

ORBA



PRESIDENT'S TOUR 2023

MONDAY NOV 13



LONDON

TUESDAY NOV 14



GTA

WEDNESDAY NOV 15



OTTAWA

THURSDAY NOV 16



SUDBURY

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ORBA



ORBA PRESIDENT'S TOUR 2023

Outline

Capital Program Delivery Branch, Director Opening Remarks

Provincial Overview of Capital Program – 2023/24

- Budget
- Capital Program Tendering

Ontario Highways Program Update

Regional Highlights

- Capital Construction Program (Expansion and Rehabilitation)
- Featured Projects in Construction – Current

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



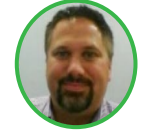
Ben Soper
Director, Program
Oversight & Integrity



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



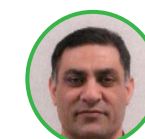
Michael Casey (A)
Director, Policy
Coordination &
Intergovernmental



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

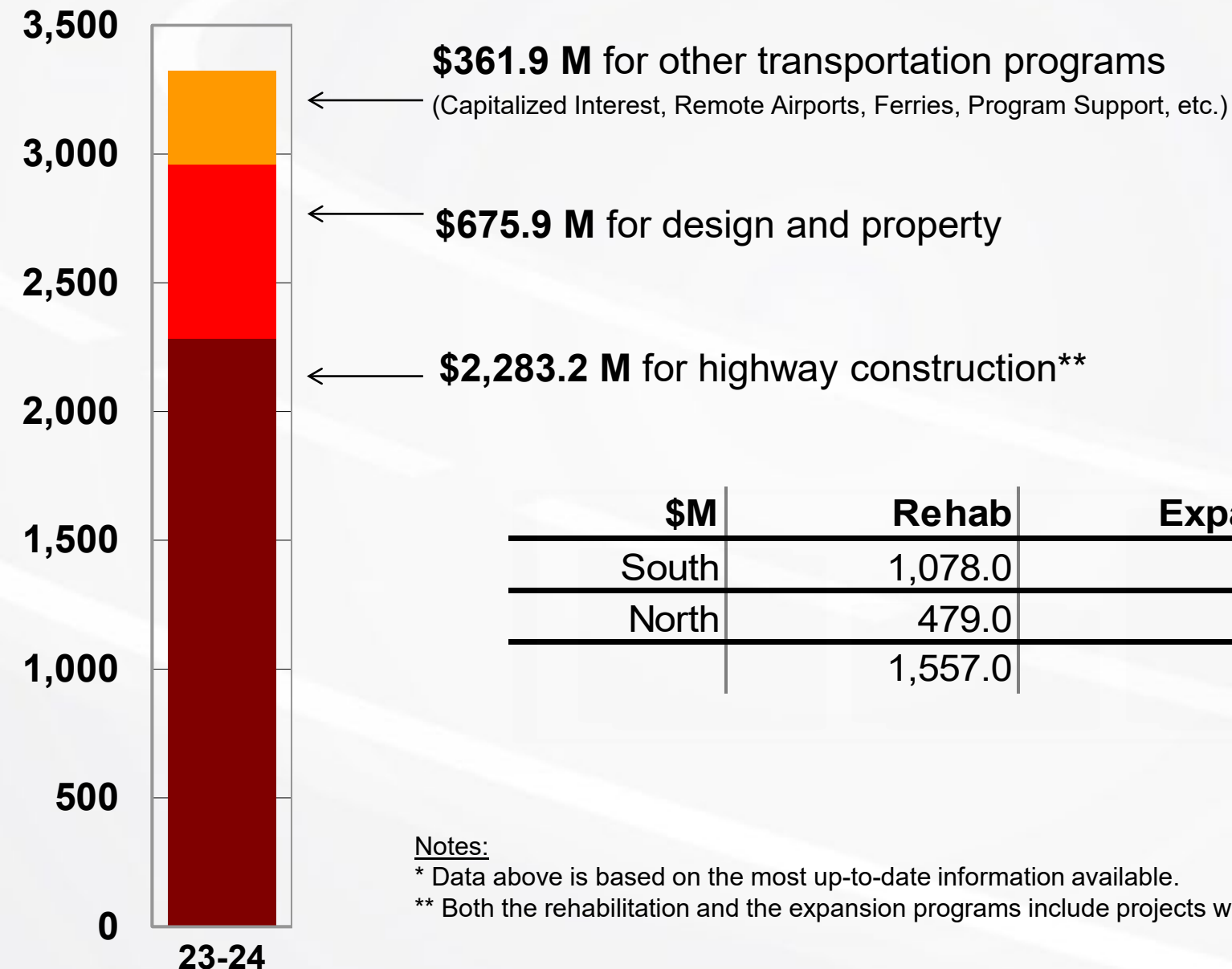
- Approximately 1,500 Users onboarded to date
- Majority of functionality is available for use in CMS
- Some final business processes and enhancements (Release 5) are currently being finalized (e.g. claims, contract completion)
- MTO business within CMS is still new – new discoveries and limitations 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

Provincial Overview of Capital Program - 2023/24

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



	\$M	Rehab	Expansion	Total
South		1,078.0	613.3	1,691.3
North		479.0	112.9	591.9
		1,557.0	726.2	2,283.2

Notes:

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

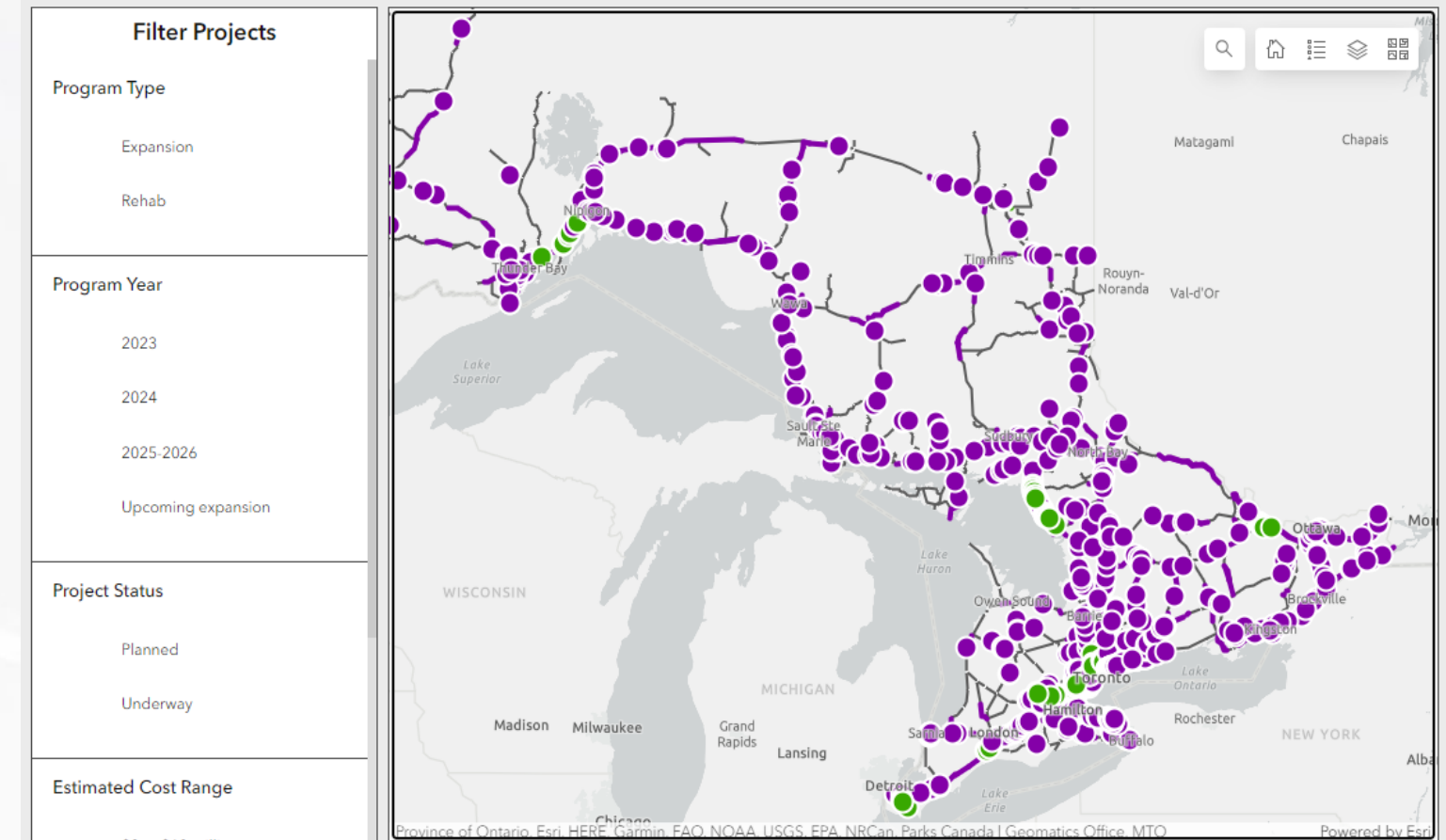
** Both the rehabilitation and the expansion programs include projects with P3 and non-P3 delivery models.

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** in construction are planned to start in fiscal year 2023/24 (April 2023 to March 31, 2024)
 - Over **650 projects** (rehabilitation and expansion) 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 capital program budget this year.
 - Continually monitor in-year forecasts and adjust our program with the objective of fully spending our budget

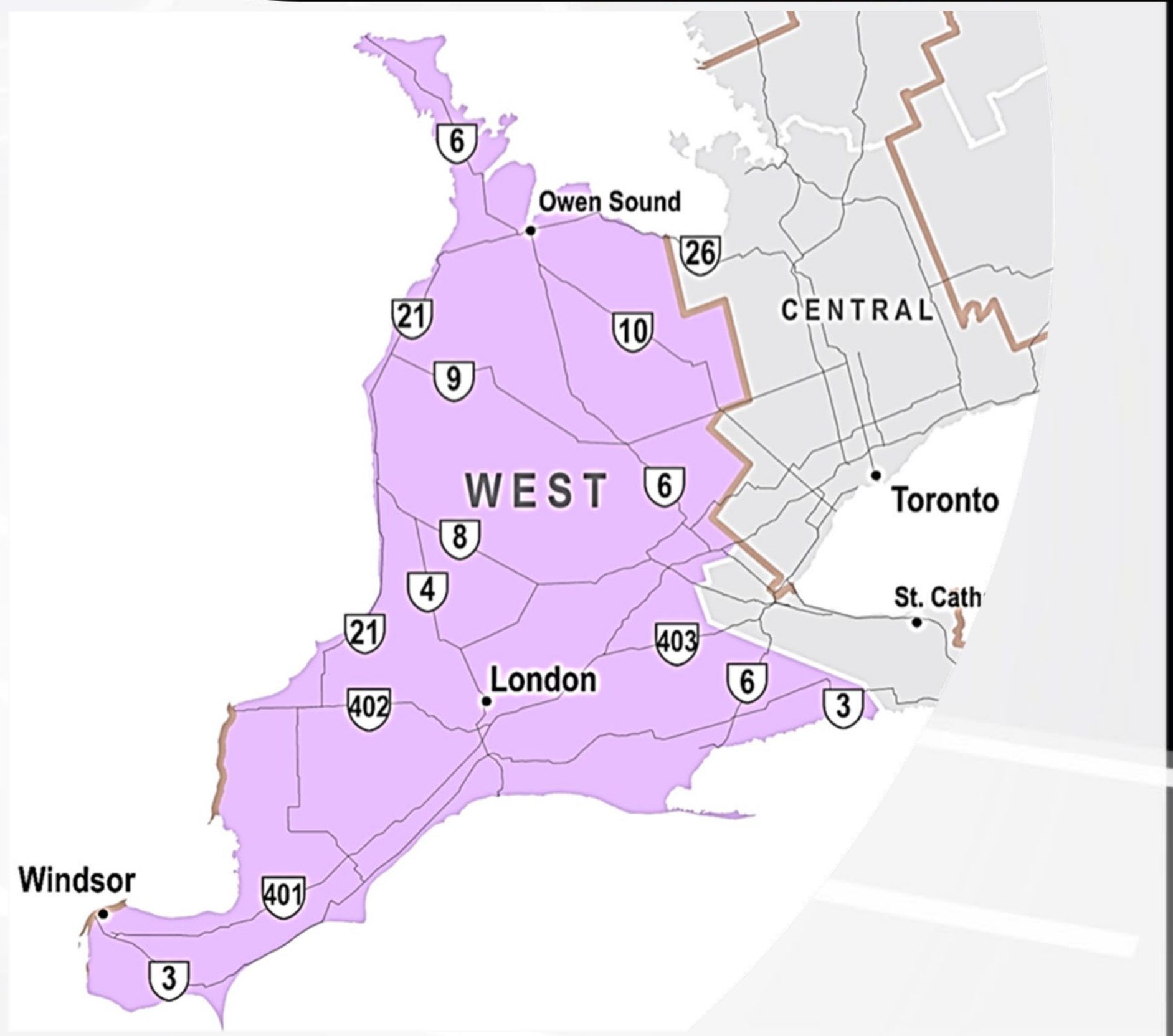
Ontario Highways Program (OHP) Publication

- 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), CMGC etc.
 - Variety of contract sizes - <\$5M to >\$100M
- <https://www.ontario.ca/page/ontarios-highway-programs>



Regional Highlights

Capital Construction Program
WEST

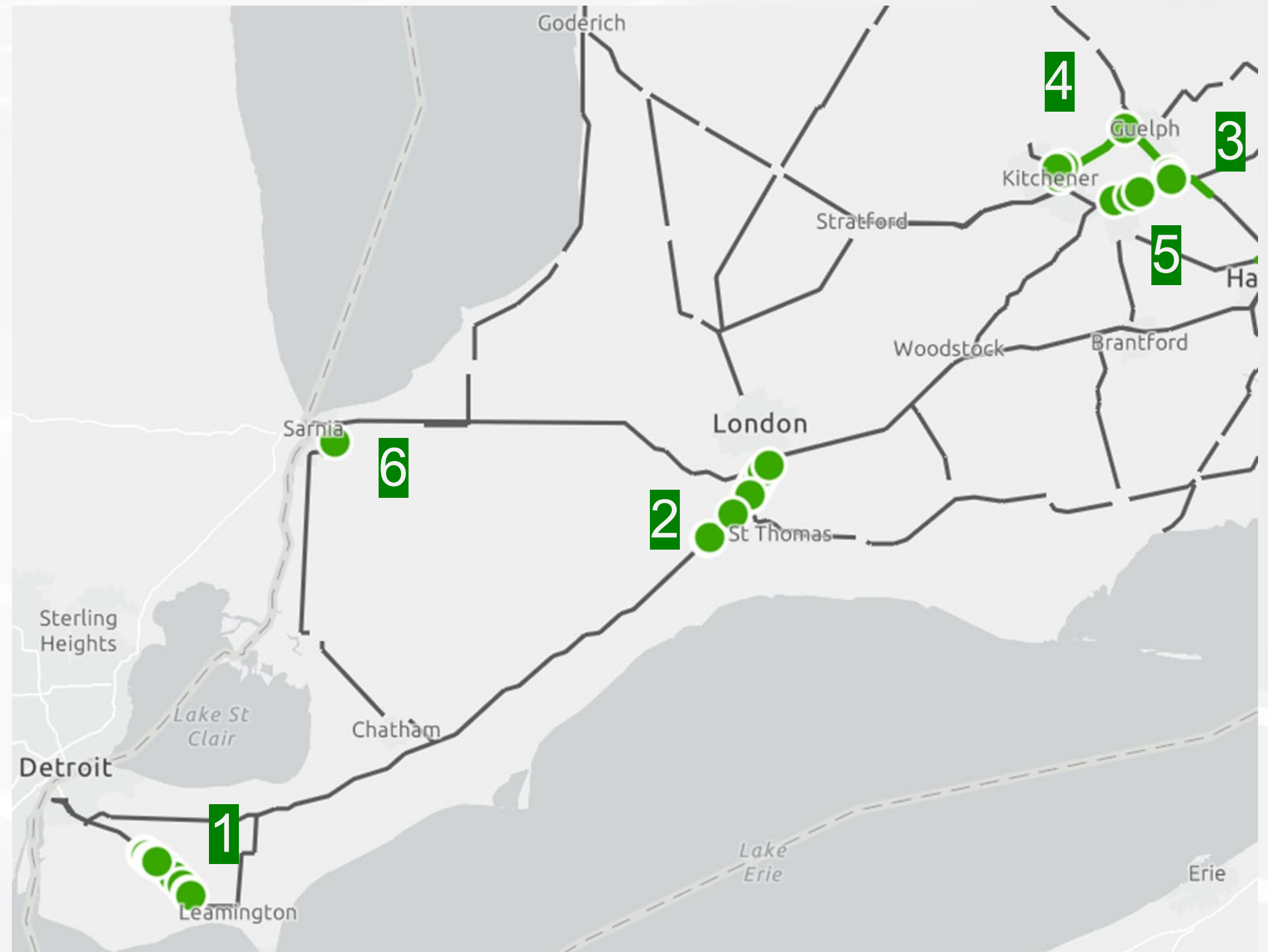


Expansion

WEST

Expansion is focused in the following areas:

- 1) Highway 3 Widening – Essex County
- 2) Highway 401 Widening – London Westerly (Contract 2)
- 3) Highway 401 Widening – Cambridge
- 4) New Highway 7 – Kitchener to Guelph
- 5) Highway 6 – Freelon to Guelph (Morrison Bypass)
- 6) Highway 40 – Sarnia

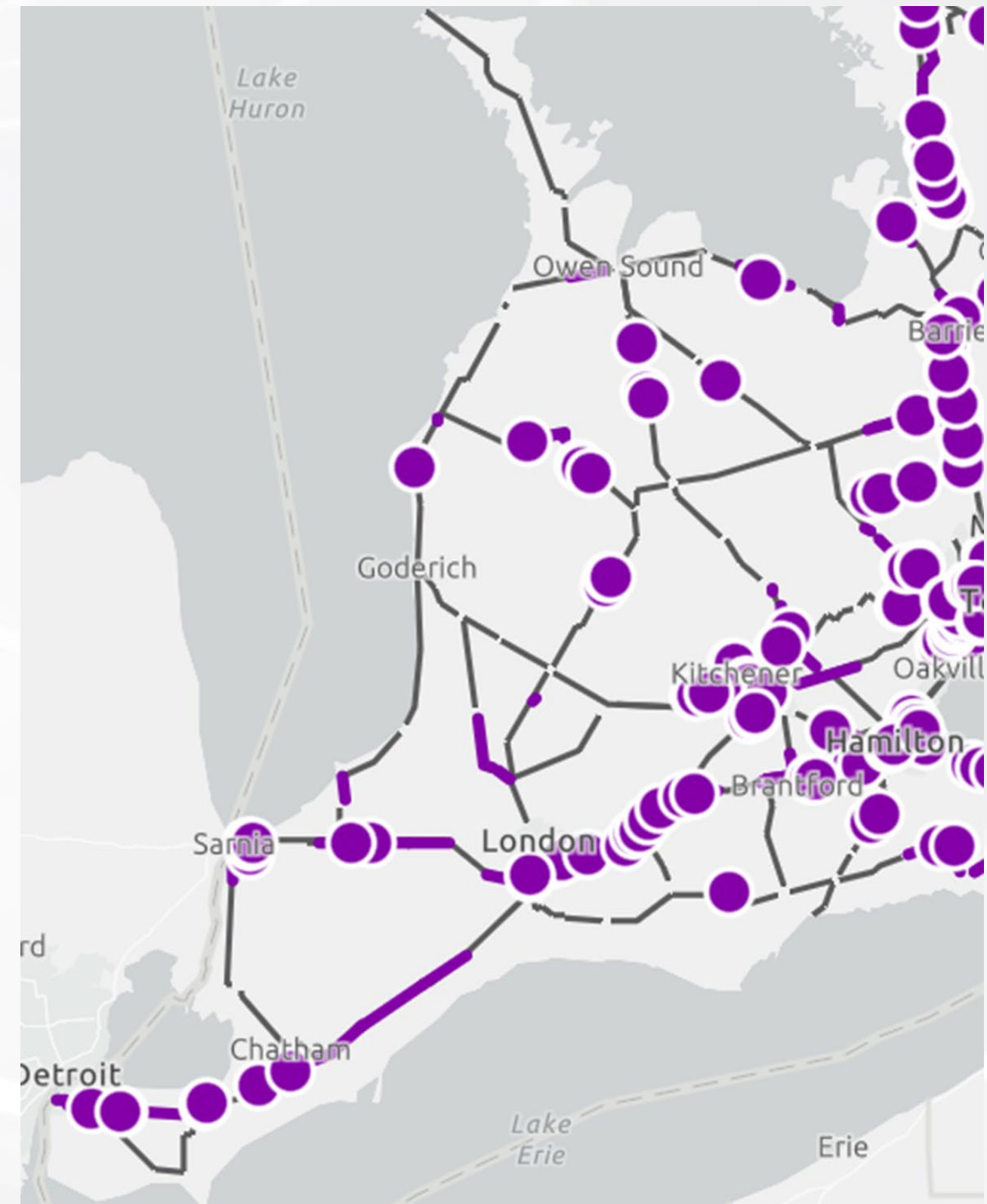


Rehabilitation

WEST

A selection of rehabilitation projects, including the anticipated construction start (subject to change), will be presented in the following seven areas:

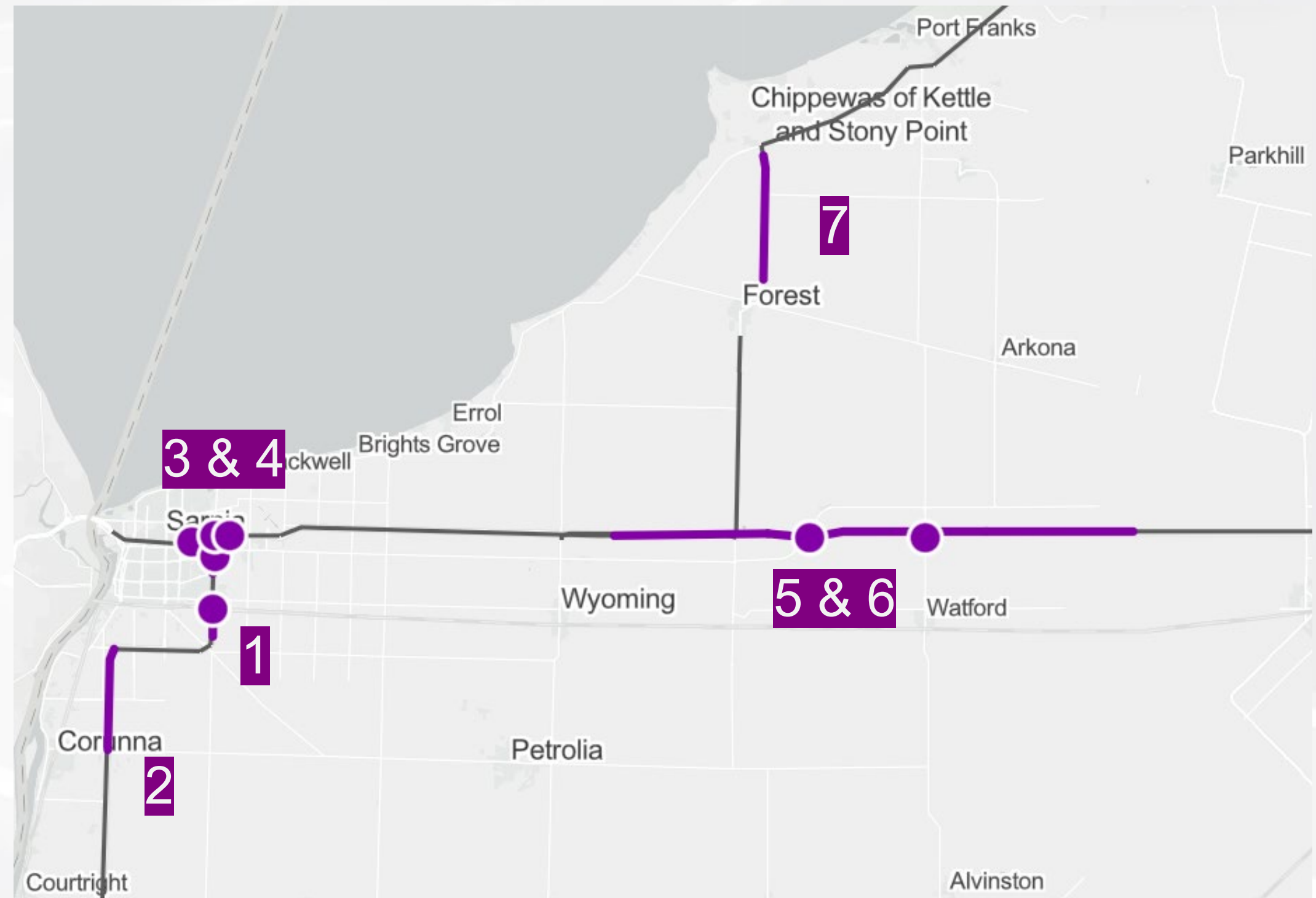
- Sarnia Lambton
- Essex & Chatham Kent
- Middlesex, Oxford, Huron & Perth
- Brant, Haldimand & Norfolk
- Region of Waterloo
- Wellington
- Grey, Bruce, Huron and Perth



Rehabilitation

Sarnia Lambton

- 1) Highway 40, CNR Overhead, Bridge Replacement, 2024
- 2) Highway 40, Petrolia Line to Churchill Rd, Resurfacing, 2025-2026
- 3) Highway 402, Former CNR Overhead, Bridge Rehabilitation, 2024
- 4) Highways 402 & 40, Wellington St to Highway 40 North Limit, Resurfacing, Bridge Rehabilitations, 2025-2026
- 5) Highway 402, Morris Drain & Bear Creek Structure Rehabilitations, 2025-26
- 6) Highway 402, Oil Heritage Rd to Kerwood Rd, Resurfacing, 2025-2026
- 7) Highway 21, Forest to Lambton Rd 7, Resurfacing, 2025-2026



Rehabilitation

Highway 401, Essex & Chatham-Kent

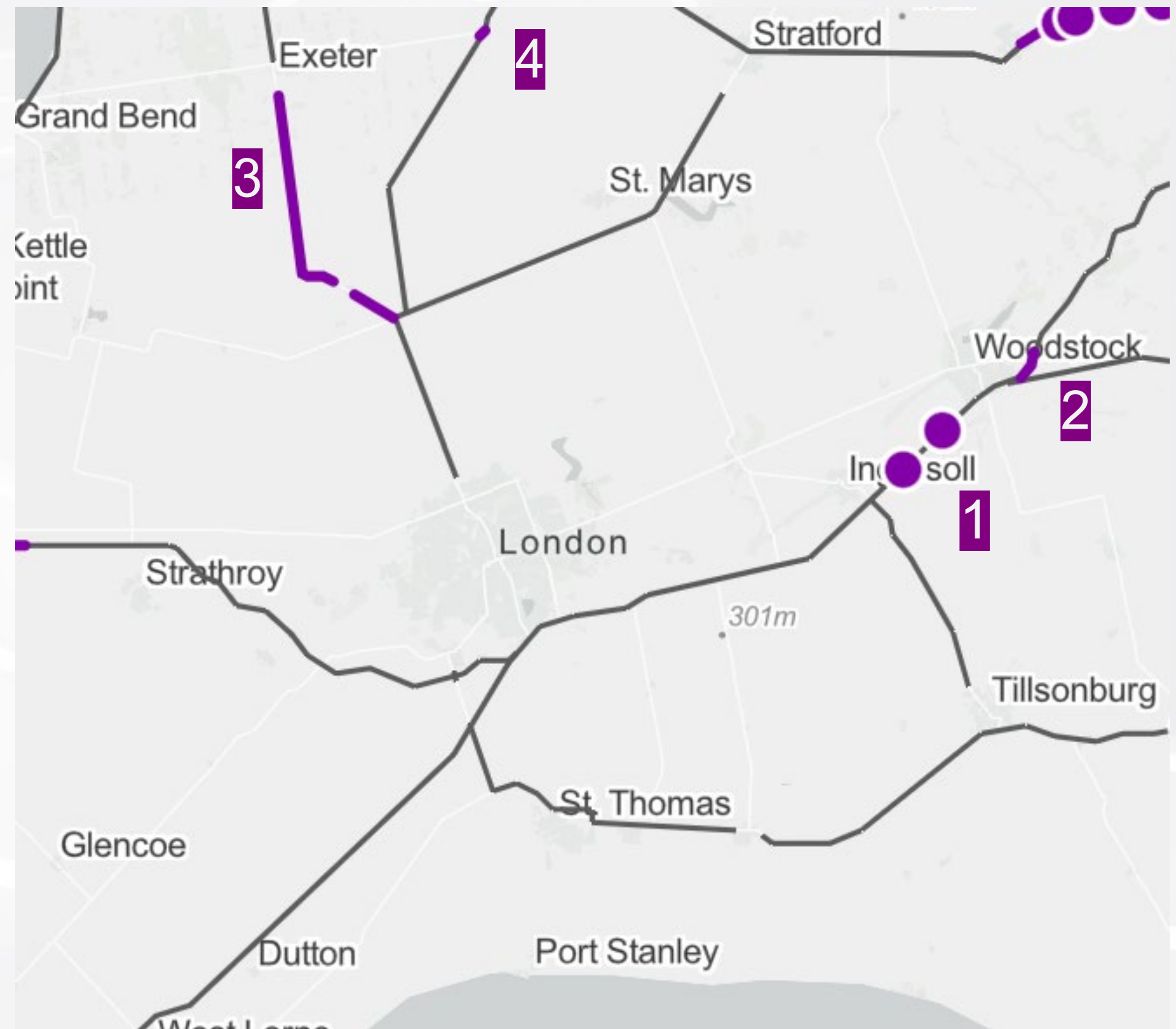
- 1) Tremblay Creek, Culvert Replacement, 2025-2026
- 2) Gracey Side Rd Underpass, Bridge Rehabilitation, 2025-2026
- 3) Bloomfield Rd Interchange, Bridge Replacement, Interchange Improvements, 2025-2026
- 4) Bloomfield Rd to Victoria Rd Westbound, Resurfacing, 2025-2026



Rehabilitation

Middlesex, Oxford, Huron & Perth

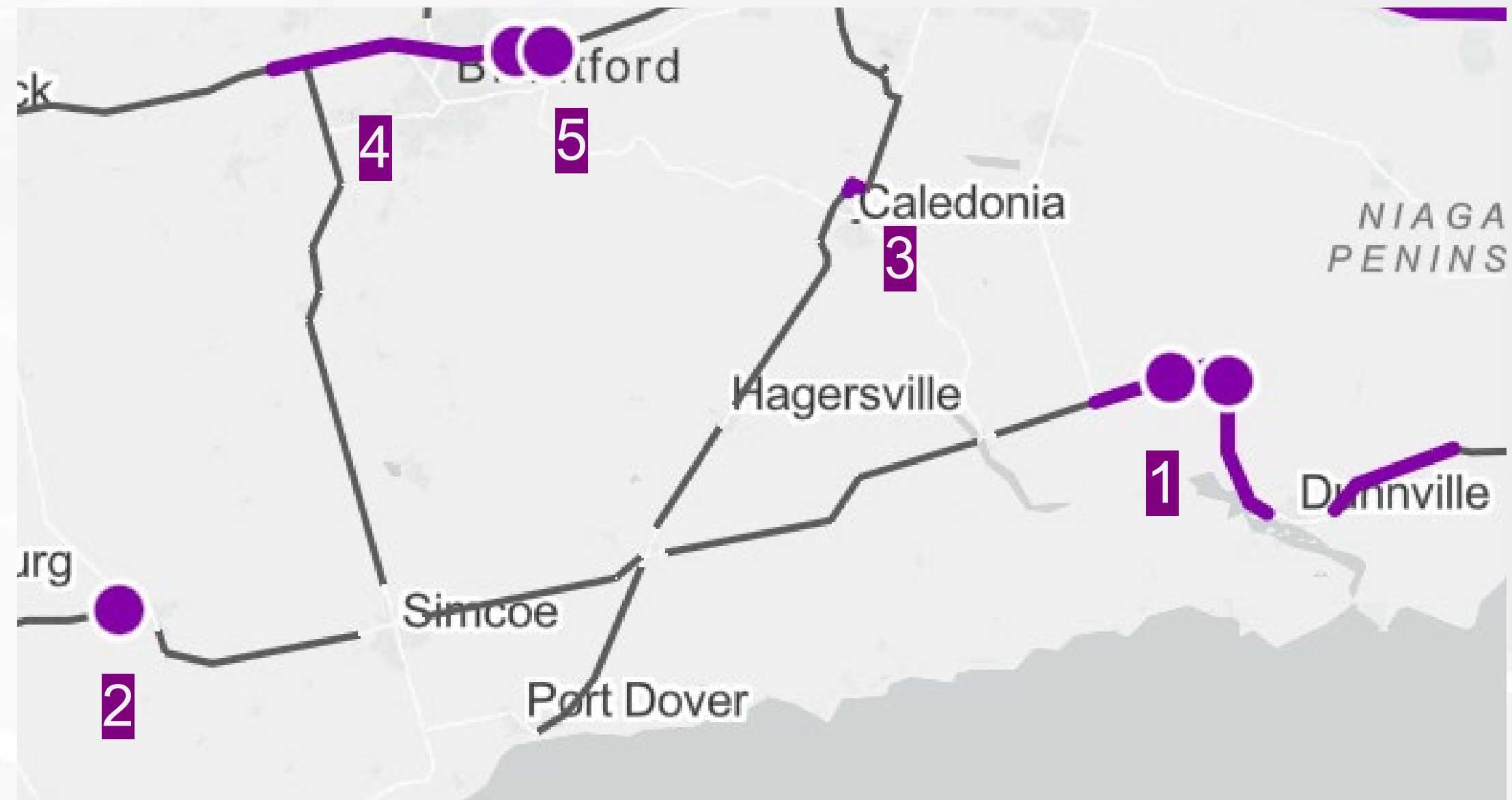
- 1) Highway 401, Foldens Line & Dodge Line, Structure Rehabilitations, 2025-2026
- 2) Highway 401, Hwy 59 to Oxford Hwy 2, Resurfacing, 2025-2026
- 3) Highway 4, Elginfield to Exeter, Resurfacing, 2024
- 4) Highway 23, Perth Line 23, Intersection Improvements, 2025-2026



Rehabilitation

Brant, Haldimand & Norfolk

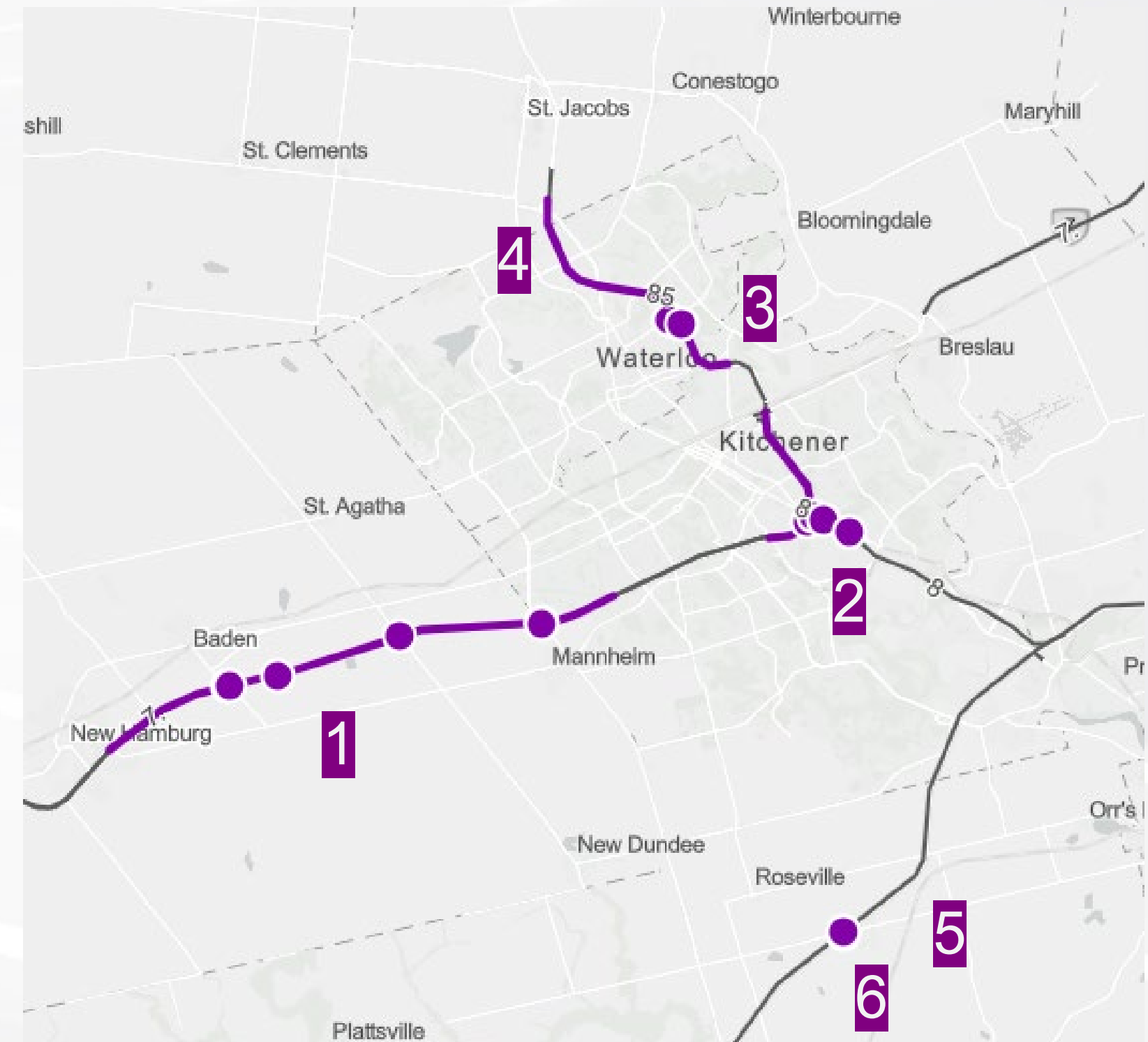
- 1) Highway 3, Haldimand Rd 56 to the Niagara Boundary, Resurfacing, Culvert Rehabilitation & Drainage Improvements, 2024
- 2) Highway 3, North Creek at Lehman's Pond, Culvert Replacement, 2025-2026
- 3) Highway 6, Greens Rd, Caledonia, Intersection Improvements, 2025-2026
- 4) Highway 403, Rest Acres Rd to Garden Ave, Resurfacing, 2024
- 5) Highway 403, Garden Ave. & Johnson Rd., Bridge Rehabilitation, 2025-2026



Rehabilitation

Regional Municipality of Waterloo

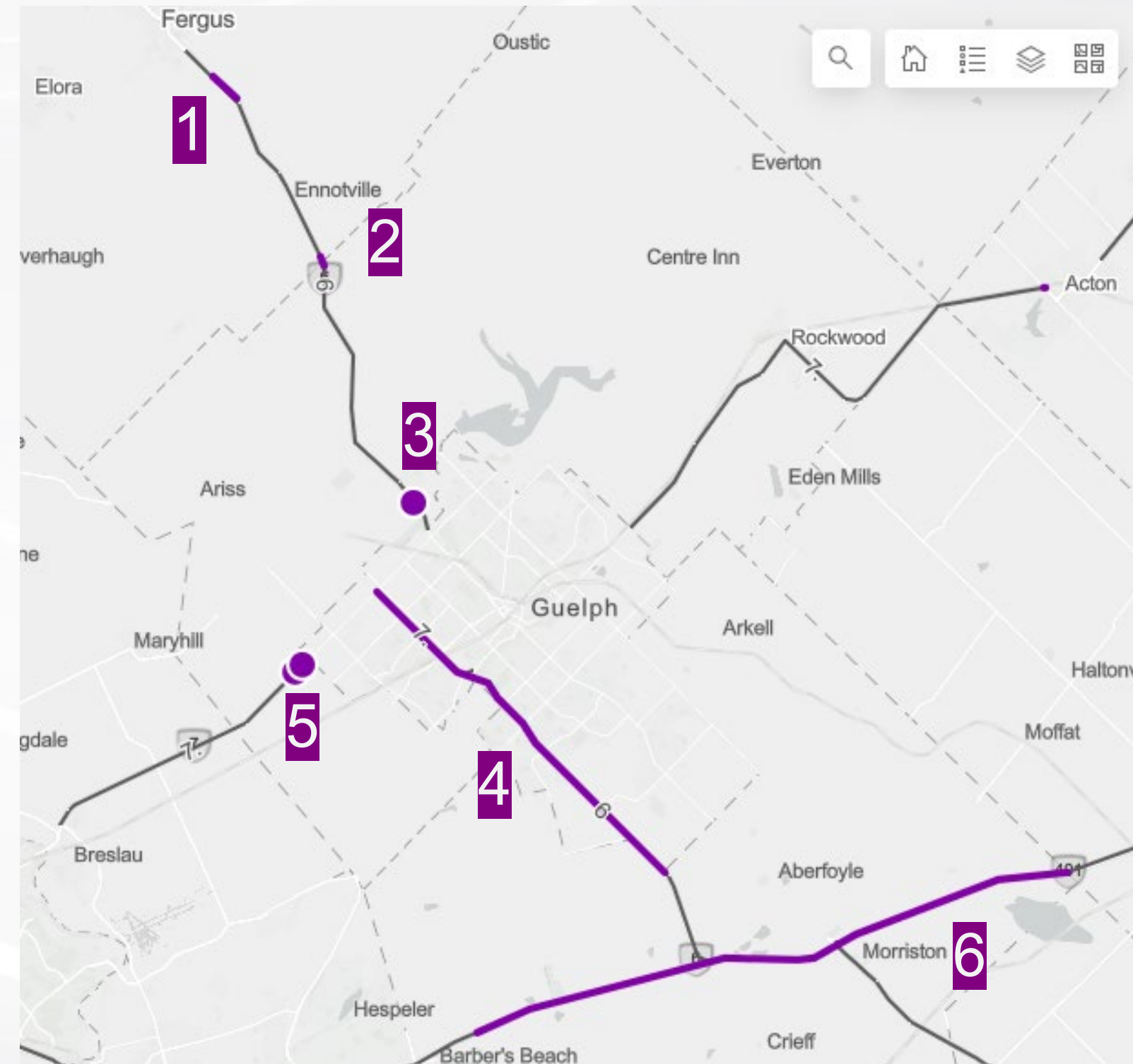
- 1) Highway 7, Bleams Rd to Fischer-Hallman, Resurfacing & Bridge Rehabilitations, 2025-2026
- 2) Highway 8, Fairway Rd to Highway 7 Interchange, Overhead Signage, 2024
- 3) Highway 85, Lancaster St to King St North, Resurfacing, Culvert Rehabilitation, 2024
- 4) Highway 85, King St to Reg Rd 15, Resurfacing, 2025-2026
- 5) Highway 401, Roseville Rd Underpass, Bridge Replacement, Culvert Replacement, Culvert Rehabilitation, 2024
- 6) Highway 401, Cedar Creek Interchange, Bridge Replacement 2025-2026



Rehabilitation

Wellington

- 1) Highway 6, Nichol 2nd Line, Intersection Improvements, 2025-2026
- 2) Highway 6, Wellington Rd 22, Intersection Improvements, 2025-2026
- 3) Highway 6, Marden Creek, Culvert Replacement, 2024
- 4) Highway 6, Hanlon, Various Intersections, Resurfacing, 2025-2026
- 5) Highway 7, Culvert Replacements, 2025-2026
- 6) Highway 401, Wellington Rd. 32 to the Halton Boundary, Resurfacing, 2024



Rehabilitation

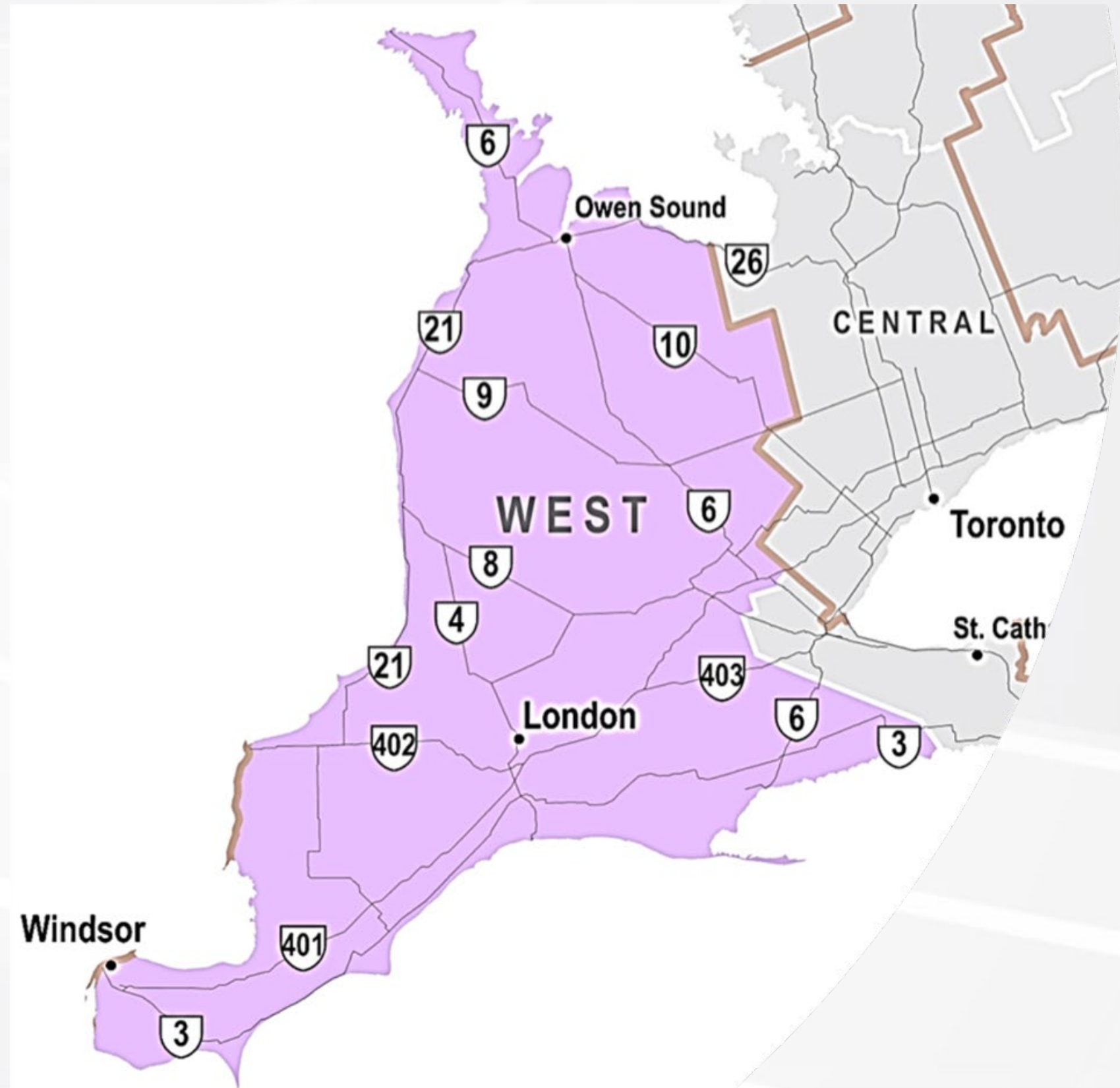
Grey, Bruce, Huron & Perth

- 1) Highway 6, Durham to Dornoch, Bridge Rehabilitation & Culvert Replacement, 2025
- 2) Highway 9, Mildmay to Clifford, Reconstruction, Culvert Replacement, Culvert Rehabilitation, 2025-2026
- 3) Highway 10, Boyne River Bridge, Culvert Replacement, Resurfacing, 2024
- 4) Highway 21, Kincardine, Intersection Improvements, 2024
- 5) Highway 21, Eighteen Mile Creek, Amberly, Bridge Rehabilitation, 2025-2026
- 6) Highway 23, Newry to Listowel, Resurfacing, Bridge Rehabilitation, 2025-2026
- 7) Highway 26, Thornbury & Craigeith, Intersection Improvements, 2025-2026



Regional Highlights

Featured Construction Projects WEST



2023 Construction Summary

WEST

Major Capital

- 35 active construction projects in West Region in 2023/24
- 16 projects - carry over from previous years
- 19 projects - work commenced in 2023

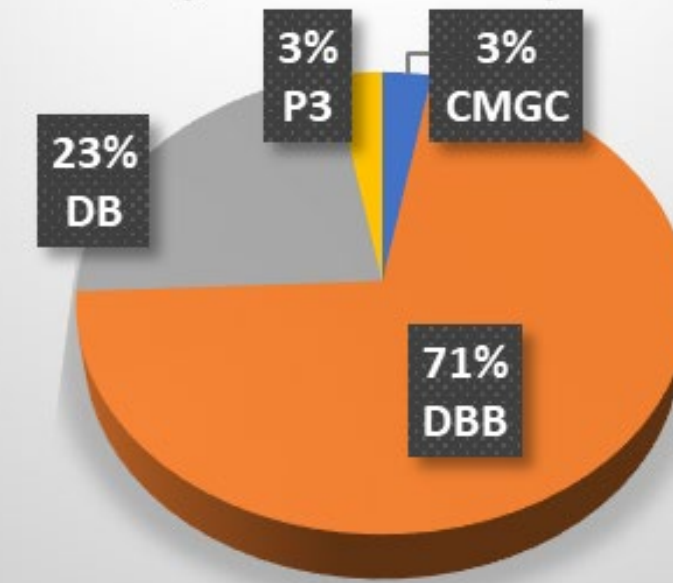
Delivery Model Breakdown of the above projects

- 1 Construction Manager General Contractor (CMGC)
- 8 Design Build (DB)
- 25 Design Bid Build (DBB)
- 1 Design Build Finance (DBF/P3)

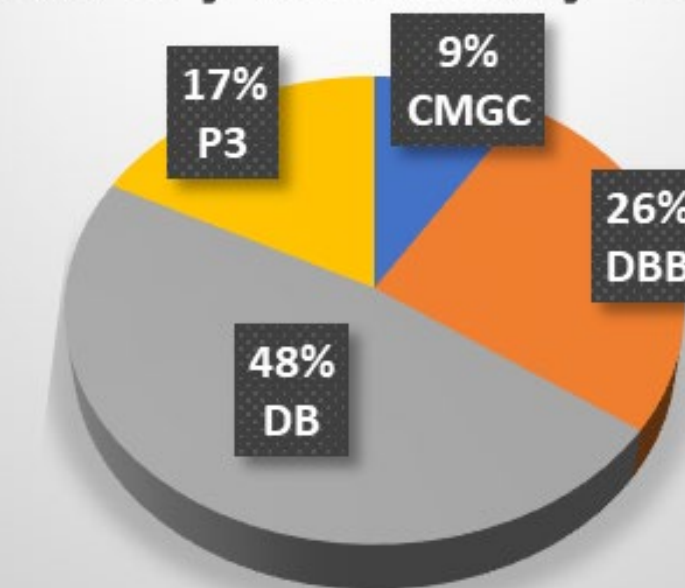
Minor Capital

- 11 contracts

Delivery Model by Project



Delivery Model by Value



Highway 403



Contract 2021-3006 Highway 401 to W Quarter Townline Rd

- Design Build
- Pavement rehab (Cold-In-Place Recycling)
- Rehabilitation of three structures
- **Start: Spring 2023 Finish: Fall 2024**

Contract 2023-3010 & 2023-3016 Rest Acres Rd to Garden Ave

- 15.5 km of Pavement rehabilitation
- **Start: Spring 2023 Finish: Fall 2023**

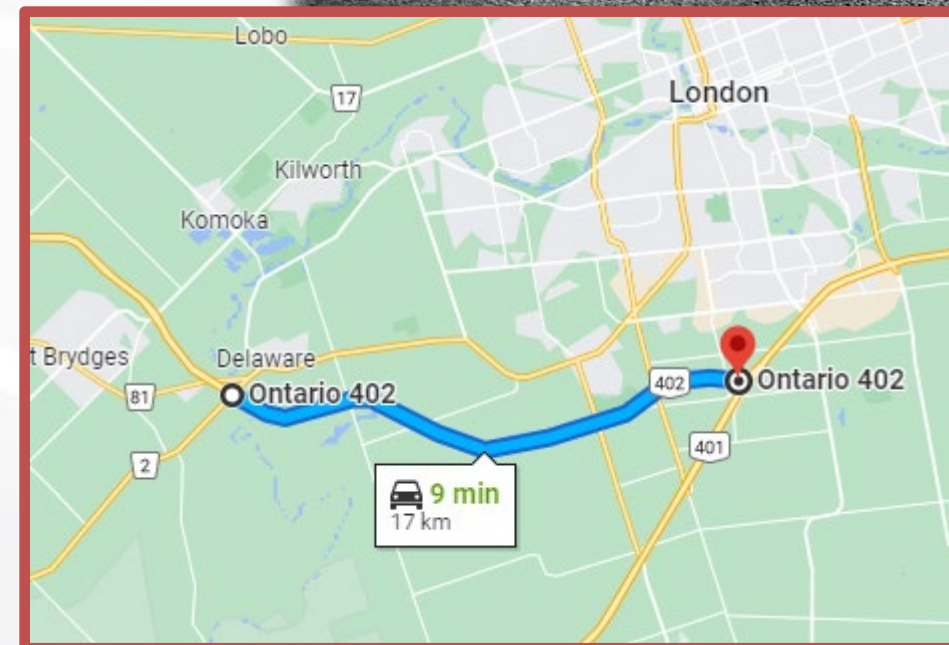
Highway 402

Contract 2022-3015 Colonel Talbot Rd to Highway 401

- 5 km of Pavement rehabilitation
- **Start: Spring 2022** **Finish: Fall 2023**

Contract 2023-3015 Longwoods Rd to Colonel Talbot Rd

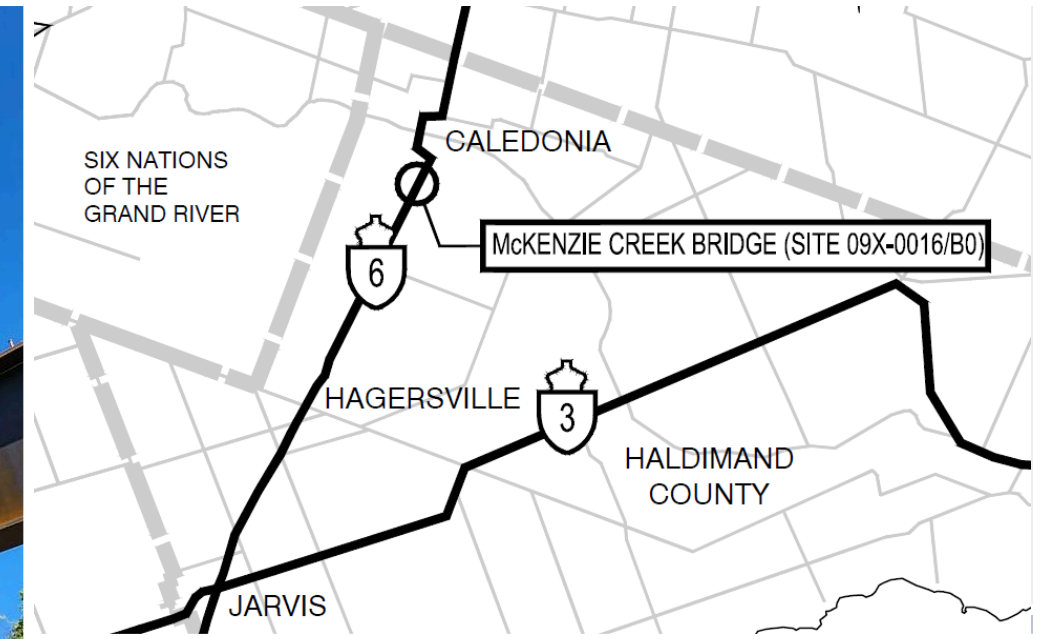
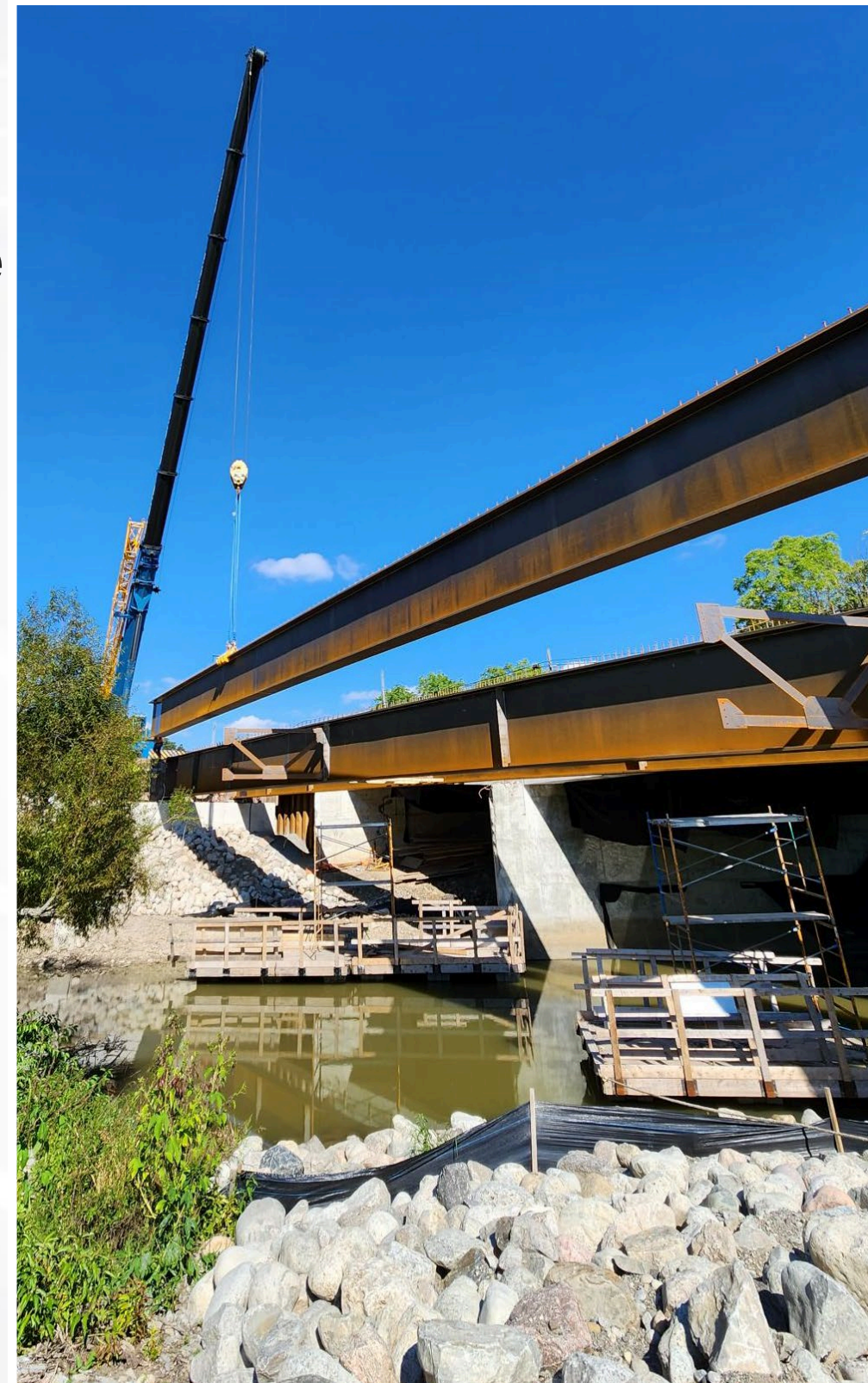
- 12 km of Pavement rehabilitation
- **Start: Summer 2023** **Finish: December 2023**



Highway 6

Contract 2022-3024 McKenzie Creek Bridge

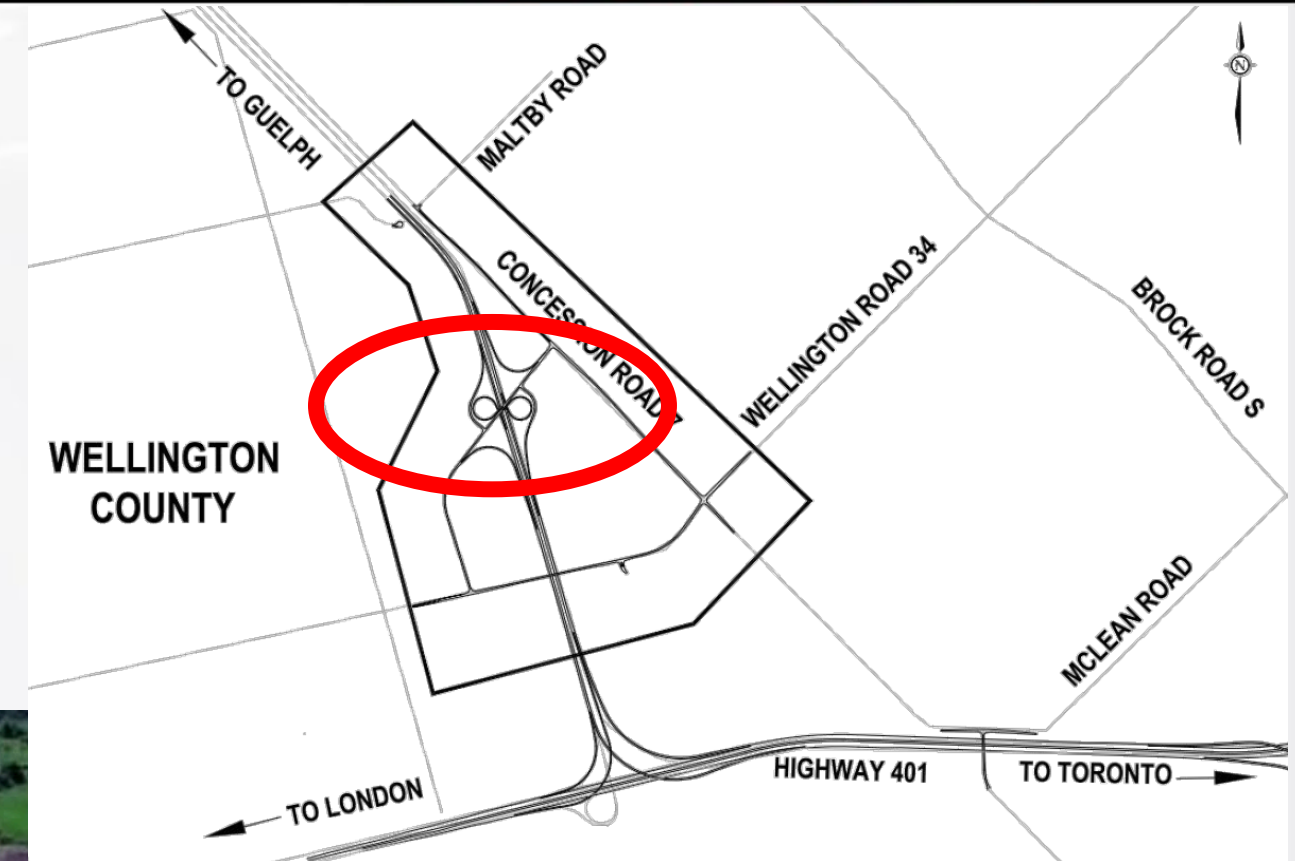
- Replacement of the McKenzie Creek Bridge
 - New single span steel girder bridge
 - 48m span
- **Start: Spring 2023 Finish: Fall 2024**



Highway 6 – New Interchange

Contract 2021-3004 – Midblock Interchange

- Design Build
- New Highway 6 (Hanlon) interchange between Maltby Rd and Wellington Rd 34
- New underpass at Wellington Rd 34
- **Start: Fall 2022 Finish: Summer 2025**



Highway 401 - Cambridge

Contract 2020-3001

- New twin Highway 401 Grand River Bridges
- Existing 6 span bridges replaced with 4-span structures with a length of 225 m
- **Start: Spring 2021 Finish: July 2025**



Contract 2020-3024

- Widen 6 to 10 lanes, 5km of Highway 401 from Hespeler to Townline Rd
- Replace Hespeler Road Bridges
- **Start: August 2020 Finish: November 2023**



Highway 401 - London

Contract 2022-3004 Highbury, Pond Mills, CNR

- Design Build
- Replacement of three bridge structures
 - Pond Mills Rd Overpass
 - CNR Overhead
 - Highbury Ave Underpass
- 5.5km of pavement reconstruction/rehab
- Continuous speed change lane between Wellington Rd. and Highbury Ave.
- **Start: Spring 2023 Finish: Summer 2027**



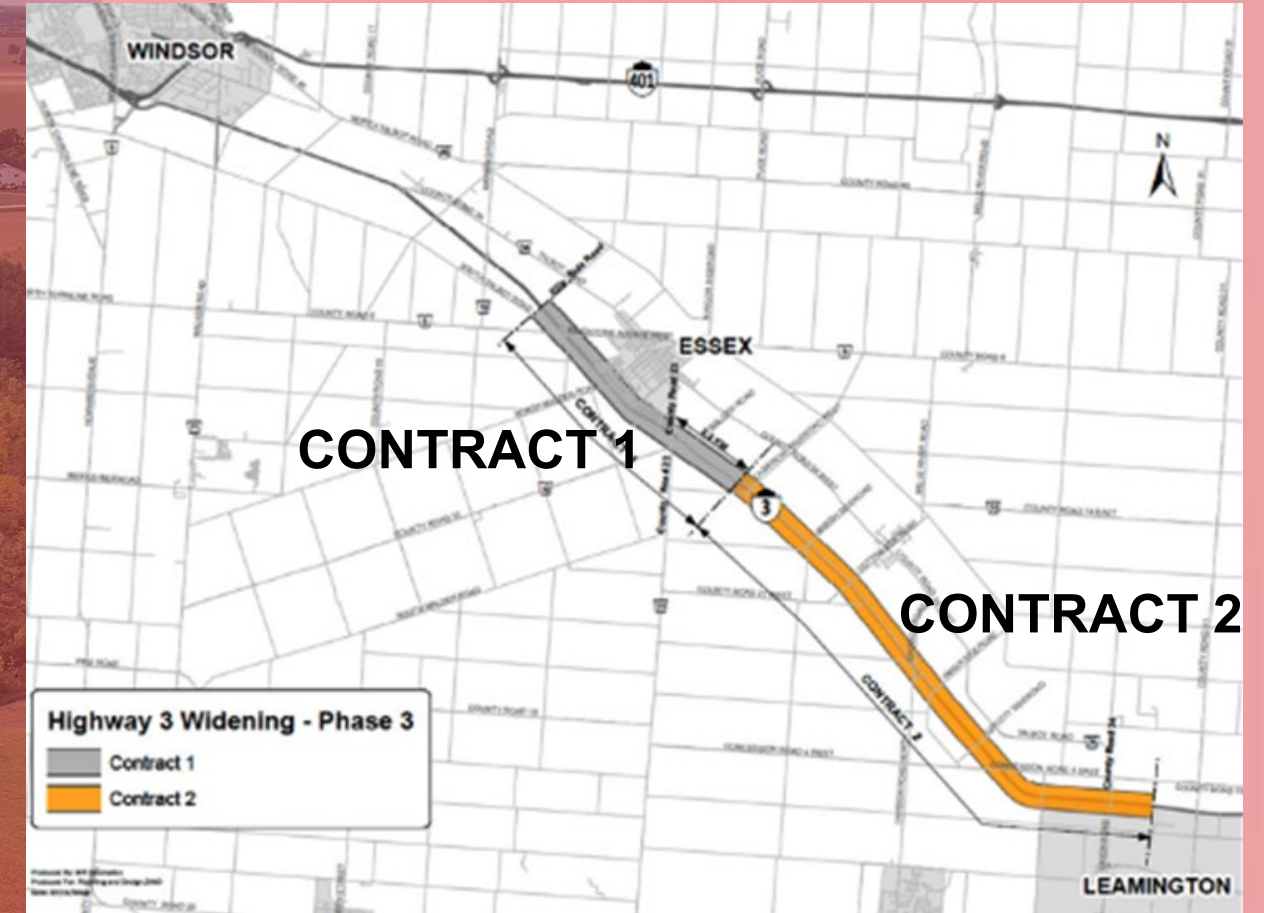
Highway 3 - Essex

Contract 1 (2020-3066)

- Design Build
- Twinning 6 km of Highway 3 – from Ellis Side Road to Essex Road 23
- New overpass bridge at Victoria Ave
- **Start: Spring 2022** **Finish: Fall 2023**

Contract 2 (P3)

- Design Build Finance (P3)
- Twinning 15 km of Highway 3 from Essex Road 23 in the Town of Essex to Essex Road 34 (Leamington).
- **Construction Start: early 2024**
- **Finish: early 2027**



Operations – West

- 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

West Region

Minor Capital Expenditure (2022/23)

- \$15M

Summary of Project Types

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

Breakdown of Work

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

Key Contacts

WEST

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Head, Capital Planning & Program Development	Gustavo Rojas, P. Eng.	Gustavo.Rojas@ontario.ca	(416) 786-9541
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