

# 2017



Ontario Regional  
**ORCGA**  
Common Ground Alliance



CELEBRATING **15** YEARS

# Annual Report

<p><b>Gary Auer</b>          Jewitt and Dixon – Land Surveying</p>	<p><b>Dan Kornblum</b>          Telecon Design - Engineering</p>
<p><b>Michael Bastone</b>          Jones DesLauriers Insurance Management - Insurance</p>	<p><b>Paul Lokun</b>          Rogers Communication – Member at Large</p>
<p><b>Andy Blokker</b>          Avertex Utility Solutions - Excavator</p>	<p><b>Rod McNeil</b>          Toronto Hydro – Electrical Distribution</p>
<p><b>Kevin Bowers, Chair</b>          Union Gas – Gas/Oil Distribution</p>	<p><b>Bav Mistry</b>          Hydro One Networks – Electrical Transmission</p>
<p><b>Normand Breton</b>          Electrical Safety Authority – Member at Large</p>	<p><b>Terry Murphy</b>          Landscape Ontario – Landscaping/Fencing</p>
<p><b>Karl Buchanan</b>          TransCanada – Transmission Pipeline</p>	<p><b>Tanis Peterson</b>          Railway Association of Canada - Railway</p>
<p><b>Guy Castagne, Vice Chair</b>          Technical Standards and Safety Authority - Regulator</p>	<p><b>Bill Powell Jr.</b>          Powell Construction – Road Builders</p>
<p><b>Linda Carkner</b>          City of Ottawa – Municipal and Public Works</p>	<p><b>Andrew Stone</b>          Ontario Sewer and Watermain Construction Association – Member at Large</p>
<p><b>Leslie Elliott</b>          Bell Canada - Telecommunications</p>	<p><b>Tracey Teed Martin, Treasurer</b>          Enbridge Gas Distribution – Member at Large</p>
<p><b>Enzo Garritano</b>          Infrastructure Health &amp; Safety Association - Safety</p>	<p><b>John Thompson</b>          Municipal Engineers Association – Member at Large</p>
<p><b>Brad Gowan</b>          Oakville Enterprises Corporation - Locator</p>	<p><b>Dave Wulff</b>          Vivax Canada – Equipment Manufacturing and Suppliers</p>
<p><b>Ben Hamilton</b>          Ontario One Call – One Call Centre</p>	

The past year has been one of transition at the ORCGA. In many aspects of our business – organizational, membership and self-assessment - we have made significant strides in rounding out the organization to provide value to our membership.

Organizationally, we have made a change to the leadership and realigned the accountabilities and responsibilities of the ORCGA staff to improve our focus and efficiency. With these changes, we have revamped the methodology for evaluating ORCGA performance by introducing a balanced scorecard approach. Rather than focusing solely on membership growth, the scorecard includes metrics for Financial Performance, Education, Committees, Events, Communication and Membership/Sponsorship.

The ORCGA membership has been reviewed at a macro level, resulting in a concerted effort to expand the membership in both the Municipal and Electric LDC sectors. In 2017, the organization has realized some early successes in onboarding new members in these sectors, with high potential for further growth throughout 2018.

In June 2017, the ORCGA Board conducted a mid-year evaluation of the strategic planning sessions held in the fall of 2016 to review progress and confirm and establish priorities for 2017 and beyond. This review also resulted in a redrafting of the Mission Statement and Vision of the ORCGA:

<b>Mission Statement</b>	Leading Ontario to enhance safety through the collaborative prevention of damage to underground infrastructure.
<b>Vision</b>	Effectively eliminate damages to underground infrastructure through influential advocacy, meaningful education and impactful engagement.

The Mission Statement and Vision are updated, concise, direct, accurately representing the priorities of the ORCGA.

As my term on the Board comes to an end, I would like to thank all the Board members for their continued support, as well as the staff at the ORCGA, wishing them continued success for 2018.

**Kevin Bowers**  
 Board Chair, Ontario Regional Common Ground Alliance



My first year as President and CEO of the ORCGA has been both exciting and challenging. Looking back at the ORCGA committees, events and programs, the staff looked to maintain traditions that had been developed over the past 14 years by the organization, alongside our sponsors and members. Staff is also looking to make future improvements and enhancements, in conjunction with membership.

For Committees and Geographic Councils, the focus was on participation by all membership stakeholders, by providing compelling and engaging agendas for meetings, to encourage participation and attract new members.

Education programs, particularly the Damage Prevention Technician, DPT® Certification Program, was disappointing for 2017, due to limited course offerings during the prime season; however, through the realignment of ORCGA staff responsibilities, and a more focused and targeted approach, the 2018 program should realize significant improvements.

The ORCGA executed and delivered on its annual events including the Damage Prevention Symposium, Golf Tournament and Locate Rodeo, with direction and support provided by the Education and Events Committee. The 2017 events had reasonable success this year, with all events achieving financial profitability, and excellent participation by most sectors of the membership. Feedback from event participants and volunteers have provided excellent opportunities to improve these events in 2018 and beyond.

The ORCGA is a Regional Partner of the Canadian Common Ground Alliance (CCGA) and has a seat on the Board of Directors. The CCGA's primary objective, in the near term, is the passing of Federal Bill S-229, The Underground Infrastructure Safety Enhancement Act. This legislation is similar to Ontario's Bill 8, but has jurisdiction over federally regulated infrastructure. If Bill S-229 is passed, this will pave the way to furthering legislation in each province across Canada.

While looking for continued success on national objectives, the ORCGA is also looking for success on achieving provincial objectives. The strategic direction established and validated by the Board in 2017, coupled with the refreshed approach to committees, events and programs, and focused staff accountabilities, sets the path to success for the ORCGA in 2018.

**Douglas Lapp, P. Eng.**  
**President and CEO, Ontario Regional Common Ground Alliance**

The Ontario Regional Common Ground Alliance (ORCGA) continues its steady financial performance with strong and sustained revenues through sponsorships, memberships and events. Although we have experienced a slight drop in sponsorships, sustained membership and profitable events, coupled with cost control over expenses have off-set any loss in sponsorship.

Revenues in 2017 were down slightly from 2016 by approximately \$2,600, accompanied by a reduction in expenses of approximately \$3,000; resulting in retained earnings of approximately \$51,800.

Revenues remain steady due to increased profitability from ORCGA events, including Symposium, Golf Tournament and Locate Rodeo, offset by lost sponsorships and reduced DPT Program revenue.

Decreased expenses are primarily due to lower bad debt and DPT Program costs, offset by higher event costs.

Unrealized gains have also been attained on ORCGA investments in mutual funds and bonds, with a current value of approximately \$130,000.

The outlook for 2018 remains steady with strong prospects for new sponsorships and expanded membership in all sectors, coupled with continued cost control over expenses.

**Tracey Teed Martin**  
Treasurer, Ontario Regional Common Ground Alliance

**In the fall of 2016, the ORCGA Board of Directors developed a five-year Strategic Plan built upon an overall vision comprised of five components:**

- Effectively reducing damages;
- Meaningful education;
- Impactful engagement;
- Rock solid foundation; and,
- Influential partnerships.

**The vision was articulated through six strategic directions for the organization:**

- Rediscovering our purpose;
- Enhancing services (offerings);
- Refocusing our direction;
- Developing alliances; and,
- Articulating value.

With organizational and leadership transitions experienced in late 2016, and in early 2017, the Board refreshed and validated the five-year Strategic Plan by redrafting action plans for implementation.

**Initial outcomes through 2017 includes:**

- The restating of the ORCGA Mission Statement and Vision;
- Clarification and restructuring of staff accountabilities to improve productivity and effectiveness;
- Restructuring the Geographic Council meeting format to encourage attendance, engagement and participation;
- Developing a Dig Safe Program strategic plan, including the formation of a Dig Safe Advisory Council;
- Streamlining the Damage Prevention Technician education program accountabilities to proactively solicit, schedule and execute programs as requested throughout the province;
- Initiating the development of continued partnerships with affiliated organizations including Ontario One Call, IHSA, OSWCA, OGCA, Ministry of Labour, TSSA, ESA and CCGA, as well as our Regional partners; and,
- Redrafting the ORCGA By-laws for the Board of Directors.

Further execution of the Strategic Plan will continue through 2018.

The Board of Directors approved a revised methodology for evaluating the performance of the ORCGA, implementing a balanced scorecard approach. Rather than evaluating performance solely on membership growth, in addition to membership, metrics now include ORCGA events, communications, meetings and councils, education and financials.

The 2017 year-end results of the scorecard are as follows:

## ORCGA Scorecard Model

**December 2017**

Metric Names	Weight	Unit	Year End Target			YTD Actual	Year To Date Target			YTD Payout	
			Doesn't meet	Meets	Exceeds	Actual	Target	Score	Multiplier		
			0x	1x	2x		0x	1x	2x		
Memberships	12.5%	#	463	515	567	520	464	515	567	110%	14%
Sponsorships	12.5%	#	63	70	77	68	63	70	77	71%	9%
<b>Membership/Sponsorship Subtotal</b>	<b>25.0%</b>									<b>91%</b>	<b>23%</b>
Symposium	5.0%	Comp	0%	100%	200%	135%	0%	100%	200%	135%	7%
Dig Safe	5.0%	Comp	0%	100%	200%	70%	0%	100%	200%	70%	4%
Golf Tournament	5.0%	Comp	0%	100%	200%	185%	0%	100%	200%	185%	9%
Locate Rodeo	5.0%	Comp	0%	100%	200%	125%	0%	100%	200%	125%	6%
<b>Events Subtotal</b>	<b>20.0%</b>									<b>129%</b>	<b>26%</b>
Ear to the Ground	5.0%	Comp	0%	100%	200%	160%	0%	100%	200%	160%	8%
DIRT Report	5.0%	Comp	0%	100%	200%	130%	0%	100%	200%	130%	7%
Social Media	5.0%	Comp	0%	100%	200%	125%	0%	100%	200%	125%	6%
<b>Communications Subtotal</b>	<b>15.0%</b>									<b>138%</b>	<b>21%</b>
Geographic Councils	5.0%	Comp	0%	100%	200%	156%	0%	100%	200%	156%	8%
Committee Meetings	5.0%	Comp	0%	100%	200%	100%	0%	100%	200%	100%	5%
<b>Meetings Subtotal</b>	<b>10.0%</b>									<b>128%</b>	<b>13%</b>
DPT Program	10.0%	#	140	155	170	89	140	155	171	0%	0%
<b>Education Subtotal</b>	<b>10.0%</b>									<b>0%</b>	<b>0%</b>
Revenue	10.0%	\$	761,400	826,000	930,600	818,762	743,400	826,000	908,600	91%	9%
Expenses	10.0%	\$	904,750	822,500	740,250	768,837	904,750	822,500	740,250	165%	17%
<b>Financial Subtotal</b>	<b>20.0%</b>										<b>26%</b>
<b>Total</b>	<b>100.0%</b>										<b>108%</b>

2017 was a pilot year for the scorecard to ensure accuracy and simplicity of measurement criteria.

The Board of Directors has reviewed and modified the scorecard metrics and targets, approving the use of the scorecard for measuring performance going forward.

The scorecard will be implemented for ORCGA staff performance management in 2018.

As per the directions of the validated ORCGA Strategic Plan, the 2018 priorities and business activities are as follows:

### **Rediscovering Our Purpose**

- Develop and implement strategy to increase and sustain sponsorship of the organization through networking and Board member affiliations;
- Implement strategy to increase membership in the municipal, electrical LDC and equipment sectors through industry contacts, ORCGA committees, meetings and events; and,
- Develop documented processes for succession planning for ORCGA staff and Board members to ensure effectiveness and continuity.

### **Enhancing Services (Offerings)**

- Proactively schedule, organize and execute the delivery of the Damage Prevention Technician program across Ontario, ensuring course offerings that fulfill the requirements of the membership for location and schedule; and,
- Collaborate with membership and the Damage Prevention Industry to develop an Excavator Training Program, ready for implementation in 2019.

### **Refocusing Our Direction**

- Implement the balanced scorecard in 2018 to evaluate ORCGA staff performance and ensure the organization is maintaining priorities; and,
- Serve on the Board of the Canadian Common Ground Alliance as vice chair for 2018, working with the ORCGA Board and Regional Partners across Canada to pass and adopt Federal Bill S-229, The Underground Infrastructure Safety Enhancement Act.

### **Developing Alliances**

- Develop and enhance partnerships with affiliated safety organizations including Ontario One Call, IHSA, Ministry of Labour, TSSA, and ESA to collaboratively improve public and worker safety in Ontario.

### **Articulating Value**

- Continue to build on the value propositions for both sponsors and members to ensure our stakeholders see value in their ORCGA membership, in addition to attracting other sponsors and members.



**Ontario Regional Common Ground Alliance  
 Statement of Operations and Changes in Net Assets  
 For the Year Ended December 31, 2017**

	2017	2016
<b><u>Revenue</u></b>		
Sponsorships	340000	350000
Memberships	130550	139291
Other Revenue (Events & Programs)	348212	332096
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<b><u>Total Revenue</u></b>	<b>818762</b>	<b>821387</b>
<b><u>Expenses</u></b>		
Administration (Salaries & Benefits)	297405	296089
Conferences & Tradeshows	8340	11540
Office Lease & Utilities	45044	40901
Membership Services - Events, Meetings & Programs	299985	283641
Operational Costs	118063	149742
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<b><u>Total Expenses</u></b>	<b>768837</b>	<b>781913</b>
 <b>EXCESS OF REVENUE OVER EXPENSES BEFORE UNREALIZED GAINS</b>	 49925	 39474
 <b>UNREALIZED GAIN ON INVESTMENTS</b>	 1937	 4633
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<b>EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR</b>	<b>51862</b>	<b>44107</b>
 <b>NET ASSETS, beginning of year</b>	 336630	 292523
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<b>NET ASSETS, end of year</b>	<b>\$ 388,492</b>	<b>\$ 336,630</b>

**'Audited Financial Statements available upon request'**