



BY

**ROYAL
AVIATION MUSEUM
OF WESTERN CANADA**

TYPE OF DWG

**BLUEPRINT FOR
TRANSFORMATION**

LOCATION WINNIPEG, MANITOBA

TITLE
**ANNUAL
REPORT**

YEAR 2020

DATE 01.01.20 – 31.12.20

BOARD CHAIR *B. Embury*

PRESIDENT AND CEO *Jerry Stetson*

Thank you for opening up this annual report and devoting time to learning more about the Royal Aviation Museum of Western Canada (RAMWC).

One word best describes 2020: Transformation. Our new museum opening in early 2022 will not resemble the one that we closed in 2018.

Story-telling will be the platform on which the new Royal Aviation Museum of Western Canada will inspire, educate and entertain all guests that walk through its doors.

Throughout this book, we have inserted interludes and call-outs to inspire, educate, and entertain you as well.

We selected a blueprint theme to tell our 2020 story. Blueprints communicate the vision of a structure that doesn't currently exist and provides the necessary steps to make it a reality.

We hope you enjoy this annual report and plan to visit us when we open in early 2022.

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EDUCATE.

INSPIRE.

ENTERTAIN.

Through engaging storytelling and immersive, educational and entertaining galleries, the new Royal Aviation Museum of Western Canada will strive to be the premier storyteller of Canada's rich aviation and aerospace heritage objective, while inspiring future generations of aviators and innovators.

Our reason for being is to educate, inspire and entertain our guests.

Our reason for being will be reflected in all aspects of the museum experience, in the museum's archives and research, collections, exhibitions, and outreach programming.



OUR MISSION

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

OUR VISION

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

WHAT WE STAND FOR

We are accountable to our customers, members, founders, donors, funders, partners, employees, and volunteers in all decisions and actions.



WHAT WE STRIVE FOR

EXCELLENCE

We will safely and ethically achieve the highest standards in museum operations and visitor experience

INCLUSIVITY

We will reflect the diversity of our community in the stories we tell, the experience we offer, and the leadership of this great museum

ACCOUNTABILITY

We will be responsible to our customers, members, founders, donors, funders, partners, employees, and volunteers in all decisions and actions

AUTHENTICITY

We strive to ensure we are accurate, transparent, and complete in the collections and stories and how we reflect them

SUSTAINABILITY

We will protect our future through stewardship of our public trust, financial strength, and environmental responsibility



INTERLUDE #1

THE PLANE THAT STARTED IT ALL



“What happened to the Vedette? Are there still any flying?”

This single inquiry by founder Doug Emberley around the family’s dinner table set off a chain of events that led to the creation of the Western Canada Aviation Museum, the precursor to our Royal Aviation Museum of Western Canada.

Finding a Vickers Vedette was high on the wish list for the founders of the Western Canada Aviation Museum.

The Vedette was the first military aircraft designed and manufactured in Canada and played an integral function for the RCAF and government in the 1920s. However, it quickly became apparent that no complete examples were in existence. If the museum founders wanted a Vedette, they had little choice but to build their own.

The museum built a replica using templates made from analyzing the remains of three separate Vedette wrecks:

The first was Vedette, G -CASW, which had crashed into a mountain on Porcher Island in British Columbia while conducting a forest fire survey. The crew escaped the incident without injury, and their crash report led museum investigators to the wreck site 70 years later.

The second was Vedette CF-MAG which the Manitoba Government Air Service owned. The engine failed, forcing the pilot to land in a swamp near Cormorant Lake in northern Manitoba. The Air Service

decided to abandon and torch **CF-MAG**, a decision that turned out to be a stroke of luck because the museum’s dive team, who retrieved much of the fuselage in 1977, discovered that charring from the fire had preserved many delicate wooden fragments of the wings and hull.

The third Vedette consisted of preserved pieces loaned by the Canada Aviation and Space Museum in Ottawa. These fragments would form the groundwork for the creation of blueprints. A restoration volunteer named

Doug Newey, who had recently retired from Bristol Aerospace, had worked at the Vickers Plant in Montreal building Vedette wing struts early in his career. By memory and thorough examination of the assembled Vedette remains, Newey reproduced drawings from which Bristol Aerospace used to create a set of blueprints, the only set of Vedette blueprints now in existence.

It took a group of more than 100 dedicated volunteers 22 years to complete. The replica was considered

airworthy according to standards of the 1920s; however, the museum has no plans to fly it, and it has never been certified.

Today, with the completion of a second Vickers Vedette replica at the Western Development Museum in Saskatoon (built using the RAMWC blueprints), it is now one of only two replicas of Canadian Vickers Vedettes in the world.

W. C. A. M.

Oct. '11



REFLECTING UPON A 20 YEAR JOURNEY TO TRANSFORMATION



OUR VALUES WILL GUIDE US

BOARD CHAIR MESSAGE

PRESIDENT AND CEO MESSAGE

The ongoing COVID-19 global health crisis has continued to affect all we and those around the world can do. Many organizations have faced significant operational challenges and, while we have had to deal with those that affect us, we have done so in a highly productive nature thanks to the hard work and diligence by our staff and volunteers and our own somewhat unique situation. We have made great strides this past year with the ongoing construction of our new museum, and we are on track to open in early 2022 (just a little later than we hoped last year but considering what the world is going through, a great result) as you will read in the other reports that follow.

/// We have made great strides this past year with the ongoing construction of our new museum, and we are on track to open in early 2022 ///

Our path to our upcoming Grand Opening in 2022 first started in about 2000 (hard to believe it was over 20 years ago) when we knew we had to find a new future on a new site. Through the hard work

and support of many, we formed a team and envisioned a path to the future to achieve a new vision for the museum. We achieved a clear focus of our dream in 2006 by completing our comprehensive "Aviation Adventure" Feasibility Study. This Study laid out the goals for our organization and museum facility, and when I reflect back on this key document, it is heartening to see that many of these goals are being achieved in the organization we have become and in what we are about to open to the public.

One key aspect of the Study was to become an even stronger member of the communities we serve, and we have done that in many ways that we foresaw and, in many ways, well beyond what we had initially anticipated. Our evolving team over these decades has always worked diligently for us, and the result of all their hard work and commitment is about to be realized when we open.

As always, the hard work and dedication of our volunteers, supporters, and staff - whose combined efforts have gotten us here, are recognized as the reason we are

about to achieve our vision of opening the new museum. Our staff team, led by Terry Slobodian, has gone through various iterations of working from home and the office and have continued working hard to keep our volunteers engaged and plan the new museum. Many thanks to all.

The imminent achievement of our goal would not have been possible without the support of our Capital Campaign Cabinet and the many donors who have stepped forward and contributed to our success. Special thanks go to our Campaign Leadership Team of Hartley Richardson, Dr. Arthur Mauro, Ross Robinson, and Blain King for their strong leadership, commitment, and continued support through these many years towards our goal.

Thank you again to all that have supported us this past year, and I am looking forward to greeting you when we open our new doors in 2022.

Bruce D. Emberley
BOARD CHAIR

Forty-seven years ago, the Founders of the Royal Aviation Museum of Western Canada (RAMWC) set out to preserve the aviation history of western Canada. They were adventurers, pioneers, and visionaries. Over the past five decades, together with countless dedicated and talented volunteers, they have catapulted RAMWC into the enviable status that it enjoys today, as a museum with a Royal designation and possessing perhaps the largest and most significant bush plane collection on the planet.

A transformation is defined as "a dramatic change in form or appearance." The construction of our new museum is indeed a dramatic change in appearance! But with a major event in our lives came the opportunity to reflect. To reflect on our renewed vision and mission and reflect on what we stand for and how we will get there.

So, in the Fall of 2019, with the construction of the new museum about to be underway, the Board and Staff embarked on a journey to develop our new strategic plan, which would guide our transformation from the inside out.

WHAT WE STAND FOR

The Mission and Vision must flow out of who we are and what we stand for. In other words, our values.

I want to highlight two of those values and how RAMWC embraces and implements them.

We will reflect the diversity of our community in the stories we tell, the experiences we offer, and the leadership of this great museum.

We recognized that our museum's leadership is not diverse at this time, so we committed to plans that all future nominees to our Board will reflect the diversity of the community we serve. The two nominees being brought forward to our AGM will add diversity and bring new perspectives to the Board.

We strive to ensure we are accurate, transparent, and complete in the collection and the stories and how we tell them.

The story of western Canada's aviation history is not complete without the Indigenous Peoples' perspective. So, from the first day of our museum's exhibit development, we have ensured that the Indigenous Peoples' perspectives are represented. We have appointed Dr. Niigaan Sinclair as our Indigenous Curator and have implemented several strategies to ensure that our stories are complete and accurate.

RAMWC is also committed to the Calls to Action in the Truth and Reconciliation Report and is committed to facilitating a safe place for reconciliation to occur.

Commensurate with this transformation was launching a brand development process and planning the launch of a new website to complement our new look.

Throughout this annual report, you will read about "what we are doing to get there" for each of our seven strategic directions by our committed team of staff and volunteers

The construction of our new museum will be complete in the fall of 2021. Following that, it will take us three or four months to suspend aircraft, bring in our aircraft, set up the exhibits, and prepare our new home for our valued guests.

None of this would be possible without the work of our founders, our team of staff and volunteers, and our donors and partners. Thank you!

I trust you will enjoy reading this report and I look forward to seeing you in our new museum!

Terry Slobodian
PRESIDENT AND CEO

ORGANIZATION

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John Davidson FIRST VICE-CHAIR	Douglas McLennan BOARD MEMBER
James Neirinck SECRETARY	Bill Medd BOARD MEMBER
Gary Bell BOARD MEMBER	David T. O'Connor BOARD MEMBER
Barry Bembridge BOARD MEMBER	Andrew Stewart BOARD MEMBER
Dan Donahue BOARD MEMBER	Ken Webb BOARD MEMBER
Major David G. Jones BOARD MEMBER	Rennie Zegalski BOARD MEMBER

BOARD COMMITTEES

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Barry Bembridge
John Davidson
Ken Webb
Terry Slobodian (Ex Officio)
CEO

FINANCE AND AUDIT COMMITTEE

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John Davidson
Bruce D. Emberley
Bill Medd
David T. O'Connor
Dennis Deng (Ex Officio)
VP FINANCE
Terry Slobodian (Ex Officio)
CEO

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Barry Bembridge
Ken Webb
Terry Slobodian (Ex Officio)
CEO

PERFORMANCE EVALUATION AND COMPENSATION COMMITTEE

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Bruce D. Emberley
James Neirinck
Andrew Stewart

CEO COMMITTEES

BUILDING COMMITTEE

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Bruce D. Emberley
John Davidson
Dennis Deng
VP FINANCE
Joel Nelson
DIRECTOR OF PROJECTS

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Ken Webb
Marsh Pettitt
Keith Olson
Gerry Norberg
Terry Slobodian, CEO
Sandra Chewka
COLLECTIONS TEAM LEAD
Davide Montebruno
CURATOR
Joel Nelson
DIRECTOR OF PROJECTS AND FACILITIES



Bill Brereton cleaning the engine from CF-MAG

STAFF

Terry Slobodian
PRESIDENT AND CEO

Dennis Deng
VICE PRESIDENT OF FINANCE,
HUMAN RESOURCES AND ADMINISTRATION

Jason Brandes
DIRECTOR OF MARKETING AND COMMUNICATIONS

Sandra Chewka
COLLECTIONS TEAM LEAD

Kaylee Mestdagh
DIRECTOR OF DEVELOPMENT

Davide Montebruno
CURATOR

Joel Nelson
DIRECTOR OF PROJECTS AND FACILITIES

Chris Parsons
PROGRAMS COORDINATOR

Sean Seywright
DIRECTOR OF BUSINESS OPERATIONS

Melissa Tellier
MARKETING COORDINATOR

VOLUNTEERS

Since its inception, volunteers have been the lifeblood of the museum, committing hundreds of hours of dedicated service to help the museum's transformation become a reality.

The museum's diverse volunteer force, composed of engineers, former members of the Royal Canadian Air Force, bush pilots, professional airplane mechanics, retired teachers, and others, bring personal passion and expertise to their restoration and conservation work.

Nearly 40 active members, divided into seven teams, comprise the museum's volunteer crew:

VOLUNTEER DEPARTMENT	VOLUNTEER DEPARTMENT HEAD
Aircraft Collection	Robert Arnold
Archives and Collections	Don Grimsley
Photos and Imagery	Bill Brereton
Public History	David Riach
Registry	Charlotte Katz
Restoration	Marsh Pettitt
Tours	Gerry Suski

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

In the late summer of 2020, the volunteers transitioned their projects to our new 27,000 square foot storage and workspace on Church Avenue. They had previously been doing their work in the sometimes overly cozy confines of the Border Street office. At the Church Avenue facility, they now enjoy ample room to continue the essential restoration, exhibit development, conservation, and data management work.

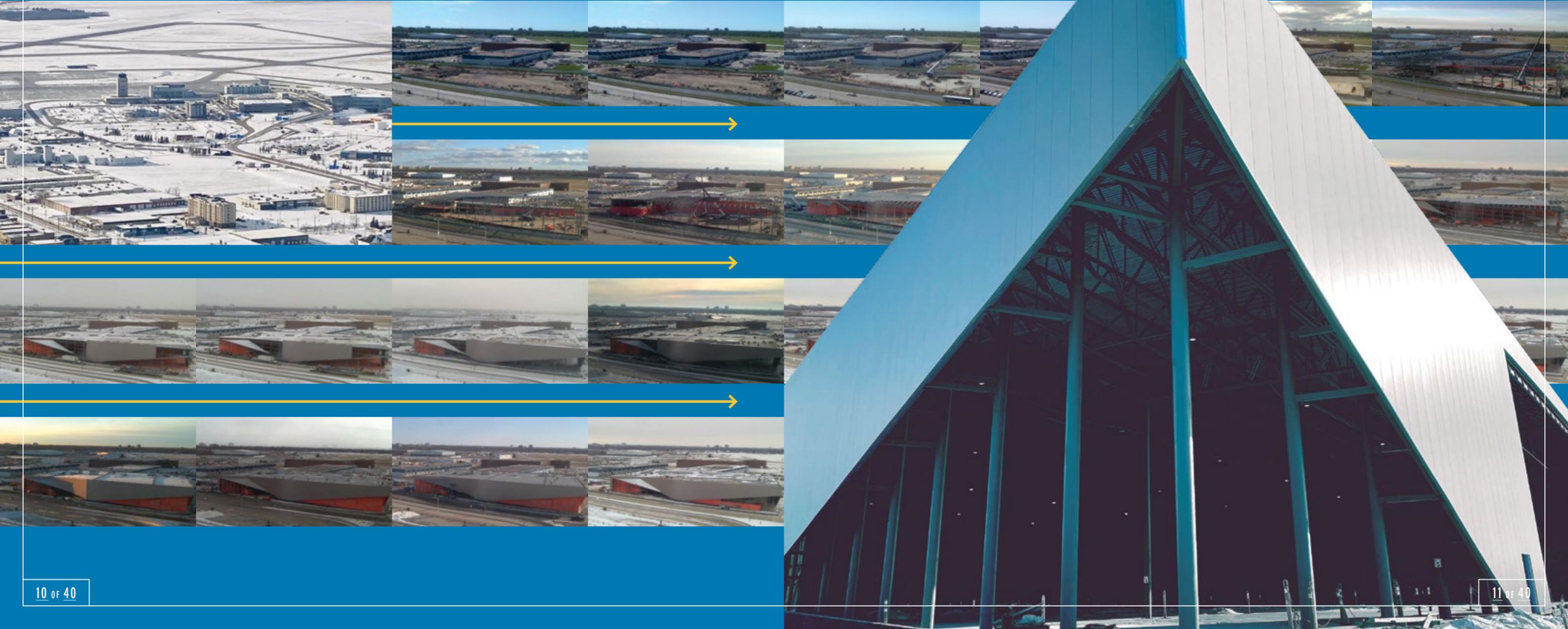


Volunteers Linda Hudson (foreground) and Charlotte Katz (background) working on the Collections Database System.

In April 2020, as PCL Construction began setting up fencing around our new museum's property, our valued partner Winnipeg Airports Authority helped us to install a camera on the southeast corner of the airport control tower, pointing directly at the construction site.

The camera has taken a single picture every Monday since July 5, which, when assembled chronologically, now provides a beautiful time-lapse of the museum taking shape.

CONSTRUCTION



MUSEUM TRANSFORMATION

STRATEGIC PLAN

The sole focus of the museum's leadership team from 2005-2018 was setting the required activities into motion for commencing the construction of a new museum.

Intensive activity ensued on several fronts - design and development of the new facility, exhibits, collections, programming, business modelling, and planning for the organization to lead and manage its operations.

The RAMWC's Board of Directors and senior leadership team quickly recognized that the museum needed a practical, comprehensive strategic plan to guide decision-making and its ongoing day-to-day operations.

After eliciting feedback from RAMWC members, Capital Campaign Cabinet members, staff, volunteers, donors, partners, and community groups, the Board of Directors and senior leadership entered into a four-step interactive strategic planning process.

The planning process facilitated articulating what a successfully transformed museum will look like:

OUR FUTURE WILL BE DEFINED BY	HOW WILL WE KNOW WE ARE SUCCESSFUL
Recognition as a world renowned museum	Sixty per cent net awareness
A great customer experience	One hundred per cent net promoter score
Greater, fully engaged membership	Sustained membership over 5,000
Widely expanded and increased attendance	Over 70,000 visits per year
Employer of choice for staff and volunteers	Sustained high level of employee engagement
Imagine Canada accreditation	Full accreditation

And then what was needed to do to get there, which is the 2020-2023 Strategic Plan, which is built on seven strategic directions, specifically:



The strategic plan guides everything that we do. The outcome of the seven strategic directions also helped define our role within the community and the museum's unique selling proposition - to educate, entertain and inspire the next generation of people for the aviation industry.

BUILDING COMMITTEE REPORT: BREAKING GROUND. OUR PHYSICAL TRANSFORMATION

The new Royal Aviation Museum of Western Canada will not be the same museum that was closed in October 2018. The design and innovations planned for the new, world-class Royal Aviation Museum of Western Canada will ensure that visitors will leave

inspired, educated, and entertained with the rich history of Canadian aviation. When shovels broke ground on May 1, 2020, a beautiful new museum began to take shape.



INDIGENOUS INCLUSION



The Royal Aviation Museum of Western Canada seeks to honor and commemorate the history of Indigenous Peoples and aviation in Western Canada while engaging with the complex history of travel, trade, and relationships in this place. We are committed to facilitating a safe space for reconciliation to occur.

The new home of the Royal Aviation Museum of Western Canada is located on Treaty 1 territory, the traditional territory of Anishnaabeg, Cree, Oji-Cree, Dakota, Lakota, and Dene Peoples, and the homeland of the Métis Nation.

We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to moving forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration.



Establishing a strong and clear Treaty Acknowledgement is an essential first step; however, the subsequent and most critical step is committing to a tangible Indigenous inclusion strategy delivering on truth and reconciliation.

To this end, the Royal Aviation Museum of Western Canada has been partaking in an Indigenous inclusion and content project initiated with and overseen by Dr. Niigaan Sinclair,

an Associate Professor from the Department of Native Studies at the University of Manitoba.

During this session, stakeholders identified four principle themes for stories that the museum would be sharing moving forward, specifically, history, science, innovation, and relationships; where applicable, the representation of Indigenous Peoples' perspective can occur.

Moving forward, the RAMWC is undertaking four significant commitments for Indigenous inclusion and content in its exhibits.

1. Including Indigenous content and history, wherever merited throughout exhibitory and the overall strategic plan of the museum
2. Planning to partner with Indigenous stakeholders in communities impacted by the history of aviation in Western Canada and co-curate galleries of those communities
3. Committing to an Indigenous human resource hiring plan, training initiatives for existing staff, and ongoing implementation of our policies and practices to support the United

Nations Declaration on the Rights of Indigenous Peoples and address calls to action #67-70 from the Truth and Reconciliation Commission final report

4. Committing to fostering ongoing relationships between Indigenous communities and the museum itself via public education, outreach, and engagement with Indigenous youth via internships, touring, and in-community support activities.

The Royal Aviation Museum is committed to Indigenous Inclusion because not only is it the right thing to do, but because Indigenous Peoples were an integral part of Canada's rich trail-blazing aviation history in the north, providing leadership, support, and partnership.



Niigaanwewidam James Sinclair (Niigaan Sinclair) is Anishinaabe and an Assistant Professor at the University of Manitoba. An expert in Manitoba Indigenous history, he previously worked as Indigenous Content and Exhibit Curator at the Forks National Historical site in downtown Winnipeg. He is a member of the Norway House Cree Nation.

CELEBRATING CANADA'S FIRST WOMEN OF AVIATION



The museum strives to inspire women to reach for the sky and consider careers within the aviation industry. We are working in partnership with multiple aviation organizations to provide opportunities for women to follow their dreams.

These trailblazers fought against discrimination and won, opening up the opportunity for all women who have followed.

1. **Margaret Littlewood:** First female RCAF instructor
2. **Ann Weetaltuk:** Canada's first Indigenous flight attendant
3. **Lucile Garner-Grant and Pat Eccleston:** Canada's first flight attendants
4. **Rosella Bjornson:** First female airline jet pilot in Canada
5. **Elsie MacGill:** "Queen of the Hurricanes," was the world's first woman to earn an aeronautical engineering degree
6. **Lorna Nichols:** Canada's first female bush pilot started her career flying in northern Manitoba in 1954
7. **Leah Mosher:** One of the first three women to earn their wings in the Canadian Armed Forces
8. **Captain Robyn Shlachetka and First Officer Raven Beardy:** Manitoba's first female Indigenous medevac team



THE HEART OF OUR PURPOSE: OUR GUESTS

The museum's guests sharing their love, via Tripadvisor

They have an amazing aircraft and flight artifacts. The fascinating! We can't wait for them to re-open as an adventure for the whole family! ♥ Took my father WWII pilot and like a kid in a candy shop looking at all the planes a child I would go almost every week and it was awesome. Now that the museum will be moving from its old location to a new one at Winnipeg international airport in two or three years. It will be sad to see a famous Winnipeg attraction go, but until then every one should go before they move. ♥ One of Winnipeg's best kept secrets ♥ They have an amazing collection of vintage aircraft and flight artifacts. The stories from the volunteers are fascinating! We can't wait for them to re-open in their new facility! I definitely recommend this as an adventure for the whole family! ♥ I was surprised to learn that Canada's first helicopter, and I think the 2nd in the world was invented by 3 brothers from Homewood, MB.. ♥ Super fun place if you love airplanes! ♥ Every time I revisit my hometown of Winnipeg I make a point of visiting this terrific museum. A plane lovers delight and well worth the visit. ♥ Being from Winnipeg and coming back to visit we didn't realize how good this museum was. ♥ I especially enjoyed the Bush Plane area though. I'm not from Canada and these aircraft are an excellent exhibit showing these elements of Canadian Aviation. ♥ I will be returning and bringing family and friends. ♥ I live in Ottawa, where we have a national museum dedicated to air and space, but this in Winnipeg covered its own 'territory' in a very special and effective way. ♥ Aviation heaven: If you are a fan of early mid Canadian aviation don't miss this one. The volunteers are dedicated and knowledgeable. ♥ A wonderful place run by a staff and a ton of volunteers. I love it. Lots of great displays and knowledgeable people to give you a tour ... Fun for all ♥ Someone suggested the air museum and I thought maybe I'll go shopping instead. Well I'm so glad I decided to visit this remarkable gem. ♥ Go back in time and see some of great Canadian Aero history. ♥ Have been to other museums, the ones in Ontario and even the Smithsonian, but none of them have planes as significant to early Canadian history as this one. Their Bush plane collection is unmatched. The individual attention was also better than any other museum ♥ It's obvious that everyone working there wants to be there. ♥ Great displays and some really surprising items. ♥ Lots to see. Even a flying saucer looking aircraft. ♥ This Museum is Canada's second largest aviation Museum - but its exhibits are exceedingly informative!! There are 24 aircraft- covering a long period of aviation!! There are also "functioning flight decks" as well as an interesting and important exhibit focusing on Women's role in aviation!! For anyone with an interest in many/any aspects of aviation this is a DEFINITE MUST SEE! ♥ This facility is wonderful - to see the thousands of hours that craftsmen put into restoring and building these planes - they are amazing ♥ Went for the UFO Car stayed for everything else ♥ My cousin and I were fascinated with the boat plane that had been rebuilt by volunteers, to learn it was done from drawings and pictures alone was amazing. ♥ People should come more often to this place. Admission fee won't break the bank and you get to learn more about the history of aircraft in Canada. If you get lucky like we did, someone let us in on that huge Air Canada plane and shared the history of it! ♥ The development of engines was fascinating, as well as how to best carry a canoe on your pontoon. From bush planes to the Avro Arrow, to the Black Brant rocket, I'd reserve a trip there to get your aviation fix. ♥ Surprises around every corner. Got to actually go inside the displayed Viscount, wow, a trip back in time! Lots of displays and on-going restotations to view and how about that Arrow nose cone! ♥ This was a great, great experience. Fun, interesting, full of activities, great information ... never knew how innovative and entrepreneurial our pioneers of early flight were. Love the staff and my grand kids did not want to leave, even after 3 hours! ♥ Winnipeg is very lucky to have such a wonderful aviation museum and it really ought to be much more well known in the city. It houses an impressive variety of aircraft covering most eras of flight and uses, such as fighter, passenger, cargo, and bush planes. ♥ Take your time and enjoy the scenes of times past. ♥ Our tour guide was fantastic. He was able to answer all my son's many questions, even the irrelevant ones! ♥ As a pilot, museum member and contributor of much memorabilia, I can assure you that anyone with an interest in aviation history will be very impressed, particularly if they are interested in the opening of Canada's north. ♥ Come and be dazzled by the awesomeness of the hangar. There are incredible stories that involve daring men and women in the history of Manitoba including Winnipeg. ♥ The museum is home to over a century of planes, some built from scratch just to recreate the history. Speaks volumes of the efforts the guys have undertaken to restore planes to preserve traditions and history.



Tripadvisor Reviews submitted by guests prior to the museum's closing in 2018.

CAPITAL CAMPAIGN



CAMPAIGN CO-CHAIRS MESSAGE



Thanks to the tremendous generosity shown by the community, we are pleased to share that the Climb Aboard! Capital Campaign made significant progress in 2020, propelling us closer to our goal of raising \$46M to transform the Royal Aviation Museum of Western Canada into a world-class destination that will **educate, inspire** and **entertain** local, national, and international visitors.

We set a goal to raise \$2.6M in 2020 and are pleased to share that we exceeded our goal and raised a total of \$2.8M - bringing the campaign total to \$39M - 85% of the way complete!

With generous investments from all levels of government announced in 2019, construction began in the spring of 2020, and PCL Construction and our many partners are doing an outstanding job building the museum's new home. The building itself is an architectural masterpiece by any measure and extraordinary contribution and stunningly attractive addition to our city. The new 86,000 square foot facility came to fruition over the year, with the building completely closed in and interior development well underway by December 31, 2020.

Reflecting on a year filled with milestones for the museum, we are grateful to you, our community, that made these achievements possible. **Thank you for your incredible generosity.** Every gift received is responsible for bringing the new museum to life. Thank you, we can't wait to welcome you when we open our doors in early 2022!

Ross Robinson and Blain King
CO-CHAIRS, CLIMB ABOARD! CAPITAL AND ENDOWMENT CAMPAIGN CABINET

CAMPAIGN CABINET

ROYAL PATRON

His Royal Highness Prince Edward, Earl of Wessex, KG GCVO ADC(P)

HONORARY CO-CHAIRS

Hartley T. Richardson, L.V.O., O.C., O.M.
Dr. Arthur V. Mauro, O.C., O.M., Q.C.

CO-CHAIRS

Ross Robinson
Blain King

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Edward Kennedy, Hubert T. Kleysen, Fred Mannix, O.C., Peter Mansbridge, O.C., Greg McDougall, Ramond McFeetors, Andrew Paterson, Dr. Donald S. Reimer, Calin Rovinescu, Bill Wehrle (posthumous), Maxwell W. Ward, O.C., A.O.E. (posthumous)

CAMPAIGN CABINET

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Rennie Zegalski
SECOND VICE-CHAIR

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THIRD VICE-CHAIR

Tristan Senak
TREASURER

James Neirinck
SECRETARY

DIRECTORS

Gary Bell
David T. O'Connor
Barry Bembridge
Ron Jonkman
Major David G. Jones
Andrew Stewart
Douglas McLennan
Ken Webb
Bill Medd



BUILDING ON SUCCESS. SEIZING OPPORTUNITY.

Thanks to the investment by our three levels of government, the dedication of our Campaign Cabinet and Board, and the generous donations of members of our community, we have surpassed 85% of our campaign goal! But we cannot reach our destination without you.

Will you consider donating to the Campaign today? Your donation will ensure we can tell the story of Western Canada's aviation history and provide a world-class experience to visitors of all ages and backgrounds.

Terry Slobodian
PRESIDENT AND CEO

GOVERNMENT SUPPORT

Government of Canada
Government of Manitoba
City of Winnipeg

PRIVATE DONORS

\$1 MILLION+

Dr. D.S. Reimer
Exchange Income Corporation
Richardson Foundation
The North West Company
The Tallman Family

\$500,000-\$999,000

George and Tannis Richardson Fund
The Paterson Foundation
The Winnipeg Foundation

\$250,000-\$499,000

Bob Williams
Johnston Group Inc.
Raymond McFeetors
The Hastings Family
Valerie MacKenzie and Family

\$100,000-\$249,999

Andrew and Kaitlyn Somers
Anne and Joe MacDonald
B.A. Robinson Co. Ltd.
Blain and Barbara King
Bob Silver
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Canadian Imperial Bank of Commerce
Chipman Family
Doug Harvey and Maxim Truck and Trailer
Fast Air Executive Aviation Service

Fraser Somers

Jim and Janice Tennant
Jim and Leney Richardson and Family
Northern Lights Petroleum Ltd
Pauline Hawes
Ross Robinson Family Foundation
Taillieu Construction Ltd.
Tannis and Francois Chabot
Taylor B. Somers
The Murphy Foundation
Western Canada Aviation Museum Foundation Inc.

\$50,000-\$99,999

Bank of Montreal
Bill Parrish Sr.
Charlie Spiring
Estate of Stan Wagner
Gord McNaught
Margo Morberg
Michael Nesbitt
PCL Constructors Canada Inc.
Power Corporation of Canada
The Asper Foundation
Thomas Sill Foundation

\$25,000-\$49,999

Gary Buckley
Golden West Radio
Gordon McNaught
Mauro Family Fund
Murray Auto Group
Paul and Wendy Kuzina
Price Family Foundation
Shirley Richardson

\$10,000-\$24,999

Burns Foundation Fund
Cambrian Credit Union
Dan Murray
Doug Murray
Elizabeth Kristjansson
Ernst Hansch Foundation
Harris Leadership Strategies
Kozminski Family Foundation
Murray Auto Group
Nick Logan and Christine Skene
Nor-Tec Group
Perimeter Aviation Education Foundation
Robert Scurfield and Associates
Ron and Sandi Mielitz
RTDS Technologies
View West Foundation

\$5,000-\$9,999

Alan Wolfe
Balcaen Family Trust
Bruce D. Emberley
Gary Bell
Hubert and Bernice Kleysen
Jerry Gray
Ken and Barbara Webb
Martin Weinberg
Robert Spear
Sheldon and Penny Bowles
Wawanesa Insurance
William Pratt

*This list is inclusive of gifts and pledges \$5K and up, as of December 31, 2020

THE GHOST OF CHARRON LAKE

Encountering a powerful storm while flying North in December 1931, Pilot Stuart McRorie and flight engineer Neville "Slim" Forest felt it prudent to land their plane on frozen Charron Lake, Manitoba, and wait out the storm.

During the landing, the Fokker Standard Universal broke through the ice. The two camped by the plane the first night and then walked to shore, where they set up camp awaiting rescue.

The stranded airmen spent many days waiting for rescue, which never appeared.

Their proactive attempts to be noticed - keeping fires burning on two islands and placing a large ring of spruce saplings out on the ice - went for naught. They resorted to catching rabbits for food when their supplies ran out.

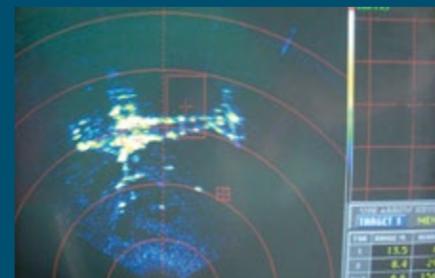


Pilot Stuart McRorie

Fortunately for the men, Indigenous fur trapper Tom Boulanger saw their fire, returning from trapping on the north end of the lake to his southern camp, and he brought them to his base. He rounded up two dog teams and another Indigenous guide to get them to safety. As the dog teams headed onto the ice near Little Grand Rapids, the party was spotted

In 1976, forty years after the Fokker Standard Universal disappeared in Charron Lake, a search team began hunting for its location. The hazardous recovery efforts continued through nine expeditions over the next 30 years.

In 2005, a team of divers and technicians finally confirmed the location of the missing Fokker using sophisticated sonar equipment.



from the air by pilot Alfred ("Westy") Westergaard, who landed nearby and then flew the airmen back to Winnipeg.

Likely in May 1932, the Fokker Standard Universal, with its tail in the air and nose underwater, slowly, silently slipped below the surface during spring breakup. It "flew" its last flight, coming to rest on the bottom.



Over the next two years, the team carefully raised each piece of the aircraft, including its well-preserved engine.

Thanks to the meticulous work of our conservation staff and volunteers, guests of the RAMWC will get up close and personal with the Ghost of Charron Lake when the museum opens in early 2022.



S&S Aircraft Ltd. Propeller, manufactured in Winnipeg

COLLECTIONS AND CONSERVATION



Trans Canada Airlines pilots' hat



Baggage with Trans Canada Airlines sticker

PREPARING FOR OUR HOMECOMING

Inspired by the museum's newly implemented Strategic Plan, the Collections Team got to work planning and executing the objectives needed to achieve World-Class Collection status.

However, just as the year was off to an energetic start, a challenge arose when the museum received notification that it was losing one of its temporary storage sites. The process to find a replacement storage site began immediately.

What started as bad news turned out to be one of the best news stories of 2020: identifying and securing a lease for a 27,000 square foot facility located at 1431 Church Avenue.

Church Avenue has been a game-changer for our entire organization. Our collections,

staff, and volunteers were spread out at facilities throughout the city until its acquisition. Church Avenue would become our homeplace, allowing us to work together, side-by-side, while social distancing. With its expansive warehouse, our collections now stored safely in one place, our restoration and conservation capabilities expanded, Church Avenue enabled more effective collaboration on developing our new exhibits.

By centralizing our collection and people into one facility, we are now on track to having everything ready for the museum's grand opening in early 2022.



Canadian Air Cadets cap pin c. Second World War

COLLECTIONS AND ARCHIVES

Despite the challenges presented by the COVID-19 pandemic, the Collections Management team took significant steps to ensure the preservation and conservation of RAMWC's collection.

One such step was recognizing the need for a skilled Conservator to implement and train staff in conservation practices. To address this need, the museum hired a conservation consultant. Over the year, the new Conservator and the Collections Team Lead worked together to establish basic conservation guidelines for the museum to use in the future, creating clarity and productivity for staff and volunteers alike.

The other step taken was creating an opportunity for Collections volunteers to step away from their traditional roles of cataloguing and spend some time working on projects within the conservation department. In the past, many Collections volunteers expressed interest in handling the artefacts physically and being a part of their preservation. Implementing an enhanced work opportunity for volunteers was a massive success for staff morale and productivity.



Original wooden ski from G-CAJD, the aircraft better known as the "Ghost"



Weight scale originally used at Terminal 1 of the old Winnipeg airport

Volunteer Gerry Suski cleaning wooden aircraft ski



Conservator assessing parts from the "Ghost"



KEY PROJECTS

The team made significant progress towards accomplishing critical business objectives within the museum's new strategic plan through several key projects and initiatives.

DEVELOPING A COLLECTION AND CONSERVATION POLICY

One of the most significant achievements of 2020 was establishing a new, comprehensive Collections Management policy.

This new policy outlined and adopted procedures that reflect best practices in preservation and restoration. It is of note that the policy also covers an emerging area of collections management pertaining to the handling of Intangible Cultural Heritage. Incorporating this area into the policy made the museum a leader amongst Canadian museums.

ARTEFACT CONSERVATION

Just like any object will age and break down over time, a historical collection of industrial artefacts needs conservation work to preserve its existence and its stories for future generations.

A good portion of the museum's artefact collection has spent years outside, often in unsavory conditions. They have been worn down and suffer from deteriorative conditions. Objects hauled from the bottom of lakes or the sides of mountains after decades come to resemble the wilderness more than parts of an aircraft.

It takes hours of work to preserve these pieces of history. Instead of bringing items back to a "new condition," our conservation team works to keep every dent, scratch, rip or tear because each imperfection reflects the history of the object, and these are the stories we want to share with our museum's guests.

Some of the conservation projects in 2020 included:

The Froebe Helicopter: Cleaning drip marks from rain and oil leaking from the frame.

Junkers Float: Removing a micro-environment from inside a float after the float spent many years sitting outdoors.

Ghost of Charron Lake: Cleaning mold from wood and corrosion from the metal parts from the original Ghost aircraft.

COLLECTIONS DATABASE

Another essential strategic deliverable was procuring and implementing a state-of-the-art collections database system. By year-end, the system was 90% completed. The database has been invaluable for exhibit research for the new museum.

EXHIBIT DEVELOPMENT

Finally, the Collections Team supported exhibit development for the new museum by providing exhibit designers Reich&Petch with images and measurements for hundreds of items. This rigorous exercise was invaluable. It allowed the designers to build accurate 3D models of our galleries, ensuring that the artefacts had safe and adequate space within the new museum layout.



RCAF compact powder case



Conway and P&P Tool box from Trans Canada Airlines for changing an engine

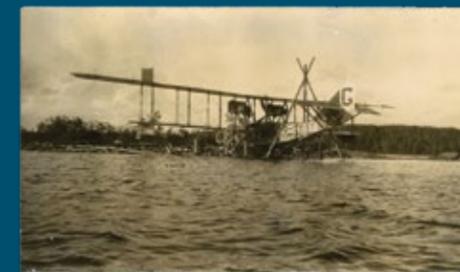


Falcon heat seeking air-to-air missile

INDIGENOUS AVIATION STORIES

INTERLUDE #5

The first plane that flew over Norway House was a federal government Felixstowe flying boat.



Field repair of Felixstowe

“My father began to shout, 'Here it is! Look to the West!' It sounded like it was going to storm, but all that noise was coming from the airplane.”

Norway House resident Tommy York

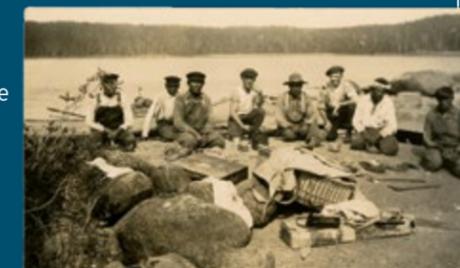
A few days later, they returned and took the first-ever aerial photo of the community.

In 1922, the same Felixstowe flying boat was on a Federal Government photo mapping project when it was damaged during a routine landing to refuel at Pikangikum Lake, Ontario. The plane had run against rocks in shallow water, scraping a massive hole in its wooden hull.

Now trapped on a treeless rocky island, local First Nation residents came to the rescue, carrying tipi poles on their canoes to lift the plane, and partnered with the aircrew to repair the hull with some spare tongue-in-grove floorboards.

After a shared meal and a shared ceremonial pipe, the aircrew safely flew back to base at Victoria Beach, Manitoba.

It was just one of many occasions when Indigenous people came to the assistance of aviators who crashed or lost their way in the northern wilderness.



Lunch break for work crew

Mapping project pilots Leigh Stevenson and Rod Ross donated this photo collection documenting the repair and described the event in audio interviews conducted in the 1970s by Royal Aviation Museum founders.

Community engagement research is ongoing to identify the indigenous rescuers, to give credit for their critical contribution now nearly 100 years ago.

Indigenous work crew transporting tipi poles by canoe during Felixstowe repair



EXHIBIT DEVELOPMENT AND OUTREACH PROGRAMMING

THE POWER OF STORY TELLING

The exhibit design process adopted a story-focused approach for showcasing the museum's world-class aircraft collection in a way that is accessible and engaging for all audiences.

A story-focused approach will emphasize the unique history of the aircraft and artefacts on display while highlighting the role of everyday people in making the Manitoba aviation industry what it is today.

Our exhibits will go beyond the cockpit to highlight the roles of pilots, designers, mechanics, flight attendants, and the passengers and communities they served. This approach incorporates oral history and other modern research techniques along with traditional written accounts.

The use of oral history and a story forward approach has also opened the door to collaboration with Indigenous communities and elders, who have shared unique perspectives on the role of aviation and the impacts of aviation in their communities.

Everyone has a story to tell. The Royal Aviation Museum of Western Canada will create an inclusive environment to hear the legends of bush pilots and other daring aviators said in their own voices.

Collecting and sharing the stories of the people behind the airplanes comes with the responsibility to honour the memories and lives of the history makers we represent. It requires training and academic methods supported by staff and volunteers, including a modernized collection management policy that defines protections for Intangible Cultural Heritage.

EXHIBIT DEVELOPMENT PROCESS

Five phases, engaging key stakeholders at every step, comprised the museum's new exhibit development process. Phases one through three occurred this past year.

PHASE 1

JANUARY-JUNE 2020 CREATING A MASTER PLAN

January 2020

Visioning Workshop

Engaged a broad and diverse stakeholder group to help establish our future exhibits' development goals and objectives.

This session helped to crystalize the core principles of exhibit development, namely: Storytelling, Education, Inspiration, Community Engagement, Indigenous Perspectives, and Memorable Experiences for our guests.

It also yielded four principle types of stories that the museum would be sharing moving forward: History, Science, Innovation, and Relationships.

February-March 2020 Assessing the Collection

Driven by the Visioning Workshop Report, a storytelling-focused approach to exhibit design was officially selected, focusing on the iconic and unique history

of the museum's aircraft collection to create authentic experiences highlighting Manitoba's globally significant contributions to aviation history.

This decision resulted in an initial layout plan featuring 21 aircraft in 12 Interpretive Zones.

April-June 2020 Refining Interpretive Approach

Work commenced creating the initial interpretive messaging in collaboration with Reich&Petch Interpretation Specialist Irene Chalmers.

The museum hosted a second community visioning session. It included the initial visioning session core group and experts on women's topics in aviation, Indigenous education, and aerospace sciences.

This session led to four additional interpretive zones highlighting suspended aircraft, military heroes, a hands-on engine room, and an archival display.

PHASE 2

JUNE-OCTOBER 2020 CREATING A SCHEMATIC DESIGN

June-October 2020

Schematic Design Developed

The team outlined and confirmed the stories and displays within the 16 exhibit zones. Selection of artefacts for each exhibit was the team's primary goal in this phase, along with filling some gaps in our content knowledge, especially Indigenous perspectives in aviation history, with comprehensive research and community consultation.

Achieving Manitoba Curriculum integration through three hands-on educational zones, ensuring programming opportunities for learners of all ages, abilities, and interests.

PHASE 3

NOVEMBER-DECEMBER 2020 DETAIL DESIGN

November-December 2020

Detail Design Developed

The work began drafting text for display panels throughout the museum. To accomplish this, the team recruited a local Interpretation Specialist, Paula Kelly.

Based on research summaries assembled by the museum's Volunteer Public History team, the exhibit development team delivered the first draft of story panels and artefact aircraft labels.

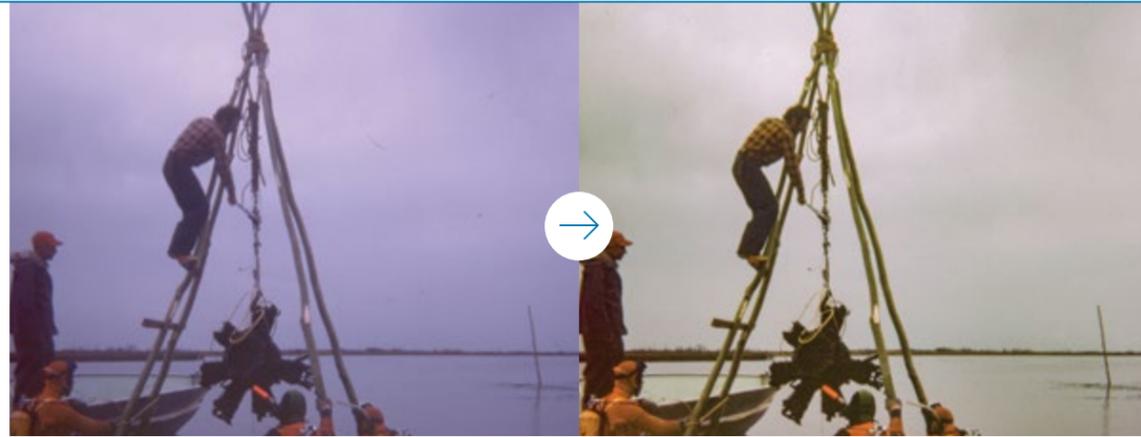
Following vetting by volunteer researchers, the completion of key messages and preliminary text drafts occurred in December 2020.

"Once again, you are doing a fabulous job to engage the community as the museum comes together. A very methodical, thought out approach! Bravo to you and your team!"

- Raquel Lincoln,
CHAIR OF AIR CADETS AND
EXECUTIVE DIRECTOR OF MANITOBA AVIATION COUNCIL

ART AND IMAGERY COLLECTION

This past year, the Art and Imagery Collection volunteer team has committed a great deal of its time supporting exhibit development efforts. Their ability and enthusiasm for this project have been pivotal for meeting timelines and content objectives.



When not working on exhibit development, the team has been continuing its decade-long task of digitizing (scanning) the museum's estimated 60,000 images consisting of black and white prints and negatives, color prints and negatives, slides, and digital images, and entering them into a computer database.

After scanning images, the team also does stunning work preserving history by touching up and restoring faded and worn photos back to their original appearance. These efforts help add colour and character to the museum's stories for future generations to enjoy.

BEFORE

AFTER

OUTREACH AND EDUCATION PROGRAMMING

In 2020, the museum continued its effort to bring entertaining and inspiring programming to schools across southern Manitoba with its "In Pursuit of Flight" outreach program.

Following an intensive review of STEM and early childhood curriculums, the museum's longtime Children's Program Coordinator, Chris "without the Hat" Parsons, developed interchangeable, grade-specific modules. These new modules allow the museum to provide the same great educational content to any elementary-age classroom, from kindergarten to grade 6. Additionally, Chris created a new paper airplane outreach workshop to offer a wider variety to the museum's programming.

Momentum was high in January and February, as 64 classrooms booked programming. If executed, it would have engaged more than 1200 participants across seven school divisions, traveling as far as Steinbach and Niverville.

While the museum's outreach program started the year with significant promise, the sudden emergence

of the global COVID-19 pandemic shut down all Manitoba schools, and progress was abruptly halted. With schools closed to non-essential visitors, the Children's Program Coordinator's efforts shifted toward developing virtual solutions for school programming. This new approach to student education will be innovative and exciting and will enable the museum to do its part in creating and strengthening connections within our community.

“ The presentation (and presenter) was engaging - the students responded well! ”

- D. Baron,
GRADE 5/6, GARDEN GROVE SCHOOL

Staff will be launching the new virtual programming in early 2021.

“ 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



Chris "without the Hat" Parsons

CARRIER PIGEONS

WINGING IT IN THE UNCHARTED NORTH: A PILOT'S COMMUNICATIONS LIFELINE

At the Civil Government Air Ops Vedette bases in Lac du Bonnet, Victoria Beach, or La Ronge in the 1920s, working side-by-side with the pilots was a full-time pigeoneer, tending to a house-full of homing pigeons. Often, the pigeon house was the first permanent structure on the base.

Before radios or telegraph, pigeons were the bush pilot's communications lifeline. Early Vedette pilots usually carried at least two pigeons in their planes. A note could be attached to the pigeon's leg in an emergency, and once released, it would hopefully return to the base.

Because a pigeon flying over the woodlands of the Canadian North would attract the attention of hungry hawks or owls, two pigeons were always released at the same time to improve the odds of a timely rescue.

The museum has a stuffed carrier pigeon in its collection known to all as "Rex." According to collection records, Rex was hatched in April 1925 in Sandringham, England, and died in Dartmouth, Nova Scotia, in May 1940. He was one of fifty racing pigeons donated by the late King George V to the RCAF from the Royal



Pigeon Lofts at Sandringham, Norfolk, England, in June 1928.

In a glowing tribute within his file, an anonymous source gushed that,

"Rex was a bird to remember.

A favourite of pigeons and aircrew alike."

With such glowing accolades, it was clear that the museum needed to feature Rex within this annual report, so staff booked a photo session.



The real Rex

However, when the Collections Team did some additional research, they learned a different carrier pigeon was inside the protective crate in storage. It turns out that Rex never made it to the Royal Aviation Museum of Western Canada and has been on display at the Canadian War Museum in Ottawa all along.

Then, who was this carrier pigeon in Rex's place? Was he or she the second pigeon riding with Rex on every flight? Was he or she as popular and well-liked as Rex? Unfortunately, answers to these questions may remain a mystery forever.



Unknown pigeon

MARKETING AND COMMUNICATIONS

NEW DIRECTION

With the new museum's construction about to begin, work also began transforming how staff delivered marketing and communications programming and services to both its internal and external customers.

The sudden onset of the COVID-19 pandemic and the subsequent health orders added urgency to this effort, as the marketing staff needed to find innovative, effective ways to engage with the public.

To support the marketing delivery enhancement priority, staff identified and pursued three critical needs for implementing an effective multi-faceted marketing strategy:

- 1 Acquiring proprietary customer segmentation and insights**
- 2 Designing new branding befitting of the transformed museum**
- 3 Redeveloping the museum's website as the means to deliver visitor experience objectives and revenue expectations**



Implementing an earned media strategy was a key initiative this past year.

Earned media is highly effective because it is delivered to the public by a third-party, credible source. Best of all, it doesn't cost anything.

Over the year, the museum issued eight media releases, resulting in significant TV, online, print, and radio earned media opportunities.

CUSTOMER INSIGHTS

Museum staff engaged **Probe Research** to acquire foundational insights into the museum's current and future customers and their needs and expectations for the new museum, its exhibits, services, and amenities.

From August 31-September 14, 2020, a comprehensive online research study of 1,212 Manitoba adults was executed, including 1,000 Winnipeg respondents and 212 from rural/northern Manitoba. Also, to gain insights into the museum's current customers, 468 of the study's participants were donors, volunteers, members, and supporters. Shortly after the online portion of the study, researchers also engaged focus groups to get more detailed feedback and insights.

The study's final report revealed that the museum has two key consumer segments

that are very likely to visit the new museum - the Flight Fanatics, typically male aviation buffs, and the Engaged Traditionalists, who tend to be older history and museum lovers. Together, these two groups represent 43% of Manitobans (and 45% of Winnipeggers).

Besides its obvious benefit for guiding the development of a rebranding and marketing strategy, the research report has also been instrumental for enabling informed decision-making and effective allocation of resources in all areas of museum operations, including, but not limited to, the museum's structural design elements, future exhibit content, and visitor experience.



Engagement with the museum's stakeholders and community increased with the implementation of new monthly newsletters for donors, volunteers, and teachers when COVID restrictions would not allow meeting in person.

NEW BRANDING BEFITTING THE NEW MUSEUM

After an extensive RFP process, the museum selected Winnipeg marketing agency **Relish New Brand Experience** to develop RAMWC's updated brand identity.

The Probe Research study had uncovered that only five percent of Manitobans could accurately cite the museum's full name. The transformation of the RAMWC into an architectural masterpiece, offering a best-in-class museum experience, made it necessary to build a modern and powerful brand identity to match.

Relish executives had attended the Probe Focus Groups and learned firsthand from customers about what they expected from an iconic museum and visitor experience. From what they learned from the focus groups, Relish developed a beautiful new logo and brand identity that resonated strongly with internal focus groups composed of staff, volunteers, board members, and stakeholders, held in December.

By year's end, the museum had its new identity.



ROYAL AVIATION MUSEUM
OF WESTERN CANADA

The new logo draws inspiration from Canadiana, aircraft innovation, flight planning, and making connections.



WEBSITE REDEVELOPMENT: CONNECTING ONLINE

With a new brand identity established, the final piece supporting marketing delivery enhancement was redeveloping the museum’s website.

With plans to launch the new website in early 2021, staff worked with Relish to develop both the structure and content for the first iteration of the new website, including e-commerce functionality.

The long-term vision for the website is for it to be a virtual portal for customers

to have information at their fingertips and have 24 hours-a-day access to all of the museum’s products and services.

The website will allow customers to purchase memberships, admissions, parking, book events, meeting space, and buy merchandise. Staff will develop this functionality in 2021.



The marketing team supported the museum’s Climb Aboard! Capital Campaign with regular social media posts and an innovative Virtual VIP Hard Hat Tour for donors. The team also built awareness for the Giving Tuesday initiative that raised \$2,000 for the museum’s Education Access programming.

FINANCIALS

VICE PRESIDENT OF FINANCE MESSAGE

The 2020 fiscal year was notable for the Royal Aviation Museum, as in Q2, construction of our new home began. We will also always remember this past year as one of the most challenging times society has faced - as it struggled with the global COVID-19 pandemic.

As we review the museum’s 2020 financials, the numbers reflect the organization’s activities related to the construction of its new home while navigating the COVID-19 crisis.

Implementing and supporting a remote work structure for staff, introducing safety procedures at the office, and purchasing Personal Protection Equipment, clearly drove higher than anticipated operating costs. However, while COVID-19 led to higher than budgeted expenses, donor generosity via gifts and pledges, and timely Government subsidy

programs helped offset operating budget over-runs, and the museum’s cash flow remained strong throughout the remainder of the year, coming in under budget at year’s end.

Finally, despite the economic downturn in early 2020 caused by the pandemic, the museum’s investment income also remained strong, as the museum fortuitously selected the correct investment vehicles to weather the storm.

As we closed off 2020, we were pleased to announce that all capital projects, including the museum construction project, were both on time and on budget.

Dennis Deng
VICE PRESIDENT OF FINANCE

REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2020

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, 2020, 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, 2020. We expressed a qualified opinion on those financial statements in our report dated May 26, 2021.

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 7, 2021. 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, 2020 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, 2020

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 26, 2021

ROYAL AVIATION MUSEUM OF WESTERN CANADA SUMMARY CONSOLIDATED STATEMENT OF OPERATIONS

YEAR ENDED DECEMBER 31, 2020

	OPERATING FUND 2020	CAPITAL FUND 2020	ENDOWMENT FUND 2020	TOTAL BOTH FUNDS 2020	TOTAL ALL FUNDS 2019
REVENUE					
Admission, memberships and programs	\$ 2,275	\$ -	\$ -	\$ 2,275	\$ 8,152
Donations and contributions	51,395	6,388,357	10,800	6,450,552	10,591,698
Grants				-	-
Province of Manitoba	50,299	-	-	50,299	56,700
City of Winnipeg	49,500	-	-	49,500	55,000
Investment income	58,459	149,684	-	208,143	301,378
Special projects	3,151	-	-	3,151	39,351
Interest and other	2	-	-	2	6
	215,081	6,538,041	10,800	6,763,922	11,052,285
EXPENSES					
Exhibits, collections & research	158,524	-	-	158,524	56,115
Management and administration	430,830	16,529	-	447,359	342,082
Education and programs	7,712	-	-	7,712	44,042
Museum shop and rentals	-	-	-	-	363
Fund development	-	237,969	-	237,969	297,813
Project management	-	124,957	-	124,957	156,380
Depreciation	-	19,023	-	19,023	11,994
	597,066	398,478	-	995,544	908,789
Excess (deficiency) of Revenue over Expenses	\$ (381,985)	\$ 6,139,563	\$ 10,800	\$ 5,768,378	\$ 10,143,496

**ROYAL AVIATION MUSEUM OF WESTERN CANADA
SUMMARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION**

DECEMBER 31, 2020

	OPERATING FUND 2020	CAPITAL FUND 2020	ENDOWMENT FUND 2020	TOTAL BOTH FUNDS 2020	TOTAL ALL FUNDS 2019
ASSETS					
CURRENT					
Cash	\$ -	\$ 2,146,775	\$ -	\$ 2,146,775	\$ 153,921
Cash - restricted	32,850	-	-	32,850	32,850
Investments	-	2,093,617	424,148	2,517,765	13,421,455
Accounts receivable	42,509	330,445	-	372,954	14,249
Inventory	15,664	-	-	15,664	15,664
Prepaid expenses	22,139	-	-	22,139	20,766
	113,162	4,570,837	424,148	5,108,147	13,658,905
PROPERTIES AND CAPITAL ASSETS					
	-	21,226,177	-	21,226,177	4,742,135
	\$ 113,162	\$ 25,797,014	\$ 424,148	\$26,334,324	\$18,401,040
LIABILITIES					
CURRENT					
Accounts payable	\$ 40,361	\$ 2,121,888	\$ -	\$ 2,162,249	\$ 54,192
Current portion of long-term debt	-	1,280	-	1,280	1,280
	40,361	2,123,168	-	2,163,529	55,472
LONG-TERM DEBT					
	-	69,050	-	69,050	9,050
DEFERRED CONTRIBUTIONS					
	27,570	-	-	27,570	30,721
	67,931	2,192,218	-	2,260,149	95,243
FUND BALANCES					
Operating	45,231	-	-	45,231	66,433
Capital	-	23,604,796	-	23,604,796	17,826,016
Endowment	-	-	424,148	424,148	413,348
	45,231	23,604,796	424,148	24,074,175	18,305,797
	\$ 113,162	\$ 25,797,014	\$ 424,148	\$26,334,324	\$18,401,040

**ROYAL AVIATION MUSEUM OF WESTERN CANADA
NOTES TO THE SUMMARY CONSOLIDATED FINANCIAL STATEMENTS**

DECEMBER 31, 2020

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, 2020.

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.

FRONT COVER

Photo by Winnipeg Airports Authority.

Also on Page 11 - Interlude #2 - Museum Metamorphosis.

INSIDE FRONT COVER AND INSIDE BACK COVER

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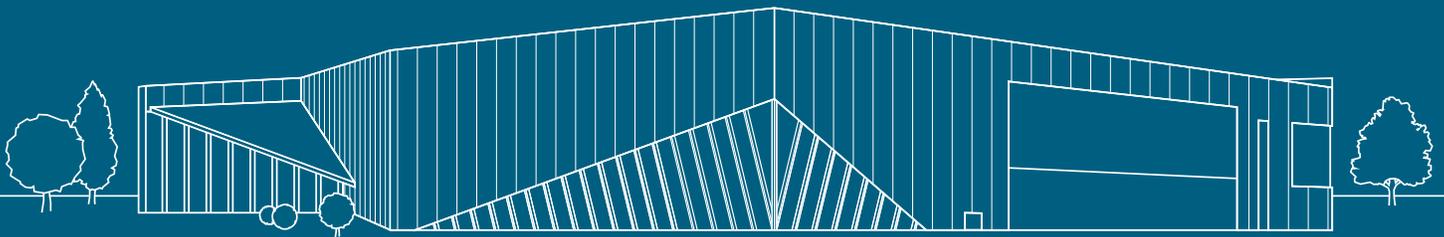
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