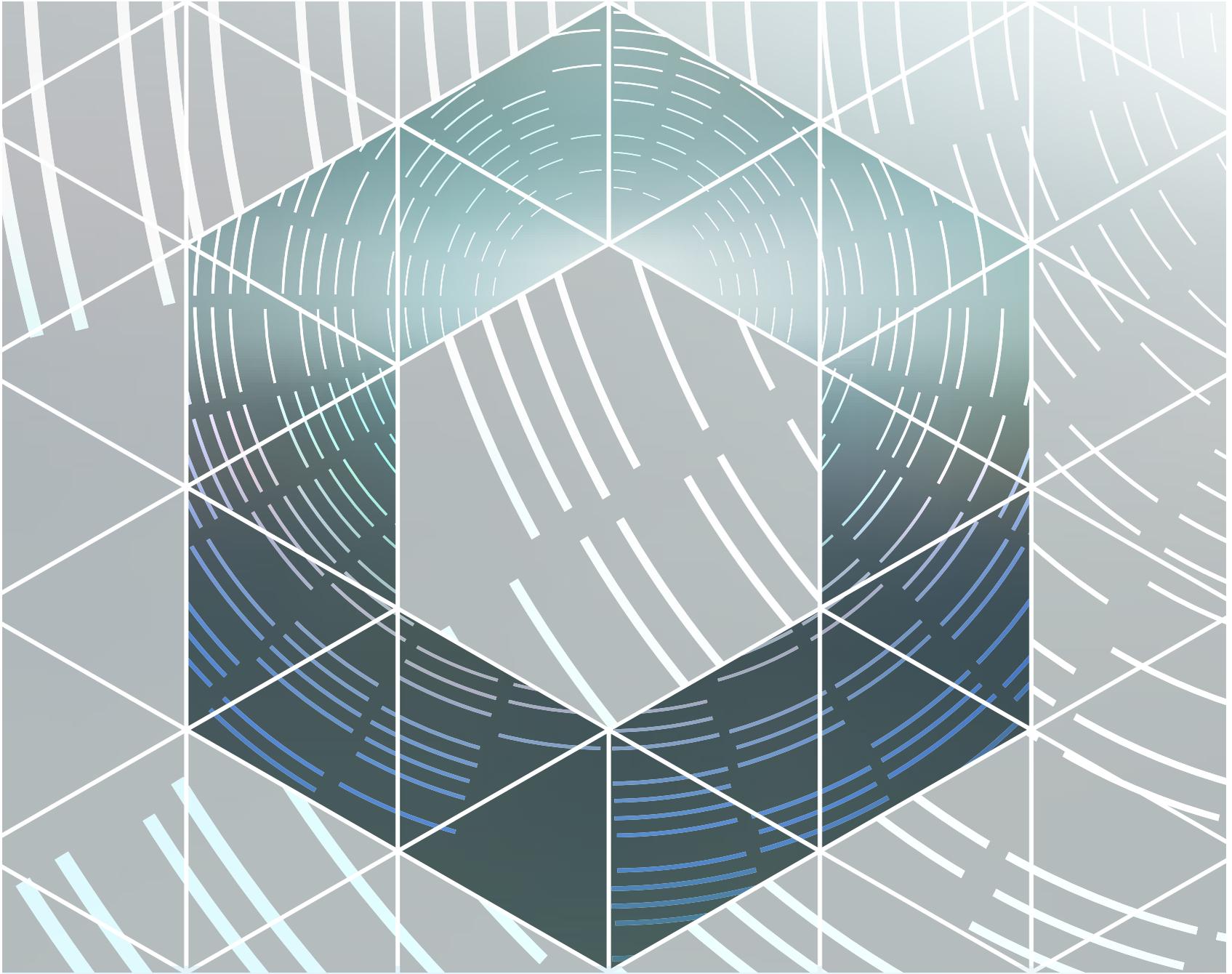


Annual Report 2017-2018



Consulting Engineers of Ontario



About CEO

Founded in 1975, Consulting Engineers of Ontario (CEO) is a not-for-profit industry advocacy association representing approximately 170 consulting engineering firms that collectively employ almost 19,000 people across the province.

Our member firms provide a wide range of engineering services to public and private sector clients. Member firms range in size from sole proprietorships to large multinational engineering firms. Two-thirds of our member firms are comprised of 50 employees or less.

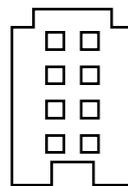
CEO advocates for a business and regulatory climate that enables our members to provide the highest level of services and best possible value to our clients. CEO promotes the important contribution that consulting engineering makes to the social, economic and environmental quality of life in Ontario.

The key focus for consulting engineering firms is the projects their clients entrust them to undertake. Many firms do not have the resources to look outside that scope in order to embrace better business practices for themselves or the industry as a whole. CEO works with government officials, stakeholders and industry leaders to improve contract language, fair procurement methods and advise on infrastructure investing in our members' best interest.

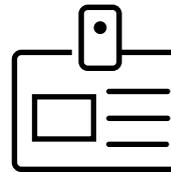
CEO provides our members with products and services to assist with their business so they may focus on the imperative work their profession demands.



For **43** years, CEO has been advocating on behalf of consulting engineering firms in Ontario.



CEO represents over **170** member firms.



Almost **19,000** Ontarians are collectively employed by CEO.



CEO is key to unlocking better business practices for the consulting engineering industry.



Index

Message from the Chair	pg. 1
Message from the CEO	pg. 3
Board of Directors	pg. 5
CEO Staff	pg. 7
Mission, Vision, Values & Goals	pg. 8
Advocacy	pg. 10
Queen's Park Day	pg. 12
Business Practices	pg. 13
CEO & ACEC	pg. 17
Member & Volunteer Engagement	pg. 19
Chapters	pg. 21
OCEA Gala	pg. 24
Affinity Partners	pg. 25
Financials	pg. 26
Committees & Volunteers	pg. 29
CEO Membership	pg. 33
Affiliated & Sponsoring Organizations	pg. 36



Rex Meadley, P.Eng.

Chair, CEO Board of Directors
President, Chief Engineer
C.C. Tatham & Associates Ltd.

From change comes growth.

I would like to begin by expressing my gratitude to Barry Steinberg, P.Eng. for dedicating eight years of his career as the Chief Executive Officer at Consulting Engineers of Ontario (CEO). He often said it felt like home. One of his most significant accomplishments was operationalizing CEO's strategic plan by ensuring every effort the association made was in accordance with the goals outlined in the plan. Over the years Barry's influence has shaped CEO into what it is today. Both Victor Fedeli and Kathleen Wynne commended Barry on his services to CEO and contributions to the Legislative Assembly of Ontario upon his retirement. Barry gave CEO six months notice to provide enough time to recruit the best candidate.

Bruce Matthews, P.Eng. swiftly assumed the leadership role with his engineering background, 16 years of experience in the not-for-profit sector and having held several board positions. In his brief time at CEO, Bruce has embraced the strategic plan and is determined to elevate the consulting engineering profession. We look forward to Bruce's guiding hand throughout the journey ahead.

We also welcomed two more assets to the CEO family - Shelley Bahorie, our new Marketing & Communications Specialist and Catherine Morrison, our new Stakeholder Relations & Research Analyst.

Shelley is responsible for executing a variety of marketing campaigns and CEO's communication activity. Catherine provides support on strategic initiatives and conducts policy-based research.

The decision to dissolve the Executive Committee and form a Governance Committee was made in order to oversee by-laws, governance policies and practices more closely. This will lead to a variance in the governance year. In order to keep the momentum going with future boards, the current board endorsed a September to September governance year. Administrative changes to the by-laws included designating the Chief Executive Officer as the corporate secretary and the Governance Committee Chair as an officer of CEO.

Last year, CEO worked together with the Municipal Engineers Association (MEA) to copyright the MEA-CEO Standard Agreement. This year CEO and MEA developed a user guide to accompany it. The user guide is a set of instructions providing direction to clients on how to populate the standard agreement with details for their projects. It also provides instructions on how changes to the agreement terms and conditions must be made. The purpose of the guide is ensure the agreement is properly applied.

CEO held its third annual Queen's Park Day (QPD) on October 16, 2017 at the Ontario Legislature. QPD is vital to our organization as it provides CEO and its members the opportunity to present a unified message to elected officials on key industry issues. Public infrastructure investment and procurement

policy were among the issues our members discussed with officials.

On November 15, 2017 CEO held its first Chapter Leadership Conference. The conference was a success, bringing staff and members face-to-face to obtain a thorough understanding of issues affecting member value. A collaborative workshop resulted in an action plan to strengthen the relationship between CEO and its Chapters. CEO plans to continue to hold these conferences in order to share common concerns and effective practices.

In closing, I would like to sincerely thank the Board of Directors, the entire staff at CEO and our volunteers. Their valuable input and experience has been a tremendous contribution to CEO and all of its accomplishments this year. It was a pleasure serving this term as the Chair of Board of Directors and I have high hopes for the future as Jeremy Carkner enters the role.



Bruce Matthews, P.Eng.

Chief Executive Officer
Consulting Engineers of Ontario

Moving on is inevitable. Moving forward is a choice.

I was honoured to join CEO in February 2018 as the new Chief Executive Officer. I am fortunate to have taken the helm of an association that is well governed, well managed and well regarded. It is an exciting time as our industry advances on many fronts and engineering-related issues garner attention from clients, stakeholders, politicians and the media. As a former engineering practitioner and regulator, I understand the value that CEO brings and I look forward to advocating for our members and providing services to promote a sustainable business environment.

CEO is mid-way through its four-year strategic plan, and issues related to contracting and procurement are ever-present. Our Rapid Response Service (RRS), launched last year through the Business Risk Committee, has been active and, more importantly, has been successful in getting timely changes made to RFPs and draft contracts. The changes result in contract terms that are fairer, lower risk and insurable. RRS is driven by a team of experienced volunteers who commit to work on tight deadlines. This is a resource available to all of our member firms – a service no other association offers.

Advocacy and government relations form another pillar of CEO's current strategy. As I write this, the provincial election has come and gone. This event provided me with

opportunities to engage with the media and raise the issues relevant to our members, while elevating the profile of the industry. Reducing Ontario's infrastructure deficit, qualifications-based selection and the challenges facing engineering firms were key points in these articles, radio interviews and op-ed pieces. With a new government in office, our advocacy and government relations activities will continue to be critical.

Member engagement has been an important issue for CEO. Our success will always be in direct proportion with the level of engagement our members contribute as volunteers. This year, new engagement opportunities were created by establishing a Member Engagement Committee, Governance Committee, Building Design Sector Committee and Non-Dues Revenue Task Force. Individuals from member firms are encouraged to engage with CEO and experience the value of volunteering. It's an opportunity for growth and development. Helping CEO helps you. It also helps your firm and your industry.

Having spent 10 years of my career at Professional Engineers Ontario (PEO), I appreciate the importance of a strong engineering regulator, but its activities need to be focused on serving and protecting the public interest. I see opportunities for regulatory change that would lessen the burden on many of our member firms, while leveling the playing field in a manner that enhances public interest protection. These changes would harmonize the engineering regulatory systems across the country and create an opportunity for growth in CEO's membership.

Looking ahead, there would be no point in CEO claiming to be the voice of consulting engineering firms unless we use that voice. Our new Communication & Marketing plan enables CEO to be more vocal across a variety of channels. We will seize every opportunity to demonstrate that we are the unified voice of our member firms and communicate clearly to our stakeholders.

In conclusion, I would like to extend my thanks to the CEO Board of Directors, our volunteers and my incredible staff for welcoming me to the team and providing their support. A special nod to my predecessor, Barry Steinberg, P.Eng. for his service to CEO. I am very enthusiastic about CEO and I have high expectations for the future. I see great potential within CEO, and together we will unlock that potential to the benefit of all our member firms.

Board of Directors

Executive Committee & Directors



Rex Meadley
Chair
President, Chief Engineer
C.C. Tatham & Associates Ltd.



Jeremy Carkner
Chair Elect
Principal & Director,
Business Development
Morrison Hershfield Limited



Peter Mallory
Past Chair
Vice-President,
Americas Director of Projects
Jacobs



Christine Hill
Treasurer
Business Development,
Leader, Water Practice
Cole Engineering Group Ltd.



Bill Allison
Secretary
Partner
Dillon Consulting Limited



Steve Dyck
 Director
 Vice-President Ontario,
 Government Relations
 SNC-Lavalin Inc.



Khaled El-Dalati
 Director
 Vice-President,
 HDR Inc.



Don Holland
 Director
 Vice-President,
 Water
 Stantec Consulting Ltd.



Steve Pilgrim
 Director
 Assistant Vice-President,
 Transportation
 McIntosh Perry



Tom Richardson
 Director
 Chief Structural Engineer
 R.V. Anderson Associates Ltd.



Brian Ruck
 Director
 Principal, Vice-President,
 Transportation
 GHD Group Ltd.



Ron Scheckenberger
 Director
 Principal, Senior Water
 Resources Engineer
 Wood



Joe Sframeli
 Director
 Executive Vice-President,
 Infrastructure
 WSP Canada Inc.

CEO Staff

Bruce Matthews

Chief Executive Officer

Cindy Gonsalves

Director, Finance & Operations

David Zurawel

Director, Government & Stakeholder Relations

Shelley Bahorie

Marketing & Communications Specialist

Laura Korneluk

Membership & Volunteer Engagement Specialist

Catherine Morrison

Stakeholder Relations & Research Analyst

Lauryn Weinberger

Member Services & Events Planner

Mission, Vision & Values

Mission

To promote a sustainable business environment for members.

Vision

CEO is the authoritative voice for consulting engineering companies in Ontario.

Values

Integrity, trust, collaboration, diversity, respect

Strategic Goals

Advocacy

To shape public policy, legislation and regulation of interest to members.

Business Practices

To achieve favourable procurement and commercial business practices among members' clients.

Member Engagement

To achieve member investment of time, effort and resources in exchange for value from CEO.



**CEO is both an industry advocate
and source of information pertinent to
the consulting engineering community.
We value their efforts to promote the industry
to a broad range of customers so that our
views on regulations, risk management,
procurement, and technical quality get heard.**

- John Weeraratne, P.Eng.
President, Wood Environment & Infrastructure
Solutions, Canada

Advocacy

CEO's advocacy efforts are focused on very specific member-driven issues outlined in our strategic plan. We work with government officials, industry leaders and stakeholders to achieve a better a business environment for consulting engineering firms in Ontario.

Provincially, CEO works directly with a number of key government ministries impacting our industry. Throughout the year CEO staff meet with elected officials and staff with the Ministries of the Attorney General, Infrastructure, Transportation, Environment and Climate Change, Municipal Affairs and Finance. Staff also regularly interact with the leadership of both Infrastructure Ontario and Metrolinx.

Municipally, CEO regularly interacts with communities across the province on member issues such as consultant evaluation systems, procurement methods and provincial legislation and regulations such as the Construction Act and asset management planning.

The New Construction Act

CEO played an active and important role in the creation of Ontario's Construction Act that was finally passed in to law late in the year.

The multi-year independent consultation process resulted in a new law that saw the first modernization of construction lien provisions in 35 years, introduced the concept of Prompt Payment to Ontario's design and construction sector, and a new adjudication dispute resolution system to ensure the modernized processes can operate efficiently.

CEO achieved a number of inclusions in the Act:

- **Mandatory release of holdback monies;**
- **Extension of lien rights to 60 days for preservation and 150 days for perfection;**
- **Phased release of holdback funds for multiyear projects valued at \$10 million and greater;**
- **The ability to use letter of credit as acceptable financial instruments to retain holdback funds, and;**
- **An exemption for engineers from the surety bonding requirement for public sector projects.**

This legislation will help our industry receive prompt payment for their work and effectively address payment disputes. Prompt Payment and Adjudication provisions of the new law will come into effect in the Fall of 2019.

Asset Management Planning

In 2016, CEO was invited by the Ministry of Municipal Affairs and Ministry of Infrastructure to assist with the development and execution of the province's consultation on a municipal asset planning regulation; an update to the ***Building Together: Guide for Municipal Asset Management Plans*** originally published in 2012.

CEO advocated strongly for the government to establish a standard format and reporting requirement for municipal asset management plans. By creating a new standard, municipalities and the province would be better able to clearly identify and communicate core infrastructure needs across Ontario and identify and effectively prioritize much needed investment.

Ontario's new municipal asset management planning regulation (O. Reg. 588/2017 under the Infrastructure for Jobs and Prosperity Act, 2015) came into effect January 1, 2018.

The product of nearly two years of development and consultation, the regulation introduces significant improvements to current municipal asset management requirements. The province will gradually phase-in new regulatory requirements over the next six years.

Infrastructure Ontario - Standard Agreement for Professional Engineering Services

In the Spring of 2016, Infrastructure Ontario approached CEO about developing a standard agreement for professional engineering services. The initiative was part of the agency's plan to enable engineers to serve as prime consultants for Real Estate projects as part of its new divisional Vendor of Record (VoR).

Two years of intensive consultation and negotiation produced a proposed agreement based on the Association of Consulting Engineering Companies Canada's (ACEC) Standard Contract **ACEC Document 31 - 2010 Engineering Agreement Between Client and Engineer**, appended with a comprehensive set of supplementary conditions.

CEO's staff and volunteers from our Business Risk Committee and insurance industry partners negotiated mutually acceptable terms and conditions for all 57 supplementary conditions, except for one regarding insurance and liability.

The clause is problematic because it is only partially insurable. While it will not negate a Prime Consultant's professional liability insurance in the instance of negligence, error, or omission, the Prime Consultant remains responsible for causing a project delay by failing to provide agreed services according to the project schedule that results in additional costs and /or loss of revenue to the owner.

Such a breach will likely not be covered by the Prime Consultant's professional liability policy.

CEO remains committed to amending this agreement to make it insurable. Our steadfast position remains that any agreement for professional engineering services must reasonably apportion risk to the appropriate parties.



The City of Waterloo is currently piloting the use of QBS on a project to design three skateboard parks and a BMX bike park. We anticipate that QBS can offer advantages for projects such as these with high design complexity or the need for specialized expertise. The benefits we see include a focus on retaining the most qualified design team as well as a more collaborative scoping and planning process to ensure adherence to strict budgets and/or schedules.

- City of Waterloo

Queen's Park Day

CEO held our 3rd Annual Queen's Park Day (QPD) on Monday October 16, 2017. QPD is our industry's flagship advocacy event where our members come together with a unified voice to meet with elected officials and staff from all political parties on important industry issues.

The day began with our delegates hosting an opposition infrastructure caucus meeting that included Municipal Affairs Critic, Ernie Hardeman, MPP (Oxford) and his Executive Assistant, Tara Barry, Finance Critic Vic Fedeli, MPP (Nipissing), Mitch Davidson, Director of Policy and Legislative Affairs to Leader Patrick Brown, Infrastructure Policy Advisor to Leader Patrick Brown, Shakir Chambers and Rob Willett and Kate Ivanchenko, Executive and Legislative Assistants to Transportation Critic Michael Harris, MPP (Kitchener-Conestoga). The conversation focused on issues of infrastructure planning and investment, contract language and public procurement policies.

In the afternoon, delegates met with Opposition Infrastructure Critic, Sylvia Jones, MPP (Dufferin- Caledon), NDP Infrastructure and Transportation Critic, Wayne Gates, MPP (Niagara Falls), Senior Policy Advisor for Infrastructure and Economic Development to the Premier, Dan Skilleter and Michael Balagus, Chief of Staff and Principal Secretary to Andrea Horwath, Leader of the New Democratic Party.

The day was capped off with CEO's evening reception. The event was well received, drawing more than 30 MPPS and approximately 100 political staff from all parties. Parliamentary Assistant to the Minister of Finance, Yvan Baker, PC Infrastructure Critic, Sylvia Jones and NDP Pensions and Poverty Reduction Critic, Paul Miller, each brought welcoming remarks, acknowledging CEO as a respected industry advocate.

Queen's Park Day is an important part of CEO's advocacy and engagement efforts. The message our delegates bring during this event highlight CEO's support of Ontario's infrastructure agenda and our industry's focus on the challenges surrounding contract language, procurement issues and appropriate risk transfer.



Yvan Baker, MPP (Etobicoke Centre)



Vic Fedeli, MPP (Nipissing)



David Zurawel, Laura Albanese, MPP (York South-Weston) & Hon. Dave Lavac, Speaker of the Legislative Assembly of Ontario

Business Practices

In order to nurture better business practices in the consulting engineering industry, CEO promotes a variety of solutions to mitigate potential risk.

Rapid Response Team

CEO's Business Risk Committee established the Rapid Response Team to create a service that helps members navigate through problematic and onerous contract and procurement issues. The goal of the team is to challenge, correct, and educate clients who present CEO member firms with uninsurable and liability-ridden contracts; the product of the unreasonable transfer of owner/client risk.

With express turnaround, the team responds to clients with problematic contract and procurement issues in five business days. The team employs an analytical assessment and proposal process to develop and submit its position to the client. By working with member firms to quickly confront issues, CEO is able to effectively present a well-rounded industry position on issues.

CEO delivers subsequent advisory messages to member firms so they may make an informed decision before they enter a contractual agreement with a client.

The Rapid Response Service (RRS) provides a consistent, objective and diverse perspective to contract concerns and is an effective tool used to promote and sustain better business practices in the province. CEO continues working to refine our process to ensure that issues are addressed in a timely and effective manner.

MEA-CEO Standard Agreement

CEO, has been in partnership with the Municipal Engineers Association (MEA) since 1989 to develop a Standard Client/Engineer Agreement for Professional Consulting Services.

MEA and CEO have updated the standard agreement for 2018 to reflect the present business environment affecting member firms and clients. Promotion and wide use of the agreement will enable Ontario municipalities exercise fair and equitable procurement practices as it aids in procurement and contract language when a client/engineer enter into a contract. Continual updates to the agreement will be made to maintain it as a relevant industry tool.

The updated agreement, which is available as a fillable PDF, gives member firms and clients a clear picture of project timelines and budgets.

By promoting a collaborative approach between municipalities and engineering firms, the standard agreement has become mutually beneficial to both parties and promotes a healthy business environment while remaining consistent with engineering industry best practices.

To support the agreement, CEO has developed a user guide to provide clarification and guidance for clients and members who are entering into assignments together. CEO advocates for the use of the standard agreement as a means to maintain sound and equitable terms and conditions for our member firms and their clients, especially during a time when the province is focused on building, replacing and maintaining core infrastructure.

Qualifications-Based Selection

Qualifications-Based Selection (QBS) is an internationally recognized method of procurement for engineering services. QBS is a transparent systematic process that selects engineering firms for projects and contracts based on their qualifications. The adoption of QBS is essential to the industry and is a key deliverable of CEO's strategic plan.

QBS is structured to select the most qualified team for the project and then develop reasonable schedules and budgets. This will result in lowered life-cycle costs and clients will yield a higher return.



Design and engineering costs represent a very small fraction of the overall life-cycle costs of a project. However, it is during the design and engineering phase when the greatest opportunity to innovate and add value exists, and when the cost of making changes is lowest.

- Bruce Matthews, P.Eng.
Chief Executive officer, CEO

QBS is currently being piloted at the federal level in Canada, has been adopted by 44 states in the U.S., is being used throughout Europe and advocated for by the International Federation of Consulting Engineers (FIDIC). CEO is committed to working with provincial and

municipal governments to adopt QBS through our advocacy efforts.

This Spring, Bruce Matthews and David Zurawel had a unique opportunity to discuss QBS as part of a panel discussion with members, the CEO Grand River Chapter and the City of Waterloo. Bruce also delivered a presentation on how QBS is a competitive and transparent process that focuses on merit and long-term value and is still cost-effective.

When it comes to the procurement of engineering services, we know that low price does not equate to best value. Nonetheless, many municipalities and government agencies continue to invoke procurement practices for engineering services where low price is an overarching factor. CEO continues to advocate for a life-cycle perspective on infrastructure projects and promotes QBS as a means to maximize quality, leverage innovation and optimize life-cycle value.

QBS is a procurement best practice that emphasizes selecting firms that will deliver best value on essential infrastructure projects. CEO will continue to work with municipal and provincial government officials and agencies including Infrastructure Ontario and Metrolinx to adopt industry best practices such as QBS.

CEO & ACEC

As a member organization of the Association of Consulting Engineering Companies Canada (ACEC), CEO collaborates with ACEC to enhance business practices for the consulting engineering industry.

Tax Planning Using Private Corporations Consultation

CEO was requested by our member firms to provide commentary to the Department of Finance Canada with respect to proposed changes to the existing tax planning strategies that utilize private corporations.

While CEO supports tax fairness, we concluded through our consultation that the proposed tax changes will negatively impact small business and entrepreneurs and does not recognize hard work and the risk of owning a small business.

CEO strongly urged the federal government to take more time to undertake a comprehensive examination of the proposed changes to the tax system and the result it would have on small businesses. The impact on small Canadian businesses has the potential to have a negative outcome on the Canadian economy, particularly in Ontario.

It was imperative that CEO provided comment on this matter, as the majority of our member firms are comprised of small to medium sized, privately and employee owned businesses. The proposed changes at the time would have been detrimental to many CEO member firms. CEO supports a comprehensive government review of the Canadian tax system that can develop an inclusive system going forward that will promote tax fairness and small businesses.

Deferred Prosecution Agreements

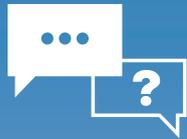
CEO fulfilled the request of our member firms to comment on the Government of Canada's consultation that examined the merits of creating a Deferred Prosecution Agreement (DPA) regime as an additional means for federal prosecutors to enforce punitive action against corporate wrongdoing. After careful review, CEO sent a letter to the government in support of the position taken by our national organization, ACEC.

A DPA is a voluntary agreement that is negotiated between prosecutors and accused corporate parties. They are a prosecutorial tool that can be used when a case presents itself with sufficient merit and are not designed as a channel for corporations to 'buy' their way out of federal prosecution. Under the DPA, criminal prosecutions are suspended for a period of time while the accused complies with the terms of the agreement. Upon full compliance, charges are dropped and when the DPA is set to expire, no criminal convictions are made. If the accused is non-compliant, charges can be brought up during the term of the DPA and the accused may be subject to prosecution and conviction. DPAs can be used by prosecutors to deter and prevent any additional corporate crime and can be a proactive tool to improve corporate culture and compliance. ACEC and CEO agree that corporate criminal activity must be subject to the full extent of the law.

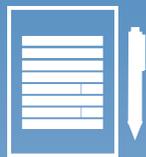
As a result of the consultation, the federal government decided to create a DPA regime for Canada. It is expected to be in force this Fall.

Advocacy & Business Practice Accomplishments

CEO has actively been participating in industry conversations with both our members and government officials. Communicating through a variety of channels, CEO keeps our member firms informed and equipped with the tools and knowledge to enhance their client relations. Over the year, our advocacy and business practice efforts resulted in a significant amount of accomplishments.



14 communication pieces were issued to member firms: **5** advisories, **7** bulletins & **2** communiqués



12 consultation submissions: **3** municipal, **6** provincial, **3** federal



12 rapid response service requests for help with problematic contracts



1 piece of provincial legislation shaped & passed into law
1 piece of provincial regulation revised & implemented



Member & Volunteer Engagement

This year, CEO's member engagement efforts have been enhanced in several areas to actively and collectively extend the reach of our mandate.

Member engagement is one of three strategic goals of CEO but does not stand alone. Many member engagement activities are closely linked with our advocacy and business practice efforts. CEO relies on our member volunteers to broaden the impact we make as an association in the community.



Volunteering at CEO offers an opportunity for networking with colleagues from member companies and an opportunity to add your voice for the benefit of the engineering community.

- Tom Pepper, P.Eng.
Member-Volunteer, Tulloch
Engineering Group

Priorities evolve over time for both firms and individuals which is why CEO has developed the volunteer engagement program to ensure we properly support our volunteers and the current demands of the consulting engineering industry.



Volunteering with CEO has provided a front-line opportunity to help shape our industry for the betterment of our clients, the public and the consulting engineers of Ontario.

- Duane Girard, P.Eng.
Member-Volunteer, GHD Group Ltd.

Volunteers are assured a supportive environment where their contributions are valued and recognized. They contribute to important industry issues, promote a positive view of the industry and work with the municipal and provincial level of government to ensure our voice is heard.

Volunteering will have a meaningful impact to CEO and can provide many benefits for the individual and their firm, which include:

- **Shape the industry's future**
- **Grow professionally**
- **Build industry relationships**
- **Address issues affecting firms**
- **Become a leader and influencer**

CEO encourages employees from our member firms to become a volunteer for the opportunity to make a difference in the industry.

Member Engagement Opportunities



A total of **12** committees, **8** sub-committees and **2** task forces are currently active, giving more than **140** volunteers from our member firms and affiliated organizations the opportunity to be heard in issues that affect them the most.



CEO has **4** chapters in Grand River, London, Niagara and Ottawa led by a team of over **25** volunteers that complement the work of CEO in their local communities.



12 events were hosted by CEO and our chapters creating networking opportunities and a chance to celebrate and recognize the achievements of the consulting engineering profession as an industry.



We work with our member firms to determine and deliver the products, services and tools that would be most beneficial to them.

1:4

Volunteer participation has increased by **20%** over the last three years.
25% of member firms have at least one staff person engaged with CEO as a volunteer.

Chapters

Our chapters are an extension of CEO. Together we are dedicated to enhancing the consulting engineering industry by working with local groups to achieve a better business climate.

This year, CEO held its first Chapter Leadership Conference where representatives of the chapters and CEO staff came together to participate in a free exchange of ideas.

The conference was facilitated by Chris Ward from Riverhorse Strategic Advisors. It provided insight into how CEO can work with its chapters and resulted in an action plan to strengthen communications and delivery of chapter activities.

A key component of the action plan was the development of the Chapter Guidance Manual. The Manual will serve as a valuable resource for existing and future chapters on effective chapter management practices.

The **Grand River Chapter** continues to be quite active, meeting bi-monthly. At their AGM, they held an awards program which honoured CIMA + with the Diamond Award and Meritech and Jacobs tied for the Platinum Award. Other chapter events they held were four Young Professionals (YP) networking sessions; a PEAK Program presentation with speaker Arden Heerah from Professional Engineers Ontario (PEO); a Service Focused Communication workshop, and a Golf Tournament in conjunction with PEO.

They have been actively involved in their community holding a QBS forum with the City of Waterloo, and held meetings with clients:

Oxford County, Township of North Dumfries, Township of Woolwich, City of Guelph, Township of Puslinch, City of Kitchener, Brant County and City of Brantford.

The Grand River Chapter has increased the frequency of their newsletter to twice a year and will continue to focus on their communication channels including the use of social media platforms. This chapter has also significantly increased the number of YPs participating in their events.

Chapter Executives:

Montana Wilson, Chair
MTE Consultants Inc.

Tom Montgomery, Past Chair
CIMA +

David Chamberlain, Secretary-Treasurer
Eramosa

Julianna Arcese, Young Professional
IBI Group

Tim Barichello, Director
Stantec Consulting Ltd.

Ryan Connor, Director
Jacobs

Shelley Forwell, Director
WalterFedy

Angela Kroetsch, Director
BluePlan

Stuart Mitchell, Director
AECOM

Michael Troop, Director
J.L. Richards & Associates Limited

Denis Viens, Director
Dillon Consulting Limited

The **London Chapter's** focus is primarily to build a strong foundation with the City of London and holds an annual networking event for their key client. Presentations by Kelly Scherr, Managing Director Environmental & Engineering Services and City Engineer, and Scott Mathers, Director Water and Wastewater were made. Efforts to maintain and build this relationship continue to be priority of the chapter.

Chapter Executives:

Peter McAllister, Chair

AECOM

David Evans, Vice Chair

R.V. Anderson Associates Ltd.

Hendrik Schuurmans, Past Chair

AGM

Ryan Hern, Secretary

Development Engineering Ltd.

The **Niagara Chapter** meets monthly to discuss key activities and initiatives such as: providing feedback to regional procurement and contract procedures, promoting QBS, increasing CEO's profile in the community, and strengthening the chapter by expanding engagement with YPs. The Niagara Chapter held a golf tournament and Christmas YP event. They continue to meet semi-annually with the Public Works Officials (PWO) to provide feedback and suggestions regarding procurement and contracting practices.

Chapter Executives:

Mark Belanger, Chair

Associated Engineering

Scott Kozub, Treasurer

Kerry T. Howe Engineering Ltd.

Erik Metsa, Young Professional

Hatch

The **Ottawa Chapter** meets bi-monthly in addition to periodic liaison meetings with the City of Ottawa. The chapter partners with the National Capital Heavy Construction Association (NCHCA) and the City to put on a four-part educational series each winter and spring.

The chapter's focus is to work with the City on fair and reasonable procurement and contracting terms between the City and CEO member firms, through the development of a Vendor Performance Management Process, providing feedback on the procurement by-law, and advocating for QBS.

They liaise regularly with the construction industry through the NCHCA, and have a Buildings Sub-Committee which works with Architects and the Federal Government on contracting practices and equitable allocation of risk in that industry. They are primarily focused on business and commercial activities.

Chapter Executives:

Derek Potvin, Chair

Robinson Consultants Inc.

Ryan Matthews, Vice Chair

Jacobs

Phil Whelan, Treasurer & Past Chair

McIntosh Perry

John Krug, Secretary

Stantec Consulting Ltd.

Edson Donnelly, Director

Novatech Engineering Consultants Ltd.

Andrew Lawton, Director

McKee Engineering

CEO's Communication Reach

Media impressions **1.1M +**



Totaling 34 media hits this year, CEO has made an incredible impact via industry publications & radio programs.

eNewsletter distribution **2.3K**



CEO eGlace is an electronic newsletter published bi-weekly containing CEO news, member highlights and industry articles.

Website page views **200K+**



The CEO website is an informative tool for both members and non-members. The member directory is the most viewed page.

Twitter followers **3.7K +**



Twitter followers have increased by 9% over the year as a result of incorporating engaging posts that represent the industry as a whole.

LinkedIn followers **2.3K+**



CEO will utilize our LinkedIn page as an important communication tool in business to highlight CEO activity & achievements.

OCEA Gala

CEO hosted our 16th annual Ontario Consulting Engineering Awards (OCEA) Gala at Copper Creek Golf Club, in Kleinburg, ON. The event brought together leading professionals in the industry to celebrate the collective achievements in innovation that our member firms and their clients have made.

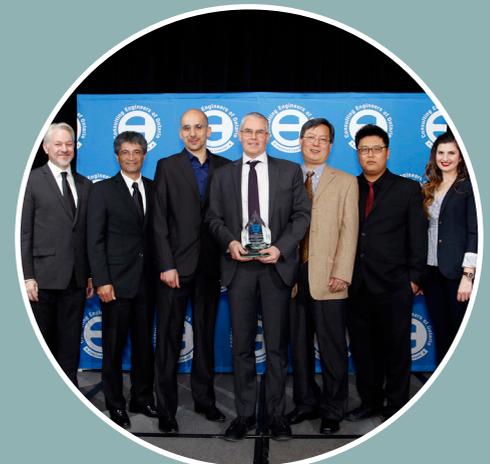
CEO presented 11 prestigious awards to deserving member firms whose projects made an impact on the social, economical and environmental quality of the province.



Kevin Frankish, MC



Bruce Matthews, CEO of CEO & John Gamble, President & CEO of ACEC



McIntosh Perry, Willis Chipman Award recipients: Phil Whelan, Bob Gordanifar, Tomaso Marangoni, Mark Priddle, Wilson Jiang, Aron Zhao & Michelle Gluck

Category

Firm

Willis Chipman Award

McIntosh Perry

Awards of Merit

Building, Engineering & Science
Environment
Industry, Energy & Resources
Project Management
Studies & Research
Transportation

WSP Canada
R.V. Anderson Associates Ltd.
Eramosa
DST Consulting Engineers
Hatch
HDR Inc.

Awards of Excellence

1-50 employees
51-100 employees
101-350 employees
351+ employees

Robinson Consultants Inc.
C.C. Tatham & Associates Ltd.
MTE Consultants Inc.
AECOM

CEO would like to thank the independent panel of judges Bob Doney, Ken Browne, John Dawson, Stephen Panciuk, Lola Hidalgo and John Thompson who volunteered their time and expertise to evaluate all 39 submissions equally.

Join us at the 2019 OCEA Gala on April 26th!

Affinity Partners

CEO has partnered with professionals in leading industries to offer our member firms valuable resources and services to assist in the operations of your business, while saving time and money.

AERORidge Insurance Brokers Ltd..

[Providing insurance for 90 years.](#)

For six years, CEO has partnered with AERORidge Insurance Brokers Ltd. to offer our member firms' employees great group rates on home and auto insurance. AERORidge offers the highest discounts available in Ontario and they don't charge extra to pay monthly or require a down payment. Contact Conrad Dion at conrad@aeroridgeinsurance.com | 1-888-685-2376 for savings up to 30% on auto and 20% on home insurance.

Benefit Partners

[Want more buying power?](#)

CEO has been in collaboration with Benefit Partners for over twenty years to bring its member firms the opportunity to gain from their employee benefits, pension and human resource management services. These companies have enjoyed NO pooled rate increases in over thirteen years, saving these firms thousands in premium dollars. Contact Dan Millar at dan.millar@benefitpartners.com | 1-877-417-6735 Ext 1 to schedule a free, no obligation, financial assessment.

Two Grey Suits

[There for you 24/7.](#)

CEO has a license agreement with Two Grey Suits to provide free access to all CEO member firms to their comprehensive Human Resources Management website and 24/7 HR hotline designed to help with everyday HR issues. Whether you are interviewing, terminating, administering discipline, developing HR policy, needing management training, doing performance reviews or have questions about everyday management of employees, the solutions to your HR problems can be found by visiting www.twogreysuits.com or by calling 1.888.661.9234.

Fitzii

[Hiring doesn't have to be hard!](#)

CEO member surveys tell us that hiring is one of most common and biggest challenges for consulting engineering firms. For each open role, your hiring manager can engage Fitzii to construct a plan that will cost-effectively maximize the attraction of qualified candidates, use smart tools and best practices for screening, and keep everything organized in Fitzii's applicant tracking software (ATS). Please visit www.fitzii.com to register for your \$250 credit with Fitzii.



Financials

Statement of Financial Position March 31, 2018

Assets		2018	2017
Current	Cash	\$99,021	\$161,706
	Short-term investment	108	401,609
	Accounts receivable	31,233	49,092
	HST receivable	4,148	1,193
	Prepaid expenses	23,462	36,048
		157,972	649,648
Investments		870,553	307,993
Capital assets		34,633	37,799
		\$1,063,158	\$995,440
Liabilities			
Current	Accounts payable & accrued liabilities	\$97,199	\$55,551
	Deferred revenue	73,521	105,128
		\$170,720	\$160,679
Fund Balances			
	Invested capital assets	34,633	37,799
	Board restricted	194,470	144,470
	Unrestricted operating	663,335	652,492
		\$892,438	\$834,761
		\$1,063,158	\$995,440

Independent Auditor's Report

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of Consulting Engineers of Ontario as at March 31, 2018, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Denis Paganelli, CPA, CA
Licensed Public Accountant

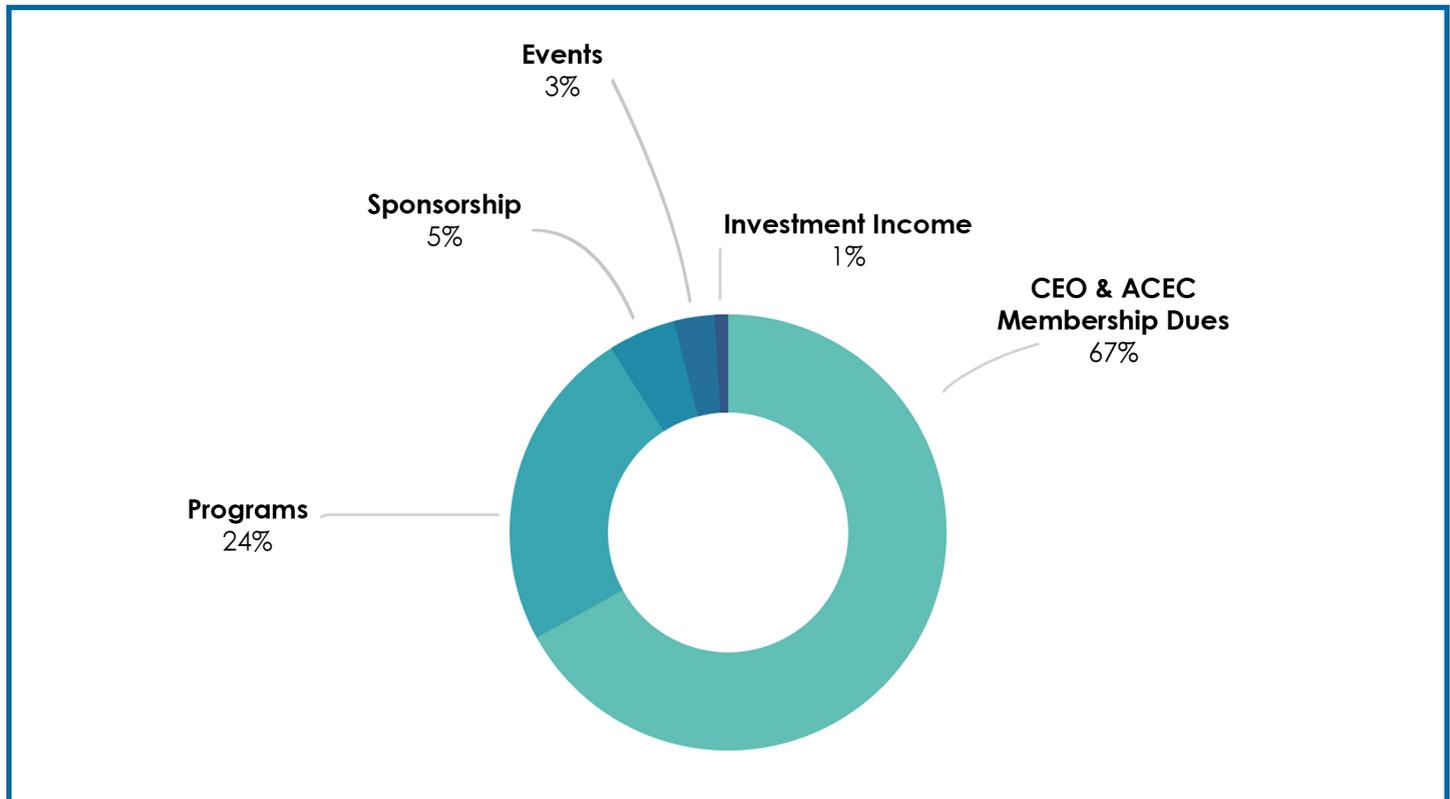
June 12, 2018

Statement of Operations
Year ended March 31, 2018

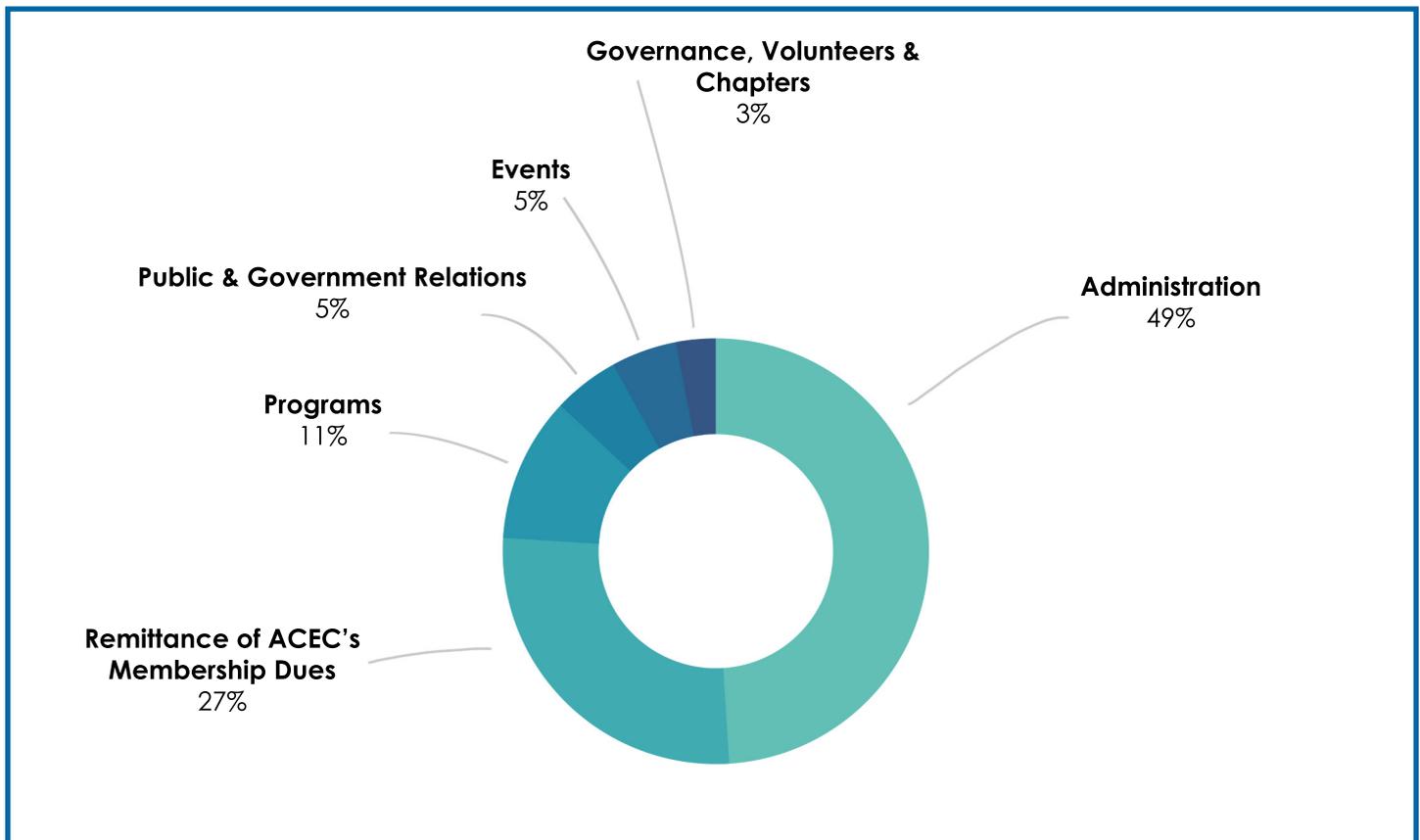
Revenue	2018	2017
CEO & ACEC Membership fees	\$1,260,140	\$1,064,733
Programs	441,703	514,778
Sponsorship revenue	99,000	116,270
Events	53,593	64,622
Investment income	15,872	11,693
	1,870,308	1,772,096

Expenses	2018	2017
Administration	\$877,892	\$769,756
Remittance of ACEC's membership fees	489,160	483,194
Programs	202,766	258,533
Public & Government Relations	93,129	102,904
Events	91,516	103,786
Governance, Volunteers, Chapters	58,168	50,869
Strategic Initiative Fund Expense	--	19,530
	1,812,631	1,788,572
Excess (deficiency) of revenue	\$57,677	(\$16,476)

Revenue



Expenses



Committees & Volunteers

Building Design Sector Committee

Scott Armstrong, Chair
WSP

Jeremy Carkner
Morrison Hershfield Limited

Kevin Farbridge
Smith + Andersen

Steve Titus
Aercoustics Engineering Ltd.

Steven Versteegen
Wood

Business Risk Committee

Bill Allison, Chair
Dillon Consulting Limited

Dave Bannister
R.J. Burnside & Associates Ltd.

Carolyn Francis
Jacobs

Rex Meadley
C.C. Tatham & Associates Ltd.

Steve Panciuk
Marsh

Geoff Pound
Morrison Hershfield Limited

Andre Proulx
Parsons

Tom Richardson
R.V. Anderson Associates Ltd.

Bob Wilson
Hub International

David Zurawel
CEO

Chapter Guidance Manual Taskforce

Peter Mallory, Chair
Jacobs

Laura Korneluk
CEO

Stan Matthew
Associated Engineering

Ryan Matthews
Jacobs

Derek Potvin
Robinson Consultants Inc.

Montana Wilson
MTE Consultants Inc.

Fee Schedule Task Force

Dave Bannister
R.J. Burnside & Associates Ltd.

Andrew Lawton
McKee Engineering

Bruce Matthews
CEO

Michael Oldham
WSP

Barry Steinberg
CEO

Jim Weir
Morrison Hershfield Limited

Finance & Audit Committee

Christine Hill, Chair
Cole Engineering Group Ltd.

Jeremy Carkner
Morrison Hershfield Limited Ltd.

Mike Eichhorn
Hatch

Cindy Gonsalves
CEO

Joe Sframeli
WSP

Steven Titus
Aercoustics Engineering Ltd.

Government Relations Committee

Jeremy Carkner, Chair
Morrison Hershfield Limited Ltd.

Steve Dyck
SNC-Lavalin Inc.

Rob Kivi
WSP Canada

Ron Scheckenberger
Wood

David Zurawel
CEO

Governance Transition Committee

Khaled El-Dalati
HDR Inc.

Don Holland
Stantec Consulting Ltd.

Bruce Matthews
CEO

Rex Meadley
C.C. Tatham & Associates Ltd.

Bruce Potter
B.M. Ross and Associates Limited

Barry Steinberg
CEO

Nominating Committee

Christine Hill, Chair
Cole Engineering Group Ltd.

Dave Bannister
R.J. Burnside & Associates Ltd.

Brian Ruck
GHD Group Ltd.

Non Dues Revenue Task Force

Joe Sframeli, Chair
WSP

Cindy Gonsalves
CEO

Dan Millar
Benefit Partners

Wilma Schreuders
XL Catlin

Sabina Taylor
Hugh Wood Canada Ltd.

Lauryn Weinberger
CEO

Member Engagement Committee

Don Holland, Chair
Stantec Consulting Ltd.

Laura Korneluk
CEO

Steve Pilgrim
McIntosh Perry

Brian Ruck
GHD Group Ltd. Limited

Chapter Engagement Sub-Committee

Peter Mallory, Chair
Jacobs

Laura Korneluk
CEO

Stan Matthew
Associated Engineering

Ryan Matthews
Jacobs

Peter McAllister
AECOM

John McGill
Parsons

Derek Potvin
Robinson Consultants Inc.

Montana Wilson
MTE Consultants Inc.

Metrolinx Joint Transit Engineering Council (JTEC)

Karen Freund, Chair
Jacobs

Tim Corcoran
Arup

JTEC Business Risk Sub-Committee

Dave Lehto
Stantec Consulting Ltd.

Sean Meadows
Arup

Erin Prohaska
LEA Engineering

JTEC Scoping Sub-Committee

Travis Brown
Stantec Consulting Ltd.

Jim Georgas
R.J. Burnside & Associates

Chris Haylock
Arup

Ben Hunter
Wood

Rick Krutzler
LEA Engineering

Casey Kwan
GHD Group Ltd.

Cian Murphy
CIMA +

Robert Ng
Peto MacCallum

JTEC Industry Capacity Sub-Committee

Peter Byrne
Arup

Gregg Cooke
Stantec Consulting Ltd.

Adel Fahmi
Electrical Engineering Group

Doug Keenie
R.J. Burnside & Associates

Cian Murphy
CIMA +

Mark Tulloch
Tulloch Engineering Group

Terry Wallace
LEA Engineering

JTEC Conflict of Interest Sub-Committee

Richard Lanyi
Stantec Consulting Ltd.

Andrew Philip
AECOM

Eric Smith
AECOM

Terry Wallace
LEA Engineering

Ministry of Transportation (MTO) - CEO Executive Committee

Brian Ruck, Chair
GHD Group Ltd.

Gord Firth
WSP

Duane Girard
AECOM

Bruce Matthews
CEO

MTO-CEO Contract Administration Sub-Committee

Duane Girard, Co-Chair
AECOM

Matt Gleben
HCI

Robert Gunn
WSP

Joel Kimmett
GHD Group Ltd.

Gord Kreiger
WSP

Ron Louttit
Stantec Consulting Ltd.

Carlos Nascimento
Peto MacCallum Ltd.

Tom Pepper
Tulloch Engineering Group

John Riggs
Parsons

Brian Ruck
GHD Group Ltd.

Otto Steenkamp
LEA

John Taylor
McIntosh Perry

MTO-CEO Engineering Sub-Committee

Gord Firth, Chair
WSP

Andrew Balasundaram
Golder

Greg Cooke
Stantec Consulting Ltd.

Darcy Cowan
Parsons

Tanya Cross
Dillon

Khaled El-Dalati
HDR Inc.

Duane Girard
GHD Group Ltd.

Richard Hein
Parsons

Brian Malone
CIMA +

Carlos Nascimento
Peto MacCallum Ltd.

Steven Pilgrim
McIntosh Perry

Jim Weir
Morrison Hershfield Limited

Kevin Welker
Stantec Consulting Ltd.

Municipal Engineers Association (MEA) - CEO Committee

Geoff Pound, Chair
Morrison Hershfield Limited

Geoff Burn
Associated Engineering

Paul McLennan
BluePlan Engineering

Laurel Murphy
Jacobs

Sabina Taylor
Hugh Wood Canada Ltd.

Bryan Stanton
C.C. Tatham & Associates Ltd.

Mark Swan
Parsons

David Zurawel
CEO

Ottawa Chapter - City of Ottawa Committee

Guy Cormier
J.L. Richards & Associates Limited

Edson Donnelly
Novatech Engineering Consultants Ltd.

Andre Droulin
Smith + Anderson

John Krug
Stantec Consulting Ltd.

Ryan Matthews
Jacobs

Sylvian Montminy
Parsons

Derek Potvin
Robinson Consultants Inc.

Ottawa Chapter Buildings Group

Rick Cunliffe
Cunliffe & Associates

Andre Droulin
Smith + Anderson

John Graf
J.L. Richards & Associates Limited

Josh Hale
Stantec Consulting Ltd.

John Krug
Stantec Consulting Ltd.

Andrew Lawton
McKee Engineering

Ross McIntyre
Goodkey & Associates

Jim Mills
WSP

Greg Santyr
CIMA +

Patrick St. Onge
Bouthillette Parizeau Inc.

Rapid Response Sub-Committee

Bill Allison, Chair
Dillon Consulting Limited

Dave Bannister
R.J. Burnside & Associates Ltd.

Carolyn Francis
Jacobs

Rex Meadley
C.C. Tatham & Associates Ltd.

Steve Panciuk
Marsh

Geoff Pound
Morrison Hershfield Limited

Andre Proulx
Parsons

Tom Richardson
R.V. Anderson Associates Ltd.

Bob Wilson
Hub International

David Zurawel
CEO

CEO Membership

30 Forensic Engineering
A. J. Clarke and Associates Ltd.
Adjeleian Allen Rubeli Limited
AECOM
Aercooustics Engineering Limited
AGM
AIA Engineers
Ainley Group **
Aiolos Engineering Corporation
Anrep Krieg Desilets Gravelle Ltd.
Aquafor Beech Limited
Arcon Engineering Consultants Limited **
Arup Group
Associated Engineering
Atkins + Van Groll Consulting Engineers
Atkinson Engineering Inc.
B. J. Tworzyanski Limited **
B. M. Ross and Associates Limited **
BA Consulting Group Ltd.
Black & Veatch Canada Company
Blackwell
BluePlan Engineering Limited
Bouthillette Parizeau Inc.
Buchan, Lawton, Parent Ltd.
C. C. Tatham & Associates Ltd.
C.F. Crozier & Associates Inc.
Canadian Eco Systems Inc.
Can-Technologies Inc.
Cemcorp Ltd.
Chorley & Bisset Ltd.
CIMA +
Civil ArSa Engineering
Cole Engineering Group Ltd.
Comcor Environmental Limited
Consultec Ltd.
Cowater International Inc.
Crossey Engineering Ltd.
Cyril J. Demeyere Limited
D. F. Elliott Consulting Engineers Ltd.
D. M. Wills Associates Limited
D.G. Biddle & Associates Limited **
David Schaeffer Engineering Ltd.
Davroc & Associates Ltd.
Dearden and Stanton Limited
Decast
Development Engineering (London) Ltd.
DIALOG
Dillon Consulting Limited
Doherty Engineering Inc.
DST Consulting Engineers Inc.
Electrical Engineering Group
Engineering Harmonics Inc.
Englobe
EPCM Services Ltd.
Eramosa
Exp Services Inc.
G. Bachir
G.D. Jewell Engineering Inc.
G.L. Tiley & Associates Limited
GeoTerre Limited
GHD Group Ltd.
Golder Associates Ltd.
Goodkey Weedmark & Associates Ltd. **
Greenview Environmental Management
Greer Galloway Group Inc., The
Gryphon International Engineering
Services, Inc.
H.H. Angus & Associates Ltd. **
Haddad, Morgan and Associates Ltd.
Hatch
HDR Inc. Corporation
HGC Engineering

Highway Construction Inspection Ontario
Houle Chevrier Engineering Ltd.
IBI Group
Integral Group, The
J. P. Conforzi & Associates Limited
J.H. Cohoon Engineering Limited
J.L. Richards & Associates Limited
Jablonsky, Ast and Partners
Jacobs
JADE Plus Inc.
Jensen Hughes Consulting Canada Ltd.
JNE Consulting Ltd.
John G. Cooke & Associates Ltd.
John R. Hamalainen Engineering Ltd.
K. Smart Associates Limited
Keller Engineering Associates Inc.
Kerry T. Howe Engineering Limited
KGS Group
Kirkland Engineering Ltd.
Klohn Crippen Berger Ltd.
K-TEK Electro-Services Limited **
Landtek Limited
Lassing Dibben Consulting Engineers Ltd.
LEA Consulting Ltd.
M.H.D Engineering Inc.
McIntosh Perry
McKee Engineering
MCW Consultants Ltd.
Meritech Engineering
Mitchell Partnership Inc., The
MNA Engineering Ltd.
Mooney Metaxas Engineering Inc. *
Morrison Hershfield Limited
MTE Consultants Inc.
Mulvey & Banani International Inc.
Municipal Infrastructure Group Ltd., The
Nadine International Inc.
Nasiruddin Engineering Limited

Novatech Engineering Consultants Ltd.
OHE Consultants *
Parsons
Patriot Engineering Ltd.
Pedelta Canada Inc.
Peto MacCallum Ltd.
Piotrowski Consultants Ltd.
PPA Engineering Technologies Inc.
Pressure Vessel Engineering *
Quad Engineering Inc.
R. E. Poisson Engineering
R.A.N.D. Engineering Corporation
R.J. Burnside & Associates Limited
R.V. Anderson Associates Ltd.**
RA Engineering Inc. *
Ravens Engineering Inc.
Read Jones Christoffersen Ltd.
Reinders + Rieder Ltd.
Remisz Consulting Engineers Ltd.
Remy Consulting Engineers Ltd.
Riaboy Engineering Ltd.
RICOR Engineering
Robert G. McEwen & Associates Limited
Robinson Consultants Inc.
ROI Engineering - SimuTech Group
RTG Systems Inc.
Schaeffer & Associates Ltd.**
Shaba Testing Services Ltd.
Sigmund Soudack & Associates Inc.
Skelton, Brumwell & Associates Inc.
Skira & Associates Ltd.
Smith + Andersen Consulting Engineering
SNC-Lavalin Inc.
SPG Engineering Group Ltd., The
Spriet Associates
Stantec Consulting Ltd.
T. L. Mak Engineering Consultants Ltd.
Tacoma Engineers Inc.

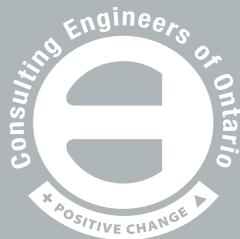
TBT Engineering Limited
Tecsar Engineering Inc.
Terrapax Environmental Ltd.
Terraprobe Inc.
Thornton Tomasetti Canada Ltd.
Thurber Engineering Ltd.
Triton Engineering Services Limited **
Tulloch Engineering Group
TWD Technologies
Upper Canada Planning & Engineering Ltd.
V. A. Wood Associates Limited
Valcoustics Canada Ltd. **
VanBoxmeer & Stranges Engineering Ltd.*
Wainbee Limited
WalterFedy **
Watts, Griffis and McOuat Limited **
Wood
WSP Canada Group Limited
WSP Canada Inc.
XCG Consultants Ltd.

*** New Member**

**** Founding Member**

Affiliated & Sponsoring Organizations

Autodesk, Inc.
BSI Group
Canadian Council of Independent (Laboratories) (CCIL)
Cement Association of Canada
Decast Ltd.
Encon Group Inc.
Firstbrook, Cassie & Anderson Ltd.
Heal and Co. LLP
Hugh Wood Canada Inc.
Infrastructure Ontario
Marsh
McAsphalt Engineers Services
McMillan LLP
Ontario Association of Certified Engineering
Technicians and Technologists (OACETT)
Ontario Concrete Pipe Association
Ontario General Contractors Association (OGCA)
Ontario Road Builders' Association of Ontario (ORBA)
Ontario Society of Professional Engineers (OSPE)
Pro Form Sinclair
Residential & Civil Construction Alliance of Ontario (RCCAO)
XL Catlin



Consulting Engineers of Ontario (CEO)
10 Four Seasons Place, Suite 405
Toronto, ON M9B 6H7
(416) 620-1400 | www.ceo.on.ca

