



# ANNUAL REPORT 2023

*Building Our Future*



Arrivals

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*Building Maintenance  
Manager*

**Elizabeth Haupt**  
*Collections Manager*

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# MESSAGE FROM THE *CHAIR* AND THE *EXECUTIVE DIRECTOR*



2023 is a year that we'd like to celebrate! It was a record-setting year for visitation, student program attendance, fundraising, facility rentals, and event attendance. It's a joy to see visitors become inspired with dreams of flight, and to see our community engage with us in existing and new ways. As we work hard to build support for the new facility plan, we are encouraged by the positive reaction we are getting from the community. Your continued support and attendance keep the excitement alive.

We are **Building Our Future**, seeking to replace our end-of-life fabric tent hangar with a new display hangar facility. As the only attraction in Calgary's Northeast, we offer a unique form of "edutainment", stewarding more than 30 civilian and military aircraft and over 50,000 artifacts. Through our youth and school programming, we support Alberta's curriculum and introduce 10,000 students to aviation annually, sparking interest in aviation and future careers in the sector. We know that we play an integral role, and look to the government, community leaders, industry leaders, and people just like you to bring our future into the present, and make our new building a reality.

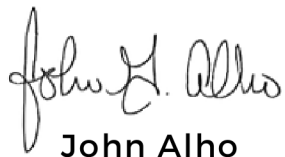
We are **Building Our Future**, with 2023 being a year filled with addressing deferred maintenance and building accessibility improvements. These improvements are continuing into 2024, and we cannot wait until we can welcome you through our new front doors! The Tent Hangar repair was a significant challenge, but we overcame this with support from the City of Calgary and our donor community. We are also continuing truss repairs and strengthening maintenance programs to ensure that our Historic Main Hangar is well cared for. This is a continual phased process as the structure ages.





We are **Building Our Future**, with new exhibits, events, and educational opportunities. 2024 will see expansion in all three of these categories as we reach toward meeting more needs in Calgary. We anticipate tourism continuing to grow in Alberta, and being a key attraction for regional, national, and international visitors who choose to visit our vibrant city. In 2023 we welcomed almost 40% more visitors than we did in 2022, which had already been a record for us. We encourage everyone to engage with us through our newsletter and social media channels.

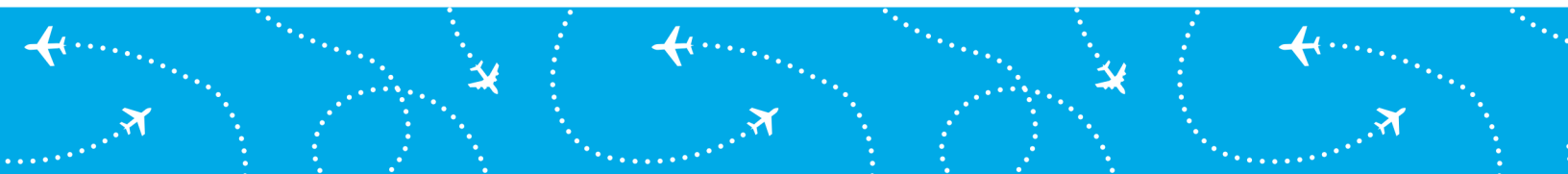
Throughout the rest of this Annual Report, we'll share the excitement and success that 2023 has brought us and what to expect in 2024. There is never a dull day at The Hangar. This could not have happened without the dedication and expertise of our incredible team of staff and volunteers. Thank you for your continued hard work in making The Hangar Calgary's premier destination to explore, engage, and experience the transformational power of flight.



**John Alho**  
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. After starting out as a group of collectors and restorers in the basement of the old planetarium, we have evolved over the past 48 years to become stewards of Calgary's, Alberta's and Western Canada's aviation history. With the recent inclusion of Canada's Aviation Hall of Fame in our Hangar, we have even more opportunities to tell stories of great Canadian aviators and inspire dreams of flight.

The Hangar 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 our hangar and other facilities in Calgary and its surrounding areas were home to many British Commonwealth Air Training Plan (BCATP) flight training schools. By the end of the War, the BCATP 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 airport.

The Hangar Flight Museum thanks the City of Calgary and Calgary Airport Authority and many other partners for their unwavering support. This support helps ensure The Hangar remains open and we hope everyone joins us in eagerly anticipating another busy and exciting year in 2024.



*Candlelight Concerts by Fever.*





## STRATEGIC FRAMEWORK

### Our Flight Path (Vision)

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

### Our Approach (Mission)

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

### 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 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.



### 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 FOR 2023 - 2025



### Strengthening Resources

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



### Improving Visitor Experience

- Elevating experience.
- Engaging and rotating exhibits.



### Connecting with Community

- Establish new strategic partnerships.
- Increase awareness through media relations.

# 2023 ACCOMPLISHMENTS

## IMPROVING VISITOR EXPERIENCE

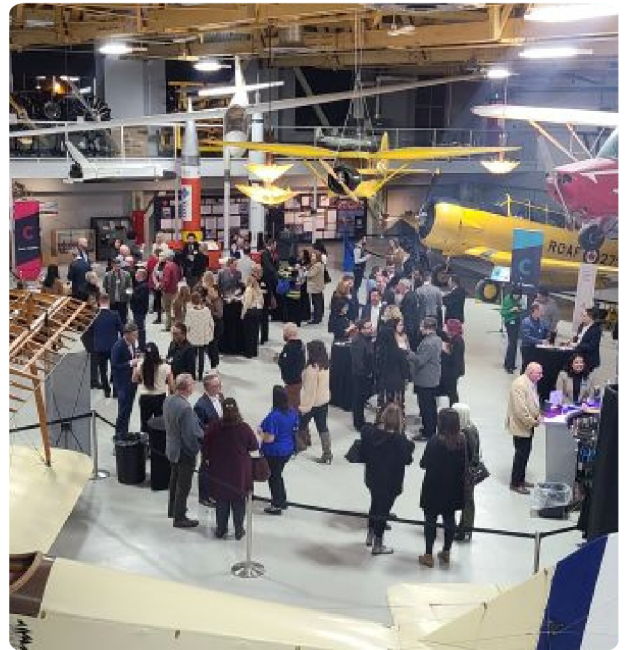
In 2023, one of our main goals was improving building accessibility improvements. In March, we extended our mezzanine to provide additional exhibit space. This renovation was followed by front entrance redevelopment, including automatic doors, a gradual slope, and wider entryway. We'd like to thank the City of Calgary, Prairies Economic Development Canada (PrairiesCan), Travel Alberta, and private donors for their direct support of this integral project. We can't wait to show everyone the result in summer 2024!

To improve the visitor experience we developed a new exhibit plan that will be delivered in the following years. We welcomed a new Collections Director onboard in fall 2023 to facilitate new exhibit research and design.

## STRENGTHENING RESOURCES

Our team continued to grow to meet the needs of our community. We added an Event and Rental Manager, Building Maintenance Manager, and Fund Development Director to our team as full-time team members. These positions, in addition to our seasonal staff during the summer, helped us meet the demands of a busy year of regional travel.

Adding an experienced Fund Development Director to our team in late fall 2023 is an exciting step toward our fundraising and capital campaign goals during the upcoming years. Our Board of Directors and Executive Director are focused on developing the right relationships and our team is looking forward to a new facility expansion to deliver our programming.



*The Calgary Chamber of Commerce Business After Hours.*



## CONNECTING WITH COMMUNITY

With the support of Canadian Legacy Project we were able to offer funded programs to disadvantaged communities and schools in Southern Alberta who cannot afford the regular field trip fees. We also connected with many groups in our sector including Skål Calgary, Calgary Chamber of Commerce, the RCAF Foundation, and the Royal Canadian Mint to host events. Ferrari/Maserati Alberta supported The Hangar in 2023 by hosting the museum at their location with a private fundraising Formula 1 race screening.

The giant tin toy sculptures from the YYC was a major story for us in 2023. When it was announced that the sculptures would be leaving the domestic terminal, many members of the community called for them to be at The Hangar. With support from the artist Jeff De Boer and off-site storage provided by YYC Hangar Group we were able to answer this call.

The reopening of the Tent Hangar in November 2023 was another major story of the year. Extended closure of our secondary building occurred during investigations and structural improvements were added to the tent to avoid strenuous wear and tear on the fabric. This event reminds us of the need for a new building to protect our invaluable aircraft. We would like to thank our community partners for supporting us during our Tent Hangar closure.



*Tent Hangar repairs.*



*Royal Canadian Mint unveiling.*



*YYC Giant Tin Toys.*





## CF-100 CANUCK & MOSQUITO UPDATES

Restoration continued for the museum's CF-100 Canuck with fuselage and empennage repairs, which included treatment to several areas affected by surface and internal corrosion. Clean up and repair of "port" and "stbd" engine bay mount tubular structures and associated accessories have been completed. Many areas have gone through an extensive stripping process in preparation for the repaint. We anticipate restoration will be completed in 2025.

Progress has been made in several areas for the Mosquito. The Calgary Mosquito Society, lead by President Richard de Boer and volunteers, have made significant strides in wing upper surface skin replacement, work on the interior of the fuselage, the landing gear, firewalls, and so much more. We extend our gratitude to The Calgary Mosquito Society and the City of Calgary for their continued dedication and hard work on restoring this city-owned asset.



*CF-100 Canuck restoration.*





# CAHF INTEGRATION IN EXHIBITS

Part of our plan to refresh exhibits at The Hangar is to integrate Canada's Aviation Hall of Fame (CAHF) into our storytelling. There have been many great and inspirational Canadian pioneers in aviation and we are excited to work with CAHF to highlight them. We have started by adding two panels detailing Canada's contributions to space travel. To date, there have been five astronauts inducted into CAHF: Marc Garneau, Julie Payette, Dafydd Williams, Chris Hadfield, and Bjarni Tryggvason. All five inductees are included in our newest additions to the Canadians in Space exhibit.

**ASTRONAUTS INDUCTED INTO CANADA'S AVIATION HALL OF FAME**

**MARC GARNEAU**  
Quebec born Marc Garneau made Canadian history as the first Canadian in space. He attended the Royal Military College of Kingston and earned a Doctorate in Electrical Engineering at the Imperial College of Science and Technology, London, England. Garneau was selected to be an astronaut in 1983 and went on his first space flight in 1984. After three space flights, Garneau became the president of the CSA in 2001 and served until 2005. He was inducted into CAHF in 2008.

**JULIE PAYETTE**  
Born in Montreal, Quebec, Julie Payette was fascinated by space travel at a young age. She could not join the Canadian Air Force as pilot positions weren't open to women, so she got her degree in electrical engineering in 1986. She was selected to become an astronaut in June 1992 and her first flight to space was in May 1999. After logging over 600 hours in space, Payette was sworn in as Canada's Governor General in 2017 and served at the post until 2021. She was inducted into CAHF in 2010.

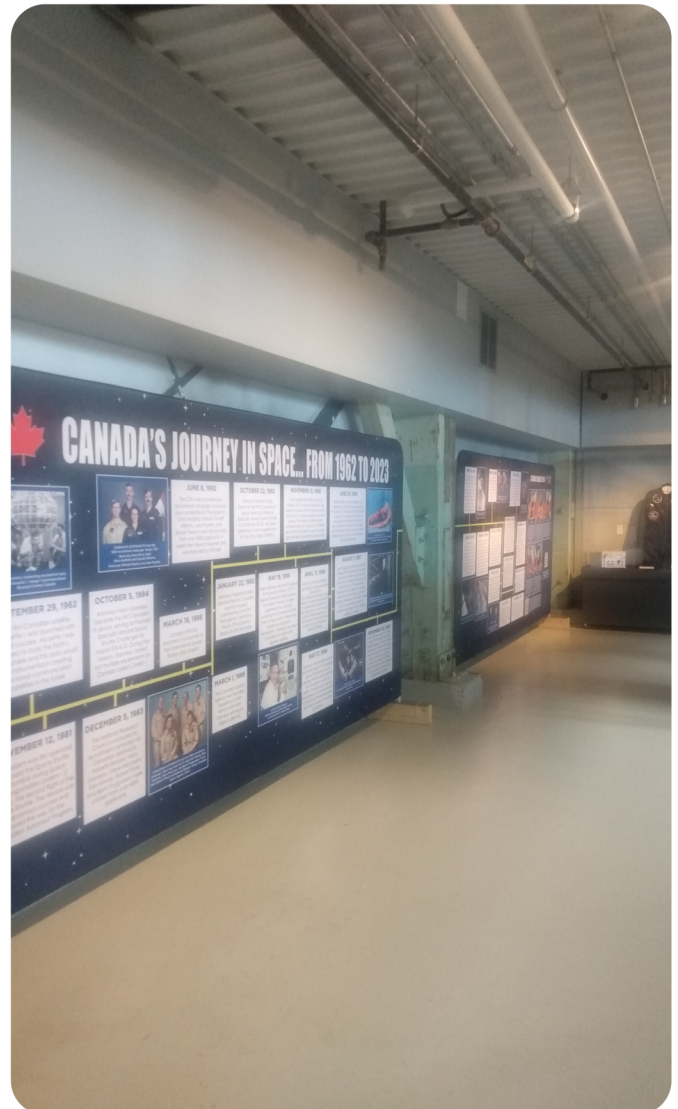
**DAVID WILLIAMS**  
Born in Saskatoon, Saskatchewan, Dafydd (David) Williams was inspired to become an astronaut by watching the RCAP Golden Hawks acrobatic team and NASA astronauts on television. He was selected to become an astronaut in June 1992 and went on his first mission to space in April 1998. With over 680 hours logged in space, Williams retired from astronaut service in 2008 after a long and accomplished career as a physician, pilot, scientist, and astronaut. He was inducted into CAHF in 2012.

**CHRIS HADFIELD**  
Born in Sarnia, Ontario, Chris Hadfield took an interest in flying from a young age. In June 1992 he was selected to become a Canadian astronaut and he made his first flight to space in 1995. Hadfield became the first Canadian Mission Specialist, first Canadian to operate Canadarm. Three space flights later, he retired in 2013 and over a stellar 35-year career as a pilot and astronaut, Chris Hadfield achieved many firsts for Canada. He was inducted into CAHF in 2005.

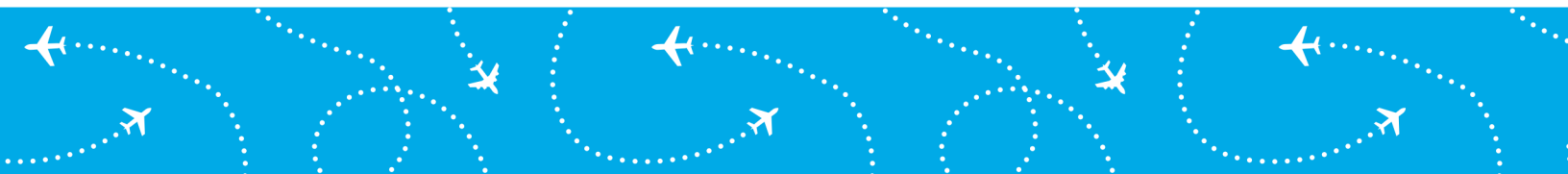
**BJARNI TRYGGVASON**  
Bjarni Tryggvason's interest in space began with the launch of Soviet Sputnik satellite in 1957. Born in Reykjavik, Iceland, he moved to British Columbia at a young age. Tryggvason graduated from the University of British Columbia in 1972 and joined the Canadian astronaut program in 1983. He served as Payload Specialist for his first space flight in 1997, fourteen years after being selected as an astronaut. He was inducted into CAHF in 2012. Bjarni Tryggvason passed away in 2022.

**WANT TO LEARN MORE ABOUT CANADA'S AVIATION HALL OF FAME INDUCTEES? FOLLOW THE QR CODE OR VISIT CAHF.CA!**

Since 1962, Canada has grown into a spacefaring nation. Space programs continue to rely on Canadian built equipment, robotics, and growing number of Canadian astronauts. The time has never been better for aspiring astronauts, which is why the Hangar Flight Museum provides an all-expenses paid experience for students aged 15-19 interested in attending the FISE United Flight School. For further information please check out our website through this QR code or visit [thehangarmuseum.ca/united-space-school](http://thehangarmuseum.ca/united-space-school).



CAHF inducted astronauts and display.

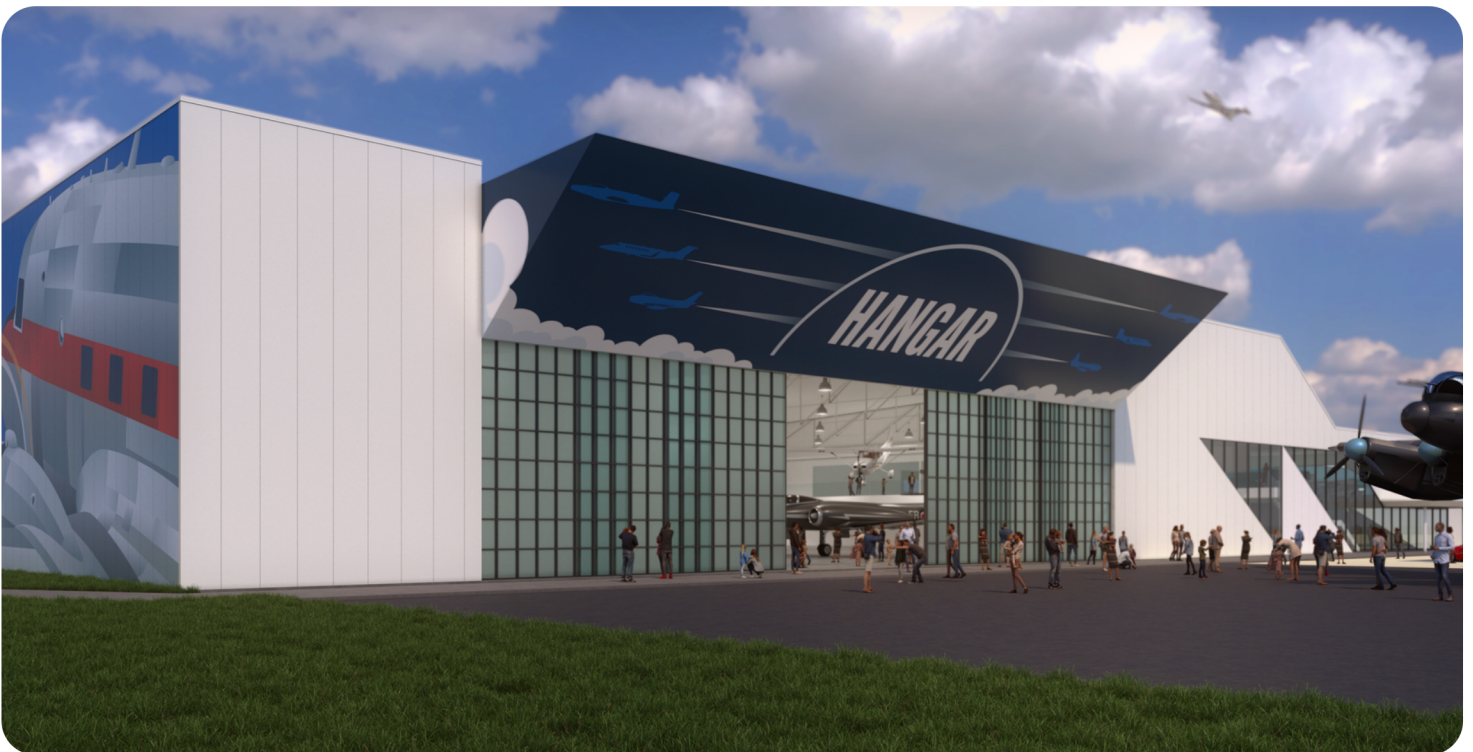




## NEW FACILITY PLAN

As many know, our fabric Tent Hangar has reached the end of its life and is in need for a replacement. It is increasingly susceptible to weather damage, and potential tears expose the historic aircraft to the weather. We have respectfully requested a \$14.5M provincial contribution towards our soon to be launched \$60M capital campaign, with an initial \$2M commitment in Budget 2024 to allow us to complete design and work to bring the project to shovel ready status.

The provincial contribution (back-end loaded over a multiyear period) would match a \$14.5 million grant already confirmed by the City of Calgary in its multi-year budget plan. The Hangar has also secured a long-term, in-kind land-use agreement with the Calgary Airport Authority, valued at \$5.5 million. We are in the process of speaking with corporate supporters, community philanthropists and foundations, as well as applying to several federal funding programs. We continue with media outreach, speaking with CTV News, Calgary Herald, CBC, and Global News to gain public awareness. Given that this year saw record visitor attendance and fundraising, the public is undoubtedly aware of our exciting progress.



*Facility plan rendering.*





# 2023: A YEAR IN REVIEW



## JANUARY

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- We welcomed back many school, youth and sleepover bookings.

## FEBRUARY

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- We hosted record-breaking attendance for our Family Day, National Aviation Day, and Weekend events.

## MARCH

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- Volunteers and staff gave great support to Canada's Aviation Hall of Fame casino fundraiser and ran regular field trip programs at the museum.
- Mezzanine extension completed, offering us more exhibit space.
- Our memorial plaques were unfortunately stolen, but with the support of Veteran's Affairs Canada and Veterans Association Food Bank of Calgary, we will be able to replace them this summer.

## APRIL

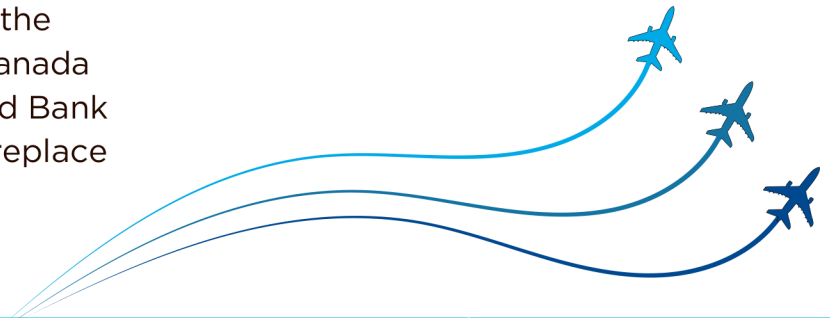
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- We started programs for disadvantaged groups through funded programming supported by the Canadian Legacy Project.

## MAY

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- The Hangar welcomed three fantastic Summer Students: Sheher Razzaq, Erik Linder, Zak Davis; they made a huge impact delivering school field trip programs. This was a busy month for school fields trips, where on some days The Hangar hosted approximately 100 students. Some schools travelled over an hour by bus to enjoy aviation history and our programming.
- Calgary Economic Development hosted their staff retreat at The Hangar.



## JUNE

- We had great volunteer support, a wild wind-tunnel, and exciting paper plane launching crafts at our fun-filled Father's Day Wings and Wheels event. Our thanks to De Havilland Canada for their support.
- We celebrated our amazing volunteers and their hard work with our Volunteer Appreciation BBQ.

## JULY

- Volunteers and staff came out to support The Hangar Flight Museum's casino fundraiser, a massive thank you for keeping the casino positions filled and keeping The Hangar operating smoothly.
- The Hangar hosted daycares and summer program operators from the community for summer programs.

## AUGUST

- Our Summer Students presented on The Waco for Historic Calgary Week.
- The Royal Canadian Mint chose The Hangar to unveil their new loonie honouring aviation icon Elsie MacGill.

## SEPTEMBER

- A half-dozen tin airplanes made by artist Jeff de Boer, that were at first housed by the Calgary International Airport, settled into their new home at The Hangar Flight Museum.
- We hired a new full-time Collections Director, Susanna Santala.
- Canada's Aviation Hall of Fame hosted their BBQ at The Hangar as part of their 50th Anniversary celebrations and 49th Induction Ceremony.



*Education programming.*



*Wings & Wheels 2023.*



## OCTOBER

- We brought on new volunteers onto our stellar Volunteer Team, including Youth Volunteers. We had our first Fall Volunteer Team meeting to meet and get ourselves organized for a new school year.
- We hired a new full-time Heritage Interpreter, Emily Anderson.
- The Hangar Flight Museum hosted an evening reception and dinner of the Skål Calgary Chapter.
- Ferrari/Maserati Alberta hosted The Hangar at their location with a private fundraising Formula 1 race screening.

## NOVEMBER

- The Hangar Flight Museum was honoured to host the RCAF Foundation | Fondation de l'ARC book launch of *Pathway to the Stars: 100 Years of the Royal Canadian Air Force*.
- The Calgary Chamber of Commerce Business After Hours was hosted at The Hangar Flight Museum.
- We piloted our first Homeschooling Days, which made our programs more accessible to more families.

- Our volunteers gave us tremendous help hosting Remembrance Day and our 48th Anniversary Weekend events. Our keynote speaker was Roddy MacKenzie, author of *Bomber Command: Churchill's Greatest Triumph*.

## DECEMBER

- We were selected as the Best Wedding Venue from Community Votes Calgary 2023.
- We celebrated our volunteers, board, and staff at our Annual Holiday Party and share our recognition for milestones in service by our dedicated team.



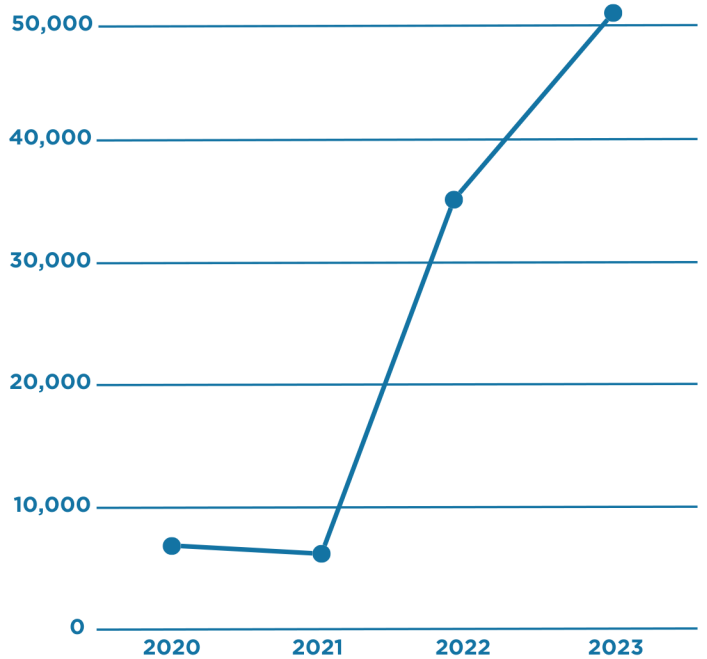
*Pathway to the Stars - RCAF Foundation.*

# ATTENDANCE HIGHLIGHTS

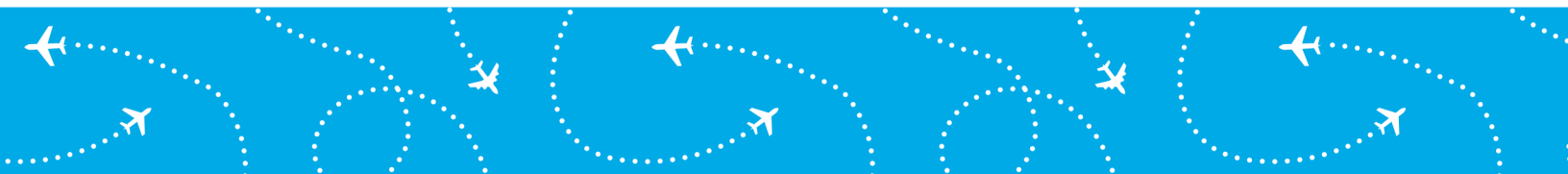
2023 saw a new record for attendance numbers, smashing our previous record from 2022. Visitation increased from 37,004 to 51,740, an incredible 40% increase. We saw great success with education programming. With the amazing support of organizations such as The Canadian Legacy Project we were able to make our youth programs more accessible to a wider audience.

2023 was an incredible year despite difficulties due to the Tent Hangar being closed for eight months.

Attendance for The Hangar Flight Museum  
2020 - 2023



	2023	2022	2021	2020
<b>Number of Visitors</b>	51,740	37,004	8,194	8,435
<b>Members</b>	185	175	155	151
<b>Canoo Pass (New Canadians)</b>	1,130	479	125	305
<b>Educational Programs</b>	10,057	6,502	149	1,243





# THANK YOU TO OUR VOLUNTEERS!



During 2023 we had 10,057 visitors attend The Hangar as part of our education programs. Over 80 different schools from across Calgary and from other communities in Southern Alberta booked programs with us this year and we served over 12 different daycare and summer camp programs this summer. We also hosted 12 youth sleepovers this year. With the support of The Canadian Legacy Project, we delivered 40 free programs to over 720 under served youth. And finally, we launched our Homeschooling Days to make our education programs more accessible for a variety of different learners and learning styles.

None of this would have been possible to achieve without our volunteers, who logged over 6,000 hours with us this year. Multiple volunteers exceeded 500 hours in their logged contributions to The Hangar throughout 2023. We are forever thankful to our volunteers for adapting to Tent Hangar challenges, and perpetually being such reliable problem-solvers for programs and aircraft care. We would like especially thank Don Bayley for all of his hard work on the CAE simulator, which has now been added to the main floor.

Here are our incredible volunteers, listed by hours worked:

- |                        |                  |                |
|------------------------|------------------|----------------|
| • John Goldsmith       | • Vince Bootsman | • Doug Esson   |
| • Brent Schorn         | • Louise Ingram  | • Mike Brandon |
| • Don Bayly            | • Jim Peachey    |                |
| • Dwight Allen         | • Don Mulchinock |                |
| • Mike Hartney         | • Oscar Adams    |                |
| • Jesus Marquez        | • Tom Lemon      |                |
| • Barry Halliwell      | • Josh Gill      |                |
| • Bain Spielman        | • Terry Pearce   |                |
| • Gord Stronach        | • Mohinder Batra |                |
| • Ross Cunningham      | • Sean Lougheed  |                |
| • Bob Schwartzenberger | • Ian Esson      |                |
| • Tom Elliott          | • Cynthia Tahhan |                |
| • Bill Whytock         | • Barry Packard  |                |
| • Wade Wostradowski    | • Lorne Smith    |                |
| • Dale Struksnes       | • Arshbir Bhamra |                |

## Organizations

- 88 Airdrie Lynx Air
- Royal Canadian Air Cadet Squadron
- Eagle Copters
- Alpine Helicopters
- L R Helicopters
- Rangeland Truck & Crane Ltd.



# ANNUAL SUPPORTERS

The Hangar Flight Museum is an independent registered non-profit and a member-based organization. 49.21% of The Hangar's operating revenue in 2023 was generated by fundraising, museum and special event admissions, educational programs, memberships, 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
- Prairies Economic Development Canada
- Travel Alberta

## \$50,000 - \$99,999

- Alberta Gaming, Liquor and Cannabis Commission
- Liane and George Stevenson (Rocky Mountain Aircraft)

## \$10,000 - \$49,999

- Government of Alberta
- Canadian Legacy Project
- Canadian Museums Association
- Young Canada Works
- Wilma Fay Versteegh Charitable Fund
- The Lecky Foundation
- De Havilland Canada

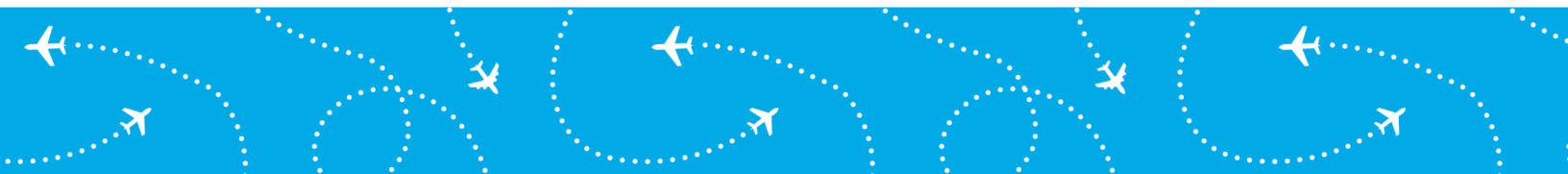
## \$1,000 - \$10,000

- Hal Tetz
- Calgary Foundation
- IODE-Colonel James MacLeod Chapter
- The Hotchkiss Foundation
- Veterans Association Food Bank
- Veterans Affairs Canada
- John Anderson
- Hill Man Air Ltd.
- L.W. MacEachern
- Recreational Aircraft Association Calgary
- The YYC Hangar Group
- Brian Van Humbeck
- Calgary Airport Authority
- Shell Canada
- Enbridge
- Francois Poirier
- Sherry Irvine
- RJC Engineers
- Dwight Allen
- Barry McDonald
- Nora Molina
- John Alho

- Kevin Dooley
- Brian McFayden
- Ferrari of Alberta
- Curtis Marble
- Mahay Foundation

## \$500 - \$999


- Nubirdz Computers
- Andy Roustan
- Valerie and Bryce Nolan Fund
- Susan Allen
- Mary and Dale Mitchell
- Hugh Tanner
- Alberta Pioneer Auto Club
- Rene N.J. Blei
- Douglas Hill
- Stuart Cossar
- William Woods



# THANK YOU!

Thank you for being a part of this transformative journey. Together, we will continue to reach new milestones and achieve even greater success.

## Phone

 (403) 250-3752

## Website

 [thehangarmuseum.ca](http://thehangarmuseum.ca)

## Email

 [info@thehangarmuseum.ca](mailto:info@thehangarmuseum.ca)

## Address

 4629 McCall Way NE, Calgary AB



## Departures



The Hangar Flight Museum logo features a stylized blue airplane silhouette centered within a blue arch. Below the arch, the words "THE HANGAR" are written in a large, bold, black sans-serif font, with "THE" in smaller letters above "HANGAR". Underneath "HANGAR", the words "FLIGHT MUSEUM" are written in a smaller, bold, black sans-serif font. The entire logo is enclosed in a large, light blue circular border.

T H E  
**HANGAR**  
FLIGHT MUSEUM



**CANADA'S  
AVIATION**  
HALL OF FAME