



National Centre
Music National
Centre de Musique

2013

amplify

Report to the Community

→ Construction began
in 2013

→ Flood impact
by the numbers

→ George Webber named
project photographer

→ Jonathan Glover:
Why I support NMC

→ TONTO: The world's
biggest analog synth

From the President



In the fall, we made the difficult decision to disassemble the King Edward Hotel – which you could say is the largest artifact in our collection. When it is re-assembled, it will help bring NMC's programming vision to life at the heart of the National Music Centre. Preserving the historical authenticity of artifacts in NMC's collection and making them accessible in new ways has been integral to our success to date and will continue to be.

In our travels across Canada we're fortunate to encounter people from all walks of life who are eager to learn more about NMC's purpose, progress and – most especially – how to get involved. As these conversations continue, we're hearing Canada's unique musical voice emerge. It's so exciting to think of the possibilities that a home for music will create to make Canada stronger and more connected.

Thank you to all our staff, volunteers, friends, donors and partners for being part of the team and for contributing so much to a memorable year in 2013. Play on!

Andrew Mosker,
President and CEO

“It is an incredible honour to be part of a passionate team so devoted to creating a home for music in Canada. As we spread NMC's vision across Canada, the number of new supporters and partners continues to increase. Not only are we fulfilling our mission as an amplifier, but we're moving closer to realizing an exciting new national vision for music in Canada.

The past year has been truly remarkable: we broke ground in February and gained momentum not only locally, but nationally. In June we overcame the ravages of the Southern Alberta flooding, which severely affected our operations and irreparably damaged a portion of our collection. The flood experience made our team stronger and more resilient.

The outpouring of volunteer support we received showed us how deeply our community cares about NMC's role in our city.

“The past year was one of tremendous progress for NMC. We celebrated the start of construction with our government partners, other stakeholders and friends; launched several new national partnerships, such as our partnership with Library and Archives Canada; and we also welcomed new staff and board members to the team.

Thank you to all NMC board members for their hard work and contributions over the past year.

Roger C. Jackson, OC,
AOE. Chair, NMC Board
of Directors



NMC's National Strategy

Andrew Mosker, President and CEO

We're often asked how NMC fulfilling a national mandate? It's a good question. While NMC is a young organization, we believe we have developed a strong foundation of guiding principles and strategies that will, over time, ensure that NMC becomes a household name for music from coast to coast to coast. The guiding principles and strategies that have been developed and that are at various stages of implementation include:

Guiding principles

- Foster connections among Canadians
- Champion Canadian values
- Celebrate Canada's history
- Develop and share new content

Strategies

- Develop and present programs that engage Canadians to participate regardless of where they live in Canada
- Develop great content and make it accessible online,

via distance learning, and at co-locations across Canada

- Develop partnerships with organizations across Canada that believe in the power of music
- Enlist volunteers from Canada to contribute as board members, committee members, and in other support capacities

National Reach

Formal Partnerships:

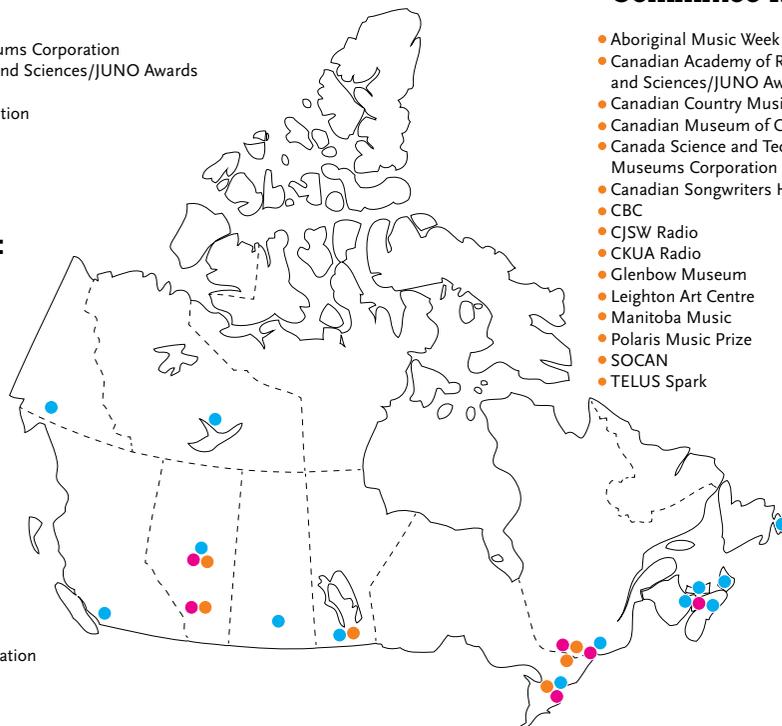
- Anne Murray Centre
- The Banff Centre
- Canada Science and Technology Museums Corporation
- Canadian Academy of Recording Arts and Sciences/JUNO Awards
- Canadian Country Music Association
- Canadian International Organ Competition
- CKUA Radio
- Library and Archives Canada

Aspired Partnerships:

- ADISQ (Quebec)
- Alberta Music
- Canadian Music Centre
- Canadian Songwriters Hall of Fame
- Cape Breton MIC
- Dalhousie University
- East Coast Music Association
- Grant MacEwan University
- Manitoba Music
- McGill University
- Montreal Museum of Fine Arts
- Music BC
- Music PEI
- Music New Brunswick
- Music NWT
- Music Nova Scotia
- Music Yukon
- Newfoundland/Labrador Music Association
- Roy Thompson/Massey Hall
- Sask Music
- University of Laval

Exhibition Advisory Committee Members:

- Aboriginal Music Week
- Canadian Academy of Recording Arts and Sciences/JUNO Awards
- Canadian Country Music Association
- Canadian Museum of Civilization
- Canada Science and Technology Museums Corporation
- Canadian Songwriters Hall of Fame
- CBC
- CJSW Radio
- CKUA Radio
- Glenbow Museum
- Leighton Art Centre
- Manitoba Music
- Polaris Music Prize
- SOCAN
- TELUS Spark





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Photo: Don Kennedy / Hatley Sharpe Design

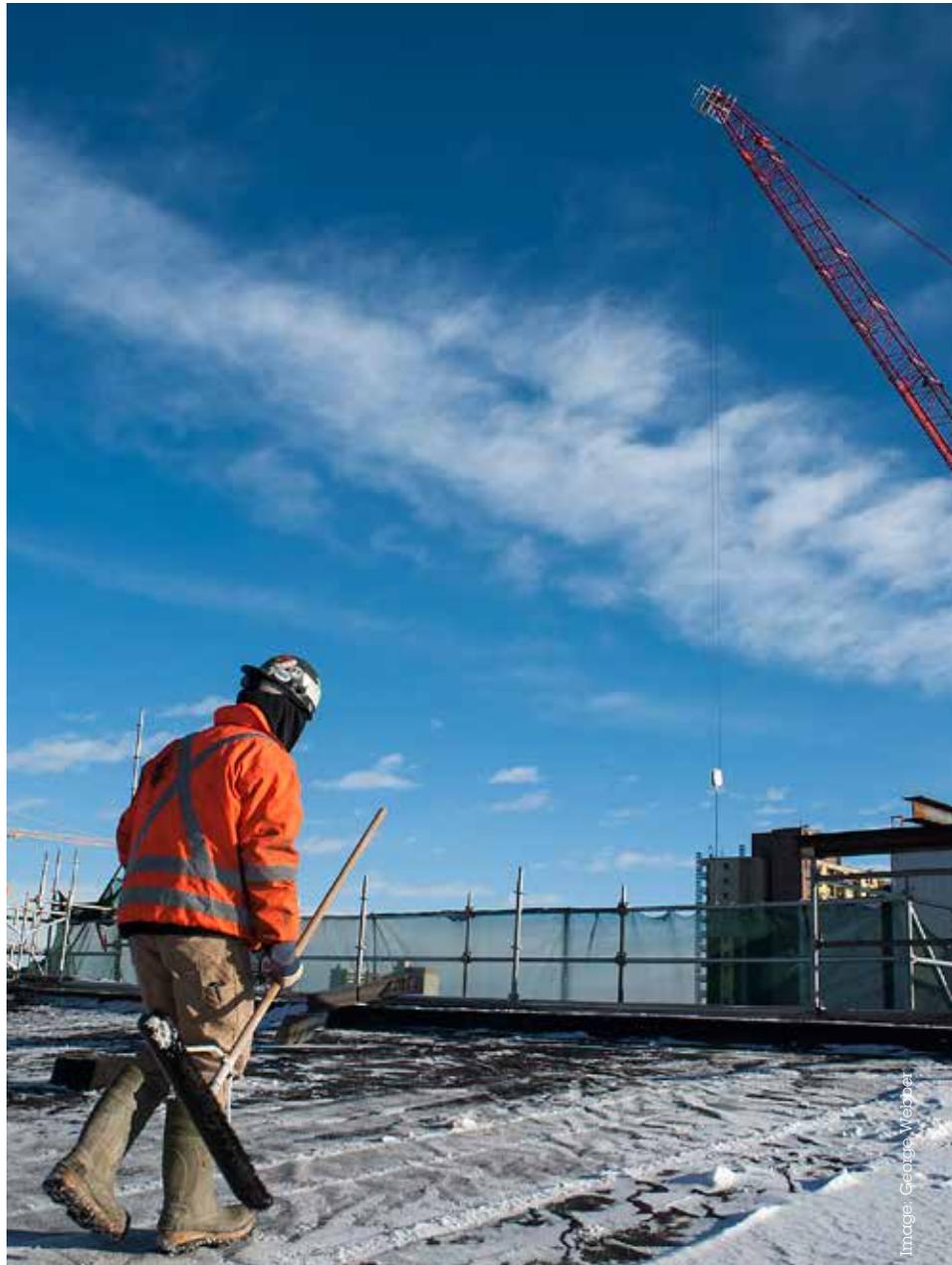


Image: George Webber

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AFTER THE FLOOD

staff
hrs
feet
ace.
e moved
days.

1.54 million imperial gallons

King Eddy NMC
reopened August

Through it all, NMC

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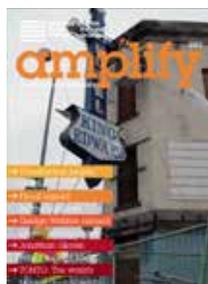
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The King Eddy sign was removed for restoration. It will be reinstated when the Eddy is reassembled.

Photo: Chad Schroter-Gillespie

National Music Centre | Centre National de Musique

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An NMC Publication

And it begins! Groundbreaking

Naomi Grattan, Director of Organizational Development

On February 22, 2013, we started construction and began the journey to opening the doors of the new National Music Centre.



NMC Honorary Patron Anne Murray (Second from R) joined (from L) Culture Minister Heather Klimchuk, NMC President/CEO Andrew Mosker, MP Jason Kenney, and Mayor Naheed Nenshi in marking the official start of construction by turning the sod, using guitar shovels

Photo: Stephanie Leblond

The morning's media event was followed by a great party – the Groundbreaker Shaker – at the Golden Age Club in the East Village. Staff, volunteers, and hundreds of friends and supporters

enjoyed a great evening with local musicians the Bobby Kork Orchestra, the High Kicks, Matt Masters and the Gentlemen of the Rodeo, and the King Eddy Blues All-Stars.



Premier Allison Redford and Culture Minister Heather Klimchuk congratulate NMC on breaking ground

Photo: Stephanie Leblond

NIMC GROUND- BREAKER SHAKER

Free admission
Food trucks
Live local music



→ 01



→ 02



→ 03



→ 04

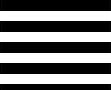
01 Bobby Kork Orchestra

02 The High Kicks

03 Matt Masters and The Gentlemen of the Rodeo

04 The King Eddy Blues All-stars

Photos: Stephanie Leblond

 National Music Centre | Centre National de Musique

 **WILLOW PARK**
WINES & SPIRITS
Friends and guests of the National Music Centre welcome

nmc.ca

Please RSVP to groundbreaking@nmc.ca

Friday, Feb. 22 Doors open at 6:30 p.m.
The Golden Age Club, 610 8 Ave SE

The February groundbreaking ceremony was especially meaningful for the education team as one of our Guitar Club participants, Sean Mair, was commissioned by NMC to handcraft the guitar shovels that became the surprise hit of the event. Sean learned

to play guitar in Guitar Club and discovered a love for building the instrument, starting a side business in his dad's garage. Today the shovels are in the offices of the Mayor, the Premier and on display at NMC and the Anne Murray Centre in Springhill, Nova Scotia.

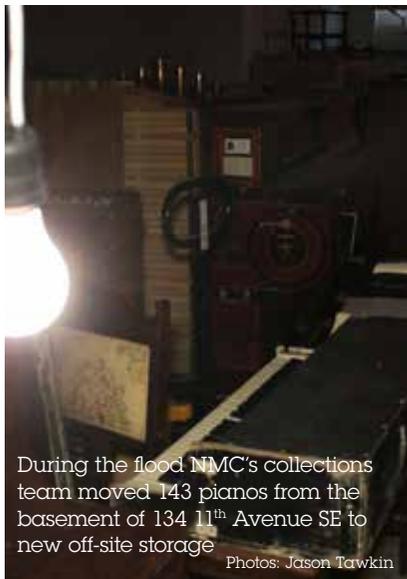


Guitar club student Sean Mair with Mayor Nenshi

Photo: Chad Saunders

All about collections

Jesse Moffatt, Manager, Collections and Artifact Care



During the flood NMC's collections team moved 143 pianos from the basement of 134 11th Avenue SE to new off-site storage

Photos: Jason Tawkin



Flood Recovery

The June 2013 southern Alberta flood changed the landscape of Alberta forever. Forty-eight hours after the evacuation notice, both NMC's construction site and current building experienced 1.54 million gallons of water. The devastating effects of the flooding resulted in 75 volunteers and 25 staff working countless hours to evacuate 7,000 square feet

of basement collections storage in less than 14 days – including 143 pianos and 120 cubic metres of debris. The removal of collections from our basement storage had originally been planned to take 90 days, however, thanks to heroic efforts of our staff and volunteers we did it in adverse conditions (dark, wet and muddy) in just under a week.

With the support of heritage disaster recovery expert Michael Harrington, staff worked around the clock, constantly troubleshooting and managing changing conditions in an effort to mitigate the onset of mould, minimize further deterioration, and stabilize the collection as quickly as possible.

“The efforts of the NMC team were heroic in the initial response to the flooding. They took exceptional actions to try to reduce the impact of the flooding and were successful in moving some of the irreplaceable material to relative safety. In any of the museum emergency responses I have been involved in to date, I have never seen such professionalism, innovation, creativity and resourcefulness as I witnessed at the National Music Centre during the flood response and the long days that followed.

Michael Harrington,
Leading heritage disaster recovery consultant

JUNO Awards in Regina

Through NMC's partnership with the Canadian Academy of Recording Arts and Sciences (CARAS), four display cases featuring fashion highlights from our collection were exhibited at the Regina Public Library/Dunlop Art Gallery as part of the April 2013 JUNO celebrations. The successful six-week exhibit was enjoyed by 1,000 visitors a day, and showcased artifacts from JUNO awardees k.d. lang, Terri Clark, Buffy Sainte-Marie, Tom Cochrane, Nelly Furtado, Avril Lavigne and Johnny Reid.



The iconic neon sign from the King Edward Hotel is in the process of being restored to its former glory
Photo: Camie Leard

Community Support

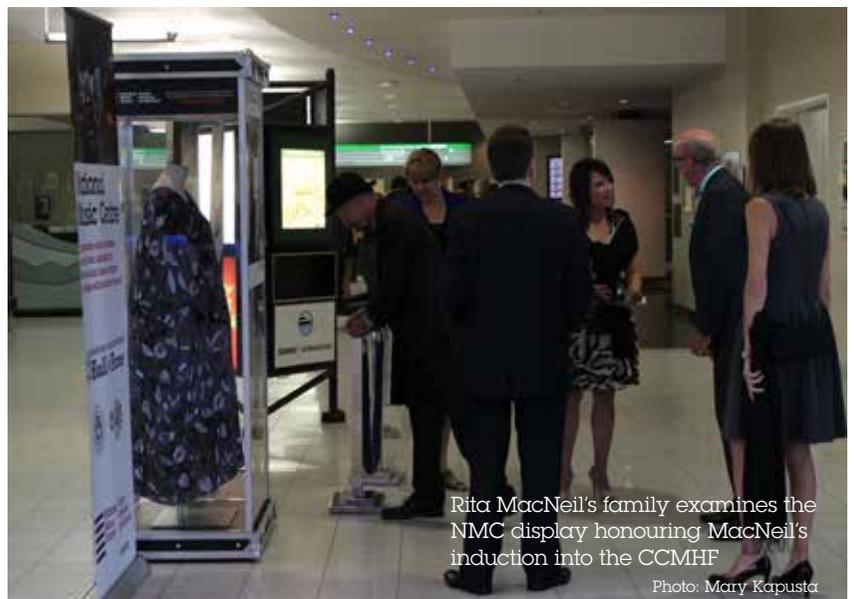
NMC collection staff provide expertise and practical opportunities for students through the University of Calgary's museum and heritage studies program.

This year's student, Lindsay Kvellestad, conducted research and interviewed key stakeholders involved with the history, acquisition, and restorative process for the historic King Edward Hotel.



Buffy Sainte-Marie's outfit on display at the 2013 JUNO Awards in Regina

Photo: Annie Phillips



Rita MacNeil's family examines the NMC display honouring MacNeil's induction into the CCMHF

Photo: Mary Kapusta

CCMA Awards in Edmonton

In celebration of the 2013 Canadian Country Music Association Awards held in Edmonton in September, NMC presented an exhibition at Edmonton's Citadel Theatre featuring artifacts from past and

present CCMA awardees Terri Clark, Wilf Carter, and k.d. lang. An additional exhibit was installed at Edmonton's Shaw Conference Centre to honour the 2013 Canadian Country Music Hall of Fame inductee, Rita MacNeil.



NMC collections staff John Leimseider (centre) and Dr. Michael Murphy (R) sampling the Robb wave organ
Photo: Anne Phillips

“The National Music Centre allows a modern audience to hear what this magnificent machine really did sound like and this is an important resource for the country. The Robb wave organ is a national treasure.

**Dr. Michael Murphy,
Ryerson University**

Collections Access

Throughout 2013 the collections department provided technical support and expertise to Artists in Residence Gotye, Timber Timbre, and Jerusalem in My Heart allowing the artists to maximize the creative potential of the musical instruments and sound equipment they selected from the collection.

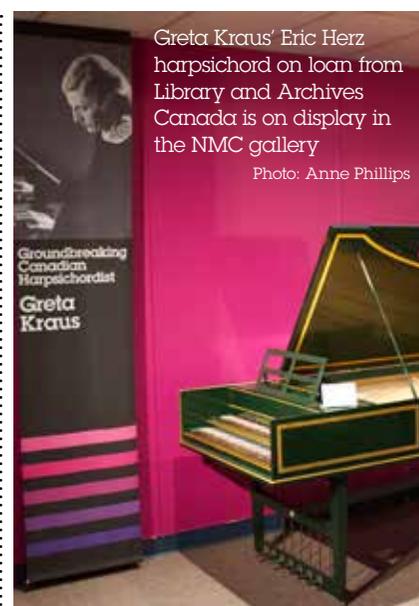
NMC collection staff also worked closely with Dr. Michael Murphy from Ryerson University who returned to continue his research on NMC’s Robb wave organ, the only remaining instrument created by Canadian innovator and musical instrument builder, Frank Morse Robb.

“The depth of recording technology and instrument design represented in the collection is truly amazing. While affordable software instruments are great for democratizing music production, and there are also new instrument inventors who strive to broaden the sonic palette available, there is vast unexplored potential in hardware instruments of the twentieth century. Some of these instruments have completely distinct textural properties and uniquely expressive modes of playing. I hope NMC’s program continues to ensure that interested composers and recording musicians have a chance to explore these things.”

Wally De Backer (Gotye)

“I just wanted to reiterate what an amazing experience it was working with you all last week. Beyond having such an extraordinary team and range of expertise at our disposal, your attentiveness and hospitality is what truly made the collection accessible, therefore allowing us the chance for full creative freedom/exploration.

Taylor Kirk, Timber Timbre



Greta Kraus’ Eric Herz harpsichord on loan from Library and Archives Canada is on display in the NMC gallery
Photo: Anne Phillips

Library and Archives Canada Partnership

In March 2013 NMC was loaned two harpsichords by Library and Archives Canada as part of a collaboration to promote and support greater public access to Canada’s music history. The revival style harpsichords once belonged to the pioneering Canadian music teacher and harpsichordist Greta Kraus and are now on display in our gallery.

Online Content Development Sponsored by TransCanada

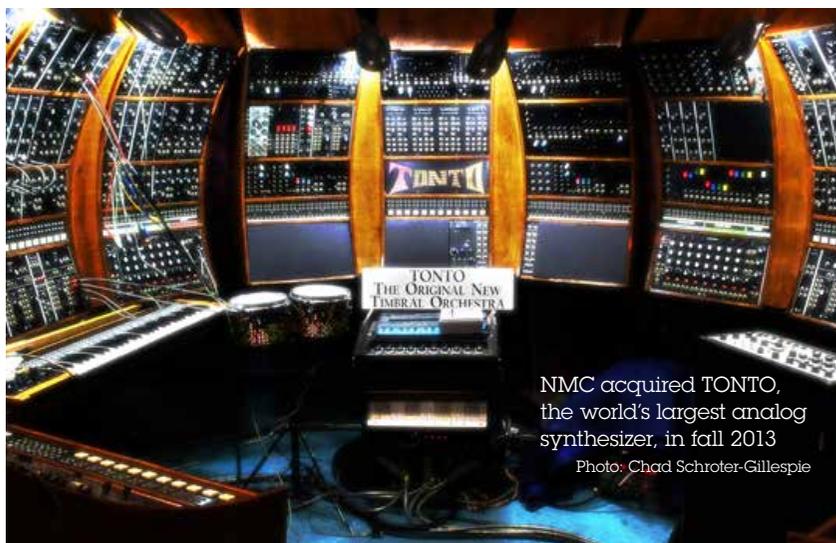
With generous support from TransCanada, NMC has contracted Mike Mattson as Online Content Coordinator and Sarah Davachi as Online Content Developer for the next two years to research, standardize and generate digital content around NMC collections.

All of the collections content generated will be made accessible online, providing public access to our vast collections and playing an important part in connecting Canadians across the country through music.

Donations and Acquisitions

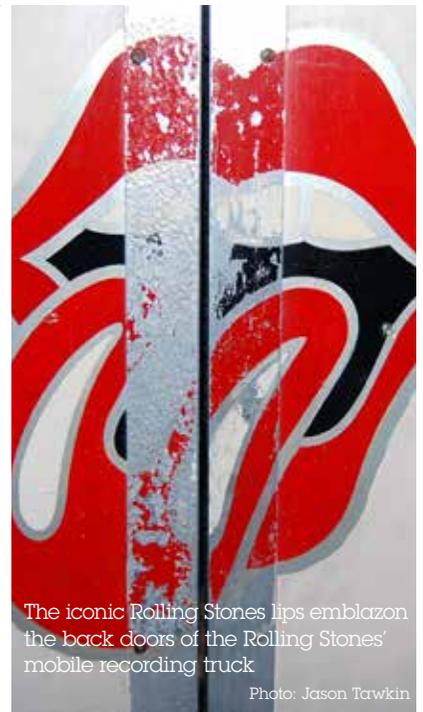
In fall 2013 NMC received the donation of what is arguably one of the largest and most important synthesizers ever created. The one-of-a-kind synthesizer known as TONTO (The Original New Timbral Orchestra) was designed and built by Malcolm Cecil in 1969, and he continued to work on it for three decades. It is the largest multi-timbral polyphonic analog synthesizer in the world. TONTO most famously appeared on several Stevie Wonder recordings and has long been sought after by NMC for its unique significance to the

history of music technology. Cecil had been looking for a home for his invention and was drawn to NMC's unique approach to collections use. Through our "living collection" approach TONTO will not only be displayed and maintained, but will also be demonstrated to visitors and accessed by artists through our Artist in Residence program to create new music. NMC's collections team documented and supervised the packing of TONTO, and reassembled the mammoth instrument in our gallery for the public to experience during programs.



NMC acquired TONTO, the world's largest analog synthesizer, in fall 2013

Photo: Chad Schroter-Gillespie



The iconic Rolling Stones lips emblazon the back doors of the Rolling Stones' mobile recording truck

Photo: Jason Tawkin

Collections Care

After years of planning for a long-term storage solution, NMC secured an off-site warehouse storage facility in 2013. The new location provides a secure environment for collections, and provides working space for the restoration of one of our largest and most celebrated artifacts, the Rolling Stones' mobile recording studio (RSM). The RSM is a legendary 32-foot long recording studio on wheels that was once owned and used by the Rolling Stones, as well as many other well-known musicians. It was safely moved into its new warehouse home in September. Collections staff will begin restoring the RSM in 2014, getting it ready for its future home: a prominent and permanent parking spot in the new NMC, fronting 9th Avenue directly beside the King Edward Hotel.

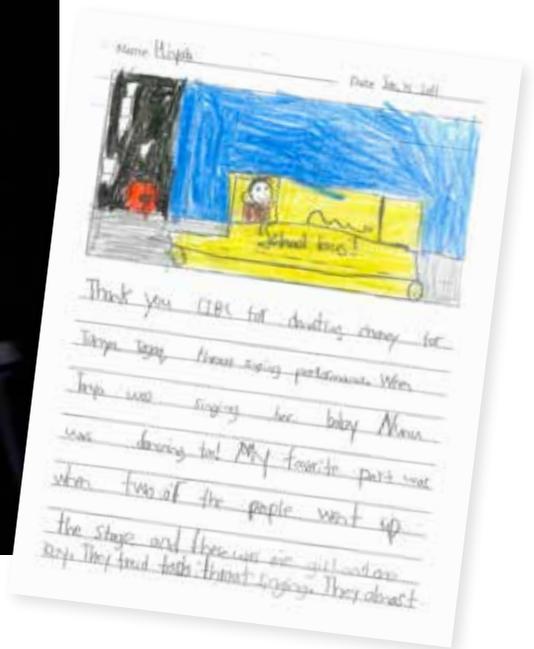
Education

Kate Schutz, Education Manager



Inuk throat singer Tanya Tagaq and her baby, and a child participant's drawing of them (at right)

Photo: Chad Schroeter-Gillespie



CIBC Showtime!

NMC presents CIBC Showtime! kicked off the year with the incomparable Tanya Tagaq, a JUNO Award-winning, Inuk throat singer from Cambridge Bay.

She performed for a grade two audience and introduced them

to the unique musical culture of Canada's north. She brought her baby on stage in the hood of her amauti, much to everyone's delight.

Showtime! also featured Trad'badour, a francophone duo from St Paul, Alberta, and

Calgary's own Miss Daisy who had kindergarten students dancing and singing about nature. Thanks to CIBC's support, six low-income schools were subsidized to attend Showtime! in 2013, including free bussing.

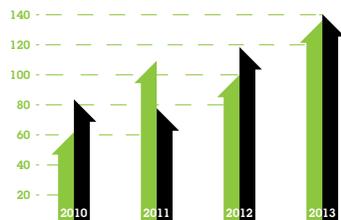
By the numbers

Through 2013 school program attendance continued to climb, seeing an increase of 13%.

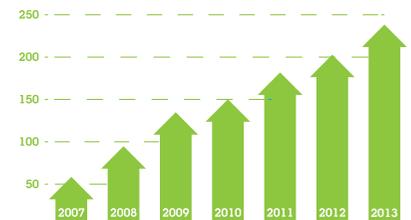
Guitar Club volunteers gave 560 hours of time to the program in 2013. In late December, we

signed a Masters Agreement with the Calgary Board of Education which demonstrates to teachers

Annual number of teacher visits, for each year since 2010, both first time, and returning.



Total number of school programs booked, for each year since 2007.



Teacher Workshop

Calgary singer-songwriter Trina Nestibo hosted an NMC teacher's workshop called *A Song A Day*, which was attended by 66 music specialists and educators.

One participant said:

“ I appreciated the snacks, good company and inspiration. It can be very isolating to be a music teacher. Keep it authentic! I loved it!



Robb Nash and Guitar Club students
Photo: Brian Mills

Guitar Club

Guitar Club hosted musician Robb Nash from Winnipeg, Manitoba who, with his band Live on Arrival, had several top ten hits in 2007. The youth audience loved the hard rock show and

the band's giant tour bus that required a special parking permit! His message about positive choices really resonated with the youth and many stayed after the show to talk with him personally.

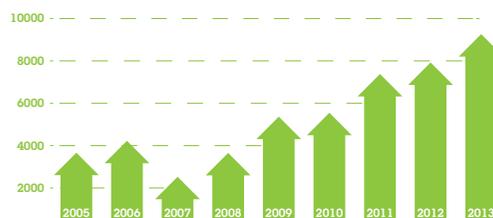
Guitar Club also celebrated its volunteers in 2013 when the entire team was nominated for a Volunteer Calgary Leadership Award and Mike Good was nominated for a YMCA Peace Medal.

we are a recognized community partner, making visiting NMC much easier administratively.

Over the year, the education team served 104 Calgary Board of Education schools, 23 Separate Board schools, and 57 independent

or charter schools. Interestingly, 12% of our school visits were from outside Calgary including Jasper, Regina and Whitehorse.

Total number of students participating in all program bookings, for each year since 2005.





Collaborations

The flooding didn't dampen our summer programming. While we couldn't host Folk Boot Camp in our 11th Avenue space due to the flood, the Westin Hotel stepped up to host another successful year of Folk Boot Camp, a collaboration with the Calgary Folk Music Festival.

Also in spite of the flood, our collaboration with SAIT to teach their summer certificate in digital audio continued, it was just a bit shorter than planned. The program gives post-secondary students first-hand learning with our collection and from NMC Electronics Technician, John Leimseider.

The 8th Annual Folk Boot Camp ran July 23 – 25, 2013, in conjunction with the Calgary Folk Music Festival.

GlobalFest

A new collaboration with GlobalFest proved to be a lot of fun, if a bit loud, in April. NMC hosted Urban Arts Day featuring four Toronto hip-hop artists and

125 junior high school students. Youth participated in two of four urban arts workshops: spoken word, beatboxing, breakdancing and graffiti art. Students got the

chance to showcase their skills on stage at the end of the day. It was so popular that in 2014 we will be offering two days and hosting their final all-ages event.

Outreach



Outreach Coordinator Natalie Marsh working with students at Sunnyside School

Photo: Chad Schroter-Gillespie

In August, Natalie Marsh joined NMC in the brand new role of Education Outreach Coordinator. Bringing experience as a classroom teacher, Education and Facility Supervisor at the City of Calgary Parks, and as the Education and Distance Learning Coordinator at the Glenbow, Marsh is responsible for NMC's roadcase, outreach and distance

learning programs. Her first project, the ATB Financial Alberta Stories roadcase had a very successful pilot at Sunnyside School and we look forward to launching it across Alberta in September 2014.



Artists in Residence

Candace Elder, Senior Manager, Programs



→ 01



→ 02



→ 03

NMC's collection is rare and unique. Providing access to this living collection of instruments, recording consoles, sound equipment and expertise distinguishes NMC's Artist in Residence program from any other residency program around the world. It is one of only a handful of Canadian residency programs that has a primary focus on music and a commitment to serve all genres and levels of experience.

Australia's Gotye (Wally De Backer) was our first Artist in Residence of 2013. He brought Nick Launay, one of the most sought after producers in the world (Nick Cave, Arcade Fire, the Talking Heads and David Byrne)

to work with him. Inspired by the rarity and range of the collection, they produced a lot of new work in a short period of time. De Backer returned to NMC later in the year to focus on electronic tape replay instruments built by instrument designer Harry Chamberlin.

In June, after touring with Feist, JUNO-nominated indie pop stars Timber Timbre came to NMC to add some new tracks and finishing touches to the album they began recording a few weeks earlier at the Banff Centre.

Experimental, Montreal-based band Jerusalem in My Heart came to Calgary as a part of the Sled Island Music Festival, for our third residency of the year. Their

time in residence was focused on creating a unique blend of Arabic, electronic fusion music integrated with 35mm film. Unfortunately, their residency was cut short due to the flooding in Calgary, but they hope to return to NMC to complete their work in 2014.

We also provided a short, one day residency to Mount Royal University student Justin Luchinski, working under the direction of Neil Cockburn (Head of Organ Studies at Mount Royal University and Director of the Calgary Organ Festival). Justin is preparing to study harpsichord at McGill University and spent some time playing and experimenting with the William Dowd harpsichord.

01 Simon Trottier of Timbre Timber at work in NMC's collection

Photo: Brandon Wallis

02 Wally De Backer (aka Gotye, at R) with producer Nick Launay (C) talk with NMC's electronics tech John Leimseider (L)

Photo: Chad Schroter-Gillespie

03 Artists in Residence Jerusalem in my Heart explore NMC's collection

Photo: Brandon Wallis

04 Denzal Sinclair performs during the National Jazz Summit

Photo: Rick Harper

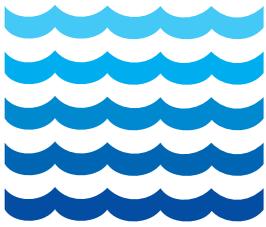


→ 04

National Jazz Summit

In May, with the Banff Centre, the Calgary Association for the Development of Music Education (CADME), JazzYYC, and the RBC Foundation, the National Jazz Summit brought together musicians, educators

and fans for a series of concerts and workshops. Performances included one of Canada's most popular jazz vocalists, Denzal Sinclair and resident artists from the Banff Centre's International Workshop in Jazz.



National
Music
Centre

Centre
National
de Musique

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NMC was

closed



for 42 days

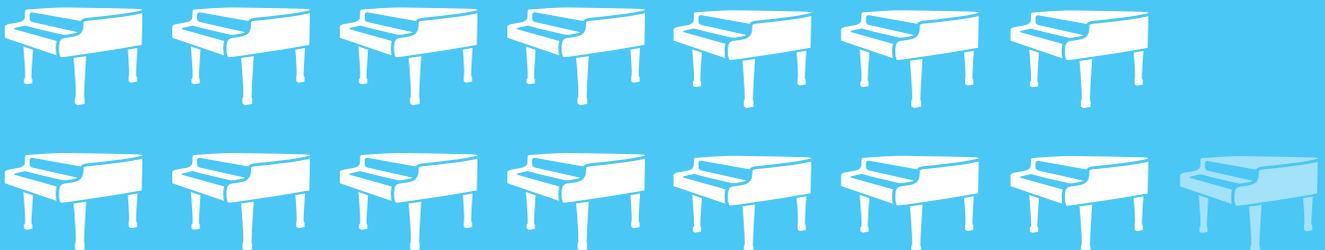
Volunteers & staff
put in over

2,037 hrs

to evacuate
7,000 square feet
of storage space.



143 pianos were moved
in 6 days.



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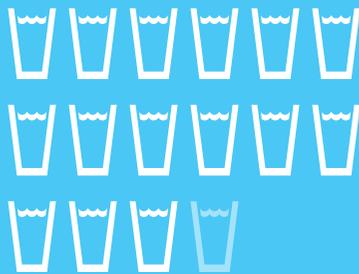
LOOD



1.54

million
imperial gallons

 = 100,000



pooled in the



construction sites



Construction resumed on
June 24 and is on schedule.

NMC

reopened

August 1



Through it
all, NMC
experienced
the power
of music.



View of east block construction site on
9th Avenue SE, March 2014

Photo: CANA Construction

Construction Highlights

Gary Duke, Construction Manager

Following groundbreaking in February 2013, construction progressed well through the year. Construction of the concrete sub-structure and super-structure is currently progressing well. There have been some minor schedule delays related to the unseasonably low temperatures and heavy snowfall in early December which has had some

impact on the delivery of concrete. The foundation walls, columns and utility vaults have been cast to level one, the slab-on-grade concrete and mechanical and electrical in-slab rough-ins have been completed within the basement and level one structural slab. Concrete formwork is progressing on the level two structural slab.



The following key milestones occurred in 2013:

- Received building permit approvals for the concrete substructure, King Eddy selective demolition and the super structure (concrete and steel). The full building permit application was submitted in December 2013 and is currently in circulation with the City.
- Received approval of the cladding development permit and resolved all outstanding development permits related to NMC. We are currently proceeding with performance mock-ups of the exterior terra cotta tiling.
- Completed the contract documents phase and issued tenders for the structural steel, building envelope, King Eddy redevelopment, interiors, mechanical and electrical components, recording studio and landscaping. Tenders have also been issued for the major scopes of work and tender closings will commence in January and February 2014.
- Achieved major milestones with respect to the mitigation of a number of project risks, including the Alternate Solutions Fire Code Study. We also submitted the final report to the City for approval in conjunction with the building permit.

With respect to the King Eddy Hotel, we have now completed the historical cataloging and de-construction of the brick façade and historical elements. Mobilization of the piling rigs to commence shoring and foundations work has commenced and construction on the west block has resumed.



View of the exterior wall formwork, level two of the east block, March 2014.

Photo: Duke Evans



CANA Construction workers prepare the King Eddy roof for restoration

Photo: George Webber

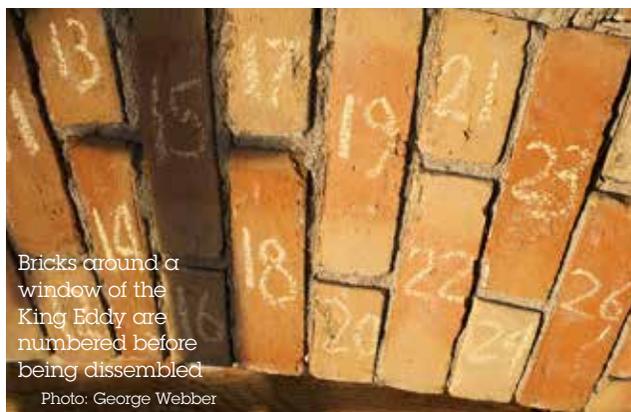
King Eddy Comes Down

Mary Kapusta,
Marketing and PR Manager

The King Edward Hotel has disappeared from its long held post on 9th Avenue, but not for long! Due to severe structural issues, the King Eddy must undergo an extensive salvage plan. Beginning in October 2013, the building was disassembled brick by brick and palletized on a grid basis.

The original 1905 façade will then be painstakingly reassembled to ensure historical accuracy and to meet modern structural requirements. This process will be done in accordance with the Parks Canada Heritage Standards.

Extensive media coverage and a clear communication strategy ensured that stakeholders and the general public were informed about the changes and were reassured that the process was required to ensure the Eddy will be around for another 100 years. In 2016, the ground floor will be re-opened as the King Eddy bar and it will once again be a live music venue.



Bricks around a window of the King Eddy are numbered before being dissembled

Photo: George Webber

NMC construction project gains award-winning official photographer George Webber

**Mary Kapusta,
Marketing and PR Manager**

In late 2013, NMC engaged award-winning photographer George Webber to document the construction of the new NMC building. The project has special meaning for Webber, whose book *Last Call* documented the last days of East Village mainstays like the King Eddy and the St. Louis hotels.

Webber has been photographing the people and landscapes of the Canadian west for over 30 years. He is a member of the Royal Canadian Academy of Arts in recognition of his contributions to the visual arts in Canada. Learn more about his work at: GeorgeWebber.ca



Due to severe structural and health concerns, the King Eddy was disassembled in late 2013, and the bricks were cleaned and palletized on a grid. The King Eddy will be reassembled to its original 1905 façade as the centerpiece of the new NMC.

Photo: George Webber

Public Art

Chad Saunders, Manager of Operations and Special Projects

As part of the construction project, NMC must create a permanent, integrated public artwork in our new home. We aspire to create a public art project that is conceptually challenging, contemporary, engaging and thought-provoking. The work will integrate with the site and inspire the public to explore how music makes them think and feel, and how it can be created in their communities.

In August we put out a call for artist submissions. We had an overwhelming response of over 70 submissions from around the world, including

eight locally, 15 from across Canada, 31 from the US, 14 from Europe, and one each from South Africa and Pakistan.

The submissions will be reviewed by a jury, which is comprised of NMC staff, a local artist, a museum expert, an East Village resident, an art gallery proprietor, and a director of a non-profit multi-media arts organization. Our architects and the City of Calgary will also be involved in the process. Once the artist has been selected, their name will be announced, and the design process will begin.



How does music make you feel?
What tones and timbres truly move you?



The historic Kimball Theatre Organ will be installed at the heart of the new building



Learn how a recording is made and try the mixing process yourself!
Images: Haley Sharpe Design



CAD-modelled objects from NMC's collection
Image: Don Kennedy / Haley Sharpe Design

Exhibitions

Tyler Stewart,
Exhibitions Project Manager



When working on a project as ambitious and exciting as the National Music Centre, it's important to keep in mind that it's not a race to the finish – it's a marathon. Slowly and steadily, the development of our new exhibitions has been building steam, and in 2013, we hit our stride and are now off and running.

Over the past two years in working with our exhibition design firm, Haley Sharpe Design (HSD), we've built an exciting new approach to the visitor experience that we think will be like no other.

More than just a museum, the new NMC will be a music festival experience, with a variety of experiences to discover in the 22 separate gallery spaces – or “exhibition stages” as we call them – where performances, interactive experiences, learning programs, and much more will happen at every turn.

Music is alive and growing every day and the exhibitions will reflect that, with ever-changing content just like your favourite music magazines, websites and blogs. New stories will appear on

a regular basis, so that visitors will want to come back frequently to hear new sounds, see new instruments and objects, and learn about latest things happening in music in Canada.

NMC has assembled an advisory committee made up of music industry and museum professionals from across Canada to help us. In May of 2013 we presented them with our music festival/magazine approach to exhibitions. Representatives from groups like the JUNO Awards, the Canadian Museum



The individual exhibition stages will be filled with sound and light, including the gesture-based motion control activities within the "Expression" stage

Image: Haley Sharpe Design



Visitors will discover many instruments on display from NMC's unique collection

Image: Haley Sharpe Design

of Civilization, CKUA Radio, the Canadian Country Music Association, CBC Music, the Polaris Prize, SOCAN and more, were all thrilled with the direction, and provided us with helpful feedback and suggestions to make our designs even stronger.

Throughout the summer and fall, NMC and HSD finalized the exhibition design development, with detailed floor plans and drawings that demonstrate the immersive, engaging, informative

and inspiring visitor experience we aim to provide in the new building. These documents formed the basis of a request for proposals that was released in November, in order to hire an exhibit fabricator who will build all the physical and digital elements required to bring our vision to life.

We've also initiated new partnerships that will enable us to share and amplify the content that so many other great organizations across the country are already creating today. When many voices

sing together, the sound is that much louder! Our partnership with Library and Archives Canada was announced in June 2013 and has already resulted in the loan of two historic harpsichords. We look forward to working with them to bring more of their collections to life through the stories told within the exhibitions inside NMC's new building.

Of course, music in Canada wouldn't be what it is today without the people out there listening – the fans going to shows,

Technology

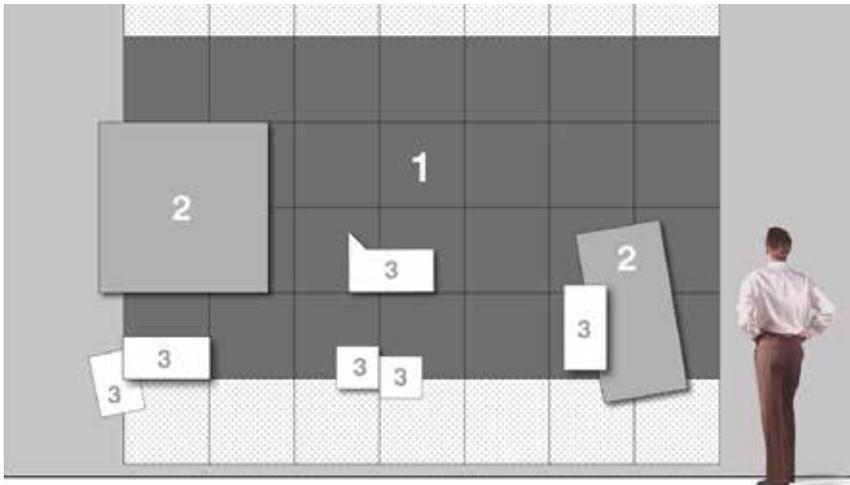
Ducme Sniezek

In 2013 we assembled a technology team comprised of internal staff and external contractors to create a technology strategy for the new NMC. This led to a successful Request for Proposals (RFP) for the architecture and design of the Information and Communications Technology (ICT) and Audio Video (AV) program.

With the help of a volunteer technology review committee, the Sextant Group was brought on to assist with aggregating the technology requirements and generating a technology program. This technology program will be complete in March 2014 and will form the basis of the next RFP for the detailed design and build of the technology.

The technology team also provides ongoing planning and monitoring of technology development for the new NMC. As the building design progresses significant effort is put into ensuring that the location, size and cooling of the rooms as well as the wiring and pathways throughout the building will meet the needs of the technology system.

Also, throughout the year meetings were held with potential vendors to share the technology concepts for the new NMC and to encourage and measure interest in the ongoing development of those concepts. There were also many meetings with all levels of staff to share the technology concepts, answer questions, and determine individual technology requirements for the new NMC.



A mock-up of the different text levels within NMC's magazine approach to exhibitions



And a look at how that magazine page will be filled with images and text

Images: Haley Sharpe Design

buying albums, and seeking new sounds at every opportunity. NMC is excited to engage citizens across the country in sharing their own personal stories of music in Canada, by enabling them to contribute their voices and opinions to the stories we tell. We believe that the love, sharing and understanding of music should be an ongoing conversation between people everywhere – not the authoritative voice of one institution.

[Keep watching nmc.ca](http://nmc.ca) for more ways to participate in the evolving conversation about music in Canada.

We've traveled many miles to get where we are today, but we think of opening the new building not as the finish line – but just the beginning of an exciting new voyage ahead. Run with us, and be part of the lifelong journey of discovering the stories of music in Canada!

Why I Support NMC

Elizabeth Reade, Senior Development Officer

Jonathan Glover is a supporter and generous donor to NMC. Supporters like Jonathan are helping us build a home for music in Canada and we wanted to get to know him a little better, so we sat down and talked to him about his engagement with NMC and Calgary.

How is music a part of your life?

JG: Not being musically talented myself, music has nonetheless been an emotional outlet for me all my life. I can remember the very first record I bought in 1977. I have always listened to music. Walking home from school, on my iPod, when I work out. Music is my happy place, music is my sad place and music is my thoughtful place. Music is the one constant I have had throughout my life.

Why is music important for a vibrant community?

JG: Because I think music is the very foundation for a vibrant community. It can tell the story that cannot be put into words. Like the 1988 opening Olympic ceremonies in Calgary – the songs and productions encapsulated the spirit of Calgary – it couldn't have been done any other way.

For you, what is the power of music?

JG: To sum it up, the power of



Photo: Jonathan Glover

music is to inspire. The power of music is to motivate and make you want to succeed. The power behind music is so universal and crosses cultures and boundaries and delivers a message that people can understand. Music is a universal language.

How did you first hear about NMC?

JG: In my current role at ING, I was looking for a place and projects to support. One of my “buckets” was for art and culture and NMC was the one thing that I thought would be the best fit based on my personal interests and what was going to be a linchpin with Calgary's future: NMC fit all that criteria.

What inspired you to support the NMC?

JG: If I were to put it in to one “aha moment” it would be coming for my first tour with Brandon (Smith) as my guide. Listening to his inspiration, and his knowledge about each instrument and his emotions about each instrument, I felt so inspired. You have to have people like Brandon involved to move NMC forward. He put his heart and soul into a free tour for

a small number of people. I have had 5 or 6 tours with Brandon since and, although I don't want to sound corny, I learn something different with every tour.

How will Calgary be different when NMC is complete and open?

JG: I think we will have a different appreciation for music. It feels that the way NMC is set up right now is constrained, and therefore hasn't had the gravitas with the public. The new facility will allow for a huge impact for the people who live here and a whole rejuvenation for the arts. Nationally it will push us over the top for arts and culture not only in Alberta, but in Canada. This will raise us to being a global metropolitan city.

What are the must see shows/concerts in 2014?

JG: Music, like art, is very personal. I prefer smaller venues and I am moved by different seasons. Specifically this year, the Coachella line-up is amazing. Bastille, one of my favourite bands, is coming to Calgary and I am excited about that.

“Volunteering is a unique opportunity to witness and join in the NMC’s evolution into the jewel of the Calgary and Canadian music scenes. It’s a thrill and an honour, and even better, it’s also a ton of fun.

Phil Hoffmann



Guitar Club Gig Night
Photo: Trizia Travis



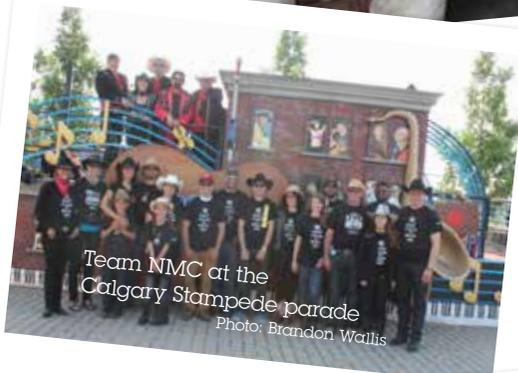
Guitar Club Gig Night
Photo: Evan Peter Merv



Ready to work in the basement
Photo: Andrew Mosker



Taking a break
from flood
recovery
Photo: Chad
Schroter-Gillespie



Team NMC at the
Calgary Stampede parade
Photo: Brandon Wallis



The parade going
past our new home
on 9th Ave SE
Photo: Brandon Wallis

Thank-you Volunteers!

Bringing the vision for NMC to life requires many hands. Last year, 297 volunteers contributed 6,876 hours to NMC. Based on a 40 hour work week, that’s the equivalent of 3.5 people working full time.

Volunteers assist us with everything from governance to events, to marketing and of course our awesome Guitar Club guys.

Volunteers write for our blog, covering music stories that interest them, and happenings both in Calgary and across the country. The flood in June saw our biggest mass call for volunteers, when over 75 hardy souls helped us clear the basement storage, provided food, and ran errands.

We are always looking for more volunteers, so if you are interested visit: nmc.ca/support-the-nmc/

“Volunteering at NMC gives me exactly what I want out of a volunteer experience. It introduces me to artists, it exposes me to the history and culture of not just music from Alberta, but across Canada. I get to work with other like-minded and passionate music enthusiasts and it allows me to start building friendships and networks.

Kym Butler

Annual Donors 2013

Together – we can give music in Canada a place to call home. Please join us in recognizing those who played their part in 2013. Thank you for giving the gift of music for generations to come by supporting the National Music Centre:

INDIVIDUALS

18 anonymous donors
 Gail Abrahamson and Chad Schroter-Gillespie
 Kathryn Baker
 Carla and Graham Balzun
 Henry M. Beaumont
 Beryl Beckford
 Aimee-Jo Benoit
 Jeff Biggs
 Susan Bixby
 Jennifer Blackwell
 Suzanne Bourbonnais
 Lori Bowden
 Neil Bowker
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 Nicole Furlan, Guitar Club student
 Gwyneth Gillette
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 Hans Verwijs
 Candace Virkamaki
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 Ken F. and Stephanie R. Wilson
 Leslie Wray
 Rick Young
 Anne and Frank Zinatelli
 David Zorn

ORGANIZATIONS

2 anonymous organizations
 Alberta Community Spirit Program
 Alberta Culture
 Alberta Foundation for the Arts
 ATB Financial
 Calgary Arts Development Authority
 Calgary Renaissance Singers and Players
 Calgary Winter Club
 CBC/Radio-Canada
 Canadian Online Giving Foundation
 Canadian Western Bank
 2013/2014 Thanks and Giving Employee Campaign Cenovus Employee Foundation
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 Coril Holdings Ltd.
 Dick and Lois Haskayne Fund at The Calgary Foundation
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 Gas Processing Association Canada
 ING Direct
 Inner Sleeve and Inner Sleeve North
 John and Maggie KHG

Mitchell Family Fund at the Edmonton Community Foundation
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 Service Canada - Canada Summer Jobs Program
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 The Arthur J. E. Child Foundation
 The CORE
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 The Scotlyn Foundation
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PROGRAM SUPPORTERS

CALGARY 2012



RBC Foundation®



Capital Campaign Donors

Thank you for supporting the vision to amplify the love, sharing and understanding of music for all Canadians. Join us in recognizing those who have supported NMC's Capital Campaign, from January 1, 2011 to December 31, 2013.

INDIVIDUALS

8 anonymous donors
Lloyd Buchanan
Alan Castle
Walt and Irene DeBoni
Desiree and Marc Bombenon
George and Margie Brookman
Freida Butcher and Greg Sawatzky
Mrs. Madge Clarke
Sathia Murthy Durai
Jean Engberg
H. Lloyd Eriksson
Charlie Fischer and Joanne Cuthbertson
Chris and Mary Fong
Jennifer Fuhr
Jan Geggie
Gwyneth Gillette
Monica Grainger
Sharon Hanna
Lee J. Hunt
Shaun Hunter and Blair Carbert
Andrew Kerr
In Memory of Miles Krowicki
Terence MacKenzie
Richard F. Matthews

Katrina Muller
Joyce Palmer
Suzanne Presinal
Angel Prieto
Wendy Ogden and Marc Bowles
Irwin and Hope Rajesky
Wil Roth
Raymond Savage
The Simpson family
Betty Ann Smith
Ken and Pat Smith and family
Gordon Vogt
Cheryl and Ronald Warren
James Wear
Joshua White
Paul and Audrey Wilson

ORGANIZATIONS

2 anonymous organizations
Alberta Culture
ATB Financial
Walter and Irene DeBoni Fund at The Calgary Foundation
BMO Financial Group
Coril Holdings Ltd.
Dentons Canada LLP
Edmonton Community Foundation
JMP Engineering Inc
John and Maggie KHG Mitchell Family Fund at the Edmonton Community Foundation
Power Corporation of Canada
Scarboro Foundation Fund at The Calgary Foundation
The Taylor Family Foundation
The Arthur J. E. Child Foundation
Tides Canada Foundation
Viewpoint Charitable Foundation



NMC Leadership

NMC thanks the dedicated leadership of our senior volunteers, who serve on our Board of Directors and the related board committees.

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- Desiree Bombenon
- Rob Braide
- Freida Butcher
(Secretary/Treasurer)
- Cam Crawford
- Charlie Fisher
- Roger Jackson
(Chair)
- Benoît Légaré
- Ron Mannix
- LuAnne Morrow
- Linda Oglov
- Ross Reynolds
(Vice-Chair)
- Andrew Mosker
(Ex officio)

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- Freida Butcher
- Charlie Fisher
(Chair)
- Bob Holmes
- Roger Jackson
- Ron Mannix
- Henry Neufeld
- Andrew Mosker
(Ex officio)

Finance and Audit

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(Chair)
- Charlie Fisher
- Roger Jackson
- Kim Mckenzie
- Andrew Mosker
(Ex officio)

Governance and HR

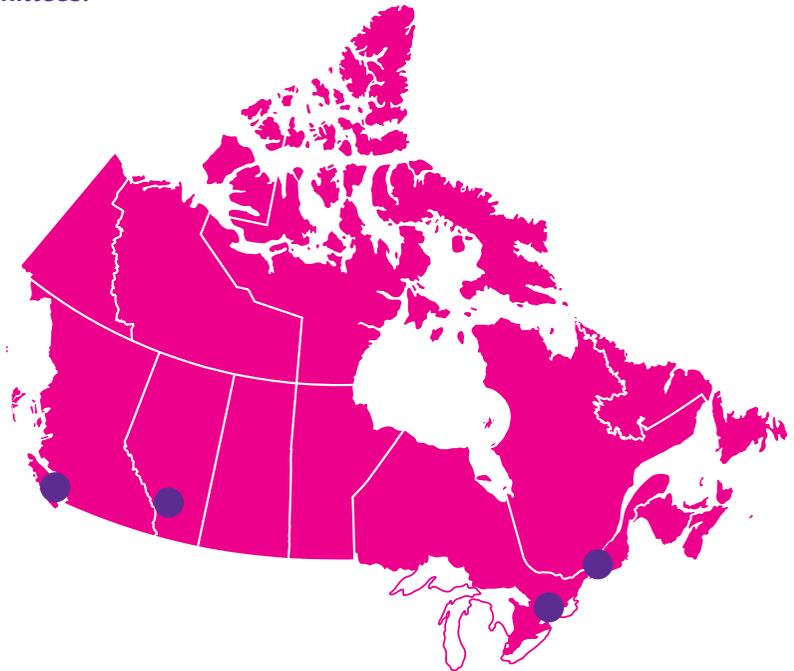
- Freida Butcher
- Roger Jackson
- Luanne Morrow
(Chair)
- Linda Oglov
- Ross Reynolds
- Andrew Mosker
(Ex officio)

Content and Operations

- Rob Braide
(Chair)
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- Ross Reynolds
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- Andrew Mosker
(Ex officio)

Board Executive

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- Freida Butcher
- Cam Crawford
- Charlie Fisher
- Roger Jackson
(Chair)
- Ron Mannix
- LuAnne Morrow
- Andrew Mosker
(Ex officio)



Financial Report 2013

Freida Butcher, Secretary Treasurer, Board of Directors

David Walsh, Assistant Director of Finance

The past year was one of unprecedented challenges, but also many accomplishments. Like so many others in Calgary, NMC was significantly affected by the southern Alberta floods of 2013. NMC suffered significant damage at its current location at 134 11th Avenue SE. The building's mechanical and electrical systems, as well as collections and capital assets stored in the basement, were damaged. Fortunately, the main collection on the second floor was undamaged. The site of the new NMC building in Calgary's East Village was also flooded, but sustained no damage and construction resumed on June 24.

NMC took swift action and through the efforts of staff, 75 volunteers and our insurance provider, was able to reopen Customs House on August 1. During this period, NMC was fortunate to have been provided with temporary office space at no cost by one of our sponsors, ATB Financial. Thanks to their generosity, we hardly missed a step in managing the affairs of the organization.

The cost of the collection and building assets destroyed was over \$3.5 million. Many of the items lost to the flood had values greater than cost and some were unique and cannot be replaced. Fortunately, NMC maintains comprehensive insurance for the replacement value of assets and, as a result, recorded a gain of \$549,000 on the disposal of these assets. Nearly all claims were settled by year-end and largely due to the insurance coverage, NMC's unrestricted net assets increased by \$3.1 million to \$4.5 million at the end of 2013.

Major milestones for the new building were accomplished in 2013 with groundbreaking in February and the signing of the federal government contribution agreement in June. By the end of 2013,

the detailed design drawings of the building were nearly complete and the general contractor was nearing completion of the tendering process working towards a final fixed cost for the new facility.

Construction costs of \$19.6 million were incurred in 2013 bringing the carrying value of the building to \$42.5 million at the end of the year. We continue to use debt to bridge finance the construction project and will continue to do so post-construction for those pledges that will be received over a longer timeframe than the construction period.

Revenues increased \$1 million over 2012, primarily due to the market recovery of investments in 2013 and increased contributions from the community. Sponsorships and contributions from the community account for 58% of revenues; rental and investment income provide the majority of the remainder. Operating expenditures increased just slightly by \$439,000, including a loss of \$177,000 relating to surplus or unrepairable collection items that were disposed of during the year.

NMC continues its very targeted and deliberate spending in strategic areas including significant spending in the areas of fund development and marketing reflecting our commitment to reach the capital campaign goal in support of building a home for music in Canada.

Our programming continues to build local and national audiences and is organized around four main streams: education; incubation and creation; public programs; and exhibitions. For more information on our programs, refer to the program section of this report.

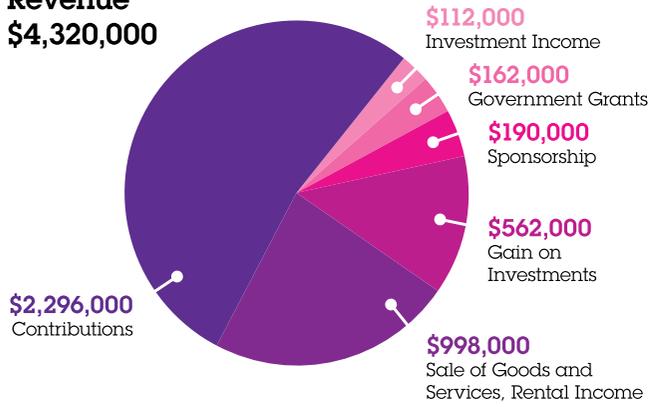
For a copy of the audited financial statements, please contact 403-543-5115 or info@nmc.ca.

NMC Financials

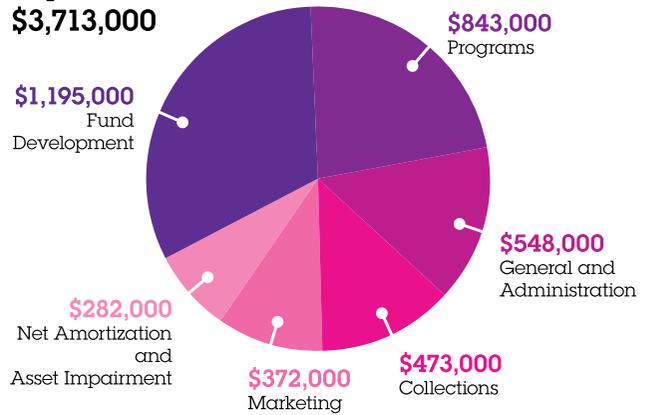
SUMMARY FINANCIAL STATEMENT

NOTE: This statement does not include any revenues or expenditures related to the flood.

Revenue \$4,320,000

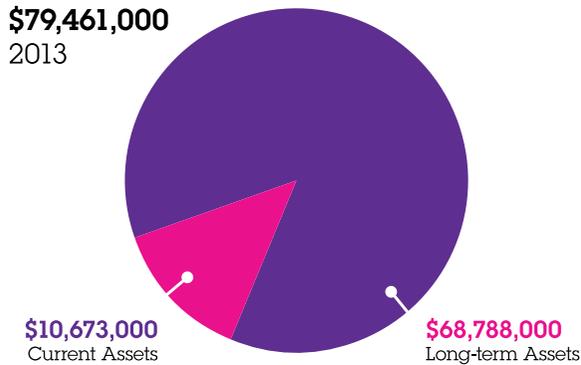


Expenditures \$3,713,000

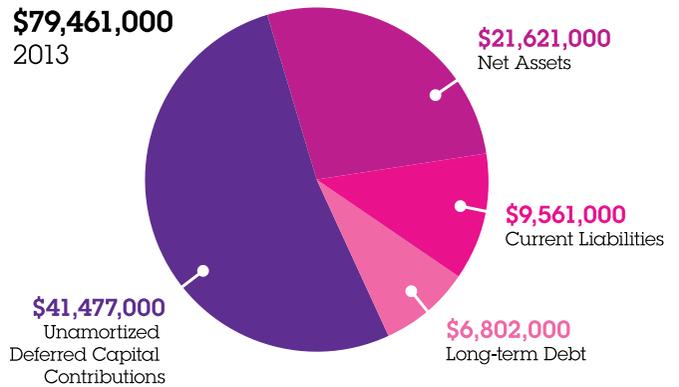


SUMMARY BALANCE SHEET

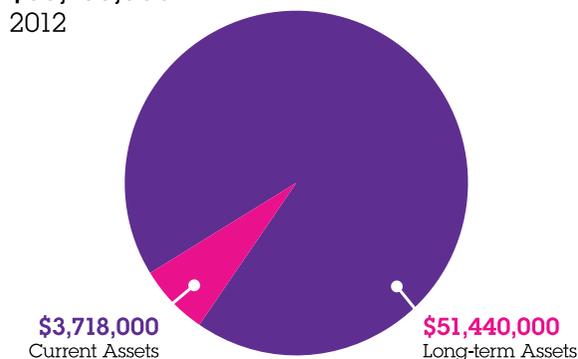
Assets \$79,461,000 2013



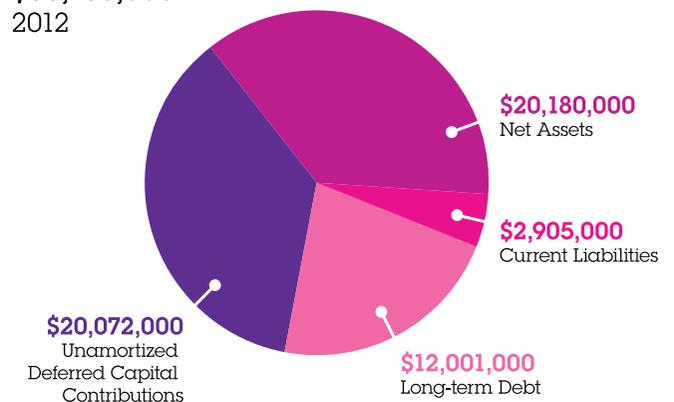
Liabilities and Net Assets \$79,461,000 2013



\$55,158,000 2012



\$55,158,000 2012



New faces at NMC



Team NMC continues to grow: in 2013 we welcomed 12 new board and staff members.

01 Mary Kapusta,
Marketing and
PR Manager

02 Julien Sicard,
Annual Giving Officer

03 Natalie Marsh,
Education Outreach
Coordinator

04 Brandon Wallis,
Marketing
Communications
Coordinator

05 Tyler Stewart, Exhibitions
Project Manager

06 Lori Bland,
Musician Educator

07 Gregory Trumble,
Musician Educator

08 Marc Rivest,
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09 LuAnne Morrow,
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10 Rob Braide,
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11 Linda Oglov,
Board Member

12 Benoît Légaré,
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