

ORBA



PRESIDENT'S TOUR 2023

MONDAY NOV 13



LONDON

TUESDAY NOV 14



GTA

WEDNESDAY NOV 15



OTTAWA

THURSDAY NOV 16



SUDBURY

#KeepOntarioMoving



ORBA  **PRESIDENT'S TOUR**
2023
Outline

Capital Program Delivery Branch, Director Opening Remarks

Overview of Provincial Capital Program – 2023-2024

Budget

Capital Program Tendering

Ontario Highways Program Update

Regional Highlights

Capital Construction Program (Rehabilitation and Expansion)

Featured Projects – Current and Future

Featured construction contracts – underway

Contacts



Kevin Boudreau, P.Eng – Director
Capital Program Delivery Branch

Opening Remarks

Ministry of Transportation Executive Organizational Chart October 2023



DOUG JONES
DEPUTY MINISTER
MINISTRY OF TRANSPORTATION



John Manning (A)
Executive Advisor
Deputy Minister's Office



MELISSA DJURAKOV
ADM, Oversight & Agency
Governance Division



FELIX FUNG
ADM, Transit Division



JONATHAN LEBI
ADM, Integrated Policy &
Planning Division



ERIC DOIDGE (A)
ADM, Transportation Infrastructure
Management Division



MARCELLE CROUSE (A)
Assoc. DM, Transportation
Safety Division



GEOFFREY GLADDY (A)
ADM, Operations Division



ROMAN CORPUZ
CIO, Labour & Transportation
Cluster, I&IT



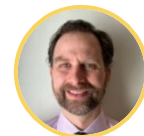
ALENA GRUNWALD (A)
CAO/ADM, Corporate
Services Division



Virginia McKimm (A)
Director, Metrolinx
Agency & Oversight



James Pearce
Director, Transit
Capital & Operations



Greg Malczewski (A)
Director,
System Planning



Michelle Pasqua
Director,
Asset Management



Sean McGowan
Director, Commercial
Inspection & Enforcement



Herb Villneff
Director,
North Operations



Leah Nemirovski
Director, Digital
Solutions



Brenda Augerman-
Audette
Director, Strategic HR



Ben Soper
Director, Program
Oversight & Integrity



Kevin Dowling (A)
Director, Transit
Strategy & Programs



Megan Chochla
Director, System
Optimization Policy



Alain Beaulieu
Director, Design &
Engineering



Jennifer Elliott (A)
Director, Commercial
Safety & Compliance



Franca Sacchetti (A)
Director,
West Operations



Ed Bennett (A)
Director, Operations,
Maintenance & Support



Vrinda
Vaidyanathan
Director, Finance



Ewa Downarowicz
Director, Transit
Delivery &
Partnerships



Katie De Palma
Director,
Transportation Policy



Kevin Boudreau (A)
Director, Capital
Program Delivery



Tija Dirks (A)
Director, Safety
Program Development



Becca Lane
Director,
Central Operations



Milos Jokanovic (A)
Director, Ministry
Engagement & Advisory



Sejal Jain (A)
Director, Business
Support Services



Dawn Irish (A)
Director,
Indigenous Relations



Brenda Liegler (A)
Director, Standards
& Contracts



Logan Purdy
Director, Driver
& Vehicle Services



Colin Simons
Director, Transportation
User Services



Riaz Khimany (A)
Director, Project
Management &
Program Delivery



Rick Pereira (A)
Director,
Organizational
Effectiveness



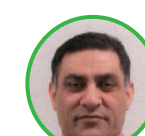
Michael Casey (A)
Director, Policy
Coordination &
Intergovernmental



Neil Zohorsky (A)
Director, Major
Infrastructure Projects
& Chief Engineer



Marc Faubert
Director, Project
Planning & Delivery



Jasan Boparai
Director, Highway
Operations Management



Diana Barbato (A)
Director, Strategic
Technologies, Architecture
& Data Services



Louis Tay (A)
Director, East Operations



Marc Hudon
Director,
Communications

Part of Corporate Services for
administrative purposes



MARY GERSHT
Legal Services



VINCE CONTI
Internal Audit Services

For an alternate web version, please visit:
[Ministry of Transportation – Our Organization - InsideOPS \(ontario.ca\)](https://www.ontario.ca/insideops)

CMS Status as of November 1, 2023

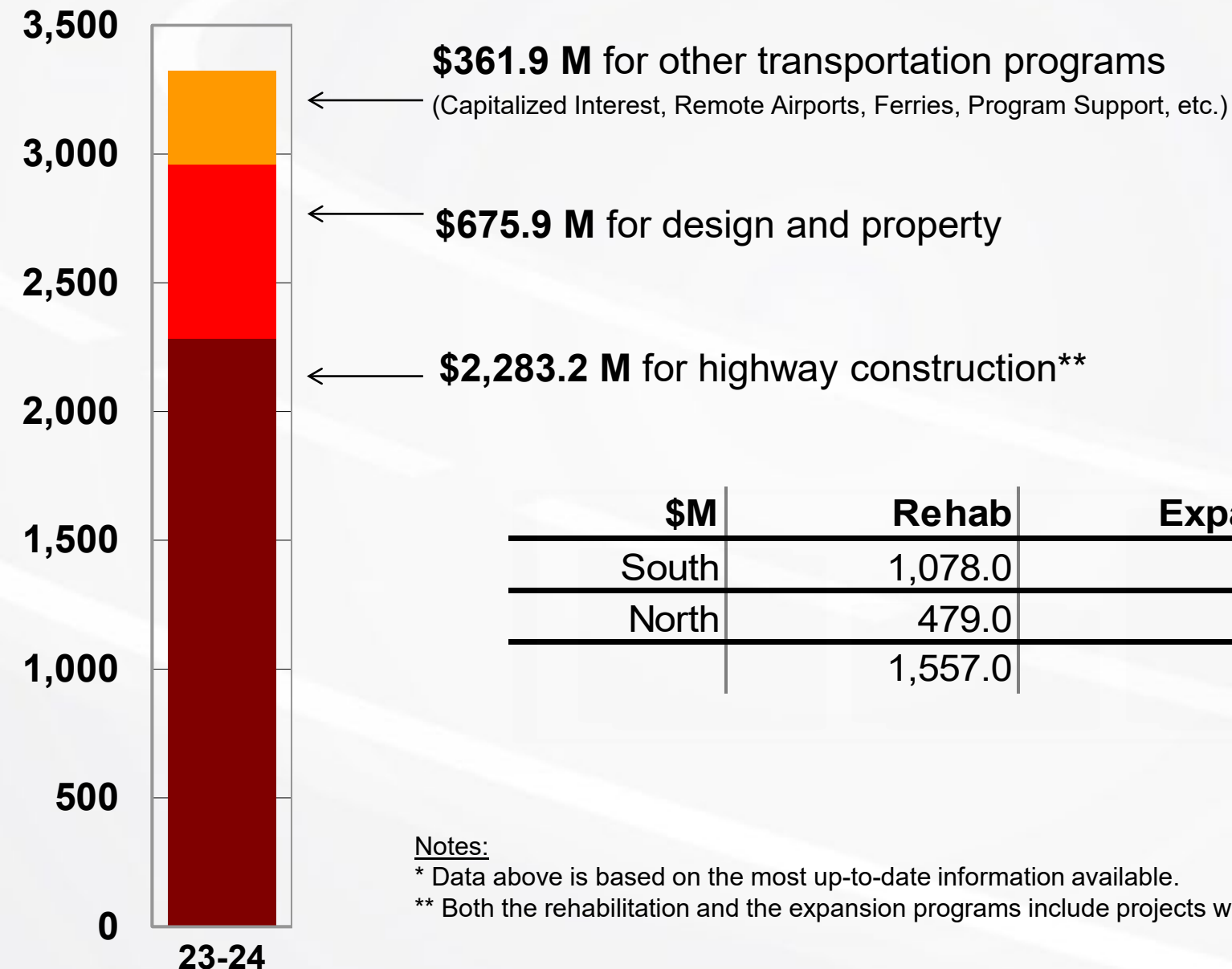
- Approximately 1,500 Users onboarded to date
- Majority of functionality is available for use in CMS
- Some final business processes and enhancements (Release 5) are currently being finalized (e.g. claims, contract completion)
- MTO business within CMS is still new – new discoveries and limitations are still being realized and worked out.
- Integration challenges have greatly subsided, but still perfecting the data flow from RAQS tendering through to CMS.
- Next steps-Finalize remaining business processes and enhancements prior to end of 2023 except material laboratory functionality testing requirements.
- CMS Team to set up groups with stakeholders to seek feedback and build off lessons learned over the Winter now that one construction season with CMS is complete.
- We recognize that the process has not been as smooth as we had planned but appreciate everyone's continued ongoing efforts.

CMS Support

- Dedicated Helpdesk run by MTO (MTOCMS@Ontario.ca)
- Secondary KPMG and Kahua helpdesks to involve on bugs/complex data issues
 - Service Now desk
 - Platform-level support with Kahua
- CMS Updates issued to all license users, outlining updates, changes, known issues, bug fixes and Release Notes
- Training sessions continue to be developed, delivered and made available to all users, as required

Overview of Provincial Capital Program 2023/2024

2023-24 Capital Budget* - \$3,321.0 M



Notes:

* Data above is based on the most up-to-date information available.

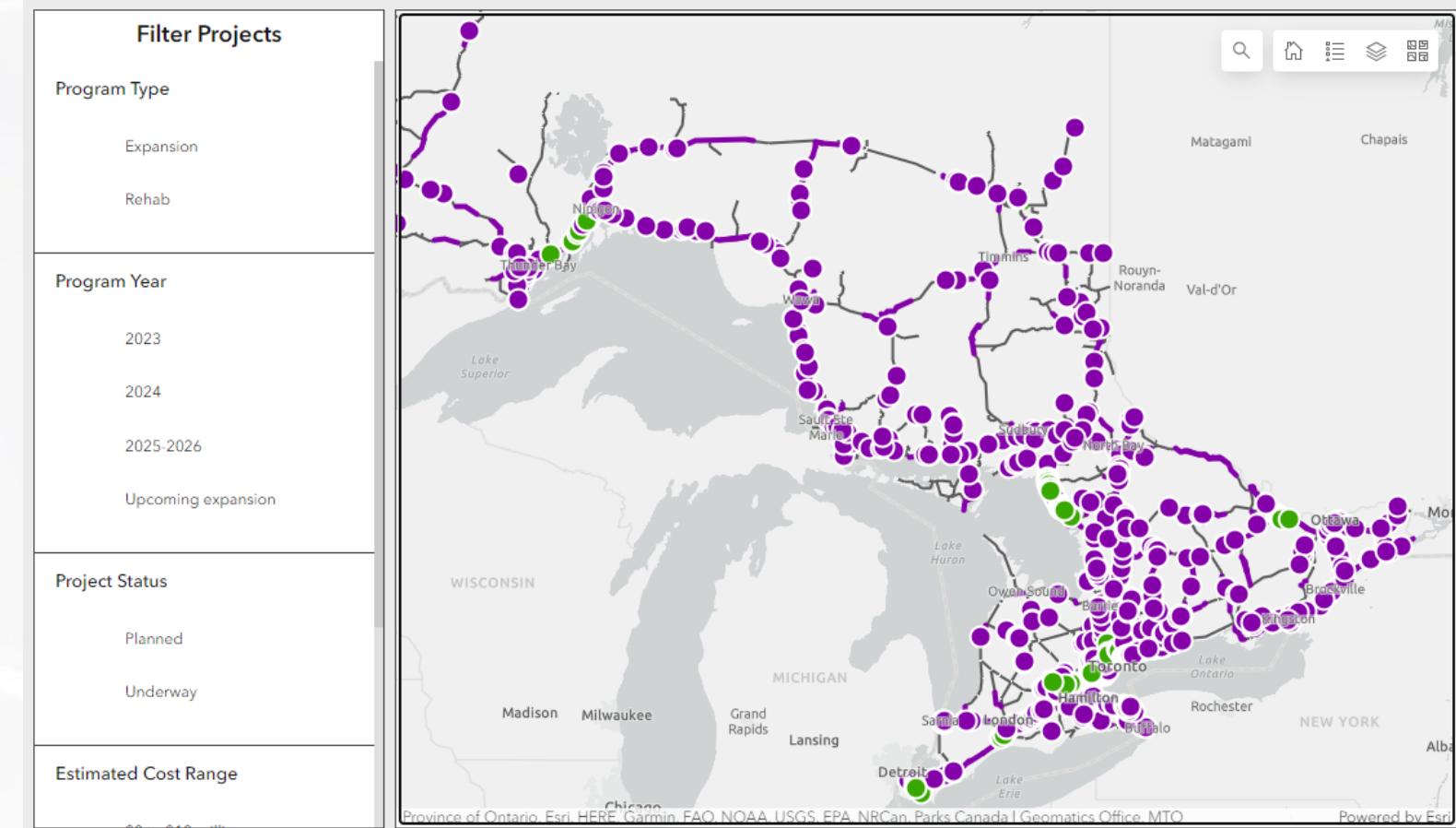
** Both the rehabilitation and the expansion programs include projects with P3 and non-P3 delivery models.

Capital Program Tendering

- MTO consistently tenders a high volume of capital contracts (major and minor capital), typically between **250 and 350** annually.
 - Over **450 projects** are in construction or planned to start in fiscal year 2023/24 (April 2023 to March 31, 2024)
 - Over **650 projects** (rehabilitation and expansion) are identified on the Ontario Highways Program (4 year rehabilitation plan, 10 year expansion plan).
- The annual tendering volume is subject to change and may decrease from projections early in the tendering cycle.
 - Tender changes may occur due to bundling projects for efficiency, timing to obtain project and environmental approvals, property acquisition and construction requirements, and funding availability.
- The average annual construction spending over the last five years has been over **\$2B**.
 - MTO on track to fully spend the capital program budget this year.
 - Continually monitor in-year forecasts and adjust our program with the objective of fully spending our budget

Ontario Highways Program (OHP) Publication

- The Ontario Highways Program (OHP) was released in August 2023, updating projects underway and planned through a searchable online resource.
- The OHP is now updated twice a year – in Spring/Summer and Fall/Winter each year
 - Next update is planned for early January 2024
- Outlook for 2024 and beyond – continued strong investment in critical rehabilitation and expansion projects throughout the province
- Variety of delivery models – Design-Bid-Build (DBB), Design-Build (DB), Design-Build-Finance (DBF), Construction Manager-General Contractor (CMGC), Progressive Design Build (PDB)
- Variety of contract sizes - <\$5M to >\$100M
- <https://www.ontario.ca/page/ontarios-highway-programs>



Central Region Program Highlights



Central Capital Construction Program (Rehabilitation and Expansion)

2023 Capital Program Year

35 carry-over projects (projects tendered in 2022 or earlier)

This accounted for 74% of this years approved expenditure

22 new tenders were advertised (Jan to Nov 2023)

Estimated tender value of new work is ~\$350M.

Continued focus of pavement and bridges – including culverts and new traffic signals or roundabouts

Outlook for 2024 - 2026 (OHP)

65 planned new tenders

26 new tenders with construction start in 2024

Variety of contract sizes - <\$5M to >\$100M

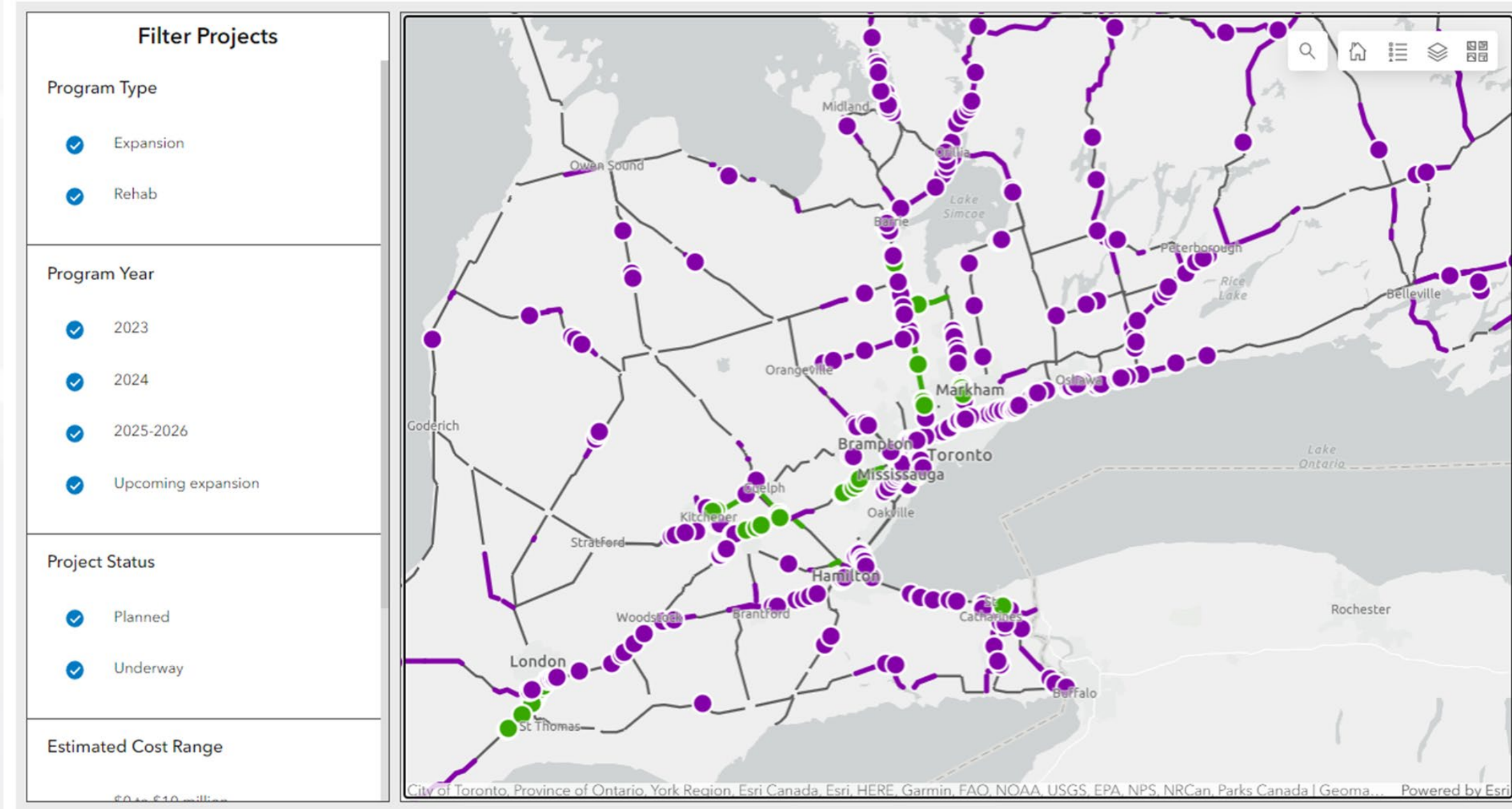
Variety of delivery models

Central Region OHP

Ontario's highways programs interactive map

[Instructions on how to navigate the interactive map \[PDF\]](#)

[Ontario Highways Program data guide \[PDF\]](#)



Regional Highlights

Featured Projects – Rehabilitation

Highway 400/CR 88 interchange, Simcoe

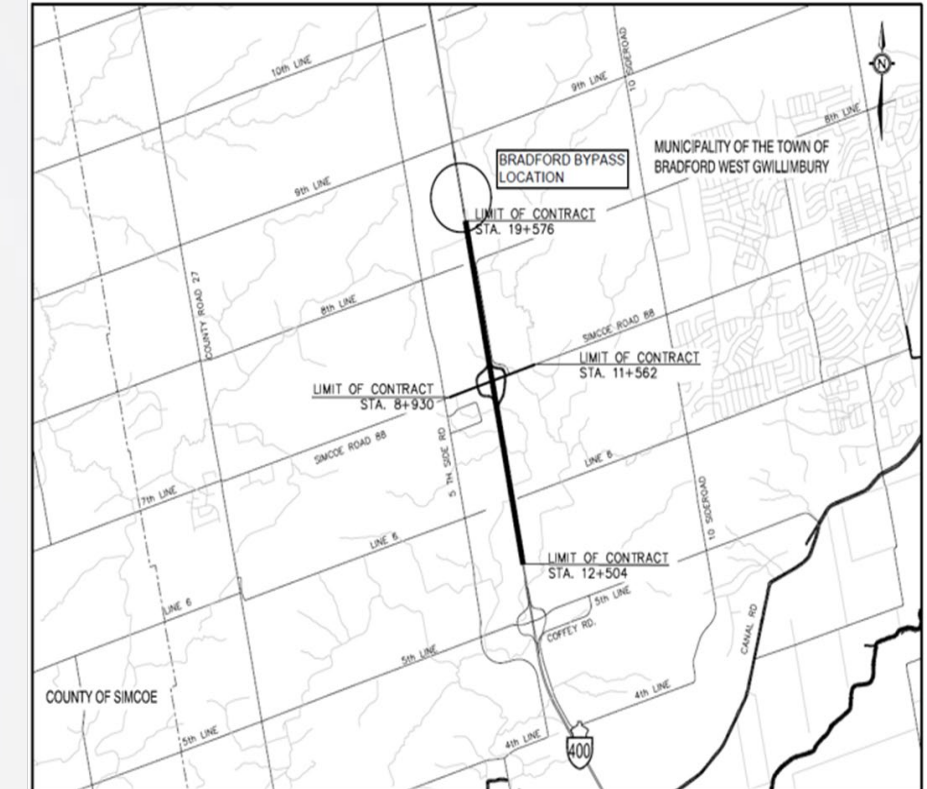
DBB contract anticipated advertising – Winter 2023/2024

Anticipated construction start – Spring 2024

Anticipated construction complete – Fall 2027

Scope:

- Replacement of the Highway 400 Underpass at Simcoe Road 88 to accommodate widening of Highway 400 to an ultimate 10-lane cross section with an auxiliary southbound lane.
- Widening of Simcoe Road 88 from two to four lanes and the addition of a raised island median between the new ramp terminals.
- Reconstruction of the Highway 400 / Simcoe Road 88 Interchange to a Parclo A4 configuration.
- Widening the platform of Highway 400 to the outside edge of the 10-lane cross section throughout the limits of the project including a wider median and a future HOV lane and buffer in each direction. A portion of the southbound auxiliary lane for the Bradford Bypass E-S on ramp will also be constructed. Temporary concrete barrier will be left-in-place to block off the additional paved area in the median.
- Reconstruction of the existing commuter parking lot including an access from Simcoe Road 88.
- Shifting a portion of McKinstry Road to the east with an intersection on Simcoe Road 88



Highway 401/Wilson Rd. overpass, Oshawa

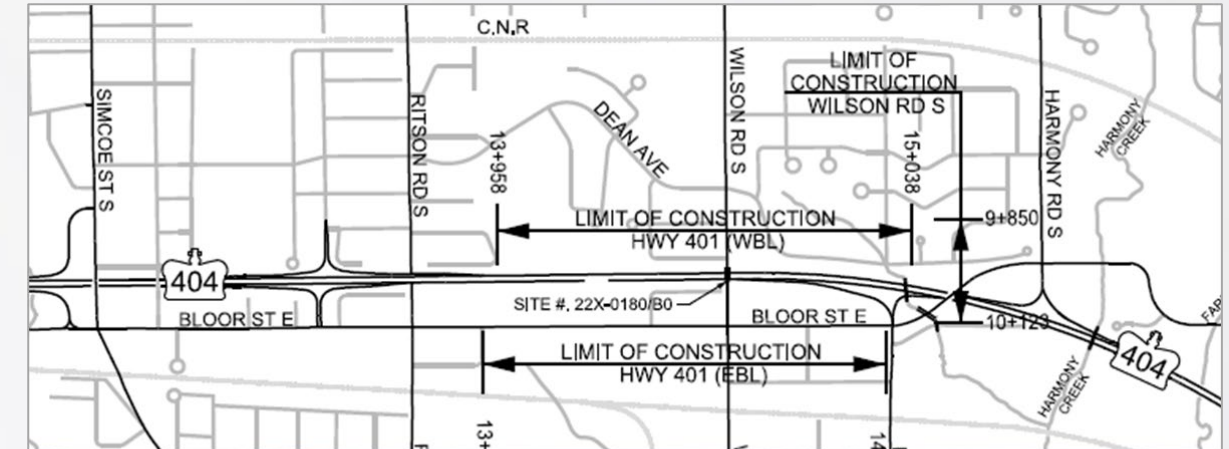
DBB contract anticipated advertising – Winter 2023/2024

Anticipated construction start – Summer 2024

Anticipated construction complete – Fall 2026

Scope:

- Replace Highway 401/Wilson Road Overpass
- Lowering of Wilson Road by 1.5 to 2.0m to meet the bridge vertical clearance requirements
- Localized widening of Highway 401 at the approaches to Wilson Road to accommodate staged replacement of the Wilson structure
- Drainage improvements where required
- Replace existing median concrete barrier with standard tall wall barrier
- Upgrade freeway and underpass lighting
- Replace existing noise barrier along Highway 401
- Relocation of municipal watermain



Highway 403, Central Pkwy to Winston Churchill Blvd., Glen Erin Dr., Mississauga

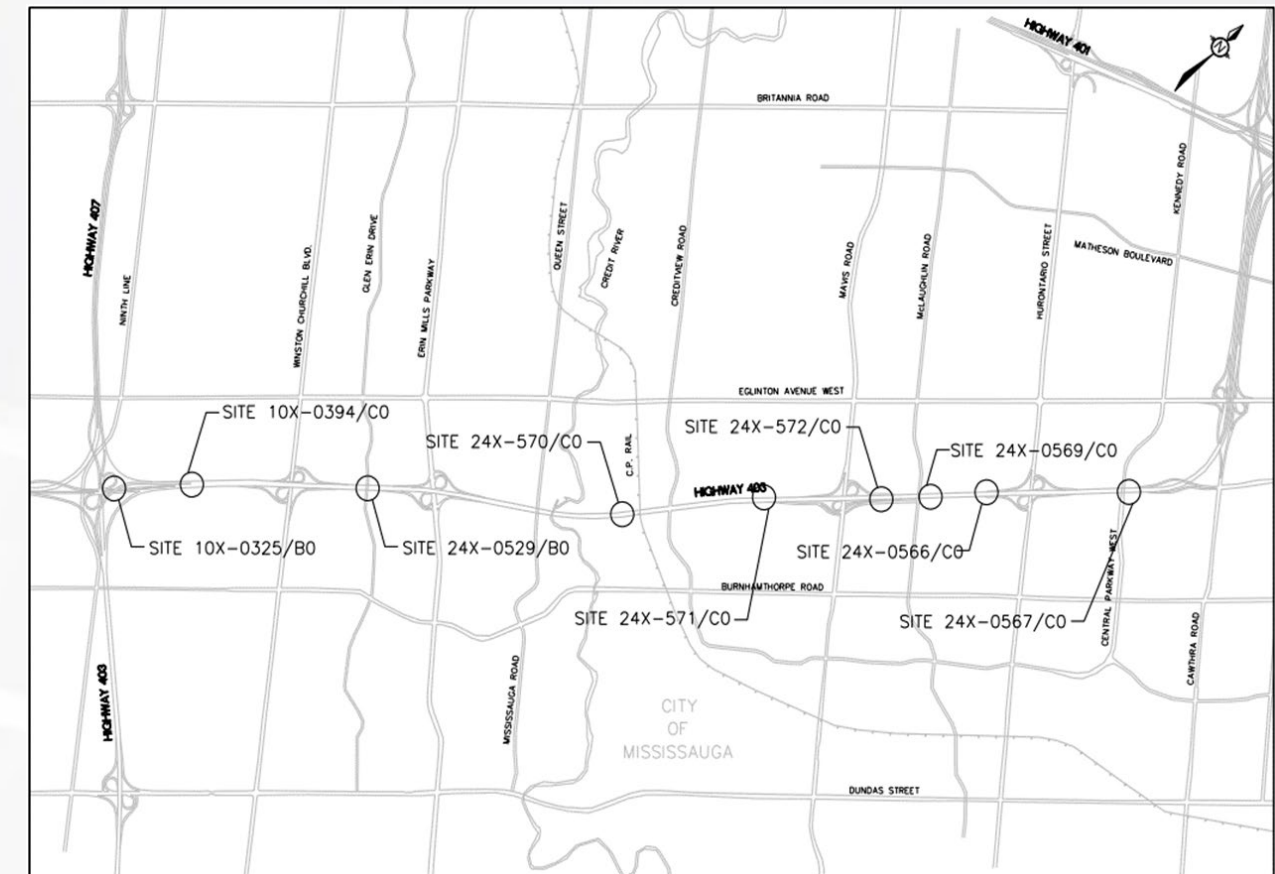
DBB contract anticipated advertising – Winter 2023/2024

Anticipated construction start – Summer 2024

Anticipated construction complete – Fall 2026

Scope:

- Pavement rehabilitation along Highway 403 from Central Parkway to Winston Churchill Boulevard, including interchange ramps and crossing roads
- Illumination retrofits and rehabilitation of various culverts
- Rehabilitation of the Glen Erin Bridge
- Active Transportation enhancement in consultation with the City of Mississauga



Highway 404, Stouffville Rd. to Mulock Dr., York

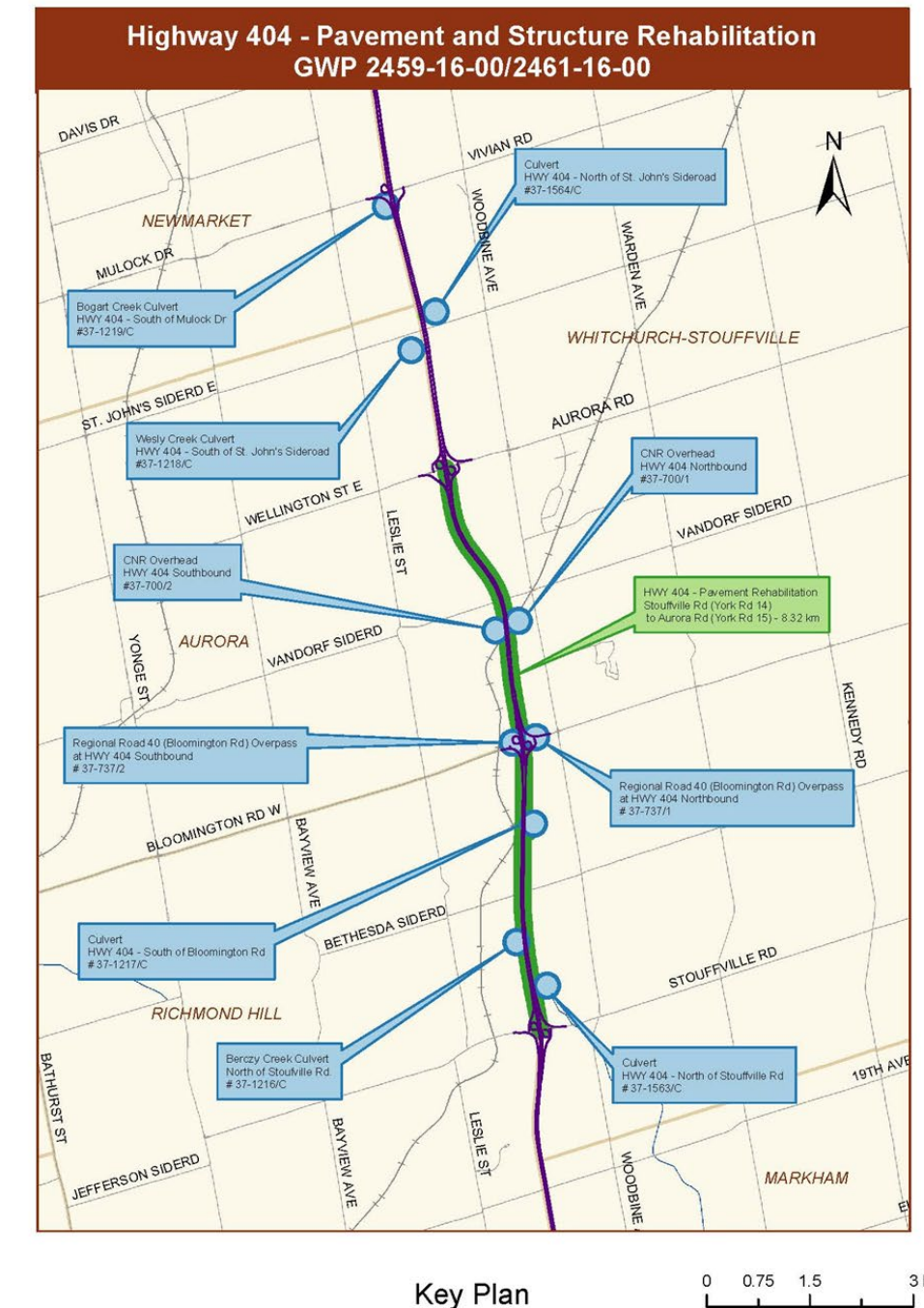
DBB contract anticipated advertising – Winter 2023

Anticipated construction start – Spring 2024

Anticipated construction complete – Fall 2026

Scope:

- Pavement rehabilitation from north of Stouffville Road to Aurora Road including ramps, speed change lanes and side roads;
- Rehabilitation of 404/Bloomington Road and 404/CNR bridges;
- Rehabilitation of six structural culverts.



Highway 401 Park Rd., Cubert St., Oshawa

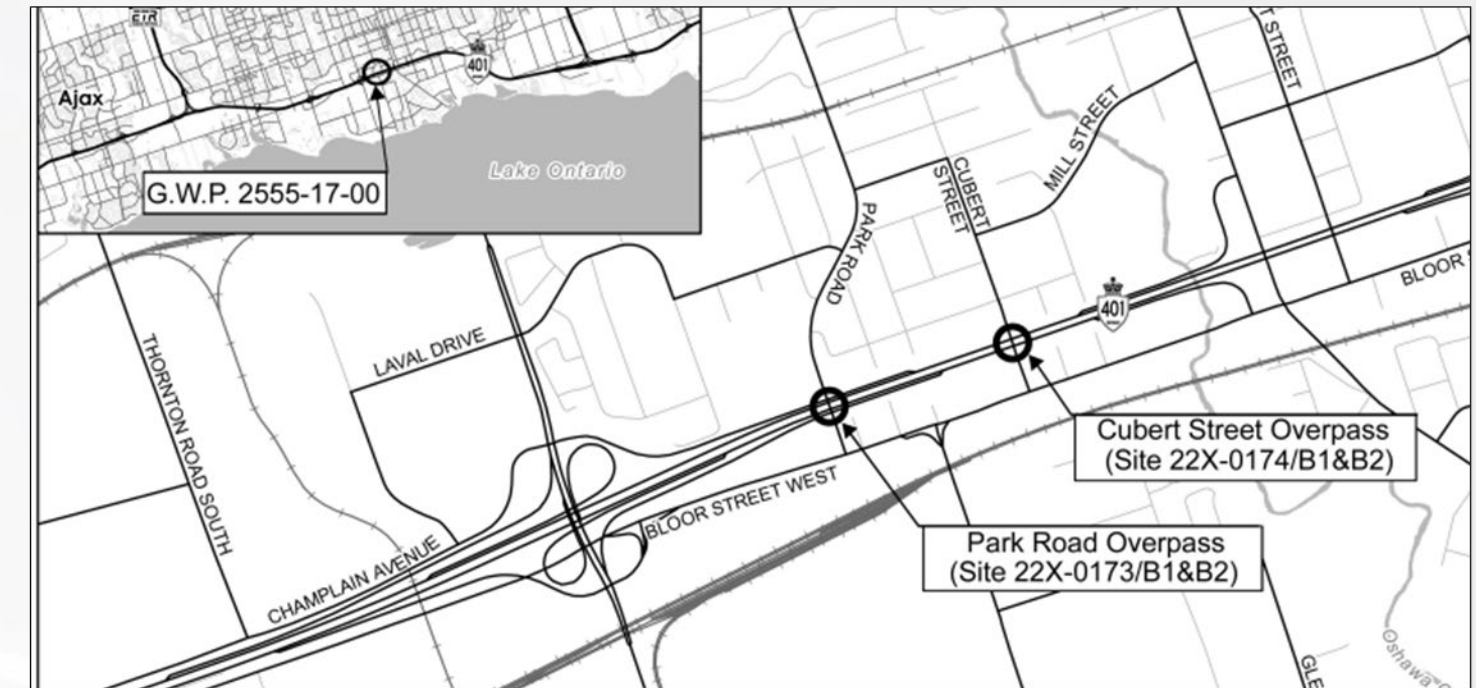
DBB contract anticipated advertising – Winter 2024

Anticipated construction start – Spring 2025

Anticipated construction complete – Fall 2028

Scope:

- Replace the existing Park Road Overpass and Cubert Street Overpass at Highway 401 to accommodate the ultimate lane configuration
- Grading operations of Highway 401 to accommodate structure replacement
- Grade lowering of Park Road and Cubert Street.
- Associated embankment, retaining wall, structural signs, noise barrier, storm sewers, electrical, ATMS, signage, pavement, and roadside barriers.



Highway 401, Whites Rd. to Neilson Rd., westbound express and collector lanes, Toronto

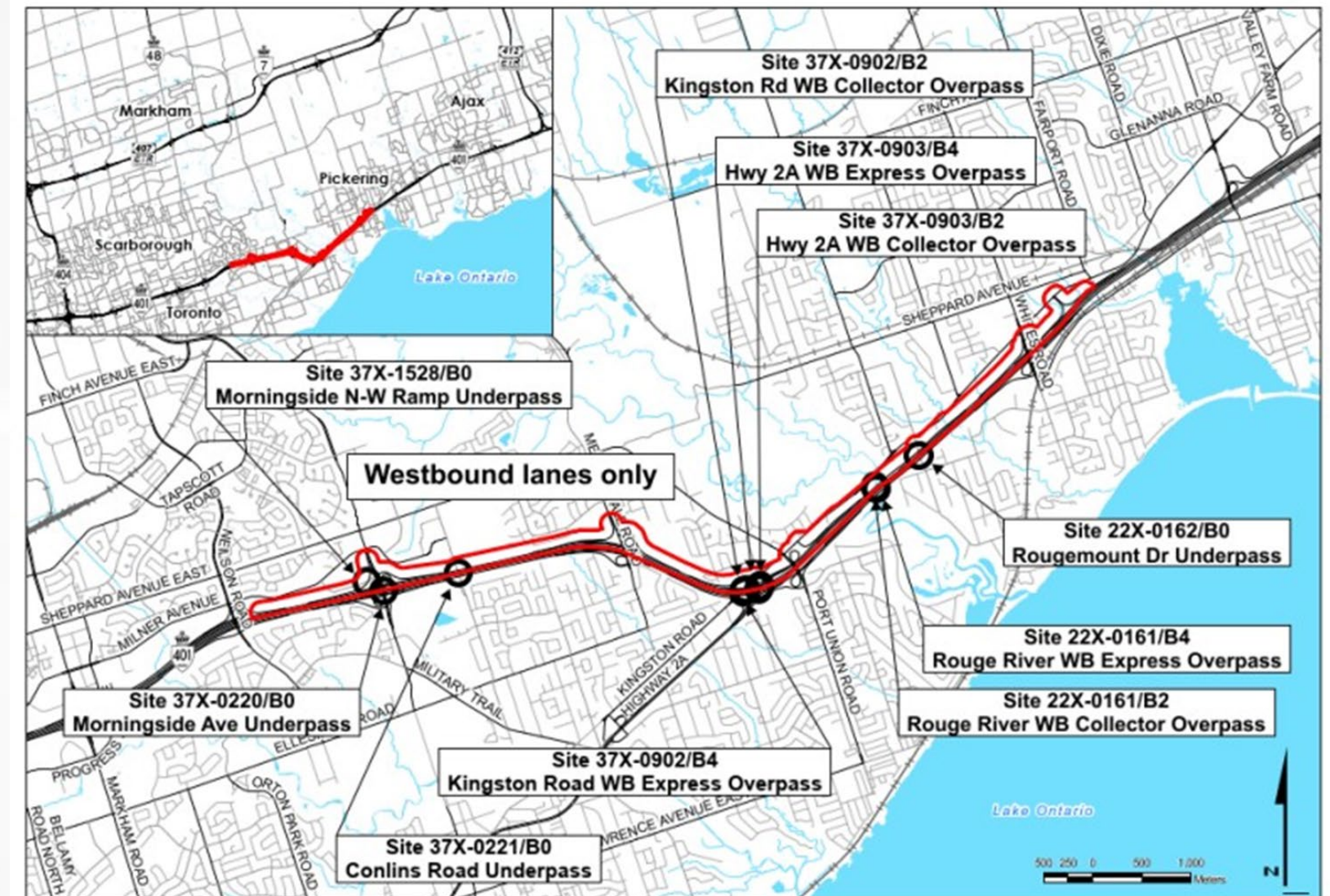
Anticipated advertising – Winter 2024

Anticipated construction start – Spring 2025

Anticipated construction complete – Fall 2029

Scope:

- Rehabilitation of pavement and concrete base (~10 km), drainage, ATMS and roadside safety improvements and replacing concrete barrier walls.
- Structural rehabilitation: 7 bridges, 5 overhead sign support structures and 3 retaining walls.



Highway 401, Victoria Park Ave. to east of Neilson Rd, eastbound express and collector lanes, Toronto

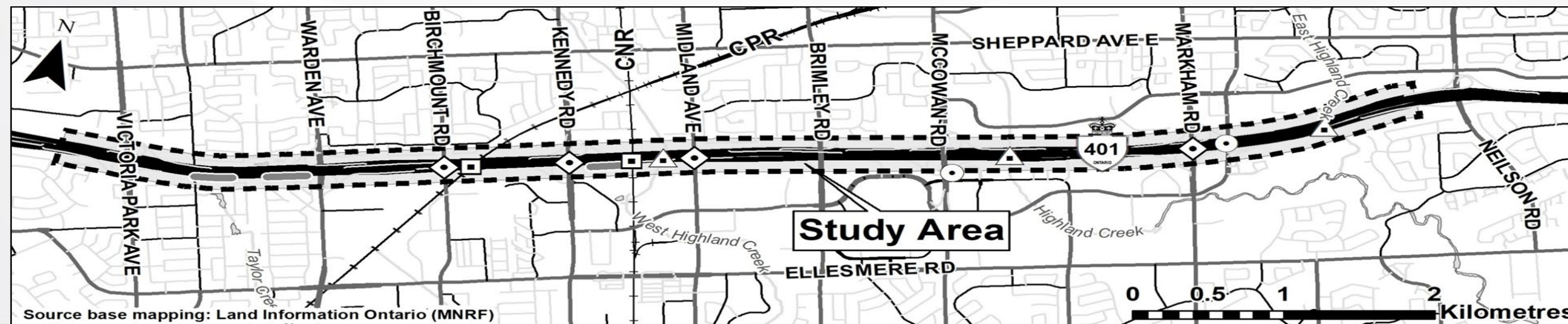
Anticipated advertising – Winter 2025

Anticipated construction start – Spring 2026

Anticipated construction complete – Fall 2030

Scope:

- Rehabilitation of pavement and concrete base (~9km), drainage improvements, upgrading high mast lighting and underpass illumination and replacing Express/Collector separator barrier.
- Operational improvements include addition of a third EB Collector lane through Kennedy Rd. Interchange and relocation of the Express to Collector transfer east of Warden Ave.
- Structural improvements include: 8 superstructure replacements, 4 full structure replacements, 2 structural rehabilitations, 3 structural culvert rehabilitations, and 1 retaining wall rehabilitation.



Highway 401, Avenue Rd. to Warden Ave., Leslie St., Bayview Ave. interchanges, eastbound express Phase 3

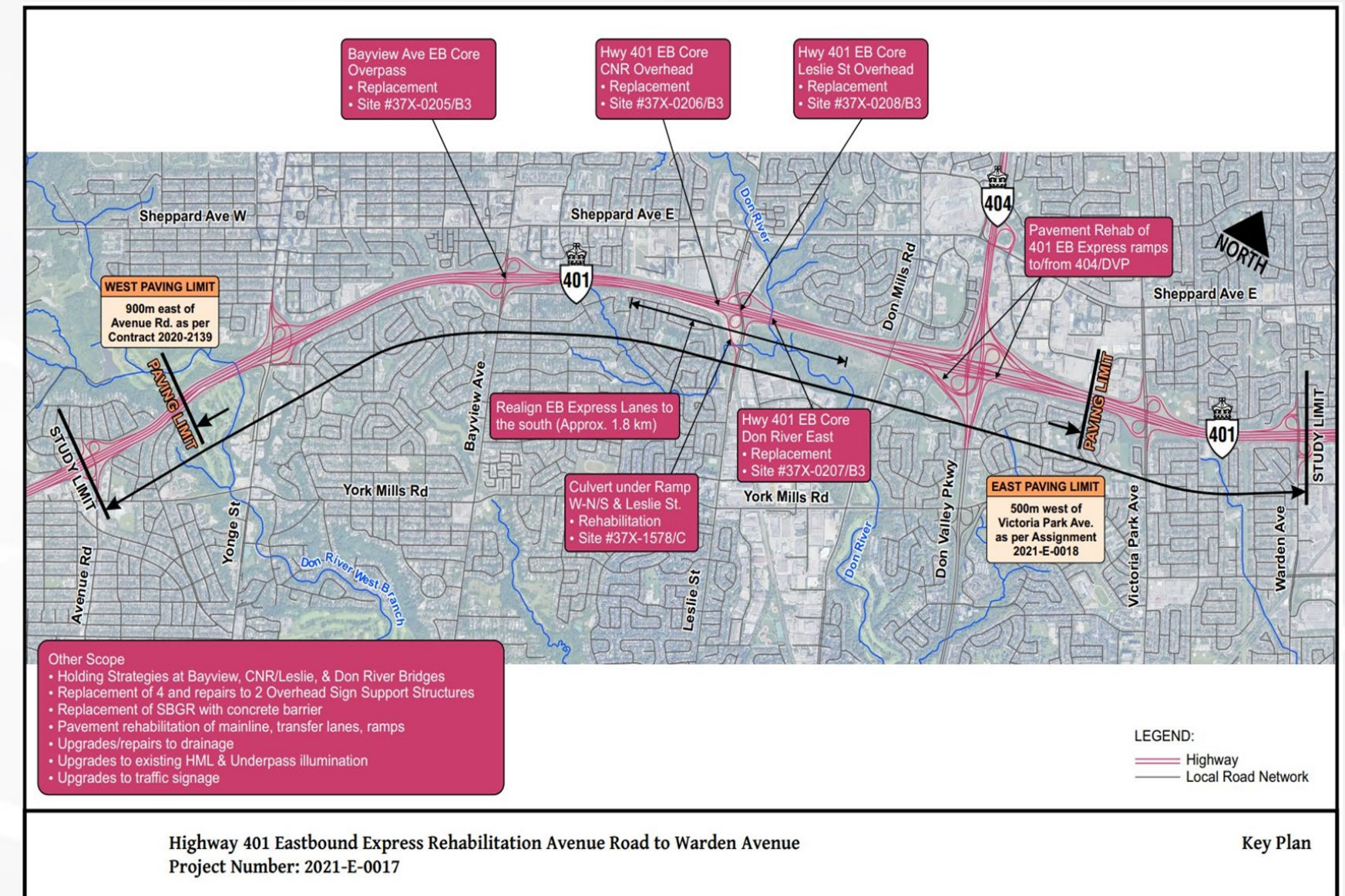
Anticipated advertising – Winter 2025

Anticipated construction start – Spring 2026

Anticipated construction complete – Summer 2028

Scope:

- Includes Leslie St. and Bayview Ave. interchanges.
- Rehabilitation of eastbound express pavement and concrete base (~10 km), drainage and roadside safety improvements, upgrading high mast lighting and underpass illumination.
- Structural improvements include: 3 full structure replacements, 1 superstructure replacement, 1 structural culvert rehabilitation and 6 overhead sign support structures.



Regional Highlights

Featured Projects - Expansion

Highway 400 Expansion, Langstaff Rd. to Major Mackenzie Dr., York

Anticipated tender advertising – January 2024

Anticipated construction start – Spring 2024

Anticipated construction complete – Summer 2027

Scope:

- Widening of Highway 400 to ten lanes (eight general purpose lanes and two HOV lanes) between Langstaff Road and Major Mackenzie Drive
- Major rehabilitation of Langstaff Road underpass and Rutherford Road underpass structures
- Major rehabilitation of the Black Creek Triple Cell Culvert
- Replacement of overhead signs and footings
- Replacement of median storm sewer and median barrier walls
- Culvert extensions/ replacements to accommodate Highway 400 widening
- Upgrade high mast luminaires and underpass lighting to LED fixtures



Highway 5/6, New Interchange, Hamilton

DBB contract anticipated advertising – Winter 2024

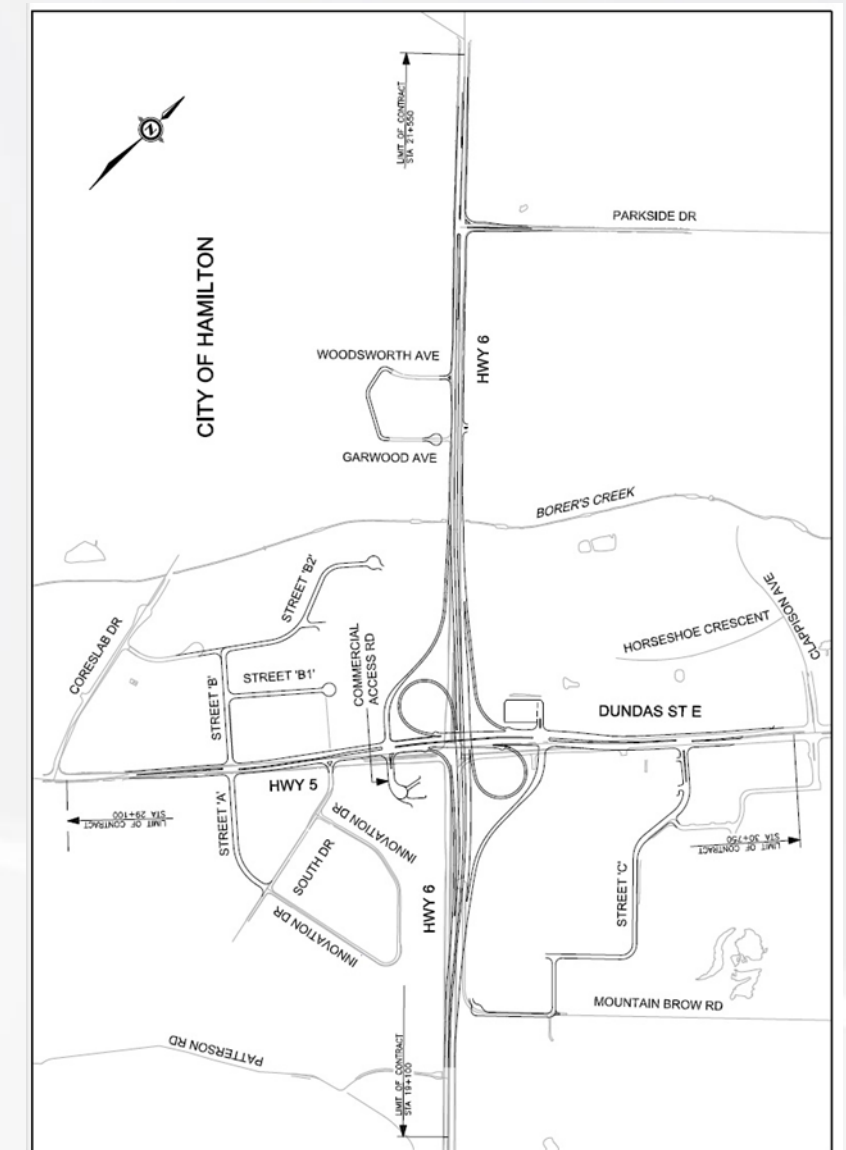
Anticipated construction start – Spring 2025

Anticipated construction completion – Winter 2027

- Timing of contract advertising and construction is subject to sufficient progress in both property acquisition and utility relocations, both of which are underway
- An Environmental Assessment (EA) for a new interchange was completed in 2003
- An addendum to the EA was completed in 2013 to include 3 new municipal roads, and the detail design was completed in 2017.

Scope of the project:

- New Interchange at the Highway 6 and Highway 5 / Dundas Street East
- New municipal road connections and a carpool lot
- Resurfacing Highway 6, from the new interchange to Highway 403 & 6 interchange



QEW, Garden City Skyway

Phase 1 - Twinning

Progressive Design Build Anticipated construction start – Fall 2025

Anticipated construction complete – Summer 2029

RFQ submissions are currently being evaluated, RFP anticipated to be issued in February 2024

Scope:

- Project involves construction of a new twin bridge to the north of the existing Garden City Skyway. This requires property acquisitions, utility relocations and realignment of several adjacent municipal roads in the area.
- QEW traffic will be transferred to the new twin bridge upon its completion prior to the start of rehabilitation works on the existing Garden City Skyway (free of traffic).
- Engineering and Environmental investigations are continuing to support future project procurement

Phase 2 - Rehabilitation

Anticipated construction start – following completion of Phase 1



Highway 400 – Highway 404 Link Bradford Bypass Project

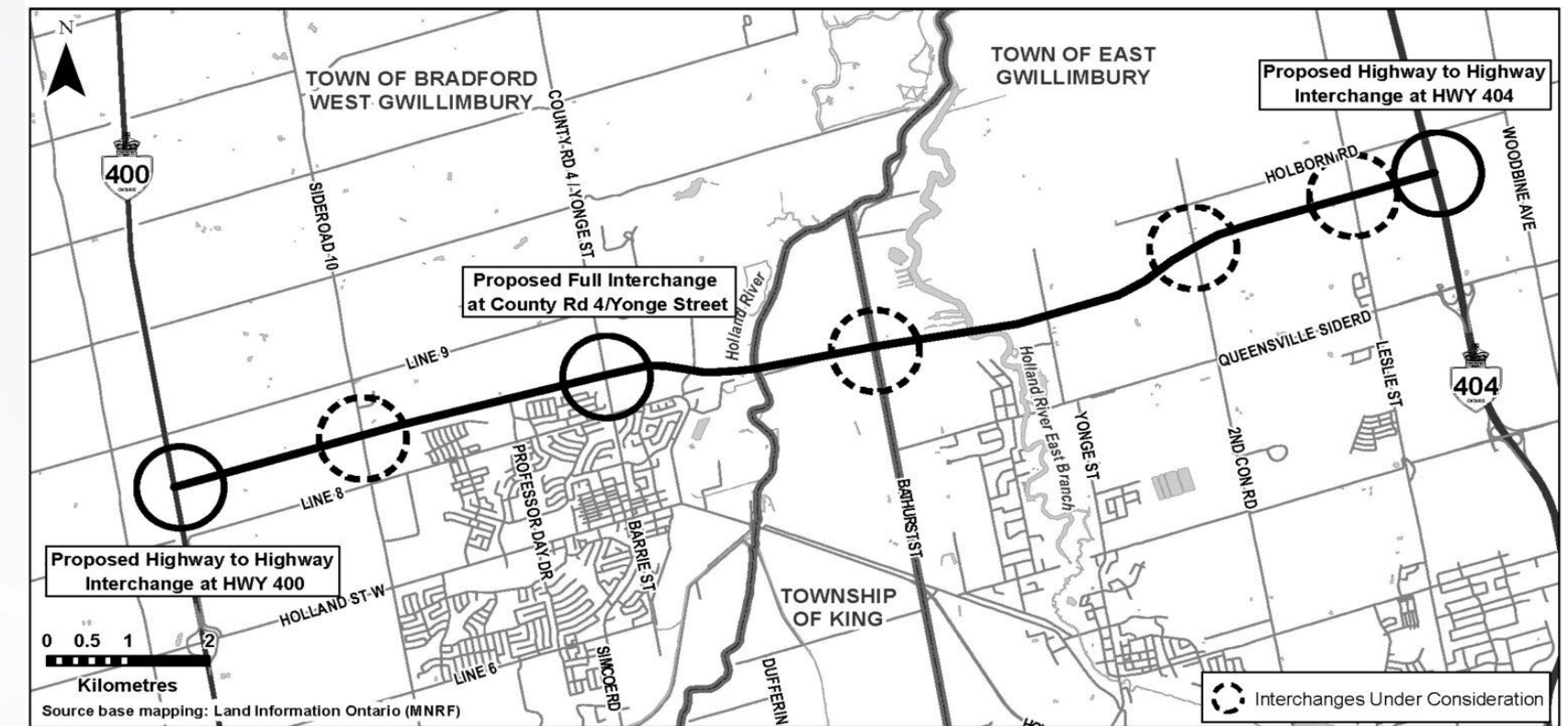
The Bradford Bypass is a proposed 16.3 km freeway connecting Highway 400 and Highway 404 in Simcoe County and York Region.

An Early Work Design Build contract is in construction and includes a grade separated crossing of County Road 4 at the future Bradford Bypass and widening of County Road 4 within the study area.

The study currently includes:

- New freeway to freeway connections at Highway 400 and Highway 404
- Full and partial interchanges at 10th Sideroad, County Road 4, Bathurst Street, 2nd Concession, and Leslie Street
- Grade separated crossings at intersecting municipal roads and watercourses
- Two river crossings over both the Holland River and Holland River East Branch

The preliminary design and project specific assessment of environmental impacts (in accordance with O. Reg. 697/21) is anticipated to be completed by the end of 2023.



Regional Highlights

P3 Projects

Highway 401 Expansion

On April 26, 2019, West Corridor Constructors (WCC) was awarded a fixed-price contract to design, build and finance the Highway 401 Expansion project.

Project involved the widening and reconstruction of approximately 18 km of Highway 401 in the west end of the Greater Toronto Area (GTA).

All lanes were opened to the public in December 2022.

The project reached Substantial Completion in October 2023



QEW Credit River Improvement Project

On December 15, 2020, QEW Credit River Improvement project was awarded to EllisDon and Green Infrastructure Partners (EDCO) as a design, build and finance fixed-price contract.

Construction began in March 2021.

The new north twin bridge over the Credit River was completed and all traffic switched onto the new bridge in July 2023.

Rehabilitation of the existing QEW Credit River bridge including deck removal is now underway.

The project is expected to achieve Substantial Completion in summer 2025.



Regional Highlights

Featured construction contracts - underway

Highway 400 Simcoe

Anne Street Bridge Replacement
Barrie



Dufferin Construction
2021-2023

Highway 89 Bridge Replacement
Cookstown

Fermar Paving
2018-2023



Simcoe Construction

Highway 89 Resurfacing Rosemont to Alliston

Fermar Paving
2023



Highway 26 Intersection Improvement at Nottawasaga Sideroad 26/27 Clearview/Stayner

Cox Construction
2023

York Construction – Highway 427

Major Mackenzie Drive
Ramp Widening

Alliance Verdi Civil Inc.
2022-2023



Langstaff Road Carpool Lot

Green Infrastructure Partners
2022-2023

York Construction – Highway 400

Structure Replacement/Widening
16th Sideroad, Lloydtown-Aurora Road

Dufferin Construction
2017-2023



Steeles Avenue to Langstaff Road
Bridge Rehabilitation & Paving
Dufferin Construction
2022-2023



York Construction

Highway 9: Holland Drainage Canal
Bridge Replacement

Graham Bros.
2021-2023



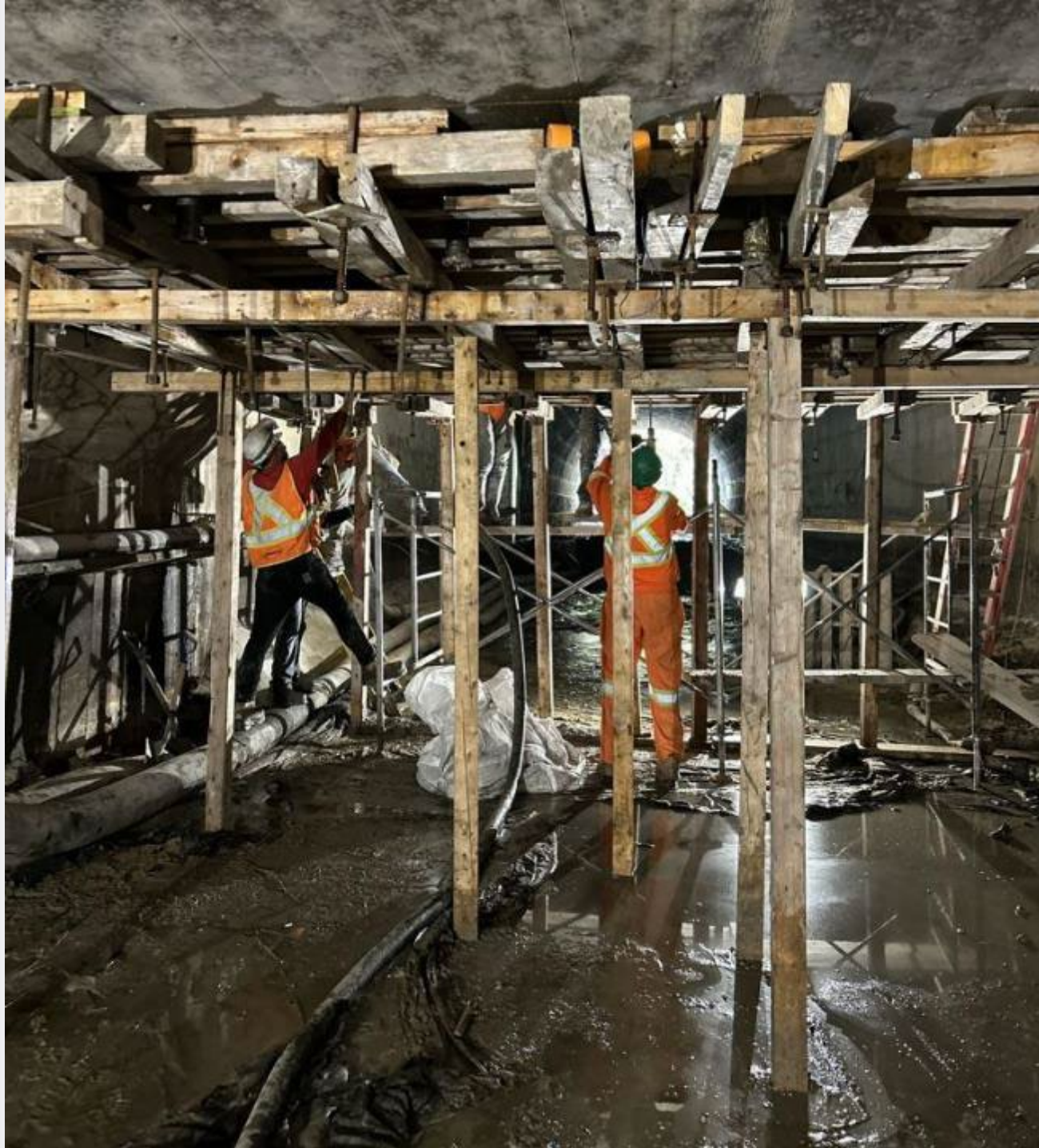
Highway 404: Stouffville to Aurora
High Tension Cable Guide Rail

Peninsula Construction Inc.
2022-2023



Durham Construction

401 Structures and Culvert Rehabilitation



Soncin
Construction
2022-2023

418 Patrol Yard, Clarington
Design-Build

Amico Infrastructures & EXP
2022-2024



Durham Construction – Highway 401

Mill Street Bridge Rehabilitation

Fidelity Construction
2023-2024



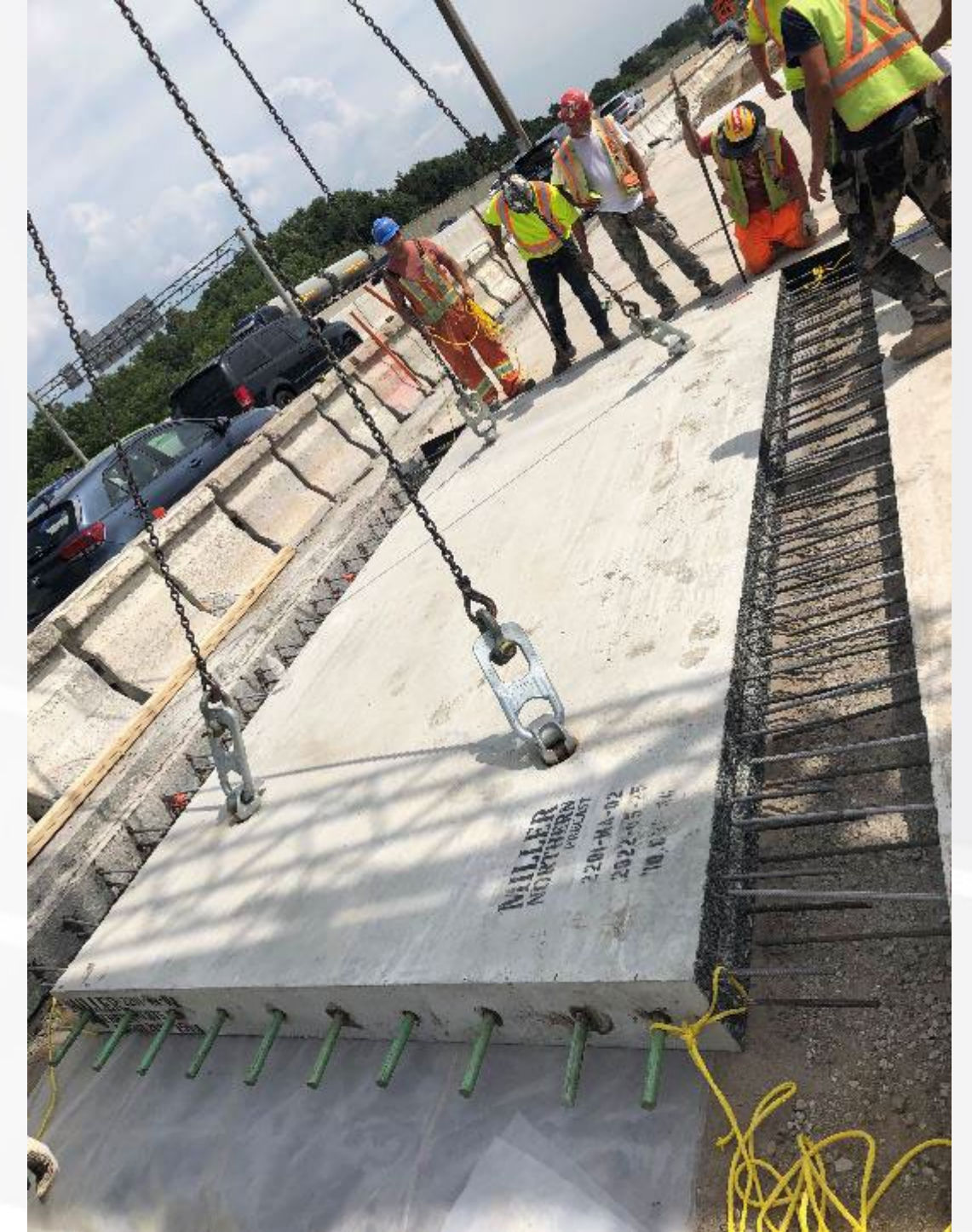
Duffins Creek Bridge Rehabilitation, Ajax

Graham Bros.
2022-2023



Highway 401 Toronto

Eastbound Express Lanes
Jane Street to Avenue Road
Bridge Rehabilitation and
Replacement, Concrete Base
Repairs, Resurfacing
Clearwater Structures
2021-2023



Hamilton Construction

QEW/North Shore Boulevard Structure Replacement



**Dufferin Construction
2018-2023**

Niagara Region

QEW CN/CP Bridge Replacement
Fort Erie

Eiffage Canada
2019-2023



**Highway 405
Concrete Base and Pavement
Rehabilitation**

Rankin Construction Inc.
2023 - 2024

Niagara Region

**QEW/Glendale Avenue
Diverging Diamond Interchange
Design-Build**



**Brennan Paving & Construction Ltd. &
Morrison Hershfield Ltd.
2020-2023**

Niagara Region

Highway 406 Ultra Thin Bonded Wearing Course

Walker Construction
2023



Operations – Central

- Ongoing Enhancements
- Operator Challenges
- Tendering Schedule
- Minor Capital Program

Ongoing Enhancements

Contract Models:

- Continued transition to the new CDMC and MDMC models that include more prescriptive requirements.
- By winter 2026-27, all contracts in the province will transition to the new contract models.

Materials:

- Increased proactive use of anti-icing liquids in advance of a winter storm, where conditions are appropriate.
- Contracts include requirement to supply anti-icing liquid appropriate for winter season temperatures.

Technology:

- 24 new Road Weather Information Stations to enable better awareness and response to changing weather conditions.
- Use of underbody plows in Northern Ontario that are more effective in snow-pack and ice-pack conditions.
- Trial use of alternate winter maintenance materials that may be more suitable for extreme cold temperatures.
- Implementation of new equipment configurations including wide wing plows and medium duty combination units.

Communications:

- Winter maintenance/safe driving campaigns.
- Expanded network of Changeable Message Signs for winter weather messages.
- Installing more than 20 Portable Variable Message Signs (PVMS) across Northern Ontario to increase awareness about winter storms and highway closures where previously there was no coverage.



Wide Wing Plow



Medium Duty Combination Unit

Ongoing Enhancements

Research:

- Improved equipment calibration approach to ensure that required amount of winter material is placed on the roadway.
 - Excess material application results in losses and environmental impacts and less material may impact winter operations.
- Innovative use of pre-wet salt and sand to improve effectiveness.
- Use of larger capacity spreader box to spread salt/ sand over longer distances and reduce re-loading frequency.
- Pavement marking field trials involving recessed pavement markings and new pavement marking products for better reflectivity and durability.

Snow Plow Legislation

- Amendments to the Highway Traffic Act (HTA) came into effect on September 15, 2023, that prohibits the overtaking of snow plows working in echelon formation, on provincial highways with a posted speed limit of 80 km/hr.
- The amendment is expected to enhance safety by helping reduce unsafe passing manoeuvres around working snow plows.

New ON Trans-Canada Standard

- In November 2022, the ministry introduced a new “ON Trans-Canada” standard which requires contractors to clear Highways 11 and 17 to bare pavement within 12 hours of the end of a winter storm, four hours faster than the previous standard.
- The 12 hours bare pavement standard is intended to enhance winter maintenance services on Highways 11 and 17 while also optimizing the use of resources and protecting our environment.



Operator Challenges

- Lack of operators is an industry-wide issue that has a bearing on all sectors that require AZ/DZ licence and has started to impact the delivery of winter maintenance services, especially in Northern Ontario. Most winter vehicles require operators with an AZ or DZ licence.
- All maintenance contractors have been encouraged to enrol in the ministry's Drivers Certification Program (DCP) that gives ministry-approved organizations permission to train and test (upgrade or renewal) for commercial class licences (A-F), motorcycle licences and air brake endorsement.
- The ministry developed a guidance document to assist field staff in supporting contractors manage impacts of operator shortages, if ministry assistance is requested.
- MTO/ORBA joint working group has been exploring various options to mitigate operator shortages:
 - Include fair wage provisions in new procurements – implemented.
 - Equipment innovations such as wide wing plow and medium duty combination unit – implemented in select areas.
 - Enhanced guaranteed hours and retention incentives – being used by many maintenance contractors.
 - Working with SOLGEN to explore opportunities to train and employ suitable parolees as winter equipment operators.
 - Opportunities to increase year-around work.



Contractor Directed Maintenance Contract (CDMC) – Tendering Schedule

- Four contracts were tendered and awarded in 2023
 - Owen Sound CDMC – awarded to IMOS
 - Thunder Bay West CDMC – awarded to Emcon
 - London CDMC – awarded to Emcon
 - Chatham CDMC – awarded to Emcon
- Six contracts are scheduled to be tendered in 2024 including:
 - Niagara CDMC,
 - Bancroft CDMC,
 - Huntsville CDMC,
 - Kingston East CDMC,
 - Kingston West CDMC
 - Hamilton CDMC.

Minor Capital Program

Central Region

Minor Capital Expenditure (2022/23)

- \$15M

Summary of Project Types

- Pavements (preventative resurfacing, holding resurfacing, route and seal, surface treatment)
- Structural
- Traffic (signs, safety & operational improvements)
- Vegetation Management

Breakdown of Work

- Pavements 60%
- Structural 10%
- Vegetation 5%
- Facilities 5%
- Safety 5%
- Miscellaneous 15%

Key Contacts

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Manager, Major Projects Office	Pauline Van Roon, P.Eng.	Pauline.VanRoon@ontario.ca	647-339-4130
<u>Operations Division</u>			
Director, Central Operations	Becca Lane, P.Eng.	Becca.Lane@ontario.ca	416-235-5400