

CIVIC PARTNER 2016 ANNUAL REPORT SNAPSHOT- AEROSPACE MUSEUM ASSOCIATION OF CALGARY

**AEROSPACE MUSEUM ASSOCIATION (THE HANGAR FLIGHT MUSEUM)**

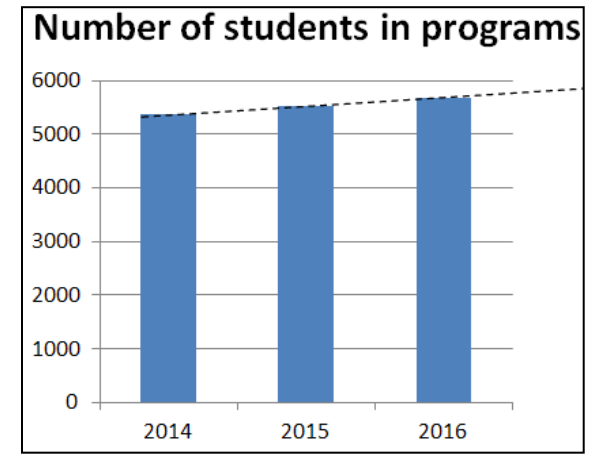
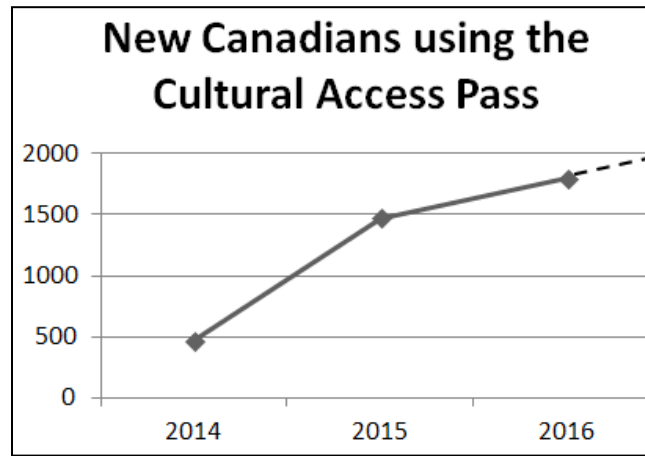
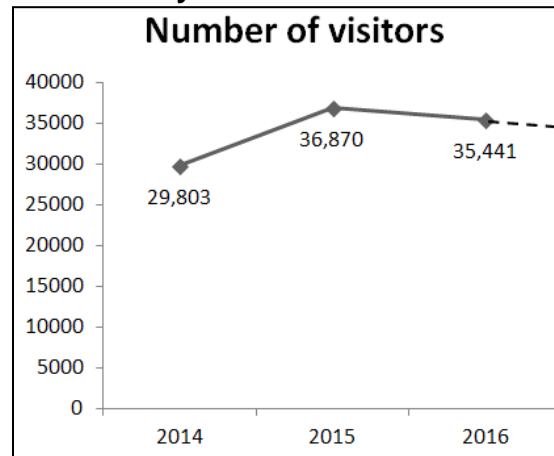
**Mission:** To provide a rich understanding and appreciation of the evolution of flight by telling stories related to our collections that provide inspiration to current and future generations.

*Registered Charity*

**2016 City Investment**

Operating Grant:\$232,708  
Capital Grant:\$72,392  
City owned asset? No

**How did they do in 2016?**



**The story behind the numbers**

- Rebranded as The Hangar Flight Museum: A Museum with Altitude.
- Despite the economy, attendance dropped just 4% from 2015 through increased marketing and awareness work, including reaching new audiences through Tourism Calgary and Travel Alberta.
- Visitor spending on facility rentals, admissions, retail purchases, education programs, donations and memberships was over \$400,000.
- There was a decline in corporate events and museum shop revenue.
- Schools continued to use the museum to extend classroom learning with over 6,777 programs delivered to 5,685 students.

**Snapshot of 2017-18 priorities**

- Improve identity and visibility in the community under the new brand: The Hangar Flight Museum.
- Develop exhibitions, programs and events including a Cold War, Avro Arrow, and Northern exploration exhibits.
- Formalize a long term facility strategy including a Master Plan for the facility's expansion.
- Ensure sustainability by working to strengthen internal revenue streams and a fund development strategy to operating and capital needs



1. **Organization Name:** Aero Space Museum Association of Calgary (operating as The Hangar Flight Museum)
2. **Fiscal Year:** December 31, 2016
3. **Latest Annual Report available and web address:** 2016/17 Fiscal Year
4. **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.

**YEAR IN REVIEW**

5. **What key results of your organization in 2016 contributed to Council Priorities in The City’s 2015-2018 Action Plan including A prosperous city, A city of inspiring neighbourhoods, or A healthy and green city?**

**[The City of Calgary - Council Priorities](#)**

**Introduction**  
 2016 was a tremendous year for The Hangar Flight Museum. Not only did we complete a three year project of infrastructure improvements and repairs, but we rebranded into a museum of flight. This shift, from a museum focused solely on military and civilian aviation to a museum open to the exploration of all aspects of flight, unlocks opportunities for increased audience participation, education programs, exhibitions and events.

We successfully faced a number of challenges in 2016. Renovations took longer than expected and were more invasive than originally planned. In spite of this, the Museum continued full operations. We dealt with roadwork improvements to McKnight Boulevard and the months’ long remediation of contaminated soil from a gas station adjacent to the Museum property. Of course, 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 small decline in visitation, and stiff competition for sponsor and government funding.

**A PROSPEROUS CITY**  
**Economic Growth and Competitiveness**  
**P1 – P3:** 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.



In 2016, The Hangar Flight Museum completed a three year infrastructure project. Between 2014 and 2016, over \$1.6 million was put back into the economy through this project by hiring local contractors and vendors. Funding for the infrastructure project came from three sources: the province of Alberta, the City of Calgary and the Museum. The renovations provided a much improved visitor experience and secured a historically significant building.

The Museum played host to over 135 facility rentals in 2016. Rentals included AGMs, Christmas parties, funerals and memorial services, birthday parties, corporate meetings, weddings and even casino fun nights.

One of our signature events is the annual Calgary RCAF Mess Dinner. In 2016 over 155 veterans and serving military personnel attended to honour the history of the RCAF. Our guest speaker was Lieutenant-General Michael John Hood CMM CD, the senior commander of the Royal Canadian Air Force.

We hosted the annual Organization of Military Museums of Canada Course in June. Over 150 course attendees from over 80 military museums representing all three branches of service visited Calgary and the Museum.

The Hangar Flight Museum increased its marketing efforts in 2016, reaching out to new audiences through Tourism Calgary and Travel Alberta initiatives, the increased use of social media and sustained, non-event related radio advertising.

### **Community Well-Being**

**P5:** We fostered or maintained government and community partnerships with the 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, 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, Mount Royal University and SAIT. Many of these relationships resulted in revenue, donations of funds, in-kind services and increased awareness of the Museum.

Staff actively participated in Tourism Calgary, the Organization of Military Museums of Canada, the Calgary Attractions Consortium, CCVO and the Society of Educational Resource Groups.

**P9:** The Museum provided entertainment, education and a place for socialization to over 35,000 Calgarians and visitors to the City in 2016. The Museum took part in the Calgary Library Foundation's Sun Life Financial Arts and Culture Pass, providing 500



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, 443 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 2016 we donated 2 summer camp placements to the Sheldon Kennedy Abuse Centre and 165 Family Passes were provided to community organizations in support of their fundraising initiatives.

We hired 2 summer students through the Young Canada Works and Summer Temporary Employment Program. These useful and much needed programs provide invaluable work experience to post-secondary students and assistance to the Museum during the busy tourist season.

We participated in the international United Space School. Each institution identifies a deserving high school student to attend a two week school in Houston, Texas. This year, Ms. Elizabeth Drew, a grade 11 student at Bishop Grandin High School, has been selected to attend the school in July. Note that we are the only Western Canadian institution participating in this worthy international program which brings together students and experts in space exploration.

**P11:** Curriculum related school programs supported learning experiences to over 5,500 students. These students attended over 7,000 programs at the Museum, ranging from the theory and history of flight, to nose art to learning about the Avro Arrow. In 2016, staff developed a new program for kindergarten students, and in early 2017 developed a hands-on program focused on the design of three types of flight – propeller, glider and parachute.

We continue to offer summer camps. In 2015, when our summer camp program was launched, we had 30 registrants; in 2016 this number doubled to 70. We hope to see the same level of growth in 2017.

We were honoured to host the 2016 Calgary and Region Heritage Fair, where over 100 children presented their history projects for juried consideration.

Of course we also offer the casual visitor opportunities to learn about flight through informal dialogue with museum docents and staff. Guided tours and hands-on activities provide extended educational and entertainment value.

## **A CITY OF INSPIRING NEIGHBOURHOODS**

### **Public Safety**

**N1:** The Hangar Flight Museum improved security and fire safety within the Museum facility. This included sprinkler systems, smoke detectors, emergency lighting, and improved functionality of the alarm system, and the installation fire exit gates.

**N3:** The Museum developed and implemented a comprehensive disaster response



plan which addressed human, building and collection preservation and safety.

### **Great Neighbourhoods**

**N7:** The board and senior management realize the necessity of developing a new funding framework to ensure ongoing sustainability. This framework includes building and strengthening internal revenue streams and developing a comprehensive fund development campaign which will include capital expansion.

**N9:** 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. The Father's Day Weekend brought in over 2000 visitors, while our Remembrance Day Service connected the Museum with over 1700 attendees.

2016 saw the conclusion of a complex renovation project which commenced in 2014. This included a new roof, windows, an HVAC system, siding repairs and renovations to the public areas, the main and secondary gallery spaces, library and archives storage and offices. We are very pleased to state that while all these renovations were underway, the Museum remained fully accessible to Calgarians and visitors to our city. Staff and volunteers worked diligently during the construction process to ensure our visitors continued to receive good service and that safety was maintained. At this time, we would like to thank the City of Calgary Council for providing much needed funding for this project and ongoing operations.

As noted in N7, The Hangar Flight Museum will be launching a comprehensive fund development campaign in support of capital expansion. The process of identifying requirements and working with architects and engineers started in 2016. In late 2015, we were fortunate to sign off on a 30 year property lease with the Calgary Airport Authority. This lease gave the Museum additional land to the west of the existing property. The expansion will house a growing collection of aircraft and artifacts, as well as educational spaces and a theatre.

**N10:** The Museum accepted two new aircraft into the collection, and a number of 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. We began 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 GREEN CITY**

### **Natural Environment**

**H1:** 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.

**H7 – H8:** A key component of Museum operations is providing opportunities for volunteerism to over 100 people. This diverse and passionate group comes to us from all walks of life and includes seniors, young adults, professionals and disabled volunteers. They volunteer for various reasons including work experience, socialization and the chance to engage and inspire young minds, and share their wealth of experience and knowledge. In 2016 we held the first volunteer town hall to increase communication between staff, board members and volunteers.

### **A well-run city**

The Hangar Flight Museum, through a continual process of building efficiencies, and effective and relevant activities focused on the visitor, is becoming successful. While our successes may seem small, especially in comparison to some of the other Civic Partners, we are now reaching the limits of our internal capacity levels. This is best evidenced by the Remembrance Day Service and our school programs. In 2013, the annual Remembrance Day Service was attended by a few hundred Calgarians. In 2016, over 1700 participants braved the weather to attend an outside ceremony. Our school programs are now offered 5 days a week and we rely on a strong core of volunteers to provide these valuable learning experiences.

**W3:** In 2016 we made the difficult decision to move away from Campus Calgary/Open Minds. This program saw a limited number of students visit the Museum for a full week of instruction and experiential learning. While it was an effective learning opportunity for those students fortunate to attend, we felt we could reach and influence even more of Calgary's young minds through alternate methods of delivery.

**W5 and W7:** In 2016 and as a result of a feasibility study conducted in 2014, The Hangar Flight Museum made the decision to rebrand into a museum of flight. The rebranding process included dialogue with staff, volunteers and board members, but more importantly members of the public, who provided invaluable feedback in three focus groups.

Focus groups and engagement were an important component of our activities in 2016. The Museum gathered a number of key volunteers and members to discuss the way forward regarding exhibition development, and held the first annual volunteer town hall to open dialogue between volunteers, staff and board members.

**6. Using your organization’s existing performance measurement data, please provide selected 2016 performance measures that describe how much you did, how well you did it, and how Calgarians are better off.**

	<b>Performance Measure</b>	<b>2014 results</b>	<b>2015 results</b>	<b>2016 results</b>	<b>What story does this measure tell about your work? Why is it meaningful?</b>
<b>How much did you do?</b>	Number of Visitors	29,803	36,870	35,441	Our efforts to increase marketing, creating awareness around the Museum and flight history and technology are working, combined with continued dedication to supporting and understanding our diverse communities.
	New Canadians visiting the Museum through the Cultural Access Pass initiative	469	1,470	1,793	
	Low income Calgarians visiting the Museum through the Calgary Public Library Program	210	147	139	
	Number of students participating in educational programs	5,367	5,522	5,685	There is a desire by schools and other organizations to use the Museum as an extension of their formal and informal learning programs. In 2016, over 6,777 programs were provided to 5,685 participants.
	Number of volunteers	112	118	107	Our volunteers are an important part of the Museum. Volunteerism provides opportunities for individual growth, work experience and social interaction. In 2016 we had 4 volunteers pass away and a number who resigned for personal reasons not related to their work at the Museum.
<b>How well did you do it?</b>	Increase in the number of visitors to the facility	+33%	+23.7%	-3.8%	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.
	Increase in new Canadians receiving and using the Cultural Access Pass at ASMAC	New program in 2014	+213%	+2%	All areas of attendance have either increased or remained fairly stable over the past 3 years, which indicates marketing and outreach



**Aero Space Museum Association of Calgary  
(The Hangar Flight Museum)  
Civic Partner Annual Report 2016**

	<p>Increase of school bookings, school children more knowledgeable about aspects of aviation history, science and technology, and continued positive feedback from teachers, parents and children</p> <p>Increase in number of volunteers</p>	<p>Stats not kept in 2013</p> <p>+40%</p>	<p>+2%</p> <p>+5%</p>	<p>+2.9%</p> <p>-9%</p>	<p>initiatives are impacting Calgarians.</p> <p>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.</p> <p>We continue to have a stable, dedicated volunteer force; our recognition events are working.</p>
<b>How are Calgarians better off?</b>	The number of Calgarians aware of local aviation history and technological growth	29,803	36,870	35,441	<p>Steadily increasing numbers of Calgarians are aware of the role of aviation and flight in the history of the province and their everyday lives.</p> <p>The number of Calgarians aware of local aviation history and technological growth.</p>
	An increased knowledge base amongst students will support future economic growth and diversity in Calgary	5,367	5,522	5,685	<p>An increased knowledge base amongst students will support future economic growth and diversity in Calgary.</p> <p>Our work is supporting the Calgary economy long-term, and has a positive effect province and nation-wide.</p> <p>There is a requirement for informal education as one valuable component of our city and provincial education systems.</p>
	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	112	118	107	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.





					<p>ASMAC is a community resource and informal educational venue for our volunteers and those they reach through their dedication and passion for flight. 118 volunteers provided 7148 hours of expertise to the Museum in 2015.</p>
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**FINANCES**

**7. What resources were leveraged to support operational activities in 2016?**

The federal program Young Canada Works was leveraged to hire one summer student. The student worked with children in the provision of our 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 with exhibition development, guest services and educational programming.

Provincial funding (\$1M) was leveraged with CPRiiP funding of \$457K from the City to support the rehabilitation of the Museum building. All of these funds were used to replace the roof, install a HVAC system, windows and doors, and the renovation of the archives and library, all of which contributed to a more pleasant visitor experience, a healthy work environment, and the increased preservation and accessibility of the collections.

We were awarded \$66.5K through Western Diversification's 150 Infrastructure Program for use in 2017. These funds were intended to be used toward paving the interior of the tent hangar. Unfortunately these funds were returned to the granting agency as the Museum was not able to afford the initiative during these financially challenging times.

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 received donations of services from local franchisees and companies, including Chapters, Ikea, Great Events and Tim Horton's.

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.

**8. Do you anticipate any changes to plans and/or budget projections for 2017-2018?**

Not at this time, but this will depend on economic and political variables. With increased educational programming, marketing, community outreach and events, we anticipate increased revenue and support. However, we have been and will continue to be effected by increased charges from service providers and vendors, including increases resulting from the Carbon Tax.

**9. Please describe the impact, if any, of the economic downturn on your organization’s operations or revenues including any adjustments you have made to your operations.**

We have noticed a decline in facility rentals from the corporate sector as well as a decline in museum shop revenue, as visitors have less and less discretionary dollars to spend.

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 as to make decisions on collections preservation, for example moving the F86 Sabre and Vampire outside on a temporary basis to support larger facility rentals.

**LOOKING FORWARD**

**10. What are your priorities and deliverables for 2017-2018?**

The Hangar Flight Museum will focus on sustainability, increasing community connections and relevancy, and professionalism and standards through five strategic directions:

**Improve Identity and Visibility in the Community:** Our rebranding project was a key priority for 2016 and we will continue to implement in the coming years. This will include a branded giftware line and increased target marketing including social media, increased events, programs and exhibition surrounding flight.

**Develop our Exhibitions, Programs and Events:** We will be redeveloping the Cold War, Avro Arrow and Northern Exploration exhibitions to provide increased interpretation and better preservation of artifacts and archival material. This shift to storytelling is in line with our mission to ‘tell stories’ and our vision ‘to inspire dreams of flight’.

Collections preservation is a focus for the next two years. In spite of the lack of



curatorial staff, we continue to make improvements to collections accessibility, preservation and overall management using the expertise of the Executive Director and the passion of volunteers. This reorganization of the 20,000+ piece artifact, art, archives and library collections will support the ongoing revitalization of exhibits and educational programs, and use of the material by heritage organizations and researchers.

We will continue to introduce new educational programs and activities in support of the Museum's vision and mission. This includes new hands-on programs piloting in early 2017 and programs in support of Remembrance Day. We will pilot Spring Break camps in 2018.

**Strengthen our Community Connections:** As always, making the Museum available to all Calgarians through special events is a focus. This year we will continue to develop our Father's Day Weekend event, continue to celebrate and honour our service personnel in our annual Remembrance Day Service and introduce new events like 150 Kites.

The Museum continues to foster and maintain relationships with tourism, heritage and other community

Partners. We will be increasing our community connections to strengthen our relevancy in preparation for a comprehensive fund development campaign.

**Formalize a Long Term Facility Strategy:** The Museum's Board of Directors and management are dedicated to moving forward with a facility master plan to include the construction of a new wing to house collections and exhibitions and to provide community and education spaces for all Calgarians. This expansion will be needed to accommodate the return of the City owned Hurricane and Mosquito aircraft. The wing will also house the aircraft presently stored in the tent hangar, including the City owned Lancaster bomber, 3 planes on display outside including the CF100 (Canuck) which is a City owned asset, and 3 other aircraft currently on loan to other museums.

We have implemented a lifecycle program to ensure the current facility is maintained to the best of our ability.

**Ensure sustainability:** We continue to work at strengthening our internal revenue streams, and as part of the branding initiative, will look at innovative ways such as reciprocal agreements with other museums and after hours activities to grow Museum membership and attendance.

We will be developing a comprehensive fund development strategy in support of operations and capital expansion. This campaign will be launched in 2018.



## **UPDATE ON RISK MANAGEMENT AND GOVERNANCE**

### **11. What are your organization's top 3-5 strategic risks? Describe briefly how you are managing these risks.**

1. Succession planning – board and senior management: The Board, through the Nominations Committee, actively searches for new board members throughout the year. Additionally, we recruit community members to take part in sub-committees and working groups.
2. Internal capacity: As more demands are placed on the Museum to increase our relevancy in the community, we are identifying efficiencies and partnerships within the heritage, tourism and aviation sectors. We are identifying key positions within the Museum which will enhance revenue generation and community relevancy, and filling those positions in a fiscally responsible manner. We also use volunteer labour in support of our activities.
3. Revenue generation and sustainability: Not-for-profits and especially museum and heritage institutions are always challenged by revenue generation and sustainability. Core to building sustainability is ensuring we remain relevant to the needs of the community by offering programs and events which support education, social interaction and entertainment. We must continue to act as a local community resource for clubs, groups and other organizations.

We are continually searching for ways in which to lessen our dependence on funders, including the use of partnerships and donations in kind. We are identifying cost-saving methods which include the renegotiation of contracts for services, the use of second hand furniture and supplies, and the use of volunteer labour throughout the Museum.

As mentioned throughout this report, the Museum will be embarking on a comprehensive fund development campaign, expected to be launched in 2018.



**12. Summarize any activities in 2016 that increased your Board’s knowledge and awareness about industry trends, impact of changing economic conditions, risks faced by the organization, or other information needed to make informed decisions.**

1. A feasibility study was conducted in 2014/2015 by The Development Group. The study provided the Board with significant information as to the feasibility of launching a fund development campaign, rebranding, and the strategic direction of the Museum. The study was used to develop the Museum’s new brand, and guide management and the board in the development of strategic directions for 2016 onward.
2. Interviews with stakeholders were conducted during the feasibility study, and 3 focus groups were conducted (in early 2016) focusing on the future direction of the Museum, rebranding, and exhibition development. Included in the rebranding project was a review of the current market and new target audiences.
3. Monthly board meetings and reporting by the Executive Director.
4. Monthly board discussions surrounding risks associated with economic conditions.
5. Building renovations increased the Board’s knowledge regarding building processes, building codes and museum standards.

**13. Will any Board or senior management positions be vacant in 2017? If yes, please describe succession plans that are in place.**

1. We will have two board positions vacant in 2017. There will be no senior management positions vacant in 2017.
2. Board Succession Planning: The Board’s nominations committee actively searches for and recruits new board members on an annual basis. New members are representative of a cross-section of the population, and can serve for two consecutive 3 year terms if elected by membership at the Annual General Meeting (AGM).



**14. (a) Mark an “X” by all statements that apply to your organization:**

Our organization uses:

- Defined term limits for Board members
- A skills and experience matrix to identify gaps on the Board and recruit new board members.
- A structured process for identifying, monitoring and managing risk.
- A Board policy for risk management.
- A risk map, matrix, register or similar tracking tool to assess the risks we face.
- A risk management plan or other tool that is updated at least annually.
- Tools to communicate key risks to the Board at least annually.
- A Board committee delegated with the responsibility for oversight of our organization’s risk management practices.
- A formal crisis management, business continuity, or similar plan to be ready for an emergency situation.

**(b) Add any additional comments about your organization’s risk management practices:**

1. A yearly financial audit by a firm of independent accountants.
2. A yearly review by the Board and management of the strategic plan, including an economic environmental scan.
3. The development of conservative budgets, using zero based budgeting methods.
4. Board review of monthly financial statements, including comparison to annual budget, prior year results and detailed variance reports.
5. Implementing a lifecycle program around building maintenance, exhibitions and IT.
6. Annual performance reviews of staff, including the Executive Director. This includes ongoing mentoring and conversations based on transformational leadership.
7. Annual reviews of governing and operational documents, including Bylaws, policies and procedures.



## **CAPITAL AND ASSET MANAGEMENT**

### **15. Provide a summary of your organization's 2016 capital development, including specific lifecycle/maintenance projects.**

2016 was a busy and productive year for capital development and lifecycle/maintenance projects:

1. The WWII era boiler system was replaced with a HVAC system.
2. The majority of the windows were replaced.
3. Areas of the structure were repaired of rot caused by water infiltration.
4. The library and archives storage rooms were completely renovated.
5. The front entrance stairs, deck and handicapped ramp were replaced.
6. New lighting, including some LED track lighting, was installed in the main gallery and work areas.
7. Plumbing repairs and lifecycle replacements were made, including the replacement of the hot water tank and water fountain.
8. Portions of the exterior siding were replaced.
9. Lifecycle repairs and improvements were made to the security and fire systems.
10. New fencing was installed, which included fire access gates as per fire regulations.

### **16. What funding was leveraged to support capital activities in 2016?**

The majority of capital activities were supported by funding from the province and the City of Calgary. We also used funds available in the Museum's general unrestricted funds.