

CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- AEROSPACE MUSEUM ASSOCIATION OF CALGARY

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

**Vision:** To inspire dreams of flight.

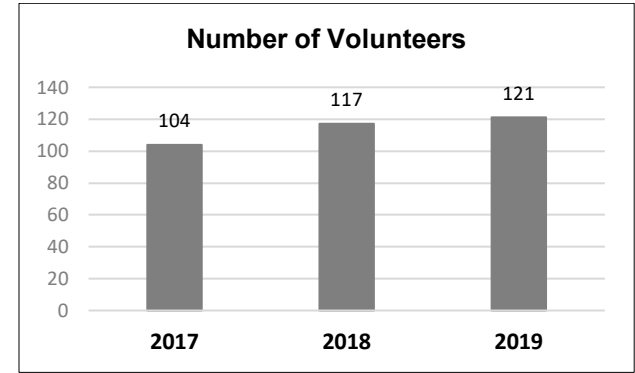
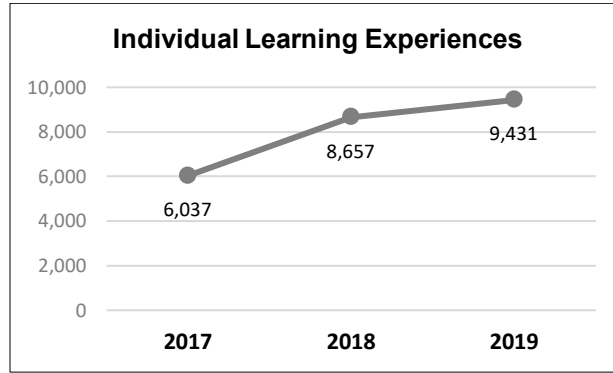
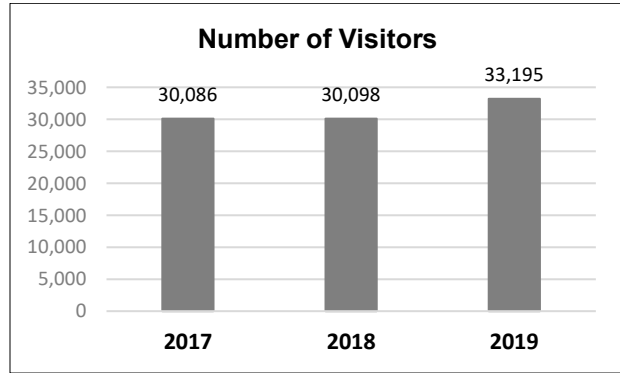
**Mission:** To provide a rich understanding and appreciation of the evolution of flight by telling stories related to our collections that provide inspiration to current and future generations.

*Registered Charity*

**One Calgary Line of Service: Economic Development and Tourism**

**2019 City Investment**  
**Operating Grant:** \$461,358  
**Capital Grant:** \$34,635  
**City owned asset?** Selected airplanes, not museum facility

**2019 Results**



**The story behind the numbers**

- Visitation increased by 10 per cent. Marketing and advertising with community partners and hosting local media networks has increased brand awareness in Calgary.
- The Museum continued to grow individual learning experiences by 9 per cent in 2019. We offer successful and valuable education programs to schools and other organizations to learn about aviation as an extension to curriculums.
- Volunteers are our most valuable resource. They are true ambassadors to the Museum and we would not be as successful without them.

**Current state 2020: COVID-19 impact**

- Significant impact on all earned revenue. No facility rentals, events or education programming since March and memberships are down considerably.
- Admissions and gift shop sales were halted for March, April, and May and resumed in June, but at a fraction of previous years' capacity.
- Moved to an online timed ticket system. Currently open four days a week. Implemented online content including field trip programming.

**Service impact:** Moderate

**Current demand for service:** Demand has decreased notably.



**AERO SPACE MUSEUM OF ASSOCIATION CALGARY  
(THE HANGAR FLIGHT MUSEUM)  
Civic Partner 2019 Annual Report**

**Organizational Structure:** Society

**Fiscal Year:** December 31, 2019

**Manage/Operate City Owned Asset:** The Hangar Flight Museum

**City 2019 Operating Grant:** \$461,358

**City 2019 Capital Grant:** \$34,635

*(CF-100 Canuck Capital Grant for Aircraft Restoration- \$41,383)*

## **STRUCTURE**

### **1. 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.

Mandate: 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. The Museum provides a community place and historical resource in Calgary. The history of aviation is closely tied to Canada's development of a nation and to Calgary's development as a vibrant, international city.

## **2019 RESULTS**

### **2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City)**

#### **A Prosperous City:**

The Museum is a community space that brought over 35,000 Calgarians and visitors to the City in 2019 for education and learning, entertainment, cultural and historical programs, and more.

In 2019, we grew revenue through admissions with a 10% increase and gift shop sales at a remarkable 60% increase from 2018. Activities at the Museum generate revenue for local Calgary businesses, particularly in the NE airport district.

The Hangar Flight Museum attracts local, national and international visitors to Calgary. Over \$400,000 in revenue was generated through visitor admissions, educational programs, facility rentals, gift shop sales, memberships, and internal special events.

The Museum added some new events – **National Aviation Day** (to celebrate the history of aviation) and Hawker Hurricane #5389 Homecoming that generated new revenue.



**AERO SPACE MUSEUM OF ASSOCIATION CALGARY  
(THE HANGAR FLIGHT MUSEUM)  
Civic Partner 2019 Annual Report**

We continue to partner with **Canoo offering Passes to New Canadians** visiting the Museum through the Cultural Access Pass program. We are the only venue for this program in the NE.

We participate with **Calgary Recreation** and a location for **Fee Assistance Cards** offering reduced admissions to low income Calgarians.

The Museum provides support to other non-profits through the **donation of admission passes** for various fundraisers and events. We hosted for the second year in a row a Citizenship Ceremony to celebrate and welcome new citizens to Canada. This was at no cost to the **Institute for Citizenship**.

**A City of Inspiring Neighbourhoods:**

The Hangar Flight Museum provides a community space for social gatherings and resource place in an area of Calgary which could be considered underserved by heritage and cultural institutions. It is one of few attractions in the NE that brings Calgarians to the area. Our Museum tells the history, expands and inspires Calgarians and visitors' knowledge of the stories surrounding aviation's role in exploring Canada's North, role in immigration, oil and gas sector, war and civilian travel. Many roadways in Calgary are named after renowned aviators such as McKnight, McCall, Barlow, and Palmer – who, after serving their country in wartime, went on to develop civilian passenger and transport aviation.

**Open Plane Weekends** (introduced in 2017) continue to bring more visitors to the Museum in the NE area of Calgary.

**Remembrance Day Service** continues to attract many Calgarians to the NE. 2019 was record setting with over 1500 people (doubling last year) attending our annual service to honour, remember and recognize the sacrifices of Canada's Military personnel. It is estimated now that the Hangar Flight Museum now attracts the second largest crowd next to The Military Museums.

**Royal Canadian Air Force Mess Dinner** brings together over 200 current and retired air force pilots, government officials and other dignitaries – local and across Canada. We are proud to say that it is one largest mess dinners in Canada that takes place at our Museum in Calgary.

**McCall and McKnight Exhibit** was completed in 2019 which was launched as part of the 100<sup>th</sup> anniversary of Freddie McCall's emergency landing on the carousel of the Calgary Stampede. It was inspiring to see visitors come to the Museum who were attending the Calgary Stampede.

**A Healthy and Green City:**

The Hangar continues to care for and promote by example a healthy and green city – including **composting, recycling** (pops, cans, bottles etc.), cardboard/paper, wood, and metal. In 2019, a major clean-up of metal and wood products was completed to reorganize and clean the outside – back area of



**AERO SPACE MUSEUM OF ASSOCIATION CALGARY  
(THE HANGAR FLIGHT MUSEUM)  
Civic Partner 2019 Annual Report**

the Museum. Material was picked up by recycling businesses. Old computers are recycled by our IT provider Technology Helps.

In late 2019 we began discussions with **Clean02 Carbon Capture Technologies** to use their product. Subsequently, we will be using their neutral PH cleaner for our aircraft.

Used furniture is donated to charitable organizations and other museums. At the same time we find second-hand refurbished office furniture to use in our Museum from organizations such as Deliver Good and Habitat for Humanity.

The Museum continues to provide a healthy social environment to over 120 volunteers and 10 staff from various backgrounds and age groups. We are a community space for volunteers and members to socialize and connect. They use their passion, skills, and expertise to help improve and grow the Museum. For many of our volunteers and visitors, this provides valued opportunities to interact and build understanding across all ages, cultures, and gender.

**A Well Run City:**

As a civic partner the Hangar Flight Museum follows closely and adheres to the City of Calgary municipal bylaws and polices. We embrace the direction given by the City to be resilient, and continuous improvement, to better life of all Calgarians. We are prideful in telling all Calgarians, members and volunteers, and donors, that we receive operational funding from the City of Calgary and support through Capital Infrastructure Projects. This support enables the Museum to leverage support from other stakeholders knowing that we are a civic partner and historical attraction that provides a community space for everyone and that we preserve aviation artifacts for present and future generations.

We recognize all indigenous peoples in Calgary and recognize that our Museum is on Treaty 7 First Nations. We recognize and acknowledge them at all of our events. For the past few years the Museum has hosted Citizenship Ceremony's welcoming new Canadians. Board and staff speak at the event and participate in round-table discussions.

**3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**

**Human Resources:**

A full review and updating of all job descriptions began in 2019 and continuing in 2020.

Collections Manager – the Museum hired a newly created full-time Collections Manager position to oversee collections, artifacts, and exhibits. This was a much need to position to preserve and protect our collections and ensure documentation of thousands of artifacts we steward.

Education Interpreter – the Museum hired a newly created full-time education interpreter position to assist the Education Manager. Our education programs (school bookings) continue to grow and this position supports this increase and we are able to offer more programs.



**AERO SPACE MUSEUM OF ASSOCIATION CALGARY  
(THE HANGAR FLIGHT MUSEUM)  
Civic Partner 2019 Annual Report**

**Guest Services** – The guest services and gift shop area was modernized with digital information screens, face-lift (painting of our brand colors), and a new inventory sales software program to better manage product inventory.

**4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

The Museum hosted the first-ever successful National Aviation Day program event. Canada celebrated the 110<sup>th</sup> anniversary of powered flight and it was an excellent opportunity to build awareness of the Hangar by offering a day full of family fun activities, and opening of some aircraft to the public for interior viewing and photo opportunities. Over 300 people attended the event. Global News Calgary attended with some great media coverage. The Museum will continue to grow the event by seeking more sponsors from like-minded aviation businesses and organizations for financial and volunteer support, offer more activities throughout the day, add aviation speaker sessions, and more. The Calgary Airport Authority will be invited to sponsor and invite the White Hat Volunteers. The Museum will build upon and dedicate more funding to marketing – promotions, advertising, media – to bring more visitors.

**5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

**Hawker Hurricane #5389 Homecoming:**

The highlight of the year was the completed restoration of Hawker Hurricane #5389. Staff and volunteers dedicated many hours in preparation and planning to receive the aircraft. In November 2019, the Museum hosted unveiling events, accompanied by a week-long of celebratory events, a new commemorative booklet (Hawker Hurricane 5389 - A Legend is Reborn) and accompanying new exhibit. Calgarians were able to enjoy free admissions, story-telling by experts, and participate in unveiling events including an official Mayor's welcome. The aircraft was built in 1942 at CanCar (Ontario) and was flown across Canada including Calgary, Lethbridge, and Boundary Bay. It was used for training, coastal defense, and locating of Japanese "Fugo" balloon bombs. The plane, owned by the City of Calgary and cared for by the Museum, began restoration in 2012 by the Calgary Mosquito Society and Historic Aviation Services Inc. (HASI). Over the years, more than 60 people dedicated more than 25,000 hours to restore this majestic aircraft. Thank you to the City of Calgary, Calgary Mosquito Society, and HASI.

**CF-100 Canuck Aircraft Restoration Project:**

We would be remiss not to include another major success story. October 2018 marked the beginning of our fundraising campaign to restore the CF-100 Canuck aircraft. The CF-100 is a very important piece of Canadian aviation history and is the only Canadian-designed fighter aircraft to go into mass production. It was the first straight-winged jet aircraft in the world to achieve controlled supersonic flight. This aircraft has been in Alberta for the past 65 years being stationed at Cold Lake, Lethbridge, and Calgary. It has been a beloved Calgary landmark for over 45 years and it was our goal to preserve and protect this aircraft for future generations by restoring it to full static display. Restoration of aircraft comes at a great cost. The aircraft is a City owned asset and stepped forward with Capital Infrastructure funds at 75% to support restoration of the aircraft. In-turn, the Museum raised the remaining 25% which fundraising activities carried over into 2019. The Museum was successful in achieving many funding partners through local businesses, private donations (large and small), foundations (Lecky, Hotchkiss), and the Alberta Government – Heritage Preservation Fund program. Local businesses provided in-kind services to move and transport the aircraft to Wetaskiwin for restoration by Historic Aviation Services Inc. Member



**AERO SPACE MUSEUM OF ASSOCIATION CALGARY  
(THE HANGAR FLIGHT MUSEUM)  
Civic Partner 2019 Annual Report**

volunteers also dedicated many hours to this exciting project. The aircraft is scheduled to return in the summer of 2023.

**RESOURCES**

6. **Please estimate how The City’s operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

In 2019, the City’s annual operating grant (\$433K) to the Museum was approximately 36% of the Museum’s total revenue (\$1.2M). The funds are used for general operations, including staff wages, educational programs, volunteer recognition, and collections management ten (10) aircraft an nineteen (19) aircraft engines and miscellaneous parts owned by the City of Calgary. The newest addition to aircraft collections was the Hawker Hurricane #5389, also owned by the City of Calgary.

<b>8.78 %</b>	Advertising and promotion
<b>5.10 %</b>	Programs or services
<b>2.27 %</b>	Office supplies and expenses
<b>1.7 %</b>	Professional and consulting fees
<b>42.13%</b>	Staff compensation, development and training
<b>0 %</b>	Fund development
<b>13.7%</b>	Purchased supplies and assets
<b>10.36%</b>	Facility maintenance
<b>0 %</b>	Evaluation or Research
<b>5 %</b>	Collections, Restoration & Exhibits
<b>4.18 %</b>	Gift Shop Cost of Sales
<b>1.85 %</b>	Volunteer Recognition
<b>2.93 %</b>	Insurance
<b>1.75 %</b>	Bank Fees and Service
<b>.25 %</b>	Membership Dues

7. **Did volunteers support your operations in 2019? If yes:**

<b>How many volunteers?</b>	<b>121</b>
<b>Estimated total hours provided by volunteers:</b>	<b>5062</b>

Volunteers are an invaluable resource who generously give their time and expertise to the Museum. Many organizations also contribute their volunteerism including 88 Lynx Airdrie Royal Canadian Air Cadets Squadron, Developmental Disabilities Centre for Calgary, and Vecova.

8. **What resources did your organization leverage to support operations in 2019?**

In 2019, we received over \$76,000 in general donations surpassing our 2018 donations of \$33,000 – a 25% increase! This does not include the CF-100 Canuck Restoration project highlighted below.

**Ursulak Family Donation** – The Hangar received a \$30,000 donation towards education volunteer programming from the Ursulak family in memory of their father John Ursulak (former F-86 Sabre Pilot). John was a long-time member and volunteer of the Museum.



**AERO SPACE MUSEUM OF ASSOCIATION CALGARY  
(THE HANGAR FLIGHT MUSEUM)  
Civic Partner 2019 Annual Report**

**Calgary Foundation** – The Museum continues to receive annually and endowment fund of close to \$8,000 towards general operations.

**Travel Alberta** – Through the Calgary Attractions Consortium that includes many civic partners we market to the region to build awareness to attract visitors to the Museum and Calgary area.

**Young Canada Works – Federal Government of Canada** - The Hangar was successful in receiving 75% wage support funding to hire three (3) summer students from Calgary – one (1) more student than previous years. Students assisted collections, educational and summer programs, internal events, guest services and gift shop, and other operational areas. We provide an excellent space for local students to utilize and practice their education, grow their skills, and work experience for their long-term career goals.

**United Space School – Fortune Industries Ltd.** - The Museum continues to receive financial support (4<sup>th</sup> year consecutively) from Fortune Industries for the United Space School Program. For over 20 years, the Museum has been the only Western Canadian partner to the US Foundation of International Space Education. Each year a high school student is chose by a selection committee to travel to Houston Texas, for two weeks to represent and collaborate with other students from around the work in the development of a space educational project.

**Canadian Museum Association & Alberta Museum Association** – Annual grants related to professional development, collections and exhibits.

**Strategic Charitable Giving Foundation** – funding support for general operations of the Museum.

**AGLC Casino** – The Museum held a casino in August (every 2 years) to raise funds (\$70,000) in support of Museum operations.

**Collections & Artifacts** - The Museum receives hundreds of artifacts and archival donations throughout the year. Some recent additions include Hawker Hurricane #5389, Tiger Moth (return from a 10 year loan to Heritage Park), Cessna Crane and seven engines return from storage near Springbank Airport, family donation of uniform and other personal material honouring local veteran Jack Hilton (WWII Typhoon fighter pilot). As well, we receive many research requests from other organizations and stakeholders. The Museum collaborates with government, community organizations, businesses, and other civic

**Corporate Membership Program** – In 2019 corporate members grew to ten (10) businesses, particularly in the airport district raising close to \$10,000.

**Collaboration** – The Museum continues to work collaboratively with the City of Calgary and the Calgary Airport Authority, local businesses, tourism marketing industry, stakeholders, and the aviation community. We enjoy strong relations with the historical community including the Alberta Museum Association and the Canadian Museum Association.

The Museum collaborate with many government, community organizations, and other civic partners, including Genesis Centre, Calgary Board of Education, Calgary Public Libraries, Alberta Museum Association, Canadian Museum Association, Calgary Robotics, Ultra-Light, Rocketry and Balloon Societies, Royal Canadian Air Force, Buffalo, WestJet and Lynx Air Cadet Squadrons, Calgary Flying Club, Calgary Airport Authority (YYC), The Military Museums, Travel Alberta, Tourism Calgary, Calgary Hotel Association, SKAL Calgary Chapter, Canadian Aviation Historical Society, Calgary Police Service,



**AERO SPACE MUSEUM OF ASSOCIATION CALGARY  
(THE HANGAR FLIGHT MUSEUM)  
Civic Partner 2019 Annual Report**

Calgary Fire Department, Department of National Defence, Calgary Attractions Committee, Eagle Helicopters, Viking Air, Alpine Helicopters, Sunwest Aviation, Best Western Port O' Call, Lakeview Signature Suites, The Glenbow, Telus Spark, Alberta Aviation Museum, various social media groups, Heritage Park, Kenn Borek Air, Nanton Bomber Command Museum, Vintage Wings, The Avro Arrow Museum, Organization of Military Museums of Canada, Institute of Canadian Citizenship, Propellus, Mount Royal University, SAIT, Canadian Space Agency, City of Calgary, and more.

**9. Using the chart below, please report your 2019 performance measures that demonstrate: 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 Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
How much did you do?	<b>Number of Visitors</b>	30,086	30,098	33,195	Visitor admissions are a key measurement to our success.
How well did you do it?		<b>15%</b>	<b>+.04%</b>	<b>+10.30</b>	We are pleased that the Museum increased Visitation by 10% in spite of the local Calgary and Alberta economy struggling including continued job losses (i.e. oil and gas sector). Even with a difficult economy there is still a desire to learn about aviation history, past and historical events, and technological growth for the future.
How are Calgarians better off?					Marketing and advertising with community partners and ongoing of hosting of local media networks has increased brand awareness to Calgary.  Calgarians learn and understand local, western, and Canadian aviation history, civilian and military, and technological development. Many of our collections and exhibits tell the story of many local flying aces to which some of our major roadways are named after them (McKnight, McCall, Barlow etc.).  Calgarians become mindful ambassadors by learning about aviation and prideful spreading the word about the Museum and the stories we celebrate.





**AERO SPACE MUSEUM OF ASSOCIATION CALGARY  
(THE HANGAR FLIGHT MUSEUM)  
Civic Partner 2019 Annual Report**

	<b>Program Participants (Individual Learning Experiences)</b>	<b>6,037</b>	<b>8,657</b>	<b>9,431</b>	<p>The Museum continues to grow individual learning experiences by 9% in 2019. We offer successful and valuable education programs to schools and other organizations to learn about aviation as an extension to curriculums.</p> <p>We continue to offer more school and youth programs which has resulted in increased bookings and interest in learning about aviation.</p> <p>Sleep-overs, birthday parties, hosting community events, and community organizations was quite successful.</p> <p>Staff attendance at the Teachers Convention, marketing to schools, and nurturing and developing new relations with education professionals has been very successful. Staff and volunteers continue to be committed to offering more programs.</p>
	<b>Number of Volunteers</b>	<b>104</b> <b>-2.8%</b>	<b>117</b> <b>+12.5%</b>	<b>121</b> <b>+3.4%</b>	<p>The number of volunteers continue to be stable and strong.</p> <p>Volunteers are our most valuable resource. They are true ambassadors to the Museum and we would not be as successful without them.</p> <p>Our Museum provides a community space for volunteers to enjoy individual growth, sharing and preservation of knowledge, and social interaction.</p> <p>The Museum is an excellent community resource and information/educational location for volunteers. They enjoy being able to utilized our location for their dedication and passion for flight.</p>
	CANOO Pass (New Canadians visiting the Museum through the Cultural Access Pass)	570 <b>-68%</b>	978 <b>+71.6%</b>	1,225 <b>+25.3%</b>	<p>In 2019, we continued to see growth by 25% in welcoming new Canadians to the Museum.</p> <p>The Museum also hosted an official citizenship ceremony (2<sup>nd</sup> year). This speaks to our Museum remaining inclusive and supportive of our diverse cultures.</p> <p>Institute for Canadian Citizenship – growth continues in the number of immigrants and thus new Canadians.</p>



**AERO SPACE MUSEUM OF ASSOCIATION CALGARY  
(THE HANGAR FLIGHT MUSEUM)  
Civic Partner 2019 Annual Report**

					New Canadians visit the Museum and experience local aviation history. They are able to learn more about the place they live and Calgary's role in aviation history.
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**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)** For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

**Calgary in the new economy: an updated economic strategy for Calgary:**

The Museum works together with the tourism industry (Tourism Calgary, Travel Alberta, Calgary Attractions Consortium, Calgary Hotel Association, SKAL Calgary), Calgary Economic Development, local businesses (particularly in the airport district), and other stakeholders to build economic growth.

In 2019, we became a member of the Calgary Chamber of Commerce to develop new relationships with local businesses. This has helped us in fund development areas and networking with like-minded Calgarians for economic growth.

We are also working with **Calgary's film industry** to offer our location, collections and artifacts for their use while respecting museum standards. We focus our energy on the Museum being an excellent location for Calgarians, Albertans, Canadians, and visitors from around the world. We attract tourists from around the world creating economic growth in Calgary.

**Cultural Plan for Calgary:**

The Museum continues to grow and enrich our cultural and historical education programs to the public by extending the dates of our Now Boarding: Open Aircraft Days during the summer months. This program allows visitors to learn how aviation developed the settlement of Western Canada and Canada's North, and contribution to the cultural diversity of Canada by stepping inside our aircraft. Developing events and programming increased opportunities in Calgary and close neighbourhood in the North East region. The Museum created a new event – National Aviation Day – which offers more opportunities to learn. The Museum hosts a Citizenship Ceremony that welcomes new Canadians. We enjoy engaging and connecting Calgary's diverse population.

The Hangar Flight Museum is housed in a historical British Commonwealth Air Training Program drill hall from the Second World War. As we protect and care for our building we preserve and tell the story of Calgary's aviation heritage and contributions to Canada.

**Enough for All Poverty Reduction Strategy:**

The Museum provides CANOO Passes to New Canadians visiting the Museum through the Cultural Access Pass. The program grew in 2019 by 25% with 1,225 New Canadians accessing the Museum.

The Museum participates with **Calgary Recreation** and is a location for **Fee Assistance Cards** that give reduced admissions to low income Calgarians.

**Climate Resiliency Strategy:**



**AERO SPACE MUSEUM OF ASSOCIATION CALGARY  
(THE HANGAR FLIGHT MUSEUM)  
Civic Partner 2019 Annual Report**

The Museum strives to use less energy as best as possible by minimizing the use of natural gas heating and power. We are discussing options for renewable energy sources including solar power. As well, working on a proposal to the City of Calgary and other funders to change over our current lighting to more energy-efficient lighting – LEED. We will do our part in fighting climate change.

**Sport for Life Policy:** N/A

**Foundations for Hope: Calgary's Corporate Affordable Housing Strategy – N/A**

**Open Spaces Plan:**

The Museum continues to maintain and provide a welcoming environment with our outside grounds and green space. We offer a unique space for Calgarians and tourists to enjoy picnics and touring of outside exhibits. In 2019, we set out a goal for 2020 to revitalize and beautify our open spaces with new picnic tables, shelter area, murals, widening of gate entry, and an aviation themed playground. We engaged the Rotary Club to discuss their support in the playground which will be accessible to Calgarians (particularly in the NE) and would not require paid admission. This project is ongoing and we look forward to potential implementation in 2020.

**Recreation Master Plan:**

See above Open Spaces Plan. The Museum looks forward to engaging Calgary Recreation and other stakeholders to garner their support.

**Calgary Heritage Strategy:**

The Museum are stewards of Calgary's aviation heritage. We manage and preserve significant historic resources in our collections and artifacts, aircraft, engines, archival information, and exhibits that tell the story of Calgary and Western Canada's role in aviation and future technological development.

We protect and care for artifacts for future generations and strive to build upon our visitor experience. We are now the stewards of the Hawker Hurricane #5389. The CF-100 Canuck aircraft is now undergoing restoration to full static display. In late 2019 we received from our close friends in Calgary - Eagle Copters - an Allouette II helicopter.

The Museum endeavors to renew and develop new exhibits that speak to Calgary's aviation heritage. We completed and launched a new exhibit – McCall and McKnight – that celebrates the story of two of Calgary's well-known flying aces, Freddie McCall (WW1) and William McKnight (WWII). A new display was developed with digital story-telling for the Hawker Hurricane 5389. A new Oculus Rift virtual reality and interactive station was added to improve the visitor experience.

We provide educational learning programs that are valuable opportunities to teach youth (and all generations) about Calgary's Aviation heritage. The Museum continues to work closely with the City of Calgary to preserve their historical assets in our hangars.

**11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**

**Hawker Hurricane Unveiling Events –** The Museum welcomed Hawker Hurricane #5389 with a five (5) day event starting with a grand unveiling with speeches from Flying Officer Gordon Hill, President Richard de Boer of the Calgary Mosquito Society, and Mayor Naheed Nenshi. The celebration attracted many media outlets including CTV, CBC, City TV, CBC, and the Calgary Herald. The aircraft was also featured in many aviation related publications across Canada.



**AERO SPACE MUSEUM OF ASSOCIATION CALGARY  
(THE HANGAR FLIGHT MUSEUM)  
Civic Partner 2019 Annual Report**

**Seton Library Grand Opening** – The Museum participated in the grand opening of the Seton Library in South East Calgary. The Museum loaned and provided an Allouette II helicopter to the YMCA library and is a main attraction and centre piece for the public to see and access. An excellent partnership between government (Calgary Public Library), business (Hopewell Residential), and non-profit (Hangar Flight Museum).

**Media Coverage** – Reading through the media coverage of the Museum provides the highlights reel of accomplishments in 2019. Even as marketing trends change, having coverage from local news outlets is very important in building awareness of the Museum and of our events and projects. We have seen growth in visitors coming to the Museum for the first time and recognize that these stories have contributed to this increase.

**Remembrance Day Service** – 2019 was record setting with 1600 people attending the service. MP Jag Sahota, Alberta Minister of Infrastructure Prasad Panda, and MLA Devinder Toor participated in laying for wreath.

**YYC's Festival of Trees** – The Museum participated for the first time in YYC's Festival of Trees by putting up our "Flight of Fancy" Tree at the Calgary International Airport and finished second place.

## **12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)**

**Asset:** *CF-100 Canuck Aircraft Restoration*

- a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.**

### **CF-100 Canuck Restoration Project:**

The aircraft is a City owned asset and stepped forward with Capital Infrastructure funds at 75% to support restoration of the aircraft. In-turn, the Museum raised the remaining 25% which fundraising activities carried over into 2019. The Museum was successful in achieving many funding partners through local businesses, private donations (large and small), foundations (Lecky, Hotchkiss), and the Alberta Government – Heritage Preservation Fund program. Local businesses provided in-kind services to move and transport the aircraft to Wetaskiwin for restoration by Historic Aviation Services Inc. Member volunteers also dedicated many hours to this exciting project. The aircraft is scheduled to return in the summer of 2023.

### **Tent Hangar:**

Built in 2006 as a temporary structure, the tent hangar is in constant repair with patching of the fabric. The fabric has been deteriorating and over time is becoming more brittle with multiple tears requiring patching. Lifecycle/maintenance is being managed by ongoing daily inspections especially during the winter months to monitor snow loads, temperature, wind, and storms (i.e. hail). The Museum engaged RJC Engineers to inspect the structure and it remains in stable condition. It was hoped that the fabric could be replaced, however this is not possible with current structural building codes in Alberta. As well, the Calgary Airport Authority is more supportive of permanent-like structures. Board and staff continue to investigate opportunities to replace the tent hangar with something bigger (as we are limited in space for



**AERO SPACE MUSEUM OF ASSOCIATION CALGARY  
(THE HANGAR FLIGHT MUSEUM)  
Civic Partner 2019 Annual Report**

new acquisitions) and will be launching a capital campaign in 2021 to replace the tent hanger and building expansion.

**Main Hangar:**

Built in 1941, the main hangar has been experiencing some deterioration with increased wood splitting and truss damages. Throughout 2019 risk has been managed by staff with monthly inspections – monitoring of cracks on all wood components. Bolts used in connection of the wood are checked regularly and retightened when necessary. Currently (2020) the Museum is installing a new humidity system that will better moderate relative humidity levels from summer to winter and repairing trusses by the end of the year. The new humidity system will also help preserve aircraft that are made of fabric. Oversight is being provided by RJC Engineers.

**b) What funding did your organization leverage to support capital activities in 2019?**

**CF-100 Canuck Restoration Project** – A major success for the Museum was fundraising \$400,000 to restore Calgary's beloved fighter jet to full static display – scheduled to return in the summer of 2023. It is a City owned asset stewarded by the Museum. The Museum raised \$160,000.

City of Calgary (Capital Infrastructure) - \$240,000

**Museum Fund Development:**

Alberta Government – Heritage Preservation Fund - \$25,000

Meridith Helgeson Family Donation - \$25,000

Hotchkiss Foundation - \$10,000

John Binder (Avmax) - \$10,000

Lecky Foundation - \$10,000

Private Donations across Canada - \$90,000

In-Kind Donations to transport the aircraft to Wetaskiwin

Near the end of 2019, the Museum began actively fundraising for building expansion (tent hangar replacement).

**COVID-19 UPDATE**

**13. Briefly describe the key impacts of COVID-19 on your operations to date.**

Covid-19 has greatly impacted all of our earned revenue streams for 2020. Our facility rentals and education programming revenue streams have been halted since March. Our membership's revenue is down considerably. Our admissions and gift shop sales were halted entirely for three months (March, April, and May) and have resumed as of the beginning of June, but are still at a fraction of previous years' capacity. Normally in the spring and summer we would host our largest public events which bring in much needed revenue for operations. This year we were unable to run any of these events or programming experiences. We were also unable to offer summer programming to summer camps because those camps were not running this summer.

**14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

The main operational change we made was to offer online admission ticket sales. These online timed tickets allow for us to be more aware of demand, and also allow visitors to easily book their visit, and



**AERO SPACE MUSEUM OF ASSOCIATION CALGARY  
(THE HANGAR FLIGHT MUSEUM)  
Civic Partner 2019 Annual Report**

plan their trip. We have also worked together as a team to work at the admissions desk to ensure that we were able to continue operating with fewer staff members since our reopening in June. Our revenue streams have not recovered to the point where we can rehire the part-time and casual staff that previously assisted us on evenings and weekends. This means that we are currently open four days a week.

Our museum has been made safer by completing cleaning regularly throughout our open hours and with the addition of hand sanitizing stations throughout the museum as well as a plexi-glass shield at the admissions desk.

**15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

We have increased our social media and e-Newsletter presence with our community to ensure that everyone is up to date with our operations. We also recorded our most popular school field trip program into short YouTube segments at the request of local teachers to ensure that we continue to support them as they teach the flight unit as part of the grade 6 curriculum. In August we added a hands-free travelling exhibition to our offering that will be at the museum for a limited period of time. This will encourage visitors to come in the next few months before it travels to a different museum, but it is also safe to participate in during these times because there are no touch points and we have it placed in a safe area where people have plenty of space for themselves without any other visitors coming within 6 feet of them. We plan to continue having travelling exhibits at the museum for periods of time to offer special experiences that they'd have to travel to other provinces to see if we did not host them.

**COVID-19 Service and Impact Demand Update  
Reporting for September 2020**

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

**Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input checked="" type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption.



**AERO SPACE MUSEUM OF ASSOCIATION CALGARY  
(THE HANGAR FLIGHT MUSEUM)  
Civic Partner 2019 Annual Report**

	(e.g. full facility closure, major decrease in users)
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**Service Impact Narrative:**

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

**Current Demand for Service:**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input checked="" type="checkbox"/>	Demand has decreased notably.

**Service Demand Narrative:**

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.

The Museum gradually reopened from two (2) days in June to four (4) days in September. While we are pleased to see visitors coming back to the Museum, general admissions are down, and ranging around 50% as compared to pre-pandemic numbers. Having less visitors has negatively impacted gift shop sales and general donations. The Museum has lost all facility rentals and outside bookings for the remainder of the year until further COVID-19 public health orders with respect to social distancing guidelines. This also includes cancelation of all school bookings (educational programs) until 2021 which is a major revenue stream and attendance for the Museum. We have increased our social media presence and developed video clips that schools (teachers) can utilize for their students that speak to the theory of flight in their school curriculums. Staff at the Museum are also nearing completion of the creation and design of a “theory of flight education crate” that teachers can purchase and use in classrooms.