

MTO - ACEC-ONTARIO CONTRACT ADMINISTRATION SUBCOMMITTEE MEETING NOTES

Date: November 12, 2024

Time: 9:00 AM

Location: MS Teams & AtkinsRéalis' office, 191 The West Mall, Toronto, M9C 5K8, 5th floor

Adjourn: 12:06 PM

ATTENDEE

ATTENDEE	ORGANIZATION
Jenn Meleschuk (Chair)	MTO
Mireya Hidalgo	MTO
Rebecca Li	MTO
Gary Weiss	MTO
Syed Tabib	MTO
Jamie Lauzon	MTO
Erika Varga	MTO
Jeremy Landry	MTO
Pauline Van Roon	MTO
Darryl Langendoen	MTO
Adriano Cesarone	MTO
Doug DeRabbie	ACEC-Ontario
Sunil Kothari (chair)	AtkinsRéalis
Bernard James (Vice-chair)	Parsons
Helder Melo	HDR
Naveen Kaushik	Conсор
Paul Moorhouse	TULLOCH
Tony Verta	WSP
Graeme Stewart	Robinson
Graham Sled	GHD
John Hagan	GEMTEC

GUESTS

Frank Lucente	MTO
Vicki Zourntos	MTO
Aimee Rose Tupaz	MTO
Redwan Chowdhury	MTO
Mamduh Obeidat	MTO

REGRETS

Phil Hutton	EXP
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<p>WELCOME / INTRODUCTIONS / ANNOUNCEMENTS / SAFETY MOMENT</p> <p>Members and guests from both MTO and ACEC-Ontario were introduced via roundtable.</p> <ul style="list-style-type: none"> • Darryl Langendoen has joined the subcommittee as Head of Major Planning Office • Pauline Van Roon has joined the subcommittee as Manager of Construction, Central. • ACEC-Ontario introduced its new members. <p>Safety Moment: Increased attention and awareness when driving as we are heading into the winter season was shared by ACEC-Ontario.</p>

ITEM NO.	OPEN ITEMS	ACTION BY
	<p>AGENDA ITEM: SUBCOMMITTEE WORK PLAN</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • Refresh the subcommittee workplan, to support the new Terms of Reference. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • The workplan was reviewed with the following updates suggested: <ul style="list-style-type: none"> • Both MTO and ACEC Ontario suggested that the activity notes be updated to reflect recent progress on some of the workplan items (Qualification for Construction Administration, and Succession Management). • Subcommittee workplan appended to the meeting notes. <p><i>Action – MTO to update Work Plan notes.</i></p>	<p>MTO</p>
<p>Jun-23-04</p>	<p>AGENDA ITEM: MTO GENERAL CONDITIONS OF CONTRACT UPDATES (WORK PLAN ITEM 2023-04)</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • The MTO is in the process of updating its MTO General Conditions of Contract and seeking preliminary input from ACEC-Ontario CA Subcommittee on proposed changes. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • MTO provided ACEC-Ontario draft language change proposals for comments and feedback. • ACEC Ontario indicated they have preliminary comments but would like to canvas further from membership. • MTO noted agreement for an extension to receive comments back from ACEC. <p><i>Action: ACEC Ontario to forward comments by end of November 2024.</i></p>	<p>ACEC-O</p>
<p>June-23-03</p>	<p>AGENDA ITEM: STAFF EXPERIENCE EQUIVALENCY FOR IQAF ASSIGNMENTS</p> <p><i>Description:</i></p>	

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	<ul style="list-style-type: none"> • On Public-Private Partnership (P3) projects that necessitate a high complexity Independent Quality Assurance Firm [IQAF] role, ACEC-Ontario requested that experience be recognized by MTO. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • ACEC-Ontario identified that language is still not clear in current assignments. • MTO identified that language is in the process of being developed and will be added to RFP/RFQ's. • There is agreement from both MTO and ACEC-Ontario to extend time of previous experience where a CA has stepped away from ministry work to work on other multi-year IQAF assignments. • ACEC-Ontario acknowledged that this would help the situation and requested they have an opportunity to review the language before its implemented. <p>Action – MTO to share the proposed language for ACEC-Ontario comments and implement in the RFP/RFQ.</p>	<p>MTO</p>
<p>June-23-06</p>	<p>AGENDA ITEM: QUALIFICATION CRITERIA FOR CONSTRUCTION ADMINISTRATION – REVISIONS</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • Qualification criteria for construction administration were updated. • A work group meeting was held on June 17, 2024. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • MTO adjusted language pertaining to CA qualification in the Qualification Procedures for Engineering Service Providers guide further to the last subcommittee meeting and work group discussion. • ACEC-Ontario identified it is still concerned with the adjusted language and is requesting that MTO remove the requirement for the key personnel to have completed two MTO projects from the CA medium complexity specialty criteria. • MTO sees value in having MTO project experience and does see a difference in MTO experience versus other jurisdictions and that it will not completely remove the requirement. • ACEC-Ontario advised that for firms to gain medium complexity approval, they must either (1) hire away an experienced CA from another company, or (2) complete the required number of Low Complexity projects. <ul style="list-style-type: none"> ○ For (1), ACEC-Ontario is concerned that this is not helping develop the overall workforce and increase the talent pool required to address the Ministry's program ○ For (2), ACEC-Ontario indicated that their ability to gain the required qualifications is impacted by the number of Low Complexity projects that come to market. • Member firms also expressed concern that based on the prevalence of RFQs (at all complexities), projects are not attractive, and firms are deploying their resources for other agencies, which is further reducing the pool of available CAs 	

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	<ul style="list-style-type: none"> • ACEC-Ontario suggested if the ministry could look at issuing more low complexity projects to develop talent. • MTO will look at the number of low complexity projects and asked ACEC-Ontario how many they would be seeking to support the concern raised. • ACEC-Ontario identified that CA demographics are changing, and more staff are seeking full-time employment opportunity rather than seasonal employment. • List of owners has been growing, but pool of contract administrators is not keeping up. • May be more an industry issue versus MTO issue with discussions moving towards succession management. ACEC-Ontario would like to continue discussions to have a clear pathway to develop enough talent. ACEC-Ontario and MTO agreed that they will work together to come up with solutions that allow Low Complexity approved firms to gain MTO experience with objective to introduce new CA talent into the MTO market. This will be added to the Succession Management agenda. <p><i>Action – Pending further MTO internal discussion.</i></p>	<p>MTO/ACEC-O</p>
<p>Mar-24-05</p>	<p>AGENDA ITEM: SUCCESSION MANAGEMENT</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • Succession management is an item also being discussed at the Executive Committee and the Engineering Subcommittee. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • A working group meeting was held on September 6, 2024. • MTO will investigate using the assistant CA position more frequently to boost succession management. • MTO can look at removing the statement about "shall not involve promotion or development of staff already employed by the Respondent Service Provider". • MTO will look at separating succession management and training plan as its own item in "Table 1: Technical and Management Proposal Weights" of CA RFP template and provide its own weighted evaluation however, there is still discussion needed on what the appropriate percentage is that would make a difference to industry. • A viable solution is to develop a simplified one-phase RFP. • A working group comprised of ministry staff and ACEC-ON reps to be formed to work on developing one-phase RFP for this purpose. • ACEC-Ontario identified it may be helpful to pilot the one-phase RFP template on an appropriate job per region. <p><i>Action – MTO to schedule a working group meeting to discuss the one-phase RFP and implement other changes to the RFP Template. Item progress to be tracked through subcommittee workplan.</i></p>	<p>MTO/ACEC-O</p>
<p>Mar-23-13</p>	<p>AGENDA ITEM: DISCONTINUATION OF EIT PROGRAM</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • Validation of education and experience for new graduates with the discontinuation of the PEO's EIT Program. 	

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	<p><i>Discussion:</i></p> <ul style="list-style-type: none"> • MTO shared language with ACEC-Ontario following the June 2024 subcommittee meeting. The language has been implemented in the current RFP/RFQ templates. • ACEC-Ontario identified they had no major concerns with the proposed language. • ACEC-Ontario questioned the purpose of the last bullet being proposed which asks for a note from the proponent explaining how the education and work experience of the proposed staff person is equivalent to RCSI or RCJI designations. • MTO identified the requirement was added to help ministry staff when reviewing candidate submissions. • There was general agreement with the language changes. • MTO identified that language could be reviewed in future iterations. <p><i>Action: Item Closed.</i></p>	
<p>Jun-24-08</p>	<p>AGENDA ITEM: TIMELINE FOR NOTIFICATION OF SUCCESSFUL AWARDS</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • ACEC-Ontario raised concerns with inconsistency on how firms are notified, or a lack of notification when they are not the successful proponent. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • ACEC-Ontario is looking for an update on steps MTO is taking from the last subcommittee meeting. • CA Firms are required to sign Form 5, which ties CA staff to the contract and cannot be used on other contracts. • MTO has raised the concern with managers of construction and has been reminding RAQS coordinators on a monthly basis to use the system to provide the notifications. As well as use the successful/unsuccessful letters and send them to proponents. • MTO suggested this item be closed and that if there are still issues with notification timelines moving forward, that CA firms raise this with ACEC-Ontario and MTO will investigate further. • ACEC-Ontario was supportive of the suggestion. <p><i>Action: Item Closed.</i></p>	
<p>Jun-24-09</p>	<p>AGENDA ITEM: DEBRIEF PROCESS</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • ACEC-Ontario raised concern on the level of feedback and inconsistency being provided during the debrief process. <p><i>Discussion:</i></p>	

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	<ul style="list-style-type: none"> • MTO identified that a debriefing guide is prepared by its Procurement Solutions Office to ensure consistency in the debrief process but are still waiting on a policy memo that follows the guideline. • Highlights being incorporated into the guide include: <ul style="list-style-type: none"> • For all procurements with a procurement value greater than \$30K, MTO will ensure all participants to the procurement are offered an opportunity for debriefing. • The right to a debriefing occurs only after the legal agreement between the MTO and the successful vendor is signed; MTO encourages vendors to take every opportunity for a debrief to incorporate feedback into their next opportunity. • MTO will confirm the right to a debriefing, in writing (email) and allow 60 calendar days for the vendor to respond. • Vendor debriefings will: <ul style="list-style-type: none"> • provide a general overview of the evaluation process set out in the procurement document. • provide the name, address and total bid price, where applicable, of the successful vendor, as well as the award notice information. • discuss the strengths and weaknesses of the vendor’s submission in relation to the specific evaluation criteria. • provide suggestions on how the vendor may improve future submissions. • receive feedback from the vendor on current procurement processes/practices. • address specific questions and issues raised by the vendor in relation to their submission. • where a complaint has been filed regarding the award decision and the vendor is not satisfied with the outcome of the debriefing session, inform the vendor of the steps to proceed with a formal bid dispute or the complaint. • MTO has developed a guide for ministry staff, articulating this information to ensure standardization and meet expectations of vendors. <p>Action: Discuss further at next meeting.</p>	

ITEM NO.	NEW ITEMS:	ACTION BY:
Nov-24-01	<p>AGENDA ITEM: CONTRACTOR PERFORMANCE RATING SYSTEM PILOT UPDATE</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> MTO provided an update on the status of the Contractor Performance Rating Pilot. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> MTO identified that with the pilot, contractor’s start with full points and can have points deducted based on performance. ACEC-Ontario asked if the pilot addressed ORBA’s concerns about contract complexity, duration, and value, affecting the ratings. MTO identified it did and that these variables did not have an influence on ratings. ACEC-Ontario also mentioned that there are other authorities that have assessed their own vendor performance systems and came to the same conclusion. The presentation shared with the subcommittee has been appended to the meeting notes. <p>Action – Item Closed.</p>	
Nov-24-02	<p>AGENDA ITEM: ADDITIONAL WORK VERSUS CHANGE IN THE WORK, CHANGE ORDERS</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> A recent audit found that the incorrect change order category is being selected in the Change Initiation process and contract administrator’s need to ensure the proper type is selected as DOA approval requirements differ depending on the type. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> MTO identified that procurement approval is required before initiating an additional work change order, before issuing a change order to the contractor. This needs to be done in advance of issuing a change order in CMS. Delegation of Authority differs from a typical change in the work change order. Once procurement approval is received, the additional work change order can be issued if an agreement can be reached. Additional work should be mostly initiated by MTO. ACEC-Ontario was supportive of the discussion and suggested that this also be raised at the 2025 Spring meeting. MTO mentioned this is also being raised at the 2025 ACEC CA and RCCA courses. The presentation shared with the subcommittee has been appended to the meeting notes. <p>Action – Item Closed.</p>	

ITEM NO.	NEW ITEMS:	ACTION BY:
Nov-24-03	<p>AGENDA: LIST OF CA ASSIGNMENTS FOR 2025</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • ACEC-Ontario requested if MTO could produce a CA list for the 2025 construction season. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • MTO advised that internal planning for CA’s happens at late stages as its dependent on design and funding. The program is constantly changing which makes it difficult to plan for CA’s. • MTO identified that the southern and northern highway program lists provide the list of work that may require CA assignments. • ACEC-Ontario asked if information related to the type of CA procurement can be added to the list typically shared with ORBA for upcoming construction projects. MTO advised it is not possible to provide this information in advance. <p>Action: <i>Item Closed</i></p>	
Nov-24-04	<p>AGENDA: LINE PAINTING</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • Discussion on inspection requirements for line painting, based on updates to OPSS 710. MTO is looking for ACEC-Ontario’s perspective on how inspections are going to date. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • MTO is looking for ACEC-Ontario’s opinion on the new warranty and retroreflectivity inspection requirements. • MTO is piloting a project in Construction NW to have warranty and retroreflectivity inspection completed through the QA lab agreement. • ACEC-Ontario identified that the work is too specialized and will be sublet as the cost and maintenance of the equipment is not worth the investment. • Training requirements were also flagged as a concern. <p>Action: <i>Item Closed.</i></p>	

ITEM NO.	STANDING ITEMS:	ACTION BY:
Nov-22-03	<p>AGENDA ITEM: CORPORATE PERFORMANCE RATING (CPR) WORKPLAN</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • MTO first presented a CPR pause workplan at the May 17, 2023, Engineering Subcommittee meeting. • ACEC-Ontario requested the plan to be presented to the CA Subcommittee and become a routine item at future meetings. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • MTO provided an updated CPR pause plan to ACEC-Ontario. The CPR Pause is past the halfway mark in the pause period. • There has been some movement in the average scores. • MTO and ACEC-Ontario are meeting regularly to discuss the work plan. • ACEC-Ontario to review some of the items listed in the most recent iteration of the plan. • ACEC-Ontario asked if appraisals are being more consistently completed. • MTO advised that more attention has been placed on appraisals and they are being tracked quarterly. Managers of construction are also following up with their staff in this regard. • MTO asked ACEC-Ontario if assignments are being appraised. There has been an increase in appraisals, but some assignments are still lacking. • MTO advised ACEC-Ontario to reach out to the area managers of construction if appraisals are not being performed. <p><i>Action – Ongoing updates at subsequent meetings.</i></p>	
Mar-24-04	<p>AGENDA ITEM: CONTRACT MANAGEMENT SYSTEM (CMS) UPDATE</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • ACEC-Ontario requested this be kept as a standing item. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • Completion of CR3 Scope: • CA Assignment Contract Management functionality - Implementation of CAA Change Management process, including workflow, portable forms, notifications, and CAA roster roles for the following Change Management processes. • CA Performance Appraisal • CAA specific File Manger structure for all newly created CAA contracts. • Project Actor Roster register update (modification, renaming, addition of roster roles) for each contract type. • Update of the workflows to new roster roles • Modification of contractor estimate input in Compensation Request and Change Proposal applications, update of the DOFMA logic. • Addition of “0% installed weight” to the Material Weight Tickets app. • Implementation of “\$0 Change Order” workflow in the following applications: Compensation Request, Change Initiation, Change Order. 	

ITEM NO.	STANDING ITEMS:	ACTION BY:
	<ul style="list-style-type: none"> • Indigenous Procurement Reporting (Update to the Projects app and Indigenous Procurement Reporting app). • Time Management Enhancements. • Fuel Price Index reporting = Enable reporting of the Fuel Price Index OPAs Sub-Category. • History functionality for internal users, custom controlled permission <ul style="list-style-type: none"> ○ Ability to limit visibility of the History function to select personnel / user groups. ○ Ability to display History attributes to internal users while respecting confidential information. • Multi edit functionality for Contract Services to update multiple contract roles at a time (for making changes to high level staff like ADM, Directors, etc. that apply to multiple contracts • Visibility of Draft Records functionality limits the contractor’s ability to view draft records such as INC, as well as limiting inspectors’ view of each other’s diaries. • Data migration improvements. The WBCMS migrated data is going to be refreshed and improved for better use. <p><i>Action – Ongoing updates at subsequent meetings.</i></p>	
Jun-24-12	<p>AGENDA ITEM: FUTURE MEETINGS</p> <ul style="list-style-type: none"> • Future meetings to be held on: <ul style="list-style-type: none"> • Wednesday March 5, 2025. Hybrid meeting: MS Teams & MTO CETI Complex, Boardroom TBD (95 Arrow Rd, North York, ON M9M 2L4) • Wednesday June 25, 2025. Hybrid meeting: MS Teams & Location TBD. 	

INFORMATION SHARED FOR THIS MEETING		
Document Title	Shared By	Format
Additional Work Change Order Considerations - Nov 2024	MTO	PDF
Contractor Performance Rating Pilot Update – Nov 2024	MTO	PDF

APPENDIX

COMPLETED WORK

Item No.	Activity or Deliverable	Ongoing or Project	Issue Elevated to Exec Committee?	Lead	Added to Plan Date	Completion Date	Current Status	Notes
2017-02 (b)	Contract Management System (CMS) Update [previously, Web-Based Contract Management Service (WBCMS) Improvements]	Project	No	Michelle McGrath	October 11, 2017	February 23, 2023	COMPLETED Reference: Oct17-2	Create a joint improvement working group to meet monthly between Oct/17 and over the winter months. CMS is now implemented. While there are ongoing discussion related to operational issues, it was agreed that a joint improvement working group is not required.
2018-01	Construction Administration and Inspection Specifications (CAIS)	Project	No	Michelle McGrath	October 16, 2018	January 26, 2023	COMPLETED Reference: Oct18-1; Feb19-14	CAITM Part A has not been revised in some time. A comprehensive revision is required and will be beneficial to clearly communicate CA responsibilities. CAIS is now implemented and delivered as part of the CAITM Review Project.
2019-01	Roles, Responsibilities and Qualifications - Specialty Plans	Project	No	Michelle McGrath	February 26, 2019		COMPLETED Reference: February 26, 2019 meeting minutes	CEO of the view that there is lack of clarity around role and responsibility of specialists and specialty plans. MTO to seek input from internal working group in November 2019 and workshop together with CEO subcommittee at winter 2020 meeting. Currently paused until the implementation of CAIS. CA Generic terms of reference updated.
2019-02	MTO's Proposed Plan on the Use of CPR for the Procurement of Engineering Services [previously, Award Criteria of RFPs]	Project	No	Michelle McGrath	February 26, 2019	N/A	ONGOING. A special meeting is required for CEO to better understand how the technical evaluation of the process is being undertaken before any changes to the current process are made. CLOSED: Action if needed to be addressed under CPR Pause Project Reference: February 26, 2019 meeting minutes	Situations where assignments have been awarded to a significantly higher priced proposal with similar scores. MTO is interested in making changes to resolve these anomalies.
2019-03	Construction Contract Administration (CA) Appraisal - enhancements, improvements and pilots	Project	No	Michelle McGrath	October 23, 2019	N/A	ONGOING. Field test the revised CA appraisal documents to determine if modifications are required prior to implementation. CLOSED: Action if needed to be addressed under CPR Pause Project Reference: November 8, 2019 meeting minutes	Field test the revised CA appraisal process.
2020-01	Construction Contract Administration (CA) Appraisal - refresh of scoring criteria	Project	No	Michelle McGrath	February 26, 2020	N/A	ONGOING. Investigate and analyse options to refresh the CA appraisal scoring criteria as part of the CA appraisal project (step 2). CLOSED: Action if needed to be addressed under CPR Pause Project Reference: February 26, 2020 meeting minutes	Perform analysis of the current scoring in relation to the planned revised appraisal documents. Report back during November 2020 meeting.
2020-02	Progression into the Project Manager role	Project	No	Michelle McGrath	February 26, 2020	March 1, 2022	COMPLETED. Investigate formalized ways to encourage and support individuals to transition into a Project Manager role. Reference: February 26, 2020 meeting minutes March 1, 2022 meeting minutes	Consider and consult with CEO to find ways to encourage more individuals to progress into the Project Manager role.
2023-02	CAIS Lessons Learned	Ongoing	No	Rebecca Li Chris McBride	June 27, 2023		COMPLETED. Reference: June-2023-08 meeting notes	MTO and ACEC Report back - Discussion planned for November 2023 meeting

Team: MTO-ACECO Contract Administration Subcommittee Workplan

Date: November 12, 2024

Updated By: Adriano Cesarone

ONGOING WORK

Item No.	Activity or Deliverable	Ongoing or Project	Issue Elevated to Exec Committee?	Lead	Added to Plan Date	Completion Date	Current Status	Notes
2023-01	CA CPR Pause	Project	Yes	Seyed Tabib	June 27,2023		<p>Ongoing. Exec Com is also interested in updates</p> <p>Reference: June-2023-07 meeting notes</p>	MTO has paused the use of Corporate Performance Rating (CPR) in both the RFP and RFQ bid evaluations in order to implement a more balanced approach, considering the price and quality of work, and the proposed resources. The spread of CPRs across Engineering Service Providers (ESPs) is very small and considering CPR in evaluation is offering little value to MTO in selection of ESPs. Ongoing communication and consultation with stakeholders will support the development of a revised CPR system
2023-03	Review training prequalification (succession management)	Project	Yes	Rebecca Li	June 27,2023		<p>Ongoing.</p> <p>Reference: June-2023-02 meeting notes</p>	<p>Consider reducing requirements to allow for development and training in relation to succession management</p> <p>ACEC Ontario has forwarded questions/comments to the MTO for consideration. A workgroup was established and as a result the following will be looked into:</p> <ol style="list-style-type: none"> 1. MTO will investigate using the Assistant CA position more frequently to boost succession management. 2. MTO can look at removing the statement about "shall not involve promotion or development of staff already employed by the Respondent Service Provider". 3. MTO will look at separating succession management and training plan as its own item in "Table 1: Technical and Management Proposal Weights" of CA RFP template and provide its own weighted evaluation 4. One-phase RFP Language.
2023-04	OPSS.PROV 100 (MTO General Conditions of Contract)	Project	No	Rebecca Li	June 27,2023		<p>Ongoing.</p> <p>Reference: June-2023-04 meeting notes</p>	<p>MTO is in the process of updating the MTO General Conditions of Contract. And seeking preliminary input from the ACEC Ontario CA Subcommittee prior to posting on the Technical Consultation Portal.</p> <p>ACEC Ontario has received a draft language changes and will provide the MTO with comments by end of November 2024.</p>
2023-05	Qualification for Construction Administration Work Group	Project	No	Seyed Tabib	June 25,2024		<p>Ongoing.</p> <p>Reference: June-2024-03 meeting notes</p>	<p>Review and revise recent changes made to qualification criteria for Contract Administration.</p> <p>Qualification Criteria for CA's in High, Medium, and Low Complexity specialties have been updated in the Qualification for ESP's Guideline.</p> <p>ACEC-Ontario still has concerns with barrier to entry with the revised language. Further discussions to be held under Succession Management.</p>