


A photograph showing several large, red, corrugated pipes laid out in a trench. The pipes are arranged in a slightly overlapping manner, with one pipe in the foreground being more prominent than the others. The trench walls are made of dark, moist soil, and some dry grass is visible at the bottom of the trench.

2021

ANNUAL REPORT

Ontario Regional
ORCGA
Common Ground Alliance





The front cover of this ORCGA 2021 Annual Report illustrates the installation of ducting for fibre optic cables which will enable greater access to high-speed broadband internet across the province of Ontario.

The recently passed **Building Broadband Faster Act (Bill 257)** in 2021 has expedited and streamlined the process to install this infrastructure to currently unserved areas including First Nations across the Province of Ontario.

The passing of this legislation will sharply increase the underground infrastructure construction activity in 2022 and beyond, requiring a heightened awareness of safe digging practices, including acquiring underground locates prior to excavation to make **Every Dig; a Safe Dig.**



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2021 Ontario Regional Common Ground Alliance

Board of Directors

Gary Auer

JD Barnes – Land Surveying

James Vis

Avertex Utility Solutions – Specialty Excavator

Nansy Hanna

Electrical Safety Authority – Member at Large

Rob Simpson

TC Energy – Transmission Pipelines

Guy Castagne (Vice Chair)

Technical Standards and Safety Authority – Regulator

Eric Boere

Regional Municipality of Halton – Municipal and Public Works

Doug Gale

Tbaytel – Telecommunications

Enzo Garritano (Chair)

Infrastructure Health and Safety Association – Safety Organization

Ron Laidman

Oakville Enterprises Corporation – Locators

Ben Hamilton

Ontario One Call – One Call Centre

Rupree 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

Andrew Stone

Ontario Sewer and Watermain Construction Association – Member at Large

Michael McGivern

Enbridge Gas Inc. – Gas/Oil Distribution

Raffaello Taurino

Clearway Construction – Deep Excavator

Richard Noehammer

Municipal Engineers Association – Member at Large

Alan Asselstine

Rogers Communications – Member at Large

Brice Brown

Hetek Solutions Inc. – Equipment Manufacturing and Suppliers

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Message from the Chair



2021 was a year starting off with much uncertainty surrounding the COVID-19 Pandemic and its impact on the Ontario Regional Common Ground Alliance (ORCGA) and the membership, with the roll-out of the vaccines in

the spring providing hope to ultimately return to normal operations. Virtual meetings and events continued to be the norm for businesses in 2021, with the ORCGA adopting this model for their training programs, events, Committee and Geographic Council Meetings and most interactions with the members. The Board of Directors continued to provide overall direction to ensure value for our members and sponsors, and the ORCGA staff delivered again in 2021.


The ORCGA core advocacy and education programs, including the annual DIRT Report, Best Practices and the Damage Prevention Technician (DPT) programs continued throughout 2021 with minimal disruption other than the modified protocols for delivering the DPT in-class training where COVID-19 protocols for maximum class size, vaccination status and rapid testing needed to be maintained where required. The new Safe Excavation Training program (SET) was advanced to promote the virtual delivery as the preferred method. Annual ORCGA events were altered to a virtual format where possible.

Throughout 2021, ORCGA welcomed new Directors to the Board as a result of retirements and changing roles within member firms. Although considerable Board experience and knowledge has moved on with these changes, new member companies and fresh perspectives and influence has been gained with the

new Board members. Thank you to both past members and new members for their support and commitment to ORCGA's vision and mission.

Continuing into and through 2021 from 2020 was the continued focus on the late locate issue in Ontario. The ORCGA continued its role as a central and neutral intermediary between all stakeholders (utility owners, locators, excavators). Further supporting this effort, ORCGA, staff in addition to several ORCGA Board members were active participants in the Locate Solutions Working Group (LSWG), which recently completed a multi-faceted approach to addressing late locate issues. This working group, under the direction of the Ontario One Call Board of Directors discussed the main root causes behind the late locates, including resource constraints, operational issues and legislation gaps or improvements.

Continuing to operate seamlessly through a second successful year in a Pandemic reality has been challenging for all stakeholders involved in underground construction and 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 and commitment over the last year, wishing them continued success for 2022.

Moving forward into 2022, the ORCGA will remain focused on supporting its membership and will continue to work with all stakeholders involved in underground construction to support our Vision: **Every Dig; a Safe Dig.** 

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



Message from the President & CEO



2021, not unlike 2020 presented significant challenges adapting to the Pandemic environment. The requirement to adjust to this new working environment through on-line and virtual platforms became the norm in

2021. The hope of new COVID-19 vaccines and the eventual return to in-person meetings and events was abruptly halted towards the end of the year with the onset of the highly transmissible Omicron variant of the virus, and the re-introduction of restrictions on in-person meetings and events.


Although annual ORCGA events such as the Symposium, Dig Safe activities, Golf Tournament and Locate Rodeo and Excavator Challenge were curtailed from their traditional in-person formats, alternative delivery methods utilizing on-line virtual platforms were employed to deliver both the Damage Prevention Symposium and Golf Tournament.

The ORCGA Training Programs, including the Damage Prevention Technician Program (DPT) and the Safe Excavation Training Program (SET) saw a lot of “stops and starts” throughout 2021. Delivery of the DPT Program, in particular, was intermittent throughout the year due to mandated lockdowns through the winter months where most of this training takes place. However, DPT courses were delivered throughout the rest of the year as requested by the members. The SET program was refined in 2021 to ensure seamless delivery on a virtual platform which has evolved to be the preferred delivery method due to its

flexibility. A new directive from the City of Toronto will likely require all contractors bidding on work at the City to have all of their employees certified in safe excavation through the SET Program.

The 2020 Damage Information Reporting Tool (DIRT) report was again prepared and distributed to the membership prior Dig Safe month in April. The 2020 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.

All ORCGA Geographic Council and Committee meetings were held as scheduled using virtual platforms. Geographic Council meetings were extremely well attended, with over 1500 attendees attending the spring “Dig Safe Workshops”. Attendance at these meetings included both front line and management or administration levels, augmenting the traditional participation at these meetings. All ORCGA Committees, including Best Practices, Education and Training, Reporting and Evaluation and Events and Communication progressed well on their agendas throughout the year.

As the ORCGA moves into its 19th year, continuing to re-adjust our model to operating in the Pandemic environment, it is hoped that the restrictions and lockdowns will be relaxed in order to resume in-person activities, as desired by our members. 

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

2021 ANNUAL REPORT

Treasurer's Report and 2021 Financial Statements (Unaudited)



The financial performance of the Ontario Regional Common Ground Alliance (ORCGA) in 2021 required continuous review and adjustments throughout the year due to the ongoing COVID-19 Pandemic. The rapid increases

(and decreases) in infections, province-wide lockdowns and the introduction of vaccines constantly changed the landscape for ORCGA operations. Although all in-person events were either cancelled or moved to a virtual format, training program delivery continued, with modifications to ensure the health and safety of the participants and trainers.


However, like 2020, the negative impacts to earnings for events and training programs were offset by two Federal Government Emergency Subsidy programs which were made available to businesses in 2021. The Canadian Emergency Wage Subsidy (CEWS) and the Canadian Emergency Rent Subsidy (CERS) programs continue to be offered to businesses who had realized significant losses in revenues because of the Pandemic (relative to pre-pandemic times). The availability of these programs and level of support changed several times throughout the year, including the most recent programs, the "Hardest Hit Businesses Recovery Program (HHBRP) which was implemented in November 2021.

Revenues in 2021 lagged those in 2020 by \$183,000 due primarily to shifting the annual Symposium from an in-person event to virtual, in addition to lower Damage Prevention Technician (DPT) Program revenues due to government lock downs. Lower revenues tracked very close to the original budget set for 2021, at \$1,500 or

0.3% over budget. Expenses were substantially below 2020 by \$201,400, again as a result of virtual versus in-person Symposium, as well as reduced Safe Excavation Training (SET) program development costs and higher government subsidies. Similar to revenues, the reduced expenses tracked close to the original 2021 budget at \$32,900 or 6.3% under budget, resulting in a year-end operating profit of \$42,600, or \$34,400 over the original budget (\$8,200).

Unrealized gains have also been attained on ORCGA investments in mutual funds, bonds and GIC's, with a current combined value of approximately \$4,700.

The outlook for 2021 will remain cautious, but optimistic due to increasing vaccine rates in Ontario and "acceptance" of the Pandemic on a go-forward basis as a new reality. Planning for 2022 events and training programs is underway and will remain virtual for the most part, with the expectation for some form of in-person interaction later in the year. Government subsidies (HHBRP) will continue to be monitored and utilized wherever possible to offset day to day operating expenses. An ongoing area of concern will be maintaining the current ORCGA sponsors and members as they evaluate their financial viability and commitments in 2022. ORCGA will need to continuously monitor and develop the sponsor and member value propositions to ensure their retention.

As always, the ORCGA will continue to manage revenue and exercise cost controls to ensure financial viability of the organization. 

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



Progress on 2021 Strategic Priorities

The outcomes of the 2021 priorities are summarized below:

The progression of the COVID-19 Pandemic into 2021 saw continued restrictions and lockdowns throughout the year. The ORCGA continued to deliver where possible as we migrated to virtual delivery of the core programs, events, and meetings. Although government restrictions broadly dictated how these programs were to be delivered, the ORCGA maintained that we must also adapt to the needs and requirements of the membership. Throughout 2021, 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.

In early 2021, ORCGA's first Virtual Symposium was executed with great success. The virtual event spanned four ½ days spread over a two-week period. Member engagement was strong with similar numbers for registration as a regular in-person event. The virtual Symposium included not only presentations but also a virtual trade show and networking events to engage the participants.

Although the traditional in-person ORCGA events including the Golf Tournament and Locate Rodeo and Excavator Challenge were cancelled due to the Pandemic, a "Virtual Golf Tournament" was run that enabled members to golf at their own regular golf courses. Golfers entered their scores onto the virtual golf App "18 Birdies", where there were leader Boards, networking activities and prizes. This first-time event drew 100 participants.


The Damage Prevention Technician Training program (DPT) had a slow start in 2021 due to lockdowns across Ontario, however, as these were lifted, the participation in the program picked up through to the end of the year.

ORCGA also requested our training designer to develop a virtual version of this program, to both update the presentation and offer more flexibility to the members. This proposal will be further reviewed with a Board recommendation sought in 2022.

The Safe Excavation Training Program (SET) was completed for both in-class and virtual delivery (VILT). Training pilots, train the trainer sessions and targeted delivery of the program determined that the preferred delivery method is virtual due to its flexibility for the members. The training materials have been refined based on these sessions and feedback to ensure effective participant learning and testing.

Several Tailboard Talks have been completed which will be uploaded onto the "Members Only" section of the ORCGA website. There have been 20 topics in total that have been identified by ORCGA members and Committee members.

ORCGA staff continued to collaborate with the excavating community to tackle the Late Locate issue in Ontario through initiatives including the Root Cause Workshop, facilitated by the IHSA and the Locate Solutions Working Group (sponsored by the Ontario One Call Board of Directors). Further work on this issue included collaborating with the Ontario Ministry of Government and Consumer Services (MGCS) in the review of the Ontario Underground Infrastructure Notification Systems Act (OUINS or Bill 8).

The matter of abandoned infrastructure was identified and discussed through two editions of the Ear to the Ground publication in 2021 with several perspectives from the membership. This work will continue to be developed and investigated in 2022. 

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2021 Scorecard

2021 year-end results of the scorecard are as follows:

ORCGA Scorecard Model

Year End 2021

	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		
Memberships (Existing + Gross Additions)	8.0%	#	498	500	502	504	498	500	502	200%	16%
Memberships (Net Total Controllable)	4.5%	#	498	500	502	484	498	500	502	0%	0%
Sponsorships	12.5%	#	45	50	55	45	45	50	55	0%	0%
Membership/Sponsorship Subtotal	25.0%									64%	16%
Symposium	5.0%	Comp	0%	100%	200%	200%	0%	100%	200%	200%	10%
Dig Safe	5.0%	Comp	0%	100%	200%	119%	0%	100%	200%	119%	6%
Golf Tournament	5.0%	Comp	0%	100%	200%	133%	0%	100%	200%	133%	7%
Locate Rodeo	5.0%	Comp	0%	100%	200%	100%	0%	100%	200%	100%	5%
Events Subtotal	20.0%									138%	28%
Ear to the Ground	5.0%	Comp	0%	100%	200%	175%	0%	100%	200%	175%	9%
DIRT Report	5.0%	Comp	0%	100%	200%	200%	0%	100%	200%	200%	10%
Social Media	5.0%	Comp	0%	100%	200%	150%	0%	100%	200%	150%	7%
Communications Subtotal	15.0%									175%	26%
Geographic Councils	5.0%	Comp	0%	100%	200%	200%	0%	100%	200%	200%	10%
Committee Meetings	5.0%	Comp	0%	100%	200%	138%	0%	100%	200%	138%	7%
Meetings Subtotal	10.0%									169%	17%
DPT Program	7.5%	#	63	70	77	67	63	70	77	57%	4%
DPT Recertifications	2.5%	#	135	150	165	116	135	150	165	0%	0%
Education Subtotal	10.0%									43%	4%
Revenue	10.0%	\$	446,400	496,000	545,600	489,337	446,400	496,000	545,600	87%	9%
Expenses	10.0%	\$	566,841	515,310	463,779	479,451	566,841	515,310	463,779	170%	17%
Financial Subtotal (net of events)	20.0%										26%
Total	100.0%										117%

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 continues to be a valuable tool to track all aspects of the ORCGA operation in 2021. 



2022 Priorities and Business Activities

Based on the revised Vision and Mission Statements for the ORCGA, the 2022 priorities are as follows:

Advocacy

- Continue to develop and enhance partnerships with affiliated safety organizations including IHSA, TSSA, ESA, MLTSD and Ontario One Call to collaboratively improve public and worker safety in Ontario.
- Serve on the Board of the Canadian Common Ground Alliance (CCGA) continuing as Chair for 2022, 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, the National DIRT Report and some form of legislation for federally regulated infrastructure.
- Serve on the Board of the Common Ground Alliance (US) as the Canadian representative.
- 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, including the recommendations coming out of the Locate Solutions Working Group (LSWG) and the Ministry of Government and Consumer Services (MGCS).
- Continue to review the issue of abandoned underground infrastructure and the impacts on the damage prevention industry.
- Refine the proposal and work plan to convert the current DPT program to a hybrid-virtual delivery model, which will include e-learning, Virtual Instructor Led (VILT) and in-person trouble shooting modules.
- Formally launch and roll out the Safe Excavation Training program (SET) to the membership through all delivery methods
- Work with the City of Toronto to expand the implementation of the SET program to their approved contractors, assisting with planning, scheduling, delivery, and certification.
- Work with industry associations including the Ontario Sewer and Watermain Contractors Association (OSWCA), the Toronto Area Road Builders Association (TARBA) and others to ensure their members are compliant with requirements set out by their clients (i.e., City of Toronto).
- Continue to develop an expanded series of Tailgate Safety Talks based on the CCGA Best Practices 3.0, making these available through the ORCGA website.

Engagement

- Preserve Sponsorships and Memberships through COVID-19
- Maintain Committee and GC Engagement through COVID-19
- Continue to pursue Sponsorship opportunities through ORCGA industry contacts, committees, meetings and events as well as Board members, (i.e. Strongco).
- Continue to target increased membership in the municipal, electrical LDC and equipment sectors through ORCGA contacts, committees, meetings and events. 

Education & Training

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

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2021 Financial Statements (Unaudited)

Ontario Regional Common Ground Alliance
Unaudited - Statement of Financial Position
For the Year Ended December 31, 2021

	2021	2020
ASSETS		
CURRENT		
Cash	243,534	150,578
GIC	107,778	106,640
Investments	152,515	145,302
Accounts receivable, net of allowance	46,673	49,149
Inventory	12,299	12,070
Prepaid expenses	70,830	43,838
	633,629	507,577
FIXED	15,651	18,150
TOTAL ASSETS	649,280	525,727
LIABILITIES		
CURRENT		
Accounts payable and accrued expenses	30,123	20,776
Deferred Revenue	60,674	13,798
	90,797	34,574
LONG TERM		
CEBA-Term Loan	60,000	40,000
	60,000	40,000
TOTAL LIABILITIES	150,797	74,574
NET ASSETS		
Unrestricted Retained Earnings	498,483	451,153
TOTAL LIABILITIES & EQUITY	\$ 649,280	\$ 525,727



2021 Financial Statements (Unaudited)

Ontario Regional Common Ground Alliance
Unaudited - Statement of Operations And Changes in Net Assets
For the Year Ended December 31, 2021

	2021	2020
Revenue		
Sponsorships	245,000	270,000
Memberships	122,523	126,366
Other Revenue (Events & Programs)	165,003	319,065
Total Revenue	532,526	715,431
Expenses		
Administration (Salaries & Benefits)	241,413	238,520
Conferences & Tradeshows	-	5,179
Office Lease & Utilities	23,996	44,951
Membership Services - Events, Meetings & Programs	98,945	280,620
Operational Costs	125,575	122,031
Total Expenses	489,929	691,300
EXCESS OF REVENUE OVER EXPENSES BEFORE UNREALIZED GAINS	42,597	24,131
UNREALIZED GAIN ON INVESTMENTS	4,733	3,582
EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR	47,330	27,713
NET ASSETS, beginning of year	451,153	423,440
NET ASSETS, end of year	\$ 498,483	\$ 451,153

'Audited Financial Statements available upon request'