

encore

NMC Annual Report 2020

THE CANADIAN MUSIC
HALL OF FAME
LE PANTHÉON DE LA
MUSIQUE CANADIENNE

FEATURING

CELEBRATING RESILIENCE

AND THE POWER OF MUSIC

THE NEW NORMAL

AN OPPORTUNITY FOR REFLECTION

LIVE MUSIC

JOINING FORCES WITH ALBERTA MUSIC,
CKUA RADIO, STAGEHAND AND MORE

SHIFT TO DIGITAL

NMC'S FIRST VIRTUAL FUNDRAISING GALA

StudioBell



National
Music
Centre

Centre
National
de Musique





Letter from the President and CEO

Welcome to the 2020 edition of *Encore*, the National Music Centre's (NMC) Annual Report to the community. To say that 2020 was an extraordinary year would be an understatement. It was a year filled with some of the biggest challenges to date for many who work in the music, arts, and live experience sectors.

For NMC, 2020 will be remembered as a year of heartbreaking decisions, personal growth, reflection, focus, impacts from social upheavals such as Black Lives Matter, new learnings, resilience, reimagination and compassion, examples of which you will find throughout this report.

When we were forced to close Studio Bell on March 16, 2020, the shock of the closure did not immediately sink in. It really hit home when long-standing iconic cultural events started to cancel, one after another. As we began to grasp the scope of public health restrictions and the resulting impacts they were beginning to have

on our entire ecosystem, it became clear that the pandemic was going to be with us for a while, and that any sense of a recovery would be well beyond 2020. The impact of the pandemic was most significantly felt in the temporary and then permanent layoff of 70% (14 full time and 16 part time) of our staff in September 2020—a heartbreaking decision that we made in an effort to preserve base operations and ensure that we could continue to sustain some connectivity to our audiences via digital content knowing that it would be for an extended period of time with so much uncertainty.

To no one's surprise, our 2020 in-person attendance numbers for all of our programs, new exhibition openings, partnerships, and event services were only 25% of our record attendance numbers in 2019. Yet our team's ability to readapt and pivot would result in a 130% increase in the amount of video views we generated on social media and other platforms compared to 2019.

Even though Studio Bell was closed to the public for much of the year due to public health restrictions, NMC's shift to utilizing digital outputs allowed us to deliver our vision and reach audiences in new ways online. We were forced to

reimagine our operations and take stock of our future.

While we were determining ways to create and deliver our programs digitally, we were also very proud to support music therapy programs in two hospitals in Calgary that, in some cases, treated patients with COVID-19 in ICU units, among other conditions. Thus, our commitment to sharing the gift of music for healing purposes provided relief to individuals in many different ways from in 2020, an intention that will continue in the future.

As you review this year's *Encore*, please remember that it takes a team, always, so join me in thanking our incredibly supportive volunteer Board of Directors, our past and present staff, and our volunteers. We also applaud the many supporters who pivoted alongside us: supporters across philanthropy, community investment and sponsorship, who recognized our changing operational needs and responded by altering existing agreements to support new initiatives and areas of greatest need. Equally, our government partners at the City of Calgary, Government of Alberta, and Government of Canada through a myriad of programs, grants, and

subsidies recognized the importance of the cultural sectors and supported NMC.

Our supporters inspired us to find the grit to move forward, and to explore new ways to stay connected and serve our communities by keeping the music alive.

Still absorbing the lessons of 2020, we are forever changed by the experiences of the past year. While we are grateful for what we were able to accomplish and the support we received, the successes of 2020 came at a great cost to our team and to our sector.

As we look to the future, we'll continue to invest significantly in our digital capacity and explore the feasibility of turning the National Music Centre into a digital leader.

We'll be widening our reach with young learners through a comprehensive digital education strategy, expanding our video content, covering a wider range of topics in our articles, and entering the world of podcasting to help tell the stories of those making impacts in music, arts and culture, and the creative industries sectors.

As well, we'll continue our efforts to expand our programming, exhibitions and digital content in the area of music,

medicine and wellness, a subject area that we're already committed to, but are eager to do much more. Most importantly, we'll use our platform to be inclusive, do better for BIPOC communities, and welcome a diversity of voices to our table to guide NMC's future.

In tandem with rebuilding our team and growing our musical offerings, we'll keep developing our audiences online and in-person, regionally, nationally, and internationally.

When public health restrictions are lifted, Studio Bell and the King Eddy will reopen, resuming an important role for exploration, education and incubation, community and wellness, comfort and connection.

Thank you again for supporting the National Music Centre. We hope you enjoy the 2020 edition of *Encore*, definitely one for the history books.

Sincerely Yours – Au Plaisir,

Andrew Mosker
President and CEO

NMC Board of Directors

- Rob Braide, Chair
- Cam Crawford, Vice Chair
- Freida Butcher, Director
- Greg Kane, Director
- Steve Kane, Director
- Denise Man, Director
- Diane Deacon Mannix, Director
- Ron Mannix, Director
- Andrew Mosker, Director
- Diane Pinet, Director
- Karen Prentice, Director
- Susan Van Wielingen, Director
- Jennifer Walsh, Director



Letter from the Chair of the Board

Une année inoubliable, an unforgettable year! As Chair of the National Music Centre Board of Directors, it has been overwhelming to watch our beloved arts and music sectors struggle through a very difficult year in 2020 as a result of the COVID-19 pandemic. Throughout the challenges, the uncertainty, the ups and downs, it continues to be an honour and a pleasure to watch our incredible team adapt to these times with compassion, collaboration, positivity and a dedication in continuing to build Canada's home for music.

Despite all of the trials we faced in 2020, including difficult conversations around the closing of our building to the public, and the subsequent disappointment of downsizing our wonderful and talented team, we found the motivation to discover new ways to serve our audiences through a myriad of digital means. In other words, Studio Bell never really closed, it just stopped letting the public inside the building in large numbers!

National Music Centre's impacts during Studio Bell's closure are documented here in our 2020 Annual Report. Among many accomplishments worth noting, the most significant is the expansion of our digital footprint as a way to stay connected to supporters and to reach new ones across Canada and around the world. Next, the support and recognition received from all levels of government and other financial supporters are evidence of the National Music Centre's increasing importance on the local and national stage. Amplified by the Black Lives Matters protests of 2020, our commitment as a board remains focused on ensuring that the voices of BIPOC (Black, Indigenous, People of Colour) communities are represented throughout the National Music Centre, further strengthening advancements we've made as an organization already with respect to bilingualism and gender parity. Lastly, the operational prowess of our team who continuously demonstrated safety first, innovation, and positivity throughout 2020.

The Board of Directors remains endlessly inspired and motivated to do more in programming and supporting others, as we explore our path to recovery into the future. We believe that NMC has an ever-increasing role to play

in the coming years to bring people from diverse backgrounds together to strengthen Canada as a nation and to heal through the power of music.

A heartfelt thank you to our retiring board member and committee members, especially Vice-Chair of the Board and Chair of the Finance and Audit Committee, Cam Crawford, for his many years of incredible service to the National Music Centre. We'll miss him dearly.

As always, on behalf of the Board of Directors, a big thank you to all of NMC's staff, past and present, and to all the volunteers who make NMC an incredible cause to support. Thank you for your adherence to safety, creativity, and for keeping the flame alive, so that we can rebuild our future as Canada's home for music—a home that's needed more than ever.

Merci Beaucoup – Kind Regards,

Rob Braide
Chair, Board of Directors



STAFF

Thank you to the volunteers, staff, and supporters who work tirelessly to make NMC a success.

Acknowledgements

Thank you to our NMC family, past and present.

The National Music Centre made a very difficult decision to permanently layoff 14 full-time and 16 part-time staff in September of 2020. As a charitable non-profit, non-governmental organization, this choice was made to ensure a sustainable future for NMC at a time of considerable uncertainty. We sincerely acknowledge those NMC team members who helped build a new home for music in Canada from Calgary, Alberta and we cannot thank them enough for their passion, dedication, and commitment to music and building community.

We are confident that eventually the pandemic and its devastation on our sector will subside. In the future, alongside our staff, volunteers, supporters, visitors, friends and family in the arts and the broader creative industry sectors in which we thrive, we will rise up again to rebuild!

It's an honour to share this land.

Studio Bell, home of the National Music Centre, is located on the traditional lands of the peoples of the Treaty 7 region. NMC acknowledges and pays respect to the original custodians of these territories and is committed to working with Indigenous communities in Calgary and area in a spirit of collaboration and reconciliation.

Executive Office

Andrew Mosker
President and CEO

Stephanie Pahl
Chief of Staff and Senior Director, Administration

Ioana Busuioc
Executive Assistant

Operations

Chad Saunders
Director of Operations

Roberta Walker
Volunteer Coordinator

Finance

Chermaine Chiu
Senior Director of Finance

Stefanie Forward
Manager of Accounting

Adnan Ahmed
Senior Accountant

Mandy Wei
Junior Accountant

Programming

Adam Fox
Director of Programs

Kat Hoven
Public Programs Coordinator

Evan Rothery
Education Program Leader

Educators

Cameron Buie
Kevin Stebner
Melody Stang
Peter Exner

Collections and Exhibitions

Jesse Moffatt
Director of Collections and Exhibitions

Claire Neily
Collections Manager

Meghan MacKrouse
Collections Coordinator

Brett Phillips
Exhibition Technician

Graham Lessard
Studio Manager and Recording Engineer

Jason Tawkin
Studio and Electronics Engineer

Eric Cinnamon
Assistant Engineer

Franco Mosca
Production Coordinator

Matt Walkey
Internal Event Technician

Technical Staff

Connor Harvey-Derbyshire

Samantha Selci

Niall Vos

Stuart Bardsley

Ian Dillon

Darryl Swart

Kelsey Miller

Development

Elizabeth Reade
Director of Development

Jessica Switzer
Annual Giving Officer

Marketing, Communications and Visitor Experience

Brandon Wallis
Director of Marketing, Communications, and Visitor Experience

Julijana Capone
Senior Publicist

Chad Schroter-Gillespie
Digital Media Specialist

Shahrazad Azzi
Manager of Visitor Experience

Meaghan Lawrence
Visitor Experience Team Lead

Visitor Experience Ambassadors

Kim Cabral

Olek Janusz

Business Development

Cynthia Klaassen
Senior Manager of Business Development

Nandita Aggarwal
Sales and Event Specialist

Tara McLay-Molnar
Retail Coordinator

Event Staff

Jaime Miller

Janilyn Peredo

Executive Committee

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Freida Butcher
Cam Crawford
Ron Mannix
Andrew Mosker, Ex Officio
Garth Jacques, Secretary Treasurer

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Freida Butcher, Chair (as of September 2020)
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Brinna Brinkerhoff
Andrew Mosker, Ex Officio
Karen Prentice
Paige Shaw
Garth Jacques, Secretary Treasurer

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Freida Butcher
Steven Kane
Andrew Mosker, Ex Officio
Diane Pinet
Susan Van Wielingen
Jennifer Walsh
Garth Jacques, Secretary Treasurer

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Ron Mannix
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Garth Jacques, Secretary Treasurer

National Indigenous Programming Advisory Committee

David McLeod, Chair
Madeleine Allakariallak
Lowa Beebe
Alan Greyeyes
Amanda Rheaume
Steve Wood

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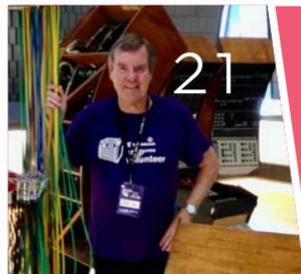
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FUND
DEVELOPMENT

PHOTO CONTRIBUTORS:

Andrew Mosker, Bamboo Shoots, Bittermann Photography, Brandon Wallis, Brenna Pladsen, Chad Schroter-Gillespie, Chris Wilks, Don Kennedy, Evan Rothery, Jesse Moffatt, Josh Platt, Julijana Capone, Levi Manchuck, Neil Zeller, Raez Argulla, Roberta Walker, Robert MacLeod, Wayne Lui

DESIGN AND LAYOUT:

Original design concept by Three Legged Dog with additional design and layout by Brandon Wallis and Lucas Watts.

2020 YEAR IN REVIEW

Turning to Music in Uncertain Times

In the early months of 2020, National Music Centre (NMC) was charting a path to even greater success from the previous year, our best to date that saw over 182,000 guest visits to Studio Bell.

We were gearing up for another record year of inspiring young students through our education programs, Halifax pop scientist Rich Aucoin had just completed a synapse-bursting residency recording with over 50 of NMC's synths, while honky-tonk country outfit Tom Phillips and The DTs wrapped its week of exploration at the King Eddy with a free show of communal, wall-to-wall joy. The new ADISQ Hall of Fame was launched, offering a home for the achievements of the Francophone music industry outside of Quebec; and local Calgary legend Jann Arden was named the 2020 inductee to the Canadian Music Hall of Fame, with an exhibition unveiled in her honour. NMC also proudly announced the expansion of our partnership with Calgary Health Trust and JB Music Therapy to support music therapy programs at two local hospitals. All the while, news of a mysterious,

spreading novel coronavirus dominated nightly broadcasts. Canadians watched as the virus crept closer to home. A case confirmed in Ontario. One in B.C. A presumptive case in Quebec.

And then it was in Alberta.

Less than a week after the World Health Organization declared COVID-19 a pandemic on March 11, 2020, Alberta would declare a state of public health emergency. Events would be cancelled one after another, and Studio Bell would close indefinitely as regional lockdowns across the country began.

Little did we know that the Family Day dance party held the month before would be the last time we'd dance our hearts out together in real life.

With the abrupt loss of earned revenues from the closure of Studio Bell, the increasingly difficult challenges surrounding fundraising for the entire charitable sector, and no end to the pandemic in sight, NMC instated cost-saving measures to safeguard the sustainability of the organization.

As a charitable non-profit, non-governmental organization, the need to adapt to our new fiscal and operational realities became critical. A very difficult decision was made to temporarily layoff 77 per cent of staff—35 part-time staff and 17 full-time staff, many layoffs that would be announced as permanent in the fall—and move forward with a much smaller team. That decision was painful but done knowing that it would help to ensure a more resilient National Music Centre for future generations. It was a heartbreaking day for our NMC family.

Although the pandemic was having a devastating effect on communities, arts organizations, and cultural industries around the world, music continued to be used by people as a lifeline to support each other through the crisis—songs were shared from balconies and musicians globally brought their sets to fans online from their homes. NMC would continue to tell the story of music in Canada and bring people together in a different way, motivated by the tremendous power of music to heal.



1 Licensed Music Therapist, Jennifer Buchanan working with a patient. Image: Josh Naud.

2 Tom Phillips performing at the King Eddy. Image: Josh Platt

3 New Canadian Music Hall of Fame exhibition, featuring Jann Arden. Image: Brenna Pladsen

4 New ADISQ Hall of Fame exhibition. Image: Chad Schroter-Gillespie

The “New Normal” and an Opportunity for Reflection, Reimagination, and Healing

We embarked on a new phase of the NMC story, adjusting to our “new normal” of working from home, and ensuring the health, safety, and well-being of our whole team.

The straightforward task of staying connected became a critical priority: Calls were made to donors, sponsors, governments, fellow arts organizations, creators, and arts workers to see how they were holding up. Regular updates were relayed to media, resources for artists were shared on social media, and strategies for an uncertain future were made.

Most importantly, we began to shift our thinking for what the new normal would mean for our ongoing operations, and plans got underway to bring the NMC experience online.

The encouraging messages that our supporters shared as we transitioned our operations fortified our resolve to get through those heavy days.

Another call for reflection and change was to come.

In early June, Black Lives Matter protests sprung up around the world in response to George Floyd’s death

while in police custody. A reckoning would ensue globally with calls made for institutions to confront systemic racism and to demonstrate greater diversity and inclusivity throughout all levels of organizations in places where diverse communities exist, including Canada.

While NMC had already made good strides in developing inclusive programming, collections and exhibitions, collaborations with Indigenous communities in the collective process of reconciliation, bilingualism and gender parity over the years, we realized we needed to do more. Believing that music has long been a tool to heal, speak up against injustice, to affect social change and to bring people together, NMC leadership met with community members and attended professional workshops with the aim of listening, learning, and doing better. Programs, marketing materials, and hiring policies were audited to ensure that diversity and inclusion were updated. NMC’s commitment to improve diversity internally became an organizational goal that would be achieved over time, much like incorporating bilingualism (i.e. Canada’s official languages) as well as advancing

of gender parity in the NMC workplace that had been realized several years prior.

With COVID-19 continuing to ravage the gig economy, NMC joined forces with Alberta Music, CKUA Radio, and a local tech company, Stagehand, to reimagine NMC’s Alberta Spotlight program as an online concert series, supported with funding from the Government of Alberta. Over 80 musically and culturally diverse acts from across the province would be featured, bringing an array of sounds into the homes of music lovers near and far.

For families isolated at home, we created the first-ever NMC Learning at Home series with fun lessons on science and sound, inspired by our longstanding on-site children’s programs. On the exhibitions front, the award-winning Speak Up! exhibition, honouring 13 Indigenous trailblazers, would make its online debut. Our online gift shop was also launched, allowing shoppers to buy locally made music-inspired gifts from the safety of home.

The goal of keeping our audiences connected virtually was becoming a reality and we had just gotten started.



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- 1 Alberta Spotlight: KARÍMAH. Image: Courtesy of the artist.
- 2 Speak Up! Artist Kinnie Star. Image: Levi Manchuk
- 3 Alberta Spotlight: Ellen Doty. Image: Courtesy of the artist.

MEDIA HIT
Calum Slingerland. "National Music Centre Takes Indigenous 'Speak Up!' Exhibit Online." *Exclaim!* June 16, 2020.

MEDIA HIT
Dan Clapson. "Alberta music venues find new ways to ensure shows go on." *The Globe and Mail*. October 3, 2020.

Live Music Rises from the Ashes (For a While)

As summer neared, the National Music Centre decided to partner with the King Eddy to create a safe space for live music after months of silence. In partnership with local organization Craig Senyk Initiatives, the Jamboree in Lockdown was produced to help support Canadian country music artists and raise funds for charity. Safely recorded at the venue without an audience and live streamed publicly, the event lit the fuse for more virtual concerts recorded from the Studio Bell building.

When the province moved into Stage Two of its initial 2020 phased reopening plan, the King Eddy opened its doors at reduced capacity with heightened protocols in place. The aim: To create a safe and comfortable environment for patrons to come back to gradually—and support a music community in crisis by offering paid performances to artists who had been without steady gigs for months.

It all looked a little weird in the beginning: Bands performed in isolation behind glass barriers, artists wore masks—medical, fringed or otherwise. With a shared goal of safety and keeping live music alive, the live experience began to rise from the ashes, at least for a while.

A cautious Canada Day celebration moved forward with live acts free to safely rock inside the adjoining Rolling Stones Mobile room, affectionately known as the “sealed-off sanctuary,” and Paul Brandt performing an epic set from the Eddy’s rooftop as part of the City of Calgary’s Virtual Canada Day event. Then came Boots On at the King Eddy, a pared down live music series in honour of the cancelled 2020 Calgary Stampede.

Among the first wave of venues in Alberta to safely bring live music back after COVID-19 restrictions had lifted, the Eddy’s support of local and touring country artists was recognized with a 2020 Canadian Country Music Association Award for Country Club of the Year, further cementing its status as an important space for the live music community. It was also crowned the winner of two Best of Calgary awards for Best Live Music Venue and Best Historic Building.

From country to classical and rap to rock, a hybrid mix of live and virtual shows became the COVID norm. National Music Centre worked closely with the King Eddy, supporting local artists and keeping audiences connected online and in person amidst the pandemic. And, as comfort levels rose, so too did attendance for shows.



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MEDIA HIT

CBC News. “Paul Brandt, Bebe Buckskin to perform virtual Canada Day concert from King Eddy rooftop.” *CBC News Calgary*. June 29, 2020.

MEDIA HIT

Kaylen Small. “Alberta launches weekly online concert series to help musicians through COVID-19 pandemic.” *Global News*. June 9, 2020.

1 RBC Live from the King Eddy: Sinzere and Timothonus. Image: Screenshot from NMC livestream

2 Paul Brandt performing on the King Eddy Rooftop for Canada Day. Image: Bamboo Shoots

3 Homegrown Country Series with The Washboard Union. Image: Screenshot from NMC video

4 Stingray Classical Live from the King Eddy: Kensington Sinfonia. Image: Screenshot from NMC livestream



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A Place for Comfort and Connection

Excitement—and a lot of anxiety—swirled as we readied to reopen Studio Bell. The groundwork laid by the National Music Centre and the Eddy team offered some solace. But there was far more to consider with an opening of this magnitude.

Three full-time and five part-time staff members were recalled to help with tech, education, and front-of-house roles. The collections team re-tuned kiosks with “fun-fact” slideshows and developed new COVID-safe approaches for enjoying exhibits. All departments went above and beyond to do their part.

Volunteers participated in focus groups to help plan for any changes to the visitor experience. Service partners who help us run Studio Bell year-round adjusted to the everchanging needs and requirements arising from the pandemic, such as air flow and circulation. Without them all, we would not have been able to open safely.

After five months of closure and an abundance of safety preparations, Studio Bell reopened with free admission courtesy of Bell on August 15. The public were welcomed back to a reimagined experience: timed ticketing to manage flow, a self-guided wayfinding

tour, mandatory masks, no interactives, and limited touch points. Still, visitors seemed to revel in the activities that offered a sense of comfort and connection and a flicker of normalcy. The public would return in droves.

Donations poured in at a constant pace unseen in previous years. With so many still reeling from the effects of the pandemic, their capacity to give was touching.

Through it all, our community was by our side.

During this time, NMC continued to find ways to support the struggling live music and experience sector, collaborating with multiple partners on the RISE UP! initiative, an online platform to support local artists and live presenters; and supporting West Anthem’s Alberta Music Industry Ecosystem Report to show how the music industry could be harnessed to accelerate post-pandemic recovery.

Having moved all of our live music programs over to the King Eddy by the fall, NMC launched three new live and online concert series’ including RBC Live from the King Eddy, National Music Centre presents: Friday Night at the King

Eddy sponsored by Bell, and the Stingray Classical Live series. Local Alberta artists had a chance to play again as patrons got more comfortable coming out to shows or taking in a concert virtually from home.

Given there were few private events taking place at Studio Bell, we opened our doors to film and television productions, acting as a location and sound stage, and giving opportunities to workers that had been impacted by the restrictions in the live experience economy.

As life was returning to our spaces, so too was the incubation of new music behind the scenes in NMC’s recording studios. Many new protocols were implemented, and 13 artists were able to safely record new projects. Most notably, electronic artist Angie C, whose groundbreaking musical project involved controlling NMC’s holy grail of synths, TONTO, with her mind for a new album. The ingenious project would attract media attention from around the world, including a feature on CBC’s The National.

MEDIA HIT

Erin Collins. “Artist plays music on synthesizer using only her mind.” *CBC’s The National*. October 19, 2020.

Adultes 18 à 64 ans	Régulier \$20 Abonnement annuel \$58	Students With Student ID	Étudiants Avec carte d'étudiant	Régulier \$15 ⁵⁰ Abonnement annuel \$45	Children Under 3	Tout-petits Moins de 3 ans	Free Gratuit	Free Gratuit
Aînés Age 65 ans et plus	\$15 ⁵⁰ \$45	Youth 3 à 12 ans	Enfants 3 à 12 ans	\$12 \$32	Family	Famille	-	\$110
	+GST/TPS			+GST/TPS				+GST



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- 1 Family visiting Studio Bell front desk. Image: Brandon Wallis
- 2 Scotiabank AMPcrew volunteers trained on new COVID protocols ready for reopening. Image: Roberta Walker
- 3 Angie C uses brainwaves to control TONTO. Image: Julijana Capone

Celebrating Resilience and the Power of Music

As a second wave swept across the country, NMC's holiday admission campaign with free weekends courtesy of ATB was cut short and Studio Bell was closed for a second time in December. Plans for our small, physically distanced annual fundraising gala also needed to be reimaged.

Our resilience was undeterred.

In lieu of our annual fundraising gala in-person, we produced our first-ever virtual fundraiser, the Rise Up! gala, featuring performances by a diverse group of Canadian artists, including Jann Arden, Brett Kissel, Tanika Charles, Louis-Jean Cormier, Jan Lisiecki, and more. It was co-hosted by two Canadian music luminaries, Kissel and broadcaster Jackie Rae Greening, who crafted a story about National Music Centre's impacts since opening and status since being closed throughout

the pandemic. The Rise Up! gala was a significant milestone success for NMC. With so many unable to be with family over the holidays, the Rise Up! gala offered a moment of celebration and connection through the power of music.

The gala drew over 85,000 views on social media, people tuned in from around the world, and we surpassed our \$100,000 fundraising goal.

If COVID has taught us anything, it's that nothing can stop the music. Through a year of uncertainty, music played a vital role in healing and bringing people together, and it will play a critical role in the recovery of our city, province, and country after the pandemic is over.

MEDIA HIT

Eric Volmers. "Jann Arden, Corb Lund, Brett Kissel on deck for online National Music Centre gala." *Calgary Herald*. December 2, 2020.



- 1 Tanika Charles performing for the 2020 NMC Gala. Image: Courtesy of the artist.
- 2 Celeigh Cardinal performing for the 2020 NMC Gala. Image: Brandon Wallis
- 3 Shaun Johnston and Amber Marshall performing for the 2020 NMC Gala. Image: Bamboo Shoots
- 4 Jann Arden performing for the 2020 NMC Gala. Image: Bamboo Shoots
- 5 Brett Kissel performing for the 2020 NMC Gala. Image: Bamboo Shoots

NMC LEARNING AT HOME

Pivoting to Digital

When Studio Bell was closed to the public and we couldn't physically service our regular audiences of K-6 students, the NMC Learning at Home virtual series was born out of necessity. Geared towards educators and families isolated at home, it features DIY lessons that mirror our on-site education programs.

Because of its success, the Learning at Home series inspired a much greater commitment to digitize our core organizational activities. As a part of the NMC Learning at Home series, Evan the Educator teaches you how to take household items to build the world's simplest musical instrument: the Sound Sandwich.

How to make a Sound Sandwich with Evan the Educator:

STEP 1

Stretch the **thick rubber band** over the length of the **craft stick**, so that it holds itself in place.

STEP 2

Take **one piece of straw** and place it underneath the **rubber band** on one end. You will end up with a lowercase t, or a sword.

STEP 3

Take the **second craft stick**, and pinch it against the **first craft stick**, squishing the **straw** in the middle.

STEP 6

Wrap the **final rubber band** around the unwrapped end of your soundwich. Voila! Your soundwich is ready to **make music**.

STEP 5

Using your newly made tweezers, pick up the **second straw piece**. Position it like the **first straw piece**, making sure that it is on the opposite side of the **rubber band**.

STEP 4

Pinching the **straw** between the **two sticks** like a sandwich, wrap one of the **rubber bands** tightly around the handle of your **tweezers**.



HOW DOES IT WORK?

WHAT YOU NEED:

- Two craft sticks
- Two pieces of straw cut to 2-3 cm
- One thick rubber band
- Two thin rubber bands



CONTROLLING THE

VIBRATION

Once your Sound Sandwich is complete, try blowing very hard and very weakly. By controlling the air pressure, we can control the pitch and volume. We now have a musical instrument with which we can control the pitch and volume! This means we can create music. See what songs you can play with your new Sound Sandwich!

To make sound, we need to put energy into our instrument, to make vibrations. There are four types of instruments: **struck, pluck, air, and electric**. The Sound Sandwich is most effectively used as an air powered instrument. It is similar to a harmonica in how we use it to make sound. As we blow air through the sticks, the rubber band vibrates, creating sound.

To learn more about NMC's education programs, visit studiobell.ca/learning

Don't forget to check out the entire NMC Learning at Home series at amplify.nmc.ca or on YouTube and please remember to like and subscribe.



NMC CHAMPIONS

Scotiabank AMP Crew Volunteer: Brian Mills



Recently, he broke 1,000 volunteer hours—equivalent to six months of full-time work—which is a remarkable feat.

Speaking to Brian, he shared the motivation behind his decade-long commitment to NMC.

What motivates you to keep volunteering with NMC?

BM: I have always enjoyed hanging around musical people, musical instruments, playing music. Volunteering for NMC gets me pretty great exposure to all of that. I've had a lot of opportunities to learn new things, meet new people—the other volunteers that I've met along the way are great.

What's been your favourite project to work on and why?

BM: I got the biggest charge out of working with four other volunteers building coloured cables for TONTO. A group of us were schooled by J.L. (a.k.a. John Leimseider, NMC's late electronics technician). He taught us the rudiments of stripping, soldering, and testing the cables. We spent weeks in the shop, building a whole whack of coloured cables from scratch, and they'll be able to be used for years to come. When Malcolm Cecil was in town, he gave us the nod during his public talk. He made a reference to the volunteers who built the cables, calling us "The Cable Guys." I'm looking forward to getting back and helping with collections again. Working behind the scenes is always interesting. You never know who is going to walk in, or who you're going to meet.

Thanks for everything you've done for NMC over the years, Brian!

When Brian Mills was awarded the Sovereign's Medal for Volunteers by the Governor General in 2018, it came as no surprise to those who know him. Aside from being a dedicated National Music Centre volunteer, Brian is a wonderful, warm-natured person who cares deeply about music and giving back to his community. He joined NMC's volunteer team in 2011 and has since worked as a Jam Club mentor, trusted collections assistant, and museum steward.

Come rock 'n' roll with the Scotiabank AMP Crew and join an incredible group of passionate music lovers. Learn more:

STUDIOBELL.CA/VOLUNTEER



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- 1 Brian at the Tident A Range console. Image: Robert MacLeod
- 2 Brian with patch cables for TONTO. Image: Wayne Lui
- 3 Brian and NMC's late Electronics Technician, J.L. Image: Chris Wilks
- 4 Brian Mills interacting with visitors. Image: Roberta Walker

OUR MISSION
To give Canada a home that amplifies the love, sharing, and understanding of music.

OUR VISION
To be a national catalyst for discovery, innovation and renewal through music.

NOTE:

Studio Bell temporarily closed in 2020 due to COVID-19 safety restrictions, which severely limited in-person attendance for all activities. This includes on-site visits from school field trips, museum admission, concerts, special events, facility rentals, café and retail, and attendance at the King Eddy. In lieu of not being able to serve the public on site, a major organizational pivot was made towards bringing the NMC experience online. Through our new digital content platform, *Amplify*, and various video and livestream programs and partnerships, we were able to provide people from around the world with hours of engaging content and amplify the power of music.



- 1 Nice Horse stream from Jamboree in Lockdown. Image: Courtesy of craigsnyk.com.
- 2 Concerts for Classrooms virtual concert with Caribou Express. Image: Neil Zeller
- 3 Andrew Mosker lectures for Ivey Business School event from Studio Bell.

PROGRAMMING AT A GLANCE

- 185** Tours given
- 221** Artists served
- 4** Artist residencies
- 24** Live performances
- 92** Livestreams
- 29** Public programs
- 20** Program partners
- 5** Co-productions
- 160** Education classes
- 25** Online learning videos

COLLECTIONS AND EXHIBITIONS AT A GLANCE

- 3** New exhibitions
- 62** New artifacts
- 19** Artifacts added online
- 5,405** Hours the "living collection" was in use
- 16** Recording sessions
- 634** Studio recording hours

*YOY is year-over-year

IN-PERSON AUDIENCE

GUEST VISITS

- 7,939** Paid admissions
- 6,107** Complimentary admissions
- 2,154** Third-party rental attendance
- 3,983** Education program attendance
- 3,278** Live events, and co-production attendance
- 15,364** King Eddy attendance
- TOTAL GUESTS**
38,825
NEW AND RETURNING GUESTS (-79% YOY*)
- MEMBERSHIPS**
- TOTAL MEMBERS**
1,929
ACTIVE MEMBERS ON DECEMBER 31, 2020 (-16% YOY*)

ONLINE AUDIENCE

SOCIAL MEDIA

- 16,722** Facebook
- 12,688** Twitter
- 14,222** Instagram
- TOTAL FOLLOWERS**
43,632
(+11% YOY*)

WEBSITE PAGEVIEWS

- 72,939** NMC Amplify
- 295,248** Studio Bell
- 33,217** Collections Database
- TOTAL PAGEVIEWS**
401,404
(-44% YOY*)

VIDEO VIEWS

- 189,400** YouTube
- 337,564** Facebook
- 2,108** Vimeo
- TOTAL VIEWS**
529,072
(+133% YOY*)

AMPLIFY 2.0

A New Plan to Accelerate NMC's Digital Content Strategy

In early March, when the COVID-19 pandemic forced the temporary closure of Studio Bell, home of the National Music Centre, our team began to think about how we could continue to engage with our audiences safely and effectively while continuing to follow public health guidelines. While many of us first began to grapple with the idea that we would be spending a lot more time in our homes—possibly in a semi-lockdown scenario—a global story started to emerge online about how music was playing a key role in providing hope and comfort to people all over the world in this time of crisis.

A plan began to develop around an opportunity for NMC to accelerate our efforts to bring more of the NMC

experience to audiences online. This would allow us to continue to spread the power of music to people from anywhere with an internet connection who were coping with this pandemic from home—just like we were.

NMC had already been dabbling in producing online content since 2012, publishing regular articles on a small blog named *Amplify*. Now, shifting our full attention towards this opportunity, a decision was made to build a new, more robust website with more great articles, videos, and livestreaming—and to even potentially experiment with new avenues of digital content in the near future, including several new video and podcast series' in the works for 2021.

With COVID restrictions in place for the unforeseeable future, *Amplify 2.0* became a new vehicle for how we would bring the National Music Centre's programming, collections, and exhibitions to a larger audience online. This became our "silver lining" in an otherwise dark time since Studio Bell's doors were closed. Focusing on this new digital content strategy has reinvigorated hope for the future and demonstrated the resiliency of NMC and its mission to *amplify* the love, sharing, and understanding of music.

Top 5 Posts on Amplify in 2020

1. NMC Learning at Home: Making a Sound Sandwich
2. Origin Stories: Buffy Saint-Marie on "Universal Soldier"
3. In The Collection: TONTO Has Arrived at NMC
4. Great Moments in Canadian Music: How Ocean Grabbed a Worldwide Hit Away from Anne Murray
5. National Music Centre Launches Special Exhibition Dedicated to Jann Arden on March 13

- 1 The Original New Timbral Orchestra aka TONTO, part of NMC's living collection. Image: Chad Schroter-Gillespie
- 2 Lyrique performing behind safety glass during a livestreamed concert at the King Eddy. Image: Screenshot from NMC video
- 3 Members of NMC's "Stream Team" live switching a broadcast of "RBC Live from the King Eddy." Image: Andrew Mosker



National Music Centre
amplify

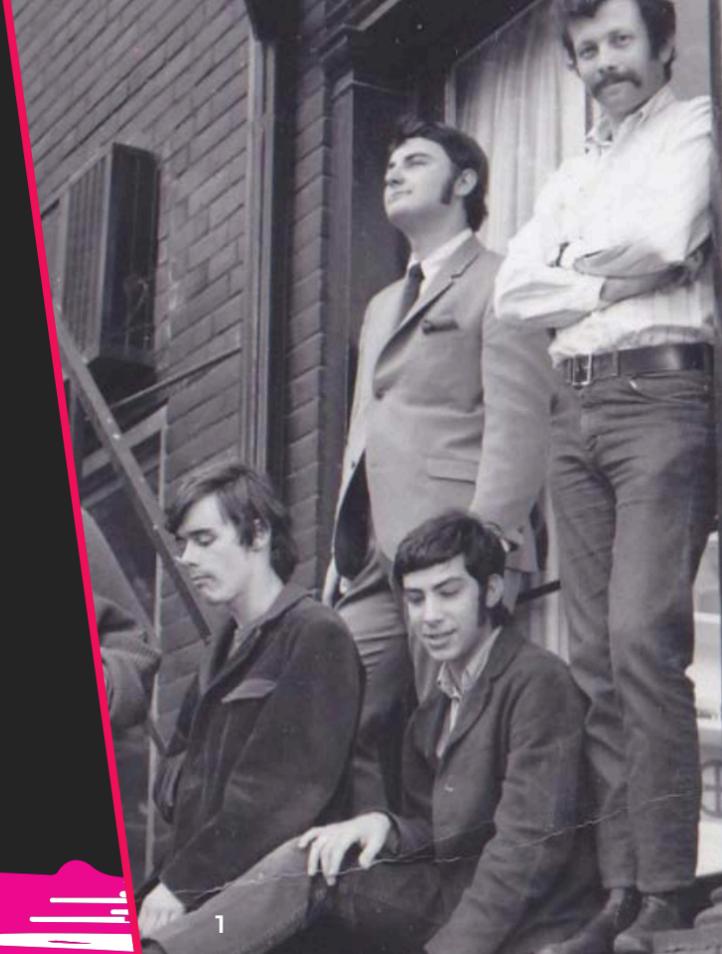
canada's home for music **online.**

Amplify is the online digital platform of the National Music Centre (NMC). An extension of the NMC experience through its onsite programs, collections, exhibitions, artist development, performance, and education programs. *Amplify* is a virtual hub for the sounds and stories of music in Canada aimed at connecting with music fans everywhere.

Read features on made-in-Canada moments and trailblazing artists. Delve into articles on NMC's vast collection

of historic musical instruments, equipment, and memorabilia, and learn more about the power of music for healing and wellness. Watch online concerts that put the spotlight on Canadian artists, hear oral histories and interview podcasts, and participate in fun educational videos designed for students and families that connect science to sound.

Learn, explore, and enjoy from the safety of home at amplify.nmc.ca.



1

Photos taken from articles posted on amplify.nmc.ca.

- 1 Great Moments in Canadian Music (Track 4): More Grizzly than Teddy - the Early Blues Rock Years of Edward Bear.
- 2 Instrumental: Kaia Kater's Banjo is the Tiny, Beating Heart of her Music. Image: Raez Argulla
- 3 NMC Learning at Home: Spectrograms – Instruments and Timbre. Image: Evan Rothery
- 4 Collections Pick: "Dolmetsch" Clavichord. Image: Don Kennedy



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FUND DEVELOPMENT

2020 was a very challenging year for fund development not only for National Music Centre but for the entire cultural sector in Canada. Despite these many challenges which included an overall 26% decrease in funds raised by NMC compared to 2019, we also experienced considerable adaptability, generosity and compassion from our existing financial supporters. All of our supporters sympathized with our forced closure and worked closely with us to find innovative ways to re-direct existing support to areas of greatest need as well as supporting new ideas that safely offered programs, content and services to the public. New investments were also made in digital engagement in 2020 that we believe will benefit NMC in fund development in the years ahead.

Overall, a sincere thank you to our entire community of donors, grantors and sponsors for continuing to believe and invest in the future of National Music Centre and for being by our side throughout 2020, a year of unforgettable resolve and resilience.

In particular, we are very grateful to the City of Calgary through Calgary Arts Development, Government of Alberta through Alberta Foundation for the Arts as well as Creative Industries and the Government of Canada through

FACTOR (Foundation to Assist Canadian Talent on Record) for all their operational support. Thank you also to the Government of Canada for all the additional support provided through the Canadian Emergency Wage Subsidy (CEWS) and the Canadian Emergency Rent Subsidy (CERS) as well as the Government of Alberta's Small and Medium Enterprise Relaunch Grant. NMC is also very grateful to the corporate sponsors, foundations and individuals who allowed us to reallocate previously designated funds towards areas of greatest need and to others who supported us in imaginative ways, such as Craig Senyk Initiatives; and to Bell, RBC and Stingray for boosting their commitment to live performance and studio recordings through Friday Night at the King Eddy, Homegrown Country, RBC Live from the King Eddy and Stingray Classical Sundays.

Many new and existing supporters saw the value and impact of our work and were inspired to help us continue to survive and ultimately thrive through the pandemic. Over 2020, many new first-time donors were welcomed to the NMC family, up 60% from the previous year, and the steady support we received through our monthly donor program, NMC Tempo, was also greatly appreciated.

On Canada Day, we launched the Legacy Vinyl campaign, giving supporters the chance to purchase a 7-inch or 12-inch custom-inscribed record that will live on the walls of Studio Bell for 10 years. To the 37 music fans who bought a vinyl record and marked their place in history, we extend our heartfelt thanks. As the year came to an end, our community, once again, stepped up in by supporting our year-end Holiday Campaign.

The 2020 Annual Fundraising Gala: Rise Up!

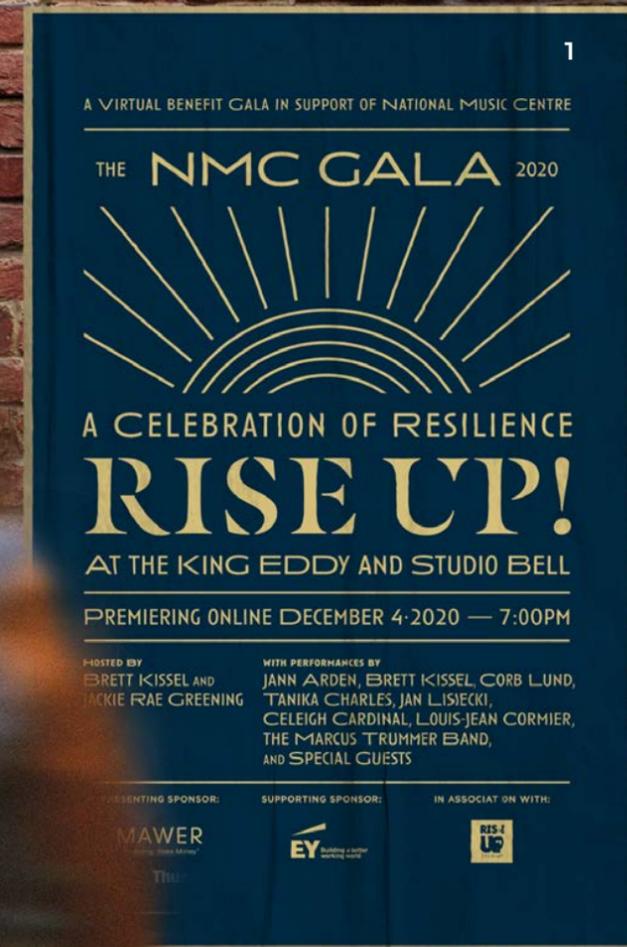
The annual fundraising gala was completely re-imagined in 2020 due to a second lockdown later in the year, as the Rise Up! A Celebration of Resilience, virtual gala. The star-studded gala featured performers from across Canada including Jann Arden, Brett Kissel, Tanika Charles, Louis-Jean Cormier, Corb Lund, Celeigh Cardinal, along with testimonial appearances by Tegan Quin, Raine Maida, Scott Helman, and more. From Montréal to Winnipeg, Toronto to Calgary, artists from around the country came together virtually to send their messages of hope and resilience through music and to recognize the impacts of National Music Centre on Canada's cultural landscape. Producing an entirely new virtual gala

was a tremendous learning experience for NMC and the investment will further fund development engagement for us in the future as the gala illustrated the impacts through important testimonials, that our programs are making on a local and national basis.

While the challenges of 2020 in fund development were very difficult and the significant loss of revenue compared to 2019 has considerably reduced NMC's ability to serve the public as we did in pre-pandemic times, we are very grateful for all the support and compassion we did receive from existing and new donors including governments, foundations, corporations (i.e. community investment), corporate sponsors and individuals in 2020, especially from those in our hometown of Calgary. Thank you again for showing up at a critical time and we look forward to re-building NMC's programs, exhibitions and other public offerings with all of our financial supporters in the future.

1 Artistic rendering of the 2020 NMC Gala poster.

2 Jackie Rae Greening and Brett Kissel hosting the 2020 NMC Gala. Image: Bamboo Shoots



MONTHLY DONORS INCREASED BY 25%
DONOR RETENTION FROM 2019: 47%
BENEFIT AUCTION RAISED: \$193K



FINANCE Adaptation in the face of adversity

The year 2020 brought significant challenges and opportunities related to the impact that COVID-19 had on NMC's operations and its finances. Studio Bell was closed to the public for approximately six months due to the strict adherence of various health regulations. Because of this, NMC's focus had to quickly change to preserve cash, negotiate deferrals with vendors and lenders, as well as secure additional funding support from donors as all earned revenues from services including admissions were halted, which dramatically affected cash flow.

Pre-pandemic, NMC's business model for operations was based on 65% fundraising (philanthropy, corporate community investment, foundations, sponsorship, government grants) and 35% earned revenues. With earned revenues indefinitely suspended and a significant demand for limited fundraising dollars throughout 2020, difficult decisions regarding staffing, revising operations, delaying or deferring programs and exhibitions had to be made. Furthermore, we also capitalized on as many government grants and subsidies that were available so that NMC would be able to keep enough expertise on staff to ramp up operations and reopen as quickly as possible pending any further health restrictions.

To invest in future audiences, NMC successfully pivoted its limited operations. It made strategic investments to stay connected to the community digitally by creating a new educational series, live streaming shows, a virtual fundraising gala, launching exhibitions online and investing in the creation of a digital platform in order to continue to serve NMC's charitable mandate. Overall, this investment in digital content

and in communications allowed NMC to remain active to the public and not go dormant, which maintained connection to the media as well as our core supporters.

NMC recorded income before interest and amortization of \$2 million versus \$3 million in 2019. Including interest and amortization, NMC reported a deficiency of revenue of \$3.1 million vs excess revenues of \$6 million in 2019. The 2020 revenue of \$8.5 million represents a 28% decrease over 2019 revenues of \$11.8 million. Donations were lower by \$1.8 million and sales of goods and services were lower by \$2.4 million, offset by an increase in government grants of \$1.0 million. The organization received significant COVID related assistance from all three levels of government in 2020, which has strengthened NMC's position to reopen to the public when health restrictions are lifted.

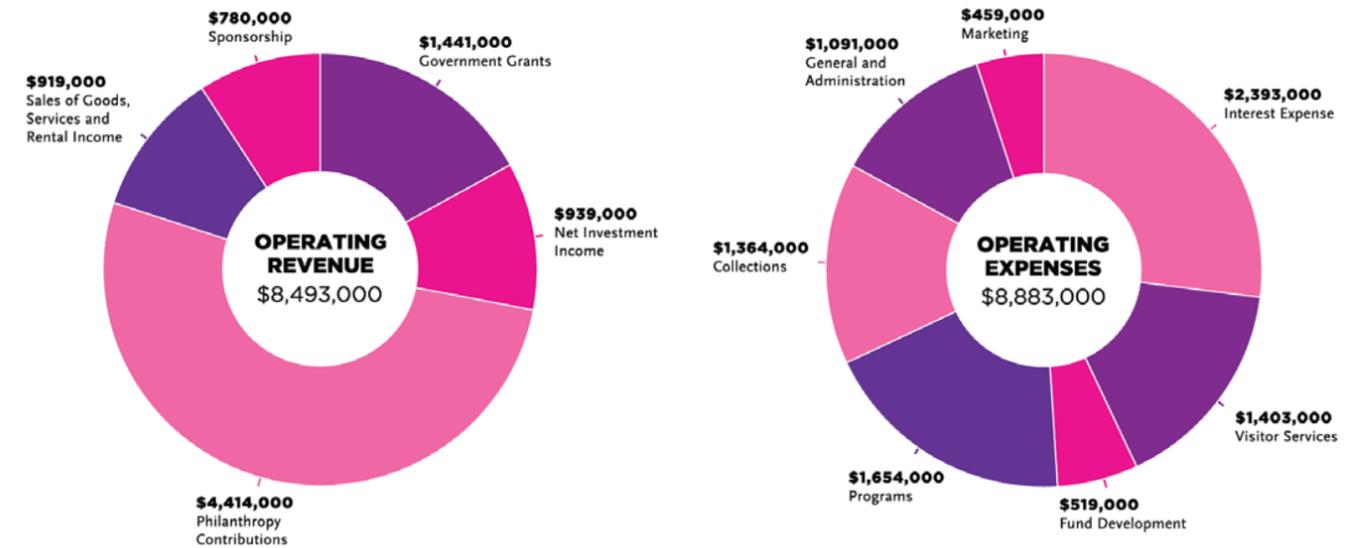
NMC finished the year with \$67 million of debt held by three parties related to the construction of Studio Bell. A minimal repayment of \$1,503 on the bank debt was made during the year vs \$8.8 million in 2019. A total of \$122.3 million has been pledged for the project, of which nearly all or \$122.0 million has been received. NMC continues to actively work on securing new funding to retire the debt over the coming years while continuing to operate and provide programs and services to the community. In 2020, NMC also began discussions to refinance the term loan of \$42 million that is due on June 30, 2021. Negotiations are expected to be complete in Q1/Q2 2021 and the re-financing of the term loan will secure NMC additional time to ramp up when health restrictions are lifted and earned revenue can return to pre-pandemic levels.

At year end, NMC held a strong cash balance of \$1.4 million and \$11.8 million of investments of which \$10 million is restricted as collateral for bank debt. During the year, the restricted cash on hand of \$11.9 million at the end of 2019 was used to fund the short fall in cash of \$1.2 million for operating activities due to lower revenues and to fund investing activities of \$10.7 million which include net purchases of \$10.4 million of investments and \$330,000 of capital assets. The majority of the investments are held as collateral for the term loan and are intended to be used if needed to make the final lump sum payment of \$12 million that is due on the term loan on June 30, 2021.

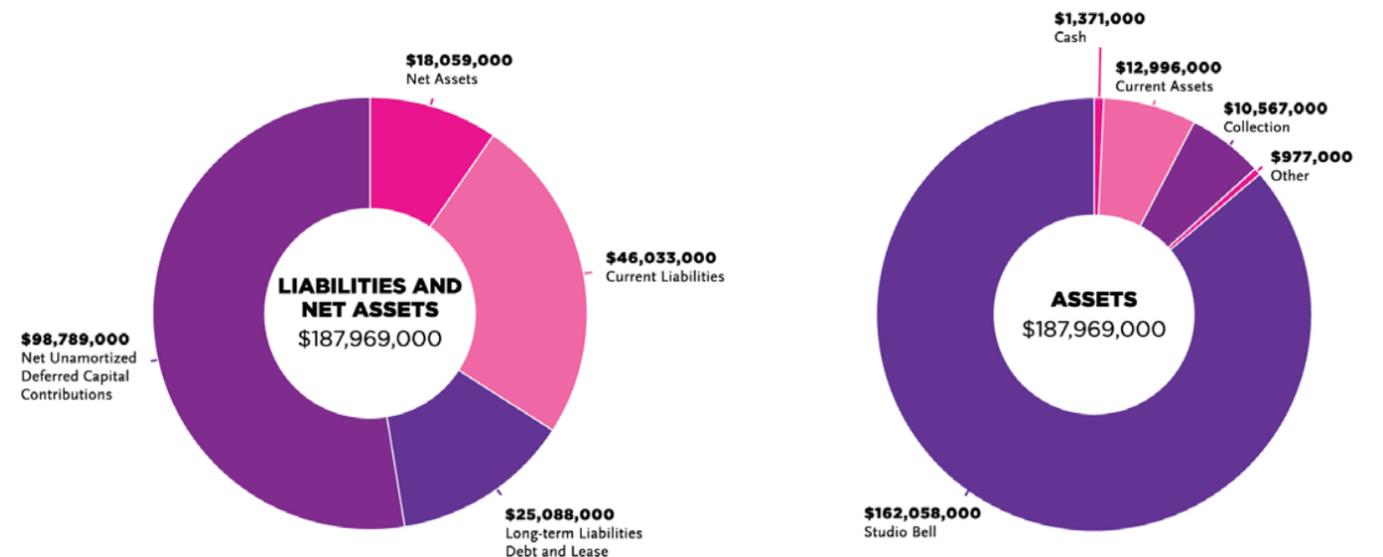
Prior to the pandemic, our operational business model was working well and our earned revenues were steadily increasing as demand for our services was growing year over year from the time we opened Studio Bell in 2016. We are confident that we will be able to plan for earned revenues to return to pre-pandemic levels but not until 2023 and beyond as vaccinations occur and the public health restrictions are gradually lifted.

While this year brought an unforeseen obstacle in the form of a pandemic, NMC was able to adapt quickly and stabilize its operations while also pivoting its spending on strategic areas to continue to stay connected, relevant, and reach current and new audiences, both locally and nationally. For a relatively young, independent charitable organization, the difficult decisions made in 2020 were done to ensure that NMC would survive through the pandemic, so that it could rebuild again when the public health restrictions were lifted and a return to more predictable operations occurs.

Summary Operations Statement for 2020



Summary Financial Position Statement for 2020



For more financial information, please contact: T 403.543.5115 | E info@nmc.ca

HERE'S TO YOU...

Thank you to our supporters and donors for bringing Canadians together through music.

LEADERSHIP AND GOVERNMENT SUPPORTERS



LONG TERM OPERATIONAL SUPPORTERS



PROGRAM SUPPORTERS



Donors

Individuals

136 Anonymous Individuals

Liam Adamson
Alexander Adelaar
Akeshe Aheer
Heather Alberati
Joanne Alexander
Anna Alger - In Memory of Ben Patton
Chris Almas
Dan & Helen Almas
Daniela Amezquita
Renee Amirault
Kaila Andino
Allison Arcovio
Carol Armes
Jan & Sue Armstrong
Theresa Ashworth - In Memory of Ben Patton
David Aucoin
Shahrazad Azzi
James Backstrom
Jan Bagh
Barbara Bailey
Sheila Bailey - In Memory of Ben Patton
James Baker
Diana & David Ballard
Kevin Banman
Ms. Nancy Barnes
Jonah Bartsch
Eldridge Batuyong
Karine Baudner
Donna Bereta
Ruth Bergen Braun
Kelly Berntson
Joni Bjerke
Denise Blais
Jana Bodie
Steve Bodie
David Bona- In Memory of Ben Patton
Mike Bona - In Memory of Ben Patton
Ryan Bona- In Memory of Ben Patton
Alaina Booth
Carolynne Bouey Shank
Claire Bourret
Kaitlin Boyd

Rob Braide
Doug Bret
A. Brereton
Adam Brophy
Ron Brouwer
Catherine Brown
Jillian Brown
Nelisha Bruce
Jacques Bruyere
Don & Kathleen Buie
Kathleen Buie - In Memory of Ben Patton
Freida Butcher
Fred Bye
Dan Byrne
Heide Calderon Ghelfi
Constantina Caldis Roberts
David Calvert
Pattie Cameron
David Campbell
Donald Campbell
Doug Campbell
Duane Campbell
Lorriane Campbell -In Memory of Ben Patton
Patricia Carswell
Kimberley Carter- In Memory of Ben Patton
Kathryn Chapman
Jamie Chavez
Yue Chen
Nicole Cheriyan
Danny Cheung
Margo Chia
Chermaine Chiu
Karen Chong
S Chong
Melissa Chorney
Leticia Christensen
Shawna Christensen
Debbie Chrysler - In Memory of Ben Patton
Christina Churchill
Mr. & Mrs. Andrew Clark
Sylvia Clarke
June Clark
Kerry Clarke
Sheila Clarke
Steve Clemens
Christi Clouter

Andrea Collins
Corie Conroy & Parkland Rise Neighbours
Elisa Cook
Angela Cove
Justin Craypo
Jo-Mary Crowchild-Fletcher
Larry Culver
Laurie Cusveller
Shannon Dacanay
Adrian Dai
Ray Dam
Emily Damberger
Kendal David
Stuart Davidson
Adelle de la Paz
Walter & Irene Deboni
Mel Dee
Kay Dennison
Bob Derkach
The Devaney Family
Lori Dickson
Jon Donlevy
Estelle Donoghue
Janine Douglas
Ross & Susan Douglas
Dina Dubinsky
Vincent Duckworth & Christine Fraser
Amanda Dufour
Andrea Dunn
Sally Dutton
Marilyn Dyck
David Eagle
Sykologist & Ashleigh
Charlene Edwards
Peter Edwards
David Elton
Tom Emerson
David & Carolyn Enns
Elizabeth Evans
Erin Eyre
Donna Fallon
Jacquie Farquhar
DK Bruce Fenwick
Terence Field
Gloria Filyk
Beatrice Findlay- In Memory of Stephen Flath

Deborah Fleming
Glen Flood
Marc Forget
Shirley Foster
Gilles Fournier
Adam Fox
Janice Francey
Nicholas Francisco
Paul Frank
Laura Fraser & Mark Beaton
Liz Fraser
Gary Fredrich-Dunne
Pat Fryers
The Gallagher Family
Mary Garnett Edwards
Lorie & Peggy Garritty
Michelle Gauthier
Jan Geggie
Matthew Gibbs
PDG Music
Gwyneth M Gillette
Charlene Gillis
Aldis Gislason
David Glass
Lorne Glenn
Cindy Go
Aaron Goettel - In Memory of Ben Patton
Tara Goslin
Phil Grace
Mr & Mrs. Gray
Anne Green
Lorraine Grover
Sara Guilbault - In Memory of Ben Patton
Swapna Gupna
Judy Guthrie
Mark Hadubiak
Marilynne Hall
Elizabeth Hamilton-Keen
Catarina Hammar
Gwen Hanes
Nadia Hart
Paul Harvie
Lee Hawke
Michael Heaney
Diane Heaton
Greg Heinemeyer
Judith Henderson

Grant Hendricksen
Cal Hess
Ryan Hildebrandt
Jean & Jack Hill - In Memory of Ben Patton
Perry & Star Hirshmillier
Judy Hoad
Dana Hoe
Jennifer Hoffman
Wayne Holender
Casey Holford
Marietta Holmes
Sherry Holowach - In Memory of Ben Patton
Allyson Hop
Judy Horel
Renee Houston
Shu Kun (Katherine) Hu
Connie Hunt and Ron Holdsworth
Emma Hutchinson
Mary Huynh
Tara Hyland-Russell
Garth Jacques
Sonya Jakubec
Carrie Jamieson
Melanie Jantzie
Edward Jessome - In Memory of Ben Patton
Sam Jin
Cathy Johnson
Holly Johnson
Margaret Johnson
Steig Johnson
Warren Johnson - In Memory of Ben Patton
Don J. Johnston
Suzanne Joly
Donna Jones
Jill Jones
Dmitri Kalchenko
Diane Kamitakahara
Greg Kane & Adrian Burns
Stece Kane
Mary Kapusta
Doug and Peggy Kay
Suzanne Kear
Devon Keiran
Ms. Sam Kelley
Victor Khoo

Ryunosuke Kikuno
Aria & Everett
Rudi & Christine Kincael
Randy Kinniburgh
Cynthia Klaassen
Cheryl Knight
Janet Knowles
Megumi Kondo
Rita Kong
Mark Kotris
Brian Krausert
Roman Krizek
John & Sandy Kruse
Anita Kung
Wendy Kunsman
Calvin Kwok
Anita Kwong
Greg Kwong
Shannon Lee
Suzanne Laforest
Tyler Landon
Stephanie Larouche
Heine Larsen
David Lathrop
Glenn Laverty
Herwig Lavicka
Cindy Lawrence
Susan Lea-Makenny
Marco Lebrasseur
Sandra Lee
Norm Leong
Meredith Letain
Eldon Lew
Jacqueline Lewis
Mason Lieu
Bonnie Limpert
Catherine Lis
Ruth Lund
Karen Lynch
Lisa & Alex Reid
Hamish MacAulay
Dianne MacCuspice
Linda MacKinnon
Sylvia Madder
Michelle Madore-Mills
Paul Mah
Stanley & Ora Major
Dawn Makishi

Joy Mamer
Lawrence Man
Dennis Marr
Sharon Martens
John Martin
Laura May
Ryan & Kathleen McCallum
Laura McCormack - In Memory of Ben Patton
Annette McCullough
ConcertSocks
Dean Mcintosh - In Memory of Ben Patton
Judy McIntyre
Brent McKarney
Rachel McLean- In Memory of Ben Patton
Brian Melhoff
Michelle Mereau
Luise Merk
Cari Merkley - In Memory of Ben Patton
Jim & Donna Merkley - In Memory of Ben Patton
Robert Michaleski
Katherine Milani
Helen Miller
Malcolm Miller
Jessica Miller Switzer & Joshua Switzer
Brian Mills & Susan Tyrrell
Rosanne Mills
John & Maggie Mitchell
Lois Mitchell
Lynn Moen
Jesse Moffat & Melanie Langford
Richard Moody
Brent Moore
Ed Moore
Jocelyn Moore - In Memory of Ben Patton
Joe Moreau
Barry Morishita
Dave & Paula Morris
Bonnie & Michael Moschopedis
Darlene Mosiuk
Andrew & Ingrid Mosker
T.O.M
Douglas Murdoch

Glen Murphy
Mary Murray
Kathy Mutch- In Memory of Ben Patton
Terence Myles
Claire Neily
Michael Nguyen
Carmen Nicholls
Leslie Nicholls
Allan Nielsen
Nataliya Novak
Monique Ntep
Martha Nystrom
The O' Reilly Family
Sean O'Brien
Rosemary Oddie
Mary Catherine & Steve O'Gorman
Yuho Okado
Terry Olexyn
Kirsten Olson
Mike Olson
Adam Oppenheim
Maria Ortiz
Melissa Osinski
Donna Pahl
Stephanie Pahl
Perlanie Panganiban
Jane Papenhuyzen
Dane Paries
Jeff Parry
Cecilia Patterson
Rebecca Patzelt
Curtis Payne - In Memory of Ben Patton
James & Donna Pearson
Ian Pedersen
Barb & Keith Pedersen
Bill Penner & Erisa Didkowsky-Penner
Shirley Penner
Claudette Petersen
Dale Peterson
Liz Peterson
Dmytro Petlovannyi
Stacy Petriuk
Randy Pettipas
William Petty
Jeni Piepgrass
Karina Pillay

Kathy Pinder
 Diane Pinet
 Brian Plesuk - In Memory of Ben Patton
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 Tim Polanik
 Karen Prentice
 Angel Prieto
 Aimee Primolo
 The Prodan Family
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 Will Ratliffe
 Elizabeth Reade
 Gerald Reid
 Melanie Richard
 Wes & Deana Richardson
 Carolyn & Larry Hursh
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 Wanda Rodd
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 Robert Sevick
 Coralia Sevilla
 Maxwell Shedd
 Danny Shibley - In Memory of Ben Patton
 Clarice Siebens
 Britt Simmons
 Cynthia Sisk Edgar
 Jeff Slack
 Renee Sloos
 Derek Small
 Mogens & Nicki Smed
 Drew Smith
 Jacob Smith
 Mike Smith
 Miss Alane Smith
 Sean Smith
 Tom Smith
 Alison Smoole
 Dale Soloski- In Memory of Ben Patton
 Tyler Soron
 Antoinette Sossong
 David Spence
 Aileen Spencer - In Memory of Stephen Flath
 Dr. George Sprigner
 Rue-Calgary
 Bruce Standing
 Andy Stanislav
 Cheru Stanzeleit - In Memory of Ben Patton
 Kristen Stark - In Memory of Ben Patton
 Brian Stevenson
 George & Ellen Stewart
 Josie Stiles
 Kerry Stinson
 Patti Stobbe
 Kelly Stonehocker

Gail Strasser
 Laurie & Doug Stother
 Erin Sudbury - In Memory of Ben Patton
 Sarah Sunico
 Blair Sveinson
 Lynda Swanson - In Memory of Stephen Flath
 Kelly Swart-Davis - In Memory of Ben Patton
 Robert Sweluk
 Michael Sword
 Stephanie Talbot
 Melanie Tamura - In Memory of Benjamin Patton
 Melisa Tan
 Elodie Taniere
 Walter and Kathy Tarnowetski - In Memory of Ben Patton
 Jason Tate
 Andrea Taylor
 Lori Thomas
 Dwight Thompson
 Robert Thompson
 Liana Thorburn
 Robert Thorburn
 Ian Thornton
 Lyndsey Threesuns
 Eric Tilbrook
 E & D Tillotson
 Victoria Tirmizi
 Sherry Tkach
 Keri Tkachuk
 Adam Tolppanen
 Andrewa Tomie
 Hannah Phung
 James Tubman- In Honour of son Garnett Tubman
 Lone Tuff - In Memory of Ben Patton
 Sonia Tyhonchuk
 Karen Ussher
 Tamizah Valji - In Memory of Ben Patton
 Linda Van Havere
 Ron Van Paridon
 Christine Vandenberghe
 Peeranut Visetsuth
 Gordon Vogt
 Erin Walker
 Roberta Walker

Safara Walker - In Memory of Ben Patton
 Robert Wallace
 Bonnie Wallis
 Brandon Wallis
 Jennifer Walsh
 Donna Waraksa
 Brad Warner
 Sharon Watkins
 Jeanne Watson
 Kira Watts - In Memory of Ben Patton
 Wayne Wegner
 Paul Weisbeck
 Deb Weiss - In Memory of Ben Patton
 David White
 Joshua White
 Adison Wiberg
 Cheryl Wilms
 James Wilson
 Ken Wilson
 Richard Winkelaar
 Leonard Winzinowich
 Byron Wong
 Desmond Wong
 Paul Wong
 Donna Wood
 Brian Woodward
 Tammy Yee
 Yoonji Lee
 Jenn Young
 Janet Youngdahl
 Jordan Zacher
 Vince Zafra
 Helen Zerai
 Yi Zhao
 Anne Zinatelli

Organizations

3 Anonymous Organizations
 Alberta Foundation for the Arts
 Alberta Music Industry Association
 ARC Resources Ltd.
 ATB Financial
 ATCO Group
 Bell Canada Inc.
 Bell Media Inc.
 BMO Financial Group
 Boardwalk Rental Communities
 Borden Ladner Gervais
 Calgary Arts Development Authority
 Canada Summer Jobs
 CanadaHelps
 Canadian Heritage
 Canadian Museums Association
 Canadian Museums Association - Young Canada
 CARAS
 Charlesglen Toyota
 Commonwealth Games Association of Canada
 Coril Holdings
 Ernst & Young LLP
 Flagworks Inc. - for Arlene Flock McKen Cloud Lounge
 Flair Foundation
 Government of Canada
 Government of Alberta
 Heromado Foundation Inc.
 Kanovsky Family Foundation
 Linda Putnam Legacy Fund at Calgary Foundation
 Mawer Investment Management Ltd
 Morrison Homes - In Memory of Ben Patton
 National Bank Financial
 National Bank of Canada
 Nutrien
 Ovintiv Holdings
 Quebec Drama Federation
 Quebec Government
 RBC Foundation
 Robert & Patricia Steele
 Robert & Barbara Shaunessy

through Gift Funds Canada
 Rozsa Foundation
 S.M Blair Family Foundation
 Sam & Ida Switzer Fund held at the Jewish Community Foundation of Calgary
 Scotiabank
 Senyk Investment Management Ltd
 Shaw
 Spearhead Fund at Calgary Foundation
 TC Energy
 TELUS
 The Arthur J. E. Child Foundation
 The Calgary Foundation
 The Hotchkiss Family Foundation
 The Scotlyn Foundation
 The Scotlyn Foundation Trust Fund
 The Shawana Foundation
 Trail Appliances - In Memory of Ben Patton
 United Way of Calgary and Area
 United Way of Calgary, Donor Choice Program
 United Way of Greater Toronto
 Viewpoint Foundation
 Village Brewery
 Winspear Centre

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