



2020

Annual Report

Ontario Regional
ORCGA
Common Ground Alliance



Table of Contents

2020 Ontario Regional Common Ground Alliance Board of Directors.....	1
Message from the Chair	2
Message from the President & CEO	3
Treasurer's Report and 2020 Financial Statements (Unaudited).....	4
Progress on 2020 Strategic Priorities	5
2020 Scorecard	6
2021 Priorities & Business Activities	7
2020 Financial Statements (Unaudited)	8





2020

2020 Ontario Regional Common Ground Alliance

Board of Directors

Gary Auer

JD Barnes – Land Surveying

James Vis

Avertex Utility Solutions – Specialty Excavator

Normand Breton

Electrical Safety Authority – Member at Large

Rob Simpson

TC Energy – Transmission Pipelines

Guy Castagne (Vice Chair)

Technical Standards & Safety Authority - Regulator

Eric Boere

Regional Municipality of Halton – Municipal & Public Works

Doug Gale

Tbay Tel - Telecommunications

Enzo Garritano (Chair)

Infrastructure Health & Safety Association – Safety Organization

Ron Laidman

Oakville Enterprises Corporation - Locators

Ben Hamilton

Ontario One Call – One Call Centre

Rupee Dhillon

Powell Contracting – Road Builders

Jamie Bradburn

T2 Utility Engineers - Engineering

Dave Martins

Toronto Hydro – Electrical Distribution

Bav Mistry (Treasurer)

Hydro One Networks – Electrical Transmission

Terry Murphy

Landscape Ontario – Landscaping/Fencing

Magdy Fahmy

Railway Association of Canada - Railway

Karen Santucci

Utilities Kingston – Gas/Oil Distribution

Andrew Stone

Ontario Sewer & Watermain Construction Association – Member at Large

Michael McGivery

Enbridge Gas Inc. – Member at Large

Raffaello Taurino

Clearway Construction – Deep Excavator

Enrico Scalera

Municipal Engineers Association – Member at Large

Alan Asselstine

Rogers Communications – Member at Large

Brice Brown

Hetek Solutions Inc. – Equipment Manufacturing & Suppliers

Annual Report

Message from the Chair



2020 has been a year of unprecedented challenges not only globally, but also for both the Ontario Regional Common Ground Alliance (ORCGA) and our membership. This has also been a year where we have come together

as an association to work towards meeting those challenges. While the Board of Directors' role is to ensure the ORCGA continues to provide value to our members and sponsors, the COVID-19 Pandemic has compelled the staff to think outside the box to adapt and deliver value in this continuously changing environment.

In order to deliver the ORCGA core programs around Education Programs, Member Events, ORCGA Committees and associated deliverables including Best Practices and the DIRT Report, alternative means and formats were required to ensure continuity. On-line tools and virtual meetings became the norm throughout 2020 as the Pandemic set in across the province. The added stability in the ORCGA staff over the year was vital and necessary for implementing these adjustments over more traditional means to ensure continued success in 2020.

As with 2019, the Board itself experienced considerable churn in Directors with 20% changing throughout the year due to either retirements or companies' internal organizational changes. Again, although substantial Board experience and knowledge has moved on with these changes, a lot of new and fresh perspectives and ideas have been realized with the current Board members. Thank you to both past members and new members for their support and commitment to ORCGA's vision and mission.


Through the course of 2020, the Board reviewed the ORCGA Strategic Plan (2016) to ensure its continued

relevance in the current environment and beyond.

An outcome of this review saw the Board revising the Vision and Mission Statements of the ORCGA to better reflect our mandate. The Vision was developed to be "lofty" and concise; **"Every Dig; a Safe Dig"**. Likewise, our Mission Statement is to the point, in straight-forward terms, and defines how the ORCGA will achieve the Vision; **"Driving Safe Excavation for workers, the public and underground infrastructure through Advocacy, Education and Engagement"**.

Of note in 2020 was the extensive work carried out to address and make improvements to the late locate issue in Ontario. ORCGA was a central and neutral intermediary to the dialogue between all stakeholders (utility owners, locators, excavators) and ensuring the impacts and influences they each have on the late locate issue are understood to enable or initiate the establishment of a resolution to the issue.

Further, 2020 marked the development and completion of the new *Safe Excavation Practices* training program. The completion of the program was a significant milestone, particularly as it was done on budget and on schedule entirely through the restrictions imposed through the pandemic. This program will be launched in 2021.

This year's success would not have been possible without the support of our Board members and the dedicated staff at the ORCGA, particularly in light of the COVID-19 Pandemic this year. I extend my gratitude for all their hard work and commitment over the last year, wishing them continued success for 2021. 

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

Message from the President & CEO



The past year has been one like no other. The onset of the COVID-19 Pandemic in the first quarter occupied much of our collective focus throughout 2020. All activities and operations of the ORCGA were impacted, including

our events, Geographic Councils, committee meetings, education programs and membership. As the Pandemic set in towards the middle of March, ORCGA staff put together and implemented a Business Continuity Plan to ensure the sustainment of programs and services to the membership, while upholding the safety of all employees and members.


Notwithstanding the restrictions imposed by the Pandemic, the ORCGA managed to deliver on many of the core programs. The single in-person event that was convened in 2020, the Damage Prevention Symposium, was held in Ottawa in February and was a great success with over 260 delegates attending. The ORCGA Golf Tournament, Locate Rodeo & Excavator Challenge and Dig Safe in-person events were all cancelled in 2020 to reduce large gatherings and the potential of spreading the virus.

The Damage Prevention Technician Program (DPT) saw a strong start in the early months of 2020 with approximately 100 participants. However, the program was suspended in mid-March with scheduled courses cancelled due to the Pandemic. The delivery of the DPT program was reviewed by the instructors through the summer due to pent up demand for the training from ORCGA members. The delivery of the program was resumed in the late summer and into the fall with added precautions including COVID-19 protocols for maximum class sizes and social distancing and was delivered to an additional 26 participants.

The development of the ORCGA Safe Excavation Practices training program was completed in 2020. All development, reviews, editing, and validation were completed in a virtual environment. The program is based on the content of the key sections of the Best Practices guide for safe excavation in the vicinity of buried infrastructure.

The 2019 Damage Information Reporting Tool (DIRT) report was prepared and distributed to the membership prior to Dig Safe month in April. The 2019 DIRT report included several “Did You Know” infographics highlighting significant facts from the report that members were able to use in presenting the data to their employees and contractors.

Geographic Council meetings in 2020 were impacted significantly, both positively and negatively. The early spring meetings were status quo, but with the onset of the Pandemic in March, the in-person meetings were shut down. This led to the introduction of “virtual” on-line meetings at the ORCGA. Virtual Geographic Meetings not only brought new and different attendees from the membership, but also served to significantly reduce the expenses normally associated with these meetings. On the negative side, the membership thrives on face-to-face interaction and networking which is lost in a virtual setting. Moving forward on the other side of the Pandemic, ORCGA staff and surveyed members have determined that a “hybrid” will be implemented, presumably with in-person meetings in the spring prior to dig season, and virtual meetings in the fall.

The Strategic Plan, as laid out by the Board of Directors in 2017 was reviewed in 2020, resulting in a re-write of the ORCGA Vision and Mission Statements. 

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

Annual Report

Treasurer's Report and 2020 Financial Statements (Unaudited)



The COVID-19 Pandemic had a profound impact on the financial performance of the Ontario Common Ground Alliance (ORCGA) in 2020. With the majority of ORCGA events and several training programs

cancelled due to the Pandemic, apart from the Damage Prevention Symposium held in Ottawa in February, the revenue and associated gains from these events were not realized.

However, the negative impacts to earnings for these events were offset by two Federal Government Emergency Subsidy programs which were made available to businesses in 2020. The Canadian Emergency Wage Subsidy program was announced and implemented in the first quarter to enable organizations to offset a portion of employee wages in the wake of declining revenues. Likewise, in the fourth quarter, the Canadian Emergency Rent Subsidy program was utilized to enable businesses to offset a portion of rent expenses.

For 2020, the ORCGA made the decision to fund the Safe Excavation Practices training program through retained earnings and anticipated \$50,000 would be required to be withdrawn. However, due to the cancellation of several ORCGA events, utilization of the Federal Government Emergency Subsidy programs to offset the impacts and effective cost management, the financial position for year end is positive with a profit of approximately \$10,600.

Revenues in 2020 lagged those in 2019 by \$172,700 due to lower revenues from the Damage Prevention Technician (DPT) Program and ORCGA events that were cancelled due to the COVID-19 Pandemic, as well as slightly lower revenues from sponsorships and memberships. Expenses were significantly lower than 2019 by \$203,400 primarily due to DPT courses and events that were cancelled and reduced travel and meeting expenses as a result of the Pandemic; partially offset by higher salary and benefit costs and development costs for the Safe Excavation Practices training program, resulting in a year-end operating profit of approximately \$10,600.

Unrealized gains have also been attained on ORCGA investments in mutual funds, bonds and GIC's, with a current combined value of approximately \$3,600.

The outlook for 2021 remains cautious due to the uncertainty surrounding the COVID-19 Pandemic and ensuing vaccine distribution, and their impacts on ORCGA events and programs and corresponding revenue stream. Additionally, as sponsors and members evaluate their financial viability and commitments in 2021, their discretionary spend is likely to be heavily scrutinized.

As always, the ORCGA will continue to exercise vigilance and ongoing cost control over expenses.




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



2020

Progress on 2020 Strategic Priorities

The 2017 Strategic Plan provided guidance for priorities in 2020. Outcomes included:

- With the onset of the COVID-19 Pandemic in the first quarter of 2020, the ORCGA was required to revise and adjust the activities of the organization to continue to deliver the core programs where possible, and maintain the value of sponsorship and membership, while ensuring safety for the staff and adherence to all COVID-19 protocols and government directives.
- Throughout 2020, the ORCGA continued to connect with sponsors and members to mitigate the loss of their engagement and support for the organization where possible, given the challenges on their businesses brought on by the Pandemic.
- Financial controls on operating expenses were essential in 2020 to mitigate the impacts of cancelled or reduced revenue streams for the ORCGA, and with the support provided by Federal Emergency Subsidy programs, resulted in a positive outcome at year end.
- Notwithstanding the cancellation of ORCGA events including the Golf Tournament and Locate Rodeo & Excavator Challenge due to the Pandemic, a very successful Symposium was accomplished in Ottawa with over 260 delegates. ORCGA Geographic Council and Committee Meetings continued throughout 2020, moving to virtual on-line platforms as the COVID-19 Pandemic set in during the first quarter.
- The Damage Prevention Technician Program (DPT) had a very strong start in 2020 with over 100 participants in the first quarter until the Pandemic set in when the program was suspended. With demand for the training growing through the summer, the program was modified and re-launched under revised COVID-19 protocols for maximum class sizes and social distancing and was delivered to an additional 26 participants.
- The ORCGA Safe Excavation Practices training program was completed in 2020, with all development, reviews, editing, and validation completed in a virtual environment. The program is based on the content of the key sections of the Best Practices guide for safe excavation in the vicinity of buried infrastructure.
- The ORCGA continued to collaborate with the excavating community to tackle the Late Locate issue in Ontario. ORCGA helped to co-ordinate and channel communication between utility owners, locators and excavators through virtual meetings, discussions and publications to help stakeholders understand their influences and impacts on the late locate problem in Ontario, with the ultimate goal to resolve differences and come up with mutually acceptable solutions.
- The submission to the Ministry of Environment, Conservation and Parks (MECP) on behalf of the Hydrovac Operators evidently compelled the Ministry to review and address the issues raised to adjust their regulation to recognize hydrovac excavated material, characterizing it as “liquid soil”, differentiating this material from “waste”. An ORCGA webinar with the Hydrovac Operators was facilitated to provide an overview of the impacts of the revised regulation 

Annual Report

2020 Scorecard

The Board of Directors made a small adjustment to the metrics from 2019 to adjust the revenue and expenses to exclude those attributed to ORCGA events, as these are included in the event composite results.

2020 year-end results of the scorecard are as follows:

ORCGA Scorecard Model

Year End 2020

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 (Existing + Gross Additions)	8.0%	#	519	522	525	525	520	522	525	200%	16%
Memberships (Net Total Controllable)	4.5%	#	519	522	525	500	520	522	525	0%	0%
Sponsorships	12.5%	#	52	58	64	54	52	58	64	31%	4%
Membership/Sponsorship Subtotal	25%									80%	20%
Symposium	5.0%	Comp	0%	100%	200%	200%	0%	100%	200%	200%	10%
Dig Safe	5.0%	Comp	0%	100%	200%	100%	0%	100%	200%	100%	5%
Golf Tournament	5.0%	Comp	0%	100%	200%	100%	0%	100%	200%	100%	5%
Locate Rodeo	5.0%	Comp	0%	100%	200%	100%	0%	100%	200%	100%	5%
Events Subtotal	20%									125%	25%
Ear to the Ground	5.0%	Comp	0%	100%	200%	163%	0%	100%	200%	163%	8%
DIRT Report	5.0%	Comp	0%	100%	200%	175%	0%	100%	200%	175%	9%
Social Media	5.0%	Comp	0%	100%	200%	166%	0%	100%	200%	166%	8%
Communications Subtotal	15%									168%	25%
Geographic Councils	5.0%	Comp	0%	100%	200%	146%	0%	100%	200%	146%	7%
Committee Meetings	5.0%	Comp	0%	100%	200%	133%	0%	100%	200%	133%	7%
Meetings Subtotal	10%									139%	14%
DPT Program	7.5%	#	176	195	215	126	176	195	215	0%	0%
DPT Recertifications	2.5%	#	149	166	183	180	149	166	183	184%	5%
Education Subtotal	10%									46%	5%
Revenue	10.0%	\$	558,900	621,000	683,100	547,122	558,900	621,000	683,100	0%	0%
Expenses	10.0%	\$	764,280	694,800	625,320	557,613	764,280	694,800	625,320	200%	20%
Financial Subtotal (net of events)	20%										20%
GRAND TOTAL	100.0%										109%

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 was valuable to track all aspects of the ORCGA operation in 2020. 🏆



2021 Priorities & Business Activities

Based on the revised Vision & Mission Statements for the ORCGA, the 2021 priorities are as follows:

Advocacy

- Continue to develop and enhance partnerships with affiliated safety organizations and regulators including IHSA, TSSA, ESA, MoL and Ontario One Call to collaboratively improve public, worker, and infrastructure safety in Ontario.
- 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.
- Continue to champion the dialogue to address the issue of Late Locates in Ontario, bringing together all the affected stakeholders.
- Review the issue of abandoned underground infrastructure and its' impacts on the damage prevention industry.
- Serve on the Board of the Canadian Common Ground Alliance (CCGA) as chair for 2021, working with the Regional Partners across Canada to stabilize the national organization with a focus on financial viability and the delivery of programs of national interest, including Best Practices and the National DIRT Report.
- Serve on the Board of the Common Ground Alliance (US) as the Canadian representative.

Education & Training

- Continue to proactively schedule, organize and execute the delivery of the Damage Prevention Technician (DPT) program across Ontario to meet the requirements of the membership, while

maintaining the protocols necessary for safe and effective delivery through the COVID-19 Pandemic.

- Research, evaluate and recommend a preferred approach to convert the DPT Program to a virtual delivery format.
- Execute and deliver the Safe Excavation Practices Training program developed in 2020 to the membership, enabling the delivery of both in-class and virtual formats.
- Develop an expanded series of Tailgate Safety Talks based on the CCGA Best Practices 3.0, making these available to the membership through the ORCGA website.

Engagement

- Work through the challenges brought on by the COVID-19 Pandemic to continue to demonstrate value and sustain the engagement of the membership to preserve continued Sponsorship and Membership of the organization.
- Continue to engage the membership through the COVID-19 Pandemic to maintain the commitment of the membership to ORCGA Committees, Geographic Councils and Events.
- Monitor the COVID-19 Pandemic to determine the workability of ORCGA events including the delivery of the first "Virtual" Symposium.
- Continue to target increased membership in the municipal, electrical LDC and equipment sectors through ORCGA contacts, committees, meetings, and events. 

Annual Report

2020 Financial Statements (Unaudited)

Ontario Regional Common Ground Alliance
Unaudited - Statement of Financial Position
For the Year Ended December 31, 2020

	2020	2019
ASSETS		
CURRENT		
Cash	150,578	167,593
GIC	106,640	104,330
Investments	145,302	137,887
Accounts receivable, net of allowance	31,738	16,411
Inventory	12,070	8,402
Prepaid expenses	43,838	106,633
	490,166	541,256
FIXED		
	18,151	16,388
TOTAL ASSETS	508,317	557,644
LIABILITIES		
CURRENT		
Accounts payable and accrued expenses	16,900	42,523
Deferred Revenue	13,798	91,681
	30,698	134,204
LONG TERM		
CEBA-Term Loan	40,000	-
	40,000	-
TOTAL LIABILITIES	70,698	134,204
NET ASSETS		
Unrestricted Retained Earnings	437,619	423,440
TOTAL LIABILITIES & EQUITY	\$ 508,317	\$ 557,644



2020

2020 Financial Statements (Unaudited)

Ontario Regional Common Ground Alliance
Unaudited - Statement of Operations And Changes in Net Assets
For the Year Ended December 31, 2020

	2020	2019
Revenue		
Sponsorships	270,000	290,000
Memberships	126,366	128,673
Other Revenue (Events & Programs)	319,065	469,407
Total Revenue	715,431	888,080
Expenses		
Administration (Salaries & Benefits)	250,012	319,792
Conferences & Tradeshows	5,179	2,734
Office Lease & Utilities	46,992	48,228
Membership Services - Events, Meetings & Programs	280,620	418,789
Operational Costs	122,031	118,665
Total Expenses	704,834	908,208
EXCESS OF REVENUE OVER EXPENSES BEFORE UNREALIZED GAINS	10,597	- 20,128
UNREALIZED GAIN ON INVESTMENTS	3,582	8,225
EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR	14,179	- 11,903
NET ASSETS, beginning of year	423,440	435,343
NET ASSETS, end of year	\$ 437,619	\$ 423,440

'Audited Financial Statements available upon request'