

National
Music
Centre

Centre
National
de Musique

2014

amplify

Report to the Community

→ Inaugural Out Loud Gala

→ Final beam in place

→ Susan Van Wielingen:

Why I support NMC

→ Education wins award from

AB Museums Association

→ Visit the new nmc.ca

amplify 2014

National Music Centre Canadian Music Icons

The following artists
have agreed to
champion the
National Music Centre
by lending their name,
endorsement, brand
and talent to our cause:

Paul Anka
Randy Bachman
Tommy Banks
Paul Brandt
Michael Cohl
Jim Cuddy
David Foster
Oliver Jones
Larry LeBlanc
Anne Murray
Buffy Sainte-Marie



From the President



“ Dear friends,

The past year was one of inspiring milestones for NMC. Thanks to the passionate efforts of our board, staff, volunteers and supporters, momentum for NMC is more palpable than ever. You can feel it! Supporters and partners from across Canada are helping to move NMC to centre stage.

In working toward realizing the vision, the NMC team continues to rise to the challenge and deliver impressive results across the entire organization. In 2014, the number of people touched by our award-winning programming continued to grow. The new nmc.ca serves as a new platform for storytelling and collections access. And we have been readying collections and building the exhibitions to be unveiled in the new building.

The past year was also successful in terms of volunteer, donor and sponsor engagement. The result was increases in new dollars pledged to both operations and the capital campaign through a myriad of activities including the inaugural Out Loud Gala.

Construction, at the 50% mark at year-end, is on track for completion in spring 2016. Prominently visible in Calgary's East Village, it is generating excitement as its architectural forms begin to take shape.

There's so much to explore in this edition of Amplify, our 2014 annual report. Enjoy it, share it, and get involved with NMC. We are passionate about music, our city, our province and our country, and we invite you to join us.

A heartfelt thank-you to our staff, volunteers and supporters for believing in music, and for their tireless efforts in 2014. Onward!

Andrew Mosker,
President and CEO

“ The past year was marked by many important milestones for growth and celebration at NMC. Construction has moved forward well. We successfully increased our operating budget and operational planning in preparation for the new facility. We hosted our inaugural fundraising gala and several other public celebrations and all were highly successful.

We are grateful to receive enormous support from donors, sponsors, artists and others who want to help us achieve our goals. Passionate support has also come from the NMC Directors and committee members throughout 2014. Thank you to all.

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



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Photo: Don Kennedy

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Photo: George Webber

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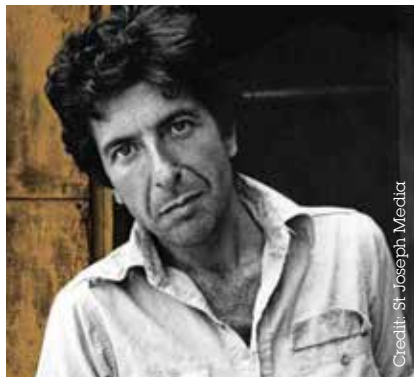
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Photo: Baden Roth

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Photo: George Webber



Centre
National
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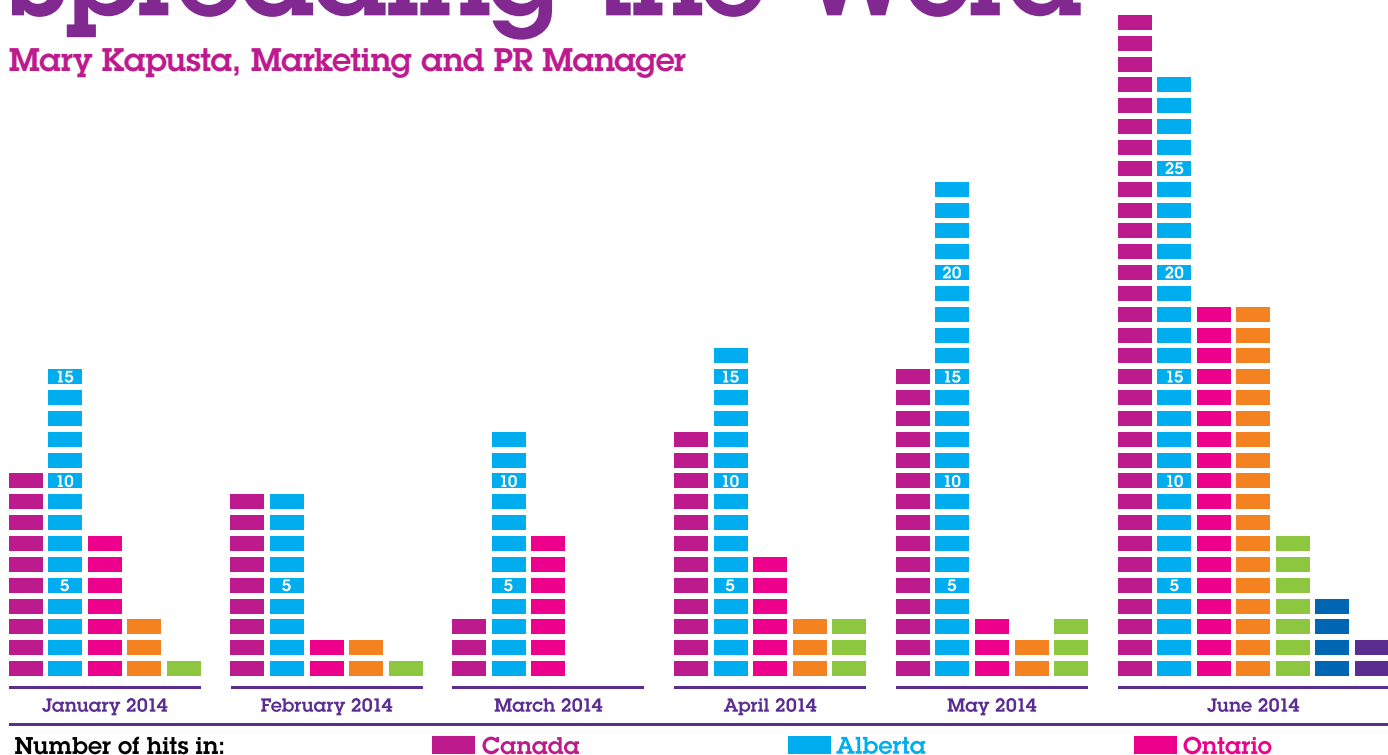
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Graphic design
inconcepts.ca

An NMC Publication

Spreading the Word

Mary Kapusta, Marketing and PR Manager



Media Momentum

In 2014, NMC created a media plan for major acquisitions and gift announcements to maintain awareness and momentum. This strategy paid off considerably with a noticeable jump in national coverage!

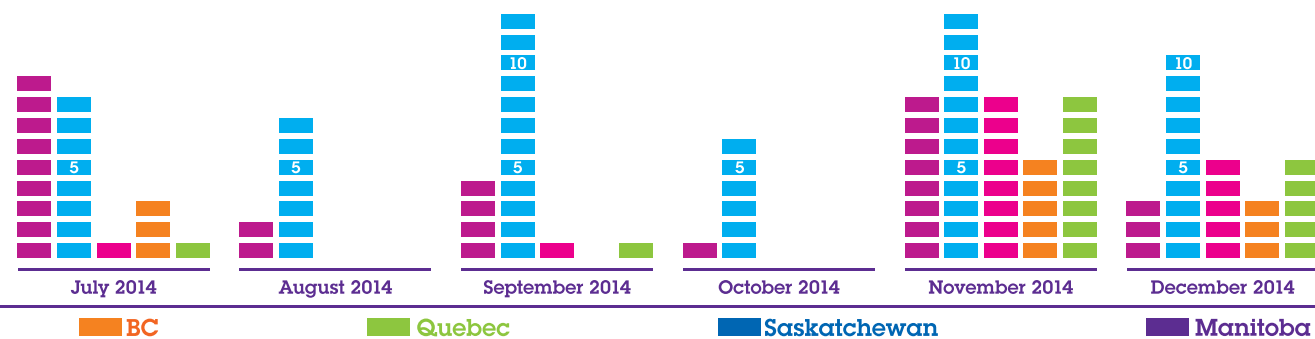
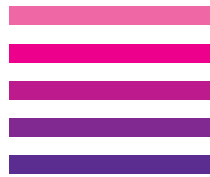
Some of the big stories that NMC shared this year included: the King Eddy restoration, Cmdr. Chris Hadfield popping in to play us a tune, NMC participating in the Canadian

Heritage Standing Committee on the future of the music industry in Ottawa, Arcade Fire stopping by for a tour, several million dollar gifts, the Polaris Prize long list announced at NMC, unveiling the recording studios at the new NMC, announcing the NMC public art project, the launch of the AMCI Fertile Ground Report, and the installation of the final beam at the site of the new NMC building.

When comparing the media hits from 2013 and 2014, our local media coverage grew 4% over 2013 (160 hits in 2014 compared to 154 hits in 2013).

NMC has also received more national coverage than ever, growing 42% in 2014 over 2013.

In 2014, there were a total of 392 media hits, 27% of those (or 105 media hits) were national outlets.



In 2013, there were a total of 300 media hits, 25% of those (or 74 media hits) were national outlets.

When comparing the 392 media hits in 2014 and 300 media hits in 2013, our overall media coverage has seen a significant increase, growing by 31% over 2013, indicating more local and national awareness for the project.

ADVERTISEMENT 48 of 52

A home for Music in Canada

by Mary Kopusta

2014 Highlights from NMC

- NMC receives second international architecture award
- In March, Col. Chris Hadfield treats us to a song on Anne Murray's guitar
- A Tribe Called Red visits in June... dance party ensues
- Arcade Fire checks out TONTO, one of the world's largest synths, in August
- September marks NMC's first gala, NMC Out Loud, which raises over \$200,000
- NMC hits the road, visiting the JUNOs, Canadian Country Music Awards, Aboriginal Music Week, Polaris Music Prize, BreakOut West and more!
- Restoration of the Rolling Stones Mobile Studio begins
- NMC raises the final beam at the construction site
- After a final public tour on December 28, NMC closes its gallery to prepare for the big move
- NMC has raised \$116 million towards their capital campaign goal

This next year will have even more milestones as a restored King Eddy is unveiled, the exterior of the new building takes shape and NMC meets more music lovers in Calgary.

Brought to you with the support of:

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A new nmc.ca

With support from the Calgary Foundation, NMC was able to build a relationship with St. Joseph's Media, a Toronto-based company that specializes in dynamic online platforms.

Through 2014, St. Joseph's donated approximately \$170,000 in digital media services to NMC in support of creating a sustainable new website that will grow with the organization. NMC marketing staff put in over 700 hours of work to bring the new site to life through new content and features in line with NMC's strategic priorities.

Our new site is user-friendly, responsive to all mobile device sizes, has a bilingual English/French toggle, weaves original storytelling content throughout, and has a dedicated content portal called *Amplify* that replaced our blog. *Amplify* has already become the most visited page on the site!

As the data shows, the response has been exceptional, but the work continues as NMC enters phase two of the project. With additional support secured from the Calgary Foundation, NMC will expand e-commerce features and rich media storytelling in 2015.

January 1, 2014 January 1, 2015

Website

96,117 visits

119,267 visits

* 24% growth in total yearly visits
** 20% growth in monthly visits since launching new site in September 2014

Facebook

2,883 likes

4,074 likes

* 41% growth in total yearly likes

Twitter

4,174 followers

5,636 followers

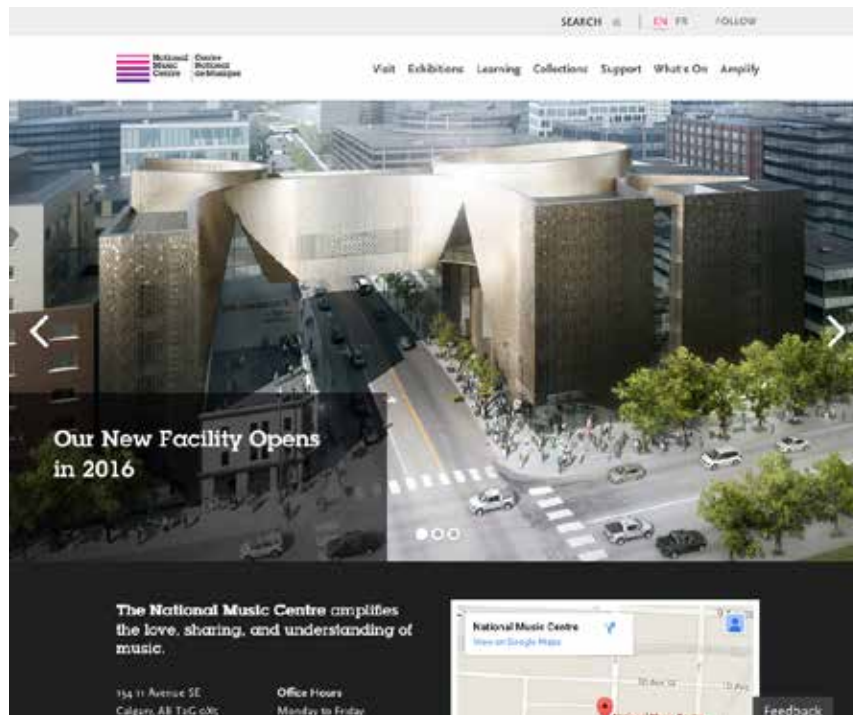
* 35% growth in total yearly followers

Instagram

383 followers

766 followers

* 100% growth in total yearly followers



Partners

January 2014 marked the kick-off of the *Calgary Sun* advertorial partnership. Over the last year, NMC had a dedicated section in each Friday edition of the *Calgary Sun* to share our stories with over 140,000 readers.

From quick facts on the scale of the construction to exclusive interviews, these weekly columns were a great way to build awareness and develop regional pride and ownership in the project. NMC was able to offset our subsidized ad rate through monthly sponsorships that raised over \$10,000.

In late July, Marketing Manager Mary Kapusta visited the Anne Murray Centre for their 25th anniversary. To celebrate the occasion, Anne Murray herself hosted a luncheon for some diehard fans and then spent over five hours greeting fans at the centre. NMC was on hand to help her celebrate with information on the building project and our education programs.

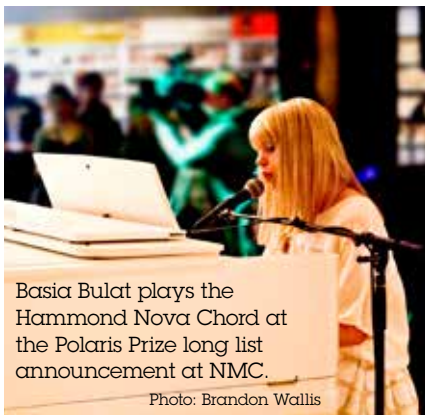


Photo: Brandon Wallis



The Polaris Prize long list announcement was held at NMC.

Photo: Brandon Wallis



Basia Bulat plays the Hammond Nova Chord at the Polaris Prize long list announcement at NMC.

Photo: Brandon Wallis



A Tribe Called Red perform at an NMC funding announcement.

Photo: Brandon Wallis



NMC CEO Andrew Mosker adds his name to the final steel beam.

Photo: Natalie Marsh



A moment captured at the installation of the final steel beam.

Photo: Kate Schutz

All about collections

Jesse Moffatt, Manager, Collections and Artifact Care



Recently donated 1895 Heintzman transposing piano.

Photo: Don Kennedy

Collections Comings and Goings: Donations and Deaccession



Piano soundboards repurposed for public art.

Photo: Annie Phillips

In 2014 the collections team completed the second phase of a deaccession process to remove 110 items that were flood-damaged and/or not part of NMC's collection strategy. A community museum in northern Alberta was happy to accept two of the instruments into their collection. Over a dozen soundboards were laboriously extracted from flood-damaged pianos and shipped to artist Patrick Marold for use in his public art piece for the new building.

Several musical instruments and pieces of sound equipment were donated to NMC in 2014 including several accordions from renowned Calgary accordion teacher Bill Macen, as well as an early Heintzman transposing piano built in 1895. The family of Shirley Campbell sought out NMC specifically to take on stewardship of their piano that had been treasured by their family for over 100 years.



NMC tour guide Brandon Smith regaling the audience of NMC's last collection tour at our current location.

Photo: Chad Schroeter-Gillespie

Collections Access

In 2014 NMC saw a dramatic 40% increase in attendance for collection tours, due in part to the strategic refocusing of tour training. Collaborative tours with other organizations such as Sled Island music festival and Beakerhead festival proved particularly successful. On December 28 a record 96 visitors attended the final tour of NMC's current gallery, which was closed at year-end to allow NMC staff time to pack the collection in preparation for moving to the new building.

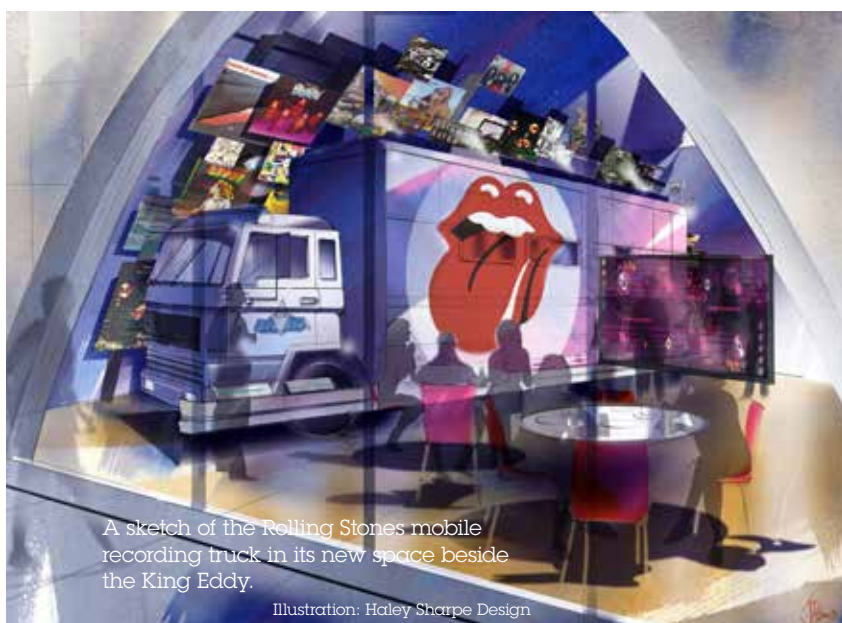
Online visitor access topped more than 10,000 searches through our online collection database.

In person, Concordia University fibres studies graduate student Caitlin Thompson researched into the embroidery and embellishment used in western wear and was very interested in documenting aspects of NMC's Canadian Country Music Hall of Fame textile collection.



Canadian country fiddler King Ganam's embroidered stage suit, designed by Nudie's rodeo tailor.

Photo: Don Kennedy

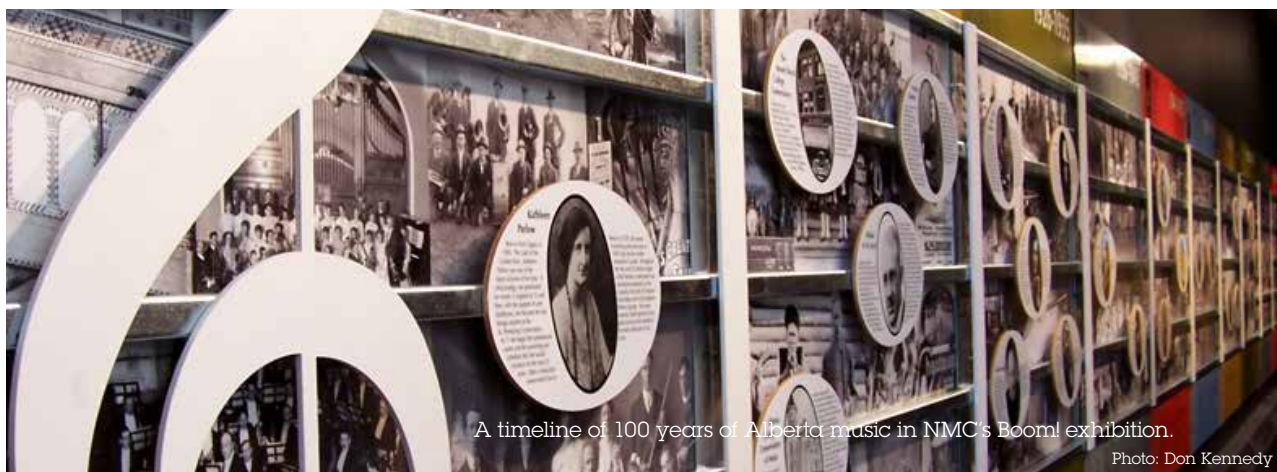


A sketch of the Rolling Stones mobile recording truck in its new space beside the King Eddy.

Illustration: Haley Sharpe Design

Restorations

Several of NMC's largest artifacts are currently undergoing restoration in preparation for the opening of the new building. The Kimball theatre organ, Olympic and Trident recording consoles, and the Rolling Stones Mobile (RSM) recording studio will be central artifacts in the exhibitions and artist in residence spaces. The restoration of the iconic RSM is almost complete in anticipation of moving the truck into the new building in early 2015.



A timeline of 100 years of Alberta music in NMC's Boom! exhibition.

Photo: Don Kennedy

Telling Stories: ATB Oral History Project

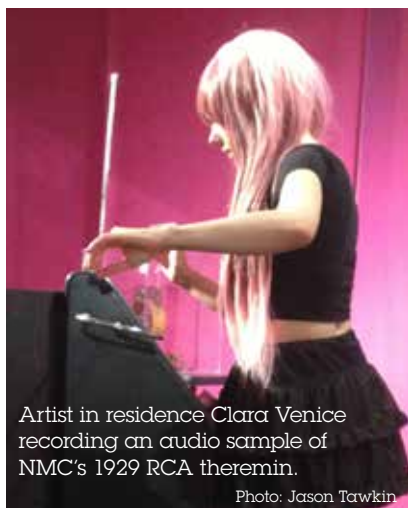
The initial research phase of the ATB Oral History project has been met with enthusiastic support from our community partners. Representatives from

CKUA, Alberta Music, MacEwan University and other key music industry players have contributed to the development of a detailed timeline of significant

musical activities in Alberta. The technology plan has been developed, interview priorities set, and interviews will commence in 2015.

Artist in Residence

The collection team played an important role supporting several artists in residence this year. In partnership with the Beakerhead festival, NMC hosted artists Clara Venice and Tim Blais. Venice plays the theremin, and during her residency took time to help record some audio samples of NMC's original 1929 RCA theremin for use in future exhibitions.



Artist in residence Clara Venice recording an audio sample of NMC's 1929 RCA theremin.

Photo: Jason Tawkin



Nathaniel Schmidt and Jason Tawkin recording the 1777 Neil Stewart spinet.

Photo: Jesse Moffatt

Collections Content

Through 2014 the collections team developed new standards for exhibitions, online images, and both written and audio content. NMC Online Content Developer Sarah Davachi completed 92 comprehensive artifact profiles, of over 4,000 words each, based mainly on primary source material.

The team also completed detailed audio recordings of 61 instruments so exhibitions visitors will be able to hear instruments, these recordings will also be included in the collections records, which visitors will be able to access online.



Grant funding supported extensive renovations to NMC's new off-site storage facility, including the creation of a large microclimate storage room.

Photo: Jason Tawkin

Building Bridges and Capacity



Judith Klassen, Curator of Canadian Music for the Canadian Museum of History and Jesse Moffatt holding one of Rush's guitars.

In June, Collections Manager Jesse Moffatt presented at the Alberta Museum Association conference, and the Canadian Association for Conservation in Quebec City. While east, he visited Ottawa and connected with colleagues at the Canadian Conservation Institute, the Canadian Museum of History, the Canada Science and Technology Museum, and the Canadian War Museum, meeting with curators to help foster our partnerships and build bridges for potential collection collaborations in the future.

Back in Calgary, the collections department received a total of \$688,679 in funding through a variety of grants that align with developing the department's organizational capacity. The funding supported the hiring of staff and contractors, the construction of a conditioned off-site facility, operational costs associated with the off-site storage, and supplies and equipment to ensure the long term care of NMC's collections.

Programs

Adam Fox, Programs Director

Collaborations and partnerships are at the heart of NMC's mandate to amplify the love, sharing and understanding of music, and our program schedule would have been impossible to deliver without the support of our friends and partners. Here are some highlights from the year.

- 01** The 2014 edition of NMC's National Jazz Summit featured Laila Bialli.

Photo: Wanda Martin

- 02** NMC's new Stampede float is a model of the new facility. Calgary's Mercury Audio performed on it live throughout the Stampede Parade.

Photo: Brandon Wallis

- 03** Jonathan Villeneuve's installation at Stride Gallery

Photo: Louie Villanueva

- 04** Montreal artists Jerusalem in My Heart came back in 2014 to complete their residency which was cut short by 2013's flood.

Photo: Brandon Wallis

→ 01



→ 02



RBC Summit Jazz Series

On March 14, NMC and RBC awarded the annual RBC Summit Jazz Series Emerging Artist Scholarship to Calgary musician Brett McDonald.

On November 7, NMC and the RBC Summit Jazz Series presented JUNO-nominated saxophonist, flautist, composer and arranger Allison Au. This performance was also included as a part of JazzYYC's inaugural Winter Jazz Festival.

Our last presentation in the RBC Summit Jazz Series in 2014 was titled *Wintersong*, an evening of creative music inspired by the season, featuring repertoire from the Canadian and holiday songbooks.

National Jazz Summit

NMC presented the third annual instalment of the National Jazz Summit. Together with our partners and collaborators JazzYYC, the Calgary Association for the Development of Music Education (CADME) and the RBC Foundation, the National Jazz Summit brought together musicians, educators and fans for a series of concerts and workshops in May.

Eddy Nights

NMC partnered with the Calgary Mid-Winter Blues Festival to present Eddy Nights, featuring special guest Fruteland Jackson in conversation with John Rutherford, a staple of Calgary's original scene. Together, they talked blues greats and blues history across Canada and North America.



NMC Float at Calgary Stampede Parade

NMC returned to the 2014 Calgary Stampede Parade with a new design featuring a scale model of the finished NMC building and restored King Eddy Hotel. The float stage featured a live band made up of NMC staff and volunteers performing during the parade.



CKUA Broadcast from NMC

CKUA's Alberta Backstage program presented a special feature profiling seven Calgary artists recorded live at NMC with host Grant Stovel.



Artists in Residence

In partnership with Bell Media, NMC created opportunities for eight artists from across Canada to enjoy a creative, self-directed residency within our facility. Artists included Polaris short-list nominee Basia Bulat, Laila Biali, Lubomir Plaskon, Justin Luchinski, Jerusalem in My Heart, Clara Venice and Tim Blais (these last two were both in collaboration with Beakerhead). NMC also hosted our first visual artist in residence, Jonathan Villeneuve, thanks to a partnership with Calgary's Stride Gallery.



Collaborations

NMC co-presented a number of excellent public events with local and regional partners, including Wordfest, Beakerhead, Mount Royal Conservatory, Historic Week Calgary, and Heritage Park.

Alberta Music Cities Initiative: Fertile Ground

In November, NMC released a report on Alberta's music industry, detailing the economic benefits of a strong provincial music industry and making recommendations to government and other sector partners. The report, titled Fertile Ground: Alberta Music Cities Initiative, offered detailed recommendations to stimulate the growth and sustainability of Alberta's music industry through an economic lens. This important work will continue in 2015 and beyond.

See nmc.ca/amci for the full report.

Calgary Music Community Open House

On November 12, NMC hosted an open house and invited members of Calgary's music community to talk about the music scene in Calgary. Over 70 people attended and offered NMC valuable insight and feedback that will help inform our community partnerships and programs in the new facility.

Education

Kate Schutz, Education Manager

CIBC Showtime!

Showtime is a performance series for a student audience featuring Canadian artists on NMC's stage. This year the series welcomed new media artist and musician Andrew Huang of Toronto, one of Canada's best harmonica players

Gerald Laroche of Winnipeg, and Calgary's own Rattle and Strum. Six low-income schools were subsidized and attended for free thanks to CIBC's sponsorship.



Roadcases



In 2014 NMC piloted the ATB Alberta Stories roadcase program in schools in Edmonton and Calgary and wrote and piloted Hearing and Sound roadcase.

Erica Olmstead, education's summer intern from the museum management and curatorship program at Fleming College (Peterborough, ON), researched east coast music and developed an engaging new roadcase focused on the work songs of three east coast industries: mining, lumber, and merchant shipping.



NMC Presents:
ATB Financial
**Alberta
Stories**



Student Sharwanda performs at Guitar Club Gig Night in June.

Photo: Wanda Martin

Break dancing at Urban Arts Day 2014.

Photo: Brandon Wallis

Collaborations

NMC hosted Urban Arts Days in partnership with Globalfest and hosted 216 junior high school students for hip-hop workshops with Toronto artists from Unity Charity.

In partnership with the Southern Alberta Institute of Technology, NMC runs a digital audio program that gives students first-hand learning with our collections and from NMC Electronics Technician John Leimseider. Demand for the

program has been steadily growing and for the first time this program was over subscribed.

In July, NMC hosted Folk Fest Boot Camp with the Calgary Folk Music Festival. NMC sponsored a sixteen-year-old participant in foster care to participate in a workshop with her idol, Kaki King.

We are now also working with Calgary Afterschool to seek ways

to grow our teen after school offerings and to share audiences.

Guitar Club continued through 2014 in partnership with Discovering Choices High School. Every Thursday afternoon, about 20 students drop in to NMC, take over the exhibitions spaces and rock out with volunteer guitar teachers. Our volunteers gave us 543 hours of their time to this program.

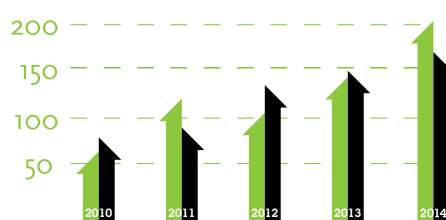
By the numbers

NMC hosted 10,371 students in 2014, representing a 23% increase over 2013.

Of these, 1,717 participated in the pilot phase of our new in-school programs.

We saw a 150% increase in new teachers; in 2014, for the first time, new teachers outnumbered returning teachers.

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



Congratulations NMC Education

NMC's education team (L to R: Evan Rothery, Natalie Marsh, Kate Schutz) received the Alberta Museum Association (AMA) Leadership Award for Education at the annual conference in September.

The AMA Leadership Awards are grounded in the belief that excellence, innovation, and creativity form the foundation of outstanding museums. Award categories recognize the exceptional work and innovative thinking in the museum community that contribute to the social, cultural, and educational fabric of Alberta. The award celebrates museums who are taking the lead in creating value, accessibility, and relevance in their communities.



Photo: Brandon Wallis

Professional Development

Through 2014 NMC's education team prepared for expansion and the shift to outreach programming in 2015. The team also spent time building networks throughout the province. The team has been actively contributing to Alberta Learning's Inspiring Education and Curriculum Re-Design

process as well as to CADA's Living A Creative Life strategy.

The team was also asked to give workshops to the Calgary Board of Education curriculum specialists, and teachers in the Calgary Separate School District. SOCAN also sponsored two nights for teachers to learn more about NMC.

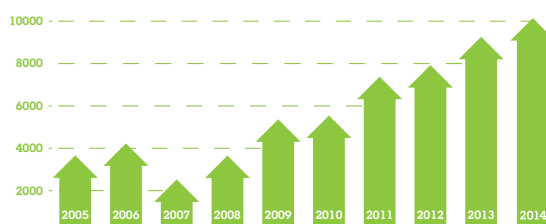
In September, NMC's education team welcomed new musician educators Chris Austman, Mandy Faye and Natalie Gauthier and began to prepare for a transition to in-school programs with the development of six new programs designed to be delivered in classrooms.

The most participation came from schools in the northwest and the schools that travelled the farthest came from Salmon Arm, BC and Regina, SK.

Of participating schools, 135 were from the Calgary Board of Education, 28 were from the Calgary Separate School District,

and 64 were from other districts outside the Calgary area.

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



NMC



GALA

In 2014, NMC celebrated many milestones, including our inaugural gala! Guests were treated to a 'rockstar chic' evening filled with pop-up performances, whiskey tastings, a signature cocktail, and an all-star array of silent and live auction items.

Over 600 music lovers came out to see country music star Johnny Reid as he charmed the crowd with great music. Guests were treated to food expertly catered by the Hyatt Hotel and enjoyed a unique selection of artifacts and interactive experiences – a taste of what's to come in the new NMC.

**Thank you to all of our sponsors
for supporting this event and
making it an exceptional evening.**



Photo: Baden Roth



Photo: Don Molyneux



Photo: Baden Roth



Photo: Don Molyneux



Photo: Don Molyneux



Johnny Reid on stage.

Photo: Baden Roth

Photo: Brandon Smith





NMC staff.
Photo: Don Molyneux



Photo: Brandon Wallis



Photo: Baden Roth



Photo: Don Molyneux



Photo: Stuart Kinnear



Photo: Don Molyneux

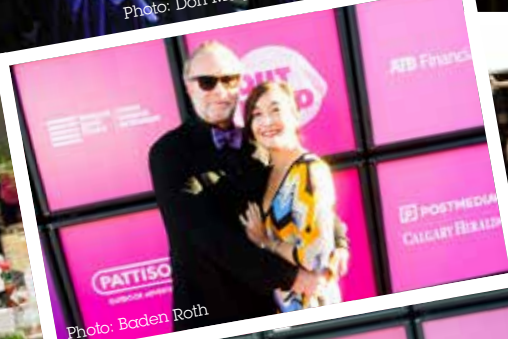


Photo: Baden Roth



Photo: Don Molyneux



Photo: Don Molyneux



Photo: Don Molyneux



Photo: Don Molyneux

Why I Support NMC

Terry Cho
Stewardship Officer

Susan Van Wielingen has been an enthusiastic NMC supporter since 2009, when she attended the presentation of five competing conceptual designs for the new NMC building. She is a musician herself and has always been interested in the healing properties of music and how it can be incorporated into all aspects of our lives. In 2014 Susan and her husband, Mac, pledged their financial support for NMC by way of a major gift of \$1 million from their family foundation, Viewpoint Foundation. NMC sat down with Susan to discuss her love of music and NMC!

How is music a part of your life?

Having music in my life is like having a supportive friend; it can inspire or soothe me and help me connect with whatever feeling I am having at the time. I can play or listen to music alone or share it with others, as it is a medium that can adapt and change to fit the mood.

For you, what is the power of music?

Music is an expression of life that communicates something from heart to heart and allows me to rest from the hectic activities that can sometimes uproot me. I can be touched and captivated by the

song of a bird or the wail of an electric guitar – music can melt us like nothing else can.

Why is music important for a vibrant community?

For a community to be safe and strong we need to share experiences between both groups and individuals that enable us to recognize our commonalities and also respect our differences. Music provides us with an experience we can appreciate together. When we perform or listen to music, old or new, we become open to the present moment.

What inspired you to support the NMC?

I became inspired to support NMC when I realized that it will be a hub for engaging all citizens with all genres of music. Not only will it be an innovative architectural addition to our downtown landscape, but it will provide a beautiful venue for education, creativity, performance and the preservation of knowledge and artifacts from our musical heritage.

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

NMC will expose Calgarians and Canadians to more types of music

in new ways while celebrating our musical achievement in technology and artistry. By offering exciting programming and events, NMC will attract new visitors to the city, letting them experience something new with every visit. The Centre will spark collaborations between musical groups and projects within our city, province and country – the imagination has no limits! NMC will give a big boost to an already vibrant live music scene in Calgary.

What element of the new NMC are you most looking forward to?

One of the attractions for me will be to frequent the refurbished King Eddy – I look forward to hearing more live music in a funky East Village setting and kicking back with good friends on a Saturday night. Personally I'm dreaming of maybe belting out just a note or two there someday.

What is your most memorable musical moment?

One of my most memorable musical moments was unexpectedly singing onstage with Johnny Reid at the NMC Out Loud gala last September. My feet were not touching the ground!



Photo: Lena Bell

“ Discovering the range of diverse events held at NMC has been an enriching experience, from burgeoning musicians excited to showcase their skills in front of friends and family to seasoned performers expressing their talents onstage.

Natalie Bourgault



Volunteers at Fort Calgary on Canada Day.

Photo: Mary Kapusta

Volunteers are Awesome!

Our team of volunteers has continued to grow! In 2014, volunteers supported NMC in many different ways, from governance and planning, to writing for our blog, to providing office support and helping us deliver great events and programs.

Thanks to added capacity a great team of volunteers provides, we saw an 8% increase in events over 2013, delivering 190 events to 17,600 people at NMC. Events range from NMC programs to third-party raves, recitals, seminars, concerts, all-ages gigs, film screenings and more. Of these events, 16 were all-ages concerts put on specifically for the under-18 set.



Volunteer Laryssa Warne was a regular in the office throughout the year. Thanks Laryssa!

Photo: Brandon Wallis

volunteers

Why I Volunteer for NMC

Adam Kamis
Event Coordinator

“ I get to see some incredible performances and I now know several of the people who work there. I have learned that Calgary has a great music community and I love being a part of it.

James Brooks

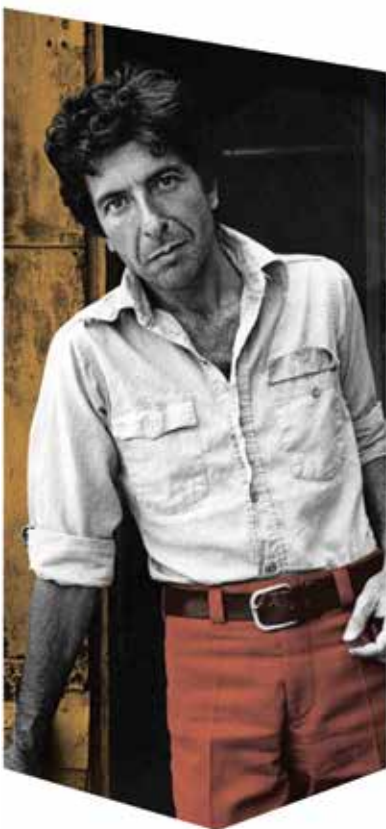


Volunteer Leyland Bradley talks about NMC at a record show in Lethbridge.

Photo: Brandon Wallis

“ I am a singing teacher in Calgary who has watched NMC evolve into a national centre. How fitting I could be part of the final tour at NMC's first location. I look forward to the future of what NMC will bring to Canada's musical tapestry!”

Leila Keith



Mock up of the graphics for the “Made in Canada” exhibition space.

Credit: St Joseph Media

Exhibitions

Tyler Stewart
Exhibitions Project Manager

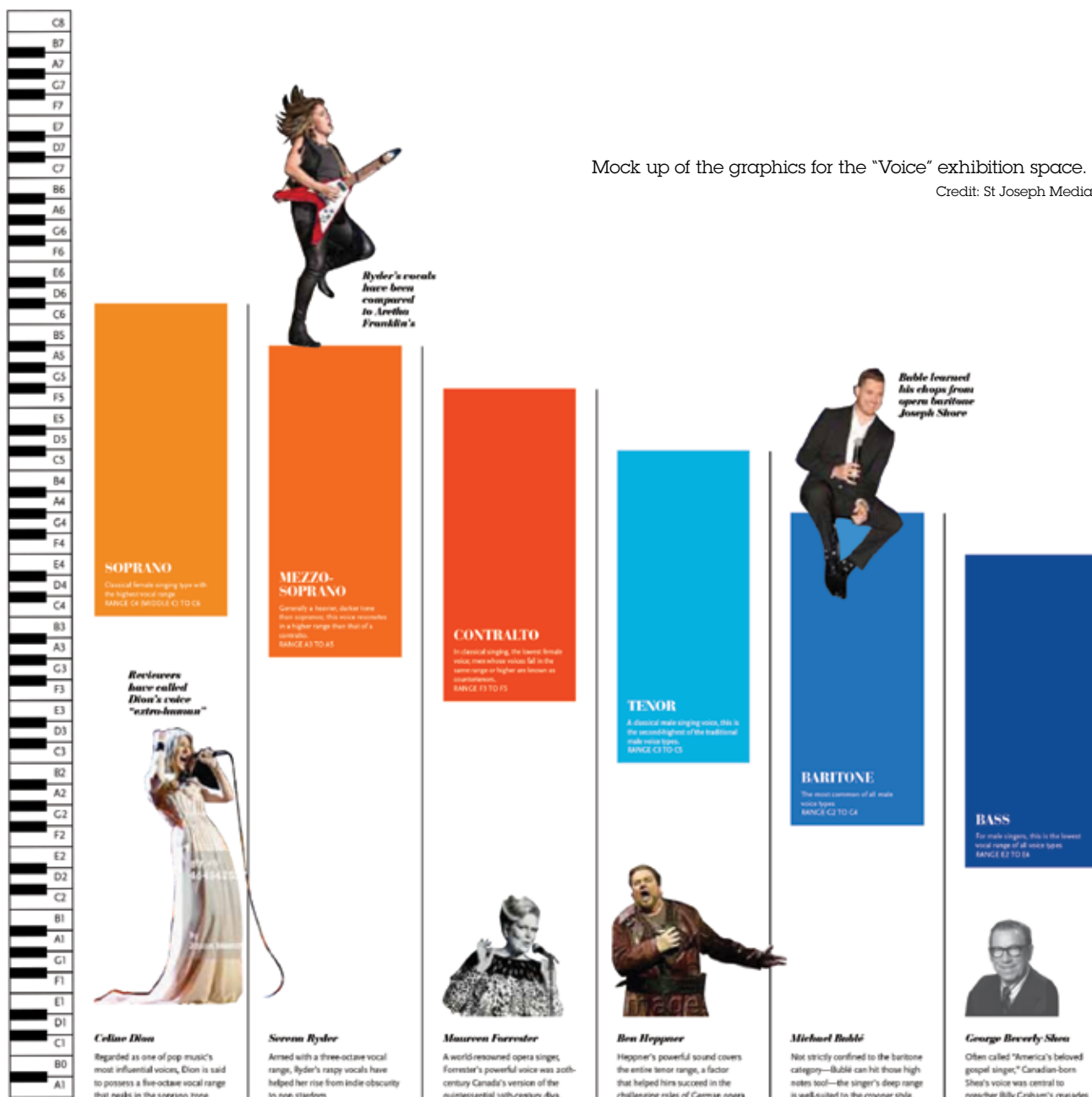
On a project as broad as telling the stories of music in Canada, you need a team with depth, skill, and experience. NMC’s exhibitions team grew tremendously in 2014 and took major steps towards bring those stories to life in the 21,000 square feet of exhibitions set to open in 2016.

The year began with the task of finding a fabricator who could take all the amazing ideas developed during the exhibition

design process and make them real. The Request for Proposals issued in 2013 turned up many companies capable of undertaking this task, and after a formal interview process, the contract to fabricate and install NMC’s exhibitions was awarded to Design & Production, based in Lorton, Virginia. With over 65 years of experience in building world-class exhibitions across the USA, including numerous projects for

the Smithsonian Institution, there is no doubt that visitors to NMC will have exciting, engaging, and immersive experiences while discovering the rich history of music in Canada.

Finding a diversity of voices to tell the stories of music in Canada was also a great challenge in 2014. With the help of our content development team at St Joseph Media, we have built an editorial team of over 30 music



writers, journalists and bloggers from across the country to share their passions about what makes music in Canada so great.

After finding great stories, the next step is preparing visually stunning graphic designs to bring those stories to life in interesting and dynamic ways. With the team at St Joseph Media working alongside our exhibition designers Haley Sharpe Design, we will express that content in

a magazine-style format on the walls of the exhibitions spaces. We hope to surprise and delight visitors with stories that present your favourite artists from fresh perspectives, and shine a light on the wonderful world of music in Canada that is alive and growing today.

Using NMC's collection and other artifacts loaned from our partners across the country, we will highlight the rich history of

music in Canada with historical artifacts that were part of those key moments of innovation and musical creativity.

Much work is ahead in 2015 as we move towards the final completion of the exhibitions, including developing all of the interactive and immersive multimedia presentations that will add another exciting and engaging layer of content to the experience.



Photo: George Webber

Construction Highlights

Gary Duke, Construction Project Manager

Construction of NMC is progressing well and we achieved a number of significant project milestones in 2014.

In February, we completed the *Alternate Solutions Strategy* in order to address the non-compliance with the Alberta Building Code and received approval of the strategy from the City of Calgary and

the release of the full building permit. This resolved the most significant risk issues on the project.

Throughout 2014 we tendered the majority of sub-trade packages and the outstanding design issues, which allowed us to advance the construction phase.



While we encountered some schedule challenges related to the construction of the cladding systems, we are nearing cost certainty for all major elements of the building and we have maintained the original design intent and overall architectural experience of NMC.

NMC is now taking shape and revealing its architectural significance on Calgary's skyline. Other key milestones through the year included:

- Completed composite and structural slabs for the King Eddy and east block, west block composite slabs progressing on the levels 4.5 and 6.
- Completed the structural steel framework for the east block, west block, and King Eddy Hotel, and the +6.5 bridge.
- Completed the sanitary storm and domestic water tie-ins to the east block, progressing with the installation of Enmax permanent power and heating from the Enmax District Energy Centre.
- At close of 2014 we were progressing with mechanical and electrical risers and major distribution services, and we had begun the exterior steel stud and drywall cladding systems on the east block, north, south and east façades, as well as the King Eddy Hotel.

The concrete superstructure was completed in October, and the last structural steel beam was hoisted into place on December 12, 2014. Combined, these events marked the completion of the concrete and steel superstructure for both the east and west blocks.



In August, NMC's construction site received Gold Seal certification from the Canadian Construction Association for its safety standards.

Photo: Mary Kapusta



The lobby, Canada Music Square, takes shape.

Photo: RJC



The steelwork takes shape on the fifth floor.

Photo: Gary Duke



This is our steel team! The guys of Walter's Steel celebrate the last beam going up.

Photo: Brandon Wallis



While the +66 bridge was installed, 4th Street SE was briefly closed.

Photo: Gary Duke



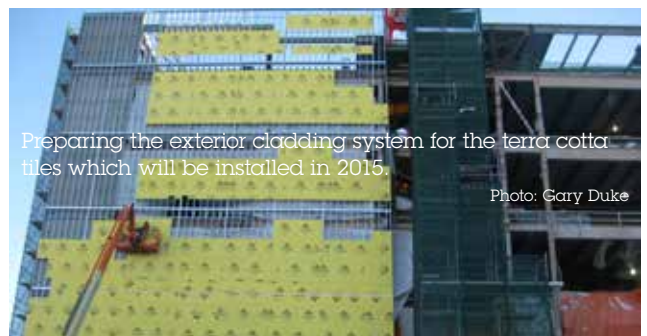
The final steel beam was hoisted into place on December 12, 2014. The tree is a tradition among steelworkers, celebrating the safety of a project.

Photo: George Webber



Looking west across the +65 skybridge in late 2014.

Photo: Gary Duke



Preparing the exterior cladding system for the terra cotta tiles which will be installed in 2015.

Photo: Gary Duke



Image: Patrick Marold

Public Art

Chad Saunders, Operations and Special Projects Manager

NMC's search for a public artist to create a work for the new building began in 2013. After an overwhelming response to the call – NMC received 70 submissions from around the world – and several months of jury deliberations, Patrick Marold was selected for the project.

Marold, a native of Colorado, has been working as an artist, and primarily a sculptor, since earning a BFA from Rhode Island School of Design in 1997. From the beginning, his artistic development has maintained an intimate connection to landscape, extending the environmental traditions unique to post-minimalism. Marold's works have received international acclaim. His 'Windmill Project,' a temporary landscape installation in Vail, Colorado, was recognized as Best of Public Art 2007 by Americans for the Arts.

In May 2014 Marold visited Calgary to meet staff and members of NMC's public art jury to learn more about NMC. He toured the building site to seek potential locations for his artwork. He returned in September to present his concept for the work to the public at an open house NMC hosted at the East Village Experience Centre.



Photo: Patrick Marold, courtesy of the artist

The concept for the work is a series of large wooden 'keys' which will be 'played' by the sun. In a beautiful and fitting connection to NMC's history, Marold will use wooden soundboards salvaged from flood-damaged pianos to create this work. Marold has created the sound component in consultation with NMC's John Leimseider and a US-based musician.

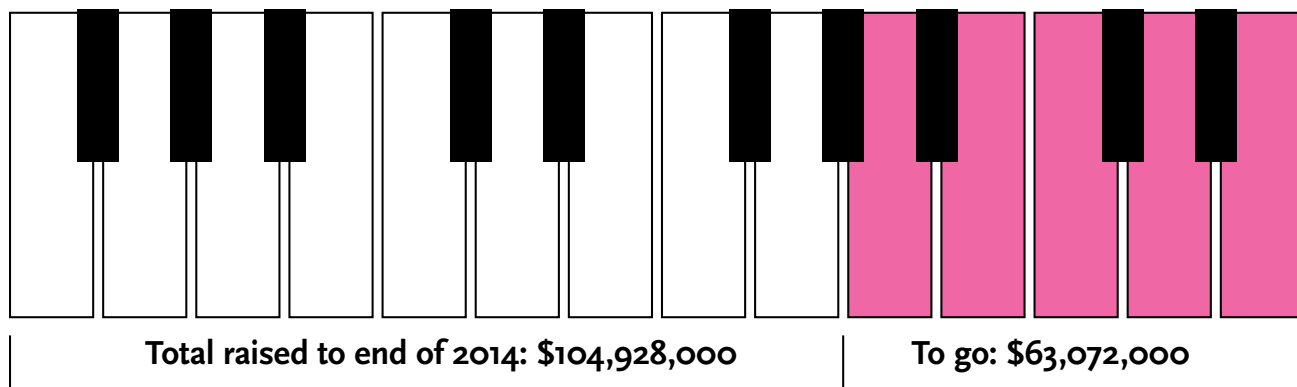
NMC would like to thank members of the public art jury for their great work and dedication to this project. Their work continues into 2015 as they review and approve the final conceptual design. Installation of the artwork in the new building is planned for February 2016.

Campaign Update

Jeni Piepgrass, Development Director

Since 2011 we have actively been raising funds for the new National Music Centre facility. With a campaign goal of \$168 million, NMC adopted a nation-wide strategy to garner support from all regions of Canada. Part of this strategy led to the creation of a National Campaign Advisory Committee. The Committee is composed of directors from our board and volunteers from across the country. Our passionate roster of volunteers is committed to NMC's vision to amplify the love, sharing and understanding of music!

Our fundraising goal



Neil Bowker is CEO of an industrial wear parts manufacturing firm based in Edmonton. Community activities have been an important part of his life in areas as diverse as health, community preservation, and coaching kids sports. His wife, five children and growing number of grandchildren ensure there is no time for boredom.

National Campaign Advisory Committee



Neil Camarta is the CEO of two technology companies in Calgary. Neil also sits on several boards, including the FSHD Canada Foundation, which he founded.

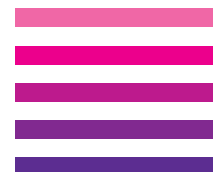


Rob Braide (NMC Content and Operations Committee Chair) is President of Braide Media Inc. Braide's contributions to the Canadian broadcasting and music industries have been recognized by his inductions into the Canadian Association of Broadcaster's Hall of Fame and the Canadian Music and Broadcasting Hall of Fame, both in 2010. Braide also has a long history of philanthropic work in a variety of fields.

Don Kennedy



Al Duerr is CEO of General Magnetic International Inc. which develops and manufactures high efficiency permanent magnet motors for the energy sector. From 1989 to 2001 he was Mayor of Calgary and continues to contribute to community engagement, capacity building, and major projects in Calgary.



Barclay Hambrook is a born and raised Calgarian with over 30 years experience in the resource industry, travelling and working in more than 80 countries. Hambrook is President of Americas Petrogas Inc., with assets in Argentina and Peru.



Colleen (Sproule) Hambrook is native Calgarian, working at Americas Petrogas in communications and public relations. Having travelled the world, Hambrook appreciates how Calgary has truly become an international city.



Linda Hohol was President of the TSX Venture Exchange from 2002 until she retired in 2007. Hohol is currently on the boards of NAV Canada, EllisDon Construction, Oncolytics Biotech Inc. and Canadian Western Bank.



Ronald Mannix is a founding patron of NMC. He is a Canadian business leader, who has been involved with NMC from the earliest days, and continues to support NMC in many ways. He is Chairman of Coril Holdings Ltd. and its subsidiaries, which are involved in five different business segments both in Canada and globally.



David I. Matheson, QC, is Managing Director, Matheson Global Advisory Group, Toronto; Director, Newfoundland Capital Corporation Ltd. and Director, Dalhousie Medical Research Foundation; former partner and counsel to McMillan LLP and counsel in the music industry. Hailing from New Brunswick, he advises NMC on the Atlantic Provinces.



Martin Molyneaux, CMA, CFA, retired as Vice Chairman of FirstEnergy Capital Corp. in 2014 and was a top ranked energy analyst for over 20 years. Molyneaux is on the board of Theatre Junction Grand and The Friends of The CPO, and a Community Champion for Momentum and Weizmann Canada.



Mac and Susan Van Wielingen are leading Calgary philanthropists who who are passionate about working closely with community organizations. The Van Wielingens are professed enthusiastic supporters of NMC.



Ken Wilson is an independent advisor and consultant, recently retired from Coril Holdings Ltd. where he served as the Senior Vice President, Long Range Planning. With over 25 years of experience in senior management and leadership positions he is excited to be a part of this committee.



Deborah Yedlin has covered the energy sector as a columnist and radio commentator since 1996. She has worked with the *Financial Post*, *The Globe and Mail* and is currently a business columnist with *The Calgary Herald* and weekly contributor to CBC radio.

In 2014 we received leadership gifts from:

The Taylor Family Foundation

The Jaimie Hill and Tammy-Lynn Powers Memorial Foundation

Viewpoint Foundation c/o Susan and Mac Van Wielingen

TD Bank Group

Power Corporation of Canada

These gifts were accompanied by a public announcement, either by a media and press release and/or event. Each announcement has given the campaign additional credibility, awareness and momentum.

The dedicated volunteers who have opened doors and supported our fundraising goals drive NMC's capital campaign's success.

Thank you to all of our dedicated supporters!
At the end of 2014 we have achieved 63% of our capital goal.



Capital Campaign Donors

NMC is grateful to all our campaign supporters and is excited to be entering the final phase of the campaign. Stay tuned for more announcements in 2015, and don't forget to play your part for the National Music Centre!

INDIVIDUALS

14 anonymous donors
In memory of Miles Krowicki
Kevin and Helen Beingessner
Desiree and Marc Bombenon
George and Margie Brookman
Lloyd Buchanan
Freida Butcher and Greg Sawatzky
Alan D. Castle
Madge Clarke
Roman Cooney and Debbie Bruckner
Walt and Irene DeBoni
Jack and Joan Donald
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Sathia Durai
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H. Lloyd Eriksson
Charles Fischer and Joanne Cuthbertson
Chris and Mary Fong
Gordon Franson
Jennifer Fuhr
Trudy Gahlinger
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In memory of Pat and George Sutton

Gwyneth and Lloyd Gillette
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Sara-Jane Gruetzner
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Roger and Linda Jackson
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Hans Verwijs
Gordon Vogt
Cheryl and Ronald Warren
James Wear
Joshua White
Murray Wilson

ORGANIZATIONS

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Coril Holdings Ltd.
Dentons Canada LLP
Edmonton Community Foundation
Encana Cares Foundation
FirstEnergy Capital Corp
Flair Foundation
Jaimie Hill and Tammy-Lynn Powers Memorial Foundation
RBC Foundation
TD Bank Group
TELUS Charitable Giving Program
The Alvin and Mona Libin Foundation
The Calgary Foundation
The Taylor Family Foundation
The TAO Foundation
Tides Canada Foundation
Viewpoint Foundation

Canada 

Alberta  Government



THE CITY OF
CALGARY



Canadian
Heritage

Patrimoine
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Annual Donors 2014

Together – we can give music in Canada a place to call home. Please join us in celebrating all those who played their part in 2014. Thank you for giving the gift of music for generations to come by supporting the National Music Centre:

INDIVIDUALS

42 anonymous donors

Alan D. Castle

AliceAn and Frank van der Voet

Alistair DesMoulins

Allison Walters

Andrew and Ingrid Mosker

Andrew Kesselman

Anne and Frank Zinatelli

Anne-Marie and Bill Duma

Antoinette Sossong

Beryl Beckford

Betty Ann Smith

Betty Wolfe

Beverley Foy

Bill and Diane Chomik

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In memory of Mrs. Chris Hermanson and Dr. Bennet Wong

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Linda Oglov

Linda Wilton

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Marcia Van Voorene

Margaret Southern

Marilyn Dyck

Marion Burrus

Mark Perrin

Marty Levi

Mary Kapusta

Monica Grainger

Nancy Lever

Nicholas and Leitha Cosentino

Pamula and Paul Sando

Patricia Cameron

Pauline Ansari

Peggy Churchward

Penny and Murray Young

Peter and Ruth MacFarlane

Peter Valentine

Rebecca O'Brien and Lars Petersen

Rick and Margaret Harper

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Roger and Linda Jackson

Ron Holdsworth

Shaun Hunter and Blair Carbert

Sheila and George Watson

Stephani Clements

Stephanie Pahl

Sylvia Madder

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Tom and Shannon Palmer

Tom Emerson

Tracy Clark

Vincent Duckworth and Christine Fraser

W. and D. Richardson

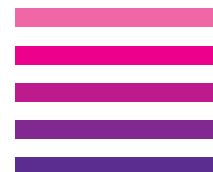
Walter and Shirley Foster

Wayne and Louise Forgues

Wil Roth

Wilhelmina van Galen

William Latimer



ORGANIZATIONS

276940 Alberta Ltd.
5 Corners Productions Inc.
Alberta Museums Association
Americas Petrogas Inc.
Annapolis Capital Limited
ATB Financial
Bell Media
BMO Financial Group
Calgary Sports and Entertainment Corporation
Canadian Museums Association
Cenovus Energy Matching Gift Program
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Community Initiatives Program
Department of Canadian Heritage-Museums Assistance Program
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Nexen Energy, a CNOOC Limited Company
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Nova Chemicals

OCL Studios
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RBC Foundation
Sam and Ida Switzer Community Fund at the Jewish Community Foundation
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The Arthur J.E. Child Foundation
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The TAO Foundation
The Taylor Family Foundation
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Heidy Zumbrunn Aviles

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IN MEMORY OF KEN NIELSON

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Barbara Newman



Financial Report 2014

Freida Butcher, Secretary Treasurer, Board of Directors

David Walsh, Assistant Director of Finance

It can be said that 2014 is the end of an era, as it was the last year of full operations for NMC at Customs House. All on-site school programs and tours ended by Christmas, as NMC began preparing to move. School programs moved into schools for 2015, and the performance rental space will be closed by late 2015. The focus now shifts to building capacity to open doors at the new facility in 2016.

NMC made significant progress on its new facility in 2014. The construction of the building is nearly 50% complete, with costs of \$41.7 million incurred in 2014, bringing the carrying value of the new building to \$84.2 million. Debt continues to be used to bridge finance the construction project and will continue to be used post-construction to finance those pledges that will be received over a longer timeframe than the construction period. At year-end, \$104.9 million had been received or pledged for the building, and another \$19 million is in the final stages of being secured, bringing the total for the capital campaign to nearly 74%.

The value engineering process that began in 2013 was completed in early 2014, and it became clear that the cost to construct the facility as originally envisioned by the architect would be significantly more than the \$135 million budgeted. Construction experts project a final cost somewhere in the range of \$168 to \$174 million. In Q1 2014 the board reaffirmed its commitment to building an “iconic” facility, and approved increasing the capital budget to \$168 million with the instruction to continue reviewing costs to find additional savings.

Other significant milestones for the building during the year included awarding the public art tender to Patrick Marold of Denver, Colorado, to create an artwork that will be housed in the +65 skybridge. The work is funded by 1% of the City of Calgary’s contribution. See page 27 for details.

Other capital activity during the year included replacement of the chiller at Customs House which began in November 2014 and will be completed in 2015. The \$365,000 cost is fully funded through heritage grants and private donations. NMC also began a \$235,000 renovation of the collections storage facility to create a climate controlled area and storage space for its extensive collection of artifacts. Work on the storage facility will be completed in 2015.

NMC’s inaugural NMC Out Loud Gala was held in September and was a resounding success. Both the pre-Gala VIP event, and the Gala itself sold out. This will be an annual event.

NMC finished the year with just over \$1 million in operating surplus, resulting from strong fund development revenue and unrealized gains on the fair value of marketable securities. Revenues increased \$1.5 million over 2013, primarily due to increased contributions from corporations and the community. Sponsorships and contributions from the community account for 64% of operating revenues, and rental and investment income provide the majority of the remainder.

Operating expenditures increased by \$1.2 million largely resulting from an increase in fund development expenses including NMC’s first gala event. Over 40% of spending continues to be invested in fund development reflecting NMC’s commitment to reach its goal of building a home for music in Canada.

The insurance claim for the 2013 flood is winding down. NMC recorded a flood related net loss of \$30,000 in 2014 resulting from repairs to Customs House and payment of the insurance deductible.

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 goal in support of building a home for music in Canada.

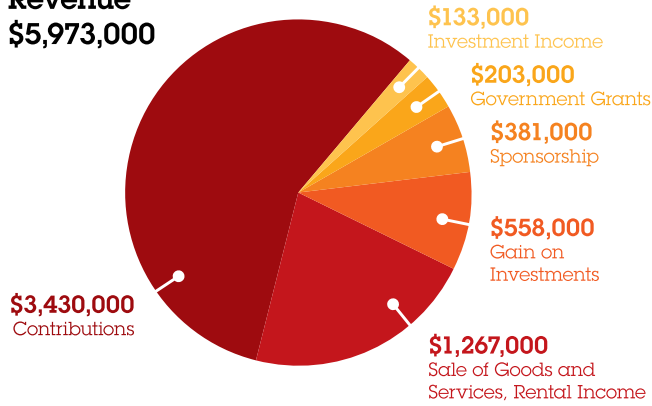
For a copy of the audited financial statements, please contact 403-543-5115 or info@nmc.ca.

NMC Financials

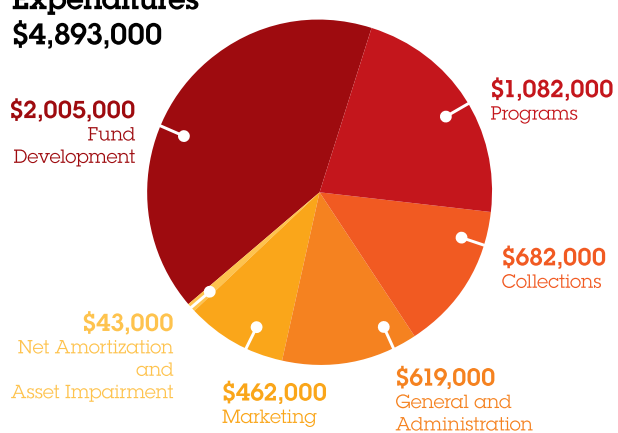
SUMMARY FINANCIAL STATEMENT

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

Revenue \$5,973,000

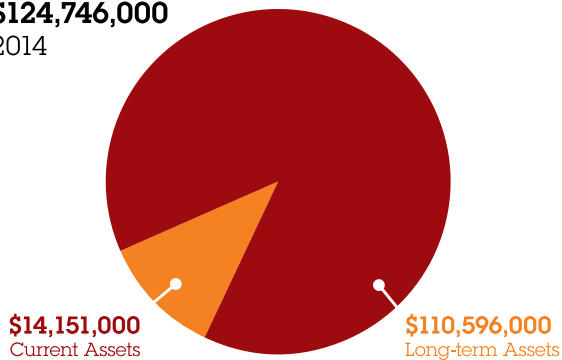


Expenditures \$4,893,000

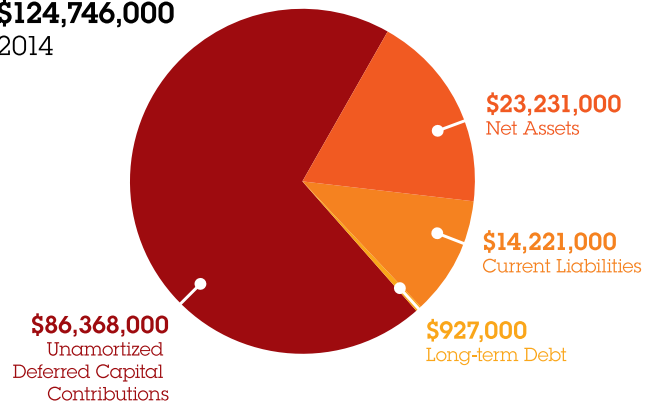


SUMMARY BALANCE SHEET

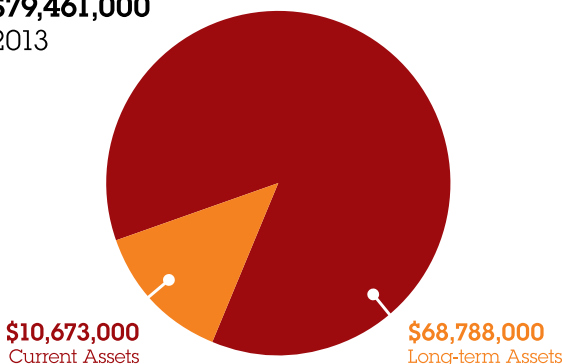
Assets \$124,746,000 2014



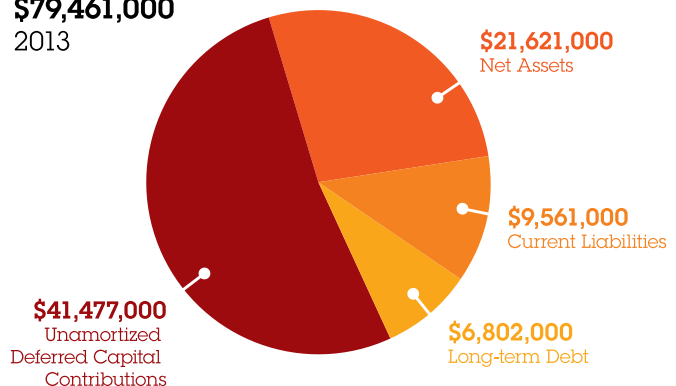
Liabilities and Net Assets \$124,746,000 2014



Assets \$79,461,000 2013



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



NMC Leadership



Desiree Bombenon is a seasoned business leader, published author and community enthusiast, who continues to dedicate time to many industry and non-industry organizations. Bombenon is passionate about social responsibility and is CEO of a multi-award winning company.



Roger Jackson (NMC Board Chair) has been a part of the NMC team since 2001. He is an Officer of the Order of Canada, and recipient of the Alberta Order of Excellence.

Pamnelton-Valcourt



Based in Montreal, **Benoît Légaré** has worked with significant museums in Canada and France. Légaré is currently President of MCI, offering museums a myriad of services including strategic planning, development of new facilities and optimization of management process.



Rob Braide (NMC Content and Operations Committee Chair) is President of Braide Media Inc. Braide's contributions to the Canadian broadcasting and music industries have been recognized by his inductions into the Canadian Association of Broadcaster's Hall of Fame and the Canadian Music and Broadcasting Hall of Fame, both in 2010. Braide also has a long history of philanthropic work in a variety of fields.



LuAnne Morrow (HR and Governance Committee Chair) is a lawyer specializing in intellectual property and entertainment law at Borden Ladner Gervais LLP. Morrow has volunteered with many charitable organizations including The Unlocking Potential Foundation and co-founded The Shakespeare Company.



Freida Butcher (NMC Secretary Treasurer) is a Chartered Accountant and is a member of the Institute of Chartered Accountants of Alberta. She currently serves as NMC's Director of Finance and President and CEO of Exploran Corporation.



Ronald Mannix is a founding patron of NMC. He is a Canadian business leader, who has been involved with NMC from the earliest days, and continues to support NMC in many ways. He is Chairman of Coril Holdings Ltd. and its subsidiaries, which are involved in five different business segments both in Canada and globally.

Shawna Coates, Infinite Images



Cam Crawford (NMC Finance and Audit Committee Chair) is a corporate finance specialist and partner with the Catalyst Group in Calgary. Crawford has been recognized for his achievements by many organizations including the Institute of Chartered Accountants. He has served on both the North American and international boards of PKF, Catalyst's worldwide affiliation.



Based on Pender Island, BC, **Linda Oglov** joined NMC's board in 2013. Her career has stretched from being a horse wrangler to negotiating multi-million dollar Olympic sponsorship deals. Oglov is now an executive coach and business development consultant.



Charlie Fischer (NMC's Building Committee Chair) joined the NMC team in 2009. He retired as President and CEO of Nexen in 2008, and has remained a strong supporter of the community-at-large and serves in numerous volunteer and fundraising capacities.



Ross Reynolds (NMC Vice Chair) is a respected music industry veteran who has been a major player in the Canadian music industry for over four decades. Reynolds has served on the NMC board of directors since 2010.

New faces at NMC



Team NMC continues to grow! In 2014 we welcomed 11 new staff members.

Photos: Brandon Wallis

01 Chris Austman,
Musician Educator

02 Julijana Capone,
Publicity Coordinator

03 Terry Cho,
Stewardship Officer

04 Mandy Faye,
Musician Educator

05 Adam Fox,
Programs Director

06 Natalie Gauthier,
Musician Educator

07 Laurel Martell,
Executive Assistant

08 Pamela Matijon, Senior
Development Officer

09 Mike Mattson, Digital
Content Coordinator,
Collections

10 Stephanie Pahl,
Development
Coordinator

11 Tyler Soron, Information
Communications
Technology Manager



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