

ORBA



PRESIDENT'S TOUR 2023

MONDAY NOV 13



LONDON

TUESDAY NOV 14



GTA

WEDNESDAY NOV 15



OTTAWA

THURSDAY NOV 16



SUDBURY

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ORBA PRESIDENT'S TOUR 2023

Outline

Capital Program Delivery Branch, Director Opening Remarks

Provincial Overview of Capital Program

- Budget
- Capital Program Tendering

Ontario Highways Program Update

Regional Highlights

- Capital Construction Program (Rehabilitation and Expansion)
- Featured Projects – Current and Future

Contacts



David Kerr, P.Eng – Manager, Construction East,
Capital Program Delivery Branch

Opening Remarks

Ministry of Transportation Executive Organizational Chart October 2023



DOUG JONES
DEPUTY MINISTER
MINISTRY OF TRANSPORTATION



John Manning (A)
Executive Advisor
Deputy Minister's Office



MELISSA DJURAKOV
ADM, Oversight & Agency
Governance Division



FELIX FUNG
ADM, Transit Division



JONATHAN LEBI
ADM, Integrated Policy &
Planning Division



ERIC DOIDGE (A)
ADM, Transportation Infrastructure
Management Division



MARCELLE CROUSE (A)
Assoc. DM, Transportation
Safety Division



GEOFFREY GLADDY (A)
ADM, Operations Division



ROMAN CORPUZ
CIO, Labour & Transportation
Cluster, I&IT



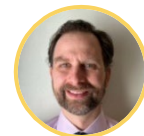
ALENA GRUNWALD (A)
CAO/ADM, Corporate
Services Division



Virginia McKimm (A)
Director, Metrolinx
Agency & Oversight



James Pearce
Director, Transit
Capital & Operations



Greg Malczewski (A)
Director,
System Planning



Michelle Pasqua
Director,
Asset Management



Sean McGowan
Director, Commercial
Inspection & Enforcement



Herb Villneff
Director,
North Operations



Leah Nemirovski
Director, Digital
Solutions



Brenda Augerman-
Audette
Director, Strategic HR



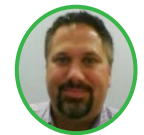
Ben Soper
Director, Program
Oversight & Integrity



Kevin Dowling (A)
Director, Transit
Strategy & Programs



Megan Chochla
Director, System
Optimization Policy



Alain Beaulieu
Director, Design &
Engineering



Jennifer Elliott (A)
Director, Commercial
Safety & Compliance



Franca Sacchetti (A)
Director,
West Operations



Ed Bennett (A)
Director, Operations,
Maintenance & Support



Vrinda
Vaidyanathan
Director, Finance



Ewa Downarowicz
Director, Transit
Delivery &
Partnerships



Katie De Palma
Director,
Transportation Policy



Kevin Boudreau (A)
Director, Capital
Program Delivery



Tija Dirks (A)
Director, Safety
Program Development



Becca Lane
Director,
Central Operations



Milos Jokanovic (A)
Director, Ministry
Engagement & Advisory



Sejal Jain (A)
Director, Business
Support Services



Dawn Irish (A)
Director,
Indigenous Relations



Brenda Liegler (A)
Director, Standards
& Contracts



Logan Purdy
Director, Driver
& Vehicle Services



Colin Simons
Director, Transportation
User Services



Riaz Khimany (A)
Director, Project
Management &
Program Delivery



Rick Pereira (A)
Director,
Organizational
Effectiveness



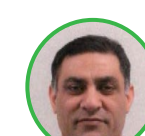
Michael Casey (A)
Director, Policy
Coordination &
Intergovernmental



Neil Zohorsky (A)
Director, Major
Infrastructure Projects
& Chief Engineer



Marc Faubert
Director, Project
Planning & Delivery



Jasan Boparai
Director, Highway
Operations Management



Diana Barbato (A)
Director, Strategic
Technologies, Architecture
& Data Services



Louis Tay (A)
Director, East Operations



Marc Hudon
Director,
Communications

Part of Corporate Services for
administrative purposes



MARY GERSHT
Legal Services



VINCE CONTI
Internal Audit Services

For an alternate web version, please visit:
[Ministry of Transportation – Our Organization - InsideOPS \(ontario.ca\)](https://www.ontario.ca/insideops)

CMS Status as of November 1, 2023

- Approximately 1,500 Users onboarded to date
- Majority of functionality is available for use in CMS
- Some final business processes and enhancements (Release 5) are currently being finalized (e.g. claims, contract completion)
- MTO business within CMS is still new – new discoveries and limitations are still being realized and worked out.
- Integration challenges have greatly subsided, but still perfecting the data flow from RAQS tendering through to CMS.
- Next steps-Finalize remaining business processes and enhancements prior to end of 2023 except material laboratory functionality testing requirements.
- CMS Team to set up groups with stakeholders to seek feedback and build off lessons learned over the Winter now that one construction season with CMS is complete.
- We recognize that the process has not been as smooth as we had planned but appreciate everyone's continued ongoing efforts.

CMS Support

- Dedicated Helpdesk run by MTO (MTOCMS@Ontario.ca)
- Secondary KPMG and Kahua helpdesks to involve on bugs/complex data issues
 - Service Now desk
 - Platform-level support with Kahua
- CMS Updates issued to all license users, outlining updates, changes, known issues, bug fixes and Release Notes
- Training sessions continue to be developed, delivered and made available to all users, as required

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Overview of Capital Program

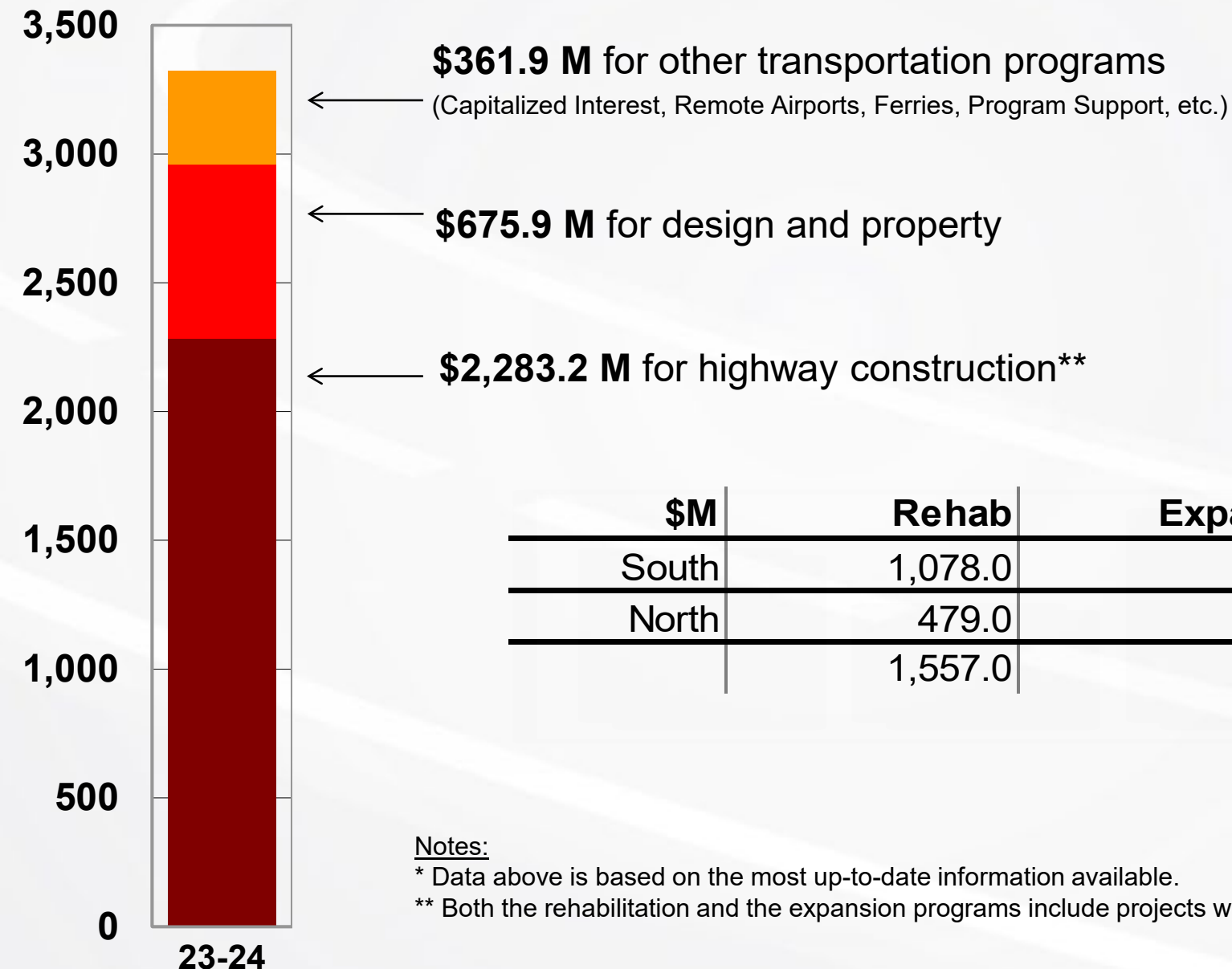
2023/24



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2023-24 Capital Budget* - \$3,321.0 M



	\$M	Rehab	Expansion	Total
South		1,078.0	613.3	1,691.3
North		479.0	112.9	591.9
		1,557.0	726.2	2,283.2

Notes:

* Data above is based on the most up-to-date information available.

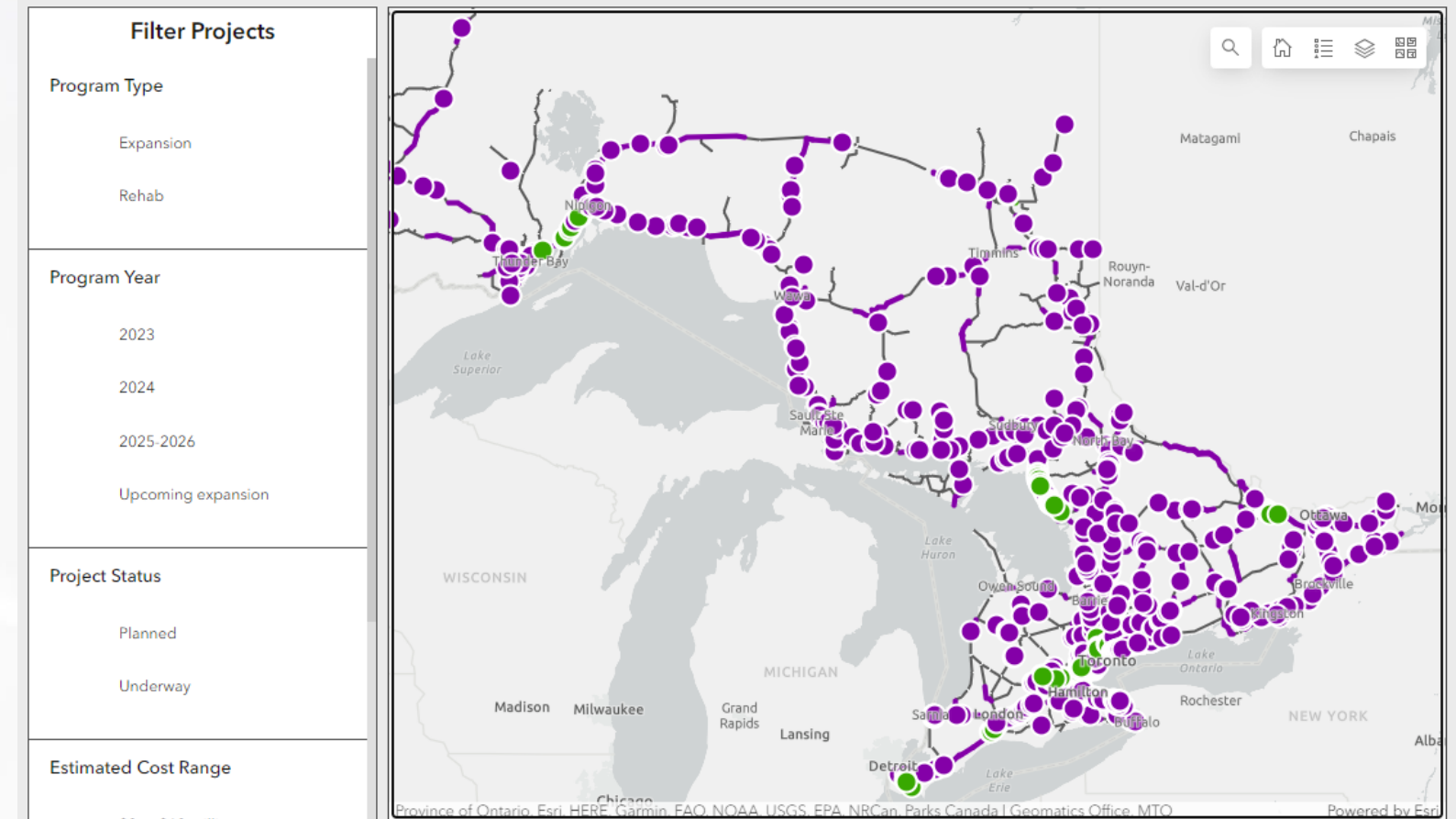
** Both the rehabilitation and the expansion programs include projects with P3 and non-P3 delivery models.

Capital Program Tendering

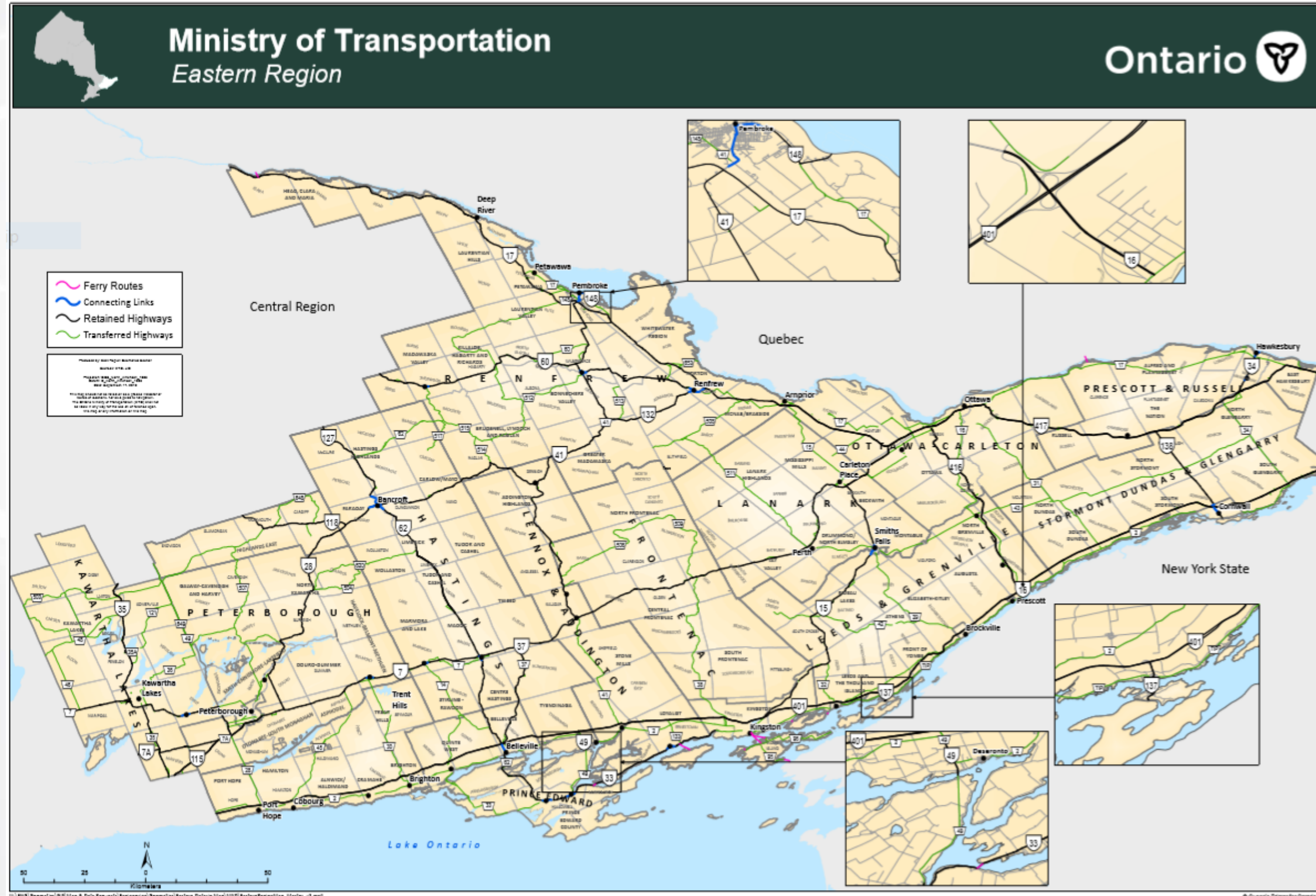
- MTO consistently tenders a high volume of capital contracts (major and minor capital), typically between **250 and 350** annually.
 - Over **450 projects** in construction or planned to start in fiscal year 2023/24 (April 2023 to March 31, 2024)
 - Over **650 projects** (rehabilitation and expansion) identified on the Ontario Highways Program (4 year rehabilitation plan, 10 year expansion plan).
- The annual tendering volume is subject to change and may decrease from projections early in the tendering cycle.
 - Tender changes may occur due to bundling projects for efficiency, timing to obtain project and environmental approvals, property acquisition and construction requirements, and funding availability.
- The average annual construction spending over the last five years has been over **\$2B**.
 - MTO on track to fully spend capital program budget this year.
 - Continually monitor in-year forecasts and adjust our program with the objective of fully spending our budget

Ontario Highways Program (OHP) Publication

- The Ontario Highways Program (OHP) was released in August 2023, updating projects underway and planned through a searchable online resource.
- The OHP is now updated twice a year – in Spring/Summer and Fall/Winter each year
 - Next update is planned for early January 2024
- Outlook for 2024 and beyond – continued strong investment in critical rehabilitation and expansion projects throughout the province.
 - Variety of delivery models – Design-Bid-Build (DBB), Design-Build (DB), Design-Build-Finance (DBF), CMGC etc.
 - Variety of contract sizes - <\$5M to >\$100M
- <https://www.ontario.ca/page/ontarios-highway-programs>



Eastern Region Map



2023 Rehabilitation Program Highlights

Major Capital (Highway Program)

- 18 carryover projects
 - 1 design-build minor project
 - 1 Construction Manager/General Contractor project
- Late 2022 tendering (2023 construction – Advertised August – December 2022)
 - 4 projects
- Early tenders – Advertised January 1 – March 31, 2023
 - 7 projects
- Projects advertised April 1 – October 31, 2023
 - 4 projects
- Anticipated tenders (November – December 2023)
 - 4 projects planned

2023 Rehabilitation Program Highlights

Minor Capital

- 3 carryover projects
- Early tenders – **5 projects** advertised prior to March 31, 2023
- **13 projects** advertised after April 1, 2023

Annual Accomplishments

- Emergency Culvert Replacement

Typical Work

- Pavements (Microsurfacing, HMA, Route and Seal, Concrete Pavement Repairs)
- Traffic (signs, safety & operational improvements)
- Advanced Fencing
- Rock Scaling
- Culvert Replacements/Drainage Improvements
- Electrical/ATMS

Featured New/Upcoming Projects

- Late 2023 tendering includes small to mid-size structural rehabs and large Highway 401 paving project
- Previous 2023 tenders included:
 - Small to mid-size paving, culverts and bridge rehabs – Highways 7, 17, 28, 401 & 417
 - One roundabout contract – Highway 62 at Ridge Road
 - Three multi-year paving contracts – Highway 417 full depth reconstruction (Highway 138 to Dunvegan)
Highway 401 Wyman Rd -Highway 37 (shoulder reconstruction)
Highway 416 Roger Stevens Drive to Highway 417 interchange
- Anticipated tenders in 2024:
 - Small to mid-sized paving, culverts and bridge rehabs – Highways 7, 28, 41, 60, 401 & 417
 - Intersection improvements/roundabouts – Highways 7, 15 & 138
 - Large multi-year shoulder reconstruction contract – Highway 401 (2nd phase)
 - Two large structures contracts – Highway 401 Port Hope bridge replacements
Highway 417 Ottawa east end rehabs

Expansion Program Highlights

Highway 17 – Arnprior to Renfrew – Status Update

- Phase 1 – new interchange at Calabogie Road
 - Design-build project awarded December 2020
 - Construction began November 2021
 - Interchange opened to traffic August 2023
 - Completion late 2023
- Phase 2 – 22.5km of widening from Scheel Drive to west of Bruce Street, including three new interchanges:
 - Extensive Indigenous consultation ongoing
 - Continuing engineering and field investigations to support future procurement and tendering
 - Project timing TBD

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Featured Projects in Construction



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Highway 401 - Kingston Camera Installation

Contractor: Black & McDonald

Grading and ATMS from West of Kingston Rd. 38 to East of Highway 15 (12 km).

Project Start Date:
November 1st, 2022

Anticipated Completion:
December 15th, 2023



Photographs from 2022-4006 Contract Administrator

Highway 17 – Calabogie Road Interchange (Design Build)

Contractor: Green Infrastructure Partners

New structural interchange, grading, drainage, granular base and hot mix paving work. Part of the phased Highway 417 expansion.

Project Start Date: November 2021

Anticipated Completion: November 2023



Photographs from 2020-4024 Contract Administrator

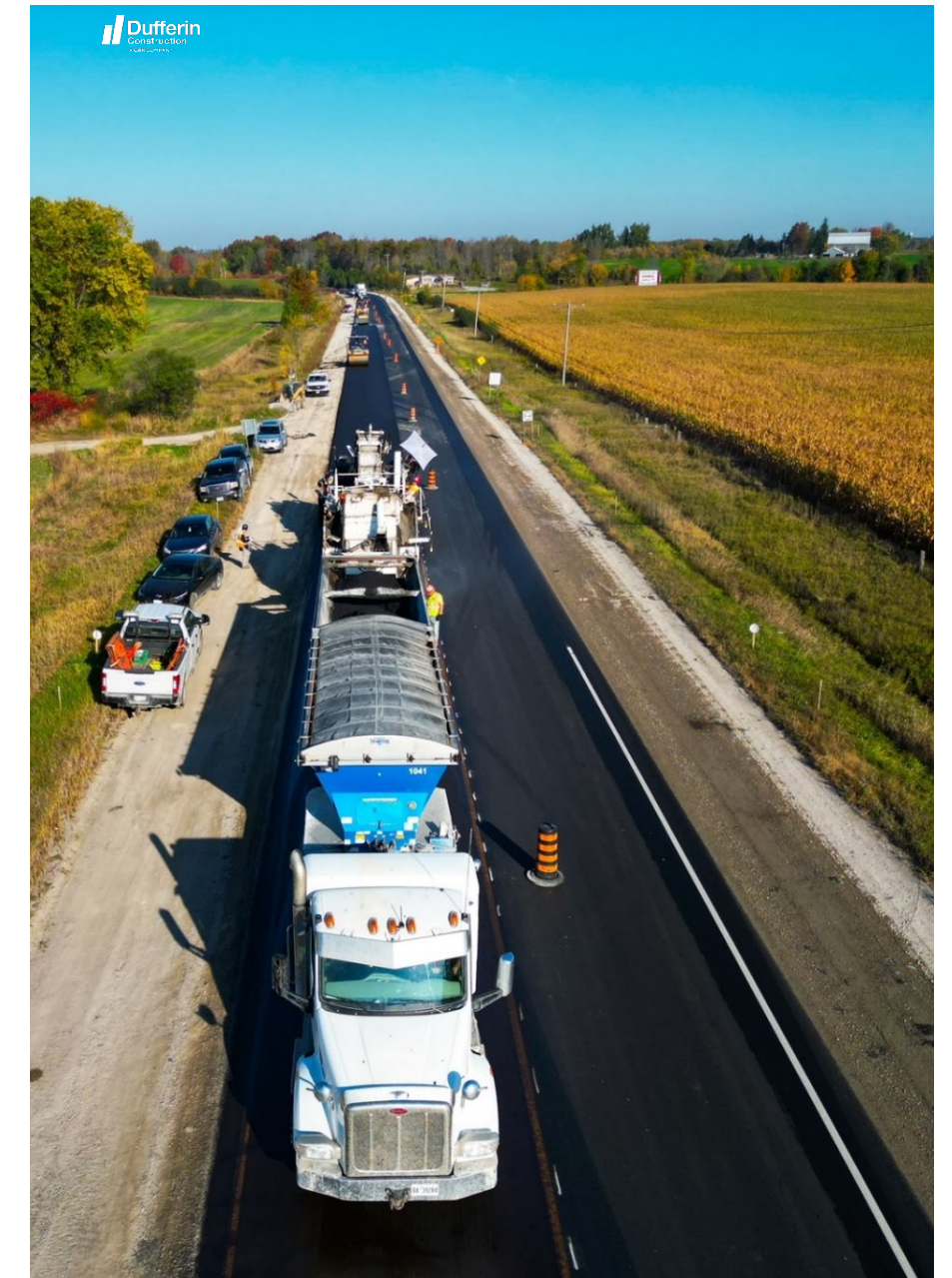
Highway 7 – Paving and Drainage Improvements

Contractor: Dufferin Construction

Full-depth pulverizing, warm mix asphalt paving, and curb & gutter sewer removal, Omemee to Slanted Rd. (11 km).

Project Start Date:
July 4th, 2023

Anticipated Completion:
November 2023



Highway 401 – Hallecks Road Underpass

Contractor: Tomlinson Group

Structural replacement, electrical, grading, drainage, granular base and hot mix paving work (2.2 km).

Project Start Date:
August 2022

Anticipated Completion:
November 28th, 2023



Operations – East

- Ongoing Enhancements
- Operator Challenges
- Tendering Schedule
- Minor Capital Program

Ongoing Enhancements

Contract Models:

- Continued transition to the new CDMC and MDMC models that include more prescriptive requirements.
- By winter 2026-27, all contracts in the province will transition to the new contract models.

Materials:

- Increased proactive use of anti-icing liquids in advance of a winter storm, where conditions are appropriate.
- Contracts include requirement to supply anti-icing liquid appropriate for winter season temperatures.

Technology:

- 24 new Road Weather Information Stations to enable better awareness and response to changing weather conditions.
- Use of underbody plows in Northern Ontario that are more effective in snow-pack and ice-pack conditions.
- Trial use of alternate winter maintenance materials that may be more suitable for extreme cold temperatures.
- Implementation of new equipment configurations including wide wing plows and medium duty combination units.

Communications:

- Winter maintenance/safe driving campaigns.
- Expanded network of Changeable Message Signs for winter weather messages.
- Installing more than 20 Portable Variable Message Signs (PVMS) across Northern Ontario to increase awareness about winter storms and highway closures where previously there was no coverage.



Wide Wing Plow



Medium Duty Combination Unit

Ongoing Enhancements

Research:

- Improved equipment calibration approach to ensure that required amount of winter material is placed on the roadway.
 - Excess material application results in losses and environmental impacts and less material may impact winter operations.
- Innovative use of pre-wet salt and sand to improve effectiveness.
- Use of larger capacity spreader box to spread salt/ sand over longer distances and reduce re-loading frequency.
- Pavement marking field trials involving recessed pavement markings and new pavement marking products for better reflectivity and durability.

Snow Plow Legislation

- Amendments to the Highway Traffic Act (HTA) came into effect on September 15, 2023, that prohibits the overtaking of snow plows working in echelon formation, on provincial highways with a posted speed limit of 80 km/hr.
- The amendment is expected to enhance safety by helping reduce unsafe passing manoeuvres around working snow plows.

New ON Trans-Canada Standard

- In November 2022, the ministry introduced a new “ON Trans-Canada” standard which requires contractors to clear Highways 11 and 17 to bare pavement within 12 hours of the end of a winter storm, four hours faster than the previous standard.
- The 12 hours bare pavement standard is intended to enhance winter maintenance services on Highways 11 and 17 while also optimizing the use of resources and protecting our environment.



Operator Challenges

- Lack of operators is an industry-wide issue that has a bearing on all sectors that require AZ/DZ licence and has started to impact the delivery of winter maintenance services, especially in Northern Ontario. Most winter vehicles require operators with an AZ or DZ licence.
- All maintenance contractors have been encouraged to enrol in the ministry's Drivers Certification Program (DCP) that gives ministry-approved organizations permission to train and test (upgrade or renewal) for commercial class licences (A-F), motorcycle licences and air brake endorsement.
- The ministry developed a guidance document to assist field staff in supporting contractors manage impacts of operator shortages, if ministry assistance is requested.
- MTO/ORBA joint working group has been exploring various options to mitigate operator shortages:
 - Include fair wage provisions in new procurements – implemented.
 - Equipment innovations such as wide wing plow and medium duty combination unit – implemented in select areas.
 - Enhanced guaranteed hours and retention incentives – being used by many maintenance contractors.
 - Working with SOLGEN to explore opportunities to train and employ suitable parolees as winter equipment operators.
 - Opportunities to increase year-around work.



Contractor Directed Maintenance Contract (CDMC) – Tendering Schedule

- Four contracts were tendered and awarded in 2023
 - Owen Sound CDMC – awarded to IMOS
 - Thunder Bay West CDMC – awarded to Emcon
 - London CDMC – awarded to Emcon
 - Chatham CDMC – awarded to Emcon
- Six contracts are scheduled to be tendered in 2024 including:
 - Niagara CDMC,
 - Bancroft CDMC,
 - Huntsville CDMC,
 - Kingston East CDMC,
 - Kingston West CDMC
 - Hamilton CDMC.

Minor Capital Program

East Region

Minor Capital Expenditure (2022/23)

- \$13M

Summary of Project Types

- Pavements (preventative resurfacing, holding resurfacing, route and seal, surface treatment)
- Structural
- Traffic (signs, safety & operational improvements)
- Vegetation Management

Breakdown of Work

- Pavements 60%
- Structural 10%
- Vegetation 5%
- Facilities 5%
- Safety 5%
- Miscellaneous 15%

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Key Contacts

Title	Name	Email	Phone
Transportation Infrastructure Management Division (TIMD)			
Head, Capital Planning & Program Development – East	Gillian Dagg	Gillian.Dagg@ontario.ca	613-449-8225
Manager, Construction Management	David Kerr	David.Kerr@ontario.ca	613-449-1250
Head, Construction East	Melissa Buelow	Melissa.buelow@ontario.ca	613-545-4733
Director, Capital Program Delivery Branch	Kevin Boudreau	Kevin.Boudreau@ontario.ca	519-476-7272
Operations Division (OD)			
Head, Maintenance	Michael Sleeth	Michael.Sleeth@ontario.ca	613-449-3459
Director, East Operations	Louis Tay	Louis.Tay@ontario.ca	613-295-4553

