

encore

NMC Annual Report 2017

featuring

STUDIO BELL COMES ALIVE AND WE'RE MAKING A DIFFERENCE

WORLD-CLASS, ONE-OF-A-KIND
RECORDING STUDIOS.

GROWING, EXPANDING AND
BUILDING OUR OFFERINGS.

HAT'S OFF TO OUR SUPPORTERS

StudioBell



National
Music
Centre

Centre
National
de Musique

Welcome to Encore, the 2017 Annual Report for the National Music Centre.



President's Letter

Welcome to the 2017 edition of *Encore*, the Annual Report of the National Music Centre (NMC). With our first full year of operations behind us, we're excited to report that Studio Bell has begun to deliver on its promise of becoming Canada's home for music. Over the last year, we piloted, tweaked, and listened to the community to find the right mix of programming to deliver to our audiences. As a result, we are seeing real traction in the success of these new programs, in growing our attendance, audience satisfaction numbers, and in increasing our organizational credibility overall—all of which are highlighted within these pages.

I'm extremely proud of what our team has been able to accomplish since we opened a short time ago. In that time, we've launched an entirely new operating model that is part museum, part live-music presenter and part new music/artist incubator. By programming via these multiple streams, we have been able to serve more of the community, locally and beyond. By year's end 2017, we

inspired over 13,000 students through our on-site education programs, collaborated with over 25 community partners across the musical spectrum, hosted artists in residence from across Canada, and so much more. In total, we welcomed over 117,000 people to Studio Bell to enjoy our exhibitions, concerts and events.

On Canada's 150th birthday, Studio Bell celebrated its first anniversary with 10,000 visitors coming through our doors to party—almost double the attendance of our opening day and a testament to our growing momentum and capacity to serve large crowds. Going forward, we are looking forward to offering more programs at Studio Bell for our local audiences and our out-of-town visitors for many years to come.

Making music accessible in our community is important to us, so we'll continue to find innovative ways to share the power of music with like-minded partners throughout all of our program streams. It's exciting to feel the momentum beginning to build

as a result of our programs. To use an analogy, no locomotive leaves the station at full speed, it takes careful time to gain momentum, but once achieved, forward momentum can't be stopped.

For such a young organization headquartered in Calgary with an aspiration like NMC, we are very proud of what we've been able to accomplish in such a short period of time. So on behalf of our Board of Directors, staff and our growing team of committed volunteers, we sincerely thank you for helping to build a home for music in Canada—the future is bright as we're just getting started!

Sincerely yours,

Andrew Mosker
President and CEO



Message from the Chairman of the Board

Watching the growing momentum for the National Music Centre (NMC) has been a privilege to witness over the past year. Community engagement continues to build, positive feedback is being heard across the country, and news is traveling about Studio Bell as a must-see attraction and institution of mounting importance.

In the short amount of time that Studio Bell has been open, the Board of Directors has already seen meaningful growth in all aspects of NMC's operations. Shifting focus from opening the building to delivering signature programming, welcoming artists in residence, maintaining NMC's living collection, and creating accessible opportunities to engage the public has been an extremely proud journey for all members of the Board.

Among many milestones achieved over the past year, we were delighted to see the King Eddy hopping for another year in a row during the 2017 Bell Live Series. The energy and spirit inside the venue was palpable. As well, new exhibitions launched in

2017 and the quality of NMC's work on Canadian music icons is increasingly evident. NMC got its feet in its first calendar year of operations and the Board was thrilled to see it.

On behalf of the Board, thank you to NMC's staff and supergroup of volunteers, and the entire Calgary community for their continued support. Congrats on an incredible 2017! We're excited for the opportunities that lie ahead as Canada's home for music.

Sincerely yours,

Rob Braide
Chair, Board of Directors

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A HOME FOR MUSIC IN CANADA

The end of 2017 marks 18 months since Studio Bell, home of the National Music Centre (NMC) opened to the public. In that time, NMC is beginning to realize its mission of becoming a national catalyst for discovery, innovation, and renewal through music and a shining beacon for the preservation, celebration and creation of Canada's music stories.

Part museum, live music presenter and new music-artist incubator, the National Music Centre preserves and celebrates Canada's music story and is inspiring a new generation of music lovers at its home, Studio Bell. Located in the heart of Calgary's East Village, on-site activities include five floors of interactive exhibitions, instruments, artifacts and Canadian music memorabilia from NMC's vast collection. NMC also hosts live performances across multiple music venues, education programs, and creative artist residencies inside Studio Bell's world-class recording facilities.

NMC'S MISSION

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



I3 Building

Alberta Construction Magazine
TOP PROJECT 2013
Institutional Design over \$50M

Association of Consulting Engineer
Companies of Canada

2017 ENGINEERING A BETTER CANADA AWARD
2017 AWARD OF EXCELLENCE
presented to RJC Engineers and Stantec for
Studio Bell

American Institute of Architects
2014 PROGRESSIVE ARCHITECTURE AWARD



SINCE 2013, STUDIO BELL HAS WON THE FOLLOWING AWARDS:

2 Public Art Awards

2017 PUBLIC ART NETWORKS, YEAR IN REVIEW:
PATRICK MAROLD

2016 CODA AWARD SHORT LIST

3 Service Awards

2017 CALGARY WHITE HAT LEGACY AWARD
for Best New Attraction

2016 CALGARY AWARD FOR ACCESSIBILITY

Trip Advisor

2017 CERTIFICATE OF EXCELLENCE

Alberta Museum Association

2015 LEADERSHIP AWARD

NMC Marketing Team

1 Collections Award

2014 LION AWARD FOR RESOURCE
CONSERVATION – Flood Recovery

1 Exhibitions Award

2017 MEDIA AND TECHNOLOGY
MUSE AWARD

for BMO Soundscapes Gallery

1 Programming Award

LIGHTHOUSE AWARD 2015

for outstanding community partnership with
Calgary Board of Education and its students

2 Marketing Awards

Digital Alberta Artistic

2015 AWARD FOR BEST
PHOTOGRAPHY FOR A WEBSITE

Alberta Museum Association

2016 ENGAGEMENT

LEADERSHIP AWARD for nmc.ca
and Amplify content portal

and Construction Awards

Azure Magazine
2013 AWARD OF MERIT

Canadian Construction Association
2014 GOLD SEAL CERTIFICATION

World Architecture Festival Award
FUTURE CULTURAL 2010 Finalist

Alberta Consulting Engineers
2017 BUILDING ENGINEERING, STRUCTURAL
2017 BUILDING ENGINEERING, MECHANICAL
2017 SUSTAINABLE DESIGN

Canadian Institute of Steel Construction
2017 ARCHITECTURAL DESIGN
STEEL EDGE

Alberta Construction Magazine
TOP PROJECT 2017
Institutional Design
TOP PROJECT 2017

Institutional Design over \$50M



MAKING A DIFFERENCE



- 1 AEWest, an annual conference for emerging artists on the music business, ended with a showcase of the participants' talents.
- 2 Bell Let's Talk Day highlights the healing power of the drum amongst other activities.
- 3 Alberta Culture Day featured hands-on orchestral demonstrations through the exhibitions.
- 4 Amir Amiri in studio as part of his residency.
- 5 The Tenors collaborated with Alberta Ballet for a special performance at Studio Bell.
- 6 Two NMC educators prepare a build-your-own-instrument station in Soundbox.
- 7 A behind-the-scenes view of the After Hours dance floor.

1,757

ACTIVE MEMBERS

25 COMMUNITY PARTNERS

PRESENTED PROGRAMS IN COLLABORATION WITH NMC

Visitors 2017

43,814

PAID GENERAL ADMISSION
(2016–23,049)

15,691

CANADA DAY AND OTHER
COMPLIMENTARY ADMISSION
(2016–5,643)

590

GUEST BADGES
(2016–858)

11,492

NMC PROGRAMS
(2016–2,456)

27,763

THIRD PARTY EVENTS
(RENTALS)
(2016–12,324)

13,022

EDUCATION
(2016–1,108)

4,808

NMC CO-PRODUCTIONS
(2016–1,633)

117,180

VISITORS

(2016–47,071 VISITORS)

1,159 ARTISTS SERVED

222 ACTS TOTAL

16,300

PARTICIPANTS
IN NMC PROGRAMS
(2016–4,089 PARTICIPANTS)

13,022 STUDENTS

SERVED THROUGH
SCHOOL PROGRAMS
(2016–1,108 STUDENTS)

15 LOCAL ACTS

SPOTLIGHTED

85% VISITOR SATISFACTION RATING

9 ARTIST RESIDENCIES

(2016–5 ARTISTS)

FOUR NEW TEMPORARY EXHIBITIONS

I believe this will be the beacon that stands for the entire country, for the future, and I will support this organization and this building and every person in it for the rest of my life. I guarantee you that.

Séan McCann – Great Big Sea

It is so interesting to see all these different perspectives from artists. **It opens your mind** as an artist yourself and gets you to think about your own music.

Christion – Jam Club Student

I called it a temple when I first came here. It felt like **this is a place where musicians go to get enlightened.**

Tim “Zoolman” Hill – A Tribe Called Red

LEARNING & EDUCATION PROGRAMS

2017 marked the first full calendar year of programming at Studio Bell.

This year was built on applying lessons learned from our first six months of operating, while testing capacity for various streams and audiences. New live music and artist in residence programs were launched “creating new music in Calgary’s East Village.” Studio Bell After Hours exceeded expectations adding to the vibrancy of our evolving neighbourhood’s nightlife; and NMC educators went into high-gear as interest for school programs skyrocketed, serving 25% more students than budgeted. The demand for NMC programs is evident, and 2017 taught the organization much more about the opportunity to serve audiences at Studio Bell.



School and Public Programs

Over 13,000 students took part in NMC school programs in 2017 compared to 1,108 in 2016. Using music as an entry-point for core curriculum topics like math, art, and science, these programs promote hands-on, ears-on, minds-on learning. NMC education programs rank among the highest of our offerings in participant satisfaction. Tours of the exhibitions and Kimball Theatre Organ performances continue to delight visitors daily at Studio Bell.



Jam Club has doubled its capacity over the last year and has provided students with diverse opportunities to explore music with professional clinicians.

Jam Club

Jam Club, NMC's award-winning after school drop-in program for teenagers, sponsored by **Canadian Western Bank**, delivered a full season of the new multi-genre, multi-instrument program, serving kids over 38 weeks. It provided a positive and welcoming place for all participants. In July, participants were invited to showcase their talents at the King Eddy.

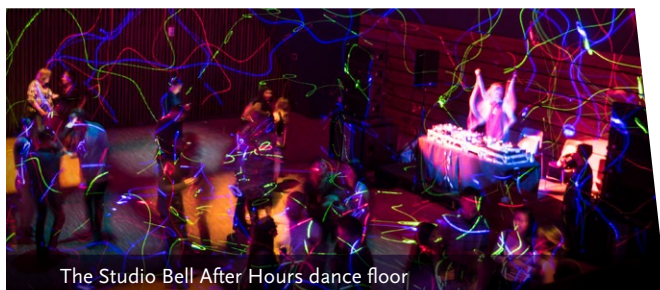




Party-goers at Studio Bell After Hours

Studio Bell After Hours

NMC piloted a new program designed to turn Studio Bell into the hottest club in the city. Studio Bell After Hours attracted thousands to enjoy cocktails, interactive experiences and, of course, great live music. Artists such as Braids, DJ Shub, an eclectic mix of local DJs and live electronic acts were featured.



The Studio Bell After Hours dance floor



Collaborations

NMC collaborated with over a dozen partners, including Honens, Sled Island, Beakerhead, Banff Centre for the Arts, Calgary International Film Festival, and Calgary Folk Music Festival to program a diverse array of music and cultural offerings at Studio Bell.



A Masterclass presented with Honens



LIVE MUSIC SPOTLIGHT

The Bell Live Series at the King Eddy

The historic King Eddy was once again transformed into a pop-up western saloon during the 10 days of the Calgary Stampede, sponsored by **Bell Canada** and **ATB Financial**. The Bell Live Series highlighted local, regional, and national roots and country acts, with rollicking sets by Lindi Ortega, Fred Eaglesmith, JJ Shiplett and others.



JJ Shiplett at the Bell Live Series at the King Eddy

Sundays in C-Square

The Sundays in C-Square program provided neighbourhood families and East Village visitors a musical destination every weekend from August through to September at the open air urban square across from Studio Bell. A perfect complement to visiting Studio Bell, on-site weekend daytime programs also featured local bands, choirs and buskers, offering more community music access.



the Hi-Strung Downers at Sundays in C-Square

A CATALYST FOR NEW MUSIC



Richie Hawtin, one of Canada's most successful electronic music exports, was this year's RBC Master in Residence. The Ontario-bred DJ and producer mentored 10 emerging electronic producers on the art of production, and shared his trailblazing story with respected music industry journalist, Larry Leblanc in front of a live (and digital) audience at Studio Bell.

RBC Master in Residence workshops, sponsored by the **RBC Foundation**, provide opportunities for emerging artists to gain unprecedented access to masters in various genres and aspects of music. Through mentorship, lectures, and hands-on workshops, Canadian artists benefit from the unique perspectives and skills of these masters.





Luke Doucet



Amir Amiri



Ariane Mahryke Lemire



Lisa Lipton



Corinthian



Kaitlyn Aurelia Smith

NM C *Artist* IN RESIDENCE

With the recording facilities finally commissioned in late 2016, NMC burst open its doors to Studio Bell's creative spaces, attracting artists in residence from across the country to explore and create new music. In 2017, 9 artists at various levels of professional development were provided with uninterrupted time and space and the use of our treasured collection and expertise, to create innovative works in a supportive world-class facility with the support of **Bell Media**.

A diverse cohort of artists spanning multiple genres, including folk, rock, Indigenous, experimental, electronic, Persian classical, and more, were highlighted over 2017. Each residency produced a public workshop providing visitors access and insight into the process and workflow of the visiting musicians.

2017 ARTISTS IN RESIDENCE

Amir Amiri
Corinthian
Luke Doucet
FRONTPERSON
Séan McCann
Lisa Lipton
Ariane Mahryke Lemire
Raghav
Kaitlyn Aurelia Smith

ARTIST DEVELOPMENT

Artist Entrepreneur West

AE West, supported by the **Viewpoint Foundation**, provided a 5-week intensive program for a dozen artists from across Western Canada. This co-production is a collaboration between Canada's Music Incubator and NMC, mentoring artists from multiple genres on the business of music, and helping bolster the commercial and performative skills required for a career in today's musical landscape. This program will return in 2018.

Based on Canada's Music Incubator's long-running Artist Entrepreneur program, AE West is designed to help emerging artists and bands from all genres build their businesses and careers. Artists work closely with Canada's Music Incubator and the National Music Centre team of experts in the areas of social media, marketing, management, promotion, publicity, funding, touring, songwriting and live performance. They are also introduced to a wide range of active music industry professionals. Post-program, artists also have ongoing access to mentors and resources.





“Are you ready to be humble and learn?”

Are you serious about being a musician?

If the answer to that is yes, then absolutely take this program, Artist Entrepreneur West.”

Heather Thomas
aka ATLAAS
(AE West participant)



EXHIBITIONS

GREAT CANADIAN MUSIC STORIES

In addition to the five floors of exhibitions celebrating music in Canada at Studio Bell, NMC also produced four special exhibitions in 2017—*Big Big Love: k.d. lang on Stage*, *Milestones: Sarah McLachlan*, *Showcase: 2017 Inductees*, and *ATB Storytellers: Festival Alberta*.

Big Big Love

A surprise donation from k.d. lang sparked an opportunity to trace the evolution of a true Canadian original through her stage outfits with this exhibition.

ATB Storytellers: Festival Alberta

The 2017 ATB Storytellers Exhibition highlighted the diversity of the province's music festival scene, while also celebrating local and international talent, enterprise and community spirit.

Halls of Fame Inductions and Exhibits

NMC recognized the annual inductions to the Canadian Music Hall of Fame, the Canadian Songwriters Hall of Fame and the Canadian Country Music Hall of Fame Collection with two exhibits featuring stories and artifacts tracing the notable careers of Sarah McLachlan, Neil Young, Bruce Cockburn, Paul Brandt, Beau Dommage, Stéphane Venne, and Harvey Gold.



Items from this year's members include McLachlan's Grammy for Best Female Pop Vocal Performance for "Building A Mystery"—the first Grammy to be included in an NMC exhibition!—along with one of Young's practice guitars, a vintage 1970s Epiphone acoustic. Other treasures include song books of lyrics for Cockburn's 1984 political anthem "If I Had a Rocket Launcher" and 1988's "If A Tree Falls."

- 1 Detail of a k.d. lang stage outfit
- 2 *Big Big Love* features iconic outfits from lang's career
- 3-5 Installation shots from *Festival Alberta*, showcasing memorabilia and oral histories
- 6 Sarah MacLachlan speaking at her plaque ceremony
- 7 Visitors in *Milestones: Sarah MacLachlan*
- 8 Visitors in *Showcase: 2017 Inductees*



EXTRAORDINARY RECORDING STUDIOS

“There’s nowhere else on the planet that’s capable of doing what this recording facility is capable of doing.”

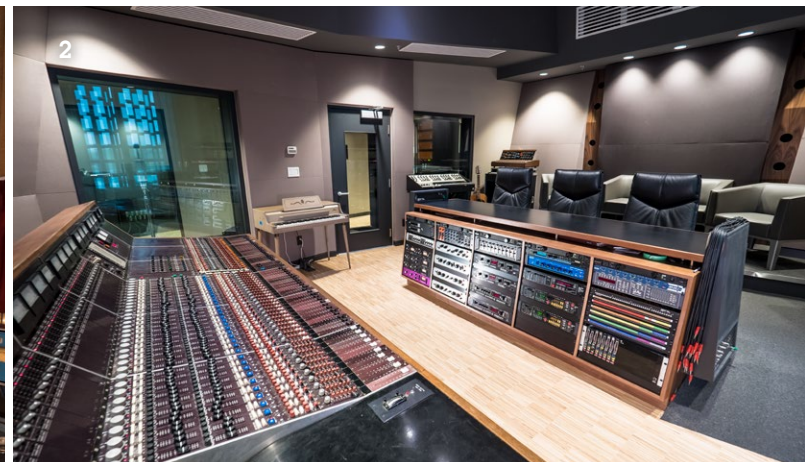
– Martin Pilchner, Pilcher Schoustal International Inc.

NMC’s new studios were piloted in 2017 with artists-in-residence from across Canada.

Collections Access and Use

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.

NMC’s recording facilities, which house our unique “living” musical instrument and technology collection, was in full use during our inaugural year of operation, logging more than 5,000 hours of use.



Mix Magazine's Class of 2017

A highlight of 2017 and a major feather in our cap, was when Mix Magazine featured NMC's recording studios on the cover page of their June 2017 issue and **voted our facilities among the coolest studio designs of 2017.**

- 1 The Custom Helios Console inside the Rolling Stones Mobile Recording Studio.
- 2 Trident A Range Recording Console inside Control Room A.
- 3 The custom-built analog Olympic Studios Recording Console inside Control Room B.
- 4 Live Room A, one of three live rooms inside Studio Bell.



Access to over **300 MUSICAL** instruments spanning **450 YEARS** of music technology.

135 YEARS OF RECORDING

Three historic consoles, tried and true, that combine over 135 years of professional recording experience.

NEIL YOUNG'S MIC

A mic locker stocked with an incredible lineup of vintage microphones, including Neil Young's very own U47.

DEADMAU5 CONNECTION

Each space was created by international studio designer Martin Pilchner, the same man behind Deadmau5's home studio, the Mau5Trap.

DO IT LIVE

NMC's control rooms are connected to record performances live from the King Eddy stage.

ROLLING STONES MOBILE

Responsible for capturing rock 'n' roll legends, like the Stones, Led Zepplin, Bob Marley and many more!

A-LIST ARTISTS

David Bowie, Elton John, Queen, Rush and Metallica have all made legendary recordings with a Trident A Range Console.

THE PRIZED OLYMPIC

The infamous Olympic Studio's Helios Console from the studio that captured the British Invasion.



COLLECTIONS

The year wrapped up with several important milestones completed

Preserving and Showcasing our Canadian Heritage

A record 439 loans and donations passed through the doors of Studio Bell for research, artist use, and exhibitions.

Highlights include 13 Canadian-made Charles Brasher resonator guitars and artifacts from Canadian music icons including: k.d. lang, Sarah McLachlan, Neil Young, Bruce Cockburn and Beau Dommage. These artifacts are showcased in the permanent galleries and special exhibitions.

115 oral history interviews were captured for the ATB Oral Histories Project in 2017. Terri Clark shared her story of making it to Nashville, while Dave Babcock and Tommy Banks provided the back story of the Yardbird Suite and building a

60-year history of supporting jazz in Edmonton. Elsewhere, Jens Lindemann credits his success in jazz and classical music to his junior high school teacher. Sarah McLachlan, Séan McCann and Luke Doucet also shared insights and perspectives for their own oral histories.

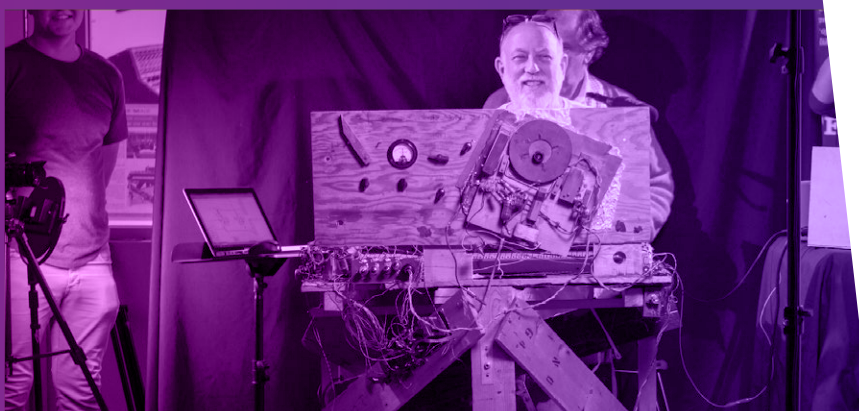
Collections Online, NMC's online portal to our vast collection of musical instruments, oral histories and artist bios, was successfully launched in 2017. As a national leader in the preservation and restoration of musical instruments, a special collaboration between NMC and Canada Science and Technology Museum also came to a close in 2017.

Two prototype instruments – the Electronic Sackbut (ca. 1940) and the Polyphone (ca. 1970)– built by Canadian innovator Hugh Le Caine, were brought to NMC for study

and conservative restoration by our specialists. NMC visitors enjoyed watching through the workshop windows as the peculiar looking early synthesizers were taken apart, treated and tested. Upon completion, NMC had produced the only accurate schematics in existence for the Electronic Sackbut.

In addition, NMC repaired and tuned the Polyphone, recording a sample of music that showcases its unique sound and range. The collaboration, with funding from Science and Technology, reinforces the highly specialized skill set within NMC's team and has brought forth a wealth of information, as well as audio and video that both institutions can share with their audiences.





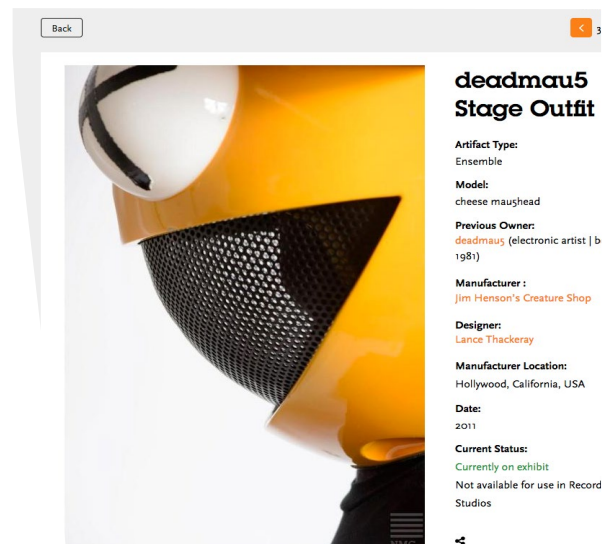
Collections Recovery and Protection

The department successfully completed the goals of its three-year, \$992,000 grant funding from the Alberta Museums Association Flood Program. This resulted in the transformation of a warehouse bay into a high-standard offsite storage facility for the protection of our collections.

The new facility contains a suite of detection systems and mobile storage furniture for emergency preparedness. It is also equipped with a functional wet-lab where recovery treatments for electronic parts takes place. This collection, not long ago covered in flood debris, has

been carefully cleaned, rehoused and documented, making it usable for instrument repairs and music creation once again.

Studio Bell has equally benefited from the AMA flood grant, which allowed us to acquire specialized mobile storage furniture and develop a new all-inclusive disaster plan for emergency response. Offsite we were also able to implement a key barcoding module within our collections management system, creating unique barcodes for individual artifacts that will speed-up inventory and tracking during any future emergency evacuations.



Sharing our collections around the world

Collections Online was launched in 2017 and grows each day with profiles of NMC's vast collections of instruments, artist memorabilia and ATB Oral Histories. Anyone, anywhere in the world can click and scroll through this amazing content, sharing their favourites as did artist Joel Zimmerman (aka deadmau5) who found and reposted his Collections Online profile to his fans.

HALLS OF FAME INDUCTION CEREMONIES

In 2017, NMC hosted several notable inductions to the Canadian Music Hall of Fame and the Canadian Songwriters Hall of Fame. The temporary exhibition *Showcase: 2017 Inductees* featured objects from six inductees including Paul Brandt, Bruce Cockburn, and Neil Young.

Studio Bell is the physical home of three Canadian music halls of fame—the Canadian Music Hall of Fame, the Canadian Country Music Hall of Fame Collection, and the Canadian Songwriters Hall of Fame—all of which are located on level five of Studio Bell, a floor entirely dedicated to celebrating and recognizing Canadian artists that have made a significant contribution to music nationally and internationally.

- 1 Sarah McLachlan placing her plaque in the Canadian Music Hall of Fame.
- 2 Sarah McLachlan with Andrew Mosker, NMC President and CEO, and Allan Reid, President and CEO, CARAS, The JUNO Awards and MusiCounts.
- 3 Leonard Bastien performed a blessing at the Sarah McLachlan plaque ceremony.
- 4 A performance by a student from the Sarah McLachlan School.
- 5 Bruce Cockburn placing his plaque in the Canadian Songwriters Hall of Fame (CSHF).
- 6 Bruce Cockburn with CSHF Executive Director Vanessa Thomas and NMC President and CEO Andrew Mosker.





“This place is spectacular. I was given a whirlwind tour. I can’t wait to come back with my kids. It’s spectacular and you should be so proud as Calgarians that you get to host this amazing facility.”

Sarah McLachlan

“I would like to offer a word of thanks on behalf of the whole community of Canadian Songwriters. The effort to create a home for the pursuit and honouring of our art, is much appreciated.”

Bruce Cockburn

FUNDRAISING

From offering new ways to give, to experimenting with quick and nimble mini-campaigns, and launching an exclusive giving club, NMC continues to find compelling ways to engage with the supporter community.

Jam Club Mini-Campaign

In the summer of 2017, NMC experimented with a social media-driven, video-based mini-campaign in support of Jam Club, our free, popular, drop-in after school program for youth. The campaign was a resounding success, exceeding our fundraising target by 23 percent and enabling us to engage the talented touring musician Terra Lightfoot to come and mentor the Jam Club students in 2018.

Holiday Campaign

With the launch of a “giving catalogue,” the Holiday Campaign offered donors the chance to direct their donation to a particular aspect of NMC’s programming and operations. The generosity of our donors supported 40 school children to participate in our award-winning school programs, provided eight meals to our Jam Club participants, and even adopted the “care and feeding” of one of our significant artifacts in our collection. In total, the Holiday Campaign raised \$49,305 for NMC.



Thanks to NMC donors and supporters, we raised over **\$8.3 million** towards our ongoing operational stability.

Front Row Centre Club

The Front Row Centre Club, presented by Sagium, is NMC's exclusive giving club, providing behind-the-scenes access and exclusive event opportunities to NMC's leading supporters. Front Row Centre Club members enjoyed performances by Lindi Ortega and Copperhead, Jann Arden and Rose Cousins, a presentation on the latest in music therapy and neurology research, and a year-end dance party with The Mocking Shadows. We look forward to another line-up of exciting events in 2018. For information on how to join to the Front Row Centre Club, visit nmc.ca/frontrowcentre

Benefit Auction

Our signature annual fundraising event, 2017's Benefit Auction, presented by Mawer, exceeded expectations, raising over \$715,000 in support of the National Music Centre. Featuring amazing and exclusive once-in-a-lifetime auction packages, the return of Benevolent Artists National Charity (BANC), featuring Canadian music icon Sass Jordan and co-founders Rudy Sarzo and Jim Carter and special performances by 11-year old flamenco guitar sensation Harry Knight, and Canadian rock icon Randy Bachman, attendees were kept entertained all night. The generosity of our supporter community was overwhelming, and we look forward to another successful edition of the event in 2018. Thank you to event supporters Mawer, Heffel Fine Art Auctions, EY, Centron, Holt Renfrew, Pacific Wine and Spirits, and Simply Elegant.

- 1 NMC donors enjoy live music at the Benefit Auction.
- 2 Randy Bachman performs in the King Eddy for the Benefit Auction.
- 3 Jim Carter (left) and daughter (right) perform with Sass Jordan (center) at the Benefit Auction.

Operations Contributions Received

\$8.3M

(2016–\$4.9M)

Capital Contributions Received

\$9.8M

(2016–\$5.1M)

Benefit Auction raised over

\$716,000

(2016–\$511,000)

Front Row Centre Club

**65
members**

(NEW IN 2017)

STEP INSIDE STUDIO BELL

Visitor Services

In 2017 NMC welcomed visitors from Canada and around the world. Outside of Canada, our largest markets are the USA, followed by the UK, Australia, Netherlands, and Germany.

To make Studio Bell more accessible to our international visitors, NMC partnered with Travel Alberta to offer our in-house visitor guide in multiple languages, including French, German, Spanish, Korean, Japanese and Chinese.

We received another big marketing boost from **Travel Alberta** and **Tourism Calgary** when they hosted the evening reception for Rendez-vous Canada, Destination Canada's annual travel trade marketplace, at Studio Bell. Over 2,000 tourism and travel media representatives from around the world descended on Studio Bell to experience Canadian food, beverages, music, and hospitality in every corner of the building. Highlights from the night included an outdoor patio "campfire" on the rooftop of the King Eddy and a dancing Mountie in the elevator.

Representatives from NMC also attended Canada's West Marketplace (CWM) in Victoria in November. CWM is a regional version of Rendez-vous, hosting buyers who are specifically interested in bringing their clients to Western Canada. Many attendees commented on the amazing time that was had at Rendez-vous, particularly the evening reception held at Studio Bell.

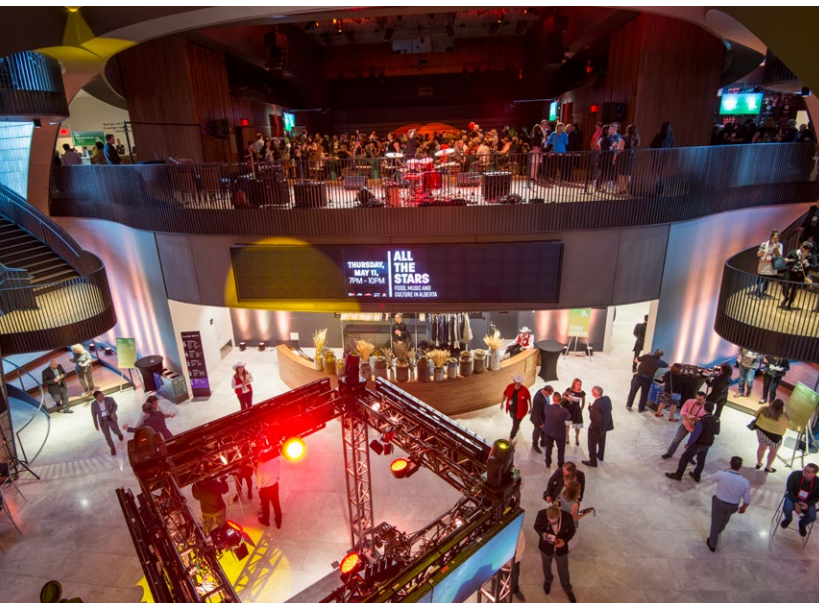
Throughout the year, NMC hosted 20 familiarization (FAM) tours for tour operators, organized by Tourism Calgary and Travel Alberta for travel trade representatives from international markets to showcase Studio Bell to the global travel trade market.

Attendance

One of the first major activities at Studio Bell in 2017 was Family Day on Monday, February 20. We welcomed over 1,200 visitors to Studio Bell for family-friendly programming, and offered a discount on family memberships, resulting in over 730 family memberships sold in one day.

On Canada Day 2017—Canada's 150th birthday and Studio Bell's first anniversary—free admission was offered courtesy of **Bell Canada** and 10,240 visitors came to celebrate. For the first time ever, we offered a full day of all-ages live music in the King Eddy. After Canada Day, we opened up Studio Bell seven days a week during the month of July to maximize the opportunity for tourists and local visitors. The summer fun continued into Stampede Week, and for the second year in a row the Bell Live Series made the King Eddy the place to be during Stampede for live music.

Fantastic weather contributed to the experience with live music on the rooftop for the best rooftop patio in the city. August saw the highest monthly visitor attendance to date, with over 5,500 visitors and a 14 percent year over year (YOY) increase. A special Sunday Funday promo was



launched in November, offering \$10 admission for each Sunday of the month. Overall, paid attendance was 43,814 visitors in 2017 and 15,691 complimentary admission (Canada Day and other complimentary admission) experienced the variety of offerings at Studio Bell.

To reward membership and promote giving the gift of music for the holidays, a discount of 20 percent was offered in December for visitors looking for a special holiday gift. We also included a complimentary guest pass with our annual holiday card mail-out. In total, 1,757 memberships were sold during 2017.

Venue Services

The Visitor Services team facilitates all events at Studio Bell, ensuring sufficient staffing, overseeing set-up, scheduling security and cleaning, and handling all Box Office transactions.

Event management software was implemented in 2017 to ensure seamless events for our patrons. This software assists Visitor Services and Programming to coordinate and book event spaces. It has also helped to streamline contracting and billing and has a Client Relationship Management component that keeps track of a growing client database, allowing Visitor Services to target-market special events and promotions.

Third-party clients in 2017 included corporations, private concert promoters, weddings, all three levels of government, universities, associations and not-for-profit groups. As previously mentioned, the largest event hosted at Studio Bell in 2017 was the Rendez-vous reception for over 2,000 international travel trade representatives. This event provided NMC with a once-in-a-lifetime opportunity to showcase Studio Bell as an event space to a global audience. It has proven to be a very memorable event, and one of the best marketing initiatives in 2017.

NMC also hosted a closing night reception for the International Live Events Association conference in August. This conference is usually hosted in an American city, and the NMC team took advantage of this rare opportunity to showcase Studio Bell to event planners from south of the border.

What's inside Studio Bell?

22 exhibition galleries that preserve and celebrate the stories of music in Canada

Three of Canada's music halls of fame, including the Canadian Music Hall of Fame, the Canadian Country Music Hall of Fame Collection, and the Canadian Songwriters Hall of Fame

Three recording spaces with historic analog consoles, including a Trident A Range Console, Olympic Studios Console, and the Rolling Stones Mobile Recording Studio

Three Live Rooms that feature both acoustic and electronic instruments and technology

Artifact conservation and restoration workshops

Artist in Residence program for Canadian and international artists and technicians

300-seat performance hall and multiple reception areas

Incorporation of the famed King Eddy Hotel as a live music venue

Broadcast facilities and CKUA Radio

Media centre and education classrooms

Rosso Coffee Roasters and NMC Gift Shop

Total third-party rentals in 2017 reached 163 with an additional 55 internal events being managed by the team. NMC continues to push forward with facilitating more rentals and events and allowing others to experience the stunning architecture and customer support of the NMC team.

Summary

163

THIRD-PARTY BOOKINGS

55

INTERNAL EVENTS

74

PROGRAMMING DAYS

292

TOTAL EVENTS

Marketing and Communications

In 2017, we received 2,822 media mentions (894 of those were gained in Alberta). The total publicity value for the year was over \$3.8 million with an earned media reach of 1.6 trillion impressions.

During 2016, we had a total of 3,580 mentions. Higher numbers in the previous year can be attributed to the surge in press related to our opening and NMC's JUNOS partnership. During 2017, we are seeing lower PR values as NMC shifts to a more regional focus for on-site events.

Social Media

Growth remains excellent across all channels, with the exception of a 9% decrease in engagement on Twitter. This decrease is unsurprising as research shows that there is a decline in active users on Twitter.



2017 Notable Media

TOP INTERNATIONAL HITS 2017

Calgary: Prairie city more urbane than cowboy (2017, June 29) San Francisco Chronicle (U.S.)

The NYLON Guide To Calgary, Canada (2017, July 24) Nylon (U.S.)

Calgary City Guide: How to spend a weekend in Canada's Gateway to the Rockies (2017, November 15) The Independent (U.K.)

10 Must-Have Experiences in Alberta (2017, October 24) National Geographic (U.S.)

What to Do in Canada This Summer (2017, July 1) Conde Nast Traveler (U.S.)

10 hot spots in Canada for live music (2017, June 22) U.S.A. Today (U.S.)

TOP NATIONAL HITS 2017

Canada's musical treasure in Calgary (2017, November 12) Toronto Sun

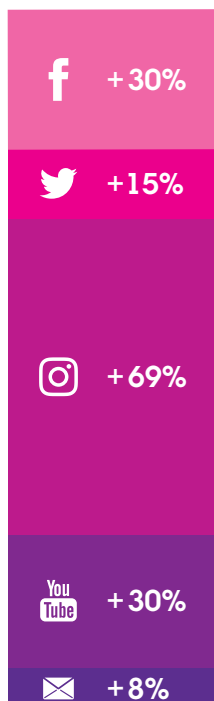
Toute la musique d'ici à Calgary (06 juillet 2017) La Presse

k.d. lang collection finds a home in Alberta (2017, July 14) Globe and Mail

Memorabilia from Neil Young on display at Calgary's National Music Centre (2017, December 13) National Post

Sarah McLachlan adds name to Canadian Music Hall of Fame (2017, October 15) CBC News

2017* Social Media GROWTH



LIVE STREAM 2017

2017 marks the first year that NMC has experimented with live streaming concerts from the Performance Hall inside Studio Bell, and with great success!

On June 28, 2017, NMC streamed a live interview between Larry LeBlanc and Canadian Techno Pioneer, Richie Hawtin, as part of the RBC Master in Residence program, with **a total of 40,516 views from around the world.**

Media Spend vs Value

\$122,390

TOTAL PAID MEDIA
2016 – \$120,292

Over \$394,247

IN-KIND MEDIA VALUE
(2016 – \$261,851)

\$3,843,571

PUBLICITY VALUE
(2016 – \$5,645,445)

37,424 Followers

TOTAL FACEBOOK, TWITTER, INSTAGRAM, YOUTUBE AND NEWSLETTER SUBSCRIBERS
(2016 – 29,692 FOLLOWERS)

Website

- Visits 431,306 +19% YOY*
- Page views 904,685 +9% YOY*
- Most visited page nmc.ca
- Largest age group 25 – 34

Video

FACEBOOK VIDEO VIEWS

- 149.4K minutes watched +472% YOY*
- 395.4K video views +103% YOY*

CHEERS TO OUR VOLUNTEERS

In 2017, Scotiabank AMPcrew volunteers shared their time and skills ensuring the success of our many public programs and high-profile events.

As a not-for-profit organization, NMC recognizes the tremendous efforts of volunteers and the inherent value of their dedicated involvement.

The onboarding process was refined over 2017, and now includes volunteer information sessions, orientation and ongoing training opportunities.

NMC is very grateful for the continued sponsorship of the AMPcrew by Scotiabank, which provides AMPcrew gear and sponsors the annual Volunteer Appreciation Party.

There were over 450 accepted volunteers throughout 2017, 299 new volunteer applications were received, six volunteer information sessions held with an average of 35 attendees per session, and 200 new volunteers have continued to the onboarding process.





In 2017, AMPcrew volunteers logged 7,924 hours

(2016–7,843 HOURS)

Where do volunteers help us succeed?

- King Eddy stage construction
- Summer street festivals
- The Bell Live Series at the King Eddy
- Bell Let's Talk Day at Studio Bell
- Wide Cut Weekend at Studio Bell
- Sled Island at Studio Bell
- Honens at Studio Bell
- JazzYYC Summer Festival at Studio Bell

What do volunteers do at Studio Bell?

- Event volunteers
- Technical/show production
- Visitor services
- Gallery attendants
- Education programs support
- Collections support
- Office administration
- Fund development support

NMC BOARD MEMBERS & COMMITTEE MEMBERS

Board of Directors



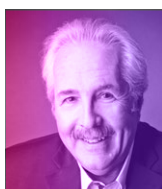
Rob Braide,
Director & Chair



Thomas d'Aquino,
Director
Chairman
Intercounsel Ltd.



Ron Mannix,
Founding Director
Chairman
Coril Holdings



Cam Crawford,
Director & Vice Chair
Owner
Catalyst Financial



Greg Kane,
Director
Counsel
Dentons



Dave Mowat,
Director
President/CEO
ATB Financial



Freida Butcher
Director & Secretary/
Treasurer
President/CEO
Exploron Corporation



Steve Kane,
Director
President
Warner Music Canada



Susan Van Wielingen,
Director
Director
Viewpoint Foundation

Finance and Audit Committee

Cam Crawford, Chair
Rob Braide, ex-officio
Andrew Mosker, ex-officio
Brinna Brinkerhoff
Freida Butcher
Charlie Fischer
Kim McKenzie

Governance and Human Resource Committee

Rob Braide, ex-officio
Andrew Mosker, ex-officio
Freida Butcher
Ron Mannix

Content and Operations Committee

Rob Braide, Chair
Andrew Mosker, ex-officio
Freida Butcher
Steve Kane
Kim McKenzie
Susan Van Wielingen

Board Executive Committee

Rob Braide, Chair
Andrew Mosker, ex-officio
Freida Butcher
Cam Crawford
Ron Mannix

NMC STAFF

Thank you to those individuals who worked tirelessly day-in and day-out to make NMC a success this past year.

Executive Office

Andrew Mosker
President & CEO

Operations

Chad Saunders
Director, Operations and Special Projects

Roberta Walker
Volunteer Coordinator

Finance

David Walsh
Director of Finance and Business Development

Chermaine Chiu
Manager of Accounting

Adnan Ahmed
Intermediate Accountant

Tallia Chau
Accounting Clerk and Office Coordinator

Programming

Adam Fox
Director of Programs

Jason Valleau
Programs Manager

Sam Cronk
Manager, Exhibitions and Interpretation

Paul Brooks
Performance and Artist Programs Manager

Jess Knights
Education and Public Programs Manager

Kym Butler
Performance and Artist Programs Coordinator

Marcy Belva
Program Coordinator

Constantina Caldis
Education and Public Programs Coordinator

Evan Rothery
Education Program Leader

Collections

Jesse Moffatt
Director of Collections

Claire Neily
Manager, Collections and Conservation

Jason Tawkin
Manager, Collections Access

Mike Mattson
Collections, Digital Content Coordinator

Jason Barnsley
Collections & Exhibitions Technician

Eric Cinnamon
Audio Technician

John Leimseider
Electronics Technician

Meghan Mackrous
Archivist

Hayley Robb
Objects Conservator

Marketing and Communications

Mary Kapusta
Director of Marketing and Communications

Brandon Wallis
Senior Manager of Marketing and Communications

Julijana Capone
Publicist

Jenelle Miller
Website Coordinator

Alvin Zacarias
Website Coordinator

Visitor Services and Events

Cynthia Klaassen
Manager, Visitor and Venue Services

Sarah Olson
Event Coordinator

Adam Kamis
Event Coordinator

Lauren Tonic
Event Coordinator

Arran Fisher
Technical Coordinator

Shahrazad Azzi
Box Office and Membership Coordinator

Development

Jeni Piepgrass
Director of Development

Gary Fredrich-Dunne
Senior Development Officer

Stephanie Pahl
Manager of Supporter Relations

Phil Grace
Annual Giving Officer

Information Technology

Tyler Soron
Senior Manager, Information and Communications Technology

Paul Lozada
ICT Coordinator



CANADIAN MUSIC ICONS

Artists Supporting the National Music Centre



Alanis Morissette	Glass Tiger	Oh Susanna
Amelia Curran	Goddo	Oliver Jones
Andy Kim	Good Lovelies	Oscar Lopez
Anne Murray	Gordon Lightfoot	Our Lady Peace
Ashley MacIsaac	Harlan Pepper	Paul Anka
Avril Lavigne	Hawksley Workman	Peaches
Barenaked Ladies	Hedley	Rae Spoon
Ben Mink	Holly Cole	Raffi
Bill King	Ian Tyson	Raine Maida
Blue Rodeo	Jane Bunnett	Randy Bachman
Bruce Cockburn	Jann Arden	Rich Dodson
Bryan Adams	Jesse Cook	Richie Hawtin
Buffy Sainte-Marie	Jim Cuddy	Robbie Robertson
Burton Cummings	John Acquaviva	Rush
Carole Pope	Julie Masse	Sam Roberts
Céline Dion	Justin Nozuka	Serena Ryder
Charity Brown	k.d. lang	Shawn Mendes
Chilliwack	Kardinal Offishall	Simple Plan
Choclaire	Kim Mitchell	Steven Page
Chromeo	Leonard Cohen	Susan Jacks
Colin James	Lighthouse	Tanya Tagaq
Corb Lund	Loreena McKennitt	Tegan and Sara
Corey Hart	Lucille Starr	Teresa Doyle
Dallas Smith	Luke Doucet	The Beauties
Daniel Lanois	Matthew Good	The Bells
Danny Michel	Melissa McClelland	The Jerry Cans
Dave Gunning	Michael Bubl�	The Kings
David Clayton-Thomas	Michelle Wright	The Rankins
David Foster	Michie Mee	The Rascalz
deadmau5	Natalie MacMaster & Donnell Leahy	The Sadies
Death From Above 1979		The Stampeders
Diana Krall	Neil Young	The Strumbellas
Digging Roots	Nelly Furtado	The Tragically Hip
Feist	New Pornographers	Tom Cochrane
Finger Eleven	Nickelback	Triumph
George Leach	NQ Arbuckle	Voivod

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

INDUSTRY SUPPORTERS

Music Industry Supporters

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

Executives

Deane Cameron
Randy Lennox
Alexander Mair

Managers

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

Songwriters

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

FINANCIALS 2017

2017 marked the first full year of operations at Studio Bell, home of the National Music Centre.

Excitement generated after opening in 2016 persisted into 2017 as the organization continued to grow and expand its offerings, which include:

- Expansion of education programs
- Implementing four new exhibitions
- Completion and launch of recording studios
- Hosting 12 artists for a five-week intensive program on the business of music
- Supporting nine individual artists through the Artist in Residence program
- Presenting six Studio Bell After Hours events
- Collaborating with local music organizations and presenting 25 co-productions
- Opening the King Eddy for 10 days of live country music during the Calgary Stampede
- Holding a very successful Benefit Auction fundraiser in the King Eddy
- Being chosen as a preferred destination for almost 163 third-party rentals with over 117,180 visitors coming to Studio Bell to view the building and the incredible collection it houses

With 2017 being NMC's first full year of operations, and 2016 representing a partial year in the new building, NMC experienced an increase in both revenue and expenses. NMC recorded net income before interest and amortization of \$4.3 million versus a budgeted loss of \$70,000. Full year revenue of \$12.8 million represents a 61% increase over 2016, with the Sales of Goods and Services rising \$1.4 million or 110% and government grants increasing \$3.4 million or 1,114%. Including interest and amortization, NMC reported a loss of \$2.0 million, compared to the budgeted loss of \$5.5 million.

For the second year in a row, NMC held a successful Benefit Auction fundraising event in the King Eddy with musical guest Randy Bachman and opening music provided by the Benevolent Artists National Charity. A great time was had by all with the event raising over \$715,000 in net revenue, compared to the budget by 75%.

Similarly, the first full year of operations resulted in a corresponding increase in expenses, particularly the general costs to operate the building, including utilities, insurance, security, cleaning and information technology. Total expenses increased by \$1.2 million with the building operations costs accounting for \$1 million and

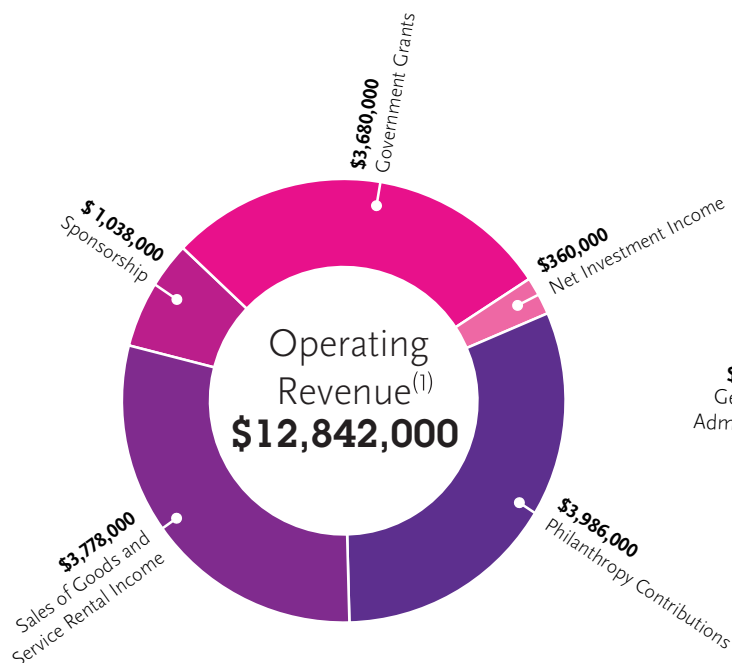
casual labour for ticketing, education and event rentals rising \$220,000.

Cash flow from operations was a positive \$1.1 million, and the sale of investments of \$3 million was used to fund the operations as anticipated. At year end, NMC has \$1.5 million of investments that have been set aside to fund future operations.

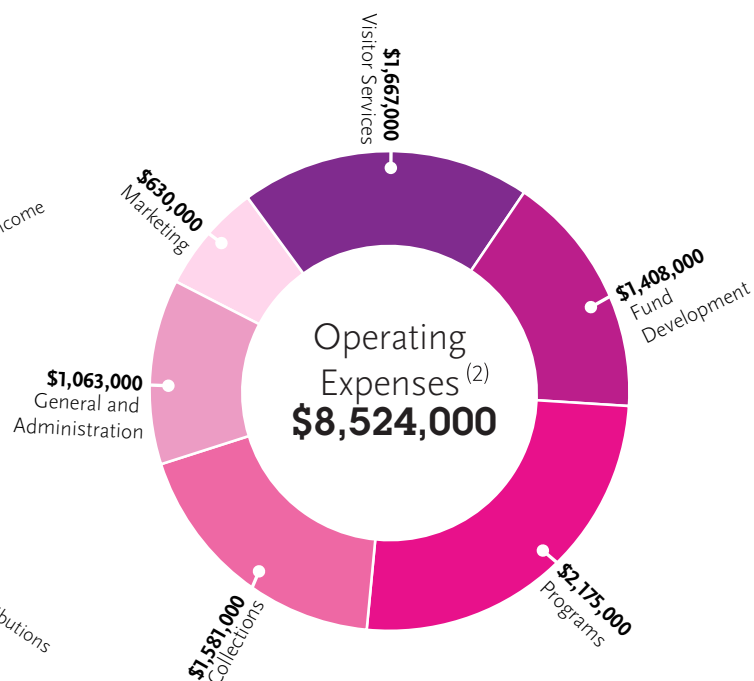
NMC finished the year with \$77.8 million of debt related to the construction of Studio Bell. Payments of \$12.2 million were made during the year as pledge payments from supporters was received. A total of \$123.0 million has been pledged for the project, of which \$118.4 million has been received. Pledges are due over a variety of terms with some being received over 10 years. NMC continues to work on retiring the debt.

The team continues to drive efficiencies and reduce cost where possible while continuing with targeted spending in strategic areas to increase attendance, activation of the building, and increase support for the love, sharing and understanding of music. The first five years of operations at the Studio Bell are expected to be a learning phase that will focus on developing new revenue streams, partnerships, programs and events.

Summary Operations Statement for 2017

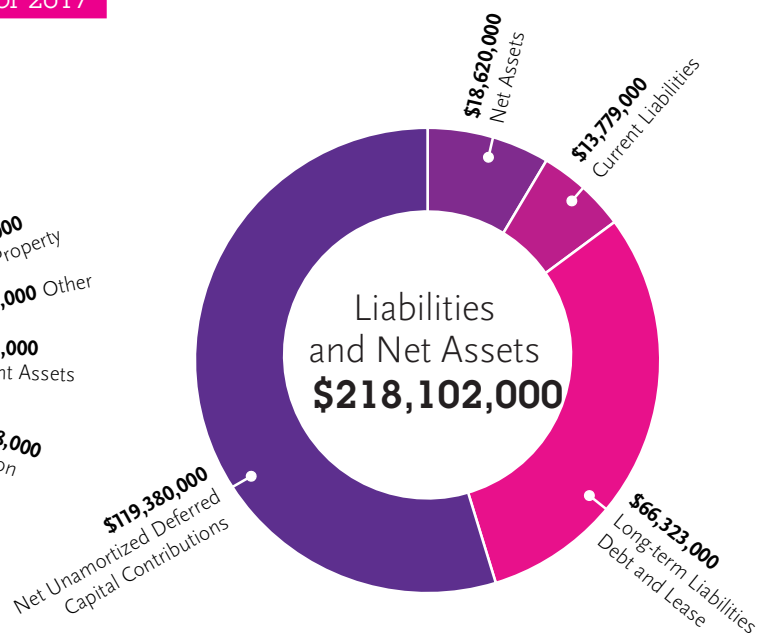
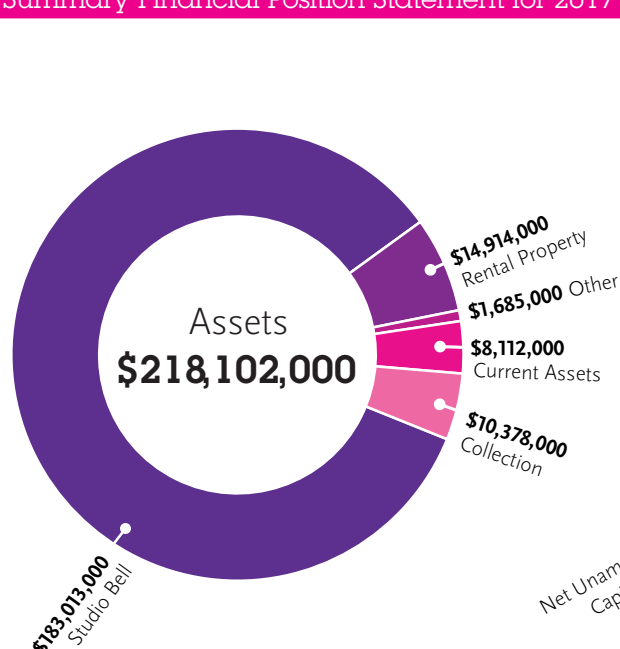


(1) In addition to Operating Revenue, in 2017 NMC received \$9,787,000 of contributions for debt repayment.



(2) In addition to Operating Expenses, NMC recorded interest expense of \$3,130,000 and net amortization expense of \$3,208,000.

Summary Financial Position Statement for 2017



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: 2011–2017

INDIVIDUALS

13 Anonymous Donors

John and Dianne
Amundrud

Joan Bailey

Don Ballance In Memory
of Arlene Flock

Helmar Basedow

J W. Baughman

Bill Beck

Hank and Jane Beeksmma

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

Susan Brown In Memory
of Arlene Flock

Lloyd Buchanan

Freida Butcher and Greg
Sawatzky

Alan Castle

Patricia v In Memory of
Ken Nielsen

Lois Choksy In Memory of
Ken Nielsen

Dianne Chomik

Dr. Hewitt B. "Rusty" Clark
and Rebecca Clark In
Memory of Ken Nielsen

Mrs. Madge Clarke

Mr. and Ms. Roman
Cooney and Debbie
Bruckner

Karol Dabbs In Memory
of Ken Nielsen

Judy Dahm In Memory of
Arlene Flock

David Daly In Memory of
Ken Nielsen

Robert de Frece In
Memory of Ken Nielsen

Walt and Irene DeBoni

Elizabeth Dolak

Jack and Joan Donald

Donald and Betty Douglas

Al Duerr and Kit Chan In
Memory of Arlene Flock

Sathia Durai

Marilyn Dyck

Peter Edwards

Hani Elmoughrabi

Jean Engberg

H. Lloyd Eriksson

Jane and Michael Evans

Donna Fallon

Brian and Stephanie Felesky

Deborah Ferguson

Charlie Fischer and
Joanne Cuthbertson

Chris and Mary Fong

James and Beverly Foy

Don Friesen In Memory
of Arlene Flock

Jennifer Fuhr

Trudy Gahlinger

Margaret Gaudreau

Jan Gergie

Ingrid Geppert In Memory
of Ken Nielsen

Marino Giancarlo

Beth Gignac

In Memory of Pat and
George Sutton

Tides Canada Foundation
Viewpoint Foundation
Walter and Irene DeBoni
Fund at The Calgary
Foundation
WSP Canada

Long Term Operational Supporters



Program Supporters



Annual Donors

INDIVIDUALS

27 Anonymous

Lee Aaron

Mary E. Akerley

Lawrence Alexander

John J. Anderson

Diane and Glen
Armstrong

Michelle Armstrong

Sarah Attwaters

Allen Baekeland

Gerry Baert

Jason Balasch In Memory
of Miles Krowicki

David and Diana Ballard

Carla and Graham Balzun

Brian and Daniela Barber

Ralph Barnett

Andy Barry

Joanna Barstad

Joseph Beaudin

Jenny Belzberg

Robyn Benner

Hazel Bennett

Olive Bentley

Donna Bereta

Pawl and Agnieszka
Biedacha

Jeff Biggs

Martha Billes

David Bissett

Peter and Tracy Bissonnette

Lori Bland	d'Aquino	Gwyneth Gillette	Garth and Angela Jacques	LouAnn and Dale Lehto
Christine Brygider Blazieko	Michael Davella	Ian Gillmor	Corine Jansonius	John Leimseider
Sandy A. Bosovich	Walt and Irene DeBoni	Joan Glasgow	Melanie Jantzie	Gary Leong
Marietta Bowie	Bill Penner and Erisa Didkowsky-Penner	Mary Godwin	Jana Johnson	Meredith Letain
Michael W. Bright	Christine Dirksen	Barbara Gordon	Margaret Johnson	Nancy Lever
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Chris Brooks	Ross and Susan Douglas	Monica A. Grainger	Suzanne Joly	Carmen Loberg
Jeremy Brown	Deanna Downton	Jim Gray	Phil Jones	Harolyn Long
Christine Bullock	Vincent Duckworth and Christine Fraser	Alyson and Bzarry Grobman In Memory of Ron Hill	Adam Kamis	Graham Lord
Anne Busch	Sathia Durai	Mike Grovue	Edith Kanderka	Wanda Lowe-Wickens
Freida Butcher	Marilyn Dyck	Terry Gunter	Joseph Katchen	Hamish MacAulay
Douglas Byblow	Allen Eaves	Leszek and Krystyna Hahn	Doug and Peggy Kay	Peter and Ruth MacFarlane
Constantina Caldis Roberts	Robert Edgar	Kerrie Hale	Beth Hamilton-Keen and Stuart Keen	Ian MacGregor
Bobbie Callander	Peter Edwards	Jacque Halpen	Linda Keller	Purdy Mackenzie
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Glenn Carr	Sue Elliott	Richard Hayles	Rudi and Christine Kincel	Meghan MacKrous
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Sheila Carruthers Forget	Dale Ens	Peter Heembrock	Amanda Kitchener	Joline Magwood
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Tallia Chau	Brian and Stephanie Felesky	Richard Henson	Debra Klippenstein	Maureen Mannix
Bill and Diane Chomik	Frank Ferrucci	Karlheinz Herzog	Jessica Knights	Dennis Marr
Paul and Hanna Christensen	Larry and Jan Fichtner	Susan Hess In Memory of Adam Van Wielingen	Gerald Knowlton	John and Patricia Martin
Peggy Churchward	Craig Finley	Thomas Hickerson	Wendy Kunsman	Deanne Matley
Derek Clark	Jennifer Fisher	Rosanne Hill Blaisdell	Donna Kurceba	Jeff and Marilyn McCaig
Shannon Cook	Deborah J. Fleming	Morris Hobbelink	Amber Kyliuk	Roxanne McCaig
Roman Cooney	Berna Flemming	Chellan Hoffman	Kathryn Lang	Dixie A. McCall
Ivone Correia	Walter and Shirley Foster	Connie Hunt and Ronald Holdsworth	Graham Lange	Marg McCuaig-Boyd
Tessa Cran	Gilles Fournier	John Howard	Brian and Shirley Langan	Richard McDonald
Timothy Crough	Gary Fredrich-Dunne	Leonore Hunt	Phil Langill	Diana McDougall
Elaine Crowell	Evelyn, Alwin, and Peter Friess	K.D. Hutchinson	Catherine Larson	Beverley McGhie
Vito Culmone	Margaret Gaudreau	Denise Ipema	Herwig Lavicka	Beverley McGhie, Living With Cancer Program In Memory of Adam Van Wielingen
Thomas d'Aquino and Susan Peterson			Sandra Lee	R. Elaine McKiel
			Alfred Lehar	
			Ronald Lehman	

Blain J. McKim	Fred Parsons	Iris Sadownik	Eric Tilbrook
Dale McKinnon	Lesley Pelletier	Sean Sager	Victoria Tkaczyk
Don McLean	John Peltier	Doreen Sandercock	Frances Tomlinson
Neil McMullen	Robert M. Perry	Yvonne Schmitz	Liz Tompkins
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Bob and Michele	Magnason	Kathleen Sendall	Linda Van Havere
Michaleski	Fordyce and Patricia Pier	David Severson	Tonia Van Riel
Brian Mills and Susan	Guy Plecash	Brad and Michelle Shaw	Marcia Van Voorene
Tyrrell	Ashley Popko	Jim Carter and Heather	Mac and Susan Van
Jean Mitchell	Don Pott	Shaw	Wielingen
Bob Moffatt	Angel G. Prieto	JR Shaw	Marijke Van Wijk
Michael Mohammed	Maegen Purych	Julie Shaw	Bernadette Velasco
Geri and Alan Moon	Irwin Rajesky	Florence Shiells	Renee Vetra
Joe Moreau	Brant and Margo Randles	Walter Shoults	Evelyn Walker
Lorraine and Emile Morin	John Read	Clarice Siebens	Dan Walker
Jennifer and Torval Mork	Elizabeth Reade	Joyce Sinclair	Travis Wall
Dave and Paula Morris	Melanie Reed-Zukowski	Don Smith	Barb Walley
Keilin Morrison	Donna L. Reid	Mary Ann Smith	David and Elka Walsh
Franco Mosca	Kathy and Ken Reimer	Tom and Nell Smith	Jan Walsh
Andrew and Ingrid	Wesley Richardson	Mandy Smith-Haber	Allison Walters
Mosker	Gordon Ritchie	Antoinette Sossong	Wendy Walters
Dave Mowat	Hayley Robb	Margaret E. Southern	David Ward
Mary Murray	Jean T. Robin	Klaus Springer	Troy Wason
Claire Neily	Dave Robson	Jacki Srajer	Michael Wekerle
Henry Neufeld	Sheila Roddy	Patricia and Robert Steele	Jay Westman
Alex Nicholls	David and Debbie Rodych	Brian Stevenson	Ken and Stephanie Wilson
Allan Nielsen	Bodo Roloff	Foster Stewart	W. B. Wilson
Mary Catherine	Jerry Ronald	Art Stirrett	Paul Wong
O'Gorman	Catherine A. Roney	Maryann Storey	Frederick G. Young
Jocelyn R. O'Toole	Harold A. Roozen	Paul and Shirley Storwick	Rod Zarchekoff
Jackie Olsen	Wil Roth	Terry J. Strecheniuk	John Zeller
Sarah Olson	Mary Rozsa de Coquet	Allison Sutton	Anne Zinatelli
Stephanie Pahl and Daniel	Harry and Gladys Rusk	Leonard Swanson	
Zacharuk	Dennis and Shelley	Patricia Tartal	
Rob Park	Russell	Steven Tarussio	
Diane and Russ Parker			

ORGANIZATIONS

2 Anonymous

Alberta Foundation for the Arts

Alberta Real Estate Foundation

Annapolis Capital Limited

Aqueduct Foundation c/o Scotia Trust

ARC Resources Ltd.

Aspen Property Management Ltd.

ATB Financial

ATCO Epic Campaign

ATCO Gas

ATCO Group

Bell Canada Inc.

Benevity Social Ventures Inc

BURNCO Family Foundation

Calgary Arts Development Authority

Canada Helps.org

Canadian Online Giving Foundation

Canadian VIGOUR Centre

Canadian Western Bank, Donor Directed

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Champion Performance Systems Inc

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MacEwan University
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National Bank Financial/
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PK Sound

Portag3 Ventures GP Inc.

RBC Financial Group

RBC Foundation

Red Deer College In
Memory of Malcolm Edward
St. Pierre Gwin

S.M. Blair Family
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Sagium

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Service Canada - Canada
Summer Jobs Program

Simply Elegant

The Alvin and Mona Libin
Foundation

The Arthur J. E. Child
Foundation

The Calgary Foundation,
The Hodgson Family Fund

The Gail Asper Family
Foundation

The Hotchkiss Family
Foundation

The Jules Foundation

The Scotlyn Foundation

The Shawana Foundation

Thermon Heating
Systems

Tourism Calgary

UK Online Giving
Foundation

United Way Alberta
Capital Region, Donor
Directed

United Way of Calgary and
Area, Donor Directed

United Way of Greater
Toronto, Donor Directed

Viewpoint Foundation

WRD Borger Construction
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StudioBell

