Sault Moves:

Active Transportation Master Plan

SAULT STE.MARIE

April 2025

Acknowledgements

We 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.

City of Sault Ste. Marie

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wsp

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List of Abbreviations

AAA - All Ages and Abilities

AADT - Annual Average Daily Traffic

AODA – Accessibility for Ontarians with Disabilities Act

AT – Active Transportation

ATMP – Active Transportation Master Plan

GHG – Greenhouse Gases

GIS - Geographic Information Systems

IAP2 - International Association of Public Participation

LIM-AT - Low-Income Measure After Tax

LTS - Level of Traffic Stress

MCEA – Municipal Class Environmental Assessment

MTO – Ontario Ministry of Transportation

OAST – Ontario Active School Travel

OTC – Ontario Traffic Council

OTM – Ontario Traffic Manual

SOAR - Strengths, Opportunities, Analysis, and Results

STAC - Sault Trails Advocacy Committee

TAC – Technical Advisory Committee

1 Introduction

1.1 What is Active Transportation?

Active transportation refers to any form of human-powered travel that involves physical activity. Common examples include walking, cycling, and various forms of 'wheeling' and 'rolling,' such as using wheelchairs and skateboards. While traditional active transportation typically involves non-motorized means of travel, small electric-powered devices, like motor-assisted wheelchairs and e-micromobility devices like e-bikes and e-scooters, can also be considered active transportation, as they maneuver similarly, provide similar benefits, and their growing popularity makes them integral parts of the active transportation system.

1.2 About the Active Transportation Master Plan

As Sault Ste. Marie continues to grow, new residents, job opportunities, and community amenities will heighten the demand for reliable multi-modal mobility options. As a result, the City has developed an Active Transportation Master Plan (ATMP), a long-term strategic framework that outlines goals, policies, and projects aimed at enhancing active transportation within the community. An ATMP is community-driven and not prescriptive; it is a roadmap that provides directions on how a City can reach its ultimate goals.

The ATMP supports the growth of physical and social infrastructure for walking, cycling, and rolling within the City. This means enhancing our existing active transportation infrastructure, which features 28 km of multi-use trails, inclusive of the John Rowswell Hub Trail, and various cycling routes throughout the city, and increasing the number of pedestrian pathways, bike lanes, and multi-use trails that are accessible and safe for individuals of all ages and abilities. It also lays out policies and programs for supporting and promoting active transportation use throughout the city.

An ATMP is a long-term strategy to guide decision making, budgeting and communications related to active transportation and its function in a multi-modal transportation network.

An ATMP should not be confused with a construction plan. An ATMP outlines long-term goals, policies and strategies to improve active transportation, whereas a construction plan focuses on the technical design, engineering, timelines, budget and construction methodologies to execute the strategies laid out in the ATMP. A construction plan, along with some form of civic engagement and/or council approval, will be requisite for much of the network that is proposed in this Plan.

The ATMP includes recommended actions to achieve the community's overall vision for active transportation and provides the necessary policies and guidelines to ensure that these actions align with best practices. During the community engagement process, residents had opportunities to share their thoughts, helping to shape a plan that reflects their needs. The ATMP also includes an implementation strategy, identifies relevant partners, and provides an annual monitoring strategy and report to Council to document progress and guide implementation.

1.3 Benefits of Active Transportation

Active transportation and the planning of its network can bring about a multitude of benefits to the individuals and the community, contributing to healthier, safer, more prosperous, and more sustainable City.

HEALTH & SOCIAL BENEFITS

- Encourages people to incorporate physical activity into their day on a regular basis.
- Regular physical activity can improve your overall health, helping prevent chronic diseases such as heart disease, stroke, diabetes, or cancer.
- Getting outside and active can also lower stress levels, improve mood and mental health, and increase energy levels.
- Creates opportunities for social interaction which supports a sense of community, belonging, and reduces feelings of loneliness.
- Provides greater independence for a wider range of ages and abilities and for those who do not or wish to not drive.
- Reduces reliance on cars and empowers people to choose from a range of mobility options that fits their needs.
- These health and social benefits enhance overall quality of life.

ENVIRONMENTAL

- Provides an alternative method of transportation to motor vehicles which rely primarily on fossil fuels to operate.
- Less motor vehicle traffic on our roads results in less congestion.
- Improves local air quality and reduced greenhouse gas (GHG) emissions and other pollutants, leading to healthier communities.
- Reduces noise pollution, contributing to decreased stress levels.

- Encourages compact land use and development and decreases the need large parking lots and roadways taking up land.
- Saves green space from development.

ECONOMIC

- Cost savings for people individuals by reducing expenses related to vehicle ownership, gas, operation, maintenance, and parking.
- Minimizing vehicles on the road saves the City resources it would spend on parking infrastructure, road maintenance, and healthcare, which can then be allocated to other community improvements.
- Decreases wear and tear on roads leading to better road conditions and less need for maintenance, repair, and construction.
- Creates a people-oriented places that improves the vitality of streets and supports the local economy, and increases tourism.

Transportation is the **second largest** source of emissions in Sault Ste. Marie. Decreasing the use of motor vehicles and increasing the use of active modes in Sault Ste. Marie is a **critical action to reach the City's goal for GHG reduction is net zero by 2050.**

Check out the Sault Ste. Marie *Greenhouse Gas Reduction Plan 2020-2030* for more information on how the City is tackling GHG emissions!

1.4 Defining the Vision & Objectives

1.4.1 Vision Statement

The City's vision statement outlines its aspirations for active transportation and the role it will play within the City. It was initially established from the key themes of the study's policy review surrounding strategic directions and the ideal future for active transportation within Sault Ste. Marie. As the project progressed, the vision statement was revised based on input from City staff, key stakeholders, and public consultation to reflect the needs and desires of the community. The vision for the ATMP is:

> ***Sault Ste. Marie's active transportation network provides safe and accessible transportation options for all ages and abilities, seamlessly connecting key destinations while supporting community health and sustainability.***

1.4.2 Objectives

To support the vision statement, a series of project objectives were established. Like the vision, these objectives were formed based upon the City's existing policy directives and through a collaborative process with City Staff, stakeholders, and members of the public.

Enhance Safety and Accessibility

Adopting and rehabilitating mobility corridors by using complete streets and vision zero principles[1] for improved access to safer walking, rolling, and cycling throughout Sault Ste. Marie.

Educating and Encouraging

Empower residents through resources that allow them to easily adopt active transportation modes, demonstrating the viability, safety, and accessibility of sustainable transportation.

Create Connectivity

Enhance the active transportation network by developing safe and accessible routes that connect the John Rowswell Hub Trail to key downtown destinations, residential and employment areas, alongside transit services and spoke routes.

Transportation Equity

Ensure that residents of all ages, abilities, and backgrounds have safe and reliable transportation options, allowing them to choose any mode they prefer.

As this Plan is implemented, the vision and objectives will serve as an accountability tool. At every stage of implementation, the City will assess the proposed next steps to ensure that the objectives laid in the Plan are being advanced.

[1] These approaches are further explored in Section 4.2 Best Practices and Emerging Technologies.

1.5 The Study Process

The *Soo Moves: Active Transportation Master Plan* study was initiated in 2021. This ATMP builds on previous municipal, provincial, and federal planning documents such as the City's 2015 Transportation Master Plan and the 2007 Cycling Master Plan (further discussed in **Section 2.1**). The ATMP aims to expand on the vision and goals previously established by the City and other levels of government.

Across Canada, there has been increasing support for active transportation and recreation from all levels of government. Federal, provincial, regional, and municipal governments are working together to establish policies, conduct research, develop strategies, and implement initiatives that promote investments and improvements in active transportation.

WSP Canada Inc. was retained by the City of Sault Ste. Marie to prepare this Active Transportation Master Plan. The ATMP was developed through a multi-stage approach to grow and enhance active transportation within the City. The study's approach (**Figure 1**) is consistent with Phase 1 and 2 of the Master Planning process as identified in the Municipal Class Environmental Assessment (2023).

Background and Technical Review	• Develop a Vision and Objectives (Chapter 1) • Review of policy and best practices (Chapter 2) • Develop an Engagement Strategy (Chapter 3)
Existing Conditions Review	• Conduct an analysis of socio-economic and travel patterns (Chapter 2) • Undertake a desktop review of the existing active transportation network (Chapter 2) • Stakeholder and community engagement (Chapter 3)
Network Development	• Identify candidate routes and missing links (Chapter 5) • Select facility types for the network (Chapter 5) • Gather feedback on network with community and stakeholders (Chapter 3)
Implementation	• Identify policy and programming recommendations (Chapter 6) • Phase and cost the recommended network (Chapter 7)
Reporting	• Develop ATMP Report • Develop final Council and stakeholder presentations

Figure 1 | Study Process

2 Active Transportation in Sault Ste. Marie

The City of Sault Ste. Marie ATMP aims to build on previous municipal, provincial, and federal planning documents to ensure that the ATMP contributes to the goals and vision previously established by different levels of government.

Throughout the last decade there has been an increase in support for funding and developing more active communities from across levels of government. Federal, provincial, and municipal governments are working together and establishing policies, research, strategies, and initiatives that provide support for investments and improvements for active transportation.

One of the first steps in the process of creating the ATMP is developing an understanding of the plans and policies that have helped set the foundation for active transportation development, including those that have a direct influence on active transportation planning, design, and implementation in Sault Ste. Marie. The following is an overview of all plans and policies that were reviewed to inform the development of the ATMP.

It is important that the ATMP's vision aligns with the City's existing policies to ensure all future decisions meet the City's overall vision and reflect the needs of the community. As these documents provide significant guidance for the ATMP, the following sections summarize relevant aspects of these policy documents and highlight common themes among the documents that were used to develop the vision statements for the Plan.

2.1 Existing Policies and Initiatives

2.1.1 Federal Policies and Documents

The Government of Canada has several policies and funding programs designed to help municipalities transition to more sustainable modes of transportation. The federal strategies that promote active transportation and provide support for provincial, regional, and local initiatives include:

Policy Considerations:

- The National Active Transportation Strategy's (2021) *Active Transportation Fund* provides $400 million to help municipalities develop active transportation facilities and education/outreach programs. To qualify, municipalities must demonstrate that their planned projects will create community connections, improve user experience, assist in a modal shift, and increase equity across the municipal region.
- Transport Canada's *2024-2025 Departmental Plan* (2024) and *Transportation 2030: A Strategic Plan for Transportation in Canada* (2016), which include actions for improving the safety, accessibility, efficiency, and environmental sustainability of Canada's transportation systems. Transportation 2030 acts as the overarching blueprint for developing Canada's transportation systems over the next decade and it highlights the need for a mode-shift to sustainable transportation methods.

2.1.2 Provincial Policies and Documents

The Province of Ontario has a suite of policies that support the adoption of active transportation. These policy documents provide guidance to local municipalities which can range from suggested actions to legislated requirements. However, legislated requirements for active transportation are seldom used, as most documents provide suggestions, guidance and support for active transportation development.

Policies Reviewed:

- Provincial Planning Statement (2024)
- Northern Ontario Growth Plan (2011)
- Tour By Bike: Ontario's Cycling Tourism Plan (2017)
- Ontario Province-wide Cycling Network (2018)
- Accessibility for Ontarians with Disabilities Act (2005)
- Minimum Maintenance Standards for Municipal Highways O.Reg.239/02 (2018)

Policy Considerations:

- The Provincial Planning Statement (PPS) 2024 encourages the use of active transportation and transit across residential, employment, and institutional areas (s. 1.8.1.b) and a diverse range of publicly accessible recreational settings to meet the needs of all age groups and abilities (s. 3.9.1.b). It emphasizes the creation of healthy, safe, inclusive, and complete communities by

incorporating multimodal transportation options to meet long-term needs and enhance accessibility for individuals of all ages and abilities (s. 2.1.6). It advocates for designing public streets, spaces, and facilities to foster social interaction and active transportation while ensuring safety and accommodation for everyone (s. 3.9.1.a). The PPS highlights the importance of connectivity within and among transportation systems and modes, including cross-jurisdictional connections (s. 3.2.3). It also promotes the efficient use of existing and planned infrastructure through transportation demand management strategies where feasible (s. 3.2.2). Efficient use should be made of existing and planned infrastructure, including through the use of transportation demand management strategies, where feasible. (Provincial Planning Statement, 2024 s. 3.2.2.).

- The Northern Ontario Growth Plan (2011) supports the transition to a multi-modal transportation system that prioritizes enhancing connectivity between road-based, rail, marine and air transportation options (s. 5.3.2.d).
- Ontario's Cycling Tourism Plan (2017) encourages increasing collaboration between governments and industry partners to develop and enhance products and experiences that support cycling tourism (e.g. heritage trails, trail tourism programs), particularly in rural regions of the province.
- The Accessibility for Ontarians with Disabilities Act (AODA) built environment guidelines and O.Reg.239/02 provides support for the technical and legislative requirements for improving accessibility within transportation systems to create an inclusive environment.
- O. Reg. 239/02: Minimum Maintenance Standards for Municipal Highways requires municipalities to ensure sidewalks and bicycle lanes are safe and accessible for pedestrians and cyclists, even during adverse weather conditions, including during the winter. Further guidance on snow removal, ice, and regular maintenance is included in this Standard.

2.1.3 Municipal Policies and Documents

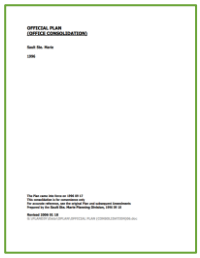
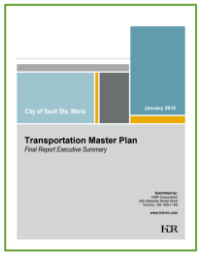
The ATMP is closely informed by policies at the municipal level. The City's Official Plan provides the most guidance on future development, as it is a statutory document required under the Planning Act and the Provincial Policy Statement. Policies and supportive guidance that have the highest degree of relevance to the ATMP are referenced in **Table 1.**

Policies Reviewed:

- Official Plan (1996, currently being updated)
- City of Sault Ste. Marie Transportation Master Plan (2015)
- City of Sault Ste. Marie Corporate Strategic Plan 2024 – 2027
- City of Sault Ste. Marie Cycling Master Plan (2007)
- Sault Ste. Marie Community Greenhouse Gas Reduction Plan (2020)
- City of Sault Ste. Marie Parks and Recreation Master Plan 2020 – 2025 (2019 and draft 2024 update)

Table 1| Summary of the Relevant Policies and Support from Local Policy Documents

**Bolded ideas identify common themes among the documents*

Policy	Relevant Vision(s), Objective(s), and/or Plan Purposes
Official Plan (1996, currently being updated) 	• Enhance the lives of all residents **regardless of age or skill**, through the provision of **diverse leisure and recreational opportunities**. • Develop a comprehensive recreational multi-use trail system. • Promote the value of recreation for **health and quality of life** • Eliminate access inequalities to parks and integrate the parks/open space system with **linear recreational facilities**. • Encourage sidewalk improvements, lighting, and street furniture and pedestrian and cycling **access to parks, bus stops and schools**. • Create pedestrian and cycling routes throughout the **Downtown and along the waterfront**. • Support alternative, **energy efficient** forms of transportation. • Consider **alternative transportation modes**, including pedestrians and cycling, in the development approval process for large-scale projects. • Build on & off-road bicycle routes and facilities
Transportation Master Plan (2015) 	• Invest in active transportation and multimodal networks . • Continue with the **implementation of the Cycling Master Plan** and **extension of the John Rowswell Hub Trail** . • Build **complete streets** and consider road diets to **meet the needs of all modes.** • Provide a **safe and accessible network** and a **safe pedestrian environment.** • Continue with the implementation of traffic calming measures. • Ensure roads, cycling facilities and sidewalks are **built for all users,** including persons with disabilities. • Promote **environmental sustainability**, **active transportation, and** the reduction in usage of single occupant vehicles. • Manage travel demand by supporting non-auto travel choices .
Corporate Strategic Plan 2024 – 2027 	• Ensure a healthy, sustainable, and prosperous community. • Be accountable, transparent, and fiscally responsible to meet the needs of our community. • Foster a **safe, welcoming** and **inclusive community** and invest in an improved, **accessible** and **barrier-free transportation network.** • Monitor, maintain, and **redevelop existing infrastructure.** • Develop an attractive and **vibrant downtown core/waterfront** and **expanded active transportation network**. • Achieve net zero emissions by 2050 through **sustainable** solutions. • **Collaborate with community groups** to achieve goals.

Policy	Relevant Vision(s), Objective(s), and/or Plan Purposes
Cycling Master Plan (2007) 	• Improve and develop the road and trail network to **provide a safe, convenient environment** for all cyclists. • Develop educational programs to **promote safe cycling** and **improve skills** for all road and trail users. • Promote cycling as an **inclusive, enjoyable, practical** and **sustainable alternative means of transportation** and exploration that **improves quality of life** for **all ages and abilities**. • Integrate cycling into the local transportation network using best practices to create intuitive routes connecting key destinations. • Accommodate cycling routes and bicycle-friendly amenities during road reconstruction.
Community Greenhouse Gas Reduction Plan (2020) 	• Achieve Net Zero in Sault Ste. Marie by 2050. • Focus on **reducing residents commuting by car** to lower emissions. • Introduce a Climate Lens policy for all major City decisions to ensure City investments, policies and programs are **supporting climate change goals**. • Increase **education and awareness** about the **environmental, economic and health benefits** related to active transportation. • **Develop and maintain bike friendly infrastructure.** • Encourage workplace initiatives aimed at promoting active transportation. • Maintain an inventory of bike trails, and update annually. • Promote compact land uses.
Parks And Recreation Master Plan 2015 – 2025 (2019 Update) 	*As of 2024, this plan is in the process of being updated.* • Enhance programs and services to address gaps and meet the changing needs of the community. • Implement a **network of cycling facilities.** • Develop initiatives that support cycling. • Implement proactive strategies that accommodate the unique and growing **parks and recreation needs** with an emphasis on '**walkability'** and **improved accessibility**. • Implement strategies for **providing amenities** that enhance and **enrich the lives of community members**.

2.2 Current Socio-Economic Patterns and Transportation Trends

To develop an active transportation network that is specific to Sault Ste. Marie, it is important to understand the local context, especially demographic and transportation characteristics and trends. This will ensure that recommendations and strategies that form the ATMP are reflective of the City's Strategic Plan and meet the needs of existing and future residents who will be using the network. A review of the socio-demographic and transportation data was completed as part of an equity-focused approach to building the network.

This section includes a series of infographics to show current demographic and travel patterns based on spatial data from the 2021 Statistics Canada Census, 2021 Journey to Work data, City of Sault Ste. Marie and Land Information Ontario. Five categories were derived to organize the spatial analysis work:

- Population Profile
- Economic Profile
- Transportation Patterns and Future Demand
- Physical Environment
- Connectivity and Network Completeness

Each of the above categories is explained in more detail within this section.

2.2.1 Population Profile

Understanding population and the growth is an important consideration when assessing the existing conditions and the potential for active transportation in the City.

The 2021 Census indicated a population of just over 72,000, expected to grow to 83,300 in 2036. Since then, annual population estimates from Statistics Canada have found a recent increase to over 78,574 as of June 2024, suggesting a more robust rebound than previously expected.

Figure 2 presents the changes in Sault Ste. Marie's population from 1996 to 2022 and the expected growth to 2036. Note that the years of 2026 and beyond are estimates. It is expected that the majority of new growth will be directed to the urban areas to help maintain the existing character of the rural and natural areas (Draft Official Plan, 2022).

WHERE IS THIS DATA FROM?

The data used for population and economic profile was collected from **Statistics Canada.** Every five years, information on social, economic and environmental conditions is collected and published to help gain a better understanding of the population, resources, economy, environment, society and culture.

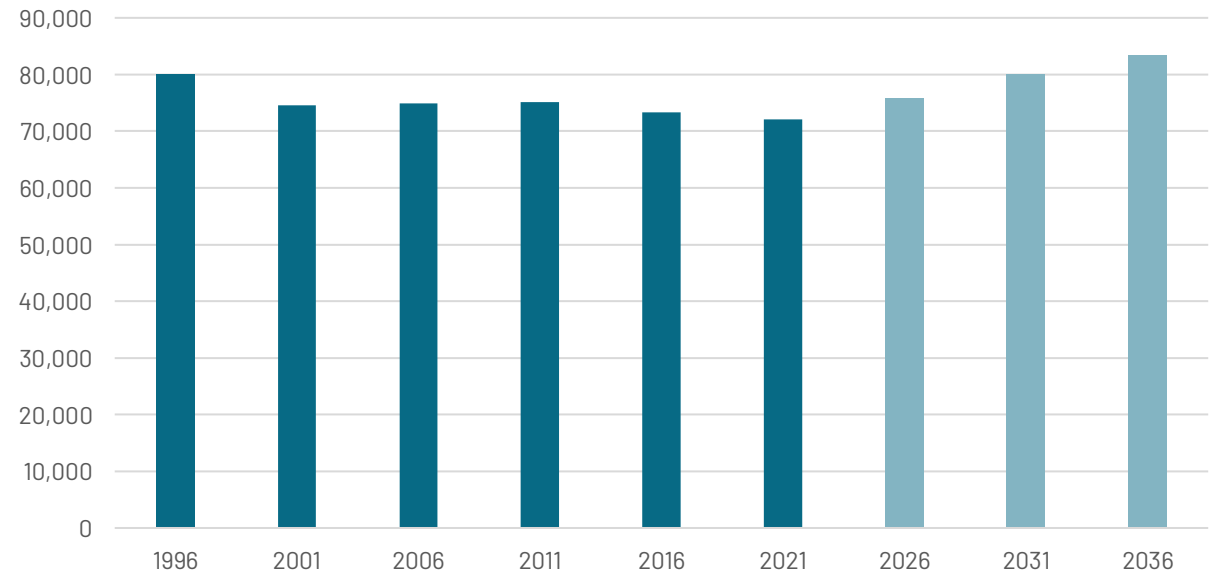


Figure 2 | Population Growth (Historical and Future Estimates) in Sault Ste. Marie
Source: 2021 Census and 2022 City of Sault Ste. Marie Draft Official Plan

Population density

The majority of the City's population resides in the Urban Settlement Area. This area designated in the Draft 2022 Official Plan includes the Downtown area, which is a Strategic Core Area in the Growth Plan for Northern Ontario.

75% of Sault Ste. Marie's total land mass is Precambrian Uplands Land (lands located above the Precambrian Shield Line to the north City limits) or rural, including the area surrounding the Sault Ste. Marie Airport. There is increasing recognition and desire to preserve the characteristics of the rural lands and to support local agriculture and food, as noted in the Draft 2022 Official Plan. These lands are significant activity hubs, however only about 10% of the City's population live in rural areas, with more choosing to live within the urban boundary in the last few years.

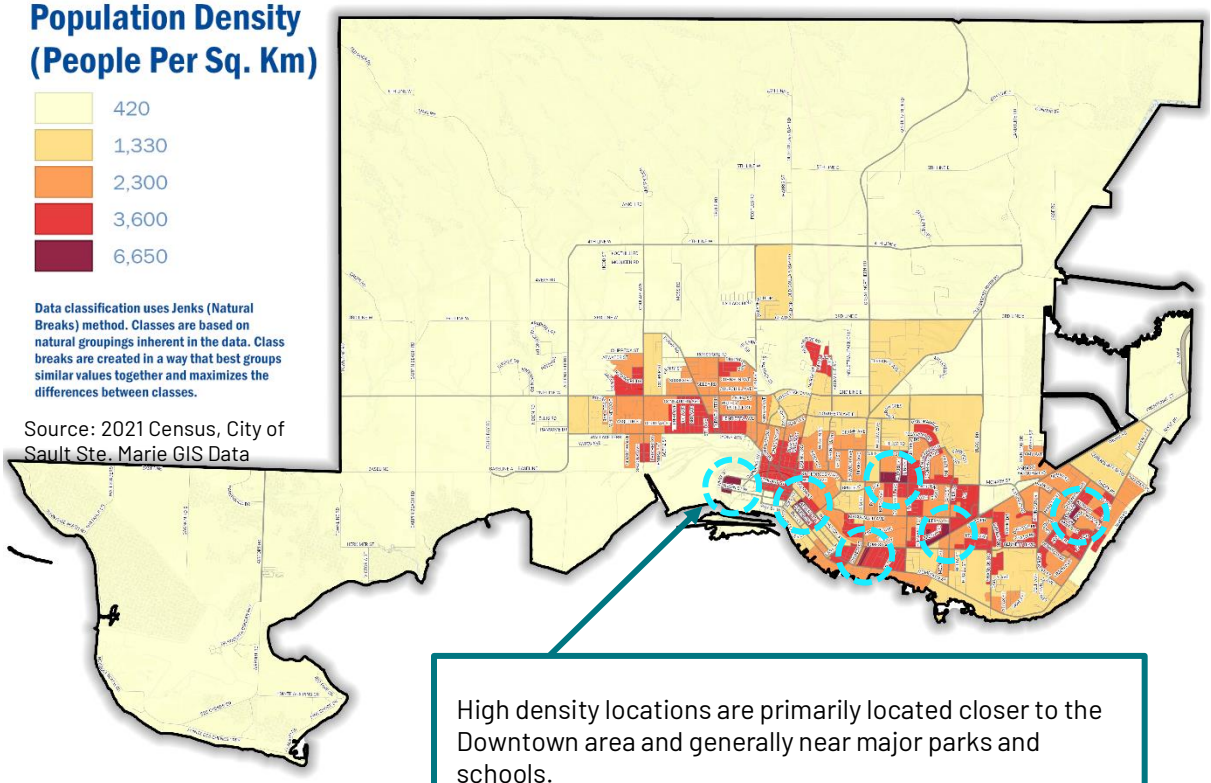


Figure 3 | Population Distribution

High density locations are primarily located closer to the Downtown area and generally near major parks and schools.

The exception to this is the James Street Neighbourhood. From the recent James Street Neighbourhood Strategy 2021-2025, it was heard that community members considered this neighbourhood to be physically and socio-physically isolated from the rest of the City despite the high proportion of residents in the area.

Distribution by Age: Youths

When looking at the age distribution for the City of Sault Ste. Marie, the majority of families with youths between the ages of 0 and 14 are located around public schools (**Figure 4** and **Figure 5**).

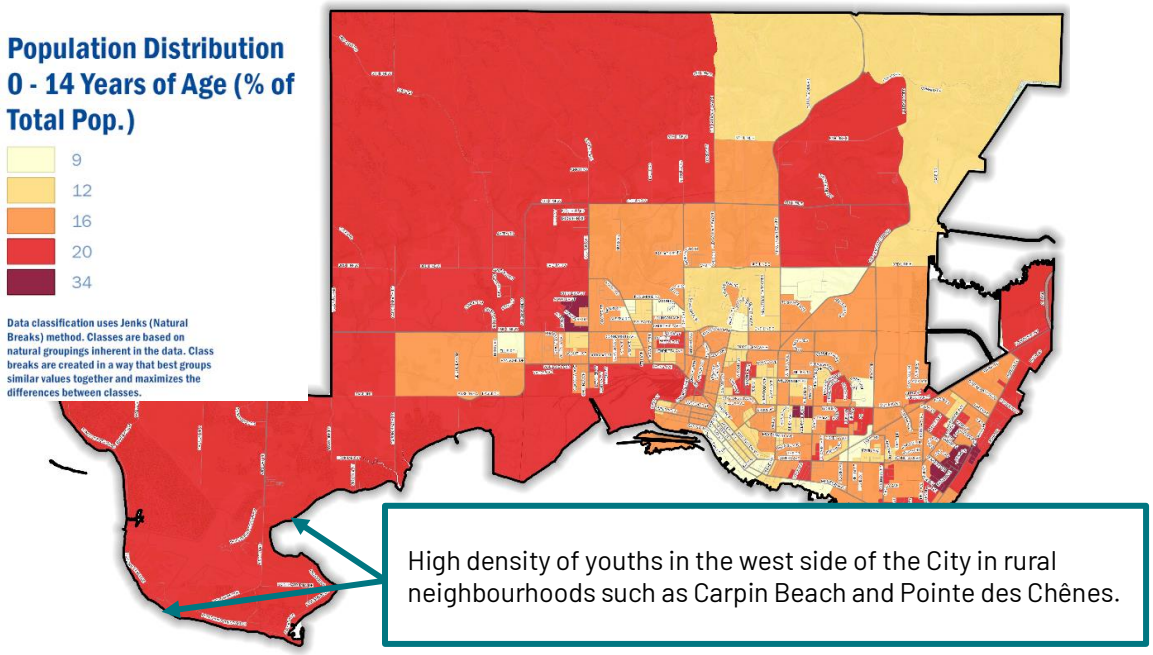


Figure 4 | Population Distribution of Youths
Source: 2021 Census, City of Sault Ste. Marie GIS Data

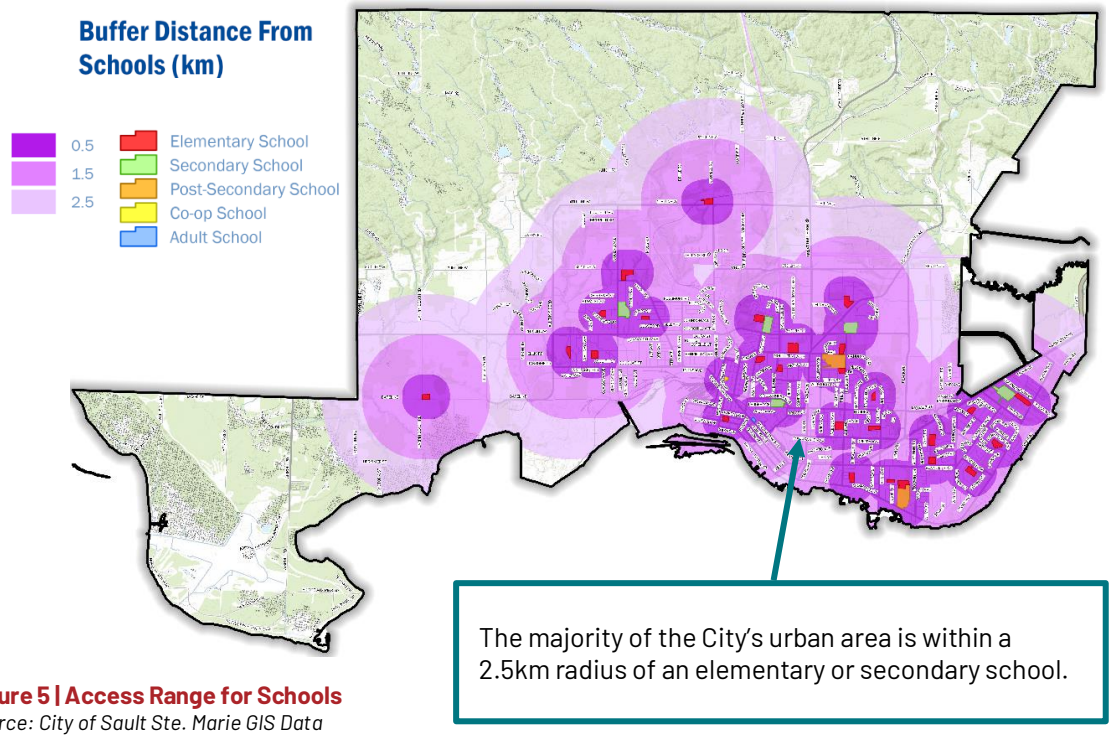


Figure 5 | Access Range for Schools
Source: City of Sault Ste. Marie GIS Data

Distribution by Age: Seniors

Seniors over the age of 65 in Sault Ste. Marie are generally higher in distribution within the urban area of the City.

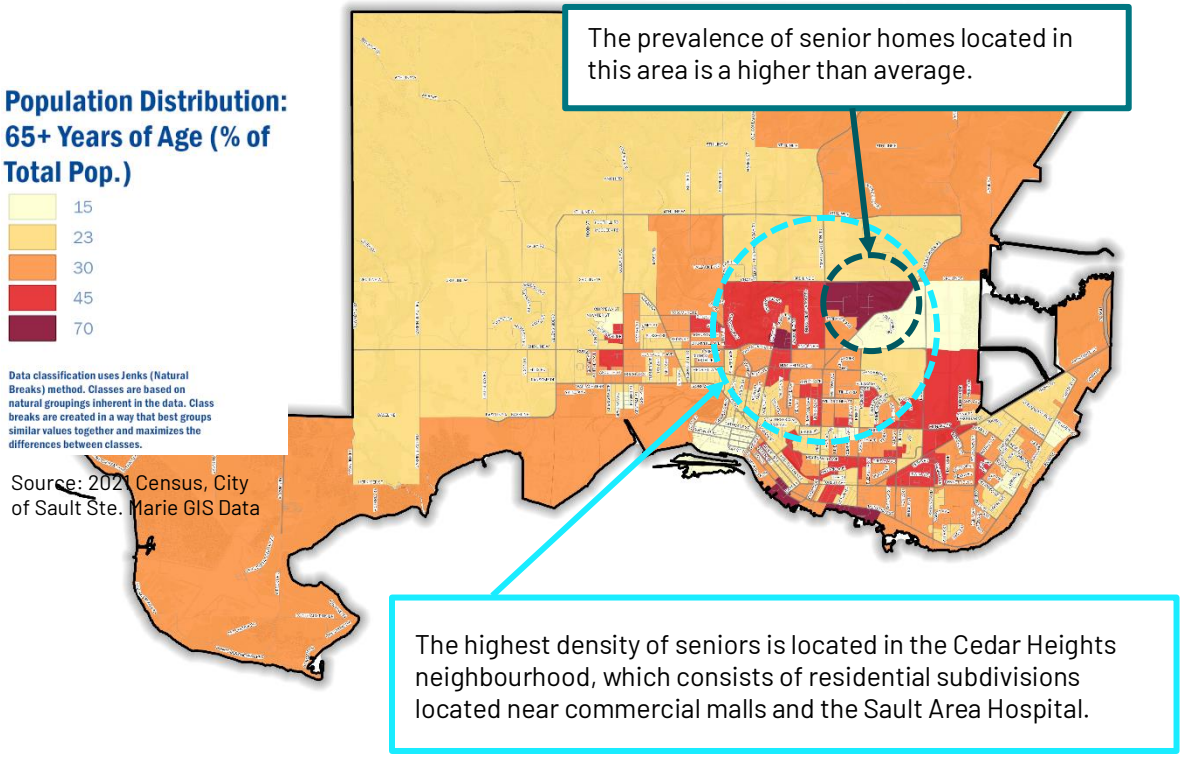


Figure 6 | Population Distribution of Seniors
Source: 2021 Census, City of Sault Ste. Marie GIS Data

POPULATION DISTRIBUTION KEY TAKEAWAYS

Areas identified as high density and with mixed land uses tend to encourage and support more active transportation trips due to the ability to make shorter distance trips. For example, residents in these locations could choose to walk to school or to local shopping areas rather than drive if they lived nearby to their destinations.

Sault Ste. Marie's population density is primarily around schools in the urban area. Improving active transportation options in the areas immediately surrounding a school provides families with youths with viable and sustainable alternatives for getting to and from school. The urban area is also higher in distribution of seniors, who are a key demographic group for active transportation as they may choose to walk and cycle as a form of low impact exercise and may also require assistive mobility devices and therefore additional accessibility considerations. Active transportation options in high density neighbourhoods like Cedar Heights should be explored for trips to and from key destinations and for recreational use.

Visible Minority and Immigrant Population Distribution

Visible minority and immigrant communities may not have benefitted as much as other groups in terms of access to active transportation routes and connections to transit or other supportive infrastructure. The distribution of these population groups and their options for transportation within Sault Ste. Marie was reviewed as part of an equity-focused approach.

The visible minority group captured by the 2021 Census includes following population groups: South Asian, Chinese, Black, Filipino, Arab, Latin American, Southeast Asian, West Asian, Korean, Japanese, and people of multiple visible minorities.

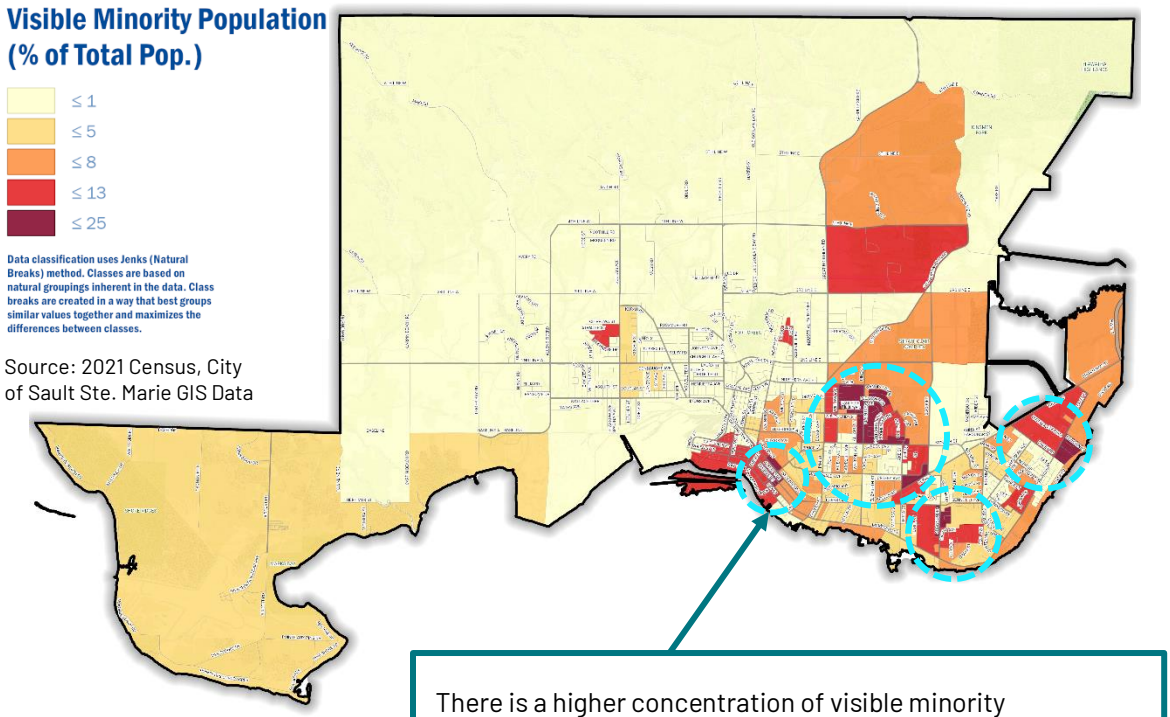


Figure 7 | Visible Minority Population

The distribution of immigrant communities with a high prevalence of non-English or French speaking populations are similarly concentrated around Second Line (**Figure 8** and **Figure 9**).

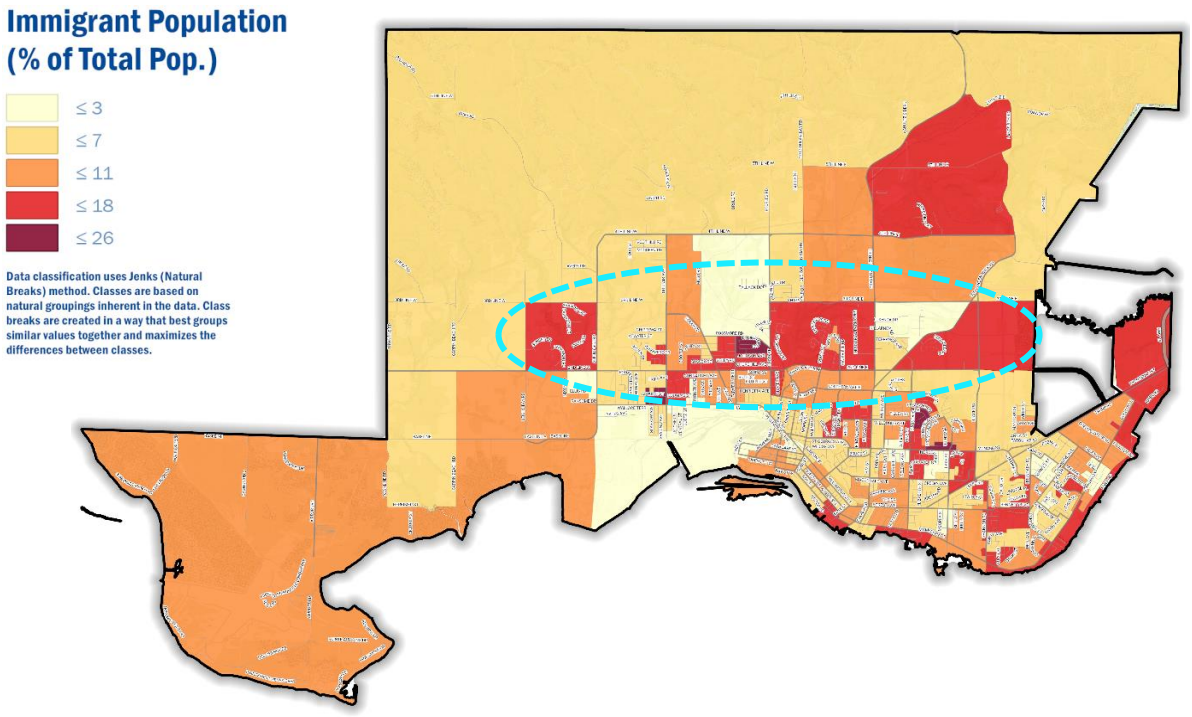


Figure 8 | Distribution of Immigrant Population
Source: 2021 Census, City of Sault Ste. Marie GIS Data

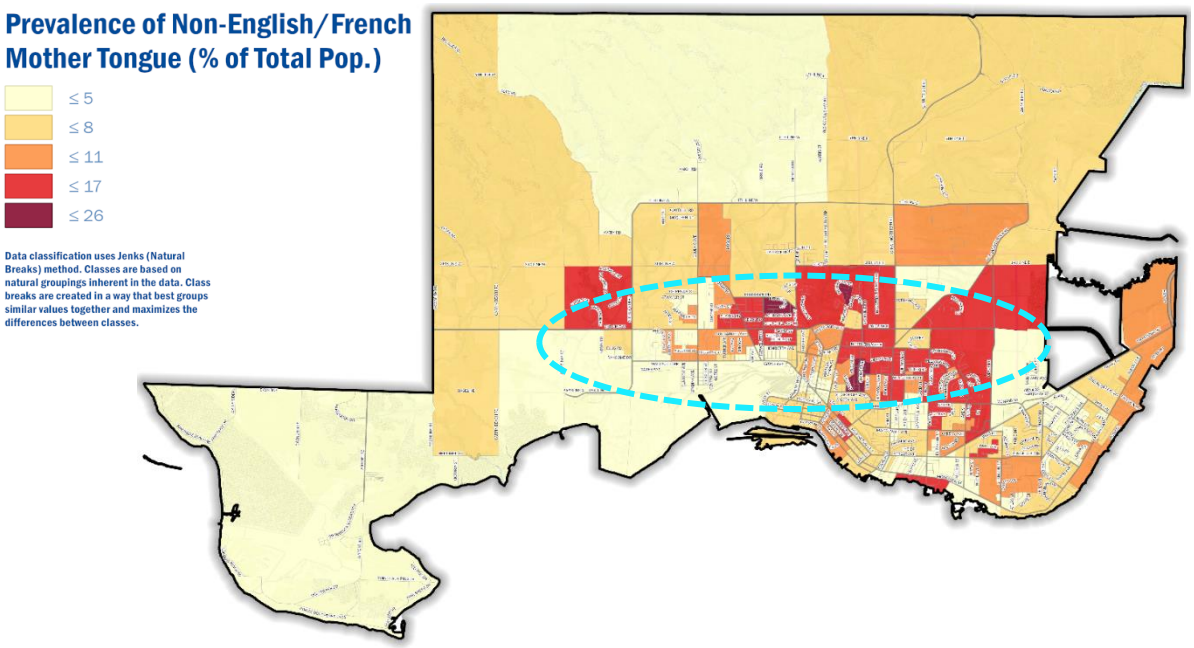


Figure 9 | Distribution of Population with a Non-English or French Mother Tongue
Source: 2021 Census, City of Sault Ste. Marie GIS Data

VISIBLE MINORITY AND IMMIGRANT POPULATION KEY TAKEAWAYS

As marginalized communities, the takeaways from these maps provide information that could inform decisions on where opportunities for higher density active transportation infrastructure could be to improve equity and to support active transportation connections to transit. New immigrants may not have access to a vehicle and may rely on active transportation and transit connections to facilitate movement within and across the City. If English or French is not their first language, there may also be a language barrier to understand how to travel in the area.

2.2.2 Economic Profile

The economic profile of Sault Ste. Marie provides insight on the City's economic vitality and opportunities for increased active transportation infrastructure density, such as areas where low to medium income households are located. Income is also a key indicator when considering equity in terms of access to transportation infrastructure.

Median Household Income

From the 2021 Census, the median household income in Sault Ste. Marie is $89,600 before tax, as shown in **Figure 10,** slightly below the Ontario median household income of $91,000. Approximately 34% of the City's households have an income over $100,000. The household income after tax distribution by location is illustrated in **Figure 11**.

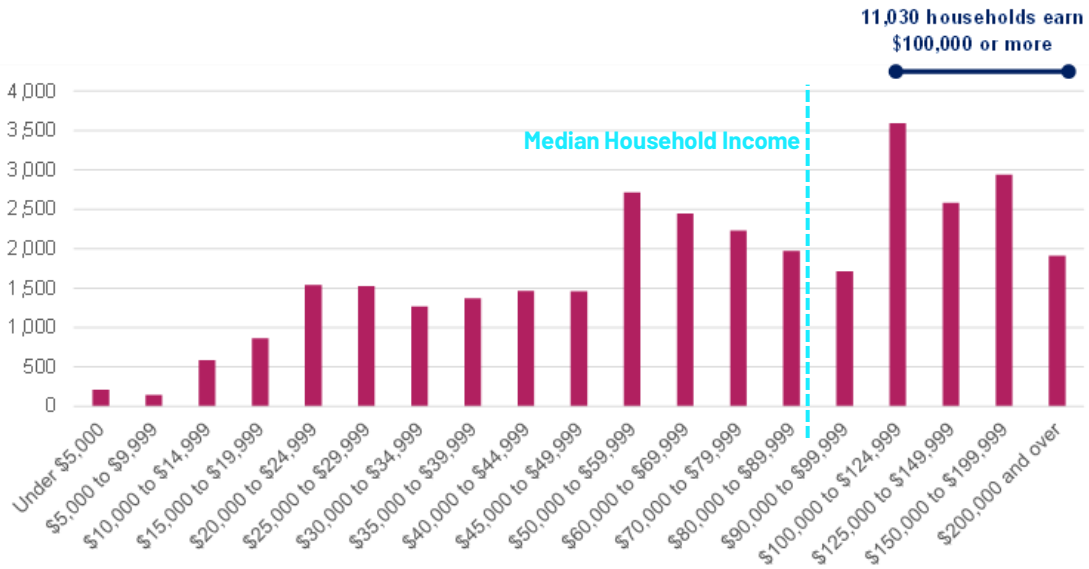
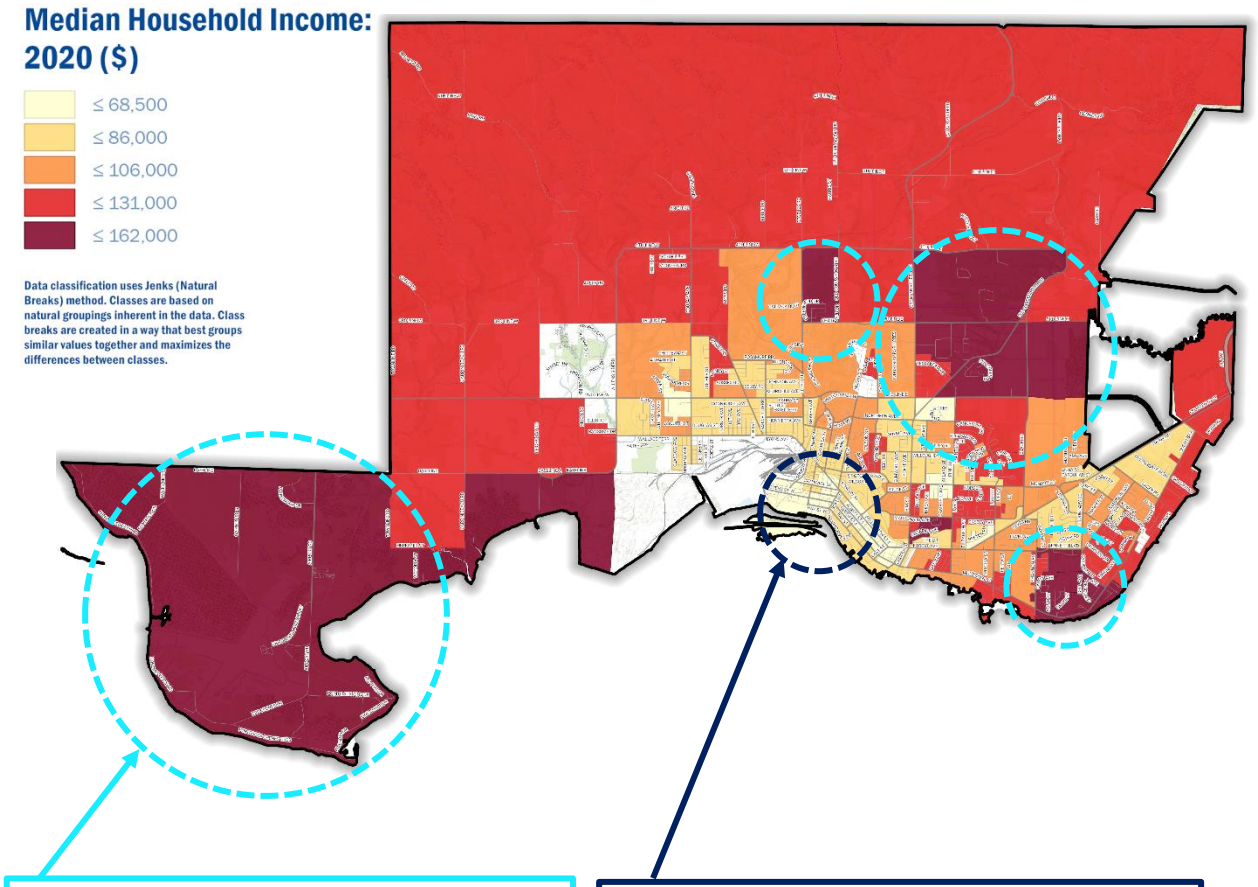


Figure 10 | Distribution of Household Income for Sault Ste. Marie (Before Tax)
Source: 2021 Census



The distribution of the highest median household incomes includes the following neighbourhoods:

- Pointe des Chênes
- Pointe Louise
- Carpin Beach
- Fort Creek
- Cedar Heights
- Huckson Corners
- The P Patch; and
- Grandview Gardens

In comparison, the James Street Neighbourhood and the Downtown area have a median household income that is lower than average.

Figure 11 | Distribution of Median Household Income by Location (After Tax)
Source: 2021 Census, City of Sault Ste. Marie GIS Data

Lower Income Areas

The Low-Income Measure After Tax (LIM-AT) and the Gini Index are two commonly used measures to identify lower income areas in local municipalities. The LIM-AT is a fixed percentage (50%) of median adjusted after-tax income of households observed at the person level. 'Adjusted' indicates that a household's needs are taken into account. The households that fall under 50% are classified as "low-income". The Gini Index measures income distribution across a population in which the index values range from 0 to 1, with 0 representing "perfect equality" and 1 representing "perfect inequality". Therefore, an index value closer to 0 indicates an area with a greater proportion of income resources.

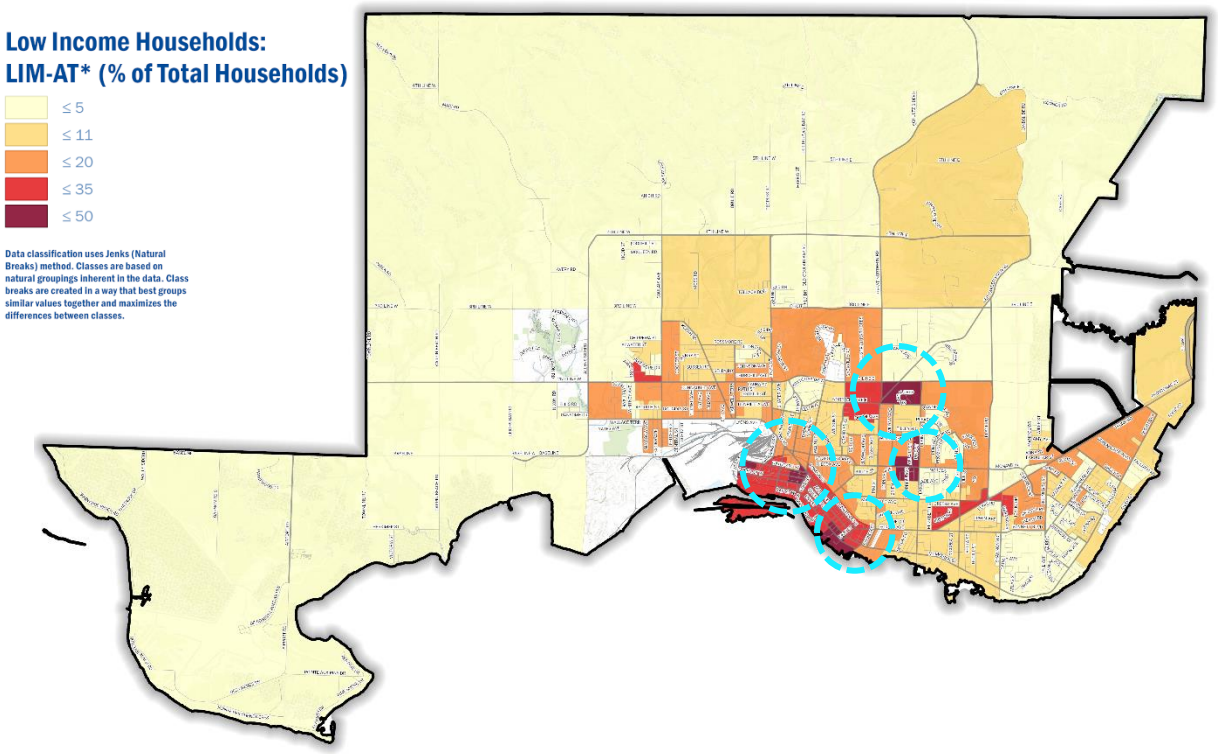


Figure 12 | Low-Income Measure After Tax Distribution
Source: 2021 Census, City of Sault Ste. Marie GIS Data

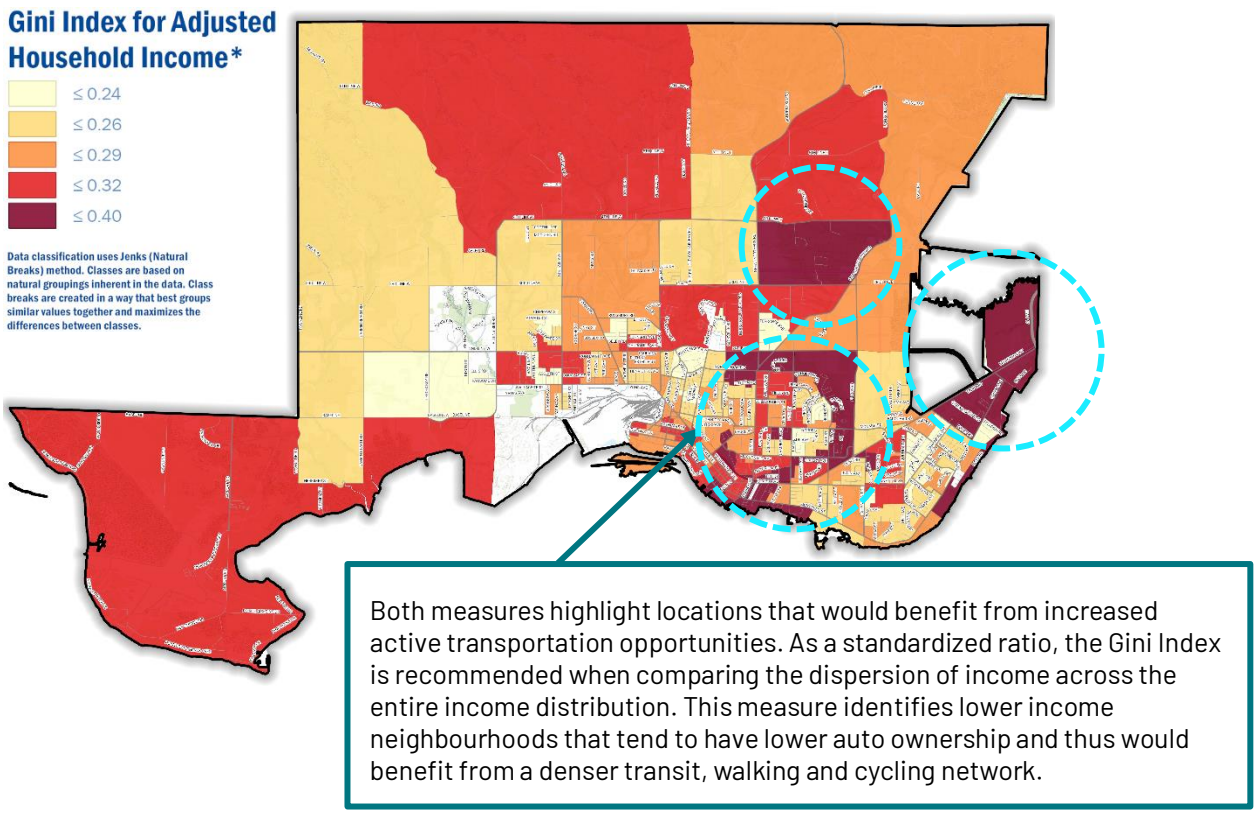


Figure 13 | Gini Index Distribution
Source: 2021 Census, City of Sault Ste. Marie GIS Data

ECONOMIC PROFILE KEY TAKEAWAYS

Low to moderate-income households may have less financial flexibility to purchase and maintain a vehicle and may even have difficulty covering the cost of public transit fare. Active transportation modes, like cycling, walking and other forms, are considered low-cost transportation modes, making them more accessible to a wider population, especially those with limited financial resources. However, the availability of active transportation infrastructure is crucial for these modes to be viable options. Although active transportation infrastructure should be distributed across the City, implementing a higher density of well-connected cycling paths, pedestrian-friendly sidewalks, and other active transportation facilities within low to medium-income neighbourhoods may help to address barriers and reduce transportation inequities by enhancing transportation options to travel in and around the City.

2.2.3 Transportation Patterns and Future Demand

The majority of the residents in Sault Ste. Marie from the 2021 Census reported their main mode of transportation used to commute to work as driving. Approximately 91% of residents commute by car, truck or van, both as a driver and passenger, which is higher than the Provincial average of 84%. Residents of the City are also therefore less likely to take transit, walk or cycle as compared to the Ontario average for each mode. The City's modal split is shown in **Figure 14**.

The 2022 Draft Official Plan Background Paper noted that this may be due to lower overall population density, which makes it difficult to implement a more direct, high-frequency public transit system which would facilitate longer-distance trips that may not be feasible through walking or cycling.

WHERE IS THIS DATA FROM?

The data used for this section is from the **Statistics Canada's Journey to Work Survey**, which is collected as part of the census. This survey focuses on how Canadians commute to work. This section references the results from the 2021 Survey which provides insight on the commute patterns in May 2021. At that time, employment was more than half a million below its February 2020 level, with millions of Canadians continuing to work from home. This data presents the impacts of the COVID-19 pandemic on commuting in Sault Ste. Marie.

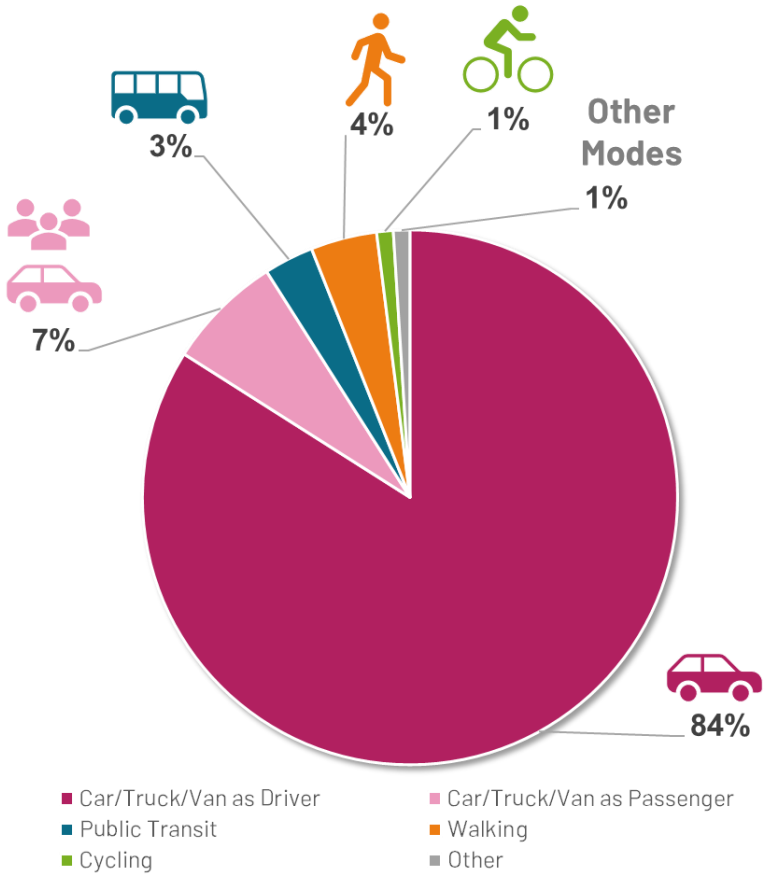


Figure 14 | Modal Split in Sault Ste. Marie
Source: 2021 Census and 2022 Sault Ste. Marie Draft Official Plan Background Paper

Commute Distances

Average commuting distance for residents provide insight on the potential for shifting trips that are currently being made by cars to active transportation. Typically, commutes that can be completed by walking or cycling in under 20 to 30 minutes could be considered as potential for this shift. That means commutes under 2 km to 3 km can be converted to walking trips, and commutes under 5 km can be converted to cycling trips.

Average commuting distance data from both 2016 and 2021 were reviewed, with an acknowledgment of the impacts the COVID-19 pandemic had on commuting patterns in 2021 (**Table 2**). The review showed that approximately 65% (62% in 2016, 67% in 2021) of trips to work by car, truck or van for both drivers and passengers in Sault Ste. Marie are under 5 km, indicating the potential for these trips to be by active transportation modes.

Approximately 34% (31% in 2016, 36% in 2021) of trips were under 3 km, suggesting they could potentially be made by walking.

Table 2 | Average Commute Distance by Car/Truck/Van in Sault Ste. Marie under 5 km (%)
Source: 2016, 2021 Census

Trip Distance	2016	2021
Trips under 1km	5.2%	7.6%
Trips under 3km	31.4%	36.1%
Trips under 5km	62.4%	67.0%

Future Travel Demand

The 2015 Transportation Master Plan included the development of a travel demand model using EMME which grew the City's population to the year 2026 and assigned population growth to the anticipated growth zones. Annual Average Daily Traffic (AADT) volume maps were generated for future travel demand for 2022, 2032 and 2042. The summary of these results is provided in **Figure 15**. The arterial and collector roads that are anticipated to have the highest proportion of traffic growth include:

- Second Line
- Great Northern Road
- Black Road
- Wallace Terrace
- McNabb Street
- Bruce Street
- Wellington Street
- Trunk Road

Figure 15 | Forecast Traffic Growth Summary

Source: 2015 Sault Ste. Marie Transportation Master Plan

Impacts of COVID-19

The 2021 Statistics Canada Census data was collected in May 2021 and revealed a decline in the number of commuters due to the COVID-19 pandemic. This reduction was driven by the unprecedented employment losses, primarily due to public health measures, as well as a shift towards more people working from home. The following summarizes the initial key findings regarding shifts in travel behaviours due to the pandemic as seen in the 2021 Census:

- The number of Canadians commuting by car, truck or van as both a driver and a passenger declined by 1.7 million from the previous census to reach 11 million in May 2021.
- The largest decrease of people commuting by car, truck or van was seen in Ontario (-20.2%);
- There were 245,000 fewer Canadians making commutes of at least 60 minutes, compared with the findings in May 2016.
- Transit ridership decreased from 2 million in 2016 to 1 million in May 2021.
- Despite some Canadian adults and seniors reporting that they were exercising a few more minutes each day for recreational purposes, approximately 300,000 fewer commuters were using active transportation as their main mode of commuting in May 2021, compared to 2016.

As the public health measures were relaxed, transportation trends in 2022 (**Figure 16**) showed that the number of car commuters exceeds what was seen in 2016. The number of commuters using transit and active transportation are still below pre-COVID-19 conditions, however the number of active transportation commuters has increased between 2021 to 2022. Travel trends should continue to be monitored for policy implications as the economy and working trends have shifted from this unprecedented event.

	Driver/passenger in a car	Bus	Subway	Train	Walk	Bicycle	Motorcycle
2022 (thousands)	12,768	797	271	103	726	215	37
2021 to 2022 (% change)	18.3	17.5	14.4	32.6	11.6	57.4	83.8
2016 to 2022 (% change)	2.5	-32.7	-48.1	-58.3	-14.5	-2.1	43.9
2021 (thousands)	10,790	678	237	78	651	137	20
2016 (thousands)	12,454	1,184	523	248	849	220	25

Note(s): The census data exclude First Nations reserves, full-time military and the territories.
Source(s): Census of Population, 2016 and 2021 (3901), and Labour Force Survey, 2022 (3701).

Figure 16 | Number of Commuters by Main Mode (2016, 2021 and 2022)
Source: Statistics Canada, 2022

TRANSPORTATION PATTERNS AND FUTURE DEMAND KEY TAKEAWAYS

The Journey to Work data from 2021 Census showed that the majority of the City's car, truck and van commuters spend a relatively low amount of time commuting. Over 93% of the trips are less than 30 minutes, showing a potential opportunity to convert short trips to active modes and moderate trips to transit trips with active transportation connections.

Shifting modes to active transportation and transit through the implementation of a connected and accessible active transportation network will reduce the demand along the corridors which have been identified as having the most growth in traffic to the year 2042. Building the recommended network identified in the ATMP will be consistent with Alternative 2 (A Sustainable Approach) and Alternative 3 (A Balanced Approach) identified in the 2015 TMP. The latter approach, is identified as the preferred approach in the TMP and entails active transportation and transit improvements along with the following road improvements:

- Highway 17 Bypass (need and justification of which would be determined by the Ministry of Transportation in a separate Environmental Assessment study)
- Black Road from McNabb Street to Third Line
- Northern Avenue Extension to Black Road
- Bay Street Extension under the Sault Ste. Marie International Bridge
- Extend Sackville north to Third Line

Data comparing the travel trends of commuters in 2016, 2021 and 2022 show that the number of commuters for all modes decreased primarily because of the COVID-19 pandemic, with the exception of cars and motorcycles which could be due to transit users choosing to drive private vehicles rather than shared modes. In addition to standalone walking trips, walking is also linked to public transit use, which partly explains the decrease between 2016 and 2021. However, the proportion of walking commuters reduced between 2016 and 2021 is significantly less than that of transit commuters.

According to Statics Canada, although there was a decrease in the number of cycling commuters between 2016 and 2021, cycling is the travel mode with the least amount of decrease between these years (-2.1%), and the most growth between 2021 and 2022 (+57.4%). This may reflect the significant investment that some municipalities have made in recent years to building separated cycling facilities, which are more appealing to a greater percentage of the population (i.e. all ages and abilities).

These transportation trends support the concept that "if you build it, they will come" as it relates to investing in all ages and abilities active transportation infrastructure.

2.2.4 Physical Environment

The surrounding land use, including the built and natural environment, is a criteria in identifying opportunities for enhancing active transportation, such as considerations for different facility types or possible barriers to implementing candidate routes. This section shows potential opportunities and barriers to enhancing active transportation in the City.

Opportunity to connect to parkland

Active transportation facilities are often used as recreational routes. Connections to recreational destinations such as parks and greenspaces are highly valued. Sault Ste. Marie is served by an integrated system of parks, including some spaces operated by the Conservation Authority. The urban area is generally considered within walking distance (under 1 km or a 10 minute walk) to park space, as shown in **Figure 17**, indicating a high potential to implement active transportation routes in the urban area and near the airport lands in the west side of the City.

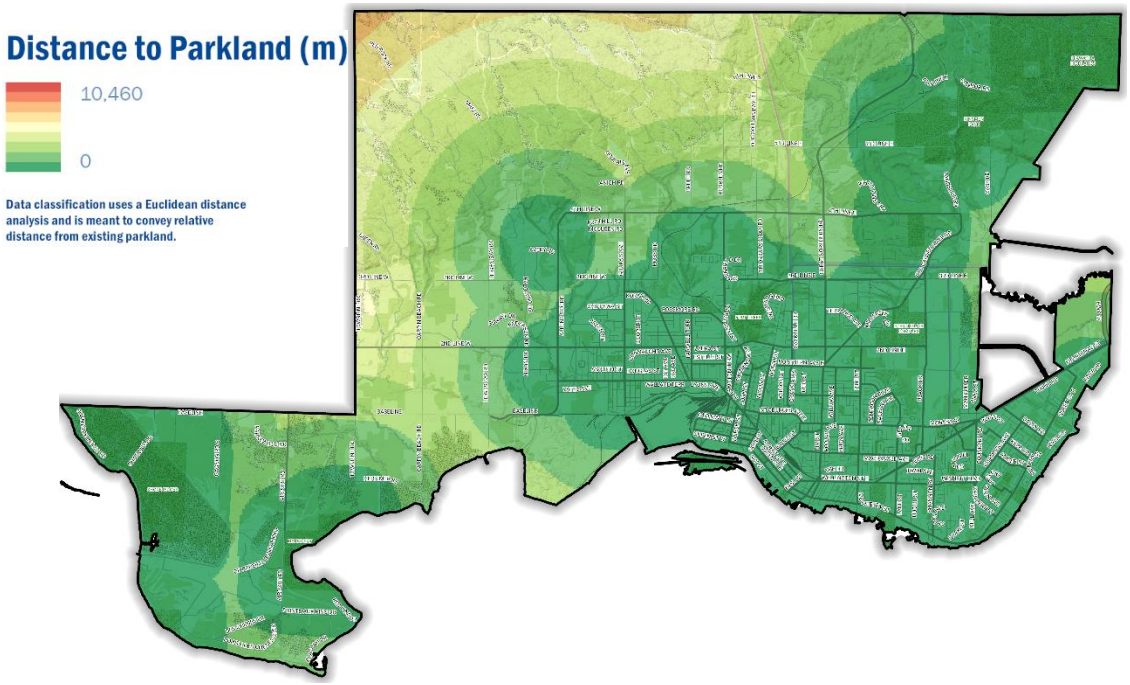


Figure 17 | Distance to Parkland in Sault Ste. Marie
Source: City of Sault Ste. Marie GIS Data, Land Information Ontario

Barriers to Implementing Active Transportation

Figure 18 and **Figure 19** show two barriers that would affect the recommendations of this ATMP: physical constraints from the rail corridors and steep grades and landforms. Consideration for these two types of barriers should be reviewed prior to implementation to assess feasibility of active transportation routes.

However, these barriers also present some opportunities. At the time of writing, preliminary discussions on implementing a multi-use trail along the rail corridor adjacent to Trunk Road have already commenced.

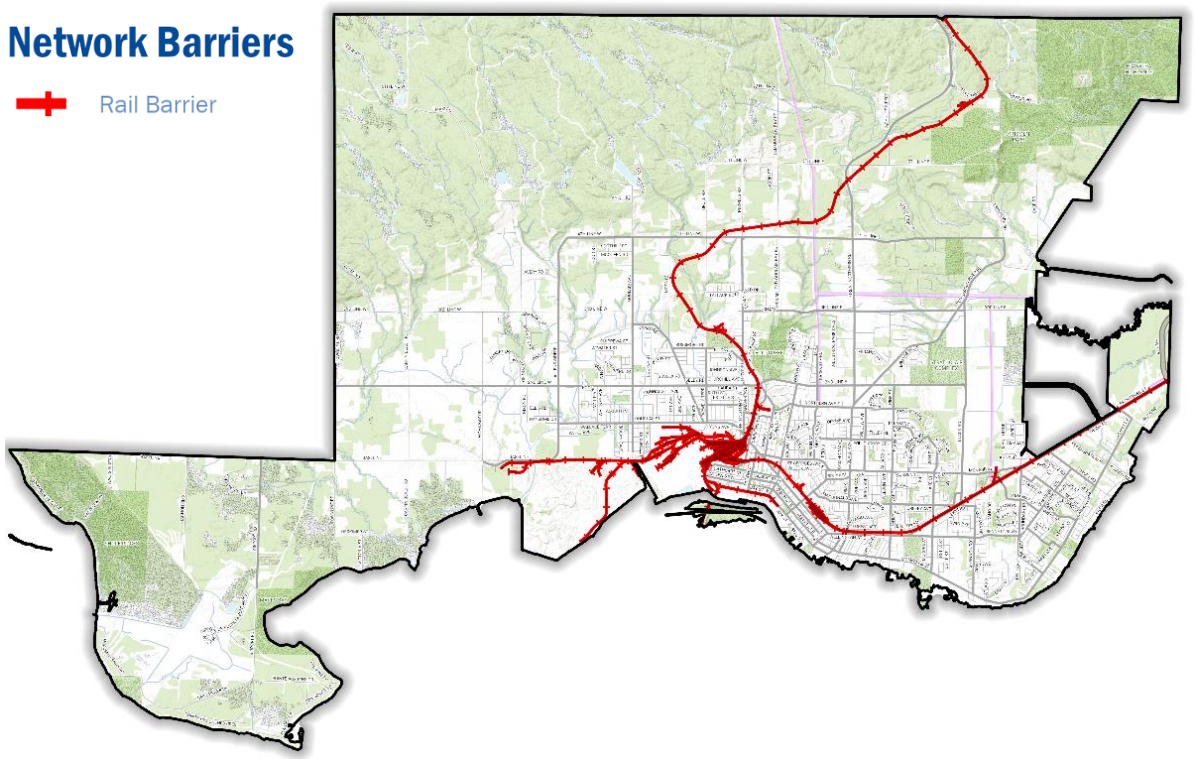


Figure 18 | Current Physical Constraints of the Active Transportation Network
Source: City of Sault Ste. Marie GIS Data

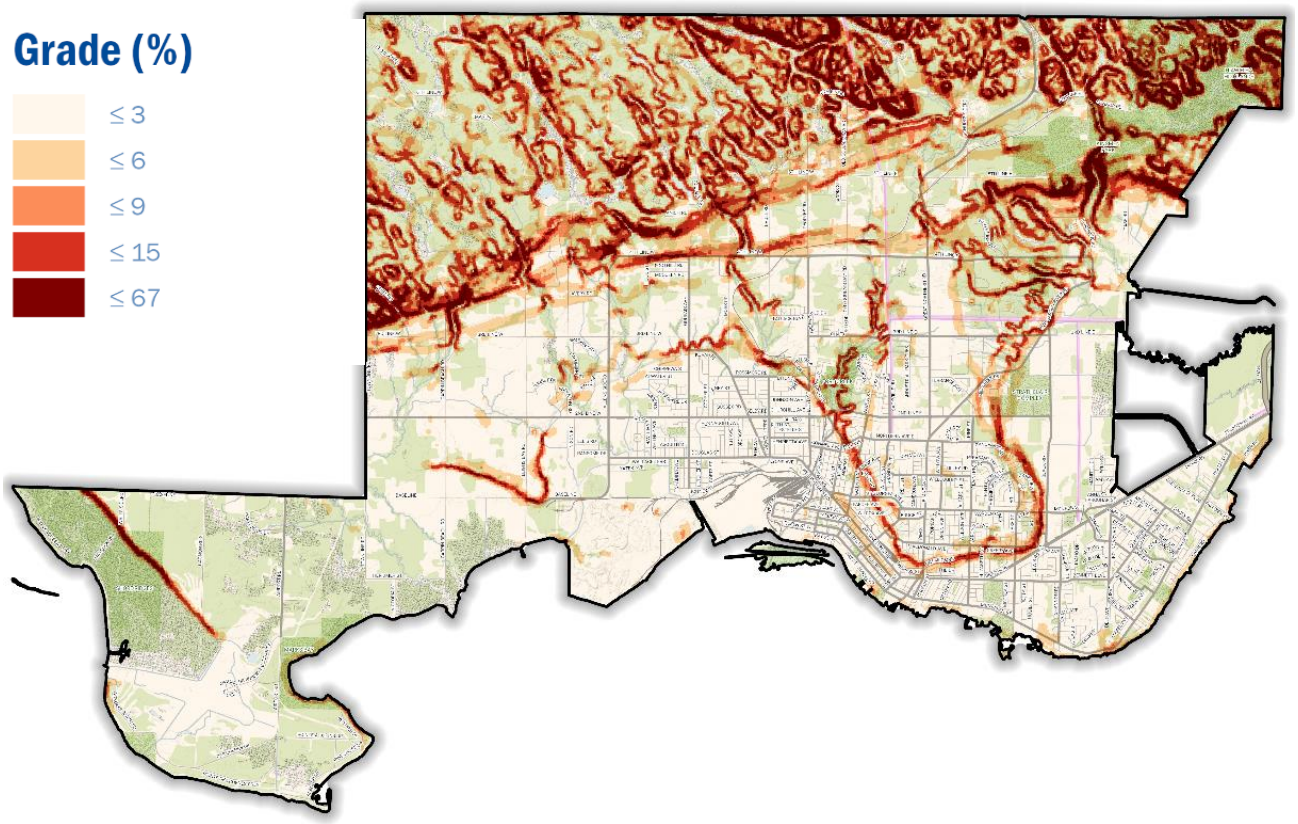


Figure 19 | Steep Land Grades in Sault Ste. Marie
Source: City of Sault Ste. Marie GIS Data, Land Information Ontario

2.2.5 Connectivity and Network Completeness

As shown in the 2021 Census data, the majority of commute trips by car/truck/van are less than 30 minutes, indicating a potential to convert trips to active transportation or transit.

Figure 20 shows a 5-minute walk and bike zones around the Sault Ste. Marie Transit bus stops. The majority of the urban area is captured within these zones. Residential areas in particular have a high active transportation potential and high support for creating integrated multi-modal connections to transit routes.

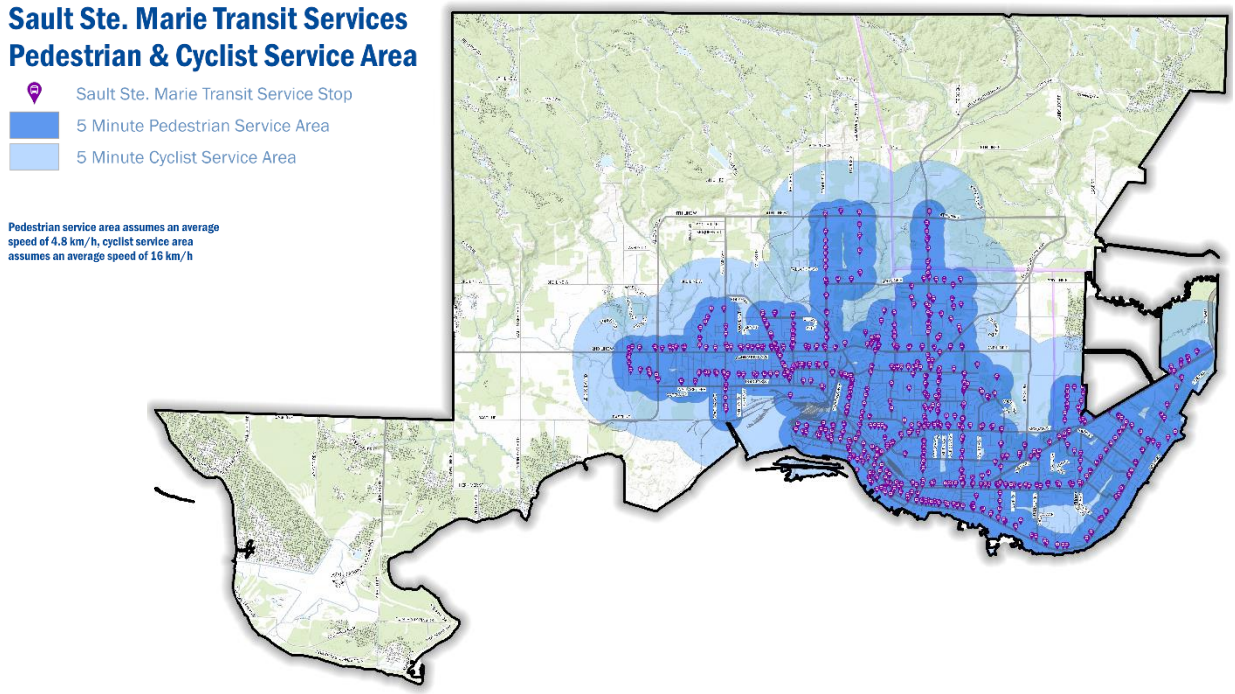


Figure 20 | 5-minute Walking and Cycling Service Areas around Sault Ste. Marie Transit Bus Stops
Source: City of Sault Ste. Marie GIS Data, Land Information Ontario

Network Coverage

A network coverage review was conducted to compare the density of the existing pedestrian and cycling network compared the the potential density if all the previously proposed routes from the 2007 Cycling Master Plan were to be implemented. The maps in **Figure 21** show that both the pedestrian network and the cycling and multi-use network are significantly more dense and connected with the implementation of the previously proposed routes. There is a high potential to increase the coverage area through the refinement of previously proposed routes as part of this Active Transportation Master Plan.

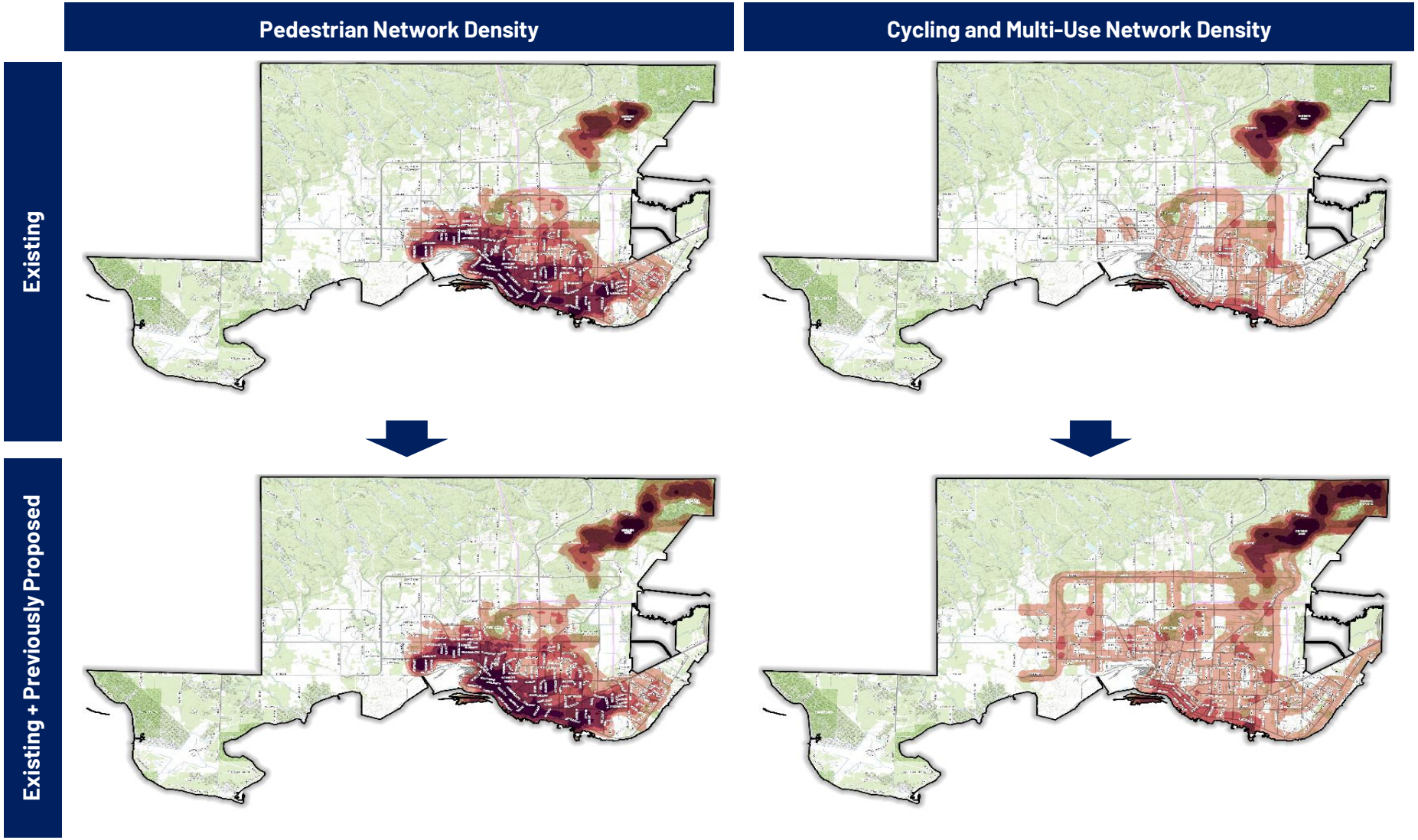


Figure 21 | Pedestrian and Cycling Network Coverage Analysis

2.3 Existing Active Transportation Network

2.3.1 Existing Pedestrian Network

The walking experience of an individual is significantly impacted by factors such access to, condition of, and connectivity of a sidewalk or other pedestrian infrastructure. Building a pedestrian network that is safe and comfortable for people of all ages and abilities that is connected to where they want to go is key to a multi-modal transportation network. Whether it's a trip to a transit stop or to a car, most journeys begin and end with a walk or roll.

Sault Ste. Marie has a vast network of pedestrian routes within and outside the urban area. The typical pedestrian facilities found in Sault Ste. Marie include:

- Sidewalks
- Neighbourhood Connector Paths/Catwalks
- Pedestrian Crossovers

2.3.2 Existing Active Transportation Network

Like walking, an individual's comfort and ability to use a bike or another form of active transportation or micromobility device is influenced by their access to safe and convenient infrastructure. The current active transportation network passes through natural areas, the waterfront boardwalk, commercial areas, and green spaces.

The typical active transportation facilities found in Sault Ste. Marie includes:

- Paved Shoulders
- Conventional Bicycle Lanes.
- Multi-Use Paths

Two key components of both the pedestrian and active transportation network are the **John Rowswell John Rowswell Hub Trail** and the **Fort Creek Conservation Area** trails, pictured in **Figure 22**.

The John Rowswell Hub Trail is a vital component of the active transportation network in Sault Ste. Marie. It provides access to many areas of the City and links together key cultural, historical, and natural areas of the community. The John Rowswell Hub Trail is used for both utility and recreation purposes. To the north of the urban area, the Fort Creek Conservation Area offers scenic trails that can be enjoyed all year round – being a popular destination for hiking in the summer and snowshoeing in the winter. These trails are mainly used for recreation.

Figure 22 | Left: The John Rowswell Hub Trail along the waterfront, Right: Fort Creek Conservation Area

3 Engaging Sault Ste. Marie

3.1.1 Overview

The ATMP is a community-driven plan, focusing on increasing uptake of active transportation by residents, strengthening political support for more people-oriented transportation options and establishing new partnerships with community stakeholders to support implementation. To build this sense of community ownership that is necessary to support a plan of this scale, there were several opportunities to engage in the process of developing the ATMP. The multi-faceted consultation effort involved internal City staff, community organizations, key stakeholders, and members of the public. Engagement activities included:

- Regular meetings and consultation with internal City staff
- Interviews and presentations with stakeholders and other community stakeholders
- Sault Trails Advocacy Committee (STAC) workshop
- Published Discussion Papers posted on the project website
- Community surveys posted on the project website
- Public Open Houses
- Pop-up booths and tents at various community events

These activities aimed to gain an understanding of the existing conditions of the active transportation network and to identify strengths, gaps, concerns, and opportunities regarding the network across the City. Towards the end of the ATMP development process, another round of consultations took place to collect feedback on the proposed network, and adjustments were made accordingly.

This section provides a summary of the key themes and priorities heard through the engagements that were essential in informing the ATMP to reflect the community's needs and desires. A full summary of engagement activities is included in **Appendix B.**

3.1.2 Key Themes & Priorities from Engagements

The engagement activities provided valuable insight into key community concerns, opportunities and priorities of members of the public and key stakeholders that allowed the project team to tailor the ATMP in a way that reflects the needs and desires of those than live, work and visit Sault Ste. Marie.

Based on the engagement activities conducted to date, the following themes were heard from stakeholders and the public.

IMPROVED SAFETY

Members of the public reported feeling unsafe while walking or riding within Sault Ste. Marie, often noted as a result of perceptions of an auto-centric culture, causing driver inattentiveness toward active transportation users, high speeds, and other undesirable driver behaviours. It was recognized that the safety of vulnerable road users needs to be prioritized to make active transportation a viable option for more people. This involves creating safer active transportation routes and facilities that are either dedicated or physically separated from motor vehicles, especially where there are high volumes of traffic, and safety enhancements at crossings and intersections. It also involves slower traffic speeds and greater education and awareness for all roadway users. Traffic calming tools should be considered along busy streets to help reduce traffic speeds and make roadways more comfortable for active transportation users. Prioritizing pedestrian and cyclist safety conveys that streets belong to everyone, not just motor vehicles.

EXPANDED & CONTINUOUS NETWORK

A significant barrier to active mobility is the insufficient pedestrian and cycling infrastructure available, including gaps in the existing network. Although driving is the dominant mode of transportation, community members stated that they walk and/or cycle year-round and expressed the need for more continuous sidewalks and cycling facilities to make active modes more appealing and practical. There is also a need for enhanced pedestrian and cycling infrastructure at crossings and intersections to improve the safety and comfort for users. Prioritizing the expansion of active transportation infrastructure contributes to it becoming a more viable option.

IMPROVED MAINTENANCE & ACCESSIBILITY

Implementing the active transportation system is just the beginning; making sure it is useable and accessible by a wide range of people is crucial for the success of the network. When a facility is not well maintained, it becomes inaccessible for a variety of users, including children, those with strollers, those with physical impairments, and any those using any wheeled device. Stakeholders and the public emphasized prioritizing walkability and bikeability by addressing sidewalk infrastructure like potholes and cracked surfaces, as well as consistent maintenance. Another key concern is seasonal barriers to walking and cycling, which can be aided with continual winter clearing of active transportation facilities. Ensuring pathways and routes are free from obstructions and useable by users of all ages and abilities at all times of the year is essential.

MORE AMENITIES

Enhancing the active transportation network involves providing amenities that support users. Amenities that allow people to rest, navigate the active transportation network easily, spend more time along the paths, and leave their bike or other device without having to worry are essential. Additional bicycle parking, seating, wayfinding signage and washrooms were all mentioned as amenities needed to along active transportation facilities in Sault Ste. Marie. For instance, rest areas along routes, equipped with seating and washrooms, can accommodate various abilities and encourage longer use of active transportation facilities. Wayfinding also boosts user confidence and informs them about nearby amenities and destinations.

GREATER CONNECTIONS

Stakeholders and community members emphasized the need to provide more active transportation connections to key destinations. These routes need to be safe and comfortable for people of all ages and abilities. Addressing the gaps in the network and developing new routes that connect users to key destinations (such as tourist spots, places of work, schools etc.), commercial areas, public transit hubs, and existing trails. Increasing access to these destinations will attract and encourage a broader range of residents to participate in active travel more in their daily lives and for recreation.

JOHN ROWSWELL HUB TRAIL IMPROVEMENTS

As the centrepiece of Sault Ste. Marie's active transportation network, the existing John Rowswell Hub Trail was noted as an excellent asset in the active transportation system, serving the community very well. At the same time, there are always opportunities for improvement. Safer crossings at intersections, addressing trail gaps, enhancing wayfinding, and installing amenities like benches, shelters, and washrooms will enhance the trail user experience. Additionally, enhancing access to and connectivity between the hub trail, bicycle lanes, neighbourhoods, and key areas of the city is also critical. This is particularly important in areas of the city with higher proportions of equity-deserving communities.

IMPLEMENTATION PROCESS

Both stakeholders and the community acknowledged and supported the ambitious nature of this plan, but recognize it won't be without challenges to implement. A particular concern heard is the potential inefficiency of the rollout process, especially given competing city priorities over the next two decades. To address this, coordination with capital works and prioritizing active transportation in the annual budget process is essential. Additionally, establishing an active transportation coordinator and committee will ensure a smoother deployment of the network and associated programming.

4 Best Practices and Their Impact

The field of transportation is evolving rapidly. The impacts of electrification, micromobility, remote work, ride-hailing and other emerging technologies are shifting the ways that communities imagine mobility, so it is always a worthwhile exercise to take stock of what emerging trends should be accounted for when developing a new Plan for the long term, such as this ATMP. In the process of developing the Sault Ste. Marie ATMP, the project team reviewed information coming from jurisdictions around North America and beyond as mobility patterns shift and evolve. While it is impossible to predict the next disruptive technology that could emerge in the mobility field, it is possible to develop a Plan that is future-ready and resilient to potential 'shocks' to the mobility landscape. The goal of this Plan is to continuously learn from what others have done, track overall trends and patterns, and center decision-making on core principles in the form of the Vision and Objectives for the ATMP.

To develop this Active Transportation Master Plan, the project team reviewed recently developed transportation and active transportation planning documents from comparable communities, and also created a summary of emerging trends and best practices that should be considered as the project moves forward.

4.1 Case Studies: Comparable Municipalities and Recent Planning Documents

Communities across North America are taking steps towards becoming better places to walk, bike and roll, and the first step in that journey is often the development of a Master Planning document such as an ATMP. When developing the ATMP for Sault Ste. Marie, it is beneficial to consider how comparable municipalities to Sault Ste. Marie have developed their own Master Planning documents, and what lessons can be learned from those plans as this ATMP moves forward.

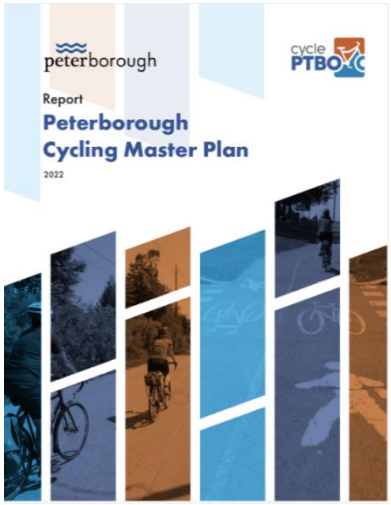
Understanding how best practices and emerging trends fit into the overall Vision and Objectives of this Plan, and into the City's existing planning documents, helps to create a *Future Ready* ATMP that is resilient to future disruptions.

In identifying Case Study communities, the municipalities were considered that:

- Have a similar, four-seasons climate with cold winters.
- Are of a similar scale in terms of population and geography.
- Function as a Regional hub for commercial activities.

Based on these criteria, the project team identified and reviewed recent transportation planning documents from the City of Peterborough and the City of Greater Sudbury in Ontario, and the City of Missoula, Montana as an international example. A summary of the key findings can be found below.

4.1.1 Peterborough, Ontario, Canada



In 2021, the City of Peterborough completed its first Cycling Master Plan. The City has seen rapid growth in rates of cycling since 2001, and developed a plan with the following Vision Statement:

> *"Peterborough is a leader in cycling with a safe, connected and accessible network that serves all ages and abilities by 2041. Cycling for transportation and recreation contributes to a thriving, healthy and resilient community and supports the City's sustainability and climate change goals."*

The Plan was developed using an iterative process, which:

- Identified existing conditions.
- Engaged with the community.
- Established a Vision and Goals for the project.
- Identified new policies and programming ideas.
- Created network development and design guidance.

All of these elements were included in the final Cycling Master Plan document.

Peterborough's plan identified an "Accelerate-Spark" investment scenario, which outlines a series of goals to move Peterborough towards the Plan's Vision. The Goals for the Plan include:

- **Create an Irresistible Network** by upgrading existing facilities, developing a Crosstown Network that includes priorities for implementation in the near term and identifying the Ultimate Cycling Network for implementation in the long term.
- **Encourage Year-Round Riding** by establishing a Priority Winter Cycling Network, considering snow storage and clearing in the development of new designs and supporting programming to encourage year-round riding.
- **Pursue Design Excellence** by planning for and designing all-ages and abilities facilities, including separated cycle tracks and local street bikeways.
- **Build a Cycling Culture** by expanding supports for programs to support cycling.
- **Go For Gold** to establish the City as a cycling leader in Ontario and North America.

4.1.2 Missoula, Montana, United States

The City of Missoula, Montana's Bicycle Facilities Master Plan (BFMP) (2016) is guided by the recommendations in the Long-Range Transportation Plan (LRTP), so both of these documents were reviewed. The LRTP identifies:

- Community Values & Existing Conditions
- Project Goals & Evaluation Framework
- Call for Projects & Project Prioritization
- Project Prioritization & Scenario Development
- Recommended Scenario & Implementation Plan
- Draft & Final Long-Range Transportation Plan

Of particular note, the LRTP also included a Residents' Guide which provides a short summary of the Plan in plain language for residents. While the full report was seventy-five pages, the Residents' Guide was four pages. The Residents' Guide relied heavily on graphics to summarize information in a way that was easy to understand, as shown in **Figure 23**.

Figure 23 | Missoula Long Range Transportation Plan Residents' Guide Total Cost Graphic

Missoula's BFMP explores the community benefits of cycling, identified the design users for improvements and aligns recommendations with those foundational elements. It identified 'low hanging fruit' projects that can be completed in the immediate term with low levels of investment, such as implementing painted bike lanes that only require striping, the neighbourhood greenway network, and wayfinding. It also highlighted where resurfacing projects could be connected to implementation of the network and identifies some of the visionary projects that are meant to build excitement and ridership in the city.

The BFMP also analyzed the existing Level of Traffic Stress (LTS) to determine priority projects to create a high-comfort network across the City. LTS Scores align with the following descriptions:

- LTS 1: Low-stress roadway suitable for all ages and abilities
- LTS 2: Roadway comfortably ridden by the mainstream adult population
- LTS 3: Roadway ridden by "enthused and confident" bicyclists
- LTS 4: Roadway only ridden by the "strong and fearless" bicyclists

The scores were used to develop a map of LTS 1 roadways and trails to determine the gaps in the low-stress network. The low-stress roads were used to develop a Neighbourhood Greenway network (illustrated in **Figure 24**). Neighbourhood Greenways are streets with low traffic volumes and speeds that use signs, pavement markings, and speed and volume management measures to discourage motor vehicles from making through trips. Many of the local streets had basic components needed for safe bicycling and pedestrian use and could be inexpensively enhanced. The Neighbourhood Greenways were used to create a complete network throughout most of the city when combined with existing bicycle infrastructure.

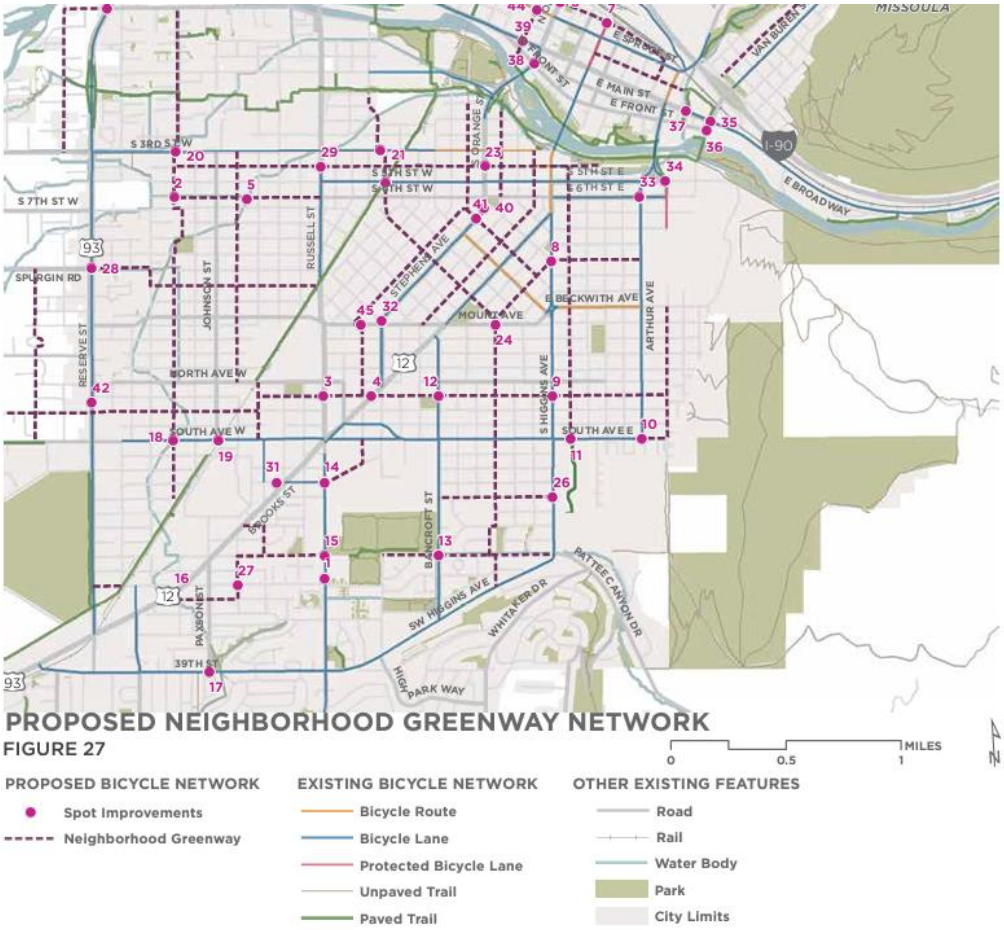


Figure 24 | Southern Portion of Missoula's Neighbourhood Greenway Network
Source: Missoula Bicycle Facilities Master Plan, 2016

4.1.3 Greater Sudbury, Ontario, Canada

The Greater Sudbury Transportation Study Report was developed as an update to the 2005 Transportation Master Plan and proposed policies under a "complete streets" framework. The Study included recommendations for improving walking and cycling within the City in a holistic fashion, including investments alongside strategic efforts to improve the movement of transit vehicles as well as enhance conditions for goods movement.

The study process for developing the preferred active transportation network included significant public engagement and consultation activities and frequent consultation with citizen groups in the city, including the Sustainable Mobility Advisory Panel, Bicycle Advisory Panel, and Sudbury Cyclist Union. The Sustainable Mobility Advisory Panel was an advisory panel established by the city and was frequent advisor throughout the study process, providing background information and feedback throughout the study process. The overall study was divided into three main phases and included public consultation at each phase, as shown in **Figure 25**. The development of the active transportation components of the plan are listed under each of the three main phases. The key steps for the development of the recommended active transportation network were:

1. Collection and Assembly of Background Information
2. Review of Consolidated Base Mapping with Sustainable Mobility Advisory Panel Committee
3. Development of Route Selection Principles
4. Preparation of Candidate Routes Mapping
5. Public Input to the Candidate Network and Route Selection Principles
6. Field Review and Assessment of Candidate Routes and Preparation of Draft Route Network
7. Identification of Appropriate Facility Types
8. Review of Input on the Draft Route Network and Recommendation of the Final Route Network
9. Preparation and Implementation Plan

The Sustainable Mobility Advisory Panel provided input throughout the key steps listed above. They provided base information on existing or previously proposed active transportation facilities in the first step and reviewed base mapping in the second step. They reviewed the draft route network in the sixth step and provided comments on facility types in the seventh step. The panel was further engaged during the eighth step to discuss the draft route network, facility types, and implementation priorities. The Sustainable Mobility Advisory Panel was a citizen group that provided key input and feedback throughout the active transportation network development process.

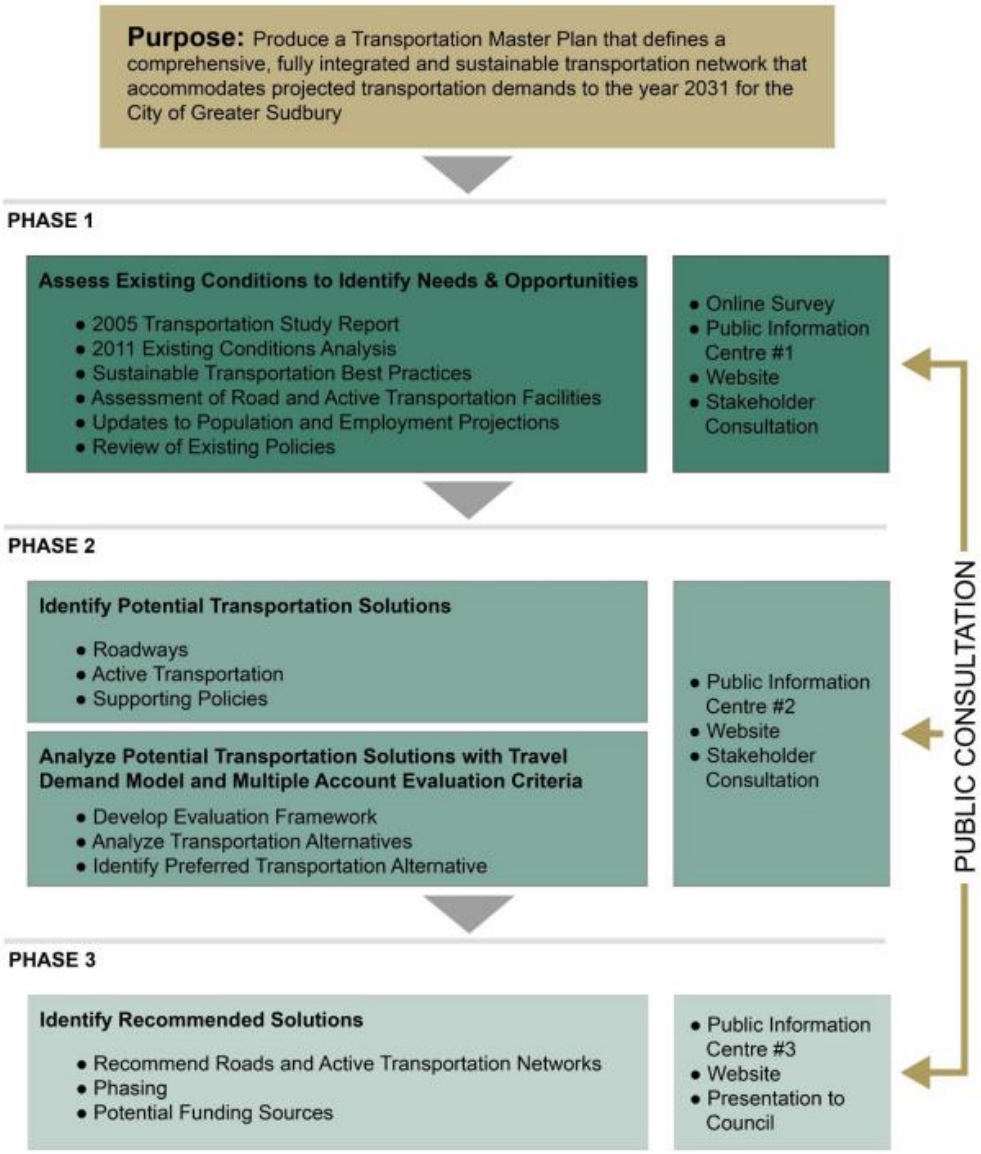


Figure 25 | Transportation Master Plan Process

Source: City of Greater Sudbury Transportation Study Report, 2016

4.1.4 Best Practices Summary

Through the Best Practices review, some of the key takeaways were incorporated into this ATMP process include:

- **Engage local stakeholders and organizations early in the development of the Plan** to strengthen the project team's understanding of the existing conditions of the City.
- **Take engagement to residents in places they are already gathering** rather than expecting residents to come to you. This could include online or in-person engagements, leveraging existing networks or events.
- **Create Plans for All-Ages and Abilities facilities** that both improve upon existing facilities and create new route options, including through the inclusion of Neighbourhood Greenways on existing residential streets.
- **Create report materials that are in plain language**, which could include a project summary or user guide to help community members understand the Plan in 'broad strokes' even if they don't have the time to read and digest the full document.
- **Ensure that maps are easy to read and show the vision for the Plan**. Maps can communicate a significant amount of information, and should be prioritized within the Plan document for legibility and ease of understanding.

4.2 Best Practices and Emerging Technologies

Transportation planning is dynamic and needs to be flexible and adaptable to future trends. This section provides an overview of some of these key considerations for the City.

4.2.1 Complete Streets Approach

Streets are interconnected together to build a network system that allow physical movement, connecting people to different areas and destinations within the City. City streets are important public spaces that provide various social and recreational uses. Well-designed streets shape the urban fabric and image of a city with its own identity, economic function, and social importance.

In shifting away from streets that prioritize only motor traffic and movement, the Complete Streets approach is designed to balance the needs of all road users, including people who cycle, walk, take transit, and drive on that roadway. This approach creates a safe and welcoming environment for all ages, abilities, and mode of travel.

The Complete Streets concept is closely related to the Safe Systems and Vision Zero approaches on road safety. It aims to design a transportation system that anticipates human error and accommodates human injury tolerance with the ultimate goal of eliminating death or serious injury on roadways.

There is no singular solution to implement the Complete Street concept. Every street is different with its own defining elements and characters, in considering the street's location, context, and role within the transportation system. While it may not be appropriate to accommodate every type

of user on the street, the overall objective is to create a well-functioning street network that provides road safety, accessibility, and diverse activities and uses.

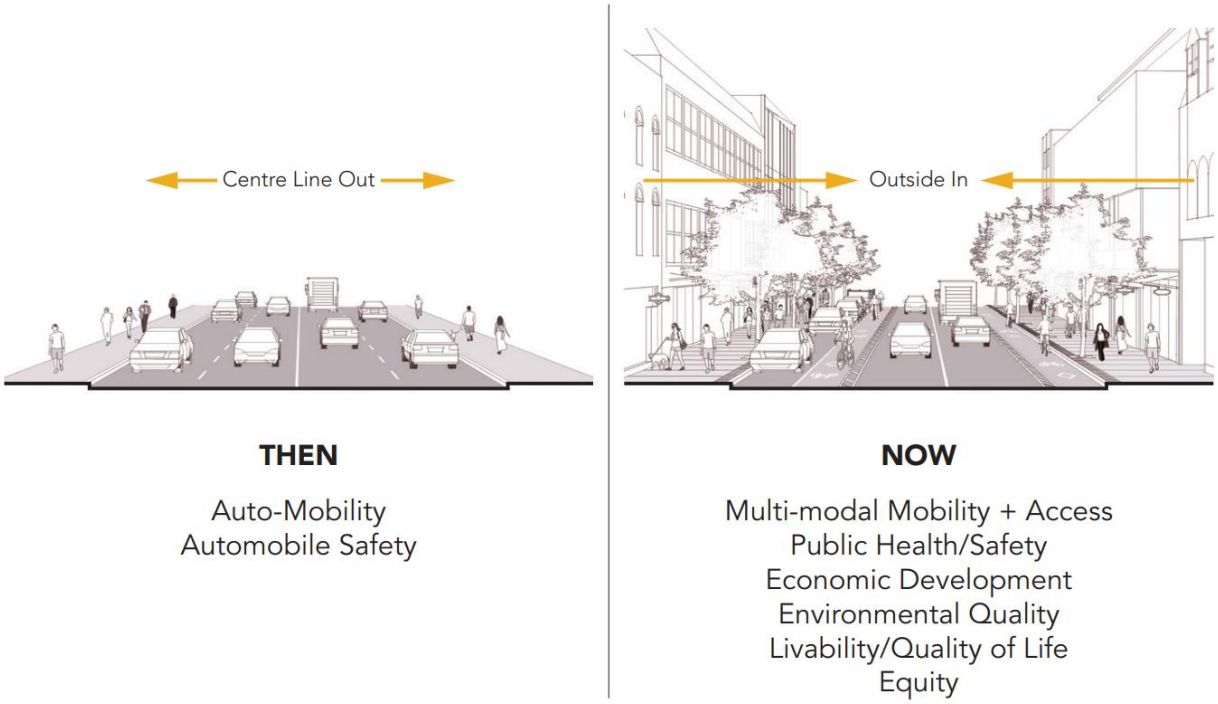


Figure 26 | Changing Design Goals through Complete Street Design
Source: City of Toronto Complete Streets Guidelines

The following approach guided the design to incorporate complete streets to new and existing streets in Sault Ste. Marie.

Consider the Street Context

Where is it located? Who are the main users of this street?

Is the street designed for access or movement?

Every street is designed differently to align with its land-use context, function, and environment. A residential local road has different design features compared to a rural collector.

Create attractive, vibrant places

Attractive and vibrant streets that support pedestrian access create a strong sense of place and identity. Designing the streets with appealing streetscaping and multiple functions encourage pedestrian movement and future visits.

Prioritize transit and active transportation

A street with high mobility is directly linked to the provision and convenient access to transit and active transportation infrastructure. Enhancing pedestrian and cyclists with comfortable, safe, and accessible routes and facilities will discourage the use of private vehicles.

Provide safe and accessible options

Complete Streets aims to improve safety and accessibility for transit users, pedestrians, and cyclists, so they may feel as an equal part of the roadway design. A sense of safety and ease of access increase the desire to walk leisurely along the street.

Prioritize connectivity

New streets should not be isolated from the rest of the road network. The City's roads must be cohesive and well-connected to other roads to encourage new active transportation users. It is important to provide active transportation infrastructure and facilities along streets with many connections to retail, community spaces, and green space.

Consider cost effectiveness

The environmental, social, and economic benefits and costs should be considered in designing a Complete Street. Consider the direct and indirect costs of construction, operation, and maintenance. Designing the street with long-term use can reduce the number of retrofit projects needed in the future.

Typologies

When discussing Complete Streets, the term "Typology" refers to a set of streets that have a similar function and set of objectives. Some streets will prioritize mobility, creating more separation between different road users, limiting access to the roadway and focusing on moving people from A to B efficiently. Other roadways prioritize placemaking, putting an emphasis on the pedestrian realm, providing space for amenities such as patios, seating areas or parklets to create an attractive public space that draws people to it. Regardless of the typology, it is important to have a clear set of objectives for the function of the street so that trade-offs can be evaluated in a consistent and measurable fashion. Below are a set of seven common typologies that could be considered for Sault Ste. Marie, all of which can be evaluated and adapted to fit the local context and community interest. Examples of local streets are also included.

Urban Avenues

Urban avenues are vibrant pedestrian-oriented streets that provide a high amount of people-movement capacity, located in urban areas of the City.

Example: Bay Street

Main Streets

Main streets are placemaking-oriented streets, and include historic main streets found in urban parts of the city. They are pedestrian-oriented with slow motor vehicle speeds and small-or medium-scale mixed-use buildings.

Example: Queen Street

Transitioning Avenues

Transitioning avenues are mobility-oriented streets that extend across urban areas of the city. They are high-traffic streets and often important goods movement corridors.

Example: Trunk Road

Connectors

Connectors serve to link neighbourhood streets with Urban Avenues and Transitioning Avenues. They accommodate moderate volumes of vehicle traffic in a lower speed environment.

Example: Pine Street

Industrial Streets

Industrial streets provide direct land access to industrial and commercial employment areas. They are found in industrial areas of the city and may accommodate significant truck traffic.

Example: Industrial Park Crescent

Neighbourhood Streets

Neighbourhood streets provide direct access to residential dwellings. They are low-volume and low-speed streets that are not intended to serve a through traffic function for motor vehicle traffic.

Example: Biggings Avenue

Rural Roads

Rural roads are mobility-oriented streets within agricultural, natural, or industrial areas of the city. They provide a high motor vehicle capacity and may be important goods movement corridors.

Example: Fourth Line

Complete Streets Audit Tool

A Complete Streets Audit Tool evaluates how the existing or proposed street segment achieves, exceeds, or fails to provide Complete Street elements. It is an interactive tool to select appropriate typology, assess current or proposed street conditions, and evaluate complete street elements based on the desired conditions. It provides an important decision-making tool and accountability tool to demonstrate how Complete Streets principles are being integrated into the City's transportation projects. The audit tool is coupled with the pedestrian realm *Street Element Condition Definitions* matrix from the City of Hamilton Complete Streets Design Manual (2022) (**Figure 27**). These definitions describe the relevant desired conditions per typology and to audit an existing street. Ratings for each element are graded from 1 to 5. The rating reflects the level of accommodation or level of service for that street element.

	URBAN	RURAL
1	• **No sidewalk or multi-use path (MUP)***	• Possible granular/soft shoulder
2	• **1.5 m pedestrian clearway** (may be adjacent to curb)	• **1.2 m paved shoulder**
3	• **1.8 m pedestrian clearway** with **0.5 m edge zone** (measured from back of curb) *or* • 3.0 m MUP with 0.6 m edge zone • Street trees/furnishing zone if feasible	• **1.5 m paved shoulder**
4	• **2.0 m pedestrian clearway** with **1.0 m edge zone** *or* • 3.5 m MUP with 1.5 m edge zone • Street trees and pedestrian amenities in planting/furnishing zone	• **3.0 m MUP, physically separated** from travelled portion of roadway
5	• **2.5 m pedestrian clearway** with • **1.0 m edge zone** • Animated pedestrian corridor with street trees, pedestrian amenities, active street frontages and public art	• **3.0 m MUP, beyond clear zone** of road

** Also known as a multi-use trail (MUT)*

Figure 27 | The Street Element Condition Definitions for the Pedestrian
Source: City of Hamilton Complete Streets Design Manual (2022)

The following is an example of the four-step process for evaluating existing and proposed streets:

Steps	Example
Step 1: Input Data Users provide information about the street being reviewed to inform the selection of the typology. Input data can include the street name, location, functional classification, land use context, right of way width, traffic volumes, and posted speed limits.	**Street name:** Any Street **Location:** Neighbourhood **Functional classification:** Local **Context:** Urban **Right-of-way:** 25m **Traffic volume:** 4,000 ADT **Posted Speed Limit:** 40km/h
Step 2: Select Typology Select the preferred typology based on the information in Step 1. Once the typology is selected, the tool will automatically populate the Desired Roadway Conditions for each Complete Street element for that typology.	Select the type of typology: Urban Avenue, Transitioning Avenue, Main Street, Connector, Industrial Street, Neighbourhood Street, or Rural Road
Step 3: Assess Current/Proposed Street Conditions Refer to the Street Element Condition Definitions for definition of condition values for each street element and assign a score based on the current or proposed future conditions.	Pedestrian realm: 2 Cycling facilities: 1 Transit facilities: 1 Through movement: 4 On-street parking: 2 Green infrastructure: 2
Step 4: Review Results Look at the results, with an example shown in **Figure 28**.	Priorities are balanced if all the street elements are marked within the shaded area. The desired condition is auto populated once the typology is selected in Step 2. If some street conditions exceed priorities, consider reallocating street space to improve conditions that do not meet the priorities. Return to Step 3 and adjust.

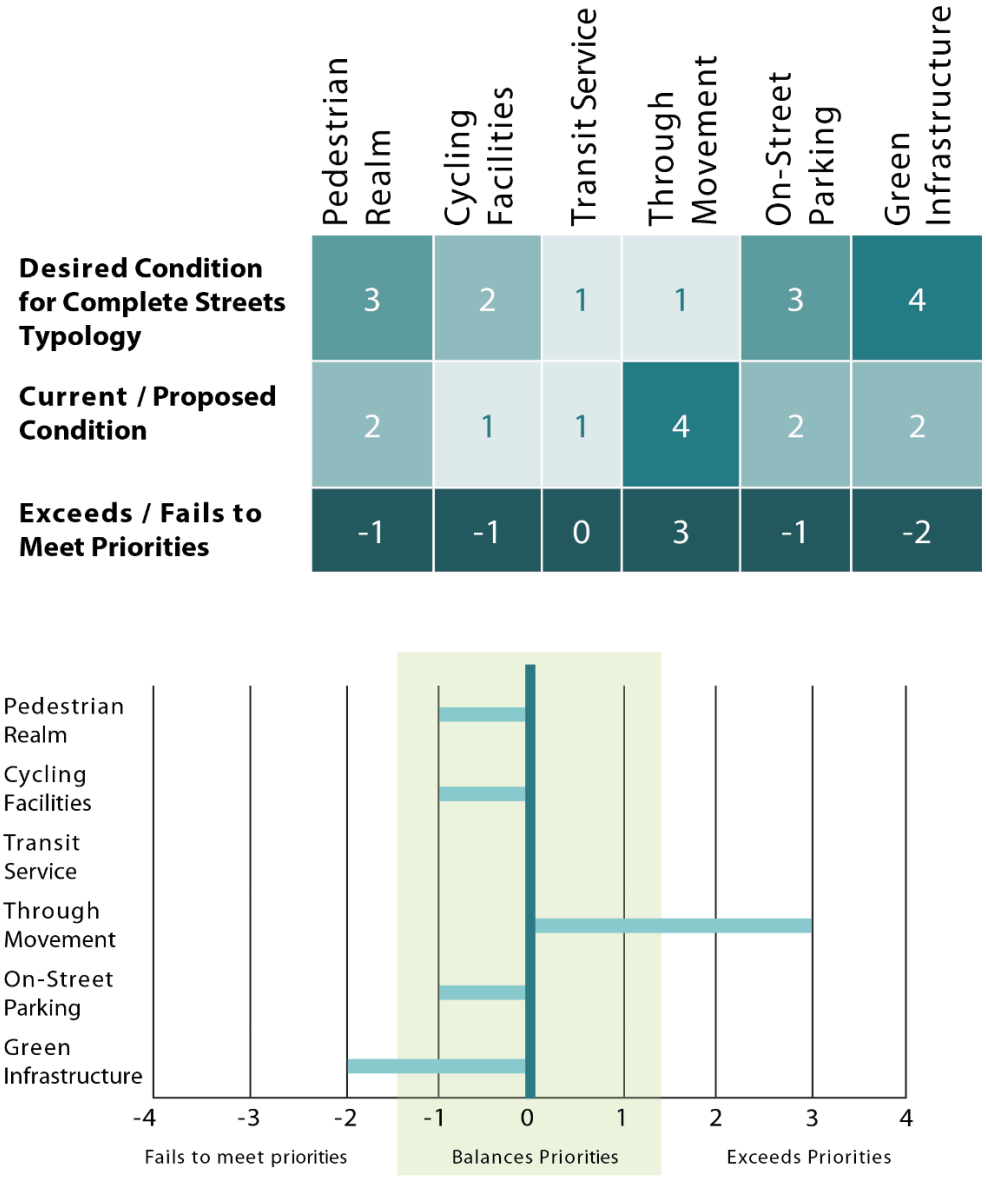


Figure 28 | Example of the Complete Street Audit Tool Results

4.2.2 Vision Zero

The Vision Zero program was initiated by the Swedish government to eliminate death and serious road injuries. It has a simple and clear goal to have zero fatalities or serious injuries on roadways, creating the conditions where no loss of life is seen as an acceptable trade-off for mobility. Vision Zero assumes that human error is a natural part of the road safety equation, shifting the burden of responsibility from individual road users to those who design and build the road systems. Although drivers and humans make mistakes, this approach recognizes that road deaths and injuries can be prevented through education, enforcement, engineering, evaluation, and engagement.

Traditional Approach

- Deaths are inevitable
- Focus on overall collision rates
- Human error identified as the cause of collisions
- Focus on perfecting human behavior on an imperfect road system
- Safety initiatives are costly
- Individual road users are responsible

Vision Zero Approach

- Deaths are preventable
- Focus on fatalities and serious injuries
- Flaws in the transportation system identified as the cause of collisions
- Focus on designing a road system that accounts for human error
- Safety initiatives reduce societal costs
- Road users and system designers have shared responsibility

When instituting a Vision Zero approach, close collaboration between system designers and government decision-makers are required since this approach requires a foundational shift in the understanding of road safety. Vision Zero is a continuous process to create safe roads through engineering changes, new policies, interim safety treatments and educational strategies. Monitoring and evaluation of performance is also essential to assess the conditions of the applied treatments or improved designs.

Vision Zero uses a data-driven and targeted approach to focus on locations that need geometric improvements. This approach recognizes the disproportionate harm caused by our current transportation system to vulnerable users of the road, such as pedestrians, cyclists, children, older adults, and persons with disabilities and takes deliberate action to improve their safety. Streets with enhanced safety that are designed to be pedestrian- or bicycle-friendly will support active transportation and increased mobility while also improving safety for all road users, including drivers. As roads begin to feel safer for these vulnerable users, more people feel comfortable using them for transportation and recreation, creating more vibrant public spaces and further reducing the burden placed on these groups.

4.2.3 Transportation Equity

The transportation system has not been designed in a value-neutral way and underprivileged and marginalized communities have been neglected by implicit and explicit bias in the transportation planning process. Transportation inequities can apply to many groups of the population and some examples are:

- **Women:** Many women report being afraid of being harassed in public spaces. Women who are caregivers walk and take public transit more often.
- **Marginalized groups:** Historically marginalized communities, including Indigenous peoples, that have often been left out of decision-making and may face disproportionate impacts from transportation policies and infrastructure.
- **Low-income Households:** These households have less financial ability to purchase and maintain a vehicle and may even have difficulty covering the cost of public transit.

- **Older Adults:** May struggle with walking up hills and across long intersection crossings, and may also find themselves with reduced mobility choice as they age and are unable to continue to drive.
- **Persons with Disabilities:** They are disproportionately impacted by transportation amenities that are solely designed for able-bodied persons, such as sidewalks without curb cuts, a bus stop without accessible boarding or trails that are not maintained in the winter.
- **Language Challenged Populations:** English or French may not be their first language, and this could create a language barrier to obtain and understand travel information.
- **People Walking and Cycling:** Pedestrians and cyclists are disproportionately represented among traffic deaths. Data indicates an increase in severity of collisions with the growing popularity of taller and heavier vehicles (e.g., SUVs and pickup trucks).

The best practices in addressing transportation inequities are summarized below:

Start by defining equity and embedding it into policy goals

- Define and identify 'equity-deserving communities'
- Embed equity into transportation capital budgeting process
- Include equity strategies in road safety
- Enhance public engagement with a focus on equity

Treat equity as a process

- Continue to build relationships with equity-deserving communities
- Consult with public members by "going to where the communities gather", such as attending upcoming community events

Pursue equitable engagement practices

- Deliberately reach out to communities who have been marginalized and prevented from accessing public consultations
- Go to the community, have flexible community engagement events, establish accountability groups with underrepresented demographics, and build an understanding of the history of the neighbourhood

Apply quantitative and qualitative approaches

- Collect data and assess the current public engagement outcomes
- Identify equity-seeking communities or populations and focus on areas that need improvements and are at risk of displacement

Develop methods to prioritize transportation funding and projects to underserved areas

- Adopt policies to provide more public investments in equity-seeking areas. For example, 50% of funds could be spent in neighbourhoods with lower equity scores and lower access to mobility options

Regularly measure and report on progress

- Report on progress to make sure that the desired outcomes are achieved
- Publish progress reports with the public to build trust
- Acknowledge shortcomings and celebrate successes

4.2.4 E-Micromobility Devices

E-micromobility devices are small, low-speed, electric-powered vehicles designed for short distance travel. Examples of these devices include:

- Electric-assist bicycles (e-bikes)
- Electric scooters (e-scooters)
- Electric skateboards
- Electric Unicycles
- Hoverboards and Segways

Although not necessarily human powered, these small electric devices typically maneuver in similar manner as active transportation modes and often use the same infrastructure, such as bike lanes and multi-use paths. They offer an efficient alternative to traditional transportation options and can complement other means of transport while reducing congestion and carbon footprint. They also provide an alternative for those who may not be able to use traditional bicycles or walk long distances, such as the elderly or people with physical limitations.

Figure 29 | Examples of e-micromobility devices

Currently, Sault Ste. Marie does not permit e-scooters on municipal streets and sidewalks. E-bikes are generally allowed. In spring 2024, the City also began permitting power-assisted bicycles (i.e. e-bikes without a throttle, requiring pedalling) on the John Rowswell Hub Trail.

Planning for e-micromobility devices presents several challenges. Roadway conditions may not provide sufficient safety nor comfort for riding in spaces shared with motor vehicles. Alternatively, along sidewalks or shared paths with pedestrians, there are increased safety concerns, particularly due to their higher speeds. Additional study may be required to determine whether the City wishes to permit e-devices along shared paths with pedestrians.

Permitting these devices along designated facilities intended for cyclists, such as bike lanes, would encourage individuals to use micromobility. Riders feel safer using protected and wider bike lanes, smoother pavements, and designated e-device/bike parking. The City can support and manage regulations, such as speed and dimensions, for the use of e-scooters and e-bikes to prevent and mitigate injuries by following best practices. Some best practices include:

Roadway Usage

- Provide on-street designated facilities shared by bikes and e- micromobility that are separated from traffic.
- Introduce riding prohibitions in specific areas, sidewalks, or public property with regulatory signs.
- Set a maximum operating speed for e-devices that is appropriate for the community. Some cities set a maximum speed of 20 km/h in existing cycling facilities, but that can be reduced to 10 km/h along multi-use pathways or residential areas.
- Night-time riding can be banned from 30 minutes after sunset to 30 minutes before sunrise due to insufficient light and visibility. Riders should be equipped with a front lamp and rear red reflector or light.

User Behavior

- Wear helmet and reflective gear.
- E-scooters should be fitted with all-weather tires, front and rear lights, bell, and braking mechanisms.
- Provide parking regulations for bikes and e-scooters.
- Riders should follow speed limits and road restrictions. If the user fails to comply with the regulations, enforcement penalties can be applied with fines from $25 to $250 or community service.

Regulations for Sharing Businesses

- E-scooters should have standardized built-in features, size, weight, and speed limits, such as including a bell, front and rear lights, and front and rear brakes.
- Set maintenance requirements for deployed devices. Each licensee shall keep records of maintenance, including repairs and replacing the damaged elements.

5 Developing the Active Transportation Network

A key component of the ATMP is the recommended active transportation network. The future active transportation network is intended to provide opportunities for people of all ages and abilities to engage in active forms of travel and recreation in Sault Ste. Marie. Developing the network for the City requires a combination of technical assessment and consultation with City Staff, key technical agencies and stakeholders, and members of the public.

This chapter provides the methodology and outcome from an existing condition review as well as an introduction to the route selection criteria that was used to develop the candidate network, and ultimately the recommended active transportation network.

5.1 Design Principles

Several design principles guided the development of the network to ensure it is safe, equitable, and accessible. These principles are grounded in current best practices and design standards, discussed in **Section 4.2** , as well as informed by input received through consultations with the City, stakeholders, and members of the public to align with the community's needs. These principles not only align with the network development priorities but also have the potential to guide future decision-making beyond this Plan's lifespan.

DESIGN FOR SAFETY AND COMFORT

Establishing a high-quality active transportation network will create an environment that is safe and attractive for users. This is essential for encouraging the use of active transportation modes and plays a vital role in reducing collisions. Incorporating principles of 'Complete Streets' and 'Vision Zero' into the network design will enhancing safety for all road users and create more comfortable spaces. These principles, discussed in further detail **Sections 4.2.1** and **4.2.2**, advocate for an inclusive approach that considers the needs of all road users, thereby creating safer, more accessible streets.

Other guidance central to developing safe and accessible pedestrian and cycling networks are the Ontario Traffic Manual (OTM) Book 12: Traffic Signals, 12A: Bicycle Traffic Signals, 15: Pedestrian Crossings, and Book 18: Cycling Facilities. These manuals provide direction on planning for and designing safe and accessible pedestrian and cycling networks throughout Ontario. Incorporating these design standards and principles into the network design process significantly enhance the safety and usability of the city's cycling infrastructure.

COMPLETE STREET PRINCIPLES

Directions in the City's TMP emphasize the integration of 'Complete Street Design' in all new road developments and in the enhancement of existing roads as opportunities arise. As detailed in **Section 4.2.1**, complete streets are designed to accommodate multiple modes of transportation and optimize the various functions of the street right-of-way. They are about creating spaces that fulfill multiple functions are sensitive to the surrounding environment and encourage travel by multiple modes. Complete Street principles were a central component in the network's design and this Plan's development. Consideration was given to how streets can become more "complete" by rebalancing the uses of the roadway and providing more separation between different road users. It also acknowledges the importance of the placemaking and prioritizing pedestrian realm enhancements to encourage active transportation use.

DESIGN FOR ALL AGES AND ABILITIES

All Ages and Abilities (AAA) design refers to the planning and development of transportation networks that prioritize safety, comfort, and equity. It involves creating low-stress environments where people with a range of abilities and comfort cycling feel comfortable riding. This is achieved by carefully considering the design and operation of these facilities.

The AAA design approach is rooted in inclusivity, considering the needs of all users, with a particular focus on historically underserved groups, such as children, seniors, women, people of colour, low-income users, and individuals with disabilities. AAA facilities may be shared operating spaces where there are low vehicle speeds and volumes that can be effectively controlled, but more preferably they are physically separated spaces for users to further enhance safety and comfortable experience for all.

The proposed route network in this Plan recommends designing active transportation facilities to AAA standards wherever possible, ensuring that the greatest amount of people can use the facilities comfortably and safely.

DESIGN FOR A MORE EQUITABLE NETWORK

Barriers to using active modes are not only physical. They can be derived from differing cognitive abilities and mental processes experienced by potential users, or can be socially-based and stem from issues related to income, language, race, religion, sexual orientation, health, and gender. As discussed in **Section 4.2.3**, building a more equitable transportation network involves providing people with a range of affordable and reliable transportation options based on the needs of the population, particularly populations that are traditionally underserved. Collaborating with the City, stakeholders, community groups, and the public, the development of the active transportation network was informed by the specific needs of various groups and communities. Key efforts to improve equity within the transportation system included expanding active transportation network into areas that are often underserved or overlooked by active transportation and public realm improvements, as well as the extension of John Rowswell Hub Trail into the City's west end.

During the implementation and detailed design phases of the network, it is recommended that equitable design principles are prioritized to support the diverse needs of all community members.

SUPPORT OF THE ECONOMY AND TOURISM

The development of the active transportation network was driven by the goal of connecting both residents and visitors to local businesses while showcasing the City's natural beauty. The plan prioritizes connections to the John Rowswell Hub Trail, the Waterfront, natural and recreational spaces, and the downtown. These connections not only serve residents but also have the potential to attract new tourism investment to the community. Additionally, priority was also given to active transportation connections to commercial hubs, such as along Great Northern Road, to support residents with their daily trips and create opportunities for economic growth. The proposed active transportation network also supports the City's existing initiatives to support small businesses

such as seasonal/sidewalk patios in the downtown, while also improving safety and access to local amenities for people who walk, bike or wheel.

To further enhance these areas, public realm improvements in these areas should be implemented along with the network to encourage active transportation traffic that will benefit the local businesses and contribute to economic vitality.

5.2 Network Development Process

The network development process is a combination of technical assessments and consultation with City staff, stakeholders, and members of the public. The approach used to develop the City's network in the ATMP is consistent with the Ontario Traffic Manual Book 18: Cycling Facilities (2021) process. This six-step, iterative process is informed by current best practices, lessons learned, and input gathered to date. An overview of each step is detailed in **Table 3.**

Table 3 | Active Transportation Network Development Process

Step		Outcome
1	Identify existing conditions and routes that have been proposed in the past planning documents.	• Section 2.1: Existing Policies • Section 2.3: Existing Active Transportation Network
2	Identify a list of route selection criteria to help select, assess and refine candidate routes and prioritize future investments.	• Section 5.2.1 Route Selection Criteria
3	Identify candidate routes to be included in the City's active transportation network.	• Section 5.2.2 Candidate Routes
4	Conduct desktop and field work to verify the candidate routes' existing conditions and facilities. Local surroundings and key destinations are also captured in proximity to the candidate routes.	• Section 5.2.3 Desktop Investigations
5	Verify candidate routes with City Staff, share with stakeholders and the public for input.	• Chapter 3 Engaging Sault Ste. Marie
6	Confirm the City's preferred active transportation network including the proposed facility types.	• Section 5.4 Recommended Active Transportation Network

5.2.1 Route Selection Criteria

A series of route selection criteria was developed based on the vision and objectives of the ATMP, industry best practices adapted for the unique context of the City, and informed by the existing Federal, Provincial and City documents. These criteria, presented in **Figure 30**, form the foundation for identifying and evaluating candidate routes and serve as a tool to prioritize active transportation projects. Prioritized projects should not preclude projects that have a high level of public demand, nor those that have been identified in previous planning processes, from moving forward.

These criteria can also provide guidance beyond the development of this ATMP, such as when new projects are proposed or when conditions within the City change.

Safety & Accessibility	Routes should be designed to improve safety and enhance accessibility and will be prioritized based on their degree of safety improvement compared with current conditions.
Connected & Continuous	Routes should provide a consistent user experience, providing comfortable, continuous routes throughout the City. Routes that close gaps in existing routes or provide an opportunity for a consistent active transportation corridor should be prioritized.
Feasibility	Routes will be evaluated based on the level of capital investment required, their alignment with existing capital works projects and property ownership constraints to ensure that proposed routes have a high degree of constructability.
Support Multi-Modal Needs	Routes that support the development a multi-modal transportation system by providing connections to transit facilities and other key destinations should be prioritized.
Connections to Key Destinations	Routes should provide connections to tourist destinations, parks and green spaces to enhance opportunities for visitors and residents to engage with natural areas on a regular basis. Connections and improvements to the John Rowswell Hub Trail, Fort Creek Conservation Area, the Waterfront District and other primary destinations should be prioritized.

Figure 30 | List of Route Selection Criteria Applied to Identify Candidate Active Transportation Routes

5.2.2 Candidate Routes

The next step in the network development process is to apply the ATMP's vision, goals and objectives and route selection criteria to identify potential candidate routes for improvement from the previously proposed networks in the 2007 Cycling Master Plan (updated in 2014) and 2015 Transportation Master Plan. These plans proposed an active transportation network comprised of the the John Rowswell Hub Trail, Spoke Routes, and other cycling routes. This previously proposed network was reviewed for additional missing links or opportunities for enhancement and further refined to reflect any changes to the community or city's priorities.

Best practices were also considered while developing candidate routes for the new active transportation network. These included the following best practices and principles:

Sidewalk Network

- The recommendations as part of the ATMP focuses on gaps in the sidewalk network that will connect to existing sidewalks and destinations on at least one side of the road.
- Sidewalks were not recommended on local roads that end in dead-ends such as residential cul-de-sacs.
- Rural roads were not considered for sidewalk upgrades as it is recommended that sidewalks be implemented when the road is urbanized.

Cycling and Multi-Use Network

- While many important destinations are situated along arterial roads, they present challenges in developing comfortable cycling facilities due to high traffic speeds and volumes, limited boulevard spaces, and frequent driveway conflicts. Where there is an opportunity to provide a higher-quality cycling facility on a parallel route that maintains direct connectivity to key destinations, these parallel routes are generally preferred.
- Opportunities for trails along hydro corridors and rail corridors were explored for recreational connections.

Once these candidate routes were refined, they were confirmed through technical assessment, conversations with the City staff, as well as consultation with key stakeholders, agencies and members of the public.

5.2.3 Desktop Investigations

After reviewing existing conditions and identifying candidate routes, a desktop analysis of the selected candidate network was performed. Route conditions were assessed, including but not limited to existing curb-to-curb width on roadways and road right-of-way, street function and design, and other physical constraints. The existing surroundings, connections to key destinations, and existing trails are also investigated in proximity to the candidate routes.

Along with the desktop analysis, select locations were chosen for field investigations to verify route conditions. Key aspects reviewed during each visit include slope gradings, surrounding land uses, road and / or trail surfacing, provision of supporting amenities (i.e. directional signage, trailheads, lighting) and lane widths.

5.2.4 Facility Selection

To ensure our City provides safe and comfortable cycling infrastructure, it is important to select context-appropriate cycling facility that reflects the specific conditions of the area and the priorities of the community. Based on the findings of steps 1 to 5, network facilities were determined using the OTM Book 18 Three-step Facility Selection tool. This tool guides practitioners through assessing site-specific conditions for both rural and urban roads, such as roadway operations, characteristics, and feasibility to determine the appropriate level of separation and facility. When a corridor fell on the cusp of two facility types, the facility that provides the greater degree of separation was chosen in most instances to ensure safety was prioritized. For instance, if a corridor landed on the threshold between a shared operating space and designated facility, the designated facility was selected. This approach results in a safer, future-proofed network that encourages more new riders.

Once the evaluation was complete, the proposed facility types were confirmed with City staff, and then presented to stakeholders and the public for further input.

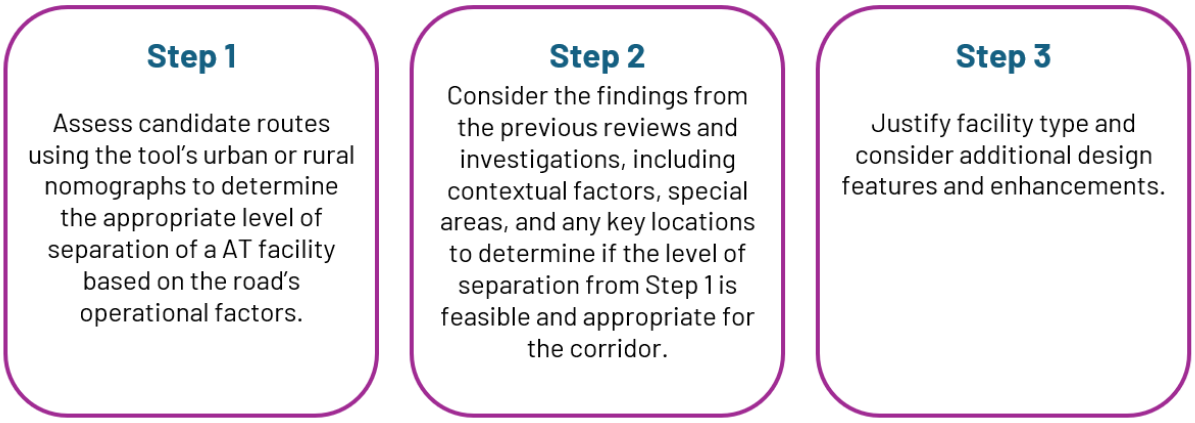


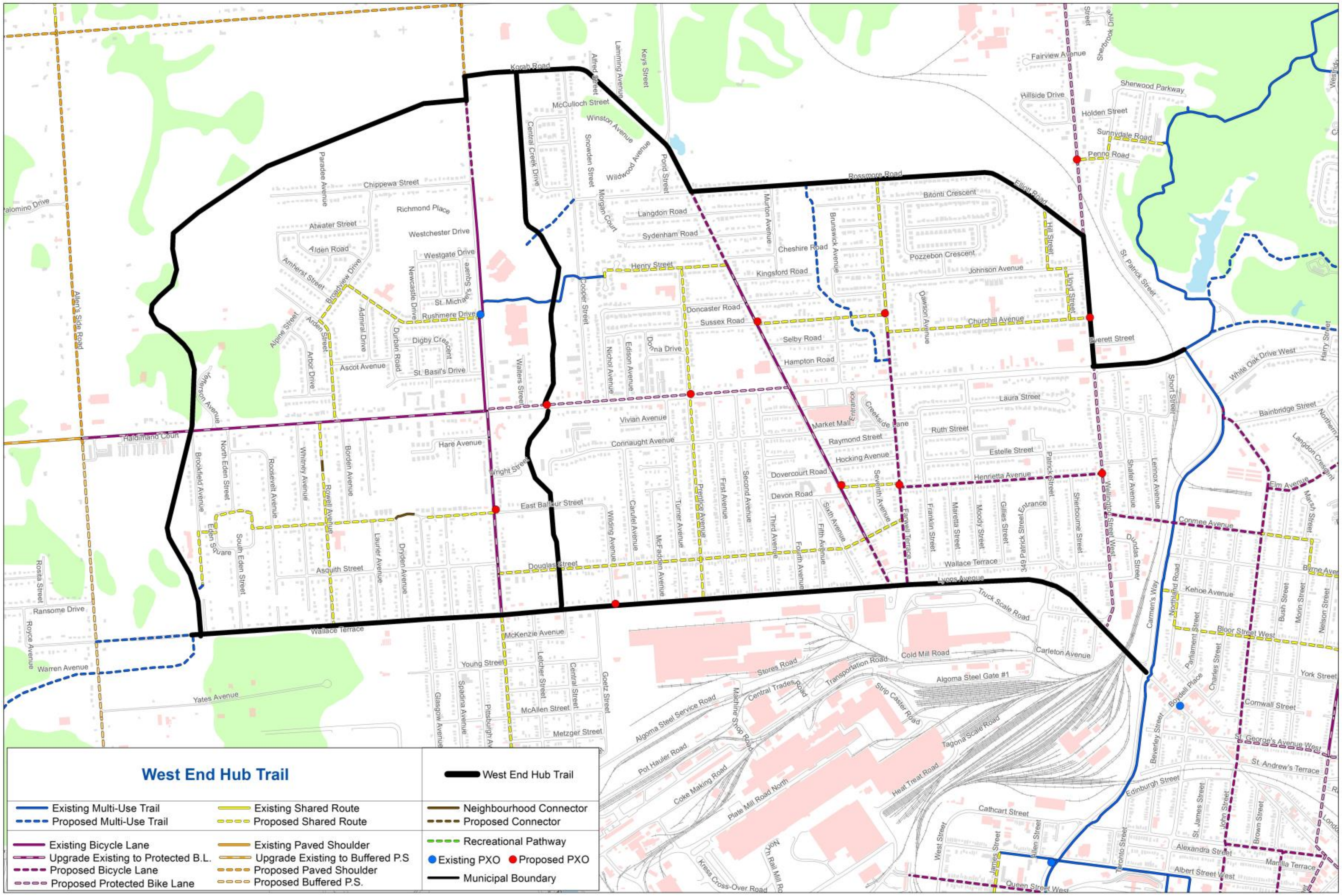
Figure 31 | OTM Book 18 Three-Step Facility Selection Tool

5.3 West End Hub Trail

While there are several existing and planned bike routes and trails in the City's west end, connectivity among them and integration with the broader community could be improved. The area is also experiencing a number of higher-density residential developments, a trend expected to continue due to the availability of serviced, underutilized land.

In light of this, the ATMP proposes extending the John Rowswell Hub Trail to the City's west end, as illustrated in **Figure 32**. Wallace Terrace, Peoples Road, Rossmore Road, and the naturalized areas surrounding the storm channels will serve as the backbone of this extension. However, before construction of the West End Hub Trail can begin, a more detailed technical review and construction plan will be necessary. This review may lead to adjustments in the proposed routes.

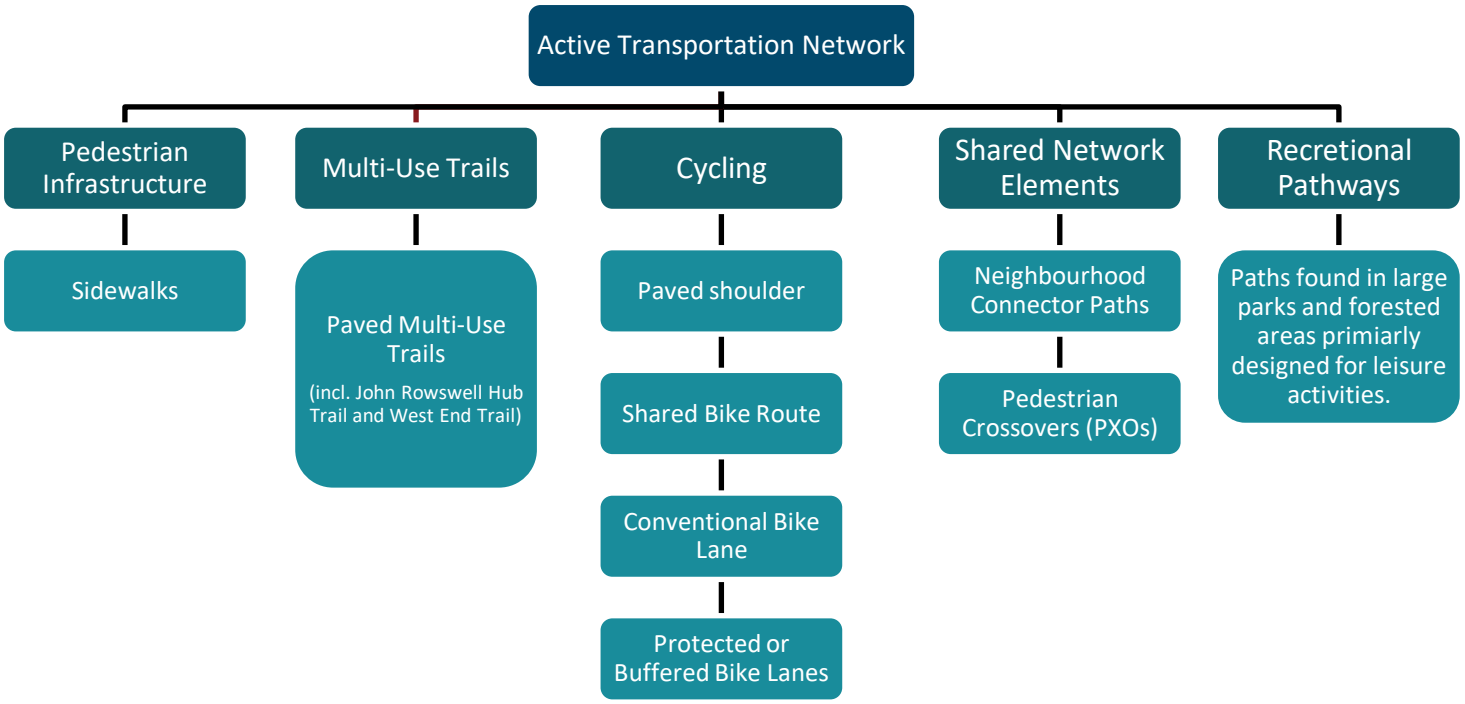
Figure 32 | Proposed West End Hub Trail Extension



5.4 Recommended Active Transportation Network

5.4.1 Network Organization

Sault Ste. Marie's active transportation network is comprised of several types of infrastructure designed to ensure safe, efficient, and accessible travel for pedestrians, cyclists, and other non-motorized users. The network includes pedestrian-focused infrastructure (such as sidewalks), shared network elements (such as pedestrian crossovers), cycling-focused infrastructure (such as bike lanes), multi-use elements (such as paved multi-use trails), and recreational trails. These elements are further explored in **Section 5.4.2**. This structure helps create a user-friendly network that provides diverse mobility options and accommodates users of all ages and abilities.



5.4.2 Existing and Proposed Active Transportation Facilities

The proposed active transportation network is comprised of several active transportation facility types, as assigned through the network development process. Once implemented, this will create an extensive network of active transportation facilities across the City.

Pedestrian Infrastructure

Sidewalks

Sidewalks are facilities for the exclusive use by pedestrians. There are currently 340 km of sidewalks throughout Sault Ste. Maire. The City's Official Plan states that sidewalks are required on both sides of arterial and collector streets within the urban area, and on at least one side of local streets in new residential developments. Given this, this ATMP provides additional pedestrian routes in residential areas, particularly near schools and other key destinations.

Under the City's standards, sidewalks should be designed to at least 1.5 m of width, which aligns with universal accessibility standards directed by the AODA. It is recommended sidewalks exceed this width, when possible, particularly in areas with high pedestrian traffic and commercial areas. Additional considerations should also be given to side-by-side walking whenever feasible, and adequate clearances around fixed objects or furnishing zones.

Shared Network Elements

Neighbourhood Connector Paths

The active transportation network includes pedestrian paths, locally known as "catwalks," which facilitates easier movement through neighborhoods and more vibrant street life. While primarily designed for foot traffic, these paths are also used by bicycles and other active transportation devices. These paths typically serve as direct, convenient shortcuts through neighbourhoods, significantly enhancing neighbourhood walkability and connectivity throughout the city.

Pedestrian Crossovers

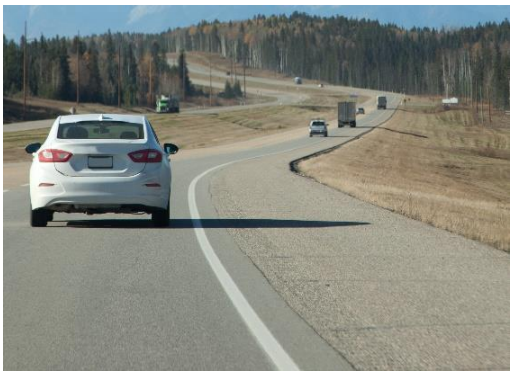
A Pedestrian Crossover (PXO) is a designated road crossing where pedestrians, cyclists, and other active transportation users have the right of way to cross (although, cyclists and other active transportation users are required to dismount and walk their bikes across as pedestrians). PXOs are marked with specific pavement markings, signs, and sometimes flashing beacons to alert drivers to stop for crossing pedestrians. They are typically found on low to moderate volume and low speed roadways, often located where there is a significant distance between traffic signals.

PXOs are important help reduce accidents and create safer conditions for everyone by increasing pedestrian visibility, especially during low light conditions, such as at night, when pedestrians can be difficult to see. They also manage unexpected pedestrian movements, such as jaywalking, by providing clear crossing points.

PXOs also enhance multi-modal connectivity throughout the city by offering more crossing options within a shorter distance, and facilitating better integration of walking, cycling, and public transit, making it easier to reach transit stops and other destinations using a variety of travel modes

Cycling Infrastructure

Paved Shoulders (Rural)



Paved shoulder routes are located outside of the urban area where cycling demand is typically low compared to urban areas. Operating speeds on rural roads tend to be higher than urban roads, thereby shared operating spaces are not recommended. These routes will typically be paved shoulders separated by a painted line. They may or may not have a buffer or rumble strip.

Shared Road Routes

Shared routes are cycling connections within neighbourhoods and residential streets that experience low traffic volumes and low speeds where cyclists and motorists share traffic lanes. These shared operating spaces may be indicated using pavement markings and/or signage, along with traffic calming measures that reduce traffic speeds or traffic volumes.

Conventional Bicycle Lanes

Buffered or conventional painted lanes are exclusive bike lanes are placed on roads with lower traffic volumes and/or speeds. They are typically designated from motor lanes by painted lines and pavement markings. It is recommended to implement geometric roadway improvements and adopt protected intersections along these routes. Only in constrained areas should the facility be separated by a solid painted line without a buffer space.

Protected Lanes or Cycle Tracks

Protected lanes and cycle tracks are exclusive bike lanes that provide physical separation from motor vehicles. There are a range of separation techniques, including bollards or concrete barriers (for protected lanes) or separation by curb or in the boulevard parallel to the sidewalk (cycle tracks). These facilities should be designed for all ages and abilities. They are located along roadways with moderate to high volumes of motor traffic, and are preferred along routes which connect to the John Rowswell Hub Trail and other key destinations. It is recommended to implement geometric roadway improvements and adopt protected intersections along these routes, as well as continuous crossings at minor intersections and driveways.

Multi-Use Trails

These routes are typically two-way paved paths that are situated alongside the road right-of-way in the boulevard, separated from the traffic lanes by a curb and buffer. They are shared among many kinds of users, including pedestrians, cyclists, and other active transportation and micromobility modes.

These trails include the John Rowswell Hub Trail and the proposed West End Hub Trail.

Recreational Trails

Recreational Pathways, often found in large parks and forested areas, are designed primarily for leisure activities such as walking, biking, dog walking, cross-country skiing, and snowshoeing. While they do not typically serve a direct utilitarian function, their design, surface material, and level of maintenance can vary significantly depending on location and intended use.

Despite their primary recreational purpose, these pathways play an important role in promoting active lifestyles, enhancing mental and physical well-being, and fostering community engagement. They contribute to a culture of active transportation by providing safe and enjoyable environments for exercise.

Figure 33 | Proposed Urban Area Active Transportation Network Map

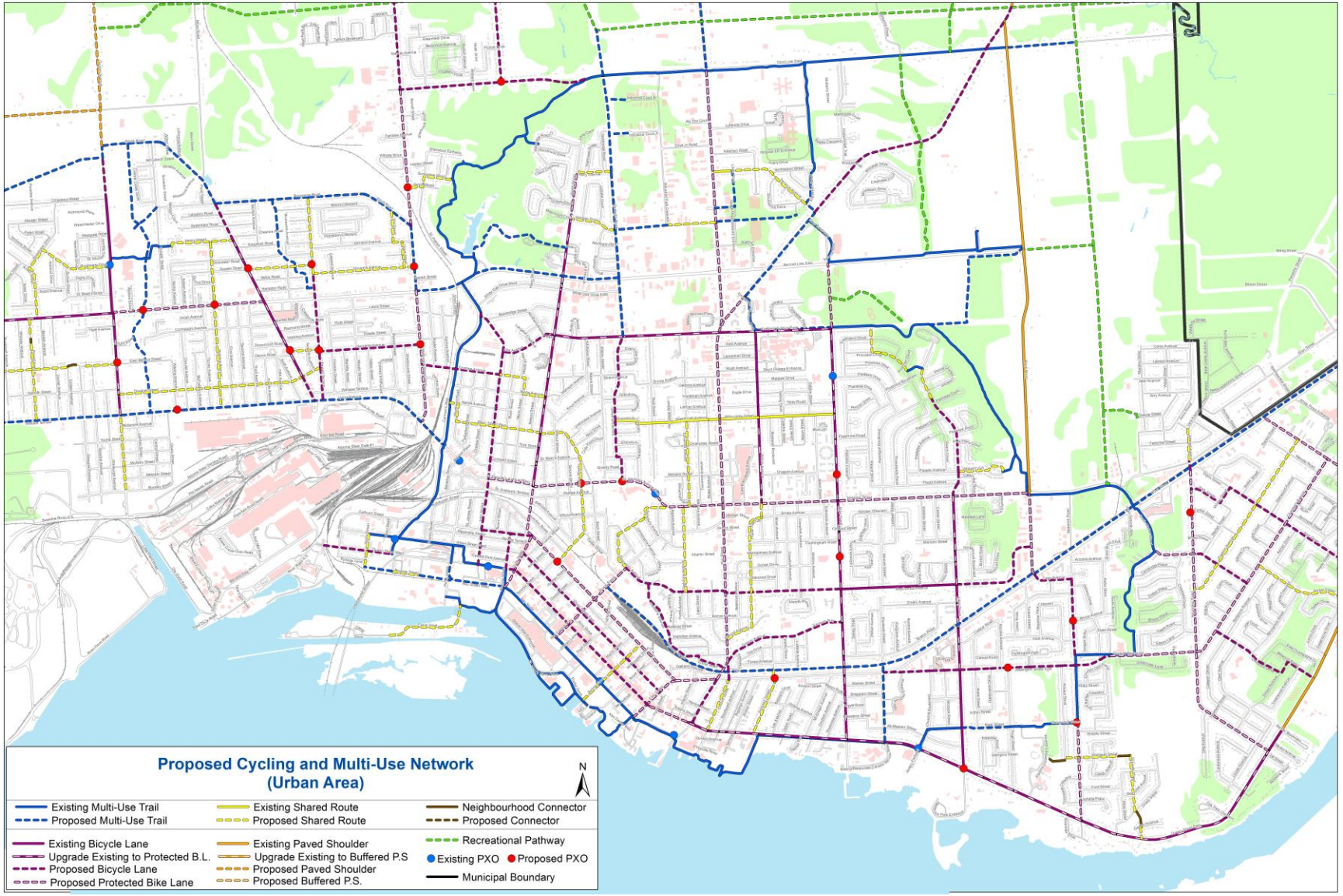


Figure 34 | Proposed City-Wide Active Transportation Network Map

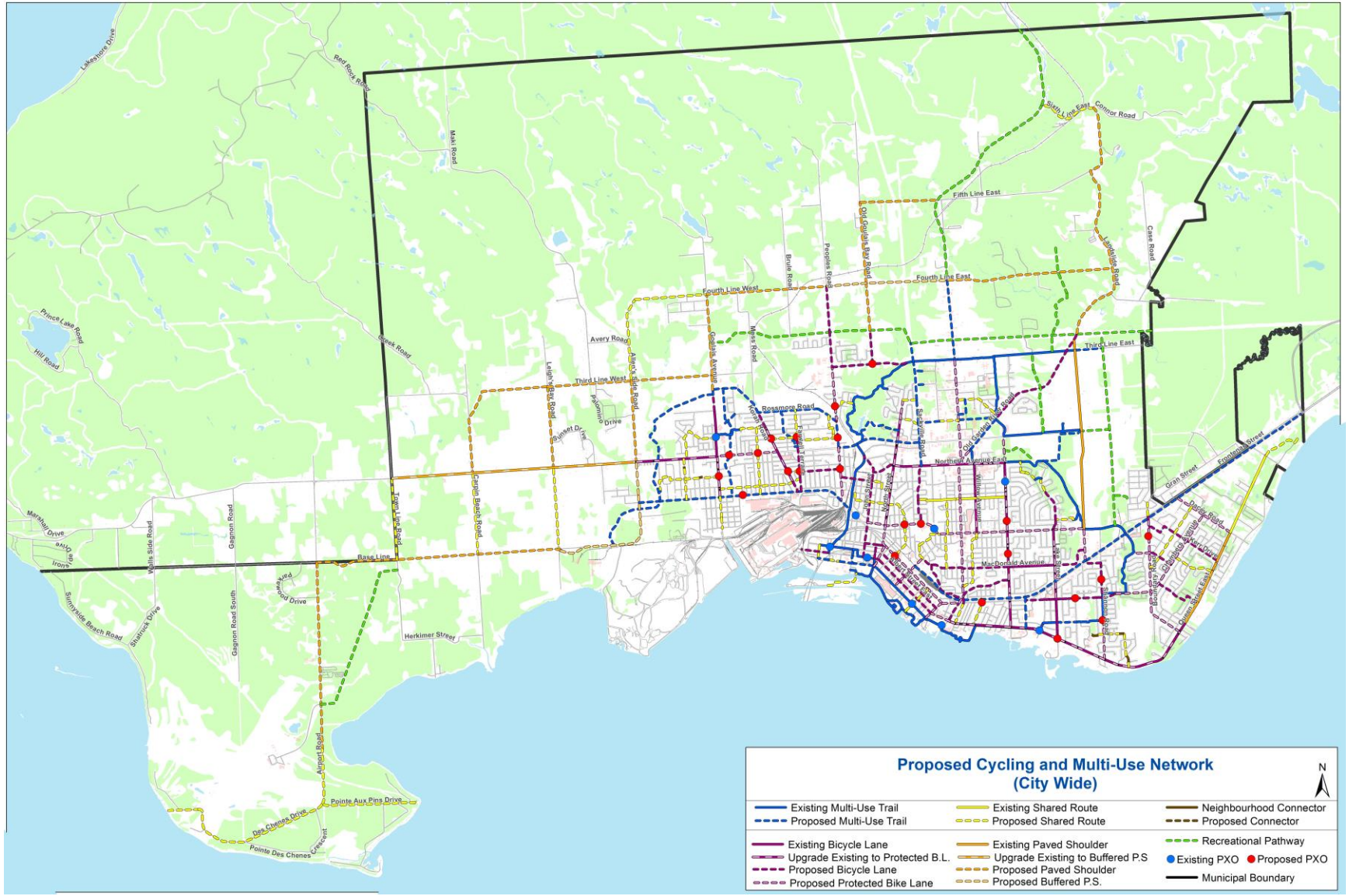


Figure 35 | Proposed Urban Pedestrian Network Map

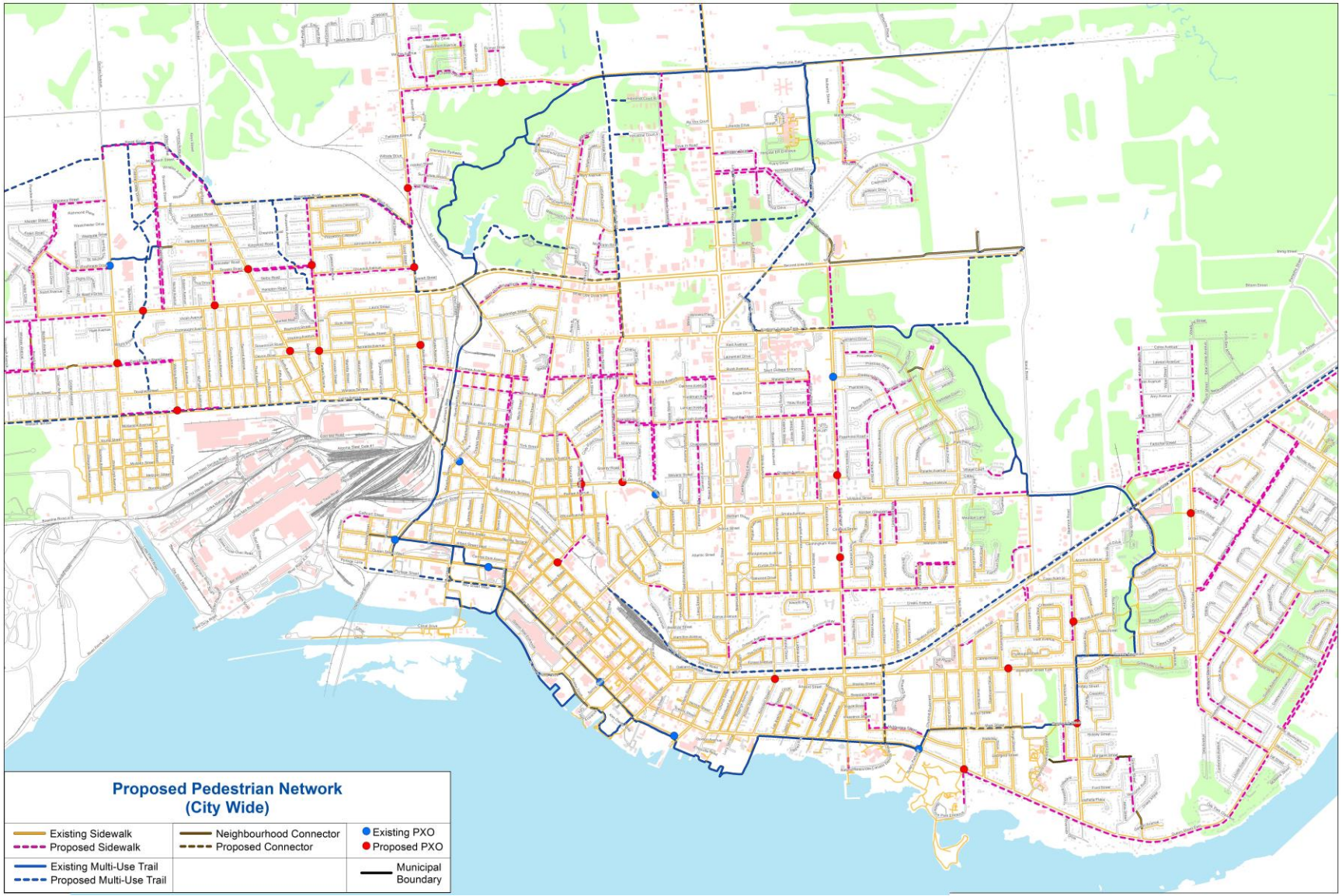
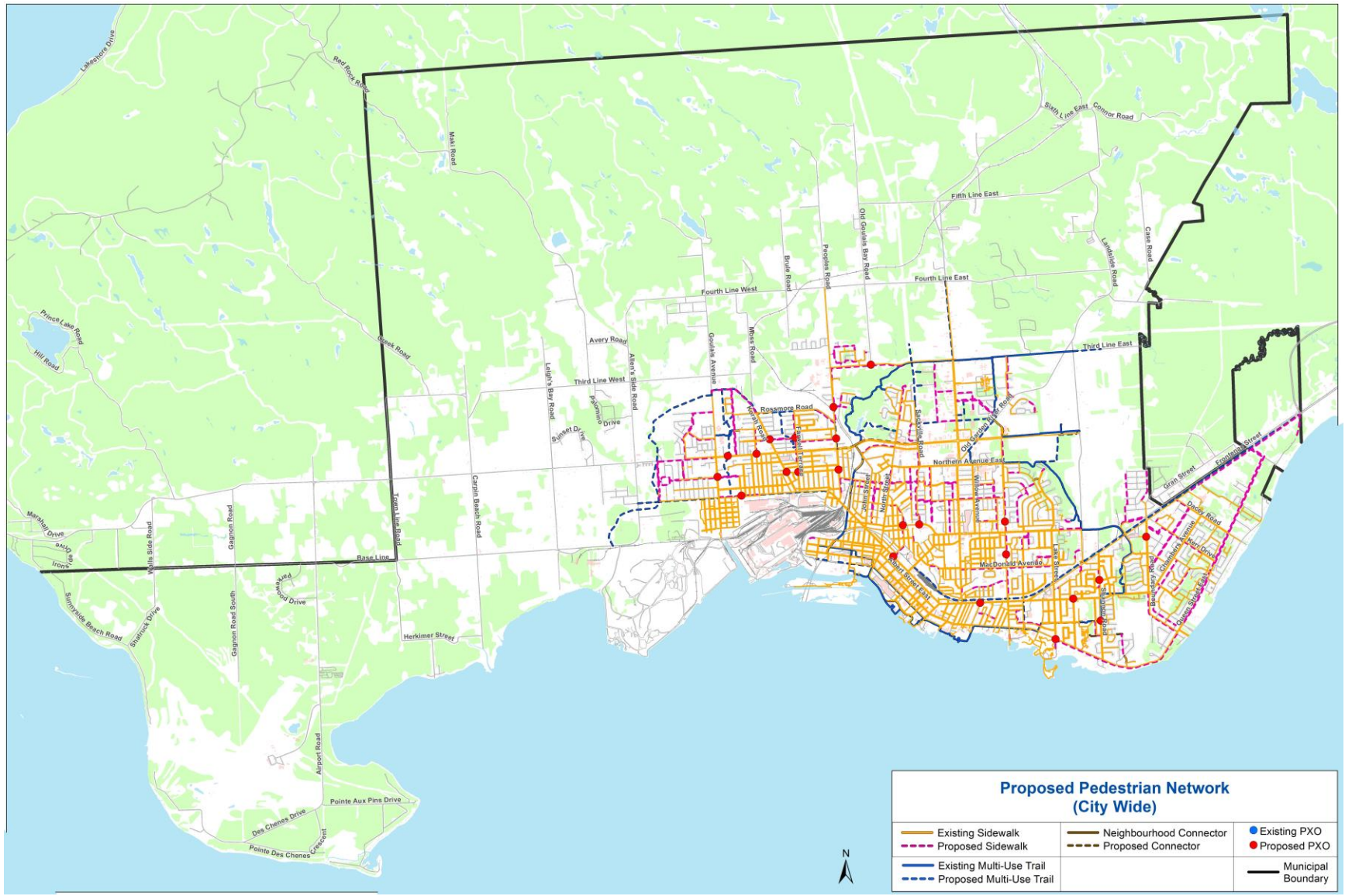


Figure 36 | Proposed City-Wide Pedestrian Network Map



5.4.3 Facility Design

In order to enhance the safety, comfort, and convenience of active travel, each facility type has their own design standards and considerations tailored to the specific needs of the end user and context. **Table 4** presents the recommended one-way widths each facility (two-way for multi-use paths/trails), informed by OTM Book 18 and leading industry references.

Table 4 | Desired Active Transportation Facility Widths Listed within the Proposed Active Transportation Network

Facility	Facility Width	References
Paved Shoulder	1.5 m to 2.0 m	OTM Book 18, section 4.5.4
Buffered Paved Shoulder	1.5 to 2.0 m + 0.5 to 1.0 m buffer	OTM Book 18, section 4.5.4
Shared Routes	Over 3.0 m travel lanes	OTM Book 18, section 4.5.2, 4.5.3
Conventional Bike Lane[1]	1.8 m	OTM Book 18, section 4.4
Buffered Bike Lane	1.8 m + 0.6 to 1.0 m buffer	OTM Book 18, section 4.4.2
Protected Bike Lane or Cycle Track	2.0 m to 2.5m	OTM Book 18, section 4.3
In-Boulevard Multi-Use Path (two-way)	3.5 + 1.5 m dependant on context	OTM Book 18, section 4.3.4
Off-road Multi-Use Trail (two-way)	3.0 to 4.0 m	MTO Bikeways Design Manual, section 5.0 AODA – Built Environment Standards, section 2.2

[1]*This facility should only be considered where there is one motor vehicle lane per direction, and where a buffered facility cannot be accommodated.*

6 Education, Encouragement and Tourism

Developing a complete network of comfortable, convenient active transportation facilities is vital to improving conditions for people to walk or bike, but it must be paired with the parallel development of a system of social infrastructure to support active transportation for Sault Ste. Marie to realize the full benefits of its investments in active transportation.

Sault Ste. Marie is a prime tourism destination in Northern Ontario, both as a scenic city and a gateway to a wide range of outdoor adventures in the surrounding region. The city boasts four seasons of cycling activities for tourists, including city, road/gravel, mountain, and winter 'fat biking'. The Great Lakes Waterfront Trail brings long-distance cycle tourists through the City, and the John Rowswell Hub Trail offers family-oriented off-street routes for all ages. The recently established mountain biking festival "The Salty Marie" attracts visitors of all abilities to the Hiawatha Highlands for its trails and pump track.

A suite of active transportation programs informed by best practices from around North America is proposed to supplement the City's investments in physical infrastructure to support and promote walking, cycling, and wheeling. The recommendations contained in this chapter are based on the successes and lessons learned from comparable municipalities in Ontario and beyond.

Recognizing that a single approach or program does not cater to all, these programs intentionally target a wide range of audiences, including students, women, seniors, tourists, people with disabilities, and other groups with unique perspectives and needs. While the programs described in this Chapter provide an effective starting point for the City, additional consideration should be given to expanding support for priority groups to create programs that address the barriers faced by some groups to participate in active transportation. Future considerations for programming could help to address barriers related to finances, systemic discrimination, language differences, cognitive ability, and risk tolerance.

The programs presented here have been shaped by local expertise – they are designed to support existing initiatives, build on the City's successes, and leverage the relationships that already exist within the community to create more support for, and excitement about, active transportation. The recommendations are based on best practices but are filtered through the local context and the knowledge of key stakeholders within the City, producing a truly made-in-Sault Ste. Marie option to boost the culture of active transportation.

6.1 Programming Recommendations

6.1.1 Approaches and Phasing

The approach taken by this Plan is to provide the City with a list of initiatives that can be undertaken over the next several years, with new programs being added into the City's "toolbox" to support active transportation as the City and its partners expand their reach and capacity around active transportation. The recommendations are organized into three tiers, which provide some guidance for the City with regards to prioritizing their investments. Based on existing capacity, an understanding of the desires of the community and research about best practices relating to active transportation programming, this Plan outlines an implementation plan that scales up the level of effort and investment as the active transportation community continues to grow in Sault Ste. Marie, providing programs that will reach new audiences and grow active transportation for years to come. The three tiers of programming include:

Phase 1: Foundations

Programing initiatives likely to generate the greatest participation that ought to be adopted first to establish a foundation upon which further involvement within active transportation can grow.

Phase 2: Basic Programming

Programming initiatives that maintain the momentum of increasing active transportation involvement and begin the process of facilitating a deeper cultural shift in support of active transportation.

Phase 3: Advanced Programing

Programming initiatives that tailor to a wider range of potential active transportation audiences and help to establish a more mature culture of active transportation.

While there is no single route to becoming more bicycle friendly, it is recommended that the City focus on fully implementing the recommendations in each category before rolling out initiatives in the subsequent categories. For example, when determining how to spend programing dollars, the preference should be given to funding the programs in the "Foundations" category before moving on to programs in the "Basic" category, and programs in the "Basic" category should be fully implemented before initiating programs in the "Advanced" category. The delineation between these programs is based on extensive research and experience with Community-Based Social Marketing and is designed to facilitate both cultural and individual shifts in belief, behaviour and attitude towards active transportation in Sault Ste. Marie. With that said, however, it is important to acknowledge that circumstances may change, so these assumptions and recommendations should be revisited regularly to ensure that they remain relevant. All of the programs outlined in this section will have a positive impact on the City's active transportation culture, so should funding become available to pursue a program that is beyond the tier that the City is actively working on, the City and its partners should still pursue that funding.

The tiers as presented here provide a cost-effective way to deepen the City's connections with its partners and its residents as it relates to active transportation. By investing strategically, seeking funding support from higher levels of government and building on the existing partnerships within the City, Sault Ste. Marie could well achieve all of the goals set out in this Chapter within 5-6 years, firmly positioning the City as one of Ontario's leading communities in promoting a cultural shift towards active transportation.

6.1.2 Potential Partners

Partner	Role
Accessibility Advisory Committee	The Accessibility Advisory Committee can provide input to address accessibility concerns and opportunities as the Plan moves forward in each Phase.
Parks and Recreation Advisory Committee	The Parks and Recreation Advisory Committee understands community interests and can recommend programs, activities and events.
School Boards	Sault Ste. Marie's four school boards provide a direct connection to the youth of the community. As teaching and learning organizations, school boards can promote safe walking and biking events and workshops to the students.
Public Health	Algoma Public Health advocates for a physically active lifestyle to improve the health of the residents. The public health unit can support recreational physical activities and educate the health benefits of active transportation at public events.
Sault Ste. Marie Police Department	The police are an important partner in promoting safe road use for all users. Police officers can deliver educational and public awareness messaging, can help with Bike Rodeos and cycling education schools, and can play a role in sharing information about collisions and citations with City staff to better inform infrastructure improvement decisions.
Tourism Sault Ste. Marie	Tourism Sault Ste. Marie, under the Community Development and Enterprise Services Department, serves a vital role in promoting the City as 'Ontario's best adventure town'. The department already hosts a wealth of cycling information on its website, presenting an opportunity to further expand the reach of active transportation programs and activities.
Sault Trails Advocacy Committee (STAC) and the Sault Cycling Club	STAC is a citizens' committee dedicated to the development of a coordinated non-motorized public trail system. Committee and club members possess a strong understanding of the local context and will be key to marshalling resources to support the implementation of this Plan. They will be able to share their knowledge on the existing conditions and main routes of the active transportation infrastructure. There are opportunities for the club members to advise the City on the implementation of new infrastructure. The club is capable in planning and delivering

Partner	Role
	events in the past, and they will be important partners in organizing and delivering future events to build a stronger culture of active transportation.
Sault Climate Hub	The Sault Climate Hub is a group of concerned citizens advancing climate change mitigation & adaptation to align Sault Ste. Marie with scientific, aspirational, and global targets for greenhouse gas emission reductions through action, education, engagement, & other activities. The Hub has offered to support several initiatives outlined in this chapter.

6.1.3 Overview of Programs

PHASE 1: Foundations

The first phase of programs includes initiatives with broad appeal that are likely to generate the greatest involvement and establish a strong culture of active transportation within Sault Ste. Marie. While the City and its partners have proven that there is the capacity to run programs to support active transportation through leveraging existing staff resources or relying on volunteers, the programs presented here would represent a significant increase in the level of effort required to deliver them.

As the number of new programs and the number of new partnerships begins to grow, it will be difficult to maintain that growth when work and responsibilities are dispersed across multiple departments and committees. For that reason, it is recommended that the City establish an Active Transportation Coordinator position to serve as a centralized resource for all things related to active transportation. This plan has been developed in a manner that allows for the active transportation Coordinator position to be "scaled up" over time – for example, starting out as a Summer Student contract position, potentially funded by the Canada Summer Jobs program. It could then evolve into a full-time or nearly full-time role as the active transportation portfolio matures within the City.

The recommendations below also assume that both an Active Transportation Committee and the Active Transportation Coordinator will be the primary delivery agents for new programs in the City. The partners listed under each program will serve to either support or co-lead each initiative, but the presence of the Committee and Coordinator as the lead for each program should be assumed. The remainder of the suggestions in the "Foundations" section assume that this resource is in place. If this position is not filed, these programs are less likely to be as successful, although they could still be realized with the support of the City's numerous partners, advisory committees, and volunteer groups.

Program #1: Active Transportation Advisory Committee

The grassroots Sault Trails Advocacy Committee has been effective at advocating for new programs and projects to support cycling within Sault Ste. Marie, but currently no council committees exist to provide an official advisory role on active transportation. The City may consider working with council to establish a formal Active Transportation Advisory Committee, modelled after other council committees, with a mandate to advise city staff and council on investment priorities, organize and deliver programs, and identify funding streams that the City could pursue. It is suggested that the City create a discretionary fund for the committee, to allow them to make small investments or purchases that can support the committee's goals. This funding could be used for purchasing ad space, providing honoraria for speakers or cycling instructors or even investing in amenities like bike parking or seating. Local volunteers, advocates and subject matter experts should be prioritized when selecting members on the committee.

Recommended Partners	• Public Health Unit • City Staff (e.g. engineering, police, tourism, planning)
Inspiration	• County of Essex – County-wide Active Transportation System Committee • Halton Hills – Active Transportation Advisory Committee (Click Here)

Program #2: Routine Community Slow Roll Events

Host regular community walks or bike rides to provide residents with the opportunity to participate in an enjoyable, social activity while also exposing them to the available parks, trails and active transportation network in the City. Key components of a successful community ride or walk program include:

- **Regularity:** walks or rides should be hosted on a regular basis that will allow casual drop ins and outs
- **Visibility:** walks and rides should be distinctively branded, to improve their awareness within the community
- **Accessibility:** walks and rides should be delivered at a slow pace for inexperienced participants and socialization
- **Socialization:** walks or rides should encourage community building, allowing participants to become acquainted with each other and the sites and businesses that make up the local area

Recommended Partners	• Sault Cycling Club • Recreation and Culture Division
Inspiration	• Windsor-Tecumseh Slow Ride (Click Here) • City of Markham – Annual Cycling Day

Program #3: Initiate an Active School Travel Program

Parents and students are increasingly relying on vehicles to commute to school and fewer students are using active modes of transportation. Children and young adults are missing the opportunity for physical activity, fresh air, and social interaction with their friends and caregivers. Implementing an Active School Travel Program shifts car dependence towards active travel, which can improve the surrounding air quality and physical and mental health of the students. With reduced vehicle traffic, streets are safer for the students to walk and cycle to school.

Green Communities Canada funded a program called the Ontario Active School Travel (OAST). The Active School Travel program aims to create a culture of active lifestyles for the students. The program requires cooperation from the school, community stakeholders and residents to address transportation issues that hinder active travel. The OAST Fund offers grants to school boards, municipalities, and student transportation consortia.

Other programs that fall under the Active School Travel program include School Streets, Bike to School Week, International Walk to School Month, and Winter Walk Day.

Recommended Partners	• Public Health Unit • School Boards • Student Transportation Services • Police/By-law Services
Inspiration	• Town of Ajax – Active and Safe Routes to School (Click Here) • Windsor-Essex County – Active School Travel • Ontario Active School Travel (Click Here)

Program #4: Open Streets Events

A growing tradition practiced among municipalities around the world, Open Streets Events feature the temporary closure of a major roadway to cars to create additional space for active travel and recreational programming. Often designed as a large street fair, the event should be held within highly travelled areas, such as commercial main streets, to dual as an opportunity to support local commerce. The event should be held within highly travelled areas during weekends and holidays, such as commercial main streets, to dual as an opportunity to support local businesses. Coordinating the street closure required for Open Streets Events could follow similar arrangements required for Rotaryfest Summer Festival, Soo Pee Wee Carnival, and Downtown Street Party.

Recommended Partners	• Tourism Sault Ste. Marie • Sault Ste. Marie Downtown Association • Rotary club and local organizers • Voyageur Trail Association • Sault Climate Hub
Inspiration	• Town of Kingsville – Open Streets • Peterborough Pulse – Open Streets

Program #5: Active Transportation Distance Wayfinding Maps and Signs

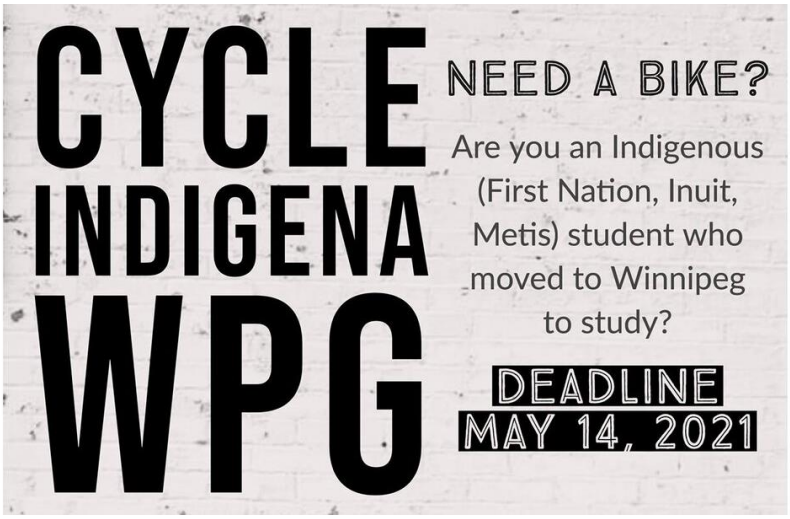
Sault Ste. Marie is a city rich with scenic views of the waterfront and green landscapes. The city is connected to vast networks of hiking trails connecting forests, the Lake Superior coast, waterfalls, hills, and ravines. These hiking and cycling trails are often only minutes away from the downtown centre. One of the challenges with promoting active transportation is that residents may assume that walking or cycling to a destination will take much longer than it actually does. That knowledge gap can be fixed by promoting the large area of town that lies within a 5-, 10-and 15-minute bike ride of popular destinations. Research has shown that wayfinding, when deployed in a way that highlights safe, attractive routes and the relatively short time that it can take to move between destinations, can significantly improve how residents perceive walking and cycling. A detailed wayfinding strategy will help the City to determine the proper placement of signs and identify of key destinations. The development of a consistent design and style will help to develop and reinforce a distinctive Sault Ste. Marie Active Transportation brand, boosting visibility and awareness of walking, cycling and wheeling in the City.

Recommended Partners	• Tourism Sault Ste. Marie • Parks Division • Voyageur Trail Association
Inspiration	• City of Peterborough Active Transportation Wayfinding System

Program #6: Support Marginalized Communities

The City and its partners should consider programs with a more deliberate focus on equity to ensure those residents who lack access to active transportation participation should be prioritized. The City could create a database, in partnership with local service delivery agencies, of people who need a bike – not simply for recreational purposes, but for transportation around their community as well. By connecting with partners with a pre-existing relationship with marginalized communities, the City and its partners can also begin to create additional avenues for those residents to get involved as the City's ATMP is implemented. The Sault Cycling Club partners with the Mountain Bike (MTB) Exchange program to attract more women riders to local trails and hosts multiple social ride groups for all skill levels. Similar to this program, the City should continue to provide programs that support women, lower-income residents and Indigenous people. As more people get involved, the City can consider adding bike maintenance skills training to program offerings to help more residents keep their bikes on the road.

Recommended Partners	• Sault Cycling Club • Accessibility Advisory Committee • Public Library Board
Inspiration	• Government of Canada Cycle Indigena Winnipeg Initiative (Click Here) • Temiskaming Shores – Bike Exchange Program (Click Here)



Program #7: 1M Safe Passing Public Awareness Campaign

In 2015, Ontario's Highway Traffic Act was updated to require motorists to pass cyclists on roadways with at least 1 meter of space between them. Despite these legal changes, many motorists remain unaware of the law and its implications, creating safety risks for cyclists. To address this, the City should host an awareness campaign remind all traffic users of this legal requirement using its various communication channels. This includes online platforms, such as the city's website and social media channels, as well as physical assets such as ads in the local newspaper and posted billboards. As the agents responsible for enforcing such regulations, the City should also partner with law enforcement, including the OPP, by organizing an accompanying education and enforcement blitz. Be sure to make use of existing resources to promote the campaign – developing new materials can be costly and time-consuming!

Recommended Partners	• Transportation/Traffic Department • Police Department • Ontario Ministry of Transportation
Inspiration	• Peterborough County – A Metre Matters Campaign (Click Here) • Ottawa Police Service – Sonar Electronic Device (Click Here)

Program #8: General Public Awareness Campaign

The City should launch a general awareness campaign to promote the safe and respectful use of the active transportation network. This initiative would aim to educate everyone —motorists, cyclists, pedestrians, and other active transportation users —on proper etiquette and safety practices to ensure everyone can enjoy our roads, sidewalks, bike lanes, and shared pathways safely. This campaign would share key messages of safety and proper etiquette across a number of platforms – such as social media, on the City website, over the radio and in newspapers, and integrate key messaging into other city programs, such as those listed in this ATMP. This would ensure consistent and widespread promotion of these principles.

Key messages would emphasize the importance of yielding to pedestrians, maintaining a safe speed, understanding facility restrictions for motor-assisted micromobility, and being mindful of others. This campaign seeks to create a culture of respect for all road users, enhancing the safety and enjoyment of our community's active transportation network for all.

Recommended Partners	• Schools • Police • Media Outlets
Inspiration	• Peterborough County – A Metre Matters Campaign (Click Here) • Ottawa Police Service – Sonar Electronic Device (Click Here)

PHASE 2: Basic Programming

Following the implementation of all Phase 1 (Foundations) programming, the City should proceed with adopting initiatives categorized with Phase 2: Basic Programming. These programs seek to build upon the foundation of cultural support and capacity for active travel built during Phase 1 by reaching out to a broader audience of residents. This phase includes educational campaigns, transportation demand management initiatives, promotional events and investments into supportive amenities which begin to solidify active transportation's presence within the community. These programs are meant to supplement the broader initiatives introduced during Phase 1 and give individuals the extra push needed to make a behaviour change.

Program #1: Winter Wheels Program

Winter Cycling is growing in popularity in many communities across Canada from Calgary to Montreal and beyond. As a community that experiences all four seasons, it is important for Sault Ste. Marie to consider how it can support active transportation all year round to reduce dependence on automobiles within the community. A program that has proven effective throughout Ontario is the Winter Wheels Program, first developed in the City of Peterborough. Winter Wheels programs invite residents to apply for support for Winter Cycling – it provides them with a studded front tire, a winterizing bike tune-up and other equipment like fenders, pannier bags and gloves, that are necessary for a comfortable winter riding experience. For selected participants, they are asked simply to try cycling through the winter, and to share their experiences with their families, friends and in promotional materials for the program. The program can help to start the process of normalizing winter cycling in Sault Ste. Marie, creating an environment where more residents would consider trying it even if they are not part of the Winter Wheels cohort for that year.

Recommended Partners	• Transportation/Traffic Department • Public Health Unit • Ontario Ministry of Transportation • Voyageur Trail Association
Inspiration	• Windsor Essex Winter Wheels: Cycle Smart in Winter • Banff, Alberta's Winter Cycling Supports • Ottawa EnviroCentre Winter Cycling Online Resource (Click Here)

Program #2: Lunch and Learn – Active Transportation Workshops at Workplaces

As the community level conversation about active transportation begins to shift, it is important to begin offering more targeted interventions that reach more targeted groups of residents and engage them directly. An example of this type of program would be hosting educational workshops with local workplaces which teach employees about key aspects of active transportation. These programs should be designed to take approximately one hour, and should offer a mix of practical, hands-on lessons and classroom-based lessons. Consider offering incentives to employees who take the courses, including gift certificates for local businesses or a catered lunch during the session, to improve participation and attendance.

Suggested modules are listed in the following:

- **Basic Bike Maintenance:** Learn the basics of maintaining a bike, including safety checks, air pressure and flat tires assessment, brakes tightening, and chain lubrication.
- **Biking in All Weather Conditions:** Be prepared to cycle all-season round. The topics include wearing appropriate gear, bicycle maintenance and storage tips, winter route-planning and safe riding techniques for weather-related hazards.
- **Family Biking:** Share tips on biking with babies and toddlers and teaching children how to ride for the first time.
- **Cycle Commuting:** Bikes serve more than the function of commuting to work. Learn how to commute to work, do a grocery errand, and pick up the kids from school with a bike.
- **Road Rules and Safe Cycling:** Understand the rules of the road and bike with confidence. Topics include laws and fines, navigating shared spaces with other road users, making turns, parking, pass, right of way, equipment and bike fit, and safe riding techniques.

Recommended Partners	• Community Development and Enterprise Services (CDES) Department • Sault Cycling Club
Inspiration	• Cycle Toronto's Street Smarts Workshops (Click Here) • Bike Windsor Essex's Learn to Ride Classes

Program #3: E-Bike Loan Service

Getting more residents to consider cycling not only requires a proper education of its benefits and how to do so safely, but a series of experiences that spark joy and excitement. Although cycling can be exhilarating, it can also feel intimidating for people who haven't cycled in a long time, whose physical ability may be limited or who are worried about hills, wind and other challenging riding conditions. In Sault Ste. Marie, where some steep hills, strong prevailing winds and relatively long distances may discourage people from giving cycling a try, the use of an electric assist bike can significantly reduce these concerns. Electric bikes have a built-in small electric motor to assist the rider, make cycling easier and more accessible to everyone. However, these e-bikes do come with a price tag that can be prohibitive to some users, especially if they have never tried them before. Given that financial barrier, it is suggested that the City purchase a select number of e-bikes for residents to rent out. The service can be provided out of a local institution, such as a recreational facility, community library, or any other location that is easily accessed by residents. This would open up opportunities for people to see what is possible with an e-bike in Sault Ste. Marie and would also provide a unique experience to offer to tourists and visitors to the city as well.

Recommended Partners	• Accessibility Advisory Committee • Tourism Sault Ste. Marie • Public Library Board • Voyageur Trail Association • Sault Climate Hub
Inspiration	• Vermont E-bike / Cargo-bike Rental Service (Click Here) • Markham Bicycle Lending Library (Click Here)

Program #4: Community Cycling / Walking Challenge

An annual community cycling and walking challenge, where residents are encouraged to cycle in contribution of a community wide goal, can provide the residents of the City with an opportunity to come together around walking and cycling in pursuit of a common goal. This goal can be a certain cumulative travel distance as a community, a collective fundraising goal or even a friendly competition between residents of each of the three communities to see who can log the most trips per capita over the course of a month. Hosting a community challenge provides an opportunity to spotlight cycling and walking within the community as well as offers a common, constructive cause that can motivate people to consider the activity themselves. Today, there are an increasing number of free apps available that allow residents to input either their kilometers ridden or number of steps taken, or money fundraised in contribution of the challenge's set goal. These crowd sourcing programs make the organization and tracking of a community cycling challenge both simple and cost effective. As the challenge grows and evolves, consider encouraging workplaces, schools and other institutions to challenge their peers to see who can be the most active workplace or school in Sault Ste. Marie!

Recommended Partners	• Sault Cycling Club • Recreation, Programming, Culture and Tourism Department • Surrounding Municipalities • Voyageur Trail Association
Inspiration	• Town of Halton Hills – Community Cycling Challenge (Click Here) • Forest City Cycling Challenge (Click Here)

Program #5: Implement Designated Amenity Hubs

Designing for comfortable and convenient active travel requires that all stages of a trip be considered – especially the end of a trip. Similar to how vehicle parking is provided when new developments are constructed, the City should be considering how cycling and walking are accommodated at popular destinations within the community. Features should be prioritized at key destinations and at important landmarks along popular routes and should reflect a complete and comprehensive understanding of an active traveller's needs and concerns. When appropriate, existing amenities such as libraries, community centers, parks and other publicly owned land should be leveraged, to minimize the need for new easements. Common features which should be incorporated within these designated amenity hubs include:

- **Bicycle parking units:** short-term and long-term units as well as seasonal "corrals" within highly trafficked areas.
- **Shelters and rest areas:** comfortable seating options with enough coverage to protect users from the natural elements.
- **Lighting:** adequate lighting to ensure user safety and minimize potential hazards due to obscured visibility.
- **Water refill stations:** fountains or water bottle refill machines that allow active travellers to remain hydrated.
- **Signage and wayfinding maps:** to address navigational needs.
- **Bike repair stands:** optional feature, fixture with a series of tools attached.

Recommended Partners	• Public Works Department • Local Businesses • Public Health Unit
Inspiration	• City of Toronto – Scarborough Bike Hub (Click Here) • City of Ottawa – Bike Repair Station (Click Here)

PHASE 3: Advanced Programming

The third and final category of programming recommendations includes measures appropriate to implement once a strong active transportation culture has been established. These programs serve to both leverage the momentum of past initiatives as well as tailor the growing diversity of audiences now consider active transportation as either a mode of travel or recreational activity. Often requiring a higher degree of financial and human resources, programs should rely on either existing partnerships or establish new ones among local institutions and services, for support with planning, funding, and coordination. These types of programs should be undertaken once all the items in the "Foundations" and "Basics" are underway but could be expedited if an opportunity for an injection of resources from external funding sources arose.

Program #1: Bike Valet at Community Events

Bike Valet is a highly visible, effective way of showing a community's commitment to making cycling easier, safer and more convenient. Sault Ste. Marie should host Bike Valet at the Farmers' Market while it is in season, offer the service at regular festivals and events downtown. This would provide a benefit to the community – providing people on bikes with a safe place to lock their bike while at community events and providing an opportunity for Municipal representatives to talk with riders about cycling in Sault Ste. Marie. The City could also consider integrating bike valet into the special events permitting process to ensure that all special events in Sault Ste. Marie include provisions for Bike Valet. This could be accompanied by a small fee for event organizers to pay for staffing at the bike valet, and could help the community make bike valet a more reliable element of special events in Sault Ste. Marie.

Recommended Partners	• Parks and Recreation • Tourism Sault Ste. Marie
Inspiration	• Town of Saugeen Shore – Bike Valet (Click Here) • City of Toronto – Bike Valet (Click Here)

Program #2: Monitoring and Evaluation Scheme

One common challenge faced by smaller cities like Sault Ste. Marie relates to the lack of data on active transportation to inform meaningful planning decisions. Failing to understand who is cycling and walking, where they are doing so, prevents the City from understanding where investments should be made and whether past decisions were effective. While there are many data collection methods available, a common approach involves installing trail counter devices to identify a baseline figure of the number of people using the trails every day. Within Sault Ste. Marie, counters would be particularly essential along key segments of the John Rosewell John Rowswell Hub Trail. In addition to trail counters, consider an annual in-person count program, potentially by partnering with a high school to offer volunteer hours for students who participate in observational counting. The in-person counting can be used to supplement and verify the data collected by the automated trail counters. Using this data, the City is advised to monitor ridership trends on an annual basis, as one indicator of the efficacy of past active transportation investments.

Recommended Partners	• Local Schools
Inspiration	• City of Owen Sound – Trail User Counters • City of Waterloo – Bicycle Counter (Click Here)

Program #3: Bike Equipment Giveaways

In addition to empowering cyclists with a proper education of road and traffic safety, the City should also assist them with procuring vital safety equipment. A common concern among all road and trail users is the lack of visibility of people walking and cycling, especially at night and during periods of poor visibility. Despite being required under the Highway Traffic Act, many cyclists lack a working light or bell on their bike to safely travel. To address this, the City should work with community partners to inform and distribute basic safety equipment. This can be achieved through a series of "pop-up" giveaways at local festivals or key points in the active transportation network (e.g. along the John Rowswell Hub Trail), where cyclists are intercepted and given such materials for free. To support local active transportation branding efforts, it is also suggested that such materials be custom-designed and procured to feature the City's logo. Suggested items that ought to be distributed include:

- Small, easy attachable bike lights
- Bicycle bells
- Adhesive light reflective bands
- Water bottles

Recommended Partners	• Local Bike Shops • Public Health Unit • Sault Cycling Club
Inspiration	• City of Ottawa – Lights on Bikes (Click Here) • City of Thunder Bay – Light the Night

Program #4: Bike Rodeos

One of the most effective ways to create a stronger culture of cycling is to start with the youth in the community. With a small number of elementary schools, Sault Ste. Marie can feasibly ensure that all local students receive cycling education through Bike Rodeos for a relatively small investment. Led by the active transportation coordinator, the City should strive to have young students participate in a Bike Rodeo every school year. This will give all local students proper instruction in basic bike handling, helping to encourage safer cycling practices later in life, and healthier active lifestyles. Students can learn about road safety, bike maintenance and helmet fit. To minimize costs and provide students with an opportunity to apply skills learned from the Bike Rodeos, the initiative should be coordinated with the Active School Travel Program.

Recommended Partners	• Local Schools • Ontario Active School Coordinator • Public Health Unit • Police Service
Inspiration	• Peel Children's Safety Village – Bicycle Rodeo Community Kit (Click Here) • Waterloo Region – Cycling into the Future (Click Here) • Ontario Active School Travel – Bike Rodeo Toolkit (Click Here)

6.2 Implementation Summary

The suggested programs and prioritization detail a strategic approach that the City can take to support a cultural shift in support of active transportation in Sault Ste. Marie among residents and visitors. To support these initiatives, additional staffing capacity will be required within the City, which is why a foundational recommendation is to create an Active Transportation Coordinator position. The gradual scaling up of program offerings outlined here allows the City to slowly expand the role, starting off with a summer student position and eventually scaling up to a full-time position where the coordinator can support both the programming and the development of new infrastructure within the City. With this additional staffing support, the City will be well equipped to achieve the desired goals and objectives of this ATMP. A summary of the anticipated staffing resources, proposed programs and estimated costs for Phase 1, Phase 2 and Phase 3 proposed programs / initiatives, is presented within **Table 5**, **Table 6**, and **Table 7**, respectively.

Table 5 | Summary of Programs for Phase 1: Foundations

Phase 1 Programs	Estimated Costs	Cost Frequency
Routine Community Slow Roll Events	$2,500	Annual
Initiate an Active School Travel Program	$10,000	Annual
Open Streets Events	$5,000	Annual
AT Distance Wayfinding Maps & Signs	$20,000 (initial) $10,000 (additional signage)	One-time cost
Active Transportation Advisory Committee	$2,500	Annual
Support for Marginalized Communities	$5,000	Annual
Total Costs	$25,000 plus $30,000	Annual Wayfinding Strategy and signage

Staffing resources required: 0.25 FTE

Table 6 | Summary of Programs for Phase 2: Basic Programming

Phase 2 Programs	Estimated Costs	Cost Frequency
Winter Wheels Program	$5,000	Annual
1m Safe Passing Public Awareness Campaign	$2500	Annual
Lunch and Learn Workplace Active Transportation Workshop	$0	One-Time
E-Bike Loan Service	$10,000	One time
Community Cycling Challenge	$5,000	Annual
Implement Designated Amenity Hubs	$5,000	Annual
Total Costs	$17,500 $10,000	Annual One-time cost

Staffing resources required: 0.25 - 0.4 FTE

Table 7 | Summary of Programs for Phase 3: Advanced Programming

Phase 3	Estimated Costs	Cost Frequency
Bike Valet at Community Events	$5,000	One-time
Monitoring & Evaluation Scheme	$5,000	Annual
Bike Equipment Giveaways	$1,000	Annual
Bike Rodeos	$1,000	Annual
Total Costs	$7,000 $5,000	Annual One-time costs

Staffing resources required: 0.5 – 1.0 FTE

7 Implementation Plan

The Sault Ste. Marie ATMP is a long-range, functional document that will shape the development, design, execution, and ongoing management of the active transportation network, along with supportive programs and initiatives for the long-term. It provides flexible guidelines to help city staff foster a culture of active and sustainable travel through the establishment of new routes, improvements to existing ones, and the creation of supportive infrastructure and programs.

Creating a safe and accessible network for all users, regardless of age or ability, requires meaningful financial investment and supportive resources. Implementing this plan will require ongoing collaboration between the City, its partners, and the public at large. This is to ensure that the plan's recommendations are realistic for Sault Ste. Marie and have broad community support. Collaborative efforts will encompass planning and implementing physical infrastructure, educating users on proper facility use, and promoting the City's existing assets. These efforts aim to maximize the economic and social potential of active transportation in Sault Ste. Marie.

This chapter is intended to be used as a resource for City staff. It aims to guide the day-to-day decision-making that will drive short-term progress while encouraging long-term initiatives. It should also be considered when determining policy amendments or additions, and as a tool for budgeting annual capital and operating budgets. It contains:

- A proposed phasing strategy
- Costing estimates in implementing the ATMP
- Potential partnerships & funding opportunities
- Supportive Policies and Implementation Considerations for implementing the network
- Other considerations to guide future decision-making, policy, and planning processes

7.1 Phasing the Network

7.1.1 Network Phasing

Developing an appropriate phasing strategy for the proposed network is an essential element of an Active Transportation Master Plan to ensure the City's vision is implemented within a suitable timeline. A phased approach to implementation has been divided into two stages: **Near-term** and **Long-term**. Each segment of the proposed active transportation network was categorized based on several considerations below.

Upon adoption of this ATMP, staff should begin with the implementation of the near-term projects, as these are of the greatest importance to the City and its residents. As the proposed active transportation network is rolled out across the City, it is recommended for staff to review and confirm the proposed facility or enhancement at each location. The phasing plan should also be updated annually to reflect changes in the budget and align with the annual resurfacing program.

The city's priorities are dynamic and can change over time. It is important that the rollout of the network remains flexible and adapts to these evolving priorities. As a result, some projects initially planned for the near-term may need to be extended to the long-term, and vice versa. While budgetary constraints may arise, it is imperative the implementation of this ATMP **remains a top priority**.

Near-Term Projects

Near-term routes will roll out of key elements in the active transportation network to ensure the most critical components of the network are established quickly, so that people can start enjoying and utilizing these networks as soon as possible.

The bulk of near-term projects involve implementing cycling and multi-use facilities since this is one of the greatest barriers to active transportation use in the City. While sidewalk improvements aren't deemed under the near-term projects in this phasing plan, addressing priority gaps in the sidewalk network should be an annual consideration.
Near-term routes were selected based on the following considerations:

- **Key Gaps**: Routes that close key gaps in current routes, including the John Rowswell Hub Trail, to support network connectivity and continuity throughout the city.
- **Quick Wins**: Low investment routes and "quick wins". These investments focus on low-cost, high impact elements that establish critical links to close gaps in the existing transportation network and enhance network continuity. This includes traffic calming/Shared Bike Routes that offer connections to existing active transportation facilities. These investments improve pedestrian and active transportation user safety and network connectivity along streets with lower vehicle volumes and speeds. They also provide alternative or parallel routes in areas where higher-tier cycling facilities may take longer to implement.
- **Bundled projects**: Routes along areas of proposed capital/road resurfacing projects within the next year that can be bundled with these works for efficiency and cost savings.

- **Priority Areas**: Segments in priority and high-demand areas identified by the City and through equity analysis. This includes connections to the City's west end, James Street and Downtown Neighbourhoods, routes near schools, and corridors like Boundary Road and South Market Street, Great Northern Road.
- **Safety**: Routes in areas with a high number of incidents areas, where there are a greater number of collisions or near-misses.
- **Major Destinations**: Links to major destinations, such as educational institutions, employment centres, and the waterfront.
- **Initial implementation of the West End Hub Trail**: While the ultimate facility for the expansion of the John Rowswell Hub Trail in the city's west end is a multi-use path, this may not be immediately feasible along Peoples Road, Elliott Road, Rossmore Road, and Korah Road. In the short term, the City can explore building other facility options, such as shared, designated, or protected facilities, to establish a direct east-west connection between Peoples Road and Goulais Avenue.

Long-Term Projects

The period after the initial roll out of the network will focus on implementing the remaining facilities that require more time, planning, and resources to implement, or those that will occur alongside other capital projects not scheduled in the short-term.

Long-term projects will continue the momentum that has grown to build a stronger culture of active transportation in Sault Ste. Marie. When planning the long-term implementation of these facilities, it is necessary to adopt a strategic approach that balances community needs, strategic priorities, costs, and available resources. These projects can be scheduled for future implementation as resources and funding become available. Periodic reviews of routes identified for long-term implementation will help determine the optimal phasing based on available budgets, resources and opportunities, such as infrastructure grants or community partnerships.

Projects are identified as long-term projects based on the following considerations:

- **Substantial investments:** Facilities that require more substantial investment and infrastructure, such as physically separated and off-road facilities.
- **Ultimate West End Hub Trail**: Implementation of the ultimate facility determined for the John Rowswell Hub Trail's expansion in the city's west end, given it will require substantial investments and further studies to determine the appropriate ultimate facility.
- **Additional study**: Routes that will require additional investigation and studies to confirm feasibility/design.
- **Long-term Road Reconstruction:** Segments that should be implemented when a roadway undergoes full reconstruction in the future (i.e. not anticipated within the next 5 years).
- **Sidewalk improvements**: Improvements to the sidewalk network.
- **Further study**: Routes that will require additional investigation and studies to confirm feasibility/design, including projects that require additional discussions with the Ministry of Transportation before they can proceed.

In addition to several shared routes and bike lanes along local and collector roads, the following are the arterial corridors recommended to undergo active transportation improvements or upgrades in the near-term:

- Wellington Street West/Peoples Road, between Lyons Avenue and Elliot Road
- Second Line East, between North Street and Peoples Road
- Bruce Street, between Bay Street and Pim Street
- Gore Street, between Bay Street and Wellington Street East
- Bay Street West, between Huron Street and Gore Street
- Pim Street, between Wellington Street East and Summit Avenue
- Church Street, between Queen Street East and Wellington Street East
- Wellington Street East, between East Street and Pim Street
- Great Northern, between Willoughby Street and Industrial Park Crescent
- Pine Street, between Queen Street East and Wellington Street East
- Black Road, between Trunk Road and McNabb Street

Figure 37 | Phasing of the Active Transportation Network (Urban Area)

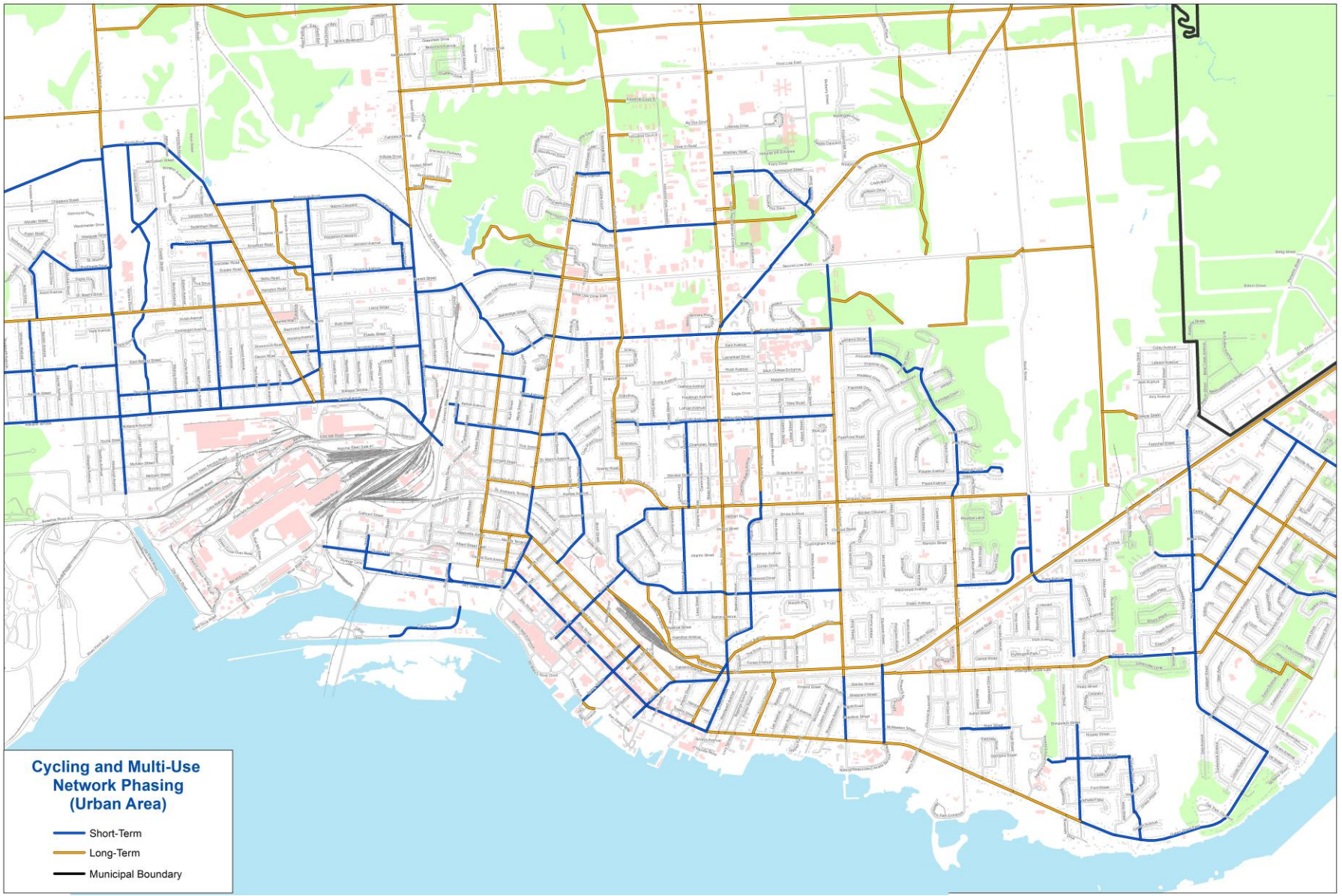
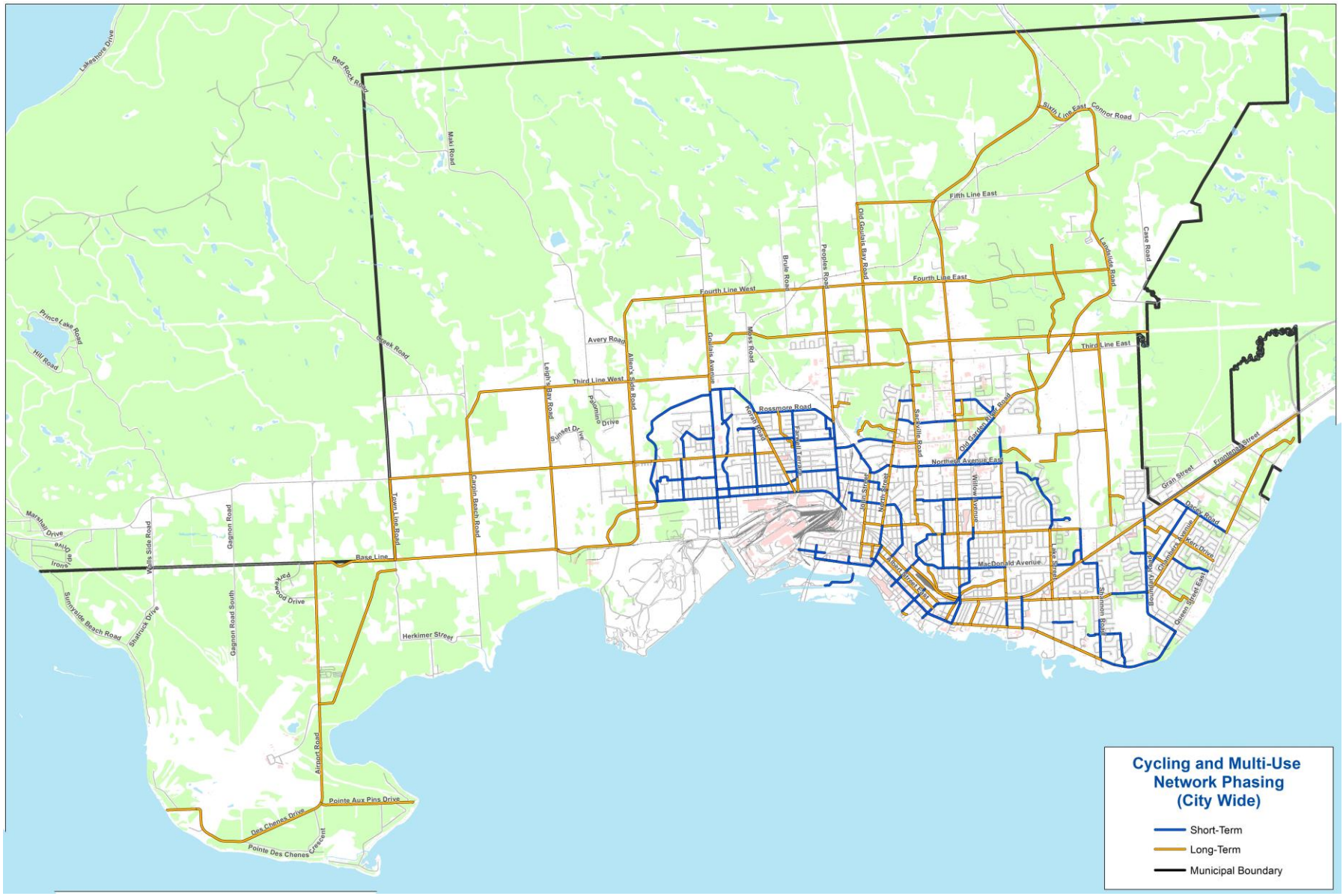


Figure 38 | Phasing of the Active Transportation Network (City-Wide)



7.1.2 Interim Solutions

The active transportation network cannot be implemented overnight. Interim tactical solutions are a valuable consideration for projects that face immediate implementation challenges due to logistical or resource constraints, or those that require rapid deployment in response to safety concerns or high demand. These solutions are cost-effective, short-term, and efficient interventions designed to enhance the safety of pedestrians and cyclists. Interim solutions are typically implemented in scenarios where there is:

- Insufficient space to accommodate the preferred facility type.
- Need for an assessment of environmental impacts and constraints.
- Routes that will be part of total road reconstruction in the long-term.
- Land is not available to accommodate the facility type.
- The budget to implement the preferred facility is not available within the desired timeline.

Interim tactical solutions offer a practical and effective approach to address immediate needs while planning for long-term improvements. They also offer the ability to trial street configurations temporarily without committing substantial investments.

Tactical solutions for enhancing pedestrian and active transportation user safety can be seen in cities across Canada. Sault Ste. Marie could consider similar interventions tailored to the specific needs of the area. For example, the use of modular or pre-fabricated curbs or flexible delineators can be used to clearly define bike lanes that are separate from vehicle traffic, extend curbs that calm traffic and shorten crossings distances, and enhance pedestrian spaces (illustrated in **Figure 39**). These basic yet effective measures can significantly contribute to the safety and efficiency of active transportation infrastructure. It is recommended that the City explore interim active transportation and pedestrian improvements to allow for faster implement of the active transportation network.

Figure 39 | Examples of tactical interim interventions

7.2 Costing Estimates

To help inform future capital budgets and decision making, a high-level cost estimate to implement the updated active transportation network and recreational trails was developed. These estimated costs are based on 2024 unit costs facility per kilometre, contingency, and design and approvals costs. The 2024 unit costs were identified are based on best practices and recent tenders and projects of similar scope in Ontario and are not intended to be prescriptive.

Appendix C presents the standalone cost summary for the implementation of the active transportation network planned for near- and long-term network implementation.

Overall, the estimated **standalone** cost of implementation the proposed **313 km** of active transportation facilities is approximately $133 million. This includes:

- $11 million in recreational pathways;
- $53 million in bicycle facility infrastructure;
- $34 million in multi-use infrastructure and John Rowswell Hub Trail expansion; and
- $36 million in sidewalk network expansion.

Bundling the construction of the active transportation network with other road projects, such as road reconstruction, can significantly lower the overall implementation cost due to several factors, such as more efficient use of resources and minimized disruption to traffic and the community. It is highly recommended that the city considers implementing this network with other road projects to leverage existing resources and reduces redundant expenses.

The portion of the network recommended for near-term implementation represents 17% of the estimated total network costs, with the remaining 83% of the costs allocated to the network development in the long-term.

A substantial portion (27%) of the estimated implementation cost is dedicated to sidewalk improvements, additions, and replacements. These projects will aim to enhance accessibility and ensure pedestrians have safe spaces to walk and roll. As a result, it will be necessary to integrate sidewalk investments into the annual budgeting processes from the outset to achieve significant cost savings.

Another 25% of the estimated implementation costs focus on expanding the multi-use path network. This includes the expansion of the John Rowswell Hub Trail and its extension into the City's west end, which accounts for 8% of the estimated total costs, and extending a multi-use network along Trunk Road.

Bicycle infrastructure, excluding paved shoulders, accounts for 10% of the estimated implementation costs, yet it covers almost 37% of the total length of the proposed active transportation network. This demonstrates that investing in bicycle infrastructure is a cost-effective way to enhance the connectivity of the transportation network.

7.3 Partnerships and Funding Opportunities

7.3.1 Partnerships

Successful implementation of this ATMP will require collaborative partnerships across the several groups identified throughout the report. City staff will work alongside other levels of government and stakeholders to build, maintain, and promote active transportation assets and programs to achieve the Plan's vision and goals.

Sault Ste. Marie has a number of existing partnerships that can support the implementation of this Plan. A key partnership is the one between the City staff and the public transit services. Public transit serves as the foundation for a more multi-modal future for the Sault Ste. Marie and presents the opportunity to enhance the overall active transportation network by providing active transportation supportive amenities like bicycle parking and benches and shelters at bus stops. These enhancements improve user comfort and encourages the use of multiple modes in a trip, while broadening the potential customer base for Sault Ste. Marie Transit Services. This supports first-mile, last-mile travel and ultimately contributing to the culture shift needed to reduce private vehicle use.

Leveraging these existing partnerships, the City can also establish new partnerships to further support active transportation and the implementation of the ATMP. Sault Ste. Marie's unique balance of access to natural areas and urban amenities gives it a competitive edge. The City's commitment to enhancing the quality of life for its residents and enriching the experience for tourists is evident through its investments in active transportation. This commitment not only reinforces the culture of active transportation but also positions the city to establish more partnerships and attract investors, setting the City up to become a leader in active tourism in Ontario.

A table of proposed partners and their anticipated role is presented in **Table 8**. This is not an exhaustive list. It is essential to remain open to new partnerships that present themselves in the future. The City should leverage any future opportunities for additional partners to support implementation of the ATMP.

Table 8 | Proposed Partners and Roles

Potential Partners	Anticipated Roles							
	Planning	Design	Policies	Construction	Maintenance	Enforcement	Education	Promotion
City of Sault Ste. Marie Staff (Recreation, Public Works, Transit, Planning, Engineering)	●	●	●	●	●		●	●
Sault Trails Advocacy Committee & Sault Cycling Club	●	●			●		●	●
Accessibility Advisory Committee	●	●			●		●	●
Environmental Sustainability Committee	●		●					
Sault Ste. Marie Downtown Association								●
Sault Ste. Marie Chamber of Commerce								●
Local organizations and advocacy groups							●	●
Sault Ste. Marie Police Department						●	●	
Algoma Public Health			●				●	●
Provincial Stakeholders	●	●	●				●	●
School Boards							●	●
Sault Climate Hub							●	●

7.3.2 Additional Funding Options

The City is encouraged to monitor available funding opportunities within and external to the City, and to use the information contained within this plan to support funding applications. Given the various initiatives and programs highlighted in this plan, is important for the City to seek a diverse range of funding sources.

Development charges can help cover initial costs to develop the active transportation network infrastructure. Through a by-law, the City may be able to impose area-specific development charges to fund these enhancements.

Leveraging external funding sources are an effective way to reduce the City's costs while being an opportunity to develop new partnerships. **Table 9** presents a list of potential external funding sources that could be explored. These sources may be subject to change, and should be reviewed again prior to applications for any updates or changes.

Table 9 | Potential Funding Opportunities

Funding Opportunities	Additional details
Federal Active Transportation Fund	For additional details regarding the Active Transportation Fund refer to: https://www.infrastructure.gc.ca/trans/active-actif-eng.html
Canada Community-Building Fund / Provincial Gas Tax	For the federal Canada Community-Building Fund program please refer to: https://www.infrastructure.gc.ca/plan/gtf-fte-eng.html For the provincial program refer to: http://www.mto.gov.on.ca/english/service-commitment/gas-tax-program.shtml
Federation of Canadian Municipalities Green Municipal Fund	For additional details regarding the Green Municipal Fund and potential funding alternatives refer to: https://fcm.ca/home/programs/green-municipal-fund.htm
Federal and Provincial Infrastructure / Stimulus Programs	For Federal Government infrastructure stimulus fund details refer to: https://www.canada.ca/en/office-infrastructure.html For Provincial Government infrastructure stimulus fund details refer to: https://www.ontario.ca/page/ministry-infrastructure
Ontario Trillium Foundation	For details regarding potential funding alternatives refer to: https://otf.ca/
Ontario Rural Economic Development Program	For details refer to: http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/PRDR006918
Ontario Sport and Recreation Communities Fund	As part of the Ontario Sport and Recreation Communities Fund: https://www.ontario.ca/page/rural-economic-development-program
Tourism Economic Development and Recovery Fund	For additional details regarding the Tourism Development fund refer to: https://www.ontario.ca/page/available-funding-opportunities-ontario-government#section-26
Service Club Support	Lions, Rotary and Optimist clubs who often assist with highly visible projects at the community level.
Corporate Environmental Funds (e.g. Shell, TD, MEC, etc.)	For example refer to: https://www.shell.ca/en_ca/sustainability/communities/funding-guidelines-process.html for Shell Canada's Social Investment Program or https://www.td.com/corporate-responsibility/fef-grant.jsp for TD's Friends of the Environment Foundation Grant
Private Citizen Donation / Bequeaths	Can also include tax receipts for donors where appropriate.

7.4 Supportive Policies and Implementation Considerations

This section presents a series of proposed policies and considerations for City staff to consider when implementing the active transportation network. These are designed to complement and enhance the integration of active transportation within the city, thereby promoting a cultural shift towards the increased use of active modes of travel.

7.4.1 Complete Streets & Safety

Street Retrofits and Urban Design

- All new streets and street retrofit projects (i.e. the redesign or modification of existing streets) within the urban area should consider complete street principles in their design to better accommodate pedestrians and active transportation users. This includes constructing sidewalks on both sides of the road; however, where significant barriers exist, a sidewalk can be constructed on one side of the road.
- Priority of street retrofitting projects should be based on implementing the active transportation network outlined in this Plan.
- Even along streets with no plans for active transportation infrastructure, the City should design pedestrian and bicycle-friendly streets. This includes geometric safety improvements, crosswalks, wider sidewalks, traffic calming measures, and well-lit pathways.
- Streets should also be designed to reduce pedestrian crossing distances by considering narrower lanes and implementing curb extensions or median islands, where feasible.
- Planning/design studies and development reviews should encourage street design that incorporates active transportation friendly streetscaping and urban design, and active transportation-oriented land development.
- Ecological function of streets should be enhanced through green infrastructure, landscaping, and natural and sustainable materials to reduce flooding and improve visual appeal.

Safety and Traffic Calming

- The City should adopt a Vision Zero initiatives and Safe System approach to prioritize safety and emphasize human-centered design.
- Streets with shared bike routes should undergo an assessment to determine the appropriate street design interventions, in accordance with the City's Traffic Calming Policy. This includes integrating a range of design features, including signage, pavement markings, traffic calming, and geometric safety improvements. After implementation, regular evaluations of the effectiveness of these measures should occur, with necessary adjustments based on user feedback and traffic data.
- Assess whether specific locations within the network should be designated as Community Safety Zones.
- The City should continue to monitor collision hot spot locations and identify safety mitigation measures, as needed.
- The City should conduct an evaluation of speed limits city-wide to identify where reducing posted speed limits would be most beneficial.
- Along corridors where active transportation facilities are being proposed, the City should consider speed limit reductions (and reductions in the design speed of those corridors) to

improve safety for all users along those routes. Corridors where shared facilities are recommended should consider speed limit reductions to a maximum speed of 40 km/h to improve safety for all roadway users.

7.4.2 Intersection and Trail Crossings

- The design of intersections and crossings must accommodate for various users including pedestrians, cyclists, motor vehicles, trucks, and people using transit.
- Given the potential for conflicts at these locations, it is important that best practices in intersection and crossing design (i.e., OTM Books 15 and 18, and the OTC Protected Intersection guide) be referenced whenever a path or cycling facility crosses a roadway. Wherever feasible, it is strongly advised the City implement protected intersections to enhance the safety and comfort for all road users, guided by the OTC Protected Intersection Guide.
- The City should establish a program to review pedestrian crossings and crossrides through ongoing traffic operations studies or annual corridor reviews. The program would aim to identify the most effective treatments for pedestrian crossings and seek opportunities to increase the frequency of pedestrian crossings at significant barriers, such as mid-block pedestrian crossings for trail access and rail corridor crossings.

7.4.3 Equitability and Accessibility

Engagement

- Targeted communication and on-going engagement with underrepresented groups should be developed to ensure their specific needs are being addressed in the planning and design of the proposed projects in this ATMP.
- Continue to collaborate with immigrant, refugee, and other community organizations to educate and promote active transportation as a comfortable, safe, and inexpensive transportation option.

Accessibility and Inclusivity

- ATMP projects in neighbourhoods with higher equity needs should be prioritized.
- Sidewalks should be designed in accordance with the highest accessibility standards and regulations. This ensures safe and easily accessible pathways for all users.
- Both unsignalized and signalized intersections should be assessed for potential upgrades that meet AODA standards, as warranted.
- The City should prioritize upgrades, maintenance, and programming that address accessibility barriers to network access and usage.
- Future active transportation facility design and programming needs to consider mechanisms for mitigating barriers to use for a diverse range of people, not just those with physical impairments. This includes barriers related to differing cognitive abilities, issues related to income, language, race, religion, sexual orientation, health, and gender.

7.4.4 Active Transportation-Supportive Amenities

- An inventory of current amenities that support active transportation users should be conducted within the current network.
- Work with businesses and provide safe and secure bicycle parking at key destinations, commercial hubs, and transportation hubs, and along waterfront routes.
- Bicycle parking should be included on every street type, with priority along Urban Avenues and Main Streets and near key destinations like community hubs, commercial areas, and tourist areas. Exceptions may be given to neighbourhood streets and rural roads. Consideration should be given to seasonal changes or events, in which case seasonal or temporary bicycle parking should be explored.

Comfort and Safety

- Incorporate places along multi-use paths and off-road multi-use trails for people to rest and take refuge, like washrooms, sheltered areas, or formal or informal seating.
- In urban settings, seating or rest areas should be provided every 200 to 400 meters, depending on the context to ensure that users have frequent opportunities to rest. More frequent seating should be provided in areas with a higher potential for users with mobility impairments, such as near seniors' homes and at viewpoints. Providing frequent rest areas makes using active modes of transportation easier and more appealing, particularly for those with mobility challenges.
- In more natural and secluded settings, fewer seating areas may be appropriate and implemented at trailheads and viewpoints/points of interest.
- Urban routes should be properly lit to remove barriers to recreational and commuter use at all times of the day; in particular, along routes that facilitate connections to transit, amenities and community services. In areas where full lighting is not feasible, the City should consider 'refuge' lighting key areas at regular intervals, as well as solar lighting options.

Wayfinding

- The City should expand and implement wayfinding along the John Rowswell Hub Trail and active transportation routes in tourist and commercial areas. Wayfinding should provide information on other nearby routes and destinations to help users navigate the active transportation network easily.

7.4.5 Integration with Rail Corridors

- The City should assess the feasibility of using rail corridors within Sault Ste. Marie for active transportation. The rail corridor along Trunk Road presents an opportunity to provide an uninterrupted east-west connection through the urban area of the City. These facilities should be built to established multi-use path design standards, however, they require safe separation between the rail tracks and the pathway, such as fencing, vegetation buffers, or grade separations, to prevent conflicts between trail users and trains. Consider referencing guidance from Rails to Trails Conservancy.

- The City has faced challenges in determining how to establish railway crossings. It is advisable to conduct an evaluation to identify the best options for addressing this issue.

7.4.6 Zoning by-law

- When a new zoning by-law is developed, or as part of a municipally initiated zoning by-law amendment(s), language supporting active transportation should be strengthened.
- Zoning by-law amendments should focus on enhancing active transportation amenities in private developments. This includes increasing the number of minimum bicycle parking spaces in residential, commercial, and institutional developments, as well as building features that accommodate covered-walkway structures that protect pedestrians from the weather and elements, like awnings.
- Modifications to the zoning by-law could gradually incorporate design elements into new developments over time and create a public realm that encourages and supports active travel.

7.4.7 New Developments

- New communities and parks should be planned and designed to encourage safe and accessible active travel. This includes constructing sidewalks on both sides of all new roads within urban contexts to improve the accessibility and connectivity of the pedestrian environment within the City. In areas with low to very low density, or for short sections of local streets, it may be acceptable to have sidewalks on one side depending on the specific context and pedestrian traffic volumes.
- New development area applications and site plans should be reviewed to identify opportunities for connecting future communities to the city's active transportation network.
- Traffic calming features should be considered during the planning stages of all private development, capital construction and capital reconstruction.
- The City must work with the development community to proactively integrate active transportation linkages and supportive amenities. Development applications should specify how they will support active transportation and amenities, including the provision of secure bicycle and micromobility parking.

7.4.8 E-Micromobility and Emerging Technologies

- The City should conduct a study to assess how emerging micromobility trends and technologies will affect the active transportation network and influence the use of active modes. This could provide valuable insights into potential challenges and opportunities to take advantage of when implementing the network.
- Consider evaluating the feasibility of introducing a public bike sharing program and/or an electric scooter sharing program through external partnerships with private operators, particularly in the Downtown.
- Existing by-laws should be reviewed and amended as necessary to provide clear definitions and guidelines regarding the permitted and prohibited uses of electric bikes, electric scooters, and power-assisted bicycles, informed by MTO's five-year e-scooter pilot program. As part of this initiative,

MTO has addressed legal definitions and operational concerns which should considered prior to establishing or amending a by-law.

- Consideration could be given to installing publicly accessible charging outlets for e-bikes and e-scooters within the City to support the use of e-micromobility devices and contribute to the decrease in private vehicle use.
- Implement safety measures, such as strict e- micromobility device speed limits along shared paths and bike lanes. In high pedestrian traffic areas, restricting the use of e- micromobility devices may be considered.

7.5 Operations and Maintenance

As new infrastructure is commissioned, the City accepts the responsibility of operating and maintaining the infrastructure to ensure that the infrastructure is safe and reliable. The operations and maintenance of active transportation infrastructure is a crucial consideration when implementing the ATMP. Regular maintenance of these facilities through refurbishment or replacement of components prolongs the service life of the facilities.

Maintenance practices for active transportation facilities can include:

- Snow clearance / ice control
- Sweeping
- Surface repairs
- Pavement markings and signage
- Vegetation management
- Drainage improvements and drainage grates

Clear guidance on asset management and maintenance is provided in the City's Asset Management Plan. The plan outlines level of services standards, asset management strategies and actions for sidewalks and roads in compliance with O. Reg. 239/02 – Minimum Maintenance Standards (MMS). The MMS outlines various aspects of road maintenance and operations including the frequency of road inspections, weather monitoring, ice formation on roadways, snow accumulation and sidewalk trip ledges. It is recommended that as the City rolls out their active transportation network, the strategies outlined in the Asset Management Plan also be applied to the active transportation infrastructure.

Table 10 outlines asset management assumptions and typical service life for various elements of an active transportation network. This information is based on best practices outlined in OTM Book 18: Cycling Facilities; however, it is recommended that City review this information and consider the various strategies to manage their active transportation network.

Table 10 | Asset Management Strategies Source - OTM Book 18 Update

Type	Useful Life	Asset Management Strategies
Asphalt bikeway	25 years	• Minor repairs • Resurfacing • Rehabilitation • Full-depth replacement
Concrete bikeway	50 years	• Minor repairs • Replace deteriorating segments • Full replacement
Bridge (active transportation or motor vehicle)	25–75 years	• Bridge repairs • Minor rehabilitation • Full replacement
Culvert	25–50 years	• Culvert repair • Minor rehabilitation • Full replacement
Painted Line Markings and Symbols	1–2 years	• Refresh annually or depending on wear
Durable Line Markings, Symbols and Green Surface Treatments	3–7 years	• Depends on type, weather conditions, amount of wear, preparation of surface during application
Signage	20 years	• Replace damaged or faded signs
Physical separation (bollards, curbs, planters, etc.)	Until damaged	• Repair or replace damaged or missing bollards and other separators

7.5.1 Winter Maintenance

The City of Sault Ste. Marie provides snow clearing on its sidewalks and along some sections of the John Rowswell Hub Trail. As the City invests in the active transportation network, it is recommended that winter maintenance policies be adopted to ensure that priority cycling facilities remain open and accessible all year round. Many communities in Ontario have established priority winter cycling networks which identify key routes to receive enhanced snow clearing to ensure that those routes are clear and passable, comparable to the level of service to that which is provided on arterial roadways for motor vehicles. These routes should be comprised of a connected grid of high-comfort facilities that connect to the City's key destinations. Establishing a priority winter cycling network provides a safer, more predictable network and sets clears expectations, providing users with a sense of confidence that their route will be clear and passable.

Establishing a Priority Winter Cycling Network should start as a small pilot project where the City can assess staffing needs and determine what snow clearing equipment may be required. The pilot project will also give the community the opportunity to experience the winter maintained cycling routes and, when coupled with the programming recommendations in **Chapter 6**, may help to grow the City's winter cycling culture. Ongoing evaluation of the pilot will determine whether to expand, maintain, or discontinue the Priority Winter Cycling Network.

8 Monitoring and Evaluation

After the implementation of the network, a monitoring plan is an important component to evaluate the success of a route, and guide investments through data-driven measures. Research indicates that meaningful performance measures can help to prioritize future projects and appropriately allocate resources. The following approaches should be further explored and considered for inclusion in operational staff workplans.

MONITORING OF ACTIVE TRANSPORTATION ASSETS

As part of the successful implementation of this plan, City staff should conduct additional monitoring efforts to gain a better understanding of the active transportation network and its usage. Stakeholders and the public emphasized prioritizing walkability and bikeability by addressing sidewalk infrastructure like potholes and cracked surfaces, as well as consistent maintenance to promote and support active transportation. Similar to how the road network is monitored for issues such as potholes and broken streetlights in need of repair, sidewalks, bike lanes, and trails also require monitoring to ensure issues are promptly addressed. Doing so ensures that active transportation facilities remain in a state of good repair and can continue to meet the needs of the people using them.

UNDERTAKE SURVEY OF RESIDENTS

Another method for monitoring the overall active transportation network involves conducting regular surveys of Sault Ste. Marie residents which could be carried out on a biennial basis. These surveys would gather feedback on residents' preferences and concerns related to the network. The survey results could then inform short-term actions that address immediate needs and requests, depending on the project's scale. Surveying of residents ensures ongoing dialogue between City Staff and the users of the network.

PROVISION OF PERMANENT DATA COLLECTION TOOL

Permanent automated data collection tools can allow City Staff to effectively monitor the active transportation network in real time and collect a significant amount of data with which to inform decision making. Two permanent data collection tools - automated trail counters and intersection cameras - could aid in the monitoring of the network and enhance decision-making through real-time data. Automated trail counters track pedestrian and cyclist numbers on off-road trails, providing long-term data for facility assessment, as well as for scaling short-duration counts. LTE and Wi-Fi-enabled intersection traffic cameras could be placed at select intersections within the City to monitor the volumes of pedestrians and cyclists using on-road infrastructure in real time.

REPORT ON IMPLEMENTATION AND PROGRESS

Given the short-term timelines for implementation of a significant portion of the City's active transportation network, it is recommended that the City of Sault Ste. Marie issue annual progress reports, providing a snapshot of the state of active transportation in Sault Ste. Marie. These

reports would highlight the progress towards achieving the goals and objectives by evaluating the impact of new infrastructure investments and the effectiveness of new programs and partnerships in reaching a broader community, while measuring shifting trends in active transportation usage within the City. This process would not only provide valuable insights for City planners and decision-makers, but also raise public awareness surrounding active transportation and create community excitement as the culture of active transportation grows.

These reports could serve as a powerful accountability tool for the City, helping to build trust and awareness about the ATMP implementation and the impact of the investments. The report could also act as a marketing tool to highlight the City's leadership role in advancing active transportation in Ontario. For example, modern infographic-style sheets, such as those produced by the Bicycle Coalition of Greater Philadelphia and Holly Foxcroft & Jen Cook of Vancouver, B.C. (**Figure 40**), can effectively communicate the results of an intervention to the overall cycling network.

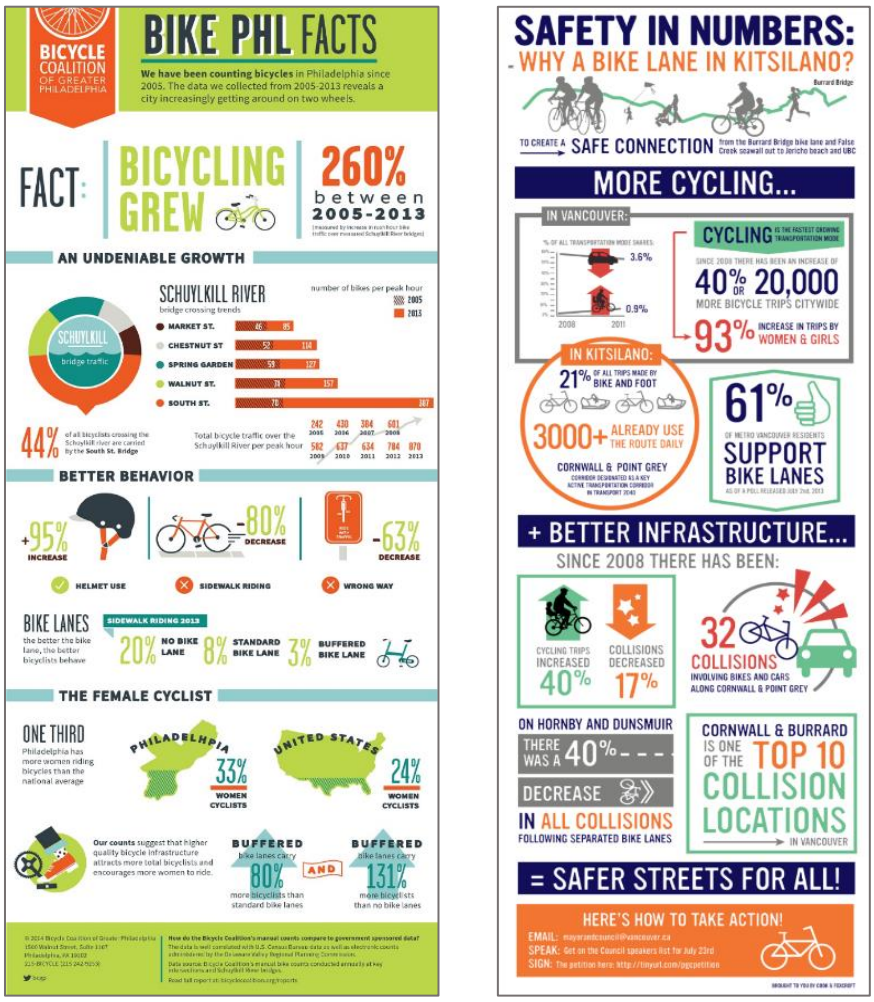


Figure 40 | Example of count program data presented in a visually engaging and easily comprehensible manner.
Source: Bicycle Coalition of Greater Philadelphia, Holly Foxcroft & Jen Cook

9 Funding this Plan

Funding for active transportation primarily comes from two sources: the roads budget, supported by local property taxes, and various grants from higher levels of government. The absence of a dedicated funding stream for active transportation poses a significant challenge to executing the Active Transportation Master Plan.

ROADS BUDGET

Active transportation infrastructure is sometimes incorporated into capital road projects, such as reconstruction, repaving, and resurfacing. This is an effective method to construct infrastructure at cost effective rates while minimizing disruption.

INTER-GOVERNMENTAL FUNDS

Funding from various government levels is available, at times automatically or through a competitive application process. Examples include the Federal Active Transportation Fund, the Canada Community Building Fund (gas tax), and the Ontario Trillium Foundation.

While these funding sources are beneficial, they should not be relied upon for long-term sustainability as these programs may be intended to serve a temporary purpose or are susceptible to change with different political landscapes. Some of these programs also require cost-sharing arrangements with the local municipality.

Staff will need to actively monitor these funding programs to ensure the City can effectively leverage inter-governmental funds.

10 Active Transportation Committee

Active transportation plays an essential role in shaping our community, influencing various aspects such as urban planning, infrastructure, tourism, the economy, the environment, accessibility, health, and safety. Therefore, decisions and budgeting related to active transportation should involve a broader range of departments and stakeholders. Establishing an *Active Transportation Committee* within the Council is an effective way to integrate these diverse perspectives and foster collaboration across different sectors.

Committee Options

The Ontario government notes that municipal governments typically have four types of committees.

- **Standing Committees**: Councillors typically sit on these committees, with municipal staff as advisors. Can include members of the public.
- **Ad Hoc Committees**: Created by standing committees for a particular matter. No statutory powers.
- **Executive Committees:** Usually part of a budget or policy committee.
- **Citizens' Advisory Committees:** Typically includes citizens and experts, alongside councillors and municipal staff.

Committee Considerations

As Sault Ste. Marie contemplates its preferred approach to governance of active transportation initiatives, there are several committee structure considerations:

- **Mission, Goals, and Objective:**
  - Purpose and mandate of the committee
  - Scope
- **Composition:**
  - How many members
  - Level of public and expert participation
  - Should councillor(s) be included
  - Voting vs. non-voting members
  - How to achieve representation
  - Length of terms
- **Resources:**
  - Budget availability
  - Municipal staff / clerical services
- **Legal / Statutory Framework:**
  - Formality of committee relationship to council
  - Advisory versus advocacy
  - Reporting & accountability mechanisms
  - Relationship to other committees
- **Logistics:**
  - Meeting frequency and location

Examples from other Jurisdictions

City of Markham

The City of Markham created a Cycling and Pedestrian Advocacy Committee (CPAC), whose stated purpose is to:

- Advise staff and Council on the design, development and delivery of cycling and pedestrian policies, programs and facilities to promote and enhance cycling and walking in Markham;
- Work with local neighbourhoods to collect and distribute information related to cycling and walking and to increase public awareness of cycling and walking as environmentally friendly forms of transportation; and
- Assist in integrating bicycle and pedestrian facilities into significant development proposals. (City of Markham, 2019)

It is composed of 10 to 20 members, including at least 1 councillor, up to 8 members of the public (one per municipal ward), up to 4 members representing stakeholder groups, and members representing accessibility committee, school boards, Conservation Authority, Public Health, police, and public transit. It includes four working groups: Network Planning & Facilities; Education, Public Outreach, and Promotion; Program Development & Travel Demand Management; and Policy & Safety. Members serve 3 year terms, with an annually rotating chair.

Town of Aurora

The Town of Aurora has an Active Transportation and Traffic Safety Advisory Committee. Its purpose is to:

- "...support and advise Town staff in various issues relating to the development and implementation of the Transportation Master Plan and the Active Transportation Master Plan, Aurora Connects. The Committee will provide support and advice in all aspects of traffic safety issues that affect the Town of Aurora as a whole."

It is composed of seven members, including one member of council and six citizen members selected by council, each of whom is appointed for a two-year term.

City of Brampton

Brampton's Active Transportation Advisory Committee exists to advise City Council and staff on active transportation policies, programs and infrastructure that support its ATMP's vision and help the city achieve the ATMP's objectives. It is composed of 8 to 12 citizen members, along with one councillor. Citizen members represent each of the four quadrants of the City (two per quadrant). Membership draws from residents with demonstrated work, life, educational or traditional experience, and/or general interest in active transportation, and the city notes that members should not act as representatives of any agencies, organizations or interest groups. Finally, the committee's membership aims to reflect the diversity of the City, including in such areas as age, gender, language, race, and abilities

Its committee meets every other month, and is supported by City Clerk's Office (meeting management), an Active Transportation Project Manager (subject matter expertise), and other staff as warranted.

Recommendation for Sault Ste. Marie

Based on the project team's review of Sault Ste. Marie's municipal committee structure, its existing culture of vibrant participation and advocacy from the local community, and discussions with key stakeholders, the following approach is recommended.

Committee Structure

- Citizens' Advisory Committee (no formal decision-making authority, but can pass resolutions for council to consider as formal advice)

Scope

- Focus on active transportation (not transportation in general), but may consider combining with traffic calming and road safety
- Duties could include:
  - To support and advise City staff on items pertaining to the implementation of the Active Transportation Master Plan
  - To advise staff on issues or opportunities raised by various stakeholders such as Council, advocacy groups, residents, businesses, and other interested parties.

Composition & Meetings

- Seven or nine members, including:
  - One councillor
  - Six or eight citizen members selected by Council (may include representatives of stakeholder, business, or advocacy groups)
- Two-year terms
- Meetings approximately every other month

Resources

- City staff may attend (non-voting) for the purposes of providing technical expertise and meeting management support.
- A nominal budget may be allocated for meetings, but no remuneration would be provided.

Implementing these recommendations does not imply the dissolution of any existing committees or groups. For example, the Sault Trails Advocacy Committee (STAC) could maintain its presence as a key stakeholder group with long-term members; the Active Transportation Committee would have more frequently rotating membership but would consult closely with STAC and other groups.

11 Key Recommendations

The Sault Ste. Marie ATMP serves as a flexible guide that provides the City and its partners with directions and tools to enhance active transportation within the city. The goal is to build a safer, comfortable, more accessible and more equitable transportation network for people of all ages and abilities to provide them with a range of viable transportation options. This ATMP outlines an achievable path towards a complete network of walking and active transportation facilities, while building upon and expanding partnerships to support the culture of active transportation in the City. At its core, this Plan contributes to many of the City's broader policy goals through increased support for active transportation.

To bring the ATMP's vision into reality, a set of recommendations have been developed to guide City leadership, in partnership with internal and external stakeholders. These recommendations include the various policies, programs, and procedures discussed in this Plan that contribute to the development of physical and social infrastructure to support active transportation in the Sault Ste. Marie. City staff are encouraged to take into account the key considerations discussed in this Plan and work closely with key stakeholders to implement new programs, policies, and infrastructure, while promoting the unique assets of Sault Ste. Marie as part of the Plan's broader implementation.

Table 11 | Recommendations of the Plan

#	Policy, Planning, and Implementation Recommendations
1	Adopt the proposed active transportation network and implementation plan as identified in this ATMP and include it as a schedule in the City's Official Plan when updated. The ATMP should be reviewed and updated through a public process every five years.
2	Review and consider this ATMP when municipal roads, trails, and other capital infrastructure projects are identified and scheduled during the development application process. Efficiently implementing the proposed pedestrian and active transportation network will require coordination with other capital infrastructure projects.
3	Use this ATMP to inform prioritization of the pedestrian and active transportation network projects during the annual capital budget review process.
4	Consider ATMP recommendations prior to proceeding with capital works projects, including road resurfacing and rehabilitation projects.
5	Include the implementation of cycling and pedestrian infrastructure, including on and off-road routes, as part of development proposals and the park development process for new development areas.
6	Establish an Active Transportation Coordinator to serve as a centralized resource for all matters related to active transportation.
7	Establish a formal Active Transportation Advisory Committee that will provide input to advance infrastructure and policy opportunities as the Plan moves forward.

8	Reassess and modify the City's policy framework to require bike parking and supportive amenities within the City's Zoning By-law.
9	Establish a Priority Winter Cycling Network for winter clearing to provide a more predictable, safer route for people on bikes, providing them with the sense of confidence that their route will be clear and passable.
10	Develop a monitoring program to assess sidewalk and active transportation facility condition to identify priority areas for improvement, so lifecycle needs are considered as part of the City's asset management program.
#	**Complete Street and Infrastructure Design Recommendations**
11	Encourage complete street design, active transportation-friendly streetscaping, urban design, and active transportation-oriented land development in planning and design studies and development reviews.
12	Reference the guidance provided by the OTM Books 15: Pedestrian Crossing Treatments and 18: Bicycle Facilities when designing and implementing active transportation facilities, as the best practice for the planning, design and operation of cycling facilities in Ontario.
13	Reference the guidance provided by OTM Books 12: Traffic Signals, 12A: Bicycle Traffic Signals, 15: Pedestrian Crossings Treatments and Book 18: Cycling Facilities, and the OTC Protected Intersections guide when enhancing and reconstructing intersections and crossings. Adopt protected intersections, wherever feasible.
14	Sidewalks should exceed the minimum width (1.5 m) where possible, particularly in areas with high pedestrian traffic and commercial areas.
15	Undertake a study on pedestrian crossing treatments to improve the frequency of pedestrian crossing of major barriers, including consideration of mid-block pedestrian crossings to access trails, crossings of rail corridors, and to improve overall walkability in the City for all ages.
16	Prioritize the implementation of the network in neighbourhoods with higher equity needs.
17	Consider speed limit reductions and traffic calming design measures along roads proposed for shared bike routes in the urban / built-up areas. The City should also evaluate reducing speed limits along all roads to improve conditions for all users.
18	When capital reconstruction projects are scheduled in high traffic areas not proposed for the active transportation network, priority should be given to expanding and enhancing spaces for walking and active transportation-supportive amenities, while narrowing vehicle lanes and parking facilities.
19	Explore tactical interim active transportation and pedestrian improvements using quick-build materials to allow for faster implement of the network.
20	Work with businesses and landowners to provide secure bicycle parking and other active transportation -supportive amenities at key destinations, commercial hubs, and transportation hubs, and along waterfront routes.

#	Programming Recommendations
21	Support the uptake of social infrastructure programs and initiatives outlined in this ATMP to build a culture of active transportation within the City.
#	**Operations and Maintenance**
22	The City is encouraged to initiate a Winter Maintenance Pilot Project to assess the costs and effectiveness of providing winter maintenance to active transportation paths, especially those that connect to key destinations within the community.
#	**Funding and Partnerships Recommendations**
23	Council should incorporate the proposed phasing into the annual budget process for active transportation network implementation, operations, and maintenance.
24	Continue to explore external funding sources and partnerships to help fund implementation of the ATMP.
25	Allocate the necessary funding to deliver the programs listed in Chapter 5 on an ongoing basis to help build a stronger culture of active transportation in Sault Ste. Marie.
26	Leverage existing partnerships between other levels of government and partners to build cost-sharing commitments for specific sections of the network. The implementation of this ATMP requires consistent funding.

Appendices

Sault Moves: Active Transportation Master Plan

APPENDIX A: Policy Review Summary

Existing Policies and Initiatives

Federal Policies and Documents

The Government of Canada has several policies and funding programs designed to help municipalities transition to more sustainable modes of transportation. Recently the Government of Canada has began integrating language supporting active directly into their policies.

Policies And Documents Reviewed:

- National Active Transportation Strategy (2021)
- Federal Sustainable Development Act (2008)
- Federal Sustainable Development Strategy (2019 – 2022)
- Transport Canada 2021 – 2022 Departmental Plan (2021)
- Transportation 2030: A Strategic Plan for Transportation in Canada

Policy Considerations:

- The National Active Transportation Strategy (2021) created a $400 million Active Transportation Fund that is provided by the federal government for municipalities to use. The purpose of the fund is to aid municipalities in creating active transportation facilities and education programs and outreach programs. The strategy notes that to qualify for the fund, municipalities must demonstrate that their planned projects will create community connections, improve user experience, assist in a modal shift, and increase equity across the municipal region.
- The Transport Canada 2021-2022 Departmental Plan (2021) and Transportation 2030: A Strategic Plan for Transportation in Canada (2016) includes actions for improving the safety, accessibility, efficiency, and environmental sustainability of Canada's transportation systems. The Transportation 2030 (2016) plan acts as the overarching blueprint for developing Canada's transportation systems over the next decade and it highlights the need for a mode-shift to sustainable transportation methods.

Provincial Policies and Documents

The Province of Ontario has a suite of policies that support the adoption of active transportation. These policy documents provide guidance to local municipalities which can range from suggested actions to legislated requirements. However, legislated requirements for active transportation are seldom used, as most documents provide suggestions, guidance and support for active transportation development.

Policies Reviewed:

- Provincial Planning Statement (2024)
- Northern Ontario Growth Plan (2011)
- Tour By Bike: Ontario's Cycling Tourism Plan (2017)
- Ontario Province-wide Cycling Network (2018)
- Accessibility for Ontarians with Disabilities Act (2005)
- Minimum Maintenance Standards for Municipal Highways O.Reg.239/02 (2018)

Policy Considerations:

- Support achieving complete communities by accommodating appropriate multimodal transportation options to meet long-term needs and improving accessibility for people of all ages and abilities. (Provincial Planning Statement, 2024 s. 2.1.6);
- Efficient use should be made of existing and planned infrastructure, including through the use of transportation demand management strategies, where feasible. (Provincial Planning Statement, 2024 s. 3.2.2.);
- Multimodal transportation systems should plan for connectivity within and among transportation systems and modes, maintained and improved where possible, including connections which cross jurisdictional boundaries. (Provincial Planning Statement, 2024 s. 3.2.3);
- Healthy, active, and inclusive communities should be promoted by planning public streets, spaces and facilities to be safe, meet the needs of persons of all ages and abilities, including pedestrians, foster social interaction and facilitate active transportation and community connectivity (Provincial Planning Statement, 2024 s. 3.9.1.a);
- Plan and provide for the needs of persons of all ages and abilities in the distribution of a full range of publicly accessible built and natural settings for recreation, including facilities, parklands, public spaces, open space areas, trails and linkages (Provincial Planning Statement, 2024 s. 3.9.1.b);
- Promote the use of active transportation and transit in and between residential, employment (including commercial and industrial), and institutional uses and other areas (s.1.8.1.b – Provincial Policy Statement).
- The Northern Ontario Growth Plan (2011) supports the transition to a multi-modal transportation system that prioritizes enhancing connectivity between road-based, rail, marine and air transportation options (Northern Ontario Growth Plan, 2011, s. 5.3.2.d).

- Increase collaboration between governments and industry partners to develop and enhance products and experiences that support cycling tourism (e.g. heritage trails, trail tourism programs), particularly in rural regions of the province (Ontario's Cycling Tourism Plan, 2017).
- Technical and legislative requirements outlined in the Accessibility for Ontarians with Disabilities Act built environment guidelines and O.Reg.239/02.
- Ensure that sidewalks and bicycle lanes are safe and accessible for pedestrians and cyclists, even during adverse weather conditions, including during the winter. Further guidance on snow removal, ice, and regular maintenance is included in the O. Reg. 239/02: Minimum Maintenance Standards for Municipal Highways.

Municipal Policies and Documents

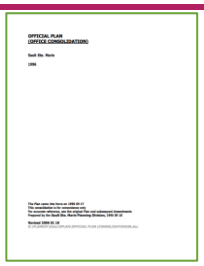
The ATMP is closely informed by policies at the municipal level. The City's Official Plan provides the most guidance on future development, as it is a statutory document required under the Planning Act and the Provincial Policy Statement. Policies and supportive guidance that have the highest degree of relevance to the ATMP are referenced in Table 1**.**

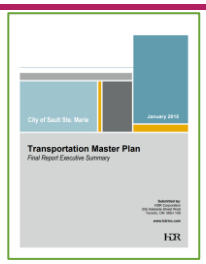
Policies Reviewed:

- City of Sault Ste. Marie Official Plan (1996, currently being updated)
- City of Sault Ste. Marie Transportation Master Plan (2015)
- City of Sault Ste. Marie Corporate Strategic Plan 2024 – 2027
- City of Sault Ste. Marie Cycling Master Plan (2007)
- City of Sault Ste. Marie Parks and Recreation Master Plan 2020 – 2025 (2019 and draft 2024 update)
- Sault Ste. Marie Community Greenhouse Gas Reduction Plan (2020)

Table 12. Relevant Policies and Support from Local Policy Documents
**Bolded ideas identify common themes among the documents*

Policy	Relevant Vision(s), Objective(s), and/or Plan Purposes
Official Plan (1996, currently being updated)	**Relevant Fundamental Principles** • "Explore and promote the **social opportunities** and learning potential of our unique northern location and climate (i.e. "Winter City" experience)." • "The lives of all residents **regardless of age or skill**, can be enhanced through the provision of **diverse leisure and recreational opportunities**." • "Promote the value of recreation and leisure to the **health and quality of life**; and develop **diverse recreation opportunities** for citizens and visitors."

Policy	Relevant Vision(s), Objective(s), and/or Plan Purposes
	• "Public **access to the waterfront** and the development of waterfront parks sites is a primary objective." • "Inequalities of access within the parks system should be eliminated. The open space system should be integrated for **linear recreational opportunities**." • "To maximize the **environmental, social and economic benefits** derived from protecting, maintaining, enhancing and developing natural environmental features and resources." • "Streetscape improvements and the upgrading of existing building facades, signage, sidewalk improvements, lighting, street furniture, parking areas and landscaping shall be encouraged." **Relevant Active Transportation Objectives** • "Site design shall consider the impact on street functions and pedestrian, cycling and vehicular access. The effects of traffic noise, vibration and odour shall be assessed." • "Pedestrian and cycling **access to parks, bus stops and schools** shall be encouraged." • "Alternative transportation and **energy efficient** forms of transportation such as public transit, cycling and walking shall be supported." • "A strong focus shall be placed on creating good pedestrian and cycling routes throughout the **Downtown and along the waterfront**." • "**Alternative Transportation Modes** will be considered as part of the development approval process for large scale residential, commercial, institutional and industrial projects, and should include provisions for Public Transit, Pedestrian and Cycling Travel." • "**On & Off-Road Bicycle Routes and Facilities** shall be encouraged and developed. … The City will require, where feasible, that all new development or redevelopment provide cycling facilities. This may include bicycle parking spaces that are located in highly visible and lighted areas and sheltered from weather." • "**Recreational Transportation System** shall be developed by a comprehensive system of multi-use, shared trails throughout the City."
Transportation Master Plan (2015)	**Relevant Goals, Objectives, and Recommendations** • "Build **Multimodal Networks**" • "Invest in active transportation; continue with the **implementation of the Cycling Master Plan** and **extension of the John Rowswell Hub Trail** including proposed "Spoke" routes"

Policy	Relevant Vision(s), Objective(s), and/or Plan Purposes
	• "Build **complete streets** and consider "road diets" to **meet the needs of all modes**" • "Maximize Operational Efficiency " • "Consider building roundabouts instead of signalized intersections" • "Consider road diets where provided capacity exceeds traffic levels" • "Provide **Safe and Accessible Network**" • "Provide a **safe pedestrian environment**" • "Establish minimum pedestrian crossing standards along the John Rowswell Hub Trail and high demand pedestrian corridors" • "Continue with the implementation of traffic calming measures" • "Continue with the completion of the **John Rowswell Hub Trail and spokes** to provide cyclists with their own travel space" • "Review the City's design guidelines to ensure roads, cycling facilities and sidewalks are **built for all users** including persons with disabilities" • "Promote **environmental sustainability**" • "**Promote active transportation** & transit use" • "Actively promote the reduction in usage of single occupant vehicles" • "Manage travel demand by providing and supporting non-auto travel choices (**investing in transit and cycling**)" • "Increase density and promote mixed-use developments in downtown and along key arterial roads."
Corporate Strategic Plan 2024 – 2027 	**Relevant Vision** • "Sault Ste. Marie is a thriving, safe, and inclusive community where you belong" **Relevant Values** • "Responsible Growth: We will grow responsibly to ensure a healthy, sustainable, and prosperous community for future generations" Commitment to Citizens & Community" • "Integrity: We will be accountable, transparent, and fiscally responsible to meet the needs of our community" **Relevant Focus Areas and Goals** • Community Development. Related Goals: Social Equity: Support the full participation of **user groups of all abilities**; Support programs that foster a **safe, welcoming and inclusive community**. • Infrastructure: Related Goals:

Policy	Relevant Vision(s), Objective(s), and/or Plan Purposes
	○ Current Assets: Monitor, maintain, and **redevelop existing infrastructure**; Leverage funding opportunities; **Improvements** to transportation network; **Accessible and barrier-free**; Upgrade assets for energy efficiency and **climate resilience** ○ Future Assets: Invest in maintaining an attractive and **vibrant downtown core** with a world-class waterfront; E**xpand active transportation network**. ○ Environment: Net zero emissions by 2050; Seek opportunities to **implement sustainable solutions**. • Service Delivery. Related Goals: Community Partnerships: Facilitate **collaboration with neighbouring communities and community groups** to achieve shared goals

Cycling Master Plan (2007) 	**Relevant Goals & Objectives** • Education: "To encourage and enhance the development of educational opportunities and program initiatives that **promote safe and healthful cycling**, and increase the knowledge and skills of cyclists, and other road and trail users across the City." • Enforcement: "To create a **safe cycling environment** and instill / increase respect amongst all road and bicycle users through responsible traffic behavior and adherence to the Ontario Highway Traffic Act." • Encouragement ○ "To promote increased, **safe bicycle usage** as an alternative means of transportation and exploration of the City that can be undertaken by **people of all ages, skill levels and abilities**." ○ "To increase ridership and appreciation of bicycling as a safe, **enjoyable, practical and sustainable** means of transportation that contributes to the **quality of life, the environment, economy and community**; and, showcases and attracts people to the City of Sault Ste. Marie" • Engineering ○ "To provide a **safe, friendly and convenient cycling environment** for recreational and utilitarian cyclists through improvement and development of the existing road and trail network, and designation of alternative routes to major arterial roads in order to better meet the needs of cyclists and accommodate riders of **all ages, skill levels and abilities**." ○ "…integrate cycling into the local transportation network based on relevant traffic engineering principles, applications and best

practices providing for an **intuitive network** of routes that connects riders to destination areas across the City."

Relevant Principles

- "All traveled roadways are cycle routes and cycling should be accommodated for any reconstruction. The Cycling Master Plan advocates that roadways support bicycle use and provide for bicycle friendly facilities / amenities."
- "The Cycling Master Plan facilitates **safe and responsible cycling** practices amongst all **ages, skill levels and abilities**."
- "The Cycling Master Plan facilitates Creation of Partnerships"
- "The Cycling Master Plan Supports the Quality of Life: **recreation, health and fitness benefits**. It provides a **sustainable transportation** alternative that is practical, energy efficient, cost-effective and non-polluting.

Community Greenhouse Gas Reduction Plan (2020)

Relevant Goals & Objectives

- Achieve Net Zero in Sault Ste. Marie by 2050.
- Transportation identified as one of 7 key sectors for reductions. "The majority of transportation emissions come from on-road transportation which is often one of the highest emitting sectors in Ontario due to the heavy reliance on personal vehicles with combustion engines. 90% of Sault Ste. Marie residents commute to work by car, 5% walk, 4% use transit and 1% bike. This presents ample opportunity to improve upon active transportation in Sault Ste. Marie.
- Introduce a Climate Lens policy to evaluate and consider the climate impacts of all major City decisions, including financial decisions, to ensure City investments, policies and programs are supporting climate change goals.

Relevant Actions

- Increase education and awareness about the **environmental, economic and health benefits** related to active transportation.
- Develop and **maintain bike friendly infrastructure** (e.g. bike lanes, trails and racks make cycling a **safer, more attractive option** for travel and commuting.
- Initiate a commuter challenge.
- Encourage local companies to reward cyclists.
- Create an inventory of bike trails, including shortcut trails.
- Review potential actions that align with existing City Plans.
- Encourage land use planning that **reduces the distance** people have to drive by car.
- Monitor Active transportation infrastructure installed annually.

Parks And Recreation Master Plan 2015 – 2025 (2019 Update)

As of summer 2024, this plan is in the process of being updated.

Quality of Life Objectives

- "Enhance or curtail programs and services to address gaps and meet the changing needs of the community."
- "Implementation of the Cycling Master Plan"
- "Implement a Bike Rental Program at the Roberta Bondar Tent Pavilion"
- "Implement proactive strategies that accommodate the unique and growing **parks and recreation needs** with an emphasis on '**walkability'** and **improved accessibility**."

"Implement strategies for providing amenities that enhance and enrich the lives of community members."

APPENDIX B: Consultation and Engagement

Background

To build this sense of community ownership that is necessary to support a plan of this scale, residents and stakeholders will have had several opportunities to engage in the process of developing the ATMP. The ATMP will also create an accountability process that will allow the City and any relevant partners to check the progress of the actions against the baseline assessment and the goals contained within the Plan.

This memo outlines the results of a series of engagements conducted to identify best practices, strengths, opportunities, and aspirations by community organizations, leaders and members of the public that will be essential for ensuring that the ATMP reflects community needs and desires.

Objectives

This project was developed using International Association of Public Participation (IAP2) process and practices, as illustrated in **Figure 41** below. The IAP2 Process outlines the preparation, management, and evolution of engagement tactics based on a spectrum of involvement tailored to the wants and needs of the anticipated or desired audiences. There are five levels of commitment, which are known as the IAP2 Spectrum of Public Participation.

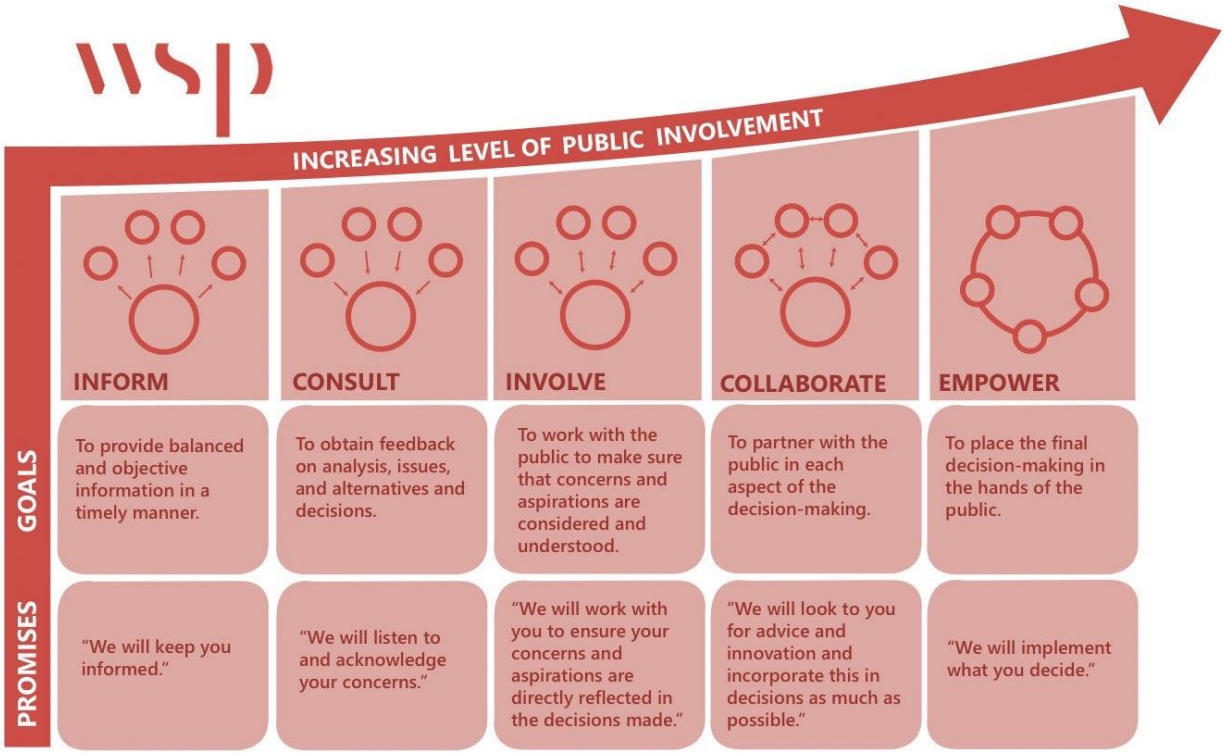


Figure 41| IAP2 Spectrum of Audience Involvement

The amount of information sharing, gathering and integration increases as you "move up" the spectrum. The intent is to recognize that not all stakeholders will have the same level of involvement in the project or need the same amount of information to inform their involvement. The IAP2 approach emphasizes the importance of a consultation plan which is tailored to the understanding, commitment, and contribution of each of the unique groups. By identifying the stakeholders early in the study process the project team will be able to anticipate, identify, plan for and communicate the expectations based on the intended audience.

When developing the scope of engagement for the City of Sault Ste. Marie's ATMP the project team identified key audiences that were required to be consulted throughout the project. The identified audiences include:

- Algoma Public Health
- Bicycling advocacy groups
- Chamber of Commerce
- Conservation Authority
- Downtown Association
- Environmental advocacy groups
- Members of the public
- School Boards
- Sault Trails Advocacy Committee (STAC)
- Neighbouring First Nations
- Accessibility Advisory Committee
- City Departments:
  - Planning
  - Engineering and Public Works
  - Recreation and Culture
  - Sustainability Committee
  - Tourism

Stakeholder and Public Engagement Approach

From fall 2022 through spring 2024, WSP worked with the City of Sault Ste. Marie to facilitate several engagement activities with the identified audiences noted above to inform the development of the ATMP. These activities were completed to gain an understanding of the existing conditions and to identify active transportation strengths, gaps, concerns, and opportunities across the City.

The following activities informed WSP's recommendations for priority areas for the City of Sault Ste. Marie to focus the rollout of active transportation infrastructure and initiatives.

Stakeholder Interviews

Throughout February 2023 WSP conducted a series of stakeholder interviews with local organizations and City staff. This included an interview with the Sault Ste. Marie Tourism and Community Development department, the Construction and Engineering team, and the Downtown Association. The sessions were used to identify existing strengths and assets that pertained to Sault Ste. Marie's existing active transportation network, identifying strengths for the City's physical and social infrastructure. Each interviewee was also asked to identify priorities for the ATMP and to note existing barriers to improving active transportation in the city.

SOAR Model

Following the completion of the interview series and advisory committee workshop, feedback was compiled using the *Strength, Opportunities, Analysis, and Results* (SOAR) model. The SOAR model highlighted existing realities and aspirations for the ATMP. These were then analyzed to produce tangible actions and recommendations that can be used to shape the policy and implementation sections of the report. Detailed summaries of the SOAR model exercise can be found in **Figure 42** to **Figure 45**.

STRENGTHS

What are the elements that make active transportation in Sault Ste. Marie great? What are unique elements? What can be built upon?

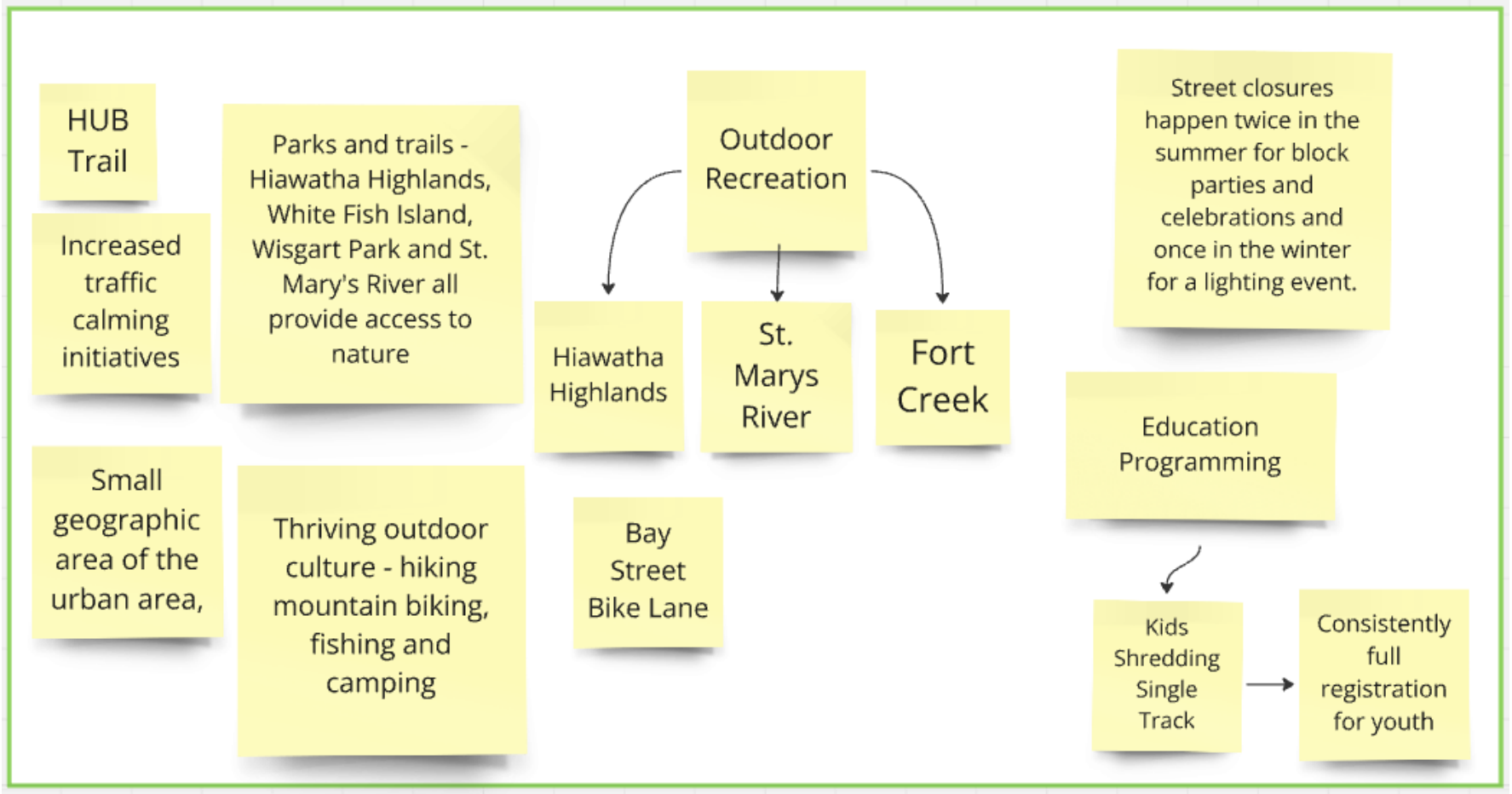


Figure 42 | SOAR Model - Strengths

OPPORTUNITIES

What partnerships would lead to better outcomes? What changes or trends can be capitalized upon? Are there areas where we could see quick wins or major benefits?

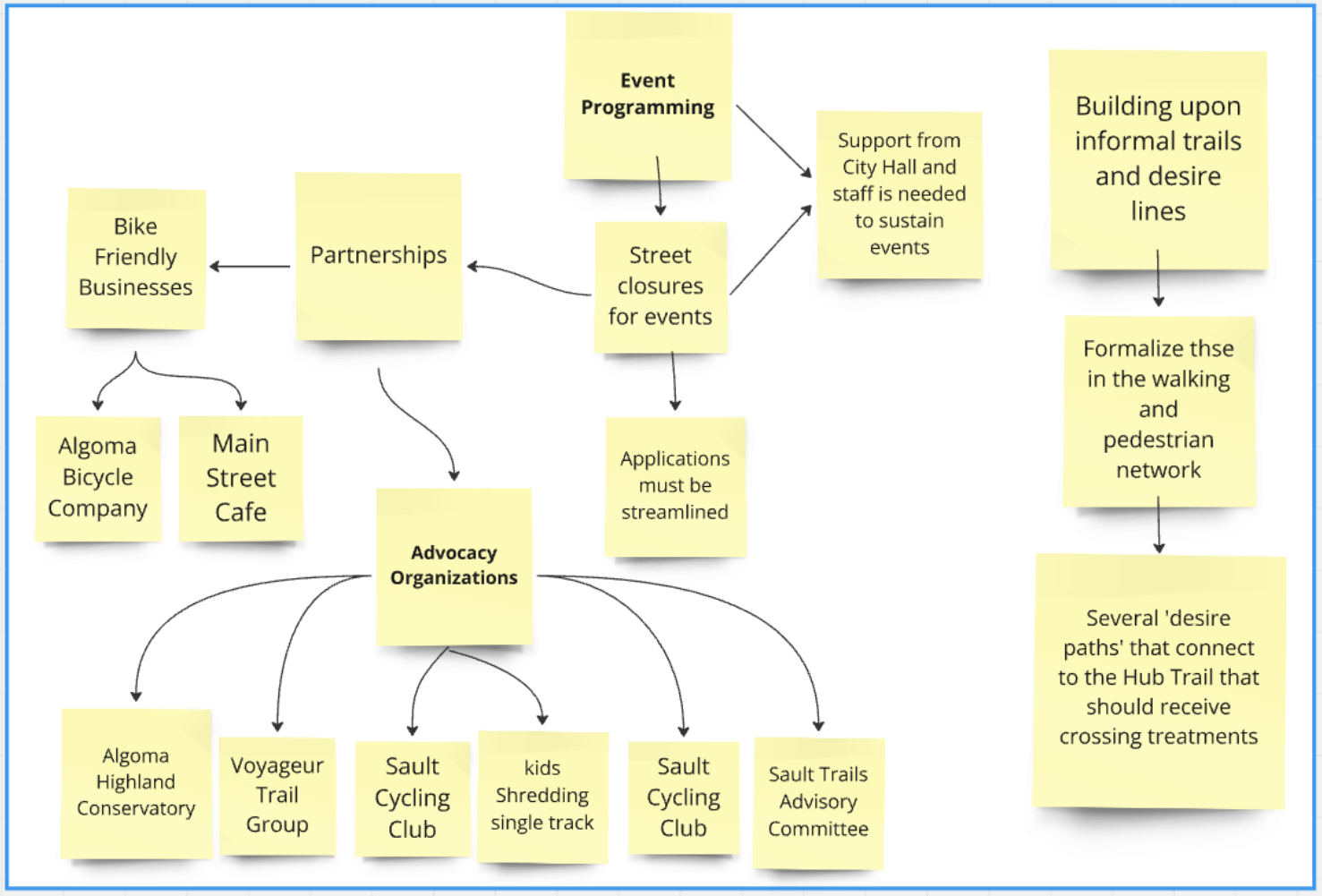


Figure 43 | SOAR Model - Opportunities

ASPIRATIONS

What do we want to achieve in the future? What are the 'Big Picture' goals? Who do we want to serve?

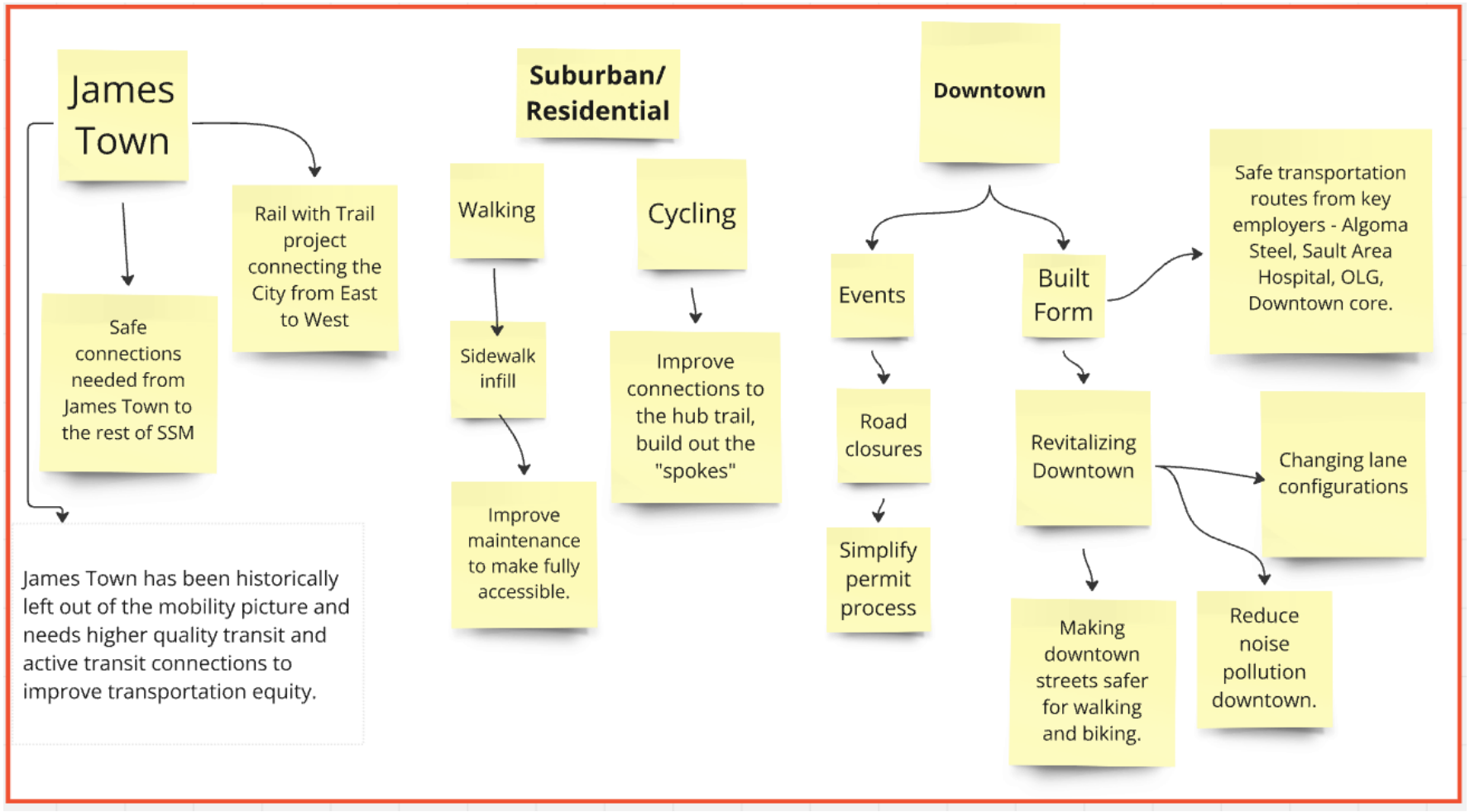


Figure 44 | SOAR Model - Aspirations

RESULTS

What measures will let us know if we're achieving success? What tools or techniques do we need to be able to measure those items? How do we report on our progress?

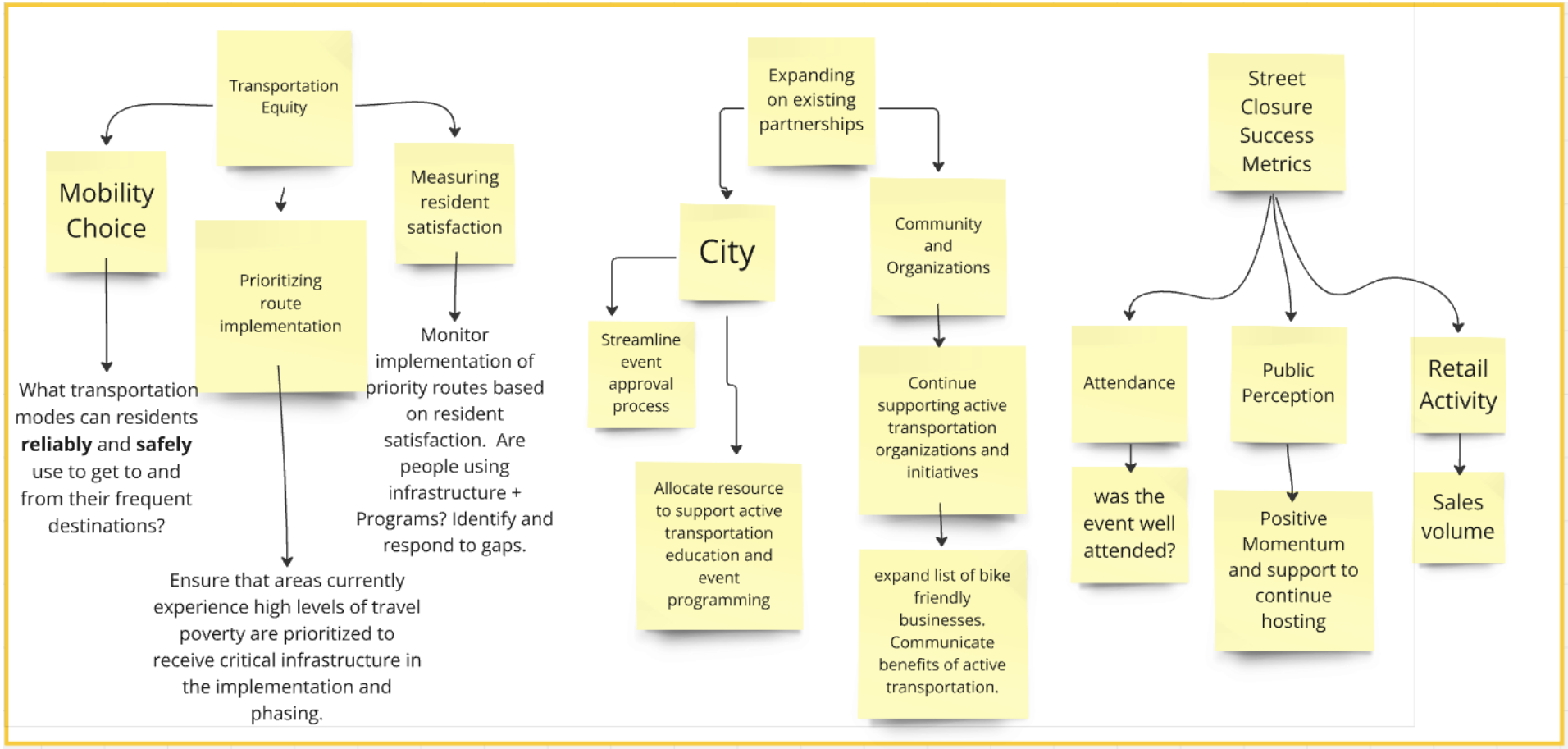


Figure 45 | SOAR Model - Results

Trails Committee Workshop

In April 2023 the Sault Trails Advocacy Committee (STAC) was convened to participate in an hour-long workshop and focus group session. The committee was asked similar questions to those during the stakeholder interview series and were provided with an interactive virtual whiteboard where participants could pin-point location specific comments, concerns and desires for the ATMP.

Community Survey

Two public online surveys, administered on the Project website, were conducted to gather input from those who couldn't make it out to the public open houses, or those who wished to provide additional feedback on the ATMP. These included:

- Public survey #1 (November 2022 to March 2024): aimed to understand how the community uses active transportation and what opportunities they see for improving active transportation. The survey included both open and close ended questions, as well as an interactive map activity where participants could identify areas of concern and opportunity in regard to using active transportation. There were approximately 161 participants.
- Public survey #2 (June 2024): aimed to share and gather feedback on the proposed pedestrian and active transportation networks and programming. The survey included both open and close ended questions. This survey had approximately 7 participants, as most input was provided in-person at the associated open houses.

Public Open Houses

In June 2024, two Public Open Houses were held to present updated project information, the proposed Pedestrian and Active Transportation networks, and programming. The public was encouraged to attend these meetings to ask questions, share their thoughts on the proposed network with City staff, and provide any additional feedback they had regarding the ATMP.

What Was Said

Stakeholder Interview Series

Algoma Public Health

Algoma Public Health provided valuable insights during the stakeholder interview meeting. They emphasized the importance of using "walkability" as a measurement of neighborhood and city usage, suggesting the incorporation of tools like Walk Score for assessment. They also highlighted the need to engage with STAC for long-term planning, shifting away from a car-centric culture and focusing on active transportation. Collaborating with relevant groups such as Sault Cycling, Voyager Trail Association, Finnish and Nordic Ski Club, and Sault Conservation Authority for trail

development and advocacy was seen as essential. Exploring concepts like the "15-minute city" and Jeff Speck's walkable city rules was also recommended.

Additionally, Algoma Public Health addressed the lack of access to the John Rowswell Hub Trail in low socio-economic areas of the city, particularly in the west. They stressed the need to improve access to the John Rowswell Hub Trail and bike lanes in these neighborhoods to benefit residents who cannot afford vehicles. Addressing areas with high crime rates, addiction problems, and food deserts to promote community building, social connection, and healthy lifestyles was another priority mentioned. They also called for revamping the transit system to be more inclusive and climate-friendly.

The roles of the city and other agencies/partners in improving active transportation conditions were discussed, highlighting the importance of communicating the city's vision and plans to local contractors and construction companies to ensure alignment with active transportation goals. Collaborating with community partners, including public health organizations, and involving school boards, tourism offices, social services, and other relevant agencies in the planning process was seen as crucial. They also emphasized the need to address railway-related challenges that can segregate communities within the city.

Algoma Public Health expressed overall support for active transportation initiatives and highlighted the lack of specific restrictions or barriers preventing active transportation infrastructure advancement.

Downtown Association

Representatives of the Sault Ste. Marie Downtown Association, the city's business improvement area (BIA), shared their perspectives during the stakeholder interview meeting. They discussed various best practices and elements that should be considered in the development of the ATMP.

Raised crosswalks were suggested as a potential best practice, while challenges with the diversity of transportation options were highlighted, particularly in relation to biking and parking infrastructure. Main street was identified as challenging due to on-street parking. They emphasized the importance of safe biking infrastructure and highlighted the lack of bike infrastructure on Queen Street, which leads to people biking on sidewalks. Safety concerns were raised due to collisions caused by people cycling on sidewalks, posing risks for pedestrians and patrons. They also mentioned the need for improvements in intersection safety, such as addressing the prevalence of dangerous right turns on red.

The Downtown Association discussed the roles of the city and other agencies/partners in improving active transportation conditions, suggesting event programming, such as open street events, as a way to improve conditions. They mentioned their involvement in applying for permission to close the road for events and discussed the permitting process for street closures, noting that the city supports these initiatives. Metrics were mentioned as a means to measure the success of events, including retail activity on closure dates and satisfaction with the event.

Department of Engineering and Construction

Sault Engineering and Construction provided valuable insights and recommendations during the stakeholder interview meeting. They discussed various best practices and considerations for the development of the ATMP, including the importance of the John Rowswell Hub Trail Network, painted bike lanes, sidewalks, pedestrian bridges, waterfront boardwalks, and road diets. They highlighted specific projects and initiatives, such as the successful transition of Bay Street from a 4-lane to a 2-lane road and the ongoing delay in the Wallace Terrace Road diet. They identified opportunities for improvement in the city's active transportation system, such as addressing the lack of sidewalks on heavily trafficked Pine Street, improving cycling facilities at intersections along Great Northern Road, and prioritizing remaining road diets across the city.

The roles of the city and other agencies/partners in improving active transportation conditions were discussed, emphasizing the need to collaborate with engineering, planning, and operations departments within the city. They also mentioned the need to consider winter maintenance, especially clearing snow from sidewalks, bike lanes, and trails. Road safety and traffic calming measures, such as the installation of speed bumps, were highlighted as essential components of the ATMP.

The Department of Engineering and Construction emphasized the need for improved biking infrastructure and necessity of having at least one sidewalk on roads as a best practice, unless there are physical impediments. Several relevant physical infrastructure City assets and initiatives were highlighted by the team, such as the citywide Speed Management Task Force (including holistic speed management zones, community safety zone, and traffic calming policies), pedestrian crossings, speed safety educational campaign, and a Construction Association and Police Service media blitz for Construction Zone Safety.

The team then identified several opportunities for improvements in the active transportation network. They support the prioritization of sidewalks along bus routes and heavily trafficked areas like Pine Street near McNabb Street, and the enhancement of pedestrian crossing facilities such as at the Second Line and Great Northern Road intersection. They also mentioned the opportunity to close gaps in the sidewalk network, such as along Eastern Road and Queen Street East, as well as in the cycling network, like the east-west gap at intersections along Great Northern Road. Prioritizing the remaining road diets across the city was also discussed. The team expressed support for compromising traffic to implement a quality active transportation network, however, but stressed the importance of not affecting truck routes and corridors.

When discussing role of the City and other agencies for improving active transportation conditions, they advocated for more collaboration between school boards, social services, public health, tourism, large employers, and other agencies in the planning process. One policy suggestion they proposed to include in the ATMP is the winter maintenance of the John Rowswell Hub Trail. They also raised several challenges faced by their team and other teams regarding implementing and maintaining the active transportation network, including budget constraints and funding limitations that affect prioritization over other projects.

Sault Trails Advocacy Committee

The Sault Trails Advocacy Committee (STAC) provided insights and recommendations during the stakeholder interview meeting. They emphasized the importance of leveraging best practices from other cities and regions as case studies for the development of the ATMP. They suggested building bike paths and formalizing desire trails to enhance connectivity and accessibility for pedestrians and cyclists. Making neighborhoods more walkable by improving sidewalk infrastructure, particularly in areas lacking sidewalks, was another key recommendation. They stressed the need for safe bicycle storage, including rolling activities and secure bike parking, to encourage active transportation.

The committee mentioned the opportunity to set clear goals for trail development, such as the expansion of the John Rowswell Hub Trail, and to collaborate with other agencies, including Conservation Authorities, to protect and maintain existing trails. They discussed the need to establish a trail development and maintenance fund and mentioned the importance of engaging with the community and local trail users to gather insights and address concerns effectively.

Sault Ste. Marie Tourism and Community Development

Sault Ste. Marie Tourism and Community Development shared their perspectives during the stakeholder interview meeting. They highlighted the significance of funding allocations for trail development, the Mountain Bike Systems Plan, and the Waterfront Development Plan. They mentioned the ongoing partnership with the Sault Cycling Club and the significant potential for Sault Ste. Marie to become a cycling destination. The challenges of separated bike lanes and seasonal barriers were identified, and they suggested exploring innovative solutions to address these issues. The assets of Sault Ste. Marie, including the John Rowswell Hub Trail, Waterfront Trail, and existing supportive groups, were recognized as valuable resources for promoting active transportation and attracting visitors. They also mentioned the importance of events, such as the Tour the Sault event, which showcase the city's cycling infrastructure and potential.

Batchewana First Nation

In June 2024, Planning staff met with staff representatives from Batchewana First Nation (BFN) to present the Active Transportation Master Plan project. BFN staff viewed this initiative as a valuable opportunity to enhance connectivity between the two communities. The rail line along Trunk Road was identified as a significant barrier to safe pedestrian access. As mentioned previously, Planning staff are in discussions with the rail authority about implementing a multi-use path along the south side of the rail line, as well as strategically located pedestrian railroad crossings, such as 'wigwags.'

Additionally, extending Batchewana Street to connect with Trunk Road was highlighted as a key improvement, facilitating greater access to the City and providing a direct route to White Pines Public School. The need for an east-west connection was also discussed, which would support their future development opportunities westward along Bittern and Metig Streets.

Before constructing infrastructure aimed at connecting Batchewana and enhancing access for both communities, consultation and technical discussions will be required between our two communities.

While several other suggestions were raised, they were primarily related to drainage and traffic issues, which have been forwarded to the Engineering Department for further consideration.

Sault Ste. Marie Region Conservation Authority

In June 2024, the project team met with the Sault Ste. Marie Region Conservation Authority (SSMRCA). The Conservation Authority noted benefits and risks regarding the placement of trails in flood plains, including practices for protecting user safety in the event of flooding, ensuring maintenance vehicle access, and managing municipal exposure to liability. SSMRCA staff highlighted the importance of engaging the Conservation Authority post-ATMP when refining the alignment and design of specific trails. Any active transportation infrastructure on SSMRCA lands will require a review to ensure technical, safety and operational feasibility, particularly the maintenance of flood channels.

The discussion highlighted ample precedent elsewhere in Canada for including active transportation infrastructure in flood plains, with design and policy measures tailored to the specific site. For example, bridges can be constructed to accommodate high water levels, signage can warn users to take caution during flooding events, and trail segments prone to flooding can be closed during specific periods.

Online Public Survey Engagement

Public engagement ensures that the ATMP is developed with the voices and support of the community. As mentioned, WSP prepared two online surveys that was posted on the project website which gave those who live, work, and regularly visit Sault Ste. Marie a chance to share how they use active transportation throughout the community, and understand their thoughts and desires in relation to the future of active transportation in the City.

This survey was available November 2022 to March 2024. Participants were also given opportunities to share in their own words their lived experience when using active transportation across Sault Ste. Marie. The first survey had a total of **161 participants**, 96% of whom were residents of Sault Ste. Marie. Respondents provided over 1,000 geographic data points of feedback through an online mapping tool. The second survey had 7 participants, which provided insightful feedback through both open and close-ended questions.

The following is a summary of the results of these surveys.

Survey Results - Survey No.1

Mobility Patterns

The majority of the respondents commute by driving alone to and within Sault Ste. Marie. Approximately 42% of participants also use a bike and 31% walk or use a mobility device at some point in the year for commuting purposes, as illustrated in **Figure 46**. These figures indicate that, as expected, responses skew towards active transportation users, considering that only 5% of Sault Ste. Marie residents reported walking or cycling as their primary commuting method in the 2021 census.

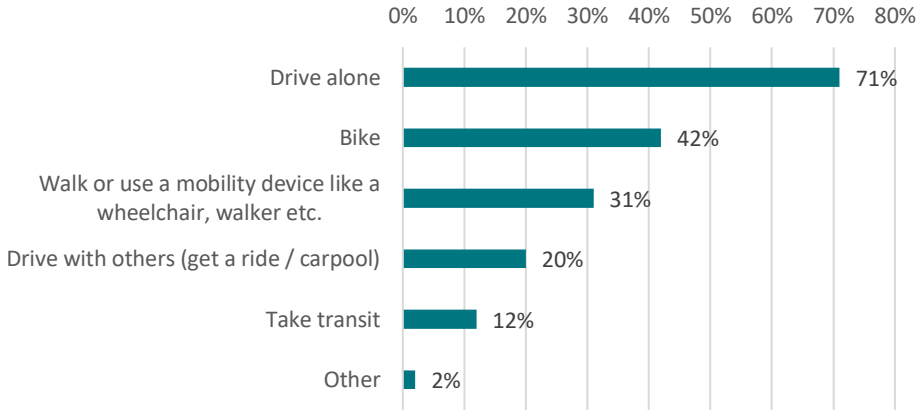


Figure 46 | Commute modes among survey respondents

Responses add to over 100% as respondents could select multiple modes.

Walking

In this section, participants were asked about walking or traveling using a mobility assistive device such as a walker, wheelchair or cane.

SUMMER	WINTER
62% Walk daily or near daily	**46%** Walk daily or near daily
85% Walk at least once weekly	**77%** Walk weekly or more

Main reasons for walking or using a mobility device included:

- Enjoying nature, parks, and trails
- Exercise
- Time with Family/Friends
- Access shops, services, and connecting with the community
- Dog walking
- Commuting to work

Safety & Barriers to Walking

Residents were asked about safety, comfort, and the main barriers when walking in Sault Ste. Marie (**Figure 53**). When asked what the main barriers are to walking or using a mobility device more often, respondents mentioned the speed and noise of traffic, poor or inaccessible conditions of sidewalks/trails, intersection safety, and the lack of infrastructure as the top five reasons. Other common reasons included time constraints, far distances, weather conditions, and lack of rest areas.

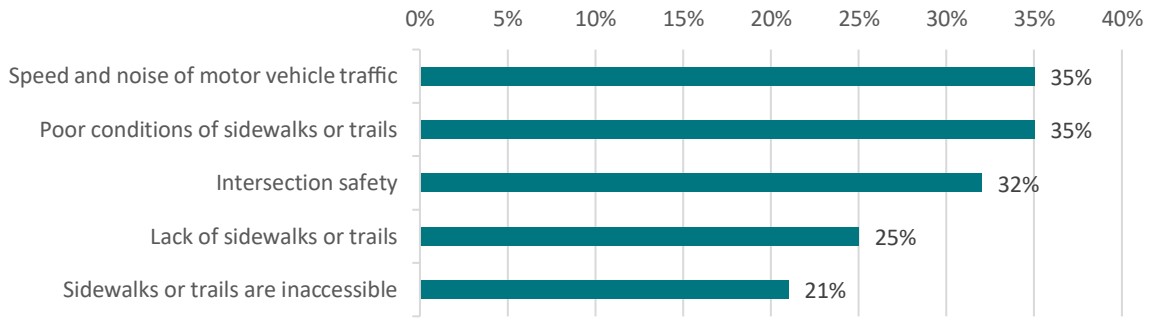


Figure 47 | Top Five Barriers for Walking or Using a Mobility Device

More than half of respondents (54%) also said they usually do not feel safe/comfortable while walking or using a mobility device in the City. The key reasons why respondents may not feel safe or comfortable were often the same as the main barriers to walking or using their mobility devices mentioned above. These reasons included:

- **Auto-centric Infrastructure & Culture:** There is a strong sentiment that the City is designed for cars rather than pedestrians, resulting in a culture of vehicle dominance. This creates dangers at intersections with drivers not checking for pedestrians, drivers not observing stop signs and going through crosswalks, and speeding.
- **Crime Concerns**: Some residents expressed concerns about crime, drug use, and being approached by strangers while walking.
- **Infrastructure Issues**: This includes concerns about sidewalks being incomplete or non-existent, and the conditions of sidewalks, with many parts in disrepair, not maintained in winter, or being blocked by garbage bins, making it difficult for pedestrians to navigate by foot or mobility device.
- **Maintenance**: There is a consensus among respondents that sidewalks were not well maintained, and that better maintenance of sidewalks and other pedestrian infrastructure is needed to enhance the walking experience in the city.
- **Walking distances**: Respondents note that the far distances and time constraints to key destinations prevents them from using the sidewalk network. However, many respondents are willing to walk more than 20 minutes to shops, services, community facilities and parks/trails.

Cycling

This section asked participants about cycling, including traditional bikes, e-bikes, tricycles etc.

SUMMER		WINTER	
38%	Cycle daily or near daily	**10%**	Cycle daily or near daily
88%	Cycle at least once a week or more	**34%**	Cycle at least once a week or more

Main reasons for using a bicycle included:

- Exercise & Recreation
- Enjoying nature, parks, trails
- Time with Family/Friends
- Access shops & services Connecting with community
- Commuting to work

When asked what the main barriers are to walking or using a mobility device more often, respondents mentioned gaps in the active transportation network, motor vehicle traffic, lack of bike parking, unsafe existing facilities, and time constraints as the top five reasons. Other reasons mentioned quite a few times included intersection safety, routes not connecting to areas people need to go, and weather conditions, among others.

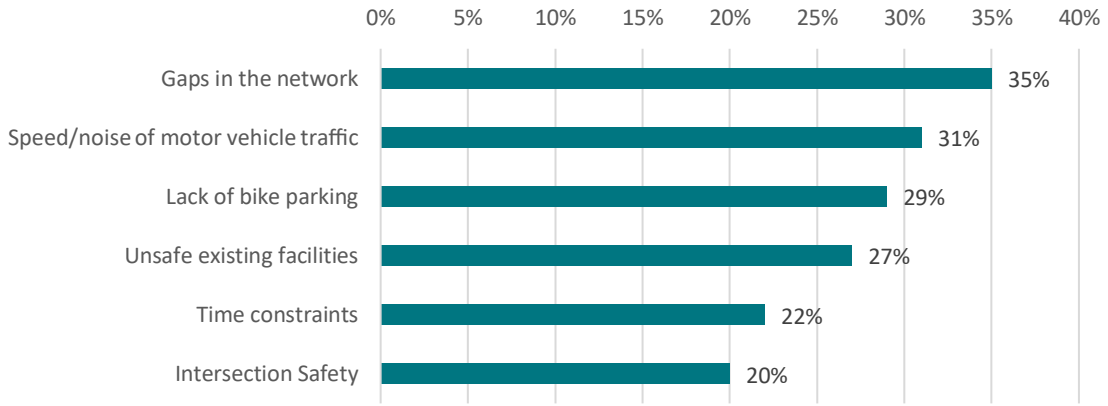


Figure 48 | Main Barriers Preventing Participants from Cycling More Often

Participants were also asked whether they feel safe or comfortable cycling in Sault Ste. Marie. Approximately **90% of respondents reported not feeling safe/comfortable cycling** in the City. Many of the reasons were similar to those as walking. Key reasons include:

- **Safety**: Many participants mentioned a lack of consideration from drivers towards cyclists, making the roads and intersections extremely unsafe. Aggressive driving behavior, lack of space, and disregard for cyclists were common concerns.
- **Lack of Bike Lanes**: The existing cycling infrastructure (such as the John Rowswell Hub Trail) was praised, but participants found it inefficient for commuting or getting around town. Participants mentioned the active transportation network has existing gaps and emphasized the need for continuous bike lanes, particularly those that are protected.
- **Intersections**: Intersections were specifically mentioned often as unsafe for cyclists, and vehicles often traveled too fast or failed to share the road.
- **Secure parking**: Respondent were concerned about bike theft and the lack of secure bike parking specifically at businesses and public services were raised.

Participants were asked what would encourage them to use active transportation to access public transit more. Many of the same themes discussed above were mentioned, including:

- Safer cycling and pedestrian connections to transit stops and facilities.
- Better connections to the John Rowswell Hub Trail.
- Enforcement of traffic rules for drivers.
- Better integration of cycling and transit (i.e., secure bike parking at transit stops, bike racks on buses).
- Clearer signage for pedestrians to understand bus routes.

Despite these challenges, participants recognized the potential for Sault Ste. Marie to become an excellent city for cycling.

The John Rowswell Hub Trail

Respondents were then asked to answer questions about their experiences using the John Rowswell Hub Trail in Sault Ste. Marie (**Figure 55**). More than half (53%) of respondents use the John Rowswell Hub Trail at least once a week.

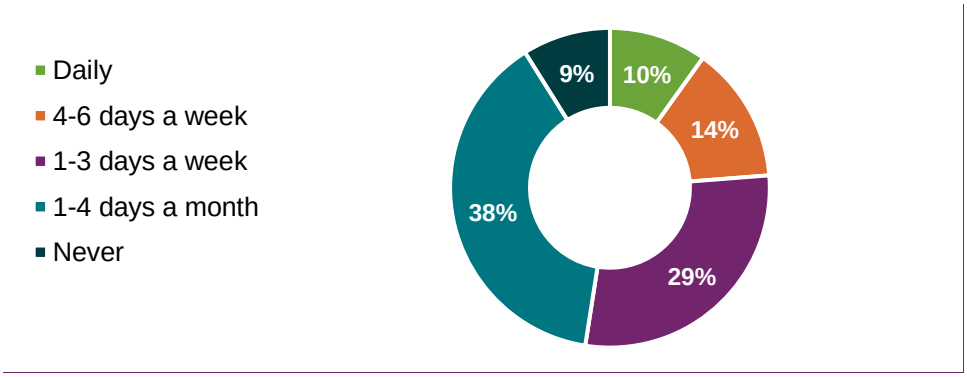


Figure 49 | Survey responses to "How often do you use the John Rowswell Hub Trail?"

Key suggested recommendations to improve user experience on the John Rowswell Hub Trail include:

- Safer intersections crossings (i.e., better pavement markings, cross-rides, automatic pedestrian signals etc.)
- Close gaps in the trail
- Add amenities like rest areas (benches, shelters etc.) and public facilities (washrooms)
- Improve wayfinding and signage
- Better maintained trails (address potholes/cracking, trail grooming, winter clearing)
- More direct active transportation connections to downtown

Top priorities

Participants identified the top 5 priorities for improving active transportation in Sault Ste. Marie include:

1. Build more cycling facilities separated from motor vehicles (e.g. cycle tracks, physically separated bike lanes)
2. Build more off-road trails and/or in-boulevard multi-use paths
3. Improve maintenance on existing sidewalks, multi-use paths, and cycling facilities
4. Improve safety at intersections for pedestrians and cyclists
5. Provide more amenities along active transportation routes (benches, access to washrooms, water fountains, bike racks etc.)

Participants also emphasized the need to prioritize active transportation and vulnerable road users (pedestrians, cyclists etc.) over vehicles, with a focus on creating safer, more efficient and accessible routes and connections for these users.

They also highlighted the importance of maintenance and winter clearing for active transportation, including sidewalk and trails, as well as further promotion and education regarding active transportation use around the city.

Mapping Tool

The survey also included a virtual mapping tool for participants to highlight and comment on specific locations throughout Sault Ste. Marie as areas of concern and/or opportunities for improving the active transportation network, while also noting positive aspects. Respondents provided approximately 1,070 pinned areas or comments, as seen in **Figure 50**. A summary of the key locations with concerns or challenges is included per each category.

Bike lanes or bike facilities are needed or require improvements	There were numerous locations where bike lanes or bike facilities are needed or require enhancements. Areas that received multiple comments and key messages within this category included: • A need for cycling facilities along Pine Street, Queen Street East and West, Pim Street, Boundary Road, Wallace Terrace/Lyons Avenue, Trunk Road, the rail corridor, and other key arterials/corridors • Improvements to the shoulder along Fourth Line East and West, which can be washed out making it difficult as a route for cyclists • Cycling access to and bike parking at popular shops, services, and public buildings • Connections between Manitou Park, Batchewana First Nation, and the John Rowswell Hub Trail • Address gaps in the John Rowswell Hub Trail • More connections to the John Rowswell Hub Trail from neighbourhoods and key destinations, such as the train station • Need to plow and maintain bike paths in the winter, notably along Bay Street
Trail needs to be changed or improved	Comments specific to trails included: • Connections between dead-end streets to improve connectivity, e.g., Summit Avenue to Alworth Place • Improved paths that allow pedestrians and cyclists to bypass Second Line and Great Northern Road
Sidewalks needed or existing sidewalks should be improved	Comments specific to sidewalks included: • Sidewalks are needed along all residential streets • Continuous sidewalks needed along arterial roads, such as along Pim Street between Ontario Avenue and Summit Avenue and People's Road • Trail improvements at Goulais Avenue and Korah Road • Wider buffer between sidewalk and traffic lanes along roads with high speeds and/or volumes • Traffic calming in the downtown and built-up areas, like along Albert Street East, Church Streets etc. • Ensure sidewalk ramps/slopes are accessible by a variety of devices like wheelchairs and bicycles

Difficult crossing or intersection

There were numerous intersections flagged as difficult or dangerous to cross. Hot spots included:

- Intersections along corridors such as the Great Northern Road (particularly in the vicinity of Second Line), Wellington Street East-Trunk Road, notably the intersection of Elizabeth Street/Trunk Road
- Intersections near educational facilities like schools and Algoma University, at MacDonald Ave/Lake Street, or near shop/services like grocery stores
- Fast moving vehicles in the downtown make intersections, like Pim Street and Wellington Street East, very dangerous
- Issues with visibility/blind crossings of pedestrians and other active transportation users at intersections, particularly on a hill or curve
- Comments that drivers often do not yield to pedestrians and other active transportation users, even when there is a marked crossing or at an intersection
- Several comments expressing concerns about right and left-turning vehicles not seeing active transportation users

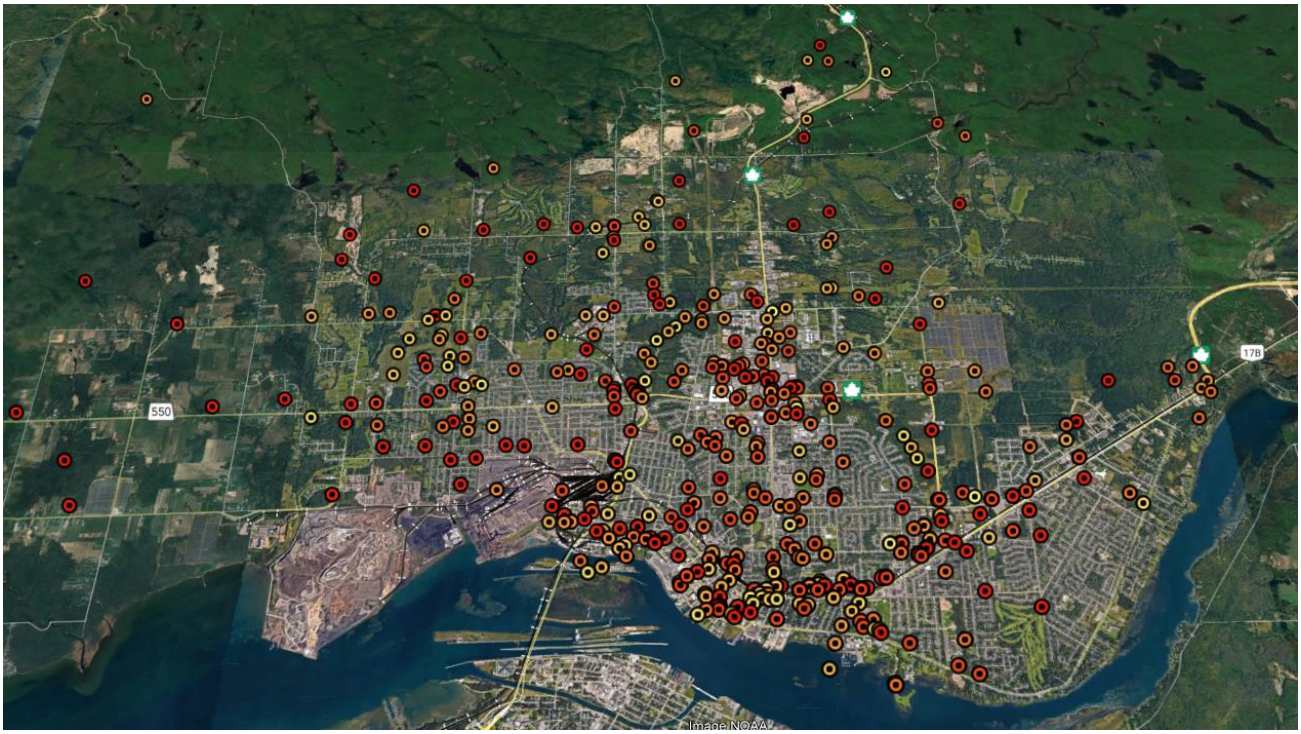


Figure 50 | Mapping Tool with Pins

Survey Results - Survey No.2

Proposed Networks and Facilities

The participants were asked to share their thoughts on the proposed pedestrian network and active transportation networks. The key feedback heard included:

- Respondents generally supported the proposed network.
- The Truck Road rail corridor is key and will have to be planned properly to allow for safe crossing
- Emphasis on prioritization of key routes
- Some participants were apprehensive about potential impacts to vehicle traffic
- Suggestion to place sidewalks near schools

Participants were asked how likely they were to increase their use of active transportation for recreation or for your daily tasks in Sault Ste. Marie once the network is constructed (**Figure 57**). The majority (57%) replied they are very likely, while the remaining participants (47%) replied they are somewhat likely. No one replied they are unlikely.

Participants were also asked whether they will likely feel safer and more comfortable using active transportation modes once the network is implemented (**Figure 52**). The majority (86%) said they will feel safer and more comfortable, while the remaining 14% were unsure if they will. No one responded they will not feel safer or not comfortable using the proposed network.

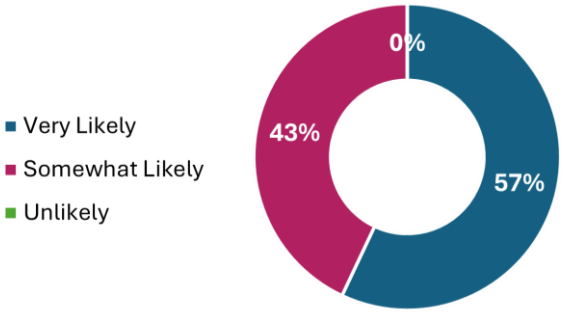


Figure 51 | How Likely Participants will use the Active Transportation network

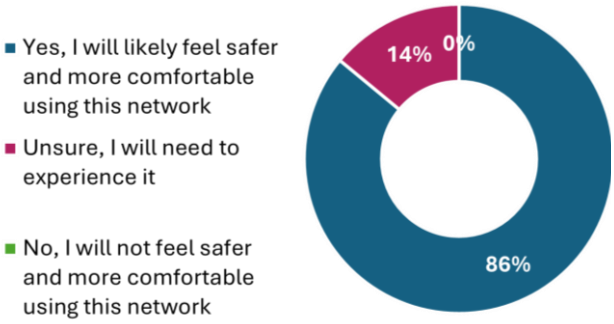


Figure 52 | Will participants feel safer or more comfortable using the active transportation network?

Proposed Programming

Participants were also asked to share their thoughts regarding the proposed programming approach and initiatives designed to support active transportation network. There was some feedback on the actual programming, as well as thoughts on additional matters related to the network, including:

- Support to establish a dedicated Active Transportation Coordinator and committee to implement these programs efficiently and effectively.

- Concern for private landowners who impede trail connectivity by placing barriers along the trail
- Need for enhanced transit service as well as active transportation routes to accommodate a diverse user base.

Overall, the majority (67%) of users expressed that participating in these programs would encourage them to use the network, while the remaining 33% indicated that these programs might somewhat or may not influence their usage.

What Was Heard

The engagement activities thus far have provided valuable insight into existing conditions and potential opportunities for improving active transportation and trails in Sault Ste. Marie. The engagement also highlighted community priorities from members of the public and key stakeholders that will allow the project team to tailor the ATMP in a way that reflects the needs and desires of those than live, work and visit Sault Ste. Marie.

Based on the engagement activities conducted to date, the following themes were heard from stakeholders and the public.

Improved Safety

There was an overwhelming message that people feel unsafe while walking or riding within Sault Ste. Marie. This concern primarily stems from the perception of an auto-centric culture, causing driver's inattentiveness to active transportation users, as well as high speeds and other undesirable driver behaviours. Vulnerable road user safety needs to be prioritized to make active transportation a viable option for more people. This involves creating safer active transportation routes and facilities that are either dedicated or physically separated from motor vehicles, especially where there are high volumes of traffic, and safety enhancements at crossings and intersections. It also involves slower traffic speeds and greater education and awareness for all roadway users. Prioritizing pedestrian and cyclist safety, conveys that streets belong to everyone, not just motor vehicles.

Expanded and Continuous Network

Another significant barrier to walking and cycling is the insufficient pedestrian and cycling infrastructure available, including gaps in the existing network. Stakeholders and the public expressed the need for more sidewalks and cycling facilities, and to close the gaps in the current network to make active modes more appealing and a practical mobility option. There is also a need for enhanced pedestrian and cycling infrastructure at crossings and intersections to improve safety and comfort for users. Prioritizing active transportation infrastructure ensures that it becomes a viable option and contributes to creating streets accessible to all. Traffic calming tools should be considered along busy streets to help reduce traffic speeds and make roadways more comfortable for active transportation users.

Improved Maintenance & Accessibility

Implementing the active transportation system is just the beginning; making sure it is useable and accessible by a wide range of people is crucial for the systems success. When a facility is not well maintained, it becomes inaccessible for a variety of users, including children, those with strollers, those with physical impairments, and any device with wheels. Stakeholders and the public emphasized prioritizing walkability and bikeability by addressing sidewalk infrastructure like potholes and cracked surfaces, as well as consistent maintenance. Another key concern is seasonal barriers to walking and cycling, which can be aided with continual winter clearing of active transportation facilities. Ensuring pathways and routes are free from obstructions and useable by users of all ages and abilities at all times of the year is essential.

More Amenities

Enhancing the active transportation network involves providing amenities that support users. Amenities that allow people to rest, navigate the active transportation network easily, spend more time along the paths, and leave their bike or other device without having to worry are essential. Additional bicycle parking, seating, wayfinding signage and washrooms were all mentioned as amenities needed to along active transportation facilities in Sault Ste. Marie. For instance, rest areas along routes, equipped with seating and washrooms, accommodate various abilities and encourage longer use of active transportation facilities. Wayfinding also boosts user confidence and informs them about nearby amenities and destinations.

Greater Connections

Stakeholders and the community emphasized the need to provide more active transportation connections to key destinations. These routes need to be safe and comfortable for people of all ages and abilities. Addressing the gaps in the network and developing new routes that connect users to key destinations (such as tourist spots, places of work, schools etc.), commercial areas, public transit hubs, and existing trails. Increasing access to these destinations will attract and encourage a broader range of residents to participate in active travel more in their daily lives and for recreation.

The John Rowswell Hub Trail

While the existing John Rowswell Hub Trail is an excellent asset in the active transportation system and serves the community very well, there are still opportunities for improvement. Safer crossings at intersections, addressing trail gaps, enhancing wayfinding, and installing amenities like benches, shelters, and washrooms will enhance the trail user experience. Additionally, enhancing access to and connectivity between the hub trail trail, bicycle lanes, neighbourhoods, and key areas of the city is also critical. This is particularly important in areas of the city which may often be overlooked, such as those with higher proportions of equity-deserving communities.

Implementation

Both stakeholders and the community acknowledge and support the ambitious nature of this plan and that won't be without challenges to implement. A particular concern heard is the potential inefficiency of the rollout process, especially given competing city priorities over the next two decades. To address this, coordination with capital works and prioritizing active transportation in the annual budget process is essential. Additionally, establishing an active transportation coordinator and committee will ensure a smoother deployment of the network and associated programming.

APPENDIX C: Costing of Facilities

A breakdown of the per-metre cost for the facility types included in **Table 13**. Contingency costs (assumed to be 30% of the unit price), and design and approvals costs (assumed to be 15% of the unit price), are included. The per-metre facility costs also assume costs for some intersection improvements to accommodate the suggested facilities.

Table 13 | Per-Metre Cost for the Facility Types

Facility Type	Unit Price per Metre
Sidewalks and Neighbourhood Connector Paths	$438
Multi-Use Trails (e.g. John Rowswell Hub Trail, West End Hub Trail).	$ 873
Conventional Bike Lane	$ 70
Protected Bike Lane	$ 240
Upgrade to Protected Bike Lane	$ 240
Shared Route	$ 2
Paved Shoulder	$ 862
Upgrade to Buffered Paved Shoulder	948
Buffered Paved Shoulder	$ 948
Recreational Pathway	$ 361

Table 14 | Cost Summary of Active Transportation Facilities Planned for Short-Term Implementation

Short-Term Implementation		
Facility Type	**Length (m)**	**Total Cost**
Multi-Use Trail Network		
Multi-Use and Hub Trail Network	4,566	$3,986,118
West End Hub Trail	12,938	$11,294,874
Multi-Use Trail Network Subtotal	**17.5 km (17,504 m)**	**$15,280,992**
Bicycle Route Network		
Conventional Bike Lane	10,496	734,720
Protected Bike Lane	11,182	2,683,680
Upgrade to Protected Bike Lane	5,521	1,325,040
Shared Route	24,955	49,910
Paved Shoulder	0	0
Buffered Paved Shoulder	0	0
Upgrade to Buffered Paved Shoulder	0	0
Bicycle Route Network Subtotal	**52 km (52,154 m)**	**$4,793,350**
Near-Term Active Transportation Network Total	**69.6 km (69,658m)**	**$20,074,342**

Table 15 | Cost Summary of Active Transportation Facilities Planned for Long-Term Implementation

Long-Term Implementation		
Facility Type	**Length (m)**	**Total Cost**
Multi-Use Trail Network		
Multi-Use and Hub Trail Network	21,290	$18,586,170
West End Hub Trail	0	0
Multi-Use Trail Network Subtotal	**21.2 km (21,290 m)**	**$18,586,170**
Bicycle Route Network		
Conventional Bike Lane	19,424	1,359,680
Protected Bike Lane[1]	15,053	3,612,720
Upgrade to Protected Bike Lane	12,785	3,068,400
Shared Route	17,468	34,936
Paved Shoulder	34,928	30,107,936
Buffered Paved Shoulder	5,553	5,264,244
Upgrade to Buffered Paved Shoulder	4,872	4,618,656
Bicycle Route Network Subtotal	**110 km (110,083 m)**	**$48,066,572**
Long-Term Active Transportation Network Total	**131 km (131,373 m)**	**$66,652,742**

Table 16 | Total Implementation Cost Summary of the Active Transportation Network

Total Implementation Cost			
Facility Type	**Existing (m)**	**Proposed (m)**	**Total Cost**
Pedestrian Network			
Sidewalks	339,834	81,169	$35,552,022
Neighbourhood Connector Paths	6,554	519	$227,322
Pedestrian Crossovers	*8*	*22*	-
Pedestrian Network Subtotal	**346 km (346,388 m)**	**82 km (81,688 m)**	**$35,779,344**
Multi-Use Trail Network			
Multi-Use and Hub Trail Network	29,158	25,857	$22,573,161
West End Hub Trail	0	12,938	$11,294,874
Multi-Use Trail Network Subtotal	**29 km (29,158 m)**	**39 km (38,795 m)**	**$33,867,162**
Bicycle Route Network			
Conventional Bike Lane	3,800	29,921	$2,094,400
Protected Bike Lane[1]	0	26,236	$6,296,400
Upgrade to Protected Bike Lane	18,307	18,307	$4,393,440
Shared Route	3,450	42,424	$84,846
Paved Shoulder	5,806	34,928	$30,107,936
Buffered Paved Shoulder	0	5,553	$5,264,244
Upgrade to Buffered Paved Shoulder	4,872	4,872	$4,618,656
Bicycle Route Network Subtotal	**36 km (36,235 m)**	**162 km (162,241 m)**	**$52,859,922**
Recreational Pathway Network			
Recreational Pathways	**-**	**30 km 29,822 m**	**$10,765,742**
Active Transportation Network Total	**412km (411,781m)**	**313 km (312,546m)**	**$133,273,043**