

encore

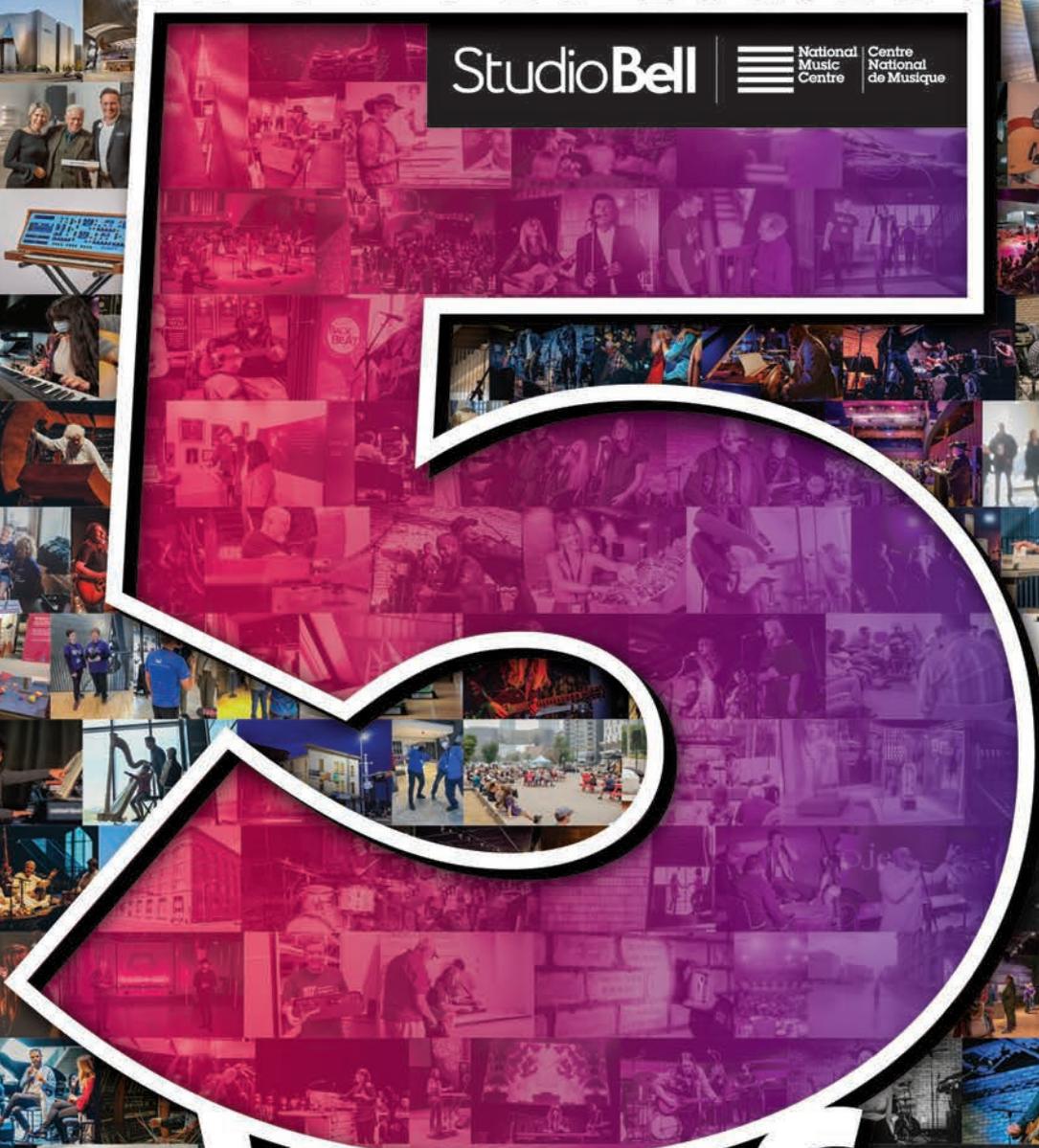
NMC Annual Report 2021

CELEBRATING

StudioBell



National Music Centre
Centre National de Musique



YEARS



Letter from the President and CEO

Welcome to the 2021 edition of *Encore*, the Annual Report of National Music Centre (NMC). This year's report is very special because 2021 is the year that we celebrated the fifth anniversary of opening our new home at Studio Bell. In addition, 2021 was another extraordinary year for our team to continue to adapt and learn to live with the uncertainties brought on by the pandemic. Throughout 2021, our team continued to find new creative solutions to stay connected and develop innovative ways to continue the journey of rethinking and recasting National Music Centre's activities into the future of our ever-changing world.

The year 2021 will be remembered as the year when we significantly invested in the digitization of the National Music Centre's building and activities. We launched a new content platform, Amplify 2.0; created a virtual tour of Studio Bell; increased access to our collections online and significantly improved our capabilities to stream live music in an engaging and high-quality manner.

We also continued to develop new exhibitions and acquire new items for the collection, even while we were closed to the public, in anticipation of reopening again. Midway through 2021, we were given the go-ahead by public health authorities to reopen again and welcome the return of visitors to safely experience the exhibition galleries, collections, and limited programming at Studio Bell. Our incredible team developed a new way to experience Studio Bell, while adhering to evolving public health restrictions, so the public could feel safe enjoying the visitor experience. While we have always been oriented to creating digital content at NMC, we learned so much from the new investments we made in digitization and are very excited and motivated to continue to use these incredible new technologies to connect with audiences across Canada and around the globe well into the future.

It was also another important year to focus our actions toward furthering diversity, equity and inclusion throughout National Music Centre. In particular, we have continued to take action towards Truth and Reconciliation, a journey we began when we opened in 2016 and one that we re-affirmed in 2021 with new funding secured. This support will allow us to continue to bring awareness to Indigenous issues and elevate the voices of past and present Indigenous creators through NMC's exhibitions and programs.

In reflecting on our fifth anniversary in 2021, NMC has much to celebrate. From the invention of NMC from scratch

and then welcoming nearly 600,000 individuals through our doors since 2016, to being the official home to four of Canada's music halls of fame and music exhibitions that celebrate Canada's national music stories, to supporting hundreds of Canadian artists through a myriad of programs, to inspiring thousands of children and youth, to healing so many through music therapy programs and the list goes on and on. Without question, five years into our launch in 2016, NMC has established itself as a recognized champion, home, incubator, and destination for Canada's music.

A heartfelt thank you to everyone in our communities for their continued support throughout a fifth extraordinary year for National Music Centre and all who work and volunteer in the music, arts, and cultural sectors across Canada. Despite all the challenges, we have demonstrated our growing resiliency in the face of tremendous adversity, and it has been inspiring to find so many innovative solutions to keep the *music alive*. Let's keep our spirits positive and our resiliency intact, and we will continue to find our way, together, to brighter years ahead.

Sincerely – Au Plaisir,

Andrew Mosker
President and CEO



Letter from the Chair of the Board

On behalf of the incredible volunteer Board of Directors at National Music Centre, we were very grateful to work through the challenges brought on by the pandemic for a second year in 2021, witnessing our team and the arts, music, and museums sectors across Canada come together through it all.

Adapting from the harsh realities of the continued uncertainty, NMC continued to embrace the digital frontier in imaginative ways by creating a digital explosion of content and greater connectivity along the way. By doing so, NMC engaged new audiences from across Canada and the world.

The Board of Directors continues to be immensely proud of NMC's ongoing successes, which are well documented in the 2021 Annual Report. Most notably, these successes include the safe reopening of Studio Bell to the public again, ensuring that, as an organization, we continue to strengthen the actions already taken in the areas of equity, diversity, inclusivity, accessibility, and especially our work culture and core

activities in exhibitions, collections, and programming.

A heartfelt thank you to all the volunteer board and committee members who generously served in 2021, contributing their time, resources, and expertise to our recovery efforts and plans, whether it was locally in Calgary or from afar in another part of Canada. We look forward to continuing to work together to rebuild our beloved NMC and music sector across Canada into a stronger, more diverse and resilient ecosystem for future generations.

Un Grand Merci – Yours Truly,

Rob Braide
Chair, Board of Directors

NMC Board of Directors

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- Steve Kane, Director
- Denise Man, Director
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- Andrew Mosker, President & CEO
- Garth Jacques, Secretary Treasurer

STAFF

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

Acknowledgements

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 the spirit of collaboration and reconciliation.

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Brandon Hearty
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Collections Archivist

Aaron Boylan
Collections & Exhibitions Technician

Brett Phillips
Exhibition Technician

Graham Lessard
Studio Manager & Recording Engineer

Jason Tawkin
Studio & Electronics Engineer

Eric Cinnamon
Audio Engineer

Franco Mosca
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Digital Media Specialist

Jacob Barton
Digital Media Assistant

Technical Staff

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Samantha Selci
Niall Vos
Stuart Bardsley
Ian Dillon
Darryl Swart
Benjamin Nixon
Matt Ftichar
Kaden Chynoweth
Rafael Salas Lopez
Jeffrey Kynock
Philip Jukes
Swann Barrat
Renato Niro

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Director of Development

Jessica Switzer
Annual Giving Officer

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Director of Marketing & Communications

Julijana Capone
Senior Publicist

Emily Holloway
Marketing Communications Coordinator

Lucas Watts
Website Development & Content Specialist

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Manager of Visitor Experience

Meaghan Lawrence
Visitor Experience Team Lead

Tara McLay-Molnar
Retail Coordinator

Pranali Pandya
Café Barista & Retail Lead

Emma Norris
Café Barista & Retail Associate

Kim Cabral
Visitor Experience Ambassador

Olek Janusz
Visitor Experience Ambassador

Kaiteleen Saparco
Visitor Experience Ambassador

Business Development

Cynthia Klaassen
Senior Manager, Business Development

Nandita Aggarwal
Manager, Events & Client Success

Jaime Miller
Sales & Event Specialist

Event Staff

Janilyn Peredo
Aline De Oliveira Trevisan
Chantel Wons

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Karen Prentice

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

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PHOTO CONTRIBUTORS:

Bittermann Photography, Sebastian Buzzalino, Kaden Chynoweth, Eric Cinnamon, Orein Ferdinandus, Emily Holloway, David Kativu, Meghan Mackrous, Brenna Pladsen, Riverwood Photography, Baden Roth, Evan Rothery, Chad Schroter-Gillespie, Jessica Villafranco, Brandon Wallis, Lucas Watts, George Webber

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CELEBRATING 5 YEARS AT STUDIO BELL

Since opening Studio Bell on July 1, 2016, in just five short years, the National Music Centre (NMC) has successfully created and launched — from its home base in Western Canada — an entirely new national music organization for Canada.

NMC set out to fulfill a national mandate through music that would innovate, elevate, heal, and amplify the many voices of Canada's multifaceted and ongoing music story, one that is diverse and inclusive and that unites the many communities that call Canada home.

During this period, we also developed national partnerships, including agreements to house four of Canada's national music halls of fame, as well as a National Indigenous Programming Advisory Committee. These partnerships have, in part, guided our exhibitions and program development to further our national influence. Additional public programs have also been developed and launched in live music, educational activities, and artist development, all of which have inspired students, artists, and welcomed visitors from around the world.

As a collecting institution, we have built on the unique legacy of our “living collection” by making our historic instruments and sound equipment available and accessible for new music recordings by artists from across Canada. We have also added a significant amount of new historic Canadian items to our collections, providing a permanent home for many of our nation's musical treasures that would have otherwise been lost.

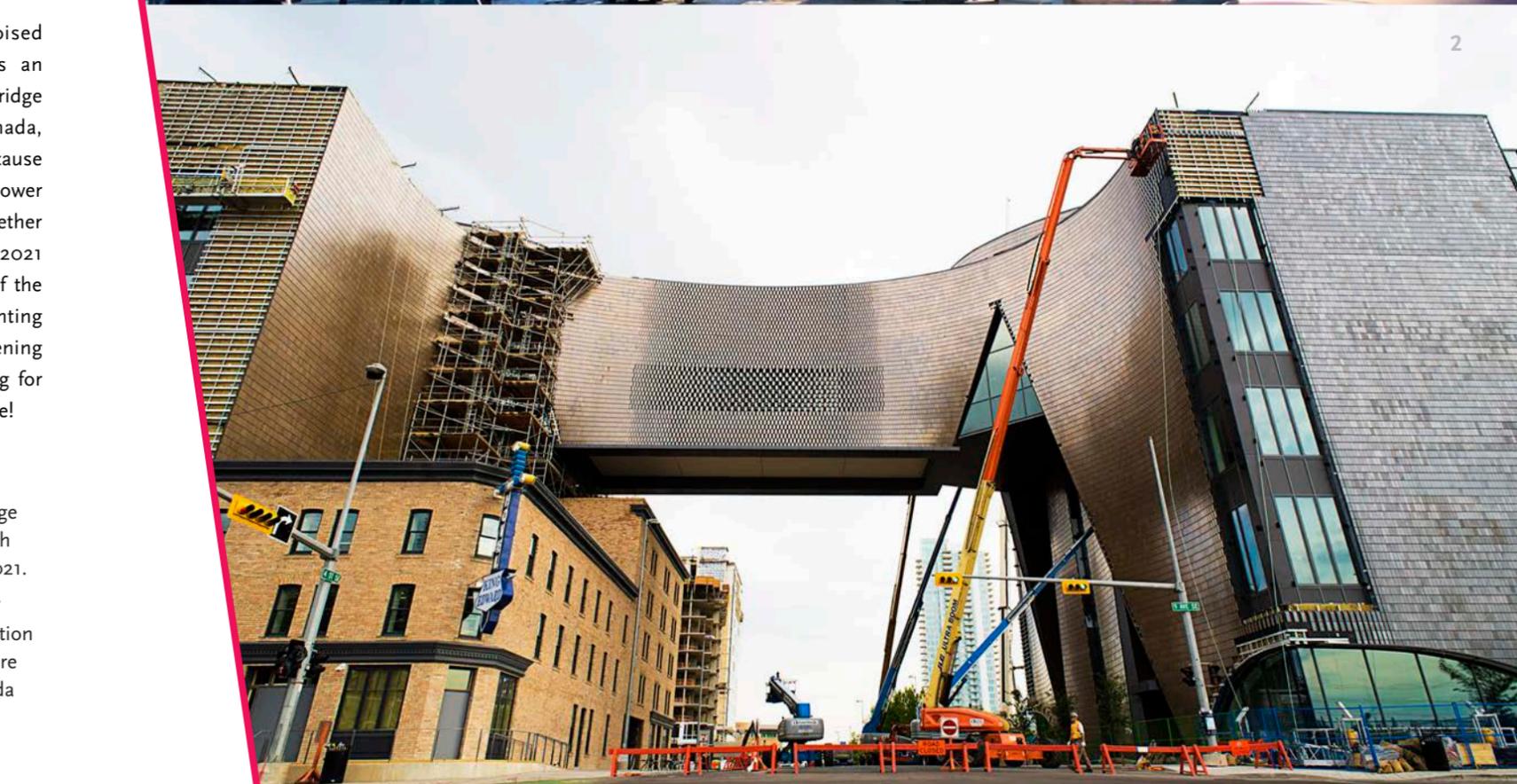
Digital content development and access to NMC's exhibitions, programs, and collections has also been a key success of our first five years and has helped to connect and amplify NMC's activities to visitors from virtually anywhere. In essence, there has been a digital explosion at NMC, a trend that will continue well into the future.

From our location in the heart of the East Village in Mohkinstsis (Calgary) on Treaty 7 territory, we have also been intentional in working closely with our local community to amplify their stories and make NMC and Studio Bell an important part of Calgary's present and future, especially as it relates to downtown vibrancy.

Finding that necessary blend of serving our local community and fulfilling a national mandate has been part of the strategy for our first five years of operating. We believe that we have successfully achieved both, but there is still much to do to continue to build upon this strong foundation.

National Music Centre is poised for many great years ahead. As an organization, we will continue to bridge divides between regions in Canada, musical genres, and each other, because of the belief that music has the power to unite and build community, whether locally or nationally. The year 2021 marked the five-year anniversary of the remarkable achievement of inventing National Music Centre and opening Studio Bell — and that's something for music lovers everywhere to celebrate!

- 1 The sun dips below the East Village Skybridge with a view of the North lot at Studio Bell in December 2021. Image: Chad Schroter-Gillespie.
- 2 Studio Bell during the construction phase in June 2016, weeks before opening to the public on Canada Day. Image: George Webber.



2021 YEAR IN REVIEW

Embracing the Digital Frontier and the Light at the End of the Tunnel

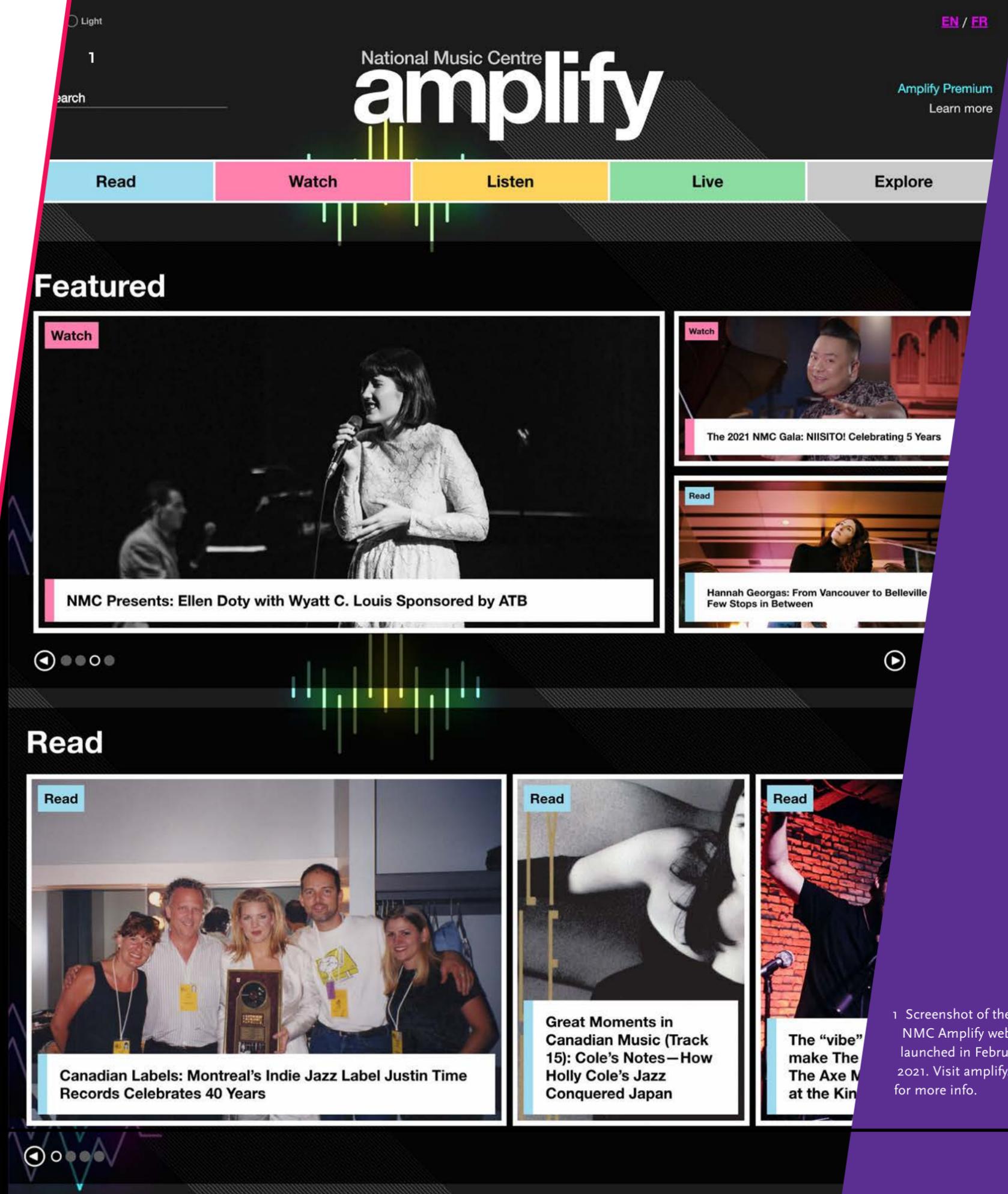
After living through the extraordinary year that was 2020, the National Music Centre (NMC) leapt into 2021 with so many reasons to be hopeful and optimistic: vaccine rollouts were beginning across the country, recovery efforts were well underway with live music events set to re-emerge, and our years-in-the-making, new and improved digital platform, NMC Amplify, was about to launch, allowing music fans to stay connected despite Studio Bell's continued closure. The light at the end of the tunnel seemed to shine brighter and brighter every day.

An extension of NMC's onsite programs, amplify.nmc.ca launched in February 2021 as a virtual hub for the sounds and stories of music in Canada. Since launching, the portal has offered video-on-demand performances, made-in-Canada stories, and highly entertaining educational content, allowing music fans to enjoy the NMC experience online. The site drew in over 10,000 views globally in the first few weeks alone after launch.

(Continued on page 11)

Top Amplify Posts in 2021

- READ:** Great Moments in Canadian Music (Track 13): How April Wine Turned A Rejection Letter Into Their Big Break
- WATCH:** Top 10 Hits Tour presented by Bell: Neil Peart "Hockey Night in Canada" Drum Kit
- LISTEN:** 6 Key Steps for Putting Together a Purposeful Playlist for Work, Home, and Life
- LIVE:** Stingray Classical AiR Workshop: Robin Hatch performs with TONTO and live Q&A
- EXPLORE:** The Original New Timbral Orchestra



1 Screenshot of the new NMC Amplify website launched in February 2021. Visit amplify.nmc.ca for more info.

Hoping to expand our reach even further, NMC collaborated with over 50 partners from around the world to help share the origins and evolution of electronic music for Music, Makers & Machines, a free online exhibition presented by Google Arts & Culture and supported by YouTube. The online resource featured 250 curated exhibitions from 15 countries. Archives, museums, collections, record labels, festivals and some of the music industry's leading experts and pioneers contributed – Moogseum, Philharmonie de Paris, and UK label, XL Recordings, to name a few.

For music enthusiasts closer to home, NMC offered a preview of the Community Storytellers exhibition online, featuring interesting, unusual, and meaningful musical artifacts and stories belonging to our fellow Calgarians, with everything from a guitar belonging to “Buck Shot” of the Calgary children's television series, The Buckshot Show, to memorabilia from Megatunes Music Inc., a beloved Calgary/Edmonton record store owned by Mike and Joni Pleau. The expanded onsite version would open later that

year with 30 local stories featured in Studio Bell's drop-in zone. Another 50 items were also added to NMC's online collections database, allowing virtual visitors to peruse a selection of iconic instruments, electronic and acoustic gems, music memorabilia, and fascinating one-offs such as the aXiÆ, an unusual-looking MIDI (musical instrument digital interface) controller that was built by Brad Cariou as part of his thesis at the University of Calgary in 1993.

In recognition of Studio Bell's five-year anniversary, we launched an immersive, 360-degree virtual tour of the building's five floors of exhibitions and stunning architecture. For NMC's youngest audiences, we brought our education programs online for part of 2021 through the NMC Learning at Home series. When a third wave surged and restrictions were imposed in Alberta in April, NMC's investments in the digital frontier allowed us to respond and adapt more easily. Supporters could read, watch, listen, and explore the NMC experience from the safety of home.

MEDIA HIT

Eric Volmers. “National Music Centre part of international exhibition exploring history of electronic music.” *Calgary Herald*. March 11, 2021.

MEDIA HIT

Kathy Le. “From Buck Shot to the Tragically Hip: National Music Centre launches online exhibit honouring musical storytellers.” *CTV News*. March 19, 2021.



- 1 Evan the Educator from the NMC Learning at Home series. Image: Evan Rothery.
- 2 Guitar belonging to “Buck Shot” of the Calgary children's television series, The Buckshot Show. Image: Meghan Mackrous.
- 3 'Our Common Currency' is a 5 x 8 foot portrait of Gord Downie made from Canadian pennies. Image: Meghan Mackrous.

Investing in our Regional and National Communities

Despite the hurdles of recurrent waves, NMC continued to look to the future, finding ways to collaborate with the community, strengthen partnerships, and harness opportunities that could benefit not just NMC, but the whole music ecosystem.

With comfort and safety top of mind throughout the pandemic, NMC made further investments in the community by creating another safe outdoor space for people to gather. In June of 2021, the King Eddy's renovated rooftop opened, offering an open-air sanctuary in the heart of the East Village for street food-style bites and live music. The capstone project marked the five-year anniversary of Studio Bell's opening in 2016 and was part of several new investments made by NMC in 2021 to reimagine operations, create vibrancy, and improve accessibility for the public to enjoy many types of events, especially ones that involve music and its healing power.

To align with efforts of building stronger music-friendly cities in Alberta, NMC developed new partnerships by teaming up with Platform Calgary and the Consulate General of France in Vancouver to launch Reverb, an accelerator program for music tech companies. The innovative program that hosted international, national, and local

professionals, helped to highlight how music and technology could become a new catalyst for diversifying the music ecosystem in our home province of Alberta.

Finally, NMC continued its partnership with Calgary Health Trust to support music therapy programs at two local hospitals, Foothills Medical Centre and South Health Campus. NMC has made it possible for music therapists that are part of these programs to keep using music in ways that significantly improve people's lives and have a real impact in healing our communities through the power of music. These therapeutic programs continue to provide improved care and positive outcomes for a range of patients, including those in intensive care, palliative care, as well as stroke, brain injury, Parkinson's disease, and dementia patients receiving neurorehabilitation.

For our commitment to community development, the National Music Centre was recognized with a Western Canadian Music Award for Community Excellence in 2021 for the third year in a row. Throughout 2021, against all odds caused by the pandemic, we lived our mission of amplifying the love, sharing, and understanding of music.

MEDIA HIT

Stephen Hunt. "National Music Centre celebrates 5th anniversary with virtual gala." *CTV News*. December 3, 2021.



COMMUNITY EXCELLENCE AWARD ¹



¹ National Music Centre won the 2021 Community Excellence Award at the Canadian Music Awards.

² Maddison Krebs performing on the King Eddy Rooftop. Image: Lucas Watts.

Taking Action Towards Truth and Reconciliation

If 2020 brought necessary attention to the cause of fighting anti-Black racism, so too did 2021 in bringing awareness to the horrors of residential schools on Canada's Indigenous peoples and the vital need to acknowledge these truths in order to move the reconciliation process forward.

In May of 2021, the discovery of a mass grave of 215 children at a former Indian Residential School in Kamloops, BC put the spotlight on a tragic and painful part of Canada's history.

More discoveries would follow.

To honour the lost children and survivors of residential schools, their families, and communities, the Government of Canada created a new national holiday, and September 30, 2021 would mark the inaugural National Day for Truth and Reconciliation in Canada, as well as Orange Shirt Day, an Indigenous-led grassroots initiative to commemorate the children who survived Indian Residential Schools and those who did not.

"The National Music Centre is at the centre of lifting up Indigenous music in this country."

— **David McLeod**, chair of NMC's National Indigenous Programming Advisory Committee

NMC leadership encouraged all staff to recognize and remember the tragedy of our Indigenous history by wearing orange shirts purchased from Indigenous artists, reading the 94 "calls to action" of the Truth and Reconciliation Commission, and signing up for and completing the University of Alberta's Indigenous Canada course by the end of the year to show our organization-wide commitment to furthering reconciliation within our city, province, and country.

Thanks to funding from TD, we were able to advance our work towards

reconciliation through programming and exhibitions. As part of our ongoing efforts to bring awareness to Indigenous issues, we elevated many Indigenous voices through live music offerings and the updated Speak Up! exhibition, which honours First Nations, Inuit, and Métis trailblazers who are making a social impact in Canada, including Buffy Sainte-Marie, Northern Haze, "Master of the Metis Fiddle" John Arcand, and others. Most importantly, we continued to consult with our national Indigenous-led program advisory committee to help inform, guide, and curate NMC's plans.

When we opened our new building, Studio Bell, five years ago, we knew there was a tremendous opportunity to bring the voices of many communities from across Canada together through music. That's why NMC has taken real action to help push critical conversations in the right direction. The story of music in Canada is vast and constantly changing, and we too have had to adapt our programs and exhibitions to reflect and amplify the many voices of our country and work towards a more equitable future.

MEDIA HIT

Andrew Lohin. "Musical icons added to Speak Up! exhibition for National Indigenous People's Day." *CTV News*. June 15, 2021.

NMC's Indigenous music programming is proudly supported by TD.



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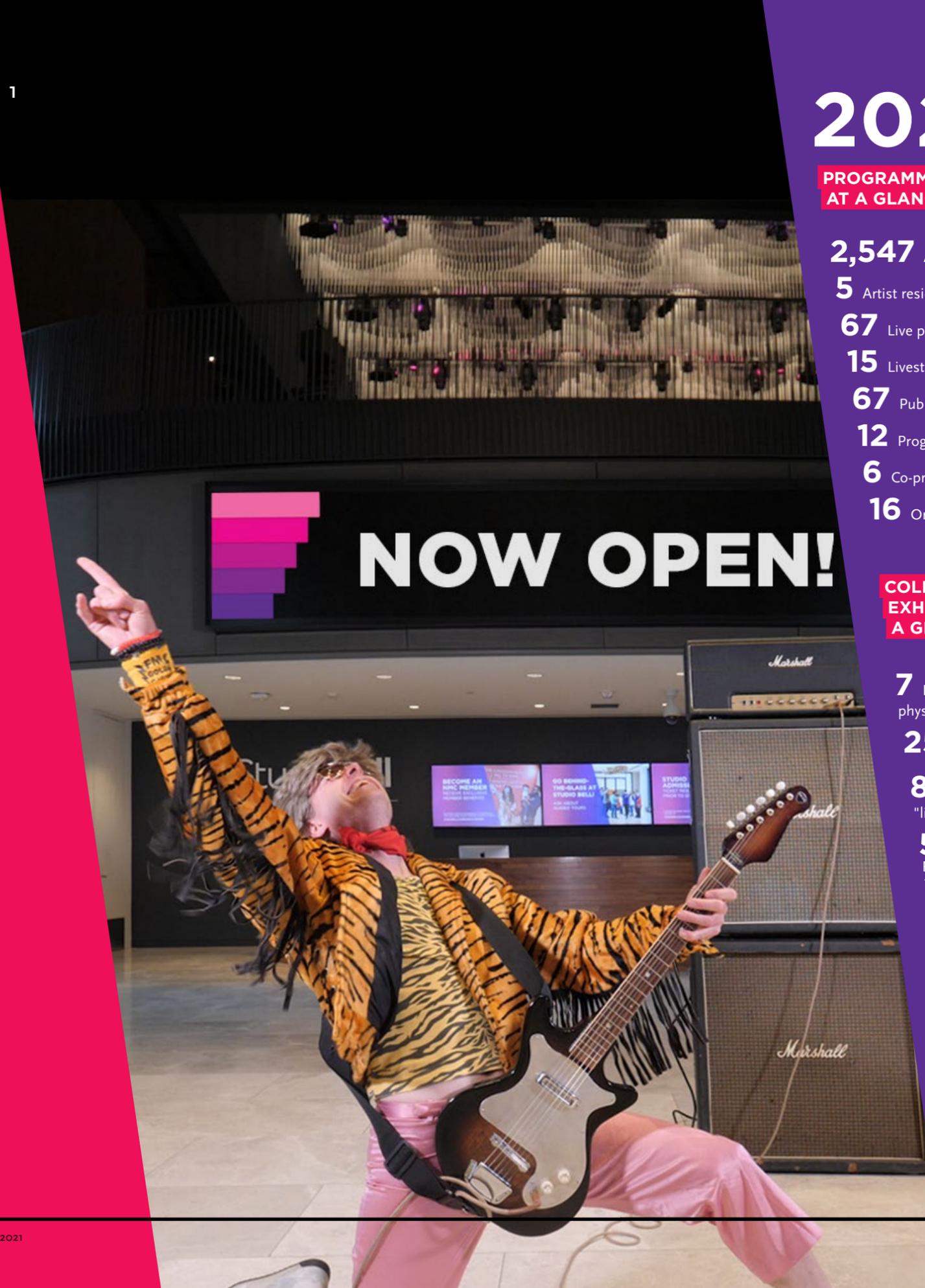
1 The Speak Up! exhibition showcases 15 Indigenous trailblazers and music makers. Image: Brandon Wallis.

2 Jingle dancer accompanying Northern Cree's NMC Gala: NIISITO! performance. Image: Riverwood Photography.

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.

¹ Local headbanger personality and air guitar hero, Jett Thunders, hits a power chord to celebrate the reopening of Studio Bell on July 1, 2021. Image: Chad Schroter-Gillespie.



2021

PROGRAMMING AT A GLANCE

- 2,547** Artists served
- 5** Artist residencies
- 67** Live performances
- 15** Livestreams
- 67** Public programs
- 12** Program partners
- 6** Co-productions
- 16** Online learning videos

COLLECTIONS AND EXHIBITIONS AT A GLANCE

- 7** New digital and physical exhibitions
- 251** New artifacts
- 8,648** Hours the "living collection" was in use
- 50** Recording sessions over 118 days
- 1,062** Studio recording hours

PUBLICITY

\$17.7 MILLION
Publicity value

1.9 BILLION
Publicity reach

IN-PERSON AUDIENCE

GUEST VISITS

34,668
General admission

1,749
Third-party rental attendance

3,954
Live events and co-production attendance

17,766
King Eddy attendance

TOTAL GUESTS

58,137
NEW AND RETURNING GUESTS (+45% YOY*)

MEMBERSHIPS

TOTAL MEMBERS
411
AS OF DECEMBER 31, 2021 (-79% YOY*)

ONLINE AUDIENCE

SOCIAL MEDIA

18,272 Facebook

12,933 Twitter

14,539 Instagram

3,721 YouTube

TOTAL FOLLOWERS
49,465
(+8% YOY*)

WEBSITE PAGEVIEWS

68,546
NMC Amplify

376,281
Studio Bell

26,972
Collections Database

VIDEO VIEWS

220,281
YouTube

135,970
Facebook

2,785
Vimeo

TOTAL PAGEVIEWS

471k
(+17% YOY*)

TOTAL VIDEO VIEWS

359k
(-47% YOY*)

*Year-over-year

NMC CHAMPIONS

NMC Volunteer Team: Mike Good



As a Jam Club mentor, Mike Good sees the “good” in every one of his students, encouraging them to tap into their creative potential no matter what level they’re at. It’s a testament to his belief in the power of youth and patience and dedication when mentoring teens in NMC’s Jam Club program. Mike has been a high school teacher for over 25 years, and was a youth worker before that. He started playing Dixieland banjo as a kid, then began jamming to classic

rock tunes with his buddies as a teen, and has been volunteering for Jam Club since its inception 10 years ago, or as he says, “since the dawn of time.”

His commitment to the program has helped many young performers build new skills and some have even gone on to flourish on the stages of Calgary’s music venues.

The affable NMC volunteer shared why he loves lending his time to the city’s next generation of artists.

What do you love most about volunteering for Jam Club?

MG: I like it because a lot of the kids

who come to Jam Club would not have the opportunity to play otherwise – and kids love music. It’s a great social environment for them to learn and be exposed to playing. It’s a great door opener.

What’s one of your favourite memories of Jam Club?

MG: Gig Night. Seeing kids get up on stage, when where they started was at the raw beginning. They can get on stage and play, not like Jimi Hendrix or anything, but they can blast out a song, and feel really proud of themselves and win the applause of the audience.

Why do you think programs like Jam Club are important?

In our city, especially in these times, times are getting tough. Parents don’t have the resources to put their kids in music lessons – and kids want to play! It’s excellent that NMC is able to provide this free program.



1 Mike Good accompanying student with bass guitar. Image: Kaden Chynoweth.

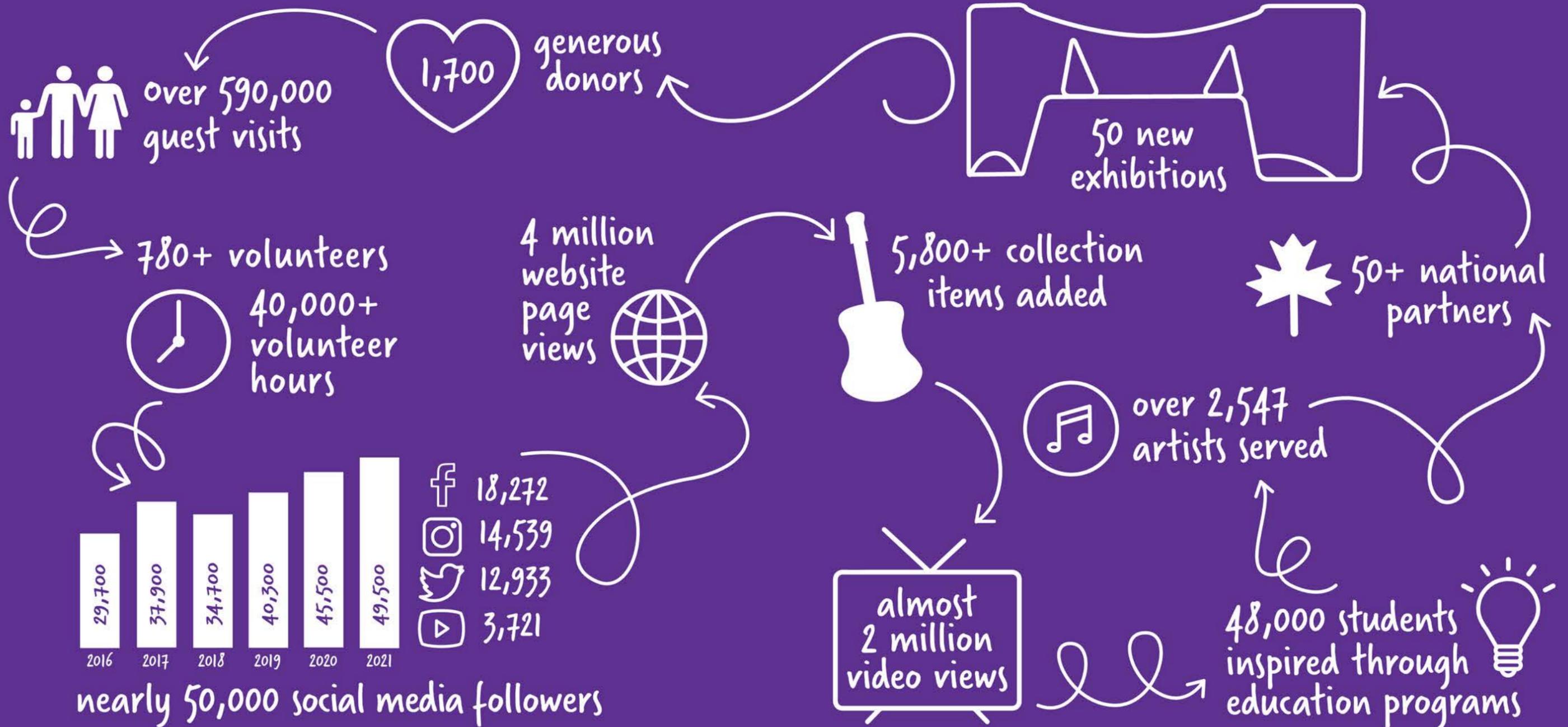
2–3 Long-time volunteer, Mike Good, teaches guitar during NMC Jam Club on Thursday evenings. Image: David Kativu.

Come rock ‘n’ roll with the NMC Volunteer Team and join an incredible group of passionate music lovers. Learn more:

STUDIOBELL.CA/VOLUNTEER

5 YEARS AT STUDIO BELL

CELEBRATING NMC'S IMPACTS OVER THE YEARS



EXHIBITIONS & COLLECTIONS

NMC launched three online and four physical exhibitions in 2021, including several with a strong focus on community — significant both locally as Calgarians, and nationally as Canadians. These exhibitions provided a space for local voices and histories to be celebrated. From the *Reflections* exhibition, which captured Calgary's alternative rock scene through photos from 1992-2001 to the new *Canadian Music Hall of Fame* exhibition, highlighting memorabilia from 2021 inductee and Calgary music icon Jann Arden. Not to mention, National Music Centre was officially announced as the permanent home of the Canadian Country Music Hall of Fame.

There were 251 new items added to NMC's collection in 2021. Many items are currently on display for Calgary and

Canada's music stories to be preserved and living a new life through our artist development streams, where artists can use the collection to create music.

As the home for music in Canada, NMC has a responsibility to preserve and conserve our nationally and internationally significant collections in perpetuity. Conservation is at the heart of what we do, and it's vital that we're innovative in our approach to artifact care. Of the difficult restoration projects done in 2021, the collections team was able to bridge modern and old technologies to further stabilize the Trident A-Range recording console, which has served recording studios all over the world during its 46-year history. This restoration will ensure that the artifact remains available for artists to use well into the future.

MEDIA HIT

Eric Volmers. "Photographer captures Calgary's vibrant 1990s alt-rock scene with National Music Centre exhibit." *Calgary Herald*. September 15, 2021.

MEDIA HIT

Stephen Hunt. "Calgary named permanent home of Canadian Country Music Hall of Fame." *CTV News*. September 8, 2021.



1



2



3

1 Memorabilia from the Canadian Music Hall of Fame inductee Jann Arden exhibition. Image: Brenna Pladsen.

2 A broadcasting console from the 1960s, which was custom-built for CBC/Radio-Canada, and now resides at Studio Bell. Image: Jessica Villafranco.

3 NMC Studio and Electronics Engineer, Jason Tawkin, repairing a piece of equipment in the Electronics Workshop. Image: Jessica Villafranco.

LIVE MUSIC, PUBLIC PROGRAMS & EDUCATION

In 2021, the National Music Centre safely reopened its building, Studio Bell, with six months of free admission, sponsored by ATB, and regular weekend performances, thanks to Scotiabank Backbeat, which provides activations for families, children, and general visitors of all ages, including pop-up music performances, hands-on activities, presentations from community partners, and more.

To support artists still reeling from the negative effects of the pandemic, National Music Centre provided training, residencies, and performance

opportunities for over 170 artists. NMC found opportunities for musicians to safely perform onsite, outdoors, and online, bringing artists and audiences together to illuminate the power of live performance. Through series such as Sundays in C-Square, Bell Live at the King Eddy, and more, Calgary audiences were introduced to the breadth and depth of Calgary's multifaceted music scene.

Many of the National Music Centre's live music programs continued to be presented at the historic King Eddy over 2021. Among them, NMC's multi-genre

fall concert series, Bell Live at the King Eddy. Alberta artists that didn't get a chance to perform due to pandemic-related cancellations in 2020 were added back to the lineup in 2021, along with more new acts across a spectrum of genres, from the soulful hip-hop of Sargeant X Comrade to the powerful pop of Shawnee.

For the next generation of performers, NMC's beloved Jam Club after-school program returned to in-person activities, offering a safe space for youth ages 13-19 to practice their skills and learn from professional musicians.

MEDIA HIT

Daniel Reech. "National Music Centre's CEO wants to show cities how investing in local music can tap into huge potential." *The Global and Mail*. December 31, 2021.

MEDIA HIT

Eric Volmers. "Rapper K-Riz returns to the stage, finds peace and purpose after cheating death." *Calgary Herald*. October 22, 2021.

1 NMC Jam Club students practising with a volunteer instructor in the Performance Hall at Studio Bell. Image: Kaden Chynoweth.

2 K-Riz hits the stage as part of NMC Presents: Bell Live at the King Eddy. Image: Orein Ferdinandus.

3 Jeremy Gignoux Trio performing at Sundays in C-Square. Image: Emily Holloway.



ARTIST DEVELOPMENT & RECORDING

The National Music Centre hosted 31 artists for virtual and onsite professional development, mentorship, and residency programs, allowing them to gain access to NMC's "living collection" so that they could 'use history to make history.'

While many of 2021's residencies were backfilled from commitments prior to the pandemic, we were elated to make our first call for new Artist in Residence applications by the fall, ensuring that a new batch of musicians could take advantage of the rare opportunity to create, experiment, and record at Studio Bell.

In the studios, artists such as Robin Hatch, Northern Cree, and others from across Canada were given access to NMC's historic recording equipment to create a new release, while the NMC Rough Cuts series, presented by Bell, gave artists the opportunity to record an original song and share the story behind the tune through an interview-style podcast series. In total, 50 sessions were logged over the year.

MEDIA HIT

Calum Slingerland. "Robin Hatch goes on a journey of discovery with the world's largest analogue synthesizer." *Exclaim!* October 26, 2021.



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- 1 Mariel Buckley laying down vocals and guitar during a recording at Studio Bell in Live Room C. Image: Sebastian Buzzalino.
- 2 CBC Searchlight winner Jhyve during his residency. Image: Chad Schroter-Gillespie.
- 3 Northern Cree recording a new album in the NMC Studios. Image: Eric Cinnamon.
- 4 NMC Artist-in-Residence alumn, Robin Hatch, performing with TONTO (one of the world's largest analog synthesizers) during a live stream from Live Room C. Image: Chad Schroter-Gillespie.

FUND DEVELOPMENT

In our first five years at Studio Bell, our generous supporters have allowed NMC to reach great heights. They were right there with us again in 2021, helping us weather the worst of the COVID-19 pandemic, and for that we are sincerely grateful.

As was the case for much of 2020, 2021 proved to be a very challenging year for fundraising in the cultural sector. However, despite the rapidly evolving pandemic and its associated restrictions, we found ways to meaningfully connect with our steadfast supporters, welcomed our greatest number of new donors since 2016, and saw a year-over-year increase in the total number of donors of nearly 5% relative to 2020. To all those who joined our community of supporters in 2021, and to those who have been supporting NMC with monthly gifts, one-time gifts, sponsorships, or grants for many years, we extend our heartfelt thanks for believing in the power of music and NMC's vision of building a home for music in Canada.

We would like to offer a special word of thanks to funders at all three levels of government for their dedicated support in 2021. Specifically, we would like to thank the City of Calgary for its operational support through Calgary Arts Development, the Alberta Government for its support through the

Alberta Foundation for the Arts and the Stabilize Program, and the Government of Canada for its support through various departments and programs, including The Foundation Assisting Canadian Talent on Recordings.

Lastly, we would like to send a special thank you to TD for renewing its support for NMC's Indigenous music programming beginning in 2022. This is an important partnership that will show a real positive impact for many years to come.

2021 marked a turning point for NMC's COVID-19 pandemic-related fundraising efforts. After more than a year of focusing on emergency funding and redirecting funds to areas of greatest need, we began to turn our attention to fundraising for recovery and an eventual return to pre-pandemic levels of activity by 2023. Our optimism for the future was renewed and we are proud to say that our sights are set squarely on securing the funds necessary to help NMC write, record, and celebrate the next chapter of music in Canada.

2021 NMC Gala: NIISITO!

After being an exclusively online affair in 2020, NMC's annual flagship fundraising event returned in 2021 with a hybrid gala model that included a live audience of NMC supporters at Studio Bell and a top-quality online broadcast for music lovers around the world to partake in. NIISITO's success was due in no small part to the generous support of Mawer Investment Management Ltd., our presenting sponsor; ATB, our performance sponsor for the event; and EY Canada, the supporting sponsor.

In addition to captivating performances showcasing the best of Canadian music and several special guests, we also had a special online auction which was open to the public and which helped make the event the success that it was. Thank you to all those who attended, donated, streamed, and bid – NIISITO would not have been the same with you.

1 The very first guests line up to enter Studio Bell on opening day, July 1, 2016. Image: Baden Roth.

2 Guests line up to enter on Studio Bell's 5-year anniversary, July 1, 2021, after several months of a temporary closure due to COVID-19. Image: Lucas Watts.



NUMBER OF NEW DONORS 342
INCREASE IN NUMBER OF DONORS: 5%
BENEFIT GALA RAISED: \$202K



2021

NATIONAL MUSIC CENTRE
CENTRE NATIONAL DE MUSIQUE
* GALA *

NIISITO!

(KNEE-SIT-DOE)



2

The 2021 NMC Gala: NIISITO was hosted by award-winning actor and comedian Andrew Phung of CBC's Kim's Convenience and Run the Burbs.

The gala's theme name, "niisito," comes from the word for "five" in Blackfoot. It is named in recognition of the five-year anniversary of Studio Bell, home of the National Music Centre, our location in Mohkinstsis (Calgary) on Treaty 7 land, and the power of music to build bridges between diverse communities in Canada.

Recorded live from Studio Bell, the evening featured performances by Canadian Music Hall of Famer Tom Cochrane, nine-time Grammy-nominated powwow, round dance, drum and singing group Northern Cree, bilingual pop/R&B singer-songwriter KARIMAH, celebrated classical brass soloist Jens Lindemann and the Alberta All-Star Jazz Orchestra, and 16-year-old classical piano prodigy Kevin Chen.

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1 Order of Canada recipient and trumpet extraordinaire, Jens Lindemann performing at the 2021 NMC Gala. Image: Riverwood Photography.

2 CBC television star Andrew Phung hosted the 2021 NMC Gala. Image: Riverwood Photography.

3 The Gala broadcast show was recorded and made available for national and international audiences to watch online. Image: Riverwood Photography.

4 Grammy-nominated group Northern Cree performed at the Gala. Image: Riverwood Photography.

5 VIP guests attended the live studio recording of the Gala. Image: Riverwood Photography.



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KING EDDY

Live Music Makes a Comeback at the King Eddy

After eagerly awaiting the King Eddy's reopening and live music's comeback, that time had finally come in the summer of 2021. With many postponements and cancellations due to COVID behind the venue, the iconic Eddy stage lit up as it hosted over 100 live shows and gave hundreds of artists a safe space to play, get paid for performing, and reconnect with audiences.

By July 1, both the King Eddy's main restaurant and the newly renovated rooftop patio had reopened after a lengthy six month closure. With some safety protocols still in place, guests were welcomed back to physically distanced live performances from the Eddy's main stage and rooftop and

an updated menu, right in time for an eventful summer season.

Calgarians dusted off their cowboy boots for the return of Stampede at the King Eddy, featuring an all-Canadian lineup including Tim Hus, Drew Gregory, Nice Horse, and others. All afternoon and all night, live tunes flowed across both floors as guests kicked up their heels. The popular Homegrown Country series followed Stampede Week, offering a hub for country fans to gather through the summer months, while putting the spotlight on the province's most sought-after country artists.

In the fall of 2021, the King Eddy hosted the Bell Live concert series presented by NMC, which successfully reunited live

music fans with artists from a diverse array of genres, from jazz to rock, and everything in between. Thanks to Bell's support, the concerts were free to attend and helped rebuild the live music scene locally and for Canadian touring artists. Finding creative ways to support artists, reignite live music, and make it accessible was a fundamental component to NMC's efforts in 2021. In addition to these live-and-in-person shows, NMC's video production team captured and livestreamed six performances from the Bell Live series, reaching audiences across Canada with live music from one of Calgary's (and Canada's) most historic venues.

118 LIVE PERFORMANCES AT THE KING EDDY

17,766 GUESTS IN 2021

MEDIA HITS

Dan Clapson. "Calgary's King Eddy to debut its renovated rooftop patio on July 1." *Eat North*. June 16, 2021.

Elle McLean. "Popular local bar and music venue launches summer concert series in Calgary." *Daily Hive* July 21, 2021.

TOP SHOWS OF 2021

JULY 1
NMC Presents Shaela Miller, Bebe Buckskin, and Timothoniuss at the King Eddy

JULY 16
Stampede at the King Eddy with Nice Horse

SEPTEMBER 11
NMC Presents: Bell Live at the King Eddy—Sargeant X Comrade

DECEMBER 3+4
Chixdiggit at the King Eddy

DECEMBER 10
Robert Adam & Amy Nelson at the King Eddy



1 Shaela Miller performs live from the King Eddy stage. Image: Lucas Watts.

2 Enjoying a delicious meal on the newly renovated King Eddy rooftop. Image: Brandon Wallis.

3 Sargeant X Comrade perform during the Bell Live from the King Eddy series. Image: Chad Schroter-Gillespie.

FINANCE

Emerging from the difficult decisions made in 2020, NMC was able to focus on maintaining healthy cash flow and intentional spending on strategic priorities while adapting to the ever-changing dynamic of COVID during 2021. While closed for the first half of 2021, NMC was able to celebrate our five-year anniversary with the public on Canada Day, re-engage the community with free admission through to the end of the year, and re-build our exceptional team. Building closure, while an undesirable product of the pandemic, provided NMC an opportunity to revamp our existing exhibitions, create new exhibitions, focus on increasing our digital content and construct a highly desirable rooftop patio on top of the King Eddy with a motorized retractable awning.

With earned revenues being limited again this year due to health restrictions affecting Studio Bell's opening to the public, NMC continued to capitalize on all government grants and subsidies that were available while also engaging our core donors and new supporters to the organization. NMC also hosted its first limited in-person NIISITO! Gala since 2019, which grossed over \$200,000 in revenue.

NMC recorded income before interest and amortization of \$4 million versus \$2 million in 2020. Including interest and amortization, NMC reported a deficiency of revenue of \$838,000 versus a deficiency of \$3.1 million in 2020. The 2021 revenue of \$10.5 million represents

a 23% increase over 2020 revenues of \$8.5 million. Donations were lower by \$556,000, sales of goods and services were lower by \$188,000, offset by an increase in government grants of \$1.1 million. The organization received significant COVID-related assistance from all three levels of government in 2021, which strengthened NMC's position to reopen to the public when health restrictions lifted.

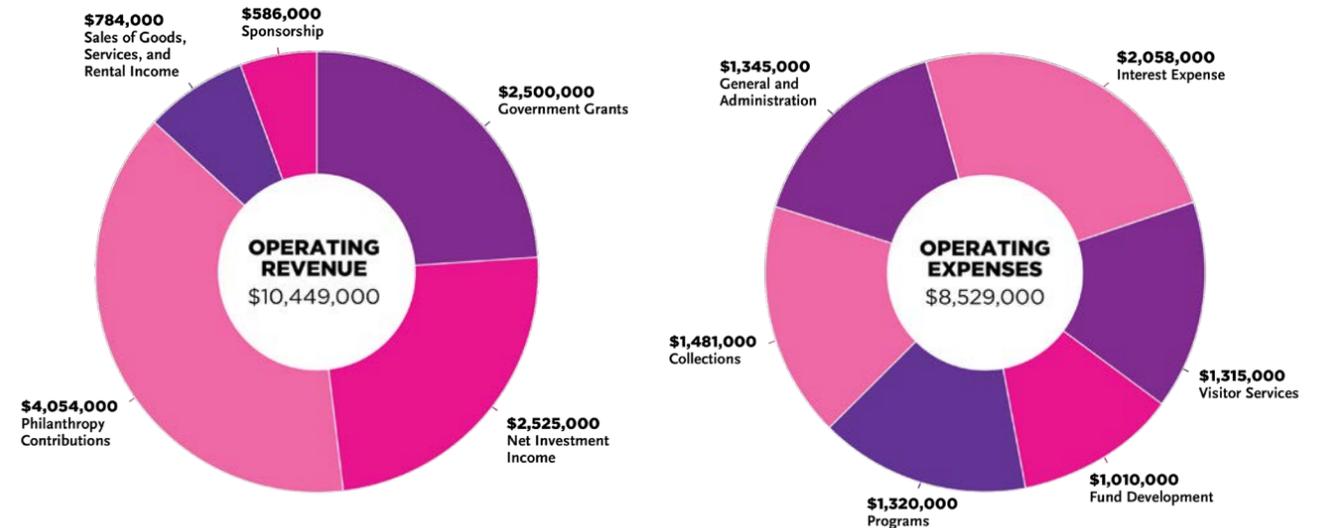
There were no required repayments on the \$67 million debt held by three parties related to the construction of Studio Bell during the year. NMC successfully negotiated deferring the maturity of the term loan (\$42 million) to June 30, 2023 to preserve immediate cash flow and to give ample time to establish the new \$20 million Theatre Naming Campaign. As part of this new campaign, NMC continues to raise funds to both retire the debt and create programs and services to the community. As of December 31, 2021, NMC has secured \$1.1 million towards this campaign. During the year, the terms of NMC's \$20 million demand loan, to a related party, was modified to provide forgiveness on debt owed based on one dollar for every dollar paid down on the term loan of \$42 million. NMC also secured a swap instrument to fix \$30 million of this term loan debt at 3.24% until June 2023. With these changes, NMC has reduced and provided certainty on the majority of its single largest expenditures, namely interest expense and principal

repayments of the existing term loan.

At year end, NMC held a cash balance of \$1 million and investments with a market value of \$13.7 million, of which \$10 million is restricted as collateral for bank debt. Investments performed well, ending the year with an unrealized gain on investment of \$1.8 million. The investments are primarily 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, 2023.

In reflecting upon the last two years of the pandemic, NMC made some major decisions in 2020 so that we could conserve cash flow and ensure that we had the resources to continue to fulfill our charitable mandate. 2021 was a year of trying to find stability while navigating the ever-changing dynamics of health restrictions and visitor hesitancy. NMC was successful in finding that fine balance in being fiscally responsible and being resourceful in capitalizing on as many grants and subsidies that were offered, while also making strategic investments to continue to reach greater audiences, both inside and outside of Studio Bell. The pandemic has forever changed this industry and sector, and NMC is well positioned to excel in this new climate as we enhance and evolve our unique experiences and offerings to the community in 2022 and beyond.

Summary Operations Statement for 2021



Summary Financial Position Statement for 2021



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 people together through music.

LEADERSHIP AND GOVERNMENT SUPPORTERS



LONG TERM OPERATIONAL SUPPORTERS



PROGRAM SUPPORTERS



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162 Anonymous Individuals

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Anika Asad

Carmen Ayala

Azenith del Rosario

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Barbra Bailey

Fiana Bakshan

Ann Gisel Balangue

Jason Balasch

Andrew Barlett

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Brittany Beatty

Jenny Belzberg

Bruce Bentley

Clayton Berg

Livia Berius

Soleija & Mila Bernier

Conrad Bialobzyski

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David Blois

Katherine Bodhaine

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Rob Braide

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Freida Butcher & Greg Sawatzky

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Sathia Durai

Marilyn Dyck

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Mary Edwards

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Norm Leong

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Winnie Ng

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Allan Nielsen

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Richard Zahn
Joseph Zaide
Sharon Zebeen

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2 anonymous foundations
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