

MTO - ACEC-ONTARIO CONTRACT ADMINISTRATION SUBCOMMITTEE MEETING NOTES

Date: July 7, 2026
Time: 9:00 AM
Location: MS Teams
Adjourn: 11:15 AM

ATTENDEE

ATTENDEE	ORGANIZATION
Jenn Meleschuk (Chair)	MTO
Adriano Cesarone (Coordinator)	MTO
Mireya Hidalgo	MTO
Sean Lalonde	MTO
Pauline Van Roon	MTO
Erika Varga	MTO
Jamie Lauzon	MTO
Rebecca Li	MTO
Ryan McKerracher	MTO
Kelly Harris	ACEC Ontario
Sunil Kothari (Chair)	AtkinsRéalis
Bernard James (Vice-Chair)	Parsons
Chris McBride	BuildWell Consulting
Ameen Mohamad-Ameen	EGIS
Chris Harvey	Stantec
Paul Moorhouse	TULLOCH
Graham Sled	GHD
John Hagan	GEMTEC

GUESTS

Penuel Adiyiah	MTO
Victoria Erickson	MTO
Janishan Jeyerajah	MTO
Fahad Mateen	MTO
Thomas Walsh	MTO
William Lei	MTO

REGRETS

Darryl Langendoen	MTO
Jeremy Landry	MTO
Amanda Naylor	MTO
Trish English	MTO
Tony Verta	WSP

WELCOME / INTRODUCTIONS / ANNOUNCEMENTS / SAFETY MOMENT

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

- Kelly Harris was introduced as the new Director, Government and Stakeholder Relations for ACEC Ontario.

Safety Moment: Provided by ACEC-Ontario on Heat Stress

ITEM NO.	OPEN ITEMS:	ACTION BY:
	AGENDA ITEM: REVIEW OF PREVIOUS MEETING NOTES <i>Description:</i> • Meeting notes from March 25, 2026, were discussed. <i>Discussion:</i> • MTO advised that it will work toward a three-week turnaround for issuing draft meeting notes to ACEC-Ontario for review. • ACEC-Ontario will have up to two weeks to review the draft meeting notes and provide comments before the final version is posted to the Technical Consultation Portal. • The Terms of Reference will be updated to reflect this process. • ACEC-Ontario confirmed its agreement with the proposed approach. ACTION – MTO TO UPDATE THE SUBCOMMITTEE TERMS OF REFERENCE.	MTO
	AGENDA ITEM: SUBCOMMITTEE WORK PLAN <i>Description:</i> • The subcommittee workplan was previously provided. <i>Discussion:</i> • MTO advised it is looking more holistically at how subcommittees are utilizing workplans and will follow up with ACEC-Ontario at the next meeting. • ACEC-Ontario noted that MTO is currently the sole owner of the work plan and suggested exploring opportunities for its members participation in supporting the advancement of work plan items. • ACEC-Ontario suggested workplans continue to be appended to the end of the Meeting Notes. • Both MTO and ACEC-Ontario saw value in continuing with workplans. ACTION – MTO/ACEC-ON TO REVIEW. CONTINUE TO KEEP AS AN OPEN ITEM AND UPDATE AS NEEDED. SUBCOMMITTEE WORKPLAN APPENDED TO THE END OF THESE MEETING NOTES.	MTO/ACEC-ON

Jun-25-03	AGENDA ITEM: REPLACING RAQS <i>Description:</i> • New provincial procurement system and opportunities for ACEC-Ontario to provide input into the new system and identify challenges with the current system (RAQS). <i>Discussion:</i> • MTO advised there has been no update on the procurement side. The RAQS ESP and RAQS MERX systems will be extended by another year. • ACEC-Ontario identified that as the new system is for broader public sector procurement, user interface should continue or be improved for MTO specific purposes. • ACEC-Ontario has sent out a survey for feedback and will follow up with its members, will provide comments to MTO, and have asked that they continue to be consulted as this progresses. • MTO and ACEC-Ontario both agreed the item could be removed and reintroduced once more information becomes available. ACTION – ACEC-ONTARIO TO PROVIDE FEEDBACK FROM ITS SURVEY. ITEM TO BE REMOVED FOR THE NEXT MEETING.	ACEC-ON
Nov-25-06	AGENDA ITEM: DEBRIEF <i>Description:</i> • ACEC is asking for debriefs to come earlier, and not after Phase II award/contract execution. <i>Discussion:</i> • MTO advised it is working with internal offices, has developed, and presented a formal business case to support early debrief requests, which has received positive support. • Next steps include seeking management endorsement and exemption from the procurement directive. • Early debriefs, for unsuccessful firms after Phase I, will focus on proponent strength and weaknesses. • Updates to documents and staff training will follow. • ACEC-Ontario asked for a timeline of when early debriefs will be available. • MTO advised it will likely not begin prior to Fall of this year. ACTION – MTO TO PROVIDE A PROGRESS UPDATE AT THE NEXT MEETING.	MTO

Mar-26-02	AGENDA: NEW STEEL INCENTIVE MEMO (SCB-SO-2025-02) <i>Description:</i> - MTO provided awareness of a new steel incentivization memo (SCB-SO-2025-02) regarding how we encourage sourcing of steel that's been produced in Ontario and Canada. <i>Discussion:</i> - MTO is still reviewing ACEC-Ontario's suggestion for a PH-CC Form. An update will be provided at the next meeting. ACTION – MTO TO PROVIDE AN UPDATE AT THE NEXT MEETING.	MTO
Mar-26-04 & Mar-26-05	AGENDA: RFP / RFQ / PROCUREMENT CONCERNS <i>Description:</i> - Improving consistency and clarity in procurement requirements, including experience qualifications, evaluation criteria, and the application of procurement processes across projects and regions. <i>Discussion:</i> - ACEC-Ontario identified 4 main areas of concern: - Selection and rational of RFP versus RFQ for some of the more complex assignments - Value of experience requested does not align with values of projects/assignments. - Inconsistency of acceptance of municipal experience compared to MTO experience - Consistency in evaluation of firm experience versus individual experience. - MTO requested examples and assignment numbers from ACEC-Ontario that it can take back and review. - ACEC-Ontario identified some assignments during the meeting and will provide further examples via email. - Both MTO and ACEC-Ontario acknowledged that these discussions would benefit a workplan item supported by a smaller working group to further explore and address identified concerns. ACTION – MTO AND ACEC-ONTARIO TO CONFIRM MEMBERS FOR THE WORKING GROUP THAT WILL BEGIN EXPLORING OPTIONS.	MTO/ACEC-ON
Nov-22-10	AGENDA ITEM: CA RFPS / RFQS (CA AND CONTRACTOR RESPONSIBILITIES) <i>Description:</i> Inconsistent monitoring and specialty requirements in CA versus Contractor contracts. Specifically, regarding using a lump sum item versus a more detailed breakdown of work items for services.	

	<i>Discussion:</i> • ACEC-Ontario acknowledged that there has been more detail and consistency from last season. However, inconsistencies remain. • ACEC-Ontario advised that while both RFP and RFQ would benefit from being more prescriptive, requirements in the RFQ should be identify number of site visits versus providing lump sum figures as it's not possible to analyze how many are required. • MTO requested an email with examples that can be reviewed and taken back to internal offices. ACTION – ACEC-ON TO PROVIDE EXAMPLES AND MTO TO BRING FEEDBACK TO ITS INTERNAL OFFICES FOR REVIEW OF RFP / RFQ LANGUAGE.	ACEC-ON / MTO
Mar-26-08	CA MONTHLY APPRAISAL REVIEW <i>Description:</i> • CA Monthly Appraisal Review Time <i>Discussion:</i> • MTO had asked at the previous meeting if the monthly appraisal response timeline could be shorted to avoid process issues in CMS and ACEC-Ontario was to confirm reduced timeframe. • ACEC-Ontario confirmed its members were agreeable with a 10-day response timeline. • MTO flagged it had also reviewed the CA CAPR Guideline and the streamlined appraisal to identify any discrepancies previously raised but was unable to find any. MTO requested that ACEC-Ontario provide additional information or specific examples to help clarify the concern. • A separate item will be created when more information is available. ACTION – ACEC-ONTARIO TO REVIEW AND PROVIDE ADDITIONAL DETAIL. CLOSE ITEM AND REOPEN AS A NEW ITEM WHEN MORE INFORMATION IS AVAILABLE.	ACEC-ON

ITEM NO.	NEW ITEMS:	ACTION BY:
Jul-26-01	AGENDA: CONTROLLING PILE INSTALLATION <i>Description:</i> • Presentation provided on High Strain Dynamic Pile Testing (PDA). <i>Discussion:</i> • MTO presented High Strain Dynamic Pile Testing (PDA) and its intent to move forward with using this testing process. • MTO requested for ACEC-Ontario to confirm agreeability in moving towards this direction via email. ACTION: MTO TO FOLLOW UP VIA EMAIL WITH ACEC-ONTARIO. ITEM CLOSED.	MTO
Jul-26-02	AGENDA: MODERNIZED TOTAL PROJECT MANAGEMENT PILOT <i>Description:</i> • Presentation provided on MTO's Modernized Total Project Management Pilot <i>Discussion:</i> • MTO shared its intent to pilot a modernized total project management service which combines engineering and CA services and is seeking comments from external stakeholders. • The draft RFP will be posted to the Technical Consultation Portal and MTO will notify ACEC. • 5 projects across the regions will be piloted using the modernized TPM. • ACEC-Ontario asked whether any other formal consultation is being considered. • MTO advised that engagement is currently being provided via the ACEC-Ontario Executive and Subcommittees and MTO will consider offering a broader industry session. • MTO will provide awareness to ACEC subcommittees of the 5 projects piloting the modernized TPM when they become available. ACTION: ITEM CLOSED	
Jul-26-03	AGENDA: CA PIPELINE <i>Description:</i> • ACEC-Ontario has requested a pipeline list of CA assignments be created and shared with this subcommittee for the upcoming year. <i>Discussion:</i> • MTO advised that the pipelines are developed by a separate branch of the ministry and are typically made available in November. MTO will work towards providing an update at the next meeting.	MTO

	ACTION – MTO TO PROVIDE AN UPDATE AT THE NEXT MEETING.	
ITEM NO.	STANDING ITEMS:	ACTION BY:
Nov-22-12	AGENDA ITEM: CORPORATE PERFORMANCE RATING (CPR) WORKPLAN <i>Description:</i> Corporate Performance Rating (Pause) Workplan progress. <i>Discussion:</i> • MTO acknowledged ACEC-Ontario's question from the previous meeting regarding average results under the streamlined appraisal system compared to the previous approach. MTO advised that the streamlined system has generally produced lower ratings, which is consistent with its intended objective of recalibrating appraisal scores. • MTO is continuing to collect data • Both MTO and ACEC-Ontario acknowledged they've seen a higher rate of appraisal completions. • ACEC asked when the CPR pause will be lifted. • MTO advised that this is part of the broader Vendor Management Review, the appraisals and CPRs are still under review. • ACEC requested information on the appraisal scores, are they clustered or spread out. • MTO to provide further updates as they become available. ACTION – KEEP AS OPEN ITEM TO PROVIDE FUTURE UPDATES	
Mar-24-13	AGENDA ITEM: SUCCESSION MANAGEMENT – SUBCOMMITTEE UPDATES <i>Description:</i> • Succession management is an item also being discussed at the Executive Committee and the Engineering Subcommittee. <i>Discussion:</i> • MTO advised the subcommittee is looking at opportunities to address succession management concerns. Opportunities include: • A transportation career development / infrastructure opportunity program (TCP/IOP) for engineering and college graduates. • A school presentation development which has shifted its focus on high school students and been generalized to all school levels. • Succession management requirements have been included in 13 assignments so far that have been split between all the regions. Some assignments are recently completed, while others are ongoing or are still in development.	

	CA Assignments are being reviewed for succession management language inclusion. ACTION – KEEP AS OPEN ITEM TO PROVIDE FUTURE UPDATES	
Mar-24-14	AGENDA ITEM: CONTRACT MANAGEMENT SYSTEM (CMS) UPDATE <i>Description:</i> - MTO provided an update on current CMS development activities and ongoing system enhancements. <i>Discussion:</i> - MTO provided updates to CMS which included: - Road Report 2.0 with updates to oversized and overweight program updates - Working group meetings are continuing monthly with CA's - MTO noted that attendance at the previous meeting was lower than usual, potentially reflecting seasonal scheduling considerations. - ACEC-Ontario indicated its willingness to help identify additional participants should increased representation be needed for future meetings. ACTION – KEEP AS OPEN ITEM TO PROVIDE FUTURE UPDATES	
	AGENDA ITEM: FUTURE MEETINGS Future meeting to be tentatively held on: Wednesday November 18, 2026 – Location Hybrid: Virtual & CETI Complex (Tentatively).	
	AGENDA ITEM: ROUNDTABLE No items were brought forward at Roundtable.	

INFORMATION SHARED FOR THIS MEETING

Document Title	Shared By	Format
Workplan – Appended to Meeting Notes	MTO	PDF
Controlling the Installation of Driven Piles	MTO	PDF
Modernized Total Project Management Development	MTO	PDF

APPENDIX

Team: MTO-ACECO Contract Administration Subcommittee Workplan

Updated By: Adriano Cesarone

Date: July 22, 2026

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 benefical 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.
2023-04	OPSS.PROV 100 (MTO General Conditions of Contract)	Project	No	Ahmed Ouda (Ouda), Mireya Hidalgo	June 27,2023		COMPLETED. MTO GCs are posted to the MTO Technical Publication Website and is beginning to be implemented Reference: Jun-2023-04 meeting notes	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. ACEC Ontario has received a draft language changes and will provide the MTO with comments by end of November 2024. MTO is reviewing ACEC Ontario's comments and will provide a response, preliminary thoughts shared with the subcommittee on March 5, 2025. MTO has provided a formal response and has since posted the MTO GCs and supporting documentation to TCP for formal public consultation. MTO is anticipating publication of the new MTO GCs in April 2026.

Team: MTO-ACECO Contract Administration Subcommittee Workplan

Updated By: Adriano Cesarone

Date: July 22, 2026

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		Ongoing. Exec Com is also interested in updates Reference: Jun-2023-08 meeting notes	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. The CPR is now incorporated under a broader Vendor Management Review(VMR) and the pause will be extended until the VMR is complete.
2023-03	Review training prequalification (succession management)	Project	Yes	Succession Management Subcommittee	June 27,2023		Ongoing. Reference: Mar-2024-13 meeting notes (previously June-2023-02)	Consider reducing requirements to allow for development and training in relation to succession management 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: 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 seperate suuccession management committee is being established to consulitdate all discussions related to this from all committees
2026-01	RFP/RFQ & Procurement Concerns	Ongoing	No	Jenn Meleschuk / Erika Varga	25-Mar-26		Ongoing Reference: Mar-26-04 & Mar-26-05 meeting notes	ACEC-Ontario identified 4 main areas of concern: •Selection and rational of RFP versus RFQ for some of the more complex assignments •Value of experience requested does not align with values of projects/assignments. •Inconsistency of acceptance of municipal experience compared to MTO experience •Consistency in evaluation of firm experience versus individual experience. MTO and ACEC-Ontario to establish members for a smaller working group.