

**RESOLUTION TO ADOPT  
A MASTER PLAN  
FOR THE CITY OF SAULT STE. MARIE**

WHEREAS, Michigan Public Act 285 of 1931, as amended, provides that a Planning Commission shall make and adopt a master plan for the physical development of the municipality following specified public notice and hearing; and

WHEREAS, City Ordinance 222, effective April 15, 1982, established a City Planning and Development Commission with full powers and responsibilities of a planning commission as set forth in PA 285 of 1931, including the responsibility to make and adopt a master plan for the community; and

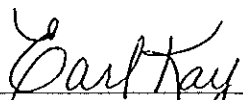
WHEREAS, the City has prepared a Master Plan for the municipality with the assistance of a consultant and local staff; and

WHEREAS, several workshops were held during the investigations and preparations of drafts of the master plan, including a presentation before the City Commission; and

WHEREAS, a Public Hearing was held on the proposed Master Plan on April 20, 1995 following statutory public notice and advertising requirements;

NOW THEREFORE, BE IT RESOLVED THAT the Sault Ste. Marie Master Plan is hereby adopted as the plan for the physical development of the community, and the plan, with its accompanying maps, tables and charts shows the Planning and Development Commission's recommendations for the development of Sault Ste. Marie.

BE IT FURTHER RESOLVED THAT the plan will be used by this commission when making decisions or recommendations to the City Commission about the future development of the City.

  
\_\_\_\_\_  
Earl Kay, Chairman  
Planning and Development Commission

This resolution adopted by the Planning and Development Commission at a meeting held on May 25, 1995.

**RESOLUTION TO ACCEPT  
A MASTER PLAN FOR THE CITY OF SAULT STE. MARIE  
TO GUIDE FUTURE DEVELOPMENT**

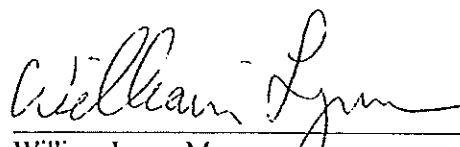
WHEREAS, the City's Planning and Development Commission was created by the City Commission to prepare a Master Plan for the municipality in accordance with the provisions of PA 285 of 1931, as amended; and

WHEREAS, the Planning and Development Commission has undertaken to prepare a plan for the physical development of the City; and

WHEREAS, the Planning and Development Commission has duly approved and adopted this Master Plan in accordance with state law after required public hearing; and

NOW THEREFORE BE IT RESOLVED that the Mayor and City Commission hereby accept the Sault Ste. Marie Master Plan as a guide to future development of the City;

BE IT FURTHER RESOLVED that the Mayor and City Commission will give due consideration to all recommendations concerning the implementation of this plan that may be forthcoming from the Planning and Development Commission from time to time.

  
\_\_\_\_\_  
William Lynn, Mayor  
City of Sault Ste. Marie

Resolution adopted by the City Commission at a meeting held June 5, 1995.

# CITY OF SAULT STE. MARIE MASTER PLAN

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## *PLANNING AND DEVELOPMENT COMMISSION*

Earl Kay, Chairman  
Robert Drysdale, Vice Chairman  
Robert Ellis  
Ernie Maas  
James Moody  
James Porcaro  
Robert Shimmens  
Douglas Welton  
Pat Wilson  
  
James Hendricks, Planning Director

## *CITY COMMISSION*

William Lynn, Mayor  
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Verna Lawrence  
William Munsell  
Michael Peller  
Scott Shackleton  
  
Spencer Nebel, City Manager

1995

Prepared by:

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## ACKNOWLEDGMENTS

Sault Ste. Marie actively began the process of updating the Master Plan in 1982 with the creation of a special Master Plan Committee appointed by the Planning and Development Commission. Prior to these efforts to update the plan, the City has been relying on two previous planning efforts:

- Vilican-Leman Future Land Use Plan, June 1964
- IMPACT (Wade-Trim) Land Use Plan, June 1976

The Master Plan Committee spent nearly three years between October 1982 and June 1985 meeting with local officials and the public, and exploring every facet of the City's makeup in order to develop logical and sensible recommendations for inclusion in the new plan. The Committee met on 17 occasions.

The results of this effort was the creation of a Draft Master Plan Map that has been utilized by the Planning and Development Commission over the

last 10 years as its primary guide in evaluating the day-to-day zoning requests.

With the recent growth activity taking place in the City, it became possible for the community to obtain grant funding from the Community Development Block Grant program, managed by the Michigan Department of Commerce, to finalize this "draft plan," making such adjustments and changes as changing times have dictated. It is of note however, that the general land use pattern set forth in the work of the earlier Master Plan Committee has not dramatically changed, a testimony to the work of that pioneering group.

It is appropriate that the individuals who spent so much time in laying the foundation for this Master Plan be recognized for their contributions to the current document.

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THE PLANNING AND DEVELOPMENT COMMISSION  
SPECIAL MASTER PLAN COMMITTEE (1982-1985)

W.F.G. (Bud) Weber, Chairman  
Jim Gervasio  
Ted Caffey  
Wes Bush  
Marv Dahlman  
Don Sare  
Rosemary Forrester  
Pat Caruso

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# THE SETTING



# THE SETTING

## INTRODUCTION

The starting point for the plan is the City as it exists in 1994. The movements of Sault Ste. Marie's history have manifested themselves in the urban pattern found today. Some of these urban expressions have been planned by the community, many have not. A review of this existing situation will both illuminate the results of these past actions as well as document the point from which the future will begin.

## HISTORIC FRAMEWORK

Sault Ste. Marie enjoys one of the richest histories in the nation. The oldest community in Michigan, Sault Ste. Marie is also one of the very earliest continuously settled communities in the nation. For hundreds of years prior to the European settlers, this area was the site of continuous native American habitat.

The first French explorers passed through the Sault in 1622, finding the area to be the center of Indian life in the upper Great Lakes. Later, in 1668, Father Jacques Marquette established a Jesuit mission. His chapel and residence became the first permanent buildings in Michigan. With intense competition between the French and the British for the lucrative fur trade, there followed the construction of a French Fort (Fort de Repetigny), and shortly thereafter, the French and Indian Wars, the ceding of the area to England and, finally the Treaty of Paris which established the Michigan territory as part of the new nation. In 1820, the Treaty of the Sault was signed by local and area Indians and the American Government, and this formally brought the Sault under American control. Shortly thereafter, in 1822, Fort Brady was constructed. The security afforded by this new fort stimulated an increase in commerce which led to a steady growth of the settlement.

In 1837, Michigan entered the Union as its 26th state. Within a decade, both copper and iron ore were discovered in the western reaches of Lake Superior. Commerce and trade soon experienced major growth and finally precipitated the development of the first American Lock in 1855. In time, additional locks were constructed and further enlarged.

Central to the Sault's development has been the rapids that have given the City her name. While now regulated to a mere shadow of its former size, the rapids have been

a fishery of the first magnitude. The St. Marys River itself is a significant world waterway, connecting the magnificent Lake Superior to its downstream sisters of Lakes Huron and Michigan.

## REGIONAL FRAMEWORK

Sault Ste. Marie is strategically situated on the south bank of the St. Marys River at this "hub of the Great Lakes." The City is at the northern tip of the eastern end of Michigan's Upper Peninsula, approximately 370 miles due north of Detroit, the state's principal city.

As a consequence of being nearly surrounded by the northern Great Lakes, climatic conditions in the Sault are essentially maritime in nature. Lake Superior provides the dominant climatic influence on the area, moderating both summer and winter temperatures and helping to induce a substantial quantity of snow in winter months through the workings of the "lake effect". Average annual rainfall is 33 inches and snowfall averages 115 inches, with late November the usual start-up of permanent snow, and early April, the end. The high latitude results in short days in winter (9 hours) and long days in summer (16 hours). Temperatures rarely exceed 90° in the summer, with winter lows averaging 5-10°F. Prevailing winds are from the west-northwest and the relative humidity is generally medium.



The area's flora is a mixture of deciduous and coniferous, with the hardwoods dominated by various species of maple, birch and aspen/poplar. The evergreens are diverse and omnipresent.

The City is the County Seat of Chippewa County, an immense area covering some 1,575 square miles and extending over 100 miles from its farthest corners. It is also the trade center for the entire Eastern Upper Peninsula, including Mackinac, Luce and Chippewa Counties as well as a significant shopping location for Sault Ontario and the Algoma, Ontario District. The general economy of this entire area has been dominated by tourism for a number of years, although agriculture, forestry and manufacturing are becoming more significant.

Directly to the north of the City on the opposite banks of the St. Marys River, is the Sault's sister city of Sault Ste. Marie, Ontario. Sault, Ontario is a large community of over 100,000 people with an economy driven by the Algoma Steel Corporation, Canada's second largest steel mill. The Canadian Sault supplements the Michigan Sault's facilities and services with a wide array of parks, shopping areas, cultural facilities, health services and other services.

### GENERAL DEVELOPMENT PATTERN

Despite a corporate area of almost 16 square miles, the bulk of the City's development is reasonably

concentrated. The "island," a portion of the City separated from the remainder by the Edison Sault Power Canal, is the heart of the community. The northern edge of the island is almost completely dominated by the U.S. Corps of Engineers with the Soo Locks and its attendant parks and maintenance facilities. Directly adjacent to the Locks is the City's Central Business District, including a somewhat distinct two-block area of seasonal shops. The "west end" of the island is dominated by warehousing. The east side of the island is composed of grand old turn-of-the-century housing, many units now converted into apartments.

Two of the Sault's principal roads extend out from the core of the island. Portage extends to the east, paralleling the river and eventually turning into Riverside as it extends east and south. The "east end" residential area extends along this section of Portage, reaching back a two block depth off this corridor. The waterfront land use along this stretch varies from ship repair and provisioning, to boat tours, to park and recreation uses, with some obsolete buildings and unsightly storage areas intermixed. The land side of Portage is sprinkled with motels, restaurants and homes. The far reaches of Riverside dissipate into a long stretch of riverfront homes.

The other major roadway extending out from the island is Ashmun Street. This road is the Sault's principal north-south corridor, and it is along this road that the majority of the City's commercial development will be

found, including both the older strip development below the escarpment, as well as the newer shopping center development up on the hill. Motels, gas stations and restaurants dominate the Ashmun strip.

Directly to the east of Ashmun is the City's major housing area, "southside." A somewhat small adjunct lies to the west of Ashmun in this same area, blending into somewhat larger and more stately homes at the ridge crest and near the university. Lake Superior State University dominates both sides of Easterday Avenue directly to the east of the Interstate 75, with its 115 acre campus at the site of the relocated Fort Brady.

West of I-75, there is a cluster of modest homes, mixed commerce and warehousing and the City's 64 acre industrial park. Further to the west are four somewhat distinct settlement areas: 1) the Foss/Hyde and Oak/Chestnut subdivisions south of 4th Avenue, 2) the small settlement around Clark's Market on 4th and 20th, 3) Lakeshore subdivision, a modern ranch style community along the shores of the river, some five miles from the City center and 4) the "Shallows" area, directly to the west of Lakeshore, a converted cottage settlement.

### PHYSICAL FEATURES

A fundamental consideration in the future development of the City are the physical features of the community. The geology, topography, soils and surface and



subsurface natural features play a major role in determining the directions and nature of future development.

**General Geology**

Sault Ste. Marie, like most of Michigan, is covered by a mantle of unconsolidated material deposited during the glacial period. These deposits vary from a few feet in thickness in the area near the rapids to over 200 feet at the 3 Mile Road/Riverside intersection. These deposits are primarily clays, dominated by fine and silty sand loams and clay loams. These near surface deposits all are underlain with a clay sub-stratum.

This glacial material sits on top of bedrock of the Cambrian era typically known as "red rock or sandstone" by local well drillers. This formation has a thickness of up to 1,500 feet and overlies the Pre-Cambrian basement complex of igneous rocks.

**Topography and Surface Features**

Map A-1 shows the general topography and prominent physical features of the City's landscape. Bounded on three sides by the St. Marys River, several small creeks drain from the geographic center of the City to the river. The dominant physical feature of the City is a prominent ridge that separates the upland area from the coastal lowlands. This upland area is triangular shaped, with its

southerly base extending between 20th Street West and Seymour along 3 Mile Road, and narrowing on the north to a one-half mile section between Ashmun and the freeway just north of Easterday. This upland plateau is approximately 100 feet higher than the City's lowlands, with the escarpment itself averaging a height of 50 feet. The high point of the City is 760 feet (above mean sea level) at Northern Sand and Gravel on 3 Mile Road, and the lowest elevations are along Riverside Drive, at approximately 585 feet. Much of the college hill area is at 700 feet, the southside area averages 635 feet, the east end and island area are 600 feet, and Lakeshore and Shallows are 615 feet. The City airport has a high point of 722 feet on the northeast side of the runway.

**Climate**


Table A-1 lists data on temperature and precipitation in Sault Ste. Marie. The information is based on data obtained between 1951 and 1980 (USDA). January has the lowest average temperature (13.3°F) and July has the highest average temperature (63.5°F). February generally is the month with the least amount of precipitation (1.69 inches) and September generally has the most precipitation (3.90 inches). Annual precipitation over the 30 year period averaged 33.48 inches.


TABLE A-1 -TEMPERATURE AND PRECIPITATION


Month	Temperature			Precipitation (Inches)	
	Average Daily Maximum	Average Daily Minimum	Average	Average	Average Snowfall
January	21.2	5.4	13.3	2.20	28.9
February	23.1	5.3	14.2	1.69	20.1
March	32.1	15.4	23.8	2.03	15.6
April	44.7	29.0	38.1	2.38	4.9
May	61	38.3	49.6	2.90	0.6
June	70.1	46.6	58.3	3.26	---
July	75.1	51.9	63.5	3.00	---
August	73.4	52.4	62.9	3.46	---
September	64.2	45.3	54.7	3.90	0.2
October	53.6	36.9	45.2	2.89	2.0
November	39	26.4	32.7	3.20	14.4
December	26.6	12.7	19.6	2.57	28.0
Average/Total	48.9	30.5	39.7	33.48	114.7


SOURCE: U.S. Department of Agriculture

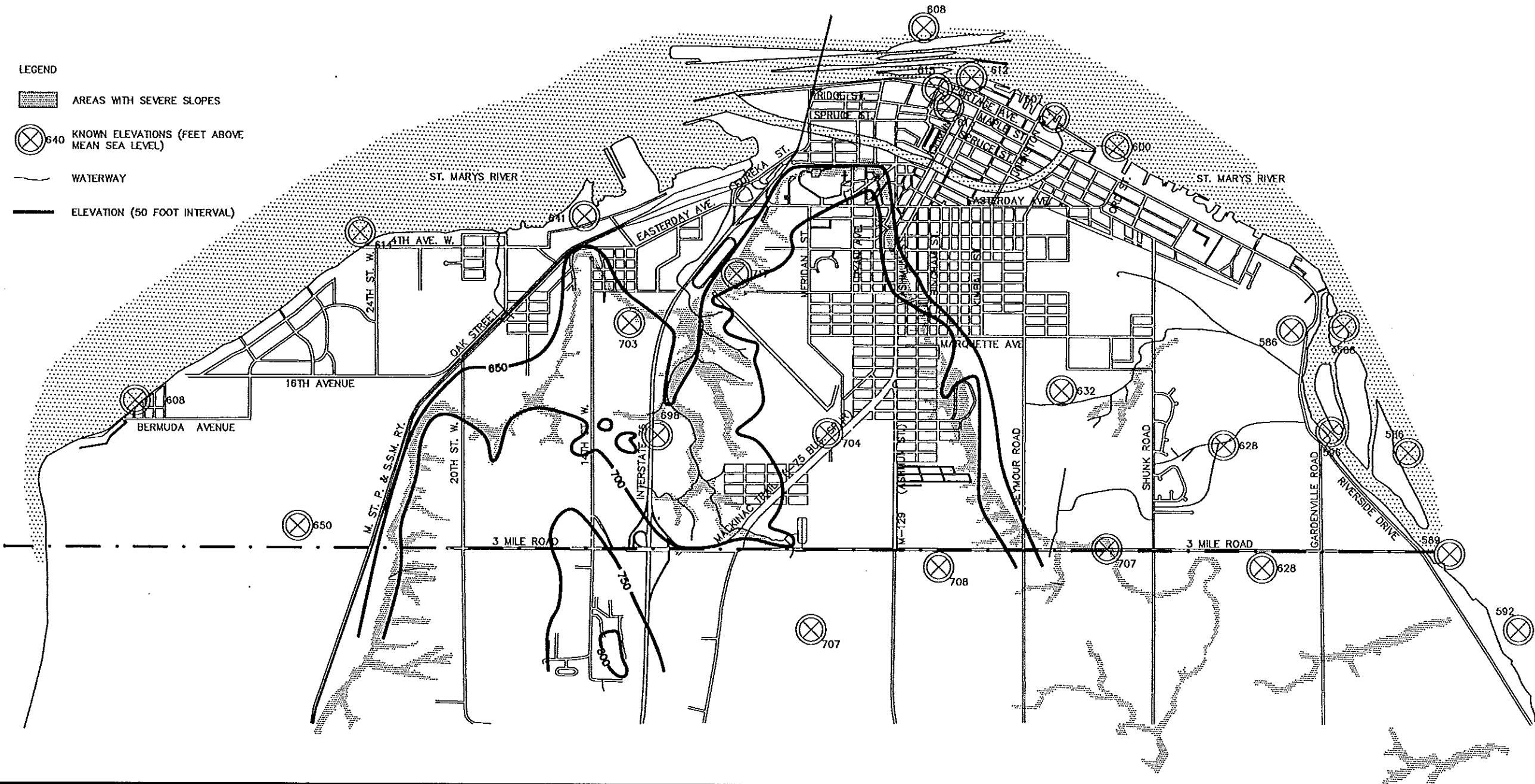
LEGEND

 AREAS WITH SEVERE SLOPES

 640 KNOWN ELEVATIONS (FEET ABOVE MEAN SEA LEVEL)

 WATERWAY

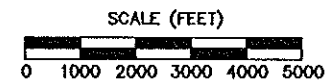
 ELEVATION (50 FOOT INTERVAL)



GOVE ASSOCIATES INC.

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 LANSING, MI (517) 485-0555  
 INDIANAPOLIS, IN (317) 843-0022

MAP A-1  
 CITY OF SAULT STE. MARIE  
 MASTER PLAN  
 SLOPES, WATERWAYS AND ELEVATIONS

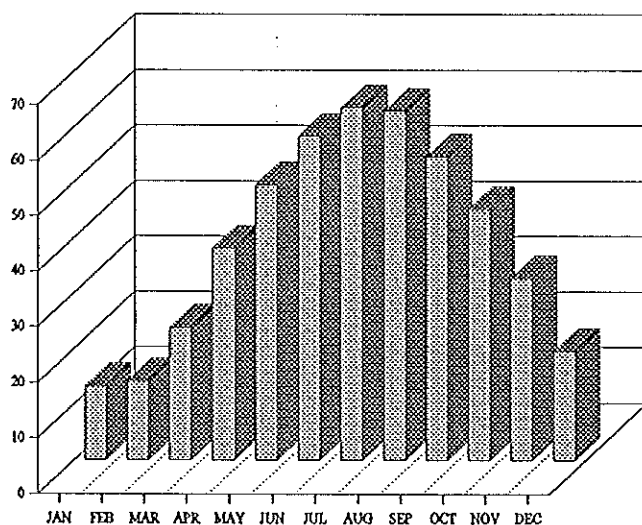




January generally is the month with the most snowfall in Sault Ste. Marie (28.9 inches) followed closely by December (28.0 inches). Based upon the 30 year period annual snowfall generally equals 114.7 inches.

Based on data recorded at Sault Ste. Marie, the average relative humidity in midafternoon is about 67 percent. Humidity is higher at night, and the average at dawn is about 85 percent. The sun shines 60 percent of the time possible in summer and 36 percent in winter. The prevailing wind is from the west-northwest. Average wind speed is highest, 10.5 miles per hour, in April.

FIGURE A-1 - AVERAGE TEMPERATURE



SOURCE: U.S. Department of Agriculture

### Soils

Fifty soils types have been identified within the City of Sault Ste. Marie by the United States Department of Agriculture's Soil Conservation Service. The general location of the soils are shown in Map A-2. Areas without severe building limitations are shaded on Map A-2. For a thorough description of each soil's characteristics the Soil Survey of Chippewa County, Michigan should be consulted. The survey details land capability for crops, woodland management and productivity, equipment limitations on woodlands, windbreaks and environmental plantings, recreational development, wildlife habitat, building site development, sanitary facilities, construction materials, water management, engineering index properties, physical and chemical properties of the soils, soil features and water features. The survey of the County's soils, which was issued in February 1992, contains a vast amount of information that is essential for identifying the capabilities and limitations of the soils.

### Wetlands and Potential Development Areas

Three separate sources of information have been used to identify potential wetland areas in Sault Ste. Marie. The three sources are shown on Map A-3. The first source of information is the recently completed USDA soil survey which identifies soils and their capabilities. Soils that are

likely to support wetlands, and that have no slope, are identified on the map.

The second source of information is the Michigan Resource Information System (MIRIS). MIRIS is based on satellite photography - not actual field work like the soil survey.

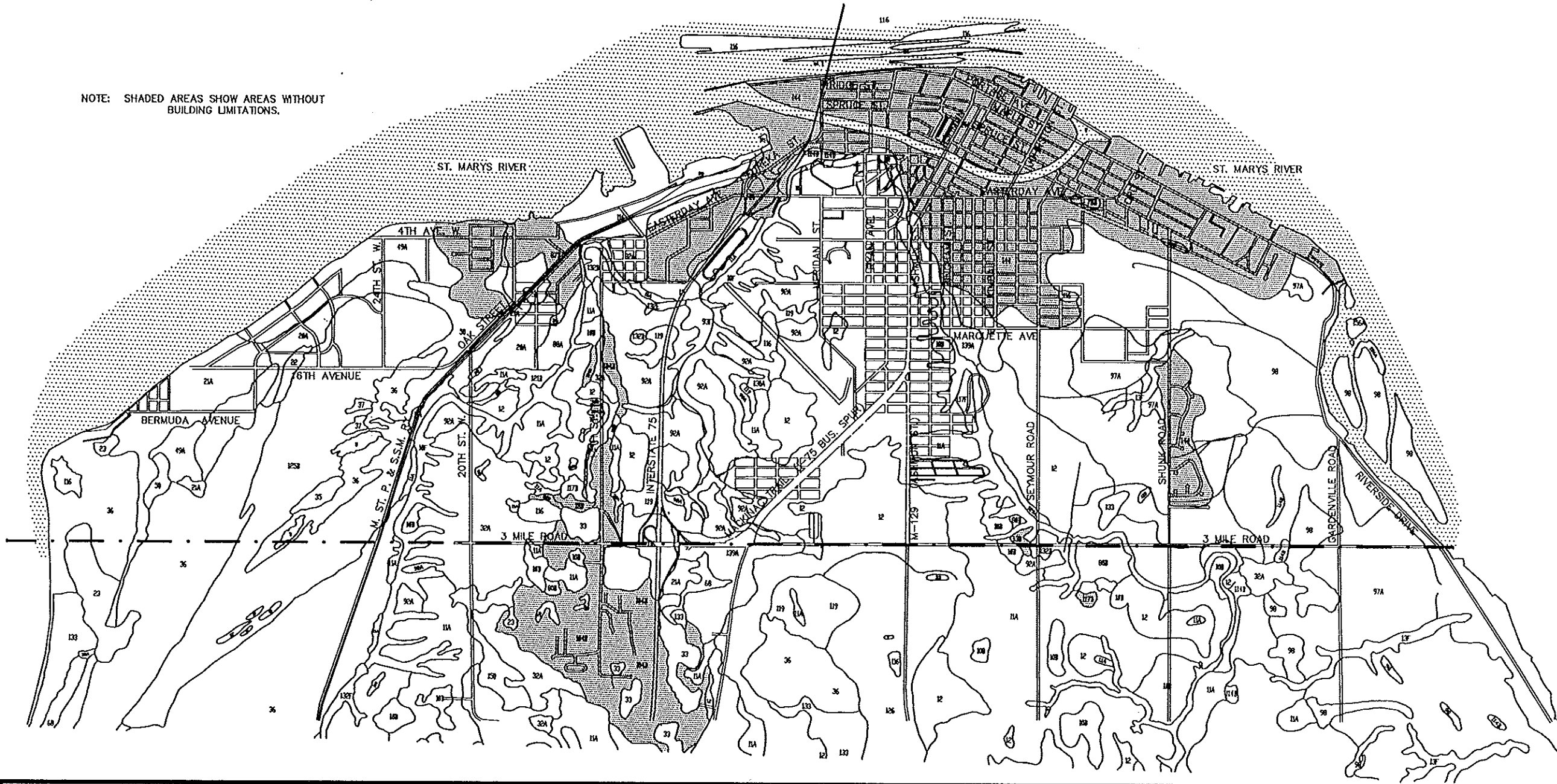
The third source of information is the National Wetlands Inventory, which is based on interpretation of high altitude aerial photographs taken in 1980.

Of the three sources, the only one which is based on field data is the soil survey. All of the information shown on Map A-3 is meant to show the general location of potential wetland areas.

In order to determine if an area is a wetland, or is not a wetland, it is recommended that further research of potential sites be initiated. Field work should be initiated to identify the portion of the year that any standing water remains on a site. Soils should be studied as should the types of plants that are located on the site - since certain plants are indigenous to wetlands.

Potential development areas are also shown on Map A-4. These are areas that are likely to be developed in the future due to limited constraints and the area's ability to support development

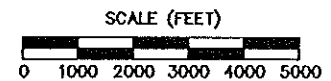
NOTE: SHADED AREAS SHOW AREAS WITHOUT BUILDING LIMITATIONS.



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

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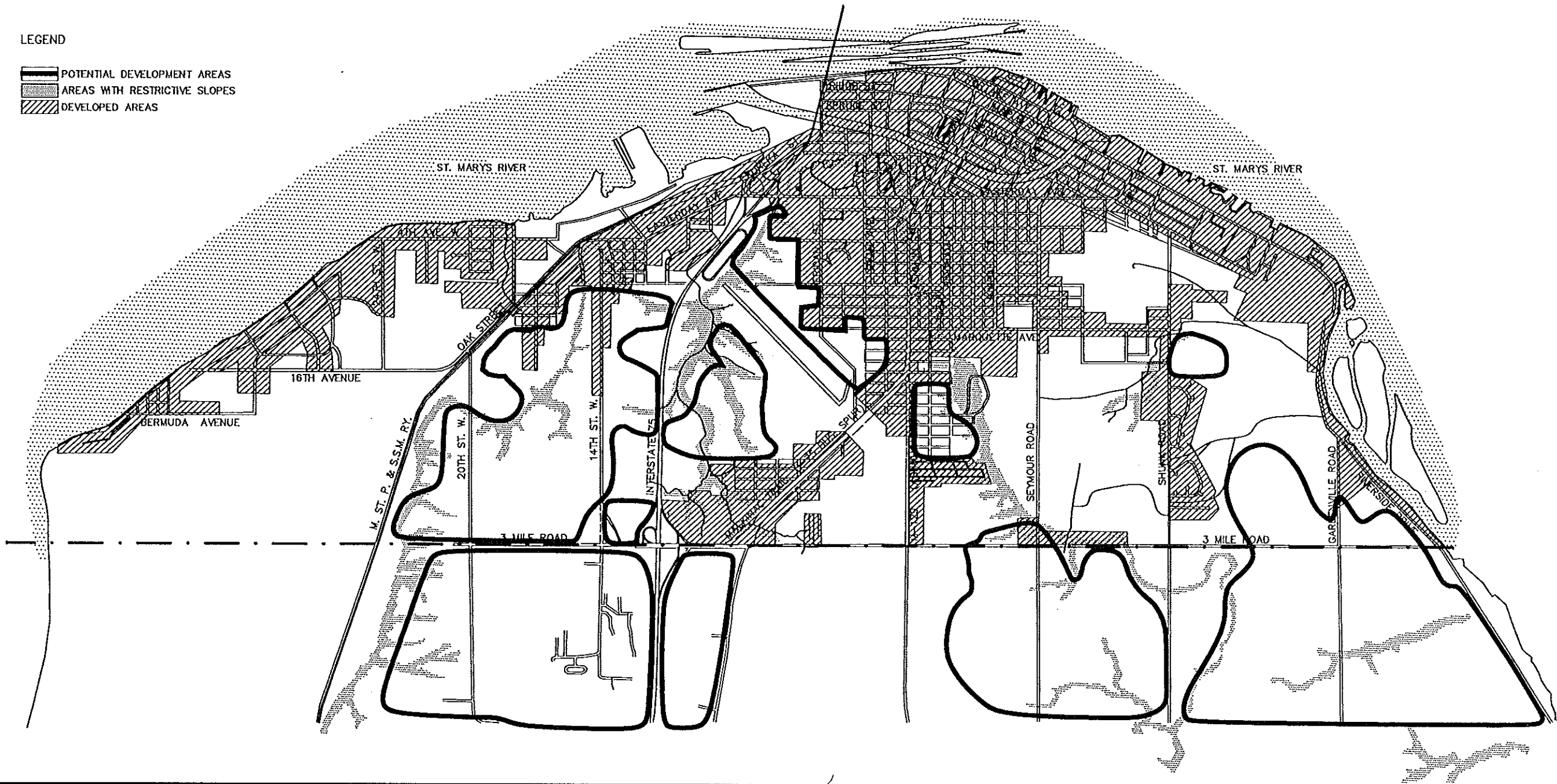
MAP A-2  
CITY OF SAULT STE. MARIE  
MASTER PLAN  
GENERAL SOIL MAP





LEGEND

-  POTENTIAL DEVELOPMENT AREAS
-  AREAS WITH RESTRICTIVE SLOPES
-  DEVELOPED AREAS



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MAP A-4  
CITY OF SAULT STE. MARIE  
MASTER PLAN  
POTENTIAL DEVELOPMENT AREAS



### Groundwater and Recharge Areas

The 1985 "Groundwater Evaluation Report" by Layne-Northern Company, developed a topographic projection of the surface of the bedrock lying beneath the City. To a large extent, this subsurface bedrock formation closely parallels the surface topography, with a ridge of high bedrock, above 600 feet, directly beneath the uplands between the freeway and Ashmun Street. This ridge continues northwards across the St. Marys River, where it forms the rapids, and into Canada. The bedrock slopes off somewhat steeply to both the east and west, to elevations below 450 feet.

This same study identified the general nature and shape of the water table, which closely approximates the general topography of the City. The groundwater divide is located approximately along the line of I-75. The upland area provides recharge to the water table, which flows toward the surface water bodies.

While the surface of the groundwater is generally 10 to 50 feet below the surface topography, the water table breaks through the surface in wetlands at the easterly and westerly most areas of the City.

Three areas of the City have been identified for further investigation in connection with a possible groundwater based water supply system: 1) an area along South Street and 4th Avenue West, 2) a strip along Riverside

Drive just south of 3 Mile Road, and 3) an area around the City property on the old Methodist Mission Reserve at 3 Mile Road, east of Shunk.

### Sites of Environmental Contamination

The State of Michigan has identified 12 sites in and around Sault Ste. Marie on the State's 1994 Michigan Sites of Environmental Contamination. The sites are listed in different categories based on actions taken and funding. The 12 sites are listed in Table A-2 and shown on Map A-5.

An additional 23 sites in and around Sault Ste. Marie are identified on the State's list as leaking underground storage tanks (LUSTs). LUSTs are divided into two categories - inactive and cleanup actions taken or in progress. The LUSTs in the area are identified in Table A-3.

TABLE A-2 - SITES OF ENVIRONMENTAL CONTAMINATION ACT 307

Common Site Name*	Location Code - Co., Twp., Range, Section & Quarter Sections	Pollutants
<b>CATEGORY 1 - Inactive, No Actions Taken</b>		
Sault Ste. Marie Big Boy	17-47N-01E-07CB	BTEX (Benzene, Toluene, Ethylbenzene and Xylenes) TPH (Total Petroleum Hydrocarbons)
Soo Township Peterman Site	17-47N-01E-19	Fuel Oil, Lead
Speeds Transmission	17-47N-01E-19	Oils, Transmission Fluids
Superior Sanitation Landfill	17-47N-01W-14CD	Phenols, Chromium
<b>CATEGORY 2 - Cleanup Actions Taken or in Progress: Evaluation/Interim Response-Fund</b>		
Former 753 Radar Station Area	17-47N-01W-23AD	PCE (Perchloroethylene, Tetrachloroethylene) TCE (Trichloroethylene) TCA (Trichloroethane)
<b>CATEGORY 3 - Cleanup Actions Taken or in Progress: Evaluation/Interim Response - PRP/Other</b>		
Amoco Terminal Sault Ste. Marie	17-47N-01E-05DC	Gasoline, Diesel Fuel
Cannelton Indus. Tannery Disp.	17-47N-01W-11BB	Chromium, Mercury, Lead, Cyanide, Zinc
Former Cadillac Soo Lumber Plant (owned by local government)	17-47N-01W-12B	Benzene, Fluorene, Naphthalene, Cresol
MICHCON - Easterday Avenue - Soo	17-47N-01E-05CC	BTEX
Sault Ste. Marie Disp. Union Carb (owned by local government)	17-47N-01E-08BA	Lead, Nickle, Arsenic, Cadmium
Soo Motors Tank Farm	17-47N-01E-6BC	Xylene, Napthalene
Transportation Spill Soo Twp.	17-47N-01W-12C	Methylene, Chloride
*The common site name is for identification only and is not necessarily a party responsible for contamination.		

SOURCE: Michgian Department of Natural Resource



TABLE A-3 - LEAKING UNDERGROUND STORAGE TANK SITES

Common Site Name	Address	Common Site Name	Address
<b>Category 8 - Leaking Underground Storage Tank Sites: Inactive</b>			
Cooks Amoco Service	301 E. Portage Avenue	Great Northern Truck Stop - Soo	1111 W. Easterday Avenue
<b>Category 9 - Leaking Underground Storage Tank Sites: Cleanup Actions Taken or in Progress</b>			
Central Savings Bank - Soo	918-1/2 Eureka Street	Mr. Mugs Donut Shop	910 Ashmun Street
Cloverland Oil Company	4007 I-75 Business Spur	Roos Standard Service	933 Ashmun Street
Donnoway, Wayne and Gloria - Soo	1500 W. 4th Avenue	Sault Ste. Marie City Fire Hall	125 Ridge Street
Dunbar Research Facility	Route 2, Box 179	Soo Township School, Hwy M-129, Sault St. Marie	Soo Township School, Highway M-129
Hiawathaland Oil Company	2400 Ashmun Street	Super-Flite Oil, Sault Ste. Marie	Super-Flite, 819 E. Easterday
I-500 Track	123 Ridge Street	Twin City Riverview Service Station	998 1/2 Eureka
International Bridge Authority	934 Bridle Plaza	U.S.A. Petroleum Corporation	1058 W. Easterday Avenue
Lynn Auto	201 Ashmun Street	Sault Ste. Marie Gasoline Contamination	Ridge, Spruce and Portage streets
Midjim Convenience Store	2205 Shunk Road	Sault Ste. Marie Municipal Airport	224 West 14th Avenue
Maximuffler Inc.	900 Ashmun Street	Sault Ste. Marie Street Department Garage	1244 E. Easterday

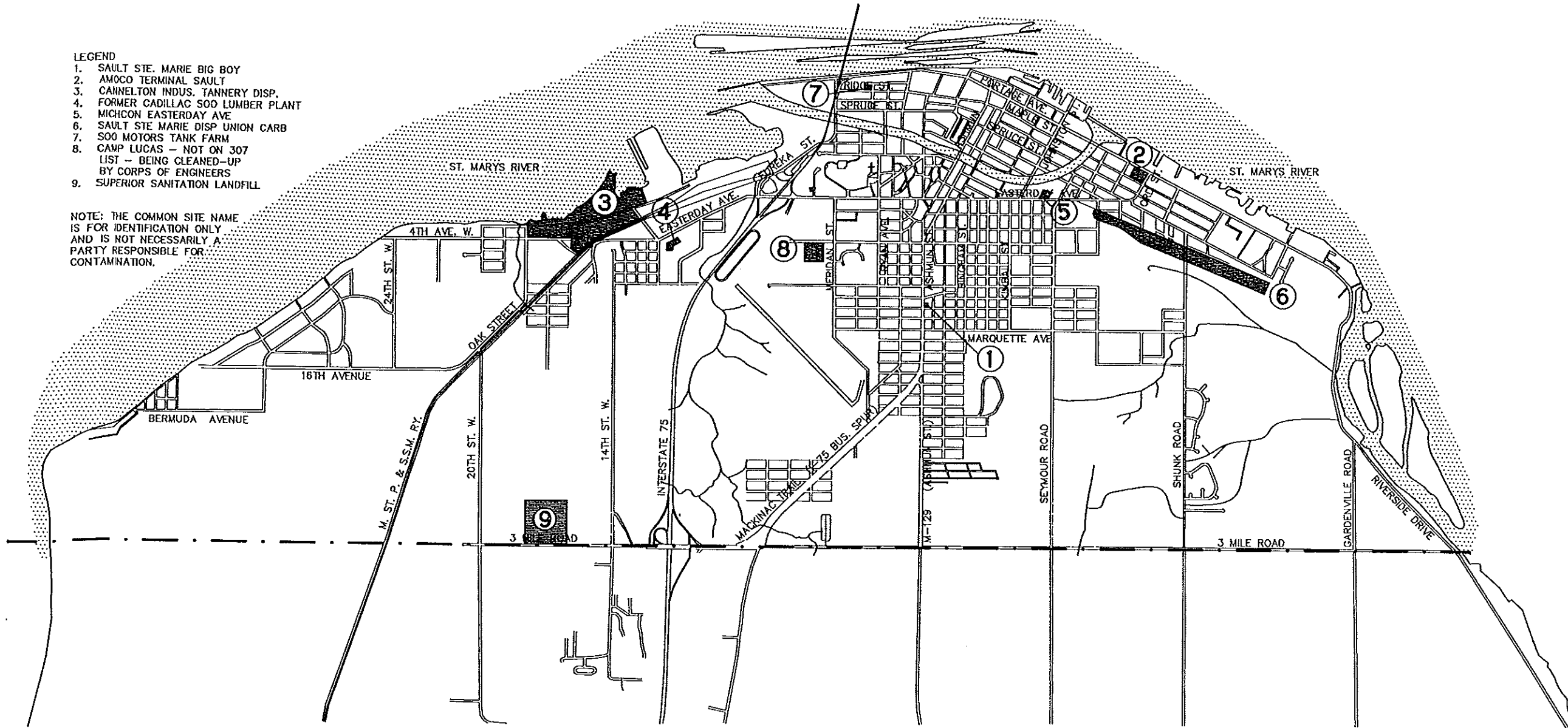
SOURCE: Michigan Department of Natural Resources



LEGEND

- 1. SAULT STE. MARIE BIG BOY
- 2. AMOCO TERMINAL SAULT
- 3. CANNELTON INDUS. TANNERY DISP.
- 4. FORMER CADILLAC SOO LUMBER PLANT
- 5. MICHCON EASTERDAY AVE
- 6. SAULT STE MARIE DISP UNION CARB
- 7. SOO MOTORS TANK FARM
- 8. CAMP LUCAS - NOT ON 307 LIST - BEING CLEANED-UP BY CORPS OF ENGINEERS
- 9. SUPERIOR SANITATION LANDFILL

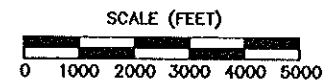
NOTE: THE COMMON SITE NAME IS FOR IDENTIFICATION ONLY AND IS NOT NECESSARILY A PARTY RESPONSIBLE FOR CONTAMINATION.



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MAP A-5  
 CITY OF SAULT STE. MARIE  
 MASTER PLAN  
 SITES OF ENVIRONMENTAL  
 CONTAMINATION





# ■ EXISTING CONDITIONS ■

# EXISTING CONDITIONS

## INTRODUCTION

The Existing Land Use Map (Map B-1) indicates the arrangement and distribution of Sault Ste. Marie's land use. Table B-1 summarizes this information.

## EXISTING LAND USE

The distribution of land uses varies a great deal between the 11 neighborhood areas designated in the 1990 Special Neighborhood Census. Table B-1 shows the land use distribution of each neighborhood. Table B-1 also allows comparison between neighborhoods - since the acreage of the different neighborhoods varies a great amount between the smaller neighborhood and the larger ones.

The overall study area occupies 9,248.1 acres - this does not include islands within the City limits or the Locks. The largest land use category in the City is vacant land, which accounts for 4,602.8 acres of land. This means

that 50.2 percent of the study area is vacant and that only 4,602.8 acres are actually developed. The largest actual land use in the City is low and medium density residential development which accounts for 1,286.5 acres, or 13.9 percent of the study area. Low and medium density development accounts for 28.0 percent of the area's developed land. Other forms of housing account for a much smaller proportion of the area's land. Mobile home parks cover 87.4 acres of land and multiple-family housing occupies 72.0 acres.

Transportation systems occupy 1,007.1 acres of the area's land. Street and railroad rights-of-way account for 10.9 percent of the area's total land or 21.9 percent of the developed land.

Schools account for a large proportion of the land in the study area - due in part to Lake Superior State University. Schools occupy 391.4 acres of land, so 4.2 percent of the area (or 8.5% of the developed area) is used for schools.

Parks and other recreation related land uses occupy 783.9 acres of land in Sault Ste. Marie, which is 8.5 percent of the area's acreage or 17.0 percent of the developed land. Other public land occupies 342.1 acres, which is 3.7 percent of the area or 7.4 percent of the developed area. Semi-public land covers 24.6 acres of land.

Industry in Sault Ste. Marie covers 207.4 acres of land. This represents 2.2 percent of the area's acreage or 4.5 percent of the developed land in Sault Ste Marie.

Commercial land in the City is broken into two categories. The Central Business District covers 81.1 acres of land and other commercial areas cover 319.3 acres. Combined, the areas account for 4.3 percent of the area's land or 8.7 percent of the developed land.

The largest of the 11 designated neighborhoods is number 11, which is 3,637.8 acres, or 39.3 percent of the study area. Much of the neighborhood is vacant (2,163.9 acres) but there are many areas that are developed. The neighborhood has a large amount of land (470.8 acres) used for low and medium density residential - considerably more than any of the other neighborhoods. The neighborhood has 17.5 acres of mobile home parks and 0.5 acres of high density residential housing. The neighborhood also has more land used for industry than any other neighborhood (129.3 acres) and more land used for recreational purposes (506.0 acres). Neighborhood #11 is bounded by St. Marys River to the north and west, I-75 to the east and 3 Mile Road to the south.

With 2,126 acres, neighborhood #4 is the second largest neighborhood. Again, vacant land is a major part of the neighborhood (1,533.5 acres). Neighborhood #4 also has a large amount of low and medium density residential



LEGEND

RESIDENTIAL

SINGLE-FAMILY

MULTIPLE-FAMILY

MOBILE PARKS

COMMERCIAL

CENTRAL BUSINESS DISTRICT

GENERAL AND SPECIALIZED COMMERCIAL

INDUSTRIAL

GENERAL INDUSTRIAL

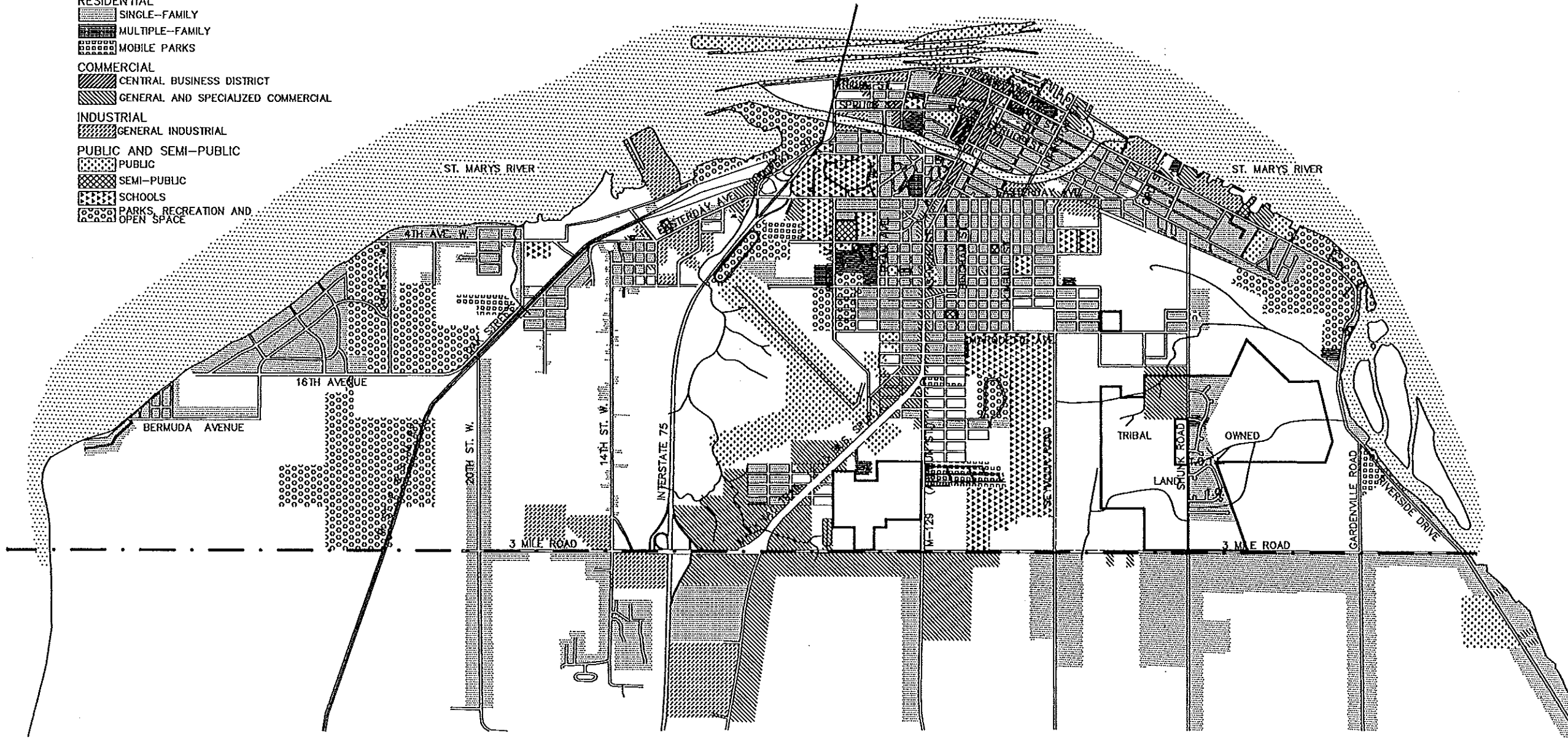
PUBLIC AND SEMI-PUBLIC

PUBLIC

SEMI-PUBLIC

SCHOOLS

PARKS, RECREATION AND OPEN SPACE



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MAP B-1  
 CITY OF SAULT STE. MARIE  
 MASTER PLAN  
 EXISTING LAND USES

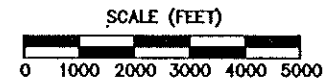


TABLE B-1 - LAND USE ACREAGES BY NEIGHBORHOOD

	Neighborhood											Study Area	
	1	2	3	4	5	6	7	8	9	10	11	Developed	Total
Low and Medium Density	38.1	63.4	82.5	186.8	70.9	112.6	68.9	14.3	124.0	54.2	470.8	1,286.5	1,286.5
% of Neighborhood	13.0	49.3	33.4	8.8	47.6	55.8	56.2	9.0	5.9	66.0	12.9	28.0	13.9
Mobile Home Parks	0.0	0.0	0.0	15.0	0.0	0.0	0.0	0.0	54.9	0.0	17.5	87.4	87.4
% of Neighborhood	0.0	0.0	0.0	0.7	0.0	0.0	0.0	0.0	2.6	0.0	0.5	1.9	0.9
High Density	8.7	5.7	2.6	10.5	0.0	0.0	5.5	24.5	14.0	0.0	0.5	72.0	72.0
% of Neighborhood	3.0	4.4	1.1	0.5	0.0	0.0	4.5	15.4	0.7	0.0	*	1.6	0.8
Central Business District	61.7	10.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8.6	0.0	81.1	81.1
% of Neighborhood	21.0	8.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.5	0.0	1.8	0.9
Commercial	5.3	4.6	21.1	47.0	0.0	11.4	4.3	0.0	209.1	2.0	14.5	319.3	319.3
% of Neighborhood	1.8	3.6	8.5	2.2	0.0	5.7	3.5	0.0	10.0	2.5	0.4	6.9	3.5
Industry	16.0	0.0	40.9	12.7	0.0	0.0	0.0	0.0	2.8	5.7	129.3	207.4	207.4
% of Neighborhood	5.5	0.0	16.5	0.6	0.0	0.0	0.0	0.0	0.1	6.9	3.6	4.5	2.2
Public	31.4	5.7	12.6	8.9	0.0	5.0	1.9	1.2	268.3	0.6	6.5	342.1	342.1
% of Neighborhood	10.7	4.4	5.1	0.4	0.0	2.5	1.5	0.7	12.8	0.7	0.2	7.4	3.7
Semi-Public	1.1	0.7	3.3	1.2	0.0	3.0	0.6	11.2	0.7	0.5	2.3	24.6	24.6
% of Neighborhood	0.4	0.5	1.3	0.1	0.0	1.5	0.5	7.0	*	0.6	0.1	0.5	0.3
School	4.2	0.0	0.9	19.3	7.6	0.0	0.0	79.4	271.5	0.0	8.5	391.4	391.4
% of Neighborhood	1.4	0.0	0.4	0.9	5.1	0.0	0.0	49.9	12.9	0.0	0.2	8.5	4.2
Park/Recreation/Open Space	17.6	4.8	29.7	115.2	0.0	0.0	0.0	6.2	104.4	0.0	506.0	783.9	783.9
% of Neighborhood	6.0	3.7	12.0	5.4	0.0	0.0	0.0	3.9	5.0	0.0	13.9	17.0	8.5
Rights-of-Way	65.3	33.1	41.9	175.9	44.8	69.7	41.2	21.2	187.3	8.7	317.0	1,007.1	1,007.1
% of Neighborhood	22.3	25.7	16.9	8.3	30.1	34.5	33.6	13.3	8.9	10.6	8.7	21.9	10.9
Vacant	43.8	0.0	12.0	1,533.5	25.5	0.0	0.2	1.3	863.3	1.8	2,163.9	0.0	4,645.3
% of Neighborhood	14.9	0.0	4.8	72.1	17.1	0.0	0.2	0.8	41.1	2.2	59.5	0.0	50.2
Total	293.1	128.8	247.5	2,126.0	148.8	201.7	122.6	159.3	2,160.3	82.1	3,637.8	4,602.8	9,248.1
% of Total	3.2	1.4	2.7	23.0	1.6	2.2	1.3	1.7	22.7	0.9	39.3	49.8	100.0

\*Less than 0.1 percent

SOURCE: Gove Associates Inc.

(186.8 acres), mobile homes (15.0 acres) and high density residential housing (10.5 acres). One of the more predominant land uses in neighborhood #4 is related to the casino operated by the Chippewa Tribe. The casino has been designated commercial but is owned by the Sault Ste. Marie Tribe of Chippewa Indians. Much of the vacant land in neighborhood #4 is held by the Chippewa Tribe - so the future of neighborhood #4 is closely related to tribal housing requirements, gaming expansion and other related developments. Neighborhood #4 is bounded by Seymour Road to the west, 3 Mile Road to the south, St. Marys River to the east and Easterday Avenue/Portage Avenue to the north.

Neighborhood #9 is the third largest of the 11 neighborhoods and a neighborhood with many diverse uses. Like the other large areas neighborhood #9 has a large amount of vacant land (863.3 acres).

The largest land use in neighborhood #9 is school - since the area's junior high and high school are located in the neighborhood - as well as vacant land owned by the school system.

The next largest land use is public and is due to the airport, which occupies a large portion of the neighborhood. The area has a large amount of residential land uses including 124.0 acres of low and medium density residential, 54.9 acres of mobile home parks and 14.0 acres of high density housing. Neighborhood #9

has a large amount of commercial uses along the I-75 business spur. Commercial uses account for 209.1 acres of the neighborhood's acreage. The neighborhood also has 104.4 acres of park and recreation area - including the 1-500 snowmobile track.

Neighborhood #9 is bounded by I-75 to the west, 3 Mile Road to the south, Seymour Road to the east and Easterday Avenue/8th Avenue/Marquette Avenue to the north.

The three neighborhoods described to this point (4, 9 and 11) account for 7,864.1 acres of land - or 85 percent of the area's land. Most future development will occur in these neighborhoods. The remaining eight neighborhoods are much smaller in size and more completely developed. While very little space is available in the smaller neighborhoods for new development, there is likely to be a considerable amount of redevelopment in areas that are currently underutilized. Since the remaining eight neighborhoods are similar in size, they are described in numerical order.

Neighborhood #1 functions as the City's Central Business District and center for tourism. With 61.7 acres in the Central Business District category, 21 percent of the neighborhood's 293.2 acres are used for Central Business District functions such as commercial and public uses. Residential uses are also present in the neighborhood

with 38.1 acres of low and medium density residential and 8.7 acres of high density housing.

In addition to public uses included in the Central Business District area, there are an additional 31.4 acres of public land, 17.6 acres of parks, 1.1 acres of semi-public land and 4.2 acres of school land. Industry covers 16.0 acres of the neighborhood. Neighborhood #1 is located on the western two-thirds of the island north of the power canal.

Neighborhood #2 is predominantly a residential area. Of the neighborhood's 128.8 acres, 63.4 acres are low and medium density residential and 5.7 acres are high density units. Neighborhood #2 is closely tied to the Central Business District with 10.8 acres of Central Business District designated land. Public land consists of 5.7 acres of public, 0.7 acres of semi-public, and 4.8 acres of parks and recreation. The neighborhood is located on the eastern third of the island north of the power canal.

Neighborhood #3 has a variety of uses within its 247.5 acres. Low and medium density residential uses occupy 82.5 acres and high density covers 2.6 acres. Industry occupies 40.9 acres along the waterfront and 21.1 acres of commercial uses are located throughout the neighborhood. Public uses consist of 29.7 acres of park and recreation areas, 12.6 acres of public uses, 3.3 acres of semi-public uses and 0.9 acres of school property. The area is bounded by the power canal to the west,

Easterday Avenue to the south and St. Marys River to the north and east.

Neighborhood #5 is predominantly low and medium density residential. Of the neighborhood's 148.8 acres, 70.9 are used for low and medium density residential. The remaining acreage is used for schools (7.6 acres). The neighborhood is bounded by Kimball Street to the west, Marquette Avenue to the south, Seymour Road to the east and Easterday Avenue to the north.

Neighborhood #6 is also predominantly residential. Of the area's 201.7 acres of land, 112.6 are used for low and medium density residential. The remaining land is used for commercial uses (11.4 acres), public uses (5.0 acres) and semi-public uses (3.0 acres). The neighborhood is bounded by Ashmun Street to the west, Marquette Avenue to the south, Kimball Street to the east and Easterday Avenue to the north.

Like neighborhoods #5 and #6, neighborhood #7 is also predominantly residential. Of the neighborhood's 122.6 acres, 68.9 are used for single-family homes. High density residential units occupy 5.5 acres. High density residential units occupy 5.5 acres. A small amount of the neighborhood is used for commercial (4.3 acres), public (1.9 acres) and semi-public (0.6 acres).

Neighborhood #8 has a variety of uses within its boundaries. The largest single use is for schools, since

much of Lake Superior State University is located in the neighborhood. Schools account for 79.4 acres of the neighborhood's 159.3 acres of land. High density residential covers 24.5 acres of land in the area and low and medium density housing cover 14.3 acres (the only neighborhood with a higher proportion of high density housing). The neighborhood has 11.2 acres of semi-public, 1.2 acres of public and 7.5 acres of park and recreation.

Neighborhood #10 is predominantly residential with 54.2 acres of the area's 82.1 acres used for low and medium density housing. Commercial is also a predominant use with 8.6 acres of Central Business District and two acres of commercial land. Industry occupies 5.7 acres, public 0.6 acres and semi-public uses account for 0.5 acres.

In addition to the 11 neighborhoods the City also has the Soo Locks, which account for 82.3 acres of public land (limited access). The City also has several islands with limited development that account for an additional 136 acres of land. When these two areas are added to the City's average the total increases to 9,466.4 acres.

### RESIDENTIAL DEVELOPMENT

The City's residential pattern reflects a diversity of housing types, neighborhood settings and historical patterns. The more cohesive residential areas are concentrated nearer to the center of the community, and

it is here that the greatest proportion of the community lives. There are, however, both satellite communities such as Lakeshore, the Shallows and the new Tribal housing complex on Shunk, as well as strip settlements (along Riverside) and scattered ranch houses along some of the more rural roadways in the City. Each of the different areas has somewhat distinctive characteristics. The downtown housing, for example, is dominated by 3-story 1900 - era structures. Many of these old homes have been converted into two, three or more rental units, while others remain as single-family owner-occupied units. Such a pattern also dictates a certain age group usage, with many of the owner-occupied units occupied by elderly people and many of the rental units occupied by young singles or couples.

The "Southside" area blends from the older 3-story homes near Easterday to successively newer and smaller homes further south from this road, ultimately ending in 1-story ranch homes near Marquette Avenue. This area is dominated by younger families, and is centered around the Lincoln Elementary School. The area bounded by Easterday, Ashmun, Marquette and Seymour, is a classic planning neighborhood, that is: the school is central to the service area and the neighborhood is bounded by (and not dissected by) the principal trafficways. Because of this somewhat ideal family environment, home values in the southside have remained extremely stable through the years.

The university area, on both sides of Easterday, is a blend of the southside environment with the additional amenity of a hilltop location. Some of the City's first homes were built in the hilly part of this area, and the quality and value of the homes reflect the relative attractiveness of this geography. Washington Elementary School serves this area effectively, however the dominance of Ryan Street creates pedestrian safety problems for the school children, and this particular residential area would be strengthened if Ryan could be further downplayed as an arterial road.

Directly north of the university, there is a small area between Sheridan and Peck streets given over to increasing conversions to student apartments. The proximity of the university is a strong influence on this pattern and needs to be considered in the plan.

In this same general area, there are two other small pockets of housing that also warrant attention in the plan: the Leroy-Brown area directly west of Ashmun and south of the Power Canal is densely developed and crowded residential area, with many of the homes less than three feet from adjacent houses. Many of the homes in this area are also used for off-campus university housing. On the opposite side of Ashmun, there is another small community bounded by Easterday, Ashmun and the Power Canal, along Hursley, Amanda and Ann streets.

The "East End" residential area extends nearly a mile between the Power Canal and the golf course, and is sandwiched in a 3-block wide strip between Portage Avenue and the old Lime Piles south of Spruce Street. The housing ranges from large 3-story units at the western end of this area to very modern ranch homes fronting on the golf course at the eastern end. The center is dominated by smaller bungalows and 2-story units around Jefferson Elementary School, which acts as the community's anchor point.

South of the Lime Piles, the land is predominately vacant, but there are a number of scattered homes in the area commonly known as "Mar-Shunk." Dominated by a concentration of Native Americans, this area was the subject of extensive water, sewer and road improvements in the late 1970s, and as such, the urban infrastructure in this area is extensive and can support a major increase in population. Further south along Shunk is the site of the recently approved Reservation of the Sault Tribe of Chippewa Indians. A major housing complex has been completed on the east side of Shunk, encompassing some 75 acres and 101 dwelling units. Across from the housing, the Tribe has a community center, a recreation complex, a new casino and other related services.

The west side of the City is less developed and, as indicated before, the residential pattern reflects four somewhat distinct areas. McKinley School serves this side of the community.

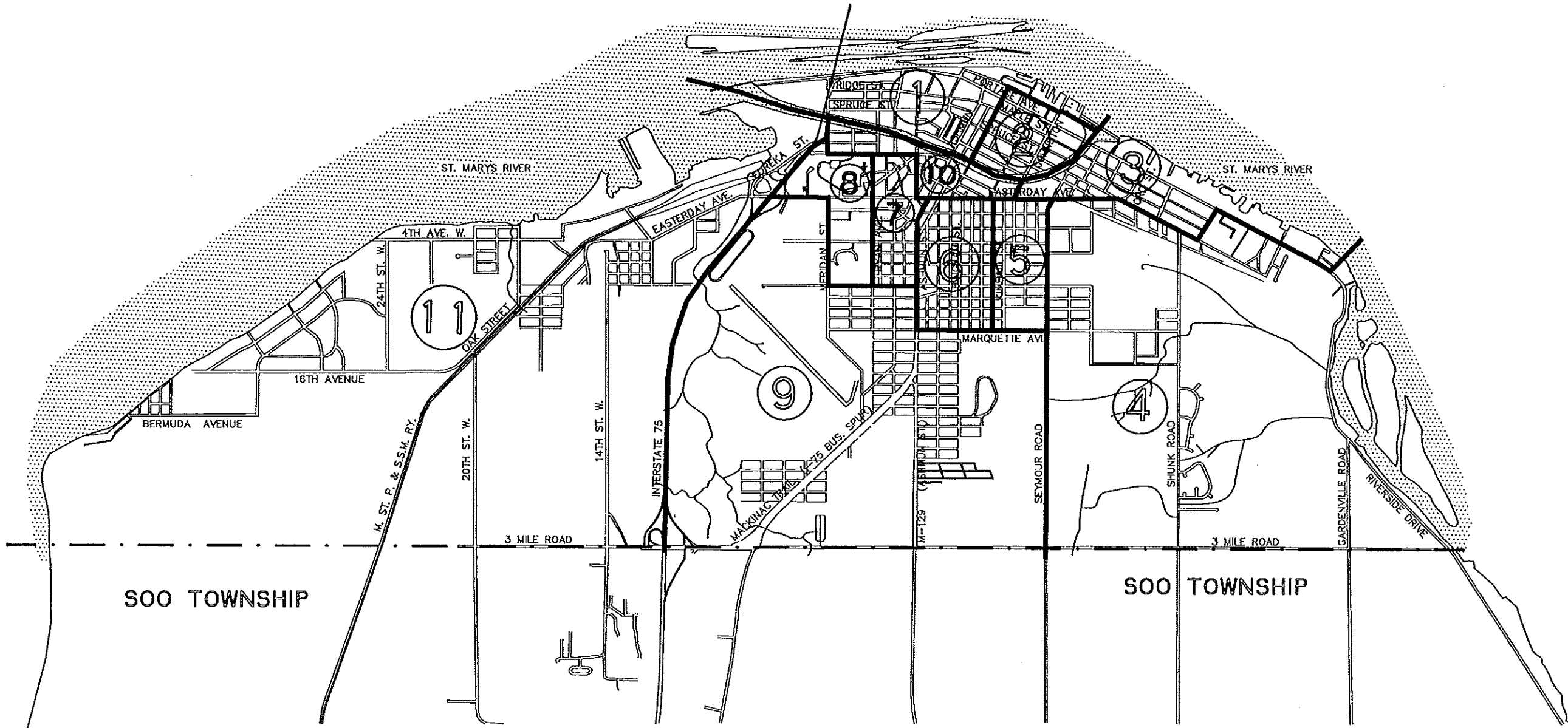
### Neighborhood Population Characteristics

The City of Sault Ste. Marie was divided into 11 separate Census Tracts in 1990. By studying the individual tracts it is possible to identify differences and similarities that exist between the various neighborhoods in the City. Map B-2 identifies the boundaries of the 11 Census Tracts and Table B-2 identifies a number of population characteristics in the various neighborhoods, or Census Tracts.

The population of Sault Ste. Marie is divided into 11 Census Tracts that vary from each other in a variety of ways. The largest Census Tract has a population of 2,225 and the smallest has 752 residents. The median Census Tract (#8) contained 1,346 people in 1990, which is similar to the mean population of 1,336.

The racial distribution does not vary a great deal between neighborhoods with the exceptions of neighborhoods #3 and #4, which have higher proportions of American Indians, and neighborhood #7, which has a higher proportion of whites.

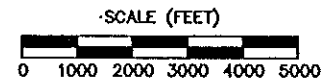
The median age of residents in Sault Ste. Marie was 30.3 in 1990. Neighborhood #7 had the highest median age in 1990 (42.0 years of age) followed by neighborhood #1 (41.8 years of age). Census Tract #8, which is where LSSU is located, had the lowest median age (20.7).



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MAP B-2  
 CITY OF SAULT STE. MARIE  
 MASTER PLAN  
 1990 CENSUS NEIGHBORHOODS





Census Tract #8 also had the highest number of people in group quarters, which can also be attributed to LSSU.

In Sault Ste. Marie 80 percent of workers use automobiles to go to and from work. In 8 of the 11 neighborhoods it is above 80 percent. In Census Tract #8 (LSSU) only 24 percent of workers drive to work - most walked. In Census Tract #1 only 63 percent drove and in Census Tract #10 only 66 percent drove. This can be attributed to the close proximity of downtown to the neighborhood and the fact that the Coast Guard has berthing areas in Tract #1.

The number of people working at home varies between neighborhoods, but the numbers are relatively small in all areas. Census Tract #7 had the highest proportion of people working at home (10.2%) followed by Census Tract #1 (6.4%). Census Tract #2 had no people working at home in 1990.

The number and percentage of preschool children, school age children and college students varied in several neighborhoods. The City's overall percentage for nursery age children was 2.5 percent in 1990. Neighborhoods #3, #4 and #5 had considerably higher proportions of nursery age children and Census Tracts #7 and #8 had considerably lower proportions.

Neighborhoods #3, #5, #7 and #11 had proportionally more school age than other areas in the City and

TABLE B-2 - POPULATION CHARACTERISTICS BY NEIGHBORHOOD: 1990

	Total City	Neighborhood Statistical Areas										
		1	2	3	4	5	6	7	8	9	10	11
Population	14,689	771	1,294	947	1,585	1,446	1,504	752	1,346	1,843	976	2,225
<b>Race</b>												
White	12,473	664	1,131	715	984	1,285	1,304	720	1,246	1,671	835	1,918
American Indian	2,103	107	144	232	601	153	187	32	67	166	127	287
Other	113	0	19	0	0	8	13	0	33	6	14	20
Median Age	30.3	41.8	29.4	33.6	30.5	31.8	32.6	42.0	20.7	34.6	26.7	29.7
<b>Persons In:</b>												
Households	13,712	673	1,294	933	1,585	1,436	1,504	752	546	1,843	976	2,170
Group Quarters	977	98	0	14	0	10	0	0	800	0	0	55
<b>Transportation to Work</b>												
Car	4,898	156	439	312	563	564	609	280	148	734	256	837
Public Transportation	121	0	7	0	15	17	21	0	7	14	16	24
Walked	993	79	88	10	43	32	72	41	457	25	118	28
Other	101	12	7	6	20	8	19	5	9	7	0	8
<b>Work at Home</b>												
Workers 16/Over	153	17	0	11	18	5	13	37	23	12	4	13
	6,266	264	541	339	659	626	734	363	644	792	394	910
<b>School</b>												
Nursery-Age	374	18	29	46	64	56	25	3	7	35	33	58
Elementary or HS	2,321	46	194	186	265	286	263	147	49	313	154	418
College	1,947	41	109	55	102	119	116	20	1,004	94	154	133
Total	4,642	105	332	287	431	461	404	170	1,060	442	341	609
% of HS Grads	75.0%	60.0%	74.0%	70.0%	69.0%	82.0%	80.0%	90.0%	64.0%	70.0%	81.0%	79.0%
<b>Residence in 1985</b>												
Same House	5,905	304	426	527	637	647	765	452	146	763	242	996
Different House in Co.	4,123	260	379	210	583	464	343	164	113	695	320	592
<b>1989 Income (Household)</b>												
Median	21,166	12,375	20,298	19,063	22,188	25,560	23,050	35,000	11,273	17,839	21,011	25,682
Mean	32,604	25,036	29,556	25,498	30,401	32,939	25,516	42,082	15,281	26,809	21,840	36,443
Per Capita Income	10,946	11,405	10,719	9,077	10,316	12,059	10,202	17,151	4,899	12,347	9,138	13,139
Number over 65	2,184	225	198	155	211	179	198	142	128	352	140	256
% of Neighborhood	15.0%	29.0%	15.0%	16.0%	13.0%	12.0%	13.0%	19.0%	10.0%	19.0%	14.0%	12.0%

SOURCE: U.S. Census of Population

neighborhoods #1 and #8 had fewer. Census Tract #8 (LSSU) had the highest proportion of college students, but the second lowest percentage of high school graduates - this can be attributed to the fact that only people 25 years and over are counted. Census Tract #1 had the lowest percentage of high school graduates (60.0%).

According to the 1990 Census people tend to live in areas #3, #6 and #7 longer than other areas. It is not surprising that area #8 has a high turnover rate due to students coming and going after four years of school. Area #10 also had an above average turnover rate in 1990.

Median household incomes in Sault Ste. Marie varied a great deal between neighborhoods in 1989 (incomes from 1990 Census). The highest median household income was in area #7 (\$35,000) and the lowest was in area #8 (\$11,273) which is adjacent to area #7. Area #1 also has a median income considerably lower than the average.

Finally, Table B-2 shows how the residents over 65 years of age are distributed throughout the City. Census Tract #1 has the highest proportion of seniors (29.0%) and Census Tract #8 has the lowest proportion (10.0%).

**Housing Characteristics by Neighborhood**

Like population characteristics, housing characteristics also vary a great deal between the 11 neighborhoods in Sault Ste. Marie. It can be seen in Table B-3 that Census

TABLE B-3 - SELECTED HOUSING CHARACTERISTICS 1990

	Total City	Neighborhood Statistical Areas										
		1	2	3	4	5	6	7	8	9	10	11
Population	14,689	771	1,294	947	1,585	1,446	1,504	752	1,346	1,843	976	2,225
In Housing Units	13,712	673	1,294	933	1,585	1,436	1,504	752	546	1,843	976	2,170
Population/Occ. Units	2.42	1.74	2.18	2.70	2.67	2.51	2.51	2.47	2.46	2.19	2.40	2.74
Total Units	6,013	434	611	389	638	560	684	316	228	871	448	834
Year-Round	5,970	434	611	384	630	560	684	316	228	865	439	819
Seasonal	43	0	0	5	8	0	0	0	0	6	9	15
Vacant	390	54	39	37	37	24	53	14	4	38	48	42
Occupied	5,623	380	572	352	601	536	631	302	224	833	400	792
For Sale	27	3	0	0	9	0	0	7	0	0	8	0
For Rent	93	11	23	7	16	5	13	0	4	11	9	4
Other	227	40	16	25	14	19	40	7	0	21	22	23
Occupied	5,623	380	572	352	601	536	631	302	224	833	400	792
Owner	3,636	112	224	253	434	427	440	260	42	596	196	652
Renter	1,987	268	348	99	167	109	191	42	182	237	204	140
Median/Rooms	5.20	3.60	4.50	5.90	5.40	5.60	5.40	6.20	3.50	4.70	5.10	5.50
Median/Value/Own. Occ.	\$33,800	\$27,300	\$35,500	\$22,400	\$45,300	\$37,000	\$30,000	\$55,100	\$41,400	\$35,200	\$25,900	\$42,600
Median Rent	\$309	\$226	\$321	\$394	\$242	\$313	\$338	\$419	\$300	\$255	\$355	\$370
1-Detached	3,614	122	225	305	441	491	525	268	36	318	258	625
2-Attached	115	0	5	20	18	10	6	0	3	7	10	36
3 and 4	545	107	136	38	10	45	45	17	25	30	76	16
5 or More	387	109	107	15	14	12	35	3	0	10	66	16
Mobile Homes	643	96	124	11	5	0	59	0	164	146	38	0
Other	639	0	0	0	144	0	7	0	0	351	0	137
Year Built: 1939 or Before	70	0	14	0	6	2	7	28	0	9	0	4
1940-1959	2,271	213	416	233	89	220	428	147	0	74	297	154
1960-1979	1,363	69	84	80	119	218	141	95	38	176	120	223
1980 to March '90	1,524	58	97	42	198	102	96	64	190	294	18	365
1980 to March '90	855	94	14	34	232	20	19	10	0	327	13	92
Median Age	1951	1941	1940	1940	1974	1945	1940	1942	1969	1974	1940	1963

SOURCE: U.S. Census of Population and Housing

Tract #1 has the lowest number of persons per household (1.74) and area #3 has the highest (2.7).

Census Tract #9 has the most housing units (871), even though it does not have the largest population. Similarly, neighborhood #8 has the least amount of housing units even though its population is not the smallest of the 11 areas. Most housing units in all areas are year-round.

Neighborhood #1 has the highest percentage of vacancies and area #8 has the lowest percentage. Neighborhoods #5, #7 and #11 have the highest proportion of owner-occupied housing units and areas #1, #2 and #8 have the lowest. Housing units in Census Tract #7 have the highest average number of rooms, and Tract #8 has the lowest number.

The median value of owner-occupied housing units varies a great deal and is not influenced by such things as college students since the value is based on housing units occupied by the owner.

The median value of housing units in Census Tract #7 (\$55,100) is considerably greater than any of the other areas in Sault Ste. Marie. Area #7 also has the largest median number of rooms per unit, the highest rent and the highest proportion of owner-occupied units. Areas #7 and #5 both have a high proportion of single-family housing units.

The median age of housing in the City varies a great deal between some areas. Housing units in neighborhoods #4 and #9 have a median age (year built) of 1974. With the exception of areas #8 and #11, which have median ages of 1969 and 1963 respectively, all other areas have median ages dating back to the 1940s and 1950s.

**HOUSING CONDITIONS**

Housing is one of the most important attributes of a community. The types and costs of housing influences the types of households that can live in a community and the appearance of the area's housing units influences the aesthetics appeal of the overall community. In this section the types and distribution of housing in Sault Ste. Marie will be compared to the County and the State in order to identify differences. Also, the City's housing costs, age of housing, occupancy rates and other characteristics will be compared to the County and State.

**Occupancy Characteristics**

Of Sault Ste. Marie's 6,013 housing units, 5,623 units were occupied in 1990 (Table B-4). This means 93.5 percent of the City's housing units were occupied which is a considerably larger proportion than either Chippewa County (64.0%) or Michigan (88.9%). This difference can be attributed to the fact that only 0.7 percent of Sault Ste. Marie's housing units are for seasonal, recreational or occasional use while 26.6 percent of the County's and

TABLE B-4 - OCCUPANCY AND TENURE OF HOUSING UNITS

Units	Sault Ste. Marie			Chippewa County			Michigan	
	#	% of Total Housing Units	% of Occupied Housing Units	#	% of Total Housing Units	% of Occupied Housing Units	% of Total Housing Units	% of Occupied Housing Units
Total Housing Units	6,013	100.0	---	18,023	100.0	---	100.0	---
Occupied Housing Units	5,623	93.5	100.0	11,541	64.0	100.0	88.9	100.0
Owner-Occupied	3,636	60.5	64.7	8,472	47.0	73.4	63.1	71.0
Renter-Occupied	1,987	33.0	35.3	3,069	17.0	26.6	25.8	29.0
Vacant Housing	390	6.5	---	6,482	36.0	---	11.1	---
For Seasonal, Recreational or Occasional Use	42	0.7	---	4,787	26.6	---	5.8	---
Over 1 Person Per Room	124	2.1	2.2	316	1.8	2.7	2.4	2.6

SOURCE: 1990 Census of Housing

5.8 percent of Michigan's housing units are for seasonal use.

Table B-4 also shows that Sault Ste. Marie has a lower proportion of owner-occupied housing units than Chippewa County or Michigan. In 1990, 3,636 of the 5,623 occupied housing units were owner-occupied. This represents 64.7 percent of the City's occupied units which is a considerably lower proportion than either the County (73.4%) or the State (71.0%). An indication of overcrowded housing is also shown in Table B-4. Housing units with more than one person per room are often considered overcrowded. In Sault Ste. Marie there were 124 such units, or 2.2 percent of occupied units. In Chippewa County 2.7 percent of the occupied units and 2.6 percent of Michigan's occupied housing units were overcrowded in 1990.

**Housing Types**

Table B-5 shows how the distribution of housing types in Sault Ste. Marie changed between 1980 and 1990. The total number of housing units increased from 5,692 units to 6,013 units which is a 5.6 percent increase. The number of one unit (attached and detached) housing units increased from 3,530 to 3,736, or 5.8 percent. The number of 2-4 housing units decreased from 1,040 to 930, which is a 10.6 percent decrease, and the number of housing units with five or more units remained unchanged over the 10 year period. The number of

mobile homes, trailers and other, increased from 464 in 1980 to 689 in 1990 - which represents a 48.5 percent increase.

Table B-6 compares the 1990 distribution of housing types in Sault Ste. Marie to Chippewa County and Michigan. The City has a smaller percentage (62.1%) of one-unit housing units than either the County (73.9%) or Michigan (72.9%). Similarly, the City has a higher proportion of units clustered in groups of 204 units than either of the

TABLE B-6 - TYPES OF HOUSING UNITS IN SAULT STE. MARIE, CHIPPEWA COUNTY AND MICHIGAN: 1990

Type of Housing	Sault Ste. Marie		Chippewa Co.		Michigan
	#	%	#	%	%
One Unit	3,736	62.1	13,322	73.9	72.9
2-4 Units	930	15.5	1,079	6.0	6.9
5 or More Units	658	10.9	730	4.1	12.7
Mobile Homes, Trailers, Other	689	11.5	2,892	16.0	7.5
Total	6,013	100.0	18,023	100.0	100.0

SOURCE: 1990 U.S. Census of Housing

TABLE B-5 - TYPES OF HOUSING UNITS IN SAULT STE. MARIE: 1980-1990

Type of Housing	1980		1990		% Change
	#	%	#	%	
One Unit	3,530	62.0	3,736	62.1	+5.8
2-4 Units	1,040	18.3	930	15.5	-10.6
5 or More Units	658	11.6	658	10.9	0.0
Mobile Homes, Trailers, Other	464	8.1	689	11.5	+48.5
Total	5,692	100.0	6,013	100.0	+5.6

SOURCE: 1980-1990 U.S. Census of Housing

comparison areas. The City has a higher proportion of five or more unit clusters than the County, but the State has a higher percentage than either the County or Sault Ste. Marie. Finally, Sault Ste. Marie has a higher proportion of mobile homes than the State as-a-whole, but Chippewa County has a higher proportion than either the City or the State.

**Cost of Housing**

Table B-7 shows that there is a great difference in median housing values between Sault Ste. Marie and Michigan, and the difference appears to be getting greater with time. Between 1980 and 1990 the median value of owner-occupied housing in Michigan increased from \$39,000 to \$60,600 which is a 55.4 percent increase. During the same period owner-occupied housing in Sault Ste. Marie increased in value by 45.6 percent to reach a 1990 value of \$35,100 - which is 57.9 percent of the median value of an owner-occupied housing unit in Michigan.

TABLE B-7 - MEDIAN VALUE OF OWNER-OCCUPIED HOUSING UNITS

	Sault Ste. Marie				
	Michigan	Chippewa County	Median Value	% of County	% of State
1980	\$39,000	\$25,000	\$24,000	94.5	61.8
1990	\$60,600	\$37,500	\$35,100	93.6	57.9
% Increase	55.4	47.1	45.6	---	---

SOURCE: 1980-1990 U.S. Census of Housing

While the cost of housing in Sault Ste. Marie is low compared to Michigan, the income levels are not proportionately as low, which means people in Sault Ste. Marie pay a smaller proportion of their income for housing than people in the State as-a-whole. In Sault Ste. Marie the median household income is equal to 60.3 percent of the median value of an owner-occupied housing unit. For Michigan the median household income is equal to 51.2 percent of the median value of an owner-occupied housing unit.

Table B-8 shows the distribution of housing units by value in Sault Ste. Marie, Chippewa County and Michigan and is closely related to Table B-7. Over 73 percent of the City's owner-occupied housing units were valued under \$50,000 in 1990, while under 70 percent of the County's and under 40 percent of the State's owner-occupied units were valued under \$50,000.

TABLE B-8 - VALUE OF OWNER-OCCUPIED HOUSING UNITS: 1990

	Sault Ste. Marie		Chippewa County		Michigan
	#	%	#	%	%
Less than \$50,000	1,982	73.1	3,708	69.7	38.5
\$ 50,000 - \$ 99,999	636	23.4	1,432	26.9	42.5
\$100,000-\$149,999	63	2.3	123	2.3	11.4
\$150,000-\$199,999	25	0.9	43	0.8	4.1
\$200,000-\$299,999	7	0.3	12	0.2	2.4
\$300,000 or More	0	0.0	2	0.1	1.1
Total	2,713	100.0	5,320	100.0	100.0

SOURCE: 1990 U.S. Census of Housing

**Rental Rates**

Table B-9 shows the 1990 distribution of monthly contract rent rates and gives the median rental rates for the City, County and State. The distribution of rental rates, and the median rental rates, are very similar between Sault Ste. Marie and Chippewa County, but both are considerably lower than the State as-a-whole. The median rent in the City was \$260 in 1990 and \$343 in Michigan - which is a considerable difference.

TABLE B-9 - CONTRACT RENT: 1990

	Sault Ste. Marie		Chippewa County		Michigan
	#	%	#	%	%
Less than \$250	871	46.2	1,271	46.4	25.2
\$250-\$499	903	47.8	1,352	49.3	58.0
\$500-\$749	78	4.1	82	3.0	13.9
\$750-\$999	5	0.3	5	0.2	1.9
\$1,000 and More	30	1.6	31	1.1	1.0
Total	1,887	100.0	2,741	100.0	100.0
Median	\$260	---	\$259	---	\$343

SOURCE: 1990 U.S. Census of Housing

Incomes should be considered between the City and State when studying rent. The median annual contract rent is equal to 14.7 percent of the median household income in Sault Ste. Marie and 13.3 percent in Michigan - which means people in Sault Ste. Marie are likely to pay a higher percentage of their income for rent.

One unusual fact about Sault Ste. Marie's rental rate distribution is the high percentage (compared to the State) of rental rates with monthly contract rental rates over \$1,000. This is especially unusual since all other rates in the City (except the less than \$250 range) make up a smaller percentage than the State.

Since Sault Ste. Marie, like most urban areas, has a relatively high proportion of rental households it is essential that the cost of renting a housing unit is identified.

**Age of Housing**

Sault Ste. Marie has a higher proportion of older housing units than Chippewa County or the State of Michigan. Table B-10 shows that nearly 38 percent of the City's housing units were built prior to 1940 - which is nearly double the figure for either the County or the State. Housing units built prior to 1960 account for over 60 percent of Sault Ste. Marie's housing and under 50 percent for the two comparison areas. Older housing does not always signify housing of poor

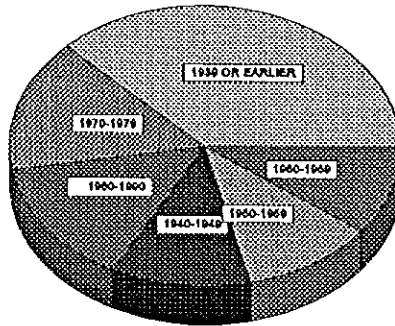
TABLE B-10 - AGE OF HOUSING

Year Structure Built	Sault Ste. Marie		Chippewa County		Michigan
	#	%	#	%	%
1980-March 1990	855	14.2	2,565	14.2	13.6
1970-1979	917	15.2	3,941	21.9	20.4
1960-1969	607	10.1	3,130	17.4	16.2
1950-1959	661	11.0	2,613	14.5	17.9
1940-1949	702	11.7	1,823	10.1	11.1
1939 or Earlier	2,271	37.8	3,951	21.9	20.8
Total	6,013	100.0	18,023	100.0	100.0

SOURCE: U.S. Census of Housing

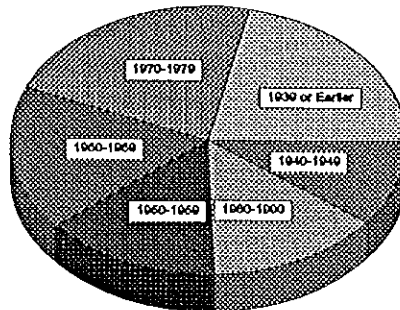
quality, but older housing often is more expensive to maintain and is often in need of more major repairs than newer housing units.

FIGURE B-1 - SAULT STE. MARIE  
AGE DISTRIBUTION OF HOUSING



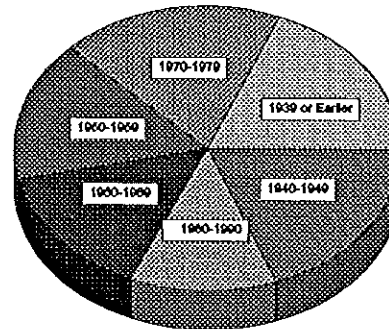
SOURCE: U.S. Census of Housing

FIGURE B-2 - CHIPPEWA COUNTY  
AGE DISTRIBUTION OF HOUSING



SOURCE: U.S. Census of Housing

FIGURE B-3 - STATE OF MICHIGAN  
AGE DISTRIBUTION OF HOUSING



SOURCE: U.S. Census of Housing

**Other Related Information**

A 1976 housing survey, prepared by Wade Trim and Associates, identified by visual appraisal that approximately 29 percent of the housing stock of this community fell into the substandard category. A vast majority of homes in this group suffered primarily from obsolescence as opposed to dilapidation. The survey estimated that 86 percent of the "less-than-standard" housing was suitable for rehabilitation.

During the year 1976, a windshield survey was accomplished and the findings were incorporated into the above mentioned housing survey.

In 1977, a random survey was again conducted in the community using sample survey methods of planimetric areas which were then compared with the total 1976 housing survey. The greatest evidence of change was observed in the appearance, general condition and maintenance of some residential areas scattered throughout the City. A review of building permits and loan programs gave strong support to the theory that home rehabilitation projects, once started in the more densely populated areas, produced a domino effect of improvement.

The low interest loan program and the CDBG loan and grant programs administered in support of low and moderate income families helped spur home improvement efforts. From 1975 through the current Small Cities Housing Program, now being completed, the City of Sault Ste. Marie has provided assistance in the rehabilitation of some 400 housing units.

There are currently three or four definable areas in the City where low and moderate income families are predominant as evidenced by the appearance or lack of quality of the homes involved. In all of the higher density population centers of the community, substandard

housing is widely scattered as opposed to being concentrated in closely knit and identifiable groups.

Using a formula, including a review of building permits and accomplished rehabilitation projects, it is reasonable to assume that there are approximately 700 substandard owner-occupied housing units.

Up to 1990 an average of 17.4 new homes were started each year and an average of 25 houses were razed. In recent years, however, residential construction has accelerated, and is now averaging 25 to 30 new single-family units and 36 multiple-family units per year. The overall condition of housing has improved in recent years and it is currently estimated that approximately 75 percent of all homes are in standard condition, 20 percent are in need of repair, and five percent are dilapidated or unsound. The middle group of 800 homes are the target for renovation and rehabilitation programs. Of this number, it is estimated that 40 percent of the owners require assistance.

Additionally, it is reasonable to assume that there are approximately 400 substandard rental units. It is estimated that 45 percent of the owners/occupants require assistance in returning the structure to code condition.

## SCHOOLS

### Sault Ste. Marie Area Public Schools

The Sault Ste. Marie Area Public School system serves residents of a 220 square mile portion of Chippewa County. The area includes the City of Sault Ste. Marie, Soo Township, Sugar Island, Neebish Island, most of Bruce Township and nearly half of Dafter Township.

During the 1994 school year the school system had a total of 3,528 students. In the 10 years leading up to 1994 the number of students remained fairly constant. Between 1985 and 1994 the number of students fluctuated by 240 students - from a low of 3,524 in 1987 to a high of 3,764 in 1993.

All of the individual schools and programs' enrollment figures fluctuated at a greater rate than the overall system during the 10-year period. Table B-11 shows the changes that occurred in each of the schools and

TABLE B-11 - AREA PUBLIC SCHOOL ENROLLMENT TRENDS

School	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994
Bruce	186	194	180	178	191	181	198	227	233	185
Jefferson	189	206	202	207	226	224	223	206	215	174
Lincoln	459	487.6	472.31	481	490.18	500	528.6	512.4	534	516.5
McKinley	262	261	294	314	366.62	303	318	298	301	267
Soo	334	324	313	313	309	333	363	371	321	322
Washington	351	330	340	343	353	370	353	342	332	325
Annex	---	---	---	---	---	---	---	127	129.5	146
Jr. High	569.5	527	483	483	485.67	419	591	511	521.3	475
High School	993.5	949.3	938.72	942.75	938.23	884.45	883	884	927.21	916.8
Alternative Ed	88	96.45	106	114	101	62	67	62	66	120
CSP	223.85	217	195	200.57	118.05	185.250	169.928	181.250	184.727	90.612
Total	3,673.85	3,592.35	3,524.33	3,576.32	3,578.75	3,681.500	3,694.528	3,721.925	3,764.737	3,537.912

SOURCE: Sault Ste. Marie Area Public Schools



programs and identifies how each school and program followed different cycles. Since the cycles were not in-line with each other the effects of individual fluctuations were minimized. The Community Schools Program (CSP) fluctuated the most and the Soo School fluctuated the least (based on ratios between high and low enrollments). The Junior High School fluctuated the most of the eight schools. The School District has performed enrollment projections for the years 1995 through 1999. The projections are done by grade group, but only totals are shown in Table B-12

TABLE B-12 - ENROLLMENT PROJECTIONS - PUBLIC SCHOOLS

Year	Most Likely Projected Enrollment	High Projected Enrollment	Low Projected Enrollment
1995	3,245	3,303	3,184
1996	3,200	3,311	3,089
1997	3,120	3,277	2,968
1998	3,073	3,271	2,882
1999	3,044	3,281	2,817

SOURCE: Sault Ste. Marie Public Schools

In the Junior High School and Annex there were a total of 50 instructors in 1990 (not including principals, assistant principals, librarians and support personnel). With a total of 621 students this equates to one instructor for every 12.4 students.

The High School had a total of 56 instructors in 1994. With 927 students this equals 16.6 students per instructor. It should be noted that a small number of instructors that teach at both the high school and junior high school have been counted twice.

The School District has performed enrollment projections for the years 1995 through 1999. The projections are done by grade group, but only totals are shown in Table B-12. For a complete breakdown of projections contact the School System.

It should be noted that the principal reason for the projected decrease in the school district's projections is the recent emergence of two private schools in the City, St. Marys and Bahweting Anishnabe (see next section). The combined enrollment in those two schools of 245 primarily accounts for any drop in the public school projections.

Table B-13 identifies the number and distribution of employees in the Sault Ste. Marie Public Schools that were under contract in 1994.

TABLE B-13 - CONTRACT POSITIONS REPORT

Contract Position	Employees
Teacher	185
Custodian	26
Secretary	23
Administration	15
Bus Driver	1
Cook	6
Paraprof.	43
Adult Education	12
Food Service/Cash	19
Supervisor	11
Social Worker	1
Psychologist	1
OccupTherapist	1
Superintendent	1
Food Director	1
Business Director	1
Building/Bus/Ground Director	1
NA/Outreach	1
Total Contract Employees	349

SOURCE: Sault Ste. Marie Public Schools

The School District maintains six elementary schools, a sixth grade annex, a junior high school, a high school and a leased site for alternative education. Table B-14 identifies when each of the facilities were built or improved and lists the number of classrooms. Two of the area's elementary schools are located outside of the City of Sault Ste. Marie.

TABLE B-14 - AREA PUBLIC SCHOOLS

Building	Year Built	Classroom
Bruce Township*	1958/1975	13
Jefferson	1921/1948	10
Lincoln	1950	23
McKinley	1951/1955	17
Soo Township*	1955/1962	20
Washington	1953	17
Junior High	1964/1990	30
High School	1970	61
Alternative	Leased	7

\*Located outside of Sault Ste. Marie

SOURCE: Sault Ste. Marie Public Schools

The District maintains a fleet of 34 school busses and a 1989 van for the transportation of students. Of the 34 busses, 12 are 1989-1992 model years. The remaining 22 buses are model years 1983-1988. School bussing has been eliminated over the past two years due to budget constraints.

In January 1994 the School District established a set of six goals to guide the course the District will follow.

- ▶ Develop and implement a plan to adequately fund a comprehensive, diverse and technologically appropriate educational program to establish and maintain outcomes-based accreditation.
- ▶ Increase positive working relationships and establish more flexible work rules with bargaining units to meet the District's changing needs.
- ▶ Develop and implement a plan to repair, maintain and upgrade our existing facilities and conduct a facility needs study to determine long-term building and curriculum needs.
- ▶ Systematically review, implement, articulate and access an out-comes based core curriculum that is multi-cultural and multi-ethnic.
- ▶ Provide continuous professional staff development for all District personnel.
- ▶ Re-evaluate, restructure and implement wide marketing and public relations program.

Private Schools

St. Mary's Parish Catholic School, recently opened in 1993, had a 1994/1995 enrollment of 101 students. The school, which currently serves grades K-7, is going to begin an 8th grade level in 1995/1996. Each grade level averages between 13 and 15 students, with many grades combined (kindergarten and first grade are exceptions). The school has a total full-time staff of seven, including five teachers. Additional help includes volunteers that provide help with art, athletics and the school's library. A lunch program, a satellite of the area's public schools, serves 60-65 meals daily. Transportation to and from school is the responsibility of the students' parents or guardians - as it is in the area's public schools. The school's facilities include eight classrooms and a library that recently opened.

Immanuel Lutheran School had 33 students during the 1994/1995 school year and is staffed by two teachers. Transportation is private and there are no services available. The facilities include two classrooms and a multi-purpose room. The school has been in operation for 16 years.

Bahweting Anishnabe School opened for the 1994/95 school year, is operated and funded by the Sault Ste. Marie Tribe of Chippewa. The kindergarten through sixth grade school has 144 students (1994/1995 school year) and a staff of 20 - including seven instructors.

Other staff includes administrative personnel, maintenance staff and food service staff (breakfast, lunch and an afternoon snack are served daily).

The school is housed in a building that was formally an elementary school in the Sault Ste. Marie School District. The building was sold in the early 1980 to the Tribe which used the building for a variety of administrative functions. In 1994 the facility was completely renovated for use as the Bahweting Anishnabe School.

The school has a more holistic method of instruction than traditional schools in that an overall theme is first presented to the students. All subject areas thus relate to them. Traditional teaching methods generally present segments that work towards the concept. Other unique features include the daily instruction in the Chippewa language and the goal of building the student's self-esteem and identity to allow the students to succeed in life.

The school plans to annually increase the number of grades served until it reaches its ultimate goal of serving the educational needs of students from kindergarten through 12th grade. A new wing has already been planned for the school.

**Lake Superior State University**

Lake Superior State University (LSSU) has been an important part of Sault Ste. Marie's history and character since the University was established in 1946. The University provides area residents with an institution of higher learning which offers a variety of degree programs including courses designed to meet the specific needs of the area's residents and employers. Additionally, LSSU is one of the area's major employers.

The University, which occupies 120 acres in Sault Ste. Marie, consists of 43 buildings with an approximate floor space of one-million square feet. Six buildings house classrooms, the library and the physical education complex. Student housing occupies 14 buildings and additional housing is available in the University's mobile home park.

In 1993, LSSU had a total of 3,244 students. This includes 2,432 full-time students, 592 part-time students and 220 graduate students. The 1993 enrollment figure is up from the 1983 figure of 2,820 but has decreased from 1991's peak enrollment of 3,503.

The University employed 342.49 people during the 1993-94 school year. Faculty accounted for 119.55 of the total figure (fractions are attributed to part-time employees). Table B-15 identifies the 1993-1994 employee distribution.

LSSU offers degrees in a variety of fields including Arts and Letters, Biology and Chemistry, Business and Economics, Computer and Math Science, Geology, Engineering, Nursing, Social Sciences and Liberal Arts. Students can attain associate, bachelor or graduate degrees from the University.

TABLE B-15 - EMPLOYEE DISTRIBUTION

Employee	Distribution
Total Faculty	119.55
Administrative and Professional	98.58
Clerical	51.36
Maintenance	59.00
Food Service	14.00
Total	342.49

SOURCE: Lake Superior State University

LSSU attracts students from the Upper and Lower Peninsulas of Michigan, from out-of-state and from Canada (primarily Ontario). Table B-16 shows that over 38 percent of students are from Michigan's Lower Peninsula and that over 34 percent are from the State's Upper Peninsula. nearly 25 percent of the University's students are from Canada.

TABLE B-16 - TOTAL STUDENT ENROLLMENT  
BY GEOGRAPHIC DISTRIBUTION

Area	#	%
Upper Peninsula	1,107	34.1
Lower Peninsula	1,240	38.2
Out-of-State	97	3.0
Foreign (Primarily Ontario)	800	24.7
Total	3,244	100.0

SOURCE: Lake Superior State University

Lake Superior State University has prepared a draft strategic plan that identifies the primary goals of the University. The primary goals follow:

Goal #1: To develop and provide academic programs in the liberal arts and in technical and professional education which demonstrate excellence and relevance for the students served by the university.

Goal #2: To provide services and programming for students which will complement their educational experiences and prepare them to live and work in the 21st Century.

Goal #3: To offer a holistic, caring and supportive environment for all learners.

Goal #4: To enhance the University's efficiency and effectiveness in order to help fulfill its vision and mission.

The University is currently involved in a project that involves Sault Ste. Marie and the Eastern Upper Peninsula. The LSSU Small Business Project, funded by a grant from the Michigan Department of Commerce, is scheduled to be completed by May 1995. The purpose of the study is to identify the needs of businesses and Economic Development Corporations in the Eastern Upper Peninsula. The assessment will concentrate on: 1) the need for small business consulting, 2) the need for an informational database containing demographic information for the Eastern Upper Peninsula, and 3) possible funding sources for the establishment of such an operation.

### PARKS AND RECREATION

The City's recreational issues are addressed in the Master Recreation Plan which must be updated every five years for the City to be eligible for State funding for local recreational projects. The last Master Recreation Plan was accepted by the Michigan Department of Natural Resources March 26, 1992 and will need to be updated by March of 1997 - or anytime prior to April 1st when funding requests are due.

The Recreation Plan contains a description of the City's people, physical features and economy. An inventory of the City's recreational facilities is included as is a section defining the needs and deficiencies of the community. Goals and objectives, a long-range plan and potential funding sources are also detailed in the plan. A description of how the recreation facilities are operated, including the administrative structure, is also included in the plan. The most important part of the plan is the Action Program, which details what is to be accomplished over the five year period covered by the plan.

### Recreation Inventory

The existing recreational facilities are shown on the following page and summarized below.

Neighborhood Facilities - There are nine facilities that might be considered neighborhood parks. Four of these are City-owned, one is a leased facility, and four are elementary school yards.

1. Shunk road Park (City) 0.3 acres. Basketball court, playground equipment.
2. Algonquin Park (City) 8.7 acres. Basketball court, picnic area, playground equipment, ball diamond.



3. Chandler Park (City) 0.4 acres. Playground equipment, open space.
4. Lakeshore Park (City) 2.7 acres. Undeveloped.
5. St. Mary's Park (leased) 3.0 acres. Tennis courts, playground equipment, ballfield, outdoor ice rink.
6. Jefferson School (Schools) 0.5 acres. Playground equipment, ball field, outdoor ice rink.
7. McKinley School (Schools) 2.0 acres. Playground equipment, ballfield.
8. Washington School (Schools) 5.0 acres. Playground equipment, ballfield.
9. Lincoln School (Schools) 4.5 acres. Playground equipment, ballfields, soccer.

Community Facilities - There are eleven parks that are City-wide in terms of their service area. Six of these are City-owned, one is leased, two are school-owned and two are federally owned.

10. Malcolm Park (City) 32 acres. This is the principal ballfield facility in the community, consisting of nine ballfields (fast pitch, slow pitch, softball, women's and little leagues) most with complete dugouts and bleachers. Restrooms, four storage buildings and parking areas are spread throughout the complex. Picnic tables and two major playground areas have been added to the facility.
11. Sherman Park - (City) 68.7 acres. This is the City's flagship park, located on the upper St. Mary's River. The facility in nearing the completion of a \$200,000 plus upgrading, and includes the City's only beach. Expansive playground equipment for all ages of children, a large picnic area with 74 picnic tables, horseshoe pits, changing rooms, toilet facilities, pavilion, concession stand, large outdoor grill, exercise course, ballfield, volleyball courts, a camp site area, boat launching ramp, and a large undeveloped portion of the site that has been used for nature trails and cross-country skiing.
12. Aune-Osborn Park (City) 20 acres. This is a large waterfront property on the lower St. Marys River that is functionally divided into two major parts. The west end of the park is used as a tourist campsite area, and includes a small playground area and a restroom building, as well as pump out facilities. The east end is undeveloped, but is used for sight-seeing along the river and a small site is used for electronically-controlled race car competition. There are two major boat launch facilities within the park.
13. Rotary Island Park (Leased) 3 acres. This park is located just east of Aune-Osborn and offers a spectacular view of the Lake Carriers in the St. Marys River. There are 15 picnic tables, playground equipment, a pit toilet and the ability to launch small boats.
14. Minneapolis Woods (City) 25.4 acres. The major winter facility in the Sault, this park has a ski hill (with tow rope), a sledding hill, luge run, an outdoor ice rink, a warming building with restrooms and concession stand. Much of the property is heavily wooded and undeveloped.
15. Alford Park (City) 2.9 acres. This recent addition to the park system is located directly on the waterfront, and includes a lighted waterfront walkway with benches and railing and is used equally by fishermen and sightseers. The Portage Avenue horseshoe courts were relocated to Alford Park during 1991.
16. Ashmun Bay Park (Leased) 36.0 acres. This significant land parcel is in close proximity to the downtown and offers the best boat launch into the upper river. The site is predominantly undeveloped, although used by the Rendezvous du Sault for several years.
17. Athletic Field (Schools) 15.7 acres. This Seymour Road facility includes the main high school football field and running track, with

bleachers, restrooms and concession, and a ballfield.

18. Sault Secondary School Complex (Schools) 15.7 acres plus 120 acres of open space. Adjacent to the school building, are tennis courts, soccer fields and baseball fields. Extensive acreage extending to Three Mile Road is undeveloped. The two schools have gym facilities as well as an indoor pool open to the community.

19. Corps of Engineer Park (Federal) 8.3 acres. this well-maintained park is located directly adjacent to the locks. Heavily landscaped, the facility includes viewing overlooks, benches, lighted fountain, several monuments within the park, restrooms and year-round information center.

20. Brady Park (Federal) 8.0 acres. Also federally owned, this park is the site of the annual City fireworks display, and is the location of several significant historical monuments and displays. A small picnic area near the waterfront is developed, and a hill system that winds through the park is used for sledding in the winter.

Special Purpose Parks - the following park facilities meet special purpose needs of either the City residents or the tourists who visit this area.

21. Harvey Marina (City) 5.4 acres. Located on the lower river, this is the City's principal marina facility with berthing for 30 boats, including utility hookups, restrooms, holding tank and improved boat launch facilities. A major rehabilitation program was just completed on this building.

22. Puller Building (City) 1.8 acres. This is the City's main indoor facility, primarily used for ice skating, including hockey. the facility is also used for roller skating, concerts, teen dances, circuses and other special events throughout the year. Major rehabilitation has been undertaken, and is continuing on this building.

23. Kaines Rink (City) 0.8 acres. This is an older ice rink now used for hockey practice and skating.

24. Municipal Golf Course (City) 115.0 acres. Owned by the City but contracted to the Sault Country Club for management, this golf course is an 18 hole facility. The private club has an outdoor pool and clubhouse.

25. I-500 Track (City) 54.5 acres. A one-mile banked oval course used once a year by a nonprofit organization for the annual I-500 snowmobile race.

26. Mariner's Park (City) 4.4 acres. Owned by the City, but leased to the L Sault de Saint Marie Historic Sites Inc., this waterfront facility is directly proximate to the "S.S. Valley Camp" museum ship and the historic home district. Riverfront boat docking, and a shelter exists on the site, along with a collection of buoys. This property is being actively investigated as a site for a downtown marina.

27. Ravine Park (City) 1.7 acres. this is an undeveloped green area in a steep topographical setting on the hill area.

28. Norris Center (LSSU) 23.0 acres. An extensive concentration of indoor and outdoor facilities including soccer field, oval track, five tennis courts, baseball field, indoor ice rink, diving and swimming pools, weight lifting rooms, racquetball and handball courts, gymnasiums and other facilities. These facilities are available to the general public when not used by the University.

29. High School Open Space (Schools) 120 acres. Noted earlier, this large area to the south of the school is undeveloped and holds great potential for future recreational development.

30. State Rest Area (State) 3 acres. This is a Transportation Department border information center and includes restrooms and picnic area.
31. Boat Launches. In addition to the boat launches noted earlier at Sherman Park, Ashmun Bay Park, Aune-Osborn Park (2 sites) and at the Harvey Marina, there are also launch sites on the upper river at Forest Boulevard and Oriole Boulevard in the Shallows Subdivision.
32. Bike Trails. There is a one and one-fourth mile bike path that extends along the northwest side of the I-75 Business Spur within the access right-of-way. This path is asphalt surfaced and includes a series of benches along the route. There are additional bike lanes along several sections of the City's road network.
33. Snowmobile Trails. The City is connected to the vast Eastern Upper Peninsula trail system by the Sault - Brimley trail along the abandoned rail grade. The City is currently exploring ways to connect this trail to the City's business and motel district.

#### Museums/Art Centers

Six museums and art interpretive centers are located in the downtown. The "SS Valley Camp" is an actual Lake

Carrier open for viewing and serving as a site for various marine related displays and interpretations. The John Johnston House is operated by the Chippewa County Historical Society, and is open during the summer and the fall. The Soo Locks Information Center displays the history of the locks development as well as displaying a working model of a lock. The Alberta House is an art and craft gallery located in a unique historical structure near the locks. The "River of History Museum" is now under construction in the old Federal Building, and when open in June 1992, will display the entire history of the region from prehistoric glaciation to the present. The Steere Room at the Bayliss Public Library is the prime source for early documents and historical records of the area.

#### Walking Trails

Two pedestrian trail systems have been developed over the last 10 years. The Historic Walkway extends along the Sault waterfront approximately a mile. The trail winds through the Locks Park, Fort Brady, the Historic Home complex and the "Valley Camp," and passes many of the historic buildings and sites in the community. It has become one of the important tourist linkages in the Sault.

The recent Historic Church Pathway is a marked trail that leads to the five historic downtown churches, all of which are open during the tourist season for visitors.

#### Public Land Opportunities

There are six sites that were not identified in the listing of existing sites but that have been under consideration for park use and/or designation in recent years. The future role of these public lands will be clarified in the plan.

1. Malcolm Park Expansion. the existing ballfield complex blends into the City airport property with no firm boundary. As part of the recent airport property plan, however, the remainder of the property along the west side of Meridian Street south of 8th Avenue West has been identified as Malcolm Park expansion. This 11.4 acre area lies directly north of the new James Field and has been discussed as a possible site for a wooded picnic and playground area that would complement the active ballfield complex. A preliminary plan exists for this site, and a grant application was filed (unsuccessfully) a few years ago.
2. Lower River Islands. Constituting about 62.5 acres, the three islands directly adjacent to Rotary Island on the lower river hold great promise as a unique recreation facility. The only present access is by water. One of the three islands, Steere Island, includes several old buildings on the site of some potential historical value.



3. Mission Reserve Property. As part of a land arrangement with the Sault Tribe, the City acquired title to 73.2 acres of property directly to the south of the municipal golf course. This property might be best consolidated with the course to allow for a possible 9-hole expansion in the future.
4. Airport Backlands. There is a large area south of the I-500 track and to the west of the airport that is dominated by the Ashmun Creek drainage system. Deep valleys and dense woods have made this area useful in the past to orienteering clubs. The property is of potential use in connection with active trail system development or with nature trails.
5. Downtown Mini-Park. While the three downtown mini-parks were so designed only as an interim use during the City's Urban Renewal days, the current downtown planning is giving some consideration to the Perk-Ashmun site as a possible focal-point park, perhaps with waterfalls.
6. Carbide Dock Property. The main Carbide Dock parcel has been under consideration for private development for some time. At the same time, there is some community interest in looking at this site's potential as a "downtown" marina, as

well as expanding the Alford Park boardwalk and fishing pier along the water's edge. Some form of public-private arrangements may allow for a combined use of this property.

Five-Year Action Plan

The Five-Year Action Program identifies the actions the City wishes to take between 1992 and 1997 to improve or expand recreational facilities. The actions are divided into Administrative Actions and Projects listed below:

Administrative Actions

- Establish a permanent committee composed of a representative of each of the three prime recreational service providers (City, LSSU and School System)
- Expand the recreational programming capability
- Ensure that proper maintenance of the recreational facilities is addressed
- Ensure internal coordination of City agencies that have some interest in recreational development
- Professional Development

Projects

- Bring existing facilities up to proper standards

- Establish a Seal memorial
- Begin the development of a trail system
- Neighborhood park development
- City-wide park enhancement
- Waterfront development

For more detailed explanations of actions or other points the Master Recreation Plan should be consulted.

COMMUNITY FACILITIES

City/County Building

Sault Ste. Marie's City Hall, located at 325 Court Street, was built between 1954 and 1956. In 1981, the building underwent extensive energy conservation improvements. A variety of City Departments are located in the facility including: Building Department, the offices of the Assessor, City Manager, City Clerk, Treasurer, and the Financing, Engineering and Police departments. The facility also houses the County District Court and the Chippewa County Sheriff's Department. Nearly 85 people are employed in the facility including 53 City employees, six District Court employees and 25 Sheriff's Department employees. Many of the City's Police Department employees and the County Sheriff's Department employees spend the majority of their time

away from the facility - but are based at the City Hall. Issues currently facing the facility include overcrowding, inadequate wiring, no air conditioning and poor ventilation. Future plans include bringing the facility into compliance with ADA requirements.

Sault Ste. Marie Police Department Facilities

The City's Police Department is located in the City-County Building, 325 Court Street. The Sault Ste. Marie Police Department has a total of 21 police officers and six support personnel for a total of 27 full-time employees. The City also has 25 auxiliary officers that assist in crowd and traffic control for special events.

The police facilities contain office spaces, reproduction space, a dispatch room, a locker room (which includes showers and a workout room), an interview room and three walk-in safes. The City maintains no hold cells but uses the County Sheriff's facilities.

The Department maintains seven motor vehicles including three unmarked 1992 Chevrolet Luminas, two fully-marked 1994 Chevrolet Caprices, one semi-marked 1993 Chevrolet Caprice and one fully-marked 1992 Chevrolet Caprice.

Recent trends influencing the Department relate to an increased demand for services, but a decrease in the number of officers and support personnel. Due to the

Chippewa Tribe's gaming area, the increasing difference between the value of currencies between the United States and Canada and the expansion of the State's Prison system in the area there is more economic activity in the area. This increased economic activity means a greater number of people live in Sault Ste. Marie and a greater number of visit the City - which means more activity for the Police Department.

The major issue facing the Department relates to funding and the ability to provide adequate services with limited resources. Another issue is related to inadequate space for the Department. The short-term goal of the Department is to provide the best protection for the citizens and the officers with the available resources until adequate resources are made available to provide a more complete level of services. Long-term goals relate to operational changes, training and upgrading equipment.

Trends in Sault Ste. Marie indicate that the Police Department receives an average of 7,884 complaints annually and makes an average of 759 arrests during any 12 month period (Table B-17). Between 1989 and 1993 the number of

complaints and arrests peaked in 1990 with a total of 8,408 complaints and 851 arrests. The ratio of arrests to complaints was also highest in 1990.

Traffic related trends in Sault Ste. Marie indicated that the Department issues an average of 1862 total citations annually (Table B-18). These include 1,195 traffic citations, 225 radar citations and 442 accident citations. During the five year study period the number of total

TABLE B-17 - LOCAL LAW ENFORCEMENT 5-YEAR ENFORCEMENT TRENDS

	1989	1990	1991	1992	1993	5-Year Mean Average
# of Reported Complaints	7,165	8,408	8,104	7,755	7,986	7,884
# of Arrests	627	851	779	757	779	759
% Arrests	8.75	10.12	9.61	9.76	9.75	9.63

SOURCE: Sault Ste. Marie Police Department

TABLE B-18 - TRAFFIC AND VEHICULAR 5-YEAR TRENDS

	1989	1990	1991	1992	1993	5-Year Mean Average
Citations	1,359	964	1,287	1,173	1,193	1,195
Radar Citations	114	234	196	236	347	225
Accident Citations	430	438	466	398	476	442
Total	1,903	1,636	1,949	1,807	2,016	1,862

SOURCE: Sault Ste. Marie Police Department

citations peaked in 1993 with 2,016 total citations. In 1993 the number of radar citations and accident citations peaked in 1993 but the number of traffic citations peaked in 1989.

The City's Chief of Police has identified the City's top six problem traffic and accident areas. The areas include the intersections listed below:

- Ashmun and Easterday
- Ashmun and 12th Avenue
- Business Spur and M-129
- Three Mile Road and M-129
- Magazine and Ridge
- Easterday and Meridian

**Sault Ste. Marie Fire Department Facilities**

The City's Fire Department is maintained by 18 full-time union firefighters, the Fire Chief, one secretary and three recognized volunteers. The Department serves the 15 square-mile area of Sault Ste. Marie and has mutual aid agreements with the surrounding townships and Sault Ste. Marie, Ontario. While the department used to have a main station and two sub-stations, it is now located in one building at 123 Ridge Street.

The Department maintains a variety of vehicles for fighting fires and for emergency medical service. Vehicles include a 1991 Ford Explorer, a 1990 Ford Van

Ambulance, a 1984 Ford C-899, a 1966 Dodge 4x4 Fire Truck, a 1991 Ford Ambulance, a 1987 Ford Ambulance, a 1976 Hendrickson FMC John Bean Pumper Truck, a 1991 Pierce Arrow Fire Truck and a 1966 Ford Rescue Truck.

In 1993 the Department responded to 131 alarms, two of which were out-county calls and nine of which were false alarms. Table B-19 lists the number of calls made by the Department between 1989 and 1993. The number of total alarms steadily decreased over the five-year period.

In 1993 the Department had 1,085 ambulance calls and 25,292 total emergency miles. The Department billed a

TABLE B-19 - FIRE DIVISION REPORT RESPONSE SURVEY

Year	Local Calls	False Alarms	Out-County Alarms	Total Alarms	Injuries	Fatalities
1989	167	20	0	187	1	0
1990	156	12	0	165	6	1
1991	153	8	3	156	1	0
1992	134	5	3	137	3	2
1993	129	9	2	131	1	1

SOURCE: Sault Ste. Marie City Fire Department

total of \$333,644.72 for ambulance services in 1993. These figures can be seen in Table B-20.

TABLE B-20 - FIRE DIVISION REPORT AMBULANCE RESPONSES

Year	Local Calls	Out-County Calls	Emergency Mileage	Transfer Calls	Transfer Mileage	Total Calls	Total Miles	Amount Billed for Ambulance Service
1989	608	96	6,731	109	17,061	811	23,792	\$144,980.84
1990	741	83	10,685	142	22,418	917	27,675	\$199,737.13
1991	720	74	5,337	94	16,975	1,095	22,312	\$215,079.76
1992	662	59	4,805	95	20,149	1,088	24,952	\$248,665.07
1993	636	65	4,669	134	20,623	1,085	25,292	\$333,644.72

SOURCE: Sault Ste. Marie City Fire Department

There are a variety of issues facing the Department. One of the major issues relates to the building the Department is housed in. The building, which was built in 1907, is inadequate to meet the demands placed on a modern fire department. The facility is not large enough, there is inadequate ventilation to disperse the diesel fumes and the bay doors are not tall or wide enough for modern equipment.

Another issue facing the department relates to the location of the station and the large area covered by the single station. Due to development patterns the station

is no longer centrally located in the City. This problem is compounded by the fact that the Department often responds to emergencies in surrounding townships. Response time is negatively influenced by these two facts. Relocating the station, or building one or more substations can help to reduce these problems.

Another issue is also related to the ability of the station to respond to emergencies. Inadequate staffing of the department often leaves the station unable to adequately respond to emergencies if one or more of the ambulance units are responding to other calls.

The Fire Department has established four primary goals to help address the issues. The following goals have been categorized in order of importance:

- 1) Manpower: Increase the staff necessary to facilitate the calls being generated by the growth of the City.
- 2) Continuous Updating of Old Equipment: Ambulances, rescue equipment, appliances, etc.
- 3) Training: Leadership, hazardous materials, upgrade to paramedics in EMS.
- 4) Relocation: New and modern facility to carry out the needs that are necessary to maintain life safety and property.

### Public Works Facilities

The Public Works Facility was built in the mid-1950s and is located on the southeast corner of Seymour Street and Easterday Avenue. The 14,430 square foot facility has had no major renovations and is the base for nine Water and Sewer Department employees and 20 Street Department employees. Major issues include substandard wiring, inadequate ventilation, a roof in need of repair or replacement and a heating system in need of replacement. Other public works facilities include the water treatment plant, the wastewater treatment plant and the cemetery. Both plants are modern state-of-the-art facilities, representing an investment of nearly \$20 million dollars over the last decade.

### Bayliss Public Library

The Bayliss Public Library, located at 541 Library Drive, serves the residents of Sault Ste. Marie and 10 townships in the Eastern Upper Peninsula. The present Library opened in 1975, but has been serving the needs of area residents since the early part of the 20th Century. The existing facility was constructed with a bequest from Joseph and Estelle Bayliss. In addition to the Central Library, the system operates five branch libraries throughout Chippewa and Macinac counties. The Bayliss Public Library also serves as headquarters for the Hiawathaland Library Cooperative which is a service agency for eight

public libraries in the four eastern Upper Peninsula counties. Hiawathaland is a state funded agency.

Funding sources for the Bayliss Public Library include City appropriations, penal fines, State Aid, contractual fees, nonresident fees, late fines, donations, photocopy fees and federal grants.

One full-time employee and 11 part-time employees work at the central building and each of the five branches have one part-time employee. The central building is open 48 hours per week.

The Central Library is located on a three-quarter acre site and the building has a total of 17,200 square feet. The building consists of a main reading room, a children's library, a video department, a work room, a Michigan history room, office space, a garage and restrooms.

The Library has a 95,000 volume capacity with resources and services including:

- Books: Adult, Young Adult, Juvenile, Reference
- Periodicals
- Newspapers
- Microfilm: 1820-1920 U.S. Census and local newspaper
- Audio Cassettes
- Filmstrips
- Video Tapes
- Records
- Photocopy Machine
- Microfilm Reader/Printer

- Judge Joseph Steere Room: Local history materials
- CD ROM workstations/printers: 3 workstations, 2 printers
- Large Print Materials
- Children's Programming
- Inter-Library Services

The number and distribution of volumes is listed below:

Books	77,938	Films	266
Microforms	420	Video Tapes	5,743
Audio	2,260	Serials	191
Total 86,818 as of 7/1/93			

During 1992-1993 the library had a circulation of 144,329 which was down from the 1991-1992 circulation of 150,986. Related to circulation is the number of reference questions and the building use. During 1992-1993 there were 14,404 reference questions and 96,980 visitors/users.

In addition to the Hiawathaland Library Corporation, the Bayliss Public Library is affiliated with the Upper Peninsula Region of Library Cooperation, Northern Libraries Task Force, Michigan Library Consortium, Library of Michigan and the Michigan Library Association.

A number of recent trends have influenced the mission of the Library. There is an increasing demand for electronic data sources and long distance education. Another trend relates to the fact that libraries are becoming more like resource centers, and less like reading rooms. Fee based services are also changing the mission of the library as are increased liability problems. Another trend relates to

the ability to make rules and regulations governing public behavior.

Most of the major issues facing the library system relate to inadequate funding and the ability to provide a limited amount of services with the available funding. A list of issues follows:

- A lack of a stable source of funding
- State funding woefully inadequate
- Outdated technology for library operations
- Increasing costs of print and nonprint materials
- Limited number of hours open
- Limited number of staff - existing staff not able to provide service the public wants
- Changes in Sault Ste. Marie downtown area
- Public expectations of what the library should offer and what the materials/services cost

The Library has established a series of goals to guide the direction the library will follow. The overall mission of the Bayliss Public Library is to provide quality materials and services which fulfill educational, informational, cultural and recreational needs of the community.

The Board of Trustees is currently working on long-range and short-range goals for the Library:

Long-Range Goals:

- services (to eliminate, revise, or add services)
- building needs (will be dependent on services/funding)
- funding

- staffing needs (will be dependent on services and funding)
- technology (automated circulation system and public access catalog, public access to PCs with modems to access databases, and additional software for CD ROM workstations)

Short-Range Goals:

- Improving/expanding existing services
- Establishing stable funding
- Improving staff levels and training
- Acquiring current technologies
- Continuing collection development activities

County Facilities

Since Sault Ste. Marie is the County Seat of Chippewa County many of the County's facilities are located within the City. Additionally, many of the County's employees work and live in Sault Ste. Marie - so the County and City are closely linked in a number of ways. A description of the County's major facilities is included in this Plan to demonstrate the physical links that exist between Chippewa County and Sault Ste. Marie.

The Courthouse, located on Court Street, was constructed in 1877. Improvements were made in 1904 and the 1930s. In 1989 the facility was renovated and restored at a cost of \$1.8 million, much of the cost supported by a county-wide 3/4 mill levy.

The City/County Building is located next to the Courthouse. The facility houses County and City offices with the County paying 57 percent of operational costs and the City paying 43 percent. In 1993 the County obtained the former Poly-Clinic which is used for additional County offices - space is also leased to private firms.

The Chippewa County Health Department is located on Arlington but the County has made arrangements to move the Health Department into the new Avery Center on Ashmun Street. The EUP Mental Health Building is leased from a private individual. The Chippewa County Economic Development Corporation (EDC) is located at the former Kincheloe Air Force Base and the Chippewa County Road Commission is located on US-2 outside of Sault Ste. Marie. County employee distribution is as follows:

Full- and Part-Time Employees

Chippewa County Courthouse	102
Chippewa County Health Department	115
Chippewa County EDC	57
Chippewa County Road Commission	<u>71</u>
Total	363

Several trends and events have recently influenced the County. State funds are uncertain but are expected to decrease. If funds are reduced, services provided by the County will have to be reduced.

Another recent trend is the County's increase in population from 29,029 in 1980 to 34,604 in 1990. The increase in population has a very positive influence on the County and the County is planning on additional growth in the future.

The County has experienced growth in two other areas, one of which relates to the casinos operated by the Chippewa Tribe and Bay Mills Tribe of Native Americans. These casinos generate a large amount of revenues and attract visitors to the area. The other growth area relates to the several prisons in the area and the employment generated by the facilities.

The County has several goals that are likely to influence the City in the future. A summary of the goals are as follows:

- o Establish a closer working relationship with the City of Sault Ste. Marie and consolidate services provided by each unit.
- o Complete an addressing project for the County that will lead to a Countywide 911 system.
- o Investigate the leasing of a new building for the Health Department.
- o Study the consolidation of some areas of the County for cost effectiveness and efficiency.

- o Establish a central data processing center.
- o Enlarge the County Jail.

Medical Facilities

With the completion of the \$17 million addition and remodeling of the War Memorial Hospital in 1987, the Sault is well-served with an excellent primary care facility. The hospital has 137 beds and much of the latest diagnostic equipment on site. Backup health care is available in Petoskey, Marquette, Traverse City and Sault, Ontario.

The community also has two extended care facilities with a total of 255 beds, as well as the headquarters for the Tendercare Nursing Homes company, the largest nursing home company in Michigan.

HISTORIC RESOURCES

Over 50 different historical sites have been documented in the City, and several more are known to exist. The City itself is of major historical significance, not only in European settlement history (the first non-Indian settlement in the Midwest), but archeological evidence points to a settlement history reaching back more than 8,000 years.

The City encompasses 12 National Register Sites and an additional 16 historically significant sites in the downtown.

#### National Register Historic Site

1. St. Mary's Falls Canal - Soo Locks (Listed 11/13/66) - The site of the original canal system that over time was transformed into a succeeding series of locks to bridge the 19 foot difference in water level between Lake Superior and the lower lakes. The property is owned by the federal government.
2. John Johnston House (Listed 07/08/70) - Erected in 1822, this is the second oldest building in the northwest. Henry Rowe Schoolcraft wed Jane Johnston here. The City owns the building.
3. Old Fort Brady (Listed 03/11/71) - Erected in 1822 and in use for 71 years until the Fort was moved to a new location on the hill. Many buildings and stockade existed during its use, none of which remains. Site of many historical events, including the lowering of last British flag to fly over American soil. The site is now in private hands.
4. New Fort Brady (Listed 01/13/72) - Constructed in 1892, the new Fort was in active operation until 1946, when the Fort was converted into the Sault Branch of Michigan Technological University and ultimately, Lake Superior State College in 1969.
5. "SS Valley Camp" (Listed 02/01/72) - The berthed lake carrier has been transformed into an action Museum Ship. The ship is managed and owned by the Le Sault de Sainte Marie Historic Sites.
6. Henry Rowe Schoolcraft House (Listed 02/25/74) - Schoolcraft moved into this 15 room federal style residence in 1827. The Indian Agency office was in one of the two building dependencies. The building has been under active restoration and reconstruction to its original design over the last few years. The City and "Historic Sites" have been cooperatively working on this building.
7. Old Federal Building (Listed 09/09/77) - Standing on the ground of the old Fort Brady, the building was constructed during 1908 and 1910, and occupied in 1910. The building came into private hands three years ago, and the new owners have made the ground floor and basement available to the Sault Ste. Marie Foundation for Culture and History for the establishment of a major museum in the City. The building is in excellent condition.
8. Chippewa County Courthouse (Listed 09/13/84) - The oldest continuously used courthouse in the state, this imposing structure has just been completely renovated and restored and is in excellent condition.
9. Central Methodist Church (Listed 12/17/84) - This is one of several striking sandstone churches in the downtown constructed around the turn of the century. The church was completed in 1894.
10. St. Mary's Pro-Cathedral (Listed 12/27/84) - Built from local bricks in 1881, this is the third structure on the site, and the fifth in the immediate area dating back to 1668 when the first church was constructed, marking the founding of the settlement.
11. First United Presbyterian Church (Listed 12/27/84) - This church was built in 1902-1903 from Jacobsville sandstone. This is the third building of the church, whose history dates back to 1820.
12. Edison Sault Electric Powerhouse - Placed into operation in 1902, this hydropower facility was constructed at the same time as the power canal that channels the water. It is the largest building in the world (1,360 feet) devoted to power production. The building is still in active use as a powerhouse. Owned by the Edison Sault Electric Company, a private utility.

### Historically Significant Sites

Another 16 sites in the downtown are of historical significance. Many of these are of equal quality and significance as the National Register sites, and are likely to be on the National Register in the future. Among these are: St. James Episcopal Church, the City Fire Hall, the Bishop Baraga residence, the Elijah Allen house, the Merchant Marine Library at the Locks Park, the old City Water Tower (still in use), the Michigan Meridian (the point of departure for all surveys in the state) and the site of the old French Fort de Repentigny.

Beyond the 16 sites noted, there are another 55 homes, businesses and sites in the central part of the City that have above-average historical significance. The possibility of a designated "Historical District" was once explored for this area, and the concept may be worthy of additional consideration in view of this enormous concentration of historical buildings and sites.

### COMMERCIAL DEVELOPMENT

Commercial development in Sault Ste. Marie has occurred over a long period of time so there are several commercial areas that have different characteristics. The oldest commercial area is the City's Central Business District which has a variety of businesses and services including public facilities (City and County). The Central Business District also has a variety of businesses related

to the many visitors to the area and the sites that attract the visitors (the locks and other maritime related sites).

Commercial development has also occurred along Ashmun Street, which is linked to the City's Central Business District. The development that has occurred along Ashmun is more service related to meet the needs of area residents. The newest commercial development is linked to I-75 with larger commercial developments meant to serve the region's residents, highway travelers and visitors from Canada and other areas of Michigan. The newest commercial areas are adjacent to the two interchanges in the City and allow for easy access from the Interstate.

### INDUSTRIAL DEVELOPMENT

Industrial development in the area has also evolved as time has progressed. Many of the older industrial areas that were built by the waterfront in the past have left or are underutilized, when compared to peak use. The new industries tend to be lighter industries and are generally located in industrial park settings. The City has actively developed industrial park sites that are available for development. Several incentives are available for businesses to develop in Sault Ste. Marie including low cost land, a free trade zone, tax incentives and a pro-growth attitude.



■ **EXISTING TRANSPORTATION** ■

# EXISTING TRANSPORTATION

## SURFACE TRANSPORTATION

Sault Ste. Marie is served by a surface transportation network that is broken into three broad classifications to identify the primary purpose of each roadway. As residents of a community, people know from experience which roads are local and which roads are used to travel to adjacent or distant communities. The same idea has been used by the U.S. Department of Transportation to classify street systems. There are essentially three types of street classifications - with variations for each classification. Arterial streets are designed to maximize mobility through limiting access and maximizing speed. Local streets are designed to maximize access by limiting speed and maximizing access. Collector streets are meant to act as "bridges" between the two types of streets. Map C-1 shows the National Functional Classification System for Sault Ste. Marie.

The area's principal arterial is Interstate 75 which connects Sault Ste. Marie to St. Ignace and Michigan's Lower Peninsula, via the Mackinaw Bridge. M-129 and the I-75 business spur are the only other arterials in the area. Sault Ste. Marie has a number of collector streets which link the arterials to the local streets in the area. The City has 25.52 miles of major streets and 60.83 miles of local streets.

### Traffic Counts

Traffic counts have been collected in and around Sault Ste. Marie by a variety of sources including the City, Eastern Upper Peninsula Regional Planning and the Michigan Department of Transportation. The counts were taken between 1988 and 1993 and were taken at different times of the year. In many areas of the City traffic counts are unknown, but coverage of major areas is fairly complete. Map C-2 identifies the available traffic counts.





Two areas in Sault Ste. Marie have over 20,000 vehicles per day. One area is north of where Ashmun and the I-75 Business Spur converge. The other area with more than 20,000 vehicles per day is also on Ashmun, north of the bridge. Both of these 20,000+ areas are convergence areas where traffic comes from several points.

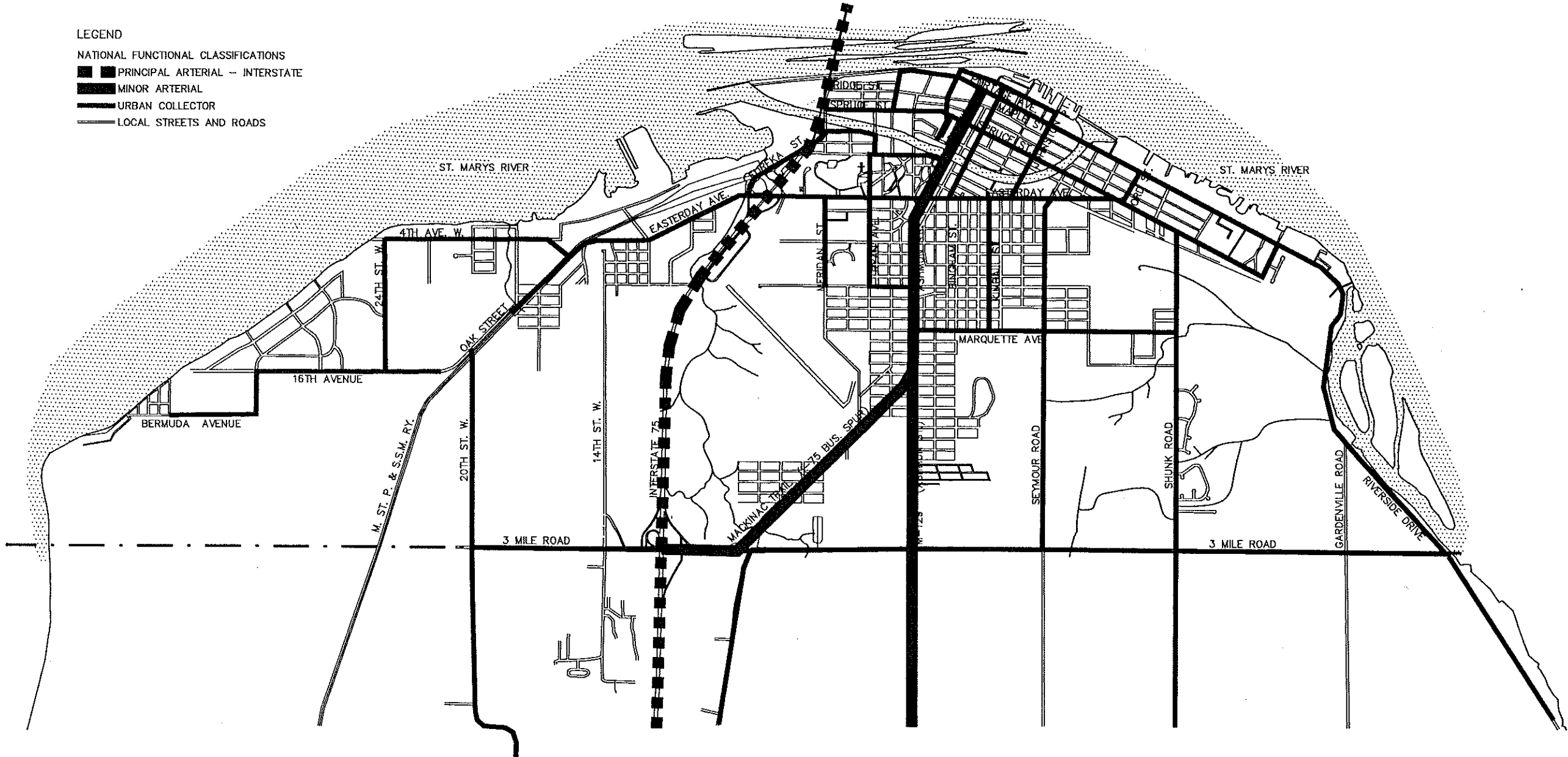
The Business spur, between 3 Mile Road and Ashmun Street, is another major traffic area with between 15,000

and 20,000 vehicles per day. Many areas in and around the Central Business District have between 10,000 and 15,000 vehicles per day. The Interstate averages between 5,000 and 10,000 vehicles per day.

Traffic on the International Bridge (Table C-1) increases almost every year. Between 1976 and 1992 annual traffic decreased twice, in 1979 and in 1982. In 1992 annual traffic peaked at 3,492,714 (Table C-1). The peak traffic periods occur in either July or August. The peak month occurred in August 1991 when 368,803 vehicles crossed the bridge. By the end of 1992, 42,533,006 vehicles had crossed the bridge.

LEGEND

- NATIONAL FUNCTIONAL CLASSIFICATIONS
-  PRINCIPAL ARTERIAL - INTERSTATE
  -  MINOR ARTERIAL
  -  URBAN COLLECTOR
  -  LOCAL STREETS AND ROADS

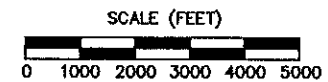


GOVE ASSOCIATES INC.

KALAMAZOO, MI (616) 385-0011  
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 INDIANAPOLIS, IN (317) 843-0022

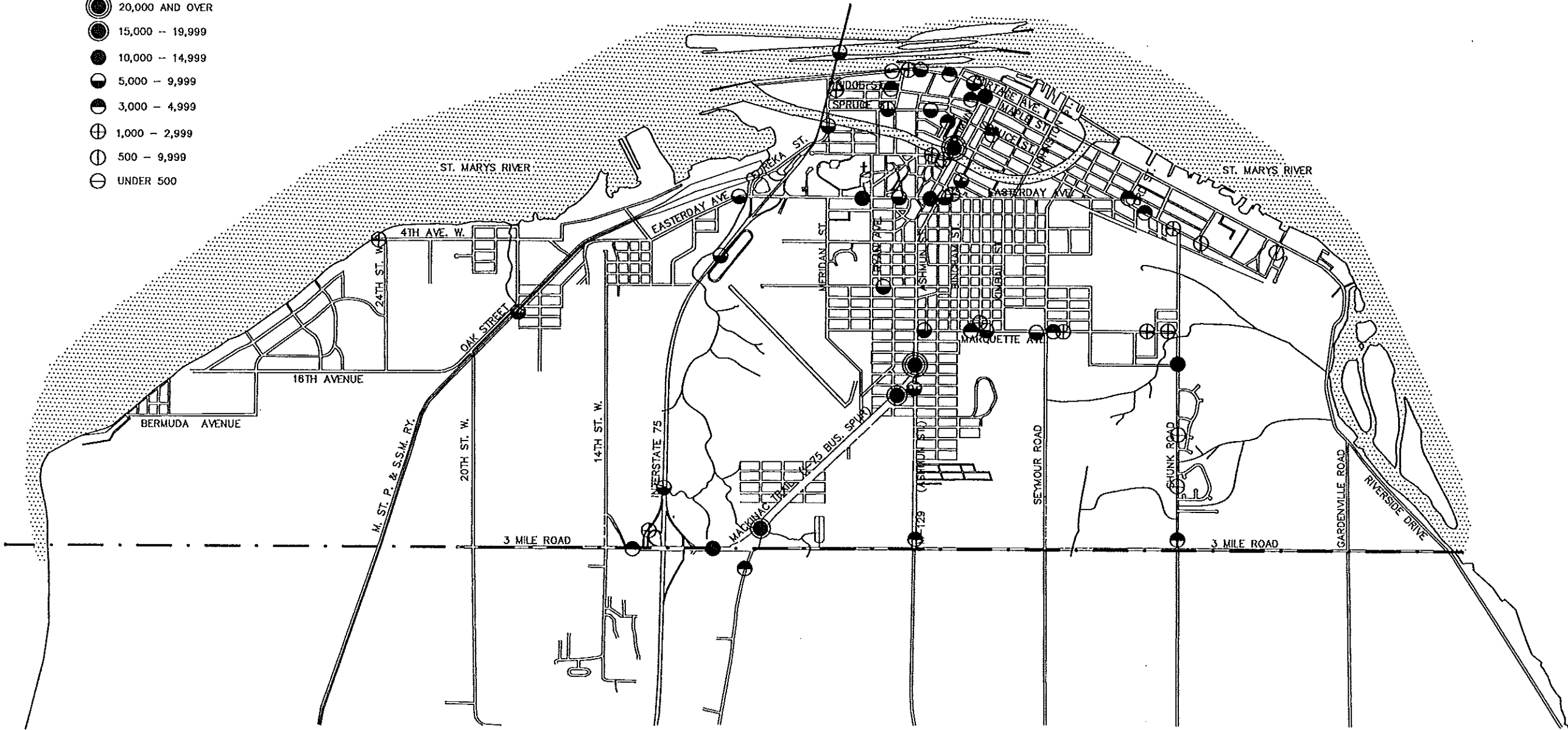
MAP C-1  
 CITY OF SAULT STE. MARIE  
 MASTER PLAN

FUNCTIONAL CLASSIFICATIONS  
 SYSTEMS MAP



LEGEND

- 20,000 AND OVER
- 15,000 - 19,999
- 10,000 - 14,999
- 5,000 - 9,999
- 3,000 - 4,999
- ⊕ 1,000 - 2,999
- ⊙ 500 - 9,999
- UNDER 500



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MAP C-2  
 CITY OF SAULT STE. MARIE  
 MASTER PLAN  
 24-HOUR TRAFFIC COUNTS

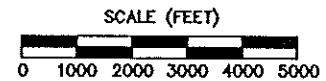


TABLE C-1 - INTERNATIONAL BRIDGE TRAFFIC TRENDS

Year	Traffic Counts (1,000)	% Change	Peak Month Count (1,000)
1976	957.6	---	158.8 (Aug.)
1977	1,056.6	+10.6	172.5 (July)
1978	1,118.9	+5.6	171.8 (Aug.)
1979	1,076.3	-3.8	159.8 (Aug.)
1980	1,216.3	+13.0	182.2 (Aug.)
1981	1,316.4	+8.2	183.3 (Aug.)
1982	1,270.6	-3.5	173.2 (July)
1983	1,438.8	+13.2	193.9 (July)
1984	1,539.7	+7.0	189.6 (Aug.)
1985	1,592.8	+3.4	207.9 (Aug.)
1986	1,896.7	+19.1	239.5 (Aug.)
1987	2,233.9	+17.8	264.1 (Aug.)
1988	2,702.8	+21.0	325.2 (July)
1989	2,897.3	+7.2	325.7 (July)
1990	3,288.1	+13.5	356.3 (July)
1991	3,469.9	+5.5	368.8 (Aug.)
1992	3,492.7	+0.7	367.1 (Aug.)

SOURCE: International Bridge Authority

**Mass Transit**

The Chippewa-Luce-Mackinac Community Action Human Resource Authority Inc. operates the City-owned Dial-A-Ride service in the City of Sault Ste. Marie. The service is an on-demand service that runs from 7:00 a.m. until 6:00 p.m. and cost \$1.00 (\$.50 for seniors and handicapped persons). The service has two busses serving the City and also has a service that shuttles between Michigan and Canada. The Dial-A-Ride service has seven employees including drivers, dispatchers and mechanics. Funding for the service comes from a variety of sources including federal, state and local sources and assistance from the International Bridge Authority. The primary issue facing the Dial-A-Ride service is uncertain funding.

**AIR TRANSPORTATION**

The City operates a municipal airport within the City limits. The airport has one full-time employee and four part-time employees in charge of fueling operations and maintenance. There are no scheduled services at the airport which has a terminal

consisting of a lounge for the pilots and the airport office. Operating funds come from the City. The number of flights has been increasing in recent years at the facility which can accommodate small corporate jets and Turbo-Prop aircraft. Issues include the need to resurface the runways and the need for additional hangers. Table C-2 identifies the annual operations at the municipal airport.

TABLE C-2 - SAULT STE. MARIE MUNICIPAL-SANDERSON FIELD

Year	Annual Operations		Total
	Itinerant	Local	
1983	1,300	2,450	3,750
1984	2,220	4,190	6,410
1985	2,610	4,930	7,540
1986	3,000	5,660	8,660
1987	4,210	2,800	7,010
1988	2,600	1,740	4,340
1989	2,440	1,630	4,070
1990	6,670	4,450	11,120
1991	6,660	4,450	11,110
1992	7,610	5,070	12,680

SOURCE: MDOT, Bureau of Transportation Planning  
Aviation Planning Unit

**WATER TRANSPORTATION**

Much of Sault Ste. Marie's waterfront is devoted to uses related to water transportation. There are marinas for recreation craft as well as a variety of access sites for recreation craft. The City also has a variety of facilities for larger vessels including repair and docking facilities. Docking facilities include the Reiss Coal Dock, with an 800 foot slip, and the Carbide Dock with 780 feet of frontage on the St. Marys River and 28 foot channel depth.

**Soo Locks**

The Soo Locks, which link Lake Superior to the other Great Lakes, is a major attraction that attracted nearly 600,000 visitors in 1993. Over 11,000 vessels passed through the locks in 1993 - including 4,320 cargo carriers.

The locks are operated and maintained by the Army Corps of Engineers which employs approximately 155 full-time equivalent workers. Staff includes engineers, clerical and technical support. Most workers are categorized under crafts and trades.

In addition to the locks the Army Corps of Engineers also maintains two parks. The Locks Park consists of a water fountain, visitors center and two lock-viewing platforms. The Visitor's Center contains a working

model of a lock, a movie theater and many educational attractions. Brady Park contains several monuments.

Like other federal agencies, one of the major trends influencing the locks is the reduction in manpower in the Federal Government. This trend will most likely result in increased contracting and automating activities to maintain services. The mission of the Army Corps of Engineers has recently been expanded to include environmental issues such as national wetlands identification and military base cleanup.

Goals include modernization of the locks facilities and more efficient accomplishment of the overall mission of the locks using fewer people and increased technology.

**U.S. Coast Guard**

The U.S. Coast Guard Station in Sault Ste. Marie consists of eight units, which each perform specialized missions. In 1994 there were a total of 148 military personnel and six civilian employees stationed or working at the Coast guard Group. The distribution of personnel is shown below:

Group Sault Ste. Marie:  
 64 Military      1 Civilian  
 Base Sault Ste. Marie:  
 20 Military      4 Civilian  
 Marine Safety Office (MSO) Sault:

9 Military      1 Civilian  
 Aid to Navigation Team (ANT) Sault:  
 5 Military  
 Station Sault:  
 9 Military  
 Mobile Repair Detachment (MRD)  
 Sault: 7 Military  
 USCG Cutter KATMAI BAY:  
 17 Military  
 USCG Cutter BUCKTHORN:  
 17 Military  
 Total Personnel:  
 148 Military      6 Civilian

The Group staff is responsible for the administration and logistics support for all units in Sault Ste. Marie and 13 other units in Michigan, Wisconsin and Minnesota. The MSO is responsible for port security, environmental protection, merchant vessel inspections and investigations. Station Sault is responsible for search and rescue and marine law enforcement in the St. Marys and Whitefish Bay. ANT Sault is responsible for the aids to navigation in the St. Marys River, which extends from Whitefish Point to Detour. MRD Sault is responsible for the maintenance and repair of the 140 foot icebreaking tug fleet in the Great Lakes. USCGC BUCKTHORN'S primary mission is aids to navigation with an operational area that includes the upper and lower St. Marys River, Lake George, Potagannissing Bay and the Les Cheneaux Islands.

The base also manages an Industrial Support Activity which provides depot level support for the small boat resources within the Group and other units on the Great Lakes (USCG).

The Station has limited berthing facilities and no government housing for personnel. The Coast Guard is proposing to construct 60 units of family housing in the Sherman Park area of Sault Ste. Marie in order to provide adequate housing to Coast Guard personnel. If the housing project is approved construction would begin after 1996.

### RAIL TRANSPORTATION

Wisconsin Central Ltd. operates 2,811 miles of trackage in Illinois, Michigan, Wisconsin, Minnesota and Ontario (with the recent acquisition of Algoma Central Railways, Inc.). The company has its operational headquarters in Stevens Point, Wisconsin, and is the successor to the old Soo Line railroad that served the community from 1888 on. The company began operations in 1987 with the acquisition of 2,000 miles of Soo Line track. Wisconsin Central maintains a yard in Sault Ste. Marie, and the community is the principal northern connection into Canada via the railway owned rail-bridge across the St. Marys River. The company has over 1,800 employees, 108 regularly scheduled trains, 227 locomotives and 10,867 freight cars.

While no passenger service is provided by the railroad, the company is very aggressive in providing competitive rates on freight service. The company works with local economic development officials in meeting the needs of industry who require rail service.

■ **EXISTING UTILITIES** ■



## EXISTING UTILITIES

Three related utility studies have been undertaken simultaneously with the Master Plan by the firm of McNamee, Porter and Sealey. The information below is from those reports.

### WATER SYSTEM (Taken from CSO Water Study)

The water system for Sault Ste. Marie is composed of a new 6.0 mgd surface water treatment plant, three elevated tanks with a total volume of 1.2 million gallons, two booster pumping stations, and a network of 2-inch through 24-inch transmission and distribution mains.

The water treatment plant, which began operations in 1993, was not included in the evaluations of this report.

Elevated storage tank data is listed below:

<u>Location</u>	<u>Volume</u>	<u>Age</u>
25th Avenue	250,000 gallons	24 Yrs.
4th Avenue	750,000 gallons	24 Yrs.
Radar Road	200,000 gallons	1 Yr.
Easterday Avenue	280,000 gallons	95 Yrs. (not in full-time service)

Elevated storage tanks are in fair condition. Some operational and safety related improvements are recommended in this report.

The 14th Street booster pumping station, constructed in 1989, pumps water to the Radar Road elevated tank and generally serves the Radar Road pressure district. The facility is in good condition and was designed with consideration for future expansion. This pump station will serve with only minor physical improvements in the future.

The Meridian Street booster pump station furnishes water to the 25th Avenue elevated tank and generally serves the Ashmun Hill pressure district. This pump station is at least 60 years old and incorporates some design concepts which may compromise the reliability of booster pumping to the district.

The water transmission/distribution system for Sault Ste. Marie was constructed between approximately 1890 and the present. A high percentage was installed prior to

1930 when major growth began to level off. This study has estimated that between 40 percent and 60 percent of the watermain in the City was installed prior to 1930 and will be approaching 100 years old by the end of the planning period. This is a very large amount of old watermain.

The water distribution system is composed of three separate pressure districts as listed below:

1. Main part of the City
2. Ashmun Hill District
3. Radar Road District

The large quantity of old cast iron watermain in Sault Ste. Marie results in a water distribution system requiring frequent pipe repairs and maintenance. This was especially troublesome this past winter when main freeze-ups resulted in many breaks on old cast iron pipe.

The extreme age of the watermains and the resulting high level of maintenance required is an important system deficiency.

The most serious problem with the distribution system is the lack of adequate hydraulic capacity. The distribution system contains many 2-, 4-, and 6-inch watermains. These mains do not provide adequate hydraulic capacity to deliver acceptable fire flows in many portions of the service district. The Michigan Department of Public

Health (MDPH) suggests that current utility planning allow for an 8-inch minimum watermain size.

Much of the watermain construction in the last 20 years has involved construction of larger diameter transmission mains to support the small diameter distribution network. Because of the extremely undersized 2- and 4-inch branches, and because age has resulted in high hydraulic resistance, the overall flow carrying capacity of the system remains low.

The restricted hydraulic capacity primarily affects delivery fire flows or maintaining domestic supply during fire fighting efforts.

Sault Ste. Marie has a major problem with freezing of watermains and services, as evidenced in the cold winter of 1994. This results from shallow depths of installation in locations where bedrock is close to the surface or where other conditions resulted in less than desirable depths of cover.

During an average winter, the City lists 234 water services as "let-runs" which are services where water is allowed to run continuously during the winter to prevent freezing. During severe years, such as 1994, some watermains freeze and others fail due to shifts in pipe support resulting from freezing and thawing of bedding material. In the winter of 1994 there were 35 watermain breaks and 380 water service freeze-ups reported.

### SEWERAGE SYSTEM (Taken from Wastewater Study)

Sault Ste. Marie's wastewater system currently serves a population of approximately 15,000 spread over 2,080 acres and includes 70 miles of sanitary and combined sewers with five sanitary pump stations and 10 active combined sewer overflows. The collection area also has 17 miles of separate storm sewers draining 490 acres.

The wastewater treatment plant (WWTP) was last upgraded in the mid-1980s and provides secondary treatment with a capacity of 8 mgd current average day flow to the plant is 3.3 mgd.

The wastewater collection system consists of 49 miles of sanitary sewer, 20 miles of combined sewer and five sewage pumping stations.

Infiltration into the collection system has been determined to be non-cost effective to attempt removal. Inflow source removal is the primary goal of the City's CSO Control Program.

The existing collection system currently contains 10 active CSO structures, providing overflow relief to combined sewer areas. The average annual number of overflows from these structures vary from 0 to 15, depending on tributary area wet weather flow rates.

Sault Ste. Marie's WWTP utilizes rotating biological surfaces for secondary treatment with sludge disposal via anaerobic digestion and dewatering with beds and/or presses. Capacity is rated at 4 mgd average daily flow and 16 mgd maximum hydraulic capacity.

The WWTP's major components include a raw sewage wet well with raw sewage screw pumps, mechanical screening, grit removal, primary settling, rotating biological contactors, final settling, chlorine disinfection, primary and secondary digesters and sludge dewatering beds and presses.

### STORMWATER (Taken from the Stormwater Master Plan)

The City of Sault Ste. Marie is implementing a program to separate its combined sewer system. As part of that program, new sanitary sewers are proposed and the existing combined sewers will become storm sewers. Although the capacity of these sewers to transport storm runoff is important, the absence of observed surface flooding problems indicates that deficiencies in the removal of stormwater are not critical.

Because the combined sewers that will become the storm sewers are old, pipe failures or collapse due to service life factors are a concern. Rather than replace these old sewers, the City has elected to perform repair or replacement work on an as-needed basis. Large-scale

replacement of the old pipe will not occur until major road improvements are initiated in 20 years.

Storm sewer systems are designed to collect and transport flow from large but infrequent storms. These large storms are described by their average return period. A common storm used for design is a 10-year storm. On average, a 10-year storm will be equaled or exceeded once every 10 years. Expressed differently, the 10-year storm has a 10 percent probability of occurring in any given year. Likewise, a 5-year storm has a 20 percent probability of occurring in any given year.

Over one-half of the outlet storm sewers could not pass the flow from a 10-year storm without surcharge. Several subarea storm systems could not transport the runoff from a 1-year storm. Future development will have minimal effect on the existing sewer area storm flows. When the City next considers major stormwater improvements in 20 years, the improvements should be prioritized to first address the subareas with transport capacities less than the 1-year storm flow, and eventually review all subareas with capacities to handle less than 10-year storms.

Outlet culverts in the Mission Creek and Ashmun Creek subareas are adequately sized to transport existing and future 10-year and 100-year flows. Outlet culverts for smaller drains in the southeast corner of the City cannot transport 100-year flow from existing conditions or the

10-year flow from future conditions. These undersized culverts should be replaced during the next road construction project.

The results in the City's Flood Insurance Study were reviewed. The review showed that there are reasons to question the accuracy of this report. The flow rates used to predict flood elevations were lower than the flows calculated in this report. The flood elevations reports in the Flood Insurance Study were also lower than engineering judgment would suggest.

The use of storm water detention in the City of Sault Ste. Marie was studied. Regional detention did not appear to provide any benefit for flow rate quantity control for the future level of development planned. On-site detention as part of site development would be valuable if localized parts of the City were to experience significant development above that currently planned.

The City should consider implementing a stormwater utility to finance operating, maintaining, and improving its stormwater system. The utility would be a good means of paying for any future, large stormwater projects.

An itemized list of recommendations follows:

1. Perform as-needed repairs of the storm sewer system and prioritize future storm sewer improvements

based on the analysis in this report. Subareas with sewer capacities well below the estimated 10-year flow should be addressed initially. Eventually, all subareas having sewer capacities below estimated 10-year flows should be addressed. The design step will require more detailed hydraulic analysis than was performed in this study.

2. The capacity of the outlet culverts for Subareas 45, 46 and 47 (southeast portion of City) should be increased to accommodate at least a 10-year storm flow and preferably a 100-year storm flow. The opinion of probably cost for these culvert improvements is \$78,000.

3. Review the storm flows and hydraulic analysis used in the City's Flood Insurance Study. This Master Plan identifies several concerns with the FIS. An accurate FIS is important to guide future development.

4. The City should continue its policy of requiring on-site detention for new developments. The City should implement a stormwater detention ordinance so there is a legal requirement for developers to provide detention. Wetlands, which serve as natural detention facilities, should be protected and maintained.

5. The City should plan for its inclusion in the National Pollutant Discharge Elimination System (NPDES) stormwater permitting program. Establishing stormwater quality management practices at the WWTP would be a good first step. The City may also want to have an

employee certified as a stormwater operator. Reviewing the City's existing ordinances addressing illicit discharges, or establishing new ordinances, would also be prudent.

6. Establish easements on all open drains within the City limits. The City is responsible for the operation and maintenance of the drains. Easements will ensure that the City has access for maintenance and will prevent encroachments.

7. The City should request Soo Township to require stormwater detention for new Township development draining into the City. This will prevent peak flow rates from future Township development from adversely impacting the City's stormwater system.

8. The City may have to involve the County Drain Commission in Item 7 above.

9. A copy of the report should be distributed to both Soo Township and Chippewa County Drain Commission.

10. Consider establishing a stormwater utility to finance future stormwater-related improvements.

11. The City should consider developing a Geographic Information System (GIS) to link maps with storm sewer data, which can be used to guide operation and maintenance or to perform facility design.

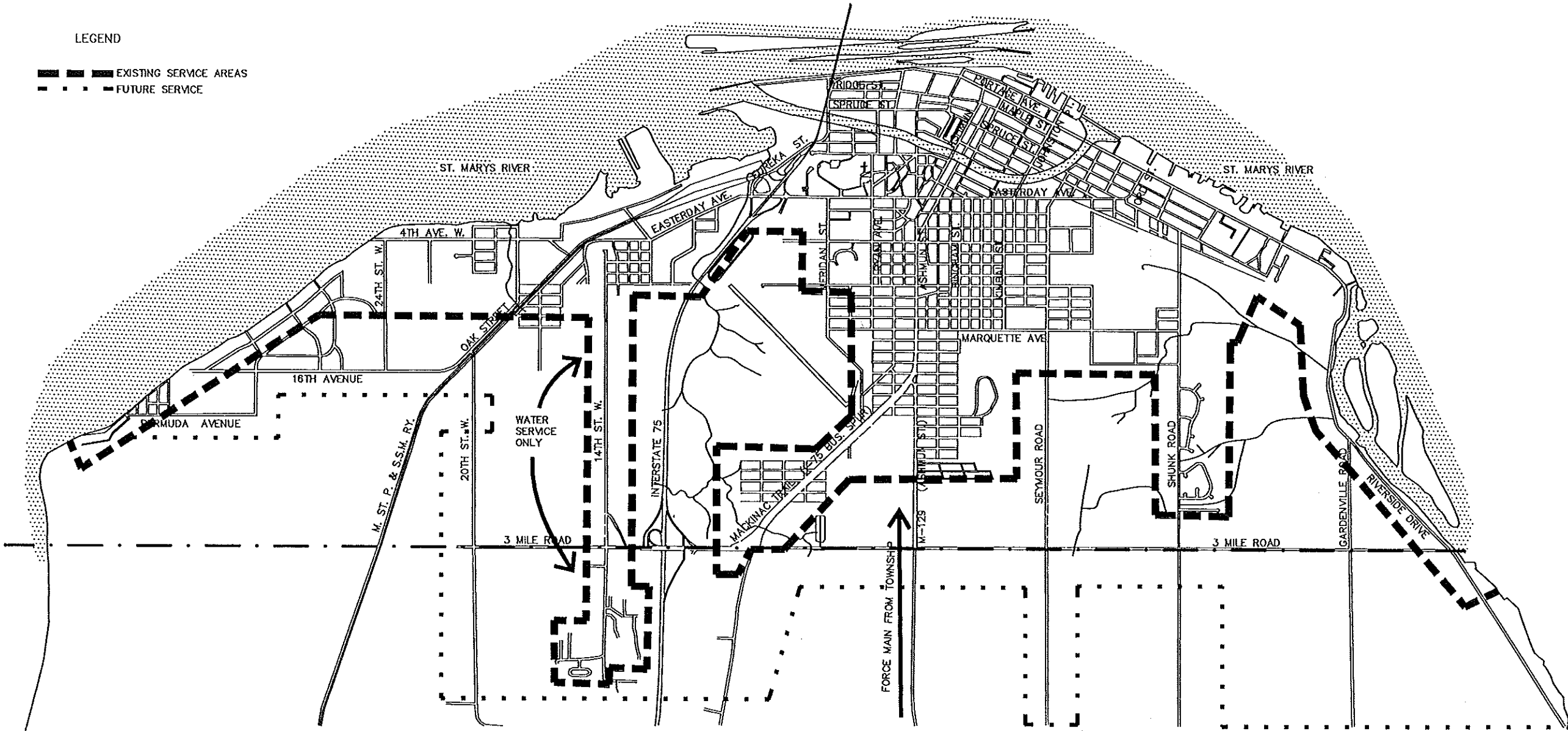
### SERVICE AREAS

Map D-1 shows the existing and future water service areas. The current service area covers 5,200 acres in Sault Ste. Marie and 200 acres in Soo Township. The potential, or future area, covers an additional 4,200 acres.



LEGEND

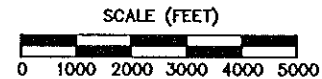
- — — — — EXISTING SERVICE AREAS
- - - - - FUTURE SERVICE



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MAP D-1  
 CITY OF SAULT STE. MARIE  
 MASTER PLAN  
 WATER AND SEWER SERVICE AREAS



# POPULATION



# POPULATION

## INTRODUCTION

An essential consideration in the preparation of a master plan is population. Beyond the need to know the size and characteristics of the existing population, the wise allocation of land use and development resources requires a thorough understanding of the trends, dynamics and the best estimates of future population levels and characteristics.

## HISTORICAL POPULATION

Table E-1 outlines the population changes in Sault Ste. Marie, Chippewa County and the Eastern Upper Peninsula from 1940 through 1990.

As the table demonstrates, the three areas experienced a growth in population until 1960. Between 1940 and 1950 the City's population increased by 13.0 percent, the County's population increased by 5.0 percent and the Eastern Upper Peninsula increased by 4.4 percent. Between 1950 and 1960 the City's population increased

by 4.5 percent, the County's population increased by 11.8 percent and the Eastern Upper Peninsula increased by 10.2 percent. Between 1960 and 1970 the trend reversed with the City's population decreasing by 19.2 percent, the County's by 0.7 percent and the Eastern Upper Peninsula's by 4.9 percent. Between 1970 and 1980 the population in the three areas again decreased with the City's population decreasing by 4.5 percent, the County's decreasing by 10.4 percent and the eastern portion of the Upper Peninsula's decreasing by 6.1 percent. Between 1980 and 1990 the decreasing population trend reversed,

increasing the City's population by 1.7 percent, the County's by 19.2 percent and the Eastern Upper Peninsula's by 11.3 percent (although Luce County decreased in population during the 10 year period).

It is interesting to note that if either the City, County or Region had a population increase or decrease the other two areas followed - showing the interrelatedness of the areas.

TABLE E-1 - HISTORICAL POPULATION TRENDS

Year	Sault Ste. Marie	Chippewa County	Eastern U.P.
1940	15,847	27,827	44,688
1950	17,912	29,206	46,637
1960	18,722	32,655	51,375
1970	15,136	32,412	48,861
1980	14,448	29,029	45,866
1990	14,689	34,604	51,041

SOURCE: U.S. Census of Population



POPULATION CHARACTERISTICS

Several characteristics of the Sault Ste. Marie population are helpful to the development of the Master Plan. The sections below discuss the more significant of these characteristics.

Table E-2 shows that between 1960 and 1990 Sault Ste. Marie's population decreased from 18,722 to 14,689 - which represents a 21.5 percent decrease. During the same 30 year period the four surrounding and nearby townships increased in population. When Sault Ste. Marie's population is added to the four townships (Soo, Dafter, Bruce and Sugar Island) the population of the total area changes from 22,856 in 1960 to 19,988 in 1990 which represents a 12.5 percent decrease.

Between 1980 and 1990 the City and the four townships all increased in population. During the 10 year period the area increased from 19,497 to 19,988 which represents an increase of 2.5 percent. During this period the area population decreased and then started growing again in the late 1980s to post this small increase. It is estimated locally that this growth has continued because of the increase in the tribal casino operations, the influx of Canadian shopping, the growth of the Kinross prison complex and the improved economy.

TABLE E-2 - AREA POPULATION CHANGE

Area	1960	1970	% Change 1960-1970	1980	% Change 1970-1980	1990	% Change 1980-1990	% Change 1960-1990
Sault Ste. Marie	18,722	15,136	-19.2	14,448	-4.5	14,689	1.7	-21.5
Soo Township	1,617	1,775	9.8	2,163	21.9	2,165	0.1	33.9
Sugar Island Township	300	237	-21.0	403	70.0	441	9.4	47.0
Bruce Township	1,147	1,019	-11.2	1,445	41.8	1,610	11.4	40.4
Dafter Township	1,070	942	-12.0	1,038	10.2	1,083	4.3	1.2
Total	22,856	19,109	-16.4	19,497	2.0	19,988	2.5	-12.5
Chippewa County	32,655	32,412	-0.7	29,029	-10.4	34,604	19.2	6.0
Eastern UP	51,375	48,861	-4.9	45,866	-6.1	51,041	11.3	-0.7

SOURCE: U.S. Census of Population



### Age Distribution

The age distribution of Sault Ste. Marie changed dramatically between 1970 and 1990 (Table E-3). In 1970 many of the "baby boomers" were between the ages of 5 and 17 and were filling the area's schools. In 1970 there were 4,150 residents in the school age category which accounted for 27.4 percent of the City's population. By 1990 this figure had decreased to 2,506 and represented only 17.1 percent of Sault Ste. Marie's population. Pre-School figures (under 5 years of age) remained fairly constant during the 20 year period. The number of college age residents peaked in 1980 and declined in 1990, but to a higher figure than existed in 1970.

The age group with the most dramatic increases was the family-forming age group (25-44 years of age) which increased from 2,850 (18.8% of the population) to 4,103 (27.9% of the population). Much of this increase can be attributed to the baby boomers moving from the 5-17 year old group to the 25-44 age group.

The mature family and the pre-retirement age groups both decreased in proportion to the total population. The number of people in the mature family category decreased from 1,632 in 1970 to 1,143 in 1990, and the number of residents in the pre-retirement category decreased from 1,548 to 1,170

TABLE E-3 - AGE DISTRIBUTION FOR SAULT STE. MARIE, CHIPPEWA COUNTY AND MICHIGAN

	Sault Ste. Marie						Chippewa County						Michigan	
	1970		1980		1990		1970		1980		1990		1980	1990
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Under 5 Pre-School	1,126	7.4	953	6.6	1,045	7.1	2,733	8.4	2,067	7.1	2,100	6.1	7.4	7.6
5-17 School Age	4,150	27.4	2,707	18.7	2,506	17.1	9,368	28.9	5,959	20.5	5,980	17.3	22.3	18.9
18-24 College Age	2,218	14.7	2,963	20.5	2,535	17.2	4,670	14.4	4,487	15.5	4,716	13.6	13.6	10.8
25-44 Family Forming	2,850	18.8	3,103	21.5	4,103	27.9	7,159	22.1	7,191	24.8	11,435	33.0	27.5	32.1
45-54 Mature Family	1,632	10.8	1,354	9.4	1,143	7.8	2,991	9.2	2,828	9.7	3,070	8.9	10.1	10.2
55-64 Pre-Retirement	1,548	10.2	1,358	9.4	1,170	8.0	2,806	8.7	2,892	10.0	2,964	8.6	9.3	8.5
65 & Over Retirement	1,612	10.7	2,010	13.9	2,187	14.9	2,685	8.3	3,605	12.4	4,339	12.5	9.8	11.9
Total	15,136	100.0	14,448	100.0	14,689	100.0	32,412	100.0	20,029	100.0	34,604	100.0	100.0	100.0
Median Age	25.5	----	27.7	----	30.4	----	23.3	----	29.1	----	32.2	----	28.8	32.6

SOURCE: U.S. Census of Population 1970-1980-1990

during the 20 year period. The number of people in the 65 and over category increased from 1,612 in 1970 to 2,187 in 1990.

In 1990 the population distribution in Sault Ste. Marie varied from the County and State's age distribution in several ways. The City had a higher proportion of college age students (17.2%) than either the County (13.6%) or the State (10.8%) - this can be attributed to the University. The three categories supplying workers to the area (family-forming, mature family and pre-retirement) make up a lower proportion of the City's population (43.7%) than either the County (50.5%) or the State (50.8%). The proportion of residents 65 and over accounts for a larger part of Sault Ste. Marie's population (14.9%) than Chippewa County (12.5%) or Michigan (11.9%).

### Racial Composition

Sault Ste. Marie's racial composition varies a great deal from either Chippewa County or Michigan, but much of the difference between Sault Ste. Marie's population and Chippewa County's population can be explained by the fact that a major state prison facility is located in the County (Kinross State Correctional Facility), while the Soo Tribe reservation is located in the City.

Table E-4 shows that the percentage of whites in Sault Ste. Marie (84.7%) is higher than the County's figure of

81.9 percent and slightly higher than the State's figure of 83.5 percent. The percentage of Blacks in Sault Ste. Marie (0.5) is considerably lower than either Chippewa County (6.3%) or Michigan (13.9%). Sault Ste. Marie has a large proportion of American Indians when compared to Michigan as-a-whole (0.6%). The City and County have a smaller proportion of Asians, Pacific Islanders and other races than Michigan.

TABLE E-4 - RACIAL DISTRIBUTION

	Sault Ste. Marie		Chippewa County		Michigan
	#	%	#	%	%
White	12,439	84.7	28,353	81.9	83.5
Black	70	0.5	2,184	6.3	13.9
American Indian, Eskimo or Aleut	2,112	14.3	3,820	11.1	0.6
Asian or Pacific Islander	41	0.3	152	0.4	1.1
Other Race	27	0.2	95	0.3	0.9
Hispanic (of any race)	81	0.6	278	0.8	2.2
Total	14,689	100.0	34,604	100.0	100.0

SOURCE: U.S. Census of Population

### Household Distribution

A community's population is important for planning purposes for such things as identifying the number and age of the residents in the community. But how these people chose to live with one another, or the household distribution is also important for determining such things as the quantity and type of housing that a community requires.

In 1990 there were 5,623 households in Sault Ste. Marie (Table E-5). Of the 5,623 households, 3,523 were considered family households - which accounts for 62.7 percent of the City's households. Married couple families accounted for 2,598 of the City's households, or 46.2 percent.

In 1990 there was a total of 2,100 nonfamily households in Sault Ste. Marie which accounted for 37.2 percent of the City's total households. Of the 2,100 nonfamily households, 1,665 were one-person households - which accounts for 29.6 percent of the City's households. In 1990, 765 of the City's one-person households were 65 and over and 625 were female's over 65.

TABLE E-5 - HOUSEHOLD DISTRIBUTION

Location	Persons in Households	All Households	Family Households			Nonfamily Households			
			Total	Married Couple Family	Female Householder, No Husband Present	Householder Living Alone			
						Total	65 Years & Over		Female
							Total	Total	
Sault Ste. Marie	13,699	5,623	3,523	2,598	749	2,100	1,665	785	625
% of Households	---	100.0%	62.7%	46.2%	13.3%	37.3%	29.6%	14.0%	11.1%
Chippewa Co.	29,529	11,541	8,006	6,475	1,151	3,535	2,929	1,344	1,015
% of Households	---	100.0%	69.4%	56.1%	10.0%	30.6%	25.4%	11.6%	8.8%
Michigan (%)	---	100.0%	71.3%	55.1%	12.9%	28.7%	23.7%	9.3%	7.3%

SOURCE: U.S. Census of Population

two comparison areas. Some of the differences that exist between Sault Ste. Marie, Michigan and Chippewa County can be attributed to the relatively large college population in the City. Most of the students live in nontraditional households and heavily influence the distribution of households in the City. The fact that apartment complexes exist in the City - where very few such complexes exist in other parts of Chippewa County also influences the distribution of households.

Since there is a larger proportion of nonfamily households in Sault Ste. Marie it follows that the average number of persons per household is smaller. Table E-6 shows that in 1990 there were 2.44 persons per household in the City, 2.56 in the County and 2.66 in Michigan. Table E-6 also shows that household sizes are decreasing with time, but that in Sault Ste. Marie the rate seems to have decreased a great deal between 1980 and 1990 (when compared to the rate of decrease between 1970 and 1980).

When these figures are shown alone they do not mean a great deal, but when they are compared with Chippewa County and the State it becomes apparent that Sault Ste. Marie is different in several aspects. The City has a lower proportion of family households than either the County or the State and a lower percentage of married couple families. The City's proportion of single mothers is slightly higher than the State's average. Since there is a lower proportion of family households it naturally

follows that the City has a higher proportion of nonfamily households than either Chippewa County or Michigan. One person households account for a larger proportion of Sault Ste. Marie's population than either the County or the State - as does the percentage of one person households with householders over 65 years of age. The City also has a higher percentage of 65 and over, one person female householders than either of the

TABLE E-6 - POPULATION PER HOUSEHOLD

	Sault Ste. Marie			Chippewa Co.		Michigan	
	1970	1980	1990	1980	1990	1980	1990
Population Per Household	3.10	2.58	2.44	2.73	2.56	2.84	2.66

SOURCE: U.S. POPULATION

By relating the population per household figures to the City's age distribution the "average" Sault Ste. Marie household can be seen in Table E-7.

TABLE E-7 - AVERAGE HOUSEHOLD DISTRIBUTION

Resident	Persons
<u>Children</u>	0.59
Pre-School	0.17
School-Age	0.42
<u>Adults</u>	1.85
College-Age	0.42
Family Forming Age	0.68
Mature Family Age	0.19
Pre-Retirement Age	0.20
Retirement Age	0.36
Total Population Per Household	2.44

SOURCE: U.S. Census of Population

On an average then, 100 households will have a population of 244 persons and will have 17 pre-schoolers, 42 school age children, 42 college age residents, 68 family-forming age residents, 19 mature family residents, 20 pre-retirement age residents and 36 retirement age residents.

### POPULATION PROJECTIONS

In order for Sault Ste. Marie to plan for its future it is necessary to make a series of projections related to population, housing and other areawide factors. All of the projections for this plan are related to the population projections, but other variables are also considered such as household size and the distribution of housing types. Additionally, the act of planning and establishing goals influences the future population.

Since all of the Plan's projections are related to the area's population growth they should regularly be checked to ensure that the projections are not varying from the actual figures by too large of a percentage. At a minimum the projections should be checked after the 2000 Census is conducted. Additionally, changes should be made to accommodate any annexations or other changes that dramatically increase the population.

A series of population projections are shown in Table E-8. These projections are based on a variety of trends and other factors, so each projection predicts a different rate of growth in Sault Ste. Marie.

The first projection is based on the rate of growth that occurred in Sault Ste. Marie between 1980 and 1990. During this period the population increased from 14,448 to 14,689 which is equal to an annual increase of 0.17 percent, or 24.1 persons per year. Using the 10 year

trend, the population is projected to increase to 15,290 by the 2015.

The second projection is based on the fact that household sizes have decreased, but at a slower rate in the more recent past. The household sizes were applied to the total population for 1980 and 1990 and the number of households were projected based on the changes between 1980 and 1990. Household sizes were projected based on the fact that the 1990 household size was 95 percent of the 1980 household size. The projected household sizes were then applied to the projected number of households to arrive at the population figures. This technique projects the population will increase to 15,130 by 2015.

In the third population projection the 1990 ratio between the County's and the City's population has been applied to Chippewa County's population projections. This set of projections indicate the City's population will reach 20,355 by 2015.

The fourth population projection is also ratio based, but subtracts the number of people that were in correctional institutions in Chippewa County in 1990. This projection takes into consideration that part of the County's past growth was due to an increase in the number of prisoners. Based on this projection the population is projected to increase to 21,105 by 2015.

The fifth and sixth population projections are similar to the third and fourth projections with one exception - the ratios are based on the projected populations of the Eastern Upper Peninsula (Chippewa, Mackinac and Luce Counties). The fifth projection is based on the 1990 ratio between Sault Ste. Marie and the three County area. The population is projected to reach 20,030 by 2015.

The sixth projection is also a ratio between the City and the three County area - but the number of people in correctional institutions have been subtracted since they do not have as great of an influence on the needs of the area as non-institutionalized residents. Based on this analysis the population will reach 20,490 by 2015.

In order to reduce errors that may be inherent in any one set of projections, the six sets of population projections have been averaged to arrive at a seventh projection that will be used for this Plan. The "average" projection estimates that Sault Ste. Marie's population will reach 18,735 by 2015.

### HOUSING PROJECTIONS

In order for the City to meet the housing needs of the population it is necessary to perform housing projections based on the projected growth in the area's population. Population projections for Sault Ste. Marie are shown in the population portion of this Plan and have been used to project the City's housing needs through 2015.

TABLE E-8 - POPULATION PROJECTIONS FOR THE CITY OF SAULT STE. MARIE

Projections		1990	1995	2000	2005	2010	2015
1	10 Year Population Trend	14,689	14,810	14,930	15,050	15,170	15,290
2	10 Year Household Trend	14,689	14,825	14,940	15,030	15,090	15,130
3	City-County Comparison of Total Population	14,689	15,750	16,810	17,915	19,020	20,355
4	City-County Comparison of Population Without Correctional Institutions	14,689	15,890	17,090	18,340	19,590	21,105
5	City-Eastern Upper Peninsula Comparison of Total Population	14,689	15,605	16,520	17,570	18,620	20,030
6	City-Eastern Upper Peninsula Comparison of Population Without Correctional Institutions	14,689	15,685	16,675	17,820	18,960	20,490
7	Average of Methods 1-6	14,689	15,430	16,160	16,955	17,740	18,735
8	Chippewa County	34,604	37,100	39,600	42,200	44,800	47,950
9	Eastern Upper Peninsula	51,041	54,220	57,400	61,050	64,700	69,600

SOURCE: Gove Associates; U.S. Census of Population; Michigan Department of Management and Budget

Table E-9 projects the number of housing units based on the projected population, the projected household size, the 1990 ratio of persons in households to the total population, and a five percent vacancy rate. The projections indicate that the number of housing units will need to increase to 8,175 by 2015 to accommodate the City's projected population.

Determining the number of housing units in only a portion of meeting the housing needs of Sault Ste. Marie. to more fully meet the needs of the City it is also necessary to determine the distribution of housing types that will be required. This has been done using two different methods.

The first method (Table E-10) assumes that the distribution of housing types has evolved to meet the needs of the City - so the distribution should remain unchanged and the numbers of each type of housing should increase at a rate equal to the population. Using this method will promote an increase in all types of housing. Single-family housing will increase from 3,736 units in 1990 to 5331 units in 2015. Housing with 2-4 units will increase from 930 in 1990 to 1,331 in 2015 and housing with five or more units will increase from 658 to 936 during the same period. The number of mobile

TABLE E-9 - HOUSING PROJECTIONS

Year	Population	Household Size	Households	Housing Units	Additional Housing Units
1990	14,689	2.44	5,623	6,013	0
1995	15,430	2.38	6,055	6,360	347
2000	16,160	2.32	6,505	6,830	817
2005	16,955	2.26	7,005	7,355	1,342
2010	17,740	2.20	7,530	7,905	1,892
2015	18,735	2.14	8,175	8,585	2,572

SOURCE: U.S. Census of Population; Gove Associates Inc.

homes is projected to increase from 689 in 1990 to 987 in 2015. Again, this method assumes that the existing distribution of housing types is the desired distribution.

The second method is meant to balance the housing distribution in Sault Ste. Marie and bring Sault Ste. Marie's housing distribution in-line with Michigan's. Michigan's 1990 housing type distribution is applied to the 2015 projections and the distribution is incrementally increased over the 20 year period until the City's housing type distribution matches Michigan's. Using this method increases the number of single-family units and multiple-family units with five or more units and decreases the number of multiple-family units with between two and four units - and mobile homes.

TABLE E-10 - HOUSING TYPE FORECAST FOR SAULT STE. MARIE BASED ON THE CITY'S 1990 DISTRIBUTION OF HOUSING

Units in Structure	1980	1990	1995	2000	2005	2010	2015
1 %	3,530 62.0	3,736 62.1	3,950 62.1	4,241 62.1	4,567 62.1	4,909 62.1	5,331 62.1
2-4 %	1,040 18.3	930 15.5	986 15.5	1,059 15.5	1,140 15.5	1,225 15.5	1,331 15.5
5 or more %	658 11.6	658 10.9	693 10.9	744 10.9	802 10.9	862 10.9	936 10.9
Mobile Home, Trailer, Other %	464 8.1	689 11.5	731 11.5	786 11.5	846 11.5	909 11.5	987 11.5
TOTAL	5,692	6,013	6,360	6,830	7,355	7,905	8,585

SOURCE: U.S. Census of Population; Gove Associates Inc.

Table E-11 indicates that the number of single-family units would reach 6250 by 2015 and the number of multiple-family units with five or more units will increase to 1,090 units. The number of multiple-family units with between two and four units will decrease to 601 units by 2015 using the State's distribution and the number of mobile will decrease to 644 units.

TABLE E-11 - HOUSING TYPE FORECAST FOR SAULT STE. MARIE BASED ON THE MICHIGAN'S 1990 DISTRIBUTION OF HOUSING

Units in Structure	1980	1990	1995	2000	2005	2010	2015
1 %	3,530 62.0	3,736 62.1	4,083 64.2	4,535 66.4	5,038 68.5	5,589 70.7	6,250 72.8
2-4 %	1,040 18.3	930 15.5	878 13.8	827 12.1	765 10.4	688 8.7	601 7.0
5 or more %	658 11.6	658 10.9	719 11.3	792 11.6	883 12.0	972 12.3	1,090 12.7
Mobile Home, Trailer, Other %	464 8.1	689 11.5	680 10.7	676 9.9	669 9.1	656 8.3	644 7.5
TOTAL	5,692	6,013	6,360	6,830	7,355	7,905	8,585

SOURCE: U.S. Census of Population; Gove Associates Inc.

# ■ ECONOMIC SITUATION ■



## ECONOMIC SITUATION

Sault Ste. Marie is an old community in a region historically characterized by high unemployment and low personal income levels. Economic dislocations in the 1950s and 1960s saw a decline in the job base of over 2,500 positions as a result of the closure of six factories.

TABLE F-1 - FACTORY CLOSINGS 1955-1963

Year	Factory	# of Jobs
1955	Soo Woolen Mill	100
1956	Cadillac Soo Lumber Company	153
1956	Petailers Bakery	75
1956	Lock City Machine and Marine	240
1958	Northeastern Leather Company	1,040
1963	Union Carbide Company	900

SOURCE: City of Sault Ste. Marie

The situation was further aggravated by the 1977 closure of the Kincheloe Air Force Base. These upheavals in the industrial base have had a cumulative long-term adverse effect on the community that is only recently beginning to be reversed. It is estimated that some one million people visit the Soo Locks a year, while the Tribal Casino operations are now drawing over two million visitors.

The public efforts that have been initiated to respond to these dislocations (City and County Economic Development Corporations, Downtown Development Authority and several other regional efforts) have been successful in establishing the beginnings of a new light manufacturing base that has created nearly 1,000 new industrial jobs between 1980 and 1990. When combined with new institutional jobs created by two prisons and the Tribal jobs added, the future is looking substantially brighter than it has in a long time. Because this new industrialization is spread among several smaller firms with an average employment of 30 to 40 persons, the internal growth prospects are heightened, and the likelihood of future catastrophic dislocations are minimized.

### AREA ECONOMY

Approximately 50 percent of the County's work force is employed in retail, service, tourism and related business activities, fully reflecting the strong tourist nature of the

area's economy. Another 43 percent of the labor force is employed in government and related services. This is also much higher than state norms and in part reflects the concentration of various state, federal and medical services typically concentrated in a regional trade center such as Sault Ste. Marie, but also reflects a significant federal government work force unique to this area by virtue of the City's border location and the proximity of the Soo Locks and a major shipping route. The remaining seven percent of the labor force is in manufacturing, a percentage that has grown substantially since 1980 and which is expected to grow further in the coming years.



### PRINCIPAL ECONOMIC BASE EMPLOYERS

Economic base employers are employers whose product or service is generally provided for people from outside the area. Traditionally an economic base employer manufactured a product and exported it from the area - this has a multiplier effect in relation to employment since these are the workers at the base employer and people are required to provide products and services to the employees of the base employer.

Economic base employers do not have to manufacture a product though - they can provide services that bring people to the area to spend money and create employment. This is the case with Sault Ste. Marie's four largest base employers. It can be seen in Table F-2 that the Sault Tribe is the area's largest employer with 2,241 employees in Chippewa County, most of which (2,181) are in the City itself. The Tribe operates the *Vegas Kewadin* Casino, a major gaming facility in the City with over 1,535 employees, an additional 10 commercial enterprises with 260 employees, and a governmental function with 446 employees. The Kinross Correctional facilities include five prisons with a combined employment of 1,200.

The largest "traditional" base employer is Soo Plastics, which manufactures auto parts, and employs 172 local

residents. The table below shows the largest economic base and governmental employers.

TABLE F-2 - PRINCIPAL ECONOMIC BASE AND GOVERNMENTAL EMPLOYERS: 1995

Employer	Product	Employees
Sault Tribe of Chippewa Indians	Gaming/Enterprises/Governmental	2,241
Kinross Correctional Facilities	State Prisons	1,200
War Memorial Hospital	Health Care	400
Sault Area Public Schools	Education	392
Lake Superior State University	University	350
U.S. Army Corps of Engineers	U.S. Government	181
Soo Plastics	OEM Auto Parts, Accessories	172
City of Sault Ste. Marie	Local Government	134
Olafsson Fabrication, Kinross	Steel Fabrication	101
U.S. Coast Guard	U.S. Government	99
Edison Sault Electric Company	Utility	97
Chippewa County	Local Government	92
Wohlert Special Products	Auto Parts	80
Eclipse, Kinross	Bike/Bikepack Luggage/Accessories	65
Hoover Group/Ultraspheerics	Precision Balls	40

SOURCE: Michigan Employment Security Commission



**EMPLOYMENT**

The distribution of jobs in Sault Ste. Marie is considerably different than in Michigan, but is similar to Chippewa County. Table F-3 lists employment by industry in the City, County and State. One of the major differences between the City and the State is in the proportion of manufacturing employment.

In Sault Ste. Marie 6.5 percent of employment is related to manufacturing - in Michigan this figure is 24.6 percent. While the City is below the State level for manufacturing related jobs it has a considerably higher proportion of employment in retail sales, personal entertainment and recreation services, educational services and public administration.

Between 1980 and 1990 the number of jobs held by residents of the City increased from 5,239 to 6,264. The distribution of jobs also shifted with numerical gains in 9 of the 15 categories including manufacturing, retail, services (except educational), and public administration.

TABLE F-3 - EMPLOYMENT BY INDUSTRY

Industry	Sault Ste. Marie				Chippewa County		Michigan
	1980		1990		1990		1990
	#	%	#	%	#	%	%
Agricultural, Forestry, Fisheries and Mining	64	1.2	28	0.4	389	3.1	2.0
Construction	298	5.7	268	4.3	737	6.9	4.9
Manufacturing - Nondurable Goods	94	1.8	156	2.5	330	2.7	5.6
Manufacturing - Durable Goods	211	4.0	249	4.0	626	5.1	19.0
Transportation	271	5.2	182	2.9	505	4.1	3.3
Communication & Other Public Utilities	148	2.8	95	1.5	203	1.6	2.1
Wholesale Trade	144	2.7	145	2.3	276	2.2	4.0
Retail Trade	1,101	21.0	1,680	26.8	2,799	22.7	18.0
Finance, Insurance and Real Estate	178	3.4	244	3.9	449	3.6	5.4
Business and Repair Services	119	2.3	148	2.4	283	2.3	4.7
Personal, Entertainment & Recreation Services	323	6.2	559	8.9	883	7.1	3.9
Health Services	427	8.2	512	8.2	821	6.7	8.9
Educational Services	1,041	19.9	841	13.4	1,468	12.2	8.6
Other Professional & Related Services	284	5.4	373	6.0	636	5.2	5.8
Public Administration	536	10.2	784	12.5	1,894	15.4	3.8
Total	5,239	100.0	6,264	100.0	12,299	100.0	100.0

SOURCE: U.S. Census of Population 1980-1990

Table F-4 details employment in Sault Ste. Marie, Chippewa County and Michigan based on occupation. In Sault Ste. Marie the only category that is higher than the State's is the service category. The City's proportion of service employees is 29.7 of employed persons 16 and over - this figure is considerably greater than the State's percentage of 13.7 percent. The large percentage of service employees can be attributed to the City's tourism industry including the casino. Between 1980 and 1990 the service sector of the City's employment overtook technical, sales and administration as the major form of employment by occupation.

Table F-5 is taken from the 1980 and 1990 Census and identifies several employment related trends in the City and the County. The table shows that the number of persons 16 and over increased in both areas, but at a greater rate in the County. The total labor force increased in both areas as well, but at a greater rate in the County (Table F-5). The percentage of people in the labor force increased in Sault Ste. Marie to 61.3 percent in 1990 and decreased in the County to 50.3 percent,

TABLE F-4 - EMPLOYMENT BY OCCUPATION

Occupation	Sault Ste. Marie				Chippewa County		Michigan
	1980		1990		1990		1990
	#	%	#	%	#	%	%
Managerial and Professional	1,213	23.2	1,408	22.5	2,562	20.8	24.7
Technical, Sales and Administration	1,593	30.4	1,752	28.0	3,130	22.5	30.8
Service	1,186	22.6	1,860	29.7	3,386	27.5	13.7
Farming, Forestry and Fishing	52	1.0	33	0.5	350	2.8	1.6
Precision Production and Repair	481	9.2	421	6.7	1,142	9.3	12.0
Operators, Fabricators and Laborers	714	13.6	790	12.6	1,729	14.1	17.2
Employed Persons 16 and Over	5,239	100.0	6,264	100.0	12,299	100.0	100.0

SOURCE: U.S. Census of Population 1980-1990

which means the County has a higher proportion of retired residents and other people not in the labor force. In Sault Ste. Marie it means that more households have multiple workers than 10 years ago. The unemployment rate decreased in both areas over the 10 year period - decreasing from 13.3 percent to 9.3 percent in Sault Ste. Marie and from 15.7 percent to 9.7 percent in Chippewa County.

TABLE F-5 - LABOR FORCE STATUS

Labor Force	Sault Ste. Marie		Chippewa County	
	1980	1990	1980	1990
Persons 16 Years & Over	11,332	11,477	22,128	27,371
Total Labor Force	6,169	7,034	11,648	13,778
Percent in Labor Force	54.4%	61.3%	52.6%	50.3%
Civilian Labor Force	6,041	6,904	11,452	13,617
Employed	5,239	6,264	9,653	12,299
Unemployed	802	640	1,799	1,318
Percent Unemployed	13.3%	9.3%	15.7%	9.7%
Not in Labor Force	5,163	4,443	10,480	13,593
Armed Forces	128	130	196	161

SOURCE: U.S. Census of Population 1980-1990

Table F-6 shows unemployment trends in Chippewa County. The highest unemployment rate occurred in 1983 when the annual unemployment rate rose to 23.4 percent and the number of unemployed County residents rose to over 3,000 people. The rate decreased throughout the remainder of the 1980s but increased

slightly during 1991 and 1992, but declined again in 1993.

Between 1980 and 1993 the labor force in Chippewa County increased from 11,875 to 19,175 and the number of employed persons increased from 9,725 to 17,425.

Table F-7 identifies the peaks and valleys relating to unemployment that have occurred in recent years.

TABLE F-6 - UNEMPLOYMENT - CHIPPEWA COUNTY - 1975-1993

Year	Labor Force	Employed	Unemployed	Unemployment Rate
1975	11,225	8,875	2,350	20.9%
1980	11,875	9,725	2,150	18.1%
1981	12,725	10,175	2,550	20.0%
1982	12,950	9,925	3,025	23.4%
1983	13,050	10,150	2,900	22.2%
1984	13,775	11,100	2,675	19.5%
1985	13,450	11,100	2,375	17.6%
1986	13,500	11,475	2,025	15.0%
1987	14,175	12,400	1,750	12.4%
1988	14,725	13,250	1,475	10.0%
1989	15,650	14,175	1,475	9.4%
1990	16,475	14,925	1,550	9.4%
1991	17,000	15,200	1,800	10.6%
1992	18,150	16,125	2,000	11.1%
1993 (Jan.-Sept.)	19,175	17,425	1,750	9.1%

SOURCE: Michigan Employment Security Commission

TABLE F-7 - UNEMPLOYMENT 1980-1993

Year	Annual Unemployment Rate	Worst Month	Best Month
1980	18.1%	22.3%	14.0%
1985	17.6%	24.6%	13.1%
1986	14.9%	20.6%	9.5%
1987	12.4%	17.9%	8.0%
1988	10.0%	17.4%	5.8%
1989	9.4%	12.9%	6.2%
1990	9.4%	12.0%	7.2%
1991	10.6%	13.7%	8.0%
1992	11.1%	14.8%	8.3%
1993	9.1%	12.1%	6.4%

SOURCE: U.S. Census of Population

**INCOME**

The median household income in Sault Ste. Marie is considerably lower than the median household income in Michigan and slightly lower than the median household income in Chippewa County.

Table F-8 shows that in 1989, 25 percent of the City's households made under \$15,000 per year, compared to 34.2 percent for the County and 24.1 percent for the State. The median household income in Sault Ste. Marie was \$21,166 in 1989 which was nearly as high as the County's figure of \$21,449 but considerably less than Michigan's household income of \$31,020.

Table F-9 compares 1979 and 1989 per capita and household income figures for the City, County and State in order to determine if incomes increased at different rates. Sault Ste. Marie's per capita income increased from \$5,658 in 1979 to 10,946 in 1989, which is a 93.5 percent increase. The County's per capita income increased by 77.1 percent and the State's increased by 84.1 percent. The City's per capita income increased to 115.6 percent of the County's per capita income and

TABLE F-8 - HOUSEHOLD INCOME

Income	Sault Ste. Marie				Chippewa Co		Michigan
	1979		1989		1989		1989
	#	%	#	%	#	%	%
Less than \$5,000	1,004	19.1	386	6.8	769	6.6	5.9
\$ 5,000-\$ 9,999	1,236	23.6	873	15.4	1,686	14.5	9.6
\$10,000-\$14,999	862	16.4	723	12.8	1,517	13.1	8.6
\$15,000-\$24,999	1,277	24.3	1,368	24.2	2,673	23.0	16.4
\$25,000-\$34,999	574	11.0	980	17.3	2,119	18.2	15.3
\$35,000-\$49,999	227	4.3	790	14.0	1,666	14.3	18.7
\$50,000-\$74,999	52	1.0	342	6.1	875	7.5	16.3
\$75,000 or More	14	0.3	195	3.4	330	2.8	9.2
Total	5,246	100.0	5,657	100.0	11,605	100.0	100.0
Median Household Income	\$12,176		\$21,166		\$21,449		\$31,020

SOURCE: U.S. Census of Population: 1980, 1990

gained on Michigan's per capita income - narrowing the gap.

Since Sault Ste. Marie's average household size is smaller than the County's, the median household income is smaller in the City - even though the per capita income is higher. While Sault Ste. Marie's 1989 household income is smaller than either the County or the State it grew at a faster rate during the period between 1979 and 1989 than either comparison area. While the City's median household income of \$21,166 is "catching up" with the State's it is still equal to only 68.2 percent of Michigan's median household income of \$31,020.

TABLE F-9 - INCOME GROWTH: 1979-1989

	Per Capita Income			Median Household Income		
	1979	1989	% Increase	1979	1989	% Increase
Sault Ste. Marie	5,658	10,946	94	12,176	21,166	73.8
Chippewa County	5,345	9,468	77	12,499	21,449	71.6
Sault Ste. Marie as % of County	105.9	115.6	---	97.4	98.7	---
Michigan	7,688	14,154	84.1	19223	31020	61.4
Sault Ste. Marie as % of Michigan	73.6	77.3	---	63.3	68.2	---

SOURCE: U.S. Census of Population: 1980, 1990

### PROSPECTS

With nearly 2,800 new jobs created between 1980 and 1990 in a stable or slightly declining population environment, the job producing capacity of the area is evident (the fact that these new jobs were filled, and that there is still a significant unemployment level in the County can be partially explained by the major increase in two-income families and the entry of larger numbers of women into the work force - a nationwide trend. In 1980, for example, nearly 50 percent of all City families had two wage earners, and this is probably much higher now). Further, the ongoing efforts of the two EDCs, of the Sault Covention and Visitor's Center, of the Chamber of Commerce, and others should help to increase the existing economic base in both manufacturing and tourism on a steady long-term basis.

# ■ GOALS AND OBJECTIVES ■



# GOALS AND OBJECTIVES

## INTRODUCTION

The issues, goals and actions of this plan establish the overall guidelines for future public and private decisions relating to the development of the City. The issues were identified through analysis of gathered and existing information; communications with people and organizations; a survey conducted by Lake Superior State University; and discussions with local leaders.

The section is broken into groups of related issues. These groups include Development, Service, Demographic, Physical, and Economic Issues. Within the groups of issues are individual issues which are each addressed by a goal and actions. The actions are not meant to be a complete list of items that need to be addressed for each issue, but are meant to provide starting points for reaching the established goals.

## THE CITIZEN SURVEY

In early 1994, a comprehensive citizen survey was undertaken by the City using Lake Superior State University's *Center for Social Research*. The first part of the survey was focussed on evaluating the performance of the City, and those results are now being used by the City Administration to improve the delivery of City services. The second part of the survey, however, prompted citizen responses to a number of community policy issues that are important to the future directions of the community. Because of the linkage of these responses to the Master Plan, a brief summary of the more important issues is provided below.

As a starting point, the response overwhelming indicate a community that is stable (81% have lived here for 10 or more years and 88% expect to be here 10 years from now), optimistic (92% believe Sault Ste. Marie is a good place to live and 86% believe it will either stay that way or get better), and pro-growth (83% believe the City should encourage growth; as much as possible-41% or under good zoning controls-42%).

Specific current issues of importance to the community are shown below: (percentages indicate those who indicated the topic was a "Major Issue").

- condition of City streets 89 %
- crime 77

- condition of City sidewalks 61 %
- speeding on residential streets 60
- traffic 58
- general appearance of community 54

City programs or development initiatives were ranked as follows: (percentages indicate combined "support" and "strongly support" responses)

- new industrial development 86 %
- beautification programs 86
- historical development 81
- new commercial development 81
- downtown development 79

Specific projects in the City that were well supported included:

- recycling program 90 %
- City-wide Bike path system 83
- "Project Park" at Minneapolis Woods 79
- the downtown marina 68
- Lower river islands park 65
- snowmobile trail system 65

On the other hand, casino expansion and the pedestrian ferry concept received measurable opposition: (percentages indicate "opposed" and "strongly opposed" responses)

- casino expansion 41 %
- pedestrian ferry 31



Of the ongoing community events, the annual 4th of July Fireworks display was widely supported by the community, and most other annual events received good support:

- 4th of July fireworks display 93 %
- Gus Macker basketball 75
- Big Fish contest 71
- Salmon Derby event 68
- I-500 Snowmobile race 65

In terms of Quality of Life issues, the community ranked health care, K-12 education and LSSU as the most important, and the quality of these institutions were graded as follows: (percentages indicate "good" and "very good")

- LSSU 72 %
- Health Care 48
- K-12 Education 42

Ranking low on the list in meeting the needs of the community were the following: (with percentages showing "poor" and "below average")

- entertainment 45 %
- convenient air transportation 43
- available cultural facilities 34

Finally, three questions probed for citizen guidance on development policy for three significant parcels of City-owned land. The responses were as follows:

The I-500 PROPERTY

- keep the property only for the I-500 race 15 %
- keep for the I-500, but sell off excess land for commercial or housing development 51
- sell the entire parcel 17

The AIRPORT PROPERTY

- keep as-is, using for general aviation and selling excess lands for development 35 %
- improve air service - scheduled carrier 39
- close the airport, sell for development 17

The CARBIDE DOCK PROPERTY

- sell the property for commercial development 18 %
- keep the entire parcel for public use 38
- keep the waterfront as a public walkway and sell the rest of the property 28

The results of the Citizen Survey are reflected in the Goals and Objectives of the Plan and in the Plan recommendations.

DEVELOPMENT ISSUES

The following issues relate to the future and existing growth and change of Sault Ste. Marie. The City will integrate appropriate methods of sustainable development in its decision-making to ensure the wise use of our natural resources and to maintain and enhance the community's quality of life.

Development Limitations

Issue: Future development in the City will be restricted in some areas due to soil limitations, wetlands and existing land use patterns.

Goal: The City will encourage the phased development of vacant and underutilized areas that can support various levels of development with minimum changes to the topography and natural features of the area.

Actions:

- Exploring successful approaches to sustainable development experienced by other communities, including further review of load carrying capacities.
- Using the proposed development areas and future land use requirements of the plan zone Phase I development areas for proposed levels of development.

- Create an inventory of areas available for development. Include such information as availability of utilities, assessed value, current zoning, proposed land use, acreage, owner's name and contact person.
- Advise developers of the need for certain land uses and the availability of land for those uses.
- Help open up potential areas for development with needed utilities, with creative use of Special Assessment Districts on long-term cost sharing.

**City Edge/Trust Land**

**Issue:** A great deal of commercial development has taken place in recent years at the City edge along Three Mile Road in Soo Township. This development has relied on obtaining City utility services, often involving complex administrative and legal arrangements between the City, Township and developers. The development itself is haphazard owing to the lack of development control in the Township. Similar challenges exist in providing services to Tribal Trust lands and in coordinating development.

**Goal:** The City will initiate discussions with the Township on ways to better coordinate development and City growth at the City's perimeter, and will further the

efforts to coordinate development between the Tribe and the City.

**Actions:**

- Explore with the Township the implementation of a tax base sharing program (PA 425) under state law.
- Coordinate the provision of urban services with the Township and County, whenever possible.
- Coordinate land use plans between the Tribe and City.

**Key Properties**

**Issue:** The I-500 property, Airport and Carbide Dock are serving current City needs, yet also represent major land holdings that can help meet other stated City goals for development.

**Goal:** The City will determine if the Carbide Dock and the I-500 track should be redeveloped for more productive land uses, and maintain flexibility with regards to the airport.

**Actions:**

- I-500 PROPERTY: Continue policy of developing the uplands for residential development while

maintaining track. When market conditions demand, consider developing the track itself for commercial use.

- AIRPORT: Maintain current policy of utilizing airport as general aviation/business facility and develop excess lands with commercial/industrial uses. Evaluate regional aviation situation and community needs every five years to assess whether this policy continues.
- CARBIDE DOCK: Keep the waterfront for public access and walkway, and sell land side for compatible tourist-oriented commercial use.

**Expansion of Gaming Facilities**

**Issue:** The opening and expansion of the gaming facilities has created many development opportunities and challenges in Sault Ste. Marie.

**Goal:** The City and the Sault Ste. Marie Tribe will work together to ensure that development related to gaming activities occur in an orderly and planned manner.

**Actions:**

- Identify areas that are likely to be future expansion sites for gaming related activities and facilities.

- Provide adequate streets, water service, sewer service and other utilities to meet the demands of expanded gaming facilities.
- Continue to monitor the economic activity associated with gaming and be prepared to act if the business declines.

**Waterfront Development**

**Issue:** Waterfront development and redevelopment in Sault Ste. Marie has in the past and will in the future play an important role in the City's economy.

**Goal:** The City will work to ensure that all future waterfront development will benefit the City and its residents and help attract visitors to the area.

**Actions:**

- The City will work to implement the waterfront development plan that identifies what should be developed along the City's waterfront.
- The City will zone waterfront areas to reflect what is proposed in the Master Plan along the St. Marys River.

**SERVICE ISSUES**

The following issues relate to services used by the residents of Sault Ste. Marie, the residents of surrounding areas and visitors to the City.

**Fire Station**

**Issue:** Due to the geographic location of the Fire Station and the age of the station, the City's firefighting capabilities are limited in meeting the demands of an expanded community.

**Goal:** The City will work to ensure the firefighting capabilities of the Sault Ste. Marie City Fire Department are adequate to meet the changing demands of the City.

**Actions:**

- Perform an architectural study to determine the shortcomings of the existing fire station. The study should include estimates for both upgrading the existing station and building a new station.
- Perform an analysis to determine if the geographic location of the single fire station can adequately meet the changing demands of the City, taking into consideration the service demands of the Township area to the south of the City. Alternatives should

include a more central new facility or possible sub-station.

**Law Enforcement**

**Issue:** Due to budget constraints and other considerations, some law enforcement programs and services have been reduced or eliminated.

**Goal:** The City will continue to provide adequate law enforcement for the residents of Sault Ste. Marie and improve services.

**Actions:**

- Continue to evaluate the potential of creating a public safety department which combines many of the firefighting and law enforcement duties to create a more efficient use of personnel.
- Evaluate potential of combined building occupancy with Fire Department even if full public safety department is not justified.
- Create a prioritized action list which identifies public safety needs and what it would cost to improve and expand the level of service proposed.

**Public Works**

**Issue:** The Streets and Water and Sewer Distribution Departments require a new facility. With the recent creation of a Public Department to consolidate all of the City's utility and street functions, the timing is good to proceed with this long needed facility upgrade.

**Goal:** The City will ensure that the public works capabilities of the community are adequate to meet the needs with proper facilities and equipment.

**Actions:**

- Perform an architectural study to identify space needs for a new facility.
- Perform a site selection analysis for the location of the new facility.

**Recreation**

**Issue:** Improving and maintaining the City's recreational facilities and programs is essential to providing a high quality of life in Sault Ste. Marie.

**Goal:** The City will ensure that the recreational facilities and activities of the City are adequate to meet the needs of the residents and visitors, and that the Seal Trust Fund

is effectively used to help meet the City's needs in recreation.

**Actions:**

- Perform regular updates of the City's Five-Year Recreation Plan.
- Perform surveys of residents and recreational facility users to determine if their needs are being adequately met.
- Regularly review the recreation plan's 5-year action program to determine if the actions are being accomplished.
- Obtain grants, when possible, to expand and improve recreational facilities.

**Local Events**

**Issue:** Many residents of Sault Ste. Marie feel the City has inadequate local events and activities.

**Goal:** The City, with the help of local groups, will work to increase awareness of existing events and activities, while considering the addition of new events.

**Actions:**

- Work with the local media to establish uniform times when local events and activities are detailed.
- Work with organizations that typically sponsor events and activities to inform them of how to best inform local residents and visitors of upcoming events.
- Working in a cross-border cooperative environment, create an organized network of people that are typically involved in organizing events and activities. Maintain an up-to-date list of these people and contact them on a regular basis to determine what events are being planned.
- Through a more specialized survey, determine what types of events and activities are felt to be inadequate in Sault Ste. Marie and what new events might be added.

**Recycling**

**Issue:** The City is interested in expanding the existing recycling program.

**Goal:** Encourage recycling in the City of Sault Ste. Marie.

**Actions:**

- Implement curb-side recycling (City Commission action in early 1995 provides for curbside recycling to begin by September 1995).

**DEMOGRAPHIC ISSUES**

The following issues relate to the number and relationship of people in and around Sault Ste. Marie.

**Population Growth**

**Issue:** The City's population decline reversed during the 1980s to create an increase in the City's 1990 population.

**Goal:** The City will strive to meet the needs of an expanding population.

**Actions:**

- The City will expand and improve services and utilities at levels determined to meet the demands of the existing population, and the short-term development areas of the City.
- Capital improvement schedules will be implemented that reflect a growing population.

**Demographic Makeup**

**Issue:** The overall demographic makeup of Sault Ste. Marie is changing and will require changes in future programs and services offered in the City.

**Goal:** The City will work to meet the demands of a population that is not only changing in size, but in the composition of people.

**Actions:**

- A survey of local service providers should be performed which determines where improvements and expansions will need to be made in local programs.
- Determine the housing needs of a changing population.
- Work with the school system to ensure adequate facilities will exist to meet the demands of a changing population.

**PHYSICAL ISSUES**

The following issues relate to the physical improvements that will be necessary to keep Sault Ste. Marie a desirable place to live, work and visit.

**Environment**

**Issue:** Maintaining a safe and clean environment is essential to the continued success of Sault Ste. Marie.

**Goal:** The City will safeguard the health and safety of area residents by maintaining a safe and clean environment in Sault Ste. Marie.

**Actions:**

- Work with the Michigan Department of Natural Resources to maintain an up-to-date status report of all sites of environmental contamination and leaking underground storage tanks in the area.
- Where possible, preserve corridors of open space for purposes of aesthetics, maintenance of property values and maintenance of native flora and fauna. Connectivity of the corridors will be encouraged whenever possible.
- Promote silt reduction from water courses in the City through the encouragement of plant growth, stabilized embankments and the establishment of green spaces and buffer zones.
- Where possible, integrate walking on bike trails in conjunction with green spaces or open space corridors.

- Establish a household hazardous waste program, and educate residents of proper disposal techniques and the hazards of the improper disposal of hazardous household items.
- The City will continue to be an active player in getting contaminated sites cleaned up and put to a productive use.

**Water, Wastewater and Storm Water**

**Issue:** The improvement and expansion of the City's water and sewer systems need to be scheduled in order to meet future development demands.

**Goal:** The City will provide adequate water and sewer facilities to previously developed areas and to areas established as future development areas.

**Actions:**

- Establish a capital improvements schedule which prioritizes necessary improvements to existing facilities.
- Establish capital improvements schedule which prioritizes improvements that will be necessary if areas designated as future development areas are to be developed.

- Implement a storm water detention ordinance which will require new developments to provide detention areas.
- Consider establishing a storm water utility fee to finance improvements.

**Streets and Sidewalks**

**Issue:** The physical condition of the City's streets and sidewalks is a problem in many areas of Sault Ste. Marie.

**Goal:** The City will ensure that the streets and sidewalks are adequate to meet the many demands placed on them.

**Actions:**

- Perform annual inspections of streets and sidewalks to assess what areas need to be improved.
- Create a separate capital improvements schedule and fund to make sidewalk improvements.
- Include bike path provisions in new road plans, along separate corridors and along existing roads as set forth in the Plan.

**Physical Appearance**

**Issue:** The physical condition and appearance of Sault Ste. Marie's residential and nonresidential areas often detracts from the overall appearance of the City. The major entrance corridors need to be improved.

**Goal:** The City will improve the appearance of residential and nonresidential areas by upgrading public streets, public landscaping and other public sites while working with private land owners to improve their property.

**Actions:**

- Inventory the existing character and appearance of the major entry points to the City and the major entrance corridors.
- Continue planting of native vegetation along main thoroughfares and near industrial operations.
- Establish design guidelines for entry points and corridors.
- Encourage public and private investment in the improvement of the appearance of the community.
- Perform a housing and nonresidential structures condition survey to determine the location of

residential areas that are in need of physical improvements.

- Owners of problem residential and nonresidential properties will be contacted and given options on how to correct any deficiencies.
- If funding is a problem for property owners, options should be created (or utilized) that allow property owners to obtain funding assistance - examples include revolving loan programs, sliding scale loans based on household income or "Paint Brigades" composed of volunteer groups.
- Continue to support efforts of Beautification Committee, and expand efforts to include planting of native trees and shrubs in beautification efforts.
- Incorporate protection of replanting of vegetated areas as part of site plan standards for new commercial and industrial development.

**Downtown**

**Issue:** Many residents feel the downtown area does not meet their shopping needs.

**Goal:** Work to improve local shopping opportunities for the residents of Sault Ste. Marie.

**Actions:**

- Implement the Downtown Plan recently completed by Jackson Design.
- Implement the Tax Increment Financing Plans prepared by the DDA.
- Encourage private business and property owners to improve their property.

**Parking**

**Issue:** Parking in the Central Business District is felt to be inadequate to meet the many demands placed on the downtown area.

**Goal:** Provide adequate parking for visitors, shoppers, residents and employees in Sault Ste. Marie.

**Actions:**

- Identify problem areas by surveying police, business owners, schools, museums, shoppers and other people familiar with the downtown parking situation.
- The City will identify methods of adding parking including vacant or underutilized land that can be used for parking.

- Encourage alternate methods of transportation for area employees - including car pooling.
- Evaluate the parking demands of all new development prior to approval.

**Historic Preservation**

**Issue:** Historic preservation is important for preserving and highlighting Sault Ste. Marie's rich historic background.

**Goal:** The City will promote and encourage historic preservation in Sault Ste. Marie.

**Actions:**

- Encourage existing local groups to research and nominate historic buildings in Sault Ste. Marie.
- Encourage home and business owners to nominate their historic properties.
- Sponsor seminars on the topic - The Bureau of State can provide a variety of information.
- Consider establishing some historic districts.



- Support existing nonprofit organizations engaged in preserving or highlighting the Sault's historical legacy.

**ECONOMIC ISSUES**

The following issues relate to the area's economy and employment-related information.

**Unemployment**

**Issue:** While the area's unemployment rate declined a great deal between the early 1980s and the mid 1990s, the area's unemployment rate is still higher than the state as-a-whole. Nevertheless job shortages are becoming more common.

**Goal:** Continue economic diversification strategy to expand industrial bases and create jobs.

**Actions:**

- Undertake a labor pool assessment to better identify the skill levels available in the area, including among the "underemployed."
- Examine existing natural and commercial assets to identify new opportunities for sustainable growth.

- Strongly encourage manufacturers whose processes are non-polluting and whose processes eliminate toxins and non-recyclables at the source.

**Employment Distribution**

**Issue:** Employment distribution in Sault Ste. Marie is much more service and retail oriented than the State as-a-whole which helps contribute to lower average incomes.

**Goal:** Continue efforts to attract manufacturing to City and area.

**Actions:**

- Support local Economic Development agencies and initiatives to accomplish this goal.

■ PLANNING CONCEPTS ■

# PLANNING CONCEPTS

## INTRODUCTION

In order for a community to function in an efficient and effective manner, the sometimes competing community facilities and services need to be organized in a rational manner. Commercial areas, schools, recreational facilities, transportation systems, housing areas; all the services and structures of the community exist to meet one or more needs of the City's population. How these facilities are organized or placed on the City's landscape can make the difference between an efficient, highly-livable community or an inefficient, undesirable one. Several decades of research into the form and function of urban areas has given rise to a series of planning concepts that have been extremely helpful in ordering and organizing urban growth. The following is a summary of the Neighborhood Concept which is the most significant of these concepts.

## THE NEIGHBORHOOD CONCEPT

In the hierarchy of community services, there are four basic levels of geography: 1) the house, 2) the neighborhood, 3) the community and 4) the City.

### The House

The "house" or dwelling unit, is the basic unit of physical society. While the construction of the unit is the concern of engineers and inspectors, the placement of the house on the lot is of concern to the planner. To provide a safe, healthy and useful homesite, the lot will need to be a minimum size, certain distances between the house and other adjacent houses will need to be respected, enough room will need to be provided on the site to accommodate the likely age-groups who will inhabit the house, and the overall lot development will need to be regulated sufficiently to protect adjacent homes from any adverse effects resulting from the normal use of the home. New issues affecting the house are occurring: compatible architecture with the surrounding homes and solar access are two recent concerns.

In general, the prime planning concern at the "house" level is the protection of the community's living environment and the maintenance of property values.

### The Neighborhood

The "neighborhood" is the next level in the hierarchy. The neighborhood is the first level of collective services and is based on the provision of all those services that can be economically justified at the closest level to the individual home. The elementary school service area has generally been used as the measurement for defining the size of a neighborhood. With a typical elementary school serving 400-600 students, and with the average Sault Ste. Marie population-per-household of 2.58, a neighborhood would encompass approximately 1,600-2,500 dwelling units with a population of 4,300 to 6,400. Under these terms, there would be three or four neighborhoods in the City. Under classical conditions, the elementary school would be centrally-located to the neighborhood, and would be joined with a playground and a local park. No house would be further than one-half mile from the school, and all major trafficways would be on the edge of the neighborhood with only low traffic minor streets within the neighborhood itself.

### The Community

The next service level in an urban area is the "community." This level is defined by the service area of the secondary school. Several neighborhoods comprise the "community" and, like the neighborhood, a concentration of community services with common service areas are found together in the geographic center.



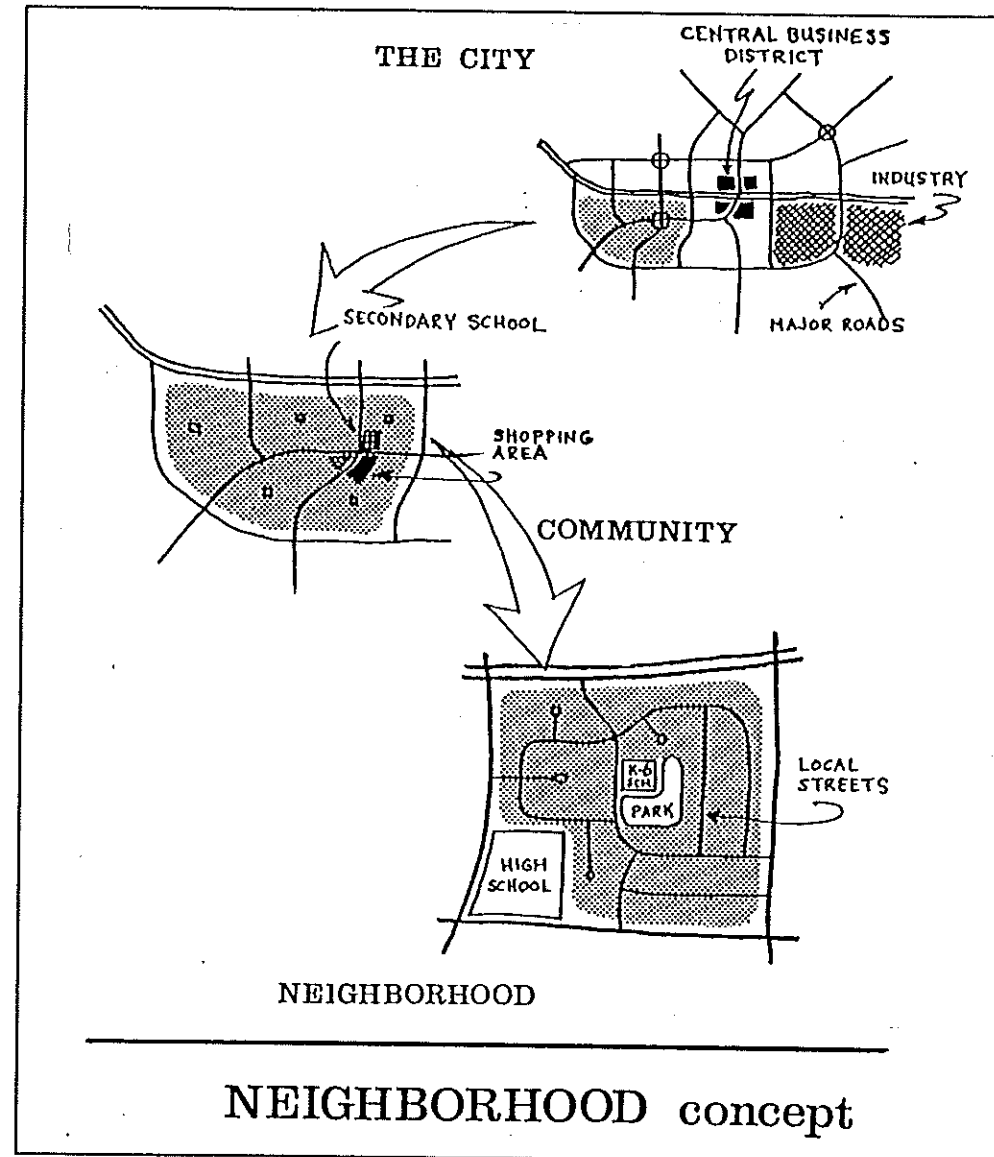
Such services typically include shopping areas, major parks and playfields, branch libraries and fire stations and other similar community services.

The City

At the top end of the hierarchy is the "city," a collection of all the "communities" in the political jurisdiction. The remaining municipal services required by the urban area are provided at this level: the principal business area (Central Business District), industrial areas, major specialized educational or recreational facilities, cultural facilities, and all other one-of-a-kind type services needed by the population. In a smaller city like Sault Ste. Marie, the "community" and the "city" are one and the same.

RELATED ORGANIZATIONAL CONCEPTS

Flowing from the Neighborhood Concept are derivative concepts that guide the placement of other community services. The education service areas have been indicated in connection with the neighborhood concept. Recreational facilities are guided by the same organizational system: small local recreation areas and parks at the neighborhood level increasing to larger, more specialized recreational facilities at the focus of the larger units.



In a similar manner, the commercial needs of the city are addressed through the same system: small, convenience type businesses to serve the day-to-day needs of the neighborhood (food, drugs, barbers, cleaners, etc.) increasing to larger shopping centers that meet the comparison shopping needs (dry goods, furniture, etc.) of the community.

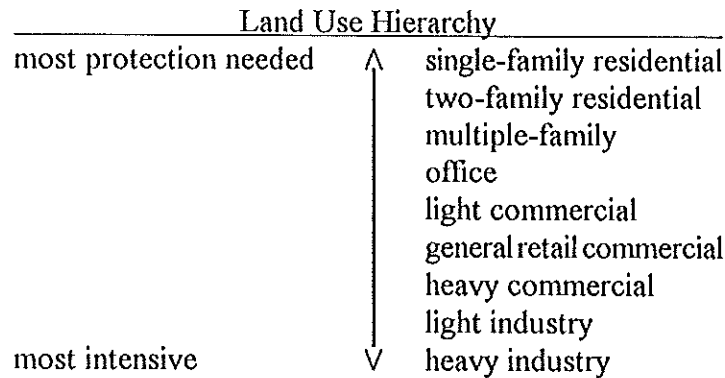
The transportation and utility system networks are based on hierarchies that parallel the needs of the geographic service areas. In the area of roads, for example, the ideal system is based on three levels of service: 1) the "local street" which serves only as a direct access to abutting properties, 2) the "collector street" which services a number of local streets and 3) the "major street" which links the major traffic generators of the City and which receives/distributes the traffic to and from the collectors.

TRANSITION

Within the spatial organization of the community's different land uses, there will occur situations where one land use type will lie next to a completely different one, for example: where the edge of a single-family

area abuts a commercial district. It is here that the concept of "transition" becomes all important.

In general, all land uses in the community can be placed in a hierarchy, beginning with those that require the most protection and proceeding down a list to the most intensive, active and intense activities. Typically, this hierarchy is reflected in a typical zoning ordinance, and the order will be similar to this:



Conflicts between two different land uses can be minimized if the two uses are next to each other in the hierarchy; for example: single-family placed next to two-family, or multiple-family next to office. Transition problems generally arise when two land uses which are widely separated on the hierarchy fall next to each other, such as single-family next to commercial, or next to industrial land use.

The following "transition" concepts will help to protect those uses requiring protection and, when taken together with the Neighborhood Concept, help to ensure a harmonious community. These concepts should be considered when assigning new zoning districts and when revising development regulations.

- a. Arrange the land use pattern as much as possible in accordance with the Land Use Hierarchy.
- b. Encourage uses to front against identical uses. Where a "use" boundary is necessary, the boundary should be along the rear lot line (or side lot line). This allows like uses to face like uses across the street, a significant stabilization factor.
- c. Heavier, more intensive uses must protect adjacent, less intensive uses from any adverse affects of its activity. Landscaping, green belts and decorative walls and fences need to be provided by the more intensive use at the lot line that abuts the less intensive use.
- d. In extreme cases, such as where a residential area abuts an industrial district, a wide, high earth berm, that completely hides the heavier use from the protected use, is advisable.
- e. Certain land uses can be useful as a transition. Multiple-family and offices can be very useful as a "buffer" between a single-family area and an adjacent commercial or industrial district. Specific land use circumstances will dictate when this technique can be used. In a similar manner, parklands and certain institutional uses such as churches can perform a similar transition function.

The central concern of transition is the protection of the livability and the environmental stability of the City's residential areas. Without good transition, adverse affects from a more intensive district or outright land use encroachment into the residential areas will occur, with the ultimate results being neighborhood degradation and blight.

Many of the land use conflicts experienced in Sault Ste. Marie can be solved through the application of these principals when site plans and new subdivisions are reviewed. These concepts should be incorporated into the site design.



**LAND USE PLAN**



# LAND USE PLAN

## INTRODUCTION

The future arrangement of Sault Ste. Marie's land use will be broadly influenced by past development. With rare exceptions, most of what now exists is likely to remain in the future, and thus a certain constraint is imposed on the future. Much of the task ahead will be in the improvement of the physical legacy, with certain selective projects that will re-orient and ultimately reform certain portions of the community. Some of the past land use conflicts will remain with us for some time, enduring reminders of the difficulty of correcting mistakes. A section of the report, "City Image," addresses some recommendations that will help to isolate and obscure the immediate effects of these historical non-conformities.

The population projections identified the projected changes in the Sault Ste. Marie population over the next 20 years. Some 3,000 more residents and 2,200 housing

units can be expected. Not only is growth projected, but internal changes in the population help delineate the changing community needs and the range of facilities that will be needed to accommodate this growing and changing population. Further, the achievement of the community's economic development goals will require the provision of proper facilities and infrastructure. In total, the planning for these changes and opportunities will coincidentally help to rationalize and improve the overall function and liveability of the community.

Several arenas of cooperation will need to be explored if the City's growth is to take place in a logical manner. The growing presence of the Sault Ste. Marie Tribe of Chippewa Indians in the community has had a significant effect on the area's economy. Coordination between the City and Tribe, however, must move to a new plateau, particularly in land development and land use decisions within the respective jurisdictions.

An equally important "edge" issue is the coordination that will be required between the City and Soo Township along Three Mile Road. Because of the importance of the I-75 Business spur as a commercial corridor, significant new development has taken place along the Soo Township side of Three Mile Road, oftentimes with complex arrangements to provide utility services for this new development. In addition, the zoning and site planning along this road needs to be coordinated if the two communities are to avoid major conflicts in land use.

These issues, and others, are discussed further in the sections below. Overall, the Land Use Plan sets forth a physical vision of the future Sault Ste. Marie, and provides an integrated plan that balances the various land use requirements needed for the future population.

## LAND USE DISTRIBUTION

Map I-1 (page 7) identifies the future land uses in Sault Ste. Marie and Table I-1 identifies the existing and future land use distribution. These two tools, the Future Land Use Map and the Future Land Use Distribution table, help identify how Sault Ste. Marie will change during the planning period.

The most dramatic change is in the amount of land that is being designated for low and medium density residential uses. The Future Land Use Map identifies an additional 1,927.9 acres of low and medium density residential land - two and one-half times the existing acreage of 1,286.0 acres. Much of this land will be very low density development - due to limitations of soils, slopes and other natural features.

Major areas for low and medium density residential development are located in the western area of the City (west of I-75) and the eastern area of the City (east of Seymour Road). Both of these areas cover an extensive amount of land and development has already occurred along the existing roadways, which will limit and define

the future pattern of development in both of the areas. Other factors that will limit the amount of development that can occur in the areas include soil limitations, slopes, potential wetland areas and other natural features. Man-made features that will limit residential development include the Interstate, the railway and other transportation corridors - as well as the fact that utilities will need to be extended to many of the areas if other than very low density development is to occur.

High density residential will increase a great deal during the planning period. An additional 300.6 acres is being designated for high density residential uses. This category is expected to grow in several areas including areas north of the airport, on the eastern portion of Easterday, around the Central Business District and along the eastern portions of Riverside Drive. These areas are being designated to accommodate the increasing need for a more diverse range of housing.

Commercial growth is expected to occur in Sault Ste. Marie. Additional acreage will be required to provide commercial space for commercial businesses locating in the area - to meet the demands of a growing population and an increasing number of visitors to the area's attractions. Central Business District commercial uses will increase by 8.9 acres due to the infill and minor land use changes. The major change in commercial land uses will involve "strip" development that is targeted towards the automobile - related to traffic along I-75 and other

TABLE I-1 - FUTURE LAND USE DISTRIBUTION

	Existing Acreage	% of Total	Future Land Use Acreage	% of Total	Change (Acres)
Low & Medium Density Residential % of City	1,286.0	13.6	3,213.9	34.0	+1,927.9
Mobile Home Park % of City	87.4	0.9	89.4	0.9	+2.0
High Density Residential % of City	72.0	0.8	372.6	3.9	+300.6
Central Business District % of City	81.1	0.8	90.0	1.0	+8.9
Commercial % of City	319.3	3.4	604.7	6.4	+285.4
Industry % of City	207.4	2.2	329.1	3.5	+121.7
Public % of City	424.4	4.5	534.3	5.6	+109.9
Semi-Public % of City	24.6	0.3	77.6	0.8	+53.0
School % of City	391.4	4.1	233.6	2.5	-157.8
Park/Recreation/Open Space % of City	919.9	9.7	1,718.9	18.2	+799.0
Rights-of-Way % of City	1,007.1	10.6	1,007.1	10.6	0.0
Vacant % of City	4,645.3	49.1	1,194.7	12.6	-3,450.6
Total - % of Total	9,465.9	100.0	9,465.9	100.0	0.0

SOURCE: Gove Associates Inc.



entrances to Sault Ste. Marie. These land uses are expected to grow from the existing acreages of 319.3 acres to future acreages of 604.7 acres. Much of this development will occur along 3 Mile Road, M-129 and the I-75 Business Spur.

Land designated for industry projected to increase from 207.4 acres to 329.1 acres - an increase of 121.7 acres. This increase will be required to allow businesses to locate and expand in Sault Ste. Marie. The majority of new industry will be located in the existing industrial park and the new Air Industrial Park. Another industrial area is located on the northeast corner of Easterday Avenue and Seymour Road.

The amount of public land is projected to increase from 424.4 acres to 534.3 acres - an increase of 109.9 acres. The majority of this increase can be attributed to areas around the airport.

School acreage decreased - but only because much of the school's land along Seymour Road was redesignated to parks, recreation and open space.

Land designated for parks, recreation and open space increased by 799 acres - from 919.9 acres to 1,718.9 acres. Some of this increase can be attributed to the redesignation of school property, but a significant amount of land east of I-75 has been designated for open space - due to the natural features that limit the amount

of development that can occur in the area. A band of open space is also being set-aside on the west side of I-75. Additionally, the golf course on the east side of the City is expanding. The island group on the east side of the City is also considered open space - but was considered open space in the existing land use acreages.

The rights-of-way acreages have not changed in the future designation, but will change as development occurs.

Vacant land is expected to decrease from 4,645.3 acres to 1,194.7 acres to accommodate development in the area. Much of the change will be land use designation only - since some vacant areas have been designated as open space. Additionally, some vacant areas are not actually vacant. The primary exception is the Tribal owned land which includes housing, a school, a medical center, a casino and many other uses. Another exception is the lime piles which cannot be developed until questions relating to environmental hazards are addressed.

Land uses south of the City, in Soo Township, have also been addressed to help decrease conflicting land uses along the municipal boundaries. Residential uses have been expanded as have commercial and industrial uses.

**RESIDENTIAL AREAS**

The City's population is expected to grow to 16,955 by the 2005, 18,735 by 2115 and culminate in a "built-out" population of approximately 23,000 sometime after that. (The "build-out" population is the maximum population possible in the City when all designated residential areas are fully developed. This number is controlled by the density of development - how many dwelling units per acre - and by the average household size.)

**Densities**

Based on existing development, existing zoning standards and the typical standards used in single-family development, six density categories for residential development are anticipated:

CATEGORY	MINIMUM LOT SIZE	DENSITY
• Rural Residential	2 acres	0.4 DU/acre
• Suburban 1	20,000 sf	1.7 DU/acre
• Suburban 2	9,100 sf	3.6 DU/acre
• Urban	6,000 sf	5.4 DU/acre
• Multiple-low rise	--	13.6 DU/acre
• Multiple-high rise	--	27.2 DU/acre

Much of the existing residential development in Sault Ste. Marie is built at the Urban density. While the zoning ordinance includes a high-density RM-2 district, most of the existing apartment development is built at the low

rise density standards. Rural residential reflects the existing Reserve Residential zoning standards for areas where there is no City sewer or water, and the Suburban 1 category reflects the density of the Lakeshore subdivision.

Much of the single-family residential development will be built at the Suburban 2 density, reflecting typical lot sizes of 70' x 130' or 80' x 120'.

#### Neighborhood Growth

Several of the City's neighborhoods are largely in a fully-developed state: the "island" area, the Jefferson area, the Power Canal residential areas, and the "Southside" area. In these neighborhood areas, some growth will take place, largely however, as a result of densification, or the conversion of some single-family homes into apartments.

The Washington School residential area, wrapping around the LSSU Norris Center, will see significant growth with the development of multi-family housing on the old Camp Lucas site and the I-500 upland property.

The Shunk/Marquette areas are constricted by the lack of utilities and the presence of wetlands. The provision of City sewer and water, however, will help to open up the better drained parts of these neighborhood areas.

The M129/20th Avenue area has one of the best potentials for near-term residential growth. Much recent development has taken place in this area, and the provision of sewer and water will help to accelerate the opening up of this area, especially the land south of 20th Avenue.

The area behind the Soo Plaza shopping center also offers good near-term potential for additional growth, especially with private-lot mobile home development and some multiple-family. There is also some extremely attractive single-family potential to the west of the Ashmun Creek ravine area if reasonable access can be obtained across the ravine.

By and large, the best prospects for future residential development will be west of I-75, especially in the residential area along 14th Street. Of all the major land areas in Sault Ste. Marie open to residential development, this land is relatively unaffected by wetlands. The extension of sewer and water south from the top of Foss Hill will help to open this sparsely settled area to subdivision development.

The Lakeshore and westerly parts of the City also have good growth prospects, although somewhat limited by wetlands and by the availability of utilities. The new golf course and expected new U.S. Coast Guard housing along 4th Avenue highlight the potential in this neighborhood, while the Lakeshore subdivision has a

large quantity of vacant lots that will come under development once City utilities (especially sewer) are extended throughout this subdivision.

#### INDUSTRIAL AREAS

Sufficient land areas must be allocated for the City's future industrial requirements. Specific transportation, utility and service requirements must be reflected in the areas set aside for industrial development. It is also necessary that the industrial districts be carefully defined and circumscribed so as to restrict any adverse impacts such industrial development will have on nearby areas.

As with other components of the Master Plan, past decisions have, to a large degree, established the physical presence of industry in different parts of the community. Certain of these areas may not be the most appropriate locations for this type of land use. It will, however, be necessary to work these areas as best as possible into the urban structure, if for no other reason than that the clearance or removal of industry from these select areas will be excessively uneconomic. For the most part, however, industry in Sault Ste. Marie is properly located, and the principal planning task will be to organize future industrial growth areas.

### Industrial Lands

Uses that should be located in an industrial area include not only the obvious manufacturing, processing, fabricating and production enterprises, but also a wide range of uses that are "industrial" in character and their impacts on surrounding land uses. Such uses include major automobile repair shops (body work, welding, painting, sanding, etc.), warehouses, storage yards (public and private) and other similar uses. With the advent of the "Industrial Park" and the associated covenants that come with such parks, it is necessary to provide adequate growth areas for these industrial-type uses that may not be permissible in an industrial park setting. Further, there are the possibilities of major industrial activities typically classified as "heavy industry" that likewise will require separate consideration from the light-industry dominated industrial parks.

Within the context of the somewhat distinct needs of these subcategories of industrial development, then, separate provision must be made for at least three different groups of industrial uses: 1) light-manufacturing industrial park type industries, 2) heavy industry, and 3) general industrial and service (warehouses, storage yards, heavy commercial, etc).

The land needs for these industrial groups are not easily established. The City goal of industrial development suggests the allocation of sufficient land areas to

accommodate this focussed diversification effort. "General industrial" land, on the other hand, will be required somewhat in proportion to overall population growth - itself dependent on success in manufacturing growth. The Industrial Areas Plan provides for sufficient land to accommodate industrial growth for the next 20 to 30 years at the current rate of development, with suggested future growth areas that could be developed if the rate of industrialization increases.

### Industrial Areas Plan

Four districts are proposed for industrial development, four of which are already committed in one form or another to industry.

- Sault Industrial Park and Vicinity
- Airport Area
- West End Warehouse Area
- Lime Pile Vicinity

1. Sault Industrial Park: The 64 acre Sault Industrial Park is a State Certified, covenant-restricted manufacturing park. Ten facilities are now located in the park. The Sault Foreign Trade Zone and Industrial Incubator are located in the park. Of the 21 total lots in the park, only two (outside of the Foreign Trade Zone) are undeveloped. The Foreign Trade Zone itself is composed of four lots,

one of which is occupied by the Foreign Trade Zone building.

This Industrial Park area is, and will continue to be, the dominant industrial area of the City. The proximity of freeway access (1/4 mile to the east), rail transportation and future deep water port access is unmatched in the area. The area is, additionally, well isolated from the main residential areas of the City.

Directly adjacent to the Industrial Park and lying north of the Soo Line switching yard, is a 100 acre area dominated by the Cunnelton Company land holdings extending up to the St. Marys River and Ashmun Bay. This property holds great promise as a heavy industrial zone with contingent port development. The 1982 Port Study (Silmat, Hellisa, Eichner) suggested a comprehensive layout plan for this area that would encompass a major ship building component as well as general port activities. While the regional economy will not support the \$100 million plus development cost of such a facility at this time, the future prospects of such a facility are unknown. An alternative layout plan suggested by the company includes a more conventional industrial platting with several lots backlotting onto the water.

This area is planned for heavy industrial use in the Master Plan because of the natural proximity of major transportation systems and the great potential of the land. Detailed decisions as to exactly how this land will be developed, however, will need to await further events in the national economy.

2. Municipal Airport Area: Several years of detailed discussions with State officials, and a growing recognition on the part of the local community as to the benefits of maintaining the local airport, has led to the development of an Airport Area Plan that maintains the municipal airport as a general aviation facility and proposes the development of an Air Industrial Park adjacent to the proposed 4,200 foot airstrip. The plan calls for a relocation of the apron and various service facilities to a more central location along the runway, and the development of a 24-lot industrial plat west of Davitt Street and to the northeast side of the runway. This air park is proposed to have similar covenants to the Sault Ste. Marie Industrial Park, and be restricted to light-manufacturing and certain transportation related industrial uses.
3. West End Warehouse Area: The area bounded by Magazine Street, the Power Canal, Meridian Street and Portage Avenue, has been zoned and planned for industrial use since at least the early 1960s. The area is dominated by beverage wholesalers, moving

and storage companies and other warehouse-type facilities. The location is ideal for such general industry although the 1995 construction of the Portage/Meridian connection suggests some modifications in this district to reflect the higher commercial potential of properties fronting on this new downtown connection. The Land Use Plan reflects a logical resizing of this warehouse district to reflect this reality.

4. Lime Pile Vicinity: Much of the area around the lime piles is designated as vacant. Until the City and the Department of Natural Resources can determine how to correct any problems that exist in the area, relating to environmental contamination, industrial development will be limited to the area west of the lime piles.



LEGEND

RESIDENTIAL

- LOW AND MEDIUM DENSITY
- HIGH DENSITY
- MOBILE HOME PARK

COMMERCIAL

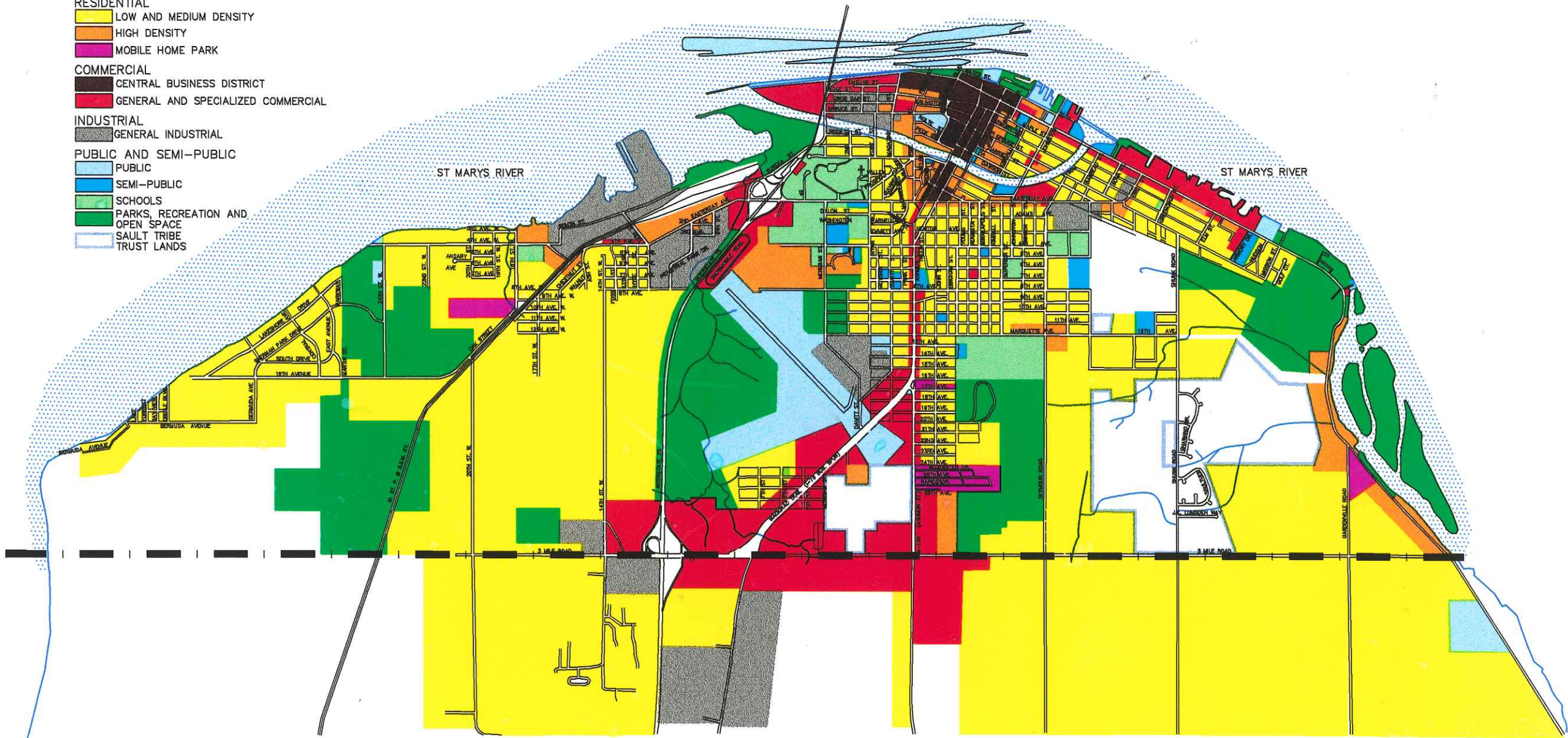
- CENTRAL BUSINESS DISTRICT
- GENERAL AND SPECIALIZED COMMERCIAL

INDUSTRIAL

- GENERAL INDUSTRIAL

PUBLIC AND SEMI-PUBLIC

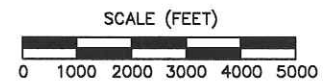
- PUBLIC
- SEMI-PUBLIC
- SCHOOLS
- PARKS, RECREATION AND OPEN SPACE
- SAULT TRIBE TRUST LANDS



GOVE ASSOCIATES INC.

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MAP I-1  
 CITY OF SAULT STE. MARIE  
 MASTER PLAN  
 FUTURE LAND USE



# ■ TRANSPORTATION PLAN ■

# TRANSPORTATION PLAN

The Transportation Plan is concerned with the development of a comprehensive guide for the development of land, water, air and transportation facilities for the efficient movement of people within the City.

## LAND BASED TRANSPORTATION

An effective community circulation system is built around a hierarchy of roads and streets. Much like the human body, the road network is divided into major arteries (major thoroughfares), capillaries (local streets) and the in-between routes that connect the two (collector streets).

### Street Hierarchy

The major thoroughfares connect areas of major traffic generation. These roads are typically wider, have more moving lanes, and the bulk of the traffic along these roads does not originate on the road itself. Ashmun

Street and Marquette Avenue are typical examples of major thoroughfares.

The collector streets are split somewhat evenly between traffic that originates on the road and through traffic using the road to access a major thoroughfare.

Local streets are destination roads. Virtually all traffic using a local street originates from properties along the street.

In a well-designed Transportation Plan, there is a significant continuity along the major thoroughfares, and good inter-connection between these trafficways. The principal objective is to guide all cross-town traffic onto one of these roads, and to discourage cross-town traffic from using local streets.

The collector streets are primarily used to funnel traffic into and out of residential areas, again guiding traffic away from the use of local streets. The local street merits the highest level of protection; it is here that the community's neighborhoods are located; where people live and children play. If the road network is properly designed, a great deal of protection is afforded to the residential areas.

Each of these roads has different development standards:

<u>Street Type</u>	<u>Right-of-Way</u>	<u>Lanes</u>
Major Thoroughfare	100-120' ROW	2-5 Lanes
Collector Street	86' ROW	2 Lanes
Local Street	60' ROW	2 Lanes

The Transportation Plan on the following page indicates the location of these proposed roads, existing and proposed.

### Future Needs

In an analysis prepared by the City for the Michigan Department of Transportation Sub-State Area Long Range Plan, the City identified nearly \$25 million in road and bridge improvements that will be needed to improve existing roads and expand the system. The breakdown is as follows:









Bridges	\$6,250,000
Major Thoroughfares	\$9,515,000
Collector Streets	\$ 920,000
Local Streets	\$8,000,000

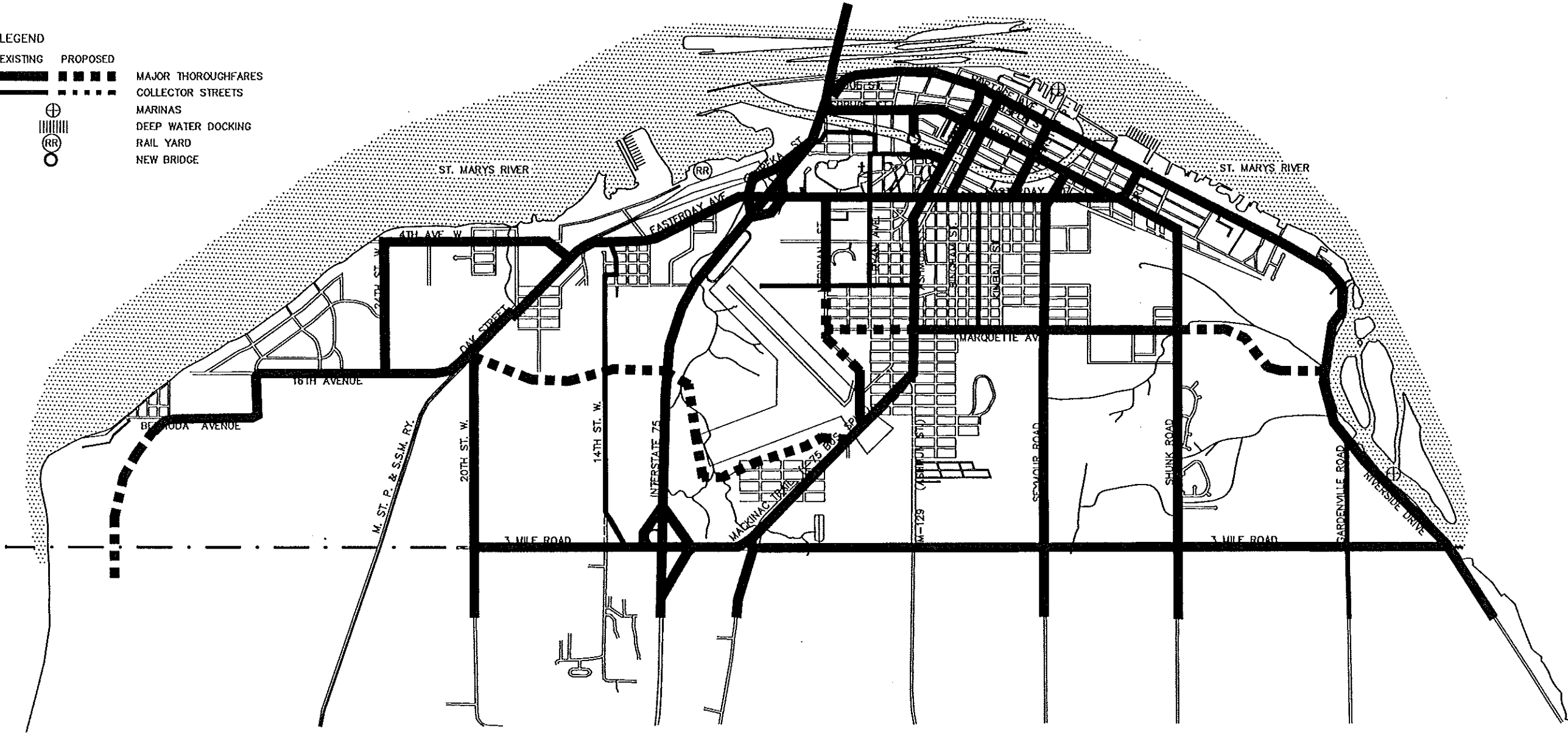
Despite the large dollar figures, close to \$8 million of those improvements are either funded, on the drawing board at MDOT, or are likely candidates for near future grant funding.





LEGEND

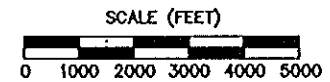
- |   |   |                     |
|---|---|---------------------|
| EXISTING  | PROPOSED  |                     |
|   |  | MAJOR THOROUGHFARES |
|   |  | COLLECTOR STREETS   |
|  |   | MARINAS             |
|  |   | DEEP WATER DOCKING  |
|  |   | RAIL YARD           |
|  |   | NEW BRIDGE          |



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MAP J-1  
 CITY OF SAULT STE. MARIE  
 MASTER PLAN  
 TRANSPORTATION PLAN





**Trail System**

The City's Recreation Plan noted earlier in this report identified the need for a multipurpose trail system in the City; a system that could accommodate bicycles and pedestrians in the warmer months, and snowmobiles in the snow season. While the City is currently studying the feasibility of a trail-tunnel (or bridge) to cross the I-75 Freeway, and connect the east and west sides of the City, future transportation planning needs to refer to the trail plan in order to make provisions for widened pavement and the designation of bike trails along roadways where a separate trail corridor is not possible.

**Rail Needs**

Future rail spurs from the Wisconsin Central Rail corridor on the west side of the freeway will be needed as required to serve both the Sault Industrial Park along Easterday Avenue and the Reiss Coal Dock area. Each spur should cost approximately \$100,000.

**WATER TRANSPORTATION**

Two types of water-borne transportation have requirements in the City: recreational boating and lake carrier docking.

**Marinas**

The City is currently in the process of preparing for construction of a new downtown marina at the Mariner's Park site. This \$2.4 million dollar project will be targeted for transient boaters, and should be under construction during 1995. This will complement the existing Harvey Marina, downstream along Riverside Drive, which will be re-focused for seasonal usage. While the addition of the Mariner's Park Marina will meet a long standing need for additional dockage, a third marina may be needed within the next 20 years.

**Deep Water Port**

While the Sault has not been a significant lake port, there continues to be a need for occasional dockage of lake vessels, either for periodic off-loading, or for repairs. The City's Carbide property has served this purpose well over the years, and while the location and size of the property are not conducive to major port development, there is no reason why the property cannot still be used for repair tie-up, even with the property developed into some form of commercial use. In order to accommodate this, it will be essential for the City to maintain ownership of the water frontage portion of the property.

The Reiss Coal Dock area, on the other hand, holds great promise for major port development. A feasibility study performed by the consulting firm of Simat, Helliesen,

Eichner in 1982, identified the potential for a major ship repair facility at this 100 acre site (owned by both Reiss and Amex). Infrastructure costs of over \$75 million are estimated for the full development. Whether this will ultimately transpire or not will be driven by economies in the shipping industry. The location, however, is outstanding, with a confluence of deep water, a major rail yard, and Interstate Freeway at the site.

**AIR TRANSPORTATION**

The municipal airport provides a useful supplement to the County Airport, 20 miles south of the City, where regularly-scheduled feeder airlines provide service. The City facility serves as a business and general aviation facility, meeting the needs of medical evacuation, business travel, charter service, flight training and increasingly, tourism travel. This is especially so with the growth of the casino.

The City's EDC has begun the development of an Air Industrial Park around the existing runway, making efficient use of this property. The airport will be subject to periodic review as to how well it is serving the needs of the community.

**CITY IMAGE**



## CITY IMAGE

### EXISTING COMMUNITY APPEARANCE

The total visual character of Sault Ste. Marie is the cumulative physical mixture of the layout of streets, the style of buildings, topography, vegetation, landscaping, signs, the River, bridges, water towers, and etc. Tourists are attracted to the area because of the physical backdrop, the history and the activities of the City. The major image feature and natural resource of the City is the St. Marys River and the structures associated with the River. Some dramatic vistas are 100 feet or more above the shipping corridor and provide a dramatic view of the older City area and the downtown. For example, the Lake Superior State University campus overlooks the two cities, the Locks and the International Bridge. The different elements of community character and appearance are listed on the Figure K-1.

The two major entrance corridors are I-75 and the I-75 Business Spur (Mackinac Trail and Ashmun). People get their first City image by driving north or south on I-75 and exiting at Three Mile Road and Easterday Avenue.

Once off the interstate highway your image of the City is shaped by what you see along the major streets leading you to your destination. A strong positive image can be achieved by establishing design and character guidelines. These standards must be based on the existing strengths of the areas needing improvement. The City can take a strong lead in this area by working with business and neighborhood leaders to set guidelines. An example is the downtown area now being improved by the DDA.

### IMPROVING THE CITY IMAGE

The first step to improving the appearance of an urban area is the identification and documentation of the existing character and appearance. Ask the following questions:

- What opportunities and problems are there?
- How does the area look to a stranger?
- What are your first impressions of the area?

Next identify some starter projects, such as an annual paint and fix-up week or a junk collection week. The City might organize an Arbor Day celebration.

Community attention can be focused on improving the appearance of the City by some positive actions taken by the City. Public streets, utilities and buildings can be

upgraded. The City will be spending substantial sums on utility and street improvements in the coming years. This public action can encourage private improvement actions.

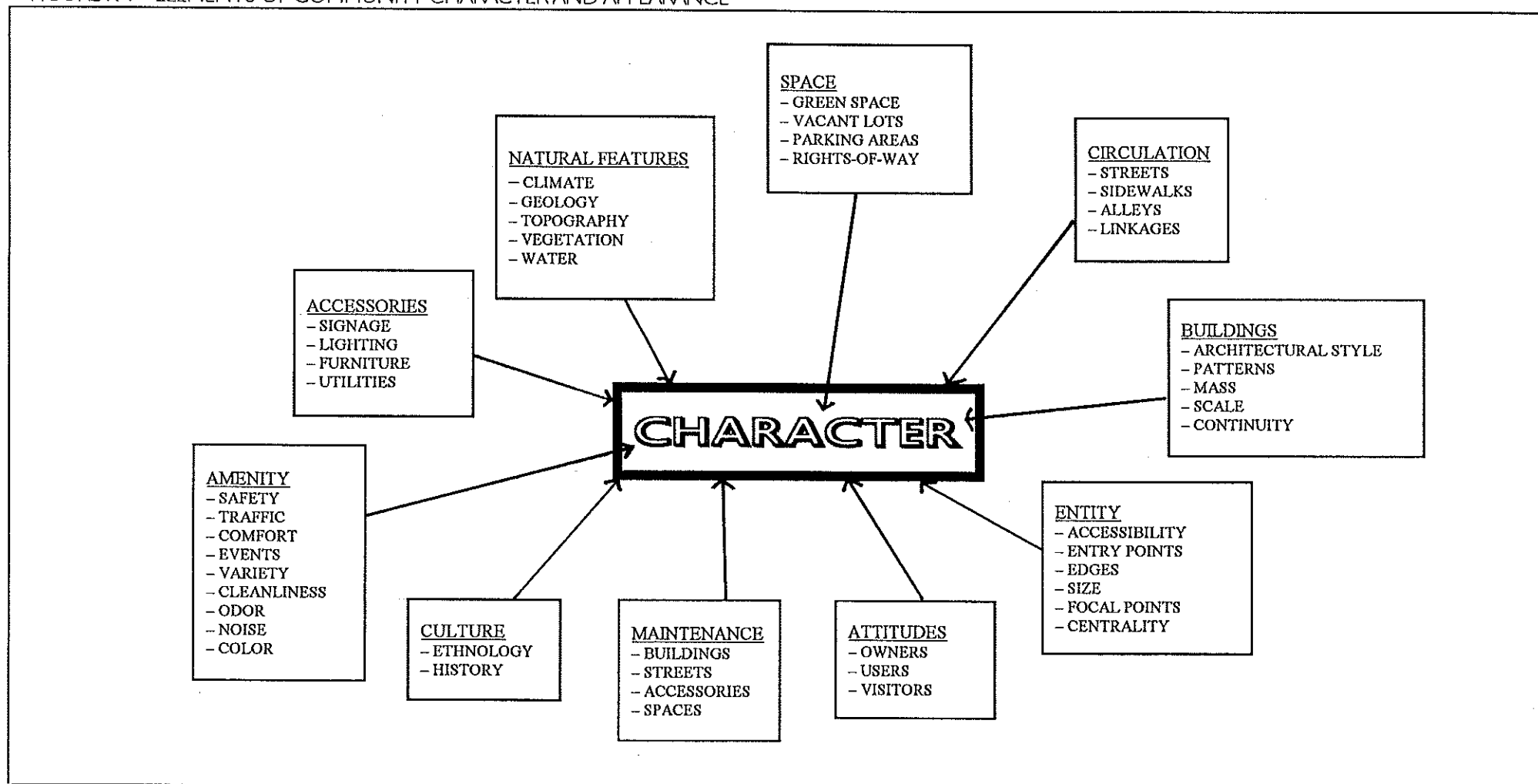
To be successful, coalitions must be formed between interested groups. As an example, the City might team up with the Chamber of Commerce, a neighborhood group, a local Garden Club, a preservation group, business leaders from a shopping area, or all of these groups. The objective could be to improve a section of a major entry corridor.

Another aspect of community appearance to consider is the image created by new developments or improvements to existing developments. This is when a sound set of urban design guidelines is needed. The City Site Plan regulations should include standards for signs, landscaping, lighting and parking.

### VISUAL ISSUES TO CONSIDER

Vistas - The City has several natural or constructed viewing points. The glacial ridges form dramatic vistas for viewing the area, as do the man-made buildings and towers. These are City assets that need to be inventoried, protected, and enhanced.

FIGURE K-1 - ELEMENTS OF COMMUNITY CHARACTER AND APPEARANCE



SOURCE: Michigan Society of Planning Officials Community Appearance Training Program

**Entrances** - The major entry points to the City are at the two interchanges, M-129, Mackinac Trail and Riverside Drive. Other entrances include the waterfront area for boaters and the International Bridge from Canada. These entrance points convey an image to the person viewing. This can be a strong positive or negative image. A goal of the City is to improve the image at the major entrances to the City and the downtown area.

**Corridors** - Two of the most prominent and visible corridors in the City are the I-75 Business Spur from I-75 to the waterfront and the waterfront area from the bridge to Riverside Drive. The ends of these corridors are important because they mark the start and finish. These ends should be easy to identify and convey a positive image.

Along the corridors distinct character and themes need to be created. This can be done by maintaining positive visual images such as old buildings and signs while reinforcing that identity with new improvements. Visual themes will be created by establishing corridor design guidelines for public and private improvements. These should include guidance for lighting, signs, street trees, landscaping, parking lots, conflicting land use buffers, sidewalks, curb and gutters and utilities.

**Historic Preservation** - One rule of thumb used by the National Trust for Historic Preservation and by the Federal Tax Law is that any building 50-years or older

may be regarded as historic. Of course, there are many degrees of quality and importance among historic buildings. The buildings worth preserving should be including in a local historic district. Existing districts can be expanded or new districts created in include well-defined groups of buildings or scattered individual historic buildings. The City should also encourage adaptive reuse of older buildings for new uses. This might require some adjustments to current zoning regulations.

#### VOLUNTEERISM

One successful tool for planning and executing a community appearance improvement program is the use of volunteers. They extend the City and private resources, both financial and personnel. Volunteers bring new life to a community image improvement program. The volunteers need to feel they are making a difference, are appreciated, trusted, included in planning and policy-making and that they see clear steps toward an established goal.

The challenge to local public and private community leaders is to network efforts and establish improvement targets. Volunteers must be recruited from all segments of the community. Business and professional service groups need to be involved. Also include retired people, single men and women, college and high school students, physically and mentally disabled persons, institutionalized

individuals and persons lacking formal education. A City appearance improvement program can prosper and expand with a community commitment to coordinate, recruit, train and support volunteers.

# ■ IMPLEMENTATION ■

# IMPLEMENTATION

The implementation section is designed to complement the Goals, Policies and Actions section by grouping the actions with the parties responsible for completing the actions. Potential funding sources and timing are also identified in the implementation schedule. This list is not a comprehensive list of all actions that should be taken over the next 20 years, but it is a list of the primary actions that need to be accomplished to meet the goals established in this Plan.

The goals and actions have been placed in an implementation schedule so time frames can be quickly identified and so various actions can be quickly compared to each other in regards to when they are to be accomplished, who will accomplish them and how the actions will be funded.

Funding sources often change as time passes, as do organizations and priorities. The implementation schedule should be reviewed and updated on a regular basis to ensure that actions are being accomplished and to ensure goals are being met.

Like other sections in this Plan, the implementation schedule should be reviewed and updated on a regular basis. This will help the Planning and Development Commission identify which actions have been completed, which are behind schedule and which (if any) should be modified or removed.

The implementation schedule lists 14 separate participants that include local and state agencies. Often an action has several participants marked - this is due to the team effort that is often required to accomplish an action.

Timing is also identified on the schedules, but often a project will take several years (or it will be an ongoing project) so several time slots will be marked.

On the funding portion of the schedule, 11 potential sources are identified. For the majority of actions general revenues or user fees are listed as the primary funding source - and others are listed as secondary sources. Often this may not be the case, but it is never safe to assume that a portion of the funding will come from general funds - maybe in the form of matching funds.

Table K-1 identifies the goals and actions established in this Plan.

## IMPLEMENTATION TOOLS

Two groups of planning tools exist for the community to implement the recommendations of the plan: Regulatory Instruments and Public Actions. They are discussed below:

### REGULATORY INSTRUMENTS

#### Subdivision Regulations

The City's Subdivision Ordinance is the most vital law in setting the proper stage for sound development. Tied directly to State Law, this law controls how land is subdivided and broken-up for sale or development, and stipulates the improvements that are required as part of the subdivision. While the City's Subdivision Law (adopted in 1983) is modern and without need of major changes, there is a well-known gap in the State Law that permits the division of property into four or fewer pieces without platting, and this gap can create future problems by encouraging the short-term development of road frontages, leaving the backlands unused. Efforts to encourage property owners in high growth areas to subdivide may require active participation by the City to ensure that badly needed areas for future development are not wasted through inefficient land division actions.



### Zoning Ordinance

The City's current Zoning Ordinance has been in place since 1964, and while several key amendments have strengthened the ordinance (the addition of Conditional Use provisions and Site Plan Review procedures), the ordinance will need to be thoroughly reviewed in light of the Master Plan recommendations. In general, the Zoning Ordinance will be several years behind the Master Plan in its application to any particular parcel. The Plan is the basis for zoning changes.

While the following is not an exhaustive list, several areas in the Zoning Ordinance will need to be reviewed:

*1. Planned Development Districts.* Also known as PUDs, or Planned Unit Developments, this zoning tool is very useful in permitting a wider flexibility of development on a single parcel, balanced by a somewhat greater degree of review to ensure compatibility. Such a provision needs to be incorporated into the Zoning Ordinance.

*2. Residential Districts.* Some refinement is needed in the residential zones. Current standards require only 50 foot frontages and 5,000 square feet of lot area. While this standard is sensible for the older developed parts of the community, more modern standards will be needed for the areas that will be developing in the future. As the Residential Chapter suggested, two additional zones may

be worthwhile: a 20,000 SF lot district and a 9,100 SF zone, which will encourage lot sizes in the 70' x 130' or 80' x 120' range, an efficient lot, but one that can accommodate a typical ranch home.

*3. Parking Standards.* A review of the Zoning Ordinance parking standards, including the numbers required as well as development (and buffering) standards is required. Special attention needs to be paid to how standards are applied to the downtown in order to protect the character of the City core.

*4. Commercial and Industrial Zones.* A review of the uses allowed in the different zones is required to update and bring current with modern development. A review of setbacks, buffering and performance standards is also needed.

*5. Maintenance Code.* The City needs to explore avenues to encourage the upkeep and maintenance of property in the City. Properties that are allowed to deteriorate have a blighting influence on the surrounding area, reducing property values, lowering the tax base and adversely affecting the quality of life of the neighboring property owners.

### PUBLIC ACTIONS

While the Zoning Ordinance and Subdivision Regulations can be useful in accomplishing a good part of the Plan,

direct actions by the Planning and Development Commission, the City Commission, the Administration and other public bodies are needed to make progress on other recommendations of the Master Plan.

### Capital Improvement Plan

The principal means for accomplishing most of the public improvements called for in the plan is through the Capital Improvements Program (CIP). The CIP is an organized approach to the upgrading and construction of the necessary public works and facilities needed by the community. The program looks to the Master Plan for the specific improvement proposals, and then prioritizes these proposals into 1, 2, 6 and 10 year programs consistent with funding availability. The CIP works best when it is part of the annual City budget. It should be updated annually.







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**IMPLEMENTATION SCHEDULE**

IMPLEMENTATION SCHEDULE		PARTICIPANTS											TIMING (YEARS)						FUNDING: PRIMARY ● SECONDARY ○																				
		PLANNING & DEVELOPMENT COM.	CITY COMMISSION	CITY STAFF	DDA	EDC	COC	SAULT AREA PUBLIC SCHOOLS	SAULT TRIBE OF CHIPPEWA INDIANS	MDNR	MDOC	MDOT	CHIPPEWA COUNTY	OUTSIDE ASSISTANCE	VOLUNTEERS	OTHER (SEE ACTIONS)	1	2	3-4	5-6	7-8	9-10	10+	GENERAL REVENUES/USER FEES	TAX INCREMENT FINANCING	SPECIAL ASSESSMENT DISTRICT	CDBG	MDNR	MDOT	MDOC	ISTEA	MSHDA	MI MUNICIPAL BOND AUTHORITY	FOUNDATIONS, GRANTS, CONTRIBUTIONS	OTHER				
GOAL	ACTION																																						
THE CITY WILL INITIATE DISCUSSIONS WITH THE TOWNSHIP ON WAYS TO BETTER COORDINATE DEVELOPMENT AND CITY GROWTH AT THE CITY'S PERIMETER, AND WILL FURTHER THE EFFORTS TO COORDINATE DEVELOPMENT BETWEEN THE TRIBE AND THE CITY.	EXPLORE WITH THE TOWNSHIP THE IMPLEMENTATION OF A TAX BASE SHARING PROGRAM (PA 425) UNDER STATE LAW	■	■	■								■		■	▼	▼	▼						●																
	COORDINATE THE PROVISION OF URBAN SERVICES WITH THE TOWNSHIP AND COUNTY, WHENEVER POSSIBLE.	■	■	■								■		■	▼	▼	▼	▼	▼	▼	▼	▼	●																
	COORDINATE LAND USE PLANS BETWEEN THE TRIBE AND THE CITY.	■	■	■				■							▼	▼	▼	▼	▼	▼	▼	▼	●																
THE CITY WILL DETERMINE IF THE CARBIDE DOCK AND THE I 500 TRACK SHOULD BE REDEVELOPED FOR MORE PRODUCTIVE LAND USES, AND MAINTAIN FLEXIBILITY WITH REGARDS TO THE AIRPORT.	I-500 PROPERTY: CONTINUE POLICY OF DEVELOPING THE UPLANDS FOR RESIDENTIAL DEVELOPMENT WHILE MAINTAINING TRACK. WHEN MARKET CONDITIONS DEMAND, CONSIDER DEVELOPING THE TRACK ITSELF FOR COMMERCIAL USE.	■	■	■	■										▼	▼	▼	▼	▼	▼	▼	●																	
	AIRPORT: MAINTAIN CURRENT POLICY OF USING AIRPORT AS GENERAL AVIATION/BUSINESS FACILITY AND DEVELOP EXCESS LANDS WITH COMMERCIAL/INDUSTRIAL USES. EVALUATE REGIONAL AVIATION SITUATION AND COMMUNITY NEEDS EVERY FIVE YEARS TO ASSESS WHETHER THIS POLICY CONTINUES.	■	■	■	■										▼	▼	▼	▼	▼	▼	▼	▼	●																
	CARBIDE DOCK: KEEP THE WATERFRONT FOR PUBLIC ACCESS AND WALKWAY, AND SELL LAND SIDE FOR COMPATIBLE TOURIST-ORIENTED COMMERCIAL USE.	■	■	■	■										▼	▼	▼	▼	▼	▼	▼	▼	●																



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IMPLEMENTATION SCHEDULE

IMPLEMENTATION SCHEDULE		PARTICIPANTS													TIMING (YEARS)							FUNDING: PRIMARY ● SECONDARY ○														
		PLANNING & DEVELOPMENT COM.	CITY COMMISSION	CITY STAFF	DDA	EDC	COC	SAULT AREA PUBLIC SCHOOLS	SAULT TRIBE OF CHIPPEWA INDIANS	MDNR	MDOC	MDOT	CHIPPEWA COUNTY	OUTSIDE ASSISTANCE	VOLUNTEERS	OTHER (SEE ACTIONS)	1	2	3-4	5-6	7-8	9-10	10+	GENERAL REVENUES/USER FEES	TAX INCREMENT FINANCING	SPECIAL ASSESSMENT DISTRICT	CDBG	MDNR	MDOT	MDOC	ISTEA	MSHDA	MI MUNICIPAL BOND AUTHORITY	FOUNDATIONS, GRANTS, CONTRIBUTIONS	OTHER	
GOAL	ACTION																																			
THE CITY AND THE SAULT STE. MARIE TRIBE WILL WORK TOGETHER TO ENSURE THAT DEVELOPMENT RELATED TO GAMING ACTIVITIES OCCURS IN AN ORDERLY AND PLANNED MANNER.	IDENTIFY AREAS THAT ARE LIKELY TO BE FUTURE EXPANSION SITES FOR GAMING RELATED ACTIVITIES AND FACILITIES.	■	■	■			■				■					▼								●												
	PROVIDE ADEQUATE STREETS, WATER SERVICE AND OTHER UTILITIES TO MEET THE DEMANDS OF EXPANDED GAMING FACILITIES.	■	■	■			■					■				▼	▼	▼	▼	▼	▼	▼	▼	●	○	○	○	○	○	○	○	○	○	○	○	
	CONTINUE TO MONITOR THE ECONOMIC ACTIVITY ASSOCIATED WITH GAMING AND BE PREPARED TO ACT IF THE BUSINESS DECLINES.	■	■	■			■					■				▼	▼	▼	▼	▼	▼	▼	▼	●												
THE CITY WILL WORK TO ENSURE THAT ALL FUTURE WATERFRONT DEVELOPMENT WILL BENEFIT THE CITY AND ITS RESIDENTS AND HELP ATTRACT VISITORS TO THE AREA	THE CITY WILL WORK TO IMPLEMENT THE WATERFRONT DEVELOPMENT PLAN THAT IDENTIFIES WHAT SHOULD BE DEVELOPED ALONG THE CITY'S WATERFRONT.	■	■	■												▼	▼	▼					●		○		○	○	○							
	THE CITY WILL ZONE WATERFRONT AREAS TO REFLECT WHAT IS PROPOSED IN THE MASTER PLAN ALONG THE ST. MARYS RIVER.	■	■	■												▼	▼	▼					●													







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GOAL	ACTION																																						
THE CITY WILL ENSURE THAT THE RECREATIONAL FACILITIES AND ACTIVITIES OF THE CITY ARE ADEQUATE TO MEET THE NEEDS OF THE RESIDENTS AND VISITORS AND THAT THE SEAL TRUST FUND IS EFFECTIVELY USED TO HELP MEET THE CITY'S NEEDS IN RECREATION.	PERFORM REGULAR UPDATES OF THE CITY'S 5 YEAR RECREATION PLAN.	■	■	■				■					■			▼	▼	▼	▼	▼	▼	▼	●					○								○			
	PERFORM SURVEYS OF RESIDENTS AND RECREATIONAL FACILITY USERS TO DETERMINE IF THEIR NEEDS ARE BEING ADEQUATELY MET.	■	■	■									■			▼	▼	▼	▼	▼	▼	▼	●					○								○			
	REGULARLY REVIEW THE RECREATION PLAN'S 5-YEAR ACTION PROGRAM TO DETERMINE IF THE ACTIONS ARE BEING ACCOMPLISHED.	■	■	■									■			▼	▼	▼	▼	▼	▼	▼	●					○								○			
	OBTAIN GRANTS, WHEN POSSIBLE, TO EXPAND AND IMPROVE RECREATIONAL FACILITIES.			■					■							▼	▼	▼	▼	▼	▼	▼	●					○											
THE CITY, WITH THE HELP OF LOCAL GROUPS, WILL WORK TO INCREASE AWARENESS OF EXISTING EVENTS AND ACTIVITIES, WHILE CONSIDERING THE ADDITION OF NEW EVENTS	WORK WITH THE LOCAL MEDIA TO ESTABLISH UNIFORM TIMES WHEN LOCAL EVENTS AND ACTIVITIES ARE DETAILED.	■	■	■	■	■	■							■	▼	▼	▼	▼	▼	▼	▼	●													○				
	WORK WITH ORGANIZATIONS THAT TYPICALLY SPONSOR EVENTS AND ACTIVITIES TO INFORM THEM OF HOW TO BEST INFORM LOCAL RESIDENTS AND VISITORS OF UPCOMING EVENTS.	■	■	■	■	■	■							■	▼	▼	▼	▼	▼	▼	▼	●													○				
	ACTIONS CONTINUED ON NEXT PAGE																																						



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GOAL	ACTION	PLANNING & DEVELOPMENT COM.	CITY COMMISSION	CITY STAFF	DDA	EDC	COC	SAULT AREA PUBLIC SCHOOLS	SAULT TRIBE OF CHIPPEWA INDIANS	MDNR	MDOC	MDOT	CHIPPEWA COUNTY	OUTSIDE ASSISTANCE	VOLUNTEERS	OTHER (SEE ACTIONS)	1	2	3-4	5-6	7-8	9-10	10+	GENERAL REVENUES/USER FEES	TAX INCREMENT FINANCING	SPECIAL ASSESSMENT DISTRICT	CDBG	MDNR	MDOT	MDOC	ISTEA	MSHDA	MI MUNICIPAL BOND AUTHORITY	FOUNDATIONS, GRANTS, CONTRIBUTIONS	OTHER		
CONTINUED	WORKING IN A CROSS-BORDER COOPERATIVE ENVIRONMENT, CREATE AN ORGANIZED NETWORK OF PEOPLE THAT ARE TYPICALLY INVOLVED IN ORGANIZING EVENTS AND ACTIVITIES. MAINTAIN AN UP-TO-DATE LIST OF THESE PEOPLE AND CONTACT THEM ON A REGULAR BASIS TO DETERMINE WHAT EVENTS ARE BEING PLANNED.	■	■	■	■	■	■										▼	▼	▼	▼	▼	▼	▼	●													
	THROUGH A MORE SPECIALIZED SURVEY, DETERMINE WHAT TYPES OF EVENTS AND ACTIVITIES ARE FELT TO BE INADEQUATE IN SAULT STE. MARIE AND WHAT NEW EVENTS MIGHT BE ADDED.	■	■	■	■	■	■												▼						●												
ENCOURAGE RECYCLING IN THE CITY OF SAULT STE. MARIE.	IMPLEMENT CURBSIDE RECYCLING PROGRAM		■	■													▼							●													



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		PLANNING & DEVELOPMENT COM.	CITY COMMISSION	CITY STAFF	DDA	EDC	COC	SAULT AREA PUBLIC SCHOOLS	SAULT TRIBE OF CHIPPEWA INDIANS	MDNR	MDOC	MDOT	CHIPPEWA COUNTY	OUTSIDE ASSISTANCE	VOLUNTEERS	OTHER (SEE ACTIONS)	1	2	3-4	5-6	7-8	9-10	10+	GENERAL REVENUES/USER FEES	TAX INCREMENT FINANCING	SPECIAL ASSESSMENT DISTRICT	CDBG	MDNR	MDOT	MDOC	ISTEA	MSHDA	MI MUNICIPAL BOND AUTHORITY	FOUNDATIONS, GRANTS, CONTRIBUTIONS	OTHER		
GOAL	ACTION																																				
THE CITY WILL STRIVE TO MEET THE NEEDS OF AN EXPANDING POPULATION.	THE CITY WILL EXPAND AND IMPROVE SERVICES AND UTILITIES AT LEVELS DETERMINED TO MEET THE DEMANDS OF THE EXISTING POPULATION, AND THE SHORT-TERM DEVELOPMENT AREAS OF THE CITY.	■	■	■								■	■			▼	▼	▼	▼	▼	▼	▼	●														
	CAPITAL IMPROVEMENT SCHEDULES WILL BE IMPLEMENTED THAT REFLECT A GROWING POPULATION.	■	■	■												▼	▼	▼	▼	▼	▼	▼	●														
THE CITY WILL WORK TO MEET THE DEMANDS OF A POPULATION THAT IS NOT ONLY CHANGING IN SIZE, BUT IN THE COMPOSITION OF PEOPLE	A SURVEY OF LOCAL SERVICE PROVIDERS SHOULD BE PERFORMED WHICH DETERMINES WHERE IMPROVEMENTS AND EXPANSIONS WILL NEED TO BE MADE IN LOCAL PROGRAMS.	■	■	■				■					■			▼	▼	▼	▼	▼	▼	▼	●														
	DETERMINE THE HOUSING NEEDS OF A CHANGING POPULATION.	■	■	■				■					■			▼	▼	▼	▼	▼	▼	▼	●														
	WORK WITH THE SCHOOL SYSTEM TO ENSURE ADEQUATE FACILITIES WILL EXIST TO MEET THE DEMANDS OF A CHANGING POPULATION.	■	■	■				■	■							▼	▼	▼	▼	▼	▼	▼	●														









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# GOVE ASSOCIATES INC.

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LANSING, MI (517)485-0011  
INDIANAPOLIS, IN (317)843-0022

## IMPLEMENTATION SCHEDULE

GOAL	ACTION	PARTICIPANTS													TIMING (YEARS)							FUNDING: PRIMARY ● SECONDARY ○																
		PLANNING & DEVELOPMENT COM.	CITY COMMISSION	CITY STAFF	DDA	EDC	COC	SAULT AREA PUBLIC SCHOOLS	SAULT TRIBE OF CHIPPEWA INDIANS	MDNR	MDOC	MDOT	CHIPPEWA COUNTY	OUTSIDE ASSISTANCE	VOLUNTEERS	OTHER (SEE ACTIONS)	1	2	3-4	5-6	7-8	9-10	10+	GENERAL REVENUES/USER FEES	TAX INCREMENT FINANCING	SPECIAL ASSESSMENT DISTRICT	CDBG	MDNR	MDOT	MDOC	ISTEA	MSHDA	MI MUNICIPAL BOND AUTHORITY	FOUNDATIONS, GRANTS, CONTRIBUTIONS	OTHER			
THE CITY WILL ENSURE THAT THE STREETS AND SIDEWALKS ARE ADEQUATE TO MEET THE MANY DEMANDS PLACED ON THEM.	PERFORM ANNUAL INSPECTIONS OF STREETS AND SIDEWALKS TO ASSESS WHAT AREAS NEED TO BE IMPROVED.			■													▼	▼	▼	▼	▼	▼	▼	●														
	CREATE A SEPARATE CAPITAL IMPROVEMENTS SCHEDULE AND FUND TO MAKE SIDEWALK IMPROVEMENTS.			■													▼	▼	▼	▼	▼	▼	▼	●		○												
	INCLUDE BIKE PATH PROVISIONS IN NEW ROAD PLANS, ALONG SEPARATE CORRIDORS AND ALONG EXISTING ROADS AS SET FORTH IN THE PLAN.	■	■	■											■		▼	▼	▼	▼	▼	▼	▼	○	○		○	○	○									
THE CITY WILL IMPROVE THE APPEARANCE OF RESIDENTIAL AND NON-RESIDENTIAL AREAS BY UPGRADING PUBLIC STREETS, PUBLIC LANDSCAPING AND OTHER PUBLIC SITES WHILE WORKING WITH PRIVATE LANDOWNERS TO IMPROVE THEIR PROPERTY.	INVENTORY THE EXISTING CHARACTER AND APPEARANCE OF THE MAJOR ENTRY POINTS TO THE CITY AND THE MAJOR ENTRANCE CORRIDORS.			■													▼	▼	▼				●															
	CONTINUE PLANTING OF NATIVE VEGETATION			■										■			▼	▼	▼	▼	▼	▼	▼	●					○							○	○	
	ESTABLISH DESIGN GUIDELINES FOR ENTRY POINTS AND CORRIDORS.			■													▼	▼	▼				●															
	ENCOURAGE PUBLIC AND PRIVATE INVESTMENT IN THE IMPROVEMENT OF THE APPEARANCE OF THE COMMUNITY.			■													▼	▼	▼	▼	▼	▼	▼	●														
	PERFORM A HOUSING AND NONRESIDENTIAL STRUCTURES CONDITION SURVEY TO DETERMINE THE LOCATION OF RESIDENTIAL AREAS THAT ARE IN NEED OF PHYSICAL IMPROVEMENTS.			■													▼	▼	▼				●			○										○		
ACTIONS CONTINUED ON NEXT PAGE																																						



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IMPLEMENTATION SCHEDULE

IMPLEMENTATION SCHEDULE		PARTICIPANTS													TIMING (YEARS)							FUNDING: PRIMARY ● SECONDARY ○														
		PLANNING & DEVELOPMENT COM.	CITY COMMISSION	CITY STAFF	DDA	EDC	COC	SAULT AREA PUBLIC SCHOOLS	SAULT TRIBE OF CHIPPEWA INDIANS	MDNR	MDOC	MDOT	CHIPPEWA COUNTY	OUTSIDE ASSISTANCE	VOLUNTEERS	OTHER (SEE ACTIONS)	1	2	3-4	5-6	7-8	9-10	10+	GENERAL REVENUES/USER FEES	TAX INCREMENT FINANCING	SPECIAL ASSESSMENT DISTRICT	CDBG	MDNR	MDOT	MDOC	ISTEA	MSHDA	MI MUNICIPAL BOND AUTHORITY	FOUNDATIONS, GRANTS, CONTRIBUTIONS	OTHER	
GOAL	ACTION																																			
CONTINUED	OWNERS OF PROBLEM RESIDENTIAL AND NONRESIDENTIAL PROPERTIES WILL BE CONTACTED AND GIVEN OPTIONS ON HOW TO CORRECT ANY DEFICIENCIES.			■													▼	▼	▼						●											
	IF FUNDING IS A PROBLEM FOR PROPERTY OWNERS, OPTIONS SHOULD BE CREATED (OR UTILIZED) THAT ALLOW PROPERTY OWNERS TO OBTAIN FUNDING ASSISTANCE - EXAMPLES INCLUDE REVOLVING LOAN PROGRAMS, SLIDING SCALE LOANS BASED ON HOUSEHOLD INCOME OR "PAINT BRIGADES" COMPOSED OF VOLUNTEER GROUPS.			■										■			▼	▼	▼	▼	▼	▼	▼	▼	●								○			○
	CONTINUE TO SUPPORT EFFORTS OF BEAUTIFICATION COMMITTEE, AND EXPAND EFFORTS TO INCLUDE PLANTING OF NATIVE TREES AND SHRUBS.			■										■			▼	▼	▼	▼	▼	▼	▼	▼	●											
	INCORPORATE PROTECTION OF REPLANTING OF VEGETATED AREAS AS PART OF SITE PLAN STANDARDS FOR NEW COMMERCIAL AND INDUSTRIAL DEVELOPMENT.			■										■			▼	▼	▼	▼	▼	▼	▼	▼	●											
WORK TO IMPROVE LOCAL SHOPPING OPPORTUNITIES FOR THE RESIDENTS OF SAULT STE. MARIE.	IMPLEMENT THE DOWNTOWN PLAN RECENT-COMPLETED BY JACKSON DESIGN			■	■											▼	▼	▼	▼	▼	▼	▼	▼	●		○	○	○								
	IMPLEMENT THE TAX INCREMENT FINANCING PLANS PREPARED BY THE DDA.			■	■											▼	▼	▼						●	○	○	○									
	ENCOURAGE PRIVATE BUSINESS AND PROPERTY OWNERS TO IMPROVE THEIR PROPERTY.			■												▼	▼	▼	▼	▼	▼	▼	▼	●	○	○				○					○	



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**IMPLEMENTATION SCHEDULE**

IMPLEMENTATION SCHEDULE		PARTICIPANTS													TIMING (YEARS)							FUNDING: PRIMARY ● SECONDARY ○														
		PLANNING & DEVELOPMENT COM.	CITY COMMISSION	CITY STAFF	DDA	EDC	COC	SAULT AREA PUBLIC SCHOOLS	SAULT TRIBE OF CHIPPEWA INDIANS	MDNR	MDOC	MDOT	CHIPPEWA COUNTY	OUTSIDE ASSISTANCE	VOLUNTEERS	OTHER (SEE ACTIONS)	1	2	3-4	5-6	7-8	9-10	10+	GENERAL REVENUES/USER FEES	TAX INCREMENT FINANCING	SPECIAL ASSESSMENT DISTRICT	COBG	MDNR	MDOT	MDOC	ISTEA	MSHDA	MI MUNICIPAL BOND AUTHORITY	FOUNDATIONS, GRANTS, CONTRIBUTIONS	OTHER	
GOAL	ACTION																																			
PROVIDE ADEQUATE PARKING FOR VISITORS, SHOPPERS, RESIDENTS AND EMPLOYEES IN SAULT STE. MARIE.	IDENTIFY PROBLEM AREAS BY SURVEYING POLICE, BUSINESS OWNERS, SCHOOLS, MUSEUMS, SHOPPERS AND OTHER PEOPLE FAMILIAR WITH THE DOWNTOWN PARKING SITUATION.			■	■								■			▼																				○
	THE CITY WILL IDENTIFY METHODS OF ADDING PARKING INCLUDING VACANT OR UNDERUTILIZED LAND THAT CAN BE USED FOR PARKING.			■	■								■				▼																			○
	ENCOURAGE ALTERNATE METHODS OF TRANSPORTATION FOR AREA EMPLOYEES INCLUDING CAR POOLING.			■	■								■				▼	▼	▼	▼	▼	▼	▼													
	EVALUATE THE PARKING DEMANDS OF ALL NEW DEVELOPMENT PRIOR TO APPROVAL.			■	■								■				▼	▼	▼	▼	▼	▼	▼													
THE CITY WILL PROMOTE AND ENCOURAGE HISTORIC PRESERVATION IN SAULT STE. MARIE.	ENCOURAGE EXISTING LOCAL GROUPS TO RESEARCH AND NOMINATE BUILDINGS.			■									■			▼	▼	▼	▼	▼	▼	▼													○	
	ENCOURAGE HOME AND BUSINESS OWNERS TO NOMINATE THEIR HISTORIC PROPERTIES.			■									■			▼	▼	▼	▼	▼	▼	▼														○
	ACTIONS CONTINUED ON NEXT PAGE																																			



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IMPLEMENTATION SCHEDULE		PARTICIPANTS													TIMING (YEARS)							FUNDING: PRIMARY ● SECONDARY ○															
		PLANNING & DEVELOPMENT COM.	CITY COMMISSION	CITY STAFF	DDA	EDC	COC	SAULT AREA PUBLIC SCHOOLS	SAULT TRIBE OF CHIPPEWA INDIANS	MDNR	MDOC	MDOT	CHIPPEWA COUNTY	OUTSIDE ASSISTANCE	VOLUNTEERS	OTHER (SEE ACTIONS)	1	2	3-4	5-6	7-8	9-10	10+	GENERAL REVENUES/USER FEES	TAX INCREMENT FINANCING	SPECIAL ASSESSMENT DISTRICT	CDBG	MDNR	MDOT	MDOC	ISTEA	MSHDA	MI MUNICIPAL BOND AUTHORITY	FOUNDATIONS, GRANTS, CONTRIBUTIONS	OTHER		
GOAL	ACTION																																				
CONTINUED	SPONSOR SEMINARS ON THE TOPIC - THE BUREAU OF STATE CAN PROVIDE A VARIETY OF INFORMATION			■												▼	▼	▼	▼	▼	▼	▼	●														
	CONSIDER ESTABLISHING SOME HISTORIC DISTRICTS			■										■		▼	▼						●														
	SUPPORT EXISTING NONPROFIT ORGANIZATIONS ENGAGED IN PRESERVING OR HIGHLIGHTING THE SAULT'S HISTORY	■	■	■													▼	▼	▼	▼	▼	▼	▼	●													
CONTINUE ECONOMIC DIVERSIFICATION STRATEGY TO EXPAND INDUSTRIAL BASES AND CREATE JOBS.	UNDERTAKE A LABOR POOL ASSESSMENT TO BETTER IDENTIFY THE SKILL LEVELS AVAILABLE IN THE AREA, INCLUDING AMONG THE "UNDEREMPLOYED".			■		■						■					▼						●		○												
	EXAMINE EXISTING NATURAL AND COMMERCIAL ASSETS			■		■						■					▼						●														
	ENCOURAGE MANUFACTURERS WHO ARE NON-POLLUTING			■		■											▼	▼	▼	▼	▼	▼	▼	●													
CONTINUE EFFORTS TO ATTRACT MANUFACTURING TO CITY AND AREA.	SUPPORT LOCAL ECONOMIC DEVELOPMENT AGENCIES AND INITIATIVES TO ACCOMPLISH THIS GOAL.	■	■	■												▼	▼	▼	▼	▼	▼	▼	●														