

encore



NMC Annual Report 2016

featuring

A NEW LANDMARK FOR CANADA

JUNOS COME TO STUDIO BELL

A LOOK INSIDE STUDIO BELL

HERE'S TO YOU—A STANDING
OVATION TO OUR DONORS

StudioBell



National
Music
Centre

Centre
National
de Musique

Welcome to Encore, the 2016 Annual Report for the National Music Centre.



President's Letter

In what has been an incredible journey to invent, promote and deliver a National Music Centre for Canada, this report offers a glimpse into the tireless work of our board, staff, volunteers, and supporters to open the doors of Studio Bell, home of the National Music Centre, and fill that beautiful new landmark with what is at the heart of our organization—music.

Our opening year kicked-off with hosting events for the 2016 JUNO Awards in Calgary. The JUNOS brought over 1,500 artists, music industry influencers and new friends into our new building, Studio Bell, a few months shy of our public opening. The overwhelmingly positive reaction from the Canadian music industry helped qualify the promise we have been making about delivering an iconic building. It also deepened relationships and opened new doors to artifact loans from Canadian music icons as well as new programming opportunities.

Overall, the 2016 Calgary JUNO Awards energized our team in the final stages of construction as we prepared to open our doors on Canada Day—July 1, 2016.

Opening day itself was an emotional day that many of us will never forget. As we greeted our first visitors and saw the hours-long line-up to get inside Studio Bell, we were overcome with gratitude for the many supporters and believers that helped us to bring over 5,600 music lovers through our new facility in one day! My admiration for our staff and volunteers left me in a state of awe, and since then my admiration for their passion, hard work, and dedication only grows.

Compressed schedules, inventing and learning on the fly and raising funds required staff, board and volunteers at large to work together and become an agile and innovative force. Yet during those long days and many, many meetings, something special brought us together and kept us moving forward—a belief that a National Music Centre's impact through the power of music would not only serve our nation and the world, but have a lasting impact on our city and province.

There were so many highs in 2016, but also some hard lessons. As we took our

first steps towards full-scale operations, there were some stumbles, but we listened and we continue to improve each and every day.

As we look forward to 2017 and the final six months of our opening year, we're so excited to expand public programs, activate our beautiful new space through partnerships, increase accessibility, and increase our reach across Canada and around the world. We've only just begun!

On behalf of our Board of Directors, staff and our growing team of volunteers, we sincerely thank you for helping us to open our doors and begin living our vision.

Sincerely Yours,

Andrew Mosker
President and CEO



Message from the Chairman of the Board

The year 2016 will unquestionably be remembered as a landmark moment for music in Canada and for propelling Calgary into a cultural hub. Indeed, it was THE Year of Music.

The Board of Directors oversaw many significant milestones, and helped steer the organization towards its opening year goals. After many, many years of hard work by the entire National Music Centre (NMC) team and Board, we were all so elated to see Canadian music icons and industry inside Studio Bell during the 2016 JUNOS Welcome Reception. There was a palpable sense of excitement felt that entire weekend, and I can speak for the entire Board when I say that we were so proud to have been part of it all.

Three months later, we hosted the first official sound event from Studio Bell's performance hall. As Eya Hey Nakoda filled the space with the sounds of traditional drumming, and iconic Canadians Jim Cuddy and Alan Doyle performed, we were reminded of the power of music and imagined the impact Studio Bell would have

on countless people. But this was merely a warm-up for a day that the Board will collectively remember forever. On July 1, 2016, we opened our doors to the public and honoured Canada's birthday with the gift of music. It was an affirming moment to see thousands of people lined up around the block to experience the building for the first time and rejoice in our nation's music story.

On behalf of the Board, thank you to the local Calgary community and the Canadian music industry for their unwavering support in our opening year. We would also like to thank NMC's President and CEO Andrew Mosker for his inspiring leadership and the entire NMC team for their determination to make this dream a reality.

Sincerely Yours,

Rob Braide
Chair, Board of Directors

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A NEW LANDMARK FOR CANADA

In 2016, a new landmark for Canada rose in the shadow of the Rocky Mountains. Music in Canada finally has a home for its stories and history at Studio Bell, home of the National Music Centre (NMC).

This 160,000 square foot building is clad in more than 220,000 terra cotta tiles that shimmer with the movement of the sun. The building arches over the road, creating a gateway to Calgary's revitalized East Village and in just a short time, has already become a noted international architectural destination.

Designed by Brad Cloepfil of Allied Works Architecture, the building merges the natural beauty of Western Canada with the design of instruments.

OUR MISSION

To give Canada a place that amplifies the love, sharing and understanding of music.

OUR VISION

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



**“[Studio Bell] features
a striking sky bridge
and shimmering
terra-cotta façade,
boldly setting it apart
from the cityscape of
downtown Calgary...”**

Architectural Digest, November 2016



Thank You to our Building Partners

Allied Works Architecture – Lead architect
Kasian Architecture – Associate architect
Duke Evans Inc. – Project management
Facet Group Inc. – Historical conservation architect
CANA Construction – General contractor
Arpi's – Mechanical contractor
Custom Electric – Electrical contractor
Thermal Systems – Building envelope contractor
Midwest Contracting – Steel stud and drywall
KLS Contracting – Shoring and excavation
Walter's – Structural steel
Pockar – Masonry King Eddy brick
IB Jensen – Interior masonry block
Fujitec – Elevators
Spalding Hardware – Doors and hardware
Flynn Canada – Roofing
Alberta Hardwood – Hardwood flooring
Westbury International – Theatrical A/V, lighting
RGO Office Interiors – Window coverings, carpeting
Ferguson Glass – Glazing, curtain wall
Mantei – Millwork
Revolution Recordings – Recording studio installation
Haley Sharpe Design – Exhibition design
Fisher Dachs Associates – Theatre design
RJC – Structural engineering
SMP – Electrical engineering
Watt Engineering – Civil engineering
Carson McCulloch – Landscape design
Stantec – Mechanical engineering
MMM Group – LEED consulting
RWDI – Rain wind and snow consultants
Northern Microclimate – Building envelope testing
Jaffe Holden – Acoustics and A/V design
Halsall – Building envelope consulting
Royal Tichelaar Makkum – Tile design
St. Joseph Media – Exhibition content design
Pilchner Schoustal International Inc. – Recording studio design
Picco Engineering – Steel stud design and testing
Patrick Marold – Public art
Bell Canada – ICT/AV technology
Cygnus – Signage and wayfinding, donor recognition
Jensen Hughes – Fire code consultant



**“Polished gems are often
best shown in unexpected
settings.”**

Wall Street Journal, November 2016





“In its many diverse spaces, Studio Bell echoes the variety of musical performance.”

Brad Cloepfil, Lead Architect

Roughly 3,500 workers spent over 1.2 million hours to construct Studio Bell after breaking ground in early 2013. The construction crew pushed towards the JUNO Week deadline as Studio Bell would host the opening reception, and numerous media, artist and industry tours. Following the JUNOS, attention was turned to final touches and commissioning of the building, as well as an extensive collections move and exhibition installation. Following doors opening, the focus was on finishing the classrooms, offices, and recording studios in the West Block of Studio Bell.



JUNOS COME TO STUDIO BELL

The National Music Centre was a national partner for the 2016 JUNO Awards in Calgary, and on April 1, Studio Bell temporarily opened its doors to 1,500 influencers, music insiders, artists, and media for the JUNO Week Welcome Reception. The evening marked the first look inside Studio Bell, with the architecture and a sneak peek of NMC's exhibitions impressing the guests. The event also offered the first acoustics test of the space, as indigenous drumming and DJs filled all five levels of the building as guests explored with drinks and food.

That weekend JUNO nominees, members of the media and industry VIPs were invited to a Studio Bell open house that allowed detailed tours and questions around NMC's mission and vision.

Photo Gallery

- 1 Guests arrive at the 2016 JUNOS Welcome Reception at Studio Bell.
- 2 Canadian Music Hall of Fame inductees Bob Ezrin, Buffy Sainte-Marie, Burton Cummings and Tom Cochrane.
- 3 2016 Canadian Music Hall of Fame inductee Burton Cummings with eTalk's Ben Mulroney.
- 4 Whitehorse accepting a 2016 JUNO Award for Adult Alternative Album of the Year.
- 5 A dancer from Eya Hey Nakoda performs.
- 6 Hal Eagletail of the Tsuu T'ina Nation provides a blessing.
- 7 Sebastien Grainger of Death from Above 1979 backstage at the 2016 JUNOS.
- 8 DJ spinning tunes from the Performance Hall inside Studio Bell.
- 9 Name plaques of inductees in the Halls of Fame stage.





DOORS OPENING

On June 29, 2016, the National Music Centre welcomed key supporters, government funders and international media outlets to a different type of ribbon cutting.

The first sound at Studio Bell signified bringing life into the building and a reminder of NMC's mission to amplify a love, sharing, and understanding of music. Following a welcome and blessing from Casey Eagle Speaker, World Championship Pow Wow group Eya Hey Nakoda brought their family drum, dancers and ancestral music into Studio Bell.

Master of Ceremonies Michael Brown, President of the Calgary Municipal Land Corporation, welcomed the capacity crowd and introduced a recorded greeting from Hon. Amarjeet Sohi, Minister of Infrastructure and Communities, followed by remarks from Her Honour, the Honourable Lois E. Mitchell, Lieutenant Governor of Alberta; Hon. Ricardo Miranda, Minister of Culture and Tourism; Mayor Naheed Nenshi; Loring Phinney, Vice President, Corporate Marketing at Bell Canada; and Andrew Mosker, President and CEO of NMC.



More music filled the new Performance Hall as Alan Doyle, founding member of Great Big Sea performed, followed by longtime NMC supporter and champion Jim Cuddy.



Two days later on July 1 was the official public opening of Studio Bell. To celebrate the opening and Canada Day, NMC offered free admission all day, and the first 500 visitors received a welcome gift. Eager visitors lined up around the city block, waiting up to three hours for a peek inside the new building. Once inside there were activations on each floor, including live music, a photo booth, Kimball Theater Organ demonstrations, NMC educators encouraging mini-rockstars and much more! By the end of the day, over 5,600 visitors had experienced NMC's vision and the positive reviews began to pour in.



“It is a national monument to music built not in Toronto or even Ottawa – but in Calgary.”

Globe and Mail, June 2016



Major Media Coverage in 2016

NMC hosted nearly 50 different media outlets on-site at Studio Bell from June 28 – July 1. Below is a list of major outlets that profiled Studio Bell’s opening and its design in 2016.



NATIONAL

- Canadian Living
- Globe and Mail
- Toronto Star
- Canadian Geographic
- Maclean’s
- The Social
- Amazing Race Canada
- CBC News The National

INTERNATIONAL

- LA Times
- Wall Street Journal
- Forbes
- Architectural Digest
- Wallpaper
- Wired UK
- Grazia

STORIES BEH



The Calgary Foundation

CKUA Studio

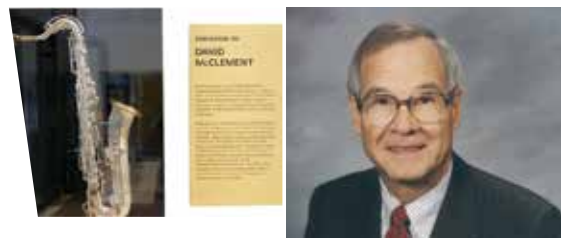
Thanks to the Calgary Foundation's generous gift of \$3 million, a lasting legacy was created for Calgary by providing a local home for Alberta's beloved CKUA Radio in the historic King Eddy Hotel. The Calgary Foundation's gift fueled both construction and operations, and supported two Alberta originals—the National Music Centre and CKUA.



Flair Foundation

King Eddy Lobby

Flair Foundation is a charitable foundation founded by David McClement in 1995. In 2015, Flair Foundation donated \$2 million towards NMC in honor of David, who was a longtime supporter and music enthusiast. David's personal instrument, an alto saxophone, is on display in the Flair Foundation King Eddy Lobby as a remembrance of David's passion for music.



IND THE NAMES



The Sam and Betty Switzer Foundation

Speak Up Stage in Memory of Ron Casat

Son, stepson, and brother to the members of the Sam and Betty Switzer Foundation, Ron Casat was a talented local musician and performer, a gifted composer and a generous educator. Recognizing the importance of music in their lives and Ron's, the Sam and Betty Switzer Foundation trustees were proud to name the Speak Up Stage in Ron's memory as part of a \$500,000 donation.



Joyce and Dan Palmer

Right Balcony

Joyce and Dan Palmer left a lasting mark on Calgary through their shared passion for music and commitment to community. Their children and step-children were proud to come together to donate \$250,000 and name a balcony in the Performance Hall as a tribute to their many and lasting contributions to our city through their volunteerism and musicianship.



PERFORMANCES, PROGRAMS & PILOTING

Following years of planning, the NMC programming team was ready to share public programs with an eager audience in 2016. The first part of the year included extensive research, program development and testing, which prepared the team for the staggered launch of new programs.

In July, Bell Live at the King Eddy brought ten days of live music to longtime Eddy fans as well as an entirely new Eddy audience. The summer also marked the launch of public tours and instrument demonstrations for daily visitors.

In the fall, attention shifted to education pilots for grades K–6, a new teen afterschool program called Jam Club, and multiple artist workshops and performances. The organization grew to serve program demand, and now includes ten part-time educators.



Blues Baptism

July 7

For the first time in over a decade, music returned to the King Eddy as former patrons and those that worked to save the historic venue enjoyed a sneak peek. Blues was again on the stage and memories were shared late into the night.

Bell Live at the King Eddy

July 8-17

NMC pulled out its boots and cowboy hat for a different type of Stampede program. More hotel bar than beer tent, NMC featured ten straight days of live music all day and into the night. Just a few blocks from Stampede Park, NMC activated both the stage and roof of the King Eddy, with most night shows sold out!

Saturdays in C-Square

September 10, 17, 24

In partnership with the Calgary Municipal Land Corporation (CMLC), NMC activated the newly opened urban park just north of Studio Bell. For three Saturdays in September, NMC programmed free, live music on the open-air stage that attracted families, joggers and East Village residents.



ATB Storytellers featuring Tegan and Sara

October 6

This intimate conversation and show from international popstars Tegan and Sara was one of the year's biggest events. Host Jann Arden set the tone for this thoughtful and hilarious program that marked the launch of the ATB Storytellers Exhibition. Sponsored by ATB Financial, ATB Storytellers was a new, free temporary exhibition that showcased Alberta's rich music story and featured digital stories from prominent Alberta musicians.

RBC Master in Residence with Raine Maida

November 30

Raine Maida of Our Lady Peace, led one-on-one songwriting workshops with three Alberta bands: Copperhead, The Royal Foundry, and Two Bears North. Each group had time with Maida in NMC's brand new recording facilities to explore their work and receive feedback from Maida. The day ended with a public Songwriters' Circle.

Education programs kick-off at Studio Bell

After month of surveying, feedback sessions and program development, the Education team rolled out six pilot programs for students grades K–6 and some junior high and high school in October 2016. For the pilot period of October to mid-December, NMC served 1,108 students. NMC expects to serve up to 10,000 students in 2017.

Jam Club

NMC's longtime Guitar Club program was refreshed and expanded in 2016 to become Jam Club. This free, weekly drop-in music program for teens launched in September 2016. Roughly 50 registrants participate weekly to learn new instruments, understand songwriting, recording, and the basics of building a band.



THE STORY OF MUSIC IN CANADA

One of the greatest accomplishments for the National Music Centre in 2016 was the long-awaited unveiling of its permanent exhibitions. These exhibitions are the physical representation of NMC's vision to be a national catalyst for discovery, innovation and renewal through music.

A huge achievement in 2016 was the approved design of the Halls of Fame, an exhibition stage that brought together three partners: the Canadian Music Hall of Fame, the Canadian Country Music Hall of

Fame Collection, and the Canadian Songwriters Hall of Fame. This exhibition was completed in time for the 2016 JUNO Awards in Calgary.

The first part of 2016 included finalizing some exhibition design elements and the move into production. But exhibitions are more than images on wall, the exhibitions and information and communications technology (ICT) departments worked closely to ensure the hefty technical requirements were acquired, tested, and installed.

Exhibition production partners were on-site for close to four weeks to test large digital displays such as BMO Soundscapes, Bodyphonic, orientation panels in the Drop-In Zone, and the large micro-tile display in Canada Music Square.

As July approached, there was a race to finish all painting and graphic installation and complete tour guide training.

The team has observed that the interactive exhibitions, specifically the instrument interactives on Level 4, are wildly popular and hope to include more hands-on components in future exhibition updates and special exhibitions.

For a full list of NMC exhibition partners, please visit

nmc.ca/exhibitions-vendors



There are more than 35 interactive digital panels in NMC's 22,000 square feet of exhibitions. The exhibitions rely on over 600 technology components to run.

TWO TEMPORARY SPECIAL EXHIBITIONS LAUNCHED IN 2016!

ATB Storytellers

October 6, 2016 – January 8, 2017

ATB Storytellers featured a collection of artifacts and recorded oral histories with iconic Albertans, including Jann Arden, noted journalist Holger Petersen, jazz pianist Tommy Banks, Royalty Records Founder R. Harlan Smith, blues artist Amos Garrett, and France Levasseur-Ouimet, Franco-Albertan historian and professor emeritus, among others. Centering on four themes—Music Through the Times, Music in Alberta's Communities, Cultural Influences on Music, and Prairie Scramble—the exhibition featured digital stories made in collaboration with several elementary schools, highlighting the next generation of Albertans.

Showcase: Tom Cochrane

October 28 – ongoing

The launch of Showcase: Tom Cochrane coincided with the celebration of the 25th anniversary of *Mad Mad World*. Located on level five of Studio Bell, the temporary exhibition features a wide selection of awards and artifacts from Cochrane, including a 1963 Gretsch guitar, used by Cochrane in the music video for 1988 single "Big League," and seen on the cover of his *Victory Day* album with Red Rider, along with the outfit worn in the music video for 1991 chart-topper "Life is a Highway." The exhibition will remain on display into 2017.



What's a Solar Drone?

Artist Patrick Marold installed his public art project *Solar Drones* inside Studio Bell, in 2016, first beginning with the rooftop solar panel installation in February, and followed by the final installation and tuning in June. In September, member of NMC's Public Art Committee celebrated with the official unveiling of *Solar Drones*.

Solar Drones is a sculptural and audio installation by artist Patrick Marold commissioned by the NMC in 2014. Listeners experience a multitude of harmonics from 16 resonating wooden vessels suspended from the ceiling of the East Village Skybridge. These vessels are built from soundboards salvaged from pianos from the NMC collection that were destroyed in the 2013 Alberta floods.



ARTISTS IN RESIDENCE

Following an open call for submission in spring 2016, the National Music Centre was eager to host five different Artists in Residence (AiR) for the 2016 Fall/Winter pilot session.

AiR is designed to nurture artistic creativity and technical innovation by providing artists the use of NMC's unique collection and expertise, to create new and innovative works in a unique world-class facility. Residencies ranged from a few days up to two weeks and included a public workshop.

Participants included jazz artist Quinsin Nachoff, whose album *FLUX* was nominated for a 2016 JUNO Award; Toronto-based composer and vocal artist Jeremy Dutcher; Vancouver indie-pop act Rococode; impossible instrument-makers Joshua Van Tassel and James Bunton.

NMC also had a last minute and very brief artist residency when Tim “2oolman” Hill and Ian “DJ NDN” Campeau of A Tribe Called Red



stopped by to check out the studios and completed some recordings.

The program's accessibility is supported by funding from Bell Media and donated flights courtesy of WestJet.

“[AiR] gives artists the time and resources to create and to expand upon who they are.”

Jeremy Dutcher, November 2016



Quinsin Nachoff



Jeremy Dutcher



“Direct experience with ‘the real deal’ instruments makes for more informed artistic choices.”

Rococode, AiR December 2016



A Musician's Paradise

After Studio Bell opened to the public, the Collections team turned their attention to the West Block recording facilities as construction wrapped up and technical installation and commissioning could begin.

Designed by Martin Pilchner of Pilchner Schoustal International Inc., NMC's recording spaces combine three analog recording consoles from three legendary studios, which can be used in combination with any adjoining live room. Each live room is designed to have its own sound and has a selection of historic musical instruments suited for the specific design of each space.



Rococode

Joshua Van Tassel and James Bunton

COLLECTIONS

Over 700 items were moved between May and December to Studio Bell and NMC's offsite storage facility. NMC did not incur any artifact loss or damage during this massive move!

The BIG Move

The first part of 2016 focused on the details around the move of the National Music Centre's Collections into the new exhibition spaces at Studio Bell. Dimensions for the new instrument corrals were marked in tape at our old building (Customs House) to show floor layout and large foam core cutouts of artifacts were made to practice the navigation of tight corners and stairwells.

For the collections team, the push to meet a July 1 public opening created a compressed move-in schedule. Through planning, research and

teamwork, they completed a 45-day move-in for public display items.

Rehousing was an important aspect of the move. Rehousing is the practice of crating artifacts securely, both for transport and storage. The collections team and volunteers took rehousing training to prepare for the packing process.

To prepare artifacts for their new home inside Studio Bell or for long-term storage in NMC's offsite facility, the collections department completed specific mount training for public display and long-term storage.



Capturing Stories

Capturing and preserving oral histories are a critical stream of the collections work, and something that will only grow in the future. These recordings are viewed as artifacts and in 2016, NMC captured 41 oral histories and 30 performances, which include traditional Métis and Francophone songs.

Some of the 2016 Oral Histories include, Tom Cochrane, Bob Ezrin (above), Natalie MacMaster, Garth Richardson, Bob Rock, Tegan and Sara, and many more!

ATB Storytellers Oral Histories Project, funded by ATP Financial, largely supports NMC's oral histories stream and this program was in full swing in 2016. With this support, NMC gathered critical oral histories from Albertan music pioneers, influencers and superstars alike.



What's a Sackbut?!

Developed in 1945 by Canadian physicist Hugh Le Caine, the Electronic Sackbut is the world's first voltage-controlled synthesizer. Decades ahead of its time, it is an early forerunner to 1970s synthesizers.

On loan from the Canada Science and Technology Museum in Ottawa, NMC's technicians are working to create a functioning clone of the instrument—to be used for research, education, and interactive performances. The Sackbut is visible inside the Electronics Workshop on Level 4.



A Living Collection

The Kimball Theater Organ has always been a fan-favourite on NMC's guided tours, but from its new central place inside Studio Bell, daily performances of the organ have been lauded on TripAdvisor, YouTube, and Twitter as the reason to visit.

Installation of the Kimball organ took 30 days and since opening in July, the collections team recorded 182 hours of use,

which includes practice time, daily public demonstrations and education programs.

But access and use of NMC's singular and expansive collection was not limited to the East Block. For example, collections use to support the 2016 Artist in Residence program exceeded 2,000 hours, and continues to drive more and more submissions to this program.

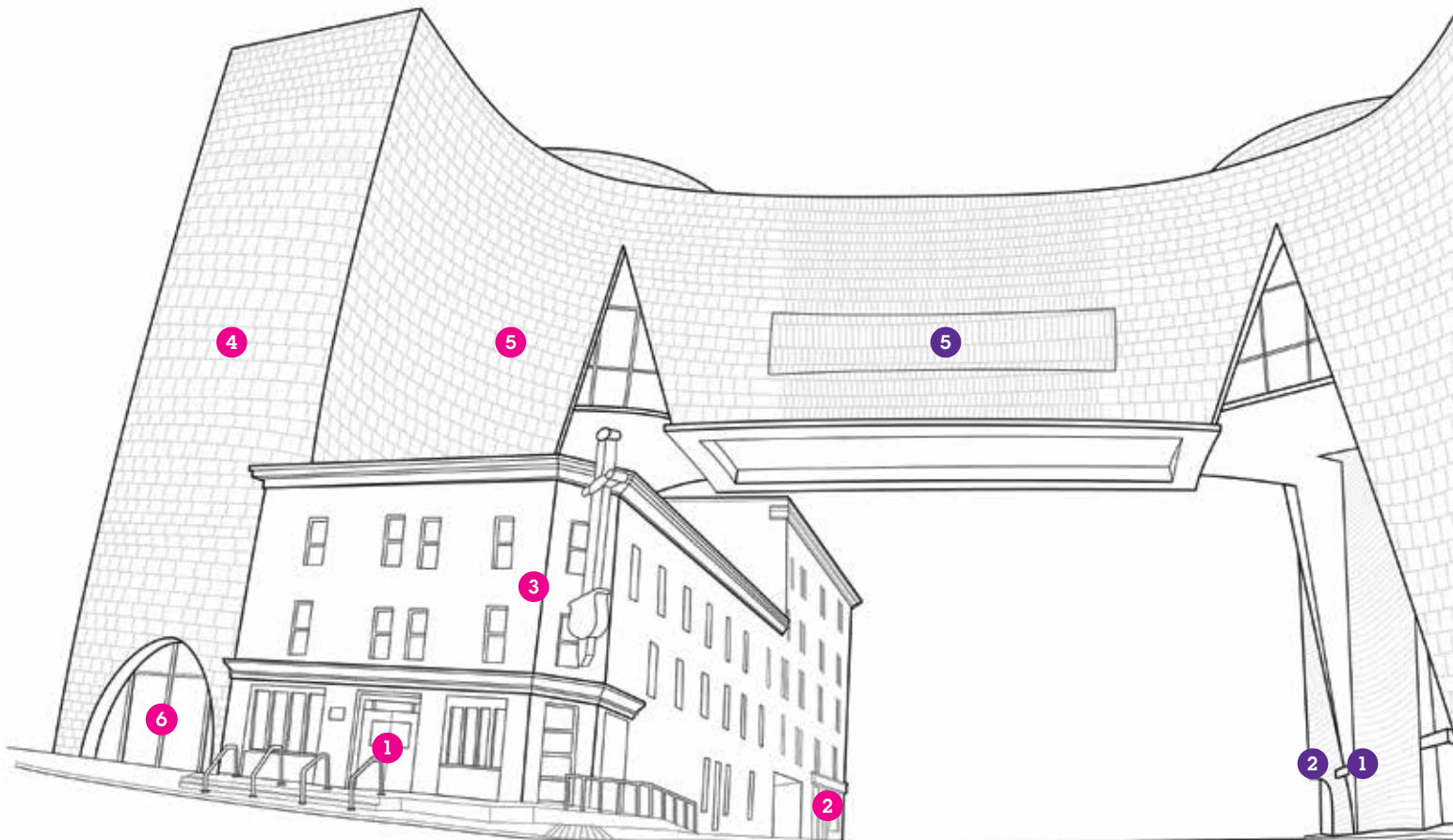
A LOOK INSIDE STUDIO BELL

West Block

- 1 King Eddy (live music venue)
- 2 Calgary Foundation CKUA Studio (broadcast centre)
- 3 NMC Administration
- 4 Recording Facilities
(3 recording studios, 3 live rooms)
- 5 NMC Classrooms
- 6 Rolling Stones Mobile (RSM)

East Block

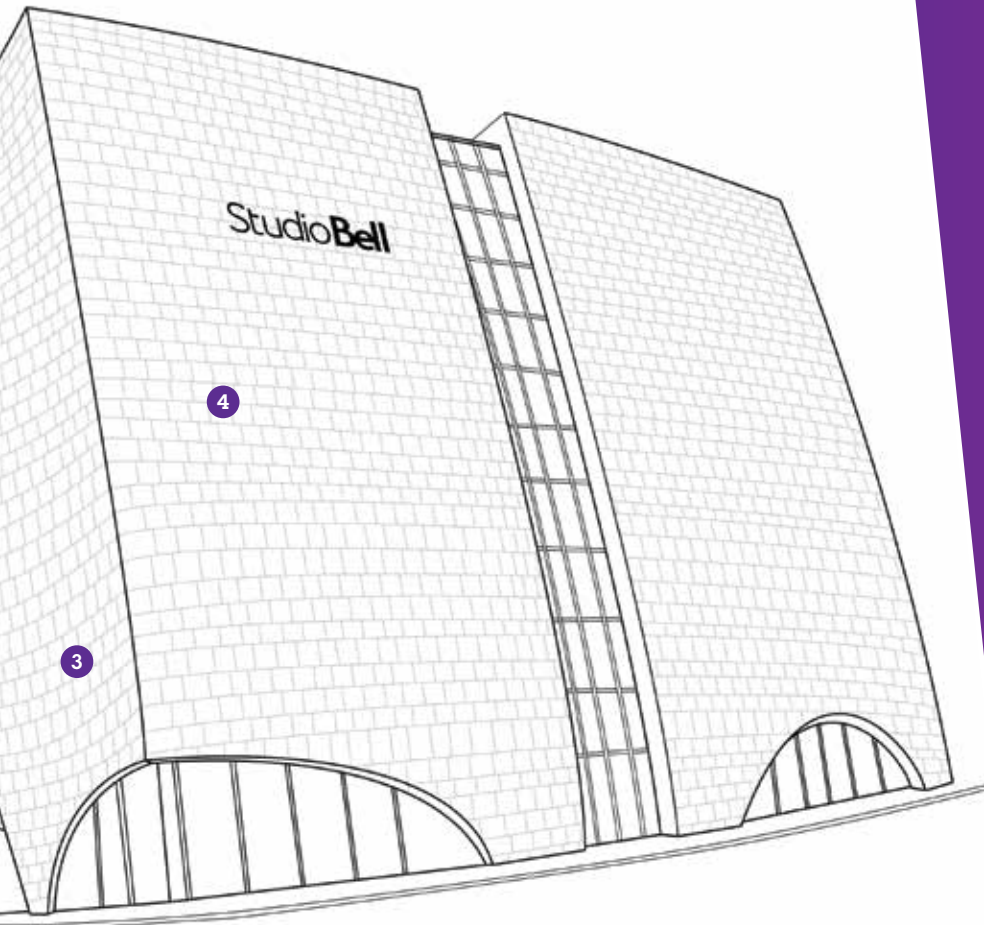
- 1 Public Entrance / Ticketing
- 2 Rosso Coffee Roasters and NMC Shop
- 3 Performance Hall
- 4 NMC Exhibitions (Level 1 – 5)
- 5 Solar Drones





The “Brain” of Studio Bell

Every inch of Studio Bell is connected to the Enterprise Network, enabling our visitors, volunteer, partners and internal teams to leverage technology wherever they are. The Enterprise Network was designed by Bell Canada, and includes more than 3,000 devices (11,000+ data points!) monitored continuously for optimal performance. The wireless network provides fast and reliable internet access to thousands of Studio Bell visitors each month.



300 HOURS

STAFF AND VOLUNTEERS SPENT NEARLY 300 HOURS PLANNING, PACKING AND CLEANING TO SUPPORT NMC'S OFFICE MOVE INTO STUDIO BELL.

85,000 SQUARE FEET

NMC'S JANITORIAL STAFF COVER APPROXIMATELY 85,000 SQUARE FEET A DAY!

7 KILOMETRES

FACILITIES STAFF AVERAGE APPROXIMATELY 7 KM TRAVELLED WITHIN THE BUILDING EVERY DAY.

140 · 500 · 5

STUDIO BELL HAS OVER 140 PIECES OF HVAC EQUIPMENT, OVER 500 LIGHTBULBS, AND APPROXIMATELY 5 KM OF PLUMBING LINES.

222,000 TILES

INSIDE AND OUTSIDE STUDIO BELL

EAST VILLAGE

SKYBRIDGE IS “+65”

65 FEET ABOVE 4 STREET SE CALGARY

AMP CREW VOLUNTEERS

In May 2016, the Scotiabank AMPcrew rolled out and the response has been overwhelming. Not only do volunteers help the National Music Centre to manage costs, but their enthusiasm, commitment and word of mouth marketing power have demonstrated a significant impact on operations.

There were six volunteer orientation sessions from June to December 2016. These sessions included an introduction to NMC's vision and mission, volunteer positions, safety training, and messaging. Courtesy of Scotiabank, volunteers received a welcome package that included a water bottle, t-shirt, and handbook.

There were 525 registered volunteers in 2016, with 200 volunteers considered highly active and logging hours since July 1. NMC averaged on-boarding 29 volunteers a month, and by the end of 2016, was receiving roughly 50 applications per month.





Since Canada Day, AMPcrew volunteers have logged 3,825 hours!

What do volunteers do at Studio Bell?

- Gallery Attendants
- Event Volunteers
- Bar Service (Proserve certified)
- Technical/Show Production
- Visitor Services
- Education programs support
- Collections support
- Street Teams
- Event Production
- Office Administration
- Retail Inventory
- Handyperson
- Fund Development support
- Photography



WELCOME TO STUDIO BELL

Visitor Services

For the visitor services team, 2016 was a flurry of process, hiring, and learning on the job as they tackled several major projects.

Implementation of the new SRO4 ticketing software was a focus of the first part of the year and boxoffice.studiobell.ca launched on June 1, 2016 with the Early Bird Sale of NMC Memberships. Over 1,100 memberships were sold in 2016. Enhanced on-site programming and a dedicated membership stewardship plan were introduced in late 2016 to support goals for 2017.

There were several part-time hires in 2016 to support customer service and operations, with more staff required for the summer season, before moving into the quieter off-season. For fall and winter, FOH staffing was allocated more to education, evening events and the call centre.

Retail services was piloted in 2016, with a modest inventory that NMC hopes to expand upon in 2017.

Attendance

NMC had 47,071 visitors in the first six months of operations. General admissions at 28,692 were less than expected however, third party event visitors at 12,324 far exceeded what was expected in the first year.

Analysis revealed developing an awareness of Studio Bell, poor weather during Stampede Week, little on-site programming, and a downturned economy were factors.

To address these issues, NMC launched a “Now Open” campaign, increased on-site programming and co-productions, and attendance grew modestly, yet steadily into fall. Partner promotions and incentives also supported membership sales and daily attendance.

Looking forward, NMC will emphasize on-site activations, promotional offers, membership stewardship and partnership to address these factors. NMC will also work with tourism partners to counter the downturn and its impact on attractions like Studio Bell.



Over 1,100 memberships were sold in 2016.

Visitors July – December 2016

28,692 GENERAL ADMISSION

858 GUEST BADGE (STAFF TOURS)

2,456 NMC PROGRAMS

12,324 THIRD PARTY EVENTS (RENTALS)

1,108 EDUCATION (PILOT PROGRAMS)

1,633 NMC CO-PRODUCTIONS

47,071 TOTAL VISITORS



Surprises at Studio Bell

As more people visited Studio Bell in 2016 and NMC's reputation grew, special last minute opportunities became available. These included artist tours, pop-up shows, media events, and arguably one of the most special events at Studio Bell in 2016. On Saturday August 20, NMC hosted one of many viewing parties for The Tragically Hip: A National Celebration. This free, all-ages, live broadcast of the final show of the Man Machine Poem Tour was an emotional and exhilarating event. Only weeks before, NMC had hosted members of the Tragically Hip for an artist tour.

Here are some other special visitors that toured Studio Bell in 2016.

- Lee Aaron
- Steve Bays (Hot Hot Heat / Mounties)
- Dane Cook
- Alan Doyle
- Bob Ezrin
- Sass Jordan
- k.d. lang
- Raghav Mathur
- Steven Page
- Peaches
- Joel Plaskett
- Garth Richardson (Nimbus Recording)
- Buffy Saint-Marie
- Toad the Wet Sprocket



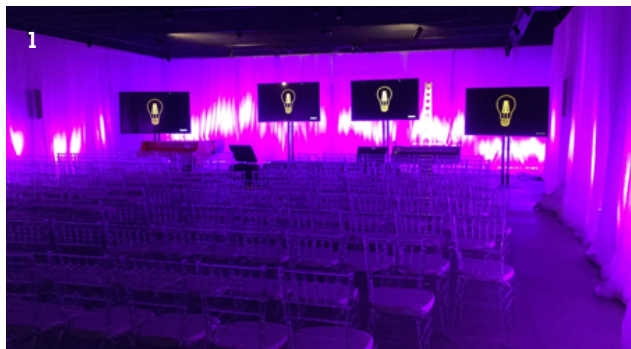
Venue Services

During the lead up to Opening Day, NMC's venue services team played an important and significant role in the impact and growth of revenue opportunities at Studio Bell.

NMC received a large number of rental enquiries and requests starting in late Q2 with over 300 rental requests in 2016 via email alone! As a follow-up, potential clients were invited to attend a weekly rental tour, resulting in an average of 19 rental bookings per month.

The combination of an improved the online rental request system, additional staff for customer service, event coordination, and technical support helped the team manage to this influx of rental requests, while approved vendors and caterers rose to the occasion to deliver outstanding event experiences.

Rental bookings began in September and included third-party public programs like concerts, tradeshow, conventions, and receptions. Below are just three types of private events the venue services team completed in 2016 that show the breadth of rentals that NMC manages.



Partners bring music into new spaces

While NMC developed capacity and learned to navigate its new space, co-productions became critical to activating the facility in 2016 and introduced new audiences to Studio Bell. Below is a list of 2016 co-productions.

- Artist Manager Boot Camp (Alberta Music and CMI), August 20
- Folk Fest Boot Camp (Calgary Folk Festival), July 18–21
- Honens Festival, July 7–11
- Beakerhead, September 14–17
- Calgary International Film Festival, September 27
- Wide Cut Weekend October 13–15
- CKUA Radio Bluesraiser October 21
- CADME Jazz Jams October 14, November 18

- 1 National Bank Special Exhibitions Gallery set up by Philips lighting for a corporate keynote speech.
- 2 Film screenings, concerts, trade shows, and over 30 private receptions took place in the Performance Hall.
- 3 The Cloud and East Village Skybridge were also very popular settings for receptions, breakfasts, luncheons and intimate dinners



Marketing and Communications

Over the course of 2016, we received a whopping 3,580 media mentions (795 of those were gained in Alberta). The total publicity value for the year was over \$5.6 million with an earned reach of close to 2.6 trillion impressions.

In 2015, we had a total of 633 media mentions. The total growth rate for media mentions from 2015 to 2016 was 466%. These high numbers can, in part, be attributed to the opening and NMC's partnership with the 2016 JUNOS, which garnered significant publicity.

Social Media

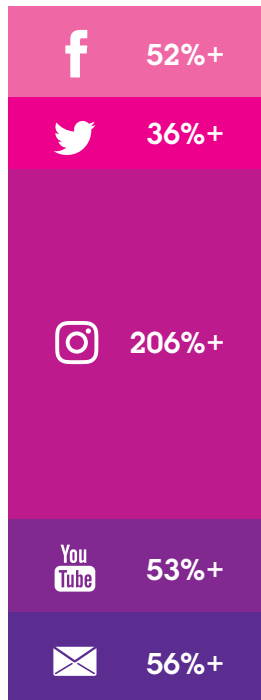
While NMC is starting to plateau in terms of publishing volume on Twitter, Facebook and YouTube, NMC is seeing excellent rates of engagement, suggesting that posts that are of higher quality and purpose result in higher engagement.

TOP TWEET 2016

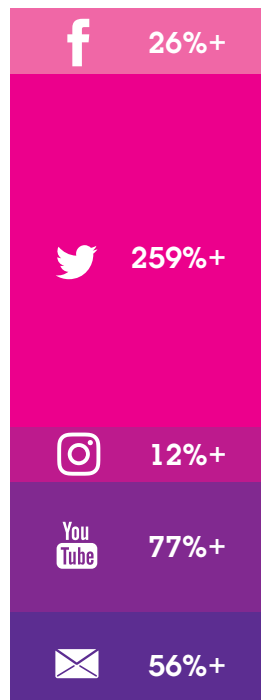
Studio Bell is Now Open – Thank You Canada! Thank you to everyone who made the opening of #StudioBell, home of the National Music Centre, such a remarkable and historic day.

(70,596 reach, 21,153 video views, 1,084 total reactions, 111 comments, and 201 shares.)

2016* Social Media GROWTH



2016* Social Media ENGAGEMENT



Media Spend vs Value

\$120,292

TOTAL PAID MEDIA

Over \$261,851

IN-KIND MEDIA VALUE

\$5,645,445

PUBLICITY VALUE

29,692

Followers

TOTAL FACEBOOK, TWITTER, INSTAGRAM, YOUTUBE AND NEWSLETTER SUBSCRIBERS

Website

studiobell.ca

- Visits 102,036
- Pageviews 205,226
- Most visited page studiobell.ca/visit
- Largest age group 25 – 34

nmc.ca

- Visits 259,336
- Pageviews 628,430
- Most visited page nmc.ca/careers
- Largest age group 25 – 34

FUNDRAISING

With the building open, the National Music Centre focuses on artist development, live music performances, and K-12 education programs, shifting from the capital campaign to raising funds for the ongoing operations of Studio Bell.

Songs from the Rolling Stones Mobile

The first private fundraiser held at Studio Bell and the King Eddy was a resounding success with over \$600,000 raised in support of the National Music Centre. Guests were given the unique opportunity to experience an intimate concert with Benevolent Artists National Charity (BANC) and special guest Tom Cochrane on October 29, 2016. The organization is grateful to have the support of generous benefactors, and is looking forward to renewing this successful event in 2017.

Cornerstones

After launching in late 2015, the Cornerstones Campaign ran throughout 2016 and offered music lovers the chance to etch a personal message on an original King Eddy brick in return for a \$250 donation to NMC.

- 1 NMC donors find their names during a Donor Wall unveiling.
- 2 NMC's Buy-A-Seat Campaign was a smashing success with all seats sold.
- 3 The King Eddy Cornerstones Campaign resulted in over 1100 original bricks engraved and sold.



“I’m pleased to continue working with the team at the National Music Centre to ensure the sustainability of this fabulous new asset.”

Sue Van Wielingen, NMC Campaign Choir

The campaign included a highly successful video campaign that featured the stories behind three personal brick donors. The Cornerstones campaign received an overwhelming support with over 1,100 bricks engraved since October 2015. The first batch of bricks was installed and unveiled to donors in October 2016, and the remaining bricks will be installed and unveiled in Spring 2017.

Name-a-Seat Campaign

This campaign raised \$170,000 in 2016. In Studio Bell’s Performance Hall, 140 seats in total have been named by NMC supporters, whether in celebration of a loved one or as a personal legacy. The seat names will be installed in Spring 2017.

2016 Grants Update

NMC’s operations and programs rely in part on public and private sources of revenue. In 2016, over \$500,000 was awarded from granting programs—including all three levels of government, and charitable foundations—to NMC to support the delivery of its mission. This critical support reflects the importance of NMC’s impact on music and community.

New Donors

467

Benefit Auction Guests

154

Cornerstones Participation in 2016

355

Operating Contributions Received

\$4.9 M

Capital Contributions Raised

\$5.1 M

2016 Total Funds Raised

\$10.0 M

NMC BOARD MEMBERS

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Jeff Boyd, Director



Benôit Légaré, Director



Cam Crawford, Vice Chair



Thomas d'Aquino, Director



Ron Mannix, Director



Ross Reynolds, Vice Chair



Charlie Fischer, Director



LuAnne Morrow, Director



Freida Butcher, Secretary/Treasurer



Greg Kane, Director



Dave Mowat, Director



Desirée Bombenon, Director



Steve Kane, Director



Susan Van Wielingen, Director

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Andrew Mosker, ex-officio
Freida Butcher
Charlie Fischer
Kim McKenzie

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Andrew Mosker, ex-officio
Michael Brown
Freida Butcher
Gary Duke
Ron Mannix
Henry Neufeld

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Andrew Mosker, ex-officio
Freida Butcher
Kim McKenzie
LuAnne Morrow
Ross Reynolds
Susan Van Wielingen

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Jim Carter
Al Duerr
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Brian Felesky
Linda Hohol
Bill MacLachlan
Andrew Mosker
Dave Mowat
Mary Rozsa de Coquet
Ken Wilson

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Kai Black
Alan Cross
Bryan Dewalt
Don Green
Alan Greyeyes
Adam Fox
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Judith Klassen
Tony Luppino
Ann MacKeigan
Catherine McLelland
Stan Meissner
Andrew Mosker
Robert Paquette
Sheldon Posen
Jean-Richard Lefebvre
John Reid
Chris Topping
Katherine Ziff



Some of the Canadian artists who support Studio Bell, home of the National Music Centre.

CANADIAN MUSIC ICONS

INDUSTRY SUPPORTERS

Artists Supporting the National Music Centre

Alanis Morissette
Amelia Curran
Andy Kim
Anne Murray
Ashley MacIsaac
Avril Lavigne
Barenaked Ladies
Ben Mink
Bill King
Blue Rodeo
Bruce Cockburn
Bryan Adams
Buffy Sainte-Marie
Burton Cummings
Carole Pope
Céline Dion
Charity Brown
Chilliwack
Choclair
Chromeo
Colin James
Corb Lund
Corey Hart
Dallas Smith
Daniel Lanois
Danny Michel
Dave Gunning
David Clayton-Thomas
David Foster
deadmau5
Death From Above 1979
Diana Krall
Digging Roots
Feist
Finger Eleven
George Leach
Glass Tiger
Goddó
Good Lovelies
Gordon Lightfoot
Harlan Pepper
Hawksley Workman
Hedley

Holly Cole
Ian Tyson
Jane Bunnett
Jann Arden
Jesse Cook
Jim Cuddy
John Acquaviva
Julie Masse
Justin Nozuka
k.d. lang
Kim Mitchell
Leonard Cohen
Lighthouse
Loreena McKennitt
Lucille Starr
Luke Doucet
Matthew Good
Melissa McClelland
Michael Bublé
Michelle Wright
Michie Mee
Natalie MacMaster &
Donnell Leahy
Neil Young
Nelly Furtado
New Pornographers
Nickelback
NQ Arbuckle
Oh Susanna
Oliver Jones
Oscar Lopez
Our Lady Peace
Paul Anka
Peaches
Raffi
Raine Maida
Randy Bachman
Rich Dodson
Richie Hawtin
Robbie Robertson
Rush
Sam Roberts
Serena Ryder

Shawn Mendes
Simple Plan
Steven Page
Susan Jacks
Tanya Tagaq
Tegan and Sara
Teresa Doyle
The Beauties
The Bells
The Jerry Cans
The Kings
The Rankins
The Rascalz
The Sadies
The Stampeders
The Strumbellas
The Tragically Hip
Tom Cochrane
Triumph
Voivod

Music Industry Supporters

The Estates of Glenn Gould,
Rita MacNeil, and
Stan Rogers
John Allan Cameron
Larry LeBlanc

Record Executives

Deane Cameron
Randy Lennox
Alexander Mair

Managers

Bruce Allen
Bernie Finkelstein
Last Gang Entertainment
Jake Gold
Ron Kitchener
Coalition Music
Gilles Aquin

Songwriters

Mars Bonfire
Lisa Dalbello
Vince Degiorgio
Shirley Eikhard
Marc Jordan
Jim Vallance
Christopher Ward

Promoters

Michael Cohl
S2BN Entertainment
Canada's Music Incubator

Producers

Bob Ezrin
Garth Richardson

Labels

Universal Music Canada
Warner Music Canada

Independent labels

Arts & Craft
Secret City Records
Six Shooter Records

We support the
National Music Centre

FINANCIALS 2016

In May 2016, staff packed up the office and the majority of its collection at the Customs House and moved its operations to the nearly complete Studio Bell on 9 Avenue SE in Calgary's East Village.

Staff shifted their focus from construction and packing boxes to tweaking exhibition displays and finalizing new front of house operating processes. Doors opened on July 1st, 2016 to a crowd of 5,600 marking the first time that NMC had ever invited so many into their home to see the collection and Canada's rich history of music.

At year end, cost of the building before interest is \$189.9 million compared to budget of \$191 million. Savings were found due to less than expected foreign exchange costs for exhibitions and the deferral of completing the King Eddy as a live-music venue and restaurant/bar which has been put on hold pending development of a business plan and securing additional financing. In the meantime, the interior space of the King Eddy has been completed and is being used for live music events and other rentals with catering from external sources.

Debt was 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 time-frame than the construction period. At year end, debt for Studio Bell is \$89.9

million and is now structured as a five year variable rate term loan with minimum annual repayment terms. A total of \$140.9 million has been pledged for the project, of which \$106.1 million has been received. Pledges are due over a variety of terms with some as long as ten years. NMC continues working on its capital campaign to secure the balance required to retire the debt.

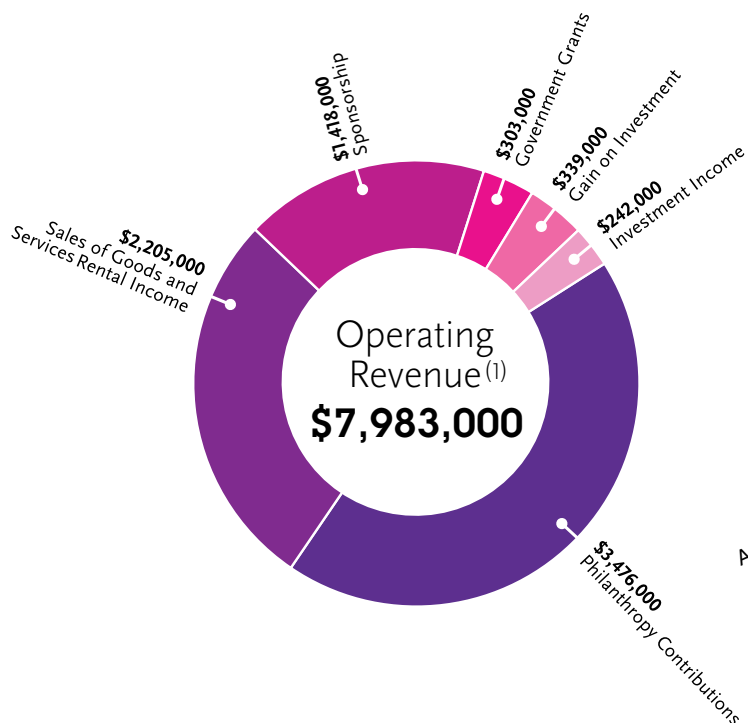
With the completion of the building, staff are now focused on learning to live in Studio Bell and making it come alive with exhibitions, programs, concerts, and events. A new department called Visitors Services was created to manage the new revenue generating opportunities at Studio Bell. While Sales of Goods & Services more than tripled in 2016 at \$1.3 million versus \$411,000 in 2015, both rentals and general admissions revenue was less than NMC had anticipated. Demand for rental space exceeded what NMC could deliver in its startup phase and adjustments are being made to accommodate more activities and events. Paid attendance was below target mostly due to lack of awareness about Studio Bell and a change in general visitation patterns in the sector, confusion about what NMC is, and due

to the general downturn in the local economy. New initiatives and events were rolled out by marketing, programming and collections to drive traffic into the building and by year end attendance numbers were rising.

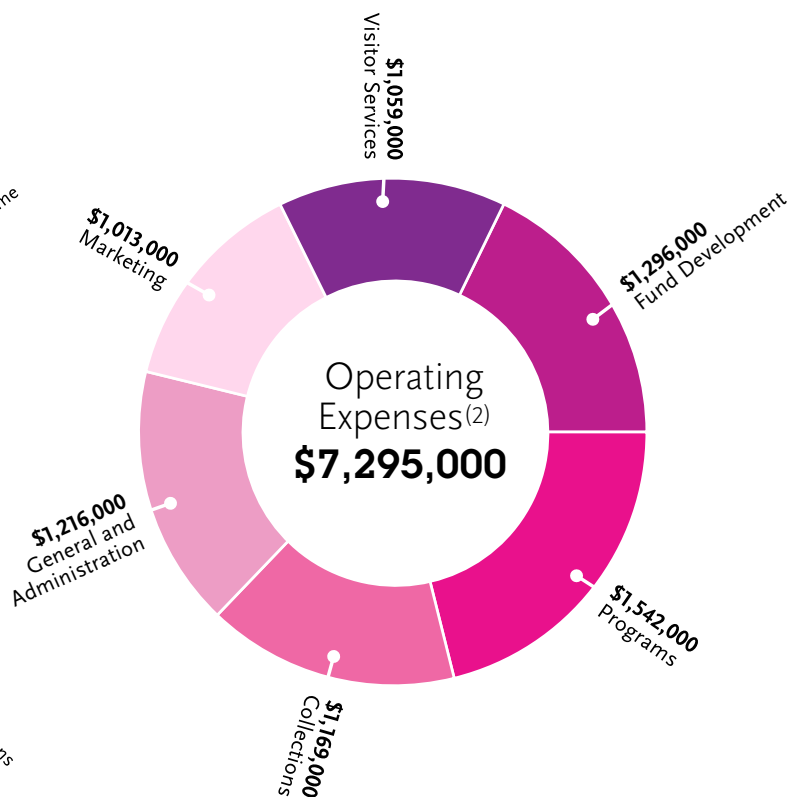
There was a significant increase in both operating revenue and expenses in 2016 due to opening Studio Bell. Before interest and amortization charges, NMC ended the year with Net Income of \$688,000 versus budget of \$276,000. Including interest and amortization, NMC reported a loss of \$2.8 million as was budgeted. Cashflow from operations was negative \$1.3 million, and sale of investments was used to fund this use of cash as was anticipated. At year end, NMC has investments of \$4 million which are savings that have been set aside to fund future operations.

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 repaying the bridge financing used to build a home for music in Canada. The first five years of operations at the new Studio Bell are expected to be a learning phase that will focus on developing new revenue streams, programs and events with the goal of breaking even by 2019.

Summary Operations Statement for 2016

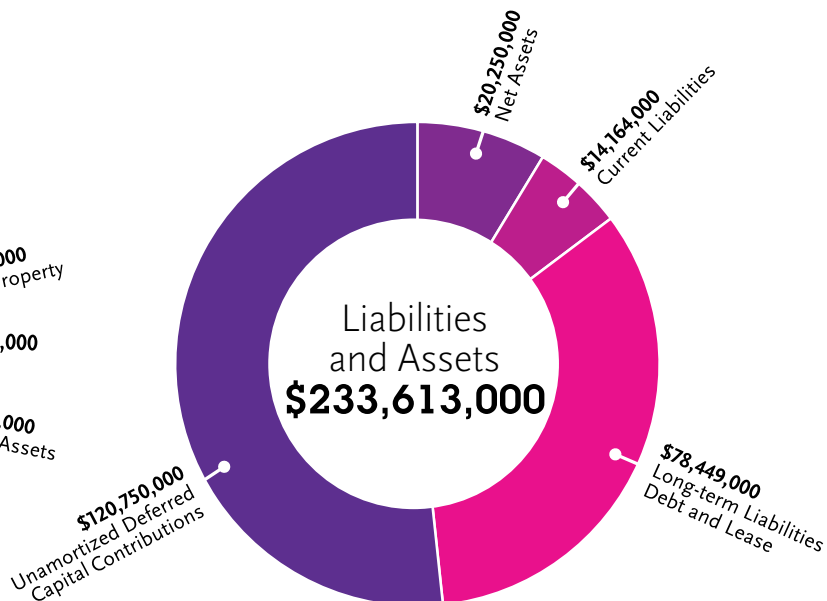
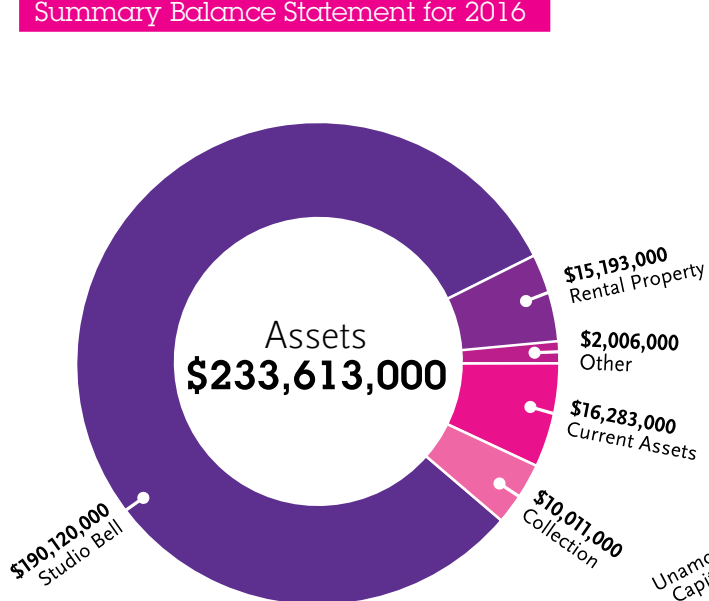


(1) In addition to Operating Revenue, in 2016 NMC received \$19,769,000 of contributions for capital purposes, most notably for the construction of Studio Bell. A cumulative of \$106,058,000 has been received to the end of 2016 for this project of which \$24,805,000 has come from the community and \$81,253,000 from three levels of Canadian government.



(2) In addition to Operating Expenses, NMC recorded interest expense of \$1,656,000 and net amortization expense of \$1,755,000.

Summary Balance Statement for 2016



For a copy of the audited financial statements, please contact: **T** 403.543.5115 | **E** info@nmc.ca

here's to you.

For bringing Canadians together through music, this standing ovation is for our donors.

Leadership and Government Supporters



Campaign Donors: 2011 – 2016

INDIVIDUALS

19 Anonymous Donors

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Amundrud

Bill and Nancy Andrew

Joan Bailey

Helmar Basedow

J.W. Baughman

Bill Beck

Hank and Jane Beeksma

Kevin and Helen
Beingessner

Olive Bentley

Desiree and Marc
Bombenon

Rob Braide

Sandra Braun In Memory of
Ken Nielsen

Robert G. Brawn

George and Margie
Brookman

Lloyd Buchanan

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Matthew, Blake, Christina
Burns and their Families

Freida Butcher and Greg
Sawatzky

Neil and Kathy Camarta

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Lois Choksy In Memory of
Ken Nielsen

Dianne Chomik

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Memory of Ken Nielsen

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Mr. & Ms. Roman Cooney
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Thomas d'Aquino and
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Ken Nielsen

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Ken Nielsen

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Marino Giancarlo

Beth Gignac

Joan and Ian Giles

Llyod & Gwyneth Gilette

Catherine Glaser-Climie and
Stanley Climie In Memory
of Ken Nielsen

Patricia and Lorne Gordon

Michelle Goshinmon

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Jennifer Gray

Marilyn Grovem In Memory of Ken Nielsen
 Sara-Jane Gruetzner
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 Marne Harding In Memory of Ken Nielsen
 Rick Harper
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 Dick and Lois Haskayne
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 Yvonne Kendrick In Memory of Ken Nielsen
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 Sheila and Louis Mattar In Memory of Ken Nielsen
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 Joshua White
 Rob Whitworth
 Ron and Melissa Wigham
 Ken and Stephanie Wilson
 Paul and Audrey Wilson
 Murray Wilson

Paul Kam Chung Wong
 Dean James Yeats
 Heidy Zumbrunn Aviles In Memory of Ken Nielsen

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3 Anonymous Organizations
 Alberta Culture and Tourism
 Alberta Foundation of the Arts
 ARC Resources
 ATB Financial
 ATCO
 Bell Canada Inc.
 Bell Media
 BMO Financial Group
 Bolt Supply House Ltd
 Borger Group of Companies
 Burns Memorial Fund
 Calgary Arts Development
 Calgary Municipal Land Corporation
 Cam Clark Ford
 CANA Construction Ltd.
 Canadian Western Bank
 Canada's Walk of Fame
 CBC Radio Canada
 CBS Campbell Business Services
 CCI Thermal Technologies Inc
 CIBC
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 Dezco Management Ltd.
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 Encana Cares Foundation
 FirstEnergy Capital Corp
 Flagworks
 Flair Foundation and Aqueduct Foundation
 Gordon Franson
 Hemant Painter In Memory of Ken Nielsen

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 The Alvin and Mona Libin Foundation
 The Arthur JE Child Foundation
 The Calgary Foundation
 The CORE Shopping Centre
 The Newall Family Foundation
 The Rozsa Foundation
 The Scotlyn Foundation
 The TAO Foundation
 The Taylor Family Foundation
 Tides Canada Foundation
 TransCanada Corporation
 Viewpoint Foundation
 Walter and Irene DeBoni Fund at The Calgary Foundation
 WestJet Airlines
 Wettstein Family Foundation
 WSP Canada

Long Term Operational Supporters



Program Supporters



Annual Donors

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Ernest Enns	Brock Gillis	Sinan Hussain	Karry Lambert	Michael Manning
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Arran Fisher	Todd Hager	Jason Johnson	Ronald Lehman	Massie McCann
Colleen Fisher	Leszek Hahn	Don J. Johnston	LouAnn and Dale Lehto	Murray McCann
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