

BANFF CENTRE FOR ARTS AND CREATIVITY
COMPREHENSIVE INSTITUTIONAL PLAN
2016-2019

EXECUTIVE SUMMARY

Since its founding in 1933, Banff Centre has played a unique role in Alberta's adult learning system, providing unique, intensive learning experiences for artists and leadership participants. The Comprehensive Institutional Plan (CIP) is a key opportunity to share with the Ministry of Advanced Education the ongoing work we are doing as a post-secondary institution, and to respond to the information requested by the Ministry.

Where we're headed:

Banff Centre has undertaken a strategic review of the direction of the organization and has adopted a new, five-year strategic plan (2017-2022) that supports a revamped mission and vision for the organization and a renewed focus on the delivery of our mandate as a specialized post-secondary institution. The CIP has been prepared in alignment with this strategic plan.

To strive towards fulfilling our strategic plan, Banff Centre will now position itself as Banff Centre for Arts and Creativity – with the aim of fulfilling our ambition in achieving global leadership within the arts, culture and creativity. At the heart of our efforts, the Centre aims to emphasize our unique role within the adult learning system and continue to demonstrate our local, national and global impact. We recognize the distinctive, creative learning experiences that happen here, the impact of our programs on Albertans, other participants and in communities across the province and beyond, and the powerful ideas that are incubated and developed by the Centre's participants.

Our strategic plan will strengthen the Centre's stature as an open, accessible, and public-facing organization; a place for intensive artist learning and creation paired with a world-class audience experience; a leading destination for creativity in leadership and conferences; a centre of excellence for Indigenous programs; and an adaptable, resilient organization. We believe these goals are complementary to the Government of Alberta's on access, affordability and quality.

How we're going to get there:

Throughout its history, Banff Centre has gained worldwide acclaim for its unique programming and learning experiences. In order for the institution to maintain its relevancy in the postsecondary sector and beyond, we will ensure that our programs are distinctive, innovative, world-leading, and promote cross-campus, cross-disciplinary synergies.

Fundamentally, Banff Centre recognizes that our arts programs are foundational to the institution – and that our approach to developing unique learning experiences not only impacts our participants but helps make a vital contribution to the development of arts, culture and creativity in Alberta, Canada, and around the world. Our programs support the development of art forms, facilitate the national and international conversation about them, and provide hands-on learning and training opportunities to develop the technical and artistic skills required to realize them. By expanding our focus on the curation and facilitation of intensive, innovative and flexible learning experiences that develop both discipline-based and interdisciplinary work of high quality and lasting value, the Centre aims to enable artists and the practitioners and technologists that support them to develop their skills within a highly focused and unique learning environment.

The creative learning experience also extends to our nationally and globally renowned Leadership programs. Through a more focused offering of Arts and Indigenous leadership programs, along with creative programs aimed at the public and private sectors, the Centre will challenge our participants to use new methods and tools to embrace opportunities, tackle challenges, and harness the power of innovation as leaders within their respective fields.

What we need to get there

To support our work ahead and to ensure that accessibility, affordability, and quality are central to our aspirations, Banff Centre is looking to the Ministry and the Government of Alberta for continued financial stability and support for our mandate through the base operating grant and other sources of public sector investments, along with support for our infrastructure plan that addresses critical gaps for our participants and the broader community we serve.

Several of our major facilities – including the current Eric Harvie Theatre and Learning Complex – opened in the 1960s and have not had significant upgrades since their initial construction. This aging infrastructure is challenging on numerous fronts – including health and safety challenges and the training demands of the cultural sector today. As part of a master planning process, the goal is to create a participant-centred campus that meets industry standards and the needs, expectations and potential of our participants. Upgrading the Theatre and Learning Complex is critical to creating relevant learning experiences and to showcasing the Centre to local, national and global audiences as a place where innovative learning and training happens.

The first step towards this revitalized campus will be an extensive rehabilitation of our Eric Harvie Theatre and Learning Complex that will house a new digital arts lab, screening and performance space, replace dance studios that have exceeded their lifespan, enhance

technology infrastructure to meet and enhance participant learning and creation needs, and significantly upgrade the theatre's backstage, production and design shops, seating and acoustics. The result will be a modern, industry-leading presenting and training venue for the performing arts and other programs offered by the Centre.

The Centre will continue to provide a world-class learning experience for conference participants as a key driver of revenue that supports the institution's mandate.

Realizing creative potential

The success of Banff Centre over the years has been grounded in an ambition and desire to embrace a diversity and breadth of creative voices. Arts are at the core of the Centre's offering and over 80 years of commitment to excellence has assisted tens of thousands of artists and leaders to realize their creative potential. Outlined in this CIP and the newly adopted five-year strategic plan, is a roadmap that ensures arts and creativity remains a relevant part of the adult learning system in Alberta. Along with this, Banff Centre continues to provide a brand and offering that resonates both nationally and internationally as a centre of excellence for arts and creativity. Banff Centre is optimistic that the CIP will initiate important conversations about the arts and the creative process, and how the institution can greatly assist the Ministry and Government of Alberta in enhancing Alberta's and Canada's reputation as a global hub for creativity and innovation.

ACCOUNTABILITY STATEMENT

The 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.



David Weyant, Q.C.

Chair, Board of Governors

Banff Centre

INSTITUTIONAL CONTEXT

Banff Centre is proud of the unique role it plays in the adult learning system in Alberta. As a specialized Arts and Culture Institution governed by the Post-secondary Learning Act, the Centre is mandated to provide intensive, post-graduate level learning and training experiences for artists, as well as sector and community-relevant professional development opportunities for leadership participants. Artists and leadership participants from Alberta and around the world are connected with world-class faculty and have opportunities for interdisciplinary collaboration unlike any other institution for the arts and leadership in the world.

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. 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, January 8, 2009

AFFORDABILITY, ACCESSIBILITY AND QUALITY GOALS, PRIORITY INITIATIVES AND EXPECTED OUTCOMES

GOAL #1 - ENABLE QUALITY PROGRAMMING (DISTINCTIVE, INNOVATIVE, WORLD LEADING PROGRAMS)

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

Expected outcomes:

- Continued curation and facilitation of intensive, innovative and flexible learning experiences that develop both discipline-based and interdisciplinary work of high quality and lasting values.
- Continue to expand learning experiences that are relevant and responsive to the ways artists are working today, including the way they engage with new technology.
- Embrace and reflect diversity within artistic communities and audiences.
- Program interdisciplinary residencies that involve multiple departments within the Centre and artists, practitioners, participants from different disciplinary backgrounds. Each will involve a public-facing presenting or symposium component.
- Host one major, cross-campus summit annually.
- Create an Arts Management Leadership curriculum along with other leadership programs solely devoted to creativity by 2017.

Timeline:

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

GOAL #2 – ENABLE QUALITY PROGRAMMING (STRENGTHEN POSITION AS WORLD CLASS TRAINING AND LEARNING INSTITUTION)

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

Expected outcomes:

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

- In collaboration with provincial, national and international partners, continue to embrace new approaches to opera, dance and theatre programs to allow artists, practitioners and technologists the opportunity to experience the creation cycle from incubation through development, hands-on production to presentation or exhibition.
- Strengthen Visual, Media, Digital Arts Programming, providing unique access to trained artists to facilities and studios, along with the technical, material, and conceptual support for participants in ceramics, printmaking, sculpture, painting, woodworking, and digital technology such as animation, projection, and virtual reality.
- Increase programming in the area of creative industry and media arts – an underserved area in the province’s cultural landscape – with industry-relevant training programs in film, television, virtual reality, digital gaming, music recording, and technical work such as lighting and sound.
- Strengthen Literary Arts programming with international, high-profile faculty delivering topical, genre-driven residency programs, including a new focus on digital storytelling.
- Continue to provide unique, intensive training opportunities at the Leighton Artists’ Colony to high-calibre artists of all disciplines.

Timeline:

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

GOAL #3 – ENHANCE ACCESSIBILITY

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

Expected outcomes:

- Expand short, intensive programming and symposia that are open and accessible to more participants.
- Create a balance between post-graduate level, intensive residency experiences with learning and skills-based training opportunities, as well as symposia and summits for larger groups of participants.
- Provide industry-relevant practicum and training programs that cover basic skills training across disciplines and within theatre and media production areas.
- In response to growing demand, increase number of participants in our practicum, professional training programs that provide hands-on learning in a professional environment and prepare participants to bridge the gap between undergraduate/graduate work and a professional career.

- Maintain full load equivalent (FLE) target, annually reviewing this target with the aspiration to increase our FLE count over time based on factors such as funding and balancing capacity with a quality learning environment, plus:
 - A minimum 3:1 applicant to enrolment ratio for arts programming;
 - Full enrollment in every program;
 - Ratio of high-calibre faculty to participant of no more than 1:25.

Timeline:

- The above programming changes are currently under development and will be delivered in the 2017/18 and 2018/19 years.

GOAL #4 - QUALITY, ACCESSIBLE PROGRAMMING THROUGH ENHANCED FACILITIES

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

Expected outcomes:

- Address high-level priorities such as:
 - Technological infrastructure deficiencies, such as systems that help facilitate and enrich student and staff experiences;
 - Replacing essential equipment for film, media, theatre, music, visual arts, recreational facilities, residencies, and food and beverage services;
 - Critical repairs to staff and practicum housing;
 - Replacing emergency and exit lighting, and other critical electrical components;
 - Replacing and upgrading HVAC components;
 - Replacing fire alarms;
 - Addressing accessibility, barrier free challenges;
 - Critical replacement of roofs on aging buildings;
 - Critical interior upgrades and replacing flooring in aging buildings;
 - Fire, life safety issues that come up annually.
- Begin high-priority rehabilitation projects as detailed by Alberta Infrastructure's Building and Land Information Management System (BLIMS):
 - Major preservation/rehabilitation of Eric Harvie Theatre and Learning Complex;
 - Asbestos abatement in Lloyd Hall residence facility;
 - Affordable subsidized housing for staff and practicum participants;
 - Major preservation/rehabilitation of Glyde Hall.

Timeline:

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

GOAL #5 – EXPAND COMMUNITY OUTREACH

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

Expected outcomes:

- Develop a new, expanded community outreach strategy that aims to expand access to our programming in the Bow Valley and nearby Indigenous communities;
- Continue outreach with local schools and organizations to bring Banff Centre work in the arts and creativity to local community children, along with a continued commitment to the Banff Children’s Festival and National Aboriginal Day activities;
- Develop new programming that targets pre-university students to facilitate development of arts and leadership skills for future educational benefit.

Timeline:

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

GOAL #6 – AFFORDABILITY

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

Expected outcomes:

- Maintain generous scholarship programs for artists and leadership participants;
- Maintain tuition and participant fees at current levels;
- Provide 100% scholarship to all Indigenous arts participants;
- Meet or exceed 70% scholarship levels for Indigenous leadership program participants, focusing on the most underserved Indigenous communities within Alberta.

Timeline:

- Ongoing.

GOAL #7 – INCREASED ACCESSIBILITY FOR UNDERREPRESENTED LEARNERS

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

Expected outcomes:

- Develop new programs in Indigenous arts that will expand arts learning opportunities for Indigenous participants from Alberta and across Canada in literary arts, visual and digital arts, dance and music;
- Develop new programs that bring together Indigenous and non-Indigenous learners around topics of national importance, including calls to action from the Truth and Reconciliation Commission;
- Increase participation by Indigenous youth (18-30) in our existing and new programming, including community outreach activities;
- Expand capacity to work directly in Indigenous communities so that travel is not a barrier for those wanting to experience our programming.

Timeline:

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

GOAL #8 – ENHANCE INSTITUTIONAL CAPACITY THROUGH GREATER COLLABORATION

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

Expected outcomes:

- Maintain long-term partnership with the University of Alberta through the Peter Lougheed Leadership Initiative, building off the strengths of both institutions, sharing knowledge, research opportunities, approaches and faculty in the development of up-and-coming and established leaders from Alberta and across Canada;
- Maintain arts research partnerships with the University of Calgary and the University of Alberta in programs including the Banff International Curatorial Institute;

- Continue to be a strong advocate and participant in the Shared Data Centre Initiative, utilizing the Shared Data Centre resources of the University of Alberta and the University of Calgary. The Shared Data Centre provides more than just additional capacity. The Shared Data Centre facilitates the sharing of best practices and controls between the partners.
- Work with AAHEIT partners to develop and deploy a Shared Services model. The Shared Services will allow Banff Centre to leverage the buying power of the group.
- Complete integration of Banff Centre into APAS.

Timeline:

- Ongoing, with launch of year two of the co-designed Loughheed Leadership program to be rolled out August 2016.

GOAL #9 – ENSURING FINANCIAL SUSTAINABILITY

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

Expected outcomes:

- Further develop conference solutions that facilitate unique experiences, utilizing access to arts, culture, leadership and the natural environment to enhance delegate learning and Banff Centre's brand.
- Enhance conference programming through continued product development, cutting edge meeting design and educational tools combined with arts and leadership focused content offerings.
- Produce industry-leading financial returns to increase the financial sustainability of Banff Centre in support of greater access and quality of artistic and leadership learning experiences.
- Continue fundraising efforts for greater long-term sustainability through endowment funding
- Continue private sector fundraising.

Timeline:

- Ongoing.

APPENDIX A**FINANCIAL AND BUDGET INFORMATION**

The operating budget for 2016-17 and the forecasted revenue and expenses for 2017-18 and 2018-19 result in small surpluses that are needed to fund capital expenditures. As mentioned elsewhere in the CIP, Banff Centre has undertaken a strategic review of the direction of the organization and has adopted a new, five-year strategic plan (2017-2022) that supports a revamped mission and vision for the organization and a renewed focus on the delivery of our mandate as a specialized post-secondary institution. As part of the strategic review, Banff Centre completed an organizational restructuring in early 2016-17 that is reflected in the operating budget and forecasted revenue and expenses below and will allow the Centre to continue delivering high quality services in a financially sustainable manner. Other strategic initiatives are also reflected in forecasted revenue and expenses. The capital and operating costs associated with deferred maintenance, IT requirements and equipment to be funded with planned debt financing (see Appendix F) has been reflected in the tables below; however, the capital and operating costs associated with the priority projects set out in Appendix F have not been reflected in the tables below until it is determined that the various appropriate sources of funding are available.

Financial and budget information are presented in Tables 1 – 3 below. Table 1 provides a summary of budgeted revenue and expenses for 2016-17 and forecasted revenue and expenses for 2017-18 and 2018-19. Table 2 provides expenses by object (i.e., the nature of expenses) for the same budget and forecast periods. Finally, Table 3 provides a summary of budgeted cash flows for 2016-17 compared to actual cash flows for 2015-16. Financial assumptions are explained in detail below.

Table 1: Consolidated Statement of Expected Revenue and Expenses <i>(in thousands of dollars)</i>	Budget 2016-17	Forecast 2017-18	Forecast 2018-19
Revenue			
Government of Alberta grants	\$ 20,120	22,198	22,598
Federal and other government grants	2,379	2,379	2,379
Sales, rentals and services	26,321	28,821	30,990
Tuition and related fees	3,887	4,012	4,262
Donations and other grants	6,470	6,740	7,315
Investment income	2,044	2,320	2,430
Amortization of deferred expended capital contributions	4,235	4,285	4,335
	65,456	70,755	74,309
Expense			
Arts programming	19,978	20,863	21,597
Leadership programs	4,715	6,363	6,517
Institutional support	12,451	13,260	13,305
Facilities operations and related costs	12,572	13,369	14,293
Ancillary operations	15,290	16,883	17,504
	65,006	70,738	73,216
Excess of revenue over expense	\$ 450	17	1,093

Table 2: Expense by Object <i>(in thousands of dollars)</i>	Budget 2016-17	Forecast 2017-18	Forecast 2018-19
Expense			
Salaries, wages and benefits	\$ 34,684	36,491	37,383
Purchased services	5,636	5,912	5,927
Materials, goods and supplies	4,262	5,515	6,364
Scholarships and financial assistance	3,128	3,288	3,296
Facility operations and maintenance	3,521	4,094	4,549
Utilities	1,689	1,704	1,704
Travel, training and related costs	2,172	2,152	2,158
Rentals and equipment	1,022	1,114	1,169
Marketing and recruitment	2,416	2,517	2,073
Financial costs	495	862	923
Amortization of capital assets	5,981	7,089	7,670
	\$ 65,006	70,738	73,216

Table 3: Budgeted and Actual Cash Flow Statements <i>(in thousands of dollars)</i>	Budget 2016-17	Actual 2015-16
Operating Transactions		
Excess of revenue over expense	\$ 450	475
Non-cash items:		
Amortization of capital assets	5,981	5,881
Loss on disposal of capital assets	-	259
Amortization of deferred expended capital contributions	(4,235)	(4,235)
Change in employee future benefit liabilities	(42)	(43)
Other non-cash adjustments	(3)	(2)
Change in:		
Accounts and grants receivable	(27)	(218)
Inventories and prepaid expenses	523	(681)
Accounts payable and accrued liabilities	(950)	1,592
Unearned revenue and deferred contributions	(60)	1,359
Deferred contributions	373	(67)
Cash provided by operating transactions	2,010	4,320
Capital Transactions		
Acquisition of capital assets	(21,382)	(1,888)
Cash applied to capital transactions	(21,382)	(1,888)
Investing Transactions		
Purchases of investments, net of sales	(6,578)	(9,323)
Endowment investment return, net of distributions	-	1,793
Cash provided by investing transactions	(6,578)	(7,530)
Financing Transactions		
Long-term debt advances	16,370	-
Long-term debt principal repayments	(90)	(360)
Long-term deferred contributions, capital	2,936	1,798
Endowment contributions and transfers	3,129	4,099
Net cash provided from financing transactions	22,345	5,537
(Decrease) increase in cash and cash equivalents	(3,605)	439
Cash and cash equivalents, beginning of year	7,095	6,656
Cash and cash equivalents, end of year	\$ 3,490	7,095
Cash and cash equivalents, end of year, is comprised of:		
Cash on hand and demand deposits	\$ 635	635
Money market funds and guaranteed investment certificates	2,855	6,460
	\$ 3,490	7,095

FINANCIAL ASSUMPTIONS

- 1. Government of Alberta, Federal, and other government grants** – Government of Alberta grants include the Advanced Education base operating grant, the Peter Lougheed Leadership Initiative Funding (“PLLI funding”), the Infrastructure Maintenance Program Funding (“IMP funding”), and other Alberta grants. In the budget and forecast periods, the Advanced Education base operating grant is projected to grow by 2% each year. For PLLI funding, \$3.5 million is expected to be received each year. IMP funding is budgeted at \$0.8 million in 2016-17, \$1.0 million in 2017-18, and \$1.1 million in 2018-19. Other Alberta grants are budgeted at \$0.2 million in 2016-17 and the subsequent forecast periods. Federal and other government grants are expected to remain at current levels of \$2.4 million for the budget and forecast periods.
- 2. Sales, rentals and services** – Sales, rentals and services are budgeted to decline modestly in 2016-17 to \$26.3 million and then are forecasted to increase by 9% in 2017-18 to \$28.8 million and an additional 8% in 2018-19 to \$31.0 million. Increases in 2017-18 and 2018-19 are derived from forecasted increases in conference and hospitality sales due primarily to the renovation of the Lloyd Hall Residence Building (“Lloyd Hall renovation”), which will increase capacity and improve the value of the offering. Modest additional increases have also been included in the forecast periods. These increases are partially offset by reductions for triennial programing not occurring in the forecast years.
- 3. Donations and other grants** – Donations and other grants are budgeted at \$6.5 million in 2016-17, increasing to \$6.7 million in 2017-18 and \$7.3 million in 2018-19. Donations are expected to increase by 5% each period based on expected improvements in the economy, with other grants and sponsorships supporting arts and leadership programing accounting for the remaining changes.
- 4. Tuition, investment income, and amortization of capital contributions** – Tuition and related fees for arts and leadership programming are budgeted at \$3.9 million for 2016-17, increasing to \$4.0 million and \$4.3 million in 2017-18 and 2018-19, respectively. Forecasted increases are primarily derived from leadership programing. Budgeted endowment earnings for 2016-17 are \$2.0 million based on expected investment income distributions and drawdowns of prior year amounts included in deferred contributions. Endowment earnings are expected to increase in the forecast periods to \$2.4 million in 2018-19. Amortization of deferred expended capital contributions is budgeted to remain at current levels of \$4.2 million increasing marginally in the forecast periods.
- 5. Salaries, wages and benefits** – Compensation costs have been budgeted to decline 1% in 2016-17 to \$34.7 million due, in part, to net cost savings from organizational restructuring. In 2017-18, additional compensation savings from the restructuring are offset by increases attributable to support staff pursuant to the Collective Agreement, modest management staff increases, increased staff required as a result of the Lloyd Hall renovation, and investments in arts and leadership programing resulting in a total increase to \$36.5 million. In 2018-19, compensation costs are forecasted to increase to \$37.4 million.
- 6. Other expenses** – Material goods and supplies, financial costs, and amortization are budgeted to remain at current levels in 2016-17 then increase in the forecast periods, in part

due to the Lloyd Hall renovation that is forecasted to add \$2.0 million and \$2.9 million in costs in 2017-18 and 2018-19, respectively. These include forecasted materials, goods and supplies increases of \$0.9 million in 2017-18 and a further \$0.7 million in 2018-19, \$0.3 million of interest annually on borrowings to fund the Lloyd Hall renovation, and \$0.6 million of capital asset amortization annually. Facility operations and maintenance costs are budgeted at \$3.5 million in 2016-17, increasing to \$4.1 million and \$4.5 million in 2017-18 and 2018-19, respectively, based on planned maintenance activities and forecasted cost increases. Marketing and recruitment costs are expected to increase to \$2.4 million in 2016-17 and \$2.5 million in 2017-18 to support strategic planning initiatives, returning to sustainable levels in 2018-19. In addition to the impact of the Lloyd Hall renovation described above, financial costs and amortization are forecasted to increase based on other forecasted capital expenditures and related financing. Purchased services; scholarships and financial assistance; utilities; travel, training and related costs; and rentals and equipment are expected to remain at current levels for the budget period with cost increases in the forecast years and nominal changes related to strategic initiatives and triennial programming not occurring in the forecast periods.

APPENDIX B - ENROLMENT PLAN AND PROPOSED PROGRAMMING CHANGES

Arts

Performing Arts

Music programs will continue to evolve their pedagogical model towards more peer-to-peer development opportunities, more original composition and creation in music and dance – elements that will meet the ongoing demands of music participants and reflects the way they wish to learn. Furthermore, opera programs will continue to explore new approaches to the art form in collaboration with national and international partners through one full development program annually.

Dance programs will continue to explore new directions in choreography, dance performance, and design while bringing world-class talent to the Centre through a hybrid presenting/creation and workshop model. This allows for participants to be engaged in and learn from the entire creative process from incubation to presentation.

The world-renowned Playwrights Colony for theatre participants will be tasked with increasing its visibility and impact through planned open studio performances for audiences and an evolving program that will permit the commissioning and production of new work with Canadian and international partners through creation/production programs. “Pitch” sessions for performing arts managers to assess new work in development will become part of the program to connect with national and international production partners and provide artists with further opportunities to develop, produce and present new work.

Visual, Digital and Media Arts

This area will continue to evolve world-class programs, offering 24/7 access to facilities and studios and unique access to trained artists who provide technical, material, and conceptual support; both of these differentiate the Centre from other visual arts programs, nationally and around the world. Furthermore, the Centre will use these mediums and continue to offer extensive community engagement programs for youth in Banff and Indigenous schools in Morley and Stoney, as well as strong contributions to Centre events such as the Children’s Festival, identified as a unique contribution by the Centre to the local community and Alberta.

In the future, the Centre foresees the strategic development of summits/symposia, labs, workshops, and skills based training programs in response to identified gaps across cultural industries in Alberta (film; television; digital gaming; music recording; technical theatre such as rigging, lighting and sound).

Therefore, the Centre will provide:

- A forum for cultural industries through summits and symposia.

- Advanced training and development opportunities that will position Alberta and Canada as globally competitive within contemporary cultural industries.
- Increased access to new digital technologies.
- Development of new skills valued by a diversified economy.
- Honing of specific skills which are relevant to the industry.
- Access to needed programming for mid to senior cultural industry professionals.
- Development opportunities with external partners with whom we co-design labs, summits and workshops.

Accelerator workshops would enhance the development of practitioners by supporting customized programs that help “accelerate” skills to meet industry needs.

Labs will provide access and opportunity for practicing professionals to move their craft to the next level and will be designed as short intensives to support professionals already in the industry. Summits/symposia will take a leading role in discourse on sustainability and creativity in the cultural industries related to new forms of creativity and engagement with technologies required in today’s digital world.

Literary Arts

Literary programs are developing new residency models including shorter workshops and “intensives” that diversify the participants and attract higher calibre faculty to the Centre. International, high-profile faculty are attracted by the new formats, including genre-drive residencies (memoir, crime, environmental writing, etc.) and an innovative digital narratives residency.

Practicum Programs

Training and practicum programs will undergo a full review in all arts and production departments to ensure that skills-based training is fully relevant to practitioners and the sector today (i.e. training will be increasingly collaborative and interdisciplinary, and involving new technologies in all art forms).

Leadership

The strategic ambitions of the Centre’s Leadership programs will continue to work towards a more focused, relevant, and inclusive approach, providing broader impact, value and access to our portfolio of programs. Leadership is thus focused on more fully embracing this potential and a coherent and rigorously developed system of leadership offerings that are seen as unique, leading edge (in many areas) and relevant in the market. The intent within current planning timelines is that this perspective on leadership will be realized over the next two years to build a highly competitive brand that supports the overall mission of the Centre now that a new overall Banff Centre strategic plan is in place to better align and direct that process.

The development of this more coherent training narrative will reflect and build on, for example, the strengths of our highly successful Indigenous Leadership programs: rigorous academic foundations, strong and clearly stated values behind the teaching, effective feedback loops as programs are presented and refined, and a high ratio of applied knowledge to theoretical frameworks.

Building on these core competencies already established at the Centre, we will review and enhance (as applicable) our offerings in all areas. For the remainder of fiscal 2016/17, we will be engaged in faculty consultations and prototyping for new programs, additional custom programs devoted to creativity, and the continued development of a leading Cultural Leadership curriculum to be rolled out in fiscal 2017/18. Alongside these initiatives, we uphold a continuing commitment to our Open Enrolment programs, which will present the “best of” the work developed in other strands to the broader public.

While we focus our programs, Leadership will also seek to increase its business model offerings for corporate clients, which apart from helping build capacity, innovation and strengthen sectors, will also ultimately enable higher revenue generation in appropriate areas (e.g., open enrolment and some arts and custom programs) to assist with the Centre's overall sustainability. We believe we have the base upon which we can develop Leadership programs that are seen as highly valued and innovative training models, with distinctive attributes to bring to the market.

The priorities for the work through to the end of fiscal 2016 /17 in Leadership will include:

- A review of existing programming to audit and edit for quality and relevance;
- Continued discussions with the University of Alberta to ensure further development of collaborative opportunities, meeting the needs of both the Centre and our partner;
- The identification of at least four national partnerships that will position the Centre favourably in the leadership training and development area;
- Greater intellectual integration with the work of Arts Programs;
- Supporting the quality and content of Conference programming; and
- Working with other departments to create effective cross-functional teams as indicated by the restructuring.

During fiscal 2017/18, we will focus on expanding our digital efforts, including:

- Exploring digital offerings that will broaden accessibility;
- Bringing our acclaimed artistic production values to the Leadership work in order to distinguish the Banff Centre brand, in line with government support of digital work and distribution in culture;
- Exploring the development of training for cultural leaders in the use of digital technologies to advance their work (in partnership with Arts); and

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- Seeking at least one partnership nationally in this area.

Once the portfolio of Leadership programs is fully established for external markets, we will examine how the training on offer can also provide value for staff development in consultation with other departments.

Full-Load Equivalent (FLE) enrolment projections

2016-17: 540

2017-18: 540*

2018-19: 540*

*Banff Centre anticipates greater participation with the introduction of accessible, public-facing symposia and summits as innovative mediums of higher-level learning in the arts. With this new initiative, we will keep the Ministry apprised of its impact on our FLE count and projections.

International student enrolment projections

An essential uniqueness and appeal of our programs to Albertan and Canadian participants is the exposure to and collaboration with international artists and leaders within their program. Additionally, the network of artists and leaders from Canada and around the world on campus at any given time adds an enriching and organic layer of learning outside the studio. International artists and leaders bring unique and interesting perspectives to our programs that Canadians can learn from, and in turn we find the international participants gain immeasurably as well from the interaction with the Canadian perspective. To this end, we plan to maintain our 25% International make-up within our programs, split equally between US and other.

APPENDIX C – RESEARCH, APPLIED RESEARCH AND SCHOLARLY ACTIVITIES

Research at Banff Centre is critically reflexive: it enhances our mandate by extending opportunities for creative learning and growth. Research priorities include artist and cultural-leadership education; capacity building and leadership development for Indigenous leaders and arts; advanced-skills and career-management; strengthening relationships between artists and communities; and building mutually supportive networks across the cultural, education, and innovation sectors, to increase knowledge-sharing and emerging best practices in rapidly evolving new economies.

Expand knowledge and opportunities in creative industries through applied research, focusing on preparing creative learners and leaders for the knowledge economy.

Banff Centre's programmatic focus is on residencies that integrate and innovate across arts disciplines. Applied research and arts programs at the Centre foster innovation within and across writing, curatorial practices, Indigenous arts practices, performing arts and creation, media production and within a variety of digital art forms and technologically enhanced production methods.

Through applied research, Banff Centre develops opportunities that prepare artists, arts technicians, and cultural workers for the demands of the global workforce, marketplace, and the social realities of the 21st century. Research will focus on learner experience, emphasizing advanced creation opportunities, skills in the digital arts, and career training required to sustain cultural sector careers in the knowledge economy.

Through applied research that focuses on the intersections between arts & culture, creativity and leadership, Banff Centre will develop new opportunities for learners from across sectors that build on the strengths of the institution in new ways. This applied research will initially help re-establish the reputation of Banff Centre being the preeminent place in the country to develop leaders and leadership for the arts and culture sector, but it will then also allow for credibility around content and methodology for public, corporate and community focused leadership programming.

Expand research collaborations and partnerships

Banff Centre's research is enhanced and supported by a number of external partnerships, including universities, governments and the private sector. We will continue to build external partnerships through collaboration with academic, creative, and technology partners. We will build on research efforts to date (in digital technology and creative practices) with new research into creative and career opportunities for artists working in the knowledge economy.

Partnerships in this realm will include other institutions in Alberta's adult learning system, national and international post-secondary institutions, as well as partners at the community, municipal, provincial, and federal levels. Emphasis will be placed on connecting artists with pan-Canadian business, advanced education, and innovation partners to develop creative opportunities that drive the cultural sector. Banff Centre will explore the viability of long term partnerships that combine educational, for-profit and non-profit organizations. Collaboration

across local and international networks will increase opportunities for Albertans and will build capacity to lead the Canadian cultural sector at a global level.

Ensure the continued relevance and quality of our Indigenous leadership and management programming through a healthy applied research approach

Through the integration of Indigenous Wise Practice applied research learning in to content and materials, both in our Indigenous and non-Indigenous focused offerings, we will continue to offer strengths based approaches to increasing the skills and abilities of communities across Alberta and the country. This research allows us to continue to build our global reputation as a leader in this critically important work. The applied research also helps serve as a strong foundation as we develop expanded offerings that help Canadians of all walks of life play their role in realizing the recommendations of the Truth and Reconciliation Commission.

APPENDIX D - COMMUNITY OUTREACH AND UNDERREPRESENTED LEARNERS

Banff Centre will continue to engage with communities by providing access and opportunities for artistic experiences, convening, learning, recreation, education and leadership development. By pursuing ongoing collaboration with key community stakeholders, we are able to provide educational opportunities at a community level throughout Banff and the Bow Valley. Banff Centre will undertake a strategic review and expansion of our current arts-based and leadership outreach activities in the coming year to build on strengths and offer more access to our programming in local communities.

Arts

A major part of our public programming through Banff Centre's Visual and Digital Arts is focused on the learning and growth of youth in rural, urban and Indigenous communities in the Bow Valley and southern Alberta.

Working closely with local school counsellors, teachers, cultural advisors and Elders, Banff Centre identifies local needs, challenges and opportunities for specific groups and connects Banff Centre programming and expertise with local school programming to enhance visual literacy, agency and storytelling abilities. The programs introduce students to various arts-based skill sets and engage in activities such as ceramics, digital photography, lighting, early analog photography processes, virtual reality, rapping and social justice, painting, songwriting, performance and installation. These programs are provided at no cost to the schools or partner organizations.

Indigenous Arts programs will continue to have a subsidized application fee and 100% scholarship including the residential costs, to the Indigenous participants. We continue to actively seek out donors to assist in travel costs for Indigenous participants.

Leadership

Banff Centre actively fundraises and partners with corporate donors to ensure a consistently high level of scholarship for open enrolment programs designed for leaders who identify as Indigenous or are employed with an Indigenous organization. In most cases, 70% of full program costs for these individuals are covered through scholarships.

Moving forward, our Indigenous programming will continue to build relationships with neighbouring First Nations to better support participation from these underserved communities, and plans are underway to expand our capacity to work directly in Indigenous communities to remove any barriers related to travel costs for participants.

APPENDIX E - INTERNATIONALIZATION

A strong global perspective is critical to Banff Centre's mandate and role in the training of artists and leaders. Since 1933, it has attracted artist, leadership and conference participants from Alberta, Canada, and around the world – helping our institution reach new heights as a place of higher education that is truly world class.

Banff Centre is an international leader in contemporary arts practice across a diversity of disciplines. By attracting artists from around the world to participate in our programs, we enrich the learning experience for all artists on campus, keep our programs globally relevant, and train our artists and practitioners so their skills are globally recognized and acknowledged, leading to employment in Canada and around the world.

As with all other sectors, technology has changed the world of arts and culture, accelerating changes in practice, expanding connectivity of arts communities around the world and giving artists new tools of production and distribution of their work.

As a result, our programs are enriched by partnerships with cultural organizations spread throughout Canada and internationally – and we will continue to expand current international partnerships which include: 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 Tomir Ohtake (Brazil); Denmark Ministry of Culture; Fondo Nacional para la Cultura y las Artes (FONCA, Mexico); College of Culture, the Barbican (England); the Institut Francais; the French Consulate; Chopin Piano Competition; the Sundance Institute; NBC Universal; Goethe Institut among others.

APPENDIX F - CAPITAL PLAN

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

Deferred Maintenance

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

The following are some high-level examples of repairs needed as part of the Centre's deferred maintenance:

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

As available infrastructure funding does not meet the deferred maintenance value, project selections and prioritization is carefully scrutinized during the annual capital planning process. Buildings which are scheduled to be replaced or significantly restored use the limited funds available for major roof repairs, major building envelope repairs, major mechanical and electrical upgrades or repairs. In addition to annual planning, a capital working group analyzed long term needs and put forward recommendations which have been adopted in the institution's strategic plan. This includes a framework to eliminate deferred maintenance over the longer term, including a prioritization of near term priority capital projects.

Debt Financing for Deferred Maintenance, IT Requirements and Equipment

As part of the Centre's strategic planning process, the Centre reviewed its requirements in relation to unfunded deferred maintenance that will not be addressed through the priority projects below, information technology as set out in Appendix G and essential equipment with no sources of funding. The plan adopted requires bank financing through a revolving term/lease facility up to \$10 million for which approval is being sought from Alberta Advanced Education.

The amortization and interest related to these capital expenditures and related financing have been reflected in the financial and budget information included in Appendix A.

Priority Projects

The following projects have been identified as part of a broader campus master plan as facilities requiring significant rehabilitation and upgrades, and will commence within the next three to five years – pending provincial, federal, and private sector investment. These facilities are integral to our programming and enrollment plans – and their deficiencies and safety issues will continue to be detailed in the Alberta Infrastructure’s Building and Land Information Management System (BLIMS). Given the proposed timing and level of uncertainty in terms of the sources of funding for these priority projects, the financial implications related to these projects have not been reflected in the financial and budget information included in Appendix A.

Priority 1: Theatre and Learning Complex – Major Preservation

Total Project Estimate: \$160.8 million

Additional capacity: Project will accommodate up to 7.5% FLE enrolment growth over the next 10 years.

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

The scope of work for this extensive preservation and rehabilitation project is as follows:

- An extensive renovation to the Theatre complex, including the backstage, production shops, seating, acoustics, and the foyer;
- Replacement of the existing Margaret Greenham Theatre with a flexible digital artist lab used for interdisciplinary performance and content sharing;
- Addition of a 100-125 seat Film Screening Room to support artistic film screenings, lectures, and participant learning;
- Upgrading and expanding meeting spaces to support artistic workshops, symposia and summits;
- Replacement of end-of-life Dance Studios that will support creation and artistic training;
- Replacement of the “Club” venue with similarly-sized performing space for participants and artists;
- Additional parking to meet participant and audience needs, as well as requirements for the Town of Banff;
- Enhancements to tech infrastructure to meet current needs for artist learning, creation, and access;

- Upgrades to ensure environmental sustainability and reduce our ecological footprint.

A preliminary business case and request for funding for this project will be presented to the Ministry by fall 2016.

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

Total Project Estimate: \$14.0 million (preservation), \$1.957 million (abatement)

This project addresses critical health and safety issues affecting the campus' primary participant residence – Lloyd Hall. As our arts and leadership programming is completely residency based, accommodations are critical to the learning experience. Opened in 1965 with no significant upgrades since, the facility no longer meets the needs and expectations of participants and falls short of current building code regulations, including health and safety enhancements. The project will also address 90% of the existing deferred maintenance currently estimated at \$7 million, and significantly upgrade the facility to be energy efficient and accessible to all abilities.

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

A proposal has been put forward for the abatement to be funded by the Government of Alberta. The remaining preservation costs will be funded by Banff Centre through operating and debt as submitted in the form of a business case to the Alberta Capital Finance Authority for approval on March 14, 2016.

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

Total Project Estimate: \$18.8 million

Additional capacity: Increased/improved residential capacity to achieve strategic initiatives, including anticipated practicum growth as a result of the Theatre and Learning Complex project.

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

The project will add approximately 60 new housing units, replace several existing units, and refurbish and reconfigure rooms within the existing on-site dormitory style residence to increase capacity and functionality.

A proposal will be put forward to the Ministry of Advanced Education and shared with other relevant ministries to seek provincial investment in this critical area of need.

APPENDIX G - INFORMATION TECHNOLOGY

Banff Centre depends on Information Technology infrastructure and systems to serve our artists, participants and staff efficiently and effectively. From a thorough review of Information Technology at Banff Centre it was determined that much of the infrastructure and systems have not been maintained appropriately. This has resulted in our institution relying on older and, in some cases, unsupported versions of the technology and dealing with a backlog of deferred maintenance.

Information protection and security is of the utmost concern for Banff Centre. Continuous improvement in security practices to protect our digital assets and the privacy of users is an absolute requirement.

The cost to appropriately protect critical data is increasing rapidly with solutions needing to be updated or supplemented at a quicker pace than in the past. The cost to maintain a secure environment is increasing at an alarming pace. With security not being an option the cost is taking away from other areas.

As part of an overall strategic plan, Banff Centre has developed a five-year plan to revitalize its infrastructure and enterprise applications. It has been determined that the backlog of critical infrastructure and application upgrades will require \$7.5 million dollars of additional funding over the next 5 years beginning in 2016-17, which has been included in the debt financing requirements set out on Appendix F.

Banff Centre recognizes and embraces partnerships with other institutions in Alberta's adult learning system (such as the University of Alberta) and other organizations to leverage technology solutions that create or shift capacity and reduce costs in managing Information Technology needs. Banff Centre has been a strong partner and recognizes the value in the Shared Data Centre initiative. By keeping the systems and data within the Alberta post-secondary environment we can take advantage of a shared service while ensuring protection of the data. The Shared Data Centre also facilitates business continuity and disaster recovery capabilities through the use of a cost-effective offsite solution. Banff Centre is also engaged in the Shared Services pilot projects planned for 2016/17. The Shared Services will allow the partnering institutions to take advantage of the group buying power as well as shared knowledge and resources.