



The Corporation of the City of Sault Ste. Marie
Cultural Vitality Committee
Agenda

Wednesday, June 17, 2026

4:30 pm - 6:00 pm

Video Conference

Meetings may be viewed live on the City's Youtube channel
<https://www.youtube.com/user/SaultSteMarieOntario>

	Pages
1. Land Acknowledgement	
<p>I acknowledge, with respect, that we are in Robinson-Huron Treaty territory, that the land on which we are gathered is the traditional territory of the Anishinaabe and known as Bawating. Bawating is the home of Garden River First Nation, Batchewana First Nation, the Historic Sault Ste. Marie Metis Council.</p>	
2. Adoption of Minutes	3 - 6
<p>Mover _____ Seconder _____ Resolved that Minutes of Cultural Vitality Committee meeting of May 20, 2026 be approved.</p>	
3. Declaration of Pecuniary Interest	
4. Adoption of Agenda	
<p>Mover _____ Seconder _____ Resolved that the Agenda for Cultural Vitality Committee meeting for June 17, 2026 as presented be approved.</p>	
5. Business Arising	
5.1 Sault Ste. Marie Museum	7 - 49

5.2 Sault Ste. Marie Insectarium - Entomica Presentation

5.3 Community Recognition Award - Closed Session

“Resolved that the Cultural Vitality Committee proceed into closed session to debate the merits of the applications of nominees of the Community Recognition Award, and a secondary matter regarding a donation of public art.

Further be it resolved that should the said closed session be adjourned, the Committee may reconvene in closed session to continue to discuss the same matter without the need for a further authorizing resolution. (personal matters about an identifiable individual – section 239(3)(b) Municipal Act).”

5.4 Public Art Donation - Closed Session

Closed session, please see resolution above.

6. Sub-committee / Task Force Updates

7. New Business

8. Correspondence

9. Next Meeting

10. Adjournment

Mover _____

Secunder _____

Resolved that this Committee now adjourn.



The Corporation of the City of Sault Ste. Marie
Cultural Vitality Committee
Minutes

Wednesday, May 20, 2026

4:30 pm

Video Conference

Meetings may be viewed live on the City's Youtube channel

<https://www.youtube.com/user/SaultSteMarieOntario>

Present: D. Hilsinger, M. Bouchard, S. Meades, N. Moss, D. Lalonde, E. Cho, A. Arnott, Councilor S. Spina

Officials: V. McLeod, A. Moore

1. Land Acknowledgement

2. Adoption of Minutes

Moved by: S. Meades

Seconded by: D. Lalonde

Resolved that Minutes of Cultural Vitality Committee meeting of February 18, 2026 be approved.

Carried

3. Declaration of Pecuniary Interest

D. Hilsinger declared conflict with item 5.20, Algoma Arts Festival Association and will not review or vote on Operating grant requests. M. Bouchard will abstain from voting during all ACAP related resolutions during late intake 2026.

4. Adoption of Agenda

Moved by: N. Moss

Seconded by: S. Meades

Resolved that the Agenda for Cultural Vitality Committee meeting for May 20, 2026 as presented be approved.

Carried

5. Business Arising

Moved by: N. Moss

Seconded by: D. Lalonde

Resolved that the Cultural Vitality Committee recommend to City Council the following grants for the 2026 Arts and Culture Assistance Program Late Intake as follows:

5.7 La Casa - \$2,535

5.9 Paarth Pandey – Bollywood Novella - \$1,985

5.11 Sault Indie Theatre Collective - \$1,835

5.12 Caio Schuurhuis – Queer Dance - \$2,815

5.13 Hallie Piche – Queer Choir \$2,120

5.14 Mario Gionet – A Walk Among the Trees - \$6,355

5.15 Sarah Skagen – She 2026 - \$6,155

5.17 Sault Ste. Marie Metis Heritage Centre - \$5,885

5.26 Friends of Ermatinger Clergue National Historic Site - \$6,580

5.27 Sault Malayalee Association - \$6,155

5.28 Living History Algoma \$6,350

Carried

Moved by: D. Lalonde
Seconded by: S. Meades

5.20 Algoma Arts Festival Association - \$7,505

5.21. Algoma Festival Choir - \$4,735

5.22 Musical Comedy Guild - \$6,785

5.23 Over the Rainbow - \$3,455

5.24 Sault Symphony Orchestra - \$7,325

5.24 Sault Theatre Workshop \$6,425

Carried

5.1 Chrissy Yendell - Time Held In Colour

5.2 Eli Russell and the River Fools

5.3 FemFest

5.4 Great Lakes Artist Series

5.5 Joseph Kargi - Songwriting in the Soo

5.6 Katrina Thibodeau - Accessible Realism Painting & Mentorship Program

5.8 Lesley Belleau - Our Hearts are a Burial Ground

5.7 La Casa - Latin Fest 2026

5.9 Paarth Pandey - Bollywood Novella

5.10 Rachel Gabor - Put Me On Hold

5.11 Sault Indie Theatre Collective

5.12 Caio Schuurhuis - Queer Dance Collective

5.13 Hallie Piche - Queer Choir

5.14 Mario Gionet - Walk Among the Trees

5.15 Sarah Skagen - She 2026

5.16 Sault Indian Social Club - Dance Workshop

5.17 Sault Ste. Marie Metis Heritage Centre - Community Photography Exhibition

5.19 Titan Tiny Homes Inc. - Trinidad & Tobago Culinary and Cultural Experience

- 5.18 Storyline Studio - Diwali Celebration
- 5.20 Algoma Arts Festival Association - Operating
- 5.21 Algoma Festival Choir - Operating
- 5.22 Musical Comedy Guild - Operating
- 5.23 Over the Rainbow - Operating
- 5.24 Sault Symphony Orchestra - Operating
- 5.25 Sault Theatre Workshop - Operating
- 5.26 Friends of Ermatinger Clergue NHS - Fall Rendezvous 2026
- 5.27 Sault Malayalee Association - SMA South Indian Cultural Festival & Onam Celebration 2026
- 5.28 Living History Algoma
- 6. Sub-committee / Task Force Updates
- 7. New Business
- 8. Correspondence
- 9. Next Meeting
- 10. Adjournment

Moved by: N. Moss

Seconded by: M. Bouchard

Resolved that this Committee now adjourn.

Carried



DIRECTORS REPORT

2025 Review

GRANTS & FUNDING

CSJ 2025 – 2 Students	\$ 9,856.00
CMOG 2025	\$ 24,963.00
New Horizons for Seniors 2025	\$ 5,216.00
City Funding 2026	\$ 290,000.00
Canadian Tire Jumpstart 2025	\$ 15,148.00



PROJECTS



Museum Windows 2024/2025

- Retrofit/replacement of windows on the Queen & East Street sides of the building
- Assisted in building envelope
- Helped to ensure that heating and cooling were being properly applied to artifacts on display



Collection Storage Re Org

- Continued reorganization of collection storage areas
- With previous reorganization projects, we were able to save a significant amount of space
- With an unexpected increase in storage being needed for community groups, this additional space is getting filled up quite quickly.



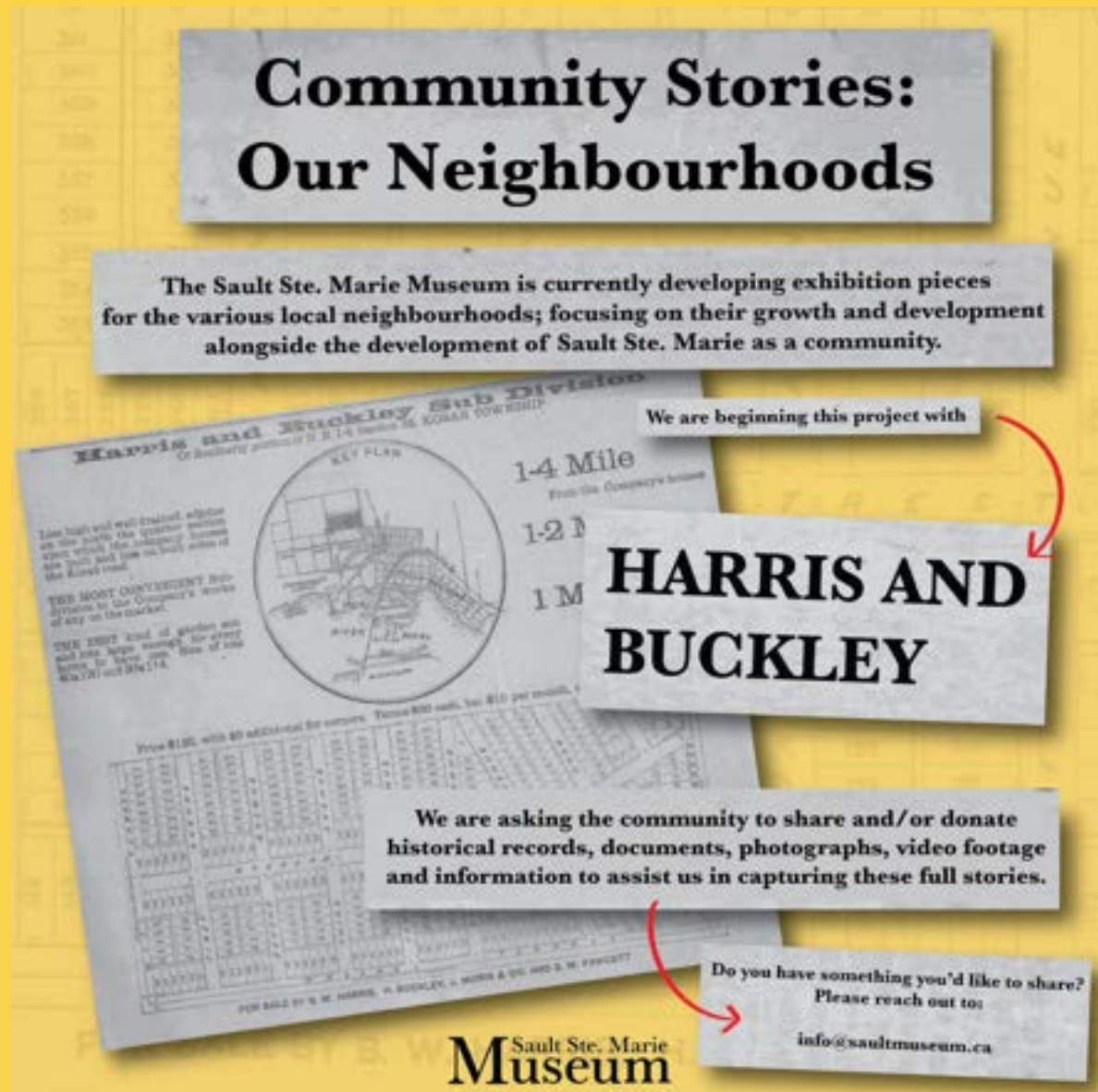
Collections Royal Canadian Legion Branch 25



- Working through the RCL Branch 25 collection
- Compress its storage
- Better identify items of significance locally
- Ensure that items are being stored more properly

RECAP Project (Community Neighbourhoods)

- In 2025, created a database and compilation of maps of various neighbourhoods, streets, subdivisions, and townships
- This tracked changes in street names and directions
- Moved us forward much quicker with the Neighbourhoods project
- We are hoping that this staff member will return this fall to continue this work as part of their thesis

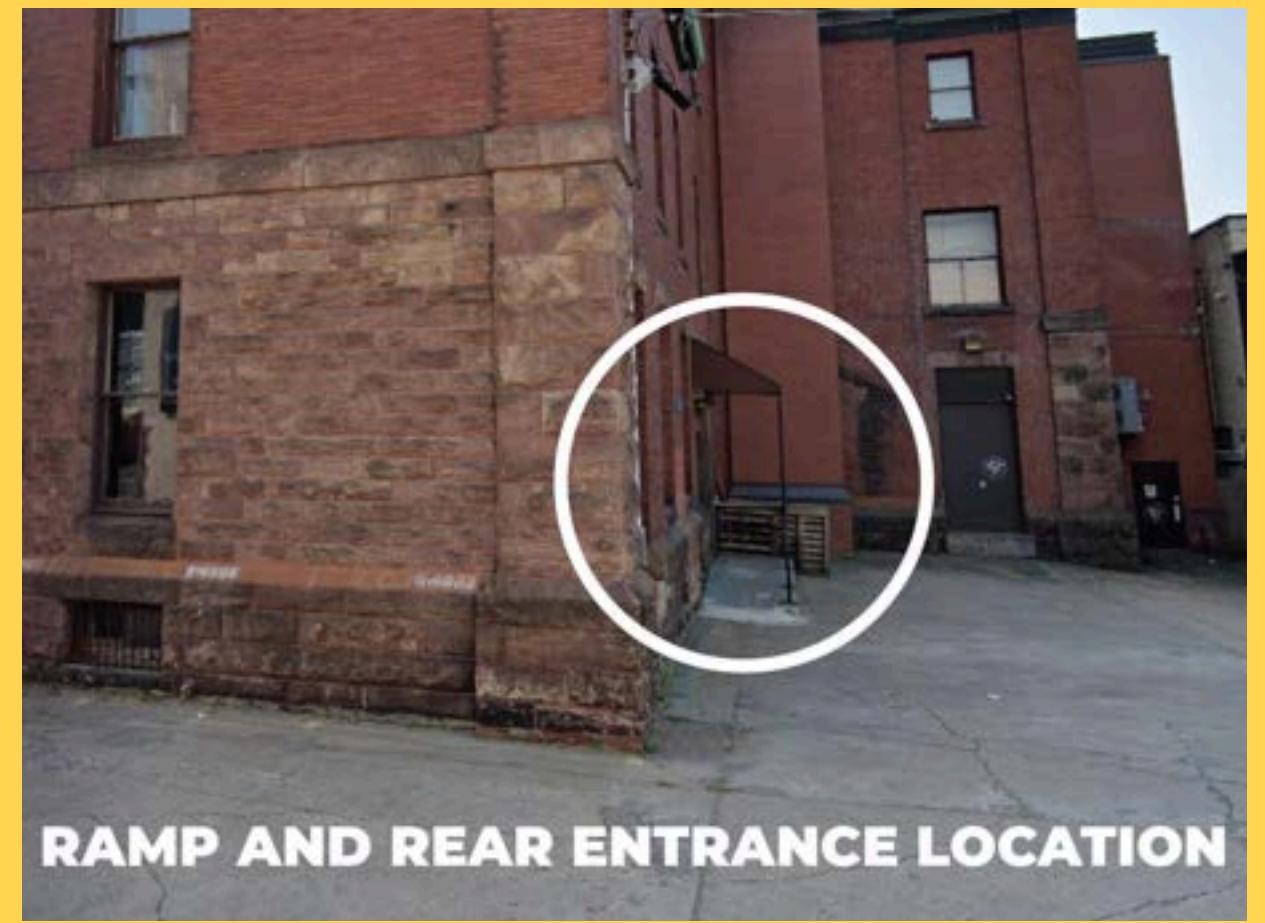


MISCILANEOUS



QUEEN STREET IS CURRENTLY UNDER CONSTRUCTION

THE MUSEUM WILL STAY OPEN DURING CONSTRUCTION
PLEASE USE THE REAR ENTRANCE OFF EAST STREET



RAMP AND REAR ENTRANCE LOCATION

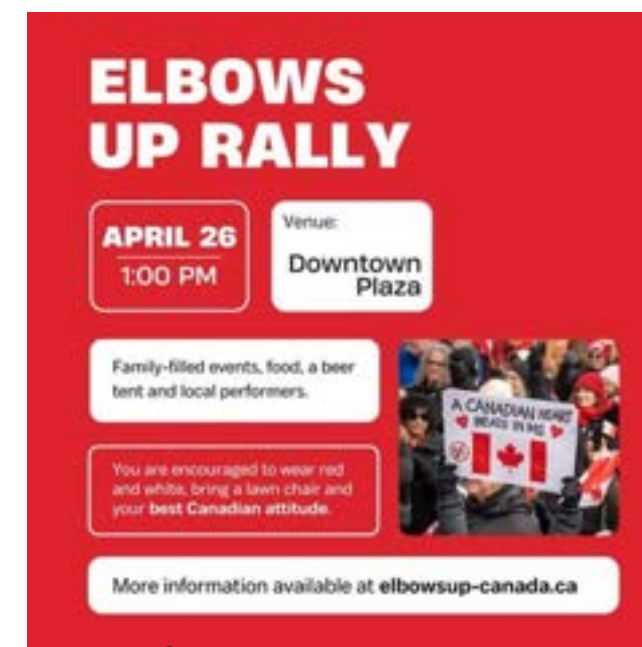


EAST STREET PARKING LOT ENTRANCE



Elbows Up Rally and Fundraiser

- Very big success
- Saw many participants and donations from great community members and groups
- This was one of our largest fundraisers for 2025 and brought about a great amount of recognition and support from the community



Red Ball 2025

- Very big success
- This was the second year for this event
- Had to postpone to 2025 due to weather
- Turnout was great and we saw a lot of support for the second rendition of this event
- This year in 2026 we are hosting our 3rd annual Red Ball to continue this fundraising goal
- The funds raised from the events will go towards the creation and installation of a public art piece commemorating those who have passed and who are still living with HIV/AIDS.





SOCIAL MEDIA & WEBSITE

Podcast

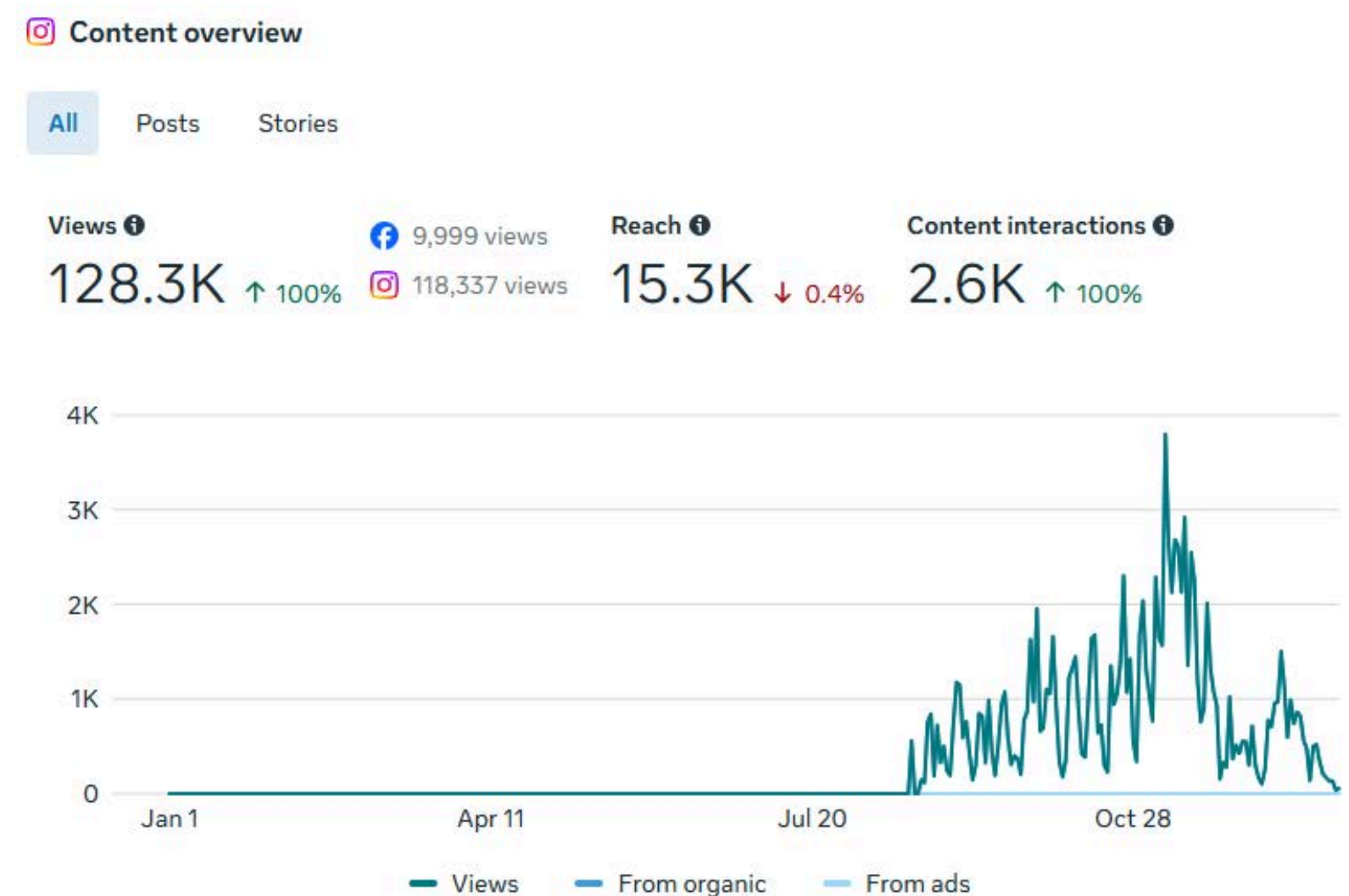
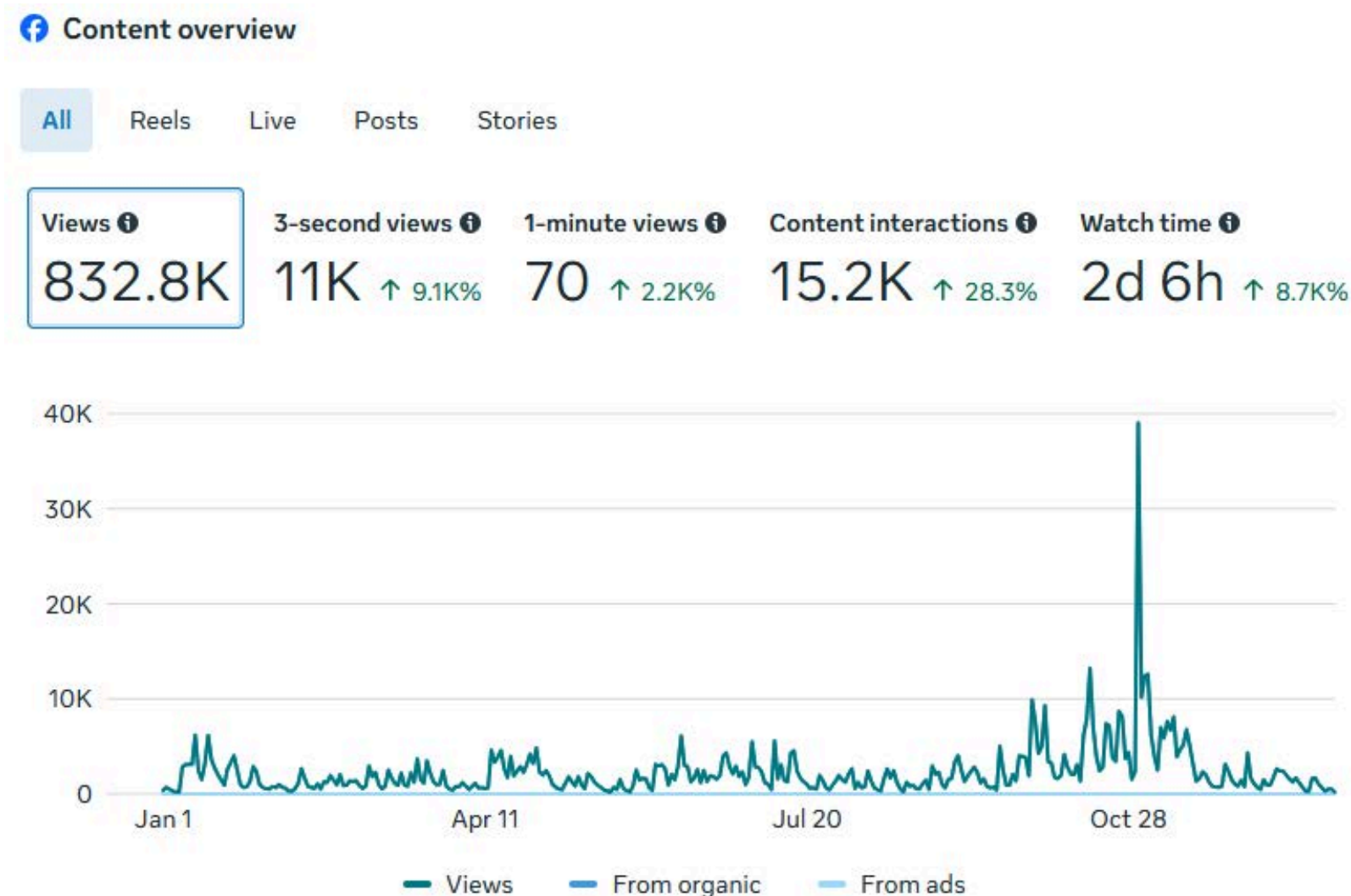


- Wrapped up season 4 in 2025
- Over 200 episodes
- Most audio plays: 90 - Spookyttober: McKnight Murder
- Most YouTube plays: 70 - Reading History: Polluted Waterways
- Began to introduce video episodes
- 12 interviews



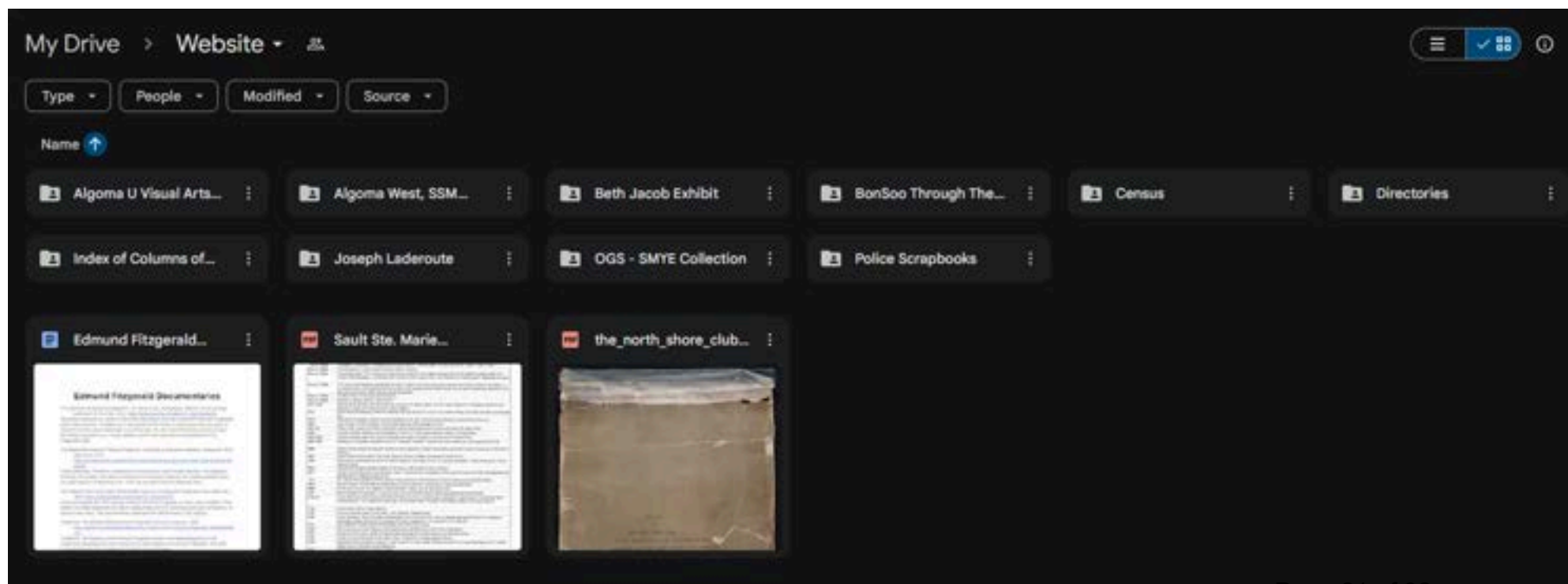
Facebook & Instagram

- Seen vast growth in reach, engagement and followers in 2025
- Meta lost content statistics for Instagram from January to August



Website

- Museum Musings Blog Page
- Online Gift Shop
- Added to our online Archival Database for public access (including the Beth Jacob Exhibit components)





**YEAR IN REVIEW
PROGRAMMING
DEPARTMENT
MAY 2025 – MAY 2026**



Venue Rental Events

Multi Date Bookings

- Thrive Tours
- OAHAS
- Highland Dancing
- Hungarian Fencing
- Algoma Art Society
- Red Hat Ladies
- Life Drawing
- Algoma Weavers Guild
- Rob Rock Rehearsals



FENCE LIKE A HUSSAR!

JOIN THIS HISTORICAL FENCING STUDY GROUP &
LEARN HUNGARIAN HUSSAR SABRE FENCING

'HE WHO LIVES BY THE SWORD, LIVES LONG.'
- COLONEL MONTEY



Events

January

- Art Workshop - Art Society

February

- Birthday Party
- Coldest Night of The Year

April

- Group Health Centre Booking
- Baby Shower

May

- Huckson Wedding
- Art Society Spring Show

June

- Smash Brothers Tournament at the Museum

July

- GLISME
- Celebration of Song



SAULT FILM FESTIVAL



Events

August

- Smash Brothers Tournament at the Museum
- Wedding Ceremony

September

- Site Photography
- AIDS Vigil
- Wedding Reception
- Art Society Fall Show


October

- Site Filming
- Wedding Reception

November

- Sault Film Festival
- DTA Gala





Events & Fundraising

Winter

January

- Superior Heights Paint Night
- Red Ball
- Coffee House Game Night



February

- Garden River Paint Night
- Rapp Bingo with Bon Soo
- Paint Night



Spring/Summer

May

- May Flowers Paint Night at Arthur's

June

- Paint Night

July

- Paint Night with Cindy Bradford
- Ice Cream Science



May Flowers Paint Night

- May 7th, 2025
- 7pm; doors open at 6:30
- Arthur Funeral Home - Barton & Kiteley Chapel 492 Wellington St. E.


Paint a tulip field!
Perfect gift for Mother's Day

Tickets \$40, register at www.saultmuseum.ca



ICE CREAM SCIENCE!

AT THE SAULT MUSEUM



Have you ever wondered how ice cream was made in the past?

Join us at the Sault Museum and learn how to make ice cream the old fashioned way!

Date: Saturday July 26th

First session: 1:30 - 2:15
Second session: 3:00 - 3:45

10\$ per child
Registration required

Paint Night with Cindy Bradford



Sault Ste. Marie Museum
Saturday July 5th
Doors @ 5:30pm
Instruction @ 6:00pm
Tickets \$40

Sault Ste. Marie Museum

Autumn

September

- Therapeutic Ride Paint Night

October

- FUNeral Paint Night at Arthur's
- Old Town Cemetery Ghost Walk





Partnered Events

Multi Date Bookings

- Emma Hogg Rehearsals

February

- Candlelight Concert, 2-night event with Fringe North
- Bon Soo Pop-Up Exhibit - at the Agawa Train Station



CANDLELIGHT CONCERTS
A FUNDRAISER FOR FRINGE NORTH AND THE SAULT MUSEUM
FEBRUARY 14TH AND 15TH

ENJOY AN EVENING OF JAZZ COVERS OF VINTAGE AND MODERN POP CLASSICS BY **MATT WARNOCK, FRANK DERESTI AND MARK GOUGH** IN AN INTIMATE, CANDLELIT SETTING AT THE SAULT MUSEUM

FOOD, DRINKS, ENTERTAINMENT AND MORE!

BROERS JANSEN WILL BE ON SITE WITH A CASH BAR AND A SIGNATURE DRINK.

TICKET PRICE INCLUDES ONE COMPLEMENTARY BEVERAGE.

WHERE: SAULT STE. MARIE MUSEUM
WHEN: FEBRUARY 14TH AND 15TH, 2025
TIME: DOORS OPEN AT 7, MUSIC FROM 8 - 10
TICKETS: \$40 PER INDIVIDUAL, \$70 PER COUPLE

Sault Ste. Marie Museum  



Sault Ste. Marie
Museum

March

- Seedy Saturday
- Cardboard Loom Weaving - Cultural Corridor March Break
- Pirate Treasure Hunt - Cultural Corridor March Break
- Ice Cream Science - Cultural Corridor March Break
- Pink Day Paint Night - International Day of Pink



Sault Ste. Marie
Museum

Spring & Summer

May

- Longest Garage Sale & Art Sale/Swap - DTA

July

- Loud & Proud Family Fun Day - Sault Pride

August

- Emma Hogg "Love is Not a Jellyfish" - Fringe Fundraiser





Autumn

September

- Ontario Culture Days Opening Ceremony
- United Way Time Capsule Opening

October

- Haunted House - Birch Street Manor
- St. Mary's College Newcomer Family Welcome Event - at St. Mary's



Sault Ste. Marie
Museum



Free/Admission by Donation

Winter

Multi Date Events Throughout Year

- Café Causerie
- Rainbow Craft Circle

February

- Storytime at the Museum
- Karma Yoga Wellness Fundraiser

March

- Karma Yoga Wellness Fundraiser - 4 dates
- Art Sale/Swap



Spring & Summer

April

- Hayes Jenkins Memorial Lecture - Algoma University
- National Canadian Film Day - 2 dates

May

- Algoma U Paused Programs Event

June

- Memorial Garden Dedication
- National Indigenous Peoples Day

NATIONAL CANADIAN FILM DAY AT THE SAULT STE. MARIE MUSEUM

GIANT LITTLE ONES
(2018)



APRIL 16TH 2025
7:00 PM

DAWN, HER DAD AND
THE TRACTOR (2021)



APRIL 17TH 2025
7:00 PM



Held by the Department of English & History
2025 Hayes Jenkinson Memorial Lecture

Algoma UNIVERSITY

Luke Hathaway

Internationally-acclaimed poet, lyricist/librettist, and theatre-maker



*Queer Prodigals,
Male Mothers,
Dying Gods*

Tuesday April 15, 2025 | 6 p.m.
Sault Ste. Marie Museum

While LGBTQIA+ writers have sometimes said "Goodbye" to Christ — as per the famously censored poem by Langston Hughes — we have sometimes also understood Christian stories by looking to our own queer lives.

This lecture looks at Elizabeth Bishop's poem "The Prodigal," Thom Gunn's "Sacred Heart," and Jericho Brown's "Native," to see how we have worked, poetically, to make space for ourselves, in a tradition of sacred texts sometimes thought — and even said — to exclude us.

Luke Hathaway is an internationally-acclaimed poet, lyricist, librettist, and theatre-maker. He is a founding and core member of ANIMA (animaonlymusic.com) and of the Fractal Arts Collective. Of Hathaway's 2022 book *The Affirmations*, *Trees* critic Greeme Richardson writes: "Mainstream poetry counts as canon/Arrest compared with popular culture, but it nevertheless develops its own conformities... Luke Hathaway, a Canadian trans poet, offers... a point of difference, influenced by John Donne and George Herbert, and above all by TS. Eliot's Four Quartets, Hathaway constructs small marvels of what one poem here calls "loving jugglery" — a feast of transformations." Hathaway is co-creator of the immersive opera *Eurydice: Fragments* (renaissance opera, 2024), the song-cycle *The Sign of Jonas* (Milltown Records, 2024), and the 15th c. transition story *Novre de son inert* (ANIMA, 2022). He teaches English and creative writing at Saint Mary's University.

Q&A will follow the lecture. Cheese and drinks will be served.
Donations on the door for the Sault Ste. Marie Museum.

JOIN US FOR THE

Garden Dedication

OF THE

JOHANNA CURRY MEMORIAL GARDEN

1pm
Friday 13 June, 2025
690 QUEEN STREET E
SAULT STE MARIE MUSEUM

National Indigenous Peoples Day

at the Sault Ste Marie Museum

Admission by Donation

Puzzles and Colouring
in the Durham Gallery

Saturday June 21st
10am - 4pm

Sault Ste. Marie
Museum

Autumn

September

- Kahvitauko / Finnish Coffee Chat - ON Culture Days

October

- Finnish geneology - ON Culture Days

November

- Moonlight Magic - Hot drinks provided by Arthur's
- Museum Memory Tree

December

- Meet Me at the Museum - Alzheimer's Programming
- Museum Memory Tree



KAHVITAUKO KAFFEPÅUS

Tervetuloa, Välkomna!

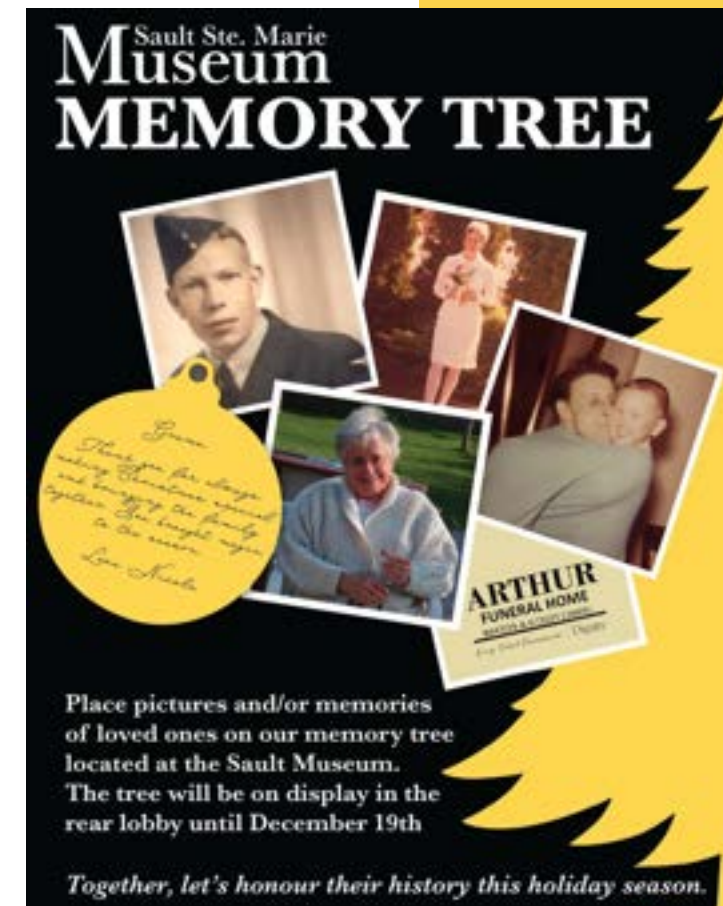
Join us at the Sault Ste. Marie Museum on September 25th to celebrate Finnish history and culture through the age-old tradition of the mid-day coffee break!

Finnish artifacts from the Museum's collection will be on display including photographs, books, textiles, Finnish folk costumes and more.

Finnish coffee, tea and pulla will be served.

Location: 690 Queen St. E
Date: September 25, 2025
Time: 1 PM - 2 PM

This is a FREE, drop in event.
All are welcome!



SWEDISH-FINN FINLANDSSVENSK GENEALOGY WORKSHOP

Are you the relative of an immigrant from Finland who spoke Swedish? Does your surname name sound Swedish, but originate in Finland?

If so, this genealogy workshop/information session could be for you!

Join us at the Sault Ste. Marie Museum to dive into the culture and history of the Swedish-speaking Finns! Learn about the history of the Swedish language in Finland, the community of Finn Swedes in Algoma, and how to trace your family's roots through records in both Canada and Finland.

Unsure if this workshop is relevant to you? Contact the Sault Museum!

This workshop is a partnership with the Sault Ste. Marie Museum and the Swedish-Finn Historical Society.

Friday, October 3rd
2 PM - 4 PM



Sault Ste. Marie Museum

Workshops



Workshops/Talks

Off-Site Talks

- Fridays by the Fire - at ECNHS

English Garden Workshop

- A series of 4 workshops taking you through the basics

French Garden Workshop

- CÉFA, French Adult Learning Centre, purchased 8 sets of tickets for their clients

Gardening 101
with the museum

Jardinage de base
avec le musée

May 24, 31, June 7, 14
24mai, 31 mai, 7 juin, 14 juin





Tours

School Tours

ADSB

- HM Robbins - x2
- Goulais River Public School
- Echo Bay Public School - x2
- Tarentorus
- Bushplane Field School



HSCDSB

- St. Mary's - x4
- St. Francis
- St. Basil



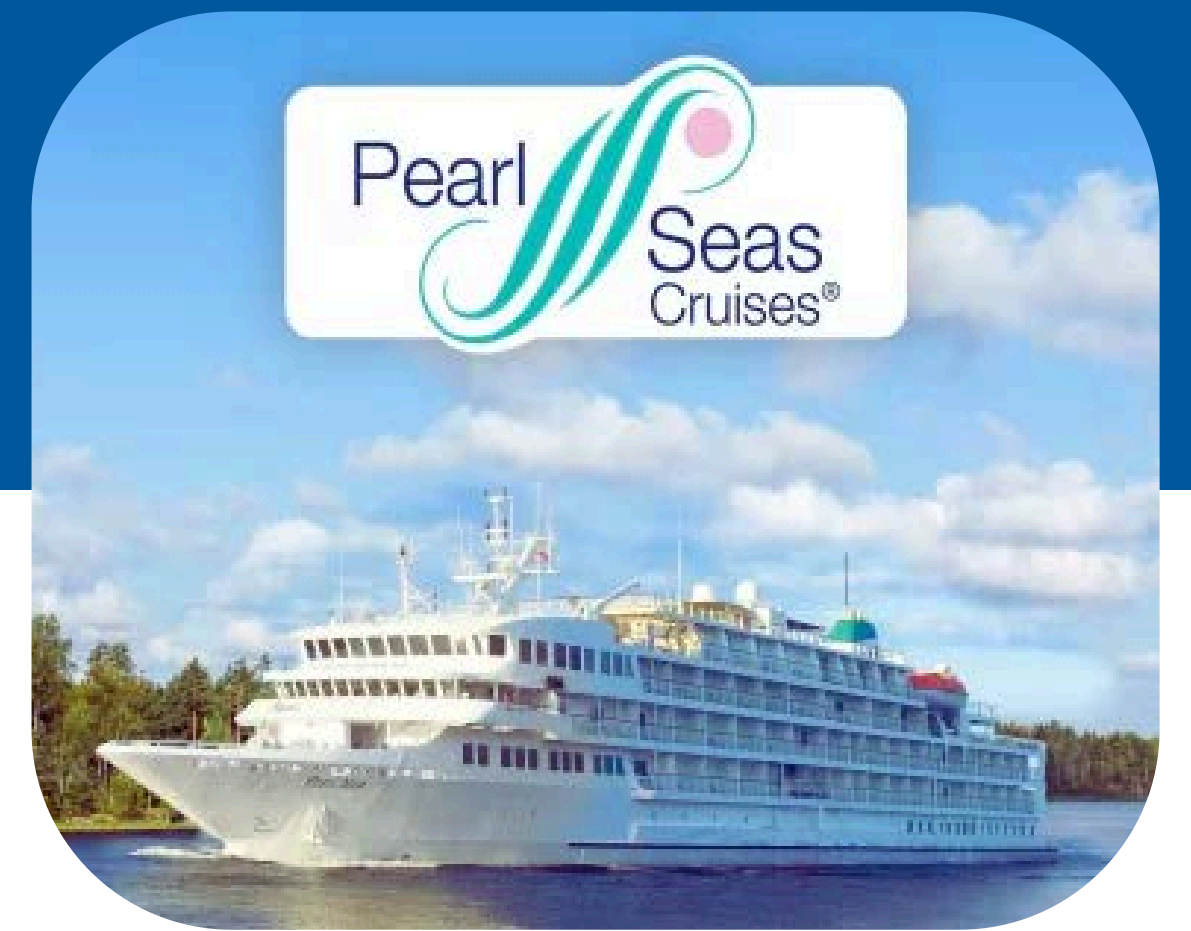
CSGN

- Écho des Rapides



Group Tours

- Algoma U Visual Arts - x2
- Sault College Adventure Recreation
- Bushplane Summer Camp - x3
- Ermatinger Clergue National Historic Site Summer Camp
- Batchawana First Nation Summer Day Camp
- FAM Motorcoach Tour
- Hanseatic Inspiration Cruise Ship Tours - x2
- Mariposa DSS
- Northland Adult Learning Centre





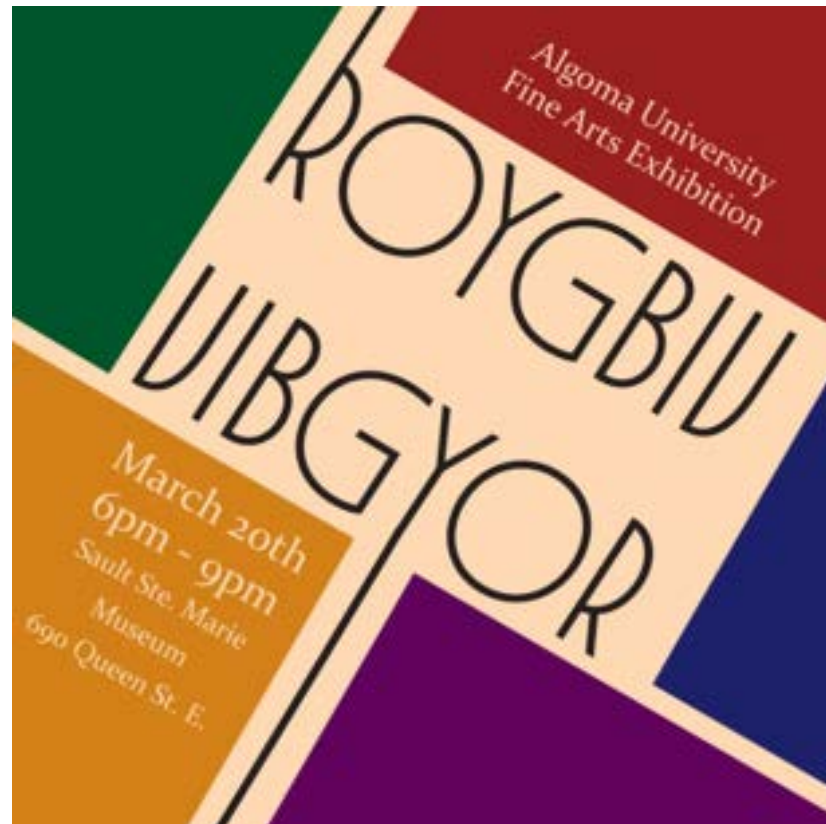
Large Exhibits

March

- Algoma U Fine Arts Exhibition

November - December

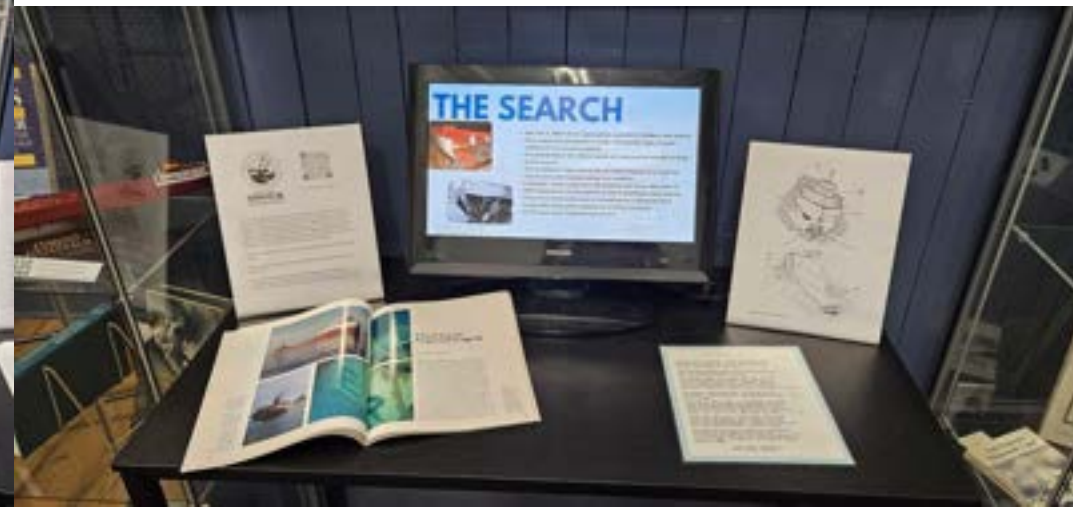
- Fragile Beauty



Sault Ste. Marie
Museum

Back Lobby Display

- Monthly rotating exhibit
- October - Halloween Village
- November - Special 50th Anniversary Edmund Fitzgerald Exhibit
- December - Christmas village



Follow us

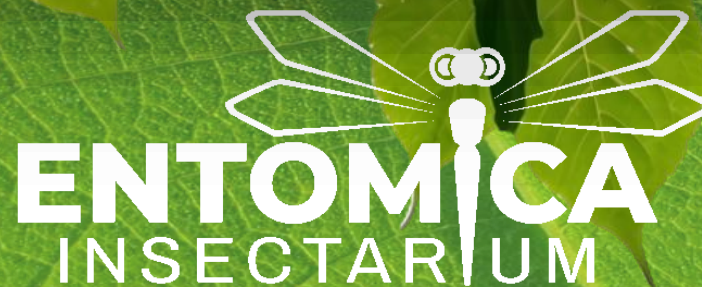


@saultmuseum

Sault Ste. Marie Museum

Entomica Sault Ste. Marie Insectarium and Natural History Museum

CVC Funding Presentation June 2026



Mission



- Deliver high-quality interactive visitor experiences, curriculum-linked educational programming and innovative out-reach events
- To inspire visitors of all ages and connect them with our natural world, acting as a catalyst for education, self-discovery and social engagement
- Connecting the Algoma community and tourists alike with biodiversity and environmental conservation through dynamic, hands-on experiences



Brief History/Overview



- Not-For-Profit Charity founded in 2014 incorporated 2017
- Run by volunteer board using primarily grant funding for staff & operations
- 1 of only 4 Insectariums in Canada
- Only insectarium in Canada permitted to bring insects outside of containment facility and provide hands on experiences to public
- Only natural history museum in Algoma region
- Moved to current location at CBHC in 2020



Successes

- Unique CFIA accreditations
- Unique out-reach and educational programming development
- Several Awards of Excellence from both local and national level business, tourism, innovation and other sector specific organizations
- Recognition as Insectarium and Natural History Museum by Canadian and Ontario Museum Associations
- Significant contributions to local community and tourism in SSM through partnerships and activities with many other non-profit, educational, museological, tourism and other organizations



Challenges

- No source for continuous operational and staff funding
- Shared revenues with CBHC inadequate to support on-going operational and staffing needs to maintain consistency and quality of operational and public program delivery
- Space and lease agreement limit revenue generating activities and product/programming development opportunities
- Earned revenues sporadic due to no permanent staff and/or staff turnover
- Operational compliance and documentation at risk due to inconsistent staffing and record keeping
- Living Exhibit care is expensive and 24/7/365 days a year



Changes Made

- 2025 Re-structure of Entomica operations
- Development of new strategic plan 2025-2028
- New community partnerships developed to support strategic plan goals and objectives
- New national insectarium collective developed to share collections, exhibits, and knowledge
- Financial review - operational expenses reduced significantly through new resource procurement processes/initiatives
- New revenue generating initiatives planned to reduce dependence on grant funding and focus on earned revenues

Out Comes Achieved To Date

- Avoided closure in 2025
- Created new strategic plan to guide organization toward sustainability and future growth
- Developed national 12 organization insectarium collective
- Reduced operating costs for animal care by +50%
- Developed/updated 8 new education programs
- Initiated process of creating new organizational SOP, policy and procedures to ensure compliance with CFIA and provincial museum standards
- Created new website to better promote, market and support new revue streams

Future Direction

Continue to implement Entomica's New Strategic Plan 2025-2028 by focusing on the 4 pillars:

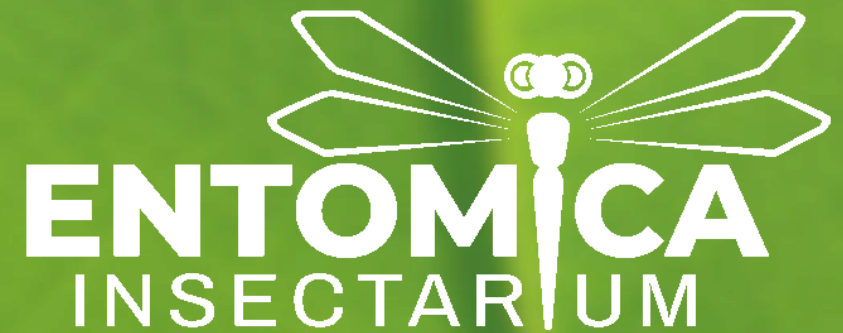
- New Revenue Diversification initiatives
- Education Leadership with relevant, engaging and hands-on interactive experiences
- Tourism & Community Engagement through new marketing and unique community programs & partnerships
- Operational Excellence through governmental regulatory and provincial museum standard compliance



Discussion



Q & A



Entomica
SSM Insectarium & Natural History
Museum



Thank you for your time
and consideration!





Entomica Insectarium & Natural History Museum

3 Year Strategic Plan 2025–2028

Entomica Insectarium & Natural History Museum

Strategic Plan 2025–2028

Executive Summary

Entomica is an experiential, hands-on insectarium and natural history museum located within the Canadian Bushplane Heritage Centre (CBHC) on the waterfront in downtown Sault Ste. Marie, Ontario. Over the next three years, Entomica will focus on four strategic pillars: **Revenue Diversification, Education Leadership, Tourism & Community Engagement**, and **Operational Excellence** to ensure its future sustainability and growth. Through expanded partnerships, improved financial sustainability, and innovative programming, Entomica will strengthen its role as a cultural and tourism leader in Northern Ontario.

Organizational Overview

Entomica is a not-for-profit charity whose vision is to inspire curiosity, foster conservation awareness, and deliver hands-on learning experiences through the fascinating world of insects and natural history. Entomica is the only insectarium in Canada that is certified to let visitors interact with insects by holding and handling them, which creates a unique experience that goes far beyond just seeing. Located in the district of Algoma, Entomica serves local families, regional schools, and visitors to the Algoma region.

Mission

Deliver high-quality interactive visitor experiences, curriculum-linked educational programming, and innovative outreach to inspire visitors of all ages and connect them with our natural world, acting as a catalyst for education, self-discovery and social engagement. Connecting the Algoma community and tourists alike with biodiversity and environmental conservation through dynamic, hands-on experiences.

Strategic Priorities 2025–2028

Revenue Diversification & Sustainability

Goals: Transition from reliance on short-term grants to diversified revenue sources. Increase self-generated (admissions, retail, events, sponsorships, donations, out-reach,

workshops, education programs - in-person and virtual) revenues by 50% over three years; reduce dependency on government grants to <40% of annual budget.

Strategies & Action Items:

- **Admissions & Memberships:** Continue to leverage CBHC “Adventure Pass” pricing, as well as promote Entomica only pass to grow admissions revenue by \$10,000+ annually; formalize admission tracking system for visitors in form of wristbands or stamping; promote and grow memberships by 10% per year, renegotiate current membership revenue split with CBHC. Continue to develop cross marketing opportunities with CBHC to increase audience reach, diversity and attendance ensuring consistent revenue growth for both.
- **Fundraising & Sponsorships:** Launch structured corporate sponsorship packages and donor tiers (Annual Insect themed event, bug adoption program, golf tournament, raffles); apply annually to various private foundations for grants; apply for raffle licenses delivering 1-2 raffles (50/50 draws or other) annually; develop fundraising campaigns via Canada Helps; encourage monthly and other donors through website/social media campaigns.
- **Events, Experiences & Exhibits:** Expand small-scale events (butterfly framing, terrarium building, domed insect displays, etc. workshops, “Night at the Museum” type events in conjunction with CBHC); create new collection exhibits and renovate/update existing exhibits and experiences to promote repeat visitation by local and visiting audiences; develop new experiences such as smart phone app tours (QR code/AR/other), interactive lighting and signage updating.
- **Education & Outreach Revenue:** Align Entomica education programming with CBHC programs for internal education programs – update Entomica current education programming to be more relevant to target audiences; target school board partnerships with ADSB and HSCDSB to develop custom experiential education programs for guaranteed annual bookings; continue to develop virtual tours and experiences for audiences outside of the region and abroad; introduce rentable travelling type exhibits that can be used by local schools, libraries and community groups; restart senior programming with annual senior home/center visits; review pricing for out-reach and education programming and adjust to ensure revenue goals are met; reach out to home school and alternate education communities for participation/partnerships; apply for funding to bring students to Entomica site (busing) as well as regional outreach (expensive to deliver regional programming).
- **Retail & Marketing:** Upgrade CBHC gift shop inventory using “best sellers” model; update Entomica website with more retail and revenue generating capability (on-line store, Patreon, adopt-a-bug, etc.) and pilot online “on-demand” store as part of Entomica website redevelopment.

- **Tourism Products:** Revisit Agawa Canyon train programming once staffing stabilizes; work closely with Tourism SSM to develop relevant content/programming to support needs of both, including bus tour/cruise ship/sports tournaments/conferences; continue LASH (Literature/Arts/Science/Heritage – formerly Cultural Corridor/4Culture) regional pass partnerships.

Year 1 (2025/26) Stabilization & Program Rebuild

- Develop & launch bug adoption program.
- Develop & launch monthly workshops.
- Develop & launch corporate sponsor prospectus.
- Develop & launch updated website with new functionalities.
- Develop & promote updated education programs to school boards.
- Review and update out-reach and education program pricing.

Year 2 (2026/27) Growth & Partnerships

- Develop custom experiential programming with school boards.
- Introduce rentable “traveling mini-exhibits” for schools/libraries.
- Develop new exhibit experiences using existing underutilized or new resources, such as tarantula tower, fantasy island, etc.
- Host inaugural fundraising golf tournament.
- Introduce raffles to be held annually.
- Apply monthly to private foundations for grant funds to support various Entomica operations/projects.
- Update and relaunch programming for seniors.

Year 3 (2027/28) Expansion & Sustainability

- Add at least 1 major annual signature event (“Insect Festival”).
- Formalize a “Friends of Entomica” donor circle.
- Seek continued support (Tourism SSM, NOHFC, FedNor, City SSM, and others for expanded Entomica products and programming with tourism partners.

Education Leadership & Partnerships

Goals: Become the leading K-12 experiential learning science partner in Algoma; double school-based revenues by 2028.

Strategies & Action Items

- **Curriculum Alignment:** Develop modules tied to Ontario Science & Technology (Gr. 1-8) and Biology/Environmental Science (Gr. 9-12) expectations.
- **School Board Partnerships:** Secure MOUs with ADSB & HSCDSB to develop custom experiential learning programs; develop co-op and SHSM placements/programming/cross-over where possible.
- **Existing Education Programs:**
 - Update 4 current education modules to align with provincial curriculum.
 - Develop 3 new education programs that align with 3 new CBHC education offerings, ensuring that programs are consistent and support/enhance each other.
- **New Education Programs:**
 - Elementary: “Biodiversity & Bugs,” “Exoskeleton Engineering,” “Ecosystems & Stewardship.”
 - Secondary: population genetics labs, invasive species field programs, potential for micro-credentials with Algoma U and Sault College.
 - Create new local species programming and exhibits for in-house and out-reach, without any CFIA restrictions.
 - Also develop 1-2 new programs tied into the CBHC Jane Goodall programming.
- **Teacher PD:** Launch professional development tools and resources to support new Entomica education programs on-line.
- **Outreach:** Expand school outreach as well as out-reach in general (including other not-for-profits, charities and local businesses) with pricing that covers true costs; update and continue virtual programs.
- **Smartphone tours:** Develop “edu-taining” smart phone tours in collaboration with CBHC Smartphone app, phone-based tour of Entomica allowing greater accessibility and allow for “self-guided” experiences; possible use of AR (Exar studios) could be added.
- **Group Tour Presentation:** Work with CBHC to develop a presentation as an add-on tour option in addition to current self-guided tours with focus on climate change.

Year 1 (2025/26) Stabilization & Program Rebuild

- Update and align elementary/high school modules with ADSB/HSCDSB input; secure MOU where possible.
- Update and revise existing Entomica programming
- Develop new programming to support updated CBHC education offerings.
- Deliver 1–2 education events annually with CBHC (e.g., Jane Goodall tie-ins).
- Relaunch virtual programs.

Year 2 (2026/27) Growth & Partnerships

- Offer SHSM credits in partnership with local boards.
- Pilot outdoor ecology programs/exhibits using local species.
- Create 2 online teacher resource packages.
- Develop new smart phone “edu-tainment” app/AR tour

Year 3 (2027/28) Expansion & Sustainability

- Launch micro-credential certificates (e.g., pollinator habitat design) with Algoma U /Sault College/LSSU.
- Expand outreach across Algoma (Wawa, North Shore) on-line or in person where feasible.
- Achieve 9,000+ student visits annually (all levels).

Tourism & Community Engagement

Goals: Strengthen role as a hub for science, nature, and cultural partnerships across Algoma.

Strategies & Action Items

- **Local Partnerships:** Joint events and programming with local arts, culture & heritage organizations, local non-profits, educational institutes, private and social organizations, seniors’ organizations, governments, tourism organizations, etc. Including continued and expanded partnership with CBHC and others.
- **Indigenous Engagement:** Co-create programming with Indigenous partners; bilingual/Anishinaabemowin labels. Batchewana, Garden River, Metis Nation (MNO), etc.

- **Tourism Integration:** Work with Tourism SSM, Destination Northern Ontario, and LASH to develop effective tourism products to attract visitors to region.
- **Public Events:** Participation in Community Days, Family Fun Day, Sal's Summer Day, Culture Days, etc. 1-2 "Pro-bono" events per year.
- **Expand Marketing Efforts:** Develop new marketing plan, including traditional as well as virtual strategies; develop stronger marketing presence through development of new website, Youtube Channel and regular social media posts. "Piggy-back" wherever possible with tourism and cultural partners to ensure maximum visibility and audience reach in region and beyond; invest in new outdoor signage.

Year 1 (2025/26) Stabilization & Program Rebuild

- Co-deliver at least 2-3 community events with CBHC. Bushplane Days, Haunted Take 5, Christmas Event - Ginger Bread Contest.
- Deliver 1-2 "Pro-Bono" events in the community.
- Redesign website and develop content creation schedules for social media posting. Create Youtube channel. Enhance online visibility through Tripadvisor and review management; ensure Google profile is updated regularly; develop e-mail marketing list.
- Create new brochures, rack cards, etc. and distribute.

Year 2 (2026/27) Growth & Partnerships

- Formal Indigenous advisory input into programming.
- Work with local tourism and cultural partners to develop new tourism products/programs that support the community and region as a destination in northern Ontario.

Year 3 (2027/28) Expansion & Sustainability

- Expand partnerships to develop new products and programs with community partners.
- Position Entomica as a regional natural history education leader.
- Strengthen Entomica's position as a leading Algoma cultural and tourism attraction.
- Expand outreach through local and other regional marketing campaigns.

Operational Excellence & Capacity

Goals: Build a lean, professionalized operation with clear governance, sustainable staffing, and risk management.

Strategies & Action Items

- **Governance Shift:** Transition Board from management to governance; establish standing committees (Education, HR/Operations, Fundraising); recruit Board members with specific skill sets that are needed to support Entomica's goals and objectives (finance, IT, legal).
- **Financial Management:** Quarterly budget reviews at Board; halt overspending beyond grant/budget allocations.
- **Staffing:** Achieve staff of 3 core FTE plus seasonal students; implement cross-training with CBHC staff; incorporate co-op placements and/or other work programs where applicable; use NOHFC internships and Canada Summer Jobs programs.
- **Development of Operating Policy & Procedures:** Focus on development of core policies & procedures that will guide the Entomica operational system; these will be based on the Ontario provincial museum standards (10), including governance, finance, collections, exhibition, interpretation/education, research, conservation, physical plant, community and H&S/HR; also included would be a communications policy and procedure to manage marketing, social media, and any other public communications; of particular priority is the collections management policy that governs the acquisitions, care and disposal of collections.
- **Volunteer Recruitment & Retention:** Develop a volunteer recruitment program that encompasses all the operations of Entomica (beyond just showroom tours and lab-care) that will help Entomica to achieve its stated goals in an efficient and timely manner; the program will feature volunteer acknowledging and rewarding system with clearly defined roles and responsibilities.
- **Technology:** Adopt SharePoint, Google or other system for bookings and communication (same as CBHC?); consider IT support contract for review and update of IT infrastructure and security.
- **Infrastructure:** To ensure that Entomica's collections are properly maintained and secured it will need to undertake some equipment updates and implement regular maintenance (HVAC/Humidifier) routines; currently there is no back-up power system for Entomica so that if there was a power outage Entomica's collections would be at high risk for damage or loss; also lights and other animal maintenance equipment are reaching the end of their serviceable life and will need replacing. Efficiencies can be found in the investment of regulated misting and other animal care systems where applicable.

- **Establish Operating Reserve:** Establishing operating reserve to lever funding opportunities for product, programing development, operational expansion, emergency and regular infrastructure and collection management/maintenance needs, and other.
- **Maintain Professional Memberships:** Ensure professional memberships are renewed annually and listed on website (CMA/OMA/TIAO/CASC/SSM C of C/etc.)

Year 1 (2025/26) Stabilization & Program Rebuild

- Establish new Board Committees; finalize governance protocols (board → director chain of command). Solicit for new Board members to fill needed positions.
- Launch volunteer program.
- Develop operational policies and procedures.
- Use governmental job creation programs and others to hire staff with wage subsidies, NOHFC, CSJ.
- Migrate all Entomica operational files to Sharepoint, Google or other system.
- Review and update IT systems and equipment where needed.

Year 2 (2026/27) Growth & Partnerships

- Secure power back-up system and other vital systems for live collection maintenance.
- Review and update CBHC partnership agreement; develop partnership synchronicities to maximize revenue and cost management.
- Collaborate and partner with other insectariums/natural history museums/zoos to share/trade current collections, SOP's and group purchases for specimen orders.
- Develop partnerships with local businesses and/or other organizations to eliminate/reduce operational costs (i.e. Metro for fruits/vegetables, City green house for plants, etc.).

Year 3 (2027/28) Expansion & Sustainability

- Build an endowment/capital reserve (\$150k+ target).
- Audit and optimize all programs for profitability.

Environmental Scan (SWOT)

Strengths

- Interactive programming and strong visitor reviews (4.7/5 Google rating).

- Strategic CBHC partnership enabling growth in admissions, gift shop sales, event, education and membership revenues.
- Unique hands-on collection and experiences.

Weaknesses

- Reliance on grants for operational stability and staffing.
- Limited staff capacity to expand programming and fundraising.

Opportunities

- Expanding demand for curriculum-linked STEAM education in Algoma schools.
- Growth of eco-tourism and cultural tourism markets in Northern Ontario.
- New revenue initiatives: bug adoption, annual events, donor programs.

Threats

- Competition from new attractions (butterfly house anticipated by 2026–27).
- Funding uncertainties post-2025 as major grants expire.
- Potential decline in Ontario visitor traffic with tourism shifts.
- Downturn in local economy due to large employer lay-offs.

Key Performance Indicators (KPIs)

KPIs will be tracked as follows, key measures include:

- Visitor numbers and admissions/membership revenue.
- Education program development, delivery and revenues.
- Fundraising revenues (events, sponsorships, donations).
- Volunteer recruitment and staff training milestones.
- Financial sustainability (balanced budget, reserve targets).
- Giftshop and on-line revenue.
- Number of partnerships developed.
- Number of goals achieved vs. plan

Financial Outlook 2025–2028

The 2025 budget establishes stability through City of Sault Ste. Marie funding, NOHFC support for staffing, CBHC admission, giftshop, membership, event and educational and modest earned out-reach revenues. By 2028, Entomica projects balanced budgets, diversified revenues, and the creation of an operating reserve. Companion financial documents provide detailed budget forecasts and cash flow projections.

Call to Action

Entomica invites funders, sponsors, and community partners to support the successful implementation of this strategic plan. With investment and collaboration, Entomica will strengthen its role as a cultural anchor, a leader in science education, and a sustainable community asset for Sault Ste. Marie and Northern Ontario.

Business Environment

The Canadian Tourism Economy has still not fully recovered from the pandemic. International visits are returning to post-pandemic levels (according to 2023 stats), but when inflation is considered, there is negative growth. Destination Canada released a new strategic plan in 2024, *A World of Opportunity*, that aims to make Canada into one of the top 7 destinations in the world by 2030. Many of the International visitors the CBHC sees are from focus-countries of Destination Canada's strategic plan: U.S., England, France, Germany, Australia and China. The Strategic Plan focuses on driving tourism during the off-season, Fall and Winter, and to destinations where there is room to grow – Sault Ste. Marie is well-positioned as a destination. The Federal Government is supporting their strategic plan with 108 million in funding over 3 years for tourism development.

Increases in US and International traffic in 2023, according to the CBHC's Visitor Report, suggested that tourism is starting to return to pre-pandemic levels, while 2024 levels suggest that visitors from outside SSM (particularly the rest of Ontario) are cooling off. Sault hotels and other attractions also anecdotally reported a softening travel market compared in 2024, which seems natural as post-pandemic "revenge travel" as well as fears of travelling abroad wane.

The economy is predicted to grow modestly in 2025. In fact, the Canadian economy is predicted to be the fastest growing economy among the G7 in 2025, according to the International Monetary Fund. Inflation has come down without a recession. The Bank of Canada started cutting interest rates and is expected to continue to do so until rates are around 3%. Unemployment in Ontario has now increased past 7% but remains lower in Northern Ontario (approx. 6.2%).

Despite a relatively strong economy, unaffordable housing and inflation, particularly at the grocery store, is putting lower-income Canadians at risk. One quarter of Canadians will need to access a food bank in the last quarter of 2024 and early 2025. Over 2 million Canadians

(45% of mortgages) will also need to renew their mortgages between 2024 and 2025 at higher interest rates – this is expected to result in more foreclosures and a softening of housing prices (which is being noted in the Sault). Canadian household debt is also the highest among G7 nations. These factors indicate that the CBHC needs to be strategic in pricing and budgeting decisions as tourism/entertainment spending is most likely to be affected by tighter household budgets.

In 2023, Entomica’s visitor numbers at the museum were 22,170 and 10,515 for Entomica-only events, birthdays and outreach initiatives; in total, Entomica served 32,685 visitors.

Cruise numbers remain low. There is evidence that in 2025 we may see more cruise ships, but we will remain bearish in our expectations. Cruise companies continue to opt for day-long excursions when visiting Sault, Canada that do not include local attractions.

Sault Airport passenger numbers remain low (down 32% in August 2024 compared to pre-pandemic levels and down 7% compared to same month 2023). Passenger numbers are mainly affected by reduced capacity, more inconvenient schedules and the failure of business travel to return to pre-pandemic levels. Meanwhile traffic on the International Bridge continues to increase and is up 16.4% YOY. There is evidence that travel is still strong in the area.

Entomica faces some unique threats in the upcoming years. There is rumour that a new butterfly house is being planned for the Gateway Development (probably will not be a reality until 2026-2027) which could result in competition. Consistent funding is also a challenge that continues to threaten Entomica.

Markets

Entomica is rated 4.7/5 on Google and regularly receives quality reviews. The most common compliments are regarding staff and the uniqueness of the experience. In addition, Entomica is one of only four insectariums in Canada and the only Insectarium that permits guests to touch insects. Due to the joint entrance of Entomica and CBHC, Entomica’s markets will primarily align with the markets that the CBHC pursues.

Local

Families:

The decision-making of families in Sault Ste. Marie is driven by either parents (25-45) or grandparents (50+). While men will join the experience, the women tend to make the decision to visit or buy. These guests seek enjoyable and, secondarily, educational experience for the children in their care. Experiences need to be affordable, safe, accessible and interactive, incorporating technology and tactile opportunities wherever possible. CBHC will connect with this group through social media, PR and partnerships with organizations who work with families and children such as schools and daycares.

Millennial Business Professionals:

This group seeks authentic experiences and has disposable income. They are interested in having fun and being able to share that on social media. They care about social trends (ie: sustainability, environmentalism, social justice) but prefer to participate when there is also something for them to take away. CBHC can connect with this group through social media, PR and associations such as Strive YPG (Chamber of Commerce). Unique in-person arts and cultural events will connect with this group.

Travel

The Destination Northern Ontario travel market report from 2020 indicates two markets that would most align with CBHC and Entomica: Outdoor Space Seekers, Family Lovers.

Outdoor Space Seekers:

These guests will be 25-65 and generally from Southern Ontario or Quebec. To come all the way to Sault Ste. Marie, they tend to be slightly more adventurous and want to seek unique and authentic experiences. Their trips will be focused on the outdoors, but they tend to enjoy cultural experiences where they can learn or experience something new. The younger half of the age segment will focus on experiences that are “instagrammable”. The older half of the age group will focus on learning experiences they can take with them. Most travelers in this profile will travel as couples, with some travelling as families. As their adventures can be very weather-dependent, they will visit when weather inhibits their adventures or as part of a daily outdoor outing (ie: Hub Trail). The personalized nature of Entomica’s tours will connect with this market.

Family Lovers:

These guests come to Sault Ste. Marie to see family. They will typically fall in the 30-65 age range, either with young families or senior couples visiting aged parents. These guests are often originally from Sault Ste. Marie or have lived in the Sault for a period of time, and so are familiar with the city and attractions. These guests won’t be as focused on the experiences they can have in Sault Ste. Marie because they are here for the purpose of visiting. To reach these guests, Entomica needs to become top-of-mind for the people they visit.

Regional:

These guests travel to Sault Ste. Marie from the outskirts, generally in the P0S or P0R postal regions within Algoma. They often travel for medical appointments or for shopping and entertainment. Hotel partnerships and social media awareness campaigns will help support connecting with these guests, and they could prove to be a valuable source of business during low business periods (they’re more likely to seek mini getaways when the snow flies to deal with boredom).

Conclusion

Over the next three years, Entomica Insectarium & Natural History Museum is positioned to transform its operational capacity, deepen its educational impact, and strengthen its role as a cultural and tourism anchor in Northern Ontario. Through a focused commitment to revenue diversification, curriculum-aligned education leadership, community and tourism partnerships, and strong governance and operational excellence, Entomica will move toward long-term financial sustainability and increased regional relevance. By investing in people, programs, partnerships, and infrastructure, Entomica will enhance visitor experiences, expand its reach across Algoma, and reinforce its identity as a unique and vital institution. Successful implementation of this plan will ensure that by 2028, Entomica is not only stable, but thriving—recognized as an innovative learning hub, a valued community resource, and a resilient organization prepared for future growth.

Agency: Sault Ste. Marie Insectarium and Natural History Museum (Entomica)

Year To Date: January 1 – May 31, 2026

1. Use of Funds: Provide a detailed description of the approved use of funds.

Funding will be used to support a permanent Director of Operations position enabling organizational stability and sustainability. In the past all positions were funded through various granting agencies, leaving the organization unable to achieve continuity and sustainability of operations through earned revenue alone. This model of operation leaves the organization open to potential loss of all and/or key staff if grant funding becomes unavailable and results in irregular operations, staffing loss, program delivery interruptions, loss of organizational and operational data/memory and if not changed could lead to eventual closure. This issue is compounded by the limitations presented in its current location where revenues are split/shared with landlord and space is not available for certain types of programming and revenue generation. The ability to maintain this key position will be paramount to reaching SSMI's goal of sustainability and future growth.

2. Financial Information: Have expenditures been in accordance with the agreement and all claims filed to date? Yes No If not, please provide an explanation.

N/A – Funding currently in application process

Metrics:	YTD May 31, 2026	2025	2024
Number of Visitors (Paid Admissions)	2453	17,916	19,984
Visitors from Outside of Sault Ste. Marie (>40km)	324	1,171	1,995
Number of Education Programs Delivered (ADSB & HSCDSB, etc.) (Includes w/CBHC)	28	62	72
Number of Students via Education Programs	624	1,118	1,251
Number of Museum-led Events (Includes Museum lead event out-reach)	4	23	N/A
Number of Community-led Programs at the Museum (Includes Community lead event out-reach)	5	21	11
Number of Visitors- Events/Programs	650	977	860
Number of Virtual Visits (if any)	0	1 visit – 50 participants	Unknown
Total Number of Memberships (all tiers)	188	290 - from CBHC POS records (455 in CBHC 2025 report to CVC?)	273 - from CBHC POS records (425 in CBHC 2025 report to CVC?)
Number of Volunteers (active at least one time within the calendar year)	11	11	5
Metrics:	YTD	2025	2024

	May 31, 2026		
City Grant	13,500	10,000 (thru CBHC)	0
Other Grants	7,904 (NOHFC intern)	119,328	101,525
Monetary Donations Received (\$)	2,235	6,014	5,054
Admissions (\$)	7,408	38,633	42,299
Memberships (\$)	2,173	4,278	4,256
Facility Rentals (\$)	N/A	N/A	N/A
Fundraising Events/Programs Initiatives (\$)	0	0	1,500
Gift Shop Sales	2,722	17,415	17,557
Other (specify)	7,587	26,309	26,262
Total Revenue	43,529	221,976	198,453
Annual financial surplus/ deficit	-8,463	13,228	17,088

Other Revenues Include the following revenue line items:

- 1) Events w/CBHC
- 2) Cruise & Bus Tour Visits
- 3) Entomica in-house Product Sales
- 4) Virtual Learning
- 5) School Education w/CBHC
- 6) School Education Entomica
- 7) Entomica Off-site Outreach
- 8) Entomica only Events & Exhibits
- 9) CBHC Birthdays
- 10) Entomica Private Tours
- 11) Misc. Revenues

3. Other Performance Measures:

- a) Note any milestones/activities/objectives as set out in the agreement and if they have been completed. Describe the benefits that resulted for the community.

Milestones include:

- 1) Balancing of budget to avoid closure
- 2) Creation of new 3 yr strategic plan for Entomica - 4 Pillars: Revenue Diversification; Education Leadership; Tourism & Community Engagement & Operational Excellence

- 3) Implementation of cost reduction strategies by creating new community (sponsors/donors) and professional partnerships (national insectarium collective 12 organizational members across Canada) to reduce collection management costs on an on-going basis
- 4) Creation of new policies and procedures to ensure compliance with governmental regulations and provincial museum standards in collaboration with CFIA and Insectarium Collective partners
- 5) Creation of new programs to support revenue generation (workshops/programs/etc.) waiting for staffing to implement
- 6) Improving marketing presence with development of new website with plans in place to grow once staffing stability is achieved.
- 7) Updated current K-8 Educational Programs and developed 4 new programs for secondary level. Also, partnerships with ADBB, HSCDSB, Sault College and Algoma U for Co-op and other placements - various programs.

Community benefits include:

- 1) Continued delivery of Entomica programming to the community
 - 2) More/New educational and general programming
 - 3) Ability to change offerings to locals, visitors and students on a regular basis
 - 4) Marketing to greater audiences promoting SSM as a tourism destination with unique attractions
 - 5) Better partnership and relations with CBHC to support greater sustainability for both
 - 6) Development of natural history component of Entomica in partnership with Sault College and Algoma U leading to renewable exhibits/displays for local and visiting audiences
- b) Please describe any actions or initiatives that your organization has undertaken in this fiscal year that have had a positive effect on your revenue streams.
- 1) Cost cutting as revenue preservation vehicle. All costs reviewed and eliminated or reduced maximizing operational efficiency – no waste
 - 2) Development of sponsorship, donor and fundraising initiatives and programs that are waiting to be implemented with staffing stabilization
 - 3) Increased revenue sharing with CBHC to include bus & cruise tours
 - 4) Marketing on new website of programs and products offered by Entomica
 - 5) Broadening and soliciting outreach events to various community groups/centers/non-profits and private sector
 - 6) Working with TSSM to promote Entomica as a “must see” attraction in SSM

4.. 2027 Funding Request: \$ 50,000 .

SAULT STE MARIE INSECTARIUM
Balance Sheet As at 2026-05-31

ASSET

Current Assets

Petty Cash	410.00	
Savings Bank Account	34.14	
Community First Chequing Acco...	50,396.32	
Total Cash		50,840.46
Accounts Receivable	5,821.43	
Total Receivable		5,821.43
Total Current Assets		56,661.89

TOTAL ASSET

56,661.89

LIABILITY

Current Liabilities

Accounts Payable		162.00
Vacation Payable		928.82
GST/HST Charged on Sales	1,211.45	
GST/HST Paid on Purchases	-1,327.88	
GST/HST Owing (Refund)		-116.43
Total Current Liabilities		974.39

TOTAL LIABILITY

974.39

EQUITY

Retained Earnings

Retained Earnings - Previous Year		64,150.15
Current Earnings		-8,462.65
Total Retained Earnings		55,687.50

TOTAL EQUITY

55,687.50

LIABILITIES AND EQUITY

56,661.89

SAULT STE MARIE INSECTARIUM

Comparative Income Statement

	Actual 2026-01-01 to 2026-05-31	Actual 2025-01-01 to 2025-05-31	Percent
REVENUE			
Self Generating Revenue			
Donations General	2,235.20	2,349.09	-4.85
Total self generating revenue	<u>2,235.20</u>	<u>2,349.09</u>	-4.85
Sales Revenue			
CBHC Gift Shop Sales	2,721.76	5,428.75	-49.86
CBHC Admissions Sales	7,407.50	8,615.25	-14.02
Events with CBHC	1,365.00	2,178.43	-37.34
CBHC Membership Sales	2,173.00	1,909.50	13.80
Cruise & Bus Tour Visits	306.00	86.00	255.81
School Education with CBHC	1,161.14	1,143.63	1.53
School Education Entomica	1,787.33	542.30	229.58
Entomica Offsite Outreach	1,608.00	850.00	89.18
CBHC Birthdays	1,360.00	320.00	325.00
Entomica Private Tours	0.00	46.01	-100.00
Total Sales Revenue	<u>19,889.73</u>	<u>21,119.87</u>	-5.82
Government Revenue			
SSM Tourism	0.00	40,000.00	-100.00
Provincial Grant Trillium	0.00	28,000.00	-100.00
Provincial Grant NOHFC	7,903.65	0.00	0.00
City Grants- City SSM	13,500.00	5,000.00	170.00
Wage Subsidy Programs	0.00	1,806.00	-100.00
Total Government Revenue	<u>21,403.65</u>	<u>74,806.00</u>	-71.39
TOTAL REVENUE	<u>43,528.58</u>	<u>98,274.96</u>	-55.71
EXPENSE			
Cost of Goods Sold			
Gift Shop CBHC pdts and Merchandise	0.00	4,053.63	-100.00
Entomica bought pdts and Mdse	0.00	1,253.51	-100.00
Expense Account	0.00	30.00	-100.00
Event Expenses	0.00	79.92	-100.00
Education Expense (Pay To CBHC)	118.00	0.00	0.00
Outreach Expense	13.99	325.90	-95.71
Total Cost of Goods Sold	<u>131.99</u>	<u>5,742.96</u>	-97.70
Payroll Expenses			
Wages & Salaries	30,116.21	59,704.74	-49.56
El Expense	856.90	1,613.79	-46.90
CPP Expense	2,058.20	3,537.04	-41.81
Wagepoint Source Deductions	7,040.09	12,946.04	-45.62
Total Payroll Expense	<u>40,071.40</u>	<u>77,801.61</u>	-48.50
Marketing Promotions			
Marketing Promotions	775.00	1,857.03	-58.27
Total Marketing Promotions	<u>775.00</u>	<u>1,857.03</u>	-58.27
General & Administrative Expenses			
Accounting & Legal	2,471.43	2,260.00	9.36
Membership Fees	357.11	280.00	27.54
Shipping/Freight/Postage	9.04	64.87	-86.06
Credit Card Charges	0.00	40.31	-100.00
Computer Programs and Platforms	1,177.90	1,231.33	-4.34
Insurance	678.29	678.28	0.00
Payroll Program processing Fees	266.00	325.00	-18.15
Office Supplies	40.34	375.91	-89.27

Printed On: 2026-06-12

SAULT STE MARIE INSECTARIUM

Comparative Income Statement

	Actual 2026-01-01 to 2026-05-31	Actual 2025-01-01 to 2025-05-31	Percent
Office Equipment	0.00	1,430.92	-100.00
Motor Vehicle Expenses	102.48	103.70	-1.18
Telephone	196.60	199.10	-1.26
Staff Development	0.00	290.43	-100.00
Processing Fees (Sq/CanadaHelps)	2.44	15.10	-83.84
Bank Fees	101.19	99.82	1.37
Miscellaneous Expenses	1,230.53	2,190.80	-43.83
Total General Administration Expens	<u>6,633.35</u>	<u>9,585.57</u>	-30.80
Exhibits and Displays			
Acquisitions of livestock	366.74	669.48	-45.22
Exhibit/Display Supplies/Lab	423.92	1,623.44	-73.89
Livestock Insect Food	2,109.15	4,584.93	-54.00
Livestock Animal Food	1,320.73	0.00	0.00
Import Fees	125.97	24.41	416.06
Total Exhibits and Displays Expense	<u>4,346.51</u>	<u>6,902.26</u>	-37.03
Buildings and Grounds			
Repairs and Maintenance	0.00	591.99	-100.00
Cleaning and Janitorial Supplies	32.98	312.13	-89.43
Total Building and Grounds Expense	<u>32.98</u>	<u>904.12</u>	-96.35
TOTAL EXPENSE	<u>51,991.23</u>	<u>102,793.55</u>	-49.42
NET INCOME	<u>-8,462.65</u>	<u>-4,518.59</u>	87.29

SAULT STE MARIE INSECTARIUM

Comparative Income Statement

	Actual 2026-01-01 to 2026-05-31	Budget 2026-01-01 to 2026-05-31	Percent
REVENUE			
Self Generating Revenu			
Fundraising/Events Activities	0.00	500.00	-100.00
Fundraising Donations	0.00	3,000.00	-100.00
Donations General	2,235.20	1,400.00	59.66
Total self generating revenue	<u>2,235.20</u>	<u>4,900.00</u>	-54.38
Sales Revenue			
CBHC Gift Shop Sales	2,721.76	4,200.00	-35.20
CBHC Admissions Sales	7,407.50	6,000.00	23.46
Events with CBHC	1,365.00	1,450.00	-5.86
CBHC Membership Sales	2,173.00	1,550.00	40.19
Cruise & Bus Tour Visits	306.00	0.00	0.00
Virtual Learning	0.00	550.00	-100.00
School Education with CBHC	1,161.14	1,500.00	-22.59
School Education Entomica	1,787.33	1,150.00	55.42
Entomica Offsite Outreach	1,608.00	1,400.00	14.86
CBHC Birthdays	1,360.00	560.00	142.86
Entomica Private Tours	0.00	250.00	-100.00
Total Sales Revenue	<u>19,889.73</u>	<u>18,610.00</u>	6.88
Government Revenue			
Provincial Grant NOHFC	7,903.65	24,000.00	-67.07
City Grants- City SSM	13,500.00	13,500.00	0.00
Total Government Revenue	<u>21,403.65</u>	<u>37,500.00</u>	-42.92
TOTAL REVENUE	<u>43,528.58</u>	<u>61,010.00</u>	-28.65
EXPENSE			
Cost of Goods Sold			
Raffle Expense	0.00	500.00	-100.00
Fundraising Expenses	0.00	450.00	-100.00
Gift Shop CBHC pdts and Merchandise	0.00	7,000.00	-100.00
Entomica bought pdts and Mdse	0.00	500.00	-100.00
Educational Supplies	0.00	250.00	-100.00
Education Expense (Pay To CBHC)	118.00	200.00	-41.00
Outreach Expense	13.99	100.00	-86.01
Total Cost of Goods Sold	<u>131.99</u>	<u>9,000.00</u>	-98.53
Payroll Expenses			
Wages & Salaries	30,116.21	44,835.00	-32.83
EI Expense	856.90	1,102.94	-22.31
CPP Expense	2,058.20	2,453.72	-16.12
Wagepoint Source Deductions	7,040.09	10,197.06	-30.96
Total Payroll Expense	<u>40,071.40</u>	<u>58,588.72</u>	-31.61
Marketing Promotions			
Marketing Promotions	775.00	1,150.00	-32.61
Total Marketing Promotions	<u>775.00</u>	<u>1,150.00</u>	-32.61
General & Administrative Expenses			
Accounting & Legal	2,471.43	2,500.00	-1.14
Membership Fees	357.11	750.00	-52.39
Certification and Permits	0.00	75.00	-100.00
Shipping/Freight/Postage	9.04	310.00	-97.08
Computer Programs and Platforms	1,177.90	462.00	154.96
Insurance	678.29	700.00	-3.10
Payroll Program processing Fees	266.00	380.00	-30.00

Printed On: 2026-06-12

SAULT STE MARIE INSECTARIUM

Comparative Income Statement

	Actual 2026-01-01 to 2026-05-31	Budget 2026-01-01 to 2026-05-31	Percent
Office Supplies	40.34	210.00	-80.79
Office Equipment	0.00	600.00	-100.00
Motor Vehicle Expenses	102.48	350.00	-70.72
Telephone	196.60	225.00	-12.62
Staff Development	0.00	100.00	-100.00
Volunteer Support/Members Activity	0.00	300.00	-100.00
Processing Fees (Sq/CanadaHelps)	2.44	12.50	-80.48
Bank Fees	101.19	140.00	-27.72
Miscellaneous Expenses	1,230.53	420.00	192.98
Total General Administration Expens	<u>6,633.35</u>	<u>7,534.50</u>	-11.96
Exhibits and Displays			
Acquisitions of livestock	366.74	2,500.00	-85.33
Exhibit/Display Supplies/Lab	423.92	1,375.00	-69.17
Livestock Insect Food	2,109.15	2,708.30	-22.12
Livestock Animal Food	1,320.73	1,875.00	-29.56
Import Fees	125.97	125.00	0.78
Total Exhibits and Displays Expense	<u>4,346.51</u>	<u>8,583.30</u>	-49.36
Buildings and Grounds			
Equipment	0.00	405.00	-100.00
Repairs and Maintenance	0.00	2,000.00	-100.00
Cleaning and Janitorial Supplies	32.98	200.00	-83.51
Total Building and Grounds Expense	<u>32.98</u>	<u>2,605.00</u>	-98.73
TOTAL EXPENSE	<u>51,991.23</u>	<u>87,461.52</u>	-40.56
NET INCOME	<u>-8,462.65</u>	<u>-26,451.52</u>	-68.01

**SAULT STE. MARIE INSECTARIUM
FINANCIAL INFORMATION**

YEAR ENDED DECEMBER 31, 2025

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Ruscio
Weldishofer
Chiarello
Doyle

CHARTERED PROFESSIONAL ACCOUNTANTS

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Sault Ste. Marie, ON P6A 1Z5
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www.rwcd-cpa.ca

COMPILATION ENGAGEMENT REPORT

To Management of Sault Ste. Marie Insectarium

On the basis of information provided by management, I have compiled the statement of financial position of Sault Ste. Marie Insectarium as at December 31, 2025, the statement of operations and net assets for the year then ended, and Note 1, which describes the basis of accounting applied in the preparation of the compiled financial information ("financial information").

Management is responsible for the accompanying financial information, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

I performed this engagement in accordance with Canadian Standard on Related Services (CSRS) 4200, *Compilation Engagements*, which requires me to comply with relevant ethical requirements. My responsibility is to assist management in the preparation of the financial information.

I did not perform an audit engagement or a review engagement, nor was I required to perform procedures to verify the accuracy or completeness of the information provided by management. Accordingly, I do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial information.

Readers are cautioned that the financial information may not be appropriate for their purposes.

Joe Ruscio, CPA, CA, LPA

Ruscio Weldishofer Chiarello Doyle Professional Corporation

Authorized to practice public accounting by The Chartered Professional Accountants of Ontario

*Sault Ste. Marie, Canada
March 3, 2026*

**SAULT STE. MARIE INSECTARIUM
STATEMENT OF FINANCIAL POSITION**

AS AT DECEMBER 31, **2025** **2024**

ASSETS

CURRENT ASSETS

Cash	\$	63,987	\$	47,186
Accounts receivable		3,325		8,865
		67,312		56,051

	\$	67,312	\$	56,051
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LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Accounts payable and accrued liabilities	\$	2,089	\$	5,129
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NET ASSETS

Unrestricted net assets		65,223		50,922
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	\$	67,312	\$	56,051
--	----	--------	----	--------

**SAULT STE. MARIE INSECTARIUM
STATEMENT OF OPERATIONS AND NET ASSETS**

YEAR ENDED DECEMBER 31,	2025	2024
REVENUE		
Government funding and grants	\$ 129,328	102,456
Sales and Events	87,708	\$ 91,893
Donations	6,014	5,051
	<u>223,050</u>	<u>199,400</u>
EXPENDITURES		
Advertising and promotion	1,978	901
Insurance	1,628	1,221
Interest and bank charges	293	158
Memberships and licenses	280	503
Office expenses	9,854	2,309
Professional fees	2,363	3,588
Purchases and Supplies	23,026	23,671
Repairs and maintenance	5,666	1,575
Telecommunications and utilities	433	471
Travel expenses	830	-
Wages and benefits	162,398	146,965
	<u>208,749</u>	<u>181,362</u>
EXCESS OF REVENUE OVER EXPENDITURES	14,301	18,038
NET ASSETS, BEGINNING OF YEAR	50,922	32,884
NET ASSETS, END OF YEAR	\$ 65,223	\$ 50,922

**SAULT STE. MARIE INSECTARIUM
NOTE TO FINANCIAL INFORMATION**

YEAR ENDED DECEMBER 31, 2025

1. BASIS OF ACCOUNTING

The basis of accounting applied in the preparation of the financial information is on the historical cost basis, reflecting cash transactions with the addition of:

- Accounts receivable
- Accounts payable and accrued liabilities

**SAULT STE. MARIE INSECTARIUM
FINANCIAL INFORMATION**

YEAR ENDED DECEMBER 31, 2024

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COMPILATION ENGAGEMENT REPORT

To Management of Sault Ste. Marie Insectarium

On the basis of information provided by management, I have compiled the statement of financial position of Sault Ste. Marie Insectarium as at December 31, 2024, the statement of operations and net assets for the year then ended, and Note 1, which describes the basis of accounting applied in the preparation of the compiled financial information ("financial information").

Management is responsible for the accompanying financial information, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

I performed this engagement in accordance with Canadian Standard on Related Services (CSRS) 4200, *Compilation Engagements*, which requires me to comply with relevant ethical requirements. My responsibility is to assist management in the preparation of the financial information.

I did not perform an audit engagement or a review engagement, nor was I required to perform procedures to verify the accuracy or completeness of the information provided by management. Accordingly, I do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial information.

Readers are cautioned that the financial information may not be appropriate for their purposes.

Chartered Professional Accountant
Professional Corporation
Authorized to practice public accounting by The Chartered Professional Accountants of Ontario

*Sault Ste. Marie, Canada
April 14, 2025*

SAULT STE. MARIE INSECTARIUM
STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, **2024** **2023**

ASSETS

CURRENT ASSETS

Cash	\$ 47,186	\$ 43,430
Accounts receivable	8,865	1,066
	56,051	44,496
	\$ 56,051	\$ 44,496

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Accounts payable and accrued liabilities	\$ 5,128	\$ 11,611
	5,128	11,611

NET ASSETS

Unrestricted net assets	50,923	32,885
	\$ 56,051	\$ 44,496
	\$ 56,051	\$ 44,496

**SAULT STE. MARIE INSECTARIUM
STATEMENT OF OPERATIONS AND NET ASSETS**

YEAR ENDED DECEMBER 31,	2024	2023
REVENUE		
Government funding and grants	\$ 100,956	\$ 161,946
Fundraising and events	98,444	173,492
	<u>199,400</u>	<u>335,438</u>
EXPENSES		
Advertising and promotion	901	20,339
Insurance	1,221	1,842
Interest and bank charges	158	400
Office and general	2,212	7,144
Professional fees	3,837	2,212
Purchases and supplies	23,950	104,143
Equipment purchases	1,128	833
Telephone and utilities	471	544
Wages and benefits	147,484	197,355
	<u>181,362</u>	<u>334,812</u>
NET INCOME	18,038	626
UNRESTRICTED NET ASSETS, BEGINNING OF YEAR	32,885	32,259
UNRESTRICTED NET ASSETS, END OF YEAR	<u>\$ 50,923</u>	<u>\$ 32,885</u>

SAULT STE. MARIE INSECTARIUM
NOTES TO FINANCIAL INFORMATION

YEAR ENDED DECEMBER 31, 2024

1. BASIS OF ACCOUNTING

The basis of accounting applied in the preparation of the financial information is on the historical cost basis, reflecting cash transactions with the addition of:

- Accounts receivable
- Accounts payable and accrued liabilities

SAULT STE. MARIE INSECTARIUM

DIRECTORS (2026)

	Name	Category	Address	Phone	email	DOB (DMY)	Start	End
1	Corinne Wilkerson	President/ Treasurer	██████████ ██████ Thessalon, ON ██████	██████████	██████████ ██████████	██████ ██████	August 2017	present
2	Jessica Fischer	Secretary	██████████ Sault Ste. Marie, ON ██████	██████████	jessica@entomica.com ██████████	██████ ██████	Feb 16, 2021	present
3	Jordan Winter	Director	██████████ ██████ Echo Bay ██████	██████████	██████████	██████ ██████	Feb 16, 2021	present
4	Lucas Beaver	Director	██████████ Sault Ste. Marie, ON ██████	██████████	██████████ █	██████ ██████	June 14, 2021	present
5	Keith Bowser	Director	██████████ Sault Ste. Marie, ON ██████	██████████	██████████	██████ ██████	August 12, 2021	present
6	Brian Bubinas	Director	██████████ ██████████ Sault Ste. Marie, ON ██████	██████████	██████████	██████ ██████	Sept 22, 2022	present
7	Keeghan Rosso	Director	██████████ Sault Ste Marie, ON	██████████	██████████	██████ ██████	Dec 1, 2025	present