

The Corporation of the City of Sault Ste. Marie
Historic Sites Board
Agenda

Wednesday, February 11, 2026

12:00 pm - 1:30 pm

Old Stone House

As a courtesy meetings may be viewed live on the City's YouTube channel
<https://www.youtube.com/user/SaultSteMarieOntario>

	Pages
1. Call to Order	
2. Declaration of Pecuniary Interest	
3. Adoption of Agenda	
Mover _____	
Seconder _____	
Resolved that the Agenda for Historic Sites Board meeting for February 11, 2026, as presented be approved.	
4. Adoption of Minutes	3 - 5
Mover _____	
Seconder _____	
Resolved that Minutes of Historic Sites Board meeting of November 12, 2025, be approved.	
5. Business Arising	
6. Accounts	6 - 6
Mover _____	
Seconder _____	
"Resolved that the HSB approve the unaudited financial report for the year end 2025, as presented"	

7. Curator's Report

- a) KPI's 2025
- b) CMOG 2026 - Strategic Plan review & update (in align with the Municipal strategic plan), Governance Standard & Policy
- c) HR changes at the Site
- d) Website launch

8. Municipal Heritage Committee

- a) Heritage Week
- b) Doors Open

9. New Business

10. Next Meeting

March 11, 2026

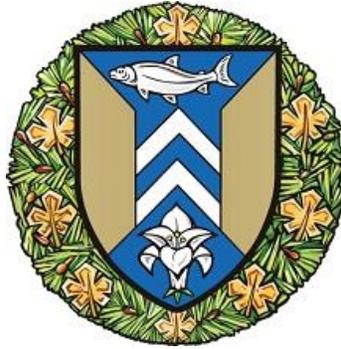
12:00 noon

11. Adjournment

Mover _____

Seconder _____

Resolved that this Committee now adjourn.



**The Corporation of the City of Sault Ste. Marie
Historic Sites Board
Minutes**

Wednesday, November 12, 2025
12:00 pm ~ Old Stone House – Summer Kitchen

Present: S. Casola, D. Conyers, Councillor S. Hollingsworth, H. Bot,
B. Paat, C. Caputo, J. van Haften, S. Walker

Absent: C. Tomchick, L. Siegart

Officials: K. Fisher, V. McLeod

1. Call to Order

S. Casola called the meeting to order at 12:06, followed by the Land Acknowledgement.

2. Declaration of Pecuniary Interest

None noted

3. Adoption of Agenda

Moved by: Heather Bot

Seconded by: C. Caputo

Resolved that the Agenda for Historic Sites Board meeting for November 12, 2025, as presented be approved.

Carried

4. Adoption of Minutes

Moved by: C. Caputo

Seconded by: J. van Haaften

Resolved that Minutes of Historic Sites Board meeting of September 10, 2025, be approved.

Carried

5. Business Arising

none noted

6. Accounts

The Reports are reflecting a few months behind due to the reports within the City's financial software. The financial statements are not a full clear picture as of yet. January during year end accounting the details become more specific. February 2026 the Year End 2025 reports will provide a close clear picture of how 2025 year end resulted. Audit of the city's financials are never concluded until June the following year.

Moved by: S. Walker

Seconded by: Heather Bot

Resolved that the Historic Sites Board members approve the expenditures YTD - September 30, 2025, as presented.

Carried

7. Curator's Report

The Curator's Quill report was provided for reference.

YTD KPI's. Questions arose on tracking visitor attendance, domestic vs international, and does it include details acquired from the back end of the website (or will be able to track analytics with the new website).

Friends of ECNHS - submitting their reporting to all levels of government for the \$40,000 in funding received for Fall Rendezvous. The membership will also be applying in December and January for 2026 funding.

CMOG museum standards 2026 - updated / revised Strategic Plan - Due in June.

Launch of the new website during Heritage Week - February.

Plans for Fridays by the Fire are underway.

Yuletide school tours, and Holiday Teas are the immediate focus. Everyday now (mid November) to December 20th, is booked with programming.

8. Municipal Heritage Committee

Doors Open was very successful. Report on visitation was circulated by email.

Property inspections have been completed on designated properties.

9. New Business

Heritage Week - mid February - launch of the new website and any of the other FedNor projects completed.

10. Next Meeting

January 14, 2026

11. Adjournment

Moved by: C. Caputo

Seconded by: D. Conyers

Resolved that this Committee now adjourn.

Carried

CITY OF SAULT STE MARIE				
HSB - ECNHS				
Estimated Year End - December 2025				
Un-audited			2024	
OPERATING ACCOUNTS	YTD	Budget	Actual	Budget
	Actual	2025	Year End	2024
REVENUE				
Fees and user charges	(\$144,798.65)	(\$85,205.00)	(\$118,682.92)	(\$84,968.00)
Government grants	(\$33,610.40)	(\$18,780.00)	(\$48,644.71)	(\$18,780.00)
(not including FedNor)	(\$178,409.05)	(\$103,985.00)	(\$167,327.63)	(\$103,748.00)
EXPENDITURES				
Salaries	\$278,058.19	\$311,780.00	\$309,542.64	\$293,814.00
Benefits	\$56,676.27	\$66,807.00	\$62,535.90	\$63,678.00
TOTAL SALARIES/BENEFITS	\$334,734.46	\$378,587.00	\$372,078.54	\$357,492.00
Travel and training	\$1,528.48	\$3,300.00	\$2,876.81	\$3,300.00
Vehicle allowance, maintenance and repairs	\$130.48	\$100.00	\$72.35	\$100.00
Utilities and fuel	\$26,687.86	\$33,687.00	\$30,562.49	\$33,270.00
Materials and supplies	\$44,279.38	\$26,830.00	\$55,832.75	\$26,830.00
Maintenance and repairs	\$39,530.69	\$21,821.00	\$33,494.56	\$21,393.00
Goods for resale	\$34,432.84	\$9,100.00	\$18,885.17	\$9,100.00
Financial expenses	\$6,996.86	\$1,750.00	\$6,786.58	\$1,750.00
Purchased and contracted services	\$5,930.48	\$9,082.00	\$10,482.90	\$9,082.00
TOTAL OTHER EXPENSES	\$159,517.07	\$105,670.00	\$158,993.61	\$104,825.00
(not including FedNor)	\$494,251.53	\$484,257.00	\$531,072.15	\$462,317.00
NET (REVENUE)/EXPENDITURE	\$315,842.48	\$380,272.00	\$363,744.52	\$358,569.00

HSB - ECNHS 2025 - KPI's

KPI	2017	2018	2019	2020	2021	2022	2023	2024	2025 Target	2025 YTD
Ermatinger Historic Site										
Financial-Investment (net loss)	\$ 295,246	\$ 289,002	\$ 494,631	\$ 163,728	\$ 332,442	\$ 267,016	\$ 212,837		\$ 396,611	\$ 283,332
Total Visitation	21,107	22,517	31,065	4559	7061	26,708	30,823	28,991	30,130	29,591
Total Virtual Visitation Engagements & participation in programs				117,437	164,659	337,616	1,393,516			
General Site Visitors	4,404	4,146	4,983	828	591	1,558	1,711	1,995	3200	2110
Cruise Ships	2,398	1,870	1,813	0	0	895	1,213	773	950	918
Bus Tours with programming	464	625	459	0	0	327	343	573	725	515
Bus Tours & Group Tours general	577	558	611	33	0	45	195	96	130	162
Educational Tours / programs: School curriculum, - See breakout below	2,884	2,431	2,033	3,143	2,459	2,073	2,285	2,620	2,500	2,328
Adult Programming (Fridays & Workshops)	752	969	567	494	0	96	583	591	725	292
Special Events	7834	6,338	17,667	666	1924	18,620	21,776	17,899	18000	20293
Virtual programming & trivia - Pandemic Years				46262	56712	133,280	185,458			
Venue Rentals visitors	330	472	394	165	4	134	2	319	400	94
Venue Rentals	5	8	6	4	1	3	63	8	6	2
# of Programs Education - in house	69	73	39	3	0	71	90	92	90	90
# of Participants	1,895	1,762	1,767	46	0	1,819	2,194	2,209	2200	2328
# of Programs Education - inhouse (jr. gardener)	5	5	2	24	13	-	66	375	425	285
# of Participants - Education - outreach (Manzo & Grecco)	989	333	64	3510	2462	-	47	36	40	0
non paying - Visitors to Gift Shop or /4culture/Members/gratuitous for Partnerships & City Training Venue	1225	4,377	2,198	2126	2054	2,849	2,477	3,259	3500	2594
Social Media:										
Website Unique Visits								2,800		7,508
Website Page Views								6,418		20,371
Social Media Posts (Facebook and Instagram)								4,340		18,052
Facebook Reach								39,960		339,573
Facebook Page Visits								4,928		22,224
Facebook Followers								2,423		5,331
Instagram Reach								4,734		97,350
Instagram Engagement								627		5,196
Instagram Follwers								1,058		2,286

This is the results of having a Digital Intern

HISTORIC SITES BOARD – ECNHS STRATEGIC PLAN 2024 – 2029

Kathy Fisher, Curator
Administration for the Historic Sites Board, Committee of Council



**ERMATINGER • CLERGUE
NATIONAL HISTORIC SITE**

Corporation of the City of Sault Ste. Marie

VISION: Sault Ste. Marie is a thriving, safe, and inclusive community where you belong.

MISSION: To provide municipal services that support development, enhance quality of life, and promote cultural vitality.

VALUES: Service Driven, Employee Centered, Responsible Growth, Diversity and Inclusion, Integrity

MANDATE STATEMENT

“The Ermatinger-Clergue National Historic Site provides visitors and residents of Sault Ste. Marie with an opportunity to experience the history of our community through the preservation and historic interpretation of artifacts related to the Site; within the Ermatinger Old Stone House, the Clergue Blockhouse, the Heritage Discovery Centre, and including the heritage gardens and grounds.”

MISSION

At the Ermatinger Clergue National Historic Site, our mission is to facilitate dialogue, engage, and create an atmosphere that tells our stories steeped in stone, where cultures meet.

SWOT ANALYSIS – Completed Q1 – 2024

IN CONSULTATION: HSB MEMBERS, FRIENDS OF ECNHS, AND PARTNERS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Quality, well organized events	No independent Website	Attracting new audiences – technology	Staffing levels
Great tourism attraction	No content creation – articles for websites – “stories”	Expand storytelling	Succession planning
Educational opportunities	Limited asset development – digital	Tourism partnership and Indigenous tourism	Neighborhood
Publicly engaged	Understaffed	Expand theatre opportunities	Annual investment & Financial restraints
Quality & dedicated leadership	Lack of youth volunteers & engagement	Expand grant funding	Text panels – update (visually & editorial)
High yield services	Time for staff training	Complete digitization of collection	Static website within City’s
Friendly & welcoming environment	No online gift shop presence	Travelling exhibition – bring in and creation of	
Committed volunteers	Limited online ticketing & admissions	Recruit next-generation volunteers	
Friends of ECNHS – charitable status	No virtual tours	Do more with First Nation and Metis partners	
Involvement with partners	Only 2 full time staff	More garden to table programs & partners	
Quality of tours & storytelling	Aging volunteer base	Speaker series	
Popular summer kitchen events	Limited capacity to expand Heritage Culinary – pt cook	Expand curriculum-based tours	
Heritage culinary	Digital content	New or more theatre movies	
Intuitive to the needs of community & visitors	Limited adult programming	Expand Digital / Virtual tours – outreach	
Active social media			
Exhibit design			
Quality tourism itineraries & programs			

COMMUNITY ENGAGEMENT & DEVELOPMENT

AREA	DIRECTION	TARGET DATE	BY WHOM	NOTES
Digital Strategy	Independent Website	February 2026	Curator, IT, City, Youth Intern, Web Designer	FedNor funding application submitted June 2024
	Digital content – AR & QR – visitor experience	February 2026	Curator, Youth Intern, Contracted services	FedNor funding application submitted June 2024
	Human Resources – securing staffing	March 2025	Curator, HSB, Council	FedNor Youth Intern approved until February 2026
	Digital marketing & promotion	Ongoing	Staff, Corporate Communications, Tourism partners	FedNor Youth Intern approved until February 2026
	Digitization of Museum Collection	Ongoing	Curator, Staff, Volunteers	Intern – PT staff – Students
Programming & Collections	Create new visitor experiences, itineraries, packages	On-going – some to be ready each year for tourism season May market ready	Curator, Youth Intern, TSSM & Algoma Country, partners	Partnerships with other cultural institutions, tourism operators
	Create on-site experiences unique to Site	On-going – to be released annually in November for upcoming season	Curator, staff, Board, volunteers	Research programming that relates to Site
	Create and Review School curriculum tours	On-going – to be released annually in September to schools	Curator and Programming staff	Research the Ministry of Education curriculum expectations.
	Create temporary exhibits that showcase collection items	On-going – created annually	Curator	Research artifacts.
	Digitizing the Collection	On-going	Curator	To continue the work & momentum from the Collections Management project and Digital Strategy
Truth & Reconciliation	Establish respectful and meaningful relationships.	On-going	Curator, staff and Board	To continue to work on the collection and repatriate any artifact necessary, as well as developing the narrative, stories, and exhibits of the first people in our history.
	Create a working discussion group with Indigenous mentors & elders.		Working group with City's Indigenous liaison staff assisting in the lead.	

INFRASTRUCTURE / ASSET MANAGEMENT, RESTORATION, CAPITAL – PHYSICAL PLANT

AREA	DIRECTION	TARGET DATE	BY WHOM	NOTES
Physical Plant – Current	Asset management priorities Create list from visual assessments	Annual – ongoing – refer to the Asset Management plan & priorities	Curator, HSB, City Council	Funding applications to be written when necessary
	Emergency & Disaster Plan	review and approve 2024, annual review in May	Curator, HSB	Annual review in May
	Policy review – Physical Plant, Collections, etc.	Annual with E&D review	Curator, HSB	Annual review in May
Future Assets	Strategically build and acquire components of Site development to support the mandate & mission.	Annual	Curator, HSB, Partners, Indigenous Allies	Consultations, and strategic planning for funding opportunities.

QUALITY OF LIFE

AREA	DIRECTION	TARGET DATE	BY WHOM	NOTES
Arts, Culture and History	Support, grow, and celebrate culture.			
Vibrant Site	Create a hub of activity, events, and promotion			
Welcoming	Instill a strong sense of community that embraces and celebrates diversity and culture.			

SERVICE DELIVERY

AREA	DIRECTION	TARGET DATE	BY WHOM	NOTES
Service Delivery	Secure an Assistant Curator position – full time	2025	Curator, HSB, City Council	Identified in Digital Strategy. Identified by HSB. Only 2 full time staff – for a year round 3 building Site.
	Develop Employees – Customer service, supportive workplace, eliminate barriers			
	Community Partnerships			
Accessibility	Independent Website	July 2025	Curator, IT, City, Youth Intern	
	Digital content	July 2025	Curator, IT, City, Youth Intern	
	Accessible stations on main levels of buildings – digital content – touch screens	June 2026	Curator, IT, staff	Applications for funding for the touch screens. Content creation on Youth Intern list of duties
	Find a solution for the wooden Boardwalk	June 2026	Curator, City departments, HSB	Boardwalk is very slippery when wet, uneven, and in constant need of repair. Not visually noticeable.

SUSTAINABILITY

AREA	DIRECTION	TARGET DATE	BY WHOM	NOTES
Visitation	Increase visitation	Annually	Curator, HSB	Creating new programming and increasing Marketing efforts, WEBSITE creation. Streamline processes, eliminate barriers.
Fees	Annual User Fees	Annually	Curator, HSB, City Council	Balancing between affordable and sustainable.
Marketing	Increase marketing efforts & develop independent WEBSITE	2024 to 2025 – completion by end of 2025	Curator, HSB, City IT	Funding application to FedNor & TSSM Board.
Programming	Create new itineraries, programs, and events Expand current events – create new content, add sittings, &/or dates.			

SWOT ANALYSIS SUMMARY – 2024

STRENGTHS

- Quality, well-organized events
- Great tourism attraction
- Educational opportunities
- Publicly engaged
- Quality leadership, Dedicated staff
- High yield services, programs
- Friendly & welcoming environment
- Committed volunteers
- Friends of ECNHS – nonprofit & charitable
- Involvement with partners
- Quality of Tours - detailed interpretation (storytelling)
- Popular programs in the Summer Kitchen
- Heritage Culinary is well-developed and presented
- Intuitive to the needs of the site itself and visitors
- Active Social Media, improved marketing efforts
- Committed volunteer group
- Friends of ECNHS
- Exhibit design
- Quality Culinary offerings
- Pivot to on-line offerings
- Unique attraction
- Quality Itineraries
- Leadership

WEAKNESSES

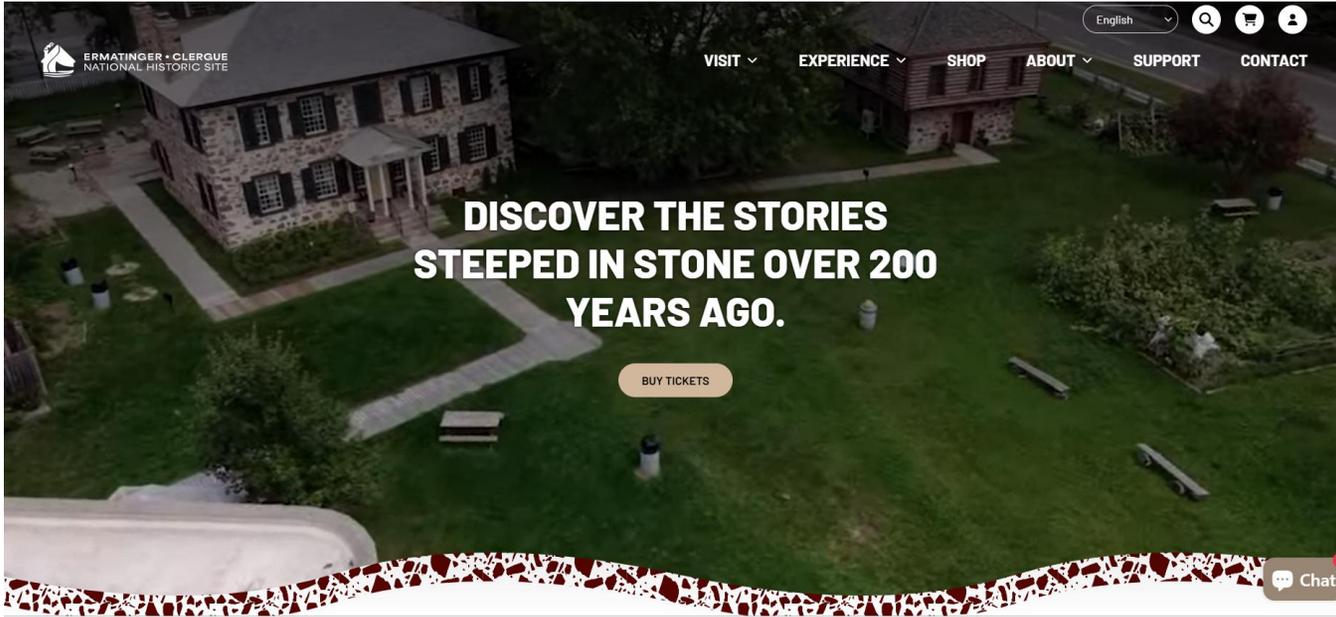
- No ECNHS Website
- Content Creation i.e. articles to share on social
- Asset development ie videos, photography database
- Understaffed
- Need younger volunteers
- Time for Staff Training
- No online gift shop to help generate sales
- Limited online ticketing for admission
- Virtual tours
- Only 2 full time staff
- Aging Volunteer base
- Limited capacity to expand culinary offerings – part time cook, not full time.
- More digital content – YouTube, etc.

OPPORTUNITIES

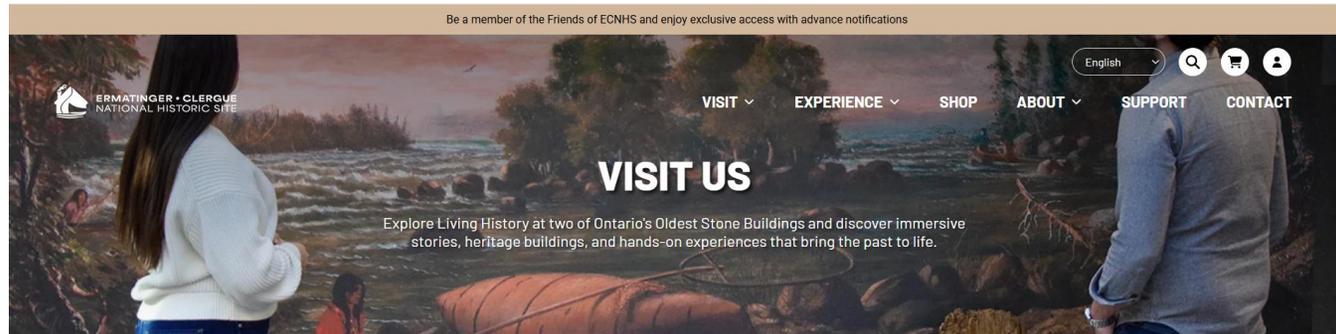
- Traveling exhibitions – did this ever take place?
- Digitization of the collection – was this completed?
- Attract new demographics with an audio tour app in multiple languages
- Expand storytelling – Indigenous history and heritage of the site
- Work with tourism partners, including Indigenous Tourism Ontario
- Expand dinner theatre productions based on the success of the Gof7 production
- Expand grant funding
- Recruit next-generation volunteers
- Partnership with FN & Metis
- Repeat & expand Live Arts presentations & programming
- More food based / Culinary programs
- Speaker series & partners like MHC
- Expand curriculum based programming
- Expand on partnership & programs with SKG, Library, etc.
- New project to create new video for Theatre, and upgrade theatre
-

THREATS

- Staffing levels – lack of to expand or create additional programming
- Succession Planning for Staffing
- Neighbourhood
- Annual investment – budget
- Collection – artifacts – repatriation
- Text panel update and editorial review
- Static Website within City Website



www.ecnhs.com



Plan Your Visit

Step into the past at the Ermatinger Old Stone House and Clergue Blockhouse, two of Ontario's oldest stone buildings northwest of Toronto. Discover the stories of the fur trade, early settlement, and the War of 1812 that shaped Sault Ste. Marie and the Great Lakes region.

Experience authentic heritage interpretation, explore period rooms, and connect with the people and events that built this community. Whether you're a history enthusiast, student, or family looking for an



Heritage Week

February 16 - 22

Association
des musées
de l'Ontario



Ontario
Museum
Association



ERMATINGER • CLERGUE
NATIONAL HISTORIC SITE



25%

of heritage institutions in
Canada are in Ontario

Sault Ste. Marie currently
has 41 designated heritage
properties which include
buildings, plaques and
monuments.