



RED LAKE REGIONAL
HERITAGE CENTRE

Year End Report



2019

OUR PURPOSE

MANDATE

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

MISSION

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

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

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REPORT FROM THE CHAIR

The Red Lake Regional Heritage Centre (RLRHC) began 2019 building on the momentum developed in the previous two years. Community outreach continued to expand with the staff involved in numerous events such as the Pow Wow and the Norseman Days to name a couple. More programming and events continued to attract more people from within the community and outside visitors. The “Beneath It All” exhibit, which showcased the Red Lake District’s mining history, was downsized and relocated into the main gallery by the volunteers who constructed it.

From an operational perspective, the work of the staff, interns and volunteers was clearly making a positive impact on the perception of the RLRHC and its contributions to our community. Everything was looking good. Then Mother Nature went to work. I will never forget a text message I received during the afternoon of September 20th, as I was driving between Vermilion Bay and Kenora on my way to Winnipeg. “The roof has been blown off the Heritage Centre.” A photo followed. Later I received an updates from Trevor, who was attending a function in Toronto, and Lisa. The high winds associated with a storm event peeled the steel roof off the building, but it was the ensuing heavy rains that persisted for days, that put a huge damper on the operation of the Heritage Centre. Attempts were made to minimise the incursion of precipitation into the building, but the elements won the battle. Fortunately the community rallied to provide support to the staff to help minimise damage to the collection and ultimately move the collection to a temporary storage facility. My thanks go to the staff, the other directors, the volunteers, town employees and the community members who gave up their own precious time to help at the Centre. Many had issues at their own homes to deal with. I would also like to thank businesses such as TJ’s, the IGA and TimberMart that helped in various ways.

The water damage and subsequent mould growth rendered our building unusable. The Municipality of Red Lake acted quickly to initiate an insurance claim. The roof was replaced prior to yearend with the contractor working diligently in abnormally cold November weather. This allowed the assessment of damage and restoration work to commence inside the building in January. However due to the extent of the damage and the risk and effects of mould with respect to occupational health and safety and preservation of artefacts, the work has to be tightly controlled and monitored. This is further impacted by the COVID pandemic which will effectively keep the building shuttered through 2020.

The disaster had some positive impacts as the staff was able to take inventory of the artefacts, assess their condition and update documentation. The staff was also able to launch the Red Lake region interactive mining display. The challenge for 2020 is to keep the public engaged during the restoration period. As a board we are faced with issues such as loss of revenues and ensuring our people are kept safe at work and to continue to engage the public. I am confident hard work and perseverance will bear rewards and look forward to the day normal operation resumes.

John Frostiak

Chairman

REPORT FROM THE DIRECTOR

This year can be defined as a year of ups and downs. Launching from a very successful 2018, 2019 started with a great deal of promise. January began with an extremely important Pimachiowin Aki Corporation 12th Annual General Meeting. The Red Lake Regional Heritage Centre continued to host the meetings between the members of the Road South Committee who are planning for the building of the road that will connect northern communities with Red Lake.

The Red Lake Regional Heritage Centre also continued to push programming. Abby Dumbrille, the Programming Coordinator, was instrumental in increasing the number of programs during the winter and spring. These programs were very successful and received great praise by the local community.

Birthdays, weddings, and Valentine's Day celebrations made sustained the success of past events and rentals.



The Red Lake Regional Heritage Centre also took relocated the temporary exhibit 'Beneath It All: Red Lake's Mining Story'. The exhibit was reduced from a full room to less than 80 square feet while still maintaining the most interesting aspects of the original exhibits. This included the cage, video content, underground walkthrough and even added some interactives and sounds. The exhibit will remain for years to come so that visitors may keep enjoying it. The content that was removed was moved to the Red Lake Regional Heritage Centre's Website. Sara Wright, the Red Lake Regional Heritage Centre's exhibit intern, was tasked with trying to fit all the content online. She was extremely successful and this aspect of the webpage will be a permanent fixture.

In April, the Red Lake Regional Heritage Centre ran a week (and a bit) long STEM style Science Olympics. This contest included all the local public school, which would face off in a number of events. Scores were tallied and the results were given at the end. Kids enjoyed the events and their gleeful laughs could be heard throughout the building.

For the first time the Red Lake Regional Heritage Centre joined the Pow Wow celebrations in an official capacity. A booth was set up to sell our wares. A donation was given to the Pow Wow committee from these sales. The event was enjoyable as always, featuring traditional dances, drumming and games for the kids.

The summer started with a bang! The Red Lake Regional Heritage Centre partnered with the Red Lake Indian Friendship Centre in order to host 2019's National Indigenous Day celebration featuring a concert. Summer also included kids programming, the Norsemen Festival (movie and concert), the summer exhibit Red Lake on the Move: A History of Transportation, Fresh Air Family Fair, and the Pride Gala and Celebration. Ana Neri, the Red Lake Regional Heritage Centre's summer student played a large

role in helping to design, set up and run many of these events. Her advertising was extremely efficient and eye catching.

After a busy summer, the Heritage Centre welcomed two new interns. Jenna Locke (Registrar Intern) and Amanda Laverdure (Traditional Knowledge Consultant Intern) began their internships in September. Both internships will help clean up the backlog of collections and research files in addition to helping with regular office duties.

On September 20th, storm cell ripped through Red Lake. During that storm several trees were felled and some buildings damaged. The Red Lake Regional Heritage Centre was subjected to the worst of the storm as it peeled the roof away like a tin of sardines. During the next two days the combination of Municipal staff, volunteers and Heritage Centre staff covered everything with plastic. Large fans and dehumidifiers were then brought in to mitigate leaking of the roof. Once the immediate danger was out of the way, Red Lake Regional Heritage Centre staff and Municipality staff began the process of relocation. A suitable storage location (in Balmertown) was chosen because it would both serve as a warehouse and as an office. Though it took many trips, artefacts, office equipment and office furniture were moved to the new location.

As the damage was assessed it became clear that the Red Lake Regional Heritage Centre would be out of commission well into 2020. A temporary water proof roof was constructed to stop the constant flow of water into the building. In December, despite freezing temperatures, REMR roofing began constructing the permanent roof. After the roof has been finished, the next level of work will begin on the inside of the building. This work will be extensive and time consuming. It is expected to take until the end of the summer before things are ready enough to begin the process of moving back into the building.

I would personally like to thank everyone who helped during the process. For those who donated their time, money, supplies or expertise, on behalf of the Board and staff, we could not have done it without you. We know it has been a lot to ask for in such a small community, but the way the community rallied let us know that despite difficulties, the tasks we needed help with would get done.

Sincerely,

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 2019:

INVESTING IN BUILDING RED LAKE'S CULTURAL IDENTITY

In 2018 the RLRHC began its planned update to reimagine the main gallery. This involved phasing out some of the older exhibits that had been on display for years. In 2019, the first of these major changes was to move two of these exhibits into the main hall. The choice was made to refurbish and relocate the displays rather than eliminate them, because the displays still hold a great deal of interest to the public. Additionally the two other exhibits were paired down so that they could make room for the RLRHC's newest exhibit. Beneath It All: Red Lake's Mining Story went from a very well received temporary exhibit, shifting into a new permanent exhibit. Since the original exhibit was very large, the new permanent exhibit needed to be pared down in order to fit its new home. RLRHC staff discussed the aspects which were most popular with visitors and planned the new permanent exhibit accordingly.

In addition to changing up exhibit content, the RLRHC also held a number of events with the Red Lake Indian Friendship Centre (RLIFC), the Red Lake Francophone Association, and other arts and culture groups. Many of these groups are established in the area, so rather than giving them a voice, the RLRHC instead gave them a location. From these partnerships the RLRHC was able to participate in the National Indigenous Day Celebration event, Pride Celebration, St. Jean Baptiste Day, Norsemen Festival, National Canadian Film Day and many more.

The RLRHC also met with interested representatives from the community to discuss the West End Red Lake Museum. This museum is privately run by volunteers. During the session the RLRHC offered some assistance to the group of volunteers. Although the RLRHC will not be taking ownership of the facility, it is still in the best interest of the community that both historical museums flourish. With the West End Red Lake Museum focusing on the early communities, the mines and the events in West Red Lake, the overlap in content is relatively minimal. This allows both institutions to produce valuable content without interfering with one another.

In 2019, the RLRHC finally updated its branding. Local artist, Gary Worrall, produced a simple yet intriguing logo design that resonated with staff and Board. The new logo will be placed on all RLRHC advertising, correspondence and will be added to selected merchandise in the gift shop. In 2020, the RLRHC will look to update its sign utilizing the new logo and brand.

INVESTING IN DEEPER INCLUSIVITY

In 2019, one of the RLRHC's major goals was to continue to partner with local groups in order to create and run cultural family events.

On January 9th, the RLRHC hosted the Pimachiowin Aki Corporation's Annual General Meeting. As part of the meeting, the RLRHC was identified as a partner, and will be closely involved with any aspects of the newly registered UNESCO World Heritage Site. The RLRHC will also act as an Ontario base for activities related to the site. We hope that this partnership will lead to opportunities, and help us connect with the Indigenous cultural history that has become a prominent part of the RLRHC's exhibits both at present and in the future. The RLRHC is excited about the potential surrounding this partnership.

The RLRHC partnered with the Francophone community in 2019. First, the RLRHC showed the short film 'Where the Poppies Grow' on Feb 21st. The event drew a good mix of Francophones and non-Francophones. To follow up the success of the event, the RLRHC and Red Lake Francophone Association also celebrated Saint John Baptist Day on June 24th. This event included a program for children in the morning and lunch & games in the afternoon. The response was extremely positive and we hope to be a part of this celebration again in the future.

The RLRHC also reached out to seniors in 2019. RLRHC staff ran a very well received program called Sentiments for Seniors. The program involved inviting adults and children into the RLRHC in order to create a Valentine's Day card. The RLRHC supplied the materials and the decoration while the public supplied the artistry and designs. Some cards were created for specific seniors in mind, but most were instead intended to go to the Northwood Lodge and be given out to the seniors there, insuring that everyone received something for February 14th.

The RLRHC also hosted two important events during the summer. The first of these was the amazing musical performance held for National Indigenous Day. On Friday, June 21st, the Heritage Centre partnered with the Red Lake Indian Friendship Centre to showcase the incredible musical talents of Nick Sherman. Known as the "Voice of the wilderness" Nick produces music described as an earth, gritty folk music that is both rich and strong. Admission was by Donation. There was also tea, coffee, and bannock.

Then on June 24th the Heritage Centre partnered with the Francophone Association to celebrate St. Jean Baptiste Day. The day started with a program for the École catholique des Étoiles-du-Nord. After the program, families were welcomed to drop in for a great day of celebration, including food and games at the Heritage Centre and Centennial Park.

On August, the RLRHC once again partnered with the Red Lake Indian Friendship Centre to celebrate Pride Weekend. On August 16th the RLRHC hosted a gala with music, food and drink. Guests had an excellent time mingling and enjoying the festivities.

The RLRHC continues to develop programs, events and partnerships which reach out to minorities in the greater Red Lake community. Notwithstanding the efforts of the RLRHC, there is still a great deal of room to grow in this regard. Staff will continue to seek ways of ensuring that there are opportunities for everyone.

INVESTING IN A CULTURE OF CONTINUOUS IMPROVEMENT

The RLRHC has been committed to bringing change to the RLRHC. In 2019, the Main Gallery exhibit, *Beneath It All: Red Lake's Mining Story*, was completed. This was a project that had been in the planning stages for nearly 5 years. The exhibit was heavily driven by interested and excited locals who supported the project through advice, volunteering, interviewing, technical support and construction. The accompanying website also launched, now allowing those who could not explore the exhibit in person to learn about Red Lake's mining story in great detail online.

In early 2019, our Programming Intern went through past educational programs to review content, insure that the programs were ready to be run, and help suggest improvements to make the programs that were not in order, potentially viable. In addition, the number of programs run in early 2019 increased substantially. Included in this programming increase was the RLRHC's first ever Science Olympics.

On February 2nd, RLRHC staff began training through Science North for Northern Nature Trading. This training was intended to follow up with 2018's conference, and also to gauge how each centre might cope with the continuation of the program. Additional training was provided by Science North in March and then again in December.

RLRHC staff also began to learn about local traditions and history of the Anishinaabe culture from two key sources. On August 29th, the RLRHC held the exercise for Municipal staff, Red Lake Margaret Cochenour Hospital staff and a variety of other individuals from likeminded organizations. Staff from the RLRHC participated and helped facilitate the experience. Staff, volunteers and participants were educated on what it might have been like to live through the experiences of an indigenous individual/group. For many it was an emotional experience. In addition, the Red Lake Indian Friendship Centre held a number of programs late in the year. RLRHC excitedly participated in creating medicine bags. Kaaren Dannenmann (RLRHC Board Member) began indicating early in the year that she thought Red Lake would benefit from the Blanket Exercise. When the conversation was brought up to the Board of Directors, they were very supportive of the idea.

The Curator took part in some training in mid-September at the Kay-Nah-Chi-Wah-Nung Historical Centre. The Historical Centre hosted a two day Canadian Conservation Institute (CCI) workshop on display cases. The workshop conferred details on display case design and fabrication, with a focus on balancing preservation, access, visibility, sustainability, and costs related to displaying museum objects.

As part of the RLRHC's goal to create a culture of continuous improvement, the Director was a part of the world renowned symposium called the Association of Science and Technology Conference (ASTC). A guest of Science North, the Director enjoyed a variety of seminars on implementing technology, dealing with changes in funding acquisition, and developing emergency plans in difficult situations. Despite the conference being the exact same time as the roof incident, the Director elected to stay at the conference to learn, and strengthen partnerships, while dealing with the issues in Red Lake remotely.

Many of the steps taken during the rescue process were made easier as a result of the contacts and information garnered through the ASTC.

INVESTING IN OUR MATERIAL AND NON-MATERIAL CULTURE

As part of 2019's agenda, a concerted effort was made to evaluate some of the storage spaces in the RLRHC. In order to improve and meet museum standards, the RLRHC required a redesign of storage space in the Mezzanine. The material culture housed within the storage room had been repacked, labeled and identified as early as 2013, however, a full storage redesign was required to ensure that objects were stored according to standards. Using a past report as the basis for making improvements, the RLRHC acquired an intern through the NOHFC grant on September 01, 2019. The plan was centred on updating storage methods and organizing materials by type. While the incident caused major changes in the work flow of the project, the report will move forward as planned.

The Curator developed a strategy to update, correct or complete the RLRHC's collections database. The Curator dealt with many of the long standing issues with many of the objects in the collection by contacting donors, getting donation documents updated and researching objects where donor information was unclear or unknown. While successful, the Curator will be required to address many more objects in the future.

With the destructive nature of the incident, a great deal of effort was put into caring for the collection. First, objects were covered with plastic and tarps in order to prevent water damage. After the initial event, the roof was covered with tarps. This allowed RLRHC staff and volunteers to begin packing the artefacts. Due to time constraints and concern over increased humidity levels, objects were packed in haste. While not advisable, staff were instructed to pack and ready artefacts for shipping as quickly as possible. It was the only way to ensure that the material culture might survive the ordeal. Once a temporary storage facility was identified, objects were placed on modified pallets and moved to the warehouse for storage. When the warehouse was filled and a proper work space was established, the Curator lead the effort of unpacking and identifying problematic objects. Any artefacts that were deemed hazardous (damaged or moulded) were separated from the rest of the collection. Since so many objects were moved in a short time, the process will take a great deal of time in order to take full assessment of the collection. The assessment will roll over into 2020 and 2021 upon completion of the RLRHC repairs.

INVESTING IN ORGANIZATIONAL RESILIENCE

The RLRHC's organizational resilience was tested in 2019. The summer is a significant time for the RLRHC, accounting for approximately 40% of the yearly visitors. 2019's early fire season was particularly active just north of Red Lake. This caused a great deal of issues for camps, and visitors alike. Overall it meant an overall reduction of visitors in June and July. August rebounded reasonably well, however, the damage had been done. Revenue from visitors, the gift shop and facility rentals were all down during that period. In order to compensate, RLRHC designed programs and exhibits accordingly.

Additionally while there was a shortfall of activity within the Red Lake community, the RLRHC was also going through a staffing shortage. Normally there is a small gap between NOHFC interns, but in 2019, the RLRHC had to wait nearly five months in between interns. Most of the waiting period was as a result of the transfer of government from one political party to the next. RLRHC staff adjusted their work schedules to compensate for the shortfall in staff during the period. Additionally, a former employee rejoined the team as a summer student, allowing the RLRHC to conduct business closer to norm.

Once the summer concluded, the RLRHC was able to acquire new interns, saw more activity, an increase in facility rentals and gift shop sales. It seemed as if things were back on track. In late September, disaster struck and the roof of the RLRHC was literally ripped off. In spite of all of this, the RLRHC team worked diligently to secure the building, and access help from the Municipality of Red Lake, volunteers and Board Members. After packing and moving artefacts from the RLRHC to the warehouse, staff attempted to make the new location their base of operations. In late November the Cheeky Beaver Boutique (Gift Shop) was opened up. December even included a Christmas sale.

Despite the setbacks of 2019, RLRHC staff worked tirelessly to adapt. Plans for the rehabilitation of the building, assessment & repair of the collection and community outreach are already in the planning stages for 2020. A strong focus on maintaining the reputation of the RLRHC, is of the outmost importance heading into the new year.

The Municipality of Red Lake continues to support the RLRHC by providing IT expertise, resources and even office space. The government of Ontario continues to support the RLRHC through various grants like NOHFC and CMOG. Most importantly, the community of Red Lake continues to show support for the RLRHC. Significant donations of time and funds have allowed the RLRHC to continue to operate during these difficult times.

ACTIVITY REPORT

VISITORS

With a solid track record of visitor growth over the past five years, the RLRHC has become a tourist destination, educational centre and event epicentre. 2019 built on the successes of years prior.

The year started off extremely well, a steady stream of students and gift shoppers made up the bulk of visitors. The influence of a dedicated programming intern was felt. During that period, each school made at least one visit to the RLRHC.

As spring transitioned into summer, however, tourists were limited by the construction going on at the airport and the wildfires burning just north of Red Lake. With so many ups and downs happening in Red Lake, the RLRHC was able to be a stable source of entertainment for both locals and out of town visitors. Once the majority of the work was completed at the airport, and the worst of the fires had died down, the Heritage Centre saw an increase in visitors.

Visitors voiced their pleasure at seeing that the Beneath It All: Red Lake's Mining Story was now a permanent fixture in the Main Gallery of the RLRHC. They were even more delighted to find out that the website had launched to accompany the physical exhibit.

As part of a plan to identify trends in Northwestern Ontario visitors, Destination Northern Ontario developed a survey. The survey was designed to evaluate visitors based on age, group size, geography and other qualifiers. The results of the survey revealed an interesting profile of the Northwestern Ontario visitor. The majority of visitors were from Northern Ontario and the United States. A large part of visitors from the United States came from nearby Minnesota and Michigan. In addition, visitors from Wisconsin, and Iowa were also relatively common. While it is expected that these northerly states would produce the most visitors, a secondary and diverse group including those from California, Florida, Alaska and Texas also came from far away to enjoy the quiet life. Those Northern Ontario visitors travelling within the region were made up heavily of those from Thunder Bay and Kenora. A large contingent of visitors from Southern Ontario cities of Toronto and Ottawa were also relatively common.

The majority of visitors came to the region for a quick circular tour of Northwestern Ontario. Contrary to the visitors who stayed for a short time in each area, the second most common group of visitors spent a great deal of time in one location. Interestingly, most party sizes were small. A two person group was the most common (58% of the total visitors polled). Lone visitors and those groups of four were also common (12.5% each). The majority of the pairs were couples.

"Brilliant ideas!"

- Eva Radziwil

"Sending you all the good vibes!"

- Hannah Russ

"Love it!"

- Everett Hobbs

"Wish I were there to enjoy the new exhibit."

- Bill Cook

"Great time for all."

- Anita Merkel

"Lovely, cannot wait to return to Red Lake!"

- Rosie Kathy Szentirmai

"Love following the Museum, great job!"

- Pam Goodwin

"Interesting!!"

- Carol Cleaver Cacciapuoti

The most common reason for travelling was for pleasure. More than 60% of all visitors identified that they were on a vacation. The second most common reason was visiting friends. These visitors were interested in touring, with a great deal of visitors interested in biking, boating and hiking. Camping, forays into Provincial Parks, visiting historical structures and museums were also common activities.

Most visitors stayed at hotels, motels or camp grounds; however, there were a dedicated few who brought their RVs (approximately 12%). Interestingly, it was found that most of the visitors were made up of first time sightseers (over 50%); however, there was a significant group who had been visiting the area for 15 years or more.

Overall, visitors were down when compared to 2018, however, given the set of circumstances and challenges the RLRHC faced throughout 2019, the year was a success. Facebook and website engagement from visitors have both remained strong.

Year	On-site Visitors/Renters	% compared to 2019	Facebook Friends
2015	6,332	108%	567
2016	7,621	131%	789
2017	9,115	155%	997
2018	8,661	147%	1,115
2019	5,888	N/A	1,235

Table 1: Visitors and likes by year



EXHIBITIONS

PERMANENT EXHIBITS

2019 was marked by a strong push towards reinvigorating the exhibit space. The HBC Post was reduced in size and relocated to the northern wall. In combination with the reduction of One Way Ticket, the extra space was utilized for the newly modified Beneath It All: Red Lake's Mining Story.

Additional changes were made to the long standing Mel White's Barber Shop exhibit and Dr. Aiken's Dentistry Office exhibit. Rather than eliminating them entirely, the exhibits were reduced drastically and added to the long hallway near the entrance. This decision freed up space in the main gallery while still allowing visitors to enjoy the story of the old exhibits. Planning for additional store front displays will be a focus of 2020/2021. These store fronts will add to the feeling of walking in down town Red Lake in the 1950's and 60's.

The material Culture from Pikangikum display also received some much needed attention. Artefacts were rotated to give visitors new experiences while allowing long time show pieces some time in storage. The display of artefacts was removed during the roof incident. Further changes to the display are expected for the reopening of the RLRHC.

Exhibit/Display	Year Installed	Changes
HBC Post	2007	Reduction/ relocation (2019)
Woodland Art Wall	2008	Redesign (2021)
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	Relocation (2019)
Dr. Aiken's Dentistry Office	2011	Relocation (2019)
Children's Play Area	2011	Redesign/relocation
Material Culture from Pikangikum	2014	Redesign (2019)
Archaeology	2015	N/A
Nature Trading (Front hall)	2015	N/A
Animal Tracks (Front hall)	2016	N/A
Beneath It All: Red Lake's Mining Story	2018	Redesign/relocation (2018/2019)

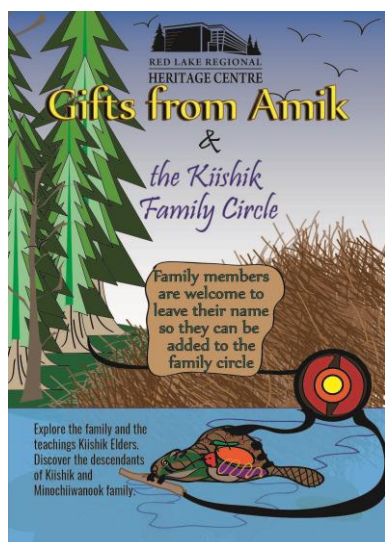
Table 2: Permanent exhibits by year

TEMPORARY EXHIBITS

There were two temporary exhibits in 2019:

Red Lake on the Move – On July 19th, the RLRHC unveiled its summer exhibit Red Lake on the Move. The exhibit included Red Lake's rich history of interesting and dynamic ways of travelling in a remote part of the world. Featuring an explanation of early water craft used by the local indigenous people, the exhibit introduced viewers to the idea that the first people to the area used canoes for thousands of years. Using river systems as highways they were able to travel from site to site, generally meeting up with other family units during the summer months and preparing for winter by travelling to their winter sites.

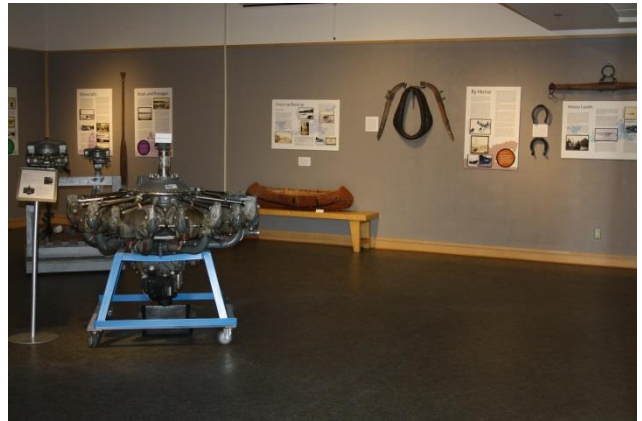
Red Lake on the move also showed the grit and determination of the first prospectors in Red Lake, focusing on their reliance on dog sleds, tractor trains, aviation and boats. Much of Red Lake's story is only possible because of the innovations by early travelers. There were very few resources and as a result the people up in the area had to make do with what they had and what they could make. These innovations include the light water craft of the local indigenous people, the elaborate portage systems for large water craft, the development of better skis for aircraft as well as a whole lot more.



The display was set up with the help of Duane Riddell, the Red Lake Airport Manager. Duane generously lent many aviation related objects for visitors to check out. The exhibit was intended to end on October 18th, 2020.

In addition to Red Lake on the Move, a very special dual purpose exhibit was set up in the main gallery. Gifts of Amik show the importance of the beaver in traditional clothing, tools and even games. Complete with interactives, this exhibit also included the Kiishik family circle, an exploration of the family's decedents. Visitors were fascinated that the lines of the family were so well recorded, and some visitors even expressed interest in having their own family history documented in a similar fashion.

5th Annual Red Lake Art Show – The Red Lake Art show is always a very interesting experience where artists bring their techniques and their talent together in order to create an amazing spectacle of local art. Planned for a mid-November opening, the exhibit was cut short as a result of the roof incident. Plans for the show will wait for the reopening of the RLRHC.



CONSERVATION

Conservation of the RLRHC's collection remains one of the most challenging aspects in the museum. In order to begin the process of insuring that the collection was properly secured, an NOHFC internship position was created. The successful candidate would recreate the Mezzanine storage space. Using conservation friendly materials and policies, RLRHC staff would ensure that all objects in the Mezzanine would be stored properly. This included making mounts, storage boxes, the inclusion of new shelving, putting similar materials together and the addition of light blocking solutions to cut down on UV, IR and visual light damage. Using a document created by a past intern, the new intern would plan the space and begin the work accordingly.

Sadly, September 20th, 2019 changed things. With the loss of the roof, the collection was at significant risk. Staff worked tirelessly to cover, pack and store the collection. As the problem was exacerbated by rain storms, it became clear that in order to insure the collections overall safety, it would have to be moved quickly.

The Municipality of Red Lake worked with the RLRHC to find a suitable place to store the collection while a solution could be found for the roof. Once a dry and heated area was found, staff began packing artefacts onto pallets. Realizing that staff couldn't possibly handle the huge task of moving so many artefacts on their own, the Director put out the call for volunteers to help move the RLRHC's contents. Dozens of community members helped to pack up artefacts, helped supply storage materials; built storage crates and moved artefacts to the new location. While staff and volunteers faced a plethora of challenges, eventually all artefacts were relocated to the storage facility.

The end of 2019 was spent assessing damage done to the artefacts. It is yet unknown what kind of lasting damage was done to the collection as a result of the water that flooded the building. Staff will need to go through each box and identify artefacts that are wet, have signs of mould or that were damaged in relocation. From there, staff will work on fixing the issues. For those objects that need very special attention, the RLRHC will need to seek conservation experts such as staff at the Canadian Conservation Institute (CCI). The result may be that the artefacts will be sent to a professional for treatment.



EVENTS

The RLRHC opened 2019 with an array of meetings, programs and events. On January 9th, Red Lake was proud to be the host of Pimachiowin Aki Corporation's 12 Annual General Meeting. The meeting attracted a positive turnout of important figures from various backgrounds, all interested in one thing. Delegates spoke about the preservation and the advertising of Canada's newest World Heritage Site. The Heritage Centre also hosted the Road South Committee on the same day. The committee was developed to get Red Lake ready for the road that will connect the northern communities with Red Lake via a permanent all season road.



Staff visited the offices of ENDM on January 10th (Formally MNM), to sort files and perform research for the online Mining project. This also included organizing files in the RLRHC but held by ENDM. The visit was extremely successful and during the process staff were able to add important content to the website, and identify RLRHC documents in order to separate them from other ENDM files. On January 12th, the RLRHC also held a Trader Dayz event where visitors were able to come in on the weekend and get in some great trading opportunities. Staff from Dryden Royal Bank of Canada even came by to lend a hand in the activities!



As part of Valentine's Day, the RLRHC was deeply involved in the community, making sure seniors and couples had a positive and fun day. First, NOHFC Intern Abby Dumbrille spearheaded Sentiments for Seniors. The project invited kids from the community to come in and make Valentine's for seniors. They were given a variety of materials to create whatever they liked. Cards which were not made for any particular person were delivered to seniors at the



Northwood Lodge Home for the Aged on Valentine's Day. Numerous card crafters, including several elementary school classes were involved in creating cards. Enough were created so that each senior received at least two Valentine's Day cards each. Staff from the Northwood Lodge indicated that their patrons were extremely delighted to receive so many warm greetings. Second, the RLRHC also held a Valentine's Day Date Night event. This special date night featured dinner and a film. The menu included a delightful appetizer consisting of a Portuguese caldo verde kale and potato soup, as well as a curried tuna salad. The main course featured a French braised beef with new potatoes and vegetables; as well as eggplant "meatballs" with linguini in a red wine marinara sauce. Finally dessert involved a white cake with strawberry sauce as well as a chocolate brownie with vanilla ice cream. The feature film was a wacky comedy called Date Night.

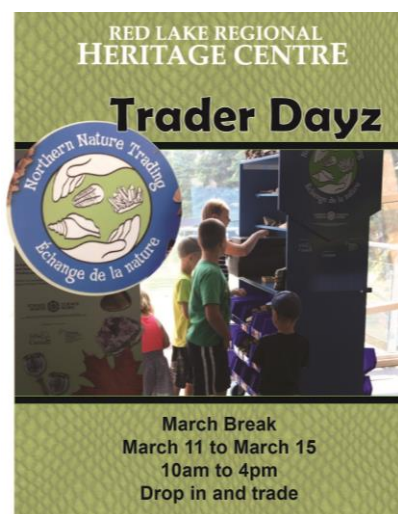
As with the past four years, the RLRHC was extremely happy to be part of the Winter Carnival on the 2nd weekend of February. On February 16th, the RLRHC held its Hot Chocolate Challenge event. Six hot

chocolate flavours were created and pitted against one another. The flavours consisted of Cookies N' Cream, Unicorn, S'mores, Old Fashioned, Sweet & Refreshing, and classic. The winner was voted by the public. Curator Lisa Hughes won the contents with her Old Fashioned brew. In addition to the challenge, there were crafts, games and art projects for visitors to enjoy. On the 18th, the Family Entertainment Series and the RLRHC joined forces to host a Family Entertainment Series Coffee House. Local talent from Red Lake were part of a wonderful show of live music and of course coffee.



The RLRHC had the pleasure to host the Francophone Association's presentation of 'Where the Poppies Grow' by Where the Poppies Grow is a short documentary about World War One soldier Alfred Saxberg of Thunder Bay. The film told Alfred Saxberg's story as a first generation Finnish Canadian who signed up at the beginning of the war and his

fortunate return home in 1919. Many turned out for the screening of the film on February 21. February ended with a great deal of activity including the Murry Wedding (Feb 22).



For March Break the RLRHC had a drop in and trade event called Trader Dayz. Trader Dayz was a created around our Northern Nature Trading post. An exhibit hatched from the imagination of Science North, the exhibit invites kids to come in with objects from nature, trade them in and receive points. Trader Dayz was an opportunity for kids to come in and know that they have ample time to trade, talk and discover. Many kids went home with some cool treasures and staff were pleasantly surprised to see that kids had taken the time to do their research. Kids were rewarded with their knowledge and given extra points for their experience and knowledge.

Every year since its inception, the Heritage Centre has been involved with National Canadian Film Day. In 2019, the Heritage Centre was happy to showcase the

Canadian made film 'The Sun at Midnight'. The film was shot at the Arctic Circle and told the story of a friendship formed between a runaway teen girl and a grizzled hunter obsessed with locating a missing caribou herd. The National Canadian Film Day presentation continues to be well received, and the RLRHC plans on being part of it when it can again open to the public.





In order to speak about the future of the small museum at the West End of Red Lake, the RLRHC hosted a meeting for the West End Red Lake Museum's dignitaries and stakeholders on May 7th. As part of the meeting, the current custodians of the building voiced their concern about the longevity of their ability to maintain the building, attract visitors and create content. No firm decisions were made during the meeting, however, the RLRHC agreed to help by advertising on its website. When able, the West End Red Lake Museum will be added to the RLRHC's mining map by staff.

The Sunset Country Museum Network met on May 9th as part of its biannual planning session. The meeting consists of sharing successes and triumphs as well as information on upcoming grants and changes in museum policy/literature. The 2019 spring meeting was held in Kenora with the purpose of being able to view the new arts facility. Due to some delays, the visit wasn't feasible, but some of the conversation about the expansion in Kenora was extremely helpful when considering new projects.



On May 10th, the newly formed Newmont Goldcorp also visited the exhibit space to view the newly installed permeant version of the Beneath It All: Red Lake's Mining Story. The visitors included executives from the mine, who were still very much in support of ensuring that the exhibit featured a small sample of gold as part of its underground portion.

Back by popular demand, the RLRHC held a Pub Quiz on May 25th. The evening was filled with quizzical fun and featured brainteasers developed by the RLRHC interns, Sara and Abby. It was close, but in the end it was Board Member Hilary Reid's team that edged out the competition. Their names were "etched" on the trophy of champions.

The end of May saw the RLRHC's participation in the annual job fair put on by CCDC. Every year the RLRHC staff show case what working in a museum is like, including a little side project or game. Students enjoyed the interactive, flipping through a museum portfolio and checking out photographs of the collection.



In June (15th), the RLRHC officially joined the Pow Wow as a merchant. This marks the first time that RLRHC staff took part in a Pow Wow in a participant function. Staff were made to feel extremely, welcome and in addition to selling wears, staff were also invited to participate in the ceremony and cultural delights of the Pow Wow event. If the Pow Wow committee would have us back, we would be honored to take part in a similar capacity.

The 21st of June also marks National Indigenous Day. The RLRHC partnered with the Red Lake Indian Friendship Centre to showcase the incredible musical talents of Nick Sherman. Known as the "Voice of the

wilderness”, Nick’s music had an earthy, gritty folk sounds with rich acoustic melodies. The Concert was by donation and included tea, coffee, and bannock.



On June 24th, the RLRHC celebrated La St-Jean-Baptiste day with a program, lunch and many games. The turnout was excellent, even the principal of the École catholique des Étoiles du Nord was in on the festivities. Kids enjoyed the day event and so too did the RLRHC staff.

The RLRHC took part in the amazing Fresh Air Family Fair on July 13th. Our returning summer student Ana Neri, created a very detailed scavenger hunt where kids had to solve a riddle of puzzle to find the next set of clues. The reward? Nature trading points of course! Kids flocked in to trade with their newly acquired points. It was another very successful Fresh Air Family Fair!



The RLRHC was involved in the planning and execution of 2019's Norsemen Festival. Along with selling bracelets and beer glasses, the RLRHC also accommodated visitors from EarlyON. Then in the evening, the RLRHC hosted a movie night in the Main Gallery (July 19th). Over 60 children attended to see the film, How to Train Your Dragon. Popcorn and drinks were served to those who paid a small fee. The film was free for those that had Norseman Festival wrist bands.



Representatives from the Lion's Club came to the RLRHC to research the history of medicine in Red Lake. After a great deal of searching for the perfect photograph for their upcoming ornament, a suitable option was found. The ornaments went on sale for Christmas of 2019.

During the summer, summer student Ana Neri also delved into the idea of creating an artist in residence program. Meeting with a variety of local artists about how to best proceed, Ana created a report which outlined the process by which an artist could set up and create art out of the RLRHC space. The opportunity would benefit both artist and RLRHC, helping promote both parties. We look forward to

implementing this document in the future, once the building has been put back to rights.



On August 16th, a Pride Gala and Celebration event was held at the RLRHC. Although it was relatively small, it was the first student planned event. Members of the planning committee should be very proud that they were able to create something that was both meaningful and fun. While it doesn't appear that the RLRHC will be able to help again this year, we wish LGBTQ representatives and the Red Lake Indian Friendship Centre the very best of luck in 2020!

The idea of running a Blanket Exercise had been talked about for many months leading up to September 3rd. Finally, on that day the RLRHC was able to invite staff from the Municipality of Red Lake, the Margaret Cochenour Regional Hospital, the Red Lake Indian Friendship Centre, and many others from the community to take part in this very rich experience. The evening's activities were spearheaded by Board Member Kaaren Dannenmann, her daughter Marney and local author Christine Penner Polle. The Blanket Exercise is a unique experience where participants take on the role of early indigenous families. Using blankets to represent their land, and sphere of influence, historical events change the shape of the ground they stand on and ultimately how they connect with others. It is the hope of the RLRHC that we are able to run the event again in order to insure that others in the community have the chance to gain a deeper understanding of the events that took place in Red Lake, Canada and North America.

As part of employee training, the Curator participated in a Canadian Conservation Institute Workshop held by Kay-Nah-Chi-Wah-Nung Historical Centre on September 10th and 11th. The workshop consisted of building, and modifying exhibit cases and showcasing artefacts so that the design was both practical, appealing and safe for the objects. At nearly the same time, the Director was involved with the ASTC conference as a special guest of Science North. The conference included visitors from all around the world, converging on Toronto. Between spectacular meet and greet opportunities, lecture style information sessions and ground breaking exhibit information booths, the conference was extremely informative and impactful. Going from September 19th until the 23rd, the conference was extremely full of activities and opportunities. Sadly, on September 20th, the roof incident took the Director's attention away from the conference. Despite being distracted, instead the experience was used to develop plans on how to mitigate the worst of the situation. Taking advice from fellow directors who had gone through similar experiences, the Director was able to apply what he learned to managing the RLRHC disaster.

The disaster meant that many of the planned events were cancelled. Despite the extreme difficulties of the incident, staff of the RLRHC were not detoured from putting on events. Newly hired interns Amanda and Jenna took part in the career fair on September 23rd. Held at the legion, this event is always a good time to hear from kids, and gauge their interest regarding what the RLRHC has been up to in the past year. Not surprisingly, most of the conversation was about the storm and the roof this year.



Halloween Fright Night, one of the RLRHC most popular events was made possible by our recent partners at the Red Lake Fire Department. Usually supplying candy, hot dogs and refreshments as well as people power, this year they even supplied their building. The volunteer support was amazing, allowing us to build a terrifying maze, complete with lighted pit, and spooky music. The event also featured lots of opportunities for crafting and candy tasting. Thank you to all who supported this wonderful event. We attracted just over 200 people to the Red Lake fire hall on the night of October 26th.

Our new Traditional Knowledge Consultant Intern joined a variety of workshops during November and December. She was able to participate in making bundle bags, medicine bags, jewelry, beading and even preparing a moose!

EDUCATIONAL PROGRAMMING

OVERVIEW

The RLRHC continued where 2018 left off. Abby the RLRHC's Educational Coordinator Intern worked diligently to create and review content, and plan for educational opportunities. Despite having an incredible 2018, the RLRHC was able to increase its programming revenue by 21% in 2019. That means that despite not having a full year of programming, the RLRHC was able to surpass its previous landmark. When our intern's contract was completed programming greatly slowed. A lack of staffing made programming nearly impossible until the summer months when Ana Neri was hired on as a summer student. Ana was able to create and run a number of very successful summer programs. Most of these programs included a long waiting list!

Year	Revenue
2019	\$1187
2018	\$984
2017	\$497
2016	\$677
2015	\$602

Table 3: Revenue by Year - Educational Programming

PROGRAMS

School Programming

On January 19th, the RLRHC held a Trader Dayz event. This event harkened back to years past where traders could come in and trade, do crafts and explore. The event was well received and well attended. The RLRHC also ran a short program for students in combination with Connected North. This allowed RLRHC staff to visit students in Poplar Hill First Nation via Skype. Our intern gave an interesting program on the history of Red Lake but with a focus on Woodland Art. The experience was extremely positive. The RLRHC would be most interested in being part of another Connected North program in the future.

On Feb 7th, the Golden Learning Centre joined us for a program. The Grade 4/5 class were introduced to the new mining exhibit and had an excellent time exploring what it was like to be in a mine. Many students already had an idea of the sorts of activities that go on in the mine, as relatives work at the

mines in Balmertown. Even the most knowledgeable students were able to learn quite a few things about the process of mining, what it was like to work underground and what kind of challenges were associated with producing gold. In addition, the program touched on the importance of environmental management and mine closure plans.

On February 15th the GLC joined us once again, this time focused on the fur trade. The Grade 3/4 class were presented with a trading game, learned how to walk in snowshoes, and were given a lecture on the history of the Hudson Bay Company in the Red Lake region. On February 28th, the RLRHC once again utilized Skype to deliver a program. This time it was to students down south! Students had a chance to learn about Red Lake. Many of these students had never even heard of our town. After the program, they will remember Red Lake for its gold mining, early fur trade history, its rich indigenous culture & art and of course through the story of how Red Lake received its name.

St. John's Public School joined us on March 21st for a program about identifying nature. Students participated in several "who had done it" type scenarios where they had to determine what type of animal had been busy modifying its natural surroundings. Students were able to catch on very quickly and had a wonderful time figuring out each scenario. Students also got to learn about making foot prints and walking like different kinds of animals.



In April the RLRHC ran its largest program to date. During the whole week (April 8th to the 12th) students from every elementary school were invited to take part in the RLRHC Science Olympics or STEAM Olympics. Students were split up into teams and asked to compete in four challenges. The challenges included tower building, where students were given a handful of materials and asked to construct a tower that was both tall and stable. In the next challenge students were expected to name the organs of the body and place them in the right place in the body using 2D representations. In the third Challenge students were given a length of tin foil and asked to create a water craft that could hold as much weight as possible. Coins were added until the craft sank. In the final challenge students were given an egg and asked to create a protective enclosure that would keep the egg from breaking. Given pipe cleaners, cardboard, tape, construction paper and a variety of other crafty materials, students created protective enclosures that could survive repeated drops. At the end of each day, small awards were given to the teams that were most successful. On April 18th École catholique des Étoiles-du-Nord



joined us for the Science Olympics. Once each school had participated, the overall winners for each challenge were announced. Surprisingly each school excelled in different events, giving each school a win in an event! The RLRHC intends to run the Science Olympics again as it was extremely successful.

École catholique des Étoiles-du-Nord joined us again on May 17th, this time to be part of the mining matters program. Students were able to get into what it was like to extract gold from rock, what was required for mining in Red Lake and for the older group, what was needed in the creation of a closure plan. A week later the Director gave a talk to students in the program for Dual Credit Workplace Readiness course through Confederation College. The Director gave some tips on how to best prepare for the work force, what is needed to work in a museum and what the best way to navigate through all the decisions facing students at Red Lake District High School.

École catholique des Étoiles-du-Nord joined us again on June 6th for the “Who did it”, animal investigation program. The younger kids attended in the morning and the older kids attended in the afternoon. The program was another hit with students as they cleverly determined what types of creatures were involved in each scenario.

When the roof came off, the RLRHC needed to adapt to continue to provide programming. Instead of inviting classes to participate at the Heritage Centre building, staff came to the schools. On December 13th the RLRHC went to the Red Lake Indian Friendship Centre at Site 2 to deliver a program about pottery. Students were able to get their hands dirty (literally). They were taught traditional techniques on creating pottery, the science behind those techniques and how the indigenous people of the area located clay, created tools, introduced new designs, added decorations and fired the ceramic vessels. Students were happy to use their hands during the program. It was clear that the students very interested in getting in touch with a piece of their history. More programs like this are planned for 2020.

Summer Programming

The RLRHC had an extremely interesting set of summer programs for children. The first of these programs was all about Transportation. Called Red Lake on the Move, the program featured content from the exhibit of the same name. On July 25th kids packed the temporary and main gallery for the exciting full day program. Activities included a game of headbands where kids had to figure out what mode of transportation they were. Kids also had a chance to develop their own family flag, played a number of transportation themed games, built airplanes out of paper, and cardboard, created their own toy boats and participated in a relay race with transportation themed challenges

Then on Thursday August 1st, the Heritage Centre held its Earth Treasures program. This particular program featured the opportunity for kids to make their own chalk, learn about how earthquakes work, dig deep into soil layers and even practice what it might be like to excavate at an archaeological dig site. Kids also got to learn how to press and



preserve flowers, figure out how soil is formed and determine what conditions are best for being able to recover archaeological, biological and fossil materials.

Finally on August 8th, the RLRHC held its last summer. This program was titled Indigenous Ingenuity and focused on nature, ecosystems, balance and the Anishinaabe values and wisdom. Activities included a tutorial and practice on creating birch bark baskets, dental pictographs, creating bead bracelets, baking bannock and the story behind how bannock became engrained in indigenous culture, as well as a how to create your own bug spray lesson. Special guest Lawrence Angegoneb dropped by for a visit and taught kids about the importance of the drum in local indigenous culture. Finally kids got to experiment with natural dyes and preparing hides.

Date	Program	Attendance
July 25	Red Lake on the Move	15
August 01	Earth Treasures	17
August 08	Indigenous Ingenuity	15
Total		47

Table 4: Summer program attendance

The RLRHC was extremely happy with the turnout and quality of the programs for 2019's summer activates. Staff worked hard at making rich and fun day programs, which would allow parents to drop off their children for the day. One of the difficulties with past years was the inability of parents to drive their children to a program and then pick them up only after 3 or 4 hours. Extending the program to double that length meant that more families could participate. To RLRHC's staff amazement, the programs had a long waiting list, which had never really happened before. The RLRHC will aim to provide day programs in the future in order to build on the success of 2019's summer programs.



FACILITY RENTALS

The RLRHC has been doing extremely well with facility rentals in the five years. At one time, with increased competition, the RLRHC had seen a significant drop of revenue from rentals. Now facility rentals make up a fairly significant amount of the RLRHC's self-garnered revenue for each year.

The RLRHC hosted events for businesses, not for profit organizations and local committees including but not limited to Municipality of Red Lake, Red Lake Willow Creek, Pimachiowin Aki, Branstone Financial, Red Lake Family Health Team, Rubicon Minerals, the Red Lake Francophone Association, New Starts for Women, the Kenora District Services Board, Red Lake Plumbing and Heating, Dakota Murray, RBC, Scotia Bank, Great Bear Resources, Pure Gold Mining Inc., Red Lake Palliative Care, Carrel & Partners and Newmont Goldcorp 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. Even with the loss of approximately \$2,100.00 in weekly rentals and a similar figure for one time rentals, the RLRHC still raised nearly the expected amount for the year, despite the loss of the roof.

Year	Revenue
2019	\$7,900.02
2018	\$14,481.62
2017	\$13,503.40
2016	\$12,166.33
2015	\$6,327.60

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, Patrick Hunter Prints, Rhonda Beckman designs including mugs, art cards, and decorative ornaments. In addition, new items have been added to the gift shop including a photos by Amy Newport, new shots of the northern lights by Mauricio Neri, and fantastic jewellery by Cuarzza.

Year	Total Revenue
2019	\$33,634.82
2018	\$38,239.24
2017	\$41,745.14
2016	\$26,455.49
2015	\$22,523.43

Table 6: Total gift shop revenue by year

Sales were slower when compared to previous years. The RLRHC had fewer events and exhibits which hindered the exposure of visitors to the gift shop items. Sales picked up in the 2nd and 3rd quarters but ground to a halt in the 4th quarter. The gift shop was closed for two out of three months of the 4th quarter and despite the Cheeky Beaver Boutique Gift Shop being open for December, a change in buildings affected sales greatly. Sales were down by approximately 40% from 2018. Still, the RLRHC did well in overall sales for the year considering the issues at hand. The RLRHC also spent less funds on the Gift Shop overall compared to 2018.

Consignment sales made up a significant portion of the RLRHC sales in 2019 at about 41% of total gift shop revenue. In years prior, consignment only made between 10% and 20% of the total revenue. As locals discover local artists, they are inclined to purchase local art over goods from outside the community. It correlates with a decline in summer visitors from out of town; it stands to reason that most of these purchases were made locals. Patrick Hunter coffee mugs continue to do extraordinarily well, and many locals ask about new designs and returning designs often.

Type	Revenue	Expenses	Net Revenue
Purchased/ Cost of Goods Sold	19,760.77	11,000.14	8,760.63
Consignment	13,874.05	6,368.56	7,505.49
Shipping	0	1,078.99	-1,078.99
Supplies	0	1,124.55	-1,124.55
Total	33,634.82	19,572.24	14,062.58

Table 7: Giftshop revenue and expenses break down

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 2019, two positions were funded by the NOHFC grant. The positions include the Registrar Intern and the Traditional Knowledge Consultant Intern.

Ontario's Sunset Country Travel Association provided funding for an employee during June, July and August. The position of Museum Docent provided a much needed respite for the Director and Curator and allowed the RLRHC to bridge the gap between Interns in the spring to the fall. The position was funded entirely by Ontario's Sunset Country Travel Association.

The RLRHC was only able to report \$45.01 from its visitor contributions to the donation box. While this is a significant decrease, it also marks the fact that donations from the donor boxes could not be counted as they were put in storage and were not accessible as a result of the roof incident. Donor Wall sales. In 2017 the total revenue from donor wall purchases totalled \$3875, a decrease from 2019, but still a strong effort none the less. The Donor Wall was engraved in 2018 and it was expect that efforts to complete the process would continue into 2019, however, due to circumstances beyond our control, they have not been completed.

Community support for donations was extremely strong during 2019. A huge increase in personal and corporate donation meant an astounding contribution of \$13,618.79. Sadly some of these donations came at a heavy cost, as the RLRHC had to say goodbye to Lesia Dayneka, William Cook and Andreas Lichtblau, two staunch supporters of the RLRHC. We will miss them deeply.

MARKETING AND PROMOTION

Efforts to expand the RLRHC's web presence continue. The exhibit Red Lake on the Move was completed and added to the growing repertoire of online exhibits. Beneath It All: Red Lake's Mining Story was also completed during 2019.

The RLRHC also utilized social media to engage the public for events, exhibits and programs. Even more important, staff were able to connect with locals to let them know when and where they would need help during the rescue of the artefacts during the roof incident. Thankfully the RLRHC has many dedicated friends on Facebook and received overwhelming support.

Given the restriction of exhibit space, gift shop limitations and programming rooms, the RLRHC is likely to begin creating content online to insure that it both remains a vital aspect of the community and to stay connected to those it serves.



2019 Year total:	On-site Visitors	Website Visits	Facebook
Total	5,835	23,182	152,624

During 2019, the RLRHC saw an overall decrease in activity. On-site visitors/renters, website visits and Facebook visits were all down. Some of this is certainly due to inactivity. During the late spring to the early summer, the RLRHC was short staffed. At the same time, the Curator was extremely busy preparing for the summer exhibit. This meant that the Director filled all other



roles as needed. It also meant that much less time could be devoted to social media. When the RLRHC did finally get summer staff, it meant for a positive shift in overall advertising. Even when the wildfires and closed airports made tourism difficult, the RLRHC were able to reach out to potential visitors.

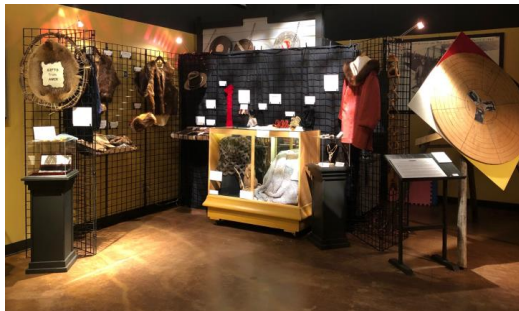
Once the roof came off, there was another period of time where staff were struggling to save objects, keep the facility from falling into disrepair and trying to plan the evacuation. It left very little time for sharing with the public. Despite these setbacks, when staff were able, they did achieve positive interactions with our stakeholders.



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.

The RLRHC continues to help promote activities within the town. Staff helped design the posters for the 2019 Norseman Festival. The RLRHC will continue to help promote local events, which ultimately elevates the number of tourists and local happiness.



MEMBERSHIPS

Membership sales were down significantly from 2018. While sales were solid in the first part of the year, they dropped off and were non-existent towards the later part of the year. The bulk of memberships are due in November and December when people begin shopping for Christmas. Since the RLRHC had difficulties with attracting visitors to its new location, many long-time members were not able to renew their memberships. Sadly the RLRHC only managed to collect just over 67.4% of its projected membership fees.

Membership sales in 2020 are likely to be equally slow depending on when the RLRHC opens. It is extremely likely that sales will fall short of expectations; no matter how low the bar is set. I

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*

Membership Type	2016 Purchases	2017 Purchases	2018 Purchases	2019 Purchases
Lifetime Membership - Family	1	2	1	1
Lifetime Membership - Individual	0	2	0	0
Annual School Membership	2	1	2	1
Annual Non-Profit Organization Memberships	0	3	3	4
Annual Family Memberships	5	5	4	3
Annual Individual Memberships	9	8	19	8
Annual Senior Couple Membership	10	6	7	7
Annual Senior Individual Memberships	4	7	8	6
Corporate Membership	N/A	2	1	1
Total	31	36	45	31

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.

Sara Wright was hired in 2018 on a yearlong NOHFC contract as the Exhibition Intern. Sara was responsible for researching, writing and designing much of the content for the online portion of the Beneath It All: Red Lake's Mining Story 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 one year Internship Grant. Abby was responsible for reviewing old programs, compiling a list and sorting in terms of their usefulness. She also ran programs a great deal of programs and took programming to new heights in helping to design and coordinate its first ever STEAM Olympics. Abby was also dedicated to developing the RLRHC long distance programs, and did so successfully.

The RLRHC also acquired funding through Sunset Country Summer Experience Program to hire on a student who worked during the summer months. Ana Neri rose to the challenge of Museum Docent, and then surpassed it. Ana was able to provide incredible summer programs, a strong presence on social media, give tours and even develop ideas for an Artist in Residence Program.

On September 3rd, the RLRHC welcomed returning employee (former YCW student) Amanda Laverdure. Amanda will be utilizing her knowledge of local stories, groups and people in order to assess how the RLRHC can adapt to better serve the local indigenous community, the communities to the north and to further the RLRHC's partnership with the Red Lake Indian Friendship Centre. Amanda will also be meeting with community elders and teachers in order to gain insight into a variety of local stories and teachings.

Jenna Locke, fresh from an internship in Australia, also joined us on September 3rd, 2019. Jenna's job is focused on improving storage conditions and housing for artefacts. Jenna was hired to create a plan to make significant changes to the Mezzanine storage area, however, with the roof incident, she is now

involved in so much more. She will be expanding her plan and including updates for the movement of all artefacts, while still maintaining a focus on the Mezzanine. Both interns are funded under the NOHFC Internship Program.

The individuals who contributed their energies to our team were:

Director	Trevor Osmond
Curator	Lisa Hughes
Intern, 2018 – 2019	Sara Wright, Exhibition Intern
Intern, 2018 – 2019	Abby Dumbrille, Program Coordinator Intern
Intern, 2019 – 2020	Jenna Locke, Registrar Intern
Intern, 2019 – 2020	Amanda Laverdure, Traditional Knowledge Consultant Intern



VOLUNTEERS

The RLRHC had a mixture of success as it came to volunteers. A few of the RLRHC's long-time volunteers are no longer eligible to help week to week. Some had to limit their time due to health reasons, while others have relocated outside the Red Lake area. We are extremely sad to see them go, not just for the hard work they put in, but for the sense of comradery they bring.

Those volunteers that are still with us still contribute by helping with collections management, research, exhibit construction and general maintenance. In addition, volunteers played an irriplacable role during the roof incident. No less than 20 volunteers stopped by to lend a hand during that time. They participated by packing up artefacts, cleaning up displays, eliminating standing or flowing water, covering objects in plastic and helping move artefacts and non-artefacts from the RLRHC building to the storage area in Balmertown. These volunteers worked tirelessly over many days and nights to help rescue contents of the RLRHC. Without their help, the losses would have been devastating.

Normally volunteer hours would be broken down and examined here, however, due to the chaos that was 2019, data could not be accounted for in the last 3 months of the year. We hope to work on putting that information together at a later date.

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:	Janet Hager
Chair:	John Frostiak
Vice Chair:	Gary Horne
Secretary:	Graeme Swanwick
	Kaaren Dannenmann
	Amy Newport
	Hilary Reid

MEMBERS

Organizations

The RLRHC would like to thank the numerous organizations that have invested in the RLRHC in 2019.

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
RBC
Newmont Goldcorp
Science North
TJ's Kwik Stop
Antonio's Restaurant
Michael Barnes
Canada Helps .ORG
Lichtblau Family
Red Lake Reunion Group

Project Partners & Affiliates

Chukuni Communities Development Corporation
Sunset Country Museum Association
Red Lake Indian Friendship Centre
Pimachiowin Aki UNESCO World Heritage site
Reel Canada
Highway 105 Tourism and Marketing Board
Norseman Festival Committee
Ministry of Energy, Northern Development and
Mines
Red Lake Airport
Red Lake Margaret Cochenour Memorial Hospital

Project Partners & Affiliates (cont.)

Patrick Hunter
Clever Corvid Art and Art Workshops
New Starts for Women



FINANCIAL REPORT

REVENUE

The RLRHC's revenue was lower than projected. Only generating at 96% of the total expected funds for 2019, the RLRHC saw a shortfall in areas of wage subsidies, rentals, admissions, bank interest educational programs, special events membership sales and gift shop sales.

The Municipality Operating Grant provided 55% of the RLRHC's total funding for 2019. Wage Subsidies for Internships made up 16%, while the Gift Shop provided 11%. The Community Museum Ontario Grant contributed 7% of the revenue, while donations and sponsorships made up 6%. Facility rentals only made up 4% of the total revenue, a change from 2018. Programs, special events and membership sales made up the rest of the revenue.

EXPENSES

The RLRHC's expenses also came in lower than projected. Only professional development, conservation, and gift shop expenses were over the allocated budget in 2019. The exhibit & programming allocation as well as the utilities portion of expenses were both well under budget. The building insurance was also significantly under budget.

The majority of the expenses were made up of personnel costs. A full 70% of the actual expenses contributed to paying staff. The gift shop and utilities made up 9% and 8% of the expenses respectively. Audit costs and office & marketing each took up 3% of the overall expenses. Custodial/janitorial costs made up 2% of the budget. Programming & exhibits, telephone, security, internet, professional development, building insurance and conservation made up the rest of the total expenses.

VARIANCE

The total net, unaudited balance of 2019 was \$5,139.56. This balance does not account for NOHFC funding but does take into account that the RLRHC requested funds to help pay off a balanced owed to the Canadian Revenue Agency. Revenue was greatly affected by the slow to start tourist season and the 4th quarter roof incident. While the RLRHC fell significantly short, expenses were also down by a greater amount. This equated to a balanced budget, however, the growth of the RLRHC has been somewhat stunted. It will be important to insure that the greater effort be put into alternative funding means in order to strengthen revenue, making it slightly less reliant on tourists, donations and therefore better able to react to a poor tourist season or difficulties during problematic periods.