



2025

Annual Report



TABLE OF CONTENTS

Staff and Board of Directors	3
Message from the Chair	4
Message from the President & CEO	5
Treasurer’s Report and 2025 Financial Statements (Unaudited)	6
Progress on 2025 Strategic Priorities.....	7
2025 Scorecard	8
2026 Priorities and Business Activities.....	8
2025 Financial Statements (Unaudited).....	10

2025 Ontario Regional Common Ground Alliance (ORCGA)

ORCGA Staff

Douglas Lapp, President and CEO

E-Mail: douglas@orcga.com

Cell: 647.221.2572

Kimberley Sheppard, Manager, Administration & Training

E-Mail: 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

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

Neerajah Raviraj

Director Damage Prevention

& Technical Services

[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

Billy 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

Representing - Ontario Road Builders

Association (ORBA)

[Powell Contracting Limited](#)

Telecommunications

Doug Gale

Supervisor, Construction

[Tbaytel](#)

Member at Large

Mike Zangari

General Manager

[Aecon Utilities](#)

Member at Large

Reza Habibollahi

Manager, Damage Prevention

Network Management

[Rogers Communications Canada Inc.](#)

Electrical Transmission

Tammy O'Sullivan (Treasurer)

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, Capital Planning & Implementation,

Toronto Water

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 \(OSWCA\)](#)

Message from the Chair



On behalf of the Board of Directors, I am pleased to present and share the 2025 Annual Report of the Ontario Regional Common Ground Alliance (ORCGA) with our members and stakeholders.

The Annual Report covers the highlights from 2025 as well as our Priorities and Business Activities for 2026.

As a Board of Directors, our role is to ensure that the 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 2025 the makeup of the ORCGA Board of Directors saw minimal change from 2024, 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.

2025 saw the first full year of operating in a 100% virtual model, having vacated our "bricks & mortar" office in late 2024. The move to a virtual model saw negligible impact to the ORCGA operations and was seamless to the delivery of programs to the membership.

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 2025. ORCGA engagement events, including the Dig Safe Breakfasts, Committee Meetings, Golf Tournament, Locate Rodeo and Damage

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

Building on the pre-work completed in late 2024, the Board undertook a Strategic Planning exercise through 2025, starting the year with engaging ORCGA members and stakeholders to identify which training programs, ORCGA initiatives and networking events were of most value to them. The gathering of this information set the stage for the development of a new ORCGA Strategic Plan which has been prepared in close consultation with the ORCGA Board members and other stakeholders. The key pillars of the Strategic Plan will be presented at the 2025 ORCGA Annual meeting and Damage Prevention Symposium in February, 2026.

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, various committee 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 2026.

As we close out the end of 2025, I will be stepping down as the ORCGA Board Chair, which I have had the pleasure of serving for the past 8 years. My sincere thanks and appreciation for the hard work and dedication of the ORCGA Board throughout my term as chair, as well as the Sponsors, Members, Volunteers and of course the dedicated staff of the ORCGA in strengthening underground utility damage prevention for improved worker and public safety.

Moving forward to 2026, the ORCGA will continue to 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



2025 was a transitional year for the Ontario Regional Common Ground Alliance (ORCGA). ORCGA's move to a 100% virtual operating model was in full effect through 2025 after vacating our Vaughan offices

in late 2024. Thanks to the dedication and hard work of the ORCGA staff and our volunteers, all ORCGA training programs, events and damage prevention initiatives continued to function seamlessly through this transition.

Delivery of the ORCGA Damage Prevention Technician (DPT) training program saw a slow start in 2025 with a strong pick-up in the spring and early summer. This program in particular had an excellent pick up in Q4 with several courses delivered in the last couple months of the year. The Safe Excavation Training (SET) program delivery was strong through the spring slowing in Q3 and Q4. These programs are set up for a strong and steady start in 2026 with several courses confirmed.

The 2024 Damage Information Reporting Tool (DIRT) report was prepared and distributed to the membership prior Dig-Safe month in April. The 2024 Reporting & Evaluation Committee delivered an excellent report again, continuing through the year with a very active and engaged membership. The Best Practices Committee continued to both contribute new practices and review those submitted by the other Canadian Common Ground Alliance (CCGA) Regional Partners.

ORCGA events in 2025 were well attended by the membership with excellent reviews from attendees. The 2025 Locate Rodeo and Excavator Challenge was held at Brock University in St. Catharines, with a full roster of participants and volunteers for both the Locate Rodeo and the Excavator Challenge. Congratulations to Matt Bradley from Promark and Stefan Diezen from Gtel, winners in the ORCGA Water and Telecom divisions respectively, went on the International Locate

Rodeo held in Missouri, both winning 2nd place overall in their divisions!

The recently rebranded Dig Safe Breakfasts were well attended 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.

Through the Canadian Common Ground Alliance (CCGA), a refresh of the Societal Costs of Underground Damages report was undertaken by CIRANO, the consultant who developed the 2015 study. CIRANO conducted an updated study with a more comprehensive model, using a current and expanded data set to assess the "indirect" costs of underground damages. Their final report and recommendations are under review and will be released in early 2026.

The ORCGA Board retained an external firm in 2025 to help develop a 5-Year Strategic Plan for the ORCGA, using the membership data collected in late 2024 and early 2025 as a foundation for the building of the plan. Through research and several Board of Directors meetings and consultations through the summer and fall, a comprehensive plan was developed to cover the period 2026-2030 and will form the foundation for the ORCGA priorities starting in 2026.

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 sponsors' and members' expectations through Advocacy, Education and Engagement. 

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

Treasurer's Report and 2025 Financial Statements (Unaudited)



Through 2025, the Ontario Common Ground Alliance (ORCGA) completed its' first full year operating with a 100% virtual model. This had a positive impact on the 2025 financial performance

by \$37,500 driven by a reduction in annual operating expenses due to the elimination of leasehold and the associated utilities, security and insurance.

For 2025, revenues increased from those in 2024 by approximately \$78,000 primarily attributed to higher pickup in Damage Prevention Technician (DPT) training revenue (\$36,500) and increases in revenue from ORCGA events (\$44,500).

Expenses were higher than in 2024 by \$160,000 primarily due to the external (Mercer) ORCGA staff compensation review and the associated adjustments for 2025 (\$70,500), strategic plan development costs (\$45,000), ORCGA events costs (\$71,500), and travel

expenses (\$10,000). These increases were partially offset by the reductions in operating expenses and increased revenue mentioned above.

Unrealized gains were also incurred on ORCGA investments in mutual funds and bonds, with a year-end gain of approximately \$9,500.

The outlook for 2026 remains optimistic, but cautious. Continued focus in 2026 will be maintaining and fostering the sponsor and member value propositions to ensure the retention of existing partners as they continue to assess their financial viability and commitments.

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

Tammy O'Sullivan
Treasurer, Ontario Regional Common
Ground Alliance

Progress on 2025 Strategic Priorities

The outcomes of the 2025 priorities are summarized below:

On behalf of ORCGA Excavators and in conjunction with accredited ABCGA (now USP) Training Delivery organizations, ORCGA conducted a detailed review of the Ground Disturbance Training curriculum (ABCGA) with the current content of the LiUNA 183 and the IUOE 793 Ground Disturbance Training materials to confirm compliance with the required content. After review, it was concluded that the LiUNA 183 and IUOE 793 training curriculums covered all aspects of the Ground Disturbance 201 Training Programs.

ORCGA continued to engage with Ontario One Call management and its' Board Members to assist in the development of the 2026 ORCGA Strategic Plan to foster and develop increased collaboration to work together towards enhancing public, worker and underground infrastructure safety in Ontario.

The ORCGA President & CEO continued serving on the Board of the Canadian Common Ground Alliance (CCGA) as Board Chair throughout 2025. Developed and recruited an Executive Director for the CCGA to establish a more focused approach to the CCGA agenda moving forward. The CCGA Damage Prevention Symposium was held in Halifax NS in November with excellent cross-country attendance and excellent reviews. Planning is well underway with the 2026 Symposium to be held in Calgary, AB in November.

The ORCGA President & CEO continued to serve on the Board of the Common Ground Alliance (CGA) as the Canadian representative. CGA's focus is centered around their "50 in 5" initiative, targeting focused attention on 811 notifications and safe excavation practices.

ORCGA Membership numbers saw a small lift in 2025 with 16 new members offset by 4 lost memberships (controllable). ORCGA Sponsorships saw Toronto Hydro moving up from Bronze to Silver. Unfortunately, the Ontario Sewer & Watermain Contractors Association

(OSWCA) have indicated they will not be renewing their Silver Sponsorship in 2026 due to financial constraints.

Delivery of the ORCGA training programs was slow in the first half of the year, however increased in the late spring, early summer. Although delivery of the Safe Excavation Training (SET) dropped off in Q3/Q4, the Damage Prevention Technician (DPT) Program saw a strong recovery in Q4, with training delivery steady in October through to December. Several DPT and SET courses have been scheduled and confirmed for Q1 of 2026. Two additional Tail Board Talks (TbT) were completed in 2025 (Demolitions and Unidentified Facilities).

For the eighth year in a row, the Damage Information Reporting Tool (DIRT) report for the 2024 year's data was prepared and distributed to the membership prior Dig-Safe month in April. The Best Practices Committee continued to review new and modified Best Practices in preparation for Version 6.0 to be released late 2026 or early 2027.

ORCGA Events including the annual Damage Prevention Symposium, Golf Tournament, Locate Rodeo & Excavator Challenge, and Dig Safe Breakfasts were well attended and received province wide by the membership.

Building on the pre-work conducted in 2024 with ORCGA Members, Sponsors, Committee Members, Staff, and the Board of Directors, and with the support of a Strategic Planning Firm an ORCGA Strategic Plan has been developed for 2026 and beyond. The Strategic Plan has been built on the foundation of the ORCGA Vision and Mission Statements supported by the pillars of Member Advocacy, Core Programs & Events, and Training Program Offerings. This will be at the core of the ORCGA 2026 Priorities and Business Activities. 

2025 Scorecard

2025 year-end results of the scorecard are as follows:

ORCGA Scorecard Model

Year End 2025

Metric Names	Weight	Unit	Year End Target			YTD Actual	Year To Date Target			YTD Payout	
			Doesn't meet	Meets	Exceeds	Actual	Target			Score	Multiplier
		483	0x	1x	2x		0x	1x	2x		
Memberships (Existing + Gross Additions)	8.0%	#	504	507	510	505	504	507	510	31%	2%
Memberships (Net Total Controllable)	4.5%	#	504	507	510	496	504	507	510	0%	0%
Sponsorships	12.5%	#	49	54	59	54	49	54	59	100%	13%
Membership/Sponsorship Subtotal	25.0%									60%	15%
Symposium	5.0%	Comp	0%	100%	200%	200%	0%	100%	200%	200%	10%
Dig Safe	5.0%	Comp	0%	100%	200%	185%	0%	100%	200%	185%	9%
Golf Tournament	5.0%	Comp	0%	100%	200%	200%	0%	100%	200%	200%	10%
Locate Rodeo	5.0%	Comp	0%	100%	200%	175%	0%	100%	200%	175%	9%
Events Subtotal	20.0%									190%	38%
Ear to the Ground	5.0%	Comp	0%	100%	200%	150%	0%	100%	200%	150%	8%
DIRT Report	5.0%	Comp	0%	100%	200%	200%	0%	100%	200%	200%	10%
Social Media	5.0%	Comp	0%	100%	200%	61%	0%	100%	200%	61%	3%
Communications Subtotal	15.0%									137%	21%
Geographic Councils	5.0%	Comp	0%	100%	200%	148%	0%	100%	200%	148%	7%
Committee Meetings	5.0%	Comp	0%	100%	200%	164%	0%	100%	200%	164%	8%
Meetings Subtotal	10.0%									156%	16%
DPT Program	4.5%	#	135	150	165	130	135	150	165	0%	0%
DPT Recertifications	1.0%	#	135	100	165	61	90	100	110	0%	0%
SET Program	4.5%	#	135	150	165	101	135	150	165	0%	0%
Education Subtotal	10.0%									0%	0%
Revenue	10.0%	\$	577,800	642,000	706,200	607,946	577,800	642,000	706,200	47%	5%
Expenses	10.0%	\$	809,155	735,595	662,036	770,329	809,155	735,595	662,036	53%	5%
Financial Subtotal (net of events)	20.0%										10%
Total	100.0%										99%

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 2025. 

2026 Priorities & Business Activities

2026 ORCGA Strategic Plan

Building on the pre-work conducted with ORCGA Members, Sponsors, Committee Members, Staff, the Board of Directors and with the support of a Strategic Planning Firm, an ORCGA Strategic Plan has been developed for 2026 and beyond. The Strategic Plan has been built on the foundation of the ORCGA Vision and Mission Statements supported by the pillars of Member Advocacy, Core Programs & Events, and Training Program Offerings.

A further vital pillar incorporated in the Strategic Plan and priorities for 2026 and beyond is the ongoing

collaboration and relationship of the ORCGA with Ontario One Call (OOC), given their role as an evolving Public Safety Administrative Authority and Regulator with the Ontario Ministry of Public and Business Service Delivery and Procurement (MPBSDP).

The approach to implementation of the strategic plan considers a perspective of three concentric circles. The inner circle represents initiatives impacting those directly involved with the ORCGA functions, including staff and the Board of Directors; the middle circle considering those supporting ORCGA programs and deliverables such as the sponsors, members, and committees,

with the outer circle being external parties influencing the ORCGA programs and deliverables such as governments and regulators.

The pillars mentioned above support the 2026 priorities for all of these “circles of influence”.

Advocacy

Initiate a more proactive approach to advocate on behalf of ORCGA members regarding issues of concern impacting their respective sectors, to help enhance safety and efficiency of their operations, using ORCGA’s connections and influence with industry stakeholders, utilizing a data driven (DIRT) and Best Practices approach as the foundation.

Continue to enhance and develop partnerships with affiliated safety organizations, regulators, and governments to improve trust & collaboration with the ultimate goal of improving public and worker safety in Ontario.

Serve on the Board of the Canadian Common Ground Alliance (CCGA) continuing as Chair for 2026, working with the Regional Partners and the new Executive Director with a focus on the delivery of programs of national interest, including Best Practices, the National DIRT Report, the annual National Damage Prevention Symposium, to be held in Calgary, AB in the fall of 2026.

Serve on the Board of the Common Ground Alliance (US) as the Canadian representative.

Ontario One Call

As an evolving Public Safety Administrative Authority and Regulator, continue the regular and ongoing dialogue with OOC management as a key industry stakeholder and partner in the pursuit of public and worker safety in Ontario. Concentrate on areas of mutual interest to clarify respective roles, collaborate on industry initiatives and Dig Safe communications, as well as training & education programs for workers and the public. As necessitated by the membership, the ORCGA will continue as a conduit to advocate on their behalf on issues of industry significance, including the OOC led “Ontario Underground Infrastructure Mapping Strategy” initiative and its’ potential impacts on their operation.

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. Explore and optimize expanded delivery capacity through partnerships & delegated models.

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 (LMS).

Work with industry associations and labour groups including the Ontario Sewer & Watermain Contractors Association (OSWCA), the Ontario Road Builders Association (ORBA), 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 Tailboard Safety Talks (TbT) based on the CCGA Best Practices ver. 5.0, making these available for members through the ORCGA website.

Engagement

Review and modify as required, the ORCGA Sponsor and Membership Value Propositions to promote, grow, and preserve Sponsorships & Memberships.

Review and reassess ORCGA committee mandates and members, including industry sectors, geographic areas, and member skill sets to reinvigorate agendas and deliverables, to better engage members to participate in ORCGA committee, meetings & events.

Adjust and modify ORCGA engagement activities (Damage Prevention Symposium, Golf Tournament, Locate Rodeo & Excavator Challenge, Dig Safe Breakfasts) as needed to more specifically target participant interests and priorities, from both industry stakeholder group and geographic area perspectives. 

2025 Financial Statements (Unaudited)

Ontario Regional Common Ground Alliance
 Unaudited - Statement of Financial Position
 For the Year Ended December 31, 2025

	2025	2024
ASSETS		
CURRENT		
Cash	85,959	155,598
GIC	125,922	119,837
Investments	162,346	158,746
Accounts receivable, net of allowance	110,055	66,683
Inventory	15,074	11,723
Prepaid expenses	172,717	112,993
	672,073	625,580
FIXED		
	4,917	6,852
TOTAL ASSETS	676,990	632,432
LIABILITIES		
CURRENT		
Accounts payable and accrued expenses	154,527	80,629
Deferred Revenue	208,761	155,959
	363,288	236,588
LONG TERM		
CEBA-Term Loan	-	-
	-	-
TOTAL LIABILITIES	363,288	236,588
NET ASSETS		
Unrestricted Retained Earnings	313,702	395,844
TOTAL LIABILITIES & EQUITY	\$676,990	\$632,432

2025 Financial Statements (Unaudited)

Ontario Regional Common Ground Alliance
Unaudited - Statement of Operations And Changes in Net Assets
For the Year Ended December 31, 2025

	2025	2024
Revenue		
Sponsorships	270,000	265,000
Memberships	121,000	121,158
Other Revenue (Events & Programs)	633,099	559,735
Total Revenue	1,024,099	945,893
Expenses		
Administration (Salaries & Benefits)	396,634	313,156
Conferences & Tradeshows	7,446	7,268
Office Lease & Utilities	9,835	47,409
Membership Services - Events, Meetings & Programs	456,793	429,520
Operational Costs	235,533	148,807
Total Expenses	1,106,241	946,160
EXCESS OF REVENUE OVER EXPENSES BEFORE UNREALIZED GAINS	-82,142	-267
UNREALIZED GAIN ON INVESTMENTS	-	9,179
Loss on Disposal of Capital Assets	-	-3,657
EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR	-82,142	5,255
NET ASSETS, beginning of year	395,844	390,589
NET ASSETS, end of year	\$313,702	\$395,844

'Audited Financial Statements available upon request'

2025 ORCGA SPONSORS

PLATINUM SPONSOR



GOLD SPONSORS



SILVER SPONSORS



BRONZE SPONSORS

