

FN 2.1 Travel Management and General Expenses Protocol

Northern Ontario School of Medicine École de médecine du Nord de l'Ontario $\dot{P} \cdot \nabla \cap o^{*} \dot{d}^{2} \cup \dot{D} \dot{D}$ $L^{\circ n} \dot{P} \dot{P} \cdot \Delta \Delta^{*} \dot{d} \cdot \Delta^{*}$ Approved By: Approval Date: Effective Date: Responsible Portfolio/Unit: Responsible Officer(s):

Executive Group January 14, 2016 June 1, 2016 Administration, Finance CAO, Director of Finance, Associated programs

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1.0 Protocol Statement/Rationale

This document establishes the Northern Ontario School of Medicine's (NOSM) principles, mandatory requirements and guidelines for acquiring travel services including: ticketed transportation, accommodation and car rental requirements and for reimbursing travel, accommodation, meals and hospitality expenses incurred on behalf of NOSM.

The Travel Management Protocol ensures fair and consistent treatment of individuals required to travel on behalf of NOSM.

This protocol establishes guidelines for ensuring that travel expenses comply with NOSM's policies and procedures and the Province of Ontario Broader Public Sector Expenses Directive.

2.0 Applicability

This protocol applies to all individuals engaged in NOSM business travel or NOSM learner travel, and who intend to receive reimbursement from NOSM excluding members of OPSEU Unit 1.

For individuals receiving funding from external agencies which have their own travel expense policies; the policies of these bodies will have precedence, providing the School is notified of this arrangement in advance.

Where all or a portion of travel expenses are to be paid by a third party, the individual should provide appropriate details to the Finance Unit – Accounts Receivable, who will prepare and forward a NOSM invoice to the funding organization.

3.0 Responsibility

Approvers are responsible for:

- Ensuring the principles and requirements in this protocol are adhered to within NOSM.
- Ensuring approved travel claims are in adherence to the standards set by NOSM.
- Ensuring individuals on NOSM business travel or NOSM learner travel are made aware of this document.
- When exercising discretion, the rationale must be documented and filed with the claim. Approvers are accountable for their decisions which must be made subject to good knowledge of the situation, exercised in appropriate circumstances and comply with the principles and mandatory requirements set out in this Protocol.

Claimants are responsible for:

- Following the current travel claim process for submissions within three months of the completion of the travel and prior to any year-end finance posted cut-off dates for year-end purposes. Travel claims submitted outside of the established deadlines will not be reimbursed.
 - Paper submissions require original itemized receipts
 - Electronic submissions require claimant to <u>retain original receipts for a two year</u> <u>period</u>
- Planning the travel required and obtaining the necessary authorizations.

- Either using the NOSM Travel Services Provider to arrange for travel and accommodation or for making your own arrangements.
- Requesting and accepting the lowest fare practicable.
- Utilizing their corporate travel card or personal credit card for payment of travel related expenses.

4.0 Authority

This protocol delegates approvers in administering these expenses within the provisions of this protocol.

5.0 Principles

The following principles should form the basis for individual travel decisions:

- o Expenses associated with individuals duties should minimize costs and maximize benefits.
- Reimbursable expenses should support objectives of NOSM.
- Judgement surrounding practical and economical travel should be used when making travel arrangements
- Make maximum use of NOSM teleconferencing and videoconferencing facilities to reduce the need for individual travel.
- In exceptional circumstances where it is not practical or cost effective for the individual to meet mandatory requirements, the approver must give approval. Exceptional circumstances will be at the discretion of the individual's travel approver.

6.0 Auditing Requirements

Reimbursements to individuals for travel and other business-related expenses are subject to examination by both internal auditors and external auditors, including Revenue Canada.

If NOSM reimburses expenses that are subsequently found not to comply with this protocol, the individual will be required to repay such amounts.

7.0 Definitions/Terms

Business travel:	Travel authorized by the appropriate level of authority. Such travel meets the requirements for payment or reimbursement.
Learner travel:	Travel authorized by the appropriate level of authority related to a learner and their requirements throughout their program. Such travel meets the requirements for payment or reimbursement.
Corporate Card:	Credit card issued by NOSM for use by individuals when incurring travel and other business related expenses on behalf of NOSM.
Headquarters:	An individual's regular place of business: The location noted on the individual's business card, where the individual has an office, desk, computer, etc.
Personal Vehicle:	A vehicle owned, borrowed, or rented/leased personally by an individual.

Receipt:An original document, or carbon or certified copy showing the amount and
details of the expenditure, the date, and indicating proof of payment.Travel Status:An individual's status while away from home and headquarters and outside
the metropolitan area where he or she normally works and conducting
approved NOSM business. An individual is considered on travel status one
hour before their scheduled departure and one hour after their return if using
a commercial carrier or from the time they leave their residence or office if
driving.

8.0 Related Documents/References

- Travel Expense Summary
- o Travel Authorization Outside of Canada
- Conference Approval and Expenditures Protocol
- Application for Conference Attendance and Funding

9.0 Travel Suppliers and Services

NOSM is a member of the Canadian Association of University Business Officers (CAUBO), which through its National Procurement Committee, negotiates national agreements for products and services on behalf of its members.

9.1 Rental Car Agencies

Individuals shall consult and consider using the preferred rental car agencies approved by NOSM purchasing at <u>NOSM Car Rental Rates</u>

For rental arrangements made outside the local area, consult the CAUBO listing. Preferred rental agencies and rates are found at: <u>CAUBO Car Rentals</u>

9.2 Hotels/Motels

Individuals who require overnight accommodations in Sudbury or Thunder Bay should consult the NOSM preferred hotel listing posted at <u>NOSM Hotel Rates</u>

For accommodation outside Thunder Bay or Sudbury, individuals shall consult and consider using the preferred hotels/motels listed at <u>CAUBO Hotels</u>

9.3 Corporate Card

NOSM uses the US Bank Visa Corporate Credit Card for travel related expenses. Individuals are personally and solely responsible for charges incurred against the Corporate Card and for paying US Bank Visa directly upon receipt of the monthly statement.

The timely submission of an approved and authorized NOSM Travel Expense Statement, including proper receipts, will ensure that you receive prompt reimbursement of expenses.

Requirements for corporate card holders are included in documentation distributed by NOSM Finance.

10.0 Travel Authorization

10.1 Travel Inside Canada

Approver sign off of a travel reimbursement is considered authorization and approval for the travel expenses incurred.

10.2 Travel Outside Canada

Travel outside Canada must be:

- Consistent with work plan and/or learning plan authorized by an appropriate approver.
- Consistent with NOSM priorities.
- Likely to produce a high benefit for NOSM.

Approval for Outside Canada travel is required from the individual's immediate supervisor or Portfolio Associate Dean and one of the following, the Chief Administrative Officer, the Senior Associate Dean, the Deputy Dean, or the Dean, using the **Travel Authorization Outside of Canada** form. The form must be accompanied by supporting documentation, such as a letter of invitation or international conference itinerary.

11.0 Expense Claims/Reimbursements

- Individuals shall retain copies of any approved travel authorization forms for travel outside Canada to support their expense claims. NOTE: Authorization must accompany expense claim when sent to the Finance Unit.
- o Individuals shall submit a separate travel expense claim for each travel occurrence.
- Original itemized receipts (credit slips are not sufficient) must be retained and submitted with any paper expense claim.
- Original itemized receipts (credit slips are not sufficient) must be retained for two years with any electronic expense claim to meet both internal and external auditing requirements.
- If there is not an itemized receipt, a written explanation must be submitted to explain why the receipt is unavailable and a description itemizing and confirming expenses must be provided.

12.0 Advances – Travel and Other Business Expenses

- Individuals may apply for a corporate travel card.
- Cash travel advances will not be given to individuals unless the funds are required for goods and services that cannot be paid for by the corporate card, unless indicated otherwise by an appendix below.

In exceptional circumstances, where individuals are required to undertake emergency travel or new individuals who do not have a corporate card, travel advance cheques may be issued. These cases should be reviewed on a case by case basis. Each such advance should be accounted for separately and the balance repaid upon completion of the event or end of the trip. Requests for travel advances, with supporting documentation, should be forwarded to the Finance Unit by individual's immediate supervisor for processing at least ten (10) working days prior to the travel occurring.

13.0 Travel Insurance

NOSM travel cards and some personal travel cards have insurance coverage benefits; however, if travel is booked using an uninsured method, flight Cancellation insurance is an allowable expense and should be obtained when there is a possibility that the claimant may be unable to travel or when the ticket purchased is "non-refundable". A receipt is required for reimbursement.

14.0 Air Transportation

Individuals may travel by air (economy) coach class when this is the most practical and economical way to travel. For any other type of fare (e.g. Business class) approval by the Dean, Senior Associate Dean, Deputy Dean or Chief Administrative Officer is required. Considerations for making decisions should be based on circumstances such as accommodation, length of travel, health and safety considerations, etc.

15.0 Travel Arrangements – Commercial Air Travel

- Individuals shall book airline tickets in advance using the Travel Services Provider or make the travel arrangements themselves.
- When travel plans change, individuals shall notify the travel services provider airline as soon as possible to arrange the appropriate credit or refund. At the discretion of the approver, additional expenses for re-booking missed flights may not be considered for reimbursement.
- Boarding passes are not required if one of the following is submitted with the original air travel ticket receipts showing the breakdown of itinerary and costs:
 - Taxi receipts (where applicable);
 - Hotel receipts;
 - Meal receipts;
 - Certificate of conference attendance;
 - Other form of auditable proof of travel;
 - Boarding passes must be included if one of these documents is not included with the travel expense claimed.

16.0 Road Transportation

- Reimbursement for travel to and from the airport should be the least expensive and most practical means of transportation.
- When road transportation is the most practical and economical way to travel, individuals are asked to consider a rental vehicle when more economical than a personal vehicle.
- Any traffic and parking violations incurred while traveling on NOSM business are the personal responsibility of the individual.

17.0 Rental Arrangements

- In the case of learners, the use of rental cars must be pre-approved by the appropriate NOSM designated approver. See Appendices for further details.
- o Individuals shall consult and consider using the preferred rental car agencies.
- Rental car costs must be charged on a corporate card or a personal card that allows the daily insurance charge to be waived as part of the coverage provided.

18.0 Accident Reporting

Accidents shall be reported immediately to local law enforcement authorities, the rental car agency, the individual's immediate supervisor where required (i.e. WSIB) and the corporate or personal credit card company as applicable.

19.0 Personal Vehicles

If you use your personal vehicle while on NOSM business, the following apply:

- The vehicle must be insured at the vehicle owner's expense for personal motor vehicle liability.
- It is the driver/owner's responsibility to ensure that the motor vehicle insurance includes coverage for business use of the vehicle.
- NOSM will not reimburse the cost of insurance coverage for business use, physical damage or liability.
- NOSM is not responsible for reimbursing deductible amounts related to insurance coverage.
- In the event of an accident, you will not be permitted to make a claim to NOSM for any resulting damages.
- When two or more individuals are travelling together, only the driver shall claim mileage for the trip
- Individuals will be reimbursed for distances driven in personal vehicles according to the rates set out in the **Appendices**.

20.0 Vehicle Insurance

The NOSM corporate travel card benefits include insurance that covers that cost of repairing the damage to approved vehicle types rented using the travel card. Therefore, if you have a NOSM corporate travel card or a personal card that provides insurance coverage you must use it to rent a vehicle and you should decline the collision damage waiver offered by the rental agency.

If you do not have a NOSM corporate travel card or a personal card that provides insurance coverage, or you rent a vehicle that is not eligible for coverage under the card, you should purchase the collision damage waiver coverage offered by the rental agency. The insurance costs can be claimed as a travel expense.

21.0 Accommodations

21.1 Hotel/Motels

- Cancellation of reservations must be made as soon as possible when travel plans change to avoid "no-show" charges. Penalties incurred for non-cancellation of guaranteed hotel reservations are the individual's responsibility and may be reimbursed only in exceptional circumstance.
- The standard for accommodation is a single room with a private bath in a business class hotel.
- Internet access is an allowable expense while traveling on behalf of NOSM; one personal telephone call per night traveling is an allowable expense.

21.2 Private Residences

Private stays with friends or family are acceptable, and a cash payment or gift may be provided to the friends or family.

- A maximum of \$30 per night is allowed for accommodation including meals with friends or family, in lieu of commercial accommodation. Instead of a receipt, you must submit a written explanation describing the purpose of the trip, identifying the host and number of days you stayed.
- The \$30 value may be given in the form of a small gift (which must be accompanied by a receipt) or by cash or cheque.

22.0 Meals

22.1 Meal Rates in Canada

- Individuals shall be reimbursed for meal expenses as per rates found in Appendices on submission of detailed receipts. The appendices indicate the maximum amount individuals may claim per meal. The rates are not an allowance. They are for individual meals or groceries in lieu of (in cases of dietary needs and special diets). You may incur a meal expense when you are on NOSM business and you:
 - are away from the office area (i.e., at least 24km) over a normal meal period; or
 - Have prior approval for the expense (e.g., a business meeting within the office area that must occur over lunch).
- In cases where meals are claimed for more than one individual, the names of the individuals must be recorded on the receipt. Detailed receipts must be submitted.
- Reimbursement for the purchase of groceries for longer than usual stays will include written rationale submitted to the approver.
- No reimbursement for meal costs shall be made for meals at home prior to departure or on return; meals included in the cost of transportation, accommodation, seminars or conferences.

22.2 Meal Rates Outside of Canada

 Receipts may either be converted to the Canadian dollar equivalent at the average Bank of Canada rate for the period of travel or the actual amount as per the charge on the credit card statement (A copy of the credit card statement must be provided to substantiate the amount when a credit card has been used).

23.0 Miscellaneous Expenses

Individuals are eligible for reimbursement of miscellaneous work-related expenses incurred while traveling on NOSM business.

23.1 Laundry/Dry Cleaning Services

• Individuals who are away from home for more than five consecutive days shall be reimbursed for reasonable expenses for laundry, dry cleaning and valet services.

23.2 Communication Services

• Individuals shall be reimbursed for the cost of faxes, photocopies, internet connection, courier and mail services related to NOSM business.

23.3 Non-reimbursable Expenses

- Cost of Alcohol
- o Interest charges
- Personal expenses
- Parking and traffic fines
- Expenses for failure to cancel transportation or hotel reservations
- Late fees

DO NOT REMOVE THIS DOCUMENT HISTORY RECORD					
This document will be reviewed 3 years					
Version	Version Date Authors/Comments/Amendments/Approvals				
V1.0	October 15, 2007	Original			
V2.0	0 June 15, 2012 Revision - SLG review/substantial changes				
V3.0	December 2015	Revised by Finance based on SLG feedback			
V4.0	V4.0 February 2016 Revised by Finance to align with related documents/references				

Appendix A – Rates and Allowances (Staff and Non-learner)

Expense	Rates				
Mileage Rates	\$0.42 per kilometerMileage reimbursed to final destination outlined in Kilometer Matrix.Mileage amounts not included in the km matrix must include proof of kms travelled (i.e.: Google map).				
Meals (Maximum per meal, inclusive of taxes and gratuities, actual itemized receipts required)	When meals are supplied (continental breakfast, conference meal, etc.) that meal is not reimbursable to the individual.Breakfast\$16.00 LunchLunch\$17.00 DinnerDinner\$42.00 \$75.00Meal amounts cannot be combined.				
Accommodations	Hotel/Motel The standard for accommodation is a single room with a private bath. Private Residence \$30.00 per night - For private accommodation provided by friends or relatives.				
Foreign Currency	For travel anywhere outside of Canada, retain receipts and submit to receive the equivalent in Canadian funds (above meal maximums in Canadian funds still apply). If charged on a corporate card (strongly recommended), attach a copy of the statement to the expense claim verify the rate of exchange used. Otherwise, the average Bank of Canada exchange rate will be applied.				

Appendix B – Rates and Allowances (UME Learner)

Please note: Learners completing travel submissions for CCC must defer to the CCC/OMA protocol)

Expense	Rates				
Mileage Rates	\$0.42 per kilometerMileage reimbursed to final destination outlined in Kilometer Matrix.Mileage amounts not included in the km matrix must include proof of kms travelled (i.e.: Google map).				
Meals (Maximum per meal, inclusive of taxes and gratuities, actual itemized receipts required)	When meals are supplied (continental breakfast, conference meal, etc.) that meal is not reimbursable to the individual.Breakfast\$16.00 LunchLunch\$17.00 DinnerDinner\$42.00 \$75.00NOTE: Meals are provided during travel to academic events and to core rotations away from home-base. Meals are not provided once a learner has arrived at their location.Meal amounts cannot be combined.				
Meal Allowance (When cooking facilities are not available in NOSM Housing)	Learners who do not have access to a kitchen or basic cooking facilities may be reimbursed up to \$42.00 per day for food with itemized receipts. This must be pre-approved by the Clinical Placements Manager responsible for NOSM housing.				
Accommodations	<u>Hotels/Motels</u> Individuals may claim for the single occupancy rate only unless prior approval for accommodations of family members or friends is required, this request will be considered for exceptional circumstances. <u>Private Residence</u> \$30.00 per night - For private accommodation provided by friends or relatives.				

Ground Transportation	\$60.00 per month toward an intra-city bus pass and/or taxi fares for travel between their placement site and accommodation if required. <u>Commuting to Placement</u> NOSM makes all reasonable attempts to arrange for student housing near the main clinic/hospital of the student's placement. However, at times this is not possible. If the housing is both outside of the community and more than 24km from the main clinic/hospital NOSM will reimburse the student for travel at the approved mileage rate of \$0.42 per kilometer.			
Rental Vehicles	It may be necessary, in certain circumstances, for UME students to require a rental car. Approval from UME management is needed prior to any rental car reservations.			
Foreign Currency	For travel anywhere outside of Canada, retain receipts and submit to receive the equivalent in Canadian funds (above meal maximums in Canadian funds still apply). If charged on a corporate card (strongly recommended), attach a copy of the statement to the expense claim to verify the rate of exchange used. Otherwise, the average Bank of Canada exchange rate will be applied.			

Appendix C – Rates and Allowances (Postgraduate Residents)

Expense	Rates				
Mileage Rates	\$0.42 per kilometerMileage reimbursed to final destination outlined in Kilometer Matrix.Mileage amounts not included in the km matrix must include proof of kms travelled (i.e.: Google map).				
Meals (Maximum per meal, inclusive of taxes and gratuities, actual itemized receipts required)	When meals are supplied (continental breakfast, conference meal, etc.) that meal is not reimbursable to the individual.Breakfast\$16.00 LunchLunch\$17.00 DinnerDinner\$42.00 \$75.00NOTE: Meals are provided during travel to academic events and to core rotations away from home-base. Meals are not provided once a learner has arrived at their rotation.Meal amounts cannot be combined.				
Meal Allowance (When cooking facilities are not available in NOSM Housing)	Residents who do not have access to a kitchen or basic cooking facilities may be reimbursed up to \$42.00 per day for food with itemized receipts. This must be pre-approved by the Clinical Placements Manager responsible for NOSM housing.				
Parking	Parking for academic sessions at the University, and at clinical placement sites, is the responsibility of the resident. As per PARO collective agreement, parking for clinical placement activities is the responsibility of the learner except in circumstances where a secondary parking site is required in the same day (e.g. learner is required to park at the hospital and at the clinical teacher's office). This disbursement will be monitored by the program and parking receipts must be submitted up to a maximum of \$70.00.				

Ground Transportation (During placement where the individual does not have a personal vehicle)	While on placement the learner is eligible to be reimbursed for a bus pass and/or taxi rides in order to pick up groceries to a maximum of \$60/month. Original bus pass/taxi receipts must be submitted for reimbursement. Residents who are called in for clinical duties after 6 pm and before 6 am, and feel unsafe to drive post call should opt to take a taxi for transportation. Reimbursement for taxi charges will be provided upon submission of appropriate receipts.				
Accommodations	<u>Hotel/Motel</u> The standard for accommodation is a single room with a private bath. <u>Private Residence</u> \$30.00 per night - For private accommodation provided by friends or relatives.				
Housing (Resident Arranged Option 2)	Maximum \$1,100/month See PGE Office Handbook for description of Resident Arranged Housing (Accommodations Option 2) eligibility and regulations regarding travel.				
Rental Vehicles	 Rental vehicles may be provided while on rotation in exceptional circumstances. Requests must be submitted in writing to the program coordinator for program approval outlining distance travelling, block number, on-call requirements and local transit requirements. Approval is at the discretion of the program manager based on a criteria of distance, time of year, cost and safety concerns. The minimum requirements all must be met when approving requests: Distance is at least 1,000 KM or greater Rotation is between blocks 6 to 10 (winter months) Exception: Ottawa to Sioux Lookout distance would be funded regardless of the timing in a year Rotation must have on-call requirements Rotation is a maximum of 4 weeks The following additional conditions are not mandatory, however, strengthen the request: Public transit system has limitations to accessibility Housing is not adjacent to the hospital Cost of mileage would equal or exceed flight plus rental 				

Travel Companion	 Travel expenses of a companion during drives from Thunder Bay to Ottawa are approved for safety purposes based on the following stipulations: The distance is equivalent or greater than 1,495 KM Mileage can only be counted once per vehicle – meals for the companion would qualify and flight home using the least expensive carrier possible booked in advance with a maximum fare of \$300.00 inclusive of tax is allowed. Documentation must accompany the travel claim for the companion noting the above qualifications. The individual must be reimbursed and not the resident. 			
Safety Related Travel	Residents are to choose the most appropriate method of transportation considering distance to destination, time of day, season, weather conditions and academic/clinical responsibilities. Common sense and practical considerations for reducing risk should take precedence. See Postgraduate Education Resident Safety for procedures related to call as well as weather conditions.			
Foreign Currency	For travel anywhere outside of Canada, retain receipts and submit to receive the equivalent in Canadian funds (above meal maximums in Canadian funds still apply). If charged on a corporate card (strongly recommended), attach a copy of the statement to the expense claim to verify the rate of exchange used. Otherwise, the average Bank of Canada exchange rate will be applied.			

Appendix D – Rates and Allowances (Health Sciences and Inter-professional Education)

Expense	Rates				
Mileage Rates	 \$0.155 per kilometer to a maximum of \$400 for a round trip \$0.155 per kilometer between inter-community clinical sites pre- approved by approver Mileage reimbursed to final destination outlined in Kilometer Matrix. Mileage amounts not included in the km matrix must include proof of kms travelled (i.e.: Google map). 				
Meals (Maximum per meal, inclusive of taxes and gratuities, actual itemized receipts required)	When meals are supplied (continental breakfast, conference meal, etc.) that meal is not reimbursable to the individual.Breakfast\$16.00 LunchLunch\$17.00 DinnerDinner\$42.00 \$75.00Meal amounts cannot be combined.				
Meal Allowance (When cooking facilities are not available in NOSM Housing)	Learners who do not have access to a kitchen or basic cooking facilities may be reimbursed up to \$42.00 per day for food with itemized receipts. This must be pre-approved by the Clinical Placements Manager responsible for NOSM housing.				
Accommodations	Hotels/Motels 1 night of hotel accommodations if the travel is in excess of 800 km one way. Private Residence Learners who stay with friends or family as an option to hotel/motel accommodations will be reimbursed \$30 for one night.				
Ground Transportation	\$60.00 per month toward an intra-city bus pass and/or taxi fares for travel between their placement site and accommodation if required.				

Appendix E – Rates and Allowances (Electives)

Expense	Rates			
	\$0.42 per kilometer up to \$400 for communities West of SSM and up to \$750 for a community East of and including SSM			
Mileage Rates	\$0.155 per kilometer between inter-community clinical sites pre- approved by approver			
	Mileage reimbursed to final destination outlined in Kilometer Matrix.			
	Mileage amounts not included in the km matrix must include proof of kms travelled (i.e.: Google map).			
Meal Allowance (When cooking facilities are not available in NOSM Housing)	Learners who do not have access to a kitchen or basic cooking facilities may be reimbursed up to \$42.00 per day for food with itemized receipts. This must be pre-approved by the Clinical Placements Manager responsible for NOSM housing.			
Accommodations	Hotel/Motel 1 night of hotel accommodations if the travel is in excess of 800 km one way.			
	Private Residence Learners who stay with friends or family as an option to hotel/motel accommodations will be reimbursed \$30 for the 1 night.			
Ground Transportation (During placement where the individual does not have a personal vehicle)	While on placement the learner is eligible to be reimbursed for a bus pass and/or taxi rides in order to pick up groceries to a maximum of \$60/month. Original bus pass/taxi receipts must be submitted for reimbursement.			
Visiting Electives	NOSM does not reimburse any travel or per diem for visiting elective NOSM will adopt the same model as other faculties of medicine in th the learners and/or home universities are responsible for travel and housing expenses as it relates to visiting electives.			

Ontario Community	Toronto	London	Kingston	Ottawa	Hamilton
Blind River	540	700	790	650	595
Callander	330	490	500	355	385
Cochrane	715	875	825	730	770
Elliot Lake	540	700	785	645	595
Englehart	540	700	650	555	595
Espanola	450	610	695	555	505
Gore Bay	560	720	805	670	615
Haileybury	490	650	610	510	545
Hearst	925	1,085	1,040	945	980
Hornepayne	1,060	1,220	1,175	1,075	1,115
Huntsville	220	380	390	340	275
Iroquois Falls	670	830	785	685	725
Kapuskasing	835	995	945	845	890
Kirkland Lake	585	745	695	600	640
Little Current	500	660	745	605	555
Mattawa	385	545	395	295	440
Mindemoya	540	700	785	645	595
New Liskeard	495	655	605	505	550
North Bay	360	520	455	360	415
Parry Sound	245	405	470	420	300
Powassan	330	490	485	370	385
Richards Landing	645	805	890	755	700
Sault Ste. Marie	685	845	930	795	740
Sturgeon Falls	380	540	495	395	435
Sudbury	395	555	640	490	450
Temagami	440	600	555	455	495
Timmins	690	850	815	720	745
Thunder Bay	1,405	1,545	1,635	1,465	1,445

Appendix F – Kilometer Matrix (One way)

Calculations based on Google Maps (<u>https://maps.google.ca/</u>) from city centre.

Northern Community	Sudbury	Thunder Bay
Atikokan	1,200	205
Batchewana F.N.	310	700
Blind River	175	840
Bracebridge	250	1,235
Burk's Falls	220	1,185
Cochrane	405	730
Constance Lake F.N.	605	490
Dryden	1,345	355
Elliot Lake	170	895
Emo	1,375	380
Englehart	270	905

Espanola	80	935
Fort Frances	1,340	345
Fort William F.N.	1,025	5
Garden River F.N.	310	700
Geraldton	810	280
Gore Bay	190	1,050
Hearst	560	515
Hornepayne	695	485
Huntsville	245	1,230
Iroquois Falls	370	780
Kapuskasing	465	615
Kenora	1,485	490
Kirkland Lake	315	880
Lac Seul F.N.	1,395	400
Little Current	130	985
M'Chigeeng F.N.	160	1,015
Manitowaning	165	1,013
Marathon	725	300
Matheson	365	
Mattagami Lake F.N.	195	<u>810</u> 890
	195	
Mindemoya Midland		1,025
	270	1,255
New Liskeard	220	950
Nipigon	900	115
Nipissing F.N.	100	1,100
North Bay	130	1,100
Ojibways of the Pic River F.N.	715	310
Parry Sound	170	1,155
Rainy River	1,430	440
Red Lake	1,560	570
Richard's Landing	280	760
Sagamok Anishinabek	105	910
Sault Ste. Marie	315	700
Serpent River F.N.	135	880
Sioux Lookout	1,385	390
Smooth Rock Falls	405	675
Sturgeon Falls	95	1,095
Sudbury	0	1,020
Temagami F.N.	260	1,280
Terrace Bay	795	220
Thessalon	230	785
Thunder Bay	1,020	0
Timmins	300	775
Wawa	540	480
Whitefish Lake F.N.	25	985
Whitefish River F.N.	105	960