



2023 Balanced Budget Update

2020 – 2023 Multi-Year Budget Public Works Department



Photo: Kelly Krebs, courtesy Tourism Winnipeg

Standing Policy Committee on Public Works
March 3, 2023







Agenda

1. Service Description, Goals and Performance Measurement
2. Budget Overview and Highlights
3. Operating Budget:
 - Revenue / Expenditures
 - Changes
 - Salaries and FTEs
 - Reserve Summary
 - Referrals
4. Poverty Reduction Strategy
5. Capital Budget:
 - Summary
 - Projects
 - Changes
 - Referrals
 - Overview of Capital Needs
6. Other Important Information and Questions

What We Do

Services Provided*

Services	Description	OurWinnipeg Goals
City Beautification	Provide Winnipeggers and visitors with flower gardens, streetscaping, cleanliness, graffiti control and public art in order to promote the aesthetic appeal of the City of Winnipeg.	 Good Health and Well-Being (HW)
Roadway Construction & Maintenance	Provide Winnipeggers and visitors with access to well-maintained roadways, sidewalks, pathways and bridges in order to ensure the safe, efficient movement of people, goods and services.	 Good Health and Well-Being (HW)
Roadway Snow Removal & Ice Control	Undertake effective roadway snow and ice control services in order to provide safe and accessible conditions on city streets and sidewalks during the winter season.	 Good Health and Well-Being (HW)
Transportation Planning & Traffic Management	Plan, design and manage the transportation system and the traffic regulatory environment to provide a safe, environmentally-aware, accessible and sustainable transportation system.	 City Building (CB)


* Source: Volume 1, 2023 Community Trends and Performance Report

The departmental budget further includes two additional services which report through to Standing Policy Committee – Community Services:

- Parks and Urban Forestry
- Insect Control

How We Did

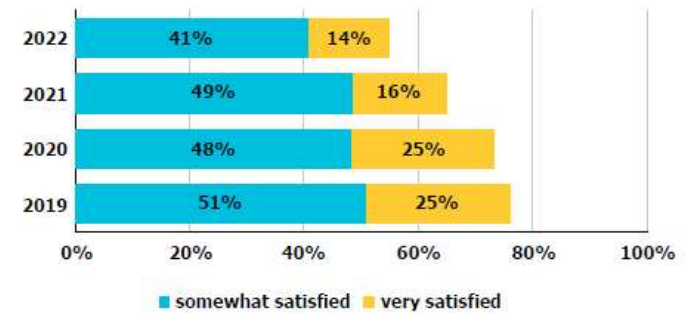
Performance Measurements – City Beautification*

Service Goal / Measure Description		2020 Actual	2021 Actual	2022 Target	2023 Target
	Beautify the city through enhanced street sweeping and other clean and green initiatives				
	Citizen satisfaction with City's efforts in keeping the City clean and beautiful	73%	65%	65%	65%
	Average number of days per cycle to sweep all regional/Active Transportation street inventory (summer program)	7	6	5	5

*Source: Volume 1, Community Trends and Performance Report

Effectiveness Measure (additional information)

Citizen satisfaction with City's efforts in keeping the City clean and beautiful




	2019	2020	2021	2022
Total Satisfied	76%	73%	65%	55%

Source: City of Winnipeg Annual Citizen Survey

How We Did

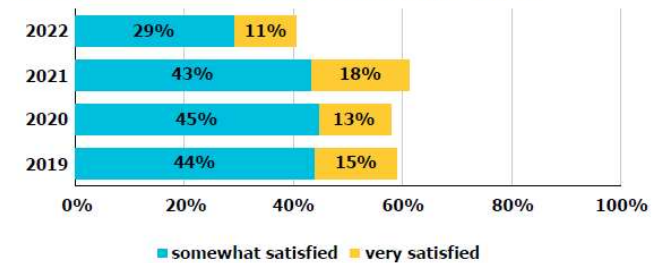
Performance Measurements – Roadway Construction & Maintenance*

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
 Provide quality transportation infrastructure by ensuring the road, sidewalk and pathway networks are in acceptable condition and are 'fit for purpose'				
Citizen satisfaction with the condition of major streets (such as Portage Ave. or Pembina Hwy.)	58%	61%	40%	53%
Citizen satisfaction with the condition of residential streets in neighbourhood	54%	50%	39%	48%
Regional streets in good or better condition	72.4%	n/a	74.9%	77.6%
Residential and industrial streets in good or better condition	69.1%	n/a	70.8%	71.8%

*Source: Volume 1, Community Trends and Performance Report

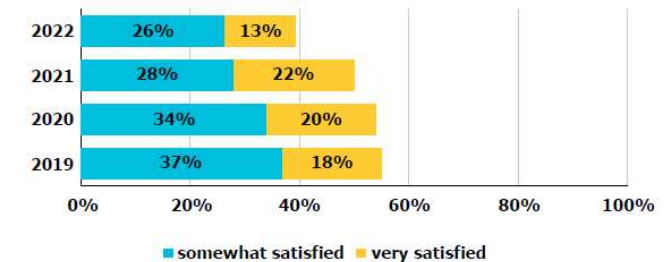
Effectiveness Measures (additional information)

Citizen Satisfaction with the Condition of Major Streets (such as Portage Ave. or Pembina Hwy.)



	2019	2020	2021	2022
Total Satisfied	59%	58%	61%	40%

Citizen Satisfaction with the Condition of Residential Streets in Neighbourhood




	2019	2020	2021	2022
Total Satisfied	55%	54%	50%	39%

Source: City of Winnipeg Annual Citizen Survey

How We Did

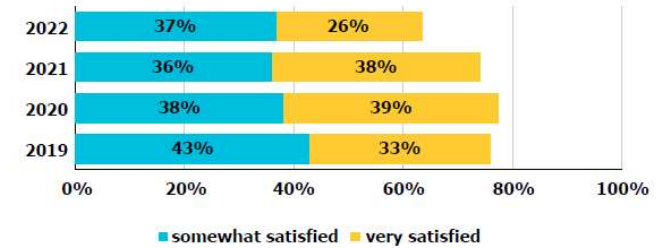
Performance Measurements – Roadway Snow Removal & Ice Control*

Service Goal / Measure Description		2020 Actual	2021 Actual	2022 Target	2023 Target
	Provide safe and accessible transportation infrastructure in winter by delivering efficient and effective snow and ice control services				
	Citizen satisfaction with snow removal	77%	74%	63%	71%
	Total costs for winter maintenance of roadways per lane-kilometre maintained in winter (2021)	\$6,546	\$6,881	\$7,087	\$7,300

*Source: Volume 2, Preliminary Operating and Capital Budget

Effectiveness Measure (additional information)

Citizen Satisfaction with Snow Removal



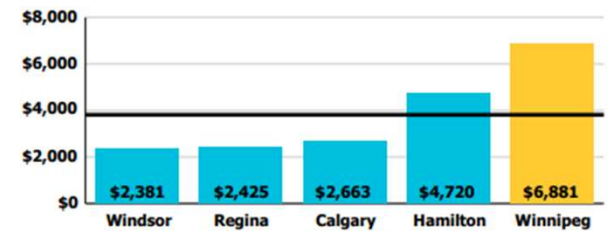
	2019	2020	2021	2022
Total Satisfied	76%	77%	74%	63%

Source: City of Winnipeg Annual Citizen Survey

Efficiency Measure

Efficiency Measurement

Total Costs for Winter Maintenance of Roadways per Lane-Kilometre Maintained in Winter (2021)




	2017	2018	2019	2020	2021
Wpg. Trend	\$4,905	\$5,159	\$6,657	\$6,546	\$6,881

Source: Municipal Benchmarking Network Canada (ROAD309T)

How We Did

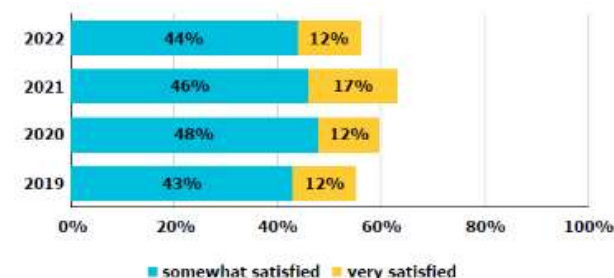
Performance Measurements – Transportation Planning & Traffic Management*

Service Goal / Measure Description	2020 Actual	2021 Actual	2022 Target	2023 Target
 Support the provision of a reliable and predictable transportation network by ensuring travel times are predictable and traffic flows are smooth				
Citizen satisfaction with the management of rush hour traffic flow	60%	63%	56%	56%
Average travel speed (km/h) on major roads during the AM period (7:00-9:00)	41.2	42.0	33.7	33.7

*Source: Volume 1, Community Trends and Performance Report

Effectiveness Measures (additional information)

Citizen Satisfaction with the Management of Rush Hour Traffic Flow



	2019	2020	2021	2022
Total Satisfied	55%	60%	63%	56%

Source: City of Winnipeg Annual Citizen Survey

Average Travel Speed (km/h) on Major Roads During the AM Period (07:00-09:00)

Route	2017	2018	2019	2020	2021
Henderson Hwy.	46.7	43.1	36.6	44.5	44.6
Main St.	40.0	35.1	34.3	40.1	39.7
Pembina Hwy.	38.9	n/a	29.7	41.7	43.3
Portage Ave.	38.9	41.8	35.4	39.7	39.8
St. Mary's Rd.	34.5	37.3	32.5	40.2	42.4

Source: WAZE traffic & navigation app. (The 2017-2018 data source was limited GPS data collected from travel time studies with test vehicles).

Please see this link on City website for WAZE data description:

<https://winnipeg.ca/publicworks/transportation/TMC/Waze/whatisWaze.stm>

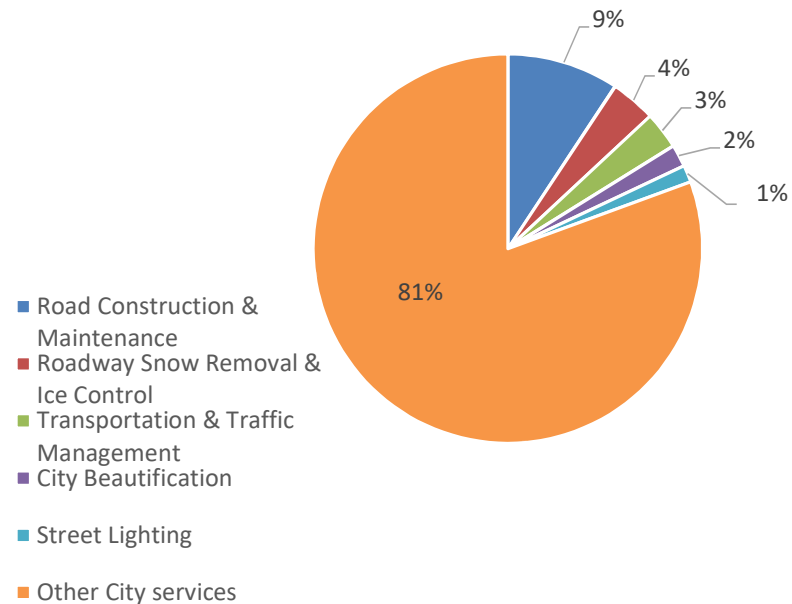
n/a = route not measured in given year

Budget Overview

Budget Overview (Service Based View)

2023 Average Homeowner's Property Tax Bill - \$1,967

Average Property Tax Bill for City Services



Total for Public Works services = \$382 per year or 19%

Budget Overview (Service Based View)

Preliminary 2023 Budget Update					
Service Based Budget (in millions of \$)	FTEs	% Contribution to Service Based Budget	Operating Budget (Mill Rate Support)	Capital Budget	Reserves, Net Income 3
Roadway Construction and Maintenance (1)	226.0	100.0	103.5	176.9	(3.1)
Roadway Snow Removal and Ice Control	132.0	100.0	36.3	-	-
Transportation Planning and Traffic Management (2)	165.0	99.0	29.9	6.4	-
City Beautification (3)	119.0	99.0	17.6	0.1	-
Total	642.0		187.3	183.3	(3.1)

Notes:

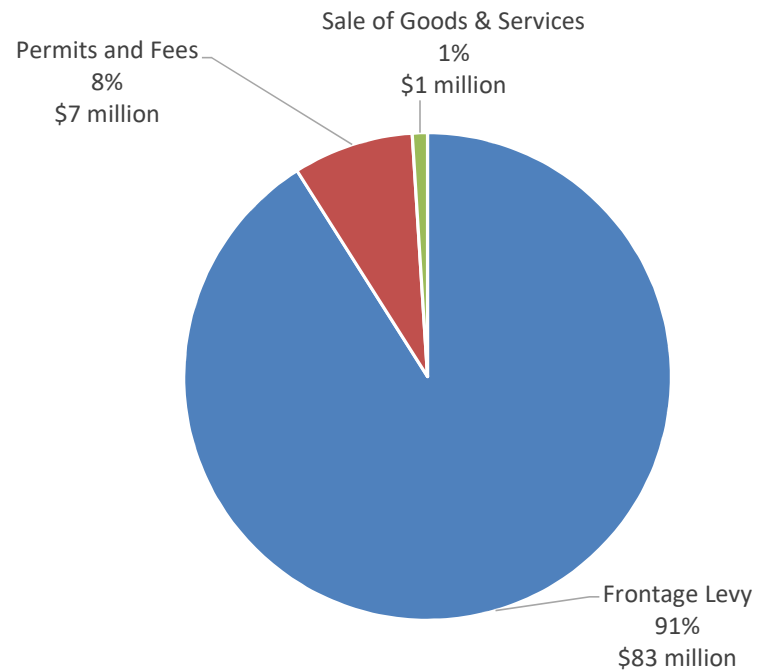
1. Other contributing department is Assessment and Taxation (Capital, \$0.5M)
2. Operating includes Public Works (56% or \$16.7M) plus Street Lighting (43% - \$12.9M). Other contributing department is Planning, Property and Development (1% - \$0.3M)
3. Other contributing department is Planning, Property and Development (Operating: 1% - \$0.2M), (Capital: \$0.1M)
4. Reserves' net income = revenue less expenditures



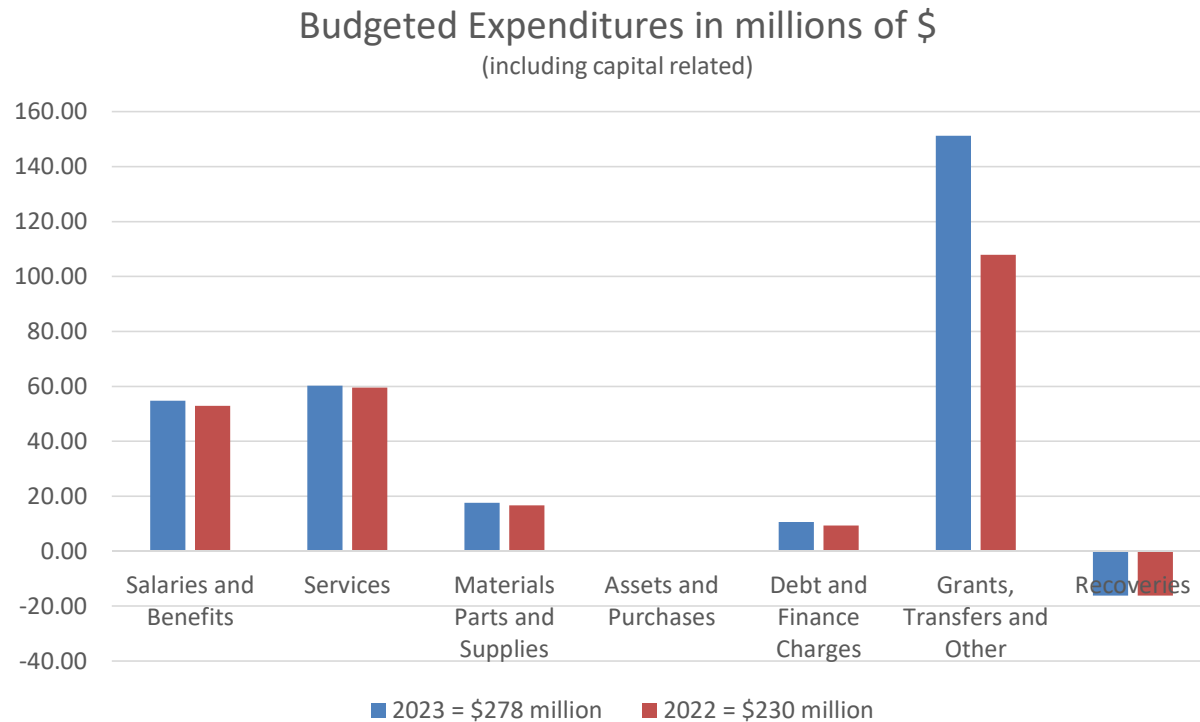
Operating Budget

Operating Budget Revenue Overview (Service Based View)

2023 Preliminary Budget Revenue = \$91 million



Operating Budget Expenditures Overview (Service Based View)



Operating Budget Changes

Operating Budget (In millions of \$)	MYB Criteria	2023 Budget
Mill Rate Support - Council Approved 2023 Projection from 2022 Budget Process (a)		185.7
<i>Increase (Decrease) From Forecast*:</i>		
<i>Revenue:</i>		
Increase in Frontage Levy	REV/COST	18.1
Other	REV/COST	0.2
Revenue Net Change (b)		18.3
<i>Expenditures:</i>		
Increased transfer to capital - Frontage Levy	LEGISLATED	17.8
Increase in fleet fuel - mainly price	REV/COST	0.9
Increase for enhanced sidewalk clearing	COUNCIL	0.9
Increase for debt and finance charges	COUNCIL	0.7
Increase for salaries and benefits - general rate increase	LEGISLATED	0.6
Decrease in street lighting cost	REV/COST	(0.9)
Decrease in landfill tipping fees	REV/COST	(0.3)
Other	HOUSEKEEP	0.2
Expenditures Net Change (c)		19.9
Mill Rate Support - Preliminary Budget (a-b+c)		187.3
* Includes housekeeping or fine tuning adjustments.		

Salary Budget and Full Time Equivalents (FTEs) / Vacancy Management

	2020 Adopted Budget	2021 Adopted Budget	2022 Adopted Budget	2023 Preliminary Budget	Increase / (Decrease) vs. 2022
Full Time Equivalents <i>(number of FTEs)</i>	647.00	647.00	639.00	642.00	3.00
Salaries & Benefits <i>(in millions of \$)</i>	\$ 52.0	\$ 52.5	\$ 52.8	\$ 54.7	\$ 1.9
Vacancy Management included in Salaries & Benefits <i>(in millions of \$)</i>	\$ (2.57)	\$ (2.51)	\$ (2.60)	\$ (2.64)	\$ (0.04)

Notes:

1. 2023 FTEs total 642.
2. 2023 FTEs have increased by 3.00 vs. 2022. Council approval of enhanced sidewalk clearing – winter snow fencing added 1.0 FTE and Council approval of the Road Safety Strategic Action Plan added 2.25 FTEs.
3. 1 FTE is approximately equivalent to \$58,246 for vacancy management in the 2023 preliminary budget.

Reserve Summary (Service Based View)

amounts are in thousands

		2023				
<u>Reserve Name</u>	<u>Service</u>	Beginning Balance	Revenue	Expense	Net (Revenue less Expenses)	Forecasted Ending Balance
1 Canada Community Building Fund (1)	Roadway Construction and Maintenance	14,373	48,617	51,599	(2,982)	11,391
2 Local Street Renewal	Roadway Construction and Maintenance	712	64,680	64,784	(104)	608
3 Regional Street Renewal	Roadway Construction and Maintenance	297	51,174	51,221	(47)	250
Total Reserves		15,382	164,471	167,604	(3,133)	12,249

(1) formerly Gas Tax Reserve

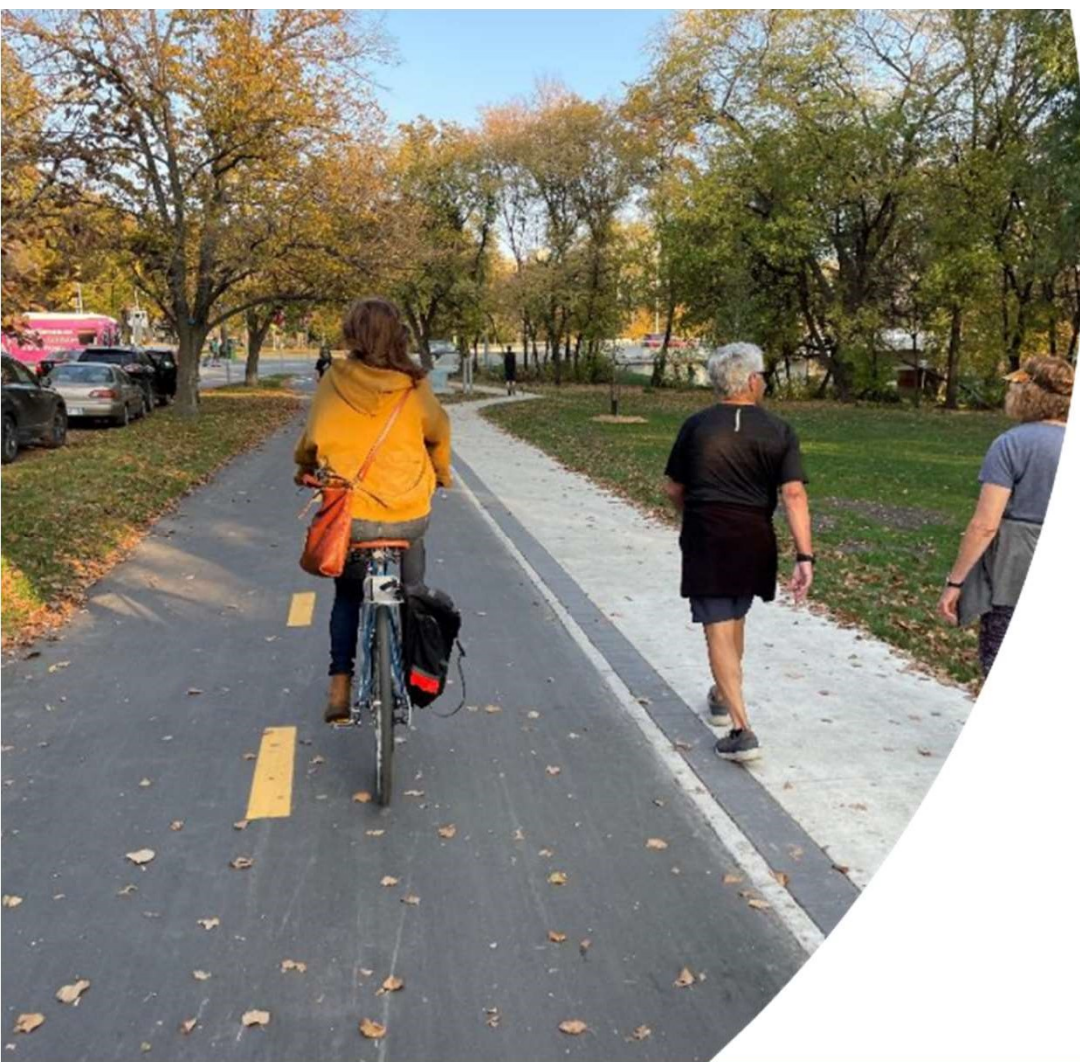
Operating Budget Referrals

Referral Description	SPC/Council and Date	Included in Budget Y/N	2023		2024		2025		2026	
			FTE	\$	FTE	\$	FTE	\$	FTE	\$
Painting Pedestrian and Cycling Crossings	IRPW - June 9, 2022	N	8.00	987,800	8.00	697,760	8.00	707,919	8.00	718,282
Snow Clearing and Ice Control Policy	Council - July 21, 2022	Y	1.00	886,640	1.00	1,351,567	1.00	1,369,612	1.00	1,388,018
Winnipeg Road Safety Strategic Action Plan	Council - July 21, 2022	Y	2.25	281,907	3.00	383,394	3.00	391,062	3.00	398,883
Updates and Improvements to Road Design Specifications <i>(retain third-party consultant)</i>	Public Works - January 10, 2023	N	0.00	300,000	0.00	-	0.00	-	0.00	-
Total			11.25	2,456,347	12.00	2,432,721	12.00	2,468,593	12.00	2,505,183

Alignment to the Poverty Reduction Strategy

- In response to the Council approved strategy, Public Works Department has identified work and corresponding budget within the strategy
- 2023 Budget aligned to the strategy:
 - \$0.3 million or 0.1% of Total Departmental Operating Expenditures
 - \$Nil - Departmental Capital Expenditures





Capital Budget

Capital Summary – By Service

Service (\$000's)	2022 Adopted Budget	2023 Preliminary	2024 - 2028 Forecast	6-year Total
City Beautification	326.0	128.0	1,166.0	1,294.0
Roadway Construction & Maintenance	175,963.0	176,850.0	946,858.0	1,123,708.0
Roadway Snow Removal & Ice Control	-	-	478.0	478.0
Transportation Planning & Traffic Management	6,130.0	6,358.0	36,619.0	42,977.0
Total Capital Submission	182,419.0	183,336.0	985,121.0	1,168,457.0

Key Projects in the Funded Capital Submission



Regional & Local Street Renewal Program

Improve safety and condition of our street, bridge, sidewalk and cycling networks to support the sustainable movement of people, goods and services.

Budget Year(s): 2023 - 2028
Amount: \$977.4 million



Road Safety Improvement Program

Support safe and efficient movement of all modes within the transportation network.

Budget Year(s): 2023 - 2028
Amount: \$12.5 million

Pedestrian & Cycling Program

Promote mode shift, support active living and improve equitable service delivery through active transportation network improvements and expansions.

Budget Year(s): 2023-2028
Amount: \$13.4 million



Arlington Bridge Rehabilitation (Feasibility Study)

Explore the feasibility of undertaking a major repair or rehabilitation of the existing bridge in order to extend the service life of the bridge.

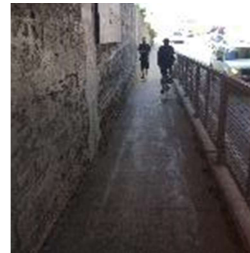
Budget Year(s): 2023
Amount: \$850,000



St. Vital Bridge Rehabilitation

Rehabilitation and widening of the bridge to maintain expected service levels related to quality, roadside safety and accessibility.

Budget Year(s): 2023-2024
Amount: \$38.8 million



Osborne Street Underpass (Study)

Explore alternatives for an active transportation (AT) grade separation, in the vicinity of the existing Osborne Street Underpass, to address a gap in the AT Network to cross the CN mainline.

Budget Year(s): 2025 & 2028
Amount: \$2.6 million

Listing of Capital Projects

Project Name (\$000s)	2023 Preliminary Budget	2024 - 2028 Forecast	6-Year Total
Pedestrian and Cycling Program	\$ 1,890.0	\$ 11,554.0	\$ 13,444.0
Portable Traffic Study Equipment	-	162.0	162.0
Transportation Master Plan	154.0	1,205.0	1,359.0
Traffic Signals Vehicle Detection Program	250.0	1,250.0	1,500.0
Traffic Signals Bases Replacements	-	6,500.0	6,500.0
Traffic Management Centre Evergreening Program	-	1,000.0	1,000.0
Road Safety Improvement Program (<i>formerly Traffic Engineering Improvements</i>)	1,264.0	11,248.0	12,512.0
Upgrade Noise Policies and Equipment Study	-	100.0	100.0
Inner-Ring Road - Functional Design	-	750.0	750.0
Salt and Sand Storage Shed	-	478.0	478.0
St. Anne's Road Widening	-	3,600.0	3,600.0
Regional and Local Street Renewal	155,820.0	821,604.0	977,424.0
Trade Route Corridors - Planning & Design	2,800.0	-	2,800.0
Waterway Crossing and Grade Separations - Annual Program	3,000.0	33,739.0	36,739.0

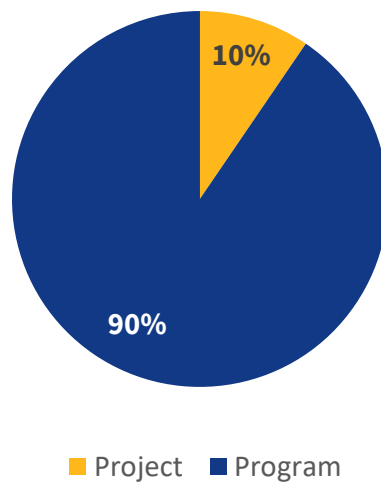
Listing of Capital Projects

Project Name (\$000s)	2023 Preliminary Budget	2024 - 2028 Forecast	6-Year Total
Pembina Highway Overpass (Bishop Grandin) Rehabilitation	1,000.0	19,400.0	20,400.0
Osborne Street Underpass	-	2,600.0	2,600.0
St. Vital Bridge Rehabilitation	15,600.0	23,200.0	38,800.0
Lagimodiere Twin Overpasses Rehabilitation (Concordia Ave & CPR Keewatin)	-	37,742.0	37,742.0
Arlington Bridge Rehabilitation	850.0		850.0
Ness Culvert Replacement	-	4,023.0	4,023.0
Elm Park Bridge Repairs	-	2,088.0	2,088.0
Disraeli Bridge and Overpass Facility	-	-	-
Charleswood Bridge	-	-	-
Chief Peguis Trail - Henderson Highway to Lagimodiere Boulevard	-	-	-
Asset Management System - Various Divisions	100.0	500.0	600.0
*Local Improvements - Ongoing Program ¹	480.0	1,212.0	1,692.0
*Downtown Enhancement Program ²	128.0	640.0	768.0
*Business Improvement Zones, Image Routes and Neighbourhood Main Streets ²	-	526.0	526.0
Total Preliminary Budget	\$ 183,336.0	\$ 985,121.0	\$ 1,168,457.0

Delivered by another department: 1. Assessment and Taxation Department; 2. Planning, Property & Development Department

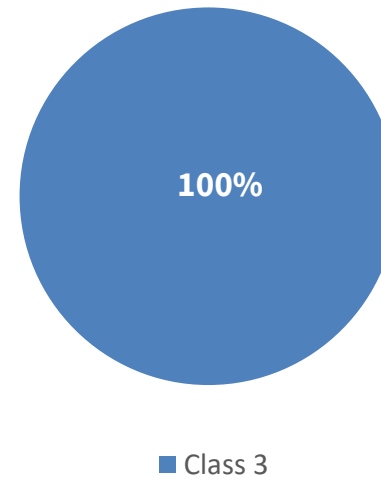
2023 Capital Projects – Additional Details

2023 Budget Composition



The 2023 budget includes projects (10%) and programs (90%).

2023 Project Class Estimate



All projects in 2023 are at a Class 3 estimate. This includes Pembina Highway Overpass Rehabilitation (Feasibility Study), St. Vital Bridge Rehabilitation and Arlington Bridge Rehabilitation (Feasibility Study).

A Class 3 estimate is the accepted level of accuracy required for a project budgeted in the current year and construction cannot commence until that level of accuracy has been obtained.

Capital Budget Changes

Projects (in millions \$)	MYB Criteria	2023 Preliminary	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast	2023 to 2027 Total	2028 Forecast	6-year Total
Council Approved Forecast		160.75	156.03	170.72	177.47	187.82	852.78		852.78
Increase / (Decrease) From Forecast:									
TMC Evergreening Program ¹	REV/COST	-	0.20	0.20	0.20	0.20	0.80	0.20	1.00
Road Safety Improvement Program ²	REV/COST	-	-	0.98	-	-	0.98	3.00	3.98
Regional & Local Street Renewal ³	REV/COST	18.94	17.80	16.82	17.80	17.80	89.16	180.08	269.24
Arlington Bridge Rehabilitation ⁴	REV/COST	0.85	-	-	-	-	0.85	-	0.85
St. Anne's Road Widening ⁵	REV/COST	-	-	-	-	0.10	0.10	3.50	3.60
Trade Route Corridors - Planning & Design ⁶	REV/COST	2.80	-	-	-	-	2.80	-	2.80
2028 Forecast	REV/COST	-	-	-	-	-	-	34.21	34.21
Total Changes		22.59	18.00	18.00	18.00	18.10	94.69	220.99	315.68
DRAFT CAPITAL BUDGET		183.34	174.03	188.72	195.47	205.92	947.47	220.99	1,168.46

Variance from Forecast:

1. TMC Evergreening Program introduced in 2024 to replace Traffic Management Centre equipment at the end of useful life.
2. Funding increased for Road Safety Improvement Program in 2025 to support implementation of priority recommendations outlined in the Road Safety Strategy.
3. Additional funding for Regional Street Renewal Projects and Active Transportation facilities (2023-2028).
4. 2023 includes funding for a feasibility study for Arlington Bridge rehabilitation.
5. 2027 includes funding for preliminary design of St. Anne's Road Widening project.
6. 2023 includes funding for post-preliminary design work for a priority major capital transportation infrastructure projects.

Capital Budget Referrals

Referral Name	Referral Wording	SPC/ Council and Date	Included in the Budget	2023	2024	2025	2026	2027	2028
			Y/N	Amount in \$000's					
Adding Naming Signage to Bridges within the City	The Standing Policy Committee on Infrastructure Renewal and Public Works referred the matter to the 2023 Budget Review process for consideration.	IRPW March 8, 2022	N	\$190					
Including Active Transportation Criteria in the Road Renewal Budget	The Standing Policy Committee on Infrastructure Renewal and Public Works referred the matter to the 2023 Budget Review process for consideration.	Council April 28, 2022	Y						
Road Projects Constructed without Identified Active Transportation Facilities <i>(Recommendation 2J in 2022 Adopted Budget)</i>	Council directed that the public service report back to the appropriate Committee of Council, through the annual budget process, on the status of all road projects identified in capital budgets between 2020 and the current budget year that included Active Transportation infrastructure reconstruction, rehabilitation or preservation that were identified in the active transportation strategies that were passed by Council in 2015 but where active transportation facilities were not built.	Council December 15, 2021	Y						
Active Transportation Path Connecting Island Lakes and Southdale Neighbourhoods	The Standing Policy Committee on Infrastructure Renewal and Public Works referred the matter to the 2023 Budget Review process for consideration.	IRPW June 9, 2022	N	\$300	\$900				

Capital Budget Referrals

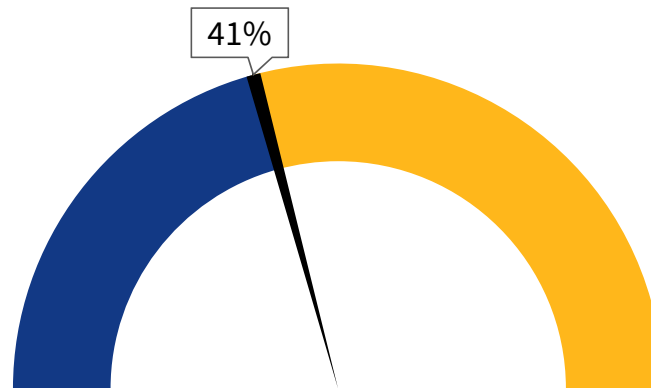
Referral Name	Referral Wording	SPC/ Council and Date	Included in the Budget	2023	2024	2025	2026	2027	2028
			Y/N	Amount in \$000's					
Twinning of Peguis Street	The Standing Policy Committee on Public Works concurred in the recommendation of the East Kildonan-Transcona Community Committee and referred the twinning of Peguis Street from the south side of the Canadian Pacific Rail line to the intersection of Concordia Avenue, to the 2023 Budget Review Process.	PW November 29, 2022	N						
Urbanization of Main Street (Red River Boulevard and City Limit)	The Standing Policy Committee on Infrastructure Renewal and Public Works concurred in the recommendation the East Kildonan-Transcona Community Committee that the urbanization of removing ditches, adding sidewalks, centre medians, Active Transportation amenities, etc. on Main Street from Red River Boulevard to the City Limit, be referred to the 2023 Budget Review Process.	IRPW September 7, 2022	N						
Installation of a Bike Lane with Poly-Posts on Wellington Crescent (<i>Enhanced Summer Bike Lane Program Update</i>)	Council concurred in the recommendation of the Standing Policy Committee on Infrastructure Renewal and Public Works and adopted the following: 2) That the Council decision of April 28, 2022, to install a bike lane with poly-posts along Wellington Avenue, be rescinded and that the matter be referred to the 2023 budget process for consideration.	Council September 22, 2022	N						
Flashing Amber Lights in School Zones	The Standing Policy Committee on Public works referred the costs associated with the installations of flashing amber lights in school zones to the 2023 Budget Review Process.	PW November 29, 2022	N						



Budget Challenges

Budget Outlook

6-Year Infrastructure Funding Level



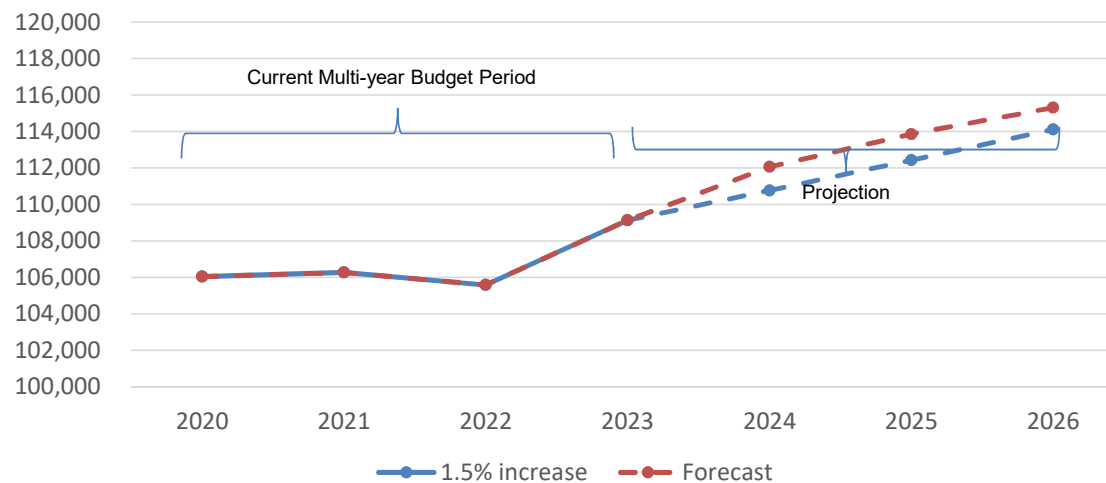
Planned Investment = \$1,168.5 million = 41% Funded
Total Potential Capital \$2,829.3 million

City's 2023 to 2028 Infrastructure Funding Gap is \$5.7 billion

Budget Outlook

2024 to 2026 Expenditure Projections

Operating Budget Forecast Compared to
EPC Target in the 2020 to 2023 Multi-Year Budget
In millions of \$



Note: EPC expenditure increase target for Public Works = 1.5%



Questions?