City of Winnipeg

NEWPCC Upgrade Projects
Assurance Plan

September 2025

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Terminology and Abbreviations

Term / Abbreviation	Definition
CCO	Chief Construction Officer
EDI	Equity, Diversity and Inclusion
EPC	Executive Policy Committee
Headworks	NEWPCC Upgrade: Power Supply and Headworks Facilities
IT	Information Technology
KPI	Key Performance Indicators
NEWPCC	North End Sewage Treatment Plant
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 Project, see Table 1
Project Charter	Initiates the transition from the pre-project phase to project phase. Formally authorizes the project to proceed and forms the agreement between the project manager and the Project Sponsor
Project 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
Project Delivery Plan	Comprehensive document that describes the strategies for managing the City work and contractor management for a specific project. Identifies function specific plans and agreed deviations from normal City processes as appropriate
PSC	Project Steering Committee
Schedule Risk Assessment	Tool that helps project managers understand the potential for delays and disruptions in a project's timeline
Stage Gate	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 City	City of Winnipeg

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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 respective budgets and schedule.

The total budget numbers shown in Table 1 reflect the current program.

Table 1: NEWPCC Upgrade Program Budget

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**	

1.2 Purpose and Scope

The City is establishing a new governance structure and associated tools, the Governance Framework, to oversee the NEWPCC Upgrade Projects. A key element of the governance structure is the establishment of an independent Project Assurance / Advisory function.

[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 System (DCS) 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.

The Assurance / Advisory function will operate independently from the Project Delivery, and provide forward looking, independent, and evidence-based assessment of each NEWPCC Upgrade Project.

The purpose of this Assurance Plan is to support the NEWPCC Upgrade Project Governance with implementation and ongoing monitoring throughout the project lifecycle. It is to be read and used with the NEWPCC Upgrade Project Governance Framework which provides guidance regarding decision authority, escalation, and assurance documentation and reporting.

The NEWPCC Upgrade Project Governance Framework outlines the Assurance / Advisory roles and responsibilities and includes overall interfaces, authorities, escalation process, and reporting requirements all of which align with this Assurance Plan. This integration aims to establish clear authority, accountability, and a streamlined escalation process within the NEWPCC Projects governance structure.

The Assurance Plan is structured to support the NEWPCC Upgrade Project's governance elements as described in the figure below:

Table 2: Alignment of Project Assurance to the Principles of Governance

NEWPCC Upgrade Project Assurance / Advisory Function			
Alignment	**Accountability**	**Autonomy**	**Disclosure**
• Identify and flag any misalignment that arises during the Project lifecycle • Identify potential organizational conflicts and / or interactions resulting from Project activities	• Provide information and perspective to support the Project's oversight bodies with key decisions • Monitor and ensure that changes, risks, and issues are being escalated appropriately and in a timely manner • Monitor that accountability is assigned and maintained at appropriate levels and supported by appropriate documentation • Monitor definition of and progress against Project objectives	• Provide assessment of Project Delivery performance, capability, and capacity • Assess whether decision-making is being empowered and implemented at the right levels • Monitor the ability of the Project Delivery to make and implement decisions at the Project level • Identify instances and / or patterns resulting in decision making that does not support Project cadence	• Monitor and evaluate project reporting for transparency, timeliness, and to confirm that key information required to make decisions, manage project risks, and resolve issues is provided • Assess accuracy, timeliness, and completeness of Project reporting

1.3 Confidentiality

Project documents are subject to confidentiality considerations which may limit their replication, sharing or communication. The purpose of this limitation is not intended to limit the work of the assurance function and may affect the distribution of assurance reports.

2 The Implementation of Assurance

2.1 Definition

Assurance involves systematically monitoring, evaluating, reviewing, and validating project performance and compliance with established standards, objectives, and stakeholder expectations to ensure successful project delivery.

For the NEWPCC Upgrade Projects, the Project Assurance / Advisory function will serve as a crucial governance mechanism that ensures that each project meets quality, efficiency, and risk management standards while aligning with the City's strategic objectives. This will include providing advice, insights, and perspective to support decision-making relating to each project.

The NEWPPC Upgrade Project's Assurance / Advisory function, led by the Chief Construction Officer (CCO), will serve as an extension of the oversight function and enhance the capabilities of the oversight bodies by leveraging in-depth experience and capacity from major projects.

This function will complement (not replace) management controls to provide greater visibility and trust in project performance and enable senior decision-makers to make informed decisions, understand risks early, and maintain accountability, with independent access to information and personnel to complete reviews.

2.2 Principles

For assurance processes to be effective and relevant, key principles must be adhered to regarding timeliness and best practices. These principles will guide the City in establishing a robust assurance framework that aligns with its objectives and stakeholder expectations. The table below summarizes the principles to guide assurance implementation.

Table 3: Principles of Assurance Implementation

No.	Principle	Description
1	Independence	The assurance team is in all ways independent from the Project Delivery. The assurance team provides objective advice and guidance free from internal organizational influences. This external support significantly reduces the risk of internal conflicts or bias that may affect assurance outcomes.
2	Proactive Engagement	Assurance should be integrated into Project planning from the onset. Early engagement helps identify potential risks and areas requiring review. This proactive approach fosters a culture of accountability and responsiveness.

No.	Principle	Description
3	Defined Framework and Methodologies	Establishing a well-defined framework for assurance application is crucial. This includes clear methodologies that describe processes, responsibilities, and timelines for assurance activities. Using established best practices promotes alignment with industry standards and enhances credibility.
4	Regular Monitoring and Reporting	Timeliness requires ongoing monitoring throughout the Project lifecycle. Continuous review allows the Assurance / Advisory function to stay informed of changes and potential deviations from objectives. Regular reporting ensures that all governance bodies are informed of project health and any emerging risks.
5	Adaptability, Responsiveness, and Non-duplication	Assurance processes should be adaptable to changing project environments and stakeholder needs, as flexibility ensures their usefulness and relevance. Establishing mechanisms for rapid response to newly identified risks or issues enhances project resilience. Avoiding redundancy in oversight streamlines assurance activities and allows efficient resource use.
6	Stakeholder Involvement and Transparency	Engaging internal stakeholders and governing bodies throughout the assurance process makes certain their needs and expectations are met and that potential issues are communicated and addressed before they worsen. Regular communication can provide valuable insights and enhance trust and collaboration.

By following these principles, the City can confirm that assurance processes on the NEWPCC Upgrade Projects are timely, relevant, and adhere to best practices to enhance project governance and meet stakeholder requirements. Embracing a culture of responsiveness and adaptability will create a more resilient project environment, capable of navigating complexities and achieving the desired outcomes.

2.3 Assurance Work Areas

Throughout a project's lifecycle, the Assurance / Advisory function will identify and assess key work areas depending on the stage of the project, results of lessons learned, past assessments, current issues, opportunities, and risks. The table below identifies examples of Work Areas and describes the typical focus for each of those areas of work. In all potential work areas the Assurance / Advisory function is as an observer / advisor.

Table 4: Examples of Assurance Work Areas

Work Area	Value of Inclusion	Focus for the Work Area (Examples)
Project Management	Provides assurance that appropriate protocols are in place to integrate processes, systems and methodologies	• The project follows the Project Charter and confirms the project will satisfy the project goals

Work Area	Value of Inclusion	Focus for the Work Area (Examples)
	and support the delivery of the Project scope	• Communication and coordination across project teams / participants are defined and implemented to support effective delivery of the Project • Responsibility and levels of authority are clearly defined and implemented • Reporting is sufficient and timely to support decision-making and provide a project record • Processes support effective forecasting and proactive trend identification • Software and other IT infrastructure support integration and timely updates
Scope Management	Provides assurance that appropriate processes and systems are in place to manage completion of the Project within the approved scope and achieve the project technical objectives	• Process exists to freeze scope and establish a control baseline • Change control process integrates scope changes and evaluates them against project objectives • Scope update process is effective with respect to responsibilities, timing, communication, etc. • Roles and responsibilities are clearly defined across Owner and contractor functions • Scope is realistic and satisfies the requirements of the Project Charter
Cost Management	Provides assurance that appropriate processes and systems are in place to manage completion of each Project within the approved project budget	• Process exists to develop an estimate of the required accuracy and establish a control baseline • Reporting presents data in a concise robust manner to support decision-making and understanding of actual costs relative to budget • Processes support effective forecasting and proactive trend identification • Integrated change control process is implemented and functions effectively • Formal budget change process (tracking, approvals) exists • Contingency and contingency drawdown are defined, tracked, and reported

Work Area	Value of Inclusion	Focus for the Work Area (Examples)
Estimate Review	Provides assurance that the estimate is fully reflective of the project conditions: scope, execution strategy, stage of development, etc.	• Appropriate internal and external subject matter experts have been involved in the review process • Estimate methodology and process are sound • Key assumptions are defined in an estimate basis and reflect market conditions • Key risks and variables that could affect estimate accuracy have been identified • Owners' costs are defined and included in the overall estimate • Contingency is determined based on the estimate accuracy and the City's risk tolerance
Schedule Management	Provides assurance that appropriate processes and systems are in place to manage completion of the projects within the expected timeframe	• Process exists to lock integrated schedule and establish a control baseline • Change control process integrates schedule changes and functions effectively • Schedule update process is effective with respect to responsibilities, timing, communication, etc. • Control process exists to prevent unauthorized changes to the schedule • Communication and coordination across project teams / participants supports accurate updates to the schedule
Schedule Review	Provides assurance that the Project schedule represents all work scopes and inter-linkages, and forms a solid basis from which to progress the Project	• Appropriate internal and external subject matter experts have been involved in the review process • Key assumptions have been documented in a basis of schedule • Schedule is realistic, integrates all scope areas, and reflects key / critical milestones • Schedule development is based on leading practice • Critical path method applied is appropriate

Work Area	Value of Inclusion	Focus for the Work Area (Examples)
		• Schedule reflects logical execution and sequencing • Schedule Risk Assessment has been performed where appropriate and the results have been addressed by the Project Delivery
Contract Management	Provides assurance that appropriate controls are in place to effectively manage the Project's contractors and consultants and hold them accountable to the contract terms	• Roles, responsibilities, and processes are in place to oversee the contractor and manage contractor relationship • Responsibilities and accountabilities of the Contractor and Owner are defined and monitored, and key interfaces are understood. • Accountabilities / responsibilities of the Owner are defined within the contract and are being delivered against while managing associated risk • Contract risks are defined and communicated • Key contract terms have been communicated to Project Delivery • Behaviours of the Owner are consistent with the selected contract delivery and commercial models • Contract administration processes are documented and consistent across the project • Contract management system and tools / software are sufficient for the complexity of the contract • Dispute and claims management process is developed and implemented • Claims avoidance strategies are understood and implemented as appropriate for the contract model
Contract Strategy	Provides assurance that contract strategies are aligned with project objectives, City risk tolerance, City resource capacity and capability, and provide meaningful offramps in the event of City / Contractor misalignment.	• Established leading practices are followed through market sounding and appropriate contract models are selected relative to market competitiveness • Contract model selected is appropriate for the project complexity and aligned with project objectives

Work Area	Value of Inclusion	Focus for the Work Area (Examples)
		• Negotiation strategies are in place and key contract terms are aligned with City interests, including to provide offramps / alternatives in the event of City / Contractor misalignment if a progressive or collaborative contract model is selected • Risk allocation in contracts is to the party best able to manage the risk and reflects the City's capacity and ability to manage potential adverse impacts • Effect of the contract model on City processes has been assessed, and potential areas of misalignment are addressed in Project planning
Safety Management	Provides assurance that appropriate processes and systems are in place to deliver the Project in compliance with safety regulations and standards and consideration for team members, workers, and public health and safety	• Minimum requirements for safety programs (orientation, training, reporting, recognition, etc.) are defined • Management plans and standards reflect Owner safety priorities • Management systems support timely communication of status and identification of safety trends • Prime contractor responsibilities are understood and implemented • Owner responsibilities are understood and implemented • Safety management plans reflect prime contractor assignment
Environmental Management	Provides assurance that appropriate processes and systems are in place to deliver the Project in compliance with applicable regulations, conditions and commitments	• Process exists to confirm that environmental commitments are reflected in design documents and construction practices • Environmental protection plans are in accordance with the requirements • Responsibilities for environmental compliance are understood and defined • Project environmental reporting processes are understood, comprehensive and implemented
Indigenous Relations and Community Management	As applicable: Provides assurance that the framework and supporting processes and systems will deliver a	• Strategy reflects full understanding of concerns, views, needs, performance expectations, and perceptions

Work Area	Value of Inclusion	Focus for the Work Area (Examples)
	productive community and Indigenous engagement program	• Engagement plans are robust and implemented • Accountability and responsibilities are defined and coordinated • Adequate resources are committed to achieve the objectives
Equity, and Diversity and Inclusion (EDI) and Social Procurement	As applicable: Provide assurance that appropriate processes and systems are in place to support the City's EDI and Social Procurement goals on the Project	• EDI Strategy and Social Procurement objectives reflect full understanding of concerns, views, needs, performance expectations, and perceptions • Targets are clearly defined and measured • Accountability and responsibilities are defined and coordinated • Adequate resources are committed to achieve the objectives
Compliance Management	Provides assurance that appropriate processes and systems are in place to support Project compliance with permits and regulatory requirements and conditions	• Regulatory conditions and commitments related to the Project scope are reflected in project execution, design, and construction documents • Permitting plan is comprehensive and responsibilities are clear • Key permitting milestones are reflected in the project schedule • Compliance process exists to track, assess, and confirm compliance with requirements and commitments • Escalation process exists in the event of dispute • Responsibilities and levels of authority to interpret requirements and commitments are clear
Quality Management	Provides assurance that appropriate processes and systems are in place to deliver the Project to the stated level of quality including providing assurance that requisite design development steps were taken, and construction practices will deliver the required quality outcomes	• Policies / procedures / systems are efficient and sufficient • Design review process is comprehensive and implemented • Appropriate quality control and assurance processes have been applied during design development • Detailed design aligns with original process basis of design

Work Area	Value of Inclusion	Focus for the Work Area (Examples)
		• Sufficient upfront planning is undertaken for all processes (design, construction, project management, etc.) • Implementation and practices adhere to quality plans • Stage gates, as defined in the Governance document review processes have been followed • Construction quality control, inspection, and monitoring procedures are sufficient and implemented
Risk Management	Provides assurance that the Project's risk management processes and systems are fully integrated and appropriate to the project complexity	• Risk strategies and objectives are clear and aligned at the project and corporate levels • Risks are documented and up to date • Systematic approach exists to prevent risks from going undetected • Risk analysis includes multiple views and perspectives • Risk profile of the Project is communicated in project reporting and escalations

Project Delivery is responsible for defining each project's approach to these subject areas, as applicable, in the Project Delivery Plan and associated documents. The Assurance / Advisory function will assess the Project plans and review its performance against the plans and Project objectives.

2.4 Key Assurance Activities and Functions

The table below describes the core assurance activities to be undertaken by the Assurance / Advisory function to support each Project. These activities will support the development of the assurance deliverables (presented in Table 8).

Table 5: NEWPCC Upgrade Project Assurance Activities and Functions

No.	Assurance Activity / Function	Description
1	Ongoing Monitoring	Continuous observation and assessment of Project performance to ensure alignment with project objectives and early identification and management of deviations from planned timelines, budgets, or quality standards

No.	Assurance Activity / Function	Description
2	Performance and Compliance Review	Regular updates on the assurance activities to confirm that all project activities are aligned with expectations and relevant standards, and to identify potential deviations from expected outcomes
3	Risk Review	Review and reporting of risk to identify high impact risks and mitigation considerations to inform decision-makers and influence project direction based on risk analysis and Project developments. May include verifying completeness of identified risks in risk registers against actual known issues and emerging concerns
4	Impact Assessment	Analysis of whether the implemented recommendations resulted in measurable improvements in project performance or risk mitigation
5	Recommendations	Detailed Recommendation Log to track the recommendations, implementation status, the responsibility for reviewing them, formal decisions related to recommendations, associated timelines for implementation, and ongoing status updates May recommend training or development opportunities for Project Delivery to enhance understanding and delivery of projects
6	Lessons Learned	Documented insights from both successful and unsuccessful assurance efforts to support knowledge transfer to future projects
7	Governance Updates	Regular updates to Project Steering Committee (PSC), Executive Policy Committee (EPC), and Council on assurance activities and findings to support understanding of Project risks, performance, compliance, and to facilitate informed decision-making
8	Reporting	Provision of documented reports to internal stakeholders and governing bodies summarizing findings, risks, and recommendations for actions based on the assurance activities conducted Assurance reports may be subject to confidentiality considerations

To undertake the core assurance activities provided above on Table 5, the Assurance / Advisory function will leverage the processes provided below in Table 6.

Table 6: NEWPCC Upgrade Project Assurance Processes

No.	Assurance Process	Description
1	Document Review	Systematic examination of Project documentation to ensure completeness, accuracy, and compliance with requirements / standards / regulations
2	Meeting Attendance	Attendance at project meetings to gather timely insights, understand team dynamics, and identify potential risks and emerging issues
3	Discussion with Project Delivery	Dialogue with Project Delivery to enhance understanding of the project's progress and challenges to ensure effective risk assessment and issue management
4	Review and Cross Checking	Verification of Project information by comparing different data sources to ensure accuracy and consistency such as reviewing changes in the cost reporting and cross checking against the change log
5	Random Sampling	Selection of a subset of individuals or items from a larger population randomly to infer results about the whole group such as reviewing a sampling of change documentation assessment of impact on cost, schedule, or other considerations
6	Independent Audits and Reviews	Assessments conducted by independent third parties to evaluate Project quality / compliance to plans or processes and ensure objectivity and reliability such as a detailed review or audit of cost management based on American Association of Cost Engineers (AACE) or similar industry standard. Any audits to be conducted by or under the direction of the City Auditor

3 Authorities and Responsibilities

3.1 Organizational Structure and Composition

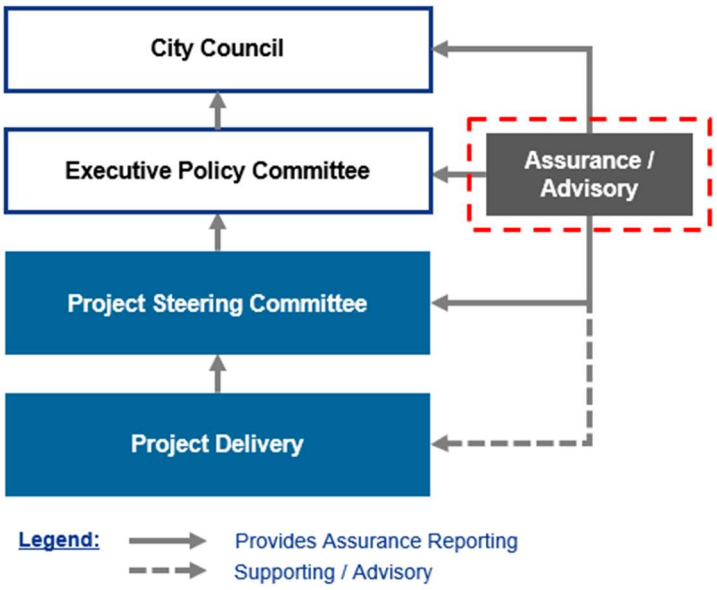
The Assurance / Advisory function is reflected in the NEWPCC Upgrade Project governance structure as illustrated in Figure 1 below. The responsibilities related to the reporting and supporting functions of Assurance / Advisory are described in Section 2.

The Assurance / Advisory function is led by the CCO. They may also be supported by City staff and external specialists and advisors (all as required). These individuals will possess the necessary capabilities and competencies to effectively support assurance processes associated with the Project.

Selection of support resources for the Assurance/Advisory function will include careful consideration to ensure their independence from the Project Delivery. These individuals will report directly to the CCO and will be tasked with providing objective advice and guidance, free from organizational influence or bias. It is essential that Assurance / Advisory findings remain objective and can be communicated securely and directly.

The specific competencies, skills, and expertise required to support the Assurance / Advisory function will include base level support to maintain current project knowledge with specialist support defined as the detailed scope is developed. Additional considerations will include timely adjustments in resource allocation as project conditions change, challenges arise, or specialized skills becomes necessary.

Figure 1: NEWPCC Upgrade Project Governance Structure



3.2 Execution Authorities and Responsibilities

The Assurance / Advisory function does not have decision making authority related to NEWPCC Program Delivery or Governance, or to the individual projects within the Program. It will provide objective advice and guidance free from influences or biases, and has the following authorities and responsibilities as part of delivering its functions on projects throughout the Project lifecycle:

Table 7: NEWPCC Upgrade Project Assurance / Advisory Authorities and Functions

No.	Assurance / Advisory Authorities and Functions
Authorities	
1	**Conduct Assessments and Initiate Reviews** Authority to perform thorough evaluations and initiate reviews of project activities to ensure compliance with established standards and best practices and to assess risks effectively
2	**Access to All Project Information and Personnel** Unrestricted access to all relevant documentation, data, and team members (City of Winnipeg and Contractors) necessary for comprehensive oversight
3	**Ability to Be Present at Meetings** Authority to attend project meetings to observe discussions, gather insights, and stay updated on project developments and decisions
4	**Training and Capacity Building** Authority to provide training or development opportunities for Project Delivery to enhance understanding and delivery including related to compliance and risk management
5	**Recommend Remedial Actions** Authority to recommend specific remedial actions in response to identified issues to help rectify problems before they worsen. Remedial actions will be included in the Recommendations Log and status updates
Responsibilities / Functions	
1	Perform ongoing monitoring and evaluation of project performance, processes, reporting, and risks
2	Support the receipt of transparent and timely reports from the Project Delivery to the PSC, EPC, and Council
3	Identify key overarching project risks and potential mitigation strategies
4	Support PSC, EPC, and Council in ensuring the Project follows a disciplined process through governance gates
5	Support PSC, EPC, and Council with confidence that appropriate governance structures are in place and are functioning effectively
6	Document and evaluate risk, compliance, and performance through a log to ensure that the Project's outcomes align with established objectives and standards. This will include the recommendations log and regular status updates. This includes escalation of high impact issues and recommendations to minimize or contain risk to the City

No.	Assurance / Advisory Authorities and Functions
7	Complete “deep dives” into key areas of risk and / or concern as directed by PSC, EPC, and / or Council

3.3 Formal Review and Response Protocols

Each recommendation made by the Assurance / Advisory team will be captured in the Recommendations Log. This log will track recommendation information including date recommendation was made, status of recommendation, Project Delivery response, implementation timeline, and closure date. The log will capture if the recommendation has been accepted, rejected, or modified, including rationale.

If a recommendation of significant importance or risk mitigation impact is not accepted or is disputed, these will be escalated to the PSC by the CCO. Status of the log will be formally communicated by the CCO to the PSC and EPC monthly, subject to confidentiality considerations.

4 Deliverables and Communications

4.1 Assurance Deliverables

The Assurance / Advisory function will create various deliverables at appropriate frequencies, incorporating required information inputs. The table below summaries the key assurance deliverables required:

Table 8: NEWPCC Upgrade Project Assurance Deliverables

No.	Assurance Deliverable	Description	Audience	Frequency	Inputs
1	Assurance Monthly Memo	A concise, regular update summarizing project status, key project metrics, risks, and any critical issues or decisions necessary for PSC and EPC	PSC EPC	Monthly	• NEWPCC Upgrade Project Management Report • Project Meetings
2	Quarterly Report	A structured, comprehensive summary of project status, including KPIs, financials, schedule, risks, issues, and emerging concerns. Provides stakeholders with insight into Project progress, areas requiring development, and strategic alignment	PSC EPC	Quarterly	• Project Documents • Project Meetings
3	Deep Dive Report	An in-depth, focused review of specific areas or issues within the Project that require detailed analysis to uncover root causes, risks, or performance issues. May include independent validation of technical assessments or recommendations	As required / requested	As required / requested	• Dependent on scope
4	Stage Gate Independent Assessment	A formal, objective evaluation conducted at predetermined phases / milestones (gates) of the Project to assess readiness to proceed to the next stage	PSC	At each gate	• Gate Package(s) • Project Documents • NEWPCC Upgrade Project

No.	Assurance Deliverable	Description	Audience	Frequency	Inputs
					Management Reports
5	Council Report	Periodic updates prepared for City Council to communicate project progress, expenditures, and key project decisions	Council	As required / requested	• NEWPCC Upgrade Project Management Report
6	Recommen-dations Log	A centralized and trackable record of assurance-related recommendations, findings, and actions to effectively monitor implementation status and progress. Includes a formal documented review by the PSC or EPC that includes decisions on acceptance, rejection, or modification with associated rationale	Project Delivery PSC EPC	As required / requested (minimum monthly)	• Dependent on scope

4.2 Meetings

The Assurance / Advisory function will:

- Attend Project meetings as an observer. These will typically be project status meetings with Contractors, risk meetings, and others as identified in the Project meeting schedule and agreed with Project Delivery.
- Provide a debrief to Project Delivery as needed after meetings including contractors.
- Attend PSC, EPC, and Council meetings to provide an independent perspective based on assurance activities and advice subject to the confidentiality constraints identified in Section 1.3.

The table below describes the meetings that the Assurance / Advisory function will attend to support NEWPCC Upgrade Projects throughout its lifecycle. These meetings will leverage outputs and reports from the assurance activities (presented in Table 5).

Table 9: Meetings and Status Reporting

Meeting Name	Purpose	Frequency	Attendees	Inputs
PSC Meeting	Report to PSC	Monthly	PSC Members and Guests	• Agenda • Previous minutes • Project Dashboard and Executive Summary Assurance / Advisory: • Assurance Monthly Memo • Any new Quarterly Report, Deep dive report, external assessments, new recommendations
EPC Meeting	Report to EPC	Monthly	EPC Members and Guests	• Agenda • Previous minutes • Project Dashboard and Executive Summary • PSC Report Assurance / Advisory: • Assurance Monthly Memo • Any new Quarterly Report, Deep dive report, external assessments, new recommendations
Council Meetings	Report to Council	As required	Council and Guests	• Agenda • Previous minutes Assurance / Advisory: • Council Report as requested
Project Meetings	Observe and understand Project activity	Per Project meeting schedule	Per Project meeting schedule	• Agenda • Previous minutes • Assurance / Advisory in observing capacity

The Internal Action Log and Recommendations Log will be updated after each meeting.

4.3 Information Sharing Platforms

The CCO will work with internal staff and elected officials to identify best methods to collaborate and communicate information.