

The Ministry of Transportation of Ontario Connects Contract, Field, and Payment Workflows in Kahua

The Ministry of Transportation of Ontario

created a system that includes highway work tracking, material testing, and connected payment workflows.

The Ministry of Transportation of Ontario (MTO) manages hundreds of contracts each year in a complex transportation environment. That includes contract administration, field progress tracking, testing, approvals, invoicing, and associated change management, all of which must stand up to scrutiny.

MTO selected Kahua as its contract, payments, and field management platform after its previous project management system couldn't scale or support the way the ministry needed to work.



A legacy system that couldn't keep up

MTO's legacy system was heavily customized. "They were doing a lot of customization and the turnaround times were getting very long: six months a year to make changes," said Jordan Hoff, Enterprise Solutions Director, Kahua. "And even what they did build wasn't flexible enough to meet MTO requirements."

To manage detailed highway construction activity, MTO needed to manage contract activity at the sub-item level for highway contracts with thousands of line items—but their legacy tool couldn't capture work at that level of detail, either.

The Ministry needed transportation-specific workflows, as well as material lab testing. More broadly, they needed a platform that could adapt to detailed contract management, field reporting, and payment-related processes.

“

We needed more than a system that could be customized over time. We needed one that could support our contract and field processes at the level of detail our teams actually use every day.”

Jamie Lauzon
Head of Business Solutions, MTO

A platform configured to real-world processes

MTO selected Kahua because it needed a platform that could be configured to fit its real-world field workflows and connect field progress to monthly payment requests. Kahua helped the Ministry support detailed contract management, field capture, and connected payment workflows in a flexible environment.



kahua.com



Capturing work and information in the field

On large transportation contracts, MTO tracks highway work by station, with activity recorded in fine detail across items such as paving, signage, and bridge work.

Contractors use Kahua to record completed work daily against detailed contract items. MTO inspectors then enter their own assessment of what is complete. Those quantities are reviewed by the contract administrator and reconciled before the monthly pay request, which helps raise any discrepancies earlier in the process, rather than waiting for disagreements to surface during invoicing.

The new process ties field activity directly to reviews, approvals, and payments.

The Ministry also uses Kahua to manage processes like daily reports, RFIs, submittals, file management, claims, and compensation requests.

Integration with external systems

MTO's home-grown third-party systems integrate with Kahua: Contract data is brought into the platform from the ministry's bidding system, and invoice data flows out to MTO's payment system, helping connect contract creation, progress tracking, and payment processing in a series of automated workflows.

Connecting material lab testing results to decisions

Material lab testing is an important part of transportation construction, and MTO needed that process reflected in its environment as well. The material lab testing results are tied to quality outcomes that can affect contractor bonuses, penalties, or rework decisions, making it a critical operational process rather than a side workflow.

“

By capturing progress in the field and reconciling it before payment, we can address issues earlier and make the invoicing process more straightforward.”

Jamie Lauzon



A crawl-walk-run approach with room to grow

MTO took a phased approach to implementing the Kahua platform.

They began by implementing contract-oriented workflows. Once those were configured, they began incorporating material lab testing. Additional groups, including engineering, came on board after the initial rollout, and there is interest from other departments as well.

“

When a platform changes day-to-day work this significantly, change management and training matters. It's especially relevant for transportation owners to standardize processes across internal teams and external collaborators. We were very methodical.”

Jamie Lauzon

Results to build on

Using Kahua, MTO now has a more effective way to manage detailed contract work in the field and carry that work through to payment. The Ministry can track work at the sub-item level, reconcile progress before monthly pay requests, and reduce disputes in the invoicing process.

“Everyone knows what's going to get paid when, and the payment process is straightforward,” said Jamie Lauzon.

Key results

- Sub-item-level tracking for detailed contract work
- Daily or near-daily field progress capture and review
- Earlier reconciliation ahead of monthly pay requests
- Fewer disputes surfacing during invoicing
- Integrations connecting bidding, contract creation, and payment processing
- More than 2,000 users across internal and external stakeholders
- Initial material lab testing release in use, with more planned
- Expansion to additional groups, including engineering

More than 2000 users at MTO are now working in Kahua. Next up? The team at MTO wants to focus on building out Analytics which will provide them with powerful, data-rich reporting and dashboards.

See how Kahua helps transportation owners connect contract management, field execution, and payment workflows in one configurable platform.