

- 1. Organization Name: Aero Space Museum Association of Calgary**
- 2. Fiscal Year: January 1- December 31**
- 3. Latest Annual Report available and web address:
No annual report available; www.asmac.ab.ca**

GOVERNANCE

- 4. Current Vision, Mission & Mandate (include any proposed changes).**

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.

- 5. Identify Board and senior management positions, incumbents and vacancies.**

Executive

Mark Eberl, Chair
Betty Thompson, Vice Chair
Gordon Gieck, Secretary
Jim Williams, Treasurer

Executive Director

Anne Lindsay

Directors

Jim McBride
Andrew Buzinsky
Andrew Hopkinson
Gord Lowe
Terry McDonough
Malcolm Logan
John Fitzsimmons
John Melbourne
Don Ross

- 6. Discuss succession planning for Board and senior management.**

Board members are recruited by an active nominations committee comprised of senior board members. Board members can serve for 2 three year terms, and are chosen for their area of expertise and passion for flight.

2014 YEAR IN REVIEW

7. Summarize 2014 accomplishments (based on established goals or objectives).

Improve Identity and Visibility in the Community:

- Increased marketing in all media
- Launched new website
- Increased attendance by 10.4%

Strengthen our Community Connections:

- Continued our partnerships with Travel Alberta, Tourism Calgary, The Military Museums, Mosquito Society, Calgary Airport Authority, Calgary Board of Education, Calgary Public Library, RCAF, Institute for Canadian Citizenship and other organizations

Formalize a Long Term Facility Strategy:

- Negotiated a 30 year lease (with additional land) from the Calgary Airport Authority
- Replaced roof, gutter and rain leader systems
- Corrected drainage issue on west side of building
- Developed a long-term plan for infrastructure repairs
- Developed an ongoing facility maintenance and inspection plan

Ensure Sustainability:

- Increased facility rentals and partnerships
- Commenced a feasibility study (completed in 2015) to support fund development

Develop our Exhibitions, Programs and Events:

- Developed a World War One exhibition
- Contracted and received a Canadian Conservation Institute assessment on the preservation of collections and building infrastructure
- Built capacity which allowed preservation of the collection and recruitment and training of volunteers
 - Hired a collections manager through funding from the federal government
 - Hired two summer students through the Young Canada Works program
 - Hired a volunteer manager
 - Sent staff on numerous training opportunities

Strengthen Governance:

- Developed a 5 year Strategic Plan
- Completed an in-depth bylaw revision
- Developed new vision and mission statements
- Undertook a facilitated strategic planning session

8. Provide performance measures (targets and actual) used in 2014. Include any challenges in meeting targets.

We are focused on results based accountability, and use a variety of qualitative and quantitative performance measures, including surveys, department comparisons, social media sites (for example TripAdvisor), and visitor counts through our admissions desk. In 2014, we had 16,263 general admissions, 5,367 students and tour participants, and 8,173 visitors attending private functions, for a total of 29,803 visitor encounters; this is an increase of 10.4% from 2013.

Over 200 artifacts were received and processed.

30 new volunteers were recruited and trained.

9. Describe how your organization's 2014 activities contributed to the economy and culture of Calgary, Calgary's environment and the well-being of Calgarians.

Economy: The Museum provided 4 full-time permanent positions, 1 part-time position, 1 federally funded contract position, and two casual positions, as well as 2 federally funded summer student employment positions. Furthermore, the Museum attracted over 29,000 visitors in 2014, many of whom were tourists, who spent additional funds in restaurants, hotels, and shops. ASMAC purchases, wherever possible, through local businesses.

Culture: The Museum's primary responsibility is to preserve and interpret the heritage of flight in Western Canada, with an emphasis on the Calgary experience. In 2014, we hired a collections manager on contract, recruited 13 collections volunteers, hired two summer students to work on our collections, created a First World War exhibit, partnered with the Calgary Board of Education in the provision of 11 Campus Calgary programs, provided over 90 school programs, took part in the federal Cultural Access Pass program and the Calgary Public Library's Sun Life Financial Arts and Culture Pass program.

Environment: ASMAC recycles all plastics, cans, paper, cardboard, metal and bottles, thereby reducing the amount of material entering the landfills. We also believe strongly in the use of second-hand office furniture and electronics and use the services of DeliverGood on a regular basis, and collaborate with our heritage partners in the recycling of exhibition cases. In 2014, we began sending out membership notices, newsletters and other documents by email, thus saving money in supplies, postage and staff time, while saving trees. We have replaced the roof system, which included the installation of insulation, thereby reducing the amount of energy required to heat the facility. In 2015, we will be replacing windows, the heating system, insulating walls, and installing an LED track lighting system in the main hangar, which will greatly reduce electrical use, replacement bulb costs, and prevent UV damage to our artifacts.

Well-being of Calgarians: ASMAC believes in inclusivity. We provide opportunities for entertainment regardless of age, income, culture and physical ability. The Museum offers learners the chance to expand their horizons, and believe that by sharing the stories of Canadian aviators, nothing is impossible and everything can be achieved. Programs, services and facilities are readily distributed and accessible through generous opening hours, advertisements in local media, and the Museum's website. As a participant in the Cultural Access program and Culture Pass program, recent immigrants to Canada and low-income Calgarians have the opportunity to visit the Museum free of charge. ASMAC provides visitors the ability to engage with their heritage and with other visitors, thereby contributing to their social and mental well-being and personal development. Our volunteers, many of whom are seniors, engage with visitors on a daily basis, not only enhancing the visitor's experience, but also their own sense of well-being. Furthermore, the Museum is honoured to be able to provide life-enriching opportunities to 9 disabled volunteers.

10. Indicate what resources were leveraged to support operational activities, providing examples.

The Museum takes advantage of various internal revenue streams including admissions, facility rentals, programming fees, gift shop sales and special events. Furthermore, we leverage AGLC casino funding (\$77K in 2015), donations from private and government sponsors, including For the Love of Children Society of Alberta, Travel Alberta, The Calgary Foundation and the Calgary Airport Authority.

In 2014, we were fortunate to receive funding from the federal department of Canadian Heritage to hire two summer students through the Young Canada Works Program and further federal funding to hire a collections manager for a period of one year.

As examples, casino funds are used to leverage funding from the Young Canada Works Program; in 2014, resources raised through internal activities were used to leverage \$37K of funding through the federal Museums Assistance Program.

CAPITAL REPORTING

11. Provide an overview of your organization's capital development for 2014, including specific lifecycle/maintenance projects.

The Museum focused on the replacement of the roof. This project was completed using provincial and city funding (see point 12). This activity included the removal of the existing roofing material, and the installation of the new system, which included sheathing, vapour barrier, insulation, 2-ply SBS membrane, drain inserts, metal flashing, gutters, downspouts and rainwater leaders.

We have identified a number of other projects which will be addressed in 2015, including a new HVAC system, plumbing, electrical, truss and foundation repairs, window and main entrance replacement, and installation of LED track lighting.

Furthermore, we continue the ongoing maintenance of the building using operational funds as necessary to ensure the integrity of the structure, the safety and security of our visitors and collections, and to build a great visitor experience. Maintenance projects included minor repairs to our plumbing, electrical and heating systems, exterior drainage repairs and maintenance to our security systems.

12. Indicate what funding was leveraged to support capital activities in 2014.

Provincial funding of \$1.1M was leveraged to obtain Capital Civic Partner Grant funding of \$457K.

LOOKING FORWARD

13. Based on your business plans for 2015-2018, what are your priorities and deliverables for 2015-2016?

- Improve Identity and Visibility in the Community – increase advertising using various media, including social media, continue to attend community events such as ComicCon and the Science Fair, and host more internal events (Wings and Wheels, RCAF Mess Dinner, Oktoberfest, Big Band Dinner and Dance, and a Remembrance Day Service).
- Strengthen our Community Connections – nurture existing partnerships with heritage and education institutions and offer inclusive programs to our communities. Partnerships will include collaboration with Kenn Borek Air, WestJet, Calgary and Area Heritage Fair, Aviation Expo, Calgary Public Library, Calgary Board of Education, For the Love of Children Society, SAIT, Mount Royal University, ACAD, Department of National Defence, Travel Alberta, Tourism Calgary, the RCAF Association of Calgary, and various Cadet Squadrons.
- Formalize a Long Term Facility Strategy – complete repairs and renovations to our current infrastructure, develop a facility maintenance plan and an overarching master plan, which includes space allocations, design and funding requirements for a new wing to the Museum.
- Ensure Sustainability – continue to grow our existing revenue streams, initiate a comprehensive fund development program and investigate provincial and federal funding opportunities.
- Develop our Exhibitions, Programs and Events – Create a comprehensive visitor experience master plan (formerly called the exhibition plan), install a museum standard LED track lighting system, increase and diversify our educational programs and events, and revitalize our Second World War exhibition.

14. Identify any changes to plans and/or budget projections for 2015-2018.

With the economic downturn, we can anticipate reduced support from the provincial government and private sponsors. However, the first three months of 2015 have shown an increase of visitation and related revenue. This increase can perhaps be attributed to the current economic situation, and Calgarians desire to stay closer to home for entertainment and family activities, otherwise known as 'staycations'.

15. What would be the operational impact should there be a reduction in your grant(s) from The City?

We would have to lay off staff or reduce operating hours, and therefore reduce our offerings to our visitors and clients. This in turn would result in the loss of revenue from facility rentals, educational programming, and other internal revenue streams.

16. Identify any specific opportunities/projects that would directly stimulate the Calgary economy if supported by a strategic investment by The City.

Construction of a new wing of the Museum to house aircraft currently held in the tent hangar, and aircraft displayed outside, as well as new acquisitions. This wing would also house event rental space, educational classrooms, state of the art collections storage facilities, a 'visible' restoration workshop, theatre, gift shop and exhibition spaces for temporary and traveling exhibitions.

This new wing and our current historic Second World War building have the potential of attracting tourist activity from across the globe. We envision the revived Aero Space Museum of Calgary as being a world class heritage institution on par with other national and international flight and aviation museums, bringing thousands of visitors and related tourism revenue to Calgary on an annual basis.