



**20**  
**YEARS**  
2003-2023

# 2023 ANNUAL REPORT





# 2023 Ontario Regional Common Ground Alliance (ORCGA)

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## Board of Directors

### Deep Excavator

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[Clearway](#)

### Engineering

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### Landscaping/Fencing

Terry Murphy

Consultant

[Landscape Ontario](#)

### Oil and Gas Distribution

Michael McGivery

Director, Distribution Protection

[Enbridge Gas Inc.](#)

### Regulator

Gary Highfield

Manager, Engineering

Fuels

[Technical Standards and Safety  
Authority \(TSSA\)](#)

### Specialty Excavator

James Vis

Director of Smithville Operations

[AVERTEX Utility Solutions Inc.](#)

### Labour Associations

Bill Barbosa

Assistant Business Manager

[LiUNA Ontario Provincial District Council](#)

### Member at Large

Nansy Hanna

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[Electrical Safety Authority \(ESA\)](#)

### Electrical Distribution

Dave Martins

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[Toronto Hydro – Electric System Limited](#)

### Equipment Manufacturer & Suppliers

Brice Brown

Manager of Customer Service

[Hetek Solutions Inc.](#)

### Locator

Jason Meyer

General Manager

[GTel](#)

### Railway

Vacant

### Road Builders

Rupee Dhillon

Manager Locates

Powell Contracting Ltd.

[Powell Contracting Limited](#)

### Telecommunications

Doug Gale

Supervisor, Construction

[Tbaytel](#)

### Member at Large

Adam Budd

Director of Telecommunications

[Aecon Group Inc.](#)

### Member at Large

Reza Habibollahi

Manager, Damage Prevention

Network Management

[Rogers Communications Canada Inc.](#)

### Electrical Transmission

Tammy O'Sullivan

Director, Distribution Operations Management

[Hydro One Networks Inc.](#)

### Land Surveyors

Peter Lamb

Deputy Chief Surveyor

Ministry of Transportation (Ontario)

Representing – [Association of Ontario Land  
Surveyors \(AOLS\)](#)

### Municipal & Public Works

Eric Boere

Manager, Water & Waste Water Linear Systems

[Halton Region](#)

### Regulator

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### Safety Organization

Enzo Garritano

President & CEO

[Infrastructure Health and Safety  
Association \(IHSA\)](#)

### Transmission Pipelines

Vacant

### Member at Large

Richard Noehammer

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Association \(MEA\)](#)

### Member at Large

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The front cover of this ORCGA 2023 Annual Report commemorates 20 years in working together to reduce underground infrastructure damages through advocacy, education and engagement with the ORCGA.



## Message from the Chair



Congratulations to the ORCGA, now in its 20<sup>th</sup> year of operations delivering advocacy, education and engagement to its members and stakeholders, in supporting our vision of Every Dig; a Safe Dig! Thank

you to ORCGA staff for their tireless and ongoing efforts throughout 2023.

2023 saw the return to normal operations at the ORCGA, or rather, normal operations in the new post-pandemic business model. The creation and development of virtual platforms through the course of the pandemic changed the new “normal” to more of a “hybrid” model including in-person or traditional business settings, combined with virtual on-line means of interactions and meetings.

Throughout 2023, ORCGA welcomed new Directors to the Board due to retirements and changing roles within member firms. Although considerable Board experience and knowledge has moved on with these changes, fresh perspectives and influence have 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. The Board of Directors continue to provide overall direction to ensure value for our members and sponsors.


The ORCGA core resources and education programs, including the annual DIRT Report, Best Practices, Damage Prevention Technician (DPT) and Safe Excavator Training (SET) programs continued throughout 2023. The DPT program was particularly active with courses running steadily throughout the year from January through December. ORCGA engagement events, including the in-person Geographic Council meetings, Committee Meetings, Golf Tournament and Damage Prevention Symposium were all well attended by all sectors in the membership.

Industry and advocacy work continued in 2023 with the ORCGA involvement in the Ministry of Public and Business Service Delivery (MPBSD) consultations resulting in the new Bill 153 Building Infrastructure Safety Act (2023). The proposed legislative changes will help to ensure the continued safety and reliability of underground infrastructure through timely and efficient locate delivery for excavation projects of all sizes and scopes, while controlling and managing costs for all our stakeholders including excavators, infrastructure owners, municipalities and locate service providers.

Supporting the new proposed legislation and provincial initiatives in the expansion of critical infrastructure, the ORCGA collaborated with industry stakeholders to develop an enhanced Damage Prevention Technician (DPT) training program that integrates updated and current content in both classroom and in-field settings. The new program and its content have been endorsed by representatives of gas distribution, electric, telecommunications and municipal water and sewer infrastructure owners as well as several locate service providers. The revised program will be rolled out in early 2024.

As the ORCGA continues with its advocacy, education and engagement activities for the membership, it is recognized that this is not 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 2024.

Moving forward into 2024, 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**

# 2023 ANNUAL REPORT

## Message from the President & CEO



The 20<sup>th</sup> Anniversary of the ORCGA in 2023 started off with a celebration! This past year the ORCGA held its first in-person Damage Prevention Symposium since the COVID-19 Pandemic and

provincial lockdowns which prevented us from holding this event since 2020; and what a year to return, our 20<sup>th</sup> Anniversary!

The new operating model at the ORCGA, with staff working from home or remotely, continues to enable the organization to function seamlessly for our membership. In-person meetings and events will continue as they have prior to the Pandemic, with the staff meeting in person as required for continuity and ORCGA functional requirements.


Delivery of the ORCGA training programs, including the Damage Prevention Technician (DPT) and Safe Excavation Training (SET) programs was steady throughout the year. The DPT was particularly active with courses running steadily from January through December in various locations across the province. The interest in the SET training program picked up in the latter part of the year as the awareness and benefits were expanded through the Geographic Council meetings. The DPT program is undergoing a major refresh with most of the work completed in 2023 through a collaboration of infrastructure owners and locate service providers, with the assistance of Flint Learning Solutions to manage the project. The enhanced program is targeted for release in Q1 of 2024.

The 2022 Damage Information Reporting Tool (DIRT) report was prepared and distributed to the membership prior to Dig-Safe month in April. The 2022 Reporting & Evaluation Committee continued to add

members as well as a new co-chair. 2023 also saw the return of L. O'Doherty to the ORCGA to help coordinate the development and production of the report with the committee.

The 20<sup>th</sup> Anniversary of the ORCGA was celebrated at the Damage Prevention Symposium held in-person at Caesar's Windsor in February. The event was a sold-out success and included several educational sessions, a very interactive tradeshow, panel discussions and a 20<sup>th</sup> Anniversary celebration party. The annual Golf Tournament was a sellout held in June at Deer Creek in Whitby. Unfortunately, the annual Locate Rodeo & Excavator Challenge originally scheduled to take place in August at Georgian College in Barrie, was again cancelled, in the best interests of the construction industry in Ontario due to the extreme backlog of late locates in Ontario.

The spring and fall Geographic Council meetings returned to in-person events in 2023 with excellent speakers and participation from the membership. ORCGA Committees, including Best Practices, Education & Training, Reporting & Evaluation and Events & Communication progressed well on their agendas throughout the year. Meetings with these committees were held both virtually and in-person as determined by the committee members.

As the ORCGA moves into its third decade, we will pursue opportunities to improve efficiency while continuing to deliver on our education programs and events. In doing so, we will continue to ensure we are responsive and flexible to our members' expectations through Advocacy, Education and Engagement. 

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





## Treasurer's Report and 2023 Financial Statements (Unaudited)



The financial performance of the Ontario Common Ground Alliance (ORCGA) in 2023 adapted its operations in the new post-pandemic business model, including both in-person and virtual

on-line means of interactions and meetings.


Revenues in 2023 exceeded those in 2022 by over \$260,000 primarily due to the lifting of all Pandemic related restrictions, enabling the in-person 20<sup>th</sup> Anniversary Damage Prevention Symposium event in Windsor. Increased revenues were also attributed to sponsorships with the return of Ontario One Call as a Gold Sponsor (\$20,000), and the addition of LiUNA as a Silver Sponsor (\$10,000). Additional revenues were also realized with the 2023 Golf Tournament (\$11,000) and DPT training (\$24,000), offset by the loss of two bronze sponsorships (TW Johnstone and Imperial Oil) at \$5,000 each.

Expenses were substantially higher than 2023 by \$280,000 due to Symposium expenses (\$137,000), Golf Tournament (\$10,000), the return to in-person meetings for both Geographic Councils and Committees (\$23,000), DPT training costs (\$9,000) and the contract with Flint Learning Solutions (\$119,000). A portion of these expenses were offset by reduced

salaries & benefits (\$65,000) from reduced staff (J. Parent). The contract to retain Flint Learning Solutions was directed by the Board at the February Board meeting for development of the enhanced Damage Prevention Technician (DPT) Program. The resulting year-end operating deficit was (\$71,000).

Unrealized gains were also incurred on ORCGA investments in mutual funds and bonds, with a year-end gain of approximately \$4,750.

The outlook for 2024 remains optimistic, but cautious with the industry settling in with the new "hybrid" post-pandemic business model, and the elevated level of construction activity with an ongoing focus on safety and training. Focus in 2024 will be maintaining the current ORCGA sponsors and members as they evaluate their financial viability and commitments in 2024. ORCGA will continue to monitor and foster 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. 

**Michael McGivery**  
**Treasurer, Ontario Regional Common**  
**Ground Alliance**

# 2023 ANNUAL REPORT

## Progress on 2023 Strategic Priorities

The outcomes of the 2023 priorities are summarized below:

In June of 2023, the ORCGA participated and provided input and expertise on locator training to the Ministry of Public and Business Service Delivery (MPBSD) who, in conjunction with Ontario One Call, engaged industry through consultations with stakeholders on how best to support underground infrastructure owners/operators to provide cost-effective locates, and excavators to efficiently deliver key infrastructure projects. These consultations resulted in proposed legislative amendments to improve the efficiency of locate delivery and respond to stakeholder concerns, while also limiting cost impacts for underground infrastructure owners and operators and excavators.


In support of this proposed legislation and the construction industry in Ontario, ORCGA has been working with infrastructure owners and operators along with several locate service providers (LSP's) throughout 2023 to update and revise the existing Damage Prevention Technician (DPT) program. This initiative, executed with the support and expertise of Flint Learning Solutions was designed to ensure it is current, complete and provides the required theory and practical components of a comprehensive training program for utility locators to support Ontario's increasing trained locator demand to support the provincial infrastructure expansion programs. The revised DPT program is targeted for release in Q1 2024.

Delivery of the ORCGA training programs was steady throughout 2023. In particular, the Damage Prevention Technician Training program (DPT) was delivered to over 160 participants throughout Ontario. The Safe Excavation Training (SET) program was set back

slightly with the City of Toronto who have reprioritized this initiative due to executive staffing realignment. However, momentum and interest in the program has been steadily mounting towards the end of the year with increased awareness of the content and program delivery options.

For the sixth year in a row, the Damage Information Reporting Tool (DIRT) report for 2022 data was prepared and distributed to the membership prior Dig-Safe month in April.

The ORCGA celebrated it's 20<sup>th</sup> Anniversary milestone with the first in-person Symposium since the start of the COVID-19 Pandemic. The event, held at Caesar's Windsor, attracted approximately 320 registrations, 33 exhibitor booths at the Tradeshow, 12 breakout sessions, 4 committee meetings and a 20<sup>th</sup> Anniversary celebration party, with an overall rating of 90%. The annual Golf Tournament, held at Deer Creek was sell-out success again in 2023. Unfortunately, the annual Locate Rodeo & Excavator Challenge originally scheduled to take place in August at Georgian College in Barrie, was again cancelled, in the best interests of the construction industry in Ontario due to the extreme backlog of late locates in Ontario.

The resumption of in-person events in 2023 saw the return of the Geographic Council meetings in the spring and fall, with excellent attendance, speakers and networking. It was clear that the members were very pleased with the return of these in-person networking events across the province. 



## 2023 Scorecard

2023 year-end results of the scorecard are as follows:

### ORCGA Scorecard Model

### Year End 2023

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%	#	511	515	519	506	511	515	519	0%	0%
Memberships (Net Total Controllable)	4.5%	#	511	515	519	488	511	515	519	0%	0%
Sponsorships	12.5%	#	47	52	57	52	47	52	57	100%	13%
<b>Membership/Sponsorship Subtotal</b>	<b>25.0%</b>									<b>50%</b>	<b>13%</b>
Symposium	5.0%	Comp	0%	100%	200%	200%	0%	100%	200%	200%	10%
Dig Safe	5.0%	Comp	0%	100%	200%	150%	0%	100%	200%	150%	8%
Golf Tournament	5.0%	Comp	0%	100%	200%	200%	0%	100%	200%	200%	10%
Locate Rodeo	5.0%	Comp	0%	100%	200%	100%	0%	100%	200%	100%	5%
<b>Events Subtotal</b>	<b>20.0%</b>									<b>163%</b>	<b>33%</b>
Ear to the Ground	5.0%	Comp	0%	100%	200%	70%	0%	100%	200%	70%	4%
DIRT Report	5.0%	Comp	0%	100%	200%	200%	0%	100%	200%	200%	10%
Social Media	5.0%	Comp	0%	100%	200%	54%	0%	100%	200%	54%	3%
<b>Communications Subtotal</b>	<b>15.0%</b>									<b>108%</b>	<b>16%</b>
Geographic Councils	5.0%	Comp	0%	100%	200%	200%	0%	100%	200%	200%	10%
Committee Meetings	5.0%	Comp	0%	100%	200%	158%	0%	100%	200%	158%	8%
<b>Meetings Subtotal</b>	<b>10.0%</b>									<b>179%</b>	<b>18%</b>
DPT Program	4.5%	#	135	150	165	162	135	150	165	180%	8%
DPT Recertifications	1.0%	#	135	150	165	111	135	150	165	0%	0%
SET Program	4.5%	#	135	150	165	25	135	150	165	0%	0%
<b>Education Subtotal</b>	<b>10.0%</b>									<b>81%</b>	<b>8%</b>
Revenue	10.0%	\$	592,200	658,000	723,800	618,981	592,200	658,000	723,800	41%	4%
Expenses	10.0%	\$	930,237	845,670	761,103	787,905	930,237	845,670	761,103	168%	17%
<b>Financial Subtotal (net of events)</b>	<b>20.0%</b>										<b>21%</b>
<b>Total</b>	<b>100.0%</b>										<b>108%</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 2023. 



# 2023 ANNUAL REPORT

## 2024 Priorities & Business Activities

Based on the Vision & Mission Statement for the ORCGA, the 2024 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.
- Continue to work with the Ministry of Public and Business Services Delivery (MPBSD) and Ontario One Call to support and implement Bill 153, the “Building Infrastructure Safety Act” with the continued development and delivery of Damage Prevention Technician (DPT) training to provide a pool of trained locators to support the construction of provincial infrastructure expansion programs.
- Serve on the Board of the Canadian Common Ground Alliance (CCGA) continuing as Chair for 2024, 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, the annual National Damage Prevention Symposium, to be held in Regina SK in the fall of 2024, 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.

### Education & Training

- Continue to proactively schedule, organize and execute the delivery of the Damage Prevention Technician (DPT) and Safe Excavation Training (SET) programs across Ontario.

- In conjunction with Ontario Infrastructure owners, Locate Alliance Consortium (LAC) members, and the support of Flint Training Solutions, finalize and deliver the enhanced DPT Program with launch targeted for Q1 of 2024.
- 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

- Within the new post-pandemic “hybrid” business model, where in-person or traditional business settings, combined with virtual on-line means of interactions and meetings is the new norm, ORCGA will focus on “administration efficiency” in 2024, including leasehold & insurance, mail delivery, communications, office supplies etc.
- Continue to grow and preserve Sponsorships & Memberships.
- Continue to engage members to participate in 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. 



## 2023 Financial Statements (Unaudited)

Ontario Regional Common Ground Alliance  
 Unaudited - Statement of Financial Position  
 For the Year Ended December 31, 2023

	2023	2022
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	184,314	201,184
GIC	114,207	109,874
Investments	146,048	137,965
Accounts receivable, net of allowance	76,000	52,967
Inventory	15,901	10,055
Prepaid expenses	121,407	137,383
	657,877	649,428
<b>FIXED</b>	12,561	11,660
<b>TOTAL ASSETS</b>	<b>670,439</b>	<b>661,088</b>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued expenses	32,443	33,911
Deferred Revenue	242,106	165,146
	274,549	199,057
<b>LONG TERM</b>		
CEBA-Term Loan	-	-
	-	-
<b>TOTAL LIABILITIES</b>	<b>274,549</b>	<b>199,057</b>
<b>NET ASSETS</b>		
Unrestricted Retained Earnings	395,890	453,634
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>\$ 670,439</b>	<b>\$ 661,088</b>

# 2023 ANNUAL REPORT

## 2023 Financial Statements (Unaudited)

Ontario Regional Common Ground Alliance  
 Unaudited - Statement of Operations And Changes in Net Assets  
 For the Year Ended December 31, 2023

	2023	2022
<b>Revenue</b>		
Sponsorships	260,000	240,000
Memberships	120,618	121,021
Other Revenue (Events & Programs)	561,786	329,946
<b>Total Revenue</b>	<b>942,404</b>	<b>690,967</b>
<b>Expenses</b>		
Administration (Salaries & Benefits)	296,827	335,542
Conferences & Tradeshows	7,304	6,346
Office Lease & Utilities	53,098	45,670
Membership Services - Events, Meetings & Programs	493,447	192,216
Operational Costs	162,637	150,647
<b>Total Expenses</b>	<b>1,013,313</b>	<b>730,421</b>
<b>EXCESS OF REVENUE OVER EXPENSES BEFORE UNREALIZED GAINS</b>	<b>-70,909</b>	<b>-39,454</b>
<b>UNREALIZED GAIN ON INVESTMENTS</b>	<b>4,768</b>	<b>-16,996</b>
<b>CEBA Loan Forgiveness</b>	<b>-</b>	<b>20,000</b>
<b>EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR</b>	<b>-66,141</b>	<b>-36,450</b>
<b>NET ASSETS, beginning of year</b>	<b>462,031</b>	<b>498,481</b>
<b>NET ASSETS, end of year</b>	<b>\$ 395,890</b>	<b>\$ 462,031</b>

'Audited Financial Statements available upon request'



# 2023 ORCGA SPONSORS

## PLATINUM SPONSOR



## GOLD SPONSORS



## SILVER SPONSORS



## BRONZE SPONSORS

