

MTO - ACEC-ONTARIO CONTRACT ADMINISTRATION SUBCOMMITTEE MEETING NOTES

Date: March 25, 2026
Time: 8:30 AM
Location: MS Teams & WSP Office (6925 Century Avenue, Suite 600)
Adjourn: 12:05 PM

ATTENDEE

ATTENDEE	ORGANIZATION
Jenn Meleschuk (Chair)	MTO
Adriano Cesarone (Coordinator)	MTO
Mireya Hidalgo	MTO
Sean Lalonde	MTO
Pauline Van Roon	MTO
Darryl Langendoen	MTO
Trish English	MTO
Sunil Kothari (Chair)	AtkinsRéalis
Bernard James (Vice-Chair)	Parsons
Chris McBride	BuildWell Consulting
Ameen Mohamad-Ameen	EGIS
Chris Harvey	Stantec
Paul Moorhouse	TULLOCH
Graeme Stewart	Robinson
John Hagan	GEMTEC
Tony Verta	WSP

GUESTS

Sayna Yaghooby	MTO
Susanne Chan	MTO
Kris Mermigas	MTO
Ryan McKerracher	MTO
Ouda Ahmed	MTO
Winston Chand	MTO
Dr. Sadhu Ayan	Western University

REGRETS

Erika Varga	MTO
Jeremy Landry	MTO
Jamie Lauzon	MTO
Rebecca Li	MTO
Andrew Hurd	ACEC-Ontario
Graham Sled	GHD
Gord Troughton	AECOM
Helder Melo	HDR

WELCOME / INTRODUCTIONS / ANNOUNCEMENTS / SAFETY MOMENT

Members and guests from both MTO and ACEC-Ontario were introduced.

Safety Moment: Provided by MTO on Repetitive Strain Injuries (RSIs)

ITEM NO.	OPEN ITEMS:	ACTION BY:
	<p>AGENDA ITEM: REVIEW OF PREVIOUS MEETING NOTES</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • Meeting notes from November 12, 2025 were reviewed. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • No concerns regarding the notes were raised. • Timing of Meeting Notes discussed. • For future consideration, some of the meeting Item Reference numbers seem to have been adjusted and need to be corrected. • The meeting notes are now considered final. <p>ACTION – KEEP AS OPEN ITEM FOR NEXT MEETING.</p>	MTO
	<p>AGENDA ITEM: SUBCOMMITTEE WORK PLAN</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • The subcommittee workplan was previously provided. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • A review of the intent of the Work Plan was suggested. There is inconsistency in how various subcommittees are using their workplans. <p>ACTION – MTO/ACEC-ON TO REVIEW.</p> <p>CONTINUE TO KEEP AS AN OPEN ITEM AND UPDATE AS NEEDED. SUBCOMMITTEE WORKPLAN APPENDED TO THE END OF THESE MEETING NOTES.</p>	MTO/ACEC-ON
Jun-25-03	<p>AGENDA ITEM: REPLACING RAQS</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • New provincial procurement system and opportunities for ACEC-O to provide input into the new system and identify challenges with the current system (RAQs). <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • ACEC Ontario has sent out a survey for feedback and will follow up with its members. • MTO advised there is no new update on the procurement side. <p>ACTION – ACEC-ONTARIO TO PROVIDE FEEDBACK.</p>	ACEC-ON

<p>Nov-25-06</p>	<p>AGENDA ITEM: PIPELINE LIST</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • ACEC-Ontario has requested a pipeline list of CA assignments be created and shared with this subcommittee each year. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • Pipeline list was provided prior to the meeting. No further action is required. <p>ACTION – CLOSE ITEM</p>	
<p>Nov-25-06</p>	<p>AGENDA ITEM: DEBRIEF</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • ACEC is asking for the debriefs to come earlier, and not after Phase II. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • MTO identified that debriefs are intended to discuss strengths and weaknesses of the proponent’s technical proposals. • MTO advised that the Engineering Services Debriefing Guideline identifies a debrief is only provided after the contract has been executed. However, they will have internal conversations whether debriefs can be provided earlier, after the first phase of a 2 -phase procurement for service providers not eligible to continue with the second phase of the procurement. • MTO will have further clarification for the next meeting. <p>ACTION – MTO TO PROVIDE AN UPDATE AT THE NEXT MEETING.</p>	<p>MTO</p>
<p>Nov-26-08</p>	<p>AGENDA ITEM: CONTRACTOR PERFORMANCE RATING</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • MTO provided an update regarding the new CPR workbook for rated DBB contracts. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • MTO advised that internal and external info sessions will be taking place on May 7th and May 14th, with anticipation to implement in Fall of 2026. • The Contractor Performance Rating will remain a workbook and not be implemented into CMS for the time being. • The workbook is currently posted on MTO’s Technical Consultation Portal (TCP) for final consultation and the guide will subsequently be posted on the Technical Publication Website. The workbook needs to be requested to MTO as it is not published publically. • MTO Advised that for this season, to continue with the current system until policy communicates implementation timelines. <p>ACTION – ITEM CLOSED</p>	

<p>Nov-26-09</p>	<p>AGENDA ITEM: CONSTRUCTION ACT UPDATE</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> MTOs proposed SSP to amend the GCs to align with the 2024 Construction Act Amendments. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> MTO has implemented NSSP CMO0008 and has been including it in all contracts after January 12, 2026 to align with the Construction Act Amendments. MTO will be discussing Act changes at the upcoming Construction Spring Meetings. ACEC-Ontario questioned whether new Construction Act amendments apply to old contracts. MTO advised that exceptions are identified within the Act. <p>ACTION – ITEM CLOSED</p>	
<p>Nov-26-10</p>	<p>AGENDA ITEM: CA RFPS/RFQS (CA AND CONTRACTOR RESPONSIBILITIES)</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> Inconsistent monitoring and specialty requirements in CA versus Contractor contracts. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> ACEC-Ontario acknowledged that there has been more consistency from last season. ACEC-Ontario advised there is still inconsistency in how specialties are identified, specifically for site visits. With some leaving it lump sum and others specifying number of visits and that it's difficult for specialists to assess number of visits required. Where possible, could the RFP/RFQ define the number of visits required. <p>ACTION – MTO TO BRING FEEDBACK TO ITS INTERNAL OFFICES FOR REVIEW OF RFP/RFQ LANGUAGE.</p>	<p>MTO</p>

ITEM NO.	NEW ITEMS:	ACTION BY:
Mar-26-01	<p>AGENDA: CONSTRUCTION SPRING MEETING UPDATES</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • Updates on the 2026 Construction Spring Meeting dates. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • MTO shared the dates of the upcoming Construction Spring Meetings and advised that invites should be coming from each of the regions. <p>Action: ITEM CLOSED</p>	
Mar-26-02	<p>AGENDA: NEW STEEL INCENTIVE MEMO (SCB-SO-2025-02)</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • MTO provided awareness of new steel incentivization memo (SCB-SO-2025-02) regarding how we encourage sourcing of steel that's been produced in Ontario and Canada. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • MTO walked through the steel incentive memo with the subcommittee members which is available on MTO's Technical Publication Site: https://www.library.mto.gov.on.ca/SydneyPLUS/TechPubs/Portal/tp/TechnicalPublications.aspx • ACEC-Ontario questioned whether it was the Contract Administrator who makes the decision about the Canadian content and whether a PH-CC Form could be created for consistency. • MTO advised that steel is 100% traceable and that contractors must supply mill certificates which will include country of origin. <p>ACTION – MTO WILL TAKE COMMENTS BACK FOR REVIEW.</p>	MTO
Mar-26-03	<p>AGENDA: BIM IMPLEMENTATION PLAN & HIIFP (WESTERN UNI.)</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • Presentations on MTOs BIM Implementation Plan along by MTOs BIM Steering Committee and Western University. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • MTO's Standards Management Section and Dr. Sadhu Ayan shared a presentation on the MTOs Bim Implementation Plan. • A BIM workshop is anticipated to take place on May 20th and May 21st, 2026. • A survey to support the implementation plan will be sent out shortly. <p>ACTION – ITEM CLOSED</p>	

<p>Mar-26-04</p>	<p>AGENDA: RFP/RFQ CONCERN</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> Requirements for project value for team member experience does not match the value/rating of the actual construction project (Item raised by a member firm not on the subcommittee) <p><i>Discussion:</i></p> <ul style="list-style-type: none"> Item Reference Mar-26-04 and Mar-26-05 were discussed as one item. ACEC-ON offered observations regarding regional inconsistency in how procurement models are selected, lack of clarity on criteria used, and advised there are challenges for firms who want to provide quality work. Pricing disparities under RFQs raise questions about whether required services are being delivered, particularly for high complexity multi-year projects were also flagged. MTO advised it will take these comments back for further review. MTO and ACEC-ON acknowledged this should be added as a workplan item <p>ACTION – MTO WILL REVIEW FURTHER AND A WORKPLAN ITEM WILL BE CREATED THAT COMBINES MAR-26-04 AND MAR-26-05.</p>	<p>MTO/ACEC-ON</p>
<p>Mar-26-05</p>	<p>AGENDA: PROCUREMENT CONCERN</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> ACEC-ON wishes to have clarity on procurement selection criteria. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> Item Reference Mar-26-04 and Mar-26-05 were discussed as one item. ACEC-ON advised there is misalignment between experience requirements and project duration/complexity, with sometimes higher experience requirements needed than the current work. Value placed on experience should be around 80% based on guidelines, but sometimes the MTO asks for much higher. A request was made for the 7-month requirement for being on a contract be reviewed with concerns that this is too restrictive. MTO advised it will take these comments back for further review. <p>ACTION – MTO WILL REVIEW FURTHER AND A WORKPLAN ITEM WILL BE CREATED THAT COMBINES MAR-26-04 AND MAR-26-05.</p>	<p>MTO/ACEC-ON</p>
<p>Mar-26-06</p>	<p>AGENDA: PAVEMENT MARKING RETROREFLECTIVITY TESTING</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> ACEC-ON offered their perspective on high rate of pavement marking applications not meeting retroreflectivity requirements and that it would 	

	<p>be beneficial to know if MTO is reviewing this and planned direction regarding retroreflectivity testing.</p> <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • ACEC-ON advised that there seems to be a high rate of failure to meet retroreflectivity standards, even when contractors follow MTO-prescribed materials, specifications and procedures. <ul style="list-style-type: none"> ○ Late-season and low-temperature applications make requirements difficult to achieve. • Identified that handheld retroreflectivity testing can be time consuming and requires extensive traffic control and small lot sizes increase testing burden. There was interest in mobile testing requirements. <ul style="list-style-type: none"> ○ Remove and replace are often not preferred by field staff who would rather overline markings to bring them to compliance. • MTO advised that requirements were introduced due to historically poor marking performance and public concerns and oversight is needed to prevent performance decline, so requirements cannot be reduced. • MTO advised that overall quality across contracts is good, and issues tend to occur in late-seasons applications. • MTO is developing a SP to guide remove/replace decisions, acknowledging field staff often prefer overlining. • Mobile retroreflectivity testing is being expanded, with upcoming modifications. • MTO is also reviewing lot sizes and differences between handheld and mobile testing via LS Method to improve practicality. • Additives are being evaluated for low-temperature applications. <p>ACTION – ITEM CLOSED</p>	
<p>Mar-26-07</p>	<p>AGENDA: BUY ONTARIO ACT – DOMESTIC SUPPLY CHAINS</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • Update on domestic (Ontario & Canadian) supply chains regarding the incentives established in the Buy Ontario Act. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • To follow the Buy Ontario Act, MTO advised it is considering a requirement for bidders to provide a domestic supply chain plan and declaration forms. • This is still in the being reviewed internally and will provide more information as it becomes available. <p>ACTION – ITEM CLOSED</p>	

ITEM NO.	STANDING ITEMS:	ACTION BY:
June 23-04	<p>AGENDA ITEM: MTO GENERAL CONDITIONS OF CONTRACT UPDATES</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> MTO is in the process of updating its MTO General Conditions of Contract. Implementation is anticipated in early 2026. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> MTO advised that it is in the final stages of publishing the updated MTO GC's and is finalizing the draft to be published in April 2026 for it to become active in contracts in August 2026. Responses to TCP questions will be available in the coming weeks. <p>ACTION – ITEM CLOSED</p>	
Jun-23-08	<p>AGENDA ITEM: CORPORATE PERFORMANCE RATING (CPR) WORKPLAN</p> <p><i>Description:</i></p> <p>Corporate Performance Rating (Pause) Workplan progress.</p> <p><i>Discussion:</i></p> <ul style="list-style-type: none"> MTO identified that the CPR pause will be extended until the Vendor Management Review is complete. ACEC-ON asked if the ministry is tracking averages on the new system that does not contain old legacy data and if MTO could provide an update on those figures. <p>ACTION – MTO TO REVIEW INFORMATION AND PROVIDE AN UPDATE.</p>	MTO
Mar-24-13	<p>AGENDA ITEM: SUCCESSION MANAGEMENT – SUBCOMMITTEE UPDATES</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"> MTO advised the subcommittee is looking at opportunities to address succession management concerns. Opportunities may include: <ul style="list-style-type: none"> An infrastructure opportunity program (IOP), discussing succession management on annual engineering update meetings, consolidating lessons learned in our design and construction projects, reporting on effectiveness of succession management RFP language. <p>ACTION – KEEP AS OPEN ITEM TO PROVIDE FUTURE UPDATES</p>	

	<p>AGENDA ITEM: FUTURE MEETINGS</p> <ul style="list-style-type: none"> • Future meetings to be tentatively held on: <p>Wednesday June 17, 2026. Location TBD. Wednesday November 18, 2026 – Location TBD</p>	
	<p>AGENDA ITEM: ROUNDTABLE</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • CA Monthly Appraisal Review Time <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • MTO advised that the 21-calendar day response time is creating delay to the monthly appraisal reports for following months with the score not able to calculate if the previous month is not finalized in CMS. • A new CA monthly report cannot be started in CMS until the previous one is finalized. • MTO is considering changing the 21-calendar day response time to 5 days and would appreciate comments from ACEC-ON within a month. • ACEC-ON advised 10 days is more preferred and will take this back to its members for a more fulsome response. • ACEC-ON also raised a discrepancy in the CAPR guidelines regarding limitations to ratings CSA's can give and if it can be further reviewed. • MTO acknowledged it will take this back for further review. <p>ACTION – ACEC-ON TO COMMENT ON THE RESPONSE TIMELINE. MTO TO REVIEW GUIDELINE DISCREPANCY.</p>	<p>MTO/ACEC-ON</p>

INFORMATION SHARED FOR THIS MEETING

Document Title	Shared By	Format
Workplan	MTO	PDF
MTO BIM and Digital Twin Presentation	MTO	PDF

APPENDIX

WORK PLAN for the CEO-MTO Contract Administration Subcommittee

Team: MTO-ACECO Contract Administration Subcommittee Workplan

Date: March 25, 2026

Updated By: Adriano Cesarone

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 be 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
2023-05	Qualification for Construction Administration Work Group	Project	No	Seyed Tabib	June 25,2024	March 5, 2025	COMPLETED. CLOSED: Any further discussions will occur under the succession management item. Reference: March 5, 2025 meeting notes	Review and revise recent changes made to qualification criteria for Contract Administration. Qualification Criteria for CA's in High, Medium, and Low Complexity specialties have been updated in the Qualification for ESP's Guideline. ACEC-Ontario still has concerns with barrier to entry with the revised language. Further discussions to be held under Succession Management.

Team: MTO-ACECO Contract Administration Subcommittee Workplan

Date: March 25, 2026

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	MTO
2023-01	CA CPR Pause	Project	Yes	Erika Varga	June 27,2023		<p>Ongoing. Exec Com is also interested in updates</p> <p>Reference: Jun-2023-08 meeting notes</p>	<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.</p> <p>The CPR is now incorporated under a broader Vendor Management Review(VMR) and the pause will be extended until the VMR is complete.</p>
2023-03	Review training prequalification (succession management)	Project	Yes	Succession Management Subcommittee	June 27,2023		<p>Ongoing.</p> <p>Reference: Mar-2024-13 meeting notes (previously June-2023-02)</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. 5. UPDATE, a separate succession management committee is being established to consultdate all discussions related to this from all committees
2023-04	OPSS.PROV 100 (MTO General Conditions of Contract)	Project	No	Ahmed Ouda (Ouda), Mireya Hidalgo	June 27,2023		<p>Ongoing.</p> <p>Reference: Jun-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> <p>MTO is reviewing ACEC Ontario's comments and will provide a response, preliminary thoughts shared with the subcommittee on March 5, 2025.</p> <p>MTO has provided a formal response and has since posted the MTO GCs and supporting documentation to TCP for formal public consultation.</p> <p>MTO is anticipating publication of the new MTO GCs in April 2026.</p>