

CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- AEROSPACE MUSEUM ASSOCIATION OF CALGARY

AEROSPACE MUSEUM ASSOCIATION OF CALGARY (THE HANGAR FLIGHT MUSEUM)

Vision: To inspire dreams of flight.

Mission: To provide a rich understanding and appreciation of the evolution of flight by telling stories related to our collections that provide inspiration to current and future generations.

Registered Charity

2017 City Investment

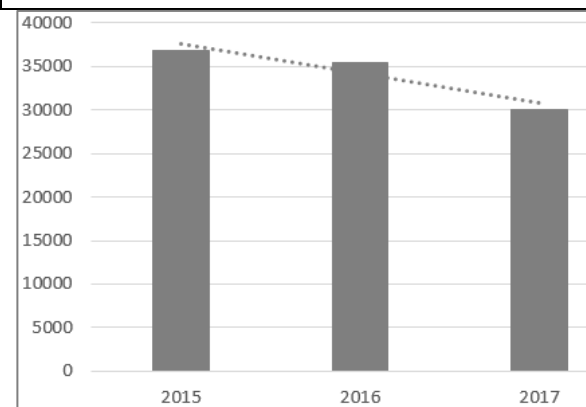
Operating Grant: \$241,384

Capital Grant: \$2,500

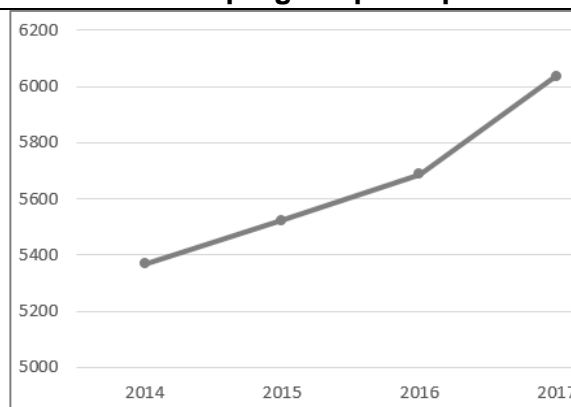
City owned asset? Selected airplanes. Not the facility.

How did they do in 2017?

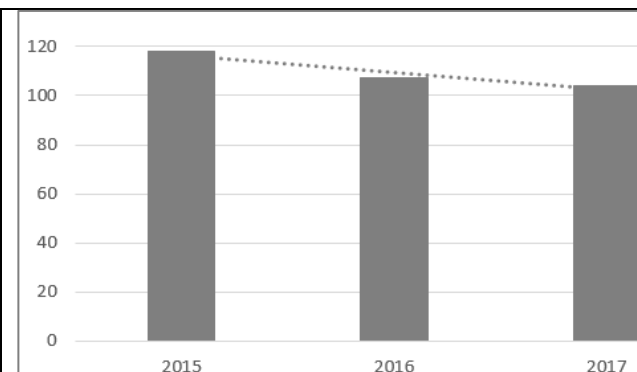
Attendance



School program participants



Number of volunteers



The story behind the numbers

- 2017 saw a slight decline in attendance levels.
- The Hangar added new educational programs, updated old curriculum and promoted programs at the Teacher's Convention. Programming is limited by time, staff and volunteers but they are looking for innovative ways to reach Calgary students.
- The Hangar continues to have a relatively stable number of volunteers that donated 5792 hours of their time in 2017.
- Earned revenues streams in 2017 included retail sales in the museum shop, facility rentals, memberships, fund development, education programs and admissions.

Snapshot of 2018-19 priorities

- Focus on fund development: leverage corporate and foundation support and longer term, and launch a capital/endowment campaign.
- Create and offer additional educational programs.
- Reorganize the collections storage area to improve preservation and access.
- Celebrate the return of the Hawker Hurricane with a special event.
- Lifecycle repairs and upgrades including replacing the tent "skin" and redesigning the front entrance and admissions area.



**AEROSPACE MUSEUM ASSOCIATION OF CALGARY
(THE HANGAR FLIGHT MUSEUM)
Civic Partner 2017 Annual Report**

Organizational Structure: Independent External Organization

Fiscal Year End: December 31, 2017

Related Subsidiaries or Foundation: None

City 2017 Operating Grant: \$241,384

City 2017 Capital Grant: \$2,500

1. Current Vision, Mission and Mandate:

Vision: To inspire dreams of flight.

Mission: To provide a rich understanding and appreciation of the evolution of flight by telling stories related to our collections that provide inspiration to current and future generations.

Our Strategic Direction: A Museum that everyone can come to see, learn and experience the science, history and evolution of flight. It will include all aspects, past, present and future of the military and civilian aviation experience.

Our Focus: The history and experiences of flight in Calgary and Southern Alberta within the framework of the Canadian experience.

2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

Introduction:

2017 was a challenging year for The Hangar Flight Museum. Like many Civic Partners, we were faced with the far reaching results of the downturn in the economy which included visitors and clients with less discretionary dollars to spend, a decline in visitation, and stiff competition for sponsor and government funding. We addressed the challenges head-on through careful management and exploring low-cost and in-house solutions, partnerships with various groups, government agencies and the generosity of partners and volunteers.

A Prosperous City:

In late 2017, we began to plan and focus on the creation of a fund development campaign, which will initially focus on building capacity and sustainability in support of operational requirements needed to improve and increase exhibition development, education programs and curation. This fund development campaign was launched in February 2018 and has already resulted in increased revenue, support and awareness.

The Museum attracts local, national and international visitors to Calgary. Over \$400,000 is spent by Museum clients directly through various revenue streams: facility rentals, admissions, retail purchases, education programs and, to a lesser extent, donations and membership.

The Museum provided entertainment, education and a place for socialization to over 30,000 Calgarians and visitors to the City in 2017. The Museum took part in the Calgary Library Foundation's Sun Life Financial Arts and Culture Pass, providing passes for use by low income Calgarians. We also work with the Institute for Canadian Citizenship to provide Cultural Access Passes to new Canadians – we are the only venue for this activity in north-east Calgary. In September, 539 Doors Open YYC participants attended the Museum during the one-day event.

We provide support to other not-for-profits through the donation of admission passes and summer camp placements. For example, in 2017 we donated 4 summer camp placements to the Sheldon Kennedy

Abuse Centre and over 162 Family Passes were provided to community organizations in support of their fundraising initiatives.

A City of Inspiring Neighbourhoods:

The Hangar Flight Museum provides a community venue and resource in a quadrant of Calgary which could be considered underserved by heritage and cultural institutions. The history of aviation is closely tied to Canada's development as a nation and to Calgary's development as a dynamic, international city. The Museum highlights this history and expands on visitors' knowledge of the stories surrounding aviation's role in immigration, oil and gas exploration, war and even pleasure travel. For example, many roadways in Calgary are named after aviators – McKnight, McCall, Barlow and Palmer – who, after serving their country in wartime, went on to develop and support civilian passenger and transport aviation. Our events (Father's Day Weekend, Remembrance Day, RCAF Mess Dinner), indeed all of our activities, provide opportunities for our visitors to immerse themselves in aviation history, honour our military and the sacrifices of our service personnel.

We were fortunate to partner with Vimy Flight, a group of passionate aviators who flew replica WWI biplanes over the Vimy Memorial. This partnership brought two of their aircraft to Calgary. As a result of this partnership, Calgarians and Albertans gained an appreciation of the Battle of Vimy Ridge, the sacrifices and heroism of the aviators of World War I and the historical importance of these early aircraft. Over 800 visitors attended the three day event in September 2017, which included a daily fly past, lectures, and an exhibition.

We introduced Open Planes weekends in 2017 in response to visitor requests for access to the interior of specific aircraft. This summer-long initiative resulted in increased visitation and, most importantly, positive feedback from our visitors and re-engaged members.

Our annual Remembrance Day Service was attended by over 1300 Calgarians. This service allows participants an opportunity to honour, remember and recognize the sacrifices of Canada's military personnel. This is a unique opportunity for the North-East communities as the majority of Remembrance Day Services are located in or near the downtown area.

We introduced new education programs in 2017, which inspire and empower children to learn more about flight and aviation through volunteer led programs and hands-on activities.

Exhibits were updated and reinvigorated. These included the Avro Arrow, Northern Exploration. Under continued development are exhibitions relating to the Cold War and World War II. To ensure continued exhibit redevelopment and providing new experiences to visitors, we have obtained a large scale graphics printer to build exhibits in-house. This, combined with talented volunteers who build cases, and staff who are trained in exhibition design, has meant a significant cost savings and a level of self-sufficiency to the organization.

The Museum continues to accept archival and artifact collections which support the Museum's vision and mission, and enhance our ability to tell the on-going story of the City of Calgary. Using only volunteers, we continue the long and arduous process of reorganizing our diverse collections, with the long-range goals of increased accessibility at the Museum and on-line. We continue to house and preserve 9 aircraft and numerous engines which are owned by the City of Calgary.

A Healthy and Green City:



**AEROSPACE MUSEUM ASSOCIATION OF CALGARY
(THE HANGAR FLIGHT MUSEUM)
Civic Partner 2017 Annual Report**

In our dedication to recycling and in support of a healthy and green city, we recycle pop cans, bottles, paper and cardboard and metal. We ensure we don't overburden landfills by offering our used furniture to charitable organizations, including museums and not for profits and in turn use second-hand office furniture from organizations like DeliverGood and Habit for Humanity. We are continually searching for creative ways to recycle which also supports our financial bottom line; for example we recycle cardboard and pop bottles for use in our summer camp and day programs.

Over 100 volunteers from all walks of life donate their time, enthusiasm and expertise to the Museum throughout the year in various capacities. This provides the volunteers, many of whom are retired seniors, a chance to connect with other volunteers, visitors and children. For many of our volunteers and guests this provides valuable opportunities for socialization and interaction, and building understanding across barriers of age and ethnicity.

3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

The economic downturn finally hit us in 2017. We saw less revenue in a number of our earned revenue streams, most notably, admissions, facility rentals and education programs. We adapted to these challenges by minimizing or eliminating optional spending, renegotiating contracts with suppliers and contractors, and minimizing the use of part-time staff.

We also introduced new education programs which will, in the long-term, result in an increase of bookings, and Open Planes weekends, which draws airplane enthusiasts throughout the summer months. We took advantage of the opportunity presented to us by Vimy Flight, and through the agile use of volunteers, summer students and staff created an unforgettable experience within a very tight timeframe (1 month) and with very limited financial resources. The weekend resulted in \$15,000 of additional revenue.

The Museum has had to develop creative ways to attract new visitors, do more with less and become more pragmatic in terms of balancing museum best practices with becoming more flexible and open in regards to how the facility was being used. The need to raise more funding internally has forced us to make decisions on collections preservation, for example moving the F86 Sabre and Vampire outside on a temporary basis to support larger facility rentals.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; how much you did, how well you did it, and how Calgarians are better off. *Please identify through **BOLD font**, 1-2 measures that are most significant and could be presented in a chart.*

| | Performance Measure | 2015 results | 2016 results | 2017 results | What story does this measure tell about your work? Why is it meaningful? |
|--------------------------------|---|--------------|--------------|--------------|--|
| How much did you do? | Number of Visitors | 36,870 | 35,441 | 30,086 | In spite of a decline in visitation (likely due the economy) visitors are still interested and inspired by flight. We remain inclusive and supportive of our diverse communities. There is a desire by schools and other organizations to use the Museum as an extension of their formal and informal learning programs. Our volunteers are an important part of the Museum. Volunteerism provides opportunities for individual growth, work experience and social interaction. |
| | New Canadians visiting the Museum through the Cultural Access Pass initiative | 1,470 | 1,793 | 570 | |
| | Individual learning experiences | 5,522 | 5,688 | 6,037 | |
| | Number of volunteers | 118 | 107 | 104 | |
| How well did you do it? | Number in the number of visitors to the facility | +23.7% | -3.8% | -15% | In spite of a downturn in the economy, there is still a desire and need to learn about past events and technological growth in preparation for the future. According to the Institute for Canadian Citizenship, the number of new Canadians has decreased, resulting in fewer numbers receiving and using the access pass. Increased use of school programs reflects the addition of new hands-on programs, updating of old programs and attendance at the Teacher's Convention. We are limited by available time to provide programs, staff and volunteers, but continue to work at finding innovative ways to reach Calgary students. |
| | Number of new Canadians receiving and using the Cultural Access Pass at The Hangar Flight Museum. | +213% | +2% | -68% | |
| | Increase of individual learning experiences, school children engaged and more knowledgeable about aspects of aviation history, science and technology, and continued positive feedback from teachers, parents and children | +2% | +2.9% | +6% | |

| | Number of volunteers | +5% | -9% | -2.8% | While we have lost a number of volunteers due to death, relocation and the need for employment, we continue to have a relatively stable and dedicated volunteer force; our recognition events are working. |
|---------------------------------------|---|--------|--------|--------|--|
| How are Calgarians better off? | The number of Calgarians aware of local aviation history and technological growth. | 36,870 | 35,441 | 30,086 | Calgarians are aware of the role of aviation and flight in the history of the province and their everyday lives. |
| | An increased knowledge base amongst youth will support future economic growth and diversity in Calgary and help give Calgary a competitive edge in aviation and related fields. | 5,522 | 5,685 | 6,037 | The number of Calgarians aware of local aviation history and technological growth. An increased knowledge base amongst students will support future economic growth and diversity in Calgary. There is a requirement for informal education as one valuable component of our city and provincial education systems. Our work is supporting the Calgary economy long-term, and has a positive effect provincially and nation-wide. |
| | The use of volunteers who are experienced in their fields (for example air traffic control and pilots) provides Calgarians an opportunity to learn from the volunteer's experiences | 118 | 107 | 104 | The Hangar Flight Museum is a community resource and informal educational venue for our volunteers and those they reach through their dedication and passion for flight. 104 dedicated volunteers provided approximately 5792 hours of expertise to the Museum in 2017. |

5. What resources were leveraged to support operational activities in 2017?

We leveraged a mix of resources, from financial, and donations and support in kind, to partnerships and volunteerism.



**AEROSPACE MUSEUM ASSOCIATION OF CALGARY
(THE HANGAR FLIGHT MUSEUM)
Civic Partner 2017 Annual Report**

The federal Young Canada Works program was leveraged to hire two summer students. The students worked with children in the provision of summer camp programs, and assisted staff and volunteers in other operational areas, all while learning new skills. The federal government provided 75% of the funding required for this initiative.

Funding from the Government of Alberta's Summer Temporary Employment Program was leveraged to hire one summer student to assist in collections management. This student played an integral and vital role in the planning and implementation of the Vimy Flight event.

In 2017 we were awarded support through the Propellus/Chevron Transform Your Story Fund. This project supported the Museum in the examination of its marketing and fund development efforts.

For the past 20 years, The Hangar Flight Museum has been the only Western Canadian partner of the U.S. Foundation of International Space Education. Each year The Hangar sends one high school student to Houston, Texas to collaborate with other students from across the world in the development of a space project – lately these projects have been focused on missions to Mars. Students work with mission control and payload specialists including astronauts, and are billeted with local space agency families for the two week education experience.

We received funding from The Alberta Museums Association in support of exhibition redevelopment.

We continue to receive 100's of artifact and archival donations each year, and many research requests.

Of course, we rely heavily on internal revenue streams, including retail sales in the museum shop, facility rentals, membership and fund development, educational programs and admissions.

New donors stepped forward as a result of visible progress in museum operations. These generous donors provided funding which was used to support grant applications in 2017.

We would also like to recognize the continued support of the Calgary Airport Authority. The CAA provides funding and donation in kind support on an annual basis.

We were also honoured and grateful for the ongoing support of various local aviation companies. The results of our partnerships included assistance in the movement of aircraft, restoration and fundraising initiatives which supported Museum operations.

We fostered or maintained government and community partnerships with the Genesis Centre, Calgary Board of Education, the Alberta Museums Association and the Canadian Museums Association, the Seattle Museum of Flight, the Calgary Robotics, Ultra-Light, Rocketry and Balloon Societies, the RCAF, Buffalo, WestJet and Lynx Air Cadet Squadrons, the RCAF Association, the Calgary Airport Authority, The Military Museums, Travel Alberta, Tourism Calgary, Propellus, the Calgary Police and Fire Departments, the Department of National Defence, Calgary Public Library, Eagle Helicopters, LR Helicopters, Kenn Borek Air, Viking Air, WestJet, Heritage Park, The Glenbow, The Alberta Aviation Museum, The Avro Arrow Museum, The Mosquito Society, Nanton Bomber Command Museum, the Organization of Military Museums of Canada, Institute for Canadian Citizenship, Vimy Flight, Mount Royal University and SAIT. Many of these relationships resulted in revenue, donations of funds, in-kind services and increased awareness of the Museum.

And finally, we would like to take this opportunity to sincerely thank the City of Calgary for its ongoing support and funding of The Hangar Flight Museum and other city heritage and arts organizations.

6. **Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage.** *For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.*

| | |
|---------|--|
| 9.56 % | Advertising and promotion |
| 8.87 % | Programs or services |
| 4.57 % | Office supplies and expenses |
| 2.60 % | Professional and consulting fees |
| 52.98 % | Staff compensation, development and training |
| 0 % | Fund development |
| 0 % | Purchased supplies and assets |
| 17.60 % | Facility maintenance |
| 0 % | Evaluation or Research |
| 3.82 % | Insurance |

7. **Did volunteers support your operations in 2017? If yes,**

| | |
|--|-------|
| How many volunteers? | 104 |
| Estimated total hours provided by volunteers: | 5,792 |

8. **What are your key priorities and deliverables for 2018-2019?**

- Developing and implementing a fund development program, with the short term goal focused on operational support, and with the long-term goal of the creation of a capital and endowment campaign. This will include:
 - Leveraging more corporate and foundation partnerships.
 - Increasing membership and cultivating donors.
- Creating and providing additional education programs (in-house and outreach) to a wider audience.
- Completing the reorganization of the collections storage areas, to provide better preservation methods and increase accessibility.
- Celebrating the return of the Hawker Hurricane with a weekend celebration, which will include an opening reception, exhibition, film series and children's activities.
- Addressing critical infrastructure repairs/upgrades, including the replacement of the tent "skin" which is degrading, and the redesign of the front entrance and admissions area to meet accessibility and building codes.
- Continuing our annual events – Father's Day Weekend, RCAF Mess Dinner, Open Planes Weekend and Remembrance Day Service - increasing their promotion, attendance rates and creating more awareness around the existence of a museum of flight in Calgary.
- Eliminating IT poverty and thus becoming more effective and agile in our work and in our support of the community. This priority is already underway through a partnership with Ignitech.
- Completing a number of exhibition upgrades.

CAPITAL AND ASSET MANAGEMENT



**AEROSPACE MUSEUM ASSOCIATION OF CALGARY
(THE HANGAR FLIGHT MUSEUM)
Civic Partner 2017 Annual Report**

Asset: Facility not owned by The City, but City aircraft collection and artifacts are housed within the building

9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.

Capital development was kept to a minimum in 2017. The focus was on lifecycle/maintenance and inspections. An electrical breaker was replaced, emergency lighting, smoke detectors and heat alarms were installed. A replacement window was installed in the museum shop. Other lifecycle projects were primarily IT related.

10. What funding was leveraged to support capital activities in 2017?

N/A

NOT APPLICABLE--

STRATEGY DELIVERY (for applicable partners)

11. What key results were achieved in 2017 for the Council-approved strategy you steward?

| |
|--|
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|--|