

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

**Vision:** The Hangar Flight Museum will be a premier destination to explore, engage and experience the transformational power of flight.

**Mission:** We are storytellers, stewarding and sharing the aviation history of Calgary and western Canada, and its impact on our community.

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

**2021 City Investment**

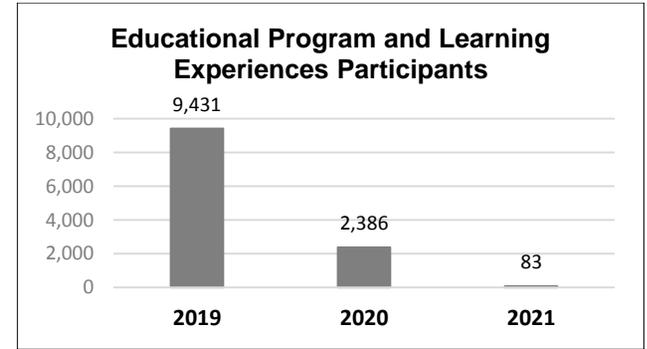
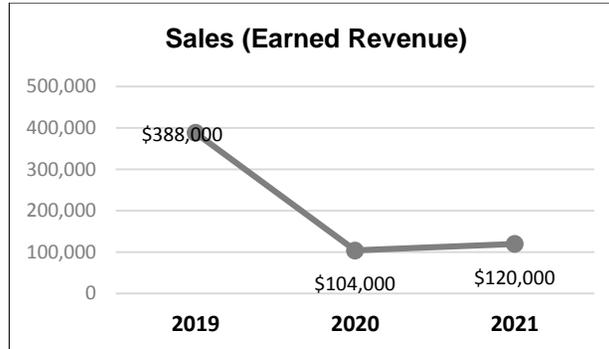
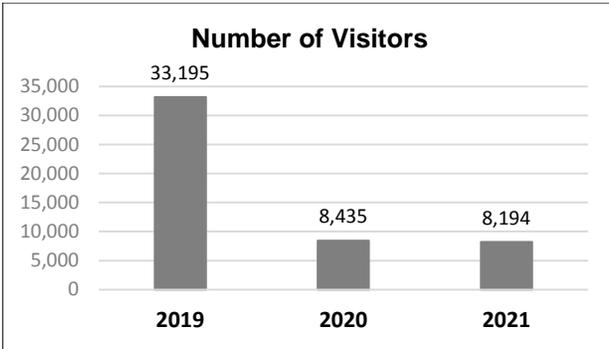
**Operating Grant:** \$411,358

**Economic Resiliency Fund:** \$108,000

**Capital Grant:** \$112,896

*City owns selected airplanes, not the museum facility*

**2021 Results**



**The story behind the numbers**

- While attendance was significantly lower than pre-pandemic levels in 2019, there was consistent attendance year-over-year despite changing restrictions.
- Consistent admissions and small growth in gift shop sales reflected that Calgarians were coming back to the museum and felt safe doing so.
- Program participation levels were severely impacted by mandatory closures, social gathering restrictions, and rules preventing school field trips.

**Impact of COVID-19:**

- With lower admission levels, earned revenue was significantly less than pre-pandemic year including admissions, gift shop sales, facility rentals, events, and school bookings. Major special events were cancelled for the year.
- A lack of volunteers made it difficult to complete projects and undertake building maintenance and care of the collections

**Advancing Equity, Diversity and Inclusion:**

In 2021, the museum shared and explored diverse stories including during Black history month and Asian history month. The organization continued to advance inclusive representation on the board of directors, and through hiring practices.



## **STRUCTURE**

### **1. Vision, Mission and Mandate:**

In 2021, The Hangar Flight Museum (THFM) engaged a consultant (Hatlie Group) to complete The Hangar Flight Museum Sustainability Project. The project included Strategy Development activities and Operational and Governance Reviews leading to the development of Runway 2030: The Hangar Flight Museum's Strategy for Sustainability. Runway 2030 was organized around a Strategic Framework developed together with the staff and Board, and in consultation with community stakeholders.

The Hangar Flight Museum has charted a flight path with a bold vision: to be the premiere destination to explore, engage, and experience the transformational power of flight. Flight means a lot of things to a lot of people. For some, flight is a scientific phenomenon; for others, it is a social experience. Flight is a uniting force in our society; it shrinks our planet and connects us all. Flight is a privilege and a thrill. It scares, exhilarates, bewilders, and frustrates. Flight is awe-inspiring.

#### **Our Flight Path (Vision)**

The Hangar Flight Museum will be a premier destination to explore, engage and experience the transformational power of flight.

#### **Our Approach (Mission)**

We are storytellers, stewarding and sharing the aviation history of Calgary and western Canada, and its impact on our community.

#### **Our Compass**

We are inspired by bold and adventurous stories.

We are passionate about bringing aviation history to life.

We work in service to our communities.

We are adaptable and agile, embracing quality, professionalism, and courage in our work.

#### **Our Landing**

Culture – Our world has been changed by flight.

Health – Our visitors, staff, and volunteers are safe and comfortable in our space.

Environment – We approach our work with a meaning and purpose and take care of the land and sky.

Financial – Intentional decisions contribute to a thriving organization.

Social – Sharing and exploring diverse stories and experiences contribute to an inclusive space.

## 2021 RESULTS

2. **What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.**

### **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.

Early in the year we were approached by **Canada's Aviation Hall of Fame (CAHF)** on the potential for a co-location opportunity. The alignment of our missions and collections made for a promising partnership and after initial expression of interest, CAHF undertook an extensive review of relocation possibilities. We are extremely honored to have been selected as the new home of CAHF and see this partnership supporting a great future for both museums. As a result, two (2) full-time staff were added to the team and 15,000 artifacts were relocated from Wetaskiwin in early 2022. The partnership adds a new dynamic to both museums and will continue to grow awareness of Calgary as being a thriving international City to visit, work and play.

In 2021, we received 8,194 visitors to the Museum consistent with the year prior at 8,345. Due to the ongoing pandemic restrictions and mandated closures, it is still a sharp decrease from 33,195 admissions in 2019. As a result, earned revenue remained significantly less in areas including admissions, gift shop sales, facility rentals, major special events, and school/education bookings.

We continued to partner with Canoo (formerly known as Cultural Access Pass) offering free admission passes for every new citizen. We are the only venue for this program in Calgary, NE. In 2021, we saw a further decrease of passes given at 125 from 305 in 2020. That is a -62 percent decrease from the year prior. It is also important to note that in 2019 (prepandemic) we had 1,225 passes given.

We participate with Calgary Recreation as a location for Fee Assistance Cards offering reduced admissions to low income Calgarians. However, this program continued to be canceled 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 2021.

### **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.

Our ability to host community groups, schools, facility users, and others - truly made it difficult to be inspiring in our neighbourhood. However, we continued to focus 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.

Major special events such as Wings & Wheels (Father’s Day Weekend), Open Plane Days, National Aviation Day, and Royal Canadian Air Force Mess Dinner were canceled again. These events draw thousands of visitors to the Museum in the NE area of Calgary.

Remembrance Day Service went virtual again in 2021. 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.

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. We invested in new laptops for all staff working “hybrid” from home or the office. Old computers were 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 2021, we continued to invest in Clean02 Carbon Capture Technologies to use their product (PH neutral) to maintain and clean aircraft.

The Museum appreciates the support of the City of Calgary Infrastructure Grant and was able to change-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 offer 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 proud 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 operate and run the facilities with minimal staff (7) in the most cost-effective means.

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 completed and launched a new website in 2021 that recognizes and highlight Treaty 7 First Nations land to which we operate on.

## **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 2021, we continued to focus on building improvements including truss repairs of our 1941 British Commonwealth Air Training Plan building 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. In April/May 2021, the tent hangar fabric was replaced through insurance. This allows the Museum to continue to protect and care for artifacts and collections.

In 2021, we acquired through a donation from a local family near Okotoks a 1945 Piper Cub aircraft. The aircraft is an American light aircraft that was designed as a trainer but was also well suited for other military uses such as reconnaissance. We were pleased to add this aircraft to our collection.

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.

We continue to 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 that we steward on behalf.

## **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.

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, member of many aviation minded organizations in Alberta and across Canada including Alberta Aviation Council.

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. With health restrictions being lifted, we look forward to resuming in 2022 our educational programs, Now Boarding: Open Aircraft Days, National Aviation Day, and Wings & Wheels. 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 works closely with Heritage Calgary, Alberta Museum Association, and Canadian Museum Association.

### 3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
<b>How much did you do?</b>	Number of Visitors	33,195	8,435	8,194	Admission are key measurement to our success.
<b>How well did you do it?</b>		+10%	-75%	-3%	Though still a devastating year compared to pre-pandemic (2019) we were pleased to see consistent attendance from the year prior. Notably with following the ongoing changes and restrictions exemption program.
<b>How are Calgarians better off?</b>	Calgarians learn and understand local, Alberta, and Canadian aviation history, civilian and military, and evolution of flight at the Hangar Flight Museum. 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.). Calgarians become mindful ambassadors by learning about our rich aviation heritage and are proudful in telling local stories about the museum.				

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
<b>How much did you do?</b>	Sales (Earned Revenue)	\$388,000	\$104,000	\$120,000	Earned revenue is essential to the financial stability and sustainability of operations.
<b>How well did you do it?</b>		+21%	-73%	+%15	A small increase from the year prior due to the ever-changing pandemic restrictions.  Education programs, facility rentals, and special events mostly canceled.  Gift shop sales made a small gain.
<b>How are Calgarians better off?</b>	<p>Earned revenue is essential to the financial stability and sustainability of operations. Increased revenue lessens the need for government support.</p> <p>Small growth in admissions and gift shop sales (following pandemic restrictions) meant that Calgarians were coming back to the museum and felt safe doing so.</p>				

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
<b>How much did you do?</b>	Educational Program and Learning Experience Participants	9,431	2,386	83	The number of individual learning experiences through our education programs is a key measurement of success.
<b>How well did you do it?</b>		+9%	-75%	-97%	The pandemic resulted an even further drastic decrease of 97% individual learning experiences.  Mandatory closure(s) and social gathering restrictions resulted canceling of education bookings. Schools continued to be prevented from on-site field trips to the Museum.
<b>How are Calgarians better off?</b>	<p>We offer valuable education programs to learn about aviation and extension to school curriculums.</p> <p>We continue to nurture and develop relations with education professionals. Staff and volunteers continue to offer a community space for learning for all Calgarians.</p>				

**4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.**

- Revenue streams for education program bookings and facility rentals were minimal
- Earned revenue in admissions and gift shop sales were minimal
- Major special events canceled entirely for the year

- Operational expenses were minimized in the 2021 annual budget. Without consistent earned revenue streams the Museum was forced to budget minimally for various expenses (collections, marketing, exhibit/display work)
- Staff continued to work “hybrid” from home and/or the office
- Ongoing challenges in forecasting and fulfilling budgeted monthly operations with ever-changing pandemic restrictions. The Museum is thankful for government support but remained cautious with continuous changes to pandemic restrictions
- 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
- Annual fixed costs including general liability insurance have increased significantly
- Increased expenses for masks, cleaning and sanitizing of facilities
- Reduction in number of volunteers and hours contributed
- AGLC – no Casino – loss of annual revenue

**5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.**

Completed a new strategic plan, Destination 2030, and we began to undertake a feasibility study to assess our opportunity to expand our facilities. Stantec, in partnership with Reich + Petch Design, was selected as the firm to support this work and we are nearing completion of the project this summer. We have been working with major stakeholders – the City of Calgary and Calgary Airport Authority.

Runway 2030 – Strategy for Sustainability. Through the work of Hatlie Group consultants, we completed a full sustainability review that took a deep dive into analyzing all the Museums programs and services to assess cost-effectiveness of everything we do. That work will help to inform future decisions on how staff invest their time, what services deliver the most return on that investment, and what services are supplemented by other revenue opportunities.

The Museum continued to use virtual meetings with success (i.e. Annual General Meeting) for Board and Staff and communications with other agencies which has strengthened communication and operational efficiencies – working from home or at the office.

**6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?**

The Hangar Flight Museum Sustainability Project (Runway 2030) included operational and governance reviews, and the development of financial sustainability matrix, human resources recommendations, and business model canvas. From this, a new Strategic Plan was developed that embraces the following values that promote racial equity.

Culture – Our world has been changed by flight.

Health – Our visitors, staff, and volunteers are safe and comfortable in our space.

Environment – We approach our work with meaning and purpose and take care of the land and sky.

Financial – Intentional decisions contribute to a thriving organization.

Social – Sharing and exploring diverse stories and experiences contribute to an inclusive space.

Staff implemented racial equity strategies as part of the social media monthly planning. Including diverse stories and being intentional about participating in Black History Month and Asian History Month are just a few ways to show our diverse neighbourhood that we are committed to ensuring that they feel seen and heard by our organization.

The organizations governance structure supports following of skills matrix including core competencies, knowledge/skills, and attributes. The board strives to have inclusive representation and in the past few years has put special emphasis on gender, age and ethnicity of Board members. Diversity is of utmost importance with respect to gender, age, ethnicity, and underserved community. The same can be said with best practices of hiring of new employees.

**7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?**

Please see above.

Ongoing discussions with Immigrant Services Calgary to discuss their Gateway Portal program and ways to work together to offer potential education and programming (with an aviation focus) and using our space as a community hub in the NE. Programs to be confirmed in 2022.

**8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.**

Early in the year we were approached by Canada's Aviation Hall of Fame (CAHF) on the potential for a co-location opportunity. The alignment of our missions and collections made for a promising partnership and after initial expression of interest, CAHF undertook an extensive review of relocation possibilities. We are extremely honored to have been selected as the new home of CAHF and see this partnership supporting a great future for both museums. As a result, two (2) full-time staff were added to the team and 15,000 artifacts were relocated from Wetaskiwin in early 2022. The partnership adds a new dynamic to both museums and will continue to grow awareness of Calgary as being a thriving international City to visit, work and play.

The Museum began work on a feasibility study to replace the tent hangar with a bigger permanent facility to address current limited space for collections, new acquisitions, educational programming, and growth. Working with many stakeholders including the Calgary Airport Authority and the City of Calgary to discuss land-use planning.

In 2021, we held a two day Casino at the Elbow River Casino. This opportunity is a significant source of financial support to the Museum for continued operations and sustainability.

We selected the 2022 Western Canadian Delegate to attend the FISE: United Space School. This academic program is one of a kind, and especially at this time it's more important than ever to support internationally collaborative educational programs.

Working with the Canada Aviation and Space Museum we brought Eyes in the Skies traveling exhibit to Calgary. This exhibition, featured engaging videos and visuals that break down complex ideas, such as how radar works. Visitors can test their skills through a variety of digital experiences, and consider if they have what it takes to manage air traffic safely.

Hosted SKAL Canada (Calgary Chapter) dinner and reception at the Museum. Members include Calgary's top tourism focused professionals including Tourism Calgary and Travel Alberta. This high-profile event contributed to building awareness of the Museum as a major civic attraction in Calgary.

We continue to participate on the Calgary Attractions Committee that includes Tourism Calgary and Travel Alberta to collaborate on cooperative marketing activities.

Ongoing discussions with Immigrant Services Calgary to discuss their Gateway Portal program and ways to work together to offer potential education and programming (with an aviation focus) and using our space as a community hub in the NE. Programs to be confirmed in 2022.

The Hangar Flight Museum was pleased to collaborate and host the 81st Anniversary of the Battle of Britain "virtual" commemoration ceremony on September 19th. Pre-recorded on September 12th. Organized by 783 (Calgary) Wing Royal Canadian Air Force Association. Though virtual, this high-profile event helped build awareness of the museum.

## RESOURCES

9. **Please estimate how The City's operating funding was allocated in 2021. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

2021	2021				
23067	3.14%	Advertising and promotion			
2395	0.33%	Programs or services			
17966	2.45%	Office supplies and expenses			
13629	1.86%	Professional and consulting fees			
442922	60.31%	Staff compensation			
0	0.00%	Fund development			
107600	14.65%	Facility maintenance and purchase supplies			
16105	2.19%	Evaluation or research			
17605	2.40%	collections			
19396	2.64%	Gift shop cost of sales			
18885	2.57%	Volunteer recog			
43548	5.93%	Insurance			
6956	0.95%	Bank fees and service			
4379	0.60%	Membership and dues			
734453					

10. **Did volunteers support your operations in 2021? If yes:**

<b>How many volunteers?</b>	37
<b>Estimated total hours provided by volunteers:</b>	1,200

11. **What resources or funding sources did your organization leverage to support operations in 2021?**

- Heritage Canada Museum Assistance Program - Emergency Support Fund (\$100,000)
- City of Calgary Emergency Relief Funds (\$108,000)
- Canada Emergency Rent Subsidy Program
- Canada Emergency Wage Subsidies
- AGLC – No Casino in 2021
- Canada Summer Jobs – two (2) summer students
- Calgary Foundation (\$7,500)
- United Way (\$2,000)

## 12. Did your organization receive any awards or recognition in 2021 that you want to highlight?

Though did not receive the award, the Museum was nominated for the Resilient Business Award as part of Calgary's Small Business Awards, presented by the Calgary Chamber of Commerce.

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

**Asset:** Aircraft and Engine owned City assets. Main Hangar and Tent Hangar operated by The Hangar Flight Museum

### a) Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.

Main Hangar Truss Repair built in 1941 has seen increased splitting of wood components. Truss repair requiring immediate attention was completed in 2021. Assistance by the City of Calgary annual infrastructure grant.

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. Assistance by the City of Calgary annual infrastructure grant.

Tent Hangar reskinning – due to severe weather damages the tent hangar was reskinned with new fabric to extend the life of the facility to continue protecting many of the larger aircraft collections. Capital costs were mostly born through insurance provider.

Completed change-over to LED lighting for energy savings and efficiency in buildings. Assistance by the City of Calgary annual infrastructure grant.

Invested in Wi-Fi satellite booster and installed on the main hangar roof for better connectivity as the museum is not connected by fibre-optic.

Memorial Room Renovations – completed into a multi-purpose space for future education programs and facility rentals.

Working with consultants in 2021, arrived at a plan for Building Accessibility Improvements to be implemented in 2022. To improve overall accessibility from the parking lot to both the main hangar and tent hangar. To improve the landing area, handicap ramp, main doors, gift shop space, entry through the vestibule, convert storage into office space, stairwell to upstairs main office, washroom(s) entry, and bring up to code the building and accessibility standards.

### b) What funding did your organization leverage to support capital activities in 2021?

Alberta Historical Resources Foundation – (\$25,000) – CF-100 Canuck restoration project

Hotchkiss Family Foundation (\$10,000) – Humidity Installation and Truss Repair

Lecky Foundation (\$10,000) – Humidity Installation and Truss Repair

Joel Spark - \$5,000 - Humidity Installation and Truss Repair

Contrail Aviation Calgary (\$2,500) - Humidity Installation and Truss Repair

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

Royal Alberta United Services Institute (\$2,000) - Humidity Installation and Truss Repair

Sherry and Scotty Irvine (\$2,000) - Humidity Installation and Truss Repair  
Shell Canada (\$1,000) - Humidity Installation and Truss Repair  
Dwight Allen (\$2,000) - Humidity Installation and Truss Repair