

# 2022

## ANNUAL REPORT

Ontario Regional  
**ORCGA**  
Common Ground Alliance





The front cover of this ORCGA 2023 Annual Report illustrates expansion of high speed fibre across the Province of Ontario along the corridors on Ontario's roads and highways. The expansion and refurbishing of roads and highways in addition to further infrastructure projects will continue to contribute to the demand for timely locates.

The recently passed **Bill 93** in 2022 was to amend the recent Building Broadband Faster Act (Bill 257 - 2021) and the Ontario Underground Infrastructure Notification System Act (Bill 8 - 2012) to operationalize the expansion of broadband across the province.

The passing of this legislation will sharply increase the underground infrastructure construction activity in 2023 and beyond, requiring a heightened awareness of safe digging practices, including acquiring underground locates prior to excavation to make **Every Dig; a Safe Dig.**





2022 Ontario Regional Common Ground Alliance Board of Directors.....	2
Message from the Chair .....	3
Message from the President & CEO .....	4
Treasurer’s Report and 2022 Financial Statements (Unaudited) .....	5
Progress on 2022 Strategic Priorities .....	6
2022 Scorecard .....	7
2023 Priorities and Business Activities .....	8
2022 Financial Statements (Unaudited) .....	9



## 2022 Ontario Regional Common Ground Alliance

### Board of Directors

**Gary Auer**

JD Barnes Limited – Land Surveying

**James Vis**

Avertex Utility Solutions – Specialty Excavator

**Nansy Hanna**

Electrical Safety Authority – Member at Large

**Rob Simpson**

TC Energy – Transmission Pipelines

**Sat Virdi**

Technical Standards & Safety Authority – Regulator

**Eric Boere** (Vice Chair)

Regional Municipality of Halton – Municipal & Public Works

**Doug Gale**

Tbaytel - Telecommunications

**Enzo Garritano** (Chair)

Infrastructure Health & Safety Association – Safety Organization

**Jason Mayer**

G-Tel Engineering – 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

**Andrew Stone**

Ontario Sewer & Watermain Construction Association – Member at Large

**Michael McGivery**

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 & Suppliers

**Adam Budd**

Aecon Group Inc. – Member at Large

## Message from the Chair



With increasing spread of the COVID-19 Omicron variant towards the end of 2021, the Province of Ontario enforced lockdowns across the province in early 2022, limiting indoor activities and gatherings. The lockdown

continued to impact the daily operations of the Ontario Regional Common Ground Alliance (ORCGA) and the membership, however, the advance of new booster vaccines enabled indoor activities and gatherings to gradually open up into the spring, with ORCGA returning to near normal operations. The Board of Directors, who moved back to in-person meetings in the latter half of 2022, continued to provide overall direction to ensure value for our members and sponsors; and the ORCGA staff delivered again in 2022.


The ORCGA core advocacy and education programs, including the annual DIRT Report, Best Practices and the Damage Prevention Technician (DPT) programs continued throughout 2022 with minimal disruption other than the modified Pandemic protocols for delivering the DPT in-class training early in the year. 2022 saw the return of ORCGA in-person events, including the Golf Tournament and in-person Committee meetings.

Throughout 2022, 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.

Industry work continued to collectively focus on the late locate issue in Ontario, with ORCGA maintaining its role as a central and neutral intermediary between all stakeholders (utility owners, locators, and excavators). The passing of Bill 93 in Ontario set the stage for addressing continued infrastructure expansion in the broadband and transportation sectors. Bill 93 essentially operationalized previously passed legislation initiatives in these sectors by amending the Ontario Underground Infrastructure Notification System Act (Bill 8). ORCGA staff were party to the development of the legislation and provided input through the process. ORCGA staff continue to support the development of the Dedicated Locator initiative referenced in this Bill.

As the ORCGA continues to revert to normal operations with its advocacy, education and engagement activities for the membership, it is recognized that this 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 2023.

Moving forward into 2023, 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




2022 saw the return of “near-normal” operations at the ORCGA. Although the year started off with a provincial lock-down for all in person gatherings and events, the new COVID-19 booster program saw the gradual lifting of these restrictions and the return to more normal day to day operations at the ORCGA. ORCGA staff continue to work from home or remotely for the most part (with in-person meetings as required), as the acceptance and reality of technology has enabled an effective operation without the requirement for staff to commute to the office daily. ORCGA are looking to reduce the current office space in early to mid-2023 as the existing space is no longer required. The proposed office which is the adjacent unit, is substantially smaller and will reduce the lease costs by over 50% while still meeting the needs of the organization.

The ORCGA Training Programs, specifically the Damage Prevention Technician Program (DPT) was curtailed at the start of the year in January due to the provincial lockdowns that had been put in place, however, they resumed as the restrictions were lifted and ran throughout the year as members were catching up on their training programs that had been restricted since 2020. The focus of Safe Excavation Training Program (SET) in 2022 was with the City of Toronto and Enbridge. City of Toronto trained several of their inspectors and project managers in preparation for the rollout of the training to some of their contractors, which has been delayed into 2023. Enbridge has incorporated the SET program into their annual Operator Qualification Program (OQ) for their Operations staff. Four additional Tailboard Talks (TbT) were developed in 2022 and will be uploaded onto the “Members Only” section of the ORCGA website.

The 2021 Damage Information Reporting Tool (DIRT) report was prepared and distributed to the membership prior Dig-safe month in April. Again for

2021, DIRT report included several “Did You Know” emojis highlighting significant facts from the report that members were able to use in presenting the data to their employees and contractors.

The lockdowns that were put in place in early 2022 necessitated the quick conversion of the annual Symposium from an in-person event to virtual. Planning for the Symposium, scheduled to take place in Niagara Falls was well underway, and had to be rescheduled until 2024. This was the second instance where the Symposium required rescheduling due to the Pandemic, however, the hotel was very accommodating to reschedule without penalty. As the restrictions were lifted, in-person events resumed with ORCGA holding their annual Golf Tournament in June which was well attended by the membership. The Golf Tournament marked the first in-person golf event since 2019. The annual Locate Rodeo & Excavator Challenge had been scheduled to take place in August at Georgian College in Barrie however, in the best interests of the construction industry in Ontario the event was cancelled due to the extreme backlog of late locates in Ontario.

The spring and fall Geographic Council meetings were held virtually in 2022, in a similar format used in 2021. Although the province had lifted some of the restrictions for gatherings, several members were under restrictions from their employers to attend external in-person meetings or events. The spring “Dig Safe Workshops” drew an excellent attendance not only from Ontario, but throughout Canada and North America with over 1,700 registering. All ORCGA Committees, including Best Practices, Education & Training, Reporting & Evaluation and Events & Communication progressed well on their agendas throughout the year. All meetings with these committees were held virtually with the exception of Best Practices which resumed in-person meetings at their meeting in the fall. 

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

## Treasurer's Report and 2022 Financial Statements (Unaudited)



The financial performance of the Ontario Common Ground Alliance (ORCGA) in 2022 continued to evolve as the COVID-19 Pandemic impacted operations, particularly in the first quarter. The provincial lockdown imposed in early

2022, required the ORCGA to quickly pivot the annual Symposium from an in-person format to virtual, training program delivery was curtailed in the first quarter and events were difficult to firm up ahead of time. However, moving into the second quarter, operations slowly returned to normal with lockdowns lifting and the province opening up.

The ORCGA had originally budgeted to receive full benefits from the "Hardest Hit Businesses Recovery Program" (HHBRP), an emergency subsidy program based on revenues. As revenues were higher than expected in Q2 with the easing of restrictions, the ORCGA was not eligible for the full benefit resulting in a deficit of approximately \$20,000 of the budgeted relief.

Revenues in 2022 exceeded those in 2021 by approximately \$148,700 due to the lifting of Pandemic related restrictions in the second quarter, enabling the ORCGA to run the annual Golf Tournament and resume full Damage Prevention Technician (DPT) training programs throughout the rest of the year. Revenues tracked under budget by approximately \$5,000 due to loss of sponsorships and ORCGA event revenue, partially offset by higher revenues from the DPT program in the second, third and fourth quarters. Expenses were substantially over 2021 by \$240,000 due to reduced Federal Subsidies and increased ORCGA event and training expenses. Expenses were over budget by approximately \$25,000 or 3.6%,

resulting in year-end operating deficit of \$47,850, or \$30,235 under the budget (\$17,600).

The Canada Emergency Business Account (CEBA) is a program offered to small businesses and non-profit organizations to cover operating costs during a period where revenues had been temporarily reduced due to the COVID-19 Pandemic. The program included an interest free loan of up to \$60,000 and offered a "forgiveness" of \$20,000 of the \$60,000 for loans paid in full by December 31, 2022. ORCGA paid the loan in full in late December and realized the \$20,000 in loan forgiveness in 2022. This realized forgiveness in 2022 reduces the deficit from \$47,850 to \$27,850 in 2022.

Unrealized losses were also incurred on ORCGA investments in mutual funds, bonds and GIC's, with a current combined loss of approximately (\$17,000).

The outlook for 2023 remains cautious, but hopeful due to the acknowledgement of living with the Pandemic as a reality on a go-forward basis, and the ability of the ORCGA to pivot and adapt its' education programs, committees, and events to this new environment. The ORCGA needs to focus on maintaining the current ORCGA sponsors and members as they evaluate their financial viability and commitments in 2023. The ORCGA will need to continuously monitor and develop the sponsor and member value propositions to ensure 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 2022 Strategic Priorities

The outcomes of the 2022 priorities are summarized below:

Early in 2022, the Province of Ontario enacted lockdowns which imposed restrictions on gatherings and event spaces. Although the ORCGA were gradually shifting towards planning for in-person programs, meeting and events towards the end of 2021, the delivery of these in-person programs was delayed later into the first and second quarters of 2022. ORCGA, was required to revert to “Pandemic related restrictions” for operations, specifically the annual Damage Prevention Symposium which had been planned for in-person in Niagara Falls.

The 2022 Symposium was quickly converted to a virtual event like 2021, and resulted in a successful event for attendees, virtual exhibitors and sponsors. Similar to the 2021 Virtual Symposium, the 2022 event spanned four ½ days spread over a two-week period, and included a virtual trade show and networking events, in addition to presentations.


The first in-person event since before the Pandemic was held in mid-2022 at the Club at Bond Head for the annual ORCGA Golf Tournament, which was a sellout. Planning was also underway for the annual Locate Rodeo & Excavator Challenge, which was to be held at Georgian College in Barrie, however, due to the extreme volumes and backlog in locates, it was decided to cancel this event for 2022, in the best interest of the very busy construction season.

The Damage Prevention Technician Training program (DPT) was paused in early 2022 due to lockdowns across Ontario, however, as these were lifted, the participation in the program picked up and was steady through to the end of the year.

The passing of Ontario Bill 93 and the changes made to the Ontario Underground Infrastructure Notification System Act (OUINS) in the spring, established the ability for infrastructure owners to use “Dedicated Locators” for project work including broadband and transportation development projects. This initiative is expected to dramatically increase the demand for trained locators. This has prompted the ORCGA to work in conjunction with the Locate Alliance Consortium (LAC) members to enhance the DPT program and integrate classroom with in-field practical application to better prepare the industry with the increased demand for trained locators. This work is well underway in 2022 and will continue into 2023.

The Safe Excavation Training program (SET) was rolled out to the City of Toronto through “Train the Trainer” sessions, where several City inspectors and project managers were trained for future auditing of their contractors. Enbridge has also incorporated the SET curriculum into their annual Operator Qualification program (OQ) for construction and operations workers.

Additional Tailboard Talks (TbT) have been developed based on topics identified by members and the Best Practices

Continued the dialogue and collaboration with the Ontario Ministry of Public & Business Service Delivery (MPBSD) in the continued development of locator training programs in support of the infrastructure expansion initiatives enabled through Bills 257 & 93 and the revised OUINS Act. 



# 2022

## ANNUAL REPORT

### 2022 Scorecard

2022 year-end results of the scorecard are as follows:

#### ORCGA Scorecard Model

#### Year End 2022

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%	#	498	500	502	507	497	500	503	200%	16%
Memberships (Net Total Controllable)	4.5%	#	498	500	502	488	497	500	503	0%	0%
Sponsorships	12.5%	#	45	50	55	48	45	50	55	60%	8%
<b>Membership/Sponsorship Subtotal</b>	<b>25.0%</b>									<b>94%</b>	<b>24%</b>
Symposium	5.0%	Comp	0%	100%	200%	169%	0%	100%	200%	169%	8%
Dig Safe	5.0%	Comp	0%	100%	200%	125%	0%	100%	200%	125%	6%
Golf Tournament	5.0%	Comp	0%	100%	200%	181%	0%	100%	200%	181%	9%
Locate Rodeo	5.0%	Comp	0%	100%	200%	100%	0%	100%	200%	100%	5%
<b>Events Subtotal</b>	<b>20.0%</b>									<b>144%</b>	<b>29%</b>
Ear to the Ground	5.0%	Comp	0%	100%	200%	100%	0%	100%	200%	100%	5%
DIRT Report	5.0%	Comp	0%	100%	200%	172%	0%	100%	200%	172%	9%
Social Media	5.0%	Comp	0%	100%	200%	91%	0%	100%	200%	91%	5%
<b>Communications Subtotal</b>	<b>15.0%</b>									<b>121%</b>	<b>18%</b>
Geographic Councils	5.0%	Comp	0%	100%	200%	150%	0%	100%	200%	150%	8%
Committee Meetings	5.0%	Comp	0%	100%	200%	100%	0%	100%	200%	100%	5%
<b>Meetings Subtotal</b>	<b>10.0%</b>									<b>125%</b>	<b>13%</b>
DPT Program	4.5%	#	90	100	110	143	90	100	110	200%	9%
DPT Recertifications	1.0%	#	135	150	165	107	135	150	165	0%	0%
SET Program	4.5%	#	135	150	165	68	135	150	165	0%	0%
<b>Education Subtotal</b>	<b>10.0%</b>									<b>90%</b>	<b>9%</b>
Revenue	10.0%	\$	492,300	547,000	601,700	578,337	492,300	547,000	601,700	157%	16%
Expenses	10.0%	\$	667,277	606,615	545,954	656,300	667,277	606,615	545,954	18%	2%
<b>Financial Subtotal (net of events)</b>	<b>20.0%</b>										<b>18%</b>
<b>Total</b>	<b>100.0%</b>										<b>109%</b>

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 2022. 

# 2023 Priorities & Business Activities

Based on the Vision & Mission Statements for the ORCGA, the 2023 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 2023, working with the Regional Partners 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 Ontario Ministry of Public and Business Services Delivery (MPBSD).

## Education & Training

- Continue to proactively schedule, organize and execute the delivery of the Damage Prevention Technician (DPT) program across Ontario.
- In conjunction with Locate Alliance Consortium (LAC) members, enhance and develop the current DPT Program to better incorporate practical

application throughout the curriculum in response to the increased demand for trained locators coming out of Ontario Bill 93 and the Dedicated Locator initiative.

- 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 and labour groups including the Ontario Sewer & Watermain Contractors Association (OSWCA), the Toronto Area Road Builders Association (TARBA), the Ontario General Contractors Association (OGCA), the Labourers International Union of North America (LIUNA), and others to increase engagement and incorporate ORCGA training programs where required and applicable.
- Continue to develop an expanded series of Tailgate Safety Talks based on the CCGA Best Practices 4.0, making these available through the ORCGA website.

## Engagement

- Continue to grow and preserve Sponsorships & Memberships.
- Continue to engage members to participate on ORCGA Committees & Geographic Councils.
- Continue to pursue ORCGA annual and event Sponsorships through ORCGA industry contacts, committees, meetings and events as well as Board members.
- Continue to target increased membership in the municipal, electrical LDC and equipment sectors through ORCGA contacts, committees, meetings and events. 

## 2022 Financial Statements (Unaudited)

Ontario Regional Common Ground Alliance  
 Unaudited - Statement of Financial Position  
 For the Year Ended December 31, 2022

	2022	2021
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	201,184	243,534
GIC	109,874	107,778
Investments	131,716	152,515
Accounts receivable, net of allowance	58,173	39,372
Inventory	12,299	12,299
Prepaid expenses	137,383	70,830
	650,629	626,328
<b>FIXED</b>		
	11,659	15,652
<b>TOTAL ASSETS</b>	<b>662,288</b>	<b>641,980</b>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued expenses	25,503	30,127
Deferred Revenue	183,151	53,372
	208,654	83,499
<b>LONG TERM</b>		
CEBA-Term Loan	-	60,000
	-	60,000
<b>TOTAL LIABILITIES</b>	<b>208,654</b>	<b>143,499</b>
<b>NET ASSETS</b>		
Unrestricted Retained Earnings	453,634	498,481
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>\$ 662,288</b>	<b>\$ 641,980</b>

## 2022 Financial Statements (Unaudited)

Ontario Regional Common Ground Alliance  
 Unaudited - Statement of Operations And Changes in Net Assets  
 For the Year Ended December 31, 2022

	2022	2021
<b>Revenue</b>		
Sponsorships	240,000	245,000
Memberships	121,271	122,523
Other Revenue (Events & Programs)	320,791	172,503
<b>Total Revenue</b>	<b>682,062</b>	<b>540,026</b>
<b>Expenses</b>		
Administration (Salaries & Benefits)	335,542	241,413
Conferences & Tradeshows	6,346	-
Office Lease & Utilities	45,670	23,996
Membership Services - Events, Meetings & Programs	192,216	141,823
Operational Costs	150,139	90,199
<b>Total Expenses</b>	<b>729,913</b>	<b>497,431</b>
<b>(SHORTFALL) EXCESS OF REVENUE OVER EXPENSES BEFORE UNREALIZED GAINS</b>	<b>-47,851</b>	<b>42,595</b>
<b>CEBA Loan Forgiveness</b>	<b>20,000</b>	<b>-</b>
<b>UNREALIZED GAIN (LOSS) ON INVESTMENTS</b>	<b>-16,996</b>	<b>4,733</b>
<b>(SHORTFALL) EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR</b>	<b>-44,847</b>	<b>47,328</b>
<b>NET ASSETS, beginning of year</b>	<b>498,481</b>	<b>451,153</b>
<b>NET ASSETS, end of year</b>	<b>\$ 453,634</b>	<b>\$ 498,481</b>

'Audited Financial Statements available upon request'