



**ROYAL  
AVIATION MUSEUM**  
of WESTERN CANADA



ROYAL AVIATION MUSEUM OF WESTERN CANADA

# 46TH ANNUAL REPORT

CALENDAR YEAR 2018

Legends  
OF AVIATION





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Cover photo  
by **MELISSA TELLIER**

Cover legend:  
**KONRAD JOHANNESSEN**, Winnipeg’s first Airport Manager, stands in front of his Taylorcraft A at the Winnipeg Flying Club, c. late 1930s. (W.B. Burchall Collection).



# CHAIR OF THE BOARD REPORT

## **Bruce D. Emberley**

2018 has been a year of ups and downs with positive steps taken in our quest to fund and build a new facility. The positive gains we have made were somewhat overshadowed towards year-end by the closure of our museum facility on Ferry Road which had been our home since 1984. The Board, Management and Capital Campaign Committee continue in our pursuit to secure a new home and continue our existence.

Helen Halliday and her team continued working to expand the range of offerings, activities and events at the museum right up until its closure. Their successful organization and execution of our closure was a major task and they took to the challenge, as they always do, with vigour and dedication despite the sadness of the task. Many thanks to her and the museum employees and volunteers for working so hard on this.

A key task of the team working on the development of the new facility is our Building Committee and their partners. The Committee, along with the Design and Pre-Construction Services Team have worked hard all year to bring the design of the new facility to fruition, ready for construction and within our budget target. The team members have put in many hours to keep the scope and construction of the building aligned with the budget and we are now ready to build. Construction is expected to start upon confirmation of the final key funding support from the federal government.

Next up in our planning process will be the fun part, designing the exhibits and programs that we will offer when our new facility opens. The Board and Management are putting teams together for this exciting and crucial activity as this will be the focus of the design team as we start construction on the Museum. What we offer on opening day will be important as we want to interpret our content to better tell the stories and history behind our artifacts.

Late in 2017 (as I reported in last year's annual report) after many years of discussions and collaboration, the Province of Manitoba committed \$10,000,000 in funding to our Capital Campaign. This was a key goal of our Campaign Team and I congratulate them for their tireless efforts over many years to secure this contribution.

As I write this report, (a 2019 happening but too good to leave out here) I am pleased to note that their \$10,000,000 contribution has been paid to the museum and is in our hands.

Our dedicated and hard-working Capital Campaign Team continues to pursue the full funding to build the museum on our new site. The museum has raised about \$16.2M from the private sector to date (with more to come) and continue to pursue government funding from the federal government to match the provincial funding. A final private sector campaign push for \$8.8M will hit the ground running upon confirmation of the federal funding.

Our continued and great appreciation and thanks goes to Capital Campaign Honorary Co-Chairs Hartley Richardson, President and CEO of James Richardson & Sons Limited, and Dr. Arthur Mauro, Chair Emeritus of the WAA Board. A special thanks to our Active Cabinet Co-Chairs Ross Robinson, President and CEO of B. A. Robinson Co. Ltd., and Blain King, President of Odysseus Capital and Winnipeg Sport and Leisure. These leaders continue to work with the entire Campaign Team on raising the \$45M we will need to move to our exciting new home. We are well on the way to accomplishing this and we expect to be reporting on the progress of construction in next year's annual report.

It is with many mixed emotions that I also address the closure of our existing facility on Ferry Road. We acquired this facility back in 1983, it was opened in 1984 by Her Majesty the Queen and has been our home for the past 34 years. I was closely involved in the acquisition of the facility at the time and we envisioned an ever-lasting, sustainable operation for many years to come. Unfortunately, as in many things in both business and our personal lives these days, change is inevitable. Airport and commercial operations are a key economic driver in the community and our location was required to support this important need in the community. While it was very sad to see our home come down, we can take solace in knowing that in its place another larger hanger will rise to support the growth of the aviation industry in Winnipeg and Manitoba.

There are more details further on in the Annual Report but, as usual, the staff, volunteers and community rose to the call as we were able to pack up, move and store our artifacts across a wide range of volunteer (free) storage locations. The community support demonstrated by this is just one more reason why we know we will be up and running in our new facility in the near future.

The Winnipeg Airports Authority (WAA) has continued to be a supporter of working with us to secure a new home. As earlier reported, we have a new site where we will be visible to virtually all traffic leaving the airport and where we will have exterior space and parking on our site which will greatly enhance our ability to offer a great destination for our visitors. Many thanks to all the WAA Executive, Management and Staff who have worked with us towards our goal.

My thanks to the museum's President and CEO, Helen Halliday, and all our staff, volunteers, members, and our ever-important supporters and sponsors, who have all worked very hard as always to move the museum ahead. Helen has had a difficult year on a personal level and her ability to continue to strongly lead the team has shown her dedication to our cause and will be a major factor in our success.

The Board has been working hard on a number of fronts this year including a full governance review which will come to fruition in 2019. I thank them for their commitment and time in their own very busy lives.

My message remains the same, as it has since our need to find a new site arose; the goal of the Board and Management continues to be the achievement of a sustainable long-term future. We need to secure the legacy that our thousands of volunteers have built over the years and continue to preserve Canada's aviation heritage for the education and pleasure of future generations. As I have said before and will continue to convey until our success; all members, volunteers, staff and supporters are encouraged to focus on this end goal.

Thank you to all that have supported us this past year, we continue to focus on our goal of a sustainable future and I look forward to the time where we will welcome you to our new home.

## Legends OF AVIATION



*Canadian Airways pilot STU MCRORIE poses with Load Master CLAUDE BRERETON in front of the famous "Flying Boxcar," Junkers Ju52/1m, CF-ARM, docked at Argosy Goldmine in Northern Ontario, c. 1930s. (C. Brereton Collection).*

# NOTEWORTHY EVENTS

## SPRING BREAK AND EASTER EGG HUNT, MARCH 25 TO APRIL 1

Spring break activities extended over five days, and the theme for the week was a celebration of the water bomber. Activities included public tours, a craft, aviation floor puzzles, and a game providing family friendly experiences for visitors. The museum hosted close to 900 visitors during the week.



The Easter Egg Hunt was held over two days, for a total of three egg hunts. Eggs were thrown around the hangar floor, with a few special eggs giving the lucky recipients giant stuffed bunnies. By the end of the weekend a total of 399 guests hopped away with chocolate eggs.

## CITIZENSHIP CEREMONY, APRIL 19, 2018

On April 19, 2018, the museum hosted a Citizenship Ceremony. Our hangar was filled with 50 new citizens and hundreds of proud family and friends. O Canada was sung by Sgt Cindy Scott, vocalist for the RCAF Band. The 50 candidates received their papers from Citizenship Judge Dwight MacAuley, Col. Eric Charron, 17 Wing Commander and

Helen Halliday, President and CEO of the Museum, gave congratulatory greetings. It was a proud Canadian moment for the museum team.

## NORAD 60th ANNIVERSARY, MAY 24, 2018

2018 marked the 60th anniversary of the North American Aerospace Defence Command (NORAD). To commemorate the momentous anniversary, the Royal Aviation Museum of Western Canada hosted celebrations with past and present NORAD senior personnel, as well as political and military guests from across North America. Discussions throughout the day included honouring past accomplishments of NORAD, the changing environment post 9/11, and the future of defence and security. A CF-18 flyby was a highlight of the day's celebrations.



## GIRLS IN AVIATION DAY, OCTOBER 13, 2018

The Royal Aviation Museum hosted the 4th annual Girls in Aviation Day. Designed for girls aged 8-17, the organizers planned a jam-packed morning with interactive activities, static displays, and career exhibits. The girls met pilots, flight attendants, air traffic controllers, aircraft maintenance engineers, an airport operations manager, aerospace engineers, fire fighters, aeromedical attendants, and a Canadian Forces Hercules crew. Each of the career stations was set up throughout the museum. At each station the girls had hands-on activities and an opportunity to learn about their specific career.

## WHEELS UP! GALA, OCTOBER 20, 2018

It was fitting that the last special event in Hangar T-2, the museum's home for the past 34 years, was the 2018 Wheel's Up! Gala on Saturday, October 20. The gala was attended by dozens of long-term partners, supporters, donors, members, and volunteers who have contributed to the success of the museum in so many ways since the museum's founding in 1974.

The funds raised from this year's gala will be invested in new technologies and educational programming to enhance our storytelling of aviation history in a way that also inspires young people to consider careers in aviation and aerospace.

## Legends OF AVIATION



*Famed WWI air ace turned bush pilot **FREDERICK STEVENSON** receives the first Winnipeg Evening Tribune for delivery to the Red Lake area aboard Fokker Universal G-CAGE "Fort Churchill," June 1927. (T.M. Clearwater Collection)*

# EXHIBITS

Compiled by **Davide Montebruno**

## AIR-TO-AIR REFUELING EXHIBIT

In partnership with RCAF 435 Squadron we unveiled an exhibit celebrating the 25th anniversary of air-to-air refueling operations. A refueling pod, along with hose and basket, as well as the refueling probe from the nose of an F-35 fighter jet were loaned by the RCAF for the display.



As part of the exhibit's development, museum employees were invited to tour the 435 Squadron hangars and engineering shops to record interviews with active service personnel which were incorporated into a series of videos. A new video kiosk was made for the exhibit which allowed visitors to view the video content next to the pod display.

The exhibit opened on May 31st, 2018, as part of the 435 Squadron refueling anniversary celebrations, with dedication speeches by commanding officers from 17 Wing and NORAD. This was the last exhibit designed by Paul Balcaen, the museum's out-going Exhibits Coordinator.

The museum was honoured to take delivery, via Hercules, of an AAR pod donated by 435 Transport and Rescue Squadron.

## BEHIND THE SCENES

In 2018, Exhibits Coordinator Paul Balcaen began preparations to move the display collections, and all efforts switched from generating displays to preparing them for long-term storage. Following the careful packing of our artifacts, the display cases were loaded into sea-cans and the text panels were itemized and sealed in crates.

The disassembly and storage of our large-scale aircraft models was among the most complex items to pack, requiring specialized crating for each. Paul continued this complex work right down to the final hour before the doors were locked for the final time.



# EDUCATION & PROGRAMS

Compiled by Davide Montebruno

## FINAL WORD ON TAKE FLIGHT

2018 marked the close of our much celebrated Take Flight education program originally begun in 2005. After 14 years the program had expanded to cover the curriculum of all six elementary grades, and served a total of 90,000 participants over the years, reliably bringing in up to one-third of the museum's operational income.

Thanks to outgoing program coordinator Pam McKenzie, the first two months of the 2018/19 school year was record setting for the museum. 2018 saw our busiest beginning to a school year ever, and in October we had our busiest school day, educating 147 students.

## DEVELOPMENT OF IN-SCHOOL WORKSHOP

In the past we focused on bringing classes to the museum, now we have switched gears to bring the museum to the classroom. Long-time museum educator Chris Parsons worked to differentiate our popular Take Flight program for each elementary grade level using hands-on activities and incorporating museum artifacts, photographs, models, and stories.

At the time of writing this, early in 2019, we have already booked 20 workshops all around the city and in a couple of rural communities as well.

## Legends OF AVIATION



*LOUISE JENKINS, the first woman pilot in Prince Edward Island, stands with a de Havilland D.H. 60 Moth, c. early 1930. (S. Render Collection)*

# LIBRARY & ARCHIVES

Compiled by Don Grimsley



The year 2018 was a very different year in the library and archives section of the Royal Aviation Museum of Western Canada. While routine activities were still being carried out and new donations were being received, the primary focus of this area became packing and ensuring the safe storage of the museum's various collections and artifacts. This process also provided an opportunity to photograph, scan and label many of the artifacts in the museum's collection that were not previously digitally recorded. This action will allow the museum to have all of its collection digitally accessible in the new facility.

In total there are approximately 35,000 items or archival collections in the library and archives of the museum. The following summary provides a breakdown of the various collections and artifacts, and the number of boxes, crates and protective wrappings used to pack and store the inventory.

COLLECTION TYPE	NO. OF BOXES, ETC
Books	399
Technical manuals	617
Magazines and periodicals	528
Paper and document collections	228
Framed pictures	97
Blue prints, maps and a/c drawings	288
Uniforms, hats, etc.	189
Aircraft parts and instruments	161
Artefacts, philatelic, scrapbooks, logs	129
Models	60
Audio/visual, microfiche	59
Other – office records & supplies	45
<b>TOTAL</b>	<b>2800</b>

In all some 19 volunteers contributed over 2600 hours in the packing of the library and archives collections.

# PHOTO ARCHIVES

## Compiled by Bill Brereton and Wayne Adams

More than 2,108 volunteer person hours have been spent in the past year adding 4,000 photos to the photo archive database. This represents approximately 50 new donor records and brings the total number of images in the database to 35,000.

Highlights include:

- Continued scanning of black and white negatives.
- Continued quality control review with input from staff and volunteer users of the database (aircraft identification, photo descriptions, spelling consistencies etc.).
- Completed scanning photos from museum aircraft files

With move to new temporary offices, we were able to continue photo archive work



# DATABASE PROJECT 2018

**Compiled by Sandra Chewka**

## **MAP GRANT**

In April of 2018, the Royal Aviation Museum of Western Canada received a grant from the Museums Assistance Program (MAP), through the federal government, in the amount of \$43,100.00 to use in the development of a new database system for the museum's collection.

## **PURPOSE**

The museum currently houses some of its collection in a digital database using the Virtual Collections software sitting on a FileMaker Pro 11.0 platform. With the grant, the museum planned to purchase a brand new system that would allow for the creation of digital records of its entire collection.

## **SOLUTION**

The process began with researching various database software to determine what would best fit the needs of the museum. Staff looked at out-of-the-box solutions such as Axiell and Eloquent, as well as customizable solutions such as TMS Gallery Systems and Collective Access. After much deliberation, FileMaker Pro Advanced 17 was chosen as a solution that would allow the museum to customize the software to create the most ideal database.

The museum contacted Winnipeg FileMaker Pro developer Rene Lanthier and began the conversation around the development of a customized database. From September to December 2018, the museum met with Rene frequently to discuss various aspects of the database including function, workflow (how items would be accessioned into the database), fields lists, reports generated by the database, the types of materials that would produce records (artifacts, archival materials, photographs), and the overall look of the database. This was known as the initial analysis stage in which we discussed the museum's "wants" for the new database and focused on finding solutions that would fit within the budget. At the end of December 2018, Rene produced an initial analysis report with the development of the database scheduled to begin in early 2019.

# RESTORATION SHOP

Compiled by Marshall Pettitt

2018 was the most eventful year in recent memory for the museum as it packed its belongings, closed its doors on Ferry Road, and relocated the entire museum to various locations in southern Manitoba. Though the majority of the aircraft collection is in storage, two aircraft (CL84 and Fairchild Razorback) have been moved to a private hangar at St. Andrews Airport. Restoration will continue on these airplanes until they can be relocated to the new museum.



Though the most fragile airplanes are being stored inside, a number of airplanes remain outside around the Winnipeg airport and are subject to the whim of Manitoba weather. A deliberate and aggressive inspection/repair program is essential in order to minimize any damage. It is reasonable to expect that a majority of all planes will have flat tires that will need repair or replacement come time to move them into the new facility.

## VICKERS 757 SERIES VISCOUNT, CF-THS

Work on the Viscount was completed in 2018 and it was easily one of the most popular aircraft among visitors to the museum. Currently it is being used to store oversized aircraft models and is parked outside.

## BELLANCA 66-70 AIRCRUISER, CF-AWR

Work on CF-AWR was suspended in August of 2018, in preparation for its move and storage. Much work is still required to complete the airplane's landing gear wheel pants and undercarriage. It is currently in storage at Southport Aerospace Centre.

## WACO YKC-6, CF-AYS

The Waco was disassembled this past year in order to prep and paint its wings. This work was not accomplished and the airplane was moved to Gord Emberley's residence to complete its painting and storage.

## DE HAVILLAND D.H. 83, FOX MOTH, CF-BNP

The Fox Moth sustained significant puncture damage to its port lower wing this past summer. Fortunately, Gord Emberley is expert at making the necessary repairs, which he did in September. The sliding plexi-glass canopy was completed and delivered by the University of Manitoba. Work to trim and install it is still required to complete this project. In October the airplane was disassembled and moved to Stonewall for storage.

## **FAIRCHILD FC-2W2 RAZORBACK, G-CYWU**

Work on this aircraft continued at a steady pace for the 2018 year. Most of the old wood components have now been replaced with new material and installed. Gary Boggs and his team of volunteers worked on the horizontal stabilizer and its components. Gary also did spectacular work fabricating and installing the control stick and associated linkages. In anticipation of its move to storage, work was stopped in September and its associated parts were consolidated in preparation for its move.



The Razorback is currently in a private hangar at St Andrews, where we hope to complete the last remaining work on it. The work required is significant as the undercarriage requires complete “design” and assembly. Drawings and specific parts for these components are incomplete and will require significant design and manufacture to accomplish. The same for its wing struts. However, there are a number of wing struts in the St. Andrews storage building that could be used for fabrication.

It has also been decided that fabric covering for this aircraft will not be pursued so that this plane can serve as representation both of the restoration process and of wooden aircraft construction in the new museum.

## **NORTH AMERICAN NA-76 MK II HARVARD, AJ555**

The Harvard was transferred to Ross Robinson this year, and his team collected and moved the airplane to his hangar facility at the St Andrews airport.

## **CL 84 DYNAVERT**

A concerted effort was made to get as much work completed prior to the closing of the museum. The fuselage was emptied, catalogued and all of its cockpit instruments reinstalled. The wing was returned to the restoration shop where work to repair damage to one of its engine intakes was completed. Several of its missing wing panels were also fabricated and installed. Currently the airplane is in a private hangar where we began working on it again this past March. Work is progressing on rebuilding its two propellers and associated gearboxes. Contact has been made with the National Aviation Museum in Ottawa where we discovered they have an original maintenance manual for the airplane and arrangements are being made for us to secure a copy. We are also searching our storage facility for more parts, in particular the overhead cockpit hatches and windows. It is hoped that sometime over the summer of 2019, we will be able to turn its wing on its cradle right-side-up and test fit it to the fuselage.

## **SUMMARY**

Work is progressing on two projects. The museum’s temporary closure has seen a significant number of our volunteer workforce end their participation. A truly sad circumstance given that they were responsible for the restoration efforts over several decades, which have made the museum’s aircraft exhibits the world-class collection it is. That said there still are others who remain committed to preserving and growing the collection.

# AIRCRAFT MOVEMENT & STORAGE REPORT

**“Thank you, Thank you, Thank you” – compiled by Lorne Roder**

The museum’s collection of aircraft, exhibits, library and archives was a difficult move. We were only able to accomplish this task, due to the diligent work of our volunteers, friends, members and corporate partners who supported the museum during this first phase of transition.



Our first target date for completion was October 31, 2018. The team started to move objects in midsummer; however we needed to keep as many visible objects in the museums for visitors. This forced a sequence of work that was not always logical or cost effective.

## RESTORATION

The restoration shop (invisible to the public) was packaged first, with small shipments transported exclusively to our St. Andrews storage facility. Many of the larger pieces of equipment such as the drill press, MEG welder, and English wheel are now located

in the Quonset hut, while smaller objects, artifacts and exhibits were stored in our larger storage building.

## LIBRARY

The library and archive spaces were also packaged behind the scenes, mostly into 2 sqft banker’s boxes. Each box was inventoried, placed on pallets and plastic wrapped before being lifted through a new opening in the wall. Tractor trailer units moved the collection to our corporate partner Magellan Aerospace. The boxes are accessible for continued research while the new building is being built.

## AIRCRAFT

Early September 2019 we began to empty the hangar of aircraft. The all-metal aircraft were transported outside for storage. The Bristol Freighter had been placed outside in 2017, and had fared well. Now the Voodoo CF-101, the Sabre CF-86, the Junkers JU-52 were moving outside. Similarly the Vickers Viscount passenger aircraft was moved for storage at the extreme western edge of the YWG airfield.

Conversely the smaller fabric aircraft were transported to two types of storage: indoors at YWG hangar spaces or dismantled to remote locations. For instance the D.H. Tiger Moth had the wings removed and was transported to Brandon’s British Commonwealth Air Training Plan Museum for storage. The D.H. Fox Moth also had its wings removed for storage at Devin and Kristin Long’s residence. The Waco was transported to Lac Du Bonnet, again without wings, for interior storage inside. The Fokker Super U was moved next door to the interior of the Calm Air’s hangar. Similarly, the Fairchild 24 also had its wings removed for storage between modern jet aircraft in the Keewatin Air hangar.

Due to bureaucratic delays for demolition permits and licenses the museum gained valuable time, and as winter arrived, smaller objects moved and RAMWC employees set up shop at 29-1313 Border Street. During this time, some additional tractor trailers were filled and stored out at St. Andrews Airport and vicinity.

### **THE LAST PUSH**

Permits were procured, and the RAMWC building began to come down in January 2019. A large opening along the north wall was created. Finally the bush plane gallery was moved during the coldest Winnipeg temperatures in the past 10 years. The bone chilling -30c temperatures caused wood, rubber, plastics to misbehave and crack. However the Vickers Vedette, the Fairchild Super 71, Stinson Reliant and Fairchild Super 71, all found a warm and safe home in a hangar on the airport campus.

### **ONGOING WORK**

Shortly after the movement and storage of the collection, a “checkup schedule” was established. Employees and volunteers returned to aircraft to seal up from weather, protect from sun/wind and guard against bird nesting. This work is ongoing.

Artifacts and objects that had been sheltered indoors have also been checked. The team is looking to ensure that all objects in the collection are properly cared for. Environmental conditions are in the process of being monitored.

Once again, we need to applaud the tireless work of the museum employees and volunteers who moved the collection into places that our friends and partners provided.

Thank you.



# VOLUNTEERING

**Compiled by Joel Nelson**

Throughout 2018, as in other years, the museum was incredibly fortunate to have the help of many dedicated volunteers (over 100 individuals in 2018) who assisted with restoration, gift shop staffing, front desk admissions, library and archives, models, exhibits, tours, and numerous special events.



Our volunteers come to us from all walks of life, in various stages of their lives. Some come to us looking to share specific aviation-related skills and experience, and others have an avid aviation interest. Some are students who are awarded an opportunity for hands-on learning, some are retired from any number of professions, and some are employed fulltime in other professions and they carefully craft time for us out of their busy lives.

As a thank you to our volunteers the museum held two appreciation events. In the spring we hosted an old fashioned pig roast. A couple of staff, and a volunteer professional chef, stayed up all night preparing the feast. They lit the fires on a slow cooker at 11 pm and by noon the next day the entire block was awash in the sweet scent of

BBQ delight. An event in the fall featured a Christmas-themed meal, and attendance was larger than usual for what was to be the last of the volunteer appreciation events at Ferry Road.

Our volunteers went above and beyond in all the packing work that enabled the museum to move out of the building by the end of October. Packing began in earnest in the early summer and many volunteers, used to volunteering a couple mornings a week, stepped up their efforts by coming in five days a week or more. The big move could not have happened on schedule without that incredible dedication. Volunteers, for that (and everything else you do), the museum thanks you, one and all!



# SOCIAL MEDIA

## Compiled by Melissa Tellier

Spring of 2018 marked a new beginning for the museum's social media strategy. The goal was to garner more interactions, appeal to a more family-oriented audience, and consistently post content that would educate as well as excite followers to learn more about aviation.

A new Instagram was established, and the branding was integrated onto all social media platforms. The goal was then to bring visitors into the museum as we were expecting the closure at the end of October 2018. We pushed families to visit and pushed the nostalgia of the many years the museum inspired people to love aviation at the original location. During this period of time, we were able to garner interactions with those sending pictures of their past visits to the museum and to encourage visitors to visit one last time.

After the closure, we have been focusing on encouraging followers to interact with our social media posts through the educational aspect that a museum offers. Instead of having the tangible museum, we now have social media (until the new location opens). Beginning in 2019, we have also been posting updates on the new location, sharing throwbacks to the original location, acknowledging volunteers, and keeping our followers up to date with all of the interesting news the world of aviation has to offer. All of our followers have been acquired organically through consistently posting content and encouraging engagement with our followers through inquiries, stories, and opinions (as most of our following is quite knowledgeable about the aviation).

The platform with the most growth has been Instagram. Since the page was created in the Spring of 2018, we have organically acquired 494 followers (with a projected 500 followers any day now). An overwhelming majority of followers are from Winnipeg, almost equally male to female, and a majority are in the age bracket of 25-34. With this in mind, the posts on Instagram are more geared towards those that appreciate a nicely curated photo and an encouragement to interact. After an image is posted to Instagram, it is then shared to Facebook and to Twitter to further share the content consistently across the platforms.

The Facebook page was created before the spring of 2018, so the growth of new followers has been slow, but again, organic. Followers are more staggeringly male (compared to Instagram) and are in a more mature age bracket than Instagram (although, the majority are in the 25-34 age bracket as well). With this in mind, the Facebook posts (aside from those that are shared from Instagram), have been from other pages. We've shared exciting news, industry updates, and more dynamic photos (such as 360 degree videos) to appeal to the audience. We will be pushing to try and attract more females in a younger age range into 2019 as well as maintain the current audience. Since it is easy to share from other pages, the Facebook page has been doubly more consistent in posts than Instagram (where the posts are curated from scratch).

Our slowest social media platform for growth has been Twitter, where the followers have been stagnant, and the posts are shared only from Instagram. This was noticed during 2018, and it is most likely from the lack of having consistent events to share or pushing a location to visit since the closure. We hope that with the new location's breaking ground and with that exciting news into 2020, Twitter will be a useful tool to push new visitors to interact with or share our tweets.

In 2019, we will continue to curate as a tangible museum would but take advantage of our growing online presence. We hope to create even more opportunities for interaction with our followers through games (such as, "can you guess what this airplane part is?") and other educational posts. We will be looking forward to sharing updates of our new location as it begins to grow, and that should bring even more attention to our social media platforms. Big things are ahead in social media strategy for the Royal Aviation Museum of Western Canada! Stay tuned!

# IN THE MEDIA

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Manitoba

## Imagine refuelling fighter jets in the air? Exhibit examines history of the high-flying task

[f](#) [t](#) [e](#) [i](#)

Royal Aviation Museum of Western Canada marks 435 Squadron's 25th anniversary in Winnipeg

CBC News - Posted: May 27, 2018 12:00 PM CT | Last Updated: May 27, 2018



A C-130 Hercules plane flies over CF-18s to refuel the jets. (Royal Canadian Aviation Museum/Submitted)

Filling up a fighter jet's fuel tank is a little more involved than gassing up a car at the local station, but imagine trying to refuel a jet as it travels hundreds of kilometres an hour thousands of feet above the earth's surface.

That's exactly what happens nearly every single time a CF-18 Hornet fighter jet takes to the air.



ROYAL AVIATION MUSEUM OF WESTERN CANADA  
DAVIDE MONTEBRUNO  
INTERPRETATION SPECIALIST & CURATOR ASSISTANT

BRANDON NOW -2 TUE 3 WED 10 THU 17

00:26 / 02:33

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Mantoba

### Aviation museum's flight to new location delayed by funding turbulence

Officials hope to break ground as soon as possible and be open 18 months later

By Darren Bernhardt - CBC News - Posted: Oct 23, 2018 11:29 AM CT | Last Updated: October 23, 2018



An conceptual drawing shows what the new Royal Aviation Museum of Western Canada will look like once construction is completed. (Royal Aviation Museum of Western Canada)

10 comments

The Royal Aviation Museum of Western Canada is in a holding pattern, waiting to start building its new home while its current location marks its final day of being open to the public.

Global NEWS Winnipeg Change Location News & Radio Programs Newscasts, Radio, and Videos

World Canada Local Politics Smart Living Money Entertainment Health Video Podcast Trend

CANADA August 1, 2018 4:43 pm Updated: August 2, 2018 8:05 am

## Where do you store several airplanes? Royal Aviation Museum must be out after October

By Elisha Decey Senior Online Producer Global News

Comments 1 Facebook 27 Twitter Email Print



GLOBAL NEWS MORNING WINNIPEG August 7 2018 9:36am 03:21

LIVE Global News Morning Aviation Museum: Winnipeg's original airport terminal



01:04 / 03:21

# TREASURER'S REPORT

## Tristan Senak

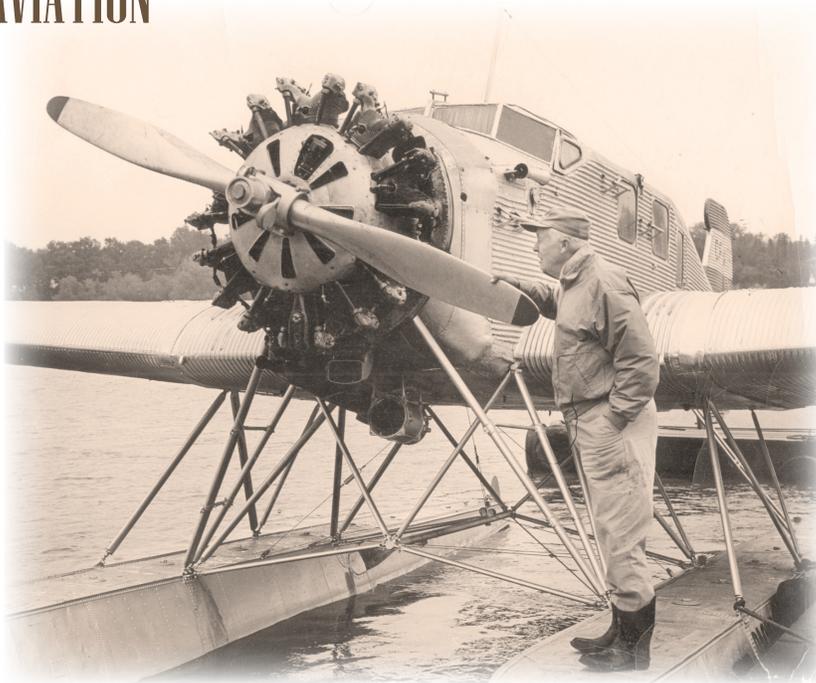
I am pleased to present the financial statements of the Royal Aviation Museum of Western Canada Inc. for the year ended December 31st, 2018.

I became Treasurer of the museum in February of 2019. As this is my first year as Treasurer there is a considerable learning curve. I would like to thank the many people that have provided me the necessary information to start to become familiar with the operations and history of the museum.

I am looking forward to serving the museum as treasurer as it moves into this phase of growth.

Respectfully submitted,  
Tristan Senak  
Treasurer

## Legends OF AVIATION



*Junkers W34, CF-ATF, is admired at the dock of Rivercrest Airport, Manitoba, by airport founder **KONRAD JOHANNESSON** during a stopover on the plane's final flight from Vancouver to its new home at the Canadian Air and Space Museum in Ottawa, September 1962. (T.M. Clearwater Collection)*



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## 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, 2018, 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, 2018. We expressed a qualified opinion on those financial statements in our report dated May 8, 2019.

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 8, 2019. 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, 2018 and current assets and net assets as at December 31, 2018. 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, 2018 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.

Chartered Professional Accountants

Winnipeg, Manitoba  
May 8, 2019

**ROYAL AVIATION MUSEUM OF WESTERN CANADA**  
**Summary Consolidated Statement of Operations**  
Year Ended December 31, 2018

	Operating Fund 2018	Capital Fund 2018	Total Both Funds 2018	Operating Fund 2017	Capital Fund 2017	Total Both Funds 2017
<b>REVENUE</b>						
Admission, memberships and programs	\$ 190,220	\$ -	\$ 190,220	\$ 230,566	\$ -	\$ 230,566
Museum shop and rentals	123,524	-	123,524	202,957	-	202,957
Fundraising events	128,567	-	128,567	145,510	-	145,510
Donations and contributions	67,890	709,592	777,482	15,707	1,419,590	1,435,297
Grants						
Province of Manitoba	56,700	-	56,700	56,700	-	56,700
City of Winnipeg	55,000	-	55,000	55,000	-	55,000
Investment income	56,257	44,867	101,124	52,368	21,831	74,199
Special projects	395,403	-	395,403	47,503	-	47,503
Maintenance income	5,950	-	5,950	14,559	-	14,559
Interest and other	11,570	-	11,570	6,428	-	6,428
	<b>1,091,081</b>	<b>754,459</b>	<b>1,845,540</b>	<b>827,298</b>	<b>1,441,421</b>	<b>2,268,719</b>
<b>EXPENSES</b>						
Exhibits, collections & research	379,091	-	379,091	419,336	-	419,336
Management and administration	185,900	110,933	296,833	214,119	12,132	226,251
Education and programs	154,645	-	154,645	206,010	-	206,010
Museum shop and rentals	121,668	-	121,668	167,342	-	167,342
Fund development	212,522	195,218	407,740	151,776	221,420	373,196
Donation to the Winnipeg Foundation for the museum's endowment	-	-	-	-	-	-
Project management	-	102,508	102,508	-	96,748	96,748
Depreciation	-	17,700	17,700	-	23,607	23,607
	<b>1,053,826</b>	<b>426,359</b>	<b>1,480,185</b>	<b>1,158,583</b>	<b>353,907</b>	<b>1,512,490</b>
Excess (deficiency) of Revenue over Expenses	\$ 37,255	\$ 328,100	\$ 365,355	\$(331,285)	\$ 1,087,514	\$ 756,229

**Legends  
OF AVIATION**



LEIGH BRINTNELL, owner of the Mackenzie Air Service, stands in front of Bellanca Aircruiser, CF-AWR, (known as the Eldorado Radium Silver Express), at Cooking Lake Airport, Near Edmonton, Alberta, c.1930s. (F. Ward Collection)

**ROYAL AVIATION MUSEUM OF WESTERN CANADA INC.**  
**Summary Consolidated Statement of Financial Position**  
**December 31, 2018**

	Operating Fund	Capital Fund	Total Both Funds 2018	Total Both Funds 2017
<b>ASSETS</b>				
<b>CURRENT</b>				
Cash	\$ 238,724	\$ 206,314	\$ 445,038	\$ 949,858
Cash - restricted	202,266	-	202,266	405,216
Investments	-	2,974,228	2,974,228	2,517,521
Accounts receivable	47,681	-	47,681	36,555
Inventory	15,654	-	15,654	36,418
Prepaid expenses	8,991	-	8,991	101,863
	<b>513,316</b>	<b>3,180,542</b>	<b>3,693,858</b>	<b>4,047,431</b>
INVESTMENTS	-	-	-	1,215,437
PROPERTIES AND CAPITAL ASSETS	-	4,645,492	4,645,492	3,040,484
	<b>\$ 513,316</b>	<b>\$ 7,826,034</b>	<b>\$ 8,339,350</b>	<b>\$ 8,303,352</b>
<b>LIABILITIES</b>				
<b>CURRENT</b>				
Accounts payable	\$ 92,044	\$ 387,848	\$ 479,892	\$ 452,669
Deferred revenue	3,323	-	3,323	20,168
Current portion of long-term debt	-	1,280	1,280	1,280
	<b>95,367</b>	<b>389,128</b>	<b>484,495</b>	<b>474,117</b>
LONG-TERM DEBT	-	10,330	10,330	11,610
DEFERRED CONTRIBUTIONS	70,072	-	70,072	408,527
	<b>165,439</b>	<b>399,458</b>	<b>564,897</b>	<b>894,254</b>
<b>FUND BALANCES</b>				
Operating	347,877	-	347,877	415,970
Capital	-	7,426,576	7,426,576	6,993,128
	<b>347,877</b>	<b>7,426,576</b>	<b>7,774,453</b>	<b>7,409,098</b>
	<b>\$ 513,316</b>	<b>\$ 7,826,034</b>	<b>\$ 8,339,350</b>	<b>\$ 8,303,352</b>

**ROYAL AVIATION MUSEUM OF WESTERN CANADA**  
**Summary Consolidated Schedule of Expenses**  
**Year Ended December 31, 2018**

	2018	2017
Personnel costs and benefits	720,724	830,360
Building operations	218,165	280,434
Administration and general	255,330	146,109
Fundraising	92,391	67,751
Special projects	77,692	56,087
Museum shop	35,688	49,221
Children's programs	21,744	25,395
Depreciation	17,700	23,607
Altitude magazine	4,375	17,915
Facility rentals	5,472	7,856
Museum collections	30,904	7,755
<b>TOTAL EXPENSE</b>	<b>1,480,185</b>	<b>1,512,490</b>

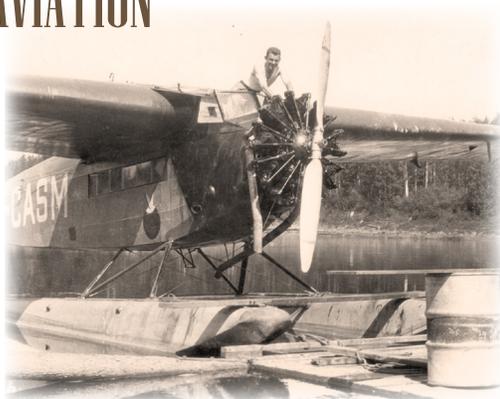
**ROYAL AVIATION MUSEUM OF WESTERN CANADA INC.**  
**Notes to the Summary Consolidated Financial Statements**  
**December 31, 2018**

**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, 2018.

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.

**Legends  
 OF AVIATION**



*Pilot C.H. "PUNCH" DICKINS stands in the cockpit of Fokker Super Universal G-CASM while moored at a dock on the Snye River in Fort McMurray, Alberta, c. 1929. (R. Thew Collection)*

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## Legends OF AVIATION



*Bush pilot **WALTER GILBERT** (L), in full Inuit cold weather survival gear, and his air mechanic (R), stand before their Fokker Super Universal on skis at Fond du Lac, Saskatchewan, c.1930s. (R. Thew Collection)*

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**Ken Webb**

Retired Executive Director, Manitoba Aerospace Association

# A YEAR IN REVIEW 2018 QUICK STATS

- 1 31,055 ANNUAL ATTENDANCE**  
Building a world-class meeting place for the aerospace community, 31,055 people visited the RAMWC from January 1, 2018 to October 31, 2018
- 2 CHILDREN'S PROGRAMS \$70,103 EARNED**  
Children's programming & school groups  
\$70,103 total amount raised
- 3 7,435 VISITORS IN 161 SCHOOL GROUPS**  
Take Flight Education Program: 161 Schools and other Groups visited RAMWC  
7,435 total number of school visitors
- 4 1,090 PARTICIPANTS FROM 39 DAYCARES**  
Summer daycare tours  
39 daycares / 1,090 total number of participants
- 5 2,314 GUESTS ATTENDED 103 EVENTS**  
Birthday parties & sleepovers  
103 events hosted / 2,314 total number of guests
- 6 1,270 MUSEUM MEMBERS**  
1,270 RAMWC members
- 7 \$61,289 IN SHOP SALES**  
Windsock Gift Shop (Museum Store)  
\$61,289 total annual sales
- 8 4,303 RENTAL GUESTS \$62,081 EARNED**  
Facility Rentals: 140 Rental events hosted / 4,303 total number of rental guests  
\$62,081 total annual rental revenue
- 9 107 VOLUNTEERS PUT IN 18,600 HOURS**  
107 volunteers / 18,600 total volunteer hours contributed  
\$279,000 approximate value of volunteer time
- 10 WHEELS UP! GALA \$128,567 EARNED**  
Fundraising event / Wheels Up! Gala  
280 total number of event participants; \$128,567 total amount raised
- 11 VIRTUAL COLLECTIONS 35,000 ENTRIES**  
Virtual collections program  
35,000 total number of entries digitized to date
- 12 PHOTO ARCHIVE DATABASE 35,000 IMAGES**  
Photo Archive Database  
35,000 total number of images in database

