

# The Banff Centre **Comprehensive Institutional Plan** 2011/2012 – 2013/2014

*Approved by Board of Governors  
The Banff Centre  
April 8, 2011*



**The Banff Centre**  
inspiring **creativity**

## 1. EXECUTIVE SUMMARY

The Banff Centre is Alberta's nationally and internationally renowned centre of excellence in creativity and the arts. Designated by the Minister of Advanced Education and Technology as a Specialized Arts and Culture Institution, The Banff Centre holds a unique role among Alberta's public post-secondary institutions, providing non-parchment programs at the professional, post-graduate level for artists, creators, and leaders from Alberta, across Canada, and around the world.

The Banff Centre's mission, *Inspiring Creativity*, is the foundation for all programming. The Centre's Strategic Plan "Towards 2020" sets long-term goals which will advance learning, foster innovation, and contribute to Alberta and Canada's artistic and cultural capital. These goals align with the priorities set by Alberta Advanced Education and Technology, and are consistent with the Centre's Mandate.

### **Strategic Priorities**

Since 1933, The Banff Centre has provided a multidisciplinary learning environment that inspires creativity and advances careers. Building on this legacy, The Banff Centre will continue to further its reputation as a national and international leader in the arts, culture, and the ideas that surround creativity. As an active commissioner of new creative work, we will enrich Canada's cultural repertoire. Through our program offerings, we will provide a rich creative environment that will develop multidimensional artists for the international stage, and we will add to the global knowledge base. In doing so, we will support the Alberta Government's goal to create a globally recognized learning system that will contribute to Alberta's future competitiveness and success.

The Banff Centre's core area of specialization is the Arts. No other institution has a comparable combination of diversity of disciplines, range of facilities, wide provenance of participants and faculty, and inspiring location. All programs are highly customized to fit the requirements of learners in advancing their artistic careers. While providing a safe place for individual exploration and creation, The Banff Centre also offers artists the opportunity to connect with exceptional peers and mentors and appreciative audiences – providing artists with all the resources they need to make an exponential leap to the next level of their career.

To meet artists' increasing desire to work across disciplines, The Banff Centre will create new programs that support interdisciplinary creation. We will also enhance access to technology-based programs in new media, sound engineering, and film and media production, enabling participants to develop the skills required by a diversified digital economy.

As a public post-secondary institution in a province that emphasizes the transformative impact of information and communications technology, The Banff Centre is well positioned to foster the integration of technology into artistic and cultural production. We have a record of almost two decades of programming in the world of digital media through the Banff New Media Institute, and we will broaden this applied research in future years, focusing on digital media, technology convergence in theatre and creative arts, and applied research in audio. In doing so, we will continue to work closely with the Digital Media industry association, Digital Alberta, and with other public post-secondary institutions in Campus Alberta.

Building on the reputation of our Aboriginal arts and leadership programs, the Centre will increase opportunities for Aboriginal artists and leaders. We will develop programs that support creative work of cultural integrity and artistic merit in response to the needs expressed by

Aboriginal communities. We will continue to work with external partners to conduct applied research into best practices in Aboriginal leadership, and to increase scholarship support for Aboriginal participants.

The Banff Centre has also established a strong track record as an inspirational venue for the discussion of “big ideas”. In view of this reputation, and inspired by the success and global impact of the Banff International Research Station for Mathematical Innovation and Discovery, the Centre will increase the number and profile of “signature summits” offered on our campus.

The Banff Centre not only provides cultural and educational resources to our participants, but also to residents and visitors to the Town of Banff, the Bow Valley, and Alberta. The Centre will continue to partner with local community organizations to support events that add lustre to Alberta’s tourism industry. Through the dissemination of new creative works, both through presentation partnerships with other cultural organizations and through on-line interactive networks, the Centre will contribute to the development of culturally vibrant communities across Alberta and Canada.

One of the Centre’s core values is that participants are accepted into programs based on their creative potential, not their financial capacity. The Banff Centre will continue to keep tuition fee increases to a minimum and will maintain or increase scholarship funding by proactively seeking endowment and programming support from corporations, government, and private donors.

### **Financial Sustainability**

The Banff Centre faces the ongoing operational challenge of maintaining the viability of our business model during the current global economic contraction. This challenge is exacerbated by the fact that the Centre’s business model requires that 70 per cent of revenues be generated by sources other than the base operating grant provided by Alberta Advanced Education and Technology, with the largest components coming from our conference, leadership development, and hospitality operations. These operational areas have been significantly impacted by the economic downturn. Net revenue contribution from conferences and leadership development programming alone has been reduced by some 37.5 per cent. Income derived from endowment funds has also been dramatically impacted, reducing funding for scholarship and student assistance programs. At the same time, costs of services are increasing.

To meet this fiscal challenge the Centre has implemented a number of cost control measures. All non-salary expenditures have been maintained at previous levels, discretionary expenses have been significantly reduced; where feasible, vacant staff positions continue to be frozen and staffing levels have been adjusted to align with anticipated business levels. There will be no increases in professional and management salaries before April 1, 2012, and the Centre has negotiated an agreement with unionized staff that will result in no cost of living adjustment in calendar year 2011.

The Centre will continue to address long-term capital needs including information technology investments aligned to our strategic priorities, deferred maintenance, and planning for Phase Two of the campus redevelopment project. We will continue to work closely with the provincial and federal governments, and with external partners and donors, to seek funding for capital priorities.

The Banff Centre’s fiscal challenge is large by any standard. However, the Board of Governors and Centre staff remain committed to a balanced budget, maintenance of current levels of access, and upholding the standards of programming and service excellence for which The Banff Centre is renowned.

## 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, or fiscal implications of which the Board is aware.

A handwritten signature in black ink, appearing to read "Jeff Kovitz". The signature is written in a cursive style with a large initial "J" and "K".

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Jeff Kovitz, QC  
Chair, Board of Governors  
The Banff Centre

### **3. INSTITUTIONAL CONTEXT**

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. Designated by the Minister of Advanced Education and Technology as a Specialized Arts and Culture Institution, The Banff Centre occupies a unique niche among Alberta's public post-secondary institutions, providing non-parchment programs recognized to be at the professional, post-graduate level.

With a widely acknowledged ability to accelerate creative ideas and innovative solutions, The Banff Centre serves as Alberta's inspirational meeting ground for leaders in the arts, sciences, business, environment, and community service. The Banff International Research Station (BIRS) is one example. Housed at The Banff Centre, this year-round research institute is made possible by a remarkable funding partnership among Alberta, Canada, the United States and Mexico which enables it to attract leading scientists to Alberta from around the world.

#### **Arts**

The Banff Centre's core area of specialization is the Arts. No other institution has a comparable combination of diversity of disciplines, range of facilities, wide provenance of participants and faculty, and inspiring location. In their evaluations, participants refer repeatedly to the intensity of the programs, the "amazing resources and facilities", the "diverse community of creative professionals" and the "incredibly enriching experience".

Programs are offered in a dozen different art forms including writing, painting, sculpture, print-making, ceramics, photography, opera, music, theatre, dance and Aboriginal arts. The Banff Centre also provides leading-edge programming in new media, audio sound engineering, digital film and media production for those working in new technologies related to the cultural industries – a cornerstone of *The Spirit of Alberta: Alberta's Cultural Policy*.

Recognizing The Banff Centre's special setting in a UNESCO World Heritage site, Banff National Park, some programs are specifically designed to promote appreciation of the world's mountain places as expressed through photography, film and literature.

In this multi-disciplinary environment the focus is on artistic growth, independent study, and the creation, production, and dissemination of new works. All programs are highly customized to fit the requirements of learners in advancing their artistic careers. While providing a safe place for individual experimentation and risk-taking, The Banff Centre offers the opportunity to connect with exceptional peers and mentors, as well as appreciative audiences. The intent is to make a significant impact on artists' careers – enabling them to make an exponential leap to the next level of their development.

#### **Leadership Development**

The Centre also provides unique leadership programming to serve the needs of a knowledge-intensive society. As with the Arts, these programs focus on creative approaches. Senior business and professional leaders are the focus of innovative, experiential arts-based and nature-inspired programming designed to foster innovation.

Through the EnCana Community of Leaders program The Banff Centre is working to improve the skills, knowledge and confidence of leaders who provide a range of social services through non-profit agencies serving Alberta's rural communities.

Aboriginal Management & Leadership programs are designed to serve the needs of leaders working in First Nations, Metis and Inuit communities. Situated in the heart of Blackfoot Territory at the convergence of three valleys, The Banff Centre has established special relationships with Aboriginal learners. With its increased emphasis on applied research, the Centre is working to disseminate best practices among Aboriginal community leaders.

### **Program Environment and Impact**

While every program is first evaluated on the basis of how well it relates to The Banff Centre's Mandate, vision, mission and strategic objectives, each one is shaped by the following guiding principles:

The Banff Centre provides unique, on-site programming in its powerful mountain setting which:

- attracts exceptional applicants from across Canada and internationally;
- focuses on each individual learner's need to achieve excellence;
- leads in pedagogical innovation with excellent faculty;
- influences the careers of leaders in the arts, business and public service;
- disseminates the work created here to audiences across Canada and the world.

Competition for program placements at The Banff Centre is strong, attracting applications from across Alberta, Canada and the world. Annually, a quarter of all participants come from outside Canada, 75% of those from across the United States and Europe. The Banff Centre is also a destination of choice for internationally renowned faculty and attracts ground-breaking researchers, particularly in new media and audio engineering.

Alumni of The Banff Centre's arts programs are more likely to have received at least one or two awards, achievements or distinctions since leaving Banff than graduates of any other arts training program in Canada. Over 90% of Banff Centre alumni are working professionally in their field and 81% of them secured a position, role or exhibition within a year of taking a Banff Centre program. While 78% of graduates earn their living from artistic practice, 75% also serve as mentors and teachers within their communities.

## **MANDATE, MISSION, VISION, PRINCIPLES AND VALUES**

### **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 the arts and creativity, and in 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. Programs are characterized by applied research, independent study, creation, collaboration, production, performance and dissemination of new work.

Arts programs 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 programs 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 programs 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 programs and symposia that explore issues relating to mountain areas and communities in Alberta, Canada and internationally. Mountain Culture programs 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 areas, both independently and in partnership with other institutions and the private sector.

The primary delivery mechanism for programs at The Banff Centre is through on-site programs, 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 programs. 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 programs contribute to building the knowledge economy and to the development of culturally vibrant communities.

*Approved by the Minister of Advanced Education and Technology, January 8, 2009.*

## **Mission**

The Banff Centre's mission is *Inspiring Creativity*.

## **Vision**

The Banff Centre is a beacon attracting exceptional creators and thinkers from Alberta and around the world to our powerful, inspiring campus. We are recognized world-wide as an essential destination on the career pathway of highly creative individuals.

The Banff Centre enables both emerging talents and established leaders to interact within a multidisciplinary and multicultural environment, allowing them to push boundaries, to experiment, to share knowledge, to create and showcase new work, and to develop new ideas and solutions for the present and the future.

The Banff Centre offers a deep, intensive experience for all who come here, developing creative potential and transforming careers.

## **Values**

We hold ourselves individually and collectively accountable in upholding the vision, mission, and values of The Banff Centre.

### **Creative Community**

We are a community that inspires each other to push boundaries, to take risks, and to develop new ideas and solutions for the present and future.

### **Learning**

We promote and foster a creative culture that stimulates personal and professional growth.

### **Diversity**

We believe our strength rises from the diversity of our personal attributes and our cultural backgrounds.

**Communication**

We promote and practice clear, respectful, and positive communication in the achievement of personal and professional success.

**Work / Life Harmony**

We support harmony between work and personal life as we strive to balance personal and professional goals.

**Environmental Leadership**

We are proud of our home in Banff National Park and accept leadership as an environmentally responsible and sustainable organization.

## 4. PLAN DEVELOPMENT

In developing the Comprehensive Institutional Plan (CIP), The Banff Centre consulted with both internal and external stakeholders.

The CIP incorporates the goals of The Banff Centre's Strategic Plan, *Toward 2020*, which was developed through an inclusive process that involved the entire staff leadership team. It was approved by the Board of Governors and shared with staff, donors and funders.

In developing the CIP, every program area was consulted through the annual program planning process as to the needs of its market and the trends in its arts discipline, and the plan was adjusted to recognize and meet those needs. Through regular meetings with our CUPE Local, support staff input to the plan was sought. Through meetings of the pan-Banff Centre Budget Advisory Committee the budget was developed and the input of significant donors, such as The Kahanoff Foundation, was gathered through the ongoing process of stewardship. Stakeholders from other departments and levels of government such as the federal Department of Canadian Heritage, the Rural Alberta Development Fund and the Alberta Foundation for the Arts, all helped to shape the plan as they were consulted about the focus of their own granting programs. Finally, evaluations collected from all the program participants provided important input to the institution's plans.

One of the findings that emerged from the Environmental Scan, undertaken for the Strategic Plan, is that The Banff Centre is not seen as a competitor, but rather is sought out as a collaborator, both by sister institutions in the post-secondary system and by cultural organizations. This is borne out by the many relationships The Banff Centre has established across institutions.

The Banff Centre and the Alberta College of Art and Design are the institutions that make up one of the Six Sectors in the province's Roles and Mandates Framework, that of Specialized Arts and Culture Institutions. These two institutions have, for many years, shared information and collaborated as active members of the Association of Canadian Institutions of Art and Design.

The Banff Centre is in regular dialogue with other National Arts Training Institutions regarding the needs of post-graduate practitioners in the arts and cultural industries across Canada. As a result, in 2011-12 we are embarking on a new program for francophone theatre practitioners in partnership with the National Theatre School, the Canada Council for the Arts and the Department of Canadian Heritage.

The Banff Centre is an active member of the Alberta Association of Colleges and Technical Institutes (AACTI). In particular, The Banff Centre has taken on a key leadership role on the Innovation Management Committee of AACTI, helping to set the direction and priorities for applied research among AACTI members. In addition to consulting with our colleagues in AACTI, The Banff Centre works regularly with universities. In 2011-12 we are launching a new collaborative program in visual arts with the University of Alberta.

Industry collaborators Nexen and Suncor are involved with our applied research initiatives in Aboriginal Leadership and Management and our Director of Research serves on the boards of the Alberta Rural Development Network and Cybera.

Digital Alberta collaborates with the Centre’s Digital Media department to design and deliver programs that serve practitioners in the new media industry in the province.

The Paul D. Fleck Library and Archives at The Banff Centre is a member of The Alberta Library and participates in the Lois Hole Campus Alberta Digital Library initiative. The Librarian is active in supporting collaboration between post-secondary libraries in Alberta, serving on The Alberta Library Board of Directors and committees of the Alberta Association of College Librarians.

**Selected Key Stakeholders**

<b>Major Granting Agencies</b>	Alberta Advanced Education & Technology
	Department of Canadian Heritage
	Rural Alberta Development Fund
	Canada Council for the Arts
<b>Other Key Stakeholders</b>	Alberta Foundation for the Arts
	Alberta Association of Colleges & Technical Institutes (AACTI)
	Parks Canada
	Town of Banff
	Banff International Research Station
	Canadian Arts Summit
	Association of Canadian Institutes of Art & Design (ACIAD)
	Social Sciences and Humanities Research Council
	University of Alberta
University of Calgary	
<b>Significant Funding Providers</b>	Aboriginal Program Council
	Enbridge Inc.
	EnCana
	Husky Energy
	The Kahanoff Foundation
	Nexen Inc.
Suncor	
Royal Bank of Canada (RBC)	

## 5. ENVIRONMENTAL SCAN

The Banff Centre 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 is impacted by regional, national and international trends that influence its markets, competitive position, the calibre and number of participants it attracts, its leadership and financial resources.

### International and National Environment impacting The Banff Centre's core Arts Programs

#### Trends:

- **Globalization** is impacting art and ideas.
- **Technology** is transforming creativity by enabling interdisciplinary activity, generating new art forms and removing barriers to creativity.
- **Increasingly diverse population** challenges traditional bases for art, audiences and public engagement, while Canadian diversity offers a unique position from which to capture opportunities presented by 'world' art and ideas.
- **Engaging the next generation** is now accomplished through social media with an increasingly sophisticated, globally attuned, diverse population.
- **Partnerships** are an effective means for institutions to extend capacity, reach and credibility.

#### The Banff Centre's position is:

- **Unique.** Extensive research has found no other entity that matches its profile both as a leading arts and cultural institution and as a post-secondary institution.
- **Responsive to change.** One of the few Canadian institutions capable of capturing opportunities presented by international trends in technology and art. Programming can be relatively nimble in relation to other public post-secondaries and new initiatives can be launched with relatively short lead-time.
- **International standard.** TBC is one of the few organizations in Canada which develops artists to international standards. Faculty with specific expertise relevant to the learners' goals are employed on short-term contracts. Their diverse educational and employment backgrounds enable ongoing cross-over between the academic community and the community of practice.
- **A partner and collaborator.** Courted by other organizations, including potential competitors.
- **Competitive.** Internationally, competition is extensive, selective and varied. TBC competes competition for the highest caliber participants, faculty and institutional leadership and for funding on a national and international basis.

### Environment affecting The Banff Centre's Business Model

The Centre strives to ensure accessibility to all qualified participants based on merit and not on their ability to pay. To support this key access goal, The Banff Centre has a very entrepreneurial business model. In order to attain the level of funding required for arts programming, The Banff Centre raises 70% of its annual operating budget through its conference and other ancillary enterprises. The ability to provide substantial scholarships and bursaries – an average of 69% of the costs - is crucial to enabling artists of merit to participate in our programs.

However, the contraction in the world economy has significantly impacted The Banff Centre's ability to earn revenues in the following ways:

- as other organizations cut back on their expenditures on conferences and professional development training, Banff Centre revenues have decreased by 37.5% from 2008 levels.
- other properties in the Bow Valley have aggressively reduced their rates and large well branded properties have changed their business models to attract group conferences.
- the corporate training market experienced the greatest decline in 10 years. There is now an overriding demand for 'value for money', resulting in unprecedented competition with others in urban areas offering shorter, cheaper programs.
- revenue from endowment income has been significantly reduced.

### **Environment affecting Research**

There continues to be greater funding available at both the federal and provincial levels for research in natural sciences, engineering and life sciences than for Social Sciences, Humanities and Fine Arts research. In addition, none of the programs to fund research in the post-secondary system in Alberta have been designed with Arts and Culture as priority areas.

### **Response to GOA Goals and Priorities**

- The Banff Centre provides professional training in arts and cultural industries that results in the type of **Economic diversification** identified as a GOA priority. The Conference Board of Canada estimates the economic output of the cultural sector was \$46 billion in 2007, or 3.8% of Canada's real GDP. It is estimated that 1.1 million jobs are created by the cultural sector, representing 7.1% of Canada total employment.
- The priorities of Alberta Innovates – Technology Futures, particularly in the ICT Leadership and Capacity areas highlight the importance to Alberta of **research and innovation** in Digital Media. The Banff Centre has worked closely with Alberta Innovation and Science, and AET on programs such as the Digital Commons Creative Network, fostering partnerships with Digital Alberta, and with small and medium enterprises through the Accelerator program. The Banff Centre is an approved service provider of the Alberta Innovation Voucher Program, whereby we offer support to Small and Medium-sized Enterprises (SMEs).
- The Banff Centre is at the forefront of efforts to **enhance social well-being**, as characterized in Alberta Culture and Community Spirit's policy framework, The Spirit of Alberta, which states, "As creativity is a key driver in a positive and thriving society, ... improving access, particularly for disadvantaged Albertans, will help to improve the quality of life".
- The Banff Centre offers programming and conducts applied research in Aboriginal Leadership and Management. We are currently working with funders and four **Aboriginal communities** in Alberta to identify key factors responsible for successful economic and community development initiatives among their communities, to identify the "best practices" in this field. The results of this applied research program are expected to impact far beyond these four communities, and may lead to the identification of new strategies for community development across a much broader array of Aboriginal communities in Alberta.
- Knowledge-based workers, who tend to be highly mobile, typically choose to live and work in communities that have enhanced social capital. By contributing directly to the creation of such a community, The Banff Centre contributes to the GOA priority of **securing a labour force with advanced talent and skills**.

## Alignment with Alberta Advanced Education and Technology Goals

	A globally recognized, quality advanced learning system that meets the needs of Alberta	A learner-centered, affordable advanced learning system accessible to Albertans	Excellence in research, innovation and commercialization drives Alberta's future success
<p><b><u>POSITIONING</u></b>  <b>NATIONALLY &amp; INTERNATIONALLY RENOWNED FOR LEADERSHIP IN ARTS, CULTURE &amp; THE IDEAS THAT SURROUND CREATIVITY.</b></p>	<p>Act as catalyst for major initiatives advancing arts and culture nationally &amp; internationally.</p> <p>Partner with significant entities on major creative projects.</p> <p>Strengthen provincial, national &amp; international linkages.</p>	<p>Provide robust, interactive, on-line presence linking artists, leaders and ideas.</p>	<p>Achieve citations in major publications, policy papers and media for work as a creative leader.</p>
<p><b><u>ARTS</u></b>  <b>ADD TO THE CULTURAL REPERTOIRE OF OUR NATIONAL &amp; GLOBAL COMMUNITY.</b></p>	<p>Program areas are actively involved in commissioning.</p> <p>Increase performances of works created at The Banff Centre in partners' venues.</p>	<p>Increase audience for works created at The Banff Centre.</p> <p>Develop, produce &amp; premiere projects in partnership with major Canadian / international entity.</p>	
<p><b><u>ARTISTS</u></b>  <b>DEVELOP MULTI-DIMENSIONAL ARTISTS FOR THE INTERNATIONAL STAGE &amp; PROVIDE ARTISTICALLY RICH ENVIRONMENT THAT SUPPORTS ARTISTS &amp; THE CREATION OF ART.</b></p>	<p>Offer interdisciplinary program followed by International Summit.</p> <p>Attract internationally respected artists for multidisciplinary self-directed projects.</p>	<p>Provide on-line network for multi/inter- disciplinary artists.</p>	<p>Interdisciplinary programming integrating a variety of Banff Centre disciplines.</p>
<p><b><u>IDEAS &amp; KNOWLEDGE</u></b>  <b>ADD TO THE GLOBAL KNOWLEDGE BASE IN ARTS &amp; CULTURE, LEADERSHIP &amp; ENVIRONMENT THROUGH ACTIVITIES, PROGRAMS, CREATIVE WORKS AND ARCHIVAL HOLDINGS.</b></p>	<p>Develop Leadership Development program base.</p> <p>Obtain new donations to the library, archives and permanent collection.</p> <p>Repatriate and complete The Banff Centre archives.</p>	<p>Provide technology-enabled networks to facilitate knowledge transfer and communication among participants.</p> <p>Increase participation by indigenous communities in Leadership Development programs.</p>	<p>Increase number of jury approved research grant proposals.</p> <p>Maintain or increase research revenues.</p>
<p><b><u>ENTERPRISE</u></b>  <b>BE AN ENTREPRENEUR IN DEVELOPING AN ORGANIZATION &amp; FOSTERING A CULTURE THAT VALUES CREATIVITY IN ALL OF ITS ENDEAVOURS.</b></p>	<p>Funding for new initiatives, multi/inter- disciplinary projects and Signature Summits.</p>	<p>Provide on-line interactive presence.</p> <p>Implementation of new MIS system.</p> <p>Top third of FLE corridor.</p>	<p>Dedicated fund to support strategic initiatives.</p> <p>Three year plans for capital, deferred maintenance, conferences and fundraising.</p>

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

Goals	Objectives	Expected Outcomes and Performance Measures		
		2011/2012	2012/2013	2013/2014
<p><b>Positioning</b></p> <p>The Banff Centre will be nationally &amp; internationally renowned for leadership in arts, culture, and the ideas that surround creativity.</p>	<ul style="list-style-type: none"> <li>Achieve a minimum of six citations in major publications, policy papers, media, annually for work as a creative leader.</li> <li>Strengthen provincial, national &amp; international linkages.</li> <li>Introduce a robust, interactive, on-line presence linking artists, leaders, ideas '11/12.</li> <li>Catalyst for major initiatives advancing arts and culture nationally/internationally, '11/12.</li> <li>Partner with at least 3 significant entities on major projects annually '11/12.</li> </ul>	<ul style="list-style-type: none"> <li>Launch initiatives per recommendations.</li> <li>Curate and publish: Develop annual publishing cycle for TBC Press</li> <li>Communicate TBC's expertise and share findings in research - knowledge transfer.</li> <li>Introduce a robust, interactive, on-line presence.</li> <li>Achieve a minimum of six citations in major publications, policy papers, media, annually for work as a creative leader.</li> <li>Partner with at least 3 significant entities on major projects annually '11/12.</li> </ul>	<ul style="list-style-type: none"> <li>Develop cycle of Signature Summits on major initiatives advancing arts &amp; culture nationally / internationally</li> <li>Continue to strengthen and build provincial, national &amp; international linkages through strategic partnerships, aiming for 3-4 significant partnerships per year</li> <li>Maintain on-line presence.</li> </ul>	Ongoing
<p><b>Arts</b></p> <p>The Banff Centre and its participating artists will add to the cultural repertoire of our national and global community.</p>	<ul style="list-style-type: none"> <li>40% of program areas actively involved in commissioning by '11/12.</li> <li>Develop, produce, &amp; premiere 2 projects in partnership with major Canadian/international entity '11/12.</li> <li>Increase audience for works created at TBC by 10% in Banff '11/12.</li> <li>Increase performances of works created at TBC in partners' venues '11/12.</li> </ul>	<ul style="list-style-type: none"> <li>Produce and premiere two new major commissioned works. One will be interdisciplinary; one will be commissioned in collaboration with a partner.</li> <li>Launch one interdisciplinary pilot program.</li> <li>Major program areas are active in multidisciplinary programming.</li> <li>Maintain/increase number, diversity and calibre of applicants with a goal of accommodating 50 - 60% of qualified applicants.</li> <li>Maintain enrolment benchmark of 540 FLEs.</li> <li>Implement portal providing a continuum for artists and artistic expression linking past, current and future participants with TBC and with each other.</li> <li>Increase audiences for work created at TBC in Banff and increase total audiences for work created at The Banff Centre by 10%.</li> <li>40% of program areas actively involved in commissioning by '11/12.</li> <li>Develop, produce, &amp; premiere 2 projects in partnership with major Canadian/ international entity '11/12.</li> <li>Attract 3-5 internationally respected artist for multidisciplinary self-directed projects by '11/12 and '12/13.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to expand number and variety of commissioned projects to involve every discipline, working with multiple partners.</li> <li>Continue expansion of, and support to multi-disciplinary self-directed projects in all program areas.</li> <li>Continue interdisciplinary programming including different discipline areas.</li> <li>Pursue commissions of multi/inter-disciplinary projects.</li> <li>Maintain/ increase diversity and calibre of applicants.</li> <li>Maintain portal</li> <li>Continue to build audiences for work created at TBC.</li> <li>Expand self-directed multidisciplinary programming and assess and continue interdisciplinary program, based on outcomes of International Summit.</li> </ul>	Ongoing
<p><b>Artists</b></p> <p>The Banff Centre will develop multi-dimensional artists for the international stage and provide an artistically rich environment that supports artists and the creation of art.</p>	<ul style="list-style-type: none"> <li>One inter-disciplinary pilot program by '11/12 followed by an International Summit.</li> <li>Assess and undertake inter-disciplinary program in '12/13 integrating a variety of TBC disciplines.</li> <li>Attract 3-5 internationally respected artist for multidisciplinary self-directed projects by '11/12 and '12/13.</li> <li>On-line network for multi/inter-disciplinary artists by '11/12.</li> </ul>	<ul style="list-style-type: none"> <li>40% of program areas actively involved in commissioning by '11/12.</li> <li>Develop, produce, &amp; premiere 2 projects in partnership with major Canadian/ international entity '11/12.</li> <li>Attract 3-5 internationally respected artist for multidisciplinary self-directed projects by '11/12 and '12/13.</li> </ul>		

Continued...

Goals	Objectives	Expected Outcomes and Performance Measures		
		2011/2012	2012/2013	2013/2014
<p><b>Ideas &amp; Knowledge</b></p> <p>The Banff Centre will add to the global knowledge base in Arts &amp; Culture, Leadership and the Environment through its activities, programs, creative works and archival holdings.</p>	<ul style="list-style-type: none"> <li>• Maintain or increase research revenues '11/12.</li> <li>• Increase participation by indigenous communities in LD programs annually '11/12.</li> <li>• Provide technology-enabled networks to facilitate knowledge transfer and communication among participants '11/12.</li> <li>• Repatriate and complete TBC archives '11/12.</li> <li>• Attract new donations to library, archives, permanent collection '11/12.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement portal providing a continuum for artists to share ideas, knowledge on a longer term basis.</li> <li>• Launch Arts Futures Institute/ Contemporary Matters as appropriate.</li> <li>• Implement Aboriginal strategy to involve 4 communities as part of the Rural Alberta Development Fund project.</li> <li>• 40% of programs actively pursue research opportunities.</li> <li>• Attract new donations to the library, archives, and permanent collection.</li> <li>• Repatriate TBC archives.</li> <li>• Integration of Access Plan and Institutional Research Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Attract new donations to the library, archives, and permanent collection.</li> <li>• Develop annual cycle of Arts Futures Institute/ Contemporary Matters events.</li> <li>• 50% of program areas actively pursue research opportunities.</li> <li>• Repatriate TBC archives.</li> <li>• Host Summit on Best Practices in Aboriginal Community Development.</li> <li>• Integrate lessons learned in research activities into program offerings.</li> </ul>	Ongoing
<p><b>Enterprise</b></p> <p>The Banff Centre will be an entrepreneur in support of its goals and within its mandate, developing an organization and fostering a culture that values creativity in all of its endeavours.</p>	<ul style="list-style-type: none"> <li>• Balanced budget ongoing.</li> <li>• Three year budgeting cycle.</li> <li>• Three year plans for Capital/ deferred maintenance, Conferences, Fundraising.</li> <li>• Strive for top third of FLE corridor each year.</li> <li>• Complete 3 year cycle of program review '11/12.</li> <li>• Technology task force 'delivers on-line, interactive presence '11/12.</li> <li>• Secure funding for new initiatives, multidisciplinary / interdisciplinary, Signature Summits '11/12.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain balanced budget.</li> <li>• Dedicated fund to support strategic initiatives.</li> <li>• Continue implementation of technology plan by delivering a rich content management systems</li> <li>• Continue refinement of business model.</li> <li>• Complete 3 year program review.</li> <li>• Integrate capital planning with Comprehensive Institutional Plan.</li> <li>• Implementation of three year plans for Capital/deferred maintenance, Conferences, Fundraising.</li> <li>• Successful recruitment of senior level positions as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue implementation of technology plan by adding functionality and enriching Banff Centre Community portal</li> <li>• Refine program offerings based on results of 3 year program review and evaluation</li> <li>• Begin new 3 year cycle of program review.</li> <li>• Refine and revise fundraising plan.</li> <li>• Implementation of three year plans for Capital/deferred maintenance, Conferences, Fundraising.</li> <li>• Transition to new President &amp; CEO.</li> </ul>	Ongoing

## Access

Drawing participants from Alberta, across Canada and the world, The Banff Centre is Alberta's globally recognized centre of excellence in creativity and the arts. As a specialized Arts and Culture Institution offering non-parchment programs at the professional, post-graduate level, retention is not an issue for The Banff Centre. It attracts top creative talent to Alberta, and provides Albertans with a globally competitive post-graduate arts facility. Twenty-five percent of all participants attending programs at The Banff Centre come from outside Canada. With small classes and individualized instruction, 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.

As every Banff Centre program is residential, enrolment capacity is limited by facilities available on campus.

- The emphasis on learner-centered programs requires 24/7 access to excellent dedicated facilities. These include 46 Music Studios, 34 Visual Arts Studios, 3 film editing suites, 3 dance studios, 2 recording studios, 2 theatres and a concert hall.
- The number of bedrooms on campus is just over 400.
- To support The Banff Centre's unique business model, the Centre must maintain a sufficient number of rooms available for conferences to earn the level of revenue required to help balance the budget.
- The terms of The Banff Centre's land lease from Parks Canada and the federally approved Area Redevelopment Plan limit the building footprint on the campus and dictate the percentage of natural habitat that must be preserved.
- The development by-laws of the Town of Banff limit build-out on campus.

### Access Goal # 1

It is a long established practice and core value that The Banff Centre seeks to mitigate the financial burden on program participants, ensuring accessibility to all qualified participants based on merit and not on their ability to pay. Banff Centre programs are learner-centred, customized to the needs and aspirations of individual artists, but they must also be affordable. Our primary access goal is:

- ***To continue to keep tuition fee increases to a minimum, and to maintain or increase the level of scholarship support provided.***

Tuition fees account for only 4.9% of Banff Centre revenues. The operating grant from Alberta Advanced Education and Technology currently provides 30% of the Centre's annual operating budget, with the balance coming from other sources, primarily conference and hospitality operations, other earned revenue, donations, grants and endowment income. Some of these revenues are used to defray the cost of tuition, with The Banff Centre providing scholarship assistance to an average level of 69% of total tuition. In 2011/12 tuition fees, including room and board, have been increased by 3% while scholarship levels remain constant.

The strategy for ensuring that our programs are affordable is to maintain/increase the level of scholarship support. We proactively seek support from corporations, the federal government and private donors to increase both operating funds and endowment for scholarships, while at the same time aggressively seeking increased revenues from conferences. While our development efforts have brought significant donations to the endowment fund over the past year, increasing ancillary revenues remains a real challenge.

### Access Goal # 2

The Centre's second Access Goal is to increase access to our programs for Aboriginal artists and leaders. Since its inception in 1993, the Aboriginal Arts Program has provided opportunities for Aboriginal artists to create and produce work with cultural integrity and artistic merit. Aboriginal Leadership and Management uses a 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 will have greater access to arts, cultural and leadership training, our second access goal is:

- ***To enhance recruitment efforts aimed at Aboriginal learners.***

The following strategies are employed to achieve this goal:

- Develop programs specifically aimed at Aboriginal artists in response to the needs expressed and conduct auditions in centres across Alberta and Canada
- With support from Rural Alberta Development Fund, Suncor and Nexen, conduct applied research into best practices in Aboriginal Leadership by engaging and working directly with northern Alberta Aboriginal communities
- Proactively seek support for operating budget and endowment from corporations, band councils, the federal government and private donors to increase scholarships to facilitate increased participation by Aboriginal people. The most recent funding partner is the Native Women's Association of Canada.

### Access Goal #3

Recognizing that excellence in research, innovation and commercialization drives Alberta's future success, and understanding that technology is driving global connectivity, the intent is to increase access to The Banff Centre's technology-based programs in order to better meet market demand. Tomorrow's workforce requires the skills valued in a diversified economy, such as HDTV, multimedia, and audio and sound recording. The priorities of Alberta Innovates – Technology Futures, particularly in the ICT Leadership and Capacity areas, highlight the importance to Alberta of research and innovation in the ICT area, and especially in Digital Media. We have a long history of engagement in this area. The Banff Centre has worked closely with Alberta Innovation and Science, and more recently with Alberta Advanced Education and Technology on programs such as the Digital Commons Creative Network, in developing and fostering partnerships with small and medium enterprises through the Accelerator program. Our third Access Goal is:

- ***To increase access to our technology-based programs and research in new media, sound engineering and film and media production.***

Strategies include maintaining and expanding existing relationships with the Banff World Media Festival, Corus Entertainment, the CBC, Digital Alberta and Alberta's new Creative Hub, all of which partner with The Banff Centre in the provision of programs that equip workers for the cultural industries.

### Program Expansion and Renewal

In addition to our ongoing programs in the literary, visual and performing arts, the following new programs were designed and offered in 2010-2011 and will be offered again in 2011-12. In each case they meet the objectives of the Centre's Strategic Plan and are fully funded by a mix of public and private sources.

- *In(ter)ventions: Literary Practice at the Edge* – this is the first interdisciplinary program developed to meet the goals and objectives of the Strategic Plan. The program attracted participants from the USA and Canada – all of whom are writers working in variety of new media and incorporating performance techniques.
- *Hi-Rez: Storytelling for Screen* – designed to meet the needs of Aboriginal learners in the arts, this program involved film, media and story-telling in a cross-disciplinary format.

As articulated in the Strategic Plan, it is important for The Banff Centre to develop multi-disciplinary programming in order to prepare multi-dimensional artists for the international stage. In the digital age artists working in all disciplines want to develop projects that employ media such as film and audio, they are increasingly interested in breaking down barriers between live performing arts, visual arts and digital creation. New programs are currently being designed that will support such interdisciplinary creation.

### **Enrolment Plan**

The Banff Centre is unique in its combination of diversity of disciplines, wide provenance of participants and inspiring location, however that uniqueness does not shield it from competition with the scholarship programs of other world-class institutions that boast significantly larger endowments, enabling successful applicants to receive full scholarships.

Residential programs are, by their very nature, more expensive to attend than non-residential programs, and all Banff Centre programs are residential. Recognizing that cost increases of any magnitude will add to the already challenging financial situation that most artists face, tuition fees must be kept low, and high levels of scholarship must be provided.

In order to provide participants from Alberta with the education needed for them to embark on successful international careers, recruitment is designed to attract the best in Alberta – and the best in the world. It is a labour-intensive, personalized approach to recruiting. Marketing efforts have to reach far beyond Alberta's borders in order to ensure the best mix of participants. This entails, in part, live audition tours each year to major cities across Canada as well as to cities such as New York, Los Angeles and London.

The Banff Centre's Enrolment Plan is, therefore, 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 to provide a high level of scholarship;
- the residential nature of all programming at The Banff Centre, and the maximum number of just over 400 bedrooms on campus, makes it very difficult to increase enrolment;
- the international competition for post-graduate participants who are the best in the world.
- the learner-centered programs maximize each learner's access to faculty and facilities, which necessitates continued capital investment in facilities and equipment;
- Banff Centre programming is offered year-round, in many cases seven days a week, resulting in significant wear and tear of the assets.

The Enrolment Corridor range for The Banff Centre is 505-558 FLEs. In 2010-11 The Banff Centre's total FLE exceeded the budgeted number of 543.07. In 2011-12, total enrolment is expected to rise slightly, and to remain within the top third of the enrolment corridor.

## **Research**

The Banff Centre supports a wide range of applied research and creative activities through our partnership model of applied research which includes partners in the Campus Alberta framework, and beyond.

As a public post-secondary institution in a province that emphasizes the transformative impact of Information and Communications Technology (ICT), The Banff Centre is well positioned to bring greater integration of ICT into artistic and cultural production. We have a record of almost two decades of such activity in the world of digital media through the Banff New Media Institute, and will be broadening this applied research focus in the years to come. We have worked closely with the Digital Media industry association, Digital Alberta, other members of Campus Alberta, including the colleges and technical institutes in the AACTI system and Alberta's universities, in advancing Digital Media research.

The Banff Centre has also established a reputation as an inspirational venue for the discussion of "big ideas". In view of this reputation, and of its proven competitive advantage in attracting world-class scholars, high-level government representatives, and leading figures in industry (including cultural industries), the strategic direction is to increase the number and prominence of "signature summits" that occur on our campus. There are opportunities, and considerable interest on our part, to work with Government of Alberta departments in offering a venue for discussions of policy initiatives of relevance to a wide spectrum of departments. For example, Alberta Innovates – Technology Futures held its first Alberta Innovates Institute meetings at The Banff Centre in 2010. This year also brought to The Banff Centre the initial Institute on Brain and Behaviour, funded by the Norlien Foundation, as well as the initial symposium on Recovery from Addiction. Involving policy makers, academics and professionals in medicine, the judiciary and social services from across Alberta, these two institutes were the first of a series of three planned to take place over the next three years, all involving a deep collaboration between the Norlien Foundation and The Banff Centre.

Building on the strengths of our applied research to date, The Banff Centre's priority goals for research in 2011-12 are to:

- a. Expand Research in Digital Media
- b. Expand Ideas and Knowledge through "Signature Summits" on a variety of issues
- c. Expand Research in Technology Convergence in Theatre and Creative Arts
- d. Expanded opportunities for Applied Research in Audio

## **Sustainability**

### **Financial Sustainability**

The Banff Centre faces the ongoing operational challenge of maintaining the viability of our business model, and even more so during a period of significant campus redevelopment and global economic contraction. This challenge is exacerbated by the fact that the Centre's business model requires 70% of revenues to be generated by sources other than the base operating grant provided by Alberta Advanced Education and Technology, with the largest components coming from our conference, leadership development and hospitality operations. However, it is in these same operational areas where the downturn in the economy has impacted the Centre the most. Companies and organizations have significantly reduced discretionary expenditures and fewer people are able to attend conferences, educational seminars and external training and development sessions, all of which provide substantial revenue for the Centre. During this period of economic uncertainty the net revenue contribution from conferences and leadership development programming alone has been reduced by some 37.5%.

As well the economic downturn has adversely impacted our endowment fund, the income from which is an essential funding source for our extensive scholarship and student assistance programs. However, based on recent market performance we anticipate modest increases in income from endowment in the future.

To meet this fiscal challenge the Centre implemented a number of cost control measures. All non-salary expenditures have been maintained at previous levels, discretionary expenses such as travel and training have been significantly reduced where feasible and practical, vacant positions continue to be frozen in the first instance, all professional and management salaries have been frozen until at least March 31<sup>st</sup>, 2012, staffing levels have been adjusted to align with anticipated business levels and The Centre and CUPE [the union which represents the vast majority of our support staff] agreed to roll the current collective agreement forward for an additional year to December 31<sup>st</sup>, 2011. This means that support staff will receive no cost of living adjustment in calendar year 2011.

The Banff Centre's fiscal challenge is large by any standard. However, achieving a balanced budget with a substantial reduction in conference and leadership development revenue reduces the dependency on those streams and starts to introduce change into our business model. The new learning building, completed in July 2010, will provide significant opportunities to restore these revenue streams once the economic recovery becomes more certain.

### **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 Centre regularly works with other colleges and universities to ensure that the unique residential programs offered here complement those offered elsewhere, and to explore partnership opportunities.

As an active participant in Campus Alberta, The Banff Centre is helping to set the direction for applied research among the members of the Association of Alberta Colleges and Technical Institutes (AACTI). 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. Our goal is to continue to enhance learners' experiences and outcomes with collaborative program delivery

The Banff Centre not only provides cultural, educational and recreational resources to our participants, but also to our employees, residents of the Town of Banff, the Bow Valley and Alberta. As one of the largest employers in the Town of Banff, responsible for an estimated economic impact of some \$60 million annually, we take our role in the community seriously, providing access to our recreational facilities and cultural offerings. As the only contemporary art gallery in the Bow Valley, our Walter Philips Gallery regularly delivers art programs to schools in Canmore, Banff and the Morley Reserve. The Banff Centre also partners with entities such as Banff Lake Louise Tourism and Banff National Park to develop events that will add lustre to the tourism offerings and support the economy of Banff. In 2010-11 the Centre was chosen as one of 5 celebration sites for Alberta Arts Days, working with other arts and cultural organizations in Banff to deliver an engaging three days of participatory activity. 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.

Through the dissemination of creative ideas and new work, through its presenting networks, over iTunesU and through The Banff Centre Press, The Banff Centre ensures that its innovative programs reach far beyond Banff and contribute to building the knowledge economy and to the development of culturally vibrant communities across Canada.

The Banff Centre's priority for community engagement and outreach is:

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

### **Competitiveness**

The Banff Centre has an unparalleled profile nationally and internationally not only as a major Arts and Culture organization but also as a "neutral" venue for deep engagement in "big ideas". In this way, it serves as a magnet to draw significant personalities and profile to Alberta.

With an established reputation as a place for exceptional artists, over the past eight years the Centre has also become known as a place where scientists, researchers and mathematicians find inspiration at the Banff International Research Station for Mathematical Innovation and Discovery (BIRS). When we embarked on the relationship with BIRS, the idea of having dedicated classrooms and a residence building for non-arts programming was a bold adventure. Supported by Alberta Science and Research Authority (ASRA), Natural Sciences and Engineering Research Council (NSERC), National Science Foundation (NSF) and the Consejo Nacional de Ciencia y Tecnologia (Mexico) (CONACYT), it is a partnership which embraces Alberta, Canada, the United States and Mexico. The BIRS initiative is separate from the programming activities of The Banff Centre, and yet it takes advantage of the Centre's interdisciplinary nature, its excellent facilities and location. The Centre acts as a magnet in attracting to Alberta exceptional personnel scholars from around the world through BIRS, has evolved into a 48-week per year operation, bringing unique perspectives to creativity and adding to the richness and diversity of our campus. As of the summer of 2011, BIRS will offer its programming in a dedicated building on campus, from which it will live-stream its lectures and presentations to institutions around the world. The Banff Centre and BIRS have signed a new partnership agreement which extends the relationship to 2016.

It is The Banff Centre's belief that the model used in the BIRS initiative can be applied to other disciplines. This has been borne out by activities we have been asked to undertake to improve Alberta's competitiveness in the area of tech commercialization. Most recently the Centre has been approached to serve as the "hub" for a leadership research institute, building on the reputation of our programs in Leadership Development. In every case, these initiatives are designed to drive Alberta's future success.

## 7. FINANCIAL AND BUDGET INFORMATION

### STATEMENT OF EXPECTED REVENUE AND EXPENDITURES

FOR THE THREE YEARS ENDING MARCH 31, 2014

*(in thousands of dollars)*

	(Budget) Year Ending March 31, <u>2012</u>	(Plan) Year Ending March 31, <u>2013</u>	(Plan) Year Ending March 31, <u>2014</u>
<b>Revenue</b>			
Accommodations and meals	\$ 16,291	\$ 16,780	\$ 16,984
Grants	20,405	20,330	20,330
Other sales, rentals and services	4,840	4,865	5,161
Tuition and related fees	5,110	5,110	5,132
Donations and other contributions	4,269	4,269	4,418
Investment income	519	544	569
Amort. of Def. Exp. Cap. Contrib.	<u>3,299</u>	<u>3,420</u>	<u>3,520</u>
<b>Total Expected Revenue</b>	<b><u>54,733</u></b>	<b><u>55,318</u></b>	<b><u>56,114</u></b>
<b>Expenditures</b>			
Salaries, wages and benefits	30,067	30,167	30,297
Purchased services	4,277	4,277	4,316
Materials, goods and supplies	3,856	3,902	3,963
Scholarships and financial assistance	3,781	3,781	3,875
Facility operations and maintenance	2,771	2,771	2,771
Utilities	1,972	1,972	1,972
Travel, training and related costs	1,417	1,417	1,535
Rentals and equipment	839	839	839
Marketing and recruitment	552	552	563
Financial costs	545	545	545
Amortization of capital assets	<u>4,656</u>	<u>5,095</u>	<u>5,438</u>
<b>Total Expected Expenditures</b>	<b><u>54,733</u></b>	<b><u>55,318</u></b>	<b><u>56,114</u></b>
<b>Net Income</b>	<b>\$ <u>-</u></b>	<b>\$ <u>-</u></b>	<b>\$ <u>-</u></b>

**CASH FLOW PROJECTION**  
FOR THE YEAR ENDING MARCH 31, 2011  
*(in thousands of dollars)*

	<b>(Forecast)</b> <b>Year Ending</b> <b>March 31,</b> <b>2011</b>	<b>(Actual)</b> <b>Year Ended</b> <b>March 31,</b> <b>2010</b>
<b>Cash flows from (used in) operating activities</b>		
Excess of revenue over expense	\$ -	\$ 119
Non-cash transactions:		
Amortization of deferred expensed capital contributions	(2,324)	(2,426)
Amortization and loss/gain on disposal of capital assets	3,803	3,746
Change in notes receivable and deferred charges	-	4
Change in long-term employment related liabilities	65	127
Change in long-term employee future benefit obligation	25	781
Loss on stored natural gas investment	-	5
Changes in:		
Non-cash working capital	(1,700)	(1,051)
Deferred contributions and pledges receivable	<u>2,500</u>	<u>2,583</u>
Net cash from operating activities	<u><b>2,369</b></u>	<u><b>3,888</b></u>
<b>Cash flows from (used in) investing activities</b>		
Acquisition of capital assets	(25,000)	(34,751)
Endowment earnings retained in the fund	60	59
Disposition of short-term investments	10,100	7,548
Acquisition of long-term investments	<u>(2,281)</u>	<u>(3,920)</u>
Net cash used in investing activities	<u><b>(17,121)</b></u>	<u><b>(31,064)</b></u>
<b>Cash flows from (used in) financing activities</b>		
Capital and other deferred contributions	7,000	19,881
Pledges receivable	2,300	2,336
Debt principal repayments	(280)	(288)
Endowment contributions	<u>2,281</u>	<u>3,865</u>
Net cash from financing activities	<u><b>11,301</b></u>	<u><b>25,794</b></u>
<b>Decrease in cash</b>	<b>(3,451)</b>	<b>(1,382)</b>
Cash at beginning of year	<u>3,630</u>	<u>5,012</u>
<b>Cash at end of year</b>	<u><b>\$ 179</b></u>	<u><b>\$ 3,630</b></u>

### **Budget Assumptions**

In the Statement of Expected Revenue and Expenditures, the first year of the Plan is the 2011/12 operating budget approved by the Board of Governors in April 2011. Projections for the subsequent two years are based on enrolment and service plans, and include the following key assumptions:

1. The Alberta Advanced Education and Technology base operating grant will be maintained at the current level in 2012/13 and 2013/14. There is no assumption of increased funding from other funding envelopes.
2. Funding from the Canada Arts Training Fund through the Department of Canadian Heritage will continue at the same level.
3. Net income from operations is projected to be equal to the estimated net cost of amortization of capital assets.
4. Tuition and related revenues are maintained at 2011/12 levels, adjusted for enrolments in triennial programs.
5. Scholarships and other financial support for artists are maintained at the maximum level available from internally generated sources and are supplemented by external resources.
6. Revenue projections for Conferences for the 2011/12 budget reflect current market demand and stable prices. Modest increases are projected over the planning period. The Banff International Research Station (BIRS) will continue its programming over the three-year period.
7. Revenue projections for Leadership Development are maintained at the 2011/12 levels.
8. A general contingency of \$330,000 is included in each year of the plan. The goal is to achieve maximum preservation of the contingency budget to fund program development, priority capital projects and address the most pressing deferred maintenance needs not supported by Alberta Advanced Education and Technology.
9. Total staffing costs include provisions to reflect the Collective Agreement for support staff and for increased costs of employee pensions and benefits. Other changes in total compensation are assumed to equal savings from adjustments to staffing levels.
10. Non -salary inflation will be absorbed within existing and projected resource levels.

## **8. RESOURCE IMPLICATIONS**

### **Access and Quality**

To ensure the required level of scholarship support to qualified applicants, Budget assumptions require:

- net revenues from conferences to stabilize at a modestly higher level;
- endowment revenues to increase, along with the market;
- donors to continue to support the Banff Centre

With the completion of the Kinnear Centre for Creativity and Innovation, the Paul D. Fleck Library has been relocated to its new venue. Now situated in the heart of campus it is much more heavily used, and has begun to attract researchers to its unique fine arts collection. With this increased visibility it has also begun to attract donations. All of this increased activity, concurrent with the reduction in funding for the Lois Hole Digital Library, has put increased pressures on the ability of staff to meet participants' needs.

### **Research**

Priority resources for research include:

- Fund for Visiting Residencies for Faculty Members - the equivalent of iCORE Visiting Professorships will be required. Over the past 2 years, iCORE provided funds to The Banff Centre for short-term residencies by visiting faculty members which were invaluable.
- Fund for Residency for Graduate Students and Workstudies - support for extended visits by graduate students working in the area of Digital Media at Alberta universities is essential to enable graduate students to access the CFI-funded research labs at The Banff Centre.
- Fund for Dissemination and Knowledge Transfer of Research Undertaken – Social Sciences and Humanities Research Council (SSHRC) has provided funds for past summits on topics such as curatorial research, and the Centre will continue to apply for such Aid to Research Workshops and Conferences, as well as to a number of other programs in SSHRC's re-structured program offerings.
- Funds for technical equipment

### **Information Technology**

The Banff Centre's Strategic Plan "Toward 2020" sets out the direction for Information Technology Investments. A key component of the strategic plan is the requirement to introduce a robust interactive, on-line presence linking artists, leaders and ideas to extend the reach of Banff Centre programs and activities. To that end the Centre has established a Technology Task Force to oversee the development of a technology plan and to lead the creation of a highly interactive, accessible, rich media-based portal for all who interact with The Banff Centre. Current IT assets used for storage at the Centre do not allow for the breadth of access that the portal will demand including streaming and active access for file transfer. The Centre requires a Content Management System. The preliminary estimates of such a system are in the order of \$1.2 million which is well beyond the financial capabilities of the Centre. The Centre will be pursuing a number of government and industry partnerships.

In administration and entrepreneurial units, the adequacy and efficiency of the Centre's core business systems significantly impacts the quality and timeliness of information required to support the decision-making process. The Centre is finalizing the implementation of a suite of integrated applications utilizing modern technology which will address our needs for enhanced functionality, efficient processing, information retrieval, management reporting and self-

service access to Banff Centre information and services via the web. The cost of this initiative [\$2.6 million] is being funded by a judicious multi-year reallocation of internal resources.

At the same time, work has begun on a new Student Information System. The current outdated system must be replaced in order to facilitate gathering the kind of data required for designing, planning, marketing and delivering programs, and for reporting purposes. The functional requirements document is now complete and includes a number of recommendations for improving the application, admission and registration process, as well as program management and evaluation. It also includes recommendations to enhance alumni relations and streamline faculty contracts. The estimated cost will be in the order of \$500,000 and internally funded over two fiscal years.

### **Capital Plan**

Capital planning at The Banff Centre is guided by a Campus Master Plan and a multi- year capital plan which is updated annually. The critical components are as follows:

#### **Campus Master Plan**

The Banff Centre’s Campus Master Plan sets out the Centre’s campus renewal priorities. The renewal projects will be completed in two phases as funding permits.

#### **Phase 1**

The first phase of the Campus Master Plan covers the period [December 2005 to July 2011]. This phase, The Donald Cameron Project, included the construction of new kitchen and dining facilities on top of the existing Sally Borden Building completed in July 2007, the new Kinnear Centre for Creativity and Innovation completed in June 2010, the new Donald Cameron Centre [Student Support Services Building ] completed in May 2010 and the new Shaw Amphitheatre scheduled for completion in June 2011. Phase 1 projects have all been delivered on time and on budget. The estimated total cost for Phase 1 is \$100 million and all funding has been secured either in the form of cash or pledges. The funding sources were as follows:

Government of Alberta	\$61.0 M
Government of Canada	20.0 M
Donors	19.0 M
	-----
Total	\$100.0 M
	=====

Both the Donald Cameron Centre and the Kinnear Centre for Creativity and Innovation were built to ensure a minimum LEED silver status however it is now anticipated both buildings will achieve LEED gold.

In 2011/12 the number one redevelopment priority will be to complete the construction of the new Shaw Amphitheatre.

#### **Phase 2**

The second phase of the Campus Master Plan will be implemented over a five year period however the specific schedule will be dependent on the availability of funding.

The projects that will be addressed during this phase are listed in priority below.

- Theatre Renovations complete with lobby addition
- Glyde Hall/Walter Phillips Gallery
- Heritage Chalets [Farrally Hall & Vinci Hall]
- Second Staff Residence

### **Theatre Renovations**

The Banff Centre's Theatre Complex is the primary program space for all performing arts programs. These programs [dance, music, drama, Aboriginal arts, opera, sound technology, and voice] use the Theatre Complex as both performance venues and primary teaching space.

Built in the 1960's, the two theatres require fundamental upgrading and renovation to bring them up to a contemporary theatre standard and to provide adequate public space. This is essential for the Centre's technical and artistic theatre-based programming and will enhance quality and increase access to the Centre's programs.

Significant work is required in the building interior and mechanical systems and in the built-in theatrical equipment required for the Centre's programs. Most of the theatre's technical systems [sound, lighting and stage equipment] are built in and require a high level of sophistication.

A recent theatre consultant study estimated the cost to upgrade and modernize the theatre complex to be in the order of \$84 million and will require approximately 30 months to complete. The project would be funded by a combination of government, private sector and individual donor support.

### **Glyde Hall / Walter Phillips Gallery**

Glyde Hall was built in the 1970's and houses most of the Centre's Visual Arts programs, the Walter Phillips Gallery, and the Centre's permanent art collection. Connected to the Jeanne and Peter Lougheed Building, Glyde Hall is the focus of all visual arts programming at The Banff Centre. It has several outdoor ceramics kilns adjacent to it and is located at the southern edge of The Banff Centre campus.

The Walter Philips Gallery is the primary access point for Albertans and other visitors to Banff to view contemporary art created in the Centre's programs, as well as touring exhibits from across Canada and around the world. However, the shortcomings of the mechanical systems limit the type of artwork that can be displayed in the Gallery. Many institutions will not loan work or exhibitions to the Gallery because of its inadequate climate control. The Permanent Art Collection, developed over 73 years and rich in the heritage of Alberta painting, is at risk due to deficiencies in the mechanical systems and building envelope. The Centre has not been able to accept a number of significant donations of artwork because the temperature and humidification systems in Glyde Hall do not meet national standards for the preservation of artwork. Consequently, both the potential for the Gallery to serve as an effective exhibition centre and the growth and preservation of the Permanent Collection are in jeopardy. However, when these deficiencies are addressed, there is tremendous potential of significant donations to the permanent collection and a greatly enhanced exhibition schedule.

The program space and studios for visual artists that are located in Glyde Hall require substantial upgrading for both functional and safety reasons. This compromises the Centre's ability to meet the needs of program participants. The combination of the south-facing orientation

of the building and the type of exterior building materials required by municipal by-law has resulted in significant deterioration of the exterior of Glyde Hall.

A feasibility study commissioned by The Banff Centre indicated the cost to address the deferred maintenance and programming deficiencies was in the order of \$8.0 million. This project would be funded by a combination of government, private sector and individual donor support.

### **Heritage Chalets**

This project includes the restoration and/or replacement of Farrally and Vinci Halls. The two chalets will become self-contained retreat-style residences. The space will be designed in a flexible manner in order to accommodate groups that require a self-contained environment.

The Heritage Chalets are the oldest on campus, dating from the late 1940's, and must be replaced. Both facilities now have a condition index in excess of 100%.

The estimated cost of replacement is in the order of \$19.9 million broken down as follows:

Farrally Hall	\$11.5 M
Vinci Hall	5.4 M
	-----
Total	\$19.9 M
	=====

This project will be funded by a combination of government, private sector and individual donor support.

### **Staff Residence**

The Town of Banff requires The Banff Centre to provide a considerable amount of on-site staff accommodation. The lack of affordable housing within the townsite also compels the Centre to augment its current housing inventory. The Centre has secured offsite accommodation in a local housing co-operative and has a 92 bed residence on campus, Donald Becker Hall. However, due to significant growth in the number of service level employees and the increased number of work study participants in Arts programming the present inventory is inadequate. Current occupancy levels are in excess of 95% and the demand increases significantly each spring and summer during the Summer Arts Festival. This situation is exacerbated by the lack of affordable rental accommodation throughout the Bow Valley. To alleviate this situation in the longer term, it would be prudent for the Centre to construct a second residence adjacent to Donald Becker Hall that would provide an additional 64 rooms and ancillary facilities for staff and work study residences. To meet these programming requirements the building will be in the order of 3,000 gsm on three levels.

The current day cost estimate to construct a second residence is **\$24.0 million**.

The project will be funded by a combination of increased rental revenue and government funding.

## Phase 2 Summary

Theatre Renovations	\$84,000,000
Glyde Hall/Walter Phillips Gallery	8,000,000
Heritage Chalets	19,900,000
Staff Residence	24,000,000
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Total Phase 2	\$135,900,000
	=====

## Multi-Year Capital Plan

The Centre has developed a five year capital plan which is updated annually. The critical components of the multi-year capital plan are outlined below by category.

### Deferred Maintenance

It remains a high priority for the Centre to aggressively address its deferred maintenance backlog. The significant deterioration of aged, wood programming buildings has been well documented in the facilities audit. The Campus Master Plan, once completed, will eliminate some \$27.5 million of the deferred maintenance burden. However, for health and safety reasons a portion of the limited funds available must cover emergency repairs to buildings that are scheduled to be replaced or significantly restored, notably Farrally Hall and Vinci Hall. Substantial new capital funds are urgently required to reduce this liability. The estimated deferred maintenance liability for The Banff Centre as at March 31, 2011 [before reductions realized from implementation of projects identified in the Campus Master Plan] is \$40.0 million.

### Furniture, Fixtures and Equipment

Over the period of this five-year plan the Centre requires some \$14 million for this category of assets. The requirements reflect the nature and needs of Banff Centre programs, and the aged state of a significant portion of its equipment inventory.

Unlike universities and colleges where the students may use the facilities for a limited number of contact hours per week, the Centre's facilities, fixtures, and equipment are used, literally, 24/7 year-round, with the attendant levels of wear and tear. Many of the technical areas in Media Arts and Theatre, as well as the technical support to conference and program clients, require that equipment be upgraded regularly to current standards. Program and conference activity also requires that we constantly update classrooms and meeting room space to meet current technology requirements. The residential nature of the Centre's programs places constant wear and tear on bedrooms and related accommodation facilities, as well as on dining facilities.

### Systems and Technology

The Centre's new Strategic Plan, "Towards 2020" calls for the introduction of a robust, interactive, on-line presence linking artists, leaders and ideas to extend the reach of Banff Centre programs and activities. The incremental funding requirements to support this initiative are outlined in section 8 (c) "Resource Implications"

**Strategy**

The following strategies will help address the significant capital requirements of The Banff Centre:

- The Centre will continue to work with Alberta Advanced Education and Technology and Alberta Infrastructure to ensure that the case is made for additional funding for Phase 2 of The Campus Master Plan.
- The Centre will develop and launch a fundraising campaign to support Phase 2 of the Campus Master Plan.
- The Centre has applied for funding from the Canada Foundation for Innovation.
- The Development Office will continue to seek financial support from private sector donors and individuals.
- Infrastructure Renewal funds will be applied in a judicious manner.
- At a minimum the Centre will annually direct an amount equal to its net amortization cost to its capital needs, and will make every effort to preserve as much of the operating budget contingency as possible to direct to unfunded capital and program needs. These unfunded capital needs are prioritized and addressed through a five-year rolling capital plan.
- The Centre will enter into revenue generating, mandate appropriate strategic alliances or partnerships where possible, such as with the Banff International Research Station.
- The Centre will explore opportunities to partner with companies that provide Information Technology solutions.

**Public Institutions**

Incorporated in the above section.



# The Banff Centre

inspiring **creativity**

The Banff Centre is supported by funding from the Government of Alberta, through Alberta Advanced Education and Technology, 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.



Canadian  
Heritage

Patrimoine  
canadien



Canada Council  
for the Arts

Conseil des Arts  
du Canada