

ANNUAL REPORT 2019



**ROYAL
AVIATION MUSEUM**
of WESTERN CANADA



WHAT WE DO

We preserve and promote the stories of aviation in western and northern Canada while educating, entertaining and inspiring.

WHERE WE ARE GOING

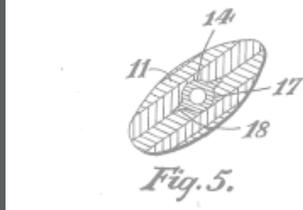
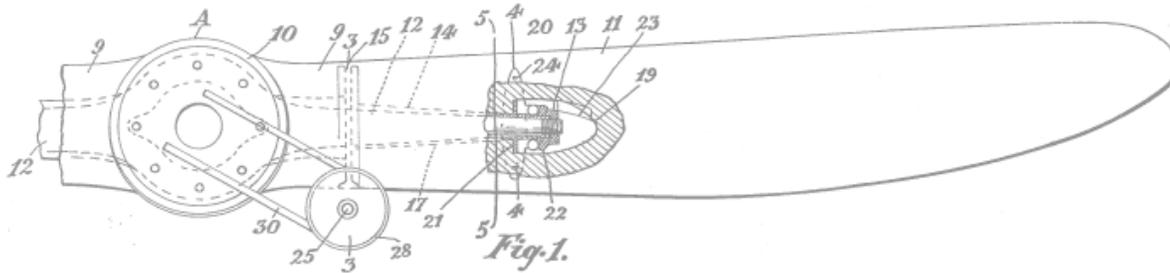
We will be an inspirational world-class destination that tells the story of bush flying, Canadian aerospace, and aviation.

About the Royal Aviation Museum of Western Canada

The Royal Aviation Museum was founded in 1974 to preserve and share the stories of Canada's aviation history through exhibits of bush planes, military aircraft, and some of Canada's earliest aviation innovations. Its collection includes the remains of nearly 100 heritage aircraft including Canada's first helicopter, the prototype Fairchild Super 71, and the Junkers JU-52/1m "Flying Boxcar" which can be seen nowhere else in the world. The new Royal Aviation Museum will share the stories of Manitoba's early aviators and the birth of commercial aviation in Canada while providing STEM-based interactive experiences for visitors of all ages. This new aviation adventure will be located at the Winnipeg James A. Richardson International Airport and is set to open in late 2021.

215654
(2) 1

Impellor



INVENTOR
W.R. TURNBULL

Certified to be the drawing referred to in the specifications hereto assigned.
Ottawa, Apr. 23rd 1919

BY HIS ATTORNEYS

Dutson & Laugel Co

WITNESSES

M. King,
G.P. D. Jamell.



Federal Funding Announcement

On July 23, 2019, Minister Jim Carr announced that the Government of Canada, through the New Canada Building Fund, would contribute an additional \$8.8 million for the construction of the Museum's new state-of-the-art home. These funds brought the total federal contribution to \$10 million. This announcement allowed the Museum to move ahead with the construction project.

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BOARD CHAIR MESSAGE



“I am so happy to be able to report we have been able to move forward on the actual construction of the Museum – a great milestone indeed!”

—
Bruce D. Emberley
Board Chair

While this annual report officially details the operations of the Royal Aviation Museum of Western Canada for the 2019 calendar year, as I write, in May of 2020, we are in the midst of a global health crisis as COVID-19 spreads around the world. As we face these challenges, I am heartened by the stories of our pioneer aviators; people who embodied the qualities of strength, courage, determination, and innovation. These qualities, found in the legendary figures who helped to found and grow our aviation industry, are the same qualities needed in great measure as we look ahead and find ways to adapt in this time of uncertainty.

In May of 2019 the Board of Directors bid farewell to President & CEO Helen Halliday. We extend our sincerest thanks for her leadership, dedication and service and wish her well in her future path.

In June, the Museum was fortunate to welcome Terry Slobodian as the new President & CEO. Terry brings with him an impressive track record of more than 20 years of international leadership. Soon after Terry came aboard, we were thrilled to receive the long anticipated additional federal funding for the Climb Aboard! Capital & Endowment Campaign in the form of a further \$8.8 million from the New Canada Building Fund.

With this announcement, I am so happy to be able to report we have been able to move forward on the actual construction of the Museum – a great milestone indeed!

However, as we take a large step forward in this transformation, I find I must pause and remember the hard work and dedication of our volunteers, supporters and staff - whose combined efforts have gotten us here.

Looking back, I recall that we have lived through a number of formative milestones in our history: beginning with our incorporation in 1974, to our opening of our first real office at the Manitoba Museum, opening our first exhibition at 11 Lily Street, and significantly, the opening of our Ferry Road facility in 1984 which was attended by Her Majesty Queen Elizabeth.

We have now raised \$37.5 million of our \$45 million Campaign for the new Museum project and have secured PCL Construction to build the facility. On page 6 you will find the list of Capital Campaign cabinet leaders and members, and I extend my sincerest gratitude to each of them for their commitment and support. Their combined dedication to our goal has resulted in what many thought would never happen; we have broken ground on a new permanent home for the Museum in a very visible and exciting location at the Winnipeg James Armstrong Richardson International Airport!

While the construction project has been a key focus, we also continue to plan for the future of the Museum in many ways including the updating of by-laws and work on strategic planning with MNP.

Thank you to all that have supported us this past year and I am looking forward to greeting you when we open our new doors in 2021!

A handwritten signature in black ink that reads "B. Emberley". The signature is stylized and written in a cursive-like font.

PRESIDENT & CEO MESSAGE

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“The new Museum will offer an aviation adventure, filled with stories that will inspire, educate, and entertain us.”

—
Terry Slobodian
President & CEO

This is a remarkable and historic opportunity for the Royal Aviation Museum as we are in the midst of the largest transformation of our 46-year history. As we begin to build our state-of-the-art facility, we are creating an aviation adventure that will **educate, inspire, and entertain.**

These are also challenging times as we embark on this mighty transformation during a global pandemic that directly affects our community. The aviation industry has faced many challenges before, and we look to our past for stories of inspiration and determination - the aviation pioneers and adventurers whose incredible stories are represented by the artifacts housed in our collection.

I feel a personal responsibility, and am honoured, to safeguard and share the stories of the Museum’s impressive collection of nearly 100 aircraft, including five airplanes that cannot be seen anywhere else in the world. The Museum owes a debt of gratitude to the hundreds of volunteers who hunted down and recovered these airplanes, moved them, and then, painstakingly restored and conserved these one-of-a-kind heritage objects.

Showcasing a world-class collection in a world-class facility, served by a world-class staff and volunteer team, is our prime objective as we move forward bringing the dream of a new Royal Aviation Museum into reality. The new Museum will offer an aviation adventure, filled with stories that will inspire, educate and entertain us. This is a building not only for the aviation fan but one that will convert visitors into fans of aviation, even inspiring some to become pilots, engineers, or flight attendants. For those who catch the bug, the Museum will offer a wide array of

experiences to engage those who want to fulfill their dream of living life in the skies.

With a network of more than 50 organizations, the aviation community has invited us to become a hub of engagement as we educate, inspire and entertain! The Museum is a conduit for children and young people of all ages to connect with an array of partners - from Air Cadets to higher education programs, and industry partners. The Museum will also serve as a venue to host events, training, career fairs, public programs, and more. Teachers at all levels will find school programs focused on STEM curriculum objectives. Tourists will be fascinated by the stories of the men and women who pioneered the ever-evolving aviation industry, and our local community will find it remarkable how Manitobans led the way for Canada in the past 100 years.

The Climb Aboard! Capital & Endowment Campaign is close to completion with \$37.5 million raised, and the journey to opening day begins now, as our construction partner PCL broke ground on May 1 at our new site at the Winnipeg James A. Richardson International Airport. I look forward to seeing our members gather at the site when it is safe to do so. In these historic times, I am proud to say that the Museum is forging ahead - #CovidCantStopGood!

CLIMB ABOARD! CAPITAL & ENDOWMENT CAMPAIGN



Co-Chairs Message

The Climb Aboard! Capital & Endowment Campaign reached a major goal in 2019 with the announcement from Jim Carr, Minister of International Trade Diversification, at a media conference in July.

Attended by all major media, we were thrilled to learn that the federal government would contribute \$8.8 million from the New Canada Building Fund towards the Campaign. Combined with an earlier commitment, federal funding reached \$10 million and matches the Province of Manitoba's contribution of \$10 million. With another \$17.5 million in private funds committed to the project, we have raised 83% of our \$45 million goal.

In 2019 the Museum also signed a long-

term lease with the Winnipeg Airports Authority for the land upon which it will build the new facility. Located at 2088 Wellington Avenue, on the Airports' campus, and just after the terminal building, the new Museum will be seen by all who depart the airport.

With land and funds secured, the Museum moved ahead with the selection process for a construction partner and were pleased to seal the deal with PCL in February of 2020 with construction beginning May 1.

We want to extend a tremendous thanks to the Campaign Cabinet for their commitment, and to our generous donors who are committed to our mission. As we come to the final phase of fundraising we encourage our partners

and community to come together to help bring us over the top and secure these final few dollars for this remarkable project!

Ross Robinson & Blain King

Co-Chairs, Climb Aboard! Capital & Endowment Campaign Cabinet



CAMPAIGN CABINET

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Dr. Arthur V. Mauro, O.C., O.M., Q.C.

Co-Chairs

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Blain King

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(posthumous)
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Maxwell W. Ward, O.C., A.O.E.
Bill Wehrle (posthumous)

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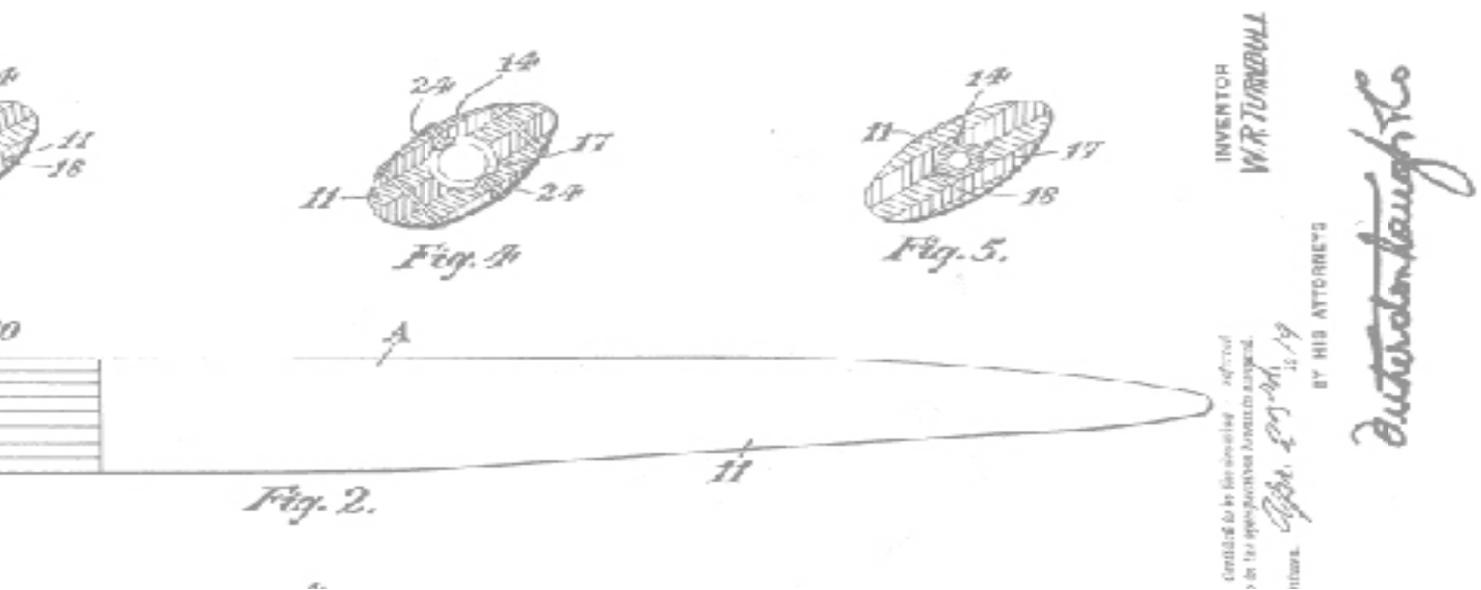
Barry Bembridge

Terry Slobodian (Ex-Officio)

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Dennis Deng (staff)





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Debra Fehr
Director of Marketing & Communications

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Project Manager

Davide Montebruno
Acting Curator

Sandra Chewka
Collections Team Lead

Melissa Tellier
Social Media Coordinator

Chris Parsons
Programs Coordinator



Shirley Render Inducted into Hall of Fame

Canada's Aviation Hall of Fame (CAHF) announced in December 2019 that Shirley Render would be inducted into Canada's Aviation Hall of Fame. As a pilot, aviation historian, author, former Manitoba MLA, pioneer of women in aviation, and the former Executive Director and Curator at the Royal Aviation Museum of Western Canada, this distinction was well earned!

Render's time at the Museum began as a volunteer in 1973 shortly after earning her wings. Later she would create exhibitions, and write several books including **No Place For A Lady: The Story of Canadian Women Pilots, 1928-1992** and **Double Cross: The Inside Story of James A. Richardson and Canadian Airways**.

After a nine-year period spent as an MLA, the Museum was fortunate to bring Render on board in 1999 as an Executive Director and a Curator. Highlights of her tenure include hosting special events, presenting The Wright Brothers Legacy exhibition, obtaining the Museum's Royal designation, and most significantly, undertook the foundational work of creating a new home for the Museum's world-class collection. A dream that will finally come to fruition in 2021!

When Render retired from the Museum, the Board honoured her by designating her Executive Director Emeritus. The Museum nominated Render in 2019 and she will officially be inducted at the 2020 CAHF Induction Ceremony.

VOLUNTEERS

Volunteers have long been the life blood of the Royal Aviation Museum, and they continue to support the Museum with hundreds of hours of dedicated service. Our volunteers are exceptional, not only for their commitment and dedication, but for their high level of expertise, many of them having engineering degrees, some are former members of the Royal Canadian Air Force or bush pilots, some are professional airplane mechanics, and some were teachers. Any aviation museum will find that it is dependent on the varied skills of a diverse volunteer force who bring a personal passion and high level of skill to their work.

2019 brought many challenges to the volunteer team as the Museum's skeleton staff were relocated to smaller offices on Border Street in 2018. Additionally, the collections have been moved into storage at various locations throughout the province making research and conservation efforts more difficult.

To better support a volunteer crew of nearly 40 active members, the Museum has reorganized them into seven teams led by seven Department Heads with the objective of streamlining communication and responsibilities. Ultimately, our goal is to achieve Imagine Canada accreditation for the Museum. Improving volunteer engagement and organizational practices are a big step in the right direction.

In the past, our standards for collection care and other priorities were not always applied uniformly. Now, with our seven Department Heads, we have already found many shared values and priorities, as well as opportunities for cross-departmental collaboration. While several departments will continue to work as they have in the past, others are working under new directives such as Public History and Industrial Collections.

Our volunteer contingents work seamlessly with Museum staff and have contributed to nearly all areas of operations within the Museum.

Volunteer Departments

Collection and Archives (formerly Library and Archives)
Don Grimsley, Department Head

Registry
Charlotte Katz, Department Head

Industrial Collections
Robert Arnold, Department Head

Restoration
Marsh Pettitt, Department Head

Tours
Gerry Suski, Department Head

Art & Imagery (formerly Photo Collections)
Bill Brereton, Department Head

Public History
David Riach, Department Head

Thank you to our many volunteers!



COLLECTION HIGHLIGHTS

The Museum has nearly 100 airplanes in its world-class collection. Selecting which airplanes will be displayed is no easy task. In reviewing the list of our one-of-a-kind planes, we can easily imagine seeing these ‘crown jewels’ of our collection set in their new world-class setting on Wellington Avenue. Here are just a few of the planes that will be featured.



de Havilland Canada Beaver, C-FMAA

Canada’s greatest aviation innovation, the de Havilland Beaver was the world’s first STOL (short take-off and landing) airplane, and is still considered to be one of the best bush planes ever built. The C- FMAA is the 1,500th Beaver produced and was donated by the Manitoba Government Air Services in 1985.



Fokker Super Universal, CF-AAM

This is the only complete example of its kind anywhere in the world, and was once Canada’s most common plane. Flown in the 1920s, this plane was used to deliver mail, passengers and cargo across the Canadian North. After an 18-year restoration by Museum volunteers in Alberta, it flew over 35,000 miles throughout North America from 1998 to 2005 before landing in our



Avro Canada Avrocar

This full-scale model is a replica of the world’s first flying car that was built as part of a secret Canadian project for the United States Air Force in the 1940s and ‘50s. It will be the only Avrocar display in Canada when the Museum reopens in 2021.



Vickers Vedette, CF-MAG

This was Canada’s first home-grown commercial aircraft used from the 1920s to ‘40s. All 60 original aircraft were lost to history, and today only five wreckages are known. The Museum’s Vickers Vedette is an exact replica, and this remains the only airworthy example in the world.

COLLECTIONS & CONSERVATION

Building on more than four decades of work, Museum staff and volunteers have dedicated untold hours to collecting and preserving our aviation heritage. The closure of the Museum in 2018 resulted in our collection being dispersed to multiple locations across the province. Museum staff and volunteers are rising to the challenge of conserving and preserving these magnificent objects for exhibition in 2021 so they can be enjoyed for generations to come. Additionally, the team has been focused on updating collection management processes and protocols to ensure that this world-class collection gets world-class care and conservation.

Collections

Despite the public closure of the Museum in 2018, 2019 was a very busy year as we worked out of our temporary office space on Border Street. The collections team worked incredibly hard to implement new procedures in collections management and care. We would like to extend our sincerest gratitude to our amazing volunteers for their tireless contribution to safeguarding our

artifacts and airplanes. The work we are doing to ready our collections for the new Museum would not be possible without the knowledge, expertise, and time each volunteer so generously commits. Our team worked to digitize 9,554 records, in addition to many other activities that will bring the Museum's collections policies and procedures up to best practice standards.

Conservation

On October 19, the Museum enlisted Jane Dalley, the Cultural Stewardship Program Conservator with the Association of Manitoba Museums to perform a site assessment of the Museum's collections storage at St. Andrews. Based on her recommendations, the Museum implemented some conservation efforts before the winter season hit. Staff spent several days tarping objects that are sitting outside and moving others indoors. As winter hit, we developed a plan to implement the rest of Jane's recommendations, as well as finding better temporary storage locations for those

artifacts slated for display in the new facility.

To ensure we are constantly achieving best practices in conservation quality, the Museum hired Alana Jansen as a Conservation Consultant. Alana will oversee much of the conservation activity needed to get our artifacts display-ready. She will also advise the Museum in the best procedures for care when moving the collection into the new Museum. Alana is very familiar with, and has a deep affection for our collection.

Aircraft Movement, Storage & Restoration

Following condition reporting of our aircraft, and consultation with aviation and museum professionals, it was clear the museum needed more adequate storage for many of its collections. This is not an easy task considering the size of our aircraft. The collections team developed a plan for procuring a space large enough for us to continue restoration, begin conservation work on objects slated for display, and exhibition fabrication. At the time of reporting, a warehouse on Church Avenue has been secured providing the space needed to

prepare the airplanes and exhibitions for their display.

Since the move out of the old Museum, the CL-84 has undergone restoration work at the hangar of one of our generous partners, with the Razorback stored safely alongside of it. Both aircraft were moved to an adjacent hangar in November for storage. Restoration is scheduled to recommence on the CL-84 as both aircraft have been moved to the newly leased Church Avenue facility as of May



Artifacts from the family of Wing Commander Mannifrank Brown: (below) MaeWest Life preserver with W/C Brown written on it. (right) WWII flight goggles.



Artifact Donations

In 2019, the Museum received 20 new donations, a significant amount considering the Museum is closed. It's wonderful to see that the community is still thinking about us. However, in November 2019, we put a moratorium on collecting as the capacity to adequately store these new items, during this temporary closure, is very limited. This was a hard decision, but a necessary one during this time of transition. While we would still consider items that are in imminent danger of destruction, we are asking anyone interested in donating to hold onto their pieces until the new Museum opens.

One of the more notable donations we accepted early in 2019 was from the family of Wing Commander Mannifrank Brown. This was a seemingly typical collection of artifacts that belonged to a WWII pilot. However, after careful research, we discovered that Wing Commander Brown was not only a commander of a Spitfire Wing during WWII, but he also established the first airfield in Normandy after D-Day. Suddenly, this was not just a donation of WWII pilot gear, but an important part of Canadian history and one we hope to feature in our new Museum.

Collections Policy & Procedure

The collections department has taken the development of the new Museum as an opportunity to review and rewrite its collections policies and procedures in order to reflect museum best practices. At the beginning of 2019, a new collections management procedure was developed that would reflect the requirements of the new database system, and a new policy is currently in process of being developed. This is critical work for the Museum to be able to accurately list and describe its artifacts so that the data can be mined by curators for research and exhibitions.

Collections Database Development

The Museum is investing in a new database management system to track the number, location, and conservation care of its artifacts. Initial planning for the new FileMaker Pro database system began in 2018, but was postponed as all hands were required to assist with the move out of the old Museum building. Once we were established in our temporary office space, work was able to resume on the database in early 2019. We prepared the Virtual Collections system and all other documents for migration into the new database, and then spent several weeks having the volunteers and staff sift through the records to ensure all the data landed in the correct spot.

This critical quality assurance process demonstrated that the data was not sound, and after much deliberation, we decided to clear the data and import it again. We spent the later half of the year preparing the data for a second round of migration which is set to be completed by mid- 2020.



Volunteer, Bill Brereton, is sifting through the records to ensure all the data landed in the correct spot.

Collections & Archives

Over the past year, Collections & Archives volunteers have dealt primarily with digitizing (scanning and photographing) the Museum's collection of personal artifacts belonging to aviation pioneers such as Murray Auld, Walter and Jeanne Gilbert, and the entire collection of early airmail stamps and first day covers. We have also worked to digitize donations made to the Museum since the old building was vacated. Once these projects are completed, we will expand the project's scope to digitize prints, pictures and artwork, or any other artifacts that can be accessed in storage.

Additionally, a more comprehensive database is being created to support the images that includes descriptions of each item and are in compliance with the new FileMaker database.

Registry Department

A well organized documentation process is key to providing a world-class level of care for our collection. We are currently in the stage of testing the data being migrated into our new Filemaker system. However, while testing, we are discovering some issues in the old data that needs refining. Much work is being done to correct the problems so that the migration can be done in a seamless manner. This takes time and patience, and is definitely a learning experience.

In the meantime, we are also working hard and moving forward in documenting and scanning the Museum's archival/collection boxes. While the volunteers are busy recording every item in these boxes, wonderful stories are being discovered, offering opportunities for in-depth research.

Industrial Collections

Since the closing of the Museum, much behind-the-scenes work has been accomplished in regard to the aircraft in storage. Caring for a collection of aircraft, associated parts, vehicles and simulators, and various objects and archival documents is no small task.

Several teams have also been assembled to help care for the Museum's aircraft and archival assets. These are ongoing projects with regularly held meetings. A condition report for each display aircraft, along with a scheduled inspection program has been developed and is now in full use. During the year, regular trips were made to the various aircraft in storage to inspect, maintain, and weatherproof as needed. Any damage from storage or the elements was photographed, with discrepancies from the prior condition report documented using the new inspection system.

The current priority is to evaluate the many items contained inside the storage buildings and trailers at the St. Andrews compound. Some of our most cherished and coveted artifacts, such as the Froebe Bros. helicopter are at risk. We anticipate relieving some of these storage pressures with the rental of the Church Avenue warehouse that is now being used to prepare aircraft and exhibitions for the new Museum.



Volunteer Department head Bob Arnold retying the tarps on the Beechcraft Musketeer, September 2019.

Art & Imagery Collection

The Museum has a collection of an estimated 60,000 images consisting of black and white prints and negatives, colour prints and negatives, slides and digital images. Our task for the last decade has been to digitize (scan) the images and enter them into a computer database.

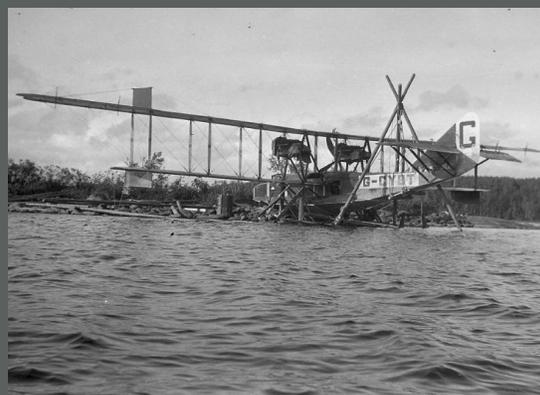
The real fun of the project comes in describing the images so that a researcher can find relevant photos based on a search of key words used to describe the image. We try to identify aircraft types, call signs, equipment, places, season, people, and date or event. Some photos were donated with good descriptions that we can use, while others are just photos that we must then research to determine information. Our group's wide range of experience means we can see a photo from different perspectives and, often with the help of others, find the most useful description possible.

We currently have about 38,600 images/descriptions in our database. The collection of black and white prints have all been digitized, and the black and white negatives digitization is in process. These are of course the most historic images. Work on the colour images in the collection has not yet begun.

With conversion to a new integrated database imminent, we have been involved in discussions of formats, standards, best museum conventions and processes to provide input into updating policies and procedures. Other work includes preliminary searches for images to use in the new Museum. On behalf of the volunteer team working in this area, it is a privilege to see into the lives of past photographers and their subjects and to share their stories.



Froebe brothers: Doug, Nick, and Theodore Froebe. They are credited with the invention of the first helicopter in Canada, the Froebe Helicopter.



Felix F.3 G-CYBT undergoing field repair.



Wing Commander Mannifrank Brown in RCAF Uniform. #7 SFTS, Macleod, Alberta. 1943.



TCA Stewardess with passenger in flight.

RESEARCH & EXHIBITIONS

The extraordinary history of aviation in Canada is preserved in the aircraft and stories of our collection.

The new Museum's exhibitions will bring this aviation adventure to life. Reich & Petch Design International, who had worked on the Museum's gallery development as recently as 2014, were reengaged to work with the Museum to develop the exhibitions for the new Museum. We also affirmed our priority for including Indigenous perspectives in the new Museum, engaging as a consultant Niggaan Sinclair, author and Assistant Professor at the University of Manitoba. Sinclair is a regular contributor on Indigenous issues to CTV, CBC, APTN and The Winnipeg Free Press and has collaborated on similar projects with The Forks and the Canadian Museum for Human Rights.

To relaunch the exhibition development process we hosted an Exhibition Visioning session at CalmAir, including many key stakeholders from the Board, community, museum professionals, and aviation community at large. While many diverse perspectives were represented, one clear message shone through: tell stories. Consequently, we have adopted a story-driven design process to capture the unique heritage of interconnectivity and aviation development that our collection represents. With an eye to the future, our mission is to create a visitor experience that will educate, entertain and inspire future aviators for generations to come.

Public History

The Museum's Public History department is comprised of historians, researchers, and media artists who will focus on the stories that will be featured in the new Museum and how they will be communicated through a variety of forms. Volunteers have already produced dozens of reports and are exploring grant opportunities with the Social Sciences and Humanities Research Council of Canada (SSHRC), funds which could support expanded oral history projects with a focus on how aviation has touched the lives of people across our community.

The department is also focused on new exhibit development and incorporating topics that are of ongoing relevance in today's aviation world. This is especially important since this work directly supports the Museum's goal of becoming a first-class educational centre. As the Museum's exhibition plans begin to take shape, the Public History department will have a key role in providing the research that brings our stories to life.



Visioning session with Reich & Petch.



EDUCATION & PROGRAMS

While the public can no longer visit the Museum, there is nothing stopping the Museum from visiting the public.

Over the past year the Museum's Programs Coordinator has been working to find ways to reconnect with schools and create new connections for public outreach.

In the Schools

In 2019, the Museum launched our all new in-school workshop to bring our celebrated In- Flight Grade 6 Flight Curriculum program into classrooms across southern Manitoba. Following an intensive review of STEM and early childhood curriculums our longtime Children's Program Coordinator, Chris "Without the Hat" Parsons, has developed interchangeable, grade-specific modules. These new modules allow us to provide the same great educational content to any elementary age classroom, from kindergarten to grade 6.

In total, Chris visited 24 classrooms, engaging more than 600 participants across seven school divisions, traveling as far as Dugald and Niverville. Feedback is overwhelmingly positive.

Reaching Seniors

The Museum started a pilot project to reach out to seniors. Using PowerPoint presentations of the aircraft in the collection, the Museum presenter shares aviation stories and basic flying instructions using an interactive airplane control wheel. Those who complete their 'flight test' are presented with their 'wings'!

The Museum has visited several seniors residences, connecting to the elderly whose memories are stimulated and days are enlivened. For instance, Jack, an audience member at Oakview Place kept mentioning his medals for heroism during the presentation. Afterwards, the presenter Gerry Suski joined him in his room to see the medals stowed humbly in a drawer. Gerry asked Jack to share his stories, which were remarkable. Jack recounted stories of bravery and determination, where he saved lives, fought in cold rat-infested trenches, and flew in old airplanes over enemy territory. How many more military veterans yearn for the opportunity to share their tales? It is a pleasure for the Museum to offer ways to connect with these remarkable individuals.

"My class adored the presentation. Chris was funny and entertaining and was able to keep their attention at all times. He was very knowledgeable and had a way of communicating his information to the students that was right on point."

- M. Morin, Grade 5/6, École St. Avila

"The entire presentation was perfect for the curricular learning outcomes in the Flight cluster. The presentation (and presenter) was engaging - the students responded well!"

- D. Baron, Grade 5/6, Garden Grove School

MARKETING & COMMUNICATIONS

With the Museum closed to the public it has never been more important to use whatever means possible to stay connected to our community.

Over the past year we've amped up frequency of our Boarding Pass e-news, increased our social media posts and integrated exciting new content from our blogs. With contributions from various staff, we've added to our web site blog page featuring stories of women in aviation, as well as updates on our closure, artifact storage, and fascinating new views of the Museum's new building.

Media

The Museum hit the news via every major media outlet when the Minister of International Trade Diversification, Jim Carr, announced an \$8.8 million contribution from the New Canada Building Fund. This long awaited funding brought the federal total contribution to \$10 million and triggered the commencement of construction planning. The media conference was live streamed through Instagram and Facebook, and we were pleased to see an increase in followers across all platforms following the announcement.

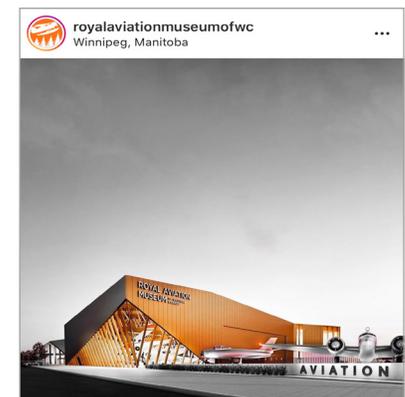
Social Media

The Museum continues to build relationships on social media and on the website (statistics for January 1 to December 31, 2019):

Facebook: 2,160 followers (61% male, 37% female); total reach 161,006
 Instagram: 927 followers
 Twitter: 1,219 followers
 Youtube: 2,000 video views
 Web site: 33,398 users

The Museum kept in touch with visitors through regular social media postings that updated them on announcements related to the building of the new Museum, as well as interesting content about Canadian aviation.

The top posts on Facebook were both sad and joyful. The top spot with 3,250 reached and 687 engagements was the news article about RCAF pilot John Aitken crashing a Goodyear Corsair at the Gatineau airport July 3, 2019. While seriously injured Aitken would recover and the concern of the aviation community at the announcement shows how important it is to stay on top of current developments and news. The post with the second highest reach was the sharing of three street-level views of the new building on Wellington Avenue. The post reached 3,130 and had 425 engagements. We see increases in followers and engagement from local organizations, businesses, and museums across Canada proving that once the new Museum opens, we will have a strong community to support us.



Featured Instagram posts: Elsie MacGill (a woman of many firsts in aerospace), Virtual Cockpits, and federal funding announcement.

FINANCIAL REPORT



Deloitte LLP
360 Main Street
Suite 2300
Winnipeg MB R3C 3Z3
Canada
Tel: (204) 944-3601
Fax: (204) 947-9390
www.deloitte.ca

Report of the Independent Auditor on the Summary Consolidated Financial Statements

To the Board of Directors
of the Royal Aviation Museum of Western Canada Inc.

Opinion

The summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at December 31, 2019, and the summary consolidated statement of operations for the year then ended, and notes to the financial statements, are derived from the audited financial statements of Royal Aviation Museum of Western Canada Inc. (the "Organization") for the year ended December 31, 2019. We expressed a qualified opinion on those financial statements in our report dated May 27, 2020.

In our opinion, the accompanying financial statements are a fair summary of the audited consolidated financial statements, in accordance with the criteria discussed in Note 1 to the summary consolidated financial statements.

Summary Consolidated Financial Statements

The summary consolidated financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary consolidated financial statements and the auditor's report thereon, therefore, is not a substitute for reading the Organization's audited consolidated financial statements and the auditor's report thereon.

The Audited Consolidated Financial Statements and Our Report Thereon

We expressed a qualified opinion on the audited consolidated financial statements in our report dated May 27, 2020. The basis for our qualified audit opinion was that the Organization derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of Royal Aviation Museum of Western Canada Inc. Therefore, we were not able to determine whether any adjustments might be necessary to donation revenue, excess of revenue over expenses and cash flows from operations for the year ended December 31, 2019 and current assets and net assets as at December 31, 2019. Our qualified audit opinion states that, except for the possible effects of the described matter, the consolidated financial statements present fairly, in all material respects, the financial position of Royal Aviation Museum of Western Canada Inc. as at December 31, 2019 and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Management's Responsibility for the Summary Consolidated Financial Statements

Management is responsible for the preparation of the summary consolidated financial statements in accordance with the criteria disclosed in Note 1 to the summary consolidated financial statements.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary consolidated financial statements are a fair summary of the audited consolidated financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard 810, Engagements to Report on Summary Financial Statements.

A handwritten signature in black ink that reads "Deloitte LLP". The signature is written in a cursive, stylized font.

Chartered Professional Accountants

Winnipeg, Manitoba
May 27, 2020

ROYAL AVIATION MUSEUM OF WESTERN CANADA
Summary Consolidated Statement of Operations
Year Ended December 31, 2019

	Operating Fund 2019	Capital Fund 2019	Endowment Fund 2019	Total Both Funds 2019	Total All Funds 2018
REVENUE					
Admission, memberships and programs	\$ 8,152	\$ -	\$ -	\$ 8,152	\$ 190,220
Museum shop and rentals	-	-	-	-	123,524
Fundraising events	-	-	-	-	128,567
Donations and contributions	44,000	10,522,198	25,500	10,591,698	815,292
Grants				-	-
Province of Manitoba	56,700	-	-	56,700	56,700
City of Winnipeg	55,000	-	-	55,000	55,000
Investment income	58,385	242,993	-	301,378	101,124
Special projects	39,351	-	-	39,351	395,403
Maintenance income	-	-	-	-	5,950
Interest and other	6	-	-	6	11,570
	261,594	10,765,191	25,500	11,052,285	1,883,350
EXPENSES					
Exhibits, collections & research	56,115	-	-	56,115	379,091
Management and administration	285,957	56,125	-	342,082	296,833
Education and programs	44,042	-	-	44,042	154,645
Museum shop and rentals	363	-	-	363	121,668
Fund development	-	297,813	-	297,813	407,740
Project management	-	156,380	-	156,380	102,508
Depreciation	-	11,994	-	11,994	17,700
	386,477	522,312	-	908,789	1,480,185
Excess (deficiency) of Revenue over Expenses	\$ (124,883)	\$ 10,242,879	\$ 25,500	\$ 10,143,496	\$ 403,165

ROYAL AVIATION MUSEUM OF WESTERN CANADA INC
Summary Consolidated Statement of Financial Position
December 31, 2019

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	Operating Fund	Capital Fund	Endowment Fund	Total All Funds 2019	Total All Funds 2018
ASSETS					
CURRENT					
Cash	\$ 67,817	\$ 86,104	\$ -	\$ 153,921	\$ 445,038
Cash - restricted	32,850	-	-	32,850	202,266
Investments	-	13,008,107	413,348	13,421,455	2,974,228
Accounts receivable	14,249	-	-	14,249	47,681
Inventory	15,664	-	-	15,664	15,654
Prepaid expenses	20,766	-	-	20,766	8,991
	151,346	13,094,211	413,348	13,658,905	3,693,858
PROPERTIES AND CAPITAL ASSETS					
	-	4,742,135	-	4,742,135	4,645,492
	\$ 151,346	\$ 17,836,346	\$ 413,348	\$ 18,401,040	\$ 8,339,350
LIABILITIES					
CURRENT					
Accounts payable	\$ 54,192	\$ -	\$ -	\$ 54,192	\$ 92,044
Deferred revenue	-	-	-	-	3,323
Current portion of long-term debt	-	1,280	-	1,280	1,280
	54,192	1,280	-	55,472	96,647
LONG-TERM DEBT	-	9,050	-	9,050	10,330
DEFERRED CONTRIBUTIONS	30,721	-	-	30,721	70,072
	84,913	10,330	-	95,243	177,049
FUND BALANCES					
Operating	66,433	-	-	66,433	347,877
Capital	-	17,826,016	-	17,826,016	7,426,576
Endowment	-	-	413,348	413,348	387,848
	66,433	17,826,016	413,348	18,305,797	8,162,301
	\$ 151,346	\$ 17,836,346	\$ 413,348	\$ 18,401,040	\$ 8,339,350

ROYAL AVIATION MUSEUM OF WESTERN CANADA INC.
Notes to the Summary Consolidated Financial Statements
December 31, 2019

1. SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

The summary consolidated financial statements are derived from the complete audited consolidated financial statements, prepared in accordance with Canadian accounting standards for not-for-profit organizations, as at and for the year ended December 31, 2019.

The preparation of these summary consolidated financial statements require management to determine the information that needs to be reflected in the summary consolidated financial statements so that they are consistent, in all material respects, with or represent a fair summary of the audited consolidated financial statements.



Royal Aviation Museum of Western Canada
29-1313 Border St.
Winnipeg, MB R3H 0X4
RoyalAviationMuseum.com

Twitter: @RoyalAviationMB
Instagram: @royalaviationmuseumofwc
Facebook: @RoyalAviationMuseumofWesternCanada

Schematic drawings (inside cover & page 7):

Patent schematic for world's first variable-pitch "aeroplane" propeller, invented by Canadian Wallace R. Turnbull in 1927.



Cover: CANADAIR CL-84 Helicopter

Built between 1964 and 1972 the Dynavert, or Canadair CL-84, Helicopter featured experimental technology enabling vertical takeoff and landing using unique tilt-wing designs and a mechanical "mixing" unit to adjust the functions of the various controls in the different modes of flight. While only four of these helicopters were built, the technology was deemed a success, and one of the surviving prototypes will be on display in our new purpose-built Museum.