

# 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 MacKrous  
*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

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

## Finance and Audit Committee

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

## Content and Operations Committee

Rob Braide, Chair  
Freida Butcher  
Steven Kane  
Andrew Mosker, Ex Officio  
Diane Pinet  
Susan Van Wieringen  
Jennifer Walsh  
Garth Jacques, Secretary Treasurer

## Human Resources and Governance Committee

Freida Butcher, Chair  
Rob Braide, Ex Officio  
Cam Crawford  
Ron Mannix  
Andrew Mosker, Ex Officio  
Karen Prentice  
Garth Jacques, Secretary Treasurer

## National Indigenous Programming Advisory Committee

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

# CONTENTS



9

TURNING TO  
MUSIC IN  
UNCERTAIN  
TIMES



19

NMC  
LEARNING  
AT HOME:  
SOUND  
SANDWICH

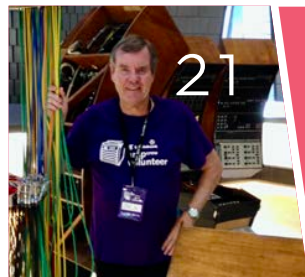
11

THE "NEW NORMAL"



13

LIVE MUSIC  
RISES FROM  
THE ASHES  
(FOR A  
WHILE)



21

IN THE  
SPOTLIGHT:  
AMP CREW  
VOLUNTEER,  
BRIAN MILLS

23

NMC BY THE  
NUMBERS

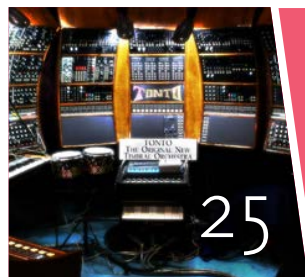
15

A PLACE FOR COMFORT  
AND CONNECTION



17

CELEBRATING  
RESILIENCE  
AND THE  
POWER OF  
MUSIC



25

AMPLIFY  
2.0: NMC'S  
DIGITAL  
CONTENT  
STRATEGY

29

FUND  
DEVELOPMENT

31

FINANCE



33

HERE'S TO  
YOU... OUR  
DONORS AND  
SUPPORTERS

## 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.

**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.



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.



# 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.

### 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.

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.

- 1 RBC Live from the King Eddy: Sinzere and Timothonius. 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





## 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.



1



2



3

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 reimagined.

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 sword, creating a pair of **tweezers**.



## 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**, **plucked**, **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](https://studiobell.ca/learning)

Don't forget to check out the entire NMC Learning at Home series at [amplify.nmc.ca](https://amplify.nmc.ca) or on YouTube and please remember to like and subscribe.





# NMC CHAMPIONS

## Scotiabank AMP Crew Volunteer: Brian Mills



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.

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!

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

[STUDIOBELL.CA/VOLUNTEER](https://studiosbell.ca/volunteer)



- 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
- 15,364 King Eddy attendance
- TOTAL GUESTS 38,825
- NEW AND RETURNING GUESTS (-79% YOY\*)

**MEMBERSHIPS**

- 3,983 Education program attendance
- 3,278 Live events, and co-production attendance
- TOTAL MEMBERS 1,929
- ACTIVE MEMBERS ON DECEMBER 31, 2020 (-16% YOY\*)

**ONLINE AUDIENCE**

**SOCIAL MEDIA**

- 16,722 Facebook
- 14,222 Instagram
- 12,688 Twitter
- 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



1



2



3



# 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](https://amplify.nmc.ca).

[amplify.nmc.ca](https://amplify.nmc.ca)

Photos taken from articles posted on [amplify.nmc.ca](https://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





# 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!

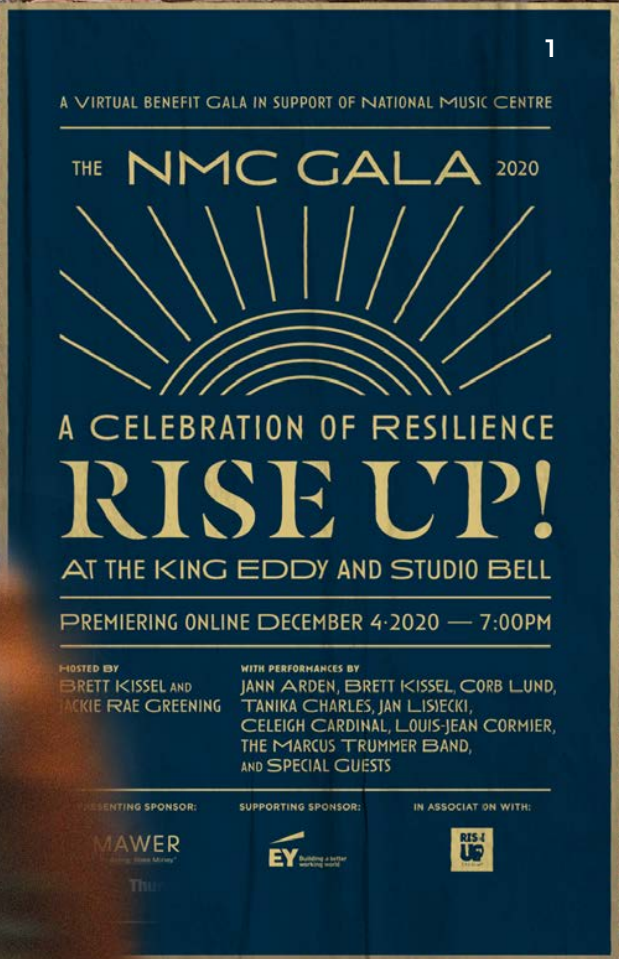
The annual fundraising gala was completely re-imagined in 2020 due to a second lockdown later in the year, as the Rise Up! A Celebration of Resilience, virtual gala. The star-studded gala featured performers from across Canada including Jann Arden, Brett Kissel, Tanika Charles, Louis-Jean Cormier, Corb 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.

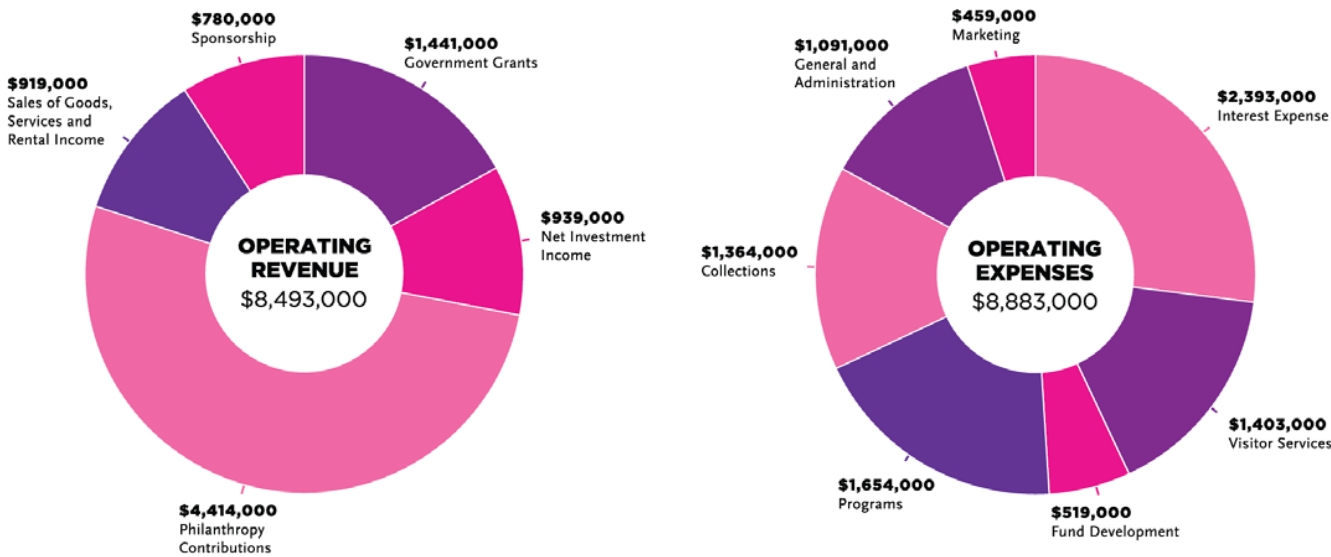
NMC finished the year with \$67 million of debt held by three parties related to the construction of Studio Bell. A minimal repayment of \$1,503 on the bank debt was made during the year vs \$8.8 million in 2019. A total of \$122.3 million has been pledged for the project, of which nearly all or \$122.0 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.

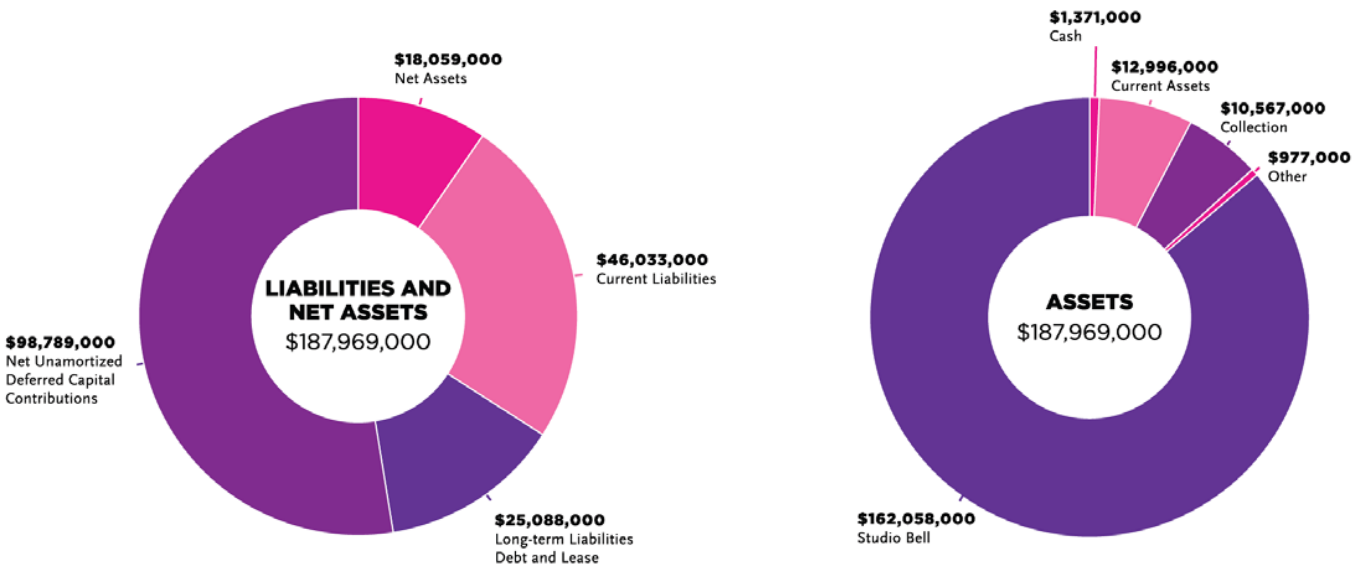
Prior to the pandemic, our operational business model was working well and our earned revenues were steadily increasing as demand for our services was growing year over year from the time we opened Studio Bell in 2016. We are confident that we will be able to plan for earned revenues to return to pre-pandemic 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

Akesh 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 Guibault - 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 Hirshmilller

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 Kincel

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 MacCuspig

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



Kathy Pinder  
Diane Pinet  
Brian Plesuk - In Memory of Ben Patton  
Brent Podiluk  
Tim Polanik  
Karen Prentice  
Angel Prieto  
Aimee Primolo  
The Prodan Family  
Janice Quade  
Margaret Rabe  
Will Ratliffe  
Elizabeth Reade  
Gerald Reid  
Melanie Richard  
Wes & Deana Richardson  
Carolyn & Larry Hursh  
Alanna Rinkl  
Miranda Robinson  
Roberta Robinson  
Karen Roller  
Sarah Romanuck  
Eric Rosenbaum  
Ward Rosin  
Wanda Rodd  
Rhonda Roth - In Memory of Ben Patton  
Mark Rouleau  
Katie Rountree  
Mary Rozsa de Coquet  
Jodie Rubel  
Susanne Ruberg-Gordon  
Jasmine Rudakewich  
Irina Rudic  
Cynthia Ruhrmann  
Murray Rundle  
Greg Rusling  
Anne Saco  
Walid Sahbi  
Felipe Salinas  
Don Samson  
Nicole Sandblom  
Doreen Sandercock  
Amrita Sandhu  
Chad Saunders  
Greg Sawatzky  
EJ Schiiler  
Lorraine Schmaltz

Ryan Schmidt  
Diane Scott  
Jim Scott  
Lauren Scott  
Louise Scott  
Anna Scurfield  
Michael Seaman  
Craig & Cara Senyk  
Mariellen Sereno  
David Severson  
Robert Seveck  
Coralía 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



# StudioBell

— Home of the · Maison du —



National  
Music  
Centre

Centre  
National  
de Musique

## Studio Bell, home of the National Music Centre

850 4 Street SE Calgary, AB T2G 1R1

[studiobell.ca](http://studiobell.ca)

@nmc\_canada

#StudioBell



© 2021 National Music Centre.  
All rights reserved.