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

OMB No 1545-0047

Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter Social Security numbers on this form as it may be made public.

▶ Information about Form 990 and its instructions is at www.irs.gov/form990.**2013****Open to Public
Inspection**

A For the 2013 calendar year, or tax year beginning April 1, 2013, and ending March 31, 2014

B Check if applicable:
☐ Address change
☐ Name change
☐ Initial return
☐ Terminated
☐ Amended return
☐ Application pending

C Name of organization **The Banff Centre**
 Doing Business As
 Number and street (or P O box if mail is not delivered to street address) Room/suite
P.O. Box 1020, Station 18
 City or town, state or province, country, and ZIP or foreign postal code
Banff, Alberta, T1L 1H5

D Employer identification number
980078729

E Telephone number
403-762-6165

G Gross receipts \$ **59,810,650**

F Name and address of principal officer **Jack Davis**
P.O. BOX 1020, Station 18, 107 Tunnel Mt. Dr, Banff, AB, T1L 1H5

H(a) Is this a group return for subordinates? ☐ Yes ☒ No
H(b) Are all subordinates included? ☐ Yes ☐ No
 If "No," attach a list (see instructions)

I Tax-exempt status ☒ 501(c)(3) ☐ 501(c) () (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 **CA/AB/PA**

H(c) Group exemption number ▶

Part I Summary

1 Briefly describe the organization's mission or most significant activities: **The Banff Centre provides public access to a broad range of educational and professional 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 individuals employed in calendar year 2013 (Part V, line 2a) **5** **1262**

6 Total number of volunteers (estimate if necessary) **6** **196**

7a Total unrelated business revenue from Part VIII, column (C), line 12 **7a** **0**

b Net unrelated business taxable income from Form 990-T, line 34 **7b** **0**

	Prior Year	Current Year
8 Contributions and grants (Part VIII, line 1h)	25,231,659	25,915,581
9 Program service revenue (Part VIII, line 2g)	28,562,201	28,928,863
10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	369,757	817,190
11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	3,690,367	4,149,017
12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	57,853,983	59,810,651
13 Grants and similar amounts paid (Part IX, column (A), lines 1–3)	3,415,115	3,288,563
14 Benefits paid to or for members (Part IX, column (A), line 4)		
15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	30,231,071	31,928,455
16a Professional fundraising fees (Part IX, column (A), line 11e)		
b Total fundraising expenses (Part IX, column (D), line 25) ▶		
17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	23,009,994	24,056,695
18 Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	56,656,180	59,273,713
19 Revenue less expenses. Subtract line 18 from line 12	1,197,805	536,937
	Beginning of Current Year	End of Year
20 Total assets (Part X, line 16)	187,702,507	189,589,172
21 Total liabilities (Part X, line 26)	144,148,718	137,854,293
22 Net assets or fund balances. Subtract line 21 from line 20	43,553,789	51,734,879

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 **Lise M. Carter** **November 14, 2014**
 Signature of officer Date

Lise M. CARTER, Director of Finance
 Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☐ if self-employed	PTIN
Firm's name ▶	Firm's EIN ▶			
Firm's address ▶	Phone no			

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

For Paperwork Reduction Act Notice, see the separate instructions.

Cat No 11282Y

Form **990** (2013)

SCANNED DEC 15 2014

621 12

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III ☐**1** Briefly describe the organization's mission:

The Banff Centre 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 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 organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations 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 \$ 17,622,481 including grants of \$ 3,263,746) (Revenue \$ 6,110,151)Arts ProgrammingDirect cost of training students in the full spectrum of the Arts**4b** (Code:) (Expenses \$ 2,321,118 including grants of \$) (Revenue \$ 1,602,022)Leadership ProgramsDirect cost of training participants in Management programs**4c** (Code:) (Expenses \$ 33,453,942 including grants of \$ 24,817) (Revenue \$ 20,891,989)Ancillary ServicesThe provision of food, accomodation and other program support**4d** Other program services (Describe in Schedule O.)

(Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses **53,397,541**

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 (see instructions)?	☒	☐
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, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	☐	☒
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	☐	☒
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which 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, for escrow or custodial account liability; 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 temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V	☒	☐
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI	☒	☐
b 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	☐	☒
c 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	☐	☒
d 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	☐	☒
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	☒	☐
f 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 (ASC 740)? If "Yes," complete Schedule D, Part X	☐	☒
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII	☐	☒
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII 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, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	☒	☐
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	☐	☒
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	☒	☐
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 (see instructions)	☐	☒
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	☐	☒
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	☐	☒
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	☐	☐

Part IV Checklist of Required Schedules (continued)

	Yes	No
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or government on Part IX, column (A), line 1? If "Yes," complete Schedule I, Parts I and II	21	✓
22 Did the organization report more than \$5,000 of grants or other assistance to individuals in the United States on Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	22	✓
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? If "Yes," complete Schedule J	23	✓
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? If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a	24a	✓
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	
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? If "Yes," complete Schedule L, Part I	25a	✓
b 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? If "Yes," complete Schedule L, Part I	25b	✓
26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? If so, complete Schedule L, Part II	26	✓
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part III	27	✓
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):	28	
a A current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV	28a	✓
b A family member of a current or former officer, director, trustee, or key employee? If "Yes," complete Schedule L, Part IV	28b	✓
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If "Yes," complete Schedule L, Part IV	28c	✓
29 Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M	29	✓
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If "Yes," complete Schedule M	30	✓
31 Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I	31	✓
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete Schedule N, Part II	32	✓
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? If "Yes," complete Schedule R, Part I	33	✓
34 Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1	34	✓
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	✓
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Schedule R, Part V, line 2	35b	✓
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? If "Yes," complete Schedule R, Part V, line 2	36	✓
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? If "Yes," complete Schedule R, Part VI	37	✓
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O	38	✓

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V ☐

Yes No

1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable	1a	0			
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable	1b	-0			
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	0			
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 (see instructions)	2b				
3a	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a			✓	
b	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, 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: Canada See instructions for 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?	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 as charitable contributions?	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 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	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g				
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h				
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				
9	Sponsoring organizations maintaining donor advised funds.					
a	Did the organization make any taxable distributions under section 4966?	9a				
b	Did the organization make a distribution to a donor, donor advisor, or related person?	9b				
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				
13	Section 501(c)(29) qualified nonprofit health insurance issuers.					
a	Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O.	13a				
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b				
c	Enter the amount of reserves on hand	13c				
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a			✓	
b	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	14b				

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. Check if Schedule O contains a response or note to any line in this Part VI ☒

Section A. Governing Body and Management

		Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year	1a 16		
If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.			
b Enter the number of voting members included in line 1a, above, who 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 governing documents since the prior Form 990 was filed?	4		☒
5 Did the organization become aware during the year of a significant diversion of the organization's assets?	5		☒
6 Did the organization have members or stockholders?	6		☒
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	7a		☒
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	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	9		☒

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

	Yes	No
10a Did the organization have local chapters, branches, or affiliates?	10a	☒
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	10b	
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	11a	☒
b Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
12a Did the organization have a written conflict of interest policy? If "No," go to line 13	12a	☒
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	12b	☒
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	12c	☒
13 Did the organization have a written whistleblower policy?	13	☒
14 Did 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," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take 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 ► **None**

18 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization: ► **Lise Carter, 107 Tunnel Mountain Dr., Banff, Alberta, Canada, T1L 1H5 Tel: (403)762-6162**

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII ☐**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.

- 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, if any. 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 neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Board of Governors (see attached list)	As Req'd	✓						0	0	0
(2) Jeff Melanson President	Full Time	✓		✓				332,834	0	110,653
(3) Art Nutt Vice President & CFO (former)	Former			✓			✓	189,451	0	12,367
(4) Gillian Danby Vice President & CFO (incumbent)	Full Time			✓				41,604	0	9,066
(5) Luke Sunderland Vice President Business Development	Full Time				✓			165,000	0	28,806
(6) Carolyn Warren Vice President Arts, Programming	Full Time				✓			150,000	0	37,880
(7) Kathy Arney Chief Development Officer	Full Time					✓	✓	256,871	0	19,676
(8) Lesile Vanderzwet General Manager Conference Services	Full Time					✓	✓	221,590	0	9,367
(9) Joost Asselbergs General Manager, Hospitality	Full Time					✓	✓	206,198	0	9,557
(10) Kelly Robinson Director of Theater Arts	Full Time					✓	✓	162,791	0	11,691
(11) Kerry Stauffer Executive Director, Film and Media	Full Time					✓		121,406	0	23,078
(12)										
(13)										
(14)										

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15)										
(16)										
(17)										
(18)										
(19)										
(20)										
(21)										
(22)										
(23)										
(24)										
(25)										
1b Sub-total								1,847,745		272,232
c Total from continuation sheets to Part VII, Section A										
d Total (add lines 1b and 1c)								1,847,745		272,232

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **10**

- 3** Did the organization list any **former** officer, director, or trustee, key employee, or highest compensated employee on line 1a? If "Yes," complete Schedule J for such individual
- 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? If "Yes," complete Schedule J for such individual
- 5** Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? If "Yes," complete Schedule J for such person

	Yes	No
3	✓	
4	✓	
5		✓

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. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
Bird Construction 106-12143 40ST SE Calgary, AB, T2Z4E6	Project Management	657,922
Mike's Electric LTD BOX 1737 Banff, AB, T1L 1B6	Electrical	197,007
Bow River Glass BOX 755 Banff, AB, T1L1B3	Glass installation/Glazing	125,451

- 2** Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **3**

Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
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	20,362,144				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	5,553,437				
	g	Noncash contributions included in lines 1a-1f: \$		937,128				
	h	Total. Add lines 1a-1f		25,915,581				
Program Service Revenue		Business Code						
	2a	Accommodation	721000	18,550,877	18,550,877			
	b	Other Sales, Rentals & Service	900099	6,614,888	6,614,888			
	c	Tuition and related fees	900099	3,763,098	3,763,098			
	d							
	e							
	f	All other program service revenue						
	g	Total. Add lines 2a-2f		28,928,863				
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		817,190			817,190	
	4	Income from investment of tax-exempt bond proceeds						
	5	Royalties						
		(i) Real	(ii) Personal					
	6a	Gross rents						
	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							
b	expended capital contributions	900099	4,149,017	4,149,017				
c								
d	All other revenue							
e	Total. Add lines 11a-11d		4,149,017					
12	Total revenue. See instructions.		59,810,651	33,077,880		817,190		

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).

Check if Schedule O contains a response or note to any line in this Part IX ☐**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(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 United States. See Part IV, line 21				
2 Grants and other assistance to individuals in the United States. See Part IV, line 22				
3 Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16	3,288,563	3,288,563		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	1,077,771	187,880	889,831	
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	26,125,363	23,892,801	1,368,898	863,664
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	2,291,876	2,291,876		
9 Other employee benefits	2,433,505	1,736,880	506,434	190,191
10 Payroll taxes				
11 Fees for services (non-employees):				
a Management				
b Legal	138,886	41,730	97,156	
c Accounting	183,678	16,713	166,964	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	4,805,611	3,777,473	865,567	162,571
12 Advertising and promotion	624,799	516,076	-255,973	364,696
13 Office expenses				
14 Information technology				
15 Royalties				
16 Occupancy	1,786,643	1,778,659	7,479	505
17 Travel	1,925,952	1,589,629	251,858	84,465
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	5,856,085	5,856,085		
23 Insurance				
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a Materials, Goods & Supplies	3,872,471	3,741,250	49,256	81,965
b Facility Cost & Rentals	3,127,389	2,971,721	153,808	1,860
c Rental and Equipment	1,097,124	1,022,881	40,904	33,339
d Financial Cost	638,058	692,005	-57,389	3,442
e All other expenses <u>Interfund transfers</u>		-1,681		1,681
25 Total functional expenses. Add lines 1 through 24e	59,273,713	53,400,541	4,084,793	1,788,379
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	521,768	1	376,186
	2 Savings and temporary cash investments	4,588,582	2	3,381,137
	3 Pledges and grants receivable, net	3,648,743	3	2,888,161
	4 Accounts receivable, net	2,132,973	4	2,556,967
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L		6	
	7 Notes and loans receivable, net	674,282	7	674,064
	8 Inventories for sale or use	366,932	8	347,494
	9 Prepaid expenses and deferred charges	323,852	9	309,436
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 206,023,342		
	b Less: accumulated depreciation	10b 65,051,907		
	11 Investments—publicly traded securities	144,904,657	10c	140,971,435
	12 Investments—other securities. See Part IV, line 11	30,540,718	11	38,084,292
	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)	187,702,507	15		
Liabilities	17 Accounts payable and accrued expenses	187,702,507	16	189,589,172
	18 Grants payable	4,470,121	17	3,880,678
	19 Deferred revenue		18	
	20 Tax-exempt bond liabilities	2,011,339	19	1,615,478
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		20	
	22 Loans and other 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	1,206,244	23	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	136,460,997	24	834,209
	26 Total liabilities. Add lines 17 through 25	144,148,701	25	131,524,614
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here ☐ and complete lines 27 through 29, and lines 33 and 34.		26	137,854,979
	27 Unrestricted net assets		27	
	28 Temporarily restricted net assets		28	
	29 Permanently restricted net assets		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here ☒ and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds	-9,624,330	30	-8,439,749
	31 Paid-in or capital surplus, or land, building, or equipment fund	22,592,000	31	21,909,000
	32 Retained earnings, endowment, accumulated income, or other funds	30,586,136	32	38,264,942
	33 Total net assets or fund balances	43,553,806	33	51,734,193
34 Total liabilities and net assets/fund balances	187,702,507	34	189,589,172	

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☒

1	Total revenue (must equal Part VIII, column (A), line 12)	1	59,810,651
2	Total expenses (must equal Part IX, column (A), line 25)	2	59,273,713
3	Revenue less expenses. Subtract line 2 from line 1	3	536,937
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	43,553,806
5	Net unrealized gains (losses) on investments	5	-36,000
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	7,679,450
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	51,734,193

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☐

- 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? . . .
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:
☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis
- b** Were the organization's financial statements audited by an independent accountant? . . .
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:
☐ Separate basis ☒ Consolidated basis ☐ Both consolidated and separate basis
- 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.
- 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		

SCHEDULE A
(Form 990 or 990-EZ)

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.

▶ Information about Schedule A (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

**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 33 1/3% 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 33 1/3% 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 in lines 11a through 11d that describes the type of supporting organization and complete lines 11e, 11f, and 11g.
 - a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
 - b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
 - c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
 - d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
 - e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
 - f Enter the number of supported organizations
 - g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1–9 above or IRC section (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

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 or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(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) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(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 VI.)						
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 2014 (line 6, column (f) divided by line 11, column (f))	14	%
15 Public support percentage from 2013 Schedule A, Part II, line 14	15	%
16a 33 1/3% support test—2014. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ☐		
b 33 1/3% support test—2013. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization ☐		
17a 10%-facts-and-circumstances test—2014. 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 VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization ☐		
b 10%-facts-and-circumstances test—2013. 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 VI 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 or if the organization failed to qualify under Part II.
If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ►	(a) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(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) 2010	(b) 2011	(c) 2012	(d) 2013	(e) 2014	(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 VI.)						
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 2014 (line 8, column (f) divided by line 13, column (f))	15	%
16 Public support percentage from 2013 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2014 (line 10c, column (f) divided by line 13, column (f))	17	%
18 Investment income percentage from 2013 Schedule A, Part III, line 17	18	%
19a 33 1/3% support tests—2014. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and stop here . The organization qualifies as a publicly supported organization ☐		
b 33 1/3% support tests—2013. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, 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 Supporting Organizations

(Complete only if you checked a box on line 11 of Part I. If you checked 11a of Part I, complete Sections A and B. If you checked 11b of Part I, complete Sections A and C. If you checked 11c of Part I, complete Sections A, D, and E. If you checked 11d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in Part VI when and how the organization made the determination.		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use.		
4a Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes" and if you checked 11a or 11b in Part I, answer (b) and (c) below.		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document).		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (a) its supported organizations; (b) individuals that are part of the charitable class benefited by one or more of its supported organizations; or (c) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI .		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in IRC 4958(c)(3)(C)), a family member of a substantial contributor, or a 35-percent controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990).		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990).		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in Part VI .		
b Did one or more disqualified persons (as defined in line 9(a)) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI .		
c Did a disqualified person (as defined in line 9(a)) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI .		
10a Was the organization subject to the excess business holdings rules of IRC 4943 because of IRC 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer (b) below.		
b Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?	11a	
b A family member of a person described in (a) above?	11b	
c A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in Part VI .	11c	

Section B. Type I Supporting Organizations

	Yes	No
1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.	1	
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.	2	

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).	1	

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (1) a written notice describing the type and amount of support provided during the prior tax year, (2) a copy of the Form 990 that was most recently filed as of the date of notification, and (3) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	1	
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).	2	
3 By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.	3	

Section E. Type III Functionally-Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions):		
a ☐ The organization satisfied the Activities Test. Complete line 2 below.		
b ☒ The organization is the parent of each of its supported organizations. Complete line 3 below.		
c ☐ The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
2 Activities Test. Answer (a) and (b) below.		
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.	2a	
b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.	2b	
3 Parent of Supported Organizations. Answer (a) and (b) below.		
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI .	3a	
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.	3b	

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1** ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970. **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1 Net short-term capital gain	1		
2 Recoveries of prior-year distributions	2		
3 Other gross income (see instructions)	3		
4 Add lines 1 through 3	4		
5 Depreciation and depletion	5		
6 Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6		
7 Other expenses (see instructions)	7		
8 Adjusted Net Income (subtract lines 5, 6 and 7 from line 4)	8		

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1 Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a Average monthly value of securities	1a		
b Average monthly cash balances	1b		
c Fair market value of other non-exempt-use assets	1c		
d Total (add lines 1a, 1b, and 1c)	1d		
e Discount claimed for blockage or other factors (explain in detail in Part VI):			
2 Acquisition indebtedness applicable to non-exempt-use assets	2		
3 Subtract line 2 from line 1d	3		
4 Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4		
5 Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6 Multiply line 5 by .035	6		
7 Recoveries of prior-year distributions	7		
8 Minimum Asset Amount (add line 7 to line 6)	8		

Section C - Distributable Amount		Current Year
1 Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2 Enter 85% of line 1	2	
3 Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4 Enter greater of line 2 or line 3	4	
5 Income tax imposed in prior year	5	
6 Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	

- 7** ☐ Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions).

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions		Current Year	
1	Amounts paid to supported organizations to accomplish exempt purposes		
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity		
3	Administrative expenses paid to accomplish exempt purposes of supported organizations		
4	Amounts paid to acquire exempt-use assets		
5	Qualified set-aside amounts (prior IRS approval required)		
6	Other distributions (describe in Part VI). See instructions.		
7	Total annual distributions. Add lines 1 through 6.		
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.		
9	Distributable amount for 2014 from Section C, line 6		
10	Line 8 amount divided by Line 9 amount		

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2014	(iii) Distributable Amount for 2014
1 Distributable amount for 2014 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2014 (reasonable cause required-see instructions)			
3 Excess distributions carryover, if any, to 2014:			
a			
b			
c			
d			
e From 2013			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2014 distributable amount			
i Carryover from 2009 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2014 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2014 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2014, if any. Subtract lines 3g and 4a from line 2 (if amount greater than zero, see instructions).			
6 Remaining underdistributions for 2014. Subtract lines 3h and 4b from line 1 (if amount greater than zero, see instructions).			
7 Excess distributions carryover to 2015. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a			
b			
c			
d Excess from 2013			
e Excess from 2014			

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; and Part III, line 12. Also complete this part for any additional information. (See instructions.)

[illegible]

**SCHEDULE D
(Form 990)**

Department of the Treasury
Internal Revenue Service
Name of the organization

Supplemental Financial Statements

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

► Attach to Form 990.

► Information about Schedule D (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

**Open to Public
Inspection**

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 education) ☐ 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.	
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, and not on a historic structure listed in the National Register	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 XIII, 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 (ASC 958), 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 XIII, the text of the footnote to its financial statements that describes these items.	
b If the organization elected, as permitted under SFAS 116 (ASC 958), 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	► \$
(ii) Assets included in Form 990, Part X	► \$
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 (ASC 958) relating to these items:	
a Revenues included in Form 990, Part VIII, line 1	► \$
b Assets included in Form 990, Part X	► \$

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

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

d ☒ Loan or exchange programs

b ☒ Scholarly research

e ☐ Other _____

c ☒ Preservation for future generations

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

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**

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" to Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

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**

b If "Yes," explain the arrangement in Part XIII and complete the following table:

c Beginning balance

d Additions during the year

e Distributions during the year

f Ending balance

	Amount
1c	
1d	
1e	
1f	

2a Did the organization include an amount on Form 990, Part X, line 21? ☐ **Yes** ☐ **No**

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII ☐

Part V Endowment Funds.

Complete if the organization answered "Yes" to Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	30,586,018	25,089,210	21,661,706	18,356,819	12,569,150
b Contributions	2,949,687	3,315,018	4,190,768	2,356,557	3,864,929
c Net investment earnings, gains, and losses	5,650,799	2,439,343	-86,519	1,593,495	2,513,932
d Grants or scholarships	-921,861	-257,461	-676,745	-646,314	-591,191
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance	38,264,643	30,586,110	25,089,210	21,661,557	18,356,820

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment ☐ 1%

b Permanent endowment ☐ 99%

c Temporarily restricted endowment ☐ 0%

The percentages in lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

(i) unrelated organizations

(ii) related organizations

	Yes	No
3a(i)	☒	☐
3a(ii)	☒	☐
3b	☒	☐

b If "Yes" to 3a(ii), are the related organizations listed as required on Schedule R?

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

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings		170,723,216	44,836,007	125,887,209
c Leasehold improvements				
d Equipment		35,040,643	20,215,901	14,824,742
e Other		259,484	0	259,484
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10(c).)				140,971,435

Part VII Investments—Other Securities.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11b. 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
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		

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

Part VIII Investments—Program Related.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		

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

Part IX Other Assets.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	

Total. (Column (b) must equal Form 990, Part X, col. (B) line 15.) ►

Part X Other Liabilities.

Complete if the organization answered "Yes" to Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) Deferred contributions	4,340,569
(3) Employee future benefit	3,526,000
(4) Long-term deferred contributions	5,428,040
(5) Deferred expended capital contributions	118,230,005
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.) ►	131,524,614

2. Liability for uncertain tax positions. In Part XIII, 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 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ☐

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" to Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	59,810,651
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 XIII.)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	59,810,651
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 XIII.)	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	59,810,651

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" to Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	59,271,713
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 XIII.)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	59,271,713
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 XIII.)	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	59,271,713

Part XIII Supplemental Information.

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, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Part III, 1a - Items include collections of Art and Library material

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

Part V, 4 - Investment income earned on the Endowment Fund must be used in accordance with the purpose established by the donor or the

Board of Directors.

Part XIII Supplemental Information *(continued)*

Area for supplemental information with horizontal dashed 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.

► Information about Schedule E (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

Open to Public
Inspection

Name of the organization

The Banff Centre

Employer identification number

98 0078729

Part I

- 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 Part II

NA for Canadian educational institutions - all program participants are admitted solely 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 Part II.

- 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 Part II.

- 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 Part II.
- 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 Part II

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



Supplemental Information. Provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable. Also provide any other additional information (see instructions).

Area for supplemental information with horizontal dashed lines.

SCHEDULE F
(Form 990)

Department of the Treasury
Internal Revenue Service

Statement of Activities Outside the United States

- **Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.**
► **Attach to Form 990. ► See separate instructions.**
► **Information about Schedule F (Form 990) and its instructions is at www.irs.gov/form990.**

OMB No 1545-0047

2013

**Open to Public
Inspection**

Name of the organization

The Banff Centre

Employer identification number

98 0078729

Part I **General Information on Activities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

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

2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in region	(d) Activities conducted in region (by type) (e.g., fundraising, program services, investments, 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 and investments in region
(1) Canada	1	1262	Fundraising		1,788,379
(2) Canada			Program Services	see Part V	50,111,978
(3) Canada			Management and General		4,084,793
(4)					
(5)					
(6)					
(7)					
(8)					
(9)					
(10)					
(11)					
(12)					
(13)					
(14)					
(15)					
(16)					
(17)					
3a Sub-total	1	1262			59,273,713
b Total from continuation sheets to Part I					
c Totals (add lines 3a and 3b)	1	1262			59,273,713

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1	(a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
(1)									
(2)									
(3)									
(4)									
(5)									
(6)									
(7)									
(8)									
(9)									
(10)									
(11)									
(12)									
(13)									
(14)									
(15)									
(16)									

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as tax-exempt by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter ▶▶

3 Enter total number of other organizations or entities ▶▶

Part III **Grants and Other Assistance to Individuals Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 16.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of non-cash assistance	(g) Description of non-cash assistance	(h) Method of valuation (book, FMV, appraisal, other)
(1) Artist Tuition Award	Canada		2,189,248				
(2) Artist Travel Award	Canada		38,875				
(3) Other Financial Assistance	Canada		3,150				
(4) Artist Stipend Awards	Canada		918,760				
(5) Other Program Prizes & Award	Canada		138,530				
(6)							
(7)							
(8)							
(9)							
(10)							
(11)							
(12)							
(13)							
(14)							
(15)							
(16)							
(17)							
(18)							

Part IV Foreign Forms

- 1** Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see Instructions for Form 926)* ☐ Yes ☒ No
- 2** Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to file Form 3520, Annual Return to Report Transactions with Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see Instructions for Forms 3520 and 3520-A)* ☐ Yes ☒ No
- 3** Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect To Certain Foreign Corporations. (see Instructions for Form 5471)* ☒ Yes ☐ No
- 4** Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund. (see Instructions for Form 8621)* ☐ Yes ☒ No
- 5** Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect To Certain Foreign Partnerships. (see Instructions for Form 8865)* ☐ Yes ☒ No
- 6** Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to file Form 5713, International Boycott Report (see Instructions for Form 5713)* ☐ Yes ☒ No

Part V **Supplemental Information**

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information (see instructions).

Part 1, 3 - The Banff Centre is a Canadian non-profit charitable organization domiciled in Alberta Canada. The Banff Centre does not

maintain any office or employ any staff outside of Canada. Substantially all financial aid awards and grants to attend or support The Banff

Centre education programs are made to participants from Canada, United States, and other countries.

Part 1, 3 (e) - Support for The Banff Centre

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service

Name of the organization

The Banff Centre

Compensation Information

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

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
▶ Attach to Form 990. ▶ See separate instructions.

▶ Information about Schedule J (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

**Open to Public
Inspection**

Employer identification number

98 0078729

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.

	Yes	No
1a	✓	

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

2	✓	
---	---	--

3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

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

4a	✓	
4b	✓	
4c		✓

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

5a		✓
5b		✓

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

6a		✓
6b		✓

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.

7	✓	
---	---	--

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 Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III.

8		✓
---	--	---

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

9		
---	--	--

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies 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) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title	(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 as deferred in prior Form 990
	(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
1 Jeff Melanson-President	(i) 287,834	45,000	0	57,566	53,087	433,487	
	(ii) 101,696	25,000	62,755	0	12,367	201,818	
2 Arthur Nutt-VP & CFO (former)	(i) 41,604	0	0	0	9,066	50,670	
	(ii) 165,000	0	0	0	28,806	193,806	
3 Gillian Danby - VP & CFO (Incumbent)	(i) 150,000	0	0	0	37,880	187,880	
	(ii) 71,528	0	185,343	0	19,676	276,547	
4 Luke Sunderland - VP Business Development	(i) 51,671	0	169,919	0	9,367	230,957	
	(ii) 82,443	0	123,755	0	9,557	215,755	
5 Carolyn Warren - VP Programming	(i) 64,063	0	98,728	0	11,691	174,482	
	(ii) 121,406	0	0	0	23,078	144,484	
6 Kathy Arney- Chief Development Officer (former)	(i)						
	(ii)						
7 Lesile Vanderzwet - GM - Conference Service (former)	(i)						
	(ii)						
8 Joost Asselbergs - General Manager - Hospitality(former)	(i)						
	(ii)						
9 Kelly Robinson- Director of Theater Arts (former)	(i)						
	(ii)						
10 Kerry Stauffer - Executive Director, Film and Media	(i)						
	(ii)						
11	(i)						
	(ii)						
12	(i)						
	(ii)						
13	(i)						
	(ii)						
14	(i)						
	(ii)						
15	(i)						
	(ii)						
16	(i)						
	(ii)						

Part III **Supplemental Information**

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

Part I, Line 4 (a)(b) - See other reportable compensation Part II, Line 1, column B(ii).

Part I, Line 7 - Executive bonuses totalling \$70,000 shown in Part II, Column B(ii).

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.
▶ Information about Schedule M (Form 990) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

**Open To Public
Inspection**

Name of the organization

Employer identification number

The Banff Centre

98 0078729

Part I Types of Property

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art—Works of art	✓	47	162,315	
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	✓	13	152,152	
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 ▶ (Life Style)	✓	42	121,742	
26 Other ▶ (Musical)	✓	5	24,417	
27 Other ▶ (Generic)	✓	35	476,502	
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 0

	Yes	No
30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 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 an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.		

Part II
214

Supplemental Information. Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

Area for supplemental information with horizontal dashed lines.

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

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

▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at www.irs.gov/form990.

OMB No 1545-0047

2013

**Open to Public
Inspection**

Name of the organization

The Banff Centre

Employer identification number

98 0078729

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

Form 990 Part VI, 12c: 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 VI, 19: Comprehensive Institutional Plans and Financial Statements are all publicly accessible via The Banff Centre website,

www.banffcentre.ca

Form 990 Part XI, 5: Endowment Contributions \$2,950,512, Endowment Earnings \$2,081,850, Net Gain \$3,568,949, Distribution of earnings

(\$921,861), Total \$7,679,450

Name of the organization

Employer identification number

812

**SCHEDULE R
(Form 990)**

Department of the Treasury
Internal Revenue Service
Name of the organization

Related Organizations and Unrelated Partnerships

- Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
► Attach to Form 990.
► Information about Schedule R (Form 990) and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2013

**Open to Public
Inspection**

Employer identification number

98 0078729

The Banff Centre

Part I Identification of Disregarded Entities Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1)					
(2)					
(3)					
(4)					
(5)					
(6)					

Part II Identification of Related Tax-Exempt Organizations Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
(1) The Banff Centre Foundation	Endowment Management	Canada	501(c)(3)	7	The Banff Centre	✓	
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Cat. No. 50135Y

Schedule R (Form 990) 2014

Part III Identification of Related Organizations Taxable as a Partnership Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of- year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1)												
(2)												
(3)												
(4)												
(5)												
(6)												
(7)												

Part IV Identification of Related Organizations Taxable as a Corporation or Trust Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No
(1)									
(2)									
(3)									
(4)									
(5)									
(6)									
(7)									

Part V Transactions With Related Organizations Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note. Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II–IV?

		Yes	No
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity			✓
b Gift, grant, or capital contribution to related organization(s)		✓	
c Gift, grant, or capital contribution from related organization(s)			✓
d Loans or loan guarantees to or for related organization(s)			✓
e Loans or loan guarantees by related organization(s)			✓
f Dividends from related organization(s)			✓
g Sale of assets to related organization(s)			✓
h Purchase of assets from related organization(s)			✓
i Exchange of assets with related organization(s)			✓
j Lease of facilities, equipment, or other assets to related organization(s)			✓
k Lease of facilities, equipment, or other assets from related organization(s)			✓
l Performance of services or membership or fundraising solicitations for related organization(s)		✓	
m Performance of services or membership or fundraising solicitations by related organization(s)			✓
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)			✓
o Sharing of paid employees with related organization(s)		✓	
p Reimbursement paid to related organization(s) for expenses			✓
q Reimbursement paid by related organization(s) for expenses			✓
r Other transfer of cash or property to related organization(s)			✓
s Other transfer of cash or property from related organization(s)			✓

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a–s)	(c) Amount involved	(d) Method of determining amount involved
(1) The Banff Centre Foundation	b	2,221,341	Part VII
(2) The Banff Centre Foundation	l, o	0	Part VII
(3) The Banff Centre Foundation	s	297,131	Part VII
(4)			
(5)			
(6)			

Part VI **Unrelated Organizations Taxable as a Partnership** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1)													
(2)													
(3)													
(4)													
(5)													
(6)													
(7)													
(8)													
(9)													
(10)													
(11)													
(12)													
(13)													
(14)													
(15)													
(16)													

Part VII **Supplemental Information**

Provide additional information for responses to questions on Schedule R (see instructions).

Part V 2(1)(d) - Cash equal to donor gifts

Part V 2(2)(d) - Not readily determinable

Part V 2(3)(d) + Cash equal to investment income



The Banff Centre

Consolidated Financial Statements

March 31, 2014



Deloitte LLP
700, 850 – 2 Street SW
Calgary AB T2P 0R8
Canada

Tel 403 267 1700
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www.deloitte.ca

Independent Auditor's Report

To The Board of Governors of
The Banff Centre

We have audited the accompanying consolidated financial statements of The Banff Centre, which comprise the consolidated statement of financial position as at March 31, 2014, and the consolidated statement of operations and changes in net assets, the consolidated statement of remeasurement gains and losses, and the consolidated statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Banff Centre as at March 31, 2014, and the results of its operations, its remeasurement gains and losses, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Accountants
May 30, 2014

THE BANFF CENTRE

Consolidated Statement of Financial Position

As at March 31, 2014

(in thousands of dollars)

	March 31, 2014	March 31 2013 (restated - note 3)
Assets		
Current assets		
Cash and cash equivalents	\$ 3,757	\$ 4,610
Short-term investments (note 4)	-	500
Accounts and grants receivable (note 6)	5,445	5,782
Inventories and prepaid expenses	657	691
	<u>9,859</u>	<u>11,583</u>
Notes receivable and deferred charge (note 7)	675	674
Endowment and other long-term investments (note 4)	38,084	30,541
Capital assets (note 8)	140,971	144,905
	<u>\$ 189,589</u>	<u>\$ 187,703</u>
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	\$ 3,881	\$ 4,472
Unearned revenue and deposits (note 9)	1,615	2,011
Deferred contributions (note 10)	4,341	4,791
Current portion of long-term debt (note 12)	389	1,169
	<u>10,226</u>	<u>12,443</u>
Long-term debt (note 12)	445	37
Employee future benefit liabilities (note 13)	3,526	3,601
Long-term deferred contributions (notes 3 and 10)	5,428	6,961
Deferred expended capital contributions (note 11)	118,230	121,107
	<u>137,855</u>	<u>144,149</u>
Net Assets		
Accumulated surplus (note 14)	13,417	12,880
Accumulated remeasurement gains	52	88
Endowments (notes 3 and 15)	38,265	30,586
	<u>51,734</u>	<u>43,554</u>
	<u>\$ 189,589</u>	<u>\$ 187,703</u>

The accompanying notes are an integral part of these financial statements

Signed on behalf of The Banff Centre Board of Governors


Chair, Board of Governors


President, The Banff Centre

THE BANFF CENTRE

Consolidated Statement of Operations and Changes in Net Assets

For the year ended March 31, 2014

(in thousands of dollars)

	Budget 2014 (note 18)	2014	2013 (restated - note 3)
Revenue			
Government of Alberta grants (note 16)	\$ 17,563	\$ 17,978	\$ 16,912
Federal and other government grants (note 16)	2,380	2,384	2,904
Sales, rentals and services	24,899	25,166	24,389
Tuition and related fees	4,958	3,763	4,173
Donations and other grants	5,369	5,553	5,416
Investment income	733	817	370
Amortization of deferred expended capital contributions (note 11)	4,069	4,149	3,690
	<u>59,971</u>	<u>59,810</u>	<u>57,854</u>
Expense			
Arts programming	19,164	19,263	19,204
Leadership programs	2,919	2,352	2,745
Institutional support	11,059	10,470	10,228
Facilities operations and related costs	12,256	12,574	10,808
Ancillary operations	14,573	14,614	13,672
	<u>59,971</u>	<u>59,273</u>	<u>56,657</u>
Excess of revenue over expense	-	537	1,197
Transfer of internal funds to endowment	-		(1,000)
Change in accumulated surplus	-	537	197
Net assets, beginning of year		43,554	37,772
Change in remeasurement gains		(36)	88
Endowment contributions and other transfers		2,950	3,315
Endowment investment income retained in the fund		(88)	416
Endowment net capital gains		4,817	1,766
Net assets, end of year	\$ -	\$ 51,734	\$ 43,554

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, 2014

(in thousands of dollars)

	2014	2013 (restated - note 3)
Operating Transactions		
Excess of revenue over expense	\$ 537	\$ 1,197
Non-cash items		
Amortization of capital assets	5,864	5,237
Expended capital contributions recognized as revenue	(4,149)	(3,690)
Change in employee future benefit liabilities	69	59
Other non-cash adjustments	27	26
Change in		
Accounts and grants receivable	884	(64)
Inventories and prepaid expenses	9	272
Accounts payable and accrued liabilities	523	(216)
Unearned revenue and deferred contributions	(2,684)	2,719
Cash provided by operating transactions	1,080	5,540
Capital Transactions		
Acquisition of capital assets	(3,102)	(4,794)
Cash applied to capital transactions	(3,102)	(4,794)
Investing Transactions		
Purchases of investments, net of sales	(5,831)	(4,727)
Endowment investment return, net of distributions	3,481	490
Cash applied to investing transactions	(2,350)	(4,237)
Financing Transactions		
Long-term debt principal repayments	(459)	(306)
Long-term deferred contributions, capital	1,576	4,760
Endowment contributions and transfers	2,402	2,737
Cash provided by financing transactions	3,519	7,191
(Decrease) increase in cash and cash equivalents	(853)	3,700
Cash and cash equivalents, beginning of year	4,610	910
Cash and cash equivalents, end of year	\$ 3,757	\$ 4,610
 Cash and cash equivalents, end of year, is comprised of		
Cash on hand and demand deposits	\$ 376	\$ 521
Money market funds and guaranteed investment certificates	3,381	4,089
	\$ 3,757	\$ 4,610

The accompanying notes are an integral part of these financial statements

THE BANFF CENTRE

Consolidated Statement of Remeasurement Gains and Losses

For the year ended March 31, 2014

(in thousands of dollars)

	2014	2013
Accumulated remeasurement gains, beginning of year	\$ 88	\$ -
Unrealized gains attributable to: Investments	60	88
Realized gain on investments, reclassified to operations	(96)	-
Accumulated remeasurement gains, end of year	\$ 52	\$ 88

The accompanying notes are an integral part of these financial statements

THE BANFF CENTRE
Notes to the Consolidated Financial Statements

For the year ended March 31, 2014

(tabular amounts in thousands of dollars)

Note 1 Authority and Purpose

The Board of Governors of 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 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

Consolidated financial statements

These financial statements are prepared on a consolidated basis and include the accounts of The Banff Centre Foundation which is controlled by the Centre and operated exclusively to support the activities of the Centre. The Foundation is a registered charity, and under section 149 of the Income Tax Act (Canada), is exempt from income tax.

Public sector accounting standards ("PSAS") and use of estimates

These financial statements have been prepared in accordance with PSAS, including the 4200 series of standards. 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 tangible capital assets, revenue recognition for expended capital, potential impairment of capital assets, accrued liabilities, and the 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 the financial statements, and together with the following notes, should be considered an integral part of the financial statements.

Valuation of financial assets and liabilities

The Centre's financial assets and liabilities are generally measured as follows:

Cash, cash equivalents, and similar fixed income instruments	Amortized cost
Investments	Fair value
Accounts, grants and notes receivable	Amortized cost
Accounts payable and accrued liabilities	Amortized cost
Long-term debt	Amortized cost

Unrealized gains and losses from changes in the fair value of unrestricted financial instruments are recognized in the statement of remeasurement gains and losses. Upon settlement, the cumulative gain or loss is reclassified from the statement of remeasurement gains and losses and recognized in the statement of operations.

Unrealized gains and losses from changes in the fair value of restricted financial instruments are recognized as deferred revenue or as endowment net assets.

Interest and dividends attributable to financial instruments are reported in the statement of operations, except for the restricted portions which are recognized as deferred revenue or as endowment net assets.

THE BANFF CENTRE
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014
(tabular amounts in thousands of dollars)

Note 2 Summary of Significant Accounting Policies and Reporting Practices(continued)

Valuation of financial assets and liabilities(continued)

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the statement of operations. The write-down of a portfolio investment to reflect a loss in value is not reversed for a subsequent increase in value.

For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense. The purchases and sales of cash, cash equivalents and investments are accounted for using trade-date accounting.

Management evaluates contractual obligations for the existence of embedded derivatives and elects to either designate the entire contract for fair value measurement or separately measure the value of the derivative component when characteristics of the derivative are not closely related to the economic characteristics and risks of the contract itself. Contracts to buy or sell non-financial items for the Centre's normal purchase, sale or usage requirements are not recognized as financial assets or liabilities. The Centre does not have any embedded derivatives.

Cash and cash equivalents

Cash and cash equivalents include cash on hand, demand deposits and highly-liquid investments that are readily convertible to cash and have a short maturity of less than three months from the date of acquisition.

Inventories

Inventories held for resale are valued at the lower of cost and net realizable value, being the estimated selling price less the cost to sell. Inventories held for consumption are valued at the lower of cost and replacement value. Cost is calculated principally using the weighted-average cost method.

Capital assets

Purchased capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement and betterment of the assets. The cost of capital assets includes overhead directly attributable to construction and development, as well as interest costs that are directly attributable to the acquisition or construction of the assets. Capital assets, except for property under development, 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
Equipment, furnishings and software	4-15 years

Property under development is not amortized until the project is substantially complete and the asset is placed in service. Capital lease obligations are recorded at the present value of the minimum lease payments excluding any lease operating costs. Contributed capital assets are recorded at their fair market value when a fair value can be reasonably determined. Works of art, historical treasures and collections are expensed when acquired and not recognized as capital assets.

Capital assets are written down when conditions indicate that they no longer contribute to the Centre's ability to provide goods and services, or when the value of future economic benefits associated with the capital assets is less than their net book value. The net write-downs are accounted for as expenses in the statement of operations.

THE BANFF CENTRE
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014
(tabular amounts in thousands of dollars)

Note 2 Summary of Significant Accounting Policies and Reporting Practices (continued)

Revenue recognition

All revenues are reported using the accrual basis of accounting. Accordingly, 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. Investment income is recognized as revenue when earned.

The Centre follows the deferral method of accounting for contributions and recognizes government grants, donations and other grants as described below.

Donations and non-government grants are received from individuals, corporations, and private sector not-for-profit organizations. These funds may be unrestricted or restricted for operating, endowment or capital purposes.

Unrestricted contributions are recorded as revenue in the year received or in the year the funds are committed to the Centre if the amount can be reasonably estimated and collection is reasonably assured.

Externally restricted non-capital contributions are deferred and 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. Realized and unrealized gains and losses and investment earnings attributable to these funds that must be maintained in perpetuity are also recognized as a direct increase in endowment net assets.

Externally restricted capital contributions are recorded as deferred contributions until the amounts are 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.

Investment income includes dividend and interest income and realized gains or losses on the sale of investments. Unrealized gains and losses on investments that are not from restricted transfers, donations or grants are recognized in the statement of remeasurement gains and losses until the related investments are sold. Once realized, these gains and losses are recognized in the statement of operations.

In-kind donations of services and materials are recorded at fair value when such value can be reasonably determined. While volunteers and staff contribute a significant amount of time each year to assist the Centre, the value of their services is not recognized as revenue and expenses in the financial statements because the fair value cannot be reasonably determined.

Scholarships and financial assistance

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

THE BANFF CENTRE**Notes to the Consolidated Financial Statements**

For the year ended March 31, 2014

*(tabular amounts in thousands of dollars)***Note 2 Summary of Significant Accounting Policies and Reporting Practices** (continued)**Foreign currency translation**

Financial assets and liabilities recorded in foreign currencies are translated into Canadian dollars at the year-end exchange rate. Revenues and expenses are translated when recorded during the year using the prior month-end exchange rates. In the period of settlement, realized gains and losses from these translations are included in investment income. Unrealized gains and losses are recognized in the statement of remeasurement gains and losses.

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 of active plan members.

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 predetermined amounts that are expected to provide the plan's future benefits.

Note 3 Restatement of Prior Year Amounts

In prior years, the Centre accounted for receivables of government matching grants restricted for the endowment as deferred contributions until payment was received, at which time the amount was added to endowment net assets. To better reflect the ultimate disposition of the funds and the related endowment net asset balances, these matching grants will be treated as additions to endowment net assets when the grants are received or receivable.

These changes have been applied retroactively with restatement of comparative amounts. The impacts on the prior year's financial statements as a result of this restatement are as follows:

	2013			
	As previously recorded		Increase (Decrease)	As restated
Statement of Financial Position				
Long-term deferred contributions	\$ 8,176	\$	(1,215)	\$ 6,961
Endowment net assets	\$ 29,371	\$	1,215	\$ 30,586
Statement of Operations and Changes in Net Assets				
Net assets, beginning of year	\$ 36,135	\$	1,637	\$ 37,772
Endowment contributions and other transfers	\$ 3,737	\$	(422)	\$ 3,315
Net assets, end of year	\$ 42,339	\$	1,215	\$ 43,554
Statement of Cash Flows				
Change in accounts and grants receivable	\$ 358	\$	(422)	\$ (64)
Long-term deferred contributions	\$ 4,338	\$	422	\$ 4,760

THE BANFF CENTRE
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014
(tabular amounts in thousands of dollars)

Note 4 Short-Term Investments, and Endowment and Other Long-Term Investments

	2014	2013
Short-term investments		
Short-term operating investments are carried at amortized cost and include Canadian and U.S. dollar money market funds, treasury bill funds and guaranteed investment certificates	\$ -	\$ 500
Endowment and other long-term investments		
Other operating investments at amortized cost:		
Guaranteed investment certificates	\$ 1,500	\$ 1,000
Other operating investments at fair value	82	170
	<u>1,582</u>	<u>1,170</u>
Endowment		
Items at amortized cost:		
Cash and cash equivalents	471	2,540
Items at fair value:		
Government bonds	916	3,387
Corporate bonds	1,639	6,465
Equities and pooled funds	34,069	17,236
	<u>37,095</u>	<u>29,628</u>
Endowment earnings payable to the Centre	(593)	(257)
	<u>36,502</u>	<u>29,371</u>
	<u>\$ 38,084</u>	<u>\$ 30,541</u>

Equity investments are considered Level 1 items and are measured based on quoted prices in active markets for identical assets.

The remaining investments carried at fair value are Level 2 items and are measured based on market inputs, other than quoted prices included in Level 1, that are observable for the asset or liability either directly as prices or indirectly derived from prices.

Note 5 Financial Risk Management

The Centre is exposed to a variety of financial risks, including market risks (price risk, currency risk and interest rate risk), credit risk and liquidity risk. To manage these risks, the Centre invests in a diversified portfolio of investments that is guided by established investment policies that outline risk and return objectives. The long-term objective of the Centre's investment policies is to achieve a long-term real rate of return in excess of fees and expenses and to maintain the real value of the funds. The Board of Directors of The Banff Centre Foundation has the delegated authority for oversight of the Centre's investments.

The Centre does not use foreign currency forward contracts or any other type of derivative financial instruments for trading or speculative purposes.

THE BANFF CENTRE

Notes to the Consolidated Financial Statements

For the year ended March 31, 2014

(tabular amounts in thousands of dollars)

Note 5 Financial Risk Management (continued)

The Centre is exposed to the following risks.

Market risk

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual security, its issuer or general market factors affecting all investments. To manage this risk, the Centre has policies and procedures in place governing asset mix, diversification, exposure limits, credit quality and performance measurement.

Certain investment portfolios include only pooled fund holdings in which the Centre has an equity interest represented by units of the pooled fund and any distributions from the funds. The pooled fund investments consist of several other pooled fund holdings of cash and cash equivalents, Canadian bonds, and Canadian, U.S. and international equities. At March 31, 2014, the impacts of changes in the rates of return on these investment portfolios are as follows:

- a 7.74% change in pooled fund investments would result in a \$2,000,000 increase or decrease

At March 31, 2014, the impacts of changes in the rates of return on the investment portfolio of segregated asset holdings are as follows:

- a 1.25% change in short-term cash equivalents would result in a \$5,750 increase or decrease
- a 2.98% change in fixed income securities would result in a \$75,000 increase or decrease
- a 7.75% change in common stocks and equivalents would result in a \$400,000 increase or decrease

Foreign currency risk

Foreign currency risk on investments is the risk that the value of a financial instrument will fluctuate as a result of changes in foreign exchange rates. The significant holdings denominated in foreign currencies are in U.S. dollars, with smaller amounts in other foreign currencies that are not significant to the portfolio as a whole.

The impacts of changes in the value of U.S. dollar foreign currencies are as follows.

	Fair Value	5% decrease	1% decrease	1% increase	5% increase
U.S. dollar investments	\$3,775,082	\$3,586,418	\$3,737,425	\$3,812,928	\$3,963,935

Interest rate risk

Interest rate risk is the risk to the Centre's earnings that arises from the fluctuation and degree of volatility in those rates. This risk is managed by investment policies that limit the term to maturity of certain fixed income instruments held by the Centre. Interest rate risk on the Centre's debt is managed through fixed-rate loan agreements, budget contingencies to absorb rate fluctuations, and debt prepayment provisions to provide for a reduction of outstanding amounts prior to the renewal dates of term loans. Bonds are affected indirectly as they are subject to fluctuations in market values.

The maturities of interest-bearing investments held by the Centre are as follows:

	< 1 year	1-5 years	> 5 years	average market yield
	%	%	%	%
Money market funds	100.0	-	-	0.74
Guaranteed investment certificates	85.7	14.3	-	1.73
Canadian government and corporate bonds	3.1	33.6	63.3	3.49

THE BANFF CENTRE
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014
(tabular amounts in thousands of dollars)

Note 5 Financial Risk Management (continued)

Credit risk

The Centre is exposed to credit risk on investments arising from the potential failure of a counterparty, debtor or issuer to honor its contractual obligations. To manage this risk, the Centre has established an investment policy with required minimum credit quality standards and issuer limits.

The Centre's accounts receivable are subject to normal credit risks due to the nature of the Centre's customers and grantors. The carrying values of these receivables reflect management's assessment of the credit risk associated with these customers and grantors.

The credit risks on investments held by the Centre are as follows:

	2014	2013
	%	%
A or higher	90.8	87.5
BBB	9.2	12.5

Liquidity risk

The Centre maintains a short-term line of credit to ensure that funds are available to meet current and forecasted financial requirements. At March 31, for the years presented in these financial statements, no amounts were outstanding under these credit facilities.

Note 6 Accounts and Grants Receivable

	2014	2013
Trade accounts receivable, net of allowance for doubtful accounts	\$ 2,557	\$ 2,133
Grants, participant and other receivables	2,888	3,649
	<u>\$ 5,445</u>	<u>\$ 5,782</u>

Accounts receivable are unsecured and non-interest bearing. No significant amounts are past due more than 90 days at March 31 of these years.

Note 7 Notes Receivable and Deferred Charge

In prior years, the Centre advanced a total of \$672,800 to Rocky Mountain Cooperative Housing Association for the right to lease 42 accommodation units. 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 and repayable in 2019. Commitments under these operating leases are included in Note 12 - Long-Term Debt and Commitments.

The notes receivable are discounted to a present value of \$517,191 (2013 - \$494,069). The discount is amortized using the effective interest method. The deferred charge of \$131,335 (2013 - \$154,176) is amortized over the lease period.

THE BANFF CENTRE
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014
(tabular amounts in thousands of dollars)

Note 8 Capital Assets

		2014				
		Land Improvements	Buildings and Improvements	Equipment, Furnishings and Software	Property Under Development	Total
Cost						
Beginning of year	\$	2,722	\$ 167,252	\$ 34,091	\$ 195	\$ 204,260
Additions		-	749	1,117	64	1,930
Disposals and other adjustments		80	(80)	(167)	-	(167)
		2,802	167,921	35,041	259	206,023
Accumulated Amortization						
Beginning of year		2,497	38,959	17,899	-	59,355
Amortization expense		45	3,335	2,484	-	5,864
Disposals and other adjustments		-	-	(167)	-	(167)
		2,542	42,294	20,216	-	65,052
Net book value - March 31, 2014	\$	260	\$ 125,627	\$ 14,825	\$ 259	\$ 140,971
		2013				
		Land Improvements	Buildings and Improvements	Equipment, Furnishings and Software	Property Under Development	Total
Cost						
Beginning of year	\$	2,722	\$ 165,854	\$ 28,110	\$ 3,343	\$ 200,029
Additions		-	1,398	6,647	(3,148)	4,897
Disposals and other adjustments		-	-	(666)	-	(666)
		2,722	167,252	34,091	195	204,260
Accumulated Amortization						
Beginning of year		2,455	35,650	16,679	-	54,784
Amortization expense		42	3,309	1,886	-	5,237
Disposals and other adjustments		-	-	(666)	-	(666)
		2,497	38,959	17,899	-	59,355
Net book value - March 31, 2013	\$	225	\$ 128,293	\$ 16,192	\$ 195	\$ 144,905

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

Equipment, furnishings and software includes vehicles, furniture, fixtures, computer hardware, software, and other equipment. Included in equipment at March 31, 2014 is the net book value of approximately \$267,000 related to assets under capital leases (2013- \$201,000).

The Centre holds permanent collections of both library materials and artwork. Due to the subjective nature of these assets, they are not included in capital assets. The cost of assets expensed in 2014 is \$30,362. As of March 31, 2014 the cumulative historical cost of these assets which have not been capitalized is \$1,531,000.

No interest was capitalized by the Centre in 2014.

THE BANFF CENTRE
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014
(tabular amounts in thousands of dollars)

Note 9 Unearned Revenue and Deposits

	2014	2013
Deposits for accommodations	\$ 945	\$ 1,261
Other sales and services	670	750
	<u>\$ 1,615</u>	<u>\$ 2,011</u>

Note 10 Deferred Contributions

Deferred contributions are comprised of unexpended externally restricted grants, donations and endowment investment earnings available for spending. Substantially all of the operating deferred contributions and earnings are restricted to support arts and leadership programming in addition to financial assistance for program participants. Other deferred contributions are restricted for capital projects.

	2014			2013 (restated - note 3)	
	Operating	Capital	Total	Total	
Balance, beginning of year	\$ 9,417	\$ 2,335	\$ 11,752	\$ 9,054	
Grants and contributions received or receivable:					
Operating	1,058	-	1,058	4,956	
Capital	-	1,565	1,565	4,760	
Distributed endowment earnings	910	12	922	248	
Recognized as operating revenue:					
Grants and contributions	(2,580)	(1,031)	(3,611)	(3,002)	
Endowment earnings utilized	(645)	-	(645)	(156)	
Transfers to fund capital acquisitions	-	(1,272)	(1,272)	(4,108)	
Balance, end of year	8,160	1,609	9,769	11,752	
Current portion of deferred contributions	(4,341)	-	(4,341)	(4,791)	
Long-term deferred contributions	<u>\$ 3,819</u>	<u>\$ 1,609</u>	<u>\$ 5,428</u>	<u>\$ 6,961</u>	

Note 11 Deferred Expended Capital Contributions

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

	2014	2013
Balance, beginning of year	\$ 121,107	\$ 120,689
Transferred from deferred contributions to acquire capital assets (note 10)	1,272	4,108
Transferred to revenue	(4,149)	(3,690)
Balance, end of year	<u>\$ 118,230</u>	<u>\$ 121,107</u>

THE BANFF CENTRE**Notes to the Consolidated Financial Statements**

For the year ended March 31, 2014

*(tabular amounts in thousands of dollars)***Note 12 Long-Term Debt and Commitments**

Debt	2014	2013
Term loan - Professional Development Centre	\$ 730	\$ 1,104
Capital leases	104	102
	834	1,206
Less: debt due within one year	(389)	(1,169)
Long-term debt	\$ 445	\$ 37

In April 2010, the Centre refinanced the unsecured term loan for a three-year period with blended principal and interest repayments of approximately \$297,000 per annum. In May 2013, the Centre renewed the loan on similar terms for a 48-month period until May 1, 2017, with interest at 3.04% per annum.

From time to time the Centre enters into capital leases to finance various purchases of equipment. These leases generally range in maturity from three to five years with implicit interest rates between 3.0% and 5.0%.

The Centre maintains a Letter of Credit Facility of up to \$200,000 ("Credit Facility") at an interest rate of 1.3% per annum. Amounts drawn under this Credit Facility are available through commercial letters of credit. At March 31, 2014, \$75,000 is issued and outstanding (2013 - \$75,000).

Interest expense on long-term debt for the years ended March 31, 2014 and 2013 was \$29,903 and \$47,051, respectively. Interest expense approximates interest paid for both fiscal years. These expenses are included in the institutional support category of functional expense.

Commitments

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 per kilowatt hour.

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 \$3,294,000.

THE BANFF CENTRE**Notes to the Consolidated Financial Statements**

For the year ended March 31, 2014

*(tabular amounts in thousands of dollars)***Note 12 Long-Term Debt and Commitments (continued)****Commitments (continued)**

The Centre is party to an agreement with YWCA Banff under which the Centre is committed to the rental of 13 housing units through August 2014. Under this agreement, the approximate monthly rent is \$6,200, and the total of all commitments over the remainder of the lease term is approximately \$24,800.

Future expected minimum repayments are as follows:

Year Ending March 31	Professional Development Centre	Capital Leases	Operating Leases
2015	\$ 349	\$ 40	\$ 755
2016	324	41	724
2017	57	23	697
2018	-	-	682
2019	-	-	628
thereafter	-	-	430
	<u>\$ 730</u>	<u>\$ 104</u>	<u>\$ 3,916</u>

Note 13 Employee Future Benefit Liabilities

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.

PSPP

As the Centre does not have sufficient information on the PSPP to follow the accounting standards for defined benefit plans, the plan is accounted for on a defined contribution basis. Accordingly, pension expense of \$1,225,000 (2013 - \$1,042,000) recorded for the PSPP is comprised of employer contributions to the plan that are required for the Centre's employees during the year. Pension expense is recorded as a direct cost together with the related salaries and wages and reported in all expense categories of the statement of operations. Contributions are calculated based on actuarially predetermined amounts that are expected to provide the plan's future benefits.

An actuarial valuation of the PSPP was carried out at December 31, 2012 and was then extrapolated to December 31, 2013. At December 31, 2013 the PSPP reported an actuarial deficiency of \$1.255 billion (2012 - \$1.645 billion) for the plan as a whole. The PSPP's deficiency is being discharged through additional contributions from both employees and employers until 2025. Other than the requirement to make additional contributions, the Centre does not bear any risk related to the PSPP deficiency.

THE BANFF CENTRE

Notes to the Consolidated Financial Statements

For the year ended March 31, 2014

(tabular amounts in thousands of dollars)

Note 13 Employee Future Benefit Liabilities (continued)

UAPP

The UAPP is a multi-employer defined benefit pension plan for academic staff members and other eligible employees. An actuarial valuation of the UAPP was carried out at December 31, 2012 and further extrapolated to the Centre's year ended March 31, 2014. The Centre's share of the benefit liability, which has been allocated based on employer contributions to the plan, is estimated to be \$3,526,000 at March 31, 2014 (2013 - \$3,515,000).

The Centre recorded its share of pension expense of \$1,067,000 (2013 - \$1,023,000).

The significant actuarial assumptions used to measure the UAPP accrued benefit obligation for the plan as a whole and the Centre's share of the benefit obligation and benefit costs are as follows:

	2014	2013
Accrued benefit obligation at March 31	\$ 18,649	\$ 16,761
Discount rate	6.60%	6.20%
Benefit costs for years ended March 31	\$ 751	\$ 679
Discount rate	6.60%	6.20%
Average compensation increase	3.50%	3.50%
Estimated average remaining service life	8.6 yrs	10.2 yrs

The UAPP unfunded deficiency for service prior to January 1, 1992 is financed by additional contributions of 1.25% of salaries by the Government of Alberta. Employees and employers share equally the balance of the contributions of 2.87% (2013 - 2.34%) of salaries required to eliminate the unfunded deficiency by December 31, 2043. The Government of Alberta's share of the obligation for the UAPP unfunded deficit at March 31, 2014 is \$310.7 million (2013 - \$327.7 million).

The UAPP unfunded deficiency for service after December 31, 1991 is financed by special payments of 5.54% (2013 - 5.24%) of pensionable earnings until December 31, 2021, 1.71% (2013 - 1.46%) of salaries for 2022 and 2023, 0.70% (2013 - 0.45%) of salaries for 2024 and 2025, and 0.25% (2013 - 0.0%) of salaries for 2026 and 2027, all shared equally between employees and employers.

Administrative leave

The Centre provides the President with a paid leave of absence at the end of his administrative appointment, accrued during the period of employment. Upon completion of the term of service, the salary and benefits in effect at that time are paid for the duration of the leave. A lump sum payment may be taken at the end of the appointment with Board approval.

The Centre's benefit expense for administrative leave totaled \$58,000 (2013 - \$75,000). The benefit liability at March 31, 2014 is \$144,000 (2013 - \$86,000). No assets are set aside to fund the liability as the Centre plans to use its working capital to finance this future obligation.

THE BANFF CENTRE
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014
(tabular amounts in thousands of dollars)

Note 14 Accumulated Surplus

The changes in accumulated surplus are as follows:	UAPP Pension Deficit (note 13)		2014	2013
	Unrestricted			
Accumulated operating surplus (deficit), beginning of year \$	16,395	\$ (3,515)	\$ 12,880	\$ 12,683
Excess of revenue over expense	537	-	537	197
UAPP pension benefits accrual	11	(11)		-
Accumulated operating surplus (deficit), end of year	\$ 16,943	\$ (3,526)	\$ 13,417	\$ 12,880

Included in accumulated surplus is \$21,909,000 (2013 - \$22,592,000) representing the amount of surplus that has been invested in capital assets.

Note 15 Endowments

	2014	2013 (restated - note 3)
Endowments, beginning of year	\$ 30,586	\$ 25,089
Contributions and other transfers	2,950	3,315
Investment income	834	673
Net capital gains	4,817	1,766
Distribution of earnings available for spending	(922)	(257)
Endowments, end of year	\$ 38,265	\$ 30,586

The Centre receives matching funds on eligible endowment contributions from Canadian Heritage under the Endowment Incentives program. These contributions and matching funds are held by The Banff Centre Foundation and The Banff Community Foundation (an unrelated public charitable foundation) and managed as a permanent endowment for the sole benefit of the Centre. During 2014, the Centre transferred \$2,000,000 of eligible donations to The Banff Centre Foundation (2013 - \$1,215,000). The market values of the funds held by these foundations are as follows:

	2014	2013
The Banff Centre Foundation	\$ 18,851,000	\$ 12,569,000
The Banff Community Foundation	\$ 10,141,000	\$ 9,018,000

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 the 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 by reinvesting unexpended income.

THE BANFF CENTRE**Notes to the Consolidated Financial Statements**

For the year ended March 31, 2014

*(tabular amounts in thousands of dollars)***Note 15 Endowments (continued)**

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 earnings on endowments are insufficient to fund the spending allocation, the spending allocation is funded from the cumulative earnings reinvested in the fund. However, for individual endowment funds without sufficient cumulative reinvested earnings, endowment principal may be used in that year. This amount is expected to be recovered from future investment earnings.

Note 16 Government Grants

	2014	2013
Base operating grant from Alberta Innovation and Advanced Education	\$ 16,472	\$ 16,427
Other Government of Alberta grants:		
Alberta Innovation and Advanced Education	1,123	212
Alberta Culture	377	268
Other Ministries	6	5
	<u>\$ 17,978</u>	<u>\$ 16,912</u>
Federal and other government grants:		
Government of Canada - Department of Canadian Heritage		
Canada Arts Training Fund	\$ 1,950	\$ 1,950
Canada Arts Presentation Fund	124	124
Canada Cultural Investment Fund	-	437
Celebrate Canada	7	-
Other government grants	303	393
	<u>\$ 2,384</u>	<u>\$ 2,904</u>

THE BANFF CENTRE
Notes to the Consolidated Financial Statements
For the year ended March 31, 2014
(tabular amounts in thousands of dollars)

Note 17 Salaries and Employee Benefits

The salaries and employee benefit expenses of the Centre include:

	2014	2013
Salaries, wages and non-pension benefits	\$ 29,636	\$ 28,166
Pension benefits	2,292	2,065
	<u>\$ 31,928</u>	<u>\$ 30,231</u>

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

	2014			2013	
	Base Salaries	Other Cash Benefits (1)	Other Non-cash Benefits (2)	Total	Total
Board of Governors (3)	\$ -	\$ -	\$ -	\$ -	\$ -
President (4)	288	45	111	444	401
Vice-Presidents:					
Programming	150	-	38	188	212
Finance (former)	102	88	12	202	317
Finance (incumbent)	42	-	9	51	-
Business Development	165	-	29	194	-
	<u>\$ 747</u>	<u>\$ 133</u>	<u>\$ 199</u>	<u>\$ 1,079</u>	<u>\$ 930</u>

(1) other cash benefits include earnings such as vacation payouts, bonuses, housing allowances and other lump sum amounts, including retirement and severance payments

(2) other benefits include the Centre's share of all employee benefits and payments made on behalf of employees including pension, administrative and retirement leave, health care, life insurance and disability plans, tuition benefits, taxable travel and other benefits for the use of Banff Centre residences, vehicles and services

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

(4) executives in this role receive administrative leave benefits having a current benefit cost of \$58,000 (2013 - \$75,000)

THE BANFF CENTRE**Notes to the Consolidated Financial Statements**

For the year ended March 31, 2014

*(tabular amounts in thousands of dollars)***Note 18 Budget**

Budgeted amounts have been provided for comparison purposes and are derived from the Centre's Comprehensive Institutional Plan as approved by the Board of Governors.

Note 19 Expense By Object

	2014		2013	
	Budget	Actual	Actual	
Salaries, wages and benefits (note 17)	\$ 32,814	\$ 31,928	\$ 30,231	
Purchased services	4,286	5,128	4,849	
Materials, goods and supplies	4,114	3,872	3,971	
Scholarships and financial assistance	3,847	3,289	3,415	
Facilities operations and maintenance	3,246	3,127	2,494	
Utilities	2,008	1,787	1,500	
Travel, training and related costs	1,541	1,926	1,871	
Rentals and equipment	909	1,097	990	
Marketing and recruitment	722	625	1,243	
Financial costs	617	638	857	
Amortization of capital assets (note 8)	5,867	5,864	5,237	
Gain on disposals of capital assets	-	(8)	(1)	
	<u>\$ 59,971</u>	<u>\$ 59,273</u>	<u>\$ 56,657</u>	

CONFIDENTIAL - As of March 2014

The following information was collected in accordance with Canada Customs and Revenue Agency (CCRA). This information will be used by CCRA to administer and enforce the *Income Tax Act*. All information will be kept in a personal information bank, and is protected by the *Privacy Act*. Only name, position, and arm's length status will be made public.

The Banff Centre Board of Governors				
Last Name	First Name & Initial	Date of Birth	Home Address & Tel. Number	Affirmation of Arms Length
Fichtner	Larry	March 25, 1945	2405 Erlton Street SW Calgary, AB T2S 2V9 (403) 243-6186	affirmed
Forge	Joan D.	January 17, 1958	26 Oakcrest Terrace St. Albert, AB T8N 3L1 (780) 718-5710	affirmed
Gardiner	Jill V.	Dec. 10, 1958	5993 Walter Gage Rd. Vancouver, BC V6T 0A0 (604) 565-0846	affirmed
Germain	Christiane	April 9, 1955	1 McGill, apt. 616 Montreal, QC H2Y 4A3 (514) 983-8296	affirmed
Ghosh	Asim	December 9, 1947	1031 Prospect Ave SW Calgary, AB T2T 0W8 (403) 719-3288	affirmed
Hilbert	Christopher	May 20, 1951	16 Park Drive South Rye, New York 10580 (914) 967-2993	affirmed
Hildebrand	Elmer	March 10, 1937	122 River Pointe Drive Winnipeg, MB T2M 5P1 (201) 255-2574	affirmed
Little Bear	Leroy	1941	333 Canyon Boulevard W Lethbridge, AB T1K 6V1 (403) 380-2843	affirmed
Lockwood	Anne	January 7, 1957	7324 Kananaskis Dr SW Calgary, AB T2V 2N2 (403) 255-6602	affirmed
MacDonnell	Ralston E.	June 10, 1955	1173 South Park St. Halifax, NS (902) 423-5234	affirmed
Mackie	Brenda E.	September 13, 1953	717 Royal Ave SW Calgary, AB T2S 0G3 (403) 243-0068	affirmed
McQueen	Trina M.	May 20, 1943	82 Lawrence Crescent Toronto, ON M4N 1N4	affirmed
Melanson	Jeff	September 29, 1973	101 St. Julien Road Banff, AB T1L 1H5 (403) 760-2505	affirmed
Peterson	Susan	May 17, 1944	400 Lansdowne Road N Ottawa, ON K1M 0X9 (613) 741-9970	affirmed
Shlesinger	Joseph C.	October 3, 1961	48 Burton Road Toronto, ON M5P 1V2 (416) 868-4516	affirmed
Walker	Robert D.	October 19, 1948	1403 - 11920 - 100 Ave. Edmonton, AB T5K 0K5 (780) 484-3586	affirmed