



# 2019 Annual Report



## 2019 Ontario Regional Common Ground Alliance - Board of Directors

<b>Alan Asselstine</b> Rogers Communication – Member at Large	<b>Dan Kornblum</b> Telecon Design - Engineering
<b>Gary Auer</b> JD Barnes – Land Surveying	<b>Ron Laidman</b> Oakville Enterprises Corporation - Locators
<b>Brice Brown</b> Hetek Solutions Inc. – Equipment Manufacturing and Suppliers	<b>Michael McGiverty</b> Enbridge Gas Distribution – Member at Large
<b>Karl Buchanan</b> TC Energy – Transmission Pipelines	<b>Dave Martins</b> Toronto Hydro – Electrical Distribution
<b>Normand Breton</b> Electrical Safety Authority – Member at Large	<b>Bav Mistry</b> Hydro One Networks – Electrical Transmission
<b>Linda Carkner</b> City of Ottawa – Municipal and Public Works	<b>Terry Murphy</b> Landscape Ontario – Landscaping/Fencing
<b>Guy Castagne</b> Technical Standards and Safety Authority - Regulator	<b>Karen Santucci</b> Utilities Kingston – Gas/Oil Distribution
<b>Magdy Fahmy</b> Railway Association of Canada - Railway	<b>Andrew Stone</b> Ontario Sewer and Watermain Construction Association – Member at Large
<b>Doug Gale</b> Tbaytel - Telecommunications	<b>Raffaello Taurino</b> Clearway Construction – Deep Excavator
<b>Enzo Garritano</b> Infrastructure Health and Safety Association – Safety Organization	<b>John Thompson</b> Municipal Engineers Association – Member at Large
<b>Ben Hamilton</b> Ontario One Call – One Call Centre	<b>James Vis</b> Avertex Utility Solutions - Excavator
<b>Owen Heritage</b> Powell Construction – Road Builders	

## Message from the Chair

The Board of Directors of the Ontario Regional Common Ground Alliance (ORCGA) ensure that the organization not only continues to provide value to its members and sponsors, but also strives to expand and enhance the value proposition by delivering new opportunities and programs based on their input and feedback.

We believe that this has been accomplished through the restructuring and implementation of the sponsor value propositions at all levels, as well as the introduction of additional education programs and deliverables in 2019. The development of a more comprehensive project execution plan and timeline for Safe Excavation Practices Training and the introduction of Best Practices Tailboard Safety Talks are notable deliverables in this area.

ORCGA staff turnover continued to be a challenge in 2019, although stabilizing in Q3. Notwithstanding the turnover, the ORCGA maintained successful delivery and execution of all core programs and events, however, in some cases the financial performance was not optimal due to the need to retain incremental resources in order to ensure successful delivery.

The Board itself also experienced significant churn in Directors with 40% changing throughout the year due to either retirements or companies' internal organizational changes. Although a substantial amount of Board experience and knowledge has moved on with these changes, new ideas and fresh perspectives have been realized with the current Board members.

At the Geographic Council meetings this past fall, the ORCGA facilitated an open dialogue approach to address the highly sensitive issue of Late Locates. In these discussions, issues and high level solution options were discussed with all affected stakeholders in the locate process, providing valuable input to the Late Locate Symposium held in December 2019.

The five-year ORCGA Strategic Plan, initially developed in 2016, and revalidated in 2017, 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 Strategic Plan will be reviewed again in 2020 to ensure it remains aligned with the needs of our membership and will be revamped as required for the future.

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 2020.

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

## Message from the President and CEO

As President and CEO of the Ontario Regional Common Ground Alliance (ORCGA), I am pleased to present the 2019 Annual Report, highlighting the activities and performance of the ORCGA during the year, as well as our future priorities for 2020. 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 excavation industry presented some challenges.

Like 2018, a big success for the ORCGA was the delivery of our education programs. The Damage Prevention Technician Program was delivered to 178 technicians through 17 courses delivered in 2019, double the results of 2018. The proactive scheduling coupled with course size and location flexibility provided excellent results. Development of additional education programs in 2019, through the Best Practices Tailboard Talk initiative and the tendering of the Safe Excavation Practices Training programs, will set the stage for further Education Program offerings in 2020 and beyond.

The Best Practices process at the ORCGA continued to collect input from around the province at the 2019 Geographic Councils which will provide updated content to the upcoming Best Practices Version 4.0 document expected in the fall of 2020.

The Damage Information Reporting Tool (DIRT) report was again prepared and distributed ahead of schedule in 2019, having been delivered to the membership prior to Dig Safe month in April. In conjunction with Ontario One Call, we will strive to gain commitment from additional participants to improve the data and analysis of damage data.

The 2019 ORCGA events including the Damage Prevention Symposium, Golf Tournament and Locate Rodeo and 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 struggled with member attendance in 2019, although all committee deliverables were met. ORCGA will strive to engage the membership to increase participation and engagement with all committees in 2020. Membership engagement at the Geographic Council meetings in 2019 was strong, particularly in the fall meetings where Late Locates and Best Practices were the main discussion topics.

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**



## Treasurer's Report and 2018 Financial Statements (Unaudited)

The Ontario Regional Common Ground Alliance (ORCGA) continues its relatively stable financial performance with steady revenues through sponsorships, memberships and education programs. Revenues were higher despite a slight decline in sponsorships, due to a strong uptake of education programs and sustained membership. Expenses were also higher, though contained through effective cost management resulting in a slight operating loss in 2019.

Revenues in 2019 were markedly higher than 2018 by \$36,000 primarily due to very strong results in the Damage Prevention Technician Program which increased revenues by \$60,000 compared to 2018, offsetting sponsorship and membership revenue that was lower by \$30,000 compared to last year. Expenses were significantly higher than 2018 by just under \$100,000 due to additional salary and benefit costs, implementation of event planning software, higher Symposium and DPT Program expenses, partially offset by lower event costs, resulting in a year-end operating loss of just over \$10,000.

Unrealized gains have also been attained on ORCGA investments in mutual funds, bonds and GIC's, with a current combined value of approximately \$242,000.

The outlook for 2020 remains steady, but cautionary. As current and new sponsors evaluate their financial commitments, the value of sponsorship spend is more heavily scrutinized. The ORCGA will continue to exercise vigilance and ongoing cost control over expenses.

**Bav Mistry, CPA, CMA**  
**Treasurer, Ontario Regional Common Ground Alliance**

## Progress on 2019 Strategic Priorities

The 2017 Strategic Plan provided guidance for priorities in 2019. Outcomes included:

- Fully rolled out the revised value proposition for our sponsors which now includes promotional offerings at ORCGA events, committee and Geographic Council meetings and publications. These offerings were previously offered solely for the “Event Sponsors”
- Executed a very successful Damage Prevention Technician Program (DPT) in 2019, far exceeding budgeted program participation. This was a result of targeted and proactive scheduling and course participant class size and location flexibility.
- Worked through several options for the development of the Safe Excavation Practices Training Program (SEP). As the options were reviewed, the end result was the development of a Project Charter for the program based on identifying a series of “Learning Outcomes”. This was a collaborative effort with the ORCGA and the IHSA Program Development team. The Request for Quotation and Project Charter have been sent out to 5 Training Development firms.
- The finalization of the structure and format of a new series of “Tailboard Safety Talks” was finalized with the development of the first topic, “Working Within the Tolerance Zone”. This will be officially launched at the 2020 Symposium and will be available for the membership on the ORCGA website. The Tailboard Safety Talks are based on the Best Practices 3.0, with additional topics to be developed through the coming months.
- The CVent event planning software was implemented at the ORCGA and has been used to organize the 2020 Damage Prevention Symposium. This software will be used to plan other ORCGA events including the Golf Tournament, Locate Rodeo and Excavator Challenge, as well as manage the ORCGA membership. It is anticipated that this software will increase the administration efficiency of the organization.
- The facilitation of Late Locates discussions across the province at the Geographic Council meetings, included all stakeholders including Excavators, Utilities, Municipalities, Locate Service Providers and Ontario One Call. The output of these discussions provided valuable input and context to the Late Locates Symposium held in December 2019.
- On behalf of the Hydrovac Operator members, the ORCGA facilitated a submission to the Ministry of Environment and Conservation and Parks to address concerns with their proposed “Excess Soil” guidelines and the impacts of their proposal on our membership. Initial indications are that the Ministry has acknowledged and clarified the concerns that were raised.

## 2019 Strategic Scorecard

The Board of Directors made a small adjustment to the metrics from 2018 to include a metric to track “controllable” and “uncontrollable” losses in memberships.

### ORCGA Scorecard Model

*December 2019*

Metric Names	Weight	Unit	Year End Target			YTD Actual	Year To Date Target			YTD Payout	
			Doesn't meet	Meets	Exceeds	Actual	Target	Score	Multiplier		
Metric Names			0x	1x	2x		0x	1x	2x	Score	Multiplier
Memberships (Existing + Gross Additions)	8.0%	#	525	527	530	532	525	527	530	200%	16%
Memberships (Net Total Controllable)	4.5%	#	525	527	530	502	525	527	530	0%	0%
Sponsorships	12.5%	#	58	64	70	58	58	64	70	6%	1%
<b>Membership/Sponsorship Subtotal</b>	<b>25.0%</b>									<b>67%</b>	<b>17%</b>
Symposium	5.0%	Comp	0%	100%	200%	147%	0%	100%	200%	147%	7%
Dig Safe	5.0%	Comp	0%	100%	200%	121%	0%	100%	200%	121%	6%
Golf Tournament	5.0%	Comp	0%	100%	200%	200%	0%	100%	200%	200%	10%
Locate Rodeo	5.0%	Comp	0%	100%	200%	159%	0%	100%	200%	159%	8%
<b>Events Subtotal</b>	<b>20.0%</b>									<b>157%</b>	<b>31%</b>
Ear to the Ground	5.0%	Comp	0%	100%	200%	155%	0%	100%	200%	155%	8%
DIRT Report	5.0%	Comp	0%	100%	200%	108%	0%	100%	200%	108%	5%
Social Media	5.0%	Comp	0%	100%	200%	100%	0%	100%	200%	100%	5%
<b>Communications Subtotal</b>	<b>15.0%</b>									<b>121%</b>	<b>18%</b>
Geographic Councils	5.0%	Comp	0%	100%	200%	181%	0%	100%	200%	181%	9%
Committee Meetings	5.0%	Comp	0%	100%	200%	107%	0%	100%	200%	107%	5%
<b>Meetings Subtotal</b>	<b>10.0%</b>									<b>144%</b>	<b>14%</b>
DPT Program	7.5%	#	150	167	184	178	150	167	184	166%	12%
DPT Recertifications	2.5%	#	149	166	183	145	149	166	183	0%	0%
<b>Education Subtotal</b>	<b>10.0%</b>									<b>124%</b>	<b>12%</b>
Revenue	10.0%	\$	789,750	877,500	965,250	887,405	789,750	877,500	965,250	111%	11%
Expenses	10.0%	\$	953,700	867,000	780,300	897,875	953,700	867,000	780,300	64%	6%
<b>Financial Subtotal</b>	<b>20.0%</b>										<b>18%</b>
<b>Total</b>	<b>100.0%</b>										<b>111%</b>

2019 year-end results of the scorecard are as follows:

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 is a valuable tool used to track ORCGA staff performance management in 2019.

## 2020 Priorities and Business Activities

Based on the 2017 Strategic Plan, the 2020 priorities for ORCGA are as follows:

### Rediscovering Our Purpose

1. Continue to pursue Sponsorship opportunities through ORCGA industry contacts, committees, meetings and events as well as Board members, (i.e. Strongco).
2. Continue to target increased membership in the municipal, electrical LDC and equipment sectors through ORCGA contacts, committees, meetings and events.
3. Engage the membership to boost participation and effectiveness of all ORCGA Committees through meaningful and tactful agendas and deliverables.
4. Develop a Tradeshow strategy to better target tradeshow presence to increase Damage Prevention awareness and ORCGA membership.

### Enhancing Services (offerings)

5. Continue to proactively schedule, organize and execute the delivery of the Damage Prevention Technician (DPT) program across Ontario
6. Complete the development and execution of the Safe Digging Practices Training Program in order to formally launch the program in the winter of 2020/2021.
7. Develop an expanded series of Tailgate Safety Talks based on the CCGA Best Practices 3.0, making these available through the ORCGA website.

### Refocusing Our Direction

8. Utilize the CVent event planning software to include all ORCGA events, memberships and other applications as required.
9. Serve on the Board of the Canadian Common Ground Alliance (CCGA) as chair for 2020, working with the ORCGA Board and Regional Partners across Canada to continue to strive for some form of Federal Legislation
10. Serve on the Board of the Common Ground Alliance (US) as the Canadian representative.

### Developing Alliances

11. 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

12. 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.
13. Continue to champion the dialogue to address the issue of Late Locates in Ontario, bringing together all the affected stakeholders.
14. Review the issue of abandoned underground infrastructure and its' impacts on the damage prevention industry.



## 2019 Financial Statements (Unaudited)

### Ontario Regional Common Ground Alliance

#### Statement of Financial Position

For the Year Ended December 31, 2019

	2019	2018
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	167,593	224,133
GIC	104,330	102,034
Investments	137,887	127,050
Accounts receivable, net of allowance	7,044	1,057
Inventory	8,402	7,393
Prepaid expenses	116,967	72,451
	542,223	534,118
<b>FIXED</b>	16,389	16,083
<b>TOTAL ASSETS</b>	<u>558,611</u>	<u>550,201</u>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
ACCOUNTS payable and accrued expenses	42,527	38,718
Deferred Revenue	82,990	76,143
	125,516	114,861
<b>NET ASSETS</b>		
Unrestricted Retained Earnings	433,095	435,340
<b>TOTAL LIABILITIES and EQUITY</b>	<u>\$ 558,611</u>	<u>\$ 550,201</u>

## 2019 Financial Statements (Unaudited)

**Ontario Regional Common Ground Alliance**  
**Statement of Operations and Changes in Net Assets**  
**For the Year Ended December 31, 2019**

	2019	2018
<b><u>Revenue</u></b>		
Sponsorships	290,000	315,000
Memberships	127,998	132,662
Other Revenue (Events and Programs)	469,407	403,785
<b><u>Total Revenue</u></b>	<u>887,405</u>	<u>851,447</u>
<b><u>Expenses</u></b>		
Administration (Salaries and Benefits)	309,458	259,669
Conferences and Tradeshows	2,734	8,231
Office Lease and Utilities	48,228	46,815
Membership Services - Events, Meetings and Programs	418,789	373,687
Operational Costs	118,665	110,418
<b><u>Total Expenses</u></b>	<u>897,874</u>	<u>798,820</u>
<b>EXCESS OF REVENUE OVER EXPENSES BEFORE UNREALIZED GAINS</b>	- 10,470	52,627
<b>UNREALIZED GAIN ON INVESTMENTS</b>	<u>8,225</u>	<u>- 5,779</u>
<b>EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR</b>	- 2,245	46,848
<b>NET ASSETS, beginning of year</b>	<u>435,340</u>	<u>388,492</u>
<b>NET ASSETS, end of year</b>	\$ 433,095	\$ 435,340

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