

**AERO SPACE MUSEUM ASSOCIATION OF CALGARY, THE
(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.

Service Line: *Economic Development and Tourism*

Registered Charity

2024 City Investment

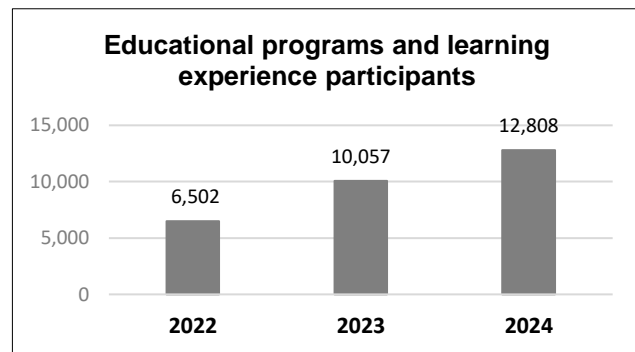
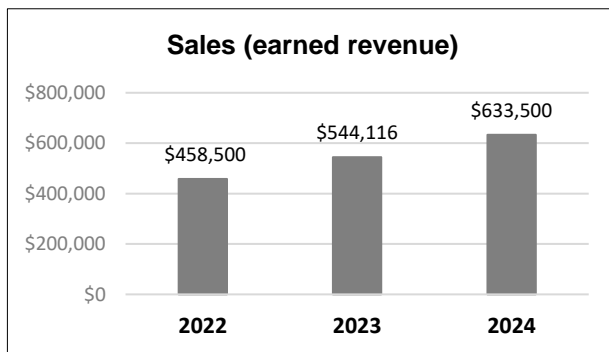
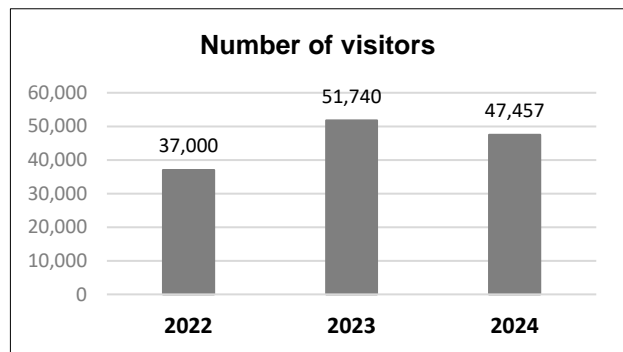
Operating Grant: \$443,218

Capital Grant: \$461,685

Capital Grant (CF-100 restoration): \$9,000

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

2024 Results



The story behind the numbers

- Changes to facility accessibility and programming were achieved in 2024. Accessible facility upgrades expanded functionality for day to day visitors and specific education programs including Homeschooling Days, Silver Darts, Sensory Hours and Fly Babies for different learners.
- 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. 2024 was a record year with a 16 per cent increase from 2023.
- The number of participating students set a new record with a 27 per cent increase from 2023. Over 80 different schools across Calgary and from surrounding communities took part, benefitting from enriched programming through hands on experiences such as the Rocket Propulsion Lab.

Benchmarks

- Benchmarks are identified in the 2021 – 2025 Strategic Plan. The goals and stages in the five-year plan are structured by three key strategic principles: Strengthening Resources, Improving Visitor Experiences and Connecting with Community.

Looking ahead: 2025 highlights

- Built in 1941 as part of the British Commonwealth Air Training, the historic hangar stands as an artifact of aviation history. In 2025, \$1.1 million in funding will be directed to complete repairs including the hangar's truss system.
- Continued fundraising for the development of a new permanent structure to replace the fabric Tent Hangar including an application to the Government of Alberta for \$14.5 million (2026 Budget).



**AERO SPACE MUSEUM ASSOCIATION OF CALGARY, THE
(THE HANGAR FLIGHT MUSUEM)
2024 Civic Partner Annual Report**

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

Legal Structure: Independent External organization (Societies Act)

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

Vision: Our Flight Path

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

Mission: Our Approach

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 2024 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 draws 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.

Tourism has played a vital role in supporting growth, boosting revenue, and allowing the museum to expand its programs, exhibits, and community impact. Even when facing construction and material cost increases, The Hangar pushed forward, thanks to the support of its partners, donors, and all levels of government.

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.

In 2024, the museum enjoyed 47,457 visitors and set a new record for students at 12,808. Education bookings (school field trips) 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. In 2024, Business After Hours event was hosted at the Museum that helped build awareness among 130 Chamber members. An invaluable networking opportunity with like-minded Calgarians to support our Museum and for economic growth in the community.

We are also a member of the Tourism Industry Association of Alberta (TIAA) to further develop relationships with the tourism and hospitality industry. In April 2025, we will be hosting a Tourism Town Hall – collaboration between TIAA, Travel Alberta, and Indigenous Tourism Alberta. A high-profile event amongst tourism leaders that will continue to build awareness of our attraction.

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 collaborate with many aviation minded organizations including Alberta Aviation Council that is represented by businesses that lead the aviation industry and the Canadian Aviation Historical Society.

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 60 active volunteers and employs 10 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 the traditional territories of the Treaty 7 Nations, including the Blackfoot Confederacy, the Tsuut'ina, and Stoney Nakoda Nations, as well as the Otipemisiwak Metis Government District 5 and 6.. We recognize and acknowledge our Indigenous communities 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. As this work finalizes in 2025, we are already receiving consistent feedback that this work has made a measurable difference that affects their access and enjoyment of our site.

We continue to 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 a visit 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 aerospace industry.
- Calgary Recreation Fee Assistance program reduced admission cost to low income Calgarians. We increased our discount percentage post-pandemic and have seen in result an increase in the number of individuals who have accessed our museum and who continue to return for multiple visits.
- 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.
- Hired a community outreach coordinator to welcome more diverse groups to the museum, and also to get out into the community and bring the museum to those who cannot get to us.
- Local clubs, providing affordable meeting spaces for them to host their monthly meetings (Pioneer Auto Club, Foothills Model T Club, Calgary Ultralight Flying Club, Razzama Jazz Big Band)

Climate Resilience

In 2024, we continued 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?

Our Flight Plan is to be a premiere destination to explore, engage, and experience the transformational power of flight. But, how will we get there? That's where our Strategic Plan comes into play. It lays out our goals and stages in a five-year plan to make realistic steps toward this vision. As we continue to work on our New Facility Plan with solid plans for our new bigger, better, permanent building we're addressing the needs of our community and how our programs and offerings fit in to meet those needs.

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. It is important to also note that the development of a new 2026 – 2030 Strategic Plan is underway this year (2025).

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.

1. Improving Visitor Experience

In 2024, one of our most significant accomplishments was the completion of major accessibility improvements to our front entrance and loading dock. Our new entrance—featuring automatic doors, a wider entryway, and a gradual slope—has made a noticeable difference for visitors of all abilities. These upgrades have also enhanced traffic flow, particularly during high-attendance events, creating a more welcoming and efficient experience for everyone. We extend our sincere thanks to the City of Calgary, Prairies Economic Development Canada (PrairiesCan), Travel Alberta, and the generous private donors whose support made this important project possible. The total project was approximately \$1.1 million.

In addition to physical improvements, we introduced several new exhibits to keep the museum experience fresh and engaging for both first-time and returning visitors. In 2024, we launched three major exhibits: On Target, Pathfinders, and a captivating new hot air balloon display. We also welcomed Amazing Aviators, a new exhibit in collaboration with Canada's Aviation Hall of Fame now on display in our mezzanine.

The Hangar added to collection a historic Noorduyenn C-64 Norseman bush plane through an in-kind gift from Brookfield Properties and ARCI Ltd. Suspended inside the atrium of Suncor Energy Centre since the building was erected in downtown Calgary 40 years ago, this iconic aircraft, one of only 49 remaining worldwide, will bid farewell to its current home this weekend.

We also commemorated the 100th Anniversary of the Royal Canadian Air Force alongside partners – The Military Museums, Bomber Command Museum, Air Force Museum of Alberta, 783 Wing Air Force Association, Air Cadets, and many others.

2. Strengthening Resources

Our team has continued to meet the needs of our community with a strong team of staff and volunteers. Our Fund Development Director, Ila Rakhi, who joined our team in fall 2023 has spent 2024 strengthening connections within our community and securing much needed grant funding for our growth.

2024 saw us increase our commitment to our community through the hiring of a Community Outreach Coordinator. This funding came from Calgary Foundation through their grant processes, which we were able to secure with a full-time Fund Development Director on our team.

The main ways to support The Hangar currently are through supporting our educational programs, exhibition refreshes, and our greatest need fund. 2024 was a very steady year for us, which was incredible following an outstanding and record-breaking 2023. We were very pleased to see that tourism in Alberta is continuing to expand, and we are committed to meeting these demands head on.

While we did not reach the lofty goal of reaching 60% of the new facility plan costs by end of 2024, we continue to work hard to make it happen. While we were unsuccessful at having our capital project be part of the 2025 Provincial Budget, the Minister of Arts and Culture, Tanya Fir, has indicated that we will be asked to resubmit for the 2026 Budget.

3. Connecting with Community

In 2024, our community outreach efforts continued to grow as we take The Hangar Flight Museum off-site—bringing aviation history directly to those who may not otherwise have access to our physical location. We launched Silver Darts, a hands-on artifact talk series, and quickly realized that while interest was high, many individuals who would benefit most were unable to visit the museum in person. In response, we began developing a plan to meet our audiences where they already are. This important work continues to take flight in 2025, expanding our reach and deepening our connection with the broader community.

We also strengthened our educational offerings in 2024 by aligning new field trip programs with Alberta's updated science curriculum. Over the past few years, we gathered valuable feedback from teachers about what they loved most in our programs and how we could best support them through curricular changes. With the science of flight topic shifting from Grade 6 to Grade 5, we responded by creating age-appropriate, hands-on experiences—including Glider Test Pilot and Rocket Propulsion Lab. These new programs launched in fall 2024 and were met with enthusiastic feedback, especially from Grade 5 teachers who were visiting the museum for the first time.

Our event calendar also expanded in 2024 to include new seasonal celebrations such as Mother's Day and Halloween, alongside a number of smaller community events. We're excited to continue offering these in 2025—and to grow them further as part of our ongoing mission to engage and inspire.

Our Executive Director, Brian Desjardins, remained highly active throughout the year, representing The Hangar at a wide range of community and industry events. In 2024, Brian participated in more than 50 engagements with government officials, led tours of the museum, and contributed to two roundtable discussions. He also presented to the UCP Calgary Caucus, attended the Tourism Industry Association of Alberta Conference, the Premier's Dinner, the

Alberta Chamber of Commerce Deputy Minister's Dinner, and took part in events hosted by Elevate Aviation, Women in Aerospace, Tourism Calgary, and many more. He has been nominated as one (1) of the top (20) business leaders in Calgary for 2025, by the Business in Calgary Magazine, produced by the Calgary Chamber of Commerce.

These efforts reflect our strong commitment to enriching Alberta's arts, culture, and tourism landscape. With Brian's dedicated leadership and the tireless efforts of our team, we continue to build meaningful relationships and raise the profile of The Hangar across the province and beyond.

2. Performance measures help demonstrate the return on The City's investment in a partner's operations, and support continuous improvement. What performance measures reflect your organization's impact in 2024?

	Performance Measure Name	2022 results	2023 results	2024 results	How does this measure reflect your organization's impact?
How much did you do?	Visitors	37,004	51,740	47,457	Visitation is a key measurement of our success.
How well did you do it?		+352%	40%	-8%	An impressive year and we remained strong with close to 50,000 visitors. Consistent admissions revenue is important to our operations.
How are Calgarians better off?					Calgarians continue to learn about our rich aviation history and contribution to Canada. Many of Calgary's roadways are named after well-known aviators, both military and civilian. Calgarians gain a better understanding of the evolution and theory of flight. We preserve and story-tell aviation history through displays and exhibits, historic aircraft (military and civilian), collections and archival, and education programming. Calgarians become mindful ambassadors of our history by learning about aviation heritage and can share local stories about the museum and aviators who contributed.

	Performance Measure Name	2022 results	2023 results	2024 results	How does this measure reflect your organization's impact?
How much did you do?	Sales (Earned Revenue)	\$458,500	\$544,000	\$633,500	Earned revenue is essential to the financial stability and sustainability of operations.
How well did you do it?		+264%	+19%	+16%	<p>A successful year with earned revenue that includes admissions, education programs, facility rentals, special events, and gift shop sales.</p> <p>It was a record year with a 16% increase from 2023.</p> <p>It is important to note that the museum set a new record of education programs attendance which was an increase in revenue of \$114,472 (2024) from \$84,672 (2023).</p>
How are Calgarians better off?					<p>Increased 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	2022 results	2023 results	2024 results	How does this measure reflect your organization's impact?
How much did you do?	Education Programs and Individual Learning Experience Participants.	6,502	10,057	12,808	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?		+4,624%	+55%	+27%	An impressive year that set a new record for the number of students with a 27% increase from 2023.
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, Silver Darts, Sensory Hours, Fly Babies, and community outreach program to make education programs more accessible for a variety of different learners and learning styles.</p> <p>Continued partnership with the 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?

In 2024, The Hangar celebrated multiple milestones, from completing major accessibility upgrades to launching exhibits in honour of the Royal Canadian Air Force Centennial. These improvements, which include widened walkways and mezzanine expansions, have made the museum even more welcoming and accessible to all visitors.

We celebrated our 49th Anniversary with many supporters in attendance - sharing many successes and conversation about our future growth. We also commemorated the 100th Anniversary of the Royal Canadian Air Force alongside partners – The Military Museums, Bomber Command Museum, Air Force Museum of Alberta, 783 Wing Air Force Association, Air Cadets, and many others.

The major achievement this year was completing the building accessibility improvements to our new front entrance with automated doors, widened walkways and gateway system, mezzanine extension for new exhibits, accessible loading dock entry, and outdoor furniture installation. The improvements enable large groups to flow more easily through the space, in addition to making it easier for individuals to move both outside and inside our buildings. Thank you to the City of Calgary, Prairies Economic Development Canada, Travel Alberta, and other donor support to raise \$1.1 million for this much needed project.

In 2024, our Executive Director dedicated a significant portion of his time and energy to advancing our building expansion project through conversations with local and provincial government representatives. A central focus of these efforts was our formal request for a \$14.5 million contribution from the Province of Alberta to support our capital campaign, including an initial \$2 million in Budget 2025 to complete the design and architectural work required to bring the project to shovel-ready status. Our request was not included in the 2025 Provincial Budget. While this outcome was disappointing, we received clear and encouraging feedback to continue our advocacy, build further community support, and return with a strengthened proposal for the 2026 budget cycle.

We are now actively pursuing our goal of raising the \$2 million needed for the design phase through partnerships with the City of Calgary, the Calgary Airport Authority (YYC), and Heritage Canada. Securing this funding by 2026 is our next major milestone on the path to realizing a new and expanded facility.

Community support for this project continues to grow across many levels, and we remain confident that our ongoing outreach, combined with the delivery of meaningful educational programs and experiences, will lead to success. As many of you know, we have now fully maximized the use of our current buildings for exhibits, storage, classrooms, and office space. An expanded facility will allow us to grow our impact, enhance visitor experiences, and better serve our community for decades to come.

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:

Strengthening Resources

1. Reach 60% of our capital campaign goal by 2024.
2. Increase staffing/reach future potential.

Improving Visitor Experience

3. Improve facility accessibility.
4. Engaging and rotating exhibits.

Connecting with Community

5. Establish new strategic partnerships.
6. Increase awareness through media relations

In conversation with other Civic Partners, and members of Calgary Attractions, we are consistently getting information about trends and results. It has been exciting to see the comparable growth that The Hangar Flight Museum has received in recent years, and as we work toward our new facility plan expansion, we are hearing this through letters of support from our community as well.

Our growth compared to ourselves in visitation, educational program attendees, donor support, volunteer hours, and earned revenue, have all been consistently improving (both before the pandemic and after). We had heard in 2023 that many organizations were hoping for incremental growth in 2024 compared to pre-pandemic 2019 levels.

In 2024, our total visitation was 43% higher than in 2019. Our admission attendance was 56.5% higher, our facility rental attendance was similar with -8.5% (however our front entrance was under construction for all of 2024), and our education program attendance was 51.8% higher. This was record-setting for us and was a much stronger result than we anticipated.

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).

	Performance Measure	2023 (quantitative measures only)	2024 (quantitative measures only)	Overall, what story will this measure tell you about your organization's impact?
1	Total visitation	51,740	47,457	This metric tells us the overall impact we have on our community, and how many people interact with us physically in a year.
2	Educational program attendees	10,057	12,808	This metric demonstrates how many students are directly benefiting from our educational programs.
3	Admissions revenue	\$208,085	\$239,907	This metric shows one of our main earned revenue streams, and demonstrates our ability to raise funds and be a sustainable business. It also demonstrates that our visitors find value in paying our admission rates.
4	City of Calgary Fee Assistance Admissions	526	922	This metric shows us how many people we are serving who benefit from a 75% discount to our regular fees, to ensure our site is accessible to our full community.
5	Support workers free admission	227	380	This metric tells us whether we are an accessible site to individuals who attend with a support worker.
6	Canoo Pass free admission for new citizens	1,130	1,663	This metric shows our increased visitation by new citizens and new permanent residents, and demonstrates whether our museum has value to this group of people.
7	Educational programs revenue	\$84,569	\$114,472	This metric demonstrates our ability to earn revenue and stability from our field trip and youth programming opportunities. It demonstrates whether people see value in our fees, and the programs offered.
8	Donations	\$127,259	\$157,702	This metric shows long-term investment in us and our mission and vision by our community. It also is very meaningful for our self sustainability.
9	Admissions attendance	28,496	28,872	This metric shows trends in visitation and also demonstrates whether individuals find value in what we offer at the price at which we offer it.
10	Volunteer	6,000	7,200	Our volunteers' investments show dedication to our

	Hours			mission and vision, that our volunteers value our organization, and that they see direct benefits of their time usage.
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5. How does your organization address equity, diversity or inclusion, or support racial equity?

Our organization is focused upon welcoming all visitors, staff, and volunteers to our organization keeping in mind equity, anti-racism, accessibility, and more as we interact with the community.

We completed building accessibility improvements recently to ensure that our building is more physically accessible by removing stairs, ensuring emergency exits are wheelchair accessible with ramps, and replacing heavy doors with automatic doors instead. We widened walkways to make them safer to navigate, as well as ensuring that parents can utilize strollers for their children. We have a powered lift that makes our mezzanine floor accessible by more than just a staircase.

We participate in programs such as the City of Calgary Fee Assistance program, Access 2, CFOne, Canoo, Big Brothers Big Sisters admission discount, and more to ensure that our site is addressing financial inequity and is accessible to everyone. Our partnership with Canadian Legacy Project also ensures that our school field trip programs and youth programs are accessible financially with 40 free group educational programs per year. Just in 2024 we welcomed 1663 new Canadian citizens and new Canadian permanent residents to our facility with free or significantly discounted admissions.

We work together with school teachers to provide the best care for diverse learners. Our homeschool days welcome many students with diverse learning needs who attend our program with their families who know how to best assist their learning processes. We strive for every student to have an amazing experience with our staff and volunteers, exploring the wonder of aviation and getting inspired with dreams of flight.

Our new community outreach programs also address accessibility and equity. Silver Darts in the community reaches seniors who are not able to get to our site and is focused on neuroplasticity and connecting with seniors where they are. Our Sensory Hours provide time within the museum where it is quieter and has less harsh lighting than usual to accommodate individuals with neurodiverse needs.

One section of our employee performance review forms addresses whether each employee “takes specific steps to create and develop their diverse workforce and to promote an inclusive environment”. This review template is provided to new employees on their first day of employment, so that they know exactly how they will be evaluated in the future, and so that they know what their specific expectations of them are. We state at the beginning that we are focused consistently on ensuring that our workplace is a safe and inclusive space.

We are aware of how racism has affected Canada’s past and present, and how it showed up within military and civilian aviation. When we don’t have artifacts in our collection that could support a full exhibit on a topic within this realm, we utilize research and photographs to tell these diverse stories and challenging stories through our social media channels. We utilize Instagram, Facebook, and YouTube to address equity and take a stance of anti-racism.

Museums have a responsibility to our community to tell the truth and not shy away from difficult subject matter or authentic moments from our past when people made decisions that were led by racism. We do not have many artifacts representing diverse people in aviation because they were kept out of aviation by racist policies. These are not facts that we shy away from, and we believe it is our responsibility to not lose the truth of this past, and to learn from it while we complete reconciliation.

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 that our museum is on the traditional territories of the Treaty 7 Nations, including the Blackfoot Confederacy, the Tsuut'ina, and Stoney Nakoda Nations, as well as the Otipemisiwak Metis Government District 5 and 6 at all internal events at the museum as well as on our website homepage and on our social media platforms. Where possible, we look to incorporate into our exhibits the story of Indigenous peoples. One such example is a storytelling display in the entrance vestibule of the museum commemorating Indigenous people who served in the RCAF. As part of our New Exhibit Plan, we will continue with stories about the cultural and scientific impact of aviation. We have been asked by organizations such as Elevate Aviation, De Havilland and the Province of Alberta to focus on inspiring youth to pursue careers in aviation. Our exhibits, such as the Hurricane exhibit celebrating Elsie MacGill, Queen of Hurricanes, encourages girls and young women to pursue aviation careers. We are consistently looking to include more inclusive narratives representing Canada's diverse population, women in STEM, and Indigenous aviators.

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.

RESOURCES

7. Please estimate how The City's operating funding was allocated in 2024.

2.88%	Advertising and promotion
2.43%	Programs or services
6.90%	Office supplies and expenses
3.16%	Professional and consulting fees
63.68%	Staff compensation, development and training
.18%	Fund development
5.03%	Purchased supplies and assets
11.84%	Facility maintenance
0%	Evaluation or Research
1.52%	Volunteer Recognition
2.37%	Collections, exhibits and restoration

8. Did volunteers support your operations in 2024? (including board and committee members)

How many volunteers?	152
Estimated total hours provided by volunteers:	7,200

Our volunteers truly are the backbone of The Hangar Flight Museum. They extend our reach into the lives of thousands—welcoming guests on weekends, hosting open cockpit days, working on our simulator and restoration teams, and keeping our exhibits and aircraft clean and cared for. Their commitment allows us to maintain high-quality experiences across all areas of our operations.

In 2024, our incredible volunteer team contributed a **record-breaking 7,200+ hours**—a milestone that speaks volumes about their dedication.

9. Did your organization receive any awards or recognition in 2024, or have any client or participant feedback that you want to highlight?

- CommunityVotes 2024:
 - Platinum - Best Wedding Venue in Calgary
 - Platinum – Museums in Calgary
- SKAL International Calgary – Executive Director, Brian Desjardins was appointed as Vice-President. The largest tourism and hospitality organization in the world – active in 85 countries, with 12,000 members. The appointment raises the awareness of The Hangar amongst tourism leaders in Calgary.
- Buffalo Rubbing Stone School – “The grade 5 students and teachers from Buffalo Rubbing Stone School want to thank the staff and volunteers of the Hangar Museum for a wonderful trip! The students had a great time learning about all the planes and getting to see a huge variety of planes they had never seen before. The teachers could not stop praising the volunteers and their knowledge and excitement of the planes they were talking about. It was a wonderful field trip and something we hope we can do with every grade 5 class moving forward!”
- Building Awareness In the Media - Reading through the media coverage of the Museum provides the highlights reel of accomplishments in 2024. 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 2024, 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 2024, we continued working and completed our 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 damage due to climate change (extreme snow loads and windstorms). 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, reduced GHG emissions, and innovation.

11. Are there any projects, initiatives or plans for 2025 that you want to briefly highlight?

We are prepared for 2025 to continue hitting new milestones, breaking records, exceeding expectations, and reaching new heights.

- **50th Anniversary** - The Hangar is preparing to celebrate its 50th anniversary on November 17, while also embarking on major infrastructure upgrades including a new facility plan that will house restored aircraft, additional classrooms, galleries, and community space. With \$14.5 million in municipal funding already secured, the museum is now working to match that support at the provincial level.
- **Historic Main Hangar Truss Repairs** - confirmed \$1.1 Million funding with the City of Calgary and Heritage Canada. The historic main hangar is an artifact in itself, built in 1941 as part of the British Commonwealth Air Training. Repairs will ensure that the building continues to protect aviation history.
- **New Facility Plan** – Continued fundraising including submission to the Government of Alberta for \$14.5 million (2026 Budget) to match the City of Calgary's commitment of \$14.5 million. The attention of the executive team and the Board of Directors continue to be on the future of the museum and receiving support for our New Facility Plan. It is our flight path to build a bigger and better, permanent structure, to replace our fabric shell tent hangar that has been repaired twice in the past four years due to extreme snow loads and severe winds. We need more space for education classrooms, historic aircraft under restoration (i.e. Mosquito Bomber, CF-100 Canuck), exhibits, storage, and multi-purpose spaces.
- **STARS Ambulance Helicopter** - The museum has also confirmed the acquisition of the first-ever STARS Ambulance Helicopter (BK117). Adding this aircraft to our collection will bolster our story-telling of Calgary's rich aviation history.
- **New Storage Containers and Fencing** - project would replace old wood sheds and trailers that store priceless aviation artifacts with new C-Cans and industrial shelving that will better protect and preserve aviation history. The current sheds and trailers have been leaking water onto artifacts which has prompted the museum to cover them with tarps. Also, current storage has given staff limited access to artifacts contained and in some cases not safe with them being in disrepair. The old wood fence (west side of the museum) is in disrepair with breaches in the fence and has fallen over onto the old wood sheds. We are concerned about potential theft of artifacts. The projects would prevent access to the museum buildings that story tell priceless artifacts - over 30 historic aircraft, over 30,000 artifacts, and a multitude of exhibits and displays. A new chain link fence is required to better protect and will provide needed security of the museum facilities.

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

12. CAPITAL PROJECTS AND ASSET MANAGEMENT

Asset: *Aero Space Museum Association of Calgary (The Hangar Flight Museum)*

How did you use The City's capital funding in 2024?

Project	City Funding (2024)	Benefit (service improvement, efficiency, improved condition)
Building Accessibility Improvements	\$455,818	Project improves accessibility and overall visitor experience. New storefront, 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), PrairiesCan Tourism Growth Fund (\$100K), and Travel Alberta Tourism Growth Fund (\$100K).
CF-100 Restoration	\$9,000	Continued restoration of the CF-100 Canuck aircraft that is owned by the City of Calgary under our stewardship.
Truss Repairs – holdback from 2023, claimed in 2024	\$4,523	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. Further work and project completion in 2025.