

<p>Gary Auer JD Barnes – Land Surveying</p>	<p>Dan Kornblum Telecon Design – Engineering</p>
<p>Michael Bastone Jones Deslauriers Insurance Management – Insurance</p>	<p>Rod McNeil Toronto Hydro – Electrical Distribution</p>
<p>Andy Blokker Avertex Utility Solutions – Excavator</p>	<p>Bav Mistry Hydro One Networks – Electrical Transmission</p>
<p>Normand Breton Electrical Safety Authority – Member at Large</p>	<p>Terry Murphy Landscape Ontario – Landscaping/Fencing</p>
<p>Karl Buchanan TransCanada – Transmission Pipelines</p>	<p>Tanis Peterson Railway Association of Canada – Railway</p>
<p>Guy Castagne Technical Standards & Safety Authority - Regulator</p>	<p>Karen Santucci Utilities Kingston – Gas/Oil Distribution</p>
<p>Linda Carkner City of Ottawa – Municipal & Public Works</p>	<p>Andrew Stone Ontario Sewer & Watermain Construction Association – Member at Large</p>
<p>Doug Gale Tbaytel - Telecommunications</p>	<p>Tracey Teed Martin Enbridge Gas Distribution – Member at Large</p>
<p>Enzo Garritano Infrastructure Health & Safety Association – Safety Organization</p>	<p>Raffaello Taurino Clearway Construction – Deep Excavator</p>
<p>Brad Gowan Oakville Enterprises Corporation – Locators</p>	<p>John Thompson Municipal Engineers Association – Member at Large</p>
<p>Ben Hamilton Ontario One Call – One Call Centre</p>	<p>Yvonne To Rogers Communication – Member at Large</p>
<p>Owen Heritage Powell Construction – Road Builders</p>	<p>Dave Wulff Vivax Canada – Equipment Manufacturing & Suppliers</p>

As a Board of Directors, our role is to ensure that the Ontario Regional Common Ground Alliance (ORCGA) continues to provide value to our sponsors and members. Value is delivered through offering Education Programs, Member Events and ORCGA initiatives including Best Practices and the DIRT Report.

The past year has been a challenging one at the ORCGA in many aspects of our business with staffing, sponsorship and membership. Working through these challenges in 2018, we continued to make significant strides in delivering value to the membership.

Working through staffing challenges early in the year, the organization continued to deliver on our education programs, events and initiatives in a seamless manner to the membership. Participation at our Committees, Geographic Councils and ORCGA events was strong in attendance, as well as sector representation.

Sponsorship continues to be a challenge for the ORCGA, with some of our key sponsors dropping off early in the year; however these were slightly offset by gaining some new sponsorships. Demonstrating sponsorship value is an ongoing exercise, and with this a revised value proposition has been built from grass roots and member feedback, which now includes a new level of sponsorship, Platinum.

ORCGA continued in its quest to retain existing membership and grow new ones, however, like sponsorship, the value proposition is front and center. The loss of some long-term, larger scale members has challenged the staff to define new forms of value for all the sectors and take a refreshed look at approaches to growing the membership. Continued focus on the Electric LDC and Municipal sectors will continue through 2019.

The ORCGA Strategic Plan remains aligned with the needs of our membership, and the Mission Statement and Vision continue to represent the priorities of the Alliance as measured by the ORCGA Scorecard. The balanced scorecard approach to measuring performance has assisted the ORCGA to focus and ensure all aspects of the operation of the organization are addressed and included, i.e. financial performance, education, committees, events and communications.

This year's success would not have been possible without the support of our Board members and the dedicated staff at the ORCGA. I extend my gratitude for all their hard work over the last year, wishing them continued success for 2019.

Enzo Garritano, P. Eng.
Board Chair, Ontario Regional Common Ground Alliance

The ORCGA celebrated its 15th Anniversary as a chapter of the Common Ground Alliance in 2018. Thanks to the dedication and hard work of the ORCGA staff and our volunteers, it was a good year for the Alliance overall, though a number of changes in our membership and the industry presented some challenges.

A big success for the ORCGA was the delivery of our education programs. The Damage Prevention Technician Program was delivered to 147 technicians through 9 courses delivered in 2018, over double the results of 2017. This is a result of changes made to the course offerings, by expanding our network of instructors across Ontario and offering smaller class sizes to accommodate our members' requirements.

The Best Practices Version 3.0 was released in the fall of 2018. A lot of hard work by the ORCGA Best Practices Committee to move the Electronic Locates issue forward, resulted in getting approved and included in the Version 3.0 document. 2018 also saw the Best Practices Committee discussion brought out to the membership across Ontario through the Geographic Councils to ensure input from all sectors and geographies was included in the review of new or revised best practices.

The Damage Information Reporting Tool (DIRT) report was prepared and distributed ahead of schedule in 2018, just before Dig safe month in April. We continue to struggle to get more members committed to submit data and improve the analysis, however, a few additional participants have committed to submit their data in 2019.

The 2018 ORCGA events including the Damage Prevention Symposium, Golf Tournament and Locate Rodeo & Excavator Challenge were all executed to success with excellent participation across all sectors thanks to the staff and many volunteers across the membership.

ORCGA Committees realized increased attendance with most major sectors across the membership represented. Membership engagement was very apparent at the Geographic Council meetings in 2018 with over a 10% increase in participation over 2017, and almost a 30% increase over 2016, including heightened interest from the Municipal and Electric LDC sectors.

The Strategic Plan, as laid out by the Board of Directors in 2017, continues to be validated and relevant as we move forward as an organization; providing the framework to effectively eliminate damages to underground infrastructure through influential advocacy, meaningful education and impactful engagement.

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

The Ontario Regional Common Ground Alliance (ORCGA) continues its stable financial performance with steady revenues through sponsorships, memberships and education programs. Although we have experienced a drop in revenue due to lost sponsorships, sustained membership and a strong take-up with our education programs, coupled with cost control over expenses have off-set reductions due to these losses.

Revenues in 2018 were markedly higher than 2017 by approximately \$33,000.00, primarily due to very strong results in our DPT Program revenue which were in excess of \$55,000.00 compared to 2017, offset by lower sponsorship revenue (\$25,000.00). Expenses were somewhat higher than 2017 by just over \$20,000.00 due to higher event and DPT Program expenses of approximately \$61,000.00, partially offset by lower salary & benefits costs (\$35,000.00), resulting in year-end retained earnings of just over \$54,000.00.

Unrealized gains have also been attained on ORCGA investments in mutual funds, bonds and GIC's, with a current combined value of approximately \$222,000.

The outlook for 2019 remains steady but with caution. With current and new sponsors evaluating the value of their financial commitments, there is a lot more scrutiny over sponsorship spending. The ORCGA will continue to exercise vigilance and ongoing cost control over expenses.

Tracey Teed Martin, P. Eng.
Treasurer, Ontario Regional Common Ground Alliance

The 2017 Strategic Plan provided guidance for priorities in 2018. Outcomes included:

- Improved personal interaction with current sponsors has helped to solidify their relationship with the ORCGA and has also provided input to the revised sponsor value propositions in 2018.
- Developed revised value propositions for all levels of Sponsorship, including the addition of a “Platinum” level which was created to accommodate the large mergers and acquisitions in the membership.
- Proactive outreach to all municipalities and Electric LDC’s for Geographic Council meetings has resulted in excellent participation for members and non-members in these sectors and has also resulted in 4 additional municipalities coming on as members.
- Completed a redesign of the job functions for ORCGA including revised job titles, better describing the roles.
- Completed rewrite and received Board Approval on a revised set of ORCGA By-laws.
- Developed an on-boarding package for new Board members to introduce them to the operations of the ORCGA.
- Fully embraced the balanced scorecard as a means to monitor and assess the operations of the ORCGA. This tool will also be used to evaluate ORCGA staff performance.
- In response to requests from the ORCGA membership, the delivery of the Damage Prevention Technician (DPT) Program has been expanded with smaller class sizes being made available, and courses being offered across Ontario with an increased number of instructors.
- Although the Excavator Training Program, was not completed a number of different delivery models have been reviewed, and this will continue in 2019.
- Initiated partnership discussions and reviewed options with a safety training delivery company to cover the material proposed in the Excavator Training initiative. This work will continue into 2019.
- The Federal Bill S-229, The Underground Infrastructure Safety Enhancement Act has been stalled in the House of Commons, however, a new approach that includes a Treasury Board Directive appears to be the most promising alternative.

2018 was the first full year for the ORCGA scorecard. The Board of Directors made a small adjustment to the metrics from 2017 to include Recertifications for the DPT Program which is now included in the Education section.

2018 year-end results of the scorecard are as follows:

ORCGA Scorecard Model

December 2018

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%	#	513	570	627	541	506	562	618	63%	8%
Sponsorships	12.5%	#	63	70	77	63	63	70	77	0%	0%
Membership/Sponsorship Subtotal	25.0%									31%	8%
Symposium	5.0%	Comp	0%	100%	200%	177%	0%	100%	200%	177%	9%
Dig Safe	5.0%	Comp	0%	100%	200%	188%	0%	100%	200%	188%	9%
Golf Tournament	5.0%	Comp	0%	100%	200%	200%	0%	100%	200%	200%	10%
Locate Rodeo	5.0%	Comp	0%	100%	200%	150%	0%	100%	200%	150%	7%
Events Subtotal	20.0%									179%	36%
Ear to the Ground	5.0%	Comp	0%	100%	200%	125%	0%	100%	200%	125%	6%
DIRT Report	5.0%	Comp	0%	100%	200%	118%	0%	100%	200%	118%	6%
Social Media	5.0%	Comp	0%	100%	200%	108%	0%	100%	200%	108%	5%
Communications Subtotal	15.0%									117%	18%
Geographic Councils	5.0%	Comp	0%	100%	200%	180%	0%	100%	200%	180%	9%
Committee Meetings	5.0%	Comp	0%	100%	200%	109%	0%	100%	200%	109%	5%
Meetings Subtotal	10.0%									145%	14%
DPT Program	7.5%	#	157	147	193	209	132	147	162	200%	15%
DPT Recertifications	2.5%	#	112	169	139	229	152	169	186	200%	5%
Education Subtotal	10.0%									200%	20%
Revenue	10.0%	\$	801,225	890,250	979,275	851,450	801,225	890,250	979,275	56%	6%
Expenses	10.0%	\$	967,450	879,500	791,550	790,790	967,450	879,500	791,550	200%	20%
Financial Subtotal	20.0%										26%
Total	100.0%										121%

The ORCGA Board of Directors will continue to monitor the effectiveness of the scorecard to ensure measurement accuracy and simplicity as well as operational relevance.

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

Based on the 2017 Strategic Plan, the 2018 priorities for ORCGA are as follows:

Rediscovering Our Purpose

1. Continue to develop new methods to increase and sustain sponsorship of the organization.
2. Continue to target increased membership in the municipal, electrical LDC and equipment sectors through industry contacts and ORCGA committees, meetings and events.

Enhancing Services (offerings)

3. Continue to proactively schedule, organize and execute the delivery of the Damage Prevention Technician (DPT) program across Ontario
4. Finalize the model and content for the Excavator Training program,
5. Create a series of Tailgate Safety Talks based on the CCGA Best Practices 3.0

Refocusing Our Direction

6. Hire an Event Planner for the ORCGA to coordinate our events and tradeshow; acquire and implement Cvent event planning software.
7. Serve on the Board of the Canadian Common Ground Alliance (CCGA) as vice chair for 2019, working with the ORCGA Board and Regional Partners across Canada to develop and implement a plan for some form of Federal Legislation

Developing Alliances

8. Continue to develop and enhance partnerships with affiliated safety organizations including IHSA, TSSA, ESA, MoL and Ontario One Call to collaboratively improve public and worker safety in Ontario.

Articulating Value

9. Lead or participate in advocacy efforts to improve safe digging practices by lobbying governments and/or other regulatory agencies in support for our membership to bring forth issues and start a dialogue to address them.

**Ontario Regional Common Ground Alliance
 Statement of Financial Position
 For the Year Ended December 31, 2018**

	2018	2017
<u>Assets</u>		
<u>Current</u>		
Cash	223,060	120,754
GIC	102,034	100,317
Investments	120,353	130,360
Accounts receivable, net of allowance	7,758	14,031
Inventory	16,499	16,499
Prepaid expenses	72,451	32,012
<u>Total Current Assets</u>	542,155	413,973
<u>Fixed Assets</u>	16,083	18,012
TOTAL ASSETS	558,238	431,985
<u>Liabilities</u>		
<u>Current</u>		
Accounts payable and accrued expenses	38,722	21,303
Deferred Revenue	76,143	22,190
TOTAL LIABILITIES	114,865	43,493
<u>Equity</u>		
TOTAL EQUITY	443,373	388,492
TOTAL LIABILITIES & EQUITY	558,238	431,985

**Ontario Regional Common Ground Alliance
 Statement of Operations and Changes in Net Assets
 For the Year Ended December 31, 2018**

	2018	2017
<u>Revenue</u>		
Sponsorships	315,000	340,000
Memberships	132,662	130,550
Other Revenue (Events & Programs)	403,788	348,212
	851,450	818,762
<u>Expenses</u>		
Administration (Salaries & Benefits)	259,669	297,405
Conferences & Tradeshows	8,231	8,340
Office Lease & Utilities	46,815	45,044
Membership Services - Events, Meetings & Programs	368,117	299,985
Operational Costs	107,958	118,063
	790,790	768,837
 EXCESS OF REVENUE OVER EXPENSES BEFORE UNREALIZED GAINS	 60,660	 49,925
 UNREALIZED GAIN ON INVESTMENTS	 -5,779	 1,937
 EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR	 54,881	 51,862
 NET ASSETS, beginning of year	 388,492	 336,630
 NET ASSETS, end of year	 <u>443,373</u>	 <u>388,492</u>

'Audited Financial Statements available upon request'