

CIVIC PARTNER 2022 ANNUAL REPORT SNAPSHOT- AERO SPACE MUSEUM OF ASSOCIATION CALGARY (THE HANGAR FLIGHT MUSEUM)

AERO SPACE 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

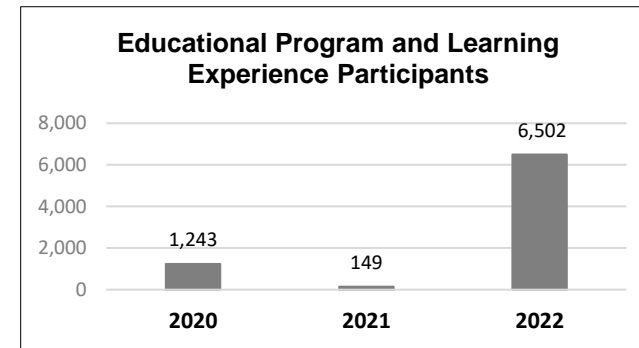
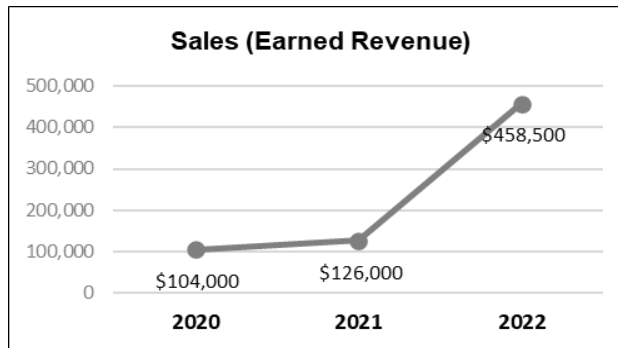
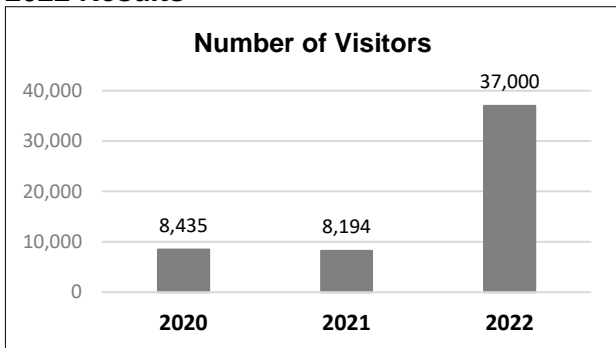
2022 City Investment

Operating Grant: \$411,358

Capital Grant: \$14,387

The City owns selected airplanes, not the museum facility

2022 Results



The story behind the numbers

- A record year for total visitors that surpassed the previous record set in 2019 (pre-pandemic), an increase of 12 per cent.
- A record year for sales including admissions, gift shop, education programs, facility rentals, and special events, that surpassed the previous record of \$388,000 set in 2019.
- The first full year for the safe return of school field trips saw the number of educational and learning participants returning to pre-pandemic levels.

Addressing climate change

Efforts to reduce waste included composting and recycling including recycling old computers and seeking refurbished furniture. Used Clean02 Carbon Capture Technologies pH neutral cleaning products to maintain and clean the museum's aircraft. Explored if a small scale carbon capture system could be installed to heat the facility.

Advancing equity, diversity and inclusion; and racial equity

The museum's strategic plan promotes diversity, inclusion and racial equity. In 2022, undertook a variety of related initiatives including supporting Black history month and Asian history month through sharing diverse stories. The organization continued to advance inclusive representation on the board of directors and through employee hiring practices. Installed a new exhibit to recognize Indigenous peoples who have served.



**AERO SPACE MUSEUM OF ASSOCIATION CALGARY
(THE HANGAR MUSEUM OF FLIGHT)
Civic Partner 2022 Annual Report**

Civic Partner Name: Aero Space Museum Association of Calgary (the Hangar Flight Museum)

Legal Structure: Society

Manage/operate a City-owned asset: Selected aircraft managed by The Hangar Flight Museum

1. What is your organization's guiding mission or mandate?

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.

2. What top 3-5 key results did your organization achieve in 2022 that contributed to one or more of key City strategies or plans or Citizen Priorities (a prosperous city, a city of safe and inspiring neighbourhoods, a city that moves, a healthy and green city)?

A Prosperous City:

The Hangar Flight Museum (THFM) attracts local, national and international visitors to Calgary. The Museum is a community space for aviation focused education and learning, entertainment, cultural and historical programs, family fun activities, and more.

In March 2022, THFM became the new home of Canada's Aviation Hall of Fame (CAHF), made possible through a co-location service agreement. The alignment of our missions and collections made for a strong partnership. CAHF undertook an extensive review of relocation possibilities across Canada. We are extremely honoured 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 (from the Reynolds Alberta Museum). The partnership has added a new dynamic to both organizations and has already brought national attention and awareness of Calgary as being a thriving international City to visit, work and play.

2022 was an extraordinary year we celebrated many successes. This was the first full year being open to the public after the pandemic and to say we surpassed projections for the year is an understatement. We were fortunate enough to welcome 37,000 visitors to The Hangar – an amazing 12% increased from 2019's pre-pandemic 33,000 visitors. We were the thirds most visited museum in Alberta for Canoo admissions (free passes for new immigrants). We are the only venue for this program in Calgary's Northeast. As a result, earned revenue remained surged including admissions, gift shop sales, facility rentals, and major special events. School/education bookings began slowly coming back in the fall.

Unfortunately, Calgary Parks and Recreation was not able to provide Fee Assistance Cards with reduced admissions to low income Calgarians. We look forward to supporting this program in 2023.

The Museum continues to provide support to other non-profits and charitable organizations through the donation of admission passes and gift packages for various fundraisers and events including Calgary Airport Authority, SKAL Calgary Tourism Professionals, and Calgary Chamber of Commerce.

A City of Safe and Inspiring Neighbourhoods:

The Hangar Flight Museum provides a safe community space for all cultures, social gatherings and resource place in an area of Calgary which can be considered underserved by heritage and cultural institutions. It is the only attraction in the Northeast 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.

We inspire dreams of flight for all cultures, community groups, schools, facility users, and others. We continued to focus our attention on engaging the community through being open 6 days per week, social media platforms, interactive activities, and special events. We continued to find 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 (1,800 people), Open Plane Days throughout the summer, National Aviation Day (600 people), and Royal Canadian Air Force Mess Dinner (150 people) were open to the public. These events brought thousands of visitors to the Museum.

We were able to host an in-person Remembrance Day Service with over 1,000 people attending. 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.

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. 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 20221, we continued to invest in CleanO2 Carbon Capture Technologies to use their product (PH neutral) to maintain and clean aircraft.

The Museum continues to provide a healthy social environment to over 140 volunteers and 10 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 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 operate and run the facilities and employ ten (10) staff 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 on our website and at all events. For the past few years the Museum has hosted Citizenship Ceremony's welcoming new Canadians. We look forward to hosting the 2023 citizenship ceremony. Board and staff speak at the event and participate in round-table discussions.

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 2022, we successfully fundraised \$20,000 to conserve our Sikorsky "Horse" Helicopter by repainting the aircraft and moved to a more visible location in front of the Main Hangar.

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

We are strong partners of the Alberta Museum Association and Canadian Museum Association. We hosted CEO Josh Traptow (Heritage Calgary) at the museum to discuss activities and partnerships.

The Museum held a presentation about the F-86 Sabre during Historic Calgary week.

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.

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 enjoyable 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 resumed 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 Northeast region.

The museum works closely with Heritage Calgary, Alberta Museum Association, and Canadian Museum Association.

3. Performance measures help demonstrate the return on The City’s investment in a partner’s operations. Please identify performance measures that reflect your organization’s impact in 2022 (how much you did, how well you did it, and how the people you serve are better off).

	Performance Measure Name	2020 results	2021 results	2022 results	How does this measure reflect your organization’s impact?
How much did you do?	Number of Visitors	8,435	8,194	37,000	Admission are key measurement to our success.
How well did you do it?		-75%	-3%	+352%	An extraordinarily successful year with the increase of visitors to the museum. It was a record year that surpassed the previous record set in 2019 (pre-pandemic) at 34,000.
How are Calgarians better off?					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 prideful in telling local stories about the museum.

	Performance Measure Name	2020 results	2021 results	2022 results	How does this measure reflect your organization’s impact?
How much did you do?	Sales (Earned Revenue)	\$104,000	\$126,000	\$458,500	Earned revenue is essential to the financial stability and sustainability of operations.
How well did you do it?		-73%	+21%	+264%	An extraordinarily successful year for earned revenue sales including admissions, gift shop, education programs, facility rentals, and special events. It was a record year for sales surpassing the previous record set in 2019 (pre-pandemic) at \$388,000.
How are Calgarians better off?					Earned revenue is essential to the financial stability and sustainability of operations. Increased revenue lessens the need for government support.

					Successful growth in admissions and gift shop sales (following pandemic restrictions) meant that Calgarians were coming back to the museum and felt safe doing so.
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	Performance Measure Name	2020 results	2021 results	2022 results	How does this measure reflect your organization's impact?
How much did you do?	Educational Program and Learning Experience Participants	1,243	149	6,502	The number of individual learning experiences through our education programs is a key measurement of success.
How well did you do it?		-85%	-88%	+4,624%	An extraordinarily successful year for educational programs and individual learning experiences. 2022 was the first full year for the safe return of school field trips to the museum.
How are Calgarians better off?					We offer valuable educational programs to learn about aviation and as extension to the grade 6 school curriculums. We continue to nurture and develop relations with education professionals. Staff and volunteers continue to offer an enjoyable community space for learning for all Calgarians.

4. What are examples of benchmarks your organization uses to evaluate and improve performance and operations, and increase your organization's impact?

a) Please provide examples of benchmarks, and how this information is being used to support continuous improvement.

Benchmarks are identified as Goals in our Annual Strategic Plan.

Improving Visitor Experience – Completion of key infrastructure projects— main hangar truss repairs, tent hangar, meeting room renovations. Complete the feasibility study in partnership with the City of Calgary and Calgary Airport Authority that gives path forward on new facility expansion that confirms land-use planning, building floor plan, and high-level cost estimate. Conservation of artifacts including repainting of the Sikorsky Helicopter. Continue to revitalize exhibits and story-telling by redesigning panels, adding interactive components (e. playable videos on kiosk) and designing brand new exhibits. Membership and volunteer surveys to ensure we are on the right path and meeting the needs of the community. Integration of Canada's Aviation Hall of Fame exhibits and inductee displays into story-telling. Progress on the building accessibility project for new walk-ways,

gateway system, store-front with automated doors, loading dock, and extension of mezzanine in the main hangar for new exhibits and displays. In early 2022, discussions have begun with STARS Air Ambulance to acquire a BK117 helicopter as they replace their original 1985 fleet. STARS began their story in Calgary and would be an excellent addition to the museum.

Strengthening Resources – Continue efforts for new facility expansion to replace our old tent hangar and ensure long-term financial sustainability. Includes high-level cost estimate in order to proceed with a capital campaign. The museum was successful in being approved by Mayor and Council \$14.5 Million towards the expansion. Confirmed land value asset with the Calgary Airport Authority at \$5.5 Million. Continue efforts in building accessibility project and was recently approved PrairiesCan funding and Civic Partner Annual Infrastructure Grant Program. General donations from the community (foundations, businesses, private) have increased year-over-year giving the museum confidence in financial sustainability.

Connecting With Community - Public awareness through ongoing community engagement and successful media coverage. Continue to improve identity and visibility in the community by strengthening community connections and partnerships. Connecting with local service organizations, veterans groups, and other like-minded organizations. Connecting with the tourism and hospitality industry – Tourism Calgary, Travel Alberta, Calgary Hotel Association, SKAL Calgary (tourism professionals), and more. Working with Immigrant Services Calgary, Canadian Legacy Project, Elevate Aviation to offer learning experiences. Canoo – free admission passes for new immigrants in the community. Social media platforms fully utilized to engage with the community and followers. Ongoing engagement with other Civic Partners to network, share knowledge, and discuss common goals, successes and challenges.

b) Please indicate your current and targeted performance in comparison to these benchmarks

Completion of building accessibility improvements by summer of 2023. New walk-ways, gateway system, store-front with automated doors, loading dock, and extension of mezzanine in the main hangar for new exhibits and displays.

Officially launch a capital campaign to raise approximately \$60 Million for new facility expansion. The museum was successful in being approved by Mayor and Council \$14.5 Million towards the expansion. Confirmed land value asset with the Calgary Airport Authority at \$5.5 Million. Targeting various Alberta and Canada grant programs to support. Proactively engaging the senior politicians of the Alberta Government (i.e. Premiers Office) to support the much needed expansion. Ongoing engagement with other Civic Partners to network, share knowledge, and discuss common goals, successes and challenges. There is a need by several partners (Heritage Park, Fort Calgary, Telus Spark) and ourselves for off-site storage to continue preservation of artifacts. As we are all limited with space, our goal is to arrive at a cost sharing solution and subsequent proposal to the City of Calgary for support.

Continue to revitalize exhibits and story-telling by redesigning panels, adding interactive components (e. playable videos on kiosk) and designing brand new exhibits.

Continue to engage and grow our followers on social media platforms (i.e. Google, Facebook ratings) to build awareness of the museum and the important role we play in protecting and preserving Calgary's aviation history.

5. What key results or progress was achieved in 2022 that reflected your organization's changes to strategies, programs or services to better address equity, diversity or inclusion, or support racial equity?

The Hangar Flight Museum Sustainability Project (Runway 2030), completed in 2021, 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 diversity, inclusion, and 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 for hiring of new employees.

6. What steps did your organization take in 2022 to advance any respective calls to action in the Truth and Reconciliation Commission of Canada: Calls to Action report or The City's White Goose Flying Report?

Continue to implement 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.

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 on our website and at all events.

2022 Platinum Jubilee of Her Majesty Queen Elizabeth II – The museum was successful in receiving funding support to add a new story-telling display in the main hangar that commemorates the Queens 70 year reign, British Commonwealth Air Training Plan, 403 Calgary Squadron, and indigenous peoples who served.

RESOURCES

7. Please outline how The City’s operating funding was allocated in 2022.

Advertising and promotion	36,868.85	3.20%
Programs or services	5,935.08	0.51%
Office supplies and expenses	84,921.45	7.36%
Professional and consulting fees	57,856.67	5.01%
Staff compensation, development and training	598,186.89	51.85%
Fund development	22,165.73	1.92%
Purchased supplies and assets	54,459.35	4.72%
Facility maintenance	133,411.83	11.56%
Evaluation or Research	0	0.00%
Collections, exhibitions, restoration	102,551.28	8.89%
Volunteer appreciation/GST costs	57,395.28	4.97%
	1,153,752.41	

8. Did volunteers support your operations in 2022?

How many volunteers?	*22
Estimated total hours provided by volunteers:	3,466

*22 Volunteers donated 3,466 hours of their time in 2022. We have approximately 140 volunteers, however some are more consistent than others with their time at the Museum.

9. Did your organization receive any awards or recognition in 2022 that you want to highlight?

- Institute for Canadian Citizenship – Canoo Program. We were the third most visited museum in Alberta for Canoo admissions. Free passes for new immigrants.
- Calgary Royal Canadian Air Force Mess Dinner as hosts for the past 20 years.
- Successful media stories throughout the year building awareness for the museum.

10. What changes did your organization implement in 2022 to address climate change, for example, operational or program changes that reduced green house gas emissions (GHG), air/water pollution, or waste that aligned with The City’s Climate Change Program including Council’s Climate Emergency Declaration?

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. 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 2022, we continued to invest in CleanO2 Carbon Capture Technologies to use their product (PH neutral) to maintain and clean aircraft. Currently, we are working with them and their partnership with Alberta EcoTrust (100% funding support) to assess whether the Museum would be a fit for the installation of CleanO2® has developed CarbinX™, a small-scale carbon capture system for use in building heating systems. To be confirmed.

Future New Facility design and construction will embrace low carbon technology and showcase how we can do better to utilize new technologies to protect our environment. The new building will be designed in alignment with The City’s Sustainable Building Policy and Net Zero Plan. As well, further investments in addressing climate change to the historic main hangar would be part of the overall project.

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

Asset: Selected airplanes managed by the Aero Space Museum Association of Calgary (the Hangar Flight Museum)

a) What are 3-5 capital projects undertaken in 2022 that were funded by The City?

Project	City Funding (2022)	Benefit (service improvement, efficiency, improved condition)
Building Accessibility Improvements	131,000	To improve overall accessibility and safety for staff and visitors to the museum. New walkways, gateway system, store-front with automated doors, accessible loading dock, and mezzanine extension.
Feasibility Study	60,000	New Facility Plan - gives the museum land-use plan and a path forward in replacing the aging tent hangar with a new, bigger and better permanent structure. To address space needs and future growth on-site. Study developed working with the City of Calgary and Calgary Airport Authority.