

**SAULT STE. MARIE BRIDGE AUTHORITY**

---

BUSINESS PLAN  
2026-2030

December 31, 2025

**THIS PAGE INTENTIONALLY LEFT BLANK**

## ACKNOWLEDGMENTS

In accordance with the Intergovernmental Agreement for the International Bridge, the Sault Ste. Marie Bridge Authority (SSMBA) and the International Bridge Administration (IBA) prepared this five-year business plan to guide the management and operations of the International Bridge, located in Sault Ste. Marie, Ontario, and Sault Ste. Marie, Michigan.

The plan documents the relationship SSMBA and IBA have with federal, state, provincial, local public and private agencies, that are critical to the successful achievement of governance and operational goals. This document includes the mission and a brief history of the organizational structure and operations of the International Bridge.

SSMBA and IBA wish to recognize the leadership, dedication, and expertise that have been provided by the International Bridge Authority, Joint International Bridge Authority, and bridge staff for greater than sixty years. Through their efforts and the invaluable assistance received from both the Michigan Department of Transportation (MDOT) and The Federal Bridge Corporation Limited (FBCL), the International Bridge continues as a successful venture in international cooperation, linking together the people of two great countries.

The preparation of this report was accomplished with the dedication and cooperation of many people. We would like to recognize the bridge administration team who participated in critical roles in developing this report: Peter Petäinen, Karl Hansen, Emily TenEyck, Cheryn Sanford, Marcus Eidenier, Fiore Cappelli, and Suzanne Moreau.

**THIS PAGE INTENTIONALLY LEFT BLANK**

---

---

**SAULT STE. MARIE BRIDGE AUTHORITY****BUSINESS PLAN  
2026 - 2030**

<b>EXECUTIVE SUMMARY</b>	1	Comparative Statement of Revenues, Expenditures, and Changes in Fund Balance	40
		Revenue Fund Budgets	41
		Capital Fund Budgets	53
<b>POLICY &amp; GOVERNANCE</b>		<b>ASSET MANAGEMENT PLAN</b>	
Mission Statement	7	Overview	57
Vision & Values	7	Operational Model Planning	58
Governance & Organizational Structure	7	Executive Summary	60
Bridge Description	8	Inspections & Studies	
History of the Bridge	9	Routine Detailed Inspection	62
Partnerships	10	Fracture Critical Member	62
International Bridge Organizational Structure	11	Infrared Thermography	63
International Bridge Organizational Chart	12	Underwater Inspection	63
		Storm Sewer Inspection	64
<b>STRATEGIC OBJECTIVES</b>		Deck Study Update	65
Strategic Areas of Focus	15	Bridge Structure	66
		Contractual Bridge Painting	67
<b>CUSTOMER CHARACTERISTICS</b>		Rocker Link Monitoring	68
Customer Profile	21	Expansion Joint Replacement	69
Traffic Summary	21	Bridge Deck Overly	70
Passenger Vehicle Profile	22	Bridge Deck Replacement	70
Commercial Vehicle Profile	23	Curb & Pedestrian Rail Repair	71
Commodities	24	Facilities	72
		Building Roofs	73
<b>FINANCIAL OPERATIONS</b>		Paved Surfaces	74
Toll Collection	33	HVAC	75
Toll Equivalency	33		
Toll Rate Schedule	33		
Toll Rate Comparison	37		
Insurance	39		
Payment of Taxes or in Lieu of Taxes	39		

Peripheral Elements	76
Bridge Security System	77
Bridge Electrical System	77
Toll Lane Software Replacement	78
Capital Equipment	79

**LONG RANGE FINANCIAL PLAN**

Exchange Rate History and Trend	83
Comparative Statement of Revenues, Expenditures, and changes in Fund Balance All Governmental Fund Types	85
Annual Bridge Traffic Trends	90
Traffic and Exchange Rate Sensitivity Analysis	96

**EXECUTIVE SUMMARY**

The SSMBA business plan is presented in accordance with the Intergovernmental Agreement for the International Bridge, September 1, 2009. The Authority's business plan, read in conjunction with the Authority's annual audited financial statements, and interim quarterly financial reports, represent the Authority's expected financial status during the fiscal period 2026 - 2030. Unless indicated otherwise, all dollar amounts are reported in US currency.

**EXECUTIVE SUMMARY**

The information summarized below for the budgetary periods for the Sault Ste. Marie Bridge Authority are presented in detail beginning on page 40. The complete five year business plan may be reviewed on page 41. Proposed 2026 budget is presented as a calendar fiscal year budget. Budgets are approved annually and expire at the end of each fiscal year.

The proposed 2026-2030 Business Plan is based on best current available data and used to prepare the estimated revenues and proposed expenditures.

Traffic and revenue estimates are based on economic conditions post-pandemic and within the near-term planning period. These estimates are for planning and budgeting purposes only. Border challenges negatively affecting bridge traffic, trade and tourism may significantly reduce bridge revenue or increase expenditures beyond operational sustainability.

The business plan includes the policy and governance, strategic objectives, partnerships, customer characteristics, asset management and capital projects planning, financial operations, the 30-year capital plan, and 30-year long range financial plan. Respective projected budgets by department and accounts, are included. The Authority preventative drastically curtailed the planned asset management program for three construction seasons from 2020-2023, due to border pandemic restrictions.

Preventive maintenance and capital maintenance costs escalate with an aging bridge. The ability to uphold the previous plan deferment of the near-term \$33.7 million in capital projects immediately outside the five-year business planning period remains entirely dependent on a proper preventative maintenance program. A failure to continue to restore sufficient revenue to support preventative maintenance will result in the requirement of these capital projects being rescheduled earlier than expected.

Depleted capital reserves and current revenue remains insufficient to replenish future capital reserves. Financial support of near-term operational expenditures has been stabilized with the toll structure approved in 2023.

There remains substantial risk that the Authority will be financially unable to meet the capital needs without respective owner support per the Intergovernmental Agreement from The Federal Bridge Corporation Limited and Michigan Department of Transportation.

The fund balance summary represents the Bridge Administration's minimum operating fund balances, reserved fund balances, and respective owner reserve account fund balances throughout the planning period. Owner reserve accounts for long-term capital maintenance have declined or been eliminated, due to the pandemic related border limitations during the 2020-2022 fiscal periods in order to meet and sustain current operational needs of the bridge and related facilities.

This document provides a historical perspective on traffic and revenues since 2014 to help frame the organization's strategic objectives and implementation strategies for the next five years. SSMBA and IBA present financial projections for the five-year business plan period 2026-2030, and the 30-year 2026-2055 long-range financial plan period.

The financial position reported herein is presented in accordance with the terms and conditions established in the Intergovernmental Agreement of September 1, 2009.

**SAULT STE. MARIE BRIDGE AUTHORITY**BUSINESS PLAN  
2026 - 2030**EXECUTIVE SUMMARY**

	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Revenue fund (unreserved)	\$ 2,353,605	\$ 2,320,291	\$ 2,285,809	\$ 2,250,122	\$ 2,213,185
Capital fund	951,857	985,172	1,019,653	1,055,341	1,092,278
MDOT Capital fund (owner re- serve)	1,059,631	1,349	(467,293)	(2,771,839)	(6,536,780)
FBCL Capital fund (owner reserve)	(543,450)	(1,601,732)	(2,070,374)	(4,374,920)	(8,139,861)
<b>Fund Balance-Ending</b>	<b>\$ 3,821,644</b>	<b>\$ 1,705,080</b>	<b>\$ 767,795</b>	<b>\$(3,841,296)</b>	<b>\$(11,371,177)</b>

**Planning Assumptions:**

The 2026-2030 Business Plan is based on best available planning assumptions. Key variables as noted below were used for calculating the revenues and expenditures for the entire planning period. All variables are subject to external economic changes during the planning period, resulting in variances from budget to actual performance. Key variables are vetted with the Sault Ste. Marie Bridge Authority Audit Committee prior to inclusion in the Business Plan.

**Capital Construction:**

- Construction Factor: 5.4%
- Inflation Factor: 4.0%

**Revenue Fund Sheet:**

- Interest Rate: 1.0%

**Budget Summaries:**

- Budget Inflation Rate: 4.0%

**Crossing Rates:**

- Exchange Rate: \$0.7700 CDN / USD

**Toll Rate Changes:**

Toll rate changes are discussed on page 38

**SAULT STE. MARIE BRIDGE AUTHORITY**

---

FIVE YEAR BUSINESS PLAN  
2026-2030

**THIS PAGE INTENTIONALLY LEFT BLANK**

## **Policy & Governance**

---

**THIS PAGE INTENTIONALLY LEFT BLANK**



**Mission Statement**

Serving and connecting the traveling public, the communities of Sault Ste. Marie Ontario and Michigan, for the benefit of our shared economies through the International Bridge.



**Vision**

To provide people with a safe, future-driven border connection that is fair and consistent.



**Asset Ownership**



**Governance**

**Sault Ste. Marie Bridge Authority**

4 U.S. Members (Appointed by Governor) / 4 Canadian Members (Appointed by FBCL)

**Values**



**U.S. Representatives**

- Ms. Linda Hoath  
(2025 Vice Chair)  
Sault Ste. Marie, MI
- Mr. Thomas Buckingham  
Sr.  
Newberry, MI
- Mr. Scott Shackleton  
Sault Ste. Marie, MI
- Mr. Nicholas White  
Petoskey, MI

**Canadian Representatives**

- Ms. Natalie Kinloch  
(2025 Chair)  
Apple Hill, ON
- Mr. Thye Lee  
Ottawa, ON
- Mr. Rémi Paquette  
Ottawa, ON
- Ms. Karen Richards  
Sarnia, ON

**POLICY & GOVERNANCE**

**Sault Ste. Marie International Bridge**

The Sault Ste. Marie International Bridge connects the cities of Sault Ste. Marie, Ontario with Sault Ste. Marie, Michigan. The International Bridge is owned by MDOT and FBCL. The bridge is operated under the terms of an Intergovernmental Agreement (Agreement) between MDOT and FBCL, through the SSMBA. SSMBA, consisting of eight people, provides operational and policy oversight for the management of the bridge. The four U.S. members are appointed and serve at the pleasure of the Governor of Michigan. The four Canadian members are appointed by FBCL.

SSMBA’s responsibilities include: approving bridge tolls, operating budgets and business plans, rules for the use of the bridge and related properties, approval of the acquisition of property, capital investments on the bridge and related properties, and oversight of the investment of the bridge reserve fund, and levels of insurance, as provided by the Agreement.

The International Bridge Administration (IBA), is responsible to SSMBA. IBA is a separate administrative entity within MDOT, whose staff is composed of both Canadian and American residents. IBA performs the day -to-day operations necessary to keep the bridge open to traffic 24 hours per day, year-round, and carries out the business plans and budgets approved by the SSMBA. Operations includes toll collections, bridge maintenance, capital improvements, and infrastructure security. As well, IBA provides a wide range of other customer services necessary to ensure the efficient and safe movement of people and goods between Michigan and Ontario.

Sault Ste. Marie is the only vehicular crossing between Ontario and Michigan within a 349 mile radius. The communities as served by the bridge include populations of 13,410 for the City of Sault Ste. Marie, Michigan, and 72,051 for the City of Sault Ste. Marie, Ontario.



## POLICY &amp; GOVERNANCE

**History of the Bridge****International Bridge Authority**

The International Bridge Authority (IBA) was created by the State of Michigan in 1935, and given approval for an international crossing by an Information Act of Congress in 1940, with subsequent Acts extending the deadline. In 1955, the Canadian Parliament created the St. Mary's River Bridge Company (SMRBC) and granted it rights to construct an international crossing.

In 1960, the SMRBC assigned its rights to IBA. The Michigan State Highway Department, now known as the Michigan Department of Transportation (MDOT), agreed to construct the Michigan approach to the bridge. The cost to construct the bridge was \$16 million and the approach, building and equipment was \$5 million for a total of \$21 million. The State funded bridge approach tied the bridge into the interstate freeway system, with federal funds financing 90% of the bridge approach project. The International Bridge was designed by Dr. Carl Gronquist of the consulting engineering firm Steinman, Boynton, Gronquist and London. The bridge was financed by two series of bonds. Series A bonds totaling \$8.4 million (USD) were sold to private investors and were retired in 1983. Series B bonds totaling \$7.85 million (USD) were bought by the Province of Ontario, and were retired on September 1, 2000. The International Bridge was officially opened to traffic on October 31, 1962.

Prior to 1962, the only forms of transportation across the St. Mary's River, that separates the two cities, were ferries and a railroad bridge built in 1887.

IBA had three members from Michigan and two representatives from SMRBC. The Authority served as the decision making body for the bridge until September 1, 2000, when the bonds were retired and ownership of the bridge reverted to the State of Michigan and the SMRBC.

**Joint International Bridge Authority**

On September 1, 2000, a 40-year "Intergovernmental Agreement for the International Bridge," established a new operating framework for the bridge. The agreement between MDOT and SMRBC provided for an equal Canadian/American partnership in the governance, management, operations, and financing of the bridge. The operating model functioned under the governance of the Joint International Bridge Authority (JIBA) Board of Directors, consisting of three Michigan and three Canadian members.

In 2009, SMRBC became a wholly-owned subsidiary of The Federal Bridge Corporation Limited, a Canadian Crown corporation.

**Sault Ste. Marie Bridge Authority**

The Intergovernmental Agreement revision of September 1, 2009, established a modified governance and financial accounting structure. SSMBA, an eight-member Board of Directors made equally of Michigan and Canadian representation, replaced JIBA.

On February 1, 2015, a new Canadian parent Crown corporation, also named The Federal Bridge Corporation Limited (FBCL), was established, including the amalgamation of its subsidiaries, including St. Mary's River Bridge Company (SMRBC). The amalgamation completed and relieved the duties of the SMRBC Board of Directors after 60 years of dedicated service.

The fundamental operating and management principles established in the Agreement include:

- The bridge will be operated on a not-for-profit basis and all revenues will be dedicated and used exclusively for the cost of operating, repairing, improving and administering the bridge and related facilities.
- The bridge will strive to be financially self-supporting with all administrative, operating, maintenance, and capital improvements paid out of toll and other bridge revenues.
- Separate owner reserve accounts for MDOT and FBCL, for future maintenance and capital improvement projects.
- The tolls in the currency of Canada will be established so as to achieve equivalency with United States currency under prevailing official currency exchange rates. (Intergovernmental Agreement Article X).
- Taxes or assessments paid directly to a Canadian local unit of government an equal sum will be paid by the bridge to the equivalent Michigan local unit of government.
- The bridge will strive for balance in awarding contracts to Michigan and Ontario firms.

POLICY & GOVERNANCE

**Partnerships**

A wide range of Canadian and U.S. federal, state, provincial, and local public and private agencies partner with IBA in fulfillment of its responsibilities. These include, on the American side: General Services Administration, U.S. Department of Homeland Security, U.S. Customs and Border Protection, U.S. Army Corps of Engineers, U.S. Coast Guard, Michigan State Police, Michigan Occupational Safety and Health Administration, Michigan Department of Natural Resources, Michigan Department of Environmental Quality, Michigan Department of Technology Management and Budget, Chippewa County and Chippewa County Road Commission, the City of Sault Ste. Marie, Michigan, and the Sault Michigan Chamber of Commerce.

On the Canadian side, IBA interacts with: Canada Border Services Agency, Transport Canada, Parks Canada, Ontario Ministry of Transportation, Ontario Ministry of Public Works, the Royal Canadian Mounted Police, the Ontario Provincial Police, the City of Sault Ste. Marie, Ontario, and the Sault Ste. Marie Chamber of Commerce.

The bridge itself is located on easements over property owned by other agencies. These include: the U.S. Army Corps of Engineers, Parks Canada, and the cities of Sault Ste. Marie, Ontario and Michigan.

Safety for both customers and employees is a high priority for IBA. In this regard, IBA maintains positive relationships and emergency response coordination with local Ontario and Michigan agencies such as the police departments, fire departments, and ambulance services as outlined in the IBA “Emergency Response Plan”.

IBA actively supports local activities and events to strengthen and unite the two communities. For example, annually on the last Saturday in June, IBA hosts a bridge walk sponsored by the Sault Ste. Marie Ontario and Michigan Chambers of Commerce, in conjunction with the U.S. Army Corps of Engineers “Engineer’s Day” Locks Festival.

IBA also provides speakers to local civic and governmental groups to provide information on bridge operations, and seeks to support community events when asked to participate.

The IBA Bridge Director is the Bridge and Tunnel Operators Association (BTOA) immediate past-President.

IBA leases access rights to the plazas for adjacent duty-free stores and telecommunications conduit usage on the bridge.

IBA is partnered with MDOT and FBCL in multiple Memorandum of Agreements (MOA), including:

- Shared ownership and usage agreement for an Aspel Aerial UB50 under bridge inspection unit;
- Contracting authority for a 5-year (with renewals) joint bridge inspection services IDS contract for the International and Blue Water Bridges;
- Contracting authority for a 10-year (with renewals) shared toll system software contract.



POLICY & GOVERNANCE

**International Bridge Administration**

IBA is managed by a Bridge Director, responsible for the MDOT employees assigned to IBA, under the supervision of the Chief Administrative Officer of MDOT. Under the terms of the Intergovernmental Agreement, all IBA personnel are MDOT employees. The staffing goal is to have balanced U.S. and Canadian resident employment. The staffing level for the International Bridge is typically 35 full-time employees, with additional seasonal employees as determined by the planned capital and routine maintenance projects.

Additionally, IBA receives supportive services from MDOT including: human resources, planning, payroll, contracting, engineering, information technology assistance, as well as assistance from the MDOT field services crew. IBA determines current staffing levels based on the functions needed to deliver the annual construction and preventive maintenance program.

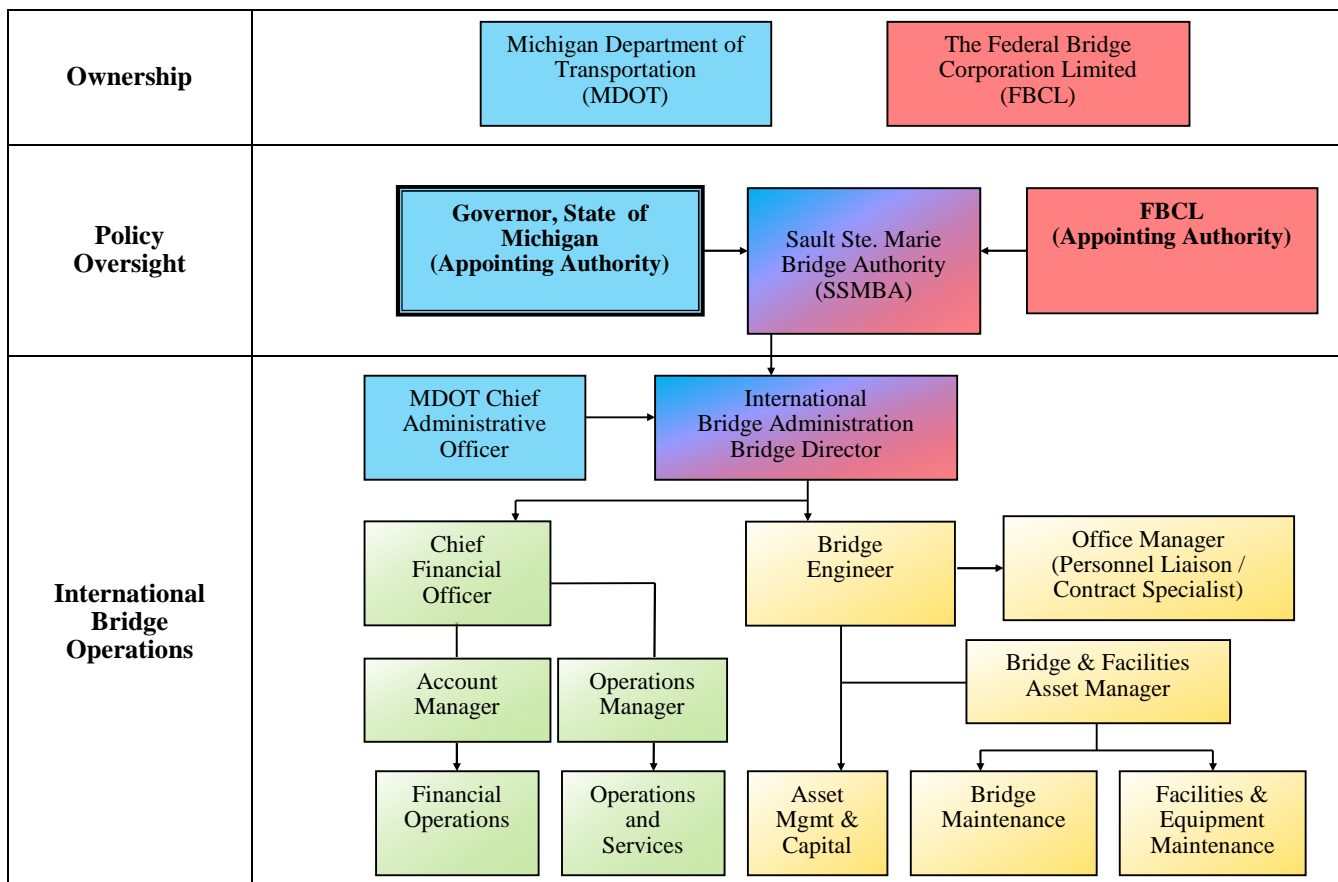
The management team for the IBA finance department includes the Chief Financial Officer, who is responsible for all the finance and budget functions.

The operations and services department includes the Operations Manager, who oversees the day-to-day toll and traffic management.

The Bridge Engineer is responsible for managing capital projects and all the maintenance functions. Day-to-day maintenance responsibilities are under the supervision of a Bridge and Facilities Asset Manager for the ongoing asset management of the bridge. This also includes the toll plaza, the Canada Border Services Agency (CBSA) plaza and the various building and inspection facilities for CBSA on the Canadian plaza. Facilities include: office buildings, maintenance buildings, CBSA traffic and commercial buildings, inspection booths, and all traffic movement areas.

The Office Manager is responsible for all personnel transactions and human resource coordination.

IBA staff vacancies are filled on an as-needed basis, with permanent-intermittent staff hours adjustable for traffic and revenue fluctuations due to any changing economic and border challenges.





## **Strategic Objectives**

---

**THIS PAGE INTENTIONALLY LEFT BLANK**

STRATEGIC OBJECTIVES

**Strategic Areas of Focus**

**Leadership**

*Align the organization to carry out SSMBA mission, achieve the vision and demonstrate the values.*

- Establish clear, measurable and aligned performance goals and desired outcomes across the organization.
- Regularly evaluate organizational performance, adjust direction as necessary.

**Customer-Centered**

*Understand our customers' most important needs to achieve a more customer-focused agency that results in better service and lower cost.*

- Align our programs and services to be responsive to customer feedback.
- Be accountable and transparent to our customers through tracking and reporting on key performance metrics.

**System Focus**

*Provide cost-effective, integrated and sustainable solutions in the maintenance of the bridge and plaza facilities.*

- Apply asset management principles to prioritize and implement the most cost-effective investment strategies.
- Optimize the value of investments by employing solutions for how assets are used to move people, goods and services.

**Safety & Security**

*Ensure the International Bridge structure is safely maintained, and ensure the safety of staff through incorporation of safety in all our maintenance and operational efforts.*

- Foster communication, coordination and collaboration with our public and private safety partners.

**Innovative & Efficient**

*Move people and goods through better customer-centered services and performance-driven decision-making.*

- Pursue innovations, transformational changes and organizational efficiencies.
- Manage performance to provide value and better customer-centered results.

**Workforce**

*Recruit, develop, and retain a high-performing workforce.*

- Target employee development to improve organizational performance, with a focus on customer service.
- Use workforce planning to increase flexibility in the workplace.
- Value, engage and empower our employees at all levels of the organization.

**Partners**

*Foster and sustain partnerships to optimize operations and achieve customer-centered results.*

- Prioritize and strengthen partnerships that create organizational efficiencies.

STRATEGIC OBJECTIVES

**The MDOT (IBA) House**

The House is a system of interconnected standards and processes, working together to ensure that IBA has employees that are equipped and ready to support IBA operations both now and into the future.

- Developing current and future leaders.
- Assessing and adjusting roles and staffing to address future needs.
- Capturing wisdom and information to equip our workforce.
- Recruiting, developing and maintaining top talent.
- Setting you up for success in your current position and future career opportunities.



**Our People & Our Future**

The Leadership Standards of Excellence (LSE) are the higher standards we expect from those who manage others. LSE clarifies what skills, competencies, and behaviors are essential for all leaders to demonstrate and provides guidance on the type of leaders we want to hire. This is important for performance and accountability to ensure our current and future success.

The LSE has five focus areas:

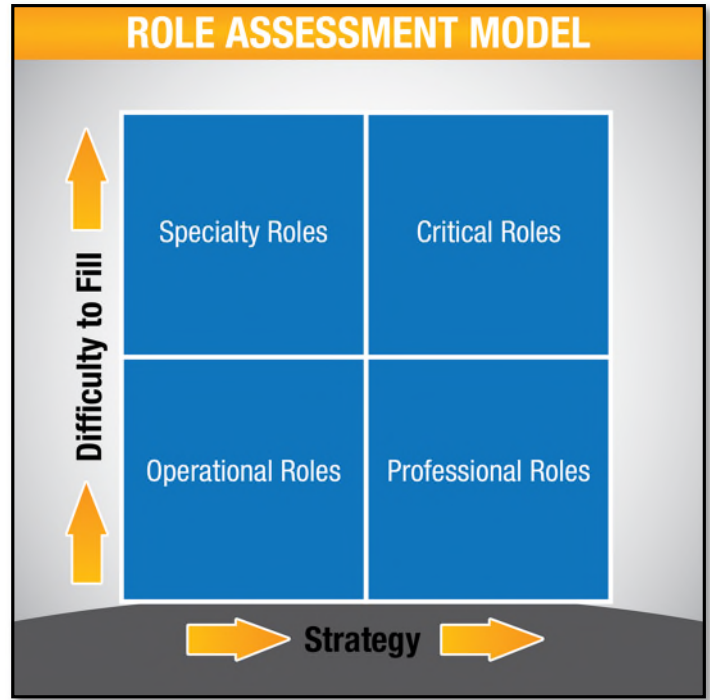
Visionary, Ensure Positive Outcomes, People First, Professional Excellence, and Character and Integrity.

Represents the skills, competencies and behaviors essential for all MDOT leaders to demonstrate, ensuring the Agency’s current and future success.

STRATEGIC OBJECTIVES

The Role Assessment Model (RAM) focuses on positions, not the people performing them. The goal of RAM is to ensure IBA’s positions are clearly defined, efficiently designed, and optimally utilized to meet the needs of the organization. Having a greater understanding of the skills, knowledge, and expertise required by each of our positions and how they contribute to the agency’s success helps us understand how to recruit, develop employees, and use the right knowledge transfer tools to ensure we retain intellectual capital.

RAM looks at all roles within the department and organizes them into four categories: Critical Roles, Specialty Roles, Operational Roles, and Professional Roles.



Talent Reviews (TRP) are held twice per year for leaders to collectively identify ways to strengthen and develop our workforce. Conversation, Consistency and Calibration produce intentional culture where employee development is positioned at its core.

The TRP has multiple benefits for the department:

TRP Benefits to Managers

- Better inventory of work unit skills, competencies, and needs.
- Framework for evaluating and communicating performance progress with employees.
- Ensures consistent expectations and measurement across the agency.

TRP Benefits to Employees

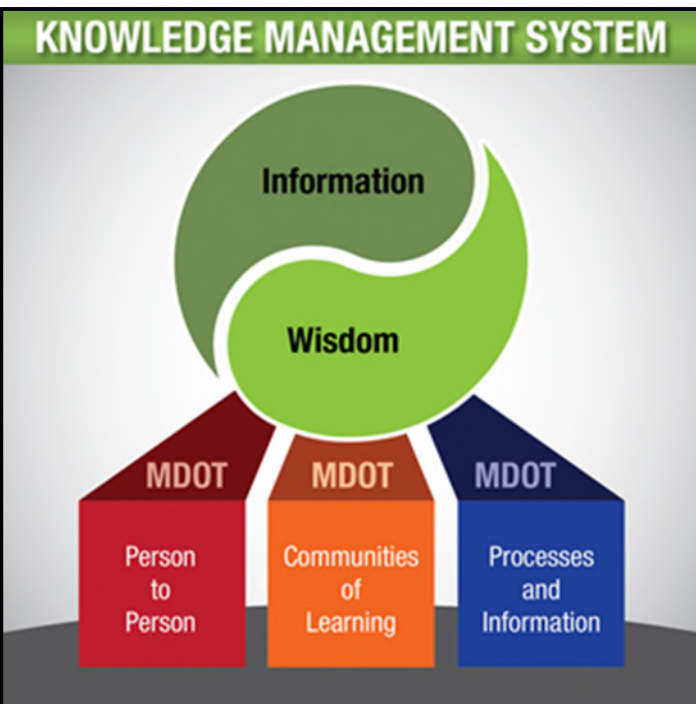
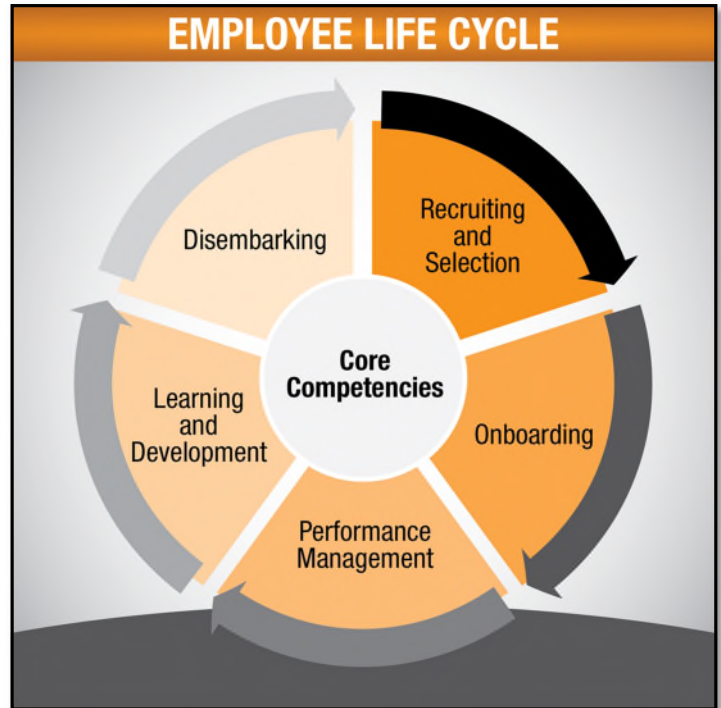
- More honest, open opportunity for dialogue.
- Managers provide guidance for professional growth and development.
- Performance and accomplishments acknowledged on a broader scale.

STRATEGIC OBJECTIVES

The Employee Life Cycle is where and how our employees experience one MDOT. Five cycles reflect the employee experience:

- Recruiting and Selection: how we go about bringing in the best people,
- Onboarding: what your early experiences are when you begin your career,
- Performance Management: creating a clear vision for you to succeed,
- Learning and Development: supporting you as you learn and grow as an employee,
- Disembarking: making sure all goes smoothly as you leave your position.

This cycle isn't just about your first position at MDOT. These phases are important for each new position you take in your career with the department. When you leave one job and move into another, we need to make sure you're well positioned to succeed and the person who takes your spot is in the same boat themselves.



Knowledge Management is the continuous practice of capturing, sharing, and applying information and wisdom. We want our intellectual capital to purposely flow within and across MDOT and be readily accessible to employees.

The Knowledge Management System (KMS) has three distinct types: Person to Person, Communities of Learning, and Processes and Information.

Each type has activities, systems, and procedures that support one another. The KMS will help manage knowledge in the department, help us eliminate single-person dependencies and focus on employees as teachers and sharers of wisdom.

In addition, employees will experience new and fun ways to learn while having access to information needed to do their jobs well.

## **Customer Characteristics**

---

**THIS PAGE INTENTIONALLY LEFT BLANK**

CUSTOMER CHARACTERISTICS

Customer Characteristics

Customer Profile

The census population in 2021 for Sault Ste. Marie, Ontario, was 76,731<sup>1</sup>. The next census is scheduled for 2026. Sault Ste. Marie, MI was 13,373<sup>2</sup>. **A viable customer profile alternative will be evaluated or conducted in 2026 for future business plans.** An MDOT 2015 Origin/Destination study conducted, indicates approximately 80% of bridge users are Canadian. Local Sault Ste. Marie, Michigan retail outlets, through the Chamber of Commerce, estimate that greater than 30% of customer sales are Canadian. IBA is in discussion with MDOT and Lake Superior State University to conduct a new origin/destination study. A new study is on hold until Canada and the U.S. resolve their border economic dispute and traffic volumes stabilize for proper study sampling.

Traffic Summary

International Bridge traffic averaged 1.45 million crossings annually, pre-2020. Annual traffic volumes are heavily dependent on both changes in the economic con-

ditions and populations of the local communities, as well as any significant currency fluctuation in the Canadian/U.S. exchange rate. Annual Percentage changes in traffic as compared to percentage changes in the Canadian/U.S. exchange rate are illustrated in Figure 2.

In fiscal year 2023, 1,109,831 vehicles crossed the International Bridge. This included 1,041,896 cars and motorcycles, and 67,935 trucks and buses. Approximately 88% of the auto traffic took advantage of the discounts offered through the bridge’s I.Q. Tag commuter program. Account usage is comparable to the population of the respective communities, with 84% of active accounts being Canadian currency and 16% U.S. currency.

While commercial trucks represented 7.0% of the crossings, they accounted for 62% of toll revenue. The most prevalent were trucks with five axles and large rigs with nine or more axles, reflecting the region’s reliance on timber, paper, steel, and other heavy industries.

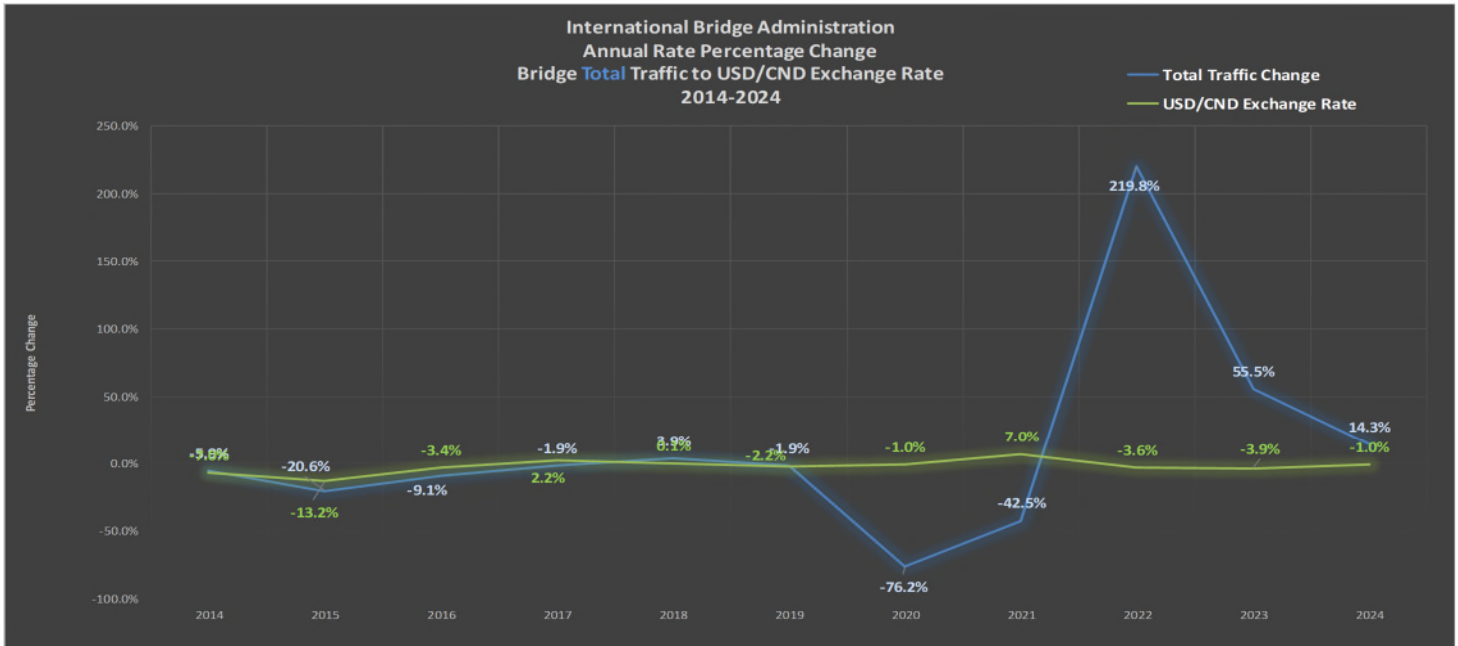


Figure 2: Percent Change in Average Bridge Traffic & Exchange Rate

1. Statistics Canada. 2023. (table). *Census Profile*. 2021 Census of Population. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Released November 15, 2023. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E> (accessed October 20, 2025).
2. U.S. Census Bureau (2023). *American Community Survey 5-year estimates*. Retrieved from *Census Reporter Profile page for Sault Ste. Marie, MI Micro Area* <http://censusreporter.org/profiles/31000US42300-sault-ste-marie-mi-micro-area/>

CUSTOMER CHARACTERISTICS

**Passenger Vehicle Profile**

IBA conducted bridge traffic Origin and Destination (O&D) studies in 2009 and 2015. A new traffic study is due to be conducted.<sup>1</sup>

The 2009 survey was conducted in June during the peak traffic season of the bridge. The 2015 study was conducted during May, at traffic volumes consistent through 8 months of the calendar year.

The number of passengers per vehicle remained largely the same by trip purpose. The overall occupancy rate decreased slightly from 1.64 in 2009, to 1.59 in 2015. This is consistent with the timing of the survey. The seasonal outdoor recreation trips raised the occupancy rate in 2009, while the greater representation of shopping trips lowered the overall average in 2015.

Trip ends remained largely the same; however, there was less trip diversity in 2015, as more trips were made between the U.S. and Canadian Sault Ste. Marie.

The frequency of shopping trips increased to 1,226 crossings from 630 shopping trips, accounting for 53%

of all passenger trips, as compared to the 29% in the 2009 survey. This is consistent with the timing of the survey comparing peak summer traffic to the average daily commuter bridge traffic.

In 2015, 63% of people indicated that they traveled less than in previous years attributed this to the exchange rate, as compared to only 9% in 2009. People were much less likely to cite backup and delay in 2015 (two percent compared to 10%). Passenger vehicle summaries are displayed in Tables X and Y.

**Nexus Card**

In 2015, drivers were asked whether they possessed a Nexus Card and to explain why if they did not.

Of passenger vehicles surveyed 73% responded that they did not possess a Nexus Card and gave their explanation as *no reason* or *other*. Of these, many gave a verbal response to the surveyors that they did not have a card because they already have a passport. Additional reasons offered include: people see no reason to get the card, there are no major backups, and US Customs and Border Protection often open a Nexus lane for only a few hours.

Table X				
Passenger Vehicle Trip Destinations				
NORTHBOUND	#	aadt*	pct	Avg trip length
Home	697	1897.75	80.27%	48.00
Work	40	84.64	3.58%	152.67
School	6	15.57	0.66%	92.48
Shopping	22	50.62	2.14%	16.03
Personal Business	24	61.29	2.59%	254.06
Outdoor Rec.	37	86.91	3.68%	331.55
Indoor Rec.	11	31.60	1.34%	275.62
Lodging	16	42.47	1.80%	415.62
Social/Other	29	77.59	3.28%	218.43
No Answer	6	15.84	0.67%	162.51
<b>TOTAL</b>	<b>888</b>	<b>2364.34</b>	<b>100.0%</b>	<b>83.29</b>

Table Y				
Passenger Vehicle Trip Destinations				
SOUTHBOUND	#	aadt	pct	Avg trip length
Home	133	236.57	10.01%	226.17
Work	102	200.57	8.48%	109.06
School	15	26.96	1.14%	89.21
Shopping	660	1174.90	49.69%	23.69
Personal Business	116	206.32	8.73%	114.13
Outdoor Rec.	42	79.09	3.35%	218.87
Indoor Rec.	92	163.62	6.92%	87.47
Lodging	6	11.05	0.47%	184.11
Social/Other	76	135.19	5.72%	159.15
No Answer	73	129.86	5.49%	126.00
<b>TOTAL</b>	<b>1315</b>	<b>2364.35</b>	<b>100.0%</b>	<b>87.52</b>

\*aadt-average annual daily traffic

<sup>1</sup>Previous studies were conducted by MDOT Planning Staff. MDOT does not currently conduct Origin-Destination studies. IBA, in conjunction with the SSMBA, has paused conducting an updated study until traffic volumes stabilize.

CUSTOMER CHARACTERISTICS

**Commercial Vehicle Profile**

Sault Ste. Marie is the largest international trade crossing in northwestern Ontario. In 2016, the Sault Ste. Marie crossing ranked 19th of 79 among all U.S. and Canadian border crossings in terms of dollar value of trade volume. This equated to \$1.483 billion in U.S. dollars (USD) in total trade. Total trade value of the crossing consisted of \$808.4 million (USD) in Canadian exports and \$674.7 million (USD) in U.S. exports. Ontario accounted for the largest share of exports with \$460.0 million (USD), followed by Quebec at \$333.4 million (USD). Conversely, Wisconsin was the largest exporting state at \$200.1 million (USD), followed by Minnesota at \$95.1 million (USD) and Michigan at \$73.5 million (USD).

The International Bridge connects to the Trans-Canada Highway and is a convenient route for goods transported from northeastern and eastern Ontario, and from Quebec to the Upper Great Lakes states. The crossing is connect-

ed directly to the major north-south artery I-75 and to Michigan Highway 28, which runs south of Lake Superior into Wisconsin and Minnesota.

Long distance commercial trips are prevalent with an average trip distance of 591 miles. Common trip ends were Sault Ste. Marie and Quebec for Canadian cities and Sault Ste. Marie and Brimley in the United States.

Empty trucks accounted for 28% of all trucks, with 32% travelling empty into Canada, and 25% empty into the United States.

Table Z shows the top five commercial vehicle trip ends by direction for the International Bridge O&D study. Commercial trip ends have greater diversity than passenger crossings. The top five northbound origins and southbound destinations account for around 39% and 28% respectively of their classifications. The top five southbound origins and northbound destinations account for 77% and 74% of their respective classifications.

**Table Z: Top Five International Bridge Truck Trip Ends**

NORTHBOUND—Avg. Trip Distance 617.31 miles

ORIGINS	SURVEYS	AADT EXPANDED	PERCENT
Sault Ste. Marie	10	23.74	12.96%
Brimley	7	14.81	8.08%
Minnesota (MN)	5	13.99	7.64%
Dafter	4	9.58	5.23%
Arcadia, WI	3	8.44	4.61%

DESTINATIONS	SURVEYS	AADT EXPANDED	PERCENT
Sault Ste. Marie	37	89.01	48.59%
Quebec	9	28.57	15.60%
Toronto	2	6.04	3.30%
Thunder Bay	2	6.04	3.30%
Ottawa	2	6.04	3.30%

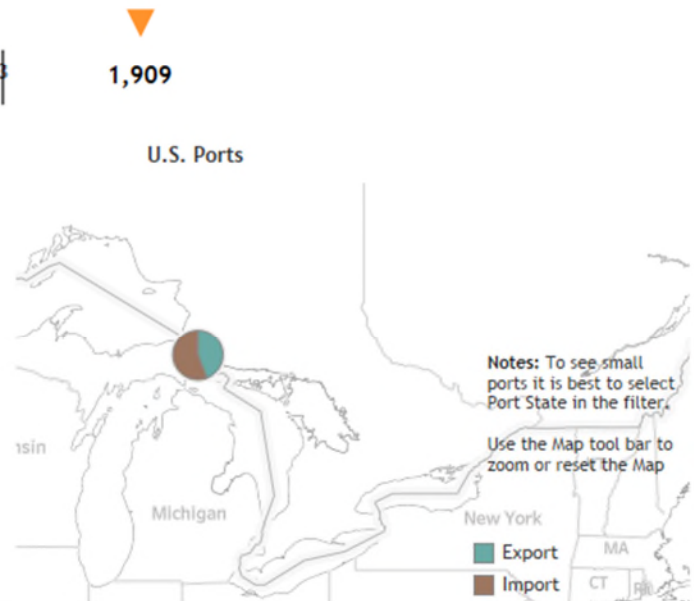
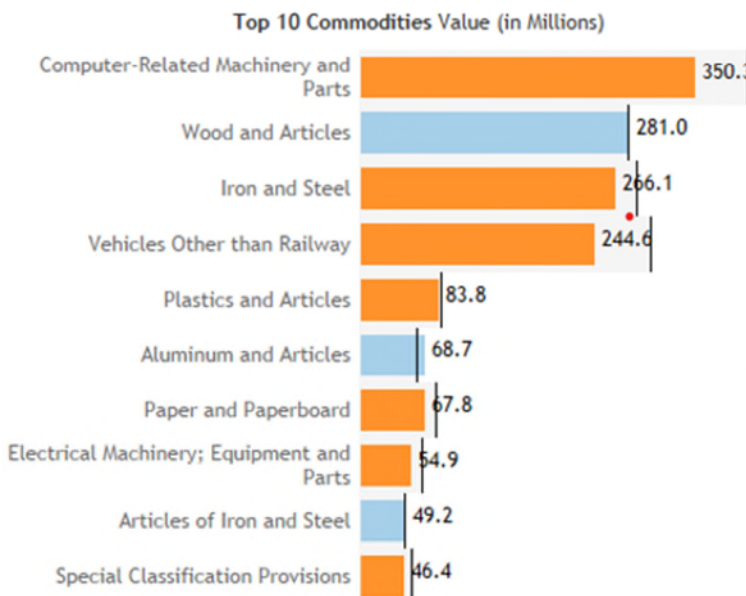
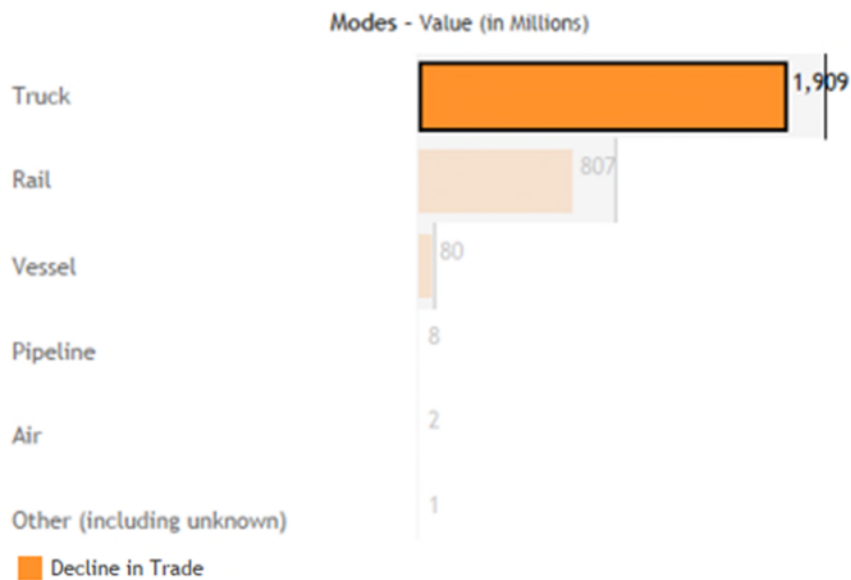
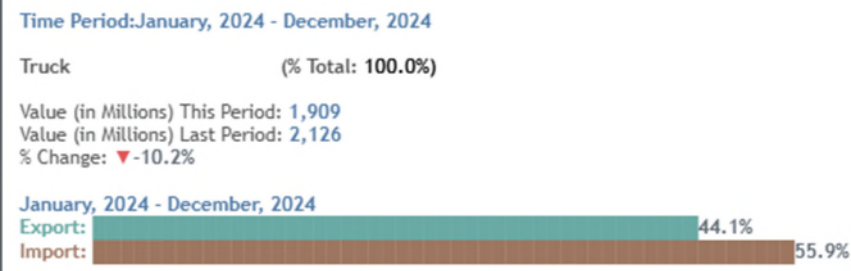
SOUTHBOUND—Avg. Trip Distance 565.57 miles

ORIGINS	SURVEYS	AADT EXPANDED	PERCENT
Sault Ste. Marie	53	97.63	53.31%
Quebec	15	29.35	16.02%
Dryden	3	6.15	3.36%
Sudbury	2	4.39	2.40%
Cornwall	2	3.96	2.16%

DESTINATIONS	SURVEYS	AADT EXPANDED	PERCENT
Sault Ste. Marie	12	21.88	11.95%
Brimley	6	11.00	6.00%
Port Huron	4	8.35	4.56%
Dafter	3	5.16	2.82%
Manistique	3	4.95	2.70%

CUSTOMER CHARACTERISTICS

Total Commodities 2024  
Commodities via Truck at the International Bridge (value in millions)



<sup>1</sup> U.S. Department of Transportation, Bureau of Transportation Statistics, [Dashboard | BTS Data Inventory](#), Value in millions of dollars (USD).

CUSTOMER CHARACTERISTICS

**Crossings: Canada to the United States**

The value of trade crossing in Sault Ste. Marie in 2024 is equally represented by Ontario and Quebec, which are the largest components of trade at approximately \$538.8 million (USD) and \$497.3 million respectively. This is 50.0% and 46.0% of the value of goods crossing in 2024, to the United States.

Source—Canada to U.S.	Value of Trade	Percentage
Ontario	\$538.8	50.5%
Quebec	\$497.3	46.6%
Other	\$ 30.9	2.9%
Total	\$1,067.0	100%

The destinations for trade from Canada are: Michigan, Wisconsin, Minnesota, Washington, and Montana. These five States make up 65% of the total U.S. bound destinations.

**Commodities - Canada to U.S.**

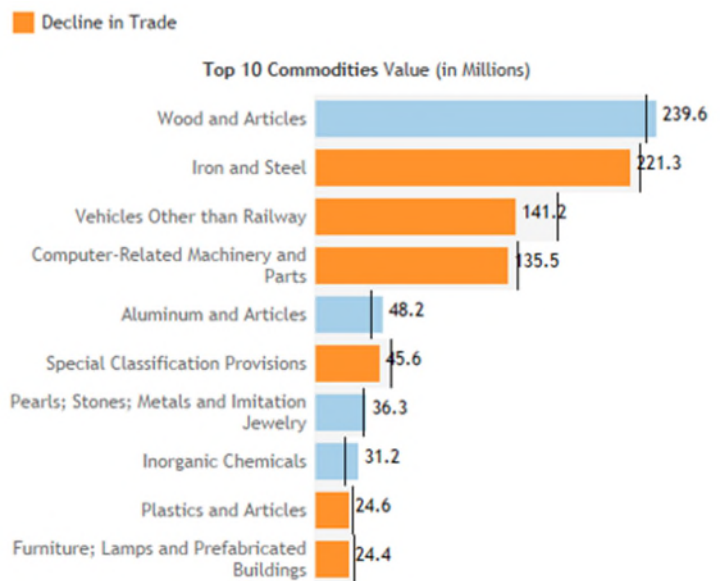
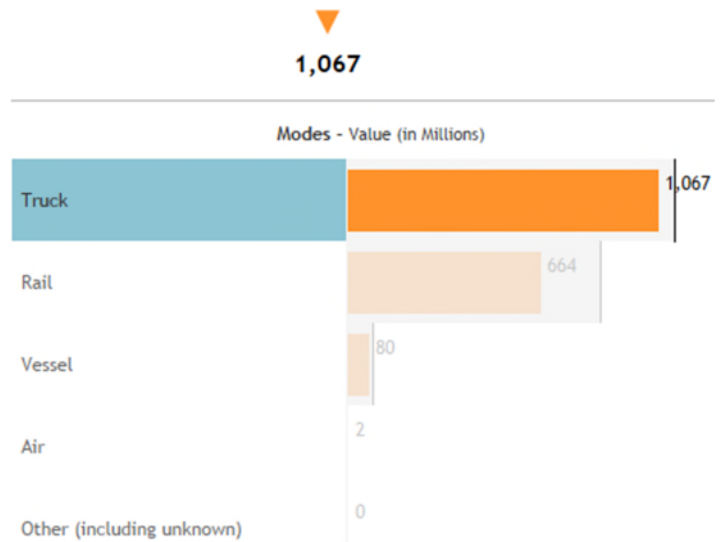
Destination—Canada. to US	Value of Trade	Percentage
Michigan	\$259.2	24.3%
Wisconsin	\$174.6	16.4%
Minnesota	\$150.7	14.1%
Washington	\$ 54.8	5.1%
Montana	\$ 49.2	4.6%
Other States	\$378.5	35.5%
Total	\$1,067.0	100%

The available cross-border commodities data for Sault Ste. Marie is available from U.S. Department of Transportation, Bureau of Transportation Statistics. Presented on the next page, are the top nine commodities exported from Canada to the United States. The largest commodity is wood and articles of wood, which represented an average of 22.0% of the total southbound commodities crossing the bridge.

Time Period: January, 2024 - December, 2024

Truck (% Total: 84.7%)

Value (in Millions) This Period: 842.4  
Value (in Millions) Last Period: 1,005  
% Change: ▼ -16.2%



<sup>1</sup> U.S. Department of Transportation, Bureau of Transportation Statistics, [Dashboard | BTS Data Inventory](#), Value in millions of dollars (USD).

**SAULT STE. MARIE BRIDGE AUTHORITY**

BUSINESS PLAN  
2026 - 2030

CUSTOMER CHARACTERISTICS

**Crossings: Canada to the United States (Continued)**

<b>Type of Commodity</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Wood and articles of wood	187.5	180.1	191.6	310.4	318.3	232.3	239.6
Iron and Steel	193.2	187.6	161.7	277.6	223.0	228.0	221.3
Vehicles, other than railway or tramway rolling stock, and parts	60.1	79.9	87.7	98.1	116.2	169.9	141.2
Nuclear reactors, boilers, machinery and mechanical appliances, computers	106.5	94.1	84.3	104.9	137.8	142.3	135.5
Aluminum and articles thereof	11.8	14.1	21.5	57.4	46.2	40.1	48.2
Special Classification provisions	71.0	77.7	57.3	53.6	50.2	53.9	45.6
Natural or cultured pearls, precious or semiprecious stones and metals	28.2	105.2	178.4	213.8	133.0	34.0	36.3
Inorganic chemicals; Organic or inorganic compounds of precious metals, of rare-earth metals, of radioactive elements or of isotopes	10.2	11.4	12.0	13.4	17.5	21.1	31.2
Plastics and articles thereof	25.0	22.2	28.6	38.0	30.2	27.0	24.6
All other	163.3	166.1	174.6	177.4	188.3	172.3	143.5
<b>Total \$ (in Millions)</b>	<b>\$856.8</b>	<b>\$938.4</b>	<b>\$997.7</b>	<b>\$1,344.6</b>	<b>\$1,260.7</b>	<b>\$1,120.9</b>	<b>\$1,067.0</b>

CUSTOMER CHARACTERISTICS

**Crossings: United States to Canada**

Conversely, the trade value from the U.S. to Canada was \$842.4 (USD). The top 5 States of origin in 2024, are illustrated in the following table:

Source—U.S. to Canada	Value of Trade	Percentage
Wisconsin	\$148.9	17.7%
Michigan	\$136.3	16.2%
Illinois	\$111.9	13.3%
Minnesota	\$105.4	12.5%
Washington	\$ 55.0	6.5%
Other	\$284.9	33.8%
Total	\$842.4	100%

Destination--U.S. to Canada	Value of Trade	Percentage
Ontario	\$839.4	99.7%
Manitoba	\$ 1.0	0.1%
Other	\$ 2.0	0.2%
Total	\$842.4	100%

The overwhelming majority, 99.7% of the value of trade of \$842.4 million (USD), originating in the United States, was destined for Ontario.

**Commodities - U.S. to Canada**

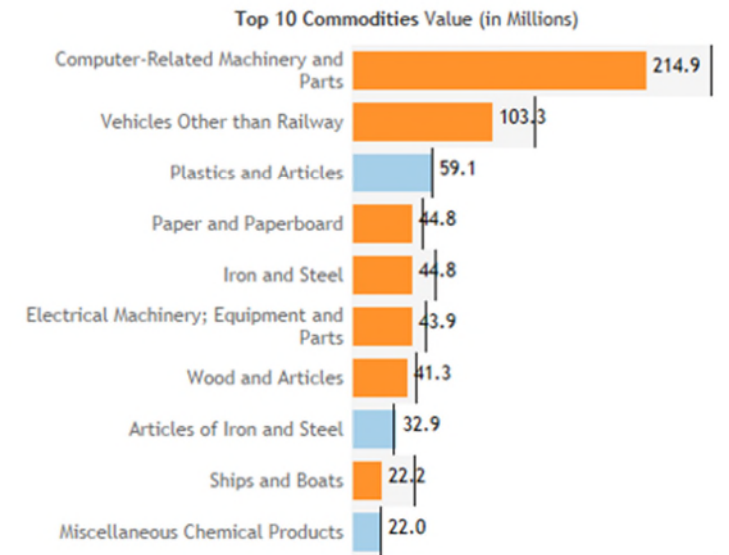
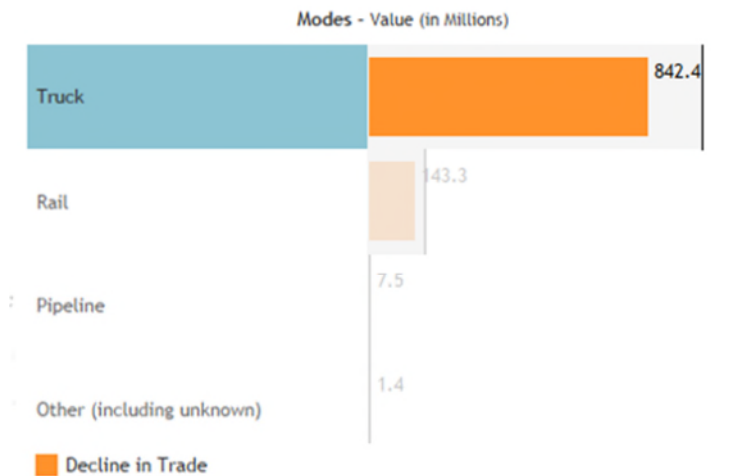
The top nine commodities for Sault Ste. Marie are shown in table and graph format for goods exported from the United States to Canada. The largest commodity is nuclear reactors, boilers, computers and machinery which represented an average of 25.5% of the total northbound commodities crossing the bridge.

Time Period: January, 2024 - December, 2024

Truck (% Total: 84.7%)

Value (in Millions) This Period: 842.4  
Value (in Millions) Last Period: 1,005  
% Change: ▼ -16.2%

842.4



<sup>1</sup> U.S. Department of Transportation, Bureau of Transportation Statistics, [Dashboard | BTS Data Inventory](#), Value in millions of dollars (USD).

**SAULT STE. MARIE BRIDGE AUTHORITY**

BUSINESS PLAN  
2026 - 2030

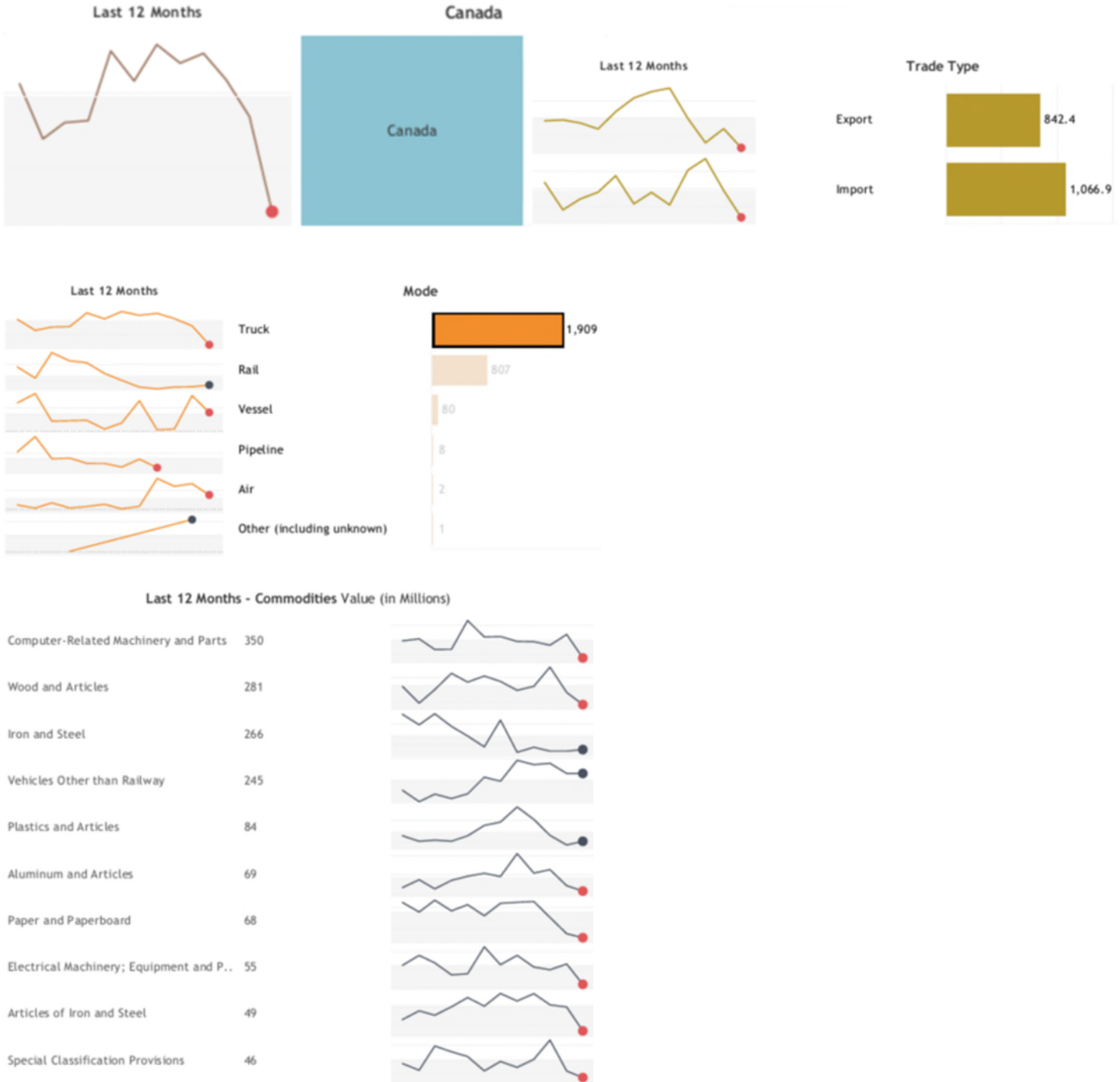
CUSTOMER CHARACTERISTICS

**Crossings: United States to Canada (Continued)**

<b>Type of Commodity</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Nuclear reactors, boilers, machinery, and mechanical appliances, computers	195.0	207.3	200.3	249.0	252.2	261.4	214.9
Vehicles, other than railway or tramway rolling stock, and parts and accessories thereof	70.2	69.9	58.6	90.4	108.1	133.7	103.3
Plastics and articles thereof	52.1	52.2	50.8	63.4	73.4	58.2	59.1
Paper and paperboard	64.4	58.6	52.8	54.2	51.2	51.9	44.8
Iron and steel	44.5	41.1	29.8	47.3	63.2	60.2	44.8
Electrical machinery and equipment and parts thereof	40.7	45.4	36.5	34.0	48.2	54.0	43.9
Wood and articles of wood; wood charcoal	20.4	35.5	35.6	41.1	47.0	46.5	41.3
Articles of iron and steel	8.0	26.9	16.0	25.0	28.5	30.2	32.9
Ships, boats, and floating structures	36.2	27.5	26.8	49.1	56.0	45.7	22.2
All Others	331.0	387.1	541.8	530.8	352.2	263.5	235.4
<b>Total \$ (in Millions)</b>	<b>\$862.5</b>	<b>\$951.5</b>	<b>\$1,049.0</b>	<b>\$1,184.3</b>	<b>\$1,080.0</b>	<b>\$1,005.3</b>	<b>\$842.4</b>

CUSTOMER CHARACTERISTICS

Total International Bridge Freight: Last 12 Months  
January 2024 to December 2024 (value in millions)



<sup>1</sup> U.S. Department of Transportation, Bureau of Transportation Statistics, [Dashboard | BTS Data Inventory](#), Value in millions of dollars (USD).

**THIS PAGE INTENTIONALLY LEFT BLANK**

## **Financial Operations**

---

**THIS PAGE INTENTIONALLY LEFT BLANK**

## FINANCIAL OPERATIONS

**Financial Operations****Toll Collection**

Bridge tolls are collected from both northbound and southbound traffic by toll staff booths located on the IBA toll plaza. The number of toll staff assigned at any time is dictated by traffic volumes, and may vary from one to four collectors on duty. Tolls collected are reconciled with the actual lane treadle counts on a daily basis.

Toll collection is a combination of manual and automated services. Effective August 10, 2022, IBA has successfully transitioned its toll software services under contract with Arcadis (formerly IBI Group), including:

- Arcadis toll software suite (lane, online, back office components);
- touchscreen computers, mobile terminals, credit card terminals in each currency;
- treadle devices (which count the number of axles per vehicle – located in the road bed);
- loop detectors (which detect the physical mass of vehicles – located in the road bed);
- automated gates;
- internal RFID proximity card readers;
- laser vehicle profile detectors and 6C vehicle tags and antenna;
- customer account secure web portal access, with vendor hosted credit card solutions.

The International Bridge Administration has maintained full toll lane automation since 2008. IBA issues tags using the International Organization for Standardization (“ISO”) 18000-63 (commonly known as “6C”). A tag fee of \$2.00 U.S. or \$2.75 CDN is assessed per tag.

Color Digital Message Signs (DMS) from *Adaptive* are installed on the toll canopy to inform customers which lanes are automated and which lanes are staffed for mixed transaction types.

Commercial carriers have the option of paying the toll in cash or by prepaid bridge account. Monthly activity and balance statements are electronically issued to all debit account owners.

**Toll Equivalency**

Article X of the Intergovernmental Agreement, effective September 1, 2009, states, “The tolls will be separately established in the currency of Canada so as to achieve equivalency with United States currency under prevailing official currency exchange rates. IBA shall make periodic adjustments to account for changes in the exchange rates as provided in Section 3 of this Article.”

Section 3 states, “Effective on April 1 and October 1 of each year the IBA shall adjust the level of the toll in Canadian currency to achieve equivalence with currency of the United States as provided in this section. The adjustment will be based on the average daily official exchange rate for the six-month period preceding March 1 or September 1, respectively. Adjustments will be made if the toll rate inequality, between the average daily exchange rate, and the exchange rate then in effect, is equal to at least 5 cents for regular-fare passenger vehicles, in the currency of either Canada or the United States. The adjustment shall be made to the nearest nickel, rounded as may be necessary for administrative efficiency.”

Canadian currency toll rates were adjusted accordingly on October 1, 2025. The weakened Canadian dollar resulted in a currency equity adjustment based on a currency equity factor of \$0.71.

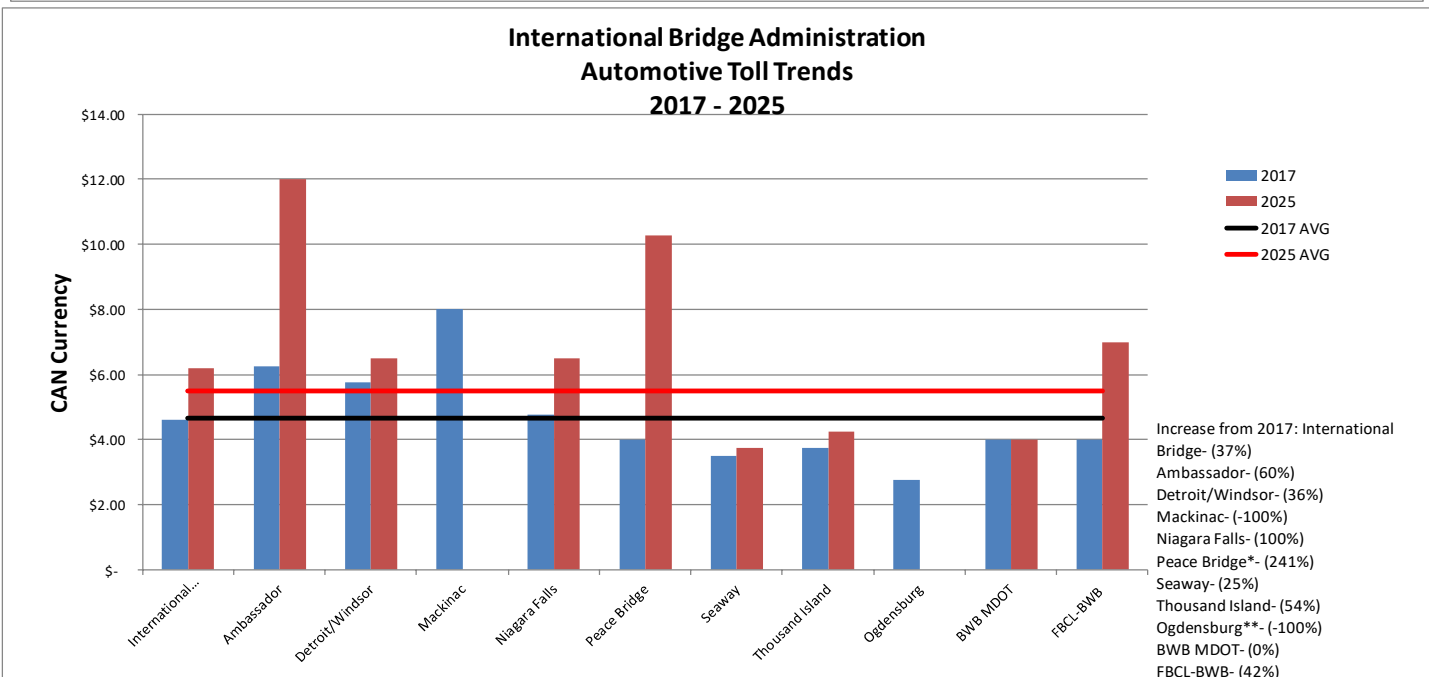
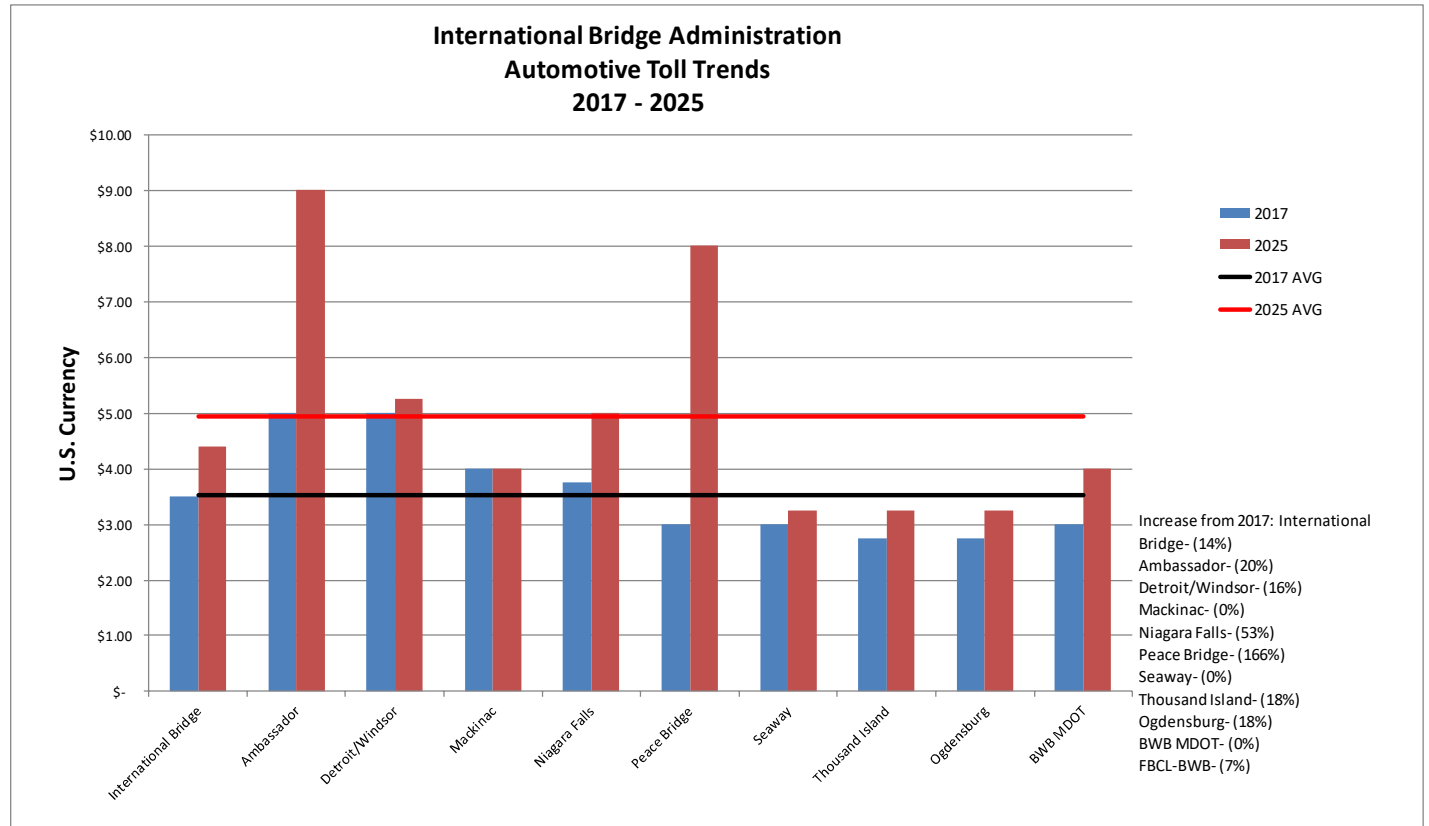
**Toll Rate Schedule**

The most recent toll increase took effect on October 1, 2025, following public hearings held in July 2023 and SSMBA approval on August 17, 2023. The toll increase was based on a 10-year declining bridge traffic trend. In 2006, total traffic was almost one half of the 1992 high of 3.6 million crossings. Financial fund balance forecasts were based on projected toll revenue as well as planned operational and capital improvement expenditures for the period 2026 through 2053, developed by IBA to aid in long-range financial planning.

The toll rate increase was based on significant capital improvement expenditures planned per SSMBA Capital Plan, for the 62-year old bridge in the planning period.

The current toll rates for all vehicle classifications in U.S. and Canadian currency is listed on page 37.

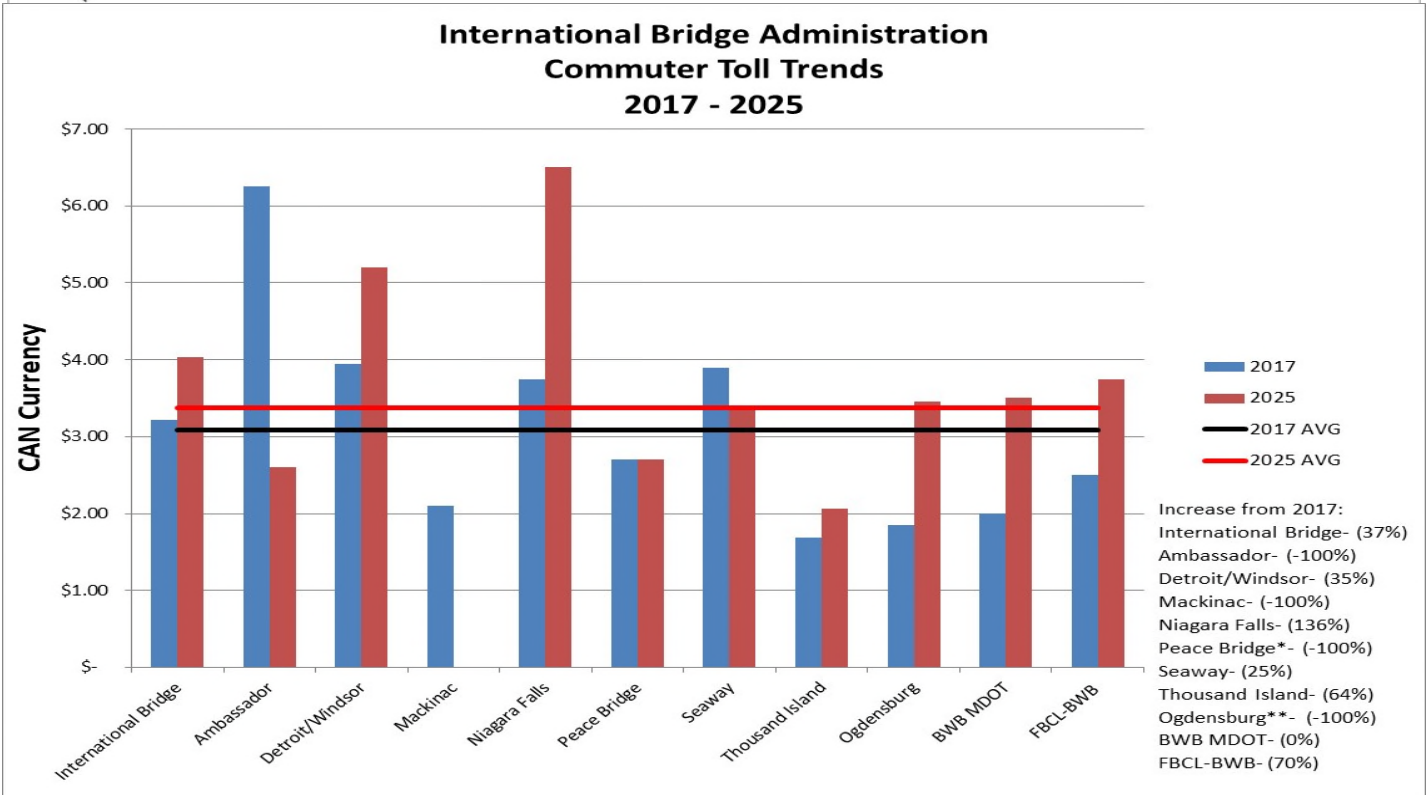
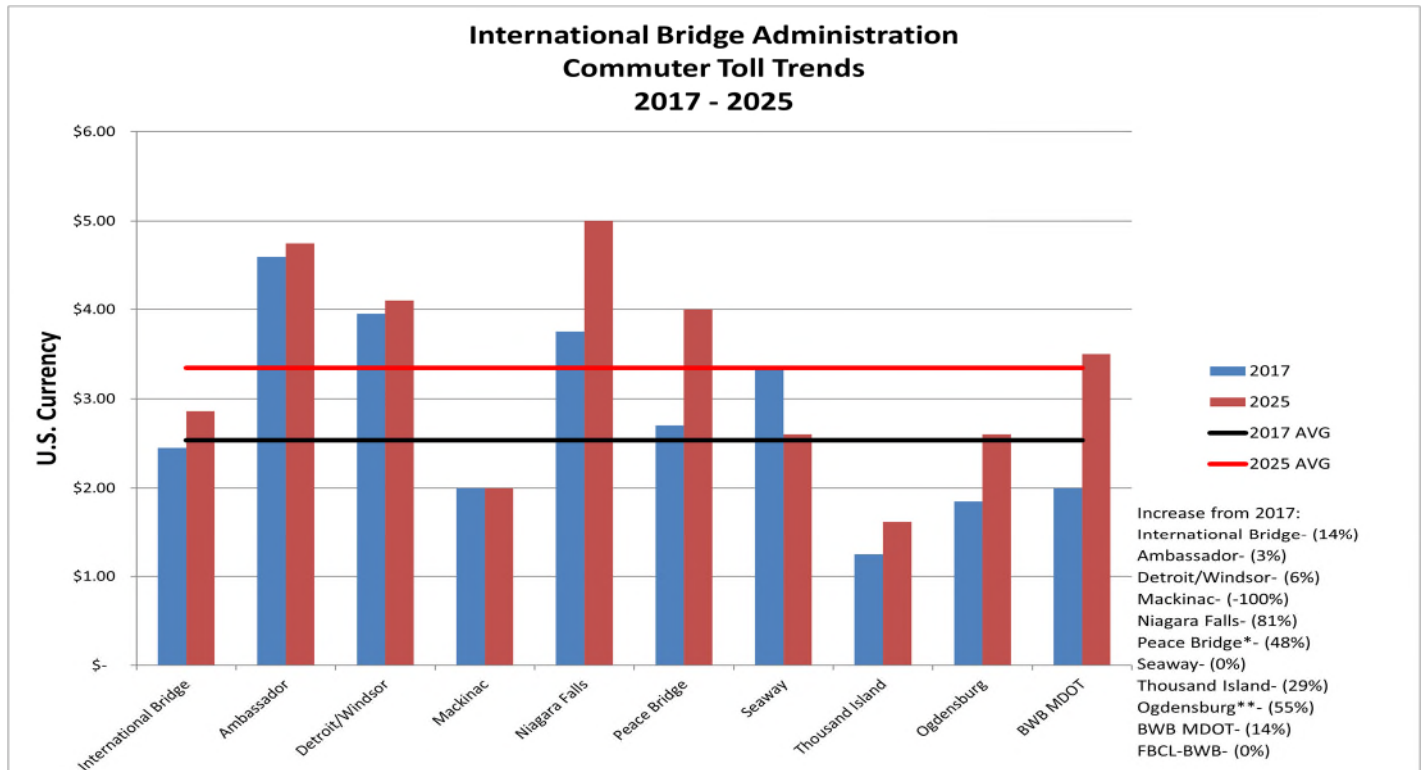
Toll Trends -  
Auto



\*\*Mackinac Bridge no longer accepting CND Currency –100% decrease is accurate.

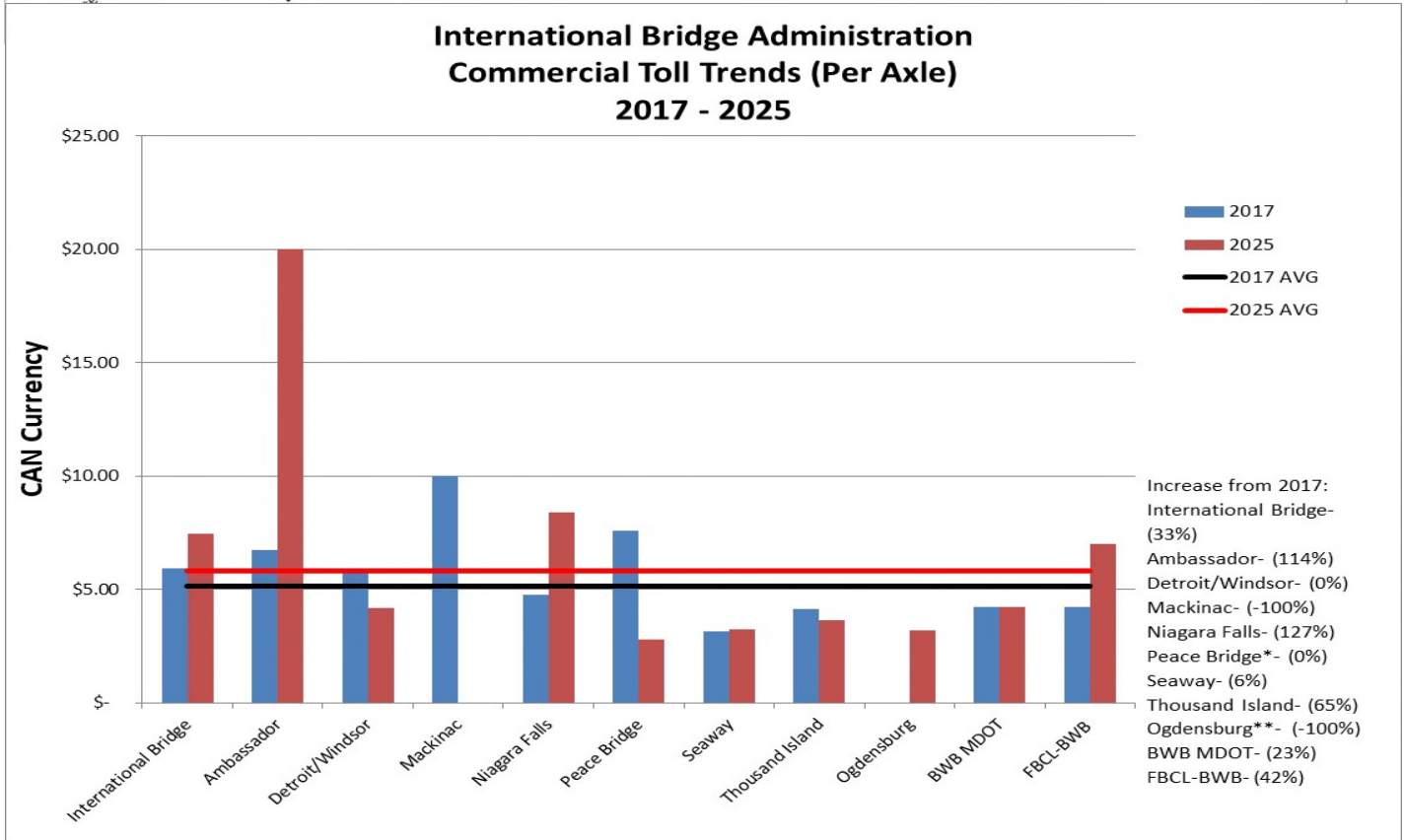
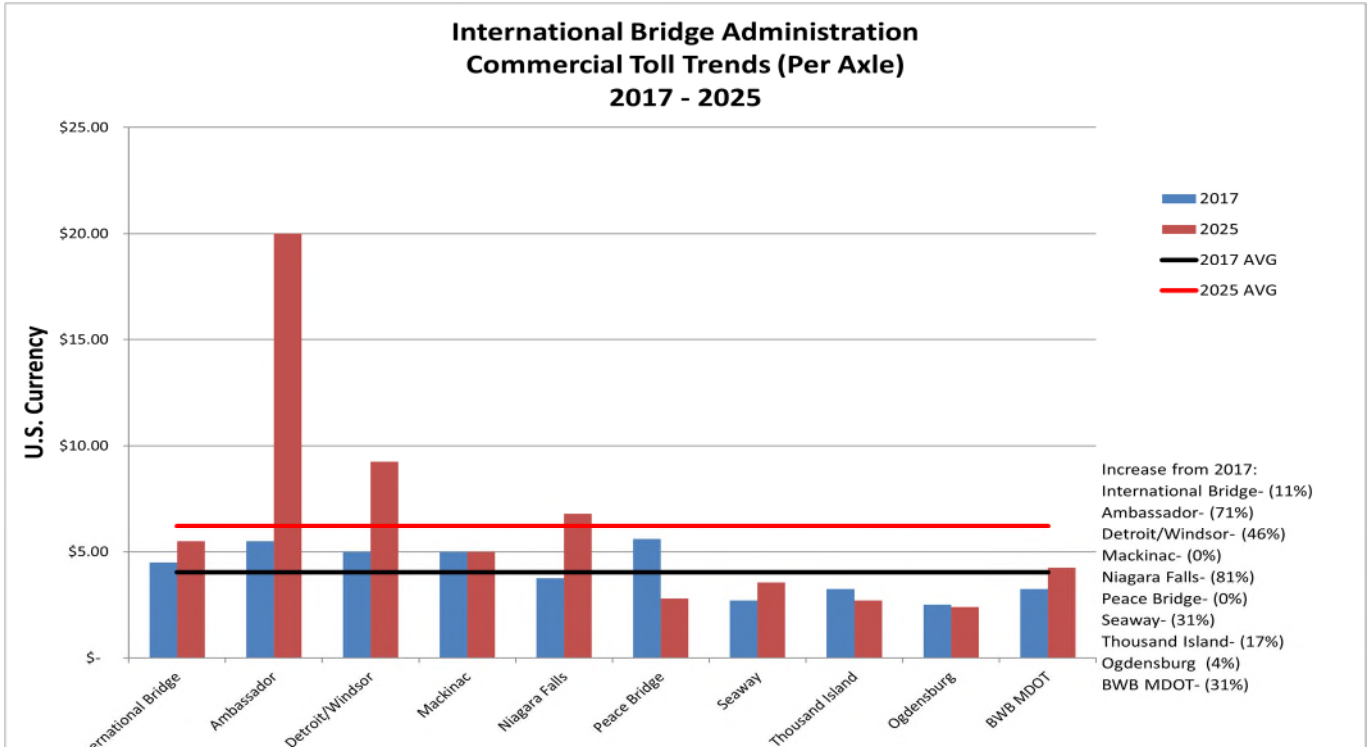
Effective through June 30, 2025

Toll Trends -  
Commuter<sup>1</sup>



<sup>1</sup>\*\*Mackinac Bridge no longer accepting CND Currency –100% decrease is accurate.

Toll Trends -  
Commercial<sup>1</sup>



<sup>1</sup>\*\*Mackinac Bridge no longer accepting CND Currency –100% decrease is accurate.

**SAULT STE. MARIE BRIDGE AUTHORITY**

BUSINESS PLAN  
2026 - 2030

FINANCIAL OPERATIONS

**Toll Rate Comparison**

The following table shows rates effective April 1, 2025, for all crossings in the Bridge and Tunnel Operator Association (BTOA) plus the Mackinac Bridge. BTOA represents publicly owned border crossings between the province of Ontario and the states of Michigan and New York, including the International Bridge. (Please note that Niagara Bridge and Peace Bridge are only one way tolls. All other bridges in the comparison have tolls each way.)

	<b>Auto Cash Rates</b>	<b>Commercial Per Axle*</b>
International Bridge	\$4.50	\$6.25
Ambassador Bridge	\$9.00	\$20.00
Blue Water Bridge (FBCL)	\$7.00	\$7.00
Blue Water Bridge (MDOT)	\$4.00	\$4.25
Detroit/Windsor Tunnel	\$8.25	\$9.25
Mackinac Bridge	\$4.00	\$5.00
Niagara Falls Bridges	\$6.00	\$6.80
Ogdensburg	\$3.25	\$2.40
Peace Bridge	\$8.00	\$8.00
Seaway International	\$3.75	\$3.55
Thousand Islands	\$4.00	\$3.70

\*\*Effective Rate as of 10.1.2025

\*Based on five axle commercial rate

**Toll Revenues**

**Toll Rates effective October 1, 2025**

Effective October 1, 2025, Canadian currency toll rates were adjusted to maintain currency equity per the inter-governmental agreement. American currency toll rates remain \$4.50. (See notes about vehicle classifications and currency exchange below toll rate table).

<b>IBA Toll Rates</b>		<b>U.S. Toll</b>	<b>CDN Toll</b>
<b>Vehicle Class</b>			
Class #1	Passenger car or truck, van, motorcycle	\$4.50	\$6.30
Class #2	Class 1 vehicle w/1 axle trailer	\$6.75	\$9.45
Class #3	Class 1 vehicle w/2 axle trailer	\$9.00	\$12.60
Class #34	IQ Tag Class 1 vehicle only (See notes, below.)	\$20.00	\$20.00
Class #12	Recreational vehicle (\$3.50/axle U.S. or \$4.85/axle Canadian)	\$7.00	\$9.70
Class #11	Buses (\$6.25/axle U.S. or \$8.70 axle Canadian)	\$12.50	\$17.40
<b>Non-passenger Vehicles</b>			
Class #5	Vehicle with 2 axles	\$12.50	\$17.40
Class #7	Vehicle with 3 axles	\$18.75	\$26.10
Class #8	Vehicle with 4 axles	\$25.00	\$34.80
Class #9	Vehicle with 5 axles	\$31.25	\$43.50
Class #16	Vehicle with 6 axles	\$37.50	\$52.20
Class #17	Vehicle with 7 axles	\$43.75	\$60.90
Class #18	Vehicle with 8 axles	\$50.00	\$69.60
Class #19	Vehicle with 9 axles	\$56.25	\$78.30
Class #20	Vehicle with 10 axles	\$62.50	\$87.00
Class #21	Vehicle with 11 axles	\$68.75	\$95.70
	Per additional axle over 11	\$6.25	\$8.70
<b>Tag Fees</b>			
IQ Tag Fee (Discount Accounts)		\$2.00	\$2.80
Tag Fee (Commercial Accounts)		\$2.00	\$2.80

**Notes about vehicle classifications**

- IQ Tag minimum deposit of \$20, or more, at any time.
- Frequent Users: Autos, light duty trucks, motorcycles (no trailers allowed). Discount rate structure is based on Prox card use over the previous 30 days:
  - Zero to four crossings: 10% discount
  - Five to eight crossings: 20% discount
  - Nine or more crossings: 35% discount
- Light duty trucks with a gross vehicle weight rating (GVWR) 10,000 pounds and less will be classified as a Class #1 vehicle. All medium and heavy duty vehicles and not-for-hire passenger vehicles with a GVWR greater than 10,000 pounds will be recorded as a Class #12 recreational vehicle.
- Note 2: Class #1 passenger vehicles utilized for taxi, complimentary shuttle and equivalent services, do not qualify for bridge frequent user card program usage, but do qualify for commercial debit accounts.
- Note 3: RV Classifications include medium and heavy duty vehicles, not-for-hire passenger vehicles with a GVWR greater than 10,000 pounds, and recreational vehicles defined as type A, B, C and bus conversions as defined by the family motor coach association.

**Approved Toll Rate Schedule  
2023-2033**

	Auto		RV (USD per Axle)		Commercial (USD per Axle)	
	April 1	October 1	April 1	October 1	April 1	October 1
2023	\$4.00	\$4.10	\$3.25	\$3.30	\$5.00	\$5.25
2024	\$4.20	\$4.30	\$3.35	\$3.40	\$5.50	\$5.75
<b>2025</b>	\$4.40	<b>\$4.50 (current)</b>	\$3.45	<b>\$3.50 (current)</b>	\$6.00	<b>\$6.25 (current)</b>
2026	\$4.60	\$4.70	\$3.55	\$3.60	\$6.50	\$6.75
2027	\$4.80	\$4.90	\$3.65	\$3.70	\$7.00	\$7.25
2028	\$5.00	\$5.20	\$3.75	\$3.80	\$7.50	\$8.00
2029	\$5.40	\$5.60	\$3.90	\$4.00	\$8.50	\$9.00
2030	\$5.80	\$6.00	\$4.10	\$4.20	\$9.50	\$10.00
2031	\$6.20	\$6.40	\$4.30	\$4.40	\$10.50	\$11.00
2032	\$6.60	\$6.80	\$4.50	\$4.60	\$11.50	\$12.00
2033	\$7.00	-	\$4.70	-	\$12.50	-

**Commuter Program \* (Effective October 1, 2025)**

	Discount	Crossings	Rate *
Tier 1	10%	0 – 4	\$4.05
Tier 2	20%	5 – 8	\$3.60
Tier 3	35%	9 or more	\$2.93

**\*These are based on a percentage of the base  
US dollar toll rate.**

\*\*Chart is in USD, Canadian currency toll rates are adjusted semi-yearly on April 1st and October 1st to maintain currency equity per the intergovernmental agreement.

FINANCIAL OPERATIONS

**Insurance**

The International Bridge has traditionally maintained insurance coverage from the private sector for various risk exposures. These include:

- Bridge Physical Damage
- Blanket Property Damage for Buildings, Equipment, etc.
- Bridge Use & Occupancy
- Business Interruption
- Boiler & Machinery
- Commercial General Liability
- Primary & Excess Umbrella Liability
- Worker’s Compensation
- Public Officials’ Liability
- Commercial Crime
- Cyber Security
- Terrorism

SSMBA and IBA are committed to continuation of adequate coverage for the various risk exposures. The majority of coverage is obtained through an insurance brokerage firm with substantial experience and exposure to international bridge operations. Deductibles and limits are reviewed annually for acceptable risk coverages, and revised if deemed appropriate. Premiums are invoiced in either Canadian funds or US funds, dependent on when the exchange rate is most beneficial for further reducing realized currency exchange losses.

The 2024 premiums saw an increase from previous years at \$471,057. Premiums were \$447,845 in 2023, with the addition of the cyber policy in 2023.

**Payment of Taxes or in Lieu of Taxes**

**Property Taxes**

The bridge and related properties were exempt from property taxes in both Michigan and Ontario, until September 1, 2000. Ontario law establishes a formula to determine the level of taxes to be paid by the International Bridge to the city of Sault Ste. Marie, Ontario, on behalf of FBCL. Michigan State Law, 1954 PA 99 as amended, authorizes that, “if taxes are imposed in Canada, an equal amount may be expended in Michigan for purposes similar to those of taxes...” FBCL took over the responsibility for the tax payments for the properties in Canada, including the properties directly related to CBSA operations. IBA is responsible and invoiced by FBCL the pro-rated portion of the property tax payments to the city of Sault Ste. Marie, Ontario for portions of the Canadian plaza utilized specifically by IBA. This includes the maintenance garage and the under-bridge generator compound. IBA also issues a PILT payment to the City of Sault Ste. Marie, Michigan equivalent to what is paid for the IBA pro-rated portion of the Canadian plaza. Slight annual variances may result as Michigan payments are reduced in the current year for applicable property tax refunds and credits received for prior years.

**Sales Taxes**

In Michigan, governmental agencies are exempt from all sales taxes. In Ontario, both provincial and federal sales taxes are applied to goods and services acquired by IBA, unless exported by IBA to Michigan. When export of goods and services is acquired, goods and services are zero-rated.

**SAULT STE. MARIE BRIDGE AUTHORITY**

COMPARATIVE STATEMENT OF REVENUES,  
EXPENDITURES, AND CHANGES IN FUND BALANCE  
ALL GOVERNMENTAL FUND TYPES  
2026 - 2055

	2026	2027	2028	2029	2030
<b>REVENUES</b>					
Toll revenues	\$ 5,791,054	\$ 5,923,718	\$ 6,219,511	\$ 6,516,927	\$ 6,819,303
Interest income	57,911	58,490	59,075	59,665	60,262
Lease income	100,000	101,000	102,010	103,030	104,060
FBCL Owner Funds	400,000	440,000	484,000	532,400	585,640
MDOT Owner Funds	500,000	500,000	500,000	500,000	500,000
BWB FBCL Funding	380,761	371,532	403,748	337,931	358,018
BWB MDOT Funding	215,600	499,657	407,938	529,787	279,188
Service fees	53,456	55,594	57,818	60,131	62,536
<b>Total Revenues</b>	<b>7,498,782</b>	<b>7,949,991</b>	<b>8,234,100</b>	<b>8,639,871</b>	<b>8,769,007</b>
<b>EXPENDITURES</b>					
Current operations					
Operations and services	2,249,477	2,339,557	2,416,489	2,513,550	2,614,163
Bridge maintenance	3,009,765	3,130,223	3,297,546	3,379,535	3,529,574
Administration	672,086	698,897	726,779	755,956	786,153
Other expenditures	623,097	648,021	673,942	700,901	728,937
<b>Total current operations</b>	<b>6,554,425</b>	<b>6,816,698</b>	<b>7,114,756</b>	<b>7,349,942</b>	<b>7,658,827</b>
Capital fund expenditures	2,403,472	3,249,857	2,056,628	5,899,020	8,640,061
<b>Total capital expenditures</b>	<b>2,403,472</b>	<b>3,249,857</b>	<b>2,056,628</b>	<b>5,899,020</b>	<b>8,640,061</b>
<b>Total Expenditures</b>	<b>8,957,897</b>	<b>10,066,555</b>	<b>9,171,384</b>	<b>13,248,962</b>	<b>16,298,888</b>
Excess (deficiency) of revenues over expenditures	(1,459,116)	(2,116,565)	(937,284)	(4,609,092)	(7,529,881)
Net change in fund balances	(1,459,116)	(2,116,565)	(937,284)	(4,609,092)	(7,529,881)
Fund Balance-Beginning	5,280,760	3,821,644	1,705,080	767,795	(3,841,296)
Revenue fund	2,353,605	2,320,291	2,285,809	2,250,122	2,213,185
Capital fund	951,857	985,172	1,019,653	1,055,341	1,092,278
MDOT Capital fund (owner reserve)	1,059,631	1,349	(467,293)	(2,771,839)	(6,536,780)
FBCL Capital fund (owner reserve)	(543,450)	(1,601,732)	(2,070,374)	(4,374,920)	(8,139,861)
<b>Fund Balance-Ending</b>	<b>\$ 3,821,644</b>	<b>\$ 1,705,080</b>	<b>\$ 767,795</b>	<b>\$ (3,841,296)</b>	<b>\$ (11,371,177)</b>

Notes:

1) Beginning and ending interfund budget appropriations will equal transfers according the transfer requirements outlined in the Intergovernmental Agreement, for maintaining positive capital fund and owner reserve capital fund balances.

**SAULT STE. MARIE BRIDGE AUTHORITY**

**REVENUE FUND**

**ANNUAL BUDGET SCHEDULE BY ACCOUNT  
OPERATIONS AND SERVICES DEPARTMENT  
DECEMBER 31, 2026**

Account		Proposed Budgets					
Dept	Acct	Name	2026	2027	2028	2029	2030
120	701	Salaries	\$ 81,463	\$ 84,722	\$ 88,111	\$ 91,635	\$ 95,300
120	703	Longevity	1,040	1,040	1,040	1,040	1,040
120	715	FICA	5,051	5,253	5,463	5,682	5,909
120	716	Medicare	1,181	1,228	1,277	1,328	1,381
120	717	LTD & U.B. Life Insurance	1,298	1,350	1,404	1,460	1,518
120	718	Dental	1,654	1,720	1,789	1,861	1,935
120	719	Vision	172	179	186	193	201
120	721	Hospitalization	21,191	22,039	22,921	23,838	24,792
120	722	Workers Compensation	546	568	591	615	640
120	724	Retirement	3,273	3,404	3,540	3,682	3,829
120	725	OPEB	28,519	29,660	30,846	32,080	33,363
Total 120 - Bridge Safety Supervisor 10			145,388	151,163	157,168	163,414	169,908
121	701	Salaries	139,286	144,858	150,652	156,678	162,945
121	703	Longevity	300	370	370	370	630
121	704	Overtime	27,387	28,483	29,622	30,807	32,039
121	715	FICA	10,334	10,747	11,177	11,624	12,089
121	716	Medicare	2,417	2,513	2,614	2,719	2,828
121	717	LTD & U.B. Life Insurance	2,629	2,734	2,843	2,957	3,075
121	718	Dental	2,922	3,039	3,161	3,287	3,418
121	719	Vision	1,952	2,030	2,111	2,195	2,283
121	721	Hospitalization	20,177	20,984	21,823	22,696	23,604
121	722	Workers Compensation	1,092	1,136	1,181	1,228	1,277
121	724	Retirement	10,364	10,779	11,210	11,658	12,124
121	725	OPEB	90,175	93,782	97,533	101,434	105,491
Total 121 - Bridge Safety Supervisor 9			309,036	321,455	334,297	347,653	361,803

**SAULT STE. MARIE BRIDGE AUTHORITY**  
**REVENUE FUND**  
**ANNUAL BUDGET SCHEDULE BY ACCOUNT**  
**OPERATIONS AND SERVICES DEPARTMENT**  
**DECEMBER 31, 2026**

Account		Proposed Budgets				
Dept	Acct Name	2026	2027	2028	2029	2030
122	701 Salaries	241,472	251,131	261,176	271,623	282,488
122	703 Longevity	1,950	1,950	1,950	2,210	2,280
122	704 Overtime	4,753	4,944	5,142	5,348	5,562
122	715 FICA	15,266	15,877	16,512	17,172	17,859
122	716 Medicare	3,570	3,713	3,862	4,016	4,177
122	717 LTD & U.B. Life Insurance	4,040	4,201	4,369	4,544	4,726
122	718 Dental	7,019	7,299	7,591	7,895	8,211
122	719 Vision	6,230	6,479	6,738	7,008	7,288
122	721 Hospitalization	17,228	17,917	18,634	19,379	20,154
122	722 Workers Compensation	2,185	2,272	2,363	2,458	2,556
122	724 Retirement	14,650	15,236	15,845	16,479	17,138
122	725 OPEB	95,179	98,986	102,945	107,063	111,346
Total 122 - Bridge Safety Officer 8		413,542	430,005	447,127	465,195	483,785
123	701 Salaries	335,246	348,655	362,601	377,105	392,189
123	703 Longevity	1,830	2,080	2,080	2,340	2,340
123	704 Overtime	28,071	29,194	30,362	31,576	32,839
123	715 FICA	22,526	23,427	24,364	25,339	26,353
123	716 Medicare	5,268	5,479	5,698	5,926	6,163
123	717 LTD & U.B. Life Insurance	5,546	5,768	5,999	6,239	6,489
123	718 Dental	6,348	6,602	6,866	7,141	7,427
123	719 Vision	3,927	4,084	4,247	4,417	4,594
123	721 Hospitalization	27,783	28,895	30,051	31,253	32,503
123	722 Workers Compensation	3,277	3,408	3,544	3,686	3,833
123	724 Retirement	23,033	23,955	24,913	25,910	26,946
123	725 OPEB	116,715	121,384	126,239	131,289	136,541
Total 123 - Bridge Safety Officer 7		579,570	602,931	626,964	652,221	678,217

**SAULT STE. MARIE BRIDGE AUTHORITY**  
**REVENUE FUND**  
**ANNUAL BUDGET SCHEDULE BY ACCOUNT**  
**OPERATIONS AND SERVICES DEPARTMENT**  
**DECEMBER 31, 2026**

Account		Proposed Budgets					
Dept	Acct	Name	2026	2027	2028	2029	2030
125	701	Salaries	84,864	88,259	91,789	95,461	99,279
125	704	Overtime	4,346	4,520	4,701	4,889	5,085
125	715	FICA	5,531	5,752	5,982	6,221	6,470
125	716	Medicare	1,294	1,345	1,399	1,455	1,513
125	720	Unemployment	6,518	6,779	7,050	7,332	7,625
125	722	Workers Compensation	2,731	2,840	2,954	3,072	3,195
125	724	Retirement	-	-	-	-	-
125	725	OPEB	22,624	23,529	24,470	25,449	26,467
Total 125 - State Worker 4			127,907	133,024	138,345	143,879	149,634
126	701	Salaries	75,734	78,764	81,915	85,192	88,600
126	703	Longevity	370	370	370	480	480
126	715	FICA	4,696	4,883	5,078	5,281	5,492
126	716	Medicare	1,098	1,142	1,188	1,236	1,285
126	717	LTD & U.B. Life Insurance	1,206	1,254	1,304	1,356	1,410
126	718	Dental	1,018	1,059	1,101	1,145	1,191
126	719	Vision	129	134	139	145	151
126	721	Hospitalization	15,893	16,529	17,190	17,878	18,593
126	722	Workers Compensation	546	568	591	615	640
126	724	Retirement	3,679	3,826	3,979	4,138	4,304
126	725	OPEB	25,263	26,273	27,324	28,417	29,554
Total 126 - Account Tech. & Office Assistant			129,632	134,802	140,179	145,883	151,700

**SAULT STE. MARIE BRIDGE AUTHORITY**  
**REVENUE FUND**  
**ANNUAL BUDGET SCHEDULE BY ACCOUNT**  
**OPERATIONS AND SERVICES DEPARTMENT**  
**DECEMBER 31, 2026**

Account		Proposed Budgets				
Dept	Acct Name	2026	2027	2028	2029	2030
128	728 Supplies	4,500	4,680	4,867	5,062	5,264
128	729 Postage	400	416	433	450	468
128	741 Cleaning Allowance	1,500	1,560	1,622	1,687	1,754
128	749 Uniforms	3,750	3,900	4,056	4,218	4,387
128	807 Advertising	2,500	2,600	2,704	2,812	2,924
128	809 Cash Transportation Services	12,000	12,480	12,979	13,498	14,038
128	816 Salary Administration MDOT	29,257	30,427	31,644	32,910	34,226
128	820 Commutation Debit Accts	2,000	2,080	2,163	2,250	2,340
128	838 Medical Exam	1,000	1,040	1,082	1,125	1,170
128	865 Travel & Meeting Expense	850	884	919	956	994
128	914 Liability / Auto Insurance	350	364	379	394	410
128	923 Telephone	2,500	2,600	2,704	2,812	2,924
128	931 Building Maintenance	2,100	2,184	2,271	2,362	2,456
128	933 Equipment Repair	6,525	6,786	7,057	7,339	7,633
128	961 Computer Training	-	-	-	-	-
128	962 Training	2,000	2,080	2,163	2,250	2,340
128	964 Software Purchase	5,280	5,491	5,711	5,939	6,177
128	965 Miscellaneous	2,060	2,142	2,228	2,317	2,410
128	966 Software Support	19,800	20,592	5,000	5,200	5,408
128	990 Service Contract MDIT	421,671	438,538	456,080	474,323	493,296
Total 128 - Departmental Expenditures		520,043	540,844	546,062	567,904	590,619
129	979 Equipment	16,000	16,640	17,306	17,998	18,718
129	980 Office Furniture	336	349	363	378	393
129	989 Computer Equipment	8,023	8,344	8,678	9,025	9,386
Total 129 - Departmental Capital Outlays		24,359	25,333	26,347	27,401	28,497
Total Operations and Services expenditures		\$ 2,249,477	\$ 2,339,557	\$ 2,416,489	\$ 2,513,550	\$ 2,614,163

**SAULT STE. MARIE BRIDGE AUTHORITY**  
**REVENUE FUND**  
**ANNUAL BUDGET SCHEDULE BY ACCOUNT**  
**MAINTENANCE DEPARTMENT**  
**DECEMBER 31, 2026**

Account		Proposed Budgets					
Dept	Acct	Name	2026	2027	2028	2029	2030
			\$	\$	\$	\$	\$
130	701	Salaries	145,186	150,993	157,033	163,314	169,847
130	703	Longevity	480	480	480	610	610
130	715	FICA	6,200	6,448	6,706	6,974	7,253
130	716	Medicare	2,105	2,189	2,277	2,368	2,463
130	717	LTD & U.B. Life Insurance	1,664	1,731	1,800	1,872	1,947
130	718	Dental	509	529	550	572	595
130	719	Vision	57	59	61	63	66
130	721	Hospitalization	7,064	7,347	7,641	7,947	8,265
130	722	Workers Compensation	546	568	591	615	640
130	724	Retirement	6,549	6,811	7,083	7,366	7,661
130	725	OPEB	38,918	40,475	42,094	43,778	45,529
<b>Total 130 - Bridge Engineer</b>			<b>209,278</b>	<b>217,630</b>	<b>226,316</b>	<b>235,479</b>	<b>244,876</b>
131	701	Salaries	86,703	90,171	93,778	97,529	101,430
131	703	Longevity	370	480	480	480	480
131	704	Overtime	3,762	3,912	4,068	4,231	4,400
131	715	FICA	5,609	5,833	6,066	6,309	6,561
131	716	Medicare	1,312	1,364	1,419	1,476	1,535
131	717	LTD & U.B. Life Insurance	1,441	1,499	1,559	1,621	1,686
131	718	Dental	1,725	1,794	1,866	1,941	2,019
131	719	Vision	179	187	194	202	210
131	721	Hospitalization	22,110	22,995	23,915	24,872	25,867
131	722	Workers Compensation	546	568	591	615	640
131	724	Retirement	4,326	4,499	4,679	4,866	5,061
131	725	OPEB	25,569	26,592	27,656	28,762	29,912
<b>Total 131 - Transportation Maintenance Supervisor</b>			<b>153,651</b>	<b>159,894</b>	<b>166,271</b>	<b>172,904</b>	<b>179,801</b>

**SAULT STE. MARIE BRIDGE AUTHORITY**  
**REVENUE FUND**  
**ANNUAL BUDGET SCHEDULE BY ACCOUNT**  
**MAINTENANCE DEPARTMENT**  
**DECEMBER 31, 2026**

Account		Proposed Budgets						
Dept	Acct	Name	2026	2027	2028	2029	2030	
	132	701	Salaries	144,866	150,661	156,687	162,954	169,472
	132	703	Longevity	520	520	520	520	600
	132	704	Overtime	1,179	1,227	1,276	1,327	1,380
	132	715	FICA	9,055	9,417	9,794	10,186	10,593
	132	716	Medicare	2,118	2,202	2,290	2,382	2,477
	132	717	LTD & U.B. Life Insurance	1,149	1,195	1,243	1,293	1,345
	132	718	Dental	3,434	3,572	3,715	3,864	4,019
	132	719	Vision	3,599	3,743	3,893	4,049	4,211
	132	721	Hospitalization	2,721	2,830	2,943	3,061	3,183
	132	722	Workers Compensation	1,092	1,136	1,181	1,228	1,277
	132	724	Retirement	10,849	11,283	11,734	12,203	12,691
	132	725	OPEB	30,395	31,611	32,875	34,190	35,558
			<b>Total 132 - Electrician</b>	<b>210,977</b>	<b>219,397</b>	<b>228,151</b>	<b>237,257</b>	<b>246,806</b>
	133	701	Salaries	683,206	710,534	738,955	768,513	799,254
	133	703	Longevity	1,910	1,910	2,470	3,170	3,170
	133	704	Overtime	28,588	29,732	30,921	32,158	33,444
	133	715	FICA	44,131	45,896	47,732	49,641	51,627
	133	716	Medicare	10,321	10,734	11,163	11,610	12,074
	133	717	LTD & U.B. Life Insurance	8,546	8,888	9,244	9,614	9,999
	133	718	Dental	9,820	10,213	10,622	11,047	11,489
	133	719	Vision	6,545	6,807	7,079	7,362	7,656
	133	721	Hospitalization	56,034	58,276	60,607	63,031	65,552
	133	722	Workers Compensation	6,554	6,816	7,089	7,373	7,668
	133	724	Retirement	52,371	54,466	56,645	58,911	61,267
	133	725	OPEB	233,249	242,579	252,282	262,373	272,868
			<b>Total 133 - Bridge Workers</b>	<b>1,141,275</b>	<b>1,186,851</b>	<b>1,234,809</b>	<b>1,284,803</b>	<b>1,336,068</b>

**SAULT STE. MARIE BRIDGE AUTHORITY**  
**REVENUE FUND**  
**ANNUAL BUDGET SCHEDULE BY ACCOUNT**  
**MAINTENANCE DEPARTMENT**  
**DECEMBER 31, 2026**

Account		Proposed Budgets					
Dept	Acct	Name	2026	2027	2028	2029	2030
134	701	Salaries	151,745	157,815	164,128	170,693	177,521
134	703	Longevity	260	260	300	820	820
134	704	Overtime	2,399	2,495	2,595	2,699	2,807
134	715	FICA	9,557	9,939	10,337	10,750	11,180
134	716	Medicare	2,235	2,324	2,417	2,514	2,615
134	717	LTD & U.B. Life Insurance	2,434	2,531	2,632	2,737	2,846
134	718	Dental	2,715	2,823	2,936	3,053	3,175
134	719	Vision	291	302	314	327	340
134	721	Hospitalization	35,884	37,319	38,812	40,364	41,979
134	722	Workers Compensation	1,639	1,705	1,773	1,844	1,918
134	724	Retirement	10,597	11,020	11,461	11,919	12,396
134	725	OPEB	41,531	43,193	44,921	46,718	48,587
Total 134 - Janitorial			261,286	271,726	282,626	294,438	306,184
135	701	Salaries	169,728	176,517	183,578	190,921	198,558
135	704	Overtime	8,852	9,206	9,574	9,957	10,355
135	715	FICA	11,072	11,515	11,976	12,455	12,953
135	716	Medicare	2,589	2,693	2,801	2,913	3,030
135	720	Unemployment	2,913	3,030	3,151	3,277	3,408
135	722	Workers Compensation	5,462	5,680	5,907	6,143	6,389
135	725	OPEB	67,067	69,750	72,540	75,442	78,460
Total 135 - State Worker 4			267,683	278,391	289,527	301,108	313,153

**SAULT STE. MARIE BRIDGE AUTHORITY**  
**REVENUE FUND**  
**ANNUAL BUDGET SCHEDULE BY ACCOUNT**  
**MAINTENANCE DEPARTMENT**  
**DECEMBER 31, 2026**

Account		Proposed Budgets					
Dept	Acct	Name	2026	2027	2028	2029	2030
138	728	Supplies	14,000	14,560	15,142	15,748	16,378
138	729	Postage	1,000	1,040	1,082	1,125	1,170
138	741	Cleaning Allowance	1,500	1,560	1,622	1,687	1,754
138	749	Uniforms	6,644	6,910	7,186	7,473	7,772
138	776	Ground Maintenance	5,000	5,200	5,408	5,624	5,849
138	777	Janitor Supplies	5,000	5,200	5,408	5,624	5,849
138	807	Advertising	800	832	865	900	936
138	816	Salary Administration MDOT	39,092	40,656	42,282	43,973	45,732
138	820	Commutation Debit Accts	2,000	2,080	2,163	2,250	2,340
138	838	Medical Exam	4,500	4,680	4,867	5,062	5,264
138	852	Radio Repair	2,000	2,080	2,163	2,250	2,340
138	863	Vehicle Gas & Oil	30,000	31,200	32,448	33,746	35,096
138	865	Travel & Meeting Expense	6,000	6,240	6,490	6,750	7,020
138	867	Vehicle Maintenance	35,000	36,400	37,856	39,370	40,945
138	914	Liability / Auto Insurance	95,000	98,800	102,752	106,862	111,136
138	921	Water & Sewer	30,000	31,200	32,448	33,746	35,096
138	922	Fuel & Heating	50,000	52,000	54,080	56,243	58,493
138	923	Telephone	5,000	5,200	5,408	5,624	5,849
138	924	Electricity	190,000	197,600	205,504	213,724	222,273
138	931	Building Maintenance	12,051	12,533	13,034	13,555	14,097
138	932	Refuse Disposal	4,800	4,992	5,192	5,400	5,616
138	933	Equipment Repair	35,000	36,400	37,856	39,370	40,945
138	934	Heating & Plumbing Repair	8,000	8,320	8,653	8,999	9,359
138	935	Service Contract MDOT	5,305	5,517	5,738	5,968	6,207
138	965	Miscellaneous	541	563	586	609	633
138	970	Leases & Rentals	15,500	16,120	16,765	17,436	18,133
138	975	Building Improvement	10,609	11,033	11,474	11,933	12,410
Total 138 - Departmental Expenditures			614,342	638,916	664,472	691,051	718,692

**SAULT STE. MARIE BRIDGE AUTHORITY**  
**REVENUE FUND**  
**ANNUAL BUDGET SCHEDULE BY ACCOUNT**  
**MAINTENANCE DEPARTMENT**  
**DECEMBER 31, 2026**

Account		Proposed Budgets					
Dept	Acct	Name	2026	2027	2028	2029	2030
	139	852			33,160	843	9,561
	139	853	-	-	35,188	36,596	38,060
	139	854	32,533	33,835	57,394	42,240	50,244
	139	981	45,115	47,013	4,597	4,781	4,972
	139	982	4,250	4,420	13,510	14,050	14,612
	139	983	12,490	12,990	4,345	4,519	4,700
	139	992	4,017	4,178	27,040	28,122	29,247
	139	994	25,000	26,000	10,275	10,686	11,113
			9,500	9,880			
		Total 139 - Departmental Capital Outlays	132,905	138,316	185,509	141,836	162,508
	148	962		12,480	12,979	13,498	14,038
	148	990	12,000	5,356	5,570	5,793	6,025
		Total 148 - Departmental Support	17,150	17,836	18,549	19,291	20,063
	149	980	773	804	836	869	904
	149	989	444	462	480	499	519
		Total 149 - Departmental Capital Support	1,217	1,266	1,316	1,368	1,423
		Total Maintenance Expenditures	\$ 3,009,765	\$ 3,130,223	\$ 3,297,546	\$ 3,379,535	\$ 3,529,574

**SAULT STE. MARIE BRIDGE AUTHORITY**  
**REVENUE FUND**  
**ANNUAL BUDGET SCHEDULE BY ACCOUNT**  
**ADMINISTRATION DEPARTMENT**  
**DECEMBER 31, 2026**

Account		Proposed Budgets				
Dept Acct	Name	2026	2027	2028	2029	2030
150 701	Salaries	\$ 162,373	\$ 168,868	\$ 175,623	\$ 182,648	\$ 189,954
150 703	Longevity	610	610	610	790	790
150 715	FICA	6,200	6,448	6,706	6,974	7,253
150 716	Medicare	2,354	2,449	2,547	2,649	2,755
150 717	LTD & U.B. Life Insurance	1,664	1,731	1,800	1,872	1,947
150 718	Dental	1,717	1,786	1,857	1,931	2,008
150 719	Vision	1,799	1,871	1,946	2,024	2,105
150 721	Hospitalization	1,360	1,415	1,472	1,531	1,592
150 722	Workers Compensation	546	568	591	615	640
150 724	Retirement	8,446	8,784	9,135	9,500	9,880
150 725	OPEB	50,263	52,274	54,365	56,540	58,802
<b>Total 150 - General Manager</b>		<b>237,333</b>	<b>246,804</b>	<b>256,652</b>	<b>267,074</b>	<b>277,726</b>
151 701	Salaries	112,047	116,529	121,190	126,038	131,080
151 703	Longevity	260	260	260	260	300
151 715	FICA	6,200	6,448	6,706	6,974	7,253
151 716	Medicare	1,625	1,690	1,758	1,828	1,901
151 717	LTD & U.B. Life Insurance	1,664	1,731	1,800	1,872	1,947
151 718	Dental	1,654	1,720	1,789	1,861	1,935
151 719	Vision	172	179	186	193	201
151 721	Hospitalization	21,191	22,039	22,921	23,838	24,792
151 722	Workers Compensation	546	568	591	615	640
151 724	Retirement	5,287	5,499	5,719	5,948	6,186
151 725	OPEB	38,848	40,402	42,018	43,699	45,447
<b>Total 151 - Accountant</b>		<b>189,494</b>	<b>197,065</b>	<b>204,938</b>	<b>213,126</b>	<b>221,682</b>

**SAULT STE. MARIE BRIDGE AUTHORITY**  
**REVENUE FUND**  
**ANNUAL BUDGET SCHEDULE BY ACCOUNT**  
**ADMINISTRATION DEPARTMENT**  
**DECEMBER 31, 2026**

Account		Proposed Budgets				
Dept Acct	Name	2026	2027	2028	2029	2030
153 701	Salaries	86,277	89,728	93,317	97,050	100,932
153 703	Longevity	1,040	1,040	1,040	1,040	1,040
153 715	FICA	5,349	5,563	5,786	6,017	6,258
153 716	Medicare	1,251	1,301	1,353	1,407	1,463
153 717	LTD & U.B. Life Insurance	1,373	1,428	1,485	1,544	1,606
153 718	Dental	1,654	1,720	1,789	1,861	1,935
153 719	Vision	172	179	186	193	201
153 721	Hospitalization	21,191	22,039	22,921	23,838	24,792
153 722	Workers Compensation	546	568	591	615	640
153 724	Retirement	4,670	4,857	5,051	5,253	5,463
153 725	OPEB	26,607	27,672	28,779	29,930	31,127
Total 153 - Executive Secretaries		150,130	156,095	162,298	168,748	175,457
158 728	Supplies	4,000	4,160	4,326	4,499	4,679
158 729	Postage	2,000	2,080	2,163	2,250	2,340
158 733	Periodicals	1,000	1,040	1,082	1,125	1,170
158 734	Memberships	4,000	4,160	4,326	4,499	4,679
158 807	Advertising	1,750	1,820	1,893	1,969	2,048
158 816	Salary Administration MDOT	9,874	10,269	10,680	11,107	11,551
158 820	Commutation Debit Accts	1,000	1,040	1,082	1,125	1,170
158 856	Audit Fees	16,407	17,063	17,746	18,456	19,194
158 858	Accounting Fees	12,108	12,592	13,096	13,620	14,165
158 865	Travel & Meeting Expense	7,000	7,280	7,571	7,874	8,189
158 902	Printing	1,900	1,976	2,055	2,137	2,222
158 914	Liability / Auto Insurance	3,600	3,744	3,894	4,050	4,212
158 923	Telephone	9,750	10,140	10,546	10,968	11,407
158 936	Contract Service Purchased	4,551	4,733	4,922	5,119	5,324
158 964	Software Purchase	4,100	4,264	4,435	4,612	4,796
158 965	Miscellaneous	891	927	964	1,003	1,043
158 966	Software Support	3,400	3,536	3,677	3,824	3,977
158 979	Equipment	155	161	167	174	181
158 989	Computer Equipment	1,509	1,569	1,632	1,697	1,765
158 990	Service Contract MDIT	5,172	5,379	5,594	5,818	6,051
Total 158 - Departmental Expenditures		94,167	97,933	101,851	105,926	110,163
159 980	Office Furniture	962	1,000	1,040	1,082	1,125
Total 159 - Departmental Capital Outlays		962	1,000	1,040	1,082	1,125
Total Administration Expenditures		\$ 672,086	\$ 698,897	\$ 726,779	\$ 755,956	\$ 786,153

**SAULT STE. MARIE BRIDGE AUTHORITY**  
**REVENUE FUND**  
**ANNUAL BUDGET SCHEDULE BY ACCOUNT**  
**OTHER EXPENDITURES**  
**DECEMBER 31, 2026**

Account		Proposed Budgets				
Dept	Acct	2026	2027	2028	2029	2030
188	820	197	205	213	222	231
	Commutation Debit Accts					
188	840	60,000	62,400	64,896	67,492	70,192
	Property Tax-Canadian					
188	845	60,000	62,400	64,896	67,492	70,192
	Property Tax-American PILT					
188	856	2,400	2,496	2,596	2,700	2,808
	Audit Fees					
188	865	27,500	28,600	29,744	30,934	32,171
	Travel & Meeting Expense					
188	914	470,000	488,800	508,352	528,686	549,833
	Liability / Auto Insurance					
188	937	2,000	2,080	2,163	2,250	2,340
	Interest & Fiscal Charges					
188	970	1,000	1,040	1,082	1,125	1,170
	Other Leases & Rentals					
Total Other Expenditures		\$ 623,097	\$ 648,021	\$ 673,942	\$ 700,901	\$ 728,937

**SAULT STE. MARIE BRIDGE AUTHORITY**  
**CAPITAL FUND**  
**ANNUAL BUDGET SCHEDULE BY ACCOUNT**  
**DECEMBER 31, 2026**

Account	Proposed Budgets				
	2026	2027	2028	2029	2030
979 - Equipment	1,191,868	1,046,502	1,260,923	2,117,178	1,326,521
936 - Contract Service Purchased	\$ 427,667	\$ 493,176	\$ 577,348	\$ 3,604,175	\$ 6,284,468
992 - Bridge Maint. & Repair	155,783	162,014	168,494	175,233	182,243
994 - Road Maint. & Repair	628,154	1,548,165	49,863	2,434	846,829
<b>Total Capital Expenditures</b>	<b>\$ 2,403,472</b>	<b>\$ 3,249,857</b>	<b>\$ 2,056,628</b>	<b>\$ 5,899,020</b>	<b>\$ 8,640,061</b>

**SAULT STE. MARIE BRIDGE AUTHORITY**  
**COMBINED CAPITAL FUNDS**  
**ANNUAL BUDGET SCHEDULE BY DEPARTMENT**  
**DECEMBER 31, 2026**

Department	Proposed Budgets				
	2026	2027	2028	2029	2030
220 - Operations and Services department expenditures	\$ 796,908	\$ 800,070	832,074	\$ 865,357	\$ 1,082,181
231 - U.S. bridge painting expenditures	-	-	-	\$ 3,058,752	\$ 6,117,504
232 - Bridge deck expenditures	628,154	\$ 1,548,165	49,863	\$ 2,434	\$ 846,829
233 - Bridge and plaza lighting	155,783	\$ 162,014	168,494	\$ 175,233	\$ 182,243
236 - Bridge maintenance and studies	427,667	\$ 493,176	577,348	\$ 545,423	\$ 166,964
238 - Capital expenditures	394,960	\$ 246,432	428,849	\$ 1,251,821	\$ 244,340
<b>Total Capital Expenditures</b>	<b>\$ 2,403,472</b>	<b>\$ 3,249,857</b>	<b>\$ 2,056,628</b>	<b>\$ 5,899,020</b>	<b>\$ 8,640,061</b>

**SAULT STE. MARIE BRIDGE AUTHORITY**

---

ASSET MANAGEMENT PLAN  
2026-2030

**THIS PAGE INTENTIONALLY LEFT BLANK**

ASSET MANAGEMENT PLAN

**Asset Management Plan**

**Program Overview**

The International Bridge Administration (IBA) utilizes an Asset Management Plan (AMP) to strategically manage all major assets in a cost-effective and efficient manner. Asset Management consists of five major tasks and is defined in Michigan as “an ongoing process of maintaining, upgrading and operating physical assets cost-effectively, based on a continuous physical inventory and condition assessment.” [MCL 247.659a(1)(a)]:

1. Developing policy goals and objectives
2. Data collection
3. Planning and programming
4. Program delivery
5. Monitoring and reporting results

The IBA AMP is a comprehensive process guidance document used for generating annual reporting of maintenance performed on IBA assets. Yearly reporting on bridge authority assets is made to the Sault Ste. Marie Bridge Authority Board, FBCL, Transport Canada (TC), the State of Michigan, and the US Federal Highway Administration (FHWA).

The Asset Management Plan currently manages the following component systems:

- Bridge Asset Elements
- Facilities Asset Elements
- Peripheral Asset Elements

Bridge Asset Elements include:

- Substructure
  - Piers
  - Abutments
  - Storm Sewer Main
- Bridge Deck
  - Concrete Deck
  - Expansion Joints
  - Bridge Rail
  - Deck Drainage System
  - Dry Risers
- Superstructure
  - Structural Steel
  - Paint Systems
  - Bearings

Facilities Asset Elements Include:

- Inhabited Structures
- Paved Surfaces

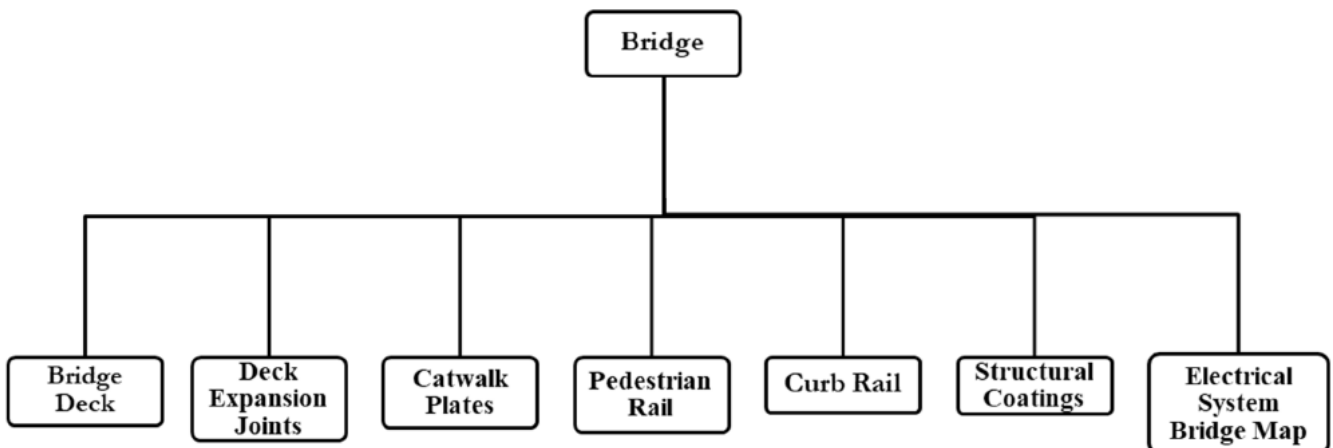
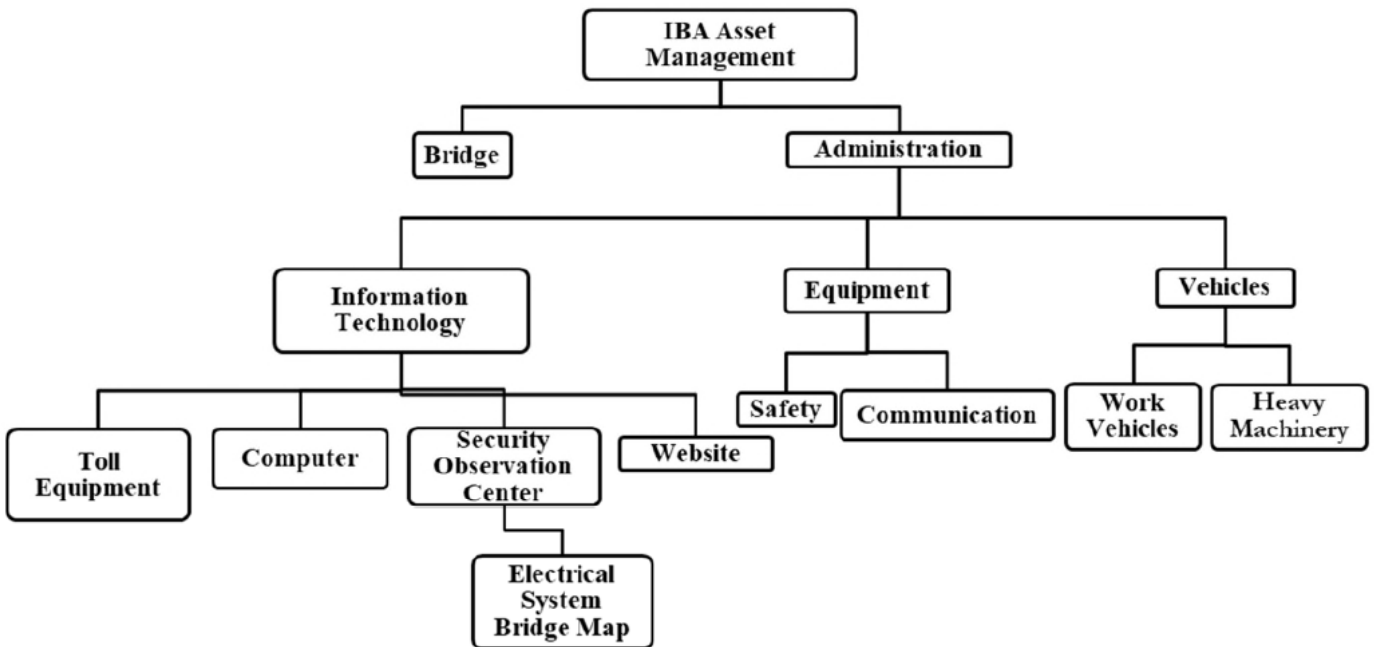
Peripheral Asset Elements include:

- Capital Equipment
- Toll Systems
- Security Systems
- Power Systems
- Communications
- Information Technology (IT)

**Operational Model**

**Asset Management Flow Chart**

The asset management flow chart depicts the organization and interactive relationships between the Bridge Asset Elements and the Administrative Asset Elements.



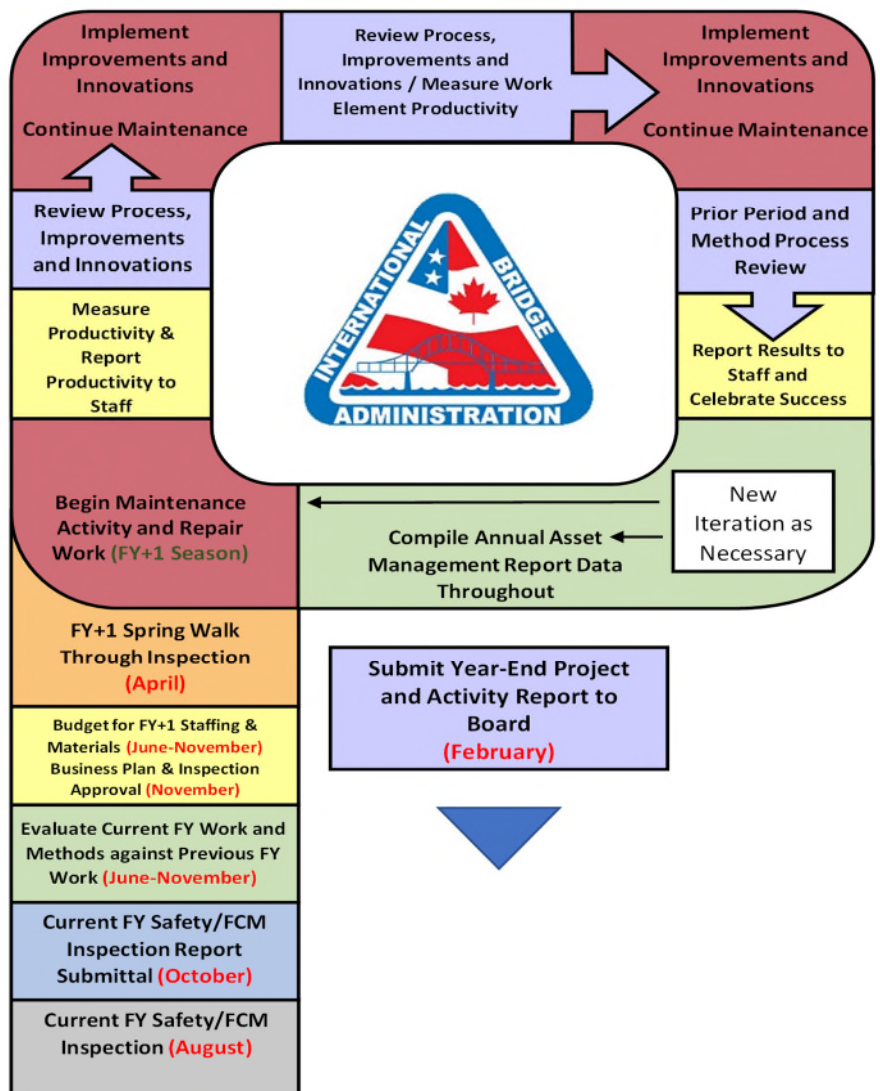
**Planning “P”**

The Planning “P” details the IBA’s cyclical asset management process. Developed in-house by IBA staff, the planning “P” is modeled on the US Department of Homeland Security Incident Response system.

The tail of the “P” begins with the yearly inspections, which are the catalyst for entering the cyclical loop. Once in the loop, asset management principles such as data gathering, planning, analysis of products and processes, and implementation are followed around the loop until goals are reached. The loop ends with the annual project/activity reports to the SSMBA Board.

**Legend (Phases)**

- Red – Maintenance Activity Period
- Purple – Review & Method Evaluation
- Yellow – Reporting Period
- Green – Assessment Period



ASSET MANAGEMENT PLAN

**Executive Summary**

Recommendations for maintenance and capital projects have been documented by the International Bridge Administration in the annual Business Plan, specifically within the Asset Management Plan. The AMP utilizes a 40-year capital planning period as well as regular maintenance project planning. Revisions, additions, or other changes are identified and detailed with the use of footnotes in applicable sections as necessary. All revisions, additions, or changes are based upon recommendations coming from the biennial inspection reports, or based upon input from bridge owners, and have been implemented in a continuing effort to manage capital expenditures and cash flow in the best interests of the bridge and its owners.

IBA in-house maintenance efforts continue to focus on preventative maintenance strategies in order to defer major capital projects.

The IBA maintenance department performs a wide range of tasks throughout the course of the year. These include:

- Bridge repairs: including repairs to the bridge deck, bridge rails, curb rails, and drainage systems
- Winter maintenance; snow plowing, sanding bridge and plazas, shoveling sidewalks
- Maintenance and custodial services on IBA and CBSA facilities
- Custodial services in both the U.S. toll plaza and Canadian CBSA plazas
- Maintenance of all IBA equipment
- Bridge and facility electrical and lighting maintenance
- Touch-up painting
- Minor road maintenance and repairs
- Bridge security patrols

The activity-based cost accounting system plays an important role in tracking costs and schedules for maintenance projects and activities performed by IBA maintenance staff. The maintenance recommendations in the inspection reports form the basis for the project list in the system.

As a component of the asset management effort underway at the bridge, process improvement in scheduling and tracking of projects continues to result in greater efficiency in completing all projects. While the activity-based system is used for tracking project labor and equipment costs, completion of projects will continue to be tracked with the inspection reports. As projects are completed, completion dates and final costs are denoted within the table of projects and reported back to the engineer-of-record, as well as SSMBA.

GASB 34 defines infrastructure assets as long-lived capital assets that normally are stationary in nature and can be preserved for a significantly greater number of years than most other capital assets. Capital plan projects are grouped based upon projects designed to maintain the existing infrastructure (maintenance projects and asset management projects), or improvements that are permanent and add significantly to the site or structure that extends the life of the asset (construction projects).

## Inspections & Studies

Inspections and studies drive asset management, maintenance planning, and capital planning.

The IBA utilizes an Indefinite Delivery of Services (IDS) contract to provide professional engineering and inspection services. In past years, the IDS contract has been administered solely by the IBA for a three-year period. Following expiration of the most recent contract in 2025, the IBA partnered with the Blue Water Bridge FBCL and the Blue Water Bridge MDOT to procure a shared four-year IDS contract which will be in effect from 2025-2029, with inspection and other engineering services provided to all three bridges. This contract, which also has a potential one year extension, will continue to be administered by the IBA in conjunction with the needs of the three bridge operators.

The purpose of the inspections is to ensure the continued safe structural condition of the bridge as required by federal law, and to identify prioritized bridge maintenance needs and capital project recommendations.

The inspections include written reports which document the inspection findings and recommendations. Routine Detailed (RD) and Fracture Critical Member (FCM) inspections are each performed biennially in offset years, and all deliverables provided under the IDS are sealed by engineers licensed in the Province of Ontario and the State of Michigan. The FCM in future reporting years will be referred to as a Non-redundant Structural Tension Member (NSTM) inspection, reflecting reporting changes by FHWA.

In addition to inspection services, the IDS contract may provide for structural engineering services for emergency incidents, design oversight of other consultants engaged in bridge projects, and design services for maintenance projects identified by the regular inspections. The total IDS contract authorization is not to exceed \$1,000,000 (US), with necessary individual service authorizations issued on a cost plus fixed-fee basis.

Engineering studies are the first phase of major capital improvements and operational assessments. The study phase is typically followed by the design phase and ultimately the construction phase.

ASSET MANAGEMENT PLAN

**Routine Detailed (RD) Inspection**

Mandated in both Canada and the US to be performed every two years. RD inspections are “arm’s length” inspections intended to determine an overall assessment of bridge conditions.

**Description of Work**

Biennial inspection and reporting of the superstructure, substructure, deck/roadway and other related entities. The inspection consists of sufficient observations and /or measurements to determine the physical and functional condition of the bridge. Observations of the bridge are compared to previously recorded conditions to identify any developing problems and/or advancement from previously recorded conditions and to ensure that the structure continues to satisfy the present and long-term service requirements.

An annual inspection of the bridge was conducted from 1962 through 2019. The inspection cycle was then converted to a biennial inspection alternating with a biennial FCM inspection. Maintenance items are prioritized and identified in the inspection report and are addressed by IBA crews, while other findings are recommended for contracted forces.

**Status**

Biennial inspections are scheduled for future odd numbered years.

**Timeline and Cost**

**Design Engineering**

N/A

**Construction Engineering**

N/A

**Inspection Cost**

Biennial \$144,662

**Total Cost (40-Year Outlook)**

\$2,893,240 (2023 US Dollars)

**Fracture Critical Member (FCM) Inspection**

Mandated in the US to be performed every two years. FCM inspections are defined as an examination of bridge elements which could compromise the structural integrity of the bridge, or a portion of the bridge, should they fail. Canada includes elements of the FCM in the detailed visual inspection requirements. To meet the mandates of both countries and owners, a full FCM of the entire bridge is proactively conducted as a single inspection every two years.

**Description**

Biennial inspection and reporting on the fracture critical member elements of the bridge. Observations of the fracture critical members are compared to previously recorded conditions to identify any developing problems and/or advancement from previously recorded conditions and to ensure that the structure continues to satisfy the present and long-term service requirements.

**Background**

An annual inspection of the FCM elements of the bridge was conducted from 1962 through 2019. The FCM inspection cycle was then converted to a biennial inspection of FCM elements. Maintenance items are prioritized and identified in the inspection report and are addressed by IBA crews, while other findings are recommended for contracted forces.

**Status**

Biennial FCM inspections are scheduled for future even numbered years.

**Timeline and Cost**

**Design Engineering**

N/A

**Construction Engineering**

N/A

**Inspection Cost**

Biennial \$ 122,000

**Total Cost (40-Year Outlook)**

\$2,440,000 (2023 US Dollars)

ASSET MANAGEMENT PLAN

**Infrared Thermography Inspection**

An infrared thermography (IRT) scan of the concrete bridge deck has been performed every five years since 2008, since an IRT was a component of the major deck study performed in 2008. Considering the bridge deck overlay resurfacing which was performed in 1995 and 1996 to be a starting point, it is possible to quantitatively monitor the deck condition using the IRT technology, making the assumption that delamination(s) were at a zero percent state in 1995/96. The fourth IRT performed in 2023 determined negligible change in deck delamination/deterioration conditions have occurred between 2008 and 2023, a testament to crack sealing and flood coating efforts being performed. Updated deck/infrared studies will be performed every five years.

**Description of Work**

Infrared Thermography (IRT) surveys will compare contemporaneous deck data to prior IRT/deck studies and routine inspection chain drag soundings.

Updated deck and IRT studies completed since the initial 2008 study give a five-year comparative analysis to data gathered since 2008, thus quantifying the change in deck deterioration conditions which have occurred during that time frame. The data analysis continues to validate the ability to move the deep overlay deck resurfacing to 2031—2034, and possibly further.

**Status**

The most recent deck and IRT study was performed in 2023 and is subsequently scheduled in five-year increments. The 2023 study was performed in conjunction with the 2023 RD inspection and showed negligible increases in deck deterioration since 2008. The next IRT is due in 2028 and will be performed in conjunction with a full deck study update.

**Timeline and Cost**

**Design Engineering**

N/A

**Construction Engineering**

N/A

**Inspection Cost**

\$50,120

**Total Cost (40-Year Outlook)**

\$400,960 (2022 US Dollars)

**Underwater Inspection**

Underwater inspections of bridge piers is mandated by FHWA and TC for completion every five years. Fifteen of the bridge’s 62 bridge piers are located in the St. Mary’s River in non-navigable water.

The inspection must be performed by an MDOT pre-qualified underwater engineering inspection firm.

**Description of Work**

Underwater inspections are required every five years (60 months) for bridge substructures if they cannot be inspected visually via wading or probing at low water levels. Generally underwater inspections are warranted for water depths greater than four feet or in waterways with swift currents and/or obstructions.

The latest bridge underwater inspection was performed on US Piers in 2024 and Canadian piers inspected in 2024 and 2025.

**Status**

The next scheduled underwater inspection is in 2029.

**Timeline and Cost**

**Design Engineering**

N/A

**Construction Engineering**

N/A

**Inspection Cost**

\$132,000

**Total Cost (40-Year Outlook)**

\$1,056,000 (2024 Dollars)

ASSET MANAGEMENT PLAN

**Storm Sewer Inspection**

During the original bridge construction, underground storm sewer mains were installed which collect runoff from the bridge through drains, scuppers, and downspouts, and are present on both the Canadian and US sides under the respective bridge approaches. Drainage flows through this system and down via a series of vertical downspouts which then feed storm sewer mains built in 1962 as components of the bridge’s construction. Outfalls from the storm sewer mains in Michigan empty into the St. Mary’s River at various points in the crossing canals.

These sewer mains have never been inspected for wear and structural integrity. In light of the amount and weight of rainwater and snow melt the bridge sees, ensuring that this drainage system is functioning properly is very important to protecting the bridge.

**Description of Work**

Perform inspection of the bridge storm sewer main on the US and Canadian approaches.

The storm sewer inspections are being planned in two phases, Phase 1 on the US side and Phase 2 on the Canadian side. During the inspections the mains must be cleaned of any sand or other debris. Immediately following this cleaning, video inspection of the mains is performed by a remotely operated video camera. These services include a summary report of findings and recommendations for remediation or repairs if necessary.

**Status**

Phase 1, the US storm sewer, is complete and the main has been cleaned and videoed. Analysis of the video is also complete, and no immediate repairs are necessary. The storm sewer will be added to a regular monitoring and cleaning cycle.

Phase 2, the Canadian storm sewer, remains in planning stages.

**Timeline and Cost**

**Phase 1 – US Side**

**Design Engineering**  
Not Necessary

**Construction Engineering**  
Not Necessary

**Cleaning and Inspection Cost**  
2024 \$22,000 (Complete)  
2025 \$21,042 (Complete)

**Phase 2 – Canadian Side**

**Design Engineering**  
Not Necessary

**Construction Engineering**  
Not Necessary

**Inspection Cost**  
Year and Cost Currently Unknown

## Deck Study Update

In 2008 a full deck study was performed on the International Bridge, at which time a full chain-drag to sound the bridge deck was performed. In addition, an Infrared Thermography (IRT) scan was done, and a series of core samples were taken from the deck. The results of the 2008 study confirmed that the bridge deck was in sound shape with an extended life-expectancy beyond 50 years, and proactive maintenance activities were credited with the deck's preservation. Since that time, proactive maintenance including crack sealing, flood coating, and silane treatment has continued. In addition, an IRT scan has been performed every five years since 2008, with results showing very little increase in deck degradation.

## Description of Work

A full deck study including full chain drag, IRT, and collection of core samples will be performed. The chain drag will be compared against the IRT for level of correlation, and core samples will be studied to determine any changes which may have occurred within the deck, as well as the effects of the various deck sealing treatments which have been applied since the 2008 study.

## Status

In preliminary phase. Initial estimate has been prepared, and scoping will be developed in 2026.

## Timeline and Cost

### Design Engineering

Not Necessary

### Construction Engineering

Not Necessary

Testing included in total cost

### Total Cost

2028 \$379,000 (2025 Dollars)

ASSET MANAGEMENT PLAN

**Bridge Structure**

The bridge structure includes all bridge elements between and including the north and south bridge abutments. A bridge is typically divided into superstructure elements and substructure elements. The bridge deck is considered to be part of the superstructure; however, for asset management purposes the IBA has separated the deck and its associated components from the superstructure.

**Substructure Elements**

Bridge substructure elements include all piers, abutments and wingwalls, and the bridge’s underground storm sewer mains. Piers are being sealed as part of regular maintenance, and an epoxy injection treatment was applied to both abutments in 2018. The injection treatments, which are a preventative maintenance measure, bind the underlying sand subbase in order to prevent undermining of these materials from beneath the abutment and wingwalls.

While no repairs or rehabilitation to the bridge’s storm sewer main are currently in the 40-year planning period, inspection of these mains is underway and inspection results may necessitate treatments.

**Bridge Deck Elements**

The Bridge Deck serves as the platform for traffic to cross the International Bridge. The deck is currently on a schedule that requires the maintenance crew to maintain the bridge deck until its complete replacement in the late 2040’s. Elements contained within the 40-year planning period include the deck itself, expansion joints, and deck railing systems.

Flood coats were performed in 2016, 2018, and 2019 covering a total of 124,000 sq. ft. of bridge deck. The flood coat has a life span of approximately 10 years and will significantly reduce the need for individual crack sealing during that time.

A friction surface treatment was initiated on the Canadian approach spans in late summer 2024 and partially completed. These treatments were completed in 2025 with completion of the Canadian approach. An application of this surface treatment is also being planned for the US approach in 2026.

Additionally, early planning for an update to the 2008 bridge deck study began in fall of 2024. The update will tentatively be performed in 2028 and will potentially consist of a full chain sounding across the deck, as well as deck core sample analysis, both in conjunction with the scheduled Infrared Thermography update.

Both the friction surface projects, and the deck study update will be included as full project reports in the 2026-2030 Business Plan, as these projects may significantly impact future deck resurfacing and replacement timelines.

**Superstructure Elements**

Superstructure elements within the 40-year planning period include contractual bridge painting and monitoring of the bridge’s remaining six arch rocker links. Superstructure elements include all elements not considered part of the substructure.

In addition, yearly in-house maintenance will continue the preventative maintenance strategy of spot painting.

All bridge bearings are also considered to be superstructure elements. All bearings, including the high load disc bearings which replaced rocker links at the south end of the US arch, will be monitored during the biennial inspections.

ASSET MANAGEMENT PLAN

**Contractual Bridge Painting**

While the IBA has undertaken a preventative spot painting strategy intended to defer capital projects, contractual paint projects remain within the 40-year planning period. Protective paint coatings are crucial to maintaining the structure and functionality of the structural steel elements, and during each biennial inspection, the bridge’s coating systems are evaluated.

**Description of Work**

Full containment coating removal and repainting of all bridge superstructures and substructure elements.

The bridge requires regular cleaning and coating of the structural steel components. The work is traditionally contracted by vendors who perform full cleaning and coating paint services utilizing an MDOT/FBCL approved paint system. The original lead paint system has been removed from most of the structure except for the following: Span 1 and Span 2 (US Approach Spans), the upper portion of the Canadian Arch, and the bridge rails. These areas have or are being encapsulated with the HRCSA paint system.

**Status**

Next scheduled project: US Arch 2029

**Timeline and Cost**

**Design Engineering**

Included in Cost

**Construction Engineering**

Included in Cost

**Construction Cost (2022 US Dollars)**

Bridge Component	Construction Year	Amount	
		3 Coat Zinc	HRCSA
US Arch Spans 20-23	2029-33	\$20.2M	\$11.3M
US Power Canal Span 12	2033	\$5.7M	\$3.4M
US Arch Approach Spans 13-19	2041	\$9.5M	\$5.4M
US Approach Spans 1-11	2041	\$6.1M	\$3.5M
US Central Girder Spans 24-30	2042	\$18.0M	\$10.0M
CAN Central Girder Spans 31-38	2043	\$16.5M	\$9.2M
CAN Approach Spans 42-63	2044-45	\$24.0M	\$13.3M
CAN Arch Spans 39-41	2047	\$17.5M	\$8.7M
<b>Total Cost</b>		<b>\$117.5M</b>	<b>\$64.8M</b>

ASSET MANAGEMENT PLAN

**Rocker Link Monitoring**

The bridge rocker links are the pinned connections at each end of both the US and Canadian arches which allow for thermal expansion and contraction of the steel arches. The rocker links allow the arches to move longitudinally with fluctuations in seasonal temperature.

Monitoring initially consisted of seasonal field measurements of arm movement. In 2010, all eight link pins were ultrasonically tested, and strain gauges were placed on the link arms at the south end of the US arch. Gauges were placed at this location after field measurements indicated decreasing rotational capability of the links there. The other six locations showed (and continue to show via seasonal field measurements) normal rotational capacity. Ultrasonic testing determined all pins to be structurally sound.

In 2015, the strain gauges on the US arch south link arms indicated that stresses were beginning to approach maximum allowable limits. The two link arms at this location were accordingly replaced with two high load disc bearings in 2017, at a cost of approximately \$500,000 for the pair.

**Description of Work**

Monitoring rotational movement of two remaining rocker links at Pier 22 on the north end of the US Arch, and four remaining rocker links at Pier 37 and Pier 40 on the south and north ends of the Canadian arch.

Rocker link pin and link arm movement in eight locations on the bridge arch ends have been monitored since 2008.

The remaining six link arms and pins will now continue to be monitored. When stresses begin to increase, it will be due to the inability of the arm to rotate on the pin. This will be evident in the field measurements currently being gathered, at which point strain gauges will again be placed on arms in question for more precise monitoring.

**Status**

The remaining six links will be monitored by taking steel tape measurements at summer and winter temperature extremes. New data is then compared to past data at each link arm to monitor changes.

While rotational movement of the six remaining rocker links is currently being field measured by IBA staff, MDOT's Bureau of Bridges and Structures (BOBS) has advised IBA of potential FHWA Transportation Pooled Fund research support from the Steel Bridge Research, Inspection, Training and Education (SBRITE) Engineering Center, a federally funded center located at Purdue University. This pooled fund project is being lead by the Indiana Department of Transportation, with MDOT participating as one of ten other state DOT partners.

**Timeline and Cost** (Future Link Replacement in Six Locations)

**Design Engineering**

\$0 (plans completed in 2015)

**Construction Engineering**

\$325,000

**Construction Cost**

\$3,270,000

**Total Cost**

\$3,595,000

ASSET MANAGEMENT PLAN

**Bridge Expansion Joint Replacement**

**Description of Work**

Develop an effective seal for the various expansion/contraction joints on the bridge to prevent water and contaminants from the deck to collect on underlying structural steel. The work consists of removing old, deteriorated material in the bridge's joints and installing the new joint sealant.

There are 137 expansion joints located in the deck of the International Bridge. There are seven different types of joints: Sliding Plate, Finger, Open, Poured, Compression Seal Diaphragm, and EMSEAL.

All expansion joint repairs and replacements are currently being performed by IBA maintenance staff.

Each joint on the bridge allows for the bridge's expansion and contraction. The joint openings must be filled with a flexible material to prevent water from running through the joint and onto the steel below. Water on the steel contributes to corrosion. Joint seal replacement strategy incorporates repair/replacement prioritization of each joint, and is a component of the overall asset management plan.

**Status**

Asset Management prioritized repair/replacement commenced in 2010. During the spring of each year a joint condition inventory is completed and the service life of different joint types is evaluated and trends identified. Replacement and repairs are completed in the summer/fall based on a prioritized rating system.

**Timeline and Cost**

**Design Engineering**

Not Necessary

**Construction Engineering**

Not Necessary

**Construction Cost**

2025-2029	\$ 10,000
2030-2024	\$ 10,000
2035-2039	\$ 10,000
2040-2044	\$ 10,000
2045-2049	\$ 10,000
2050-2054	\$ 10,000
2055-2059	\$ 10,000
2060-2065	\$ 10,000

**Total Cost**

\$80,000 (2022 Dollars)

ASSET MANAGEMENT PLAN

**Bridge Deck Overlay**

**Description of Work**

Remove the upper portion of the bridge deck to just below the upper mat of reinforcement steel, then pour a special low permeable concrete overlay. Only the portion of the deck slab between the curb rails will receive an overlay. The pedestrian walk, curb rail, and bridge rail will not be impacted.

The IBA has the 2008, 2013, 2018, and 2023 infrared inspection reports on file. The studies and bridge inspections have shown that prior crack sealing efforts and healer sealer/epoxy overlays have provided a remaining service life of approximately 10-15 years, after which a deep deck overlay may be required. A deep deck overlay would extend full deck life for at least an additional 25 years.

**Status**

Financial planning phase is in progress, and project has been moved to 2041-2044.

**Timeline and Cost**

**Design Engineering**

Included in Cost

**Construction Engineering**

Included in Cost

**Construction Cost (2022 US Dollars)**

Bridge Component	Construction Year	Amount
US Approach Spans 1-19	2043	\$4.8M
US Arch & Central Girder Spans 20-30	2044	\$6.1M
CAN Central Girder & Arch Spans 31-41	2041	\$5.1M
CAN Approach Spans 42-63	2042	\$5.4M

**Bridge Deck Replacement**

**Description of Work**

The project involves the removal and replacement of the bridge deck, bridge maintenance walks, curb rails, and barrier railings. Deck replacement in various girder spans may require the installation of a new center girder to support the deck in part-width construction staging.

The bridge deck is more than 60 years old and received an initial overlay in 1995 and 1996. Bridge decks historically have a service life of 50-60 years. The 2008, 2013, 2018, and 2023 bridge deck infrared studies have shown that the bridge deck is in good condition, and that a bridge deck replacement will not be needed for 30-35 years. In keeping with asset management and planning principles, the existing deck will be monitored and sounded every other year during the routine detailed inspection, with an infrared study update also being performed every five years.

**Status**

Financial planning phase is in progress and deck condition data acquisition is on-going.

**Timeline and Cost**

**Design Engineering**

Included in Cost

**Construction Engineering**

Included in Cost

**Construction Cost (2022 US Dollars)**

Bridge Component	Construction Year	Amount
US Bridge Deck Spans 1-30	2060	\$35.5M
CAN Bridge Deck Spans 31-63	2059	\$33.7M

ASSET MANAGEMENT PLAN

**Curb Rail and Pedestrian Rail Repair**

**Description of Work**

Repair/replace all structurally deficient bridge railing components. Both the pedestrian and curb rails are on a preventative maintenance schedule until complete deck replacement is necessary.

The bridge pedestrian rail provides the outer barrier on the bridge deck and provides a secondary means to redirect an out-of-control vehicle back into the driving lane. Structural components such as posts that transfer crash force to the deck are critical to its functionality and are of particular importance. The long-term goal is to continue monitoring all posts, making repairs on posts and spindles as needed.

The bridge curb rail provides the primary means to redirect an out-of-control vehicle. The curb rail structural components also transfer crash force to the deck and are critical to proper functionality of the curb rail.

A \$3M (CDN) HRCSA coating project funded by the Canadian Federal Government in 2022 resulted in significant improvements to both the pedestrian and curb rails on the Canadian half of the bridge. A total of 5,584 linear feet of ivory curb rail and pedestrian rail were cleaned and coated. Steel repairs were also made to the curb rail supports as part of the project. A total of 170 steel repairs were made to the rail during the project.

IBA maintenance staff also began performing similar cleaning and coating on both the pedestrian and curb rails on the US half of the bridge in 2023. Focus has been on the pedestrian rail, with 536 feet coated to date.

The goal of the bridge rail asset management plan is to extend the service life of the rails until the mid-2040's, at which time the rail will be removed as part of the bridge deck replacement, with deferment of the replacement costs listed below.

**Status**

Monitoring of all rail conditions, and repair of rail deficiencies are ongoing.

**Timeline and Cost**

**Design Engineering**

Included in Cost

**Construction Engineering**

Included in Cost

**Construction Cost (2022 US Dollars)**

Bridge Component	Construction Year	Amount
US Curb Rail	2045	\$0.6M
CAN Curb Rail	2045	\$0.6M
<b>Total Cost</b>		<b>\$1.2M</b>
US Bridge Rail	2045	\$1.1M
CDN Bridge Rail	2045	\$1.1M
<b>Total Cost</b>		<b>\$2.2M</b>

ASSET MANAGEMENT PLAN

**Facilities**

The necessity for facilities asset management as a component of a bridge asset management plan was made apparent during several recent facilities upgrade projects.

In 1962, the International Bridge was built at a cost of approximately \$21 million. It is roughly estimated that the cost of the supporting facilities built at the time was \$500K, or 2.4% of total assets.

Facilities now account for approximately 32 percent of the total assets, up considerably from original construction. The US Toll Plaza upgrade was a cost of \$9M in 2016, and the CBSA Plaza upgrade in 2018 was approximately \$45M in US funds.

In light of this substantial shift in asset values in 2016, IBA created and filled a full-time position for a bridge and facilities Asset Manager. The position is not only responsible for managing bridge asset elements, but also facility elements such as scheduled maintenance, warranties, and upkeep of the following facilities:

- Toll Plaza Administration Building
- Toll Plaza Maintenance Building
- Canadian Plaza Maintenance Building
- CBSA Traffic Building
- CBSA Commercial Building

**Facilities Asset Elements**

**Building Roofs**

All building roofs are inspected yearly and are on a 30-year replacement cycle.

**Paved Surfaces**

Asphalt paved surfaces are on a 20-year replacement cycle and will be given preventative maintenance treatments including crack sealing, chip sealing, and mill/replace. Concrete paved surfaces are on a 50-year replacement cycle and will be given preventative maintenance treatments including delamination repair, crack sealing, flood-coating, and overlay treatment.

**Flooring**

Facility flooring is on a 20-year replacement cycle. Replacement costs are currently not known.

**Furniture, Fixtures, Equipment (FFE)**

FFE is on a 20-year replacement cycle. FFE includes office furniture, lighting fixtures, millwork, and appliances. Replacement costs are currently not known.

**Heating, Ventilation, & Air Conditioning (HVAC)**

HVAC building components and associated hardware are on a 20-year replacement cycle. Three buildings located in Canada will require replacement in 2036, and one building located in the US will require replacement in 2038.

ASSET MANAGEMENT PLAN

**Building Roofs (CDN Maintenance Building, CBSA Traffic & Commercial Buildings)**

**Description of Work**

Roofs of the CDN maintenance building, CBSA traffic building, and CBSA commercial building consist of a flat PVC membrane type roof.

Roofs were installed as part of the CDN Plaza redevelopment project that occurred in 2017. These membrane roofs are inspected annually and are on a 30-year replacement cycle. Budgetary responsibility for roof maintenance and replacement will be divided between the 3 buildings. IBA will be financially obligated for the CDN maintenance garage and FBCL will be financially obligated for the CBSA Traffic/ Commercial buildings, PIL Canopy, and Canadian Duty Free Store.

**Status**

Being maintained.

**Timeline and Cost**

**Design Engineering**

N/A

**Construction Engineering**

N/A

**Inspection Cost**

\$1,500 CAD annually

**Replacement Cost**

	<b>Construction Year</b>	<b>Amount</b>
IBA CDN Maintenance Garage (30yr)	2047	\$457,000
FBCL CBSA Traffic (30yr)	2047	\$970,560
FBCL CBSA Commercial (30yr)	2047	\$508,800
FBCL PIL Canopy (30yr)	2047	\$318,240

**Total Cost (40-Year Outlook)**

\$2.25M (2022 US Dollars)

**Building Roofs (US Admin Building, US Maintenance Garage, Toll Canopy)**

**Description of Work**

Roofs of the IBA Administration building, US Maintenance building, and Toll booth canopy consist of a flat PVC membrane type roof.

Roofs were installed as part of the US Plaza redevelopment project that occurred in 2015. These membrane roofs are inspected annually and are on a 30-year replacement cycle.

**Status**

Being maintained.

**Timeline and Cost**

**Design Engineering**

N/A

**Construction Engineering**

N/A

**Inspection Cost**

\$750 USD Annually

**Replacement**

	<b>Construction Year</b>	<b>Amount</b>
Roof Inspections (total for all 3) IBA Administration Building, IBA US Maintenance Building, IBA Toll Canopy (30yr)	2045	\$302,400

**Total Cost (40-Year Outlook)**

\$302,400 (2022 US Dollars)

ASSET MANAGEMENT PLAN

**Paved Surfaces**

**Pavement US Plaza**

**Description of Work**

The US plaza paved surfaces consist of Hot Mix Asphalt (HMA) and concrete. Areas of HMA include parking lots and driveways near the Administration Building and Maintenance garage. Areas of concrete include parts of the I-75 mainline that transition through the toll lanes.

HMA and concrete surfaces were installed as part of the US Plaza redevelopment project that occurred in 2015. These surfaces will need to be maintained on a regular basis with crack sealing, chip sealing, and milled/replaced. HMA replacement is on a 20 year replacement cycle and concrete is on a 50 year replacement cycle.

**Status**

Being maintained.

**Timeline and Cost**

**Design Engineering**

N/A

**Construction Engineering**

N/A

**Inspection Cost**

\$

Pavement Type	Construction Year	Amount
HMA		
Top Coat Seal (10yr)	2026	\$103,680
Replacement (20yr)	2036	\$338,400
Concrete		
Crack Seal (10yr)	2026	\$119,892
Hot Rubber Joint Seal (10yr)	2026	\$31,686
Replacement (50Yr)	2065	\$679,823

**Total Cost (40-Year Outlook)**

\$1.3M (2019 US Dollars)

**Pavement CDN Plaza**

**Description of Work**

The CDN plaza paved surfaces consist of HMA and concrete. Areas of HMA include parking lots and traffic lanes near the CDN maintenance garage, Duty Free Store, CBSA Traffic and Commercial Buildings, and CBSA parking and impound lots. Areas of concrete include traffic lanes immediately adjacent to the PIL booths and the Duty Free Store truck delivery area.

HMA and concrete surfaces were installed as part of the CDN Plaza redevelopment project that occurred in 2017. These surfaces will need to be maintained on a regular basis with crack sealing, chip sealing, and milled/replaced. Areas will be divided to delineate budgetary responsibilities between IBA and FBCL. HMA replacement is on a 20 year replacement cycle and concrete is on a 50 year replacement cycle.

**Status**

Being maintained.

**Timeline and Cost**

**Design Engineering**

N/A

**Construction Engineering**

N/A

**Inspection Cost**

\$

Pavement Type	Construction Year	Amount
IBA HMA		
Top Coat Seal (10yr)	2027	\$179,280
Replacement (20yr)	2037	\$780,000
FBCL HMA		
Top Coat Seal (10yr)	2027	\$358,560
Replacement (20yr)	2037	\$1.56M

**Total Cost (40-Year Outlook)**

\$2.9M (2019 US Dollars)

ASSET MANAGEMENT PLAN

**HVAC (CDN Maintenance Building, CBSA Traffic & Commercial Buildings)**

**Description of Work**

HVAC equipment consist of roof top air handling units, boilers, variable refrigerant valves (vrv), and building automation controls.

HVAC equipment was installed as part of the CDN Plaza redevelopment project that occurred in 2017. Equipment is inspected and preventative maintenance is performed on an annual basis. Major HVAC components are on a 30-year replacement cycle. Budgetary responsibility for HVAC maintenance will be divided between the 3 buildings. IBA will be financially obligated for the CDN maintenance garage and FBCL will be financially obligated for the CBSA Traffic/Commercial buildings, PIL booths, and Canadian Duty Free Store.

**Status**

Being maintained.

**Timeline and Cost**

**Design Engineering**

N/A

**Construction Engineering**

N/A

**Inspection Cost**

\$14,100 CAD Annually

**Replacement**

	<b>Construction Year</b>	<b>Amount</b>
IBA CDN Maintenance Garage (30yr)	2047	\$528,000
FBCL CBSA Traffic (30yr)	2047	\$528,000
FBCL CBSA Commercial (30yr)	2047	\$528,000

**Total Cost (40-Year Outlook)**

\$1.6M (2022 US Dollars)

**HVAC (US Admin Building, US Maintenance Garage, Toll Canopy)**

**Description of Work**

HVAC equipment consist of air handling units, boilers, variable refrigerant valves (vrv), and building automation controls in the Administration building.

HVAC equipment was installed as part of the US Plaza redevelopment project that occurred in 2015. Roof top units were replaced in 2018 due to originals units being improperly spec'd. Equipment is inspected and preventative maintenance is performed on an annual basis. Major HVAC components are on a 30-year replacement cycle.

**Status**

Being maintained.

**Timeline and Cost**

**Design Engineering**

N/A

**Construction Engineering**

N/A

**Inspection Cost**

\$1,200 Annually

**Replacement**

	<b>Construction Year</b>	<b>Amount</b>
Administration Building Replacement (30yr)	2048	\$246,830

**Total Cost (40-Year Outlook)**

\$246,830 (2022 US Dollars)

ASSET MANAGEMENT PLAN

**Peripheral Elements**

Bridge peripheral elements consist of the bridge's security system, electrical system, toll software, and capital equipment.

The electrical system on the International Bridge consists of three nodes (platform mounted equipment) that provide power and communications to the bridge lighting, security system, and power supply necessary for bridge operation. These nodes are inspected every fall and spring, checking for failed cable connections, dirt and grime, camera operability, and operability of various ancillary components.

The entire bridge has been upgraded to LED lighting. While security system software and related system hardware upgrades are routinely performed; the conduits, boxes, and other various hardware are original to the bridge's construction and nearing end of life, although some of these components have already been replaced. In-house monitoring of this hardware is on-going, with replacements made as necessary.

Fiber optic lines on the bridge currently consist of 24 strands, 20 of which service the bridge's security system, and four of which are owned by Great Lakes Interlink (GLI) for commercial use under a revenue sharing lease.

ASSET MANAGEMENT PLAN

**Bridge Security System**

**Description of Work**

Maintain the security system equipment, hardware, software, and upgrade remaining analog cameras.

The security of the International Bridge and support facilities continues to be of utmost importance in the face of continued threats to domestic infrastructure.

The bridge security system is utilized to engage bridge security stakeholders and first responders, such as U.S. Customs and Border Protection offices, the U.S. Army Corps of Engineers, and both U.S. and Canadian local and regional law enforcement and emergency response staff, by providing full remote monitoring capability of the bridge security system.

Annual routine maintenance, servicing, and equipment replacement is included in the asset management plan for the IBA. Cost to maintain the system is dependent on the life cycle of the system components and fluctuates with an average annual maintenance cost of \$54,000.

The original bridge security system was installed in 2005 on the International Bridge. Major server and software replacements have been performed in 2012 and 2019.

This system incorporates several advanced features, including automated camera systems, motion-detecting sensors, firewalled, web-based traffic cameras, building access and security. The current system is an effective tool to monitor bridge traffic and security. Maintenance of the system along with system improvement is now a recurring preventative maintenance expenditure.

**Status**

Maintenance yearly. Maintenance of the security system is presented as an asset management project in the 2026-2030 Capital Plan.

**Timeline and Cost**

**Construction Cost**

2024-2025 7-Year Upgrade Project \$ 205,464  
(partially complete)

**Total Cost (\$\$)**

\$ 205,464

**Bridge Electrical System**

**Description of Work**

Updates and additions to the original electrical system were first prepared in 2007. This included a change in scope to an Electrical System Upgrade, as the scope of work now includes additional components of the utility system; fixtures, junction boxes, breaker panels, electrical panels, transformers, N-lighting systems, camera location hardware, nodes/electrical hardware, and other appurtenances.

The 2007 study was originally prepared with a scope which consisted of upgrades to the bridge’s lighting and related appurtenances. This has been carried forward each year with appropriate updates and adjustments to costs based upon Construction Price Index (CPI). Also, since the original study, the bridge’s deck, arch, and other lighting have all been upgraded to LED lights. With the length of time that has passed since the 2007 study was prepared, major scope changes made a full update to the electrical system necessary.

**Status**

Planning Stages

**Timeline and Cost**  
**2023-2033**

**US Side**

**Design Engineering**

10% \$53,996

**Construction Engineering**

10% \$53,996

**Construction**

\$539,694

**Total Cost (US Side)**

**\$647,957**

**CDN Side**

**Design Engineering**

10% \$56,972

**Construction Engineering**

10% \$56,972

**Construction**

\$569,724

**Total Cost (CDN Side)**

**\$683,669**

## Toll Lane Software Replacement

### Description of Work

The IBA is partnered with the Blue Water Bridge (MDOT) and FBCL on a public software procurement and contracted IBI Group for a new toll system replacement to the Conduent Vector 4 software contract that expired in 2022. The software accommodates current and future projected traffic and funds management as a fully supported tolling software package.

The software in the toll booths is a critical and nonredundant part of the toll collection process that allows the IBA to function effectively.

The IBA partnered through a Memorandum of Agreement (MOA) with FBCL and BWB (MDOT), upon completion of a Toll Study Assessment, which included a scope of requirements, lean process improvement, and cost benefits analysis. The partners, in cooperation with SSMBA, approved a 5-year contract to replace the previous vendor prior to contract end in 2022.

The toll bridge software upgrade and warranty period was completed in 2023 under a 5-10 year contract with Arcadis IBI Group, and a Memorandum of Agreement with FBCL and MDOT. Conduent Vector 4 software was decommissioned from service in December of 2022.

### Status

The IBA is partnered with BWB (MDOT), DTMB, FBCL, and other stakeholders. IBA is the contracting authority for all three partners in the MOA, and the inflows and outflows of the financial share from each partner is reflected in the presented annual budgets.

### Timeline and Cost

#### Design Assistance

\$239,000 USD (Estimated)

#### 2021-2022 Design Engineering, Construction, Deployment

\$1,915,500 USD (each: IBA, BWB-MDOT, FBCL)

#### 2021-2026 Operations and Maintenance

**\$1,078,100 USD (each: IBA, BWB-MDOT)**

\$1,383,000 CDN (FBCL only)

#### Total Project Contract Cost (All Partners)

\$5,746,800 USD (Total Design, Construction, Deployment)

\$2,156,200 USD (Total Operations & Maintenance)

#### Totals

\$7,903,000 USD (Total USD)

\$1,383,000 CDN (Total CDN)

ASSET MANAGEMENT PLAN

**Capital Equipment**

**Description of Work**

Regular replacement of equipment is required and essential to the safe and efficient operation of the bridge. This includes trucks, snowplows, street sweeper, toll equipment, electric generators, bridge lighting, welding equipment, computers, and other planned equipment which requires a capital outlay in excess of \$5,000 (US funds). Capital equipment is typically characterized by vehicles and construction equipment.

A schedule of this equipment is maintained and includes assigned equipment number, year purchased, and projected year of replacement. As the projected year of replacement approaches, the equipment is evaluated and either continues in service (with an updated year of replacement), or it is replaced. The old equipment is then typically auctioned.

The capital equipment schedule is updated in each year's business plan.

Non-capital equipment may be defined as any equipment which does not cost in excess of \$5,000, but which must still be maintained and replaced on a scheduled basis. Some examples of this include safety equipment, communications equipment such as but not limited to handheld radios, and smaller maintenance equipment such as mowers, snow blowers.

Major equipment expenses (greater than \$5,000) are borne by the Capital Reserve Maintenance Fund rather than the operations budget. A variable yearly budget based upon a replacement schedule created from the expected equipment service lives has been established. As time progresses it is possible to provide a more accurate approximation on a 10-year basis based upon contemporaneous equipment costs.

**Status**

Capital equipment replacement schedule is established and reviewed/updated yearly.

**Timeline and Cost**

Equipment Cost

2022 - 2031	\$1,533,555
2032 - 2041	\$2,681,538
2042 - 2051	\$2,569,912

**Total Cost**

\$6,785,005 (2022 - 2051)

**THIS PAGE INTENTIONALLY LEFT BLANK**

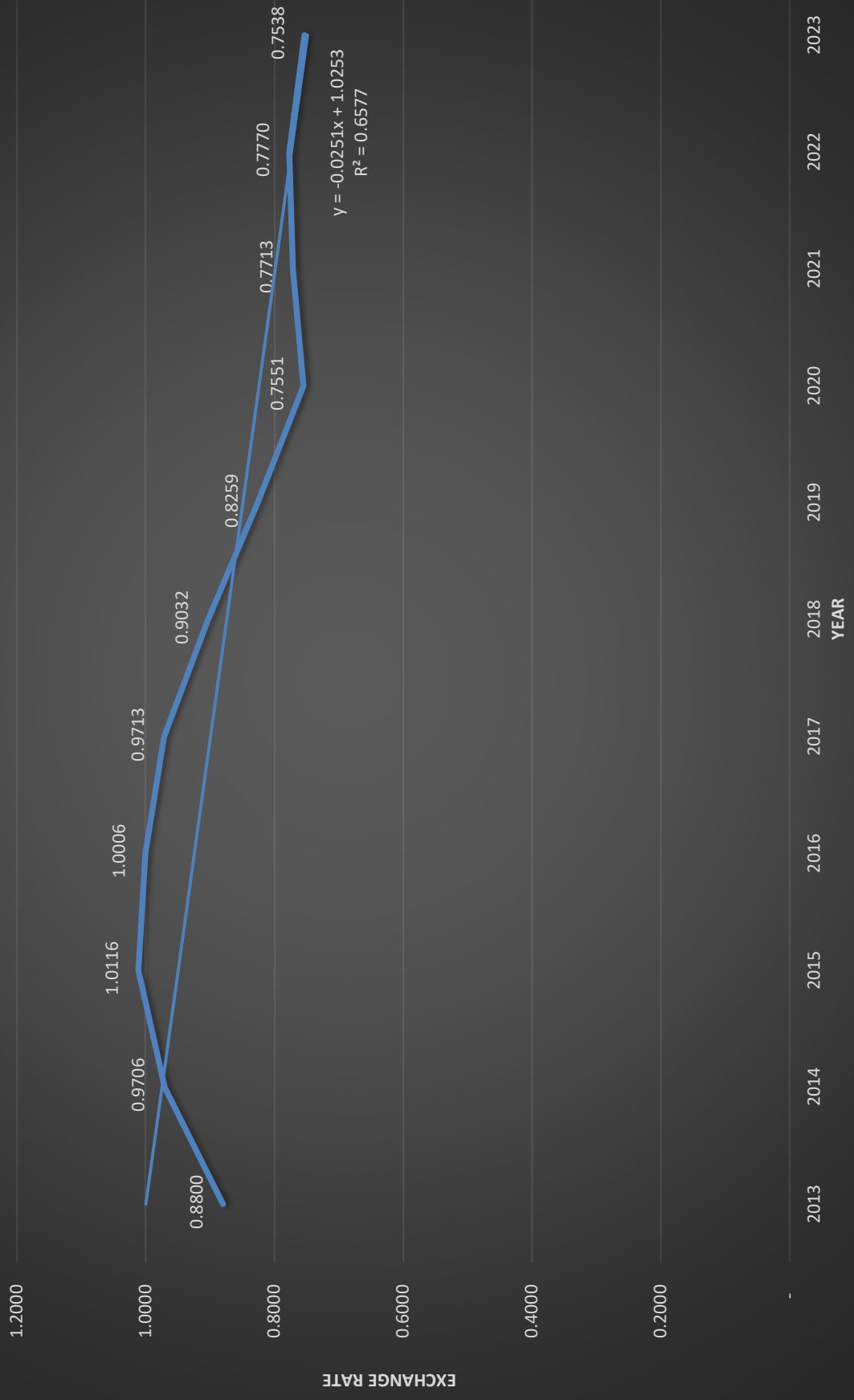
**SAULT STE. MARIE BRIDGE AUTHORITY**

---

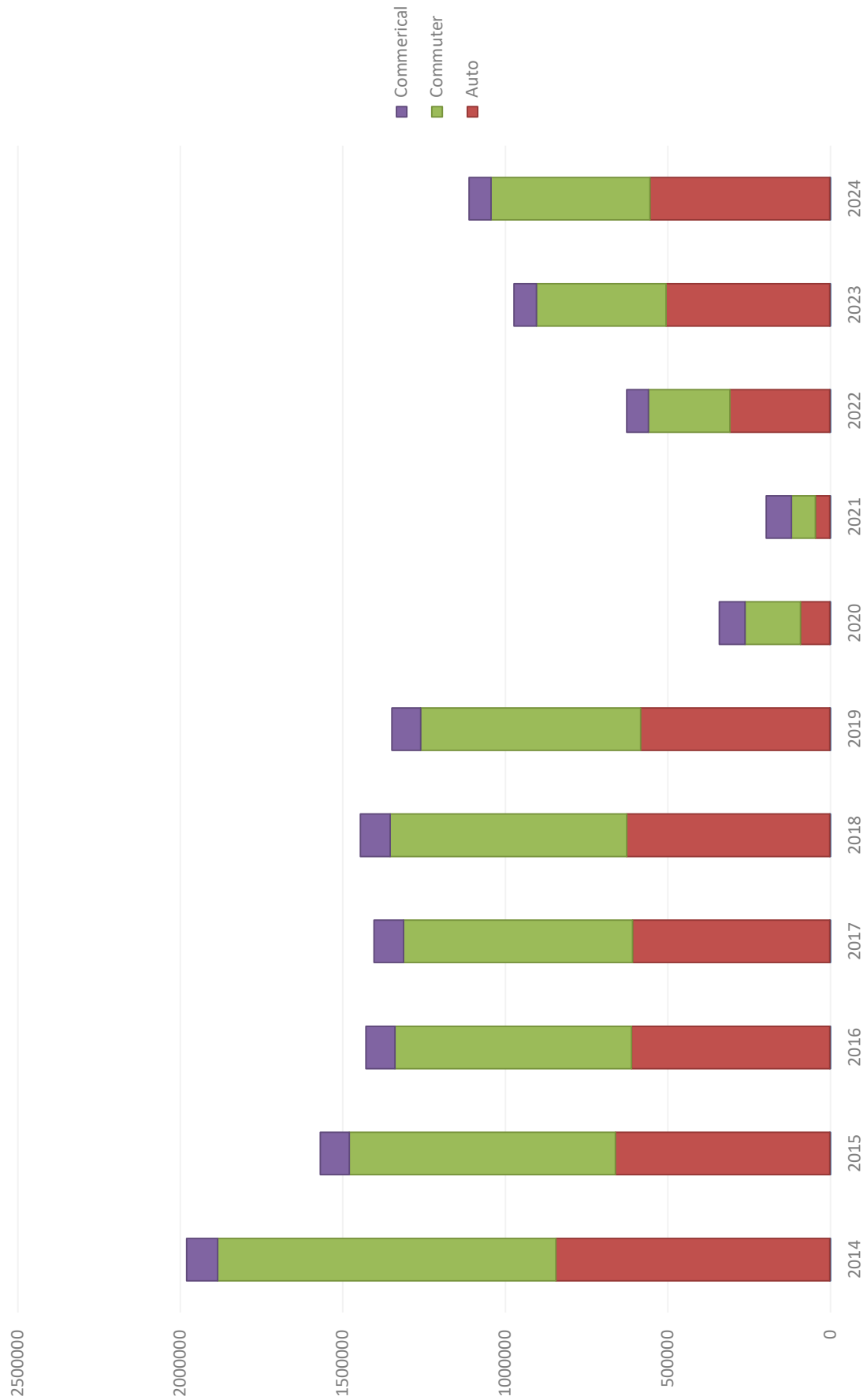
LONG RANGE FINANCIAL PLAN  
2026-2055

**THIS PAGE INTENTIONALLY LEFT BLANK**

# International Bridge Administration Canadian/U.S. Exchange Rate 2013-2023



# International Bridge Administration Annual Bridge Traffic 2014-2024



**SAULT STE MARIE BRIDGE AUTHORITY**  
**COMPARATIVE STATEMENT OF REVENUES,**  
**EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**ALL GOVERNMENTAL FUND TYPES**  
**CAPITAL PROJECT SCHEDULE - BASELINE PLAN X**  
2026 - 2055

	2026	2027	2028	2029	2030
<b>REVENUES</b>					
Toll revenues	\$ 5,791,054	\$ 5,923,718	\$ 6,219,511	\$ 6,516,927	\$ 6,819,303
Interest income	57,911	58,490	59,075	59,665	60,262
Lease income	100,000	101,000	102,010	103,030	104,060
MDOT Owner Funds	500,000	500,000	500,000	500,000	500,000
FBCL Owner Funds	400,000	440,000	484,000	532,400	585,640
BWB FBCL Funding	380,761	371,532	403,748	337,931	358,018
BWB MDOT Funding	215,600	499,657	407,938	529,787	279,188
Service fees	53,456	55,594	57,818	60,131	62,536
Total revenue	\$ 7,498,782	\$ 7,949,991	\$ 8,234,100	\$ 8,639,871	\$ 8,769,007
<b>EXPENDITURES</b>					
Operational expenditures					
Operations and Services	2,249,477	2,339,557	2,416,489	2,513,550	2,614,163
Maintenance	3,009,765	3,130,223	3,297,546	3,379,535	3,529,574
Administration	672,086	698,897	726,779	755,956	786,153
Other expenditures	623,097	648,021	673,942	700,901	728,937
Total operational expenditures	6,554,425	6,816,698	7,114,756	7,349,942	7,658,827
Capital Expenditures					
Capital fund expenditures	2,403,472	3,249,857	2,056,628	5,899,020	8,640,061
Total capital expenditures	2,403,472	3,249,857	2,056,628	5,899,020	8,640,061
Total expenditures	8,957,897	10,066,555	9,171,384	13,248,962	16,298,888
Excess (deficiency) of revenues over expenditures	\$ (1,459,116)	\$ (2,116,565)	\$ (937,284)	\$ (4,609,092)	\$ (7,529,881)
Net change in fund balances	\$ (1,459,116)	\$ (2,116,565)	\$ (937,284)	\$ (4,609,092)	\$ (7,529,881)
<b>Fund Balance</b>					
Fund Balance-Beginning	\$ 5,280,760	\$ 3,821,644	\$ 1,705,080	\$ 767,795	\$ (3,841,296)
Revenue fund (unreserved)	2,353,605	2,320,291	2,285,809	2,250,122	2,213,185
Capital fund	951,857	985,172	1,019,653	1,055,341	1,092,278
MDOT Capital fund (owner reserve)	1,059,631	1,349	(467,293)	(2,771,839)	(6,536,780)
FBCL Capital fund (owner reserve)	(543,450)	(1,601,732)	(2,070,374)	(4,374,920)	(8,139,861)
Fund Balance-Ending	\$ 3,821,644	\$ 1,705,080	\$ 767,795	\$ (3,841,296)	\$ (11,371,177)

**SAULT STE. MARIE BRIDGE AUTHORITY**  
**COMPARATIVE STATEMENT OF REVENUES,**  
**EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**ALL GOVERNMENTAL FUND TYPES**  
**CAPITAL PROJECT SCHEDULE - BASELINE PLAN X**  
**2026 - 2055**

	2031	2032	2033	2034	2035	2036	2037
<b>REVENUES</b>							
Toll revenues	\$ 7,395,688	\$ 7,974,527	\$ 8,562,123	\$ 9,154,420	\$ 9,751,204	\$ 10,355,938	\$ 10,407,716
Interest income	60,865	61,473	62,088	62,709	63,336	63,969	64,609
Lease income	105,101	106,152	107,214	108,286	109,369	110,462	111,567
MDOT Owner Funds	500,000	500,000	500,000	500,000	-	-	-
FBCL Owner Funds	644,204	708,624	779,487	857,436	943,179	1,037,497	1,068,622
BWB FBCL Funding	372,338	-	-	-	-	-	-
BWB MDOT Funding	290,356	-	-	-	-	-	-
Service fees	65,037	67,639	70,344	73,158	76,085	79,128	82,293
Total revenue	\$ 9,433,589	\$ 9,418,416	\$ 10,081,256	\$ 10,756,008	\$ 10,943,172	\$ 11,646,994	\$ 11,734,807
<b>EXPENDITURES</b>							
Operational expenditures							
Operations and Services	2,719,353	2,827,816	2,940,837	2,486,470	2,585,858	2,688,960	2,796,509
Maintenance	3,668,668	3,831,346	4,081,908	4,128,853	4,281,141	4,482,860	4,646,910
Administration	817,765	850,381	884,303	919,654	956,343	994,502	1,034,180
Other expenditures	758,095	788,419	819,956	852,753	886,863	922,338	959,232
Total operational expenditures	7,963,881	8,297,962	8,727,004	8,387,730	8,710,205	9,088,660	9,436,831
Capital Expenditures							
Capital fund expenditures	7,963,386	9,307,261	16,876,745	1,030,980	851,449	4,637,866	8,965,560
Total capital expenditures	7,963,386	9,307,261	16,876,745	1,030,980	851,449	4,637,866	8,965,560
Total expenditures	15,927,267	17,605,223	25,603,749	9,418,710	9,561,654	13,726,526	18,402,391
Excess (deficiency) of revenues over expenditures	\$ (6,493,678)	\$ (8,186,808)	\$ (15,522,494)	\$ 1,337,299	\$ 1,381,518	\$ (2,079,532)	\$ (6,667,584)
Net change in fund balances	\$ (6,493,678)	\$ (8,186,808)	\$ (15,522,494)	\$ 1,337,299	\$ 1,381,518	\$ (2,079,532)	\$ (6,667,584)
<b>Fund Balance</b>							
Fund Balance-Beginning	\$ (11,371,177)	\$ (17,864,855)	\$ (26,051,663)	\$ (41,574,157)	\$ (40,236,858)	\$ (38,855,341)	\$ (40,934,873)
Revenue fund (unreserved)	2,174,955	2,135,388	2,094,434	2,052,049	2,008,179	1,962,774	1,915,780
Capital fund	1,130,508	1,170,076	1,211,028	1,253,414	1,297,284	1,342,689	1,389,683
MDOT Capital fund (owner reserve)	(9,783,619)	(13,877,023)	(21,638,269)	(20,969,620)	(20,278,861)	(21,318,627)	(24,652,419)
FBCL Capital fund (owner reserve)	(11,386,700)	(15,480,104)	(23,241,350)	(22,572,701)	(21,881,942)	(22,921,708)	(26,255,500)
Fund Balance-Ending	\$ (17,864,855)	\$ (26,051,663)	\$ (41,574,157)	\$ (40,236,858)	\$ (38,855,341)	\$ (40,934,873)	\$ (47,602,456)

**SAULT STE MARIE BRIDGE AUTHORITY**  
**COMPARATIVE STATEMENT OF REVENUES,**  
**EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**ALL GOVERNMENTAL FUND TYPES**  
**CAPITAL PROJECT SCHEDULE - BASELINE PLAN X**  
**2026 - 2055**

	2038	2039	2040	2041	2042	2043	2044
<b>REVENUES</b>							
Toll revenues	\$ 10,459,754	\$ 10,512,053	\$ 10,564,615	\$ 10,617,436	\$ 10,670,524	\$ 10,723,877	\$ 10,777,496
Interest income	65,255	65,908	66,567	67,232	67,905	68,584	69,270
Lease income	112,683	113,809	114,947	116,097	117,258	118,430	119,615
MDOT Owner Funds	-	-	-	-	-	-	-
FBCL Owner Funds	1,100,681	1,133,701	1,167,712	1,202,743	1,238,826	1,275,990	1,314,270
BWB FBCL Funding	-	-	-	-	-	-	-
BWB MDOT Funding	-	-	-	-	-	-	-
Service fees	85,585	89,008	92,568	96,271	100,122	104,127	108,292
Total revenue	\$ 11,823,957	\$ 11,914,479	\$ 12,006,410	\$ 13,302,523	\$ 13,433,460	\$ 13,566,999	\$ 13,703,213
<b>EXPENDITURES</b>							
Operational expenditures							
Operations and Services	2,908,231	3,024,850	3,145,468	3,271,377	3,402,118	3,538,126	3,679,480
Maintenance	4,828,475	5,000,566	5,240,014	5,427,025	5,657,172	5,891,484	6,136,817
Administration	1,075,562	1,118,483	1,163,114	1,209,535	1,257,942	1,308,155	1,360,372
Other expenditures	997,602	1,037,507	1,079,007	1,122,166	1,167,052	1,213,734	1,262,283
Total operational expenditures	9,809,870	10,181,406	10,627,603	11,030,103	11,484,284	11,951,499	12,438,952
Capital Expenditures							
Capital fund expenditures	3,527,437	1,066,857	1,757,343	5,164,305	64,318,463	52,096,194	44,164,322
Total capital expenditures	3,527,437	1,066,857	1,757,343	5,164,305	64,318,463	52,096,194	44,164,322
Total expenditures	13,337,307	11,248,263	12,384,946	16,194,408	75,802,747	64,047,693	56,603,274
Excess (deficiency) of revenues over expenditures	\$ (1,513,350)	\$ 666,216	\$ (378,537)	\$ (2,891,885)	\$ (62,369,287)	\$ (50,480,694)	\$ (42,900,061)
Net change in fund balances	\$ (1,513,350)	\$ 666,216	\$ (378,537)	\$ (2,891,885)	\$ (62,369,287)	\$ (50,480,694)	\$ (42,900,061)
<b>Fund Balance</b>							
Fund Balance-Beginning	\$ (47,602,456)	\$ (49,115,807)	\$ (48,449,590)	\$ (48,828,126)	\$ (51,720,011)	\$ (114,089,299)	\$ (164,569,993)
Revenue fund (unreserved)	1,867,141	1,816,800	1,764,697	1,710,770	1,654,955	1,597,187	1,537,398
Capital fund	1,438,322	1,488,663	1,540,766	1,594,693	1,650,507	1,708,275	1,768,065
MDOT Capital fund (owner reserve)	(25,409,094)	(25,075,986)	(25,265,254)	(26,711,197)	(57,895,840)	(83,136,187)	(104,586,218)
FBCL Capital fund (owner reserve)	(27,012,175)	(26,679,067)	(26,868,335)	(28,314,278)	(59,498,921)	(84,739,268)	(106,189,299)
Fund Balance-Ending	\$ (49,115,807)	\$ (48,449,590)	\$ (48,828,126)	\$ (51,720,011)	\$ (114,089,299)	\$ (164,569,993)	\$ (207,470,054)

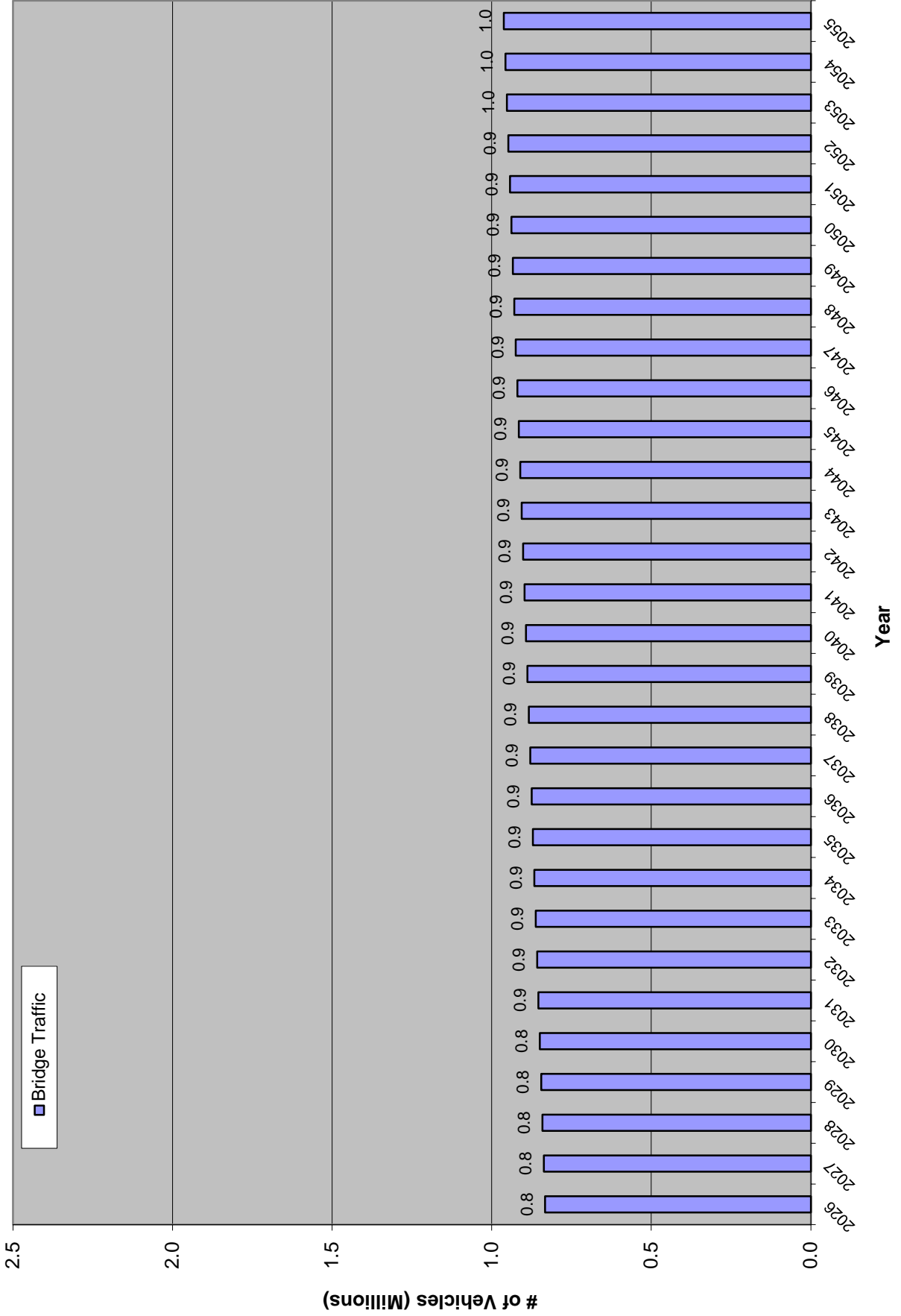
**SAULT STE MARIE BRIDGE AUTHORITY**  
**COMPARATIVE STATEMENT OF REVENUES,**  
**EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**ALL GOVERNMENTAL FUND TYPES**  
**CAPITAL PROJECT SCHEDULE - BASELINE PLAN X**  
**2026 - 2055**

	2045	2046	2047	2048	2049	2050	2051
<b>REVENUES</b>							
Toll revenues	\$ 10,831,384	\$ 10,885,541	\$ 10,939,970	\$ 10,994,666	\$ 11,049,641	\$ 11,104,890	\$ 11,160,415
Interest income	69,962	70,662	71,368	72,082	72,803	73,531	74,266
Lease income	120,811	122,019	123,239	124,472	125,716	126,973	128,243
MDOT Owner Funds	-	-	-	-	-	-	-
FBCL Owner Funds	1,353,698	1,394,309	1,436,138	1,479,223	1,523,599	1,569,307	1,616,386
BWB FBCL Funding	-	-	-	-	-	-	-
BWB MDOT Funding	112,624	117,129	121,814	126,686	131,754	137,024	142,505
Service fees	-	-	-	-	-	-	-
Total revenue	\$ 13,842,177	\$ 13,983,969	\$ 14,128,668	\$ 14,276,351	\$ 14,427,113	\$ 14,581,033	\$ 14,738,202
<b>EXPENDITURES</b>							
Operational expenditures							
Operations and Services	3,826,485	3,979,231	4,138,338	4,303,408	4,475,443	4,654,166	4,840,710
Maintenance	6,333,093	6,629,663	6,892,122	7,144,027	7,413,008	7,732,520	8,015,346
Administration	1,414,675	1,471,330	1,530,064	1,591,406	1,654,938	1,721,008	1,789,729
Other expenditures	1,312,773	1,365,285	1,419,896	1,476,692	1,535,759	1,597,189	1,661,077
Total operational expenditures	12,887,026	13,445,509	13,980,420	14,515,533	15,079,148	15,704,883	16,306,862
Capital Expenditures							
Capital fund expenditures	33,674,287	37,169,998	81,707,791	4,302,566	4,277,713	2,611,588	3,087,626
Total capital expenditures	33,674,287	37,169,998	81,707,791	4,302,566	4,277,713	2,611,588	3,087,626
Total expenditures	46,561,313	50,615,507	95,688,211	18,818,099	19,356,861	18,316,471	19,394,488
Excess (deficiency) of revenues over expenditures	\$ (32,719,136)	\$ (36,631,538)	\$ (81,559,543)	\$ (4,541,748)	\$ (4,929,748)	\$ (3,735,437)	\$ (4,656,286)
Net change in fund balances	\$ (32,719,136)	\$ (36,631,538)	\$ (81,559,543)	\$ (4,541,748)	\$ (4,929,748)	\$ (3,735,437)	\$ (4,656,286)
<b>Fund Balance</b>							
Fund Balance-Beginning	\$ (207,470,054)	\$ (240,189,190)	\$ (276,820,728)	\$ (358,380,271)	\$ (362,922,019)	\$ (367,851,767)	\$ (371,587,205)
Revenue fund (unreserved)	1,475,516	1,411,468	1,345,178	1,276,568	1,205,557	1,132,060	1,055,991
Capital fund	1,829,947	1,893,995	1,960,285	2,028,895	2,099,906	2,173,403	2,249,472
MDOT Capital fund (owner reserve)	(120,945,786)	(139,261,555)	(180,041,327)	(182,312,200)	(184,777,074)	(186,644,793)	(188,972,936)
FBCL Capital fund (owner reserve)	(122,548,867)	(140,864,636)	(181,644,408)	(183,915,281)	(186,380,155)	(188,247,874)	(190,576,017)
Fund Balance-Ending	\$ (240,189,190)	\$ (276,820,728)	\$ (358,380,271)	\$ (362,922,019)	\$ (367,851,767)	\$ (371,587,205)	\$ (376,243,490)

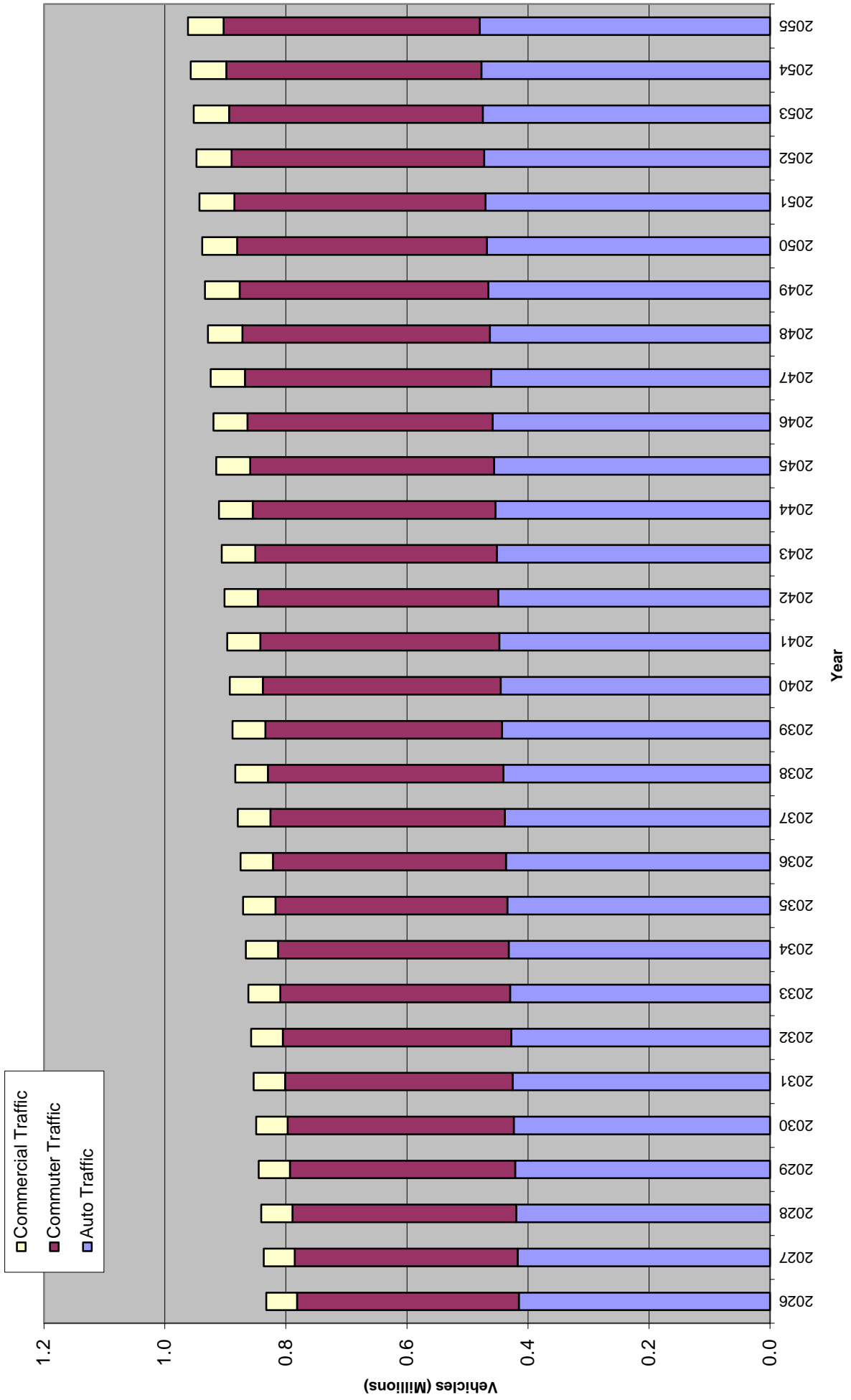
**SAULT STE MARIE BRIDGE AUTHORITY**  
**COMPARATIVE STATEMENT OF REVENUES,**  
**EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**ALL GOVERNMENTAL FUND TYPES**  
**CAPITAL PROJECT SCHEDULE - BASELINE PLAN X**  
2026 - 2055

	2052	2053	2054	2055
<b>REVENUES</b>				
Toll revenues	\$ 11,216,218	\$ 11,272,297	\$ 11,328,659	\$ 11,385,305
Interest income	75,009	75,759	76,517	76,517
Lease income	129,526	130,821	132,129	132,129
MDOT Owner Funds	-	-	-	-
FBCL Owner Funds	1,664,878	1,714,824	1,766,269	1,819,257
BWB FBCL Funding	-	-	-	-
BWB MDOT Funding	-	-	-	-
Service fees	148,205	154,133	160,299	160,299
Total revenue	\$ 14,898,714	\$ 15,062,659	\$ 15,230,142	\$ 15,392,764
<b>EXPENDITURES</b>				
Operational expenditures				
Operations and Services	5,034,074	5,235,409	5,444,276	5,444,276
Maintenance	8,429,387	8,957,416	9,033,560	9,033,560
Administration	1,861,193	1,935,515	2,012,810	2,012,810
Other expenditures	1,727,520	1,796,621	1,868,486	1,868,486
Total operational expenditures	17,052,174	17,924,961	18,359,132	18,359,132
Capital Expenditures				
Capital fund expenditures	5,436,117	2,853,659	2,000,709	1,682,091
Total capital expenditures	5,436,117	2,853,659	2,000,709	1,682,091
Total expenditures	22,488,291	20,778,620	20,359,841	20,041,223
Excess (deficiency) of revenues over expenditures	\$ (7,589,578)	\$ (5,715,961)	\$ (5,129,699)	\$ (4,648,459)
Net change in fund balances	\$ (7,589,578)	\$ (5,715,961)	\$ (5,129,699)	\$ (4,648,459)
<b>Fund Balance</b>				
Fund Balance-Beginning	\$ (376,243,490)	\$ (383,833,068)	\$ (389,549,029)	\$ (394,678,728)
Revenue fund (unreserved)	977,259	895,772	811,433	724,142
Capital fund	2,328,204	2,409,691	2,494,030	2,581,321
MDOT Capital fund (owner reserve)	(192,767,725)	(195,625,705)	(198,190,555)	(200,514,785)
FBCL Capital fund (owner reserve)	(194,370,806)	(197,228,786)	(199,793,636)	(202,117,866)
Fund Balance-Ending	\$ (383,833,068)	\$ (389,549,029)	\$ (394,678,728)	\$ (399,327,188)

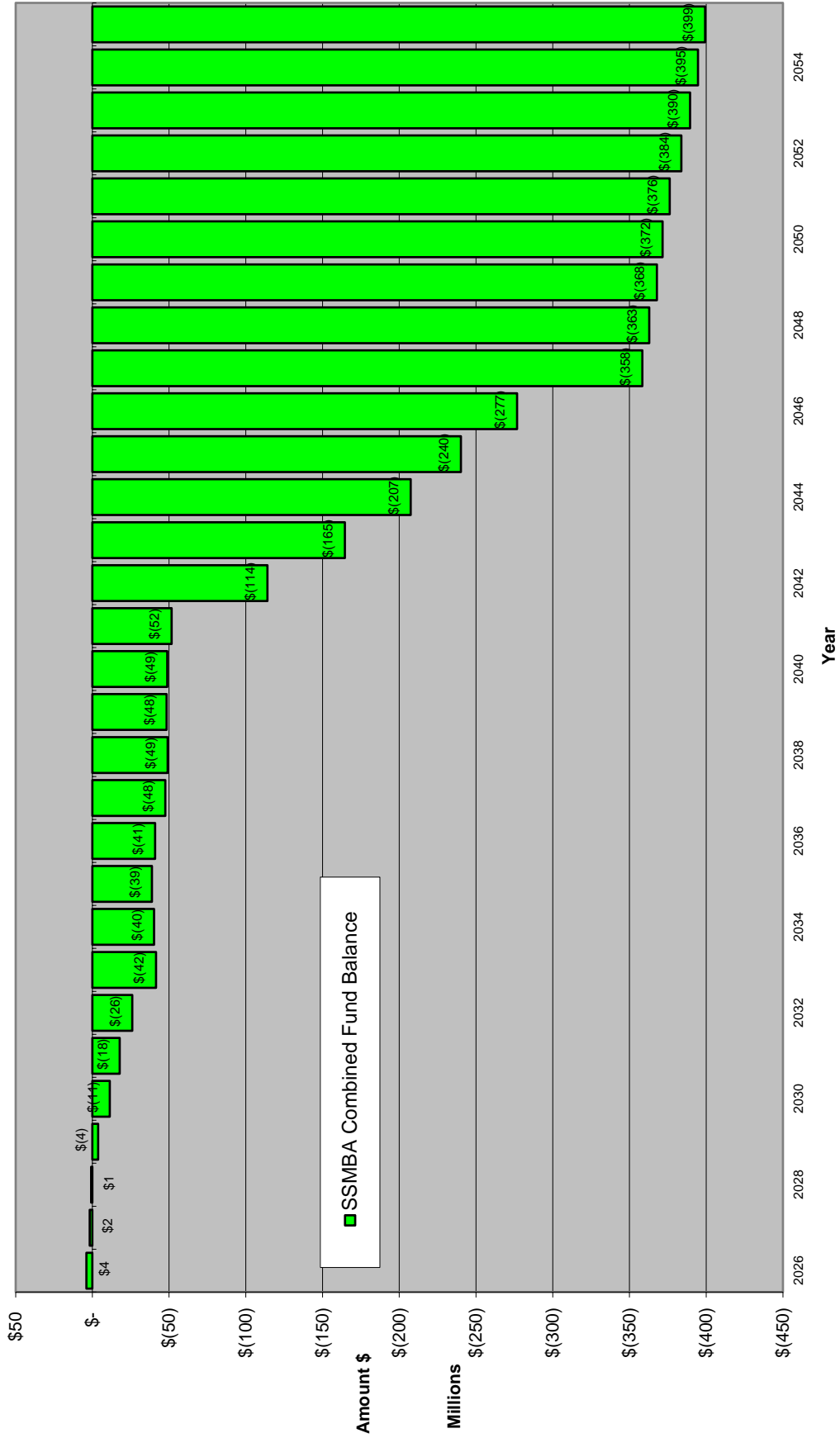
International Bridge Administration  
 Total Bridge Traffic  
 2026-2055



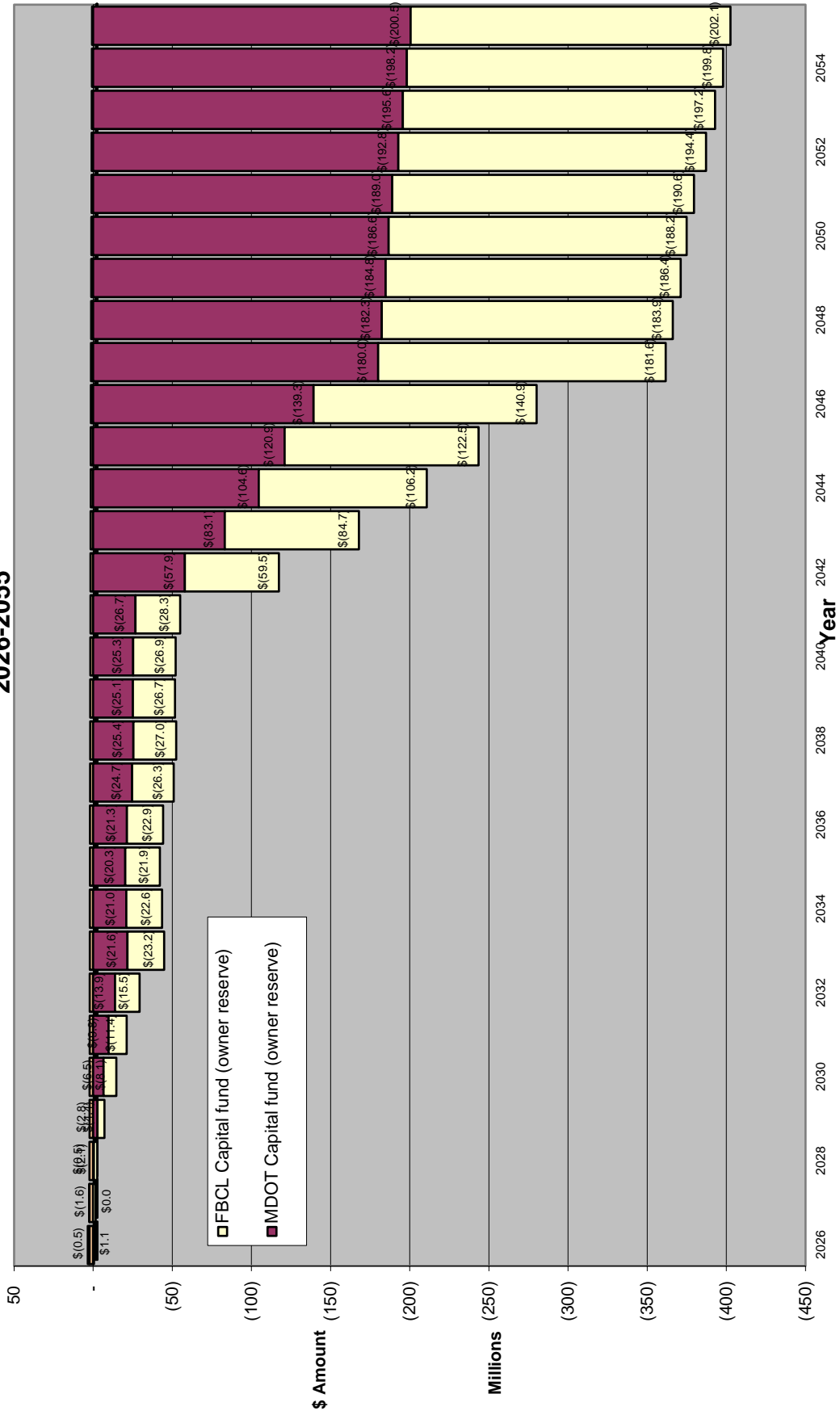
International Bridge Administration  
 Total Traffic by Vehicle Type  
 2026-2055



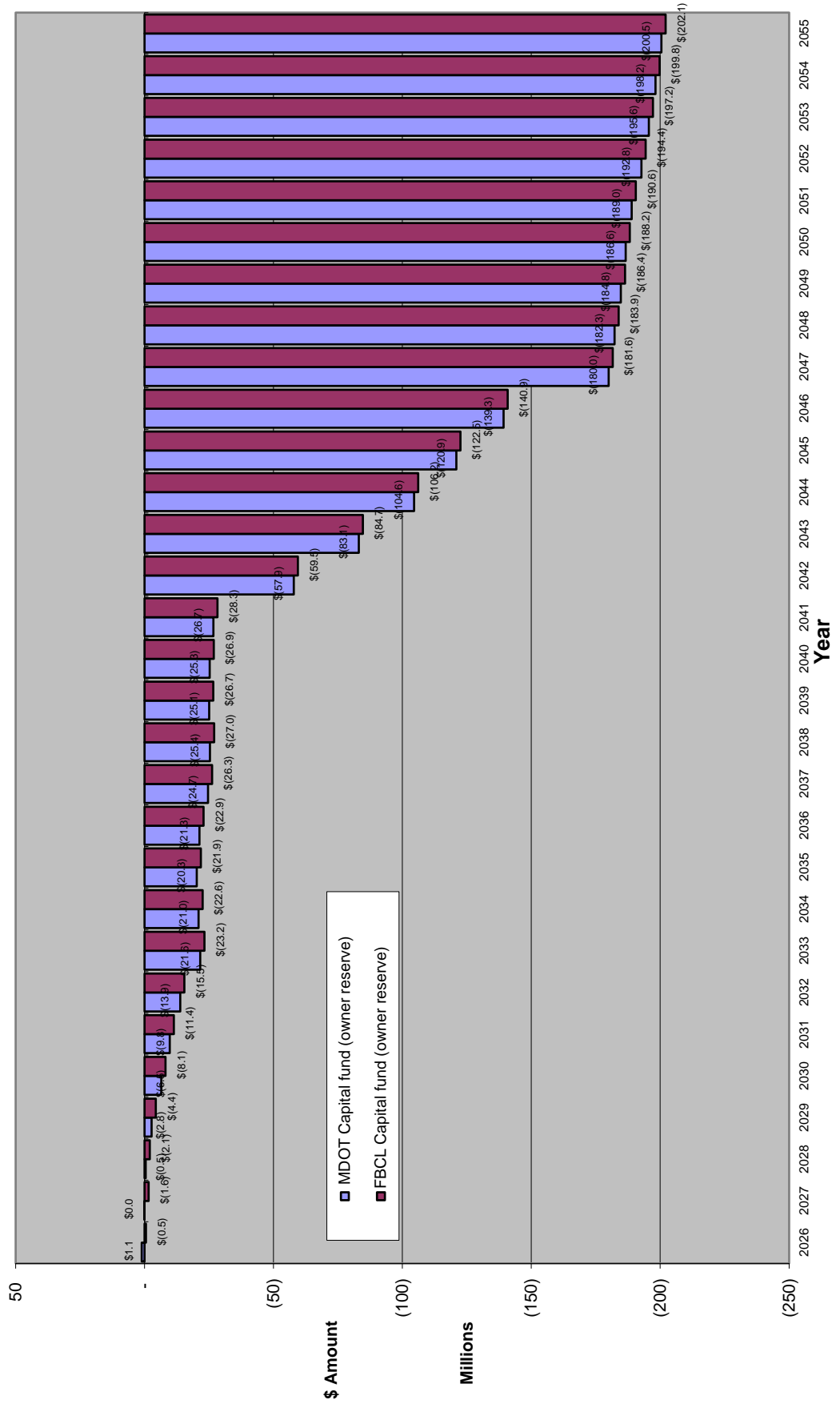
## Sault Ste. Marie Bridge Authority Combined Fund Balance 2026-2055



## Sault Ste. Marie Bridge Authority Fund Balances - Operational and Owner Reserves 100% Shared Projects 2026-2055



**Sault Ste. Marie Bridge Authority  
MDOT and FBCL Owners' Reserve Account  
100% Shared Owner Funded Capital Projects  
2025-2054**



# Sault Ste. Marie Bridge Authority Combined Capital Expenditures

2026-2055

- Debt Service
- Other Capital
- Paint Projects
- Deck Capital Projects
- Toll Software
- Bridge Widening

\$80

\$70

\$60

\$50  
Millions

\$40  
Millions

\$30

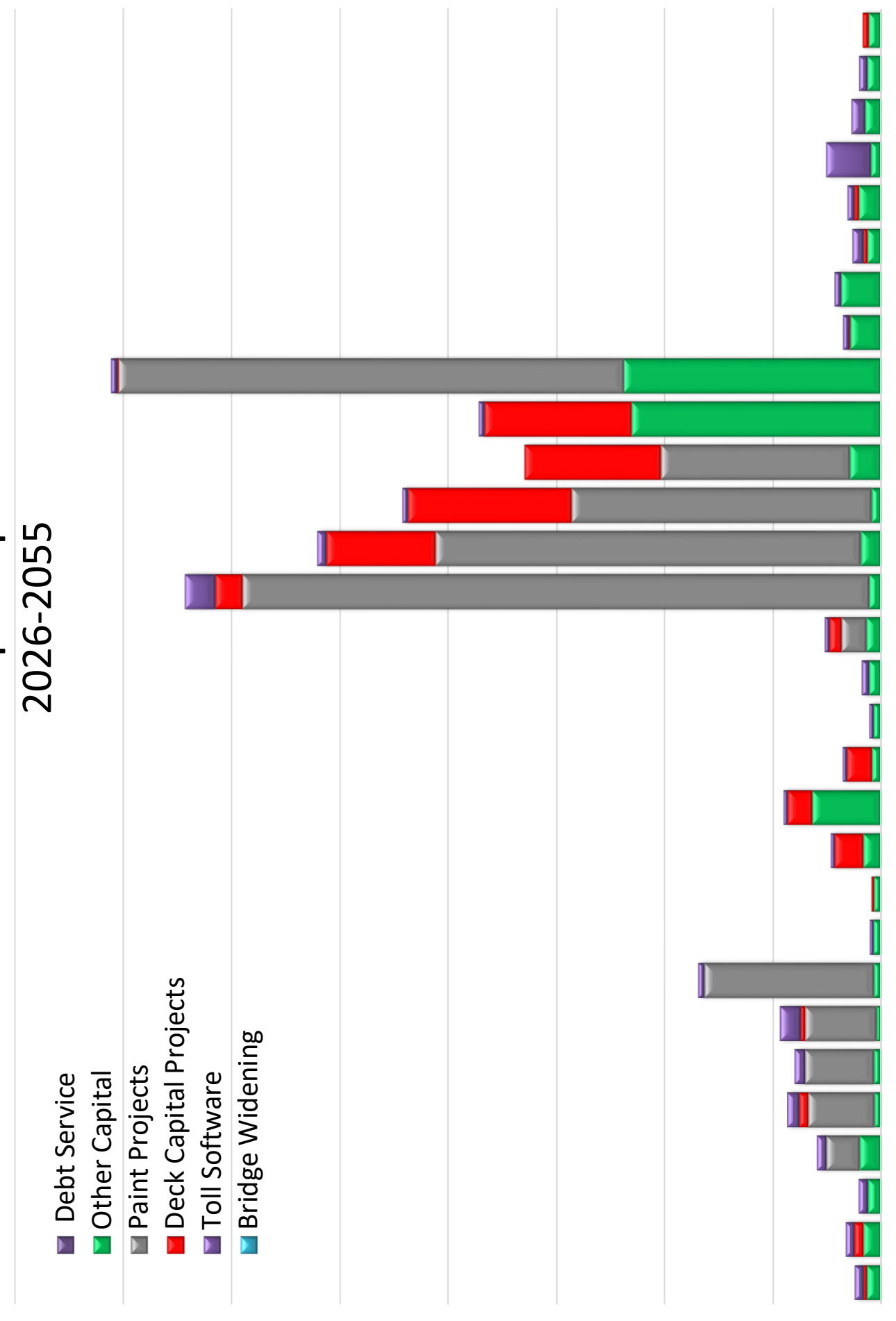
\$20

\$10

\$5

\$-

Year



**SAULT STE MARIE BRIDGE AUTHORITY**  
TRAFFIC AND EXCHANGE RATE  
SENSITIVITY ANALYSIS

Year	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Beginning Fund Balance	\$ 4,908,545	\$ 4,490,124	\$ 3,670,777	\$ 4,052,876	\$ 5,251,641	\$ 809,776	\$ (3,761,734)	\$ (12,429,468)	\$ (24,875,953)	\$ (44,132,462)
Toll Revenue	6,226,461	6,937,939	7,818,858	8,705,710	9,213,072	10,160,004	11,123,654	12,103,919	13,105,657	14,121,877
Total Revenue	6,226,461	6,937,939	7,818,858	8,705,710	9,213,072	10,160,004	11,123,654	12,103,919	13,105,657	14,121,877
Total Expenditures	5,511,736	6,267,214	6,257,154	6,469,718	6,781,886	7,132,392	7,248,052	7,632,719	8,231,040	8,279,403
Capital Expenditures	2,085,653	2,475,810	2,199,864	2,064,875	7,936,248	8,700,058	13,699,616	18,115,049	24,379,994	9,530,057
Total Expenditures	7,597,389	8,743,024	8,457,018	8,534,593	14,718,134	15,832,450	20,947,668	25,747,768	32,611,034	17,809,460
Excess (deficiency) of revenues over operational expenditures	(1,370,928)	(1,805,085)	(638,160)	171,117	(5,505,062)	(5,672,446)	(9,824,014)	(13,643,849)	(19,505,377)	(3,687,583)
Revenue fund balance (ending)	1,901,681	1,869,491	1,836,177	1,801,962	1,766,008	1,729,071	1,690,841	1,651,273	1,610,321	1,567,935
Capital fund balance (ending)	919,669	951,857	985,172	1,019,653	1,055,341	1,092,278	1,130,508	1,170,076	1,211,028	1,253,414
MDOT capital fund (ending)	1,393,870	984,197	1,175,246	1,774,496	(446,304)	(2,732,059)	(7,065,925)	(13,289,168)	(22,917,423)	(24,634,439)
FBCL capital fund (ending)	274,904	(134,769)	56,280	655,530	(1,565,270)	(3,851,025)	(8,184,891)	(14,408,134)	(24,036,389)	(25,753,405)
Fund Balance-Ending Low Traffic	\$ 4,490,124	\$ 3,670,777	\$ 4,052,876	\$ 5,251,641	\$ 809,776	\$ (3,761,734)	\$ (12,429,468)	\$ (24,875,953)	\$ (44,132,462)	\$ (47,566,494)

\* Based upon 980,716 crossings

**SAULT STE MARIE BRIDGE AUTHORITY**  
TRAFFIC AND EXCHANGE RATE  
SENSITIVITY ANALYSIS

Year	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Beginning Fund Balance	\$ 4,908,545	\$ 5,006,776	\$ 4,810,832	\$ 5,894,879	\$ 7,874,407	\$ 4,259,100	\$ 598,309	\$ (7,072,778)	\$ (18,435,211)	\$ (36,518,351)
Toll Revenue	6,737,998	7,556,174	8,515,589	9,481,469	10,034,041	11,065,347	12,114,870	13,182,486	14,273,488	15,380,264
Total Revenue	6,737,998	7,556,174	8,515,589	9,481,469	10,034,041	11,065,347	12,114,870	13,182,486	14,273,488	15,380,264
Total Expenditures	5,511,736	6,267,214	6,257,154	6,469,718	6,781,886	7,132,392	7,248,052	7,632,719	8,231,040	8,279,403
Capital Expenditures	2,085,653	2,475,810	2,199,864	2,064,875	7,936,248	8,700,058	13,699,616	18,115,049	24,379,994	9,530,057
Total Expenditures	7,597,389	8,743,024	8,457,018	8,534,593	14,718,134	15,832,450	20,947,668	25,747,768	32,611,034	17,809,460
Excess (deficiency) of revenues over operational expenditures	(859,391)	(1,186,850)	58,571	946,876	(4,684,093)	(4,767,103)	(8,832,798)	(12,565,282)	(18,337,546)	(2,429,196)
Revenue fund balance (ending)	1,901,679	1,869,492	1,836,177	1,801,696	1,766,007	1,729,071	1,690,841	1,651,274	1,610,320	1,567,935
Capital fund balance (ending)	919,669	951,857	985,172	1,019,653	1,055,341	1,092,278	1,130,508	1,170,076	1,211,028	1,253,414
MDOT capital fund (ending)	1,652,197	1,554,224	2,096,248	3,086,012	1,278,359	(552,037)	(4,387,581)	(10,068,797)	(19,110,367)	(20,195,392)
FBCL capital fund (ending)	533,231	435,258	977,282	1,967,046	159,393	(1,671,003)	(5,506,547)	(11,187,763)	(20,229,333)	(21,314,358)
Fund Balance-Ending Median Traffic	\$ 5,006,776	\$ 4,810,832	\$ 5,894,879	\$ 7,874,407	\$ 4,259,100	\$ 598,309	\$ (7,072,778)	\$ (18,435,211)	\$ (36,518,351)	\$ (38,688,401)

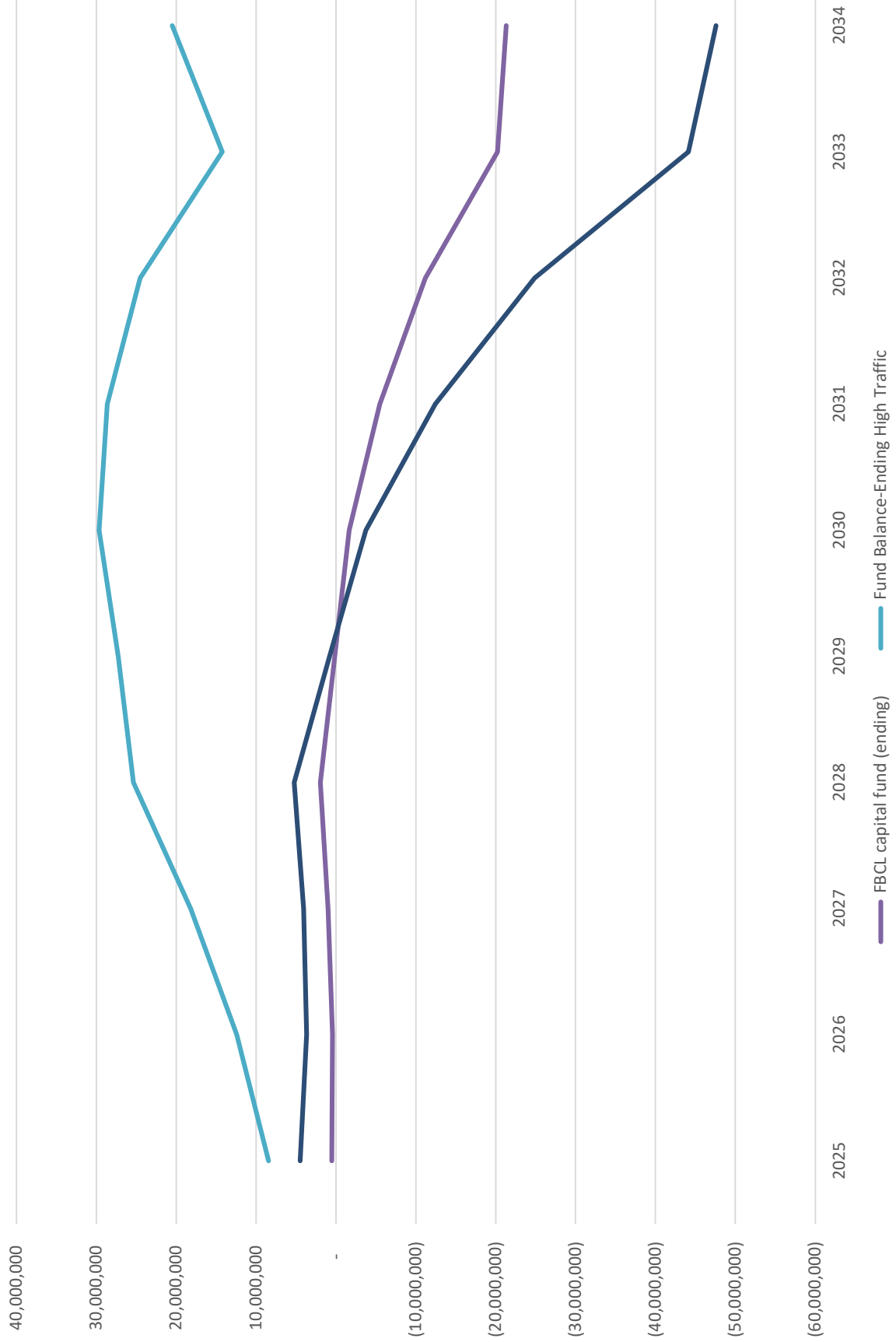
\* Based upon 1,068,107 crossings

**SAULT STE MARIE BRIDGE AUTHORITY**  
**TRAFFIC AND EXCHANGE RATE**  
**SENSITIVITY ANALYSIS**

Year	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Beginning Fund Balance	\$ 4,908,545	\$ 8,451,143	\$ 12,411,190	\$ 18,174,891	\$ 25,361,265	\$ 27,254,558	\$ 29,665,253	\$ 28,638,477	\$ 24,503,054	\$ 14,242,379
Toll Revenue	10,148,262	11,677,723	13,160,454	14,653,179	15,507,153	17,100,991	18,722,980	20,372,934	22,059,024	23,769,496
Total Revenue	10,148,262	11,677,723	13,160,454	14,653,179	15,507,153	17,100,991	18,722,980	20,372,934	22,059,024	23,769,496
Total Expenditures	5,511,736	6,267,214	6,257,154	6,469,718	6,781,886	7,132,392	7,248,052	7,632,719	8,231,040	8,279,403
Capital Expenditures	2,085,653	2,475,810	2,199,864	2,064,875	7,936,248	8,700,058	13,699,616	18,115,049	24,379,994	9,530,057
Total Expenditures	7,597,389	8,743,024	8,457,018	8,534,593	14,718,134	15,832,450	20,947,668	25,747,768	32,611,034	17,809,460
Excess (deficiency) of revenues over operational expenditures	2,550,873	2,934,699	4,703,436	6,118,586	789,019	1,268,541	(2,224,688)	(5,374,834)	(10,552,010)	5,960,036
Revenue fund balance (ending)	1,901,680	1,869,491	1,836,176	1,801,695	1,766,008	1,729,071	1,690,842	1,651,273	1,610,321	1,567,935
Capital fund balance (ending)	919,669	951,857	985,172	1,019,653	1,055,341	1,092,278	1,130,508	1,170,076	1,211,028	1,253,414
MDOT capital fund (ending)	3,374,380	5,354,404	8,236,254	11,829,441	12,776,088	13,981,435	13,468,047	11,400,335	6,269,998	9,398,238
FBCL capital fund (ending)	2,255,414	4,235,438	7,117,288	10,710,475	11,657,122	12,862,469	12,349,081	10,281,369	5,151,032	8,279,272
Fund Balance-Ending High Traffic	\$ 8,451,143	\$ 12,411,190	\$ 18,174,891	\$ 25,361,265	\$ 27,254,558	\$ 29,665,253	\$ 28,638,477	\$ 24,503,054	\$ 14,242,379	\$ 20,498,859

\* Based upon 1,650,710 crossings

## Sensitivity Analysis .77 Exchange Rate



**THIS PAGE INTENTIONALLY LEFT BLANK**