



# RED LAKE REGIONAL HERITAGE CENTRE

## **ANNUAL REPORT**

**2017**

# 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 CHAIRMAN



John Frostiak - Board Chair

In 2017, the Red Lake Regional Heritage Centre hosted a number of outstanding programmes and events celebrating Canada's 150<sup>th</sup> birthday. The community support was outstanding with a record number of visitors and participants attending the various events. It is extremely gratifying to see a wide cross section of people from our community participating in these events. Visitors to the area continually comment on how lucky we here in the Red Lake area to have such a friendly, welcoming and informative Heritage Centre. This support motivates our staff to continue to plan events that are

interesting and appealing to our diverse community.

We would like to thank our staff for a job well done for our Director Trevor Osmond and Curator Lisa Hughes. While we can look back and comment on our past successes the challenge will be to continue to find new ways to engage our community and make it appealing for them to come back.

The Heritage Centre, like most public facilities, is primarily funded by grants from the province of Ontario and an allocation from the Municipality of Red Lake. The provincial portion has been constant for the period that I have been chair. We are very thankful to the Municipality of Red Lake for making a modest increase in its allocation to the Heritage Centre in the 2017 fiscal year. We appreciate that the municipality itself is under cost pressure but at the same time it has recognised that facilities such as the Heritage Centre make our community a better place to live in. The operating costs of the Heritage Centre - salaries, utilities, insurance etc. exceed the operating grants received from the province and the town. The Centre is very dependent on revenues from the gift shop, rentals, memberships and donations to make up the shortfall. The other significant contribution to the Heritage Centre is the work of our volunteers who in the past year donated over 800 hours of their time. This is the equivalent of one full time employee working half a year. Thank you very much!!

Board members Deanna Sullivan (Vice Chair), Debra Shushack, Hilary Reid, Kaaren Dannenmann, Barbara Laverdure and Councillor Jack Goodwillie provided dedicated service to the board. I would particularly like to acknowledge the board members for supporting Elise Barr-Klouman, an intern, who stepped up and kept the heritage centres activities on track when the two permanent staff were off for personal reasons for an extended period.

The effort to reach out to the community by introducing educational programmes, partnering with organisations, engaging local artists and using social media to communicate has borne fruit. The partnerships with the Red Lake Indian Friendship Centre, the Norseman Festival Committee, the Red Lake Francophone Association, the Winter Carnival and the Red Lake Arts Council have grown and strengthened.

We continue to follow the path as set out our strategic plan. At some point in 2018 a new logo will be unveiled.

The draft budget for 2018 as was the case in 2017 shows the facility running at a slight operating deficit. In 2017, through the efforts of the staff and community support we were able to make up the shortfall. Once again we are hoping that we can deliver programmes of interest to the community that will once again bring enough people to the centre to sustain operation.

Finally I would like to thank the greater community of Red Lake for visiting and supporting the Centre, our out of town visitors, our staff, interns and volunteers for their dedication and hard work, our board for providing guidance and governance, the municipal employees who provide support services and our Mayor and Council for their support. We are confident that we can make the Red Lake Regional Heritage Centre a crown jewel in the community with a reputation for excellence that extends far beyond our local boundaries.

John Frostiak

Chairman

## REPORT FROM THE DIRECTOR



Trevor Osmond, Director

It is my distinct pleasure to say that 2017 was a fantastic year for the Heritage Centre. In many ways our success echoed the success of the Rest of the Town of Red Lake. After recovering from layoffs, shortcomings and surprises, the people of Red Lake rallied. Through this tumultuous time people came out to support one another in order to keep Red Lake thriving.

The Heritage Centre played a similar role by insuring that 'Red Lakers' had somewhere to meet, socialize and express themselves. We also provided an affordable place for families to come and explore new things together. In this role we recognized that despite the challenges, Red Lake would stay strong as a community.

The Heritage Centre was proud to be a part of the variety of community events throughout the year including the Winter Carnival, the Norseman Festival, National Aboriginal Day, Fresh Air Family Fair and the Red Lake Art Show. Each event was a success in its own right but looking at them as a whole generates a very positive narrative. Red Lake is a small mining town and yet so much more.

A positive community generates positive outcomes. In the summer of 2017 tourism had increased at the Heritage Centre from the previous few years. Individuals and families came into the Heritage Centre to explore our new exhibits, experience our programs and find a memento in our gift shop. Our increase in visitor traffic was noticeable.

The summer was also a time when a variety of projects were underway. When combined with the increase in visitor traffic the Heritage Centre became extremely busy. Through a variety of funding agencies the Heritage Centre was lucky enough to have three local residents in summer staff positions. The extra staff meant that the increase in work was handled accordingly. Volunteers were also extremely supportive during this period, helping Heritage Centre staff from everything including exhibit construction, programming, website design and research.

Our Northern Nature Trading Program continues to attract children and adults alike and summer programming used a variety of concepts derived from the interactive exhibit. Animal Tracks was also successful in much the same way. Children would often stop on the way by just to put the feet of animals in the correct track way. Often to the lament of their parents who were excited to see the new exhibits or the gift shop.



As one of the Heritage Centre's goals, local art has become an important aspect to exhibits, events and especially in the gift shop. In the last two years the Heritage Centre has fostered relationships with local artists in an effort to both increase profit and to increase the notoriety of the artist's brand. The number of artists selling work at the gift shop has increased once again. Artists who have been involved with us in years prior have been adding additional products for sale.

With all of this activity throughout the year I am proud to say that we are in line with our strategic plan and we look forward to meeting next year head on. I would like to thank my staff for their contribution in regards to the success of 2017. We have managed to put together an exceptional team of motivated professionals. Some of these employees are with us on contract through funding from organizations such as NOHFC and YCW. I am confident that they will succeed in whatever avenue of museum work they find themselves in.

I would like to thank the Board of Directors who have been on board and supportive of my vision for the Heritage Centre. As individuals they help when we need extra work done. As a group they provide the Heritage Centre with governance to insure that the vision of the Heritage Centre doesn't get lost through all of the projects and events.

I wish to also recognize the Municipality of Red Lake. They provide financial stability for the Heritage Centre. Even when situations were difficult they have continued to support the Heritage Centre insuring that we have an opportunity to meet our goals and to continue excelling.

Lastly, would also like to thank my friends, coworkers and family who have supported me through a difficult year personally. There were times when I could not be at the Heritage Centre due to extenuating circumstances. Through that support I was able to move forward.

Trevor Osmond  
Director

## VISITORS

The Red Lake Regional Heritage Centre's (RLRHC) visitor attendance has been on the rise. A deep concentration on public events, interesting wares in the gift shop, educational programs and increased rentals have brought an increased traffic through the RLRHC's doors. A high standard for attendance was set in 2016 when the Heritage Centre broke its previous all-time record in terms of visitors.

This year (2017), that record was broken. This significant increase in attendance was marked by an overall general increase in the use of the RLRHC. The most likely reason for the increase is due to number of events. The events have been suitable for a wide range of individuals and have included films, trivia nights, fundraiser events, date nights, educational programs and holiday celebrations. Staff have worked diligently to provide the public with events that appeal to a wider audience.

The increase is also reflected by the number of visitors who came exclusively for the Gift Shop. Over the past year the RLRHC has built up a reputation of carrying interesting and unique gifts from local artists. To meet these expectations the RLRHC stocked its gift shop with new garments, mugs and prints.

In 2016, the RLRHC's web presence became firmly established. That web presence only increased in 2017. Greater care was made to establish the RLRHC's website as an immersive experience where you could visit and get a similar experience to visiting in person, but with enough variety to encourage visitors to check out the web page and the physical exhibit. These changes promoted growth from 21,938 in 2016 to 29,872 in 2017.

The RLRHC's Facebook page has likewise increased in views. The number of individuals who were reached through our posts increased from 115,515 in 2016 to 168,707 in 2017. In addition the RLRHC's page has more general support as well. The total likes increased by 26.4% over the year.

An emphasis was placed on sharing stories, advertising events, showing off new gift shop items and recounting Red Lake's history. While the amount of effort was not increased from 2016 to 2017, more individuals recognize the RLRHC as a place to go to experience things new and old. Facebook remains the best way for the RLRHC to communicate with the public quickly, cheaply and effectively.

*"Excellent! I enjoyed Red Lake's History!"*

- Russ Pickett

*"Had to leave too soon!"*

- Don Richards

*"Best Place to bring visitors who are new to the area!"*

- Kathy Blair

*"Great way to display the people of Red Lake."*

- Nora Clark

*"Wonderful displays! How lucky are your children!"*

- Kathy Kopauk

*"Makes me proud to be Canadian!"*

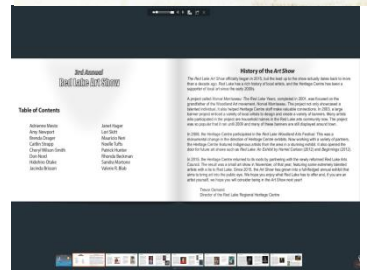
- Linda Brown

*"Back to my roots – awesome place!"*

- Doug Thirkettle

Year	On-site Visitors/Renters	% compared to 2017	Facebook Likes
2013	3,817	42%	301
2014	3,526	39%	409
2015	6,332	69%	567
2016	7,621	84%	789
<b>2017</b>	<b>9,115</b>	<b>N/A</b>	<b>997</b>

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





## EXHIBITIONS

### PERMANENT EXHIBITS

There were no significant changes made to the permanent exhibits in the Main Gallery space in 2017. Only very minor upgrades and fixes were made to the current exhibits. Further effort was put towards the planning stages of refurbishment and rotation of old exhibits.

Exhibit/Display	Year Installed	Changes
HBC Post	2007	Redesign
Woodland Art Wall	2008	Redesign
Fairwind's Drum	2011	Refurbishment
Hell's Acres	2011	Refurbishment
Prospector's Tent	2011	N/A
Aviation Video	2011	N/A
One Way Ticket	2011	Redesign
Mel White's Barber Shop	2011	Retirement
Dr. Aiken's Dentistry Office	2011	Retirement
Children's Play Area	2011	Redesign
Material Culture from Pikangikum	2014	Redesign
Archaeology	2015	N/A
Nature Trading (Front hall)	2015	N/A
Animal Tracks (Front hall)	2016	N/A

**Table 2: Permanent exhibits by year**

Table 2 shows the future updates related to the plan designed in 2017. Many of these exhibits have been on display for quite some time and as a result the objects held within them need to be rotated out of exhibition to ensure that they are stabilized and stored properly with conservational standards in mind. In addition, new aspects of future exhibits will replace those exhibits going into retirement.

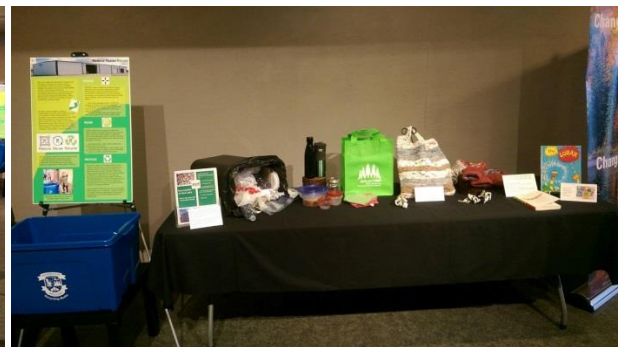
### TEMPORARY EXHIBITS

There were four temporary exhibits in 2017:

**Climate Change** – On February 18<sup>th</sup>, 2017 the Heritage Centre had a 'soft' opening for its newest temporary exhibit on climate change. The exhibit opening coincided with 2017's winter carnival. Climate Change was a multi-dimensional exhibit which featured two travelling exhibits (Sila: Clue into Climate Change & Ice Age: Cold Facts on Climate Change) from the Museum of Nature. The exhibit also featured local content which was created in house.

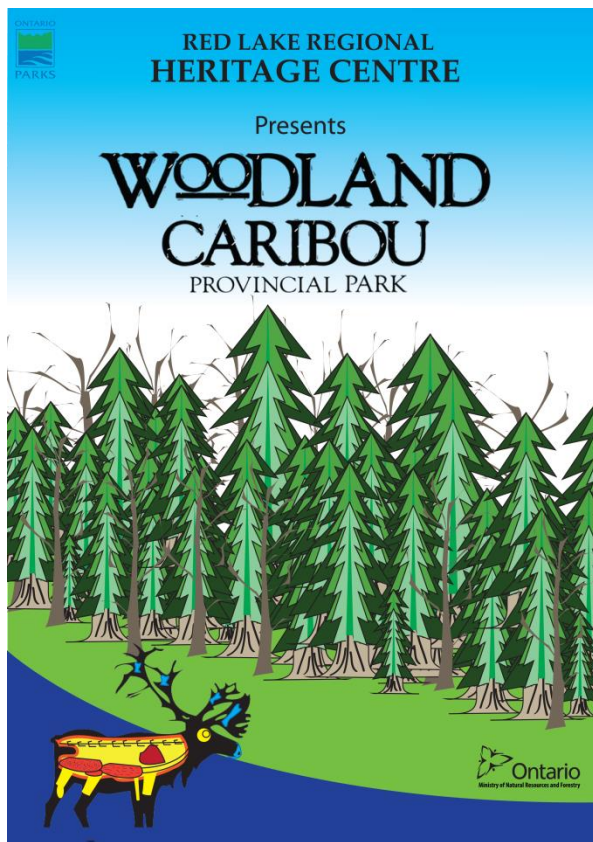
Sila viewed the effects of rising temperatures on First Nation eco economy and life style, predicting natural imbalances. The effects of these natural imbalances would be catastrophic to the First Nation

way of life. Ice Age took a very different look at climate change. It showed geological patterns of heating and cooling of the earth, looking closely at the animals which lived during times of significant temperature change. The local component challenged visitors to think about their own lives, how much waste they produce and what they can do to rethink their own life style to minimize their impact on the natural world. It also showed that Red Lake has been thinking about the topic for quite some time. The project was curated by Lisa Hughes with support from Sara Wright and Elise Barr-Klouman.



**Woodland Caribou Provincial Park** –The Red Lake Regional Heritage Centre’s 2017 summer exhibit was all about the Woodland Caribou Provincial Park. With an opening date of July 21st, the exhibit explored the variety of activities that can be enjoyed in the Park, such as backcountry paddling and fishing. It also looked at the vast diversity of species that live in the park, such as the forest dwelling woodland caribou. The exhibit paid close attention to the thousands of years of rich cultural history and the use of the Bloodvein River system as a highway of Northwestern Ontario.

The project was a joint-partnership between Woodland Caribou Provincial Park and the Red Lake Regional Heritage Centre. The partnership was crucial for this exhibition to come to fruition. In addition to the exhibit, the Heritage Centre also hosted a Photo Contest. Participants submitted photos of Woodland Caribou Provincial. Best photo was awarded to Harriet Carlson. The contest was not very well received as there were only two entrants; however, many more people enjoyed voting for which photo they enjoyed most. An online component was added to the RLRHC’s website which has become standard for all summer exhibits. The online component also features video that was not included in the physical exhibit.





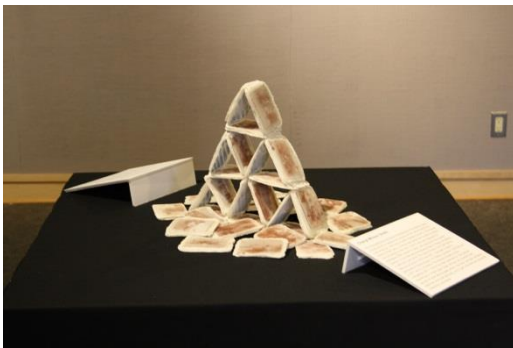


**New Starts for Women** – To continue its partnership with New Starts for Women, the RLRHC showcased its display to support the 16 days of activism. The Four panels were jointly created by RLRHC and New Starts for Women and exhibited in the main hall during the days of activism, plus 5 days before and after. The RLRHC also displayed New Starts for Women's large panel boards on the walkway and the illuminated number of missing or murdered ingenious women sign (which has been an annual aspect of the partnership for many years).



**3<sup>rd</sup> Annual Red Lake Art Show** – The RLRHC and the Red Lake Arts Council (RLAC) came together for the 3<sup>rd</sup> Annual Red Lake Art show. The Art show included art from 17 artist who were either local or who had ties to Red Lake. The art show opened November 16<sup>th</sup> and was highlighted by the return of local musicians Strings 'N Such. Art styles were diverse and included paintings, glass work, mixed media, drawings and photography. The event included snacks and refreshments, a colouring project hosted by Rhonda Beckman and an opportunity to meet the artists.

The opening event drew an amazing 150 people which was an increase over the 2016's Art Show opening of 125 individuals. 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 2017 and Don Nord was awarded the prize of the People's Choice Award in 2018.





## CONSERVATION

The RLRHC continues to face challenges with respect to its collection and storage area. 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.

In 2017 RLRHC staff were able to develop a plan to combat the effects of Red Lake's constantly changing conditions. This plan was spear headed by Jessica Bekesi, the RLRHC's Young Canada Works Conservation Intern. The plan was outlined in a report that included best practices, a survey of the RLRHC's current conditions, a SWAT analysis and a plan for improving conditions on a short term, midterm and long term basis.

Issues did arise with the HVAC system which had been an issue in years prior. The humidification units have only worked sporadically in the past two years and before that not at all. In order to have them continuously working an effort is being made to fix and maintain them. Working with the Municipal Building Superintendent it is the hope that a schedule can be created to ensure that the humidification system is working in the winter months.

Significant planning has also gone into the creation of a storage plan for the archives and artifact storage areas. The first steps to implementing the plans have begun. Remove of unneeded excess materials, building supplies and detrimental materials has been initiated. A separation between collection and non-collection materials has coincided with the development of the storage plan.

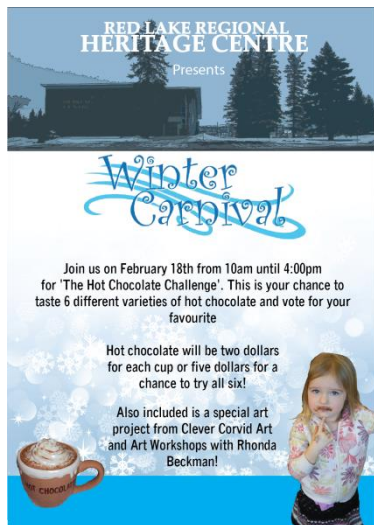
The data for monitoring temperature and humidity levels has been combined with previous years to track changes of conditions in various storage rooms over time. With this data, the RLRHC will be able to make more informed decisions on where to store certain items, how to store the items and which areas are the most suitable for more delicate materials. Jessica Bekesi has also put together a list of materials for future storage, cleaning and stabilizing of artefacts. In 2018, Jessica will partake in a series of simple treatments to help stabilize objects and materials.

## EVENTS

2017 was a continuation of what 2016 had to offer, but with some significant changes to draw in adult crowds. Events were by in large extremely well attended:

**Trader Days** - Nature trading has been a valuable aspect of the RLRHC for 3 years. Drawing more interest in the spring and summer months than the fall and winter, children have a chance to interact, collect and learn about nature. They bring in natural objects or photos of natural objects and obtain points. They can use these points to purchase items at the RLRHC.

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. Trader Days were limited in 2017. With so much going on, having Saturdays open for trading wasn't feasible in February and March. Instead, trading was opened up to any time during regular hours. It is the hope of RLRHC staff that Trader Days will return in 2018.



**Winter Carnival** – On February 18<sup>th</sup> the RLRHC was proud to be part of Red Lake's Winter Carnival. Unlike 2016, the day was quite mild. Despite the sloppy conditions the RLRHC attracted over 180 visitors who had the opportunity to warm up and sample a wide range of hot chocolate.

Staff and volunteers of the RLRHC created an amazing array of hot chocolates including Reese's Pieces, Tim Hortons, Mexican spiced, hazel nut, almond and the Red Lake famous Honey Bird hot chocolate which was made with ice cream and java whipped cream. For a small fee, visitors were able to try these concoctions and vote for their favourite. Visitors' favoured Honey Bird hot chocolate over the others.

Rhonda Beckman also reprised her role in an art project held in our main gallery. The project attracted a large amount of

enthusiastic children who put on their artistic skills on display.

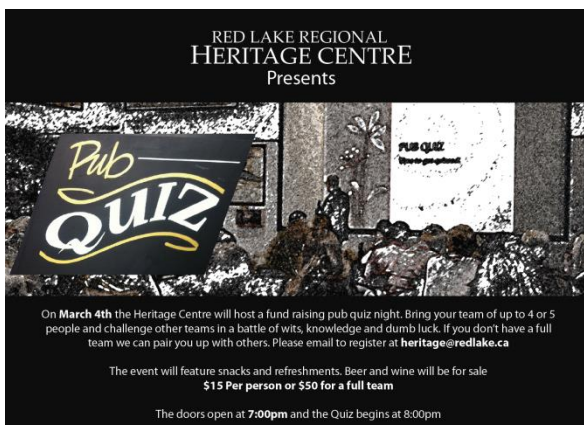
In the evening, the RLRHC held a charity auction which was hosted by Linda Lundstrom. A variety of jackets and La Parkas were actioned off with the proceeds going to help the Red Lake Pow Wow Committee. Over 40 people attended and took home some marvellous winter apparel.





**Pub Quiz** – On March 04<sup>th</sup> the RLRHC hosted its 2<sup>nd</sup> Pub Quiz event. The event featured a trivia night with a museum atmosphere combined with a pub feel. The event was extremely successful. Tickets were sold out. 12 teams battled to see who knew the most about local history, science, sports, music and art.

The event helped the Heritage Centre raise money towards operating costs. Many young people were involved (in their 20's and 30's), which made for a lively crowd. The event was an overwhelming success. Previous pub quiz champions, Gramma Gene and the Shakers took the prize of first place.



**Francophone Association Performance** – On March 24<sup>th</sup> and 25<sup>th</sup> the Francophone Association shared their passion for their culture in a live performance titled 'Nos Voix Sont Encore Fortes'. The project was funded by a grant through the Ministry of Senior Affairs. Rehearsals took place throughout the week and included many talented local performers.

Written and performed by members of the Red Lake Francophone Association, the play traces the journey of 10 women, ranging in age from 30 to 65, as they re-discover and celebrate the French language and culture through story-telling, singing and dancing. English subtitles were projected on the big screen behind the actors.

The play highlighted several themes including family ties, diversity and



welcoming newcomers to the community. The majority of the cast and crew grew up in francophone communities in Manitoba, Northern Ontario, Québec and New Brunswick. The play was directed and choreographed by Jenny Daigle.



**National Canadian Film Day** – On April 19<sup>th</sup> the RLRHC took part in National Canadian Film Day for the 3<sup>rd</sup> year in a row. This year the RLRHC allowed the public to vote for which movie they were interested in seeing.

The voting was close, but in the end it was Trick or Treaty and Into the Forest that the public selected. Neither film was well attended, however, the Red Lake District High School did show interest in Trick or Treaty. The small crowds that did participate were treated to an emotional ride with Trick or Treaty and an evening of suspense with Into the Forest. Popcorn and other snacks were available for purchase at our canteen.

It is our hope that 2018 is more exciting and that everyone is enthusiastic about the event. Reel Canada creates an opportunity for Red Lakers to view films on the big screen for free and for that we are grateful.

**Climate Change Conference** – As part of the spring exhibit on climate change, the RLRHC played host to an event highlighting local movements in place to help with the prevention of accelerated climate change. Speakers of all types presented on a variety of topics including but limited to:

*Phil Vinet, off grid solar; Mark Polle, climate change; Robert Nault, MP, Federal Government perspective and grants; Ian Staley (MNR), Wildfires and climate change; Donald Meekis and Alan Kakepetum, the effect of climate change on winter roads and other conditions; Ian Mochrie, composting; Chief Jim Leonard, Rainy River First Nations, solar farm; Jaclyn Shewchuk, sustainable food and nutrition; Kaaren Dannenmann, traditional foods; Barbra Laverdure, foraging and preserving; Christine Penner Polle, responding to climate change; and Shaun Loney, social enterprising.*

## Northern Ontario Climate Change Conference

Join us on **April 20 & 21**, for a two day conference on climate change at the **Red Lake Regional Heritage Centre**.

Guest speakers include the notable Chief Jim Leonard of Rainy River First Nations and Robert Nault.

Topics will include:

- Climate change
- Alternative energy sources
- Solar farms
- Social enterprising
- Sustainable living

Date and Time:  
**April 20, 2017 - 1 to 5 pm, & 6:30 to 8:30 pm**  
**April 21, 2017 - 9 am to 12:15 pm**

Location: **Red Lake Regional Heritage**

For more information on speakers and the schedule, please visit Transition Red Lake's website.  
[transitionredlake.wordpress.com](http://transitionredlake.wordpress.com)

Sponsored by:

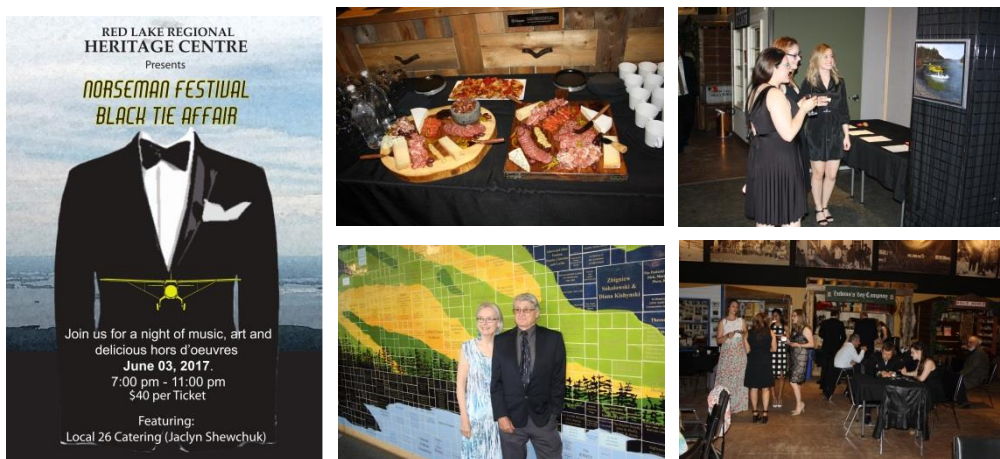
The event was proudly sponsored by Transition Red Lake and the Northern Chief's Council. It was extremely successful and drew numerous people who were passionate about the subject and introduced a variety of people who perhaps were new to the topic or who previously were skeptical of

aspects of climate change. Such a diverse crowd sparked great discussion. The honorable Robert Nault MP indicated that he would like to see this type of event continue on an annual basis.

**Sunset Country Museum Association** – On May 10<sup>th</sup>, the Sunset Country Museum Network met at the RLRHC to discuss plans for the second half of 2017. These meetings are an exchange of ideas between museums in North Western Ontario. Topics of discussion included how to attract individuals to events, new requirements for CMOG, museum memberships, Stories of Northwestern Ontario (a future publication) and grant writing. Staff and volunteers from Atikokan, Ear Falls, Fort Frances, Kay-Nah-Chi-Wah-Nung, Lake of the Woods and Dryden museums participated.

**Norseman Black Tie Affair** – As part planning committee, the RLRHC was involved in the 2017's Norseman Day event. In order to raise some funds for the event the RLRHC hosted a Black Tie Affair on June 3<sup>rd</sup>. The event was a wonderful experience. Many new visitors flocked to the RLRHC in order to be a part of the grand event. A total of 50 people thoroughly enjoyed music, conversation, wine and delicious delectables created by Local 26 Catering.

The event raised \$1,388.08 for the Norseman Festival. Participants had the opportunity to get dressed up, take photographs, enjoy a variety of paintings and images and even bid on some amazing prizes in a silent auction. The event was so well received that the RLRHC will unquestionably host another Black Tie Affair in 2018.







**Canadian National Aboriginal Day** – On June 21<sup>st</sup> the RLRHC celebrated National Canadian Aboriginal Day with the Red Lake Indian Friendship Centre by broadcasting a live feed of the Canada wide celebration. The celebration was one of the first of Canada's 150 celebrations for the year of 2017.

Artists and entertainers performed from 8 cities across Canada which included Halifax, Montréal, Ottawa, Toronto, Winnipeg, Yellowknife, Edmonton and Vancouver. The event was attended by a small group who were passionate to see what the broadcast would offer. They weren't disappointed. It was a veritable who's who of First Nation talent including Digging Roots, Charlie Major, Classified, Daniel Lanois, Derek Miller, Digawolf, Don Amero, Florent Vollant, George Leach, Iskwé, LightningCloud, Nelly Furtado, Neon Dreams, Radio Radio, Taboo and Zachary Richard.

The RLRHC looks forward to partnering with the Friendship Centre for future events (now referred to as Canadian National Indigenous Day). The event was streamed though <http://aboriginaldaylive.ca/>.

**Fresh Air Family Fair** – As part of the town summer events, the RLRHC participated in the Fresh Air Family Fair day on July 8<sup>th</sup>. The RLRHC set up a booth near the old museum building. RLRHC staff provided a clue sheet that participants could use to complete a scavenger hunt. Those who completed the exercise could come up to the RLRHC for a reward in the form of Nature Trading points.

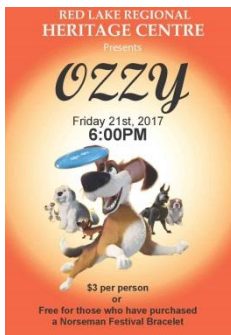
During the day there was a steady stream of visitors who brought their free points and excitement. Some lucky visitors collected enough points to bring home some impressive natural wonders including shells, sharks teeth and even sea stars! Over 60 people visited the RLRHC on Fresh Air Family Fair day.



**Under the Same Stars: Minwaadiziwin** – In July, Science North came to town and brought their Planitarium show with them. On July 18<sup>th</sup>, participants were treated to a fantastic show which featured a presentation on the First People of Northern Ontario. It elaborated on their ingenuity as scientists, innovators and astronomers. It also highlighted their connection to the natural world and their traditional ways. Visitors left with a deeper understanding of what the constellations meant to the First People.

A steady stream of visitors enjoyed the all-day event. The show was offered in both English and French. There was no cost to bring in Under the Same Stars: Minwaadiziwin so children of all ages had the opportunity to experience this great show for free!





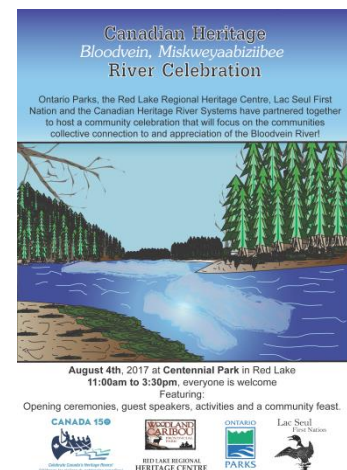
**Norseman Festival** – The RLRHC played a larger role in the Norseman Festival in 2017 compared to 2016. This was primarily due to the fact that staff now sit on the planning committee. On July 21<sup>st</sup> the RLRHC opened up the Norsemen Festival with an animated film called Ozzy. The film was well attended (80 individuals) and well received.

On the following day the Heritage Centre was proud to host a wine tasting seminar by Local 26 Catering. The event was extremely popular and tickets were sold out! Everyone who attended left extremely happy, asking when the next wine tasting event would take place.



**Bloodvein Celebration** – On Friday August 4<sup>th</sup>, the RLRHC teamed with Woodland Caribou Provincial Park (WCPP) to host an event to celebrate the Bloodvein, a prominent river that runs through the aforementioned Provincial Park. The celebration detailed exactly why the Bloodvein River was so significant through a series of displays set up in Centennial Park, just behind the RLRHC.

The event featured guest speakers including Chief Bull from the Lac Seul First Nation, Kaaren Dannenmann (local Elder and RLRHC Board Member) and Doug Gilmore (Former WCPP Super Intendent). The focus of the celebration was on the collective connection to and appreciation of, the Bloodvein River. The event also promoted awareness of the rich Indigenous cultural heritage of the Red Lake area. We were honoured that the Lac Seul traditional drum was present in Red Lake to open the celebration.



The event included delicious treats from Sweet Designs, Antonio's and A Spoonful of Sugar Cookies. Red Headed Waves Inc. provided the equipment and set up the space for the event. The Bloodvein River Celebration was fully funded by Canada 150 through Celebrate Canada's Heritage River System.



**Youth Career Fair** – Jessica Bekesi represented the RLRHC at the Youth Career Fair held at the Legion on September 26<sup>th</sup>. Passionate about museum work, Jessica had the opportunity to show youth exactly what they can expect when working at a museum, heritage site or material culture storage facility. Youth had the chance to try and decipher a letter written long ago, look at a number of treatments where artefacts were restored to their original form and mill through a portfolio that featured museum work from a full spectrum of projects.

**Sunset Country Museum Association** – Sunset Country Museum Network met at for the second time in the year at the Ear Falls Museum. This time the meeting's focus was on attracting and retaining volunteers, the continuation of Stories of Northwestern Ontario and updates from the Ministry.

**Coffee House** – On Oct 4<sup>th</sup> the RLRHC was happy to host the Coffee House Series. The event is designed for local artists to have a venue with which to perform. Musicians of all types were welcome and the artists who performed varied considerably. The event was quite well attended (34 people).



**Halloween Fright Night** - The 3<sup>rd</sup> annual Halloween Fright Night was a success. Nearly 250 individuals enjoyed games, crafts, candy and some scares. The most profound change was the number of volunteers that helped out in 2017. 10 members of the community came in to give out candy, teach crafts and take on the visage of frightening monsters. In addition to the usual activities, the Red Lake Fire Department also shared in the festivities. They provided hot dogs outside and had a booth inside where kids could learn about fire prevention.

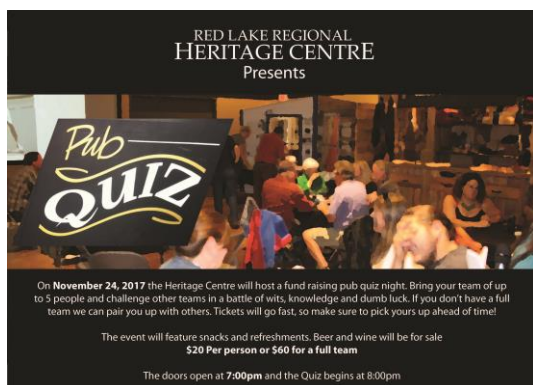
The Balmertown Food Fair and the IGA generously donated candy, as did the Red Lake Fire Department. Participants were given a bag full of treats! Kids had the opportunity to claim more candy however, it was not without its pitfalls as they had to blindly search for it in amongst eyeballs, worms and slime. Crafts included creating creepy spiders, make your own Monster, colouring and jack-o-lantern decorating.

Also included at the event was a small display of panels explaining the traditions of Halloween and the origins behind them.





Children dressed up as all manner of ghouls and ghosts. Some of the more innovative costumes included a zombie cheerleader, a Lego ninja and even a very well dressed Frankenstein's monster. We were extremely happy to have so many people out at our event with such Halloween spirit. We are already looking forward to next year!



**Pub Quiz** – The RLRHC played host to a second Pub Quiz event on November 24<sup>th</sup>. This particular Pub Quiz had a family and Christmas theme. This event included 10 teams each with their own strengths and weaknesses. A total of 50 participants went toe to toe in a test of mental acuity.

Conspicuous by their absence was all but one of the original Gramma Gene & the Shakers team. With their absence it meant that a new champion could be crowned. After an extremely close contest, the Flailing Limbs became the new Pub Quiz champions!

The event helped raise a total of \$427.77 which will help go towards future events and exhibits. Feedback for the event was excellent. Using a few ideas from staff, the process of the event was streamlined keeping the audience interested for the entirety of the event. Indeed, many guests enjoyed themselves so much that they continued to converse even after the quiz and bar were closed for the evening. With such positive feedback it is clear that the Pub Quiz is something that we will do more often in the future.



**Movie Nights** – After acquiring funding from Goldcorp and then purchasing the rights to show films in public, on our big screen, the RLRHC were met with mixed reactions to the Movie Nights series. Indeed everyone who showed up had a fantastic time, however, attendance was lower than expected. It was found that only very new blockbuster films had the potential to interest visitors on a constant basis.

Visitors who did attend enjoyed popcorn, snacks and refreshments while they watched the films. Things took a strong step forward when the RLRHC received a popcorn machine from the Aiken Family as a donation. Overall the Movie Nights raised \$227 for 2017. Those who attended were also quite vocal regarding how much they enjoyed the film series and how it has been something missing in Red Lake for years. The feedback did resonate with RLRHC staff.

After showing *Fantastic Beasts*, *Night at the Museum*, *Gold*, *Boss Baby* and *Going In Style* it was decided that the RLRHC would not focus its efforts on searching for additional funding for extending the rights to show films in a public forum. Very late in the year the RLRHC was approached by an individual that was interested in keeping the Movie Nights running for another year. In 2018, the RLRHC will once again look into purchasing the rights to show films.



**Red Lake Speaker Series** – On the strength of 2016's response to the Red Lake Speaker Series it was with great pleasure that the RLRHC featured a whole new host of speakers in 2017. Mayor Phil Vinet shared his experiences travelling down to South America to meet with several mining communities in a mutual partnership for identifying options as a small mining community. As an added bonus, delegates from several Columbian communities sat in on and participated in the event. Using headsets translations were available in real time in order to help cross the language barrier.

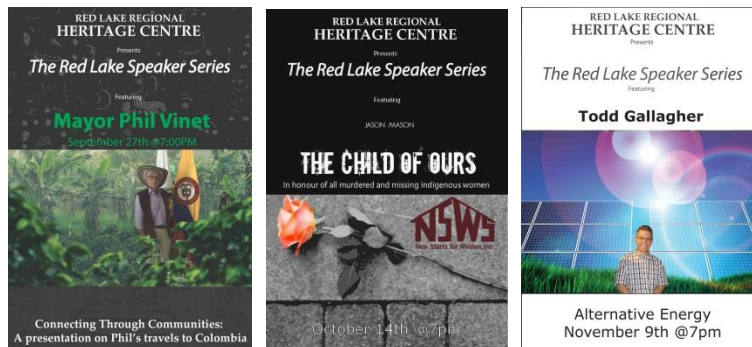
As part of an awareness campaign to highlight the ever increasing missing ingenious women, New Starts for Women approached the Heritage Centre with the concept of inviting actor Jason Mason to show the recent film 'The Child of Ours'. The film aims to allow the audience to grow up with a young First Nation couple as they raise their daughter. Tragedy strikes when their daughter goes missing. The rest of the film focuses on the parents' reaction to searching for her and eventually coming to the realization that she was not going to return. The film was a very difficult to watch, yet compelling. The film shows



the plight that First Nation families go through all too often. After the screening of the film Jason Mason spoke about his part in the film and his thoughts on the subject matter.

Todd Gallagher agreed to speak about alternative energy for the last speaker series of the year. Todd focused on solar energy, discussing net metering, affordability, power storage and other poignant ideas. Todd walked through how to calculate the number of panels it would take to run a household, living with panels in the north and how to make an economically feasible plan that is right for each individual. Several interesting discussions came from the presentation.

The RLRHC will continue the Speaker Series in 2018 and we have some very exciting guests that we are sure you will find fascinating.



## EDUCATIONAL PROGRAMMING

### OVERVIEW

When compared with 2016, revenue from 2017 declined by as much as 27%. This is a significant figure; however, many of the groups that visited the RLRHC were from schools that had purchased a membership. Membership revenue is not incorporated into program revenue, which may account for some of the reduction in revenue.

Year	Revenue
2017	\$497
2016	\$677
2015	\$602
2014	\$102
2013	\$161

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

Among the more notable visits in 2017, the Golden Learning Centre came to view the Climate Change exhibit. In order to accommodate so many children the program was split up into two days. A total of over 160 visitors from the Golden Learning Centre explored the Heritage Centre over this two day period (April 11<sup>th</sup> and April 12<sup>th</sup>).



## PROGRAMS

RLRHC staff created and presented programs on a need to need basis. Most programs were developed as part of an exhibit, however, some programs were created specifically for visiting groups.

**School Programs** – On March 9<sup>th</sup> the students from the Red Lake District High School came to see Climate Change. They were forced to think outside the box as they were given information on climate change from numerous points of view. The Golden Learning Centre was treated to a similar program, however, their classes were split up allowing RLRHC to speak to them separately reinforcing one concept at a time. The program featured the carbon cycle, past planetary changes and current ways to help slow climate change.

A small contingent of Red Lake Madsen Public School students visited the RLRHC on April 20<sup>th</sup> in order to be part of the Nature Trading program. Students were able to discover a great deal about the items they brought in to trade. These students received points for the natural materials they bought in. Using these points they were able to get some exciting natural objects. They also had the chance to learn about climate change as well.

On June 15<sup>th</sup> the Red Lake Madsen Public School's grade 1, 2 and 3 classes came to tour the main gallery, discuss aviation and explore. A total of 44 visitors were part of the educational experience. On October 12<sup>th</sup>, Red Lake Madsen Public School came to the Heritage Centre once again. This time it was the grade 5/6 class that came to tour. Students learned about geological time, changing habitats, evolution, endangered species, extinction and invasive species. After the discussion, the students were allowed to explore Woodland Caribou Provincial Park exhibit. With interest so high regarding the topic, the teacher was provided literature so that students could continue the lesson in the classroom.

**Youth Groups** – On the 27<sup>th</sup> of April a small group of Nature Traders attended the RLRHC. These traders were from the Red Lake Scouts. These individuals were given the Nature Trading Quiz. Answers to the quiz's questions could be found all around the building. Once completed, the visitors were awarded points and could trade using those points.

**Summer Programming** - The RLRHC has become well known for featuring summer programs. It is committed to creating programs that reflect the goals of the summer exhibits, also topics that meet the needs of the community and the specialties of RLRHC staff. In 2017, Ana Neri (the YCW Summer Student) developed three programs. The programs were added to the already established Rock Hounds program.



Attendance for summer programs was up by 13% when compared to 2016. Rock Hounds was successful, as always. The program has been run often and has become a staple of the summer program roster. Woodland Caribou Provincial Park – Camping 101 was a program that was created to focus on the summer exhibit. The program was run twice and each time was

well received. The Ocean Wildlife program was met with less enthusiasm. Despite the turnout the program was an informative program which challenged participant's knowledge on ocean creatures, their habitats, how they survive and their evolution. Animal Tracks was the only program to completely fill up and it is no wonder why. Visitors had the chance to explore wildlife by analyzing tracks for size, shape and depth. They learned about connecting tracks with activities of wild animals. Participants also had the opportunity to make their own plaster tracks. Overall the summer programs were extremely successful.

Date	Program	Attendance
July 25	Rock Hounds	11
August 01	WCPP – Camping 101	12
August 08	Ocean Wildlife	5
August 10	Animal Tracks	15
August 15	WCPP – Camping 101	8
Total		51

**Table 4: Summer program attendance**

It was the hope of RLRHC staff to increase the number of programs held throughout the year. The total number of students that were involved in programs was 309. This was an increase in attendance overall. The RLRHC has met its goal with regards to connecting with schools. It will now be important to increase the number and diversity of programs in 2018.







## FACILITY RENTALS

Due to its competitive rates and well-designed space, the RLRHC is still consistently able to attract a range of events including weddings, retirement galas, training programs and committee meetings. Facility rental growth began in 2016 with an increase in rentals and use of the facility. In 2017 that revenue increased by 11%.

The RLRHC hosted events for businesses, not for profit organizations and local committees including Goldcorp, Rubicon Minerals, Pure Gold, Red Lake Willow Creek, Northern Chiefs Council, Red Lake Indian Friendship Centre, Francophone Association, Scotia McCloud and the Ontario Provincial Government just to name a few.

The Main Gallery continues to be the site of weekly facility rentals to the Red Lake Willow Creek Church group. The Municipality of Red Lake's use of the space continues to be positive on the RLRHC and the Municipality. Space usage includes meetings, presentations, consultations and community events.

Year	Revenue
2017	\$13,503.40
2016	\$12,166.33
2015	\$ 6,327.60
2014	\$ 6,041.65
2013	\$12,286.00

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

The RLRHC has streamlined its process for facility rentals in the past two years. Now each facility rental is accompanied by a contract which is filled out and filed for future use. The practice of the form has allowed RLRHC staff to become familiar with the needs of the renters and insure that we provide the best service possible.

In 2017, the RLRHC had issues with its projector set up. Thankfully the Municipality of Red Lake was accommodating and loaned the RLRHC some equipment to ensure that it could meet its obligations. As a result of aging technology, the 2018 budget will include a component for replacing the old projector.

The RLRHC has fully committed to using the Temporary Gallery as a space for exhibits. It will no longer be used to accommodate rentals. The decision was made in early 2017 and has not affected the RLRHC's facility rental income whatsoever.

## GIFT SHOP

The RLRHC gift shop has been the most consistent source of self-generated revenue since the RLRHC's inception. The gift shop fills a niche in the community that includes local art, collectables and unique gift ideas. We continue to carry old classics such as Norval Morrisseau coffee mugs, aviation t-shirts and local books, however, an increase of new and dynamic gifts helped increase the RLRHC's gift shop revenue to heights not seen since 2010. The RLRHC continues to focus on increasing the presence of local artists in the gift shop. Aaron Leblanc, Bill Glover, Marc Cardinal, Mauricio Neri and Rhonda Beckman have all begun selling their goods on consignment.



Hand made goods were also quite popular during 2017. The RLRHC continued to carry jewelry created by Jeanette Marcotte, including necklaces, earrings and rings. The gift shop also included TJ's Apothecary items like bath balms, soaps and ointments. These items were successful during the all seasons but especially during the summer and winter months. Other goods sold on consignment included geodes with and without mining figurines, posters about the story of Red Lake and books written by local authors.



Scarves have been popular since they were first brought in. In 2017, they continued to find a market. A greater array of artist designed Infinity shawls were featured in the gift shop for most of 2017. For the first time the RLRHC gift shop made its first foray into children's clothing including onesies for infants. In addition to the usual t-shirts, the RLRHC brought in hoodies and a wider range of stuffed animals.

Year	Total Revenue
2017	\$41,745.14
2016	\$26,455.49
2015	\$22,523.43
2014	\$20,855.23
2013	\$24,313.16

*Table 6: Total gift shop revenue by year*

Patrick Hunter's art work continues to be extremely successful. In 2017 the RLRHC giftshop included a variety of new designs on a wide array of clothing items. Working with Patrick, these items have become more dynamic as well. Now people seek out the gift shop specifically for Patrick's latest clothing items. Also featured were Patrick's Canadian maple leaf mugs. In 2017 the gift shop managed to go through two sizable orders of his mugs.

In order to maintain the increased sales it was important to keep product on the shelves. The \$12,000 budget was amended and increased to \$23,475.11 (a 95% increase). The increase in product meant helped increase sales from an expected \$25,000 to \$41,745.14. This was an increase of 67% in expected revenue.



## FUNDRAISING AND DEVELOPMENT



The RLRHC 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 (NOHFC), 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 2017, the position of Archival Intern was funded by the NOHFC grant.

Grants provided through Young Canada Works (YCW) helped to offset the costs of two additional internships and one summer position. The position of Exhibition and Research Intern began in 2016 and ended in 2017 and focused on the creation of the RLRHC's upcoming mining exhibit plan. The summer student position of Museum Docent increased the number of tours and programs held throughout the summer. Finally the role of Preventative Conservation Intern, which ran from Late July into 2018, helped emphasise ways to improve the RLRHC's facility, storage and artifact management.

The RLRHC was able to raise \$1,294 from its visitor contributions to the donation box. This was a small decrease from 2016. Revenue increased greatly for the purchase of donor tiles. The increase from 2016 to 2017 was over \$1000, totalling \$3325.

Community support for the RLRHC's events remained strong including generous donations from Red Lake IGA and Balmertown Food Fair (who donated candy for Halloween Fright Night). Goldcorp's substantial donation in 2016 allowed the RLRHC to continue to show films into 2017. Revenue generated from ticket and concession sales totalled \$446.53.

## MARKETING AND PROMOTION

A concerted effort has been given to develop the RLRHC's web presence. In addition to posting on social media, the RLRHC's website has been updated with additional content. Established in 2016 during the Fish Stories exhibit, the RLRHC has made creating an online component for each exhibit a priority. In 2017 three exhibits were added to the website.

The spring exhibit, Climate Change, featured a schedule and program for events for the conference held in May. The online component was taken down after the temporary exhibit ended. The RLRHC's summer exhibit, Woodland Caribou Provincial Park, featured a variety of pages including information on local wildlife, park high points, park rules, a photo contest and a page dedicated to planning a trip to Woodland Caribou Provincial Park. These pages remain a permanent part of the RLRHC's web page experience. The 2017 Red Lake Art Show also remains a permanent fixture. The page features a digital version of the book produced for the artists of the art show.

Historical photos remain some of the most popular posts on social media. Such posts are generally saved for significant events, dates or holidays. Advertising for the gift shop also remains strong. The consignment goods are extremely favoured as Red Lake supports its local artists. In 2017, it was the RLRHC's event posts that have garnered the most attention, accounting for the vast increase in website and social media traffic.

<b>2017 Year total:</b>	<b>On-site Visitors</b>	<b>Website Visits</b>	<b>Facebook</b>
<b>Total</b>	9,115	29,872	168,707

The RLRHC now has over 1000 'Likes', increasing from 835 at the end of 2016. The RLRHC continues to use well establish Facebook pages to promote the gift shop, events and Red Lake history. Sharing these posts on 'Red Lake', Revitalize Red Lake, Tourism Red Lake and others has allowed for increased traffic on the RLRHC Facebook page. In addition, the Chukuni Community Development Corporation (CCDC) calendar is an excellent resource for the RLRHC since it reaches a wide variety of people. The RLRHC works closely with CCDC on a variety of projects and is part of Community Connections group which meets every month.

The Northern Sun has been a proud supporter of the RLRHC for the entirety of its existence. They provide wonderful aid for events and continue to put arts and culture on the front page. Other local advertising groups also help the RLRHC tell its story. These groups include Bearskin Magazine, Tourism Red Lake and other local businesses.

The RLRHC still uses its mailing list in order to contact those who prefer to learn about events directly. The list of contacts continues to grow each year. The RLRHC even gets requests to join the mailing list from many former locals who no longer reside in Red Lake. These individuals enjoy keeping in touch and are extremely happy to hear about what is going on.

## MEMBERSHIPS

In previous years the RLRHC has struggled with declining membership sales. Significant effort to increase membership sales over 2015 and 2016 were largely fruitless. There are a variety of reasons that the RLRHC has been struggling with sales. Part of the issue has been related to a cumbersome process in regards to purchasing memberships. The process meant a great deal of work for staff related to tracking membership purchases and initiating reminders for renewal every year. The elimination of a large part of the paperwork surrounding membership purchases brought with it good and bad aspects. It reduced the time spent producing paper hand outs and disposable cards. It also meant that members no longer had a physical reminder to renew their membership.

Assessing the changes over the last 5 years, significant effort was put into finding solutions in 2017. In order to take the memberships in a new direction, additional changes were made. Memberships have been restructured into the following categories:

### **Annual Membership**

Individual \$25

Senior/Student \$20

Family (parents and children under 16) \$40

Senior Couple (one member over 65) \$30

*Free admission to all exhibits*

- 20% off all non-consignment gift shop items
- Advanced ticket sales for events put on by the Heritage Centre
- 50% off educational programs

### **Non-Profit Organization Membership**

Annual Organizational Membership \$50

*Free admission to all exhibits*

- 20% off all non-consignment gift shop items (Organization purchases only)
- Advanced ticket sales for events put on by the Heritage Centre
- 10% off all facility rentals

- 50% off educational programs

### **School Membership**

Annual School Membership - Cost dependent on the number of students attending the school

*Free admission to all exhibits*

- 100% off all standard school programs
- 10% off all facility rentals

### **Corporate Membership**

Annual Organizational Membership \$150

*Free admission to all exhibits*

- 20% off all non-consignment gift shop items (Corporate purchases only)
- Advanced ticket sales for events put on by the Heritage Centre
- 10% off all facility rentals



### **Lifetime Membership**

Individual \$150

Family (two adults & children under 17) \$300

*Free admission for life (no expiry)*

- *Free access to our digital and physical archives*
- *20% off all non-consignment gift shop items*
- *Advanced ticket sales for events put on by the Heritage Centre*
- *Member's name acknowledged in the lobby of the Heritage Centre*
- *50% off educational programs*

This restructuring of memberships allowed organizations to secure membership status that had not been previously able to do so. The restructuring also improved tracking memberships, however, more work must follow before the system is functioning properly. In 2017, feedback from members was overwhelmingly in favour of having some kind of physical card. As a result work began on creating a high quality membership card which will allow visitors something physical to have, but will also allow for easier membership tracking for RLRHC staff. Resembling a library card or licence, it is important that the RLRHC produce a card that will last and be resistant to wear and tear.

The sustained effort on elevating memberships to a museum standard has paid off. Membership sales increased during 2017. While the increase has been 12.5% over the past two years, which is a positive change. Resurgence in Lifetime Membership purchases was present, as was the annual Non-Profit organization memberships. Senior memberships have increased as well. Annual Family Memberships and Annual School Memberships have declined. It will be important to address the issues surrounding attracting young families once again. The lack of a strong program lead has been missed and may account for a large part of the reduced visitorship by classes and young families. Plans are already in place to ensure that there is positive growth in this area.

<b>Membership Type</b>	<b>2014 Purchases</b>	<b>2015 Purchases</b>	<b>2016 Purchases</b>	<b>2017 Purchases</b>
Lifetime Membership - Family	2	0	1	2
Lifetime Membership - Individual	0	1	0	2
Annual School Membership	0	2	2	1
Annual Non-Profit Organization Memberships	4	2	0	3
Annual Family Memberships	1	11	5	5
Annual Individual Memberships	5	6	9	8
Annual Senior Couple Membership	6	5	10	6
Annual Senior Individual Memberships	2	4	4	7
Corporate Membership	N/A	N/A	N/A	2
<b>Total</b>	<b>20</b>	<b>33</b>	<b>31</b>	<b>36</b>

***Table 7: Membership types sold by year***

## OUR TEAM

### STAFF

The core of the RLRHC's staff remains stable. As the Director, Trevor Osmond's day to day activities include fundraising, project planning, managing tasks and reviewing the budget. His role includes creating work plans, interviewing and hiring staff, ensuring that staff have the proper training and monitors new staff during their orientation. Other roles include managing the gift shop and educational programming. Finally, the position is responsible for developing community partnerships, strategic planning and evaluation.

Lisa Hughes continues the process of improving the RLRHC's collections, facilitating artifact donations, achieving and maintaining museum standards. She ensures that staff have a clear focus when working with RLRHC collections. Exhibit planning, creation and maintained are integral to the RLRHC's continual growth and Lisa handles most of the primary duties related to exhibits. Lisa has also taken on the important role of volunteer coordinator, where she monitors and evaluates volunteers insuring that they are enjoying their work at the RLRHC while still accomplishing the goal set out for each project.

Exhibition and Research Intern Sara Wright completed her internship in 2017 as part of the Young Canada Works Intern program. Sara notably developed the exhibit plan for 2018's mining exhibit and interviewed a variety of influential mining personalities. The plan and interviews will provide the basis for the new 2018 NOHFC Intern's upcoming work plan.

Elise Barr-Klouman joined the team at the beginning of 2017 and began her work as our new NOHFC Archival Intern. Her work addressed many of the issues regarding the storage and organization of documents, photographs and maps. Elise also took on numerous other roles including helping with the creation of the summer spring and summer exhibits, maintaining the RLRHC when the Director and Curator were absent, conducting interviews and taking over responsibilities where needed.

As part of a second YCW internship, Jessica Beksei was hired to evaluate the RLRHC's preventative conservation standards as the Preventative Conservation Intern. Jessica worked closely with Elise, Lisa and Trevor to create a report in order to improve aspects of artifact storage, exhibits, building maintenance and policy planning at the RLRHC.

The RLRHC also acquired funding through YCW, Canada Summer Jobs and Sunset Country Summer Experience Program to hire on three students who worked during the summer months. The increased number of people working at the RLRHC meant that they were able to keep up with the increase in visitor traffic. These summer students contributed to projects that would have otherwise remained unfinished or worse yet, not initiated.



The individuals who contributed their energies to our team were:

Director	Trevor Osmond
Curator	Lisa Hughes
Intern <sup>1</sup> 2017 -2018	Elise Barr-Klouman, Archival Intern
Intern <sup>2</sup> , 2016 – 2017	Sara Wright, Exhibition and Research Intern
Intern <sup>3</sup> , 2017 – 2018	Jessica Bekesi, Preventative Conservation Intern
Summer Student <sup>4</sup> , 2017	Anna Neri, Museum Docent
Summer Student <sup>5</sup> , 2017	Victoria McGahey, Artistic Development Coordinator
Summer Student <sup>6</sup> , 2017	Jacinda Brisson, Tourism Facilitator

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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 Young Canada Works

<sup>5</sup> Funding made available through Canada Jobs

<sup>6</sup> Funding made available through Sunset Country Summer Experience Program



## VOLUNTEERS

Department	Tasks	Hours
Collections	<b>Cataloguing, inventorying, rehousing, photographing</b>	<b>297.25</b>
Exhibits	<b>Construction, set up, take down, interviewing, writing, design, research</b>	<b>348.5</b>
Special Events	<b>Halloween Fright Night, Winter Festival, Movie Nights</b>	<b>70</b>
Special Projects	<b>Newspaper inventory, historical book index</b>	<b>60.5</b>
Miscellaneous	<b>Organizing, cleaning, ironing, research</b>	<b>122</b>
Total Hours		898.25

**Table 8: Volunteer hours**

In recent years the RLRHC has welcomed many new volunteers into the fold. Some volunteers help with events and programs, while some come in each week to work on a project. 2017 was a continuation of the RLRHC's growth as a public institution. As of December 2017 the RLRHC boasts 7 weekly volunteers and a many more event volunteers.

Projects change depending on what the needs of the RLRHC are, however, they can be categorized into collections management, research, exhibits construction and general maintenance. Each broad category can be further subdivided into tasks. The importance of volunteers has grown over the past two years. The RLRHC now relies on these individuals for help in almost all areas of museum work. The number of total volunteer hours increased substantially in 2017.

The RLRHC also had help from a high school coop student. The student worked with the RLRHC from September until the end of December accumulating approximately 135 hours. These hours are in addition to the number of hours logged by regular volunteers.

Thank you to those who volunteered their time with us. Without you, facing challenges would be daunting, but with you, they are made manageable.



## **BOARD OF DIRECTORS**

A very special thanks to the volunteer Board of Directors, whose dedication and efforts have allowed the RLRHC to prosper in 2017. Members of the Board include:

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 RLRHC in 2017.

### ***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 contributors for their generous financial and developmental support of the RLRHC. We look forward to working with these community partners in the future:

### ***Operating Grants***

Canadian Museums Operating Grant (CMOG)  
Municipality of Red Lake  
Northern Ontario Heritage Fund Corporation  
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  
Lake of the Woods Museum  
Red Lake Indian Friendship Centre  
Reel Canada  
Ontario Parks  
Norseman Festival Committee

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

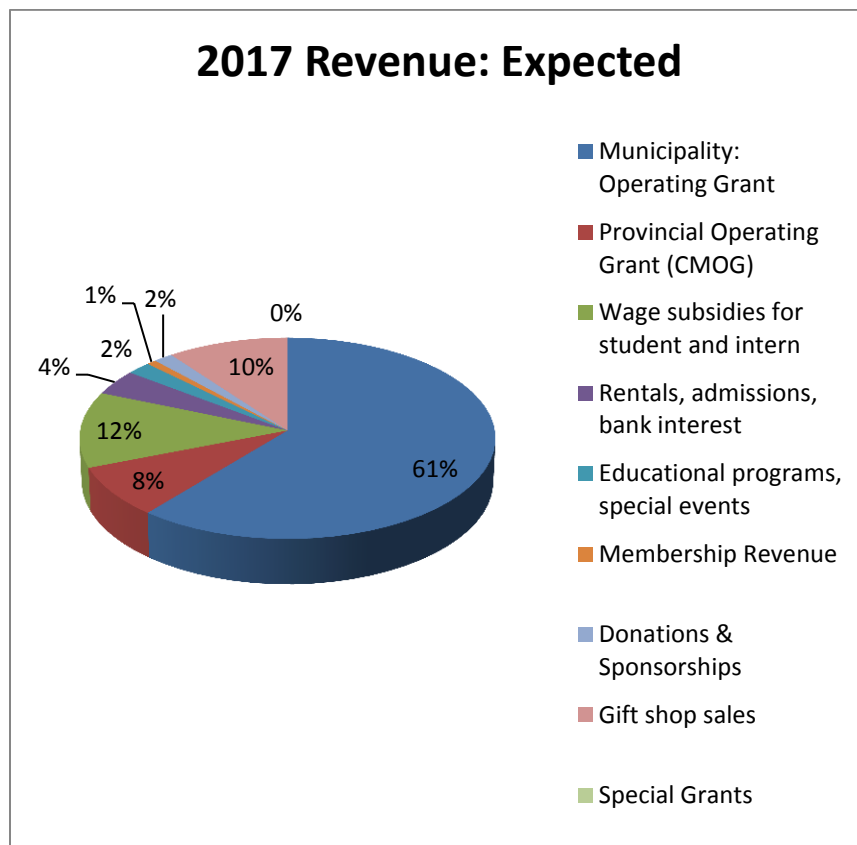
Red Lake Arts Council  
Science North  
MNDM  
MNR  
Patrick Hunter  
Clever Corvid Art and Art Workshops  
New Starts for Women  
Northern Sun News

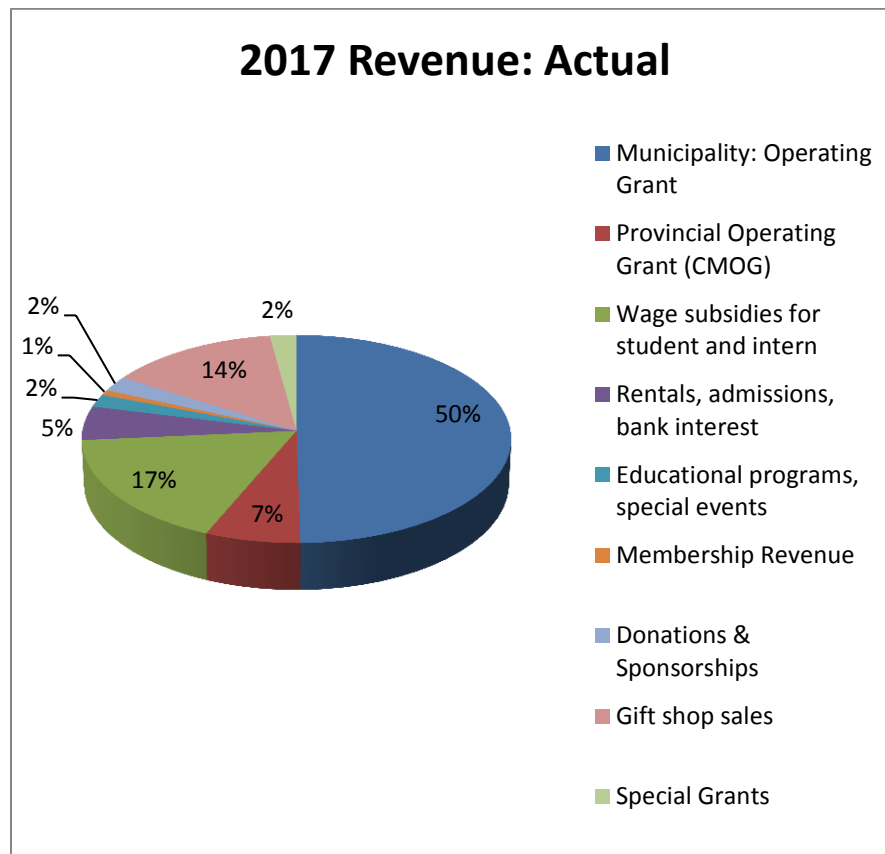
## FINANCIAL REPORT

### REVENUE

The RLRHC's majority funding source comes from the Municipal Operating Grant. It was expected that the Municipal Operating Grant would make up 61% of the RLRHC's funding for 2017, a 5% drop from 2016. At year end, the grant totalled 50% of the accumulated revenue for 2017. The reason for the decrease is related to the relative increase in other funding sources. Facility rentals and gift shop sales increased by large margins, making up 5% and 14% respectively. The other significant change was the grant acquired from the St. John River Society. This welcome but unexpected sizable grant made up 2% of the revenue for 2017. Wage subsidies were higher than the expected 12%. The increase is due to the greater number of individuals who were hired throughout the year. These individuals were at least partially covered by grants acquired for student and intern positions throughout 2017. Educational programs, special events, membership revenue and donations were all at expected levels for the year. The revenue exceeded expectations in 2017.

Total revenue was up by 22.5%.





## EXPENSES

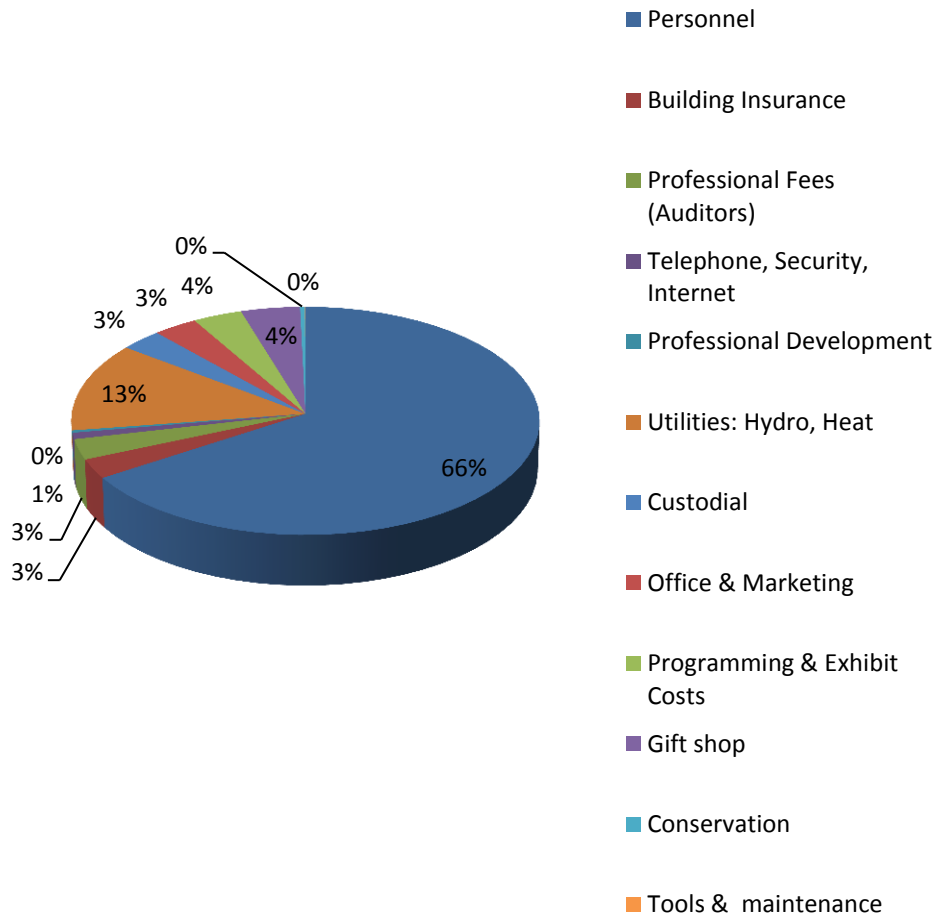
The majority of 2017's expenses were related to staffing costs. An expected 66% of the total expenses were allocated to staffing costs, however, due to the addition of summer positions and internships, costs increased to 69%. The total cost of the maintaining the gift shop also increased from 4% to 7%.

Hydro costs came in well under expected cost for 2017. The difference between expected and actual costs for utilities ended up equating to 5% of the total expenses for the year. Expenses also came under budget for office supplies and marketing. Values represented with by 0% were actually made up by a fraction of a percentage of the total expenses for 2017. These include but aren't limited to conservation, staff training and development and maintenance.

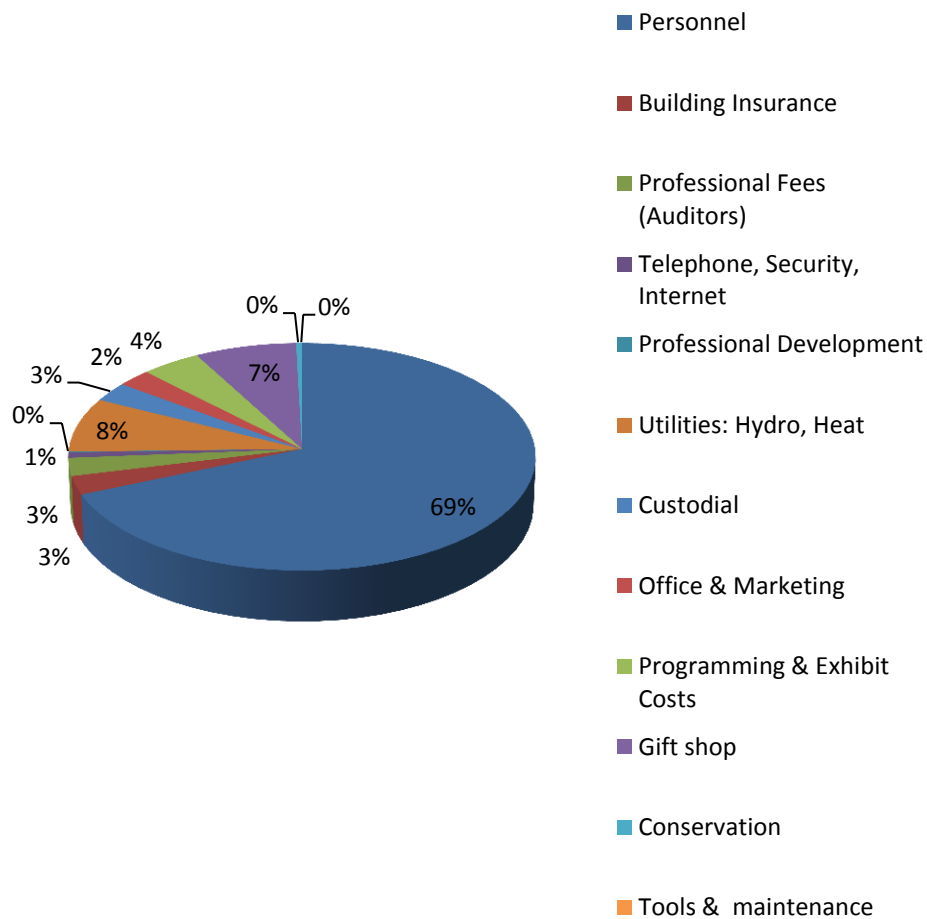
RLRHC total expenses for 2017 were up 12.7% from expected costs.



## 2017 Expenses: Expected



## 2017 Expenses: Actual



### VARIANCE

The total net balance of 2017 was -\$9,304, equating to an over expenditure of about 3.9% of the total budget. While significant, there are some aspects of the final balance that should be addressed. First, the RLRHC had an outstanding year where self-generated revenue is concerned. That said, when the 2017 budget was created it was done so with the expectation of a large increase in Municipality Operating Grant. By the time the grant was finalized significant expenditures had been made. The Municipality increased the allocation of the grant from 2016 to 2017 by 3.7%. The increase was much more conservative than the proposed increase of 16%. Internships and summer positions were applied

for and accepted by the time the final budget was announced. Approximately \$10,000 of the costs related to additional staffing positions was not covered by grants.

Unexpected costs regarding the increase of group benefits were significant. The RLRHC spent 27% more on group coverage fees in 2017 than it had in the previous year. This increase in cost is related to the following:

- Increase in staff utilizing the benefit package
- Increase in benefit premiums

These increases were related to the Municipal plan as a whole and were not reflective of RLRHC staff usage of the plan. The extra costs were evaluated by the RLRHC Board of Directors and it was agreed that alternative means of covering RLRHC employees would need to be found, outside of the Municipal umbrella.

Building insurance increased by 7% in 2017. This increase was related to the building reassessment that was done some time ago. As a result this created a shortfall of over \$500.

Gift shop revenue and expenditures were quite a bit higher in 2017, however, not all of the goods were purchased have sold in 2017. Approximately \$1500 worth of gift shop assets are left to be carried over into the New Year.

The rest of the budget over expenditures were related to custodial and conservation materials/services. Custodial expenditures exceeded the budget by 1.9% and related to the purchase of extra cleaning supplies for increased events at the RLRHC. The conservation supplies exceeded the budget by 28.7%. Difficulties associated with the preservation of objects and a lack of supplies meant that extra purchases needed to be made to fulfill aspects of projects like those of our Archival Intern.

The RLRHC has addressed the issues and have requested additional increases in the grants they receive from various entities and groups in the hopes of making the process more practical for balancing the budget in 2018.

In order to circumvent future issues, changes will be made to the budget to reflect these unexpected costs. It our hope that the RLRHC continues to find success in generated revenue and avoids any more unexpected difficulties.

## **STRATEGIC GOAL ACCOMPLISHMENTS**

The RLRHC's strategic plan covers 5 directions that the organization will pursue to ensure that its vision, mandate and mission are met. In order to meet those goals a number of strategies were developed. These strategies were dealt with as follows in 2017.

### **INVESTING IN BUILDING RED LAKE'S CULTURAL IDENTITY**

In 2017, the RLRHC put great effort into increasing community participation in planning for the RLRHC's directions and activities. During that time staff accepted appointments on a variety of committees to ensure that these committees had a working knowledge of the RLRHC's future plans. The RLRHC also maintained openness to ideas from the public. This led to many interesting partnerships throughout the year some of which have not yet come to fruition.

The RLRHC continues to promote local artists, crafts people and authors through partnerships and gift shop sales. The RLRHC also provided opportunities for locals to present during large town wide events such as Winter Carinal and Norseman Day Weekend. The RLRHC provides space for interested parties to as an in-kind resource for these large public events.

### **INVESTING IN DEEPER INCLUSIVITY**

In order to maximize partnerships with other cultural organizations, the RLRHC sought out opportunities throughout 2017. It was important to take on projects that had cultural meaning, fit within the year and were manageable for staff. The end result was a fantastic array of events which included presenting importance of the Woodland Caribou Provincial Park as both a natural and cultural wonder, working with Willow Creek to provide time for brunch events, being part of the National Aboriginal Day festivities, bringing in First Nation guest speakers who were able to clearly define the history and struggles of their people in the past and present and bringing in films that appealed to a wider audience.

Through this increased level of partnership, the RLRHC has managed to increase the number of First Nation visitors during 2017. While exciting, there will be more work in building a strong reputation for the RLRHC in years to come. The RLRHC has made it clear that it will continue to work hard in this regard. In 2017, the effort to build a strong reputation leads to individuals sharing their stories. It is the hope of the RLRHC that the trend continues.

### **INVESTING IN A CULTURE OF CONTINUOUS IMPROVEMENT**

As part of a way to ensure that the RLRHC continues to produce strong exhibits, create interesting events and grow as an organization, it has been important for RLRHC staff to hear the opinions of its stake holders. While not every idea is implemented, there have been quite a number of ideas which have helped shape the RLRHC over the past year.

In addition, the RLRHC has also spent more time on finding opportunities for its employees. In late 2017, three training opportunities were identified as significant chances for learning new skills. These included



training on conserving digital objects, interviewing techniques/practices and copywrite law. These opportunities will be a part of 2018's plan to invest in staff skill sets.

The RLRHC has continued its trend of finding high quality professional as part of its internship programs and summer positions. While these individuals are on a contract and therefore only here for a limited amount of time, they bring fresh ideas and specialties to the table. Likewise, the RLRHC has managed to recruit volunteers who both know the Town of Red Lake and have the skills necessary to create and promote amazing projects. It will be important to continue to seek employees and volunteers with strong skill sets.

### **INVESTING IN OUR MATERIAL AND NON-MATERIAL CULTURE**

As part of a lengthy process, RLRHC staff have begun to develop a plan for the maintenance of the overall building, its collection, the exhibits and the policies that need updating. In early 2017, it was determined that a targeted approach regarding artifact conservation was needed. To this end the RLRHC invested in the materials to properly store the material culture housed within its walls. In addition, effort was spent to locate issues, define problems and design solutions for issues that have been a constant issue. In order to do so, funding was sought from the Canadian Museum Association through the YCW and NOHFC programs. As a result it allowed the RLRHC to hire employees with very targeted projects in mind.

The groundwork has been done so that the RLRHC can move forward to meet industry standards. There is a great deal of work left to go, however, working with the Municipality of Red Lake, the RLRHC was able to address some the more serious issues and we hope to see progression towards completion in 2018. As these plans develop, the policy is also being developed alongside them which will ensure that these projects address the core problems and how to best maintain the solutions going forward.

### **INVESTING IN ORGANIZATIONAL RESILIENCE**

In order to address the other aspects of the strategic plan the RLRHC must also focus on organizational resilience. That is, enhancing its brand and making it a recognizable star in the community of Red Lake. This in turn leads to greater opportunities for partnerships, programs/events and exhibits. In the past year the RLRHC has worked very hard to work towards a model that both interested a wider audience and diversified its fundraising plan. As a result, the RLRHC was able to overcome a large portion of a financial short fall through fundraising.

In order to fundraise aggressively it was important to establish an action plan, improve the process for donating, purchasing a membership, volunteering, entering into a consignment contract, renting the facility and performing research at the RLRHC. As these processes improve, they will go hand in hand with an update of the RLRHC's brand. During 2017, effort was made to establish a new logo for the RLRHC. Though nothing was selected in 2017, many logo ideas were reviewed. In 2018, it is expected that the RLRHC's brand will be updated.