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Form **990****Return of Organization Exempt From Income Tax**

OMB No 1545-0047

2009Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

Open to Public Inspection

▶ The organization may have to use a copy of this return to satisfy state reporting requirements

A For the 2009 calendar year, or tax year beginning April 1, 2009, and ending March 31, 2010

B Check if applicable: ☐ Address change ☐ Name change ☐ Initial return ☐ Terminated ☐ Amended return ☐ Application pending	Please use IRS label or print or type. See Specific Instructions.	C Name of organization The Banff Centre		D Employer identification number 98 0078729
		Doing Business As The Banff Centre		E Telephone number (403) 762-6165
		Number and street (or P.O. box if mail is not delivered to street address) Room/suite PO Box 1020, Station 18		G Gross receipts \$ 51,662,705
		City or town, state or country, and ZIP + 4 Banff, Alberta, Canada, T1L 1H5		
F Name and address of principal officer Sam Smalldon PO Box 1020, Stn 18, Banff, Alberta, Canada, T1L 1H5		H(a) Is this a group return for affiliates? ☐ Yes ☒ No H(b) Are all affiliates included? ☐ Yes ☐ No If "No," attach a list (see instructions) H(c) Group exemption number ▶		
I Tax-exempt status ☒ 501(c) (3) (insert no) ☐ 4947(a)(1) or ☐ 527				
J Website: ▶ www.banffcentre.ca				
K Form of organization ☒ Corporation ☐ Trust ☐ Association ☐ Other ▶			L Year of formation 1933	M State of legal domicile AB, CANADA

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: The Banff Centres provides public access to a broad range of educational and professional development experiences with emphasis on the arts, leadership development, and the exploration of issues related to mountain culture and the environment.		
	2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	16
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	16
	5 Total number of employees (Part V, line 2a)	5	647
	6 Total number of volunteers (estimate if necessary)	6	282
	7a Total gross unrelated business revenue from Part VIII, column (C), line 12	7a	
b Net unrelated business taxable income from Form 990-T, line 34	7b		
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9 Program service revenue (Part VIII, line 2g)	24,430,110	23,877,616
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	28,614,507	24,664,863
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	546,523	694,179
	12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	2,441,110	2,426,047
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	56,032,250	51,662,705
	14 Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	0	0
	16a Professional fundraising fees (Part IX, column (A), line 11e)	30,174,489	29,736,165
	b Total fundraising expenses (Part IX, column (D), line 25) ▶	0	0
	17 Other expenses (Part IX, column (A), lines 11e, 11d, 11c, 11b, 11a, 11f, 11g, 11h, 11i, 11j, 11k, 11l, 11m, 11n, 11o, 11p, 11q, 11r, 11s, 11t, 11u, 11v, 11w, 11x, 11y, 11z)	25,028,863	21,806,608
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	55,204,352	51,542,773
19 Revenue less expenses. Subtract line 18 from line 12	827,897	119,932	
Net Assets or Fund Balances	20 Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21 Total liabilities (Part X, line 26)	153,655,161	188,881,711
	22 Net assets or fund balances. Subtract line 21 from line 20	126,392,704	155,712,636
		27,262,457	33,169,075

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer: *Sam Smalldon* Date: *August 3, 2010*

Type or print name and title: *Sam Smalldon, Director of Finance*

Paid Preparer's Use Only

Preparer's signature: _____ Date: _____ Check if self-employed ☐ Preparer's identifying number (see instructions): _____

Firm's name (or yours if self-employed), address, and ZIP + 4: _____ EIN: _____ Phone no: () _____

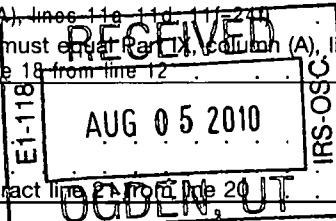
May the IRS discuss this return with the preparer shown above? (see instructions) ☐ Yes ☐ No

For Privacy Act and Paperwork Reduction Act Notice, see the separate instructions.

Cat No 11282Y

Form **990** (2009)

SCANNED AUG 24 2010



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Part III Statement of Program Service Accomplishments**1** Briefly describe the organization's mission.

The Banff Centres provides public access to a broad range of educational and professional development experiences with emphasis on the arts, leadership development, and the exploration of issues related to mountain culture and the environment.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No
If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No
If "Yes," describe these changes on Schedule O

4 Describe the exempt purpose achievements for each of the organization's three largest program services by expenses. Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ **17,584,181** including grants of \$ **NOTE***) (Revenue \$ **11,613,337**)

Arts programs

Direct cost of training students in the full spectrum of Arts.

4b (Code:) (Expenses \$ **2,660,772** including grants of \$ **NOTE***) (Revenue \$ **2,676,738**)

Leadership programs

Direct costs of training participants in Cultural, Environmental, and Management programs.

4c (Code:) (Expenses \$ **23,479,602** including grants of \$ **NOTE***) (Revenue \$ **20,865,680**)

Ancillary Services (Conferences and Hospitality)

The provision of food, accomodation, financial aid, and all other programs.

***Grants will be allocated by program services until an allocation model is developed.**

4d Other program services. (Describe in Schedule O)

(Expenses \$ including grants of \$ **19,093,071**) (Revenue \$)

4e Total program service expenses **43,724,555**

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A	☒	☐
2 Is the organization required to complete Schedule B, Schedule of Contributors?	☒	☐
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	☐	☒
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities? If "Yes," complete Schedule C, Part II	☐	☒
5 Section 501(c)(4), 501(c)(5), and 501(c)(6) organizations. Is the organization subject to the section 6033(e) notice and reporting requirement and proxy tax? If "Yes," complete Schedule C, Part III	☐	☐
6 Did the organization maintain any donor advised funds or any similar funds or accounts where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	☐	☒
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II	☐	☒
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III	☒	☐
9 Did the organization report an amount in Part X, line 21; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV	☐	☒
10 Did the organization, directly or through a related organization, hold assets in term, permanent, or quasi-endowments? If "Yes," complete Schedule D, Part V	☒	☐
11 Is the organization's answer to any of the following questions "Yes"? If so, complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable	☒	☐
<ul style="list-style-type: none"> Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI. Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII. Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII. Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX. Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X. Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48? If "Yes," complete Schedule D, Part X. 		
12 Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI, XII, and XIII.	☒	☐
12A Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," completing Schedule D, Parts XI, XII, and XIII is optional.	☐	☐
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	☒	☐
14a Did the organization maintain an office, employees, or agents outside of the United States?	☒	☐
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, and program service activities outside the United States? If "Yes," complete Schedule F, Part I	☒	☐
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? If "Yes," complete Schedule F, Part II.	☐	☒
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? If "Yes," complete Schedule F, Part III	☐	☒
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I	☐	☒
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	☐	☒
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	☐	☒
20 Did the organization operate one or more hospitals? If "Yes," complete Schedule H	☐	☒

Part IV Checklist of Required Schedules (continued)

	Yes	No
21 Did the organization report more than \$5,000 of grants and other assistance to governments and organizations in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II.</i>		✓
22 Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III.</i>		✓
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J.</i>	✓	
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25.</i>		✓
24b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		✓
24c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		✓
24d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		✓
25a Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I.</i>		✓
25b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I.</i>		✓
26 Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II.</i>		✓
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor, or a grant selection committee member, or to a person related to such an individual? <i>If "Yes," complete Schedule L, Part III.</i>		✓
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
28a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV.</i>		✓
28b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV.</i>		✓
28c An entity of which a current or former officer, director, trustee, or key employee of the organization (or a family member) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV.</i>		✓
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M.</i>	✓	
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M.</i>		
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I.</i>		✓
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II.</i>		✓
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I.</i>		✓
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1.</i>		✓
35 Is any related organization a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2.</i>		✓
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2.</i>		✓
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI.</i>		✓
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19? Note. All Form 990 filers are required to complete Schedule O.	✓	

Part V Statements Regarding Other IRS Filings and Tax Compliance

	Yes	No
1a Enter the number reported in Box 3 of Form 1096, Annual Summary and Transmittal of U.S. Information Returns. Enter -0- if not applicable.	1a	
b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.	1b	
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c	✓
2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return.	2a	
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file this return. (see instructions)	2b	
3a Did the organization have unrelated business gross income of \$1,000 or more during the year covered by this return?	3a	✓
b If "Yes," has it filed a Form 990-T for this year? If "No," provide an explanation in Schedule O.	3b	
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a	✓
b If "Yes," enter the name of the foreign country. ▶ See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.		
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a	✓
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b	✓
c If "Yes" to line 5a or 5b, did the organization file Form 8886-T, Disclosure by Tax-Exempt Entity Regarding Prohibited Tax Shelter Transaction?	5c	
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible?	6a	✓
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b	
7 Organizations that may receive deductible contributions under section 170(c).		
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	✓
b If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	✓
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c	✓
d If "Yes," indicate the number of Forms 8282 filed during the year.	7d	
e Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e	✓
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f	✓
g For all contributions of qualified intellectual property, did the organization file Form 8899 as required?	7g	N/A
h For contributions of cars, boats, airplanes, and other vehicles, did the organization file a Form 1098-C as required?	7h	N/A
8 Sponsoring organizations maintaining donor advised funds and section 509(a)(3) supporting organizations. Did the supporting organization, or a donor advised fund maintained by a sponsoring organization, have excess business holdings at any time during the year?	8	N/A
9 Sponsoring organizations maintaining donor advised funds.		
a Did the organization make any taxable distributions under section 4966?	9a	N/A
b Did the organization make a distribution to a donor, donor advisor, or related person?	9b	N/A
10 Section 501(c)(7) organizations. Enter:		
a Initiation fees and capital contributions included on Part VIII, line 12.	10a	
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities.	10b	
11 Section 501(c)(12) organizations. Enter:		
a Gross income from members or shareholders.	11a	
b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b	
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a	
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year.	12b	

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Section A. Governing Body and Management

	Yes	No
1a Enter the number of voting members of the governing body	1a	16
b Enter the number of voting members that are independent	1b	16
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	2	✓
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person?	3	
4 Did the organization make any significant changes to its organizational documents since the prior Form 990 was filed?	4	✓
5 Did the organization become aware during the year of a material diversion of the organization's assets?	5	✓
6 Does the organization have members or stockholders?	6	✓
7a Does the organization have members, stockholders, or other persons who may elect one or more members of the governing body?	7a	✓
b Are any decisions of the governing body subject to approval by members, stockholders, or other persons?	7b	✓
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a The governing body?	8a	✓
b Each committee with authority to act on behalf of the governing body?	8b	✓
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O	9a	✓

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code)

	Yes	No
10a Does the organization have local chapters, branches, or affiliates?	10a	✓
b If "Yes," does the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with those of the organization?	10b	
11 Has the organization provided a copy of this Form 990 to all members of its governing body before filing the form?	11	✓
11A Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
12a Does the organization have a written conflict of interest policy? If "No," go to line 13	12a	✓
b Are officers, directors or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	✓
c Does the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this is done	12c	
13 Does the organization have a written whistleblower policy?	13	✓
14 Does the organization have a written document retention and destruction policy?	14	✓
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a The organization's CEO, Executive Director, or top management official	15a	✓
b Other officers or key employees of the organization	15b	✓
If "Yes" to line 15a or 15b, describe the process in Schedule O. (See instructions)		
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	16a	✓
b If "Yes," has the organization adopted a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and taken steps to safeguard the organization's exempt status with respect to such arrangements?	16b	

Section C. Disclosure

- 17** List the states with which a copy of this Form 990 is required to be filed ► **NA for Canadian educational institutions**
- 18** Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection. Indicate how you make these available. Check all that apply.
☐ Own website ☐ Another's website ☐ Upon request
- 19** Describe in Schedule O whether (and if so, how), the organization makes its governing documents, conflict of interest policy, and financial statements available to the public.
- 20** State the name, physical address, and telephone number of the person who possesses the books and records of the organization: ► **Sam Smalldon, PO Box 1020, Station 18, Banff, Alberta, Canada, T1L 1H5**
403-762-6165

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year. Use Schedule J-2 if additional space is needed.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid
- List all of the organization's **current** key employees See instructions for definition of "key employee "
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees, officers; key employees, highest compensated employees; and former such persons.

☐ Check this box if the organization did not compensate any current officer, director, or trustee.[illegible]

Part VII	Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees <i>(continued)</i>
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[illegible]

1b Total	1,575,739
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2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 in reportable compensation from the organization ► **28**

		Yes	No
3	Did the organization list any former officer, director or trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		✓
4	For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual.</i>	✓	
5	Did any person listed on line 1a receive or accrue compensation from any unrelated organization for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		✓

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization.

(A) Name and business address	(B) Description of services	(C) Compensation
BIRD Construction, 12143 40 St SE STE 106, Calgary, AB, Canada, T2Z 4E6	Construction Company	7,100,716
Gibbs Gage Architects, 505-237 8 Ave SE, Calgary, AB, Canada, T2G 5C3	Architect	442,543
Diamond & Schmitt Architects Inc, 300-384 Adelaide St W, Toronto, ON	Architect	406,909
Target Project Management Inc, 2617 4 Ave NW, Calgary, AB, Canada	Project Management	362,715
Du Toit Architects Limited, 50 Park Road, Toronto, Ontario, Canada	Architect	216,914
2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 in compensation from the organization ► 7		

Part VIII Statement of Revenue				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514
Contributions, gifts, grants and other similar amounts	1a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions).	1e	19,093,071				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	4,784,545				
	g Noncash contributions included in lines 1a-1f \$						
	h Total. Add lines 1a-1f		23,877,616				
Program Service Revenue	2a Accommodations	Business Code	721000	10,683,288	10,683,288		
	b Other sales, rentals, & service		900099	10,182,392	10,182,392		
	c Tuition and related fees		900099	3,799,183	3,799,183		
	d						
	e						
	f All other program service revenue						
	g Total. Add lines 2a-2f		24,664,863				
	Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			694,179		
4 Income from investment of tax-exempt bond proceeds							
5 Royalties							
6a Gross Rents		(i) Real	(ii) Personal				
b Less: rental expenses							
c Rental income or (loss)							
d Net rental income or (loss)							
7a Gross amount from sales of assets other than inventory		(i) Securities	(ii) Other				
b Less: cost or other basis and sales expenses							
c Gain or (loss)							
d Net gain or (loss)							
8a Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18		a					
b Less: direct expenses		b					
c Net income or (loss) from fundraising events							
9a Gross income from gaming activities. See Part IV, line 19		a					
b Less: direct expenses		b					
c Net income or (loss) from gaming activities							
10a Gross sales of inventory, less returns and allowances		a					
b Less: cost of goods sold		b					
c Net income or (loss) from sales of inventory							
Miscellaneous Revenue		Business Code					
11a Amortization of deferred expended capital							
b							
c contributions		900099	2,426,047	2,426,047			
d All other revenue							
e Total. Add lines 11a-11d			2,426,047				
12 Total revenue. See instructions.			51,662,705	27,090,910		694,179	

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns.

All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D).

<i>Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.</i>	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to governments and organizations in the U.S. See Part IV, line 21				
2 Grants and other assistance to individuals in the U.S. See Part IV, line 22				
3 Grants and other assistance to governments, organizations, and individuals outside the U.S. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	1,575,739	522,624	890,280	162,835
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	24,515,042	21,671,491	2,252,017	591,534
8 Pension plan contributions (include section 401(k) and section 403(b) employer contributions)	3,645,384	2,926,616	598,098	120,670
9 Other employee benefits				
10 Payroll taxes				
11 Fees for services (non-employees):				
a Management	25,553	0	25,553	0
b Legal	99,169	0	99,169	0
c Accounting				
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other				
12 Advertising and promotion	815,938	553,588	28,089	234,261
13 Office expenses				
14 Information technology				
15 Royalties				
16 Occupancy	1,503,746	1,485,059	18,687	0
17 Travel	1,312,168	1,069,876	215,265	27,027
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest	82,794	0	82,794	0
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	3,758,942	3,758,942	0	0
23 Insurance				
24 Other expenses. Itemize expenses not covered above (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below.)				
a Supplies	4,090,256	3,555,373	423,749	113,134
b Facility Operating Costs	2,326,183	1,205,692	1,097,715	22,776
c Printing and Publications	643,817	361,698	236,511	45,608
d Scholarships and Awards	3,604,213	3,604,213	0	0
e Purchased Services	2,309,232	2,051,565	169,895	87,772
f All other expenses Vehicle & Other Misc.	1,234,597	957,818	261,975	12,804
25 Total functional expenses. Add lines 1 through 24f	51,542,773	43,724,555	6,399,797	1,418,421
26 Joint costs. Check here ☐ if following SOP 98-2 Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Part X Balance Sheet

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	5,011,814	1	3,629,143
	2 Savings and temporary cash investments	22,449,253	2	14,901,189
	3 Pledges and grants receivable, net	15,813,167	3	16,759,347
	4 Accounts receivable, net	2,611,192	4	5,243,551
	5 Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5	
	6 Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B). Complete Part II of Schedule L		6	
	7 Notes and loans receivable, net	683,041	7	679,457
	8 Inventories for sale or use	436,522	8	424,390
	9 Prepaid expenses and deferred charges	188,937	9	74,751
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 191,518,270		
	b Less: accumulated depreciation	10b 62,877,456		
	11 Investments—publicly traded securities	93,711,048	10c	128,640,814
	12 Investments—other securities. See Part IV, line 11	12,750,188	11	18,529,069
	13 Investments—program-related. See Part IV, line 11		12	
	14 Intangible assets		13	
	15 Other assets. See Part IV, line 11		14	
16 Total assets. Add lines 1 through 15 (must equal line 34)	153,655,160	15		
Liabilities	17 Accounts payable and accrued expenses	153,655,160	16	188,881,711
	18 Grants payable	6,828,170	17	12,895,737
	19 Deferred revenue		18	
	20 Tax-exempt bond liabilities	1,741,580	19	1,772,305
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		20	
	22 Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		21	
	23 Secured mortgages and notes payable to unrelated third parties		22	
	24 Unsecured notes and loans payable to unrelated third parties	2,110,500	23	
	25 Other liabilities. Complete Part X of Schedule D	115,713,453	24	2,014,094
	26 Total liabilities. Add lines 17 through 25	126,393,703	25	139,030,500
Net Assets or Fund Balances	27 Organizations that follow SFAS 117, check here ☐ and complete lines 27 through 29, and lines 33 and 34.		26	155,712,636
	28 Unrestricted net assets	-1,321,485	27	-2,640,172
	29 Temporarily restricted net assets		28	
	30 Permanently restricted net assets		29	
	31 Organizations that do not follow SFAS 117, check here ☐ and complete lines 30 through 34.		30	
	32 Capital stock or trust principal, or current funds	16,013,643	31	17,451,262
	33 Paid-in or capital surplus, or land, building, or equipment fund	12,569,299	32	18,357,985
	34 Retained earnings, endowment, accumulated income, or other funds	27,261,457	33	33,169,075
35 Total net assets or fund balances	153,655,160	34	188,881,711	

Part XI Financial Statements and Reporting

- 1** Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other _____
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant? .
- b** Were the organization's financial statements audited by an independent accountant?
- c** If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?
If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.
- d** If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a consolidated basis, separate basis, or both:
☐ Separate basis ☒ Consolidated basis ☐ Both consolidated and separate basis
- 3a** As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?
- b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.

	Yes	No
2a		✓
2b	✓	
2c	✓	
3a		✓
3b		

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ. ▶ See separate instructions.

OMB No 1545-0047

2009

Open to Public Inspection

Name of the organization

The Banff Centre

Employer identification number

98

0078729

Part I	Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 11, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 ☒ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E.)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II)
- 9 ☐ An organization that normally receives: (1) more than 33⅓ % of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33⅓ % of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 10 ☐ An organization organized and operated exclusively to test for public safety See **section 509(a)(4).**
- 11 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2). See **section 509(a)(3).** Check the box that describes the type of supporting organization and complete lines 11e through 11h.

a ☐ Type I	b ☐ Type II	c ☐ Type III—Functionally integrated	d ☐ Type III—Other
--	---	--	--
- e ☐ By checking this box, I certify that the organization is not controlled directly or indirectly by one or more disqualified persons other than foundation managers and other than one or more publicly supported organizations described in section 509(a)(1) or section 509(a)(2).
- f If the organization received a written determination from the IRS that it is a Type I, Type II, or Type III supporting organization, check this box _____ ☐
- g Since August 17, 2006, has the organization accepted any gift or contribution from any of the following persons?

	Yes	No
11g(i)		
11g(ii)		
11g(iii)		

h Provide the following information about the supported organization(s).

[illegible]

Part II **Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**
(Complete only if you checked the box on line 5, 7, or 8 of Part I.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 Public support. Subtract line 5 from line 4						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV)						
11 Total support. Add lines 7 through 10						
12 Gross receipts from related activities, etc. (see instructions)					12	
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ☐						

Section C. Computation of Public Support Percentage

14 Public support percentage for 2009 (line 6, column (f) divided by line 11, column (f))	14	%
15 Public support percentage from 2008 Schedule A, Part II, line 14	15	%
16a 33⅓% support test—2009. If the organization did not check the box on line 13, and line 14 is 33⅓% or more, check this box and stop here. The organization qualifies as a publicly supported organization ☐		
b 33⅓% support test—2008. If the organization did not check a box on line 13 or 16a, and line 15 is 33⅓% or more, check this box and stop here. The organization qualifies as a publicly supported organization ☐		
17a 10%-facts-and-circumstances test—2009. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ☐		
b 10%-facts-and-circumstances test—2008. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ☐		
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ☐		

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 9 of Part I.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ►	(a) 2005	(b) 2006	(c) 2007	(d) 2008	(e) 2009	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV)						
13 Total support. (Add lines 9, 10c, 11, and 12)						
14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ☐						

Section C. Computation of Public Support Percentage

15 Public support percentage for 2009 (line 8, column (f) divided by line 13, column (f))	15	%
16 Public support percentage from 2008 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2009 (line 10c, column (f) divided by line 13, column (f))	17	%
18 Investment income percentage from 2008 Schedule A, Part III, line 17	18	%

- 19a 33⅓% support tests—2009.** If the organization did not check the box on line 14, and line 15 is more than 33⅓%, and line 17 is not more than 33⅓%, check this box and **stop here**. The organization qualifies as a publicly supported organization ► ☐
- b 33⅓% support tests—2008.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33⅓%, and line 18 is not more than 33⅓%, check this box and **stop here**. The organization qualifies as a publicly supported organization ► ☐
- 20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ► ☐

Part IV **Supplemental Information.** Complete this part to provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Provide any other additional information. See instructions.

Area for supplemental information with horizontal dashed lines.

**SCHEDULE D
(Form 990)**

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

► Complete if the organization answered "Yes," to Form 990,
Part IV, line 6, 7, 8, 9, 10, 11, or 12.

► Attach to Form 990. ► See separate instructions.

OMB No 1545-0047

2009

**Open to Public
Inspection**

Name of the organization

The Banff Centre

Employer identification number

98 : 0078729

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" to Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate contributions to (during year)		
3 Aggregate grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No		
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No		

Part II Conservation Easements. Complete if the organization answered "Yes" to Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

☐ Preservation of land for public use (e g., recreation or pleasure)	☐ Preservation of an historically important land area
☐ Protection of natural habitat	☐ Preservation of a certified historic structure
☐ Preservation of open space	

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included in (a)	2c
d Number of conservation easements included in (c) acquired after 8/17/06	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ►

4 Number of states where property subject to conservation easement is located ►

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, and enforcing conservation easements during the year ►

7 Amount of expenses incurred in monitoring, inspecting, and enforcing conservation easements during the year ► \$

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIV, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" to Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIV, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenues included in Form 990, Part VIII, line 1	► \$	NA
(ii) Assets included in Form 990, Part X	► \$	NA

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 relating to these items:

a Revenues included in Form 990, Part VIII, line 1	► \$	NA
b Assets included in Form 990, Part X	► \$	NA

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- a ☒ Public exhibition
b ☒ Scholarly research
c ☒ Preservation for future generations
d ☐ Loan or exchange programs
e ☐ Other

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

- f** Ending balance

	Amount
1c	
1d	
1e	
1f	

b If "Yes," explain the arrangement in Part XIV.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance . . .	12,569,150		-	✓	*
b Contributions	3,864,929				
c Net investment earnings, gains, and losses	2,513,932		◊	✓	*
d Grants or scholarships	-591,191				
e Other expenditures for facilities and programs			△	✓	
f Administrative expenses					
g End of year balance	18,356,820				

c Term endowment ► 75 %

4 Describe in Part XIV the intended uses of the organization's endowment funds

	Yes	No
3a(i)	✓	
3a(ii)		✓
3b		

Description of investment	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings	100,128,362		41,215,938	58,912,424
c Leasehold improvements				
d Equipment	28,170,833		21,661,518	6,509,315
e Other	63,219,075			63,219,075

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).)	128,640,814
--	--------------------

Part VII Investments—Other Securities. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Financial derivatives		
Closely-held equity interests		
Other		
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Total. (Column (b) must equal Form 990, Part X, col (B) line 12.) ▶		

Total. (Column (b) must equal Form 990, Part X, col (B) line 12)

Part VIII Investments—Program Related. See Form 990, Part X, line 13.

(a) Description of investment type	(b) Book value	(c) Method of valuation Cost or end-of-year market value
Total. (Column (b) must equal Form 990, Part X, col. (B) line 13) ►		

Total. (Column (b) must equal Form 990, Part X, col (B) line 13.) ►

Part IX	Other Assets. See Form 990, Part X, line 15.
----------------	---

[illegible]**Total.** (Column (b) must equal Form 990, Part X, col. (B) line 15)

Part X **Other Liabilities.** See Form 990, Part X, line 25.

1.	(a) Description of liability	(b) Amount
	Federal income taxes	
	Deferred contributions	6,077,580
	Long-term deferred contributions	23,778,433
	Deferred expended capital contributions	109,174,487
	Total. (Column (b) must equal Form 990, Part X, col (B) line 25) ►	139,030,500

Total. (Column (b) must equal Form 990, Part X, col (B) line 25)

2. FIN 48 Footnote. In Part XIV, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48.

Part XI Reconciliation of Change in Net Assets from Form 990 to Audited Financial Statements

1	Total revenue (Form 990, Part VIII, column (A), line 12)	1	51,662,705
2	Total expenses (Form 990, Part IX, column (A), line 25)	2	51,542,773
3	Excess or (deficit) for the year Subtract line 2 from line 1	3	119,932
4	Net unrealized gains (losses) on investments	4	
5	Donated services and use of facilities	5	
6	Investment expenses	6	
7	Prior period adjustments	7	
8	Other (Describe in Part XIV.)	8	119,932
9	Total adjustments (net). Add lines 4 through 8	9	
10	Excess or (deficit) for the year per audited financial statements. Combine lines 3 and 9	10	

Part XII Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

1	Total revenue, gains, and other support per audited financial statements	1	51,662,705
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains on investments	2a	
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIV.)	2d	
e	Add lines 2a through 2d	2e	51,662,705
3	Subtract line 2e from line 1	3	
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV.)	4b	
c	Add lines 4a and 4b	4c	
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	51,662,705

Part XIII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

1	Total expenses and losses per audited financial statements	1	51,542,773
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIV.)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	51,542,773
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIV.)	4b	
c	Add lines 4a and 4b	4c	
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	51,542,773

Part XIV Supplemental Information

Complete this part to provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, line 8; Part XII, lines 2d and 4b; and Part XIII, lines 2d and 4b. Also complete this part to provide any additional information.

Part III, 4 - Items of historical and cultural value only, not for investment or resale.

Part XI, 8 - Includes Endowment contributions and other transfers of \$3,864,929 and Endowment unrealized appreciation of 1,864,488.

Part XIV Supplemental Information *(continued)*

Area for supplemental information with horizontal dotted lines.

SCHEDULE E
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Schools

- Complete if the organization answered "Yes" to Form 990, Part IV, line 13,
or Form 990-EZ, Part VI, line 48.
► Attach to Form 990 or Form 990-EZ.

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The Banff Centre

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- 1** Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?
- 2** Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?
- 3** Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe. If "No," please explain. If you need more space, use Schedule O (Form 990)
NA for Canadian educational institutions - all program participants are admitted solely based on merit.
.....
.....
.....
- 4** Does the organization maintain the following?
a Records indicating the racial composition of the student body, faculty, and administrative staff?
b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?
c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?
d Copies of all material used by the organization or on its behalf to solicit contributions?
If you answered "No" to any of the above, please explain. If you need more space, use Schedule O (Form 990).
.....
.....
- 5** Does the organization discriminate by race in any way with respect to:
a Students' rights or privileges?
b Admissions policies?
c Employment of faculty or administrative staff?
d Scholarships or other financial assistance?
e Educational policies?
f Use of facilities?
g Athletic programs?
h Other extracurricular activities?
If you answered "Yes" to any of the above, please explain. If you need more space, use Schedule O (Form 990).
.....
.....
.....
- 6a** Does the organization receive any financial aid or assistance from a governmental agency?
b Has the organization's right to such aid ever been revoked or suspended?
If you answered "Yes" to either line 6a or line 6b, explain on Schedule O (Form 990).
.....
.....
- 7** Does the organization certify that it has complied with the applicable requirements of sections 4.01 through 4.05 of Rev. Proc. 75-50, 1975-2 C.B. 587, covering racial nondiscrimination? If "No," explain on Schedule O (Form 990)

	YES	NO
1	✓	
2		✓
3		✓
4a		✓
4b		✓
4c	✓	
4d	✓	
5a		✓
5b		✓
5c		✓
5d		✓
5e		✓
5f		✓
5g		✓
5h		✓
6a	✓	
6b		✓
7	✓	

Department of the Treasury
Internal Revenue Service

► Complete if the organization answered "Yes" to Form 990, Part IV, line 14b, 15, or 16.

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1 **For grantmakers.** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ Yes ☐ No

3 Activities per Region. (Use Schedule F-1 (Form 990) if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region

The Banff Centre is a Canadian non-profit charitable organization domiciled in Alberta, Canada. The Banff Centre does not maintain any offices or employ any staff outside of Canada. Substantially all financial aid awards and grants to attend or support Banff Centre educational programs are made to participants from Canada and the United States.

Totals					

Cat No 50082W

Schedule F (Form 990) 2009

Part IV

Supplemental Information

Complete this part to provide the information required in Part I, line 2, and any additional information.

Area for supplemental information with horizontal dotted lines.

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest

Compensated Employees

► Complete if the organization answered "Yes" to Form 990,
Part IV, line 23.

► Attach to Form 990. ► See separate instructions.

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Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed in Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|--|---|
| ☐ First-class or charter travel | ☒ Housing allowance or residence for personal use |
| ☐ Travel for companions | ☐ Payments for business use of personal residence |
| ☐ Tax indemnification and gross-up payments | ☐ Health or social club dues or initiation fees |
| ☐ Discretionary spending account | ☐ Personal services (e.g., maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all officers, directors, trustees, and the CEO/Executive Director, regarding the items checked in line 1a?

3 Indicate which, if any, of the following the organization uses to establish the compensation of the organization's CEO/Executive Director. Check all that apply.

- | | |
|--|--|
| ☐ Compensation committee | ☐ Written employment contract |
| ☐ Independent compensation consultant | ☐ Compensation survey or study |
| ☐ Form 990 of other organizations | ☐ Approval by the board or compensation committee |

4 During the year, did any person listed in Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment?
- b** Participate in, or receive payment from, a supplemental nonqualified retirement plan?
- c** Participate in, or receive payment from, an equity-based compensation arrangement?
- If "Yes" to any of lines 4a–c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3) and 501(c)(4) organizations must complete lines 5–9.

5 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization?
- b** Any related organization?
- If "Yes" to line 5a or 5b, describe in Part III.

6 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization?
- b** Any related organization?
- If "Yes" to line 6a or 6b, describe in Part III.

7 For persons listed in Form 990, Part VII, Section A, line 1a, did the organization provide any non-fixed payments not described in lines 5 and 6? If "Yes," describe in Part III

8 Were any amounts reported in Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regs. section 53.4958-4(a)(3)? If "Yes," describe in Part III

9 If "Yes" to line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use Schedule J-1 if additional space is needed.

For each individual whose compensation must be reported in Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that are not listed on Form 990, Part VII.

Note. The sum of columns (B)(i)-(iii) must equal the applicable column (D) or column (E) amounts on Form 990, Part VII, line 1a.

(A) Name	(B) Breakdown of W-2 and/or 1099-MISC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation reported in prior Form 990 or Form 990-EZ
	(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
Mary E. Hofstetter	(i)	277,425	25,000	39,361		341,786	341,786
	(ii)						
Art Nutt	(i)	196,015	20,000	30,012		246,027	226,027
	(ii)						
Sarah Iley	(i)	174,864	10,000	31,847		216,711	206,711
	(ii)						
Sarah Hayes	(i)	139,896		22,940		162,836	162,836
	(ii)						
Nick Nissley	(i)	135,530		22,056		157,586	157,586
	(ii)						
Wayne Stevens	(i)	132,227		20,653		152,880	152,880
	(ii)						
Lise Carter	(i)	127,898		21,689		149,587	149,587
	(ii)						
Joost Asselbergs	(i)	126,787		21,539		148,326	148,326
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						
	(i)						
	(ii)						

Part III Supplemental Information

Complete this part to provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 4c, 5a, 5b, 6a, 6b, 7, and 8. Also complete this part for any additional information.

Area with horizontal dashed lines for supplemental information.

**SCHEDULE M
(Form 990)**Department of the Treasury
Internal Revenue Service**Noncash Contributions**▶ Complete if the organizations answered "Yes" on Form
990, Part IV, lines 29 or 30.
▶ Attach to Form 990.

OMB No 1545-0047

2009**Open To Public
Inspection**

Name of the organization

The Banff Centre

Employer identification number

98**0078729****Part I Types of Property**

	(a) Check if applicable	(b) Number of contributions	(c) Revenues reported on Form 990, Part VIII, line 1g	(d) Method of determining revenues
1 Art—Works of art				
2 Art—Historical treasures				
3 Art—Fractional interests				
4 Books and publications				
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities—Publicly traded	✓		567,407	
10 Securities—Closely held stock				
11 Securities—Partnership, LLC, or trust interests				
12 Securities—Miscellaneous				
13 Qualified conservation contribution—Historic structures				
14 Qualified conservation contribution—Other				
15 Real estate—Residential				
16 Real estate—Commercial				
17 Real estate—Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other ▶ (.)				
26 Other ▶ (.)				
27 Other ▶ (.)				
28 Other ▶ (.)				

29 Number of Forms 8283 received by the organization during the tax year for contributions for
which the organization completed Form 8283, Part IV, Donee Acknowledgement**29**30a During the year, did the organization receive by contribution any property reported in Part I, lines 1–28 that
it must hold for at least three years from the date of the initial contribution, and which is not required to be
used for exempt purposes for the entire holding period?

b If "Yes," describe the arrangement in Part II.

31 Does the organization have a gift acceptance policy that requires the review of any non-standard
contributions?32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash
contributions?

b If "Yes," describe in Part II.

33 If the organization did not report revenues in column (c) for a type of property for which column (a) is checked,
describe in Part II

Yes No

30a		✓
31		✓
32a		✓

Part II **Supplemental Information.** Complete this part to provide the information required by Part I, lines 30b, 32b, and 33. Also complete this part for any additional information.

Area with horizontal dashed lines for supplemental information.

**SCHEDULE O
(Form 990)**

Department of the Treasury
Internal Revenue Service

Name of the organization

The Banff Centre

Supplemental Information to Form 990

Complete to provide information for responses to specific questions on
Form 990 or to provide any additional information.

► Attach to Form 990.

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98 : 0078729

Form 990 - Part II, 4d: Grants will be allocated by program services once an allocation model is developed by the Banff
Centre.

Form 990 - Part VI, 12c: The Banff Centre regularly and consistently monitors this by providing every new employee with
the policy in their welcome package. The policy is highlighted in the orientation sessions with new employees. Afterwards
managers enforce the policy and monitor that the policy is being followed.

Form 990 - Part VI, 11: The Banff Centre management and CFO review the tax return for accuracy.

Employer identification number

[illegible]



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Canada

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www.deloitte.ca

Auditors' Report

To: The Board of Governors of
The Banff Centre:

We have audited the consolidated statements of financial position of **The Banff Centre** as at March 31, 2010 and 2009 and the consolidated statements of operations and changes in net assets and cash flows for the years then ended. These financial statements are the responsibility of the Centre's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the Centre as at March 31, 2010 and 2009 and the results of its operations and its cash flows for the years then ended in accordance with Canadian generally accepted accounting principles.

Calgary, Alberta
May 28, 2010

Deloitte Touche LLP

Chartered Accountants

THE BANFF CENTRE

Consolidated Statement of Financial Position

As at March 31, 2010

(in thousands of dollars)

	As at March 31, 2010	As at March 31, 2009
Assets		
Current assets		
Cash	\$ 3,630	\$ 5,012
Short-term investments (Note 4)	14,901	22,449
Accounts receivable	5,244	2,611
Pledges receivable	6,283	6,234
Inventories	424	437
Prepaid expenses	75	189
	<u>30,557</u>	<u>36,932</u>
Notes receivable and deferred charge (Note 5)	679	683
Long-term pledges receivable	10,476	9,579
Endowment and other investments (Note 4)	18,529	12,750
Capital assets and collections (Note 6)	128,640	93,711
	<u>\$ 188,881</u>	<u>\$ 153,655</u>
Liabilities and Net Assets		
Current liabilities		
Accounts payable and accrued liabilities	\$ 8,658	\$ 3,512
Accrued vacation pay	1,434	1,421
Unearned revenue and deposits (Note 7)	1,772	1,742
Deferred contributions (Note 8)	6,078	4,217
Current portion of long-term debt (Note 9)	287	276
	<u>18,229</u>	<u>11,168</u>
Long-term debt (Note 9)	1,727	1,835
Employment related liabilities	732	605
Employee future benefit obligation (Note 10)	2,071	1,290
Long-term deferred contributions (Note 8)	23,778	35,909
Deferred expended capital contributions (Note 11)	109,175	75,586
	<u>155,712</u>	<u>126,393</u>
Net assets		
Unrestricted (Notes 3 and 12)	16,883	15,983
Unrestricted - employee future benefits (Note 12)	(2,071)	(1,290)
Endowment (Note 13)	18,357	12,569
	<u>33,169</u>	<u>27,262</u>
	<u>\$ 188,881</u>	<u>\$ 153,655</u>

Signed on behalf of the Board of Governors.

Chair, Board of Governors

President

The accompanying notes are an integral part of these financial statements

THE BANFF CENTRE

Consolidated Statement of Operations and Changes in Net Assets

For the year ended March 31, 2010

(in thousands of dollars)

	Year Ended March 31, 2010	Year Ended March 31, 2009
Revenue		
Accommodations	\$ 10,683	\$ 12,237
Grants (Note 15)	19,093	18,329
Other sales, rentals and services	10,182	10,724
Tuition and related fees	3,799	5,654
Donations and other contributions	4,785	6,102
Investment income	694	547
Amortization of deferred expended capital contributions	2,426	2,441
	<u>51,662</u>	<u>56,034</u>
Expense		
Salaries, wages and benefits (Note 16)	28,955	30,044
Change in employee future benefit obligation	781	130
Purchased services	3,273	3,336
Materials, goods and supplies	4,029	4,779
Scholarships and financial assistance	3,604	3,882
Facility operations and maintenance	1,721	2,858
Utilities	1,627	1,875
Travel, training and related costs	1,312	1,844
Rentals and equipment	955	1,176
Marketing and recruitment	621	827
Financial costs	919	675
Amortization of capital assets	3,759	3,774
Loss (gain) on disposal of capital assets	(13)	3
	<u>51,543</u>	<u>55,203</u>
Excess of revenue over expense	119	831
Internally designated funds for capital acquisitions	-	(7)
Excess of revenue over expense, net of transfers	119	824
 Net assets, beginning of year	 27,262	 27,300
Endowment contributions and other transfers	3,865	2,083
Endowment earnings (losses) retained in the fund	59	(846)
Endowment unrealized appreciation (depreciation)	1,864	(2,106)
Internally designated funds for capital acquisitions	-	7
Net assets, end of year	\$ <u>33,169</u>	\$ <u>27,262</u>

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

THE BANFF CENTRE

Consolidated Statement of Cash Flows

For the year ended March 31, 2010

(in thousands of dollars)

	Year Ended March 31, 2010	Year Ended March 31, 2009
Cash flows from (used in) operating activities		
Excess of revenue over expense	\$ 119	\$ 831
Non-cash transactions:		
Amortization of deferred expended capital contributions	(2,426)	(2,441)
Amortization and loss/gain on disposal of capital assets	3,746	3,777
Change in notes receivable and deferred charge	4	4
Change in long-term employment related liabilities	127	141
Change in long-term employee future benefit obligation	781	130
Loss on natural gas storage investment	5	164
Changes in:		
Non-cash working capital (Note 17)	(1,051)	3,349
Deferred contributions and pledges receivable	2,583	114
Net cash from operating activities	3,888	6,069
Cash flows from (used in) investing activities		
Acquisition of capital assets	(34,751)	(17,540)
Endowment earnings (losses) retained in the fund	59	(845)
Disposition of short-term investments	7,548	6,654
Acquisition of long-term investments	(3,920)	(1,513)
Net cash used in investing activities	(31,064)	(13,244)
Cash flows from (used in) financing activities		
Capital and other deferred contributions	19,881	6,723
Pledges receivable	2,336	2,384
Debt principal repayments	(288)	(2,595)
Proceeds on long-term debt	-	2,341
Endowment contributions	3,865	2,083
Net cash from financing activities	25,794	10,936
Increase (decrease) in cash	(1,382)	3,761
Cash, beginning of year	5,012	1,251
Cash, end of year	\$ 3,630	\$ 5,012

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

THE BANFF CENTRE

Consolidated Notes to the Financial Statements

As at March 31, 2010

(tabular amounts in thousands of dollars)

Note 1 Authority and Purpose

The Banff Centre (the "Centre") is a corporation which operates under the Post-Secondary Learning Act (Alberta). The Centre is a registered charity, and under section 149 of the Income Tax Act (Canada), is exempt from payment of income tax.

The Centre provides public access to a broad range of learning and professional development experiences with emphasis on the arts, leadership development, and the exploration of issues related to mountain culture and the environment

Note 2 Summary of Significant Accounting Policies and Reporting Practices

(a) General - GAAP and Use of Estimates

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles, known as GAAP. The measurement of certain assets and liabilities is contingent upon future events, therefore, the preparation of these financial statements requires the use of estimates, which may vary from actual results. The Centre's management uses judgment to determine such estimates. Employee future benefit liabilities, amortization of capital assets, and provision for bad debts are the most significant items based on estimates. In management's opinion, the resulting estimates are within reasonable limits of materiality and are in accordance with the significant accounting policies summarized below. These significant accounting policies are presented to assist the reader in evaluating these financial statements and, together with the following notes, should be considered an integral part of the financial statements.

(b) Consolidated Financial Statements

The financial statements are prepared on a consolidated basis and include the accounts of The Banff Centre Foundation which is a corporation controlled by the Centre

(c) Financial Instruments

Financial instruments are recognized at fair value when acquired. Measurement in subsequent periods depends upon the classification of financial instruments as held for trading, available for sale, held to maturity, loans and receivables, or other financial liabilities. Items classified as held for trading or available for sale are adjusted for changes in fair value which are recognized in income in the period in which they arise, items classified as held to maturity, loans and receivables and other financial liabilities are measured at amortized cost using the effective interest method.

Financial instruments are comprised of cash, short-term investments, accounts receivable, notes receivable, pledges receivable, endowment and other investments, accounts payable and accrued liabilities, accrued vacation pay, employment related liabilities and long-term debt including obligations under capital leases. Notes, pledges and accounts receivable are classified as loans and receivables and carried at amortized cost, which approximates fair value. At each balance sheet date these financial assets are assessed for impairment and the amount of any loss is measured as the difference between the carrying amount of the asset and its fair value and recorded in the statement of operations. All other financial assets are carried at fair value as these assets are held for trading. All financial liabilities are classified as other liabilities and carried at amortized cost, which approximates fair value. As permitted for Not-for-Profit Organizations, the Centre has elected to not apply the standards of CICA Handbook Sections 3862 and 3863 and the Centre has elected to continue to follow CICA Handbook Section 3861.

Note 2 Summary of Significant Accounting Policies and Reporting Practices continued

Credit, Interest Rate and Market Risk - The Centre's accounts receivable and pledges receivable are subject to normal credit risks due to the nature of the Centre's customers and donors. The carrying values of these receivables reflect management's assessment of the credit risk associated with these customers and donors. The Centre's fixed income endowment and short-term investments are exposed to fluctuations in interest rates. The Centre's foreign currency holdings and long-term investments are subject to market risk. The Centre does not hold any derivative investments or asset-backed securities in its investment portfolios.

(d) Inventories

Inventories held for resale are valued at the lower of cost and net realizable value. Inventories held for consumption are valued at the lower of cost and replacement value. Cost is calculated principally using the weighted average cost method.

(e) Pledges Receivable

Pledges receivable are recorded as assets when the amount to be received can be reasonably estimated and ultimate collection is reasonably assured.

(f) Capital Assets

Capital assets purchased are recorded at cost. In-kind contributions are recorded at fair value when a fair value can be reasonably determined. Capital assets, except property under development and the artwork collection, are amortized on a straight-line basis over the estimated useful lives of the assets as follows:

Land improvements	20 years
Buildings and improvements	50 years
Furnishings and equipment	10 years
Technical equipment	5 years
Computer equipment	4 years

Artworks are recorded at cost if purchased or at the appraised value at the time of donation. The artwork collection is made up of numerous pieces of art that are held for display in the Walter Phillips Gallery and other public areas of the Centre. Artworks are not amortized.

(g) Revenue Recognition

Amounts received for tuition, fees, and sales of goods and services are classified as unearned and recognized as revenue at the time the goods are delivered or the services are provided.

The Centre follows the deferral method of accounting for contributions.

Externally restricted non-capital contributions are deferred and are recognized as revenue in the period in which the related expenses are incurred. Externally restricted amounts can only be used for the purposes designated by external parties.

Any externally restricted contributions containing stipulations that the amounts and related earnings be retained as net assets or that the contributions not be expended are recorded as direct increases in net assets. Such stipulations would include contributions made for endowment purposes or to acquire non-amortizable property.

Note 2 Summary of Significant Accounting Policies and Reporting Practices continued

Externally restricted capital contributions are recorded as deferred contributions until the amount is invested in capital assets. External funds invested in capital assets are then transferred to deferred expended capital contributions. Deferred expended capital contributions are recognized as revenue in the periods in which the related amortization expense of the funded capital assets is recorded. The related portions of amortization expense and capital contributions revenue are matched to indicate that the amortization expense has been funded externally.

Unrestricted contributions are recognized as revenue when received.

Donations of materials that would otherwise have been purchased are recorded at fair value when a fair value can be reasonably determined.

(h) Scholarships and Financial Assistance

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

(i) Foreign Currency Translation

Financial assets and liabilities recorded in foreign currencies are translated to Canadian dollars at the year-end exchange rate. Revenues and expenses are translated at average monthly exchange rates. Gains or losses from these translations are included in financial costs.

(j) Endowment and Other Investments

Endowment and other investments are classified as held for trading and stated at fair value. Fair values are determined based on quoted market prices at year-end. Realized gains and losses and unrealized appreciation and depreciation of endowment investments are reflected in the statement of changes in net assets. Realized and unrealized gains and losses on other investments are recognized in revenue.

(k) Employee Future Benefits

The Centre participates with other employers in the Public Service Pension Plan (PSPP) and the Universities Academic Pension Plan (UAPP). These pension plans are multi-employer defined benefit pension plans that provide pensions for the Employers' participating employees based on years of service and earnings.

Pension expense for the UAPP is actuarially determined using the projected benefit method prorated on service and is allocated to each participant based on their respective percentage of employer contributions to the plan. Actuarial gains or losses on the accrued benefit obligation are amortized over the expected average remaining service life.

The Centre does not have sufficient plan information on the PSPP required to follow the standards for defined benefit accounting. Accordingly, pension expense recorded for the PSPP is comprised of employer contributions to the plan that are required for its employees during the year. The contributions are calculated based on actuarially pre-determined amounts that are expected to provide the plan's respective future benefits.

(l) Contributed Services

Volunteers as well as members of the staff of the Centre contribute an indeterminable number of hours per year to assist the Centre in carrying out its mission. Such contributed services are not recognized in these financial statements.

Note 3 Changes in Accounting Policies

Effective April 1, 2010, the Centre adopted certain amendments to accounting standards applicable to Not-for-Profit Organizations. These amendments deal with the presentation of components of net assets, revenues and expenses; cash flow statements; the disclosure of related party transactions, and allocated expenses. The only material impact of these amendments is the presentation, applied retrospectively, of the Centre's investment in capital assets and collections as part of unrestricted net assets (note 12)

Note 4 Investments**Short-term**

Short-term investments carried at fair value include Canadian and US dollar money market funds, Treasury Bill funds and Guaranteed Investment Certificates

Long-term

	2010		2009	
	Market Value	Cost	Market Value	Cost
Cash and cash equivalents	\$ 233	\$ 233	\$ 698	\$ 698
Government bonds	723	727	1,671	1,642
Corporate bonds	6,243	6,147	2,821	2,852
Equities	11,164	11,180	7,384	9,169
	18,363	18,287	12,574	14,361
Endowment earnings and other receivables	(6)	(6)	(5)	(5)
Endowment investments	18,357	18,281	12,569	14,356
Other investments	172	337	181	345
	<u>\$ 18,529</u>	<u>\$ 18,618</u>	<u>\$ 12,750</u>	<u>\$ 14,701</u>

Note 5 Notes Receivable and Deferred Charge

In prior years, the Centre advanced a total of \$672,800 to Rocky Mountain Cooperative Housing Association (the "Cooperative") for the right to lease 42 accommodation units through December 2019. In December 2005, the terms of the notes were modified to discontinue the accrual of interest (interest accrued to that date was \$26,037). The notes are unsecured, repayable in 2019. Commitments under these operating leases are included in Note 9 - Long-Term Debt and Commitments.

The notes receivable are discounted to a present value of \$430,721 (2009 - \$411,464). The discount is amortized using the effective interest method. The deferred charge of \$222,699 is amortized over the lease period.

Note 6 Capital Assets and Collections

	2010			2009		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Land improvements	\$ 2,722	\$ 2,371	\$ 351	\$ 2,722	\$ 2,325	\$ 397
Buildings and improvements	97,406	38,845	58,561	96,630	36,476	60,154
Furnishings and equipment	27,578	21,576	6,002	26,544	20,494	6,050
Computer equipment	593	86	507	344	-	344
Artwork collection	1,214	-	1,214	1,214	-	1,214
Property under development	62,005	-	62,005	25,552	-	25,552
	<u>\$ 191,518</u>	<u>\$ 62,878</u>	<u>\$ 128,640</u>	<u>\$ 153,006</u>	<u>\$ 59,295</u>	<u>\$ 93,711</u>

Land is leased from the Government of Canada. The current lease expires on July 31, 2043, and is renewable.

Included in furnishings and equipment as at March 31, 2010 is net book value of approximately \$191,000 related to assets under capital lease (2009 - \$nil)

Note 7 Unearned Revenue and Deposits

	2010	2009
Accommodation deposits	\$ 1,229	\$ 820
Other sales and services	543	922
	<u>\$ 1,772</u>	<u>\$ 1,742</u>

Note 8 Deferred Contributions

	<u>2010</u>	<u>2009</u>
Deferred contributions, beginning of year	\$ 40,126	\$ 51,110
Contributions:		
Operating	8,297	1,604
Capital and other	19,881	6,724
Distributed endowment earnings	591	367
Transferred to operations:		
Grants and contributions	(2,374)	(3,033)
Endowment earnings utilized	(650)	(335)
Transferred to deferred expended capital contributions (Note 11)	<u>(36,015)</u>	<u>(16,311)</u>
Deferred contributions, end of year	\$ 29,856	\$ 40,126
Current portion of non-capital deferred contributions	<u>(6,078)</u>	<u>(4,217)</u>
Long-term deferred contributions	<u>\$ 23,778</u>	<u>\$ 35,909</u>
Deferred contributions are comprised of:		
Operating	\$ 13,292	\$ 7,539
Capital and other	<u>16,564</u>	<u>32,587</u>
	<u>\$ 29,856</u>	<u>\$ 40,126</u>

Note 9 Long-Term Debt and Commitments

	<u>2010</u>	<u>2009</u>
Term loan - Professional Development Centre	\$ 1,835	\$ 2,111
Capital leases	<u>179</u>	<u>-</u>
	2,014	2,111
Less: debt due within one year	<u>(287)</u>	<u>(276)</u>
Long-term debt	<u>\$ 1,727</u>	<u>\$ 1,835</u>

In April 2010, the Centre refinanced the term loan for a three-year period with blended principal and interest repayments of approximately \$297,000 per annum. Interest is at 3.79%.

In January 2010, the Centre entered into a capital lease for new theatre lighting. The lease is for a 48 month period ending in January 2014 and has an implicit interest rate of 4.11%. The payments are approximately \$4,000 per month.

Interest expense on long-term debt for the years ended March 31, 2010 and 2009 was \$81,595 and \$86,027, respectively. Interest expense approximates interest paid for both fiscal years.

Note 9 Long-Term Debt and Commitments continued

In July 2004 the Centre entered into a long-term supply arrangement with an electrical utility supplier for its electrical power needs for the period January 1, 2006 to January 1, 2011, at a rate of \$0.0469/kwh. In October 2009 the Centre entered into a long-term supply arrangement with an electrical utility supplier for its electrical power needs for the period January 1, 2011 to December 31, 2014, at a rate of \$0.0652/kwh.

The Centre is party to an agreement with Rocky Mountain Cooperative Housing Association under which the Centre is committed to the rental of 42 housing units through December 2019. Under this agreement, the monthly rent is approximately \$47,733, and the total of all commitments over the remainder of the lease term is approximately \$5,585,000.

The Centre is party to an agreement with YWCA Banff under which the Centre is committed to the rental of 13 single rooms through August 31, 2010. Under this agreement, the approximate monthly rent is \$6,000 and the total of all commitments over the remainder of the lease term is approximately \$28,000.

During 2006 the Centre began construction of new facilities as part of a phased redevelopment project expected to be completed by July 2010. During the fiscal year ended March 31, 2010, the Centre continued construction of the new Kinnear Centre and revitalization of Smith Hall under contracts totaling \$69 million. Funding for these projects included \$55 million from Alberta Advanced Education (all has been received except for \$3.5 million), \$15 million from the Government of Canada and other public and private donations to be raised during the Centre's capital campaign.

The Banff Centre has a Letter of Credit Facility of up to \$200,000 ("Credit Facilities"). Drawings under this Commercial Letter of Credit Facility are available by way of commercial letters of credit. At March 31, 2010, \$75,000 was issued leaving \$125,000 of available credit.

Future expected minimum repayments including the effect of the refinancing of the term loan in April 2010 are as follows:

Year Ending March 31	Professional Development Centre	Capital Lease	Construction Contractual Obligations	Operating Leases
2011	\$ 239	\$ 48	\$ 14,988	\$ 898
2012	241	48	-	774
2013	246	48	-	699
2014	1,109	35	-	626
2015	-	-	-	573
thereafter	-	-	-	2,769
	<u>\$ 1,835</u>	<u>\$ 179</u>	<u>\$ 14,988</u>	<u>\$ 6,339</u>

Note 10 Employee Future Benefit Obligation

The Centre participates with other employers in the Public Service Pension Plan (PSPP) and the Universities Academic Pension Plan (UAPP). These pension plans are multi-employer defined benefit plans that provide pensions for the Centre's participating employees based on years of service and earnings

The Centre does not have sufficient plan information on the PSPP required to follow the standards for defined benefit accounting. Accordingly, pension expense of \$628,120 (2009 - \$546,640) recorded for the PSPP is comprised of employer contributions to the plan that are required for its employees during the year. The contributions are calculated based on actuarially pre-determined amounts that are expected to provide the plan's respective future benefits. The unfunded position of the plan as a whole is \$1 729 billion as at December 31, 2009 and \$1 187 billion as at December 31, 2008

The UAPP is a multi-employer contributory defined benefit pension plan for academic staff members and other eligible employees. An actuarial valuation of the UAPP was carried out as at December 31, 2008. This was then extrapolated to the plan's year end of December 31, 2009 and further extrapolated to the Centre's year end of March 31, 2010. Based on an extrapolation of the UAPP's financial position to March 31, 2010, the UAPP reported an actuarial funding deficiency of \$924,067,000 consisting of a pre-1992 deficiency of \$646,208,000 and a post-1991 deficiency of \$277,859,000. The Centre's portion, which has been allocated based on employer contributions to the plan, is estimated to be \$2,071,000 at March 31, 2010 (\$1,290,000 – March 31, 2009).

The significant actuarial assumptions used to value the UAPP's total accrued benefit liability are as follows:

<i>(in thousands of dollars)</i>	2010	2009
Accrued benefit obligation as of March 31	\$ 3,265,538	\$ 3,283,830
Discount Rate	6.90%	6.70%
Benefit costs for years ended March 31	\$ 128,117	\$ 113,100
Discount Rate	6.70%	6.70%
Average Compensation Increase	3.50%	6.00%

The unfunded deficiency for service prior to January 1, 1992 is financed by additional contributions of 1.25% (2009 - 1.25%) of total earnings by the Province of Alberta. Employees and employers equally share the balance of the contributions of 2.03% (2009 - 1.74%) of total earnings required to eliminate the unfunded deficiency by December 31, 2043. The actuarial valuation shows that the present value at December 31, 2008 of the Province of Alberta's obligation for the future additional contributions was \$270.2 million. The unfunded deficiency for service after December 31, 1991 is financed by special payments of 4.64% (2009 - 4.08%) of pensionable earnings shared equally between employees and employers until December 31, 2021 and 0.28% of pensionable earnings until December 31, 2023.

Note 11 Deferred Expended Capital Contributions

Deferred expended capital contributions represent the unamortized grants and donations received to fund capital acquisitions. The amortization of unamortized deferred capital contributions is recorded as revenue in the statement of operations. The changes in the deferred expended capital contributions balance are as follows.

	2010	2009
Balance, beginning of year	\$ 75,586	\$ 61,716
Transferred from deferred contributions to acquire capital assets (Note 8)	36,015	16,311
Transferred to revenue	(2,426)	(2,441)
Balance, end of year	<u>\$ 109,175</u>	<u>\$ 75,586</u>

Note 12 Net Assets

	Unrestricted	Employee Future Benefit Obligation (Note 10)	2010	2009
Operating net assets, beginning of year	\$ 15,983	\$ (1,290)	\$ 14,693	\$ 13,862
Excess of revenue over expense, net of transfers	119	-	119	824
Internally designated funds for capital acquisitions	-	-	-	7
Employee Future Benefit Obligation	781	(781)	-	-
Operating net assets, end of year	<u>\$ 16,883</u>	<u>\$ (2,071)</u>	<u>\$ 14,812</u>	<u>\$ 14,693</u>

Included in unrestricted net assets is \$17,452,000 (2009 - \$16,014,000) representing the Centre's investment in capital assets and collections. In previous years, these amounts were presented as a separate component of net assets.

Note 13 Endowments

	2010	2009
Endowments, beginning of year	\$ 12,569	\$ 13,438
Contributions and other transfers	3,865	2,083
Investment income	435	462
Net change in value		
Realized	215	(941)
Unrealized	1,864	(2,106)
Distribution of earnings available for spending	(591)	(367)
Endowments, end of year	<u>\$ 18,357</u>	<u>\$ 12,569</u>

Through March 31, 2010, the Centre had transferred \$4,740,371 (through March 31, 2009 \$4,640,371) of endowment contributions to the Banff Community Foundation and \$1,800,000 (through March 31, 2009 \$nil) of endowment contributions to the Banff Centre Foundation in accordance with the terms of an application for matching funds from Canadian Heritage under the Endowment Incentives program. These contributions and any matching funds will be held by the Banff Community Foundation and the Banff Centre Foundation and managed as a permanent endowment for the sole benefit of the Centre. The market and book values of funds held by the Banff Community Foundation at March 31, 2010, including matching funds, are \$7,353,791 and \$7,460,755 respectively. The market and book values of funds held by the Banff Centre Foundation at March 31, 2010, including matching funds, are \$1,939,901 and \$1,945,223 respectively. The Banff Community Foundation is a public charitable foundation not controlled by the Centre.

Note 13 Endowments continued

Endowments consist of externally restricted donations received by the Centre and are managed in accordance with the terms of the agreements between the Centre and the individual donors.

Investment income earned on endowments must be used in accordance with the various purposes established by the donors or the Board of Governors. Benefactors as well as Centre's policy stipulate that the economic value of the endowments must be protected by limiting the amount of income that may be expended and reinvesting unexpended income

Under the *Post-secondary Learning Act*, the Centre has the authority to alter the terms and conditions of endowments to enable.

- income earned by the endowment to be withheld from distribution to avoid fluctuations in the amounts distributed and generally to regulate the distribution of income earned by the endowment.
- encroachment on the capital of the endowment to avoid fluctuations in the amounts distributed and generally to regulate the distribution of income earned by the endowment if, in the opinion of the Board of Governors, the encroachment benefits the Centre and does not impair the long-term value of the fund.

In any year, if the investment income earned on endowments is insufficient to fund the spending allocation, the spending allocation is funded from the cumulative capitalized income. However, for individual endowment funds without sufficient cumulative capitalized income, endowment principal is used in that year. This amount is expected to be recovered by future investment income.

Note 14 Capital Disclosures

As a Not-For-Profit organization, the Centre operates under a framework established by the Post-Secondary Learning Act of the Province of Alberta, which includes capital restrictions imposed on the institution. The Centre defines its capital as the amounts included in its deferred contribution and net asset balances. The Centre's objective when managing capital is to safeguard its ability to sustain itself as a going concern so that it can continue to support education and service delivery to the Centre's community and other stakeholders.

A portion of the Centre's capital is externally restricted and must meet certain requirements. The Centre has restricted capital balances in deferred expended capital contributions (note 11) and investment earnings from endowments (note 13). The Centre has internal control processes to ensure the restrictions are met prior to the utilization of these resources and has been in compliance with these restrictions throughout the year.

Management and the Board of Directors carefully consider fundraising campaigns, grants, sponsorship and investment income to ensure that sufficient funds will be available to meet the Centre's short and long-term objectives. The Centre monitors its financial performance against an annual budget. In the event that revenues decline or there are forecasted operating deficits, management will cut costs to minimize operating expenditures.

Note 15 Grants

	2010	2009
Base operating grant from Alberta Advanced Education & Technology	\$ 15,955	\$ 14,948
Other grants:		
Province of Alberta		
Advanced Education & Technology	20	1,021
Alberta Innovates-Technology Futures	261	-
Innovation and Science	69	99
Community Development and Other	309	269
Government of Canada - Canadian Heritage		
Canada Arts Training Fund (formerly known as Training Contribution Program)	1,875	1,340
Canada Arts Presentation Fund (formerly Arts Canada Program)	124	124
Museum Assistance Program	-	23
Other Government	480	505
	<u>3,138</u>	<u>3,381</u>
	<u>\$ 19,093</u>	<u>\$ 18,329</u>

Note 16 Salaries, Wages and Benefits

	2010	2009
Pension contributions	\$ 1,624	\$ 1,449
Salaries, wages and non-pension benefits	27,331	28,595
	<u>\$ 28,955</u>	<u>\$ 30,044</u>

Note 17 Changes in Non-Cash Working Capital

	2010	2009
Changes in:		
Accounts receivable	\$ (2,633)	\$ 3,769
Inventories	13	(5)
Prepaid expenses	114	(26)
Accounts payable and accrued liabilities related to operations	1,412	(561)
Accrued vacation pay	13	139
Unearned revenue and deposits	30	33
	<u>\$ (1,051)</u>	<u>\$ 3,349</u>

Note 18 Salary Disclosure

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

	2010			2009
	Salaries (1)	Non-Cash Benefits (2)	Total	Total
Board of Governors (3)	\$ -	\$ -	\$ -	\$ -
President	302	39	341	330
Vice-Presidents				
Programming	185	32	217	195
Finance	216	30	246	234
Hospitality & Conferences (4)	-	-	-	186
	<u>\$ 703</u>	<u>\$ 101</u>	<u>\$ 804</u>	<u>\$ 945</u>

(1) salaries include regular base pay and other direct cash remuneration

(2) non-cash benefits include the Centre's share of all employee benefits and payments made on behalf of employees including pension, health care, insurance and disability plans, tuition benefits and taxable benefits for the use of Banff Centre residences and vehicles.

(3) the Chair and members of the Board of Governors receive no remuneration for their services

(4) the Vice-President of Hospitality & Conferences position did not exist in 2009/10

Note 19 Budget

The following represents The Banff Centre's operating budget for the fiscal year ended March 31, 2010.

Revenue

Accommodations	\$ 11,260
Grants	19,108
Other sales, rentals and services	10,263
Tuition and related fees	5,987
Donations and other contributions	4,102
Investment income	354
Amortization of deferred expended capital contributions	1,819
	<u>52,893</u>

Expense

Salaries, wages and benefits	29,824
Purchased services	3,315
Materials, goods and supplies	4,344
Scholarships and financial assistance	3,812
Facility operations and maintenance	3,184
Utilities	1,814
Travel, training and related costs	1,603
Rentals and equipment	643
Marketing and recruitment	733
Financial costs	384
Amortization of capital assets	3,237
	<u>52,893</u>

Excess of revenue over expense	<u>\$ -</u>
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The Banff Centre
inspiring **creativity**

List of Board of Governors 2010
(as of March 31, 2010)

Robert Breaker

Jack Davis

Joan Forge

David Glenn Fountain

Jill V. Gardiner

Christiane Germain

Christopher Hilbert

Mary E. Hofstetter

James S. Kinnear

Jeff Koviz QC, Chair

Brenda Mackie

Trina McQueen

Susan Peterson

Joseph Shlesinger

Arni C. Thorsteinson

Robert D. Walker