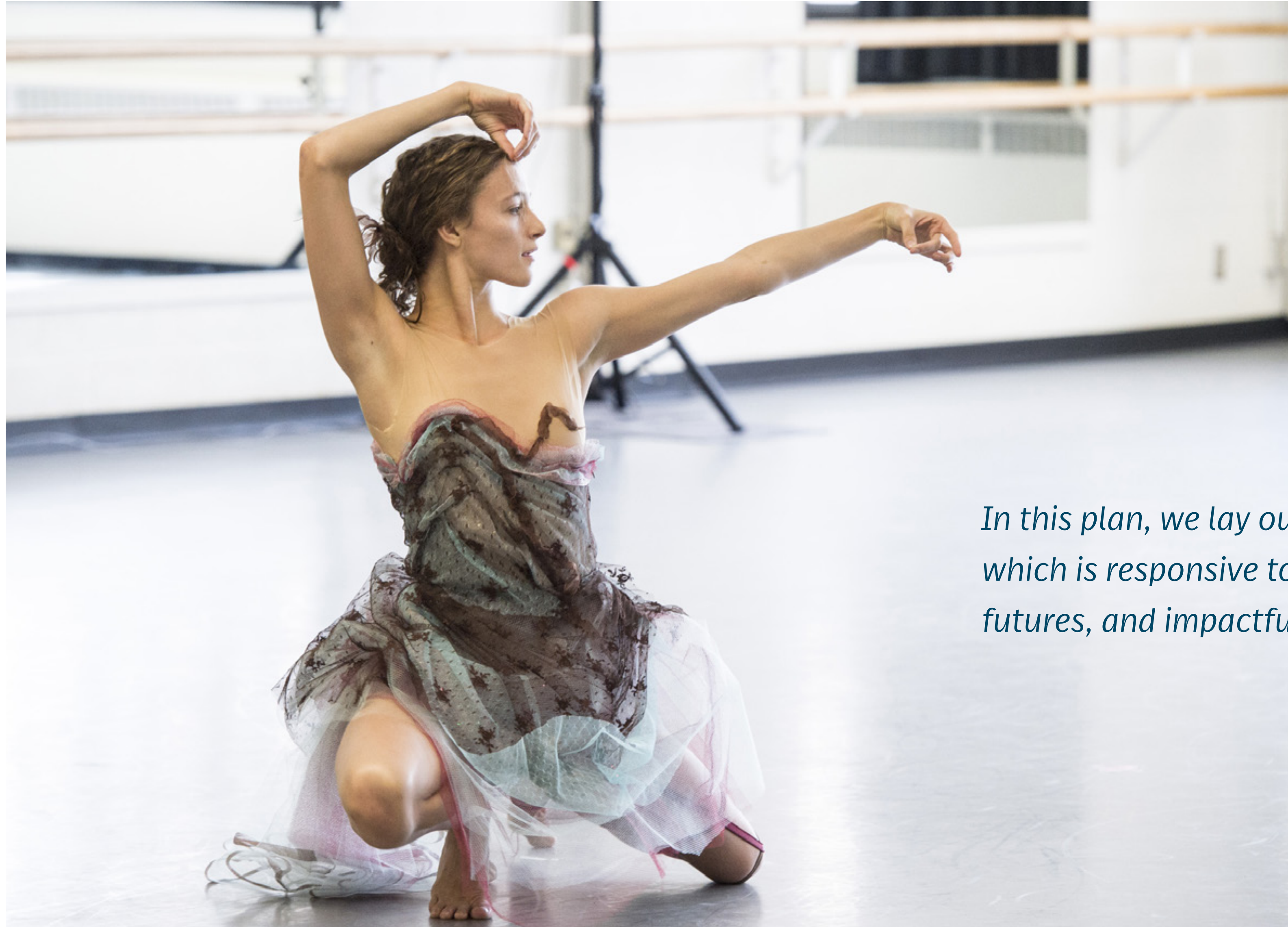


CREATIVE PATHWAYS

Banff Centre's Strategic Plan: April 2021



*Taylor Drury.
Design for Dance
Program, Banff Centre.
Photo by Jessica Wittman.
Costume design by
Myron Elliott.*

*In this plan, we lay out a future for Banff Centre
which is responsive to our times, relevant to our
futures, and impactful for those it serves.*

A Message

Message from Chairman of the Board of Governors, Adam Waterous and President and CEO, Janice Price

Banff Centre advances and inspires creativity and ignites the unique contributions our participants make across artistic disciplines, leadership in many fields, mountain culture, and the environment. The experience of the COVID-19 pandemic has afforded many organizations, including Banff Centre, time to reflect on what it means to be resilient through adversity, and what the future holds. In its 88-year history, Banff Centre has adapted many times to fulfill its purpose as circumstances and needs have changed. We will continue to forge new, creative pathways.

The development of this plan began in late 2019, before the onset of the pandemic and was interrupted, and then informed by, the societal changes accelerated by this historic global event. Banff Centre will emerge from this period renewed and resilient, taking on exciting and emerging opportunities.

There is no stated end date for this plan. Written at a time of exceptional global uncertainty, it provides a set of key strategic future pathways which will be flexibly pursued in the changing landscape of the next few years. We share a deep belief that Banff Centre has an unparalleled opportunity to fulfill its potential as a purpose-driven organization with an entrepreneurial spirit, engaging in partnerships with others, and listening to our communities. We have a high-achieving work culture that ignites the power of creativity in the diverse artists, leaders, and audiences who participate in Banff Centre programs.

Banff Centre has been one of Canada's and Alberta's most important cultural institutions for close to nine decades and supports our region through valuable cultural, social, and economic contributions. Banff Centre is a key institution within Banff National Park and the Rocky Mountain Parks World Heritage Site, on the side of Sacred Buffalo Guardian Mountain – a place to envision and to create.

We are looking to the future, strengthening our relationships with each other and the world, motivated by a belief in our unique place and purpose, taking inspiration from mountain culture and the environment. The world needs inspiration and creativity more than ever, and we will continue to be a catalyst of connection, thought and exploration of the extraordinary potential of the human spirit.



Janice Price
President & CEO
Banff Centre



Adam Waterous
Chairman of the
Board of Governors
Banff Centre

An illustration of a forest scene. Three large, dark-trunked trees with green pine needles stand in the foreground. The ground is a mix of green and brown, with several dark rocks scattered around. In the background, there are rolling hills and mountains in shades of blue and green, with some white patches representing snow or clouds. The sky is a light blue. The overall style is flat and graphic.

BANFF CENTRE'S ROOTS

Convening

Arts

Leadership

A Centre for Arts, Leadership, and Convening

The inspiration for the visual design for this strategic plan comes from the natural world around Banff Centre.

It considers how the cycles of nature inform us and can be a source of renewal and inspiration.

Like the serotinous cones of the Lodgepole Pine Tree, whose seeds are released by the heat of a fire, Banff Centre will support new growth, while remaining grounded and nourished by its historical roots. It will be inspired by the beauty and resilience of the surrounding forest as it creates new pathways for the future.

*Illustrations and design
by Christine Majer.*

PURPOSE

Banff Centre exists for the advancement of creative potential that enriches our world.

MISSION

Banff Centre brings artists, leaders, and communities together to create, collaborate, share, envision, learn, and be inspired.

VISION

To be a catalyst for creativity and thought, where potential is realized.

To inspire leaders – artists, cultural, business, and community – to conceive powerful ideas and create new work that can be shared with and improve our world.

To experience the power of the mountains, particularly our home on Sacred Buffalo Guardian Mountain, supported by talented employees and thought leaders, to envision and to create, and be in relationship with our environment and each other.

To be accessible, open, respectful, and welcoming as we build new connections across disciplines and cultures, create new learning opportunities for participants, and enhance and share knowledge and experiences with each other locally and globally.

Banff Centre's Roots

In its 88-year history, Banff Centre has adapted and grown to meet the needs of artists and leaders over time. It is evolving once more.

This plan describes five future pathways:

**Create, Connect, Grow,
Partner, and Engage.**

As Banff Centre follows these pathways, it will continue to be guided by its history and remain committed to its roots:

1. Banff Centre will remain a multi-disciplinary educational institution, fostering creativity and offering programming across artistic disciplines, in cultural and Indigenous leadership, mountain culture, and the environment.
2. Banff Centre will remain committed to a healthy and safe work and learning environment, encompassing the principles of diversity, equity, and access.
3. Banff Centre will continue to be inspired by and preserve the unique sense of place of its home in the mountains on Treaty 7 territory, in Banff National Park, and the Rocky Mountain Parks World Heritage Site, whether delivering programming on-campus or digitally.
4. Banff Centre will leverage its campus facilities to convene from near and far summits, conferences, meetings, and public presentations that encourage creativity and the global exchange of ideas.
5. Banff Centre will remain a registered charity, with a balanced financial model that includes funding from individual donors, private sector contributions, public grants, and own-sourced entrepreneurial revenue-generating activities.

The background is a stylized illustration of a forest. It features several large, dark-trunked trees with green, needle-like foliage. The ground is a mix of green and blue, with scattered dark rocks. In the distance, there are rolling hills and mountains in shades of blue and green. A central light green rectangular box contains text.

CREATIVE PATHWAYS

Banff Centre brings artists, leaders and communities together to create, collaborate, share, envision, learn, and be inspired.

Grow

Create

Engage

Partner

Connect



What we do and how we do it:

By diversifying the ways Banff Centre generates revenue, embracing innovation and emerging global, digital opportunities, it can grow its financial capacity to be more resilient in the future.

*Buddy Wesley, and
Jason Botkin in the
Anârapâtâ - Listen to Me:
Indigenous Arts Open
Studio, Banff Centre.
Photo by Jessica Wittman.*

Banff Centre brings people together to create, learn, and be inspired.

Banff Centre is a **post-secondary institution**. It provides educational and training programs across artistic disciplines, leadership development, mountain culture, and the environment.

Banff Centre is a **place of convening and thought leadership**. Banff Centre is proudly located on the side of Sacred Buffalo Guardian Mountain – a place to envision and to create. It hosts conferences and summits that bring people together both physically and virtually to be inspired by the environment and each other in seeking ways to improve the world.

As a **publicly accessible campus for events, summits, festivals, performances, and exhibitions**, Banff Centre has multiple venues to experience creativity and art in many forms through both free and ticketed offerings, connecting people around the world in place and in shared experiences. It is home to internationally acclaimed festivals such as the Banff International String Quartet Festival and Competition, and the Banff Centre Mountain Film and Book Festival and World Tour.

Banff Centre is an entrepreneurial leader among post-secondary institutions.

It is a publicly accessible, board-governed institution. Over several decades, Banff Centre has developed a funding model for its charitable activities that balances grants from the Alberta and federal governments, major gifts from the private sector, donations from a long list of generous supporters, together with earned net revenue through various entrepreneurial activities, including its reputation as a vibrant conference and hospitality destination. This structure allows Banff Centre to support artists and leaders in both the quantity and quality of educational and residency programs.

Increasingly, participants and audiences will be able to experience Banff Centre's offerings virtually through our courses and events being held online.

Banff Centre's team and program participants are grateful for the public and private funding that is generously provided by government and donors. With this funding, **Banff Centre delivers public good to the province of Alberta – and to Canada and the wider world** – by advancing creative leaders, supporting the cultural economy, and being a welcoming space for public events and gatherings.

CREATE:

INSPIRING AND ADVANCING CREATIVE LEADERS

Creative Leaders are trailblazers; leaders in their field of creative practice across all artistic disciplines and leaders who are using creativity in their work to support their communities.

Banff Centre is deeply committed to, and has a globally respected track record of, advancing artists and leaders of all kinds and at all stages of their careers, showcasing their work to audiences, and inspiring them to make unique contributions which enrich the world.

To continue to fulfill this purpose, Banff Centre will remain a multi-disciplinary educational institution, fostering creativity and offering programming across artistic disciplines, in cultural and Indigenous leadership, mountain culture, and the environment. Additionally, Banff Centre plans to:

1. **Establish a Creative Digital Strategy which enhances both the development and delivery of creative work:**
 - Recognizing that digital technologies are both creation and communications tools, Banff Centre will invest in and prioritize the ongoing, long-term development of digital activity to continue to be a resource for artists and leaders.
 - Banff Centre will ensure its digital offerings position the Centre as a valuable and impactful resource to artists and leaders, thereby increasing access to Banff Centre and participating in global conversations in our sectors.
 - Banff Centre will connect the creative work of its participants through digital art forms and digital production and performance.

2. With a commitment to diversity of thought as an essential component for creative opportunity, Banff Centre will build on its existing policies and commitments to diversity, equity, and access:

- Banff Centre will develop a framework of staff, governance, programming, and financial plans which support diversity, equity, and access across the Centre, including in its Board, senior management, staff, faculty, and participants.
- This work is strong and compassionate, and calls for authentic exploration, deep listening, and collaboration to build community, and remove barriers to access.

3. Connect to Banff Centre's sense of place as a mountain destination:

- Inspired by its home in the mountains on Treaty 7 territory, Banff Centre will continue to ground all of its offerings, whether in person or online, in the power of this place.
- Banff Centre will uphold the unique character of its home in Banff National Park and the Rocky Mountain Parks World Heritage Site. Banff Centre will build on its stewardship of mountain culture and the environment, as a way to inform, educate and welcome visitors to its campus, located in this sacred place.



4. Explore Banff Centre's impact on the careers of participants:

- As an education and training institution, Banff Centre offers relevant and affordable adult learning experiences that help supply the economy's need for a resilient and diversely-skilled population. By providing a range of opportunities, and responding to stakeholder feedback, Banff Centre contributes to developing an innovative and creative workforce, capable of making meaningful contributions to their communities, organizations, fields, and sectors.
- Banff Centre's alumni are surveyed annually and regularly credit Banff Centre as instrumental in the development of innovative research and exploration. They typically describe their experience at Banff Centre as positively impacting the course of their career, resulting in increased employability or demand for their work.
- Banff Centre will participate in discussions with other post-secondary institutions about evolving models of professional recognition and explore their possible use at Banff Centre.

*iskwē Δ⁹°
songwriter-performer,
and Banff Centre alumnus.
Photo by Kari Medig.*

ACTIONS

Initial Actions:

- Establish the strategy and plan around digital program offerings and the use of new digital tools in artistic, creative, and communication processes.
- Develop detailed implementation and training plans related to diversity, equity, and access. Seek specialized support from trained professionals to assist in the development of these plans.
- Set up a Working Group to explore the scope of Mountain Culture as an area of study; its relationship to the environment; how to align it with arts and leadership programming, and how to reflect it in the organizational structure.
- Examine the possibilities of and develop a framework for new forms of professional recognition for Banff Centre programs.



*Dominica Greene, dancer (left);
Danika Lorèn, soprano (centre);
Katie Miller, mezzosoprano (right);
with Danielle MacMillan,
mezzosoprano. Kopernikus.
Photo by Donald Lee.*

Future Actions:

- Commence implementation of diversity, equity, and access plans.
- Digital strategy implementation.
- Working Group on Mountain Culture and the Environment to report with recommendations to support this work. Accepted recommendations to be implemented.
- Explore professional recognition pilot program.



*Inside the
Hemingway Studio
in the Leighton
Artists Studios.
Photo by
Chris Amat.*



Asalia Arellano, dancer (right); and Kristy Janvier, dancer (left). Banff Centre Intercultural Indigenous Choreographers Creation Lab. Photo by Jessica Witmann.

CONNECT:

IN RELATIONSHIP TO EACH OTHER AND OUR WORLD

Banff Centre is a connector. Banff Centre embraces the relationships it holds, those it helps create, and those that it will form in the future. Banff Centre sees its relationships as reciprocal, with a commitment to reliably set and meet expectations, to be courageous and compassionate, and to make space for sharing of knowledge and expression.

Banff Centre's priorities in these areas will be:

1. Banff Centre continues to work towards true and meaningful reconciliation with Indigenous Peoples in Canada, aligned with the Right Relations Agreement from Banff Centre's Truth and Reconciliation Summit, and in the spirit of the Truth and Reconciliation Commission's Principles of Reconciliation:

- Banff Centre will continue to collaboratively and respectfully develop events and programming that are inclusive of Indigenous knowledge and wisdom.
- Banff Centre will continue to cultivate and reinforce a campus culture that is actively accepting of Indigenous ways of knowing, being, and expressing, including respecting ceremony and cultural practices.
- Banff Centre will require all staff, Board Governors, and Foundation Directors to participate in a Truth and Reconciliation Right Relations Program.

2. Banff Centre is passionate about building teams and developing leaders that promote and value diversity:



Melaw Nakeh'ho, facilitator, and creator of the work; and Took Gregory, participant. Indigenous Arts Urban Moose Hide Tanning Residency. Photo by Jessica Wittman.

- Banff Centre will regularly review and improve on its policies and practices that support Diversity, Equity, and Access across all areas of its organization.
- Banff Centre will require all staff, Board Governors, and Foundation Directors to participate in Diversity, Equity, and Access training.

3. Evaluation and feedback:

- Banff Centre will strengthen and operationalize internal and external evaluation, measurement, and feedback mechanisms, including seeking feedback from its vast network of alumni.
- It will also use data and evaluation as a central tool in making and communicating decisions, and in innovating, making connections, encouraging learning, and advancing its mission.

4. Steward the environment:

- As part of stewarding the land, and following successful efforts to reduce campus waste by approximately 72% as per its [2018 Waste Audit](#), Banff Centre will continue to identify ways to further improve its waste management practices aligning with the Town of Banff's Zero Waste Trail.



*Waawdate Fobister.
Indigenous Arts
Residency participant.
Photo by Jessica
Wittman.*

ACTIONS

Initial Actions:

- Assemble and review all of Banff Centre's current policies that exist to maintain a safe and healthy campus. [Banff Centre Policies and Procedures](#).
- Consistent with commitments made in other areas of this plan, particularly in the CREATE pathway, and in pursuit of fostering a campus that values the sharing of knowledge and expression, Banff Centre will perform a Diversity, Equity, and Access assessment with the objectives of:
 - Reviewing Banff Centre's current diversity, equity, and access practices including the demographics of the Boards, management and staff, recruitment, policies, participant and faculty selection procedures, and training. This will be informed by and measured against best practices.
 - Creating a fuller picture of Banff Centre's strengths and areas for growth in issues of diversity, equity, and access.
 - Developing recommendations for future Banff Centre goals and projects, and metrics to track progress, both qualitatively and quantitatively.

Future Actions:

- Review and operationalize agreed findings of these assessments.

GROW:

REVENUE GROWTH AND DIVERSIFICATION; LEVERAGING BANFF CENTRE'S UNIQUE PLACE AND CONVENING ABILITY

Financial supports to deliver the education and training programs at the core of Banff Centre's mission come from a combination of government grants, sponsorships, individual donations, and earned revenue generated from onsite conferences and hospitality offerings. Banff Centre has been a leader in this balanced revenue model for decades and its enterprising approach to further growth and diversification of revenue sources will be required to continue to support this model. Banff Centre will continue to seek innovative ways to diversify its revenue model.

1. Banff Centre locally:

- Drawing inspiration from the shifts in seasonality of its mountain home, and the incredible global appeal of Banff as a destination, Banff Centre sees opportunity in creating reliable and dependable seasonal programming and events which serve the core purpose of Banff Centre while supporting revenue growth and diversification.
- Banff Centre will engage with the local Bow Valley community to find ways to work together to jointly contribute to growing the local economy and strengthening the local social fabric, while supporting a diversification of Banff Centre's funding model. Central to this will be making more intensive use of the existing campus footprint and seeking fresh, strategic relationships with the local business community and other stakeholders, such as government agencies.
 - These alliances could include the development of a seasonal system for consistently-timed events, such as the Banff Centre Mountain Film and Book Festival which happens each Fall, that aligns with the planning cycles of arts and leadership programming and the natural cycles of our mountain home.

Banff Centre Kinnear Centre for Creativity & Innovation. Photo by Chris Amat. Brian Jungen, *The ghosts on top of my head*, (2010 – 11). Painted stainless steel.

2. Beyond Banff:

Inspired by Banff Centre’s current offerings and pedagogical model, which find energy from mountain culture and the environment, Banff Centre will explore a combination of physical events around the world and digital capabilities for virtual events for global audiences.

- Beyond that, Banff Centre will develop a regular schedule of summits, conferences, festivals and events, aligned with its mission, vision, and purpose.
- The Banff Centre Mountain Film and Book Festival and World Tour, and adaptation to a virtual edition in 2020, is an important example of digital design and dissemination in practice.

3. Mission Support:

As Banff Centre grows, it will continue to use opportunities to share with participants, faculty, guests, clients, and audiences how their involvement enables and supports the achievement of Banff Centre’s mission, vision, and purpose.





ACTIONS

Initial Actions:

- Evaluate cycles and ideas, working with partners in the Bow Valley, create a plan for a series of online and on campus summits, gatherings and festivals.
- Evaluate the types of experiences that Banff Centre offers for various visitors, guests, and participants; undertake planning of product and joint developments, categorized into activities and experiences that can be measured in hours, days, weeks, or months.
- Evaluate the digital platforms and systems that will be needed to enable Banff Centre to hold virtual events for global audiences.
- Create and execute a campus-wide communications engagement plan on articulating Banff Centre's renewed business model.

Future Actions:

- Implementation of plans, product and experience offerings.



PARTNER:

STRATEGIC PARTNERSHIPS TO ENSURE RELEVANT, IMPACTFUL DEVELOPMENT AND DELIVERY OF BANFF CENTRE PROGRAMS

The full realization of this plan creates the opportunity for new, strong partnerships; formalized agreements, built on reciprocity and a shared vision. These may take the form of joint ventures or other means of working together. Banff Centre will actively strengthen existing partnerships and seek out new opportunities with Indigenous organizations, businesses, other arts, educational organizations, and, most importantly, its local community.

Viano String Quartet. First Prize Winners at Banff International String Quartet Competition, 2019. Photo by Jessica Wittman.

1. Banff Centre will continue to purposefully seek partnerships with a wide variety of organizations who share in the belief that by advancing and enabling creative leaders, the world will become a better place. Among others, these include:

- Arts Organizations
- Indigenous Organizations
- Education Institutions
- Research Entities
- Governmental Agencies
- Private Sector
- Thought Leaders
- Non-governmental Organizations
- Service Providers

The partnerships will support Banff Centre’s mission, vision, and purpose, particularly in the areas of:

- Deepening learning and impact
- Expanding its reach and offerings, running from the regional to the global
- Cost sharing
- Increasing capacity
- New resources to support production and dissemination of unique Banff Centre content

ACTIONS

Initial Action:

- Creation of a framework to assess possible partnerships which bring value to Banff Centre and will also be evaluated against areas of mutually aligned interests and values.

Future Action:

- Planning and development of new partnerships.

Banff Centre Shaw Amphitheatre event.



ENGAGE:

COMMITMENT TO CONTINUED COMMUNICATION AND ENGAGEMENT WITH BANFF CENTRE'S KEY COMMUNITIES

The achievement of Banff Centre's mission and vision relies on, builds on, and enriches the work of others. Banff Centre's network includes over 80,000 alumni participants and faculty worldwide, other post-secondary institutions, other national arts organizations, a strong relationship with employees and the Canadian Union of Public Employees, and conference and hospitality guests from around the world. In addition, Banff Centre values its relationships with key stakeholders including all levels of government, its donors and supporters, its neighbouring communities in the Bow Valley and across the province.

Communication, engagement, and partnership are key elements for this work, as is entering with a courageous, curious, and collaborative spirit inspired to build inclusive communities.

1. Banff Centre will build on this robust collection of communities to realize its mission and will actively communicate and engage with members of its key communities through a range of forums as appropriate.
 2. Banff Centre will establish an Alumni Relations Council to provide insights on the ongoing needs and priorities of artists and leaders, their communities, and economies. The Council will also provide advice and direction on maintaining ongoing relationships with alumni as ambassadors of Banff Centre and supporters of its programs.
- With an exceptional assembly of more than 80,000 alumni worldwide, many of whom are leaders in their artistic and leadership disciplines, Banff Centre has much to gain from accessing the wisdom, network, and support of this group of creative leaders.



Indigenous Leadership program participants, Banff Centre. Photo by Chris Amat.



Anna Binta Diallo. Glyde Hall, Open Studios, Banff Centre. Photo by Nahanni McKay.

ACTIONS

Initial Actions:

- Create and share a public and alumni engagement plan in support of the execution of this plan.
- Develop structure and governance model for an Alumni Relations Council.

Future Action:

- Implement plans to engage with members of Banff Centre's key communities and publicly announce the creation of an Alumni Relations Council.

Conclusion

Banff Centre enriches the world by bringing together artists, leaders, and communities to create, collaborate, share, envision, learn, and be inspired. Banff Centre has had an immeasurable impact over almost nine decades on the lives of individuals, Alberta and Canada's cultural economy, the global social fabric, and the local community. Having built on the work of those who came before, Banff Centre will pass on a rich inheritance to future generations.



Creative Gesture
dance program,
Banff Centre.
The Hamlet
Complex,
by Alan Lucien
Øyen. Photo by
Donald Lee.

As the Covid-19 pandemic has changed so much in the world, Banff Centre will adapt as it continues to serve artists and develop leaders. It will strengthen its financial and operational model in support of its mission by growing and diversifying its revenue sources as a publicly-accessible registered charity with an enterprising spirit. Banff Centre will embrace innovation, technology, and digital enhancements to support its on-campus programming and explore global opportunities.

Most importantly, Banff Centre will strengthen relationships with its partners and supporters, and the land on which it is located. It will continue to engage with its wide network with a curious, collaborative, compassionate, and courageous spirit.

Banff Centre's roots are deep, originating in 1933 from a single course in drama during the Great Depression, and growing into a strong educational and training institution with alumni across the globe, making important contributions and acting as ambassadors and key influencers within their networks.

Banff Centre has indeed evolved over time and, through this period of global uncertainty, it continues to adapt and evolve creatively, becoming even more resilient, relevant, and important for the future.

Thank you

As Banff Centre looks ahead to the completion of this strategic plan, it will be with the dedication of its outstanding supporters. The realization of Banff Centre's mission is made possible by its passionate staff – past, present, and future – whose energy and commitment to its purpose advances its collective efforts to be an employer of choice. Without you none of this will be possible.

Board of Governors

Adam Waterous, Chair – Banff, AB
Janice Price, ICD.D, President and CEO – Banff, AB
Ron Hallman – Kemptville, ON
Eric S. Harvie – Banff, AB
Laura Haynes – London, United Kingdom
Andy Kenins, ICD.D – Oakville, ON
Donna Kennedy-Glans Q.C. – Calgary, AB
Judith LaRocque, ICD.D – Ottawa, ON
Letha J. MacLachlan, Q.C. – Calgary, AB
Cherith Mark – Morley, AB
Gay Mitchell, ICD.D – Toronto, ON
Raif Richardson – Winnipeg, MB
Patricia Ruby – Calgary, AB
Jeff van Steenbergen – Calgary, AB
Lis Welch – Vancouver, BC

Foundation Board of Directors

Tim Kitchen, ICD.D (Chair) – Calgary, AB
Gavin Berger – New York, USA
Delia Cristea – Montreal, QC
Andy Kenins, ICD.D – Toronto, ON
Susan P. Kololian – Toronto, ON
Sandy Martin – Calgary, AB
Michael S. H. McMillan, CMA, CPA – Toronto, ON
Janice Price, ICD.D (ex officio) – Banff, AB
Jill Price – Vancouver, BC
Jackson von der Ohe – Edmonton, AB
Adam Waterous (ex officio) – Calgary, AB

Board of Governors

Ad Hoc Strategic Planning Committee

Adam Waterous, Chair – Banff, AB
Donna Kennedy-Glans Q.C. – Calgary, AB
Judith LaRocque, ICD.D – Ottawa, ON
Eric S. Harvie – Banff, AB
Andy Kenins, ICD.D – Oakville, ON
Banff Centre Senior Leadership Team

Senior Leadership Team

Janice Price, ICD.D, President and CEO
Bruce Byford, Vice President,
Administration and CFO (Until Dec. 31, 2020)
Michael Code, Vice President, Operations
David Cox, General Counsel &
External Relations
Howard R. Jang, Vice President,
Arts and Leadership
Valerie Kapay, Vice President,
Human Resources

Strategic Plan Staff and Support Team

The Staff Working Groups formed in the Summer of 2020 with contributions from the business continuity team
Erin Brandt-Filliter, Director of Communications (Writing and editing)
Christine Majer, Graphic Design Lead (Graphic Design and publication)
Marie-Hélène Dagenais, Director of Marketing (Webpage)
Peter Hunt, Consultant, 385 Consulting Inc. (Process design, facilitation, and writing)



Sacred Buffalo
Guardian Mountain.
Photo by Donald Lee.

We acknowledge, with deep respect and gratitude, our home on the side of Sacred Buffalo Guardian Mountain, long a traditional place of gathering, in the beautiful and special territory of Treaty 7. We recognize the past, present, and future generations of Stoney Nakoda, Blackfoot, Tsuut'ina Nations, and Métis from Region 3, who help us steward this land, as well as honour and celebrate this place.



*Joel Janis,
Spoken Word
participant,
Banff Centre.
Photo by
Jessica Wittman.*

Banff Centre is supported by funding from the Government of Alberta through Advanced Education, Alberta Infrastructure, and the Alberta Foundation for the Arts. Arts programs are supported by funding from the Government of Canada through the Canada Council for the Arts and the Department of Canadian Heritage. The Banff Centre experience is also enriched through generous support from individuals, corporations, and foundations.

