

MTO - ACEC-ONTARIO SUCCESSION MANAGEMENT SUBCOMMITTEE MEETING NOTES

Date: June 9, 2026
Time: 1:00 PM
Location: MS Teams
Adjourn: 1:50 PM

ATTENDEE	ORGANIZATION
Jenn Meleschuk (Co-Chair)	MTO
Amanda Naylor (Coordinator)	MTO
Katie Surra	MTO
Trish English	MTO
Khalid Backtash	MTO
Marc Coutu	MTO
Fahad Mateen	MTO
Bernard James	Parsons
Mike Collins	GHD
Steven Pilgrim	EGIS
Donald Cleghorn	AtkinsRéalis
Kelly Harris	ACEC-Ontario

GUESTS

None

REGRETS

Andrew Hurd (coordinator)	ACEC-Ontario
Heather Templeton	HDR

WELCOME / INTRODUCTIONS / ANNOUNCEMENTS / SAFETY MOMENT

Introductions: Welcome to Kelly Harris, new Director of Government and Stakeholder Relations at ACEC. Noting that Tanya Cross is on leave and ACEC-Ontario will need to confirm who the co-Chair for ACEC-Ontario is on a go forward basis. Introduced Fahad Mateen, MTO EDP.

Safety Moment: Bicycle Safety (ACEC-Ontario)

Previous Meeting Notes: Have been posted to the Technical Consultation Portal.

ITEM NO.	OPEN ITEMS:	ACTION BY:
Sep 25-02	AGENDA: TRANSPORTATION CAREER DEVELOPMENT PROGRAM/INFRASTRUCTION OPPORTUNITIES PROGRAM UPDATE <i>Description:</i> • 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. <i>Discussion:</i> • IOP / TCDP has been expanded across the province and is in all 5 regions this year. Students (from universities and colleges) are currently working across MTO offices, with partners from consulting and construction firms. Information on how the program is run and managed in each office is being compiled. • Lists of Universities, Colleges and Consulting Firms have been created. MTO will finalize the list of Contractors by the next meeting. • Recommendations on the hiring process, minimum number of students to be hired each cohort, etc. will be drafted shortly for use in the 2027 hiring process. Action: <i>Khalid will finalize the list of Contractors and by next meeting.</i> <i>Khalid, Paul and Magdy will make recommendations on the hiring process and commitments from partner organizations, including a proposed communication package.</i>	MTO & ACEC-O
Sep-25-03	AGENDA: SCHOOL PRESENTATION DEVELOPMENT UPDATE <i>Description:</i> • 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. <i>Discussion:</i> • MTO met with Ministry of Education and confirmed elementary school curriculum changes will not be feasible at this time but there is opportunity to create transportation-related lesson plans that align with the current curriculum requirements. • Due to the volume of request received by the Ministry of Education, a partnership with them to develop this project would need to be drive by an ADM request (Ministry to Ministry). This may be a feasible path if we can demonstrate sufficient need and industry support.	

	• There are opportunities at the high school level to create lesson plans as part of the transportation pathway program and the GIS and Spatial Technology course. • There is an existing High Skills Major – Transportation pathway at the high school level that might be a good fit. On first look, it seems like they focus on the automotive industry, and not what we think of as transportation careers. However, it is worth a further look and perhaps conversations with a couple of schools to explore what our options might be at the school level. • MTO has identified an opportunity for a potential pilot program with a teacher in the Limestone District School Board. They teach a GIS and Spatial Technology course. Within the course they do a lab on measuring salt concentrations in runoff, and an invasive species mapping exercise. This could link to highway maintenance, environmental planning, surveying, or GIS. The benefit of this partnership is enthusiasm. The teacher is an enthusiastic partner, and would be open to helping us figure out how to best integrate a career component into existing curriculum. The outcome could be a blueprint to move forward with the creation of curriculum modules that align with current curriculum standards while addressing industry needs. • MTO requires an ACEC-O member to collaborate and advance this initiative. Action: ACEC-O to confirm representative to work with Katie.	ACEC-O
Sep-25-06	AGENDA: REVISED STAFFING REQUIREMENTS REPORT BACK UPDATE <i>Description:</i> • Provide an update on the report back being created for the Executive Committee. <i>Discussion:</i> • MTO has identified 13 engineering assignments that included succession management. • 10 DBB and 3 Retainer assignments across all regions were found and include a variety of RFP versions (years of award 2022-2026). • 5 have been completed, 6 are in progress and 2 have not yet been awarded. • 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. • From the last meeting: 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. MTO has prepared their primer, ACEC-O should please provide theirs to MTO as soon as possible. • Further, MTO has began looking at CA assignments and the potential inclusion of succession management language. • MTO will share draft proposed language with ACEC-Ontario prior to piloting anything. • ACEC will forward past email correspondence to Jenn and Marc	

	regarding this initiative. Action: MTO will continue to provide updates as information comes in and will continue to engage with internal and external stakeholders. ACEC-Ontario will provide CA Succession Management primer to Jenn as soon as possible.	MTO & ACEC-O
Sep-25-08	AGENDA: SPRING/FALL MEETING UPDATE <i>Description:</i> • Provide an update on the potential future spring/fall meeting. <i>Discussion:</i> • Design and Engineering Branch has agreed to champion this yearly engineering update item through the MTO/ACEC-Ontario Engineering Subcommittee. • MTO will seek an update from DEB for this next subcommittee meeting. • Construction Branch's annual Spring Update was completed in all 5 regions in April and May and was a great success. Thank you to all the member firms who sent their staff and to ACEC for sponsoring the morning snacks. Action: To be kept as a standing agenda item.	MTO
Sep-25-05	AGENDA: Accelerating MTO Procurements <i>Description:</i> • MTO is currently working on a review of current procurement processes from posting to award for Design Bid Build projects. MTO will engage ACEC-O when they are ready to receive industry feedback. <i>Discussion:</i> • Accelerated Procurement – (now under Contract Management Office, moved from Vendor Management Review Office). • Expediting the procurement, design and construction for projects is an area of focus for MTO. • The current goal is to reduce procurement timelines as much as possible. • A successful facilitated workshop was held with 5 MTO and 8 ACEC members to generate ideas to shorten procurement time for Design Bid Build (DBB) engineering and construction administration (CA) assignments, with a stretch goal of reducing timelines from a typical six to nine months, to six weeks. • Participants built on prior ACEC-Ontario work and examples from other jurisdictions, as well as their own ingenuity. • The group generated ideas for 3 potential procurement models, to reduce the overall DBB procurement timeframe for engineering and CA assignments to 6 weeks: • (A) Inspired by Alberta practise of matching interested firms with published pipeline of projects (for streamlined 'second stage selection'). • (B) Use RAQS prequal for pre-qualification (no EOI), and a streamlined RFP.	

	• (C) Issue streamlined RFP and MTO negotiate scope and price with one firm after award. • It was acknowledged that each successful model would be one tool in the toolbox, not a universal solution. • the workshop report was shared with ACEC-O workshop attendees May 8, 2026. • MTO developed a work plan for engagement with internal and external stakeholders. • It was acknowledged that each endorsed model would be one option for use and not a universal solution to accelerate procurements province-wide. • Next steps will be to meet with original workshop team to review report, share report with broader ACEC-O audience, develop the 1 to 3 models further and determine viability for pilot projects. Action: Meet with workshop team to review report and share with all ACEC-O members once finalized.	MTO
Sep-25-09	AGENDA: Lessons Learned Minute <i>Description:</i> • Initiative to add a lesson learned section in progress meeting templates. <i>Discussion:</i> • ACEC-O to champion this initiative to add a lesson learned section in progress meeting templates through communication to ACEC-O members. • ACEC-O confirmed that they will communicate this initiative throughout the association so more consistency with this item is seen. Action: ACEC-O to add lesson learned item to all agendas.	ACEC-O

ITEM NO.	NEW ITEMS:	ACTION BY:
N/A	AGENDA: Roundtable Mike Collins is meeting with Patrice Barnes, committee co-chair of Equity and Diversity for Durham Region. Mike will ask Patrice if she would come to our next meeting to share ideas and discuss parallel initiatives with us, particularly about the Premier's Council on Equality of Opportunity. Premier's Council on Equality of Opportunity CSCE-Ontario and ACEC-Ontario is hosting a young professionals gathering in Toronto tomorrow. Please see attached link if interested. Emerging Leaders in Engineering Young Professionals Networking Night - ACEC-Ontario	ACEC-O

ITEM NO.	STANDING ITEMS:	ACTION BY:
Dec-10-01	AGENDA ITEM: FUTURE MEETINGS Future meetings to be tentatively held on: September 29, 2026 from 1:00 – 3:00 pm. Virtual meeting: MS Teams	MTO

INFORMATION SHARED FOR THIS MEETING		
Document Title	Shared By	Format
None		