

RED LAKE REGIONAL HERITAGE CENTRE

Year End Report



2018

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.

Table of Contents

Report from the Chairman.....	<u>2</u>
Report from the Director	<u>4</u>
Strategic Goal Accomplishments	<u>5</u>
Visitors.....	<u>10</u>
Exhibitions	<u>11</u>
Permanent Exhibitions.....	<u>11</u>
Temporary Exhibitions.....	<u>11</u>
Conservation	<u>15</u>
Events.....	<u>16</u>
Educational Programming.....	<u>24</u>
Overview	<u>24</u>
Programs.....	<u>25</u>
Facility Rentals	<u>28</u>
Gift Shop.....	<u>29</u>
Fundraising and Development	<u>31</u>
Marketing and Promotion.....	<u>32</u>
Memberships	<u>33</u>
Our Team.....	<u>35</u>
Staff.....	<u>35</u>
Volunteers.....	<u>37</u>
Board of Directors.....	<u>38</u>
Members.....	<u>38</u>
Financial Contributors.....	<u>39</u>
Financial Report	<u>40</u>
Revenue	<u>40</u>
Expenses	<u>41</u>
Variance	<u>43</u>

REPORT FROM THE CHAIRMAN



Facilities such as the Red Lake Regional Heritage Centre (RLRHC) make our community a much better place to live, and the Heritage Centre continues to be a showpiece for Red Lake. Once again in 2018, the facility hosted a number of outstanding programmes. Visitors continually comment on how lucky we are in the Red Lake area to have such a friendly, welcoming and informative Heritage Centre. The community's support has been outstanding.

In the last year we continued to follow the path as set out our strategic plan. 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 Francophone Association, the Winter Carnival Committee, the Highway 105 Tourism and Marketing Board, and the Woodland Caribou Provincial Park have grown and strengthened. In 2018, a new UNESCO World Heritage Site, Pimachowin Aki, which encompasses the Park, was recognised for its cultural and heritage values.

The highlight of 2018 was the "Beneath It All" exhibit which showcased the Red Lake District's mining history. This exhibit was developed over several years, and finally came to fruition through the dedicated efforts of a small group of volunteers who unselfishly donated their time to constructing the exhibit. Now these same people are dismantling the exhibit and reconstructing a portion of it in the main gallery.

The RLRHC continues to look for innovative ways to attract visitors to the facility. As always, the challenge for our Director Trevor Osmond and Curator Lisa Hughes will be to continue to find new ways to engage our community and make it appealing for them to come back.

This year saw some changes at the governance level. Board members Deanna Sullivan (Vice Chair), Debra Shushack, Hilary Reid, Kaaren Dannenmann, Barbara Laverdure and Councillor Jack Goodwillie provided dedicated service to the board in 2018. After the municipal election, Deanna Sullivan, Debra Shushack, Barbara Laverdure and Councillor Goodwillie retired from the board. New board appointees include John Frostiak, Hilary Reid, Kaaren Dannenmann, Amy Newport, Graeme Swanwick, Gary Horne, and Janet Hager who is now the council representative. I would like to welcome our new members, and extend my thanks to Deanna, Debra, Barbara, and Jack for their much appreciated commitment to the Heritage Centre.

Like most public facilities, the RLRHC is primarily funded by grants from the province of Ontario and an allocation from the Municipality of Red Lake. We appreciate and understand that both the province and the municipality are under cost pressures. We continually look for other, additional resources to sustain the facility. The RLRHC is very dependent on revenues from the gift shop, facility rentals, memberships and donations. The hours donated by our volunteers and the flexibility of our staff is greatly appreciated. Thank you very much!

The draft budget for 2019 shows the facility running at a slight operating deficit. We are also challenged by the increased need for capital expenditures to replace our computers and printers which are eight or more years old. Critically the projector in the main gallery, integral to delivering the services and programmes that make the RLRHC an attractive place to visit, needs to be replaced. We are hoping that we can count on the support of the community and the generosity of our sponsors to raise enough revenue to allow us to make these purchases.

Finally I would like to thank: the greater community of Red Lake for visiting and supporting the RLRHC; 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.

Sadly this year, Mayor Vinet passed away. His ongoing support and interest will be missed. He always expressed a desire to make the Red Lake Regional Heritage Centre a showpiece of the community and a place for Red Lakers and visitors to be proud of. His personal desire and determination to promote the history, the arts and the cultural diversity of the Red Lake area will live on. We look forward to working with newly elected Mayor Fred Mota and his council in the coming years.

We are confident that we can continue to show that the Red Lake Regional Heritage Centre is the crown jewel in the community, with a reputation for excellence that extends far beyond our local boundaries.

John Frostiak

Chairman

REPORT FROM THE DIRECTOR

After such a strong year in 2017, what does an organization do to improve achieving its mission in the following year? As it turns out, for the Red Lake Regional Heritage Centre's strategic plan provided an excellent lens through which to focus on new directions, consolidating existing strengths, and aiming towards ever higher standards of service to the community and our visitors

A key strategic target was to further invest in building Red Lake's cultural identity. Staff have consistently reached out to other organizations and groups to access information, develop partnerships and activities to benefit our community, and define projects the Heritage Centre would be a part of in the next few years.

The result has been a greater frequency of events, programs, and exhibits that dealt with Red Lake's identity. Rewarding collaborations with the Red Lake Indian Friendship Centre, Ministry of Northern Development and Mines, Ontario Parks, Pimachiowin Aki and other cultural organizations helped create positive learning experiences with which to engage our community. We also maintain a close relationship with local artists working on projects and exhibits with them.

Additionally, the Heritage Centre successfully grew its volunteer program over the past year. Energized by skilled and engaged volunteers, we have been able to take on more projects. While many of these projects are largely unseen by the community, they are vital in meeting standards and guidelines set down by the Ministry of Culture, Tourism and Sport.

Perhaps the most defining project of the year was the completion of a four year journey that saw the creation of *Beneath It All: Red Lake's Mining Story*. The exhibit was a community effort, shaped by former miners, their partners, and their children. Community members volunteered to be involved with putting up the exhibit including creating a lifelike rock wall, hanging panels and mounting artefacts. In addition to support from community members, the Heritage Centre also received great support from the mining companies in the area. Goldcorp donated a substantial sum to the project and Rubicon provided a tour, video and equipment in order to build the exhibit. 'Beneath It All' has the distinction of being the most visited display in recent memory (and perhaps in the history of the Heritage Centre).

Overall, 2018 was the memorable culmination of years of forethought and planning, meeting or even exceeding our expectations.

Trevor Osmond
Director



STRATEGIC GOAL ACCOMPLISHMENTS

The Red Lake Regional Heritage Centre's (RLRHC) strategic plan covers five organizational directions towards ensuring that its vision, mandate and mission are met. These strategic directions were dealt with as follows in 2018:

INVESTING IN BUILDING RED LAKE'S CULTURAL IDENTITY

In 2018, the RLRHC began with a longstanding request to "give Red Lake an exhibit about mining". Since Red Lake's history is so intertwined in mining, it meant that the project required significant community input. Thus, the exhibit became more a community effort rather than a RLRHC effort.

Participants shared their knowledge in interviews, helped construct the exhibit, designed and crafted the exhibit space into a realistic representation of what an underground mine looks like and helped install the technology that would complete the exhibit. With so much expertise, it was no wonder that the finished product received so much praise from family members who were finally given a glimpse of what their family miner did underground. The exhibit also enthralled the miners themselves as they finally felt that they were properly represented in the RLRHC.



The many mining companies in the Red Lake area were also part of the story of the exhibit. They were featured in an exhibit section where company profiles highlighted their work in a straight forward and informative manner. Those that could contribute to the exhibit did so, whether it was through monetary donations, loaned equipment, maps, information, photographs or stories. The result was that the exhibit became the mining companies' project as well.

In addition to working with the mining industry, positive partnerships with other public organizations continued to grow as well. The Red Lake Indian Friendship Centre (RLIFC) took part in a variety of public programming events with the RLRHC. These events furthered the goal of teaching children and adults about traditional ways of the local indigenous population, Red Lake's past, and tackled what the future of Red Lake will hold for our population. The RLRHC acted as the meeting place for many important conversations such as the emergence of the new road committee which discussed connecting the

northern settlements with Red Lake, important changes in the area's industry, and other cultural developments within the Red Lake area.

In addition to investing into Red Lake's identity, the RLRHC's invested in its own identity by generating possible courses of action for updating its brand. A new brand will include a new look for the RLRHC including a new logo, an updated highway sign and a consolidated design for its future merchandise and advertising.

INVESTING IN DEEPER INCLUSIVITY

Building on the success of 2017, the RLRHC's relationship with the RLIFC continues to grow and broaden. Through programs, events and fundraising initiatives, the RLRHC has worked on its strategic goal of welcoming indigenous visitors to contribute to Red Lake's cultural narrative. As the relationship grows, more indigenous individuals have expressed their voice at the RLRHC. One of the year's most important events focused on a video interview of one man's residential school story. The significance of allowing the Heritage Centre to have stewardship over his story cannot be over stated. Even more significant was that the individual sought out the RLRHC, rather than the other way around. Important work on residential schools stories had been documented by RLRHC in the past, but always at the initiative of the RLRHC, representing some real progress in deepening inclusivity.

The RLRHC continues to foster and grow the local art community, with Woodland Art being at the forefront of the conversation. In 2018, the beginning of a strategy to revitalize this unique style of indigenous art was developed. Further work is required. In the next two years significant planning will help develop the ideas laid down in 2018. The RLRHC continues to support art through the gift shop, giving many artists opportunities to sell their works of art on consignment. The Red Lake Art Show also gives artists an opportunity to share their art to the public.



INVESTING IN A CULTURE OF CONTINUOUS IMPROVEMENT

The RLRHC has always prided itself on being able to find professional staff with a strong work ethic and the knowledge and skills to succeed. In 2018, the RLRHC's interns filled the roles of Exhibit Intern and Program Coordinator Intern. The most significant gains during 2018 were in the areas of exhibits and programming, and very much included the work of these two interns.



The design, development and execution of the mining exhibit was a significant milestone. To put it together, staff were required to learn about mining practices, terminology, and our local mining history. They learned through public meetings, presentations and interviews as well as field research. Many of RLRHC's volunteers are retired experts in the field, allowing staff to work closely with them to establish the depth of knowledge needed to produce the exhibit. Together, our Exhibit Intern and the volunteer team learned new techniques in exhibit creation, from inception to finished product.

Evaluative research was a critical part of the project. Community direction and need were gathered in a stakeholder interview process. Post exhibit enquiry was done using written and verbal feedback. On the basis of this research material, staff were able to identify the appropriate content, research direction and learning objectives to complete a credible Red Lake mining exhibit. The research also helped staff to decide on the future of

the exhibit as a permanent fixture in the main gallery. The end result, due to be completed in 2019, will use the best features of the original exhibit as a permanent feature of the Centre's offerings.

Programming has been a growing strength over the past five years. However, at this stage our program approach needed fresh evaluation and a consistent approach to progression. Our Programming Intern conducted an inventory of our existing programs. Other programming needs were identified using an evaluation tool that sought feedback from educators, the public and those that attended the programs. New programs were then created to fill the needs identified by RLRHC's stakeholders. The result of the work was a renewed interest in RLRHC programming and new membership sales to local schools.

INVESTING IN OUR MATERIAL AND NON-MATERIAL CULTURE

As part of the RLRHC's development of a plan to preserve and maintain the RLRHC's overall building, collection and exhibits a number of projects were initiated. The RLRHC's Conservation Intern submitted a plan to improve conservation standards at the RLRHC.

This plan included the identification of best practices and recommendations for achieving them. It also identified our conservation goals in the short, medium and long term. Many planned initiatives were completed in 2018, with the remaining scheduled to be completed in 2019. Time and effort were also invested in the management of the RLRHC's material culture. The Curator developed a strategy to update, correct or complete our collections database. In addition, the strategy addresses documenting the history and story of objects in our collection by contacting donors, getting donation documents updated when needed, and determining the object's relevance to the RLRHC's mandate and mission. In

2019, plans are in place to improve the storage of these objects by building proper supports, secure casings and protective enclosures. The 2019 budget has been designed accordingly.

Plans developed in 2017 to ensure renewal of the exhibit space were executed in 2018. Exhibits which had long been a part of the RLRHC's permanent displays were modified, or in the case of some exhibits, downsized to make room for new content. Others were moved to different locations to improve the flow of the gallery space. Two exhibits were totally redesigned and relocated, making room for the transition of the mining exhibit from temporary exhibit to full time display. Further changes are planned for the New Year. With these changes comes a rebalancing of Red Lake's displayed culture and history.

INVESTING IN ORGANIZATIONAL RESILIENCE

Organizational resilience refers to our capacity to respond, adjust as new needs, challenges and opportunities present themselves. To grow in this area, the RLRHC will need to focus on strengthening our people, maximizing our operational capacity, and stabilizing our funding for longer term sustainability.

Activities related to our strategic plan in fact highlighted the need to focus on longer term resilience. An increase in partnerships, higher levels of community involvement, the redesign of our space, and increased programming and attention to material culture, have all wonderfully increased the activity level within the organization.



However, it has simultaneously drawn attention to the need to find ways to solidify our foundations, and recognize that while we operate as if we have a robust staff team, in reality we have only two full time positions. Our work is supplemented with a volunteer board, shorter term staffing grants, and an active and dedicated team of volunteers. This constitutes a more fluid, changeable resource pool that needs to be managed on a project by project basis.

Last year we began to focus on how better incorporate our mission, mandate and values into operations. Our formal strategic plan formed the underpinning for ongoing development work, clearly identifying areas of focus for future organizational investment in resilience. This year staff have been working towards a highly focussed, integrated work plan that both addresses budgetary limitations, and the need for stable resource acquisition. The five year work plan will be drafted in 2019.

In 2018, with the written support of the municipality, the RLRHC acquired funding for two NOHFC positions, the first time we had been in such a position. Two very talented employees joined us on one year contracts making a significant difference in our ability to execute planned projects for the year. The RLRHC will seek similar support from NOHFC in 2019.

Another strategy employed to improve our resilience was to search out new partnership projects that could help strengthen our overall performance in 2018. These projects, detailed later on in this report, helped fill an important community need, helped the RLRHC grow as a brand, and helped to define the RLRHC's organizational direction for the coming years.

Our funding model has begun to evolve over the past two years. Our core funding supports the infrastructure and resources needed to meet our core mandate. Beyond that we rely on a project management approach to identify goals to be achieved, work to be done, and potential funding sources.

ACTIVITY REPORT

VISITORS

The RLRHC's visitor attendance has been on the rise. A targeted 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. This significant increase in attendance was marked by an overall general increase in the use of the RLRHC. In 2017, the RLRHC broke its all-time attendance record. This was a lot to live up to in 2018. Despite having an extremely popular summer exhibit, a wide variety of events and many new and exciting programs, the total visitors fell short of 2017's record. Instead it was the 2nd best year on record for total visitors, something to be extremely proud of.

The RLRHC's web presence has grown over the past five years. This is due in part to the success of events, exhibits and gift shop sales, however, it is also related to the increased activity of the RLRHC's posts. In 2018, content was added to the website to give a broader history of the area. One of the biggest projects for the year was adding the mining exhibit to the page. While access was limited, quite a few people were able to explore it in the later months of 2018.

"Thank you for doing the mining display, Excellent!"

- Phyllis Van Dusan

"Full of pride to be here!"

- Chrissie Lundstrom

"Love the museum, great job!"

- Janice Wiersema

"Great exhibit, good job."

- Carol Rhyness

"Interesting!"

- Lynn Okanski

"Beautiful place & people!"

- Guy Thibault

"Wish I had come years ago!"

- Leigh Manienka

"Always leave having learned something new!"

- Tracy Tuck

Year	On-site Visitors/Renters	% compared to 2018	Facebook Likes
2014	3,526	39%	409
2015	6,332	69%	567
2016	7,621	84%	789
2017	9,115	105%	997
2018	8,661	N/A	1,115

Table 1: Visitors and likes by year

EXHIBITIONS

PERMANENT EXHIBITS

As part of 2018's exhibit plan, RLRHC staff have been focused on planning for major changes to the Main Gallery. The design includes the rotation and reduction of old exhibits and the inclusion of 2018's mining exhibit among the permanent displays.

Exhibit/Display	Year Installed	Changes
HBC Post	2007	Reduction (2018)/ relocation
Woodland Art Wall	2008	Redesign
Fairwind's Drum	2011	Refurbishment
Hell's Acres	2011	Refurbishment/relocation
Prospector's Tent	2011	N/A
Aviation Video	2011	N/A
One Way Ticket	2011	Reduction (2018)
Mel White's Barber Shop	2011	Retirement (2018)
Dr. Aiken's Dentistry Office	2011	Retirement (2018)
Children's Play Area	2011	Redesign/relocation
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 plans for exhibit 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 2018:

Youth Art Show – On February 17th, 2018 the RLRHC had a 'soft' opening for its Youth Art Show. The Art Show opening coincided with 2018's Winter Carnival event. The exhibit featured 182 young artists under the supervision of 11 different teachers. Ages of the artists ranged from kindergarten right up to high school. Each piece of art was created with a winter theme in mind. The opening day of the art show helped attract more than 400 individuals for the Winter Carnival event. Many groups also came to visit the exhibit multiple times. This youth art show was the final official project of the Red Lake Arts Council.

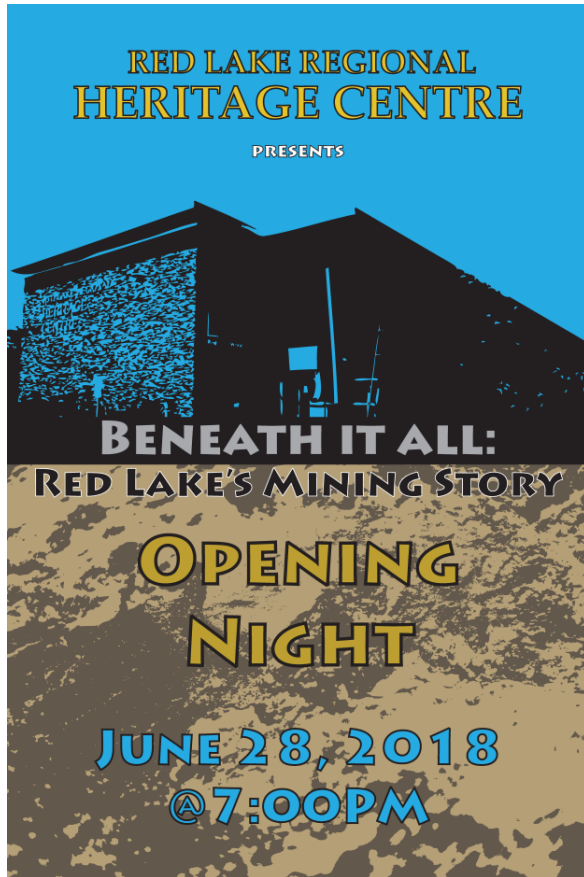


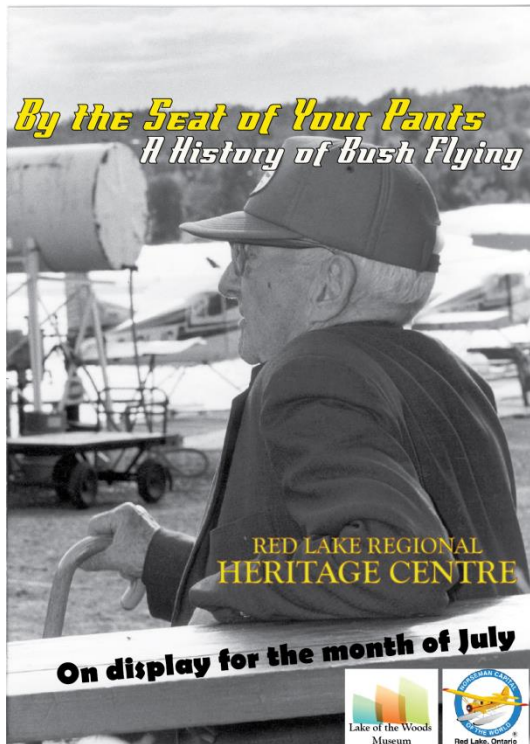
The art show was extremely successful. Future plans of making the Red Lake Youth Art Show a biannual event are currently underway. The teachers played an extremely important role in helping set up, organizing and advertising the Youth Art Show.

Beneath It All: Red Lake's Mining Story – The long history of Red Lake's mining industry had only been briefly touched upon in past exhibits. For the first time, Red Lake finally got its own mining exhibit. *Beneath It All: Red Lake's Mining story* was the culmination of four years of work. Opening in June 28th and staying open until October 12th, the exhibit attracted a great deal of attention. It was the RLRHC's most visited exhibit in the last 5 years and perhaps of all time.

The exhibit also attracted a number of volunteers who helped conduct interviews, give interviews, construct the physical exhibit, write content, help with web design, and set up the displays. The amount of volunteer support during the exhibit made a significant impact. It turned a good exhibit into a great exhibit, adding decades of knowledge and experience to the RLRHC's summer attraction.

Beneath It All was supported by a number of local businesses as well. Goldcorp gave a \$5,000 donation towards the project and also supplied the RLRHC with a number of materials to be used in the exhibit. Rubicon provided a tour of their Mill facility, video footage and a number of mining tools. Moffatts donated building materials. Many other companies offered their expertise and viewpoints during construction.





By the Seat of Your Pants – As part of the Norseman festival the RLRHC teamed up with the Highway 105 Tourism Board to bring in ‘By the Seat of Your Pants’, a travelling exhibit about bush planes. The exhibit was developed by the Lake of the Woods Museum in Kenora. The exhibit was displayed in the front hall for the month of July.

The exhibit featured an explanation of various aircraft important to Northwestern Ontario, stories about aviation in Red Lake, pilots who made an impact and how bush flying made Red Lake and the rest of Northwestern Ontario accessible during the gold rush.

The exhibit coincided with the opening of the 2018 Norseman Festival. During that time over 1,000 individuals walked through the display, stepping back in time and enjoying Red Lake from the pilot’s perspective.

4th Annual Red Lake Art Show – The RLRHC ran its first Red Lake Art Show without the assistance of the Red Lake Arts Council (RLAC). Although RLAC was missed, many members of the former council were on hand to volunteer. Janet Hager and Sandra Martone were an important factor in the organization of the artists and developing the display. Debra Shushack also invested her time into displaying the works of art.

A total of 19 artists from the Red Lake area participated in the Red Lake Art Show. Opening on November 15th, the official opening night featured a wide audience of some 50 individuals. Audience members noted the diversity of pieces of art in 2018’s Art Show including paintings, wood burning, metal work, glass work, photography and sculpture. As was the case last year, the RLRHC produced a booklet to enhance the experience. A copy of the booklet was distributed to each participating artist, and a few were also sold in the gift shop. The booklet was designed in house and printed by CCDC.



As part of the exhibit, visitors were allowed to vote for their favourite work. Votes were tallied in early 2019. The winner, Lauren Furman, was awarded the prize of the People’s Choice Award for 2018.

CONSERVATION

As with years prior, the RLRHC continues to face challenges with respect to its collection and storage areas. In early 2018, Conservation Intern Jessica Bekesi completed a building wide assessment. In the assessment laid out the problems associated with the storage, degradation and display of artefacts. The assessment was used to create a report. Bekesi used that report to help create a new Conservation Policy. The policy was extremely detailed and going forward, the RLRHC will continue to work towards having a sustainable collection under the principles set forth in the series of documents. Many of the changes suggested in the document will take years to implement, however, the RLRHC's team will be looking for solutions to these issues in the future.

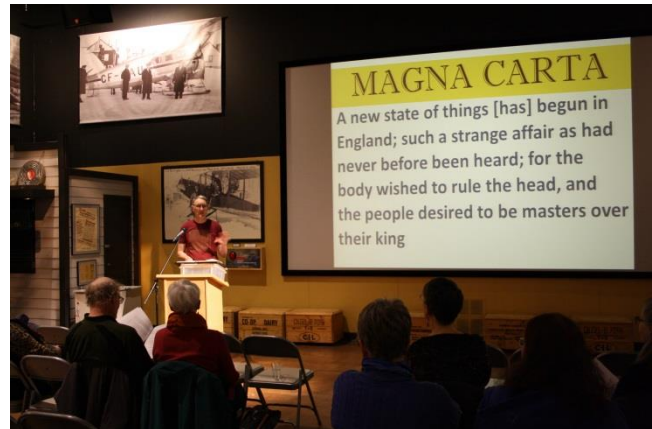
Since the completion of that report, the first steps have been taken to relocate artefacts based on their needs. Great leaps forward were made through the hard work of Lisa Hughes and a number of dedicated volunteers. In October and November, the Main Gallery was significantly changed and as a result many artefacts went into storage. During this time they were catalogued and assessed for degradation. Photos were taken of each object before going in storage. Many of these artefacts have been on display for 8 to 10 years. In order to preserve them for future generations, they must go into storage.

The archives were also the focus of a great deal of work in 2017, leading into 2018. Many unneeded materials were purged from the archives, insuring greater room for artefacts. Limited purchases of archival storage materials meant that some but not all of the materials are now stored according to museum standards. Future work will take place when additional storage materials are purchased in 2019.



EVENTS

The RLRHC was flush with events in 2018. Many events were old favourites, however, some were new in order to test to see if they would appeal to the public. On January 19th, Peter Kirby gave a very thought provoking talk about the Magna Carta as part of the Red Lake Speaker Series. His talk addressed some the history behind the historic event, and some of the fallout from the signing. Afterword, a strong Q & A provided more insight on the blueprint of what would later lead to the loss of power of many European Crowns.



On February 3rd a small gathering of visitors enjoyed the Heritage Centre's first Game Night. The event featured the chance to play a variety of games (including many provided by the RLRHC). Games were accompanied by snacks and refreshments. Although the gathering was small, those who attended had an excellent time, and were already talking about the chance to do it again. The evening ran for 3 hours and visitors had over 15 different games to choose from. Some visitors even elected to bring their own.

Held on February 14th, the RLRHC's Date Night event consisted of a dinner and a film. The dinner was put together in house and featured a soup starter in the form of a Pasta Faggioli with Italian sausage. The main course was the choice of one of three oven baked pizzas which included Buffalo Chicken, Truffle Fungi and Roasted Garlic Spinach. For those with an appetite there was also popcorn for the screening of The Secret Life of Walter Mitty. The event was enjoyed by 8 couples.



Red Lake's Winter Carnival event ran from February 17th to February 19th. As part of the event the RLRHC held their yearly Hot Chocolate Challenge. The event pitted six different hot chocolate flavours against each other. Each flavour was created by a staff member or volunteer.



Flavours included, Original, Hazelnut, Mocha Magic, Man That's Good, Peppermint Perfection and the Isabrew. In the end Hazelnut was voted the most popular flavour by those that attended. Attendees also enjoyed the Youth Art Show official opening. In addition, an ice wine tasting event was held in the Main Gallery. This event was run by Local 26 Catering. The event allowed visitors to try ice wine paired with a select number of deserts. An astounding total of 430 individuals took part in of Saturday's events.

On the Sunday, a small group enjoyed a surprise performance by the Island Breeze Dancers. Red Lake Willow Creek put on the private event which included a potluck, the dance performance and a small talk by one of the members of the team.

On February 22nd the RLRHC held an event in partnership with the Red Lake Indian Friendship Centre and New Starts for Women. The event was held for Ontario Heritage Week and dealt with exploring 100 years of women's suffrage in Ontario. The event included bannock, tea and a film. After the film there was a small discussion period where attendees could bring up important questions and deal with difficulties that they faced. A small but dedicated following attended the event and where fortunate with the chance to see Wind River, a film starring Jeremy Renner and Elizabeth Olsen. The film addressed issues of violence in a small indigenous community. While a difficult film to watch for many, it was an impressive work of art.

Pub Quiz, a perennial favourite, was held on February 24th. The event pitted 12 teams in a battle of wits to determine who knew the most useless knowledge. The event featured a written component, a visual component and an audio component. Teams had their pick of snacks, refreshments, beer and wine. All teams did well, but it was Chocolate Moose that bested the other teams and came out on top. The Pub Quiz events have become so popular that the RLRHC expanded the number of teams allowed from 10 to 13.





On April 18th, the RLRHC took part in National Canadian Film Day. This marked the 4th time the RLRHC was a part of the event. This particular film was of particular interest due to the circumstances of the previous year. Gord Downie, lead singer of the Tragically Hip, had developed a multi-disciplinary work of art called 'The Secret Path'. That work targeted the residential schools in Northern Ontario. As a result of the Gord Downie touched a great deal of lives with his project.

A Long Time Running is a Canadian documentary film, which premiered at the 2017 Toronto International Film Festival. Directed by Jennifer Baichwal and Nicholas de Pencier, the film profiles the Canadian rock band The Tragically Hip during their Man Machine Poem Tour of 2016. The film followed the band's announcement of lead singer Gord Downie's cancer diagnosis. The event was well attended and received positive reviews.



Back by popular demand, a Pub Quiz was held on May 26th. This particular Pub Quiz was done in the usual format but included songs from films instead of the usual name that band and song. This added change gave it a different feeling which made for great fun. A total of 11 teams battled it out, but it was the team of 'Drinkers with a Quiz Problem' who came out on top. This was the 5th Pub Quiz event run at the RLRHC.

In the early summer, on June 8th, Red Lake was involved in the Pride festivities. Chukuni Development Corporation, the Red Lake Indian Friendship Centre and the town of Red Lake all pulled together to support National Pride week. As part of the festivities, the RLRHC hosted a meet and greet. The meet and greet included snacks and refreshments by Local 26 catering, some celebrity speakers and music. Lucky visitors were able to take photos with special guest Eric Radford. A lucky few even got to hold his numerous medals.

The meet and greet was the jumping off point for the rest of the festivities. Local artist Patrick Hunter and the late mayor Phil Vinet played an important role as ambassadors.





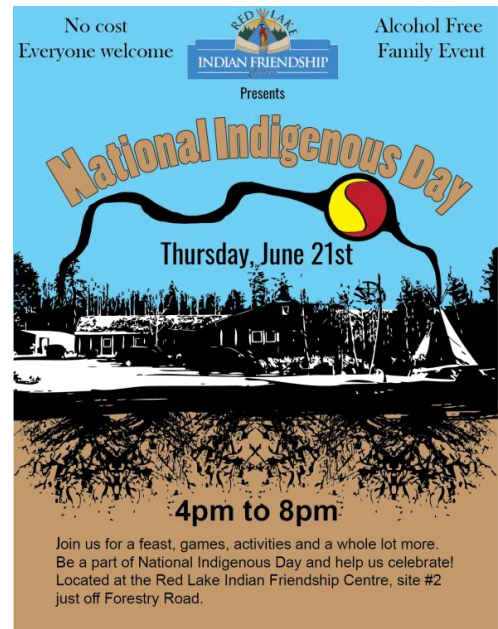
On June 21st the RLRHC helped the Town of Red Lake celebrate National Indigenous Day. Lynn Kay Peters came all the way from her home in British Colombia to showcase her amazing works of clothing. Among these run way garments was the exquisite dress worn during the Mrs. Universe pageant, by Ashley Callingbull. Ashley was the first ever Canadian and first ever Indigenous woman to ever win the title. Lynn was on hand to show visitors the items and to answer questions they might have.

The RLRHC also held day programming from 10am to

4pm, which featured the cultural dyes program. The program helped give some context to the youth who attended why cultural traditions are so important. Those that attended found the program to be an exploratory and cultural immersive with a hands on approach to exploring the people that are so integral to the Red Lake community.

In addition, the Red Lake Indian Friendship Centre held a sister event from 4 P.M. to 10 P.M. to round out the day. The event was open to the whole town. Many families joined in at the feast. Members of the RLRHC team helped the Red Lake Indian Friendship Centre celebrate at site #2.

Overall National Indigenous Day was deemed widely successful. The partnership between the RLRHC and the Red Lake Indian Friendship Centre allowed for a full day of events and an easy transition between the two sites.



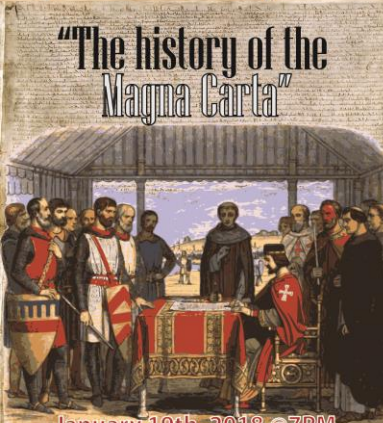
The RLRHC continued its involvement with Fresh Air Family Fair held on July 14th. The event has grown in the past few years into an expansive town wide event. The RLRHC once again featured Nature Trading as the crux of its activities. Participants were given a sheet with clues on it. Each participant had to figure out the clue to find the next set of clues. Participants who were able to complete the sheet were given free points at Nature Trading. The RLRHC had more than 30 individuals come in to trade once the Family Fair had ended.

On July 20th, the RLRHC joined in on the Norseman Day festivities by showing a screening of Early Man. The film was attended by 67 people who were introduced to a Claymation style comedy by the makers of Wallace and Grommet. The RLRHC was proud to be part of a very successful Norseman Day weekend.

RED LAKE REGIONAL
HERITAGE CENTRE
presents

Peter Kirby

**"The history of the
Magna Carta"**



January 19th, 2018 @ 7PM

RED LAKE REGIONAL
HERITAGE CENTRE
Presents

Game Night

\$5 per person
Bring your own game or
play one of ours!
Snacks included



**Feb 03, 2018
6PM to 9PM**

RED LAKE REGIONAL
HERITAGE CENTRE
Presents

Dinner and a show
\$50 per couple

For more details contact us at
heritage@redlake.ca



Feb 14th
From 6PM to 9PM

Date-night

RED LAKE REGIONAL
HERITAGE CENTRE
Presents

Hot Chocolate Challenge

Join us on February 17th from 10am until 4:00pm for
'The Hot Chocolate Challenge'. This is your chance to
taste 6 different varieties of hot chocolate and vote for
your favourite hot chocolate. It will be two dollars for
each cup or five dollars for a chance to try all six!



**WINTER
CARNIVAL**

February 14 to 18, 2018


Ontario Heritage Week

**Exploring 100 Years of
Women's Suffrage in
Ontario**

February 22nd

5:30PM - bannock, tea
& information session.
Wind River film
beginning at 6:00 p.m.

After the movie, there will
be a chance for
discussion for anyone
that needs to talk.




RED LAKE REGIONAL
HERITAGE CENTRE

INDIAN FRIENDSHIP

NSWS

RED LAKE REGIONAL
HERITAGE CENTRE
PRESENTS

Long Time Running:
A Celebration of the Tragically Hip




REEL CANADA

7:00PM on April 18, 2018

Pub Quiz

RED LAKE REGIONAL
HERITAGE CENTRE
Presents



On Feb 24th the Heritage Centre will host a fund raising pub quiz night. Bring your team of up to 5 people
and challenge other teams in a battle of wits, knowledge and dumb luck. If you don't have a full team we
can pair you up with others. Tickets will go fast, so make sure to pick yours up ahead of time!

The event will feature snacks and refreshments. Beer and wine will be for sale
\$20 Per person or \$60 for a full team

The doors open at 7:00pm and the Quiz begins at 8:00pm

In October, as part of the film series, the RLRHC teamed up with film makers to create a miniature film festival series centred on films with an ingenious component. On October 8th, the RLRHC opened the festivities on the holiday Monday with Colonization Road. Director and Producer Michele St. John brought an entourage with her in order to screen the film and field any questions that viewers might have. Ryan McMahon, the film's star was able to field some very difficult questions, opening up the audience to the concept of colonization's affect throughout people's daily lives.

On the 9th of October, Thunderstone Pictures' Michelle Derosier featured a screening Angelique's Isle. The film is based on the novella 'Angelique Abandoned' by James R. Stevens. The story was adapted by Derosier, and was co-directed by Michelle Derosier and Marie-Hélène Cousineau of Montreal. The film expands on the strength of Anishinaabeg, and the importance of traditional teachings to the wellbeing of indigenous people. The film is based on the true story of newlyweds Angelique and Charlie and their harrowing tale of being trapped on Isle Royale for 10 months through the winter of 1845–1846. Despite some technical difficulties, with a little help from the audience the film went over very well.

The 10th of October featured the film Finding Dawn. In partnership with the Red Lake Indian Friendship Centre, visitors were presented with a film by acclaimed Métis filmmaker Christine Welsh. The documentary was about the epidemic of missing or murdered Indigenous women in Canada. The film takes a journey into the heart of Indigenous women's experience, from Vancouver's skid row, down the Highway of Tears in northern BC, and on to Saskatoon, where the murders and disappearances of these women remain unsolved.

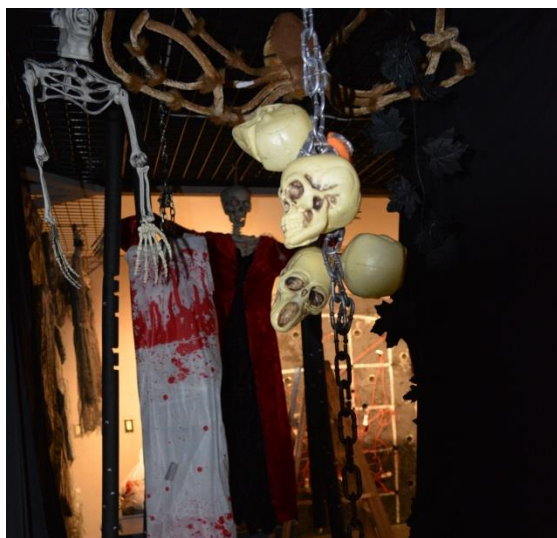
On the 11th, the final film in the series was Indian Horse. Indian Horse is a Canadian drama film, which premiered at the 2017 Toronto International Film Festival and received a general theatrical release in 2018. The film was directed by Stephen Campanelli and written by Dennis Foon. An adaptation of Richard Wagamese's novel of the same name, the film centres on Saul Indian Horse. The film tells the story of the young Canadian First Nations boy who survives the Indian residential school system to become a star ice hockey player. The screening of the film was once again a partnership between the RLRHC and the Red Lake Indian Friendship Centre.



On the 13th of October, the RLRHC held another Pub Quiz event. 56 individuals joined us for a very challenging instalment of the Pub Quiz. This Pub Quiz featured questions about Canadian History, the Austrian Outback, Wizards & Witches in pop culture, Shakespeare, sports, and musical instruments.

The competition was extremely close, but in the end the 'Off in Public' team took first place and had their team name added to the prestigious Pub Quiz trophy.

Throughout the year volunteers played a huge role regarding the success of RLRHC events. On October 18th, an event was held in appreciation to those volunteers. The event was catered by the Rod Atkinson. It featured food and refreshments, speeches, a slide show, an award ceremony and great conversation among the RLRHC's volunteers. To all the guests who came, the message was straightforward and strong "We hope that you felt as appreciated as we do."



Every year since 2015, the RLRHC has hosted an annual Halloween Fright Night. Since it began, the event has grown larger and more intricate. In 2017, the Volunteer Fire Department joined the RLRHC in order to both help with the event and to promote fire safety. In 2018, they joined the RLRHC's team once again serving hot dogs outside.

With generous donations from the Red Lake IGA and the Balmertown Food Fair, the RLRHC had plenty of candy to offer visitors who came in to experience the event. Each participant received a hefty grab bag full of different types of candy. Other candy was available at craft and game tables.

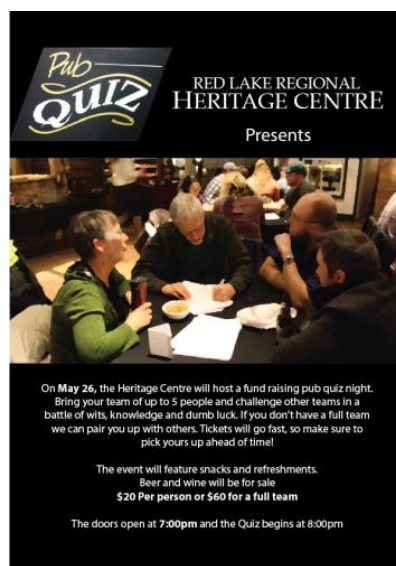
Crafts included making black cats out of paper plates, creating spooky ghosts out of cotton balls, making spider cut outs and crafting your very own monster bag! In addition, there were many opportunities to colour a variety of different Halloween themed colouring pages.

The Fright Room was better than ever. As the structure of the Beneath It All summer exhibit was still in the temporary gallery, it was incorporated into the Fright Room to make it even scarier. With moving floors, looming walls and tons of volunteers, it made for a very scary time indeed.

Over a dozen volunteers joined us for the evening; as a result more effort was put into every aspect of Fright Night. Once again, our volunteers really came through. Nearly 200 visitors joined us for the Halloween Fright Night event.

Throughout the year, the RLRHC was very fortunate to have the ability to show films. Late in 2017, a friend of the RLRHC offered to pick up where Goldcorp left off and purchase the rights to show films through Criterion Pictures. As a result we were able to show a number of blockbuster films including Star Wars: The Last Jedi, Thor: Ragnarok, Black Panther, Avengers: Infinity War and Jurassic World: Fallen Kingdom.

In order to make sure that we went out with a bang for 2018, the RLRHC held a Christmas Fun Day event. The event included decorating Christmas themed cookies which were baked by our very own Sara Wright. Participants were able to choose from an assortment of icing, sprinkles and other elements to make their cookies unique. Colouring pages were available to those who had a flare for snow men, reindeer and presents. In addition to crafts and colouring, the day event featured a screening of Polar Express. A total of 110 visitors joined us on December 8th for Christmas Fun Day.



EDUCATIONAL PROGRAMMING

OVERVIEW

Since 2015, the RLRHC had not had a dedicated staff member with a background in educational programming. In early 2018, Abby Dumbrille joined the RLRHC team as our NOHFC Program Coordinator Intern. The position was designed with the express purpose of filling the programming role. With renewed fever, RLRHC class visits increased dramatically in 2018. In comparison with 2017, revenue increased almost 200%, and was the highest it had been in over 5 years. In addition, due to the popularity of the programs, the positive feedback and hard work bring schools on board, there were also memberships purchased by local schools. 2018 was an extremely positive year for programming.

Year	Revenue
2018	\$984
2017	\$497
2016	\$677
2015	\$602
2014	\$102

Table 3: Revenue by Year - Educational Programming



PROGRAMS

School Programming

As with most years, 2018 saw a strong focus on indigenous studies. In May, the entirety of the St. Johns School's Grade 4/5 class were treated to a program explored Indigenous art, the impact of the gold rush, the settlement of people in Northwestern Ontario and local historical perspective through the exploration of artefacts within the gallery. The classes returned in June for a program that looked at Woodland art and Norval Morrisseau.

Later that month, Red Lake Madsen Public School's Grade 6/7 class were part of a program that used historical documents to uncover the story of many of Red Lake's prominent historical figures. The program focused on immigration and diversity in Red Lake.

A second class from Red Lake Madsen Public School attended days later. This kindergarten class enjoyed a program focused on comparing Red Lake from the past and present. The program also allowed children to discover things on their own as they had time to explore the gallery.

On June 21st, the RLRHC celebrated Indigenous Day with a program for children from Red Lake Madsen Public School. The Indigenous Day Program focused on traditional indigenous ways of preparing clothing through activities that simulated tanning hide and dying clothing. This program had students cleaning, scraping, stretching and colouring fabric in order to ready it for the tanning process. The class walked away with an appreciation of how intricate the traditional ways of making clothing really were.



The Red Lake Madsen Public School grade 6/7 class joined us in September to experience the new mining exhibit *Beneath It All: Red Lake's Mining Story*. The program included a guided tour of the mining exhibit as well as an activity to help the group understand the wider meaning of community and the different kinds of communities that can exist. Shortly after the grade 4/5 class joined us for a similar program, but with a focus on the exploration of rocks and minerals. The Red Lake Madsen Public School kindergarten class and grade ¾ classes also enjoyed a mining exhibit tour.

In October, the Red Lake District High School Grade 10 Science class joined us for a program which included a guided tour of the mining exhibit with a concentration on the impacts of mining on the environment. The tour was accompanied by a group activity in which the group created their own mine closure plans.

The Golden Learning Centre grade 5 class also travelled to the RLRHC for Beneath It All: Red Lake's Mining Story. In addition to a guided tour of the Mining exhibit, students experienced an interactive activity that focused on the impact of mining on the environment and what can be done to mitigate the negative effects.

The Red Lake District High School Grade 9 Geography class explored the 6 indigenous regions in Canada and how their environment shaped their culture, in December. The students were required to study a number of cultural materials and make inferences about the culture. They then reviewed those inferences with those of other groups, collectively learning about how the environment affected various indigenous groups throughout Canada.

Summer Programming

As with years previous, the RLRHC held 5 programs over the summer. The big difference with this year's programs is that many of them were day long programs, allowing for parents to drop their kids off in the morning and pick them up later in the day. Each program was created by our Intern Abby. The Art with Nature Summer Program included various crafts and activities that focused around using nature to create art. Held in partnership with the Red Lake Indian Friendship Centre, the Indigenous Natural Dyes program focused on indigenous ways of preparing clothing through activities that simulated tanning hide and dying clothing. The Summer Treat Days program focused on fun activities that you can do in the summer. Activities included making their own pizza and ice cream, and playing water fun games. The Survivor: Wilderness Edition summer program was based off of the television show Survivor. Teams competed against one another in a variety of challenges to determine who the greatest wilderness survivor was. Finally, the History Mystery summer program was a mystery program that included solving the mystery of the Red Lake Gold Heist. The activities included elements of the famous 'Flying Bandit' story. Using these elements, visitors were able to deduce the thief.

RED LAKE REGIONAL HERITAGE CENTRE
PRESENTS

\$10 per person Programs run from 10am until 4pm (Rain or shine) Register ASAP

Art With Nature	Summer Treats	SURVIVOR WILDERNESS EDITION	History Mystery
July 19th Ages 5 to 9	July 26th Ages 7 to 10	August 2nd Ages 7 to 13	August 9th Ages 7 to 13

Register by e-mail: abby.dumbrille@redlake.ca

Date	Program	Attendance
July 19th	Art With Nature	11
July 26th	Summer Treats	12
August 02	Survivor: Wilderness Edition	5
August 09	History Mystery	15
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 moving forward.

FACILITY RENTALS

The RLRHC continues to do well garnering renters. Facility rentals have continued to grow. Facility rental growth remains positive at 7%.

The RLRHC hosted events for businesses, not for profit organizations and local committees including but not limited to Municipality of Red Lake, Goldcorp, Rubicon, Clover Belt, Margaret Cochenour Hospital, Tikinagan, MNRF, Premier Gold, The Red Lake Indian Friendship Centre, Scotia Bank, Golder Associates, Firefly, and Harmony Centre and Red Lake Willow Creek 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 continues to make use of the space in order to meet with others on a neutral ground. The space usage includes meetings, presentations, consultations and community events.

Year	Revenue
2018	\$14,481.62
2017	\$13,503.40
2016	\$12,166.33
2015	\$ 6,327.60
2014	\$ 6,041.65

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



GIFT SHOP

The RLRHC's gift shop maintains its position as an important source of self-generated revenue. The RLRHC continues to stock popular items like Oscardo's Norval Morrisseau art collection mugs, scarves, hats and decorative ornaments. In addition, new items have been added to the gift shop including a variety of mugs, scarves, books and jewelry.

Year	Total Revenue
2018	\$38,239.24
2017	\$41,745.14
2016	\$26,455.49
2015	\$22,523.43
2014	\$20,855.23

Table 6: Total gift shop revenue by year

Much like 2017, in 2018 additional product was required. 2018's gift shop estimated budget totalled \$16,000. In order to ensure product during the year, extra orders were made. A total of just over \$15,000 in product was ordered. When combined with consignment payout, shipping fees and gift shop supplies, overall expenses came to \$22,879.98. This equates to 143% of the estimated budget for 2018.

While sales in 2018 slightly exceeded expectations, they had dropped by over \$3000 when compared to the year prior. Waning interest in consigned goods was the most significant change. In 2017, consignment sales were \$13,956.42. In 2018, they only equated to \$5459.60. This drop in the popularity of consignment goods is mostly related to a reduction of interest in artist prints. Fewer new prints were added to the gift shop in 2018, which may have resulted in the reduced interest.



Type	Revenue	Expenses	Net Revenue
Purchased	26602.37	15270.21	11332.16
Consignment	11586.25	6126.65	5459.6
Shipping	0	1315.18	-1315.18
Supplies	0	167.94	-167.94
Total	38188.62	22879.98	15308.64

Table 7: Giftshop revenue and expenses break down

Despite these setbacks, the gift shop still manages to provide a stable avenue of revenue for the RLRHC. Total revenue exceeded the estimated revenue by \$2,298. The net revenue for the 2018's gift shop came to \$15,308.64.



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 RLRHC through sharing human resources services, technical assistance and health and safety functions. In return, the RLRHC 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 2018, two positions were funded by the NOHFC grant. The positions include the Exhibit Intern and the Program Coordinator Intern.

Ontario's Sunset Country Travel Association provided funding for an employee during June, July and August. The position of Promotion Technician was sadly only held for the length of one month before the candidate left the position. The position was funded entirely by Ontario's Sunset Country Travel Association.

The RLRHC was able to raise \$1,261.15 from its visitor contributions to the donation box. This was a small decrease from 2017. Revenue increased greatly for the purchase of donor tiles. In 2017 the total revenue from donor wall purchases totalled \$3325, which was a significant increase from years prior. In 2018, that was dramatically increased to \$5025. A significant number of tiles were purchased after the RLRHC announced that engraving would be done by the end of 2018.

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 2018 allowed the RLRHC to build Beneath It All: Red Lake's Mining Story. A sizable donation from an individual allowed the RLRHC to purchase the rights to show films in 2018. Revenue generated from ticket and concession sales totalled \$755.

MARKETING AND PROMOTION

A concerted effort has been put forth to continue to develop the RLRHC's web presence. In addition to posting on social media, the RLRHC's website has been updated with additional content. Content includes updating past exhibits such as Fish Stories and Woodland Caribou Provincial Park. It also includes the development of the new Beneath It All: Red Lake's Mining Story online exhibit.

The RLRHC's Exhibit Intern, under the supervision of the Director, gave the online portion of Beneath It All a much needed narrative, providing excellent storytelling and combining it with the facts of the mining industry. Through further development, the story will include many aspects that the physical exhibit could not touch on.

The RLRHC's staff continues to post historical photos, which remain among 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. Website visits and Facebook interactions improved from 2017. With the completion of projects in 2019, it is the hope of the RLRHC that even more visitors will join us on our website and social media.

2018 Year total:	On-site Visitors	Website Visits	Facebook
Total	8,395	33,333	194,550

The RLRHC's number of Facebook 'Likes' have increased from just over 1000 to 1115. 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 other pages 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 receives 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

Membership sales had been in decline for years. Significant effort was expended to improve sales in the last four years, even going so far as hiring an intern to redevelop the membership program in 2014/2015. At the end of 2017, large changes were made to the membership profiles. In order to diversify its membership portfolio, the RLRHC added new categories of memberships, better defined the benefits of holding a membership and redoubled its efforts in order to grow the membership base.

In 2018, the RLRHC finally saw membership growth. First, corporate and not for profit memberships allowed institutions to purchase memberships and take advantage of discounts related to facility rentals. Second, schools were enticed into purchasing memberships as a result of the hard work of the Director and the Educational Coordinator Intern. Finally, many individual and couple memberships were renewed.

Like 2017, 2018 memberships fit 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*

Work continues regarding improving the membership program. Issues regarding membership reminders and renewals are still a concern. In addition, a solution to physical membership cards is also an issue. In 2014, physical membership cards were eliminated. The cards themselves only identified the carrier as a member, but gave no details about who the card belonged to, or exactly what type of membership it was. In 2017, a plan was developed to create new physical membership cards in order to:

- Provide something tangible for members to own
- Provide a source of advertising through our current clientele
- Provide something would be long lasting and adaptable

Currently, a plan is in place to produce membership cards that could be updated with a simple sticker each year. Cards would either need a magnetic stripe or be created with the members information on it. Both solutions have issues. On the one hand, the RLRHC does not currently have the technology to edit cards with magnetic stripes, or a reader to access their information. On the other hand, the cards would need to be ordered in bulk, and thus it would be difficult to have enough members to warrant creating individual cards.

Membership Type	2015 Purchases	2016 Purchases	2017 Purchases	2018 Purchases
Lifetime Membership - Family	0	1	2	1
Lifetime Membership - Individual	1	0	2	0
Annual School Membership	2	2	1	2
Annual Non-Profit Organization Memberships	2	0	3	3
Annual Family Memberships	11	5	5	4
Annual Individual Memberships	6	9	8	19
Annual Senior Couple Membership	5	10	6	7
Annual Senior Individual Memberships	4	4	7	8
Corporate Membership	N/A	N/A	2	1
Total	33	31	36	45

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 artefact 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. She also monitors and evaluates volunteers insuring that they are enjoying their work at the RLRHC while still accomplishing the goals set out for each project.

Elise Barr-Klouman was hired in 2017 with a contract end date of early January 2018. It was decided to extend her contract until the end of February of 2018. Her title changed from Archival Intern to Archival Assistant, after completing her NOHFC Archival Intern position. Elise worked almost exclusively in the archives during her contract extension, completing tasks laid out in her report as part of her Internship. Elise also worked to provide a smooth transition for future work in the archives by building a list and a set of instructions that will be the future of an archival fond.

As part of a YCW internship, Jessica Beksei was hired to evaluate the RLRHC's conservation standards as the Preventative Conservation Intern. Jessica started the position in the late summer of 2017, working closely with the Director, Curator and Archival Assistant in order to create a report designed to improve aspects of artefact storage, exhibits, building maintenance and policy planning at the RLRHC. Jessica finished her internship in February of 2018.

Sara Wright held the title of Exhibition Intern, funded through the NOHFC Internship grant. Sara rejoined the team after having completed the exhibit manual for *Beneath It All: Red Lake's Mining Story* in early 2017. Sara was responsible for researching, writing and designing much of the content for the exhibit. Sara also had a hand in social media, event preparation, as well as a long list of other accomplishments.

Abby Dumbrille joined the team in May 2018, as the Program Coordinator Intern, funded through the NOHFC Internship Grant. Abby was responsible for reviewing old programs, compiling a list and sorting in terms of their usefulness. She also ran programs throughout 2018, was one of the driving factors behind increased school visits, helped run events, took over Northern Nature Trading duties and created, developed and ran the RLRHC's summer programs.

The RLRHC also acquired funding through Sunset Country Summer Experience Program to hire on a student who worked during the summer months. This candidate helped organize the RLRHC's tourist

booth, created lists of local 'drive in' and 'fly in' fishing camps, help interns with their projects and interacted with the public, helping them navigate the town of Red Lake and the greater area.

The individuals who contributed their energies to our team were:

Director	Trevor Osmond
Curator	Lisa Hughes
Contract, -2018	Elise Barr-Klouman, Archival Assistant
Intern ¹ , 2018 – 2019	Sara Wright, Exhibition Intern
Intern ¹ , 2018 – 2019	Abby Dumbrille, Program Coordinator Intern
Intern ² , 2017 – 2018	Jessica Bekesi, Preventative Conservation Intern



¹ Funding made available through NOHFC

² Funding made available through Young Canada Works

VOLUNTEERS

The RLRHC continues to grow and maintain much of its volunteer force. While some volunteers do move away or get busy, the majority of core volunteers have remained. The RLRHC noticed a small increase in the overall number of volunteer hours in 2018, as compared to 2017.

Projects still vary from week to week; however, they can be categorized into collections management, research, exhibit 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.

Approximately 54% of all volunteer time was put towards the construction, tear down, planning and writing of exhibits. Most of the volunteer hours were related to summer exhibit 'Beneath It All: Red Lake's Mining Story'. The exhibit required a great deal more construction than any previous temporary exhibit. The RLRHC needed to acquire a great deal of carpentry help. As luck would have it, numerous volunteers were able to help out, providing a strong structure for the exhibit. Further help was needed to turn the rock wall idea into a reality. Over 10 volunteers helped craft the wall, carving and painting it and then fitting it in place. Technological trouble shooting, panel writing and interactive design were also major portions of the exhibit.

Department	Tasks	Hours
Collections	Cataloguing, inventorying, rehousing, photographing	262.75
Exhibits	Construction, set up, take down, interviewing, writing, design, research	633
Special Events	Halloween Fright Night, Winter Festival, Movie Nights	100
Special Projects	Newspaper inventory, historical book index	113.75
Miscellaneous	Organizing, cleaning, ironing, research	69.5
Total Hours		1,179.00

Table 8: Volunteer hours

Our volunteers made great strides in locating and recording the whereabouts of artefacts in each the RLRHC's storage areas. Other projects related to collections included photographing artefacts, reporting on their condition, providing proper padding and storage, and tagging artefacts. Our 2017/2018 NOHFC Intern, Elise Barr-Klouman, may have finished her contract in early 2018, however, she also stayed on for approximately a month helping to organize the archives. The extra work was much appreciated.

A great deal of work was accomplished regarding the creation of a newspaper inventory. The hope is that it will make the newspaper more accessible to the public. Work will continue on the project as there over 60 years of newspapers to go through. The project has revealed a great deal about local mining events. This helped add specific stories to the online mining exhibit. The total number of volunteer hours for Special Events increased sharply from 70 in 2017 to 100 in 2018. This was partially because of the kinds of events that were being run, and partially due to the availability of greater numbers of volunteers for these types of tasks.

BOARD OF DIRECTORS

A very special thanks to the volunteer Board of Directors, whose dedication and efforts have allowed the RLRHC to prosper in 2018. Thank you to all that will leave us in 2019 and for all those who will stay for the next term. Members of the 2018 Board of the Directors 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 numerous organizations that have invested in the RLRHC in 2018.

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
Government of Canada

Project and In Kind Donors

Balmertown Food Fair
Red Lake IGA
Ministry of Northern Mining and Development
Goldcorp
Rubicon Minerals Corporation
Science North
Moffatt Supply and Specialties

Project Partners & Affiliates

Chukuni Communities Development Corporation
Sunset Country Museum Association
Red Lake Indian Friendship Centre
Reel Canada
Highway 105 Tourism Board
Norseman Festival Committee

Project Partners & Affiliates (cont.)

Patrick Hunter
Clever Corvid Art and Art Workshops
New Starts for Women
Pure Gold
Premier Gold Mines
Rimini Exploration & Consulting
Rob McEwen
Northern Sun News

FINANCIAL REPORT

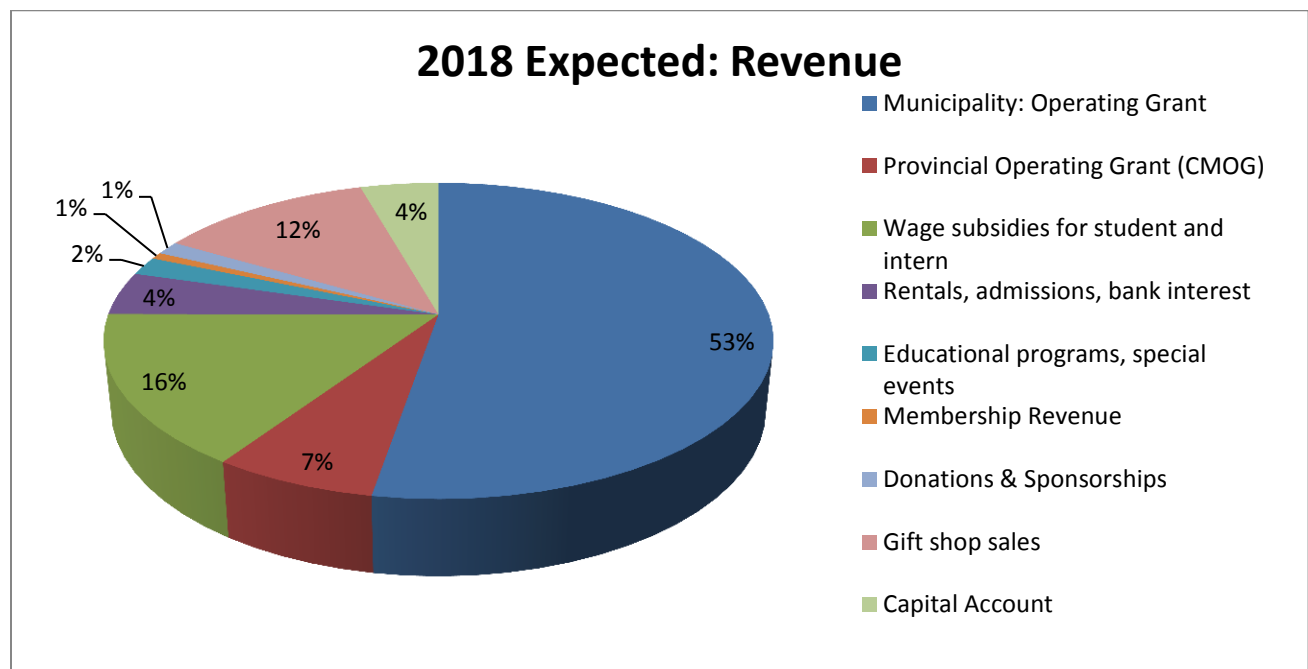
REVENUE

The majority of the RLRHC's revenue is garnered through the Municipality operating grant. In 2018, the expected total portion of the grant was increased in order to help balance the budget. It was projected to make up 53% of the total revenue. In practice, due to fundraising ventures and generous donations, the grant made up an estimated 51% of the actual revenue.

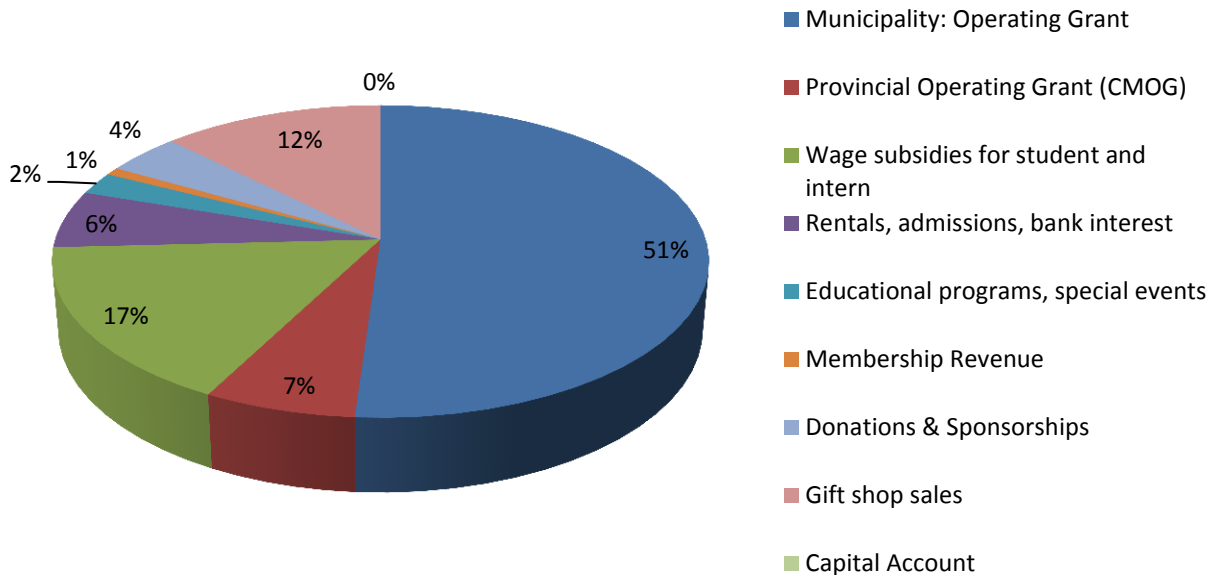
The Provincial Operating Grant (CMOG) made up 7% of both the expected and actual revenue for the year. Gift shop sales made up 12% of the expected and actual revenue. Actual gifts shop sales exceeded the expected by a small amount (6% in excess of expected gift shop sales).

Facility rentals, bank interest and admissions made up 6% of the revenue for 2018. The unexpected increase is related to the significant number of paying visitors who came to see the summer exhibit *Beneath It All: Red Lake's Mining Story*. Educational programs, special events, and memberships each met their expected revenue goals.

Overall revenue was greater than expected (by approximately 3%), which helps offset some of the costs related to upcoming Canada Revenue Agency and engraving fees in 2019.



2018 Actual: Revenue



EXPENSES

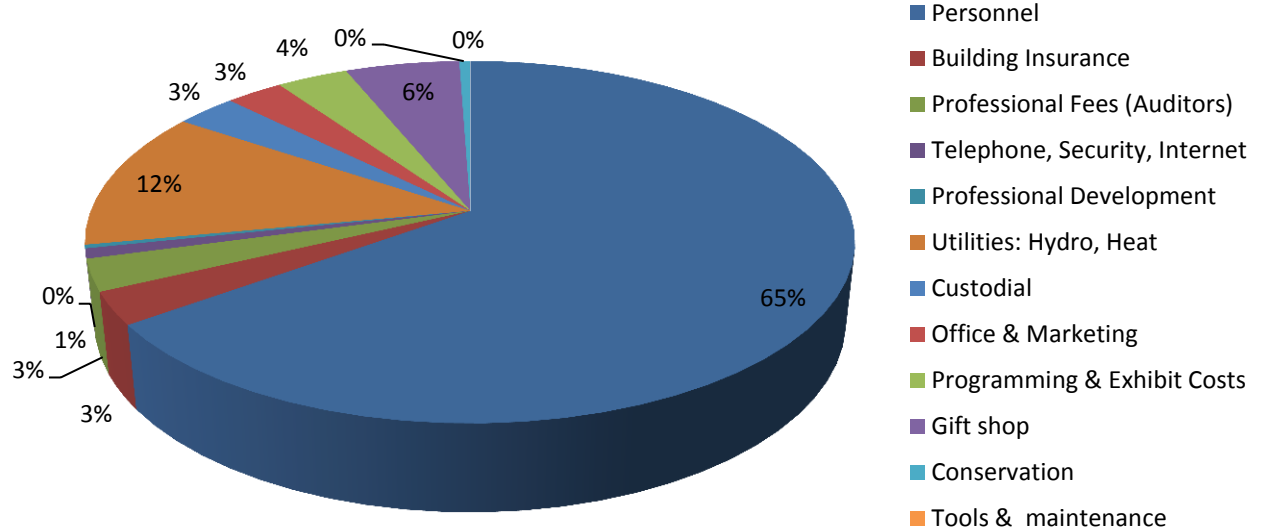
The majority of 2018's expenses were related to staffing costs. Staffing costs were higher than expected for the year. Extra costs were related to small contract extensions in order to help carry over staffing shortfalls and to finish ongoing projects. The difference was relatively minor, equating to 3% of total expenses.

In 2017, it was necessary to increase the budget for the gift shop in order to maintain enough goods for sales. A similar increase was developed for 2018. Despite the increase, it was necessary to purchase extra goods in order to meet the demand. The result was a 2% increase in gift shop expenditures. Hydro costs were once again under budget (by 4%). Expenses related to building insurance, professional development, custodial duties, office & Marketing, and conservation came in at expected levels.

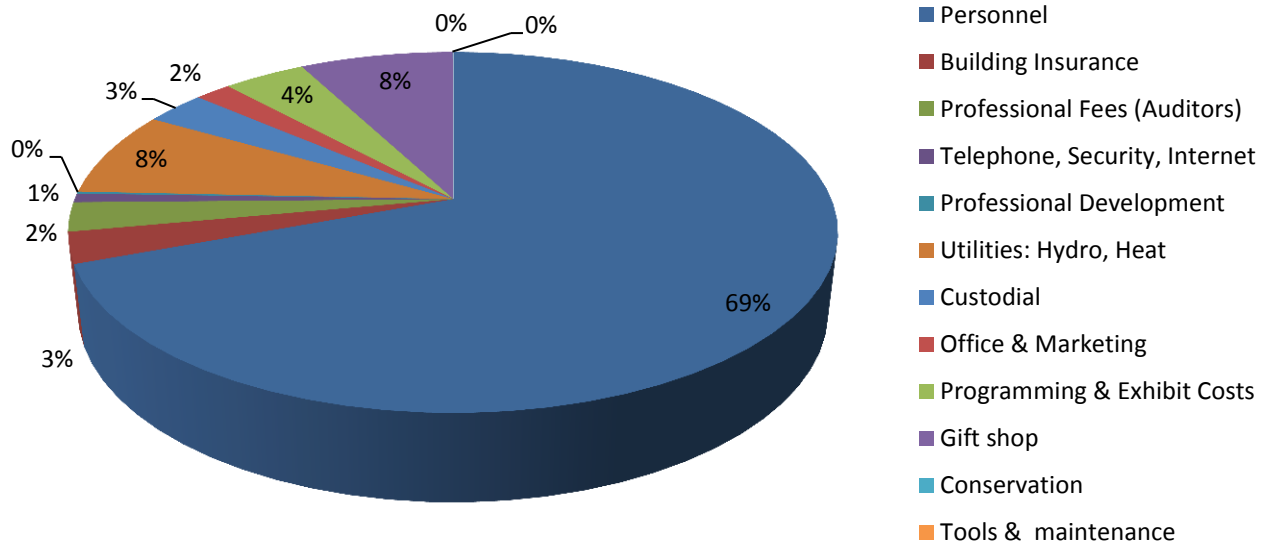
Extra expenditures related to programming and exhibits were minor, and were offset by Goldcorp's generous donation.

Overall expenses were slightly over budget (approximately 2%).

2018 Budget: Expenses



2018 Actual: Expenses



VARIANCE

The total net, unaudited balance of 2018 was \$3686.04. Despite some small over expenditures in the gift shop, personal and exhibits, RLRHC staff were able to generate revenue through fundraising enterprises. Combined with underspending in other areas, the budget was successfully balanced.

As eluted to previously, extra personal and contract extensions meant that extra funds were required. As a result, the RLRHC spent \$208,842.23 on staffing, equating to a 14% over expenditure. The reason for the extra expenditures had to do with increased number of staff during the year. In 2018, the RLRHC was able to acquire the services of two NOHFC interns which contributed to the staffing expenditures. Despite elevated expenditures, NOHFC positions are extremely well funded, and as a result the RLRHC received an extra 10% revenue through wage subsidies for students and interns. This helped alleviate some of the costs associated with staffing. With no conceivable staffing extensions for 2019, next year should be more in line with the 2019's proposed budget.

Building insurance increased by 2%, but will be reassessed for 2019. Audit fees related to year end audits equated 99% of the expected 2018 professional fees. Telephone, internet and security were similarity under budget (95%). Utilities (66%), office and marketing (68%), and conservation (9%) were all significantly under budget.

Exhibits and programs came in over budget (124%). The extra costs are the result of:

- A significant increase in exhibit expenditures related to the Beneath it All exhibit
- A slight increase in expenditures related to summer programing
- An increase in expenditure as it relates to public events (many of which were fundraising events)

Most of the increase in expenditures was balanced by increased revenue or donations. Facility rentals and admissions were 40% above expected values and educational programs and special events saw a similar increase (126% of expected revenue). Due to a large need for gift shop items, gift shop expenditures increased substantially in 2018 (by 45%). This was partially offset by extra gift shop revenue throughout the year (106% of expected sales), however, it remains the largest source of unexpected expenses for the year. This should leave adequate merchandise in the gift shop for 2019.

Custodial costs were slightly elevated for the year (107%). This was mostly due to the purchase of cleaning supplies related to weekly cleaning. No expenses related to tools & maintenance arose and as of the 2019 budget, this category will be eliminated by working it into the exhibit or janitorial categories as appropriate.

In order to maintain a balanced budget, projects related to conservation were put on hold. As a result only a fraction of the budget (9%) was spent. The need for supplies has not diminished in any way, and in 2019 the budget will contain a substantial increase in financial support for conservation and collections based projects.

Capital spending was delayed in order to wait for potential grant opportunities. The RLRHC budgeted for an amplifier and a projector equating to \$13,092.78. These funds were to be withdrawn from a surplus account held in trust by the Municipality of Red Lake. The deferred expenditures will be addressed in 2019. In addition, the RLRHC will be looking for additional support in order to replace office computers.