



# RED LAKE REGIONAL HERITAGE CENTRE

## **ANNUAL REPORT**

**2016**

## OUR PURPOSE

### MANDATE

The Red Lake Regional Heritage Centre is responsible for preserving, promoting and interpreting Red Lake's natural and social history.

### MISSION

Working in partnership with the community, the Municipality and key stakeholders, the RLRHC strives to be a leader in preserving, promoting and celebrating the region's natural and cultural heritage. This mission is fulfilled through:

- Ensuring that the community of Red Lake's ongoing history is documented and represented through exhibitions, research, art and events.
- Creating an environment of exploration, where education and growth bring together communities and provide opportunities for sharing knowledge and experiences.
- Together with community representatives provide opportunities to strengthen Red Lake's positive identity through exhibits, events, programming and performances.

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## REPORT FROM THE CHAIR

On behalf of the board of the Red Lake Regional Heritage Centre I would like to thank our staff, our volunteers and the community who took the time to visit the centre and or participate in the many events that were held throughout the year. 2016 was a year of stability for the board and for the staff at the Red Lake Regional Heritage Centre. Trevor Osmond in his role as Director and Lisa Hughes in her role as Curator with the support of staff and volunteers arranged a number of appealing and informative exhibits and events that attracted a broad cross section of visitors. Their concerted effort to reach out to the community by introducing educational programmes, partnering with other museums and organisations, engaging local artists and using social media to communicate has borne fruit. The team has developed and nurtured partnerships with other groups in the community such as the Indian Friendship Centre, the Norseman Festival committee, the Francophone Association and the Winter Carnival to name a few. The results of these initiatives speak for themselves. 2016 was one of the busiest years ever both in terms of people and online visitors. This is a credit to Trevor, Lisa and the staff and volunteers who made it happen. This year we celebrate Canada's 150<sup>th</sup> birthday and the staff have planned another outstanding programme for this special year.



John Frostiak – Board Chairman

Behind the scenes, the staff continues to manage the collections, perform research, plan for future exhibits and provide information to visitors and tourists.

In 2016 a strategic planning exercise was initiated. A strategic vision and values for the facility were developed and the implementation process is progressing. This is a key activity to ensure the sustainability of the facility. Work continues on implementation.

This facility is very dependent on receiving adequate funding to sustain operation. Provincial grants and the municipality are the primary sources of funding. The challenge for the staff is to schedule events and exhibits that appeal to the public. Without that public support and participation, funding can become challenging. Funding is also conditional on the fact that the facility meets minimum standards for museums as established by the Ministry of Tourism, Culture and Sport. In 2016 the facility operating costs exceeded budget but the increased costs were matched by increases in revenue generated by facility rentals and gift shop sales. There are continuing cost pressures brought on by events outside of managements control that have to be dealt with. At the same time, the building while relatively new will be requiring more maintenance as time passes.

The draft budget for 2017 shows the facility running at a slight operating deficit. The staff and board will be challenged to come up with events and programmes that will balance the budget.

I would like to thank the other board members Deanna Sullivan (Vice Chair), Debra Shushack, Hilary Reid, Kaaren Dannenmann, Barbara Laverdure and Councillor Jack Goodwillie for their continued dedicated service to the board.

Finally on behalf of the board I would like to thank the Mayor and Council for their support and especially the public who have participated in the wide variety events held at the centre. We hope that we can continue to offer a service that will attract your interest and encourage your participation in the future.

John Frostiak

Chairman

## REPORT FROM THE DIRECTOR



***Trevor Osmond, Director***

If 2015 was a year of renewal and change at the Red Lake Regional Heritage Centre (RLRHC), then 2016 was a year of excitement, activity and growth. It was not, though, a year without challenges. The community was rocked by financial hurdles and many Red Lakers experienced income disruption. Despite hardships, instead of giving in to hopelessness or negativity members of the community began a revitalization movement that highlighted the best of Red Lake. The RLRHC was an active contributor to the movement, creating positive opportunities for Red Lake's people which were very well received.

The RLRHC continues to provide educational programs, tours and a great museum experience, but in 2016 we were able to offers so much more! Through the combined efforts of staff, volunteers and contributions from key benefactors, the RLRHC developed a wide variety of exhibits, hosted numerous events and launched two new series (Movie Night and the Red Lake Speaker Series).

Last year's efforts to become a more active hub for education and programs provided a catalyst for families to be reintroduced to what we have to offer. This year we continued to provide a well enjoyed destination for families and children. While efforts continued to engage the area's schools and introduce exciting new programs, the RLRHC no longer had the benefit of a full time programming coordinator, so that fewer programs were run throughout the year. However, summer program attendance was excellent thanks to the efforts of a Young Canada Works summer student.

Our Northern Nature Trading Post continues to be of interest to children and adults alike; however, there has been a reduction in the number of traders despite the reintroduction of Saturday Trader Days. Promotion efforts were more limited this year and as a result there was a reduction in school visits for trading. Energy was devoted to broader activities and programming.

We enjoyed a record attendance in 2016, because of a fantastic variety of themes and activities. They were enjoyed by families, children, adults, members of the First Nation community, anglers, environmental enthusiasts, geologists, miners, trivia lovers, artists and film buffs. Facility rentals also contributed to attendance this year. In 2014 there had been a sharp decline in facility rentals, followed by improvement in 2015. In 2016, facility use grew by leaps and bounds. These opportunities also attracted many first time visitors.

Not all news was good news in 2016. As a result of uncontrollable building occupancy costs it was challenging to balance the budget this year. However, a good year in our gift shop, fundraising and rentals helped to offset cost over runs.

Perhaps the most significant has been the introduction of a talented and hardworking Curator, Lisa Hughes, who has taken over the duties of creating exhibits and looking after the collection. These tasks formerly rested in a combined Director/ Curator position and as a result were often secondary to other duties. The change has surpassed all expectations, allowing excellence in collections management, as well as dedicated time for the planning and development tasks of the newly conceptualized Director role. Lisa has also taken over the responsibility of looking after volunteers; under her watchful eye members of the public have been instrumental in researching, organizing and exhibiting Red Lake's history.

RLRHC also benefited from Morgan Woodhouse's (NOHFC Intern) efforts in assisting Lisa and conducting interviews to capture Red Lake's history from its people. As the Curatorial Assistant, Morgan developed a strategy for creating a mining exhibit and interviewed members of the public on a variety of topics including but not limited to winter sports, fishing, mining and First Nations' traditions.

Our volunteers have been our biggest surprise this year. In 2014 the RLRHC had no volunteers. Now we gratefully benefit from five dedicated volunteers who come in weekly and student volunteers who help out during special events. Seasonal volunteers also worked on specialized projects in 2016. Without the hard work of these volunteers, the Heritage Centre would not be able to move forward with so many projects simultaneously. We look forward to having more dedicated individuals helping out with projects in the near future!

Particular thanks are due to our Board of Directors, who have continued to provide excellent support to Heritage Centre staff. The focus of 2016 has included policy updates and the development of a new strategic plan. With their efforts, the Heritage Centre is well positioned to continue to grow in new and positive ways.

Trevor Osmond  
Director

## VISITORS

The Red Lake Regional Heritage Centre's (RLRHC) visitor attendance has been on the rise since 2015. A deep concentration on public events, interesting wares in the gift shop, educational programs and increased rentals have brought an increased number of people through the RLRHC's doors. A high standard for attendance was set in 2015 which was that was more than met in 2016. The Red Lake Regional Heritage Centre broke its all-time past attendance record.

Attendance did not increase due to any particular increase visitor type, but instead was the result of an increase in overall visitors. The Heritage Centre continues to act as a hub for family events, learning, activities and culture. Heritage Centre staff have worked exceptionally hard to make it a friendly environment filled with exciting activities.

This year saw a considerable increase in digital visitors. Web site visitors increased from 14,366 in 2015, to 21,938 in 2016. Our web presence had always been relatively simple, featuring limited historical information, our gift shop wares, upcoming and recently enjoyed events, the history of the museum and current staff profiles. In 2016 we opted to develop an online component to our major exhibit, Fish Stories, requiring computer upgrading. Late in the year four machines were upgraded, laying the groundwork for further development of online exhibit content. The expectation is that going forward; each major exhibit will have an online component.

The Heritage Centre's Facebook page has increased to over 200 followers. In 2016, as part of the Canadian Museum Organizational Grant, we developed an online presence plan. The plan helped to define how the Heritage Centre would use social media and identified a measure of successful audience engagement. The measure demonstrated that over 80% of Heritage Centre posts met the success criteria. We are very much on the right track in building our social media presence.

For example, In addition to advertising our gift shop, exhibits and programs, Intern Morgan Woodhouse created a weekly post about an historical event, place or person from Red Lake's history. These posts were very much enjoyed by our digital visitors from near and far, many times prompting lively dialogue and many fond memories.

*"Love these (Facebook) pics, great people to keep Red Lake vibrant!!!"*

*- Rosie Kathy Szentirmai*

*"The kids had so much fun!"*

*- Brenda Thomas Gignac*

*"It was lots of fun!"*

*- Maura Kolb*

*"This is super cool"*

*- Alice Laniel Erlina*

*"Nice!"*

*- Nigel Herron*

*"It is a great pleasure"*

*- Club canadien français de Thunder Bay*

*"It's fascinating to hear all about the heritage!"*

*- Dave Yardman English*



Year	On-site Visitors/Renters	% comparing to 2016	Facebook Likes
2010	5,833	77%	N/A
2011	5,953	78%	N/A
2012	5,741	75%	N/A
2013	3,817	50%	301
2014	3,526	46%	409
2015	6,332	83%	567
2016	7,621	N/A	790

**Table 1: Visitors and likes by year**

The Heritage Centre does not keep statistics regarding visitor age or location. However, interviews, interactions and emails have indicated that an even wider variety of people attended during 2016 than 2015. The Heritage Centre aims to continue that trend by getting even more local people participating in events and exhibits, while also showing visitors from out of town what Red Lake is all about.





# EXHIBITIONS

## PERMANENT EXHIBITS

There were no significant changes made to the permanent exhibits in the Main Gallery space in 2016. Only minor fixes and additions were made to the space, including adding items to the First Nations display and taking down artwork for repair and/or conservation.

In early 2016, as part of our annual Community Museum Organizational Grant application, we developed a plan for changes and updates to the main gallery space, including the addition of more technology, refurbishment of old exhibits and the rotation of some artifacts into storage.

Exhibit	Year Installed
HBC Post	2007
Woodland Art Wall	2008
Fairwind's Drum	2011
Hell's Acres	2011
Prospector's Tent	2011
Aviation Video	2011
One Way Ticket	2011
Mel White's Barber Shop	2011
Dr. Aiken's Dentistry Office	2011
Children's Play Area	2011
Material Culture from Pikangikum	2014

*Table 2: Permanent exhibits by year*

While this plan does involve major transitions, any changes will be guided by our mandate. Portions of upcoming temporary exhibits will be incorporated into permanent exhibits to ensure that content is fresh. As changes are made we expect to attract long-time residents who have not visited for some time.

## TEMPORARY EXHIBITS

There were six temporary exhibits in 2016:

***Red Lake's Winter Sports: A Tale of Brooms and Blades*** – On February 12<sup>th</sup>, 2016 an exhibit about winter sports opened in the Temporary Gallery. February 12<sup>th</sup> was chosen because it coincided with the Winter Carnival weekend. The exhibit featured panels, artifacts and stories from ice fishing and snow machines to hockey and curling. The sports exhibit was extremely successful and also marked the first opportunity for Lisa Hughes, the Heritage Centre's new Curator, to take the lead on an exhibit.



**Public School 3D Map of Downtown** – On May 25<sup>th</sup> the Red Lake Madsen Public School set up a model of Howey Street in Red Lake. The model was complete with store fronts, sidewalks, roads and even a map laying out the details of the downtown core. The exhibit was on display for the rest of May and a week in June. During that time numerous people saw the display including delegates from Columbia and Peru!



**Francophone Association of Red Lake** – The Heritage Centre partnered with the Francophone Association of Red Lake to bring in and display a wonderful exhibit from Thunder Bay called Francophones of the North-West: History and Heritage. The exhibit was a pull up banner style display in both French and English. The exhibit included a small opening on June 7<sup>th</sup> and tours, which ran throughout the month (Tours were provided by Kate Polle). A book entitled *Sur les traces des Francophones du Nord-Ouest* served to compliment the exhibit and remains for sale in the Heritage Centre's gift shop.



**Fish Stories** – The Heritage Centre’s summer exhibit, entitled Fish Stories, combined numerous elements from a variety of sources into a complete story of Red Lake’s fishing history. The exhibit covered traditional fishing methods, commercial fishing in the area, tales surrounding the big catches, traditional First Nation beliefs about fish and their role in the ecosystem, the hazards of pollutants, fish biology, aging fish and even the history of lake mapping done by the Ministry of Natural Resources. The exhibit was a culmination of the work of many interested groups, including MNR, the Red Lake Indian Friendship Centre, Red Lake Outfitters, the Red Lake District High School and the RLRHC. The exhibit opening was extremely successful, drawing in more than 100 individuals. Fish Stories was open from June 9<sup>th</sup> until September 30<sup>th</sup>, 2016. A portion of the exhibit will go online in 2017 and will feature interviews with local anglers.



**New Starts for Women** – Annually the RLRHC provides a place for New Starts for Women to put up a sign, drawing lots of questions. In 2016 a small exhibit was added to explain New Starts for Women and the 16 days of activism. Four panels were jointly created by RLRHC and New Starts for Women and exhibited in the main hall on the days of activism, plus 5 days before and after. Hundreds of people viewed these panels in that short time.





**2<sup>nd</sup> Annual Red Lake Arts Show** – In 2016 joint planning by RLRHC and the Red Lake Arts Council (RLAC) for the second annual Red Lake Art Show started very early, a key factor in developing a successful opening on November 17th. The show featured 18 artists with local ties. Many types of art were featured, including paintings, glass work, drawings and photography. The Red Lake Arts Council was able to acquire the services of local musicians Strings N'Such to perform in the front lobby. The IGA supported the event by donating cheese, crackers and other snacks and refreshments.

The opening event drew an amazing 125 people! Many more visitors also came to visit during the pre-Christmas period. As part of the exhibit visitors were allowed to vote for their favourite work. Votes were tallied at the end of 2016 and Patrick Hunter was awarded the prize of the People's Choice Award in 2017.



## CONSERVATION

Red Lake is a very challenging geographic location in which to house a collection. During the summer months it gets extremely humid, making spaces susceptible to mold propagation. In the winter, there is the opposite effect; the area dries out. The ebb and flow of humidity throughout the year has a serious impact on artifacts. Any object made of wood will swell and contract, which might lead to warping or cracking. Paper objects run the risk of cockling, among other things. Rapid changes in humidity can even affect more resilient materials such as metal.

Previously there had been considerable effort to move the Heritage Centre from a common storage facility to a climate and temperature controlled facility reflective of museum standards. Since 2015 attention has been given to maintaining the collection of the Red Lake Regional Heritage Centre. Temperature and humidity levels have been monitored since 2013, assisting in the identification and resolution of problems in our mechanical systems. In early 2015 Heritage Centre staff, together with the Municipality of Red Lake and local contractors worked to update the building's climactic conditions to be in compliance with Ministry standards. The results of these efforts have provided the Heritage Centre with a fully functioning and climate controlled archive.

In 2016, constant monitoring ensured that the humidification system was working optimally during winter months and discussions about the use of a dehumidification system during the summer months began. While no permanent solution has yet been found, options include building dehumidifiers into the current system, or acquiring stand-a-lone units.

Additional changes have been put in place to ensure that the collection is properly maintained. Reducing light in the archives and gathering archival quality storage materials for re-storage of documents, maps and objects has been implemented. Significant effort has also been made to determine the condition of many of the artifacts in the Heritage Centre's collection. This effort has resulted in a list of objects that need conservation work prior to further display.

The collection storage rooms have also been redesigned. New methods of artifact placement, documentation and labelling have been undertaken to create a fully functioning collection database. Lisa Hughes has worked diligently, with the help of staff and volunteers, to relocate objects and redesign shelving and storage space so that it falls within ideal CCI (Canadian Conservation Institute) standards.

## EVENTS

2016 was an exceptional year for events. While events for children and families remained the main focus, there were events targeted to a wider audience.

**Trader Days** - Nature trading continues to be popular and of interest to children, though we had fewer traders in 2016. Created by Science North and funded by FedNor, the Northern Ontario Heritage Fund and Equipment World, the Northern Nature Trading Centre allows participants to trade objects from nature for points. Traders can then use those points to acquire even more desirable objects. On Trader Days RLRHC was open from 10am until 2pm on the 3<sup>rd</sup> Saturday of every month, beginning in February and extending into April.

**Winter Carnival** – On February 13<sup>th</sup> the RLRHC was proud to be part of Red Lake's Winter Carnival. The day itself was an incredibly cold, which only served to attract more Winter Carnival enthusiasts. The RLRHC served as a warming station and held events of its own.

Staff and volunteers participated in the Hot Chocolate Challenge. The event saw 6 flavours of hot chocolate created by four different contestants. For a small fee, visitors were able to try these concoctions and vote for their favourite. Additionally, Rhonda Beckman was involved in an art project in the entrance hall which attracted a large gathering of children.



**National Canadian Film Day** - The RLRHC took part in National Canadian Film Day for the 2<sup>nd</sup> year in a row. A Red Lake District High School class attended the first film, *Indie Game: The Movie*. The students found the film extremely engaging and were interested in seeing it again. The second film of the evening was *Hyena Road*. A small crowd of film enthusiasts gathered to watch and weren't disappointed. Reel Canada contacted the RLRHC shortly after and it was agreed that the Heritage Centre would participate in National Canadian Film Day again in 2017.

**NOHFC Social** – On June 16th the RLRHC played host to a social event that featured a visit from the Honorable Robert D. Nault. The event was an opportunity for members of the community to meet with Mr. Nault to discuss the status of Red Lake. Cocktails and finger foods were also highlights of the event.



**Canadian National Aboriginal Day** – On June 21<sup>st</sup> the RLRHC celebrated National Canadian Aboriginal Day by featuring an exciting array of programs for students to enjoy. Three classes visited that day and learned about making bannock, the importance of the teepee and traditions.





**Multi-Culturalism Day** – On Monday, June 27<sup>th</sup>, the RLRHC hosted events to celebrate Multi-Culturalism Day. Children and their families participated in games and activities which, when successfully completed, led to receiving a stamp in a "passport". Children who completed all the activities received a special prize. In the evening a social event featured cultural booths, finger foods, baked goods and entertainment. Don Copenace (Director of the Red Lake Indian Friendship Centre) provided spectators with a traditional display and dance, much to the delight of the audience.



**Gyro Convention** – On July 13<sup>th</sup> the RLRHC participated in the Gyro Convention, which attracted visitors to Red Lake from all over North America. As part of the convention, the Heritage Centre featured a tea and coffee talk. A presentation was provided by Heritage Centre staff about many of the amazing women of Red Lake. Members of the Gyro Committee expressed their deep appreciation of the characters that came out of Red Lake. Heritage Centre staff also provided tours of the Centre during that week.

**Norseman Festival** – The Heritage Centre provided its theatre atmosphere for a public showing of Zootopia as part of the Norseman Festival event on July 23. The event was topped off with popcorn and snacks. It drew so many families that the Main Gallery was filled to maximum capacity.



**Pub Quiz** – The RLRHC played host to an evening of trivia where guests battled wits and flexed their proverbial mental muscles. The evening was complete with wine, beer and an array of snack foods. The event received a very positive response from the participants and many expressed to their interest in seeing more Pub Quiz events.



**Career Fair** – Morgan Woodhouse took part in the youth career fair on behalf of the Heritage Centre. With so many children visiting the legion throughout the day, Morgan was able to speak to many interested boys and girls about working in museums, creating exhibits and handling artifacts.

**Secret Path** – Northwestern Ontario's history includes a heartbreaking tale of residential schools. Singer Gord Downie used his fame as a platform to expose and share the deeply damaging experiences of so many of our First Nations friends, neighbours and associates who were affected by residential schools. The Heritage Centre was proud to participate in an October 23rd live streaming of the animated film *Secret Path*. The event drew 54 participants of different cultural backgrounds. An unexpected feature was a panel of experts who talked about the impact of this history on lives and culture. The panel provided a thought provoking balance of ideas that will hopefully be the basis for more discussion in Red Lake's future.

**Halloween Fright Night** - The 2016 annual Halloween Fright Night was a roaring success. Over 300 skeletons, ghouls and other costumed visitors took part in games and crafts. An opportunity to win free candy, for example, meant reaching into a box to grab it - if you dared.

Much like the introductory year prior, the event was supported by dedicated volunteers. A favourite volunteer role was participating in the Fright Room where they did an excellent job. The room's intense scare factor left participants undaunted. Many children went in well over half a dozen times. The Balmertown Food Fair donated candy for the event, which was quickly gobbled down by our many guests.

Holding the event on the Saturday before Halloween allowed more people to come out and experience Halloween Fright Night, making the most out of Halloween 2016.



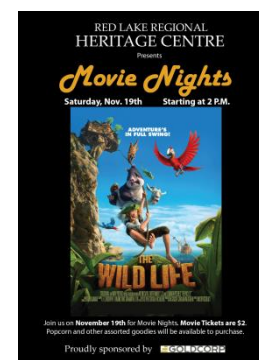
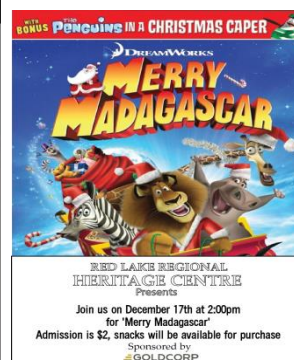
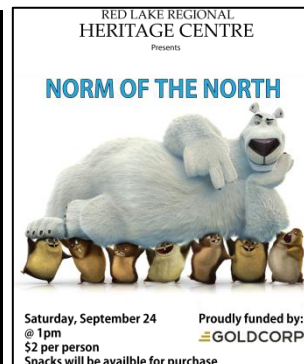
*Images provided by the Red Lake Northern Sun News*



**Before the Flood** - On December 20<sup>th</sup>, the Heritage Centre hosted the documentary *Before the Flood*, a primer to its spring exhibit about Climate Change. The Film was well received and challenged many ideas about the longevity of our current activities as a nation and a world population. As part of the event Christine Penner-Polle raffled off a copy of her book 'Unfreeze Yourself'.

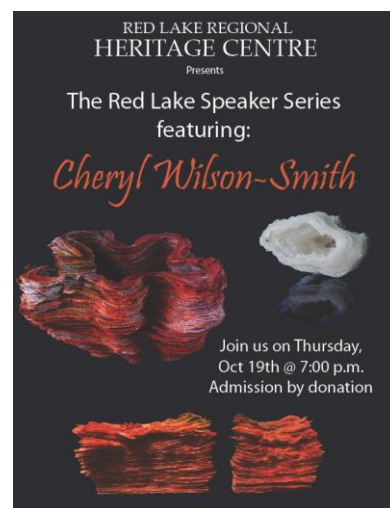


**Movie Nights** – After the success of the Norsemen Festival's film event at the Heritage Centre, the potential for the us to serve as a theatre of sorts became very apparent. A plan to pursue this was developed and Goldcorp generously donated funds for securing the rights to show films in public. Visitors enjoyed popcorn, snacks and refreshments while they watched films like Ice Age, Independence Day, Norm of the North and The Wildlife.



**Red Lake Speaker Series** – In order to increase interest in and knowledge about our local community the Heritage Centre began the Red Lake Speaker Series. A special guest speaker was featured every month from August until December. Speakers included the Regional Resident Geologist Andreas Lichtblau from the Ministry of Northern Development & Mines, nature photographer and Woodland Caribou Provincial Park enthusiast Hidehiro Otake, well known glass artisan Cheryl Wilson-Smith and producer of the short animated film *Grandfather Drum*, Michelle Derosier.

The Speaker Series generated a great deal of excitement and encouraged a wide range of visitors to come out and be part of the Heritage Centre's events. We look forward to continuing the Red Lake Speaker Series in 2017.



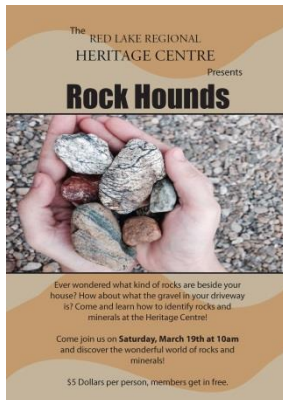
## EDUCATIONAL PROGRAMMING

### OVERVIEW

2016 was a great year for program revenue. While there were fewer overall programs, the LRLHC's attendance increased for each program. School visits were down slightly from the previous year but the Heritage Centre remained busy with 12 classes attending throughout the year. Harmony Centre also visited many times during the year. Participants were able to see displays, check out the temporary exhibits and also enjoy various sources of visual media.

Year	Revenue
2016	\$677
2015	\$602
2014	\$102
2013	\$161
2012	\$352

*Table 3: Revenue generated from educational programs by year*



## PROGRAMS

In March the RLRHC teamed up with Ministry of Northern Development & Mining District Geological Assistant Greg Paju to run 'Rock Hounds', a program about introducing rocks to kids. The program featured a Q&A about rocks, included many samples that children could touch and ended with a short quiz to test what participants had learned.

In November, as part of the Ministry of Natural Resources meeting, RLRHC staff presented an educational seminar on archaeology. The seminar featured a discussion on the process of archaeology, how ministry standards have changed over the years, past archaeological investigations in the area and the ramifications of the archaeological excavation that occurred during the summer and autumn of 2016.

**School Programs** – The Red Lake Madsen Public School came for a tour and talk about Fire 14. The Golden Learning Centre visited multiple times as did the Red Lake District High School. One class came all the way from Ear Falls to experience a program on rocks (nearly 60km).

**Youth Groups** – The St. John School Summer Camp came for a tour of 'Fish Stories'. The RLRHC staff also took their programs on the road, giving a presentation about fossils as part of the Red Lake Indian Friendship Centre's Science Camp at Site II. Students got to learn how fossils were formed and how to excavate just like a paleontologist.

**Summer Programming** - The Heritage Centre continued to produce and run programs over the summer featuring 7 unique programs. Two were related to the RLRHC's summer exhibit 'Fish Stories' and featured a multimedia art project and a wilderness survival game. Other programs targeted the imaginations of children; for example, one program included an archaeological mini dig which allowed children to explore the role of an archaeologist and discover the past. 'Out of This World: Space' was a program that explored gravity, our solar system and what inhabiting other planets might look like in the future. 'Animal Tracks' taught children about the signs of animals in the wilderness. It also allowed them to take home their very own footprint. 'Dinosaurs' introduced children to different types of dinosaurs, how they lived, why they went extinct and the role of a paleontologist. They had an opportunity to uncover fossils, make their own fossils and examine real fossils from extinct creatures such as Spinosaurus and Carcharadontasaurus. The final program of the summer was called 'Insects and Bugs' an exploration of how varied the insect world is and how insects adapt to the environment around them.

Date	Program	Attendance
July 19	Archaeological Mini Dig	6
July 16	Out of this World: Space	12
July 23	Animal Tracks	8
August 06	Dinosaurs	11
August 13	Insects and Bugs	10
Total		45



**Table 4: Summer program attendance**

With a strategic plan going into place in 2017, it is the plan of the Heritage Centre to increase the number of programs held in the winter, spring and autumn. It is the hope that the Heritage Centre will reconnect with schools and thus increase their attendance.



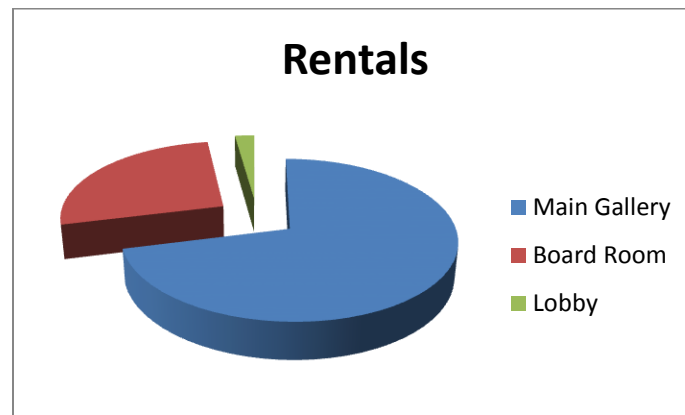
## FACILITY RENTALS

Due to its competitive rates and well designed space, the Heritage Centre is able to attract a range of events including weddings, retirement galas, training programs and committee meetings. In the past few years the Heritage Centre had seen a decline in facility rentals as a whole. In 2015 there was a small improvement by 5%, but revenue from this source remained significantly reduced from before the 2013. This decline was partially due to new and increased competition in the area and partly due to the economic climate of the Red Lake area, leading to less demand for rental spaces.

Facility rentals returned to their more usual rates in 2016. The Heritage Centre hosted rentals for several large businesses, such as Goldcorp and Pure Gold. Smaller businesses were actively renting the space as well. The facility was frequently rented for birthday parties for both young and old. The Main Gallery became the site of a weekly facility rental to the Red Lake Willow Creek Church group. The Municipality of Red Lake's use of the space also increased greatly, providing a central stage for presenting important meetings, presentations, consultations and community events.

Year	Revenue
2016	\$12,166.33
2015	\$ 6,327.60
2014	\$ 6,041.65
2013	\$12,286.00
2012	\$12,836.50

*Table 5: Income generated from rentals over the past five years.*



*Facility rentals by type for 2016.*

The RLRHC provided the facility to various local and regional businesses, government agencies, committees and associations. Users included Chukuni Communities Development Corporation, Red Lake Willow Creek, Pure Gold Mining Inc., Canadian Mental Health Association, Red Lake Margaret Cochenour Memorial Hospital, Lac Seul First Nation, Red Lake Indian Friendship Centre, Goldcorp, McKenzie Island Gyro Club, Kenora and Rainy River Child and Family Services, Johansen Law Firm,

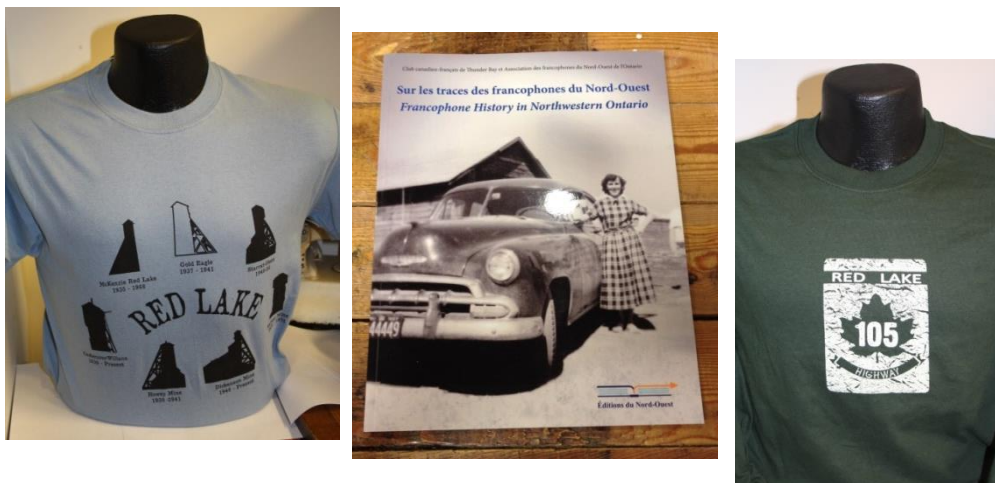
Ministry of Natural Resources, RLAC, Woodland Caribou Park, Brian Pekarchuk, New Starts for Women, North Clay Belt, KBM Resources Group and Ministry of Northern Development and Mines. The Main Gallery (71%) was utilized the most followed by the Heritage Centre's Board Room (27%). The Lobby (2%) was also used, but usually only as an extension of other events. The Temporary Gallery was not utilized as a rental space during 2016.

## GIFT SHOP

The gift shop continued a transformation begun in 2015. We continue to carry perennial favourites like Norval Morrisseau mugs and aviation t-shirts, but in 2016 we focussed on increasing the presence of local artists in the gift shop. We featured work from Lauren Furman, Patrick Hunter, Valerie Blab, Rebecca Saikkonen and Hidehiro Otake. Their pieces were sold on consignment.



Hand made goods were also quite popular during 2016. Jewelry created by Jeanette Marcotte enthralled many visitors. Dynamic necklaces, earrings and rings were a popular choice in the summer months. TJ's balms, soaps and ointments made great stocking stuffers over the Christmas Holidays. Other goods sold on consignment included geodes with and without mining figurines, posters about the story of Red Lake and books created by local authors.





Scarves were featured more prominently in 2016. Infinity shawls featuring indigenous artists' work were very popular. The Heritage Centre also brought back hoodies and hats with the Norseman image. Several new mugs were also part of the summer and winter orders. New mug artwork included works from Daphne Odjig and Maxine Noel, the latter who designed "Not Forgotten", the proceeds of which went to support the Native Women's Association of Canada (NWAC), a voice for the missing and murdered Aboriginal women in Canada. Daphne Odjig, one of the founding members of the Woodland Art movement, passed away in 2016 making it more important than ever to feature her story and her art.

Year	Total Revenue
2016	\$26,455.49
2015	\$22,523.43
2014	\$20,855.23
2013	\$24,313.16
2012	\$30,270.43
2011	\$34,652.20

*Table 6: Total gift shop revenue by year*

An extremely successful holiday sale generated over \$6,700. Among the most sought after items were Patrick Hunter's new clothing line, Morriseau design coffee mugs and infinity scarves. Gift shop revenue surpassed the expected target by 32%. 2016 revenue increased 17% over 2015 sales and was the highest since 2012.

Part of the reason for the sales increase is likely the influx of new goods. The Heritage Centre invested \$12,539.93 in product for the year, an increase of 12% over 2015.



*Anishinaabe World View by Patrick Hunter*



*Jewelry (handmade rings) by Syzygy*

## FUNDRAISING AND DEVELOPMENT



The Heritage Centre is funded in large part by the Municipality of Red Lake. The municipality covers much of the cost related to personnel, occupancy and building maintenance. In addition it supports the day to day functioning of the Heritage Centre through sharing Human Resources services, technical assistance and health and safety functions. In return, the Heritage Centre offers a welcoming space for special occasions and events.

The Canadian Museums Operating Grant (CMOG), bestowed by the Government of Ontario, helps to offset the costs associated with housing a collection. The Heritage Centre has been a proud recipient of the grant since 2005.

The Northern Ontario Heritage Fund Corporation, provided by the Ministry of Northern Development and Mines has provided interns with the opportunity to gain experience in their field of study. In addition, those hired as part of this grant have frequently acquired prestigious positions after their employment with the Red Lake Regional Heritage Centre. In 2016, the position of Curatorial Assistant was funded by the NOHFC grant.

The Heritage Centre rose over \$1,300 through its donation box. This total was down \$1,000 from 2015. Revenue was also down for the purchase of donor tiles. Only 7 donor tiles were sold in 2016 as opposed to 14 tiles in 2015. Overall this represented a reduction in donor wall sales of 47%.

Community support for the Heritage Centre's events included donations from Red Lake IGA (who donated food for the opening night of the Red Lake Art Show) and Balmertown Food Fair (who donated candy for Halloween Fright Night). Goldcorp's generous donation of \$1,500 allowed the Heritage Centre to purchase the rights to show films publically. In 2016 the Heritage Centre generated small revenue through ticket and concession stand sales in the amount of just over \$500.

## MARKETING AND PROMOTION

The Heritage Centre continues to build a strong online presence and in 2016 the Heritage Centre had an incredible increase in website hits. The increased traffic is likely due to a number of reasons. First, the Heritage Centre increased its number of events throughout the year. Since the events targeted many age profiles, a higher number of potential participants may have been lured into finding out more. Secondly, the Heritage Centre also increased the number of goods on consignment being sold in its gift shop. Visitors who are interested in local art, literature and content were attracted to the RLRHC's website. Finally, increased awareness through promotional avenues such as print media, radio and word of mouth has made the Heritage Centre more generally known to those who live in Northwestern Ontario.

<b>2016 Year total:</b>	<b>On-site Visitors</b>	<b>Website Visits</b>	<b>Facebook</b>
<b>Total</b>	7,621	21,938	115,515

The Heritage Centre's social media presence on Facebook also continues to grow. At the end of 2015 the Heritage Centre had 531 'Likes'. That number increased to 835 at the end of 2016. Facebook allows us to promote events quickly, without expense. The 'Revitalize Red Lake' Facebook page has become a very popular social media page and as a result the Heritage Centre shares many of its events with them. In 2016, a total of 115,515 people all across the world were reached by Heritage Centre Facebook posts. Photos of Red Lake's history continue to be very well received.

Marketing methods have been standardized for events, programs, exhibits and movies. Posters continue to be our most successful tool. In 2016, posters were designed for every exhibit, event and program. Typically this kind of advertising would be extremely expensive. However, we were able to design them in-house, reducing costs to staff time and printing charges.

The Chukuni Community Development Corporation (CCDC) calendar remains one of the best methods for reaching young families. The Heritage Centre has an excellent partnership with CCDC, allowing us to readily maintain current information for parents to use when planning their activity schedule.

In addition to more traditional methods of advertising, the Heritage Centre has been grateful for the generous contributions to our work by local media. Back Roads Bill Steer came up to visit the Heritage Centre on May 17<sup>th</sup> to write a tourism story which featured the Heritage Centre as one of his 'gems of the North'. The Northern Sun News also contributed heavily to the Heritage Centre's advertising. Articles about educational programs ('Rock Hounds' in particular), reviews on the Red Lake Speaker Series and an interview about the Winter Sports Exhibit were all well received and very helpful.

The Heritage Centre's mailing list remains one of the best ways to inform the public about upcoming events. In 2016 the mailing list was used regularly to contact friends of the Heritage Centre about events and exhibits. Preliminary work was done to ensure the list was still accurate and work will continue to ensure that it becomes a viable advertising tool.





The  
**Red Lake Regional  
Heritage Centre**  
*Presents*



# Red Lake's Winter Sports: A Tale of Brooms and Blades



**THUNDERERS WIN**  
**Red Lake Team Advances**  
**With Overtime Triumph**

**McKenzie Island Wins Title**

**Red Lake Takes Series From Fort Frances**

**Red Lake Has Eye on Allan Cup**

**Four in Row**

**Red Lake Tops Seniors**

**Open from February 12th to April 30th, 2016**

## MEMBERSHIPS

Effort was focused on reinvigorating the Heritage Centre's membership program during 2014 and 2015. Strategies included streamlining the application process, increased marketing and discussion regarding value for dollar. While these efforts had produced a modest increase in memberships, the results did not reflect the investment of energy and skill. In 2016, memberships went down again.

Family memberships decreased over 2016 which can likely be attributed to the reduction in educational programs in the absence of a dedicated Program Coordinator. School memberships have also decreased, probably for the same reason. However, an offset has been an increase in senior and couple memberships, likely due to running more adult oriented events over the course of 2016. Only two lifetime memberships were sold in the last two years and no non-profit Organization Memberships were sold in 2016. While our programs and activities have been very well attended and feedback from the community has been overwhelmingly positive, the increase in visitorship has not translated in to memberships.

Membership revenue was down by 6% overall in 2016. When the budget was adjusted for this reduction in sales, revenue exceeded the budgetary adjustment by 7%. In 2017 the RLRHC will try to reinvigorate the membership program as part of the strategic planning process. A concentrated effort to offer more and clearer benefits for members may be the formula for increasing the number of memberships sold in 2017.

<b>Membership Type</b>	<b>2013 Purchases</b>	<b>2014 Purchases</b>	<b>2015 Purchases</b>	<b>2016 Purchases</b>
Lifetime Membership - Family	4	2	0	1
Lifetime Membership - Individual	7	0	1	0
Annual School Membership	0	0	2	2
Annual Non-Profit Organization Memberships	4	4	2	0
Annual Family Memberships	8	1	11	5
Annual Individual Memberships	10	5	6	9
Annual Senior Couple Membership	5	6	5	10
Annual Senior Individual Memberships	8	2	4	4
<b>Total</b>	<b>46</b>	<b>20</b>	<b>33</b>	<b>31</b>

*Table 7: Membership types sold by year*

## OUR TEAM

### STAFF

The Red Lake Regional Heritage Centre continues to benefit from the contribution of strong, driven museum professionals. Since late 2015 the Red Lake Regional Heritage Centre has had separate full time Director and Curator positions. This has created role separation and a new capacity for prioritization that led to more projects, events, programs and activities to be developed.

As the Director, Trevor Osmond's day to day activities include fundraising, planning, managing and reporting on the budget. His role designs jobs, hires and monitors new staff. Other roles include managing the gift shop and educational programming. Finally, the position is responsible for developing community partnerships and strategic planning and evaluation.

The mantle of Curator was assumed by Lisa Hughes late in December 2015 and in 2016 she began the process of improving the Heritage Centre's collections records and achieving and maintaining museum standards. Visitors have benefitted from her expertise in designing and executing exhibit plans. She also works with community members to complete specific projects, developing and supervising volunteers who have an interest in working in various areas of the Centre.

Morgan Woodhouse continued her one year contract as the Curatorial Assistant NOHFC Intern, compiling research, interviewing locals about mining and helping with the day to day activities of the Heritage Centre.

Exhibition and Research Intern Sara Wright joined the Heritage Centre team in December 2016 by way of the Young Canada Works program. Sara will take over the process that Morgan Woodhouse started, so that by the end of her term with the Heritage Centre Sara will have developed an exhibit plan for an upcoming mining exhibit.

Amanda Laverdure and Rebecca Saikkonen joined the Heritage Centre team during the summer. Amanda was the Assistant Educational Programmer and was funded through a YCW internship. Amanda worked alongside Trevor Osmond in designing and implementing seven educational summer programs for children. Rebecca's duties as a cataloguing assistant were funded through Canada Jobs. Rebecca worked under Lisa Hughes caring for artifacts, organizing storage space and ensuring that proper documents were completed.

The individuals who contributed their energies to the team were:

Director	Trevor Osmond
Curator	Lisa Hughes
Intern <sup>1</sup> 2015 -2016	Morgan Woodhouse, Curatorial Assistant
Intern <sup>2</sup> , 2016 – 2017	Sara Wright, Exhibition and Research Intern
Summer Student <sup>3</sup> , 2016	Amanda Laverdure, Assistant Educational Programmer
Summer Student <sup>4</sup> 2016	Rebecca Saikkonen, Cataloguing Assistant



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<sup>1</sup> Funding made available through the Northern Ontario Heritage Funding Corporation

<sup>2</sup> Funding made available through Young Canada Works

<sup>3</sup> Funding made available through Young Canada Works

<sup>4</sup> Funding made available through Canada Jobs

## VOLUNTEERS



During the 2016 year we have had many exceptional volunteers who have been indispensable. The RLRHC boasts five regular volunteers who work with Heritage Centre staff weekly. Another half dozen volunteers worked with the RLRHC to complete specific projects and help during events.

In 2016 volunteers contributed to building Animal Tracks, an exhibit to be unveiled in 2017.

The Heritage Centre was lucky enough to gain the services of a geologist in training during the early part of 2016. This individual worked meticulously at identifying possible upgrades to the Crull Collection in the Municipal Office. The work produced by this volunteer will be the foundation of any further projects involving the Crull collection.

Volunteers were also involved in the research process for our summer exhibit 'Fish Stories'. In addition, they helped set up for the Red Lake Art Show, contributed to Halloween Fright Night and have contributed research towards the Heritage Centre's 2017 spring exhibit.

## BOARD OF DIRECTORS

A very special thanks to the volunteer Directors of the Board, whose dedication and efforts has allowed the Heritage Centre to prosper in 2016. Members of the Board are:

Council Representative:	Jack Goodwillie
Chair:	John Frostiak
Vice Chair:	Deanna Sullivan
Trustees:	Debra Shushack
	Kaaren Dannenmann
	Barbara Laverdure
	Hilary Reid

## MEMBERS

### *Organizations*

The RLRHC would like to thank the many organizations that have invested in the Heritage Centre in 2016.

### *Individuals, Couples and Family Members*

The RLRHC would also like to thank the individuals and public for support and investing their time and effort into projects throughout the year.

## FINANCIAL CONTRIBUTORS

We are deeply grateful to the following for their generous financial support of the Heritage Centre, we look forward to working with these community partners in the future:

### *Operating Grants*

Canadian Museums Operating Grant (CMOG)  
L'Association des Musées de l'Ontario  
Municipality of Red Lake  
Northern Ontario Heritage Fund Corporation (NOHFC)  
Young Canada Works  
Government of Canada

### *Project and In Kind Donors*

Balmertown Food Fair  
The Northern Sun  
Red Lake IGA  
Ministry of Northern Mining and Development  
Ministry of Natural Resources  
Goldcorp

### *Project Partners & Affiliates*

Chukuni Communities Development Corporation  
Cliff Caines  
Lake of the Woods Museum  
Red Lake Indian Friendship Centre  
Reel Canada  
Ontario Parks  
Norseman Festival Committee

### *Project Partners & Affiliates (cont.)*

Red Lake Arts Council  
Science North  
MNDM  
MNR  
Patrick Hunter  
Clever Corvid Art and Art Workshops  
New Starts for Women  
Northern Sun News



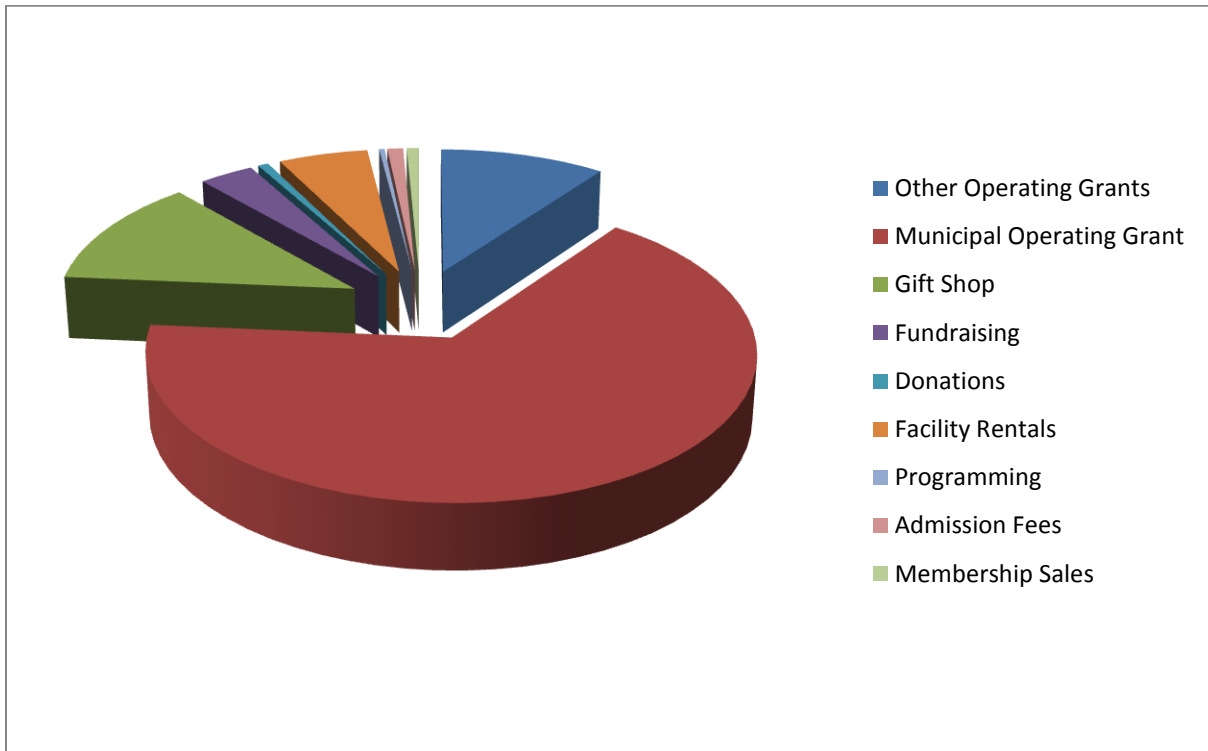
## FINANCIAL REPORT

### REVENUE

The 2016 Municipal Operating Grant accounted for 66% of the Heritage Centre's total funding. The Heritage Centre also received funding through the Community Museums Operational Grant. When combined with subsidy grants through NOHFC, YCW and Jobs Canada, these grants made up a further 10% of 2016's revenue.

Increased sales at the gift shop coupled with an increased demand for consignments meant that the gift shop exceeded expected revenue, making up 12% of the total Revenue for 2016.

Facility rentals substantially increased over 2015, making up 5% of 2016's revenue. Admission fees (1%), donations (1%), fundraising (3%), programming (<1%) and membership fees (1%) made up the remaining 7% of total revenue.



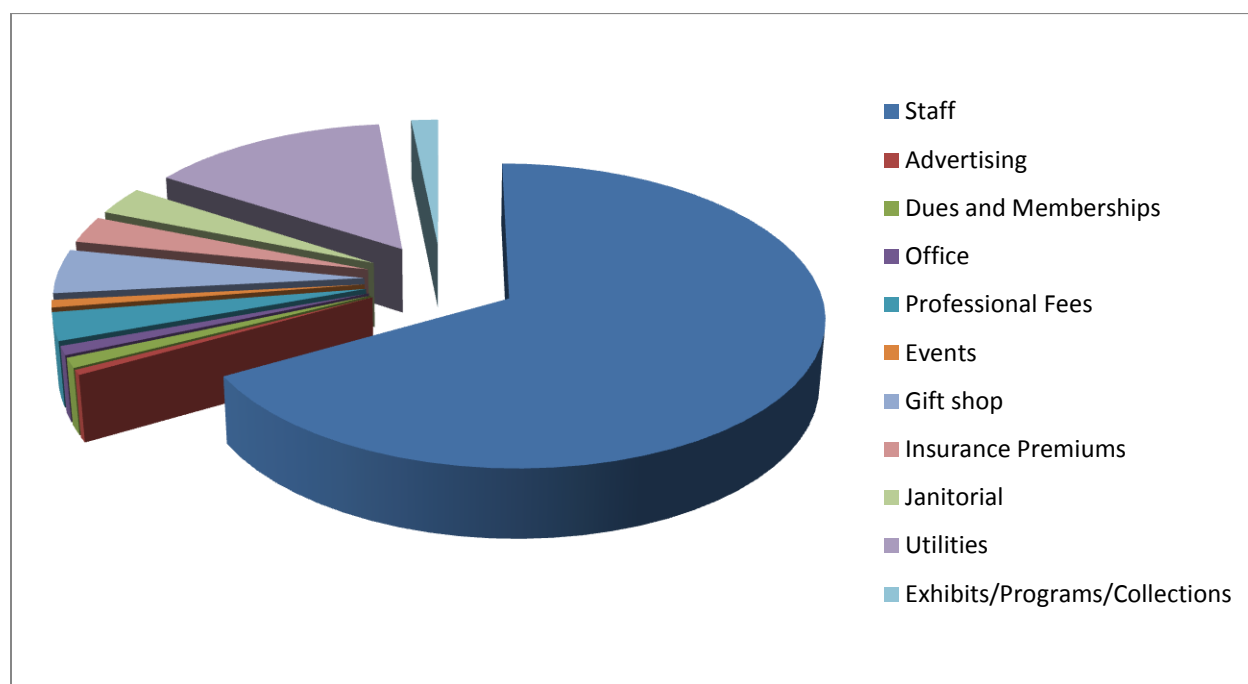
*Defined revenue for 2016*



## EXPENSES

There were significant cost increases in 2016 over 2015, most of them unforeseen in the 2015 budget estimates.

Six individuals were employed during the 2016 fiscal year. Four of those employees were funded through short term grants. Salaries and benefits increased by 3% due to approved staff salary adjustments for permanent staff. The staffing line constituted 67% of total expenses.



*Defined expenses for 2016*

Gift shop costs represented 5% of total expenses for 2016. Investment in products and materials to attract new customers and sales made up the increase.

Advertising and marketing accounts for 1% of the total expenses for 2016. The Heritage Centre utilized local business Worrall Photography to produce posters, the Northern Sun News to advertise a Canada Summer Jobs position and placed advertisements in Bear Country Magazine, Sunset Country Magazine and Red Lake District Publicity Board Adventure Guide.

Building maintenance costs, including utilities (14%), janitorial services (3%) and building insurance (3%) made up 20% of total expenses. Cost increases over 2015 were mainly the result of a 250% increase in building insurance rates. Hydro costs increased by 64 % as a result of a heating and cooling repair conducted in 2015, which brought on line parts of the system that had not been working before the repair. Also in 2016 we retained a professional cleaning service rather than having staff perform the function.

An increased focus on events, exhibits, programs and collections is reflected in an increase of exhibit and program related expenses. The total increase is relatively small (a 2% increase representing up to 3% of total expenses). Spending forecasts for exhibits were increased in 2015 and included a travelling exhibit from the Museum of Nature. Four exhibits were featured, with a 5th in the planning stages to be revealed in 2017. Costs were contained by creating content in-house. Staff and volunteer skills allowed the Heritage Centre to produce professional exhibits without purchasing expensive materials, the services of a graphic designer, or a carpenter. Film rights purchased from Criterion were fully funded by Goldcorp.

The remaining 2% is reflected by membership dues, fees and office supplies, which remain stable.

## **VARIANCE**

On the revenue side, the Heritage Centre took in 10 % more than our projections for 2016. These revenues were used to hire summer staff and to offset shortfalls in other budget areas.

On the expenses side, the approved 2016 projected budget was expected to create a shortfall of \$17,130.00. A 2015 surplus of \$ 20,634.89 was planned to be used to offset the shortfall, which included capital expenses for computer upgrades and fixes for exhibits. Instead, as a cost containment measure, capital investments were postponed or resolved using more cost efficient measures. The 2015 surplus was not used and expensing will be deferred in to 2017 and 2018.

Gross revenues in 2016 were \$ 252,376.51. Expenses, including liabilities carried forward in to 2017, were \$ 251,688.53, for small surplus of \$ 687.98.