

THE BANFF CENTRE
COMPREHENSIVE
INSTITUTIONAL
PLAN

2015 – 2018



The Banff Centre
inspiring creativity



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1. EXECUTIVE SUMMARY

THE BANFF CENTRE IS A PREMIERE ARTS AND CREATIVITY INCUBATOR.

Thriving at the intersection of Arts + Ideas, The Banff Centre has been contributing to Canada and the world's cultural repertoire by commissioning, supporting, and producing new creative works since 1933. Through its multidisciplinary programming, The Banff Centre provides artists and leaders with the support they need to create, develop solutions, and make the impossible possible.

From its campus in Banff National Park, at the base of Sleeping Buffalo Mountain in Treaty 7 Territory, The Banff Centre develops multi-dimensional artists for the international stage in an artistically rich learning environment. Our leadership programs equip people who want to change the world with the skills to do so. Through our innovative approach to conferences, The Banff Centre also supports organizations in their efforts to contribute to positive social output.

The Banff Centre's Comprehensive Institutional Plan details the goals and priorities for 2015-18 including the launch of the Peter Lougheed Leadership Institute and significant progress on The Banff Centre's goals of content dissemination and sustainability from new and enhanced revenue sources. Through our institutional and strategic priorities around access, research and community we are excited to showcase work that supports our mission, Inspiring Creativity, in Alberta and the rest of the world.

2. ACCOUNTABILITY STATEMENT

This Comprehensive Institutional Plan was prepared under the Board's direction in accordance with legislation and associated ministerial guidelines, and in consideration of all policy decisions and material, economic and fiscal implications of which the Board is aware.



Brenda Mackie
Chair, Board of Governors
The Banff Centre



3. INSTITUTIONAL CONTEXT

LEGISLATIVE AUTHORITY

The Banff Centre operates under the authority of the Post-secondary Learning Act, to which amendments were proclaimed in December 2008.



MANDATE

The Banff Centre is a public, board-governed, specialized Arts and Culture Institution operating under the authority of the Post-secondary Learning Act of the Province of Alberta. The Banff Centre provides non-parchment programs in arts and creativity, leadership development, mountain culture and the environment.

As a specialized Arts and Culture Institution, drawing participants from Alberta, across Canada and globally, The Banff Centre is Alberta's nationally and internationally renowned centre of excellence in creativity and the arts. The Banff Centre's core area of specialization is the Arts, offered at the professional, post-graduate level. Programmes are characterized by applied research, independent study, creation, collaboration, production, performance and dissemination of new work. Arts programmes are offered in a range of Performing, Visual and Literary Arts including, but not limited to: Music, Audio Engineering, Theatre Production and Design, Dance, Opera, Aboriginal Arts, Painting, Digital Film and New Media, Photography, Ceramics, Printmaking, Sculpture, Poetry, Narrative and the Spoken Word.

As an organization specializing in creativity, The Banff Centre embraces innovation in all its disciplines. Banff Centre programmes draw on the multidisciplinary strengths of the peer creative community which distinguishes it as a centre of excellence in Alberta, Canada and the world.

As with the Arts, the balance of program areas at The Banff Centre focuses on creative approaches. Leadership Development offers innovative programmes drawn from arts disciplines and the natural environment which support the development of leaders in Aboriginal communities, and in the public, private and social sectors. Programming in Mountain Culture and the Environment fosters the development of creative solutions to global environmental and sustainability concerns, through programmes and symposia that explore issues relating to mountain areas and communities in Alberta, Canada and internationally. Mountain Culture programmes utilize the arts, for example writing, film and photography, to explore mankind's relationship with the world's mountain places.

The Banff Centre also conducts applied research and fosters innovation in a variety of program

MISSION: INSPIRING CREATIVITY

areas, both independently and in partnership with other institutions and the private sector. The primary delivery mechanism for programmes at The Banff Centre is through on-site programmes, summits, think tanks and conferences supported by a variety of services including the Library and Archives with its specialty fine arts collections. Participants are also provided with room and board, medical and counseling services, and recreational facilities and programmes.

The Banff Centre partners with other post-secondary institutions, cultural organizations and the private sector. The Banff Centre offers a retreat venue for educational and professional development-focused conferences, many of which are enhanced by access to the Centre's programming expertise. The Banff Centre provides cultural, educational and recreational resources to our participants, as well as to our employees, the Bow Valley and Alberta. By providing diverse cultural and learning opportunities for Albertans and others, the Centre enriches and advances the quality of life in the local community and throughout Alberta.

The Banff Centre also offers a dynamic international learning environment contributing to building careers and skills in the arts and across all sectors, developing leaders for the Alberta economy and Alberta's aboriginal communities. The Banff Centre develops leaders for cultural industries throughout the world. Through the dissemination of creative ideas and new work, The Banff Centre ensures that its innovative programmes contribute to building the knowledge economy and to the development of culturally vibrant communities.

Approved by the Minister of Innovation and Advanced Education, January 8, 2009



4. PLAN DEVELOPMENT

The Board of Governors sets the priority direction for the Comprehensive Institutional Plan and approved the plan at its April 10, 2015 meeting.

Throughout the course of our work at The Banff Centre, we engage a broad range of stakeholders, including governments, artists, artistic partners, community leaders, corporate and philanthropic investors and clients. Division and department leaders consult broadly in their own areas, facilitating collaborative departmental planning, providing input on the development of goals, priority initiatives and financial planning elements in support of the Comprehensive Institutional Plan.

Internal documents such as the Capital Plan and Technology Plan for The Banff Centre were reviewed to ensure alignment with the Comprehensive Institutional Plan.

The Banff Centre continues to identify opportunities for collaboration and capacity building in the creation and implementation of this plan. The contributing stakeholders are updated on progress made as the plan is developed and implemented.

5. ENVIRONMENTAL SCAN

GLOBAL ECONOMY

The fiscal implication for Alberta of the low oil prices is challenging as the province is now facing an annual shortfall of up to \$7 billion, roughly 15 percent of total provincial revenues. The decline in oil prices will slow the momentum of Alberta's economy which is anticipated to grow at a rate of two percent. (Government of Alberta, January, 2015)

The Banff Centre offers a dynamic international learning environment contributing to building careers and skill in the arts and across all sectors, developing leaders for the Albertan and Canadian economies and across the world. The Banff Centre has a unique global position, with close to 4,000 artists visiting each year to continue to succeed on the international stage.

CHALLENGES ARISING FROM FUNDING AND POLICY UNCERTAINTY

The funding mechanisms that advance Campus Alberta's strategic priorities remain in a state of restraint and volatility. Alberta Innovation and Advanced Education has instituted several funding changes since 2010 and this trend is likely to continue. The Banff Centre responds to these challenges in a positive manner seeking effective and creative solutions while continuing to deliver high quality services. The Banff Centre will continue to invest in strategic partnerships and explore collaborations with other post-secondary institutions. Furthermore, the Centre will take advantage of the Canadian dollar exchange rate advantage to pursue new markets for Peter Lougheed Leadership Institute and Conference participants with a special focus on new business from the United States.

For the 2015–16 budget year, The Banff Centre diverted existing resources and implemented operational and business process efficiencies in order to balance the budget and support sustainability. The Banff Centre is undertaking a fundamental review of its overall business model, including all programming and operations, over the coming months to ensure ongoing quality and long term sustainability.



6. GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES AND PERFORMANCE MEASURES



1. CONTENT CREATION AND DISSEMINATION

“Made in Banff, Shared with the World.”

The work of artists, leadership development participants, faculty and staff is captured and shared as widely as possible. Everyone is able to access The Banff Centre from around the world on a number of media platforms.

GOAL

The work created at The Banff Centre is shared on multiple platforms that include a new website, radio, TV, digital and print publishing, as well as in venues and exhibition spaces at the Centre and on tour in Alberta, Canada and around the world.

PRIORITY INITIATIVES

Continue to build the digital strategy

- **Web:** banffcentre.ca: The new banffcentre.ca website launches in the spring of 2015.
- **Banff Centre Radio:** The radio strategy continues to evolve, including a new podcast strategy developed with partnership and sponsorship opportunities.
- **Banff Centre TV:** The development of TV program strands continues, primarily Banff Centre Talks and short documentary segments that highlight the work of artists and leaders at the Centre. Content partnerships will be built with broadcasters including NFB and CBC to reach a wider audience.
- **Banff Centre Press:** There will be continued growth of the Press as a publishing wing for Banff Centre content, in print and online (rich media) and through partnerships.

Grow partnerships for co-productions and touring:

Continue to build partners for the commissioning, development, production, presentation and touring of new work.

PERFORMANCE MEASURES 2015/16

- Digital radio and Banff Centre podcasts will be launched in 2015/16.
- An updated and redesigned banffcentre.ca will be launched in 2015.
- Banff Centre Press will publish 1 to 2 print publications and between 3 and 5 interactive digital stories online annually.
- Broadcast partnerships will be developed to co-produce and distribute Banff Centre content.
- An industry and creative research lab in interactive digital storytelling will be developed and implemented at the Centre.
- A new digital storytelling creation residency for artists from all backgrounds will be developed and launched.

2. ARTS PROGRAMMING

Ensure the continuing excellence, international relevance and profile of arts programming at The Banff Centre.

GOAL

The Centre plans to create rich development opportunities for artists at every stage of their career, enabling them to take risks working across disciplines and with new technologies, to collaborate with one another and to conceive, develop, produce and present new work.

PRIORITY INITIATIVES

- Develop residency models for artists to support interdisciplinary work and experimentation with new production and broadcast technologies.
- Pursue practice-led arts research through pilot residencies that convene technology and broadcast innovators (industry) and artists from different disciplines to collaborate on new innovations in storytelling across platforms.
- Present world premieres of new work to audiences in the Bow Valley, across Alberta, Canada and internationally through physical touring and digital broadcast.
- Provide audiences in Alberta, nationally and internationally access to Banff Centre content featuring the work and ideas of visiting artists and leaders across sectors through digital dissemination, including Banff Centre Talks (TV), radio, Banff Centre Press and banffcentre.ca.
- Expand the reach of arts programs at The Banff Centre through new partnerships.

PERFORMANCE MEASURES 2015/16

- New interdisciplinary residencies and projects will be supported by The Banff Centre.
- A practice-led arts research pilot will be implemented to create new synergies between the technology and broadcast industries and artists.
- New commissions and co-productions will be supported by the Centre with partners.
- Presenting partnerships will be developed to ensure that Banff Centre creations tour Canadian and international stages.
- Content will be captured for dissemination on the website, radio, TV and in print, including a new series of Banff Centre Talks. To supplement this, content partners will be sought to co-produce and distribute this content.





3. LOUGHEED LEADERSHIP DEVELOPMENT (PETER LOUGHEED LEADERSHIP INSTITUTE)

Develop Canada's current and emerging leaders' capacity to build strong Indigenous communities, lead a resilient creative and cultural sector, drive 21st century businesses, ensure entrepreneurial success, empower youth and renew the public service.

GOAL

To be globally recognized in the development of leaders and as a convener of summits for leaders on topics of regional, national and international importance.

PRIORITY INITIATIVES

- Continually create and deliver relevant and forward-looking leadership development programs to equip current and emerging leaders with practice tools, next and wise practices, and creative capacities to lead change and growth within and across sectors, systems and communities.
- Conduct projects with groups of leaders from across sectors, systems and/or communities on complex challenges they face in order to develop their collective leadership capacities to support their future collaboration and change efforts.
- Attract the best thinkers and doers—creative entrepreneurs and pioneers from across disciplines—as mentors, speakers and faculty to expand the capacity of leaders to innovate within their businesses, organizations and communities.
- Convene summits, round tables and panel discussions for effective dialogue and action on pressing challenges facing Alberta, Canada and beyond.
- Utilize The Banff Centre's dissemination channels to share the wise practices, creative leadership approaches and solutions to challenges that emerge from the Peter Lougheed Leadership Institute (PLLI).

PERFORMANCE MEASURES 2015/16

- New brand identity and launch campaign for the Peter Lougheed Leadership Institute will be created and delivered to engage existing and new client bases.
- Having done a thorough review of the existing programming, new and relevant programs will be developed and launched. To ensure the most effective use of the Institute's resources, marginal and non-relevant programs will be discontinued.
- Multiple projects, focused on current complex challenges, will be conducted with groups of leaders across sectors, systems and communities to develop their collective leadership capacities to support their future collaboration and change efforts.
- Collaborations with Campus Alberta peers will include research sharing and co-programming.
- A series of forums on the future of leadership—the situations leaders will face and what will be expected of them—will be conducted with leading international thinkers and doers. These forums will be shared using The Banff Centre's dissemination channels. The results will be published.

4. CAMPUS RENEWAL

Invest in artistic facilities: theatres, art galleries, art incubation, music, mountain culture and other programming spaces.

GOAL

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

PRIORITY INITIATIVES

- Finalize stage one of the Planning and Concept Development Plan which will include a space inventory and analysis.
- Commence the refurbishment of existing buildings for return on investment and improved sustainability.
- Continue to address technological infrastructure deficiencies.
- Increase the functionality of technology systems to facilitate and enrich participant and staff experiences.

PERFORMANCE MEASURES 2015/16

- Update the existing Facilities Conditions Report.
- The Planning and Concept Development Plan will be completed providing an analysis and presentation of survey results including observations and conclusions concerning perceived gaps, future needs and a cost analysis.
- Refurbishment of existing buildings will commence.
- The Information Technology Plan will continue to be implemented.

5. CONFERENCES

Grow participation in terms of profile, impact and revenue generation.

GOAL

To help advance individuals and organizations through the delivery of inspiring service and creative design of conferences; to increase Banff Centre profile by attracting influential conferences; to increase the financial sustainability of The Banff Centre by increasing conference revenue.

PRIORITY INITIATIVES

- Upgrade facilities to attract world class conferences.
- Complete conference positioning to clearly differentiate value when compared with other conference facility providers.
- Improve service through colleague training and engagement.
- Enhance conference programming through the addition of a meeting architect and increased collaboration with arts, leadership and industry partners.
- Deploy conference sales managers to grow scope and participation.

PERFORMANCE MEASURES 2015/16

- Revenue growth
- Colleague engagement
- High quality delivery of Guest Services
- Conference product development





ALIGNMENT WITH ADVANCED LEARNING SYSTEM-LEVEL OUTCOMES

A. ACCESS AND QUALITY

Drawing participants from Alberta and across Canada and the world, The Banff Centre is Alberta's globally recognized centre of excellence in creativity and the arts, attracting participant segments including artists, leaders, conference participants, and event attendees. The Centre is a specialized Arts and Culture institution offering non-parchment programs at the professional, post-graduate level. The Banff Centre attracts top creative talent to Alberta and provides Albertans with a globally competitive post-graduate arts facility. Twenty-five percent of participants attending programs

at The Banff Centre come from outside Canada. With small residencies and workshops offering individualized mentoring, the number of qualified applicants exceeds the number of participants who are adjudicated and enrolled into programs by margins of up to 9:1. Every program is fully enrolled.

Every program is residential, which limits enrolment capacity to facility availability on campus. However, The Banff Centre is exploring online program extensions and campus facility enhancements.



ACCESS GOAL #1

Increase access to technology-based programs in media production across TV, film, music, radio, press and digital media.

Expand program offerings to include radio, digital press and online video as well as digital media production and post-production. The Banff Centre will build on existing relationships with the CBC, the NFB, NBC Universal, National Geographic, Shaw Communications, Digital Alberta and Alberta Culture.

ACCESS GOAL #2

Increase access to our programs for Indigenous artists and leaders.

Since its inception in 1993, the Indigenous Arts program has provided opportunities for Indigenous artists to create and produce contemporary work with cultural integrity and artistic merit. Since 1974, Indigenous Leadership and Management has used an innovative consultative approach for program design, development and delivery.

As The Banff Centre is committed to ensuring that First Nations, Metis and Inuit learners and communities have greater access to arts, cultural and leadership development, our goal is to aggregate and enhance our current programming in both arts and leadership under the umbrella of a holistic and cross-disciplinary Centre for Indigenous Arts and Leadership. Existing and new programs across disciplines and sectors will be accessible to Indigenous artists and leaders from across Canada and internationally. The Centre will seek new partnerships in government, education and private sectors in order to create new opportunities for artistic creation and research that explore the intersection of leadership and arts.

ACCESS GOAL #3

Increase The Banff Centre scholarships levels.

In order to ensure that The Banff Centre is globally competitive with the very best arts training institutions, it is critical that we maintain our long-term goal of increasing our scholarship funds significantly. This will ensure that the best artists from Alberta and around the world are admitted solely on the basis of merit and not on their capacity to pay. However, given the current budget constraints scholarship levels have been kept constant for 2015-16 and the two forecast years.

ACCESS GOAL #4

Increase access to The Banff Centre's unique and high quality leadership development opportunities.

Providing scholarships to increase access to PLLI leadership development programming and applied research and growing off-site programming to increase our impact with those who are unable to travel to PLLI are crucial elements enabling The Banff Centre to achieve this goal. To ensure the highest quality of programming and research PLLI must attract and retain the very best faculty and staff.

a. (1) ENROLMENT PLAN

The Banff Centre is unique in its diversity of disciplines, its cross-disciplinary programming, wide range of emerging and established artist participants and inspiring remote location. While allowing the Centre to create unique programming opportunities, the remoteness of the Centre is also challenging for artist participants in terms of travel requirements and costs. The costs to artists also present a challenge to the Centre with respect to being competitive with other world-class institutions offering higher if not complete financial aid to artists attending their programs.

The specialized nature of our programs, their small cohort sizes, the focused residential work environment and access to a wide variety of discipline-specific and multidisciplinary resources make our programming more attractive and more resource-intensive than traditional post-secondary programs. In order to stay affordable to artists who live with challenging financial situations, The Banff Centre aims to keep tuition fees low and the level of financial aid high.

Recruitment to attract the best in Alberta and around the world is labour-intensive and often entails live auditions and interview tours to major cities across Canada, the United States and Europe. Additionally, our time-intensive, personal approach with alumni is significant as we consider them to be critical recruitment ambassadors.

The Banff Centre's Enrolment Plan is influenced by a number of factors that are distinctly different from other post-secondary institutions:

- The need to keep tuition fees as low as possible and provide a high level of financial aid.
- The residential nature of all programming at The Banff Centre, and limited number of bedrooms and program facilities on campus, making it very difficult to increase enrolment.
- The increasing demands of contemporary artists to work year-round across disciplines and sectors, with new technologies necessitates continued capital investment in facilities and equipment.

The Enrollment Plan targets for The Banff Centre are:

- Full enrollment in every program.
- High-calibre applicants, drawn from an internationally competitive pool.
- Application-to-enrollment ratios of at least 2:1.
- High levels of financial aid.
- High calibre faculty, with participant ratios of no more than 1:25.



B. RESEARCH, APPLIED RESEARCH AND SCHOLARLY ACTIVITIES

The Banff Centre's focus in this area is to increase capacity to support relevant applied research projects, ensuring those projects are well aligned with The Banff Centre and the Government of Alberta's strategic plans. The Banff Centre's applied research priorities will be those projects that also contribute to the mission of Alberta Innovation and Advanced Education to build a resilient, sustainable economy and thriving society and complement the goals of Campus Alberta.

RESEARCH GOAL #1

Expand knowledge and opportunities in creative industries through applied research in arts programs and digital media.

Applied research in arts programs at the Centre aims to foster innovation within all program areas. Research and creative activity in the arts includes writing, curatorial practices, Indigenous arts practices, performing arts and creation with a variety of visual and digital art forms, as well as diverse technology-enhanced forms of production. The Banff Centre provides a programmatic focus on residencies across arts programming and digital media with laboratory-based applied research residencies. Lab-based residencies provide significant opportunities for external knowledge transfer and to influence future program development. Expanding the research base in arts programming provides greater opportunities to seek additional research grants and new ways to create programmatic links with other departments on campus. Developing the concept of applied arts research in arts program laboratories and documenting the results is a priority in arts programming.

APPLIED RESEARCH

The Banff Centre's over-arching goal is to further define its role in advancing knowledge in Arts, Leadership and conferences through practice-led research. New opportunities will be created for creative industries through applied research in arts programs and digital media.

RESEARCH GOAL #2

Expand research collaborations and partnerships.

The Banff Centre research efforts to date have been supported by a number of external partnerships including universities, governments and the private sector. The continuing emphasis on the integration of digital media technology in the creative industries is consistent with strategic priorities of government, education and the private sector. The Banff Centre aims to continue building external partnerships, including with Campus Alberta institutions. These partnerships will create sustainable, ongoing research through collaboration with academic, creative and technology partners in interdisciplinary lab spaces in Visual/Digital Arts, Theatre and Media and Production.

RESEARCH GOAL #3

Build capacity for applied research to increase the effectiveness and accessibility of leadership development.

- To build capacity, conduct applied research into new methods and approaches to the delivery of and access to leadership development learning experiences.
- Conduct applied research into the Institute's areas of impact: strong Indigenous communities, resilient creative and cultural sector, 21st century businesses, entrepreneurial success, empowered youth and public service renewal.
- Increase PLLI's capacity to conduct applied research collaborations with partners such as Canadian Institute for Advanced Research (CIFAR), Banff International Research Station (BIRS) and Campus Alberta peers.
- Be a world-recognized leader in using applied research to advance the practice of leadership development.

PERFORMANCE MEASURES 2015/16

- An analysis resulting in a recommended best approach for PLLI on how best to collaborate with partners on applied research projects will be completed.
- An applied research project will be conducted in at least one of the PLLI areas of impact: strong Indigenous communities, resilient creative and cultural sector, 21st century businesses, entrepreneurial success, empowered youth and public service renewal.
- The results of the Future of Leadership Forums will be captured, broadcasted and published.

RESEARCH GOAL #4

Build measurement capacity in Conference to validate achievement of goals and objectives.

Research, test and implement and return on investment model.

Once conference architecture approaches are proven, The Banff Centre will use these results to secure new conferences focused on solving challenges and advancing agendas. This will help build a resilient economy, creating new demand and leading to increased specialization and internationalization of conference groups. This innovative approach to conferences is the first of its kind in Alberta, contributing to the advancement of individuals and organizations.



C. COMMUNITY

The Banff Centre plays an active role in the networks of post-secondary institutions in Alberta and beyond. As a member of a number of provincial and national networks, The Banff Centre works regularly with other colleges and universities to ensure that the unique residential programs offered here complement those offered elsewhere, and to explore partnership opportunities.

As a member of the Association of Canadian Institutes of Art and Design, the Centre is working to develop new approaches to graduate studies and research in the field. As part of its community priorities, The Banff

Centre is continually open to partnering initiatives designed to drive Alberta's future success and ensure prosperity and an improved quality of life for the Alberta community.

Community goals are structured to ensure valuable institutional returns for Regional Communities, both in the Bow Valley and across Alberta, and Digital Communities. Within these goals, The Banff Centre provides educational support and collaborative program delivery that enhance learners' experiences and outcomes and the social, cultural, health and economic well-being of these communities.

REGIONAL COMMUNITIES

GOAL

To engage with communities by providing access and opportunities for artistic experiences, convening, learning, recreation, education and leadership development.

PERFORMANCE MEASURES 2015/16

- Ongoing collaboration with key community stakeholders to provide educational opportunities within leadership, arts, conference, hospitality, recreation, administration and culture. Key stakeholders include Parks Canada, the Town of Banff, Campus Alberta members and tourism partners.
- Ongoing opportunities for artistic development at a community level through education, creation, collaboration and access to performances will be provided.
- Programming will be developed that allows for pre-university students to develop arts and leadership skills for future educational benefits.

1. Collaborate with industry to increase economic sustainability by diversifying our client base.

PERFORMANCE MEASURES 2015/16

- Work with tourism partners to diversify markets visiting Banff and engage more tourism visitors on The Banff Centre campus.

DIGITAL COMMUNITIES

GOAL

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

PERFORMANCE MEASURES 2015/16

- Content from artists, leaders and conferences will be captured and disseminated through digital channels.
- Strategic partnerships that engage with digital communities through content creation, distribution and syndication will be developed.



7. FINANCIAL AND BUDGET INFORMATION

The operating budgets for 2015–16 and two forecast years are break-even, with revenues equal to expenses for a nil surplus. The Banff Centre has diverted existing resources and implemented operational and business process efficiencies in order to balance the budgets and support sustainability while continuing to deliver high quality services. The Centre will continue to invest in strategic partnerships and explore collaborations with other post-secondary institutions, pursuing new markets for securing Peter Lougheed Leadership

Institute and Conference participants. As well, strategic investments will be made in information technology to achieve better use of our resources. Above all, in order to ensure financial sustainability over the longer term, The Banff Centre will undertake a fundamental review of its business model and operations over the coming months. This will be a lengthy and detailed process and will encompass all areas of business operations.



FINANCIAL ASSUMPTIONS

1. **Government of Alberta Grant** – The current base operating grant is \$16.48m (2014/15) and is assumed to decrease by \$231k (1.4 percent) for 2015/2016, reduce by a further \$276k (1.7 percent) for 2016/2017 and remain static for 2017/18. The assumed total reduction over the three years is \$507k.
2. **Other Grant Funding** – This is assumed to remain at the current level of \$3.48m.
3. **Access to the Future Funding** – \$2.11m was confirmed, with \$1.522m allocated to be spent in fiscal 2015-16 and the balance to be spent on or before the June 30, 2016. No assumption has been made for further Access to the Future Funding.
4. **Peter Lougheed Leadership Initiative Funding** – It is assumed that \$3.5m will be received by June 30, 2015, as per the grant agreement. \$1.1m is included in the budget for 2015/16 and each of the two forecast years. Unused PLLI funds will be endowed or held in reserve.
5. **Net Conference and Net Hospitality Revenues** – Net revenues are assumed to decrease by \$890k (21 percent) with a 7 percent increase in 2016/17 and an additional 7 percent increase in 2017/18.
6. **Net Tuition Fees** – Tuition and related fees for arts programming are maintained at 2014/15 rates, adjusted for enrolments to triennial programs in 2016/17. Fees for the Peter Lougheed Leadership Institute are anticipated to show a modest increase for 2015/16 and a 5 percent increase year on year for the two forecast years.
7. **Scholarships** – Scholarships and other financial support for artists are maintained at the maximum level available from internally generated sources and are supplemented by external resources.
8. **Endowed Earnings** – Endowment earnings are projected to increase primarily as a result of the continued growth in endowment principal from donations, together with funds from the Canadian Heritage program.
9. **Fundraising** – Modest growth is expected in 2015/16 through 2017/18.
10. **Salaries, Wages and Benefits** – Total staffing costs include provision to reflect the Collective Agreement for support staff in effect through to December 31, 2015, and a modest increase for non-unionized staff. The budget also includes a modest increase to deal with compression issues for non-unionized staff. There is no assumption of cost of living increases. The two forecast years reflect the higher levels of activity in Peter Lougheed Leadership Institute, as well as allowances for centre-wide pay adjustments in line with the collective agreement. Cost increases anticipated for pensions and employee benefits have all been included. A 5 percent vacancy discount is also included in all three years.
11. **Other Expenses** – Increases will be absorbed within existing and projected resource levels.
12. **Net Amortization** – Increases will be adjusted to reflect the level of capital activity.

STATEMENT OF EXPECTED REVENUE AND EXPENSES

FOR THE YEARS ENDING MARCH 31

(in thousands of dollars)

	(Budget) Year Ending March 31, 2016	(Plan) Year Ending March 31, 2017	(Plan) Year Ending March 31, 2018
Revenue			
Accommodations and meals	\$ 18,976	19,567	20,200
Grants	22,344	21,172	20,546
Other sales, rentals and services	6,420	6,751	6,518
Tuition and related fees	3,625	3,724	3,813
Donations and other contributions	5,417	5,670	5,652
Investment income	1,341	1,449	1,511
Amort. of Def. Exp. Cap. Contrib.	4,325	4,375	4,425
Total Expected Revenue	62,448	62,708	62,665
Expenses			
Salaries, wages and benefits	35,150	35,581	35,806
Purchased services	5,363	5,153	5,019
Materials, goods and supplies	4,070	3,961	3,835
Scholarships and financial assistance	2,850	2,736	2,736
Facility operations and maintenance	3,301	3,326	3,351
Utilities	1,857	1,882	1,907
Travel, training and related costs	1,758	1,771	1,582
Rentals and equipment	626	595	589
Marketing and recruitment	851	904	868
Financial costs	444	471	494
Amortization of capital assets	6,178	6,328	6,478
Total Expected Expenses	62,448	62,708	62,665
Net Income	\$ 0	\$ 0	0

CASH FLOW PROJECTION

For the year ended March 31, 2015, with comparative information for the year ended March 31, 2014

(in thousands of dollars)

	2015	2014
Operating Transactions		
Excess of revenue over expense	\$ -	\$ 537
Non-cash items:		
Amortization of capital assets	6,078	5,864
Expended capital contributions recognized as revenue	(4,325)	(4,149)
Change in employee future benefit liabilities	50	69
Other non-cash adjustments	-	27
Change in:		
Accounts and grants receivable	(640)	884
Inventories and prepaid expenses	63	9
Accounts payable and accrued liabilities	(979)	523
Unearned revenue and deferred contributions	2,438	(2,684)
Cash provided by operating transactions	<u>2,684</u>	<u>1,080</u>
Capital Transactions		
Acquisition of capital assets	(2,018)	(3,102)
Cash applied to capital transactions	<u>(2,018)</u>	<u>(3,102)</u>
Investing Transactions		
Purchases of investments, net of sales	(4,817)	(5,831)
Endowment investment return, net of distributions	3,900	3,481
Cash provided by investing transactions	<u>(917)</u>	<u>(2,350)</u>
Financing Transactions		
Long-term debt principal repayments	(344)	(459)
Long-term deferred contributions, capital	290	1,576
Endowment contributions and transfers	3,099	2,402
Net cash provided from financing transactions	<u>3,045</u>	<u>3,519</u>
(Decrease) increase in cash and cash equivalents	2,793	(853)
Cash and cash equivalents, beginning of year	3,757	4,610
Cash and cash equivalents, end of year	<u>\$ 6,550</u>	<u>\$ 3,757</u>
Cash and cash equivalents, end of year, is comprised of:		
Cash on hand and demand deposits	\$ 239	\$ 376
Money market funds and guaranteed investment certificates	6,311	3,381
	<u>\$ 6,550</u>	<u>\$ 3,757</u>

8. INTER- NATIONALIZATION

The Banff Centre continues its ongoing commitment, since its founding in 1933, to maintain a strong global perspective, balancing our arts, leadership program and conference participants from Alberta, Canada and internationally.

ARTS

The Banff Centre arts programming continues to be internationally relevant and at the forefront of contemporary artistic practice across a unique diversity of disciplines. As with all other sectors, technology has changed the world of arts and culture globally, accelerating changes in practice and giving artists new tools of production and distribution for their work. The Banff Centre arts residencies are designed to be responsive to the increasingly interdisciplinary nature of contemporary work and the increasing demands for technology. We do this through partnerships with cultural organizations and governments in Alberta, Canada and around the world. The Banff Centre now also reaches audiences worldwide by sharing content captured at the Centre in creative residencies, speaking events and live performances on several media platforms.

International partnerships have included BMUKK Federal Ministry for Education, Arts and Culture (Austria), Scottish Arts Council, Arts Council of England, Australian Council for the Arts, Creative New Zealand, Ministry of Taiwan, Arts Council of Mongolia, Instituto Tomie Ohtake (Brazil), Denmark Ministry of Culture, Fondo Nacional para la Cultura y las Artes (FONCA, Mexico), College of Science and Engineering Co-operative Education Centre at the City University of Hong Kong, Colombia Ministry of Culture, the Barbican (UK), the Institut Français, the French Consulate, Chopin Piano Competition, the Sundance Institute, NBC Universal, Goethe Institut and others.

LEADERSHIP

The Peter Lougheed Leadership Institute is being developed as Alberta's globally recognized centre for leadership development programming and applied research. PLLI believes that conventional leadership approaches do not address the complex challenges society faces today and that by bringing together and inspiring diverse groups of people, these challenges can be solved. We provide experiential learning opportunities for leaders who want to affect change. We develop leaders by working with them on real challenges they face in a safe, collaborative, constructive and stimulating space, providing practical leadership tools, approaches and ongoing support leaders can use in their communities and workplace. Our perspective is that to lead the way for social change in Canada and beyond, diverse perspectives are needed.

CONFERENCES

The Conference division of The Banff Centre produces brilliant outcomes, hosting over 500 conferences per year, serving 20,000 attendees from around the world. Over the coming years, The Banff Centre will secure more conferences of global scope and impact by diversifying into new markets with an enhanced value proposition focused on helping clients achieve objectives and measured return. To achieve this The Banff Centre will refresh facilities, improve service, develop new programming, facilitate and measure outcomes.

9. INFORMATION TECHNOLOGY

To support our artists, leadership development participants, conference attendees, faculty and staff, The Banff Centre requires a strategic investment in new and emerging technologies. The Banff Centre is strengthening its foundation while exploring new delivery options in order to provide innovative and cost-effective information technology. Our priorities for Information Technology include:

- Strengthening the foundation of infrastructure and systems by undertaking a thorough review and prioritization process under the guidance of the Technology Steering Committee.
- Developing and deploying robust security measures to protect The Banff Centre's digital assets and the privacy of users.
- Meeting the needs of our diverse user population through improved service delivery.
- Partnering with Campus Alberta institutions and other organizations to pilot and leverage technology solutions to create or shift capacity and reduce costs.
- Expanding business continuity and disaster recovery capabilities through the use of cost-effective offsite partners



10. CAPITAL PLAN

Capital planning at The Banff Centre sets the framework for how the Centre is building toward the future by outlining key capital priorities, assumptions, objectives and risks as they relate to meeting the outcomes outlined within the Comprehensive Institutional Plan. In addition to the Comprehensive Institutional Plan, our Capital Plan is also aligned with Government of Alberta and the Ministry of Innovation and Advanced Education goals and priorities.

DEFERRED MAINTENANCE

Due to the age of the buildings on campus, deferred maintenance on existing facilities continues to grow and is of concern to The Banff Centre. To attract artists, leaders, faculty, conferences, community audiences and staff we need to continue to deliver priorities and move forward with deferred maintenance. Numerous areas around campus need to be modernized/ upgraded to meet programming needs to attract artists, leaders, faculty, conferences and staff.

As available infrastructure maintenance funding does not fully meet all the deferred maintenance needs, project selections and prioritization remain a significant challenge for the Centre. Buildings that are scheduled to be replaced or significantly restored use the limited funds available for major roof repairs, building envelope repairs, and mechanical and electrical upgrades or repairs. 2015–16 deferred maintenance projects currently sit at approximately \$23 million but will increase to \$40 million in the next five years.

CAPITAL PLAN FOR 2015/16

- Address technological infrastructure deficiencies.
- Increase the functionality of our technology systems to facilitate and enrich student and staff experiences.
- Replace essential equipment for film, media, theatre, music, visual arts, recreation facility, guestrooms and food and beverage services.
- Manage essential repairs to staff housing.
- Replace emergency exit lighting and other critical electrical components.
- Replace and upgrade HVAC components, including pumps, motor and control replacement.
- Address fire alarm replacement needs.
- Essential roof replacement.
- Essential interior upgrades and flooring replacement.
- Exterior repairs and refinishing of various buildings considerations.
- Address annual fire and life safety inspection issues.

FURNITURE, FIXTURES AND EQUIPMENT

The Banff Centre currently plans on an annual basis for replacement of necessary FF&E. Many of the technical areas in Film, Media, Theatre, Music and Visual Arts require their equipment to be upgraded to meet current technology requirements to support programming needs. Due to limited funding, the basis for FF&E replacement is on emergency-need only.

In the next three to five years, the Centre will need to replace a significant amount of its equipment inventory to support and allow artists to work with up-to-date technology.

PLANNED CAPITAL EXPENDITURES

	2015-16	2016-17	2017-18
Operations & deferred maintenance*	\$ 1,950,000	\$ 1,950,000	\$ 2,050,000
Total	\$ 1,950,000**	\$ 1,950,000	\$ 2,050,000

* Includes Technology & Information Technology infrastructure funding.

** Includes the budgeted amount of Infrastructure Maintenance Program Funding.

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

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