

MTO - ACEC-ONTARIO SUCCESSION MANAGEMENT SUBCOMMITTEE MEETING NOTES

Date: March 11, 2026
Time: 1:00 PM
Location: MS Teams
Adjourn: 2:20 PM

ATTENDEE	ORGANIZATION
Jenn Meleschuk (Co-Chair)	MTO
Amanda Naylor (Coordinator)	MTO
Katie Surra	MTO
Trish English	MTO
Khalid Backtash	MTO
Marc Coutu	MTO
Ben Hamilton	MTO
Bernard James (Interim Co-Chair)	Parsons
Mike Collins	GHD
Heather Templeton	HDR
GUESTS	
None	
REGRETS	
Donald Cleghorn	ArkinsRéalís
Andrew Hurd (Coordinator)	ACEC-Ontario

WELCOME / INTRODUCTIONS / ANNOUNCEMENTS / SAFETY MOMENT

MTO introduced Trish English as a new MTO member who is replacing Erika Varga. Heather Templeton was introduced as a new ACEC-O member, Bernard James is acting as the interim-Co-Chair for this meeting. ACEC-Ontario will provide personnel for the Co-Chair and Coordinator roles prior to the next meeting. Tanya Cross has moved to the Executive Committee and Larua Lambie is no long part of this sub-committee and will likely rotate Co-Chairs at these meetings.

Safety Moment: Repetitive Strain Injury (MTO)

ITEM NO.	OPEN ITEMS:	ACTION BY:
Sep 25-02	<p>AGENDA: TRANSPORTATION CAREER DEVELOPMENT PROGRAM/INFRASTRUCTION OPPORTUNITIES PROGRAM UPDATE</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • Discuss steps taken thus far to identify universities and colleges as well as feeder schools not geographically close to a ministry or consulting firm office. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • Draft list of Universities and Colleges has been created. MTO will finalize list of Consulting Firms and Contractors by the next meeting. <p>Action: <i>Khalid will finalize the list of Consulting Firms and Contractors and by next meeting.</i></p> <p><i>Khalid, Paul and Magdy will make recommendations on the hiring process and commitments from partner organizations, including a proposed communication package. Package will be sent out to solicit interest with this program to all Consulting Firms and Contractors identified at the next meeting.</i></p>	MTO & ACEC-O
Sep-25-03	<p>AGENDA: SCHOOL PRESENTATION DEVELOPMENT UPDATE</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • Discuss steps taken thus far to review existing materials and outreach work performed by industry and the development of the proposed presentation for MTO and ACEC-Ontario to use. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • No update on formal lesson plan. • Item is being renamed by removing the word "High". • MTO requires an ACEC-O member to collaborate and advance this initiative. <p>Action: <i>ACEC-O to confirm representative to work with Katie.</i></p>	MTO & ACEC-O
Sep-25-06	<p>AGENDA: REVISED STAFFING REQUIREMENTS REPORT BACK UPDATE</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • Provide an update on the report back being created for the Executive Committee. 	

	<p><i>Discussion:</i></p> <ul style="list-style-type: none"> • MTO has identified 13 engineering assignments that included succession management. Some of the previously mentioned RFPs no longer included succession management language so a further review was conducted. • 10 DBB and 3 Retainer assignments across all regions were found and include a variety of RFP versions. • Next steps are for MTO to compare RFP language with the consultant proposals and responses as well as discuss impacts and results with MTO Project Managers. This will include how well consultants adhered to the intent of the succession management language. • Discussion regarding whether Contract Administration assignments should also be reviewed for succession management language. Marc Coutu and Mike Collins are to individually prepare a primer to Jenn Meleschuk regarding the benefit and need for such a review to be completed through this subcommittee. <p><i>Action: MTO will continue to provide updates as information comes in and will provide a report to this committee after more assignments have been awarded.</i></p> <p><i>ACEC-O and MTO to prepare a primer to Jenn Meleschuk outlining the benefits and rationale to conduct a review of CA assignment succession management language through this subcommittee.</i></p>	<p>MTO & ACEC-O</p>
<p>Sep-25-08</p>	<p>AGENDA: SPRING/FALL MEETING UPDATE</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • Provide an update on the potential future spring/fall meeting. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • MTO Design and Engineering Branch will champion this item and work to host an annual engineering update meeting. • Spring Update Meeting tentative dates are as follows: April 29 – North Bay April 30 – Toronto May 5 – Kingston May 12 – Thunder Bay TBD – London <p><i>Action: To be kept as a standing agenda item.</i></p>	<p>MTO</p>
<p>Sep-25-05</p>	<p>AGENDA: Accelerating MTO Procurements</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> • MTO is currently working on a review of current processes related to the end-to-end process for new builds. MTO will engage ACEC-O when they are ready to receive industry feedback. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> • Expediting the procurement, design and construction for projects is an area of focus for MTO. • Vendor Management Review Office (VMRO) and Contract Management Office (CMO) are working closely with Major Highway Projects Division to determine how current policies and processes will support the high priority projects. • VMRO and CMO has set up a half-day online workshop with ACEC-O 	

	<p>on April 8 to review current industry constraints and discuss industry suggestions for supporting accelerated procurements.</p> <p>Action: To be kept as a standing agenda item.</p>	MTO
Sep-25-09	<p>AGENDA: Lessons Learned Minute</p> <p><i>Description:</i></p> <ul style="list-style-type: none"> Initiative to add a lesson learned section in progress meeting templates. <p><i>Discussion:</i></p> <ul style="list-style-type: none"> ACEC-O to champion this initiative to add a lesson learned section in progress meeting templates through communication to ACEC-O members. Discussion regarding including a presentation with examples of lesson learned content at the Spring Update meeting. ACEC-O will provide specific examples as soon as possible and Jenn Meleschuk will present the proposal to the Spring Update organizers. <p>Action: ACEC-O to provide proposed lesson learned examples for MTO to propose to Spring Update organizers for including at the upcoming spring update meetings.</p>	ACEC-O & MTO

ITEM NO.	NEW ITEMS:	ACTION BY:
N/A	<p>AGENDA: Roundtable</p> <p>Heather Templeton discussed her role with exploring the feasibility of conducting the review to understand what personnel are leaving the transportation industry. Heather will speak with Tanya Cross and Andrew Hurd separately to discuss next steps. Mike Collins noted a possible next step could be to speak with TACs workforce council and the possibility of creating a pooled fund initiative.</p> <p>Mike Collins mentioned a colleague at Region of York whom is interested in speaking with MTO regarding succession management. Jenn noted that Mike can forward her contract information along to this individual.</p>	

ITEM NO.	STANDING ITEMS:	ACTION BY:
Dec-10-01	<p>AGENDA ITEM: FUTURE MEETINGS</p> <ul style="list-style-type: none"> Future meetings to be tentatively held on: <p>June 9, 2026 from 1:00 – 3:00 pm. Virtual meeting: MS Teams</p>	MTO

INFORMATION SHARED FOR THIS MEETING		
Document Title	Shared By	Format
None		

