

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

Registered Charity

2023 City Investment

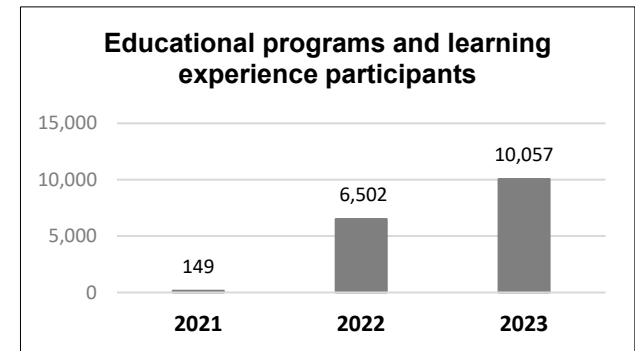
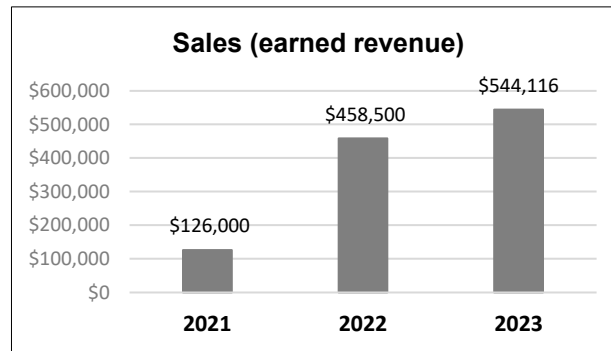
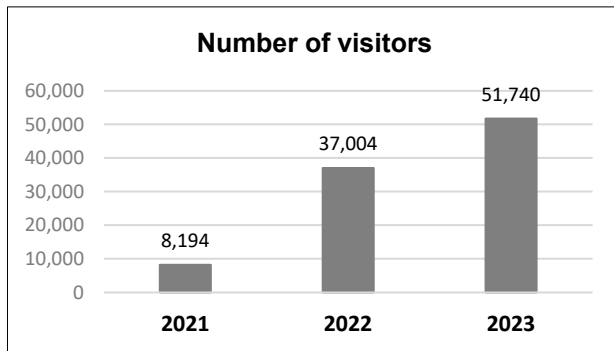
Operating Grant: \$427,808

Capital Grant: \$306,697

Capital Grant (CF-100 restoration): \$33,000

Selected airplanes are City-owned assets, not the museum facility

2023 Results



The story behind the numbers

- Visitation is a key measure of success. Through visits, Calgarians learn about aviation history. For example, many of Calgary’s roadways are named after well-known flying aces that served in the First and Second World Wars. New record for visitors with 40 per cent increase from 2022.
- Earned revenue is essential to the financial stability and sustainability of the operation. Earned revenue includes admissions, education programs, facility rentals, special events and gift shop sales. 2023 was a record year with a 19 per cent increase from 2022. With the closure of the Tent Hangar building for nine months for repairs, admissions were discounted by 20 per cent during that time, negatively impacting the total.
- 2023 was a very successful year for individual student learning experiences that set a record with a 55 per cent increase from 2022.

Benchmarks

The organization’s strategic plan identifies key benchmarks and lays out goals and stages of a five-year plan to achieve its vision. The Museum’s three strategic pillars provide a benchmark that give direction to the Administration from the Board of Directors including: improving visitor experience, strengthening resources and connecting with community.

Looking ahead: 2024 highlights

- Fundraising continues for a campaign to replace the deteriorating Tent Hangar with a larger permanent structure.
- The Royal Canadian Air Force’s 100th anniversary will be celebrated in 2024 with a series of events and new exhibits.
- Work on building accessibility continues including a new loading dock, widening of the vestibule including gift shop, front entry signage, walkway extensions, and outdoor furniture installation.



**AERO SPACE MUSEUM ASSOCIATION OF CALGARY
(THE HANGAR FLIGHT MUSUEM)
2023 Civic Partner Annual Report**

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

Legal Structure: Independent External organization (Societies Act)

Fiscal Year End: December 31

Manage/operate a City-owned asset: Yes - Selected City-owned aircraft and artifacts

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

1. What 3-5 key results did your organization achieve in 2023 that contributed to:

a) one or more Council Strategic Directions- economic resilience, social resilience, climate resilience?

As a Civic Partner the Hangar Flight Museum follows closely and adheres to the City of Calgary bylaws, policies and Strategic Directions. 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. We are grateful for support that enables the Museum to leverage from other funders and stakeholders knowing that we are a Civic Partner and an important historical attraction that provides a community space for everyone.

Economic Resilience

The Hangar Flight Museum is a major tourism attraction that attracts local, national and international visitors to Calgary, all of which contribute to the local economy. We are a community space for aviation focused education and learning, edutainment, cultural and historical programs, special events, family fun activities, and more.

2023 was a record setting year for the Museum as we celebrated many successes. We welcomed 52,000 visitors, beating our previous record of 37,000 visitors in 2022. That is an astounding 40% increase over last year, which we strongly believe speaks to our value to the community. We continue to be one of the most visited museums in Alberta with free passes for New Canadians (CANOO) at 1,400 people. We are the only venue for this program in Calgary's Northeast.

Education bookings (school field trips) also set a record at 10,057 students. We hosted over 80 different schools from across Calgary and from surrounding communities.

Major special events such as Wings & Wheels Father's Day Weekend, Open Plane Days throughout the summer, and Royal Canadian Air Force Mess Dinner, brought thousands of visitors to the Museum. National Aviation Day (and weekend) and Family Day was sponsored by

Rocky Mountain Aircraft. That meant free admissions to the public with over 6,000 attending (over 4 days) that enjoyed family fun activities at no cost.

As a result, earned revenue surged with admissions, gift shop sales, facility rentals, and major special events attendance. The Museum is an incredible attraction in Calgary for people to enjoy and learn about aviation history, and a great place to work. We offer diversity and are a strong contributor to the local economy.

We are a member of the Calgary Chamber of Commerce to develop new relationships with local businesses. A Business After Hours event was hosted at the Museum that helped build awareness among Chamber members. An invaluable networking opportunity with like-minded Calgarians to support our Museum, and for economic growth in the community. Also, collaborate with many aviation minded organizations in Alberta including Alberta Aviation Council that is represented by businesses that lead the aviation industry.

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.

Social Resilience

The Hangar is a safe community space to visit or work, for all cultures, social gatherings, and is a gathering 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. We inspire dreams of flight for all cultures, community groups, schools, facility users, and others. We continue to focus our attention on engaging the community through being open 6 days per week, social media platforms, interactive activities, and special events.

The Museum continues to provide a healthy social environment to over 140 volunteers and employs 11 full-time staff from various backgrounds and age groups. We offer an inclusive 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.

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. Board and staff speak at the event and participate in round-table discussions.

In 2023, we began work on Building Accessibility Improvements to improve visitor experience with new widened walkways, gateway system, storefront with automated doors, loading dock entry, landscaping with new outdoor furniture – all aimed at making the Museum more user-friendly for everyone to enjoy.

We also collaborate with many community organizations including:

- Canadian Legacy Project, an organization that provides programs and services to Veterans and builds awareness of their contribution to Canada. We were able to provide free education

programs (field trips) to disadvantaged schools and youth organizations. This resulted in 40 new groups coming to the Museum that have not been able to afford in the past.

- Launched Homeschooling Days option to make education programs more accessible for a variety of different learners and learning styles.
- Immigrant Services Calgary and Elevate Aviation (Women in Aviation) to support education programs for youth that inspire dreams of flight – careers in aviation and the aero space industry.
- Calgary Parks and Recreation Fee Assistance program reduced admission cost to low income Calgarians.
- Provide support to many non-profits and charitable organizations in Calgary through the donation of admission passes and gift packages for various fundraisers, auctions, and events.

Climate Resilience

In 2023, we began work on Building Accessibility Improvements to improve overall visitor experience. This included improving the admissions and gift shop area in the Historic Main Hangar building with better insulated walls and windows to mitigate the loss of heat in the building and save on utility costs.

We continue 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 continue to be recycled by our IT provider - Technology Helps. As and when, used furniture is donated to charitable organizations and other museums in need. At the same time, we find second-hand refurbished office furniture to use in our Museum from organizations such as Deliver Good and Habitat for Humanity.

The Museum continues to work on the New Facility Plan to replace the deteriorating fabric shell Tent Hangar building that is susceptible to ongoing severe weather damages due to climate change. It is our goal to replace the Tent Hangar with a permanent structure that is better cares for artifacts and will showcase the best example of climate resiliency and innovation.

b) Your own organization's strategy

The Hangar Flight Museum 2021 – 2025 Strategic Plan lays out Three (3) Pillars to achieve our Mission that very much align with Council's Strategic Directions: Strengthening Resources, Improving Visitor Experience, and Connecting With Community. We strengthen our Mission by being attentive of the following:

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.

The Hangar Flight Museum is accredited with the Alberta Museum Association (AMA) under the Recognized Museum Program and is also a member of the Canadian Museum Association (CMA). Since 2020, Museums across Canada have endorsed the "Reconsidering Museums" program that gives direction to better connect with and serve our communities, deepening our relationship, and therefore their relevance, to the Canadian public. By collecting and sharing

multiple, parallel, and divergent perspectives, museums have an opportunity to tell a fuller truth about our shared history.

2. Performance measures help demonstrate the return on The City’s investment in a partner’s operations, and support continuous improvement for Partners. What performance measures reflect your organization’s impact in 2023?

	Performance Measure Name	2021 results	2022 results	2023 results	How does this measure reflect your organization’s impact?
How much did you do?	Visitors	8,194	37,004	51,740	Visitation is a key measurement of our success.
How well did you do it?		-3% COVID	+352%	40%	A very successful year with a 40% increase from the previous year. Setting a new record for the number of visitors to the museum. The museum continues to be on a growth trajectory.
How are Calgarians better off?	<p>Calgarians learn about our rich aviation history and contribution to the industry. Many of Calgary’s roadways are named after well-known flying aces that served in the First and Second World Wars.</p> <p>Calgarians gain a better understanding the evolution and theory of flight.</p> <p>We preserve and story-tell aviation history through displays and exhibits, historic aircraft (both military and civilian), collections and archival, and education programming.</p> <p>Calgarians become mindful and sharing ambassadors of our history by learning about aviation heritage and can tell local stories about the museum and people who contributed.</p>				

	Performance Measure Name	2021 results	2022 results	2023 results	How does this measure reflect your organization’s impact?
How much did you do?	Sales (Earned Revenue)	\$126,000	\$458,500	\$544,116	Earned revenue is essential to the financial stability and sustainability of operations.
How well did you do it?		+21% COVID	+264%	+19%	A successful year with earned revenue that includes admissions, education programs, facility rentals, special events, and gift shop sales. It was a record year with a 19% increase from 2022. It is important to note that the Tent Hangar building was closed for 9 months for repairs. Admissions were discounted by

					20% during this time which had a negative impact on the total.
How are Calgarians better off?	<p>Earned revenue (sales) is essential to the financial stability sustainability of operations. An increase in revenue lessens the need for government support.</p> <p>The museum as a tourism attraction contributes to the local economy and employs Calgarians - 11 F/T, 3 P/T, and 3 Summer Students.</p>				

	Performance Measure Name	2021 results	2022 results	2023 results	How does this measure reflect your organization's impact?
How much did you do?	Educational Programs and Individual Learning Experience Participants	149	6,502	10,057	The number of individual learning experiences (students) through our education programs is a key measurement to our success in sharing Calgary's aviation history and resulting revenue.
How well did you do it?		-88% COVID	+4,624%	+55%	A very successful year that set a record for the number of students with a 55% increase from 2022.
How are Calgarians better off?	<p>We offer valuable education programs for students to learn about Calgary's rich aviation history and contribution to Canada. Our programs support Alberta's Grade 5 & 6 curriculum.</p> <p>Hosted over 80 different schools from across Calgary and from surrounding communities.</p> <p>Launched Homeschooling Days option to make education programs more accessible for a variety of different learners and learning styles.</p> <p>Offered new program with the support of Canadian Legacy Project to underserved schools in Calgary who have not been able to afford field trips.</p> <p>We continue to nurture and develop relations with education professionals. Staff and volunteers offer an enjoyable community space for Calgarians to learn – edutainment.</p>				

3. Are there any additional stories or information you wanted to share beyond performance measures that demonstrate the impact of your organization's programs or services?

Canadian Legacy Project (CLP) – new partnership that provides free education programs to underserved schools and youth organizations in Calgary that have not been able to afford field trips to the Museum. CLP is an organization that support programming across Canada for Veterans (i.e. Homes for Heroes) and builds awareness about those that served in the Canadian Armed Forces.

Elevate Aviation ACE Program – new partnership promoting women in aviation. Aviation Career Exploration (ACE), is a week-long, site-based program for students ages 11–18. ACE fosters active engagement through immersive activities, presentations and hands-on exploration in a journey of learning about careers in the aviation industry.

Immigrant Services Calgary – continue to provide education programming and free admissions to youth and through the **CANOO Program (New Canadians)** providing free admission to New Canadians.

New Sponsors – recognizing our value and contribution to the community with many special events, we announced De Havilland Canada as title sponsor of our Wings & Wheels (Father's Day Weekend). Also, Rocky Mountain Aircraft sponsored free admissions for National Aviation Day and Family Day which saw over 5,000 people attend.

Remembrance Day Service – our Service in Calgary's NE continues to grow and is one of the largest attended with 2,000 people. CTV Calgary has televised and livestreamed the event for the past 3 years. Those who cannot attend in-person are able to recognize those who served and serve today from the comfort of their homes.

RCAF Calgary Mess Dinner – we continue to host (24 years) one of the largest Mess Dinners across Canada that brings many retired and current Air Force personnel to Calgary. The 2023 event celebrated Canada's Snowbirds 50th Anniversary.

4. Does your organization use benchmarks to evaluate and improve performance and operations, and increase your organization's impact?

Benchmarks are identified in the 2021 – 2025 Strategic Plan. It lays out our goals and stages in a five-year plan to make realistic steps toward this vision. See <https://thehangarmuseum.ca/strategic-plan>.

The Museums Three Strategic Pillars act as benchmarks that give direction to Administration by the Board of Directors.

1. Improving Visitor Experience

Completion of important infrastructure projects that improves visitor experience to the Museum including:

- a. **Building Accessibility Improvements** - In 2023, one of our main goals was to improve building accessibility through construction to our Main Hangar. In March 2023, our mezzanine extension was completed as part of these renovation projects, which has provided additional exhibit space for engaging and rotating exhibits. This was the beginning of our construction, which has continued with the front entrance redevelopment. New storefront with automated doors, gradual sloped widened concrete walkways, gateways system, and a wider entry are the main features of this phase of work. This work has continued into 2024 and we are grateful for the support by the City of Calgary, PrairiesCan, Travel Alberta, and many donors.
- b. **Truss Repairs** – Our Main Hangar was built in 1941 as part of the British Commonwealth Air Training Plan. The building is mainly composed of a wood truss system that required immediate fixes due to some splitting of the wood. This is required work in order to lengthen the life of the building for visitors today and future generations. Thank you to the City of Calgary and many donors for support.
- c. **Tent Hangar Repair** – An unforeseen cost to the museum that resulted in reskinning of the structure to ensure our largest historic aircraft artifacts continue to be protected for future generations to enjoy and learn about.

New Exhibit Plan - continue to revitalize exhibits and storytelling to improve the visitor experience a new exhibit plan was developed and will be implemented throughout 2024 and 2025. New Exhibits include: Gunsight: RCAF 100th Anniversary, Alberta Aviators - Canada's Aviation Hall of Fame, Commercial Aviation, Children's Airport Play Area, Flight Simulators and Navigation, Skeleton and Skin: Aircraft Construction, and more.

Canada's Aviation Hall of Fame (CAHF) - continued integration of Canada's Aviation Hall of Fame exhibits and inductee displays into our storytelling of aviation history.

New Acquisitions:

- Giant Tin Toy Carousels from the Calgary International Airport (YYC)
- STARS Air Ambulance BK117 – discussions continued throughout 2023 to acquire the first-ever helicopter as they replaced their original 1985 fleet. STARS began their story in Calgary and would be an excellent addition to the museum. Scheduled to be received in 2024.
- CF-MAM Norseman – discussions continued throughout 2023 and we are excited to announce that the historic aircraft will be donated this in 2024 to the Museum by Brookfield Properties. The aircraft is currently on display at the downtown Suncor Building.

Membership, Volunteer, and Visitor Surveys – we conduct many surveys to ensure we are on the right flight path and meeting the needs of the community.

2. Strengthening Resources

Our team continued to grow in 2023 to meet the needs of our community and operations. We added an Event and Rental Manager, and Fund Development Director to strengthen revenue. Adding these two (2) full-time positions is an exciting step forward towards growing revenue to support operations and capital campaign for the New Facility Plan.

We continue efforts for new facility expansion to replace our old tent hangar and ensure long-term financial sustainability. In 2022, 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. We continue efforts to raise funds and have been proactive in government relations with Alberta to match the City's contribution.

With the support of the City of Calgary Civic Partner Annual Infrastructure Grant Program, we leveraged funding from Prairies Economic Development Canada and Travel Alberta toward Building Accessibility Improvements (Phase 1). Work began in 2023 and will be completed by summer 2024.

General donations from the community (foundations, businesses, private) have increased year-over-year giving the museum confidence in financial sustainability. In 2023, we set a record of over \$211,000 to support general operations. Our co-location agreement continues with Canada's Aviation Hall of Fame providing annual funding support to the Museum.

3. Connecting With Community

The Museum continues to engage the community through many activities. We build awareness through ongoing community engagement and successful media coverage. We continue to improve identity and visibility in the community by strengthening community connections and partnerships. Connecting with local service organizations (Rotary Club), Veterans groups, and other like-minded organizations. Connect 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.

As a result of strong community engagement we were pleased to host Calgary Economic Development's Staff Retreat, Calgary Chamber of Commerce Business After Hours, Royal Canadian Air Force Foundation Pathway to the Stars – 100th Anniversary book launch, SKAL Calgary tourism professionals dinner reception, and Royal Canadian Mint New One-dollar Coin unveiling that celebrates Elsie McGill, Canada's first female aeronautical engineer who oversaw the production of 1,400 Hawker Hurricane aircraft during the Second World War. As well, we were pleased to host many senior government officials to give exciting updates including the New Facility Plan, museum expansion project.

c) How this information is being used to support continuous improvement?

The Hangar Flight Museum 2021 – 2025 Strategic Plan is reviewed annually by administration and governing Board. Performance and areas for improvement are based on successes and challenges for each of our Three (3) Pillars that ultimately give direction – Flight Path.

5. How does your organization address equity, diversity or inclusion, or support racial equity?

We 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, Indigenous and Women Aviators, 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. Our storytelling through many exhibits is inclusive of all cultures as they relate to aviation history. We work with Immigrant Services Calgary with education programs and offer CANOO free admission passes to New Canadians. We also host annually the Institute for Canadian Citizenship ceremony welcoming New Canadians.

6. How is your organization advancing Indigenous Truth and Reconciliation? (For example addressing specific calls to action in the [Truth and Reconciliation Commission of Canada: Calls to Action](#) report or [The City's White Goose Flying Report](#))

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 internal events at the Museum, website (home page), and social media platforms.

We host one of the largest attended Remembrance Day Services in Calgary that continues to grow and be televised by CTV Calgary. Indigenous people are recognized for their service to Canada and are included in the program schedule as speakers and Laying of Wreath.

The Museum incorporates into many exhibits the story of indigenous peoples. For example, a storytelling 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.

As part of our New Exhibit Plan, we will continue with stories about the cultural and scientific impact of aviation. More inclusive narratives representing Canada's diverse population, women in STEM, and Indigenous aviators.

RESOURCES

7. Please estimate how The City’s operating funding was allocated in 2023.

2.47%	Advertising and promotion
3.47%	Programs or services
1.6%	Office supplies and expenses
1.37%	Professional and consulting fees
52.42%	Staff compensation, development and training
.61%	Fund development
12.18%	Purchased supplies and assets
13.13%	Facility maintenance
0%	Evaluation or Research
2.18%	<i>Other – Collections, Restoration and Exhibition Costs</i>
3.54%	<i>Other- Gift shop cost of sales</i>
1.86%	<i>Other – Volunteer recognition</i>
4.47%	<i>Other – Insurance</i>
0.7%	<i>Other - Bank fees and other costs</i>

8. Did volunteers support your operations in 2023? (including board and committee members)

How many volunteers?	145
Estimated total hours provided by volunteers:	6,000

In 2022, volunteers donated 3,466 hours of their time. In 2023, Volunteers continued to contribute more time to ensure our success at The Hangar.

9. Did your organization receive any awards or recognition in 2023, or have any client or participant feedback that you want to highlight?

- **CommunityVotes 2023 - Platinum Winner – Best Wedding Venue in Calgary 2023.**
- **Royal Canadian Mint’s Unveiling of New One-Dollar Coin**
- **Building Awareness In the Media** - Reading through the media coverage of the Museum provides the highlights reel of accomplishments in 2023. Even as marketing trends change, having coverage from a local news outlet is very important in creating awareness of the Museum and of our events and projects. We continue to see many Albertans to visit for the first time and we recognize that these news stories contribute to higher attendance numbers. Media stories can be found at: <https://thehangarmuseum.ca/media>

10. How did your organization address climate change in 2023, 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?

In 2023, we began work on Building Accessibility Improvements to improve overall visitor experience. This included improving the admissions and gift shop area in the Historic Main Hangar building with better insulated walls and windows to mitigate the loss of heat in the building and save on utility costs.

The Museum continues to work on the New Facility Plan to replace the deteriorating fabric shell Tent Hangar building that is susceptible to ongoing severe weather damages due to climate change. It is

our goal to replace the Tent Hangar with a permanent structure that is better cares for artifacts and will showcase the best example of climate resiliency and innovation.

11. Are there any projects, initiatives or plans for 2024 that you want to briefly highlight?

- New Facility Plan – Continued fundraising campaign to replace our deteriorating Tent Hangar susceptible to weather damages (has been repaired twice in the past 4 years) with a larger permanent structure to better care for artifacts (heat and humidity controlled), additional space for education and youth programming, collections and archival area, new exhibits and displays, multi-purpose space for the community, and planning for the arrival of the CF-100 Canuck (2025) and Second World War Mosquito Bomber (date TBD). Both aircraft are owned by the City of Calgary. The museum has also confirmed the acquisition of the first-ever STARS Ambulance Helicopter (BK117) and a Norseman CF-MAM bush plane. Adding these aircraft to our collection will bolster our storytelling of Calgary’s rich aviation history.
- Royal Canadian Air Force (RCAF) 100th Anniversary – celebrating the RCAF’s Centennial with many events including the Calgary RCAF Mess Dinner (200 people – past and current Air Force personnel), and development of new exhibits. The museum collaborates with many stakeholders and has partnered on other projects including a ceremony at The Military Museums and proclamation of April 1st as Air Force Days by Mayor and Council.
- Canada’s Aviation Hall of Fame (CAHF) – In 2022, we became the new home of CAHF. As like-minded organizations we celebrate and story-tell Canada’s aviation history. We continue to collaborate and develop new exhibits and blend in inductee artifacts with aircraft they flew.
- Building Accessibility Improvements (Phase 2) - Continuation of accessibility improvements including new loading dock, widening of the vestibule area of gift shop, front entry signage, further walkway extension and landscaping, and outdoor furniture installation.
- Truss Repairs - Continuation of repairing wood trusses in the Historic Main Hangar as per RJC Engineers evaluation report. This will ensure that the building is safe and continues to protect artifacts for future generations.
- New Exhibit Plan – To improve the visitor experience a new exhibit plan was developed and will be implemented throughout 2024 and 2025. New Exhibits include: Gunsight: RCAF 100th Anniversary, Alberta Aviators - Canada’s Aviation Hall of Fame, Commercial Aviation, Children’s Airport Play Area, Flight Simulators and Navigation, Skeleton and Skin: Aircraft Construction, and more.
- Memory Anchor Project - creating a digital platform to access CAHF inductee information through scanning names in THFM exhibits. Produced in collaboration with CAHF.

THE FOLLOWING SECTION IS FOR CIVIC PARTNERS MANAGING CITY-OWNED ASSETS

12. CAPITAL PROJECTS AND ASSET MANAGEMENT

Asset: City of Calgary Owned Artifacts Including Historic Aircraft and Engines

a) How did you use The City’s capital funding in 2023?

Project	City Funding (2023)	Benefit (service improvement, efficiency, improved condition)
Building Accessibility Improvements (Phase 1)	\$176,810.84	Project is to improve accessibility and overall visitor experience. New store-front, automated doors, widened concrete walkways, gateway system, landscaping, and outdoor furniture. It is important to note that The Hangar Flight Museum leveraged additional funding sources to support this

		project including PrairiesCan Tourism Relief fund (\$306K), and Travel Alberta Tourism Growth Fund (\$100K).
Truss Repairs	\$58,750.88	Repaired wood trusses in the Historic Main Hangar as per RJC Engineers evaluation report. Lengthen the life of the building to continue preserving artifacts for future generations to enjoy.
Tent Hangar Repair	\$72,750	The Tent Hangar experienced severe weather damages including heavy snow load followed by extreme winds. The building was reskinned to ensure historic aircraft are protected.
CF-100 Restoration	\$33,000	Continued restoration of the CF-100 Canuck aircraft that is owned by the City of Calgary under our stewardship.