



The Corporation of the City of Sault Ste. Marie
Regular Meeting of City Council ;
Revised Agenda

Monday, November 3, 2025

5:00 pm

Council Chambers and Video Conference

As a courtesy, meetings are available for viewing on the City's YouTube channel
<https://www.youtube.com/user/SaultSteMarieOntario>

Pages

1. Land Acknowledgement

I acknowledge, with respect, that we are in Robinson-Huron Treaty territory, that the land on which we are gathered is the traditional territory of the Anishinaabe and known as Bawating. Bawating is the home of Garden River First Nation, Batchewana First Nation, the Historic Sault Ste. Marie Metis Council.

2. Adoption of Minutes

12 - 27

Mover Councillor L. Vezeau-Allen

Seconder Councillor C. Gardi

Resolved that the Minutes of the Regular Council Meeting of October 14, 2025 be approved.

3. Questions and Information Arising Out of the Minutes and not Otherwise on the Agenda

4. Declaration of Pecuniary Interest

5. Approve Agenda as Presented

Mover Councillor L. Vezeau-Allen

Seconder Councillor C. Gardi

Resolved that the Agenda for November 3, 2025 City Council Meeting as presented be approved.

6.	Presentations	
6.1	<i>Sault Ste. Marie Physician Recruitment and Retention Program</i>	28 - 35
	Tasha Varpio, Manager	
6.2	Sault Ste. Marie Transit – Route Optimization and Terminal Relocation	36 - 48
	Jeremy Finkleman, Lead – Transit Centre of Excellence, Senior Transportation Planner, WSP	
7.	Communications and Routine Reports of City Departments, Boards and Committees – Consent Agenda	
	Mover Councillor L. Vezeau-Allen Seconder Councillor M. Scott Resolved that all the items listed under date November 3, 2025 – Agenda item 7 – Consent Agenda be approved as recommended.	
7.1	Medal of Merit By-law Update	49 - 50
	A report of the City Clerk is attached for the consideration of Council.	
	Mover Councillor L. Dufour Seconder Councillor M. Scott Resolved that the report of the City Clerk dated November 3, 2025 concerning Medal of Merit By-law Update be received and that the deadline for the 2025 Medal of Merit be extended to November 30, 2025.	
	The relevant By-law 2025-158 is listed under Agenda item 12 and will be read with all other by-laws under that item.	
7.2	Sault Ste. Marie Region Conservation Authority Draft 2026 Budget	51 - 57
	2026 draft proposed Budget and Levy are attached.	
	A resolution was passed at the September 24, 2025 Sault Ste. Marie Region Conservation Authority Board Meeting to circulate the draft Budget and proposed Levy to the member municipalities. The 2026 draft Budget will come before the SSMRCA Board of Directors for final approval on November 18, 2025, at 4:45 p.m	
	Mover Councillor L. Dufour Seconder Councillor M. Scott Resolved that the Sault Ste. Marie Region Conservation Authority's draft proposed Budget and Levy be received as information.	
7.3	Third Quarter Financial Report – September 30, 2025	58 - 77
	A report of the Manager of Finance is attached for the consideration of	

Resolved that the report of the Manager of Finance dated November 3, 2025 concerning Third Quarter Financial Report – September 30, 2025 be received as information.

7.4 2026 User Fees 78 - 80

A report of the Manager of Finance is attached for the information of Council.

The relevant By-law 2025-153 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

7.5 RFP Engineering Service – Preliminary Design, Elgin Street Improvements 81 - 82

A report of the Manager of Purchasing is attached for the consideration of Council.

The relevant By-law 2025-157 to obtain Council approval to delegate authority to the CAO to execute the MEA Agreement for this project is listed under item 12 of the Agenda and will be read with all by-laws under that item.

Resolved that the report of the Manager of Purchasing dated November 3, 2025 concerning Preliminary Design, Elgin Street Improvements be received and that the work be awarded to AECOM Canada Ltd. for \$177,615.00 plus HST.

7.6 Cemetery By-Law Update 83 - 89

A report of the Director of Community Services is attached for the consideration of Council.

The relevant By-Law 2025-156 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

Ontario Regulation 30/11 requires notice of passage of the by-law at all municipal cemeteries for four weeks, after which the by-law will be submitted to the Bereavement Authority of Ontario for final approval. The by-law will not come into effect until that approval has been received.

7.7	Northern Community Centre Garage Lease Agreement – Algoma District School Board	90 - 91
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A report of the Director of Community Services is attached for the information of Council.

The relevant By-Law 2025-155 is listed under item 12 of the Agenda and will

be read with all by-laws under that item.

- 7.8 Tourism Development Fund Applications – October 2025** 92 - 96
- A report of the Director of Tourism and Community Development is attached for the consideration of Council.
- Mover Councillor L. Vezeau-Allen
Seconder Councillor C. Gardi
Resolved that the report of the Director of Tourism and Community Development dated November 3, 2025 concerning Tourism Development Fund Applications – October 2025 be received and that the recommendation of the Tourism Sault Ste. Marie Board of Directors to allocate \$58,800 as detailed below be approved:
1. XCSO Ontario Cup 3 (Soo Finnish Nordic Ski Club) \$20,000;
 2. City of Sault Ste. Marie Tourism Division – Kayak Dock Replacement \$30,000; and
 3. 2026 Canadian Police Curling Championships (Northern Ontario Police Curling Association) \$8,800.
- 7.9 Traffic Signal Removal Study – Wallace Terrace and Goulais Avenue** 97 - 101
- A report of the Manager of Design and Transportation Engineering is attached for the consideration of Council.
- Mover Councillor L. Dufour
Seconder Councillor C. Gardi
Resolved that the report of the Manager of Design and Transportation Engineering dated November 3, 2025 concerning the Traffic Signal Removal Study – Wallace Terrace and Goulais Avenue be received and that staff proceed with the replacement of signals and procurement of the traffic detection technology.
- 7.10 Sale of 0 Nixon Road (1644291 Ontario Limited – Ozzie Grandinetti)** 102 - 104
- A report of the Assistant City Solicitor/Senior Litigation Counsel is attached for the information of Council.
- 7.11 Community Development Fund – Green Initiatives Program Applications 2025 Q3 Intake** 105 - 107
- A report of the Sustainability Coordinator is attached for the consideration of Council.
- Mover Councillor L. Dufour
Seconder Councillor M. Scott
Resolved that the report of the Sustainability Coordinator dated November 3, 2025 concerning Community Development Fund – Green Initiatives Program

Applications 2025 Q1 Intake be received and that the recommendations of the Environmental Sustainability Committee to support the two projects as follows be approved:

1. Sault Ste. Marie Region Conservation Authority Environmental Monitoring Project \$11,225; and
2. ARCH Hospice LED Lighting Phase 2 Project \$3,250.

8. Reports of City Departments, Boards and Committees

8.1 Administration

8.2 Corporate Services

8.3 Community Development and Enterprise Services

8.3.1 Sault Ste. Marie Transit Optimization and Terminal Relocation Study

108 - 348

A report of the Deputy CAO, Community Development and Enterprise Services is attached for the consideration of Council.

Mover Councillor L. Dufour

Seconder Councillor C. Gardi

Resolved that the report from the Director of Community Services dated November 3, 2025 concerning the Transit Optimization and Terminal Relocation Study be received and that staff:

1. Be directed to implement the new route network referred to as “Sault Loops;”
2. Be directed to return to fixed-route service on weekend evenings in place of On-Demand and discontinue On-Demand service with the launch of Sault Loops;
3. Be directed to expand the “Home to Hub” service to Pawating Place with the launch of Sault Loops;
4. Be directed to explore software options to improve scheduling of Parabus clients;
5. Be directed to review fare structure and bring it to budget in a future year; and
6. Be directed to re-visit the relocation of the downtown terminal and bring it to budget in a future year.

8.4 Public Works and Engineering Services

8.5 Fire Services

8.6 Legal

- 8.7 Planning**
- 8.8 Boards and Committees**
- 8.8.1 Community Skills Training and Employment Coalition Advisory Committee** 349 - 351
- A report of the Deputy CAO, Community Development and Enterprise Services is attached for the consideration of Council.
- Mover Councillor L. Dufour
Seconder Councillor M. Scott
Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated November 3, 2025 concerning the Community Skills Training and Employment Coalition Advisory Committee be received and that _____ be appointed to the Committee.
- 8.8.2 Environmental Sustainability Committee**
- Mover Councillor L. Vezeau-Allen
Seconder Councillor M. Scott
Resolved that Stevie Luzzi be appointed to the Environmental Sustainability Committee from November 3, 2025 to December 31, 2026.
- 8.8.3 Sault Ste. Marie Public Library Board**
- Mover Councillor L. Dufour
Seconder Councillor C. Gardi
Resolved that David Nanchin be appointed to the Sault Ste. Marie Library Board from November 3, 2025 to December 31, 2026.
- 9. Unfinished Business, Notice of Motions and Resolutions Placed on Agenda by Members of Council**
- 9.1 Northern Avenue Intersection Improvements**
- Mover Councillor L. Vezeau-Allen
Seconder Councillor S. Hollingsworth
Whereas intersection improvements at the Great Northern Road and Northern Avenue East intersection and the Northern Avenue East Peewee/Metro intersection were identified as high-priority capital requests for projects not already included; and
- Whereas these intersections and the surrounding area have the highest concentration of residents with disabilities due to large numbers of accessible residential units at 277A Northern Avenue, 31 and 59 Old Garden River Road; and
- Whereas given increased development in the area, additional vehicles and

pedestrians are anticipated to utilize these intersections; and

Whereas current pedestrian facilities are not adequate and do not meet current *Accessibility for Ontarians with Disabilities Act* standards; and

Whereas the Accessibility Advisory Committee has conducted a thorough examination of the area, and identified significant safety and accessibility concerns, including inaccessible curb cuts, no access for motorized wheelchairs, unsafe slip lanes, among other concerns; and

Whereas the current infrastructure is not deemed safe or accessible by the Accessibility Advisory Committee. During the public consultation process in association with the Trinity Tower development, a common theme for those residing in the area was that the current state of the pedestrian infrastructure at both intersections is not safe; and

Whereas the Great Northern Road/Northern Avenue intersection is one of the busiest pedestrian intersections in Sault Ste. Marie. Over a 12-hour period on March 20th, 2025, there were a total of 30,401 vehicle and 371 pedestrian crossings at this intersection. Additional development, such as the 108-unit Trinity Tower, 32-unit former Catalina Motel, and full commercial build-out of the 'Princess Auto Plaza' will increase both vehicular and pedestrian traffic in the area; and

Whereas it was estimated to cost \$600,000 to complete the scope of work for both intersections;

Now Therefore Be It Resolved that the Northern Avenue East Peewee/Metro intersection be added to the 2026 budget as a service level change as it is not included within the recommended capital program for 2026 for upcoming budget deliberations.

9.2 Hallowe'en Tour Bus

Mover Councillor A. Caputo

Seconder Councillor C. Gardi

Whereas several Sault Ste Marie residents have invested immense time, financial commitment, and effort to make their houses spooky destinations for all to enjoy throughout the Hallowe'en season, with their greatest reward being the ability to share their passion for Halloween with children and adults from all over the City; and

Whereas not all residents have access to a vehicle to visit these incredible attractions; and

Whereas providing bus tours would be a greener alternative to those residents who do have access to a vehicle, reducing the number of cars on residential streets and lessening the traffic impacts; and

Whereas the City of Sault Ste Marie offers services such as the Adventure Bus, Best for Kids program, and Pointe Des Chenes Beach Bus to improve access and equity for all residents of our City to enjoy some of our most

beloved attractions; and

Whereas these bus programs provide a safe, family-friendly way for residents to explore attractions and community events throughout the City; and

Whereas introducing Halloween tour buses could provide an opportunity to celebrate local culture, support community organizations, and encourage participation in seasonal activities;

Now Therefore Be It Resolved that staff be requested to return with a costing and operational report on the feasibility of implementing City Bus Hallowe'en tours beginning in 2026 for up to 5 nights prior to Hallowe'en, including staffing requirements, changing routes yearly depending on which houses are declared winners in the City's Hallowe'en Spirit Awards, as well as potential sponsorship opportunities or community partners.

9.3 *Sault Ste. Marie Advanced Aerial Mobility and Defence Sector Synergy*

Mover Councillor C. Gardi

Seconder Councillor R. Zagordo

Whereas the City of Sault Ste. Marie, through its key strategic partners, including Sault College, Sault Ste. Marie Innovation Centre (SSMIC), and private industry possesses significant existing assets in aviation, applied research, and advanced manufacturing; and

Whereas City Council has previously directed staff to explore the feasibility of establishing a local defence and munitions production facility, recognizing the need for Canadian self-sufficiency in this critical sector and the foundational role of local industry (e.g., Algoma Steel) and infrastructure; and

Whereas the global and national Unmanned Aerial Systems (UAS), or drone sector, is rapidly converging with the defence and security sectors, creating new, high-value opportunities in Counter-Uncrewed Aerial Systems (C-UAS), Arctic surveillance, and specialized components that align directly with the City's ambition to diversify its industrial base; and

Whereas Northern Ontario's unique geographical features and non-congested airspace offer a distinct competitive advantage for the development and testing of specialized Canadian aerial technologies, particularly for Beyond Visual Line-of-Sight (BVLOS), Great Lakes Maritime Operations, and dual-use Security and Defence Applications; and

Whereas Federal funding agencies, notably the Federal Economic Development Agency for Northern Ontario (FedNor), prioritize investment in regional economic diversification and technology adoption through key programs such as the Regional Economic Growth through Innovation (REGI), the Northern Ontario Development Program (NODP), and the Regional Artificial Intelligence Initiative (RAII), which can be strategically leveraged by combining the focus on the AAM and Defence sectors;

Now Therefore Be It Resolved that City Council request that the Community and Enterprise Services Department include opportunities for an Advanced

Aerial Mobility (AAM) Hub as a component dedicated to defining the opportunities that explicitly support or accelerate the objectives of the formerly approved motion to explore a Defence/Munitions Feasibility Study.

10. **Committee of the Whole for the Purpose of Such Matters as are Referred to it by the Council by Resolution**

11. **Adoption of Report of the Committee of the Whole**

12. **Consideration and Passing of By-laws**

Mover Councillor L. Dufour

Seconder Councillor C. Gardi

Resolved that all By-laws under item 12 of the Agenda under date November 3, 2025 be approved.

12.1 **By-laws before Council to be passed which do not require more than a simple majority**

Mover Councillor L. Dufour

Seconder Councillor C. Gardi

Resolved that By-law 2025-155 being a by-law to authorize the execution of the Agreement between the City and Algoma District School Board for the leasing of space at the expanded Northern Community Centre.

12.1.1 **By-law 2025-150 (Property Sale) 0 Nixon Road (1644291 Ontario Limited – Ozzie Grandinetti)** 352 - 353

A report from the Assistant City Solicitor/Senior Litigation Counsel is on the Agenda.

Mover Councillor L. Dufour

Seconder Councillor C. Gardi

Resolved that By-law 2025-150 being a by-law to authorize the sale of surplus property being civic 0 Nixon Road, legally described in PIN 31610-0183 (LT) to 1644291 Ontario Limited – Ozzie Grandinetti be passed in open Council this 3rd day of November, 2025.

12.1.2 **By-law 2025-153 (Finance) User Fees** 354 - 379

A report from the Manager of Finance is on the Agenda.

Mover Councillor L. Dufour

Seconder Councillor C. Gardi

Resolved that By-law 2025-153 being a by-law to establish user fees and service charges be passed in open Council this 3rd day of November, 2025

12.1.3 **By-law 2025-154 (Zoning) 72 Corey Avenue (City-owned)** 380 - 381

Council Report approved by resolution on October 14, 2025.

Mover Councillor L. Dufour

Seconder Councillor C. Gardi

Resolved that By-law 2025-154 being a by-law to amend Sault Ste. Marie Zoning By-law 2005-150 concerning lands located at 72 Corey Avenue (City-owned) be passed in open Council this 3rd day of November, 2025.

12.1.4 By-law 2025-155 (Agreement) Algoma District School Board Lease (Space Northern Community Centre) 382 - 392

A report from the Director of Community Services is on the Agenda.

Mover Councillor L. Dufour

Seconder Councillor C. Gardi

Resolved that By-law 2025-155 being a by-law to authorize the execution of the Agreement between the City and Algoma District School Board for the leasing of space at the expanded Northern Community Centre.

12.1.5 By-law 2025-156 (Cemeteries) Regulations 393 - 423

A report from the Director of Community Services is on the Agenda.

Mover Councillor L. Dufour

Seconder Councillor C. Gardi

Resolved that By-Law 2025-156 being a by-law to provide regulations for the operation of all municipal crematoriums, mausoleums, and cemeteries owned by the City of Sault Ste. Marie be passed in open Council this 3rd day of November, 2025.

12.1.6 By-Law 2025-157 (Delegation to the CAO) MEA Agreements Aecom Canada Ltd. Elgin Street Improvements 424 - 424

A report from the Manager of Purchasing is on the Agenda.

Mover Councillor L. Dufour

Seconder Councillor C. Gardi

Resolved that By-Law 2025-157 being a by-law to authorize the CAO to execute and bind The Corporation of the City of Sault Ste. Marie to the Municipal Engineers Association (MEA) agreements between the City and Aecom Canada Ltd. for the preliminary design of Elgin Street improvements within the downtown, between Bay Street and Wellington Street East as required by Public Works & Engineering Services be passed in open Council this 3rd day of November, 2025.

12.1.7 By-law 2025-158 (Local Boards) Medal of Merit Awards 425 - 426

A report from the City Clerk is on the Agenda.

Mover Councillor L. Dufour

Seconder Councillor C. Gardi

Resolved that By-law 2025-158 being a by-law to re-establish the City of Sault Ste. Marie's Medal of Merit and to provide awards in the form of medals by the Corporation of the City of Sault Ste. Marie to persons or groups of persons in recognition of outstanding achievement be passed in open Council this 3rd day of November, 2025.

12.2 By-laws before Council for FIRST and SECOND reading which do not require more than a simple majority

12.3 By-laws before Council for THIRD reading which do not require more than a simple majority

13. Questions By, New Business From, or Addresses by Members of Council Concerning Matters Not Otherwise on the Agenda

14. Closed Session

Mover Councillor L. Vezeau-Allen

Seconder Councillor M. Scott

Resolved that this Council move into closed session to discuss:

- two items concerning a proposed disposition of land by the municipality or local board;
- one item concerning labour relations or employee negotiations; and
- one item concerning negotiations carried on or to be carried on by or on behalf of the municipality or local board

Further Be It Resolved that should the said closed session be adjourned, the Council may reconvene in closed session to continue to discuss the same without the need for a further authorizing resolution.

Municipal Act R.S.O.2001 – section 239 (2)(c) a proposed or pending acquisition or disposition of land by the municipality or local board; section 239 (2)(d) labour relations or employee negotiations; section 239 (2)(k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

15. Adjournment

Mover Councillor L. Dufour

Seconder Councillor C. Gardi

Resolved that this Council now adjourn.



REGULAR MEETING OF CITY COUNCIL

MINUTES

Tuesday, October 14, 2025

5:00 pm

Council Chambers and Video Conference

Present: Mayor M. Shoemaker, Councillor S. Spina, Councillor L. Dufour, Councillor L. Vezeau-Allen, Councillor A. Caputo, Councillor R. Zagordo, Councillor M. Bruni, Councillor S. Kinach, Councillor C. Gardi, Councillor M. Scott

Absent: Councillor S. Hollingsworth

Officials: T. Vair, R. Tyczinski, S. Hamilton Beach, B. Lamming, S. Schell, P. Johnson, J. King, N. Ottolino, N. Maione, P. Tonazzo, C. Rumiel, D. Perri, R. Van Staveren, F. Coccimiglio, T. Vecchio, M. Zuppa, S. Facey, V. McLeod, J. Turpin, K. Pulkkinen

1. Land Acknowledgement

2. Adoption of Minutes

Moved by: Councillor M. Bruni

Seconded by: Councillor A. Caputo

Resolved that the Minutes of the Regular Council Meeting of September 22, 2025 be approved.

Carried

3. Questions and Information Arising Out of the Minutes and not Otherwise on the Agenda

4. Declaration of Pecuniary Interest

4.1 Councillor L. Dufour – DSSAB Presentation Request

Employee of Sault Ste. Marie District Social Services Administration Board

5. Approve Agenda as Presented

Moved by: Councillor S. Kinach

Seconded by: Councillor R. Zagordo

Resolved that the Agenda for October 14, 2025 City Council Meeting as presented be approved.

Carried

6. Presentations

6.1 Aypa Power Canada – Proposed Battery Project

Ondrej Benjik, Director of Development, Aypa Power Canada was in attendance.

7. Communications and Routine Reports of City Departments, Boards and Committees – Consent Agenda

Moved by: Councillor S. Kinach

Seconded by: Councillor R. Zagordo

Resolved that all the items listed under date October 14, 2025 – Agenda item 7 – Consent Agenda be approved as recommended.

Carried

7.1 Preliminary Report of Integrity Commissioner

The preliminary report of the Integrity Commissioner was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor R. Zagordo

Resolved that the Preliminary Report of the Integrity Commissioner dated October 7, 2025 be received as information.

Carried

7.2 Fire Chief Hiring Process Authorization

The report of the CAO was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor A. Caputo

Resolved that the report of the CAO dated October 14, 2025 concerning Fire Chief Hiring Process Authorization be received and that Council authorize staff to commence the hiring process as outlined.

Carried

7.3 2026 Council Meeting Schedule

The report of the City Clerk was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor A. Caputo

Resolved that the report of the City Clerk dated October 14, 2025 concerning 2026 Council meeting schedule be received and that the proposed schedule be approved.

Carried

7.4 Enterprise Resource Planning Strategy and Roadmap

The report of the Manager of Information Technology was received by Council.

Moved by: Councillor S. Kinach

Seconded by: Councillor R. Zagordo

Resolved that the report of the Manager of Information Technology dated October 14, 2025 concerning the Enterprise Resource Planning Strategy and Roadmap be received as information.

Carried

7.5 Downtown Business Improvement Area Update

The report of the Deputy CAO, Community Development and Enterprise Services was received by Council.

The relevant By-law 2025-138 is listed under item 12 of the Minutes.

Moved by: Councillor M. Bruni

Seconded by: Councillor R. Zagordo

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated October 14, 2025 concerning the Downtown Business Improvement Area Update be received and that an operating request be referred to the 2026 budget.

Carried

7.6 YMCA Conditional Contribution Agreement – NOHFC

The report of the Deputy CAO, Community Development and Enterprise Services was received by Council.

The relevant By-law 2025-147 is listed under item 12 of the Minutes.

7.7 Watch Tower Convention Agreement 2026

The report of the Director of Community Services was received by Council.

The relevant By-law 2025-151 is listed under item 12 of the Minutes.

7.8 Financial Assistance for National Sports Competition – Mixed Curling Team 2025

The report of the Manager of Recreation and Culture was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor A. Caputo

Resolved that the report of the Manager of Recreation and Culture dated October 14, 2025 concerning Financial Assistance for National Sports Competition – Mixed Curling Team 2025 be received and that a grant in the maximum amount currently eligible under the policy (\$600) to team representative Charlie Robert be approved.

Carried

7.9 Provincial/National/International Competition Financial Assistance Policy Updates

The report of the Manager of Recreation and Culture was received by Council.

Moved by: Councillor S. Kinach

Seconded by: Councillor R. Zagordo

Resolved that the report of the Manager of Recreation and Culture dated October 14, 2025 concerning Provincial/National/International Competition Financial Assistance Policy Updates be received and that amounts awarded for the National and International Sports Competitions, National and International Miscellaneous Competitions, and Provincial, National, and International Cultural Competitions be set as follows:

- Individual \$300
- One to 6 participants \$600
- One to 15 participants \$1,150
- 16+ participants \$1,500

and that the appropriate committees be delegated authority to approve grant applications.

Carried

7.10 Winter Control – Maintaining Services – Budget Requirement

The report of the Deputy CAO, Public Works and Engineering Services was received by Council.

Moved by: Councillor S. Kinach

Seconded by: Councillor A. Caputo

Resolved that the report of the Deputy CAO, Public Works and Engineering Services concerning Winter Control Budget Requirement be received and that Council support the recommendation that the five-year average expenditure be the basis for budget allocation for winter control starting with the 2026 budget.

Further that Public Works staff report back to Council regarding the winter control enhancements with the cost to implement such enhancements at a later date.

Carried

7.11 Hard Surface Courts

The report of the Director of Public Works and the Director of Community Services was received by Council.

Moved by: Councillor S. Kinach

Seconded by: Councillor A. Caputo

Resolved that the report of the Director of Public Works and the Director of Community Services dated October 14, 2025 concerning Hard Surface Courts be received and that Council direct staff to refer operating cost increases to the 2026 budget.

Carried

7.12 Herkimer Street Bridge Closure Update

The report of the Manager of Design and Transportation Engineering was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor R. Zagordo

Resolved that the report of the Manager of Design and Transportation Engineering dated October 14, 2025 concerning the Herkimer Street Bridge Closure Update be received and that staff proceed with the reinforcement and reopening of the Herkimer Street Bridge as per the recommendations and proceed with retaining a consulting engineer to begin the Municipal Class Environmental Assessment.

The relevant By-law 2025-145 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

Carried

7.13 2024 Building Report

The report of the Chief Building Official was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor R. Zagordo

Resolved that the report of the Chief Building Official dated September 25, 2025 concerning 2024 Building Division Annual Fee Report be received as information.

Carried

7.14 Establishment of Public Library

The report of the City Solicitor was received by Council.

The relevant By-law 2025-149 is listed under item 12 of the Minutes.

7.15 Official Plan Update

The report of the Intermediate Planner was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor R. Zagordo

Resolved that the report of the Intermediate Planner dated October 14, 2025 concerning the Official Plan Update be received as information.

Carried

8. Reports of City Departments, Boards and Committees

8.1 Administration

8.2 Corporate Services

8.3 Community Development and Enterprise Services

8.3.1 Municipal Support Resolution – Proposed Battery Storage Project

The report of the Manager of Business Attraction was received by Council.

The relevant By-law 2025-146 is listed under item 12 of the Minutes.

Moved by: Councillor S. Kinach

Seconded by: Councillor R. Zagordo

Resolved that the report of the Manager of Business Attraction, Economic Development dated October 14, 2025 concerning the Proposed Battery Storage Project be received and that Council approve the municipal support resolution as outlined below:

Project 1: Soo Reliability Project – 380MW

Whereas the Proponent is proposing to construct and operate a Long-Term Capacity Services Project located on Municipal Project Lands, as defined and with the characteristics outlined in the table below, under the Long-Term 2 Capacity Services (Window 1) Request for Proposals (“LT2(c-1) RFP”) issued by the Independent Electricity System Operator (“IESO”); and

Whereas the capitalized terms not defined herein have the meanings ascribed to them in the LT2(c-1) RFP; and

Whereas the Proponent has delivered, no later than sixty (60) days prior to the Proposal Submission Deadline, a Pre-Engagement Confirmation Notice to an applicable Local Body Administrator in respect of the Municipal Project Lands that includes the details outlined in the table below, except for the Unique Project ID which should only be required as part of the Pre-Engagement Confirmation Notice if available; and

- Unique Project ID of the Long-Term Capacity Services Project (if available): Not Available – Typically issued by IESO at Bid stage.
- Legal name of the Proponent: Soo Reliability Project LP
- Name of the Long-Term Capacity Services Project: Soo Reliability Project
- Technology of the Long-Term Capacity Services Project: Battery Energy Storage System
- Maximum potential Contract Capacity of the Long-Term Capacity Services Project (in MW): 380MW
- Property Identification Number (PIN), or if PIN is not available, municipal address or legal description of the Municipal Project Lands: 31563-0075

Whereas pursuant to the LT2(c-1) RFP, if the Long-Term Capacity Services Project is proposed to be located in whole or in part on Municipal Project Lands, the Proposal must include Municipal Support Confirmation which may be in the form of a Municipal Resolution in Support of Proposal Submission; and

Now Therefore Be It Resolved that:

1. The Council of the City of Sault Ste. Marie supports the submission of a Proposal for the Long-Term Capacity Services Project located on the Municipal Project Lands.
2. This resolution's sole purpose is to satisfy the mandatory requirements of Section 4.2(c)(iii) of the LT2(c-1) RFP and may not be used for the purpose of any other form of approval in relation to the Proposal or Long-Term Capacity Services Project or for any other purpose.
3. The Proponent has undertaken, or has committed to undertake, Indigenous and community engagement activities in respect of the Long-Term Capacity Services Project to the satisfaction of the Municipality.
4. The Municipal Project Lands does not include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan.
5. Where the Municipal Project Lands does include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan as of the date of this resolution:
 - a. The Municipal Project Lands are not designated as Specialty Crop Areas;
 - b. The Long-Term Energy Project is not a Non-Rooftop Solar Project;
 - c. The Proponent has satisfied the AIA Component One Requirement to the satisfaction of the Local Municipality; and
 - d. If the Proponent is selected as a Selected Proponent under the LT2(c-1) RFP, the Council of City of Sault Ste. Marie will engage in good faith with the Selected Proponent to enable the Selected Proponent to complete the AIA Components Two and Three Requirement.

	For	Against	Conflict	Absent
Mayor M. Shoemaker	X			
Councillor S. Hollingsworth				X
Councillor S. Spina	X			
Councillor L. Dufour	X			
Councillor L. Vezeau-Allen		X		
Councillor A. Caputo		X		
Councillor R. Zagordo	X			
Councillor M. Bruni	X			
Councillor S. Kinach	X			
Councillor C. Gardi	X			
Councillor M. Scott	X			
Results	8	2	0	1

Carried

Moved by: Councillor M. Bruni

Seconded by: Councillor A. Caputo

Resolved that the report of the Manager of Business Attraction, Economic Development dated October 14, 2025 concerning the Proposed Battery Storage Project be received and that Council approve the municipal support resolution as outlined below:

Project 2: Soo Reliability Project II – 190MW

Whereas the Proponent is proposing to construct and operate a Long-Term Capacity Services Project located on Municipal Project Lands, as defined and with the characteristics outlined in the table below, under the Long-Term 2 Capacity Services (Window 1) Request for Proposals (“LT2(c-1) RFP”) issued by the Independent Electricity System Operator (“IESO”); and

Whereas the capitalized terms not defined herein have the meanings ascribed to them in the LT2(c-1) RFP; and

Whereas the Proponent has delivered, no later than sixty (60) days prior to the Proposal Submission Deadline, a Pre-Engagement Confirmation Notice to an applicable Local Body Administrator in respect of the Municipal Project Lands that includes the details outlined in the table below, except for the Unique Project ID which should only be required as part of the Pre-Engagement Confirmation Notice if available; and

- Unique Project ID of the Long-Term Capacity Services Project (if available): Not Available – Typically issued by IESO at Bid stage.
- Legal name of the Proponent: Soo Reliability Project II LP
- Name of the Long-Term Capacity Services Project: Soo Reliability Project II
- Technology of the Long-Term Capacity Services Project: Battery Energy Storage System
- Maximum potential Contract Capacity of the Long-Term Capacity Services Project (in MW): 190MW
- Property Identification Number (PIN), or if PIN is not available, municipal address or legal description of the Municipal Project Lands: 31563-0075

Whereas pursuant to the LT2(c-1) RFP, if the Long-Term Capacity Services Project is proposed to be located in whole or in part on Municipal Project Lands, the Proposal must include Municipal Support Confirmation which may be in the form of a Municipal Resolution in Support of Proposal Submission; and

Now Therefore Be It Resolved that:

1. The Council of the City of Sault Ste. Marie supports the submission of a Proposal for the Long-Term Capacity Services Project located on the Municipal Project Lands.
2. This resolution's sole purpose is to satisfy the mandatory requirements of Section 4.2(c)(iii) of the LT2(c-1) RFP and may not be used for the purpose of any other form of approval in relation to the Proposal or Long-Term Capacity Services Project or for any other purpose.
3. The Proponent has undertaken, or has committed to undertake, Indigenous and community engagement activities in respect of the Long-Term Capacity Services Project to the satisfaction of the Municipality.
4. The Municipal Project Lands does not include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan.
5. Where the Municipal Project Lands does include lands designated as Prime Agricultural Areas in the City of Sault Ste. Marie's Official Plan as of the date of this resolution:
 - a. The Municipal Project Lands are not designated as Specialty Crop Areas;
 - b. The Long-Term Energy Project is not a Non-Rooftop Solar Project;
 - c. The Proponent has satisfied the AIA Component One Requirement to the satisfaction of the Local Municipality; and
 - d. If the Proponent is selected as a Selected Proponent under the LT2(c-1) RFP, the Council of City of Sault Ste. Marie will engage in good faith with the Selected Proponent to enable the Selected Proponent to complete the AIA Components Two and Three Requirement.

	For	Against	Conflict	Absent
Mayor M. Shoemaker	X			
Councillor S. Hollingsworth				X
Councillor S. Spina	X			
Councillor L. Dufour	X			
Councillor L. Vezeau-Allen		X		
Councillor A. Caputo		X		
Councillor R. Zagordo	X			
Councillor M. Bruni	X			
Councillor S. Kinach	X			
Councillor C. Gardi	X			
Councillor M. Scott	X			
Results	8	2	0	1
				Carried

8.4 Public Works and Engineering Services

8.5 Fire Services

8.6 Legal

8.7 Planning

8.7.1 A-9-25-Z – 72 Corey Avenue (The Corporation of the City of Sault Ste. Marie)

The report of the Junior Planner was received by Council.

Moved by: Councillor M. Bruni

Seconded by: Councillor A. Caputo

Resolved that the report of the Junior Planner dated October 14, 2025 concerning A-9-25-Z – 72 Corey Avenue be received and that Council rezone the subject property from Parks and Recreation Zone (PR) to Gentle Density Residential Zone (R2).

And that the Legal Department be requested to prepare the necessary by-law(s) to effect the same.

	For	Against	Conflict	Absent
Mayor M. Shoemaker	X			

Councillor S. Hollingsworth				X
Councillor S. Spina	X			
Councillor L. Dufour	X			
Councillor L. Vezeau-Allen	X			
Councillor A. Caputo		X		
Councillor R. Zagordo	X			
Councillor M. Bruni	X			
Councillor S. Kinach	X			
Councillor C. Gardi	X			
Councillor M. Scott				X
Results	8	1	0	2
				Carried

8.8 Boards and Committees

9. Unfinished Business, Notice of Motions and Resolutions Placed on Agenda by Members of Council

9.1 DSSAB Presentation Request

Councillor L. Dufour declared a conflict on this item. (Employee of Sault Ste. Marie District Social Services Administration Board)

Moved by: Councillor S. Kinach

Seconded by: Councillor M. Scott

Whereas the City of Sault Ste. Marie contributes a significant annual levy to the District Social Services Administration Board (DSSAB) in support of programs and services including housing, Ontario Works, and child care; and

Whereas DSSAB expenditures form a material portion of the City of Sault Ste. Marie's budget and directly affect the tax levy paid by residents; and

Whereas the City of Sault Ste. Marie, like many communities across Ontario, has experienced a marked increase in homelessness, housing insecurity, and related social pressures that require coordinated responses between municipal government, DSSAB, and community partners; and

Whereas Council recognizes the establishment of the HART (Homelessness Assistance Response Team) Hub as an important initiative in addressing urgent community needs, and

wishes to better understand its funding, operations, and long-term sustainability within the broader DSSAB budget framework; and

Whereas City Council has a responsibility to ensure transparency, accountability, and effective stewardship of taxpayer funds allocated to external agencies, and to ensure that resources directed toward homelessness response and prevention achieve measurable outcomes

Now Therefore Be It Resolved That Sault Ste. Marie City Council formally request that representatives of the District Social Services Administration Board be summoned to attend and deliver a presentation during the City's annual budget proceedings.

	For	Against	Conflict	Absent
Mayor M. Shoemaker	X			
Councillor S. Hollingsworth				X
Councillor S. Spina	X			
Councillor L. Dufour			X	
Councillor L. Vezeau-Allen	X			
Councillor A. Caputo	X			
Councillor R. Zagordo	X			
Councillor M. Bruni	X			
Councillor S. Kinach	X			
Councillor C. Gardi	X			
Councillor M. Scott	X			
Results	9	0	1	1
Carried				

9.2 PUC Solar Project Site Plan Control

Moved by: Councillor C. Gardi

Seconded by: Councillor M. Scott

Whereas at the September 22, 2025 Council Meeting the Council for the City of Sault Ste. Marie approved, in principle, a support resolution for the PUC West End Solar Farm in and around the Sault Ste. Marie Airport, Des Chenes Drive, Nokomis Beach Road, and other areas surrounding those locations; and

Whereas concern was raised by Council and neighbourhood residents about the prospect of solar panels on the locations shown by PUC as "Array 4" and "Array 5", specifically being areas near Des Chenes Drive and Nokomis Beach Road; and

Whereas the City of Sault Ste. Marie has delegated authority to the Planning Director with respect to Site Plan Control for all properties subject to Site Plan Control in the City of Sault Ste. Marie; and

Whereas the Sault Ste. Marie Airport Development Corporation is subject to site plan control, and the proposed Array 4 and Array 5 locations for solar panels are on Sault Ste. Marie Airport Development Corporation lands; and

Whereas the Council of the City of Sault Ste. Marie wishes to avoid, to the greatest degree possible, conflict between the installation of solar panels and the natural habitats and tranquility of the area, while recognizing the need for additional power generation in the community at large;

Now Therefore Be It Resolved That the Council of the City of Sault Ste. Marie revokes the delegation of Site Plan Control previously given to the Planning Director as it relates to Site Plan Control for the installation of Solar Panels in Array 4 or Array 5 of the PUC West End Solar Project, and assumes responsibility for approval of the site plan for any solar panels within those two locations.

	For	Against	Conflict	Absent
Mayor M. Shoemaker	X			
Councillor S. Hollingsworth				X
Councillor S. Spina	X			
Councillor L. Dufour	X			
Councillor L. Vezeau-Allen	X			
Councillor A. Caputo	X			
Councillor R. Zagordo	X			
Councillor M. Bruni	X			
Councillor S. Kinach	X			
Councillor C. Gardi	X			
Councillor M. Scott	X			
Results	10	0	0	1
				Carried

10. Committee of the Whole for the Purpose of Such Matters as are Referred to it by the Council by Resolution

11. Adoption of Report of the Committee of the Whole

12. Consideration and Passing of By-laws

Moved by: Councillor M. Bruni

Seconded by: Councillor A. Caputo

Resolved that all By-laws under item 12 of the Agenda under date October 14, 2025 be approved.

Carried

12.1 By-laws before Council to be passed which do not require more than a simple majority

12.1.1 By-law 2025-138 (Improvement Area) Repeal By-law 76-419 Downtown Business Improvement Area BIA

Moved by: Councillor M. Bruni

Seconded by: Councillor A. Caputo

Resolved that By-Law 2025-138 being a by-law to repeal By-Law 76-419 (being a by-law to designate an area in the Sault Ste. Marie Central Business District as an Improvement Area and to establish a Board of Management for Queenstown, the Sault Ste. Marie Central Business Improvement Area) and By-Laws 87-223 and 98-157 (being amending by-laws to 76-419) be passed in open Council this 14th day of October, 2025.

Carried

12.1.3 By-law 2025-146 (Agreement) Soo Reliability Project LP (Aypa) Municipal Support Resolution

Moved by: Councillor M. Bruni

Seconded by: Councillor A. Caputo

Resolved that By-law 2025-146 being a by-law to authorize the execution of the Agreement between the City and Soo Reliability Project LP (Aypa) for two proposed battery storage projects in the form of a Municipal Support Resolution be passed in open Council this 14th day of October, 2025.

Carried

12.1.4 By-law 2025-147 (Agreement) YMCA and Northern Ontario Heritage Fund Corporation (NOHFC) Conditional Contribution

Moved by: Councillor M. Bruni

Seconded by: Councillor A. Caputo

Resolved that By-law 2025-147 being a by-law to authorize the execution of the Conditional Contribution Agreement between the City, Northern Ontario Heritage Fund Corporation (NOHFC) and Young Men's Christian Association of Sault Ste. Marie (YMCA) costs related to

carrying out repairs, renovations and upgrades to critical systems and high-use areas of the fitness centre, pool, and gymnasium be passed in open Council this 14th day of October, 2025

Carried

12.1.5 By-law 2025-148 (Street Assumptions) Various Parcels of Land

Moved by: Councillor M. Bruni

Seconded by: Councillor A. Caputo

Resolved that By-law 2025-148 being a by-law to assume for public use and establish as public streets various parcels of land conveyed to the City be passed in open Council this 14th day of October, 2025.

Carried

12.1.7 By-law 2025-151 (Agreement) Watch Tower Bible and Tract Society of Canada Convention 2026

Moved by: Councillor M. Bruni

Seconded by: Councillor A. Caputo

Resolved that By-law 2025-151 being a by-law to authorize the execution of the Agreement between the City and the Watch Tower Bible and Tract Society of Canada for the Watch Tower Convention 2026 be passed in open Council this 14th day of October, 2025.

Carried

12.1.8 By-law 2025-152 (Traffic) 77-200 Amendments

Moved by: Councillor M. Bruni

Seconded by: Councillor A. Caputo

Resolved that By-Law 2025-152 being a by-law to amend Schedules "A", "K", "X" and "BB" to Traffic By-law 77-200 be passed in open Council this 14th day of October, 2025.

Carried

12.2 By-laws before Council for FIRST and SECOND reading which do not require more than a simple majority

12.3 By-laws before Council for THIRD reading which do not require more than a simple majority

13. Questions By, New Business From, or Addresses by Members of Council Concerning Matters Not Otherwise on the Agenda

14. Closed Session

Moved by: Councillor M. Bruni

Seconded by: Councillor A. Caputo

Resolved that this Council move into closed session to discuss:

- one item concerning a proposed acquisition of land by the municipality or local board;
- two items concerning labour relations or employee negotiations

Further Be It Resolved that should the said closed session be adjourned, the Council may reconvene in closed session to continue to discuss the same without the need for a further authorizing resolution.

Municipal Act R.S.O.2001 – s. 239.2 (c) a proposed or pending acquisition or disposition of land by the municipality or local board; (d) labour relations or employee negotiations

Carried

15. Adjournment

Moved by: Councillor S. Kinach

Seconded by: Councillor R. Zagordo

Resolved that this Council now adjourn.

Carried

Mayor

City Clerk

SAULT STE. MARIE

Physician Recruitment & Retention Program

WORK. LIFE. BALANCE.



PROGRAM INTRODUCTION

- Formed in 2002 to provide coordinated community approach to physician recruitment
- Current partners include:
 - City of Sault Ste. Marie - \$205,000
 - Sault Area Hospital - \$95,000
 - Algoma West Academy of Medicine - in-kind support for events
- \$300,000 current annual funding



2025 RECRUITMENT HIGHLIGHTS

- Recruited **12** physicians to Sault Ste. Marie:
 - 9 family physicians
 - 1 pathologist
 - 1 pediatrician
 - 1 medical oncologist
- **3** physicians currently in the process of obtaining an academic license
- Conducted **14** site visits focusing on:
PRO candidates, medical oncology, pediatrics, obstetrics/gynecology, ophthalmology, anesthesia, cardiology, plastic surgery, and dermatology
- Attended **3** recruitment conferences:
(Dublin, Ireland; Mackinac Island, Michigan; Salt Lake City, Utah)



PRO – PRACTICE READY ONTARIO

- Currently, **6** PRO physicians are practicing in Sault Ste. Marie:
 - 3 at Group Health Centre, 2 at Great Lakes Clinic, and 1 at Superior Family Health Team
- Program assesses the skills of internationally trained family physicians to confirm readiness for independent practice in Ontario
- Includes a 12 week Clinical Field Assessment (CFA) in a designated Ontario community
- Followed by a three-year return of service in a rural community



NEW INITIATIVE: US TRAINED PHYSICIANS

In response to CPSO licensing changes, removing barriers for US trained physicians:

- Attended the MAFP (Michigan Academy of Family Physicians) Conference on Mackinac Island
- Attended the ACEP (American College of Emergency Physicians) Emergency Medicine Conference in Salt Lake City
- Exploring opportunities with Michigan-based physicians



INCENTIVES

Community Incentives

- Relocation allowance: \$5,000 in province, \$10,000 out-of-province
- Second site visit expenses (flights, accommodations for spouse and/or family)

Health Force Ontario Incentives

- \$83,000 for a 4 year return of service commitment
- Following the above incentive, Northern Physician Retention Initiative of over \$7,000 annually
- Northern Specialist APP – blended model designed to promote the recruitment of specialists



COMMUNITY INCENTIVE PROGRAM

- Partnering with local business leaders to help attract and retain physicians
- Seeking donations from local businesses to include goods, services, and exclusive offers in welcome packages for new physicians and their families
- In return for their generosity, local businesses will receive public acknowledgement



**Questions?
Feedback?**

Thank you.





**SAULT
STE. MARIE**



Comprehensive Review of the Conventional Transit Operation

Council Presentation
November 3, 2025



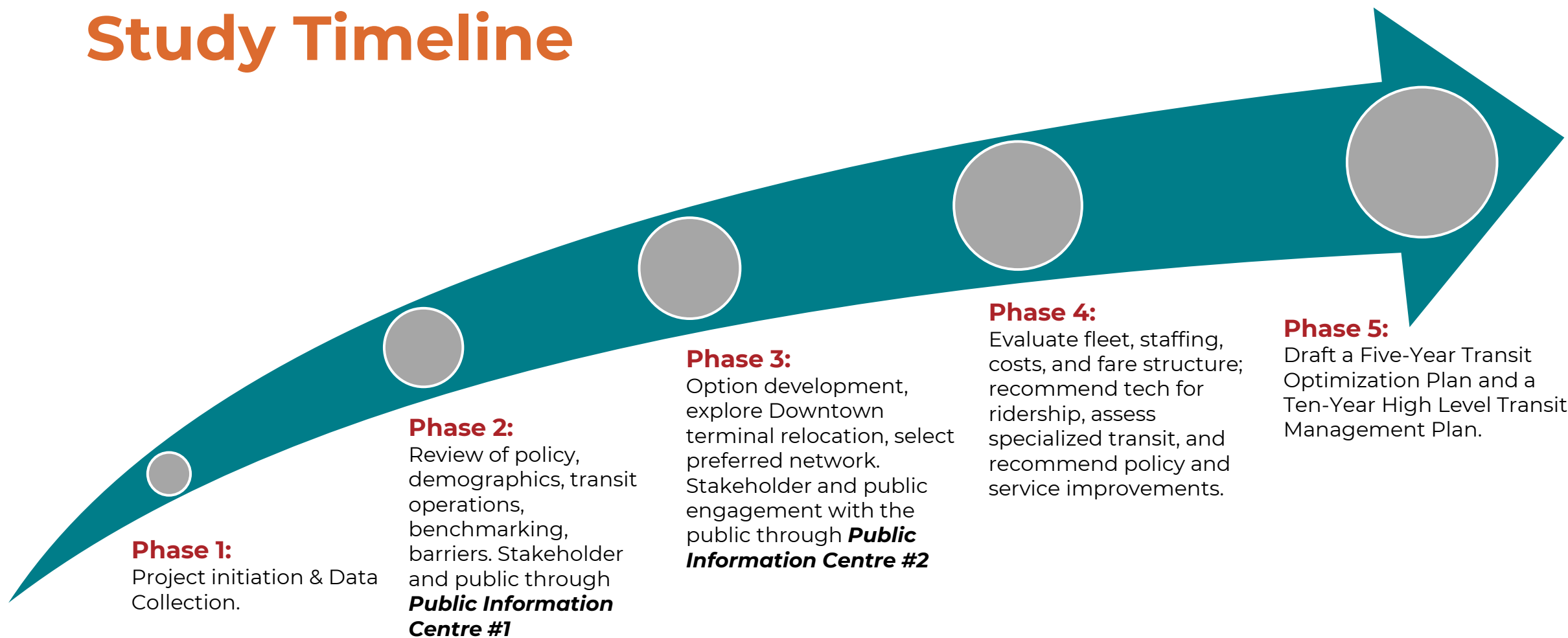
Project Purpose

The project provides a comprehensive review and strategic plan for Sault Transit over the coming 5 and 10 years.

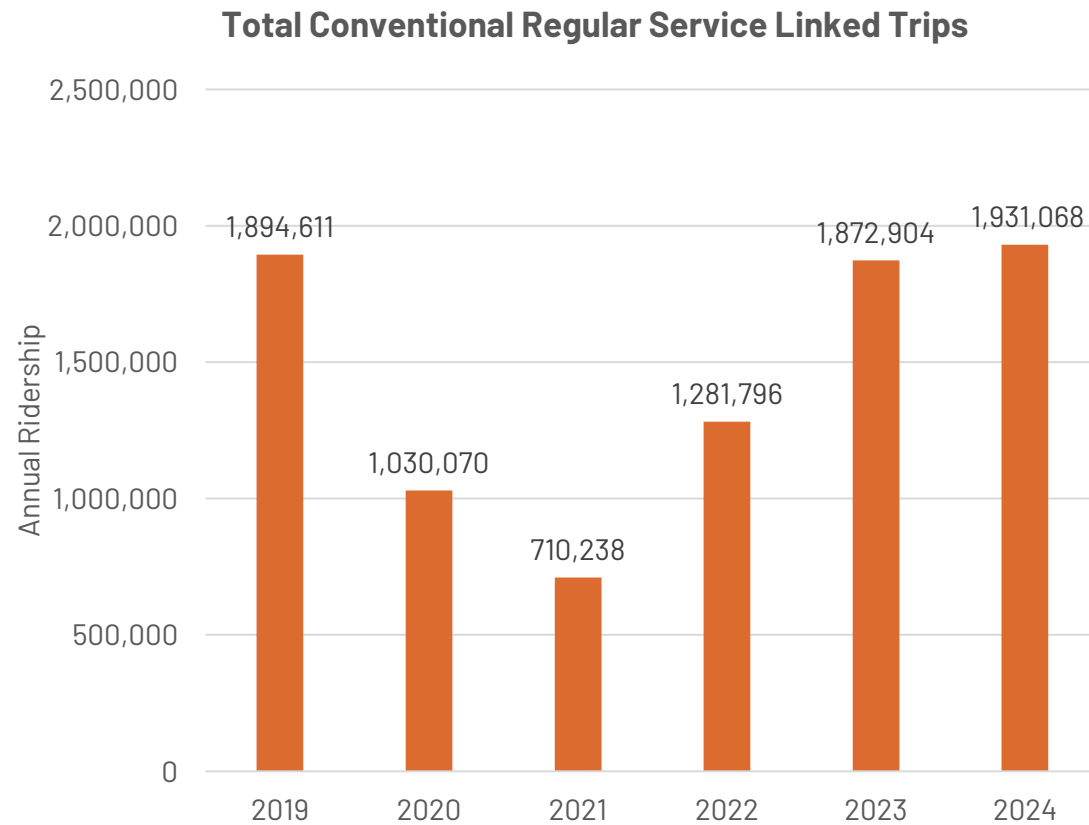
The Plan:

- Reviews the current service design of the City's transit network;
- Examines the effectiveness and efficiency of the existing bus routes and OnDemand system while considering changing ridership demographics;
- Evaluates 111 Huron Street as the proposed location for a relocated transit terminal;
- Provides recommendations to optimize service while continuing to provide safe and efficient transit services to the City;
- Considers innovative service delivery models; and,
- Reviews the City's Parabus services and ensure that the service provided meets the needs of the community.

Study Timeline



Sault Transit Today



CONVENTIONAL SERVICE:

- Record 1.9M linked trips in 2024
- 82,500 service hours annually
- 23 passenger trips per revenue service hour

PARABUS SERVICE:

- 40,900 trips in 2023
- 19,000 service hours annually
- 1.6 passenger trips per revenue service hour

TRANSIT FLEET:

- 28 coach buses
- 3 community buses
- 10 parabuses





Summary of Existing Conditions

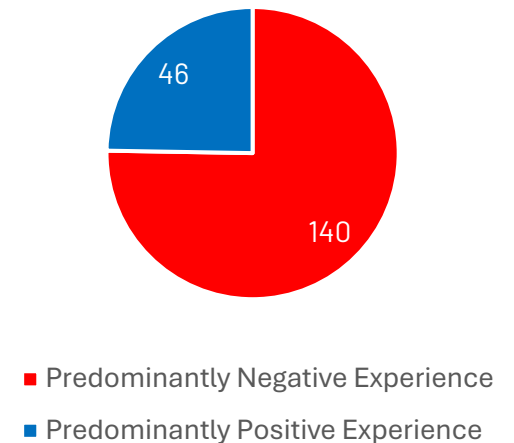
- SSM Transit routes are designed to maximize coverage and converge at the Dennis Street terminal
- Routes can be circuitous, resulting in indirect travel outside of the core
- On-time performance issues are noted on several routes
- 30-minute systemwide daytime service (60-minute evening and weekend service) everywhere regardless of demand
- Service gap noted at 6pm with switch to evening schedule
- Weekend evening on-demand to be reviewed to meet current passenger and ridership trends



What We Heard:

- Public open house, rider and community survey (completed by 375 people)
- General feedback:
 - Transit should not only be a means for point-to-point transportation but should support an equitable, affordable, and sustainable community.
 - The City should provide easy, accessible, and affordable public transit that allows for citizens to choose to take transit and rely less on private vehicles.
- Key Priorities:
 1. Improve frequency and reliability
 2. Improve route directness
 3. Remove weekend OnDemand transit
 4. Improve paratransit booking experience
 5. Address the 6 pm service gap

Route Optimization - How has your experience been with Sault Transit's on-demand service?



Option Development and Evaluation

Small Modifications:

Option 1: Do minimal

- Minor Adjustments Only
- Maintain current system integrity & servicing

Route Redesign:

Option 2: Sault Loops

- Redesign system based on two-way loops
- Maintain current servicing parameters

Option 3: Sault Spine

- Redesign system around a central transit spine
- Requires increased investment to maintain coverage



Option Development and Evaluation

Small Modifications:

Option 1: Do minimal

- Minor Adjustments Only
- Maintain current system integrity & servicing

Route Redesign:

Option 2: Sault Loops

- Redesign system based on two-way loops
- Maintain current servicing parameters

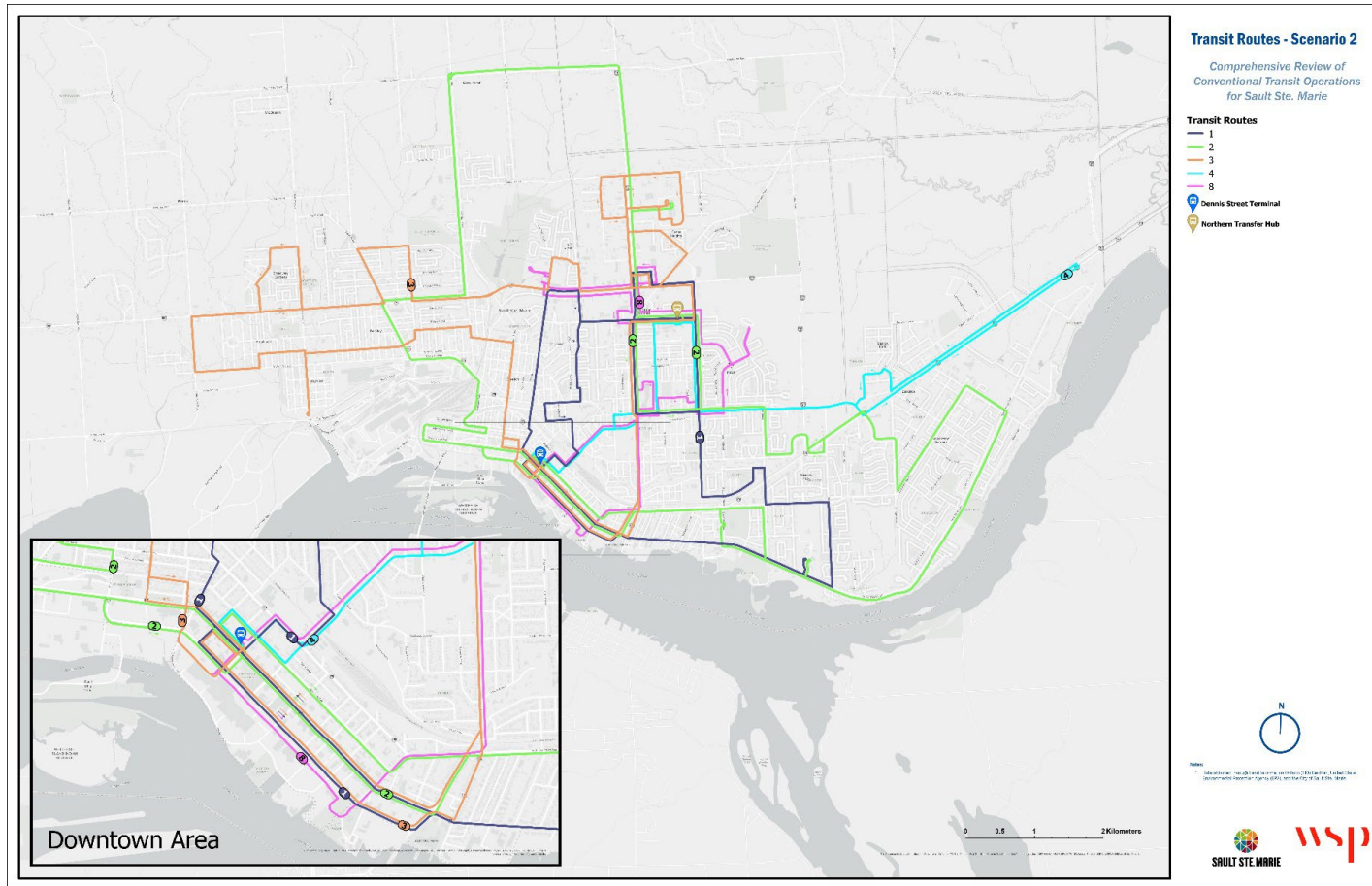
Option 3: Sault Spine

- Redesign system around a central transit spine
- Requires increased investment to maintain coverage

Technically superior
Cost neutral
72% public support
61% operator preference



Proposed Network: Sault Loops



- 4 two-directional loops + existing Community Bus route
- Route frequency 30 min daytime / 60 min evening and weekends
- Departure time offsets allow for 15 minute daytime frequencies between major destinations and improve redundancy
- Routes and schedules adjusted to improve on-time performance and reduce the 6 pm service gap
- Replace weekend evening OnDemand with hourly fixed-route service

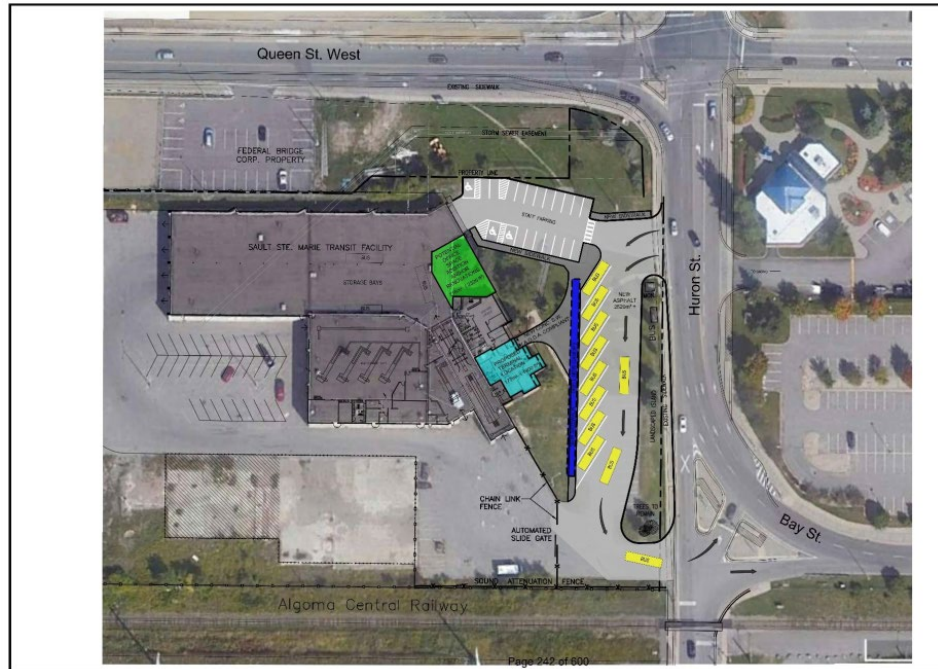
Summary of Service Changes

Item	Annual Service Hour Implications	Annual Operating Cost Implications	Peak Vehicle Implications
Route Realignments	-800	-\$103,000	-
Daytime Schedule Offsets	-	-	-
Address Daytime-to-Evening Service Gap	900	\$118,000	-
Replace Weekend Evening OnDemand with Fixed-Route Service	-	-	-
Expand Home-to-Hub Taxi-Subsidized Service to Pawating Place and P-Patch	-	\$18,000	-
Reduce Sunday Evening service	-500	-\$67,000	-
Summary – All Changes	-400	-\$31,000	-

- Modifications result in net reduction of 400 annual service hours and a savings of \$31,000
- No growth in service hours anticipated over next 10 years



Terminal Relocation



111 Huron Street terminal concept
(Tulloch Engineering, 2021)

- Existing Dennis Street terminal is at the end of its lifecycle
- City has **already approved** relocating the terminal to 111 Huron Street, 900m west of Dennis Street
- Public feedback conducted during this study noted preferences were split, with 49% of respondents wanting the terminal to remain at Dennis Street and 51% favouring relocation or expressing no preference
- This study recommends relocating the terminal, in line with past Council decisions. Benefits of relocation include:
 - Reduction in site constraints, which enable more comfortable waiting and amenity space and the achievement of AODA standards
 - Improved exchange operations and functionality
 - Reduced overall operating costs
- Concerns around relocation, principally convenient access to Downtown services, are mitigated by implementing the proposed Sault Loops network, which provides coverage along Queen and Bay Streets at 15 minute / 30 minute frequencies (day / evening-weekend) with 4 of 5 routes travelling directly through Downtown



Next Steps

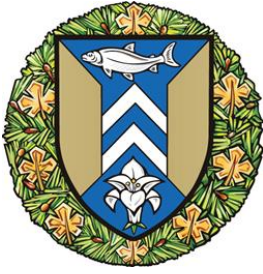
- Implementation of Soo Loops – Summer 2026
 - Installation of new bus stops
 - Robust training and public education campaign
 - Return to fixed routes for weekend evening service (Sault Loops)
 - Implement 'Home to Hub' service for Pawating evenings and weekends
- Explore improvements to the Parabus system
- Projected 10-year Plan
 - Vehicle replacement
 - Sidewalk network enhancements
 - Review of fare structure
 - Downtown terminal relocation





Thank you

Questions



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 3, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Rachel Tyczinski, City Clerk
DEPARTMENT: Corporate Services
RE: Medal of Merit Update

Purpose

The purpose of this report is to request Council approval of a re-establishing by-law for the Medal of Merit.

Background

The Medal of Merit is the City of Sault Ste. Marie's highest award, made annually to individuals or groups who have achieved exceptional honours in athletics, cultural, or academic fields or have made extraordinary community contributions.

Analysis

The Selection Committee consists of the Mayor, a business or professional person, a representative of labour, a representative of the judiciary and a citizen at large. The Selection Committee recently met to discuss updates to the by-law.

Recommended updates include renaming the Committee as the "Mayor's Medal of Merit Selection Committee", removing the requirement that Committee members serve on a staggered basis, moving the deadline for nominations to November 15, and grammatical changes.

Financial Implications

There are no financial implications.

Strategic Plan / Policy Impact / Climate Impact

This is an operational matter not articulated in the corporate Strategic Plan.

It is recommended that the deadline for 2025 Medal of Merit nominations be extended to November 30 in 2025 to provide adequate notice.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the City Clerk dated November 3, 2025 be received and that the deadline for the 2025 Medal of Merit be extended to November 30, 2025.

Medal of Merit Update

November 3, 2025

Page 2.

The relevant By-law 2025-158 is listed under Agenda item 12 and will be read with all other by-laws under that item.

Respectfully submitted,

Rachel Tyczinski

City Clerk

705.759.5391

r.tyczinski@cityssm.on.ca



Sault Ste. Marie Region Conservation Authority

2026 Proposed Budget and Levy For Municipal Consultation

Version 1.0

**Sault Ste. Marie Region Conservation Authority
Administration Office
1100 Fifth Line East
Sault Ste. Marie, ON
P6A 6J8
Tel: 705-946-8530
Fax: 705-946-8533
Web: <https://ssmrca.ca/>**



SSMRCA 2026 Draft Budget and Levy for Municipal Consultation

Executive Summary:

The 2026 Draft Budget has been tentatively set at \$908,638.24 which includes a Total levy of \$627,025.24 of which the City of SSM pays an Operational Levy of \$594,740.73 plus an additional \$25,000 Capital Levy ask for a total combined levy of \$619,740.73. The remainder constitutes Prince Township's share at \$7,284.51. The 2026 budget contains a 3.04 to 3.92% (dependent on Municipality) increase to the Operational Levies compared to 2025, and an overall increase to the Total Levy (operational + capital) of 2.93% compared to 2025. The 2026 draft Budget has been reformatted to adhere to the requirements in [O. Reg. 402/22](#). A resolution was passed at the September 24, 2025, SSMRCA Board Meeting to circulate the draft Budget and proposed Levy to the member municipalities. The 2026 draft Budget will come before the SSMRCA Board of Directors for final approval on November 18, 2025, at 4:45 p.m. at the SSMRCA Administration Office located at 1100 Fifth Line East, Sault Ste. Marie.

Background:

[O. Reg. 402/22](#): Budget and Apportionment specifies that the 2024 budget and all subsequent budgets must adhere to this regulation. It provides details on the budget process and municipal apportionment methods for levying participating municipalities and includes revocation of the previous regulations that governed municipal levies ([O. Reg. 670/00](#) and [O. Reg. 139/96](#)).

The regulated budget process includes:

First Phase

Budget must include:

- All sources of revenue (other than municipal levy)
- Categorize operating expenses into Category 1, 2 and 3
- Categorize capital expenses into Category 1, 2 and 3
- Amount of levy for each Member Municipality
- Specify if the Authority considered opportunities to raise and use self-generated revenue to help finance the authority's operations, including the programs and services it provides, a description of what the authority considered

Budget must:

- Apply any relevant revenue to specific programs to offset levy
- Apply Modified Current Value Apportionment method to determine levy for each program
- Apply Benefit Based Apportionment method to sole benefitting programs



Second Phase

Draft Budget Process:

1. Notify all Member Municipalities of Draft Budget meeting if a Member Municipality will owe levy for Category 1 *Clean Water Act* programs and services.
 - a. Advise of amounts owing or to be owed for Category 1 Clean Water Act programs and services.
2. Hold meeting to consider draft budget.
3. Hold vote on whether or not to approve the draft budget for consultation.
 - a. If there is a levy for Category 1 *Clean Water Act* programs and services, hold a separate vote of Members from applicable municipalities for that portion of the draft budget.
 - b. Vote is a one-member-one vote method.
4. Send Member Municipalities a copy of the Draft Budget and all financial information relating to the apportionment of operating and capital expenses.
5. Post a copy of the Draft Budget and financial information on Governance section of Authority's website.
6. Consult as necessary with Member Municipalities on draft budget in order to finalize final budget.

Third Phase

Final Budget Approval Process:

1. Notify all Member Municipalities of Budget meeting.
 - a. Notification must be at least 30 days prior to meeting.
 - b. Must include copy of most recent draft of the budget.
 - c. Must specify amount of levy for the given year.
2. Hold meeting to approve budget.
3. Hold a recorded vote to municipal levy/amounts owing.
 - a. If there are any Category 1 *Clean Water Act* apportionments, hold a vote with participating municipality representatives.
 - b. Weighted vote to approve municipal levy/amounts owing.
 - c. Authority can not send a notice of apportionment unless a vote has occurred.
4. Hold a recorded vote to approve final budget. a. One -member-one vote to approve final Budget Document.
5. "Promptly" after the final budget process is approved, provide a copy of the final budget to the Minister and each Member Municipality.
6. Post final budget on the Authority's website in the Governance section.

Discussion:

This 2026 Draft Budget document contains details for the Sault Ste. Marie Region Conservation Authority's (SSMRCA) 2026 planned operations and capital activity. The budget has been set at \$ \$908,638.24 which includes a Total levy of \$ \$627,025.24 of which the City of SSM pays an Operational Levy of \$594,740.73 plus an additional



\$25,000 Capital Levy ask for a total combined levy of \$ \$619,740.73. The remainder constitutes Prince Township's share at \$ \$7,284.51.

The budget results in a 3.92% increase to the Prince Township Operational Levy and a 3.04% increase to the City of SSM Operational Levy in 2026 compared to 2025 (this percentage decreases to 2.92% when the Capital Levy is included for SSM). The 2026 total levy requires an overall 2.93% (operational + capital) increase in order to maintain its current level of service. The Draft Budget utilizes the 2025 Current Value Assessment (CVA) that was provided by MNRF where 98.79% of the CA Operational Levy is apportioned to the City of SSM, with the remaining 1.21% apportioned to Prince Township.

Financial pressures anticipated in 2026 include: continued increased costs of goods and services due to inflation and tariffs; an anticipated increase in insurance; and changeovers in staffing.

Changes to the *Conservation Authorities Act* within *Bill 229, Schedule 6* and the released Phase 1 and 2 regulations have been incorporated into the budget. The 2026 draft budget has been reformatted to adhere to these legislative changes. Programs have been categorized into three mandated categories including:

- Category 1: Mandatory Programs and Services
- Category 2: Non-Mandatory Programs and Services at the request of a Municipality
- Category 3: Non-Mandatory Programs and Services

Highlights of the 2026 draft Budget expenditures include:

- Continuation of annual programming including:
 - Plan Input and Review,
 - Development Regulations,
 - Flood Forecasting and Warning,
 - Operation and maintenance of SSMRCA owned properties & structures
 - DWSP
- An increase in operational staff capacity by backfilling a seasonal helper position
- Staff training – necessary for staff health and safety, GIS and regulation staff
- Staff travel for training and committee work
- New funding for a part time staff member to aid in the Community-Based Monitoring in the Upper Great Lakes project in partnership with NORDIK (does not affect the Levy).

SSMRCA self-generated revenue (from both Development Regulations and Miscellaneous N/G Revenue) have been estimated based on volume and fee rates and incorporated into the budget to help offset the total levy ask for 2026. Development Regulation Fees are those fees that are collected under Section 28 of the *Conservation*



Authorities Act. Miscellaneous N/G Revenues are those user fees that are collected by the Authority for the use of Conservation Areas or Conservation Authority property/facilities by the public/businesses to help offset the costs associated with taxes, maintenance, and insurance of said properties.

The \$25,000 capital levy ask will be placed in a Capital Reserve account dedicated to future capital related project needs.

Overall, the 2026 Budget reflects the short-term objectives of the Authority and considers long-term requirements to ensure the SSMRCA can provide sustainable benefits to the watershed residents.

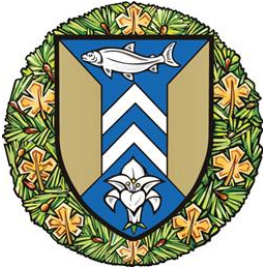
The full Draft 2026 Budget is attached. Please accept this letter as an offer to present to Member Municipalities on the draft 2026 Budget if necessary.

Conclusion:

The Draft 2026 Budget is being presented for review. The Budget has been reformatted as required in *O. Reg. 402/22*. As outlined in the new process, this document is being shared for consultation purposes, with final approval of the Budget taking place at the November 18, 2025, SSMRCA Board meeting.

Expenditures		2025 Budget	2026 Budget	2025-2026 Difference	% Change
CATEGORY 1 - MANDATORY	Natural Hazard Management				
	Staffing	\$ 257,465.00	\$ 282,003.60	\$ 24,538.60	10%
	Operating	\$ 80,000.00	\$ 75,000.00	-\$ 5,000.00	-6%
	Capital	\$ 25,000.00	\$ 25,000.00	\$ -	0%
	Prov Water Quality-Quantity Monitoring				
	Staffing	\$ 2,690.00	\$ 2,777.44	\$ 87.44	3%
	Operating	\$ 2,210.00	\$ 2,251.67	\$ 41.67	2%
	Capital	\$ -	\$ -	\$ -	0%
	Regional Drinking Water Source Protection				
	Staffing	\$ 97,006.00	\$ 94,100.00	-\$ 2,906.00	-3%
	Operating	\$ 37,027.00	\$ 35,900.00	-\$ 1,127.00	-3%
	CA Lands and Areas				
	Staffing	\$ 11,755.00	\$ 7,102.34	-\$ 4,652.66	-40%
	Operating	\$ 45,133.00	\$ 42,140.22	-\$ 2,992.78	-7%
	Capital	\$ -	\$ -	\$ -	0%
	Enabling Services				
	Staffing	\$ 232,584.00	\$ 202,579.19	-\$ 30,004.81	-13%
	Operating	\$ 94,925.00	\$ 115,783.78	\$ 20,858.78	22%
	Capital	\$ -	\$ -	\$ -	0%
	Total Expenditures Category 1 =	\$ 885,795.00	\$ 884,638.24	-\$ 1,156.76	0%
CATEGORY 2 - NON-MANDATORY	Revenue	2025 Budget	2026 Budget	2025-2026 Difference	% Change
	Provincial Funds	\$ 68,113.00	\$ 68,113.00	\$ -	0%
	Federal Funding	\$ 10,000.00	\$ -	\$ -	-100%
	City of SSM - Operational Levy	\$ 577,172.00	\$ 594,740.73	\$ 17,568.73	3%
	Prince Township - Operational Levy	\$ 7,010.00	\$ 7,284.51	\$ 274.51	4%
	City of SSM - Capital Levy	\$ 25,000.00	\$ 25,000.00	\$ -	0%
	Development Regulations	\$ 39,500.00	\$ 34,500.00	-\$ 5,000.00	-13%
	Regional Drinking Water Source Protection	\$ 134,000.00	\$ 130,000.00	-\$ 4,000.00	-3%
	Misc N/G Revenue / General Donations	\$ 25,000.00	\$ 25,000.00	\$ -	0%
	Total Revenue Category 1 =	\$ 885,795.00	\$ 884,638.24	-\$ 1,156.76	0%
	Expenditures	2025 Budget	2026 Budget	2025-2026 Difference	% Change
	Natural Hazard Management				
	Staffing	\$ 7,500.00	\$ 5,500.00	-\$ 2,000.00	-27%
	Operating	\$ -	\$ -	\$ -	0%
	Local Risk Management Part IV				
	Staffing	\$ 2,000.00	\$ 2,000.00	\$ -	0%
	Operating	\$ -	\$ -	\$ -	0%
	CA Lands and Areas				
	Staffing	\$ -	\$ -	\$ -	0%
	Operating	\$ -	\$ -	\$ -	0%
	Capital	\$ -	\$ -	\$ -	0%
	Total Expenditures Category 2 =	\$ 9,500.00	\$ 7,500.00	-\$ 2,000.00	-21%
	Revenue	2025 Budget	2026 Budget	2025-2026 Difference	% Change
	Provincial Funds	\$ -	\$ -	\$ -	0%
	Federal Funds	\$ -	\$ -	\$ -	0%
	City of SSM - Operational Levy	\$ -	\$ -	\$ -	0%
	Prince Township - Operational Levy	\$ -	\$ -	\$ -	0%
	City of SSM - Capital Levy	\$ -	\$ -	\$ -	0%
	City of SSM - SP Agreements	\$ 9,500.00	\$ 7,500.00	-\$ 2,000.00	-21%
	Misc N/G Revenue / General Donations	\$ -	\$ -	\$ -	0%
	Total Revenue Category 2 =	\$ 9,500.00	\$ 7,500.00	-\$ 2,000.00	-21%

CATEGORY 3 - SPECIAL PROJECTS	Expenditures		2025 Budget	2026 Budget	2025-2026 Difference	% Change
	St. Marys Canadian Heritage River					
		Staffing	\$ 500.00	\$ 500.00	\$ -	0%
		Operating	\$ -	\$ -	\$ -	0%
	Watershed Stewardship and Restoration					
	Community-Based Monitoring in the Upper Great Lakes					
		Staffing	\$ -	\$ 16,000.00	\$ 16,000.00	
		Operating	\$ -	\$ -	\$ -	0%
	Total Expenditures Category 3 =		\$ 500.00	\$ 16,500.00	\$ 16,000.00	3200%
	Revenue		2025 Budget	2026 Budget	2025-2026 Difference	% Change
	Provincial Funds		\$ -	\$ -	\$ -	0%
	Federal Funds			\$ 16,000.00	\$ 16,000.00	
	Development Regs		\$ 500.00	\$ 500.00	\$ -	0%
Total Revenue Category 3 =		\$ 500.00	\$ 16,500.00	\$ 16,000.00	3200%	
Total Expenditures		\$ 895,795.00	\$ 908,638.24	\$ 12,843.24	1%	
Operational Levy		\$ 584,182.00	\$ 602,025.24	\$ 17,843.24	3%	
Capital Levy		\$ 25,000.00	\$ 25,000.00	\$ -	0%	
Total Levy		\$ 609,182.00	\$ 627,025.24	\$ 17,843.24	3%	



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 3, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Steve Facey, Manager of Finance
DEPARTMENT: Corporate Services
RE: Third Quarter Financial Report – September 30, 2025

Purpose

The purpose of this report is to provide Council the third quarter financial report for 2025.

Background

Council reviews unaudited financial reports on a quarterly basis. The previous report can be found [here](#).

Analysis

The third quarter financial results, as highlighted in Appendix A, are presented for Council's information. The data included is an update to what has been recorded since the second quarter report. The variances discussed below may contribute to the organization's year-end position; however, staff continue to monitor and inform Council with updates as they become available.

Winter control activities remain overspent after accounting for transactions beyond June 2025. The deficit remains at approximately \$2.1 million, with a significant majority attributable to snow removal activities. In addition to winter control activities, Public Works continues to experience pressures to maintain and repair the City's fleet and equipment. The amount of this anticipated over expenditure remains at \$1 million to the end of 2025. Salary gapping continues to exist, which offsets these pressures for a total of \$600k. This is reflected within sub-departments, highlighting summer program activities and expenditures. The intention remains to fill these gaps by winter to maintain existing winter control service levels. The net over-expenditure anticipated for Public Works remains at \$2.4 million to the end of 2025.

Transit Services was anticipating a net over-expenditure as of the Q2 report. Based on updated information, Transit is forecasting a net over-expenditure of approximately \$550k. The update from the Q2 report accounts for additional user fees to be collected by December 2025. Overtime and vehicle repair costs are still evident, totaling approximately \$600k; however, additional revenues of \$50k help offset that.

Other variances are anticipated to the end of the year that include the following:

- Hydrant rental – anticipated over-expenditure of \$126k
- Cemetery services – anticipated over-expenditure of \$183k
- Salary gapping – anticipated under-expenditure of \$300k in all areas other than Public Works
- Corporate Financials – surplus of \$1 million detailed below

Corporately, variances are offsetting the pressures from Winter Control and the City's levy and local boards. The City has positive variances with respect to the last year of receiving the Long-term Care Grant (\$485k), interest on taxation (\$900k), and higher-than-anticipated revenue from the Ontario Lottery and Gaming Corporation (\$480k). These are offset by anticipated tax write-offs totaling a net of \$883k.

Prior to the inclusion of the City's local and levy boards, as well as outside agencies, the anticipated deficit for 2025 for City operations is \$1.3 to \$1.8 million. Staff continue to meet regularly to analyze and recommend strategies as information becomes available.

The City's levy, local boards, and outside agencies are outside its control. As reported previously, the Sault Ste. Marie Police Service is anticipating a net over-expenditure by the end of 2025. As of the June 30, 2025, Police Services board meeting, an over-expenditure of \$1.45 million was highlighted for the board's information. This will form the City's year-end position and will need to be funded similarly to the impact of City operations. This continues to be the most recent financial information available.

In total, with City operations and the City's outside agencies, a deficit of approximately \$2.75 to \$3.25 million may materialize by December 31, 2025.

Funding a Deficit

The City of Sault Ste. Marie has had a very lengthy streak of surpluses in recent history, with only one deficit in approximately 20 years. Any deficit that a municipality faces must be funded. In the City's case, any deficit may be funded by City reserves, which will require Council approval. Any unmitigated deficit, at this time, may be funded by the City's Winter Control, Tax Stabilization, and Contingency reserves. Prior to that becoming a potential reality, staff will continue to mitigate as much as possible.

Assessment Growth and Capital

The second quarter represents negative assessment growth as highlighted in Appendix B. There is a significant decrease in assessment in the commercial class with a smaller adjustment in the industrial class. The City relies on the Municipal Property Assessment Corporation to update assessments based on plans submitted and material changes to properties. Both supplemental revenue and

assessment growth are impacted if plans are not submitted or processed in a timely manner. Supplemental taxation revenue has a direct impact on the City's year-end position, and the assessment growth impact may be factored in when calculating the City's tax rates for 2026.

A summary of the 2025 capital program is also included for Council's information in Appendix C. This information reflects actual expenditures and commitments equating to 62%.

Financial Implications

There are no direct financial implications at this time.

The intent of the quarterly financial reports is to provide actual expenditures, both operating and capital for the given period of time.

A deficit of \$2.75 to \$3.25 million may materialize by the end of 2025 when accounting for City operations and the City's outside agencies. Staff will continue to provide additional information to Council in future reports.

Strategic Plan / Policy Impact / Climate Impact

This financial reporting is not an activity directly related to the strategic plan or climate action plan.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Finance dated November 3, 2025 concerning Third Quarter Financial Report – September 30, 2025 be received as information.

Respectfully submitted,

Steve Facey

Manager of Finance

705.759.5356

s.facey@cityssm.on.ca

City of Sault Ste. Marie - Third Quarter Ended September 30, 2025

	2025 YTD	Budget	Variance	Percentage	2024	
FISCAL YEAR REMAINING% :	Actual	2025		Budget-Rem	Actual To:	Budget
				25.00%	September	2024
REVENUE						
Taxation	(\$148,669,024.20)	(\$148,521,347.00)	\$147,677.20	(0.10%)	(\$143,247,329.65)	(\$143,335,325.00)
Payment in lieu of taxes	(\$3,100,243.40)	(\$5,054,728.00)	(\$1,954,484.60)	38.67%	(\$3,060,223.17)	(\$4,888,407.00)
Fees and user charges	(\$31,835,905.31)	(\$35,889,081.00)	(\$4,053,175.69)	11.29%	(\$27,705,500.87)	(\$34,645,433.00)
Government grants	(\$17,000,325.04)	(\$22,845,149.00)	(\$5,844,823.96)	25.58%	(\$15,419,313.40)	(\$20,697,425.00)
Interest and investment income	(\$5,051,818.16)	(\$6,289,000.00)	(\$1,237,181.84)	19.67%	(\$5,197,785.78)	(\$6,289,000.00)
Contribution from own funds	(\$68,277.21)	(\$2,165,648.00)	(\$2,097,370.79)	96.85%	(\$4,200.00)	(\$1,766,416.00)
Other income	(\$2,949,192.20)	(\$3,034,622.00)	(\$85,429.80)	2.82%	(\$2,577,682.43)	(\$2,839,746.00)
Change in future employee benefits			\$0.00	0.00%		
	(\$208,674,785.52)	(\$223,799,575.00)	(\$15,124,789.48)	6.76%	(\$197,212,035.30)	(\$214,461,752.00)
EXPENDITURES						
Salaries	\$40,689,387.38	\$58,405,880.00	\$17,716,492.62	30.33%	\$39,031,756.27	\$55,281,452.00
Benefits	\$12,336,015.21	\$16,822,911.00	\$4,486,895.79	26.67%	\$11,725,765.19	\$16,046,059.00
TOTAL SALARIES/BENEFITS	\$53,025,402.59	\$75,228,791.00	\$22,203,388.41	29.51%	\$50,757,521.46	\$71,327,511.00
Travel and training	\$247,199.48	\$581,623.00	\$334,423.52	57.50%	\$310,081.30	\$554,862.00
Vehicle allowance, maintenance and repairs	\$5,322,996.83	\$4,053,785.00	(\$1,269,211.83)	(31.31%)	\$3,804,148.16	\$3,818,192.00
Utilities and fuel	\$8,207,449.91	\$12,053,512.00	\$3,846,062.09	31.91%	\$6,876,980.26	\$12,266,830.00
Materials and supplies	\$5,451,504.60	\$7,204,724.00	\$1,753,219.40	24.33%	\$6,271,468.89	\$6,763,401.00
Maintenance and repairs	\$3,290,998.13	\$3,614,852.00	\$323,853.87	8.96%	\$2,749,809.69	\$3,377,187.00
Program expenses	\$807,007.83	\$1,005,037.00	\$198,029.17	19.70%	\$833,576.98	\$911,192.00
Goods for resale	\$659,405.38	\$797,029.00	\$137,623.62	17.27%	\$662,773.73	\$772,271.00
Rents and leases	\$207,345.62	\$172,557.00	(\$34,788.62)	(20.16%)	\$156,096.87	\$172,557.00
Taxes and licenses	\$2,622,168.54	\$3,064,712.00	\$442,543.46	14.44%	\$2,618,213.57	\$2,978,736.00
Financial expenses	\$4,863,408.64	\$2,639,701.00	(\$2,223,707.64)	(84.24%)	\$1,613,283.73	\$2,514,688.00
Purchased and contracted services	\$8,192,017.59	\$11,263,719.00	\$3,071,701.41	27.27%	\$7,136,916.57	\$10,416,009.00
Grants to others	\$53,321,966.98	\$69,718,490.00	\$16,396,523.02	23.52%	\$48,526,169.81	\$66,390,962.00
Long term debt	\$589,736.24	\$1,327,115.00	\$737,378.76	55.56%	\$663,557.37	\$1,400,000.00
Transfer to own funds	\$22,335,161.25	\$30,843,011.00	\$8,507,849.75	27.58%	\$1,525,873.44	\$30,646,480.00
Capital expense	\$318,612.78	\$418,482.00	\$99,869.22	23.86%	\$304,471.89	\$406,004.00
Depreciation			\$0.00	0.00%		
Gain/Loss on disposal of capital assets			\$0.00	0.00%		
Less: recoverable costs	(\$171,844.38)	(\$187,565.00)	(\$15,720.62)	8.38%	(\$301,653.67)	(\$255,130.00)
TOTAL OTHER EXPENSES	\$116,265,135.42	\$148,570,784.00	\$32,305,648.58	21.74%	\$83,751,768.59	\$143,134,241.00
	\$169,290,538.01	\$223,799,575.00	\$54,509,036.99	24.36%	\$134,509,290.05	\$214,461,752.00
NET (REVENUE)/EXPENDITURE	(\$39,384,247.51)	\$0.00	\$39,384,247.51	0.00%	(\$62,702,745.25)	\$0.00
Mayor and Council	516,609.65	686,197.00	169,587.35	24.71%		
Chief Administrative Officer	355,931.21	463,601.00	107,669.79	23.22%		
Corporate Services	5,322,045.37	7,923,901.00	2,601,855.63	32.84%		
Legal	4,280,241.55	6,222,660.00	1,942,418.45	31.22%		
Fire Services	11,790,707.49	17,402,758.00	5,612,050.51	32.25%		
Public Works and Engineering	39,096,642.88	52,716,223.00	13,619,580.12	25.84%		
Community Development & Enterprise Services	15,209,152.11	21,831,715.00	6,622,562.89	30.33%		
Levy Board	19,035,161.33	25,380,215.00	6,345,053.67	25.00%		
Outside Agencies	34,357,593.00	44,298,775.00	9,941,182.00	22.44%		
Corporate	(175,462,419.84)	(185,618,962.00)	(10,156,542.16)	5.47%		
Capital and Debt	6,114,087.74	8,692,917.00	2,578,829.26	29.67%		

Mayor & Council - Third Quarter Ended September 30, 2025

	2025 YTD	Budget	Variance	Percentage Budget-Rem	2024 Actual To: September	Budget 2024
<i>FISCAL YEAR REMAINING% :</i>	Actual	2025		25.00%		
REVENUE						
EXPENDITURES						
Salaries	\$389,875.29	\$521,701.00	\$131,825.71	25.27%	\$375,287.24	\$529,844.00
Benefits	\$63,784.54	\$78,501.00	\$14,716.46	18.75%	\$59,838.94	\$74,834.00
TOTAL SALARIES/BENEFITS	\$453,659.83	\$600,202.00	\$146,542.17	24.42%	\$435,126.18	\$604,678.00
Travel and training	\$28,766.06	\$20,000.00	(\$8,766.06)	(43.83%)	\$22,397.38	\$20,000.00
Vehicle allowance, maintenance and repairs	\$24,194.87	\$35,675.00	\$11,480.13	32.18%	\$26,269.40	\$35,675.00
Materials and supplies	\$9,168.49	\$23,220.00	\$14,051.51	60.51%	\$16,489.37	\$23,220.00
Purchased and contracted services	\$820.40	\$2,100.00	\$1,279.60	60.93%	\$2,649.01	\$2,100.00
Grants to others		\$5,000.00	\$5,000.00	100.00%		\$15,000.00
Capital expense			\$0.00	0.00%	\$24.04	
TOTAL OTHER EXPENSES	\$62,949.82	\$85,995.00	\$23,045.18	26.80%	\$67,829.20	\$95,995.00
	\$516,609.65	\$686,197.00	\$169,587.35	24.71%	\$502,955.38	\$700,673.00
NET (REVENUE)/EXPENDITURE	\$516,609.65	\$686,197.00	\$169,587.35	24.71%	\$502,955.38	\$700,673.00

CAO's Office - Third Quarter Ended September 30, 2025

	2025 YTD	Budget	Variance	Percentage Budget-Rem	2024 Actual To: September	Budget 2024
FISCAL YEAR REMAINING% :	Actual	2025		25.00%		
REVENUE						
Contribution from own funds	(\$17,410.96)		\$17,410.96	0.00%		
Other income	(\$112,841.14)		\$112,841.14	0.00%	(\$52,500.00)	
	(\$130,252.10)	\$0.00	\$130,252.10	0.00%	(\$52,500.00)	\$0.00
EXPENDITURES						
Salaries	\$243,877.23	\$347,494.00	\$103,616.77	29.82%	\$338,026.32	\$332,926.00
Benefits	\$62,094.31	\$83,576.00	\$21,481.69	25.70%	\$63,205.30	\$80,543.00
TOTAL SALARIES/BENEFITS	\$305,971.54	\$431,070.00	\$125,098.46	29.02%	\$401,231.62	\$413,469.00
Travel and training	\$5,001.15	\$4,880.00	(\$121.15)	(2.48%)	\$5,118.52	\$4,260.00
Vehicle allowance, maintenance and repairs	\$3,879.92	\$5,700.00	\$1,820.08	31.93%	\$3,803.84	\$4,500.00
Materials and supplies	\$22,054.62	\$21,775.00	(\$279.62)	(1.28%)	\$9,600.67	\$13,591.00
Program expenses			\$0.00	0.00%		
Purchased and contracted services	\$105,156.00	\$26.00	(\$105,130.00)	(404,346.15%)	\$284.93	\$30.00
Grants to others	\$44,120.08		(\$44,120.08)	0.00%	17591.76	
Capital expense		\$150.00	\$150.00	100.00%	162.79	\$150.00
Depreciation			\$0.00	0.00%		
TOTAL OTHER EXPENSES	\$180,211.77	\$32,531.00	(\$147,680.77)	(453.97%)	\$36,562.51	\$22,531.00
	\$486,183.31	\$463,601.00	(\$22,582.31)	(4.87%)	\$437,794.13	\$436,000.00
NET (REVENUE)/EXPENDITURE	\$355,931.21	\$463,601.00	\$107,669.79	23.22%	\$385,294.13	\$436,000.00

Corporate Services - Third Quarter Ended September 30, 2025

	2025 YTD	Budget	Variance	Percentage	2024	
<i>FISCAL YEAR REMAINING% :</i>	Actual	2025		Budget-Rem	Actual To:	Budget
				25.00%	September	2024
REVENUE						
Taxation	(\$271,872.00)		\$271,872.00	0.00%		
Fees and user charges	(\$130,380.05)	(\$160,543.00)	(\$30,162.95)	18.79%	(\$109,233.39)	(\$126,643.00)
Government grants		(\$150,000.00)	(\$150,000.00)	100.00%		(\$150,000.00)
Contribution from own funds		(\$48,829.00)	(\$48,829.00)	100.00%		
Other income	(\$130,100.35)	(\$114,545.00)	\$15,555.35	(13.58%)	(\$144,236.09)	(\$119,666.00)
	(\$532,352.40)	(\$473,917.00)	\$58,435.40	(12.33%)	(\$253,469.48)	(\$396,309.00)
EXPENDITURES						
Salaries	\$2,854,528.60	\$4,262,210.00	\$1,407,681.40	33.03%	\$2,719,251.65	\$3,935,596.00
Benefits	\$809,536.56	\$1,103,704.00	\$294,167.44	26.65%	\$738,246.69	\$1,026,156.00
TOTAL SALARIES/BENEFITS	\$3,664,065.16	\$5,365,914.00	\$1,701,848.84	31.72%	\$3,457,498.34	\$4,961,752.00
Travel and training	\$15,190.64	\$19,564.00	\$4,373.36	22.35%	\$14,512.07	\$19,564.00
Vehicle allowance, maintenance and repairs	136.73	\$620.00	\$483.27	77.95%		\$620.00
Materials and supplies	\$276,039.51	\$427,706.00	\$151,666.49	35.46%	\$269,203.61	\$400,874.00
Maintenance and repairs	\$1,427,060.15	\$1,599,697.00	\$172,636.85	10.79%	\$1,237,371.74	\$1,523,520.00
Goods for resale	9600	\$19,200.00	\$9,600.00	50.00%	9600	\$19,200.00
Rents and leases	\$7,361.23	\$3,000.00	(\$4,361.23)	(145.37%)	\$8,930.23	\$3,000.00
Financial expenses	\$6,926.17	\$30,500.00	\$23,573.83	77.29%	\$20,396.74	\$30,500.00
Purchased and contracted services	\$373,189.61	\$754,487.00	\$381,297.39	50.54%	\$415,976.95	\$751,031.00
Grants to others			\$0.00	0.00%	508.8	\$2,000.00
Transfer to own funds		\$70,000.00	\$70,000.00	100.00%		\$85,000.00
Capital expense	\$74,828.57	\$107,130.00	\$32,301.43	30.15%	\$83,263.84	\$105,850.00
Depreciation			\$0.00	0.00%		
TOTAL OTHER EXPENSES	\$2,190,332.61	\$3,031,904.00	\$841,571.39	27.76%	\$2,059,763.98	\$2,941,159.00
	\$5,854,397.77	\$8,397,818.00	\$2,543,420.23	30.29%	\$5,517,262.32	\$7,902,911.00
NET (REVENUE)/EXPENDITURE	\$5,322,045.37	\$7,923,901.00	\$2,601,855.63	32.84%	\$5,263,792.84	\$7,506,602.00
IT	2,814,175.24	3,721,507.00	907,331.76	24.38%		
Finance	1,625,391.88	2,825,825.00	1,200,433.12	42.48%		
Clerk's	882,478.25	1,376,569.00	494,090.75	35.89%		

Legal Department - Third Quarter Ended September 30, 2025

	2025 YTD	Budget	Variance	Percentage	2024	
FISCAL YEAR REMAINING% :	Actual	2025		Budget-Rem	Actual To:	Budget
				25.00%	September	2024
REVENUE						
Fees and user charges	(\$1,347,888.20)	(\$1,535,837.00)	(\$187,948.80)	12.24%	(\$1,329,049.27)	(\$1,535,037.00)
Government grants		(\$1,540.00)	(\$1,540.00)	100.00%		(\$1,540.00)
Interest and investment income	(\$42,810.41)		\$42,810.41	0.00%	(\$15,032.64)	
Contribution from own funds			\$0.00	0.00%		
	(\$1,390,698.61)	(\$1,537,377.00)	(\$146,678.39)	9.54%	(\$1,344,081.91)	(\$1,536,577.00)
EXPENDITURES						
Salaries	\$1,631,485.27	\$2,385,075.00	\$753,589.73	31.60%	\$1,526,451.17	\$2,228,104.00
Benefits	\$1,250,909.67	\$1,687,188.00	\$436,278.33	25.86%	\$1,189,797.78	\$1,643,904.00
TOTAL SALARIES/BENEFITS	\$2,882,394.94	\$4,072,263.00	\$1,189,868.06	29.22%	\$2,716,248.95	\$3,872,008.00
Travel and training	\$35,568.07	\$116,856.00	\$81,287.93	69.56%	\$39,498.95	\$117,706.00
Vehicle allowance, maintenance and repairs	\$161.28	\$950.00	\$788.72	83.02%	\$112.70	\$950.00
Materials and supplies	\$70,311.76	\$112,616.00	\$42,304.24	37.57%	\$69,490.18	\$111,766.00
Maintenance and repairs	\$10,661.72	\$5,389.00	(\$5,272.72)	(97.84%)	\$2,162.83	\$5,389.00
Rents and leases	\$56,754.34	\$79,302.00	\$22,547.66	28.43%	\$51,962.14	\$79,302.00
Taxes and licenses	\$2,339,961.70	\$2,789,198.00	\$449,236.30	16.11%	\$2,348,084.42	\$2,703,222.00
Purchased and contracted services	\$266,802.89	\$552,763.00	\$285,960.11	51.73%	\$257,010.85	\$551,507.00
Capital expense	\$8,323.46	\$30,700.00	\$22,376.54	72.89%	\$9,551.91	\$28,400.00
Gain/Loss on disposal of capital assets			\$0.00	0.00%		
TOTAL OTHER EXPENSES	\$2,788,545.22	\$3,687,774.00	\$899,228.78	24.38%	\$2,777,873.98	\$3,598,242.00
	\$5,670,940.16	\$7,760,037.00	\$2,089,096.84	26.92%	\$5,494,122.93	\$7,470,250.00
NET (REVENUE)/EXPENDITURE	\$4,280,241.55	\$6,222,660.00	\$1,942,418.45	31.22%	\$4,150,041.02	\$5,933,673.00

Fire Services - Third Quarter Ended September 30, 2025

	2025 YTD	Budget	Variance	Percentage	2024	
<i>FISCAL YEAR REMAINING% :</i>	Actual	2025		Budget-Rem	Actual To:	Budget
				25.00%	September	2024
REVENUE						
Fees and user charges	(\$870,130.27)	(\$781,319.00)	\$88,811.27	(11.37%)	(\$561,824.98)	(\$912,613.00)
Government grants	(\$83,003.53)		\$83,003.53	0.00%		
Other income	(\$2,152.60)	(\$3,375.00)	(\$1,222.40)	36.22%	(\$53,693.15)	(\$3,375.00)
	(\$955,286.40)	(\$784,694.00)	\$170,592.40	(21.74%)	(\$615,518.13)	(\$915,988.00)
EXPENDITURES						
Salaries	\$8,780,680.05	\$12,916,777.00	\$4,136,096.95	32.02%	\$8,314,222.73	\$11,877,407.00
Benefits	\$2,656,749.16	\$3,651,710.00	\$994,960.84	27.25%	\$2,416,202.41	\$3,421,007.00
TOTAL SALARIES/BENEFITS	\$11,437,429.21	\$16,568,487.00	\$5,131,057.79	30.97%	\$10,730,425.14	\$15,298,414.00
Travel and training	\$43,488.64	\$82,566.00	\$39,077.36	47.33%	\$62,221.41	\$71,566.00
Vehicle allowance, maintenance and repairs	\$314,779.97	\$300,100.00	(\$14,679.97)	(4.89%)	\$271,726.18	\$244,600.00
Utilities and fuel	\$122,483.18	\$232,310.00	\$109,826.82	47.28%	\$164,430.86	\$363,000.00
Materials and supplies	\$270,872.94	\$321,193.00	\$50,320.06	15.67%	\$301,740.27	\$293,228.00
Maintenance and repairs	\$174,502.47	\$197,989.00	\$23,486.53	11.86%	\$160,963.57	\$165,636.00
Financial expenses	\$5,095.49	\$4,000.00	(\$1,095.49)	(27.39%)	\$4,081.06	\$4,000.00
Purchased and contracted services	\$14,546.43	\$24,300.00	\$9,753.57	40.14%	\$11,395.49	\$20,800.00
Transfer to own funds	\$296,955.75	\$395,941.00	\$98,985.25	25.00%		\$390,273.00
Capital expense	\$65,839.81	\$60,566.00	(\$5,273.81)	(8.71%)	\$35,991.57	\$60,566.00
Depreciation			\$0.00	0.00%		
TOTAL OTHER EXPENSES	\$1,308,564.68	\$1,618,965.00	\$310,400.32	19.17%	\$1,012,550.41	\$1,613,669.00
	\$12,745,993.89	\$18,187,452.00	\$5,441,458.11	29.92%	\$11,742,975.55	\$16,912,083.00
NET (REVENUE)/EXPENDITURE	\$11,790,707.49	\$17,402,758.00	\$5,612,050.51	32.25%	\$11,127,457.42	\$15,996,095.00

Public Works & Engineering - Third Quarter Ended September 30, 2025

	2025 YTD	Budget	Variance	Percentage	2024	
FISCAL YEAR REMAINING% :	Actual	2025		Budget-Rem	Actual To:	Budget
				25.00%	September	2024
REVENUE						
Fees and user charges	(\$4,081,879.29)	(\$4,126,344.00)	(\$44,464.71)	1.08%	(\$3,148,302.66)	(\$3,726,999.00)
Government grants	(\$131,533.72)	(\$238,721.00)	(\$107,187.28)	44.90%	(\$129,555.54)	(\$238,721.00)
Contribution from own funds	(\$18,754.37)	(\$251,840.00)	(\$233,085.63)	92.55%		(\$247,122.00)
Other income	(\$165,595.60)	(\$90,000.00)	\$75,595.60	(84.00%)	(\$211,528.99)	(\$90,000.00)
	(\$4,397,762.98)	(\$4,706,905.00)	(\$309,142.02)	6.57%	(\$3,489,387.19)	(\$4,302,842.00)
EXPENDITURES						
Salaries	\$15,141,517.91	\$21,649,187.00	\$6,507,669.09	30.06%	\$14,704,113.09	\$20,750,724.00
Benefits	\$4,395,809.99	\$5,851,011.00	\$1,455,201.01	24.87%	\$4,418,833.05	\$5,660,716.00
TOTAL SALARIES/BENEFITS	\$19,537,327.90	\$27,500,198.00	\$7,962,870.10	28.96%	\$19,122,946.14	\$26,411,440.00
Travel and training	\$63,271.97	\$133,640.00	\$70,368.03	52.65%	\$104,915.25	\$131,640.00
Vehicle allowance, maintenance and repairs	\$3,855,439.86	\$2,530,649.00	(\$1,324,790.86)	(52.35%)	\$2,538,975.81	\$2,411,938.00
Utilities and fuel	\$5,197,545.63	\$7,815,969.00	\$2,618,423.37	33.50%	\$4,000,867.92	\$7,882,884.00
Materials and supplies	\$3,512,595.50	\$4,422,409.00	\$909,813.50	20.57%	\$3,434,135.39	\$4,275,146.00
Maintenance and repairs	\$207,658.58	\$256,671.00	\$49,012.42	19.10%	\$192,374.83	\$247,725.00
Taxes and licenses	\$89,535.72	\$95,544.00	\$6,008.28	6.29%	\$83,770.48	\$95,544.00
Financial expenses	\$48,286.53	\$6,400.00	(\$41,886.53)	(654.48%)	\$11,908.79	\$6,400.00
Purchased and contracted services	\$5,996,762.19	\$7,870,836.00	\$1,874,073.81	23.81%	\$4,833,550.86	\$7,051,634.00
Transfer to own funds	\$5,069,265.75	\$6,839,021.00	\$1,769,755.25	25.88%	\$1,525,873.44	\$5,536,528.00
Capital expense	\$88,560.61	\$139,356.00	\$50,795.39	36.45%	\$64,548.31	\$136,459.00
Depreciation			\$0.00	0.00%		
Gain/Loss on disposal of capital assets			\$0.00	0.00%		
Less: recoverable costs	(\$171,844.38)	(\$187,565.00)	(\$15,720.62)	8.38%	(\$301,653.67)	(\$255,130.00)
TOTAL OTHER EXPENSES	\$23,957,077.96	\$29,922,930.00	\$5,965,852.04	19.94%	\$16,489,267.41	\$27,520,768.00
	\$43,494,405.86	\$57,423,128.00	\$13,928,722.14	24.26%	\$35,612,213.55	\$53,932,208.00
NET (REVENUE)/EXPENDITURE	\$39,096,642.88	\$52,716,223.00	\$13,619,580.12	25.84%	\$32,122,826.36	\$49,629,366.00
Public Works	29,075,950.60	37,566,231.00	8,490,280.40	22.60%		
Engineering	10,020,692.28	15,149,992.00	5,129,299.72	33.86%		

Public Works - Third Quarter Ended September 30, 2025

	2025 YTD	Budget	Variance	Percentage	2024	
<i>FISCAL YEAR REMAINING% :</i>	Actual	2025		Budget-Rem 25.00%	Actual To: September	Budget 2024
REVENUE						
Fees and user charges	(\$2,276,163.51)	(\$2,687,206.00)	(\$411,042.49)	15.30%	(\$1,692,472.50)	(\$2,340,246.00)
Government grants	(\$42,882.50)	(\$64,000.00)	(\$21,117.50)	33.00%	(\$51,674.00)	(\$64,000.00)
Contribution from own funds	(\$18,754.37)	(\$5,000.00)	\$13,754.37	(275.09%)		(\$5,000.00)
Other income	(\$165,595.60)	(\$90,000.00)	\$75,595.60	(84.00%)	(\$229,987.53)	(\$90,000.00)
	<u>(\$2,503,395.98)</u>	<u>(\$2,846,206.00)</u>	<u>(\$342,810.02)</u>	<u>12.04%</u>	<u>(\$1,974,134.03)</u>	<u>(\$2,499,246.00)</u>
EXPENDITURES						
Salaries	\$12,605,765.00	\$17,766,927.00	\$5,161,162.00	29.05%	\$12,156,538.06	\$17,010,846.00
Benefits	\$3,675,961.52	\$4,875,505.00	\$1,199,543.48	24.60%	\$3,743,281.26	\$4,706,732.00
TOTAL SALARIES/BENEFITS	\$16,281,726.52	\$22,642,432.00	\$6,360,705.48	28.09%	\$15,899,819.32	\$21,717,578.00
Travel and training	\$42,916.84	\$89,990.00	\$47,073.16	52.31%	\$80,380.95	\$88,990.00
Vehicle allowance, maintenance and repairs	\$3,821,247.24	\$2,500,871.00	(\$1,320,376.24)	(52.80%)	\$2,516,614.09	\$2,381,045.00
Utilities and fuel	\$1,651,866.41	\$2,303,897.00	\$652,030.59	28.30%	\$1,256,281.27	\$2,303,897.00
Materials and supplies	\$3,363,285.52	\$4,182,005.00	\$818,719.48	19.58%	\$3,295,580.25	\$4,055,460.00
Taxes and licenses	\$89,535.72	\$95,544.00	\$6,008.28	6.29%	\$83,770.48	\$95,544.00
Financial expenses	\$16,323.56	\$5,000.00	(\$11,323.56)	(226.47%)	\$11,121.46	\$5,000.00
Purchased and contracted services	\$1,822,670.58	\$2,434,793.00	\$612,122.42	25.14%	\$1,731,183.31	\$2,342,792.00
Transfer to own funds	\$4,641,652.50	\$6,268,870.00	\$1,627,217.50	25.96%	\$1,525,873.44	\$4,976,772.00
Capital expense	\$19,966.07	\$76,600.00	\$56,633.93	73.93%	\$44,067.99	\$76,600.00
Depreciation			\$0.00	0.00%		
Gain/Loss on disposal of capital assets			\$0.00	0.00%		
Less: recoverable costs	(\$171,844.38)	(\$187,565.00)	(\$15,720.62)	8.38%	(\$301,653.67)	(\$255,130.00)
TOTAL OTHER EXPENSES	\$15,297,620.06	\$17,770,005.00	\$2,472,384.94	13.91%	\$10,243,219.57	\$16,070,970.00
	<u>\$31,579,346.58</u>	<u>\$40,412,437.00</u>	<u>\$8,833,090.42</u>	<u>21.86%</u>	<u>\$26,143,038.89</u>	<u>\$37,788,548.00</u>
NET (REVENUE)/EXPENDITURE	\$29,075,950.60	\$37,566,231.00	\$8,490,280.40	22.60%	\$24,168,904.86	\$35,289,302.00

Operations				
Winter Control: Roadways and Sidewalks	8,202,927.12	8,624,801.00	421,873.88	4.89%
Sanitary Sewers	2,079,320.00	2,780,320.00	701,000.00	25.21%
Storm Sewers	293,723.70	778,221.00	484,497.30	62.26%
Roadways and Sidewalks	2,594,858.56	4,618,730.00	2,023,871.44	43.82%
Supervision and Overhead	2,724,914.14	3,602,552.00	877,637.86	24.36%
Traffic & Communications	1,395,943.90	2,030,298.00	634,354.10	31.24%
Carpentry	847,565.30	1,005,413.00	157,847.70	15.70%
Administration	1,488,530.93	1,785,465.00	296,934.07	16.63%
Buildings & Equipment	2,487,964.37	2,570,619.00	82,654.63	3.22%
Waste Management	3,394,172.08	5,012,266.00	1,618,093.92	32.28%
Parks	3,566,030.50	4,757,546.00	1,191,515.50	25.04%
	<u>29,075,950.60</u>	<u>37,566,231.00</u>	<u>8,490,280.40</u>	

Engineering - Third Quarter Ended September 30, 2025

	2025 YTD	Budget	Variance	Percentage	2024	
<i>FISCAL YEAR REMAINING% :</i>	<i>Actual</i>	<i>2025</i>		<i>Budget-Rem</i>	<i>Actual To:</i>	<i>Budget</i>
				25.00%	September	2024
REVENUE						
Fees and user charges	(\$1,805,715.78)	(\$1,439,138.00)	\$366,577.78	(25.47%)	(\$1,455,830.16)	(\$1,386,753.00)
Government grants	-88651.22	(\$174,721.00)	(\$86,069.78)	49.26%	(\$77,881.54)	(\$174,721.00)
Contribution from own funds		(\$246,840.00)	(\$246,840.00)	100.00%		(\$242,122.00)
Other income			\$0.00	0.00%	\$18,458.54	
	<u>(\$1,894,367.00)</u>	<u>(\$1,860,699.00)</u>	<u>\$33,668.00</u>	<u>(1.81%)</u>	<u>(\$1,515,253.16)</u>	<u>(\$1,803,596.00)</u>
EXPENDITURES						
Salaries	\$2,535,752.91	\$3,882,260.00	\$1,346,507.09	34.68%	\$2,547,575.03	\$3,739,878.00
Benefits	\$719,848.47	\$975,506.00	\$255,657.53	26.21%	\$675,551.79	\$953,984.00
TOTAL SALARIES/BENEFITS	\$3,255,601.38	\$4,857,766.00	\$1,602,164.62	32.98%	\$3,223,126.82	\$4,693,862.00
Travel and training	\$20,355.13	\$43,650.00	\$23,294.87	53.37%	\$24,534.30	\$42,650.00
Vehicle allowance, maintenance and repairs	\$34,192.62	\$29,778.00	(\$4,414.62)	(14.83%)	\$22,361.72	\$30,893.00
Utilities and fuel	\$3,545,679.22	\$5,512,072.00	\$1,966,392.78	35.67%	\$2,744,586.65	\$5,578,987.00
Materials and supplies	\$149,309.98	\$240,404.00	\$91,094.02	37.89%	\$138,555.14	\$219,686.00
Maintenance and repairs	\$207,658.58	\$256,671.00	\$49,012.42	19.10%	\$192,374.83	\$247,725.00
Financial expenses	\$31,962.97	\$1,400.00	(\$30,562.97)	(2,183.07%)	\$787.33	\$1,400.00
Purchased and contracted services	\$4,174,091.61	\$5,436,043.00	\$1,261,951.39	23.21%	\$3,102,367.55	\$4,708,842.00
Transfer to own funds	\$427,613.25	\$570,151.00	\$142,537.75	25.00%		\$559,756.00
Capital expense	\$68,594.54	\$62,756.00	(\$5,838.54)	(9.30%)	\$20,480.32	\$59,859.00
Depreciation			\$0.00	0.00%		
Gain/Loss on disposal of capital assets			\$0.00	0.00%		
TOTAL OTHER EXPENSES	\$8,659,457.90	\$12,152,925.00	\$3,493,467.10	28.75%	\$6,246,047.84	\$11,449,798.00
	<u>\$11,915,059.28</u>	<u>\$17,010,691.00</u>	<u>\$5,095,631.72</u>	<u>29.96%</u>	<u>\$9,469,174.66</u>	<u>\$16,143,660.00</u>
NET (REVENUE)/EXPENDITURE	\$10,020,692.28	\$15,149,992.00	\$5,129,299.72	33.86%	\$7,953,921.50	\$14,340,064.00

CD & ES - Third Quarter Ended September 30, 2025

	2025 YTD	Budget	Variance	Percentage	2024	
	Actual	2025		Budget-Rem	Actual To:	Budget
FISCAL YEAR REMAINING% :				25.00%	September	2024
REVENUE						
Fees and user charges	(\$8,259,894.44)	(\$9,452,356.00)	(\$1,192,461.56)	12.62%	(\$7,807,775.28)	(\$9,449,683.00)
Government grants	(\$1,178,978.10)	(\$2,209,639.00)	(\$1,030,660.90)	46.64%	(\$1,385,018.93)	(\$2,209,915.00)
Contribution from own funds	(\$32,111.88)	(\$503,888.00)	(\$471,776.12)	93.63%	(\$4,200.00)	(\$519,294.00)
Other income	(\$277,326.19)	(\$126,702.00)	\$150,624.19	(118.88%)	(\$316,313.85)	(\$126,705.00)
	(\$9,748,310.61)	(\$12,292,585.00)	(\$2,544,274.39)	20.70%	(\$9,513,308.06)	(\$12,305,597.00)
EXPENDITURES						
Salaries	\$11,647,423.03	\$16,323,436.00	\$4,676,012.97	28.65%	\$11,054,104.07	\$15,626,851.00
Benefits	\$3,097,130.98	\$4,367,221.00	\$1,270,090.02	29.08%	\$2,839,641.02	\$4,138,899.00
TOTAL SALARIES/BENEFITS	\$14,744,554.01	\$20,690,657.00	\$5,946,102.99	28.74%	\$13,893,745.09	\$19,765,750.00
Travel and training	\$55,912.95	\$204,117.00	\$148,204.05	72.61%	\$61,417.72	\$190,126.00
Vehicle allowance, maintenance and repairs	\$1,124,404.20	\$1,180,091.00	\$55,686.80	4.72%	\$963,260.23	\$1,119,909.00
Utilities and fuel	\$2,887,421.10	\$4,005,233.00	\$1,117,811.90	27.91%	\$2,711,681.48	\$4,020,946.00
Materials and supplies	\$729,231.48	\$1,259,702.00	\$530,470.52	42.11%	\$766,834.68	\$1,081,211.00
Maintenance and repairs	\$1,471,115.21	\$1,555,106.00	\$83,990.79	5.40%	\$1,156,936.72	\$1,434,917.00
Program expenses	\$180,385.08	\$169,540.00	(\$10,845.08)	(6.40%)	\$213,358.48	\$169,540.00
Goods for resale	\$649,805.38	\$777,829.00	\$128,023.62	16.46%	\$653,173.73	\$753,071.00
Rents and leases	\$143,230.05	\$90,255.00	(\$52,975.05)	(58.69%)	\$95,204.50	\$90,255.00
Taxes and licenses	\$192,671.12	\$179,970.00	(\$12,701.12)	(7.06%)	\$186,358.67	\$179,970.00
Financial expenses	\$221,945.06	\$101,187.00	(\$120,758.06)	(119.34%)	\$176,647.62	\$101,187.00
Purchased and contracted services	\$1,427,118.38	\$2,048,207.00	\$621,088.62	30.32%	\$1,329,102.73	\$2,027,907.00
Grants to others	\$146,558.37	\$104,500.00	(\$42,058.37)	(40.25%)	(\$444,680.68)	\$104,500.00
Transfer to own funds	\$902,050.00	\$1,677,326.00	\$775,276.00	46.22%		\$2,081,270.00
Capital expense	\$81,060.33	\$80,580.00	(\$480.33)	(0.60%)	\$110,929.43	\$74,579.00
Depreciation			\$0.00	0.00%		
TOTAL OTHER EXPENSES	\$10,212,908.71	\$13,433,643.00	\$3,220,734.29	23.98%	\$7,980,225.31	\$13,429,388.00
	\$24,957,462.72	\$34,124,300.00	\$9,166,837.28	26.86%	\$21,873,970.40	\$33,195,138.00
NET (REVENUE)/EXPENDITURE	\$15,209,152.11	\$21,831,715.00	\$6,622,562.89	30.33%	\$12,360,662.34	\$20,889,541.00
Humane Society	531,599.63	688,374.00	156,774.37	48.52%		
LIP	(551,867.33)	-	551,867.33	0.00%		
Economic Development	490,179.17	791,154.00	300,974.83	40.29%		
Tourism and Community Development	1,200,816.67	1,195,798.00	(5,018.67)	35.68%		
Planning	631,161.38	990,387.00	359,225.62	58.68%		
Parking	81,295.94	203,581.00	122,285.06	60.67%		
Cemetery	411,430.53	348,986.00	(62,444.53)	26.00%		
Transit	7,536,628.11	9,432,059.00	1,895,430.89	47.58%		
School Guards	237,633.00	313,777.00	76,144.00	33.61%		
Recreation & Culture	1,257,391.91	2,176,137.00	918,745.09	67.15%		
Locks	34,944.03	40,223.00	5,278.97	170.26%		
Community Centres			-			
John Rhodes Community Centre	1,045,690.66	1,791,059.00	745,368.34	66.93%		
Northern Community Centre Turf	(92,145.71)	(61,532.00)	30,613.71	-100.84%		
Northern Community Centre Arena	(27,973.18)	266,846.00	294,819.18	90.78%		
GFL Memorial Gardens	579,126.87	987,206.00	408,079.13	82.63%		
Downtown Plaza	155,301.31	304,271.00	148,969.69	62.54%		
Downtown Ambassador Program	69,241.32	245,913.00	176,671.68	106.55%		
Outdoor Pools/Misc. Concessions	259,845.79	420,052.00	160,206.21	38.14%		
Facility Administration	582,967.50	886,745.00	303,777.50	55.90%		
Administration	775,884.51	810,679.00	34,794.49	42.59%		

Levy Boards - Third Quarter Ended September 30, 2025

	2025 YTD	Budget	Variance	Percentage	2024	
<i>FISCAL YEAR REMAINING% :</i>	Actual	2025		Budget-Rem	Actual To:	Budget
				25.00%	September	2024
REVENUE						
EXPENDITURES						
Grants to others	\$19,035,161.33	\$25,380,215.00	\$6,345,053.67	25.00%	\$18,501,924.75	\$24,794,407.00
TOTAL OTHER EXPENSES	\$19,035,161.33	\$25,380,215.00	\$6,345,053.67	25.00%	\$18,501,924.75	\$24,794,407.00
	\$19,035,161.33	\$25,380,215.00	\$6,345,053.67	25.00%	\$18,501,924.75	\$24,794,407.00
NET (REVENUE)/EXPENDITURE	\$19,035,161.33	\$25,380,215.00	\$6,345,053.67	25.00%	\$18,501,924.75	\$24,794,407.00

Outside Agencies - Third Quarter Ended September 30, 2025

	2025 YTD	Budget	Variance	Percentage	2024	
FISCAL YEAR REMAINING% :	Actual	2025		Budget-Rem	Actual To:	Budget
				25.00%	September	2024
REVENUE						
Fees and user charges	(\$95,000.00)	(\$130,000.00)	(\$35,000.00)	26.92%	(\$170,000.00)	(\$130,000.00)
Government grants	(\$102,586.00)	(\$200,000.00)	(\$97,414.00)	48.71%	(\$166,071.00)	(\$200,000.00)
Contribution from own funds			\$0.00	0.00%		
Other income	(\$2,000.00)		\$2,000.00	0.00%		
	(\$199,586.00)	(\$330,000.00)	(\$130,414.00)	39.52%	(\$336,071.00)	(\$330,000.00)
EXPENDITURES						
Materials and supplies	\$399,051.80	\$320,000.00	(\$79,051.80)	(24.70%)	\$1,364,204.57	\$270,000.00
Grants to others	\$34,096,127.20	\$44,228,775.00	\$10,132,647.80	22.91%	\$30,450,825.18	\$41,475,055.00
Transfer to own funds	\$62,000.00	\$80,000.00	\$18,000.00	22.50%		\$580,000.00
TOTAL OTHER EXPENSES	\$34,557,179.00	\$44,628,775.00	\$10,071,596.00	22.57%	\$31,815,029.75	\$42,325,055.00
	\$34,557,179.00	\$44,628,775.00	\$10,071,596.00	22.57%	\$31,815,029.75	\$42,325,055.00
NET (REVENUE)/EXPENDITURE	\$34,357,593.00	\$44,298,775.00	\$9,941,182.00	22.44%	\$31,478,958.75	\$41,995,055.00

Corporate Financials - Third Quarter Ended September 30, 2025

<i>FISCAL YEAR REMAINING% :</i>	2025 YTD	Budget	Variance	Percentage	2024	
	Actual	2025		Budget-Rem	Actual To:	Budget
				25.00%	September	2024
REVENUE						
Taxation	(\$148,397,152.20)	(\$148,521,347.00)	(\$124,194.80)	0.08%	(\$143,247,329.65)	(\$143,335,325.00)
Payment in lieu of taxes	(\$3,100,243.40)	(\$5,054,728.00)	(\$1,954,484.60)	38.67%	(\$3,060,223.17)	(\$4,888,407.00)
Fees and user charges	(\$17,050,733.06)	(\$19,702,682.00)	(\$2,651,948.94)	13.46%	(\$14,579,315.29)	(\$18,764,458.00)
Government grants	(\$15,504,223.69)	(\$20,045,249.00)	(\$4,541,025.31)	22.65%	(\$13,738,667.93)	(\$17,897,249.00)
Interest and investment income	(\$5,009,007.75)	(\$6,289,000.00)	(\$1,279,992.25)	20.35%	(\$5,182,753.14)	(\$6,289,000.00)
Contribution from own funds		(\$1,361,091.00)	(\$1,361,091.00)	100.00%		(\$1,000,000.00)
Other income	(\$2,259,176.32)	(\$2,700,000.00)	(\$440,823.68)	16.33%	(\$1,799,410.35)	(\$2,500,000.00)
Change in future employee benefits			\$0.00	0.00%		
	(\$191,320,536.42)	(\$203,674,097.00)	(\$12,353,560.58)	6.07%	(\$181,607,699.53)	(\$194,674,439.00)
EXPENDITURES						
Salaries			\$0.00	0.00%	\$300.00	
Benefits			\$0.00	0.00%		
TOTAL SALARIES/BENEFITS	\$0.00	\$0.00	\$0.00	0.00%	\$300.00	\$0.00
Materials and supplies	\$162,178.50	\$296,103.00	\$133,924.50	45.23%	\$39,770.15	\$294,365.00
Program expenses	\$626,622.75	\$835,497.00	\$208,874.25	25.00%	\$620,218.50	\$741,652.00
Financial expenses	\$4,581,155.39	\$2,497,614.00	(\$2,083,541.39)	(83.42%)	\$1,400,249.52	\$2,372,601.00
Purchased and contracted services	\$7,621.69	\$11,000.00	\$3,378.31	30.71%	\$286,945.75	\$11,000.00
Transfer to own funds	\$10,480,538.25	\$14,414,921.00	\$3,934,382.75	27.29%		\$14,580,466.00
TOTAL OTHER EXPENSES	\$15,858,116.58	\$18,055,135.00	\$2,197,018.42	12.17%	\$2,347,183.92	\$18,000,084.00
	\$15,858,116.58	\$18,055,135.00	\$2,197,018.42	12.17%	\$2,347,483.92	\$18,000,084.00
NET (REVENUE)/EXPENDITURE	(\$175,462,419.84)	(\$185,618,962.00)	(\$10,156,542.16)	5.47%	(\$179,260,215.61)	(\$176,674,355.00)

Capital Levy & Debenture Debt - Third Quarter Ended September 30, 2025

	2025 YTD	Budget	Variance	Percentage	2024	
<i>FISCAL YEAR REMAINING% :</i>	Actual	2025		Budget-Rem	Actual To:	Budget
				25.00%	September	2024
REVENUE						
EXPENDITURES						
Long term debt	\$589,736.24	\$1,327,115.00	\$737,378.76	55.56%	\$663,557.37	\$1,400,000.00
Transfer to own funds	\$5,524,351.50	\$7,365,802.00	\$1,841,450.50	25.00%		\$7,392,943.00
TOTAL OTHER EXPENSES	\$6,114,087.74	\$8,692,917.00	\$2,578,829.26	29.67%	\$663,557.37	\$8,792,943.00
	\$6,114,087.74	\$8,692,917.00	\$2,578,829.26	29.67%	\$663,557.37	\$8,792,943.00
NET (REVENUE)/EXPENDITURE	\$6,114,087.74	\$8,692,917.00	\$2,578,829.26	29.67%	\$663,557.37	\$8,792,943.00

Appendix A

Net Assessment Growth to September 30, 2025

	2025 Total Assessment Based on Returned Roll	2025 Total Assessment to September 30, 2025	Difference Between Returned Roll and Year End	
Class	CVA	CVA	\$	%
Taxable				
Residential	5,695,335,116	5,709,659,716	14,324,600	0.25%
New Multi-residential	45,673,100	47,190,300	1,517,200	3.32%
Multi-residential	433,595,858	433,534,658	-61,200	-0.01%
Com. Occupied	717,197,484	714,545,308	-2,652,176	-0.37%
Com. Exc. Land	5,935,760	5,935,760	0	0.00%
Com. On-Farm Bus.	24,600	24,600	0	0.00%
Shopping Occ.	150,824,540	140,709,616	-10,114,924	-6.71%
Office Occupied	21,597,191	21,597,191	0	0.00%
Parking/Vac. Land	23,969,300	24,176,300	207,000	0.86%
Ind. Occupied	42,492,819	41,457,019	-1,035,800	-2.44%
Ind. Exc. Land	774,100	774,100	0	0.00%
Ind. Vac. Land	5,556,100	5,674,100	118,000	2.12%
Large Ind. Occ.	62,092,300	62,092,300	0	0.00%
Large Ind. Exc.	245,200	245,200	0	0.00%
Aggregate Extraction	2,454,800	2,454,800	0	0.00%
Pipelines	27,547,000	27,598,000	51,000	0.19%
Farm	2,394,600	2,370,500	-24,100	-1.01%
Managed Forests	2,765,100	2,765,100	0	0.00%
Commercial Total Taxable	919,548,875	906,988,775	-12,560,100	-1.37%
Industrial Total Taxable	111,160,519	110,242,719	-917,800	-0.83%
Total Taxable	7,240,474,968	7,242,804,568	2,329,600	0.03%

Appendix C - 2025 Q2 - Summary of Capital Projects

	2025 Approved Capital Budget	2025 Capital Budget Amendments (Note 1)	2025 Amended Capital Budget	% of Total	Council Approved/ Costs Incurred to Date	Remaining	% Remaining
Roads/Bridges/Storm Sewer	29,271,866	2,724,154	31,996,020	58.34%	25,101,416	6,894,604	21.55%
Landfill Upgrades, Fleet & Equipment	5,611,000		5,611,000	10.23%	865,837	4,745,163	84.57%
Public Works Fleet & Equipment	2,608,000	6,000	2,614,000	4.77%	2,098,931	515,069	19.70%
Engineering Fleet & Equipment	255,000		255,000	0.46%	186,167	68,833	26.99%
Transit Fleet & Equipment	2,400,000		2,400,000	4.38%	-	2,400,000	100.00%
Community Services Fleet & Equipment	734,975	255,251	990,226	1.81%	475,014	515,212	52.03%
Building Capital Maintenance	1,208,650		1,208,650	2.20%	388,154	820,496	67.89%
Fire Fleet & Equipment	1,662,000	111,032	1,773,032	3.23%	1,761,032	12,000	0.68%
Corporate/ Outside Agencies	1,050,000		1,050,000	1.91%	7,500	1,042,500	99.29%
Sanitary Sewer	6,946,996		6,946,996	12.67%	2,903,211	4,043,785	58.21%
Total	51,748,487	3,096,437	54,844,924	100.00%	33,787,262	21,057,663	38.39%

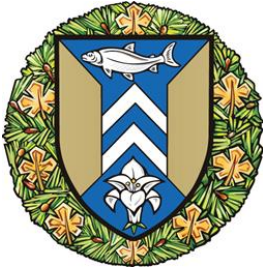
Note 1

As per the City's Capital Budget and Financing Policy dated September 28, 2020, Finance is required to provide a summary of all capital budget changes with the Capital Budget reporting. Below is a summary of all 2025 capital budget amendments as of June 30, 2025:

Capital Budget Item	2025 Approved Capital Budget	2025 Capital Budget Amendments	2025 Amended Capital Budget	Reference
<u>Roads/Bridges/Storm Sewer</u>				
Demolition of 628 Second Line West	-	126,691	126,691	Building removal as approved February 24, 2025. Funded from the Overall Capital Reserve.
Sackville Road Extension	4,000,000	2,704,371	6,704,371	Additional funding available from the Housing-enabling Core Systems Fund, as approved June 2, 2025.
Great Northern Road	3,400,000	(106,908)	3,293,092	Approved June 2, 2025; project was extended to maximize grant, but is still within approved \$3.4M budget

Appendix C - 2025 Q2 - Summary of Capital Projects (Continued)

Capital Budget Item	2025 Approved Capital Budget	2025 Capital Budget Amendments	2025 Amended Capital Budget	Reference
<u>Public Works</u>				
Pointe Des Chenes Disc Golf Course Expansion	-	6,000	6,000	\$3,000 contribution from Sault Disc Golf Association and \$3,000 supported by in in-kind services from Public Works, as approved April 29, 2025.
<u>Community Services Fleet & Equipment</u>				
Cemetery - Backhoe	155,000	4,724	159,724	Excess to be funded from operations as approved by Council on March 17, 2025.
OSH - Augmented Reality Historical Exhibits	-	173,050	173,050	Project approved June 2, 2025 with funding from FedNor and support from the Tourism Development Fund.
<u>Community Services Other</u>				
Strathclair Dog Park - Solar Lighting	27,500	77,477	104,977	On June 2, 2025, Council approved carryover funds from the 2023 Strathclair fencing project to be allocated to the Dog Park Lighting.
<u>Fire Fleet & Equipment</u>				
Pumper	1,650,000	111,032	1,761,032	Excess to be funded from the Fire Capital Equipment Reserve as approved by Council on March 17, 2025.
Fire Hall # 1 - Windows	50,000	(29,000)	21,000	At the June 23, 2025 meeting, Council approved the funding reallocation from Windows to support the overage of the Air Handling Units.
Fire Hall # 4 - Air Handling Units	65,000	29,000	94,000	
Total Capital Budget Amendments		3,096,437		



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 3, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Steve Facey, Manager of Finance
DEPARTMENT: Corporate Services
RE: 2026 User Fees

Purpose

Under the *Municipal Act*, section 391(1) municipalities have the authority to impose fees or charges for any activity or service that they provide. Staff is seeking Council approval of the user fees included in the schedules of By-law 2025-153 found elsewhere on the Agenda, with the effective date of January 1, 2026.

Background

User fees are one of the few controllable sources of revenue that can reduce the reliance on property taxes. The rationale for user fees is that those who benefit from the service should be the ones to pay for it, which creates tax fairness and equity. Constraints exist that prevent full cost recovery for some activities and services, such as market pricing and the ability to pay.

All departments have reviewed their applicable user fees, considering the recommended benchmark for cost recovery and the plan to achieve it.

Where applicable, departments applied a 2.8% inflationary increase, which is consistent with the inflationary factor that staff have been using for the 2026 budget.

In 2023, Council directed staff to institute rounding rules to ensure that users are charged an amount that is simplified. These rounding rules continue in 2026 as follows:

Fee Amount	Rounding Rule
< \$50	Nearest \$0.25
> \$50 and < \$100	Nearest \$1.00
> \$100	Nearest \$5.00

Analysis

Municipalities continue to look at user fees to help offset the impact of municipal services on property taxes. Services funded through taxation result in the general tax base funding whether they receive any direct benefit. There is also a range of services that are provided to benefit the common good of the community, which would be funded entirely, or in part, through taxation.

Sanitary Sewer Revenue

In 2024 and 2025, the sanitary sewer rate was set at 80% of the full water charge. Staff recommends maintaining the same recovery percentage for 2026.

Financial Implications

The recommended change in the User Fees reflects an estimated revenue increase of approximately \$136,300 net of reserve transfers as highlighted in Appendix A. This amount relates to all services other than Sanitary and Building Services and has been incorporated into the 2026 Preliminary Operating Budget.

Strategic Plan / Policy Impact / Climate Impact

This is an operational matter not articulated in the Strategic Plan.

Recommendation

It is therefore recommended that Council take the following action:

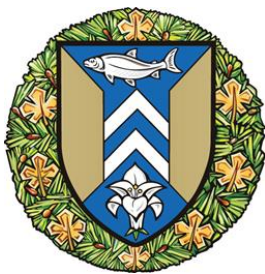
The relevant By-law 2025-153 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

Respectfully submitted,

Steve Facey
Manager of Finance
705.759.5356
s.facey@cityssm.on.ca

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
APPENDIX A - USER FEES BUDGET IMPACT
2026 BUDGET

<u>DEPARTMENT:</u>	<u>\$</u>
Clerks	4,269
Community Development & Enterprise Services	
Bondar Pavilion	404
Bondar & Bellevue Marinas	2,767
Seniors Centre	2,243
Athletic Fields	3,043
Bellevue Park Events	151
John Rhodes Community Centre-Arena	17,593
John Rhodes Community Centre-Pool	10,849
Northern Community Centre-Arena	17,554
Northern Community Centre-Turf	10,260
GFL Memorial Gardens	3,248
Transit	46,558
Parking	4,124
Cemetery	19,252
Planning	3,242
Old Stone House	6,319
Engineering	2,234
Building Inspection	32,948
Finance	415
Fire	542
Legal	-
Public Works	487
User Fee Impact	188,502
Less: Fees transferred to Reserve/Capital	(52,200)
Total User Fee Impact	136,302



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 3, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Karen Marlow, Manager of Purchasing
DEPARTMENT: Corporate Services
RE: RFP Engineering Service – Preliminary Design, Elgin
Street Improvements

Purpose

The purpose of this report is to obtain Council approval to award the provision of engineering services for the preliminary design of Elgin Street improvements within the downtown, between Bay Street and Wellington Street East, as required by Public Works and Engineering Services.

Background

A July 14, 2025 report to Council concerning 2026-2030 Five-Year Capital Transportation Program, resolved that staff procure consulting engineering services for the Elgin Street Reconstruction/Rehabilitation, conducted in 2025 for a planned construction in 2027.

The proposal was issued to bidders list within the Linear Municipal Infrastructure Vendors of Record (VOR) category. Proposals were required to be submitted for consideration no later than 4 p.m. on October 17, 2025.

Analysis

Proposals from three proponents were received prior to the closing date

- Kresin Engineering Corporation, Sault, ON
- Tulloch Engineering Inc., Sault, ON
- AECOM Canada Ltd., Sault, ON

The proposals received have been evaluated by a committee comprised of City staff from Engineering and Planning divisions.

It is the consensus of the evaluation committee that the proponent scoring highest in the evaluation process is AECOM Canada Ltd.

Financial Implications

AECOM Canada Ltd. proposed fees in the amount of \$180,741 including the non-rebateable portion of HST for these services.

As part of the 2025 capital budget, \$200,000 was approved for engineering work related to future capital road projects. This project can be accommodated within the approved \$200,000 allowance.

Strategic Plan / Policy Impact / Climate Impact

This project is included in the Infrastructure focus area of the Corporate Strategic Plan.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Purchasing dated November 3, 2025 concerning Preliminary Design, Elgin Street Improvements as required by Public Works and Engineering Services be received and that the work be awarded to AECOM Canada Ltd. for \$177,615.00 plus HST.

By-law 2025-157 to obtain Council approval to delegate authority to the CAO to execute the MEA Agreement for this project is listed under item 12 of the Agenda and will be read with all by-laws under that item.

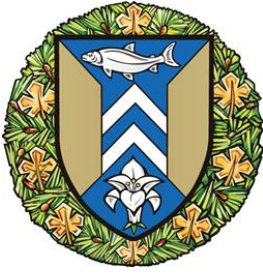
Respectfully submitted,

Karen Marlow

Manager of Purchasing

705.759.5298

k.marlow@cityssm.on.ca



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 3, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Nicole Maione, Director of Community Services
DEPARTMENT: Community Development and Enterprise Services
RE: Cemetery By-Law Update

Purpose

The purpose of this report is to obtain Council approval of a new by-law regulating cemeteries. This includes a Natural Burial Section in New Greenwood Cemetery; a reduction of interment capacity for full graves from six cremations each to four, restriction to tree species planted by families, regulations regarding traditional Indigenous grave markers (“spirit houses”), and grammatical edits.

Background

On September 10, 2025, open house sessions were held at City Hall from noon to 2 p.m. and at the cemetery chapel from 4 p.m. to 6 p.m. Collectively, thirty people attended. A broad age range was represented, with questions and commentary clearly showing enthusiasm and appreciation for a natural option being considered at the cemetery. A list of questions and answers from attendees are summarized and included in this report (Appendix A).

Natural Burials

The desire to have a Natural Burial Section derives from general public interest, along with interest from the local Clean North group. In general, individuals are seeking ways to reduce sources of pollution (ground, groundwater), and carbon emissions (air) from traditional burial processes. Additionally, a reduction in maintenance and material usage leads to conservation of the environment and savings over time.

In Ontario, five other communities (Glenwood Cemetery in Picton; Mount Hamilton Cemetery in Hamilton; Duffin Meadows Cemetery in Pickering; Parkview Cemetery in Waterloo and Meadowvale Cemetery in Brampton) have created natural burial sections within their traditional cemeteries. Most are situated beside a treeline, which serves to encourage natural growth over time. This is the case with the recommendation within New Greenwood Cemetery.

Reduction of Interment Capacity for Cremated Remains

The cemetery wishes to reduce the number of cremated remains (urns) in a full grave from six to four. This will help to reduce maintenance costs, improving grave

stability and appearance. This will also reduce marker damage, as riding lawnmowers drive over the graves in summer.

Planted Trees Restricted to Cedar

For those patrons opting to plant trees at graves (two graves, beside one another), only cedars are permitted because: root systems don't impact monument bases; narrow canopy minimizes encroachment on other graves and eases trimming; cedar is a hardy species for winter; no leaves to clean up, etc.

Traditional Indigenous Grave Markers (Spirit Houses)

Subsequent to the September 10, 2022, open house, staff met with representatives from the Huron-Superior Regional Métis Community to discuss the proposed by-law. As a result of those discussions, a section regarding traditional Indigenous grave markers (or spirit houses) has been added. Spirit houses are small structures built over graves to provide shelter for the deceased's spirit as it transitions to the afterlife.

Analysis

New Greenwood Cemetery has ample room for a "natural" section, in its southeast corner. Mapping and grave layout documents are attached (Appendix B). Additionally, definitions and features of the proposed natural section are attached.

Traditional Indigenous Grave Markers (Spirit Houses) will be accommodated within the cemetery without affecting regular operations as families of the deceased will assume responsibility for the care and maintenance of these markers.

Financial Implications

A central marker will need to be purchased and placed at the Natural Burial Section. The estimated cost is less than \$5,000, along with discrete stainless-steel tags for mapping each grave. This is covered within the current operating budget.

Strategic Plan / Policy Impact / Climate Impact

The recommendation supports the focus area of the Community Strategic Plan for 2024-2027 in several ways.

- Enhancing services and customer through the Service Delivery Focus Area.
- Natural burials offer a sustainable alternative to conventional practices by eliminating embalming chemicals, metal caskets, and concrete vaults, reducing greenhouse gas (GHG) emissions and enriching soil health which fosters the growth vegetation. This aligns with the City's objective to be a leader in environmental sustainability and climate action to seek opportunities to implement sustainable solutions.
- The inclusion of traditional Indigenous Grave Markers (Spirit Houses) supports the Community Development focus by fostering respectful and meaningful relationships with Indigenous communities.

Recommendation

It is therefore recommended that Council take the following action:

The relevant By-Law 2025-156 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

Ontario Regulation 30/11 requires notice of passage of the by-law at all municipal cemeteries for four weeks, after which the by-law will be submitted to the Bereavement Authority of Ontario for final approval. The by-law will not come into effect until that approval has been received.

Respectfully submitted,

Nicole Maione

Director of Community Services

Community Development and Enterprise Services

705.759-5264

n.maione@cityssm.on.ca

September 11, 2025

Summary of Open House Sessions: Questions & Answers

1) Question:

What is the capacity and type of interment allowed per grave?

Answer:

One full body per grave (no double-depth); no cremated remains.

2) Question:

What type of container is used, in lieu of a traditional casket?

Answer:

A cloth shroud (wrapped around the body), made of biodegradable materials, coupled with a base with handles. The base and handles are typically available in wicker materials, being biodegradable. If a casket-style container is used, it must be biodegradable, and not contain glues, metals, varnishes, paints, etc. The body must remain, in appearance and handling, dignified and protected.

3) Question:

What is the size of the grave?

Answer:

The grave is 48 inches wide x 120 inches long, and 48 inches deep. Ground cover over the interred body must be no less than 24 inches.

4) Question:

How is the grave dug, filled, and maintained?

Answer:

The grave is opened and closed with a backhoe, as with traditional ground burials. The grave top will self-level, and remain undisturbed, allowing grasses, indigenous flowers, etc., to grow. All plantings will be performed by City staff (Greenhouse staff and cemetery employees).

5) Question:

May I plant trees and/or flowers on/near the grave?

Answer:

No. The graves will remain in a natural state, with all plantings done by City staff, as per point 4.

6) Question:

Will trees be planted atop the graves?

Answer:

No, unless cases of wild growth occur. At any rate, cemetery staff will assess the tree, case-by-case, to ensure protection of the natural section.

7) Question:

How will each grave be marked?

Answer:

Each grave will be mapped by the cemetery staff in permanent record, ensuring the location is accurate and known. Monuments, markers, adornments, flowers, etc., will not be permitted at the grave.

The front of the natural section will have a central plaque installed, where families may elect to purchase a small name plate. The plaque, with its list of names, will correspond with the layout of the graves, aiding families in locating their loved ones in future.

8) Question:

May I select and purchase a grave preneed (ahead of death)?

Answer:

No. The rights to a natural grave may be *purchased* ahead of time, however not *selected*. This is for a few reasons: (1) each grave is selected in succession on the grounds, to ensure that burials are left undisturbed (from backhoe, foot traffic, etc.). (2) If the circumstances of death require special care, e.g., more secure container, embalming, recommendation for cremation, etc., the grave may need to be traditional, as it would not subscribe to a natural burial as defined by our community. If rights were purchased in the natural section, the Clerks Office and cemetery staff would act quickly to recommend and provide another suitable (traditional) grave. Fees would remain unchanged: only the grave coordinates, mapping and contract location would be updated.

9) Questions:

How many graves are planned in this section? Are other cemeteries being considered for natural sections?

Answers:

64 graves are mapped—with more land available to the west. In the coming years, other cemeteries may be researched for natural burial capacity. Examples would be Holy Sepulchre Cemetery and Pine Grove Cemetery.

4 T H L I N E

CEMETERIES OFFICE BUILDING



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New Greenwood Gate # 2

New Greenwood Gate # 1

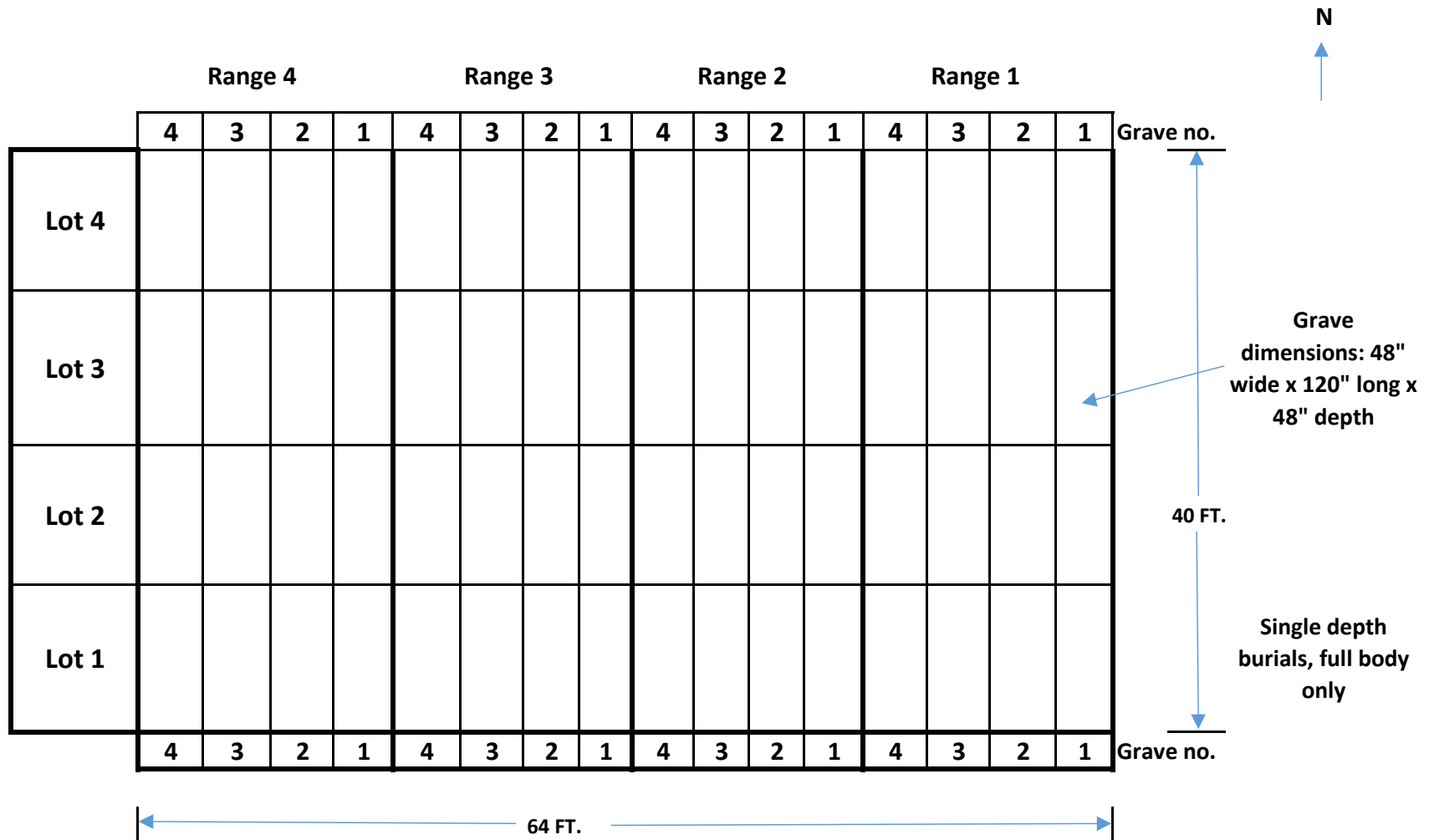
NEW GREENWOOD
CEMETERY

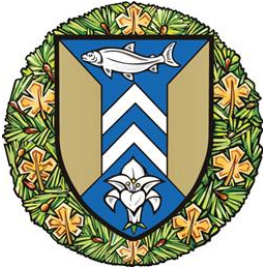
GREEN/NATURAL
SECTION →

← BUSH →

← BUSH →

Natural Burial Section
New Greenwood Cemetery





**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 3, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Nicole Maione, Director of Community Services
DEPARTMENT: Community Development and Enterprise Services
RE: Northern Community Centre Garage Lease Agreement –
Algoma District School Board

Purpose

The purpose of this report is to request Council approval to enter into a lease agreement with the Algoma District School Board (ADSB) to lease garage space at the Northern Community Centre (NCC) for five years with the option to extend.

Background

At the December 12, 2022 Council meeting the following resolution was approved:

Resolved that By-law 2022-197 being a by-law to authorize the execution of the Agreement between the City and the Algoma District School Board for the leasing of space at the expanded Northern Community Centre be passed on open Council this 12th day of December, 2022.

This lease agreement was awarded to ADSB through the City's Request for Proposal (RFP) process. The agreement includes the lease of four rooms at the NCC with an annual rent of \$45,000 for a five-year term, with the option for extension subject to successful negotiations. ADSB is a valued tenant in good standing and actively supports community partnerships.

Analysis

As a result of the ongoing success of the current lease agreement with the City, the ADSB approached the City with a request to lease additional space at the NCC for the expansion of its Director's Academy, which will now include both soccer and football training components.

The proposed area will serve as a workout space for students as part of their curriculum. ADSB will invest a minimum of \$75,000 in capital improvements, including the purchase and installation of a heating unit, custom shelving, rubber flooring and workout equipment. As part of the lease agreement, the City will assume responsibility for the ongoing maintenance of this equipment and area.

Despite the new use, sufficient space will remain for continued City storage. ADSB plans to use the space during the second semester, limited to school hours, which allows for shared use by the City outside of those times. This presents an opportunity to explore additional programming that could generate increased revenue.

The Purchasing Department supports this initiative as a non-competitive, single-source lease based on the longstanding positive relationship with the tenant and the value of the investment being made.

Financial Implications

The City will receive an additional \$6,840 plus HST in annual rent. As this is a shareable space, property taxes do not apply.

In addition, the City will receive an estimated \$75,000 in capital investment from ADSB to enhance the City facility, and with these enhancements additional revenue will be explored through expansion of programming.

Strategic Plan / Policy Impact / Climate Impact

This initiative supports the City's Corporate Strategic Plan 2024-2027 in a number ways.

- It will maintain and enhance current infrastructure as part of the Infrastructure Focus Area.
- It assists in building collaborative relationships and enhancing service delivery options as part of the Service Delivery Focus Area.

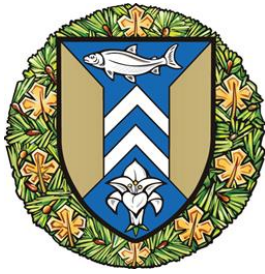
Recommendation

It is therefore recommended that Council take the following action:

The relevant By-Law 2025-155 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

Respectfully submitted,

Nicole Maione
Director of Community Services
Community Development and Enterprise Services
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n.maione@cityssm.on.ca



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 3, 2025

TO: Mayor Matthew Shoemaker and Members of City Council

AUTHOR: Travis Anderson, Director Tourism and Community
Development

DEPARTMENT: Community Development and Enterprise Services

RE: Tourism Development Fund Applications – October 2025

Purpose

The purpose of this report is to provide recommendations to Council from City staff and the Tourism Sault Ste. Marie Board of Directors for the distribution of Tourism Development Funds.

Background

The Tourism Development Fund (TDF) was implemented on June 1, 2021 to provide financial support to the broader tourism sector in two different streams - Festivals and Special Events, and Attractions and Product Development. The funds for both streams of the TDF are generated from revenue collected by the Municipal Accommodation Tax (MAT).

Consideration is given to support initiatives that produce positive results in at least one of the following criteria:

- Development of quality tourism products and events;
- Increase in overnight stays and visitor spending in Sault Ste. Marie;
- Enhancement of the Sault's tourism product offerings;
- Support of the city's reputation and position as a first-rate visitor destination;
- Fulfill a gap in the tourism visitor experience landscape; and
- Encourage private sector tourism investment in Sault Ste. Marie.

Upon receipt of a TDF application, Tourism staff review it for eligibility and assessment criteria and makes recommendations to the Tourism Sault Ste. Marie Board of Directors. The Tourism Sault Ste. Marie Board of Directors further evaluates the applications and makes recommendations to Council for distribution of grant funds.

Analysis

Tourism Development Fund applications are permitted on an ongoing intake and are reviewed monthly at the Tourism Sault Ste. Marie Board of Directors meetings.

The recipient expends the funds and claims them through the Tourism Development Fund after the event or project is completed.

At the Tourism Sault Ste. Marie Board of Directors' meeting held on August 19, 2025, three applications were reviewed with the following recommendations:

1. XCSO Ontario Cup 3- Soo Finnish Nordic Ski Club (\$20,000)
2. City of Sault Ste. Marie- Kayak Dock Replacement (\$30,000)
3. Canadian Police Curling Championships-Northern Ontario Police Curling Association (\$8,800)

XCSO Ontario Cup #3 (Soo Finnish Nordic Ski Club)

Sault Ste. Marie has been selected through a competitive bid process to host Ontario Cup #3, one of four prestigious races in the 2025–26 Cross Country Ski Ontario (XCSO) Ontario Cup series. The event will take place January 16–18, 2026, at the Soo Finnish Nordic Ski Club's Crystal System.

The three-day competition will welcome approximately 350 athletes ranging from U8 to Masters categories, representing 28 ski clubs from across Ontario. Athletes will compete in individual start races, a team sprint, and a Free Technique race. The event also features a community Fun Zone with ski jumps, hot chocolate, and marshmallow roasting to encourage local participation and engagement.

Hosting this event is a strong opportunity for Sault Ste. Marie, as it occurs during a traditionally lower tourism period and is expected to generate significant economic activity through overnight stays and local spending. An Ontario Cup event has not been hosted in Sault Ste. Marie since 2011, making this a welcome return for the provincial ski community and a valuable boost for local sport tourism.

Previous Tourism Development Fund Support

2022 – Ontario Youth Championships (\$7,500) to support the purchase of timing equipment)

2024 – Ontario Youth Championships (\$5,000) to support venue rental at Hiawatha Highlands and signage)

Visitor Projections and Economic Impact

- 192 Local (spectators/participants)
- 365 Ontario (spectators/participants)
- 15 USA (spectators/participants)

Economic Impact

380 out of town visitors x 3 days x \$175 per person/per day = \$198,975

Recommendation

In support of the Soo Finnish Nordic Ski Club hosting the XCSO Ontario Cup #3 the Tourism Sault Ste. Marie Board of Directors passed the following resolution:

Be it resolved that the Tourism Sault Ste. Marie Board of Directors recommend a contribution of \$20,000 through the Tourism Development Fund – Conferences and Special Events Stream to support the XCSO Ontario Cup #3 to be hosted January 16-18, 2026, and that a report be submitted to City Council for consideration and approval.

City of Sault Ste. Marie Kayak Dock Replacement

This past summer, a portion of the City's accessible kayak launch went missing from the Bellevue Park Marina location. Waterfront access remains a cornerstone of Sault Ste. Marie's tourism strategy. The proposed replacement of the accessible kayak dock at Bellevue Park will help sustain that momentum and maintain opportunities for inclusive, water-based experiences. The replacement cost of the dock system and associated installation materials (before tax) is as follows:

- EZ Port Max Entry- Beige \$6,336
- EZ Launch Single Entry Left \$5,177.95
- EZ Launch Single Entry Right \$5,177.95
- Hinge Kit \$771.52
- Deadweight Bracket \$299
- Sign for ADA System \$258.80
- Sign Holder/ Bracket \$2,177
- Lock/ Chain/ Theft Protection \$4,500

The kayak dock was originally installed in 2021 as part of a waterfront activation initiative, funded through the City's share of the Municipal Accommodation Tax (MAT). Since then, both kayak docks (Bellevue Park and Roberta Bondar Marina) have been well used by visitors and residents, offering safe, accessible entry points for people of all ages and abilities to enjoy paddling on the St. Marys River. The Bellevue Park site has provided an ideal launch area for families, beginners, and those seeking a quieter on-water experience.

Replacing the dock will ensure continued access to inclusive, low-impact outdoor recreation and help sustain momentum in the City's waterfront development efforts. The dock supports local tourism operators, including Thrive Tours, which uses these access points for guided paddling experiences for residents, visitors, and cruise ship passengers. These experiences contribute to the City's visitor economy and reinforce Sault Ste. Marie's efforts to be a welcoming waterfront community.

The replacement dock will feature enhanced anchoring and a secure lock system, to help ensure long-term sustainability and continued enjoyment for the community and visitors.

Recommendation

Be it resolved that the Tourism Sault Ste. Marie Board of Directors recommend a contribution of \$30,000 through the Tourism Development Fund – Product Development stream to support the purchase cost of replacement and installation

of the Bellevue Marina Kayak dock, and that a report be submitted to City Council for consideration and approval.

Canadian Police Curling Championships (Northern Ontario Police Curling Association)

Sault Ste. Marie has been selected through a competitive bid process to host the 70th Annual Canadian Police Curling Championship, taking place April 11–18, 2026 at the YNCU Curling Centre. This marks the first time the City will host this prestigious national event, organized by the Northern Ontario Police Curling Association (NOPCA) in partnership with the Canadian Police Curling Association (CPCA).

The championships will welcome 80–100 participants, along with their families and supporters, from across Canada. In addition to the week-long on-ice competition, the event program includes opening and closing ceremonies, a formal gala, and spousal and community activities designed to enhance visitor experience and engagement.

A hallmark of this national event is its daily tribute to fallen officers, a meaningful tradition that reflects the values of service, unity, and respect shared within the policing community.

Hosting the Canadian Police Curling Championship presents an opportunity to showcase Sault Ste. Marie on the national stage, strengthen local tourism through extended visitor stays, and celebrate the spirit of community and camaraderie. The NOPCA is committed to delivering a memorable championship that honours tradition while highlighting the city's reputation as a welcoming and capable host for national sporting events.

Visitor Projections

- 141 Local participants and spectators
- 11 Regional participants and spectators
- 39 Ontario participants and spectators
- 91 participants and spectators from across Canada

Economic Impact

130 out of town visitors x 10 days x \$175 per person/ per day = \$227,500

Recommendation

In support of the Northern Ontario Police Curling Association hosting the 70th Annual Police Curling Championships, the Tourism Sault Ste. Marie Board of Directors passed the following resolution:

Be it resolved that the Tourism Sault Ste. Marie Board of Directors recommend a contribution of \$8,800 through the Tourism Development Fund – Conferences and Special Events Stream to support the 2026 Canadian Police Curling Championship

to be hosted April 11-18, 2026, and that a report be submitted to City Council for consideration and approval.

Financial Implications

No new funds would be required. The Tourism Development Fund currently has \$701,000 uncommitted for the purposes of financial assistance within the tourism sector.

Strategic Plan / Policy Impact / Climate Impact

This item supports the Corporate Strategic Plans Focus Area:

- Community Development and Partnership focus of Maximizing Economic Development and Investment with the commitment to maintain financial viability.
- Community Development - Develop partnerships with key stakeholders and reconciliation.

There are no climate change-related impacts associated with this report.

Recommendation

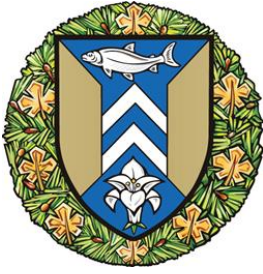
It is therefore recommended that Council take the following action:

Resolved that the report of the Director of Tourism and Community Development dated November 3, 2025 be received and that the recommendation of the Tourism Sault Ste. Marie Board of Directors to allocate \$58,800 as detailed below be approved:

1. XCSO Ontario Cup 3 (Soo Finnish Nordic Ski Club) \$20,000;
2. City of Sault Ste. Marie Tourism Division- Kayak Dock Replacement \$30,000; and
3. 2026 Canadian Police Curling Championships (Northern Ontario Police Curling Association) \$8,800.

Respectfully submitted,

Travis Anderson
Director, Tourism &
Community Development
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**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 3, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Maggie McAuley, Manager of Design and Transportation
Engineering
DEPARTMENT: Public Works and Engineering Services
RE: Traffic Signal Removal Study – Wallace Terrace and
Goulais Avenue

Purpose

The purpose of this report is to address a Council resolution regarding the traffic signals at Wallace Terrace and Goulais Avenue.

Background

On October 1, 2025 Council passed the following resolution:

Whereas City Council recognizes the importance of efficient traffic management and safety at all intersections within the city; and

Whereas there have been ongoing discussions regarding the necessity and effectiveness of the traffic lights located at the intersection of Wallace Terrace and Goulais Avenue; and

Whereas safety concerns have been raised by local residents and businesses about the removal of the traffic lights at this intersection; and

Now Therefore Be It Resolved that Council directs the appropriate City department(s) to:

- *Temporarily cover the traffic lights at the intersection of Wallace Terrace and Goulais Avenue for a trial period of which the length is determined by similar trials.*
- *Monitor and assess traffic flow, pedestrian safety, and overall intersection performance during the trial period.*
- *Gather feedback from local residents, businesses, and other stakeholders regarding their experiences during the trial period.*

- *Prepare a comprehensive report on the findings of the trial, including recommendations on whether the traffic lights should be permanently removed or reinstated.*
- *Present the report to the City Council at the conclusion of the trial period for a final decision.*

Further Be It Resolved that appropriate measures, such as signage or temporary stop signs, be implemented during the trial period to ensure the safety of all road users.

Analysis

Wallace Terrace and Goulais Avenue is a four-leg intersection in the west end. The main road, Wallace Terrace, is an urban arterial road, and the minor road, Goulais Avenue, is an urban collector road. A number of commercial businesses are located at its corners, including a corner store and a pizza restaurant. Goulais Avenue is the access to Gate #4 at Algoma Steel. This intersection provides a pedestrian crossing point for access to Manzo Park, including the pool and splash pad.

Staff removed the traffic signal heads on May 15, 2025 and installed a temporary pedestrian crossover for the study duration. It was decided to remove the signal heads rather than cover them because of the age of the equipment. If signals were recommended to remain at this intersection, new equipment would be installed.

Public Consultation

Through the Public Input survey, the community was asked whether or not to keep the traffic signals at this intersection. The survey garnered over 1,200 responses and more than 850 comments. Staff also received multiple phone calls and emails. In all, 93% of those surveyed wanted to keep the traffic signals, while 7% of those surveyed wanted the signals removed. The comments received were overwhelmingly in favour of keeping the traffic signals.

The City also undertook a community survey for the traffic signal removal study using FlashVote, a platform that provides statistically reliable public input. FlashVote helps the City better understand residents' perspectives, priorities, and needs by engaging participants on a variety of topics throughout the year. For this survey, 276 residents took part, and their responses are summarized as follows:

In the last 12 months, about how often have you passed through the intersection of Wallace Terrace and Goulais Avenue?

Twice a week or more	21%
Once a week to once a month	32%
Less than once a month to once in the past year	38%
Didn't pass through it in the last year	6%
Not Sure	2%

In the last 12 months, which of the following ways have you passed through the intersection of Wallace Terrace and Goulais Avenue (Choose all that apply if any)

Drove through it	96%
Biked or scooted through it	6%
Rode a bus through it	2%
Walked or jogged through it	2%
Went to visit a business, home or other destination there	15%
Other	0%

The City of Sault Ste. Marie is studying whether the traffic signal at that intersection should be replaced with something else. Based on your experience, what do you think might make the most sense there? (You can choose up to THREE)

Doesn't really matter to me	10%
4-way stop signs	22%
2-way stop signs (major road free-flow, minor road stop)	19%
Keep the traffic light as is	36%
Do whatever makes traffic flow the best	31%
Not Sure	4%
Other	8%

A large portion of the comments from both surveys are related to speeding and the safety of pedestrians, especially children, crossing at this intersection. There is a perception that this is a very busy intersection, especially when the shift change at Algoma Steel coincides with school traffic. Difficulties turning left onto Wallace Terrace from Goulais Avenue can cause backups, which blocks driveways of residents on Goulais Avenue and diverts drivers onto other streets to avoid the wait. Other commenters stated that they would avoid this intersection because they feel unsafe whether they are driving, cycling, or walking. Commenters from along Wallace Terrace also mentioned difficulties accessing their driveways without the break in traffic created by the traffic signals.

Comments were also received that the flashing beacons are not very visible, particularly when the sun is low in the west.

During the study, seven collisions were recorded at the intersection, six of which occurred within the first four weeks. Over the past 5 years, there have been 10 collisions. The recent collisions during the study were reported as drivers failing to yield the right of way or disobeying traffic control.

On Wallace Terrace, there was an increase in the 85th percentile speed by 6km/h on the west side of the intersection while there was a reduction in speed by 7km/hr on the east side of the intersection.

The recorded pedestrian activity during the study was approximately 90-120 pedestrians in an 8-hour period crossing in all directions. Staff have confirmed with the School Board that there are at least 40 students who attend Korah Collegiate & Vocation School as either intermediate or secondary students that live south of Wallace Terrace and are not provided bus transportation service to attend school.

Throughout the study, traffic data was collected in June, August, and September. Traffic signal warrant analyses were completed and show that the traffic signal warrant is much closer to being justified than it was when initially completed in 2022. This is likely because there was an increase in traffic volume at this intersection when comparing the 2025 data to the 2022 data. The increase in traffic could be due to the recent resurfacing of Wallace Terrace both east and west of Goulais Avenue, or a change in operations at the nearby industries. While the signals are not clearly justified, the analyses generally meet the 80% justification requirement, where the OTM recommends that signals should be considered. The justifications that consider the volume on Goulais Avenue met the 100% justification requirement, which is supported by the comments staff received about the delays on Goulais Avenue.

It is difficult to predict future changes to the traffic volumes. Staff are aware of a number of possible housing developments in the west end of the City, including an approved 150-unit subdivision with apartment blocks near Allen's Side Road, which could impact the traffic volumes at this intersection.

Based on the feedback received and the data collected indicating a large increase in volume at this intersection, staff recommend reinstating the signals. The warrant analysis indicates that signals should be considered, and with the fluctuating traffic volumes, the signals may be warranted in the future. In this event, the City would be reinstalling the infrastructure that is currently in place.

Following the reinstatement of the traffic signals, staff also recommend upgrading the traffic detection technology and adjusting the signal timing during off-peak hours to only turn green on the north-south leg if a vehicle or pedestrian is detected at the intersection. The temporary PXO equipment would be removed and repurposed at another location in the City.

Financial Implications

The financial implications of this recommendation include the replacement of the traffic signal equipment, which can be accommodated in the traffic operations budget. The upgrades to the technology for traffic signals is estimated to be approximately \$25,000 and can be accommodated in the miscellaneous construction budget.

Strategic Plan / Policy Impact / Climate Impact

Traffic related recommendations are related to the infrastructure and quality of life focus area of the Strategic Plan.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report of the Manager of Design and Transportation Engineering dated November 3, 2025 concerning the Traffic Signal Removal Study – Wallace Terrace and Goulais Avenue be received and that staff proceed with the replacement of signals and procurement of the traffic detection technology.

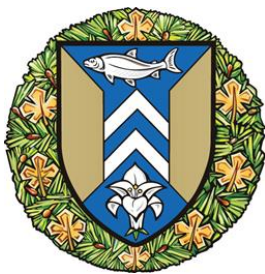
Respectfully submitted,

Maggie McAuley, P.Eng.

Manager of Design and Transportation Engineering

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**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 3, 2025

TO: Mayor Matthew Shoemaker and Members of City Council

AUTHOR: Melanie Borowicz-Sibenik, Assistant City Solicitor/Senior
Litigation Counsel

DEPARTMENT: Legal Department

RE: Sale of 0 Nixon Road (1644291 Ontario Limited – Ozzie
Grandinetti)

Purpose

The purpose of this report is to advise Council of the offer received for the sale of property described as PIN 31610-0183 (LT) PT LT 9 PL H536 KORAH PT 1 1R6198; SAULT STE. MARIE, being civic 0 Nixon Road.

Attachment

Attached as Schedule “A” is a map of the subject property (“Property”).

Background

On April 7, 2025, By-law 2025-53 declared the Property surplus to the City’s needs and approved the disposition of same.

The abutting property owner, Ozzie Grandinetti of 1644291 Ontario Limited (“Requestor”), provided the Legal Department with a valuation prepared by John Glavota, Sales Representative with Royal LePage Northern Advantage, Brokerage. The market value of this property is estimated between Twenty Thousand (\$20,000) and Thirty Thousand (\$30,000) Dollars. The Requestor intends to use the Property to run services to the rear abutting property for apartment buildings and for a secondary access to the abutting property. The Property is to be consolidated with the abutting property following the sale.

Tom Feifel, Broker with Castle Realty (2022) Ltd. provided the Legal Department with a valuation of Thirty Thousand (\$30,000) Dollars for the Property.

Negotiations ensued and the Requestor has offered Thirty Thousand (\$30,000) Dollars for the Property. Legal recommends same.

The sale of this property was advertised on the City’s web page advising that the City wished to sell to the abutting owner. No comments or objections were received.

Sale of 0 Nixon Road (1644291 Ontario Limited – Ozzie Grandinetti)

November 3, 2025

Page 2.

Analysis

If the City decides to dispose of the Property, it would be consistent with the City's plan to dispose of surplus property.

Financial Implications

There would be a tax benefit to the City.

Strategic Plan / Policy Impact / Climate Impact

Not applicable.

Recommendation

It is therefore recommended that Council take the following action:

The relevant By-law 2025-150 is listed under item 12 of the Agenda and will be read with all by-laws under that item.

Respectfully submitted,

Melanie Borowicz-Sibenik

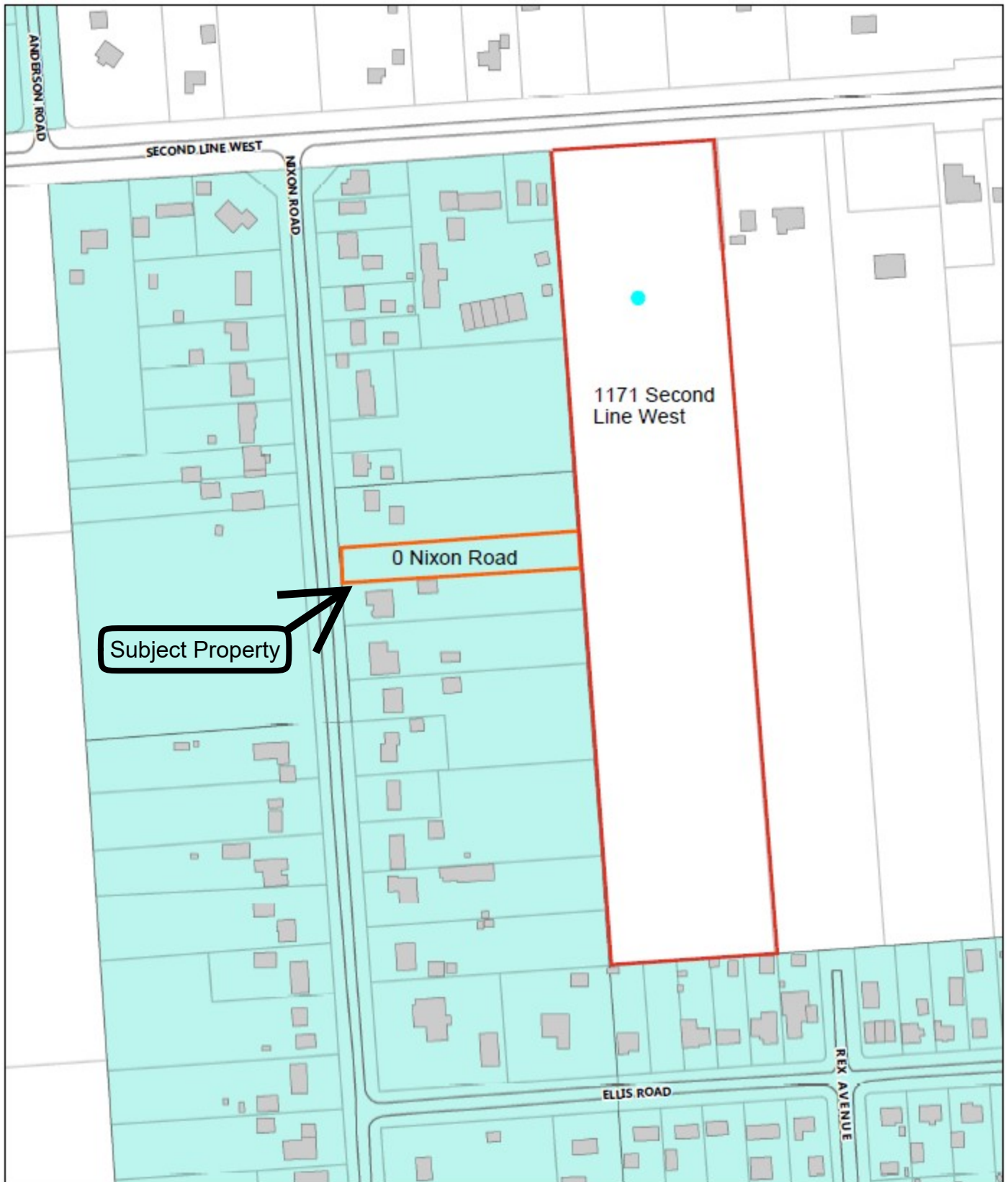
Assistant City Solicitor/Senior Litigation Counsel

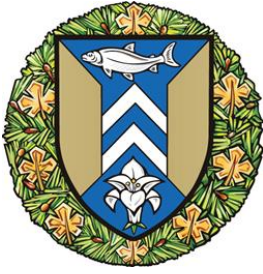
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Schedule "A"





**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 3, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Emily Cormier, Sustainability Coordinator
DEPARTMENT: Community Development and Enterprise Services
RE: Community Development Fund – Green Initiatives Program
Applications 2025 Q3 Intake

Purpose

The purpose of this report is to seek Council approval for recommendations from the Environmental Sustainability Committee for the distribution of Community Development Fund (CDF) – Green Initiatives Program funds.

Background

The purpose of the Green Initiatives Program of the Community Development Fund (CDF) is to support green initiatives that result in reduced greenhouse gas emissions (GHGs), improve water quality / rehabilitation, increase energy efficiency, healthy and resilient ecosystems, including habitat restoration, active transportation and waste reduction.

The City of Sault Ste. Marie's (the City) Environmental Sustainability Committee (ESC) is responsible for making recommendations for the allocation of funds for eligible projects or programs that support the City's environment plans and practices. Funding applications are reviewed by the ESC in accordance with the CDF – Green Initiatives Program guidelines and are accepted in four quarterly intake throughout the year.

Total remaining annual funds available for all projects under the CDF – Green Initiatives Program in 2025 is \$46,828. Eligible applicants include not-for-profit organizations, unincorporated organizations/collectives, local schools or school groups / committees and City departments.

Analysis

At the ESC meeting on Tuesday October 7, 2025, two projects received the following recommendations:

Resolved that the Environmental Sustainability Committee supports the request for funding from the CDF Green Initiatives Program for the Sault Ste. Marie Region

Conservation Authority (SSMRCA) Environmental Monitoring Project and recommends that Council approve \$11,225 in project funding.

Resolved that the Environmental Sustainability Committee supports the request for funding from the CDF Green Initiatives Program for the ARCH Hospice LED Lighting Phase 2 Project and recommends that Council approve \$3,250 in project funding.

1. Sault Ste. Marie Region Conservation Authority Environmental Monitoring Project

This project aims to enhance environmental monitoring and climate resilience across the Algoma region by deploying passive monitoring technologies (e.g. trail cameras, acoustic sensors, water quality sondes) to collect real-time ecological data. It will support flood forecasting, biodiversity research (including Species at Risk), and community-based stewardship through partnerships with Indigenous communities, academic institutions, and local organizations. The initiative emphasizes hands-on learning, data sharing, and integration of Traditional Ecological Knowledge, while also addressing potential risks like limited coverage, equipment security, and long-term sustainability. A phased implementation approach and multi-platform communication strategy will ensure visibility, transparency, and long-term impact.

2. ARCH Hospice LED Lighting Phase 2 Project

ARCH Hospice has been part of Sault Ste. Marie since 2008. Most lighting in the original wings still relies on fluorescent bulbs. This project will replace the second phase of outdated fixtures with energy-efficient LEDs, reducing energy use and addressing an inconveniently placed light switch. As a 24/7 facility, this upgrade will enhance efficiency and sustainability.

Financial Implications

The 2025 Community Development Fund – Green Initiatives Fund currently has an uncommitted balance of \$30,100 available to support the two projects in this report totaling \$14,475, leaving \$15,625 for the rest of the year.

Strategic Plan / Policy Impact / Climate Impact

The project recommendations support the sustainable growth value and quality of life and infrastructure focus areas of the Community Strategic Plan for 2024 – 2027 by encouraging sustainable options, enhancing green spaces, investing in recreation, and seeking opportunities to implement sustainable solutions.

In addition, the applications support actions in the Sault Ste. Marie Community GHG Reduction Plan: 2020 – 2030, including:

- Encouraging the preservation of natural areas;
- Environmental Stewardship; and
- Energy Efficiency.

Recommendation

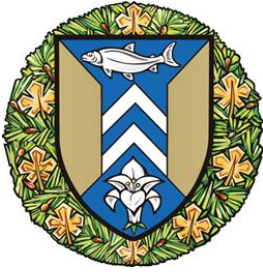
It is therefore recommended that Council take the following action:

Resolved that the report of the Sustainability Coordinator dated November 3, 2025 concerning Community Development Fund – Green Initiatives Program Applications 2025 Q1 Intake be received and that the recommendations of the Environmental Sustainability Committee to support the two projects as follows be approved:

1. Sault Ste. Marie Region Conservation Authority Environmental Monitoring Project \$11,225; and
2. ARCH Hospice LED Lighting Phase 2 Project \$3,250.

Respectfully submitted,

Emily Cormier
Sustainability Coordinator
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**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 3, 2025

TO: Mayor Matthew Shoemaker and Members of City Council
AUTHOR: Nicole Maione, Director of Community Services
DEPARTMENT: Community Development and Enterprise Services
RE: Sault Ste. Marie Transit Optimization and Terminal
Relocation Study

Purpose

The purpose of this report is to present the findings of the Transit Optimization Study, which assessed the effectiveness of the current transit system, including an evaluation of the location and functionality of the downtown terminal.

Background

The Transit Optimization Study aimed to identify opportunities to enhance service efficiency, improve accessibility for all users, and support the long-term sustainability of the transit network. Based on the results of this comprehensive review, the report provides a series of recommendations for Council consideration.

It is recommended that Transit agencies perform a review or optimization of their network every five years, with minor adjustments occurring in between to optimize service delivery and adapt to changes in ridership. The last optimization occurred in 2018 and included a revised network and the introduction of the Northern Transfer Hub.

The following resolution was passed at the August 12, 2024 Council meeting:

Resolved that the report of the Deputy CAO Community Development and Enterprise Services dated August 12, 2024, concerning the Transit Route Optimization Study be received and that the following be approved:

1. Reallocate \$200,000 from approved \$825,000 2024 capital project Transit Electrical Upgrades to cover the Route Optimization Study;
2. Results of the study be brought back to Council with recommendations on:
 - Route modifications to better serve the needs of Transit users;
 - Location support to remain at Dennis Street or relocate to Huron Street.

The following resolution was passed at a subsequent Council meeting on December 2, 2024:

Resolved that the report of the Manager of Purchasing dated December 2, 2024 concerning the Comprehensive Review of the Conventional Transit Operation be received and that the proposal submitted by WSP Canada Inc. be awarded in the amount of \$156,663.56 plus HST.

Funding for the study was approved by the Investing in Canada Infrastructure Program (ICIP), with the City's share representing 26.6% of eligible costs.

The following objectives were established for the project:

- Examine the effectiveness and efficiency of the existing transit network and On-Demand system while considering changing ridership demographics;
- Evaluate 111 Huron St. as the proposed location for a transit terminal; and
- Provide recommendations to optimize service while continuing to provide safe and efficient services to the City.

Analysis

The project was broken into five phases, summarized below.

Phase 1

Phase 1 of the project focused on data sharing to provide the consultant with all relevant information including ridership, automatic-vehicle-location (AVL) data, passenger trip patterns including origin-destination flows, and on-time performance. Special attention was given to bus stop utilization in the context of current traffic congestion, and the effectiveness of current service hours in meeting passenger demand. This was completed for all regular routes, including the Community Bus.

Phase 2

Phase 2 benchmarked Sault Transit to other peer transit agencies, identified barriers to transit use, reviewed the effectiveness of On-Demand service, and public engagement. Three surveys were launched: one targeting the community at large via FlashVote, one targeting current passengers, and one targeting Transit Operators for their unique perspective. Results from the FlashVote survey can be found in Appendix B. Results from the other surveys are summarized in Appendix B of the Final Report.

Phase 3

Phase 3 explored and recommended transit route designs that would optimize the network, as well as the impacts of relocating the downtown terminal. This phase included another round of public engagement including a public open house, a survey targeting the public, and a survey targeting Transit Operators. Three draft

networks were presented: minimal tweaks, Sault Loops, and Sault Spine. Feedback received is detailed in section 6.4 of the Final Report (Appendix A).

Phase 4

Phase 4 explored future fleet, staff, and funding requirements to implement a new network and plan for future years. Fare structures, new technologies, specialized transit, and policy improvements were also reviewed.

Phase 5

Phase 5 includes5 included a draft five-year and ten-year high-level transit management plan. The purpose of these plans is to provide a roadmap to staff when planning for future staffing and fleet requirements, while considering changing demographics.

Public Engagement

Public engagement has been embedded throughout the project, with community feedback informing each stage of the analysis. Input from riders, community organizations, Transit Operators, and other community partners was collected through surveys, public open houses, and community partner engagement sessions to ensure that the study reflects local needs and priorities. Section 2 of the Final Report (Appendix A) summarizes consultation and engagement activities. In addition, project details were communicated to the public through the following channels:

- Online advertisements (Meta, Instagram, Soo Today);
- E-mail blasts to community partners, academic institutions, stakeholders, City staff;
- Radio advertisements (local and Spotify);
- Signage at community centres, the Transit terminal, and on board buses.
- Pop-up information booths at the Terminal, Sault College, and Algoma University;
- Presentations to the Accessibility Advisory Committee; and
- Surveys (FlashVote, Public Input, Operator feedback).

What We Heard – Round 1 of Engagement

A summary of feedback received from the first round of engagement can be found in section 4.6 of the Final Report (Appendix A).

Important highlights include:

- Improved frequency between key locations and improved service reliability/schedule adherence are major perceived barriers to using public transit;
- A service gap when the schedule transitions from daytime to evening is confusing and creates access challenges;

- Improved sidewalk access to bus stops is desired to improve access for seniors and people with disabilities;
- Improved frequency of routes should be prioritized;
- Dissatisfaction with On-Demand;
- Two-week advanced booking is challenging for Parabus clients; and
- Priority booking for medical appointments should be considered for Parabus clients.

Network Option Development

The review of the existing network identified several operational and service-related challenges. Current routes prioritize map coverage over directness, resulting in circuitous travel, confusing one-way loops, and reduced reliability. On-time performance is below expectations for a city of this size, compounded by out-of-direction travel and frequent diversions.

Option 1 – Do Minimal

Option 1 closely resembles the current system and addresses some route issues. It would be easy to implement due to minimal changes. However, feedback suggested that the issues this option addresses are no longer priorities, making it less relevant today.

Option 2 – Sault Loops

Option 2 proposes shorter routes, better connections to key destinations, and improved frequency between key destinations and coverage. This network redesigns the system based on two-directional loops while maintaining relatively the same service parameters (service hours, fleet requirement).

Option 3 – Sault Spine

Option 3 redesigns the system around two central “spines,” and requires increased investment to maintain coverage. Concerns were raised about the cost of additional staffing and increased fleet requirements. Option 3 prioritizes route directness with a greater reduction in map coverage.

Maps and further details on each option can be found in section 6 of the Final Report (Appendix A).

Final Report Recommendations

The following recommendations have been summarized from section 7 of the Final Report (Appendix A).

1. Conventional System Modifications

1.1 Route Realignment

Replace the existing route network with Option 2, “Sault Loops,” to address multiple issues, such as reducing the number of kilometers of single-direction operation and removing unnecessary deviations from main roads. The proposed network offers increased directness and on-time performance with minimal reduction in the population served within a 400-meter walking distance.

1.2 Schedule Offsets

Introduce “offset” terminal departures to improve connectivity between key locations. For example, Loop 1-CW bus leaves the terminal in a *clockwise direction* at :00 and :30 minutes. Loop 1-CCW bus leaves the terminal in a *counterclockwise* direction at :15 and :45 minutes. If someone wishing to travel to the hospital misses their bus, they will not have to wait 30 minutes for the next departure as they can take the same route in a counterclockwise direction just 15 minutes later during the daytime.

1.3 Address Daytime-to-Evening Service Gap

On weekday evenings when service frequency changes from 30-minute headway to 60-minute headway, a gap in service exists. For example, the #5 Riverside/McNabb bus departs the terminal every half-hour until 5:30 p.m. The next departure is not until 7:15 p.m. While this gap is not as severe with all routes, it has been identified as an area of opportunity to improve the overall network.

1.4 Provide Weekend Evening Fixed-Route Service

On weekend evenings, regularly scheduled service concludes at 7:10 p.m. and On-Demand service begins and runs until midnight. On-Demand Service transports approximately 400 passengers per evening, carrying approximately 12 passengers. The cost per ride is \$13.82, which is much higher than the average cost per ride for conventional transit (\$4.48 in 2023). Weekend evening ridership has increased since 2019 when On-Demand was introduced, resulting in a trip refusal rate increasing from 9% to 33%, resulting in dispatching additional hours to accommodate.

1.5 Expansion of Home-to-Hub Taxi Subsidized Service to Pawating Place

Currently, service to Pawating Place is provided by the Central Community Bus (Route 8), which operates on weekdays from 6:15 a.m. to 6:30 p.m. at one-hour headways. The current #6 North Street route provides limited service to Pawating Place during the weekday evenings after 7:00 p.m. and on weekends. Under the new network, it is recommended that the Community Bus retain its current route and schedule. With the elimination of the #6 North Street route, Pawating Place will not have close access to transit services.

Based on an evaluation of various servicing alternatives for the P-Patch and Pawating Place, it is recommended that taxi-subsidized service be provided to connect residents and visitors of Pawating Place and the surrounding area to the Northern Transfer Hub during weekday evenings and weekends to supplement the existing Community Bus service. Currently this same service is offered to the McQueen Subdivision (also known as “Home to Hub”), and those affected by the People’s Road closure (temporary). Ridership from Pawating Place is comparably low to other areas, making it a strong candidate for this alternative transit solution. Passengers from this area would contact a contracted taxi company to schedule a pickup and drop off from the current stop and be transported to or from the Hub to connect with their required route.

2. Parabus Booking and Routing Software

While the current booking software (Trapeze Novus) fulfills most of its required functions, staff find that it does not always generate logical or efficient driver itineraries, resulting in less efficient deployment of resources. Additionally, the current scheduling software does not establish a hierarchy of trip purposes in which medical, work, and certain other trips related to medical care are prioritized above shopping and other less time-constrained trips. It is recommended that staff explore additional add-ons with Trapeze Novus and other software providers to increase itinerary efficiency and the ability to prioritize trips for medical purposes.

3. Fare Structure and Policies

Sault Transit’s fare structure has a wide variety of fare types; however, the savings from using passes instead of paying per ride are inconsistent across fare types. For example, users of the 31-Day Adult pass pay less than half of what they would pay if paying cash fare for each trip. On the contrary, users of the Multi-20 Ride pass are paying only 27% less than if they used cash fare for each trip. It is recommended that fare and pass prices be reviewed to address fairness concerns with current discounts offered on existing media. Additional information can be found in section 7.5 of the Final Report (Appendix A).

4. Technological Enhancements

The provision of real-time information displays at busy locations in the network should be considered to improve customer-facing information provision. Staff have submitted a request for funding through the Canada Public Transit Fund for four units. If approved, staff will bring forward a capital budget request for the City’s share of expenses.

5. Transit Terminal Location

The potential relocation of the Transit Terminal to 111 Huron Street has been before Council several times in recent years, specifically through approval of Investing in Canada Infrastructure Program (ICIP) funding approvals.

A comprehensive review was conducted on the potential relocation of the downtown Terminal. This included analysis of past studies (Appendix D to the Final Report) as well as analysis of current passenger data, route reconfiguration to accommodate relocation, and public feedback. Key findings are listed below:

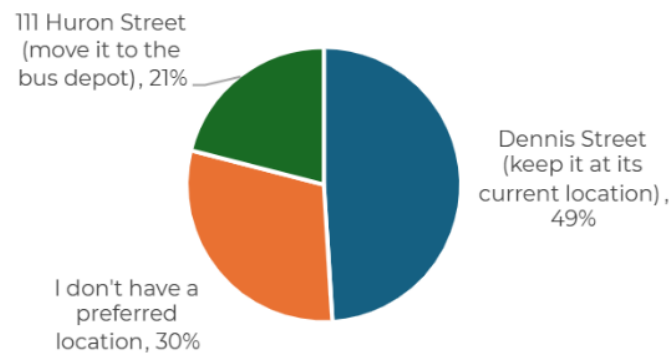
- The existing Terminal at Dennis and Queen Streets has reached the end of its lifecycle and presents ongoing challenges to public safety, accessibility, operational oversight and operational efficiency.
- The City proposes relocating the terminal to a new multimodal transfer facility at 111 Huron Street, the current site of Transit Services Administration and Maintenance, located approximately 800 metres west of the current terminal.
- In 2021, the City initiated a Class A Environmental Assessment to study the relocation and retained Tulloch Engineering to complete a Bus Terminal Relocation Feasibility Study evaluating three options:
 1. Do nothing or conduct modest renovations at the current site.
 2. Construct a new, integrated terminal at 111 Huron Street.
 3. Fully renovate the existing terminal.

Based on a Multiple Account Evaluation (MAE), the recommended option was to relocate the terminal to 111 Huron Street. A concept design was developed as part of the study.

- In July 2021, Council passed a resolution to issue an RFP for construction drawings and tender administration for the 111 Huron Street facility.
- The 2019 three-year investment plan identified the terminal relocation at an estimated cost of \$2 million, with the City's share being \$533,000 after ICIP contributions.
- On July 11, 2022, Council requested a revised construction budget, which would support a new ICIP funding request (Appendix C attached for details).

The City and WSP gathered public feedback through engagement with riders, Operators, and stakeholders.

- Of the 333 survey respondents:
 - 49% preferred keeping the terminal at the current location; and
 - 51% supported relocation or had no preference.



Risks and Opportunities – Transit Terminal Relocation

Key concerns raised about relocating the terminal include:

- Reduced access to downtown shops, services, and key destinations (GFL Gardens, Station Mall);
- Impact on service reliability;
- Perceived safety concerns due to the more isolated location; and
- Fewer amenities near the new terminal.

Several opportunities arose regarding a potential relocation:

- Enhanced security;
- Streamlined operations with staff and maintenance onsite;
- Potential long-term cost savings; and
- Riders identified important terminal features such as comfort, safety, real-time information, and sheltered waiting areas.

Operational impacts of the relocation were analyzed for both the current and proposed transit networks:

- Most routes remain within acceptable performance thresholds; however, impacts were identified on two key routes of the proposed revised network, Sault Loops:
 - Loop 2 – Clockwise: May experience additional pressure; minor rerouting may be required if service adherence or speeding becomes an issue.
 - Loop 4: Faces challenges due to existing coverage demands therefore rerouting may be required.
- All other routes remain operationally viable with no major adjustments required.

Recommendation – Transit Terminal Relocation

It is recommended that the City proceed with relocating the Downtown Transit Terminal to 111 Huron Street and implement mitigation measures to address concerns raised by riders and the downtown business community. This is recommended for the following reasons:

- Eliminates bus deadheading (travel to and from starting/finishing points with no passengers) costs, which include fuel and labour, as the start and end of trips occur where the buses are stored and serviced;
- The estimated annual savings are \$96,000 as a result of reduced deadheading and operational savings;
- The integrated facility will allow for more efficient bus operations as it relates to mechanics being onsite for troubleshooting and repair of minor issues without having to travel;
- Increase of Management Supervision onsite to oversee and address operational issues as they arise (e.g., dispute resolutions with transit riders);
- The proposed network realignment maintains strong downtown coverage along Queen and Bay Streets with high-frequency service (every 15 minutes during the day, and 30 minutes during evenings and weekends), with four of five routes continuing to travel through the downtown;
- Decrease existing layby constraints and reduce passenger congestion by providing sufficient space for buses to enter, idle, and exit efficiently, while also improving passenger flow for boarding and alighting;
- The new site will offer improved passenger amenities such as increased seating, greater accessibility including fully accessible washrooms, and full compliance with AODA standards;
- Relocation supports future redevelopment opportunities at the current Dennis Street terminal site;
- Council has previously endorsed the relocation and authorized staff to proceed with design and tendering; and
- The project has been approved for ICIP funding, with 73.33% of capital costs covered.

Proposed mitigation measures include installing an enhanced shelter at the current terminal location and potentially adding real-time information displays.

Staff Recommendations

Route Realignment

To enhance connectivity, Option 2, “Sault Loops” is recommended with schedule offsets to align route departures and facilitate transfers at key locations during the daytime, evening, and weekends. These changes would improve travel between major destinations, such as the downtown, Algoma University, Cambrian Mall, Walmart, and the Northern Transfer Hub at Sault College, without the need for additional buses or service hours.

A route analysis for the Community Bus was conducted, and no changes are recommended at this time. Some feedback received suggested an extension in service hours would be beneficial; however, the ridership and performance of this route are low and do not warrant additional resources.

Address Daytime-to-Evening Service Gap

The Consultant and staff determined that completely eliminating the evening service gap would require an additional 1,500 annual service hours, or an estimated \$191,600 in additional annual operating costs. Instead, a solution has been identified that would moderately improve the service gap without requiring additional resources. By ending service in one direction of travel on Sunday evenings beginning at 8:45 p.m., projected savings can be reallocated towards improving the service gap (rather than completely eliminating it). Further details can be found in section 7.2.3 of the Final Report (Appendix A), as well as the “Financial Implications” section below. Should Council wish for the service gap to be completely eliminated, an additional 600 annual service hours would be required, and an operational increase request can be submitted to Council.

Provide Weekend Evening Fixed-Route Service

Due to increased weekend evening ridership and declining reliability of weekend evening On-Demand service, staff recommend that this service be replaced with fixed-route conventional service. This would standardize evening service across weekdays and weekends, improve reliability, and be implemented using existing resources without an increase in operating costs.

Expansion of Home-to-Hub Taxi Subsidized Service to Pawating Place

To maintain transit access to Pawating Place during evenings and weekends because of the route realignment it is recommended that a taxi-subsidized Home-to-Hub service be introduced as described above.

Parabus Booking and Routing Software

It is recommended that staff explore software upgrades or alternatives to improve routing efficiency and reduce dispatcher workload. Additionally, it is recommended staff consider software applications with the ability to prioritize trip bookings based on purpose (e.g. medical vs. leisure).

Transit Terminal Relocation

Staff support the recommendations outlined above. The 2026 budget includes the first investment into the terminal relocation project. Additional funds will be recommended within future capital budgets should Council agree with the terminal relocation. The project totaling \$7.4 million has been approved by ICIP for this project, with the City’s share (26.6%) representing approximately \$1.5 million. If the terminal is not relocated, there is a risk of losing the funding. Staff can submit modification requests to ICIP, but there is no guarantee of approval.

Next Steps and Implementation

Below is a high-level summary of the next steps required to implement the above recommendations:

Proposed Network, Sault Loops, Estimated Launch Summer 2026

- Develop detailed vehicle and shift schedules.
- Update AVL, fareboxes, Google Maps, and other software/technology to reflect the revised network.
- Amend bus stop and shelter locations to support the new network.
- Prepare and deliver a robust training program for Operators and a public education campaign for passengers.
- Monitor service performance rollout and be prepared to adjust as needed – minor refinements post-launch are expected and normal.

Relocation of the Downtown Terminal to 111 Huron Street

- Proceed with planning and design work for 111 Huron Street, including preparation of an RFP for design and construction services.
- Undertake limited pre-design work to support updated cost estimates for the 111 Huron Street facility.
- Confirm ICIP funding contributions based on revised costs to ensure full financial transparency.

Other

- Engage with Trapeze Novus to explore software addons to improve scheduling capabilities and consider trip priority.
- Engage with the Accessibility Advisory Committee on Parabus recommendations and bus stop accessibility.
- Review fare structure and consider equalizing discount percentage across fare media.

Financial Implications

It is estimated that implementing a new route network will reduce annual service hours required by approximately 800 or \$103,000 in annual operating costs.

Improving the evening service gap will require an estimated 900 annual service hours or \$118,000.

Expanding the Home-to-Hub model to Pawating Place on evenings and weekends will require an additional \$ 67,000 in annual operating expenses.

Reducing Sunday evening service by switching to one-directional travel only (instead of both clockwise and counterclockwise) will reduce annual service hours required by approximately 400 hours, or \$18,000.

Daily fleet requirements for conventional transit will remain the same at 18.

Item	Annual Service Hour Implications	Annual Operating Cost Implications	Peak Vehicle Implications
Route Realignments	-800	-\$103,000	-
Daytime Schedule Offsets	-	-	-
Address Daytime-to-Evening Service Gap	900	\$118,000	-
Replace Weekend Evening OnDemand with Fixed-Route Service	-	-	-
Expand Home-to-Hub Taxi-Subsidized Service to Pawating Place and P-Patch	-	\$18,000	-
Reduce Sunday Evening service	-500	-\$67,000	-
Summary – All Changes	-400	-\$31,000	-

Implementation costs are estimated at \$35,000 plus HST or \$35,616 including the non-rebatable HST. These costs are comprised of Operator runs/scheduling, backend file updates for fareboxes and AVL, stop/shelter relocation/fabrication, training and public education materials, and advertising.

\$28,470 remains from the approved \$200,000 ICIP funds for this study as per the August 12, 2024 approved Council report. These funds can be used towards the implementation of the route changes, at a cost to the City of \$7,593, or 26.67%.

Therefore, there is no estimated increase required from the operational budget as a result of the recommended changes.

Any costs that surpass the \$28,470 can be covered within Council approved operating budgets, and submitted to ICIP resulting in a City share of 26.67%.

These figures are estimates, and while the above chart depicts a projected savings, staff recommend a review period of at least one year from implementation to measure actual service hour requirements. Adjustments may be made post-implementation in response to passenger or Operator observations, which may result in minor increases or decreases in required service hours.

Within the Transit Reserve there is \$1,015,759 (including 2026 budget) which can be leveraged to fund a total of \$3.8 million of the project. The remainder of the terminal relocation project will have to come from future capital budgets.

Strategic Plan / Policy Impact / Climate Impact

The recommendation supports the focus area of the Community Strategic Plan for 2024-2027 in several ways.

- Within the Infrastructure focus area, it will assist in maintaining infrastructure and improve the transit network.

- Within the Service Delivery focus area, it continues to assist in delivering excellent customer service to citizens by providing safe and accessible transportation. In addition, it will assist in building collaborative relationships with community partners to further enhance the quality of life to citizens.
- It demonstrates Fiscal Responsibility in managing municipal finances in a responsible and prudent manner.
- Travelling by public transportation reduces community dependency on single-occupancy vehicles, which produces less transportation emissions, a key mitigation strategy to reducing the impacts of climate change and meeting the City's net-zero emissions target by 2050. Consolidation of the transit terminal location will also result in less idling and fuel consumption at two locations, thus minimizing the environmental footprint of City transit operations as well.

Recommendation

It is therefore recommended that Council take the following action:

Resolved that the report from the Director of Community Services dated November 3, 2025 concerning the Transit Optimization and Terminal Relocation Study be received and that staff:

1. Be directed to implement the new route network referred to as "Sault Loops;"
2. Be directed to return to fixed-route service on weekend evenings in place of On-Demand and discontinue On-Demand service with the launch of Sault Loops;
3. Be directed to expand the "Home to Hub" service to Pawating Place with the launch of Sault Loops;
4. Be directed to explore software options to improve scheduling of Parabus clients;
5. Be directed to review fare structure and bring it to budget in a future year; and
6. Be directed to re-visit the relocation of the downtown terminal and bring it to budget in a future year.

Respectfully submitted,

Nicole Maione
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**SAULT
STE. MARIE**



COMPREHENSIVE REVIEW OF THE CONVENTIONAL TRANSIT OPERATION FOR SAULT STE. MARIE

FINAL

OCTOBER 2025



Comprehensive Review of the Conventional Transit Operation for Sault Ste. Marie

October 2025

City of Sault Ste Marie Project Team

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Appendices

Appendix A: Review of Peer Transit Systems

Appendix B: Consultation and Engagement Report

Appendix C: Pawating Place Servicing Memorandum

Appendix D: Downtown Transit Terminal Relocation Memorandum

Appendix E: Sault Ste. Marie Transit Fleet Replacement Schedule



Executive Summary

This document provides a comprehensive review and strategic plan for Sault Transit over the coming 5 and 10 year horizons. Specifically the Plan:

- Reviews the current service design of the City's transit network;
- Examines the effectiveness and efficiency of the existing bus routes and OnDemand system while considering changing ridership demographics;
- Evaluates 111 Huron Street as the proposed location for a relocated transit terminal;
- Provides recommendations to optimize service while continuing to provide safe and efficient transit services to the City;
- Considers innovative service delivery models; and,
- Reviews the City's Parabus services and ensure that the service provided meets the needs of the community.

Stakeholder Engagement and Consultation

Engagement included transit riders, operators, city staff, First Nations representatives, and the general public through surveys, two open houses, stakeholder workshops, and advisory meetings. Feedback was gathered in two phases focusing on system evaluation and option development, ensuring community input shaped the transit planning process.

Policy Context and Socio-Economic Patterns

The review considered provincial policies such as the Provincial Planning Statement (2024), Northern Ontario Growth Plan (2011), and the Accessibility for Ontarians with Disabilities Act (2005), alongside local policies including the City's Corporate Strategic Plan (2024-2027), Official Plan update, Transportation Master Plan (2015), Active Transportation Master Plan (2024), and Community Greenhouse Gas Reduction Plan (2020). These policies emphasize transit-supportive development, connectivity, accessibility, sustainable infrastructure, and greenhouse gas reduction efforts.

Demographically, the city has reversed previous population decline, growing from 72,000 in 2021 to 80,000 in 2024, driven mainly by international migration. The population is aging, with a median age of 47.2 and 28.5% aged 65 or older. Economic data show a median household income below the provincial average, with employment concentrated downtown, near educational institutions, and commercial corridors. Most commuters drive (91%), with low transit, walking, and cycling mode shares, and a large share of trips under 5 km, indicating potential for transit growth.

Review of Transit Operations

Sault Ste. Marie Transit operates conventional fixed routes, OnDemand weekend evening service, and Parabus specialized transit. The fleet includes 28 coach buses, 3 community buses, and 10



Parabuses. The transit operations facility is at 111 Huron Street, which faces capacity constraints, and the downtown Dennis Street Terminal serves as the main hub but requires significant upgrades or relocation. The Northern Transfer Hub was recently opened and serves as an additional connection point near Sault College in northeast Sault Ste Marie.

Conventional Service

The network consists of seven regular routes plus a community bus, operating on a hub-and-spoke model centered on the downtown terminal and Northern Transfer Hub. Service hours run approximately 6 AM to midnight on weekdays with 30-minute frequencies during the day period. Hourly service is provided on evenings and weekends. Fares include cash and various passes, with a base fare of \$3.50.

Ridership in 2024 reached 1.9 million linked trips, with peak boardings occurring during the midweek in months when post secondary institutions are in session (averaging 8,240 discreet boardings per weekday). With approximately 83,000 service hours provided annually, about 23 passenger trips are accommodated for every hour of revenue service provided, which is comparable to peer and aspirational agencies. Annual ridership now exceeds pre-pandemic levels. Route utilization varies, with Route 4 being the most efficient at 45.3 boards per revenue hour.

On-time performance ranges from 65% to 81%, with some routes experiencing significant delays linked to overambitious schedules and long route distances.

OnDemand Service

Weekend evening OnDemand service, introduced in 2019, has seen a 280% increase in demand but faces capacity challenges with a 33% trip refusal rate. The service accommodates about 400 passenger trips each weekend evening period, requiring similar resources as fixed routes during these periods. The service is available via an app and connects pre-established stops but has been criticized for long wait times and operational inefficiencies.

Paratransit Service

Paratransit serves eligible residents unable to use conventional transit, operating 10 small buses and supplemented by subsidized taxi services. In 2023, 40,904 trips were provided with approximately 18,900 service hours, equivalent to about 1.6 passenger trips per revenue service hour. The system faces challenges such as advance booking requirements, scheduling inefficiencies, and trip prioritization. Most trips are for medical and daytime activities, with peak usage during mornings and early afternoons.

Stakeholder Feedback

As part of the first round of stakeholder and community engagement, transit riders, transit operators, community members and other stakeholders were consulted to assess the performance of the existing Sault Ste. Marie transit network and identify areas for improvement. Feedback was



gathered through a Rider and Community Survey (completed by 375 people), Operator Survey (completed by 15 participants), Stakeholder Working Group meeting, and a Public Open House.

Key themes from the first round of engagement highlight desires for more frequent, reliable, and direct service, improved sidewalk connectivity to stops, improved amenities and safety, and better scheduling to avoid service gaps (notably around 6 PM). Notably, over 75% of respondents indicated they had had a predominantly negative experience with Sault Transit's weekend evening OnDemand service. Paratransit users seek more flexible booking and real-time tracking.

Transit Vision and Identified Gaps

The current system prioritizes coverage but suffers from circuitous routes, poor on-time performance, uniform service levels regardless of demand, access challenges due to sidewalk gaps, and ineffective weekend evening OnDemand service. Paratransit booking inflexibility is also a concern. Opportunities include route redesign for directness, frequency adjustments, improved reliability, expanded service to underserved areas, and reconsideration of weekend evening OnDemand service.

Option Development and Evaluation

Three service options were developed:

- **Option 1 – Do Minimal:** Minor route modifications to improve on-time performance by shortening some routes with minimal ridership impact.
- **Option 2 – Sault Loops:** A full redesign introducing four loop routes with bi-directional service and offset schedules to provide effective 15-minute combined frequencies between key destinations during the daytime (30-minutes during evenings and weekends), improving simplicity, redundancy, and connectivity. While trips depart every 30 minutes, the loop nature of the routes combined with departure offsets and route overlaps result in multiple options between key destinations for the travelling public.
- **Option 3 – Sault Spine:** A spine-based network with high-frequency core routes operating every 15 minutes, supported by feeder routes, focusing resources on high-demand corridors.

Public and operator feedback collected during the second round of consultation favoured Option 2 (Sault Loops), with 72% public support and 61% operator preference.

Recommendations

Route Realignments

The plan recommends implementing the Option 2 – Sault Loops network, replacing routes 1-7 with four two-directional loop routes while retaining Route 8 (Community Bus) as per the current configuration. Supporting recommendations include:



- Offsetting route schedules to enhance transfers and maintain 15-minute frequencies between major destinations.
- Addressing the 6 PM service gap by adjusting schedules.
- Replacing weekend evening OnDemand with hourly fixed-route service.
- Expanding taxi-subsidized Home-to-Hub service to Pawating Place to maintain off-peak access.

The recommended conventional network is displayed in **Figure ES-1**.

A summary of recommended service improvements alongside service hour, operating cost, and vehicle implications is provided in **Table ES-1**. When combined, the recommended modifications result in a net reduction of 400 service hours annually and a savings of approximately \$31,000 per year. No additional vehicles are required for implementation. Service hours are not anticipated to appreciably change over the coming 10 years.

Period and annual servicing, operating cost, and peak vehicle requirements for the revised network are provided in **Table ES-2**. Annual operating cost is calculated based on the City's 2024 comprehensive \$130.03 per hour hourly rate, which is based on actual expenditures (Total Direct Operating Expenses / Total Revenue Service Hours).

Table ES-1: Summary of Conventional Service Improvements

Item	Annual Service Hour Implications	Annual Operating Cost Implications	Peak Vehicle Implications
Route Realignments	-800	-\$103,000	-
Daytime Schedule Offsets	-	-	-
Address Daytime-to-Evening Service Gap	900	\$118,000	-
Replace Weekend Evening OnDemand with Fixed-Route Service	-	-	-
Expand Home-to-Hub Taxi-Subsidized Service to Pawating Place and P-Patch	-	\$18,000	-
Reduce Sunday Evening service	-500	-\$67,000	-
Summary – All Changes	-400	-\$31,000	-

Figure ES-1: Recommended "Sault Loops" System Map

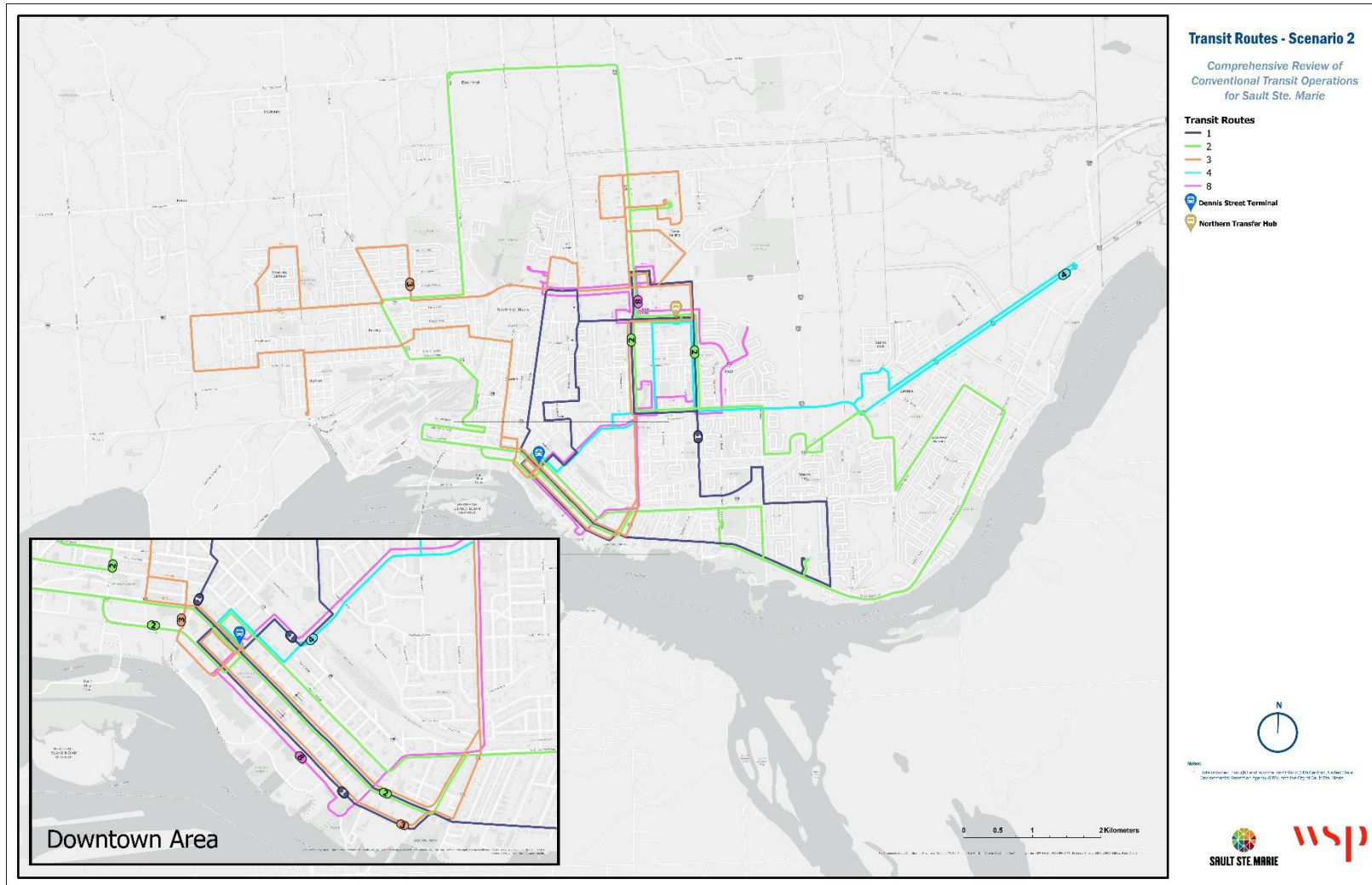


Table ES-2: Revised Network Servicing, Operating Cost, and Vehicle Summary

Route	Weekday Daytime		Weekday Evening		Saturday		Sunday		Daytime Vehicle Requirements	Annual Service Hours	Annual Operating Cost (\$)
	Headway (min)	First / Last Departure	Headway (min)	First / Last Departure	Headway (min)	First / Last Departure	Headway (min)	First / Last Departure			
Loop 1-CW	30	6:00 AM / 6:00 PM	60	7:15 PM / 11:15 PM	60	6:15 AM / 11:15 PM	60	7:15 AM / 11:15 PM	2	9,470	\$1,231,000
Loop 1-CCW	30	6:15 AM / 5:45 PM	60	6:45 PM / 10:45 PM	60	6:45 AM / 10:45 PM	60	7:45 AM / 8:45 PM	2	9,046	\$1,176,000
Loop 2-CW	30	6:15 AM / 5:45 PM	60	6:45 PM / 10:45 PM	60	6:45 AM / 10:45 PM	60	7:45 AM / 8:45 PM	3	13,425	\$1,746,000
Loop 2- CCW	30	6:00 AM / 6:00 PM	60	7:15 PM / 11:15 PM	60	6:15 AM / 11:15 PM	60	7:15 AM / 11:15 PM	3	13,966	\$1,816,000
Loop 3-CW	30	6:15 AM / 5:45 PM	60	6:45 PM / 10:45 PM	60	6:45 AM / 10:45 PM	60	7:45 AM / 8:45 PM	3	13,425	\$1,746,000
Loop 3- CCW	30	6:00 AM / 6:00 PM	60	7:15 PM / 11:15 PM	60	6:15 AM / 11:15 PM	60	7:15 AM / 11:15 PM	3	13,966	\$1,816,000
Loop 4	60	6:00 AM / 6:00 PM	60	7:15 PM / 11:15 PM	60	6:15 AM / 11:15 PM	60	7:15 AM / 11:15 PM	1	6,446	\$838,000
Route 8 (Community Bus)	60	6:30 AM / 5:30 PM	-	-	-	-	-	-	1	3,024	\$393,000
TOTAL SYSTEM									18	82,767	\$10,762,000



Terminal Relocation

Sault Ste Marie's current transit terminal at Dennis and Queen Streets faces ongoing safety and accessibility challenges and is at the end of its service life. The City has proposed relocating the terminal to 111 Huron Street, the current site of the City's Transit Services Administration and Maintenance building, approximately 900 metres west of the current Dennis Street terminal. In 2021, a feasibility study by Tulloch Engineering evaluated three options: renovating the existing site, building a new facility at Huron Street, or fully renovating the current location. The study recommended moving to Huron Street.

Council approved issuing an RFP for construction drawings and tendering in July 2021, at an estimated cost of \$2 million in 2019, with the City's share being \$533,000 after ICIP contributions. **It is recognized that these costs have increased since the 2019 estimate.**

Public feedback conducted during this study related to the proposed relocation included concerns about reduced convenience and service reliability, but noted opportunities like enhanced security and operational savings. Preferences were split, with 49% of respondents wanting the terminal to stay at Dennis Street and 51% favouring relocation or expressing no preference.

Impacts to operations of the existing and proposed new network were reviewed in this study with additional pressures introduced to Loop 2 and Loop 4, both of which may require limited realignment following the terminal relocation. All other routes remain within adequate average speed thresholds.

The study recommends to relocate the terminal to 111 Huron Street, in line with previous Council decisions, and address rider and business concerns. Benefits of relocation include:

- Significant reduction in site constraints which enable larger and more comfortable passenger waiting and amenity space and improved ability to achieve AODA standards;
- Improved exchange operations and functionality including a reduction in constraints on layby and bus bay space;
- Reduced overall operating costs due to a one integrated facility approach alongside the elimination of bus 'deadheading' costs between the terminal and the facility; altogether, these costs are estimated to amount to \$96,000 annually;
- Allows for the redevelopment and repurposing of the Dennis Street site.

Concerns around relocation, principally convenient access to Downtown retail, services and amenities, are mitigated by implementing the proposed Sault Loops network. The proposed network provides ample coverage through the Downtown along Queen and Bay Streets at 15 minute frequencies during the daytime (30 minutes on evenings and weekends) with four of five routes travelling directly downtown. Mitigation measures for transit users beyond the benefits provided by shifting to the proposed network may include the installation of improved shelters within the Downtown to improve the customer waiting experience.



It is noted that the terminal relocation has already been approved for ICIP funding, with ICIP carrying the majority share of capital costs, based on prior cost estimates.

Additional Recommendations

Additional recommendations of the Plan include:

- Modernizing paratransit scheduling to prioritize urgent trips and improve efficiency.
- Enhancing passenger amenities including shelters, signage, and real-time information displays at busy stops.
- Phasing sidewalk network improvements to ensure safe access to stops, while prioritizing high-use corridors.
- Considering adjustments to fare structures to reduce deep discounts on multi-ride passes to improve revenue fairness.

Implementation Plan

The new network is recommended to be implemented in June 2026 following standard service change protocols. The proposed changes to the fixed-routes will require alterations to bus stops and shelters. Bus stop signs will need to be changed in many parts of the network to reflect changes to the bus routes serving the stops. About 15.2 kilometres of new alignment will require installation of approximately 60 new bus stops, with installation of shelters at key locations. The cost of these changes is estimated to be \$120,000.

The current fleet of 41 vehicles (28 coach buses, 3 community buses, and 10 dedicated parabuses) will be maintained, with a replacement schedule aligned to vehicle lifecycles over the next decade, totaling approximately \$35.7 million in vehicle capital costs. The fleet replacement summary over the coming five and ten year horizons is displayed in **Table ES-3** and is based on a 12-year lifecycle for coach buses and community buses and a 6 year lifecycle for parabus vehicles. Fleet requirements, replacement, and relative costs are reflective of diesel vehicles.

Table ES-3: Fleet Replacement Summary (41 Vehicle Fleet)

Vehicle Type	Cost per Vehicle (2025 \$)	Vehicle Purchases		Total Cost (2025 \$)	
		First 5 Years	5 to 10 Years	First 5 Years	5 to 10 Years
Coach	\$900,000	11	24	\$9.9M	\$21.6M
Community Bus	\$200,000	0	3	-	\$0.6M
Parabus	\$200,000	10	8	\$2.0M	\$1.6M
TOTAL		21	35	\$11.9M	\$23.8M

Analysis indicates that about 23.5 kilometres of sidewalks will be needed to ensure that all stops are connected to adjacent development. The sidewalk construction to connect all stops is estimated at \$10.2 million. Bus stop infrastructure upgrades are estimated at \$130,000 for



additional shelters. Terminal relocation design and construction will take approximately three years, with costs to be confirmed.

Financial Overview

Operating costs for the conventional system are projected at about \$10.7 million annually, with paratransit costs near \$1.6 million annually, and taxi service contracts near \$0.3 million, totaling approximately \$12.7 million combined. Capital costs include vehicle replacement, sidewalk enhancements, and bus stop infrastructure, summing to nearly \$44 million over ten years, excluding terminal relocation costs pending final estimates. 10 year capital and operating cost projections (in 2025 \$) are noted in **Table ES-4**.

Next Steps

Next steps include detailed scheduling, public education campaigns, and infrastructure preparations for the new network. Design and tendering for the terminal relocation should advance with updated cost estimates and funding confirmations. Monitoring and adjustment of service post-implementation will be necessary to address customer impacts and optimize operations.

Table ES-4: Sault Transit Ten Year (2026-2035) Capital Budget

Budget Item	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Ten Year TOTAL
Vehicle Replacement (Coach Bus)	\$2,700,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$2,700,000	\$1,800,000	\$1,800,000	\$10,800,000	\$4,500,000	\$31,500,000
Vehicle Replacement (Community Bus)	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$600,000	\$-	\$600,000
Vehicle Replacement (Parabus)	\$400,000	\$400,000	\$200,000	\$600,000	\$400,000	\$-	\$400,000	\$400,000	\$200,000	\$600,000	\$3,600,000
Total Vehicle Capital Cost	\$3,100,000	\$2,200,000	\$2,000,000	\$2,400,000	\$2,200,000	\$2,700,000	\$2,200,000	\$2,200,000	\$11,600,000	\$5,100,000	\$35,700,000
Sidewalk Network Enhancements	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$8,000,000
Bus Stop Infrastructure and Shelters	\$120,000	\$40,000	\$40,000	\$40,000							\$240,000
Downtown Terminal Relocation		TBC	TBC	TBC							TBC
Total Supporting Infrastructure Capital Cost*	\$920,000	\$840,000	\$840,000	\$840,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$8,240,000
GRAND TOTAL*	\$4,020,000	\$3,040,000	\$2,840,000	\$3,240,000	\$3,000,000	\$3,500,000	\$3,000,000	\$3,000,000	\$12,400,000	\$5,900,000	\$43,940,000

*Excludes costs associated with terminal relocation.

Table 1-1: Sault Transit Ten Year (2026-2035) Operating Budget

Budget Item	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Ten Year TOTAL
Conventional Transit System	\$10,762,000	\$10,762,000	\$10,762,000	\$10,762,000	\$10,762,000	\$10,762,000	\$10,762,000	\$10,762,000	\$10,762,000	\$10,762,000	\$107,620,000
Parabus System	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$16,300,000
Taxi Service Contracts	\$326,000*	\$326,000*	\$326,000*	\$326,000*	\$326,000*	\$326,000*	\$326,000*	\$326,000*	\$326,000*	\$326,000*	\$3,260,000*
Total Operating Cost (Combined)	\$12,718,000	\$12,718,000	\$12,718,000	\$12,718,000	\$12,718,000	\$12,718,000	\$12,718,000	\$12,718,000	\$12,718,000	\$12,718,000	\$127,180,000

*Estimated budget projection.

1 Introduction

Sault Ste. Marie is a city in transition. While the City has faced a population decline over the last few decades, the number of people calling Sault Ste. Marie home is now growing again, with just over 80,000 residents as of July 2024. The City's economy is also changing. While the Sault still relies heavily on the steel industry, employment has diversified to include large government and institutional employers. The City is also home to Sault College and Algoma University.

With population increasing again, and a rise in postsecondary students, ridership on Sault Ste. Marie Transit has rebounded since COVID and is reaching record highs. Much of the ridership increase can also be credited to the results of the 2018 Transit Route Optimization Study, which resulted in the establishment of the Northern Transfer Hub at Sault College and a reduction in overall travel times.

Building on the successes of the post-COVID period, Sault Ste. Marie is now embarking on a comprehensive review of its conventional transit operation. The review considers the City's changing dynamics to reinforce the positive ridership trajectory of the past several years. This review results in a Five-Year Transit Optimization Plan (2026-2031) in addition to a Ten-Year High-Level Transit Management Plan, included in the final chapter of this document.

1.1 Study Objective

The Review of the Conventional Transit Operations for Sault Ste. Marie seeks to:

- Review the current service design of the City's transit network.
- Examine the effectiveness and efficiency of the existing bus routes and OnDemand system while considering changing ridership demographics.
- Evaluate 111 Huron Street as the proposed location for a relocated transit terminal.
- Provide recommendations to optimize service while continuing to provide safe and efficient transit services to the City.
- Consider innovative service delivery models.
- Review the City's Parabus services and ensure that the service provided meets the needs of the community.

1.2 Study Process and Approach

The Comprehensive Review of the Conventional Transit Operation for Sault St. Marie has been carried out in five phases as outlined in **Table 1-1**.

Table 1-1: Study Phases

1	Project Initiation and Data Collection
	Obtain relevant data to support the Plan.
2	Review of Existing Conditions, Issues and Opportunities
	- Review relevant policy direction and evaluate demographic trends. - Review current conventional transit operations, including schedules, coverage, routing, bus stop activity, route utilization, and on-time performance. - Review On Demand service. - Calculate transit level of service - Benchmark Sault Ste. Marie Transit against peer and aspirational systems. - Identify barriers to transit use - Engage stakeholders and the public, including through a rider and community survey.
3	Option Development and Evaluation
	- Update the City's transit service standards. - Explore the impacts of relocating the Downtown bus terminal. - Explore and recommend transit route designs for a five-year and a ten-year horizon. - Engage stakeholders and the public
4	Implementation
	- Evaluate fleet and staffing requirements. - Generate five- and ten-year capital and operating cost projections and review funding opportunities. - Review fare structure and policies. - Recommend new technologies to enhance the user experience and increase ridership. - Conduct a high-level assessment of the specialized transit system. - Provide recommendations on policy improvements, service enhancements, and community engagement strategies.
5	Reporting
	Draft a Five-Year Transit Optimization Plan and a Ten-Year High Level Transit Management Plan.

2 Stakeholder Engagement and Consultation

Engagement with transit riders, transit operators, community members and stakeholders is a key component of the Sault Ste. Marie Transit Study. A comprehensive consultation and engagement program was developed and implemented to support the planning process.

The primary objective of the communication and consultation strategy was to share information and gather feedback on both existing services and proposed changes to the Sault Ste. Marie transit network. The approach ensured that all stakeholders had meaningful opportunities to participate throughout the planning process.

2.1 Who was Consulted

The consultation and engagement plan were designed with the intention of exchanging ideas with the following audiences:

- **Stakeholder Advisory Group:** From the outset of the study, a select group of representatives from key organizations were engaged to provide insights at critical checkpoints throughout the planning process. This group included City staff, transit service personnel, and representatives from First Nations communities.
- **Transit Riders:** Individuals who use the transit system regularly or occasionally, whose feedback was essential for understanding service needs, travel patterns, and areas for improvement.
- **Transit Operators:** Frontline staff responsible for delivering transit services, whose operational insights and experiences informed practical aspects of route planning and service delivery.
- **General Public:** Residents and community members of Sault Ste. Marie, including those who may not currently use transit, but whose perspectives helped shape a more inclusive and accessible network.

2.2 Overview of Consultation

As part of the engagement and consultation program developed for the Study, a range of in-person and virtual methods were employed. These included open houses, workshops, Stakeholder Advisory Group meetings, and online surveys, designed to accommodate diverse needs and preferences. This multi-faceted approach enabled the collection of a wide range of perspectives and insights. The engagement process was carried out in two phases as described below. A full consultation summary is provided in **Appendix A** with consultation results highlighted in **Section 4.6** and **Section 6.4**.

2.2.1 Description of Phases

Phase 1

The focus of this phase was on evaluating the current transit system and identifying existing conditions, issues and opportunities. Key engagement activities during this phase included Stakeholder Engagement Session #1, the Rider and Community Survey, and the Issues and Opportunities Open House.

Phase 2:

The second round of engagement focused on developing and evaluating transit service options to improve system performance and respond to community needs. Input from stakeholders and the public helped shape a preferred network strategy for five- and ten-year timeframes. Key activities included Stakeholder Engagement Session #2 and an additional short public survey.

2.2.2 Timetable of Consultation

The consultation process held the following meetings outlined in **Table 2-1**.

Table 2-1: Summary of Consultation and Engagement Activities

Meeting	Format	Date
Stakeholder Advisory Group Meeting #1	Virtual	March 6, 2025
Rider and Community Survey	Virtual and in-person	March 24, 2025 – April 18, 2025
Public Open House #1: Issues and Opportunities	In-person	March 25, 2025
FlashVote Survey	Virtual	April 16, 2025 – April 18, 2025
Stakeholder Advisory Group Meeting #2	Virtual	June 12, 2025
Public Open House #2: 10-Year Plan Refinement	In-person	June 25, 2025
Option Preference Survey	Virtual and in-person	June 25, 2025 – July 11, 2025

3 Existing Policy Context, Socio-Economic Patterns and Travel Context

3.1 Policy Review

A policy background review was conducted to ensure the Transit Route Optimization Plan is informed by a thorough understanding of the current transportation and transit landscape and policy context. As part of the review, policy direction from both the Province and City were reviewed.

3.1.1 Provincial Policies

The Province of Ontario has a suite of policies that support the adoption of, or impact the provision of, transit. These policy documents provide guidance to local municipalities which can range from suggested actions to legislated requirements. **Table 3-1** provides an overview of provincial policy impacting transit in Sault Ste. Marie.

**Table 3-1: Provincial Policies Impacting Transit in Sault Ste. Marie**

Document	Relevant Guidance
Provincial Planning Statement (2024)	The Provincial Planning Statement (PPS) provides policy direction on matters of provincial interest related to land use planning and development. All decisions affecting planning matters are required to be consistent with the PPS. As it relates to local transit, the PPS sets out that: • Transit-supportive development and intensification is required in proximity to transit, including corridors and stations. • Land use patterns within settlement areas should have densities and land use mixes that are transit-supportive. Connectivity between different transportation systems and modes should be maintained and improved.
Northern Ontario Growth Plan (2011)	The Northern Ontario Growth Plan provides guidance to align provincial decision-making and investment for economic and population growth in Northern Ontario. As it relates to transit, the Northern Ontario Growth Plan sets out that: • Economic and service hubs should maintain official plans that provide for a range of transportation options. • Strategic core areas should be the preferred location for major capital investments in integrated public transportation systems. Connectivity between transportation modes including rail, road, marine and air should be enhanced.
Accessibility for Ontarians with Disabilities Act (2005)	The Accessibility for Ontarians with Disabilities Act built environment guidelines and O.Reg.239/02 provide technical and legislative requirements for improving accessibility within transportation systems to create an inclusive environment.

3.1.2 City of Sault Ste. Marie Policies and Documents

Corporate Strategic Plan (2024-2027)

The Corporate Strategic Plan (CSP) outlines the City's direction and goals through 2027 and the strategies and actions that will guide the City's direction and resource allocation.

The CSP sees Sault Ste. Marie as a "thriving, safe, and inclusive community where you belong". To support this vision, four focus areas are identified in the CSP, including infrastructure. Goals under the infrastructure area that impact transit include:



- "Transit fleet age in line with Provincial average."
- "Leverage funding opportunities."
- "Improvements to the transportation network."
- "Accessible and barrier free."
- "Upgrade assets for energy efficiency and climate resilience."
- "Net zero emissions by 2050."
- "Seek opportunities to implement sustainable solutions."

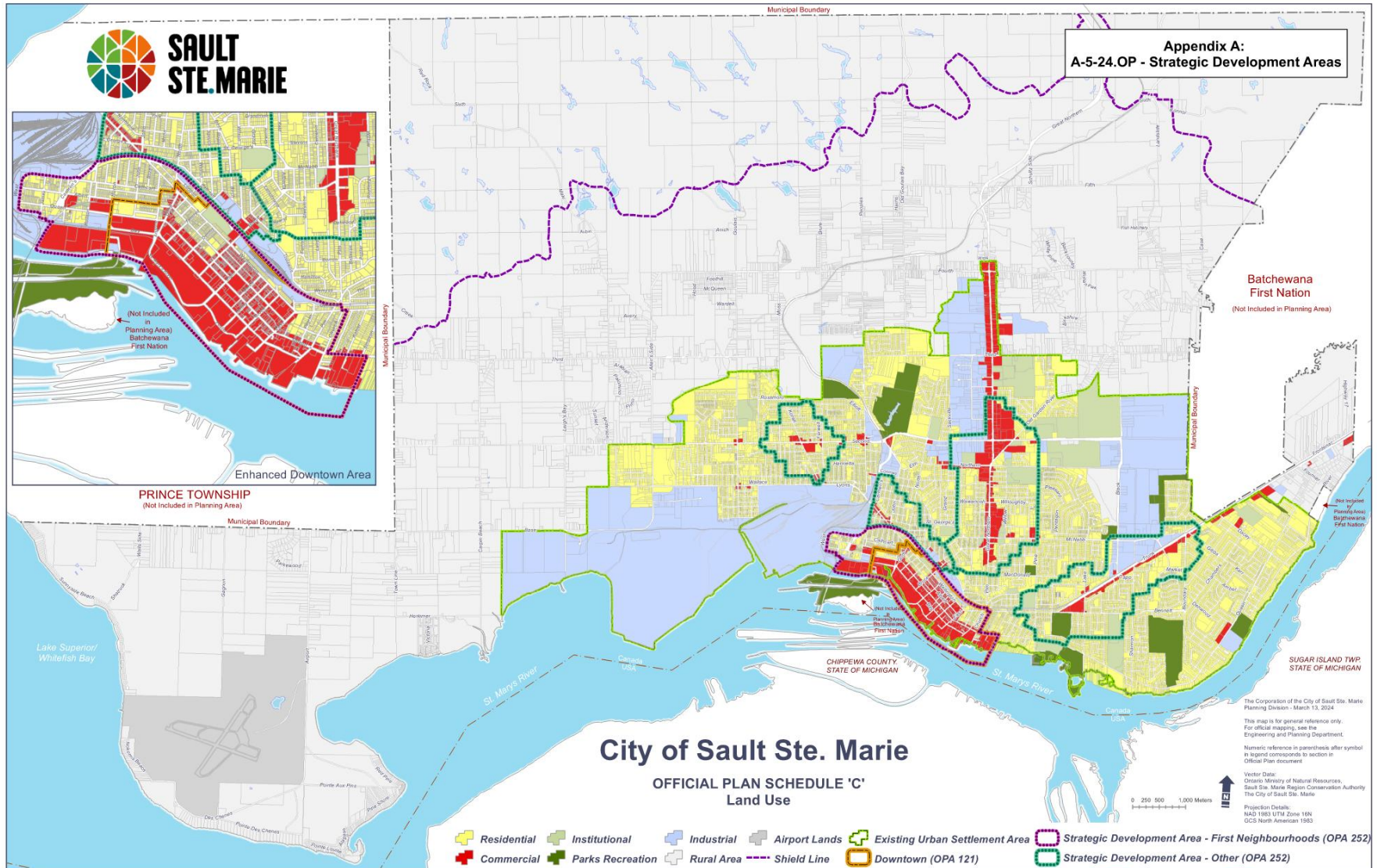
Official Plan (1996) – Undergoing Update

The Sault Ste. Marie Official Plan (OP) is a guide to manage and direct the physical change of the City and its related effects on social, economic and natural environments. The OP is designed to ensure that the future growth of the City occurs in a logical and sustainable manner. As it relates to transit, the OP sets out that:

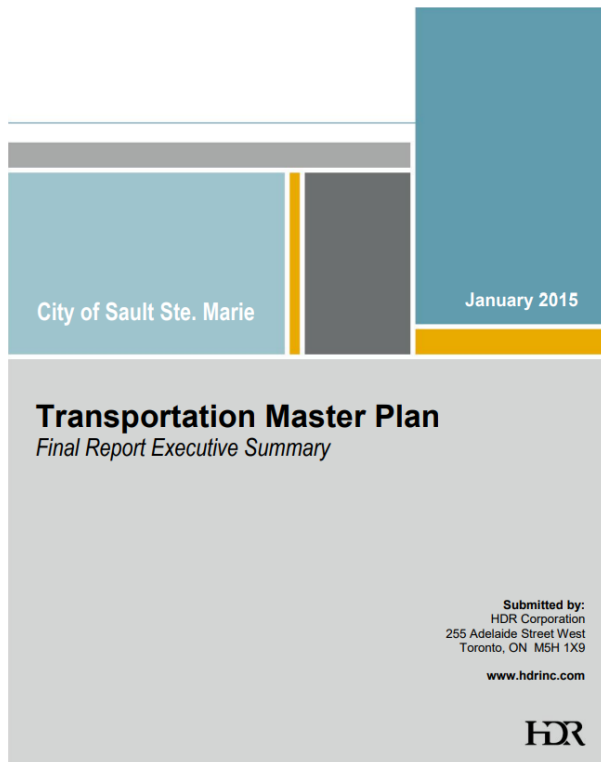
- "Alternative transportation and energy efficient forms of transportation such as public transit, cycling and walking shall be supported."
- "Transit use shall be encouraged by the City. The needs of the Transit system shall be considered in the design of the transportation systems, in road construction, road reconstruction and in development approvals. For new development or redevelopment, the City may acquire lands for transit rights-of-way as a condition of approval. As well, the City will require that the layout of the road network for new developments facilitate transit and ensure reasonable walking distances to transit stops. Efficient pedestrian access to and from Public Transit facilities will be encouraged."

The Official Plan is currently being updated. As part of this update, the City has identified Strategic Development Areas (SDAs) which are mapped in **Figure 3-1**.

Figure 3-1: Strategic Development Areas



Transportation Master Plan (2015)



The Sault Ste. Marie Transportation Master Plan (TMP) recommends a balanced approach to the City's transportation system by combining road, active transportation, and transit improvements. This balanced transportation network is accompanied by 4 strategies.

The strategies identify the following considerations related to transit:

- "Consider a new transit transfer station in the north end of the City."
- "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)."

In addition to these strategies, the TMP sets out along which road classifications local bus routes, high frequency bus routes, bus stop pull outs, and bus priority should be considered to support complete streets. It also notes that key transit destinations (particularly employment nodes) should be located on transit corridors and that site layouts should seek to minimize walking distances between transit stops and building entrances. The TMP also recommends transit service improvements to meet shifts in demand (specific improvements were not specified).

Active Transportation Master Plan (2024)

The Active Transportation Master Plan (ATMP) sets out the City's long-term strategy to guide decision making related to active transportation. The ATMP seeks to address gaps in the existing active transportation network, including by creating new routes to public transit hubs.

Community Greenhouse Gas Reduction Plan (2020)

The Community Greenhouse Gas Reduction Plan (CGGRP) is a document that sets out the actions required on a short, medium and long-term basis in order to reduce GHG emissions in Sault Ste. Marie.

The actions included in the CGGRP are broken down into seven key sectors, including transportation. A key objective of these actions is to increase transit ridership, by:

- Improving transit options and non-motorized accessibility to major centres.
- Creating incentives for public transit use.

- Seeking input from key bus users (seniors, students, commuters, etc.).
- Educating the public on how to use bus routes.

The CGGRP also supports transportation electrification.

Transit Route Optimization Study (2018)

In 2018, Sault Ste. Marie undertook the Transit Route Optimization Study (TROS) to reverse the service and transit ridership decline noted previously. The TROS evaluated existing transit service, developed a transit service plan, and created an asset management plan to deliver the service plan.

TROS Goals and Objectives

The TROS set out two performance targets for a 5-year time horizon:

- Effectiveness: Increase transit use by 10% from 24.2 to 26.6 revenue passengers per capita served by 2023. **Current Status:** 26.3 revenue passengers per capita (2023).
- Efficiency: Increase service utilization use by 15% from 21.2 to 24.5 passengers per hour of service by 2023. **Current Status:** 22.6 passengers per hour of service (2023).

The TROS also set out transit service level policies. The policies and their status are shown in **Table 3-2**. Furthermore, minimum frequencies as specified in the TROS are shown in **Table 3-3**.

Table 3-2: Service Level Policies in the TROS

TROS Service Policy	Current Status
The minimum hours of operation to accommodate the various target market groups identified shall be: 6:00 am – midnight Monday through Saturday and 7:00 am – midnight Sundays.	Implemented for weekdays. Implemented for weekends through SSM On Demand.
Minimum frequencies shall be as set out in the table below (Table 3-3)	Implemented, except for Saturday morning and afternoon 30 min service.
Minimum 95% of residents within the urbanized area of the City shall be within a 450m walk of a bus stop.	Not implemented. 87% coverage achieved within a 450m walk of a bus stop.
Conventional bus service shall be provided to new subdivisions with 400 households or 1,000 residents; alternative forms of service delivery shall be considered for new subdivisions that do not meet the criteria.	Unknown
Areas outside the urban area should be provided with a low-cost form of service delivery such a TransCab at least two days per week.	Implemented
All routes shall be provided in both directions to the extent possible. One-	Not implemented

TROS Service Policy	Current Status
way service loops beyond 2km are unacceptable.	
Routes shall be located along major arterial and collector roads and only be provided along local residential roads to meet walk distance guidelines.	Implemented
Conventional transit routes must have a minimum 10 passengers per hour.	Implemented
Parabus service should carry at least two persons per trip on average.	1.6 passengers per revenue hour (2023)

Table 3-3: Minimum Frequencies Specified in the TROS

Day and span of service	Frequency
Weekday 6:00 am-9:00 am	30 minutes
Weekday 9:00 am-3:00 pm	30 minutes
Weekday 3:00 pm-6:00 pm	30 minutes
Weekday 6:00 pm-end of service	60 minutes
Saturday / Sunday	60 minutes

Transit System Service Plan

The TROS recommended a revised transit network consisting of 7 routes. The current (February 2025) Sault Ste. Marie Transit routes more or less align with these recommendations, with some minor changes.

Transit Asset Management Plan

To support the system service plan, the TROS identified several investment recommendations. These recommendations and their current status are shown in **Table 3-4**.

Table 3-4: Investment Recommendations made in the TROS

TROS investment recommendation	Current Status
Adopt smart card technology	Implemented
Implement automated passenger counters on all buses	Implemented
Create a transit mobility hub at Sault College	Implemented
Continue to operate the downtown bus terminal until an alternate location is secure	Alternate locations to be examined as part of this Study
Add bike racks on all buses	Implementation ongoing. Majority of buses are now equipped with bike racks.
Improve and standardize bus stop amenities	Not implemented

TROS investment recommendation	Current Status
Replace the fleet to reduce the average fleet age from 11.4 years to 9 years	Implemented
Purchase larger heavy-duty, mid-size, stainless steel community buses	Implemented

3.2 Current Socio-Economic, Demographic and Travel Patterns

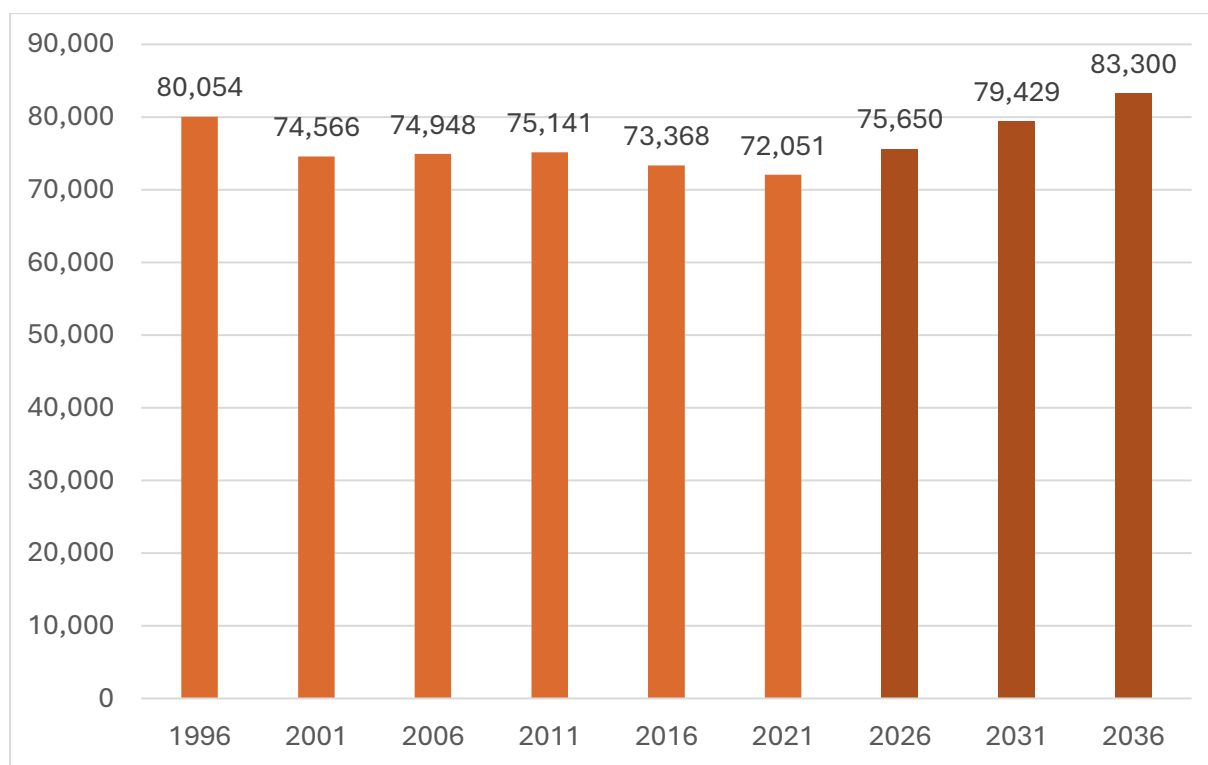
Sault Ste. Marie is a city in transition. The City's population has declined from its peak, with population decline since 2011 averaging approximately 0.5% per year (although population has recently started to tick up again). Sault Ste. Marie also has an aging population, and while the City still relies heavily on the steel industry, employment has diversified to include large government and institutional employers.

It is crucial to understand this changing socio-economic and demographic landscape when planning for the City's future transit network: different people often use transit (and the wider transportation system) in different ways and for different reasons. Understanding the City's current socio-economic and demographic patterns will ensure that recommendations and strategies that form the Transit Plan are reflective of the needs of both the existing and future residents who will be using the network.

Population Profile

Figure 3-2 presents the changes in Sault Ste. Marie's population from 1996 to 2021, as well as estimates for population changes to 2036. This highlights a consistent population decline between 1996 and 2021. However, this trend has reversed in recent years, with population increasing since 2021, from 72,000 in 2021 to 80,000 by July 2024. Almost all of this growth is related to international migration, as shown in **Table 3-5**.

Population projections included in the City's Official Plan envision the City growing at an average annual rate of 1% to 83,300 in 2036. It is expected that the majority of new growth in Sault Ste. Marie will be directed to the urban areas to help maintain the existing character of the rural and natural areas.

Figure 3-2: Sault Ste. Marie Population (1996 - 2021)


Source: 2021 Census and 2022 City of Sault Ste. Marie Draft Official Plan

Table 3-5: Factors of Population Growth in the Sault Ste. Marie Census Agglomeration

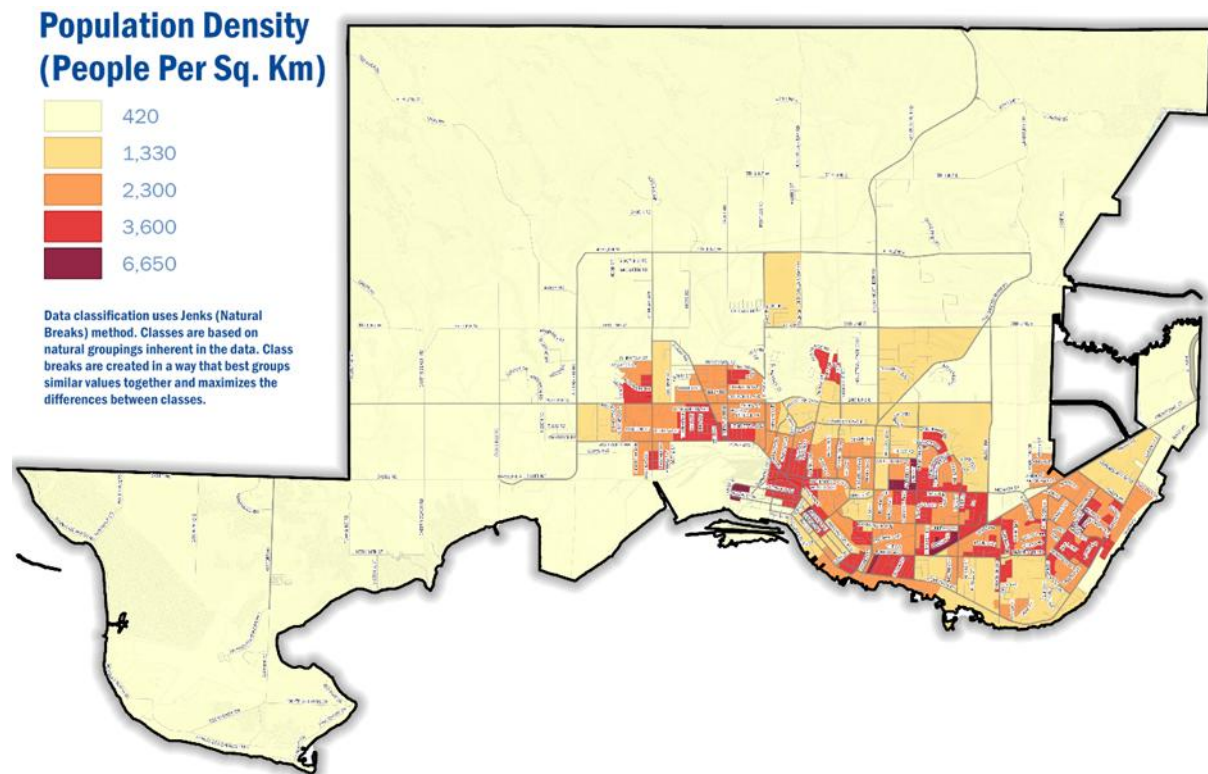
Year	Natural increase	Net international migration	Net interprovincial migration	Net intraprovincial migration	Total population change
2020	-443	731	-22	-24	242
2021	-500	-160	-27	12	-675
2022	-472	1,720	-1	506	1,753
2023	-531	3,196	-123	244	2,786
2024	-535	3,721	-103	188	3,271

Source: Statistics Canada Annual demographic estimates, census metropolitan areas and census agglomerations

Population Density

Figure 3-3 highlights how population is distributed within the City. The majority of the City's population resides in the Urban Settlement Area. This area is designated in the Draft 2022 Official Plan and includes the Downtown area, which is a Strategic Core Area in the Growth Plan for Northern Ontario.

Figure 3-3: Population Distribution



Source: 2021 Census, City of Sault Ste. Marie GIS Data

Age Profile

Sault Ste Marie's population is aging. According to the 2021 Census, the City has a median age of 47.2, which is significantly higher than Ontario's provincial median age of 41.6. 28.5% of the population is 65 years or older in contrast to 20.9% of the overall provincial population.

Figure 3-4 and **Figure 3-5** highlight the distribution of younger and older adults in Sault Ste. Marie, respectively. Research shows that both students and older adults are more likely to use transit as their main mode of transportation.

Figure 3-4: Distribution of Population Aged 15-24

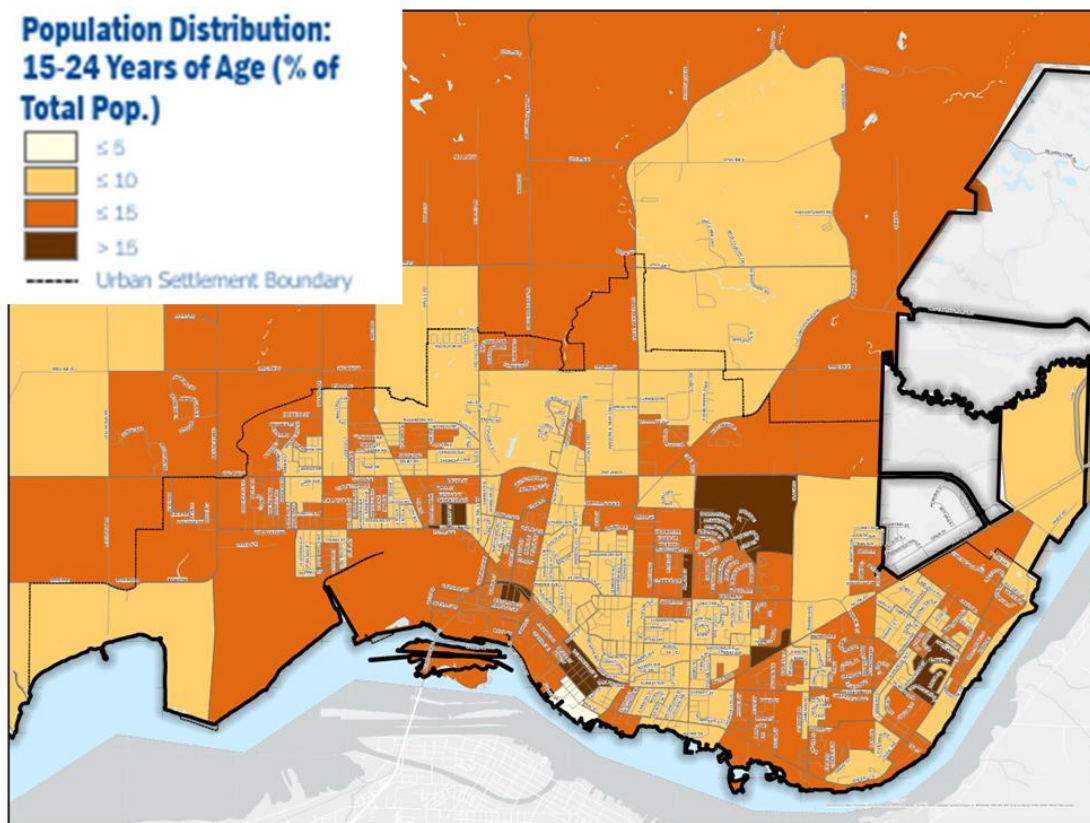
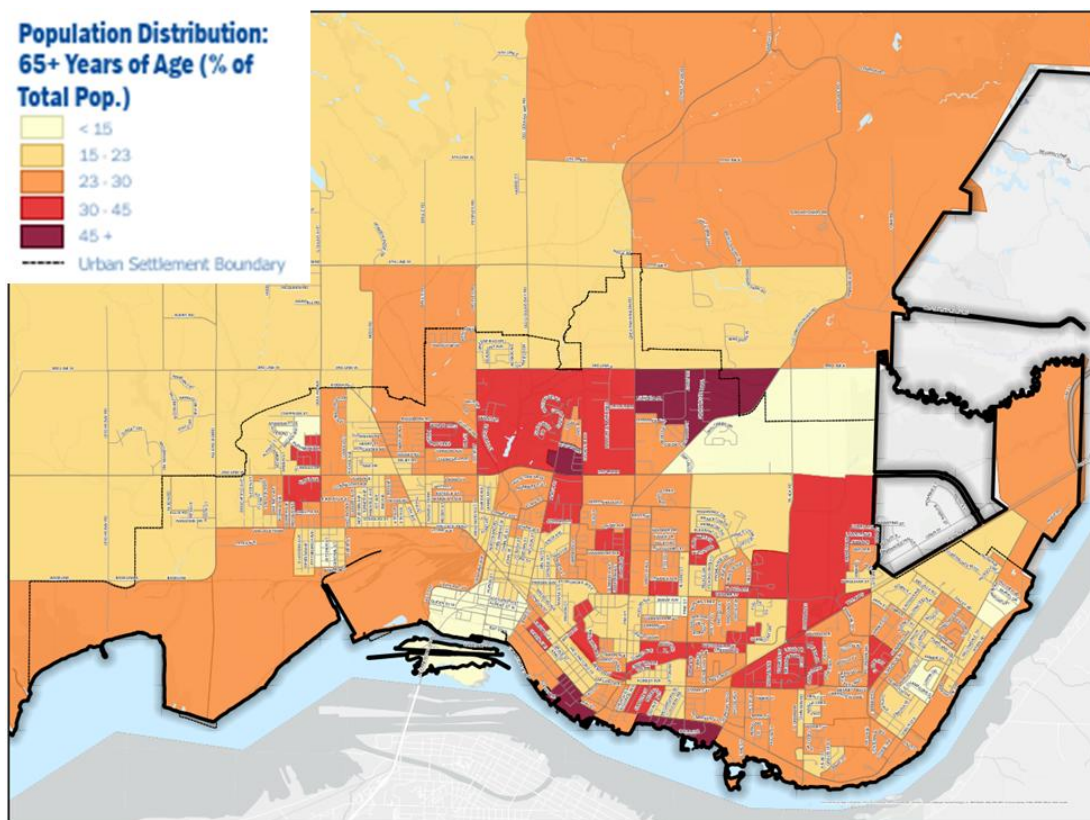


Figure 3-5: Distribution of Population Aged 65+

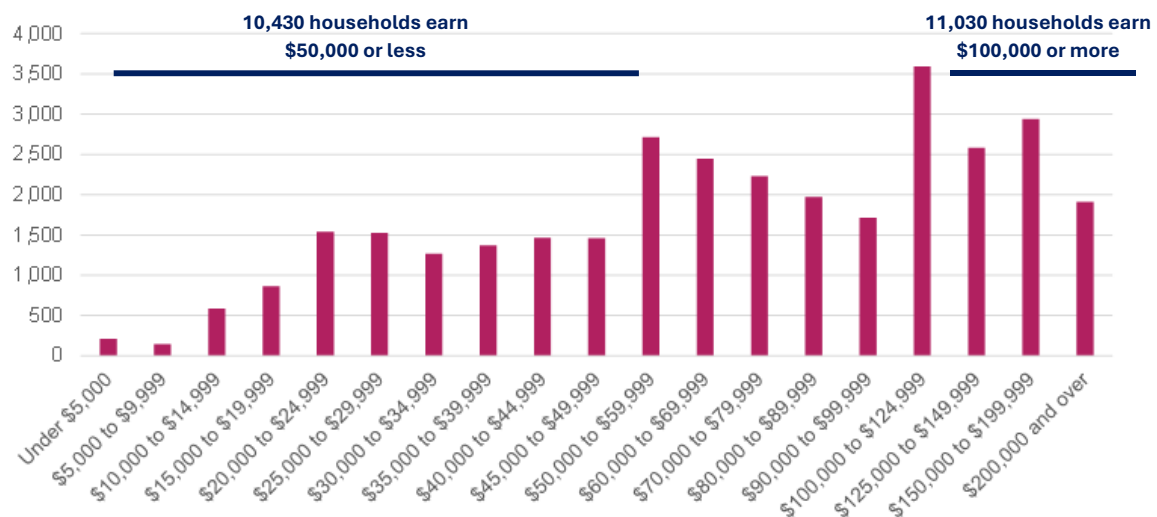


Economic Profile

The 2021 Census indicates the average total household income (before tax) in Sault Ste. Marie is \$89,600, which is below the Ontario average total household income of \$116,000. The number of households in the City within different income brackets is illustrated in **Figure 3-6**. This highlights that approximately 34% of the City's households have a total income over \$100,000. Conversely, approximately 32% of households have a total income below \$50,000.

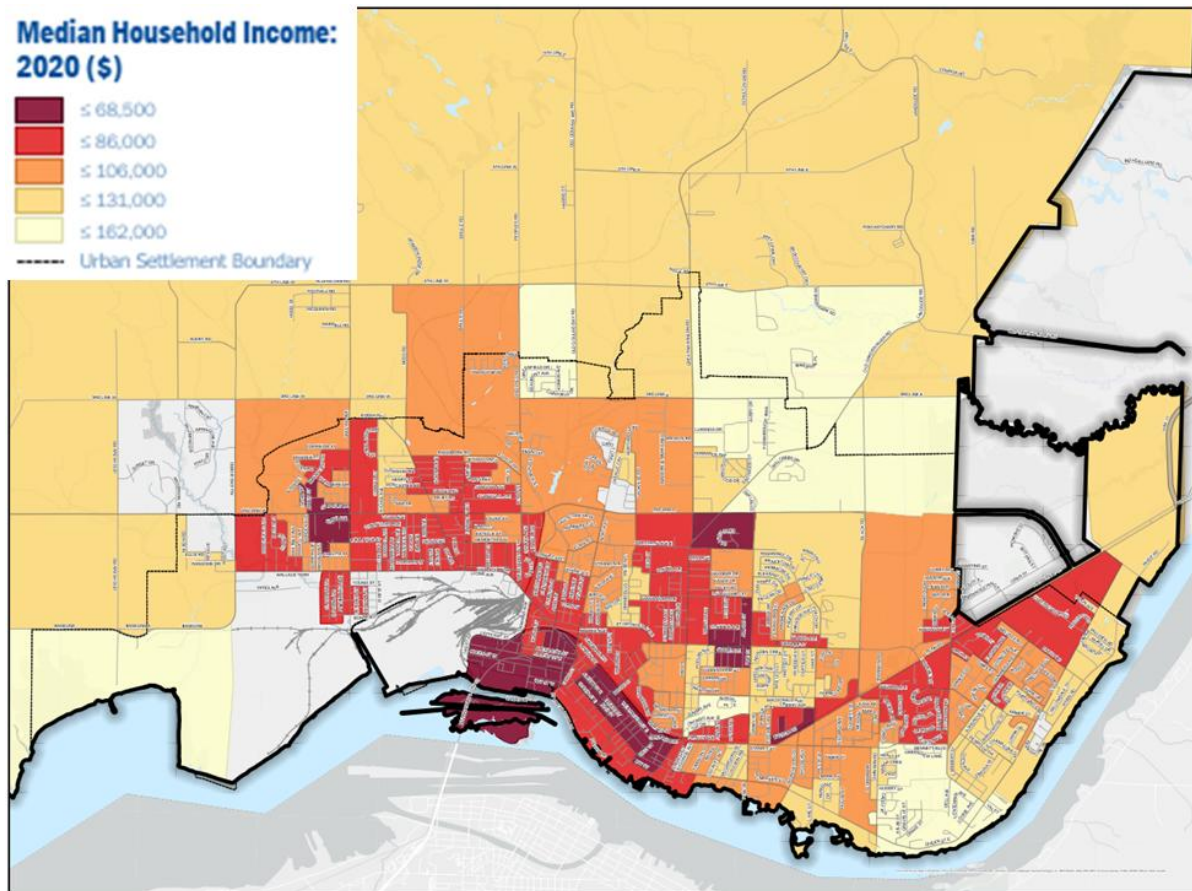
Median total household income in different areas of the City is illustrated in **Figure 3-7**. The figure illustrates that the downtown core is home to lower-income households, coinciding with some areas of higher population density. Higher income households appear more outside of the denser populated neighbourhoods of the city.

Figure 3-6: City of Sault Ste. Marie Median Household Income 2021



Source: 2021 Census

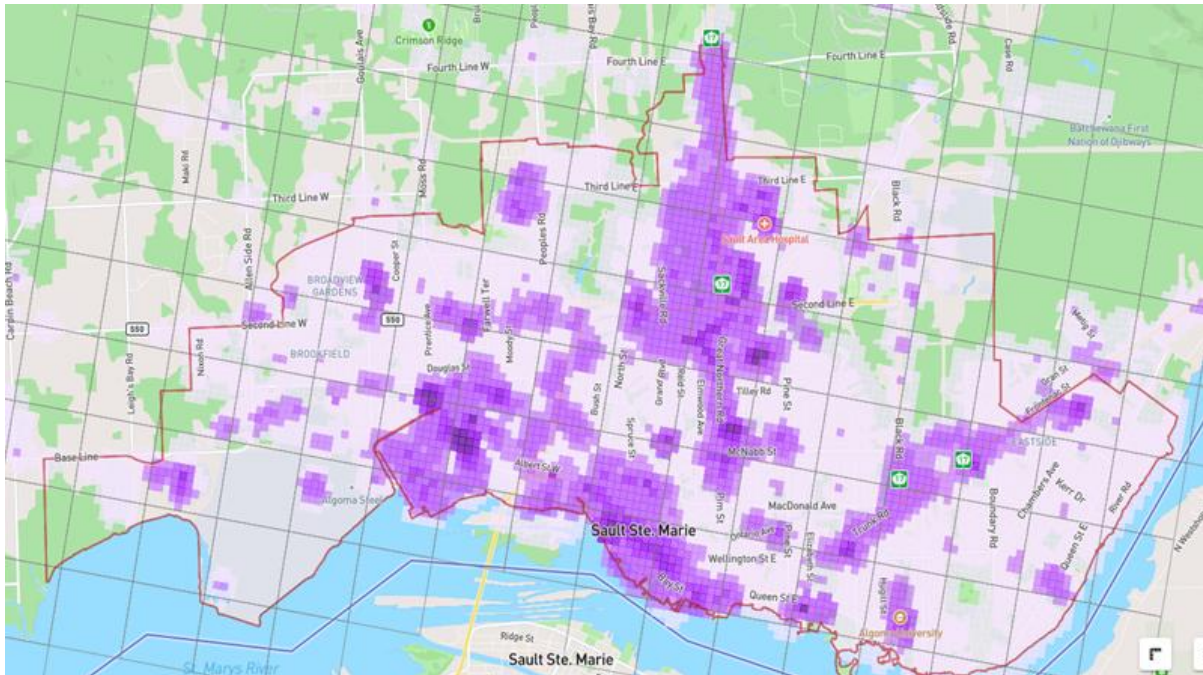
Figure 3-7: Distribution of Households by Median Household Income



Job Density

Figure 3-8 shows that employment in Sault Ste Marie is concentrated in the Downtown, near Algoma Steel in the West End,, Sault College, Algoma University, as well as near the commercial lands surrounding Great Northern Road (including the hospital) and Trunk Road to the north and east, respectively.

Figure 3-8: City of Sault Ste. Marie Job Density



3.3 Current Travel Context

Understanding current travel trends in Sault Ste. Marie is essential for developing a Transit Plan that meets the community's needs. This chapter examines key travel trends in the City, including mode shares, commute distances, and future travel demand.

3.3.1 Mode Shares

Most Sault Ste. Marie residents reported in the 2021 Census that they drove to work: approximately 91% of residents commuted by car, truck or van, both as a driver and passenger. This is somewhat higher than the Provincial average drive mode share of 84%. The City's overall modal split for commutes is shown in **Figure 3-9**. Note that this data was collected by Statistics Canada during the COVID-19 pandemic.

Residents of Sault Ste. Marie are less likely than an average resident of Ontario to take transit, walk or cycle: 3% take transit, 4% walk, and 1% bike to get to work, compared to the Ontario averages of 8.6%, 4.6%, and 0.8%, respectively.

The 2022 Draft Official Plan Background Paper noted that the higher car mode share in Sault Ste. Marie compared to the Ontario average may be due to low population density, which makes it challenging to implement a more direct, high-frequency public transit. Additional factors may include poor pedestrian access to the transit system, which can be exacerbated during winter.

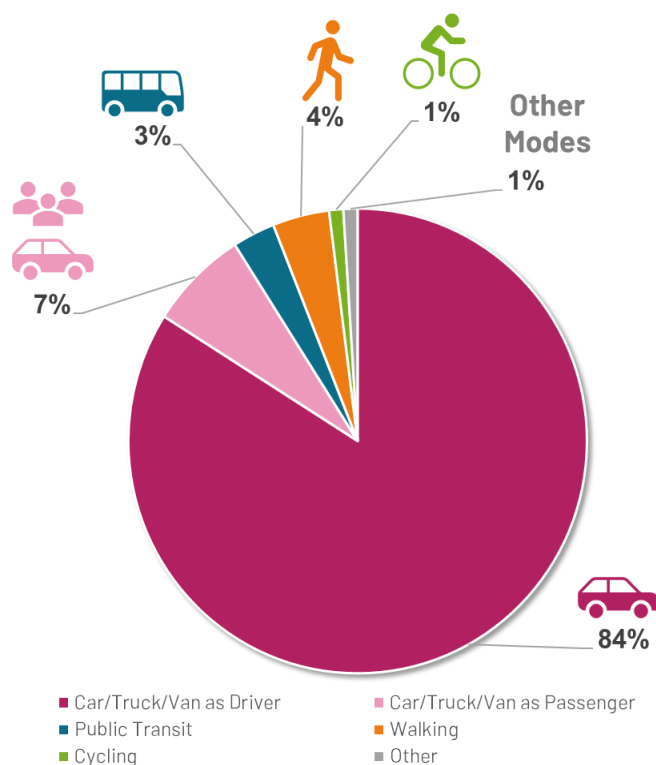


Figure 3-9 | Modal Split in Sault Ste. Marie

Source: 2021 Census and 2022 Sault Ste. Marie Draft Official Plan Background Paper

3.3.2 Commute Distance

Average commuting distance data from both 2016 and 2021 were reviewed, recognizing the impacts of the COVID-19 pandemic on commuting patterns in 2021 (**Table 3-6**). 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. Furthermore, approximately 96% of all commute trips that start within Sault Ste. Marie also end in the City. This suggests there is a large market for shorter trips, which could potentially be served by transit.

Table 3-6: Average Commute Distance by Car/Truck/Van in Sault Ste. Marie under 5 km (%)

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%

Source: 2016, 2021 Census



3.3.3 Future Travel Demand

The 2015 Transportation Master Plan (TMP) estimated future travel demand along the City's road network. 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 3-10**.

Travel demand in 2012 is shown in the lightest green, with each darker shade of green presenting 10 years of predicted traffic growth.

The TMP's forecast highlights desire lines for movement within the City and helps identify where demand will grow. This can help align the provision of transit to meet these desire lines and changing demands. As displayed, growth in corridor volumes are anticipated in the northeast. Specifically, 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

Figure 3-10: Forecast Traffic Growth Summary



Source: 2015 Sault Ste. Marie Transportation Master Plan

4 Review of Transit Operations in Sault Ste. Marie

Sault Ste. Marie Transit provides conventional, OnDemand, and Parabus services within the City of Sault Ste. Marie.

This chapter provides a general description of these services and assets by outlining routes, hours of operation, service provision, ridership, and financial performance. In-depth analysis of conventional services, including OnDemand transit, is provided in **Section 4.4**. A review of Sault Ste. Marie's paratransit operations is provided in **Section 4.5**. Furthermore, **Appendix B** includes a detailed review of how the conventional and paratransit systems compare with peer and aspirational agencies.

4.1 Service Provision

SSM Transit's family of services can be grouped as follows:



78% of total service hours (79,500 hours annually) are assigned to the standard fixed-routes system (Routes 1 through 7) and includes weekend evening OnDemand services. Conventional services are operated by full-size buses. Community Bus (Route 8) provides a more localized conventional service offering with a smaller service vehicle and is oriented to seniors and those with special needs.. 19% of total service hours (19,000 hours annually) are assigned to Parabus services that cater to individuals who are not able to use the conventional system and require additional assistance. Additionally, a small number of service hours are allocated to specific summertime seasonal services connecting Sault Ste Marie to surrounding natural sites.

4.2 Fleet Review

Sault Ste. Marie Transit's fleet is shown in **Table 4-1**. It consists of 28 coach buses (of which 1 is off the road), 3 community buses, and 10 Parabuses (of which 1 is off the road). The coach buses are 40' and 35', with capacities between 27 and 39 passengers, while the community buses are

29' and can accommodate 19 passengers (including two wheelchair positions). Parabuses consist of five ambulatory and five wheelchair spots. All transit buses are fully accessible and AODA compliant.

The average age of the coach buses is 8.3 years, while that of the community buses is 4 years and Parabuses 6.6 years, which is comparable to provincial averages. This represents a significant improvement for Sault Ste Marie compared to the last Transit Review, where the average age was 11.4 years (56% older than the Ontario average).

Table 4-1: Sault Ste. Marie Transit's Fleet

Make	Year	Vehicle Type	Seating Capacity	In service?
ORION	2006	Coach	39 passengers	Y
ORION	2009	Coach	39 passengers	Y
ORION	2009	Coach	39 passengers	Y
NOVA	2011	Coach	34 passengers	Y
NOVA	2011	Coach	34 passengers	Y
NOVA	2011	Coach	34 passengers	Y
NOVA	2011	Coach	34 passengers	Y
NOVA	2012	Coach	34 passengers	Y
NOVA	2013	Coach	34 passengers	Y
NOVA	2016	Coach	31 passengers	Y
ORION	2006	Coach	38 passengers	Y
ORION	2006	Coach	38 passengers	N
NOVA	2019	Coach	32 passengers	Y
NOVA	2019	Coach	32 passengers	Y
NEW FLYER - 35'	2021	Coach	27 passengers	Y
NEW FLYER - 35'	2021	Coach	27 passengers	Y
NEW FLYER - 35'	2021	Coach	27 passengers	Y
NEW FLYER - 35'	2021	Coach	27 passengers	Y
NEW FLYER - 40'	2021	Coach	33 passengers	Y
NEW FLYER - 40'	2021	Coach	33 passengers	Y
NEW FLYER - 40'	2021	Coach	33 passengers	Y
NEW FLYER - 40'	2021	Coach	33 passengers	Y
NEW FLYER - 40'	2021	Coach	33 passengers	Y
NOVA	2022	Coach	32 passengers	Y
NOVA	2022	Coach	32 passengers	Y
NOVA	2022	Coach	32 passengers	Y
NEW FLYER - 35'	2023	Coach	27 passengers	Y
CHAMPION (FORD)	2021	Community	19 passengers	Y
CHAMPION (FORD)	2021	Community	19 passengers	Y
ARBOC (CHEV)	2021	Community	19 passengers	Y
CHEV	2014	Parabus	5w/c 5 passengers	N

Make	Year	Vehicle Type	Seating Capacity	In service?
FORD	2017	Parabus	5w/c 5 passengers	Y
FORD	2017	Parabus	5w/c 5 passengers	Y
FORD	2017	Parabus	5w/c 5 passengers	Y
FORD	2017	Parabus	5w/c 5 passengers	Y
FORD	2017	Parabus	5w/c 5 passengers	Y
FORD	2017	Parabus	5w/c 5 passengers	Y
FORD	2022	Parabus	5w/c 5 passengers	Y
FORD	2022	Parabus	5w/c 5 passengers	Y
CHEV	2020	Parabus	5w/c 5 passengers	Y

4.3 Sault Transit Fixed Assets

4.3.1 111 Huron Street

SSM Transit's administration and maintenance facility is located at 111 Huron Street. The Huron Street location currently provides:

- Transit, parking, and school guard administration
- Daily start/end point for seven (7) regular fixed routes and one (1) Community Bus route
- Start and finishing point for all Parabuses including Parabus dispatching
- Maintenance facilities for transit fleet
- Indoor storage facilities for the fleet

Through discussions with Transit Staff, it is noted that the current configuration of the Huron Street facility is a capacity constraint for the further growth of services. **The Huron Street facility cannot accommodate additional vehicles without expansion or renovation.**

4.3.2 Downtown / Dennis Street Transit Terminal

The City of Sault Ste Marie currently owns and operates one transit terminal location in the downtown core at the corner of Dennis Street and Queen Street. The "Dennis Street" terminal is the current main starting and end location of all public transit bus routes within the City of Sault Ste Marie and serves as a transfer hub between bus routes.

The existing Dennis Street bus terminal was constructed in 1981 and is in a prime downtown location from the perspective of being central to transit customers' downtown destinations and residential development and is a relative mid-point for routes travelling east and west. The terminal building provides a waiting area,, transit information, and a canteen.

There are increasing concerns about public safety, operational presence and accessibility at the existing Dennis Street Terminal. The terminal has been identified in the City's Asset Management Plan as requiring significant capital investment and is under review to address several operational and functional issues in addition to a need for major repairs and upgrades.

4.3.3 Northern Transfer Hub

A secondary transfer hub location became operational in 2021 on Northern Avenue directly adjacent to Sault College. Located in the north central area of the city, the new transfer facility provides an alternative secondary transfer hub reducing the average transit users trip duration. The transfer hub provides enhanced bus stop amenities including a large, heated shelter.

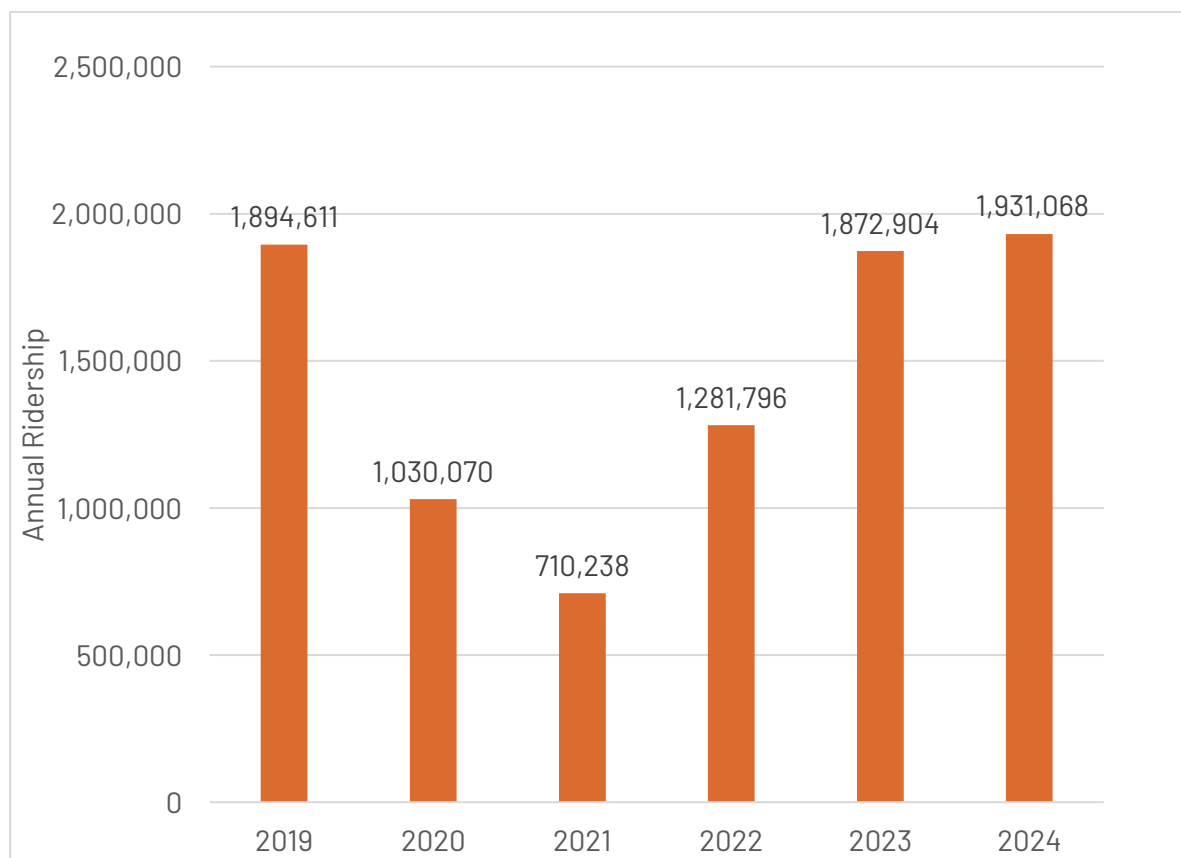
4.4 Conventional Transit System Operational Review

Sault Ste. Marie's conventional transit service was reviewed in detail, including its fare structure, schedules, coverage, routing, bus stop activity, route utilization, and on-time performance. The assessment provides a critical baseline that aids in identifying key challenges and opportunities for the system, providing a foundation for option development and assessment in future project stages.

4.4.1 Historic Ridership and Financial Performance

In 2024, Sault Transit's conventional services provided **1.9 million linked trips**, setting a record for the agency and demonstrating its full recovery following the COVID-19 pandemic, as displayed in **Figure 4-1**. About **23 passenger trips are accommodated for every hour of revenue service** provided, which is comparable to peer and aspirational agencies.

Figure 4-1: Historic Annual Regular Service Linked Trips



The following tables outline a summary of the financial performance of the transit system for the year 2023, including available funding and operating expenses.

Table 4-2: Transit System Financial Performance Indicators (2023)

Financial Performance Indicators	2023
Revenue / Cost Ratio (R/C Ratio)	25%
Municipal Operating Contribution Per Capita	\$61.89
Net Direct Operating Cost Per Regular Service Passenger	\$4.14
Maintenance Expense / Total Direct Operating Expense	\$0.17
Fuel Expense / Total Direct Operating Expense	\$0.15

Table 4-3: Transit System Funding Sources and Contribution Amounts (2023)

Funding Source	Capital Contribution 2023
Federal	\$574,878
Provincial	\$470,355
Municipal	\$380,385
Total Capital Funding	\$1,425,618

Table 4-4: Transit System Operating Expenses (2023)

Operating Expenses	2023 Expenses
Transportation Operations	\$5,457,096
Fuel/Energy for Vehicles	\$1,505,565
Vehicle Maintenance	\$1,710,603
Plant Maintenance	\$950,642
General/Administration	\$724,920
Total Direct Operating Expense	\$10,348,826

4.4.2 Employee Statistics

In 2023, SSM's conventional system employed 76 full-time and 24 part-time employees. A breakdown by employee type is provided in **Table 4-5**.

Table 4-5: Sault Ste Marie Conventional Transit System Workforce (2023)

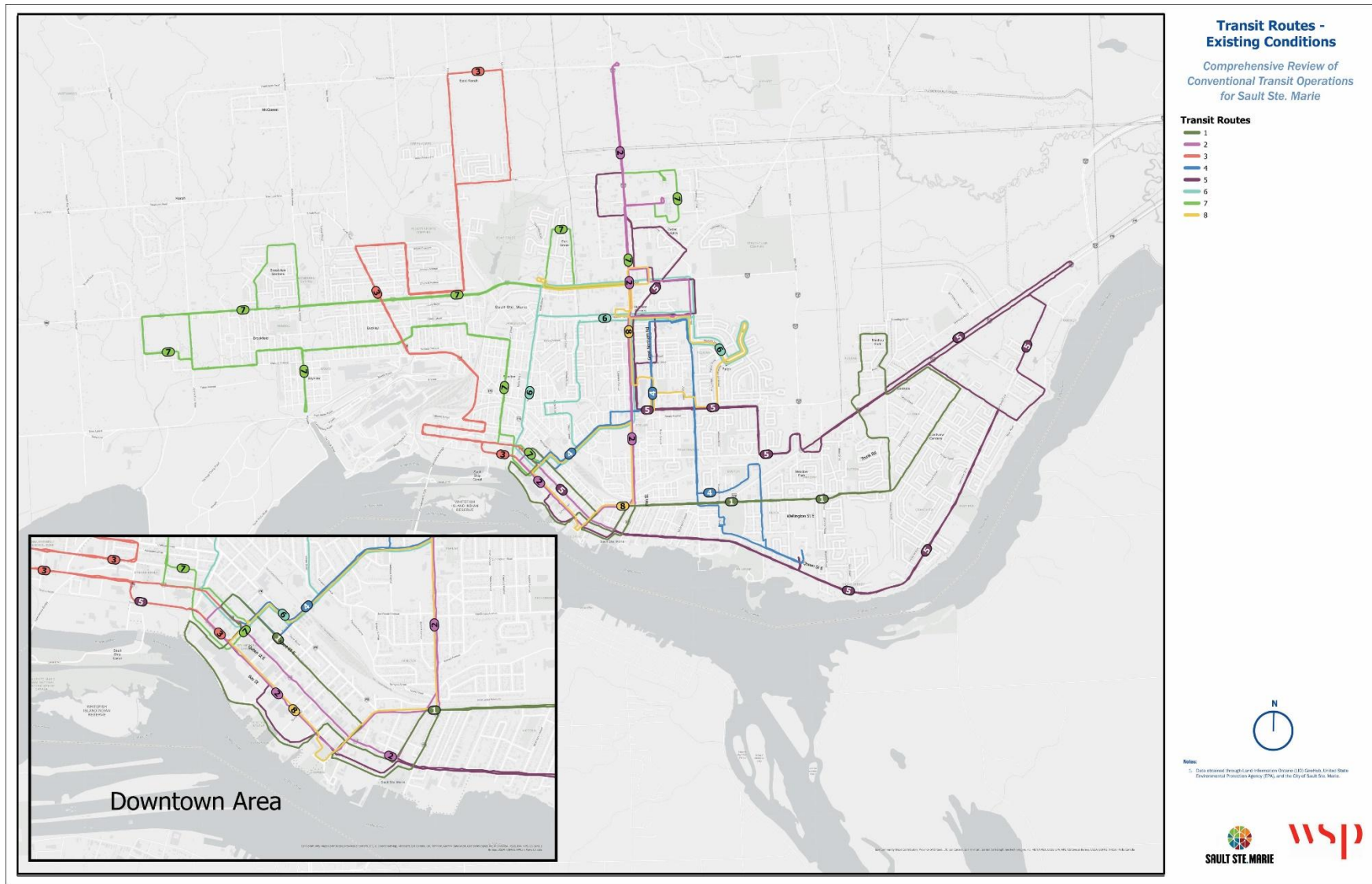
Job Type	Full-Time (#)	Part-Time (#)
Operators	52	23
Other Transport Operations	7	-
Vehicle Mechanics	8	-
Other Vehicle Mechanics	1	-
Plant and Other Maintenance	3	-
General and Administration	5	1
TOTAL EMPLOYEES	76	24

4.4.3 Service Area and Network Structure

Conventional services provided by Sault Ste. Marie Transit comprise 7 regular routes and 1 community bus route. These routes all connect to the Downtown Terminal at Queen and Dennis Streets, with many routes also intersecting at the new Northern Transfer Hub along Northern Avenue near Sault College. The present bus network is visualized in **Figure 4-2**.

The network is designed on a timed-transfer hub-and-spoke model with all routes starting and terminating at the Downtown Terminal on Dennis Street. All routes operate on 30, 60 or 120 minute cycles (including recovery time at the terminal). The Dennis Street Terminal is located approximately 800m east of the transit operations facility at 111 Huron Street, where buses are stored and maintained.

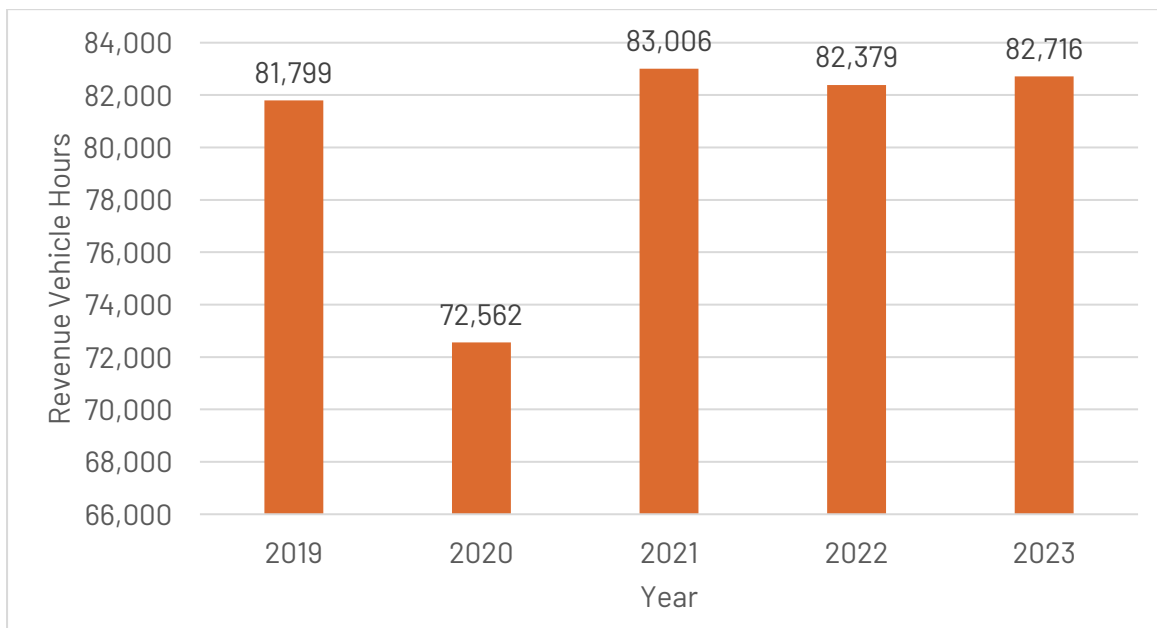
Figure 4-2: Sault Ste. Marie's Conventional Transit System Route Map



4.4.4 Service Hours

Sault Transit's conventional system, which is comprised of standard fixed routes as well as the Community Bus route, is served by 83,000 revenue hours annually. Historic servicing trends are summarized in **Figure 4-3**, which demonstrates that although service hours were cut in 2020 during the height of the pandemic, hours have remained consistent between 2021 to 2023.

Figure 4-3: Conventional Service Historic Servicing



Sault Transit operates between approximately 6 AM to midnight on weekdays, from 6:15 AM to midnight on Saturdays, and from 7:15 AM to midnight on Sundays, as shown in **Table 4-6**.

Weekend evening service (7:15 PM – midnight) is provided by OnDemand transit rather than the City's conventional transit services.

Table 4-6: Sault Ste. Marie Transit Hours of Service

Day	Hours of Service
Weekday (Monday – Friday)	6:00AM – 12:05 AM
Saturday	6:15 AM – 12:05 AM
Sunday	7:15 AM – 12:05 AM

4.4.5 Frequency and Periods of Operation

The period of operation and service frequencies for the conventional transit system are summarized in **Table 4-7** (as of February 2025). Sault Transit maintains a consistent 30-minute headway for all its routes on weekdays until 6:00 PM, with 1-hour headways beginning at approximately 7:15 PM and on weekends. Most conventional routes operate between 6 AM and midnight on weekdays, between 6:15 AM and 7:10 PM on Saturdays, and between 7:15 AM and 7:10 PM on Sundays. OnDemand service is available on weekend evenings after 7:15 PM.

Table 4-7: Transit Frequency and Period of Operations

Route	Period of Operation Weekday	Weekday headway	Period of Operation Weekend	Weekend headways
All Routes except North Street Route 6 'B'	6:00 AM – 12:00 AM	30 mins until 6PM 1 hour after 7:15 PM	Saturday: 6:15 AM – 7:10 PM Sunday: 7:15 AM – 7:10 PM On-demand service: 7:15 PM – Midnight	1 hour
North Street Route 6 'B' Route	7:15 PM – 11:40 PM	1 hour	Saturday: 6:15 AM – 6:45 PM Sunday: 7:15 AM – 6:45 PM On-demand service: 7:15 PM – Midnight	1 hour

4.4.6 Fare Products

Sault Ste. Marie Transit uses an “exact fare” system and operators do not carry change. Customers can pay for their fares using cash or by buying a pass. A breakdown of fares and transit pass options is provided in **Table 4-8** for conventional transit. Children 12 and under ride free when accompanied by a responsible, paying adult.

Table 4-8: Regular Transit Fares

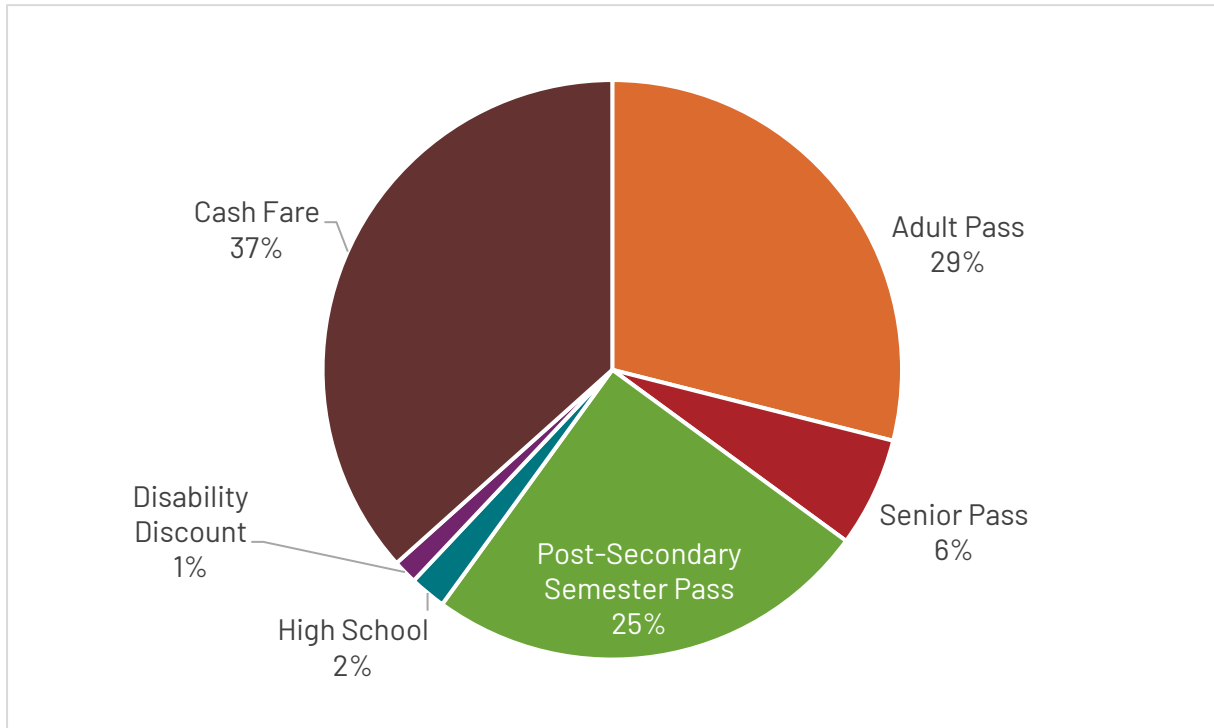
Type	Rate
Cash Fare (Exact change required)	\$3.50
20 Ride Pass	\$55.00
Adult 31 Day Pass	\$79.00
Youth 31 Day Pass (Age 13-18)	\$34.25
Semester Pass (Algoma U & Sault College)	\$215.00
Senior 31 Day Pass (60 & over)	\$67.00
Senior 12 Ride Pass (60 & over)	\$24.00
Senior 6 Ride Pass (60 & over)	\$12.00
Charter - Weekdays & Weekends	\$185.84 per hour
Charter - Statutory Holidays	\$203.54 per hour

These fares have been in place since January 1, 2025, when the base fare was increased from \$3.25 to \$3.50, with concomitant increases in the prices of other fare levels and products. Sault Ste. Marie Transit offers transfers providing free connections to other routes. The transfers must be requested from the bus operator and activated before use. Sault Ste. Marie Transit has implemented smartcards in 2023, along with the UMO Mobility technology to facilitate electronic payments since 2023. Tagg-branded fareboxes are used and capable of collecting

cash fares and transfers. SSM transit is in the midst of a five-year contract with UMO that renews automatically annually for the next three years until it expires in 2027.

An examination of fare product sales for the conventional system in 2024, displayed **Figure 4-4**, revealed that post-secondary students make-up a significant percentage of riders (25%). Cash fares make up 37% of all trips, which represent an opportunity to shift to a digital form of fare payment.

Figure 4-4: Conventional System Riders by Fare Type



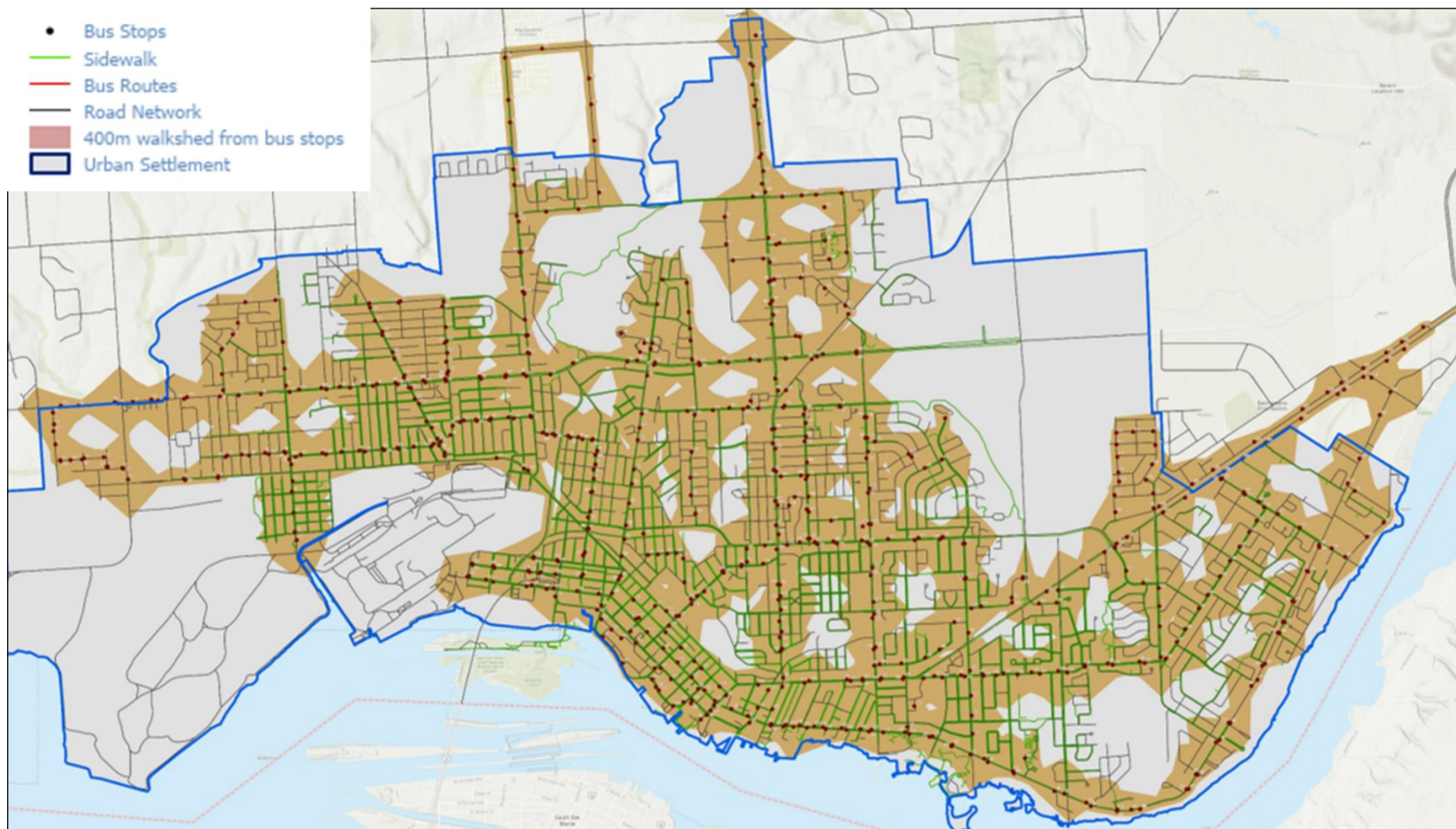
4.4.7 Service Coverage

Figure 4-5 illustrates Sault Ste. Marie's transit network, with a 400 m walking radius from each bus stop highlighted. This represents an approximately 5-minute walk and can be seen as the transit system's catchment area.

Based on this radius, 51.2% of the City's area have easy access to the transit network. More importantly 60,300 people are within a 400m walking radius of each bus stop. This corresponds to 79% of the City's total population and 85% of the service area population. Notable coverage gaps exist in the area surrounding the Sault Ste Marie Golf Club and north of Algoma University, some pockets in the central regions of the city, and the less developed peripheries to the north and east.



Figure 4-5: 400m Walking Radius Coverage Map



4.4.8 Passenger Amenities and Multi-Modal Connectivity

Bus Stop Accessibility

Almost all transit trips begin and end as pedestrian trips, with most passengers accessing the network on foot. 188 of 654 bus stops (29%) are not accessible by the sidewalk network, which poses issues for safe and secure access to bus stops. **Figure 4-6** shows the location of accessible and non-accessible transit stops throughout the city, together with the transit routes and the locations of available sidewalks.

Sidewalk gaps exist primarily in the City's western, northern, and eastern periphery. Corridors without substantial sidewalk coverage include but are not limited to:

- Asquith Street-Wallace Terrace
- Arden Street-Broadview Drive-Chippewa Street-Goulais Avenue loop
- Second Line west of Goulais Avenue
- Westside of Farwell Terrace
- Southside Conmee Avenue
- Eastside Peoples Road
- Fourth Line
- Westside Great Northern Road (north of Third Line)
- Industrial Park Crescent-Drive in Road loop
- Terrance Avenue
- Southside Queen Street East (east of Bellevue Park); both sides (east of Boundary Road)
- Dacey Road-River Road
- Trunk Road (east of Sault Community Theatre)
- Frontenac Street (Batchawana FN)
- Anna Street-Lawson Avenue-Manitou Drive loop (Batchawana FN).

Passenger Amenities

Figure 4-7 shows the different types of passenger amenities available at exchange and bus stops. Only stops with shelters have benches available. Approximately 118 bus stops (29%) have both shelters and garbage receptacles. 45 (7%) bus stops have garbage receptacles only and 18 (3%) have shelters only. Approximately 402 bus stops (61%) have no passenger amenities, though together these 402 stops serve fewer than 1,000 boardings per day, or fewer than 2.2 daily boardings per stop. No other amenities are provided at bus stops, except at the Downtown Terminal where an indoor waiting area and a canteen is provided. The Downtown Terminal is staffed with a security guard.



Figure 4-6: Bus Stop Connectivity to the Sidewalk Network

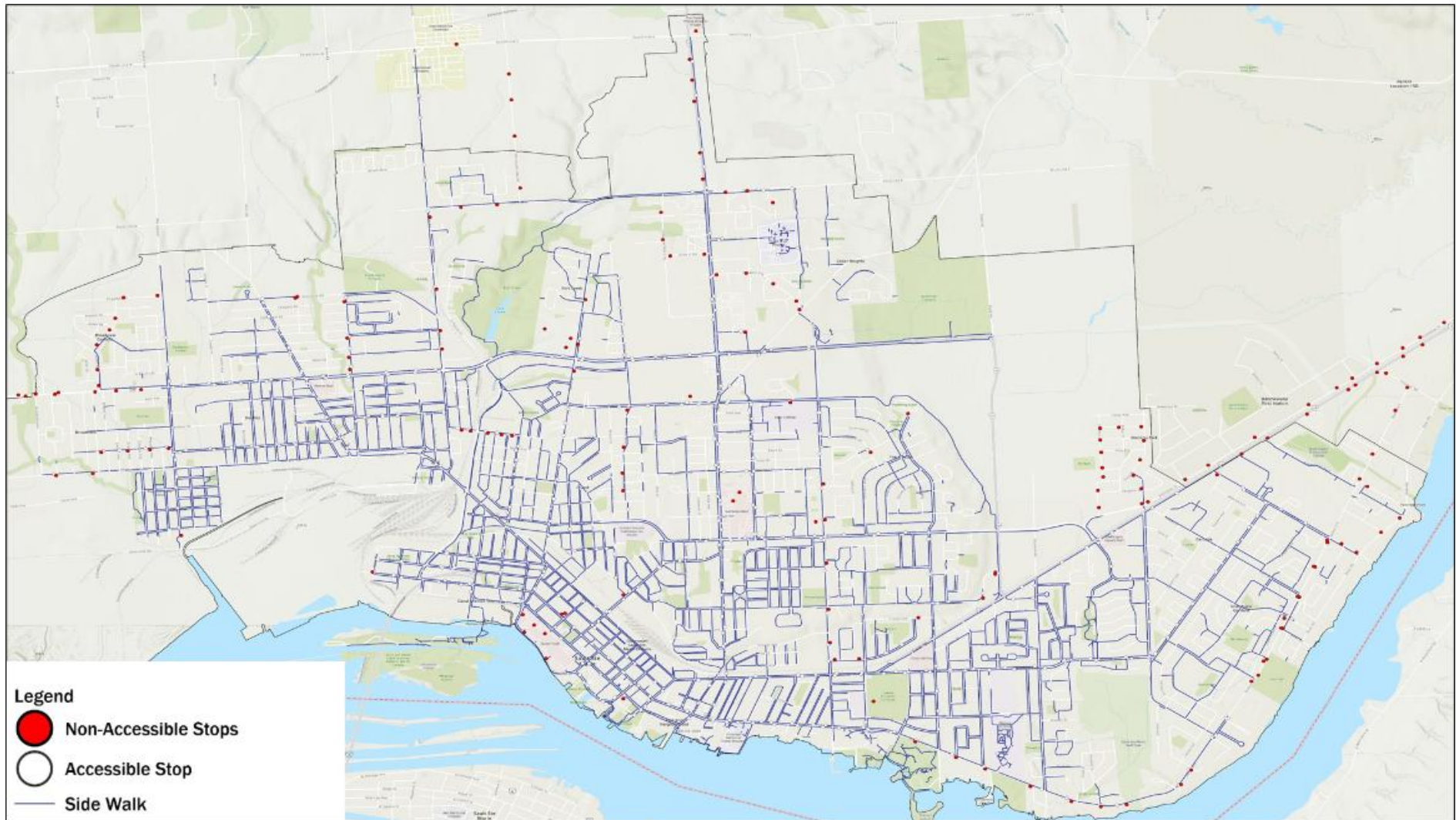
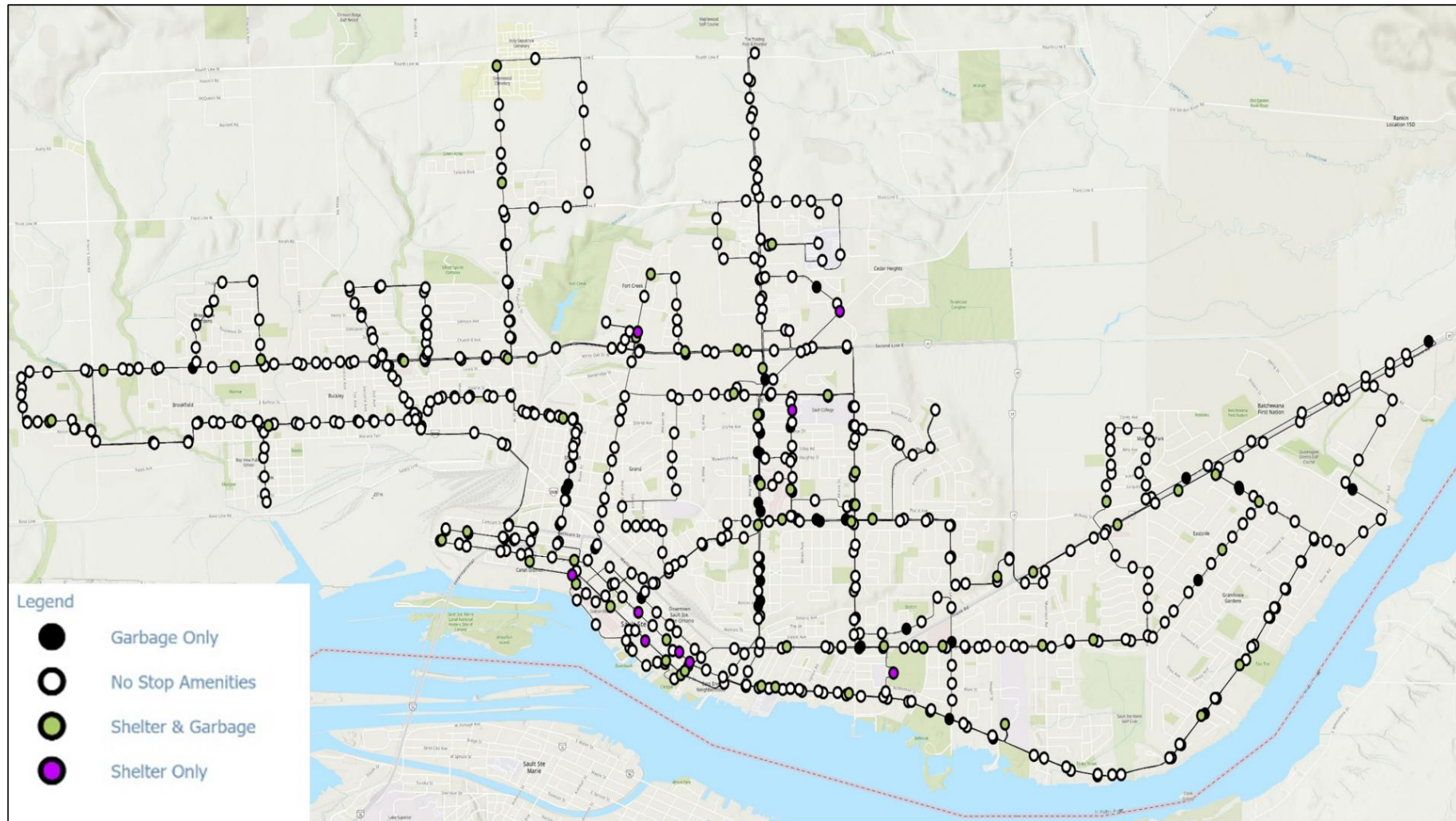


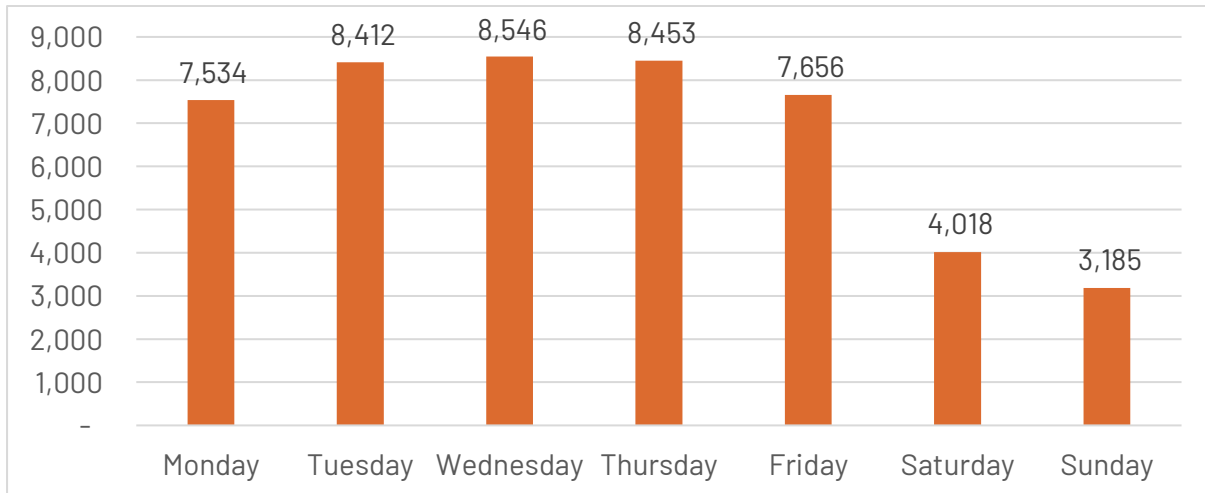
Figure 4-7: Bus Stop Amenities



4.4.9 Current Ridership Trends

Between February and April 2024, Sault Transit served, on average 8,240 discreet boardings per weekday. As displayed in **Figure 4-8**, ridership is heaviest during the midweek period, peaking at about **8,500 boardings per weekday**, when service operates every half-hour through the daytime service period. Saturdays and Sundays, where service operates hourly throughout the day, see comparably reduced demand.

Figure 4-8: Average Daily Boardings per Day of Week (February – April, 2024)



The monthly ridership breakdown for 2024 is shown in **Figure 4-9**. Monthly ridership is highest during the university school year, with notable drops in December and during the summer months.

The average weekday boarding profile for the system as a whole is displayed in **Figure 4-10**. Ridership builds slowly through the day to 2:00–3:00 PM then declines sharply after 4:00 PM, with sustained ridership through the evening period. Ridership at 2:00 PM is nearly 1.5 times that of the AM peak hour (7:00 AM).

Figure 4-9: Transit Boardings by Month

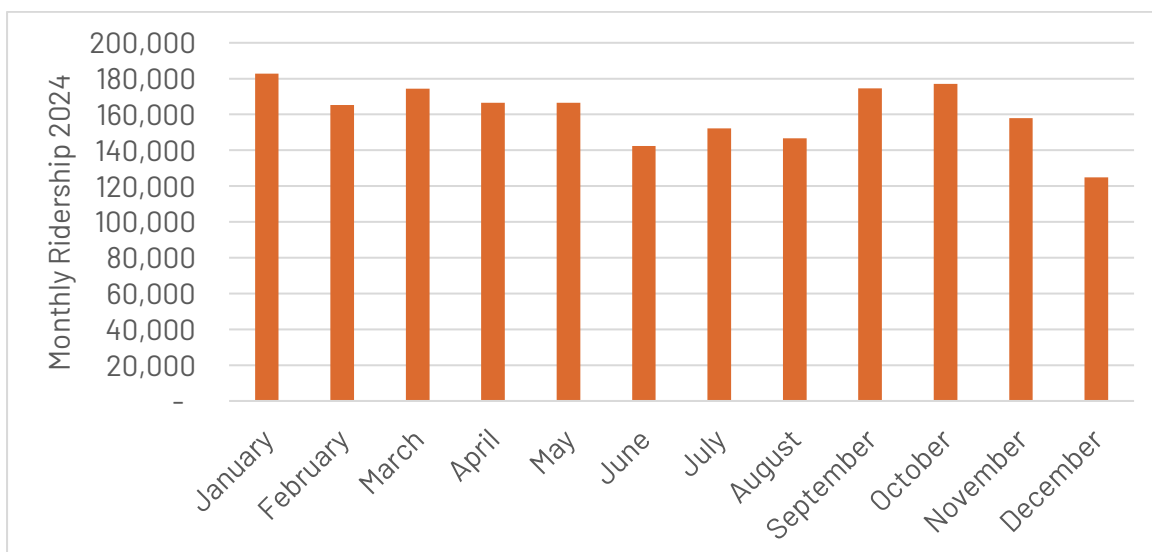
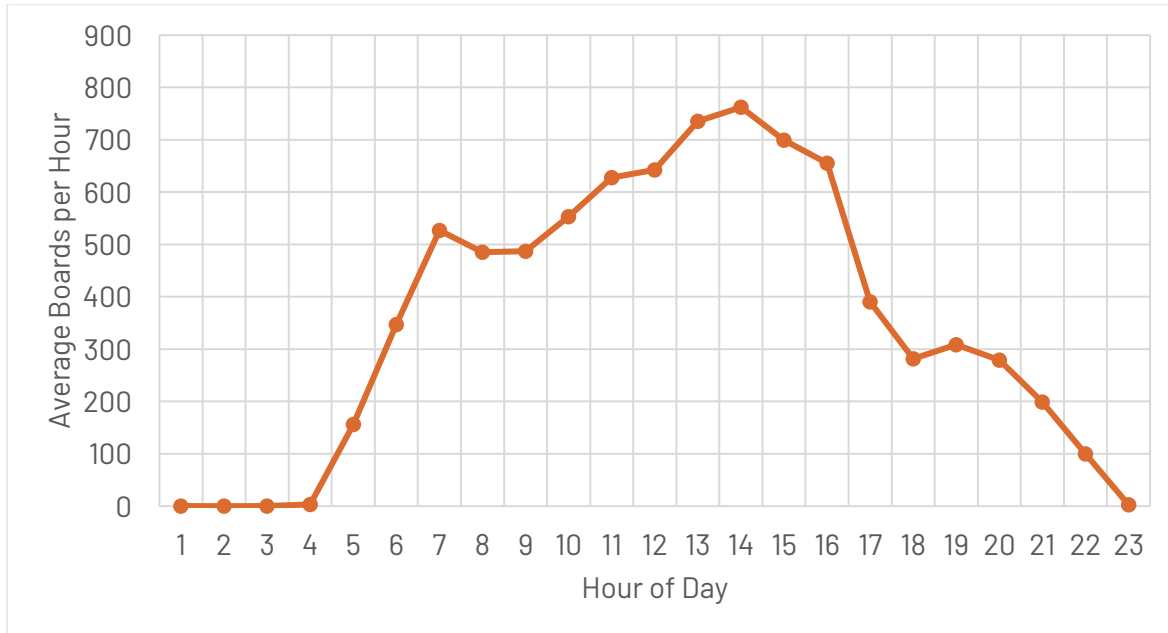


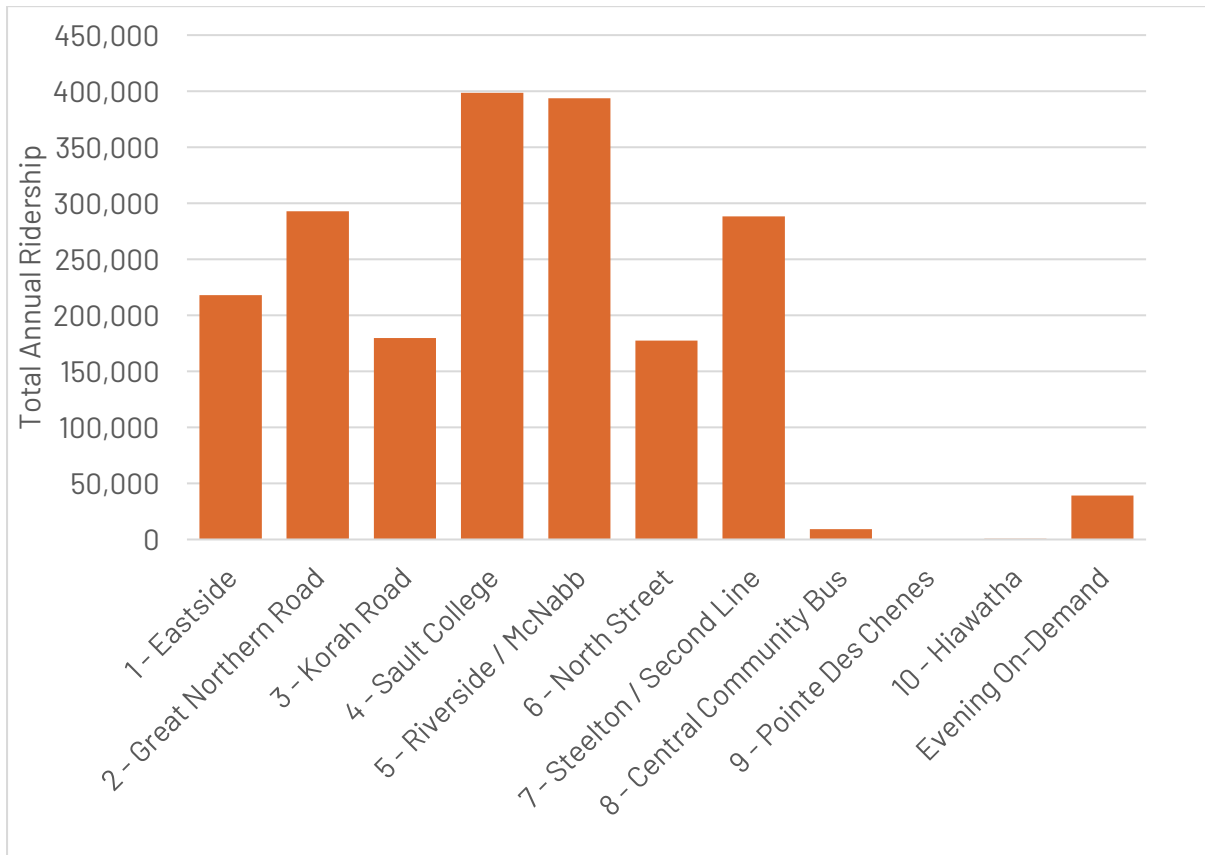
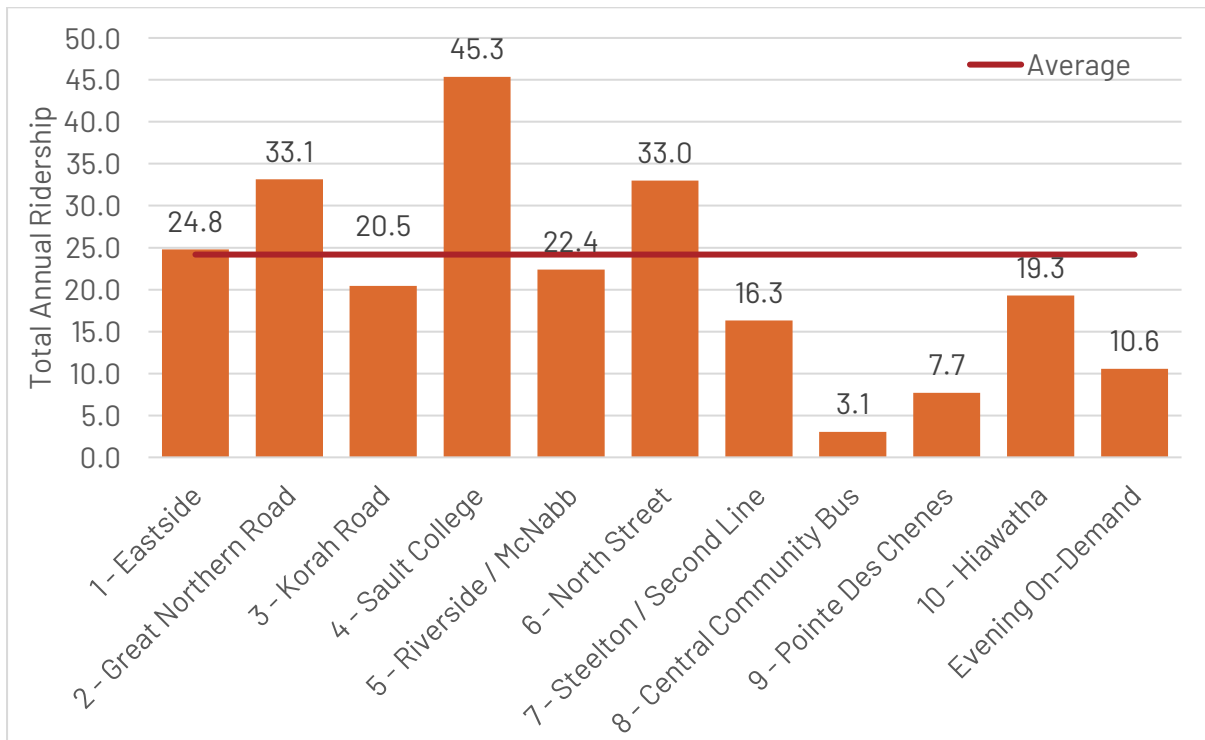
Figure 4-10: Average Boards per Hour (February – April, 2024)



4.4.10 Route Utilization and Revenue

Figure 4-11 displays 2024 total ridership by route while **Figure 4-12** displays rider utilization in terms of rides per service hour. Highest overall rider volumes are noted on Routes 4 and 5, though Route 5 has twice as many service hours. As a result, Route 4 has the highest overall utilization, averaging 45.3 rides per service hour. Notably, Route 4 connects most of the system's primary trip generators in the most direct manner including: the Downtown terminal, Sault College (the Hub), and Algoma University. Following Route 4, Routes 2 and 6 have higher overall utilization at 33 rides per service hour. Routes 2 and 6 are also both relatively direct and minimize area coverage while serving key destinations and higher density neighbourhoods.

Unsurprisingly, lower utilized routes generally travel larger distances, are more circuitous or serve lower density areas of the City, further away from key destinations. Route 8 (Community Bus) is the least utilized of all services at 3.1 rides per service hour. Unlike other routes, the Community Bus is oriented toward a senior population and is designed to prioritize convenience over route directness. While a limited number of additional destinations not served by regular routes – such as Pawating Place and the Finnish Rest Home – are served by Community Bus, Route 8 for the most part duplicates the service area of regular services and compares unfavourably for most system users who would prioritize a shorter ride.

Figure 4-11: Total Ridership by Conventional Route (2024)

Figure 4-12: Rides per Service Hour (2024)


4.4.11 Stop Activity

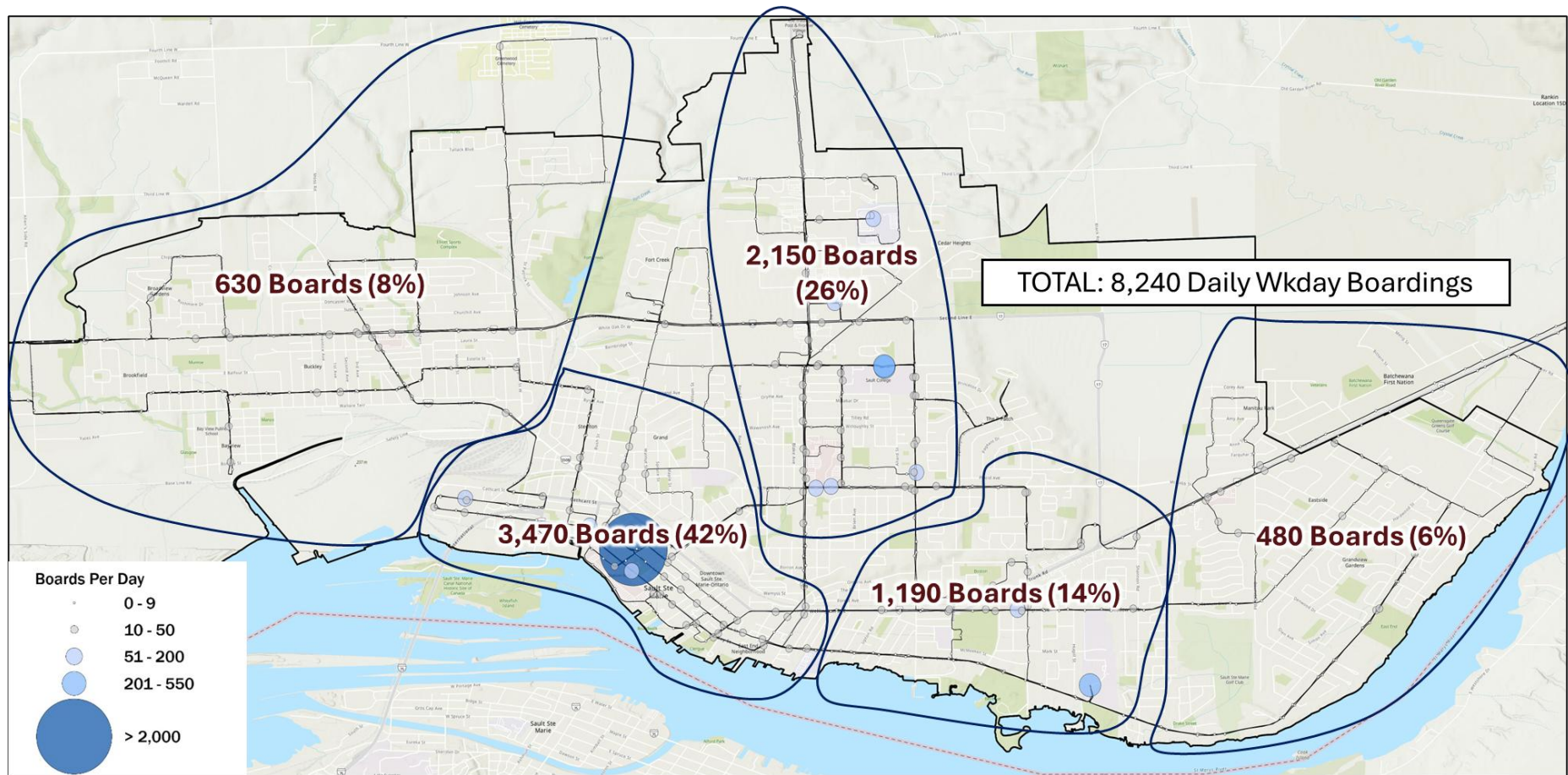
Average daily weekday boardings at transit stops throughout the city are visualized in **Figure 4-13**, where larger circles indicate stops that receive more boardings. The top 10 stops by weekday boarding activity are as follows:

1. Downtown Terminal (2,074 weekday boards)
2. Northern Transfer Hub (745 weekday boards)
3. Algoma University (542 weekday boards)
4. Food Basics – Pine Street (110 weekday boards)
5. Walmart (110 weekday boards)
6. Station Mall (98 weekday boards)
7. Albert Street West at James Street (78 weekday boards)
8. Wellington Street East at Lake Street (61 weekday boards)
9. 36 Queen Street West (58 weekday boards)
10. Group Health Centre McNabb (57 weekday boards)

It is noted that all stops beyond the top five see less than 100 weekday boards, indicating the generally dispersed nature of boardings in the network outside the major trip generators. An analysis of boardings by geography indicates that 42% of boardings occur in the downtown area, and 26% along or close to the Great Northern Road and Pine Street corridors. 14% of boards occur east of Downtown to Algoma University. Only 8% and 6% of boards occur in the western and eastern peripheries of the City, respectively.

Despite orienting the service to facilitate transfers Downtown, trips involving transfers do not make up a considerable share of travel, as 91% of linked trips involve one bus ride only.

Figure 4-13: Daily Boardings by Stop

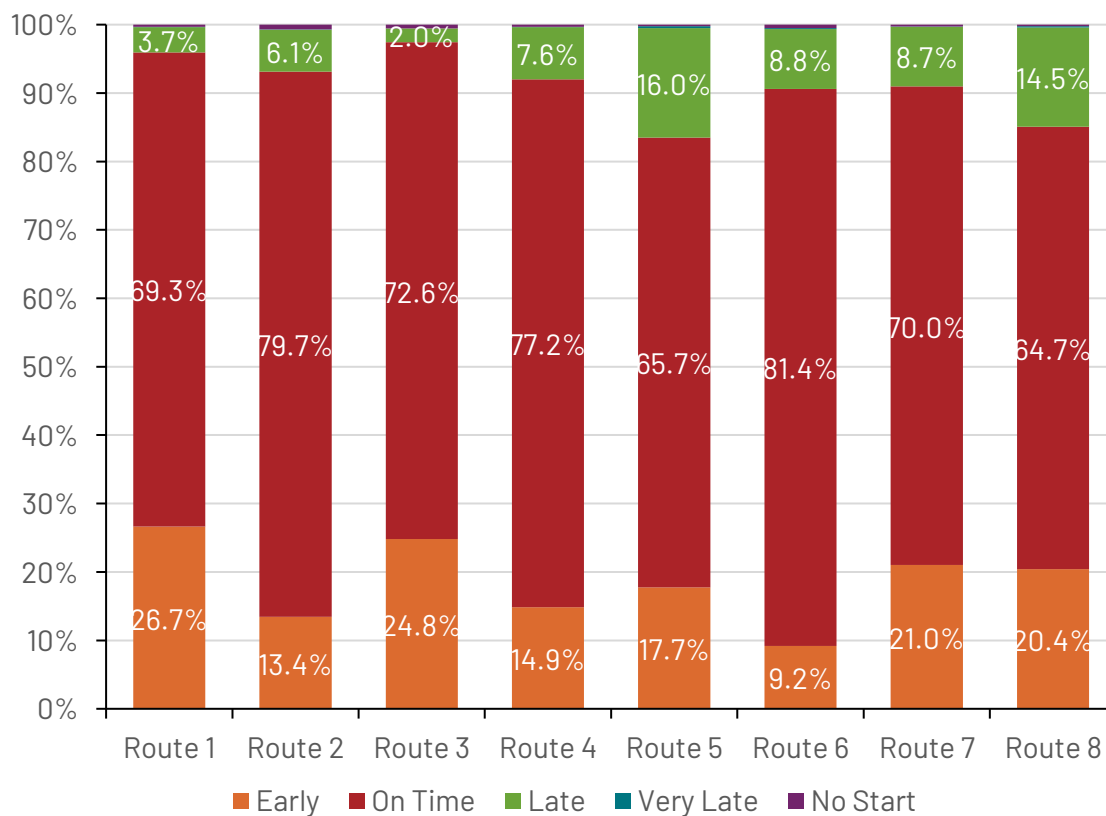


4.4.12 Reliability / On-Time Performance

Automated vehicle location (AVL) data for October 2024 was analysed to assess service reliability and on-time performance for all of Sault Ste. Marie's 7 conventional bus routes as well as the Community Bus route. Sault Ste. Marie Transit deems a bus on time if it arrives between 1 minute early and 5 minutes late.

On-time performance is shown in **Figure 4-14**. Generally, routes are on time at 65% to 81% of all scheduled stop times, which is unfavourable for a smaller city. Route 5 (Riverside/McNabb) and Route 8 (the community bus) are most often more than 5 minutes late, at 16% and 14.5% of all scheduled stops, respectively. Routes 3 (Korah Road) and 1 (Eastside) are least often late, at 3.7% and 2%, respectively, though they both do tend to come early approximately 25% of the time. Early arrivals are an issue for passengers who arrive on-time for pick-up but are then forced to wait until the next scheduled bus (30 to 60 minutes).

Figure 4-14: On-Time Performance by Route



An examination of route structure reveals that some routes are too long for what the schedule permits. **Table 4-9** provides existing route cycle lengths, cycle times, and average speeds. All routes are scheduled to incorporate a 5 minute layover at the Terminal to facility transfers and route recovery. While there can be a degree of variance, urban transit systems typically operate at average speeds of 20 to 25 km/h. Scheduled average speeds of 28.0 km/h or higher are considered overambitious and introduce significant reliability or performance issues into a transit system. Additionally, schedules that assume such high average speeds encourage operator speeding and early arrivals to "get ahead" of the schedule in order to arrive on-time. As

displayed, Routes 3, 5 and 7 all are scheduled to operate at average speeds exceeding 27.5 km/h.

Table 4-9: Existing Route Characteristics

Route	Day/Night Headway (min)	Distance (km)	Cycle Time (min)	Average Speed (km/h)
1	30 / 60	20.95	55	22.9
2	30 / 60	21.9	55	23.9
3	30 / 60	26.6	55	29.0
4	30 / 60	19.8	55	21.6
5	30 / 60	55.7	115	29.1
6	30 / 60	10.6	25	25.5
7	30 / 60	53.2	115	27.8
8	60	19.8	55	21.6

4.4.13 OnDemand and Home-to-Hub System Operational Review

Period of Operation

Sault Ste. Marie Transit offers OnDemand service on Saturday and Sunday, from 7:15 PM to midnight, when there is no conventional transit service provided. Passengers can use the Sault Ste. Marie OnDemand app to request a ride when needed. The service allows riders to travel from one pre-existing established stop to another. The OnDemand fare is the same as regular bus fares.

On Demand System Usage Profiles

On Demand service data for January 2024 through December 2024 was obtained and analysed to assess the efficiency and effectiveness of the provided service.

Ridership

Weekend OnDemand accommodated 39,118 boardings in 2024. On average, Sault Ste. Marie's OnDemand transit system received 661 ride requests each day it was available (every weekend day), with 403 of those trips served. The 258 unserved trips are mostly made up of cancellations (84), requests made when there was no more seat available on the bus (62), and requests that were not accepted (61). The no show rate is fairly low, at 3% of total requests. A detailed breakdown of requests and ridership by day is shown in **Table 4-10**.

Table 4-10: Ridership and Ride Requests for On Demand Transit in Sault Ste. Marie

	Saturday	Sunday	Average Weekend Day
Total requests	672	650	661
Unavailable seats	79	45	62
Request outside of service hours	21	39	30

	Saturday	Sunday	Average Weekend Day
Request not accepted	60	62	61
No shows	18	16	17
Cancellations	83	84	84
Errors	22	4	13
Completed trips	396	410	403

The approximately 400 completed passenger trips each day are serviced by an average of 34 separate bus trips, each carrying approximately 12 passengers, as shown in **Table 4-11**

Table 4-11: Number of Completed OnDemand Trips and Passengers Per Trip

	Saturday	Sunday	Average Weekend Day
Completed trips	396	410	403
Passengers per loop	13	11	12
Loops	30	37	34

Efficiency

To examine the efficiency of the On Demand service, the following statistics were examined:

- Total distance and hours traveled with and without riders.
- Passengers per kilometre and hour travelled.
- Cost and revenue per ride.

Distance and Hours Travelled

On an average weekend day, 1,029 km are travelled by the buses providing OnDemand service, with 911 of those kilometres with passengers aboard (approximately 89% of all kilometers travelled). A detailed breakdown of distance travelled by day is shown in **Table 4-12**. This suggests that service is mostly provided between 8 PM and 11 PM, with more limited service between 7 PM to 8 PM and 11 PM to midnight.

Table 4-12: Total Distance Travelled by On Demand Transit in Sault Ste. Marie

	Saturday	Sunday	Average Weekend Day
Average distance travelled	1,013	1,045	1,029
Average distance travelled with riders on board	905	916	911
Average distance travelled with no riders on board	107	129	118

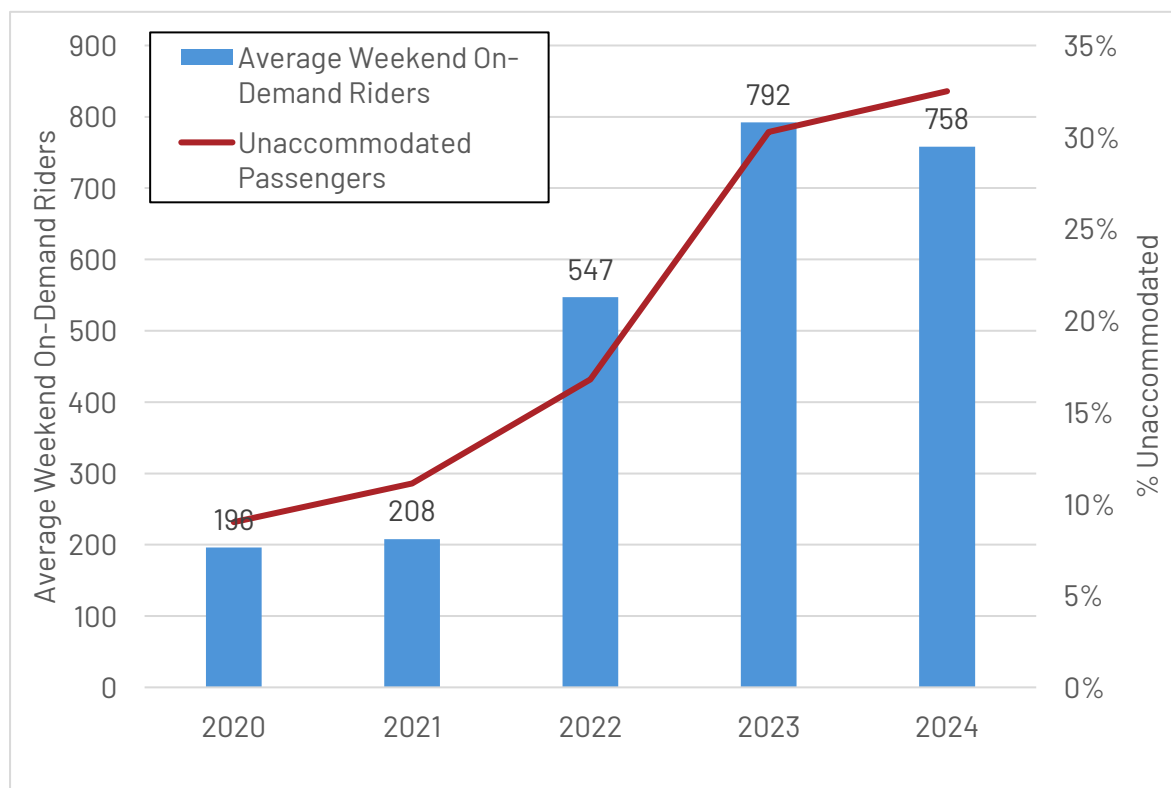
Historic Rider Growth and System Functionality

OnDemand transit was instituted in 2019 to provide travel options for transit users during weekend-evening lower ridership periods. For the first several years after it was introduced,

OnDemand was successful in servicing passengers during these low ridership periods. When Ontario relaxed restrictions in 2022, ridership and demographics began to shift to include an influx of post-secondary students and newcomers working lower-income jobs at irregular hours (restaurants, retail, hospital, nursing homes).

As shown in **Table 4-15**, since OnDemand service was introduced, demand for weekend evening service has grown 280%. Trip refusal rate has climbed from 9% to 33%, resulting in a service model that is not well-suited to demand. As a result of the increase in demand, additional buses and drivers have been dispatched to OnDemand to the point where total buses and drivers required for OnDemand service on weekend evenings are the same as what is required for fixed-route services during weekday evenings.

Figure 4-15: Growth in OnDemand Ridership and Trip Share Unaccommodated



Home to Hub Service

SSM Transit facilitates subsidized taxi services to connect select outlying areas to transit hubs in cooperation with UCAB. Currently Home to Hub services are used to connect the McQueen subdivision with taxi service being provided on an on-demand basis at transit fares. In 2024, a total of 9,399 trips were taken in cooperation with UCAB (about 25.7 trips per day on average). It is noted that a share of UCAB trips represented non-dedicated Parabus service trips and do not all reflect service to/from McQueen subdivision for the general population.

4.5 Paratransit Service Review

Sault Ste. Marie's paratransit system was reviewed to identify challenges and opportunities for operational improvements. The paratransit system is provided for residents of Sault Ste Marie who align with the following eligibility criteria:

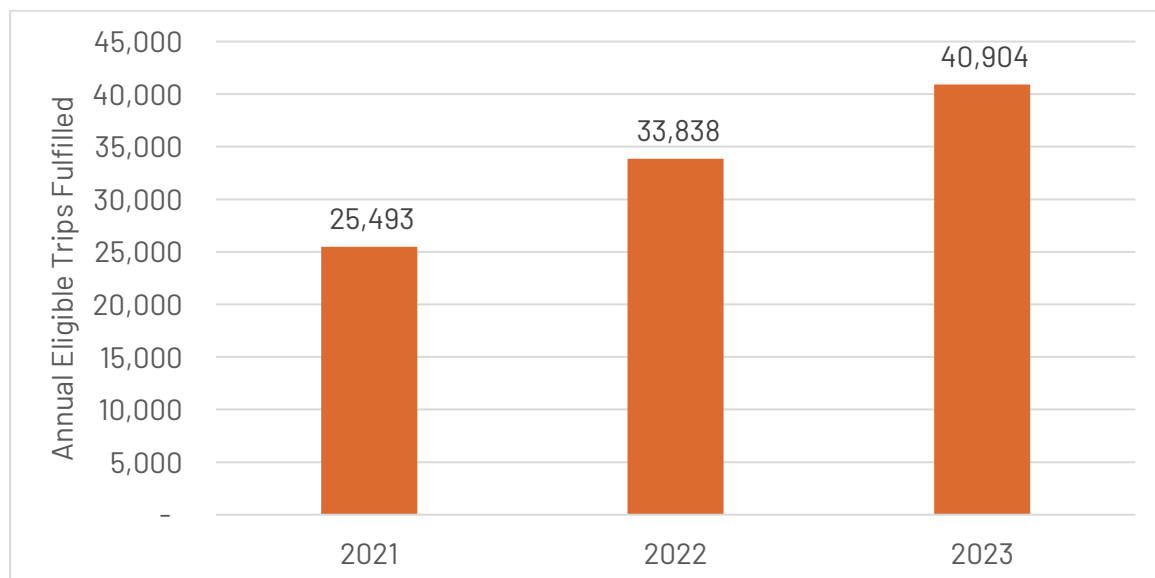
- Unable to walk 175 metres (average city block),
- Are on hemodialysis treatment,
- Have a mobility aid (wheelchair, scooter, cane, walker), or
- Have a visual impairment (white cane).

Dedicated paratransit services are provided by the transit agency in specialized transit vehicles. Supplementary non-dedicated service is provided in taxis in cooperation with UCAB. Service is provided with 10 small bus vehicles. In 2023, a total of 18,973 vehicle hours were provided and 282,495 revenue vehicle kilometres were travelled.

4.5.1 Historic Ridership and Financial Performance

In 2023, SSM's paratransit services provided **40,904 eligible trips**, demonstrating a significant upturn from 2021, during the height of the COVID-19 pandemic (see **Figure 4-16**) About 1.6 eligible passengers are accommodated for every hour of revenue service provided, which is comparable to peer and aspirational agencies. This contrasts with 23 trips per revenue service hour which are provided on the conventional system.

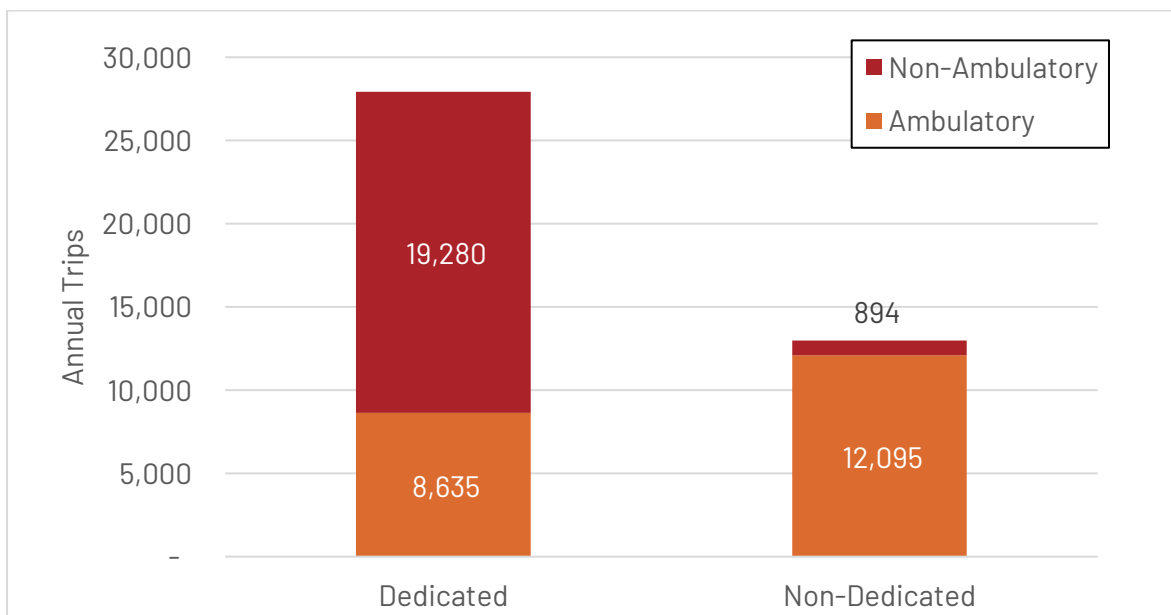
Figure 4-16: Historic Annual Eligible Trips Fulfilled



Paratransit in Sault Ste Marie serves 826 total eligible registrants, 336 (40.7%) of whom are ambulatory and 490 (59.3%) of whom are non-ambulatory. On average, ambulatory registrants take 62 trips per year while non-ambulatory registrants take 41 trips per year, for a combined average of 50 trips per year. While the number of ambulatory registrants is far smaller than the number of non-ambulatory, the difference in the rate of use makes the number of trips taken by each group nearly even, with ambulatory registrants taking 20,832 annual trips (50.9% of the 40,904 total trips) and non-ambulatory taking 20,090 (49.1%).

While the number of trips taken by the two types of registrants is nearly equal, most trips are served by dedicated, wheelchair-accessible paratransit vehicles. In 2023, about two-thirds of paratransit trips (27,915, 68% of all trips) were provided with dedicated paratransit vehicles while about one-third (12,989, 32%) were provided using dedicated vehicles (i.e. subsidized taxi services). Both ambulatory and non-ambulatory trips are assigned to dedicated and non-dedicated vehicles. 69% of trips taken on dedicated service vehicles are by people who are non-ambulatory. While most trips on non-dedicated services are taken by riders registered as ambulatory, a not-insignificant number of trips taken by non-ambulatory riders (894, 7.4% of all non-dedicated service trips) are taken on the non-dedicated service, a number that works out to 2-3 trips each service day (see **Figure 4-17**).

Figure 4-17: Annual Paratransit Trips by Trip Type



SSM has used the Novus on-line scheduling software platform for paratransit since 2008. The cost of the annual Novus subscription is based on the previous year's ridership, and has been as follows for the past three years:

- Year 2023 - \$14,381.51
- Year 2024 - \$15,102.45
- Year 2025 - \$16,085.55

Communication between paratransit operators and dispatchers is conducted using hand-held two-way radios. The operators do not use mobile data terminals.

The following tables outline a summary of the financial performance of the paratransit system for the year 2023, including available funding and operating expenses.

Table 4-13: SSM Parabus System Operating Expenses (2023)

Operating Expenses	2023 Expenses
Administration	\$1,011,347
Internal Dedicated Service	\$2,878
Contract Dedicated Service	\$320,642
Contract Non-Dedicated Service	-
Contract Taxi Strip	-
Vehicle and Facility Maintenance	\$79,184
Fuel and Energy Consumption	\$134,805
Total Direct Operating Expense	\$1,548,856

Table 4-14: SSM Parabus System Operating and Funding Sources (2023)

Funding Source	Operating Contribution 2023
Passenger Revenue	\$45,016
Federal	-
Provincial	\$430,070
Municipal	\$1,072,770
Total Operating Revenues and Funding	\$1,548,856

Table 4-15: SSM Parabus System Capital Funding Sources (2023)

Funding Source	Operating Contribution 2023
Federal	-
Provincial	-
Municipal	\$175,655
Total Operating Revenues and Funding	\$175,655

Table 4-16: SSM Parabus System Financial Performance Indicators (2023)

Financial Performance Indicators	2023
Revenue / Cost Ratio (R/C Ratio)	2.9%
Municipal Operating Contribution Per Capita	\$21.51
Net Direct Operating Cost Per Eligible Passenger	\$37.87

4.5.2 Employee Statistics

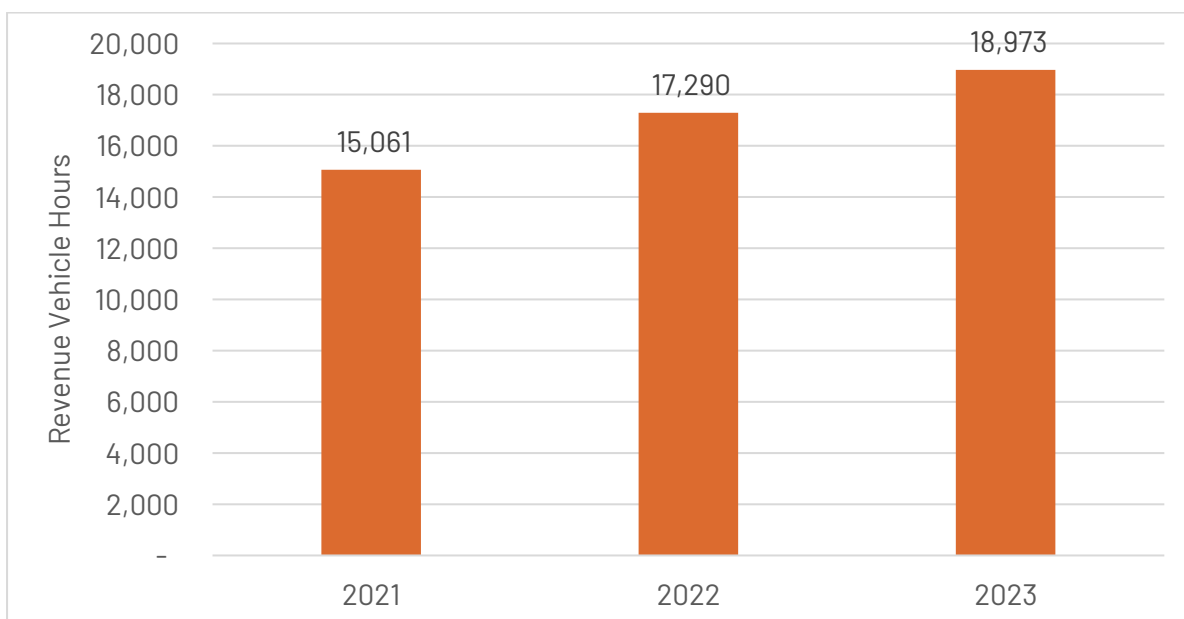
In 2023, SSM's Parabus system employed 8 full-time employees. A breakdown by employee type is provided in **Table 4-17**.

Table 4-17: SSM Parabus System Workforce (2023)

Job Type	Full-Time (#)
Operators	5
Reservation Clerks	2
Dispatchers	1
Other Transport Operations	-
Mechanics	-
General Administration	-
Other	-
TOTAL EMPLOYEES	8

4.5.3 Service Hours

In 2023, Sault Transit's Parabus system was served by 18,973 revenue service hours. Service hours have increased year-over-year, growing 25% from the height of the COVID-19 pandemic in 2021, as summarized in **Figure 4-18**. The system provides 0.27 service hours per capita, which is a relatively high level of investment as compared to peer agencies.

Figure 4-18: Paratransit Historic Servicing


Paratransit service is available between 6 AM and midnight on weekdays and Saturdays and from 7:15 AM and midnight on Sundays.

4.5.4 Booking Process

Paratransit trips must be pre-booked. Clients book through Parabus dispatch and dispatch provides the schedule to the service provider. Booking is conducted through a call centre (via phone, email or text) and trips are scheduled using Trapeze Novus.

Trips can be booked up to 14 days in advance and must be booked a minimum of one day in advance. As the current process does not allow for staged bookings, clientele have noted that



key times of day tend to book-up two weeks in advance, allowing for limited flexibility for appointments and activities planned with shorter notice periods.

In 2023, 40,904 eligible trips were completed of a total of 53,698 trips originally requested (76% trip completion rate). 95% of incomplete trips were cancelled in advance, while 5% were cancelled late, at the door, or no-shows.

4.5.5 Fare Products

A breakdown of fares and transit pass options is provided in **Table 4-18** for Parabus transit. Parabus fares generally have parity with the conventional system.

Table 4-18: Parabus Transit Fares

Type	Rate
Cash Fare	\$3.50
40 Ride Pass	\$94.00
Senior 12 Ride Pass (60 & over)	\$24.00
Senior 6 Ride Pass (60 & over)	\$12.00

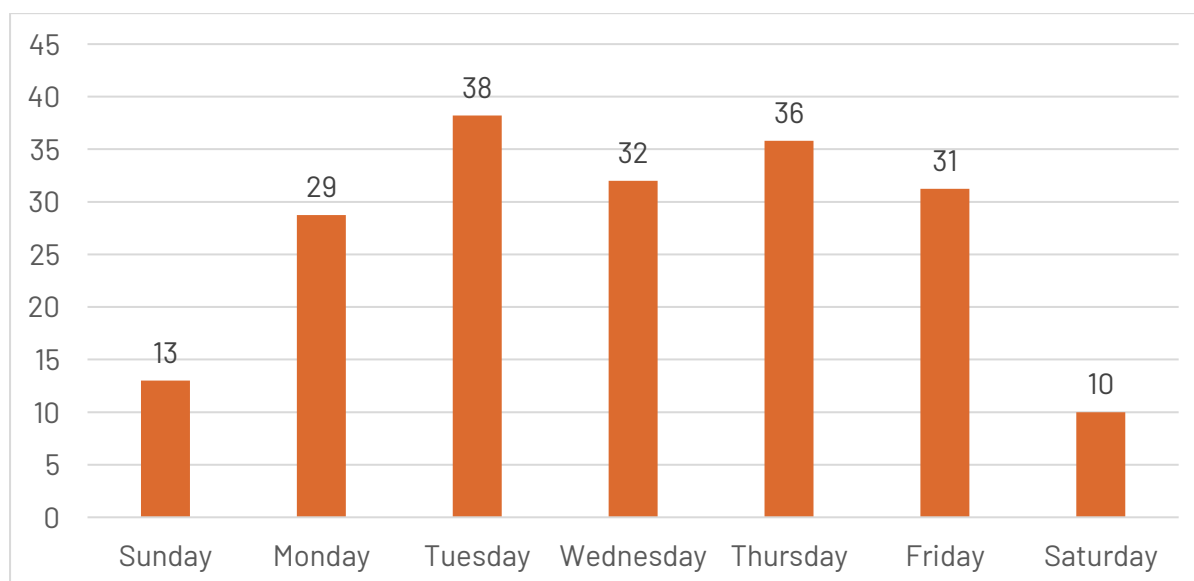
Fare revenue in 2024 was \$48,844 for Parabus. Based on 2024 operating expenses of \$1.626 million for Parabus, the resulting farebox recovery for Parabus is 3%, which is comparatively lower than peer and aspirational specialized systems that average closer to 10%.

4.5.6 Current Ridership Trends

In 2023 40,904 eligible trips were completed on SSM's Parabus system, averaging about 112 trips per day.

A review of the October 2024 trip log, provided by the City of Sault Ste Marie, was conducted to gain deeper insights into how the paratransit system functions. The log records 862 trips between October 1 and October 31, 2024, which would result in an average of 27.8 trips per day if averaged equally. As the average trips are considerably lower than expected based on annual ridership, it must be concluded that the trip log presents a snapshot of usage rather than a comprehensive log of all trips in October 2024. Despite data gaps, the log provides valuable insight into daily and hourly usage patterns and common destinations.

As displayed in **Figure 4-19**, travel demand is heavier on weekdays than on weekends, with Mondays to Fridays logging on average 29 to 38 trips per day as compared to 10 and 13 trips on Saturdays and Sundays.

Figure 4-19: Average Passenger Trips by Day (October 2024 Trip Log)


Review of October 2024 trip starts by time of day show they are highly concentrated in the morning period (7:30 am) and early afternoon periods (12:00 pm to 2:15 pm). Activity is lighter in the late afternoon and early evening. Despite being available until midnight, the mid- to late-evening period saw no activity according to the trip log. These patterns indicate that paratransit services are predominantly being used to attend appointments and daytime engagements.

A review of top trip destinations according to the October 2024 trip log is provided in **Table 4-19**. Residential addresses of frequent travellers were removed for confidentiality.

Table 4-19: Paratransit Top Trip Destinations (October 2024 Trip Log)

Trip Destination	# of Trips
Sault Area Hosp - Front 750 Great Northern Rd Sault Ste Marie P6b	265
Knights Of Columbus A 277 Northern Ave E 604 Sault Ste Marie P6b6g6	36
Ken Brown Recovery 8 Herrick St Sault Ste Marie P6a2t4	22
Finnish Rest Home 721 North St Sault Ste Marie P6b5t7	20
HSCDSB, 90 Ontario Ave Sault Ste Marie P6b1e3	18
Pathways Retirement Residence 375 Trunk Rd Sault Ste Marie P6a6t5	14
Legion 96 Great Northern Rd 205 Sault Ste Marie P6b4y5	14
YMCA 235 McNabb St Sault Ste Marie P6b1y3	14
Adult Enrichment Centre 244 2nd Line W Sault Ste Marie P6c	14
Villa Santa Maria 4 East St 301 Sault Ste Marie P6a6w9	13
700 Bay St 700 Bay St 110 Sault Ste Marie P6a6l7	13
Show Stoppers 797 Queen St E Sault Ste Marie P6a2a8	12
John Rhodes Arena 280 Elizabeth St Sault Ste Marie P6a6j3	9
Food Basics 701 Pine St Sault Ste Marie P6b3g2	9
VON Day Away 7 Oxford St B Sault Ste Marie P6b	5
Quattro-Back Entrance 229 Great Northern Rd Sault Ste Marie P6b4z2	5
Bug Lab 1219 Queen St E Sault Ste Marie P6a	4
Back In Motion 589 2nd Line E Sault Ste Marie P6b4k2	4
Northern Community Centre 556 Goulais Ave Sault Ste Marie P6c	4

4.6 What We Heard Round #1 Stakeholder and Community Engagement

As part of the first round of stakeholder and community engagement, transit riders, transit operators, community members and other stakeholders were consulted to assess the performance of the existing Sault Ste. Marie transit network and identify areas for improvement. Feedback was gathered through a Rider and Community Survey (completed by 375 people), Operator Survey (completed by 15 participants), Stakeholder Working Group meeting, and a Public Open House. These insights, along with data on ridership, scheduling, coverage and travel patterns will help shape future network service options. A summary of key findings is provided in this section, with a full “What We Heard” report available in **Appendix A**.

The comments and feedback received during this round of engagement were grouped into key themes as shown below.

General:

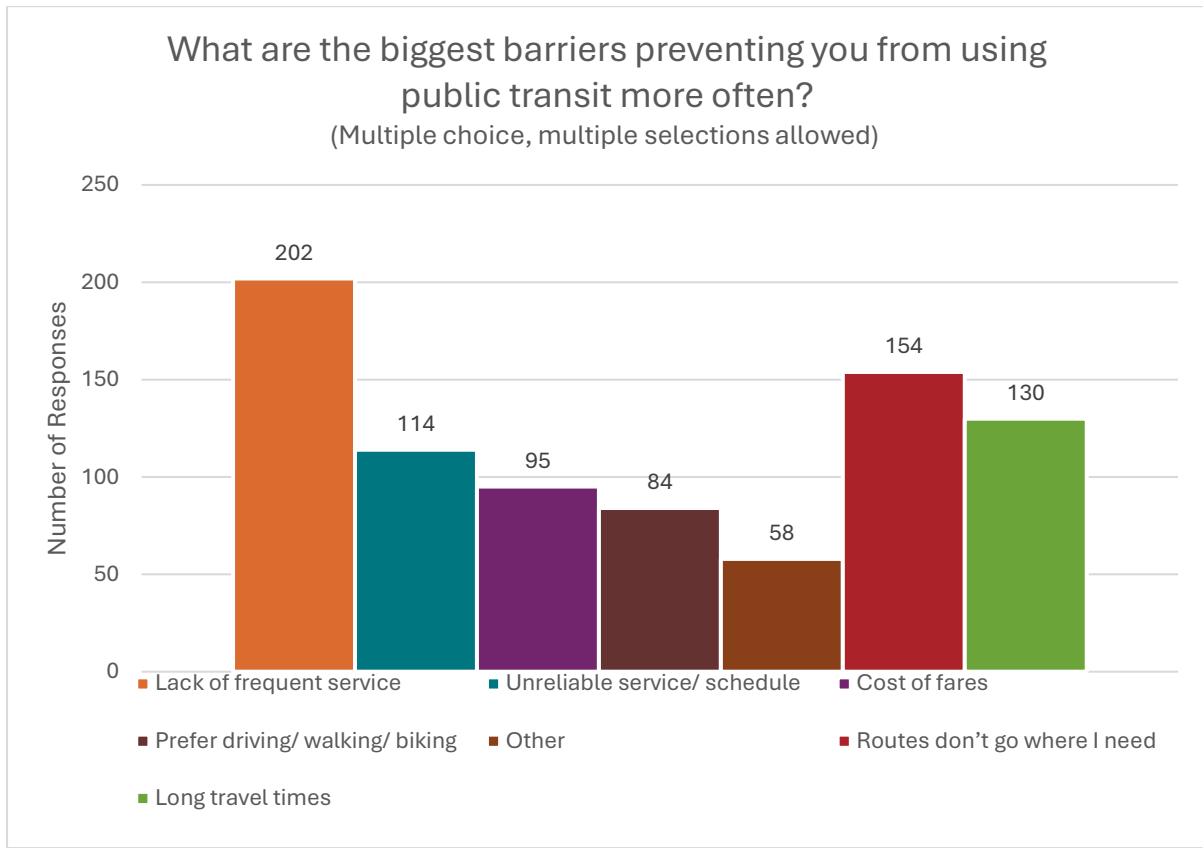
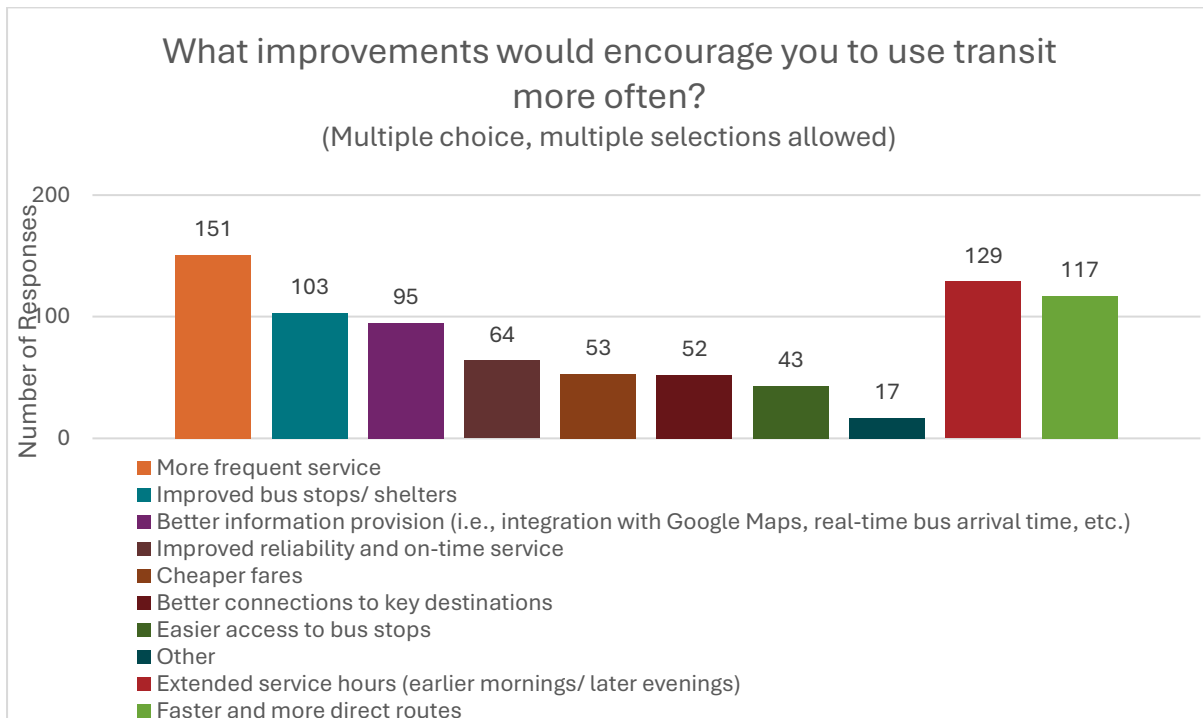
- Transit should not only be a means for point-to-point transportation **but should support an equitable, affordable, and sustainable community**.
- The City should provide **easy, accessible, and affordable public transit** that allows for citizens to choose to take transit and rely less on private vehicles.

Perceived Barriers to Public Transit and Improvement Priorities:

Improvement priorities include:

- Improving service frequency between key locations;
- improving service reliability / schedule adherence,
- improving route directness,
- improved customer amenities,
- faster travel speed, and
- improved customer convenience (in terms of locations served and walking access to bus stops)

Responses to survey questions regarding barriers and priorities are displayed in **Figure 4-20** and **Figure 4-21** and feedback from the Public Open House displayed in **Figure 4-22**.

Figure 4-20: Barriers Preventing the Public from Using Public Transit More Often (Rider Survey)

Figure 4-21: Stated Improvement Priority Type (Rider Survey)


Scheduling and Travel Speed:

- **Winter conditions and construction** related detours result in service disruptions and delays.
- **Transfer challenges** between routes lead to longer trips and rider dissatisfaction.
- **Schedule mismatches** with actual run times creates confusion and delay.
- **Bus speeding including rapid acceleration from bus stops** is occurring, resulting in uncomfortable riding conditions, especially for those with disabilities or young children.
- **The 6:00 pm scheduled service gap** around the transition from daytime to evening services creates access challenges. The service gap is most palpable on Routes 5 and 7.
- **Weekend service** needs improvement to meet rider needs.

Infrastructure Improvements:

- **More shelters and upgraded shelters** are needed to protect transit riders from severe weather.
- **Terminal enhancements** such as updates to the Downtown Terminal are needed.
- **Enhanced information and communication** is needed to improve access to route information, including printed materials.
- **Improve sidewalk access** to bus stops to improve access for seniors and people with disabilities.

Rider Experience:

- **A workshop on transit** should be held to educate the community on the transit app and available services.
- **Improved communication** is needed such as adding bus stop numbers to signage and clearer onboard announcements.
- **Safety and perception of safety** for riders of the system should be considered.
- **Improved synchronicity** at transfer points are required to improve rider experience.

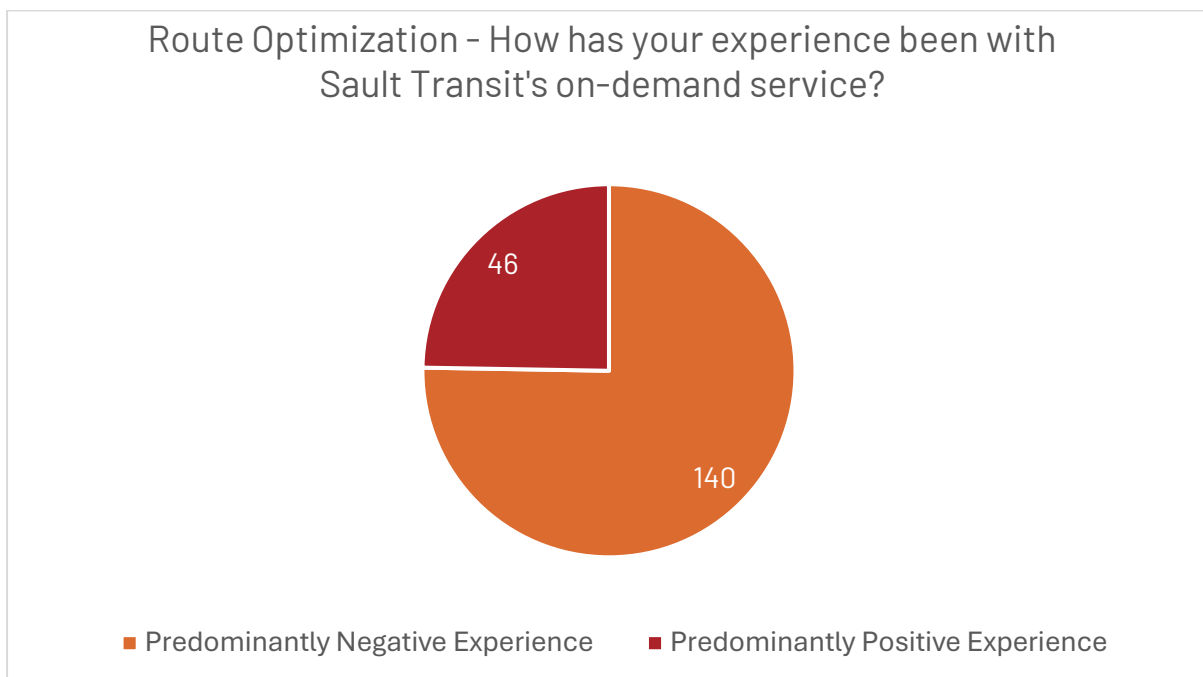
Feedback on Routes:

- **Improved frequency** of local bus routes should be prioritized.
- **Community bus hours** could be extended to operate on weekends.
- **Extend service and improve connectivity** to better serve major destinations and underserved areas.
- **Riders noted service delays and challenges** on the following routes: Great Northern Road, North Street, Steelton/Second Line, Riverside/McNabb and Sault College.

OnDemand Transit:

- **Profound dissatisfaction with weekend OnDemand services was noted** both at the Public Open House and through the Rider Survey. Over $\frac{3}{4}$ of survey respondents who have used OnDemand services reported a predominantly negative experience. This frustration was shared in conversations with operators. Specific issues include:
 - **Long wait times (1-3 hours)** experienced by passengers especially afterwork.
 - **Inefficient and difficult** service to use.
 - **Regular hourly service is preferred** over OnDemand due to reliability concerns.
 - **Ride booking challenges** for those who do not have a phone and prevent some users from accessing the service.
 - **Scheduling difficulties** experienced when pick-up times are uncertain, especially after events.
 - **Restrictive drop-off points** pose challenges as they can be far from final destinations.

Figure 4-22: Reported Experience with SSM's Weekend Evening OnDemand Service (Rider Survey)



Paratransit

Nearly twice as many respondents who have experience riding Sault Transit's Parabus service have had a predominantly positive experience as compared to a predominantly negative experience. Feedback noted:

- **More reliable scheduling is needed** as there are issues associated with pick-up times and booking confirmations.
- **Two-week advance booking** is a challenge for users. Trips get booked-up very quickly.

- **Priority booking** for medical appointments should be considered.
- **Broad timing windows** for pick-up/drop-off make it hard for passengers to plan their day and appointments.
- **Same day booking** options are desired.
- **Increase Parabus service hours.**
- **Real-time Parabus location tracking** in the form of an app is desired to improve reliability.
- **Updates to Parabus equipment and vehicles** are needed as well as shortened ramps for improved accessibility.
- **Customer information** provision could be modernized

5 Sault Transit Vision

5.1 Transit Service Gaps, Constraints and Opportunities

This section outlines the current gaps, constraints and opportunities within the Sault Ste. Marie transit system. The findings are based on system data, public feedback and input from stakeholders collected throughout the study. Identifying these factors is an important step in understanding how the transit network is performing and where changes need to be made. This analysis supports the development of a future vision for the transit network, along with clear goals and objectives for service improvements. The transit service gaps and constraints that have been identified are as follows:

- Sault Ste. Marie Transit routes are currently designed to prioritize coverage and connectivity, often at the expense of directness.
- Many routes are circuitous and include large one-way loops, which can be confusing and difficult to navigate, especially for new users.
- On-time performance is relatively poor for a city and network of its size, suggesting a need to streamline routes or adjust scheduling.
- Out-of-direction travel and frequent diversions contribute to slower service and may be a factor in reliability issues.
- The system operates with 30-minute service intervals throughout the day, offering uniform service levels across the city regardless of demand or ridership patterns, this approach limits the ability to match service levels with actual transit needs.
- Access and connectivity challenges – including large gaps in the sidewalk network – are noted outside the city core and along the Great Northern Way corridor. These limitations reduce the competitiveness of transit in many areas in the city.
- Weekend evening OnDemand service has been inconsistent in quality of service delivery, affecting rider confidence and limiting its usefulness.
- There is a gap in transit service around 6:00PM on some routes, leaving riders without transit options during a key travel period.

- Paratransit services book-up fast (often two weeks prior to a trip) and do not allow for flexibility to accommodate shorter-term plans and appointments.

While these challenges highlight areas for improvement, they also present opportunities to modernize the system through:

- Redesigning routes to improve directness and reduce travel time;
- Adjusting service frequency to better match ridership demand;
- Improving reliability through scheduling changes and route simplification;
- Expanding service to underserved areas; and,
- Reconsidering the OnDemand system as it has consistently failed to meet the needs of transit riders.

These findings provide a foundation for the proposed vision, goals and objectives outlined in the following section, which will guide future improvements to the Sault Ste. Marie transit system.

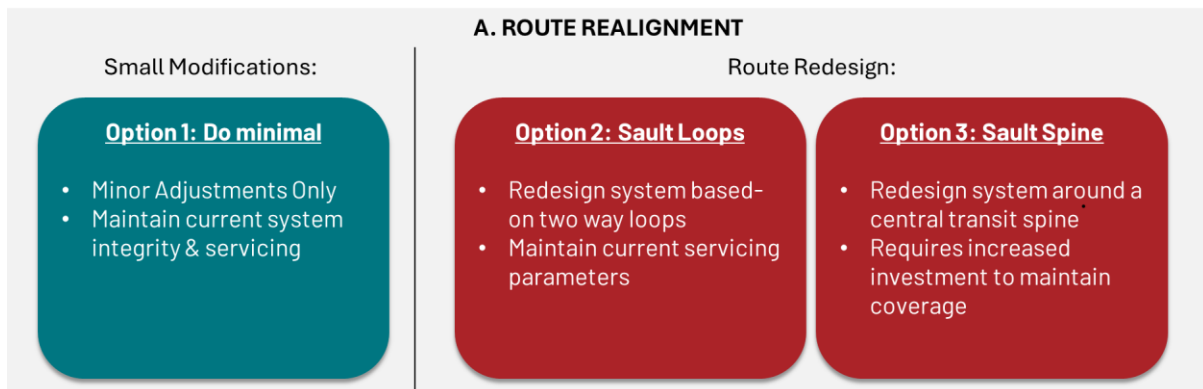
6 Sault Transit Option Development and Evaluation

This section presents the development and evaluation of transit service options for the Sault Ste. Marie transit network. Based on community and stakeholder input, along with analysis of ridership data, travel patterns, and system performance, three distinct service options were developed. Each option reflects different priorities and approaches to improving connectivity, accessibility, and efficiency across the network.

As part of the preliminary development process, three major directions for the transit system, referred to as “big moves” were identified and are shown in **Figure 6-1**. These big moves are organized into three key focus areas.

- The first focus area is **route realignment**, which includes three service options. Option 1, the “Do Minimal” approach, maintains the existing network with minor adjustments. Options 2 and 3 both propose a full redesign of the transit system to improve system delivery, guided by the core principles and objectives in prior sections.
- The second focus area addresses the **6:00PM service gap**, particularly affecting routes 5 (Korah Road) and 7 (Steelton), where service shifts from 30-minute to 60-minute intervals.
- The third focus area involves the **elimination of weekend OnDemand service**, in response to concerns raised by transit users regarding its effectiveness and accessibility.

Figure 6-1: Big Moves Identified for Sault Ste. Marie Transit



Each route realignment option is described in further detail in the following pages.

6.1 Option 1 – Do Minimal

Option 1 involves a minor modification to Sault Ste. Marie’s existing transit system. This option focuses on streamlining current routes by removing segments that are underutilized. Several existing routes are currently too long relative to their scheduled run times, which creates challenges for maintaining reliable service. These timing pressures can lead to delays or require drivers to speed up to stay on schedule, raising safety concerns.

To address these issues, Option 1 recommends the following adjustments:

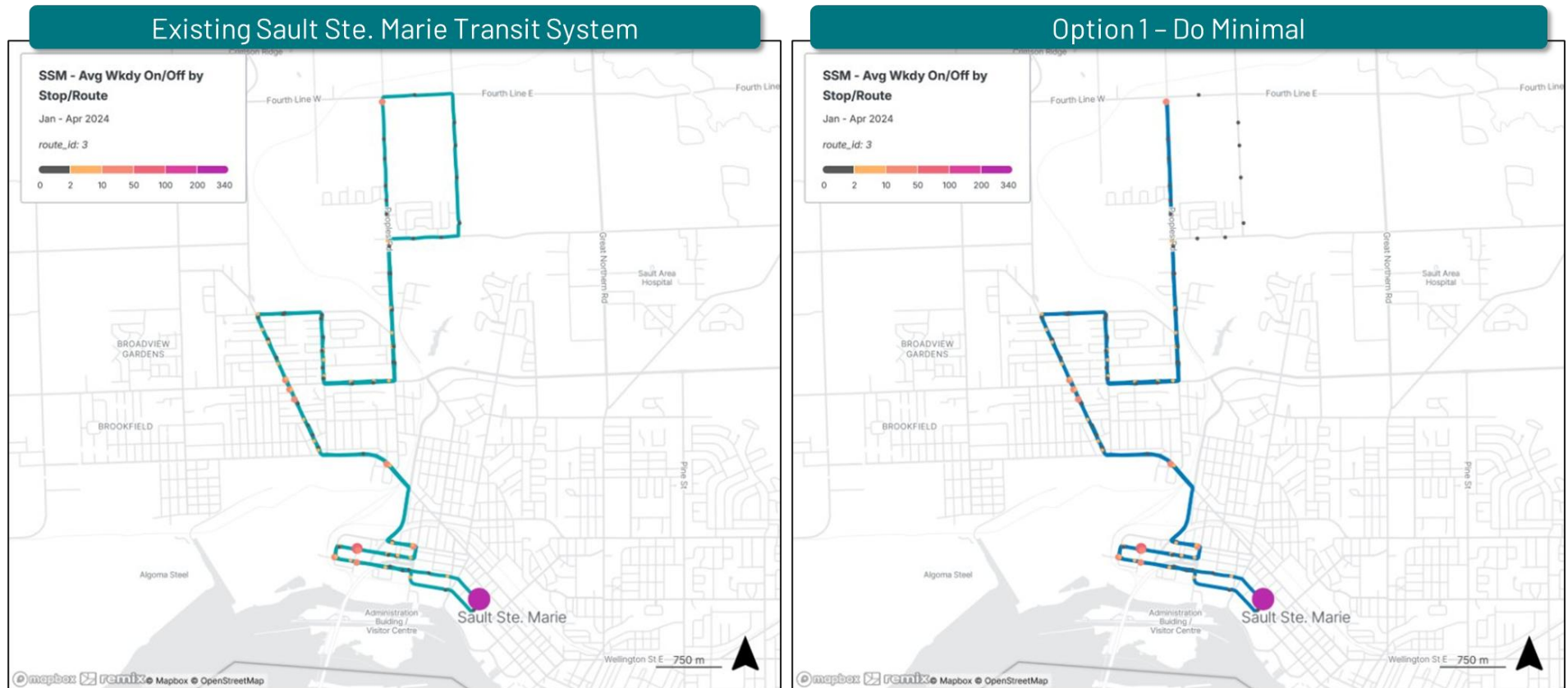
- Minor changes to Route 3 (Korah Road)
- Minor changes to Route 5 (Riverside McNabb)
- Minor changes to Route 7 (Steelton Second Line)

These adjustments are intended to improve on-time performance. Details of the proposed changes to each route, along with their potential impact on boardings are provided in the following pages.

Route 3 (Korah Road)

- Modifications to Route 3 will result in 5.8 (0.75% of current ridership) daily boardings being impacted as shown in **Figure 6-2**.

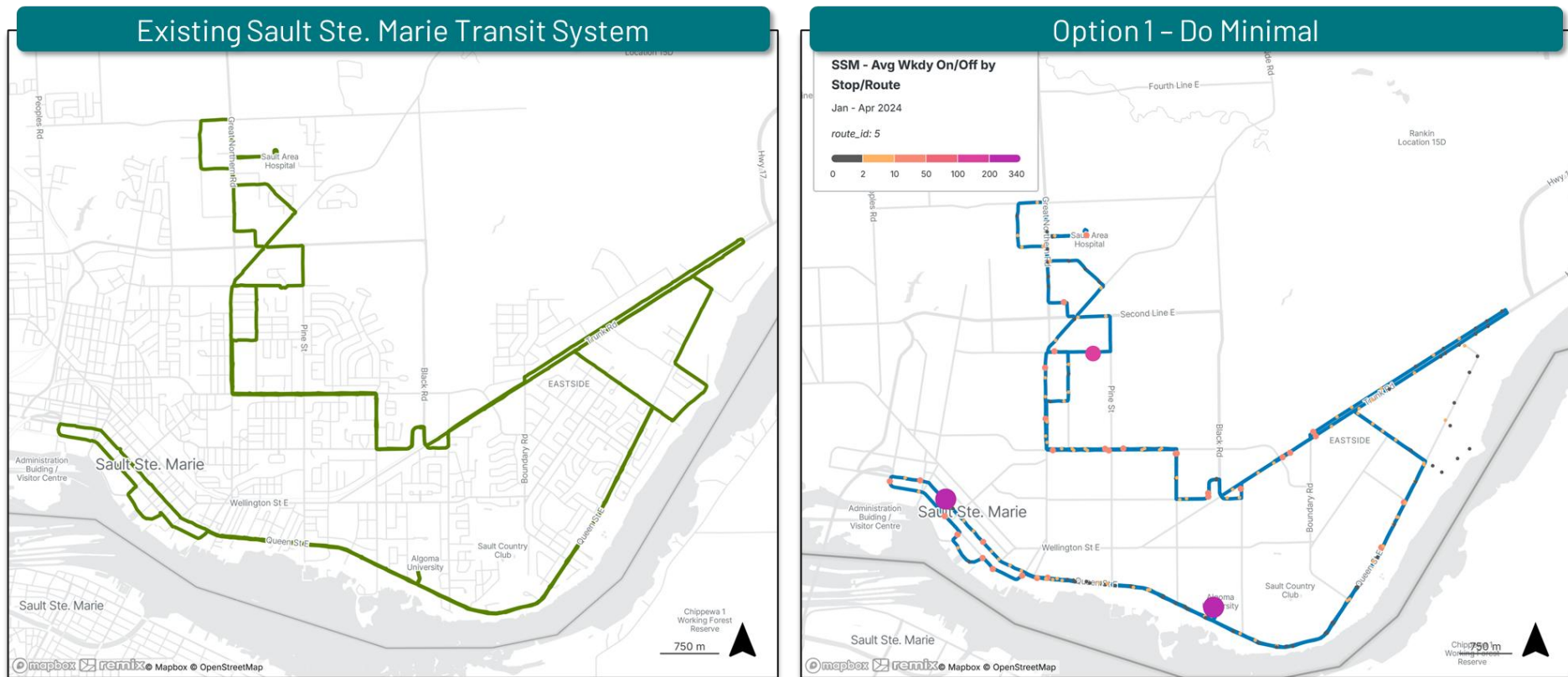
Figure 6-2: Proposed Modifications to Route 3



Route 5 (Korah Road)

- Modifications to Route 5 will result in 12 (0.60% of current ridership) daily boardings being impacted as shown in **Figure 6-3**.

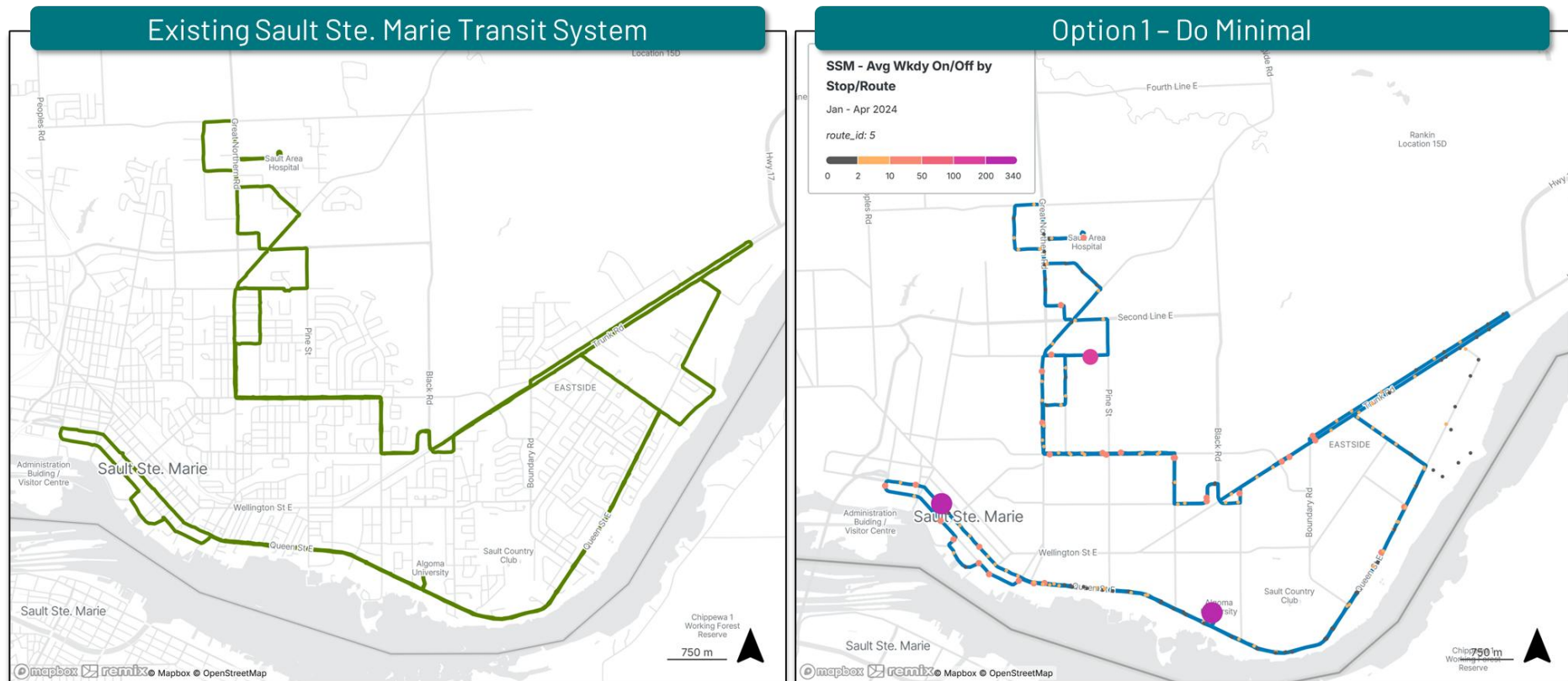
Figure 6-3: Proposed Modifications to Route 5



Route 7 (Steelton Second Line)

- Modifications to Route 5 will result in 18.3 (1.52% of current ridership) daily boardings being impacted as shown in **Figure 6-3**.

Figure 6-4: Proposed Modifications to Route 7



Overall, the changes proposed in Option 1 would result in a modest reduction in service area coverage as shown in **Figure 6-5**. A map illustrating Option 1 is provided in **Figure 6-6**.

Figure 6-5: Existing System Vs. Option 1 - Population/Jobs within 400m of Bus Stops

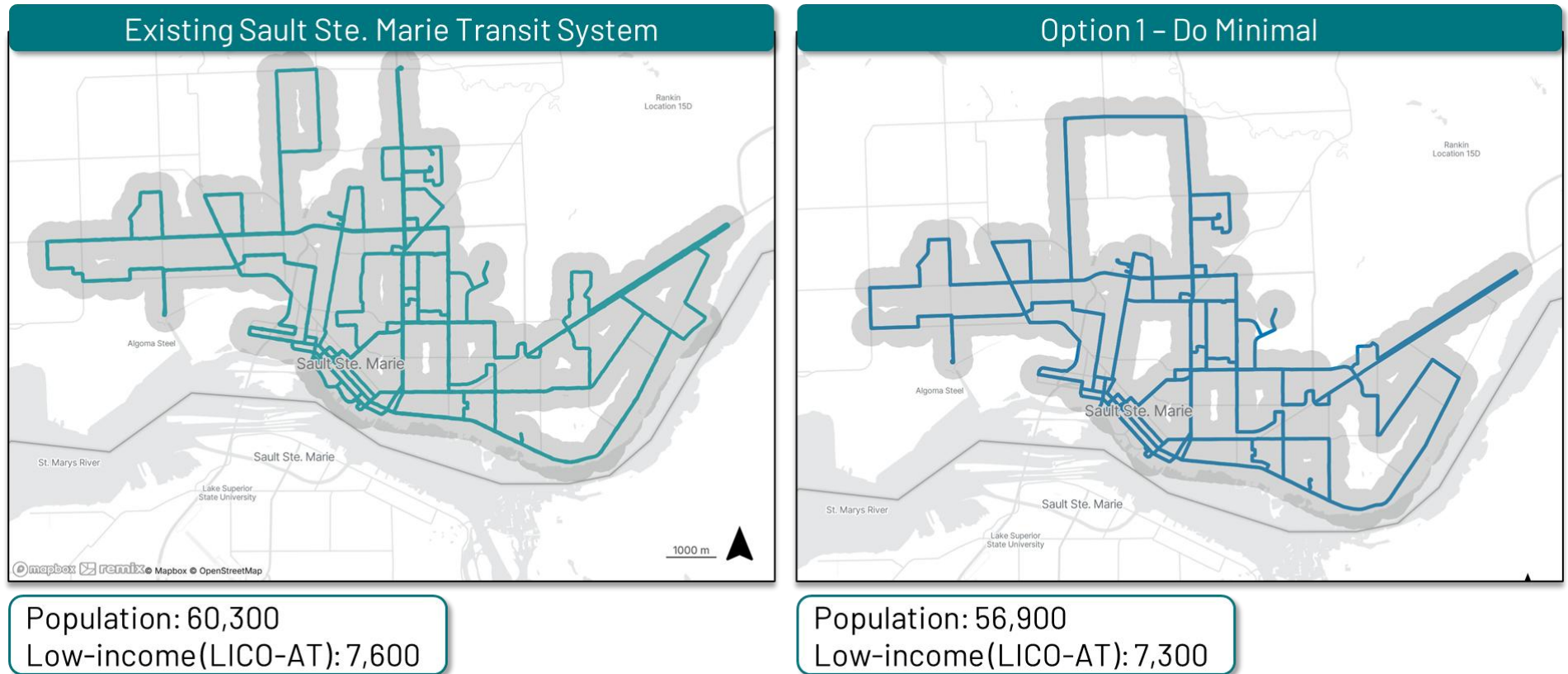
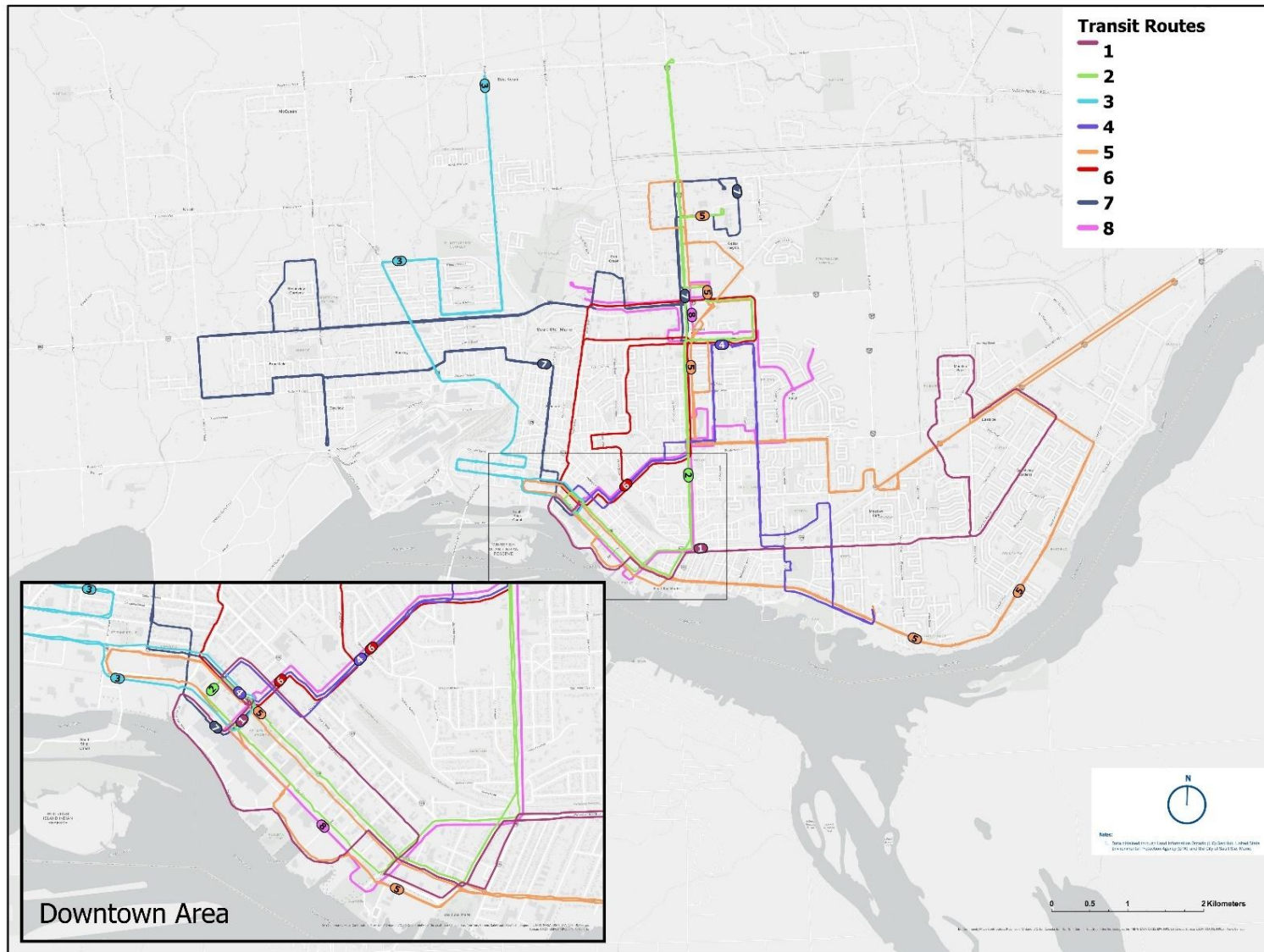




Figure 6-6: Option 1 "Do Minimal" System Map



Service Considerations

Service considerations for each route in the existing Sault Ste. Marie transit system and the proposed Option 1 route realignment are shown in **Table 6-1** and **Table 6-2**, respectively. As shown, the proposed Option 1 network improves travel speed for Route 3 (Korah Road), Route 5 (Riverside McNabb), and Route 7 (Steelton Second Line), helping address current reliability and scheduling challenges.

Table 6-1: Existing Roundtrip Service Considerations

Route	Day/Night Headway (min)	Daytime Veh. Required	Distance (km)	Cycle Time (min)	Speed (km/h)
1	30 / 60	2	20.95	55	22.9
2	30 / 60	2	21.9	55	23.9
3	30 / 60	2	26.6	55	29.0
4	30 / 60	2	19.8	55	21.6
5	30 / 60	4	55.7	115	29.1
6	30 / 60	1	10.6	25	25.5
7	30 / 60	4	53.2	115	27.8
8	60	1	19.8	55	21.6

Table 6-2: Option 1 Roundtrip Service Considerations

Route	Day/Night Headway (min)	Daytime Veh. Required	Distance (km)	Cycle Time (min)	Speed (km/h)
1	30 / 60	2	20.95	55	22.9
2	30 / 60	2	21.9	55	23.9
3	30 / 60	2	24.9	55	27.2
4	30 / 60	2	19.8	55	21.6
5	30 / 60	4	52.1	115	27.2
6	30 / 60	1	10.6	25	25.5
7	30 / 60	4	50.4	115	26.3
8	60	1	19.8	55	21.6

Service Implications

The daily scheduled revenue hours of both the existing Sault Ste. Marie transit system and the proposed option 1 network are shown in **Table 6-3** and **Table 6-4**, respectively. As shown, the scheduled service hours remain unchanged between the two configurations. This reflects the intent of Option 1 to maintain current resource levels while improving operational efficiency through targeted route adjustments.

Table 6-3: Existing Daily Scheduled Revenue Hours

Route	Weekday	Saturday	Sunday
1	29.6	12.9	11.9
2	29.6	12.9	11.9
3	29.6	12.9	11.9
4	29.5	12.9	11.9
5	57.7	25.8	23.8
6	17.5	12.9	11.9
7	57.5	25.8	23.8
8	11.9	-	-
Evening On Demand	-	42.8	42.8
Total	263.0	158.9	149.9

Table 6-4: Option 1 Proposed Daily Schedule Revenue Hours

Route	Weekday	Saturday	Sunday
1	29.6	12.9	11.9
2	29.6	12.9	11.9
3	29.6	12.9	11.9
4	29.5	12.9	11.9
5	57.7	25.8	23.8
6	17.5	12.9	11.9
7	57.5	25.8	23.8
8	11.9	-	-
Evening On Demand	-	42.8	42.8
Total	263.0	158.9	149.9
Difference	0.0	0.0	0.0

6.2 Option 2 – Sault Loops

Option 2 called “Sault Loops”, is a full redesign of the Sault Ste. Marie Transit network aimed at improving simplicity, frequency and connectivity. Under this option, all existing routes would be removed except for Route 8 (the community bus), which remains unchanged, and four new loop routes would be introduced.

Loops 1, 2 and 3 are planned to operate in both directions every 30 minutes during weekday daytime periods and every 60 minutes in the evening, while Loop 4 would operate in a single direction every 60 minutes throughout the day to maintain coverage in lower demand areas.

The design emphasizes aligning routes with schedule adherence by ensuring route alignments support transit speeds that maintain reliable ontime performance.

A key feature of Sault Loops is an offset, clockface schedule with departures from the Downtown Bus Terminal at predictable intervals. It is proposed that half the buses will leave at :00 and :30 and the other half will leave at :15 and :45, therefore major destinations will receive a combined service every 15 minutes. This approach improves frequency and enhances connectivity to key destinations resulting in a reduction of waiting and riding time as well as minimizing transfers.

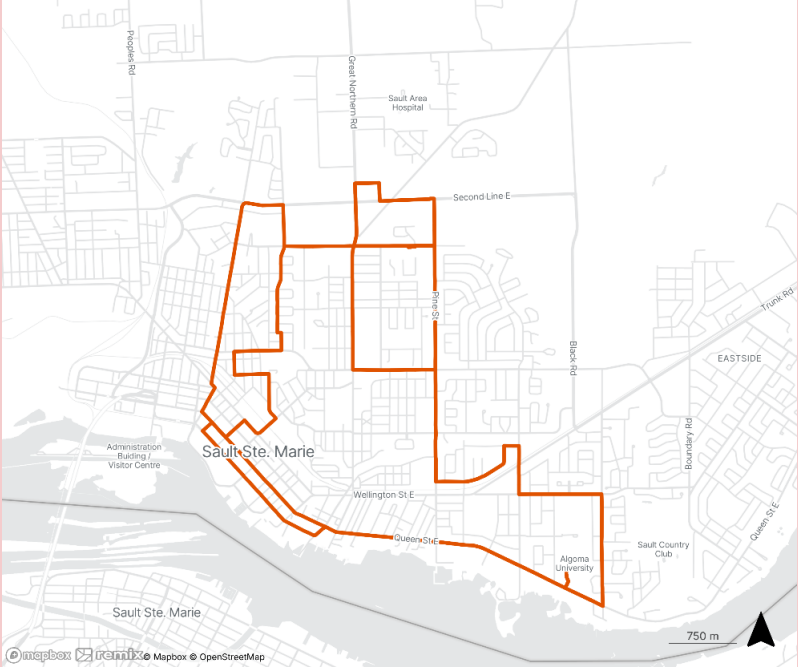
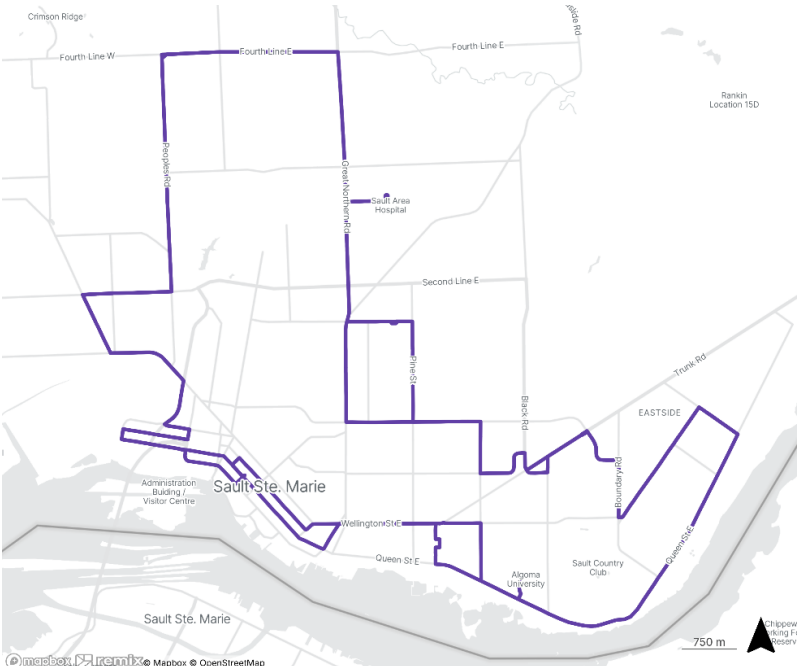
Furthermore, the Sault Loops concept reduces the number of uni-directional loops to provide more balanced and equitable coverage while maintaining minimum service frequencies across the network (ensuring a minimum frequency of two trips per hour).

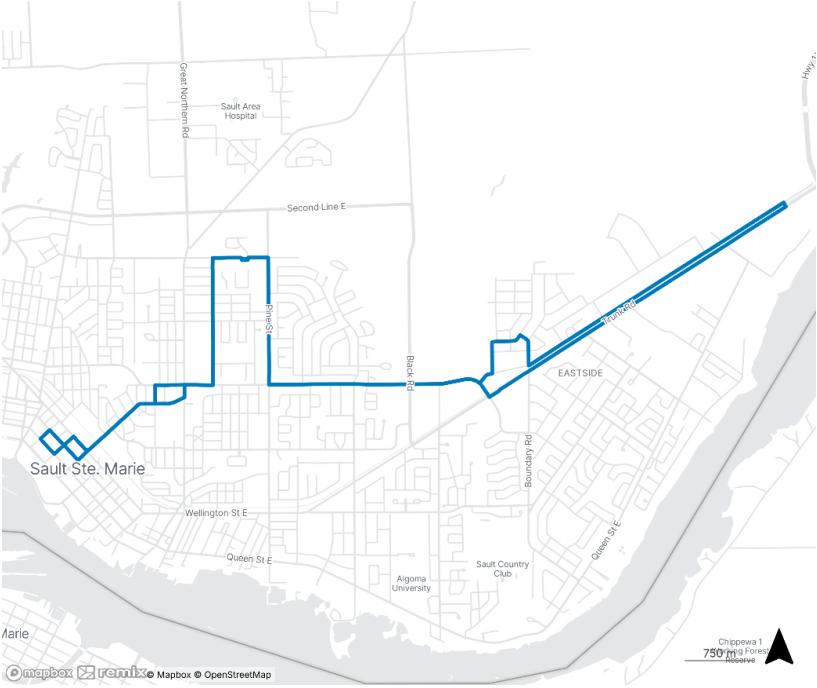
Changes proposed as part of Sault Loops are intended to make the system easier for transit riders to understand, improve reliability and create a more convenient transit experience for the community. Each proposed Loop route is presented in further detail below.

Proposed Sault Loops Routes

Maps of each proposed route for the Sault Loops system, along with corresponding operating descriptions, are presented in **Table 6-5** below.

Table 6-5: Summary of Proposed Routes for Option 2 Sault Loops

Route	Operating Direction(s)	Main Connections	Headway	Number of Peak Vehicles
Loop 1 	• Clockwise • Counterclockwise	• Connects downtown, Algoma College, Sault College, Walmart	• Weekday daytime: 30 minutes • Weekday evenings: 60 minutes • Weekends: 60 minutes	• Weekday daytime: 30 minutes • Weekday evenings: 60 minutes • Weekends: 60 minutes
Loop 2 	• Clockwise • Counterclockwise	• Connects downtown, John Rhodes Community Centre, Algoma University, Eastside, Hospital, Fourth Line, Second Line and Korah Road	• Weekday daytime: 30 minutes • Weekday evenings: 60 minutes • Weekends: 60 minutes	• 6

Route	Operating Direction(s)	Main Connections	Headway	Number of Peak Vehicles
Loop 3 	• Clockwise • Counterclockwise	• Connects downtown, Sault College, Hospital, Second Line and Algoma Steel	• Weekday daytime: 30 minutes • Weekday evenings: 60 minutes • Weekends: 60 minutes	• 6
Loop 4 	• Operates a single loop in one direction	• Connects downtown to Trunk/Frontenac via McNabb	• Weekday daytime: 60 minutes • Weekday evenings: 60 minutes • Weekends: 60 minutes	• 1

Option 2 Sault Loops will result in a moderate reduction in coverage (**Figure 6-7**), resulting in 1,900 fewer people within a 400m walk of a bus stop. The reduction in coverage, however, is offset with more direct and consistent service, with major destinations connected by bus approximately every 15 minutes during the daytime service period. A comprehensive map of the Option 2 Sault Loops system is shown in Figure XX.

Figure 6-7: Existing System Vs. Option 2 - Population/Jobs within 400m of Bus Stops

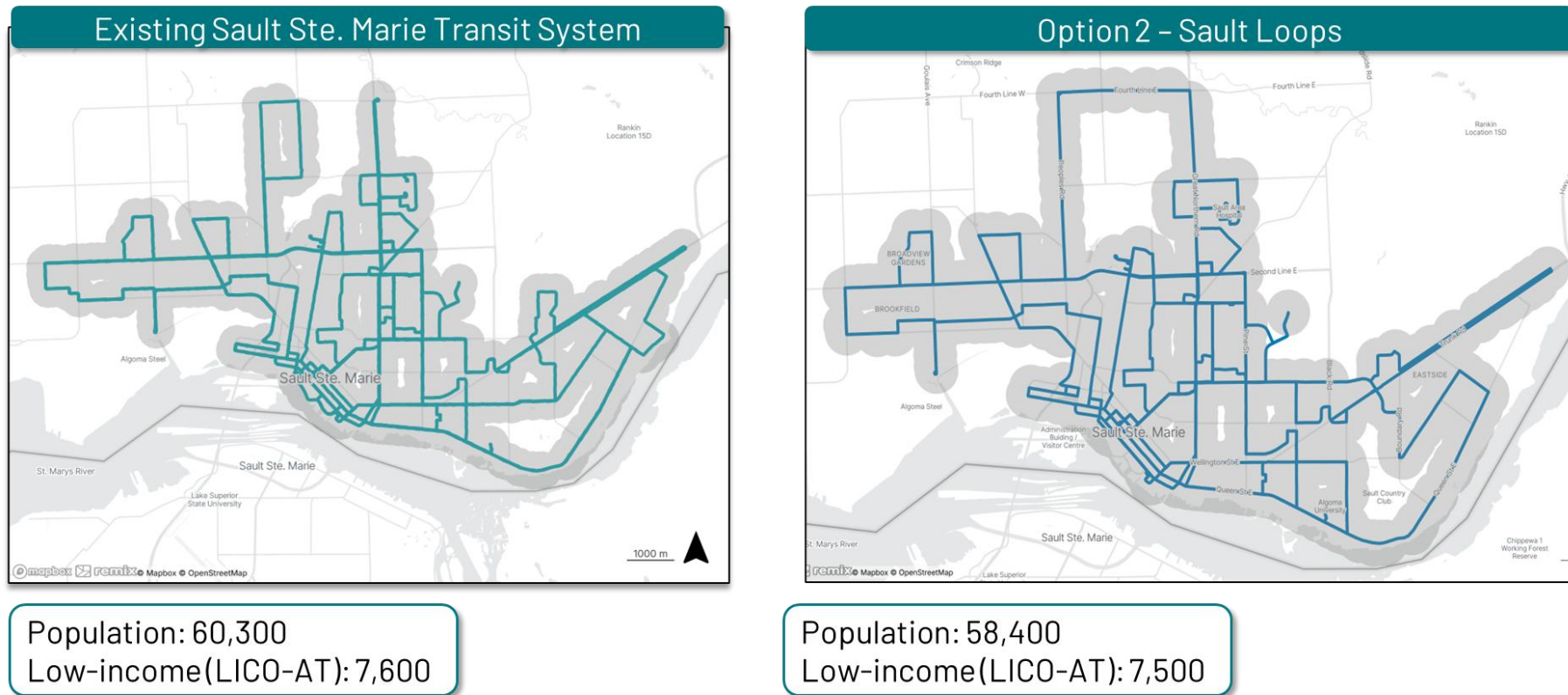
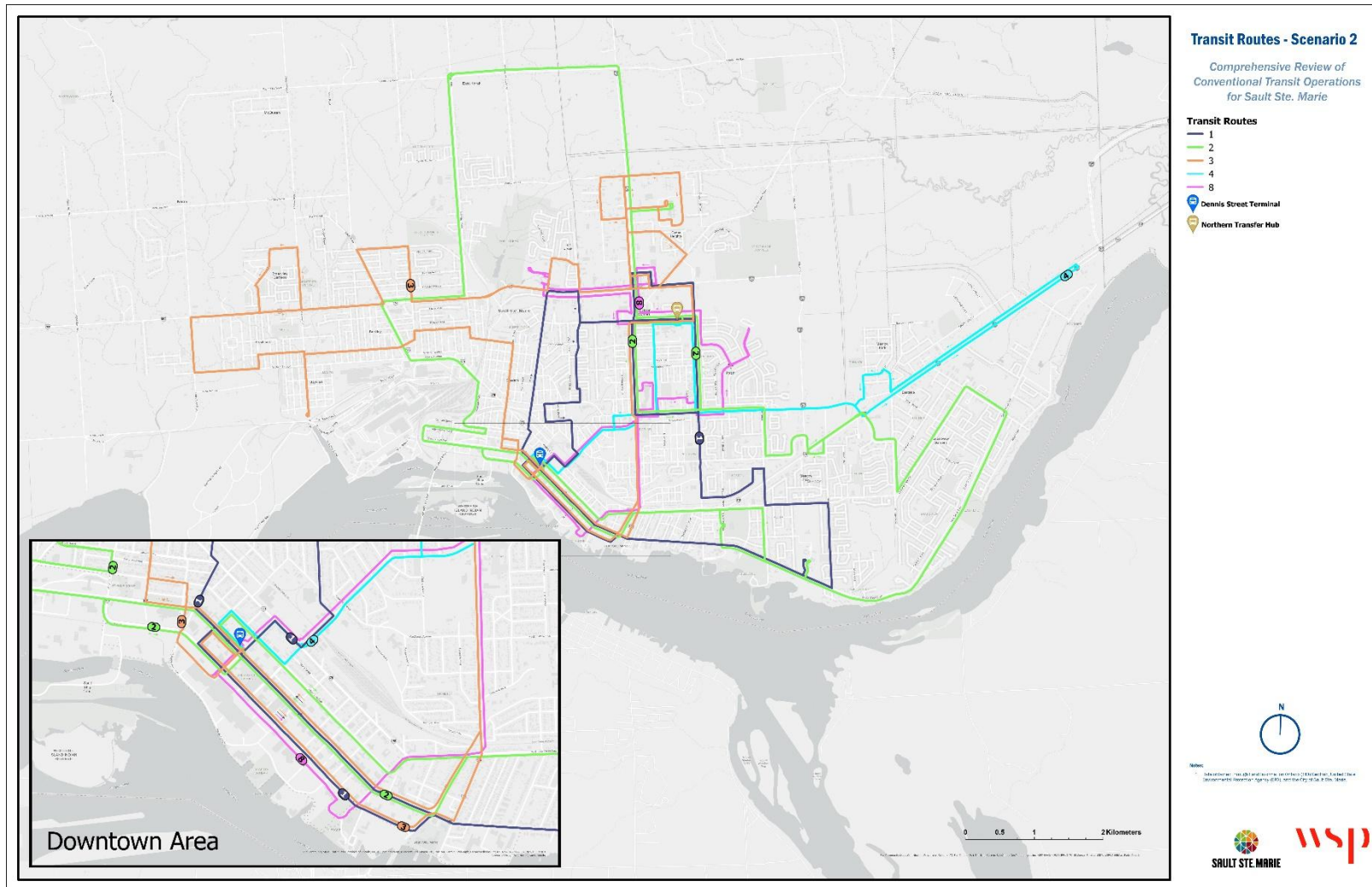


Figure 6-8: Option 2 "Sault Loops" System Map



Service Considerations

Service considerations for each route in the proposed Option 2 Sault Loop are summarized in **Table 6-6**. Compared to the existing Sault Ste. Marie Transit system (see **Table 6-1**), the Sault Loops design demonstrates an overall improvement in operating speeds, with all loop routes maintaining average speeds below 28.0 km/h.

Table 6-6: Option 2 Roundtrip Service Considerations

Route	Day / Evening Headway (min)	Daytime Veh. Required	Distance (km)	Cycle Time (min)	Speed (km/h)
Loop 1-CW	30 / 60	2	20.2	55	22.0
Loop 1-CCW	30 / 60	2	20.9	55	22.8
Loop 2-CW	30 / 60	3	39.2	85	27.7
Loop 2-CCW	30 / 60	3	38.6	85	27.2
Loop 3-CW	30 / 60	3	32.9	85	23.2
Loop 3-CCW	30 / 60	3	36.7	85	25.9
Loop 4	60	1	24.7	55	26.9
8	60	1	19.8	55	21.6

Service Implications

Daily scheduled revenue hours for the Sault Loops network are summarized in **Table 6-7**.

Service periods are generally unchanged from current condition and are assumed as follows:

- Weekday daytime service to operate between 6:00 AM and 7:00/7:15 PM with last daytime departures leaving the terminal at 5:30, 5:45 or 6:00 PM depending on the specific route.
- Weekday evening service to operate between 7:15 / 7:45 PM and 12:00 AM with last evening departures leaving the terminal at 10:45 / 11:15 PM depending on the specific route. The 6 pm servicing gap is maintained for evaluation purposes with routes having a gap in departures ranging from 75 to 105 minutes, as per current practice.
- Saturday daytime service to operate between 6:15 / 6:45 AM and 6:45 / 7:45 PM with last Saturday departures leaving the terminal at 5:45 or 6:15 PM depending on the route.
- Sunday daytime service to operate between 7:15 / 7:45 AM and 6:45 / 7:45 PM with last Sunday departures leaving the terminal between 5:45 and 6:15 PM depending on the route.
- Weekend evening services are assumed to continue as On-Demand for evaluation purposes.

Compared with the existing Sault Ste. Marie system (see **Table 6-3**), the Sault Loops option reduces weekday revenue hours by 3.0 hours and Saturday and Sunday hours by 5.1 hours each. Despite the decrease in service hours, combined service at key destinations are improved

through the bi-directional operation of Loops 1 through 3 and coordinated departures at :00/:15/:30/:45. The change demonstrates a more efficient allocation of resources that preserve coverage, supports reliable on-time performance, and focuses service where it delivers the greatest benefit to transit users.

Table 6-7: Option 2 Proposed Daily Schedule Revenue Hours

	Weekday	Saturday	Sunday
Loop 1	59.0	25.0	23.0
Loop 2	86.0	37.0	34.0
Loop 3	86.0	37.0	34.0
Loop 4	17.0	12.0	11.0
8	12.0		
Evening On Demand	-	42.8	42.8
Total	260.0	153.8	144.8
Difference	-3.0	-5.1	-5.1

6.3 Option 3 – Sault Spine

Option 3, Sault Spine, is a complete redesign of the Sault Ste. Marie Transit network, built around a high frequency spine that forms the core of the system. This option focuses on creating a strong, reliable transit backbone that connects the city's most important destinations including downtown, Algoma University, the Northern Transfer Hub and the hospital. The spine would operate every 15 minutes in both directions throughout the daytime, providing predictable service on the busiest corridors. This approach is a best practice in larger municipalities, where a spine-based network establishes a clear hierarchy of services and supports efficient, high demand travel markets.

To complement the spine, supporting routes would fan out from the core, linking neighbourhoods and commercial areas to Downtown, the spine itself, and the Northern Transfer Hub. These routes maintain citywide coverage while reducing the number of destinations served by unidirectional loops, ensuring more balanced and equitable service. Route 8 (the community bus) would be retained as it is currently operated to serve the community needs.

The Sault Spine concept is designed to improve frequency between key destinations, enhance connectivity, and minimize waiting and riding times by concentrating transit resources where demand is the highest. Coordinated schedules and timed transfers at key hubs would further reduce transfers and improve overall travel time. The Sault Spine structure simplifies the system creating a more efficient and user-friendly transit network in Sault Ste. Marie.

The spine network is further described in the following pages.

Proposed Sault Spine

The proposed spine routes to support the Option 3, Sault Spine network is summarized in table **Table 6-8**.

Table 6-8: Summary of Proposed Spines for Option 3 Sault Spine

Route	Main Connections	Headway	Number of Peak Vehicles
Spine 1 – Great Northern Road 	Connects downtown, Sault College, Walmart and the Hospital	- Weekday daytime: 15 minutes - Weekday evenings: 60 minutes - Weekends: 60 minutes	3
Spine 2 – Algoma / Pine Street 	Connects downtown, Algoma University, Sault College, Walmart and the Hospital	- Weekday daytime: 15 minutes - Weekday evenings: 60 minutes - Weekends: 60 minutes	5

Option 3 Sault Spine will reduce overall area coverage as illustrated in **Figure 6-9**. Stops currently serving 185 daily boardings (2.2% of total boardings) will lose direct service under this option. However, the redesign provides major improvements in operating speed, connectivity and service frequency along the City's key corridors. The intent of this option is to focus on the 75% of riders who account for the majority of trips, ensuring more frequent and reliable service where demand is highest. A map of the Option 3 Sault Spine network is presented in **Figure 6-10**.

Figure 6-9: Existing System Vs. Option 3 - Population/Jobs within 400m of Bus Stops

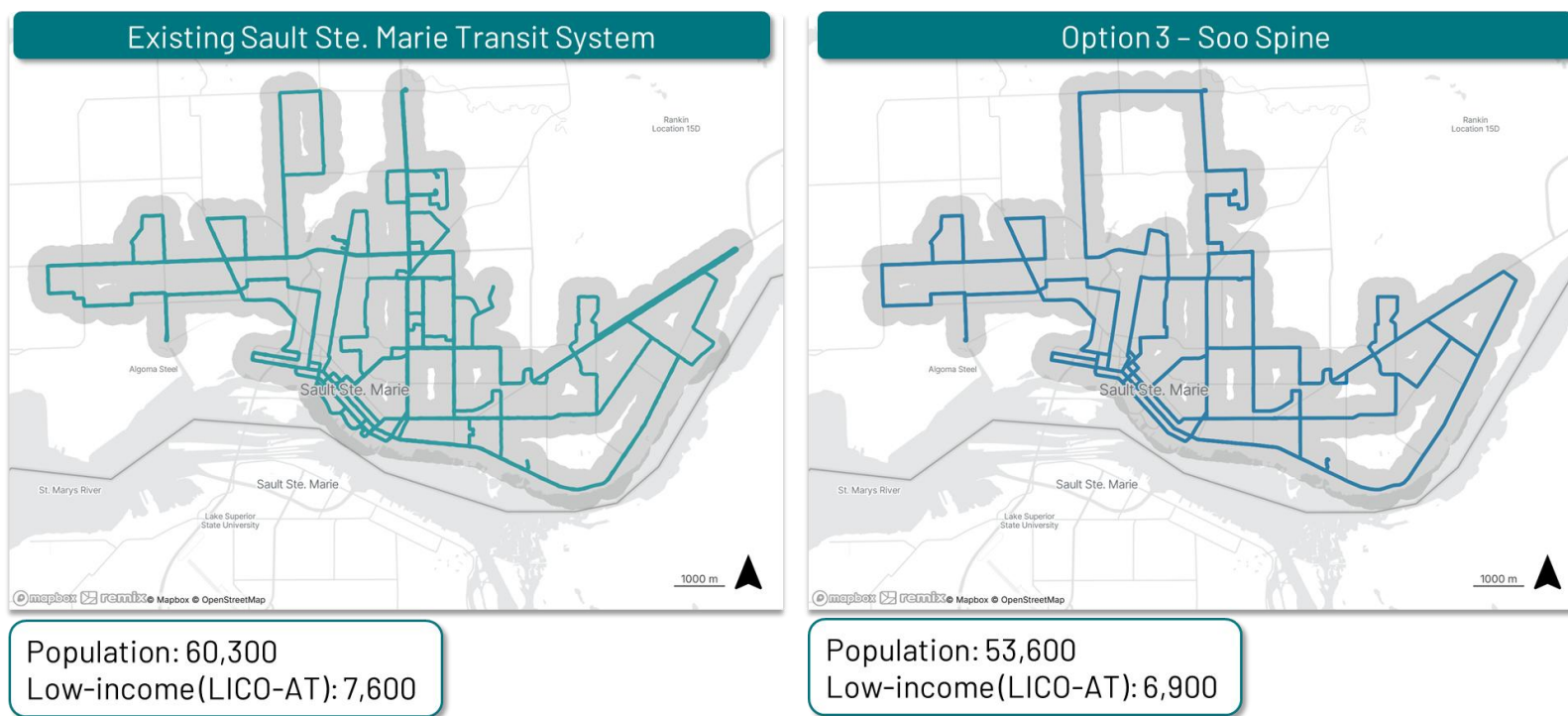
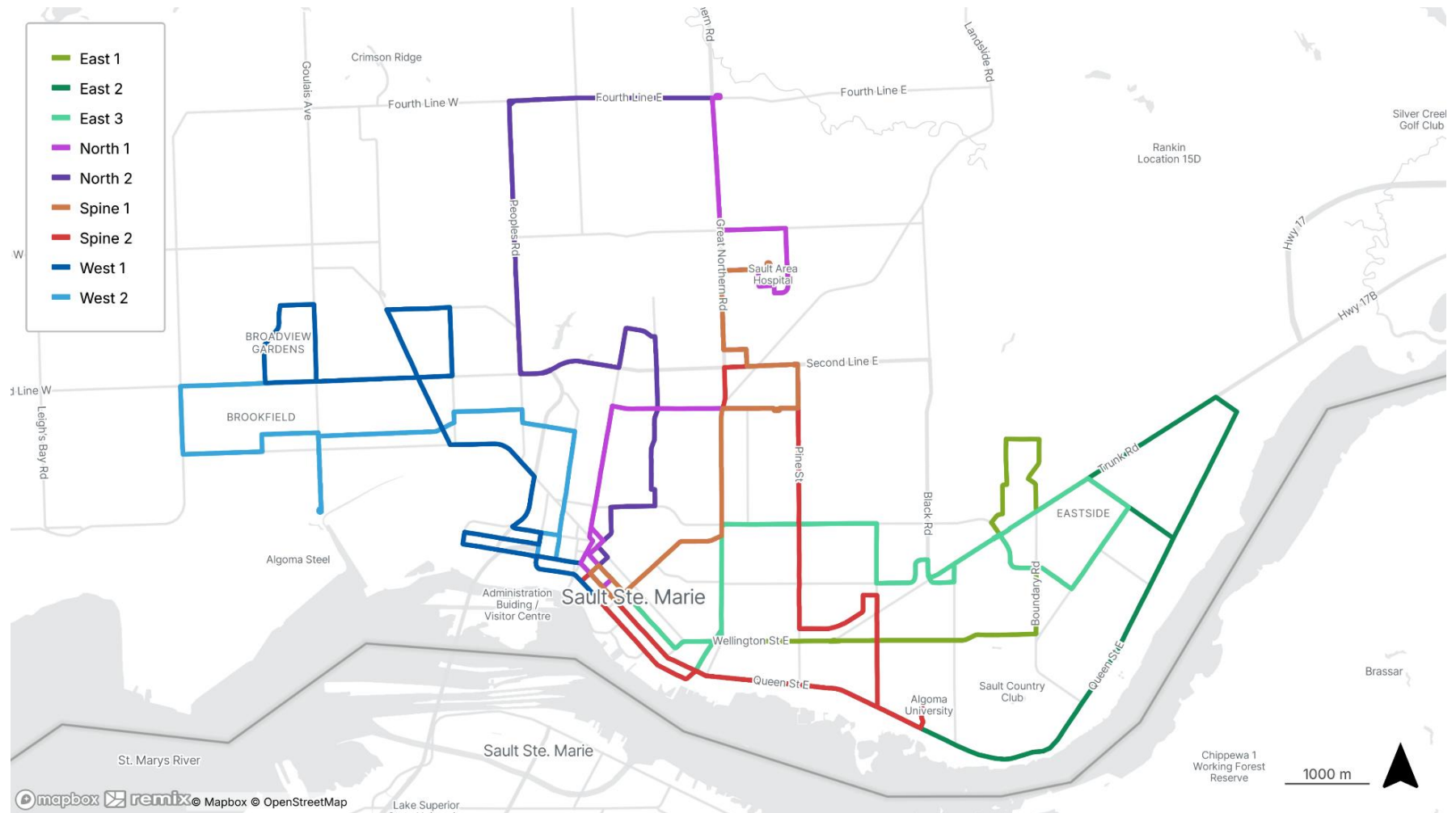


Figure 6-10: Option 3 "Sault Spine" System Map



Service Considerations

Service considerations for each route in the proposed Option 3 Sault Spine are summarized in **Table 6-9**. Compared to the existing Sault Ste. Marie Transit system (see **Table 6-1**), the Sault Spine design demonstrates an overall improvement in operating speeds, with all loop routes maintaining average speeds below 27 km/h with the exception of the West 2 route operating at 27.9 km/h.

Table 6-9: Option 3 Roundtrip Service Considerations

Route	Day/Night Headway (min)	Peak Veh. Required	Distance (km)	Cycle Time (min)	Speed (km/h)
Spine 1	15 / 60	3	15.1	39	23.5
Spine 2	15 / 60	5	29.1	70	24.9
East 1	30 / 60	2	19.6	55	21.8
East 2	60 / 60	2	24.3	55	26.5
East 3	60 / 60	2	20.4	55	22.2
North 1	30 / 60	2	23.6	55	25.2
North 2	60 / 60	2	23.1	55	25.2
West 1	30 / 60	2	23.2	55	25.3
West 2	60 / 60	2	25.6	55	27.9

Service Implications

Daily scheduled revenue hours for the Sault Spine network are summarized in **Table 6-10**. Compared with the existing Sault Ste. Marie system (see **Table 6-3**), the Sault Spine option substantially increases revenue hours. Weekday revenue hours will increase by 66.3, while Saturday and Sunday hours will increase by 2.5 and 2.3 respectively. These increases reflect the introduction of high frequency spine routes operating every 15 minutes, supported by connecting routes that maintain coverage.

Table 6-10: Option 2 Proposed Daily Schedule Revenue Hours

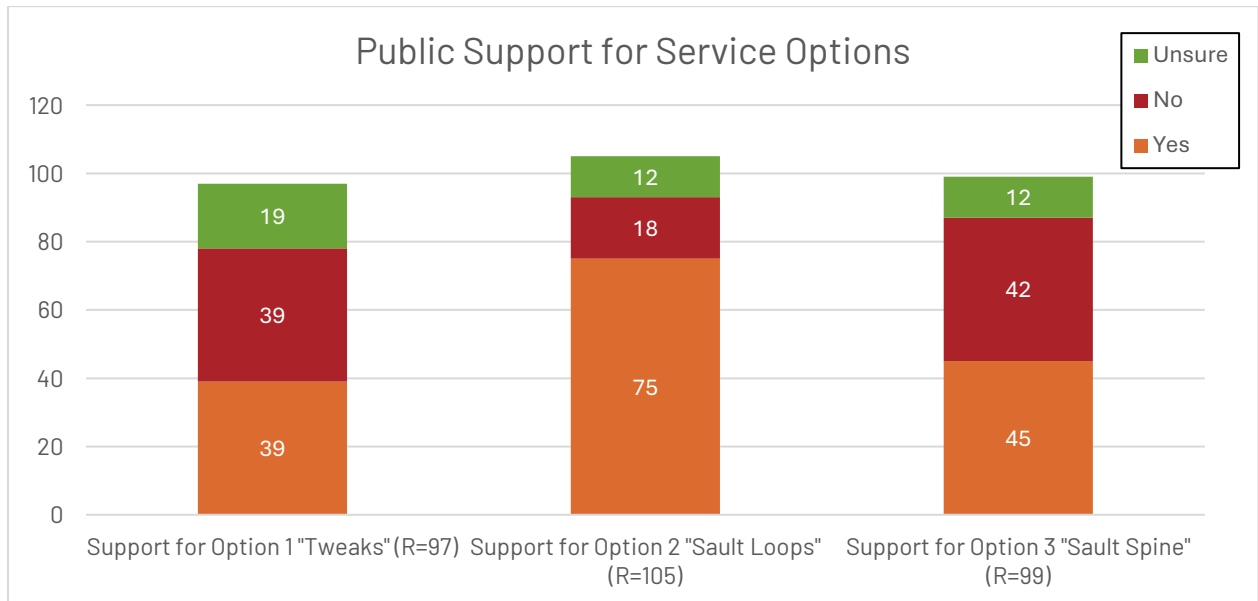
Route	Weekday	Saturday	Sunday
Spine 1	41.5	12.7	11.7
Spine 2	67.0	15.6	14.4
East 1	29.9	12.9	11.9
East 2	29.8	12.9	11.9
East 3	29.8	12.9	11.9
North 1	29.8	12.9	11.9
North 2	29.9	12.9	11.9
West 1	29.8	12.9	11.9
West 2	29.9	12.9	11.9
8	11.9	-	-
Evening On Demand	-	42.8	42.8
Total	329.1	161.5	152.3
Difference	+66.3	+2.5	+2.3

6.4 What We Heard Round #2 Stakeholder and Community Engagement

The second round of stakeholder and community engagement included a Stakeholder Advisory Group Meeting, Public Open House and a Public and Operator Preference Survey. The purpose of this phase was to present technical findings that supported the development of proposed transit options for the Sault Ste. Marie transit system. Feedback from stakeholders and the public was gathered to help determine the preferred route alignment for Sault Ste. Marie and to refine the network service strategy for both five- and ten-year planning horizons.

A summary of public survey respondent preferences is illustrated in **Figure 6-11**. Out of a total of 105 respondents, 75 (72%) supported Option 2 (Sault Loops), while options 1 and 3 were supported by 40% and 46% of respondents, respectively. The public's preference for Option 2 was echoed in the operator survey where 19 of 31 operators (61%) noted a preference for Option 2, followed by 9 operators (29%) who noted a preference for Option 3.

Figure 6-11: Public Support for Proposed Options (Survey 2)



7 Recommendations

7.1 Introduction

Recommended changes to SSM's transit operations were developed based on analysis conducted in the background conditions (Sections 3 and 4 of this report), public and stakeholder input (Section 2) through the transit option development and evaluation process and input from SSM transit and planning staff documented in Section 6. Through that process, the consultant team and city staff developed recommendations for the following elements of SSM's transit operation:

- Fixed-route bus
- Passenger Facilities (Stops, Shelters, Dennis St. Terminal, etc.)
- Parabus (Specialized Transit System)
- Fleet Replacement
- Taxi Subsidized Service
- Fare Structure and Policies
- Technological Enhancements

Recommendations related to each of these elements will be described in the following sub-sections.

7.2 Conventional System Modifications

The Plan recommends the introduction of a new route network for Sault Ste Marie. All routes are modified, with the exception of Route 8 (Community Bus), which remains as is.

7.2.1 Route Realignment

The project recommends replacing SSM's routes 1 through 7 with four new loop routes. The changes are intended to address the following issues:

- Remove service from streets where existing ridership is low and where there are no significant regional destinations. Serving streets with low ridership wastes city resources that would be better used in areas where ridership is higher, and adds time to the schedule that makes it more difficult for routes to operate on time.
- Reduce the number of kilometres of single-direction operation, in which buses operate in open-loop configurations or operate on different streets in the inbound and outbound directions. Single-direction operation, where not required by challenges posed by the street network (like one-way streets) makes using transit more confusing and less convenient for riders, who may have a significantly longer ride on their inbound or outbound trip.
- Remove or reduce unnecessary deviations from main roads, such as detours to provide off-street service to destinations, which add travel time to routes.
- Avoid intersections, locations and roadway segments where buses frequently encounter delays, such as railroad level crossings and unsignalized or unprotected left turns, which make travel times longer and less predictable.

Defining these route alignment changes is a deliberative process of evaluating a series of trade-offs between travel speed, service productivity and operational efficiency on one hand and the needs and preferences of existing and potential transit users on the other. The route alignment recommendations were developed in several rounds of scenario development and evaluation, in which the consultant team developed proposed route changes that were then presented to the city for evaluation and refinement. The route alignment changes then were further refined by the consultant and city staff based on input of stakeholders and members of the public, including existing bus riders.

Realigning Sault Ste Marie's bus routes diminishes the need for transfers between key destinations, removing the transfer requirement for many passengers.

Route realignments result in the removal of service on a number of select corridors as displayed in **Figure 7-3**, alongside the elimination of 86 existing bus stops, which today amount to 213 daily boardings (approximately 2% of total boardings).

No changes are recommended for Route 8 – Community Bus. While it is a low performing route, it is recognized as a special asset to the community who use it and is noted to serve a different target market.

Implication on Servicing: The proposed route modifications are anticipated to result in an annual saving of 800 annual service hours. Modifications require 18 in-service vehicles for daytime service and 9 in-service vehicles for weekday evening and weekend service. As such, no alterations are required to the number of in-service vehicles compared to current operations.

Figure 7-1: Sault Ste. Marie Existing Transit System

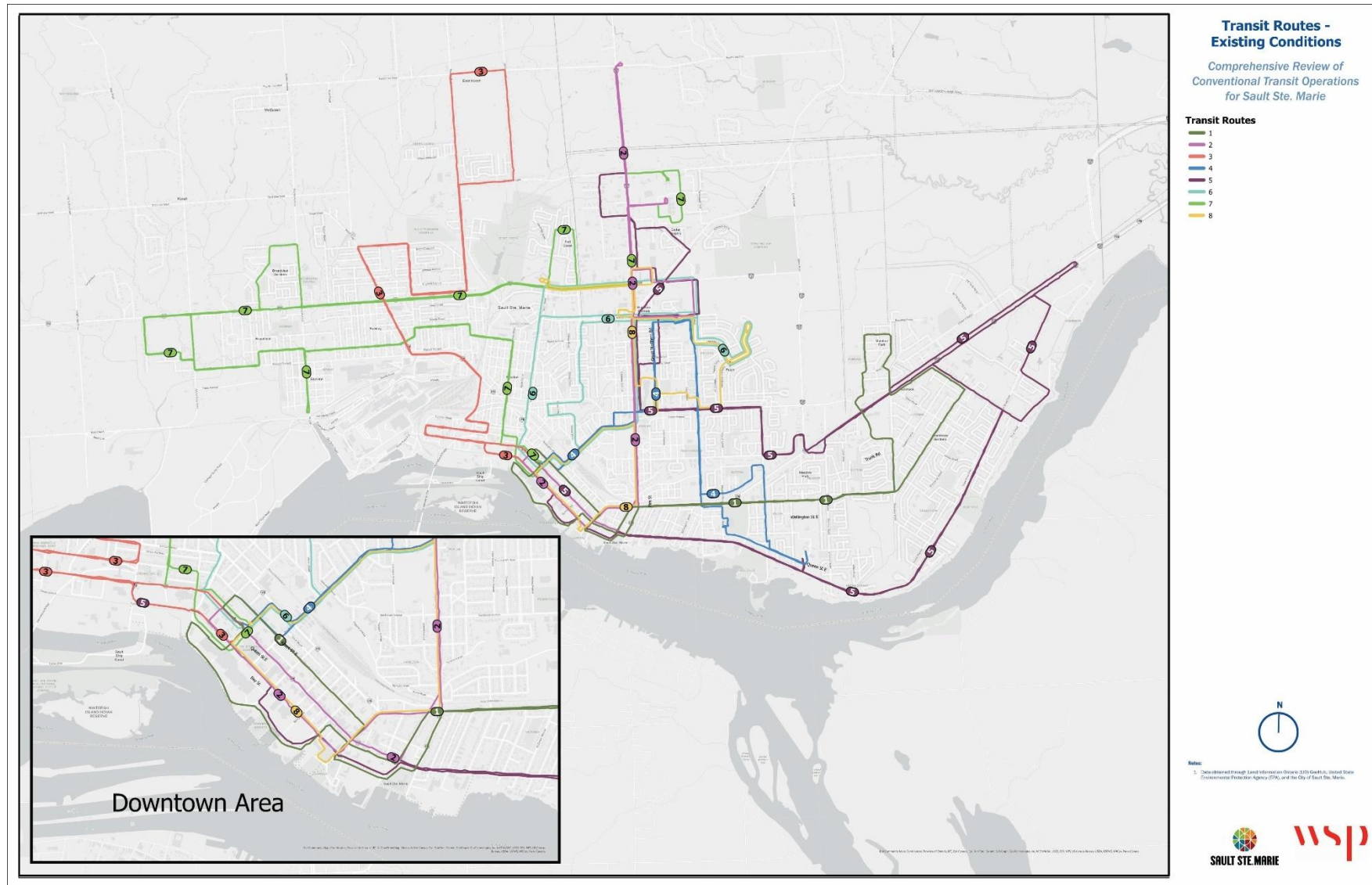


Figure 7-2: Sault Ste. Marie Recommended Transit System - Option 2 Sault Loops

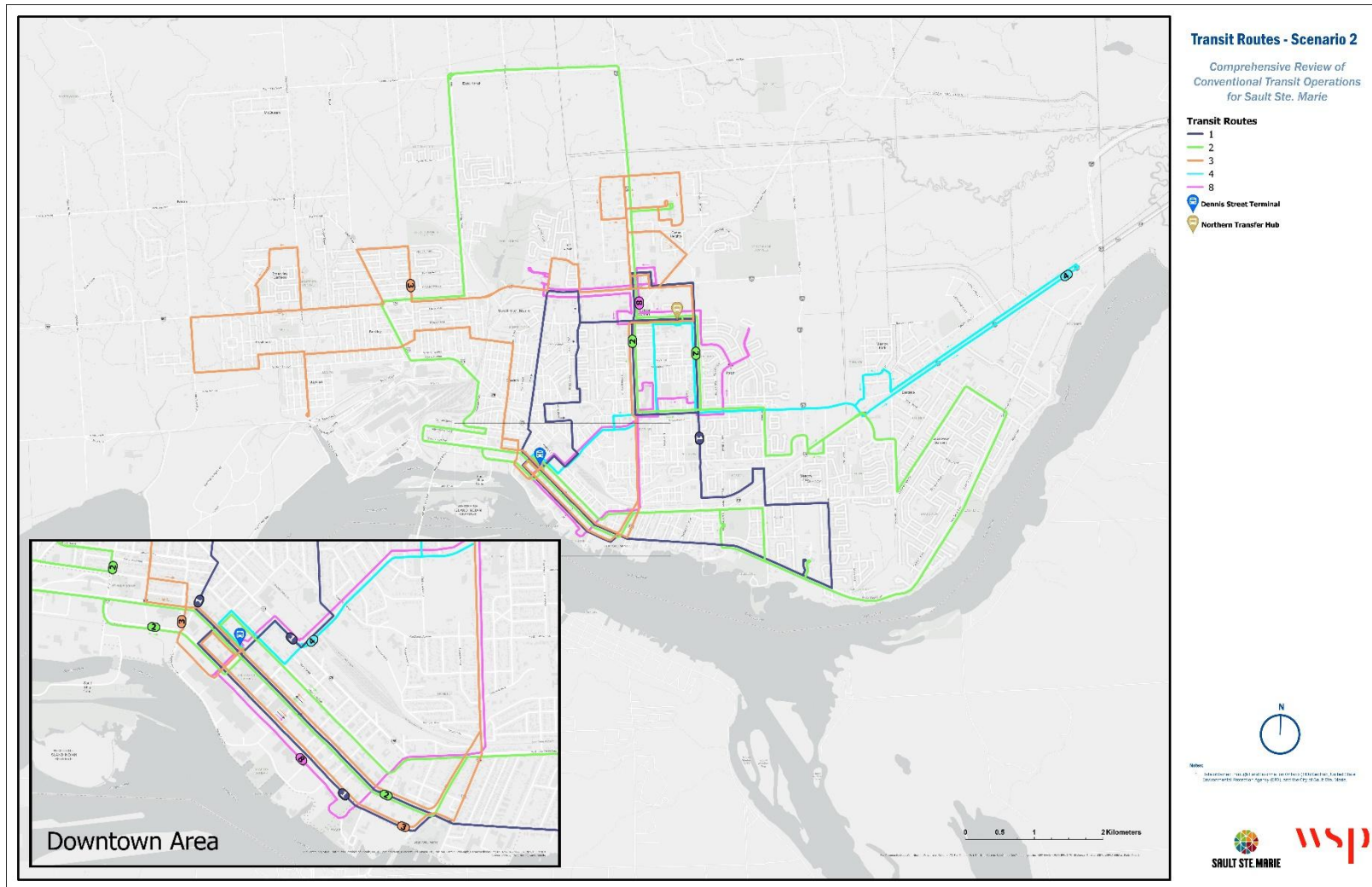
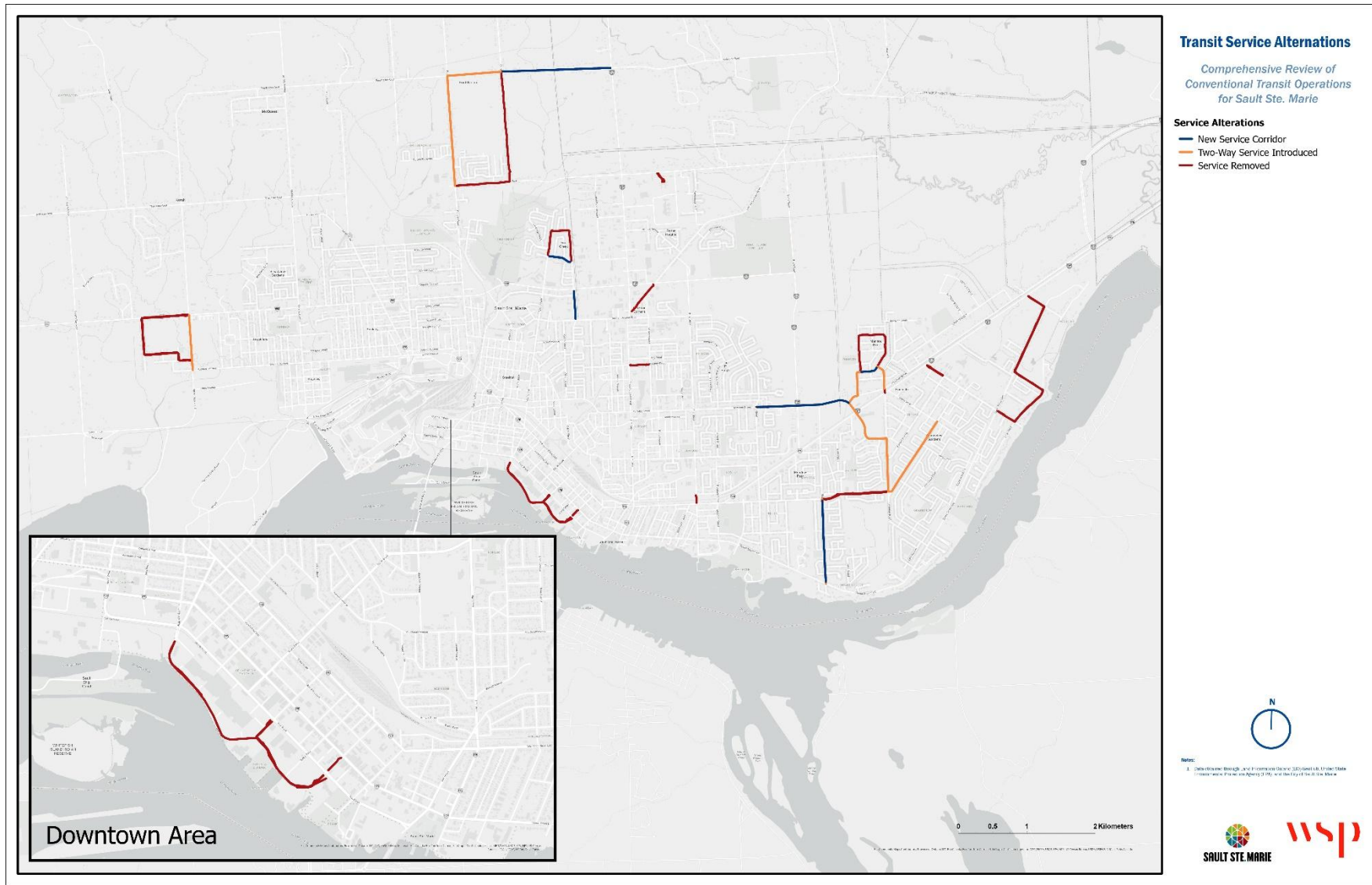


Figure 7-3: Change in Transit Service by Corridor



7.2.2 Schedule Offsets

Departure times from the transit hub are proposed to be offset to improve connectivity between key locations. Route offsets and pairings were evaluated to determine the most effective departure times to facilitate 15 minute service between key destinations during daytime hours (30 minute service during weekday evening and on the weekend). Proposed route departure times from the terminal are displayed in **Table 7-1**.

Table 7-1: Proposed Terminal Departure Times

Route*	Daytime / Eve and Weekend Headway (min)	Daytime	Weekday Evening	Saturday	Sunday
Loop 1-CW	30 / 60	:00, :30	:15	:15	:15
Loop 1-CCW	30 / 60	:15, :45	:45	:45	:45
Loop 2-CW	30 / 60	:15, :45	:45	:45	:45
Loop 2-CCW	30 / 60	:00, :30	:15	:15	:15
Loop 3-CW	30 / 60	:15, :45	:45	:45	:45
Loop 3-CCW	30 / 60	:00, :30	:15	:15	:15
Loop 4	60 / 60	:00	:15	:15	:15
8- Community Bus	60 / N/A	:30	No service	No service	No service

*CW (clockwise); CCW (counter-clockwise)

The proposed departure time offsets allow for approximately 15 minute daytime (30 minute evening and weekend) service frequency between the following locations:

- Downtown and Algoma University
- Downtown and the Hub
- Downtown and Walmart
- Downtown and Cambrian Mall
- Downtown and East End Downtown
- Algoma University and Pine/McNabb
- Hub and Algoma University
- Hub and Walmart
- Hub and Hospital
- Hub and Cambrian Mall

At just 15 minutes during the daytime, the offset maintains a frequent enough connection to provide reasonably easy transfers between the two pairs of routes, while facilitating connections at other transfer locations along the routes.

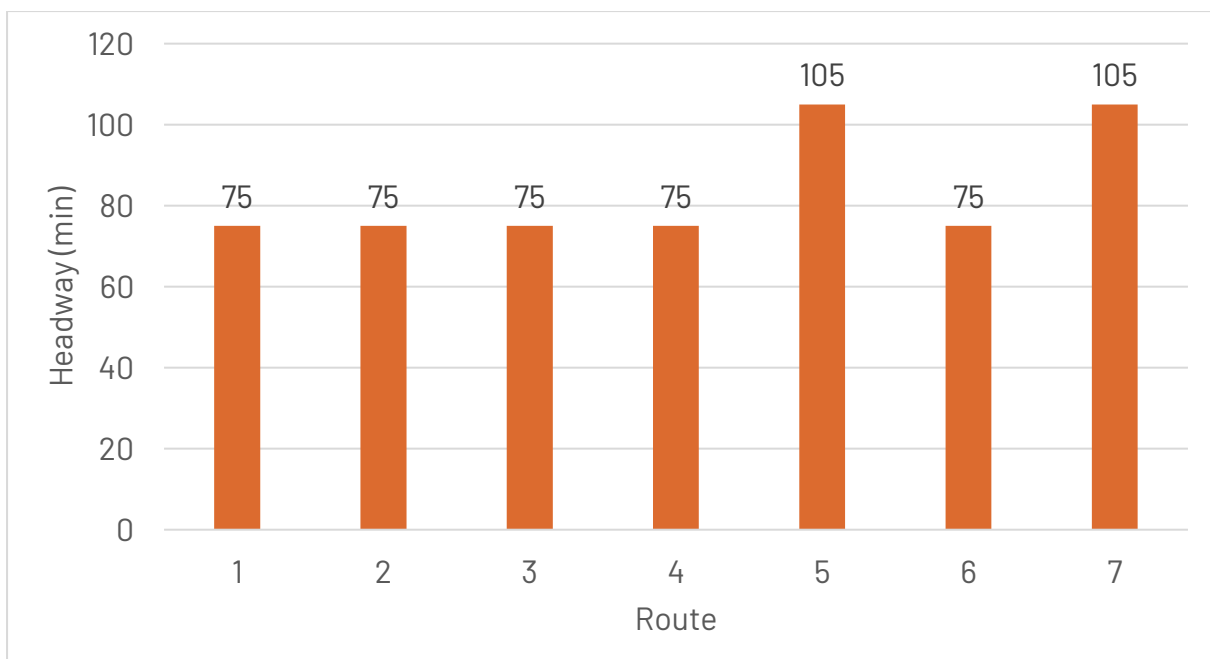
No additional vehicles or operating hours are required to implement route offsets.

7.2.3 Address Daytime-to-Evening Service Gap

In addition to the proposed alignment changes and schedule offsets, schedule changes have been proposed to address the service gap caused due to the transition from weekday daytime 30 minute to evening 60 minute service in the existing schedule. Existing servicing gaps in this transition period are displayed for the current route structure in **Figure 7-4**. Routes 5 (Riverside McNabb) and 7 (Steelton Second Line) are impacted the most during this transition with a headway gap of 105 minutes. This gap causes significant inconvenience for some riders and probably suppresses ridership on the system.

Revised scheduling for the preferred route network is required to reduce the impact of this transition.

Figure 7-4: Current 6pm Headway Gap



Implication on Servicing: Approximately 900 additional annual service hours are required to address this issue. The recommendation results in a reduced service gap of 60 minutes or 75 minutes for each route-direction. No additional vehicles are required.

7.2.4 Provide Weekend Evening Fixed-Route Service

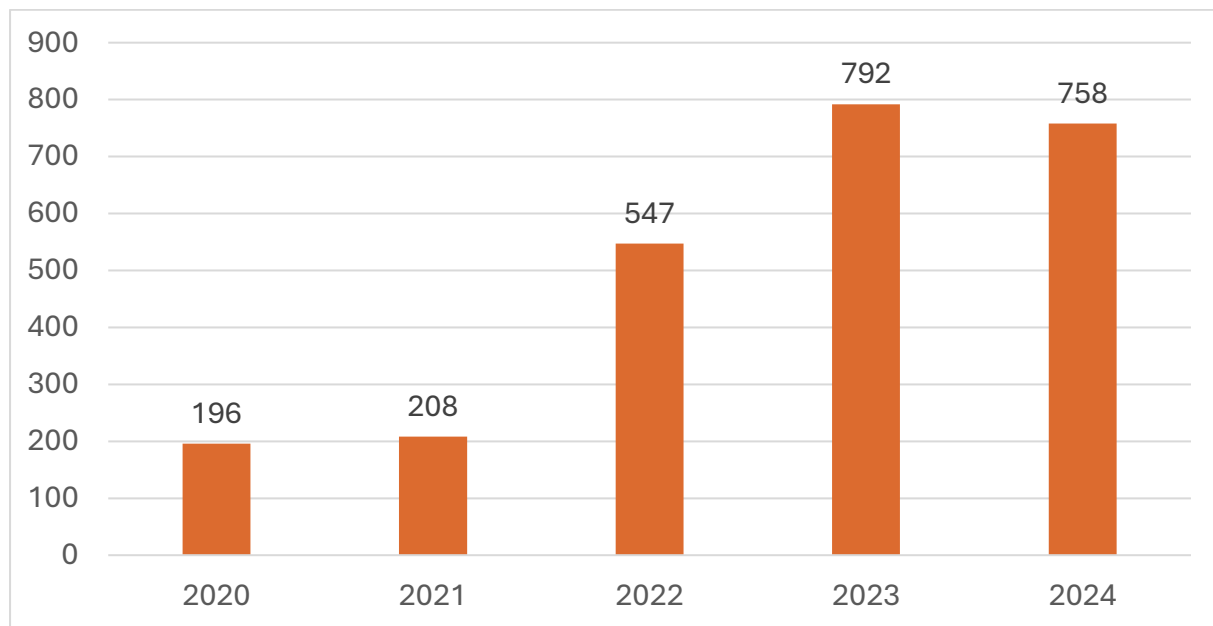
Sault Transit offers hourly fixed-route service on weekday evenings beginning at 7:15 PM and ending around midnight. No fixed-route service is offered on weekend evenings, with regularly scheduled service concluding at 7:10 PM. OnDemand transit is provided on weekend evenings beginning at 7:15 PM through midnight.

Weekend evening demand for OnDemand service has increased by 280% since its introduction in 2020 (**Figure 7-5**). During its launch, usage averaged around 200 riders per weekend, and 91% of trip requests were fulfilled (9% refusal rate). Since then, demand has more than tripled and

the share of trip refusal rate has risen to 33%, indicating that weekend evening demand now exceeds available capacity and service levels are no longer adequate.

From an operational standpoint, the weekend OnDemand operation requires the same number of buses and operators as the weekday evening service. As a result, the OnDemand program does not generate operational savings compared to a fixed schedule.

Figure 7-5: Average Weekend On-Demand Riders



It is recommended that weekend OnDemand services be discontinued and replaced with standard fixed route services operating at hourly frequencies. To attain service hour savings, it is recommended that the last Sunday evening trip for Loop 1-CCW, Loop 2-CW, and Loop 3-CW depart at 8:45 pm (with the last trip in the opposing direction departing at 11:15 pm to ensure full access).

Implication on Servicing: Transitioning to weekend-evening fixed-route service with partial Sunday evening service after 8:45 pm results in an annual saving of 500 annual service hours. No additional vehicles are required to implement the proposed recommendations.

7.2.5 Expansion of Home-to-Hub Taxi-Subsidized Service to Pawating Place

Providing conventional transit service to Pawating Place presents several operational and planning challenges. The development is located deep within a low-density suburban area of the City, where dispersed housing and limited demand reduce the efficiency of fixed-route transit. The fact that access to Pawating Place is restricted to a single-entry point via Lake Street significantly limits routing flexibility and complicates service design. The internal road network of Pawating Place is narrow and not built to accommodate standard transit vehicles. As such it can ONLY be served by smaller transit vehicles, which present operational limitations for service expansion. Regular routes that require larger buses to service passenger volumes therefore cannot be routed to Pawating Place.

Currently, transit service to Pawating Place is provided by the Central Community Bus (Route 8), which operates on weekdays from 6:15AM to 6:30PM at one-hour headways. The route is served by a 29-foot bus and includes 19 stops, connecting Pawating Place to key destinations such as Food Basics, Walmart, the Northern Transfer Hub, and the Dennis Street Terminal.

In addition to Route 8, Route 6 provides limited service to Pawating Place during the weekday evenings after 7:00 PM and on weekends, also operating at one-hour headways. This route includes a detour to serve the area and connects riders to the Northern Transfer Hub and Dennis Street Terminal.

The redesign retains the Central Community Bus (Route 8) as is and will result in the elimination of Route 6 which currently provides limited evening and weekend service to the area. In addition, the future network will discontinue all OnDemand service which is currently being provided during weekend evenings (7:15PM – 12:00AM), further reducing transit options for residents and visitors of Pawating Place.

Based on an evaluation of various servicing alternatives for the P-Patch and Pawating Place, it is recommended that taxi-subsidized service be provided to connect residents and visitors of Pawating Place and the surrounding area to the Hub during weekday evenings and weekends to supplement the existing Community Bus service.

The recommended approach maintains transit access for residents and visitors of Pawating Place during off-peak hours without requiring additional vehicles or staffing resources from Sault Ste. Marie Transit. By using an established service delivery model already active elsewhere in the City (SSM Transit's Home-to-Hub taxi-subsidized service currently serves as a cost-effective means of connecting McQueen subdivision), this option avoids the operational and financial challenges associated with expanding fixed-route or OnDemand services. It also offers a practical solution that can be applied to other areas facing similar service limitations.

Based on an evaluation of current ridership, a conservative estimate of 1 trip per weekday evening and 6 trips per weekend-day are assumed at a cost of \$19/trip based on a quote received from U-Cab. This amounts to an additional annual service cost of approximately \$18,000. No additional bus vehicles or operating hours are required to implement this recommendation.

A full examination of Pawating Place servicing options is provided in **Appendix C**.

7.2.6 Summary

A summary of recommended service improvements alongside service hour, operating cost, and vehicle implications is provided in **Table 7-2**. Service hours are not expected to appreciably change over the coming 10 years.

Table 7-2: Summary of Conventional Service Improvements

Item	Annual Service Hour Implications	Annual Operating Cost Implications	Peak Vehicle Implications
Route Realignment	-800	-\$103,000	-
Daytime Schedule Offsets	-	-	-
Address Daytime-to-Evening Service Gap	900	\$118,000	-
Replace Weekend Evening OnDemand with Fixed-Route Service	-	-	-
Expand Home-to-Hub Taxi-Subsidized Service to Pawating Place and P-Patch	-	\$18,000	-
Reduce Sunday Evening service	-500	-\$67,000	-
Summary – All Changes	-400	-\$31,000	-

Period and annual servicing, operating cost, and peak vehicle requirements for the revised network are provided in **Table 7-3**. Annual operating cost is calculated based on the City's 2024 comprehensive \$130.03 per hour hourly rate, which is based on actual expenditures (Total Direct Operating Expenses / Total Revenue Service Hours).

Table 7-3: Revised Network Servicing, Operating Cost, and Vehicle Summary

Route	Weekday Daytime		Weekday Evening		Saturday		Sunday		Daytime Vehicle Requirements	Annual Service Hours	Annual Operating Cost (\$)
	Headway (min)	First / Last Departure	Headway (min)	First / Last Departure	Headway (min)	First / Last Departure	Headway (min)	First / Last Departure			
Loop 1-CW	30	6:00 AM / 6:00 PM	60	7:15 PM / 11:15 PM	60	6:15 AM / 11:15 PM	60	7:15 AM / 11:15 PM	2	9,470	\$1,231,000
Loop 1-CCW	30	6:15 AM / 5:45 PM	60	6:45 PM / 10:45 PM	60	6:45 AM / 10:45 PM	60	7:45 AM / 8:45 PM	2	9,046	\$1,176,000
Loop 2-CW	30	6:15 AM / 5:45 PM	60	6:45 PM / 10:45 PM	60	6:45 AM / 10:45 PM	60	7:45 AM / 8:45 PM	3	13,425	\$1,746,000
Loop 2-CCW	30	6:00 AM / 6:00 PM	60	7:15 PM / 11:15 PM	60	6:15 AM / 11:15 PM	60	7:15 AM / 11:15 PM	3	13,966	\$1,816,000
Loop 3-CW	30	6:15 AM / 5:45 PM	60	6:45 PM / 10:45 PM	60	6:45 AM / 10:45 PM	60	7:45 AM / 8:45 PM	3	13,425	\$1,746,000
Loop 3-CCW	30	6:00 AM / 6:00 PM	60	7:15 PM / 11:15 PM	60	6:15 AM / 11:15 PM	60	7:15 AM / 11:15 PM	3	13,966	\$1,816,000
Loop 4	60	6:00 AM / 6:00 PM	60	7:15 PM / 11:15 PM	60	6:15 AM / 11:15 PM	60	7:15 AM / 11:15 PM	1	6,446	\$838,000
Route 8 (Community Bus)	60	6:30 AM / 5:30 PM	-	-	-	-	-	-	1	3,024	\$393,000
TOTAL SYSTEM									18	82,767	\$10,762,000

7.3 Downtown Transit Terminal

Sault Ste Marie's central transit terminal at Dennis and Queen Streets has reached the end of its lifecycle and presents ongoing challenges to public safety, accessibility, and operational efficiency.

The City has proposed to relocate the Dennis Street bus terminal to a new multimodal transfer facility at 111 Huron Street, the current site of the City's Transit Services Administration and Maintenance building, located approximately about 900 metres west of the existing downtown transit centre. In 2021, the City of Sault Ste. Marie initiated a Class Environmental Assessment to explore relocating the Downtown Bus Terminal from its current site at 160 Queen Street East to 111 Huron Street. As part of this initiative, the City retained Tulloch Engineering to conduct a Bus Terminal Relocation Feasibility Study. The study evaluated three alternatives:

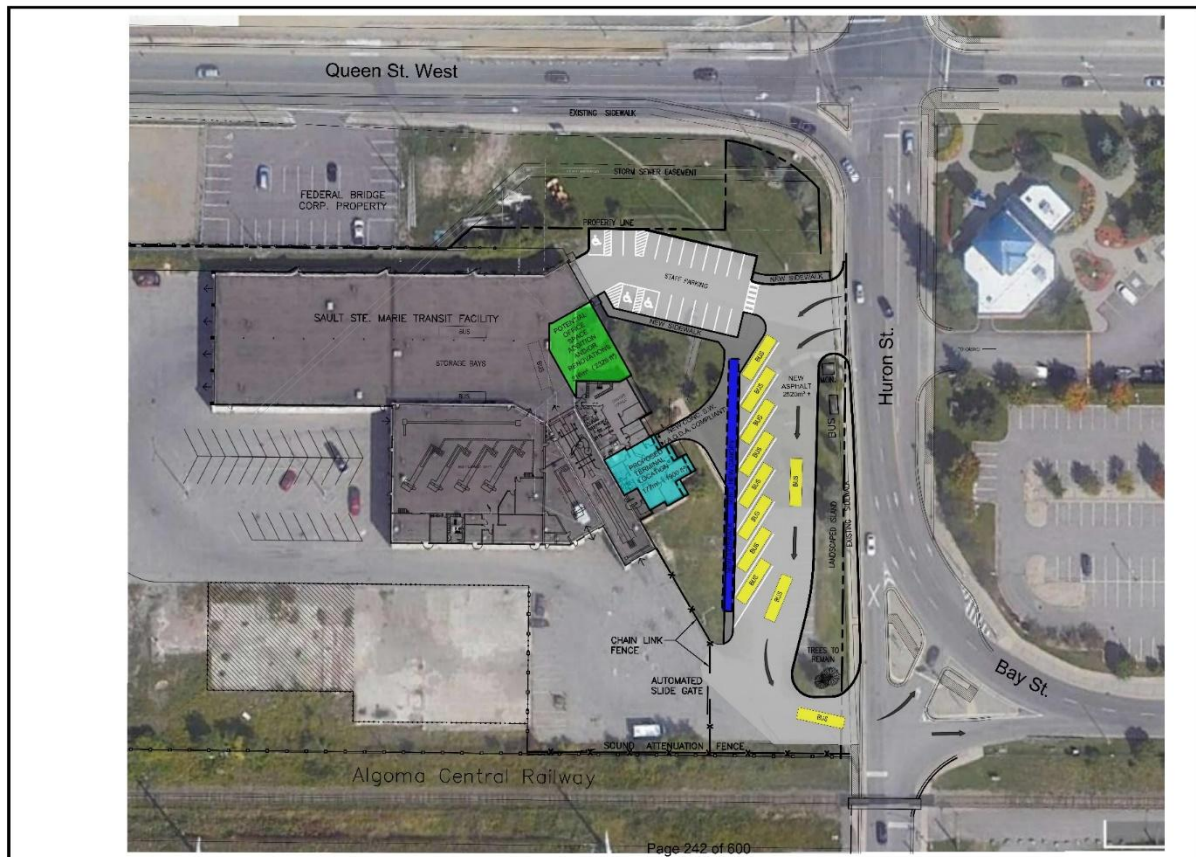
1. Do nothing / modest renovation of existing site
2. Construct a new fully integrated facility at 111 Huron Street
3. Fully renovate the facility at the present location

Based on a multiple account evaluation (MAE), the study recommended relocating the terminal to 111 Huron Street. A concept design for a renovated 111 Huron Street facility was developed and is displayed in **Figure 7-6**. Subsequently, in July 2021, City Council passed a resolution to issue an RFP to complete construction drawings and administer the tendering process for the renovation/build of the 111 Huron Street facility.

As part of the three year investment plan approved on May 21, 2019, Council identified relocating the downtown terminal at an estimated cost of \$2 million, with the City's share being \$533,000 after the ICIP contributions. **These costs will have increased from the 2019 projection.**

On July 11, 2022, Council requested a revised budget estimate for construction which, if supported, would then be subject to a new request to ICIP for the build, tendering and contract administration services.

Figure 7-6: Recommended Terminal Relocation Concept at 111 Huron Street



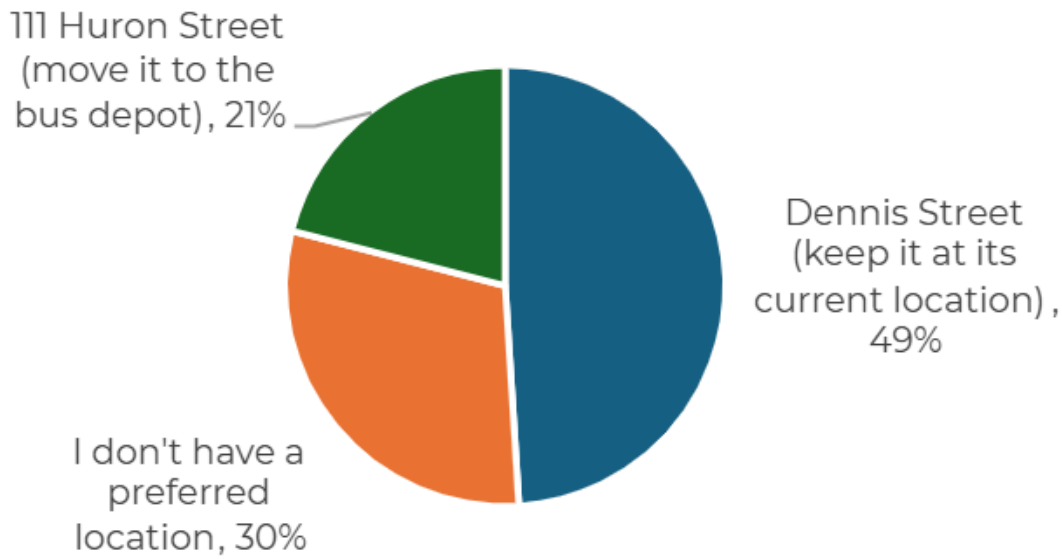
The present study solicited public feedback on the proposed terminal relocation and assessed operational impacts on both the current and proposed networks. These elements are summarized below. An in-depth review of past studies and operational impacts, community benchmarking, and a comprehensive Multiple Account Evaluation of options is included in **Appendix D**.

7.3.1 Updated Public Feedback

As part of Phase 2 of this study, the City and WSP engaged with riders, community members, transit operators and other stakeholders to gain insights into the current transit system. During this engagement, questions were raised regarding the potential location of the Dennis Street Bus Terminal.

As shown in **Figure 7-7** 49% of respondents indicated a preference for keeping the terminal at its current location on Dennis Street, while 51% were in favour of relocation or had no preference. A total of 333 respondents answered this question.

Figure 7-7: Respondent Terminal Location Preference (Rider Survey)



Common concerns around the terminal relocation include the following:

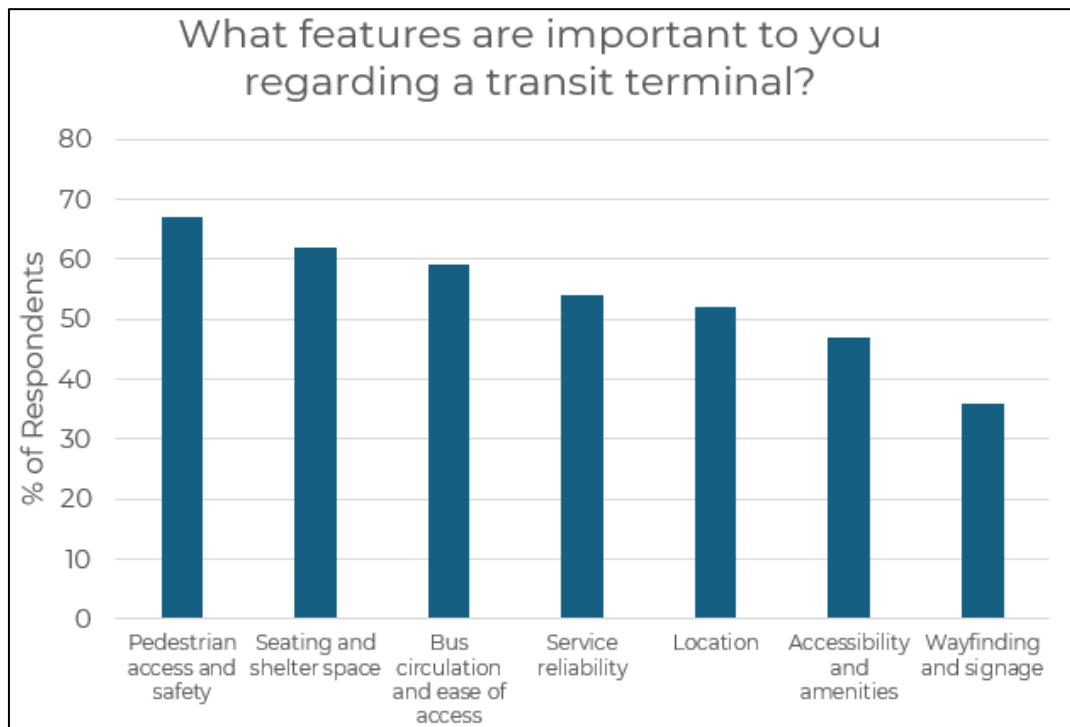
- Reduced convenience to Downtown shops & services, social services, jobs, GFL Memorial Gardens, and Station Mall
- Impact on service reliability
- Traveler safety at a more isolated location
- Lack of nearby amenities while waiting for a bus

Opportunities noted around terminal relocation include the following:

- Enhanced security
- Streamlined operations by having staff and mechanics on site
- Realized cost savings

Key features that are important to respondents regarding a transit terminal are noted in **Figure 7-8.**

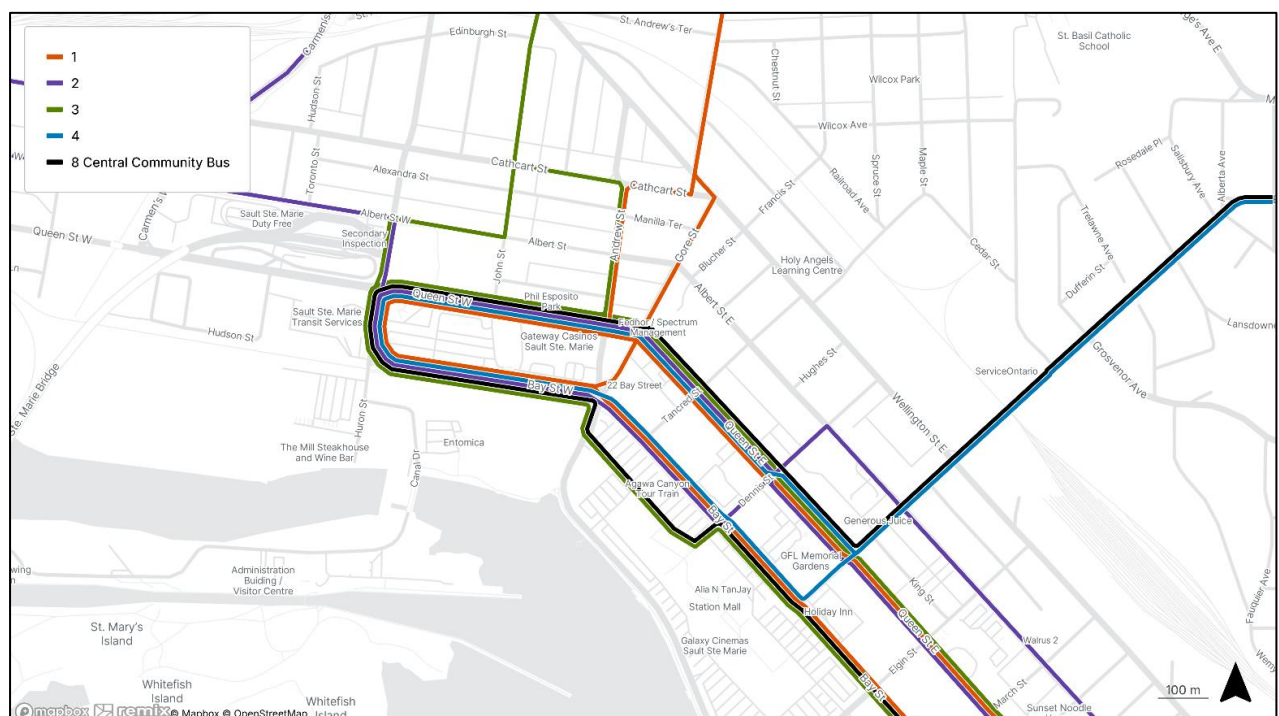
Figure 7-8: Terminal Attributes that are Important to Respondents (Rider Survey)



7.3.2 Operational Impacts

Operational impacts of relocating the terminal to a new multimodal facility at 111 Huron Street were examined for the current and proposed networks. A revised network layout for the proposed network in the Downtown vicinity is displayed in **Figure 7-9**.

Figure 7-9: Service to a Relocated Terminal on Huron Street (Recommended Network)



Relocating the terminal has the following impacts to threshold routes:

- Introduces additional pressure to Loop 2 – Clockwise which may require minimal rerouting if persistent adherence issues or speeding arise.
- Introduces significant additional pressure to Loop 4 which may need to be mitigated through route realignment. Due to the coverage requirements for the route, which must serve the Batchawana First Nation reserve along Frontenac Street as well as the Hub, it is possible that the route may need to be reconfigured to accommodate the relocation.

All other routes remain within adequate average speed thresholds.

7.3.3 Recommendation

It is recommended that the City relocate the Downtown terminal to 111 Huron Street and consider mitigation measures to address the concerns of riders and the business community in the Downtown area. Relocation to Huron Street is supported for the following reasons:

- The proposed network realignment provides ample coverage through the Downtown along Queen and Bay Streets at 15 minute frequencies during the daytime (30 minutes on weekday evenings and weekends) with four of five routes travelling directly through Downtown; the realignments reduce the need for a central terminal within the heart of the Downtown area;
- The proposed network realignment reduces the need for transfers overall, with more key locations directly connected. While transferring will remain an important component of many transit trips, the overall frequency of transfers will likely decrease following the implementation of the new network;
- Significant reduction in site constraints which enable larger and more comfortable passenger waiting and amenity space and improved ability to achieve AODA standards;
- Improved exchange operations and functionality including a reduction in constraints on layby and bus bay space;
- Reduced overall operating costs due to a one integrated facility approach alongside the elimination of bus 'deadheading' costs between the terminal and the facility; altogether, these costs are estimated to amount to \$96,000 annually;
- Allows for the redevelopment and repurposing of the Dennis Street site;
- Council has previously endorsed the relocation and directed staff to issue an RFP to complete construction drawings and administer the tendering process for the renovation/build of the Huron Street facility;
- The terminal relocation has already been approved for ICIP funding, with ICIP carrying the majority share of capital costs, based on prior cost estimates.

Mitigation measures for transit users beyond the benefits provided by shifting to the proposed network may include the installation of improved shelters within the Downtown to improve the customer waiting experience.

7.4 Parabus Booking and Routing Software

The two primary paratransit challenges noted by SSM Transit staff were the need to improve the efficiency of paratransit driver itineraries, and the need to prioritize certain types of trips to ensure that riders can make urgent medical trips on short notice. As noted in section 4.5.4, SSM Transit uses Trapeze Novus software for paratransit booking and scheduling. While the software fulfills most of its required functions, SSM Transit staff finds that it does not always generate logical or efficient driver itineraries. This results in less efficient deployment of paratransit resources, reducing the number of paratransit trips that SSM transit can operate. SSM Transit reviews the itineraries and often adjusts the itineraries to reduce travel distances between trips and duplication of service. Illogical and inefficient itineraries that require manual adjustments by dispatchers are a common complaint among North American paratransit operators. However, SSM Transit may want to explore options with Trapeze and other paratransit software providers to potentially identify and procure improved software that can increase itinerary efficiency and reduce manual input in the development of driver itineraries.

Another issue potentially involving the paratransit software is the challenges that SSM Transit has faced in providing the capability to schedule urgent medical trips, including same-day trips. As noted in Section 4.5.4, Parabus trips may be booked up to 14 days in advance and at least one day in advance. Typically, paratransit riders book all trips available for each day as soon as they are open for booking, leaving few slots available for shorter-term booking. While cancellations result in open slots each day, these slots are typically booked by the more diligent riders, not those with the greatest or more urgent needs like short-notice medical appointments. SSM Transit should address this issue by prioritizing paratransit trips by trip purpose and establishing a hierarchy of trip purposes in which medical, work and certain other trips related to medical and life-saving care are prioritized above shopping and other less-time constrained types of trips. SSM Transit's scheduling system should allow rescheduling or cancellation of lower-priority trips to provide capacity for higher-priority trips. This would require establishing and informing customers of this prioritization and adapting the scheduling and dispatching system to track the priority of trips and hold in reserve a small number of trips each day for day-of trip scheduling of high priority medical trips. This will include ensuring that the scheduling and dispatching software has the capabilities required to both track and prioritize trips by trip purpose and to hold a limited number of trips to provide capacity for urgent trip purposes.

Servicing and Costing: 19,000 service hours are projected for paratransit, remaining consistent with today's overall service levels. Paratransit service hours are not anticipated to appreciably change over the coming 10 years. An ongoing annual operating cost of \$1.6M is assumed based on the City's 2024 total operating expenses for Parabus.

7.5 Fare Structure and Policies

SSM's discounts for multi-ride and period-based fare media, particularly when combined with concessions for youth, seniors, and students, range from aggressive to extremely aggressive, as shown in **Table 7-4** and **Table 7-5** below. As a result of these discounts, SSM Transit collected an average of \$1.24 per passenger trip on its regular routes and \$1.09 per passenger

trip on Parabus, 35% and 31%, respectively, of the \$3.50 base fare. Riders using the 20-ride pass (the only multi-ride fare instrument offered for non-disabled passengers) receive about a 27% discount. However, users of the Adult 31 Day Pass (assuming they use the pass just 46 times, traveling to-and-from work on 23 days within the 31 day period) pay less than half of what they would pay if paying the cash fare for each trip, while users of the Youth 31 Day Pass (\$34.25) pay less than 25% of the cash fare. Customers who use the pass more than 46 times would receive an even deeper discount.

In comparison to its Northern Ontario peers, Sault Transit's adult monthly passes are offered at a lower price point while its senior monthly passes are within range. Standard adult monthly passes for Timmins, North Bay, and Sudbury are priced at \$85, \$93, and \$100.50, respectively. Senior monthly passes for Timmins, North Bay, and Sudbury are priced at \$69, \$66, and \$56 respectively.

SSM Transit could consider reducing discounts on multi-ride and time-limited passes to both increase fare revenue and to address potential fairness concerns with the current deep discounts offered on existing media. For example, the discount on the price of a 31-day adult pass could be limited to 45% of the price of the cash fare for the number of trips that riders typically take using this pass (based on data collected by the fare collection system). For example, if people buying the 31 day pass typically take 46 rides during the term of the pass—which would cost \$161.00 at the cash fare price of \$3.50 per ride—the pass would be priced at \$88.55, rather than the current price of \$79.00, a difference of \$9.55.

Table 7-4: Summary of Fixed-Route Fares and Discounts

Type	Rate	Days	Fixed-Route		Non-Discounted Rate	Amount of Discount	Percentage Discount
			Trips / Day	Total Trips			
Cash Fare (Exact change required)	\$3.50						
20 Ride Pass	\$55.00			20	\$70.00	\$15.00	27.3%
Adult 31 Day Pass	\$79.00	23	2	46	\$161.00	\$82.00	103.8%
Youth 31 Day Pass (Age 13-18)	\$34.25	23	2	46	\$161.00	\$126.75	370.1%
Semester Pass (Algoma U & Sault College)	\$215.00	64	2	128	\$448.00	\$233.00	108.4%
Senior 31 Day Pass (60 & over)	\$67.00	23	2	46	\$161.00	\$94.00	140.3%
Senior 12 Ride Pass (60 & over)	\$24.00			12	\$42.00	\$18.00	75.0%

Table 7-5: Summary of Parabus Fares and Discounts

Type	Parabus						
	Rate	Days	Trips / Day	Total Trips	Non-Discounted Rate	Amount of Discount	Percentage Discount
Cash Fare	\$3.50						
40 Ride Pass	\$94.00			40	\$140.00	\$46.00	48.9%
Senior 12 Ride Pass (60 & over)	\$24.00	23	2	46	\$161.00	\$137.00	570.8%

Senior 6 Ride Pass (60 & over)	\$12.00	23	2	46	\$161.00	\$149.00	1241.7%
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7.6 Technological Enhancements

The 2018 *Transit Route Optimization Study* recommended the following technological improvements to modernize Sault Transit:

- Implementing Smart Card technology on all buses and revising the fare product system;
- Installing Automatic Passenger Counters (APCs) on all buses; and,
- Upgraded AVL system to be AODA compliant

These actions have been implemented.

It is noted that Sault Transit's real time AVL feed is freely available and is currently integrated into a number of prominent third-party routing smartphone apps including *Google Maps*, *Transit App*, and *Umo App*.

Additionally, Sault Transit engaged VIA to operate an OnDemand conventional service on weekend evenings. The removal of weekend evening OnDemand service is recommended as part of the present service strategy as demand has outpaced its ability to provide reliable service. While OnDemand transit is not specifically recommended in the present Plan, opportunities to leverage this technology could be leveraged for specific use-cases in the future including service expansion to new or under-served areas with lower population densities or as a means of augmenting Sault's contracted "Home-to-Hub" service.

The provision of Real-Time Information displays (**Figure 7-10**) at busy locations in the network including the Downtown Terminal, Northern Transfer Hub, Algoma University, Walmart, Station Mall, and busy Downtown stops along Queen and Bay Streets should be strongly considered to improve customer facing information provision and allay waiting anxiety.



Figure 7-10: Sample "Next Bus" Real Time Information Display



8 Implementation Plan

8.1 Service Implementation Timeline

All recommended fixed-route bus changes will be implemented with the June 2026 Driver's Schedule Pick. The implementation process will follow the City's normal bus service change process, including completion of scheduling, run cutting and blocking, operator work selection process, development of internal and public facing materials, employee training, and informing internal City personnel and members of the public about the changes. Stop and shelter relocations will be discussed below.

8.2 Vehicle Requirements

Route servicing recommendations do not require growth in the overall vehicle fleet. Sault Transit maintains 41 vehicles (28 coach buses, 3 community buses, and 10 dedicated parabuses), 31 of which are dedicated to the conventional system. In order to ensure sufficient number of vehicles to provide service during peak periods, additional buses are needed to accommodate preventative maintenance programs, major repairs, unforeseen bus breakdowns, and long-term repairs.

SSM's established fleet replacement schedule has been reviewed. While ages vary, 40-foot and 35-foot coach buses alongside Community buses typically serve SSM for a period of 12 years. Parabus vehicles serve the City for a period of 6 years. Based on the age of the existing fleet:

- 11 coach buses are due for replacement within the next five years and a further 24 coach buses are due for replacement between the 5 and 10 year horizon.
- 3 community buses are due for replacement between the 5 and 10 year horizon.
- 10 parabuses are due for replacement within the next five years and 8 will need to be replaced again in the 5 to 10 year horizon due to a projected 6 year lifecycle.

Sault Transit's fleet replacement, which assumes maintenance of the current fleet size, is summarized in **Table 8-1** with detailed replacement schedule noted in **Appendix E**.

Fleet requirements, replacement, and relative costs are reflective of diesel vehicles. Additional fleet vehicles would likely be required if Sault Transit were to transition to electric buses due to present limitations on vehicle range. An evaluation of impacts of transitioning to zero-emission buses is beyond the scope of this assignment and should be undertaken as a next step if the City is interested in exploring these implications.

Table 8-1: Fleet Replacement Summary (41 Vehicle Fleet)

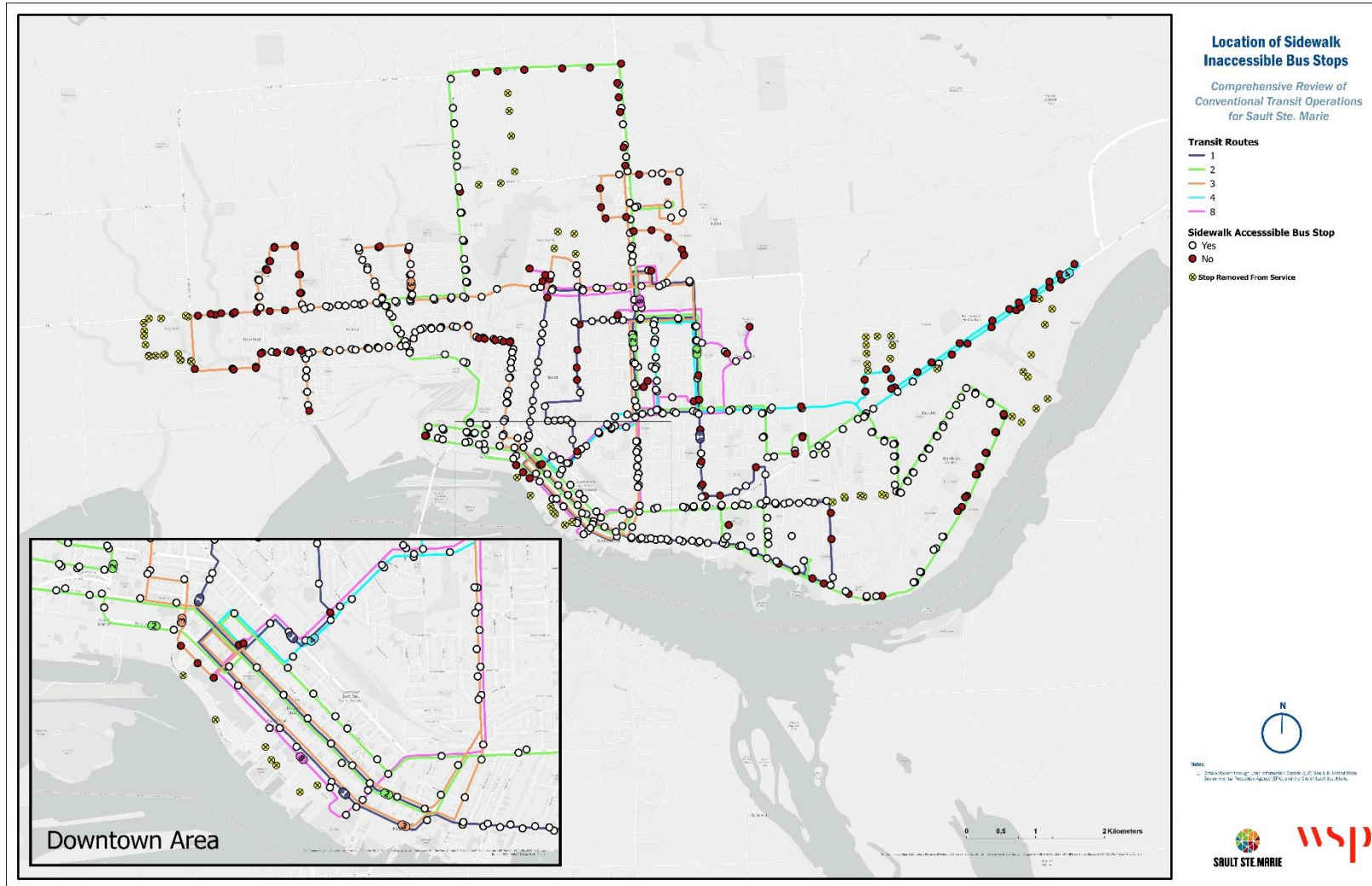
Vehicle Type	Cost per Vehicle (2025 \$)	Vehicle Purchases		Total Cost (2025 \$)	
		First 5 Years	5 to 10 Years	First 5 Years	5 to 10 Years
Coach	\$900,000	11	24	\$9.9M	\$21.6M
Community Bus	\$200,000	0	3	-	\$0.6M
Parabus	\$200,000	10	8	\$2.0M	\$1.6M
TOTAL		21	35	\$11.9M	\$23.8M



8.3 Sidewalk Network Enhancements

As noted in Section 4.4.8, 188 (29%) of the 654 existing bus stops lack connections to the sidewalk network. The lack of sidewalks connecting bus stops to nearby development creates challenging and sometimes unsafe access to the bus network. **Figure 8-1** identifies the location of bus stops that are not connected to sidewalks.

Figure 8-1: Sault Ste. Marie Recommended Transit System - Sidewalk Inaccessibility Map



Analysis indicates that about 23.5 kilometres of sidewalks will be needed to ensure that all stops are connected to adjacent development. Assuming a cost of \$435,000 per kilometre of sidewalk¹, the total cost to complete the sidewalk network would be about \$10.2M. Based on a program in which SSM would invest \$800,000 to install 1.8 kilometres of sidewalk, the sidewalk network could be completed within 12 years.

Sidewalk network growth should prioritize urban corridors serving stops with higher relative boardings and greater service frequencies. Consideration should additionally be given to corridors with higher traffic volumes and traffic speeds which pose a greater safety risk to pedestrians.

Winter snow clearance should prioritize sidewalks along transit routes, reducing barriers to access in all seasons.

8.4 Passenger Facilities

8.4.1 Stop Eliminations and Relocations

The proposed changes to the fixed-routes will require changes to bus stops and shelters. Bus stop signs will need to be changed in many parts of the network to reflect changes to the bus routes serving the stops. About 15.2 kilometres of new alignment will require installation of new bus stop signs, with installation of shelters at key locations. About 14.5 kilometres of roads will no longer have bus service, and bus stops and shelters in those segments will need to be removed.

New bus stop signage will be required at minimal cost.

Prior to implementation of the service changes, approximately 86 bus stop signs and 5 bus shelters will require removal along abandoned alignment segments. Notices should be placed at these locations notifying customers of the service change and providing links and phone numbers where they can get information about the service changes and other potential transit options. Approximately 60² new bus stop signs also will require installation along new bus route alignments before implementation of the service changes. For budgeting purposes, the following unit costs have been estimated for the supply and installation of various bus stop area components:

- \$500 – Bus stop post and sign
- \$500 – Bench
- \$1,500 – Concrete bus pad (12-metre length)
- \$8,000 – Standard bus shelter.

¹ Sault Ste Marie's Active Transportation Master Plan (2024)

² Estimated based on segment length and existing system-wide average stop spacing. According to the General Transit Feed Specification (GTFS) feed shared by Sault Ste. Marie in Winter 2025, there were a total of 229 kilometres of bus alignment serving 654 stops, resulting in an average stop spacing of 0.35 kilometres.

A concrete bus pad and a bus stop post and sign are assumed at each of the 60 new bus stops. The cost of these changes is estimated to be \$120,000.

Minimal costs may be required for City sign crews to install new bus stop signage along new alignment segments, and to remove signage along abandoned alignment segments.

8.5 Bus Stop Amenities and Standardization

While none of the following investments are required for implementing the service recommendations, several capital investment programs would enhance information provision and waiting experience for bus users. The following information should be available at every bus stop:

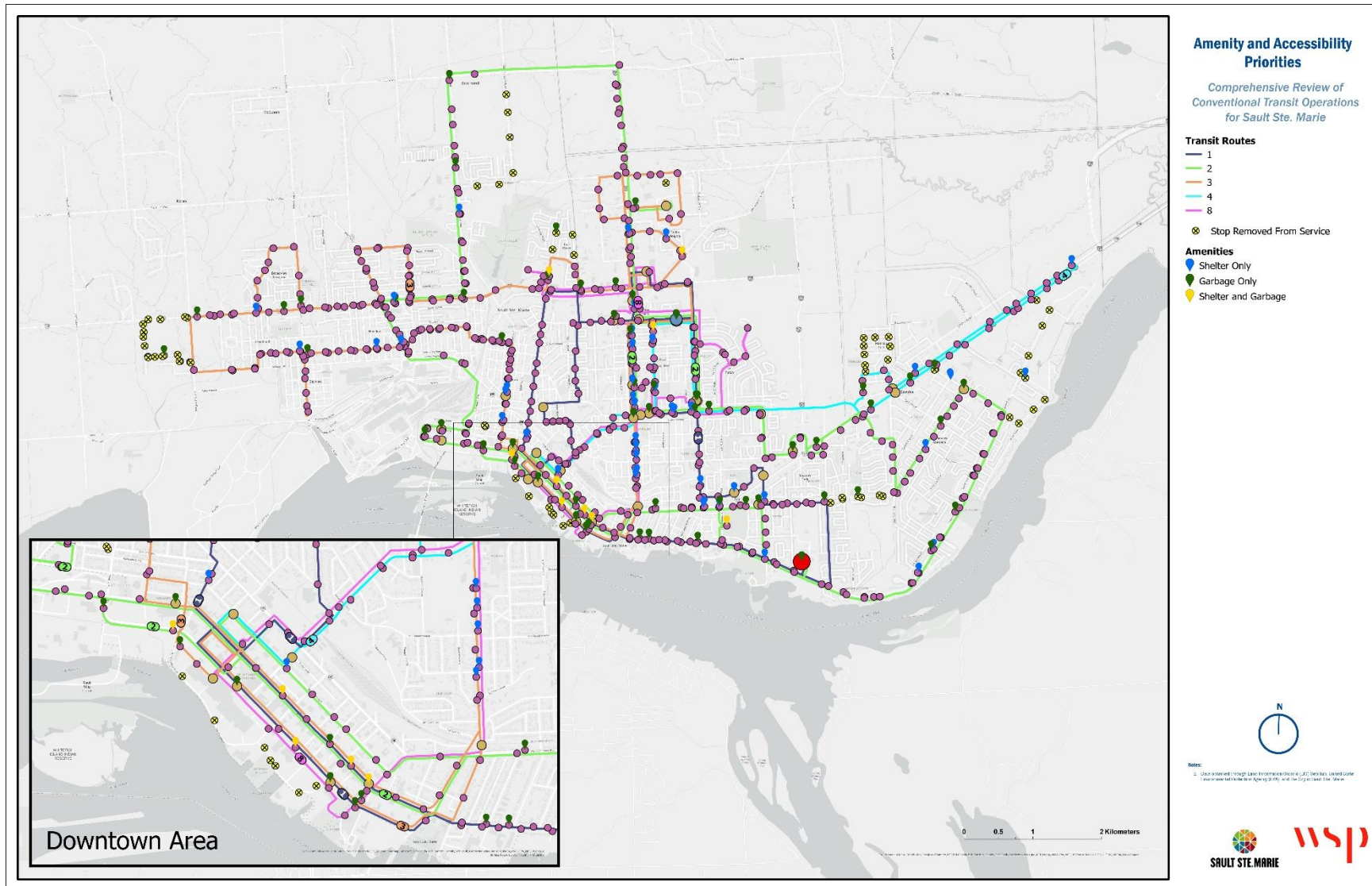
- Name or identification number of the stop (i.e. typically a 4-digit ID number)
- Routes that serve the stop by posting each number
- Decals should provide high tonal contrast colours for easy viewing by persons with low visibility
- Bus stop signs should be double-sided, so prospective customers may see the location of the bus stop from 2 directions
- Bus stop signs should use reflective sheeting material (similar to other traffic signs) to enable bus drivers to easily view them during nighttime and low visibility periods.

In addition to the above, major/busy bus stops with over 30 boards per day should provide:

- Schedule departure times
- Route map
- Fare information
- Phone number / website address
- Bus shelter
- Garbage receptacle

Bus shelters provide a safer and more comfortable transit waiting environment, particularly in cold and wet weather. Shelters also provide a highly visible advertisement for the bus routes that serve them, and can be used to provide customer information and generate advertising revenue. SSM has 70 shelters deployed throughout its network, of which 5 will be abandoned with implementation of the proposed service change recommendations. The map in **Figure 8-2** shows where bus shelters and garbage receptacles are currently deployed in the network and where bus stops will be abandoned as a result of the service changes.

Figure 8-2: Sault Ste. Marie Option 2 Bus Stop Amenity Priority Locations



In 2025 there are 16 stops with more than 30 daily boards that do not have shelters. Shelters are considered at locations where there are more than 30 boardings per day.

Assuming a cost of \$8,000 per installed shelter, the cost of providing a shelter at the above 16 stops where they are warranted but not in place is about \$130,000. Based on a program in which the City would invest about \$40,000 annually to install 5 shelters, all warranted stops could have shelters within a three year timeframe.

8.6 Downtown Terminal Relocation

In June 2021, Tulloch Engineering provided a class D cost estimate of \$2.2M to relocate the terminal to 111 Huron Street, with the City's share being \$533,000 after ICIP contributions. Costs assume 10% contingency. Any additional improvements would require City funding.

As these are high-level estimates, it is strongly recommended that the City proceed with additional design scope to confirm costs and develop a program for terminal relocation. Design and construction associated with the terminal relocation is assumed to take three years.

8.7 Ten Year (2026-2035) Capital and Operating Budget

The 2026-2035 ten year capital plan for Sault Transit is presented in **Table 8-2**. Costs are presented in 2025 dollars. Fleet costs remain relatively stable, ranging between \$2.2 and \$3.1M per year until 2033/34 when 10 buses reach their lifecycle threshold, resulting in a projected capital cost of \$11.6M in that year. As Sault Transit approaches 2033/34, consideration may need to be given to distribute these purchases out to subsequent years to lessen this projected one time impact.

Regarding supporting infrastructure, \$800,000 per year is assumed for incremental enhancements to the sidewalk network. A one time cost of \$120,000 is assumed in 2025/26 related to the installation of new bus stop infrastructure required for the new network. \$40,000 annually are assumed for three subsequent years for shelter-related improvements at higher volume bus stops.

Costs related to the relocation of the Downtown Terminal to 111 Huron Street will need to be confirmed but are assumed to be distributed over a three year period from 2026/27-2028/29.

2026-2035 ten year operating cost projections are summarized in **Table 8-3** for the conventional and paratransit system in 2025 dollars.

Table 8-2: Sault Transit Ten Year (2026-2035) Capital Budget

Budget Item	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Ten Year TOTAL
Vehicle Replacement (Coach Bus)	\$2,700,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$2,700,000	\$1,800,000	\$1,800,000	\$10,800,000	\$4,500,000	\$31,500,000
Vehicle Replacement (Community Bus)	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$600,000	\$-	\$600,000
Vehicle Replacement (Parabus)	\$400,000	\$400,000	\$200,000	\$600,000	\$400,000	\$-	\$400,000	\$400,000	\$200,000	\$600,000	\$3,600,000
Total Vehicle Capital Cost	\$3,100,000	\$2,200,000	\$2,000,000	\$2,400,000	\$2,200,000	\$2,700,000	\$2,200,000	\$2,200,000	\$11,600,000	\$5,100,000	\$35,700,000
Sidewalk Network Enhancements	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$8,000,000
Bus Stop Infrastructure and Shelters	\$120,000	\$40,000	\$40,000	\$40,000							\$240,000
Downtown Terminal Relocation		TBC	TBC	TBC							TBC
Total Supporting Infrastructure Capital Cost*	\$920,000	\$840,000	\$840,000	\$840,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$8,240,000
GRAND TOTAL*	\$4,020,000	\$3,040,000	\$2,840,000	\$3,240,000	\$3,000,000	\$3,500,000	\$3,000,000	\$3,000,000	\$12,400,000	\$5,900,000	\$43,940,000

*Excludes costs associated with terminal relocation.

Table 8-3: Sault Transit Ten Year (2026-2035) Operating Budget

Budget Item	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	Ten Year TOTAL
Conventional Transit System	\$10,762,000	\$10,762,000	\$10,762,000	\$10,762,000	\$10,762,000	\$10,762,000	\$10,762,000	\$10,762,000	\$10,762,000	\$10,762,000	\$107,620,000
Parabus System	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$1,630,000	\$16,300,000
Taxi Service Contracts	\$326,000*	\$326,000*	\$326,000*	\$326,000*	\$326,000*	\$326,000*	\$326,000*	\$326,000*	\$326,000*	\$326,000*	\$3,260,000*
Total Operating Cost (Combined)	\$12,718,000	\$12,718,000	\$12,718,000	\$12,718,000	\$12,718,000	\$12,718,000	\$12,718,000	\$12,718,000	\$12,718,000	\$12,718,000	\$127,180,000

*Estimated budget projection.

8.8 Next Steps

The Comprehensive Review of the Conventional Transit Operation for Sault Ste Marie culminated with a number of improvements that addressed the following technical and community priorities:

- A new service network is recommended to address key issues of **connectivity, route directness, and relieve on-time performance**. The new network connects more destinations directly and is built around shorter overall route distances, reducing pressure on drivers.
- Schedule offsets are introduced to **improve frequency** between key destinations within the same general service hour envelope and vehicle provision constraints.
- A phased expansion of the sidewalk network is recommended to **improve safe and reliable access to bus stops**.
- Bus stop amenity and shelter-related improvements, including real-time information displays, are recommended at busy stops to **improve customer comfort while waiting**.
- Weekend evening OnDemand service is removed and replaced with regularly scheduled services to **improve reliability during the weekend evening period** in line with what we heard from customers and operators.
- Headways are reduced in the transition period between weekday daytime and evening service to **reduce the operating gap** during this period.
- The need to **modernize and improve terminal accessibility** is accommodated through relocating the terminal from Dennis Street to a consolidated facility at 111 Huron Street, in recognition of **a range of financial and customer-service benefits**. Customer convenience challenges through the Downtown core are lessened by the route redesign and schedule offsets, which result in 15 minute weekday daytime service along Queen Street and Bay Street and 30 minute weekday evening and weekend service, alongside other mitigation measures.
- Trip prioritization and improved scheduling are recommended to **improve overall paratransit performance** within existing resources.

It is recommended that a new bus network (Option 2-Sault Loops) be implemented to resolve most of the above issues and that the City take steps to implement changes in 2026.

Critical next steps include:

- Developing detailed vehicle and shift schedules to reflect the proposed service changes in the near-term;
- Installing required new bus stop infrastructure prior to the launch of the new network;
- Familiarizing drivers with the new structure;
- Operating a clear public information campaign to educate transit users about upcoming service changes and ensuring additional staff are present during the transition period, in line with Sault Transit's established policies; it should be pointed out that during the implementation phase, further route and schedule modifications can be expected – this is normal. As the route and service changes are rolled-out, it will be important to monitor the impact of the changes and recognize that while some customers may be

negatively impacted, far more existing and new customers will benefit in the longer-term.

- Proceeding with planning and design for 111 Huron Street, including the development of an RFP for design and construction services (either through separate design and construction tenders or through a combined tender). Detailed design works should first be informed by a revised cost estimate, which will require a limited pre-design scope. ICIP contributions should be confirmed following revised cost estimates so the City has full transparency on its obligations.

Implementation of the above changes results in a savings of 400 service hours annually, or approximately \$31,000. No additional vehicles are required. Cost to implement service changes include:

- Bus stop relocation: \$120,000
- Regular vehicle replacement based on existing fleet renewal schedule (no additional vehicles required)

Separate from the network redesign, upgrades to the sidewalk network and stop amenities are recommended, which can be implemented along a timeline suitable to the City. Costs related to the relocation of the terminal are to be confirmed through revised costing.



Comprehensive Review of the Conventional Transit Operation for Sault Ste Marie

APPENDIX A:

Sault Ste Marie Transit: Peer System Review

1 Introduction

This appendix provides an overview of Sault Ste. Marie's transit system in relation to select peer and aspirational agencies, including key operating and financial KPIs drawn from the CUTA Factbook 2023. Relevant comparators for both conventional and specialized systems are reviewed.

The following peer and aspirational municipalities were selected for review:

- North Bay
- Sarnia
- Peterborough
- Brantford
- Thunder Bay
- Greater Sudbury.

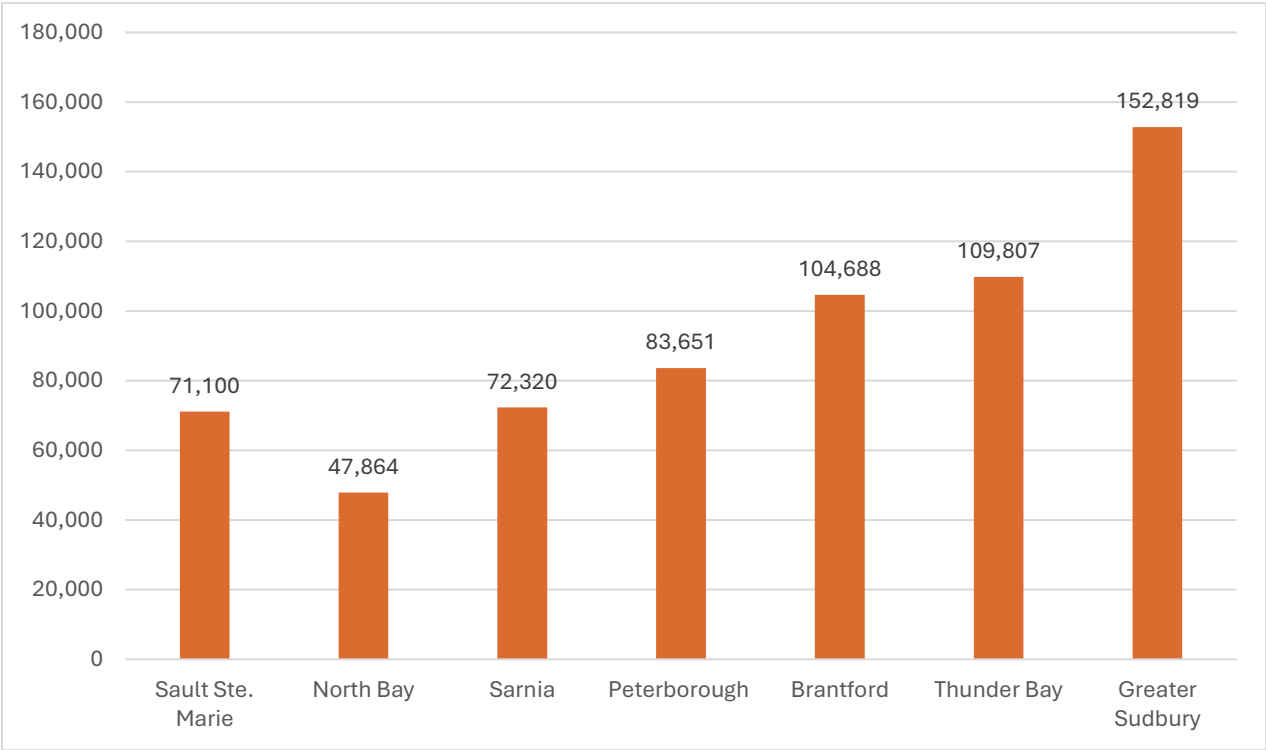
Municipalities were selected that share similarities with Sault Ste Marie. All comparators:

- Are located in Ontario
- Operate municipal transit agencies
- Have populations ranging between 50,000 and 165,000 people
- Have an aging populations (the median population age exceeds provincial median age for all communities surveyed)
- Have traditional downtown areas and subsequently developed auto-oriented residential and commercial development
- Are isolated in the sense that they are not bedroom communities or suburbs of nearby larger cities.

In addition, three of the municipalities chosen are located in northern Ontario and most communities have seen relatively stagnant / low growth in the past twenty years. Most of the above communities also have a strong industrial heritage which helps define the character of these communities alongside emerging post-secondary and tertiary economies.

The service area populations of Sault Ste Marie and peer municipalities are displayed in **Figure 1**.

Figure 1| Service Area Population of Sault Ste. Marie and Peer Municipalities



2 Conventional System Peer Review

Table 1 displays key operational and financial characteristics of peer and aspirational municipal conventional transit systems alongside Sault Ste Marie’s conventional services. Indicators are compared and contrasted in further detail in the subsequent charts.

Transit service provision in Sault Ste Marie is generally in line with comparator cities. SSM provides 1.2 revenue vehicle hours per capita which is similar to Thunder Bay, Sudbury, and the overall average. SSM Transit’s overall effectiveness of 22.6 revenue passengers per revenue hour is lower than the group average of 26.3 and is the second lowest of all peer municipalities reviewed (outside of Peterborough). This suggests that service hours could potentially be tweaked to improve efficiency.

Sault Ste Marie’s fleet spare ratio of 67% is above the peer group average of 49% but is not out of the ordinary. North Bay and Peterborough have fleet spare ratios that are at or above Sault’s ratio, indicating a modest potential for reduction which could be investigated further pending operational decisions. At an average fleet age of 5.7 years, Sault’s fleet is the youngest in the peer group where average age ranges between 5.7 and 10.1 years. It is noted that Sault’s fleet has been modernized considerably over the past decade, with significant reductions in average age noted since the last study.

Regarding costs per customer, Sault Transit’s general/adult fare is in line with its peers. At \$122.72 per service hour, operating costs are below average within the peer group, which averages at \$128.90 per service hour, and considerably lower than other Northern Ontario cities including North Bay (\$145.64/hr), Thunder Bay (\$137.23/hr), and Sudbury (\$145.58/hr). Sault Ste Marie’s

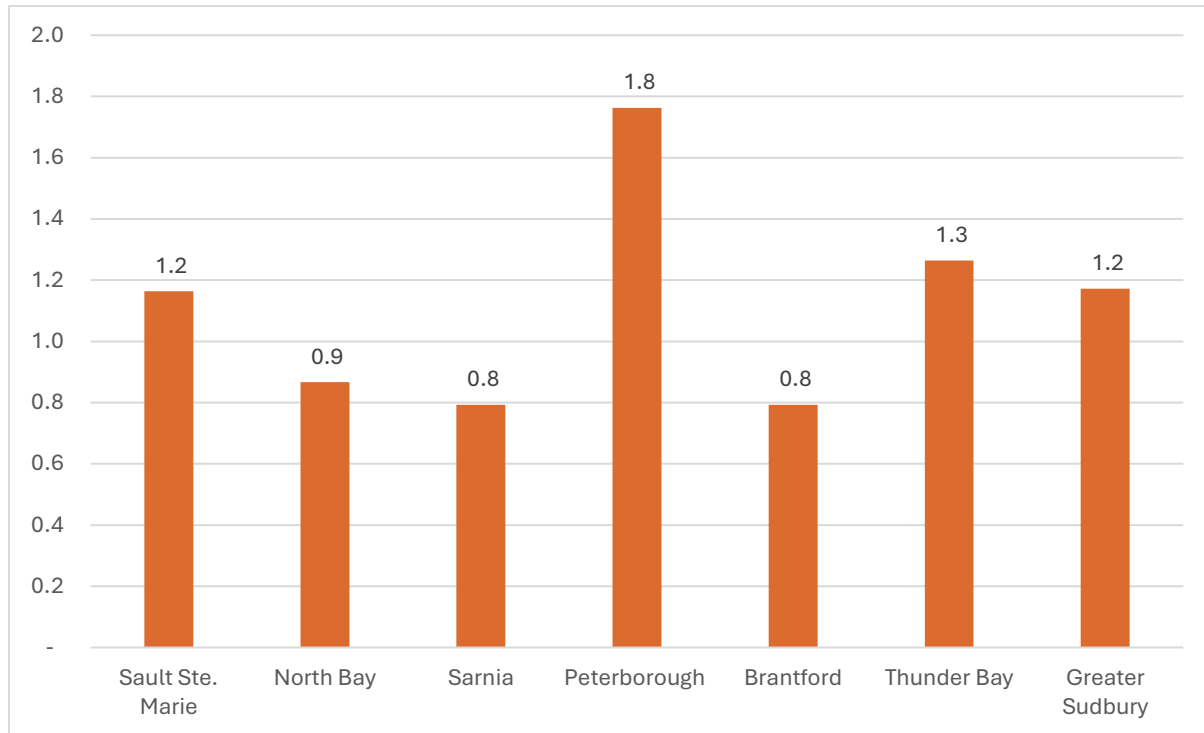
corresponding municipal contribution per capita of \$61.89 (relative subsidy) is substantially lower than the peer group average of \$86.80. This means that Sault tax payers are subsidizing transit to a lesser extent than their peers all the while receiving an amount of service that is commensurate with the peer group.

Table 1: Conventional Transit System Peer Operational and Financial Comparators

Jurisdiction	Municipal Population	Service Area Population	Ridership	Revenue Vehicle Hours	Revenue Vehicle Hours per Capita	Revenue Passengers per Revenue Hour	Fleet Spare Ratio	Adult Cash Fare	Total Cost per Service Hour	Municipal Operating Contribution per Capita	R/C Ratio
Sault Ste. Marie	76,731	71,100	1,872,904	82,716	1.2	22.64	67%	\$3.20	\$122.72	\$61.89	25%
North Bay	52,662	47,864	1,082,893	41,470	0.9	26.11	82%	\$3.00	\$145.64	\$59.76	45%
Sarnia	72,320	72,320	1,766,314	57,293	0.8	30.83	N/A	\$3.00	\$102.41	\$37.37	38%
Peterborough	83,651	83,651	3,094,064	147,449	1.8	20.98	67%	\$2.75	\$111.65	\$127.26	33%
Brantford	104,688	104,688	2,086,802	82,937	0.8	25.26	55%	\$3.00	\$130.91	\$70.17	32%
Thunder Bay	109,807	109,807	3,519,479	138,766	1.3	25.36	48%	\$3.00	\$137.23	\$110.15	30%
Greater Sudbury	166,004	152,819	5,220,997	179,102	1.2	29.15	40%	\$3.50	\$145.58	\$116.01	34%
Peer Group Average	98,189	95,192	2,795,092	107,836	1.1	26.27	49%	\$3.04	\$128.90	\$86.80	35%

Amount Of Service (Revenue Vehicle Hours Per Capita)

Figure 2 | Amount of Service (Sault Ste. Marie Vs. Peer Systems)



Service Effectiveness

Figure 3 | Average Daily Ridership (Sault Ste. Marie Vs. Peer Systems)

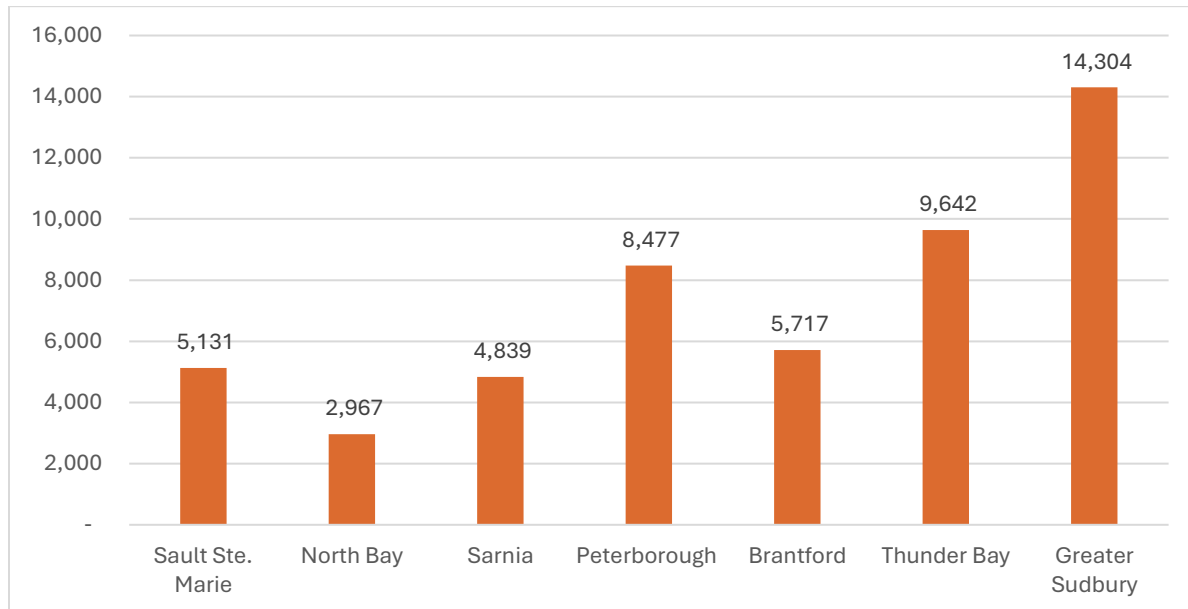
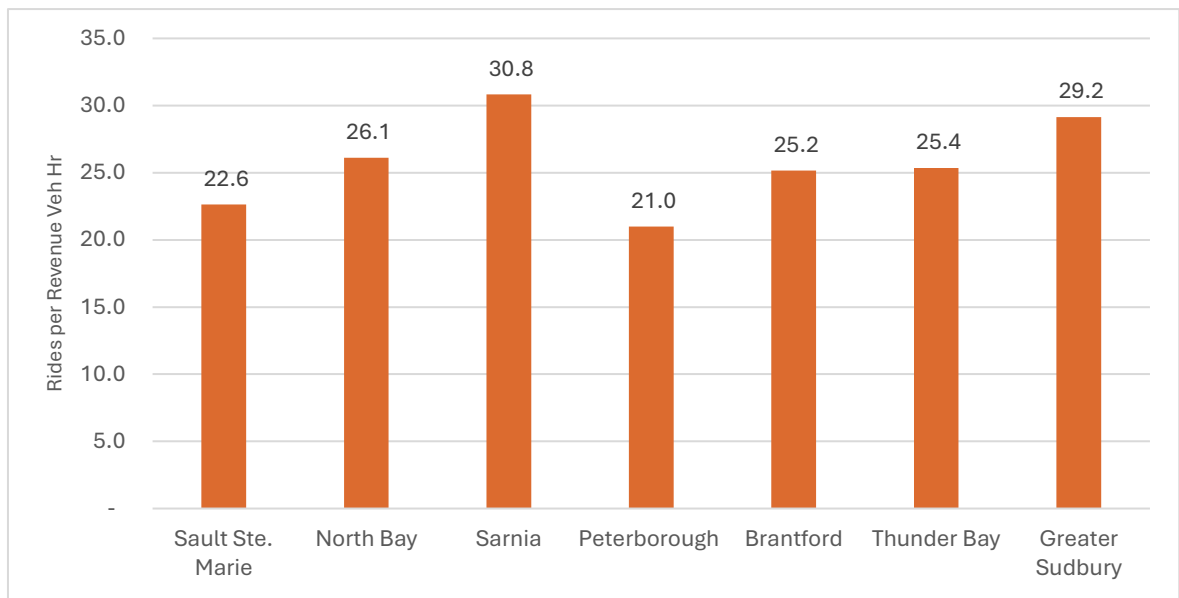


Figure 4 | Riders per Revenue Vehicle Hour (Sault Ste. Marie Vs. Peer Systems)



Fleet Age and Spare Ratio

Figure 5 | Average Fleet Age (Sault Ste. Marie Vs Peer Systems)

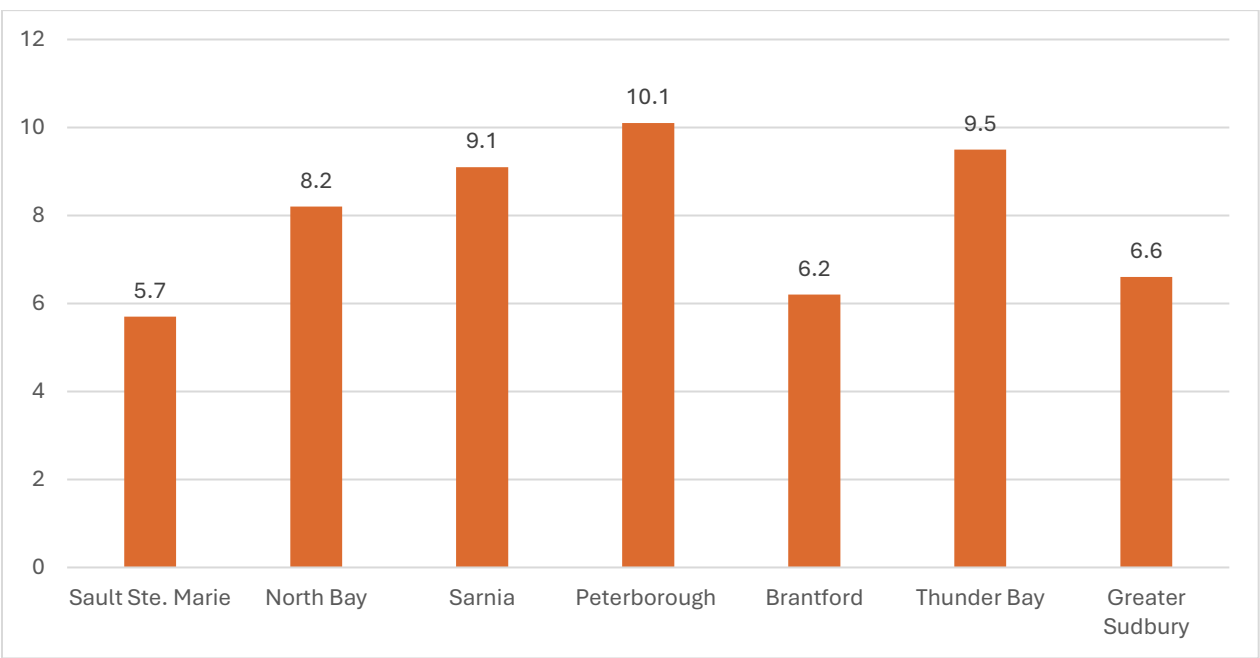
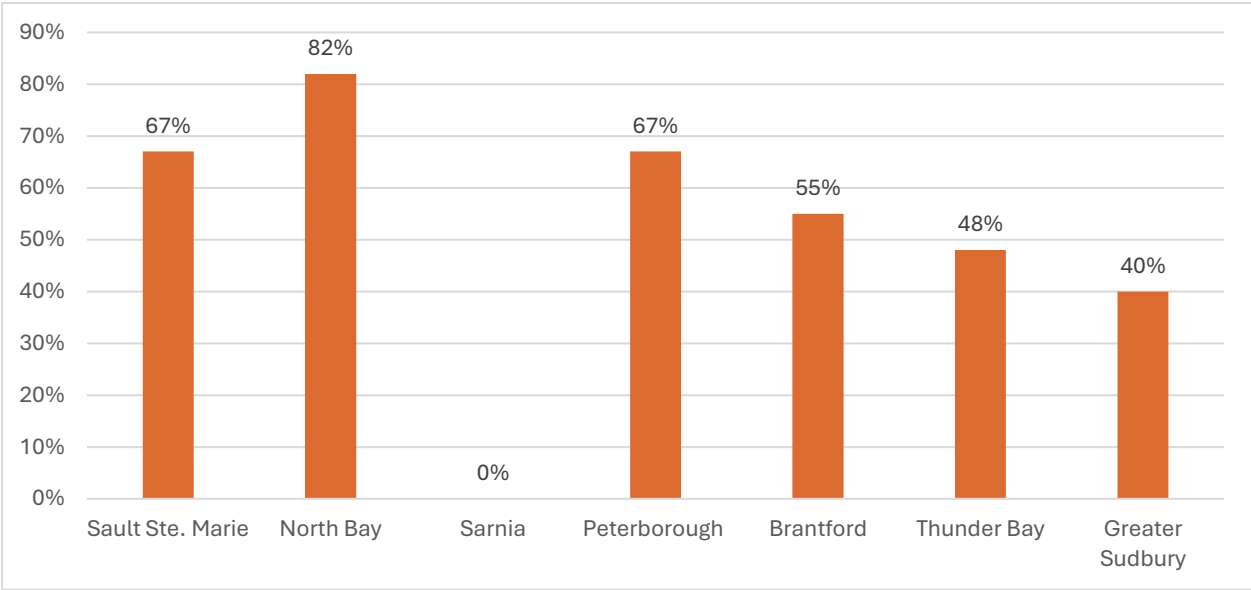
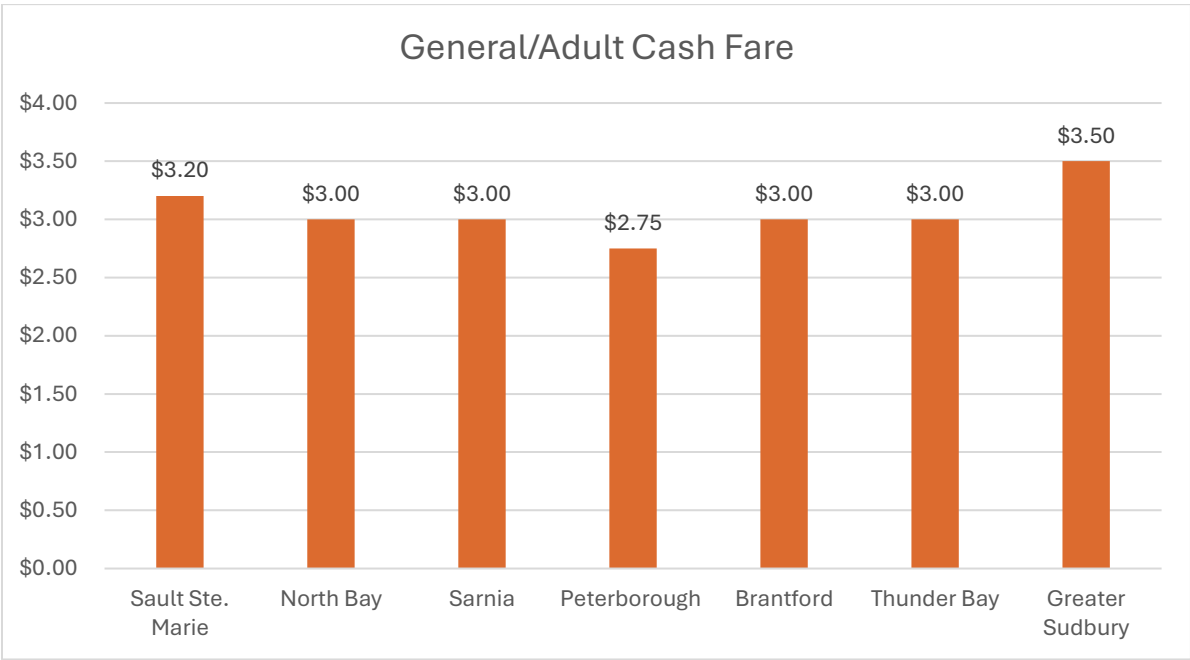


Figure 6 | Fleet Spare Ratio (Sault Ste. Marie Vs. Peer Systems)



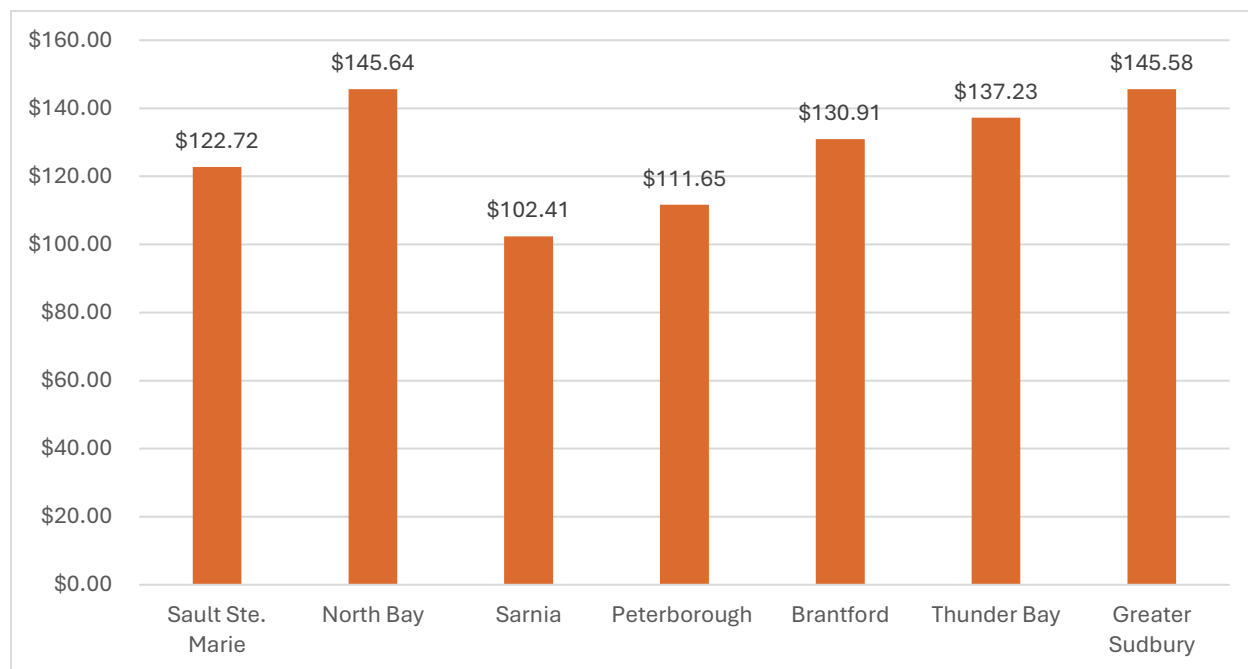
Cost to Customers

Figure 7 | Adult Cash Fare (Sault Ste. Marie Vs. Peer Systems)



Cost to Operate

Figure 8 | Cost per Revenue Service Hour (Sault Ste. Marie Vs. Peer Systems)



Financial

Figure 9 | Municipal Operating Contribution per Capita (Sault Ste. Marie Vs. Peer Systems)

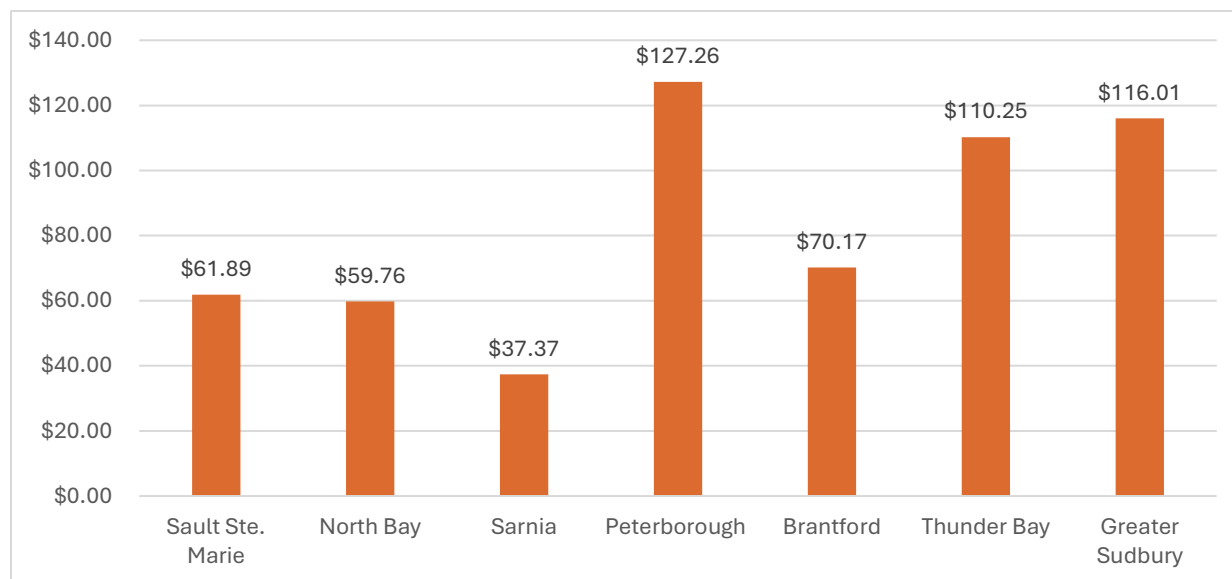
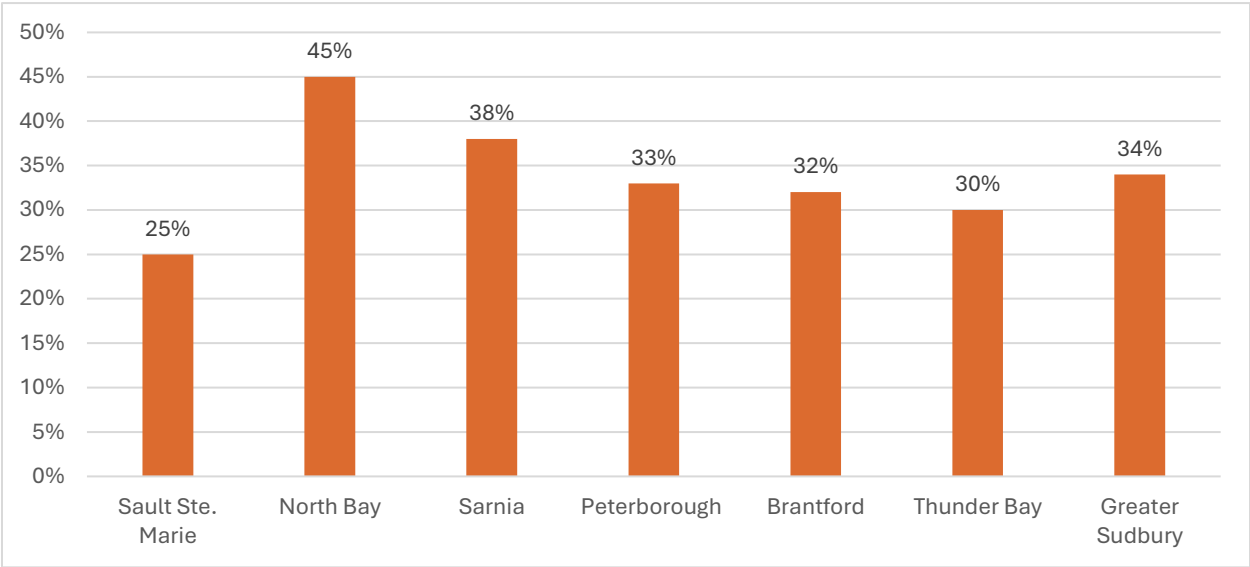


Figure 10 | Revenue-Cost Ratio (Sault Ste. Marie Vs. Peer Systems)



3 Parabus System Peer Review

Table 2 displays key operational and financial characteristics of peer and aspirational municipal specialized transit systems alongside Sault Ste Marie’s parabus services. Indicators are compared and contrasted in further detail in the subsequent charts.

Specialized transit service provision in Sault Ste Marie is generally higher than comparator municipalities. SSM provides 0.27 revenue vehicle hours per capita which is above the group average of 0.22 and is higher than all other communities surveyed, except Sudbury. Regarding performance, at 1.6 revenue passengers per revenue hour SSM’s specialized service performs considerably worse than the peer average of 2.6 passengers per revenue hour. While specialized service is based around providing trips to a group of ‘regular’ users, at an average of 47.2 trips per registrant per year, Sault’s system sees the highest trip frequency of users in the peer group and is considerably higher than the peer average of 34.3 trips per registrant, indicating an active user base.

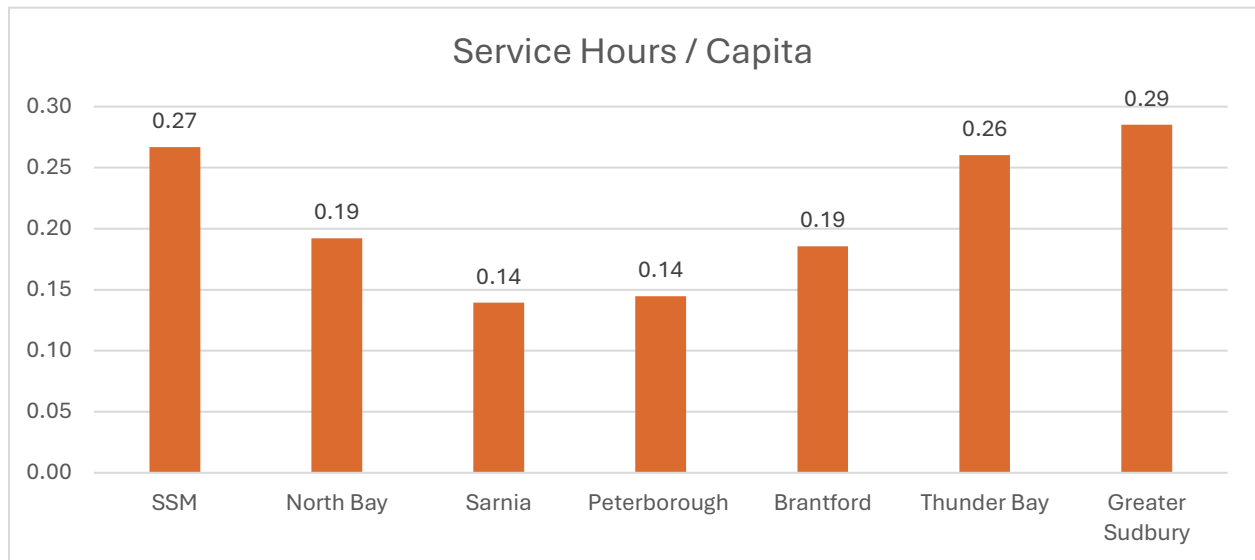
At \$81.63 per service hour, operating costs are below average within the peer group, which averages at \$85.65 per service hour. Sault Ste Marie’s corresponding municipal contribution per capita of \$21.51 (relative subsidy) is higher than the peer group average of \$15.80, but generally in line with Northern Ontario comparators.

Table 2: Specialized Transit System Peer Operational and Financial Comparators

Jurisdiction	Municipal Population	Service Area Population	Active Registrants	Total Eligible Passenger Trips	Revenue Vehicle Hours per Capita	Revenue Passengers per Revenue Hour	Trips / Registrant	Total Cost per Service Hour	Municipal Operating Contribution per Capita	R/C Ratio
Sault Ste. Marie	76,731	71,100	826	40,904	0.27	1.6	47.2	\$81.63	\$21.51	2.9%
North Bay	52,662	47,864	340	17,401	0.19	1.8	43.8	\$87.72	\$15.74	6.6%
Sarnia	72,320	72,320	339	17,799	0.14	1.9	35.3	\$47.25	\$5.10	19.9%
Peterborough	83,651	83,651	1,684	32,426	0.14	4.9	18.4	\$111.51	\$14.33	11.2%
Brantford	104,688	104,688	1,927	46,661	0.19	2.5	24.8	\$98.86	\$17.69	3.5%
Thunder Bay	109,807	109,807	1,458	57,754	0.26	2.0	39.0	\$91.51	\$21.35	11.1%
Greater Sudbury	166,004	152,819	1,708	92,757	0.29	2.2	44.3	\$77.07	\$20.60	6.3%
Peer Group Average	98,189	95,192	1,243	44,133	0.22	2.6	34.3	\$85.65	\$15.80	9.8%

Amount Of Service (Revenue Vehicle Hours Per Capita)

Figure 11 | Amount of Service (Sault Ste. Marie Vs. Peer Systems)



Service Effectiveness

Figure 12 | Total Annual Eligible Passenger Trips (Sault Ste. Marie Vs. Peer Systems)

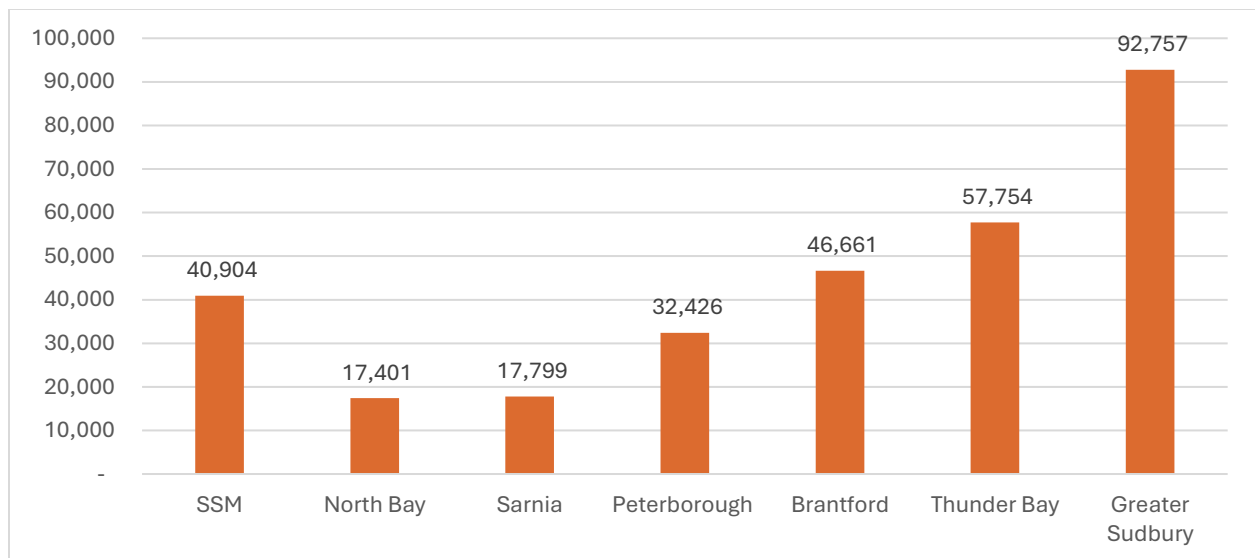
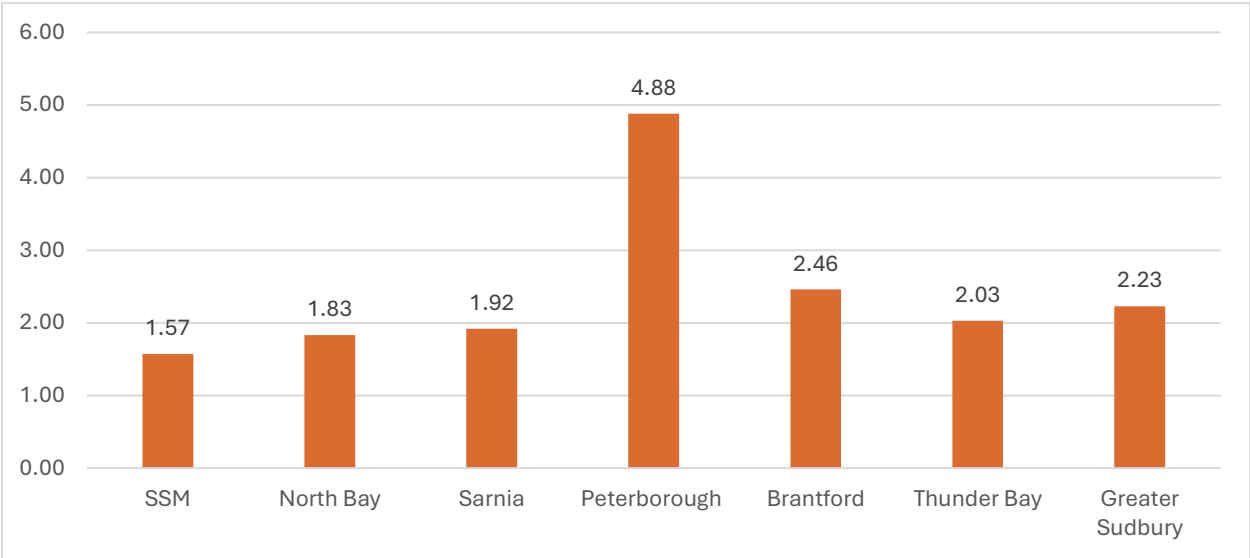
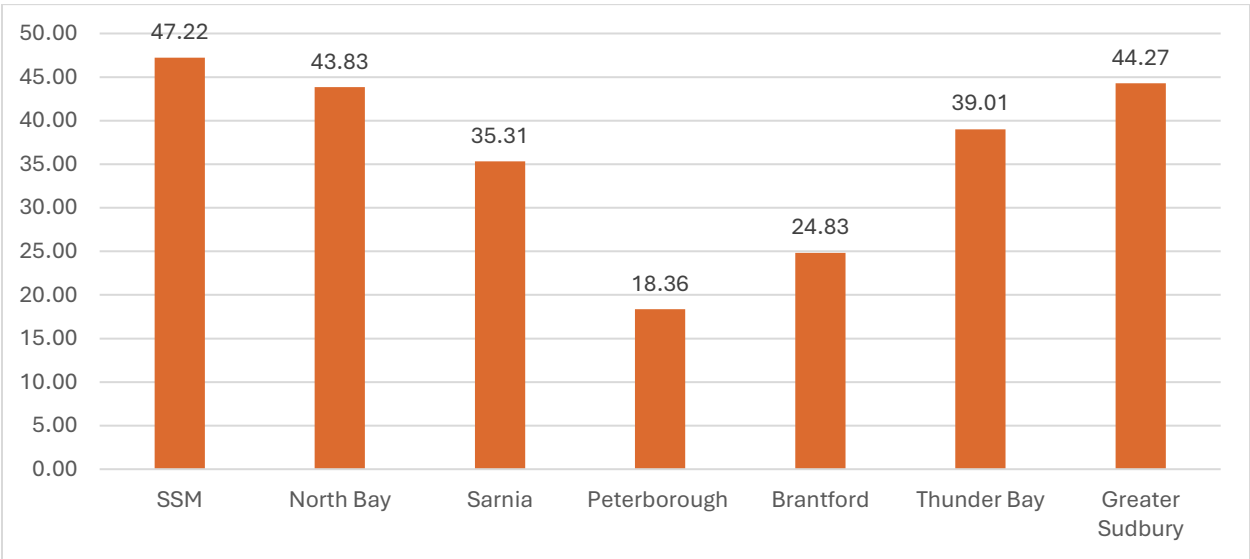


Figure 13 | Rides per Revenue Vehicle Hour (Sault Ste. Marie Vs. Peer Systems)



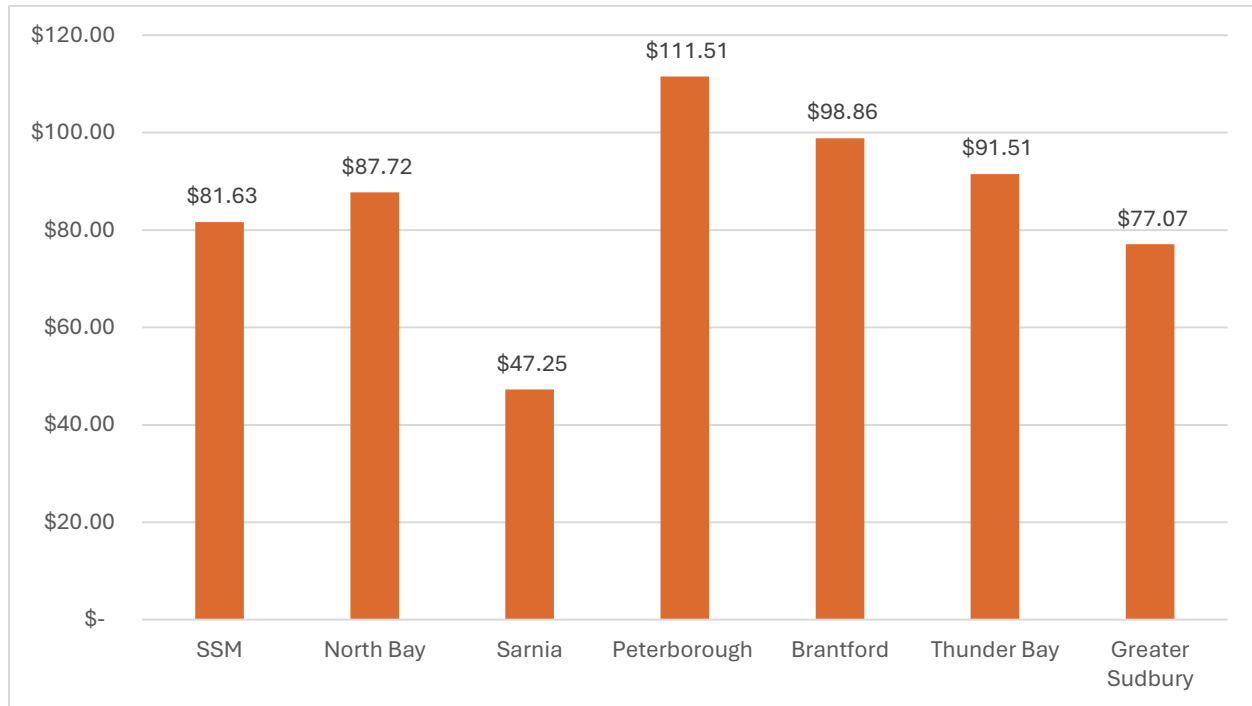
Service Usage

Figure 14 | Average Annual Rides per Registrant (Sault Ste. Marie Vs. Peer Systems)



Cost to Operate

Figure 15 | Total Operating Cost per Revenue Service Hour (Sault Ste. Marie Vs. Peer Systems)



Financial

Figure 16 | Municipal Operating Contribution per Capita (Sault Ste. Marie Vs. Peer Systems)

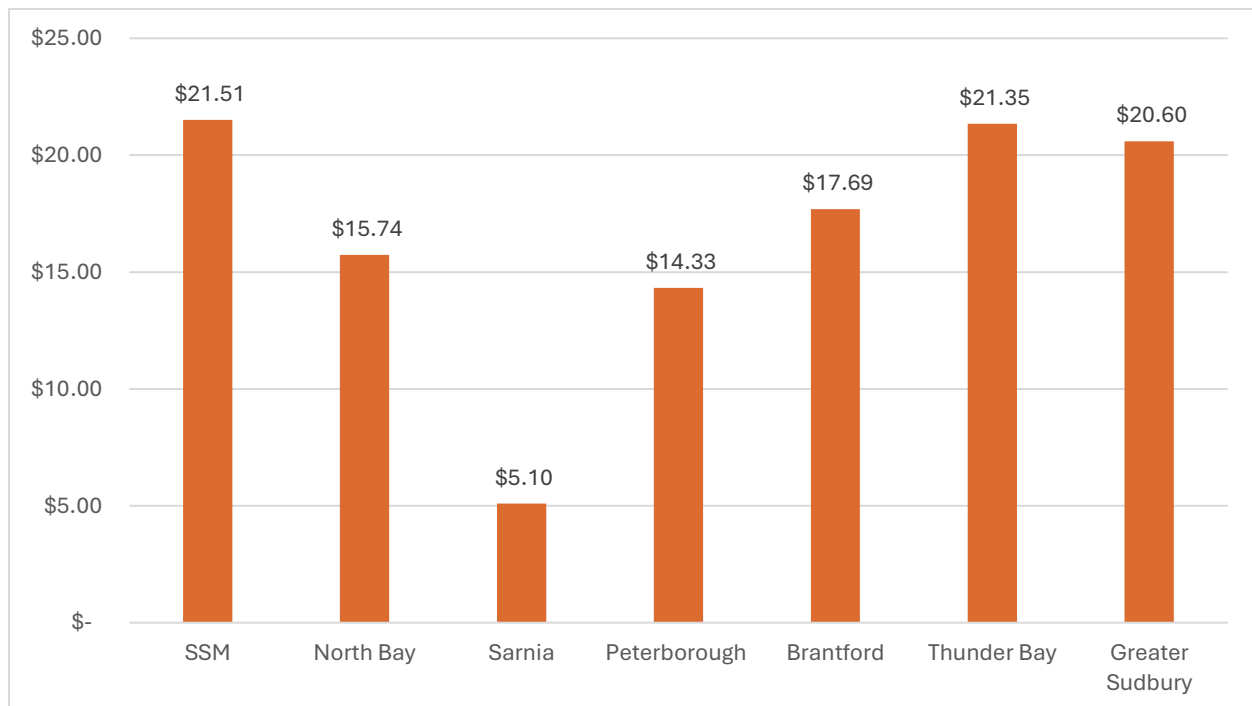
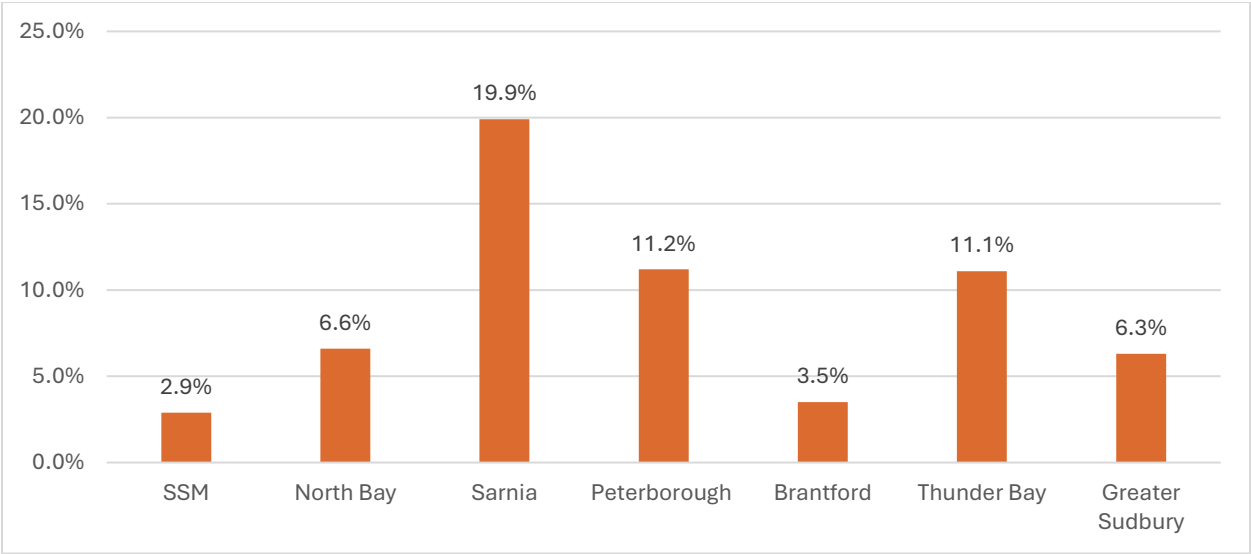


Figure 17 | Revenue-Cost Ratio (Sault Ste. Marie Vs. Peer Systems)





Comprehensive Review of the Conventional Transit Operation for Sault Ste Marie

APPENDIX B:

Sault Ste Marie Transit: Consultation and Engagement Report

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Engagement Summary Report

This Engagement Summary Report provides an overview of the engagement activities that informed the Sault Ste. Marie Transit Review. Following an overview of the engagement activities in each phase is a summary of the feedback received from key stakeholders, including the Stakeholder Advisory Group, transit riders, transit operators, and the general public. The engagement process was completed in two key phases, comprised of a range of in-person and virtual engagement methods.

In Phase 1, the City and Project Team engaged with riders, transit operators, community members, and other stakeholders to better understand how the current Sault Transit system is working and where improvements are needed. The engagement events in this phase of work included gathering feedback from a Rider and Community Survey, an Operator Survey, a FlashVote Survey, Stakeholder Advisory Group Meeting #1 and Public Open House #1. At this stage, the intention was to gather insights for examination alongside data on ridership, schedules, coverage, utilization, and passenger travel patterns to identify what is working well and where the transit system can be improved. This input informed the development of different network service options for the Transit Optimization Plan and Ten-Year High Level Transit Management Plan which the Project Team shared in Phase 2.

In Phase 2, the Project Team consulted to gather feedback to identify and refine the preferred solution. Following a virtual Stakeholder Advisory Group Meeting to refine the preferred solutions, the Project Team hosted an Options Development Workshop. The Options Development Workshop enabled participants to discuss their vision, mission, and goals for Sault Transit. This Public Open House also gave participants the opportunity to learn more about modern transit technologies and best practice to help ideate transit route enhancement solutions for the City. This input informed the identification and refinement of a preferred network service strategy for both five- and ten-year horizons, with clear recommendations for service improvements and potential expansion.

Phase 1: Engagement Activities

In Phase 1, a range of engagement activities were completed to gather input and inform the Project. This included a Rider and Community Survey, an Operator Survey, a FlashVote Survey, a Stakeholder Working Group Meeting and a Public Open House. A summary of each engagement activity is provided below:

Public Survey #1

From March 24, 2025, to April 18, 2025, a survey was available to the public on the City's website and in a hard copy at the Public Open House, to evaluate the current route design and services offered by Sault Transit. The survey intended to solicit feedback on transit issues, user characteristics, and key considerations for system improvement from riders and community members. The findings of the survey are further expanded on in the below 'What We Heard' section and the Project Team will utilize the results to better understand community preferences and shape the structure of routing options in future phases of the Transit Optimization Study.

Figures 1, 2, and 3 present the results from three key questions asked in the City's Transit Ridership Survey.

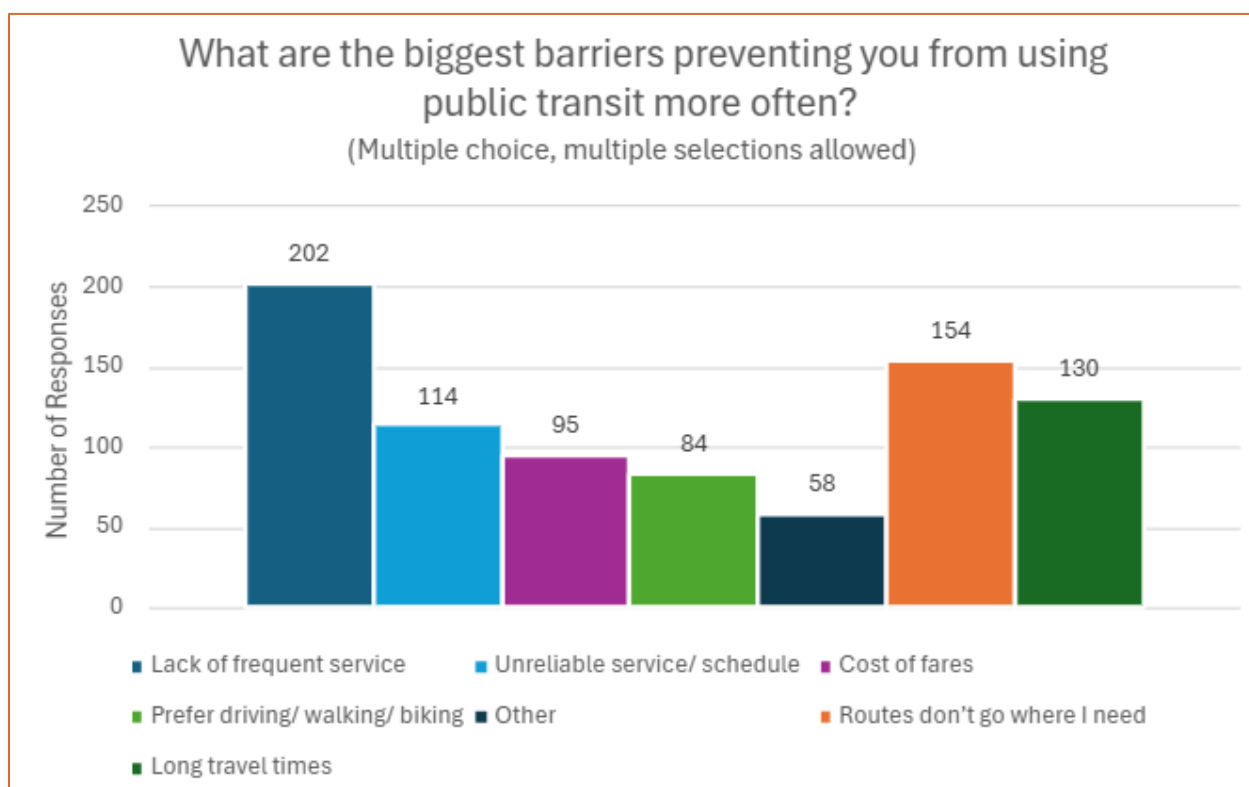


Figure 1: Survey responses identifying barriers to more frequent transit use. Transit Ridership Survey, 2025.

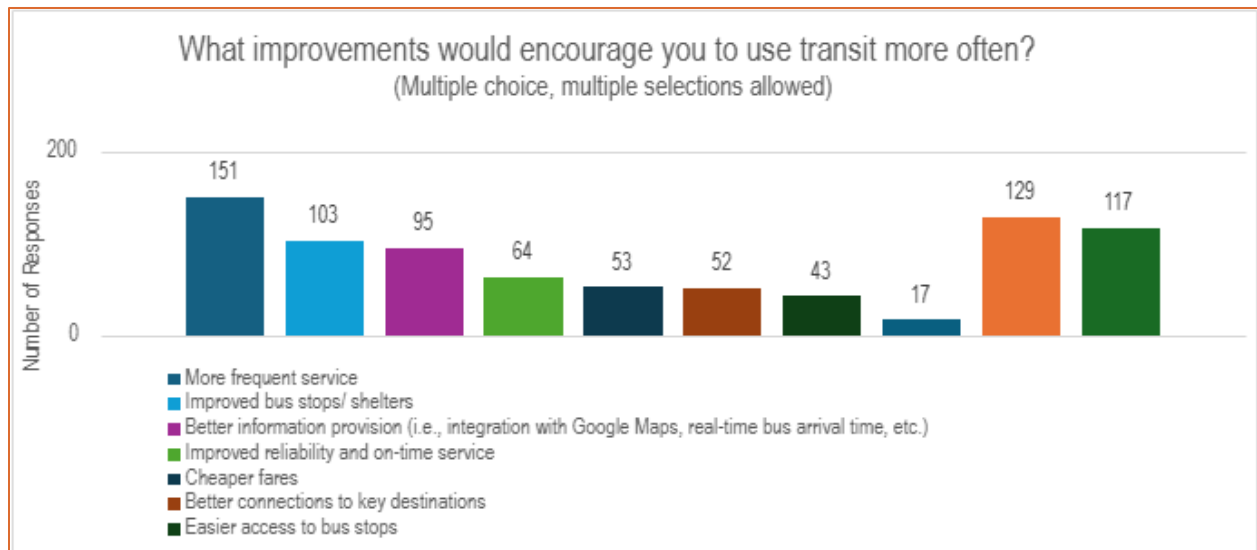


Figure 2: Survey responses identifying improvements that would encourage more frequent transit use. Transit Rider Survey, 2025.

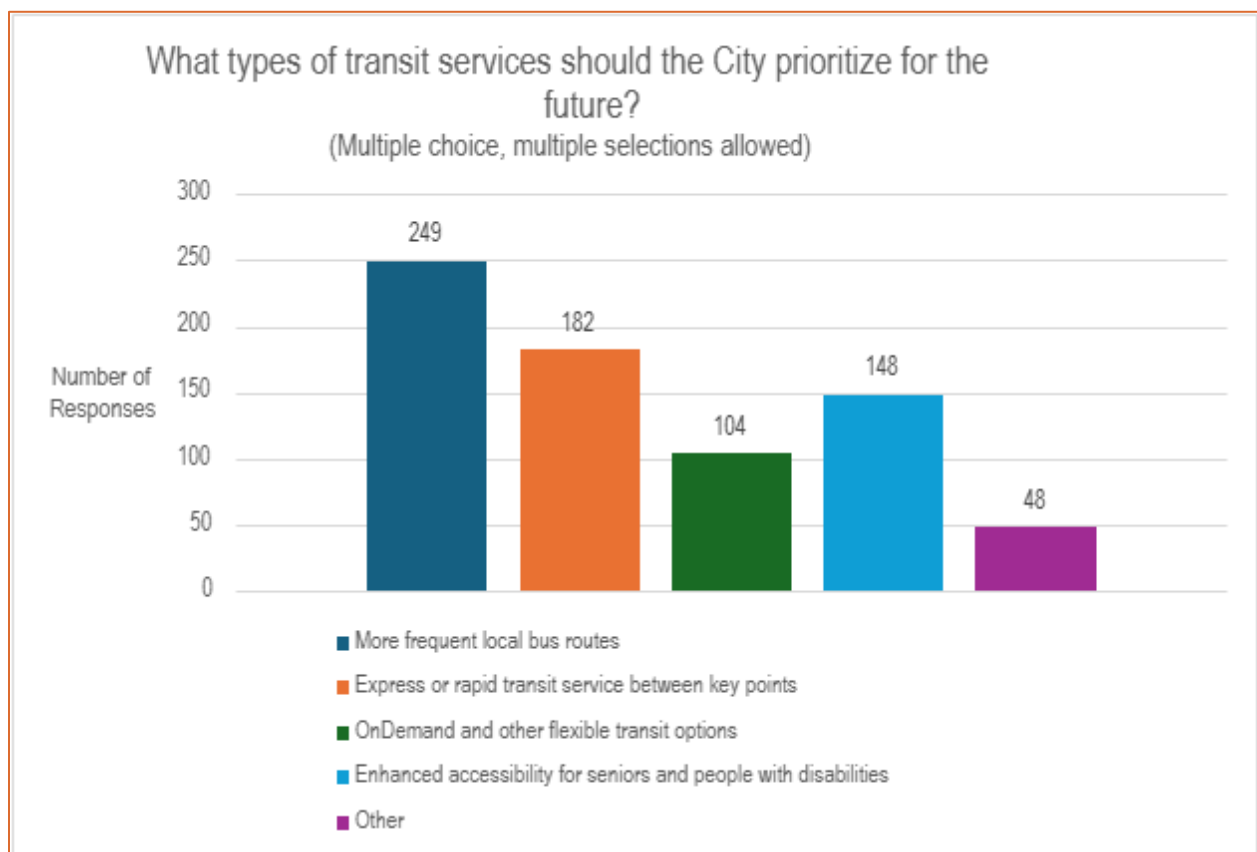


Figure 3: Survey responses preferred transit service prioritization transit use. Transit Rider Survey, 2025.

Operator Survey

An Operator Survey was distributed online and in-person to gather firsthand insights from Sault Transit Operators regarding various aspects of their daily experience, challenges, and recommendations for improvement. The survey consisted of 15 questions covering general information on their daily routine, and opinions on route efficiency, passenger experience, operations and service improvement, and the workplace environment. The experience of Transit Operators is crucial to shaping future transit policies and service enhancements by providing real world insight from their everyday experiences on the road.

Stakeholder Advisory Group Meeting #1

A virtual meeting with the Stakeholder Advisory Group was hosted, bringing together municipal staff and key transit stakeholders. The discussion focused on reviewing the results of the technical analysis and identifying any challenges and opportunities from the stakeholders' direct experience with Sault Transit. The meeting also began conversations about the future of transit in Sault Ste. Marie, including a discussion of core policy objectives. The Stakeholder Advisory Group Meeting was an important event to validate the work completed to date and set the stage for future public engagement activities.

Public Open House #1

On March 25, 2025, the City of Sault Ste. Marie hosted an in-person Public Open House at City Hall to present an overview of the project, work completed, a summary of existing transit conditions, issues and opportunities, and the next steps in the project process. This event served as an important opportunity to discuss key transit issues and opportunities, receive input and feedback on current transit operations, and brainstorm key visioning elements and policy objectives with stakeholders and the public. The Public Open House featured a short presentation and display boards throughout the room, enabling residents to read more about the project, the findings to date and to provide feedback directly on the questions and discussions on the display boards. The Project Team, including City of Sault Ste. Marie staff and the City's Consultant, WSP Canada Inc., were stationed throughout the room to engage with community members and stakeholders and answer any questions.

FlashVote

From April 16, 2025, to April 18, 2025, the City conducted a FlashVote survey to gather insights into residents' experiences and perspectives on Sault Transit. The survey aimed to assess the usage patterns, satisfaction levels, barriers to access, and opinions on potential improvements, including the proposed relocation of the Downtown Bus Terminal. The survey also provided an opportunity for open-ended comments and suggestions on improving transit service and mobility in Sault Ste. Marie. Figure 4 illustrates responses

received through FlashVote when participants were asked about their satisfaction of their transit experiences.

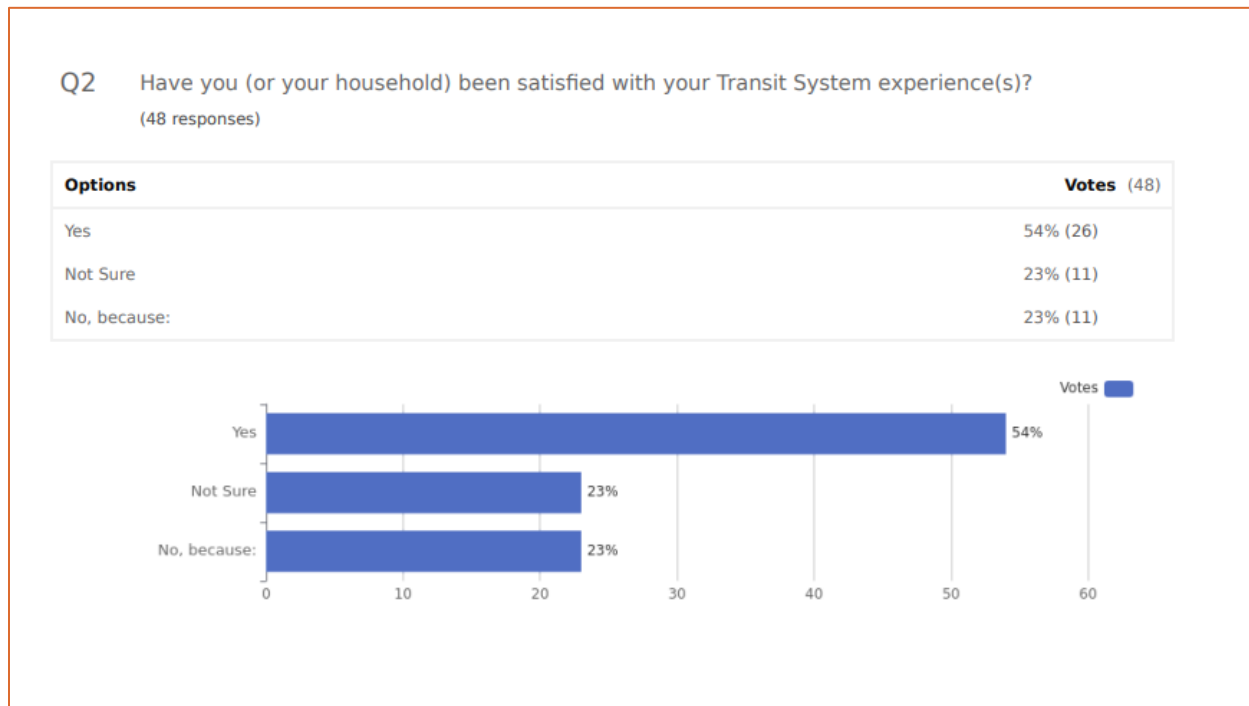


Figure 4: Survey responses on transit satisfaction. FlashVote Survey, April 2025.

Phase 1: What We Heard

The following section summarizes the comments and feedback received from the Phase 1 engagement program, with feedback organized by thematic areas.

The City's Transit System

Through the Phase 1 engagement program, input on common route issues was noted.

Delays

- Poor winter conditions such as snowbanks in the Bus Bay and slippery roads can lead to accidents and delays.
- Ongoing construction causing road closures and detours result in delays on bus routes.
- Frequent stops at busy locations, with a high volume of passengers onboarding and offboarding can cause delays.
- Challenges with transferring to other routes leads to passenger dissatisfaction and longer trips for passengers.
- Schedule timings do not appear to match actual run times, causing confusion and delays for passengers.

	• Opportunity for hours of the community bus to be extended to accommodate hours of operations for businesses, like grocery retail. • Improvement of the services available on the weekend.
Suggestions to Adjust Routes	• Implement smaller and more direct routes to improve efficiency. • Preference for routes used seven years ago. • Extend routes to areas like Strathclair Sports Complex, new developments on Second Line and Black Road, and Bethel Bible Chapel. • Improve access to industrial parks and other key areas for employment and community needs. • Better connections throughout the City are desired, with routes taking users to key destinations and businesses. • Consider the implementation of the community bus service on the weekend.
Infrastructure Improvements	• Route would benefit from additional bus shelters and improvements to existing ones to protect passengers from severe weather. • Ensure bus stops are frequently cleared of snow and maintained. • Bus stops are to be more accessible. • Update terminal facilities and consider relocating the terminal to a more central location. • More readily available information about buses and routes would be beneficial, improving wayfinding and communications, overall better information. • Communication materials that do not rely on having access to the internet or data services, printed signage is important. • Increase the number of buses, meet the needs of the growing City and the aging population. • Consider more investments in transit, more sustainable and is a tool for climate change mitigation.
Rider Experience	• Project should take into consideration safety and the perception of safety of the users of the transit system. • Positive experience with bus drivers being polite, professional and courteous. • Improve communications, for example, have a bus stop number on the bus stop signs for easy look up and signage on the bus, as it can be difficult to hear announcements. • Bus services can be impeded by poor weather conditions.

	Consider hosting a workshop for the community to learn how to use the transit app, what services are available such as On Demand.
Other	- Enforcement of 'no parking' in bus zones, there can be challenges accessing certain locations due to parked vehicles, such as at the hospital. - Explore the opportunity to reduce the costs of the service. - Transit system can support an age-friendly community with regular bus service, having a community busy, and para bus services. - More synchronicity at transfer points would be beneficial, such as at Sault College. - Increase survey during peak travels times. - Look into opportunities for a reduced cost for groups, transit needs to take into consideration equity and vulnerable populations.

Transit Routes

The City of Sault Ste. Marie operates a Transit System that includes eight (8) bus routes, an On Demand ride service and a Parabus service. Phase 1 engagement collected feedback on the various transit routes throughout the City, including current issues experienced on these routes.

The following section contains feedback on the specific routes in the City.

Great Northern Road	- Route sees a lot of traffic, especially between peak hours 11:00AM – 5:00PM. - Delays are common at major intersections like Second Line, Great Northern Road and Northern Avenue, and Great Northern Road and Lukenda Drive. - Poor road conditions, including potholes and ongoing construction. - Frequent stops cause delays near Walmart and Home Depot at Great Northern Road and Second Line East.
North Street	- Buses are often behind or ahead of scheduled times. - Poor winter road conditions such as snowbanks and slippery roads make travel times worse. - Challenging for passengers to transfer to other routes. - Heavy traffic during peak hours, primarily evening rush hour 3:00PM – 7:00PM.

Steelton / Second Line	• Service delays are frequently caused by congestion at intersections like Second Line and Goulais Avenue, along with slow zones, and poor road conditions. • Route potentially has too many / underutilized stops that could be removed. • Heavy traffic from 8:00AM – 10:00AM and 2:00PM – 5:30PM.
Riverside / McNabb	• Route has heavy traffic and congestion, particularly at Frontenac Street and Adeline Avenue. • Route is busier during rush hour, particularly 8:00AM – 9:00AM and 7:00PM – 9:00 PM. • Frequent delays at major intersections such as Bay Street and St. Mary's Drive.
Sault College	• High-demand route with high passenger volumes, especially with students and newcomers using it heavily to get to and from school (8:00AM – 9:00AM and 7:00 – 9:00 PM). • Route experiences heavy traffic and has poor road conditions. • Frequent stops contribute to slower service times.
General Route Feedback	• Increase the overall coverage of the City's transit system, opportunity to have direct routes to key spots on far ends of the City. • Explore connectivity to the City's east end, such as the East End to the Sault Area Hospital. • The airport, as well as Arch Hospice, Hiawatha, Strathclair Park, and Queen Street were identified as areas to be more accessible by transit. Additionally, destinations like public libraries, large retailers and the mall.

Parabus Service

Sault Transit provides curb-to-curb transit for individuals with physical disabilities and vision loss, offering bookings up to two weeks in advance on a first-come, first-served basis.

Phase 1 engagement asked participants to provide general feedback on the City's Parabus service, in particular, opportunities and areas for improvement.

Passenger Experience	• Parabus service is appreciated and considered effective. • Transit drivers are appreciated for their dedication and ensuring passenger safety.
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	• Explore opportunity for a parabus app or build as part of the City's larger transit app, allowing users to see more accurate updates on bus timing.
Booking and Wait Times	• Issues with pick-up times and booking confirmation, would be beneficial to confirm scheduling, avoid pick-ups changing or being cancelled. • Long wait times for pick-ups, sometimes over 20 minutes, would benefit from being more accurate. • Booking two weeks in advance is challenging for users who rely on the service. Consider priority booking opportunities, such as rides to medical appointments. • Offering more door-to-door services in other communities could be beneficial. • Increase Parabus hours and prioritize medical appointments over non-essential trips.
Operational Efficiency	• Dispatchers need better knowledge of the City to optimize routes. • More same-day opportunities for Parabus service are needed. • Need for a location app for Parabus to improve service reliability. • Need for more Parabuses and better equipment. • Some buses are old and should be replaced. • Bus shelters and stops would be beneficial for commuters. • Opportunity to look into door-to-door bus services.
Cost and Accessibility	• Lowering costs for low-income Parabus passengers. • The ramp should be shortened for better accessibility.

On Demand Service

Sault Transit offers On Demand Transit to help bridge gaps in regular bus routes and improve accessibility. On-Demand services are currently provided on Saturday and Sunday evenings (7:15 pm – midnight). Passengers hail a ride using the SSM On-Demand app created by Via or by calling Transit Services to book a ride as needed.

The following section provides an overview of feedback received on the City's On Demand Service.

Cost and Accessibility	• Reducing outsourcing and analyzing passenger costs to keep services in-house. • The ramp should be shortened for better accessibility.
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Passenger Experience	• Passengers expressed long wait times of 1 to 3 hours, especially after work. • Many passengers are outside in inclement weather for extended periods while waiting for the bus. • Seniors wait at stops for long periods, which is a safety concern. • The OnDemand service is inefficient and doesn't work well. • Preference to not use on demand service, noting that the services can make it difficult to get to destinations like home or work. • Passengers noted long journey times on buses, some waiting up to an hour before reaching their stop. • Booking rides can be challenging for some users and requires a phone, should be able to book through alternative ways. • Scheduling of on demand can be challenging, as you may be unsure of when the event is over and a pick-up is needed. • Passengers are sometimes required to change locations to access the bus. • The On Demand application prevents some rides from being booked due to drop-off points. • Many passengers avoid using the on-demand service due to its restrictive nature, preferring regular hourly service for its flexibility. • It can take a long time from when the pick up request is submitted to when the bus arrives. • The last call for buses and limited booking availability can force potential users to choose alternative transportation modes. • Drop off distances to final destinations can vary and some passengers benefit from getting closer to their destinations. • Can be difficult at times to find the stop location.
Operational Challenges	• Review of routes is required, as a gap with service in the east end was noted as an area for improvement. • Passengers are required to wait at the corner of intersections for pick up, making it hard for drivers to identify them at night. • There is a need to review the opportunities for the On Demand service to meet the needs of those that work evenings or late nights. • Concerns about higher operational costs associated with OnDemand services compared to regular hourly service. • OnDemand service was great when it first started for Sundays.

Other	• Consider eliminating on demand service. • On Demand is difficult to use, as there are technology limitations (not everyone has access to a cell phone).
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Terminal Enhancements

The Dennis Street Downtown Bus Terminal is the main start and end location of all public transit bus routes within the City of Sault Ste. Marie.

Feedback on opportunities for general improvements and amenities to the terminal were also received.

General Improvements	• Longer hours for purchasing bus passes. • Additional information posted about buses, routes, and service. • Enhanced security staffing for safety. • Language support or alternative language options for those who prefer a language other than English.
Suggested Amenities for Terminals	• Public washrooms. • Water fountains. • Food options. • Well-lit areas for safety. • Signage and maps for route and time information. • Clear identified bus transfers.

Terminal Location Options

During Phase 1, the City and Project Team explored relocating the existing Downtown Terminal to the Transit Centre located at 111 Huron Street (5 blocks west).

The following section provides a summary of feedback for both the current location of the Downtown Terminal on Dennis Street and the potential relocation to the Transit Centre at 111 Huron Street.

Current Location (Dennis Street)	
Advantages	Disadvantages
• Central to the City, close to the mall, downtown businesses, and the GFL Memorial Gardens. • Easier access for pedestrians and shoppers. • Convenient for students and residents living nearby.	• Some concerns about safety and security. • Needs updates and improvements for better separation and security for drivers and passengers.

• Safer and more accessible for elderly and disabled individuals. • Existing infrastructure and familiarity.	
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Potential Location (Huron Street)	
Advantages	Disadvantages
• Logistically efficient, closer to the transit garage, eliminating the need to shuttle drivers and maintain multiple locations. • Potential cost savings and better access to mechanics for maintenance and repairs. • Enhanced security and better management access.	• Perceived as remote and less accessible for pedestrians. • Concerns about safety and security due to isolation. • Potential disruption to current service and inconvenience for downtown users.

Other Locations:

- The Old Train Station at Station Mall was suggested as an alternate to the proposed options due to its central location and accessibility.
- Participants noted that the Project Team should consider other locations in the City, as a transit hub does not necessarily need to be located downtown.

Vision For Sault Ste. Marie Transit

The Transit Optimization Study aims to enhance efficiency, accessibility, and reliability of the transit system by integrating public input with technical analysis to guide future improvements. A key component of the Study is producing 5- and 10-Year Plans for the transit system.

As part of Phase 1 engagement, participants were asked to help develop a vision statement and guiding principles for the future of transit in Sault Ste. Marie. Key takeaways from the community have been summarized below:

- Transit as not only a means for point-to-point transportation but to support an equitable, affordable, and sustainable community.
- Easy, accessible, and affordable public transit allows for citizens to choose to take transit and rely less on private vehicles.
- Transit is to be an alternative to cars, more convenient.

Priorities for Sault Transit

At Public Open House #1, participants were also asked to identify their priorities for Sault Transit, the responses have been captured in Figure 5. The four greatest priorities noted by participants were to: improve frequency and reliability, improve route directness, paratransit and on-demand transit, and expand periods of operation.

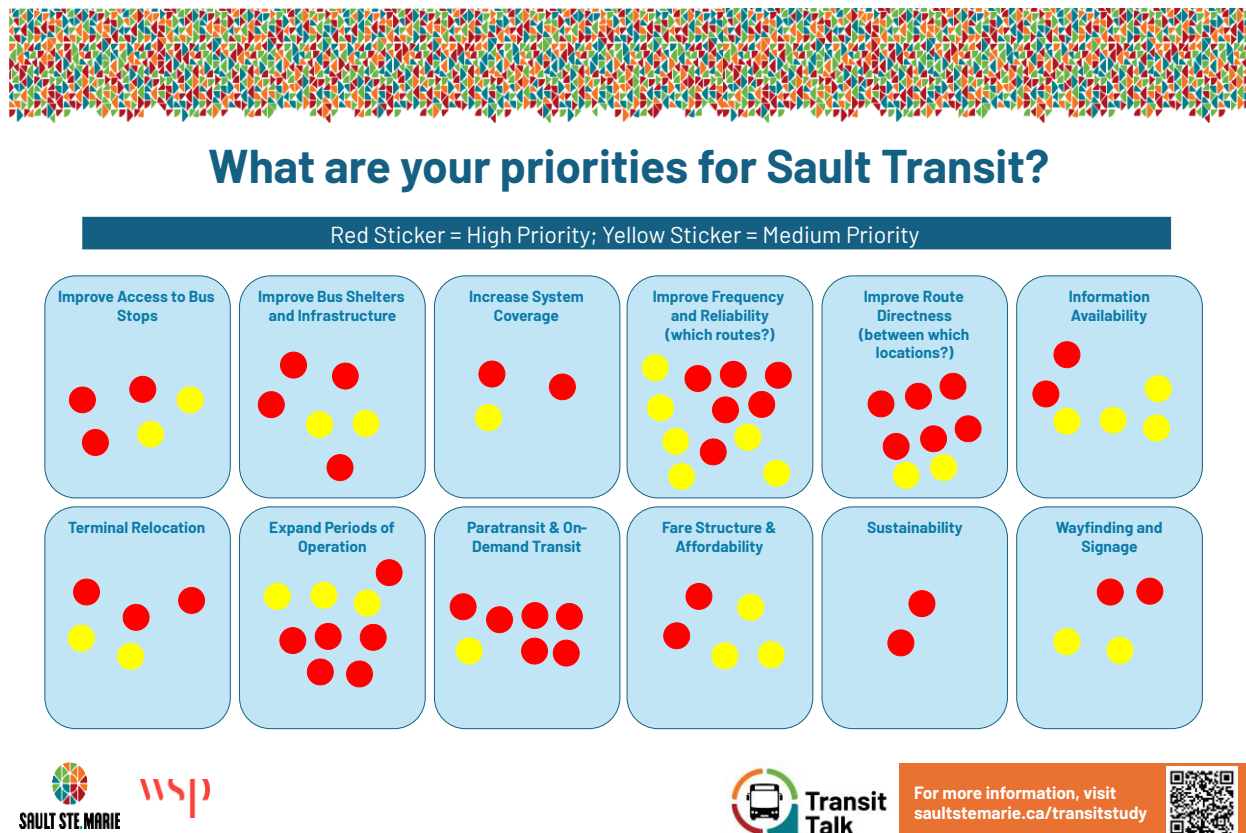


Figure 5: Public Open House Attendees' responses to priorities for Sault Transit.

How Phase 1 Informed the Transit Review

The feedback obtained through the Phase 1 engagement program was used to help inform the technical analysis for the development and evaluation of Big Moves and Options for the transit system. The Project Team reviewed what was heard and incorporated the feedback into transit service options that enhance system performance and reflect the wants and needs of community members and key stakeholders.

In addition to the technical analysis, the input received through Phase 1 was also used to develop the project's vision statement, guiding principles, and service objectives, as outlined below.

Vision Statement

The vision statement for the project is:

Sault Transit will retain its share of the travel market by providing a local public transportation system that is supported by residents, academic institutions and the business community.

Guiding Principles

Guiding principles act as foundational guidelines that ensure actions align with the overall vision for the project and help to provide a framework for executing objectives and actions.

The following are the Guiding Principles for this Project:

- Provide relatively direct service between primary origins and destinations.
- Provide reliable, predictable, on-time, and easy-to comprehend all-day service for the community.
- Provide vital connectivity and improve the quality of life of residents who do not have access to an automobile.
- Provide a safe, dignified, fully-accessible service with barrier-free access to bus stops.
- Meet the travel demand generated by various target markets in the employment, academic, commercial, medical, and service industries.

Project Objectives

The following objectives have been established for this Project:

- Service Objective: Sault Transit should provide service within the urbanized area of Sault Ste. Marie.
- Periods of Operation Objective: The minimum frequency of service and service hours to be provided shall be adequate to meet the various target markets within the community, including work shifts that begin at 7:00am and end at 11:00pm.
- Connectivity Objective: Key destinations should be interconnected with relatively direct and frequent service. Key destinations should be connected, if possible through multiple paths to expand rider choice.

Phase 2: Engagement Activities

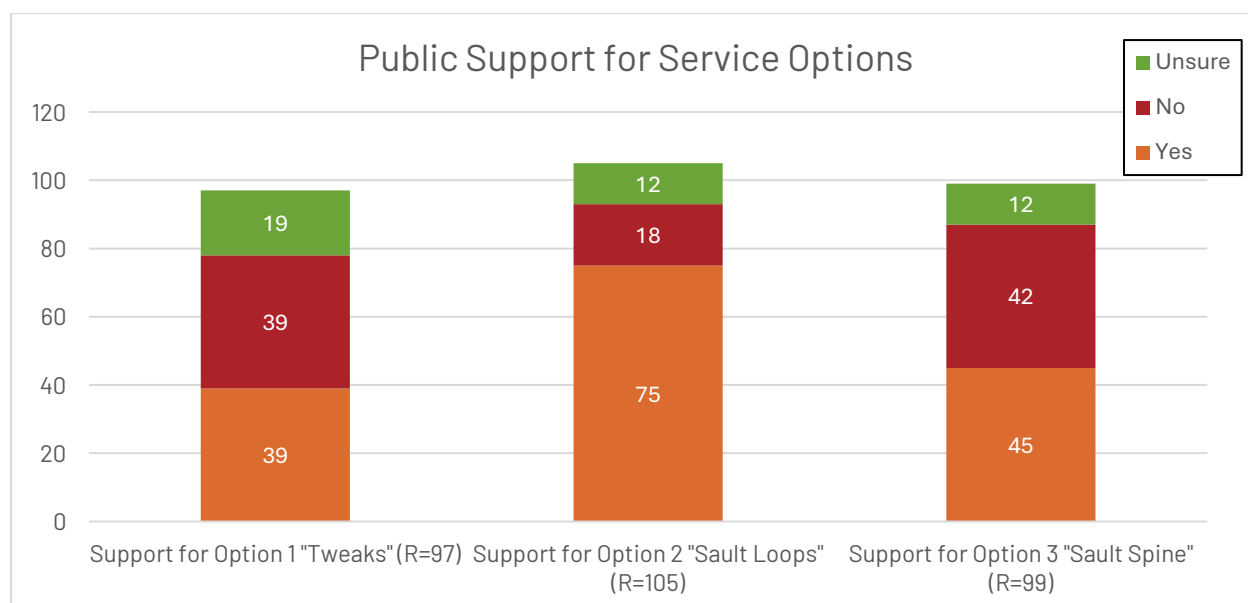
In Phase 2, a Stakeholder Advisory Group Meeting and Public Open House took place to present the technical analysis which informed the Potential Big Moves and three Options. At this time, the Project Team also discussed opportunities for potential route realignments and the rationale for relocating the Transit Centre. Phase 2 was designed to invite input from stakeholders and the public to help refine the network service strategy for five- and ten-year planning timeframes, providing recommendations for service enhancements and potential expansion. A summary of each engagement activity is provided below.

Public Survey #2

The City facilitated a public survey which examined support for each of the options evaluated.

A summary of public survey respondent preferences is illustrated in **Figure 6**. Out of a total of 105 respondents, 75 (72%) supported Option 2 (Sault Loops), while options 1 and 3 were supported by 40% and 46% of respondents, respectively. The public's preference for Option 2 was echoed in the operator survey where 19 of 31 operators (61%) noted a preference for Option 2, followed by 9 operators (29%) who noted a preference for Option 3.

Figure 6: Public Support for Proposed Options (Survey 2)



Stakeholder Advisory Group Meeting #2

Stakeholder Advisory Group Meeting #2 took place virtually on June 12, 2025. The meeting started with a presentation covering a project overview, a summary of public engagement feedback from Phase 2, an outline of proposed changes to SSM's Transit routes, including Potential Big Moves and three Options. The presentation also went over the considerations for route realignment and transit centre relocation. During the meeting, participants engaged in a group polling activity using the Mentimeter platform and provided feedback on each option for the Potential Big Move.

Public Open House #2

Public Open House #2 took place on June 25, 2025, as a drop-in style information session at the Ronald A. Irwin Civic Centre from 4 p.m. to 7p.m. The event included panels presenting key project details, such as a summary of project work completed to date and key insights from public and stakeholder engagement. Some panels provided overviews of each of the Potential Big Moves and three Options, along with discussion questions for participants to offer feedback on sticky notes. Additionally, attendees were invited to take part in a polling activity using sticker dots to indicate their preferred route and share

reasons for their selection. Comments from Public Open House #2 have been transcribed and are summarized in the Phase 2 What We Heard section.



Figure 76: Collage of photos from the Public Open House on June 25, 2025.

Phase 2: What We Heard

The table below summarizes feedback from Stakeholder Advisory Group Meeting #2 and Public Open House #2, organized by topic.

Topic	Summary of Comments
Option 1	- Option 1 is not different from the existing transit service and does not seem to resolve challenges with the existing routes. - Option 1 would be the easiest to implement due to minimal changes. - Option 1 should have been implemented earlier, as the issues it addresses are no longer a priority.

Topic	Summary of Comments
Option 2	• Option 2 will offer shorter routes and better connections to key destinations. • Increased service frequency and additional coverage for key areas were viewed positively. • The proposed Loop 1 will be useful for getting from downtown to Cambrian Mall. • The direction of the routes is not ideal (counterclockwise departures). • Additional information is requested about the connection between Loop 2 and P-Patch to determine whether service users are required to walk along Pine Street to complete the connection. • Loop 4 does not facilitate any significant service improvements. • Communicating service changes to the public will be important. • There are concerns regarding the connection of new, non-service rural areas to existing service routes.
Option 3	• There are considerations regarding staffing expenses and the cost of acquiring new transit buses related to the implementation of Option 3. • While Option 3 is more direct, it reduces access to several destinations. • There is a lack of clarity concerning the level of service to be delivered to P-Patch destinations and the specific improvements that will be implemented. • Currently, it is possible to travel directly from 100 Bay Street to Cambrian Mall, Great Northern Road, and the Hospital. With this change, passengers will need to transfer at the downtown terminal to reach these destinations. • Concern about traffic impacts on Great Northern Road. • Concern regarding compensation for reduced staffing in the five-minute service area. • Concern regarding less people located within the 5 minute service area, how will the City make it up to those that are currently in the service area but may not be if option 3 is implemented. • Population growth would make Option 3 more sustainable.
On-Demand Service	• Dissatisfaction with on-demand services – preference to avoid its use.

Topic	Summary of Comments
	• Reservations about on-demand requirements during weekends and evenings have resulted in service users staying at home on Saturday and Sunday evenings.
Terminal	• Terminal should remain downtown. • Increase staffing levels at the terminal.
Additional Feedback	• All the options will result in a loss of service for transit riders. • Options must provide access to the industrial park, which does not yet exist. • Options need to include access to River Road. • Scheduling for routes needs to be improved for efficiency. • Transit plans need to consider the aging population.

How Phase 2 Informed the Transit Review

Phase 2 focused on the development and evaluation of transit service options to enhance system performance and meet community needs. The feedback obtained through the Phase 2 engagement program was used to identify and refine a preferred network service strategy for both five- and ten-year horizons, with clear recommendations for service improvements and potential expansion. This feedback was then used by the Project Team, in combination with technical work, to inform key recommendations and proposed modifications to improve the current transit system.

Conclusion

From open houses and workshops to Stakeholder Advisory Group meetings and online surveys, a range of in-person and virtual engagement tactics were utilized to inform the Project. These strategies accommodated a variety of needs and preferences, enabling the Project Team to receive feedback from hundreds of respondents, including transit riders, transit operators, and community members. Feedback collected in Phase 1 and 2 engagement activities was a critical component of the Transit Review, shaping and informing the final recommendations identified in the Report.



Comprehensive Review of the Conventional Transit Operation for Sault Ste Marie

APPENDIX C:

Pawating Place Servicing

Memo

To: Robin Miners and Nicole Maione – City of Sault Ste. Marie
From: Jerem Finkleman, Kathy Ma - WSP
Date: 2025-08-15
Subject: Evaluation of Servicing Options for Pawating Place

Introduction

This memorandum reviews the transit service options developed for Pawating Place. It begins with a brief overview of the area, highlighting its location and the challenges associated with providing effective conventional transit services. The document summarizes the existing services currently provided by Sault Ste. Marie and introduces the proposed future network for the City, developed through the Comprehensive Review of Conventional Service Operations.

Several service alternatives for Pawating Place are presented and assessed based on their respective strengths and challenges. Options are screened with rationale provided as to why they are eliminated, leading to a recommendation that aims to balance mobility needs of the community with the City's transit operating budget.

Background

Pawating Place, shown in **Figure 1**, is a residential area in a suburban neighbourhood of Sault Ste. Marie, located north of McNabb Street and east of Pine Street. It is surrounded by low-density housing to the south, with forested land immediately to the north, east and west. The Hub Trail runs along the northern and western sides of the site, providing walking and cycling access to surrounding areas, including SSM Transit's Northern Transfer Hub, approximately 1 km to the west. However, vehicular access is limited to a single entry point via Lake Street, which limits route flexibility.

Providing conventional transit service to Pawating Place presents several operational and planning challenges. The development is located deep within a low-density suburban area of the City, where dispersed housing and limited demand reduce the efficiency of fixed-route transit. The fact that access to Pawating Place is restricted to a single-entry point via Lake Street significantly limits routing flexibility and complicates service design. The internal road network of Pawating Place is narrow and not built to accommodate standard transit vehicles. This creates issues around maneuverability, particularly for larger buses, and raises concerns about safety and operational feasibility. Surrounding residential

streets are residential in nature. Community feedback has also indicated resistance against the presence of transit vehicles in the area, resulting in further challenges for service delivery.

Figure 1: Pawating Place Location



Existing Servicing

Currently, transit service to Pawating Place is provided by the Central Community Bus (Route 8), which operates on weekdays from 6:15AM to 6:30PM at one-hour headways. The route is served by a 29-foot bus and includes 19 stops, connecting Pawating Place to key destinations such as Food Basics, Walmart, the Northern Transfer Hub, and the Dennis Street Terminal. Route 8 is the least utilized route in the Sault Ste. Marie transit system, with a total annual ridership of 9,265 in 2024 and an average utilization of 3.1 rides per service hour.

In addition to Route 8, Route 6 provides limited service to Pawating Place during the weekday evenings after 7:00 PM and on weekends, also operating at one-hour headways. This route includes a detour to serve the area and connects riders to the Northern Transfer Hub and Dennis Street Terminal.

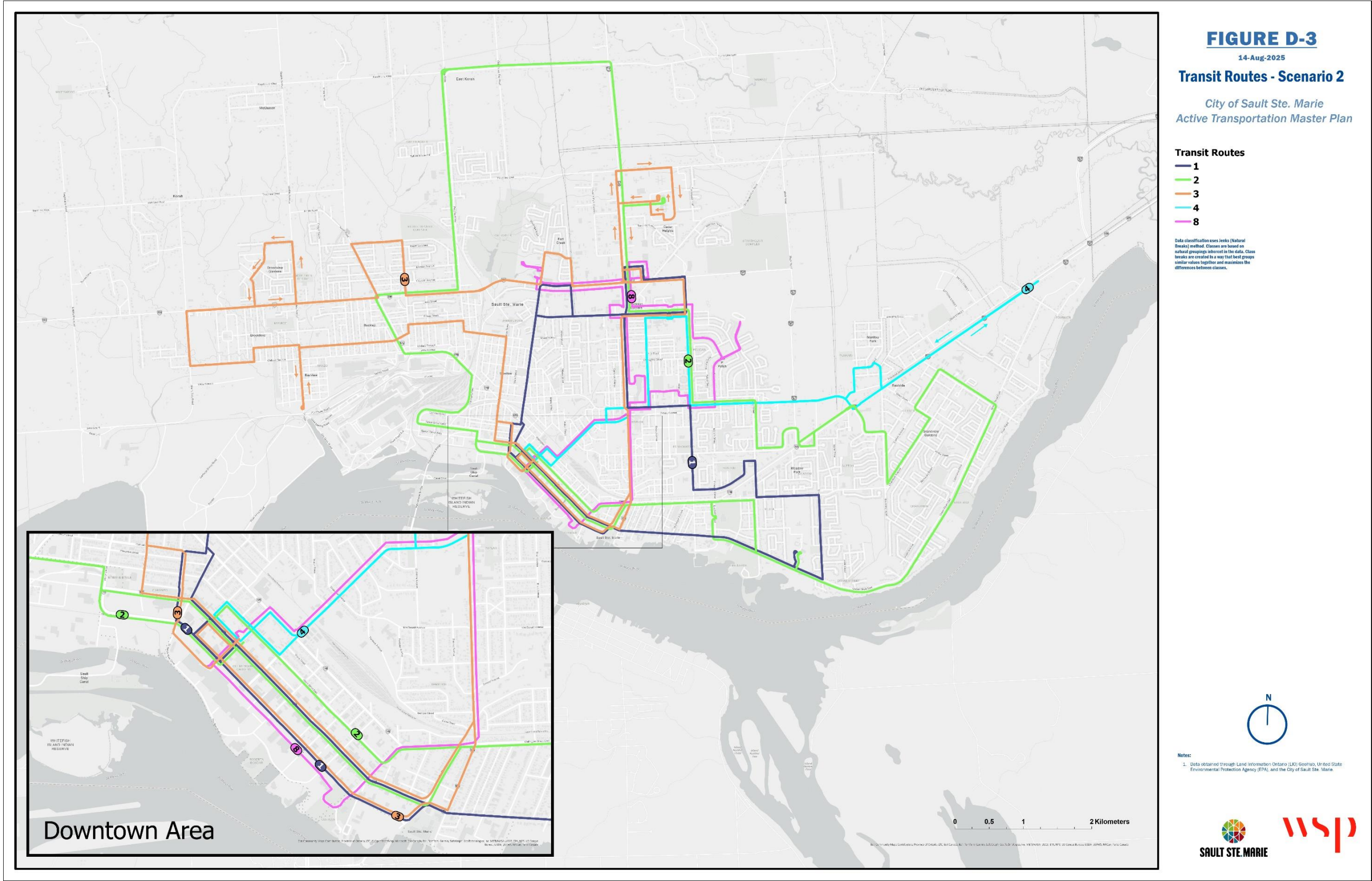
Sault Ste. Marie's Preferred Future Transit Network

As part of the *Comprehensive Review of Conventional Transit Services*, three network alternatives were developed for Sault Ste. Marie. Following consultation with the Stakeholder Advisory Group and input from the community, Option 2 (**Figure 2**) known as “Soo Loops” was selected as the preferred network for the future of Sault Transit.

The Soo Loops concept involves a full redesign of existing routes. Loops 1, 2 and 3 are designed to operate in both directions with 30-minute headways on weekdays, while Loop 4 will operate in one direction every 60 minutes. The network is designed around an offset schedule, with buses departing from the downtown terminal at either :00 and :30 or :15 and :45. This approach is intended to improve service frequency between key destinations and reduce wait times and transfers.

Under the proposed network, no improvements are planned for transit service to Pawating Place. The redesign will result in the elimination of Route 6 which currently provides limited evening and weekend service to the area. In addition, the future network will discontinue all OnDemand service which is currently being provided during weekend evenings (7:15PM – 12:00AM), further reducing transit options for residents and visitors of Pawating Place.

Figure 2: Sault Ste. Marie Network Alternative Option 2 - Soo Loops





Servicing Alternatives for Pawating Place

Given that the preferred future transit network, Option 2 – Soo Loops, will alter existing transit services to Pawating Place, several servicing alternatives have been explored to maintain connectivity under the future refreshed system. **Table 1** below outlines each alternative considered, summarizing its advantages and challenges. For each option, a determination is provided along with a rationale that reflects operation feasibility, community impact and alignment with the City’s transit objectives.



Table 1: Evaluation of Servicing Alternatives for Pawating Place

Alternative	Advantages	Challenges	Screening / Determination	Rationale
Alternative 1: Extend Loop 4 directly to Pawating Place	Provides residents of Pawating Place direct access to the conventional transit system.	Roadway within Pawating Place is too narrow for large buses, providing limited space for safe vehicle maneuvering	Eliminated	The internal road network of Pawating Place cannot accommodate standard size transit vehicles which will be operated on Loop 4 making this operationally unfeasible.
Alternative 2: Extend Loop 4 to the Lake St / Pentagon Blvd Intersection	Provides transit access closer to Pawating Place but eliminates the need to enter the neighbourhood, avoiding operational issues associated with narrow roadways and limited maneuvering spaces.	~800m from Pawating Place which is perceived to be a long walk for many residents. - Buses are required to slow down in the area, operating at 25km/hr - Introduces on-time performance issues to Loop 4, which is nearing its route length threshold. Additional distance places strain on the route's ability to complete its cycle	Eliminated	The proximity is insufficient for the residents of Pawating Place, and potential on-time performance complications may negatively impact the performance of the overall network due to delays.
Alternative 3: Extend Community Bus Service Hours to Evenings and all-day on Weekends	Maintains a familiar service model and improves service provision during weekday evenings and weekends	- Low projected ridership at Pawating Place. Over 2024, only 1,797 boardings were recorded at the Pawating stop. 1,428 boardings (79%) occurred during weekday-daytime service, which remains unaffected by service changes. Of the remaining 369 boardings, 74 occurred during the evening Mon-Fri (7:15PM – 12:00 AM), and 295 on Saturdays and Sundays. If averaged, this represents 0.3 boards (or 0.6 round trips) per weekday evening and 2.6 (or just over 5 round trips) per weekend-day. - An additional ~3,550 annual service hours are required to extend service on Route 8 to weekday evenings and all-day on weekends. Costs for this incremental extension are estimated at \$460,000 annually.	Eliminated	Financially unsustainable given the limited demand and high cost per-ride.

Alternative	Advantages	Challenges	Screening / Determination	Rationale
		Service extension introduces resourcing and staffing challenges.		
Alternative 4: Introduce OnDemand Transit During Evenings and Weekends	This service will provide flexible coverage and can connect underserved areas with transit	- Historically OnDemand has been unreliable and has a negative public perception. - Similar to Option 3, an additional ~3,550 annual service hours are required to provide OnDemand service on weekday evenings and all-day on weekends. Costs for this incremental extension are estimated at \$460,000 per year. - Service extension introduces resourcing and staffing challenges.	Eliminated	The operational risks and inconsistent service quality do not align with the long-term goals of Sault Ste. Marie Transit operations. Financially unsustainable given the limited demand and high cost per-ride.
Alternative 5: Introduce Subsidized Taxi Service (on a Home-to-Hub model) During Evenings and Weekends to Pawating Place and the P-Patch coupled with existing Weekday Daytime Community Bus Service	- Provides a familiar service model as UCab services are currently being utilized elsewhere in the City to serve the McQueen subdivision. - Based on correspondence with UCab, taxi services connecting Pawating Place and P-Patch with the Hub could be provided on an on-demand basis during weekday evenings and weekends at a cost of \$19 per passenger. - Transit demand at Pawating in evening and weekend service periods is very minimal, with less than 1 call per evening and 6 calls per weekend-day is anticipated. - Service by subsidised taxi aligns with demand and is much more cost effective than other viable servicing alternatives. Assuming 1 trip per weekday evening and 6 trips per weekend-day, costs for this additional service offering are estimated at \$17,700 per year.	Requires additional coordination and funding.	Selected	Proven model that balances cost, coverage and operational feasibility without requiring additional staff or fleet resources.



Recommendation

Based on the evaluation of the various servicing alternatives that for Pawating Place, it is recommended that Alternative 5 should be implemented. This alternative entails introducing subsidized taxi on-demand service to connect residents of Pawating Place and the P-Patch to onward services at the Hub during evenings and weekends to supplement the existing Community Bus service.

Based on a quote received from U-Cab of \$19 per trip (Pawating Place to Hub), and assuming a conservative estimate of 1 trip per weekday evening and 6 trips per weekend-day, **costs for this additional service offering are estimated at \$17,700 per year.**

The recommended approach maintains transit access for residents and visitors of Pawating Place during off-peak hours without requiring additional vehicles or staffing resources from Sault Ste. Marie Transit. By using an established service delivery model already active elsewhere in the City, this option avoids the operational and financial challenges associated with expanding fixed-route or OnDemand services. It also offers a practical solution that can be applied in other low-density areas facing similar service limitations.

Conclusion

Pawating Place is a residential area located in a low-density neighborhood of Sault Ste. Marie. Its location and internal road layout present challenges for conventional transit, including limited access, narrow streets and community concerns about large transit vehicles operating in the area. These constraints make it difficult to serve the area effectively with a fixed route service.

Several servicing options were considered to maintain transit access under the proposed Soo Loops network. After evaluating each option, Alternative 5 – Introducing taxi on-demand service during evenings and weekends is recommended. This approach supplements weekday daytime Community Bus service and avoids the need to deploy additional resources. Furthermore, this alternative avoids redeployment of OnDemand transit, which is consistent with the broader recommendations of the Study to remove OnDemand transit service (currently serving weekend-evening periods). The proposed solution offers a practical and cost-effective solution that will support transit access for Pawating Place.

Closure

We trust this memorandum satisfied your requirements. If you have any questions, please do not hesitate to contact the undersigned.

Jeremy Finkleman, MCIP RPP, PMP

Lead – WSP Transit Centre of Excellence



Comprehensive Review of the Conventional Transit Operation for Sault Ste Marie

APPENDIX D:

Downtown Transit Terminal Relocation



Memorandum

To: Brent Lamming, Robin Miners, and Nicole Maione – City of Sault Ste. Marie
From: Jeremy Finkleman - WSP
Date: 2025-09-17
Subject: Dennis Street Bus Terminal Relocation Evaluation

1 Introduction

The City of Sault Ste. Marie is undergoing a comprehensive review of conventional transit operations to modernize and enhance the existing transit network. As part of this initiative, the Dennis Street Bus Terminal is currently located at the corner of Dennis Street and Queen Street East (160 Queen Street East) is being evaluated. The terminal has reached the end of its lifecycle and presents ongoing challenges related to public safety, accessibility, and operational efficiency.

In response to these concerns, the City is considering relocating the terminal. The proposed relocation aims to improve accessibility, streamline operations, enhance communication and improve overall customer experience.

The evaluation includes a review of the previously completed studies that outline the justification for relocation, along with a benchmarking and peer review exercise.

An operational assessment of route impacts resulting from potential relocation was completed, referencing current services and the preferred Option 2 network (Soo Loops). Based on these findings, a Multiple Account Evaluation (MAE) framework was developed to compare relocation scenarios. The MAE considers capital and operating costs, potential savings, and customer facing operational efficiencies.

Benchmarking insights along with the MAE Framework informs the final recommendations regarding the future of the Sault Ste. Marie bus terminal.

2 Review of Existing Studies

In 2021, the City of Sault Ste. Marie initiated a Class Environmental Assessment to explore relocating the Downtown Bus Terminal from its current site at 160 Queen Street East to 111 Huron Street. As part of this initiative, the City retained Tulloch Engineering to conduct a Bus Terminal Relocation Feasibility Study. The study evaluated alternative locations and assessed their ability to meet operational, safety and accessibility objectives. The study recommended the relocation of the terminal to 111 Huron Street, which was endorsed by Council. A conceptual design of the relocated terminal is displayed in **Figure 1**.

Subsequently, the present study, Comprehensive Review of Conventional Transit Operations, conducted by WSP, included several questions on terminal relocation as part of a public survey. The present study found that 49% of respondents indicated a preference for keeping the terminal at its current location, while 51% were in favour of relocation or had no preference. A total of 333 respondents answered this question. Terminal features that were identified by over 50% of respondents as important included:

- Good pedestrian access and safety
- Seating and shelter space
- Bus circulation and ease of access
- Service reliability, and
- Location.

outlines the documentation reviewed as provided by the City. A comprehensive summary of the documents can be found in **Appendix A**.

Figure 1: Conceptual Design for 111 Huron Street (Tulloch Engineering, 2021)

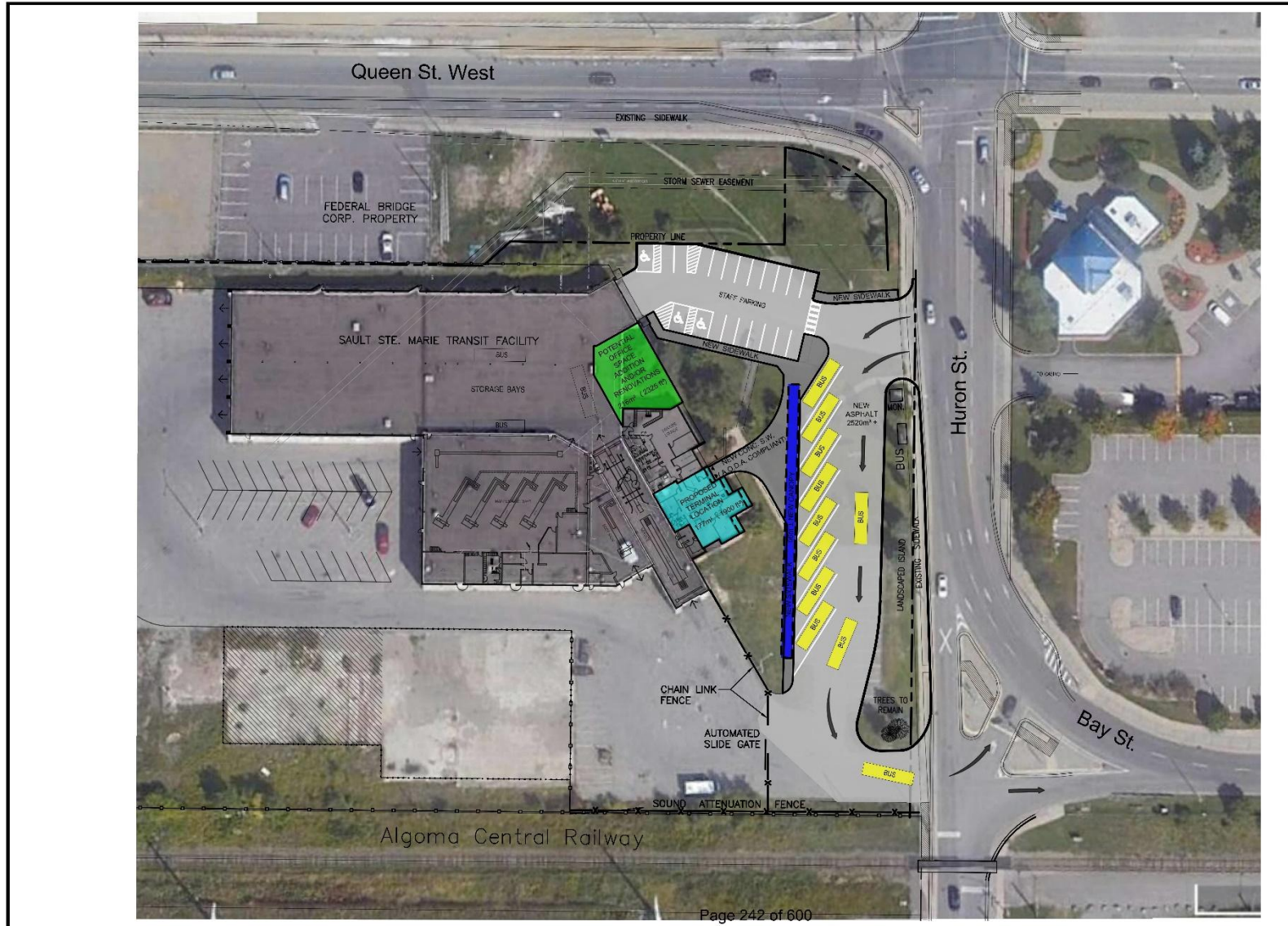




Table 1: Bus Terminal Relocation Supporting Documentation from the City

Document	Content Included	Council Resolution / Recommendation
PIC Transit Project Assessment Process, Under Ontario Regulation 231/08 of the Environmental Assessment Act - Relocations of the Downtown Bus Terminal	Tulloch Engineering Presentation to public	N/A
2021-06-14 Merged Agenda Tulloch Engineering Terminal Relocation	- Page 96-107: June 14th, 2021 Council Report: Dennis Street Terminal Relocation - Page 36-53: City of Sault Ste. Marie Council Presentation Relocation of the Downtown Bus Terminal (Schedule A+, Municipal Class Environmental Assessment) – Tulloch Engineering - Page 108-284: Bus Transfer Terminal Relocation Feasibility Study – May 2021 (Tulloch Engineering Report)	Resolved that the Dennis Street Terminal Relocation be referred to staff to research and report back with additional information regarding the feasibility of constructing a new terminal at the existing Dennis Street and Queen Street East site, including potential costs and long-term operational implications.
2021-07-12 Agenda Relocation	- Page 92-101: July 12, 2021 Council Report: Dennis Street Terminal Update - Page 114-266: Bus Transfer Terminal Relocation Feasibility Study – May 2021 (Tulloch Engineering Report)	Resolved that the report of the Director of Community Services dated July 12, 2021 concerning Dennis Street Terminal Relocation be received and that a request for proposal be issued to obtain a consultant to complete construction

Document	Content Included	Council Resolution / Recommendation
		drawings and administer the tendering process for the renovation/build of the 111 Huron Street transit facility.
July 11, 2022 Council Report - Terminal Relocation Update	July 11, 2022 Council Report: Terminal Relocation Update	It is therefore recommended that Council take the following action: Resolved that the report of the Director, Community Services concerning Dennis Street Terminal Relocation dated July 11, 2022 be received. Furthermore, that the following be approved. - To not accept the low tender submission. - Transit Services to submit a change order to the Investing in Canada Infrastructure Fund to revise the approved \$2,000,000 Project to that of a Plan and Design phase project. - Reduce from approved \$2,000,000 (City Share \$533,400) to \$232,467.26 (City Share 26.67% \$61,990.02) to cover Professional and Design services to date. - Prepare a revised budget estimate with IDEA to bring forward to the 2023 Budget meeting. - If supported at the 2023 budget discussion submit a new request to ICIP for the build, tendering and contract administration services.

Document	Content Included	Council Resolution / Recommendation
April 22, 2025 – WSP Comprehensive Review of Conventional of Transit Operations, Transit Optimization Study Ride and Community Survey	Transit Optimization Study Rider and Community Survey results	N/A

3 Operational Review

An operational review was conducted on existing routes and the proposed Option 2 (Soo Loops) to examine impacts of relocating the terminal on existing and proposed route feasibility. The resulting evaluation and potential recommendations / re-routing considerations are noted below.

The operational review assumes that route cycle times remain constant, which is a fundamental requirement for a timed-transfer / pulse-based system, as operated in Sault Ste Marie. Distance varies according to rerouting requirements, with impacts on route viability assessed in route average speeds.

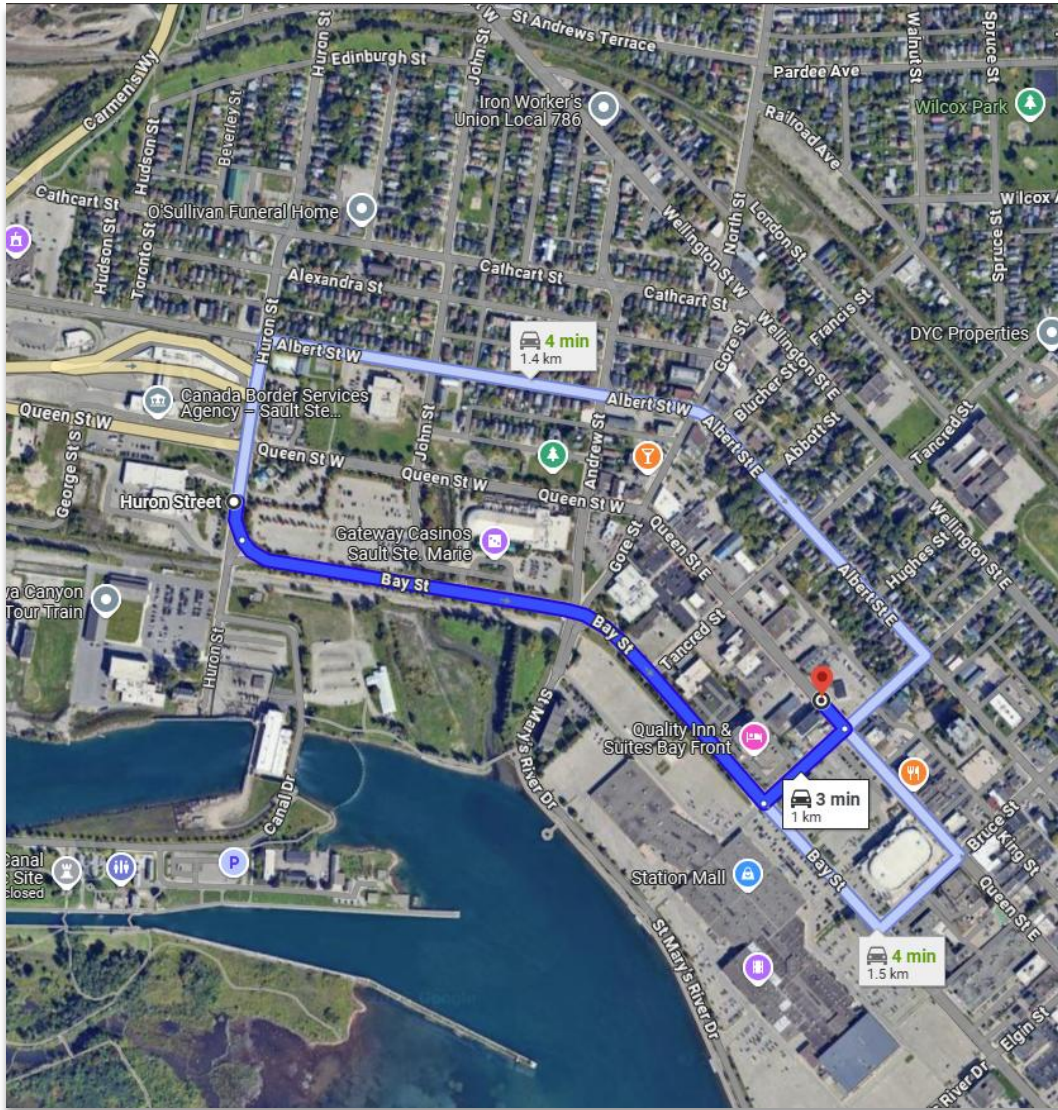
3.1 Existing System

As displayed in **Figure 2**, a new terminal at the transit yard on Huron Street and Bay Street is located 1.0 km west of the present terminal at Dennis Street and Queen Street, requiring an additional 3 minutes of travel time (excluding stop time) per direction.

As such, relocating the transit centre:

- Add between 5 to 7 minutes of travel time to Routes 1, 2, 4, 6, and 8;
- Reduce travel time by about 5 to 7 minutes for Route 3;
- Result in minimal changes only to Routes 5 and 7.

Figure 2: Travel Time and Distance between the Current Terminal on Dennis Street and a Proposed Facility on Huron Street



Source: Google Maps

The current routing and required realignments resulting from terminal relocation within the Downtown are displayed in **Figure 3** and **Figure 4**, respectively. Routes reflect existing operations.

Figure 3: Current Routing (Existing Network)

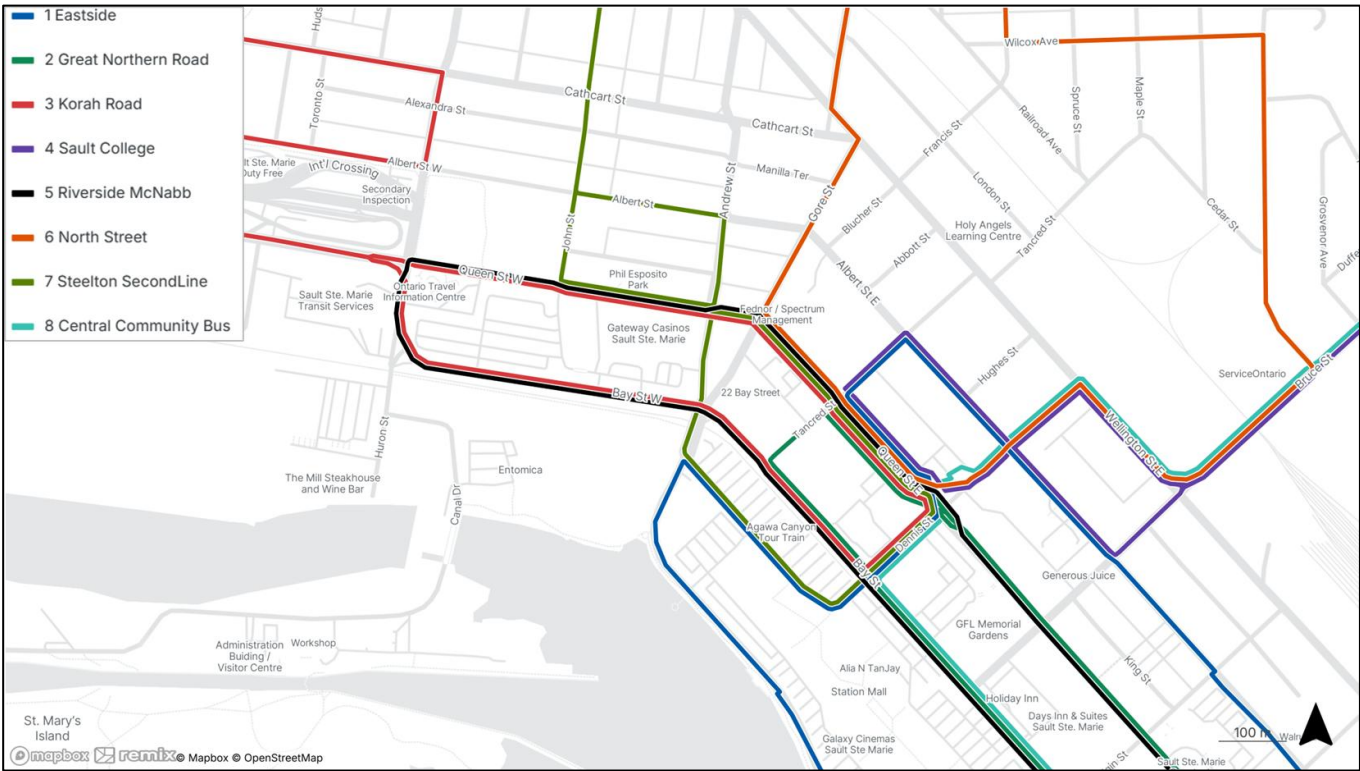
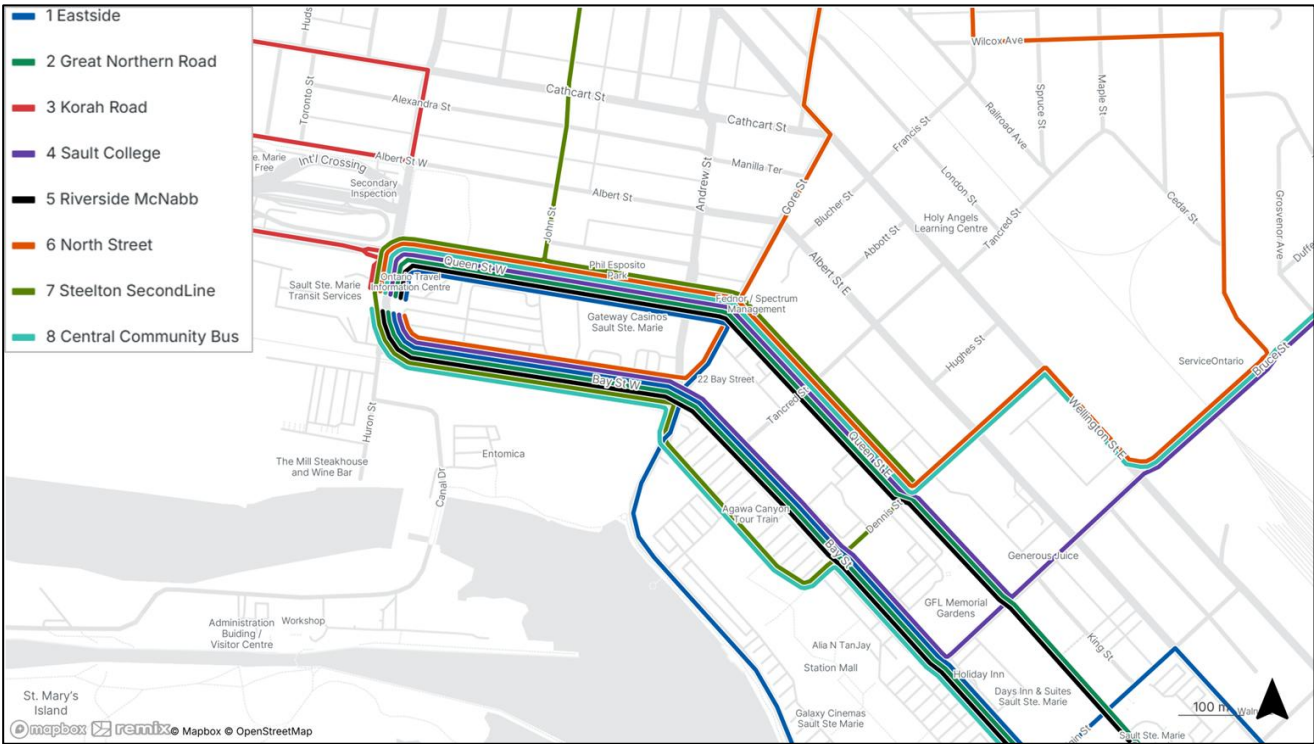


Figure 4: Huron Terminal Related Route Realignments (Existing Network)



The operational feasibility of relocating the terminal to Huron Street is displayed in **Table 2** and **Table 3**. Average speeds reflect the feasibility of completing the required route distance within the given cycle time requirements. Average speeds < 25 km/h are considered optimal, 25 – 27.9 km/h are likely manageable though a risk to schedule adherence or speeding is introduced. Scheduled average speeds at or above 28 km/h are generally unfeasible for urban transit.

Table 2: Existing Network – Service to Dennis Street Terminal

Route	Day/Night Headway (min)	Distance (km)	Cycle Time (min)	Average Speed (km/h)
1	30 / 60	21.0	55	22.9
2	30 / 60	21.9	55	23.9
3	30 / 60	26.6	55	29.0
4	30 / 60	19.8	55	21.6
5	30 / 60	55.7	115	29.1
6	30 / 60	10.6	25	25.5
7	30 / 60	53.2	115	27.8
8	60	19.8	55	21.6

Table 3: Existing Network – Service to Huron Terminal

Route	Day/Night Headway (min)	Distance (km)	Cycle Time (min)	Average Speed (km/h)
1	30 / 60	22.9	55	24.9
2	30 / 60	23.8	55	26.0
3	30 / 60	24.7	55	26.9
4	30 / 60	21.7	55	23.7

Route	Day/Night Headway (min)	Distance (km)	Cycle Time (min)	Average Speed (km/h)
5	30 / 60	55.7	115	29.1
6	30 / 60	12.5	25	29.9
7	30 / 60	53.2	115	27.8
8	60	20.7	55	22.6

As displayed, relocating the terminal has the following impacts to threshold routes:

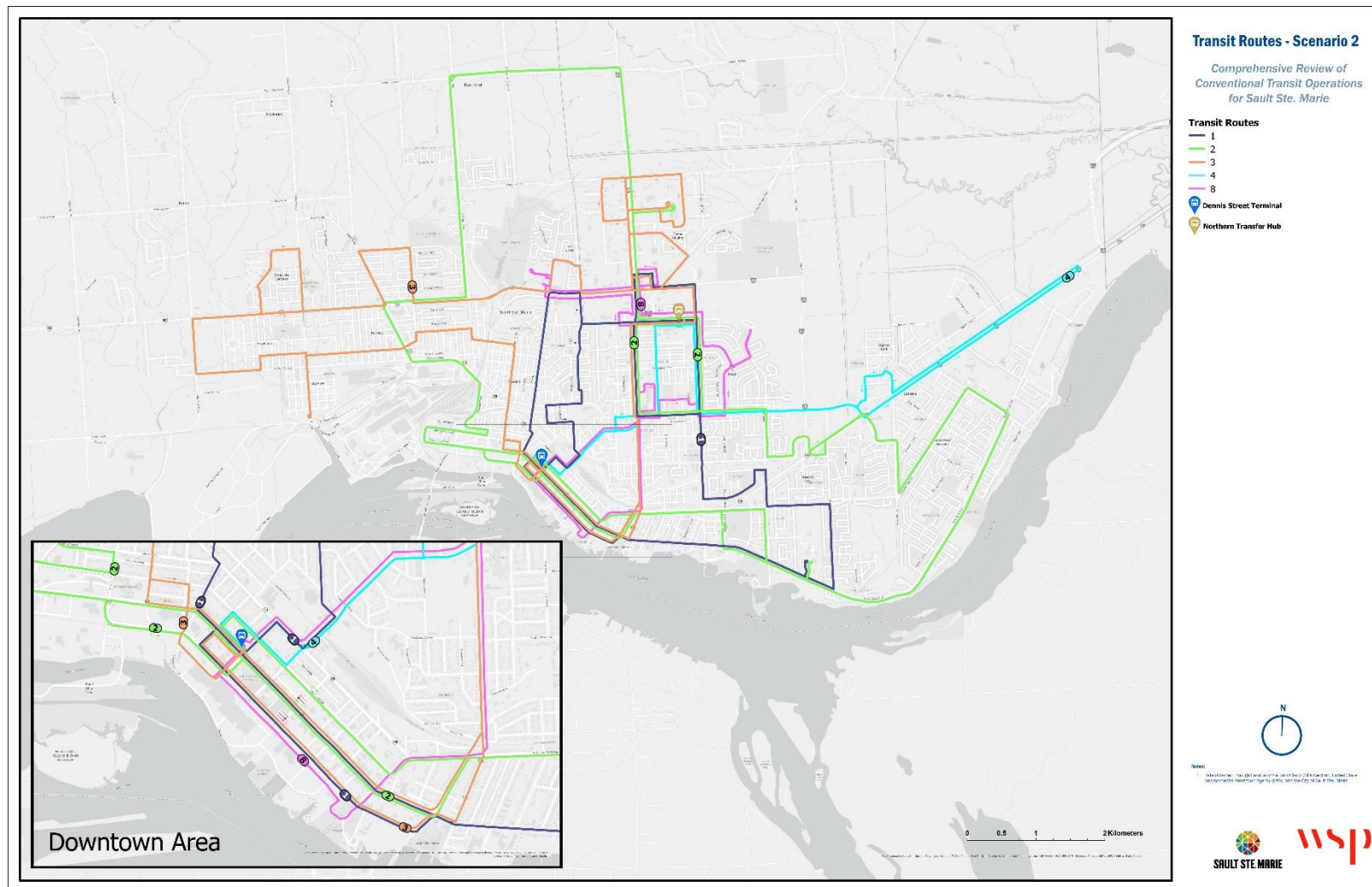
- Addresses the existing schedule pressures in Route 3, eliminating the need to realign this route;
- Has no impact on Routes 5 and 7 overall average speeds; outlined route realignments presented in *Option 1 – Do Minimal* are still recommended to improve functionality and reduce schedule pressure;
- Introduces additional pressure on Route 6 which may need to be mitigated through route realignment. Due to the limited coverage of this already short route and the requirement to serve the Hub, route realignment might require the removal of Route 6 through parts of Downtown. For example, realigning Route 6 to travel directly from Walnut Street via Francis Street to the new terminal and removing the existing circuit along Wilcox – Wilson – Bruce – Wellington – Dennis – Queen Street would remove 1.4 km of distance, reducing average speed to 26.6 km/h.

All other routes remain within adequate average speed thresholds.

3.2 Proposed Option 2: Soo Loops

Option 2 – Soo Loops – reflects the recommended transit network for Sault Ste Marie and will be the core recommendation of the *Comprehensive Review of the Conventional Transit Operation in Sault Ste Marie*. The recommended network is displayed in **Figure 5** for reference.

Figure 5: SSM's Recommended Transit Network (Option 2 – Soo Loops)



The recommended network within the Downtown area is displayed in **Figure 6** for the Dennis Street and relocated Huron Street terminals resulting from terminal relocation is displayed in **Figure 7**.

Figure 6: Service to Dennis Street Terminal (Recommended Network)

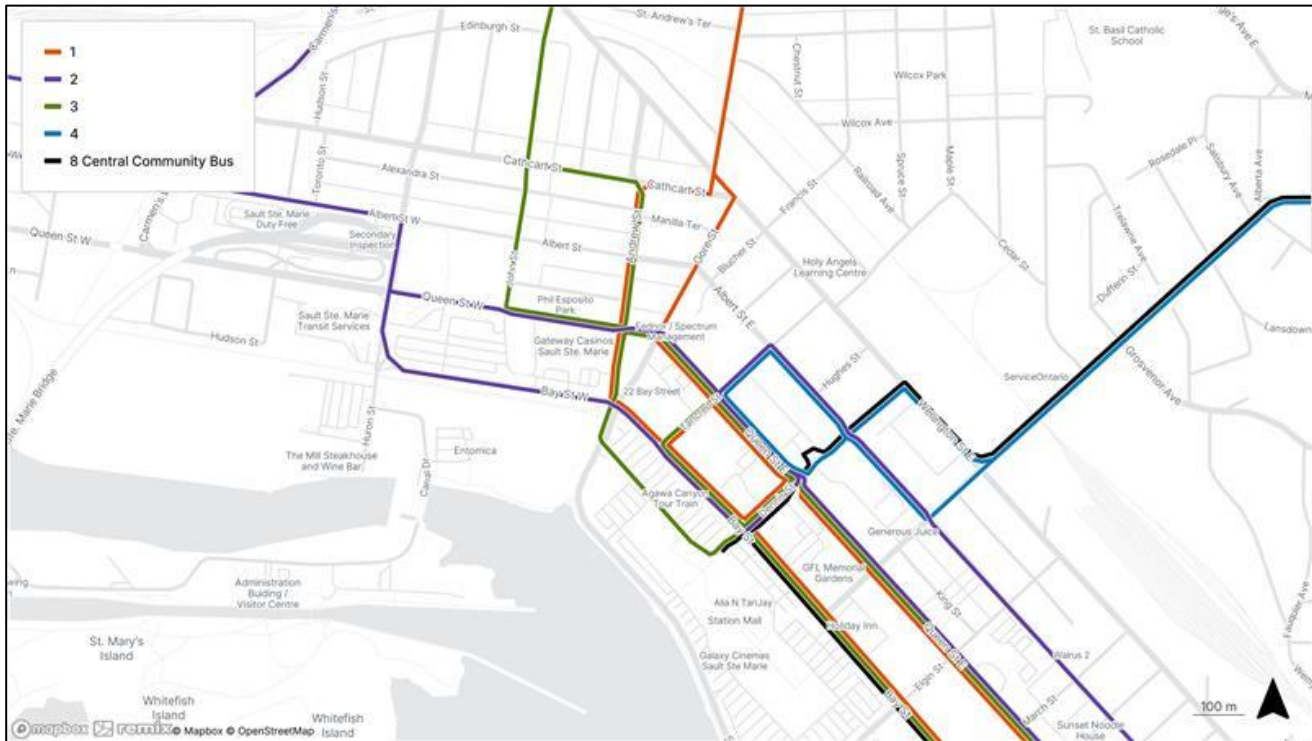
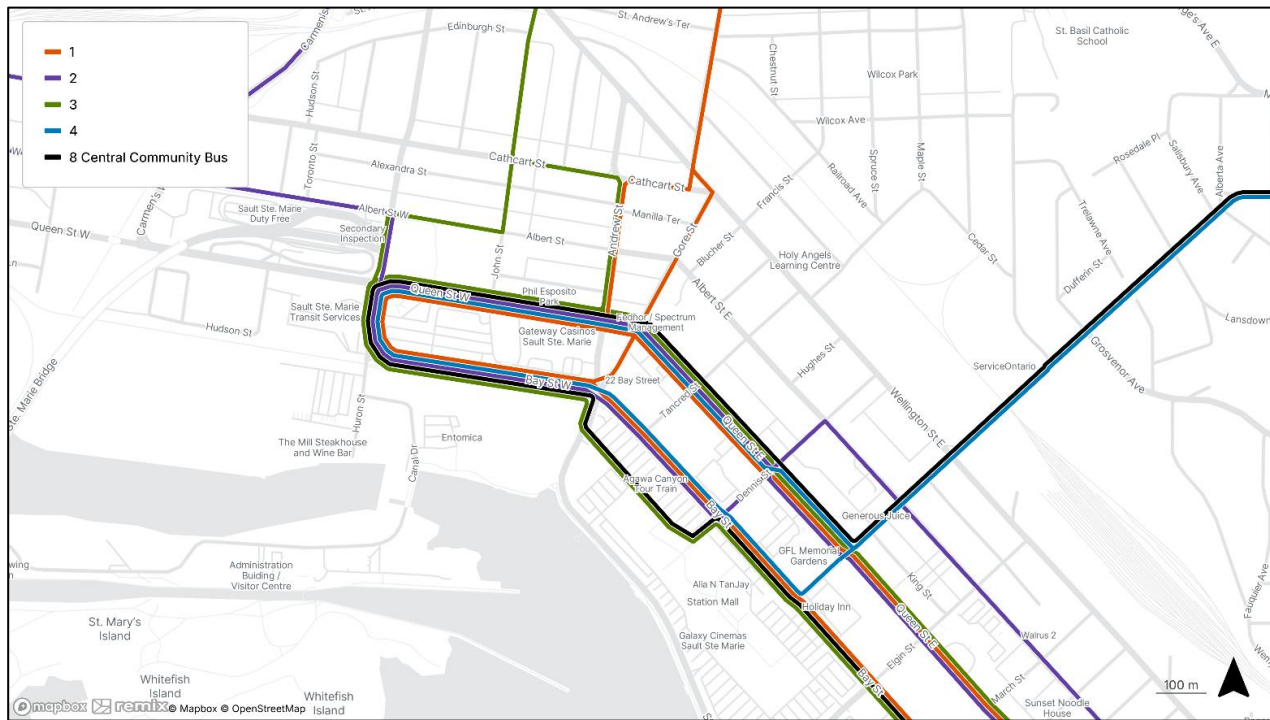


Figure 7: Service to a Relocated Terminal on Huron Street (Recommended Network)



The operational feasibility of relocating the terminal to Huron Street is displayed in **Table 4** and **Table 5**. Average speeds reflect the feasibility of completing the required route distance within the given cycle time requirements. Average speeds < 25 km/h are considered optimal, 25 – 27.9 km/h are likely manageable though a risk to schedule adherence or speeding is introduced. Scheduled average speeds at or above 28 km/h are generally unfeasible for urban transit.

Table 4: Recommended Network (Option 2 – Soo Loops) – Service to Dennis Street Terminal

Route	Day / Evening Headway (min)	Daytime Veh. Required	Distance (km)	Cycle Time (min)	Speed (km/h)
Loop 1-CW	30 / 60	2	20.2	55	22.0
Loop 1-CCW	30 / 60	2	20.9	55	22.8
Loop 2-CW	30 / 60	3	39.2	85	27.7
Loop 2-CCW	30 / 60	3	38.6	85	27.2
Loop 3-CW	30 / 60	3	32.9	85	23.2
Loop 3-CCW	30 / 60	3	36.7	85	25.9
Loop 4	60	1	24.7	55	26.9
8	60	1	19.8	55	21.6

Table 5: Recommended Network (Option 2 – Soo Loops) – Service to Huron Terminal

Route	Day / Evening Headway (min)	Daytime Veh. Required	Distance (km)	Cycle Time (min)	Speed (km/h)
Loop 1-CW	30 / 60	2	21.9	55	23.9
Loop 1-CCW	30 / 60	2	22.3	55	24.3
Loop 2-CW	30 / 60	3	39.6	85	27.9
Loop 2-CCW	30 / 60	3	38.2	85	27.0
Loop 3-CW	30 / 60	3	33.7	85	23.8
Loop 3-CCW	30 / 60	3	36.4	85	25.7
Loop 4	60	1	26.6	55	29.0
8	60	1	20.7	55	22.6

As displayed, relocating the terminal has the following impacts to threshold routes:

- Introduces additional pressure to Loop 2 – Clockwise, which may require minimal rerouting if persistent adherence issues or speeding arise.
- Introduces additional pressure to Loop 4 which may need to be mitigated through route realignment. Due to the coverage requirements of this route, which must serve the Batchawana First Nation reserve along Frontenac Street, it is possible that the route may need to be reconfigured to serve the Downtown Terminal only, with service to the Hub removed.

All other routes remain within adequate average speed thresholds.

4 Multiple Account Evaluation

WSP conducted a Multiple Account Evaluation (MAE) that builds-off past studies and work completed for the 2025 Comprehensive Review. In addition to items previously considered, the present evaluation incorporates bus operational, network design, updated public input, convenience, site constraints, and other considerations to broaden the overall understanding of the impact of the options. Two options are compared as originally defined and scoped in the Tulloch Engineering report (2021):

1. Redevelopment of the existing Dennis Street terminal
2. Relocation of the terminal to 111 Huron Street

The above options are both assessed against a business-as-usual (BAU) scenario which assumes minor renovations at the existing Dennis Street terminal only, as described in the Tulloch Engineering report.

MAE Legend	
Significantly worse	○
Moderately worse	◐
Neutral	◑
Moderately improved	◒
Significantly improved	●

Account	Opt 1: Redevelop Dennis Street Terminal	Opt 2: Relocate Terminal to 111 Huron Street	Rationale
Bus Network Operations	●	●	- Terminal relocation places additional strain on bus operations that <i>can</i> be mitigated but will result in a moderately lowered quality of service for customers. - Under the existing network, Opt 2 requires amendments to Route 6 to allow for sufficient cycle time. Alterations would require reducing coverage Downtown. - Under the proposed Soo Loops network, Opt 2 requires shortening Loop 4 to allow for sufficient cycle time. Shortening will likely require the route to serve either the Hub or the Terminal, not both.
Exchange Operations and Functionality	●	●	Consolidating operations at 111 Huron Street will enhance communication among management, transit staff and maintenance team. The site also has capacity for additional buses and electric charging infrastructure.
Layby and redundancy	●	●	Opt. 2 provides additional layby capacity for vehicles.
Conflicts with pedestrians	●	●	Opt 2 is designed to segregate vehicular and pedestrian movements, eliminating cross-sidewalk movements present in the present case and Opt 1.
Customer Convenience and Connectivity	●	●	Opt 1 continues to serve a twin-purpose as both 'destination' to Downtown shops and social services as well as 'transfer location', while Opt 2 serves exclusively as a 'transfer location'.

Account	Opt 1: Redevelop Dennis Street Terminal	Opt 2: Relocate Terminal to 111 Huron Street	Rationale
			Impacts to Opt. 2 are mitigated through the recommended route realignment (Sault Loops), which provides 15 minute weekday daytime and 30 minute weekday evening and weekend service along the Queen and Bay Street corridors
Downtown Vitality	●	●	Opt. 1 retains the exchange in the core of SSM's central business district and has greater support from the Downtown BIA.
Network Design	●	●	Both options support a timed-transfer based network.
Public Input	●	●	According to a public survey of conducted for the 2025 Comprehensive Review, 49% of respondents prefer the existing terminal location; 51% either preferred Huron Street or had no preference (N = 333).
Site Constraints	○	●	The Dennis Street site is constrained as the rear portion of the property must be maintained as parking for the GFL Centre, which restricts opportunities to expand transit operations or modify the area to improve traffic flow. No appreciable constraints are noted at 111 Huron Street.
Safety and Security	●	●	- Relocation provides greater oversight as more transit employees are present and capable of addressing issues as they occur. - Greater oversight is tempered with a loss of "eyes on the street", which is magnified in evening periods when fewer staff are on site.

Account	Opt 1: Redevelop Dennis Street Terminal	Opt 2: Relocate Terminal to 111 Huron Street	Rationale
Universal Accessibility	●	●	Both options include renovations to AODA standards but it is noted that universal accessibility may be difficult to obtain at Dennis Street as the site is significantly constrained.
Customer Comfort and Aesthetics	●	●	Both options involve the replacement of the aging facility with a modern terminal but it is noted that this may be more difficult to achieve at Dennis Street due to site constraints.
Capital Costs	○	●	- Both options cost considerably more than renovating the existing facility. - According to the Tulloch Report (2021), capital costs of both options are comparable (\$2.3M for Opt.1 and \$2.2M for Opt. 2). Costs need to be confirmed prior to proceeding. - Option 2 is preferred as it has been approved for ICIP funding, with the City needing to pay an estimated \$533,000 based on established cost estimates, in lieu of potential full cost for Option 1.
Ongoing Operating Costs	●	●	- While both options reduce ongoing operating costs by an estimated \$75,000 annually in capital improvements, consolidating to one facility further reduces operating costs by \$30,000 and bus deadheading by \$66,000 annually (all figures sourced from Tulloch Report, 2021). - Over a 25 year lifecycle, Opt. 1 results in operating savings of \$1,875,000 while Opt. 2

Account	Opt 1: Redevelop Dennis Street Terminal	Opt 2: Relocate Terminal to 111 Huron Street	Rationale
			results in operating savings of \$3,027,000 (\$1,152,000 more than Opt. 1).
Site Redevelopment	●	●	Opt 2 allows for the redevelopment and repurposing of the central Downtown site.
Planning and Funding Status	●	●	- Planning and conceptual design completed for Opt. 2. - PTIF funding approval for Opt. 2, with remaining City share anticipated at \$533,000. - It is unclear whether PTIF funding could be swapped to Opt. 1, which may require a new application.
Council Direction	●	●	Council has previously endorsed Opt. 2 and directed an RFP to be issued to complete construction drawings and administer the tendering process for the renovation/build of the 111 Huron Street facility.

5 Recommendations

It is recommended that the City relocate the Downtown terminal to 111 Huron Street and consider mitigation measures to address the concerns of riders and the business community in the Downtown area. Relocation to Huron Street is supported for the following reasons:

- The proposed network realignment provides ample coverage through the Downtown along Queen and Bay Streets at 15 minute frequencies during the daytime (30 minutes on weekday evenings and weekends) with four of five routes travelling directly through Downtown; the realignments reduce the need for a central terminal within the heart of the Downtown area;
- The proposed network realignment reduces the need for transfers overall, with more key locations directly connected. While transferring will remain an important component of many transit trips, the overall frequency of transfers will likely decrease following the implementation of the new network;
- Significant reduction in site constraints which enable larger and more comfortable passenger waiting and amenity space and improved ability to achieve AODA standards;
- Improved exchange operations and functionality including a reduction in constraints on layby and bus bay space;
- Reduced overall operating costs due to a one integrated facility approach alongside the elimination of bus ‘deadheading’ costs between the terminal and the facility; altogether, these costs are estimated to amount to \$96,000 annually;
- Allows for the redevelopment and repurposing of the Dennis Street site;
- Council has previously endorsed the relocation and directed staff to issue an RFP to complete construction drawings and administer the tendering process for the renovation/build of the Huron Street facility;
- The terminal relocation has already been approved for ICIP funding, with ICIP carrying the majority share of capital costs, based on prior cost estimates.

Mitigation measures for transit users beyond the benefits provided by shifting to the proposed network may include:

- The installation of heated shelters at select stops along Queen and Bay Streets with potential for heated shelters, benches, and real-time route arrival displays to improve the customer waiting experience through the Downtown.

6 Closure

We trust that the above aligned with your expectations and the defined scope. If you have any questions please do not hesitate to contact the undersigned.



Jeremy Finkleman, MCIP RPP, PMP

Lead – Transit Centre of Excellence

WSP Canada

APPENDIX A:

Summary of Historical Dennis Street Terminal Relocation Studies and Documentation

1 Bus Transfer Terminal – Relocation Feasibility Study (Tulloch Engineering, May 2021)

The purpose of the Bus Transfer Terminal – Relocation Feasibility Study is to evaluate the potential relocation of the existing Downtown Dennis Street Bus Terminal in Sault Ste. Marie. The existing Dennis Street Bus Terminal (160 Queen Street East) was constructed in 1981. It is noted to be in a prime location downtown as it is central to transit customers' Downtown destinations and residential developments and is a relative mid-point for routes travelling east and west. The Dennis Street Terminal is the main starting and ending location of all public transit bus routes within the City of Sault Ste. Marie. Additionally, it provides a waiting area with public washrooms along with a transit kiosk.

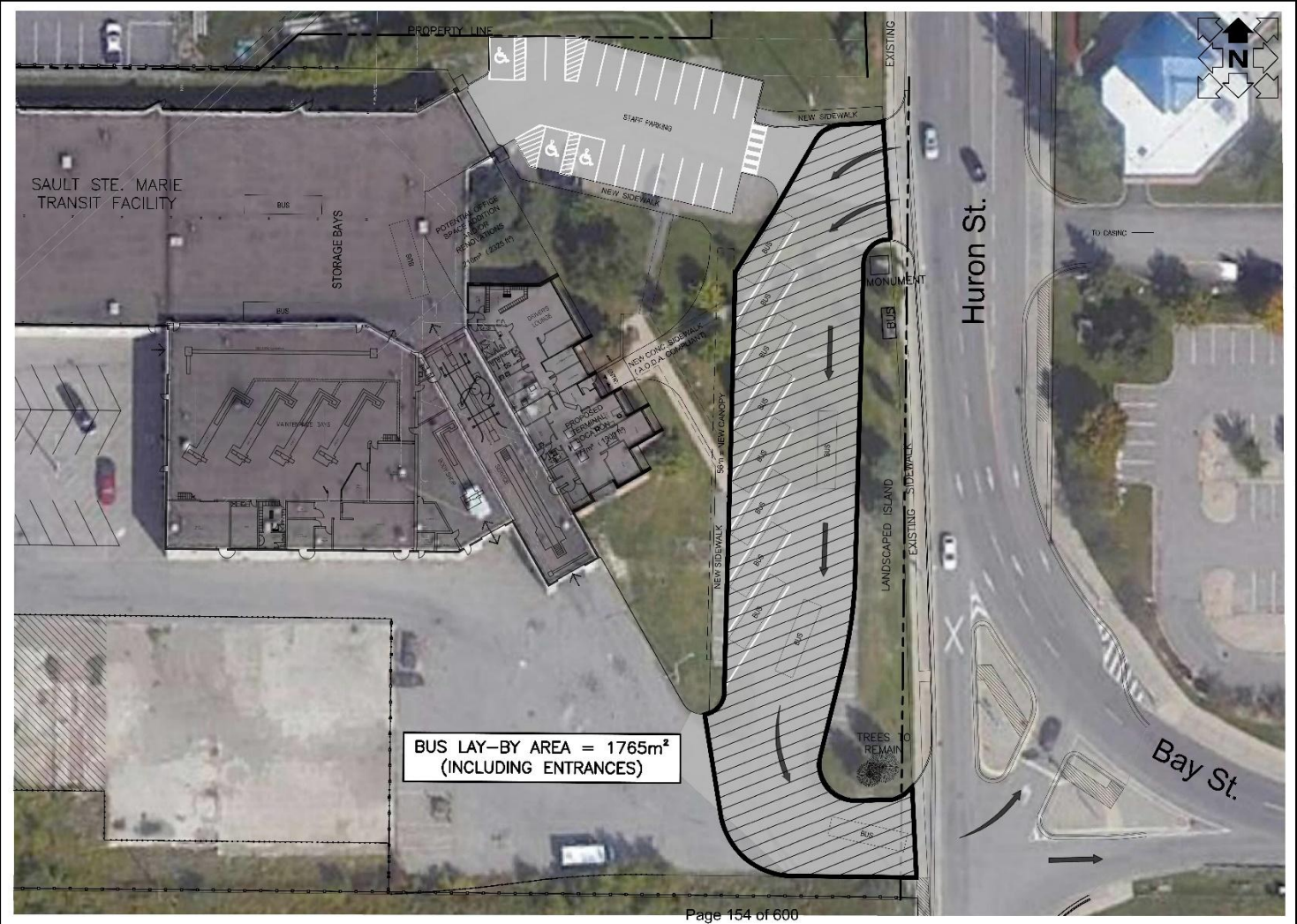
However, the Dennis Street Terminal has increasing concerns around public safety, operational presence and accessibility. Additionally, it requires significant capital investment to address several operational and functional issues as well as need for major repairs and upgrades. Due to growing concerns with the Dennis Street Terminal, the City is considering relocating the facility to 111 Huron Street, the current site of the City's Transit Services Administration and Maintenance building to create a fully integrated transit hub. The 111 Huron Street site currently provides the following:

- Transit and parking administration
- Daily start/finish point for seven fixed route buses and one Community Bus route
- Start/finish point for all Parabuses including Parabus dispatching
- Maintenance facilities for transit fleet
- Indoor storage facilities for the fleet
- Transit kiosk

Alternatives Analyzed

As part of the study, three alternative solutions were considered and analyzed. **Table 1** provides a summary of each alternative explored.

Table 1: Overview of Alternatives Analyzed

Alternative	Description	Bus Terminal Details	Conceptual Drawings
Alternative #1: Do nothing	This option reflects the “do nothing” baseline as required under the MCEA process. However, it is not recommended as it fails to address existing issues.	N/A	N/A
Alternative #2: Fully Integrated Facility	This option consolidates maintenance, administration, and terminal functions into a single facility, allowing maximum efficiency through shared operations.	The proposed details for the the 111 Huron Street are as follows: - Bus layby area: ~1,765 sq.m (2.15x larger than Dennis Street Bus Terminal) - Proposed terminal area: ~176 sq.m	

Alternative	Description	Bus Terminal Details	Conceptual Drawings
Alternative #3: Stay and Upgrade	This option acknowledges the need for upgrades at the Dennis Street Terminal, while leveraging the City's existing investment in the Huron Street Transit facility. It focuses on capital improvements to ensure both sites remain functional, accessible and efficient for the next 20+ years	Existing details at the existing Dennis Street Bus Terminal: • Bus layby area: 821 sq.m • Terminal area: 204 sq.m	 Page 155 of 600

Previous Studies and Supporting Documentations

As part of Bus Transfer Terminal – Relocation Feasibility Study, previous studies and documentations were reviewed. **Table 2** provides a summary of what was reviewed and key findings relevant to Bus Terminal Relocation

Table 2: Overview of Previous Studies and Documentation

Supporting Documentation	Key Findings
2018 City of Sault Ste. Marie Transit Optimization Study	Transit Consulting network concluded that a central downtown terminal was essential both at the time of the study and in the future as Sault Transit was operating a radial network requiring coordinated transfers. Noting that the terminal's downtown location was flexible and convenient for transit customers. The Transit Optimization Study explored whether network redesign could remove the need for a downtown terminal. Although routes were reduced from eight to seven, a downtown transfer point with basic amenities remains necessary for transfers, the community bus and paratransit. The study recommended revisiting this issue after implementation of the new service. At the time, the Dennis Street Terminal required \$47,000-\$61,000 in roof repairs and annual operating costs were about \$100,000 (1.25% of the transit budget), which was considered typical. The 111 Huron Street site could accommodate the proposed routes, but its distance from downtown would require route adjustments. From a customer perspective, a location downtown would be preferred. However, 111 Huron Street could be considered if the City decides to sell the Dennis Street property for financial reasons.
2017 Transit Relocation Feasibility Study – Class EA	The City conducted a 2017 Feasibility Study to address deficiencies at the Sackville Road Transit and Public Works facilities and explore integrating them for operational synergies and cost savings. The study concluded that upgrading both 111 Huron Street and 128 Sackville Road was the preferred option, rather than relocating the transit maintenance to Sackville road. Relocation was estimated to cost between \$36 million and \$60 million.
2012 – 2016 Public Transit Operations Review	The Operations Review noted that the Huron Street Transit Garage needed major repairs and upgrades including a new roof, fuel tanks, hoists and office space. Furthermore, its location is not central hence increasing travel times for buses travelling to and from the garage when beginning and terminating service, resulting in costly “deadhead” time.

Supporting Documentation	Key Findings
The City's Asset Management Facility Condition Assessment	In 2013 the city assessed all municipally owned buildings. Assessments were provided for 111 Huron Street and the Dennis Street Terminal. 111 Huron Street: • Fair condition • Several replacement and restoration projects deferred resulting in overall condition deteriorating • Total capital spending recommendations: \$896,333 over 2013-2015 Dennis Street Terminal: • Fair condition • Several replacement and restoration projects deferred and required immediate attention • Capital investments: roof replacement, HVAC upgrade, sidewalk and site surface reconstruction • 2018 report concluded that approximately \$377,000 in maintenance and repairs required over the next 5 years to ensure a minimally operational facility • Estimated \$272,000 to renovate existing buildings to address the problem/opportunity
City of Sault Ste. Marie Council Reports (Various)	February 21 2005, SSM Sports and Entertainment Centre – Parking Solution • Report recommended that a new transit terminal constructed at Queen Street and Huron Street at an estimated \$490,000 • Report stated Transit staff have concluded that relocating terminal operations to the existing garage at Queen and Huron Street would improve efficiency by consolidating operations, reducing annual costs and enhancing service for transit users. RE: April 9 2018, Route Optimization • A recommendation within the report was to explore the possibility of relocating the Terminal to 111 Huron Street. RE: April 9 2018, Route Optimization:

Supporting Documentation	Key Findings
	- Report to council presented the Environmental Assessment by Tulloch Engineering which recommended not integrating 111 Huron Street Transit Facility with the Sackville Road Public Works Facility. RE: June 29 2020 Dennis St. Terminal Relocation - Report to council seeking approval to conduct an open house for public consultation to focus on the closing of the Dennis Street Terminal and proposed relocation to 111 Huron Street. RE: September 14 2020 Request for Proposals – Terminal Relocation EA - Report to council seeking approval to retain Tulloch Engineering to provide professional services for the completion of a Class Environmental Assessment for the relocation of the terminal to 111 Huron Street

Public Consultation and Feedback Conducted during the Tulloch Engineering Study

Two surveys were conducted as part of the study; one was a ridership survey conducted in person at the Dennis Street Terminal and featured questions gauging transit user's knowledge of the project and opinion of relocating the terminal. The second survey was conducted by the Downtown Business association garnering opinions from business.

Ridership Survey:

Approximately 80 people participated in the survey and the key findings are as follows:

- **Awareness of the New Transfer Hub at Sault College:**
 - 65% of respondents were unaware of the new transfer hub launching May 3, 2021
 - The hub aims to reduce trip lengths enabling transfers in the north terminal instead of downtown.
- **Downtown as a Destination:**
 - 37% of respondents stated their usual destination is **not** downtown, suggesting the new transfer hub could significantly reduce travel times for many transit users.
- **Station Mall Travel Patterns:**
 - 58% of respondents get off at the Downtown Terminal and walk to the mall.
 - 30% of respondents take a direct route to the mall.

- 12% of respondents transfer at the Downtown Terminal to get to the mall.
- **Accesses to businesses in the Downtown**
 - 55% of respondents get off at the nearest stop while 43% get off at the Downtown Terminal and walk.
- **Impact of Moving the Transit Terminal to 111 Huron Street**
 - 69% respondents said they would **not** avoid downtown if the terminal was moved
 - 59% respondents said the move would have little or no impact; 15% said there would be somewhat of an impact; 1% said it would create hardship and 5% said they would stop using transit

Downtown Business Association Survey:

The Downtown Business Association has a total of 189 members, and 44 businesses participated in the survey (23.3% response rate). The results provided by the association are as follows:

- Businesses want to keep the terminal downtown as it is a central and accessible location, furthermore they want to avoid creating another empty lot in the downtown core.
- Customers and employees rely on the terminal for bus access and ride pickups to and from businesses.
- A transit hub contributes to the downtown activity and moving it could result in negative impacts on revitalization efforts.
- Further clarity required on how the vacated space will be used if the terminal relocates.
- Concerns regarding how downtown businesses and visitors will be impacted.

Summary of Public Concerns

Table 3 presents a summary of public concerns received during the public outreach campaign, organized by theme.

Table 3: Summary of Public Concerns

Theme	Summary of Key Points
Noise	● Business owner near 111 Huron Street expressed concern about noise impacts if terminal were to relocate there. ● Dennis Street resident supporting the move of the terminal due to noise levels.
Traffic	● Capacity of Huron Street and its intersection with Bay Street was questioned.

Theme	Summary of Key Points
Impact on Downtown Businesses	• Concern over potential loss of businesses and reduced downtown vibrancy if the terminal is relocated. • Fear that relocation would negatively affect businesses and organizations they represent.
Increasing Crime	• Increasing crime concerns associated with the relocation of the terminal.

Limitations to Redevelopment at the Existing Site

The Dennis Street Bus Terminal site faces constraints that limit its potential for redevelopment and expansion. Under the City's Zoning By-law, the rear portion of the property must be maintained as parking for the GFL Centre, which restricts opportunities to expand transit operations or modify the area to improve traffic flow. This requirement also raises challenges for repurposing the site if the terminal is relocated to 111 Huron Street. If relocation of the site were to proceed, it is recommended that the City should consider initiating a strategic review to explore options for repurposing or divesting the property.

Financial Considerations

Under the Public Transit Infrastructure Fund (PTIF) program, the City of Sault Ste. Marie was allocated \$43,354,392 over eight years (2019-2026), with a municipal share being \$11,610,622. This funding provides the City a significant opportunity to reinvest in transit infrastructure and address operational deficiencies and long-term needs.

As part of the three year investment plan approved on May 21, 2019, Council identified relocating the downtown terminal at an estimated cost of \$2 million, with the City's share being \$533,000 after the ICIP contributions. Any additional transit improvements would require City funding, which could include debt fundings through debentures.

Over the next five years, approximately \$377,000 in maintenance and repairs will be required to keep the Dennis Street Terminal operational, with an additional \$295,000 estimated for renovations, bringing the total to \$672,000. Under the ICP program, about \$491,000 of this amount would be recoverable, leaving the City's share at \$181,000. The terminal's annual operating costs are approximately \$113,114 (2020), representing 1.25% of the transit operating budget. Eliminating the terminal could save an estimated \$105,000 (\$30,000 operational costs and \$75,000 capital costs) in 2021 through reduced operating and capital costs.

Renovating the Maintenance and Administrative Facility at 111 Huron Street is estimated at \$2 million, with \$1.46 million recoverable through the ICIP, leaving the City's share at \$533,000. This builds on recent investments totaling \$1.1 million including the following:

- A new roof at \$916,439 million, which supports future Solar Panel Infrastructure.

- LED lighting upgrades: \$78,750
- Garage Door Replacement \$50,835
- HVAC Improvements \$45,792

Given the City's contribution of \$533,000 towards renovations at the 111 Huron Street site, relocating the terminal would result in annual operating savings of \$113,114 and reduce capital costs at the Dennis Street terminal by \$75,000 per year. These savings would allow the City to recover its investment in five years. Further revenue could be realized if the City proceeds with the relocation and sells the existing Dennis Street Terminal.

Note: All costs shown in this section were calculated several years ago. Updated costing is required and is projected to be substantially higher than original estimates.

Comparison of Alternatives

The Bus Transfer Terminal – Relocation Feasibility Study provided a summary comparison of the two alternatives as shown in **Table 4**. Alternative #1 represents the “Do nothing” scenario, which has been excluded from further consideration as it does not adequately address the issues identified.

Table 4: Summary of Comparison of Alternatives

Evaluation Criteria	Alternative #2: Integrated Facility at 111 Huron Street	Alternative #3: Stay and Upgrade the Dennis Street Bus Terminal	Rationale
Economic Environment	Preferred		The post PTIF funding reimbursement capital cost to renovate 111 Huron Street is \$533,000, with expected annual savings of \$105,000 in capital and operating costs and \$66,000 in deadheading costs.
Natural Environment	No Preference		Natural Heritage review found that following the recommended mitigation measures would address environmental concerns related to the terminal relocation.
Transit Service Levels		Preferred	Downtown transit service can be maintained through route adjustments and added stops, but the impact of the Northern Transfer point at Sault College is uncertain. Two unquantifiable social risks exist: i) transit users avoiding the downtown core due to loss of convenience the present terminal location offers ii) a perceived decrease in social vibrancy downtown
Security, Facility Oversight and Crime	Preferred		Greater oversight can be provided at 111 Huron Street resulting in a net benefit on safety and security, over that of the Dennis Street Terminal.
Operations and Functionality	Preferred		Consolidating operations at 111 Huron Street will enhance communication among management, transit staff and maintenance team. The site also has capacity for additional buses and electric charging infrastructure.

Evaluation Criteria	Alternative #2: Integrated Facility at 111 Huron Street	Alternative #3: Stay and Upgrade the Dennis Street Bus Terminal	Rationale
Land Compatibility	No Preference		Both sites are suitably zoned for intended use(s).
Road Network	Preferred		Options to reduce conflict points and congestion at the Dennis Street Bus Terminal are limited. Queen Street is classified as an Urban Collector and Huron Street as an Urban Arterial. A traffic study confirmed that relocating the terminal would not affect the level of service.
Utilities	No Preference		Both sites are adequately serviced to support their functions.
Cultural	No Preference		Both sites have no archaeological potential remaining.
Air Emissions	Preferred		Relocating to 111 Huron Street would reduce fuel consumption and GHG emissions.
Noise	Preferred		Relocating the terminal would reduce the number of nearby sensitive noise receptors, and any noise impacts at 111 Huron Street can be mitigated.
Accessibility	No Preference		Both sites can be renovated to meet AODA standards though due to site constraints at Dennis Street this is more easily accommodated at the Huron Street location.

Selection of Preferred Alternative

The Bus Transfer Terminal – Relocation Feasibility Study concludes that relocating the terminal to 111 Huron Street addresses the operational, safety and accessibility challenges at the current Dennis Street Bus Terminal location. The move also provides an opportunity to improve efficiency, reduce costs and leverage ICIP funding required for necessary upgrades.

Financial Benefits of Relocation:

- Estimated annual savings: \$105,000 in building and operating costs, plus \$66,000 in fueling and deadheading
- With ICIP funding, the City's share of relocation costs is approximately \$533,000, resulting in a payback period of less than five years.¹

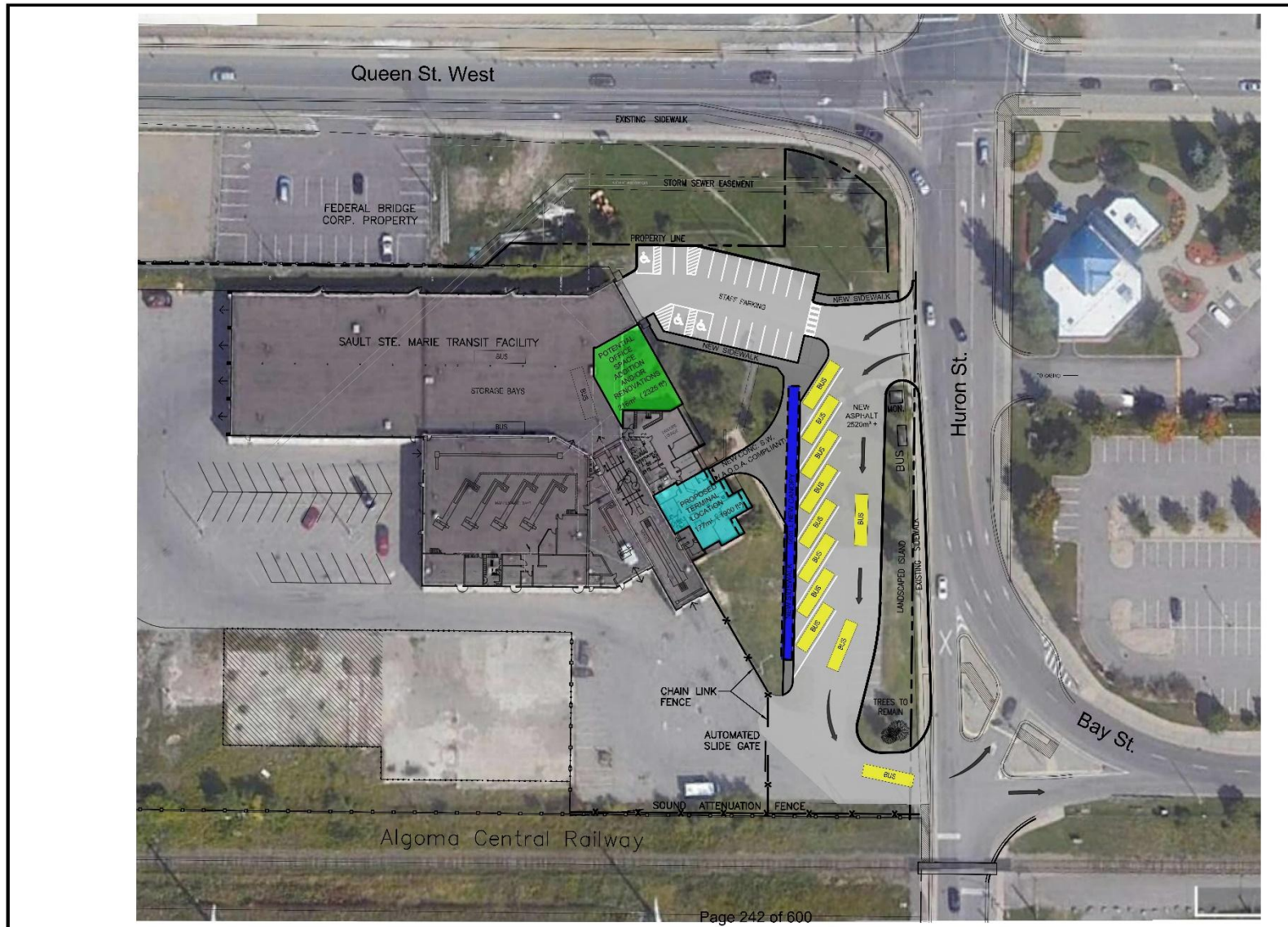
The study notes uncertainties regarding the impact of the Sault College Transfer Hub on downtown transit trips and potential social effects, such as reduced downtown visits due to the loss of convenience offered by the current terminal location.

Provided that environmental mitigation measures outlined in the study are implemented, most environmental impacts of relocating the terminal can be addressed. While operational and economic benefits strongly support the relocation, the potential decline in downtown activity due to both the Northern Transfer Point and moving the terminal away from the core cannot be mitigated and should be considered in council's decision making.

The recommended alternative is presented in **Figure 1**.

¹ Costs shown in this section were calculated several years ago. Updated costing is required and is projected to be substantially higher than original estimates.

Figure 1: Recommended Alternative at 111 Huron Street



2 July 12, 2021 Council Report: Dennis Street Terminal Update

On June 14th, 2021 City Council received a presentation and accompanying report on the Environmental Assessment process related to the potential relocation of the Dennis Street Terminal. At that meeting, Council passed the following resolution:

Resolved that the Dennis Street Terminal Relocation be referred to staff to research and report back with additional information regarding the feasibility of constructing a new terminal at the existing Dennis Street and Queen Street East site, including potential costs and longterm operational implications

To respond to the referral motion request and provide further information to the council, construction cost estimates were provided. Tulloch Engineering provided three class D cost estimates noting that they are high-level estimates. The costs for three options are provided below and summarized in **Table 5**.

Table 5: Summary of Costs²

Option	Cost Estimate (Excluding HST)
Option 1: Renovate 111 Huron Street	\$2,166,808
Option 2: New Terminal on the Existing Terminal Site	\$2,331,675
Option 3: Renovation of the Existing Terminal	\$972,720

Option 1: Renovate 111 Huron Street

The proposed renovations would include 4,200 sq.ft of improvements within the existing 111 Huron Street transit building. This would establish a designated terminal area and incorporate building modifications to create a new terminal entrance. The plan also includes the construction of new universal washrooms and a 1,900 sq.ft expansion to support the current administration area.

The planned renovations provide:

1. Flexibility to reconfigure-expand 4,220 sq. ft. of space.
 - increased patron seating/standing area
 - Fully accessible washrooms

² Costs shown in this section were calculated several years ago. Updated costing is required and is projected to be substantially higher than original estimates.

- Figure 2** provides a breakdown of the cost estimates.

COST ESTIMATE (CLASS D)							
NEW RENOVATIONS IN EXISTING BUS MTCE. BUILDING - OPTION 1							
ITEM	RENOVATE EXISTING BUS MTCE. BUILDING TO ACCOMMODATE BUS TERMINAL					BUDGET COST	Updated June 2021
1.0	GENERAL REQUIREMENTS (INSURANCE, BONDING)					\$30,000	
1.1	CONTRACTOR MOBILIZATION/DEMobilization					\$45,000	
1.2	RENOVATE EX. BUILDING TO ACCOMMODATE ADMIN AREA - 1,950 sq. ft. @\$205/SF					\$399,750	
1.3	RENOVATE EX. ADMINISTRATION AREA - 4,200 sq. ft. @\$205/SF					\$861,000	
1.4	BUILDING MODIFICATION FOR NEW TEMRINAL ENTRY AND RELOCATED BUS ENTRANCE DOOR					\$50,000	
1.5	UNIVERSAL WASHROOM ALLOWANCE (2)					\$40,000	
1.6	EXTERIOR SURFACE WORKS AND UNDERGROUND INFRASTRUCTURE					\$365,000	
					SUB-TOTAL	\$1,790,750	
					CONTINGENCY (10%)	\$179,075	
					DESIGN FEES (10%)	\$179,075	
					BUILDING PERMIT (1%)	\$17,908	
					TOTAL	\$2,166,808 (EXCLUDES HST)	
NOTES:	COST ESTIMATE DOES NOT INCLUDE ANY COSTS ASSOCIATED WITH POTENTIAL ABATEMENT OF DESIGNATED SUBSTANCES.						
	COST ESTIMATE DOES NOT INCLUDE ANY COSTS ASSOCIATED WITH POTENTIAL STUCTURAL UPGRADES IF REQUIRED.						
	COST ESTIMATE DOES NOT INCLUDE ANY COSTS ASSOCIATED WITH FURNITURE, FIXTURES OR EQUIPMENT						
	COST ESTIMATE REFLECTS INCREASE IN RENOVATION COSTS FROM \$175/sq.ft TO \$205/sq.ft						

Option 2 involves constructing a new 3,300 sq.ft facility at the current Dennis Street Location. It will result in a reduction of an estimated 75% of parking spaces and a variance approval for parking would be required to accommodate GFL Memorial Gardens Requirements. **Figure 3** shows a breakdown of the cost estimates. There was no conceptual design provided for this option.

Figure 3: Option 2 New Terminal on the Existing Terminal Site

COST ESTIMATE (CLASS "D")					
STAND ALONE BUS TERMINAL BUILDING - OPTIONS 2					

Option 3: Renovation of the Existing Terminal

The renovation of the existing terminal would remain within the current building footprint and require a reduction of at least 100 sq.ft in seating and standing area to accommodate expanded accessible washroom. A breakdown of the costs is presented in **Figure 4**.

Figure 4: Option 3 New Terminal on the Existing Terminal Site

COST ESTIMATE (CLASS "D")							
RENOVATE EXISTING DENNIS STREET BUS TERMINAL - OPTION 3							
ITEM	RENOVATE EX. 3,000 SF. TERMINAL BUILDING			BUDGET COST		Updated June 2021	
1.0	GENERAL REQUIREMENTS (INSURANCE, BONDING)			\$15,000			
1.1	CONTRACTOR MOBILIZATION/DEMobilIZATION			\$45,000			
1.2	INTERIOR RENOVATION - 3,000 sq.ft. area @\$205/SF			\$615,000			
1.3	UNIVERSAL WASHROOM INCREASE			\$32,000			
1.4	EXTERIOR SURFACE WORKS AND UNDERGROUND INFRASTRUCTURE			\$65,000			
				SUB-TOTAL		\$772,000	
	CONTINGENCY (10%)			\$77,200			
	DESIGN FEES (15%)			\$115,800			
	BUILDING PERMIT (1%)			\$7,720			
				TOTAL		\$972,720 (EXCLUDES HST)	
NOTES:	COST ESTIMATE DOES NOT INCLUDE ANY COSTS ASSOCIATED WITH POTENTIAL ABATEMENT OF DESIGNATED SUBSTANCES.						
	COST ESTIMATE DOES NOT INCLUDE ANY COSTS ASSOCIATED WITH POTENTIAL STRUCTURAL UPGRADES IF REQUIRED.						
	COST ESTIMATE DOES NOT INCLUDE ANY COSTS ASSOCIATED WITH FURNITURE, FIXTURES OR EQUIPMENT						
	COST ESTIMATE REFLECTS INCREASE IN RENOVATION COSTS FROM \$175/sq.ft TO \$205/sq.ft						

Both the new build and renovation options for the Dennis Street site would address accessibility requirements and building condition issues. While the new build would offer

improvements, it would not resolve congestion challenges for buses and pedestrians. The renovation option would not expand the bus lay-by area and would reduce available seating for riders within the terminal, along with limiting operational efficiency.

If the renovation option is selected, a temporary terminal would be required during construction. This could be accommodated by installing a temporary structure on-site or by exploring use of the GFL Memorial Gardens Arena.

However the following benefits associated with relocating to 111 Huron Street would not be achieved:

- To combine Management oversight into one location to improve safety for staff and riders as well as improve communication.
- To have maintenance staff onsite to address items as buses arrive at terminal for transfer.
- To save \$67,000 in annual fuel-travel time savings
- To save \$105,000 annually in expenditures for capital building requirements and ongoing maintenance
- Future electric charging at one location

Over the estimated 25-year life cycle of the asset, savings are projected to total approximately \$3,027,00 (calculation shown below). This estimate also accounts for planned transition to partially electric vehicles by 2026 and the associated reductions in fuel consumption.

Calculation of Savings Over Useful Life of Asset

- \$105,000 annually * 25 years = \$2,625,000 .
- \$67,000 in fuel-travel savings * 6 years before electric conversion = \$402,000 (conservative figure given there will still be diesel units in service)
- Total = \$3,027,000

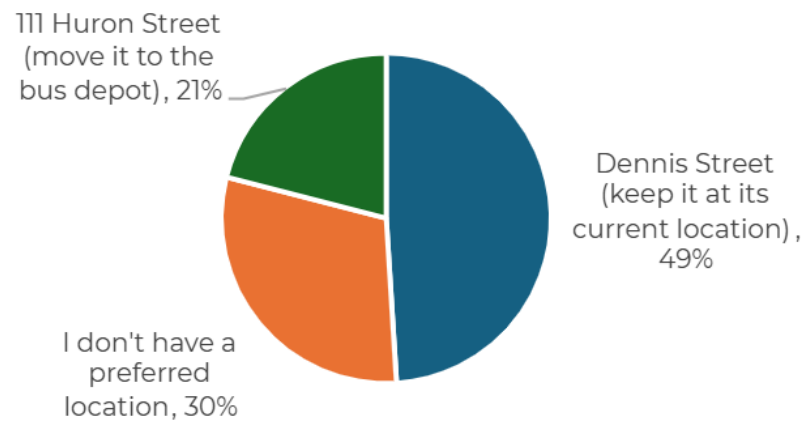
3 WSP Transit Optimization Study – Rider and Community Survey

As part of Phase 2 of the ongoing Comprehensive Review of the Conventional Transit Operation, the City and WSP engaged with riders, community members, transit operators and other stakeholders to gain insights into the current transit system. During this engagement, questions were raised regarding the potential location of the Dennis Street Bus Terminal.

One of the questions was: “The City is considering relocating the Downtown Bus Terminal to 111 Huron Street. This will enhance the security for transit users, improve operations by having staff and mechanics on site, and realize cost savings. What is your preferred location?”

As shown in **Figure 5**, 49% of respondents indicated a preference for keeping the terminal at its current location on Dennis Street, while 21% expressed interest in relocating the terminal to 111 Huron Street and 30% reported having no preference. A total of 333 respondents answered this question.

Figure 5: Survey Question Results



Common concerns around the terminal relocation include the following:

- Reduced convenience to Downtown shops & services, social services, jobs, GFL Gardens, and Station Mall
- Impact on service reliability
- Traveler safety at a more isolated location
- Lack of nearby amenities while waiting for a bus

Opportunities indicated around terminal relocation include the following:

- Enhanced security
- Streamlined operations by having staff and mechanics on site
- Realized cost savings



Comprehensive Review of the Conventional Transit Operation for Sault Ste Marie

APPENDIX E:

Sault Ste Marie Transit Fleet Replacement Schedule

UNIT	BRAND	MODEL YEAR	EXPECTED BUS LIFE	Veh Type	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
132	ORIN 7	2006	2018	Coach	XX									
162	ORIN 7	2006	2018	Coach	XX									
163	ORIN 7	2006	2018	Coach	XX									
133	ORIN 7	2009	2021	Coach		XX								
134	ORIN 7	2009	2021	Coach			XX							
135	NOVA LFS	2011	2023	Coach				XX						
136	NOVA LFS	2011	2023	Coach					XX					
137	NOVA LFS	2011	2023	Coach						XX				
138	NOVA LFS	2011	2023	Coach						XX				
139	NOVA LFS	2012	2024	Coach							XX			
140	NOVA LFS	2013	2025	Coach								XX		

UNIT	BRAND	MODEL YEAR	EXPECTED BUS LIFE	Veh Type	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
34	CHEV	2014	2020	Parabus	XX						XX			
156	NOVA LFS	2016	2028	Coach									XX	
35	FORD	2017	2023	Parabus	XX						XX			
36	FORD	2017	2023	Parabus		XX						XX		
37	FORD	2017	2023	Parabus			XX						XX	
38	FORD	2017	2023	Parabus				XX						XX
39	FORD	2017	2023	Parabus					XX					
40	FORD	2017	2023	Parabus					XX					
165	NOVA LFS	2019	2031	Coach										XX
166	NOVA LFS	2019	2031	Coach										
43	CHEV	2020	2026	Parabus		XX						XX		

UNIT	BRAND	MODEL YEAR	EXPECTED BUS LIFE	Veh Type	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
167	NEW FLYER	2021	2033	Coach									XX	
168	NEW FLYER	2021	2033	Coach									XX	
169	NEW FLYER	2021	2033	Coach									XX	
170	NEW FLYER	2021	2033	Coach									XX	
171	NEW FLYER	2021	2033	Coach									XX	
172	NEW FLYER	2021	2033	Coach									XX	
173	NEW FLYER	2021	2033	Coach									XX	
174	NEW FLYER	2021	2033	Coach									XX	
175	NEW FLYER	2021	2033	Coach									XX	
176	NEW FLYER	2021	2033	Coach									XX	
177	FORD	2021	2033	Community		XX								

UNIT	BRAND	MODEL YEAR	EXPECTED BUS LIFE	Veh Type	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
178	FORD	2021	2033	Community			XX							
183	CHEV	2021	2033	Community				XX						
41	FORD	2022	2028	Parabus				XX						XX
42	FORD	2022	2028	Parabus				XX						XX
179	NOVA LFS	2022	2034	Coach										XX
180	NOVA LFS	2022	2034	Coach										XX
181	NOVA LFS	2022	2034	Coach										XX
182	NEW FLYER	2023	2035	Coach										

Survey Results: Transportation

 Survey Info - This survey was sent on behalf of the City of Sault Ste. Marie to the FlashVote community for Sault Ste. Marie, ON.

These FlashVote results are shared with local officials

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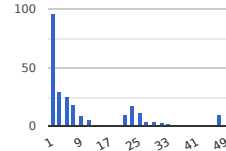
Total Participants

254 of 440 initially invited (58%)
4 others
Margin of error: ± 6%

Applied Filter:
All Responses

Participants for filter:
258

Response Time (ho...



Started:

Apr 16, 2025 11:06am EDT

Ended:

Apr 18, 2025 11:06am EDT

Target Participants:

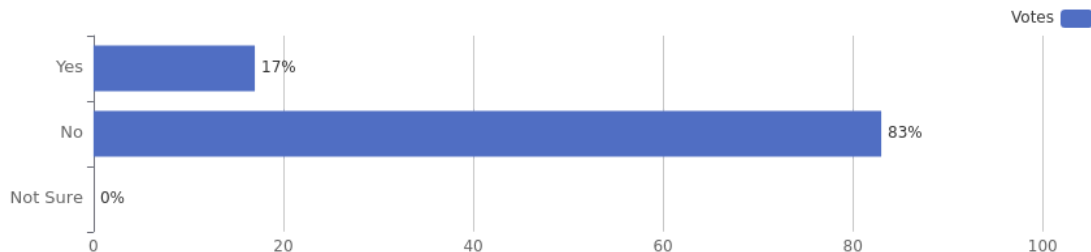
All Sault Ste. Marie

Q1 The City of Sault Ste. Marie operates a Transit System that includes eight (8) bus routes, an on-demand ride service and a Parabus service.

Have you or your household used the Transit System in the last 12 months?

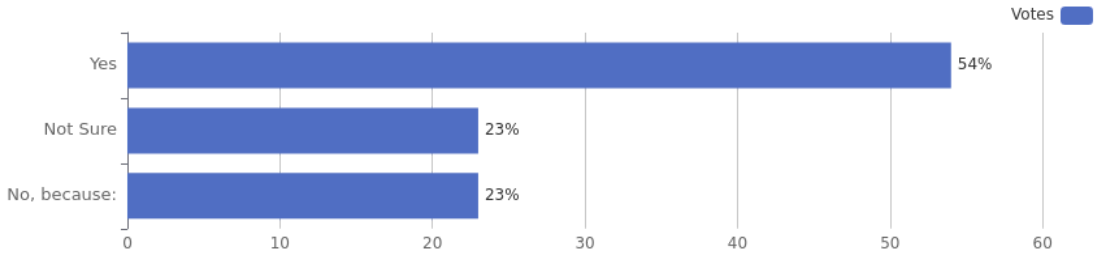
(256 responses)

Options	Votes (256)
Yes	17% (43)
No	83% (213)
Not Sure	0% (0)



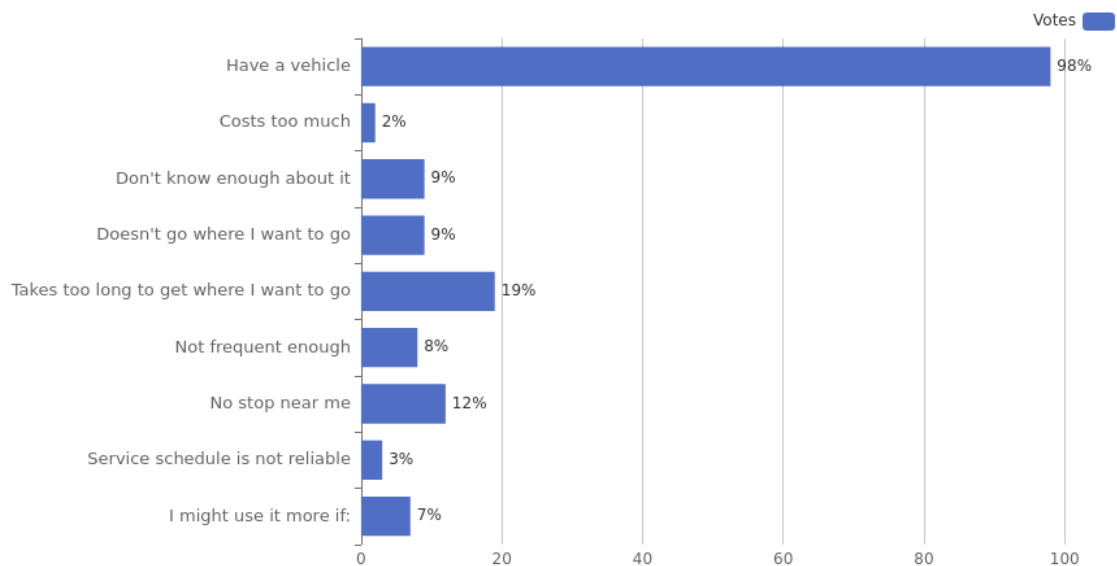
Q2 Have you (or your household) been satisfied with your Transit System experience(s)?
(48 responses)

Options	Votes (48)
Yes	54% (26)
Not Sure	23% (11)
No, because:	23% (11)



Q3 Which of the following describe why you or your household haven't used the Transit System in the last 12 months? (Choose all that apply, if any)
(203 responses)

Options	Votes (203)
Have a vehicle	98% (198)
Costs too much	2% (5)
Don't know enough about it	9% (19)
Doesn't go where I want to go	9% (18)
Takes too long to get where I want to go	19% (39)
Not frequent enough	8% (16)
No stop near me	12% (24)
Service schedule is not reliable	3% (6)
I might use it more if:	7% (15)

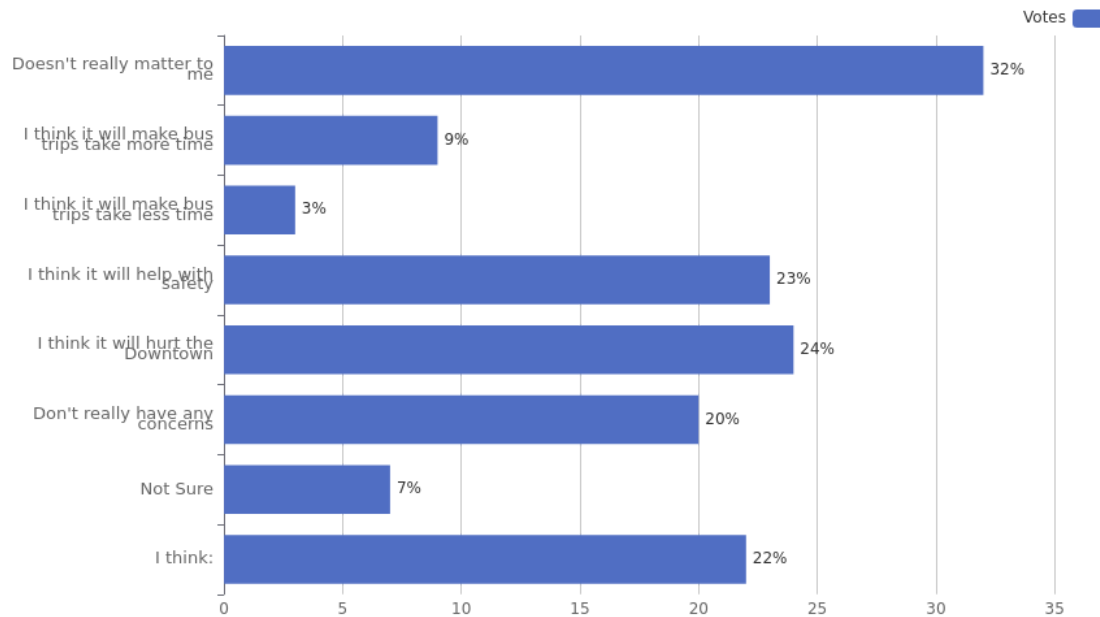


Q4 The City is considering relocating the Downtown Bus Terminal from Dennis Street to 111 Huron Street to enhance security for passengers, improve operations, and save money (by having staff and mechanics on site).

What do you think about moving the Bus Terminal? (Choose all that apply, if any)

(244 responses)

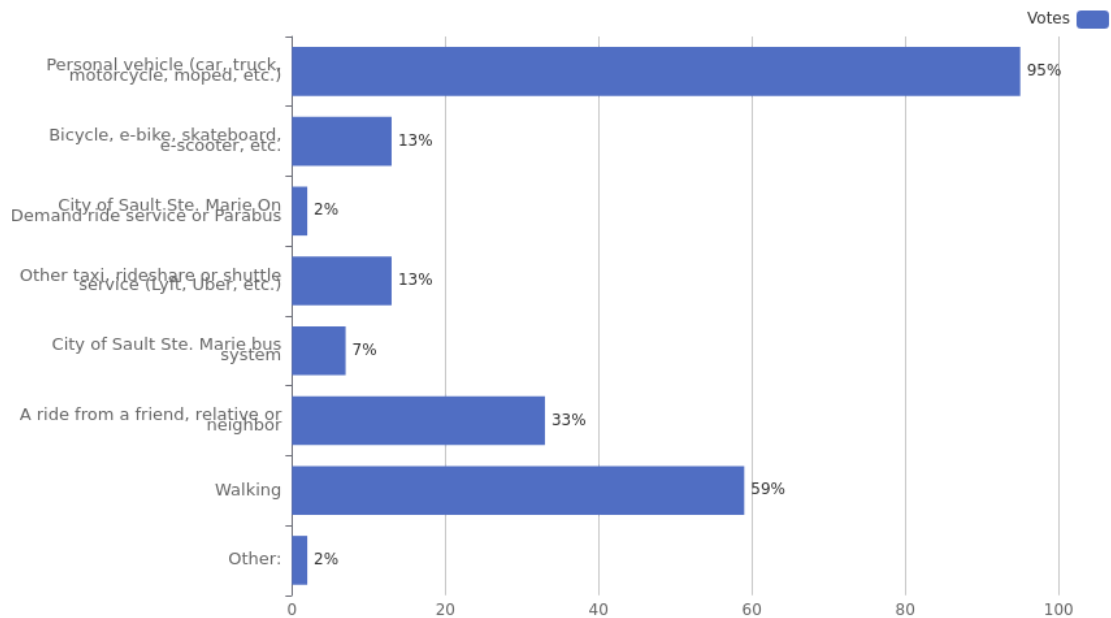
Options	Votes (244)
Doesn't really matter to me	32% (77)
I think it will make bus trips take more time	9% (23)
I think it will make bus trips take less time	3% (7)
I think it will help with safety	23% (57)
I think it will hurt the Downtown	24% (59)
Don't really have any concerns	20% (49)
Not Sure	7% (16)
I think:	22% (54)



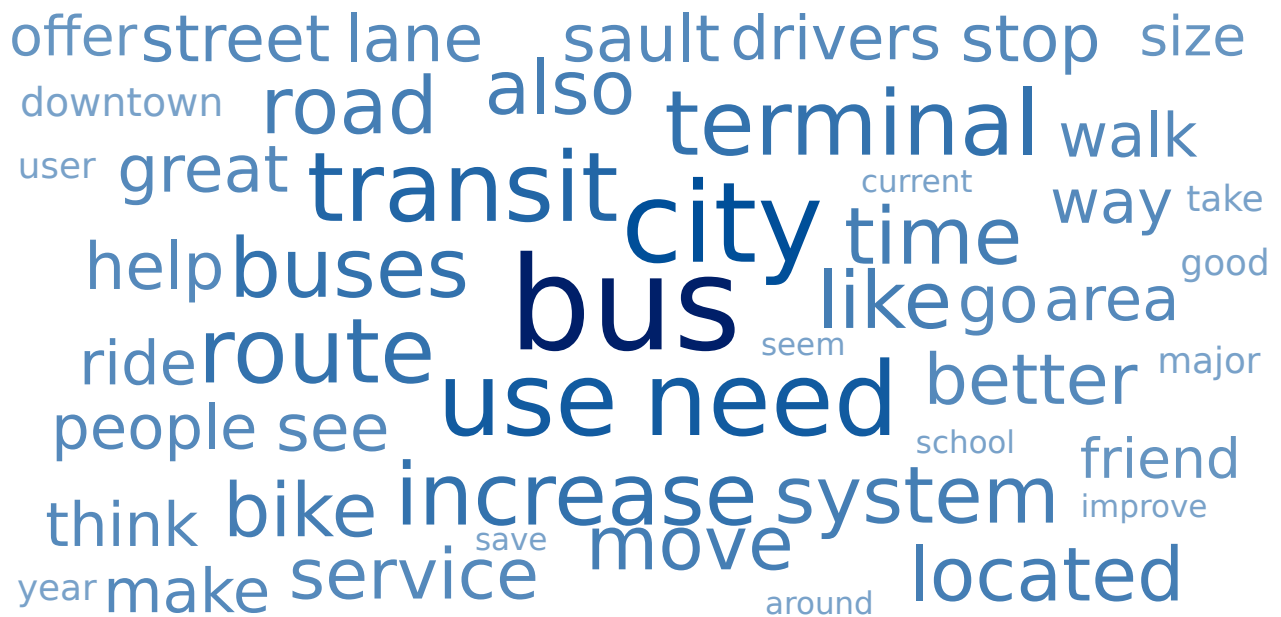
Q5 In the last 30 days, which of the following, if any, have you used to travel from your home to somewhere else? (Choose all that apply, if any)

(245 responses)

Options	Votes (245)
Personal vehicle (car, truck, motorcycle, moped, etc.)	95% (233)
Bicycle, e-bike, skateboard, e-scooter, etc.	13% (32)
City of Sault Ste. Marie On Demand ride service or Parabus	2% (4)
Other taxi, rideshare or shuttle service (Lyft, Uber, etc.)	13% (31)
City of Sault Ste. Marie bus system	7% (16)
A ride from a friend, relative or neighbor	33% (80)
Walking	59% (145)
Other:	2% (5)



Q6 Any other comments or suggestions about the Transit System or getting around Sault Ste. Marie?
(79 responses)



My son is in high school, and I tried to figure out how he can take a bus from Point A to Point B MULTIPLE times but the information is so confusing . Your online information and online APP are terrible, not user friendly at all. So, I pay for a Uber or Uride or just find other rides for him.

I am concerned about the proximity to whitefish island and the walkability between the new location and the downtown core. Although I do not utilize the transportation system now, I have used it as transportation previously. I do not feel the new proposed location is safe. Even with security at the terminal itself, it is a dark remote area surrounded by forest/trails that are frequented by unhoused individuals struggling with mental health and addiction issues. I walk my dog on the boardwalk, and even in daylight (with a large dog) I do not go to this area unless my husband is with me.

Not sure if it still is but exact cash only was a con

More readily available information about buses and routes is necessary to increase ridership.

Again, a depot in the middle of the city to allow a more direct route to where you want to go. I feel city is picking a location where the buses and drivers are to save money rather than to improve service. Saving money is good but not if it will make service worse. Did the same for the north library.

users should be charged more and not subsidized by taxpayers

Please bring in a zero increase budget this year, city council.

I drive for the most part. However I have had issues with babysitters trying to get to my house in the evenings. Them showing up late or not at all because of the bus system so I know some changes are likely ideal

If the bus terminal is moved to Huron, better security must be in place to keep transients, homeless, and addicts from loitering in or near a prime city attraction (outdoor rink, nice restaurants, high-end venue space, tour train).

Although I am not a current transit user, I think that the on-demand feature and app are great improvements to Sault Ste. Marie transit system

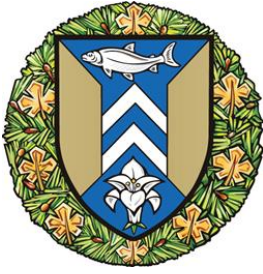
Additional survey reports

SSM Transit Terminal Project

Project Budget Summary - 2023 Update

21034

Construction Costs		Low		High	
Construction Cost Subtotal					
Terminal Building Expansion		\$3,714,000	June 2022 Low Tender	\$4,727,813	June 2022 HighTender
Operations Area Renovations		\$284,858	June 2022 Low Tender	\$290,506	June 2022 HighTender
Administration Area Renovations		\$275,550	June 2022 Low Tender	\$329,603	June 2022 HighTender
Washroom Renovations		\$159,000	June 2022 Low Tender	\$155,493	June 2022 HighTender
Construction Contingency Allowance	5%	\$221,670		5%	\$275,171
Escalation - 2022 - 2023	8.2%	\$381,716	Based on Stat Can CPI	15.0%	\$866,788
Escalation Allowance - 12 Months	10.0%	\$503,679	Estimated	12.0%	\$797,445
Construction Cost Subtotal		\$5,540,474		\$7,442,818	
Ancillary Costs					
Previous Studies		\$50,000	Spent	\$50,000	Spent
Previous Design Fee's		\$187,765	Spent	\$187,765	Spent
Anticipated Remaining Prof. Fee's		\$110,809	Expected	\$148,856	Expected
FF&E Budget		\$100,000	Expected	\$120,000	Expected
Ancillary Contingency	5%	\$22,429		5%	\$25,331
Escalation - 2022-2023	8.2%	\$38,622	Based on Stat Can CPI	15.0%	\$79,793
Escalation Allowance (12 Months)	10.0%	\$50,963	Estimated	12.0%	\$73,409
Ancillary Cost Sub-Total		\$560,588		\$685,155	
Total Anticipated Project Cost		\$6,101,000	Plus HST	\$8,128,000	Plus HST



**The Corporation of the
City of Sault Ste. Marie**

COUNCIL REPORT

November 3, 2025

TO: Mayor Matthew Shoemaker and Members of City Council

AUTHOR: Brent Lamming, Deputy CAO, Community Development & Enterprise Services

DEPARTMENT: Community Development and Enterprise Services

RE: Canadian Skills Training and Employment Coalition Advisory Committee

Purpose

The purpose of this report is to provide Council information on the Canadian Skills Training and Employment Coalition Advisory Committee and invite a Councillor to participate as a Committee member.

Background

With the current challenges Algoma Steel is facing with tariffs, combined with the planned reduction in workforce with the commissioning of Electric Arc Furnace (EAF) steelmaking, the City and Canadian Skills Training and Employment Coalition (CSTEC) have been in discussions on ways to best support the community and employees that will be displaced. Support for training and securing alternative employment will be important during this period.

CSTEC's mission is to work with employers, job-seekers, educators and unions and help them find innovative and successful solutions to training and labour market challenges in addition to manufacturers experiencing challenges in attracting, retaining, and upskilling their workforce. CSTEC and their partners come together to help address these challenges. <https://cstec.ca/>

Analysis

City staff recognize the importance to the community to support workers being displaced, to work with urgency to set up supports in advance of any terminations and to share information on what is being done to support workers.

CSTEC and City staff continue dialogue on supportive activities. A committee has been established, which has City representation. The Committee would welcome a member of Council to participate to keep Council apprised and to have an additional voice to advocate for local solutions.

The CSTEC Advisory Committee has the following organizations represented:

- CSTEC: Ken Delaney

- City of Sault Ste. Marie: Brent Lamming
- United Steel Workers Union: March Ayotte
- Algoma Steel: Danielle Baker
- Sault College and the Employment Ontario network: Maggie Catterick
- Indigenous Friendship Centre: Cathy Syrette

The Advisory committee meetings cover a range of topics, including the following:

1. Stakeholder engagement and intelligence gathering
2. Workforce demographic and labour market analysis
3. Development of digital tools to assist in workforce adjustment
4. Development of Individual Action Plan framework
5. Commentary on status of other grant activity and on other relevant government programs
6. Progress on final report and recommendations

To date, CSTEC has submitted two (2) applications to the Canadian Skills Development Fund.

1. Labour from Algoma Steel as an Economic Engine - \$250,000
2. Training dollars for displaced employees to find alternative employment - \$7 million. The City has provided a letter of support.
<https://www.ontario.ca/page/skills-development-fund-training-stream>

CSTEC and the City are taking a proactive approach to the situation. City staff have also met with Invest Ontario, Invest Canada, and Economic Development staff continue to work on business attraction initiatives.

Staff are supportive of continuing to work with the CSTEC Advisory Committee and Council representative to provide support and connect employment opportunities with displaced workers.

Financial Implications

There are no operating impacts to the budget at this time.

Strategic Plan / Policy Impact / Climate Impact

The recommendation supports the Corporate Strategic Plan 2024-2027 in a variety of focus areas:

- Within the Community Development focus area, it will promote economic activity and growth.
- It will build collaborative relationships to enhance service delivery through community partnerships.
- Finally, it will ensure transparency and fiscal responsibility to meet the needs of the community.

There is no climate impact as a result of this recommendation.

Recommendation

It is therefore recommended that Council take the following action:

Canadian Skills Training and Employment Coalition Advisory Committee

November 3, 2025

Page 3.

Resolved that the report of the Deputy CAO, Community Development and Enterprise Services dated November 3, 2025 concerning the Canadian Skills Training and Employment Coalition Advisory Committee be received and that _____ be appointed to the Committee

Respectfully submitted,

Brent Lamming, PFP, CPA, CMA

Deputy CAO, Community Development & Enterprise Services

705.759-5314

b.lamming@cityssm.on.ca

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2025-150

PROPERTY SALE: A by-law to authorize the sale of surplus property being civic 0 Nixon Road, legally described in PIN 31610-0183 (LT) to 1644291 Ontario Limited – Ozzie Grandinetti.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **LANDS DECLARED SURPLUS**

The lands more particularly described in Schedule “A” to this by-law are surplus to the requirements of the municipality.

2. **SALE AUTHORIZED**

The Corporation of the City of Sault Ste. Marie shall sell the lands more particularly described in the attached Schedule “A” to 1644291 Ontario Limited – Ozzie Grandinetti or as otherwise directed at the consideration shown and upon the conditions set out in Schedule “A”.

3. **EXECUTION OF DOCUMENTS**

The City Solicitor is hereby authorized by By-law 2018-55 for and in the name of the Corporation to execute and to affix the seal of the Corporation to all documents required to complete the sale.

4. **SCHEDULE “A”**

Schedule “A” hereto forms a part of this by-law.

5. **EFFECTIVE DATE**

This by-law takes effect on the day of its final passing.

PASSED in open Council this 3rd day of November, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

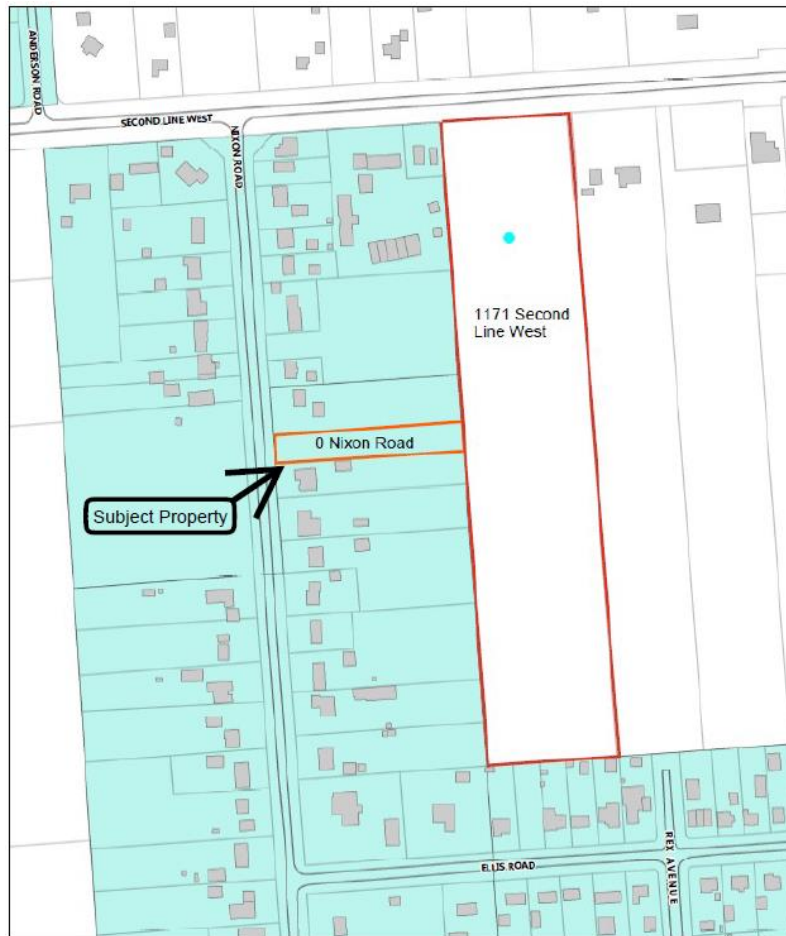
SCHEDULE "A" TO BY-LAW 2025-150

PURCHASER: 1644291 ONTARIO LIMITED – OZZIE GRANDINETTI

ADDRESS: 0 NIXON ROAD
SAULT STE. MARIE, ONTARIO

LEGAL DESCRIPTION: PIN: 31610-0183 (LT)
PT LT 9 PL H536 KORAH PT 1 1R6198; SAULT STE.
MARIE

CONSIDERATION: THIRTY THOUSAND (\$30,000.00) DOLLARS



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THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-153

FINANCE: A by-law to establish user fees and service charges.

WHEREAS Section 391(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, states that despite any Act, a municipality and local board may pass by-laws imposing fees or charges on any class of persons, for services or activities provided or done by on behalf of it, and, for the use of its property including property under its control;

AND WHEREAS it is deemed necessary to charge user fees and service charges;

NOW THEREFORE the Council of the Corporation of the City of Sault Ste. Marie hereby pursuant to Section 391(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25 as amended **ENACTS** as follows:

1. **USER FEES ADOPTED**

That Council does confirm and ratify the user fees and service charges described in Schedules “A” to “I” attached to and forming part of this By-law and are outlined as follows:

Schedule A - Clerk's Department
Schedule B - Community Development & Enterprise Services Department
Schedule C - Engineering Department
Schedule D - Planning Department
Schedule E - Building Services Department
Schedule F - Finance Department
Schedule G - Fire Services
Schedule H - Legal Department
Schedule I - Public Works Department

2. **BY-LAW 2024-159 REPEALED**

By-law 2024-159 is hereby repealed.

3. **EFFECTIVE DATE**

This By-law is effective on January 1, 2026.

PASSED in open Council this 3rd day of November, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

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Schedule "A"

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "A"

CLERK'S DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
MARRIAGE LICENSES			
- Sale of Marriage Licenses - per license	\$150.00	\$155.00	Exempt
OTHER			
- Photocopying - per page	\$0.50	\$0.50	Included
LOTTERY LICENCES			
- Raffle under \$50,000 value	\$10.00 or 3% of prize value	\$10.00 or 3% of prize value	Exempt
- Raffle over \$50,000 value	to province	to province	Exempt
- Bingo - prize under \$5,500	\$10.00 or 3% of prize value	\$10.00 or 3% of prize value	Exempt
- Bingo - prize over \$5,500	to province	to province	Exempt
- Bazaar (maximum 3 wheels)	\$10.00/wheel	\$10.00/wheel	Exempt
- Nevada Tickets	3% of prize value	3% of prize value	Exempt
SHORT TERM RENTAL LICENSING FEE (THREE-YEAR)	\$510.00	\$525.00	Exempt
- Lost licence fee	\$20.00	\$25.00	Exempt
GENERAL LICENCES			
Pawnbroker – annual	\$315.00	\$325.00	Exempt
Pawnbroker – additional late fee	\$155.00	\$160.00	Exempt
Pawnbroker– lost licence fee	\$20.00	\$25.00	Exempt
Pawnbroker – re-inspection fee	\$110.00	\$115.00	Exempt
Plumber – Master – annual	\$35.00	\$50.00	Exempt
Plumber – Master – additional late fee	\$15.00	\$25.00	Exempt
Plumber – Master – lost licence fee	\$20.00	\$25.00	Exempt
Adult Entertainment Parlour – Owner / Operator – annual	\$2,270.00	\$2,335.00	Exempt
Adult Entertainment Parlour – Burlesque Attendant – annual	\$120.00	\$125.00	Exempt
Adult Entertainment Parlour – Owner / Operator – additional late fee	\$1,135.00	\$1,165.00	Exempt
Adult Entertainment Parlour – Burlesque Attendant – additional late fee	\$56.00	\$60.00	Exempt
Adult Entertainment Parlour – lost licence fee	\$20.00	\$25.00	Exempt
Adult Entertainment Parlour – re-inspection fee	\$110.00	\$115.00	Exempt
Amusement Arcade – annual	\$320.00	\$330.00	Exempt
Transfer of Ownership of Licence for Amusement Arcade	\$60.00	\$62.00	Exempt
Amusement Arcade – additional late fee	\$160.00	\$165.00	Exempt
Amusement Arcade – lost licence fee	\$20.00	\$25.00	Exempt
Amusement Arcade – re-inspection fee	\$110.00	\$115.00	Exempt
Vehicle for Hire Driver – initial	\$40.00	\$40.00	Exempt
Vehicle for Hire Driver – renewal	\$25.00	\$25.00	Exempt
Vehicle for Hire Driver – replacement	\$15.00	\$15.00	Exempt
Owner – initial (includes 1 vehicle)	\$400.00	\$400.00	Exempt
Owner – renewal	\$100.00	\$100.00	Exempt
Owner – replacement	\$15.00	\$15.00	Exempt
Vehicle for Hire – initial additional vehicle to fleet	\$100.00	\$100.00	Exempt
Vehicle for Hire – renewal per vehicle	\$50.00	\$50.00	Exempt
Vehicle for Hire – replacement licence	\$15.00	\$15.00	Exempt
Broker – initial (includes 1 vehicle)	\$400.00	\$400.00	Exempt
Broker – renewal per vehicle	\$100.00	\$100.00	Exempt
Broker – replacement	\$15.00	\$15.00	Exempt
Hotel Shuttle Bus Owner – initial	\$200.00	\$200.00	Exempt
Hotel Shuttle Bus Owner – renewal per vehicle	\$50.00	\$50.00	Exempt
Hotel Shuttle Bus Owner – replacement	\$15.00	\$15.00	Exempt
Rideshare Owner – initial (includes 1 vehicle)	\$400.00	\$400.00	Exempt
Rideshare Owner – renewal	\$100.00	\$100.00	Exempt
Rideshare Owner – replacement	\$15.00	\$15.00	Exempt
Rideshare Driver for Hire – initial	\$40.00	\$40.00	Exempt
Rideshare Driver for Hire – renewal	\$25.00	\$25.00	Exempt

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "A"
CLERK'S DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
Rideshare Driver for Hire – replacement	\$15.00	\$15.00	Exempt
Rideshare vehicle – initial	\$100.00	\$100.00	Exempt
Rideshare vehicle – renewal	\$50.00	\$50.00	Exempt
Rideshare vehicle – replacement	\$25.00	\$25.00	Exempt
Payday Loan annual licensing fee	\$1,115.00	\$1,145.00	Exempt
Payday Loan – additional late licence fee	\$550.00	\$565.00	Exempt
Payday Loan re-inspection fee	\$110.00	\$115.00	Exempt
Payday Loan lost licence fee	\$20.00	\$25.00	Exempt
Food Vendor and Peddler – re-inspection fee	\$110.00	\$115.00	Exempt
Food Vendor and Peddler – lost licence fee	\$20.00	\$25.00	Exempt
PART III - FOOD VENDOR - RESIDENT			
Class 1 – Stationary day sales (maximum of 7 day licence)	\$85.00	\$87.00	Exempt
Class 2 – Stationary temporary sales (maximum of 3 month licence)	\$165.00	\$170.00	Exempt
Class 3 – Mobile day sales (maximum of 7 day licence)	\$85.00	\$87.00	Exempt
Class 4 – Mobile temporary sales (maximum of 3 month licence)	\$165.00	\$170.00	Exempt
Class 5 – Ice cream or hotdog cart (seasonal)	\$270.00	\$280.00	Exempt
Class 6 - Annual Sales (valid only in the calendar year issued)	\$305.00	\$315.00	Exempt
PART III - FOOD VENDOR - RESIDENT - ADDITIONAL LATE FEES/PENALTY	\$155.00	\$160.00	Exempt
PART III - FOOD VENDOR - NON-RESIDENT			
Class 1 – Stationary day sales (maximum of 7 day licence)	\$165.00	\$170.00	Exempt
Class 2 – Stationary temporary sales (maximum of 3 month licence)	\$335.00	\$345.00	Exempt
Class 3 – Mobile day sales (maximum of 7 day licence)	\$165.00	\$170.00	Exempt
Class 4 – Mobile temporary sales (maximum of 3 month licence)	\$335.00	\$345.00	Exempt
Class 5 – Ice-cream or hotdog cart (seasonal)	\$335.00	\$345.00	Exempt
PART III - FOOD VENDOR - NON-RESIDENT - ADDITIONAL LATE FEES/PENALTY	\$155.00	\$160.00	Exempt
PART IV – PEDDLER – NON-RESIDENT			
Class 1 – Stationary day sales (maximum of 7 day licence)	\$165.00	\$170.00	Exempt
Class 2 – Stationary temporary sales (maximum of 3 month licence)	\$335.00	\$345.00	Exempt
Class 3 – Door-to-door day sales (maximum of 7 day licence)	\$165.00	\$170.00	Exempt
Class 4 – Door-to-door temporary sales (maximum of 3 month licence)	\$335.00	\$345.00	Exempt
PART IV – PEDDLER – NON-RESIDENT – ADDITIONAL LATE FEES/PENALTY	\$155.00	\$160.00	Exempt

NOTE: Licence fees for taxis, limousines, etc. are governed by Police Services By-law 154 but administered by the Clerk's Department.

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
BONDAR PAVILION			
- Full Day Rental - Non Profit Group	\$234.51	\$238.94	Added
- Part Day Rental - Non Profit Group	\$150.44	\$154.87	Added
- Full Day Rental - Commercial	\$902.65	\$929.20	Added
- Part Day Rental - Commercial	\$469.03	\$482.30	Added
- Wedding Receptions	\$1,163.72	\$1,194.69	Added
- Wedding Ceremony Only - Base Fee	\$300.88	\$309.73	Added
- Wedding Ceremony and Reception	\$1,557.52	\$1,601.77	Added
- Clean Up - Minor	\$76.99	\$78.76	Added
- Clean Up - Major	\$300.88	\$309.73	Added
- Barriers	\$1.55	\$1.55	Added
- Tables	\$5.31	\$5.53	Added
- Chairs	\$0.66	\$0.66	Added
- Sound System (per day)	\$42.92	\$44.03	Added
- Kitchen (per day)	\$68.14	\$69.91	Added
- Supervision of Volunteers (per hour)	\$23.23	\$23.89	Added
- Alcohol event admin fee per event per day	\$38.94	\$40.04	Added
- Facility Booking - per booking	\$38.94	\$40.04	Added
- Waste Removal (Additional Bin)	\$207.96	\$212.39	Added
- Electrical Surcharge per day (film productions) connected to special events panel - per day	\$107.96	\$110.62	Added
MARINA FEES			
- Fuels	Road Price + \$ 0.05	Road Price + \$ 0.05	Included
- Sewage Pumpouts - per service (single tank)	\$13.27	\$13.72	Added
- Cruise Ship Dockage Fee - rate per meter	\$7.08	\$7.30	Added
- Cruise Ship Pumpout fee - rate per cubic meter	\$3.32	\$3.32	Added
- Cruise Ship set-up fee	\$185.84	\$190.27	Added
- Bondar - Slip Rental - Daily - per foot	\$1.99	\$1.99	Added
- Bondar - Slip Rental - Weekly - per foot	\$9.73	\$9.96	Added
- Bondar - Slip Rental - Monthly - per foot	\$27.43	\$28.10	Added
- Bondar Dock - Ship/Barge Dockage (per metre) - per day	\$1.77	\$1.77	Added
- Bellevue - Slip Rental - Weekly - Non Serviced per foot	\$6.19	\$6.42	Added
- Bellevue - Slip Rental - Weekly - Serviced per foot	\$7.96	\$8.19	Added
- Bellevue - Slip Rental - Bi-Monthly - Non Serviced per foot	\$26.55	\$27.21	Added
- Bellevue - Slip Rental - Bi-Monthly - Serviced per foot	\$30.09	\$30.97	Added
- Bellevue - Slip Rental - Monthly - Non Serviced per foot	\$17.70	\$18.14	Added
- Bellevue - Slip Rental - Monthly - Serviced per foot	\$21.24	\$21.90	Added
- Bellevue - Slip Rental - Seasonal - Non Serviced per foot	\$34.51	\$35.40	Added
- Bellevue - Slip Rental - Seasonal - Serviced per foot	\$39.82	\$40.93	Added
- Bellevue - Slip Rental - Daily - Serviced per foot	\$1.99	\$1.99	Added
- Bellevue - Slip Rental - Daily - Non Serviced per foot	\$1.55	\$1.55	Added
- Winter Storage - Monthly per foot	\$1.99	\$1.99	Added
- Slip Cancellation Fee	\$29.00	\$29.75	Included

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
- September Special	50% fee discount	50% fee discount	Added
- Launch Ramp Fee - Daily	\$7.00	\$7.00	Included
- Launch Ramp Fee - Seasonal	\$70.00	\$70.00	Included
Bike Rentals			
- Hourly	\$7.00	\$7.25	Included
- Half Day (4 hours)	\$16.00	\$16.50	Included
- Full Day (8 hours)	\$27.00	\$27.75	Included
SENIORS 55+ PROGRAMMING			
- Supervision (outside normal operating hours) - per hour	\$23.23	\$23.89	Added
- Main Hall - Half day rental	\$62.00	\$64.00	Included
- Main Hall - Full Day Rental	\$140.00	\$145.00	Included
- Meeting Room - Full Day rental (55+)	\$115.00	\$115.00	Included
- Community Room Rental per hour	\$19.47	\$19.91	Added
- Kitchen (per use)	\$35.00	\$36.00	Included
- AV Equipment (Laptop/Projector/Screen) - per use	\$22.00	\$22.50	Included
- Drop-In Fee (per visit per general program)	\$2.50	\$2.50	Included
- Drop-In Card 25 visits - 25% off Regular Admission	\$47.00	\$47.00	Included
- Drop-In Card 10 visits - 15% off Regular Admission	\$21.25	\$21.25	Included
- Coffee/Tea Pot 10 cup	\$14.00	\$14.00	Included
- Coffee/Tea Airpot 25 cup	\$20.00	\$20.00	Included
- Coffee Urn 50 cup	\$28.00	\$28.75	Included
- Coffee Urn 100 cup	\$56.00	\$58.00	Included
ARENA FEES (John Rhodes/Northern Community Centre)			
- Ice/Complex Rentals - per hour - Adult	\$215.00	\$220.00	Included
- Ice/Complex Rentals - per hour - Youth	\$195.00	\$200.00	Included
- Ice/Complex Rentals - per hour - Youth Organized	\$175.00	\$180.00	Included
- Ice/Complex Rentals - per hour - Non Ice (Lacrosse)	\$105.00	\$105.00	Included
- Rental of NCC or Rhodes Centre - each pad / per day	\$1,175.00	\$1,210.00	Included
- Rental of NCC Meeting Room - per hour	\$22.00	\$23.75	Included
- Ice Skating - Admission - Adult	\$4.75	\$5.00	Included
- Ice Skating - Admission - Student	\$4.25	\$4.25	Included
- Ice Skating - Admission - Senior	\$4.25	\$4.25	Included
- Ice Skating - Admission - Child	\$3.50	\$3.50	Included
ARENA FEES (GFL Memorial Gardens)			
- Ice Rentals - per hour - Adult	\$230.00	\$235.00	Included
- Ice Rentals - per hour - Youth	\$205.00	\$210.00	Included
- Ice Rentals - per hour - Youth Organized	\$185.00	\$190.00	Included
- GFL Memorial Gardens Angelo Bumbacco Room - Full Day	\$220.00	\$225.00	Included
- GFL Memorial Gardens Multi Purpose Room - hourly rate	\$34.75	\$35.75	Included
- GFL Memorial Gardens Multi Purpose Room - Full Day	\$150.00	\$155.00	Included

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
POOL FEES			
- Public Swim Admission - Adult	\$5.53	\$5.75	Added
- Public Swim Admission - Senior	\$4.20	\$4.42	Added
- Public Swim Admission - Child	\$3.76	\$3.76	Added
- Public Swim Admission - Group	\$15.04	\$15.49	Added
- Swim Card 10 Visits 15 % off Reg Admission - Adult	\$47.12	\$48.67	Added
- Swim Card 25 Visits 25% off Reg Admission - Adult	\$103.76	\$106.19	Added
- Swim Card 10 Visits 15 % off Reg Admission - Senior	\$35.84	\$36.95	Added
- Swim Card 25 Visits 25% off Reg Admission - Senior	\$78.76	\$80.53	Added
- Swim Card 10 Visits 15 % off Reg Admission - Child	\$32.08	\$32.96	Added
- Swim Card 25 Visits 25% off Reg Admission - Child	\$70.58	\$72.57	Added
- Pool Rental - per hour - Competitive Teams	\$60.62	\$61.95	Added
- Pool Rental - per hour - School Boards	\$96.00	\$99.00	Exempt
- Private Pool Rental - per hour - Public - includes lifeguards	\$269.91	\$278.76	Added
- Public Lessons - per lesson + surcharge	\$9.25	\$9.50	Exempt
- Non-Resident Public Lessons - per lesson + surcharge	\$10.75	\$11.00	Exempt
- John Rhodes meeting room rental (per hour)	\$20.35	\$21.02	Added
- John Rhodes meeting room rental daily rates	\$165.00	\$155.00	Included
- Lifeguard Fee (per hour)	\$20.13	\$20.80	Added
NORTHERN COMMUNITY CENTRE			
- Single Turf Field Rental Per Hour-Prime Time	\$150.44	\$154.87	Added
- Single Turf Field Rental Per Hour-Non-Prime Time	\$92.04	\$92.92	Added
- Off Season Tournament rate per hour	\$92.04	\$92.92	Added
- Coaching/Referring Clinics	\$115.04	\$119.47	Added
- Single turf prime-time rental per hour - organized SASA	\$132.74	\$137.17	Added
- Multi-Use Space Rental per hour	\$84.07	\$86.73	Added
- Community Room Rental per hour	\$19.47	\$21.02	Added
ATHLETIC FIELDS			
- Athletic Field Booking per evening - Adult	\$77.88	\$79.65	Added
- Athletic Field Booking per evening - Youth/Highschool	\$38.72	\$39.82	Added
- Athletic Field Tournament Rate per field per day	\$49.78	\$51.33	Added
- Cricket - per field per day	\$309.73	\$318.58	Added
- Elementary School - Track and Field Meet	\$163.72	\$176.99	Added
- Highschool Track and Field Meet	\$309.73	\$345.13	Added
- Steeler Football - per game	\$619.47	\$637.17	Added
- Fall Off-Peak - Queen E., B Field per evening/day	\$38.72	\$39.82	Added
- Fall Off-Peak - Rocky DiPietro Field hourly	\$20.35	\$21.02	Added
- Highschool/ College Football - per game	\$451.33	\$464.60	Added
- Sabercats Football - per game	\$309.73	\$318.58	Added
- Soo Minor Football - per day game fee (QE "B")	\$154.87	\$159.29	Added
- Soo Minor Football - Rocky DiPietro Field per day	\$309.73	\$318.58	Added
- Speed Skating Club - per competition	\$774.34	\$796.46	Added
- Ultimate Frisbee - per field per night	\$38.72	\$39.82	Added
- Soccer Queen E. Mini Complex League Play per night	\$77.88	\$79.65	Added

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
- Soccer Queen E. Mini Complex Weekend Tournament	\$154.87	\$159.29	Added
- Soccer Tom Tipton Weekend Game Day		\$159.29	Added
- Dressing Room Rental per event	\$38.72	\$39.82	Added
- Public Address System - per event	\$38.72	\$39.82	Added
- Beer Garden - per event per day	\$40.93	\$42.04	Added
- Sport field lining - special request	\$371.68	\$380.53	Added
- Special Event Booking - Event more than 500 people	\$752.21	\$774.34	Added
- Special Event Booking - Event more than 200 people	\$376.11	\$384.96	Added
- Special Event - Garbage Pick-up and Recycling	\$287.61	\$296.46	Added
- Athletic Field Lighting Fee per booking		\$13.27	Added
BELLEVUE PARK			
- Facility Booking - per booking	\$38.94	\$40.04	Added
- Special Event Booking - Event more than 250 people	\$738.94	\$761.06	Added
- Special Event Booking - Event less than 250 people	\$371.68	\$380.53	Added
- Bandshell part day	\$150.44	\$154.87	Added
- Bandshell full day	\$238.94	\$247.79	Added
- Supervision	\$24.34	\$25.00	Added
- Sound System (per day)	\$38.72	\$39.82	Added
- Premier Flower Bed Design (Seasonal) Bay and Pim Street Beds	\$176.99	\$181.42	Added
Street Closures and Licence to Occupy City Property			
- Neighbourhood/Non-Profit Charitable Street Closure		\$25.00	Included
- Road Closure Permit Event/Festival		\$200.00	Included
- Late Application Fee		\$50.00	Included
- Orange Barricades (Additional)		\$3.00	Included
PLAZA			
- Clean Up - Minor	\$76.99	\$78.76	Added
- Clean Up - Major	\$300.88	\$309.73	Added
- Barriers	\$1.55	\$1.55	Added
- Tables	\$5.53	\$5.75	Added
- Chairs	\$0.66	\$0.66	Added
- Sound System (per day)	\$42.92	\$44.03	Added
- Supervision of Volunteers (per hour)	\$23.23	\$23.89	Added
- Facility Booking - per booking	\$38.94	\$40.04	Added
- Waste Removal (Additional Bin)	\$207.96	\$212.39	Added
- Electrical Surcharge per day (film productions) connected to special events panel - per day	\$110.62	\$115.04	Added
- Alcohol event admin fee per event per day	\$38.94	\$40.04	Added
Municipal Heritage Committee			
- Request for Heritage Status Letter	\$50.44	\$52.21	Added
- Heritage Easement Agreement Registration	\$123.89	\$128.32	Added

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
HISTORIC SITES BOARD			
ADMISSIONS:			
- Admission - Adult	\$15.00	\$16.00	Included
- Admission - Senior	\$12.00	\$13.00	Included
- Admission - Youth	\$9.00	\$10.00	Included
- Admission - Child 5 to 12	\$5.00	\$6.00	Included
- Admission - Children 5 & under	\$0.00	\$0.00	Included
- Admission - Family	\$40.00	\$40.00	Included
- Admission - Group Rate (10 or more)	\$13.00	\$13.00	Included
- Bus Tours with box lunch & learning tour	\$40.00	\$45.00	Included
EDUCATIONAL TOURS:			
- 2 hour tours	\$6.00	\$6.00	Exempt
- 3 hour tours (lunch included)	\$10.00	\$10.00	Exempt
- After hours - Brownies/Scouts	\$10.00	\$10.00	Exempt
- Brownie/Guide sleepover badge program	\$85.00	\$85.00	Exempt
- Workshops - fees & supplies	\$30.00	\$35.00	Included
- Outreach programs (minimum 2 hour fee) & kit	\$105.00	\$125.00	Exempt
- Virtual Curriculum Engagement - 1 hour session & kit	\$105.00	\$125.00	Exempt
EVENTS:			
- Bracelet Days - Adults	\$10.00	\$10.00	Included
- Bracelet Days - Youth	\$5.00	\$5.00	Included
- Heritage Tea (desserts & tea)	\$18.00	\$20.00	Included
- Heritage Fridays by the Fire (soup, biscuit, desserts, beverage)	\$20.00	\$21.00	Included
- Heritage High Tea (fancy sandwiches & desserts, beverage) ie.: Lilac & lavender - 3 course	\$35.00	\$36.00	Included
- Virtual & Curbside Tea kits - small	\$20.00	\$25.00	Included
- Virtual & Curbside Tea kits - medium	\$40.00	\$40.00	Included
- Virtual & Curbside Tea kits - large	\$60.00	\$60.00	Included
- Heritage Culinary Lunch (soup, main, dessert, beverage)	\$30.00	\$30.00	Included
- Heritage Culinary Dinner (apps, soup, main, dessert, beverage, demo)	\$50.00	\$55.00	Included
- Heritage Cocktail & Appetizers (usually for a show)	\$30.00	\$30.00	Included
- Heritage Dinner menu, theatrical, & program (group rate)	\$70.00	\$75.00	Included
- Evening in the Summer Kitchen	\$60.00	\$65.00	Included
- Birthday Parties (up to 10 people) (hearth baking, games, craft)	\$150.00	\$175.00	Included
- Extra attendees for Birthday Party	\$10.00	\$13.00	Included
- Extra hour time usage of site for birthday (per hour)	\$50.00	\$50.00	Included
- Extra food, craft, beverage, and/or activity (each)	\$10.00	\$12.00	Included

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
WALKWAY ENGRAVING BRICKS (trust fund - capital fundraising)	\$75.00	\$75.00	Included
RESEARCH FEES:			
- Individual research fee - daily	\$30.00	\$30.00	Included
- Individual research fee - yearly	\$125.00	\$125.00	Included
- Reproduction fees, photocopying	\$1.00	\$1.00	Included
- Reproduction fees, digital for exhibit or education (for each)	\$30.00	\$30.00	Included
- Reproduction fees, digital for other uses (following copyright laws)	\$125.00	\$125.00	Included
SITE USE:			
- Summer Kitchen/Theatre Only/Grounds (rental of a space)			
- Basic Rental - Not for Profit - half day	\$250.00	\$280.00	Included
- Basic Rental - Not for Profit - 8 hour day	\$350.00	\$390.00	Included
- Basic Rental - Commercial - half day	\$500.00	\$565.00	Included
- Basic Rental - Commercial - up to 8 hours	\$950.00	\$1,000.00	Included
- Wedding Ceremony and/or Photographs	\$400.00	\$475.00	Included
- Wedding Ceremony and Rehearsal	\$600.00	\$650.00	Included
- Wedding Ceremony only	\$300.00	\$350.00	Included
- Wedding Photographs only/professional photography request	\$225.00	\$250.00	Included
- Bartender fees - licence		\$150.00	Included
- Basic rental Film Crew - Daily ** This is for Complete Site Rental **	\$1,500.00	\$2,000.00	Included
- Supervisory Fees - hourly for after hours	\$55.00	\$55.00	Included
- Theatre for meeting added, if Heritage menu ordered	\$125.00	\$150.00	Included
ADDITIONAL FEES:			
- Non refundable deposit on Site Rentals, Events, Weddings, etc. ** Applicable to total invoice**	\$100.00	\$100.00	Included
- Non refundable deposit for Commercial bookings (i.e. film companies) ** Applicable to total invoice**	\$300.00	\$300.00	Included
- Cleaning Fees	\$85.00	\$100.00	Included
- Tables - per table (after the original 36 on site)	\$5.00	\$5.50	Included
- Chairs - per chair (after what is available on site)	\$2.00	\$2.50	Included
- Waste Disposal	\$350.00	\$375.00	Included
- AV equipment	\$50.00	\$60.00	Included
- Security fees - once tents are set up on lawn (hourly)	\$40.00	\$50.00	Included
- Auxillary Kitchen for caterer	\$250.00	\$300.00	Included
- Damage fees will apply depending on damage to the site and cost of repair	\$100.00	\$150.00	Included

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
Refreshments:			
- Coffee, Tea, Water & all condiments (environmental cups, cream & stir)	\$40.00	\$45.00	Included
- Coffee Big Urn & cups, cream, stir & water	\$55.00	\$55.00	Included
- Coffee, Muffins, Fruit - only for meetings booked - per person	\$18.00	\$20.00	Included
CIVIC CENTRE - MEETING ROOMS (Full Day)			
Council Chambers	\$289.00	\$289.00	Included
Russ Ramsay Board Room	\$112.00	\$112.00	Included
Biggings Meeting Room	\$114.00	\$114.00	Included
Thompson Meeting Room	\$114.00	\$114.00	Included
Plummer Meeting Room	\$57.00	\$57.00	Included
Korah Meeting Room	\$57.00	\$57.00	Included
Tarentorus Meeting Room	\$57.00	\$57.00	Included
Steelton Meeting Room	\$57.00	\$57.00	Included

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
TRANSIT CASH FARES			
- Adults, Seniors, & Youth	\$3.50	\$3.50	Exempt
- Students	N/A	N/A	Exempt
- Children (12 and under free when with an adult)	Free	Free	Exempt
TRANSIT BUS PASSES			
- Monthly Pass - Adult	\$79.00	\$81.00	Exempt
- Monthly Pass - School Board	\$54.00	\$56.00	Exempt
- Monthly Pass - Senior	\$67.00	\$69.00	Exempt
- Monthly Pass - Youth	\$34.25	\$35.25	Exempt
- Punch Pass - 20 Rides	\$55.00	\$57.00	Exempt
- Senior Multi 6 Ride Pass (60 years and over)	\$12.00	\$12.25	Exempt
- Senior Multi 12 Ride Pass (60 years and over)	\$24.00	\$24.75	Exempt
- Community Living Algoma	\$62.00	\$64.00	Exempt
- Single Bus Pass	\$3.50	\$3.50	Exempt
- Semester Pass (one semester)	\$215.00	\$220.00	Exempt
SOCIAL EQUITY PASSES			
- Monthly Pass - Adult	\$39.25	\$40.25	Exempt
- Monthly Pass - Youth	\$17.00	\$17.50	Exempt
- Monthly Pass - Adult - 3 months	\$115.00	\$120.00	Exempt
- Monthly Pass - Youth - 3 months	\$51.00	\$52.00	Exempt
TRANSIT SMART CARD REPLACEMENT - per card	\$5.00	\$5.00	Exempt
TRANSIT CHARTERS - LOCAL			
- Weekdays per hour (minimum 2 hour)	\$185.84	\$190.27	Added
- Sundays per hour (minimum 2 hour)	\$185.84	\$190.27	Added
- Statutory Holidays per hour (minimum 1 hour)	\$203.54	\$207.96	Added
TRANSIT BUS ADVERTISING			
- Governed by Agreement			
COMMUNITY BUS CASH FARES			
- Cash Fare	\$3.50	\$3.50	Exempt
- Punch Pass - 20 Rides	\$54.00	\$56.00	Exempt
PARA BUS FARES			
- Cash Fare	\$3.50	\$3.50	Exempt
- Ambulatory Cash Fare	\$3.50	\$3.50	Exempt
- Attendant Cash Fare	\$3.50	\$3.50	Exempt
- 40 Ride Pass	\$94.00	\$97.00	Exempt
- Out of Zone	\$17.00	\$17.50	Exempt

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
PARKING METERS			
- Queenstown Area per hour	\$1.75	\$1.75	Included
- City Centre Area per hour	\$1.75	\$1.75	Included
HOODING OF PARKING METERS			
- Single Meter per day	\$6.25	\$6.25	Included
- Double Meter per day	\$12.50	\$12.50	Included
PARKING LOTS			
- Rental - Monthly	\$54.00	\$56.00	Included
- Yearly Rate - Non Refundable	\$550.00	\$565.00	Included
- Daily Rate	\$6.00	\$6.25	Included
HOLIDAY PARKING			
- 2 Week Downtown Holiday Parking	\$0.00	\$0.00	Included

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
CEMETERY			
Graves			
Adult			
1 grave lot – minimum 4.0' x 10.0'	\$1,632.74	\$1,676.99	Added
Child (5 years and under)	\$175.00	\$175.00	Added
Child (6-10 years)	\$424.78	\$438.05	Added
Care and maintenance fund – lots on which care and maintenance charges have not been paid. This only pertains to lots purchased prior to January 1, 1955. This is a one-time charge (per lot).	\$290.00	\$290.00	Added
Cremation Graves (Urn Garden and Cremation Ranges, New Greenwood & Holy Sepulchre)			
1 grave (2.0' x 4.0')	\$823.01	\$845.13	Added
Columbaria (All Cemeteries)			
Single niche (one urn/container)	\$1,199.12	\$1,234.51	Added
Companion niche (two urns/containers)	\$1,942.48	\$1,995.58	Added
Mausoleum crypts			
Row 1 (single)	\$13,176.99	\$13,544.25	Added
Rows 2 & 3 (single)	\$15,513.27	\$15,946.90	Added
Row 4 (single)	\$12,517.70	\$12,867.26	Added
Row 1 (companion)	\$22,252.21	\$22,876.11	Added
Rows 2 & 3 (companion)	\$26,212.39	\$26,946.90	Added
Row 4 (companion)	\$21,163.72	\$21,756.64	Added
Interment Charges			
Adult - casket	\$1,615.04	\$1,659.29	Added
Child (5 years and under) - casket	\$0.00	\$0.00	
Child (6-10 years) - casket	\$703.54	\$721.24	Added
Cremated remains			
Adult	\$473.45	\$486.73	Added
Child (5 years and under)	\$0.00	\$0.00	
Child (6-10 years)	\$234.51	\$238.94	Added
Entombment in mausoleum	\$1,066.37	\$1,097.35	Added
Cremation			
Adult	\$592.92	\$610.62	Added
Child (5 years and under)	\$0.00	\$0.00	
Child (6-10 years)	\$340.71	\$349.56	Added

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
Disinterment Charges			
Another gravesite in a municipal gravesite			
Adult	\$2,876.11	\$2,955.75	Added
From single depth to double depth	\$3,119.47	\$3,207.96	Added
Child (5 years and under)	\$734.51	\$756.64	Added
Child (6-10 years)	\$1,225.66	\$1,261.06	Added
Cremated remains	\$482.30	\$495.58	Added
Niche to niche	\$265.49	\$274.34	Added
Same gravesite or removal from a municipal cemetery			
Adult	\$2,022.12	\$2,079.65	Added
Child (5 years and under)	\$411.50	\$424.78	Added
Child (6-10 years)	\$827.43	\$849.56	Added
Cremated remains	\$261.06	\$269.91	Added
Niche to niche	\$234.51	\$238.94	Added
Mausoleum adult, disinterment & removal from Sault	\$1,836.28	\$1,889.38	Added
From inground burial to mausoleum	\$4,163.72	\$4,278.76	Added
Extra charge for a container and shipment of a removal from a Sault Ste. Marie cemetery to another location shall be the responsibility of the deceased person's legal representative.			
Double depth disinterments are not permitted.			
Additional Miscellaneous Charges			
<i>Saturday Interment Surcharge</i>			
Casket	\$469.03	\$482.30	Added
Cremated remains	\$318.58	\$327.43	Added
Niche plate, brass casting (including installation)	\$300.88	\$309.73	Added
Removal of mausoleum crypt plate for additional engraving and/or ornamentation installation.	\$128.32	\$132.74	Added
Removal of columbarium niche plate plate for additional engraving and/or ornamentation installation.	\$59.29	\$61.06	Added
Mailing of cremated remains			
Inside Canada (insured)	\$94.69	\$97.35	Added
To USA (insured)	\$115.04	\$119.47	Added
Outside Canada or USA (insured)	\$247.79	\$256.64	Added
Removal of trees or shrubs from lots – per tree	\$94.69	\$97.35	Added
Transfer fee	\$59.29	\$61.06	Added
Rental of temporary storage facility (flat rate)	\$212.39	\$216.81	Added
Monument cleaning	\$63.72	\$65.49	Added
Tree trimming - per tree	\$63.72	\$65.49	Added

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "B"

COMMUNITY DEVELOPMENT & ENTERPRISE SERVICES DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
Flat marker less than 1,116.3 sq m (173 sq in)	\$0.00	\$0.00	
Flat marker over 1,116.3 sq m (173 sq in)	\$100.00	\$100.00	Added
Upright monument measuring more than 1.22 m (4 ft) or less in height or length, including base	\$200.00	\$200.00	Added
Upright monument measuring more than 1.22 m (4 ft) either in height or length, including base	\$400.00	\$400.00	Added
Commemorative Tree & Plaque	\$588.50	\$606.19	Added

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "C"

ENGINEERING DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
SEWER CONNECTIONS			
- 100 mm diameter lateral per connection	\$4,735.00	\$4,870.00	Exempt
- 150 mm diameter lateral per connection	\$5,150.00	\$5,295.00	Exempt
- Additional Connection Charges	\$2,455.00	\$2,525.00	Exempt
- Class A Pavement - Additional Charge	\$2,995.00	\$3,080.00	Exempt
- Class B Pavement or Surface Treatment- Additional Charge	\$2,515.00	\$2,585.00	Exempt
- Curb and Gutter - Additional Charge	\$1,375.00	\$1,415.00	Exempt
- Concrete Sidewalk - Additional Charge	\$1,680.00	\$1,725.00	Exempt
- Oversized Excavation for Separate Utilities	\$2,455.00	\$2,525.00	Exempt
- Class A Pavement for Separate Utilities - Additional Charge	\$1,800.00	\$1,850.00	Exempt
- Class B Pavement for Separate Utilities - Additional Charge	\$1,560.00	\$1,605.00	Exempt
- Curb and Gutter for Separate Utilities- Additional Charge	\$780.00	\$800.00	Exempt
- Concrete Sidewalk for Separate Utilities - Additional Charge	\$965.00	\$990.00	Exempt
- CCTV Mainline Sewer Inspection - per hour	\$240.00	\$245.00	Included
CULVERTS			
- Single Driveway - per driveway	\$3,590.00	\$3,690.00	Exempt
- Double Entrance Driveway - per driveway	\$5,985.00	\$6,155.00	Exempt
<i>Additional Charges</i>			
- Culvert Couplings - per coupling	\$300.00	\$310.00	Included
- Additional Culvert length - per meter	\$1,195.00	\$1,230.00	Included
DIGITAL DATA FEES			
- Info Light (Vector) customized to user needs	\$115.00	\$120.00	Included
- Full data Extract	\$300.00	\$310.00	Included
- Raster Image	\$155.00	\$160.00	Included
- Customized Hardcopy/pdf Mapping Products - 11" x 17"	\$30.00	\$30.00	Included
- Customized Hardcopy/pdf Mapping Products - large format	\$58.00	\$60.00	Included
- Plan and Profile Drawings - per sheet	\$11.00	\$11.00	Included
- Lawyer Requests for Sanitary/Lateral Services	\$30.00	\$30.00	Included
MUNICIPAL CONSENT FEE			
- Permit Application Fee	\$57.52	\$59.29	Added
PAVEMENT DEGRADATION FEE (cost per square metre of road cut)			
- Roads Reconstructed or Resurfaced in the past 0-10 years	\$23.89	\$24.56	Added
- Roads Reconstructed or Resurfaced in the past 11-20 years	\$17.70	\$18.14	Added
- Roads Reconstructed or Resurfaced in the past 21-25 years	\$11.50	\$11.73	Added

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "D"
PLANNING DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>		<i>GST/HST Included or Added</i>
REZONING FEES				
- Official Plan Amendment	\$2,555.00	\$2,625.00	/amendment	Exempt
- Rezoning Application Fee	\$2,555.00	\$2,625.00	/application	Exempt
- Combined Official Plan & Rezoning Application	\$3,900.00	\$4,010.00	/application	Exempt
- Removal of a Holding Provision	\$400.00	\$410.00	/removal	Exempt
- Subdivision/Condominium Approval Fee	\$4,870.00	\$5,005.00	/application	Exempt
- Condominium Conversion Fee	\$3,775.00	\$3,880.00	/application	Exempt
- Signs - Minor Amendment	\$400.00	\$410.00	/sign	Exempt
- Deferred Application	\$90.00	\$93.00	/application	Exempt
- Deferred Application if new Notice is Required	\$370.00	\$380.00	/application	Exempt
- Preparation of a Subdivision Agreement	\$4,995.00	\$5,135.00	/application	Exempt
- Staff Attendance at LPAT Hearings	\$620.00	\$635.00	/hearing day	Exempt
- Telecommunication Tower Review	\$610.00	\$625.00	/review	Exempt
- Patio Agreement Application	\$290.00	\$300.00	/application	Exempt
- Site Plan Control (New Agreement)	\$1,045.00	\$1,250.00	/application	Exempt
- Site Plan Control (Amendment to Existing Agreement)	\$400.00	\$750.00	/application	Exempt
- Site Plan Control (Waiver)	\$0.00	\$410.00	/application	Exempt
COMMITTEE OF ADJUSTMENT FEES				
- Minor Variance Application (Single Unit Residential)	\$610.00	\$625.00	/application	Exempt
- Minor Variance Application (Multiple Unit <50 RA /R1 Zone)	\$850.00	\$875.00	/application	Exempt
- All Other Zones	\$990.00	\$1,020.00	/application	Exempt
- Fence in All Zones	\$490.00	\$505.00	/application	Exempt
- Deferred Minor Variance Application	\$90.00	\$93.00	/application	Exempt
- Consent Application (Base fee)	\$715.00	\$735.00	/application	Exempt
- Consent Application (Plus per lot/Lot Addition)	\$475.00	\$490.00	plus per lot	Exempt
- Consent Application (Plus - per easement)	\$360.00	\$370.00	plus per easement	Exempt
- Final Consent Application	\$240.00	\$245.00	/deed	Exempt
- Deferred Application Fee - No New Notice	\$90.00	\$93.00	/application	Exempt
- Deferred Application Fee if New Notice Required	1/2 Application Fee	1/2 Application Fee		Exempt
- Special Hearing	\$560.00 + Application Fee	\$560.00 + Application Fee		Exempt
- Appeal (Minister of Finance)	Flat fee established by MOF	Flat fee established by MOF		Exempt
- Appeal (Sault Ste. Marie)	\$168.14	\$172.57		Added
PROPERTY STANDARDS				
- Appeal Fee - Single Residential Unit in any zone	\$580.00	\$595.00	/application	Exempt
- Appeal Fee - Less than 5 dwelling units or any other matters in RA and R1 Zones	\$850.00	\$875.00	/application	Exempt
- Appeal Fee - All other matters	\$990.00	\$1,020.00	/application	Exempt
- Records Retrieval/Decision Search	\$89.38	\$92.92		Added

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "E"
BUILDING SERVICES DEPARTMENT

1. Permit fee shall be based on the formula given below unless otherwise specified in this schedule or a fixed fee (ff) will apply.

Permit fee - SI x A

Where SI = Service Index for class of proposed work

A = floor area in m² of work involved

2. A minimum fee of \$140.00 shall be charged for all work or if not described below as a Fixed Fee (FF).

3. For Building Classifications that are not described in sections 5 - 9 permit fees shall be based on the value of the proposed construction as determined by the Chief Building Official at a rate of 1% of the determined construction value.

4. Additional fees for construction without a permit will be based on percentage of the equivalent permit fee. Where construction has commenced, the fee shall be an additional 25%.
Where framing has commenced the fee shall be an additional 50%.

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>Service Index (SI)</i>	<i>GST/HST Included or Added</i>
BUILDING / BY-LAW ENFORCEMENT				
Administration fee (up to \$525.00)	\$119.47	\$123.89	+ HST	Added
Administration fee (over \$525.00)	25% of cost	25% of cost	+ HST	Added
Short term rental file review	\$135.00	\$140.00		Included
Short term rental on-site inspection fee	\$135.00	\$140.00		Included
New Construction / Alterations and Renovations			\$ x 1m ² unless otherwise indicated	
Group A – (assembly occupancies)				
School, churches – New Construction	\$34.75	\$35.75		Exempt
Restaurants – New Construction	\$34.75	\$35.75		Exempt
All other assembly – New Construction	\$34.75	\$35.75		Exempt
Alterations and Renovations (includes decks & roof structures)	\$9.50	\$9.50		Exempt
Air supported structure	\$9.50	\$9.50		Exempt
Emergency lighting	\$370.00	\$380.00	ff per storey	Exempt
Fire alarms	\$370.00	\$380.00	ff per storey	Exempt
Parking garage repairs	\$6.75	\$7.00		Exempt
Portable classrooms foundations	\$9.50	\$9.50		Exempt
Residing, re-roofing	\$1.50	\$1.50		Exempt
Sprinkler, standpipes	\$370.00	\$380.00	ff plus \$0.65/m ²	Exempt
Tents - less than 225m ²	\$135.00	\$140.00	ff	Exempt
Tents - greater than 225m ²	\$450.00	\$465.00	ff	Exempt
Window / Door replacement	\$5.25	\$5.25	/opening + \$140.00 ff	Exempt
Group B - (institutional occupancies)				
All types – New Construction	\$34.75	\$35.75		Exempt
Alterations and Renovations (includes decks & roof structures)	\$9.50	\$9.50		Exempt
Emergency lighting	\$370.00	\$380.00	ff per storey	Exempt
Fire alarms	\$370.00	\$380.00	ff per storey	Exempt
Parking garage repairs	\$6.75	\$7.00		Exempt
Residing, re-roofing	\$1.50	\$1.50		Exempt
Sprinkler, standpipes	\$370.00	\$370.00	ff plus \$0.65/m ²	Exempt
Window/door replacement	\$5.50	\$5.50	/opening + \$140.00 ff	Exempt
Group C – (residential occupancies)				
Single Dwelling (SFD, townhouse, semi, duplex) – New Construction	\$28.50	\$29.25		Exempt
Single Dwelling Modular Units – New Construction	\$24.75	\$25.50		Exempt
All other multiple units – New Construction	\$23.00	\$23.75		Exempt
Hotels, motels – New Construction	\$30.50	\$31.25		Exempt
Alterations and Renovations (includes decks & roof structures)	\$7.75	\$8.00		Exempt
Balcony repairs	\$135.00	\$140.00	ff + \$9.50/unit	Exempt
Basement finishing	\$7.00	\$7.25		Exempt
Basement new under existing dwelling	\$7.75	\$8.00		Exempt
Canopy, carport	\$14.00	\$14.50		Exempt
Emergency lighting	\$370.00	\$380.00	ff per storey	Exempt
Fire alarms	\$370.00	\$380.00	ff per storey	Exempt
Foundation water / damp proofing & tile, pools, fencing, residing, reroofing, deck				
Single Family Dwelling up to a 4 plex (including accessory buildings)	\$135.00	\$140.00	ff	Exempt
All others	\$1.50	\$1.50	m ²	Exempt
Attached garage and accessory buildings	\$7.00	\$7.25		Exempt
Detached garage	\$7.00	\$7.25		Exempt
Shed < 25 m ²	\$135.00	\$140.00		Exempt
Sprinkler, standpipes	\$370.00	\$380.00	ff plus \$0.65/m ²	Exempt
Window / Door replacement				
Single Family Dwelling up to a 4 plex (including accessory buildings)	\$135.00	\$140.00	ff	Exempt
All others	\$5.50	\$5.50	/opening + \$140.00 ff	Exempt

Services Offered	2025 Current Fee	2026 Proposed Fee	Service Index (SI)	GST/HST Included or Added
Group D – (business & personal services occupancies)				
Offices and all others – shell only – New Construction	\$26.00	\$26.00		Exempt
Interior tenant finishing – New Construction	\$7.25	\$7.50		Exempt
Alterations and Renovations (includes decks & roof structures)	\$7.75	\$8.00		Exempt
Emergency lighting	\$370.00	\$380.00	ff per storey	Exempt
Fire alarms	\$370.00	\$380.00	ff per storey	Exempt
Parking garage repairs	\$6.75	\$7.00		Exempt
Residing, re-roofing	\$1.50	\$1.50		Exempt
Sprinkler, standpipes	\$370.00	\$380.00	ff plus \$0.65/m²	Exempt
Window / Door replacement	\$5.50	\$5.50	/opening + \$140.00 ff	Exempt
Group E – (mercantile occupancies)				
Retail store shell, department store, supermarkets, all other Group E – New Constructor	\$19.75	\$20.25		Exempt
Interior tenant finishing	\$7.25	\$7.50		Exempt
Alterations and Renovations (includes decks & roof structures)	\$7.75	\$8.00		Exempt
Emergency lighting	\$370.00	\$380.00	ff per storey	Exempt
Fire alarms	\$370.00	\$380.00	ff per storey	Exempt
Parking garage repairs	\$6.75	\$7.00		Exempt
Residing, re-roofing	\$1.50	\$1.50		Exempt
Sprinkler, standpipes	\$370.00	\$380.00	ff plus \$0.65/m²	Exempt
Window/door replacement	\$5.50	\$5.50	/opening + \$140.00 ff	Exempt
Group F – (industries occupancies)				
Industrial building shell less than 7500 m2 – New Constructor	\$15.25	\$15.75		Exempt
Industrial building shell greater than 7500 m2 – New Constructor	\$12.50	\$12.50		Exempt
Pre Manufactured Personal Storage Buildings (single storey with direct exterior access to each unit - no interior corridors)	\$9.50	\$9.50		Exempt
Parking garage – New Construction	\$10.00	\$10.25		Exempt
All other F occupancies – New Construction	\$15.25	\$15.75		Exempt
Interior tenant finishing	\$7.25	\$7.50		Exempt
Alterations and Renovations (includes decks & roof structures)	\$7.75	\$8.00		Exempt
Emergency lighting	\$370.00	\$380.00	ff per storey	Exempt
Fire alarms	\$370.00	\$380.00	ff per storey	Exempt
Farm buildings	\$6.75	\$7.00		Exempt
Industrial Equipment Foundations	1% of construction value	1% of construction value		Exempt
Parking garage repairs	\$6.75	\$7.00		Exempt
Residing, re-roofing	\$1.50	\$1.50		Exempt
Sprinkler, standpipes	\$370.00	\$380.00	ff plus \$0.65/m²	Exempt
Window / Door replacement	\$5.50	\$5.50	/opening + \$140.00 ff	Exempt
Demolition				
Single Family Dwelling up to a 4 plex (including accessory buildings)	\$135.00	\$140.00	ff	Exempt
All other Part 9 Buildings	\$285.00	\$295.00	ff	Exempt
Part 3 Buildings	\$135.00	\$140.00	ff plus \$0.65/m²	Exempt
Designated Structures OBC Subsection 1.3.1.1.				
Crane runway	\$1,080.00	\$1,110.00	ff/structure	Exempt
Exterior tanks	\$1,080.00	\$1,110.00	ff/structure	Exempt
Outdoor pool and spa	\$36.00	\$37.00		Exempt
Wind power towers	\$1,080.00	\$1,110.00	ff/structure	Exempt
All other structures	\$495.00	\$510.00	ff/structure	Exempt
Standalone Mechanical				
New ductwork or piping	\$22.25	\$22.75	per diffuser, radiator, or unit	Exempt
Group C residential Single Family Dwelling (unit and ductwork)	\$210.00	\$215.00	ff	Exempt
New unit	\$210.00	\$215.00	/unit	Exempt
Special mechanical system (exhaust hoods, solar panels etc.)	\$450.00	\$465.00	ff	Exempt
Plumbing & drainage	\$20.75	\$21.25	/fixture	Exempt
Water Distribution Piping (including fire stopping)	\$365.00	\$375.00	ff plus \$0.65/m²	Exempt
Sewer installation & capping (single residential unit)	\$135.00	\$140.00	ff	Exempt
Site services (water, sewer servicing for all other buildings) \$	\$450.00	\$465.00	ff	Exempt
Oil & Grit Interceptor	135.00	\$140.00	ff	Exempt
Additional Charges				
Occupancy permit	\$23.00	\$23.75	ff/unit	Exempt
Conditional permit	10% of applicable building permit fees (\$210.00 ff min)	10% of applicable building permit fees (\$210.00 ff min)		Exempt
Change of use permit	\$460.00	\$475.00	ff	Exempt
Foundation for Portable Structures	\$9.50	\$9.50		Exempt
Permit renewal/transfer	\$235.00	\$240.00	ff	Exempt
Moving permit	\$135.00	\$140.00	ff	Exempt
Inspection (Building and By-Law)		\$280.00	ff	Exempt
Missed Inspection		\$280.00	ff	Exempt
Re-inspection	\$135.00	\$140.00	ff	Exempt
Sign permit (as regulated by Sign By-Law 2005-166)	\$135.00	\$140.00	ff each	Exempt
Portable signs	\$135.00	\$140.00	ff each	Exempt
Culvert as determined by Pubic Works Department				
Curb or sidewalk depression	\$135.00	\$140.00	ff	Exempt
Certificate of zoning conformity Single Family Dwelling	\$137.17	\$141.59	ff + HST	Added
Certificate of zoning conformity Other	\$269.91	\$278.76	ff + HST	Added
File Inquiry and plans inquiry Single Family Dwelling	\$137.17	\$141.59	/SFD + HST	Added
Other	\$269.91	\$278.76	/others + HST	Added
Removal of work order/certificate	\$200.00	\$205.00	ff	Exempt
Removal of Order (Building Code)	\$200.00	\$205.00	ff	Exempt
Liquor License Application - all data provided by applicant	\$137.17	\$141.59	ff + HST	Added
Liquor License Application - no data provided by applicant	\$654.87	\$672.57	ff + HST	Added
Alternative Solution Proposal (per application)	\$745.00	\$765.00	ff	Exempt

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "F"
FINANCE DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
PENALTIES & INTEREST ON TAXES			
- On the first day after the due date	1.25%/month	1.25%/month	Exempt
- On the first day of each month that the taxes remain unpaid			
- On January 1 of the following year and each month thereafter			
LIBRARY ACCOUNTING FEES			
- Accounting/data processing fees - Library Board	\$13,895.00	\$14,310.00	Exempt
INTEREST - ACCOUNTS RECEIVABLE			
- On all accounts more than 30 days old	1.25%/month	1.25%/month	Exempt
TAX CERTIFICATES			
- Tax certificate (Certified Statement of Tax Account Status)	\$65.00	\$65.00	Exempt
TAX ACCOUNT TITLE SEARCHES			
- Title searches for property in arrears	\$75.00	\$75.00	Exempt
TAX ARREARS NOTICES			
- Fee for each tax arrears notice issued	\$5.00	\$5.00	Exempt
TAX SEARCHES & CONFIRMATIONS			
- Confirmation - previous years per property per year	\$10.00	\$10.00	Exempt
- Multiple tax balances per property (bank searches)	\$5.00	\$5.00	Exempt
OFFICIAL PROPERTY TAX RECEIPT/TAX BILL REPRINT			
- Fee for official receipt for income tax purposes (per account/per year)	\$10.00	\$10.00	Exempt
MULTI PROPERTY TAX STATUS INQUIRY			
- For providing system generated account information for Property Account Managers/Agents and owners with multiple properties (5+) in the form of multiple tax statements or compiled listing (Payment in Advance)	\$10.00	\$10.00	Exempt
TAX SALE PREPARATION AND REGISTRATION OF CERTIFICATE	\$300.00	\$300.00	Exempt
TAX SALE TITLE AND SHERIFF'S SEARCH	\$275.00	\$275.00	Exempt
NOTICE OF REGISTRATION (FARM DEBT NOTICE)	\$50.00	\$50.00	Exempt
NOTICE OF SALE - FIRST NOTICE/FINAL NOTICE	\$75.00	\$75.00	Exempt
- Fee is for each notice			
TAX SALE PREPARATION AND REGISTRATION OF CANCELLATION CERTIFICATE	\$200.00	\$200.00	Exempt
TAX SALE PREPARATION AND REGISTRATION OF DEED OR VESTING	\$200.00	\$200.00	Exempt
TAX SALE - ADVERTISING COSTS	\$225.00	\$225.00	Exempt
TAX SALE - PAYMENT INTO COURT	\$300.00	\$300.00	Exempt

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "F"
FINANCE DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
TAX SALE - CONDUCTING TAX SALE	\$400.00	\$400.00	Exempt
TAX SALE - PAYMENT OF EXCESS OUT OF COURT AFTER 1 YEAR	\$0.00	\$0.00	Exempt
TAX SALE - PREPARATION OF EXTENSION AGREEMENT	\$250.00	\$250.00	Exempt
TAX SALE - EXTRACT OF EXTENSION AGREEMENT	\$2.75	\$2.75	Exempt
- Fee is per page			
PAYROLL GARNISHEE			
- Fee for garnishee of payroll cheque per pay per cheque (where applicable)	\$10.00	\$10.00	Exempt
NSF CHEQUE FEE			
- Fee for a cheque being returned per cheque	\$40.00	\$40.00	Exempt

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "G"

FIRE SERVICES

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
FILE SEARCHES			
- File Search	\$77.88	\$79.65	Added
- Rush Fee - 72 hours or less	\$52.21	\$53.98	Added
INSPECTION CHARGES			
- Residential Building - upto 4 dwelling units	\$137.17	\$141.59	Added
- Residential Building - 5 or more dwelling units	\$137.17 + \$50 per storey	\$141.59 + \$50 per storey	Added
- Industrial, Mercantile, Office Space, Assembly - less than 3000sq ft	\$137.17	\$141.59	Added
- Industrial, Mercantile, Office Space, Assembly - 3000 sq ft to 4999 sq ft	\$212.39	\$216.81	Added
- Industrial, Mercantile, Office Space, Assembly - greater than 5000 sq ft	\$287.61	\$296.46	Added
- AGCO Liquor License	\$137.17	\$141.59	Added
- Daycare	\$137.17	\$141.59	Added
- Boarding, Rooming, Lodging House	\$137.17	\$141.59	Added
- Group Home	\$137.17	\$141.59	Added
- Short term rental file review and on-site inspection fee	\$137.17	\$141.59	Added
- Rush Fee - 72 hours or less	\$52.21	\$53.98	Added
Re-inspection Fees:			
- 1st Re-inspection Fee	\$0.00	\$0.00	
- Subsequent Inspection fee	\$100.00	\$101.77	Added
AIR BOTTLE REFILLS			
- Refill per bottle	\$7.52	\$7.74	Added
TRAINING			
- Fire Extinguisher Training (30 person maximum)	\$132.74	\$137.17	Added
BURNING PERMITS			
- Burning Permit - 4 year	\$64.00	\$66.00	Exempt
- Burning Permit - 1 year	\$32.00	\$33.00	Exempt
PROPANE FACILITY RSMP REVIEWS			
- Level 1 Facility <= 5k water gallons - all RSMPs	\$274.34	\$283.19	Added
- Level 2 Facility >5k water gallons - initial review	\$646.02	\$663.72	Added
- Level 2 Facility >5k water gallons - renewal	\$398.23	\$411.50	Added
APPROVALS			
- Approvals - Fireworks - Consumer/Family	\$85.84	\$88.50	Added
- Approvals - Fireworks - Exhibition	\$287.61	\$296.46	Added
- Rush Fee - 72 hours or less	\$52.21	\$53.98	Added
COST RECOVERY FEES - current MTO rate will be applied			
Fire Department Specific Response Fees			
Any Cost Recovery Fees as provided for in the Cost Recovery Fire Services By-law and Schedule "G" herein of the City's User Fee & Service Charges By-law for Fire Services attendance at a property for which the property owner has Fire Department insurance coverage.			
Specialized Emergency Response Requests from External Agencies			
- per truck per hour		Current MTO rate	Added

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "G"

FIRE SERVICES

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
False Alarms			
Nuisance False Alarm Fee, Working on System – Not Notified Alarm Fee, Malicious False Alarm Fee			
Malfunction, System Maintenance - not notified, Malicious			
- 1st Call Recovery Fee - no charge	\$0.00	\$0.00	
- 2nd Call Recovery Fee - per truck per call	Current MTO rate	Current MTO rate	Added
- 3rd Call Recovery Fee - per truck per call	Current MTO rate	Current MTO rate	Added
- 4 or more calls - # of calls x per truck per call	Current MTO rate	Current MTO rate	Added
Natural Gas Leaks - caused by no locate			
- per truck per call	Current MTO rate	Current MTO rate	Added
Grow Operation/ Clandestine Labs			
Compliance Inspection Fee and any Fees/Expenses set out Section 8 of City's Cost Recovery By-Law Fire Services, as amended			
- per truck per call	Current MTO rate	Current MTO rate	Added
- plus any additional costs incurred			Added
Open Air Burning Violation			
Unapproved burning - truck response	Current MTO rate	Current MTO rate	Added
Miscellaneous			
Indemnification Technology	Recovery as per Indemnification Technology (Fire Marque)	Recovery as per Indemnification Technology (Fire Marque)	Added
Amount Invoiced to the City by a third party	Costs Incurred	Costs Incurred	Added
All Cost Recovery Fees are subject to an Administration Fee - 10% of costs billed.			

CORPORATION OF THE CITY OF SAULT STE. MARIE

USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "H"

LEGAL DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>		<i>GST/HST Included or Added</i>	<i>By-Law or Resolution Reference</i>
RENTAL AGREEMENTS COVERED BY SPECIFIC BY-LAWS					
S. & T. Electrical Contractors Limited (AG39)	\$200.00	\$200.00	/month	Added	2013-104
Lyon's Building Centre (Lyons Avenue & Wellington) (L-14)	\$85.00	\$85.00	/month	Added	3807
Hydro One (AG38)	\$250.00	\$250.00	/year	Added	Resolution
Rogers - 363 Second Line West (at Third Avenue) (AG79)	\$900.00	\$900.00	/month	Added	2009-203
Bell Mobility Cathcart Street - West Street (AG67)	\$6,800.00	\$6,800.00	/year	Added	2007-24
Bell Mobility Part 57 Des Chenes Drive (AG131)	\$5,500.00	\$5,500.00	/year	Added	2014-32
Bell Mobility - Site W3952 - GFL Memorial Gardens (AG145)	\$3,500.00	\$3,500.00	/year	Added	2015-182
Bell Mobility - Pine Street	\$6,100.00	\$6,100.00	/year	Added	2022-172
Rogers Communications Inc. - 638 Cathcart Street (AG132)	\$847.00	\$847.00	/month	Added	2014-58
POA rent - Civic Centre	\$4,714.50	\$4,714.50	/month	Added	No agreement
Sault Ste. Marie Innovation Centre rent - Civic Centre	\$6,265.39	\$6,265.39	/month	Added	Agreement
Superior 7 Signs - 331 Queen Street East (AG65)	\$900.00	\$900.00	/year	Added	Agreement
Algo Signs - 723 Great Northern Road (2 signs) (AG48)	\$2,400.00	\$2,400.00	/year	Added	2001-195
Superior 7 Advertising Ltd. - Sign - Lake Street (AG50)	\$950.00	\$950.00	/year	Added	2002-80
Sault Ste. Marie Model Aircraft Radio Control Club (AG73)	\$400.00	\$400.00	/year	Added	2018-31
Kevin Belsito (AG150)	\$500.00	\$500.00	/year	Added	2015-133
ANNUAL ENCROACHMENTS					
Kelly - Cuglietta Retail Inc. (274 North Street)	\$25.00	\$25.00	/year	Added	4263
Lyon's Building - 625 Queen Street East (Feifel, Marta Rose)	\$25.00	\$25.00	/year	Added	3945
Cambrian Nissan - 460-468 Pim Street	\$25.00	\$25.00	/year	Added	83-265
Flomor Automotive - 53,59 Great Northern Road & 7 Champlain	\$25.00	\$25.00	/year	Added	
Skyline Retail Real Estate Holdings Inc. - 31 Trunk Road (EN)	\$100.00	\$100.00	/year	Added	2018-141
Gugula, Smedley, Barban (123 East Street)	\$25.00	\$25.00	/year	Added	77-335
Pozzo, Doreen Elizabeth (2 Strand Avenue)	\$20.00	\$20.00	/year	Added	3685
Dusanjh, Manjit and Gurwinder & Jaswinder (622 Albert Street West)	\$50.00	\$50.00	/year	Added	2021-18
D'Arpino, Aldo & Hornak, Helen (31 Lothian Ave)	\$250.00	\$250.00	/year	Added	2021-18
LICENCE AGREEMENTS					
Perkovich, Jo-Anne - 1784 Queen Street East	\$100.00	\$100.00	/year	Included	2021-19
Edwards, Stephen - 1354 Queen Street East - retaining wall	\$100.00	\$100.00	/year	Included	2021-19

CORPORATION OF THE CITY OF SAULT STE. MARIE
USER FEE & SERVICE CHARGES - BY-LAW 2025-153 - Schedule "I"
PUBLIC WORKS DEPARTMENT

<i>Services Offered</i>	<i>2025 Current Fee</i>	<i>2026 Proposed Fee</i>	<i>GST/HST Included or Added</i>
SEWER RODDING			
- Calls during regular hours	\$176.99	\$181.42	Added
- Calls outside regular hours	\$353.98	\$362.83	Added
- CCTV Lateral Inspection	\$250.00	\$255.00	Included
LANDFILL FEES			
- Tipping Fee per tonne	\$92.00	\$92.00	Exempt
- Gate Fee	\$13.25	\$13.25	Exempt
- Out of town (Prince/Rankin) Tipping Fee per tonne	\$120.00	\$120.00	Exempt
- Asbestos per bag following MOE Regulations (up to 4 bags)	\$60.00	\$60.00	Exempt
- Asbestos bulk load - MOE Regulations per tonne after 4 bags	\$240.00	\$240.00	Exempt
- Bio-Medical Waste per tonne per MOE Guideline	\$240.00	\$240.00	Exempt
- Refrigerator/Freezer Disposal (untagged)	\$30.00	\$30.00	Exempt
- Non Hazardous Industrial Solid Waste (for cover material)	\$46.25	\$46.25	Exempt
- Non Hazardous Industrial Solid Waste (non useable)	\$92.00	\$92.00	Exempt
- Residential pick up excess bag tag	\$2.50	\$2.50	Exempt
- Asbestos processing flat fee for bulk load (after 4 bags) Commercial	\$180.00	\$180.00	Exempt
- Container Washing (pressure washer not supplied)	\$78.00	\$78.00	Exempt
- 240 Litre Waste Cart Replacement Purchase (65 gallon) delivery NOT included	\$114.00	\$114.00	Exempt
- 360 Litre Waste Cart Replacement Purchase (95 gallon) delivery NOT included	\$132.00	\$132.00	Exempt

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2025-154

ZONING: A by-law to amend Sault Ste. Marie Zoning By-law 2005-150 concerning lands located at 72 Corey Avenue (City-owned).

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 34 of the *Planning Act*, R.S.O. 1990, c. P.13 and amendments thereto, **ENACTS** as follows:

1. **72 COREY AVENUE; LOCATED ON THE NORTH SIDE OF THE COREY AVENUE AND WIBER STREET INTERSECTION; CHANGE FROM PR TO R2**

The zone designation on the lands having civic address 72 Corey Avenue shown as “Subject Property” on the map attached to this by-law, which property is shown on Map 46 of Schedule “A” to By-law 2005-150 is changed from PR (Parks and Recreation) zone to R2 (Gentle Density Residential) zone.

2. **SCHEDULE “A”**

Schedule “A” hereto forms a part of this by-law.

3. **CERTIFICATE OF CONFORMITY**

It is hereby certified that this by-law is in conformity with the Official Plan for the City of Sault Ste. Marie authorized and in force on the day of the passing of this by-law.

PASSED in Open Council this 3rd day of November, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

SCHEDULE "A" TO BY-LAW 2025-154



THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-155

AGREEMENT: A by-law to authorize the execution of the Agreement between the City and Algoma District School Board for the leasing of space at the expanded Northern Community Centre.

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENT**

The Mayor and City Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to the Agreement dated November 3, 2025 between the City and Algoma District School Board, a copy of which is attached as Schedule "A" hereto. This Agreement is for leasing of space at the expanded Northern Community Centre.

2. **SCHEDULE "A"**

Schedule "A" forms part of this by-law.

3. **EFFECTIVE DATE**

This by-law takes effect on the day of its final passing.

PASSED in open Council this 3rd day of November, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

Schedule "A"

This Agreement made this 3rd day of November, 2025.

IN PURSUANCE OF the Short Forms of Leases Act, R.S.O. 1990, c. s.11.

BETWEEN:

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

hereinafter called the "Landlord"

-and-

ALGOMA DISTRICT SCHOOL BOARD

hereinafter called the "Tenant"

WHEREAS the Landlord desires to lease the Demised Area (as defined herein) to the Tenant;

AND WHEREAS the Tenant and Landlord agree that the Tenant is entitled to have access to the Demised Area in the building known as the NCC and from or on the lands upon which the NCC is located and shall further have the right to access and use the parking lot at the NCC;

AND WHEREAS the Landlord leases the Demised Area to the Tenant along with right of access to all Common Areas. Common Areas means the entrances and exits to and from the NCC and the Demised Area including hallways, common facilities, washrooms, the driveways and parking areas.

AND WHEREAS the Landlord shall permit the Tenant and its employees, agents and students to have access to the washroom facilities situated in the Common Areas of the NCC while utilizing the Demised Area in accordance with the terms and conditions of this Agreement;

AND WHEREAS the Landlord shall be solely responsible to provide and supply all utilities and air conditioning and heating to the Demised Area at its own expense.

NOW THEREFORE the parties agree as follows:

In this Agreement:

- a) "Demised Area" shall mean the 1,140 square feet located on the 1st level of the NCC specifically, the garage area located adjacent to the turf as shown on Schedule "A" attached together with access to and from the Demised Area in the NCC and lands occupied by the NCC; and
- b) "Director" shall mean the Landlord's Director of Community Services or his/her designate.

1. RECITALS

The above preamble and recitals are true and correct and shall form part of this Lease.

2. TERM

- a) The Landlord hereby demises and leases the Demised Area to the Tenant for a term of five (5) years commencing February 1, 2026, and expiring January 31, 2031 ("Term"), on the terms and conditions set out in this Lease. The initial commencement date of the Term may be changed on the written agreement of the parties should construction of the project conclude earlier or later as the case may be.
- b) In order for the Demised Area to be ready for use on February 1, 2026, the Landlord hereby grants the Tenant access to the Demised Area in advance of the Term to complete the construction and installation of the capital items and equipment as noted in Section 5 of this Lease, all at the Tenant's sole cost, liability and expense ("Construction Period"). During the Construction Period, the Tenant shall obtain advance permission from the Director of his/her designate as to the dates and times for such access. The Tenant shall not be required to pay any rent during the Construction Period. The Tenant's obligations, indemnities and liabilities as set out in this Lease also apply during the Construction Period.
- c) During the Term, the Tenant shall occupy and use the Demised Premises during the Tenant's regular school year, specifically the months September through to June inclusive each year. If the Tenant desires to increase its use of the Demised Area, the Tenant shall make a written request to the Landlord's Director by providing a least sixty (60) days' notice of such request. The Landlord hereby delegates authority to the Director to review and consider the said request. The Director shall provide the Tenant with its decision in writing within twenty (20) days of receiving the said request. The Tenant acknowledges that the rent payable may increase if the use of the Demised Area substantially increases. The decision of the Director to the request for increased use of the Demised Area is final.
- d) The Term shall automatically extend for an additional five (5) year term on the same terms and conditions ("Renewal Term") unless either party provides the other with at least one hundred twenty (120) days' notice prior to the end of the Term that it desires to terminate the Lease at the end of the Term. The Lease may further be extended after the Renewal Term, if applicable, subject to successful negotiations between the parties as to the terms of such further extension.
- e) The parties agree that either party may terminate the Lease by providing

one hundred and twenty (120) days of Notice in writing in accordance with section 10 herein.

3. RENT

- a) The Tenant shall during the Term, pay the Landlord as follows:
 - i) on February 1, 2026 and on or before each February 1st in the Term, the Tenant shall pay to the Landlord the sum of \$6,840.00 plus HST rent for the Tenant's use of the Demised Area for the regular school year as defined in Section 2c) herein; and
 - ii) in the event that the Tenant makes a request to substantially increase its use of the Demised Area in accordance with Section 2c), the rent payable by the Tenant to the Landlord will also be re-evaluated as part of the consideration made by the Director in Section 2c).
- b) In addition to the payment of rent set out above, the Tenant shall be responsible for paying its own cleaning costs, insurance and operating costs.
- c) The Landlord will apply to have the Demised Area designated a Municipal Capital Facility. However, should that designation not be applied by MPAC, the Tenant shall be responsible for the payment of any taxes that may be assessed against the Demised Area during the Term of this Agreement

4. HOURS OF OPERATION AND SUPERVISION

- a) All students attending at the Demised Area and in the Common areas will be supervised on premises by an ADSB faculty member and at all times be the full responsibility and liability of the Tenant.
- b) The room occupancy to deliver daily courses and curriculum typically will be between the hours of 8:30 am and 2:30 pm, Monday to Friday during the school year, provided that the Tenant shall have the right to change the hours of occupation to ensure its ability to deliver courses and curriculum to its students in an efficient manner with two weeks' written notice to the Landlords Director. The Landlord hereby delegates authority to the Director to review and consider the said request. The Director shall provide the Tenant with his/her decision in writing within thirty (30) days of receiving the said request. The decision of the Director to the request to change the hours of occupation of the Demised Area is final.

- c) Classes taking place in the Demised Area will originate from Korah Collegiate's educational programs including but limited to the Physical Education and Skill Academy Programs. It is understood that rental of ice or fields are subject to availability and additional applicable rental fees.
- d) The parties acknowledge and agree that the Tenant's lease and use of the Demised Area is non-exclusive and that the Demised Area shall be throughout the Term a shared space that can also be utilized fully by the Landlord outside of the times referenced in Section 4b) above, specifically, during the evenings, weekends, when the Demised Area is not being used by the Tenant pursuant to this Agreement.
- e) The Tenant, on paying the Rent hereby reserved, and performing and observing the covenants and provisions herein required to be performed and observed on its part, shall peaceably enjoy the Demised Area for the Term subject to the non-exclusive use and sharing of the Demised Area as set out in 4d) herein.

5. TENANT DONATIONS

- a) In appreciation for the use of Demised Area by ADSB students, the Tenant represents and warrants that it shall invest fully in the capital and workout equipment for the Demised Area at its sole cost and expense, for the benefit of the students and the general community. Specifically, the capital and equipment required for the Demised Area which shall be provided and installed by the Tenant at the Tenant's sole cost and expense shall include the following (noting that the costs as set out herein are estimated):
 - (i) Heating component and installation - \$75,000
 - (ii) Shelving units and installation - \$4,626
 - (iii) Flooring and installation \$9,600
 - (iv) Exercise equipment - \$2,000
- b) The parties acknowledge and agree that once the capital items are installed, they will be maintained by the Landlord and become the property of the City. The Tenant shall take all steps necessary to transfer the warranties that are available for each of the capital items and equipment to the Landlord. The parties further acknowledge and agree that the Landlord can also utilize the exercise equipment and all of the Tenant's Donations for its own programming and needs.
- c) The Tenant represents and warrants that the capital items and workout equipment as set out herein are the only items necessary for Tenant for its use of the Demised Area as set out in this Agreement.

6. COVENANTS

- a) The Tenant covenants with the Landlord:
 - (i) to pay rent;
 - (ii) the Tenant will not make changes in the Demised Area except in accordance with plans which have been submitted to and approved in advance by the Director. Any such changes will be made expeditiously in a good and workmanlike manner (including property clean-up) to the satisfaction of the Director, and be the sole cost of the Tenant;
 - (iii) to keep the Demised Area in a clean and well-ordered condition and not to permit any rubbish, refuse, debris or other objectionable material to be stored or to accumulate therein, all to the satisfaction of the Director;
 - (iv) not to assign or sublet this lease without the written permission of the Landlord;
 - (v) not to erect any signs on the Demised Area without the written consent of the Director;
 - (vi) not to store flammable or explosive substances on the Demised Area;
 - (vii) upon termination of the tenancy, at its own risk and expense, to remove from the Demised Area within thirty (30) days, any chattels belonging to it, with all damage, if any, caused by such removal made good by it and to leave the Demised Area neat, clean, level and free of all waste material, debris and rubbish, all to the Manager's satisfaction, and
 - (viii) that upon failure by the Tenant to comply with any covenant(s) incumbent upon it under this indenture within 30 days after written notice requiring such compliance is given by the Landlord to the Tenant, the Landlord may enter the Demised Area and fulfil such covenant(s) at the sole expense of the Tenant, who shall forthwith upon being invoiced therefor reimburse the Landlord who in default of such reimbursement may collect same as rent owing and in arrears.
- b) The Tenant accepts the Demised Area in the condition existing at the date of the commencement of the Term.
- c) The Tenant acknowledges and agrees that the Landlord has no obligation to make any improvements or provide any maintenance to the Demised Area during the Term or Construction Period. The Tenant shall also be responsible to inspect the Property and ensure that it is suitable for their needs. The Landlord does not provide any warranty or representation

regarding the status of the Property or its suitability for the Tenant's needs.

- d) The Tenant shall not use or permit the use of the Demised Area for any purpose other than the purpose herein set out.
- e) The Tenant shall be responsible for all permits required for the construction, installation and work related to the capital investments and equipment installation at the Demised Area.
- f) Landlord's Responsibilities

The Landlord shall have sole responsibility for the condition of and shall maintain, manage and operate the NCC and all Common Areas, and parking lots thereon to ensure same is in good working condition use by the Tenant. The Landlord shall also ensure the Demised Area and Common Areas are properly maintained except where the maintenance is the responsibility of the Tenant under this Lease and shall promptly complete all necessary, maintenance and repairs of all services to the Demised Area and Common Areas at the Landlord's cost and expense, including but not limited to plumbing, electrical, air conditioning and heating equipment and services. The Landlord shall also be responsible for the removal of snow and ice from the Parking Spaces and all common parking areas of the lands upon which the NCC is located, and the driveways, entrance and exit ways, sidewalks and any other exterior area on these Lands. The Landlord shall further be responsible for all ongoing and regular cleaning, repair and maintenance of all Common Areas of the NCC. Once installed at the Demised Area, the Landlord shall have the responsibility also to complete all maintenance and upkeep for the capital investments made by the Tenant as set out in Section 5.

- g) Contractor Prequalification Program

The Tenant shall ensure that any contractors retained to complete the construction, installation and work at the Demised Area during the Construction Period or the Term are fully compliant with the City's Contractor Prequalification Program and that it is an approved contractor. This includes but is not limited to providing proof of the required insurance and evidence of current WSIB coverage. Prior to attending the NCC, the Tenant must have received written confirmation from the City's Risk Manager that the contractor(s) retained by the Tenant to complete the project is listed as an approved Contractor.

7. INDEMNITIES

- a) The Tenant shall completely indemnify and save harmless the Landlord, its employees, officers and agents from any and all claims, demands, actions, losses, expenses, costs or damages of every kind and nature whatsoever and howsoever caused that the Landlord, its employees,

officers, students or agents may sustain or suffer as a consequence of the actions, inactions or omissions of the Tenant, its employees, agents or officers or as a result of the breach or non-performance of this Lease by the Tenant, its employees, agents or officers or as a consequence of the negligent actions or inactions of the Tenant, its employees, agents or officers in, on or about the Demised Area whether or not the Landlord is partially or wholly responsible for such claims, demands, actions, losses, expenses, costs or damages.

- b) The Tenant shall at all times indemnify and save harmless the Landlord from and against any and all manner of claims, demands, losses, costs, charges, actions and other proceedings whatsoever (including those under or in connection with the Workplace Safety and Insurance Act, 1997, S. O. 1997, c. 16, Sch. A, or any successor legislation) made or brought against, suffered by or imposed on the Landlord or its property in respect of any loss, damage or injury (including fatal injury) to any person or property (including, without restriction, employees, agents and property of the Landlord or of the Tenant) directly or indirectly arising out of, resulting from or sustained as a result of the Tenant's occupation or use of, or any operation in connection with the Demised Area or any fixtures or chattels therein except to the extent attributable to the Landlord's negligence.
- c) Provided further that the Indemnities provided in subparagraphs a and b herein shall not apply while the Landlord occupies or lets the Demised Premises as contemplated in Subparagraph 4 (d) of this agreement. For greater clarity, the Tenant has no obligation to indemnify the Landlord when the Landlord occupies the premises or permits others to use the Demised Area.
- d) The rights to indemnity contained in this section shall survive any termination or expiry of this agreement unless otherwise provided in this agreement and shall apply during the Construction Period and Term.

8. INSURANCE

- a) The Tenant agrees to maintain at all times during the currency of the Construction Period and Lease Term and any renewal thereof, at its own expense maintain in force insurance coverage with respect to the Demised Area and its use and occupation thereof, a minimum of Five Million (\$5,000,000.00) Dollars comprehensive general liability insurance in respect of personal injury, death, loss or damage of or to any person or property of third parties, with insurers licenced to conduct business in Ontario. The Landlord shall be added as an Additional Insured to the required liability insurance policy or policies and no such policy shall be cancelled or allowed to lapse without at least thirty (30) days written notice having been given to the Landlord. An Insurance Certificate, on the C.S.1.O. form and satisfactory to the City's Risk Manager, shall be provided to the Landlord prior to the commencement of the Lease Term.
- b) The Landlord assumes no responsibility for damage by fire, theft or

otherwise whatsoever, to the goods, chattels, fixtures and improvements of the Tenant or of any other person except to the extent caused by the negligence of the Landlord or any person(s) for whom the Landlord is at law responsible.

9. EQUIPMENT AND MATERIALS

- (a) Except as is set forth in this Lease the Landlord assumes no responsibility for loss or damage to equipment or material belonging to the ADSB, its servants, agents, invitees or licensees in or about the ADSB's area, including liability for injury or damage to the person or property of the ADSB's servants, employees, agents, invitees or licensees

10. NOTICE

- (a) Any notice pursuant to any of the provisions of this indenture shall be deemed to have been properly given if delivered in person, or mailed by prepaid registered post addressed:

in the case of notice to the Landlord to:

Director, Community Services
Community Services Department
99 Foster Drive
Sault Ste. Marie, ON P6A 5X6

in the case of notice to the Tenant to:

Joe Santa Maria
Algoma District School Board
644 Albert Street East
Sault Ste. Marie, Ontario P6A 2K7

or to such other address as either party may notify the other of, and in the case of mailing as aforesaid, such notice shall be deemed to have been received by the addressee, in the absence of a major interruption in postal service affecting the handling or delivery thereof, on the 4th business day, excluding Saturdays, next following the date of mailing. If the notice is faxed, the notice shall be deemed to have been received on the pt day next following the dating of faxing.

11. TERMINATION OF THE TERM

- a) The termination of the Term by expiry or otherwise shall not affect the liability of either party to this lease to the other with respect to any obligation under this lease which has accrued up to the date of such termination but not been properly satisfied or discharged.

- b) The Tenant acknowledges that there are no covenants, representations, warranties, agreements or conditions expressed or implied, collateral or otherwise forming part of or in any way affecting or relating to this lease other than as set out in this lease which constitutes the entire agreement between the parties concerning the Demised Area and which may be modified only by further written agreement under seal.
- c) The provisions of this lease shall be binding upon, and enure to the benefit of, the parties and their respective successors and (where applicable) permitted assigns.

12. LAWS OF PROVINCE OF ONTARIO

This Lease shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada in force in the Province of Ontario.

13. DISPUTES

In the event of any disputes respecting this Lease including any dispute as to the rent payable during any renewal period, either Party may by notice in writing require that the dispute be arbitrated pursuant to the *Arbitrations Act* (Ontario) and any amendments thereto. Within fourteen (14) working days of notice being given of a dispute to be arbitrated, the Parties shall agree on a single Arbitrator in Sault Ste. Marie. In the absence of agreement, each Party shall immediately nominate an Arbitrator. Those nominees will confer and select another member of the group to serve as the single Arbitrator for the dispute. Any Arbitrator must have a minimum of ten (10) years' experience as a solicitor or a Judge. The arbitration shall be held at the City of Sault Ste. Marie (or such other location as is agreed upon by the parties) and the procedure for the arbitration shall be as agreed between the Parties or, in the absence of agreement, as determined by the Arbitrator. The Parties agree, however, that they desire an efficient arbitration and that any discovery requests, either documentary or oral, should be consistent with this principle. The Parties agree that they will use best efforts to ensure that the arbitration hearing is to be conducted within ninety (90) days of the appointment of the Arbitrator. The final decision of the Arbitrator will be furnished to the Parties in writing and will constitute a conclusive determination of the issue in question and will be binding upon the Parties.

14. ENTIRE AGREEMENT

There are no covenants, representations, warranties, agreements or other conditions, express or implied, collateral or otherwise, forming part of or in any way affecting or relating to this Lease, save as expressly set out or incorporated by reference herein, and this Lease constitutes the entire

agreement duly executed by the parties hereto, and no amendment, variation or change to this Lease shall be binding unless the same shall be in writing and signed by the parties hereto.

15. COUNTERPARTS AND ELECTRONIC SIGNATURES

This Agreement may be executed in several counterparts, each of which when so executed shall be deemed to be an original and such counterparts together shall constitute one and the same instrument and shall be effective as of the formal date hereof.

IN WITNESS WHEREOF the parties have affixed their corporate seals attested to by the hands of their officers in that behalf duly authorized this 3rd day of November 2025.

SIGNED, SEALED AND DELIVERED	)	ALGOMA DISTRICT SCHOOL BOARD
	)	
	)	
	)	
	)	_____
	)	NAME: JOE SANTA MARIA
	)	TITLE: ASSOCIATE DIRECTOR OF CORPORATE
	)	SERVICES AND OPERATIONS
	)	
	)	I have authority to bind the Corporation
	)	
	)	THE CORPORATION OF THE CITY
	)	OF SAULT STE. MARIE
	)	
	)	
	)	_____
	)	MAYOR – MATTHEW SHOEMAKER
	)	
	)	
	)	_____
	)	CITY CLERK – RACHEL TYCZINSKI

Cemetery By-law 2025-156

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THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW NO. 2025-156

CEMETERIES: A by-law to provide regulations for the operation of all municipal crematoriums, mausoleums, and cemeteries owned by the City of Sault Ste. Marie.

THE COUNCIL of the Corporation of the City of Sault Ste. Marie pursuant to the *Funeral, Burial and Cremation Services Act, 2002*, as amended, and the regulations made pursuant to the said Act, ENACTS as follows:

1 Definitions

In this By-law:

“Act” means the *Funeral, Burial and Cremation Services Act, 2002* and all amendments thereto, together with all Regulations prescribed thereunder;

“At-Need Services” means interment rights and cemetery services required at the time of death;

“Care and Maintenance Fund” means the trust fund in which all moneys received for care and maintenance of lots and markers have been invested by the Treasurer under the *Act*;

“Cemetery(ies)” means those cemeteries that are owned by the Corporation as set out in Section 2.1 of this By-law;

“Cemetery Services” means cremation services; the opening and closing of niches, crypts, and graves; the general care of niches, crypts, and graves; the provision of memorial plaques; storage services; and any other service that is normally provided by the owner of a crematorium, mausoleum, or cemetery;

“Certificate of Interment Rights” means the certificate issued by the Corporation to a purchaser upon payment of the cost of interment rights and cemetery services;

“Certificate of Interment Rights Holder” means the person to whom the Interment Rights Certificate is issued or their legal representative, ascertained by production of a notarial copy of the Will or other evidence satisfactory to the City Clerk;

“City Clerk” means the person appointed by the Corporation as the City Clerk or designate;

“Corporation” means The Corporation of the City of Sault Ste. Marie;

“Columbarium” means a structure designed for the purpose of interring cremated remains in sealed compartments;

“Cremated Remains” means the residue after the cremation of a body and the casket or container in which the body was received;

“Crematorium” means the building located in New Greenwood Cemetery, fitted with proper appliances for the purpose of the cremation of human remains, and includes everything incidental or ancillary thereto;

“Crypt” means a chamber for interment in a mausoleum;

“Department” means the Cemeteries Division of the Community Development and Enterprise Services Department of the Corporation;

“Disinterment” means the removal of cremated remains from a niche or grave; the removal of human remains or cremated remains from a mausoleum; or the removal of human remains from a grave;

“Interment” means the placement of cremated remains in a niche in a columbarium or mausoleum; the placement of human remains or cremated remains in a crypt in a mausoleum; or the burial of human remains or cremated remains in a grave;

“Lot” means an area of land in a cemetery containing or set aside to contain human remains and includes a niche in a columbarium or mausoleum, a crypt in a mausoleum, and a grave in a cemetery;

“Manager” means the person appointed by the Corporation as the Manager of Cemeteries or designate;

“Marker” means any monument, tombstone, plaque, headstone, cornerstone, or other structure or ornament affixed to or intended to be affixed to a niche, crypt, grave, or other structure or place intended for the deposit of human remains;

“Mausoleum” means a building or other structure, other than a columbarium, used as a place for interment of human remains in sealed crypts;

“Niche” means a compartment in a columbarium or in a mausoleum for the interment of cremated remains;

“Operator” means the Corporation;

“Plan” means the plan of the cemetery;

“Plot” means two or more lots in which the rights to inter have been sold as a unit;

“Pre-Need Services” means interment rights and cemetery services that have been paid for in advance of a person’s death;

“Price List” means the price list of services provided by the Corporation;

“Shroud” means a flexible piece of fabric used to enclose or wrap the body for burial;

“Statutory Holiday” means any day set aside as a statutory holiday in the working agreement at any time in force between the Corporation and the Canadian Union of Public Employees;

“Traditional Indigenous Grave Marker” (e.g. “Spirit House”) means a structure placed on a grave, consistent with traditional Indigenous (First Nations, Métis, Inuit) beliefs, which securely houses the living spirit of a person and perpetuates the memory of a deceased person;

“Treasurer” means the person appointed by the Corporation as the Chief Financial Officer/ Treasurer or designate;

“Trust Funds” means those funds in which a trustee may invest and which are defined in the *Trustee Act*, R.S.O. 1990, c.T.23, as amended;

“Urn” means a sealed container for cremated remains;

“Vault” means an underground burial container; and

“Veteran” means a veteran as defined in the *Department of Veterans Affairs Act*, R.S.C. 1985, c.V-1, as amended.

2 Administration

1) Facilities

The cemeteries owned and controlled by the Corporation are:

- a. **New Greenwood Cemetery** on the east side of Peoples Road which includes:
 - i) Cemetery Office;
 - ii) Crematorium;
 - iii) Chapel;
 - iv) Commemorative tree area;
 - v) Urn Garden, which includes columbariums for the interment of cremated remains in a single or companion niche (including the niche wall located beside the Chapel) and graves for the interment of cremated remains;
 - vi) Legion Hill Veterans’ Section for the interment of bodies or cremated remains of veterans in a grave who were members of the Royal Canadian Legion at the time of death, and of their spouses provided the veteran is first interred;
 - vii) Veterans’ Section for the interment of bodies or cremated remains of veterans and spouses of such veterans in a grave;
 - viii) Cremation Hill for the interment of cremated remains in a grave or private columbarium;
 - ix) Baby/Children’s Section for the interment of bodies of infants and children and for the interment of cremated remains in a grave;
 - x) Muslim Burial Section for traditional Muslim burials;
 - xi) Natural Burial Section for burial consistent with natural burial as permitted under this By-law; and

- xii) Adult, child, and infant graves for the interment of bodies or cremated remains; or for the placement of cremated remains in a private columbarium.
- b. **Old Greenwood Cemetery** comprised of Old Greenwood Cemetery on the west side of Peoples Road and West Section at the northwest corner of Peoples Road and Fourth Line East, both of which include adult, child, and infant graves for the interment of bodies or cremated remains, or for the interment of cremated remains in a private columbarium.
- c. **Holy Sepulchre Cemetery** on the north side of Fourth Line East which includes:
 - i) Mausoleums for the interment of bodies in a single or companion crypt (and, under conditions as specified in section 4.3 of this By-law, the interment of cremated remains in a crypt);
 - ii) Mausoleums for the interment of cremated remains in a single or companion niche;
 - iii) Columbariums for the interment of cremated remains in a single or companion niche;
 - iv) Commemorative tree area;
 - v) Baby/Children's Shrine for the interment of bodies of infants and children or for the burial of cremated remains in a grave;
 - vi) Flat Marker Area for the interment of bodies or cremated remains in a grave;
 - vii) Urn Area for the interment of cremated remains in a grave or in a private columbarium; and
 - viii) Adult, child, and infant graves for the interment of bodies or cremated remains, or for the interment of cremated remains in a private columbarium.
- d. **Pine Grove Cemetery** on the west side of Landslide Road which includes graves for the interment of bodies or cremated remains, or for the interment of cremated remains in a private columbarium.
- e. **West Korah Cemetery** on the north side of Avery Road which includes:
 - i) Legion Veterans' Section for the interment of bodies or cremated remains of veterans in a grave who were members of the Royal Canadian Legion at the time of death and of their spouses provided the veteran is first interred; and
 - ii) Adult, child, and infant graves for the interment of bodies or cremated remains, or for the interment of cremated remains in a private columbarium.
- f. **Queen Street Heritage Cemetery** on the north side of Queen Street East which is inactive.

2) *Duties of Department*

It shall be the duty of the Department:

- a. to control, pursuant to the provisions of the *Act* and of this By-law, the operation and management of the cemeteries, including the expenditure of moneys appropriated by City Council of the Corporation for that purpose, and the expenditure of interest and other income from money or other property given, devised, bequeathed, or set aside for the care and maintenance of the cemeteries;
- b. to control the provision of services and supplies for cemeteries;

- c. to see that all interments are conducted in a decent and orderly manner, and that quiet and good order are maintained at all times;
- d. to improve and beautify the cemeteries, including keeping buildings, fences, drains, walks, drives, and grounds in a state of good order and repair;
- e. to liaise with the City Clerk with respect to the giving and receiving of orders for interment rights and cemetery services; and
- f. to attend at every interment and disinterment.

3) *Duties of City Clerk*

It shall be the duty of the City Clerk:

- a. to sell interment rights and cemetery services in accordance with the *Act* and to maintain all records pertaining thereto;
- b. to process orders for interment rights and cemetery services in accordance with the *Act*; and
- c. to provide current Plans of the cemeteries for public inspection at the office of the City Clerk and Cemetery Office during regular office hours.

4) *Duties of the Treasurer*

It shall be the duty of the Treasurer:

- a. to receive all moneys for the sale of lots and all other moneys properly receivable by the Corporation with respect to the cemeteries, whether by way of gift, bequest, or otherwise;
- b. to set aside for care and maintenance of the cemeteries such moneys from the sale of lots and markers as prescribed by the *Act* and to invest the same as authorized by the provisions of the *Trustee Act* or the *Act*;
- c. to set aside for the purpose of the care and maintenance of the cemeteries any money or other property given, devised, bequeathed, or set aside for such purpose, and to invest the same as authorized by the provisions of the *Trustee Act* or the *Act*; and
- d. to hold in trust moneys received for pre-need cemetery services in accordance with the *Act*. If, at the time the services are provided, the money that was placed in the trust account, together with any income earned on that money, exceeds the current selling price for the services as set out in the Price List, the excess money, including any income earned thereon, shall be paid out of the trust fund to the Interment Rights Certificate holder in accordance with the provisions of the *Act*.

3 **Contracts and Certificates of Interment Rights**

1) *Contract*

- a. A contract to purchase interment rights and/or cemetery services shall be fully completed in the form prescribed by the Corporation.

- b. In the case of at-need purchases, interest shall be charged at the rate determined by the Treasurer on the unpaid balance after thirty (30) days from the date of invoice.

2) *Cancellation of Contract*

- a. A purchaser may only cancel a contract for interment rights or cemetery services upon written notice of cancellation to the City Clerk in accordance with the *Act*.
- b. Where interment rights have not been exercised and none of the contracted cemetery services have been provided and where the contract is cancelled within thirty (30) days of its execution, the Corporation shall refund the purchaser all moneys paid.
- c. Where part of the contracted cemetery services have been provided, the refund as set out in section 3.2(b) shall be further reduced by the cost of those services as set out in the Price List.
- d. A contract for interment rights cannot be cancelled more than thirty (30) days after the date of execution of the contract.
- e. Where a contract for cemetery services is cancelled more than thirty (30) days after the date of execution of the contract, the purchaser shall be refunded the amount described in 3.2(b) and 3.2(c) plus the amount of income earned on that money.

3) *Certificate of Interment Rights*

- a. Upon payment in full of the purchase price of a niche, crypt, or grave the City Clerk shall deliver to the purchaser a Certificate of Interment Rights in the form attached hereto as Schedule A.
- b. The Certificate of Interment Rights shall convey only the right of interment and the right to install a marker or vault. Such rights shall be subject to the provisions of the *Act* and of this By-law as amended from time to time.

4) *Transfer of Interment Rights*

- a. Any transfer of interment rights shall convey only those rights set out in section 3.3(b) of this By-law.
- b. A Certificate of Interment Rights holder shall not resell interment rights for an amount that is greater than the price of those rights as indicated on the current Price List, inclusive of the care and maintenance component.
- c. The Certificate of Interment Rights holder shall provide the following information to a transferee:
 - i) the Certificate of Interment Rights endorsed by the Certificate of Interment Rights holder and the Corporation;
 - ii) a copy of the current cemetery By-law; and
 - iii) a written statement of the number of lots that have been used in the plot to which the rights relate and the number of lots that are available.
- d. Upon receipt of a Certificate of Interment Rights endorsed by the Certificate of Interment Rights holder, and upon payment of an administrative fee as set out in

the Price List, the City Clerk shall enter the transfer in the register kept for that purpose, and shall issue a new Certificate of Interment Rights in the name of the purchaser.

- e. An heir or representative of a deceased Certificate of Interment Rights holder may transfer the deceased's interment rights by giving proof in writing satisfactory to the City of Sault Ste. Marie that they have the right to transfer the interment rights.
- f. The Corporation does not buy back interment rights except:
 - i) when the purchaser is purchasing interment rights of a greater value than those currently owned;
 - ii) When, at the sole discretion of the Manager, a grave is unusable, or would benefit the cemetery to re-acquire the interment rights.

4 Interments and Disinterments

1) Rules Applicable to All Interments

- a. Interments in lots shall be as directed by the Certificate of Interment Rights holder.
- b. A burial permit showing that the death has been registered with the Province of Ontario must be provided prior to an interment taking place.
- c. A certificate of cremation must be provided prior to the interment of cremated remains.
- d. No interment shall be permitted where there are charges for cemetery services which have been outstanding for more than thirty (30) days.
- e. Notice of an interment shall be given to the City Clerk at least twenty-four (24) hours in advance except under unusual circumstances.
- f. No interment shall be made on a Sunday or statutory holiday except by a medical certificate stating that interment must occur within twenty-four (24) hours of death in accordance with Ontario Ministry of Health regulations for the control of communicable diseases.
- g. No interment shall be delayed more than three (3) days as a result of a statutory holiday.
- h. Remains to be interred in a crypt or grave must be enclosed in a shroud or container that is sealed securely, dry, and of sufficient strength to permit interment with the container remaining intact.
- i. Where no interment has been made in a lot for more than twenty (20) years after issuance of the Certificate of Interment Rights, the Corporation may apply to the Registrar under the *Act* for a declaration that interment rights are abandoned.
- j. Only human remains shall be interred and not any combination of animal, human, or other co-mingled remains.

2) Interment in a Niche in a Columbarium

- a. A single columbarium niche is intended for interment of one (1) cremated remains. Interment of two (2) or more cremated remains or co-mingled cremated remains is not permitted.

- b. A companion columbarium niche is intended for interment of two (2) cremated remains, one (1) per side. Interment of more than one (1) cremated remains per side or co-mingled cremated remains is not permitted.
- c. Urns cannot be accommodated in a niche in the niche wall beside the Chapel in New Greenwood Cemetery.

3) *Interment in a Crypt in a Mausoleum*

- a. The cremated remains of one (1) body may be interred in a single crypt in addition to one (1) casket either at the time of, or prior to, interment of the casket. Notice of intent to subsequently inter cremated remains must be provided at the time of interment of the casket. Cremated remains shall not be placed in a crypt after the crypt has been sealed.
- b. Cremated remains shall not be interred in a companion crypt.
- c. A crypt shall only be opened and sealed by the Department.
- d. Previously buried remains to be placed in a crypt must be delivered to the cemetery enclosed in a secure casket or other rigid container of a suitable size to permit placement in a crypt.

4) *Interment in a Grave*

- a. Double-depth interments are not permitted except in an adult grave where topography permits.
- b. Double-depth interments are not permitted:
 - i) next to a single-depth grave, unless in the discretion of the Manager the double-depth interment will not disturb adjoining graves; or
 - ii) in the New Greenwood Veterans' Section.
 - iii) Vaults shall not be permitted for double-depth interments unless in the discretion of the Manager the vault can be accommodated at double-depth.
- c. For indigent interments, a request indicating that the District of Sault Ste. Marie Social Services Administration Board will be responsible for the payment of such interment is required prior to interment.
- d. The Department shall not be responsible for the costs incurred to replace concrete marker bases, trees, plants, or shrubs that are removed for interment purposes.
- e. The maximum number of interments permitted is:
 - i) One (1) interment of a body and two (2) interments of cremated remains in one (1) grave in the New Greenwood Baby/Children's Section and the Holy Sepulchre Baby/Children's Shrine.
 - ii) One (1) interment of cremated remains in a single grave and two (2) interments of cremated remains in a companion grave in the New Greenwood Urn Garden, New Greenwood Cremation Hill, and Holy Sepulchre Urn Areas.
 - iii) Two (2) interments in a grave in the New Greenwood Legion Hill Veterans' Section, New Greenwood Veterans' Section, and the West Korah Legion Veterans' Section.
 - iv) One (1) interment of a body (two (2) if double-depth) and four (4) interments of cremated remains in a single grave in all other sections.

5) *Natural Burial:*

- a. Natural Burial Site: the natural burial section of New Greenwood Cemetery has been designed and implemented in a way that demonstrates regard for the natural state of the earth, landscape, and accompanying elements. Each natural Interment Lot allows for one interment right for human remains.
- b. The Body: the deceased must be free from embalming solutions.
- c. Grave Opening Preparation: graves are identified only by a numbered marker. Cemetery Services will take all reasonable precautions to open the grave in the least disturbing manner to the surrounding environment. Graves will not be dressed with decorative cemetery greens. Cemetery Services will provide a rough cut (eg. wildflowers and grasses cut no lower than ten inches from the ground) pathway to the grave.
- d. Casket or Container: the casket, shroud, or representative container specified for interment of human remains shall be:
 - i) Composed of sustainable and fully biodegradable fibers or materials;
 - ii) Free of non-biodegradable resins, glues, or bonding agents;
 - iii) Composed of interior finishing fabricated from biodegradable fibers or materials;
 - iv) Free from high gloss finish lacquers, paints, or prepared surfaces that are non-biodegradable;
 - v) Free of any interior liner, bag, or wrapping that is fabricated from a non-biodegradable material;
 - vi) Free of any memento, article, or personal belonging that is composed of non-biodegradable materials; and
 - vii) Fashioned to include a supportive bottom that is stable and strong enough to be transported and placed on a grave set-up lowering device. The supportive bottom must be similarly made from sustainable and biodegradable materials (e.g. wooden boards).
- e. Witnessing the Interment: the Manager may limit the number of witnesses to an interment service in the natural burial section to preserve the environmental sanctity or health and safety of those persons attending the interment. All attendees will be under the supervision of the Department during the interment proceedings.
- f. Unrecoverable Status: interred human remains shall be considered non-recoverable from the interment date, and the Department shall have no obligation to recover the remains unless ordered by the provisions of legislation, regulation, or court document. In the case of the Department being ordered to recover human remains, the Manager will hold the authorizing party accountable for all fees associated with the work performed.

6) *Disinterments*

- a. No disinterment shall occur without the written consent of the local Medical Officer of Health and the Certificate of Interment Rights holder, except on an order from the Court or as provided in the *Act*.

- b. Only Department employees, law enforcement officers, and representatives of Algoma Public Health may be present at a disinterment. All disinterments shall comply with Ontario Ministry of Health regulations.
- c. Prior to disinterment, the Department, in its sole discretion, may remove any marker, shrub, or plant at the expense of the Certificate of Interment Rights holder.
- d. Concrete or wooden containers from disinterments shall be destroyed by the Department.

5 Rules and Regulations Respecting Cremation

1) Burial Permit

No body shall be cremated until a burial permit (unless exempted under the Act) and an Application for Cremation and Coroner's Certificate in the form attached hereto as Schedule B has been deposited with the Cemetery Office.

2) Sunday Cremations

No body shall be cremated on a Sunday or statutory holiday except by a medical certificate in accordance with Ontario Ministry of Health regulations for the control of communicable diseases.

3) Containers

A body delivered to the crematorium for cremation shall be cremated in the casket or container in which it is received. The container shall be:

- a. made of wood or other combustible material;
- b. closed in order to provide complete covering of human remains;
- c. dry and resistant to leakage or spillage;
- d. ridged enough for handling with ease; and
- e. of a maximum size of 71cm (28") wide, 2.22m (7') long, and 60cm (24") high.

Under no circumstance shall the Department open a casket or container.

4) Pacemakers, Implants, Devices

No body with a pacemaker, radioactive implant, or other hazardous device or implant shall be cremated. The party authorizing the cremation shall be responsible for taking all necessary steps to ensure that any such implant or device is removed prior to cremation and shall be liable for any damage to the crematorium or injury to personnel in the event of failure to notify the funeral director or other person responsible for the removal of such a device.

5) Unclaimed Cremated Remains

Cremated remains shall be placed in a sealed temporary container, which shall be furnished without additional charge by the Department, and such container may be left at the crematorium for up to one (1) year. If at the expiry of one (1) year, and after reasonable efforts to contact the party who authorized the cremation, directions for the disposal of

such cremated remains have not been received, the cremated remains shall be interred in Greenwood Cemetery or in Holy Sepulchre Cemetery. The regular fee for interment of cremated remains shall be charged to the party who authorized the cremation.

6) *Urns*

All urns shall be properly sealed.

7) *No Scattering*

The scattering of cremated remains in the cemeteries is not permitted.

8) *Other*

- a. The Department shall not cremate the remains of more than one person at one time.
- b. The Department has the right to refuse to cremate a body and shall only cremate human remains.

6 Rules and Regulations Respecting Muslim Burials

There is a dedicated Muslim section in New Greenwood Cemetery.

1) *Muslim Interments*

For interments in the Muslim section of the cemetery, the dedicated leadership appointee of the specific Muslim group shall communicate to the Manager or designate the intent to inter at least 24-hours prior to the intended time and date of the interment. The Manager retains the right to refuse any interment request that provides less than 24-hours notice.

2) *Health and Safety*

The Manager will work with the Muslim cultural group to recognize their cultural beliefs while maintaining necessary health and safety practices and operational capacities. Except as set out in this By-law, the decision of the Manager under this section regarding any permitted activities or memorials shall be final.

3) *No Cremation Interments*

Cremation interment is not permitted in the Muslim section.

4) *Shroud or Casket*

Notwithstanding section 4.1(h) of this By-law, remains may be interred in a grave in the Muslim section in a shroud or casket.

7 General Rules and Regulations

No person shall do any work within the cemetery without the permission of the Manager.

No lot shall be filled above the grade established in the cemetery.

No funeral or interment shall be permitted in the cemetery except between the hours of nine a.m. and four p.m. All interment services shall be concluded by the hour of four p.m.

except under special circumstances whereby permission may be granted by the Manager upon payment of additional labour charges as set out in the Price List.

No person shall enter or be within the cemetery before eight a.m. or after one-half hour before sundown, except police officers and authorized personnel of the Department.

No child under the age of sixteen (16) years shall be permitted within the cemetery, except under the direct control of an adult.

Funeral processions within the cemetery shall follow the route indicated by the Manager.

No parades other than funeral processions shall be admitted or organized within the cemetery.

No equipment other than that provided or approved by the Department shall be used in the cemetery.

Remains of animals shall not be interred in any lot, nor shall the remains of animals be cremated by the Corporation or mixed amongst human remains to be interred.

A body must be cremated or interred in the receptacle used for transportation to the cemetery. No exchange of casket or container shall be permitted.

Leashed pets are permitted on cemetery grounds. Owners must control their animals at all times and clean up after them if necessary.

No unlicensed motorcycles, all-terrain vehicles, or motorized snow vehicles shall be permitted within the cemetery.

No vehicle shall be driven at a speed greater than fifteen (15) kilometres per hour within the cemetery, or elsewhere than upon the roadways provided for vehicles.

No refreshments or alcoholic beverages shall be permitted within the cemetery.

No person shall play any game or sport within the cemetery.

No person shall discharge a firearm in the cemetery except at a military funeral and in accordance with the necessary exemptions from the City's Noise By-law or Firearms By-law.

No person shall damage, destroy, remove, or deface any property within the cemetery.

No person shall willfully disturb persons assembled for the purpose of an interment.

No person shall deposit rubbish in the cemetery except in the receptacles provided.

Soliciting within the cemetery is strictly prohibited.

The Corporation shall not be responsible for loss of or damage to a lot, flowers, marker, structure, photograph, lantern, vase, statuary, or any article or object of any kind attached to or part of any marker or crypt front or objects thereon. The Corporation shall only be responsible for damage to lots and markers knowingly caused by the Department.

The Department has the authority to remove unsightly flower arrangements, and any item or thing, including flowers, flower beds, or trees that contravene the provisions of this By-law or present a health or safety hazard to employees or others.

Complaints shall be made at the office of the Manager.

8 Contractors and Employees

All employees, whether employees of the Department or others, shall be subject to the direction and control of the Manager while working in the cemetery.

If in the immediate vicinity of a funeral or interment service, employees shall cease work until conclusion of the service.

No work shall be commenced that cannot be completed during regular cemetery hours, including the removal of debris, unless by permission of the Manager.

Heavy loads may be prohibited from the cemetery at the discretion of the Manager.

9 Rules and Regulations Respecting Columbariums

1) Plaques

The only item permitted on the niche wall is a standard plaque provided by the Department.

Inscription tablets on the face of a niche shall only be removed and installed by the Department.

2) Items Permitted on a Niche

The only items permitted on a niche front (other than the niche wall) are a vase as prescribed in section 16.2 of this By-law and/or a photograph.

Items shall not be placed around or attached to the vase stem. Any violation of this requirement shall result in removal of the item by the Department

Photographs shall be oval and no larger than 5.7cm x 7cm (2 ¼" x 2 ¾"). Placement shall be in accordance with specifications set out in Schedule C attached hereto.

10 Rules and Regulations Respecting Mausoleums

1) Payment

A crypt in a mausoleum must be paid for in full prior to interment, even in the case of at-need purchases.

2) Items Permitted on a Crypt

The only items permitted on a crypt front are a vase, flower, or cross as prescribed in section 16.3 of this By-law and/or a photograph.

Vases and photographs shall be installed by monument dealers approved by the Department.

Items shall not be placed around or attached to the vase stem. Any violation of this requirement shall result in removal of the item by the Department.

Photographs shall be oval and no larger than 8.9cm x 5.7cm (3½" x 2¼"). Placement shall be in accordance with specifications set out in Schedule C attached hereto.

Inscription tablets on the face of a crypt shall only be removed and installed by the Department.

11 Rules and Regulations Respecting Graves in Cemeteries

All lots sold shall be kept properly graded, sodded, and mowed by the Department.

The Department, in its sole discretion, may remove any tree or shrub in the cemetery that is detrimental to adjacent lots, drains, roads or walks; prejudicial to the general appearance of the grounds; or inconvenient to the public.

No person shall move any corner post or grave marker without permission of the Manager.

Borders, fences, railings, walls, curbs, benches, steps, articles made of glass (except as set out in Section 15.2(vii) of this By-law) and structures of wood (except wooden crosses as set out in Section 14.7 of this By-law) are not permitted.

Copings, hedges, and borders in or around lots are not permitted with the exception of rubber borders around flower bed which are flush with the ground.

Aggregates (stone, gravel, etc.) are not allowed within flower beds, or as an adornment on the ground surrounding a monument, or anywhere on the grave itself. These materials can present a safety hazard to patrons and workers alike as they can become projectiles when mowing equipment comes into contact with them.

12 Trees

1) Trees Not Permitted

Trees are not permitted on single graves, but are permitted on double graves or higher.

Trees are not permitted in the New Greenwood Urn Garden.

2) Permitted Trees

Only cedar trees at a maximum height of 152cm (60") can be planted on a lot.

Commemorative trees and plaques shall be purchased at the cemetery office. Locations are pre-determined by the Manager.

3) Removal of Trees or Shrubs

In the event that it becomes necessary to remove a tree or shrub from a lot, where reasonably possible, notification shall first be given to the Certificate of Interment Rights holder.

13 Flowers

Hanging baskets, vases, and flower stands are not permitted in the cemetery with the exception of vases as prescribed in Section 16 of this By-law.

The Certificate of Interment Rights holder shall be responsible for the planting and maintenance of any flower beds, trees, or shrubs placed on the lot.

1) Crematorium, Columbarium

- a. No flowers are permitted in the crematorium with the exception of casket sprays.
- b. No flowers are permitted in front of or on the niche wall.
- c. Fresh and artificial flowers are permitted on a niche in a columbarium, provided they are placed in a vase as prescribed in Section 16.3 of this By-law.

2) Mausoleum

- a. Fresh and artificial flowers are permitted in a mausoleum, provided they are placed in a vase as prescribed in Section 16.4 of this By-law.
- b. Flower arrangements that obscure or extend over adjacent crypt fronts shall be removed by the Department.
- c. Potted plants are not permitted in a mausoleum.

3) New Greenwood Urn Garden Graves

- a. Flower beds are not permitted on graves in the New Greenwood Urn Garden.
- b. Fresh or artificial flower arrangements are only permitted on graves in the New Greenwood Urn Garden between May 2 and October 31.
- c. Potted plants are not permitted in the New Greenwood Urn Garden.
- d. Holy Sepulchre Baby/Children's Shrine.
- e. Flower beds in the Holy Sepulchre Baby/Children's Shrine Section shall not exceed 40cm (16") long and 20cm (8") wide.
- f. Fresh or artificial flower arrangements are only permitted on graves in the Holy Sepulchre Baby/Children's Shrine between May 2 and October 31.
- g. Potted plants are not permitted in the Holy Sepulchre Baby/Children's Shrine.

4) All Other Cemeteries

New Greenwood: Veterans Sections (including Legion), Cremation Hill, Baby/Children's Shrine, adult, child, and infant graves; Holy Sepulchre: Flat Marker Area, Urn Area, adult, child and infant graves; all graves in Pine Grove Cemetery and West Korah Cemetery

- a. Flower beds (containing either fresh or artificial flowers) are permitted only on graves having a marker and shall be restricted to the area immediately in front of the marker, no wider than 40cm (16"), and no longer than the marker base.
- b. Artificial wreaths are not permitted with the exception of:
 - i) An artificial saddle wreath fastened to the top of a marker; or
 - ii) An artificial wreath securely fastened to a three (3) pronged, free-standing wire tripod of a maximum height of 91cm (36").
 - iii) Where artificial wreaths are permitted, only one artificial wreath is permitted per plot.
 - iv) Wreaths blown to the ground in the cemetery will be disposed of.
- c. All invasive or thorny plants including but not limited to roses, hawthorns, or Russian olive plants are not permitted to be planted in the cemetery.

14 Markers and Inscriptions

1) Specifications

Markers shall be subject to specifications as set out in Schedule C attached hereto.

Inscriptions on niches and crypts shall be subject to specifications as set out in Schedule C attached hereto.

2) Permission of Certificate of Interment Rights Holder

No marker shall be placed without the permission of the Certificate of Interment Rights holder.

3) Installation

No marker shall be erected on a lot until any accrued charges have been paid in full.

Markers shall be installed by monument dealers approved by the Department.

Monument dealers shall lay planks on the lots and paths over which heavy materials are to be moved.

No marker shall be delivered to the cemetery until the foundation is complete. Markers shall be erected promptly upon delivery to the cemetery.

All markers (except wooden crosses or a marker which is 46cm (18") high or less) shall be set upon adequate concrete bases.

Markers that are flush with the ground shall not have metal plates or photographs attached.

Any damage caused to any lot, marker, or other structure shall be the responsibility of the monument dealer who shall be liable therefor.

It shall be the responsibility of the monument dealer to correctly identify and properly place inscriptions on markers and the Corporation assumes no responsibility therefor.

4) Maximum Number of Markers

The maximum number of markers permitted on a single adult grave is:

- a. Greenwood (New and Old), Holy Sepulchre, Pine Grove, and West Korah Cemeteries:
 - i) One upright marker and one pillow marker with one name and five flat markers;
or
 - ii) One upright marker and one pillow marker with two names and four flat markers;
 - iii) The upright marker shall be located in the centre of the top lot line, or as otherwise designated and approved by the Manager.
- b. New Greenwood Urn Garden, New Greenwood Cremation Hill, and Holy Sepulchre Urn Area:
 - i) One flat marker.
- c. Holy Sepulchre "Flat Area":
 - ii) Markers consistent with the number of interment rights.
- d. New Greenwood Legion Hill Veterans' Section, New Greenwood Veterans' Section, and the West Korah Legion Veterans' Section:
 - i) One upright marker and up to two flat markers.

5) Markers Erected Prior to By-law

Where markers have been erected prior to the enactment of any by-law regulating the cemeteries, similar markers may be added to graves in the same area at the discretion of the Manager.

6) Marker Construction

All markers (with the exception of wooden crosses or wooden posts as specified below) shall be constructed of granite or marble.

Any plaque or other attachment must be an integral part of the marker and fabricated of a non-corrosive metal.

The bottom bed of all bases and markers shall be cut level and true.

Wooden crosses or wooden posts of cedar or pressure treated wood are permitted in the cemeteries where appropriate (with the exception being flat marker sections and urn gardens with cremation burials) and shall only be installed by the Department. Wooden crosses or wooden posts shall not have any copings or other appurtenances attached thereto.

7) Statuary

Statuary shall be an integral part of the marker and shall not be placed anywhere other than on the marker or marker base. Statuary shall be included in determining the height, width, and size of the marker.

Statuary must be made of granite, marble, die cast aluminum, stainless steel, or bronze. Copper statuary is not permitted.

8) Removal, Repair

The Cemetery Office shall be notified before removal of any marker from the cemetery is permitted.

The Manager may do whatever is necessary by way of repairing, resetting, or laying down any marker that presents a risk to public safety.

9) Graves Owned by Roman Catholic Diocese

Notwithstanding the provisions of this By-law, one marker 1.83m (6') in height and 2.62m (8'6") in width may be erected in the area of the twenty-eight (28) graves owned by the Roman Catholic Diocese of Sault Ste. Marie.

10) Traditional Indigenous Grave Markers (e.g. Spirit Houses)

Spirit Houses or equivalent Indigenous spiritual burial markers will be allowed in City of Sault Ste. Marie Cemeteries. The Manager will inform the Certificate of Interments Rights Holder at the time of purchase if a traditional Indigenous grave marker cannot be accommodated.

The maximum size of a traditional Indigenous grave marker on an adult grave shall be 48" long by 32" wide by 24" high with a maximum weight of 100 pounds. The maximum size on a cremation grave will be 20" long by 12" wide by 12" tall.

A maximum of one (1) traditional Indigenous grave marker shall be allowed on a grave at one time.

A request to place a traditional Indigenous grave marker must come from the Certificate of Interment Rights Holder.

Traditional Indigenous grave markers cannot be placed directly on the ground. They shall be placed on wood blocks to prevent the structure from freezing into the ground.

Nothing shall be left on top of the traditional Indigenous grave marker except those consistent with the Certificate of Interment Rights Holder's spiritual practices.

In the event the traditional Indigenous grave marker has to be moved during the normal course of Cemetery operations, where no other option exists as determined by the Manager, Cemetery staff will move the marker and return it to where it came from as soon as practicable. Due to the advance notice time of interments and of determining whether the traditional Indigenous grave marker has to be moved, it may not be possible to provide notice of the moving of the marker to the Certificate of Interment Rights Holder.

The maintenance of the traditional Indigenous grave marker, other than the levelling of graves (which is the responsibility of Cemetery staff) shall be the responsibility of the Certificate of Interment Rights Holder. Should the structural integrity of the traditional Indigenous grave marker on the property be compromised (worn out, damaged by a

heavy winter, etc.), the Certificate of Interment Rights Holder will be contacted to repair or remove the marker within a specified period of time. If a deteriorated traditional Indigenous grave marker is not repaired or removed by the specified date, the Manager may remove the traditional Indigenous grave marker from the grave and place it elsewhere on the property for a period of two (2) months. If no communication is received from the Certificate of Interment Rights Holder at that point, the Manager will dispose of the traditional Indigenous grave marker.

11) No Encroachment

No marker shall encroach on any grave space.

15 Candle Holders, Lanterns, and Solar Light Stakes

1) Hanging Lanterns or Lights

Hanging lanterns and hanging solar lights are not permitted.

2) Candle Holders, Lanterns, Solar Light Stakes

- a. Candle holders, lanterns, and solar light stakes are not permitted in the New Greenwood Veterans' Cremated Section, New Greenwood Urn Garden, New Greenwood Legion Hill Veterans' Section, columbariums, mausoleums, Holy Sepulchre Flat Marker Area, or Holy Sepulchre Baby/Children's Shrine.
- b. Candle holders, lanterns, and solar light stakes are permitted wherever 40cm (16") flower beds are permitted (New Greenwood: Veterans' Section (graves for full-body interments), Cremation Hill, Baby/Children's Section; Holy Sepulchre: Urn Area; West Korah Legion Veterans' Sections, and on any adult, child or infant grave in the New Greenwood, Old Greenwood, Holy Sepulchre, West Section, Pine Grove, and West Korah cemeteries), subject to the following conditions:
 - i) There must be an upright marker on the lot;
 - ii) A maximum of two (2) lights (candle holders, lanterns, or solar light stakes) are permitted;
 - iii) Candles are only permitted in candle holders;
 - iv) All metal parts of candle holders or lanterns are to be of anodized aluminum or die cast bronze;
 - v) Candle holders and lanterns attached to markers must be made principally of granite, marble, die cast bronze, anodized aluminum, or stainless steel;
 - vi) Candle holders attached to a marker constitute a part of the marker and will be included in determining the overall size of the marker;
 - vii) The translucent section of a candle holder, lantern, or solar light must be made of unbreakable, heat-resistant glass or of a plastic material that is heat and fire resistant;
 - viii) The distance between candle holders or lanterns shall not exceed the length of the marker base;
 - ix) Candle holders or lanterns shall abut the concrete base or be mounted on the marker base;

- x) The height of a candle holder or lantern shall not exceed 0.6m (24") measured from the ground;
- xi) No one candle holder may exceed 4,100cm³ (250 cubic inches) in size; and
- xii) Candle holders or lanterns must be adequately drained to prevent the collection of water.

16 Vases

Vases shall be installed by monument dealers approved by the Department.

1) Vases Not Permitted

Vases are not permitted in the Holy Sepulchre Baby/Children's Shrine Section, on graves in the New Greenwood Urn Garden, or in any of the Veterans' Sections with the exception of vases that existed prior to January 20, 1996.

Vases are not permitted on the niche wall.

2) Vases on a Niche in a Columbarium or Mausoleum

A maximum of one vase may be affixed or attached to a single or companion niche in a columbarium or a niche in a mausoleum.

Vases shall not exceed 16cm (6.3") in height.

Vases shall be the Biondan model #2940.

3) Vases, Flowers, or Crosses on a Crypt in a Mausoleum

A maximum of one vase, flower, or cross may be affixed or attached to a single or companion crypt in a mausoleum.

Vases, flowers, or crosses shall not exceed 16cm (6.3") in height.

Vases in a mausoleum must be the Biondan model #1311R, flower must be Biondan bronze flower ART.2581, cross must be Biondan cross ART.2943.

4) Vases on Markers in Cemeteries

Vases constitute a part of a marker and shall be included in determining the overall size of the marker.

Vases are permitted on markers in cemeteries under the following conditions:

- a. Vases shall be positioned on the front face of a marker with the exception of markers in the Holy Sepulchre Flat Marker Area which may have a vase inserted into the ground;
- b. A maximum of two (2) vases shall be permitted on a marker;
- c. Vases must be made of die cast bronze, stainless steel, granite, solid zinc, die cast aluminum, or marble. Copper vases are not permitted;
- d. No vase shall exceed 0.02m³ (900 cubic inches) in size; and
- e. Vases must be adequately drained to prevent any collection of water.

17 Schedules

All Schedules attached hereto shall form part of this By-law.

18 Penalties

Any person who contravenes any provision of this By-law is guilty of an offence and subject to a penalty in accordance with the provisions of the *Provincial Offences Act* or the *Act* as amended.

In the event any provisions of this By-law are deemed invalid or void, in whole or in part, by any court of competent jurisdiction, the remaining terms and provisions shall remain in full force and effect.

19 Repeal

By-laws 2012-129, 2015-163, 2015-191, 2017-57, 2019-163, 2021-217, and 2022-136 are hereby repealed as of the date that this By-law comes into full force and effect.

20. EFFECTIVE DATE

No part of this By-law comes into force until the Registrar, Bereavement Authority of Ontario has approved the same.

PASSED in open Council this 3rd day of November, 2025.

Mayor – Matthew Shoemaker

City Clerk – Rachel Tyczinski

LIST OF SCHEDULES

- A Certificate of Interment Rights
- B Application for Cremation and Coroner's Certificate
- C Markers and Inscriptions

Resale Endorsement

Part 1 – Interment Rights Holder(s)' Endorsement of Sale

I/We the Interment Rights Certificate Holder registered on the cemetery records, hereby wish to sell the Interment Rights in

Interment right location

in Choose an item.

Interment right location

Cemetery

to a third party purchaser (the "Transferee(s)")

I/We certify that the Interment Rights are being resold in accordance with the *Funeral, Burial and Cremation Services Act.* and regulations thereto, and the City of Sault Ste. Marie Cemetery By-law, as amended from time to time.

I/We further certify that the resale is for an amount no greater than the current value on the cemetery Price List.

I/We hereby acknowledge and direct the Corporation of the City of Sault Ste. Marie to enter the name of the Transferee(s) listed below as the Interment Rights Holder.

And I/we make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath.

Interment Rights Holder

in Choose an item.

Interment Rights Holder(s)

Cemetery

Interment Rights Holder

Sworn before me this ##^{xx} day of Month , Year.

Interment Rights Holder(s)

A Commissioner, etc.

Part 2 – Acknowledgement of Transferee

I/We, the Transferee(s), acknowledge that we have received a current copy of the Cemetery By-law from the Interment Rights Holder(s). I/we have reviewed the Cemetery By-law as it applies to the Interment rights and hereby agree to abide by the Cemetery By-law.

I/We have been informed by the Interment Rights Holder(s) that the Interment Rights being sold contain ### lots; that ### lots have been utilized and ### lots remain available for future use.

Name of Transferee(s)

Name of Transferee(s)

Address

Address

Transferee

Transferee

Part 3 – Cemetery Operator Acknowledgement and Acceptance

The Corporation of the City of Sault Ste. Marie hereby confirms that the cemetery records have been reviewed and that the above noted Interment Rights Holder(s) are registered on the cemetery records and have the authority to sell the Interment Rights to the Transferee(s). It is also confirmed that no money is owing by the Interment Rights Holder(s) to the Corporation of the City of Sault Ste. Marie in respect of the interment rights.

The Corporation of the City of Sault Ste. Marie hereby accepts and confirms that the sale has been recorded on the cemetery records and has issued a new Certificate of Interment Rights in the name of the Transferee(s).

Date: Click or tap to enter a date.

for the Corporation of the City of Sault Ste. Marie

Schedule B to By-law 2025-156

THE CORPORATION OF THE CITY OF SAULT STE. MARIE
MUNICIPAL CEMETERIES

APPLICATION FOR CREMATION AND CORONER'S CERTIFICATE

City Clerk's Office – 705.759.5388 Manager of Cemeteries – 705.759.5336

I, _____
(Name of Applicant)

Address _____

Apply to the City of Sault Ste. Marie to undertake the cremation of the remains of the late

(Name of Deceased)
I authorize the following disposal of the cremated remains.

If instructions for such disposal are not given within one year from the date of cremation, or if within that period it is not possible to carry out the instructions which have been given, the cremated remains will be buried in Greenwood Cemetery or Holy Sepulchre Cemetery.

I do solemnly declare as follows:

Address of the deceased _____

Age of the deceased _____ Gender: Male ☐ Female ☐

Marital Status of the deceased: single ☐ married ☐ widowed ☐ divorced ☐ common-law ☐

Place of death _____ Date of Death _dd/mm.yy_____

Name and address of the ordinary medical attendant of the deceased

Are you an estate trustee of the deceased? Yes ☐ No ☐

If not, did the deceased leave a will? Yes ☐ No ☐ Your relationship to the deceased:

Are you the nearest surviving relative of the deceased? Yes ☐ No ☐

The reason why the application is made by you and not an executor or any nearer relative: _____

Did the deceased have an infusion pump, pacemaker, or other hazardous device or implant?: Yes ☐ No ☐

Name and address of the spouse of the deceased: _____

Did the deceased leave any written directions as to the mode of disposal of their remains? Yes ☐ No ☐
If yes, please describe

Have the near relatives and the estate trustee of the deceased been informed of the proposed cremation?
Yes ☐ No ☐ (*The term "near relative" as here used includes widow, or widower, parents, children over the age of 18 and other relatives usually residing with the deceased*).

Have the persons with whom the deceased made his or her residence been informed of the proposed cremation? Yes ☐ No ☐

Has any relative of the deceased or any other person expressed any objection to the proposed cremation?
Yes ☐ No ☐ If so, give the name and address of the relative or other person and the grounds on which they have made objection _____

I hereby certify that the foregoing information is true and correct to the best of my knowledge and belief.

(Witness)

(Applicant)

Date: _____

Funeral Director: _____

Cremation Number: _____

Address: _____

Date and hour of Cremation Service: _____

Note: Caskets or Containers must be of wood or other combustible material. The remains are always cremated in the casket or container as received at the crematorium.

CORONER'S CREMATION CERTIFICATE

I do certify that the circumstances of the death of:

who resided at _____

and whose death took place at _____

on _____
(day/month/year)

have been investigated by me and that there exists no reason for further examination of the body.

Coroner's Name _____ Telephone No. _____

(Coroner's Signature)

(Date)

Note: This Certificate is not a Burial Permit under the *Vital Statistics Act*. A Burial Permit under that Act is also required.

**Schedule “C” to By-law 2025-156
Specifications for Markers**

	Maximum total height	Minimum thickness	Maximum thickness	Maximum length of base	Maximum width of base	Maximum length of monument	Maximum width of monument
Cemeteries:							
Greenwood (New and Old), Holy Sepulchre, “West Section”, Pine Grove, West Korah							
Single grave	1.4m(54”)	0.15m(6”) for monuments up to 1.07m (42”) high 0.2m (8”) over 1.07m (42”)		0.8m(32”)	0.8m (3”) beyond marker base	0.8m(32”)	
Double grave	1.4m(54”)	0.15m(6”) for markers up to 1.07m (42”) high 20cm (8”) over 1.07m (42”) high		1.6m(63”)	0.8m (3”) beyond monument base	1.6m(63”)	
Triple grave or higher	1.4m(54”)	0.15cm(6”) for markers up to 1.07m (42”) high 0.2m (8”) over 1.07m (42”)		2.0m(78”)	0.8m (3”) beyond monument base	2.0m(78”)	
Foot markers	Flush with ground		.1m(4”)	n/a	n/a	n/a	n/a
Wooden crosses or posts	See Cemetery Office						
** No markers are permitted in the Natural Burials Section of New Greenwood Cemetery							
Holy Sepulchre							
Flat Area							
Single grave	Flush with ground	0.1m(4”)	0.15m(6”)	n/a	n/a	0.8m(30”)	0.5m(20”)
Double grave	Flush with ground	0.1m(4”)	0.15cm(6”)	n/a	n/a	1.0m(39”)	0.5m(20”)

	Maximum total height	Minimum thickness	Maximum thickness	Maximum length of base	Maximum width of base	Maximum length of monument	Maximum width of monument
Triple grave or higher	Flush with ground	10cm(4")	0.15cm(6")	n/a	n/a	1.82m(72")	0.5m(20")
Baby Shrine							
Single lot	Flush with ground	n/a	n/a	n/a	n/a	.36m(14")	0.25m(10")
Double lot	Flush with ground	n/a	n/a	n/a	n/a	0.5m(20")	0.46m(18")
Urn Area							
Single	1.07m (42")		0.15m (6")	0.6m (24")	0.6m (24")		
Companion	1.07m (42")		0.15m (6")	0.8m (32")	0.6m (24")		
New Greenwood							
Legion Hill Veterans' Section	0.8m(32")	0.08m (3")	0.8m(3")	0.74m(29")	0.5m (20")	0.38m(15")	
Veterans' Section Upright Flat	1.0m (39")	0.08m (3")	0.08m(3")	0.74m(29")	0.5m (20")	0.38m(15")	
Per Veterans' Affairs Canada (Last Post) standards	0.31m (12.25")	0.1m(4")				0.5m(20")	0.38m(15")
Children's Section	0.6m(24")		0.1m(4")	0.51m(20")	0.2m(8")		
Urn Garden							
Single	Flush with ground	0.1m(4")	0.1m(4")				
Companion	Flush with ground	0.1m(4")	0.1m(4")			0.5m(20")	0.45m(18")
Cremation Hill							
Single	0.71m(28")		0.15m(6")	0.6m(24")	.45m(18")		

	Maximum total height	Minimum thickness	Maximum thickness	Maximum length of base	Maximum width of base	Maximum length of monument	Maximum width of monument
Companion	0.71m(28")		0.15m (6")	0.8m(32")	.45m (18")		
West Korah							
Legion Veterans' Section	0.71m(28")		0.15m(6")	0.6m(24")	.45m(18")		
Legion Veterans Cremated Section	Flush with ground	0.1m(4")				0.36m(14")	.25cm(10")

Slant markers must be on a 10cm (4") concrete slab.

Pillow markers (covering all reasonable sizes, and in all City cemeteries) may be installed without a poured concrete foundation. A concrete pad is acceptable in these cases.

A poured concrete foundation is not a requirement unless requested by the customer.

Foundation types and thicknesses

Single grave:	concrete pad at least 4" thick
Double grave	concrete pad at least 5" thick
Triple grave or higher	concrete pad at least 5" thick
Wooden crosses	n/a
Cremation interment sections (excluding flat sections):	
Single:	concrete pad at least 4" thick
Companion	concrete pad at least 4" thick
Legion Hill Veterans Section	concrete pad at least 4" thick
Childrens' Section	concrete pad at least 3" thick
Cremation Hill	concrete pad at least 4" thick
West Korah:	rules for single, double and triple graves apply

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-157

DELEGATION TO THE CHIEF ADMINISTRATIVE OFFICER (“CAO”): A by-law to authorize the CAO to execute and bind The Corporation of the City of Sault Ste. Marie to the Municipal Engineers Association (MEA) agreements between the City and Aecom Canada Ltd. for the preliminary design of Elgin Street improvements within the downtown, between Bay Street and Wellington Street East as required by Public Works & Engineering Services.

WHEREAS Section 23.1(1) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, (the “Act”) allows for Council to delegate its powers under the Act to officers and employees of the City;

NOW THEREFORE THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 23.1(1) of the Act, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENT**

The powers delegated to the Chief Administrative Officer include the power to execute MEA Agreements between the City and Aecom Canada Ltd. for the preliminary design of Elgin Street improvements.

2. **EFFECTIVE DATE**

This by-law takes effect on the day of its final passing.

PASSED in open Council this 3rd day of November, 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2025-158

MEDAL OF MERIT: A by-law to re-establish the City of Sault Ste. Marie's Medal of Merit and to provide awards in the form of medals by the Corporation of the City of Sault Ste. Marie to persons or groups of persons in recognition of outstanding achievement

WHEREAS from time to time, individuals or groups from Sault Ste. Marie and area achieve excellence in diverse fields, whether championships or top honours in athletic, cultural, or academic pursuits, or making remarkable contributions or accomplishments that bring benefit or positive impact to the community and beyond; and

WHEREAS the Sault Ste. Marie Medal of Merit was first established in 1969 to honour such excellence, achievements, and contributions;

NOW THEREFORE the Council of the Corporation of the City of Sault Ste. Marie ENACTS as follows:

1. **RE-ESTABLISHMENT OF AWARD**

There is hereby re-established an award in the form of a medal, to be known as "The Sault Ste. Marie Medal of Merit", which may be presented by the Corporation of the City of Sault Ste. Marie to persons or groups of persons in recognition of outstanding achievement, as hereinafter provided

2. **MEDAL OF MERIT COMMITTEE**

- a. There is hereby re-established for the City of Sault Ste. Marie a committee for the purpose of determining individuals or groups eligible to receive the Sault Ste. Marie Medal of Merit.
- b. The Committee shall be known as the "Mayor's Medal of Merit Selection Committee".
- c. The Committee shall be composed of five members as follows:
 - i. The Mayor of the Corporation of the City of Sault Ste. Marie, who shall be the Chair of the Committee;
 - ii. Four members who shall be appointed by and serve at the pleasure of the Mayor and selected based on one each of: a business or professional person; a representative of labour; a member of the judiciary; and a citizen at large.
- d. The City Clerk of the Corporation of the City of Sault Ste. Marie shall act as staff resource to the Committee.

- e. The members of the Committee shall serve either at the pleasure of the Mayor or for the term of Council.

3. **MEDAL OF MERIT – GENERAL PROVISIONS**

- a. The Medal of Merit may be awarded to an individual or group whose contributions or achievements, in any field, have benefitted or had a positive impact on the community or beyond.
- b. Nominations may be submitted by any person and shall be received by the City Clerk until the 15th day of November of any year;
- c. In the event of a lack of nominations or qualifying nominations the Committee may award the Medal of Merit to such other individual or group meeting the criteria as the Committee deems appropriate.
- d. There shall be no limit on the number of medals which may be awarded in any year;
- e. An individual or group who has received the Medal of Merit shall not be eligible to receive the award a second time; and
- f. The Mayor's Medal of Merit Selection Committee publicly announces the recipient(s) on the last day of each year.

4. **BY-LAWS REPEALED**

By-laws 93-8, 2001-198 and 2021-215 are hereby repealed.

5. **EFFECTIVE DATE**

This by-law shall take effect from the date of its final passing.

PASSED in open Council this 3rd day of November 2025.

MAYOR – MATTHEW SHOEMAKER

CITY CLERK – RACHEL TYCZINSKI