

MTO - ACEC-ONTARIO SUCCESSION MANAGEMENT SUBCOMMITTEE MEETING NOTES

Date: September 22, 2025
Time: 11:00 AM
Location: MS Teams
Adjourn: 12:30 PM

ATTENDEE	ORGANIZATION
Jenn Meleschuk (Co-Chair)	MTO
Amanda Naylor (Coordinator)	MTO
Erika Varga	MTO
Katie Surra	MTO
Khalid Backtash	MTO
Marc Coutu	MTO
Tanya Cross (Chair	Dillon Consulting Limited
Laura Lambie (Coordinator)	ACEC-Ontario
Donald Cleghorn	AtkinsRéalis
Bernard James	Parsons
Mike Collins	GHD

GUESTS

N/A

REGRETS

N/A

WELCOME / INTRODUCTIONS / ANNOUNCEMENTS / SAFETY MOMENT
Members from both MTO and ACEC-Ontario were introduced.
Safety Moment: Smart Devices Emergency Notification and Medical Information Features (MTO)

ITEM NO.	OPEN ITEMS:	ACTION BY:
	N/A	

ITEM NO.	NEW ITEMS:	ACTION BY:
Sep-25-01	<p>AGENDA: REVIEW AND ENDORSEMENT OF TERMS OF REFERENCE</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> The subcommittee Terms of Reference have been drafted for endorsement. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> The Terms of Reference was shared in advance of this meeting and no concerns were raised. <p>Action: Endorsed, post Terms of Reference on the Technical Consultation Portal. Item Closed.</p>	MTO
Sep 25-02	<p>AGENDA: PRIORITIZING PREVIOUSLY IDENTIFIED SUCCESSION MANAGEMENT TOPICS</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> The subcommittee needs to amalgamate, prioritize and create an action plan for the succession management topics that have been raised in the CA and Engineering Subcommittees as well as a workshop what was hosted earlier this year with MTO and ACEC-Ontario where additional topics pertaining to succession management were raised. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> Transportation Career Development Program/Infrastructure Opportunities Program was generally endorsed as an item to action immediately to establish this program provincially-wide. <p>Action: Laura Lambie will provide the name of the ACEC-Ontario representative as soon as available. Khalid and the ACEC-Ontario representative will create a list of all existing colleges and universities that could feed into this program as well as identify potential gaps where feeder schools may not be geographically close to a ministry or consulting engineering firm office. The ultimate goal is to have a program, at both the engineering and technical level, in each region (with allowances for geographic specifics).</p>	MTO & ACEC-O

Updated By: Armanda Naylor

<p>Sep-25-03</p>	<ul style="list-style-type: none"> High school presentation development with outreach plan was generally endorsed as an item to action immediately to establish a plan, include materials and proposal on how MTO and ACEC-Ontario could broaden our public relations with children/youth in Ontario so they understand what the transportation industry is like and could offer them in a career. <p>Action: Katie Surra and an ACEC representative, yet to be named, will look into past materials and work performed by, but not limited to, PEO, OSPE, OACETT, Ontario Science Centre and ACEC. It was noted that there is an existing <i>Future Leaders Group</i> within ACEC-Ontario that Katie can speak to Laura about offline. Laura Lambie will provide the name of the ACEC-Ontario representative as soon as available.</p>	<p>MTO & ACEC-O</p>
<p>Sep-25-04</p>	<ul style="list-style-type: none"> EDP-type program for non-P.Eng. employees will be added to a future meeting agenda. <p>Action: Add to next meeting agenda.</p>	<p>MTO</p>
<p>Sep-25-05</p>	<ul style="list-style-type: none"> Accelerating MTO procurements was acknowledge as an item that is a current government priority. This item will be added to a future meeting agenda when MTO has more to report back. <p>Action: Add to next meeting agenda.</p>	<p>MTO</p>
<p>Sep-25-06</p>	<ul style="list-style-type: none"> Revised staffing requirements in procurements was generally endorsed as an item to action immediately to collaborate on ways experience and/or qualifications could better be established to promote junior staff into leading roles. It was acknowledged that there was a previous pilot with revised staffing requirements, on select procurements, where a report back should be provided to this subcommittee. <p>Action: Erika Varga will look into actioning this report back and this item will be added to a future meeting agenda when appropriate. Add to next meeting agenda.</p>	<p>MTO</p>
<p>Sep-25-07</p>	<ul style="list-style-type: none"> Hiring a third party to research why young professionals are leaving the transportation industry will be added to a future meeting agenda when appropriate. <p>Action: Add to next meeting agenda.</p>	<p>MTO</p>
<p>Sep-25-08</p>	<ul style="list-style-type: none"> Creating a spring or fall update meeting for Engineers and Consultants will require Design and Engineering Branch support. <p>Action: MTO will speak with Design and Branch about initiating this item for internal approval.</p>	<p>MTO</p>

Updated By: Amanda Naylor

Sep-25-09	<ul style="list-style-type: none"> Lessons learned minute was generally endorsed as an item to action immediately to add into every meeting minute. Based on preliminary feedback, MTO and ACEC-Ontario need to provide an explanation/definition on what adding this is expected to entail as well as create a framework as to how the lessons learned notes are expected to be gathered and shared. This item will be added to a future meeting agenda to assign members to action this item. <p>Action: Item will be added to a future meeting agenda to assign members to action this item.</p>	MTO
N/A	<ul style="list-style-type: none"> Roundtable – Mike Collins acknowledged that the Workforce Development Council has requested MTO and ACEC-Ontario provide a joint presentation at the TAC Annual Conference next month about Succession Management and what MTO and ACEC-Ontario plan to develop and implement together as a joint partnership. <p>Action: N/A</p>	N/A

ITEM NO.	STANDING ITEMS:	ACTION BY:
3Sep-25-01	<p>AGENDA ITEM: FUTURE MEETINGS</p> <ul style="list-style-type: none"> Future meetings to be tentatively held on: <p>December 10, 2025 from 1:00 – 3:00 pm. Virtual meeting: MS Teams</p> <p>Post meeting note: Amanda Naylor sent MS Teams meeting invite to all members.</p>	MTO

INFORMATION SHARED FOR THIS MEETING		
Document Title	Shared By	Format
Draft Proposed Terms of Reference	MTO	Word File