



ASSOCIATION OF CONSULTING
ENGINEERING COMPANIES
ONTARIO

Annual Report 2020 - 2021

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Engineering firms join and engage with ACEC-Ontario because their success is enabled by our leadership in policy advocacy and risk management, and we provide access to key knowledge sharing networks and relevant support services.



ASSOCIATION OF CONSULTING
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Message from our Chair

Bill Allison,
Dillion Consulting,
Board of Directors - Chair

I want to start by first acknowledging the sense of optimism and new found vigour I have recently observed, I believe related to reopening of the province, the great summer weather and the ability to do many of the things again we had previously taken for granted. The last 18 or so months have not been easy, but ACEC-Ontario and our member firms have met the challenges of the pandemic head on, made changes where needed, streamlined our processes and have proven that we can survive whatever is thrown at us.



Working alongside our member firms, industry partners, and affiliated organizations, ACEC-Ontario has continued to push forward. Despite some of the unique circumstances we have needed to navigate around we continue to be able to tackle the key issues our member firms are facing. Core to our 2020-2023 Strategic Plan is our new mission statement: **To promote and advance the business interests of our Member Firms and the value of the engineering work they do.** That statement has become more important than ever. COVID-19 has continued to impact our world, our industry, and our lives. The work our member firms do has remained essential throughout this pandemic. Our Association has remained effective and committed, too. Board meetings, committee meetings, and events have all adapted and we remain a well-run and efficient organization. Our Ontario Engineering Project Awards and Annual General Meeting were both highly successful, engaging many of our member firms.

Last year, our AGM ended in a big and exciting way, we began our rebrand and we emerged as ACEC-Ontario. It has been a year of change as we also launched our new Association Management System (AMS). The AMS features a more modernized website, better event management software and broadcast email management integration. The new website will also offer an enhanced membership database

and the capabilities to label resources, news, and events as “members only”. These perks will add a tremendous amount of value to our membership. Since our last report I am very pleased to announce we also launched our Simcoe Chapter. The new chapter covers all of Simcoe County plus adjacent centres. These changes and updates are key pillars in our 2020-2023 Strategic Plan. This current Strategic Plan is well on its way to full implementation and the results illustrate the value that ACEC-Ontario brings to its member firms.

Our advocacy work continues to be a crucial part of what we do. ACEC-Ontario has always been viewed as the authoritative voice of the consulting engineering industry and through this ever-changing pandemic we have continued to advocate on behalf of our member firms. We have worked with our government and stakeholders to continue the discussion on key issues identified by our member firms and the consulting engineering sector. Our commitment to education for our members has continued with many seminars on topics such as cyber security, HR to name a couple.

As my time as Chair concludes, I want to thank everyone, the staff, board members and volunteers, that I had the pleasure to work with. You should all be proud of how you handled the last 12 months. I look forward to continuing to work with the ACEC-Ontario Board in the role of Past-Chair as we continue to grow and take on the challenges that lay ahead. Lastly, a shout out my employer, Dillon Consulting for supporting my involvement in this great organization.

Take care, everyone!

Bill Allison
Chair, Board of Directors



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A Year Like No Other

- Message from our Executive Director

We started this past year in the grips of a devastating global pandemic, and with our Board having recently approved a three-year Strategic Plan. The latter wasn't influenced by the former, but time has shown that the strategies and priorities adopted by the Board have served ACEC-Ontario very well in operating and succeeding through the pandemic. Within the electronic pages of this Annual Report, you will find a chronicle of a vast array of achievements in support of the business interests of our Member Firms and championing the value of the engineering work they do – all delivered in the absence of face-to-face activity.



First and foremost, we introduced a new identity and brand as approved by the membership at last year's AGM. Arising from a six-month process of analysis, discussion and deliberation, this rebranding represents not so much a rebirth of the Association, but rather a significant evolution. We are now clearly identified as an Association of engineering firms. And the conscious choice was made to harmonize our branding with the vast majority of the other provincial and territorial member Associations of ACEC-Canada.

The changes have been more than skin deep. We knew that the identification and deployment of modern IT infrastructure was a critical factor in successfully delivering and supporting the objectives and strategies within the Plan. We therefore implemented a new website and database system that will enable

us to better serve the needs of Member Firms. These technologies will also facilitate a more valuable engagement experience for volunteers, stakeholders and consumers of engineering services. The new website contains significantly more content in support of our advocacy efforts, has an enhanced member directory, supports better event promotion and registration and, for the first time, includes a portal providing member-only access to key content and products.

Another critical success factor for the new Strategic Plan was the need to get our marketing and communications house in order. We brought on a new Director, Marketing & Communications, Michelle West, in April 2020 to lead our efforts in defining audiences, messages and media. She hit the ground running and you will have noticed significant improvements to our eGlance newsletter, our social media content and our other communications. In my frequent discussions with the senior leadership at our Member Firms, many have expressed appreciation for the timely and focused communications from ACEC-Ontario, especially in relation to the ever-changing COVID landscape and government directives.

Advocacy on behalf of our Member Firms, and the consulting engineering sector in general, has always been our key strength. Remarkably, our efforts in this area have actually increased during this most challenging year. The inability to meet in person didn't mean that we couldn't meet at all. We have continued to press our issues and messages to government and stakeholder representatives.

Consistent with the proactive advocacy element of the Strategic Plan, an overarching theme in our advocacy efforts has been one of "fair and reasonable". We believe that it is in the best interests of consumers of engineering services that those services be procured on the basis of demonstrated competence and qualification, and that

“ Our volunteers continue to be the lifeblood of ACEC-Ontario. ”

contracts for such services should be fair and reasonable with respect to terms, conditions and prices. The “fair and reasonable” approach facilitates discussion on key issues such as risk apportionment, insurable indemnification and the impact of design on the life-cycle cost of infrastructure assets.

Our volunteers continue to be the lifeblood of ACEC-Ontario. Whether they are serving on the Board, a committee, a liaison group or a Chapter, these individuals are vital in the execution of our work. I am very pleased to note the increased depth and breadth of our volunteer base over these past few years. It reflects the steady growth in the scope of ACEC-Ontario’s activities, our capacity to deliver, and it is indicative of the value associated with engaging as a volunteer. A key achievement related to volunteer engagement this year was the official establishment of the Simcoe Chapter – our first new chapter in many years.

The success of ACEC-Ontario is ultimately the responsibility of the Board of Directors. I thank the Chair, Bill Allison, for his support and engagement this past year, and thank all the Directors for their input and focus on the governance of the Association. They had a busy year and made significant progress in terms of our strategy. Lastly, I wish to acknowledge the dedication and hard work of my staff, who have handled a most disruptive year with skill and professionalism. Special acknowledgement goes to Cindy Gonsalves, our Director, Finance & Operations, who will be retiring at the end of 2021. She has been instrumental in so many aspects of ACEC-Ontario’s success over the past seven years. We wish her all the best.

Stay safe everyone. I look forward to engaging with you in person as we finally emerge from the pandemic over the months ahead.

Bruce G. Matthews
Executive Director, ACEC-Ontario





Board of Directors

These dedicated individuals bring their expertise, passion, and leadership to the Board of Directors, working together to make ACEC-Ontario a respected and valued voice in the consulting engineering industry and to its vested stakeholders.

Bill Allison, Dillion Consulting, CHAIR

Joe Sframeli, WSP, CHAIR-ELECT

Christine Hill, IBI Group, PAST CHAIR

Don Holland, GHD, TREASURER

Karen Freud, Jacobs, CHAIR GOVERNANCE COMMITTEE

Steve Dyck, SNC- Lavalin, DIRECTOR

Matthew Eades, Associated Engineering (Ont.), DIRECTOR

Chris Metaxas, GEI Consultants, DIRECTOR

Ryan Matthews, J.L. Richards & Associates, DIRECTOR

Steve Pilgrim, McIntosh Perry Consulting Engineers, DIRECTOR

Derek Potvin, Robinson Consultants, DIRECTOR

Shawn Scott, R.V. Anderson Associates, DIRECTOR

Mark Tulloch, Tulloch Engineering, DIRECTOR

Bruce G. Matthews, ACEC-Ontario, CORPORATE SECRETARY



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Programs & Services – Advocacy

The introduction of a new three-year strategic plan last spring signaled that 2020-2021 was going to be busy for ACEC-Ontario. As fate would have it the COVID-19 pandemic that washed over us, and took up residence, provided an unexpected layer of wholly unpredictable and continually changing reality that significantly impacted our industry, economy, and communities. However, the unprecedented test we have weathered over this past year, and will likely continue to face for months to come, has confirmed some important perceptions. Key among them, ACEC-Ontario's strategic priorities represent a solid and realistic foundation for its member firms and the broader consulting engineering industry. When confronted with adversity our sector trusts itself to “improvise, adapt and overcome”, seeking to understand the root of the problem, assess the situation and from these first principles develop a solution to resolve the problem as best as possible - persevering in the face of adversity.

ACEC-Ontario's strategic priorities and solutions-based approach enabled the consulting engineering industry to pivot in response to the pandemic, rather than having to confront a fundamental realignment faced by many other sectors. This adaptability enabled our sector to maintain its focus and persevere, providing a stable and consistent approach to efforts to the three advocacy priorities contained in the strategic plan being: 1) transforming the perspective of government and stakeholders regarding the engineering sector, 2) educating and informing member firms about issues impacting their businesses, and 3) leading the evolution of procurement processes and contracting terms to reflect a mutually acknowledged philosophy of “fair and reasonable”.

Transforming perspectives

Efforts this past year have focused on developing and implementing a proactive advocacy plan for the industry. ACEC-Ontario's advocacy efforts consider the policies, legislation and procurement and contracting issues impacting its member firms at the provincial and municipal level among public and private sector clients and stakeholders. Emphasis has been placed on key issues, such as:

- the early integration of engineering and design (professional services) in project planning, design, procurement and execution;
- the appropriate allocation of project risk;
- creating and maintaining fair & reasonable contract terms, conditions and fees for professional services;
- development and maintenance of design and construction project pipelines; and,
- project insurance and insurability

Association efforts to affect changes to these issues focused on engaging elected and public officials and agencies leadership with particular emphasis involving the infrastructure and transportation portfolios. To keep member firms better informed, staff have created a program of regular communications and new member only resources to support their business decisions.

Educating and informing

Appreciating that effective proactive advocacy hinges on timely and accurate information for member firms, efforts this past year have emphasized creating the means to provide a better understanding of industry issues and trends. ACEC-Ontario has strengthened and expanded relationships and communications channels to broaden its stakeholder relations and advocacy work. This has enabled staff to maintain clear, accurate and up-to-date assessments of industry issues that have supported the regular and timely publication of bulletins and other communications to members on emerging and important foundational issues.

Playing a large part in these efforts is ACEC-Ontario's collaboration with other industry stakeholder organizations. Staff are continually working to identify potential industry and other stakeholder groups through which to expand our industry network. Initiatives this past year have seen a continued strengthening of ACEC-Ontario's partnership with the Municipal Engineers Association (MEA). Efforts have seen our organizations play a more active role together with ACEC-Ontario participating in the MEA fall workshop plus our respective organizations collaborating on initiatives such as, ongoing updating of the MEA/ACEC-Ontario Standard Agreement, work to maintain Ontario Provincial Standards, and examination of new excess soils regulations. ACEC-Ontario is also continuing its active participation in the Construction and Design Alliance of Ontario (CDAO). Staff have been working with the

procurement-focused organization to improve market conditions across the province emphasizing and gaining broader sector support for the “fair and reasonable approach”. Other issues of importance shared by CDAO include the need for quality project and design documents, meaningful project pipeline documents, sound contract terms and conditions, and consistent application of Ontario's Construction Act. ACEC-Ontario has also been working with the Ontario Society of Professional Engineers to continue to advocate for the broader adoption and use of Qualifications-Based Selection (QBS).



“Fair and reasonable” procurement

Of particular interest to ACEC-Ontario is the improvement of market procurement conditions. Our focus to gradually achieve this objective is the education of client and industry stakeholders about the broad, mutual benefits to be gained through “fair and reasonable” procurement policies and processes, including contract terms and conditions.

Over the course of this past year ACEC-Ontario has successfully achieved broader industry support for this approach. To date, the member Associations of the CDAO have recognized and adopted the philosophy, as have members of the MEA. Initial success has also been achieved with Infrastructure Ontario (IO). Recognizing that its approach to project risk management and mitigation needed re-examination, the agency has been experimenting with more reasonable approaches to dealing with its proponents and how it allocates project risk. ACEC-Ontario will continue its efforts to develop a more meaningful recognition and application of the “fair and reasonable” approach with IO, other agencies and broader government. Staff will also continue to develop new stakeholder relationships to broaden our ability to achieve this objective.

Throughout the year staff have also been working to develop new tools to equip member firms to achieve fair and reasonable contract terms. The Association’s new website contains a sizable Advocacy section containing issue resources, including industry positions and resource documents, providing information and rationale on important subjects. This section and its supporting Resources page will be updated over time and will contain issue materials to support member firm business decision making. Staff have also been working to continually enhanced the Association’s Rapid Response Service. Developing the Member Alert to get information concerning problematic project terms and conditions into firm’s hands sooner, this new direct communication supported by our new website resources is emphasizing more proactive and valuable communication to member firms. Additionally, staff are working to create focused issues working groups to address industry/client procurement challenges and are developing an enhanced User Guide for the MEA/ACEC-Ontario Standard Agreement.

ACEC-Ontario aims to gradually achieve improvement in market procurement conditions through the education of client and industry stakeholders about the broad, mutual benefits to be gained through “fair and reasonable” procurement policies and processes.

Business Practices

The Business Practices Committee (BPC) assists ACEC-Ontario and its member firms by monitoring and improving the business practices that influence and shape the consulting engineering industry. At the start of this year, the committee was led by Don Holland, who later became ACEC-Ontario Treasurer, leaving an important vacancy to fill. The recruitment for a new chair led to Ryan Matthews, who has been enthusiastically leading the committee since August 2020. ACEC-Ontario thanks Don for his commitment and steadfast leadership he provided to the committee.

The COVID-19 pandemic halted ACEC-Ontario's ability to host in person meetings, but the volunteer commitment to the mandate of the committee helped to make the BPC's transition to virtual meetings seamless. The COVID-19 pandemic also made the consulting engineering industry's business practices issues more acute and put them into greater focus. Over the past year, the committee was able to advance on several fronts, including procurement methods and models, contractual terms and conditions, and provincial legislation and regulations that impact the consulting engineering industry.



Rapid Response

The Rapid Response program is an essential tool for ACEC-Ontario's advocacy efforts. This program was established as a service to member firms providing timely support addressing problematic client contract terms and conditions and procurement practices. The Rapid Response team, comprised of ACEC-Ontario Business Practices Committee members, delivers a unique engineering, legal, and insurance perspective and analysis on contractual agreements for professional services.

ACEC-Ontario, supported by the Business Practices Committee, reviewed the program and how it has been shaped by the market through a lens of continual improvement. Through this process, ACEC-Ontario evolved the Rapid Response program allowing member firms to be informed sooner about key contractual issues so they can make sound business decisions during project pursuits. Reformatting Rapid Response with this consideration in mind ties in directly to the proactive advocacy pillar of ACEC-Ontario's strategic plan.

Initially, the Rapid Response process was a formal, letter-based communication that notified clients of terms and conditions that ran contrary to industry standards. The program was successful, but as the market evolved, the Rapid Response framework was not as effective as it had been in years past. The program pivoted away from issuing formal letters to clients first as this was restrictive and often excluded member firms from knowing about problematic contracts during active procurements. In place of a letter, ACEC-Ontario introduced the "Member Alert". The Member Alert was created as a tool of empowerment — it educates and informs member firms and provides them with the tools to bolster their own advocacy and negotiation efforts.

As ACEC-Ontario moves forward with the newest evolution of Rapid Response, we will continue to identify areas of improvement so this program will continue to effectively advocate for member firms and their interests.

MEA/ACEC-Ontario Standard Agreement

ACEC-Ontario has worked in partnership with the Municipal Engineers Association (MEA) since 1989 to develop and maintain the Standard Client/Engineer Agreement for Professional Consulting Services. ACEC-Ontario and MEA have continually updated the agreement to reflect industry standards and business practices. The most recent update brought the agreement into compliance with the recently amended *Construction Act*.

Over the past year, both ACEC-Ontario and MEA have worked on several issues including the new Excess Soils Regulation, reviewing the new CCDC-31-2020 agreement, and exploring municipal engineering issues as they emerge. Most notably, ACEC-Ontario and MEA have prioritized and committed to updating the standard agreement to reflect the changes that have occurred across the municipal engineering market following the emergence of issues brought to the forefront by the pandemic. With joint volunteer support, the Standard Client/Engineer Agreement for Professional Consulting Services is now in the process of being updated to not only reflect the changes in the market, but to further modernize the agreement while maintaining its value and utility for both Associations. ACEC-Ontario will keep member firms apprised of the key updates to the agreement in the coming year.

Briefings

Website Development - Advocacy Content

The Association proudly developed and launched its new website this past year as part of a thorough rebranding process following the name change from Consulting Engineers of Ontario (CEO) to the Association of Consulting Engineering Companies | Ontario (ACEC-Ontario). Planning and building out the website's advocacy section to provide a new and important resource for member firms was the main priority for ACEC-Ontario.

Providing member firms with the tools and resources to help bolster their own advocacy and business development efforts was the guiding principle when putting together the website's advocacy content. Categorized by issue, ACEC-Ontario provides an issues summary, the industry position, as well as the approach used to tackle each issue. ACEC-Ontario has provided information on the following issues:

- Duty to Defend
- Insurance & Insurability
- Litigation Exclusions
- Project Pipelines
- Termination & Dispute Resolution
- Warranties
- Indemnification
- Intellectual Property
- Procurement Model Selection
- Standard of Care
- Third Party Liability

ACEC-Ontario will continue to expand upon its advocacy resources on an ongoing basis.

Pandemic Communications

The outset of the COVID-19 pandemic left many businesses and people feeling uncertain and overwhelmed. The pandemic took hold of workplaces, causing many industries to quickly pivot to an entirely new business model — office doors shuttered as remote work and virtual video calls became the prevailing method for meetings. As the provincial government waded its way through the litany of issues created by the pandemic, ACEC-Ontario made a commitment to keep member firms informed of essential announcements in a timely and efficient manner. Over the past year, in addition to our own prompt transition to an online workplace, ACEC-Ontario issued over 80 bulletins and developed online video forums providing critical updates on COVID-19 and pertinent industry updates as well.

In addition to bulletins, ACEC-Ontario obtained a legal opinion that was distributed at the beginning of the pandemic, establishing consulting engineering as essential business. The consulting engineering industry then took great strides to pivot its own business practices to keep the industry functioning efficiently during the pandemic. As the industry continues to advance through the pandemic, ACEC-Ontario will deliver on its commitment to communicate critical government and industry announcements.

Member Survey

ACEC-Ontario's bi-annual survey is a new, essential tool used to gather member firms' insight on key issues that will enable the Association to better tailor its advocacy efforts. This year, ACEC-Ontario introduced this new initiative and conducted the first survey throughout December 2020, canvassing members on the impacts of COVID-19 on their businesses. The results provided ACEC-Ontario with essential data that will be used to create and build out a database of information that will not only be utilized for advocacy purposes, but also be tracked over time as the Association continues to administer surveys. Creating a database of comprehensive trends and datasets will help ACEC-Ontario to make evidence-based decision making as a key feature of its advocacy.

The survey participation rate reflected a base of the membership that is eager to play a role in shaping and defining the direction of the ACEC-Ontario's advocacy efforts. ACEC-Ontario has been able to use the results from this survey in support of the proactive advocacy priority defined in our strategic plan. ACEC-Ontario is encouraged that member firms will continue to recognize the value of having a first-hand opportunity to influence the direction of ACEC-Ontario's advocacy planning.





Pandemic Overview

The last 12 months have proven to be a year of years. The declaration of the global COVID-19 pandemic in March 2020 kicked-off a crisis not seen in generations. For certain, COVID-19 took a toll on everyone. The economy experienced historic declines in total output, employment and number of hours worked as Canada's real GDP shrank 3.2% and Ontario declined 5.8%. Broad shutdowns were implemented to try and contain the spread of the virus. These public health protocols, while effective in slowing the spread of COVID-19, had significant social impacts. Those who could work remotely and those who could not stood firm and continued in the workplace providing an essential service or business. The events of this past year highlighted significant

labour market inequalities, particularly for vulnerable populations.

However, through multiple provincial states of emergency, state-at-home orders, three progressive pandemic waves and reopening plans, the consulting engineering industry and Ontario have persevered. There is hope that a return to a somewhat normal life is on the horizon.

Our industry has a lot to be thankful for as we reflect on the past year. Some of it by happenstance and some as a product of our own determination, commitment, and perseverance. A key economic off-set to the impacts of the pandemic was a provincial commitment to investing in and maintaining infrastructure, thus driving the need for

professional services. This enabled our industry to remain active throughout the crisis. Coupled with this was an ability for many member firms to shift to providing services remotely while still others conducted field and construction-related services according to public safety protocols. This is not to overlook the challenges and losses that our member firms and broader sector endured. However, we must recognize that our sector and our member firms fared better than most.

The root of our collective success lies in the soundness of ACEC-Ontario's strategic objectives and our sector's issues. The pandemic brought these fundamentals in to sharper focus, making them more acute and relevant for member firms, clients, and other stakeholders. Rather than suffering the fate of many other parts of the

economy that had to realign their focus and purpose in response to the crisis, the consulting engineering sector was fortunate to be able to quickly pivot to face the new reality. Through perseverance and sacrifice our sector has largely been able to work through these challenges and should be proud of its success.

Similarly, ACEC-Ontario responded to the challenges of the pandemic. With the declaration of the provincial state of emergency staff transitioned quickly to a remote work platform while maintaining service, communication support for member firms. Recognizing the need for the greatest possible interaction with member firms, staff adopted the Zoom platform to facilitate advocacy, committee and volunteer and operational efforts.

Staff also leveraged industry, government, and professional

networks to create stable and effective communication channels through which to gain access to timely and accurate information and to advocate for industry issues. These efforts enabled timely communication of pandemic and industry-related information and analysis to member firms through 105 bulletins since the first declaration of a provincial emergency.

Working with clients and stakeholders, staff were also able to quickly establish the consulting engineering industry as an important and knowledgeable voice as part of Ontario's construction and infrastructure sector. Through the Association's evidence-based solutions approach staff were able to position the consulting sector as an essential resource helping to develop solutions to guide Ontario through the initial impacts of the pandemic and beyond. Some notable achievements from the past year include:

- As an active member of the Construction & Design Alliance

of Ontario (CDAO), ACEC-Ontario helped develop the initial provincial public health and safety protocols that served as the template for more than 170 other sector public health guidance documents.

- The Association, in partnership with its legal advisors, McMillan LLP, established early in the crisis the standing of the consulting engineering industry as an "essential business" under provincial state of emergency legislation. This ensured the majority of member firms were able to maintain business operations and continue project work during shutdowns and under new strict public health protocols.

- Through successive and intensifying pandemic waves and provincial reopening plans the Association maintained the "essential business" status for the consulting engineering sector.

- Early in the crisis staff partnered with industry allies to restore release of holdback monies for member firms, remedying unintended consequences resulting from provincial changes to the

Limitations Act, heading off an industry "cash flow crunch".

- As the province was trying to establish and maintain an efficient and effective vaccination plan and rollout, Association staff were able to secure enhanced "Phase 2" standing for vaccination of member firm staff not able to work from home in the execution of their services.

While responding to the pandemic this past year ACEC-Ontario also had its eye on the future. Front-of-mind were questions of how does the economy, and the consulting engineering sector, recover and what does Ontario's eventual reopening look like? Working with member firm volunteers and sector allies in the CDAO, ACEC-Ontario consistently communicated its recommendations for a successful economic recovery.

In its submission to the Standing Committee on

Finance and Economic Affairs examining the impacts of the COVID-19 crisis on the infrastructure sector ACEC-Ontario noted that Ontario's recovery needed to drive the greatest possible renewal. One of the means proven to be most effective is a sustained commitment to essential infrastructure investment. To achieve the maximum return from these investments ACEC-Ontario stressed that a gradual, measured, and thoughtful remobilization of our economy was best. Vital to achieving this response would be early and comprehensive planning and design supporting the procurement and construction of projects. As the province continues its reopening and remobilization efforts the Association will continue to provide its best solutions and advice.



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Independent Auditor's Report

I have audited the financial statements of the Association of Consulting Engineering Companies – Ontario (ACEC-Ontario), formerly Consulting Engineers of Ontario, which comprise the statement of financial position as of March 31, 2021 and statement of operations and changes in net assets and cash flows for the year then end, and notes to the financial statements, including a summary of significant account policies.

In my opinion, the financial statements present fairly, in all material respects, the financial position of ACEC-Ontario as at March 31, 2021 and the results of its operations and its cash flows for the year then end in accordance with Canadian accounting standards for not-for-profit organizations.

Denis Paganelli, CPA, CA
Licensed Public Accountant

Financials

Statement of Financial Position March 31, 2021

Assets		2021	2020
Current	Cash	\$ 82,828	\$ 178,109
	Short-term investments	213,767	156,915
	Accounts receivable	25,751	24,250
	HST receivable	209	7,513
	Prepaid Expense	12,270	16,047
		<hr/>	<hr/>
		334,825	382,834
	Investments	954,020	591,160
	Capital Assets	121,006	24,816
		<hr/>	<hr/>
		\$1,409,851	\$998,810
		<hr/>	<hr/>
Liabilities			
Current			
	Accounts payable and accrued liabilities	\$ 26,981	\$ 10,418
	Deferred revenue	-	20,325
	Canada Emergency Business Account Loan	60,000	-
		<hr/>	<hr/>
		86,981	30,743
Fund Balances			
	Invested in capital assets	121,006	24,816
	Board restricted	194,470	194,470
	Unrestricted operating	1,007,394	748,781
		<hr/>	<hr/>
		1,322,870	968,067
		<hr/>	<hr/>
		\$1,409,851	\$998,810
		<hr/>	<hr/>

Statement of Operations Year Ended March 31, 2021

Revenue	2021	2020
ACEC-Ontario & ACEC-Canada Membership fees	\$ 1,483,894	\$ 1,481,658
Programs	304,944	379,810
Events	5,320	47,755
Sponsorship revenue	29,250	40,000
Investment income	19,711	21,954
Chapters	221	10,250
Canada Emergency Wage Subsidy	187,744	-
Canada Emergency Rent Subsidy	4,282	-
	<hr/>	<hr/>
	2,037,366	1,981,427
<hr/>		
Expenses		
Salaries and benefits	\$ 772,774	\$ 730,870
Members' dues remittance to ACEC-Canada	608,408	603,322
Programs	91,333	187,563
Administrative	140,452	161,471
Events	21,742	83,221
Special projects	5,000	59,697
Public and government relations	36,510	52,079
Chapters	6,178	14,796
Volunteer expenses	166	8,437
	<hr/>	<hr/>
	1,682,563	1,901,456
<hr/>		
Net revenue (expense) for the year	\$ 354,803	\$ 79,971

Executive Director's comments on the Financials

While the ACEC-Ontario fiscal year begins on April 1, budget planning begins several months earlier. The 2020-2021 budget was reviewed and approved by the Finance & Audit Committee in February 2020, and by the Board in March 2020 – when no one could have predicted the true impact that COVID-19 would have on our operations over the coming year. The approved 2020-2021 budget reflected a very modest surplus of just under \$4,000. The large actual surplus you see here was the result of two things: 1) Our revenues benefited because we qualified for some of the federal government's support programs, and 2) Expenses were lower as our events and programs that would be traditionally held in person moved online. These two factors accounted for approximately 60% and 40%, respectively, of the surplus.

The surplus will be added to our reserves and administered in accordance with our Reserves Policy, which ensures the stability of ACEC-Ontario's mission, programs, employment, and ongoing operations, and provides a source of internal funds for organizational priorities and strategic initiatives that support our mission and vision.



Our Chapters

Regional Chapters are an important tool to help fulfil ACEC-Ontario's mission and an integral part of our structure. Each chapter works with the municipalities, other clients, and stakeholders within their geographic region to build relationships and promote fair and reasonable business practices within the consulting engineering industry.

This year, ACEC-Ontario proudly launched our fifth Chapter, Simcoe. The Simcoe Chapter covers all of Simcoe County plus adjacent centres such as Gravenhurst, Georgina, etc. They held their first official executive election on February 3, 2021.

Within their regional area, ACEC-Ontario chapters host meetings and hold networking events for member firms. In addition, ACEC-Ontario chapters hold their own Annual Meetings and many have an awards program. COVID-19 forced chapters to shift these opportunities to virtual platforms, but the chapters have remained active and engaged. They chapters have effectively overcome the complexities that were presented during the pandemic.

ACEC-Ontario Chapters in Ottawa, Grand River, London, Niagara, and now Simcoe are important allies in the work ACEC-Ontario does. They continue to engage, whenever possible, their local government officials and stakeholders in conversation, providing feedback and suggestions to procurement and contracting practices.



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Grand River Chapter

David Chamberlain	Eramosa Engineering	Chair & Business Practices Committee (BPC) Liaison
Tim Barichello	CIMA+	Secretary
Shelley Forwell	WalterFedy	Treasurer
Ryan Connor	Jacobs	Vice-Chair & Industry Liaison
Stuart Mitchell	Jacobs	Industry Liaison
Angela Kroetsch	GM BluePlan	Communications
Julianna Arcese	IBI Group	Young Professionals Lead

Niagara Chapter

Mark Belanger	Associated Engineering	Chair (2020) & Past Chair (2021)
Danielle Anders	GM BluePlan	Chair (2021) & Business Practices Committee Liaison
Vince Grande	RV Anderson	Vice Chair
Stan Mathews	Associated Engineering	Secretary/Treasurer (2020)
James Burn	GM BluePlan	Secretary/Treasurer (2021)

Ottawa Chapter

Sylvain Montminy	Parsons	Chair
Ryan Matthews	JL Richards & Associated	Past Chair
Kevin Alemany	Stantec	Vice Chair
Derek Potvin	Robinson Consultants	Treasurer
Joshua Smith	Ainley Group	Secretary
Edson Donnelly	Novatech	Director
Christine Shillinglaw	McIntosh Perry Consulting Engineers	Director
Hughes Bisson	CIMA+	Director
Toby Racine	Richards & Associates	YPN Representative

London Chapter

Peter McAllister	Dillon Consulting	Chair
Ryan Hern	Development Engineering	Vice Chair
Mo Bagajati	AECOM	Secretary
Hendrik Schurrmans	AGM Engineering	Past Chair

Simcoe Chapter

Bryan Stanton	Tatham Engineering	Chair
Mehemed Delibasic	McIntosh Perry Consulting Engineers	Vice-Chair
John Hagan	Golder	Business Practices Committee Liaison
Drew Davidge	RJ Burnside & Associates	Treasurer

Member Programs

ACEC-Ontario Member Firms, as well as their staff, have access to many different benefits beyond the work we do through advocacy and business practice initiatives.



Affinity Programs

Member Firms and their employees are eligible to participate in various cost saving programs. Such programs include corporate benefits, insurance and staffing solutions, as well as personal, home, and auto insurance plans.



Learning Opportunities

ACEC-Ontario knows the value of continuing to build your skill set. Throughout the year we offer to our members broad business issues webinars, member value webinars, and Ministry of Transportation Courses.



Event, Volunteer, and Networking Opportunities

ACEC-Ontario offers a variety of events and activities to provide engagement opportunities for our committees and volunteers. These opportunities provide a chance to network, build community and continue to build on skill sets.



Industry Recognition

The Ontario Engineering Projects Awards (OEPA) is hosted by ACEC-Ontario. The OEPA recognizes our Member Firms' accomplishments and the impact they have on the improvement of daily life. OEPA winners demonstrate the impact their skills, knowledge, and expertise have made provincially, nationally, and globally.



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Our Dedicated Volunteers

ACEC-Ontario recognizes that we would not be able to do the work we do without our volunteers. The time and effort they put in not only benefits the Association but the entire consulting engineering industry.



Rehman Abdul	Terraprobe
Ansar Ahmed	Jacobs
Kevin Alemany	Stantec
Bill Allison	Dillon Consulting
Danielle Anders	GM BluePlan
Chris Anders	IBI Group
Joseph Arcaro	HDR Inc
Julianna Arcese	IBI Group
Mark Armstrong	Hatch
Scott Armstrong	WSP
Mo Bagajati	AECOM
Kevin Bainbridge	Robinson Consultants
Andrew Balasundaram	Golder
Geza Banfai	McMillan LLP
Dave Bannister	R.J. Burnside & Associates
Tim Barichello	CIMA+
Mark Belanger	Associated Engineering
Mark Bendix	IBI Group
Jason Bettez	J.L. Richards & Associates
Hughes Bisson	CIMA+
Christine Blair	SNC-Lavalin
Ian Blevins	AECOM
Noris Bot	Parsons
Andre Bourque	Jacobs
Suzanne Boyd	Associated Engineering
Laura Brogan	Jacobs
Kevin Brown	The Municipal Infrastructure Group
Geoff Burn	Associated Engineering
James Burn	GM BluePlan
Gabriela Caterini	GM BluePlan
David Chamberlain	Eramosa Engineering
Michael Chiu	WSP
Brad Clark	A.J. Clarke & Associates

Michael Collins	GHD
Christian Concolino	GHD
Ryan Connor	Jacobs
Robyn Conway	RV Anderson Associates
Gregg Cooke	Stantec
Darcy Cowan	Parsons
Tanya Cross	Dillon Consulting
Rick Cunliffe	Cunliffe & Associates
Dave Currie	McIntosh Perry Consulting Engineers
Drew Davidge	R.J. Burnside & Associates
Robin Deduro	Tatham Engineering
Mehemed Delibasic	McIntosh Perry Consulting Engineers
Dale Dionne	The Municipal Infrastructure Group
Lyndsay Dokas	MTE Consultants
Edson Donnelly	Novatech
Shawn Doyle	Dillon Consulting
Keith Dustin	Morrison Hershfield
Steve Dyck	SNC-Lavalin
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Matthew Eades	Associated Engineering
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Carolyn Francis	Jacobs
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Marc Gaudet	GHD
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John Hagan	Golder
Josh Hale	Stantec
Tom Halpenny	H.H. Angus & Associates
Zoe Hannerman	Blackwell
Matt Hartfiel	GM BluePlan
Richard Hein	Parsons
Ryan Hern	Development Engineering
Brad Hewton	Morrison Hershfield
Christine Hill	IBI Group
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Todd Hutton	Stantec
Mike Janas	Environmental Infrastructure Solutions
Jason Johnson	Dillon Consulting
Trevor Kealey	RV Anderson Associates
Adam Keane	Upper Canada Planning & Engineering
Jeremy Kearns	Robinson Consultants
Paul Keenan	H.H. Angus & Associates
Sara Khawaja	Parsons
Angela Kroetsch	GM BluePlan
Kelly Lalonde	Robinson Consultants
Kyle Langan	Jacobs
Peter Langan	RV Anderson Associates
Bill LaRosa	Morrison Hershfield
Renee LeBlanc-Smith	WSP

Cassandra Lee Taha	CIMA+
Peter Lejcar	Associated Engineering
Jason Lewis	WSP
Appana Lok	RV Anderson Associates
Chris Lyon	SNC Lavalin
Zoran Markovic	Arup
Julia Marson	WSP
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Ryan Matthews	J.L. Richards & Associates
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Andrew McAlpine	Arup
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Ross McIntyre	Goodkey, Weedmark & Associates
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Rex Meadley	Tatham Engineering
Sarah Merriam	Parsons
Chris Metaxas	GEI Consultants
Stuart Mitchell	Jacobs
Carol Mitchell	MTE Consultants
Dan Mohr	WSP
Sylvain Montminy	Parsons
Michael Mooney	GEI Consultants
Robert Morgan	Dillon Consulting
Laurel Murphy	Jacobs
Michael Murray	CIMA+
Cheryl Murray	HDR Inc
Carlos Nascimento	Peto MacCallum
Fatima Niroomand	LEA Consulting
Michael Oldham	WSP
Steven Overend	CIMA+
Nick Palomba	RV Anderson Associates
Tom Pepper	Tulloch Engineering
Joe Perrotta	RV Anderson Associates

Victoria Peters	Jacobs
Candas Pietras	Hub International
Steven Pilgrim	McIntosh Perry Consulting Engineers
Brad Porter	Stantec
Bruce Potter	B.M. Ross & Associates
Derek Potvin	Robinson Consultants
Patrick Puccini	AECOM
Doug Raby	Jacobs
Toby Racine	J.L. Richards & Associates
Phil Reeve	J.L. Richards & Associates
John Riggs	Parsons
Tim Robertson	Golder
Chris Sandink	EXP
Greg Santyr	CIMA+
Hendrik Schurrmans	AGM Engineering
Shawn Scott	RV Anderson Associates
Joe Sframeli	WSP
Christine Shillinglaw	McIntosh Perry Consulting Engineers
Joshua Smith	Ainley Group
Angela Smith	Jacobs
Dave Speller	EXP
Patrick St. Onge	Bouthillette Parizeau
Bryan Stanton	Tatham Engineering
Otto Steenkamp	LEA Consulting
Mark Swan	Parsons
Saad Syed	Parsons
Mark Tarras	The Municipal Infrastructure Group
Mostafa Tawfeek	D.M. Wills Assocaited
Sabina Taylor	Hugh Wood Canada
Mario Tedesco	WSP
Bruce Thomas	EXP
Mark Torrie	GHD
Michael Troop	J.L. Richards & Associates
Mark Tulloch	Tulloch Engineering

Boris Uriev	REMISZ Consulting Engineers
Ludomir Uzarowski	Golder
Bill Van Ryn	Tatham Engineering
Alice Varkey	GHD
Terry Wallace	LEA Consulting
Jim Weir	Morrison Hershfield
Kevin Welker	Stantec
Phil Whelan	McIntosh Perry Consulting Engineers
Francesca Willoughby	RV Anderson Associates
Andrew Wilson	Dillon Consulting
Bob Wilson	Hub International
Montana Wilson	MTE Consultants
Jamie Witherspoon	Cole Engineering
Valery Woloshyn	Stantec
Fanny Wong	Jacobs
Sam Youssef	IBI Group

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Thank you to all our partners and sponsors for their continued support.

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OCEA Rebrands to the OEPA

Established in 2003, the Ontario Consulting Engineering Awards (OCEA), has been encouraging our members firms to submit projects from the past year that showcase the knowledge, skills, and expertise of consulting engineers in Ontario. With the official change to our name in September 2020, the OCEA rebranded to the Ontario Engineering Projects Awards (OEPA) in 2021.

Consulting engineers play a vital role in improving all aspects of life in their own communities and beyond. The awards program was created to highlight the importance of that work and we did not want to lose momentum of promoting the impact on society because of the pandemic. For the second year in a row, the awards were held virtually. The awards have been well received, as this report goes to press, the online awards video has been viewed nearly 1000 times. Although we look forward to the day we can be in one room again, we are pleased with the aspect of a virtual celebration as it extends the reach of an in-person event to those that would not otherwise attend. You can view the 2021 OEPA [here](#).

Divided into three main categories, awards are presented to member firms whose projects demonstrate the highest level of achievement within the specific criteria. Despite the COVID-19 pandemic ACEC-Ontario was thrilled to receive 25 submissions and awarded twelve winners and finalists. There was also a new award created for an outstanding achievement, "Impressive Engineering International Project performed by Ontario Consulting Engineers" presented to Hatch. For the full list of award winners [click here](#).

ACEC-Ontario would like to recognize the panel of judges without whom the OEPA program would not be possible. A heartfelt thank you to (L to R): Ken Browne, Tibor Turi, John F. Thompson, John Dawson, Sandy Brown, and Calvin Brook.



2021 OEPA Award Winners and Finalists

The Willis Chipman Award

Winner: Integral: George Brown College, the Arbour

Finalist: Blackwell: Shoppers Drug Mart Flagship

Award of Excellence

Firms with 1 to 50 employees

Winner: Integral Group: George Brown College – The Arbour

Finalist: BBA: 300 MW Henvey Inlet Wind project

Firms with 51 to 100 employees

Winner: Blackwell: Shoppers Drug Mart Flagship

Finalist: Eramosa Engineering: City of Guelph Wastewater Services

SCADA System Master Plan

Firms with 101 to 350 employees

Winner: Tulloch: Huntsville Storm Sewer Inventory and Management

Finalist: R.V. Anderson Associates: Alton Village Streetscaping and Road Construction

Firms with 351+ employees

Winner: WSP: Re-cladding project at Richmond Adelaide Centre

Finalist: Parsons: Major Mackenzie Drive Schedule `C` Municipal Class Environmental Assessment and Preliminary Design; and Detail Design

Additional Award Category

Impressive Engineering International Project performed by

Ontario Consulting Engineers

Hatch - Hell's Kitchen Geothermal Study

Awards of Distinctions

Building & Engineering Science

Winner: Blackwell: Shoppers Drug Mart Flagship

Finalist: WSP: Re-cladding project at Richmond Adelaide Centre

Environment

Winner: GHD: The Regional Municipality of York – Forcemain Twinning

Finalist: Jacobs Engineering Group: Hanlan Feedermain

Industry, Energy & Resources

Winner: BBA: 300MW Henvey Inlet Wind Project

Finalist: Hatch: Kelso Dam – Urgent Repairs & Rehabilitation Project

Project Management

Winner: Parsons: Major MacKenzie Drive – Schedule `C` Municipal Class Environmental Assessment and Preliminary Design; and Detail Design

Finalist: CIMA+: Early Works Transmission Project

Studies & Research

Winner: Morrison Hershfield: Mushkegowuk Council James Bay All Season Road Feasibility Study

Finalist: WSP: Climate Change Adaptation Approaches and Planning Considerations for York Region's Water and Wastewater Systems

Transit

Winner: Dillon Consulting: Dundas Place Flexible Street

Finalist: R.V. Anderson Associates: Alton Village Streetscaping and Road Construction

Our Valued Member Firms

30 Forensic Engineering
A. J. Clarke & Associates
Adjeleian Allen Rubeli
AECOM Canada
Ainley Group
Aiolos Engineering Corp
Aquafor Beech
Archibald Grey & McKay Engineering
Arcon Engineering Consultants
Arup Canada Inc.
Associated Engineering (Ont.)
Atkins + Van Groll Consulting Engineers
Atkinson Engineering Inc.
B. M. Ross and Associates
BA Consulting Group
BBA E&C Inc.
Blackwell Bowick Partnership
Bouthillette Parizeau Inc.
Buchan, Lawton, Parent
Building Innovation Inc.

CBCL
Cemcorp
Centex Engineering and Development Inc
CHA Canada, Inc.
Chorley + Bisset
CIMA Canada Inc.
Comcor Environmental
CONSOR Engineers, LLC
Consultec
Crossey Engineering
Cunliffe & Associates
Cyril J. Demeyere
D.G. Biddle & Associates
D.M. Wills Associates
David Schaeffer Engineering
Davroc & Associates
Dearden & Stanton
Decast
Development Engineering (London)
Dillon Consulting

Doherty Engineering Inc.
Doug Dixon & Associates Inc.
DST
Engineering Harmonics Inc.
Englobe
Environmental Infrastructure Solutions
EPCM Services
Eramosa Engineering Inc.
EXP Services Inc.
G.L. Tiley & Associates
GEI Consultants
GeoTerre
GHD
GM BluePlan Engineering
Golder Associates
Goodkey Weedmark & Associates
Greenview Environmental Management
H.H. Angus & Associates
Haddad, Morgan and Associates
Hatch

HDR Corporation
HGC Engineering
Highway Construction Inspection Ontario Inc.
IBI Group
J H Cohoon Engineering
J.L. Richards & Associates
J.P. Conforzi and Associates
Jacobs
Jensen Hughes Consulting Canada
Jewell Engineering Inc.
JNE Consulting
John G. Cooke & Associates
Keller Engineering Associates Inc.
KGS Group
Kirkland Engineering
Klohn Crippen Berger
K-TEK Electro-Services
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