

# MTO/ACEC-ON ENGINEERING SUBCOMMITTEE MEETING NOTES - FINAL

**Date:** September 2, 2025  
**Time:** 1:00pm to 4:00pm  
**Location:** Virtual on MS Teams

| ACEC ATTENDEES    | ORGANIZATION  | MTO ATTENDEES         | ORGANIZATION      |
|-------------------|---------------|-----------------------|-------------------|
| Tanya Cross       | Dillon        | Jenn Meleschuk        | MTO CMO           |
| Andrew Hurd       | ACEC-ON       | Rina Kulathinal       | MTO Program Del   |
| Sunil Kothari     | Atkins Réalis | Norm Meyers           | MTO Program Del   |
| Bernard James     | Parsons       | Melissa Buelow        | MTO Project Del.E |
| Tim Sorochinsky   | AECOM         | Yolibeth Mejias       | MTO Hwy Design    |
| Douglas Raby      | Jacobs        | Erika Varga           | MTO CMO           |
| Magdy Samaan      | EXP           | Jeremy Landry         | MTO CIO           |
| Steve Pilgrim     | Egis Group    | Guest: Cheryl Davis   | MTO Environmental |
| Heather Templeton | HDR Inc.      | Guest: Andrea Bulanda | MTO Environmental |
| Naveen Kaushik    | Conсор        | Guest: Gustavo Rojas  | MTO CIO           |
| Andrew Wittig     | WSP           | Guest: Jamie Lauzon   | MTO CMO           |
| Kevin Smith       | DM Wills      | Guest: Namita Farias  | MTO CMO           |
|                   |               | Guest: Anthony Akomah |                   |

**9-2025-1 WELCOME / INTRODUCTION**

- MTO introduced Yolibeth Mejias as the new Manager of the Highway Design Office. MTO introduced Erika Varga as the new team lead for Engineering Contract Policy, replacing Seyed Tabib for 12 months.
- MTO introduced their guests: Cheryl and Andrea from Environmental Policy, Gustavo from Contract Innovations, Jamie from Contract Management Business Solutions, Dan from Project Delivery West and Namita Farias from CMO, Manager of Vendor Management Review office.
- ACEC introduced Laura Lambie as the new Director, Government and Stakeholder Relations, replacing Doug DeRabbie. At the meeting Andrew Hurd was attending in Laura's absence.
- ACEC updated the committee members and co-chair, resulting from the annual membership refresh. Steve Pilgrim as the new co-chair of the committee, replacing Tanya Cross. Two members are leaving: Doug Raby, Pierre Burton. And three new members are joining: Naveen Kaushik (Conсор), Andrew Wittig (WSP) and Kevin Smith (DM Wills).

| NEW ITEMS |  | ACTION BY |
|-----------|--|-----------|
| 9-2025-2  | <b>AGENDA ITEMS FROM MTO / ACEC-ON EXECUTIVE COMMITTEE</b> <ul style="list-style-type: none"> <li><i>The next meeting of the joint executive committee is scheduled for Wednesday, September 10, 2025.</i></li> </ul> <b>ACTION – NONE</b> | NONE      |
| 9-2025-3a | <b>AGENDA ITEMS FROM MTO MEMBERS</b><br><b>LAST MEETING MINUTES AND ACTION ITEM REVIEW – MAY 14, 2025</b>  | MTO       |

| NEW ITEMS               |  | ACTION BY |
|-------------------------|--|-----------|
|                         | <p><i>Description: Status of last meeting minutes and action items.</i></p> <p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li>• <i>MTO Ongoing – for RFPs request ESP to provide the list of former OPS only within last 12 months. Document committee and Legal Services reviewing. To be included in the December 2025 document update.</i></li> <li>• <i>MTO Ongoing - Progressive Design Build (PDB) is being reviewed by MTO for future projects. MTO will be consulting with ACEC in early 2026.</i></li> </ul> <p><b>ACTION – MTO TO CONTINUE WORK ON ONGOING ITEMS. MTO TO CONTACT ACEC WHEN PDB CONSULTATION IS SCHEDULED.</b></p>   |           |
| <p><b>9-2025-3b</b></p> | <p><b>AGENDA ITEMS FROM MTO MEMBERS</b></p> <p><b>STATUS UPDATES FROM MTO</b></p> <p>(I) Rotational Retainer Update</p> <p><i>Description: MTO presented an update to the rotational retainer pilot assignment being developed in West Region.</i></p> <p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li>• <i>Thank you ACEC for feedback on the proposed rotational retainer. Questions were responded to on August 25</i></li> <li>• <i>The procurement is planned to be posted in early 2026</i></li> <li>• <i>ACEC asked for statistics regarding what percent of the engineering program is delivered via retainer.</i></li> <li>• <i>MTO provided the following summary, for procurement awards between January 1 2022 to July 31 2024:</i> <ul style="list-style-type: none"> <li>• <i>There were 394 assignment awards with a value of \$333.3M</i></li> <li>• <i>There were 131 retainer assignment awards (34%) with total maximum ceiling value of \$163.8M (49%)</i></li> </ul> </li> </ul> <p><b>POST MEETING UPDATE – THE ROTATIONAL RETAINER WAS POSTED ON DECEMBER 4, 2025 (3025-Z-0018) WITH A PHASE I DUE DATE OF JANUARY 29, 2025.</b></p> <p>(II) Earth Management Best Practices</p> <p><i>Description: An update on the status of the Earth Management Best Practices guide</i></p> |           |

| NEW ITEMS  |  | ACTION BY |
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|            | <p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li>MTO advised that the guide is still in development.</li> </ul> <p><b>ACTION – MTO WILL CONTINUE TO BRING UPDATES TO ACEC ON THE STATUS OF THE GUIDE.</b></p>  | MTO       |
| 9-2025-3.c | <p><b>AGENDA ITEM FROM MTO MEMBERS: UPDATE POST CPR WORKSHOP HELD ON AUGUST 13, 2025</b></p> <p><i>Description: MTO provided an update following the August 13 CPR workshop.</i></p> <p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li>A full-day CPR workshop was held on August 13, 2025 with 9 participants from ACEC-O, 6 MTO managers and staff and facilitated by an external management consultant.</li> <li>This is the beginning of a longer journey driven by the Vendor Management Review</li> <li>Workshop participants discussed:             <ul style="list-style-type: none"> <li>The job of a performance-based model like CPR</li> <li>Better ways or different models to get the job done</li> <li>If we keep the current CPR model, what stays, what changes?</li> </ul> </li> </ul> <p><i>Next Steps, specific to CPR:</i></p> <ul style="list-style-type: none"> <li>Workshop summary notes will be reviewed by the participants</li> <li>VMR team will be conducting jurisdictional scan</li> <li>A second round of engagement will be conducted when research and analysis is completed</li> <li>At a broader level, the VMR team will engage ACEC-Ontario to receive feedback on various elements of the entire system.</li> </ul> <p><b>ACTION –MTO WILL SHARE A CONSULTATION PLAN WITH ACEC FOR INPUT. MTO TO SHARE CPR WORKSHOP REPORT.</b></p> | MTO       |
| 9-2025-3.d | <p><b>AGENDA ITEM FROM MTO MEMBERS: INNOVATION PLANS</b></p> <p><i>Description: MTO seeking feedback on current state, consistency and possible improvements.</i></p> <p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li>With ACEC’s feedback, MTO can provide guidance to MTO staff regarding ‘innovation’ to improve the outcome for MTO and the bidding firms.</li> <li>ACEC asked how often does MTO receive innovation plans and how many are accepted? MTO advised that not a lot of innovation is</li> </ul>  |           |

| NEW ITEMS                |   | ACTION BY          |
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|                          | <p><i>received. The frequency of receiving and accepting innovations could be collected by Project Delivery.</i></p> <ul style="list-style-type: none"> <li>• <i>ACEC asked how does MTO define innovation and how does it compare to other jurisdictions?</i></li> <li>• <i>ACEC suggested the points for innovation should be proportional to the assignment</i></li> <li>• <i>Both MTO and ACEC see value in looking deeper into the approach and outcomes, going forward</i></li> </ul> <p><b>ACTION –ACEC TO PROVIDE SUGGESTION ON IMPROVEMENTS TO MTO’S INNOVATION PROPOSAL PROCESS.</b></p>  | <p><b>ACEC</b></p> |
| <p><b>9-2025-3.e</b></p> | <p><b>AGENDA ITEM FROM MTO MEMBERS: REFERENCE CHECKS DURING RFP EVALUATION</b></p> <p><i>Description: To seek ACEC input on how reference checks can provide the most value to MTO during RFP evaluation.</i></p> <p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li>• <i>With ACEC’s feedback, MTO can provide guidance to MTO staff on performing reference checks. MTO sees high value in this practise.</i></li> <li>• <i>ACEC asked whose references are checked? MTO advised they check the project manager, the staff ‘doing’ the work, the highway lead, the functional lead(s)</i></li> <li>• <i>ACEC agrees that ESPs should be honest in their experiences and MTO should ask for information they need to enable RFP evaluation.</i></li> <li>• <i>ACEC asked if the reference check impacts the scoring? MTO advised that references are currently used to confirm staff project experience and does not impact scoring. In the future, MTO will be considering the modification of scoring and seeking more information to confirm project complexity.</i></li> <li>• <i>ACEC suggested MTO always have resume highlights or references outside the page limit, in an appendix.</i></li> <li>• <i>ACEC suggested that MTO RFP language describe checking 1-3 references, to improve on the vague language currently existing. It is difficult to tell how many references being asked for and how many MTO will contact.</i></li> </ul> <p><b>ACTION – MTO TO CONTINUE INTERNAL WORK TO DRAFT UPDATED LANGUAGE FOR RFP. WILL UPDATE ACEC WHEN DRAFT COMPLETE.</b></p> | <p><b>MTO</b></p>  |

| NEW ITEMS  |   | ACTION BY |
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| 9-2025-4.a | <p><b>AGENDA ITEMS FROM ACEC-ON MEMBERS: SUCCESSION MANAGEMENT UPDATE</b></p> <p><i>Description: ACEC provided an update on succession management (SM)</i></p> <p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li>• ACEC and MTO want to keep momentum and priority of this topic.</li> <li>• The TAC presentation on SM is coming next month, where MTO and ACEC were invited to present at the TAC Workforce Development Council meeting in Quebec City on the work we've done to date.</li> <li>• The new SM subcommittee, joint MTO and ACEC, is scheduled to meet September 17, 2025, and will pickup on S.M work ongoing at the Engineering and Construction Administration subcommittees.</li> <li>• Membership for the new SM subcommittee is to be determined.</li> </ul> <p><b>ACTION – ACEC TO IDENTIFY SM SUBCOMMITTEE STAFF MEMBERS BY SEPTEMBER 8, 2025</b></p> | ACEC      |
| 9-2025-4.b | <p><b>ELECTRONIC NATIVE FORMAT WORKING GROUP</b></p> <p><i>Description: ACEC to provide an update on Electronic Native Format Document working group</i></p> <p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li>• ACEC provided a re-cap of the last working group meeting (held August 27, 2025). <ul style="list-style-type: none"> <li>I. Team reviewed the ORBA survey, no further changes required.</li> <li>II. STATUS: Erika to seek final MTO internal approval.</li> <li>III. NEXT: Notify ORBA and ACEC of approval to proceed. Post to TCP for ORBA response/feedback for 30 days.</li> </ul> </li> </ul> <p><b>ACTION –MTO (ERIKA) TO SEEK FINAL MTO APPROVAL ON THE MTO SURVEY.</b></p>  | MTO       |
| 9-2025-4.c | <p><b>AGENDA ITEMS FROM ACEC MEMBERS - REQUEST UPDATES FROM MTO:</b></p> <p><b>I. CMS WORKING GROUP</b></p> <p><i>Description: MTO provided an update on the Contract Management System (CMS) working group</i></p> <p><i>Discussion:</i></p>   |           |



| NEW ITEMS |   | ACTION BY                            |
|-----------|---|--------------------------------------|
|           | <p><i>services can not be accounted for in the same manner as purchasing goods.</i></p> <ul style="list-style-type: none"> <li><i>MTO appreciates ACEC’s concerns and appreciates the feedback regarding the change order process.</i></li> </ul> <p><b>ACTION – MTO TO CONSIDER HOW TO MAKE THE CHANGE ORDER PROCESS MORE EFFICIENT (AND EXPEDITE CHANGE ORDERS) WITHOUT THE ADDITIONAL BID BREAKDOWN DATA.</b></p> <p><b>IV. ENGINEERING EXPERIENCE MATRIX (MTO WAS TO CIRCULATE)</b></p> <p><i>Description: ACEC request copy of Experience Matrix</i></p> <p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li><i>Erika circulated the matrix on August 25 with an apology for the delay.</i></li> <li><i>Request ACEC feedback.</i></li> </ul> <p><b>ACTION –ACEC TO REVIEW THE MATRIX AND PROVIDE COMMENT</b></p> <p><b>V. HIGHWAY SOFTWARE (3D HIGHWAY DESIGN SOFTWARE RFI)</b></p> <p><i>Description: ACEC requested an update on the highway software acquisition</i></p> <p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li><i>The ministry is targeting October 21, 2025 Treasury Board Date for IT project and procurement approval for: TIMD - BMS, 3D Highway Design, Asset Management System</i></li> <li><i>ACEC inquired if engagement with ACEC will include the 3-D software? MTO will engage with ACEC, as done on similar projects. Schedule is to be determined.</i></li> <li><i>For the 3-D highway software, the assignment will be advertised December 2025 / January 2026, with a two-month posting period, one month evaluation and time for award approvals required.</i></li> <li><i>ACEC asked when will new users be onboarded into the new software? Approximately 7-9 months from the start of the project. And if a change in provider results, then some additional time may be required.</i></li> </ul> | <p><b>MTO</b></p> <p><b>ACEC</b></p> |



| NEW ITEMS              |   | ACTION BY         |
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|                        | <p><i>participants to the engagement session. This would be similar to the approach employed for the Market Engagement Session for Highway 413 on May 21, 2024.</i></p> <p><b>ACTION –MTO TO ADVISE ACEC ON TIMING OF HIGHWAY 413 ENGAGEMENT</b><br/> <b>POST MEETING UPDATE – THE HIGHWAY 413 ENGAGEMENT SESSION WAS HELD ON OCTOBER 24, 2025.</b></p>   |                   |
| <p><b>9-2025-5</b></p> | <p><b>JOINT MTO/ACEC ITEMS</b></p> <p><i>Description: Opportunity for the team to discuss items that are raised/were raised jointly.</i></p> <p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li>• <i>There were no joint items for this meeting.</i></li> </ul> <p><b>ACTION –NONE</b></p>  |                   |
| <p><b>9-2025-6</b></p> | <p><b>NEW ITEMS</b></p> <p><i>Description: Opportunity for the team members to raise a new item for discussion.</i></p> <p><i>Discussion:</i></p> <ul style="list-style-type: none"> <li>• <i>ACEC raised two items for MTO follow up:</i> <ol style="list-style-type: none"> <li>I. <i>NHP/SHP and pipeline – can MTO confirm the October 2025 timing stands? MTO will confirm with Joanna Long, AMB</i></li> <li>II. <i>Can ACEC get an update on the DVP/Gardiner and Hwy 174 upload? Yes, MTO will request an update from highway transfer secretariat office</i></li> </ol> </li> </ul> <p><b>ACTION – MTO TO FOLLOW UP WITH ACEC ON THE TWO NEW ITEMS.</b><br/> <b>POST MEETING UPDATE – THE PIPELINE LIST WAS SHARED WITH ACEC ON NOVEMBER 6, 2025</b></p> | <p><b>MTO</b></p> |
| <p><b>9-2025-7</b></p> | <p><b>SCHEDULE OF UPCOMING MEETINGS AND HOSTS</b></p> <ul style="list-style-type: none"> <li>• <i>January 13, 2026 (hybrid (in-person &amp; virtual), 10 am, at EXP Brampton Office)</i></li> <li>• <i>May 13, 2026 at 9:30am (Virtual)</i></li> <li>• <i>September 15, 2026 at 1:00pm (hybrid (in-person &amp; virtual) at MTO (TBD CETI or St. Catharines)</i></li> </ul>   |                   |

**INFORMATION SHARED FOR THIS MEETING**

| <b>Document Title</b>                              | <b>Shared By</b> | <b>Format</b> |
|--|------------------|---------------|
| Agenda MTO-ACEC Eng Subcom Meeting 2025 09 02      | Erika Varga      | MS Word       |
| MTO ACEC Engineering Subcommittee Notes 2025 05 14 | Erika Varga      | MS Word       |

**NEXT MEETING**

- January 13, 2026 (10:00am in person at EXP Office in Brampton)