

CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- AEROSPACE MUSEUM ASSOCIATION OF CALGARY

AEROSPACE MUSEUM ASSOCIATION OF CALGARY (THE HANGAR FLIGHT MUSEUM)

Vision: To inspire dreams of flight.

Mission: To provide a rich understanding and appreciation of the evolution of flight by telling stories related to our collections that provide inspiration to current and future generations.

Registered Charity

One Calgary Line of Service: Economic Development and Tourism

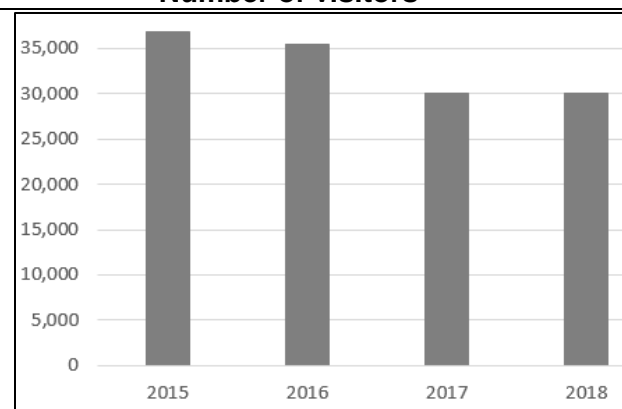
2018 City Investment

Operating Grant: \$250,358

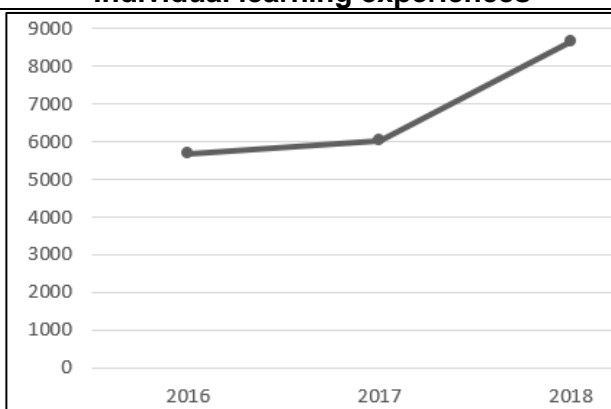
City owned asset? Selected airplanes, not museum facility

2018 Results

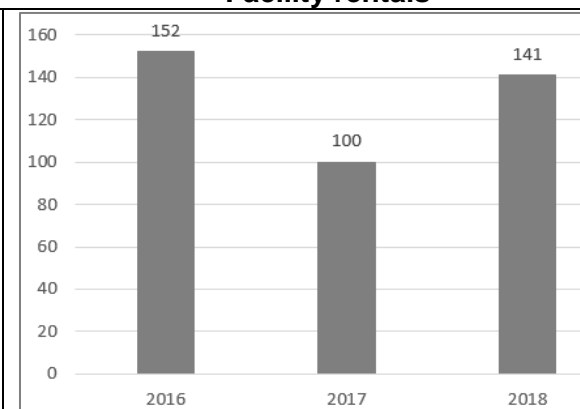
Number of visitors



Individual learning experiences



Facility rentals



The story behind the numbers

- In 2018, educational programs, facility rentals, and gift shop sales all increased in 2018.
- Individual learning experiences including school and youth programs increased in 2018. Attendance at the Teachers Convention and marketing to schools was successful and staff and volunteers were committed to running more programs.
- Facility rentals have started to rise again following increased marketing and outreach to previous clients.

Strategic alignment

- The Museum's operations contribute to *Calgary in the New Economy: An economic strategy for Calgary* and the Museum collaborates with Calgary Economic Development, Tourism Calgary, local businesses and organizations to contribute to the local economy.
- The collection and programs support the *Cultural Plan for Calgary* demonstrating how aviation innovations helped settle Western Canada and contribute to the cultural diversity of Canada.
- By participating in the Calgary Public Library Foundation's Sun Life Financial Arts and Culture Pass, the Museum support the *Enough for All* poverty reduction strategy by offering a reduced admission fee to low income Calgarians.



**Aero Space Museum Association of Calgary
(The Hangar Flight Museum)
Civic Partner 2018 Annual Report**

Organizational Structure: Independent External Organization

Fiscal Year End: December 31, 2018

Related Subsidiaries or Foundation: None

City 2018 Operating Grant: \$250,358

City 2018 Capital Grant: \$0

1. Current Vision, Mission and Mandate:

Vision: To inspire dreams of flight.

Mission: To provide a rich understanding and appreciation of the evolution of flight by telling stories related to our collections that provide inspiration to current and future generations.

Our Strategic Direction: A Museum that everyone can come to see, learn and experience the science, history and evolution of flight. It will include all aspects, past, present and future of the military and civilian aviation experience.

Our Focus: The history and experiences of flight in Calgary and Southern Alberta within the framework of the Canadian experience.

2. What key results did your organization achieve in 2018 that contributed to one or more of the Council Priorities in Action Plan 2015-2018 and created public value?

(A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)

2018 – A Year of Change

2018 was a year of leadership change for The Hangar Flight Museum. Due to term limits for the previous Chair of the Board, a new Chair was appointed by the Board of Directors following the 2018 Annual General Meeting. In the Fall of 2018, a national search was conducted which led to the hiring of a new Executive Director in October. Through consultations with our Civic Partnership consultants in 2018, we were successful in increasing our operational funding for the next four years from 2019 – 2022. This brought much excitement and inspiration to the Board and staff as we began planning for the next three years.

While the economy continued to struggle in Calgary, the Museum is pleased that visitor admissions did not decrease and remained the same from the previous year. Educational programs, facility rentals, and gift shop sales grew.

A Prosperous City:

The Hangar Flight Museum attracts local, national and international visitors to Calgary. Over \$400K in revenue is generated through visitor admissions, school and educational programs, facility rentals, gift shop sales, memberships (including corporate), Honour Wall Plaques program, and donations. In 2018, the Museum introduced a sleepover program that generated new revenue. We continued to grow revenue with innovative marketing, embracing of social media platforms, and connecting with businesses particularly in the airport district. The Museum partnered with destination marketing organizations including Tourism Calgary, Travel Alberta, Calgary Hotel Association, and the Calgary Attractions group.

The Museum provided entertainment, education and learning, and a place for social gathering to over 30,000 Calgarians and visitors to the City in 2018. The Museum continues to participate in the Calgary Library Foundation's Sun Life Financial Arts and Culture Pass that provides low income Calgarians an opportunity to experience the Museum at a reduced admission fee. We also continued to work with the



**Aero Space Museum Association of Calgary
(The Hangar Flight Museum)
Civic Partner 2018 Annual Report**

Institute for Canadian Citizenship and provided Cultural Access Passes to new Canadians. We are the only venue for this program in north-east Calgary.

We provide support to other not-for-profits through the donation of admission passes and summer camp placements. We provided over 232 family passes to community organizations in support of their fundraising initiatives.

A City of Inspiring Neighbourhoods:

The Hangar Flight Museum provides a community place and resource in an area of Calgary which could be considered underserved by heritage and cultural institutions. The history of aviation is closely tied to Canada's development as a nation and to Calgary's development as a vibrant, international city. The Museum tells this history, expands and inspires visitors' knowledge of the stories surrounding aviation's role in immigration, oil and gas exploration, war and civilian pleasure travel. Many roadways in Calgary are named after renowned aviators such as McKnight, McCall, Barlow and Palmer – who, after serving their country in wartime, went on to develop and support civilian passenger and transport aviation.

Our Open Planes weekends (introduced in 2017), continued to attract more visitors to the Museum. This program gives visitors an added visitor experience and we were pleased with the positive feedback we received.

Our annual Remembrance Day Service attracted over 750 Calgarians even with wintery conditions. This service allows participants an opportunity to honour, remember and recognize the sacrifices of Canada's military personnel. It is a great opportunity for the north-east communities as the majority of Remembrance Day services are located in or near the downtown area. It is the second largest service in Calgary next to The Military Museums.

The Museum hosted the 20th Royal Canadian Air Force Mess Dinner in April bringing together over 150 current and retired air force pilots, government officials and other dignitaries.

The Avro Arrow, Northern Exploration, and Cold War exhibits were finalized in 2018. The Museum began working on a new McCall & McKnight exhibit that celebrates and honours two of Calgary's flying aces. We look forward to completion in 2019.

In late 2018, the Museum began a fundraising campaign to restore the City-owned CF-100 Canuck. The aircraft is one of many City owned assets that we are stewards of. In a short period of time (2 months) we were successful in raising approximately \$65K. Fundraising has continued in 2019 and we are excited to announce that we have exceeded our target of \$82K which, together with approved capital funding from the City of Calgary, will allow us to proceed with a restoration of this important piece of Canada's aviation history. We are currently working on finalizing our RFP for the restoration of this aircraft. This project has resulted in excellent media coverage which has raised awareness for the Museum.

The Museum struck a special Hurricane Committee in 2018 to begin planning a special homecoming in 2019 for the City's Second World War Hawker Hurricane following the anticipated completion of its restoration in the near future. In December 2018, the Executive Director visited the aircraft and reviewed the status of its restoration. Press reporters attended including Global News Calgary and CTV News Calgary, which resulted in tremendous media attention.

In late 2018, we began planning a new corporate membership campaign. While the campaign will be fully launched in 2019, the Museum has already seen success with businesses joining prior to the end of the year. Our goal is to bring corporate members to social events and gatherings at the Museum in 2019. This



**Aero Space Museum Association of Calgary
(The Hangar Flight Museum)
Civic Partner 2018 Annual Report**

will give us an opportunity to provide businesses with Museum activities and information on fundraising projects.

A Healthy and Green City:

The Museum continues to care for and promote a healthy and green city. We recycle pop cans, bottles, paper and cardboard, and metal. In 2018, the Museum began composting in support of the City's new green recycling program.

We ensure that we don't burden landfills by offering our used furniture to charitable organizations, including other museums and non-profit groups. At the same time, we find second-hand and refurbished office furniture to use in our Museum from organizations such as DeliverGood and Habitat for Humanity.

In 2018, we replaced our aging computer work stations through a donation from a local neighbor - Sunwest Aviation. In turn, old computers have been recycled.

The Museum provides a healthy social environment to over 100 volunteers from various backgrounds and age groups. We are a gathering place for volunteers and members to socialize and connect. They use their skills, passion, and expertise to help improve and grow the Museum. For many of our volunteers and guests, this provides valuable opportunities for interaction and building understanding across all ages and ethnicities.

3. What challenges affected your operations in 2018 and how did you adjust?

2018 was a year of transition and change for the Museum. The unanticipated resignation of the previous Executive Director presented a challenging situation for the association. The Board mobilized quickly and contracted an Interim Executive Director giving adequate time to conduct a national search for a new permanent ED. The job description for that position was updated with a focus on hiring someone with a strong background in fund development, marketing and communications, media and public relations, tourism and non-profit leadership. The new Executive Director commenced his employment with the Museum in October.

As a result of previous budget constraints, the Museum had operated for many years without a full-time collections manager. In 2018, we were successful in making the case to the City to increase operational funding so that the Museum could hire a new collections manager for 2019. That individual started employment on a full-time basis as of March 2019.

In 2018, the Museum was unsuccessful in an application to the Alberta Museum Association for an Operational Staffing Grant in the amount of \$25K. We have been successful in receiving funds in the past. This grant requires an annual application and had been budgeted as revenue for 2018. This created a difficult situation for the Museum. In the future, grants of this nature will not be budgeted for unless we have a guarantee or confirmation of receiving funds.

The Museum continues to offer more educational and youth programs, and to grow facility rentals. We introduced a sleepover program and hosted 12 groups that generated new revenue. We hosted an aviation themed wedding that was featured in Blush Magazine that is dedicated to bringing the latest in wedding and lifestyles to Alberta couples. As a result, we have already confirmed a number of wedding bookings in 2019.

In late 2018, we began planning a new corporate membership campaign. While the campaign will be fully launched in 2019, the Museum has already seen success with businesses joining prior to the end of the year. We are confident that 2019 will produce excellent results.

We increased marketing activities to promote various events, including Open Plane Weekends, Wings and Wheels (Father's Day weekend) in an effort to generate more revenue. As well, our gift shop offered more products to purchase.

Our tent hangar (built in 2006) is showing its age. The fabric is deteriorating, requiring the Museum to spend more funds on a regular basis to patch tears from the weather. Our main hangar (built in 1941) as part of the British Commonwealth Air Training program, is also requiring more upkeep and maintenance.

4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)

Strategy	Key Results
<u>Calgary in the new economy: an updated economic strategy for Calgary</u>	<p>The Museum collaborates with Calgary Economic Development, Tourism Calgary, local businesses and organizations to build upon economic growth. We focus our energy on the Museum being a great location for Calgarians, Albertans, Canadians, and visitors from around the world. The Hangar Flight Museum attracts tourists, creating economic growth in Calgary.</p> <p>In 2018, we loaned a significant aircraft, an Allouette 3 helicopter to the new Calgary Public Library at the Seton YMCA. This was an exceptional example of partnering with our community. It was a unique project that brought together government, business (Hopewell Residential major sponsor of the library) and non-profit – The Hangar Flight Museum.</p>
<u>Cultural Plan for Calgary</u>	<p>In 2018, we grew and enriched our cultural and historical education programs to the public by extending the dates of our Now Boarding: Open Aircraft Days during the summer. This program allows visitors to learn how aviation innovations developed the settlement of Western Canada and contributed to the cultural diversity of Canada by stepping inside our aircraft. Developing events and programming increases opportunities in the Museum's neighbourhood. We enjoyed engaging with and connecting Calgary's diverse population all summer long.</p> <p>During 2018, one of our previous summer student completed her Honours Thesis on Indigenous enrollments during wartimes. It was a collaborative effort between this student (from Mount Royal University), local Indigenous leaders, and the Museum. The end result of the Honours Thesis was the development of a traveling exhibit that could be installed in a museum of a similar size to The Hangar. This is a subject that has had little research completed, but it is very important that we recognize, honour and celebrate the contributions of our diverse population and Indigenous heritage.</p> <p>The Hangar Flight Museum is housed in a historical RCAF Drill Hall from the Second World War. As we conserve and preserve our building we are conserving Calgary's built heritage.</p>
<u>Enough for All Poverty Reduction Strategy</u>	<p>An increase in summer visitors prompted the Museum to seek additional assistance through partnering with Calgary Immigrant Women's Association (CIWA). CIWA provided us with an intern to help provide our visitors with the best visit possible. The program paid for her internship and we provided the intern with valuable learning experiences to give her on the job training to propel her into a career in Canada. These learning experiences, including learning English vocabulary for the tourism industry, gave her confidence and resulted in her gaining a full-time employment</p>

	position. We worked together with CIWA to develop and support this concrete initiative to reduce poverty.
<u>Sport for Life Policy</u>	N/A
<u>Foundations for Hope: Calgary's Corporate Affordable Housing Strategy</u>	N/A
<u>Open Spaces Plan</u> (Calgary Parks')	The Museum continues to maintain a welcoming environment through our outside grounds and green space area. We offer a unique place for Calgarians and tourists to enjoy picnics and tour exhibits outside of the hangars. In 2019, we are working towards revitalizing and beautification of our open spaces including new picnic areas, shelter to host larger groups, and an aviation playground for families to enjoy.
<u>Recreation Master Plan</u>	See above – Open Spaces Plan In 2019, the Museum looks forward to engaging the City of Calgary Recreation and other like-minded stakeholders to ensure we are aligned with them. This will be part of our annual strategy review and update.
<u>Calgary Heritage Strategy</u>	The Hangar Flight Museum are stewards of Calgary's aviation heritage. We manage and preserve significant historic resources in our collections of artifacts, aircraft, archival information, and exhibits that tell the story of Calgary and Canada's role in aviation and future technological growth. The Museum strives to preserve and restore artifacts and aircraft. This builds upon our visitor experience. For example, the Museum began fundraising to restore the CF-100 Canuck, a City of Calgary asset. The Museum continues to work with the City of Calgary to preserve their historical assets. The Museum endeavours to renew and develop new exhibits that speak to Calgary's heritage. For example, we are developing a new McCall & McKnight exhibit that tells the story of two of Calgary's well-known flying aces – Freddie McCall and Willie McKnight. The Museum looks forward to opening the exhibit in 2019. Our educational and learning programs continue to be valuable opportunities to teach youth about Calgary's aviation heritage. In 2018, we completed our new exhibits - Northern Exploration, Avro Arrow, and Cold War era.

5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority's [Living a Creative Life](#), or Tourism Calgary's [Destination Strategy](#)?

Calgary Arts Development Authority's Living a Creative Life:

The Museum is a great location for creativity and arts enthusiasts. We host Razzamajazz Big Band – a community big band based in Calgary. They practice weekly in our main hangar and also perform at various special events that we host.

The Rocketry Association, Calgary Balloon Club, and Western Canadian Robotics Society, use our



**Aero Space Museum Association of Calgary
(The Hangar Flight Museum)
Civic Partner 2018 Annual Report**

Museum to promote their programs and host regular meetings and workshops.

Tourism Calgary Destination Strategy:

The Museum enjoys a strong partnership with Tourism Calgary. We value our collaboration with Calgary's destination marketing organization to help us market and raise brand awareness of The Hangar Flight Museum. Our Executive Director has strong connections with senior staff at Tourism Calgary and participates in industry meetings and marketing workshops to ensure strategic alignment. We participate in many of their programs including:

- Frontline Experience Pass program to assist Calgarians to be the best advocates for our city
- Participate in creating a strong year-round event calendar – #LoveYYC Day, Father's Day, Remembrance Day, Tourism Week, etc.
- Working together with other Civic partners and attractions
- Added Tourism Calgary's 'energy' branding to our values that describe the behaviours of our staff and volunteers – we focus our ENERGY to make a difference in Calgary
- Participating on various marketing committees, working groups, and tourism industry meetings
- Participating in various cooperative advertising opportunities (e.g. Calgary Visitor Guide)

The Museum also partners with the Calgary Hotel Association by providing reduced admission passes to hoteliers. In-turn they promote to their clients by inviting more visitors to experience our Museum and encourage their guests to stay in Calgary longer.

The Museum also participates on the Calgary Attractions Committee and collaborates with Travel Alberta, and other stakeholders.

6. Please estimate how The City's operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

In 2018 and previous years, the City's annual operating grant to the Museum provided approximately 28% of the Museum's total revenue. The funds are used for general operations, including staff wages, educational programs, volunteer recognition and collection management (which includes the care and management of nine aircraft and 19 aircraft engines and miscellaneous parts owned by the City of Calgary).

5.55 %	Advertising and promotion
5.02 %	Programs or services
5.11 %	Office supplies and expenses
7.13 %	Professional and consulting fees
46.5 %	Staff compensation, development and training
3.47 %	Fund development
7.99 %	Purchased supplies and assets
14.7 %	Facility maintenance
0 %	Evaluation or Research
4.53 %	Insurance

7. Did volunteers support your operations in 2018? If yes:

How many volunteers?	117
Estimated total hours provided by volunteers:	4,936

8. What resources did your organization leverage to support operations in 2018?

The Museum was successful in leveraging the following resources to support operations:

The Federal Young Canada Works program provided 75% of the funding to hire two summer students. The students assisted with educational programs, summer programs, special events, guest services, and other operational areas. We provide an excellent work environment for students to utilize their education and grow their skills.

We received funding from the Government of Alberta's Summer Temporary Employment Program to hire one summer student. This student assisted with collections management and the exhibit refresh.

For the past three years, the Museum has been successful in getting financial support from Fortune Industries Ltd. for our United Space School program. For over 20 years, the Museum has been the only Western Canadian partner of the US Foundation of International Space Education. Each year, a high school student is chosen by a selection committee to travel to Houston, Texas for two weeks to represent and collaborate with other students from around the world in the development of a space project. For the past few years, the project has focused on missions to Mars. Students work with payload specialists, including astronauts, and are billeted with local space agency families for the two week educational experience.

The Museum receives hundreds of artifacts and archival donations each year. We also receive many research requests from other organizations and other stakeholders.

We rely greatly on internal revenue streams, including educational programs, school bookings, facility rentals, gift shop sales, events, movie nights, and more.

We collaborate with government, community organizations, and other civic partners, including Genesis Centre, Calgary Board of Education, Calgary Public Libraries, Alberta Museum Association, Canadian Museum Association, Calgary Robotics, Ultra-Light, Rocketry and Balloon Societies, Royal Canadian Air Force, Buffalo, WestJet and Lynx Air Cadet Squadrons, Calgary Flying Club, Calgary Airport Authority (YYC), The Military Museums, Travel Alberta, Tourism Calgary, Calgary Hotel Association, SKAL Calgary Chapter, Canadian Aviation Historical Society, Calgary Police Service, Calgary Fire Department, Department of National Defence, Calgary Attractions Committee, Eagle Helicopters, Viking Air, Alpine Helicopters, Sunwest Aviation, Best Western Port O' Call, Lakeview Signature Suites, The Glenbow, Telus Spark, Alberta Aviation Museum, various social media groups, Heritage Park, Kenn Borek Air, Nanton Bomber Command Museum, Vintage Wings, The Avro Arrow Museum, Organization of Military Museums of Canada, Institute of Canadian Citizenship, Propellus, Mount Royal University, SAIT, Canadian Space Agency, City of Calgary, and more.

Many of these relationships resulted in revenue, donations of funds, cooperative advertising, in-kind services, and increased brand awareness of The Hangar Flight Museum.

We received remaining funds from Alberta Museum Association for our exhibits refresh project that started in 2017. As well, we were successful in receiving Professional Development funds to support staff in taking graphics design courses and attendance at the Canadian Museum Association Marketing Conference. This allowed staff to network and strengthen marketing plan activities for the Museum.

In 2018, we received over \$30,000 in general donations from numerous individuals, foundations and corporations to support operations and have to date received over \$82,000 in donations towards the restoration of the CF-100 aircraft. .

As mentioned, we began planning a new corporate membership campaign that has already resulted in success for the Museum.

- 9. Using the chart below, please report your 2018 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	Performance Measure	2016 results	2017 results	2018 results	What story does this measure tell about your work?
How much did you do?	Number of Visitors	35,441	30,086	30,098	In spite of the local economy (oil & gas industry) continuing to struggle, the Museum remained strong in visitation.
	New Canadians visiting the Museum through the Cultural Access Pass	1,793	570	978	We are pleased to welcome more New Canadians in 2018 than 2017 – we provide the most Cultural Access Passes in western Canada. This speaks to our Museum remaining inclusive and supportive our diverse communities.
	Individual learning experiences	5,688	6,037	8,657	The Museum grew individual learning experiences by 43%. This tells us that we have been very successful in increasing our value significantly to schools and other organizations with programs to learn about aviation as an extension to their curriculums.
	Number of Volunteers	107	104	117	Our volunteers are an important part of the Museum. They are our ambassadors and without them we would not be as successful. Volunteerism provides opportunities for individual growth, and social interaction.
	Facility Rentals	152	100	141	The Museum has been marketing facility rentals and renewing relationships with past organizations and business to host their events and meetings.

	Sleepover Program - NEW	N/A	N/A	12	In our first year of hosting sleepovers we have been quite successful. This has generated new revenue and created more interest in and awareness of the Museum.
How well did you do it?	Number of Visitors	-3.8%	-15%	+0.04%	In spite of the difficult economy there is still a desire and need to learn about aviation history, past historical events, and technological growth for the future. We are pleased that visitation remained the same as 2017 and look forward to growing numbers in 2019.
	New Canadians visiting the Museum through the Cultural Access Pass	+2%	-68%	+71.58%	According to the Institute for Canadian Citizenship, the number of new Canadians has increased (i.e. Syrian Refugees and border crossing from the USA). This has resulted in increased numbers of people using the Cultural Access Pass.
	Individual learning experiences	+2.9%	+6%	+43.4%	Offering of more school and youth programs has increased bookings and interest in learning about aviation. Attendance at the Teachers Convention and marketing to schools has been quite successful. Staff and volunteers have been committed to running more programs.
	Number of Volunteers	-9%	-2.8%	+12.5%	Our Museum continues to be a strong community resource and informal educational location for our volunteers and those they reach through their dedication and passion for flight. Increased brand awareness has encouraged more volunteerism.
	Facility Rentals	N/A	-34.2%	+41%	The Museum experienced strong gains in facility rentals. We were successful with promotions and building of relationships with local businesses and organizations who see our Museum as an excellent venue for events, meetings, workshops, etc.

	Sleepover Program	0	0	100%	We introduced a sleepover program in 2018 to generate new revenue. Calgarians see our Museum as a great place to experience and learn about aviation while sleeping under wings.
How are Calgarians better off?	Number of Visitors	35,441	30,086	30,098	Calgarians are aware of local and national aviation history, civilian and military history, and technological development. They become ambassadors of the Museum with their learning of our aviation history.
	New Canadians visiting the Museum through the Cultural Access Pass	1,793	570	978	New Calgarians visit the Museum and experience aviation history. They are able to learn about Calgary and Canada's role in aviation history and future development.
	Individual learning experiences	5,688	6,037	8,657	The number of Calgarians aware of local aviation history and technological development. An increased knowledge base amongst students and teachers supports future economic growth and diversity in Calgary and helps give a competitive edge in aviation and related fields. In-turn, knowledge is shared with others about our Museum.
	Number of Volunteers	107	104	117	The use of volunteers who are experienced in their fields (i.e. air traffic control, pilots, engineers, etc.) provide Calgarians an opportunity to learn from the volunteer's real life experiences.
	Facility Rentals	152	100	141	Local businesses and organizations learn more about Calgary's aviation history and future by hosting their events at the Museum. In turn, knowledge is shared with others about our Museum. Local youth and chaperones are able to learn more about Calgary's role in aviation history and future development. In turn,

	Sleepover Program	N/A	N/A	12	knowledge is shared with others about the Museum. By inspiring dreams of flight with our Youth, this will create more interest in aviation and historical Museums. They are our future aviation and Museum professionals.
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10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)

Asset: *Various aircraft, engines and other artifacts*

a) Provide a summary of your organization's 2018 capital development, including specific lifecycle/maintenance projects.

Tent Hangar:

In 2018, the Museum invested \$38K in a new, and larger, overhead door in the tent hangar so as to facilitate the movement of aircraft. This allows us to function more efficiently in transporting aircraft and service equipment in/out of the tent hangar.

Built in 2006 as a temporary structure, the tent hangar has been deteriorating and is in need of replacement. The fabric covering the tent has been deteriorating over time becoming more brittle with multiple tears requiring ongoing patching and repairs. Lifecycle/maintenance is being managed by ongoing inspections with increased inspections during the winter months to monitor snow loads and temperature.

The Board and senior management are researching opportunities for replacement and potential resizing to provide more space for new aircraft collections (i.e. CF-100 Canuck, Mosquito Bomber, etc.).

Main Hangar:

Built in 1941, the main hangar has also been experiencing some deterioration. In late 2018, the Museum engaged independent engineers to do a full structural review. It has been recommended that it has to be under a higher level of scrutiny. Risk is being managed through monthly inspections by manually monitoring cracks on all wood truss components, and bolts used in the connection of wood components are checked regularly and retightened when necessary.

b) What funding did your organization leverage to support capital activities in 2018?

CF-100 Canuck Restoration Project:

In late 2018, the Museum began actively fundraising to restore the CF-100 Canuck. We were very pleased with raising over \$82K in such a short period of time. We received most of our donations from across Canada (mostly local in Calgary), and also the USA, and the UK. Our largest donations came from The Lecky Foundation (\$10K), Hotchkiss Family Foundation (\$10K), and Avmax Holdings Inc. (\$10K) and, most recently, an anonymous donation of \$29K. We have continued to fundraise in 2019 knowing that the City of Calgary has confirmed \$244K towards the restoration project. We are thankful of the City's support as it has enabled us to be successful in leveraging new capital funds.

The Museum looks forward to working with the City of Calgary and fundraise for other capital projects including the replacement of the existing tent hangar. The Board of Directors thank the City for their ongoing support and we are proud to be a civic partner attracting thousands of Calgarians to experience our aviation heritage.