



MANITOBA HEAVY CONSTRUCTION ASSOCIATION (MHCA)
Unit #3-1680 Ellice Avenue, Winnipeg, Manitoba, R3H 0Z2

June 26, 2025

Presentation to: Mayor Scott Gillingham
Members of City Council

From: Chris Lorenc, B.A., LL.B., President & CEO, MHCA

Subject: **Transportation Master Plan – June 26, 2025 Agenda**

Good morning Mayor Gillingham and City Councillors,

On behalf of MHCA, I am pleased to speak in support the proposed Transportation Master Plan (TMP) as recommended by EPC for Council approval..

We applaud the effort of everyone involved in the consultation, research, and writing of the TMP, and in particular, the Public Works Department. Overall, this plan builds a solid foundation for the future by recognizing that a well-managed goods movement system is critical to Winnipeg's economic future.

I once again want to caution you to keep in mind that the \$4.7 billion price tag on this Plan can only be achieved by growing the economy, since you cannot rely solely on property taxes to achieve this level of funding. Without this, the benefits of the TMP will only remain on paper and will not become reality.

To accomplish this, we must develop and consider a new funding model for the City, supported by revenue streams sufficient for the existing and projected investment needs. We applaud Mayor Gillingham for publicly advancing the need for a modernized, sustainable funding model for municipalities that reflects the realities of urban growth and the crucial role that municipalities play in driving Canada's economy.

We maintain that the City needs to explore alternate revenue sharing and sources, potentially, for example, replacing property taxes with municipal personal and corporate income taxes. The City also needs to use the appoint a Chief Economic Development Officer at the "C" Suite level to champion economic growth and coordinate City efforts.

You are in the process of hiring a new Chief Administrative Officer who has an extensive background in the areas we are discussing. We submit that you should task the CAO to work with the business community to shape the new fiscal deal for Winnipeg, along with the Chief Economic Development Officer position.

The above steps begin the long, hard work towards putting Winnipeg on a path towards economic growth, sustainable revenue generation and stronger service delivery capacity.

This is your opportunity to be bold, to make history, and to make a difference.

The decision for you to make is whether this and other investment plans matter; whether they will deliver on the envisioned benefits or simply collect dust.

Do you want to position Winnipeg for further greatness and help shape it as an attractive, liveable city, or one mired in the minutiae of how to balance the financial struggles?

The MHCA looks forward to continuing to work with the City towards practical, workable solutions, to support its ratepayers with a strengthened civic fiscal capacity.

Respectfully submitted,
Manitoba Heavy Construction Association (MHCA)

A handwritten signature in black ink, appearing to read "Chris Lorenc".

Chris Lorenc, B.A., LL.B.,
President & CEO

Attachments:

- June 12, 2025, TMP submission to PSC PW
- June 12, 2025, TMP speaking notes to SPC PW
- June 17, 2025, TMP speaking notes to EPC

cc. MHCA Board of Directors



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Unit #3-1680 Ellice Avenue, Winnipeg, Manitoba, R3H 0Z2

June 12, 2025

Presentation to: Councillor Janice Lukes, Chair
Members, Standing Policy Committee on Public Works

From: Chris Lorenc, B.A., LL.B., President & CEO, MHCA

Subject: **Transportation Master Plan**

Good morning members of the Standing Policy Committee on Public Works

I am here today on behalf of Manitoba Heavy Construction Association, and as a member of the Goods Movement Advisory Committee, to speak in support of Item 8 – Transportation Master Plan

Overall, this plan builds a solid foundation for the future by recognizing that a well-managed goods movement system is critical to Winnipeg's economic future.

However - the \$4.7 billion dollar price tag on this Plan can only be achieved by growing the economy since you cannot rely solely on property taxes to achieve this level of funding.

We appreciate that the Public Service also acknowledges this by listing "economic prosperity" as the first target for the plan on page nine of the report – despite listing it as third in the executive summary.

And we agree – economic prosperity needs to be the first target in order to achieve this plan.

In order to accomplish this, we must develop and consider a new funding model for the City, supported by revenue streams sufficient for the existing and projected investment needs.

An obvious first place to start is to partner efforts between the civic and provincial governments, and by extension the federal government, through a shared economic growth strategy, harnessing strategic investment to grow the economy to help generate required revenue streams – think New Fiscal Deal.

We need to harness existing public support and press the provincial government to engage in New Fiscal Deal discussions. The City needs to explore alternate revenue sharing and sources, potentially, for example, replacing property taxes with municipal personal and corporate income taxes.

The City also needs to appoint a Chief Economic Development Officer at the "C" Suite level to champion economic growth and coordinate City efforts. This person should report to a Council committee charged with a similar mandate, while providing strategic advice to all of Council on opportunities to leverage growth.

The above steps begin the long, hard work towards putting Winnipeg on a path towards economic growth, sustainable revenue generation and stronger service delivery capacity.

This ability to generate new revenue will ensure the City is able to repair our existing roadways along with building new routes to ensure we continue to enhance our links as a vital, central trade corridor in Canada.

The MHCA looks forward to continuing to work with the City towards practical, workable solutions, to support its ratepayers with a strengthened civic fiscal capacity.

Respectfully submitted,
Manitoba Heavy Construction Association (MHCA)



Chris Lorenc, B.A., LL.B.,
President & CEO

cc. MHCA Board of Directors

Wpg 2025/TMP SPC PW June 12, 2025

SPC Public Works Committee June 12, 2025 Transportation Master Plan – Item No. 8

- Applaud the efforts of everyone involved in the consultation, research and writing of the proposed TMP and in particular, Public Works
- Happy to appear to support adoption of the plan as submitted
- Recognize that the TMP is the starting, not the end point
 - Its implementation will no doubt be influenced by circumstances and realities going forward
- We do think it lays out a reasonable vision for the future
- We would have preferred that linking investment in transportation to economic growth received a higher profile
 - But we are pleased that that connection is evident in the report and in the next steps
- You have received my written submission
 - No intention of repeating it
 - We do wish to offer an important going forward observation
- The TMP like any other, speaks to its implementation steps including:
 - Investment needed over a prescribed period
 - Allocation of resources
 - Identification of FTEs required to implement the plan
- I caution you that absent a Council focus on growing revenues with a determined focus on growing the economy, the benefits of an implemented TMP will remain on paper, not reality
- Council must in our view create a 'C' suite position of Chief Economic Development Officer to focus energies, capital programs, approval policies and related, to support growing the economy and generating revenues as an immediate result
 - Private sector harnesses business development officers and chief revenue officers in senior 'C' suite exec positions to grow business and revenues
 - The provincial government has a minister, deputy and department dedicated to economic growth

- The federal government is determined to create one economy, diversified, resilient, stable, an energy super-power
- That laser focus on all matters related to growth is what the city needs not just to be a real partner with the province and federal government in growing the economy
 - But to credibly make the case that it needs a new fiscal deal to face the growing demands for programming and capital investment such as the one evident in the TMP
- The existing fiscal arrangement is inadequate
- You again received a report of a forecast \$18.9 million operating deficit against reserves currently just under \$22 million
 - This is reoccurring – it is structural in nature – it is not going to disappear
- The TMP is not the place to discuss the above
 - However, Council must acknowledge the importance of achieving fiscal stability, new and sustainable revenues streams to give life, impact, meaning and results flowing from the TMP.
 - Failing that, its recommendations will remain on paper and not see reality.
- The city of Winnipeg – like most major urban centers – has reached, passed the point, where continued over reliance on reality taxes is sustainable
 - The city knows it, the province knows it, the public knows, sees and feels it
- Adopt the TMP absolutely.....
 - But concurrently advance in the process and in the appropriate political forums, the implementation of a Chief Economic Development Officer and pursuit of a New Fiscal Deal
- You can count on more public opinion support than perhaps you realize
- It is the necessary and right direction to pursue

Thank you!

Wpg 2025/TMP SPC Public Works Committee June 12, 2025

Executive Policy Committee June 17, 2025

Report of the SPC on PW – Item No. 3 - Transportation Master Plan (Transportation 2050)

- Applaud each of the recommendations made to you by Public Works.
 - There was a lot of work by Chair Councillor Lukes and the Public Works Committee members.
 - Each is to be thanked for their work.
- We also applaud everyone involved in the consultation, research and writing of the TMP, in particular the Director of Public Works who chaired the steering committee.
- The MHCA is pleased to support adoption of the TMP as recommended by Public Works.
- It moves forward in key areas including:
 - A Strategic Road Network Study.
 - A Goods Movement Study; and

- Maturing strategies, mapping and investment in pedestrian and cycling systems
 - The above speak to the imperatives of linking investment to economic growth and building a liveable city where Winnipeggers can get to where they need and want, using their mode of choice.
- We recognize that the TMP is the starting, not the end point
 - Its implementation will be influenced by circumstances and realities - fiscal being chief amongst them - going forward.
- We do think the TMP creates a reasonable vision for the future.
- You have my June 12 submission to Public Works
 - Without repeating it, we do wish to offer an important forward observation.
- The TMP, like any other, speaks to implementation steps including:
 - Investment needed over a prescribed period
 - Allocation of additional resources to implement the plan
 - The above is estimated to equal \$4.3 billion over the next 25 years
- I caution that absent a Council focus on growing the economy with resulting access to growth revenues, the benefits of an implemented TMP will remain on paper, not reality.
- To facilitate the above, Council must create a 'C' suite position of Chief Economic Development Officer to focus energies, capital programs, approval policies and related, to support growing the economy and generating revenues as an immediate result.
 - The private sector harnesses business development and chief revenue officers in senior 'C' suite exec positions to grow business and revenues
 - The Premier's Business and Jobs Council advises on economic matters and develops strategies for Manitoba's growth. There is a minister of Business, Mines, Trade & Job Creation supported by a deputy and department dedicated to economic growth
 - The Prime Minister's cabinet has as a matter of top federal priority, several ministers focusing on economic growth including:
 - Canadian Northern Economic Development
 - Transport & Internal Trade
 - Federal Economic Development Agencies
 - Canada/US Trade and One Canadian Economy
 - International Trade
 - The collective objective is to create one economy, diverse, resilient, stable, an energy superpower
- That laser focus on all matters related to growth is what Winnipeg needs..... not just to be a real partner with the province and federal government in growing the economy
 - But to credibly make the case for a new fiscal deal to face the growing demands for programming and capital investment such as the one evident in the TMP
 - Your decision-making culture cannot be focused on adopting plans that require revenue.
 - You must concurrently - as demonstrated with the above examples - be focused on steps to grow the economy, to add new businesses and taxpayers to contribute revenues.
- And that is because the existing fiscal arrangement - both access to revenues and revenue sharing - is clearly outdated and inadequate to task.

- You again received a report forecasting an \$18.9 million operating deficit against reserves currently just under \$22 million
 - This is reoccurring – it is structural in nature – it is not going to disappear
- The TMP provides impetus, example and reason why
 - Council must acknowledge the importance of achieving fiscal stability, of generating new and sustainable revenues streams, to give life, impact, meaning and results flowing from the TMP.
 - Failing that, its recommendations will simply remain on paper.
- Winnipeg - like most major urban centers - has reached, passed the point, where continued over reliance on reality taxes is sustainable.
 - The city knows it, the province knows it, the public knows, sees, and feels it.
- Adopt the TMP recommendations for the reasons noted earlier absolutely.....
 - But concurrently – ***make public policy history and leave an important legacy.***
 - Be the first major Canadian urban centre to advance in the appropriate political forums and with the public, the importance to our collective economic and social welfare, of a Chief Economic Development Officer and a New Fiscal Deal between the three orders of government.
- You can count on more public support than perhaps you realize.
- It is the necessary and right direction to pursue. We urge you to pursue it.

Thank you!