Agenda – Executive Policy Committee – February 17, 2026

REPORTS

Item No. 16 Chief Construction Officer - Role, Mandate and Reporting Requirements

WINNIPEG PUBLIC SERVICE RECOMMENDATION:

1. That the role and reporting requirements of the Chief Construction Officer, as described in this report, be confirmed.

2. That the Chief Construction Officer shall independently review and report on all Major Capital Projects involving construction; these reports will be appended to the related Major Capital Project Advisory Committee reports as required in the Asset Management Administrative Standard FM-004 and the Major Capital Projects Appendix in the annual Capital Budget book.

3. That all requests from individual members of Council for Chief Construction Officer written engagement on projects (outside of Major Capital Projects) at meetings of any Standing Committee of Council and/or Executive Policy Committee be advanced from the appropriate Community Committee or Standing Policy Committee to Council for approval.

4. That requests from members of Council for Chief Construction Officer verbal engagement regarding construction projects on a public agenda of a Standing Policy Committee or Executive Policy Committee be made to the Chair of the Committee no later than three business days before the meeting.

5. That the Chief Construction Officer report annually to Council, via the Executive Policy Committee, with an outline of work undertaken in the previous year and a workplan for the current year.

6. That the Proper Officers of the City be authorized to implement the intent of the foregoing.

ADMINISTRATIVE REPORT

Title: Chief Construction Officer - Role, Mandate and Reporting Requirements

Critical Path: Executive Policy Committee – Council

AUTHORIZATION

Author	Department Head	CFO	CAO
T. Sparrow	J. Dunford	T. Graham	J. Dunford

EXECUTIVE SUMMARY

The Public Service is seeking approval of the role, mandate and reporting requirements of the Chief Construction Officer (CCO).

The CCO was hired in 2025, reports directly to Council and is housed within the Office of the Chief Administrative Officer.

The CCO's proposed role is to provide Council with independent advice and assurance on all aspects of governance, planning, and delivery of capital projects that involve construction. It is important to note that the CCO's proposed role does not include direct responsibility for the delivery of capital projects.

Any Councillor can informally seek the CCO's feedback on projects at any time by contacting the CCO directly. Formal reporting, such as requesting written reporting to a Standing Policy Committee, is recommended to follow the process as set out in this report, below.

The Public Service recommends that the CCO be required to submit a report to be included as an attachment to all quarterly Major Capital Project Advisory Committee reports for capital projects involving construction that are currently reviewed by the Standing Policy Committee on Finance and Economic Development and/or Council.

It is proposed that members of Council wishing to have the CCO formally engaged in any other projects that are not covered by a Major Capital Project Advisory report do so by advancing a motion at their respective Community Committee or the appropriate Standing Policy Committee. The motion would then be forwarded to Council for consideration.

On an as-needed basis, members of Council may request the CCO speak to individual construction projects already appearing as a regular agenda item at Standing Policy Committee or the Executive Policy Committee. This request would be made to the Chair of said committee no later than three days before the Committee meeting

Lastly, it is recommended that the CCO prepare an annual February report to Council (through EPC) that includes a review of work done from the previous year and a workplan for the current year.

RECOMMENDATIONS

1. That the role and reporting requirements of the Chief Construction Officer, as described in this report, be confirmed.

2. That the Chief Construction Officer shall independently review and report on all Major Capital Projects involving construction; these reports will be appended to the related Major Capital Project Advisory Committee reports as required in the Asset Management Administrative Standard FM-004 and the Major Capital Projects Appendix in the annual Capital Budget book.

3. That all requests from individual members of Council for Chief Construction Officer written engagement on projects (outside of Major Capital Projects) at meetings of any Standing Committee of Council and/or Executive Policy Committee be advanced from the appropriate Community Committee or Standing Policy Committee to Council for approval.

4. That requests from members of Council for Chief Construction Officer verbal engagement regarding construction projects on a public agenda of a Standing Policy Committee or Executive Policy Committee be made to the Chair of the Committee no later than three business days before the meeting.

5. That the Chief Construction Officer report annually to Council, via the Executive Policy Committee, with an outline of work undertaken in the previous year and a workplan for the current year.

6. That the Proper Officers of the City be authorized to implement the intent of the foregoing.

REASON FOR THE REPORT

To establish the role, mandate and reporting responsibilities of the Chief Construction Officer.

IMPLICATIONS OF THE RECOMMENDATIONS

Should the recommendations be approved, the CCO will begin submitting an annual report as well as reports that will be appended to all Major Capital Project Advisory Reports involving construction. Further, members of Council will now have a formal mechanism to request the CCO to (a) report back on any other matter and (b) attend specific Committees of Council.

HISTORY/DISCUSSION

In 2025, Council approved the hiring of a Chief Construction Officer (CCO).

Proposed Role and Mandate

The CCO is appointed by Council to provide independent, expert advice and assurance on the governance, planning, and delivery of the City of Winnipeg's major capital projects, with particular emphasis on large projects and other initiatives where scale, complexity, risk exposure, or public interest warrant enhanced scrutiny.

The CCO will strengthen Council's ability to exercise informed oversight and timely intervention by improving transparency, accountability, and early identification of risks related to cost, schedule, quality, and delivery outcomes.

The CCO is responsible for establishing and applying a consistent City-wide assurance framework for major capital projects, and for advising Council on emerging risks, systemic issues, and delivery trends that may impact the City's capital portfolio.

The CCO is housed in the Office of the Chief Administrative Officer but reports directly to Council. The CCO exercises independent professional judgment in support of Council's fiduciary, stewardship, and accountability responsibilities.

In fulfilling this role, the CCO:

- Reviews major capital project reports, business cases, procurement strategies, and delivery plans prior to Council consideration;
- Provides independent assessments of project readiness, performance trends, and risk exposure at key stages of the project lifecycle;
- Participates as an ex-officio member of Major Capital Project Advisory Committees for construction projects to observe, advise, and escalate issues where appropriate;
- Applies stage-gate readiness reviews and governance checks for megaprojects and other projects requiring heightened assurance;
- Identifies systemic risks, recurring delivery challenges, and cross-project issues affecting the City's capital portfolio; and
- Reports findings, advice, and recommendations to Council using standardized reporting templates to support consistency, clarity, and auditability.

The CCO does not assume project management or delivery responsibilities nor does the role review major capital purchases that do not involve construction. Rather, the role provides independent assurance and professional advice to support Council's decision-making and protect the City's investment in complex infrastructure initiatives.

It is important to emphasize the CCO's advice is available to all of Council. Any member of Council can informally seek the CCO's feedback on projects at any time by contacting the CCO directly. Formal reporting, such as requesting written reporting to a Standing Policy Committee, is recommended to follow the process as set out below.

Proposed Reporting Responsibilities

The CCO will be consulted on all Major Capital Project reports involving construction, as well as any other reports as requested by Council or the Chief Administrative Officer (i.e. procurement reports, asset management policy changes, road specifications, etc.).

The CCO and Public Service are proposing the following reporting responsibilities of the CCO:

- For all major capital projects involving construction (currently defined as a project valued at $25 million and over) as defined under Asset Management Administrative Standard FM-004 and the Major Capital Projects Appendix in the annual Council-approved Capital Budget book, the CCO will prepare a report to be appended to the Major Capital Report that is currently reviewed by the Standing Policy Committee on Finance and Economic Development and/or Council.

- Councillors may also request the CCO review projects by making a motion to the appropriate Community Committee or the appropriate Standing Policy Committee. The motion would then proceed to Council for consideration and, if approved, the matter would appear as an agenda item for the Standing Policy Committee at the designated date.

- On an as-needed basis, members of Council may request the CCO speak to individual construction projects appearing as a regular agenda item at Standing Policy Committees (and the Executive Policy Committee). This request would be made to the Chair of said committee no later than three days before the Committee meeting.

- It is also proposed that the CCO submit an annual February report to Council (via the Executive Policy Committee) outlining work from the previous year and a workplan for the CCO for the current year.

Requested Changes

At a Reports Briefing on January 23, 2026, an earlier draft of this administrative report was reviewed by members of the Executive Policy Committee and the following revisions were requested:

- Clarify recommendations to ensure the intent to allow the CCO to attend SPC to speak to agenda items, on an as needed basis at the request of the committee, is captured.

- Clarify the distinction between the formal vs. informal process for CCO feedback. The informal channel to the CCO still exists, but requests for written reports and analysis will be directed by Council.

FINANCIAL IMPACT

Financial Impact Statement

Date: January 20, 2026

Project Name:
Chief Construction Officer - Role, Mandate and Reporting Requirements

COMMENTS:

There are no financial implications associated with the recommendations of this report.

Randy Bernard

Randy Bernard, CPA
Manager of Finance & Administration (Campus)
Corporate Finance Department

CONSULTATION

This Report has been prepared in consultation with:

- Chief Construction Officer

OURWINNIPEG POLICY ALIGNMENT

Goal: Leadership and Good Governance

Objective 1. Establish and implement priority actions through evidence-informed decision-making processes. Evidence-informed actions require transparent and accountable decision-making to determine the long-term public interest and the appropriate trade-offs in levels of service, taxation, and budget priorities.

Policy 1.5 Evidence-Informed Decisions Invest in data and technology in order to support objective, evidence-informed decision-making; support open government and open data principles for collection and sharing; help coordinate records and information management; and improve process efficiency, results-based service delivery and accountability.

WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

Consideration was given as to whether this report connects to the Winnipeg Climate Action Plan (CAP), and it was determined that the CAP is not applicable to this specific report.

WINNIPEG POVERTY REDUCTION STRATEGY ALIGNMENT

Consideration was given as to whether this report connects to the Winnipeg Poverty Reduction Strategy (PRS) and its Goals and Objectives, and it was determined that the PRS is not applicable to this specific report.

SUBMITTED BY

Department: Office of the Chief Administrative Officer
Division: Chief Construction Officer
Prepared by: K. Lezubski
Date: January 20, 2026