

MTO - ACEC-ONTARIO EXECUTIVE COMMITTEE MEETING NOTES

Date: June 3, 2026
Time: 2:00 p.m. – 4:30 p.m.
Location: MS Teams

Attendees

ACEC-ONTARIO

Sunil Kothari (AtkinsRéalis)
Steve Pilgrim (EGIS)
Bernard James (Parsons)
Kelly Harris (ACEC-Ontario)

MTO

Alain Beaulieu
Susan Nichol (Chair)
Michelle McGrath
Malvika Rudra
Kevin English
Joanna Long
Michelle Proietti
Stephanie Sura
Brandy Duhaime
Jenn Meleschuk
Megan Chochla
Gustavo Rojas

Regrets

ACEC - Ontario

Andrew Hurd (ACEC-Ontario)
Tanya Cross (Dillon)
Duane Girard (GHD)

MTO

Eric Doidge
Nikki Fortner
Michelle Pasqua

1. INTRODUCTION / ANNOUNCEMENTS

- Introduction of Kevin English as the new Director of Standards and Contracts Branch (Bruce Cane has retired).
- Introduction of Kelly Harris as the new Director, Government & Stakeholder Relations at ACEC Ontario
- Eric Doidge sends his regrets
- Joanna Long attended on behalf of Michelle Pasqua

OPEN ITEMS		Lead
2.	UPDATE ON THE CAPITAL PROGRAM, TENDERING ACTIVITY AND PROJECT PIPELINE Budget Slide • MTO's total capital budget continues to increase - it's now \$5.7B, an increase of \$1.2B from last year's budget. ○ The annual budget funds both carryover work and the current year value of new procurement activity. ○ Carryover typically accounts for a large proportion of the spending in a given year. Quarterly Tendering Forecast for Construction Contracts • In 26/27 MTO is forecasting to advertise between 79-110 tenders, which is the same as last year's projection, but with a higher value - between \$1.6B-\$2.0B • Tendering activity will be distributed across the province 2025/26 Tender Achievements • MTO advertised 97 tenders last year, with an estimated value of \$1.7B – well withing the projections shared. Q4 was a particularly strong quarter with 41 tenders issued • A regional breakdown has also been created; close to 50/50 split between North and South, in terms of volume OHP • The target for the next OHP update is July 2026	MTO (JOANNA LONG) ACEC-O (STEVE PILGRIM)

OPEN ITEMS	Lead
Engineering Project Pipeline - The Engineering Project Pipeline was provided to ACEC in November 2025. DISCUSSION: - ACEC expressed appreciation for the slide on Capital Budget – Historical - Engineering Project Pipeline - ACEC flagged that there have been discussions at the committees regarding more frequent updates to the pipeline - Notes from the last executive meeting, taken by ACEC attendees, indicate the intent was that MTO would provide an update once a year and then updates would intermittently be provided when possible. - A detailed description of the process that the ministry follows for pipeline updates was provided - A suggestion was made that perhaps a solution would be to issue an addendum when signature standalone projects come through - Member firms have told the ACEC executive that they are seeing projects going out that did not appear on the list. It was also shared that some projects on the list ultimately go through retainers. - ACEC requested a mid-year update even if it's just a change in procurement method - MTO provided that it would be useful if specific examples could be provided so that ministry could review what happened - Further suggestions on possible solutions included an email to ACEC with intermittent updates when possible and a live list of projects that could be updated as necessary ACTION: - MTO to share the slides Joanna presented - MTO to review possible options to make intermittent updates on the project pipeline	
3. MAJOR PROJECTS UPDATE Highway 413 - Early works projects are complete or ongoing. The embankment at the Highway 401/407 interchange is complete, advanced paving on Highway 10 is under construction; and new Bovaird Drive and Highway 10 underpasses are in detail design. - The Program Management Consultant assignment was posted in April 2026.	MTO (MALVIKA RUDRA/ GUSTAVO ROJAS)

OPEN ITEMS	Lead
- The RFP for the extension of Highway 410 to Highway 413 was posted in December 2025 as a CMGC. The Construction Manager RFP was posted in May 2026. - A major section of Highway 413, (427 extension plus 413 mainline from Highway 400 to Gore Road) will be tracking for an RFP release for a Progressive Design Build for Highways (PDBH) contract in summer 2026. DISCUSSION: - Two underpasses are expected to go for construction later this summer - The Progressive Design Build scope is in the process of being finalized. - The 413 PDBH is expected to have a late summer procurement release ACTION: - N/A Bradford Bypass - Contracts for the Detail Design of the Central and East sections and Project Management Consultant assignments were awarded in November 2025. - Construction of West Section began in May 2026, with the construction contract awarded to the Miller Group. This was announced at a Podium event on May 14, 2026, alongside the unveiling of the official highway number designation for the Bradford Bypass as Highway 425. DISCUSSION: - Construction through Miller group is starting on West section - The Central and East sections are anticipated to have the detailed design completed by end of next year. ACTION: - N/A 401 Tunnel - The Highway 401 Tunnel Feasibility and Congestion Relief study was awarded in October 2025. - The Highway 401 Tunnel Feasibility and Congestion Relief study draft final report is expected later this year. The study includes two interim	

OPEN ITEMS	Lead
reports and fieldwork investigations. • The Highway 401 Tunnel Feasibility and Congestion Relief study final report is expected in January 2027. • Geotechnical investigations (boreholes) began in April 2026 and are ongoing. DISCUSSION: • N/A ACTION: • N/A Ring of Fire • In 2025, Ontario signed agreements with partners in Aroland, Marten Falls, and Webequie First Nations, and together timelines are being accelerated on construction of the Ring of Fire all-season road network spanning over 500 kilometres that will connect critical mineral resources to manufacturing hubs. ◦ Planning for on-reserve Early Works projects and preliminary design are underway, with major contracts expected to be tendered in 2026. • MTO is working with the federal government to support the accelerated plan to deliver the Ring of Fire roads by providing a streamlined permit and authorization approval approach. • MTO continues to prioritize stakeholder engagement. Continued consultations with members of ACEC, municipalities, local councils, stakeholders and Indigenous communities. DISCUSSION: • Webequie supply road CMGC contract has been posted on RAQS, tender opening is July 16, 2026. ACTION: • N/A Garden City Skyway • 60% design submittals received and are currently under review. • Advanced works are ongoing, with tree clearing completed in March 2026 and grubbing, stripping, and placing granular for access roads and laydown areas expected to start summer 2026.	

OPEN ITEMS	Lead
- Public Information Centre (PIC) occurred in May 2026. - Construction is expected to start in 2027. DISCUSSION: - The project design is expected to reach 90% by this fall. - Advance work continues to occur this year. ACTION: - N/A	
4. PROGRESSIVE DESIGN BUILD (PDB) UPDATE - MTO is progressing well with the development of the ministry's Progressive Design Build for Highways (PDBH) model. - Following an initial consultation on January 29, 2026, in-person consultation sessions were held with ORBA and ACEC Members on March 31, 2026, and April 1, 2026. During these sessions, MTO presented an overview of key draft RFP sections and facilitated discussions with industry members to procure feedback and insights. - There was strong interest and active participation from industry partners. - MTO received several insights and feedback on various topics such as procurement approach, innovations, technical requirements, etc. - MTO is actively reviewing all comments and feedback and addressing them as appropriate. - The next PDBH consultation sessions are planned for June 16 (ORBA) & 17 (ACEC), 2026. DISCUSSION - Key milestones for the model development are currently underway or near completion - An in-person session was held to discuss the process with ACEC members and to collect feedback - A strong interest in the new collaborative model was expressed and constructive feedback on where we're going with the model was shared by attendees - MTO is focusing on this being a scalable model - On June 17 MTO will hold the next in-person session - Event invites have gone out and many ACEC members have already confirmed their intention to attend	MTO (MALVIKA RUDRA/ GUSTAVO ROJAS)

OPEN ITEMS	Lead
○ Topics of discussion will include design Terms of Reference, performance requirements, and bid phase form ○ Distribution of the material for the session is expected to occur the week of June 8th. • For Highway 413 there is expected to be a session with the broader combined industry (contractors, consultants, suppliers, etc.). • ACEC inquired if there will be more industry engagement planned as the model development is coming to an end • MTO is conducting these sessions with the goal of finalizing the new delivery model and have taken a more ad hoc approach to consultation. ○ MTO acknowledges the value of sharing timely updates on the program. MTO will engage the industry, likely in the fall, as updates will be tied to governmental approvals ACTION: • N/A	
5. CONSTRUCTION SPRING UPDATES DISCUSSION: • These meetings were open invite. MTO encouraged Contract Administrators to attend. ○ A 1hr workshop was held that was focused on three topics improving decision time, improve overall performance, pain points ○ MTO is in the process of compiling the information and once that is complete MTO will share the information with ACEC ○ MTO asked that ACEC encourage their teams to submit the survey to help inform how we move forward. ○ ACEC inquired what the expected roll out of the survey results would be – MTO anticipates that this will occur within a month or two • At 4 of the 5 events, a contractor/CA/MTO team provided presentations showcasing examples where there was a collaborative approach to an issue(s) ○ ACEC inquired if other groups in the ministry (i.e. bridge inspection group) that meet regularly could provide an update on those meetings as well to ACEC – Kevin's group to look into it looking for a summary to the engineering subcommittee ACTION:	MTO (MICHELLE MCGRATH)

OPEN ITEMS	Lead
MTO to look into providing a summary of other groups' meetings at the engineering subcommittee	
6. COMMITTEE NOTES DISCUSSION: - ACEC reviewed the ToR for the executive meetings and noted that there are no provisions for timelines for meeting note circulation. - ACEC has noted that meeting notes have been coming back later - Example: ACEC would have found it helpful to have the list of upcoming projects earlier than the notes were provided. - ACEC requested if timelines for the circulation of meeting notes could be established - The suggestion was made that the notes be provided two weeks after the meeting - It was flagged that other committees circulate their notes three weeks after their meetings - Three weeks was determined to be manageable and Jenn to take the three week timeline back to sub committees and ORBA - ACEC requested that when notes and other documents are posted on the technical portal that they be listed in chronological order - Kevin to look into the ability to do that ACTION: - MTO to circulate the notes of the meeting within three weeks of the meeting - MTO to review ability to control the order of documents presented on technical portal - MTO to bring the three-week timeline for meeting notes to sub-committees and ORBA	ACEC-O (SUNIL KOTHARI)
7. ROAD BUILDING STRATEGY DISCUSSION: - ACEC inquired if the ministry foresees a clearer delineation in the scope of this strategy. They found the scope very broad and found themselves trying to understand what lane they're in sometimes. - The road building strategy was a report requested by the minister - It included jurisdictional scans and research reviews to identify policy, technical, and delivery innovations that enable faster construction.	ACEC-O (STEVE PILGRIM) MTO (ALAIN BEAULIEU)

	- MTO is conducting parallel initiatives that have broader scope than just project acceleration such as: - Vendor Management Review - Highway Design Process Lean Review - Accelerated Procurement. - MTO will have outreach to industry as a part of this process ACTION: - N/A	
8.	MODERNIZED TOTAL PROJECT MANAGEMENT DISCUSSION: - ACEC requested an update on this topic. Are there timelines available and how does the MTO see this moving forward. - The objective is to create a more seamless, coordinated, and efficient project delivery approach by integrating CA services into the Engineering assignment and is expected to enhance end-to-end efficiency, improve project outcomes, strengthen collaboration, increase workforce capacity development Proposed Agreement Structure - Planned to be posted on the Technical Consultation Portal (TCP) this summer for seeking ACEC and other industry stakeholder feedback. Selection Criteria - MTO is working on the criteria to better fit the requirements including duration, complexity, constructability, etc. Bid Evaluation - The weight distribution between Engineering and CA components in the planned integrated approach depends on the complexity of the M-TPM assignment. Performance Appraisals - The M-TPM approach will look to better align Engineering and CA performance appraisal processes. General Timelines - May 2026 ongoing - Internal and external engagement via ENG and CA subcommittees, Ad hoc meetings and the TCP - Summer 2026 - TCP posting of draft MTPM RFP - Late 2026 - Regions to select pilot projects, write RFPs, and advertise at least one project per region (for 2028 construction season) - Ongoing 2027-28 - Award M-TPM assignments. Monitor and review feedback from pilot delivery, including transition between engineering and CA phases. - Ongoing 2027-28 - Ongoing tracking of feedback and update procurement documents based on pilot learnings.	ACEC-O (SUNIL KOTHARI) MTO (JENN MELESCHUK)

	• ACEC inquired if the intent is to establish selection criteria and if so, will they only apply to some projects or all projects? ○ MTO intends for this to be a tool available for projects but not the only tool. • ACEC inquired if the consultation stage will include consultation on when (i.e. what projects) would be an appropriate use of this model ○ MTO intends for these conversations to occur via the sub-committees. ACTION: • N/A	
9.	VENDOR MANAGEMENT MODERNIZATION - UPDATE • VMR scope includes a program review of pre-qualification, procurement, contract management and oversight including the Qualifications Committee. • VMR led a full-day, in-person workshop on accelerated procurement on May 14 in Toronto, attended by 8 ACEC members and ACEC's Executive Director. The workshop report was shared with ACEC to facilitate further discussions and co-creation of change proposals. CMO is leading AP work going forward. • VMR work is progressing with internal workshops across all 4 workstreams. An internal workshop on CPR will be held in June. DISCUSSION: • The framework is anticipated to be developed this summer • The workshop went well • MTO is in the early planning stage for what the accelerated work plan will look like • It is anticipated that consultation with ACEC will occur in the fall • VMR is tracking for this fall, with regard to Accelerated Procurement the draft work plan has yet to be finalized and so the two are unlikely to go together • ACEC inquired if there was any advance information that could be shared. ○ At this time MTO was unable to provide any information ACTION: • N/A	MTO (KEVIN ENGLISH)
10.	MUNICIPAL ROAD STANDARDS HARMONIZATION - UPDATE • Feedback received through the Regulatory Registry posting has been reviewed and considered, and the draft regulation has been updated to reflect stakeholder input.	MTO (KEVIN ENGLISH)

	• The regulation is expected to be finalized by the end of June. • The development of consistent and harmonized standards is progressing, with a focus on initiating work for the initial grouping of standards identified in the regulation. • Establishment of a governance structure is required to support ongoing standards development, oversight, and stakeholder participation. • A communications portal is currently in development and is anticipated to be launched for stakeholder use beginning this summer. DISCUSSION: • MTO is in the process of getting the regulation finalized after which the governance framework is to be finalized. • There will be a number of standards harmonized • Stakeholder engagement for the governance piece of harmonization will be considered once the regulation work is finalized. • ACEC inquired if there is there a short list of key things that will be prioritized first ○ There are 60 specifications that are expected • Briefings with elected officials are anticipated to be held shortly. • MTO is not harmonizing the municipal standards to provincial standards but rather the harmonization is of all the municipal specifications ACTION: • N/A	
11.	SUCCESSION MANAGEMENT UPDATE AND CREATION OF AN MTO/ACEC-ONTARIO SUCCESSION MANAGEMENT SUB-COMMITTEE • MTO and ACEC Succession Management Subcommittee has had 2 meetings (Dec 2025, March 2026) with the 3rd on scheduled for June 9th. Co-chairs Tanya Cross and Jenn Meleschuk. • The Transportation Career Development Program enhancement and geographic consistency has been addressed. This program offers university or college students summer employment over multiple years at each of two or three organizations, MTO, an engineering firm, and a construction firm. Students have been hired for this summer in all 5 MTO regional locations. Research into existing and new opportunities to support high school outreach is ongoing. MTO recently met with the Ministry of Education to discuss the possibility of a partnership to develop a transportation related career module. • MTO continues to track 10 engineering assignments that included revised staffing requirements to support succession management and will report back as those assignments progress further.	MTO (JENN MELESCHUK)

	- MTO is currently reviewing internally options to add succession management in CA Assignments. DISCUSSION: - The engineering assignments that MTO is tracking are not far enough along for MTO to provide a progress update at this meeting. - ACEC inquired if there is an opportunity to have projects that are opportunities for succession management. - MTO has made note of the suggestion ACTION: - N/A	
12.	GARDINER / DVP AND OTTAWA ROAD 174 - STATUS ON UPLOADS TO MTO Gardiner/DVP - The Province and the City of Toronto are continuing to work closely to advance the upload of the Gardiner Expressway and the Don Valley Parkway to the Province. - The due diligence assessment is provincially led and includes a review of the highways, financial and legal reviews, and corridor management controls. - The results of the third-party due diligence assessment will help inform future government decisions about all aspects of these highways, including timeframes. - In October 2025, a section of the Gardiner Expressway was reopened nearly a year and a half ahead of schedule – an example of how the province can have a positive impact to speed up important work to ensure the long-term protection, preservation and enhancement of vital highway asset. - MTO expects a provincial announcement soon about the timing of the upload. As the province and the city work towards the upload, the province will take a more active role in future decision making, including all construction and technical contracts. Ottawa Road 174 - The Province and the City of Ottawa are continuing to work closely to advance the upload of Ottawa Road 174 to the province. - The agreement between the Province and the City includes provisions for a three-stage due diligence assessment to explore provincial ownership of Ottawa Road 174, and this assessment is currently underway. - The assessment includes looking at: operational implications, the condition of the asset and standards, and financial valuation of the road infrastructure and related future costs.	ACEC-O (BERNARD JAMES) MTO (MEGAN CHOCHLA)

	- The results will be reviewed by the ministry and help inform future government decisions about all aspects of Ottawa Road Highway 174. - MTO recognizes the importance of continued collaboration with the City of Ottawa and remain committed to ongoing dialogue and working together to advance our shared priorities. DISCUSSION: - A public announcement is expected to be made on the status of the upload of the Gardener Expressway and the Don Valley Parkway as early as tomorrow (June 4, 2026). - MTO is currently at the internal due diligence review stage for Ottawa Road 174 - The data shared earlier in the meeting regarding the program did not include the values for these uploads. ACTION: - N/A	
13.	MTO DEBRIEFS - Internal conversations are ongoing, to offer an 'early' debrief after Phase I of a 2-phase procurement. - MTO has presented a business case for supporting an early debrief and the conversations with Finance Branch are positive right now. - MTO is working through the logistics to ensure it works on all fronts, i.e., training project managers, communications, updating the RFP documents. - MTO will provide ACEC with more information as we progress - MTO will communicate with ACEC in advance of any roll out of addition of early/Phase I debriefs for RFPs. - This information was shared at the ACEC Engineering subcommittee on May 13, 2026. DISCUSSION: - MTO has received positive feedback from legal and finance - ACEC clarified that there are concerns with both the content of the debriefs and the consistency - ACEC's request is to provide more quantitative feedback with the qualitative feedback - MTO identified that the focus has been more on the timeline of the debriefs - Kevin will look into the concerns that were identified - ACEC has copies of the guidance and can highlight based on that document what they aren't getting	MTO (JENN MELESCHUK)

	○ It was suggested that this is something that could be done at the subcommittee ○ ACEC was able to provide that the topic has been brought to the subcommittee and then has been escalated back to this executive meeting • ACEC can provide feedback on what the ministry could provide ACTION: • ACEC to provide feedback on what the ministry could provide	
14.	BIM WORKSHOP DISCUSSION: • ACEC requested feedback on how the BIM workshop went ○ Early indications are that it went well, and a significant amount of good information came from it ○ A better update can be provided once Kevin receives a full debrief. ACTION: • N/A	ACEC-O (STEVE PILGRIM)

INFORMATION SHARED FOR THIS MEETING		
Document Title	Shared By	Format

NEXT MEETING
• October 14, 2026, 2 pm