City of Winnipeg

NEWPCC Upgrade Projects Governance Framework

October 2025

Disclaimer

This document has been prepared for The City of Winnipeg (“Client”) pursuant to the terms of the engagement agreement with Client dated 2025-03-18 (the “Engagement Agreement”). The author neither warrants nor represents that the information contained in this document is accurate, complete, sufficient or appropriate for use by any person or entity other than Client or for any purpose other than set out in the Engagement Agreement. This document may not be relied upon by any person or entity other than Client, and the author hereby expressly disclaims any and all responsibility or liability to any person or entity other than Client in connection with their use of this document.

Terminology and Abbreviations

Term / Abbreviation	Definition
CAO	Chief Administrative Officer
CCO	Chief Construction Officer
CFO	Chief Finance Officer
CPI	Cost Performance Index
DOA	Delegation of Authority
EPC	Executive Policy Committee
KPI	Key Performance Indicator
NEWPCC	North End Sewage Treatment Plant (formerly known as the (North End Water Pollution Control Centre)
NEWPCC Upgrade Program, “The Program”	The comprehensive upgrades being completed at NEWPCC; includes all three mega projects
NEWPCC Upgrade Project	Any one of the three mega projects that forms the NEWPCC Upgrade Program
PSC	Project Steering Committee
RACI	Responsible, Accountable, Consulted, and Informed
SPI	Schedule Performance Index
The City	City of Winnipeg
ToR	Terms of Reference
TRIF	Total Recordable Incident Frequency

Contents

1 Introduction and Purpose 1
1.1 Background 1
1.2 Purpose of the Governance Framework 2
1.3 Key Governance Principles 3

2 Governance Structure and Roles 4
2.1 Governance Structure 4
2.2 Roles and Responsibilities 6
2.3 Governance Interfaces 8
2.4 Terms of Reference 8

3 Governance Authorities and Escalation 10
3.1 Delegations of Authority (DOA) 10
3.2 Major Decisions 10
3.3 Stage Gate Approvals 12
3.4 Contingency Authority 13
3.5 Escalation Protocols 13
3.5.1 Decision Escalation 15
3.5.2 Risk Escalation 15
3.5.3 Issues Escalation 16

4 Reporting and Key Performance Indicators 17
4.1 Project Key Performance Indicators 17
4.2 Project Reporting 18

Appendix 1: Project Steering Committee – Terms of Reference 21

Appendix 2: EPC NEWPCC Upgrade Project Oversight 23

1 Introduction and Purpose

1.1 Background

The City of Winnipeg (the City) is currently undertaking a large and complex wastewater upgrade program at the North End Sewage Treatment Plant (NEWPCC), referred to as the NEWPCC Upgrade Program, or the Program. The Program is being undertaken to comply with Environment Act Licence requirements and timelines, address capacity limitations, and age of the existing infrastructure.

The NEWPCC Upgrade Program consists of three main projects, each with a respective budget and schedule. The budget numbers shown in Table 1 reflect the current program information.

Table 1: NEWPCC Upgrade Program Information

NEWPCC Upgrade Projects	Phase	Budget (2019) [1]	Budget Amendments	Budget (2024/25)	Scheduled Completion
Power Supply and Headworks Facilities ("Headworks") ** Also includes three ancillary projects[4]	Construction	$408M	$65M (2021)[2] $45M (2024)[3]	$518M	2026[4]
Biosolids Facilities	Development Phase	$553M	$482 (2023)[5]	$1.035B	2030
Nutrient Removal Facilities	Pre-Procurement	$828M	$663M	$1.49B[6]	2030[7]
Total		**$1.79B**	**$592M**	**$2.38B**	

[1] Class 3 cost estimate (including interest charges) in 2018 dollars presented to and approved by Council on February 28, 2019.
[2] $65 M budget amendment for Headworks Project due to Preferred Proponent's price exceeding the affordability threshold. Approved by Council on May 27, 2021.
[3] $45 M budget amendment for the Headworks Project due to costs associated with the Northwest Interceptor failure. Approved by Council February 22, 2024.
[4] Headworks Project is scheduled for completion in 2026; however, the Distributed Control Migration ancillary project will extend to Q4 2027. Ancillary projects include primary clarifier upgrades, UV upgrades, and DCS Migration.
[5] $482 M budget amendment for the Biosolids Facilities due to an updated Class 3 cost estimate based on rapidly changing market conditions. Approved by Council on September 29, 2023.
[6] Nutrient Removal revised cost estimate presented March 12, 2025.
[7] Nutrient Removal scheduled completion date is based on the regulated completion date and is currently under review.

1.2 Purpose of the Governance Framework

The governance framework has been prepared to summarize key areas of project governance and how they should be employed for the NEWPCC Upgrade Projects.

Project governance is a formal system of rules and procedures for establishing sound management, efficient delivery, and effective oversight over a project. It aligns the management of a project to corporate objectives, defines and regulates responsibility, authority and decision making, and provides the mechanism to effectively monitor and control performance and risk. It is a logical, robust and repeatable management framework of clear roles and responsibilities within which:

- Project performance is transparently tracked and reported
- Project decisions are made in recognition of a common vision and approved objectives, strategies, budgets, and Delegation of Authorities within an evolving external environment
- Key Project risks and mitigations are proactively reviewed and managed
- Project organizations are formed and aligned around shared objectives
- Project objectives are monitored and proposed changes are reviewed and approved
- Compliance with corporate and external requirements is confirmed

Governance on each project within the NEWPCC Upgrade Program is structured to complement the City of Winnipeg's normal governance while accounting for the unique nature of a large complex project. This allows for governance discipline to be maintained while providing decision flexibility and authority that account for the unique circumstances of the NEWPCC Upgrade Projects.

Effective governance will provide the City's Administration and City Council with the right information, in an appropriate format, to make decisions within the required timeframe. It allows for levels of control and requires unambiguous Delegations of Authority (DOA) to avoid multi-layered decision-making and unnecessary delay in project delivery. It fosters internal and external stakeholder engagement, drives ongoing improvement, and bolsters organizational reputation. Effective governance is essential for project success and will assist the City to avoid unnecessary cost growth and delay.

This document focuses on governance related to the NEWPCC Upgrade Projects and affects the Water and Waste Department, City Administration, City Council and Council Committees. Governance affects the NEWPCC Upgrade Projects by requiring project leadership and project team members to demonstrate accountability for delivering on all agreed milestones, objectives, and metrics.

1.3 Key Governance Principles

To accomplish the governance objective, there are four key principles of effective project governance that must be addressed: alignment, accountability, autonomy and disclosure. A description of each principle is provided in Table 2 below.

Table 2: Four Principles of Governance

Alignment	• Ongoing alignment between City objectives, project objectives, and successful outcomes • Alignment of culture, policies, and objectives across project stakeholders • Mechanisms in place to efficiently surface and respond to misalignment
Accountability	• Clearly defined, unambiguous, and agreed accountability • Clarity across functions and individuals for defining project objectives • Objectives are met and change, risk, and opportunities are effectively escalated and managed
Autonomy	• Assigned to empower and facilitate effective decision making • Aligned to accountability and capability • Empowers effective, timely decision making to be made at the appropriate level of the project to enable efficient delivery
Disclosure	• Defined system for monitoring the project and assuring stakeholders that the project is set to meet its objectives • Reporting of information is transparent, timely, and appropriate to meet the needs of the delivery and governance teams

To further define the role of governance, it is helpful to know what governance is not. Governance is not project management which is the management of day-to-day activities at the project level. For example, project management includes progression of project design and construction, project controls, permit compliance activities, and working within the delegations of authority.

2 Governance Structure and Roles

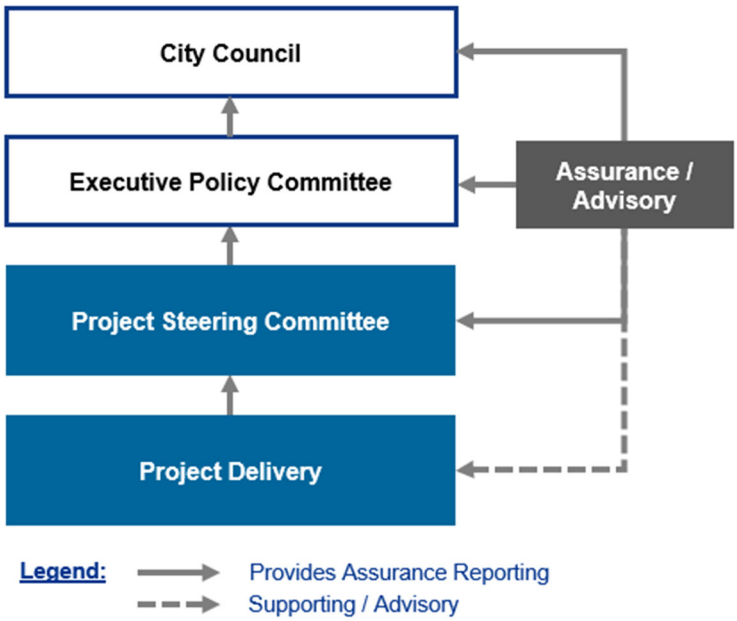
2.1 Governance Structure

The governance model to be used on projects within the NEWPCC Upgrade Projects provides a streamlined and fit-for-purpose governance and oversight structure for each of the NEWPCC Upgrade Projects. The new structure is shown in Figure 1 and includes the following features:

- The Director of Water and Waste is the Project Sponsor.
- Formation of the NEWPCC Project Steering Committee (PSC).
    - The PSC includes the City Chief Administrative Officer (CAO), Chief Financial Officer (CFO), the Director of Assets and Project Management, the Director of Water and Waste, and the Director of Public Works[8].
    - The CAO is the Chair of the PSC.
    - The PSC includes the Chief Construction Officer (CCO) in an observing capacity.
    - The PSC reports directly to the Executive Policy Committee (EPC).
- The EPC oversees the NEWPCC Upgrade Projects on behalf of Council and will hold dedicated meetings for the NEWPCC Upgrade Project or combination of projects. Additional information on the dedicated meetings is located in Appendix 2.
    - The EPC reports to City Council per the existing structure.
- The Assurance / Advisory function is led by the CCO and provides assurance reporting to Council, the EPC, and the PSC.
    - Assurance independently monitors project performance to provide confidence that the projects are well-managed and aligned with objectives.
- The Assurance / Advisory function has a supporting / advisory relationship to the Project Delivery team.

[8] Or another senior representative from City Administration.

Figure 1: NEWPCC Upgrade Project Governance Structure



The governance structure optimizes all four principles of successful project governance (Table 3). The structure supports reporting moving upward through the hierarchy while direction and oversight are provided downward from the appropriate level.

Table 3: Principles of Governance Addressed

Alignment	• PSC to drive City-wide alignment around project objectives • Simplified structure for surfacing misalignment
Accountability	• Clearly defined governance bodies and reporting relationships support unambiguous accountability and escalation • Reduces layers of reporting and delegation with a clear single point of accountability
Autonomy	• Allows for effective delegation, decision making, and empowerment of project delivery • Supports effective delegation of authority
Disclosure	• Clear, efficient and tiered reporting • Independent assurance supports transparent, timely, and well understood information

Detailed roles and responsibilities are defined in the next section, and the Terms of Reference for the PSC is provided in Appendix 1.

2.2 Roles and Responsibilities

Clearly defined roles and responsibilities are critical to successful governance of the NEWPCC Upgrade Projects. In the table that follows, governance roles are identified, and mandates are defined. Governance roles need to be broadly communicated within the Project team and the broader organization. All roles within the governance structure have the responsibility to document decisions to support project management throughout the NEWPCC Upgrade Project's lifecycle.

Table 4: Roles and Responsibilities

Entity	Roles and Responsibilities
City Council	• Responsible for top-level decisions for the City. • Oversees organization and project performance on behalf of the public.
Executive Policy Committee	• Provides enhanced oversight of the NEWPCC Upgrade Projects on behalf of City Council. • Oversees project performance against objectives. • Receives, reviews, and considers monthly reports and dashboards on project performance and risk from Project Delivery and the PSC. • Reports to City Council on project performance. • Receives recommendations for top level decisions from the PSC and develops a thorough understanding of the required decisions. • Provides recommendations to City Council for project decisions above the authority of the CAO and/or the CFO. • Provides strategic guidance and alignment to the PSC.
Project Steering Committee	• Responsible for oversight of the NEWPCC Upgrade Projects. • Provides recommendations to EPC for project decisions above the authority of the CAO and/or the CFO. • Accountable for project decisions at the CAO and/or the CFO authority levels. • Accountable for conducting gate reviews and recommending gate decisions. • Establishes support for the Projects across the organization. • Allocates approved budget and resources to the projects by stage gate.
Project Sponsor	• Provide direction that aligns the project with the department's strategic objectives.

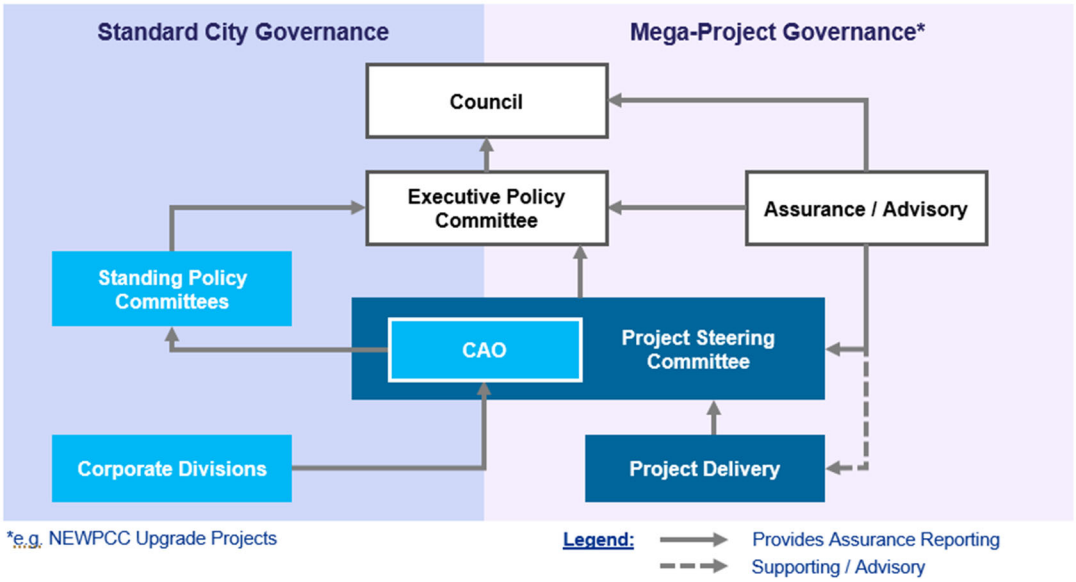
Entity	Roles and Responsibilities
	• Ensure that adequate resources (financial, personnel, etc.) are available for the Project's success. • Act as a liaison between the Project Delivery team and oversight functions, ensuring internal and external stakeholder interests are represented. • Facilitates transparent communication within the team and with external stakeholders about project status and important updates. • Provides due diligence advice to the Project Delivery Lead around NEWPCC Upgrade Project issues, as required. • Advocates for the successful achievement of the NEWPCC Upgrade Projects and objectives.
Assurance / Advisory	• Chaired by the CCO who is responsible to provide assurance reporting to the PSC, the EPC, and City Council related to major project delivery. • Performs ongoing monitoring and evaluation of project performance, processes, reporting, and delivery. • Supports the receipt of transparent and timely reports from Project Delivery to PSC, EPC, and City Council. • Identifies / provides advice on key overarching project risks and potential mitigation strategies. • Supports PSC, EPC, and City Council in ensuring the project follows a disciplined process through governance gates. • Supports PSC, EPC, and/or City Council with confirming the governance structures are in place and functioning effectively. • Completes deep dives into key areas of risk and/or concern as directed by PSC, EPC, and/or City Council. • Validates and/or challenges Project Delivery decisions. • Can utilize internal City staff, such as Capital Projects Oversight and Reporting Division, as required, as well as external experienced personnel to support Assurance activities.
Project Delivery	• Project Delivery Lead is the Water and Waste (W&W) Department Manager of Engineering, who leads the NEWPCC Upgrade Project delivery across the entire project lifecycle. They also act as the single point of accountability for cost, schedule, and scope delivery. • Project Delivery includes the respective NEWPCC Upgrade Project team that executes the project and is responsible for executing day-to-day project activities, and developing and delivering project reporting and stage deliverables

2.3 Governance Interfaces

The existing standard City Governance structures, including the relationship to City Council and various Standing Policy Committees, will continue as normal except for the NEWPCC Upgrade Projects. Incorporating other capital projects into this governance structure may be considered in the future.

Figure 2 shows how the NEWPCC Upgrade Project's governance interfaces with the governance structures currently in place with the City of Winnipeg. In the City's normal governance structure, all corporate divisions report to the CAO, who is responsible for reporting up to the respective Standing Policy Committee and to the EPC. In practice, the reporting to the Standing Policy Committees is often delegated to Directors.

Figure 2: NEWPCC Upgrade Project Governance Interfaces



2.4 Terms of Reference

The main objective of the Terms of Reference (ToR) is to define the purpose of the respective project governance committees. For the NEWPCC Upgrade Projects, a ToR has been developed for the PSC and provided in Appendix 1

The ToR includes the following information:

- Purpose
- Chair and Membership

- Responsibilities
- Meeting requirements including frequency and attendees
- Reports received or created

3 Governance Authorities and Escalation

Clearly defined financial and decision-making authorities paired with escalation protocols are key to the success of the NEWPCC Upgrade Projects. This allows decisions to be made at the right level, facilitates expedient decision making, and reduces unnecessary delays to delivery or issue resolution.

3.1 Delegations of Authority (DOA)

The DOA defines the approval authority of each level of the new NEWPCC Upgrade Projects governance structure presented in Section 2.1. Currently, all existing approved delegations apply to the governance structure. Under the new structure, with the CAO as the chair and the CFO as a member of the PSC, the existing authorities granted to the CAO and CFO apply to the PSC.

A NEWPCC Upgrade Projects DOA is in development by the Project Delivery Team to address an audit recommendation. Once the NEWPCC Upgrade Projects DOA is finalized, it should be summarized in a single location such as an appendix to the governance framework. Further review of the DOA may be required once the new governance structure has been implemented to resolve the NEWPCC Upgrade Projects audit recommendation(s).

Recommendations for updates to contingency authority levels are described in Section 3.4.

3.2 Major Decisions

Unambiguous decision-making authority is essential to successful project delivery and effective project governance. It makes certain that decisions are considered and made at the right level of the organization and shields the projects from unnecessary delays. The Recommend / Approve matrix in Table 5 below identifies the major decisions and milestones that will occur during the Project and the associated Recommendation (R) and Approval (A) requirements.

For all major decisions and/or milestones defined in Table 5, the chair of the recommending body is tasked with gathering input and synthesizing a recommendation. The approving body must review the recommendation and provide documentation to support their decision. The chair of the approving body is responsible for leading and ensuring the process is achieved within the agreed timelines.

Table 5: Major Decision Matrix

Major Decisions and / or Milestones	City Council	Executive Policy Committee	Assurance / Advisory	Project Steering Committee	Project Delivery
Business Case				A	R
Project Charter			R	A	R
Initial Project Approval and associated budget, scope, schedule and contingency	A	R	R	R	R
Finance and Funding Strategy / Structure	A	R	R	R	R
Changes to Project scope, schedule, and budget within parameters established by Council approvals	Governed by contingency drawdown and DOA approval levels				
Changes to Project scope, schedule, and budget outside the parameters established by Council approvals	A	R	R	R	R
Stage Gate and Control Point Approval	Stage Gate and Control Point approval per the approved DOA and procedures in the City of Winnipeg Project Management Manual				
Procurement / Contract Strategy / Model for Major Contracts	A	R	R	R	R
Initiate Procurement (i.e., release of RFP) for Major Contracts			R	A	R
Preferred Proponent Selection for Major Contracts			R	A	R
Major Contracts Award	A	R	R	R	R
Other Procurements / Contract Awards	City of Winnipeg policies and processes				
Contractual Acceptance of Substantial Completion				A	R

Specific guidance related to Stage Gate decisions and Contingency Authority are provided in the following sections.

3.3 Stage Gate Approvals

The current City of Winnipeg project lifecycle and stage gates outlined in the City's Project Management Plan (PMM) have been specifically developed for Design-Bid-Build contracts. There is a project audit recommendation to refine the typical stage gates for other delivery models, including Progressive Design Build, being used for the NEWPCC Upgrade Projects. This section considers the decision-making authority and considerations related to stage gates in preparation for the resolution of the project audit recommendation.

The project lifecycle and the stage gate process use:

- Stages, during which work is completed, and
- Gates, when a decision to progress a project is made.

The stage gate process provides a go or no-go decision at each gate that allows for consideration of project development and readiness, any changes in requirements including business need, resource requirements, and risk. The process supports informed decisions regarding strategic alignment of corporate investments and can function as an off-ramp when the business case does not support the objectives.

At each gate decision, the decision is made to:

- Fully approve the project to proceed including the defined scope, schedule, budget, and resources,
- Conditionally approve the project to proceed under a constraint,
- Defer the gate for more information or development of the project,
- Place the project on hold, or
- Cancel the project.

The PSC will conduct a gate review at each gate (or control point if applicable) with support from Assurance. The review will inform the decision recommendation to the EPC and Council, as applicable. The information to consider for each gate varies and needs to be defined by Project Delivery and the PSC well in advance of the gate. It is recommended a stage gate plan be developed by the PSC and Project Delivery to outline the information requirements to support gate decisions.

3.4 Contingency Authority

Project contingency is to be established per the Project Risk Management Plan and approved per the Major Decision Matrix in Section 3.2. Contingency definition may include definition of City risk tolerance to be approved per the Major Decision Matrix. Contingency is to be defined per gate complete with a planned drawdown curve.

A contingency drawdown curve is a graphical representation that shows how contingency funds are expected to be used over the course of a project. It is a timeline that maps when and how much of the project contingency is planned to be used based on risk analysis and progress.

Drawdown of contingency that aligns to (or is less than) the approved contingency drawdown on an agreed to timeframe is managed by Project Delivery. Monthly reporting of planned vs actual contingency drawdown is to be provided in the monthly reporting.

Contingency requirements in excess of the approved contingency drawdown curve require approval per the City's DOA. Funding requirements more than the available budget and contingency will be referred for additional funding.

As described in Section 3.1, further review of the DOA including contingency authority are required to resolve the NEWPCC Project audit recommendation(s).

3.5 Escalation Protocols

The use of escalation protocols supports the Project by notifying senior personnel, and governing bodies of risks, issues, or situations requiring their attention within a reasonable timeframe. Effective and timely escalation supports trust and confidence throughout the Project Delivery Team and the governance structure.

Generally, escalation follows the each Project's Risk Severity Matrix, refer to Figure 3. The Risk Severity Matrix is supported by a Consequence Matrix used for ranking risks, refer to the Project Risk Management Plan. For the purposes of escalation, it can also be used to assess issues or incidents.

The Project Risk Management Plans are currently being updated to address project audit findings. This section may require an update when that work is complete.

The risk consequence matrix for a project should be validated with PSC early in each project to ensure escalations occur at an appropriate level.

Figure 3: Example NEWPCC Upgrade Project Risk Severity Matrix

Impact	Score	Almost Certain 95-100% 12	Likely 60-95% 6	Moderately Likely 30-60% 4	Unlikely 5-30% 2	Rare 0-5% 1
Disastrous	20					
Severe	15					
Substantial	5					
Moderate	2					
Negligible	1					

Escalations will be by the most appropriate means (e.g. email, phone call, etc.) for the situation and audience and will be documented including follow-up or resolution in the subsequent project report. Table 6 below presents examples of escalation situations to serve as a guide.

Table 6: Example Escalation Scenarios

Subject	Example Scenarios
Health & Safety	• Incident resulting in major injury or fatality • Incident affecting nearby community such as a spill
Cost	• Additional funding requirement • Contingency drawdown will exceed planned drawdown curve
Schedule	• Critical path is extended • Schedule negatively affects other City activities
Contract	• Major contractor performance issues or breach of contract • Contractor relief events (as defined in the contract)
Quality	• Quality issues that negatively affect the critical path
Environment	• Incidents resulting in breach of permit conditions

Subject	Example Scenarios
Security	• Incident involving police presence • Cyber security incident
Reputation	• Potential dispute causing legal action or arbitration • Protests • Negative media coverage

The following sections identify escalation considerations specific to decisions, risks, and issues.

3.5.1 Decision Escalation

The following additional considerations apply to escalating decisions:

- When a decision is within ~5% of the delegation of authority limit, the next level up should be notified
- When a decision may materially affect project objectives, scope, schedule, or budget the PSC should be notified
- When a decision is delayed at a lower authority level it should be communicated to the next level up for support or guidance

3.5.2 Risk Escalation

The Project Risk Management Plan should outline how risk escalation will be managed on the project. The following additional considerations apply to escalating risks.

- All disastrous or severe risks must be escalated within Project Delivery to the Project Delivery Lead when identified
- All disastrous or severe risks are reported to the PSC monthly
- All disastrous or severe risks are reported to EPC monthly
- All updates of the NEWPCC Upgrade Project Risk Register will be available to the Assurance / Advisory team
- Any risks with an impact to City functions outside of the project (e.g. operations, IT, HR) will be provided to the PSC for information

The Risk Evaluation Framework will be set out in the Project Management Plan which is currently being developed.

3.5.3 Issues Escalation

An issue is defined as an unplanned event or condition that has occurred. A risk that has materialized is an issue. As described in the escalation protocols, unresolved issues are to be escalated if they are not resolved at the current level. The following additional considerations apply to escalating issues:

- All disastrous or severe issues must be promptly escalated to the Project Delivery Lead, Water and Waste leadership, and the PSC within 24 hours.
- Realized risks rated disastrous or severe are to be escalated to the Project Delivery Lead, Water and Waste leadership, and the PSC within 24 hours.
- Disastrous or severe issues are to be escalated to the EPC and City Council within 48 hours.
- Issues likely to result in calls from residents to Councilors such as health or safety incidents, environmental, or litigation should be escalated by PSC in a timely manner.

4 Reporting and Key Performance Indicators

Consistent and objective Project Key Performance Indicators (KPIs) and reporting are necessary for effective governance of the NEWPCC Upgrade Projects. They provide clear indication of project performance based on agreed objective measures of project performance categories.

4.1 Project Key Performance Indicators

Effective project governance requires measurable and consistently defined KPIs that reflect the City and NEWPCC Upgrade Project's objectives. These KPIs will cascade through each project to support establishing priorities, driving behaviors, and informing reporting and controls requirements.

Critical and recommended governance KPI categories and descriptions for the project are provided in Table 7.

Table 7: KPI Categories

KPI Category	KPI Description
Critical KPIs	
Safety	Measures safety performance across the project. *Suggested measures include typical safety leading and lagging indicators from contractors and owner safety observations (e.g. Near-miss reports, Total Recordable Incident Frequency (TRIF)).*
Cost	Measures actual and forecast cost compared to baseline. *Suggested measures include Cost Performance Index (CPI) if supported by contract terms, actual and forecast cost relative to budget, and cashflow actual versus planned.*
Schedule	Measures actual and forecast schedule performance compared to baseline schedule. *Suggested measures include Schedule Performance Index (SPI) if supported by contract terms, performance against critical path, and performance against other key milestones.*
Scope / Change	Measures scope changes and variance across the project. *Suggested measures include change relative to budget and scope alignment to requirements.*

KPI Category	KPI Description
Progress / Earned Value	Measures work completed against the plan, budget and schedule. *Suggested measures include actual earned value relative to planned value and estimate at completion.*
Contingency	Measures contingency spend and drawdown. *Suggested measure is actual contingency drawdown relative to planned.*
Example KPIs based on Objectives	
Quality	Measures quality performance across the project. *Suggested measures include resolution of design review comments and construction Non-Conformance Reports (NCRs).*
Regulatory and Compliance / Environmental	Measures the regulatory compliance and environmental performance of the project. *Suggested measures include regulatory and permit compliance specific to the project and environmental incidents.*

It is recommend the list of KPIs be as short as practical to track project objectives and track project performance over the life of the project.

4.2 Project Reporting

The NEWPCC Upgrade Projects will produce regular Project Management Reports as outlined in Table 8 below. The approach to reporting will maximize efficiency and transparency by producing a single detailed report that is the “single source of truth” for each project. The monthly report will include an executive summary that provides a high-level dashboard of the performance. All other reporting and communication will flow from the Project Management Report.

The NEWPCC reporting requirements as set out in this Governance Framework will supersede the reporting requirements under the standard city governance structure.

The Project reports, content, author and distribution are described in Table 8. The frequency of all reports is monthly unless indicated otherwise.

Table 8: NEWPCC Upgrade Projects Reports

Report	Content	Audience	Author
Project Management Report	• Project Dashboard • Executive Summary • Project data and analysis to support the information for all project reporting	Project Delivery Assurance / Advisory PSC as needed	Project Delivery
Project Steering Committee Report	• Project Dashboard • Executive Summary • Recommendations for decisions or escalations to PSC • Project Management Report available	PSC Assurance / Advisory	Project Delivery Lead
Executive Policy Committee Report	• Project Dashboard • Executive Summary • Recommendations for decisions or escalations to EPC	EPC	Project Steering Committee* (with support as needed)
Council Report	• Project Dashboard • Executive Summary • Recommendations for decisions or escalations to City Council	City Council**	PSC / EPC (with support as needed)
Assurance Report(s)	• Memo based on project reporting and observations • Deep Dive Reports on as-requested basis	Project Delivery PSC EPC City Council**	Assurance / Advisory

**The Report from the PSC to the EPC is intended to be brief and consist mainly of recommendations for decisions or escalations.*
***Confidentiality considerations, such as commercially sensitive material, may affect the content of material to Council.*

The Project Dashboard shall consist of:

- KPI status for each project including
    - the status for the current month;
    - the status for the previous month; and

  - a brief explanation of the reason for the status (or change in status) based on the KPI definition

- A high-level status of the project

The Executive Summary is to be provided alongside the Project Dashboard as stipulated in Table 8. The executive summary shall include:

- Safety explanation of any at-risk/off plan KPIs or incidents
- Cost performance for the period including:
  - actuals vs. plan, variance;
  - changes for the period; and
  - contingency drawdown plan vs. actual
- Schedule performance for the period including:
  - high level schedule;
  - critical path status including and changes; and
  - commentary of schedule performance and issues
- Risk status for the period including:
  - major and new issues;
  - major and new risks; and
  - changes in project risk profile such as increases in risks
- Deeper explanation of any downward trending KPIs, issues or disputes

Appendix 1: Project Steering Committee – Terms of Reference

Purpose: Oversight of the NEWPCC Upgrade Projects

Chair and Membership:

- Chair: Chief Administrative Officer
- Director of Water & Waste who is also the NEWPCC Upgrade Project Executive Sponsor
- Chief Financial Officer
- Director of Assets & Project Management
- Director of Public Works[9]
- Chief Construction Officer in an observing capacity
- Ad-hoc members as required by the PSC such as the manager of Land Development and Real Estate, manager of Purchasing, etc.

Responsibilities:

- Responsible for oversight of each NEWPCC Upgrade Project.
- Provides recommendations to EPC for project decisions above the authority of the CAO and/or the CFO.
- Accountable for project decisions at the CAO and/or the CFO authority levels.
- Accountable for conducting gate reviews and making / recommending gate decisions.
- Establishes support for the NEWPCC Upgrade Projects across the organization.
- Allocates approved budget and resources to each stage of the projects based on the stage gates.

[9] Or another senior representative from City Administration

Meeting Requirements:

- Monthly with special meetings for gate reviews or issues as required. A majority of members plus any invited guests in attendance either in person or remotely.

- Meetings to be scheduled in coordination with the NEWPCC Upgrade Project reporting calendar to support timely review and decisions.

Reports / Communications:

- Receives the Project Steering Committee Report.

- Provides the EPC report consisting of recommendations or escalations to the Executive Policy Committee and the Project Dashboard Report along with any supporting Assurance Reports.

Decision Making Authority:

- For decisions, the CAO is the final authority for the PSC.

Appendix 2: EPC NEWPCC Upgrade Project Oversight

To facilitate effective oversight of the NEWPCC Upgrade Project, the EPC will oversee the project on behalf of Council. Dedicated monthly NEWPCC Upgrade Project meetings will be held outside of the regularly scheduled EPC meetings.

The purpose of the dedicated EPC NEWPCC meetings will be to review and discuss the Executive Policy Committee Report and other ad-hoc items as required. The dedicated meeting will include the following features:

- The NEWPCC dedicated meetings will include an In-Camera portion as needed to allow for a transparent and un-filtered discussion of project issues.
- The EPC NEWPCC meetings will be documented in meeting minutes.
- Any Project decisions requiring Council approval to be documented per the current process.

Meeting Requirements:

- Monthly dedicated NEWPCC meetings with special meetings for gate reviews or issues as required.
- Meetings to be scheduled in coordination with the NEWPCC Upgrade Project reporting calendar to support timely review and decisions.

Reports / Communications:

- Receives NEWPCC Upgrade Project Executive Policy Committee Report.
- Provides recommendations to Council alongside the Assurance Report.