



**CONSULTING
ENGINEERS OF
ONTARIO**

Annual Report
2018 - 2019

ABOUT CEO

Founded in 1975, Consulting Engineers of Ontario (CEO) is an association that advocates for a business and regulatory climate in the interests of our members.

CEO represents approximately 155 consulting engineering firms that employ nearly 23,000 Ontarians. Our member firms provide a wide range of engineering services to government and private sector clients. Member firms range in size from sole proprietorships to large multinational engineering firms, with the majority being small firms with less than 50 employees in Ontario.

We are a member organization of the Association of Consulting Engineering Companies of Canada (ACEC) and the International Federation of Consulting Engineers (FIDIC). When a firm joins CEO, they are automatically enrolled in ACEC and FIDIC.

As the authoritative voice of the consulting engineering sector, CEO speaks on behalf of our members to shape public policy and legislation to secure a sustainable business environment. CEO is committed to delivering positive change within the industry.

Mission, Vision, Values & Goals

CEO Mission Statement

To promote a sustainable business environment for members.

CEO Vision

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

CEO Core Values

- ▷ Integrity
- ▷ Trust
- ▷ Collaboration
- ▷ Diversity
- ▷ Respect

CEO Strategic Goals

Goal 1: Advocacy

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

Goal 2: Business Practices

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

Goal 3: Member Engagement

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

BOARD & STAFF



Officers:

Christine Hill, Chair

Cole Engineering Group Ltd
Business Development, Leader, Water Practice

Bill Allison, Chair of the Governance Committee

Dillon Consulting Limited
Partner

Rex Meadley, Past Chair

Tatham Engineering Limited
Chairman

Joe Sframeli, Treasurer

WSP
Executive Vice President, Infrastructure

Directors:

Steve Dyck

SNC-Lavalin Inc
Vice President Ontario, Government Relations

Khaled El-Dalati

HDR Inc
Vice President

Karen Freund

Jacobs
Vice President

Don Holland

Stantec Consulting Ltd
Vice President, Water

Steve Pilgrim

McIntosh Perry
Vice President, Transportation

Tom Richardson

R.V. Anderson Associates Ltd
Chief Structural Engineer

Brian Ruck

GHD Group Ltd
Principal, Vice President, Transportation

Ron Scheckenberger

Wood
Principal, Senior Water Resources Engineer

Mark Tulloch

Tulloch Engineering
Chief Executive Officer

Staff:

Bruce Matthews

Chief Executive Officer

Cindy Gonsalves

Director, Finance & Operations

David Zurawel

Director, Government & Stakeholder Relations

Shelley Bahorie

Marketing & Communications Specialist

Laura Korneluk

Member & Volunteer Engagement Specialist

Catherine Morrison

Stakeholder Relations & Research Analyst

Lauryn Weinberger

Member Services & Event Planner

MESSAGE

FROM THE CHAIR



I am pleased to report that CEO continues to thrive as the authoritative voice for consulting engineering firms in Ontario. Working together with our member firms, industry leaders, and affiliated organizations over the past year, we have been able to address the issues of greatest importance to our members. Our increased profile has enabled us to represent the interests of our industry with government and key stakeholders with the goal of improving the business environment for consulting engineering firms.

I am fortunate to have the opportunity to sit on the Board as Chair for a two-year term allowing for a more influential term and the opportunity to leverage our momentum to generate continued growth for CEO. My goals for the upcoming year are:

- ▶ To work with CEO volunteers and member firms to craft new strategic goals for our organization,
- ▶ To continue to drive a strong focus on CEO's Government Relation activities,
- ▶ To continue to engage our membership in CEO's activities; and
- ▶ To reinforce a communication plan that will widely deliver the news of CEO's successes.

As CEO approaches the final year of our current Strategic Plan, we are proud to report that we have achieved many of the goals and objectives we set for ourselves. CEO has been an extremely nimble organization and over the last four years has evolved and adapted to meet and respond to the challenges that have occurred. We narrowed our focus to meet prioritized goals and have elevated CEO's position as the voice of Ontario's consulting engineering firms.

CEO has already begun forecasting an exciting new Strategic Plan to guide us in the upcoming years. We are taking stock of our past successes and our challenges to help us set clear goals for the future. We will also be aligning our energy and our resources to ensure our goals are met. I am confident the inception of the new Strategic Plan will drive CEO and our members to their full potential.

In closing, I would like to express my sincere thanks to all of CEO's volunteers and staff. The members of our Board of Directors and our Committees have all worked tirelessly over the past year and I would like to thank each of them, for their contributions to advancing CEO's goals. I would also like to recognize and thank the capable staff at CEO for the great work that they have done over the past year.

Bruce Matthews became our Chief Executive Officer in 2018 and his first full year at CEO has been a very successful one. I would like to thank him for the energy and passion he has brought to the organization and I look forward to working with him over the coming year.

I am thrilled to be continuing on as Chair of CEO in the coming year and look forward to working with our Board, committees, staff and member firms to achieve future advancements of CEO.

A handwritten signature in blue ink, appearing to read 'Christine Hill'.

Christine Hill, M.Eng., P.Eng.

MESSAGE FROM THE CEO

Delivering the Value



At its core, CEO is an industry association, representing the business interests of engineering firms that provide expert advice, guidance, analysis, design, evaluation and management services across a spectrum of engineering disciplines. Our membership is diverse, not only in terms of area of practice but in terms of size and client base. Our mission is to promote a sustainable business environment for our member firms. Our challenge is to do so in a way that delivers real value to all our member firms.

This past year has been an incredibly active one at CEO. A new and very different type of government was elected in Ontario in June 2018. With advocacy and government relations being a staple of CEO's mandate, we quickly engaged with this new government and established positive working relationships throughout, especially with the Ministries of Infrastructure and Transportation. On issues of procurement, contracting and infrastructure investment, among others, CEO has become a valued resource and our perspectives are being actively sought by this government.

As a more direct demonstration of CEO's value, our Rapid Response Service has been busy. The Service allows member firms to identify concerns about RFP language, terms and conditions for a formal industry response. Over 30 instances of problematic RFPs, with concerns ranging from indemnification to risk transfer to performance standards, have been reviewed and responded to over this past year. The clients, mostly being municipalities, value this feedback and they are listening. We don't always get the changes we would like, but we are seeing many successes and we have put the issues on the radar of the client procurement and legal departments.

As this Annual Report is published, we are just a few weeks away from the implementation of regulation changes under the new Construction Act for a new prompt payment and adjudication regime that will impact almost all CEO member firms. The new regulations are a game-changer and represent the most significant change to construction and lien law in decades. To assist our member firms in preparing for the impact of these changes, CEO prepared and delivered a series of seminars earlier this year regarding the upcoming changes and their impact. The seminars have been well attended and well received, and CEO will continue to support our member firms during the transition to the new regulations.

The value of CEO membership presents itself in a variety of ways – direct and indirect, extrinsic and intrinsic. One way to directly leverage the value is to take advantage of the savings offered through our affinity partners. You may already be aware of our offerings related to employee benefit programs, HR support and recruiting. This past year, we are very pleased to have added BMS Canada to our roster, offering a professional liability insurance package for CEO member firms, plus other business-related insurance coverages.

Like so many things in life, the value you get out of CEO membership is a function of the effort you put into it. CEO has spent considerable effort this past year enhancing member engagement and creating more opportunities for volunteers. I am pleased to report that over 25% of member firms now actively participate in the governance, committees and chapters at CEO. While CEO staff are dedicated to delivering on our mission, it is the continued engagement and participation of volunteers that is key to our success. CEO is your association and helping CEO helps you, your firm and your industry.

To conclude, I would like to thank to the CEO Board of Directors and my very talented staff for all their hard work over this year. The coming year, with the development of a new strategic plan, represents a watershed moment for CEO and an opportunity to redefine ourselves in this age of technology and disruption. I look forward to the challenges that lie ahead.



Bruce G. Matthews, P.Eng.



Like so many things in life, the value you get out of CEO membership is a function of the effort you put into it.

ADVOCACY EFFORTS

Advocacy plays a prominent role in CEO's strategic plan. The association, supported by dedicated volunteers, works with elected provincial and municipal representatives, plus public officials, industry leaders and stakeholders to seek a better business environment for Ontario's consulting engineering industry.

CEO's advocacy efforts are focused on very specific member-driven issues outlined in our strategic plan. However, achieving results on these issues requires an intensive and multi-faceted approach involving detailed research, message development, communications planning, meetings with government and public officials and other related stakeholder groups. CEO also makes a considerable effort to develop industry-specific consultation submissions on important member issues to key provincial ministries and municipalities.

The election of the Ford government saw the first change in provincial mandate in 15 years. This prompted CEO to develop a plan to educate key newly elected Members of Provincial Parliament (MPPs) about the role of Ontario's consulting engineering industry, emphasizing the importance of fulfilling existing and planning future core infrastructure investment commitments. It is important for investments to be made as a result of proper planning, informed by evidence-based decision making and executed through industry best practices to ensure the greatest practical innovation and value are realized from those investments.

Supporting a focused regulator

CEO appreciates that the protection of the public interest demands a strong and focused engineering regulator. This past year CEO joined with the Ontario Society of Professional Engineers in seeking a more focused and better governed Professional Engineers Ontario (PEO). We look forward to working constructively with PEO as they implement the recommendations arising from their external Regulatory Performance Review.

CEO's approach to infrastructure

Active engagement by business with government is essential for infrastructure policy and initiatives to be successful. CEO defines infrastructure success as providing value for taxpayers while protecting the public welfare.

CEO does not advocate for specific infrastructure investment. Rather, we advocate for investment as a result of proper analysis and planning. Recent efforts have improved government's ability to make sound, evidence-based and value-driven infrastructure investment decisions. CEO's efforts have focused on maintaining this momentum with the new provincial government.

Importance of a long-term infrastructure plan

Essential to this is Ontario's Long-Term Infrastructure Plan (LTIP), providing planning and investment focus for both government and industry. An accurate and well informed LTIP will identify and define the government's course to acquiring the most urgently needed and valuable infrastructure projects. These priority investments can then be actioned through a capital project pipeline, providing direction and crucial market information to government ministries, agencies, municipalities and industry.

Procurement models – The right tool for the right project

Core infrastructure procurement is a complex and multi-faceted process requiring nuance and flexibility. It can only be executed effectively if government has a clear and well-defined vision of what it seeks to achieve – both for the province as a whole and the people in the communities the infrastructure will serve. How government defines value of investment is essential. It is well-established that lowest price project award is not the answer. Low-bid award consistently results in highest completed price projects. CEO's position that the most appropriate model of procurement should be used for the project under consideration. Qualifications-Based Selection (QBS) is an industry best practice model that provides value for clients and taxpayers for design-heavy and complex projects. Also effective for large capital projects are the Alternative Finance and Procurement (AFP) and Integrated Project Delivery (IPD) models. What is important

to recognize is that every project must be assessed for what model of procurement is most effective and will provide the greatest value through level of service provided and asset delivery according to the reasonable budgets and timelines.

CEO works directly with a number of key government ministries impacting our industry. Throughout the year CEO staff meet with elected officials and staff in the Office of the Premier and ministries of the Attorney General, Infrastructure, Transportation, Environment, Conservation and Parks, 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 important member issues such as consultant evaluation systems, procurement methods and provincial legislation and regulations such as the Construction Act and asset management planning that impact their projects.



I would like to take this opportunity to thank the CEO staff and volunteers that have been actively involved in advocating on behalf of the membership. We have experienced significant issues with contract wording particularly on the indemnification and insurance clauses.

The approach of sending letters directly to the clients on behalf of the association with suggested revisions to the wording, along with explaining the impact of the current wording, is very helpful. While not all clients are accepting the requests, it provides another source to encourage change to some very poorly worded and one-sided contracts. I know both the head office and the local Grand River chapter have been actively involved.

Paul Reitzel
CEO & PARTNER
WALTERFEDY

Procurement practices – Project model selection and management of risk

CEO has spent considerable time and effort communicating with the new government about maximizing the value of public infrastructure procurement and the impacts of the management of project risk.

For many years, public infrastructure construction in Ontario involved only established design-bid-build approaches for its projects. Recent successes with infrastructure projects here in Ontario and across Canada have proven the value that Public-Private Partnerships (P3s) and the variety of design/build approaches can offer.

While the need for P3 methods is understood, CEO has been consistent in its communications with government that P3 and other non-traditional procurement models are not a universal remedy. Decisions to use these models need to be based on a balanced approach using

criteria that include maintaining and creating jobs, local and regional economies and the need to develop sustainable, long lasting projects. Bundling of projects simply to meet financial criteria, or create administrative ease, can harm smaller companies and design professionals in the construction and infrastructure sector, put smaller municipalities at a disadvantage and snuff out innovation.

Risk and return will ultimately be the issue that defines government's decisions. The issue of allocation and management of project risk has been a consistent topic of discussion. CEO is continuing our efforts to have the province work with industry to develop an improved process for reviewing risk allocation by ministries and agencies before RFP release. The objective is to have this process ensure that risk allocation is optimal and appropriately addressed within project cost estimates.

Asset management planning

CEO continued to support the provincial government's roll-out of its six-year program for Municipal Asset Plans, attending an implementation announcement for small and rural community support with Infrastructure Minister McNaughton.

Having advocated strongly for the government to establish a standard format and reporting requirement for these plans, CEO is looking forward to continuing our efforts, supporting municipalities and the province as new regulatory provisions come into effect in the coming years.

The new Construction Act

CEO continued its active support of the development of regulations to prepare for the full implementation of the Act in the fall of 2019. Lien modernization regulations came into force July 1, 2018. Prompt Payment and Adjudication regulations and their rules are scheduled to come into force October 1, 2019.

BUSINESS PRACTICES

Serving as the conduit through which CEO works to promote a sustainable business environment for member firms, the Business Practices Committee focuses its efforts through a number of specific channels to mitigate potential

Rapid Response Service

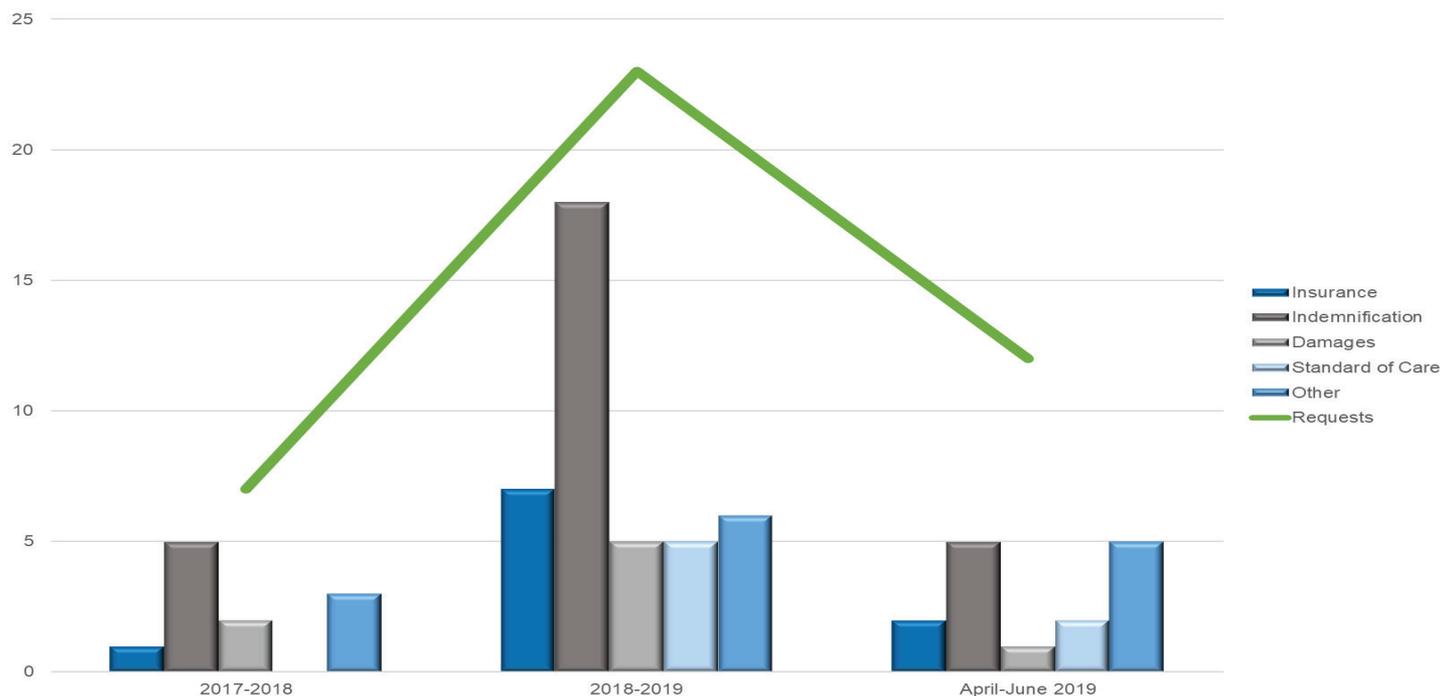
Established two years ago, CEO's Rapid Response Service advocates for member firms while they navigate through problematic contract and procurement issues. The goal of this Service is to challenge, correct, and educate clients who present CEO member firms with unreasonable and uninsurable terms and conditions, ensuring that our members' needs are addressed in a timely and effective manner.

Through CEO's extensive and experienced volunteer network, the Rapid Response Service provides members the opportunity to express

their concerns to municipal and provincial clients through CEO, with the objective of achieving mutually beneficial solutions for consultants and clients.

The team opens a dialogue with clients procuring professional services using problematic contract and procurement terms and conditions within a prompt timeline. By working with member firms to quickly address issues, CEO is able to effectively present a well-rounded industry position to their concerns.

Rapid Response Overview



1. 2017-2018 data is drawn from April 2017-March 2018 fiscal year
2. 2018-2019 data is drawn from April 2018-March 2019 fiscal year
3. Category definitions: Indemnification represents clauses that have onerous indemnity terms and may also contain insurance provisions; Damages represents special, liquidated, and consequential; and Standard of Care represents clauses that actively require Consultants to go over and above the defined Standard of Care

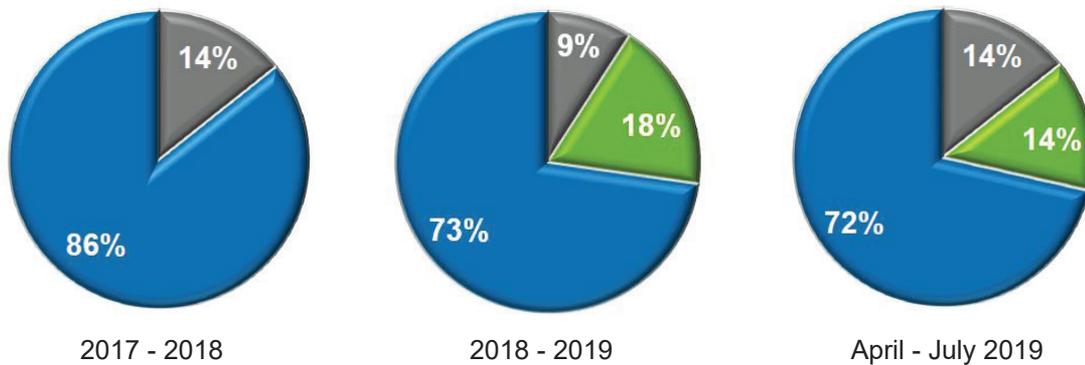
Trends and analysis

In the past year, CEO has seen a significant increase in the number of Rapid Response requests. We have responded to more than 30 problematic RFPs with each request typically addressing several complex issues. While each request presents its own unique issues, members are consistently coming forward with concerns surrounding Indemnification, Insurance, Damages, and most recently, Standard of Care.

The data that CEO tracks through this Service identifies areas of concern for members and illustrates the growth in demand. This leads to an increase in exposure to diverse contract issues, strengthening our industry voice by delivering consistent messages to clients.

Rapid Response Requests by Firm Size

- Small (>30)
- Medium (30-100)
- Large (100+)



1. Data is drawn from CEO's 2017-2018, 2018-2019 fiscal years and from the present year
2. Firm sizes (>30, 30-100, 100+) are determined by total number of employees in each firm

CEO's Rapid Response Service efforts have resulted in the publication of several advisories, bulletins, and communiqués. These means of communication are critical to keeping CEO members empowered with information about the current business landscape. The results of our communication have led to significant results from clients including contract changes, meetings, and subsequent agreement reviews.

As CEO enters the final year of our current Strategic Plan, we will continue to build on this year's success of working to improve business practices. The public client landscape continues to become more challenging to navigate, and CEO is looking ahead to guide members by proactively addressing issues and advocating for the improvement of industry wide best practices.



Thank you CEO for your ongoing efforts to increase fairness and remove unreasonable risk in the consulting engineering industry through your Rapid Response Service. Measurable progress is being made.

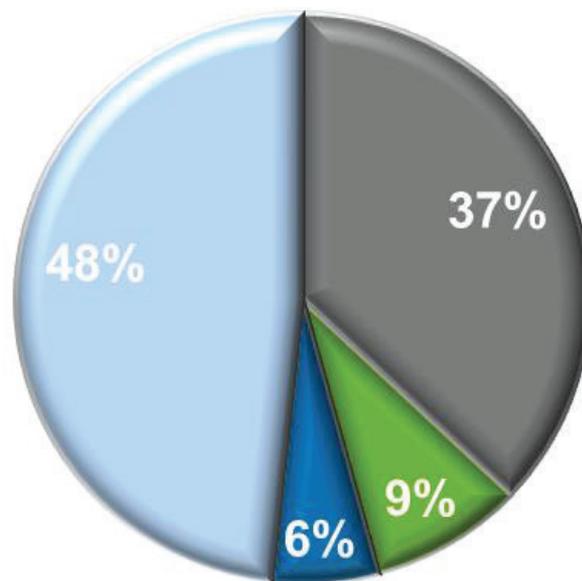
Bill Van Ryn
Executive Vice President
TATHAM ENGINEERING LIMITED

Consultations on major municipal agreements

Over the past year, CEO has had the opportunity to consult on and provide an industry wide opinion on several major municipal agreements. By broadly reaching out to our member firms, CEO has provided insightful and constructive support to the City of Ottawa, City of London, City of Kitchener, Niagara Region, and City of Mississauga. These consultations used a broad industry lens to provide constructive feedback to these municipalities as they look to update their standard agreements for professional services. CEO relied on member firms' diverse opinions, expertise, and perspectives to inform our consultation efforts, and to strengthen our submissions.

Based on issues identified by members, CEO has identified an extensive number of onerous and challenging clauses in each reviewed agreement. As CEO has evolved our consultation process, more member firms have engaged to identify issues and provide feedback based on their intersectional and diverse background and experience. CEO has consistently brought forward every issue that has been identified by members. This has enabled member firms to have a direct say in our line of advocacy while working to shape an entire industry opinion. It is only through the generous time and commitment of our member firms that CEO can address this wide breadth of issues through a sound and empowered advocacy program.

Major Municipal Agreement Consultation-Identified Issues



■ Ottawa ■ London ■ Kitchener ■ Mississauga

1. Data is drawn from consultations from the 2018-2019 fiscal year
2. This data is a visual representation of the scope of work. It illustrates the numerical breadth of issues that CEO has addressed with municipalities, not the intensity or severity of the clauses addressed.

MEA | CEO Standard Agreement

CEO has worked in partnership with the Municipal Engineers Association (MEA) since 1989 to develop and maintain a Standard Client / Engineer Agreement for Professional Consulting Services (Standard Agreement). CEO and MEA have updated the Standard Agreement for 2018 to reflect the present business environment affecting member firms and clients. Promotion and wide use of the Standard 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. Continued updates to the Standard Agreement will be made to maintain it as a relevant industry tool.

The updated Standard Agreement, which is available as a fillable PDF on our website, 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 is mutually beneficial for both parties and promotes a healthy business environment while remaining consistent with engineering industry best practices.

To support the Standard 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.

- 2018**
Improved format, including fillable PDF version & user guide
- 2016**
Standard Agreement altered to be changed to a contract document
- 2006**
Standard Agreement updated to include minor changes in General Conditions & Fees
- 2002**
Introduction of a "Consultant Appraisal Form"
- 1989**
Standard Agreement was established, jointly by CEO & MEA



QUEEN'S PARK DAY



CEO held our 4th Annual Queen's Park Day (QPD) on Monday October 22, 2018. The focus of this year's event was to establish relationships with newly elected MPPs and to reconnect with returning ones. The event was made possible through the support of Kinga Surma, MPP who represents CEO's Etobicoke Centre riding and sponsored the event. QPD is our industry's premier advocacy event for our member firms to speak with a unified voice in meetings with MPP and their staff from all political parties at the Legislature on important industry issues.

The day began with a networking breakfast reception where CEO members and staff led industry issue discussions with Progressive Conservative, New Democratic and Liberal MPPs before the opening of legislative business. The conversation focused on issues of infrastructure planning and investment, contract language, and public procurement policies.

Delegates then attended the government's Question Period from the Legislature's Members' Gallery as guests of MPP Surma, who introduced our delegation to legislators.

Later a working lunch with key Ministers and staff took place, followed by a meeting with Premier's Office policy officials responsible for infrastructure-related portfolios. These discussions focused on CEO's priorities of: evidence-based infrastructure investment supported by asset management planning; sound procurement through equitable project contracting; and progressive legislative and regulatory reform.

In total CEO's delegation met with 17 Ministers, Parliamentary Assistants and MPPs, along with a dozen senior advisors from Premier's Office, Infrastructure, Transportation, Finance and Environment Minister's offices. The day was a valuable opportunity for CEO to bring our agenda of sound infrastructure investment front-and-centre as the government developed its legislative agenda.

ACEC HIGHLIGHTS

Over the last year, ACEC worked diligently for a more favourable public policy and business climate for consulting engineering companies, and by extension, for all Canadians by educating and working with the federal government and collaborating with national stakeholders.

Timely infrastructure investments & free trade

ACEC President & CEO John Gamble addressed infrastructure investment delays on Parliament Hill when testifying to the House of Commons Standing Committee on Transport, Infrastructure and Communities on the importance of sustained financial commitments, the government's infrastructure plans, and outlined a series of recommendations that would improve its implementation. This message was also delivered to the Minister of Infrastructure and senior policy advisors, and became a core piece of ACEC's pre-budget submission to the Finance committee.

ACEC also shared its knowledge and expertise of infrastructure development with the President and CEO of the Canada Infrastructure Bank, Pierre Lavallée. ACEC further strengthened this relationship when Chair of the Bank, Janice Fukakusa, shared her vision for the Bank at ACEC's national leadership conference in October. ACEC will continue to strengthen this relationship to ensure the interests of the consulting engineering sector, and all Canadians, are top-of-mind as the Bank identifies investors and projects to finance.

The Honourable Perrin Beatty, President and CEO of the Canadian Chamber of Commerce, provided a thought-provoking opening keynote address on the issue of Canadian competitiveness on the world stage. ACEC also joined the Chamber led Coalition to Keep Trade Free, formed during the NAFTA

renegotiations to address the ongoing trade uncertainties.

Moving Qualifications Based Selection ahead

ACEC and its members had a breakthrough when Public Services and Procurement Canada (PSPC) launched a QBS pilot project following consultation with industry, after years of advocating for it. ACEC, along with the Royal Architecture Institute of Canada, worked with PSPC to familiarize its key leaders on the many benefits of QBS. In recognition of its leadership within the federal government and openness to QBS, the PSPC team was awarded the 2018 Chair's Award at the Canadian Consulting Engineering Awards.

National infrastructure corridor

ACEC believes that the creation of a national infrastructure corridor would make it easier and more economically viable to move resources to market, and connect northern and remote communities to vital economic and quality-of-life-enhancing infrastructure such as power, communications, road and rail. It would also reduce the environmental footprint and provide a positive framework for collaboration on major projects.

ACEC Ontario Directors

Michael Snow, Chair

Golder Associates Ltd

Anthony Karakatsanis

Morrison Hershfield

Rob Kivi

WSP

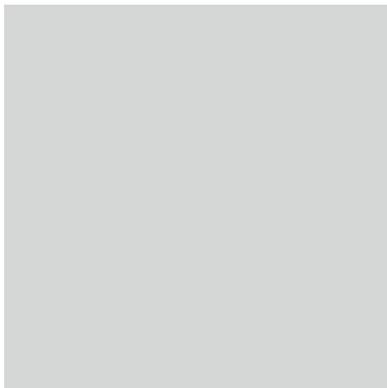
Montana Wilson

MTE Consultants Inc



ASSOCIATION OF CONSULTING
ENGINEERING COMPANIES | CANADA

CHAPTERS



CEO establishes chapters in various geographic areas to facilitate the work of the association. As an extension of CEO, the chapters work with local municipalities to promote favourable business practices for our members in the consulting engineering industry.



CEO chapters provide other engagement opportunities within their areas by hosting award programs and social events, including those for young professionals.

Collectively, the work of the chapters have complemented CEO's efforts through advocating for the improvement of industry wide best practices.

Grand River

This year, coming to a close of a two-year run, Montana Wilson passed the reigns as Chapter Chair to David Chamberlain. The Grand River Chapter's Young Professionals Group continues to be very active educating and guiding those who participate. The chapter is also very vocal in communicating efforts via a Spring and Fall newsletter. Special events include a CEO | PEO Annual Golf Tournament as well as an Awards of Merit Program that honours outstanding projects in the community. The chapter will continue to work with municipal purchasing and engineering groups where there is a willingness to participate in open discussion. Among these groups are: Oxford County, City of Waterloo, City of Guelph, City of Kitchener, City of Hamilton, and Region of Waterloo.

Montana Wilson, Chair
MTE Consultants Inc

Tom Montgomery, Past Chair
CIMA+

David Chamberlain, Secretary/Treasurer
Eramosa Engineering

Julianna Arcese
IBI Group

Tim Barichello
Stantec Consulting Ltd

Ryan Connor
Jacobs

Shelley Forwell
WalterFedy Inc

Angela Kroetsch
GM BluePlan Engineering Limited

Stuart Mitchell
AECOM

Michael Troop
JL Richards & Associates Ltd

Denis Viens
Dillon Consulting Ltd



I thought this was a good opportunity to grow personally and professionally and grow my network in the industry. After joining as a committee member, I was asked to be the lead of the young professionals' group and plan various events across the Region.

Julianna Arcese
Project Engineer
IBI GROUP

London

CEO's London Chapter continues to work closely with the City of London and hosts an annual CEO | City of London Social Event. The Chapter has approached the City of St. Thomas, Municipality of Thames Centre, and Municipality of Central Elgin and hopes to engage them in the near future. The Chapter hosted its first joint event with PEO for their National Engineering Month Kickoff Luncheon and plans to make this an annual event. The Chapter also allocates funds towards the Western University Annual Scholarship.

Peter McAllister, Chair
AECOM

Hendrik Schurrmans, Past Chair
AGM Engineering Ltd

David Evans, Vice Chair
RV Anderson Associates Limited

Ryan Hern, Secretary
Development Engineering (London) Limited



Niagara

The Niagara Chapter meets regularly throughout the year and is active in both the engineering and educational community. The Chapter meets twice a year with Public Works Officials to provide feedback and suggestions with respect to procurement and contracting practices. The Chapter also utilizes this forum to promote the MEA | CEO Standard Agreement. The Chapter also diligently endorses QBS and educate their audience on the changes of the Construction Act. The Niagara Chapter increases their profile in the community by hosting their annual Awards of Merit Program and donating funds to the Niagara Regional Science and Engineering Fair.

Mark Belanger, Chair
Associated Engineering

Scott Kozub, Treasurer
Kerry T Howe Engineering Ltd

Stan Matthew, Secretary
Associated Engineering

Apurva Gollamudi
Golder Associated Ltd

Vince Grande
RV Anderson Associates Limited

Jeff Jaeger
Kerry T Howe Engineering Ltd

Adam Keane
Upper Canada Consulting

Mike Lywood
Wood

Dan Mohr
WSP

Nick Palomba
RV Anderson Associates Limited

Joe Perrotta
RV Anderson Associates Limited

Ivan Severinsky
Wood

Ottawa

The Ottawa Chapter meets six times a year, has a highly engaged YP Group, and a dedicated sub-committee that focuses on Building Projects. Their long standing City of Ottawa Liaison Committee meets with senior City staff every two months to engage in dialogue surrounding improved contract terms and conditions for professional engineering services for both infrastructure and buildings projects, the promotion of QBS, and Vendor Performance Management system. Political advocacy has been another key focus for the Chapter. Members of the Chapter Executive have met with several City of Ottawa Councillors to advocate for continued investment in infrastructure and fair procurement practices. The Chapter also maintains close ties with the construction industry in Ottawa working with the Ottawa Construction Association as well as the National Capital Heavy Construction Association, who they jointly work with to produce an educational series covering relevant industry topics.

Ryan Matthews, Chair
JL Richards & Associates Ltd

Sylvain Montminy, Vice Chair
Parsons Inc

Derek Potvin, Past Chair
Robinson Consultants Inc

Phil Whelan, Treasurer
McIntosh Perry Consulting Engineers Ltd

Kevin Alemany, Secretary
Stantec Consulting Ltd

Jeremy Ash
Tatham Engineering Limited

Hughes Brisson
CIMA+

Edson Donnelly
Novatech

John Graf
JL Richards & Associates Ltd

Trevor Kealey
RV Anderson Associates Limited

Erin O'Neill
Golder Associates Ltd

Doug Porter
Morrison Hershfield

Toby Racine
JL Richards & Associates Ltd

Phil Reeve
JL Richards & Associates Ltd

Richard Sithole
AECOM

Guy Ste Croix
Ainley Group

Chapters' Activity Overview



EVENTS

Hosted 13 this year



MUNICIPALITIES

Work closely with 23



VOLUNTEERS

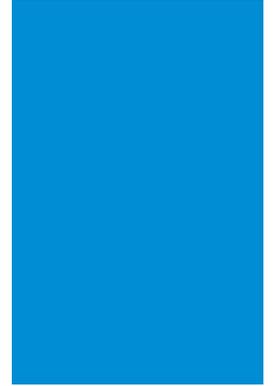
40% of CEO volunteers are
Chapter members



MEMBER FIRMS

Represent 85 in local communities

OCE AWARDS



Since 2003, the Ontario Consulting Engineering Awards (OCEA) have been honouring the knowledge, skills and expertise of consulting engineers in Ontario. The program was designed to recognize consulting engineering firms who enrich society by embodying creativity, ingenuity and leadership to develop breakthrough engineering projects that advance the industry.



It is an honour to be recognized by the consulting engineering community with this prestigious award. This project was a wonderful challenge in balancing heritage principals and structural engineering with owner requirements.

Lisa Nicol
Partner
JOHN G. COOKE & ASSOCIATES LTD

The prestigious awards are presented to member firms who have demonstrated the highest level of achievement within a specific category at CEO's OCEA Gala. We are pleased to have received 34 outstanding project submissions this year, awarding **eleven winners** and **ten finalists**. CEO is proud to organize this annual program to represent the important role consulting engineering plays.

CEO would like to extend a special thanks to our panel of judges who were faced with making some challenging decisions: Sandy Brown, Ken Browne, John Dawson, John Thompson, and Tibor Turi.

2019 OCEA Winners

Willis Chipman

John G. Cooke & Associates Ltd | Government Conference Centre Rehabilitation

Awards of Merit

Building, Engineering & Science

Adjeleian Allen Rubeli Limited | Algonquin College DARE District

DIALOG | Memorial University Emera Innovation Exchange

Environment

Robinson Consultants Inc | Northwest Arm Trunk Sewer Rehabilitation

R.V. Anderson Associates Limited (RVA) | Prospect Park Water Purification Plant

Project Management

DST Consulting Engineers Inc | New Gold Rainy River Mine Development

WSP | Watermain Rehabilitation Program Management

Studies & Research

Stantec | First Nations Infrastructure Resilience Toolkit & Pilot Projects

WSP | Province-Wide Cycling Network Study

Transit

AECOM | Dundas Connects - Dundas Street Corridor Master Plan

CIMA Canada Inc (CIMA+) | Region of Peel Road Safety Strategic Plan: Vision Zero

Transportation Structural

WSP | F.G. Gardiner Expressway Lower Simcoe Street (York-Bay-Yonge) Off Ramp

Parsons | Fountain Street / Grand River Bridge Superstructure Replacement

Awards of Excellence

351 + Employees

Hatch | Oxeo II Hydroelectric Project

Morrison Hershfield | TOR1 Wholesale Data Centre Conversion

101 - 350 Employees

Parsons | Fountain St / Grand River Bridge Superstructure Replacement

LEA Consulting | Mitchell Hall - Queen's University

51 - 100 Employees

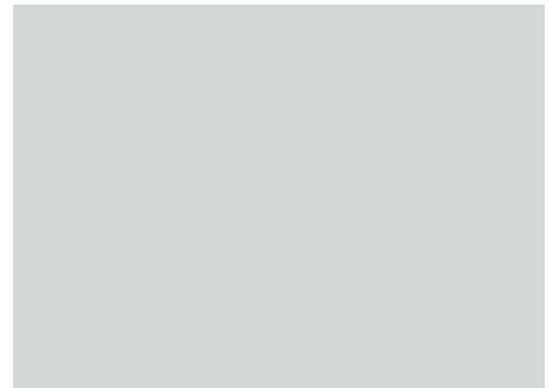
Blackwell | Schulich School of Business Expansion

Eramosa Engineering Inc | SCADA PAC Panel Replacement Project

1 - 50 Employees

AIA Engineers LLC | Highway 407 East Extension Phase 2A

John G. Cooke & Associates Ltd | West Block Rehabilitation Project



Winner



Finalist

FINANCIALS

STATEMENT OF FINANCIAL POSITION MARCH 31, 2019

Assets		2019	2018
Current	Cash	\$89,730	\$99,021
	Short-term investment	-	108
	Accounts receivable	42,838	31,233
	HST receivable	9,971	4,148
	Prepaid expenses	16,455	23,462
		158,994	157,972
Investments		784,503	870,553
Capital assets		34,566	34,633
		\$978,503	\$1,063,158
Liabilities			
Current	Accounts payable & accrued liabilities	\$39,112	\$97,199
	Deferred revenue	50,845	73,521
		\$89,957	\$170,720
Fund Balances			
	Invested capital assets	34,556	33,556
	Board restricted	194,470	194,470
	Unrestricted operating	659,070	663,335
		\$888,096	\$892,438
		\$978,053	\$1,063,158

Excerpt from Independent Auditor's Report

Opinion

June 20, 2019

In my opinion, the financial statements present fairly, in all material respects, the financial position of Consulting Engineers of Ontario as at March 31, 2019, 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

STATEMENT OF OPERATIONS
MARCH 31, 2019

Revenue	2019	2018
CEO & ACEC membership fees	\$1,285,988	\$1,260,140
Programs	357,687	441,703
Sponsorship revenue	76,750	99,000
Events	42,935	53,593
Investment income	22,502	15,872
	1,785,862	1,870,308
Expenses	2019	2018
Administration	\$874,916	\$877,892
Remittance of ACEC's membership fees	504,500	489,160
Programs	164,046	202,766
Public & government relations	124,339	93,129
Events	82,841	91,516
Governance, volunteers, chapters	39,562	58,168
	1,790,204	1,812,631
Excess (deficiency) of revenue	(\$4,342)	\$57,677

Financial Planning, Budgeting Process and Policies

The Finance and Audit Committee (FAC), chaired by CEO's Treasurer, Joe Sframeli and supported by the Director of Finance and Operations ensures that CEO is operating in a financial sustainable manner by balancing short-term and long-term obligations and goals. The FAC provides financial oversight in the areas of budgeting, forecasting, financial planning and reporting, and the creation and monitoring of internal controls and policies. The FAC is also responsible for overseeing the independent audit process.

This past year saw the development of the Multiple Reserves Policy to ensure the stability of the mission, programs, staff resources, and ongoing operations of CEO and to provide a source of internal funds for organization priorities such as strategic initiatives that further the mission of CEO.

COMMITTEES & VOLUNTEERS

Building Design Committee

Scott Armstrong, Chair
WSP

Kevin Farbridge
Smith + Andersen Consulting
Engineering

Tom Richardson
RV Anderson Associates Limited

Steve Titus
Aeroustics Engineering Limited

Business Risk Committee

Don Holland, Chair
Stantec Consulting Ltd

Dave Bannister
R.J. Burnside & Associates Ltd

David Chamberlain
Eramosa Engineering Inc

Carolyn Francis
Jacobs

Vince Grande
RV Anderson Associates Limited

Tom Halpenny
H.H. Angus & Associates Limited

Steve Panciuk
Marsh

Andre Proulx
Parsons

Tom Richardson
RV Anderson Associates Limited

Bill Van Ryn
Tatham Engineering Limited

Bob Wilson
Hub International

CEO/MTO Executive Committee

Duane Girard, Chair
GHD Limited

Kevin Evers
GHD Limited

Gord Firth
WSP

CEO/MTO Construction Administration Sub-Committee

Kevin Evers, Chair
GHD Limited

Dave Currie
McIntosh Perry Consulting Engineers Ltd

Sebastian Flaszynski
AECOM

Duane Girard
GHD Limited

Matt Gleben
Highway Construction Inspection Ontario
Inc

Bob (Robert) Gunn
WSP

Todd Hutton
Stantec Consulting Ltd

Bill LaRosa
Morrison Hershfield

Carlos Nascimento
Peto MacCallum Ltd

Tom Pepper
Tulloch Engineering

John Riggs
Parsons

Otto Steenkamp
LEA Consulting Ltd

CEO/MTO Engineering Sub-Committee

Gord Firth, Chair
WSP

Joseph Arcaro
HDR Inc

Andrew Balasundaram
Golder Associated Ltd

Michael Collins
GHD Limited

Greg Cooke
Stantec Consulting Ltd

Darcy Cowan
Parsons

Tanya Cross
Dillon Consulting Ltd

Keith Dustin
Morrison Hershfield

Khaled El-Dalati
HDR Corporation

Richard Hein
Parsons

Brian Malone
CIMA+

Carlos Nascimento
Peto MacCallum

Steven Pilgrim
McIntosh Perry Consulting Engineers Ltd

Patrick Puccini
AECOM

Jim Weir
Morrison Hershfield

Kevin Welker
Stantec Consulting Ltd

Chapter Engagement Sub-Committee

Steven Pilgrim, Chair
McIntosh Perry Consulting Engineers
Ltd

Stan Matthew
Associated Engineering

Ryan Matthews
JL Richards & Associates Ltd

Peter McAllister
AECOM

Montana Wilson
MTE Consultants Inc

Fee Schedule Task Force

Andrew Lawton
R.J. McKee Engineering Ltd

Michael Oldham
WSP

Jim Weir
Morrison Hershfield

Finance and Audit Committee

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WSP

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Dillon Consulting Ltd

Mark Eichhorn
Hatch

Steve Titus
Aeroustics Engineering Limited

Governance Committee

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Dillon Consulting Ltd

Christine Hill
Cole Engineering Group Ltd

Rex Meadley
Tatham Engineering Limited

Karen Freund
Jacobs

Joe Sframeli, Chair
WSP

Government Relations Committee

Christine Hill, Chair
Cole Engineering Group Ltd

Steve Dyck
SNC-Lavalin Inc

Jason Lewis
WSP

Andrew McAlpine
Arup Canada Inc

Chris Metaxas
Mooney Metaxas Engineering

Ron Scheckenberger
Wood

Paul Keenan
H.H. Angus & Associates Limited

MEA | CEO Liaison Committee

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Associated Engineering

Leigh McDermott
Stantec Consulting Ltd

Paul McLennan
GM Blue Plan Engineering Limited

Rex Meadley
Tatham Engineering Limited

Laurel Murphy
Jacobs

Bryan Stanton
Tatham Engineering Limited

Mark Swan
Parsons

Sabina Taylor
Hugh Wood Canada Ltd

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McIntosh Perry Consulting Engineers Ltd

Don Holland
Stantec Consulting Ltd

Brian Ruck
GHD Limited

Membership Growth & Retention

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Dillon Consulting Ltd

Robyn Conway
RV Anderson Associates Limited

Christine Hill
Cole Engineering Group Ltd

Mark Tulloch
Tulloch Engineering Inc

Nomination Committee

Rex Meadley, Chair
Tatham Engineering Limited

Bill Allison
Dillon Consulting Ltd

Christine Hill
Cole Engineering Group Ltd

Bruce Potter
B.M. Ross & Associates

Rapid Response Sub-Committee

Dave Bannister
R.J. Burnside & Associates Ltd

Carolyn Francis
Jacobs

Tom Halpenny
H.H. Angus & Associates Limited

Don Holland
Stantec Consulting Ltd

Rex Meadley
Tatham Engineering Limited

Steve Panciuk
Marsh

Andre Proulx
Parsons

Tom Richardson
RV Anderson Associates Limited

Bill Van Ryn
Tatham Engineering Limited

Bob Wilson
Hub International

York Region Liaison Committee

Michael Chiu, Chair
WSP

Khaled El-Dalati
HDR Corporation

Michael Gundry
Stantec Consulting Ltd

Peter Langan
RV Anderson Associates Limited

Chris Sandink
exp Services Inc

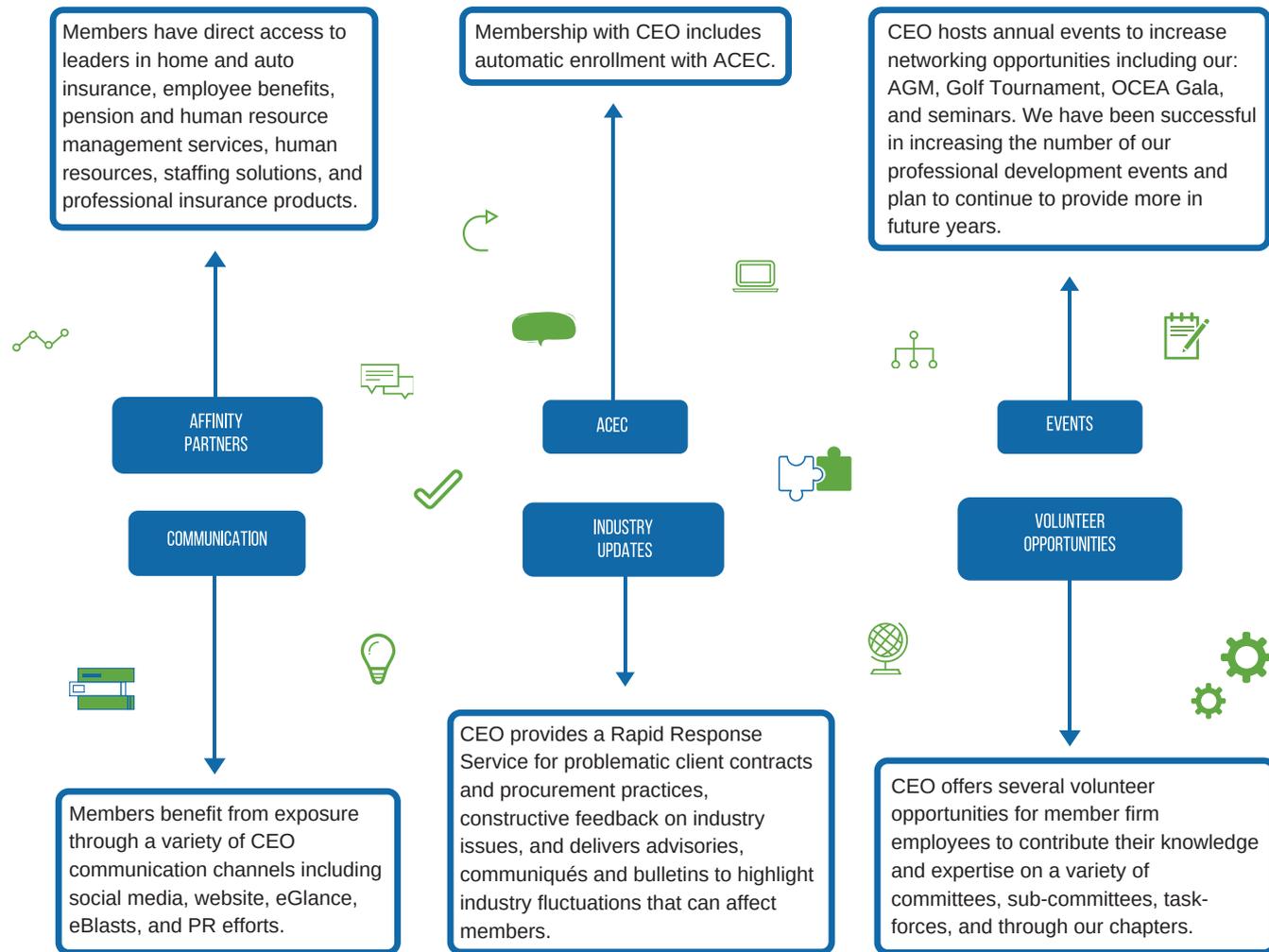
Joe Sframeli
WSP

Mark Tarras
The Municipal Infrastructure Group

Jamie Witherspoon
Cole Engineering Group Ltd

MEMBER BENEFITS

CEO has developed numerous opportunities for our member firms to benefit from their membership with us. Over our 44 years in the industry, the demands of our members have changed along with the evolving business landscape of consulting engineering. CEO has curated several favourable options, to suit a variety of members' needs.



Affinity Partners



MEMBER FIRMS 2018 - 2019

30 Forensic Engineering
A. J. Clarke and Associates Ltd
Adjeleian Allen Rubeli Limited
AECOM
Aeroustics Engineering Limited
AIA Engineers Ltd
Ainley Group
Aiolos Engineering Corporation
Anrep Krieg Desilets Gravelle Ltd
Aquafor Beech Limited
Archibald Gray & McKay Engineering Ltd
Arcon Engineering Consultants Limited
Arup Canada Inc
Associated Engineering
Atkins & Van Groll Consulting Engineers
Atkinson Engineering Inc
B. J. Tworzanski Ltd
B. M. Ross and Associates Limited
BA Consulting Group Ltd
Black & Veatch Canada Company
Blackwell
Bouthillette Parizeau Inc
Buchan, Lawton, Parent Ltd
Can-Technologies Inc
Cemcorp Ltd
CHA Canada, Inc
Chorley + Bisset Consulting Engineers
CIMA Canada Inc (CIMA+)
Civil ArSa Engineering
Cole Engineering Group Ltd
Comcor Environmental Limited
Consultec Ltd
CowaterSogema International Inc
Crossey Engineering Ltd
Cunliffe & Associates Inc
Cyril J. Demeyere Limited
D.G. Biddle & Associates Limited
D. M. Wills Associates Limited
David Schaeffer Engineering Ltd
Davroc & Associates Ltd
Dearden and Stanton Limited
DECAST Ltd
Development Engineering (London) Limited
DIALOG
Dillon Consulting Limited
Doherty Engineering Inc

Doug Dixon & Associates Inc
DST Consulting Engineers Inc
Electrical Engineering Group
Engineering Harmonics Inc
Englobe Corp
EPCM Services Ltd
Eramosa Engineering Inc
exp Services Inc
G. Bachir
G. L. Tiley & Associates Ltd
GeoTerre Limited
GHD Limited
GM BluePlan Engineering Limited
Golder Associates Ltd
Goodkey Weedmark & Associates Limited
Greenview Environmental Management Limited
Haddad, Morgan and Associates Ltd
Hatch
HDR Corporation
HGC Engineering
HH Angus & Associates Limited
Highway Construction Inspection Ontario Inc
IBI Group
Integral Group Inc
J. P. Conforzi & Associates Ltd
J. H. Cohoon Engineering Limited
J. L. Richards & Associates Limited
Jablonsky, Ast and Partners
Jacobs
JADE Plus Inc
Jensen Hughes Consulting Canada Ltd
Jewell Engineering Inc
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
M. H. D. Engineering Inc

McIntosh Perry Consulting Engineers Ltd
MCW Consultants Ltd
Meritech Engineering
MNA Engineering Ltd
Mooney Metaxas Engineering Inc
Morrison Hershfield
MTE Consultants Inc
Mulvey & Banani International Inc
Nadine International Inc
Nasiruddin Engineering Limited (NEL)
Novatech
OHE Consultants
Parsons
Patriot Engineering Ltd
Pedelta Canada Inc
Peto MacCallum Ltd
Piotrowski Consultants Ltd
PPA Engineering Technologies Inc
Pressure Vessel Engineering
R. E. Poisson Engineering Inc
R. J. McKee Engineering Ltd
R. V. Anderson Associates Limited
R. A. N. D. Engineering Corporation
R. J. Burnside & Associates Limited
RA Engineering Inc
Ravens Engineering Inc
Reinders + Rieder Ltd
REMISZ Consulting Engineers Ltd
Remy Consulting Engineers Ltd
Riaboy Engineering Ltd
Robert G. McEwen & Associates Ltd
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
Spriet Associates
Stantec Consulting Ltd
Swallow Acoustic Consultants Ltd
T. L. Mak Engineering Consultants Ltd
Tacoma Engineers Inc
Tatham Engineering Limited
Tecsar Engineering Inc
Terrapex Environmental Ltd

Terraprobe Inc
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The Mitchell Partnership Inc
The Municipal Infrastructure Group Ltd
The SPG Engineering Group Ltd
Thurber Engineering Ltd
Triton Engineering Services Limited
Tulloch Engineering Inc
TWD Technologies Ltd
Upper Canada Planning & Engineering Ltd
Valcoustics Canada Ltd
VanBoxmeer & Stranges Engineering Limited
WalterFedy Inc
Wood
WSP Canada Group Limited
WSP Canada Inc
XCG Consulting Limited

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Corporate Sponsors



Member Sponsors





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Toronto, ON M9B 6H7
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