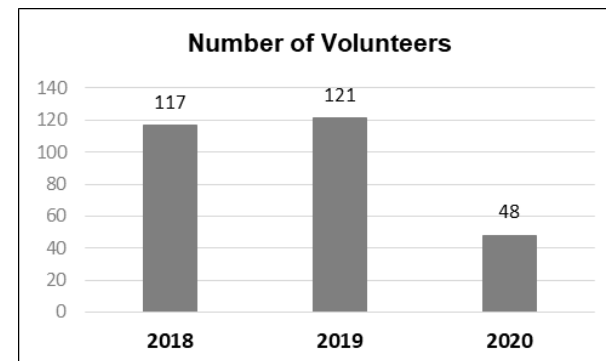
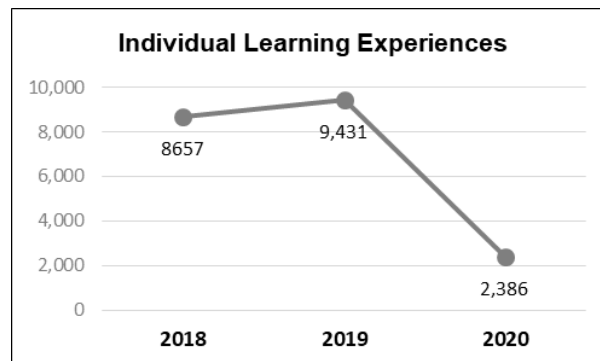
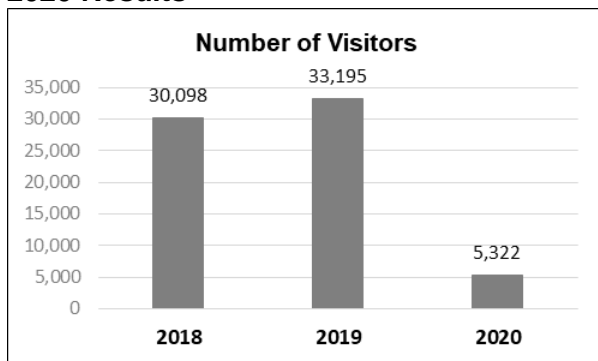


AEROSPACE MUSEUM ASSOCIATION OF CALGARY (THE HANGAR FLIGHT MUSEUM)**Vision:** To inspire dreams of flight.**Mission:** To provide a rich understanding and appreciation of the evolution of flight by telling stories related to our collections that provide inspiration to current and future generations.**One Calgary Line of Service: Economic Development and Tourism***Registered Charity***2020 City Investment****Operating Grant:** \$411,358**Economic Resiliency Fund** \$70,000**Capital Grant:** \$116,589**City owned asset?** Selected airplanes, not the museum facility**2020 Results****The story behind the numbers**

- Though 2020 was a devastating year with an 84 per cent decrease in visitors due to the pandemic, we were pleased with the amount of visitors we received during the time we were able to be open at minimal operations.
- The pandemic resulted in a significant decrease of 75 per cent in individual learning experiences. The number of individual learning experiences through our education programs is a key measurement of success.
- Decrease of 60 per cent in the number of volunteers. Even with the pandemic and subsequent closures we had 48 volunteers donate over 1500 hours.

Current state 2021: COVID-19 impact

- Museum remains close with no visitors, education/school bookings, facility rentals, or special events.
- It is unclear whether the museum will be able to resume normal operations in the coming months (year) which is very concerning. More difficult decisions may be needed regarding staffing, offering of any programs and services, building improvements and completion of budgeted projects in 2021.

Service impact: Moderate (Some challenges on ability to achieve objectives. Some aspects of programs or service are only being met in part.)**Current demand for service:** Demand has decreased notably.



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Organizational Structure: Society

Fiscal Year: December 31, 2020

Manage/Operate City Owned Asset: The Hangar Flight Museum

STRUCTURE

1. Vision, Mission and Mandate:

In 2020, we began a full review and updating of our Strategic Plan from 2017. In the coming year, we will complete and begin fulfilling the new Strategic Plan – Destination 2030. We look forward to presenting our new Vision, Mission and Mandate to all stakeholders in 2021.

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. Our Museum tells this history, expands and inspires visitors' knowledge of the stories surrounding aviation's role in immigration, oil and gas exploration, war and civilian pleasure travel. Many roadways in Calgary are named after renowned aviators such as McKnight, McCall, Barlow and Palmer – who after serving their country wartime, went on to develop civilian passenger and transport aviation.

2020 RESULTS

2. What key results did your organization achieve in 2020 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)

2020 was a difficult year for all of us to achieve results. 2020 was the beginning of an unprecedented time – a world wide pandemic – that brought about closures and challenging times and still continues to this day. However, the Museum found strength and confidence in hard working passionate staff, Board of



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Directors trust and compass, volunteers by our side (whenever we could open), and continued support of members and donors. As a Civic Partner we are thankful for the ongoing support of the City of Calgary that gave us the flight path to navigate turbulence and achieve results as best as possible.

A Prosperous City:

The Hangar Flight Museum attracts local, national and international visitors to Calgary. The Museum is a community space for education and learning, entertainment, cultural and historical programs, and more. In 2020, the museum received over 5,300 visitors. Due to the pandemic restrictions and mandated closures we experienced a sharp 84% decrease from 33,195 admissions in 2019.

As a result, revenue decreased significantly in earned revenue areas including admissions, gift shop sales, facility rentals, major special events, and school/education bookings. Pandemic restrictions resulted in the cancellation of the majority of school bookings and facility rentals for the entire year – both are a major source of revenue for the Museum. Major special events hosted at the Museum were also canceled.

The Museum was able to host the second year of National Aviation Day in February – pre-COVID. We celebrate with Calgarians the history of local aviation and were proud to have the financial support of the Calgary Airport Authority and White Hat Volunteers. Attendance increased from 300 in 2019 to 500 in 2020.

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. 2020 saw a reduction in passes from 1,225 in 2019 to only 305 passes in 2020 – a 75% decrease.

Annually we participate with Calgary Recreation and a location for Fee Assistance Cards offering reduced admissions to low income Calgarians. However, this program was non-existent due to the pandemic and the Museum was not able to support this program.

The Museum provides support to other non-profits through the donation of admission passes for various fundraisers and events. However, due to the pandemic requests were minimal as many non-profit organizations put on-hold their events in 2020.

We were not able to host the annual Citizenship Ceremony to celebrate and welcome new citizens to Canada. This event is at no cost to the Institute for Citizenship.

A City of Inspiring Neighbourhoods:



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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.

Our ability to host community groups, schools, facility users, and others - truly made it difficult to be inspiring in our neighbourhood. However, we focused our attention on engaging the community through our social media platforms, interactive activities, and "museum at home activities". We found new ways to share the wonder of flight by creating a series of online videos – Theory of Flight – for both students and teachers.

Wings & Wheels (Father's Day Weekend) and our Open Plane Weekends throughout the summer were canceled. These events bring 1,000's of visitors to the Museum in the NE area of Calgary.

Our Remembrance Day Service went virtual in 2020 and we were thankful that CTV Calgary & CTV Lethbridge chose our location to livestream the ceremony so our community could join us in the act of Remembrance of our veterans. The kind and warm messages we received following the service about what the experience meant to those who joined us online, or by watching the service on TV, meant the world to us and helped build awareness of our Museum in Calgary.

The Royal Canadian Air Force Mess Dinner was canceled in 2020. It was also canceled this year 2021. This event 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. We hope to resume this event in 2022.

Challenges are opportunities. Even during a difficult year we have endeavored to show inspiration in our neighbourhood and all Calgarians by using closure(s) to move forward on much needed building improvements, livestreaming of our Remembrance Day Service, engagement of the community through social media activities, and conversion of education programs for online teaching.

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



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

As & when, 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.

In 2020, we invested in Clean02 Carbon Capture Technologies to use their product (PH neutral) to clean aircraft.

The Museum appreciates the support of the City of Calgary Infrastructure Grant and is currently changing over to LED lighting for energy savings.

The Museum continues to provide a healthy social environment to over 120 volunteers and 7 staff from various backgrounds and age groups. We are a healthy 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, ethnicity, 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 policies. 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 land. We recognize and acknowledge First Nations at all of our events. For the past few years the Museum has hosted Citizenship Ceremony's welcoming new Canadians. However, canceled in 2020 due to the pandemic. Board and staff speak at the event and participate in round-table discussions.

The Museum is nearing completion and launch of a new website in 2021 that will recognize and highlight Treaty 7 First Nations land to which we operate on.

3. Briefly describe how your key results in 2020 contributed to Council approved strategies (Select up to three that that are most applicable.) For example: Calgary in the new economy: An



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economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

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. Many of our aircraft are City owned assets.

We protect and care for artifacts for future generations and strive to build upon our visitor experience. In 2020, we focused on building improvements including humidity installation, truss repairs, and room renovations. Projects aimed at preserving and caring for our buildings.

In late 2020, our tent hangar suffered severe damages as result of extreme weather. The tent hangar houses many of our larger aircraft artifacts. Working with our insurance adjuster, the tent hangar was reskinned this past April 2021. This will allow the Museum to continue to protect and care for collections.

In 2020 we received a Curtiss Jenny replica aircraft from the Glenbow Museum. The aircraft with built by Freddie McCall Junior – son of one of Calgary's well known flying aces – Freddie McCall. We also received a retired 767 Cabin Trainer from WestJet.

The CF-100 Canuck aircraft continues to undergo restoration to full static display. Restoration is on schedule and the aircraft will come home the summer of 2023.

In early 2020, we received a donation from our close neighbours in Calgary - Eagle Copters - an Alouette II helicopter. As the first helicopter in their fleet and flown by Mel O'Reilley, it is definitely a piece of local history.

We continue to provide educational learning programs that are valuable opportunities to teach youth (and all generations) about Calgary's Aviation heritage. Our focus during the pandemic and closure(s) has been moving some of our education programs on-line and engaging Calgarians through activities that bring the "Museum at Home" using our social media platforms. The Museum continues to work closely with the City of Calgary and like-minded stakeholders to preserve their historical assets.

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

The Museum continues to work 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.



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We continue to be 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. As well, we are members of many aviation minded organizations in Alberta and across Canada.

We continue to work 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 and create economic growth in Calgary.

Cultural Plan for Calgary:

The Museum continues to stay focused on growing and enriching our cultural and historical education programs to the public. We look forward to resuming educational programs, Now Boarding: Open Aircraft Days, National Aviation Day, and Wings & Wheels when the Museum can reopen. Programs allows visitors to learn how aviation developed the settlement of Western Canada and Canada's North, and contribution to the cultural diversity of Canada. Developing events and programming increases opportunities in Calgary and the neighbourhood we share in the North East region.

The Museum held for the second year in February (pre-pandemic) – National Aviation Day – which offers more opportunities for Calgarians to learn more about aviation culture and history.

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.

4. Using the chart below, please report your 2020 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 | 2018 results | 2019 results | 2020 results | What story does this measure tell about your work? |
|-------------------------|---------------------------|---------------|---------------|--------------|---|
| How much did you do? | Number of Visitors | 30,098 | 33,195 | 5,322 | Visitor admissions are a key measurement to our success. |
| How well did you do it? | | +0.04% | +10% | -84% | Though a devastating year (84% decrease) due to the pandemic we were pleased with the amount of visitors we received during the time we were able to be open at minimal operations. |



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| | | | | | |
|--------------------------------|--|--|--|--|---|
| How are Calgarians better off? | | | | | <p>Calgarians learn and understand local, Alberta, and Canadian aviation history, civilian and military, and evolution of flight at the Hangar Flight Museum.</p> <p>Many of our collections and exhibits tell the story of many local flying aces to which some of our major roadways are named (McKnight, McCall, Barlow etc.).</p> <p>Calgarians become mindful ambassadors by learning about aviation and are proud in building awareness about the museum and the stories we tell.</p> |
|--------------------------------|--|--|--|--|---|

| | Performance Measure Name | 2018 results | 2019 results | 2020 results | What story does this measure tell about your work? |
|--------------------------------|---|--------------|--------------|--------------|---|
| How much did you do? | Program Participants (Education and Individual Learning Experiences) | 8,657 | 9,431 | 2,386 | The number of individual learning experiences through our education programs is a key measurement of success. |
| How well did you do it? | | | +9% | -75% | <p>The pandemic resulted in significant decrease of 75% individual learning experiences.</p> <p>Mandatory closure(s) and social gathering restrictions resulted in fewer education bookings. Schools were prevented from on-site field trips starting in March and for the remaining year 2020.</p> |
| How are Calgarians better off? | | | | | We offer valuable education programs to learn about aviation and extension to school curriculums. |



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| | | | | | |
|--|--|--|--|--|--|
| | | | | | We continue to nurture and develop relations with education professionals. Staff and volunteers continue to offer a community space for learning for all Calgarians. |
|--|--|--|--|--|--|

| | Performance Measure Name | 2018 results | 2019 results | 2020 results | What story does this measure tell about your work? |
|--------------------------------|--------------------------|--------------|--------------|--------------|---|
| How much did you do? | Volunteers | 117 | 121 | 48 | The number of volunteers and hours contributed is a key measurement for the health and sustainability of the Museum. |
| How well did you do it? | | -3% | +12% | -60% | Decrease of 60% in the number of volunteers. Even with the pandemic and subsequent closures we had 48 volunteers donate over 1500 hours. |
| How are Calgarians better off? | | | | | Volunteers are our most valuable resource. They are true ambassadors to the museum and we would not be as successful without them. Our museum provides a community space for volunteers in Calgary to enjoy individual growth, sharing and preservation of knowledge, and social interaction. The Museum is an excellent community resource and information/educational location for volunteers. They enjoy being utilized at our location for their dedication and passion for flight. |

5. Briefly describe the key impacts of COVID-19 on your operations in 2020.



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- Loss of earned revenue streams including education program bookings, admissions, gift shop sales, facility rentals, and hosting of major special events.
- Operational expenses were minimized and many cases fully cut from the 2020 annual budget. Without consistent earned revenue streams the Museum was forced to put on hold many budgeted expenses including collections and artifacts, marketing, some building maintenance projects, education and volunteer recognition programs, and more.
- Investments made in social distancing signage, and additional janitorial and sanitizing/cleaning of the building(s), PPE mask supplies, plexi-shields at guest entry
- Laying off all part-time staff at the Museum and subsequent termination after 6 months as per legislation
- Current staff working from home and the office - at a cost to the Museum investment was made in upgrading computer laptops to ensure effective connectivity and work of employees
- It has been challenging to forecast monthly operations without having a solid understanding of future revenue. The Museum is thankful for government support but remains cautious until the pandemic restrictions are lifted and we can resume normal operations.
- Reduced number of volunteers and hours committed to the museum. The lack of volunteers has made it difficult for the museum to complete many projects and ongoing building maintenance and care of collections.
- Many projects and budgeted items were put on hold. Operational expenses were minimized and in many cases fully cut from the annual budget of the museum including collections, acquisitions, marketing, education programs, volunteer recognition, and more.
- Annual fixed costs including general liability insurance were deferred to monthly where possible to support adequate cash flow.

6. Are there any program or service changes made in 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.

The Museum ramped up use of social media platforms to engage the community. We implemented new ways of educating and reaching out to our members, visitors, and followers. Our popular Theory of Flight education program field trip for schools was turned into an online educational resource for teachers as they also navigated a different teaching environment. We developed Theory of Flight videos for teachers to utilize for students. We are cautiously optimistic that school field trips will resume this fall (September).



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However, we are preparing for live streaming of our programs in the case that pandemic restrictions do not allow school field trips.

Our annual Remembrance Day Service ceremony went virtual and was live streamed for the first time. We were thankful that CTV Calgary/Lethbridge chose the Hangar to live stream and televise. This experience has given us the knowledge to apply this same format.

We have been successful in hosting two (2) virtual Annual General Meetings and ongoing monthly board meetings. Virtual meetings of board and staff has become common practice of the Museum. Sharepoint is being used for board and administration.

In late 2020 the Museum began utilizing on-lines sales using Shopify with curbside pick-ups. This service will continue post-pandemic as a way to generate more sales revenue.

7. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2020.

The Museum began using Sharepoint and virtual meetings for Board and Staff which has strengthened communication and operational efficiencies – working from home or at the office.

Board and staff have continued to work with a consultant to develop a new Strategic Plan – Destination 2030. The plan will be released in 2021. The plan includes updating of policies and procedures and will in effect promote improved operations and business activities of the Museum. This work will provide the Museum with a solid and exciting flight plan to guide us through the next 10 years.

8. Briefly describe some success stories in 2020 that demonstrates how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians.

During this difficult time we had to lay-off all part-time employees, however we have been able to keep all full-time staff employed with government support that also included the Canada Emergency Wage Subsidy (75%). While we have a small number of full-time staff compared to other Civic Partners, we consider this to be a major achievement to support our dedicated and hard-working employees.

Challenges are opportunities. We have used closure(s) of the museum to move forward on much needed building improvements including truss repairs, humidity installation and some room renovations to better prepare for education bookings and facility rentals when we can reopen. .

We were pleased to hear that during our open days in 2020, our visitors really enjoyed having a safe way to explore Calgary. We had a hands-free travelling exhibit in the summer and fall that visitors couldn't stop talking about. Although 2020 was a difficult year, the feedback and reviews that we received from our visitors confirmed that our work wasn't going unnoticed and that visitors had a positive emotional



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benefit from their visit. We would not have been able to offer this travelling exhibit without the funding support we received in 2020.

In 2020 our Remembrance Day Service, for the first time ever, went live stream and televised by CTV Calgary and CTV Lethbridge. This allowed us to continue our ceremony and connect with Calgarians in remembrance of our veterans.

We received from the Ottawa Aviation Museum an Ace Academy travelling exhibit. It was the perfect installation last year during the summer and fall because it was a hands-free exhibit that brought joy to our visitors.

The Museum acquired a 767 Cabin Trainer from WestJet, a Curtiss Jenny full replica aircraft from the Glenbow Museum, and an Alouette II helicopter from Eagle Copters.

The Museum utilized many social media groups, e-newsletters, and other communication forums to continue fundraising for capital projects. For example – Treat the Trusses 50/50 Raffle – to raise funds for the main hangar humidity installation and truss repair projects.

RESOURCES

9. **Please estimate how The City's operating funding was allocated in 2020. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

| | |
|------------|--|
| 4% | Advertising and promotion |
| 2% | Programs or services |
| 3% | Office supplies and expenses |
| 2% | Professional and consulting fees |
| 58% | Staff compensation, development and training |
| 0% | Fund development |
| 12% | Facility maintenance and purchased supplies and assets |
| 2% | Evaluation or Research |
| 8% | Collections, Restoration & Exhibits |
| 2% | Gift Shop Cost of Sales |
| 1% | Volunteer Recognition |
| 4% | Insurance |
| 1% | Bank Fees and Service |
| 1% | Membership Dues |

10. Did volunteers support your operations in 2020? If yes:

| | |
|--|------|
| How many volunteers? | 48 |
| Estimated total hours provided by volunteers: | 1500 |



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11. What resources or funding sources did your organization leverage to support operations in 2020?

Federal Government:

- Canada Emergency Wage Subsidies (75%)
- Museum Assistance Program-COVID 19 Emergency Support Fund for Heritage (\$96,000)
- Canada Emergency Rent Subsidy Program (monthly average \$8000 October to December 2020)
- Canada Summer Jobs – one student at 100%
- Canadian Museum Associations-Young Canada Works (75%)

Calgary Foundation \$7,500

Calgary Airport Authority \$5,000 – National Aviation Day sponsorship

Alberta Lottery Fund (AGLC) \$47,900 – No Casino in 2020. Carry-over from 2019

City of Calgary Emergency Relief Funds \$70,000

The Museum is concerned that with continued closure of casinos, there will be loss of annual revenue.

12. Did your organization receive any awards or recognition in 2020 that you want to highlight?

No. In 2021 the museum will explore awards and recognition programs in-light of having a successful 2020, even during an unprecedented pandemic.

13. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)

Asset: *Main Hangar and Tent Hangar operated by The Hangar Flight Museum*

a) Provide a summary of your organization's 2020 capital work, including specific lifecycle/maintenance projects or capital projects.

Main Hangar Humidity Installation and Truss Repair – the museum installed a new humidity system to better moderate fluctuating relative humidity from summer to winter. The main hangar was built in 1941 and has seen increased splitting of wood components. Truss repair planning began in 2020 and is currently underway in early 2021.

Memorial Room Renovations – In late 2020, staff began renovations of the Memorial Room into a multi-purpose space for future education programs and facility rentals.



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CF-100 Canuck Restoration Project (ongoing): The aircraft is a City owned asset and stepped forward with Capital Infrastructure funds at 75% to support restoration of the aircraft in 2018. In-turn, the Museum raised the remaining 25%. The aircraft is scheduled to return in the summer of 2023.

Sprinklers Installation

Lifecycle computers/laptops

b) What funding did your organization leverage to support capital activities in 2020?

Urslak Family donation - \$32,000 – Memorial Room Renovations.

Hotchkiss Foundation - \$10,000 – Humidity Installation and Truss Repair.

Lecky Foundation - \$10,000 – Humidity Installation and Truss Repair.

Alberta Aviation Council - \$2,000 – Humidity Installation and Truss Repair

Private donations & other - \$19,000 – Humidity Installation and Truss Repair, General

14. CURRENT STATE: COVID-19 MARCH 2021 UPDATE

The section focuses on the impact of COVID-19 in the month of March 2021, to provide a snapshot of your organization's current state.

Impact

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in March 2021.

| | | |
|-------------------------------------|--------------------|--|
| <input type="checkbox"/> | Negligible | Minimal to no impact on service. Service is currently operating close to normal. |
| <input type="checkbox"/> | Minor | Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources. |
| <input checked="" type="checkbox"/> | Moderate | 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"/> | Significant | Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations. |
| <input type="checkbox"/> | Severe | Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users) |

Impact Description:

Please briefly describe how your programs and services were impacted in March 2021.



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The Museum remains closed due to the pandemic with **no** visitors, education/school bookings, facility rentals, and cancelation of special events. It is unclear whether the museum will be able to resume normal operations in the coming months (year) which is very concerning. More difficult decisions may be needed regarding staffing, offering of any programs and services, building improvements and completion of budgeted projects in 2021.

Current Demand for Service:

What is 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. |

