



2021 Annual Report

REOPENING AND REENGAGING

MUSEUM STAFF

Brian Desjardins *Executive Director*

Lauren Maillet *Visitor Experience and Operations
Director*

Suzanne Hervieux *Collections Manager*

Caitlin Reid *Education and Volunteer Manager*

Willa Wu *Finance Officer*

Herb Grieder *Building Manager*

Sara Bohuch *Guest Services Associate*

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MESSAGE FROM THE CHAIR AND EXECUTIVE DIRECTOR

Who could have imagined we'd still be in a pandemic after two years? Without a doubt, the ongoing pandemic and related restrictions have brought countless challenges and tested our patience, but they also brought many opportunities to learn, adapt and explore new ways of doing things. Despite the continued pandemic, 2021 opened the door to several new and exciting opportunities.

Overlapping 2020-2021, was the continued work on a sustainability review that took a deep dive into analyzing all the Museum's programs and services to assess the cost-effectiveness of everything we do. That work will help to inform future decisions on how staff invest their time, what services deliver the most return on that investment, and what services are supplemented by other revenue opportunities.

A major accomplishment for 2021 was the reskinning of the tent hangar in the spring. As a result of severe weather that damaged the old fabric, new fabric was installed through insurance. However, the reskinning is not a long-term solution to our space needs. That work

was carried out on the condition that the tent be retrofitted or fully replaced within 3-5 years by the City of Calgary.

Early in the year we were approached by Canada's Aviation Hall of Fame (CAHF) on the potential for a co-location opportunity. The alignment of our missions and collections made for a promising partnership and after initial expressions of interest, CAHF undertook an extensive review of relocation possibilities. We are extremely honoured to have been selected as the new home of CAHF, and see this partnership supporting a great future for both museums. 15,000 artifacts were relocated from Wetaskiwin to off-site storage and two full-time staff were added to the team. Throughout 2022 we will be setting up new displays and exhibits for everyone to enjoy.

The new strategic plan, Destination 2030, rolled out in the summer and we began the process to undertake a feasibility study to assess our opportunity to expand our facilities. Stantec, in partnership with Reich + Petch Design, was selected as the firm to support this work and we are nearing completion of the project. We have been working with major stakeholders including strong partners - the City of Calgary and the Calgary Airport Authority. We expect to be ready to share the results of that study by the end of June.

We are fortunate to have such dedicated staff, engaged volunteers and committed funders and donors, all who help us deliver on our mission to share the many stories about the impact that aviation history has had in Calgary and western Canada.

Exciting times ahead at The Hangar as we continue to reach higher altitude!



Nora Molina
Chair, Board of Directors



Brian Desjardins
Executive Director





ABOUT THE MUSEUM

The Hangar Flight Museum provides a community place and historical resource in Calgary. The history of aviation is closely tied to Canada's development as a nation and to Calgary's development as a vibrant, international city. Our 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 civilian passenger and transport aviation.

The Museum is a civic partner of the City of Calgary and a large part of our collection is owned by the City. We are honoured to be entrusted by the City and others who have donated artifacts to us with the stewardship of our collection for the benefit of Calgarians and visitors from around the world.

Calgary has a long and proud aviation history, including the formation of the Calgary Aero Club in 1919. During the Second World War, Calgary and its surrounding areas were home to many British Commonwealth Air Training Plan flight training schools which, by the end of the War, had produced more than 130,000 aircrew, including pilots, navigators, wireless operators, and air gunners for the Royal Canadian Air Force and the Air Forces of Britain and other members of the Commonwealth. Calgary's long standing connection to aviation continues to this day, with a vibrant aviation community centered on the YYC Calgary International Airport - Canada's fourth-busiest international airport.

The Hangar Flight Museum is committed to preserving and enhancing that impressive

aviation history. Through consultations with City of Calgary officials in 2018, we were successful in securing the City's commitment to substantially increasing our operational funding for the next three years. 2022 will be the start of a new three year commitment.

In 2021, we completed our new Strategic Plan: Destination 2030.

OUR FLIGHT PLAN

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

OUR APPROACH

We are storytellers, stewarding and sharing the aviation history of Calgary and western Canada, and its impact on our community.

OUR COMPASS

We are inspired by bold and adventurous stories.

We are passionate about bringing aviation history to life.

We work in service to our communities.

We are adaptable and agile, embracing quality, professionalism, and courage in our work.

OUR LANDING

Culture - Our world has been changed by flight.

Health - Our visitors, staff, and volunteers are safe and comfortable in our space.

Environment - We approach our work with a meaning and purpose and take care of the land and sky.

Financial - Intentional decisions contribute to a thriving organization.

Social - Sharing and exploring diverse stories and experiences contribute to an inclusive space

STRATEGIC PILLARS



STRENGTHENING RESOURCES

- Fundraising and capital plan
- Building and land use



IMPROVING VISITOR EXPERIENCE

- Elevating experience
- Enhancing exhibits



CONNECTING WITH COMMUNITY

- Partnership outreach
- Media and marketing

GOALS 2021



Strengthening Resources

1. Completion of key infrastructure projects—trusses, tent, meeting room renovations.



Improving Visitor Experience

2. Implement a safe re-opening plan for visitors and staff.
3. Develop a plan for improving museum accessibility.



Connecting with Community

4. Create successful partnership plans with strategic community partners.
5. Increase public awareness and museum admissions through ongoing marketing and media coverage.

ACCOMPLISHMENTS IN 2021

STRENGTHENING OF RESOURCES

Completion of key infrastructure projects - trusses, tent, meeting room renovations

In 2021 we took on multiple construction projects, which took advantage of our long closure from December 2020 to mid-June 2021. During these months changes and upgrades were occurring constantly.

In 2020 we had begun fundraising to repair 5 key locations within the truss system of our Main Hangar. All of these repairs were completed by spring 2021 with the support of the City of Calgary. There will be future phases of this project in upcoming years as we continue to care for the historic building that we call home.

A large snowstorm in 2020 had damaged our Tent Hangar, resulting in the need for an immediate reskinning. This construction also occurred during the spring, which allowed us to reopen fully in June. However, even with this new canvas, the Tent Hangar was given a lifespan of 3-5 more years. This spurred action toward the new permanent structure to expand upon our heated gallery space, which will also give additional exhibit, education, and storage space as the organization continues to grow.

The Memorial Room was also renovated, thanks to the support of John Ursulak and family. John was a long-time volunteer at The Hangar and a big believer in the importance of education. The Memorial Room has become a functional classroom



to enable us to welcome more students and inspire them with dreams of flight! In 2022 we will also be repainting the Lancaster Room and improving its lighting and sound system for expanded use as a rental space and for hosting more than one school class per day.

In 2022 we will be continuing work on our current structures, including accessibility improvements at the entrance, and moving forward with our plans for a bigger, better, permanent structure to replace the Tent Hangar.



IMPROVING VISITOR EXPERIENCE

Implement a safe re-opening plan for visitors and staff

When we reopened in June 2021 we did so with timed ticketing, providing of free masks to visitors, social distancing, and regular cleaning measures in place. This allowed us to continue operating throughout the summer and fall, including having our yearly Open Plane Days on the weekends during the summer months. We saw visitors' desire to explore and travel within their own province return. Our attendance levels in July and August were similar to pre-pandemic levels, per open day.

Develop a plan for improving museum accessibility

We began a list of areas in the museum that required improvements to be a more accessible space. This includes, but is not limited to, replacing the concrete walkway and gate outside, widening of doorways, and replacing doors with automatic doors. Quotes were received for this project, so that fundraising could begin with work to begin in 2022.

CONNECTING WITH COMMUNITY

Create successful partnership plans with strategic community partners

In early 2021 discussions began with Canada's Aviation Hall of Fame (CAHF) around a potential co-location partnership. Many connections were found with the missions and visions of both organizations, as well as The Hangar having many aircraft of the same types as those flown by CAHF's inductees.

A Memorandum of Understanding was created, which led into the finalization of the co-location partnership in early 2022. In 2022 you will be able to see exhibits from CAHF blended with the exhibits and artifacts from The Hangar's collection. We look forward to the continued growth of both organizations as we look toward future goals and expansion.

We continued to build our working relationships with the City of Calgary and Calgary Airport Authority through our feasibility study (begun in fall 2021) for our new building.



We also entered into discussions with Calgary Immigrant Services, which will see active partnership in 2022.

Increase public awareness and museum admissions through ongoing marketing and media coverage

2021 was a challenging year, since we were closed for almost 6 months at the start of the year. Once we reopened, we were keen to welcome as many visitors as we could, safely. However, during our months of closure we were still featured with media coverage. Our Tent Hangar damage and subsequent repairs were reported on by CBC Calgary and Global Calgary. CTV also reported on our truss repairs 50/50 raffle fundraisers.



Tent hangar reskinning

Our marketing campaigns were successful during the summer after we reopened in mid-June, bringing many visitors to our popular Now Boarding: Open Aircraft Days on the weekends.

In the fall, we partnered with CTV Calgary once again to have our Remembrance Day Ceremony livestreamed online and on TV.



GOALS 2022



Strengthening Resources

1. Complete the feasibility study.
2. Implement recommendations from the sustainability review.



Improving Visitor Experience

3. Progress on the accessibility project.
4. Revitalize exhibits and maximize the potential for integrating CAHF exhibits.



Connecting with Community

5. Public awareness and media coverage.
6. Launch capital campaign.



A YEAR IN REVIEW

January

The winter Covid closure that began in December was extended by the Province of Alberta.

Discussions with **Canada's Aviation Hall of Fame** began and a co-location partnership became a possibility.



Travelling exhibition Ace Academy finished its time at The Hangar.

February

Retired RCAF fighter pilot Hugh Rose donated a CF-104 Starfighter ejection seat. it's an interesting piece of Cold War era RCAF history. And with the addition of the RCAF tartan it has a personal touch that encourages visitors to imagine themselves in the history.”

Yearly financial audit occurred.

March

Work is complete to fix the damaged to the Tent Hangar after a record snowfall in December 2020 and wind storms in January 2021. The Tent Hangar was reskinned giving the structure 3-5 more years of life.



Calgary Police Service took photos on site for their annual Police Motorcycle Calendar. The Avro Anson was photographed alongside a CPS motorcycle and is feature for March 2022 in the Calendar.

April

We take advantage of the continued closure and begin phase one of the repairs on the trusses in the Main Hangar. Key areas were reinforced over the 5 week repair to extend the life of the aging building.

Our 2021 Annual General Meeting occurred online.

Attendance continued to impress. Thank you for your support.



Truss repairs

May

Two summer students began their employment at The Hangar, thanks to **Young Canada Works** funding from the Government of Canada.

Our new website was launched. This was a project that was begun in fall 2020, but occurred mostly from January-May while we were closed.

June

Renovations to the Memorial Room were completed to transform it into a classrom. This transition will allow us to host more students during our busy spring fieldtrip season in future years.



Memorial Room renovation

Canada's Aviation Hall of Fame staff visited The Hangar as the Memorandum of Understanding was being finalized between the two organizations.

After a 6 month closure due to health restrictions to curb Covid-19, the Museum reopened to the public on June 17.

July

Anna Benko and Kamran Dadi join our staff as weekend Heritage Interpreters

As COVID-19 cases continue to drop, and more and more people looking for things to do in their cities, we opened up our planes with the popular **Now Boarding: Open Aircraft Days**

With help from Rangeland Trucking and our dedicated volunteers, a Piper Cub was donated and moved into the Tent Hangar.



Arrival of 1945 Piper Cub

Suzanne Heriveux joins The Hangar Flight Museum team as our **Collections Manager**.

August

Outdoor exhibit on the history of the area went on display. Funding from Travel Alberta. Exhibit accessible even while we're closed.

When the Hurricane arrived at The Hangar in 2019 after its restoration, everything was completed to have it in taxi condition except for the engine. Work continued on the engine throughout 2021, culminating in the engine being removed for the time being while it undergoes further work.

Now Boarding Open Aircraft Days finished up for the year.

September

Our **Annual Volunteer BBQ Party** takes place as our way to say thanks to our remarkable volunteers for all that they do!



Calgary Mosquito Society working on the Merlin Engine of Hawker Hurricane #5389

October

A feasibility study to determine the space and construction requirements for a new, permanent structure to replace the Tent Hangar began.

We hosted a SKAL dinner for travel and tourism professionals. Connecting with other experts in tourism ensures that we are always growing as an organization and staying relevant within the industry.



November

Eyes on the Skies travelling exhibition from Ingenium arrived at The Hangar. We were honoured to be just the second location hosting this exhibit on air traffic control.

Our annual **Remembrance Day** ceremony was **virtually hosted again** this year with **CTV Calgary** live streaming the ceremony so our community could join us in the act of remembrance for our veterans.



Giving Tuesday rounded out our fundraising efforts in 2021. We saw record donations this year on this day. Your support during a year of reopening and reengaging gave us the strength to continue our projects at full speed and demonstrated that we are headed in the right flight path with our mission and vision.

December

Our annual **Volunteer Christmas Party** takes place to thank our hardworking volunteers!



Eyes in the Skies traveling exhibit

COLLECTION HIGHLIGHTS

This year, in preparation for the arrival of Canada's Aviation Hall of Fame, our focus was behind the scenes. In addition to continuing to conduct collections inventories, research, and exhibit planning, we also began a detailed inventory of the archives collection, laying the groundwork for making our records and photographs more accessible. A full inventory of our aircraft blueprints was completed, and over 500 artifacts and records were catalogued. We also had twice as many research inquiries than the previous year. Despite being busy making room in collections storage, we were able to accept and many artifacts including a scale model of the Curtiss JN-4 Jenny, a Piper J-3 Cub, and an original painting commemorating Canadians who flew overseas during the Second World War. We also hosted a second Ingenium travelling exhibit titled "Eyes on the Skies: Managing Air Traffic in Canada."

COLLECTIONS REORGANIZATION

After the renovations in 2015 much of the west side of the mezzanine was closed off to the public to be used as additional storage while the collections storage rooms were inventoried, catalogued, and reorganized. By the beginning of 2021 a huge number of artifacts had been properly processed and returned to the storage room but with the upcoming arrival of Canada's Aviation Hall of Fame, and thousands of their artifacts, the focus in collections this year was on cleaning off the mezzanine and making space in the collections and archives storage rooms. Although the work is not entirely complete, we were able to clear off the mezzanine, which will soon become a Hall of Fame exhibit. We also cleared space on several shelves in the storage rooms and in the former library.



NEW ACQUISITIONS

PIPER J-3A CUB

The Piper J-3 Cub is an American light aircraft that was built between 1938 and 1947. It was designed as a trainer but was also well suited for other military uses such as reconnaissance. After the war, it was highly prized as a bush aircraft. Only 14 J-3As were ever built and ours, serial number 55822, was probably built in 1945. After the war, Piper Cubs remained a favourite among bush pilots and recreational pilots with thousands remaining in use well into the following decades. The last J-3 model manufactured in Canada was assembled from parts at Leavens Bros. in Toronto in 1952.



We don't know where our Piper Cub was after the war, but in the early 1980s it was being flown by a bush pilot in Alaska. It was then bought by a farmer near Nanton, Alberta who had a small runway next to his fields. In 2021, his son decided it was time to donate the plane and it was delivered to us by truck in July 2021. Despite being a popular and reliable plane during and after the war, the Cub travelled faster driving up the highway than it probably ever flew.

CURTISS JN-4 JENNY SCALE MODEL

The scale model, identical to our full scale replica of Freddie McCall's Curtiss JN-4 Jenny, was transferred to us from Glenbow in September 2021. McCall purchased his Curtiss JN-4 "Jenny" as surplus from the US Army Air Service after the First World War and was a focal point in the development and thrill of early aviation in Calgary, at a time when few had been in an airplane. The full sized replica on display was constructed by his son Fred McCall and other volunteers and was completed in 2009.



The model was constructed by... in... and is on display next to a similarly sized scale model of..., the plane flown regularly by Freddie McCall during the war. Together, these models provide us with a new opportunity to tell a multifaceted story. Many of our aircraft and exhibits currently tell a military focused perspective of aviation history and while the planes of Freddie McCall also have a military connection they also serve as a focal point to tell a broader story of aviation in Calgary and southern Alberta that will resonate with more visitors. The planned exhibit, to will be installed in 2022, will work in conjunction with the current McCall and McKnight exhibit and the full scale replica, which focused largely on the military career of the two flying aces, to add another dimension to this story.

"COMING HOME"

In early 2021, local artist and art director at Emerald Fine Arts Gallery, Bany Declair approached Brian Desjardins and offered to create an original artwork to be gifted to the

Museum. Together, they decided on the theme of “coming home” to commemorate all those who flew with the RCAF during the Second World War; those that returned home and those that did not.

Declair selected Jack Hilton, a Calgarian who flew over 100 missions in a Typhoon fighter during the Second World War, and was a former volunteer at The Hangar Flight Museum, as the face to represent members of the RCAF and worked closely with Hilton’s children to better understand the impact that the war had on young men like him and their families. The Hilton family were also invited to the unveiling on November 1, 2021. Declair’s use of bright colours, gold leaf, and dramatic texture were all thoughtfully chosen to symbolize the hardship of war and the tragedy of loss but also the spirit of comradery that emerged out of difficult times. The 6 foot by 14 foot painting was completed in only 13 days is now prominently displayed at The Hangar.



Exhibits

“EYES ON THE SKIES: MANAGING AIR TRAFFIC IN CANADA”

After hosting the very well received travelling exhibit “Ace Academy” in 2019, we were excited to be the second location in Canada to host this brand new Ingenium exhibit, developed in collaboration with NAV Canada, all about the history of air traffic control in Canada. This exhibit examined the rapid evolution of air traffic management, exploring all of the systems, people, and technologies that have and continue to keep our skies safe. The exhibit consisted of 8 modules each with either a video breaking down a complex idea or an interactive game for visitors to test their skills. Through these interactive elements, as well as first person accounts from past and present industry insiders, visitors of all ages learned more about this important and complex area of aviation history. The exhibit was with us from November 2021 until March 2022.





ATTENDANCE HIGHLIGHTS

In 2021 we were closed to the public until June 17th. This extended period of closure allowed us to complete many essential projects, including truss repairs, but we missed having visitors greatly. In September, the Province of Alberta required us to take part in the Restrictions Exemption Program in order to remain open. Our total admissions revenue in 2021 was 45% higher than in 2020. We saw visitors return to the Museum, and our July and August admissions in particular were strong with similar results to 2019, pre-pandemic. Our visitors in 2021 were 42% higher than in 2020, but 59% lower than in 2019. Considering that we were closed for almost 6 months, having 59% fewer visitors means we had almost the same number of people per open day. However, due to educational programs and field trips as well as event bookings being almost non-existent in 2021, our total yearly attendance in

	2021 COVID-19	2020 COVID-19	2019
Number of Visitors	8,194	8,435	33,195
Members	155	151	191
Canoo Pass (New Canadians)	125	305	1,225
School Programs	4	62	243
Youth Programs	1	22	63
Sleepovers	0	12	23



VOLUNTEERS

We thank all our volunteers who generously give their time and expertise to ensure continued operation of the Museum. Even with the pandemic and subsequent closures from public health orders, we had 37 volunteers donate over 1200 hours. The Museum could not offer the programs and services that it does without these volunteers and we would like to acknowledge the below volunteers and organizations for their continued support throughout 2021.

John Alho
Dwight Allen
Don Bayly
Lane Casement
Rob Caswell
Seth Claussen
Ross Cunningham
Carol DeLong
Kevin Dooley
Tom Elliott
Barry Halliwell
Mike Hartney
Louise Ingram
Paul Keoughi
Curtis Marble
Brian Mcfayden

John Melbourne
Nora Molina
Liam O'Connell
Jim Peachey
Terry Pearce
Vern Rehbein
Douglas Robertson
Don Ross
Brent Schorn
Bob
Schwartzengerger
Lorne Smith
Bain Spielman
Hal Tetz
Betty Thompson
Dougie White

Bill Whytock
Mike Wilton
Lyle Wikowicz
Wade Wostradowski
Owen Wright
Bill Zuck

Organizations
Rangeland Truck and
Crane Ltd

ANNUAL SUPPORTERS

The Hangar Flight Museum is an independent registered non-profit and a member-based organization. 2021 continued to a revenue skewed year because of extended closures due to the pandemic. In 2021, 19% of The Hangar's operating revenue was generated by fundraising, museum and special event admissions, educational programs, memberships, facility rentals, and sales in our gift shop. We rely on the financial support we receive from our members and visitors to ensure that The Hangar Flight Museum can inspire dreams of flight and preserve artifacts telling the story of western Canada's aviation heritage. Thank you for helping us reach higher altitude and pursue our mission and vision as part of Calgary's thriving art and culture landscape.



\$100,000+

City of Calgary
Government of
Canada

\$50,000 - \$99,999

Calgary Foundation

\$25,000 - \$49,999

Alberta Historical
Resources
Foundation

\$10,000 - \$24,999

Canadian Museums
Association
The Lecky
Foundations

\$2,500 - \$4,999

Joel Spark
Brian Van Humbeck

\$1,000 - \$2,499

Alberta Aviation
Council
Dwight Allen
Grant Allen

John Anderson

William Bailey

Rene Blei

Clint Cawsey

Enbridge

Exchange

Petroleum

Douglas Hill

Myles Hamilton

Family

Organization

Rangeland Trucks

The Royal Alberta

United Services

Institut

Shell Canada

Sherry Irvine

Bruce Yorga

\$500 - \$999

Eleanor Creasey

Marilyn Douglas

Andy Rouston

Clark Seaborn

Strategic Charitable

Giving

Foundation

Hal Tetz

William Woods

\$250 - \$499

John Alho

Grant Bears

Brent Garries

Brad Gilbert

Donald and Joan

Greenfield

Michael Hartney

Andy Rouston

Perry Schuldhaus

Susan Skeet

\$100 - \$249

Bob Alexander

Robert Brandeli

Marc Chatel

Ross Cunningham

Sheena Gross

Barry Halliwell

Larry Hesterman

William Kaufmann

Barbara Lemanski

John Mader

David Masters

Shirley Mattheson

Greg McCarthy

Gordon McNulty

Jack McWilliam

Nora Molina

Brian Montgomery

Gina Nenniger

Janice O'Neil

Susan Parker

Byron Reynolds

Robert Robinson

Bob

Schwartzemberger

Betty Thompson

Glenn Traub

William Zuck



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