



Ontario Regional  
**ORCGA**  
Common Ground Alliance



# 2024 ANNUAL REPORT



# 2024 Ontario Regional Common Ground Alliance (ORCGA)

## ORCGA Staff

### Douglas Lapp, President and CEO

E-Mail: [douglas@orcga.com](mailto:douglas@orcga.com)

Cell: 647.221.2572

### Kimberley Sheppard, Manager, Administration & Training

E-Mail: [kim@orcga.com](mailto:kim@orcga.com)

Local: 905.532.9836

Cell: 647.236.3603

Long Distance: 1.888.446.3394

### Rebecca Leighton, Manager, Event Planning and Program Development

E-Mail: [rebecca@orcga.com](mailto:rebecca@orcga.com)

Cell: 647.236.3545

## Board of Directors

### Deep Excavator

Raffaello Taurino  
Director, Health & Safety  
[Clearway](#)

### Engineering

Jamie Bradburn  
Vice President, Field Operations, Canada  
[T2 Utility Engineers](#)

### Landscaping/Fencing

Sean James  
Sean James Consulting & Design  
Representing  
[Landscape Ontario](#)

### Oil and Gas Distribution

Michael McGiverny (Treasurer)  
Director, Distribution Protection  
[Enbridge Gas Inc.](#)

### Regulator

Gary Highfield  
Manager, Engineering  
Fuels  
[Technical Standards and Safety  
Authority \(TSSA\)](#)

### Specialty Excavator

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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  
Senior Director, Engineering & Regulations  
[Electrical Safety Authority \(ESA\)](#)

### Electrical Distribution

Dave Martins  
Manager, Damage Prevention Grid  
Maintenance  
[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 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 (Vice Chair)  
Manager, Water & Waste Water Linear Systems  
[Halton Region](#)

### Regulator

Katie Gotsman  
Chief Operating Officer  
[Ontario One Call](#)

### Safety Organization

Enzo Garritano (Chair)  
President & CEO  
[Infrastructure Health and Safety  
Association \(IHSA\)](#)

### Transmission Pipelines

Gretchen Gordon  
Team Lead, External Relations  
[TC Energy](#)

### Member at Large

Richard Noehammer  
Director, Customer & Technical Support  
City of Toronto  
Representing – [Municipal Engineers  
Association \(MEA\)](#)

### Member at Large

Anthony Carvalho  
Health & Safety Manager  
North Rock Group  
Representing – [Ontario Sewer and Watermain  
Construction Association \(OSWCA\)](#)

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## Message from the Chair



As a Board of Directors, our role is to ensure that the Ontario Regional Common Ground Alliance (ORCGA) continues to provide value to our members and sponsors. Value is delivered through

offering Education Programs, Member Events and ORCGA initiatives including Best Practices and the DIRT Report. Additionally, the ORCGA strives to expand and enhance value by delivering new opportunities and programs based on our members' and sponsors' input and feedback.

Throughout 2024 the makeup of the ORCGA Board of Directors saw minimal change from 2023, while maintaining a continued focus on education program development and delivering core programs to the membership. Thank you to our Board members, both past and present, for their support and commitment to ORCGA's vision and mission. The Board of Directors continues to provide overall direction to ensure value for our members and sponsors.

Through 2024, it was determined that the ORCGA would vacate its current "bricks and mortar" location in Vaughan and move to a 100% virtual model for its operations. Preparations and logistics continued throughout the year, with the new virtual model in place during the fourth quarter. The move to a virtual model will produce significant annual savings without impacting value to the membership. We thank our members who provide meeting space when required.

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 2024. ORCGA engagement events, including the rebranded Dig Safe Excavator Breakfasts (previously the in-person Geographic Council meetings), Committee Meetings, Golf Tournament, Locate Rodeo


and Damage Prevention Symposium were all well attended by all sectors in the membership.

The new enhanced DPT program (DPT 1000) was completed in conjunction with the working group comprised of Locate Service Providers (LSPs) and utility representatives from all modalities, while options for on-line delivery of the SET were assessed.

Industry and advocacy work continued in early 2024 with the ORCGA involvement with the Ministry of Public and Business Service Delivery (MPBSD), providing a detailed overview of the enhanced DPT training program in support of the new Bill 153 Building Infrastructure Safety Act (2023) which was well received and reinforced through the MPBSD attendance at the 2024 Symposium in Niagara Falls.

During the fourth quarter of 2024, the Board engaged in the initial stages of a Strategic Planning exercise to review the awareness and knowledge of the ORCGA from both "internal" and "external" perspectives to better understand and improve the awareness and value of the Alliance. This initial work will be used to conduct a more formalized Strategic Planning process in 2025.

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 2025.

Moving forward to 2025, 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



As President and CEO of the Ontario Regional Common Ground Alliance (ORCGA), I am pleased to present the 2024 Annual Report, highlighting the activities and performance of the ORCGA during the year,

as well as our future priorities for 2025. Thanks to the dedication and hard work of the ORCGA staff and our volunteers, it was a good year for the Alliance overall. The most significant change during the year was the vacating of our “bricks and mortar” location in Vaughan. With the ORCGA staff working from home or remotely since the onset of the Pandemic, demonstrating a seamless operation for the membership, the shift to this model provided considerable financial benefits to the ORCGA. Staff will continue to meet in-person on a regular basis using members’ facilities as required.


Delivery of the ORCGA training programs, including the Damage Prevention Technician (DPT) and Safe Excavation Training (SET) programs was steady throughout the year, however delivery of these programs dropped off in the fall due to a substantial drop in work volumes, coupled with unusually warm weather extending the construction season into late fall when training delivery would normally be steady. The enhanced DPT training program was completed, with Train the Trainer sessions held in 2024. Delivery of the enhanced program was delayed in the fall due to reduced volumes and unusually good construction weather and is expected in early 2025.

The 2023 Damage Information Reporting Tool (DIRT) report was prepared and distributed to the membership prior Dig-Safe month in April. The 2023 Reporting & Evaluation Committee delivered an excellent report again, continuing to add members (excavators) as well as a new co-chair. CCGA Best Practices version 5.0 was released in the spring, with congratulations to both the Provincial and National Best Practices Committees for their dedication and hard work to make this happen.

ORCGA events in 2024 were well attended by the membership with excellent reviews from attendees. 2024 saw the return of the Locate Rodeo and Excavator Challenge, first time since before the Pandemic in 2019. The event was run with great enthusiasm and support from the industry. The four divisional champions (Gas, Powerline, Water and Telecom) were sent to compete at the international event held in Missouri, with Ontario’s Telecom champion taking away the Gold medal in Missouri.

The legacy Regional Geographic Council Meetings were rebranded as the new Dig Safe Excavator Breakfasts in 2024 and were launched in the fall with excellent presentations and participation across the province. 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.

The ORCGA Board and membership initiated a Strategic Planning exercise in the fourth quarter to determine the perceptions on value, interactions, program effectiveness, training programs, core deliverables, metrics used, etc. The data collection included both on-line surveys and interviews of members, Committee members, sponsors, and Board of Directors. This exercise generated several themes which will be used as a base to conduct a more formal Strategic Planning exercise in 2025.

ORCGA will continue to pursue opportunities to improve efficiency while continuing to deliver on our core and 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 2024 Financial Statements (Unaudited)



During 2024, the Ontario Common Ground Alliance (ORCGA) transformed its operations to a new business model during the fourth quarter with a 100% virtual model. This slightly impacted


the 2024 financial performance with vacating the “brick and mortar” office space in Vaughan. Going forward into 2025 and beyond, a reduction in annual operating expenses of approximately \$55K is expected due to the elimination of leasehold and the associated utilities, security and insurance.

For the 2024 year, the ORCGA year-end financials resulted in a surplus of \$1.1K, versus a deficit of \$76.2K in 2023 (before unrealized gains on investments). Revenues dropped slightly from those in 2023 by approximately \$2.7K primarily attributed to reduction in Damage Prevention Technician (DPT) training revenue (\$78.2K), offset by increases in Safe Excavator Training (SET) revenue (\$12.4K), Sponsorship (\$5K), and events revenue from the Symposium, Golf Tournament and Locate Rodeo (\$51.4K),

Expenses were considerably lower than in 2023 by \$74.3K primarily due to DPT Program development costs incurred in 2023. Additional reductions in

expenses were attributed to lower DPT training costs (\$34.6K), leasehold costs due to vacating offices in Vaughan (\$6K), and Dig Safe Excavator Breakfast Meetings (\$9K). Expense reductions were partially offset by increases in administration/salaries (\$16.2K), IT software and office (\$19.5K), expenses for events from the Symposium, Golf Tournament and Locate Rodeo (\$47.4K), and SET training costs (\$4.4K). Unrealized gains were also incurred on ORCGA investments in mutual funds and bonds, with a year-end gain of approximately \$5.5K.

The outlook for 2025 remains optimistic, but cautious. The full roll-out of the enhanced DPT training program is expected to generate steady revenues, supported by SET training and ORCGA events. Continued focus in 2025 will be maintaining the current ORCGA sponsors and members as they continue to assess their financial viability and commitments. 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**

## Progress on 2024 Strategic Priorities

The outcomes of the 2024 priorities are summarized below:

ORCGA continued to engage with the Ministry of Public and Business Service Delivery (MPBSD) and the development of the new “Bill 153, Building Infrastructure Safely Act”, providing an overview of the enhanced DPT Program to MPBSD staff in early 2024 and was well received. Continuing to meet regularly with Ontario One Call management in their new provincial regulator capacity to foster and develop increased collaboration between the two organizations to work together towards enhancing underground infrastructure safety in Ontario.

Continued serving on the Board of the Canadian Common Ground Alliance (CCGA) as Board Chair throughout 2024, working with the Regional Partners to ensure financial viability and the delivery of programs of national interest, including Best Practices, the National DIRT Report, the annual National Damage Prevention Symposium. The CCGA Damage Prevention Symposium was held in Regina SK in November with great success. The event was well attended and represented across Canada with excellent survey responses as well as a profitable financial outcome. Planning is well underway with the 2025 Symposium even to be held in Halifax NS next November.

Continued to serve on the Board of the Common Ground Alliance (US) as the Canadian representative. Focus in 2024 surrounded the two-way dialogue with the CGA and ORCGA Reporting and Evaluation Committees to develop improved metrics and tools for reporting data for the Damage Information Reporting Tool (DIRT Report).


Completion of the enhanced Damage Prevention Technician program (DPT) was finalized in early to mid-2024, with the in-field practical and logistical aspects of the program and the program delivery and costing models worked out. Train the Trainer sessions were delivered to the membership, however the

“pilot” session originally scheduled in the early fall was delayed due to reduced volumes and to the extended construction season.

Delivery of the ORCGA training programs was steady in the first half of the year but slowed through the summer months and into the fall, likely due to reduced construction volumes and warm weather continuing into November extending the construction season into the late fall. The Safe Excavation Training (SET) program exceeded targets for delivery, particularly in the first half of the year.

For the seventh year in a row, the Damage Information Reporting Tool (DIRT) report for 2023 data was prepared and distributed to the membership prior Dig-Safe month in April. Best Practices Version 5.0 was released to the membership in April 2024. Membership numbers remained consistent year over year while Sponsorships welcomed 2 new bronze level sponsors in 2024, The Clearway Group and Utility Energy Services “UES”.

ORCGA Events including the annual Damage Prevention Symposium and Golf Tournament were sold out and well received by the membership. In 2024 the return of the Locate Rodeo and Excavator Challenge was also a success and well received by the membership, as it was the first time this event was held since before the pandemic in 2019. The ORCGA re-branded the Dig Safe Excavator Breakfasts (previously Geographic Councils) helped to bolster the participation province-wide.

ORCGA staff moved to a 100% virtual operating model in the fourth quarter, vacating the offices in Vaughan. Logistical issues have been resolved using rental storage facilities and post office boxes, utilizing ORCGA members’ facilities for in-person meetings and committees as required. 



## 2024 Scorecard

2024 year-end results of the scorecard are as follows:

### ORCGA Scorecard Model

### Year End 2024

Metric Names	Weight	Unit	Year End Target			YTD Actual	Year To Date Target			YTD Payout	
			Doesn't meet	Meets	Exceeds		Actual	Target			Score
		487	0x	1x	2x		0x	1x	2x		
Memberships (Existing + Gross Additions)	8.0%	#	508	511	514	502	509	511	513	0%	0%
Memberships (Net Total Controllable)	4.5%	#	508	511	514	487	509	511	513	0%	0%
Sponsorships	12.5%	#	49	54	59	53	49	54	59	81%	10%
<b>Membership/Sponsorship Subtotal</b>	<b>25.0%</b>									<b>41%</b>	<b>10%</b>
Symposium	5.0%	Comp	0%	100%	200%	200%	0%	100%	200%	200%	10%
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%	171%	0%	100%	200%	171%	9%
<b>Events Subtotal</b>	<b>20.0%</b>									<b>173%</b>	<b>35%</b>
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%	72%	0%	100%	200%	72%	4%
<b>Communications Subtotal</b>	<b>15.0%</b>									<b>149%</b>	<b>22%</b>
Geographic Councils	5.0%	Comp	0%	100%	200%	173%	0%	100%	200%	173%	9%
Committee Meetings	5.0%	Comp	0%	100%	200%	138%	0%	100%	200%	138%	7%
<b>Meetings Subtotal</b>	<b>10.0%</b>									<b>155%</b>	<b>16%</b>
DPT Program	4.5%	#	158	175	193	95	158	175	193	0%	0%
DPT Recertifications	1.0%	#	135	100	165	93	90	100	110	30%	0%
SET Program	4.5%	#	135	100	165	81	90	100	110	0%	0%
<b>Education Subtotal</b>	<b>10.0%</b>									<b>3%</b>	<b>0%</b>
Revenue	10.0%	\$	561,600	624,000	686,400	568,426	561,600	624,000	686,400	11%	1%
Expenses	10.0%	\$	768,015	698,195	628,376	666,151	768,015	698,195	628,376	146%	15%
<b>Financial Subtotal (net of events)</b>	<b>20.0%</b>										<b>16%</b>
<b>Total</b>	<b>100.0%</b>										<b>99%</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 2024. 



## 2025 Priorities & Business Activities

Based on the Vision & Mission Statement for the ORCGA, the 2025 priorities are as follows:

### Advocacy

- Continue to develop and enhance partnerships with affiliated safety organizations including IHSA, TSSA, ESA, and MLTSD to collaboratively improve public and worker safety in Ontario. Continue the regular dialogue with Ontario One Call management in their new provincial regulator capacity to foster and develop increased collaboration between the two organizations to work together towards enhancing underground infrastructure safety in Ontario.
- Serve on the Board of the Canadian Common Ground Alliance (CCGA) continuing as Chair for 2024, working with the Regional Partners and the new Executive Director 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 Halifax NS in the fall of 2025.
- 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.
- Retain Training Development Firm(s) to develop an eLearning version of the Safe Excavator Training

(SET) program to facilitate a more streamlined, versatile and flexible program for delivery to the membership and others. As part of the delivery of the eLearning program, investigate and determine the best alternative to manage the on-line training program(s) through a Learning Management System.

- 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 ver. 5.0, making these available through the ORCGA website.

### Engagement

- Building on the Pre-work conducted in 2024, execute a Strategic Planning process in 2025 at the ORCGA to establish values and priorities for the organization from three perspectives: “internal” (staff); “in the circle” (Board, members, sponsors, Committee members); “outside of the circle” (non-members, associations, regulators, governments).
- 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. 



## 2024 Financial Statements (Unaudited)

Ontario Regional Common Ground Alliance  
 Unaudited - Statement of Financial Position  
 For the Year Ended December 31, 2024

	2024	2023
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	145,723	178,573
GIC	117,442	114,207
Investments	158,746	146,048
Accounts receivable, net of allowance	75,659	44,799
Inventory	11,723	15,901
Prepaid expenses	120,659	121,298
	629,952	620,826
<b>FIXED</b>	9,296	12,562
<b>TOTAL ASSETS</b>	639,248	633,388
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued expenses	70,695	38,781
Deferred Revenue	171,400	204,018
	242,095	242,799
<b>LONG TERM</b>		
CEBA-Term Loan	-	-
	-	-
<b>TOTAL LIABILITIES</b>	242,095	242,799
<b>NET ASSETS</b>		
Unrestricted Retained Earnings	397,153	390,589
<b>TOTAL LIABILITIES &amp; EQUITY</b>	\$ 639,248	\$ 633,388

## 2024 Financial Statements (Unaudited)

Ontario Regional Common Ground Alliance  
Unaudited - Statement of Operations And Changes in Net Assets  
For the Year Ended December 31, 2024

	2024	2023
<b>Revenue</b>		
Sponsorships	265,000	260,000
Memberships	121,212	121,253
Other Revenue (Events & Programs)	556,664	564,372
<b>Total Revenue</b>	<b>942,876</b>	<b>945,625</b>
<b>Expenses</b>		
Administration (Salaries & Benefits)	314,536	303,507
Conferences & Tradeshows	7,268	7,304
Office Lease & Utilities	47,085	53,098
Membership Services - Events, Meetings & Programs	437,580	492,672
Operational Costs	135,319	165,254
<b>Total Expenses</b>	<b>941,788</b>	<b>1,021,835</b>
<b>EXCESS OF REVENUE OVER EXPENSES BEFORE UNREALIZED GAINS</b>	<b>1,088</b>	<b>-76,210</b>
<b>UNREALIZED GAIN ON INVESTMENTS</b>	<b>5,476</b>	<b>4,768</b>
<b>CEBA Loan Forgiveness</b>	<b>-</b>	<b>-</b>
<b>EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR</b>	<b>6,564</b>	<b>-71,442</b>
<b>NET ASSETS, beginning of year</b>	<b>390,589</b>	<b>462,031</b>
<b>NET ASSETS, end of year</b>	<b>\$ 397,153</b>	<b>\$ 390,589</b>

'Audited Financial Statements available upon request'

# 2024 ORCGA SPONSORS

## PLATINUM SPONSOR



## GOLD SPONSORS



## SILVER SPONSORS



## BRONZE SPONSORS

