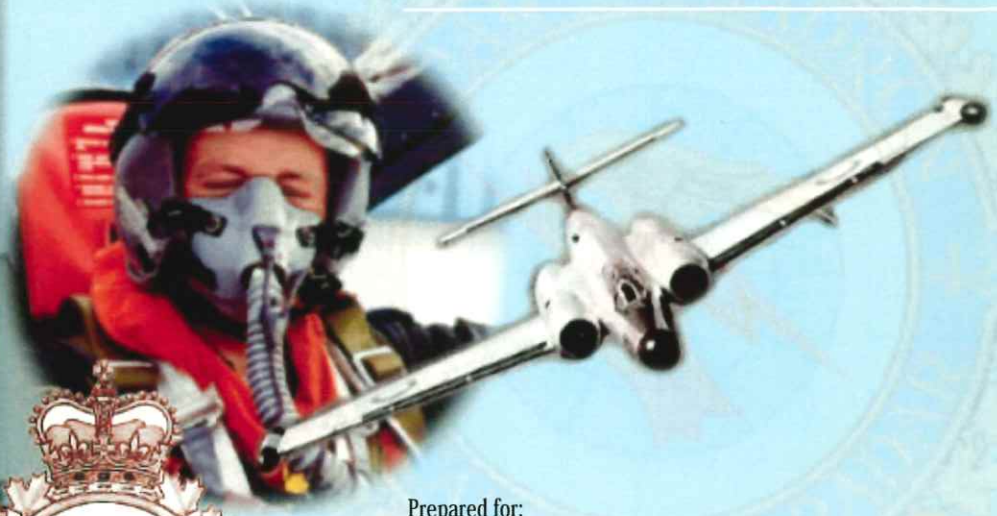


Final Report

Planning and Concept Development *for the* Cold Lake Air Force Museum



Prepared for:

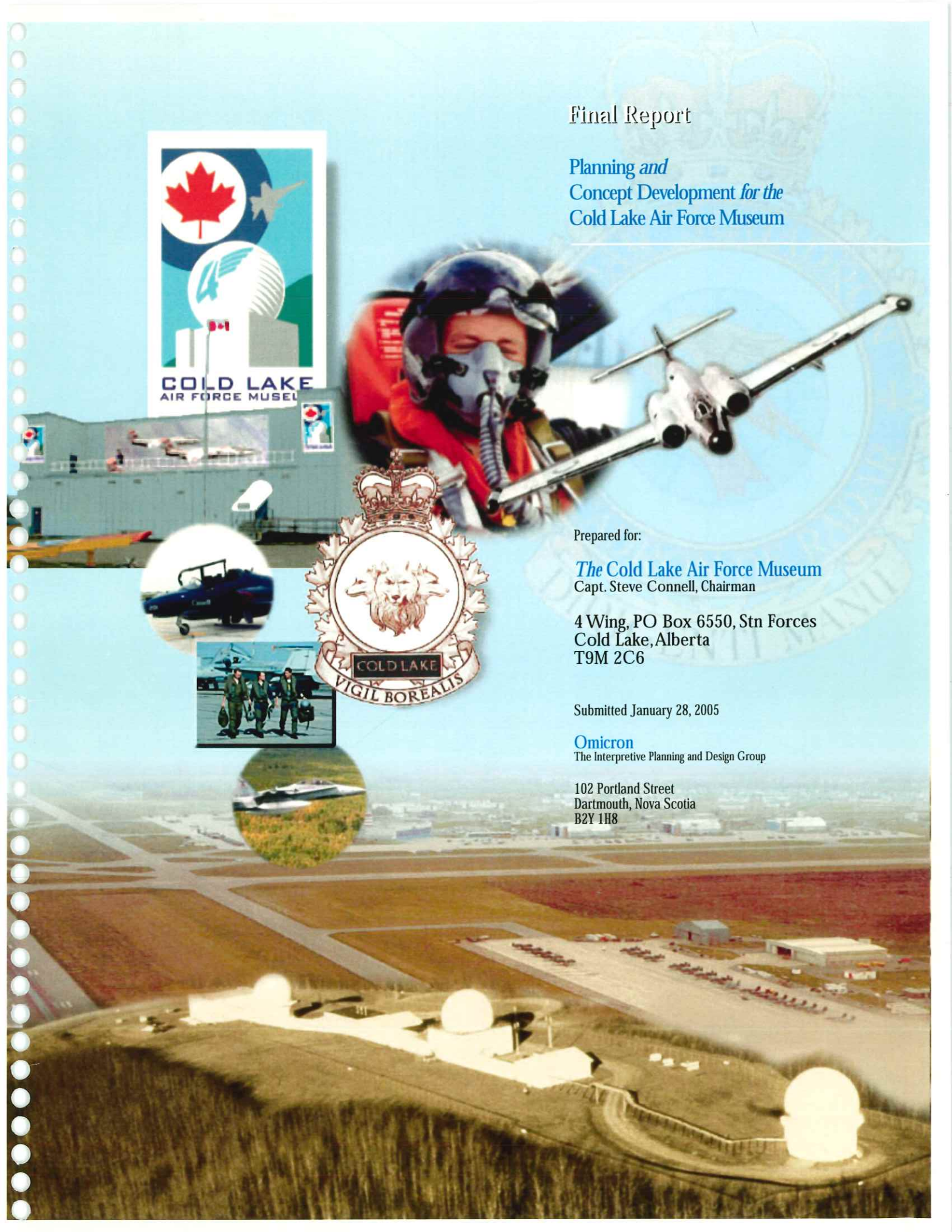
The Cold Lake Air Force Museum
Capt. Steve Connell, Chairman

4 Wing, PO Box 6550, Stn Forces
Cold Lake, Alberta
T9M 2C6

Submitted January 28, 2005

Omicron
The Interpretive Planning and Design Group

102 Portland Street
Dartmouth, Nova Scotia
B2Y 1H8





COLD LAKE
AIR FORCE MUSEUM

**Cold Lake Air Force Museum
Planning and Concept Development
Study Report**

January 28, 2005

Prepared by
Omicron
The Interpretation, Planning and Design Group
Dartmouth, Nova Scotia



Omicron

The Interpretation, Planning
and Design Group

102 Portland Street
Dartmouth
Nova Scotia
Canada
B2Y 1H8

T 902 482 2520
F 902 469 4399

January 28, 2005

Capt. Steve Connell, Chairman
Cold Lake Air Force Museum
4 Wing
PO Box 6550, Stn Forces
Cold Lake, Alberta
T9M 2C6

Re: Final Report, Concept Development
for Cold Lake Air Force Museum

Sir:

I am pleased to submit our final report related to the planning and concept development for the Cold Lake Air Force Museum.

Over the past several months, work has progressed on the report, as requested, including several visits to the site. This work, as contained in this report, offers several components relevant to the future development of the museum.

Specifically, the report contains:

- An overview of the history of the museum.
- Notes related to importance and activity of interpretation of artifacts and historical resources.
- Basic buildings plan drawings (basement, main floor, and second floor).
- Recommendations as to space development and utilization as defined by drawings and text.
- Report on existing conditions, including identified problem areas. These are specific and general comments based on site visits and observations made during a number of site visits.
- Recommended solutions and ideas for development of the museum.
- Preliminary layout plan for exhibit areas.
This will include the identification of the spaces available throughout the three-story museum structure, and recommended uses of the space. Also included are defined visitor circulation plans throughout all levels of the museum. The circulation plans are flexible and may change to meet the requirements of the museum and the development of new exhibits.
- Suggested exhibit themes and sub-themes.
- Concepts vignettes for exterior of the museum building.
- Concept vignettes for specific interactive exhibits.
- Example of suggested graphic style for interpretive panels

Omicron

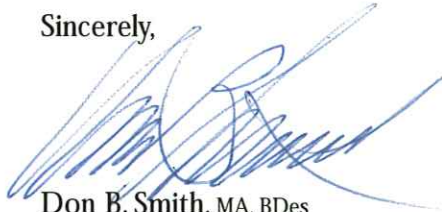
The Interpretation, Planning
and Design Group

I would like to take this opportunity to thank you as the Chair of the Cold Lake Air Force Museum, and the Curator, Ms. Kelsi McCarthy, for the valued assistance and cooperation received during the development of this study. I would also like to thank the Commander of 4 Wing for his support of the museum, and the development of the planning and concept study.

It has been a pleasure to work with you, and to spend the time that I did at Cold Lake. I will be available for follow-up discussion and consultation as work on the museum progresses.

Please accept my best wishes for continued success with the ongoing development of the Cold Lake Air Force Museum project.

Sincerely,



Don B. Smith, MA, BDes
Manager/Senior Consultant

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Overview

Without question, 4 Wing Cold Lake is the home of the fighter pilot and carries on that tradition as it continues to be at the cutting edge of military fighter aviation. As the largest fighter base in Canada, Cold Lake's mission is to train, deploy and support world-class tactical fighter forces in support of the domestic and international roles of Canada's Air Force. It is the vision of 4 Wing to be the international centre of excellence for tactical fighter operations, deployable combat support and leading edge training by focusing on people, leadership, innovation and technology.

The Wing

The year 2004 marked the Gold Jubilee of a unique relationship between CFB Cold Lake and the communities of the Lakeland. For the last fifty years, the City of Cold Lake has enjoyed a relationship unmatched between a Canadian Forces Base and the civilian world.

Cold Lake is a community that has been shaped by hundreds of years of human development and influence. With the founding of the air base, another community would be built to give the 'Tri-Town' area its name. This community would become Canadian Forces Base (CFB) Cold Lake.

Construction of RCAF Station Cold Lake began in 1952 when the site was chosen by the Royal Canadian Air Force as the location for an air-weapons training base. In selecting the site, factors such as population density, accessibility, weather, possible future development of resources and the suitability of land for aerodrome construction was considered. The site near the former town of Grand Centre was eventually chosen because of the advantages of adequate drainage, flat terrain and nearby gravel deposits. The first contingent of personnel arrived March 31, 1954, and operations began on the same day. In 1953, the federal government signed an agreement with the provinces of Alberta and Saskatchewan for the use

of a large tract of land for use as an air weapons range. This was, and continues to be, the *raison d'être* for 4 Wing Cold Lake and its operations.

The Cold Lake Air Weapons Range covers more than 1,000,000 hectares (11,600 sq. km.) and is the only tactical bombing range in Canada. Vast quantities of unrestricted airspace with an absence of civilian air traffic and more than six hundred targets, including seven airfields, make it highly attractive to foreign air forces. The heavily forested terrain with numerous lakes resembles European topography and differs from the desert conditions in southwestern Nevada. Fighter crews from all over the world use the range annually during Exercise Maple Flag, and throughout the year for training.

The decision made by the Royal Canadian Air Force to make the area between Cold Lake and Grand Centre into an air force base gave the communities an economic boost that acted as a catalyst in propelling the area's development into the city it is today. The success of the base illustrates that the Cold Lake area has met the criteria for 'future development'. Before the site was chosen as the location of CFB Cold Lake, the then-separate settlements of Cold Lake and Grand Centre were not much more than a few houses and a few businesses. Today, 4 Wing employs the largest number of people in the area. Around 2,000 military members and 250 civilian members compose 4 Wing's work force.

In 2004, the Cold Lake base reached a momentous milestone with fifty years of operation and service to the Canadian Forces. The occasion was marked with various activities and events in recognition of this historic accomplishment.

Source: http://www.airforce.dnd.ca/4wing/about_us/history_e.asp

Tri-Town Museum and the 42 Radar Site

The Tri-City Museum is located at the former site of 42 Radar Squadron, situated between the former community of Grand Centre and Cold Lake. Developed in 1998 as a museum, this historic building has been devoted to the promotion of key developments in Cold Lake's history. The museum consists of an Oil & Gas Exhibit, a Heritage Exhibit devoted to the life of pioneers and early residents of the area, an Aboriginal Exhibit describing the life and times of the area's prominent Native population, and a large Air Force Exhibit.

The development of the museum began in September, 1990, when a group of area residents formed the Interpretive Centre Committee to promote the establishment of an Interpretive Centre for the Tri-City area to promote its history. In December, 1990, the Committee was renamed the Tri-Town Museum Society with the mandate to develop a museum.

By 1991, despite the lack of a suitable location for the Tri-City Museum, the Society had developed four key themes to be interpreted in the museum. These included an Oil and Gas display to educate the populace on the oil industry process in Cold Lake. The Society also wanted to create a "homesteaders" exhibit (now the Heritage Exhibit). Understanding how pioneers established in such a place was a key to comprehending the development of the entire area. It was further recognized that a First Nations display was important to convey their contribution to the history of the area, and to create an atmosphere of understanding and education related to native culture and heritage.

The fourth exhibit theme was the air force display, intended primarily to educate the public as to the nature of work carried out daily at the base, and the contributions of the base to the community. The popularity of the base was another argument that the Museum Society promoted to begin the museum. Although thousands of tourists are attracted to the base annually, security concerns prevent the general public from touring the

base. The creation of an air force exhibit at the museum would allow the public to learn more about the air force at Cold Lake, and foster a positive attitude in the minds of the public as to the many contributions of the Air Force. When the Museum Society discovered that the 42 Radar Site would be closing down in the early 1990s, they saw a window of opportunity for their museum. The Society proposed that the 42 Radar Site be made into a museum. However, turning the Radar Site into a museum was more difficult than initially anticipated. An agreement with the United States at the time of the radar site's construction in 1954 stated that once the site was no longer in use, it would be returned to the province in its natural state, with all structures on the property to be demolished. Letters from the Museum Society to municipal, provincial and federal levels of government managed to save the site from demolition. In January, 1994, the 42 radar site was purchased for \$27,787.00, allowing the Museum Society to begin their project.

On July 1, 1998, the Tri-Town Museum opened its Heritage and Air Force exhibits, depicting the original four themes chosen for their significance to the community of Cold Lake's development, as depicted in the museum. That the air force has a display and that the museum is located in a decommissioned military building are indicative of its crucial role in the development of Cold Lake.

Source: "Exploring the Influence of 4 Wing Cold Lake on the City of Cold Lake", Kelsi McCarthy, Cold Lake Air Force Museum, August 27, 2003.

Project Description

Consistent with the Fiftieth Anniversary Celebrations for Canadian Forces Base Cold Lake, the Cold Lake Air Force Museum determined there was a requirement for an evaluation of its present public offering, with a view towards creating a concept for a new and enhanced visitor experience. This would be achieved through the creation of a conceptual program leading to an interpretive program, new exhibit sequencing plans, visitor circulation plans, and an overview of potential exhibit concepts.

It is recognized by Museum management and staff that concept planning and development is critical to the development and long-term viability of the Cold Lake Air Force Museum Facility. Concept planning, in terms of creating a vision for the future, has been completed. This is the first phase of a multi-phase project that will, upon completion, include an interpretive plan followed by a detailed design phase, preparation of production files and details, and fabrication and installation of new exhibits, based on the concept plan. These phases of the overall development will be undertaken according to the availability of funds and other resources, at the discretion of the Chairman of the Board of the Cold Lake Air Force Museum, and the Commander, 4 Wing.

The Development Plan

A development plan is the end product of a process that involves management and staff, volunteers, and in the case of the CLAFM, or any other DND museum, unit commanders such as Squadron COs, and the Commanding Officer. This is very important and something that should not be overlooked. It should be pointed out that this is something that is often overlooked with small museums. Due in part to lack of funding, development often takes place on an *ad-hoc* basis and in response to immediate issues such as special celebrations and events. This leads to exhibits that while intended as temporary, stay on in the museum until they assume "permanent exhibit" status.

The development process is important as it will define objectives for the Cold Lake Air Force Museum. It will, in effect, create a "road map" to development that will serve as a museum master plan. CLAFM has taken the important first-step with the commissioning of a concept development plan.

The development plan, usually considered as part of an overall business plan, will assist museum management achieve the following:

- confirm mandate
- establish of confirm overall objectives
- identify museum needs
- assess and reaffirm policies, such as collections
- identify potential "roadblocks" to development
- establish budgets
- identify fund-raising opportunities
- establish schedules
- determine exhibit requirements
- focus volunteer efforts

The Cold Lake Air Force Museum will benefit from such planning as it will define short and long-terms goals and objectives, as determined by staff and management. It is important to recognize that the development plan must contain a certain amount of flexibility to allow for shifting priorities and focus within the museum. It cannot become rigid or inflexible. If this happens, the plan will quickly be laid aside, and "the old way of doing things" will prevail. Allowing, however, for flexibility and adaptability, the core concept of the plan must be retained to provide the consistency and continuity necessary for the growth and maturing of the museum.

The Visitor Experience

There is a process to encouraging individuals and groups to visit the museum. It is one that provides the opportunity for visitors to explore the exhibits—viewing, questioning, learning, appreciating, and enjoying each display as they move throughout the museum. When they have completed their tour, the visitor will have a greater understanding and appreciation of the story of the military presence at Cold Lake over the past fifty years. This process is referred to as “the visitor experience”.

It is important to understand that the visitor experience involves more than the exhibits and display within the museum. The process actually begins with promotional materials and advertising, carrying through to directional and site signage as the visitors make their way to the Cold Lake Air Force Museum.

Everything that leads to the site creates an impression in the mind of the visitor as to their expectation or conception of the museum itself. This includes important considerations such as signage, accessibility and entrance area, exterior display units and interpretation, and condition of the museum building, as perceived by the visitor.

Once inside the museum, other factors take over in terms of defining the overall experience for the visitor. These factors include the interior entrance area, addressing questions such as, “is there a place to hang our coats” and “is there an information desk, or orientation area”? These questions are of particular importance given that the CLAFM is a multi-level presentation. Furthermore, the museum provides the main access route to other museums such as the local history exhibit, the oil industry exhibit, and the First Nation exhibit, all located through the long access tunnel that leads from a corner of the CLAFM.

The availability of specific services also impact upon the visitor experience, and the attitudes that are formed and carried away by the visitors. Inevitably, the question asked is, "was the trip worth it"? The key points that serve to form the answer to this question often has less to do with the exhibits and information, than most museums care to understand and acknowledge. These include services such as washrooms, food service, gift shop, and other factors, all of which are need to be considered as important components of the visitor experience.

Cold Lake Air Force Museum

Notes on Interpretation

The Cold Lake Air Force Museum, 4 Wing, has determined that the need exists for an evaluation of its present public offering, with a view towards creating a new and enhanced visitor experience. This will be achieved through the creation of a comprehensive theme program leading to a new exhibit sequencing plan, visitor circulation plan, and exhibit concepts.

As should be identified in the Museum's Five-year Business Plan, the project will involve concept planning and development, which is recognized as the first phase of a multi-phase project intended to extend over a period to include FY 05/06 through to FY 09/10. The redevelopment plans for the CLAFM should include a detailed design phase, preparation of production files and details, fabrication and installation of new or updated exhibits. These phases of the overall development will be undertaken according to the availability of funds and other resources, at the discretion of the Museum Board of Directors, the Base Commander 4 Wing and other key stakeholders.

It is recognized that development plans for the museum must be based on interpretation. It is this important aspect of the presentation that gives life and meaning to the museum displays. Without it they remain a collection of artefacts — a form of "visible storage" that does little to increase the public's awareness, understanding, and appreciation of the museum's collection, and the important story of the Cold Lake component of Canada's military aviation history.

If a museum does nothing else, it must educate its visitors. And it must do so in a manner that is informative, interesting, entertaining, unobtrusive, and above all—educational. Interpretation is the key to the overall visitor experience, and with few exceptions, seems to be lacking in most military museums. To improve the situation at the Cold Lake Air Force Museum

requires interpretation of each theme and sub-theme, based on a plan that, in turn, will relate to a concept development plan.

Interpretation allows for the identification of an artefact, its use and its significance militarily, historically, and even socially. This is an important consideration because the military is a society and culture unto itself, a part of our greater society, but different from other segments. The interpretation of this society is important, as is its relationship to other communities with which it shares space and resources. People who do not have a working knowledge of the military do not understand military service, life, and traditions, or the role of the military as an important part of the social fabric of our country. Because military museums, in a general context, often contain little or no interpretation, the artefacts on display do not provide the information necessary for expanding the knowledge and appreciation of the general population, often because there is little or no explanation.

An improvement in how artefacts and the story-line are explained would make exhibits more comprehensible to civilians and would increase interest, thus increasing the viewing audience and their understanding of the stories embodied by the Cold Lake Air Force Museum.

Interpretation and Development Process

The process of interpretation and exhibit development follows a distinct plan involving several important phases:

A. Development of interpretive program

- Define overall purpose or mission
- Brief description of museum and historical resources
- Purpose of interpretive program
 - information
 - education
 - entertainment
- Determine overall costing levels
- Develop schedules

B. Define Visitor Experience

- An understanding of significance of site
- An understanding of the artefact collection
- An appreciation of history and tradition of site
- An appreciation of physical parameters of site
- Establish sense of time, history, and place for site and collection
- Presentation and communication

C. Analysis of Interpretive Opportunities

- complete interpretive inventory
- review artifacts
- cataloguing
- review photographic and illustrative resources
- identify what is presentable
- identify conservation requirements
- identify presentation requirements
- storage requirements
- define historical and cultural significance
- essential to full understanding of presentation

D. Interpretive Prospectus

- develop primary themes
- identify secondary themes and possible sub-themes
- allow for expansion of story-line
- identify local connections
- identify required research
- establish key headings and sub-headings
- define textual requirements
- match artifacts/images to text outline
- identify potential presentation methodology

E. Design

- Flows from Interpretive Program
- Develop Design Brief
- Design Phases
 - concept
 - detailed
 - final design
- Budget Considerations
- Schedule

F. Implementation

- Construction drawings
- Production artwork
- Specifications
- Tender documents
- Review of tenders received
- Project management

Why is this process important?

Currently, there is little unity between the exhibits because various individuals and groups are working on putting together displays. Coordination in planning and development is very important, as are consistency and continuity. Having a plan and adhering to it as best possible is important in developing the museum, as the plan will help create and maintain the visual links that bind the various displays together, such as type fonts, colours, graphic components, and design of structural units.

It is problematic to assume that all visitors have a working knowledge of the Military and understand each display and its significance. This is simply not the case as in many instances there is no explanation. An improvement in how the displays are explained would make exhibits more comprehensible to both civilians and military personnel, and would increase interest, thus encouraging new and repeat visitations, and the amount and quality of information absorbed.

Suggested Exhibit Themes and Sub-themes

Appropriate themes and sub-themes are a critical part of the interpretive process. They are intended to guide future planning and development of exhibits at the Cold Lake Air Force Museum. They are not intended to suggest chronology, priorities, or possible exhibit sequencing at this time, although they indicate a possible exhibit flow.

The following themes and sub-themes will, upon approval, form the basis for an interpretive master plan and exhibit design program.

1. The Early Years

- The global political/military situation
- The Cold War and threat of attack from Soviet and Warsaw Pact aircraft
- Planning and Construction of RCAF Station Cold Lake
 - Site selection
- Cold Lake becomes operational
 - The Hangar Line
 - Early squadrons
 - Flight operations
 - Support units
 - Administration
 - Base Hospital
- The Public Married Quarters
 - Family life during the Cold War
- Interactive model of the Base
- Period artefacts
- Photographs, maps, newspaper clippings, etc.

2. NORAD

- The air defence of North America (overview)
- The air defence system (technology)
- Defending northern skies/countering the Soviet threat
- Canada/United States military co-operation
- Colorado Springs
- The role of Cold Lake
- Map/photographs
- Small video unit
- Sound effects

3. The Aircraft

This exhibit will focus on the aircraft types that served the squadrons throughout the history of RCAF Station/Canadian Forces Base Cold Lake. Included will be the T-33 *Silver Star*, Avro CF-100 *Canuck* (various marks), B-25 *Mitchell*, CF-5 *Freedom Fighter*, CF-104 *Starfighter*, and CF-18 *Hornet*, plus special-role aircraft such as *Lancaster*, *Dakota* (Pinocchio nose), B-47 (test-bed for the CF-105 *Iroquois* engine) and helicopters (*Dragonfly*, S-51, S-55). The exhibit will include the following:

- Model aircraft (1/48 or 1/32 scale, to a consistent quality)
- Detailed drawings
- Photographs
- Selected pages of flight and maintenance manuals, preferably those with diagrams, illustrations
- Three-dimensional artefacts
 - Ejection seats (may be combined with crew mannequins)
 - Landing gear, canopies, various parts, etc.
 - Engines (Interactive display on workings of a jet engine)
 - Flight instruments, "black boxes", etc.

- Interactive exhibits
 - CF-104 “larger-than-life” cockpit display
 - Accessible procedures-trainers
 - CL-114 Tutor
 - CF-5
 - Computer Flight simulator stations
- Audio-visual presentations and sound effects.

4. The Crews

Dominated by fully-costumed mannequins, this exhibit will consist primarily of three dimensional displays and photographs to depict the story of Canada’s fighter pilots, both male and female. The exhibit will contain information related to the following:

- Mannequins of air crews
 - (may be combined with ejection seats)
 - Pilots (Male/Female)
 - Navigators
- Support Crews
 - Maintenance
 - Weapons
 - Communications
 - Other trades as per available artefacts
 - Male/Female
- Equipment
 - Helmets
 - Masks
 - Flight suits
 - Survival gear
 - Equipment and tools

5. The Weapons

- Changing roles
- Evolving technology
- Air-to-air
- Air-to-ground
- Artefacts
- Cold Lake as a testing area
 - The Cold Lake Air Weapons Range (CLAWR)
 - Primrose Lake Evaluation Range (PLER)
 - Jimmy Lake Range (JLR)
 - Function, operational role
 - Cruise missile tests
 - Map
 - Photographs
 - Primrose Range model

6. Maple Flag

- Purpose and organization
- History
- "How it works..."
- Nations involved
- Aircraft types over the years
 - Photographs
 - Models of aircraft types with unique markings
- Flight line diorama

7. Former Units at Cold Lake

- Squadron Crests
- Brief Squadron Histories
- Squadron artefacts
- Photographs
- Aircraft Types (photographs, models in unique Squadron markings)
- History and timeline

8. 4 Wing

- History
- Air Force Organization
- The Wing Structure
- 4 Wing Re-activation
- NATO Deployment
- Bases in Germany

9. Present Units and Services at Cold Lake

- Squadron Crests

- 410 Squadron (Training)
 - 419 Squadron (*Hawk* Training)
 - 416 Squadron
 - 441 Squadron

- Wing Services

- Organization Chart
 - Emergency Services (Fire, Crash, etc.)
 - Medical
 - Meteorology
 - Logistics
 - Supply
 - Transportation
 - Construction Engineering (CE)
 - Vehicle Maintenance (WEME)
 - Communications (WTIS)
 - Air Maintenance (1AMS)
 - Military Police/Security
 - Search and Rescue
 - Administration (Admin. Branch, Log. Branch, Wing Ops.)

- Air Field Defence

- Reserve Units

- Civilian employment

10. 42 Radar Squadron

- Development of radar
- Photographs of site, past and present
- Mid-Canada Line, Pine tree, DEW Line
- Maps/locations
- Unit History, crest
- Refurbished diorama of site
- Installation of radar equipment
- "Recreate" section of operations room
 - equipment
 - large map
 - mannequins
- Evolving technologies

11. Operational Deployments

11.1 The Desert Cats

- International situation
- Iraqi invasion of Kuwait
- "The line in the sand..."
- The Gulf War
- Squadrons and crews
- Air Operations
- Support Units
- Photographs/Maps
- Awards and Decorations

11.2 The Balkans

- Boznia/Kosovo
- Aviano
- Air Operations
- Squadrons and crews
- Support Units
- Awards and Decorations

11.3 Operation "Apollo"

- Goals and objectives
- Area map
- The Gulf/Afganistan
- Operations
- Awards and decorations

11.4 Operation "Noble Eagle"

- 911
- Deployments
- Maps
- Operations
- The continued threat
- Photographs/Images

12. Life on the Base

- Life in barracks
- Public Married Quarters
- Tin Town (Trailer Park)
- Interaction and integration with civilian communities (Tri-city)
- The Radio Station (CHCL)
- The Courier (Base Newspaper)
 - History
 - Headlines/Clippings
- Sports and events
- Community Council
- Schools
- Recreational facilities
- Military functions

13. Military Family Support (DMFS)

- Military Family Resource Centre (FMRC)
- The organization
- The necessity/function

Goals and objectives
Benefits and rewards

14. Fallen Comrades

Memorial exhibit
Identification of "Fallen Comrades"
Home towns
Brief biographies
Crash sites/Use of map, photographs
Causes of accidents
Accident investigation reports (samples)

15. Air Cadets

The Organization
Programs
Links to Regular Force
Brief history of Cold Lake Cadet Squadron
Training and Activities
Leadership, travel
Gliders, flight training
Cadet Camp

16. The Cold Lake Timeline

1954 to present
Base Commanders
Squadrons over fifty years
Changes to the base over the years
Evolving roles (RCAF Station Cold Lake, CFB Cold Lake,
and 4 Wing, Cold Lake.

17. Building the Museum

Future plans for development
Fundraising (short term/long term)
Membership programs

- Importance of members
- Rewards and benefits
- Donor program
 - Donor recognition (Gold, Silver, Bronze)
 - Rewards and benefits
- Volunteer programs
 - The importance of volunteers
 - Volunteer recognition program

18. Orientation to Community Museums

- Tri-Town Museum Organization
 - Imperial Oil Museum
 - Aboriginal Exhibit
 - Local Heritage Museum
- Millennium Trail (4 Wing to Cold Lake South)

Key Considerations

Having identified the important factors that define the visitor experience, there are several issues that should be addressed by the Cold Lake Air Force Museum. Most of these have little to do with the actual exhibits and displays, but nonetheless need to be addressed if the museum is to attain the level of quality it deserves and visitors will expect to find upon their visit.

Signage

The main site sign, located at the entrance to the access road leading to the museum, needs to be redesigned, enlarged, produced and installed. The current sign is inadequate in terms of size and finish, in that it is poorly maintained. While it is important that the sign contain reference to the Tri-city Museum Society and the other displays at the site, emphasis should be placed on the air force component of the sign. This can be achieved through the addition of a large "cut-out" aircraft, ideally the CF-18, which as Canada's advanced fighter aircraft, is widely known and is probably the most recognized aircraft in the Air Force's inventory, next to the Tutor as flown by the Snowbirds Demonstration Squadron.

Alternatively, a real aircraft could be appropriately mounted, either in a flying configuration, or with "gear down, in a static position. Either way, the presence of a real aircraft at the entrance to the museum access road will have a strong visual impact and be a prime motivation factor for visitations.

Access Road

While not in bad shape, it is important that the access road be maintained to acceptable standards. Additional signage could be placed at a number of locations along the access road, each giving the visitor a glimpse into the themes offered by not only the Air Force museum, but the other museum as well. Signage that identifies all the museums at the site should be cost-shared on a pro-rated basis, according to factors such as square-footage.

Fence and Grounds

The museum is presently behind an established fence line, with access through a double gate. The fence and gates should be well-maintained, not only for security but for aesthetics as well. First impressions are lasting ones. The museum has both paved parking and large grassed areas. Both should be maintained in a presentable state, with the parking area being kept clean and the grass neatly trimmed. All large artefacts, and pieces of artifacts, on the grounds should be kept away from the museum, so the visitor is not greeted with various pieces of what could be perceived to the untrained eye as "clutter", or even worse, "junk"!

Museum Building

The museum building should be painted and kept in a well-maintained condition. At present, there are numerous signs related to various units that have served at Cold Lake, and donated to the museum. It would incumbent on those units to restore their respective signs, and see to their mounting on the exterior of the museum building, as indicated in the concept plan. This cost should not be the responsibility of the museum. As identified in the concept drawing related to the building, the observation deck should be opened to visitors, and the large exterior graphics applied as suggested as part of the refinishing of the building.

Entrance

The main entrance to the museum should be clearly marked, as by an awning, as indicated in the concept drawing. In addition, if there is to be a access ramp for handicapped visitors, it should be installed as soon as possible, and the entire entrance area cleaned up and painted, so as to present a welcoming environment for the visitor. Once inside the museum, visitors should have an area designated for coats, and directions clearly indicated as to reception, orientation, washrooms, gift shop (kit shop), and other services.

Washrooms

The washrooms at the museum are currently poorly maintained, and the building does not have accessible potable water, as might be expected in a facility of this nature, especially one that caters to family groups among its audience. With plumbing in place, the museum should see to it that clean, possibly even new fixtures, are in place, or at the very least, existing fixtures should be clean and fully functional. It is recognized that when most of the work at the museum is currently undertaken by volunteers, and budgets are extremely limited, it is difficult to undertake expenditures on items such as washrooms that do not directly relate to the storyline themes and sub-themes. Washrooms are, nonetheless, a most important part of the museum, and should be treated as such.

Interior Signage

Because the exhibits are on two floors of the former radar building, there should be some orientation signage near the entrance of the museum, with additional signage at the stairwells. This signage will provide direction and information as to the exhibits to be found on each level.

Gift Shop (Kit Shop)

A Gift Shop is an important component of every museum, and should be developed to the point that it becomes a revenue-generator—even on small scale. Several CF museums operate successful gift shops. It is recommended that a designated area be identified for use as a gift shop, with an appropriate inventory so as to provide visitors with selection options. It is recommended that discussion take place with the various squadron gift shops that are on base, such as 419, 416, and the Maple Flag facility. An arrangement should be sought with these groups with a view to bringing in items such as Squadron Tee-Shirts, crests, pins, coffee mugs, and such items, Model kits of aircraft flown out of Cold Lake should also be considered. It is recommended that the Museum develop a line of products specifically identified as 4 Wing, Cold Lake. Visits to Canex, the Squadron shops, and a number of retail outlets in Cold Lake have failed to provide products with a strong 4 Wing identification.

A determined effort should be directed towards developing the Gift Shop into a money-making venture, with a goal of generating sufficient revenue to pay its way, and possibly subsidize a part-time employee responsible for running the Gift Shop. It is recommended that three specific CF museums that have demonstrated success in running their Gift Shops be contacted. These are 14 Wing, Greenwood (Greenwood Military Aviation Museum, Bryan Nelson); 8 Wing, Trenton (RCAF Memorial Museum, Ann Marie Lau); and 12 Wing, Shearwater (Shearwater Aviation Museum, Christine Hines).

Consideration should also be given to developing an on-line gift sales capability for the Cold Lake Air force Museum.

Aviation Art Gallery

Space should be set aside in the museum building for a gallery space that will feature and highlight military and civilian aviation art. Several museums have such an area, and with traveling art exhibitions, can be used as a draw to bring new and repeat visitors into the museum.

On special occasions, art shows and competitions for artists from with the local community can be held, with tickets being sold on a piece of donated (or purchased) piece of art, as a fund-raising activity.

Models as an Interpretive Tool

Models are an important interpretive tool. They can be used to great effect to relay information related to items that are not available to the museum, are too large for the museum, or require specialized presentation and explanation as to operations.

The preparation of models for museum display is not a job for amateurs, however, unless they are experienced modellers and know how to best respond to the needs of a museum. It is fortunate that the business sector in Cold Lake possesses a well-equipped hobby shop, with a large inventory of plastic models and other kits, as well as a large selection of tools, materials and after-market products. This suggests an active group of modellers who can be approached to undertake much of the fabrication of models for the museum. This work can be completed on a volunteer basis, for an agreed-upon price, or as donated items in exchange for a tax-receipt. If there is a modellers club or guild in the greater Cold lake area, it is suggested that a list of model requirements be developed and discussed with the modelling group at a meeting called for that specific purpose.

The Cold Lake Air force Museum currently has several models on display, especially in the Squadron display. It should be policy that models must meet a certain standard of scale and quality of finish, in order to be of value for the purpose of interpretation. Furthermore, models that become damaged, and suffer from "collapsed" landing gear, broken propellers, missing canopy past, and lack of appropriate markings should be removed from the exhibits and repaired or replaced. Visitors do not want to see broken models, and it does not speak highly of the overall level of presentation.

Based on the existing hobby shop and its detailed offering of products for modelers, it is expected that an active group exists in the Cold Lake area. Model contests related to aircraft and equipment at Cold Lake, especially during Maple Flag and "Tiger" meets, when many aircraft carry unique "one-of-a-kind" markings, could be held at the museum, drawing visitors out to the site. Appropriate prizes would be required, and as with other activities at the museum, the Gift Shop should always be "open for business".

42 Radar Exhibit

The height finder is key feature of the Cold Lake Air Force Museum. The role that 42 Radar Squadron played during the Cold War as part of the Pinetree Line should be interpreted to illustrate the significance of the museum building, and the importance of the work performed at the site.

The space that is currently occupied by the height finder has significant potential for full-scale interpretation. As with most of the museum, interpretation is key to the success of the 42 Radar Squadron display area. A full explanation of how the large height finder works, and how it relates to other pieces of equipment that used to be operation on "Radar Hill". It is recommended that a new site model be built, to a scale approximating 1/48, as good workable scale. This new model should have cutaway sections to show the workings of the unit, and be highlighted through fibre-optics and a visitor-activated control panel. Similarly, the large map at the back of the room should be redone, more to its original scale. While the map cannot be brought back to life, so to speak, it can be made to represent the activity that took place on the map through the use of fibre-optics and backlit images which form part of the map presentation. This unit could become a major audio-visual presentation, unlike any available to visitors at other CF museums. Again, this would be viewer-activated. In addition, select operational sections could be reconstructed to full scale, including uniformed mannequins, with light and sound, to recreate a sense of what it was like "up on the hill" during the Cold War, as an example.

Each Museum requires an "anchor" exhibit—something that does not exist at other CF museums. For the CLAFM, this is the 42 Radar exhibit. With such a great potential for interactive development and full-scale dioramas, the museum should pursue this development, and promote it as a "one-of-a-kind" display. Expectation, however, must be met by satisfaction. 42 Radar Squadron should be approached to assist the museum in the development and maintenance of this key exhibit.

Interactive Exhibits

The majority of the exhibits at the Cold Lake Air Force Museum are strictly visual. In order to make some of the existing displays more appealing and interesting to the visitor, the introduction of interactive components is recommended. As an example, light and sound accompaniment could be included in the 42 Radar display area in order to create more insight into the operations of the radar equipment. In order to achieve this, CDs of appropriate sounds could be produced, and LEDs or fibre-optic technology used to create special effects for the enjoyment of the visitor, and to assist in the presentation of interpretive information.

It is recommended that "hands-on" interactivities be incorporated into the museum. These not be elaborate, as many visitors would probably enjoy computer animation like the F-18 start-up, and other similar interactives. Videos of certain processes (for example, how to eject from an aircraft) would also increase interest in otherwise static exhibits. There are a number of opportunities for the museum, in concert with various units on the base, to develop simple interactives that provide a "push-button" experience that generates a light, a sound, or motion, that will entertain the visitor, but also provide an important learning-experience to the interaction.

The use of the Sprung Shelter for large interactives such as aircraft procedures trainers and/or simulators, while certainly not ideal, is worth considering simply because of space. Ideally, these units would be set up in the main museum, where maintenance and accessibility would be considerably easier. This will also integrate these units into the main museum interpretation. Accessibility for large pieces of equipment into the museum is recognized as a problem at this time.

The *Tutor* Procedures Trainer, and that of the CF-5, are both ideally suited for use in the museum. More importantly, both of these units can be found at Cold Lake. These need not be made fully operational as procedures

trainers in order to be of interest to visitors, most of whom would find the experience of sitting in the cockpit section of a jet aircraft quite exciting. The use of light and sound, and possibly motion (mild vibration only), would create an experience that could serve as a draw to attract visitors to the museum. In a similar manner, the cockpit section of the CF-104 could be reconditioned to serve as a "simulated" experience which engaged the visitor in an audio-visual experience, or even a great photo opportunity, at the least.

Squadron and Unit Exhibits

The Cold Lake Air Force Museum contains a large number of displays of several Squadrons and Units that served at the Base. These displays have been set-up by various units, and while in some cases, an effort has been made to relate the theme to the history of the specific unit, this effort is inconsistent at best. In some cases, there are very few artifacts on display, and those that are there, offer little of interest to the visitor.

There are five important considerations for the Squadron and Unit exhibits:

1. They should consist of common themes:
 - Role or function
 - History
 - Equipment and/or technology
 - Operational details, to address questions such as “what, where, how”, etc.
2. There should be commonality of design, where feasible and suitable, especially in signage, theme headings and texts.
3. Artefacts need to be interpreted. An object that is unlabelled, or does not provide simple information such as “what am I”, “How do I work”, and “Why am I here”, are of little value to the visitor, or the museum.
4. The Squadron and Unit displays should not be allowed to become repositories, or open storage, for equipment that is no longer in use, or is non-functional.
5. Each squadron or unit represented at the museum should be responsible for the upkeep and maintenance of their respective displays.

Exhibit Recommendations

The present planning exercise suggests a number of important tasks that should be considered for the development of the Cold Lake Air Force Museum. These include the following, but are not prioritized, nor limited to these present recommendations:

1. Removal of the *Tutor* Procedures Trainer from the existing "soft shelter" to the interior exhibit area. This unit is suitable for display purposes, without extensive upgrades.
2. Removal of the CF-104 dual cockpit/fuselage section from its exterior location to a position in the exhibit area. This aircraft component should be slated for restoration as a static display and visitor interactive. If this is not practical due to condition of aircraft section, and the cost of restoration, another section, more suitable for this purpose should be located.
3. Development of the CF-5 Procedures Trainer into an interactive exhibit within the museum complex.
4. Assembly of the large search antenna unit presently outside in various sections. If not suitable for interior presentation in the main interior 42 Radar area, this height finder unit should be relocated to a vantage point, preferably in the front of the museum building so as to afford a clear line of sight to the highway. Support base should be planned and constructed. Other considerations for location could be the new Heritage Park or the "air park" situated in front of Headquarters.
5. Conversion of the large over-scale (3X) CF-104 instrument/controls display to an interactive unit with lights, visual presentation and sound.

6. Conversion of the scale model of the Cold Lake facility to an interactive unit with push-button lights, etc.
7. Restoration of Radio Station display, with costumed mannequin "DJ", low-key "broadcasts" of period music, commercials, etc. The feasibility of reactivating CHCL should be explored. If the broadcast equipment is available, the radio station could be put "back on the air", from its location in the museum, with consideration for possible revenue generation.
8. Design of new RCAF Station Cold Lake historical exhibit, to include base construction and period from early '50s through to late '60s and beyond to present day.
9. Evaluation and redevelopment of the various squadron and unit displays.

Exterior Interpretation

On-site Aircraft and Vehicles

Exterior interpretive panels are an important source of information for visitors, especially during “off-hours” at the museum, assuming site access is available at all times. CLAFM is currently within a security fence, with access only during museum hours. Regardless of the status of site access, the interpretation of aircraft, vehicles, radar and height/range-finding components, is important to ensuring visitors to the museum are provided with sufficient information so as to provide an understanding and appreciation of the artefact being viewed.

Interpretive panels should include the following components, as applicable:

- artefact identification, including name, make, model, manufacturer, country of origin
- Additional information such as engine type and details, numbers manufactured, years in manufacture, years in service
- dimensions and weight
- description of role(s)
- armaments;
- historical significance
- importance of artefact to Canadian Forces
- attachment to RCAF Station/CFB/4 Wing Cold Lake
- three-view drawings
- photographs, illustrations, related images

Interior Interpretation and Display Program

The Cold Lake Air Force Museum, as part of the Tri-City Museum Society, is positioned as a "front-line" public relations opportunity for 4 Wing. It is, in effect, the classroom by which most people will learn of the Wing's important history, its development, its significant role during the Cold War, and its importance in Canada's national defence today, and even for the future.

Exhibits in the museum must be developed, implemented, and managed. The development of exhibits should be co-ordinated through a trained and experienced Curator, knowledgeable in the subject matter. It is normally the responsibility of the Curator to develop programming and recommend policy, such as those that relate to the collection and cataloguing of artefacts. It is the Curator who advises the Board through the Chairman as to day-to-day operations of the museum, and provides recommendations for future development. Given the shortage of full-time staff at the museum, exhibits can be developed and installed by stakeholders such as squadrons and other units, but each stakeholder must be responsible for the maintenance and upgrading of their respective display areas.

It is recommended, therefore, that new exhibits be planned and developed following an interpretive program based on the themes and sub-themes identified in the concept plan. While the concept plan for the Cold Lake Air Force Museum will act as a guide to development, a number of important phases remain to be completed in order for the museum to reach its full potential.

These include the following:

- research
- identification of suitable artefacts
- identification of suitable visual resources (photos, etc.)
- interpretive program (master plan)
- exhibit planning
- design concepts for each exhibit
- detailed design
- fabrication of new exhibits
- installation of new exhibits

Interior Displays

The Cold Lake Air Force Museum, as part of the Tri-City Museum Society, is positioned as a “front-line” public relations opportunity for 4 Wing. It is, in effect, the classroom by which most people will learn of the Wing’s important history, its development, the significant role played by the base during the Cold War, and its importance in Canada’s national defence today, and even for the future.

The Air Parks

At present there are three distinct "Air Parks". The first, consisting of three artefact aircraft, is located at the Air Force Museum site. These aircraft include a CL-114 *Tutor*, a *Musketeer* and a CT-33 *Silver Star*. The second location is at the new Heritage Park site located at the entrance to the base, and presently has a mounted CF-5. Plans call for a CT-33 and CF-18 to be mounted in the near future. As these aircraft are, and will be, new installations, they have been refinished and their condition is not an issue.

The display aircraft located adjacent to Headquarters include a CT-33 *Silver Star*, CF-100 *Canuck*, CF-101B *Voodoo*, and a CF-104 *Starfighter*. There is also a *Dakota* (Pinocchio) aircraft near by. This has recently been refinished and is in excellent condition. Off base, a CF-104 (maintained by 4 Wing) is mounted in Joe Heffner Memorial Park, in front of 784 Air Force Wing Association, at the intersection of Centre Avenue and Highway 28, Cold Lake South. A CL-114 *Tutor* has recently been mounted in this location.

At last observation, the display aircraft situated in front of the Headquarters Building are in good shape, and seem to be well-maintained. The aircraft located at the Museum, however, are in need of care and repair. Air in the tires and installation of tip tanks on the T-33 are simple actions that will make a difference for the exterior display at the museum. It is not suggested that these aircraft, and the military vehicles at the site, undergo an immediate refinishing process—only that they be brought up to an acceptable standard for public viewing.

The display aircraft at Cold Lake are not located at one site, but rather several. With the relocation of security to the hanger-line areas, the display aircraft on the base proper are more accessible to visitors. It is recommended that panels be installed at each site that will inform the

visitors that other display aircraft are available in the area, with identification, locations and directions identified for the benefit of the visitors.

Interpretation of these display aircraft will be an important part of the overall visitor experience for the Cold Lake Air Force Museum. It is not sufficient to assume that visitors to the base will have enough background knowledge related to these display aircraft. It is recommended, therefore, that exterior interpretive panels be designed and fabricated for these aircraft. The provision of information in an interpretive and informative matter is considered a necessary part of the museum's public outreach program.

Display Hanger and Aircraft Maintenance

The elements are natural enemies of aircraft displayed outside of a protective environment. Wind, rain, direct sunlight, heat, and cold, create various conditions leading to deterioration of display aircraft. The best solution to this problem is the construction of a display hanger. In most cases, however, this is not financially feasible because of the significant costs involved.

While a new display hanger is certainly a long-term objective, it is not one that will be realized within the foreseeable future. It is possible, however, that an existing facility might become available for the museum for the purpose of display aircraft. It is important, however, that such a facility be outside of the security fence so as to allow proper access by visitors. It is understood that the operational priorities and security of the base must come first.

Furthermore, 4 Wing has embarked on a program of exterior display of aircraft, and done so in a professional manner, and at significant cost. The results can be seen in the existing air parks, and the Wing is to be commended for the continued effort to display and maintain these important artefacts. It is important, however, that regular maintenance, including refinishing as necessary, be carried out on these aircraft.

It is fortunate that 4 Wing has the facilities and trained, experienced personnel to undertake repairs and maintenance of display aircraft. It is hoped that the continued interest of the Wing in the museum and display aircraft will continue to show the positive results as seen at various locations around the community.

Maple Flag Public Viewing Area

At the outer edge of one of the runway, there is a viewing area set aside for the viewing of take-offs and landings of aircraft participating in Exercise Maple Flag. Given the extent of flying operations during Maple Flag, it is recommended that bench seating be provided for those who wish to spend time at the site. It is further recommended that a portable toilet be provide for the comfort of those at the site. There are interpretive panels at the site that provide information related to the types of aircraft the visitors will view during operations. These panels, however, have fallen into a state of serious disrepair, and need to be replaced for Maple Flag 2005.

It is further recommended that a light food and beverage service be made available at the site, if only to provide water, tea, coffee, etc., for those at the viewing site. This service, in fact the site, could be managed by the museum as a fund-raising activity.

An offer has been made to provide free design services for the Maple Flag panels, provided the base, or the museum, take on responsibility for the fabrication and installation of the new panels. This offer remains open, and it is hoped that these important panels can be installed in time for Maple Flag 2005.

Museum Entrance

It is recommended that the main entrance of the museum be retained in its present position. It affords good access from the parking area, and with the addition of the ramp, will provide access for handicapped visitors. With an appropriate canopy cover and signage, the main entrance will be more visible and attractive.

To date a significant amount of volunteer work has seen the interior of the museum, especially around the existing entrance and stairwells, brought into good repair and finish. The concept plan is based on the entrance remaining in its present location. Given the financial implications of changing the entrance, and negating the volunteer labour that has expended on that area of the museum, money and effort could be better spent on other aspects of the museum such as fixing up the washrooms and upgrading the exhibits.

Observation Deck

The observation deck is an integral part of the CLAFM. As illustrated in the concept document, it provides a high-impact graphic opportunity, creating high-visibility for the museum from the approach road. In addition, the observation deck can be developed as a “rest and relaxation” area for visitors. With the inclusion of tables and chairs, complete with sun umbrellas, the deck could be a place to sit, have a cold drink or a coffee.

The added advantage offered by the observation deck is its position relative to the runways. Here visitors can watch take-offs and landing approaches of aircraft from the various squadrons at Cold Lake. With the addition of pay-for-view observation telescopes, these views will be even more available for the visitors. As these telescopes will be coin-operated, they will generate additional revenue for the museum.

Attracting Visitors

While the location of the museum is seen as an asset because of its high-visibility for motor-vehicle travelers, it is still some distance from the highway, and may become obscured by future commercial, industrial development, or simple tree growth. Without the three "radomes", the former radar site is not as readily identified as it was earlier. The museum, therefore, demands an expanded signage program as an important consideration for capturing a greater share of both drive-by and destination traffic.

To the museum's advantage, 4 Wing hosts the "Maple Flag" exercise each year in May-June. This exercise draws visitors from the local areas and from away. Although open to the public during an "open-house" day, the lure of jet aircraft is irresistible to an increasing number of people.

Of even greater significance for 2004 has been the series of celebrations related to the Fiftieth Anniversary of the founding of RCAF Station/Canadian Forces Base Cold Lake. Specific events were planned through the year, each designed to draw a specific audience. These celebrations peaked on the weekend of July 17-18 with the Fiftieth Anniversary Air Show, a yearly event for 4 Wing. It was expected that between 50,000-75,000 visitors will attend this two-day event. In addition to the anniversary of the base, 2004 was also the Fiftieth Anniversary of 42 Radar Squadron, the unit that occupied and operated the present museum site for many years during the period of the Cold War.

Its position as a heritage partner with the other tri-city museums notwithstanding, the Cold Lake Air Force Museum must be positioned to take advantage of visitors to the area, with efforts directed towards securing an increase in the number of visitors.

To achieve this, the following steps are recommended:

1. New signage be designed, produced and installed prior to the tourism season of 2005, when visitations normally peak in the tri-city area. The signage should reflect the relationship between the Cold Lake Air Force Museum and the partnership with the three community museums, yet enforce the concept of the air force museum. Signage locations should be increased between 4 Wing and the Museum road, Cold Lake North and the Museum, and at the approach to Cold Lake South on Highway 28.
2. The Museum should purchase advertising space in the Air Show Programs and similar events, not only in the local area, but at similar events in the Edmonton area in an effort to draw larger numbers of visitors north to Cold Lake. Such advertising should indicate the museum's location and key theme components.
3. Editorials that highlight the history of the Cold Lake base should be encouraged within local media. These can be done in cooperation with the three local museums. The museum should encourage the development of "advertorials", by which the media provides wider editorial content in exchange for the purchase of advertising space by the museum. The ads and editorials run together in the media.
4. The Museum should seek opportunities to enter into joint marketing ventures with local tourism attractions for the purpose of reaching larger audiences at a reduced costs. These partnerships can be beneficial for all parties, especially if there is an appropriate thematic mix.
5. The Museum should seek opportunities to carry its message to the general public through public participation in community events, and providing speakers to local service clubs and other community groups.

6. Visitations by school groups, service clubs, veterans associations and others should be encouraged. In the case of service clubs and veterans groups, "open house" activities, with guided tours and refreshments are recommended in order to generate assistance with volunteer efforts, fund-raising and even contributions.

Food Service

Once visitors are at the museum, they should be provided with services and amenities such as rest areas, washroom — and food and beverage. As there is nothing available for the visitor in the immediate area, it would seem appropriate that a basic service be developed for the visitors, staff and volunteers.

It is not recommended that a restaurant be installed at the museum, but a simple, basic service that will keep visitors at the site, rather than have them “head into town”, or to the nearby mall for something to eat and drink. Fortunately, there is space in the lower part of the museum for such service.

It is suggested that the food and beverage service consist of a clean, comfortable space with tables and chairs for the visitors, with self-serve sandwich units, bottled water, soft drink and juice coolers, coffee machines, and a variety of packaged snack foods such as chips, bars, etc.

Local suppliers should be contacted as in many cases, the dispensing machines are provided on a contract basis, with product purchased at wholesale cost and sold at retail prices. Revenues generated from sales would belong to the museum and used for maintenance and development of exhibits and programs.

Library and Research Centre

The museum has a library that contains numerous volumes, articles, magazines, training manuals and other documents. This area could be developed into a research centre, possibly with a photocopier, computer and printer. Visitors would pay for copies and pages printed from the computer. Revenues so earned would remain with the museum.

Storage

The Sprung Shelter is what it is—a shelter. To attempt to make it into something that it is neither designed nor intended for would create additional problems. The most important of these would be the diversion of financial resources from the main museum. It is not well-suited as a storage facility because while it does keep collection materials out of the direct elements, it is unheated and open to several problems such as moisture. Documents and printed materials are susceptible to mildew and other serious problems. Artefacts of this nature should not be stored in the Sprung Shelter.

The shelter can continue as a storage facility, but the museum should develop a collection policy that allows for the acceptance, accessioning, and storage of artefacts that are directly connected to Cold Lake, or that can be used as “trade” with other museums or private collectors. Care must be taken, however, that the museum does not become a repository for items that will, ultimately, prove to be unusable, and that do not have a direct relevance to Cold Lake, Canada’s Air Force, or Canadian aviation history.

Storage space is valuable space, and most museums are woefully short on it. The CLAFM should ensure that its storage space is guarded and reserved only for those artefacts that relate to its development and operational mandate.

The Sprung Shelter is, however, well-suited for the storage of aircraft and aircraft components, such as the T-33, *Tutor*, and *Muskateer*, plus larger aircraft sections such as the CF-104 and CF-5. Aircraft and the elements are natural enemies, and while many aviation museums store and display their aircraft collections outside, it is not an ideal situation.

The CLAFM presents problems associated with the installation of large artefacts within the building due to door width, lack of elevators, stairwells, etc. It is probably that these problems will prove difficult to overcome when related to moving in large interactives such as the CF-5 and *Tutor* procedures trainers. In this case, the Sprung Shelter could be set up as the venue for these activities, provided the space can be made accessible to visitors.

General Notes:

1. It is recognized that any suggestion as to how to improve the Cold Lake Air Force Museum has a price tag attached to it. There is no doubt that funds for museum development are in short supply. At a time when Wing Commanders are searching for sufficient money to fuel their aircraft and other operational necessities, museums often take a low priority. Budgets, however, are crucial to the successful development of museums, and the Cold Lake Air Force Museum is no exceptions. CF museums operate on a grant from DHH, and from funds made available from the Wing Commander. In many cases, such as that at 4 Wing, the Wing Commander is very supportive of the museum that falls within their realm of responsibility, and provides as much money as can be afforded, literally.
2. This might be an oversimplification, but it is understood that Canadian Forces museums cannot charge admission because they are funded by public money, that comes from the government either through DHH, the Wing or Unit Commander, or other government sources. Yet agencies such as Parks Canada, also funded through public money, charge substantial fees for access and services. While change is not going to happen overnight, consideration should be given to a policy change that will allow admissions as a way to raise additional funds for the use of the museum directly.
3. While this has probably been done, consideration should be given to accessing provincial funds for new development, such as being done at Trenton, and most recently, at the Air Defence Museum at 3 Wing, Bagotville. Here the provincial government provided substantial funds for the redevelopment of the museum because of its importance as a tourist attraction in the Saguenay area.

4. Private sponsorship should be considered, especially for specific exhibits such as the interactive simulators, the 42 Radar exhibit, and others. Manufacturers such as Bombardier who have supplied, and continue to supply, the military with goods and services, as well as the large electronic suppliers, should be contacted to fund the development and operations of specific exhibits, in exchange for commercial recognition and credit.

5. A Wall of Honour should be developed to commemorate all the historical “firsts”, or significant events that happened at RCAF Station/CFB Cold Lake. More importantly, the wall should contain the names of all aircrew, and others, who lost their lives while flying out of Cold Lake since the beginning of flying operations in 1954.

6. Memorial Stones program could be established as a fundraiser for the museum. These stones would be purchased by those who served at Cold Lake, and arranged around the exterior of the museum, as has been done at other CF museums. The idea of selling Memorial Stones or Bricks is an excellent one that has been used with great success at venues such as the Greenwood Military Aviation Museum and the RCAF Memorial Museum. The Shearwater Aviation Museum uses a similar fundraiser, but sells wall-mounted marble “plaques” as wholes, halves, or quarters. Their wall continues to grow through sales, which is a major activity of their Foundation. It would be worthwhile to contact Bryan Nelson at Greenwood, Jody Ann Eskritt at Trenton, and Christine Hines at Shearwater for information related to their efforts and successes in this area.

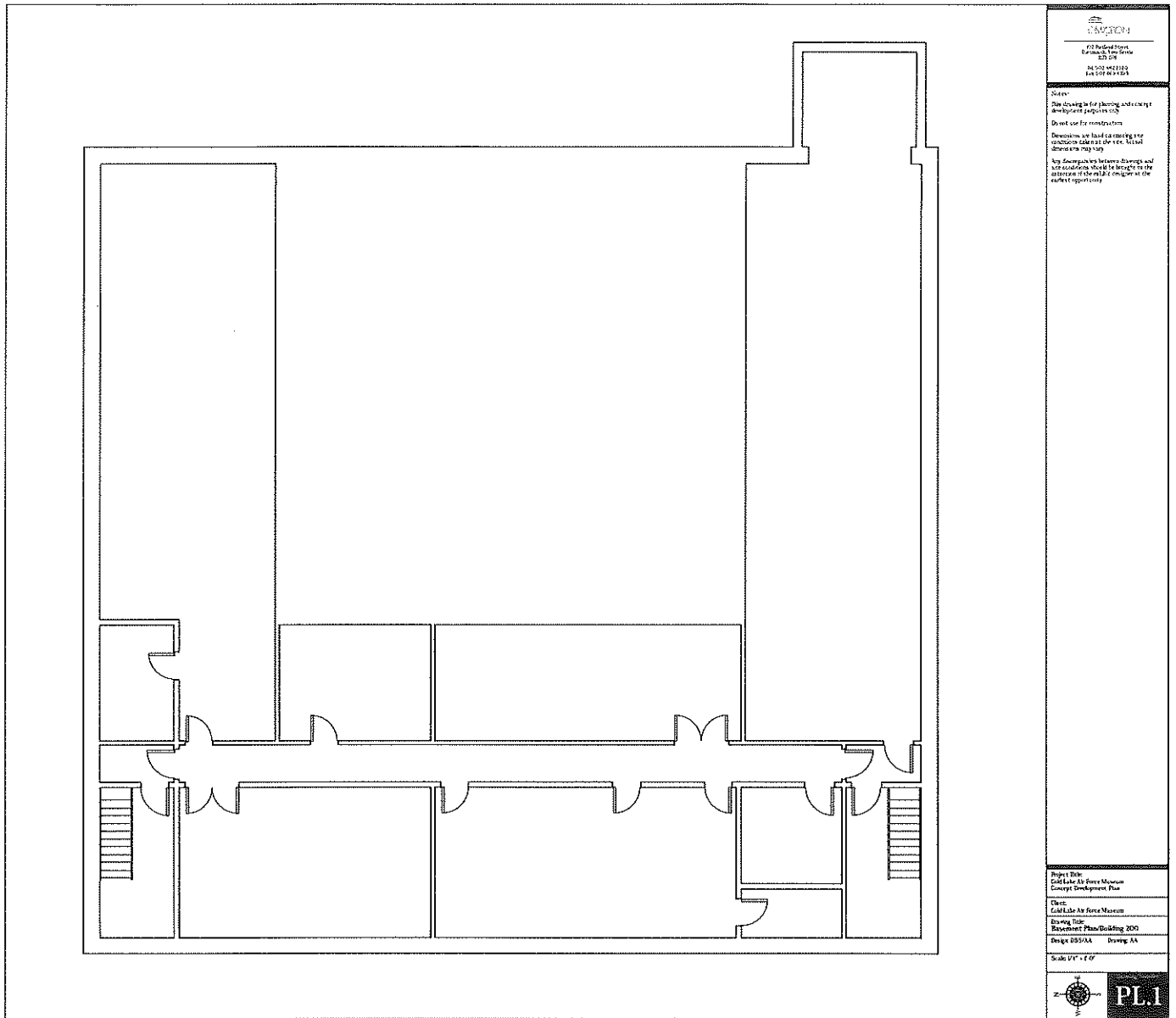
7. Volunteers are an important part of the current development of the Cold Lake Air Force Museum. Volunteers are the backbone of every successful museum, and a “Volunteer Recognition Program” should be implemented, if one is not already in existence. This would identify specific volunteers who have gone above and beyond in the work at the museum. The project should encourage, recognize, and reward

volunteerism. Volunteers are usually knowledgeable in some area, and skilled in others. They also tend to be enthusiastic. They are there because they want to be—not because they have to be. And they are unpaid. Their hours, however, can count towards the museum's contribution as part of funding applications. The efforts of volunteers should be directed, however, to ensure their energies are used where required, and not spent on something that could very well be torn down or changed within a matter of months. Planning is the key.

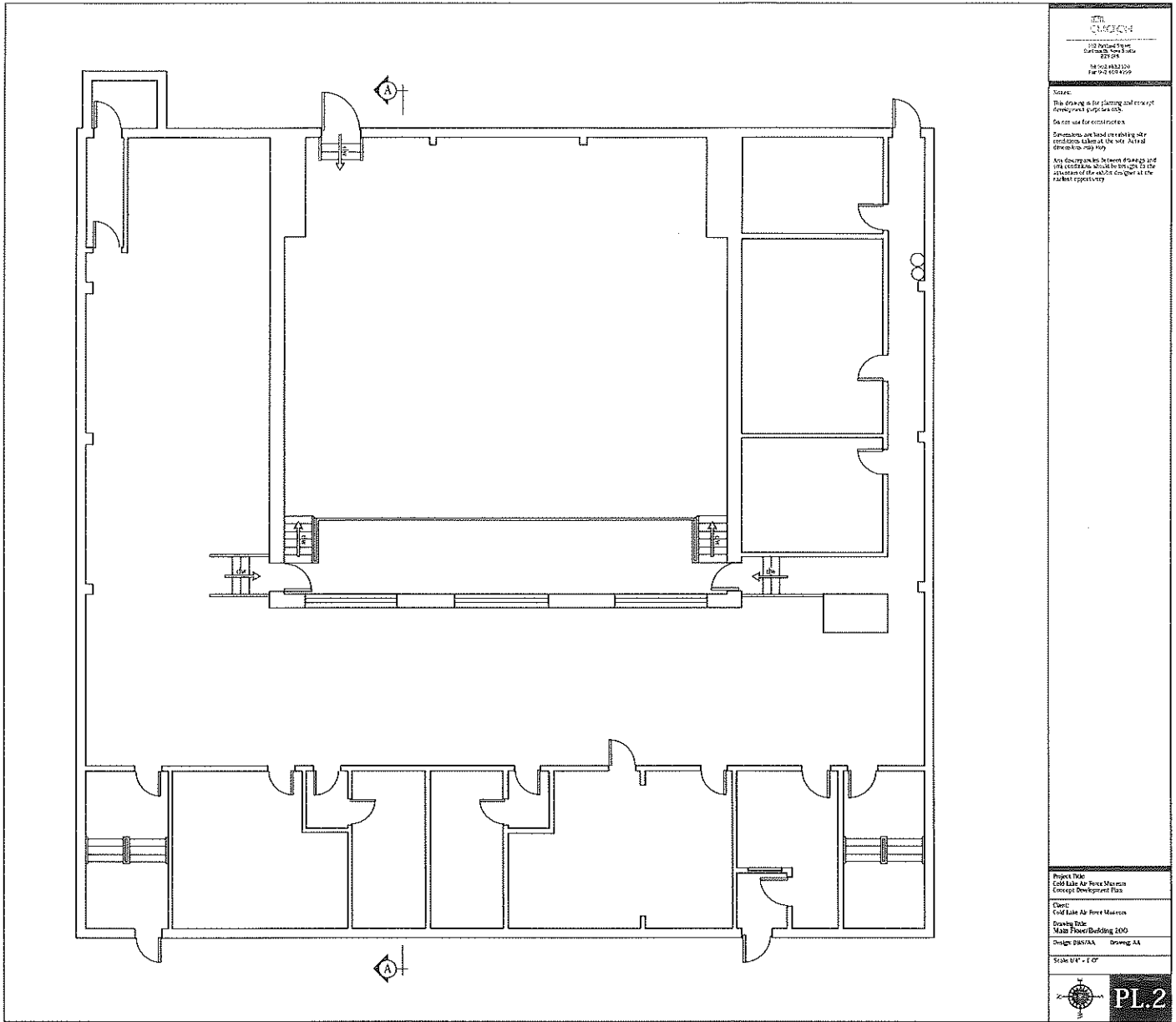
8. Quality is everything! Spend money, but spend it wisely. It is best to have one small display done well, then three larger ones that are done poorly. This should be obvious, but in many cases it isn't.

9. When possible, seek the advise of a professional. A day or two of their time, especially those with an understanding of your product and themes, can save time and money through providing ideas and direction. The cost in doing this should be considered an investment.

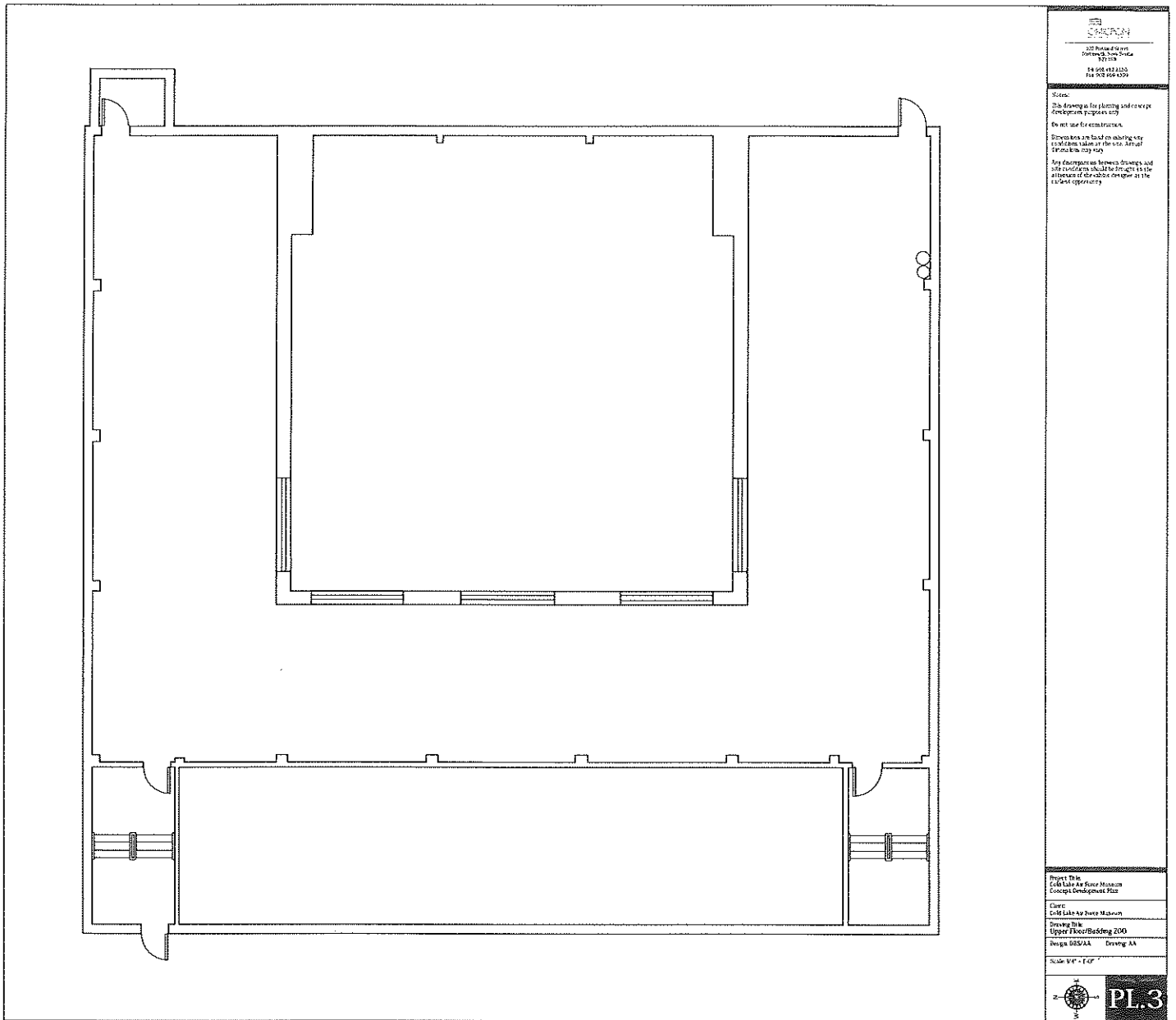
10. Use the resources of the base, wherever possible, but only if the work can be done cheaper than using outside sources. This not always possible, but CF museums in general seem to benefit from work being done at next to no cost for the museum through unit resources. It is important to recognize that rules are the same across the board. It's all in how they are interpreted and applied.



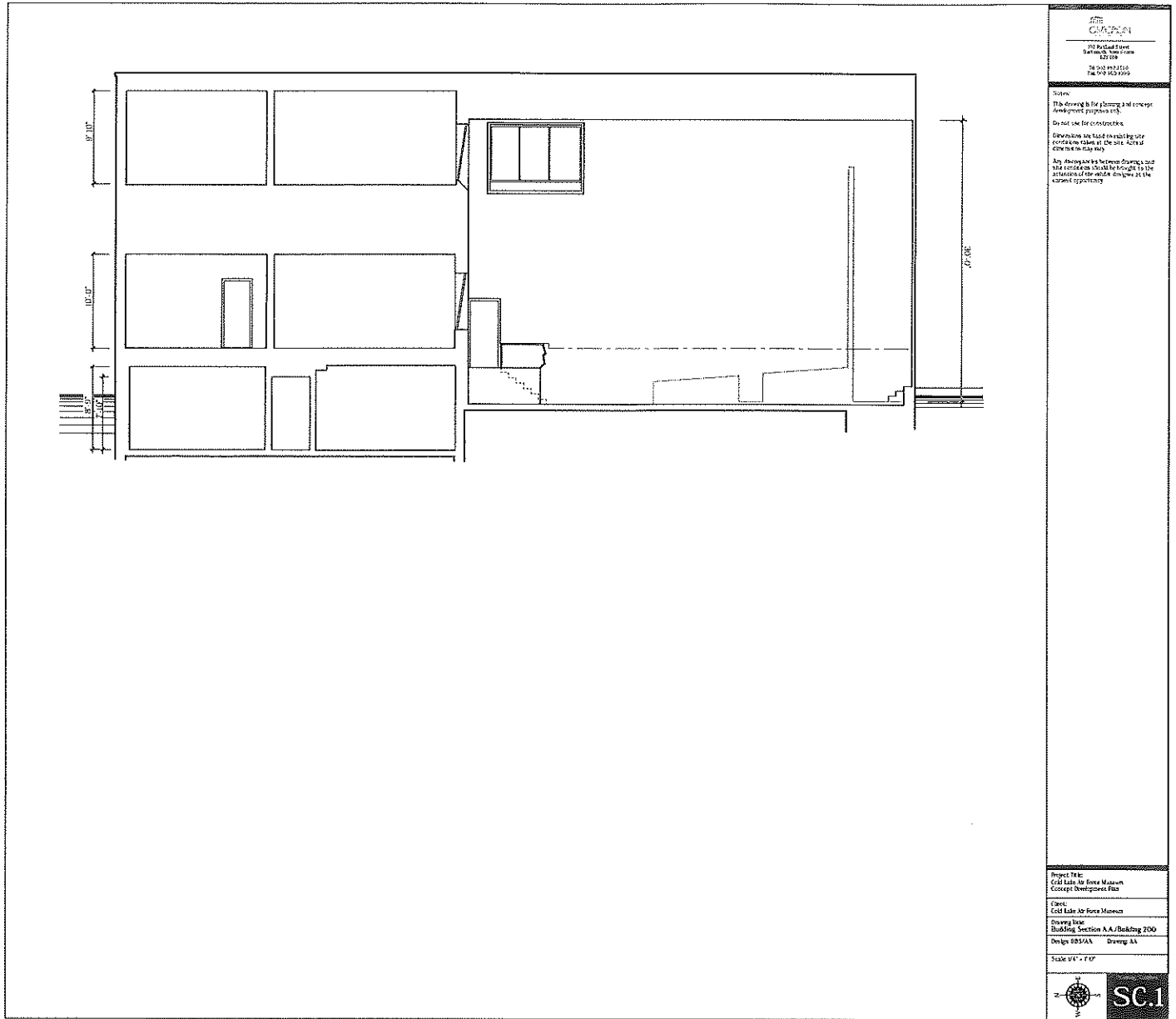
Cold Lake Air Force Museum
Existing Basement Plan



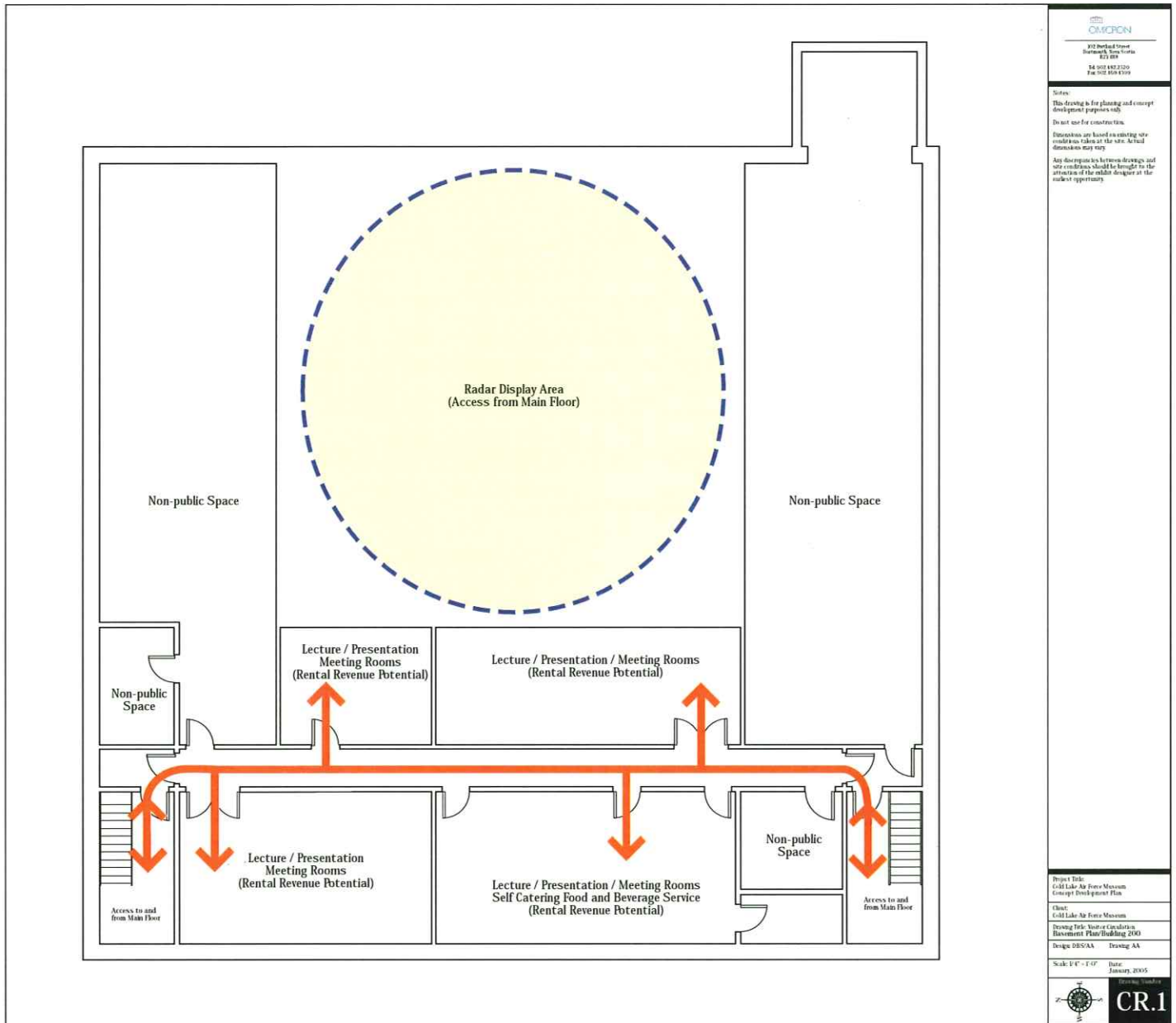
Cold Lake Air Force Museum
Existing Main Floor Plan



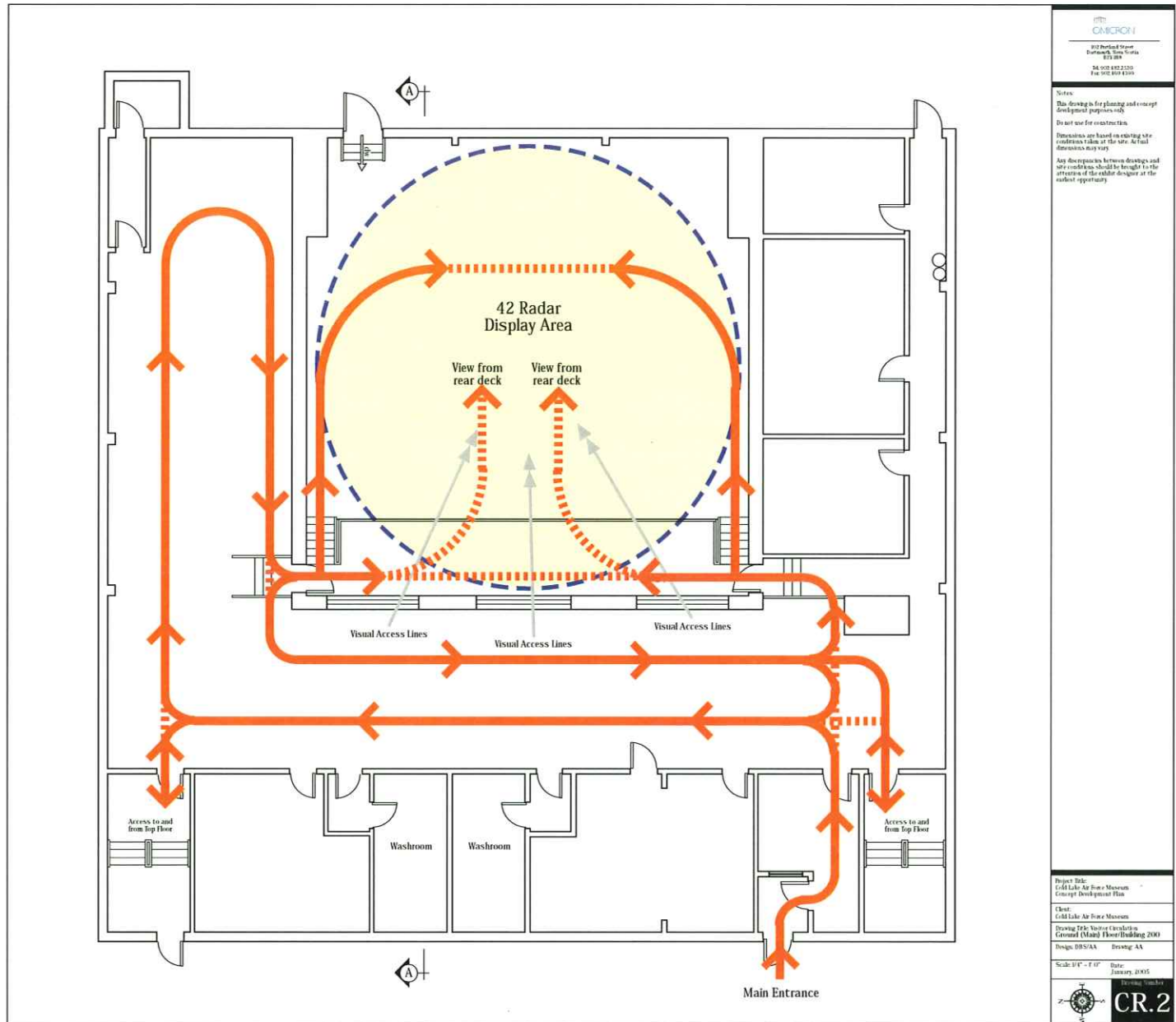
Cold Lake Air Force Museum
Upper Floor Plan



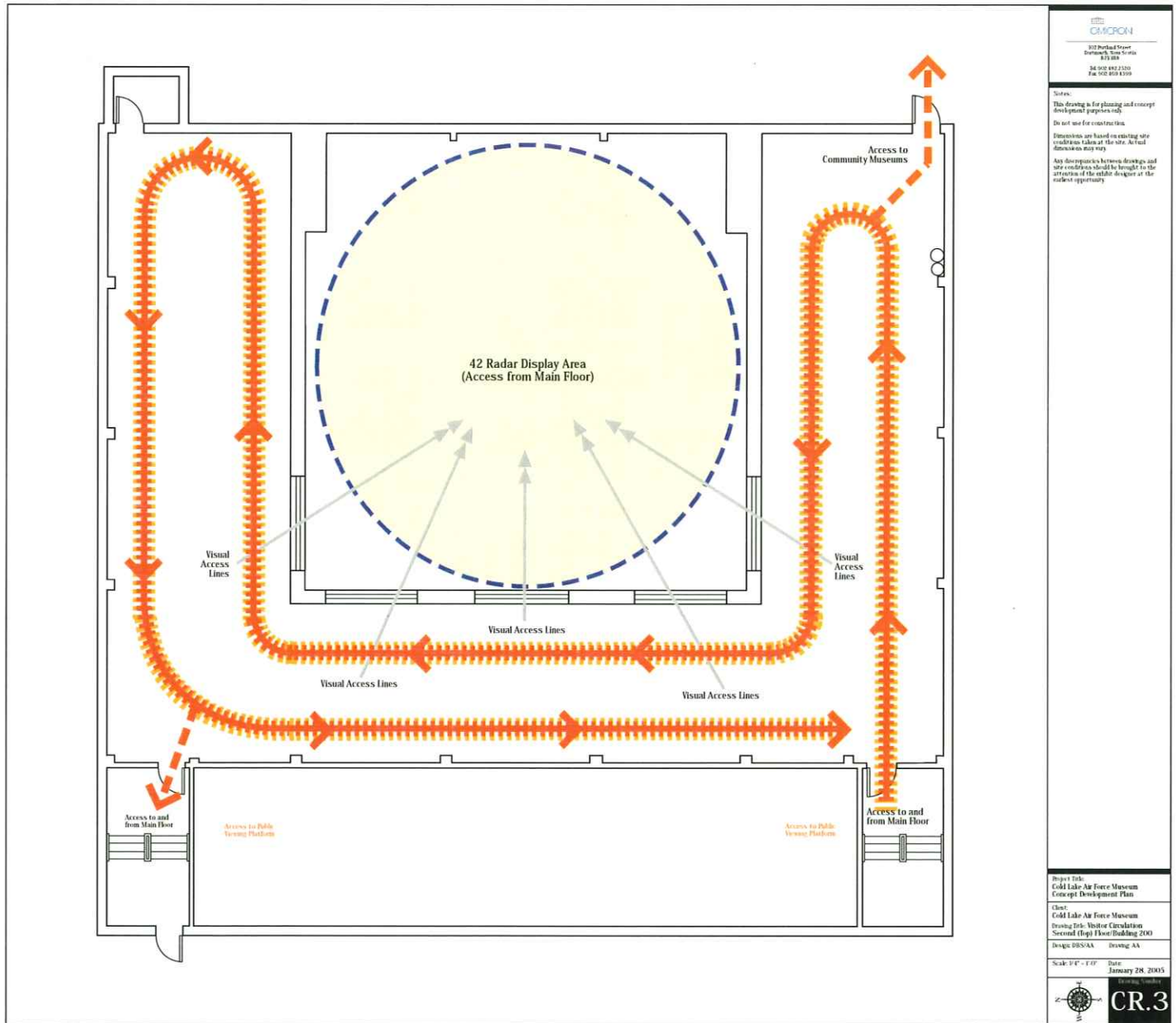
Cold Lake Air Force Museum
Section Plan



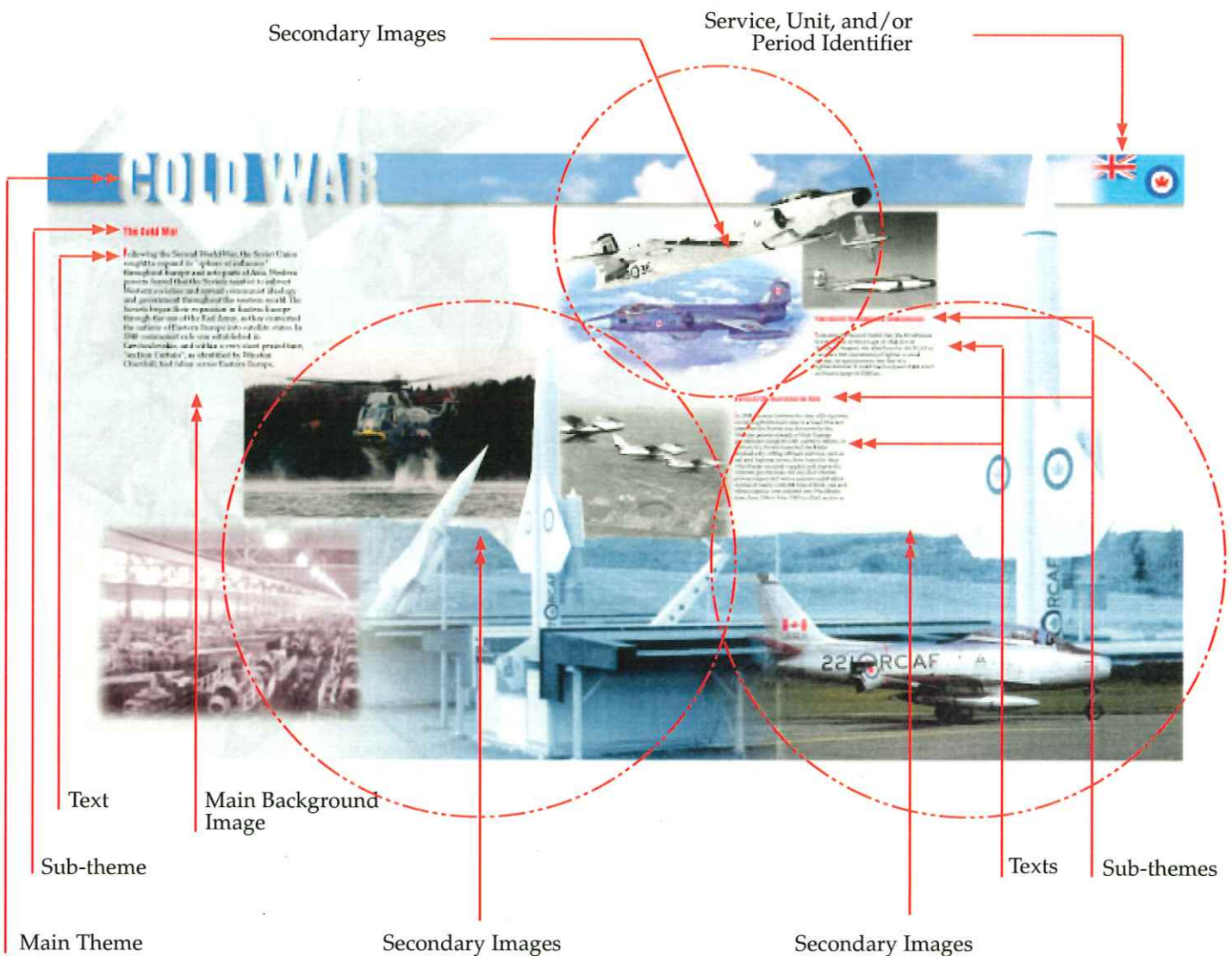
Cold Lake Air Force Museum Lower Floor Visitor Circulation Plan



Cold Lake Air Force Museum
Main Floor Visitor Circulation Plan



Cold Lake Air Force Museum
Upper Floor Visitor Circulation Plan



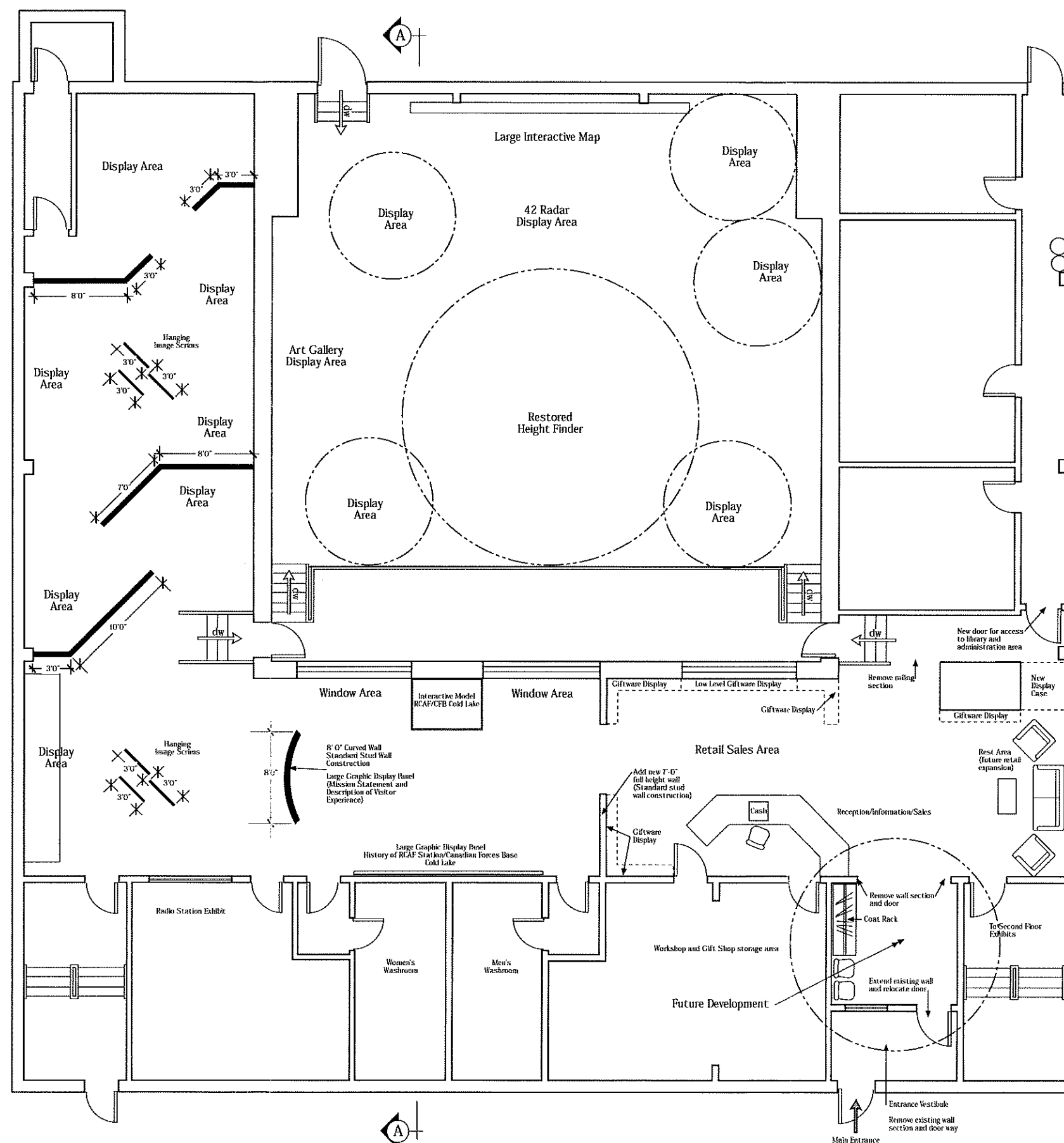
Sample Graphic Panel Concept Cold Lake Air Force Museum

This type of graphic design approach is recommended to avoid the traditional "art gallery" exhibit, in which displays consist mainly of photographs mounted as individual items, with accompanying small, separate texts blocks.

Through the integration of large background images, smaller secondary images, clearly identified themes and sub-themes, graphics, illustrations, texts, and even small artefacts, the display panel provides for more information and provides the visitor with a coordinated, comprehensive overview of the specific themed exhibit. It should be noted that this concept can apply to full-wall displays or smaller interpretive panels. In the case of larger displays, more than one graphic panel may be required for the theme story-line.

This sample does not relate to a specific exhibit currently displayed, or planned for the Cold Lake Air Force Museum. It is intended to suggest a design concept for the new exhibits, and to indicate the type of graphic approach being implemented at other Canadian Forces museums.

Notes:
This drawing is for planning and concept development purposes only.
Do not use for construction.
Dimensions are based on existing site conditions taken at the site. Actual dimensions may vary.
Any discrepancies between drawings and site conditions should be brought to the attention of the exhibit designer at the earliest opportunity.



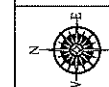
Project Title:
Cold Lake Air Force Museum
Concept Development Plan

Client:
Cold Lake Air Force Museum

Drawing Title: Exhibit Plan
Ground (Main) Floor/Building 200

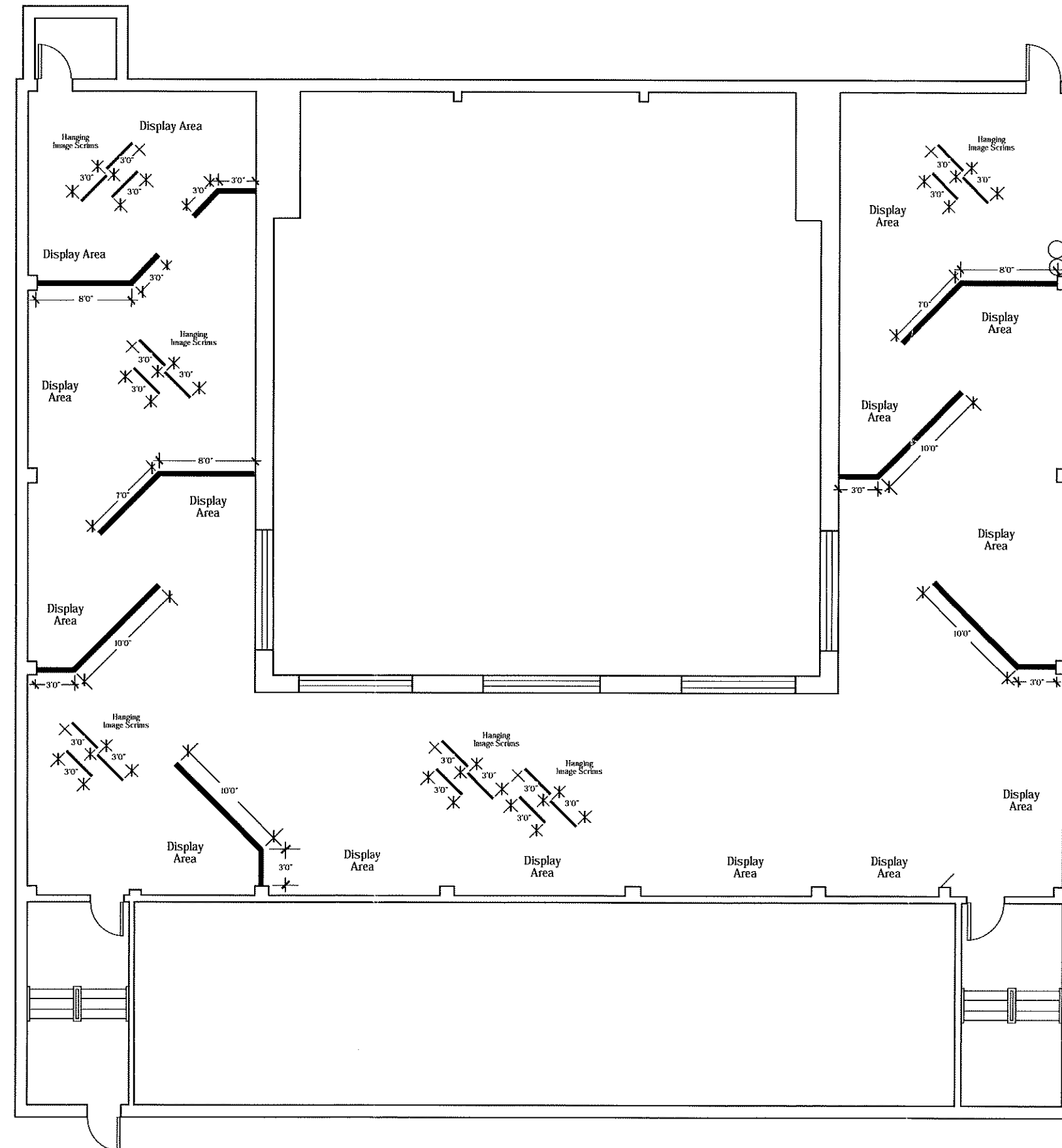
Design: BBS/AA Drawing: AA

Scale: 1/4" = 1'-0" Date:
January, 2005



EX.2

Notes:
This drawing is for planning and concept development purposes only.
Do not use for construction.
Dimensions are based on existing site conditions taken at the site. Actual dimensions may vary.
Any discrepancies between drawings and site conditions should be brought to the attention of the exhibit designer at the earliest opportunity.



Project Title:
Cold Lake Air Force Museum
Concept Development Plan
Client:
Cold Lake Air Force Museum
Drawing Title:
Upper Floor/Building 200
Design: DBS/AA Drawing: AA
Scale: 1/4" = 1'-0" Date: January, 2005

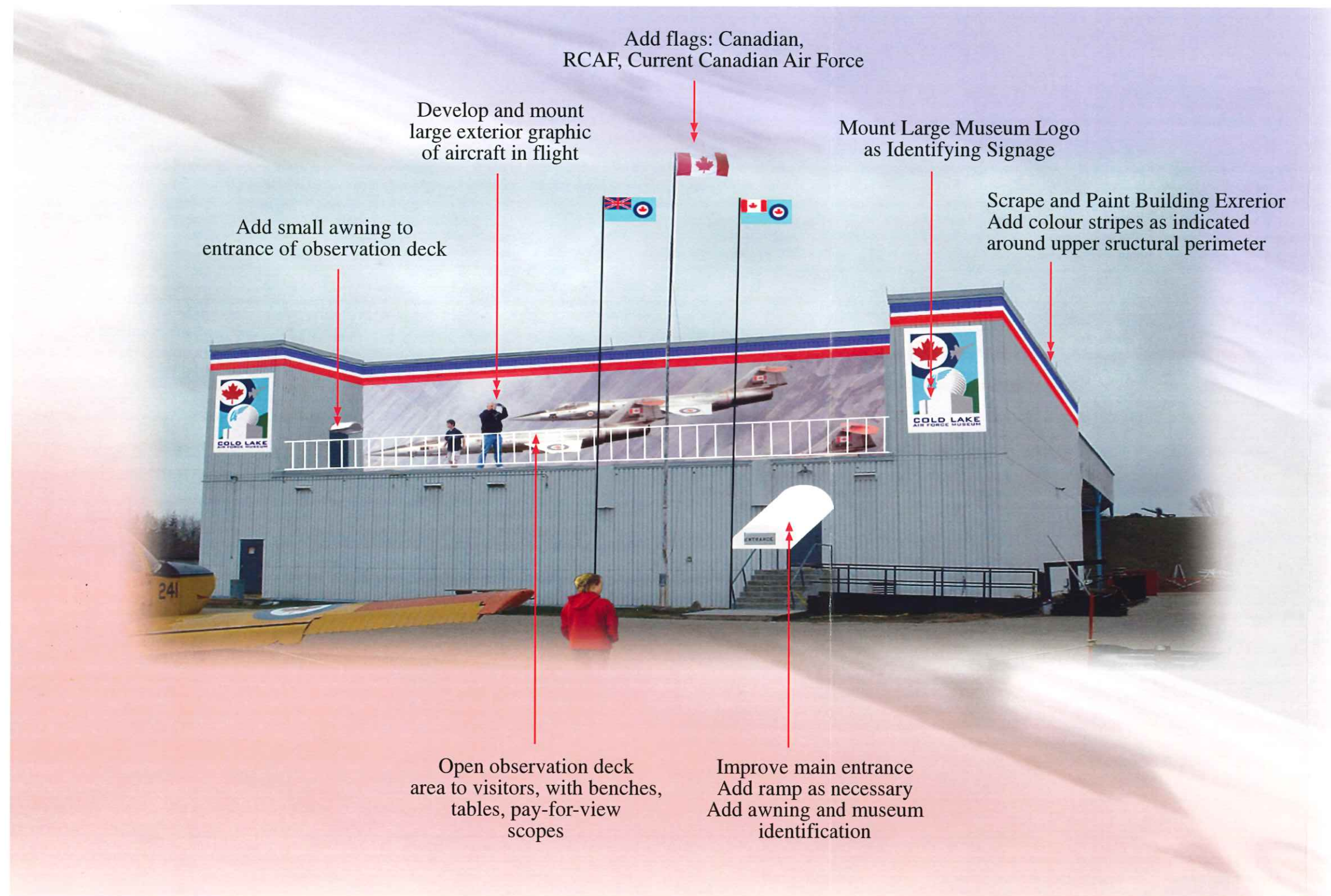


Refinish and mount
existing unit logos
as indicated

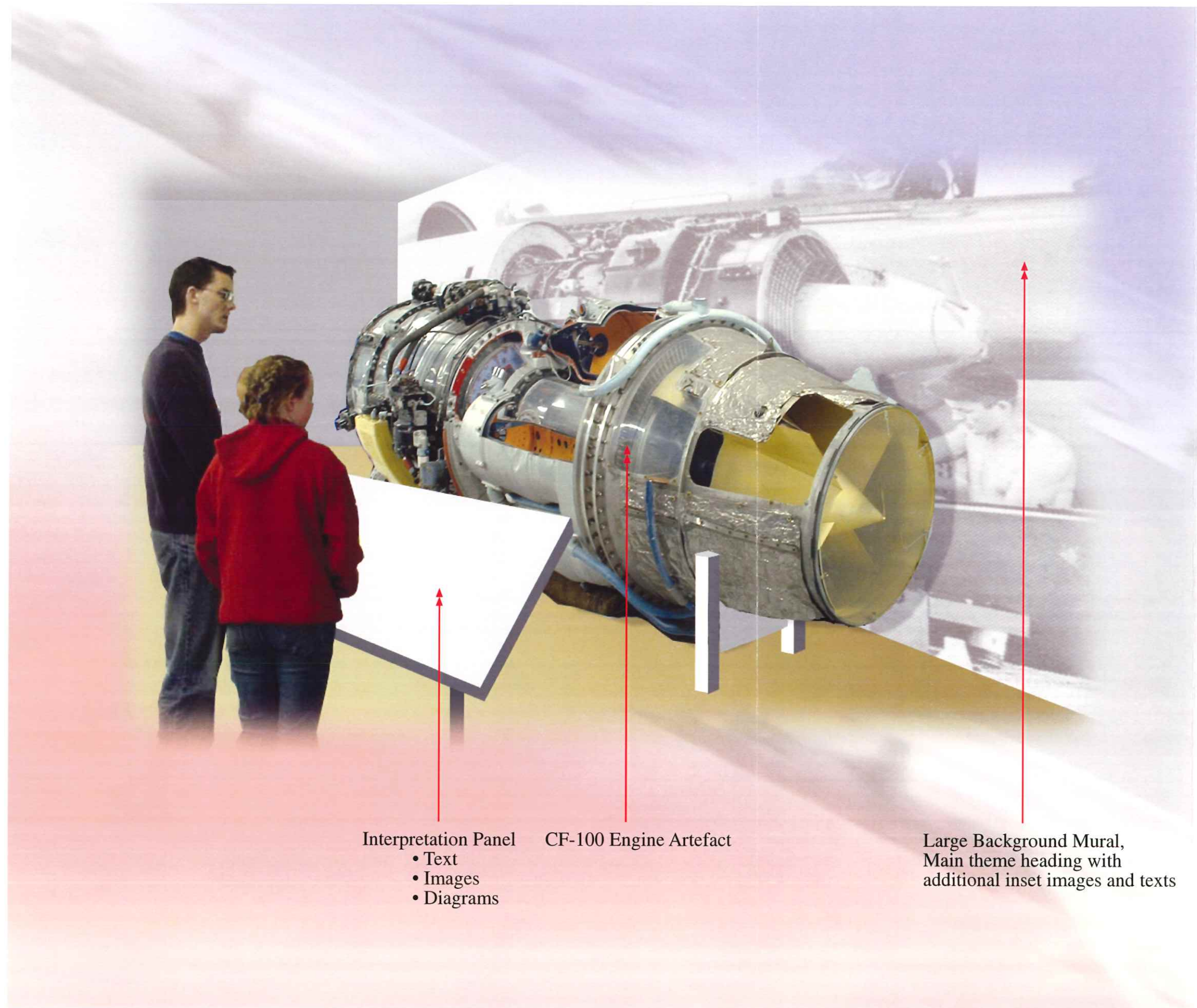
Scrape and Paint Building Exterior
Add colour stripes as indicated
around upper structural perimeter



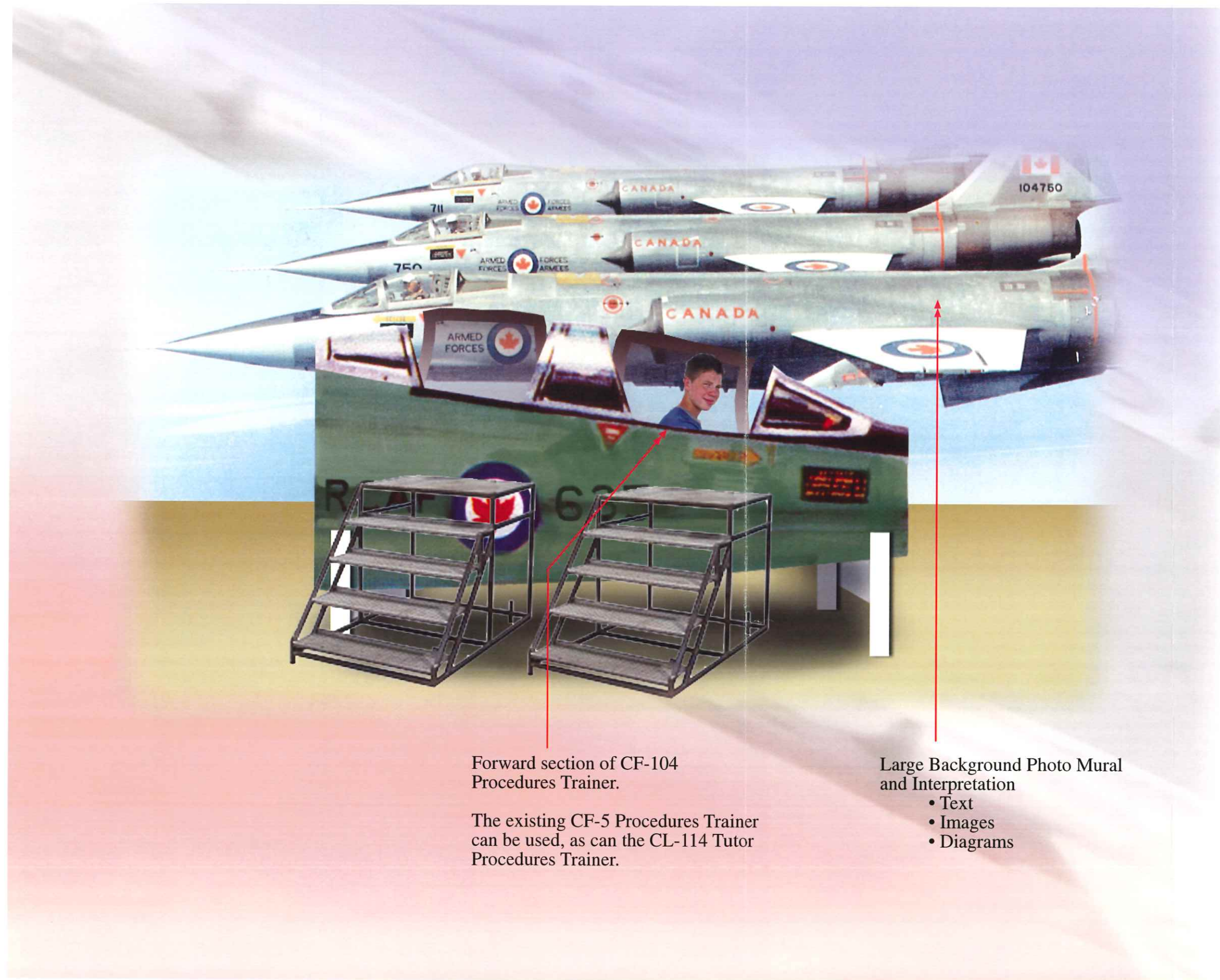
January, 2005



January, 2005



January, 2005



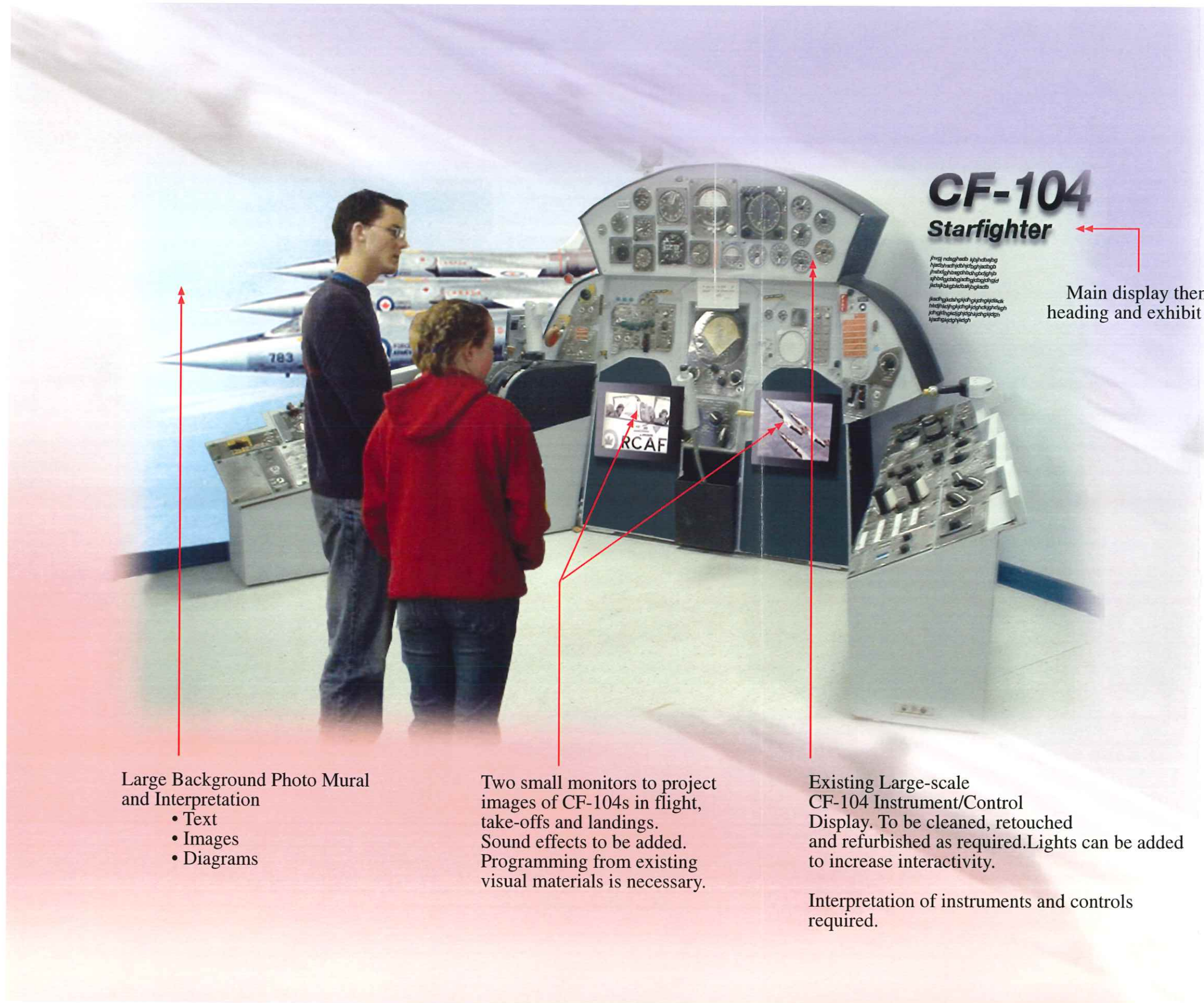
Forward section of CF-104
Procedures Trainer.

The existing CF-5 Procedures Trainer
can be used, as can the CL-114 Tutor
Procedures Trainer.

Large Background Photo Mural
and Interpretation

- Text
- Images
- Diagrams





CF-104 Starfighter

Հիմնական թեմաները
համապատասխանում են
թռչնակործանի օդում
կատարվող գործողություններին
և ինտերակտիվ է:

Ունի մեծ լուսանկարներ
և հնչյունային էֆեկտներ
ժամանակակից տեխնոլոգիաների
կիրառմամբ:

Main display theme
heading and exhibit text.

Large Background Photo Mural
and Interpretation

- Text
- Images
- Diagrams

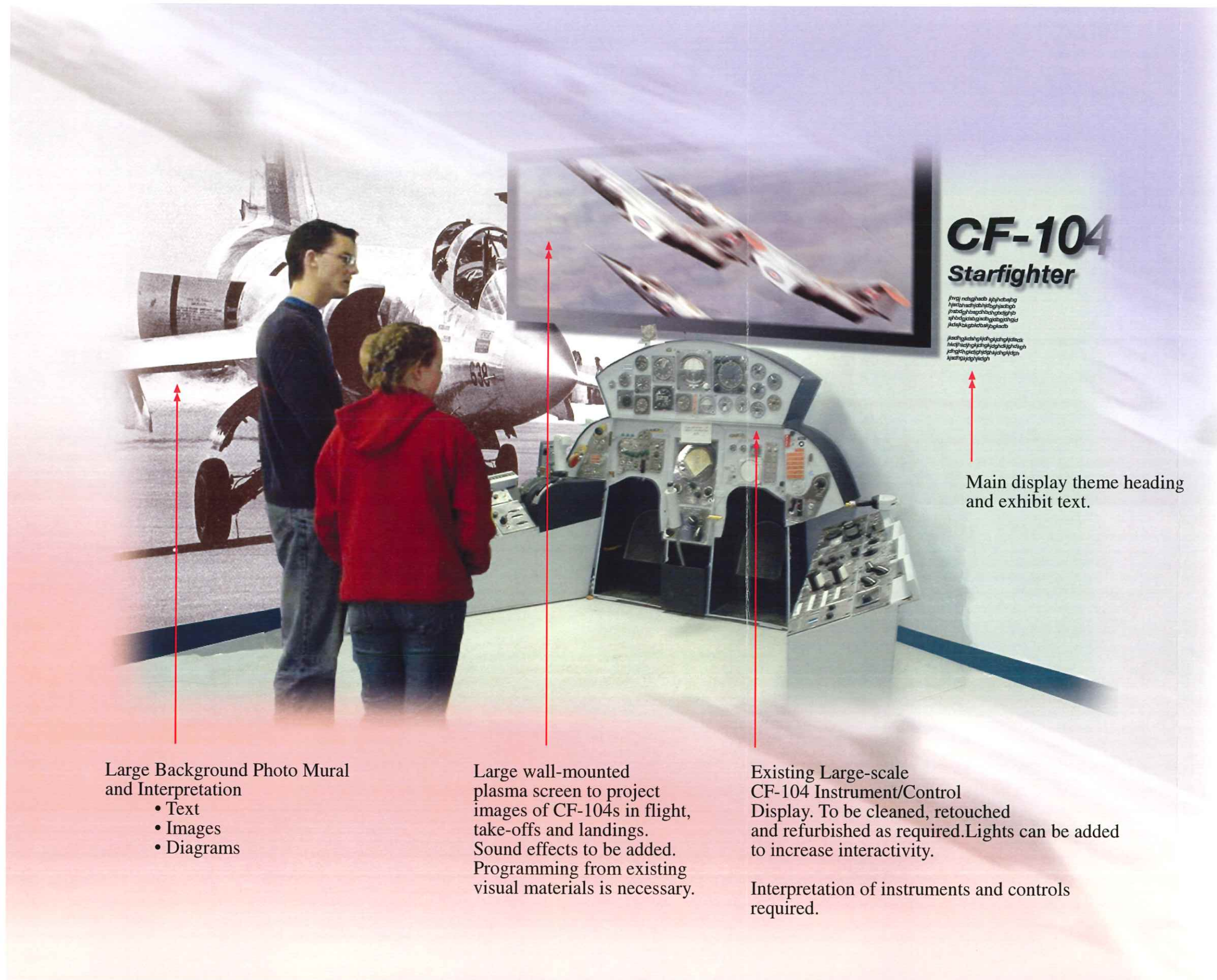
Two small monitors to project
images of CF-104s in flight,
take-offs and landings.
Sound effects to be added.
Programming from existing
visual materials is necessary.

Existing Large-scale
CF-104 Instrument/Control
Display. To be cleaned, retouched
and refurbished as required. Lights can be added
to increase interactivity.

Interpretation of instruments and controls
required.



January, 2005



Large Background Photo Mural
and Interpretation

- Text
- Images
- Diagrams

Large wall-mounted
plasma screen to project
images of CF-104s in flight,
take-offs and landings.
Sound effects to be added.
Programming from existing
visual materials is necessary.

Existing Large-scale
CF-104 Instrument/Control
Display. To be cleaned, retouched
and refurbished as required. Lights can be added
to increase interactivity.

Interpretation of instruments and controls
required.

CF-104 Starfighter

Մեր ժամանակների ամենաարագ և զորավոր ինքնաթիռներից մեկը՝ CF-104-ը, 1958-1982 թվականներին ծառայել է Կանադայի ռազմաօդային ուժերում:

Main display theme heading
and exhibit text.



January, 2005



CF-41 Tutor

Main display theme heading and exhibit text.

CL-114 Tutor Procedures Trainer.
Full function not required. Add lights, sound,
to create create experience for visitor.

Visual monitor can be added to display to show
Snowbirds versus standard flight training with Tutor.

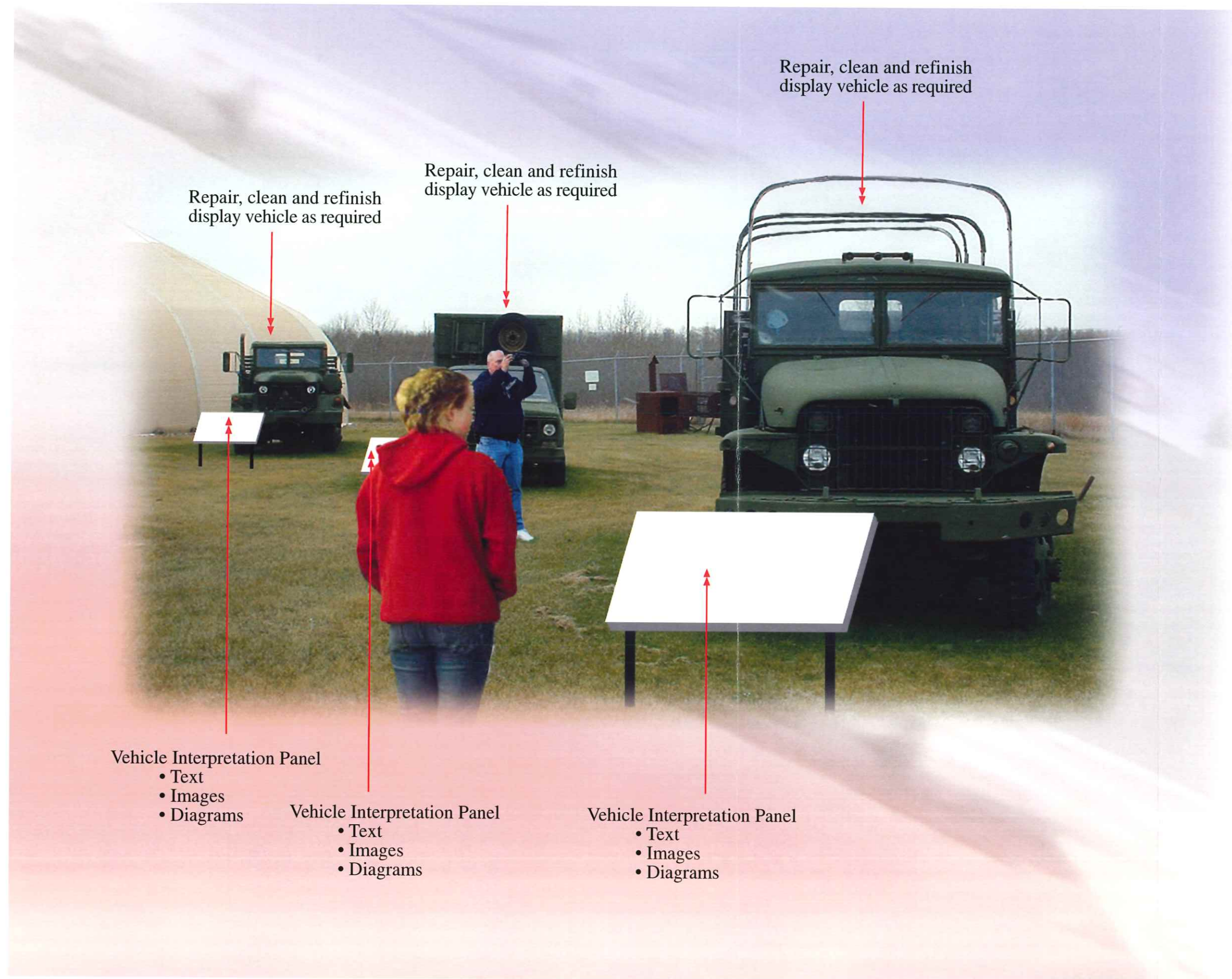
The existing CF-5 Procedures Trainer
can also be used for this display, or
in addition to, as each represents a different
aircraft type and performance function, ie: advanced
flight training and ground attack support

Large Background Photo Mural
and Interpretation

- Text
- Images
- Diagrams



January, 2005



Repair, clean and refinish
display vehicle as required

Repair, clean and refinish
display vehicle as required

Repair, clean and refinish
display vehicle as required

Vehicle Interpretation Panel

- Text
- Images
- Diagrams

Vehicle Interpretation Panel

- Text
- Images
- Diagrams

Vehicle Interpretation Panel

- Text
- Images
- Diagrams



January, 2005