.

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

	< 1 year	1-5 years	> 5 years	Average market yield
	%	%	%	%
Interest bearing accounts	100.0	-	-	0.90
Money market funds	100.0	-	-	0.67
Guaranteed investment certificates	50.7	49.3	-	1.20
Canadian government and corporate bonds	1.3	20.1	78.6	2.17

(d) Credit risk

Banff 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, Banff Centre has established an investment policy with required minimum credit quality standards and issuer limits.

The credit ratings on investments held by Banff Centre are as follows:

	2017	2016
A or higher	89.0%	90.2%
BBB	11.0%	9.8%

Banff Centre's accounts receivable are subject to normal credit risks due to the nature of Banff 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.

BANFF CENTRE FOR ARTS AND CREATIVITY**Notes to the Consolidated Financial Statements**

March 31, 2017

*(in thousands of dollars, except where specifically expressed in millions)***Note 4 Financial risk management** (continued)**(e) Liquidity risk**

Banff Centre has credit facilities totalling \$14.0 million available (note 11) to ensure that funds are available to meet current and forecasted financial requirements. At March 31, 2017, \$3.4 million (2016 - \$0) was outstanding under these credit facilities.

(f) Fair value

When measuring the fair value of an asset or liability, Banff Centre uses market observable data to the extent possible. Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities that Banff Centre can access at the measurement date

Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly

Level 3: unobservable inputs for the asset or liability.

If the inputs used to measure the fair value of an asset or a liability are categorized in different levels of the fair value hierarchy, then the fair value measurement is categorized in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement. Banff Centre recognizes transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

Note 5 Accounts and grants receivable

	2017	2016
Trade accounts receivable, net of allowance for doubtful accounts	\$ 2,895	\$ 2,354
Grants, participant and other receivables	898	2,596
	<u>\$ 3,793</u>	<u>\$ 4,950</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

	2017	2016
Discounted present value of advance to RMCHA	\$ 593	\$ 566
Accrued interest	26	26
Deferred charge	63	86
	<u>\$ 682</u>	<u>\$ 678</u>

In prior years, Banff Centre advanced a total of \$673 to Rocky Mountain Cooperative Housing Association (RMCHA) for the right to lease 42 accommodation units. In December 2005, the terms of the notes were modified to discontinue the accrual of interest. The notes are unsecured and repayable in 2019. Commitments under these operating leases are included in note 12.

The notes receivable are discounted to a present value. The discount is amortized using the effective interest method. The deferred charge is amortized over the lease period.

BANFF CENTRE FOR ARTS AND CREATIVITY**Notes to the Consolidated Financial Statements**

March 31, 2017

*(in thousands of dollars, except where specifically expressed in millions)***Note 7 Capital assets**

	2017				
	Land improvements	Buildings and improvements	Equipment, furnishings and software	Property under development	Total
Cost					
Beginning of year	\$ 2,802	\$ 168,545	\$ 37,265	\$ 468	\$ 209,080
Additions	-	-	774	10,761	11,535
	2,802	168,545	38,039	11,229	220,615
Accumulated amortization					
Beginning of year	2,633	48,994	25,204	-	76,831
Amortization expense	27	3,359	2,536	-	5,922
	2,660	52,353	27,740	-	82,753
Net book value - March 31, 2017	\$ 142	\$ 116,192	\$ 10,299	\$ 11,229	\$ 137,862

	2016				
	Land improvements	Buildings and improvements	Equipment, furnishings and software	Property under development	Total
Cost					
Beginning of year	\$ 2,802	\$ 168,105	\$ 35,800	\$ 259	\$ 206,966
Additions	-	440	1,465	468	2,373
Disposals and other adjustments	-	-	-	(259)	(259)
	2,802	168,545	37,265	468	209,080
Accumulated amortization					
Beginning of year	2,587	45,642	22,721	-	70,950
Amortization expense	46	3,352	2,483	-	5,881
	2,633	48,994	25,204	-	76,831
Net book value - March 31, 2016	\$ 169	\$ 119,551	\$ 12,061	\$ 468	\$ 132,249

Cash flow information

	2017	2016
Total capital asset additions	\$ 11,535	\$ 2,373
Capital assets aquired under capital leases	(45)	-
Change in accounts payable balances related to capital asset additions	(2,755)	(485)
Cash used for capital asset additions	\$ 8,735	\$ 1,888

Other information

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 the net book value at March 31, 2017 is approximately \$45 related to assets under capital leases.

Banff 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. There were \$8 (2016 - \$0) of additions to permanent collections in 2017. As of March 31, 2017, the cumulative historical cost of these assets that has not been capitalized is \$1.6 million (2016 - \$1.5 million).

BANFF CENTRE FOR ARTS AND CREATIVITY**Notes to the Consolidated Financial Statements**

March 31, 2017

*(in thousands of dollars, except where specifically expressed in millions)***Note 8 Unearned revenue and deposits**

	2017	2016
Deposits for accommodations	\$ 2,128	\$ 2,278
Other sales and services	886	788
	\$ 3,014	\$ 3,066

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.

	2017			2016	
	Operating	Capital	Total	Total	
Balance, beginning of year	\$ 24,998	\$ 1,997	\$ 26,995	\$ 15,123	
Grants and contributions received or receivable:					
Operating	6,181	-	6,181	4,478	
Capital	-	2,632	2,632	1,782	
Restricted investment earnings recognized through deferred contributions (notes 15 and 17)	3,676	14	3,690	-	
Distributed endowment investment earnings (note 15)	-	-	-	1,570	
Endowment cumulative undistributed investment earnings reclassified to deferred contributions (note 15)	-	-	-	11,459	
Recognized as operating revenue:					
Grants and contributions	(5,117)	(200)	(5,317)	(5,335)	
Restricted investment earnings (note 17)	(1,190)	-	(1,190)	(763)	
Transfers to fund capital acquisitions (note 10)	-	(2,489)	(2,489)	(1,319)	
Balance, end of year	28,548	1,954	30,502	26,995	
Current portion of deferred contributions	7,914	-	7,914	4,931	
Long-term deferred contributions	\$ 20,634	\$ 1,954	\$ 22,588	\$ 22,064	

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:

	2017	2016
Balance, beginning of year	\$ 111,328	\$ 114,244
Transferred from deferred contributions to acquire capital assets (note 9)	2,489	1,319
Amortization revenue	(4,306)	(4,235)
Balance, end of year	\$ 109,511	\$ 111,328

BANFF CENTRE FOR ARTS AND CREATIVITY
Notes to the Consolidated Financial Statements
 March 31, 2017

(in thousands of dollars, except where specifically expressed in millions)

Note 11 Loans and borrowings

	2017	2016
Demand operating facility	\$ 3,260	\$ -
Term loan	-	67
Capital leases	41	23
	<u>3,301</u>	<u>90</u>
Less: current portion	3,273	90
Long-term loans and borrowings	<u>\$ 28</u>	<u>\$ -</u>

Banff Centre has borrowing facilities available with Royal Bank of Canada ("RBC") consisting of a revolving demand facility for general operating requirements and a revolving lease facility for the acquisition of capital assets. Borrowings under the revolving demand facility are available by way of loans and letters of guarantee. The aggregate of the borrowings under the revolving demand facility and lease facility shall not exceed \$12.0 million, and the lease facility on its own is capped at \$10.0 million. The revolving demand facility bears interest at RBC prime, and any issued and outstanding letters of guarantee are subject to fees. The interest rate and repayment terms on leases are fixed by way of separate agreements at the time of each draw. As at March 31, 2017, the following amounts were drawn or issued and outstanding under the RBC borrowing facilities:

Demand operating facility: \$3.3 million (2016 - \$0)

Lease facility: \$41 (2016 - \$0)

Banff Centre also has borrowing facilities available with Canadian Imperial Bank of Commerce ("CIBC") consisting of a \$2.0 million revolving demand facility for general operating requirements and a \$0.2 million letter of credit facility available through commercial letters of credit. Borrowings under the revolving demand facility bear interest at CIBC prime, and any issued and outstanding commercial letters of credit are subject to fees. As at March 31, 2017, the following amounts were drawn or issued and outstanding under the CIBC borrowing facilities:

Commercial letters of credit: \$75 (2016 - \$75)

On February 15, 2017, Banff Centre received approval from the Province of Alberta, by way of an Order in Council, to borrow up to \$14.0 million from the Alberta Capital Finance Authority (ACFA) for a term not to exceed 10 years. The purpose of the term loan is to fund renovations to Lloyd Hall, one of Banff Centre's residence facilities. Any borrowings from ACFA require prior approval from RBC. Negotiations are underway with regard to the specific terms associated with the ACFA term loan, including interest rates and security.

The RBC revolving demand facility is being used to provide bridge financing for the Lloyd Hall renovation project until funding from the ACFA term loan is received, which is expected to be June 15, 2017, subject to negotiations with ACFA and RBC and execution of binding agreements.

Interest expense on debt for the year ended March 31, 2017 was \$32 (2016 - \$9). Interest expense approximates interest paid for both fiscal years and is included in the institutional support category of functional expense.

BANFF CENTRE FOR ARTS AND CREATIVITY
Notes to the Consolidated Financial Statements
 March 31, 2017

(in thousands of dollars, except where specifically expressed in millions)

Note 12 Commitments

In January 2015, Banff 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.

Banff Centre is party to an agreement with Rocky Mountain Cooperative Housing Association (see note 6) under which Banff Centre is committed to the rental of 42 housing units through December 2019. Under this agreement, the monthly rent is approximately \$48, with a portion recovered from staff and program participants through short-term rental arrangements. The total of this commitment (before recoveries) over the remainder of the lease term is approximately \$1.6 million.

Banff Centre is party to an agreement with YWCA Banff under which Banff Centre is committed to the rental of 13 housing units through August 2017. Under this agreement, the approximate monthly rent is \$7, with a portion recovered from staff through short-term rental arrangements. The total of this commitment (before recoveries) over the remainder of the lease term is approximately \$28.

Commitments under operating leases are summarized as follows:

2018	\$ 756
2019	656
2020	437
Subsequently	-
	<u>\$ 1,849</u>

Note 13 Employee future benefit liabilities

	2017	2016
Share of UAPP pension obligation	\$ 3,014	\$ 3,228
Accrued administrative leave	123	63
	<u>\$ 3,137</u>	<u>\$ 3,291</u>

Banff 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 Banff Centre's participating employees based on years of service and earnings.

(a) PSPP

As Banff 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 \$1.2 million (2016 - \$1.3 million) recorded for the PSPP is comprised of employer contributions to the plan that are required for Banff Centre's employees during the year. Contributions are calculated based on actuarially predetermined amounts that are expected to provide the plan's future benefits. Pension expense is recorded as a direct cost, together with the related salaries and wages, and is reported in all expense categories in the statement of operations.

An actuarial valuation of the PSPP was carried out as at December 31, 2014, resulting in a deficiency, and was then extrapolated to December 31, 2016. At December 31, 2016, the PSPP reported an actuarial surplus of \$303.0 million (2015 - \$133.2 million deficit) for the plan as a whole. The PSPP's deficiency determined by the December 31, 2014 actuarial funding valuation continues to be discharged through additional contributions from both employees and employers until 2026. Other than the requirement to make additional contributions, Banff Centre does not bear any risk related to the PSPP deficiency at December 31, 2014.

BANFF CENTRE FOR ARTS AND CREATIVITY**Notes to the Consolidated Financial Statements**

March 31, 2017

*(in thousands of dollars, except where specifically expressed in millions)***Note 13 Employee future benefit liabilities** (continued)**(b) 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, 2014 and further extrapolated to Banff Centre's year ended March 31, 2017. Banff Centre's share of the benefit liability, which has been allocated based on employer contributions to the plan, is estimated to be \$3.0 million at March 31, 2017 (2016 - \$3.2 million).

Banff Centre recorded its share of pension expense of \$1.2 million (2016 - \$1.2 million).

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

	2017	2016
Accrued benefit obligation at March 31	\$ 25,071	\$ 24,630
Discount rate	6.00%	6.00%
Benefit costs for years ended March 31	\$ 968	\$ 866
Discount rate	6.00%	6.00%
Average compensation increase	3.00%	3.00%
Estimated average remaining service life	10.8 yrs	10.8 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 3.54% (2016 - 3.54%) 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, 2017 is \$293.6 million (2016 - \$280.5 million).

(c) Administrative leave

Banff Centre provides the President and CEO a paid leave of absence at the end of her 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.

Banff Centre's benefit expense for administrative leave totaled \$60 (2016 - \$61). The accrued benefit liability at March 31, 2017 is \$123 (2016 - \$63), with no benefits paid out or forfeited during the current and prior year. No assets are set aside to fund the liability as Banff Centre plans to use its working capital to finance this future obligation.

BANFF CENTRE FOR ARTS AND CREATIVITY**Notes to the Consolidated Financial Statements**

March 31, 2017

*(in thousands of dollars, except where specifically expressed in millions)***Note 14 Accumulated operating surplus**

The changes in accumulated surplus are as follows:

	Unrestricted	UAPP Pension Deficit (note 13)	2017	2016
Accumulated operating surplus (deficit), beginning of year	\$ 17,458	\$ (3,228)	\$ 14,230	\$ 13,755
Excess of revenue over expense	1,231	-	1,231	475
UAPP pension benefits adjustment	(214)	214	-	-
Accumulated operating surplus (deficit), end of year	<u>\$ 18,475</u>	<u>\$ (3,014)</u>	<u>\$ 15,461</u>	<u>\$ 14,230</u>

Included in accumulated operating surplus is \$20.6 million (2016 - \$20.8 million) representing the amount of surplus that has been invested in capital assets.

Note 15 Endowments

	2017	2016
Endowments, beginning of year	\$ 36,182	\$ 45,309
Contributions and other transfers	2,775	3,129
Investment earnings	-	773
Distributions available for spending	-	(1,570)
Cumulative undistributed investment earnings reclassified to deferred contributions (see explanation below)	-	(11,459)
Endowments, end of year	<u>\$ 38,957</u>	<u>\$ 36,182</u>

Endowments consist of externally restricted donations received by Banff Centre and are managed in accordance with the terms of the agreements between Banff Centre and the individual donors. Investment earnings on endowments must be used in accordance with the various purposes established by the donors or Banff Centre's Board of Governors.

Endowment contributions and matching funds from Canadian Heritage under the Endowment Incentives Program on eligible endowment contributions are held by The Banff Centre Foundation and The Banff Canmore Community Foundation (an unrelated public charitable foundation) and managed as permanent endowments for the sole benefit of Banff Centre. The endowment balances held by these foundations are as follows:

	2017	2016
The Banff Centre Foundation	\$ 30,817	\$ 28,048
The Banff Canmore Community Foundation	8,140	8,134
	<u>\$ 38,957</u>	<u>\$ 36,182</u>

BANFF CENTRE FOR ARTS AND CREATIVITY**Notes to the Consolidated Financial Statements**

March 31, 2017

*(in thousands of dollars, except where specifically expressed in millions)***Note 15 Endowments** (continued)

Towards the end of the fiscal year ended March 31, 2016, Banff Centre adopted revised Endowment Management Guidelines, which provide direction for all endowment funds held and restricted for the benefit of Banff Centre. The objectives of these Endowment Management Guidelines are:

To administer endowment funds in compliance with the endowment terms and all laws and regulations governing these funds, including (where applicable) Section 76 the Post-Secondary Learning Act (Alberta), which includes provisions allowing Banff Centre to pool endowment funds for investment purposes and to regulate the distribution of earnings on endowments.

To administer endowments with the intent that annual spending requirements will be met while protecting as much of the purchasing power of the original endowment funds as possible.

To ensure endowment expenditures are made in accordance with all relevant restrictions.

Endowment net assets include all endowment contributions, matching contributions and other amounts designated as such by Banff Centre. Through the revision of the Endowment Management Guidelines adopted late in fiscal 2016, it was clarified that undistributed investment earnings on endowment principal are externally restricted for the purposes intended by the donors rather than permanently endowed. Unless explicitly restricted for endowment, investment earnings in fiscal 2017 and going forward flow directly through deferred contributions. The revised Endowment Management Guidelines were applied to cumulative endowment contributions, and upon adoption in fiscal 2016 a one-time movement of cumulative undistributed investment earnings totaling \$11.5 million from endowment net assets to deferred contributions was required.

Under the Post-Secondary Learning Act (Alberta), Banff 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 Banff Centre and does not impair the long-term value of the fund.

BANFF CENTRE FOR ARTS AND CREATIVITY**Notes to the Consolidated Financial Statements**

March 31, 2017

*(in thousands of dollars, except where specifically expressed in millions)***Note 16 Government grants**

	2017	2016
Base operating grant from Alberta Advanced Education	\$ 17,138	\$ 16,802
Other Government of Alberta grants:		
Alberta Advanced Education	3,287	3,798
Alberta Culture	160	190
Other ministries	4	-
	<u>\$ 20,589</u>	<u>\$ 20,790</u>
Federal and other government grants:		
Government of Canada - Department of Canadian Heritage		
Canada Arts Training Fund	\$ 1,950	\$ 1,950
Canada 150	825	-
Canada Arts Presentation Fund	125	125
Canada Cultural Spaces Fund	134	70
Other government grants	288	312
	<u>\$ 3,322</u>	<u>\$ 2,457</u>

Note 17 Investment earnings

	2017	2016
Total investment earnings	\$ 3,808	\$ 877
Restricted investment earnings recognized through deferred contributions (note 9)	(3,690)	-
Amount recognized as direct increase in net assets	-	(773)
Recognized restricted investment earnings (note 9)	1,190	763
	<u>\$ 1,308</u>	<u>\$ 867</u>

BANFF CENTRE FOR ARTS AND CREATIVITY**Notes to the Consolidated Financial Statements**

March 31, 2017

*(in thousands of dollars, except where specifically expressed in millions)***Note 18 Salaries and employee benefits**

The salaries and employee benefit expenses of Banff Centre include:

	2017	2016
Salaries, wages and non-pension benefits	\$ 32,507	\$ 33,608
Pension benefits	2,373	2,463
	<u>\$ 34,880</u>	<u>\$ 36,071</u>

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

	2017				2016	
	Base Salaries	Other Cash Benefits (1)	Other Non-cash Benefits (2)	Total	Total	
Board of Governors (3)	\$ -	\$ -	\$ -	\$ -	\$ -	-
President and CEO (4)	300	50	117	467	406	
Vice-Presidents:						
Interim Arts and Leadership (5)	197	-	4	201	-	
Arts (former) (6)	100	43	29	172	213	
Leadership (former)	-	-	-	-	342	
Finance and CFO	165	6	47	218	232	
Development	167	29	30	226	196	
Operations	164	12	30	206	219	
Human Resources (7)	164	12	31	207	-	
Marketing and Communications (7)	146	7	33	186	-	

(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 non-cash benefits include Banff 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) the President and CEO receives administrative leave benefits that have been included in other non-cash benefits

(5) the interim Vice-President of Leadership started in July 2016 and assumed responsibility for Arts in November 2016

(6) the former Vice-President of Arts assumed other duties from November 2016 to March 2017

(7) Human Resources and Marketing and Communications were Director level positions prior to the year ended March 31, 2017

BANFF CENTRE FOR ARTS AND CREATIVITY**Notes to the Consolidated Financial Statements**

March 31, 2017

*(in thousands of dollars, except where specifically expressed in millions)***Note 19 Budget**

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

Note 20 Expense by object

	2017		2016
	Budget	Actual	Actual
Salaries, wages and benefits (note 18)	\$ 34,684	\$ 34,880	\$ 36,071
Purchased services	5,636	6,771	5,753
Materials, goods and supplies	4,262	4,642	4,221
Scholarships and financial assistance	3,128	2,890	2,394
Facility operations and maintenance	3,521	3,404	2,855
Utilities	1,689	1,511	1,484
Travel, training and related costs	2,172	2,139	2,140
Rentals and equipment	1,022	2,168	1,435
Marketing and recruitment	2,416	1,338	1,093
Financial costs	495	509	618
Amortization of capital assets (note 7)	5,981	5,922	5,881
Loss on disposal of capital assets	-	-	259
	<u>\$ 65,006</u>	<u>\$ 66,174</u>	<u>\$ 64,204</u>

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

Banff Centre Board of Governors

David T. Weyant, Q.C. (Chair)
 Larry Fichtner (Vice Chair)
 Eric S. Harvie
 Elmer Hildebrand, O.C.
 Evaleen Jaager Roy
 Andy Kenins, ICD.D
 Judith LaRocque, ICD.D
 Leroy Little Bear, JD (to July 2016)
 Ralston E. MacDonnell
 (to December 2016)
 Letha J. MacLachlan, Q.C.
 Gay Mitchell, ICD.D
 Andrew Molson
 Janice Price (President and CEO)
 Patricia Ruby
 John Snow, P.M.L.M., M.A.

Banff Centre Foundation Board

Andrew MacNiven (Chair)
 Beth Reimer-Heck (Chair to December
 2016, Director to March 2017)
 Larry Fichtner
 Tim Kitchen
 Mark MacDonald
 Jackson von der Ohe
 Janice Price (Ex-Officio)
 David T. Weyant, Q.C. (Ex-Officio)
 Timothy Burt (to September 2016)

Banff Centre Executive Team

Janice Price
 President and CEO
 Bruce Byford
 Vice-President, Administration & CFO
 Michael Code
 Vice-President, Operations
 Neil Johnston
 Vice-President, Development
 Valerie Kapay
 Vice-President, Human Resources
 Russell Willis Taylor
 Interim Vice-President, Arts & Leadership
 Lisa Cooke
 (Vice-President, Marketing &
 Communications, to February 2017)
 Carolyn Warren
 (Vice-President, Arts, to November 2016)
 Luke Sunderland
 (Vice-President & COO, to July 2016)



Photo by Donald Lee.

BANFF

**CENTRE
FOR ARTS AND
CREATIVITY**

Banff Centre for Arts and Creativity is generously supported by many passionate individuals, corporations and foundations.

Banff Centre is also grateful for the funding from the Government of Alberta, through Alberta Advanced Education, Alberta Infrastructure, and the Alberta Foundation for the Arts. Arts programs are also supported by funding from the Government of Canada through the Canada Council for the Arts, the Department of Canadian Heritage, the Canada Arts Training Fund and the Canada Arts Presentation Fund.



Banff Centre for Arts and Creativity

Tel: 403.762.6100

www.banffcentre.ca