

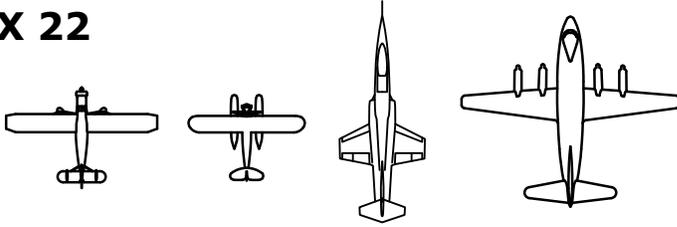


**ROYAL
AVIATION MUSEUM**
OF WESTERN CANADA

**2021
Annual Report***

AN AERIAL VIEW OF 2021

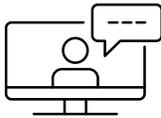
AIRCRAFT MOVED IN
X 22



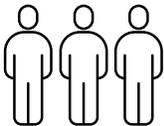
**CONTRACTORS/BUILDING/
EXHIBIT PARTNERS**
X 47



**STUDENTS REACHED
THROUGH VIRTUAL
PROGRAMMING**
X 846



VOLUNTEERS **VOLUNTEER HOURS**
X 59 **X 8990**



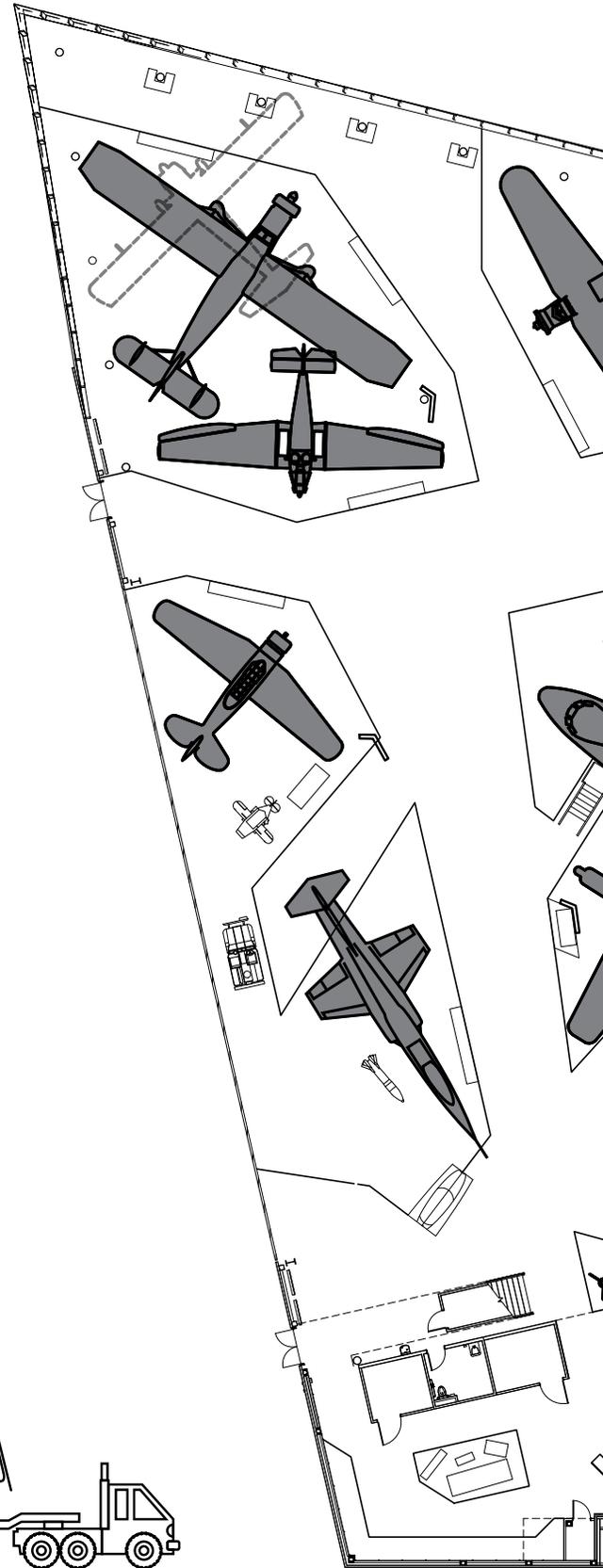
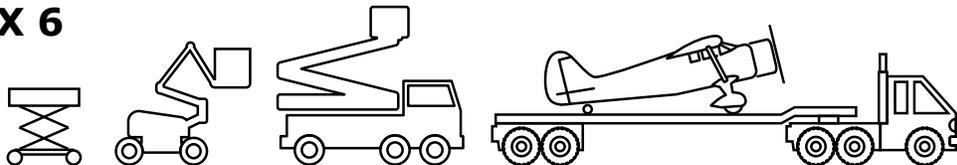
**\$10M RAISED
AT A COST
OF JUST
3 CENTS
PER DOLLAR**



JOBS CREATED
X 25

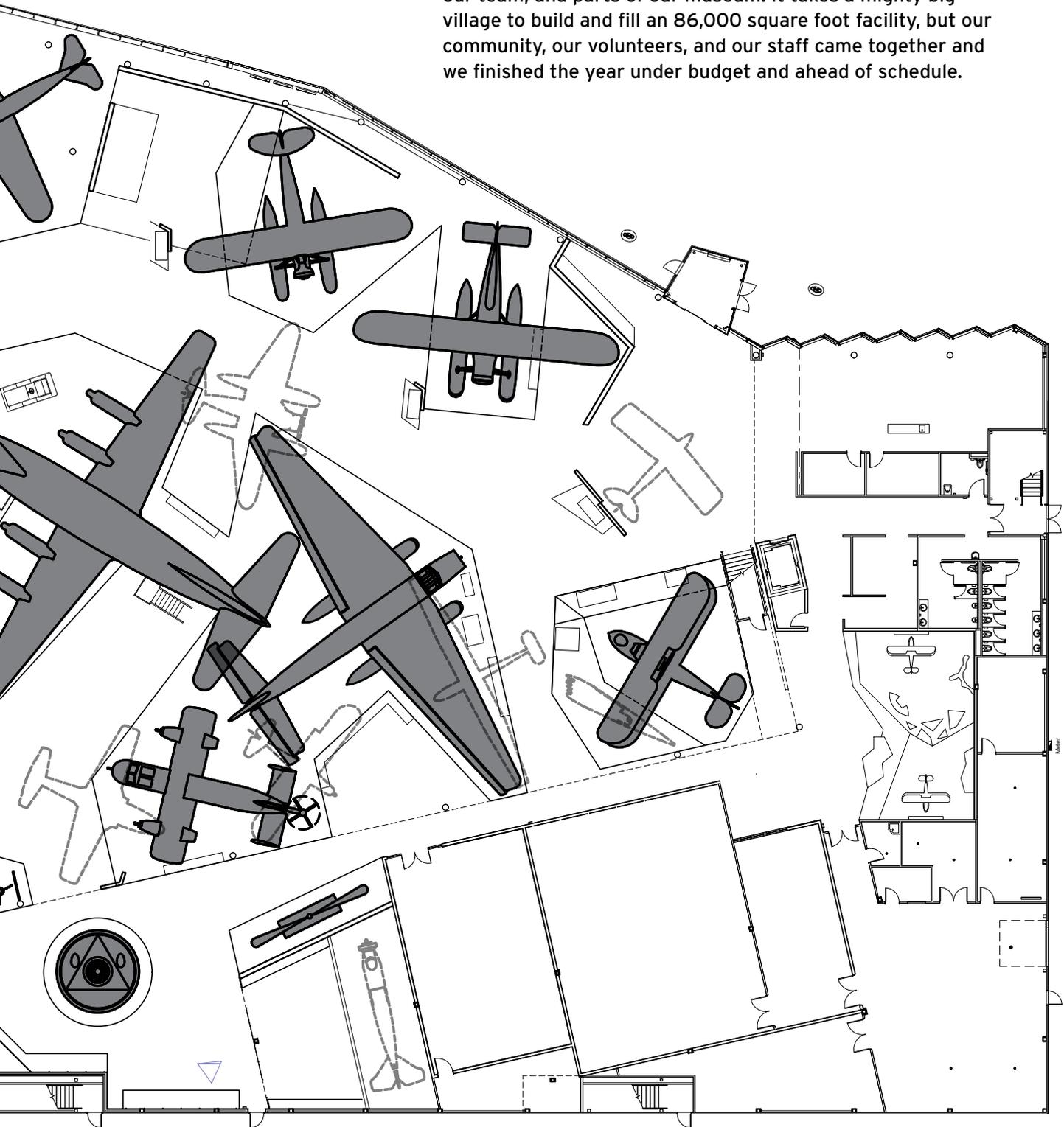


AIRCRAFT SUSPENDED
X 6



*Some Assembly Required

If we were to assign a theme to 2021, it would be 'Some Assembly Required.' We were assembling our collection, our team, and parts of our museum. It takes a mighty big village to build and fill an 86,000 square foot facility, but our community, our volunteers, and our staff came together and we finished the year under budget and ahead of schedule.



OUR NEW FLIGHT PATH

When our founders set out on this journey, they were driven to preserve the history of bush flying in western and northern Canada. The museum they ended up building is so much greater in scope. They amassed a staggering collection that includes bush planes, military aircraft, commercial aircraft, and more than 70,000 artefacts.

Now, building on the incredible work these visionaries did to build a world-class collection, we can shuttle the museum into a new era.

The museum space is purposefully designed to guide visitors through 17 themed zones made up of aircraft, artefacts, interactive and immersive exhibits, and state-of-the-art audio-visual integrations.

The new Royal Aviation Museum of Western Canada will be a place for discovery, education, entertainment and inspiration. It will also be a place to preserve history and highlight diverse voices, including - and especially - the vital stories from Indigenous communities that shaped and were touched by aviation development.

LAND AND TREATY ACKNOWLEDGEMENT

The Royal Aviation Museum of Western Canada seeks to honour 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 the calls to action of the Truth and Reconciliation Commission, and 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 move forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration.

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EDUCATE, INSPIRE & ENTERTAIN

We're assembling a world-class museum full of historic aircraft, inspiring stories, and interactive displays. We aim to be a place for visitors to learn, imagine, and be entertained as they explore immersive exhibits and everything else the museum has to offer.

MISSION/VISION/VALUES

Mission

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

Vision

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

Values

Inclusivity, excellence, honesty, teamwork, respect, empowerment, accountability, collaboration.



“...this feat could only be accomplished by our dedicated team.”

A MESSAGE FROM OUR PRESIDENT AND CEO



On August 4, the construction of our museum was complete, six weeks ahead of schedule and \$1.1 million under budget. Quite a feat, especially during the COVID pandemic.

Of course, this feat could only be accomplished by our dedicated team consisting of Board members, Campaign Cabinet, volunteers, staff, construction and design partners. Along with so many others, the support of these individuals on our journey to a new museum (more than 20 year long) has been invaluable.

Looking back, the most recent turning point in our project was in July 2019 when the federal government announced that it would match the province's \$10 million contribution. This enabled us to move forward to securing the 56-year lease with the Winnipeg Airports Authority and to begin construction on the site. The announcement also served to reignite the Capital Campaign, as donors were now assured and confident that the project would succeed.

When we got possession of the building last August, the next phases of the project began.

For almost three years, our aircraft had been stored—by friends of the museum—in various locations across the province. Some were also being restored, repaired, and prepared for display in the new museum.

The homecoming of our aircraft began with the suspension of six aircraft and the lifting of the Musketeer onto the second floor in the Science of Flight Zone where much of our 'Take Flight!' and STEM and Space programming will take place.

Once the aircraft were all in place in our new museum, we began with the construction and installation of the exhibits for all of the 17 zones within our museum.

Two highlights in the transformation of our new museum are a commitment to truth and reconciliation and the shift to a more story-centric museum. These priorities were woven into all of our exhibits and texts. We are grateful to our Indigenous Curator, Dr. Niigaan Sinclair, and the other 15 members of our Exhibit Completion Task Force, who are working hard so that we can complete our exhibits in time for opening.

With only five percent of our annual revenue coming from government support, we have developed a revenue model and business plan to ensure that we continue to be financially sound over the coming decades. These include admissions, annual passes, venue rentals, education programs, income from our endowment, and fundraising. In other words, we will continue to rely on your support in all of these areas as we grow into a world-class museum and fulfill our mission: To preserve and promote the stories of aviation in western and northern Canada while educating, entertaining and inspiring.

I look forward to seeing you often in our new museum.

Terry Slobodian

Terry Slobodian
PRESIDENT AND CEO

“To date we have raised \$42.2M of our \$46M Campaign target, with an expected private/business portion (when complete) of over \$27m, and expect to close out the Campaign in the next two years or less.”



A MESSAGE FROM OUR BOARD CHAIR

We're just a few months away from our Grand Opening and I cannot help but reflect on the journey that got us to this moment. From the founders, to our current team of staff and volunteers, it's a testament to all who have been involved and will be a high point along our path to becoming a sustainable, world-class museum. This achievement will join an impressive list of high points over the years:

- 1974 - Founding of the Western Canada Aviation Museum
- 1979 - Opening of our first museum facility at 11 Lily Street
- 1983 - Acquisition of our Ferry Road complex
- 1984 - Official opening of our museum by HRH Queen Elizabeth
- 2006 - Publication of our Operating Model and Business Plan Study
- 2014 - "Royal" designation as the Royal Aviation Museum of Western Canada
- 2020 - Start of construction of our new museum on the WAA Campus

For those involved with the museum for the past 45 plus years, standing in the completed museum will be an amazing experience. Since our beginnings, we have been dedicated to the preservation and presentation of western Canadian aviation stories. Our new museum will play a key role in presenting the past, present, and future of aviation. The past year has seen a flurry of activity on all fronts as the museum team has prepared for the opening.

One of the keys to our success in building the new museum has been the many forms of support we've seen from the local community; our dedicated Capital Campaign Leaders and Cabinet; the Winnipeg Airports Authority in providing a site for our museum; local businesses and foundations that laid the foundation for securing key government funding; the teams that planned and built the new museum facility; and the staff,

members, and volunteers that have gone above and beyond expectations to get our new facility ready for opening.

We began this quest in the early 2000s when we knew we had to move from our Ferry Road facility in 2017. The finish line seemed far away at the time, but here we are, roughly 15 years later, about to open.

This will be my last Annual Report message as Chair of the Board. After serving in this role for the past 19 years this time around, I want to take this opportunity to express some special thanks to those that have demonstrated support for our successful quest.

It's impossible to name all who played a role in getting us to where we are, but some stand out, having provided a key lifeline or support to the museum throughout our journey. There will no doubt be some that I miss, but know that you all played an important role in what will be another amazing attraction and cultural resource for Winnipeg and Manitoba for many years to come.

Special Thanks to:

- Diana Emberley, my beloved wife who has supported me through the 22 years of our pursuit of a new future. My sons, Ross (10 when this started - 32 in a few weeks), and David (8 when this started - 30 this year). They've likely all forgotten what it was like when I was not working away for the museum on one initiative or another.
- Hartley Richardson, Honourary Co-Chair of the Capital and Endowment Campaign
- Dr. Arthur Mauro, Honourary Co-Chair of the Capital and Endowment Campaign
- Ross Robinson, Co-Chair of the Capital and Endowment Campaign
- Blain King, Co-Chair of the Capital and Endowment Campaign
- Doug Harvey, Early Co-Chair of the Capital and Endowment Campaign

- Keith Olson, Founder (and roles that included Board Member, Technical Curator, Acting Executive Director, and continuing volunteer)
- Gord Emberley (Uncle Gord), Founder, original Executive Director and continuing volunteer
- Rolly Wickstrom, President (Board Chair) (2002-03)
- Shirley Render, Executive Director (2003-2016)
- Helen Halliday, President and CEO (2016-2019)
- Terry Slobodian, President and CEO (2019 - Present)
- Mike Pyle, Exchange Income Corporation
- Rick Frost, Winnipeg Foundation
- Barry Rempel, President and CEO of the Winnipeg Airports Authority (recently retired) and the WAA Board, and Barry's team at the WAA
- Gerry Gray, author of "A Window of Opportunity," our first business concept in pursuit of our new museum
- Stewart G. H. Fay, author of our initial Business and Marketing Plan
- Tom Gouldsbrough and his planning team, Manitoba Hydro
- Scott Stirton, President of Architecture49
- Whit Petch, Senior Principal, Reich&Petch Architects - and his team of staff and subconsultants - who prepared our detailed Operating Model and Business Plan and led the Building and Exhibit Designs
- Rupert Marshall, PCL along with his team of staff and subcontractors that built the new museum building
- Niigaan Sinclair, RAMWC Indigenous Curator
- RAMWC/WCAM Board, Executive, and Committee Members - all who have been dedicated to our goal over these past 22 years
- Museum Staff, Members, and Volunteers - we could not have done it without your dedication and unwavering drive
- While un-named, the large group of elected representatives at all three levels of government and their staff that worked with us for over 20 years to secure our government funding and government support along the way. We persevered through multiple political regimes, and all worked to help us get to where we are. You know who you are and know that we appreciate your hard work on our behalf.

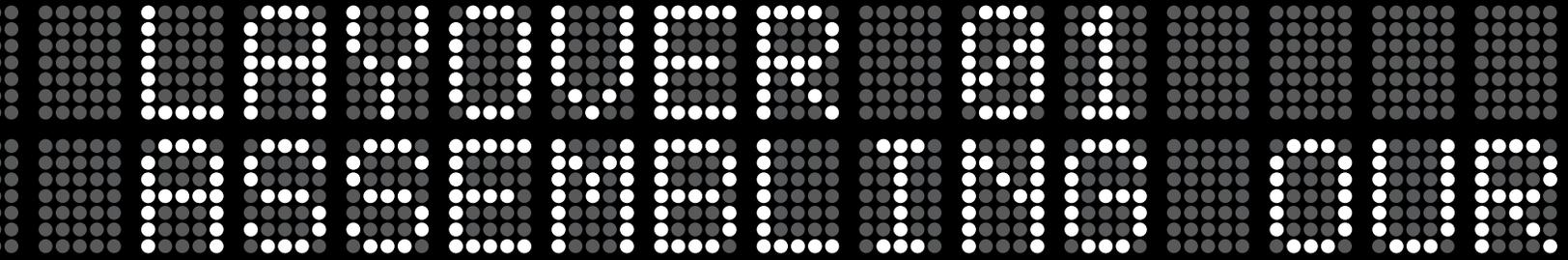
In pursuit of our Capital and Endowment Campaign through the years we have been blessed with a core leadership group that has stuck with us through many ups and downs. Winnipeggers and Manitobans have a record of being among the most generous donors in Canada and this is reflected in our campaign results. To date, we have raised \$42.2M of our \$46M Campaign target. Included in this is more than \$22M in private/corporate donations. Thanks to the support of our government and community, we expect to close out the Campaign within the next two years.

One of the key goals of our Capital Campaign, and one of my unwavering goals as Chair, was the establishment of an endowment fund with the Winnipeg Foundation. The vision for this fund was to provide secure, ongoing funding to support the museum in perpetuity. I'm pleased to say that we will achieve our goal of having \$5M in the endowment by the time we close out the Campaign.

Special mention goes to Terry Slobodian and his team of staff and volunteers that have been putting in heroic hours over the past couple of years leading up to our grand opening. The complexity and details required to set up something of this scale and scope with a small team has been exciting and amazing to witness and participate in. Much of the work goes on behind the scenes, but I know you will be amazed when you see what they have accomplished when you visit us in May.

Thank you to all that have supported the museum, and me, personally, in my past 19 years as Chair. I am looking forward to presiding over our Grand Opening on May 19, 2022, and, shortly thereafter, serving as Past Chair.

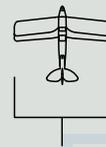
Bruce D. Emberley



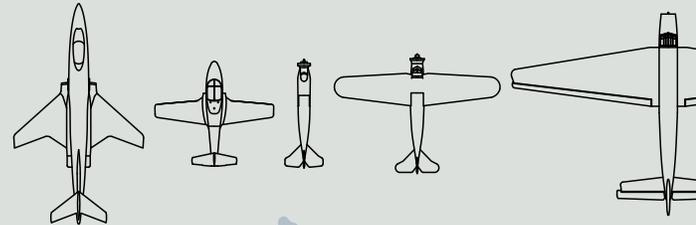
2021 WAS THE YEAR WE STARTED TO SEE OUR DREAM BECOME REALITY

Construction activities were still underway during the first half of the year but, in August, we received the keys to the building. Shortly thereafter, we started retrieving aircraft from various storage sites around the province and moving them into the museum.

Next came the daunting task of suspending six of our aircraft from the ceiling. Simultaneously, we were installing a beautiful new donor wall, building a boutique gift shop, and moving our entire collection of artefacts from one location to another. Thanks to our amazing team of staff and volunteers, we were on pace and under budget at the end of the year.



BRANDON



Jan - Aug
Operated out of
1431 Church Ave

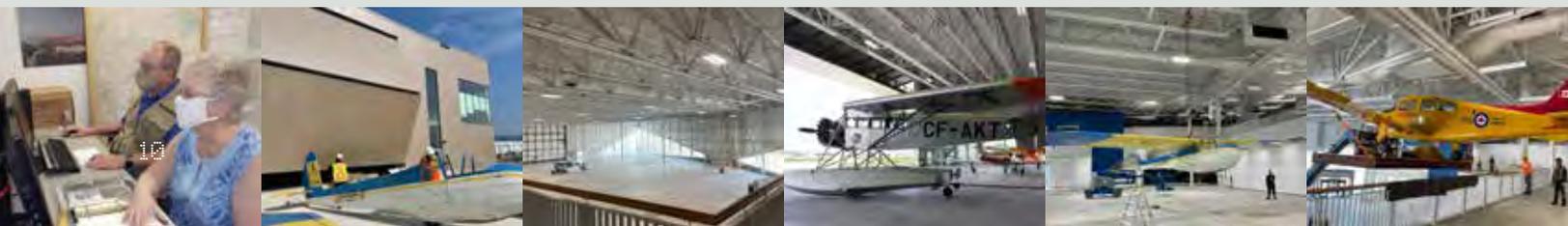
January
Hangar door
installed

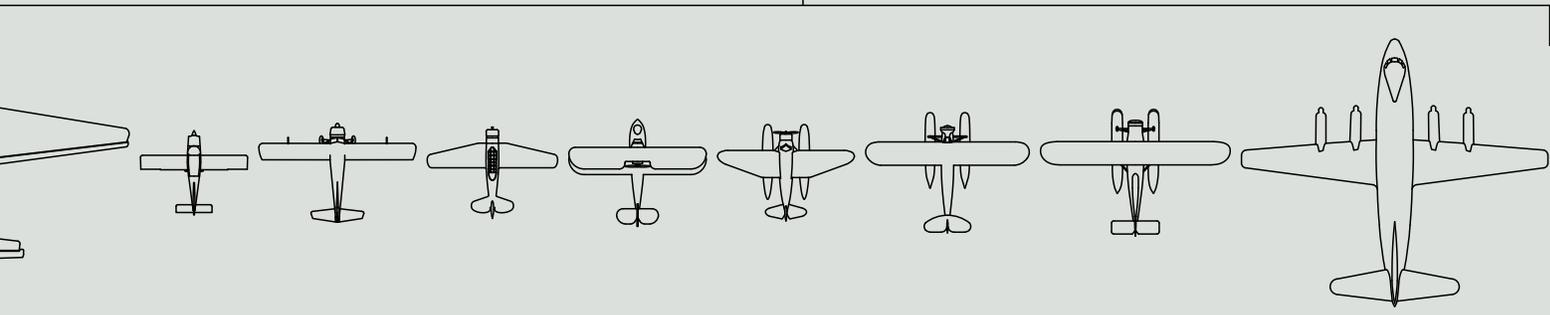
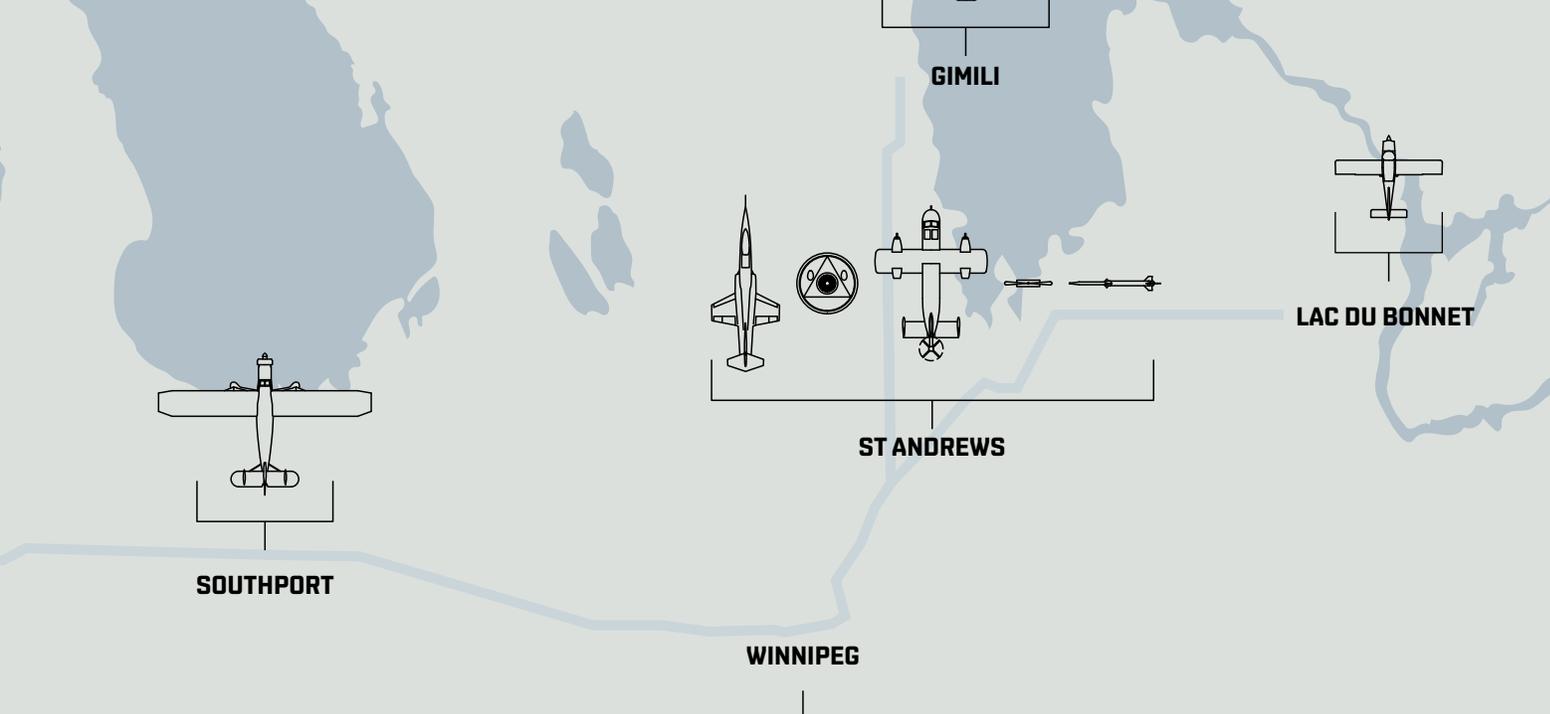
August
Possession
of Building

August
Moving aircraft
to new building

August
Suspension
of aircraft

September
Aircraft
homecoming
continued





September

Donor wall installation

October

Vickers Viscount & Junkers 52 outside, Oct-Dec

November

Collections and Archives moved from Magellan Aerospace to Church Ave. facility

November

Landing Zone Boutique installation started

December

Vickers Viscount & Junkers 52 moved into the building

December

Exhibit prototypes received & installed



OUR ORGANIZATION

BOARD OF DIRECTORS

Bruce D. Emberley, Chair
John Davidson, 1st Vice Chair
Rennie Zegalski, 2nd Vice Chair
Kacie Olbrecht, Treasurer
James Neirinck, Secretary

Gary Bell, Director
Barry Bembridge, Director
Dan Donahue, Director
Ron Jonkman, Director
Douglas McLennan, Director
Bill Medd, Director
David T. O'Connor, Director
Andrew Stewart, Director
Ken Webb, Director
Terry Slobodian, Ex-Officio

BOARD COMMITTEES

Governance Committee

Ron Jonkman, Chair
Barry Bembridge
John Davidson
Ken Webb
Terry Slobodian, Ex-Officio

Finance and Audit Committee

Kacie Olbrecht, Chair
John Davidson
Bruce Emberley
Bill Medd
David T. O'Connor
Terry Slobodian, Ex-Officio
Dennis Deng, Ex-Officio

Nominating Committee

James Neirinck, Chair
Barry Bembridge
Major Genevieve Dussault
Ken Webb
Terry Slobodian, Ex-Officio

Performance Evaluation and Compensation Committee (PCEO)

Barry Bembridge, Chair
Major Genevieve Dussault
James Neirinck
Andrew Stewart

CEO COMMITTEES

Collections Management Committee

Gary Bell, Chair
Gerry Norberg
Keith Olson
Marsh Pettitt
Terry Slobodian, Ex-Officio
Joel Nelson, Ex-Officio
Sandra Chewka, Ex-Officio

Building Committee

Ross Robinson, Chair
Barry Bembridge
John Davidson
Bruce Emberley
Dennis Deng, Ex-Officio
Joel Nelson, Ex-Officio

OUR TEAM

Terry Slobodian: President & CEO
Dennis Deng: Vice President of Finance, Human Resources & Administration
Joel Nelson: Vice President of Operations & Facilities
Sheena Stemler: Executive Assistant to the CEO & Campaign Coordinator
Sandra Chewka: Collections Team Lead
Chris Parsons: Children's Programs Coordinator
Mario Labossiere: HR & Volunteer Coordinator
Melissa Tellier: Marketing Coordinator
Alexandra Moreau: Curatorial Research Assistant
Julie Chapko: Visitor Experience & Gift Shop Manager
Steph DeLong: Internal Rental & Events Specialist
Vanessa Desorcy: Marketing Specialist
Pam McKenzie: Programs Director
Brent Phillips: VP of Marketing, Communications & Strategic Relations

VOLUNTEERS

In the summer of 2021, we put out a call for volunteers to assist with moving and preparing our aircraft for display in the new museum. It's a tall order asking people to volunteer their time to remove dirt and grime from our heritage artefacts, but the turnout was amazing.

We ended up with 15-20 new recruits to work alongside a group of existing volunteers on our Aircraft Move-In Team. Within three months, 90% of our aircraft were prepped for display. It was amazing to see the commitment and love for aviation that our volunteers displayed.

Although these positions were temporary, many individuals on the team expressed interest in continuing with the museum in different departments. These folks saw it as an opportunity to get their foot in the door with the hope of moving on to other exciting tasks and we can't wait to work alongside them once we are open to the public.

Sadly, we also lost a few invaluable volunteers in 2021 and wish to pay tribute and recognize their commitment to our vision.

Gary Boggs - Restoration department,
2007 - 2017

Rex Fish - Restoration department,
1983 - 1989 and 2001 - 2021

Bert Jolly - Library, photo archives, and restoration departments, 1994 - 2020. One of the volunteers who helped to build the Vickers Vedette.

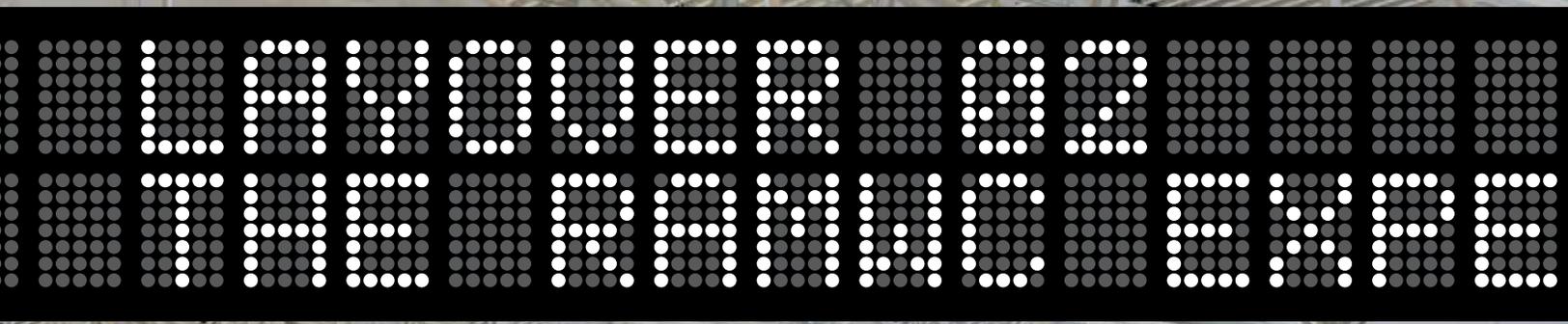
Heinz Lampe - Restoration department

Alan (Al) Lee Nelson - Restoration department,
2001 - 2017



"When I learned about the running history of RAMWC and how this museum is a new chapter in their story, I realized that I was part of something special and rare. I am grateful to be part of the team to help open a new home for this museum because when I'll look back, 10 years or so from now, I can say to people: 'I and the great team of people at RAMWC helped build this great new museum, and appreciate it.'"

Daniel Duong



A modern era for a historic museum

We began the development of our exhibits with both our mission (to inspire, educate and entertain) and the visitor experience in mind. We set goals for both the visitor experience and the exhibits designed around the insights gleaned from our market research in 2019.

For each of the thematic zones, Reich&Petch Architects worked in close collaboration with the RAMWC team to develop exhibit layouts that express the museum's stories.

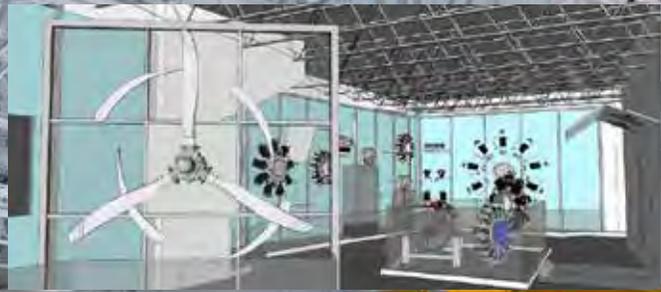
We developed strategies for visitors to learn and experience in their own way, at their own pace, and on their own time. This includes features such as:

- Maintaining multiple large circulation paths with no dead-ends.
- Spreading exhibit elements and stories along the path and around the aircraft in such a way to allow for more intimate experiences for smaller groups.

- Modular seating components that allow for ease of reconfiguration for smaller groups.
- Large scale graphics and text for high level messages and orientation so that visitors can read from a distance.
- Multi-media interactives activated by motion sensors, timers, or foot pedals.
- Visitors will discover a range of experiences that bring stories and ideas to life.

Beyond aircraft components, visitors will find displays of vehicles, costumes, and surprising artefacts such as pigeons and frying pans which prompt curiosity. We've also incorporated life-sized images of engineers, pilots, flight attendants, and more to occupy the spaces under aircraft and in the middle of circulation spaces.

Vignettes with large historical photos and props provide photo-ops and immersive backdrops—



uranium in stacked cloth bags, dockside workers having lunch, store interior with pot belly stove and trade goods, photographer snapping landscapes across the country, etc. Audioscapes, such as the one below our suspended Stinson Reliant, designed by PSB Integration, animate specific spaces with sound to create moments of excitement.

Visitors will be able to board the Vickers Viscount, pilot the controls of a Musketeer, climb into the Voodoo Trainer, and turn the crank of an engine. In our Science of Flight zone, students will be able to interact with a variety of elements to learn about the parts of an aircraft and how it takes flight.

We're also very excited about our immersive exhibit for the Ghost of Charron Lake which will surround visitors with projections and sounds.

Several zones such as the Galaxy Exploration Zone, Science of Flight and the Mechanics Workshop will quickly become the favourites of families and school groups and keep them coming back again



and again. Plans are also in place to create new experiences throughout the year to bring visitors back.

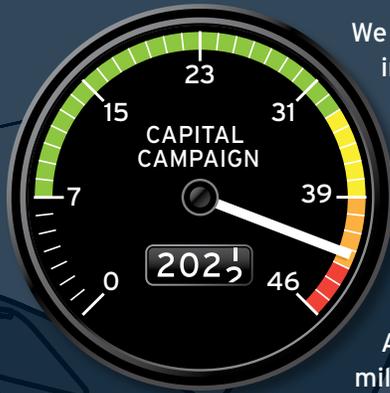
Our museum's founders had a vision for a museum that was more than a collection of aircraft and artefacts. They wanted to pay tribute to the remarkable contributions made by western and northern Canadians to aviation history while at the same time inspiring and educating visitors.

We're beyond excited to see their vision come to life in our new building thanks to the incredible work of our partners, team members, and volunteers.

CLIMB ABOARD CAPITAL CAMPAIGN

A MESSAGE FROM OUR CLIMB ABOARD CAPITAL CAMPAIGN CO-CHAIRS

Thanks to the tremendous generosity shown by the community and all three levels of government, the Climb Aboard! Capital Campaign is now en route to its final destination. By December 2021, we had come ever 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 visitors.



We set a goal to raise \$2.5M in 2021 and are pleased to share that we exceeded our goal and raised a total of \$2.71M - bringing the campaign total to \$42.2M - 92% of the way complete!

August 4, 2021, was a milestone date for the museum: nearly a year after construction began, we started moving in to our 86,000 square foot facility on the campus of Winnipeg Richardson International Airport. The building is already a stunning addition to Winnipeg's cultural and architectural landscape, but the most significant transformation has taken place inside the museum.

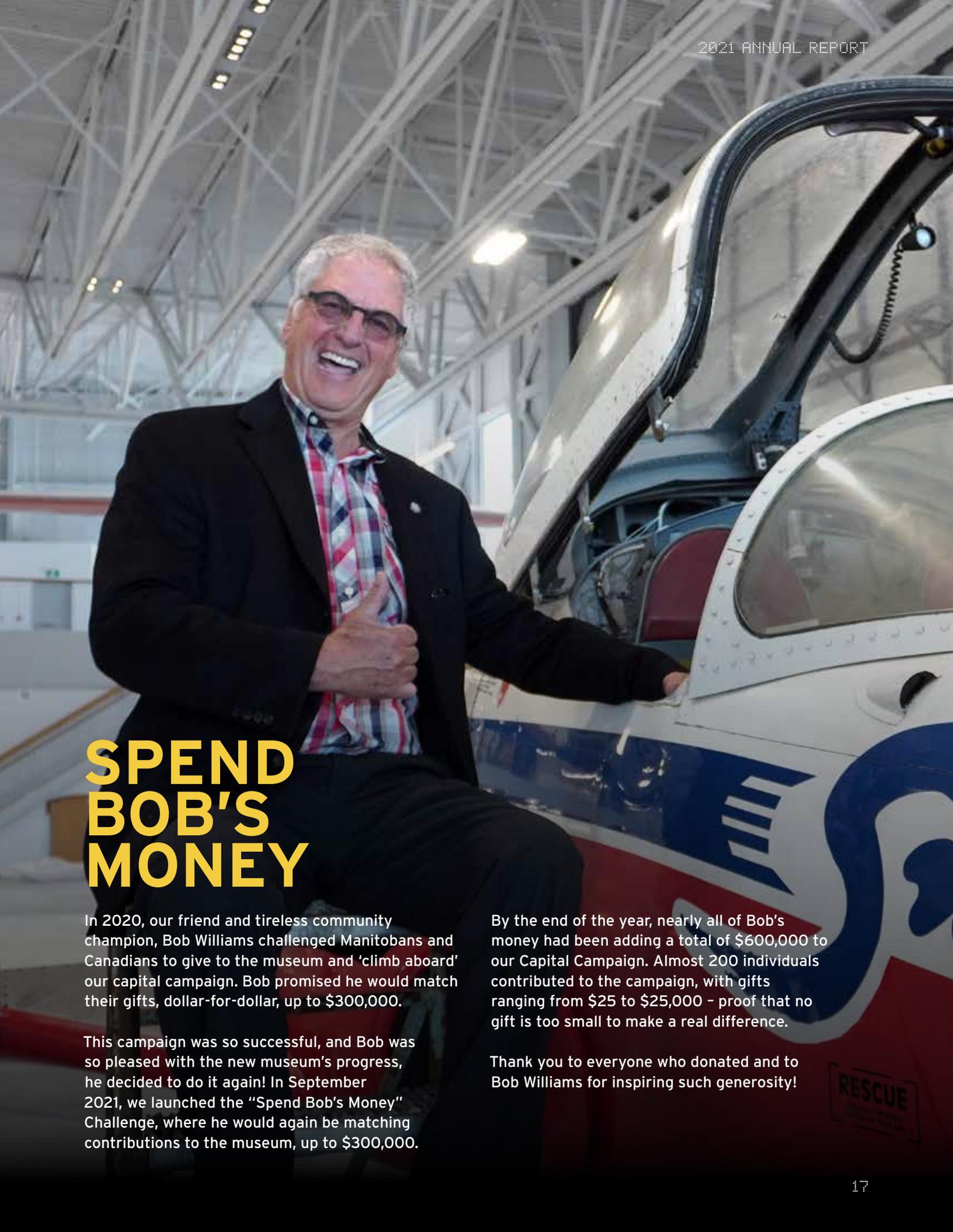
The new Royal Aviation Museum is dedicated both to honouring the past and looking toward the future, bringing the stories of western and northern Canadian aviation to life like never before. With an increased commitment to STEM education and to providing museum access for people from underserved communities, the new goal of the museum is to be a community hub for all.



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

The dream for a new museum is nearly fulfilled and we are grateful to you, our community, who made these achievements possible. Every gift received has been responsible for bringing the new museum to life. Thank you for your generosity. We can't wait to welcome you in May!

"We set a goal to raise \$2.5M in 2021 and are pleased to share that we exceeded our goal and raised a total of \$2.71M - bringing the campaign total to \$42.2M - 92% of the way complete!"



SPEND BOB'S MONEY

In 2020, our friend and tireless community champion, Bob Williams challenged Manitobans and Canadians to give to the museum and 'climb aboard' our capital campaign. Bob promised he would match their gifts, dollar-for-dollar, up to \$300,000.

This campaign was so successful, and Bob was so pleased with the new museum's progress, he decided to do it again! In September 2021, we launched the "Spend Bob's Money" Challenge, where he would again be matching contributions to the museum, up to \$300,000.

By the end of the year, nearly all of Bob's money had been adding a total of \$600,000 to our Capital Campaign. Almost 200 individuals contributed to the campaign, with gifts ranging from \$25 to \$25,000 - proof that no gift is too small to make a real difference.

Thank you to everyone who donated and to Bob Williams for inspiring such generosity!

CLIMB ABOARD CAMPAIGN CABINET AND BOARD OF DIRECTORS

Royal Patron

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

Honourary Co-Chairs

Hartley T. Richardson,
O.C., O.M.

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

Honourary Cabinet

David T. Barnard, O.M., PhD, FRSC
James W. Burns, O.C., O.M.
(posthumous)

Charles S. Coffey, O.C.
Hon. Gary Filmon, P.C., O.C., O.M.

Ruth and Brian Hastings
Duncan M. Jessiman

Edward Kennedy
Hubert T. Kleysen

Fred Mannix, O.C.
Peter Mansbridge, O.C.

Greg McDougall
Raymond McFeetors

Andrew Paterson
Dr. Donald S. Reimer

Calin Rovinescu
Maxwell W. Ward, O.C., A.O.E.

(posthumous)
Bill Wehrle (posthumous)

Co-Chairs

Ross Robinson
Blain King

Campaign Cabinet

Dean Alfonso

Gary Bell

Barry Bembridge

Lynn Bishop, O.M.

Don Boitson

Bruce Emberley

David Filmon

Helen Halliday

Andrew Hopkinson

Ron Jonkman

Kristin Long

James D. MacDonald

Barry Rempel

Terry Slobodian

Gary Timlick

Rennie Zegalski

DONOR RECOGNITION

\$5 MILLION+ CORNERSTONE DONOR

The Richardson Foundation

\$1 MILLION+

Dr. D.S. Reimer

Exchange Income Corporation

The North West Company

The Tallman Family

\$500,000-\$999,999

Bob Williams

RBQ Foundation, in memory of

Royden Richardson

George and

Tannis Richardson Fund

Hartley Richardson

Jim McManes in honour of

Frank McManes

Randy Moffat

StandardAero

The Paterson Foundation

The Winnipeg Foundation

\$250,000-\$499,999

Antti I. Aarnio-Wihuri, Winpak Ltd.

Jim and Leney Richardson
and Family

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

Canada Life

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
Foundation

In memory of the MacDonald
Brothers - Jim, Grant, and Edwin -
from their families

Northern Lights Petroleum Ltd.

Pauline Hawes

Ross Robinson Family Foundation

Sanford and Deborah Riley

Taillieu Construction Ltd.

Tannis and Francois Chabot

Taylor B. Somers

The Murphy Foundation

Wawanesa Insurance

Western Canada Aviation Museum

Foundation Inc.

\$50,000-\$99,999

Access Credit Union
 Assiniboine Credit Union
 Bank of Montreal
 Bill Parrish Sr.
 Charlie Spiring
 Estate of Stan Wagner
 Gordon McNaught
 Investors Group Financial Services
 Kathy and Jim Rogers
 Marg MacLean and
 Dave McCann Family
 Margo Morberg
 Mauro Family Foundation
 Michael Nesbitt
 PCL Constructors Canada Inc.
 Pollard Family Foundation
 Power Corporation of Canada
 The Asper Foundation
 Thomas Sill Foundation

\$25,000-\$49,999

Bob and Joanne Banman
 Bob and Marnie Puchniak
 Certified Technicians and
 Technologists Association
 of Manitoba
 Gary Buckley
 Golden West Radio
 Jocie Bussin
 Max Steinkopf
 Murray Auto Group
 Paul and Wendy Kuzina
 Price Family Foundation
 Reich&Petch Architects and
 Architecture49
 Shirley Richardson
 Winifred Steinkopf Hall
 WTW

\$10,000-\$24,999

Accent Environments
 Alan Neumann
 Allmar Inc.
 Bill & Margaret Fast Family
 Foundation

Burns Foundation Fund
 Cambrian Credit Union
 Dan Murray
 Captain Dennis Giguere
 Jean Giguere, C.M.
 Derksen Plumbing and Heating
 Don and Andrea Boitson
 Doug Murray
 Dr. John M. Clearwater in memory
 of T. Murray Clearwater
 Elizabeth Kristjansson
 Ernst Hansch Foundation
 Harris Leadership Strategies
 Honourable Gary Filmon and
 Honourable Janice Filmon
 HUB International
 Innovair Industrial Limited
 Kozminski Family Foundation
 Mark Dufresne
 Nick Logan and Christine Skene
 Nor-Tec Group
 Perimeter Aviation Education
 Foundation
 Robert Scurfield and Associates
 Ron and Sandi Mielitz
 Royal Canadian Properties
 RTDS Technologies
 Steinbach Credit Union
 View West Foundation

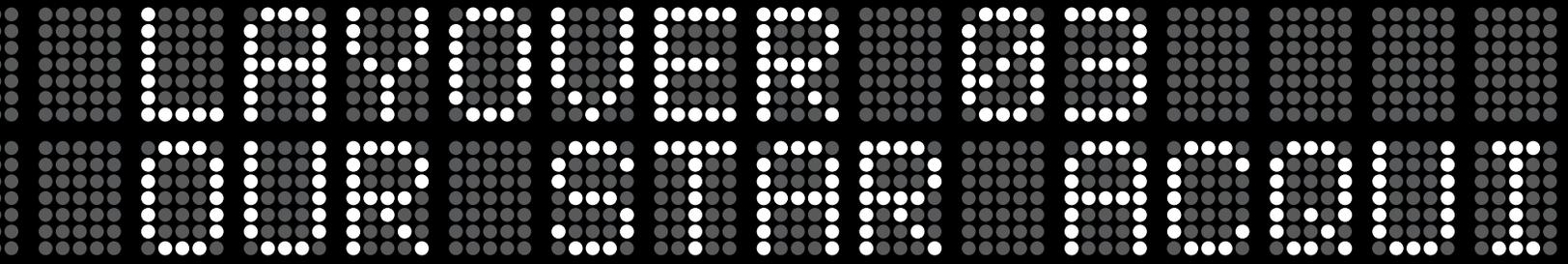
\$5,000-\$9,999

6P Marketing
 Alan Wolfe
 Balcaen Family Trust
 Bituminex Paving Ltd.
 Bruce D. Emberley
 Clare T. Cove, ex R.C.A.F.
 The Family of Capt.
 Reuben Hadfield
 Deloitte Canada
 Gary Bell
 Grant B. Hambley
 Hubert and Bernice Kleysen
 Jerry Gray
 John Davidson
 Keith Olson
 Ken and Barbara Webb

Lee and Wayne Anderson
 Lesley and Lynn Bishop
 Martin Weinberg
 Peter Mansbridge Charitable
 Foundation
 Ray, Joan, Dylan, Travis, Gerilyn,
 Preston & Nathan Hoemsen
 Robert Spear
 Ron Jonkman and Kriss Major
 Sheldon and Penny Bowles
 Sigfusson Northern Ltd.
 Stephanie Fraser
 William Pratt

\$1,000-\$4,999

Alpha Masonry
 Arlene Desjarlais
 Chris and Lori Stevens
 Claudio Rigatto
 Dennis Deng
 Eagle Aviation, Adventure Air,
 and Kississing Air
 Frank and Betty Froebe
 Gary Bachman
 Gordon Crossley
 Ian Sutherland
 Joel Nelson
 Keewatin Air
 Leland Gordon
 Michael and Brenda Evans
 Foundation
 Michael Rogers
 Muriel L. Sutherland
 Myke Badry
 Peter Philopulos
 Robert Jackson
 Robert Okabe
 Ryan Henderson and
 Bruce Henderson
 Terry and Wanda Slobodian
 Timothy Dewart
 Tom and Moya Lindstrom



Beloved CF-104 lands at RAMWC

Steve Pajot's love of Starfighters goes back to 1968 when he was 10 years old and his family was stationed at the Royal Canadian Air Force base in Baden-Soellingen, Germany.

"When we first got stationed to 4 Fighter Wing in Baden, I heard these airplanes flying overhead that had a distinctive howl. They looked kinda neat, so I thought, 'I gotta find out what these are.' I talked to a few friends at school and one of them brought in a little model of a Starfighter that he had built and said, 'This is what we have.'"

Steve was instantly enamoured with the CF-104 Starfighter. "I started going out to the runways and watching them take off and land, to the point where I was missing school and my dad had to come pick me up and bring me back."

One day, a special science teacher introduced Steve to the CF-104 operational flight and tactics trainer. As he recalls, "I didn't fly it all that well, but I got to sit in it and fly around a little bit. After that, I was hooked."

After university, Steve signed up at the Canadian Forces Recruiting Centre for pilot training. When that dream didn't work out, he eventually left the Air Force to become a commercial air pilot. Steve ended up in St. Andrews, Manitoba as a pilot, and later, as an airplane mechanic for Air Canada.

Throughout the years, his passion for "104s," as he calls them, never wavered. Recognizing the vast quantity of memorabilia and artefacts he had accumulated, one day, he asked himself, "What good is it to have all these items



just sitting in my home?" and the idea of opening a museum came to him.

The Canadian Starfighter Museum opened in St. Andrews, Manitoba in May 2011, showcasing the very same flight and tactics trainer Steve had flown, along with a wealth of Starfighter-related artefacts. But something was missing. To be a "true" Starfighter museum, he needed an aircraft.

Steve made a few calls and learned that there were two CF-104s for sale in Denmark. He began the tedious process of repatriating Starfighter 12703 and in July of 2012, it arrived in St. Andrews to round out his exhibit. Over the next seven years, Steve, along with three of his friends, invested

nearly 16,000 hours to restore the Starfighter to its original condition.

Sadly, in September of 2021, the Canadian Starfighter Museum lost access to the hangar in which it was housed and had to close its doors. Remembering that RAMWC CEO, Terry Slobodian, had expressed interest in housing the Starfighter in his museum, Steve called him up and made the arrangements.

The Starfighter arrived at the Royal Aviation Museum this past October and we're honoured that Steve has entrusted it to us. The aircraft will play a starring role in our 'Military Skies' exhibit and is sure to thrill visitors.

COLLECTIONS & CONSERVATION

Key Projects

The first half of 2021 was spent in a hybrid mode working from home and at our Church Avenue warehouse facility. There were times when pandemic numbers spiked and we made the decision to ensure staff and volunteer safety by suspending all in-person work.

When we were able to work together at the warehouse, the collections team was focused on the conservation of artefacts that would be going on display. Some of these activities included:

- Removing active rust from our Armstrong-Siddley Lynx engine, CF-MAG. Using 0000 steel wool, light abrasion was applied on the spots that were most actively rusting and small tools were used to remove caked on dirt from its years spent resting in a swamp.
- Cleaning the wooden skis from Fokker Standard G-CAJD, otherwise known as the 'Ghost of Charron Lake.' These skis, along with the rest of the aircraft, sat at the bottom of Charron Lake for over 70 years. Despite this, they are in remarkable condition and show very little adverse deterioration other than that which is common with skis of that era. From what we know, the skis were half buried in the mud at the bottom of the lake and this is clearly evident on the front half, which is better preserved, than the back where the wood is slightly more cracked and weathered.
- Cleaning the original skis from our Bellanca Aircruiser, CF-AWR, which rested in dirt for many years, but surprisingly, did not become fused to the ground. To preserve them, the skis were left to acclimatize to an indoor environment, and then light conservation work to remove dirt and debris began.



In-case exhibit conservation

Undoubtedly, the main attractions of the museum are its impressive and well-preserved heritage aircraft. Complementing them is our vast collection of related aviation artefacts and archival documents that tell the incredible stories of aviation in western and northern Canada. In 2021, the collections team worked to determine appropriate light levels and silica gel requirements for these artefacts. Exhibit cases have their own microenvironments, so mitigating light and temperature fluctuations is vital to stopping the deterioration of artefacts while on display. Best-practices in preventative conservation were used to determine the appropriate environment for each artefact that will be displayed.

Conservation Policy

To move toward our goal of being a world-class museum, the collections team began developing its first Conservation Policy. The policy reflects

best practices in preventative conservation and mitigation against the Ten Agents of Deterioration. It follows guidelines from the Canadian Conservation Institute, Canadian Heritage Information Network, Canadian Museums Association, Alberta Museums Association, and other organizations tasked with the preservation of Canadian cultural heritage.

Lights, Camera, Musketeer!

In April, Beechcraft Musketeer CT 134235 made an appearance in Hallmark Channel's 'Crashing Through the Snow.' The Museum was happy to accommodate this request as the filming site was just a quick drive from where the Musketeer was stored. From this experience, the museum was able to strengthen its policies around use of our collection so that we can better accommodate these requests in the future. Later in the year, SkyMed used the hangar to shoot an episode of their show and the museum's McDonnell CF-101B Voodoo was used.



across Manitoba, some just across the airfield from the new location, and others as far as Brandon. By trailer, truck, and tug, these aircraft made their way to the museum one by one. Volunteers, Aircraft Mechanical Engineers (AME) and professional movers assisted in this work.

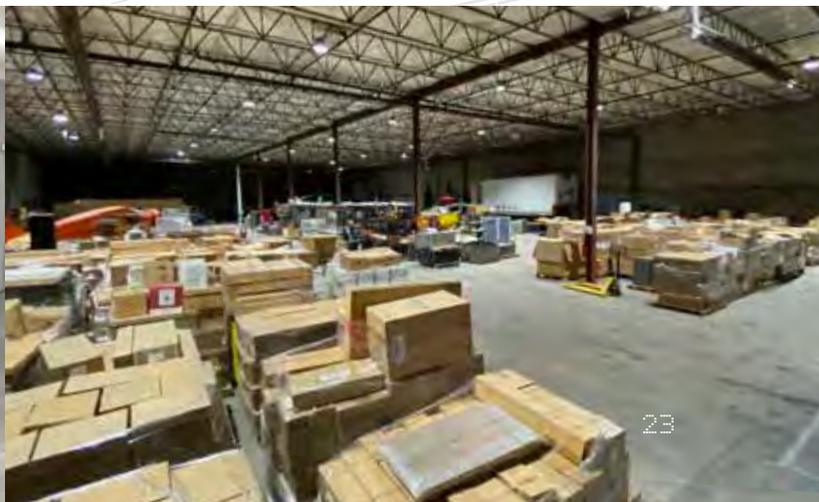
Led by the collections team lead, new and returning volunteers turned up in droves to help clean up the aircraft in anticipation of our grand opening. Work included removing dust from storage, washing dirt, removing rust from screws, paint touch-ups, repairing tears in fabric, and replacing decals.

One more move

When the museum moved out of its old location, staff and volunteers packed up more than 2,700 boxes of artefacts and archival materials. These boxes were loaded onto 112 pallets to be stored at Magellan Aerospace. In December 2021, we moved all of these boxes to our Church Avenue warehouse. There, the collections and exhibits teams were able to begin gathering the artefacts and archival documents that will be on display. These boxes will eventually be moved into the collections storage room at the new museum.

Moving to a New Home

In August 2021, we finally took possession of our new home at 2088 Wellington Avenue. Work began to move the collection of aircraft slated for display into their new homes. Aircraft, artefacts, and archives had been stored in several locations





Restoration spotlight: the Bellanca CF-AWR

The most efficient aircraft of its day, the Bellanca Aircruiser was used to move uranium out of Northwest Territories in the early 1900s. Sadly, CF-AWR crashed in northern Ontario in 1947. It was so badly damaged it lay there until 1973 when the museum retrieved it. Much work has already been done to restore this aircraft, and 2021 was another busy year for the restoration team.

One of the bigger strides forward during 2021 involved finding a more period-correct Curtiss-Wright 1820 engine to replace the existing P&W Hornet engine that was slated for use. After repairs, cleaning, and painting, the replacement engine is now installed on the aircraft.

Much work was done to assemble the wings and affix them to the fuselage along with the tail section. The damaged upper tank wing was professionally repaired and painted and sits ready for install to the fuselage.

On October 21, the Bellanca experienced a brief, yet historic moment. For the first time since the aircraft crashed in 1947, and with help from a crane, the aircraft was suspended from above and a fair amount of weight was allowed to be placed on the landing gear.

The moment was short-lived as it was decided that a proper set of steel oleo struts were needed to

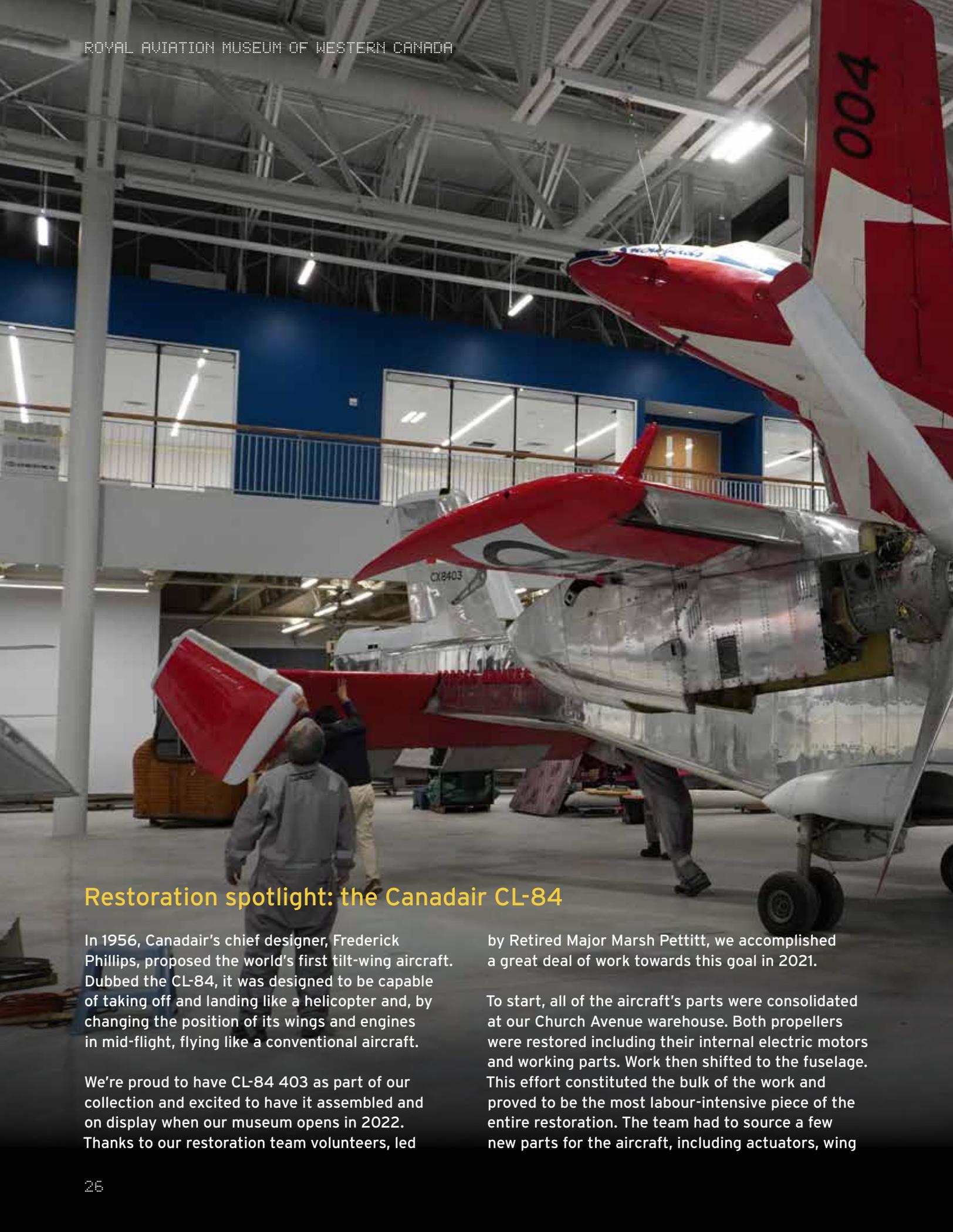


replace the existing set of aluminum oleos that were not designed to support the full weight of the aircraft. A new set of oleos will be completed in early 2022.

At the end of the year, the aircraft was dismantled, the fuselage, wing structures and tail surfaces loaded upon two flat-decks and one 53-foot van trailer and carefully trucked over to the new museum.

The Bellanca now sits in the northwest corner of the new museum, bathed in natural light, awaiting final assembly in its new home.

A RAMWC volunteer for more than 45 years, Robert Arnold is the project lead for the restoration of our Bellanca. "Volunteering with the RAMWC allows some of my creative side to show, and the past year has certainly allowed me to do that. It's also about learning skills I would have never tapped into anywhere else. Where else would I learn about the Bellanca Aircruiser and be involved in its restoration?"



Restoration spotlight: the Canadair CL-84

In 1956, Canadair's chief designer, Frederick Phillips, proposed the world's first tilt-wing aircraft. Dubbed the CL-84, it was designed to be capable of taking off and landing like a helicopter and, by changing the position of its wings and engines in mid-flight, flying like a conventional aircraft.

We're proud to have CL-84 403 as part of our collection and excited to have it assembled and on display when our museum opens in 2022. Thanks to our restoration team volunteers, led

by Retired Major Marsh Pettitt, we accomplished a great deal of work towards this goal in 2021.

To start, all of the aircraft's parts were consolidated at our Church Avenue warehouse. Both propellers were restored including their internal electric motors and working parts. Work then shifted to the fuselage. This effort constituted the bulk of the work and proved to be the most labour-intensive piece of the entire restoration. The team had to source a few new parts for the aircraft, including actuators, wing



pivot bearings, and hydraulic boost pump covers. These were 3D printed and then reinforced with fibreglass and resin. Many of the original fibreglass parts needed cleaning, painting, and repairing, and there were scratches in the windshields to be polished out.

The team's efforts were rewarded with a pair of exciting landmarks in the project partway through the year. On June 30, the CL-84's wing was flipped right side up for first time since the mid 1980s. Then,

in late September, the wing and fuselage were moved into the museum and the wing mated to the aircraft.

Throughout the assembly, restoration volunteers worked towards being able to move the wing as it was designed to do. This tilt was accomplished by modifying the hydraulic line attachment to successfully run the wing through its full range of travel. Though not fully complete, the team made remarkable progress on the CL-84 in 2021 and we're excited to showcase this unique aircraft.





“The Royal Aviation Museum is committed to Indigenous inclusion not only because it is the right thing to do, but because Indigenous Peoples are an integral part of Canada’s rich history of aviation, providing leadership, support, and partnership.”

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

The Royal Aviation Museum is committed to Indigenous inclusion not only because it is the right thing to do, but because Indigenous Peoples are an integral part of Canada’s rich history of aviation, providing leadership, support, and partnership. The museum is therefore committed to honoring and commemorating the history of Indigenous Peoples and aviation in western Canada while engaging with the complex history of travel, trade, and relationships in this place.

Guiding this path is our museum’s Indigenous inclusion strategy, headed up by Indigenous Curator Dr. Niigaan Sinclair, who has ensured all museum initiatives adhere to our commitments to the United Nations Declaration on the Rights of Indigenous Peoples and the Truth and Reconciliation Commission calls to action. Dr. Sinclair is Anishinaabe (St. Peter’s/Little Peguis) and a professor at the University of Manitoba,

where he holds the Faculty of Arts Professorship in Indigenous Knowledge and Aesthetics and is currently Head of the Department of Indigenous Studies. In all its curatorial, archival, and programming practices and policies, our museum has sought to include and integrate Indigenous perspectives and this is evidenced throughout our exhibits, program delivery, and all levels of administration. We continue to develop and implement this strategy while working in partnership with Indigenous communities and leadership to ensure accuracy and respect in our programming.

We are a museum that represents all experiences with aviation of the communities we serve - with Indigenous perspectives an essential element of this story. This also means a tangible commitment to ongoing relationships with Indigenous communities and leadership, and the development of new initiatives based in public education, outreach, and engagement with Indigenous communities. We’re also committed to an Indigenous human resource hiring plan, training initiatives for existing staff that ensure cultural and historical awareness, and ongoing development of policies and practices to support our participation in the City of Winnipeg Indigenous Accord - which the museum agreed to join in 2021. Participation in the Accord ensures the museum continues to develop our path to reconciliation and a better museum experience for all.

EXHIBITS & PROGRAMMING

Storytelling and the development of world-class museum practices

In the fall of 2019, the museum embarked on a strategic planning process to define our mission and vision for the next three to five years.

The outcome of that exercise produced seven strategic directions centered around one goal: to be recognized as a world-class destination where Manitoba's critical role in Canadian aviation and aerospace development is showcased to educate, inspire, and entertain.

Two of the strategic directions we outlined directly relate to our collections and exhibits. Under the first of these, achieving world-class museum and archival collections, we set four goals:

1. Develop collections and conservation policies with processes and procedures that reflect current best practices in artefact preservation and restoration.
2. Implement a strategic, long-term policy for collections development (including accessioning and deaccessioning - acquiring things that will serve our mission and parting with things that don't).
3. Procure and implement a cutting-edge collections management database platform.
4. Maximize access to, and utilization of, the collections and archives both on site and online.

The second was to develop dynamic exhibits and programming, stemming from a desire to move from an aircraft-centric institution to a story-centric one. This transformation included a commitment to reflect the diversity of our community in the stories we tell and the experiences we offer. The story of aviation in northern Canada would not be complete, transparent, or accurate without including perspectives of Indigenous peoples, which includes telling the story of how aircraft were a primary means of transporting Indigenous children to residential schools.

To accomplish the proper telling of these stories, we enlisted an Indigenous Curator, consulted with subject matter experts wherever possible, and conducted rigorous research and community consultations. We were also diligent to record sources and references for every piece of information that was written and every story that was told, using primary sources wherever possible, with secondary and other primary sources to corroborate it. Once the stories for our exhibits were drafted, we conducted final reviews with the subject matter experts to further ensure accuracy. Lastly, we've engaged in partnerships to ensure the ongoing credibility and accuracy of exhibit content and programming.

The challenge of capturing these stories in 70 words or less

The stories we felt were most pertinent to tell could fill volumes. Unfortunately, our exhibit panels were limited to 70 words. Obviously, communicating any story in 70 words or less is a challenge, but it's an amount of text that will keep the reader's attention and allow visitors to move throughout the museum at an even pace. It also ensures that each panel is legible to all visitors, including those with visual impairments.

To augment the text that will appear on exhibit panels, we're developing different ways to further present supplementary stories, explanations, and customized information to visitors. We'll be using cutting-edge museum technology, both on-site and online, to take visitors beyond the written word. Some of the projects in development include:

- QR codes (linking our exhibits to our website and vice versa)
- Videos (18 videos telling the stories of aviation and aerospace within six video kiosks)



Exhibit Completion Task Force

With our goals and priorities set for exhibit development - and also an understanding of our limitations - we assembled an Exhibit Completion Team made up of staff and volunteers with a wide range of skills, knowledge and expertise. We would never have achieved our goal of completing the exhibits without each and every one of these members of the team.

Primary Writers and Researchers

Gordon Crossley, Gilles Messier

Photos and Videos

Bill Brereton, Lorraine Iverach, Wayne Adams

Collection/Artefacts

Sandra Chewka

Photo credits/permissions

Alexandra Moreau

Fact checkers

Bruce Emberley, Gordon Emberley

Contributors

Hedley Auld, Keith Burrows

Reviewers

Sheena Stemler, Sandra Chewka

Indigenous inclusion

Niigaan Sinclair

Exhibit Project Leads

Terry Slobodian and Joel Nelson

Finding the photos to tell our stories

The Museum has a vast collection of photographs, ranging from the early days of aviation in Canada to today. It was important that we find ways of utilizing these images in the exhibits of the new museum. Archival student Alexandra Moreau was hired as an intern to begin the work of contacting donors to gain permission and copyright for each photo slated for display. She also contacted archives and other museums to gain access and permission to use photos. In a few short months, Alex had contacted dozens of individuals and gained permissions for hundreds of photographs that will be on display in the new museum. Next, volunteers spent hours unpacking and scanning these images at a high enough quality for display.



"During 2021 our work stations moved from a marquee tent within the warehouse at Church Avenue to the vacated Church Avenue office space. Our final move brought us to the newly minted museum space at Wellington Avenue in the summer of 2021.



While at Church Avenue, research began into finding images from our vast photo archive that would be suitable for the various zone displays. Over 40,000 images have been scanned into a searchable database, which formed the basis for the image searches. Once at the new Wellington Avenue offices, the image searches continued and are ongoing into 2022, focusing on specific requests from the writing and research teams. As image choices are finalized, the selected photos are rescanned at high resolution and enhanced where required. These versions have then been made available to the museum design committee, display fabricators, and film makers.

It has been a privilege to have input into the development of the new RAMWC displays. We are looking forward to seeing the finished results when the museum opens in May, 2022."

Bill Brereton, Lorraine Iverach, and Wayne Adams
RAMWC Photo Archives Team



Homing Pigeon, origin
with image and
Wedette carried
home boxes in
1917

MANU
Cover
TYPE
MAXIMUM POWER OUTPUT

Armstrong

Feath
Mess



Inspiring the next generation through STEM and space programming



In 2021, prompted by requests from the aviation and education communities, we began developing new STEM (Science, Technology, Engineering & Math) and space programming. We've been entrusted with

this thanks to our excellent track record of delivering high-quality programming, and because of our strong partnerships with stakeholders from the government, education, and aviation sectors.

Our very first program, 'Science of Flight' was created in 2005 to meet curriculum requirements for grade six students. Since then, we've developed five additional curriculum-based 'Take Flight' programs and four special interest workshops. All in all, we've delivered programming to more than 90,000 K-8 students. Our new STEM programs will expand on our offerings and be designed for students from kindergarten through grade 12.

With our interactive exhibits and educational programming, we are the incubator for tomorrow's industrial designers, inventors, and manufacturers. Our museum will nurture the potential of Manitoba's

students by showcasing real-life, home-grown opportunities in the fields of aviation, aerospace, engineering, and design.

Through this new initiative, we will inspire students from across Manitoba to dream big. We'll engage them in aeronautical, space-based lessons that focus on STEM, highlighting the contributions of under-represented groups such as women and Indigenous peoples.



The activities and programs will explore flight, the Artemis Gateway project, the James Webb Space Telescope, and Lunar/Martian exploration. We'll also focus on new technologies and the involvement of Manitobans and Canadians in the aerospace sector.

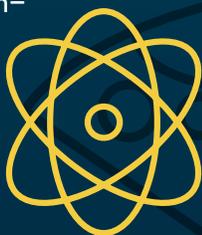
Unique to us, we will offer virtual programming to allow students to enter space on the aircraft "Endeavour" for a journey through space. This opportunity will spark an excitement of space exploration for aspiring rocket scientists, excited by the prospect of exploring the galaxy, one small step at a time. They will begin their journey on Earth and blast off towards their destination, the ISS





(International Space Station). While on this journey, students will learn about the basics of space travel, what has already been accomplished and what innovations could be on the horizon—possibly created by people just like them!

To develop these new programs, we've enlisted two of the brightest minds in Canadian STEM education.



Maria Nickel, a STEM educator in Manitoba for over 20 years, is a recipient of the Prime Minister's Award for Teaching Excellence. Maria is also an ambassador for Space Foundation International and a Space Exploration Education for the Houston Space Center. A Canadian Space Agency Recruitment Program candidate in 2016, Maria is also a teacher leader with Let's Talk Science, a national organization that helps prepare youth for careers in STEM fields.

Brian Ewenson is a Canadian-born aerospace educator who has worked with Lockheed Martin's

Space Day, the Canadian Space Agency and with NASA's Space Shuttle program. He has designed, developed, and flown eight experiments on the space shuttle and has trained astronauts to perform his work in space. He has also presented to more than 250,000 people in the past 20 years at schools, museums, science centers, and community groups. He is currently the Executive Director of Spaceport Sheboygan, a space museum and rocket launch range located in Sheboygan, Wisconsin.



We're excited to inspire young people to pursue careers and vocations that will meet growing demand and enable Manitoba to remain a leader in the global aviation and aerospace industry.

Our new STEM and space programming will launch in September of 2022.



Chris Parsons, aka “Chris without the Hat,” joined the Royal Aviation Museum in 2005 as a young, enthusiastic entertainer. He had aspirations of working with children and started off providing entertainment for birthday parties and the occasional school group.

Our ‘Take Flight!’ programming was launched shortly after he started and was a great opportunity for Chris to grow as an entertainer and make an even bigger impact using aircraft, artefacts, science, and arts to educate students. Around the same time, Chris worked alongside a colleague to develop the museum’s first school program: Designiacs. Popular to this day, Designiacs encourages students to work collaboratively to build aircraft using recycled materials.

In 2009, Chris became Children’s Programs Coordinator for the museum and quickly went to work assisting in the development of curriculum-based education programs. Throughout the next nine years, thousands of students came through the museum to learn from, and be entertained by, Chris.

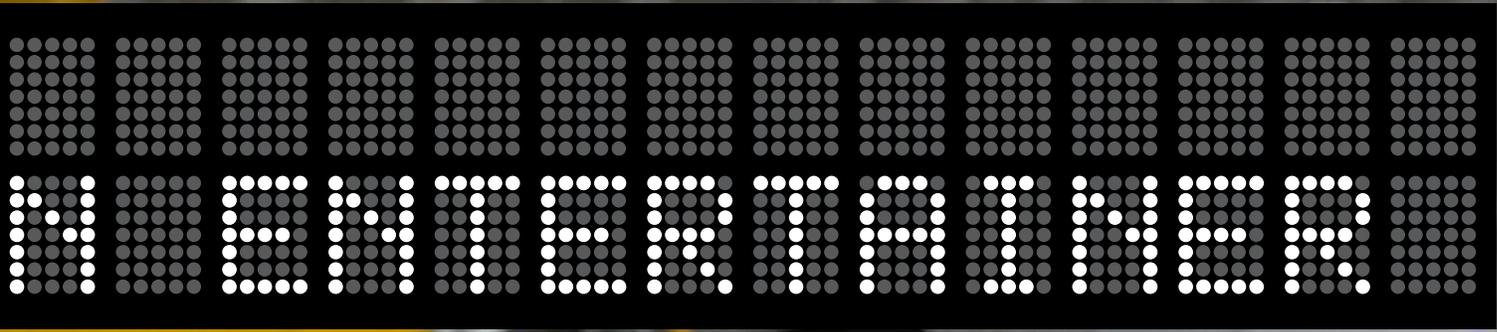
During his time at the museum, there was always talk of closing the location on Ferry Road and reopening in a brand-new facility. Chris didn’t actually think that day would ever come. So, when it became a reality in 2018, even though the wheels had been in motion for many years, he still felt some disbelief. All of his programs were temporarily put on hold and he had to come up with a new plan.

Over the next two years, Chris resumed work as a full-time entertainer. He travelled throughout the United States and Australia and, when he was at home in Winnipeg, he worked with Mad Science, an education organization. He also travelled to rural elementary schools on behalf of the museum to deliver outreach programming. Then, the pandemic hit.

Touring came to an end, but Chris was able to pivot outreach programming to virtual programming, which was well-received. And, as preparations for the new museum ramped up, Chris became extensively involved with logistics and operations. So much so, that every aircraft in our museum, in part or in whole, has been transported using his van.

When Chris worked out of our location on Ferry Road, his only focus was children’s programming, so being involved with the assembly of our new museum was an eye-opening experience. Suddenly, he found himself handling artefacts, restoring aircraft, and being part of the team making the new museum a reality. He learned all about the stories we’ll be telling and became more invested than ever before in our museum’s mission to be a place for inspiration, education, and entertainment.

The next chapter in our story starts soon and Chris is excited to shift his focus back to on site-programming in the brand-new space.



MARKETING



Building on our brand

Part of our vision for a world-class museum is a destination giftshop that will be an extension of our updated brand.

Building on consumer insights gathered by Probe Research and our updated brand identity, extensive planning went into the development of the museum's gift shop, the **Landing Zone Boutique**.

We were very fortunate to have a professional interior designer leading this project. From concept through to purchasing, she donated more than a year of her time, working alongside staff and architects from Reich&Petch to develop the boutique's design and branding.

Next, the team sought inspiration from successful museum gift shops including the Canadian Space and Aviation Museum in Ottawa and

Boeing's Future of Flight store near Seattle, Washington. Using these insights and others gleaned from the Museum Stores Association, an understanding of the global retail and gift shop marketplace was developed along with a set of best practices.

Lastly, we began building relationships with local and global suppliers to develop a well-rounded inventory of merchandise.

Our boutique will be stocked with items that appeal to a broad audience. Shoppers will discover niche items for aviation enthusiasts, educational toys for children, branded merchandise, goods by Manitoba artisans and more. Keeping in mind the museum's commitment to truth and reconciliation, the Landing Zone Boutique will also feature products by Indigenous artists.



HOBBS THE BEAR

Continuing to build on our brand, we're excited to reveal our new mascot. Inspired by the story of Basil Deacon Hobbs, a member of Canada's Aviation Hall of Fame and the sole pilot on the first long-range aerial Canadian photographic survey in 1924, meet **Hobbs!**

The friendly life-sized brown bear (which will be activated through touch) will prominently greet children and visitors upon arriving at the museum.

Hobbs will tell the engaging story of its namesake via a recording read by Winnipeg children's author Gerald Sliva.

Hobbs the Bear will also appear in our Galaxy Exploration Zone play area and be featured on merchandise and apparel in the Landing Zone Boutique. Keep your eyes open for appearances of Hobbs the Bear at Winnipeg attractions and events in 2022!

VIP visits

We can't thank our government and industry partners enough for support. We were so pleased to welcome a number of these partners into our new museum for a sneak-peek of our progress in the latter part of 2021.



In September of 2021, we were honoured to have Premier Goertzen visit our new space where he announced a \$23,800 grant for each of Manitoba's seven "signature museums" as part of the province's Manitoba 150 celebrations.



We hosted a small group of our Travel Manitoba partners in October of 2021. This team has provided invaluable support and we look forward to continuing the relationship.



In May, we hosted a virtual tour and presentation for Mayor Brian Bowman.

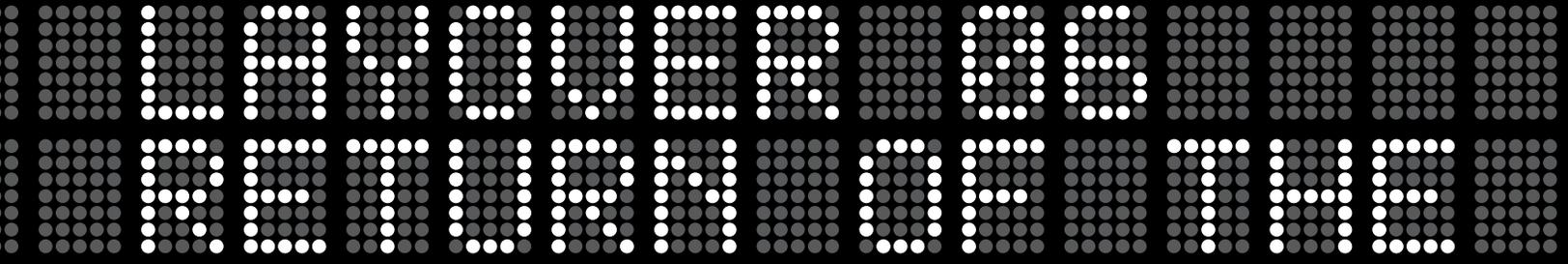
We were lucky enough to have two visits from our Assiniboine Chamber of Commerce partners in 2021. A photo op in our Musketeer is always a highlight for visitors.

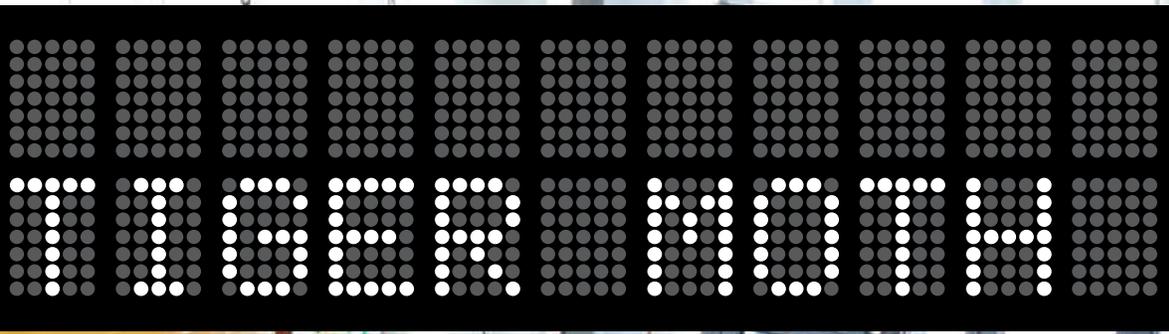
Assiniboine Chamber of Commerce.



Our CentrePort partners in front of CF-104 Starfighter 703 in November of 2021.







Teamwork brings the Tiger Moth safely home

When John McNarry, president of the Commonwealth Air Training Plan Museum in Brandon, Manitoba heard we were closing our doors on Ferry Road and that the hangar was slated for demo, he quickly came to our rescue.

John knew that without a hangar there was a good chance our Tiger Moth would be stored outside while our new museum was being constructed. He couldn't stand the idea of leaving a cloth airplane unprotected from the elements so he spoke with his board and they graciously agreed to make room for it at their facility.

When the time came, John drove out to Winnipeg and met up with long-time RAMWC volunteer Jeff Bell to escort the Tiger Moth back to Brandon. There, it was featured in the Commonwealth Museum's military aircraft exhibit for nearly three

years until the summer of 2021, when it made its homecoming.

The Tiger Moth was one of the first aircraft brought into the new RAMCW facility. Upon its arrival in Winnipeg, John and Jeff met up with Joel Nelson, Vice President of Operations for the Royal Aviation Museum. The aircraft had been partially disassembled for transport, so together, they carefully put it back together in preparation for its suspension in our new museum space.

Now, it hangs in the museum's entrance, ready to greet visitors beginning in May of 2022.

A huge 'thank you' goes out to our friends at the Commonwealth Air Training Plan Museum for taking such good care of our Tiger Moth during our closure.

TREASURER'S REPORT



I am very pleased to share with you that 2021 was another landmark year for the museum, one in which we wrapped up construction of and moved into our brand-new 86,000 square foot facility.

Thanks to the incredible work of our Capital Campaign team, our 'Climb Aboard Capital Campaign' took off in 2021 bringing in \$9.95M in contributions, an increase of almost 56% over 2020. Despite the increased operating costs associated with aircraft restoration, moving into the new building, and recruiting critical staff to meet the objectives of our Sustainable Business Plan, we finished the year with an excess of revenues over expenses of \$9.05M.

Cash flows during the year exceeded expectations due to good fundraising progress and accelerated pledge fulfillment, resulting in a year-end cash balance of \$1.2M and an increase in investment income for the year.

As we closed off 2021, all capital projects were under budget. The construction budget was completed with an unused contingency of \$1.076M. A portion of this amount has already been applied against key projects to support revenue-generating activities, including venue rentals.

Having recently joined the board of the Royal Aviation Museum of Western Canada, I am excited to be a part of this exciting chapter in its story and look forward to many more successful years.

A handwritten signature in black ink that reads "K. Olbrecht".

Kacie Olbrecht
TREASURER

PHOTO CREDITS & DESCRIPTIONS

FRONT COVER

Photo by Dave Brandt

INSIDE FRONT COVER AND CONTENTS

Photo by David Lipnowski

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Children's Programs Coordinator Chris Parson tours a group through the new museum photo by Vanessa Desorcy

PAGES 12-13

Photos by David Lipnowski (top to bottom): Restoration work on our N.A. Yale. Volunteer Gerry Suski pictured / Cleaning our N.A. Yale before its suspension. Volunteer Wyatt Murdoch pictured / Cleaning our Tiger Moth before its suspension. Volunteer Daniel Duong pictured.

PAGES 14-15

Main photo by Empire Photography

Inset photos, top to bottom: Observation lounge, photo by Jason Brandes / Children's play area, photo by Vanessa Desorcy

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Bob Williams pictured, photo by Jason Brandes

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Starfighter arriving at RAMWC, photo by Joel Nelson

PAGES 22-23

Photos by/courtesy of Sandra Chewka (clockwise): Exhibit case in our 'Canada Mapped' exhibit / SkyMed filming / Church Avenue warehouse / collections and archives room at the new RAMWC

PAGES 24-25

Main photo courtesy of RAMWC - Bellanca Aircruiser parked in the new museum

Inset photos courtesy of Robert Arnold (top to bottom): Bellanca Aircruiser assembly test at Church Avenue warehouse / Robert Arnold installing new Curtiss Wright engine on Bellanca Aircruiser

PAGES 26-27

Photos courtesy of RAMWC

Main photo - CL-84 being moved into position at the new museum/ Inset photos (top to bottom): CL-84 wing arriving at the museum / CL-84 pre-assembly

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Photo courtesy of Niigaan Sinclair, Niigaan Sinclair pictured

PAGES 30-31

Photos courtesy of RAMWC archives (L to R): B/W 4.5x2.5 CF-MAG Vickers Vedette V on Red Deer River, 18 June 1937. see also 87-69-ZZ-164. donor: R.H. Crone (T.M. Clearwater Collection) / B/W 8x10: Fairchild Super 71 CF-AUJ on skis "Team of oxen at Oskelaneo, Quebec, which were flown in one at a time, to CM and S camp at Dore Lake. One ox weighed 1,050 lbs, the other about 900 lbs and the total load each trip was made of additional misc freight. This was in spring of the year or late winter and half of the engine cowl was removed." donor: David Atkinson / B/W 4x6.5: Junkers 52, CF-ARM, at Brandon Ave. base. donor: Ted Mayo / B/W 3x5: Western Canada Airways Ltd truck seen on Brandon Ave., Wpg. Horace P. Russell on running board, D.P. Glen on top of cab. Lew W. Parmenter with raincoat. Bill Nadin at rear wheel. donor: Ron Riddell / B/W 6x8: De Havilland Tiger Moth #4388. donor: Fran Burns

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Photos (top to bottom): volunteers Bill Breton and Lorraine Iverach

work on photo digitization in Church Avenue warehouse / volunteer Wayne Adams working on photo digitization and restoration

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Stock image

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Photos by Vanessa Desorcy (clockwise): students from Stonewall School testing our new STEM programming / students from École Templeton enjoying a tour of the new museum / students from Stonewall School testing our new STEM programming

PAGES 34-35

Chris without the Hat delivers virtual programming at the new museum, photo by Vanessa Desorcy

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RAMWC mascot Hobbs the Bear, photo by Vanessa Desorcy

PAGES 38-39

Photos by Jason Brandes

PAGES 40-41

Main image - prepping the Tiger Moth for suspension, photo by David Lipnowski.

Inset photos courtesy of Commonwealth Air Training Plan Museum (L to R): Removing the wings of the Tiger Moth in preparation for transport to Brandon / Reassembling the aircraft in the new museum / Tiger Moth suspension, photo by David Lipnowski



**ROYAL
AVIATION MUSEUM**
OF WESTERN CANADA

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