

2024

ANNUAL REPORT



Prepared by
Ontario One Call

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MESSAGE FROM THE CHAIR

On behalf of the Board of Directors, I am pleased to share highlights from an important year for Ontario One Call (OOC). In 2024, we took significant steps to strengthen our organization and further our safety mission to protect communities, workers and infrastructures.

One of our key accomplishments was the implementation of Ontario One Call's inaugural Enterprise Risk Management (ERM) Policy and Framework. This milestone ensures that we proactively identify, assess, and manage risks, reinforcing our commitment to operational excellence and public safety.



Additionally, we completed the Organization's new Strategic Plan "Safely Digging Into the Future", which sets a clear vision for the next three years at OOC. This plan supports the organization's transition to a public safety administrative authority. It commits resources to establish itself as a regulator, enhance its operations and capabilities, build its financial sustainability and evolve its workforce. The plan clarifies the organization's purpose – protecting Ontario by enabling safe digging – and highlights its mission – to regulate an efficient locate system, foster industry wide collaboration, and promote safe and timely excavation across Ontario.

To support the delivery of the new strategic plan, the organization will invest more heavily in safety promotion and education, greater digital capabilities and a highly skilled workforce. This strategic reprioritization will position Ontario One Call to better serve industry and stakeholders.

The new strategic plan places customers and stakeholders at the heart of everything OOC does, ensuring unparalleled value, safety assurance, and adaptability to a new business model.

These achievements mark an important evolution for OOC as we work to build a safer, more efficient excavation process across the province. I extend my gratitude to our Board, leadership team, OOC employees, and stakeholders for their dedication and support in making 2024 a year of meaningful progress.

On behalf of the Board, we want to welcome the Honourable Stephen Crawford, our new Minister and want to thank the Honourable Todd McCarthy, former Minister of Public and Business Service Delivery and Procurement, for his support as our organization continues to evolve.

We look forward to continuing to evolve with the collaboration of our government partners, the Board of Directors, stakeholders and the team at OOC to help build a safer Ontario together.

Mitch Panciuk

A handwritten signature in dark ink, appearing to read "Mitch Panciuk".

Chair of the Board

MESSAGE FROM THE CEO

2024 was a year of growth, innovation, and progress for Ontario One Call. As we continue to evolve, our focus remains on improving safety, strengthening industry collaboration, supporting our government partners to continue to build Ontario, and enhancing our services for all Ontarians.

Based on our new three year Strategic Plan, we laid the foundation for the future with the creation of our 2025 Business Plan, an ambitious roadmap designed to ensure we fulfill our safety mandate while evolving into a modern, innovative regulator. It outlines specific goals, action plans and measurable outcomes to track our success. With a strong foundation in safety and an effort to innovate, our plan ensures that OOC continues to serve and support the damage prevention industry while keeping the public safe.

We also took significant steps to enhance governance and accountability. We introduced a new whistleblower policy, reinforcing our commitment to transparency and ethical operations. Additionally, we established a Stakeholder Advisory Council, ensuring that key industry voices have a platform to provide input and help shape the future of OOC.

Supporting our employees remains a top priority, and in 2024, we implemented a new retirement plan, providing long-term financial security for our team members.

Finally, we successfully hosted our inaugural Conference and Trade Show, bringing together industry leaders, stakeholders, and experts to network and engage in trending educational topics. This event marked an important step in fostering greater collaboration across the excavation and underground infrastructure sectors.

I want to extend my sincere gratitude to our staff, Board of Directors, and the Honourable Todd McCarthy, former Minister of Public and Business Service Delivery and Procurement and his staff, for their dedication and contributions. Together, we are building a stronger, safer Ontario.

Jim Keech



President & CEO, Ontario One Call



2023-2024 BOARD OF DIRECTORS

Name	Current Position	Sector	Company Name
Mitch Panciuk	Chair	Ministerial Appointee	
Dean Dalpe	Vice Chair	Gas/Oil/Pipeline	Enbridge Gas Inc.
Ysni Semsedini	Risk, Finance and Audit Committee Chair	Electrical Sector	NT Power Dis.
Veronica McAlea Major	HR, Governance and Nominations Committee Chair	Ministerial Appointee	
Chantal Chiddle	Director	Excavation Sector	Len Corcoran Excavating Ltd.
Dennis Colautti	Director	Excavation Sector	RW Tomlinson
Darrin Husack	Director	Excavation Sector	Condrain Group
Enrico Scalera	Director	Municipality Sector	City of Burlington
Jason Kottelenberg	Director	Excavation Sector	Avertex
Wanda Richardson	Director	Other	BluMetric Environmental Inc.
Phil Gillies	Director	Ministerial Appointee	

2024 LEADERSHIP TEAM

Name	Position
Jim Keech	President & CEO
Anthony Martinello	Chief Financial Officer & Corporate Secretary
Katie Gotsman	Chief Operations and Business Solutions Officer
Jean Lépine	Chief Strategy Officer
Mohammad Reghabi	Chief Digital Officer
Samantha Pinto	Chief Regulatory Officer
Morgan Malinski	Sr. Director of People & Performance
Adam Mordaunt	Director of Member & Client Services
Dan Lee	Director of Platform Engineering
Ian Simpson	Director of Marketing & Communications
Ryan McAfee	Director of Compliance & Legislative Affairs

ORGANIZATIONAL OVERVIEW

COMPANY OVERVIEW

Ontario One Call (OOC) is a Public Safety Administrative Authority, protecting Ontario by enabling safe digging. At OOC, public safety is at the heart of everything we do.

Since 2012, in Ontario, it's the law that any person planning to dig must contact OOC before they dig. OOC connects people planning to dig with the owners of underground pipes, cables, and other infrastructure to help prevent costly damages, service disruptions, and safety hazards. We also regulate an efficient locate system, foster industry-wide collaboration, and promote safe, timely excavation across Ontario.

Our mission is to regulate an efficient locate system, foster industry wide collaboration, and promote safe and timely excavation across Ontario.

OOC is governed by a diverse Board of Directors, with experienced leaders representing underground infrastructure owners, excavators, ministry appointees and others dedicated to protecting Ontarians. Together, we work to shape a safer Ontario through collaboration, regulation, and education. Safe excavation starts with us.



ORGANIZATIONAL OVERVIEW

OUR MANDATE

1. To operate a locate request service within Ontario.
2. To identify for excavators whether underground infrastructure is located in the vicinity of a proposed excavation or dig site.
3. To notify Underground Infrastructure Owners and operators (members) of proposed excavations or digs that may affect their infrastructure.
4. To raise public awareness of Click Before You Dig and safe digging practices.
5. To promote and undertake activities in relation to the matters assigned to the Corporation under the Act and the regulations, including compliance and enforcement.
6. To promote and undertake activities which support timely responses to locate requests.
7. To promote and undertake additional activities in accordance with the memorandum of understanding with the Ministry of Public and Business Service Delivery.
8. To carry out any additional objects the Minister may, by order, specify.

CORE VALUES



We invest in the success and safety of our team, communities and the environment.



We foster partnerships and work together to build a safer Ontario.



We are dedicated, honourable and honest.

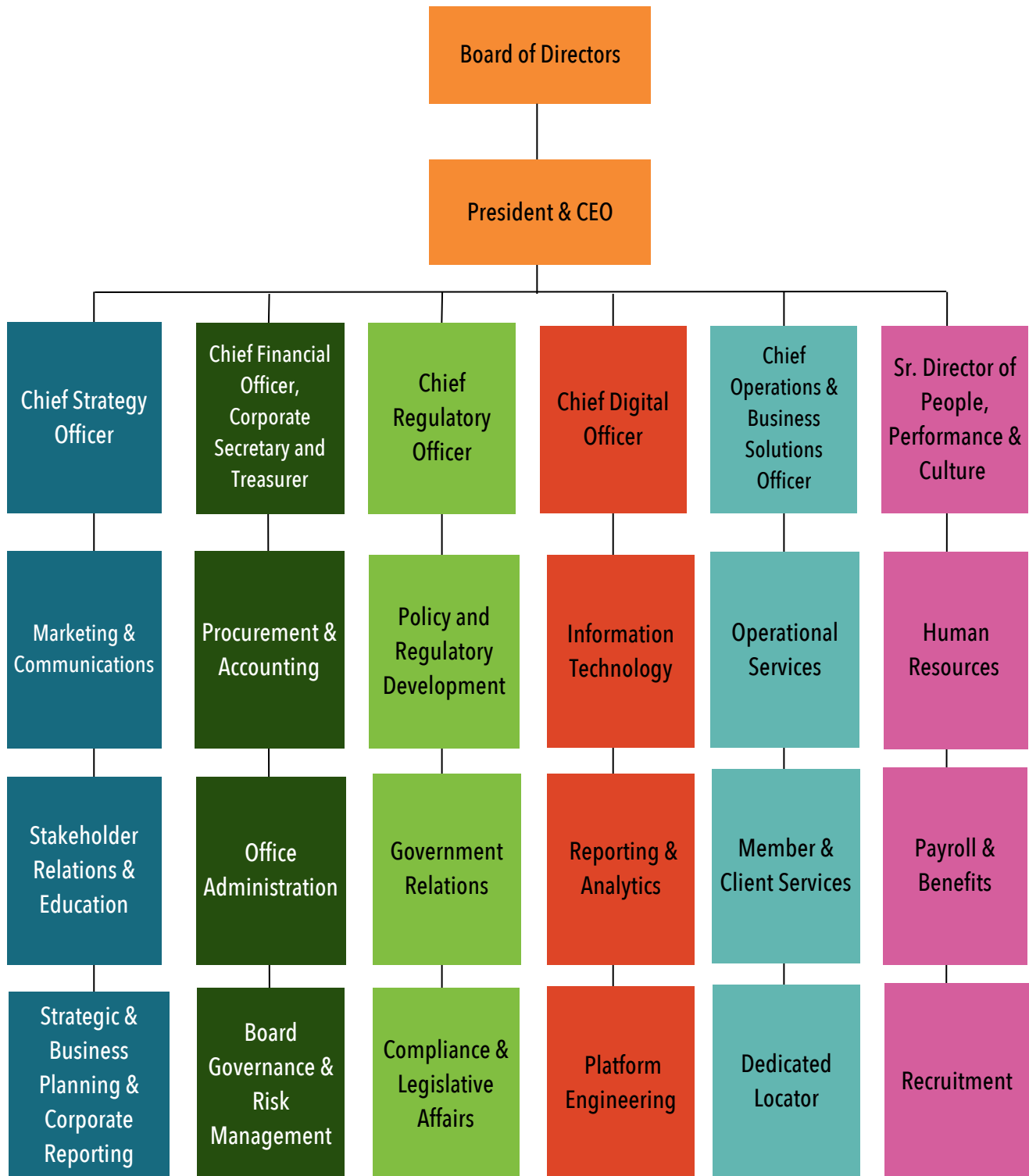


We are a leader in inclusivity and cultivate a foundation of respect and support within our industry.



We strive for excellence with a willingness to learn, adapt and innovate.

ORGANIZATIONAL CHART



*This graph resembles the most up to date (2025) version of Ontario One Call's organization chart.

Stats reflect the period from January to December 2024



1M+

LOCATE REQUESTS SUBMITTED

Includes all requests, including but not limited to standard, emergency, sewer lateral and planning requests.



86% SATISFACTION WITH OOC SERVICES*

83% FIND REQUESTING LOCATES EASY*



DEDICATED LOCATE REQUESTS



180 M PEOPLE REACHED THROUGH AWARENESS CAMPAIGN



30%

AIDED AWARENESS OF ONTARIO ONE CALL



932

FORMAL COMPLAINTS FILED

86%

COMPLETE LOCATE PACKAGES OBTAINED ON TIME



36%

INCREASE IN TIME SPENT ON OUR WEBSITE



151 INVESTIGATIONS

11

INVESTIGATIONS RESULTING IN DISCIPLINARY ACTION **

79

INVESTIGATIONS RESULTING IN NON-DISCIPLINARY ACTION ***

*2024 Public awareness research

**Disciplinary Action:
Refer Elsewhere, Change Internal Process, Reprimand, Administrative Penalty, Prosecution

***Non-Disciplinary Action:
Mandatory Education, Warning Letter, Negotiated Resolution, Other

2024 PRIORITIES: OUR GOALS

SAFETY

- Promoting safe digging practices and educating stakeholders to prevent excavation related harm to people and underground infrastructure.

COMPLIANCE

- Delivering a modern, proportionate, and supportive compliance program that emphasizes and promotes public safety.

ORGANIZATIONAL TRANSFORMATION

- Delivering better customer experiences through improved service and modern business platforms and supporting a continuous improvement culture.

GOVERNANCE

- Enhancing the organization's governance framework to facilitate the transition to a Public Safety Administrative Authority.



2024 PRIORITIES: KEY PROJECTS SUMMARY

SAFETY

- Build New Safety Promotion and Awareness Program
 - Achieved 5% increase in public awareness
- Enhance Organizational Health and Safety
 - Creation of internal safety programs for board and staff
 - Creation of safety minute program for staff and Board
 - Delivery of new safety training to employees and leaders
- Enhancements to the Dedicated Locator (DL) model
 - Increased engagement efforts through key partnerships
 - Launched a new web portal to manage and process use of the DL model
- Launch Safety Awards
 - Plan to launch the safety awards at 2025 Conference and Tradeshow
 - New strategic goals and core values will provide the basis for our new Safety Awards

COMPLIANCE

- Create a risk-based matrix to drive compliance outcomes
 - Developed and implemented a risk-based matrix
 - Provided training to staff to support effective implementation
- Case IQ Integration with Web Portal and Learning Management Software
 - Integrated Case IQ to streamline the management of compliance cases and training outcomes
- Execute Compliance Support Pilot
 - Worked with small group of key partners, with regular meetings held to improve overall locate performance
 - Working sessions included discussing progress, sharing feedback, and monitoring performance improvements
- Operationalize and Communicate Administrative Penalty Regulation Requirements
 - Implemented the regulatory requirements that came into effect in May 2024.
 - Implemented robust communications to keep stakeholders well-informed of their compliance obligations



2024 PRIORITIES: KEY PROJECTS SUMMARY

ORGANIZATIONAL TRANSFORMATION

- IT Modernization
 - Updated web portal capabilities to align with new legislative and regulatory requirements
 - Created efficiencies in locate sharing processes
 - Reduced the size of the "safety" buffer on maps to provide more precise locates
 - Transitioned organization to cloud-based solutions
- Enhanced Internal Controls
 - Created and updated policies (e.g., IT Governance, Cybersecurity, and procurement)
- Operational Modernization
 - Developed a transformational plan, creating efficiencies and enhancements to contact centre processes.
- Workplace Culture
 - Formed the Inclusion, Diversity, Equity, and Accessibility (IDEA) Committee
 - Increase Focus on Performance: Link pay to performance, delivered new leadership training (Supporting Employee Mental Health, Crucial Conversations, etc.)

GOVERNANCE

- Redefining our policies and by-laws to support the transformation from service provider to Administrative Authority
 - Completed enhancement of policies including Rules for Members and Excavators, Travel Policy, Expense Policy
 - Created Whistleblower policy and Risk Policy
- Board transformation support
 - Enhanced onboarding experience for new board members
 - Created training opportunities for board members
- Strategic planning
 - Laid ground work for long term organizational goals at board level
 - Developed key deliverables implemented in OOC's Strategic Plan 2024-2027
 - Developed 2025 Business Plan and Corporate Scorecard
- Transfer Payment Agreement (TPA) Reporting
 - Developed new reporting and tracking framework
 - Prepared detailed reports to government to demonstrate prudent use of funds and value for money benefits

REGULATORY ACTIVITIES

Legislation and Regulation Overview

OUINSA and Regulatory Enhancements in 2024

On May 1, 2024, two new regulations came into force.

- Specified Locate Request (O. Reg. 136/24): This regulation provided for a new 10 business day timeline for underground infrastructure owners to complete locates for larger excavation projects as defined by the regulation.
- Administrative Penalties (O. Reg. 87/23): This regulation gave Assessors appointed by Ontario One Call the ability to utilize administrative penalties as a compliance tool for the purposes of promoting compliance with this Act and the regulations and preventing a member or excavator from deriving, directly or indirectly, any economic benefit as a result of a contravention.
- Building Infrastructure Safely Act, 2024: Further on March 6, 2024, the Building Infrastructure Safely Act, 2024 came into effect and amended the OUINSA, 2012. Key amendments to highlight include:
 - Forms and Fees: the ability for Ontario One Call to establish forms and set and collect fees, costs or other charges related to its administration of the Act and regulations.
 - No fee for locate request: Infrastructure owners and operators are prohibited from charging for the locates they provide.
 - Portions of Excavator Recourse Repealed – Excavators are no longer able to contact the Ontario Land Tribunal to seek compensation for losses or expenses for late locates.

Changes to Dedicated Locator governance occurred in 2024

New Regulation - (Non- Application of Section 7 of the Act O. Reg 376/24) effective October 9, 2024.

- This regulation establishes essential guidelines for government-funded Designated Broadband Projects, allowing Internet Service Providers (ISPs) to opt to use the standard locate process vs the DL model.
- This provision applies to projects in municipalities with populations under 100,000 or in Northern Ontario, provided that the Project Owner and affected Utility Infrastructure Owners (UIOs) have not reached an agreement regarding a Dedicated Locator Service Provider (DLSP).
- These new conditions are designed to remove barriers when using DL model

Legislative Amendments - effective December 4, 2024.

- Amendments to the OUINSA established a new process that allows Underground Infrastructure Owners (UIOs) to seek permission from OOC to handle their own locate requests, provided specific criteria are met.
- This process applies in situations that would otherwise require adherence to DL requirements.
- These changes aim to streamline the selection process for a DLSP when project owners and UIOs cannot reach a consensus.
- In cases where no agreement is reached on a DLSP, a new, structured process will be initiated. UIOs will have 10 business days to request approval from OOC to perform their own locates.
- OOC will evaluate these requests based on various criteria, including safety concerns, specialized infrastructure requirements, and mapping limitations as outlined by the Minister. OOC will then have 15 business days to make a final, non-appealable decision.

REGULATORY ACTIVITIES

Policy Development and Governance Overview

Memorandum of Understanding (MOU) renewal

- The organization's MOU with the Government of Ontario was renewed in 2024 and signed by the Chair of the Board of Directors and Minister of Public and Business Service Delivery. The MOU is an agreement between the Minister and OOC that is central to our governance and relationship with the ministry, as well as ensuring OOC is meeting its objects, duties, and responsibilities as a PSAA.

Enhancing Relationship with Government

- OOC has established a quarterly meeting cadence with the Public Safety and Operations Policy Branch in the Ministry of Public and Business Service Delivery and Procurement. These regular touch points are critical to OOC's governance that allow both OOC and the MPBSDP to discuss public safety issues, challenges impacting the community, and policy matters.
- Throughout the year, ad hoc discussions occurred between OOC and government. OOC provided ongoing evidence-based advice on policy and technical matters to a trusted partner to government.



REGULATORY ACTIVITIES

By-Law Changes Overview

By - Law Changes in 2024

September 2024, at our hybrid Annual and Special Members' Meeting, the following occurred:

- By-law No. 1, including its Schedule 1, were voted in favour and enacted, and By-law 2 was voted on and removed in its entirety.
- By-law No. 1 is the corporate governance by-law. Most of the changes to this by-law were made to comply with updates to OUISNA, 2012, Minister Orders, regulations and the new Memorandum of Understanding (MOU) with the Ministry of Public and Business Services Delivery and Procurement (MPBSDP).
 - The essential changes included:
 - The Minister's ability to appoint a Board Chair.
 - That appointed directors cannot constitute a majority,
 - The size of the Board must be 12, and
 - No more than 34% of Board directors can be members and no more than 34% of Board directors can be excavators.
 - Schedules were referenced when appropriate for Board governance, and that the Annual Meeting must be open to the public.
- The purpose of Schedule No. 1 to By-law No. 1 is to establish terms of use for Underground Infrastructure Owners and Excavators.
 - Notable changes included a simplified section on fees, and the addition of definitions and sections on specified locates for large excavations and dig sites.
- By-law 2 was enacted in 2023 as a mechanism for the Board to establish Member fees. This by-law has been removed as a result of OUISNA and update fee setting processes in the organization's updated MOU with MPBSDP.



TRANSFER PAYMENT AGREEMENT

Transfer Payment Agreement with the Ontario Government

- The Ontario government has committed up to \$25 million in funding over three years, concluding in 2026, to assist Ontario One Call in its transformation.
- The purpose of the money is to assist with the organization's transformative journey. Along with its new role as a Public Safety Administrative Authority comes the expectation of evolving into a modern regulator to effectively support the province's economic development goals: building homes faster, enabling commercial development, and building infrastructure and high-speed internet.
- These funds are being dedicated towards the following:
 - Modernizing IT infrastructure and digital services, aligning them with the growing needs of its stakeholders.
 - Enhancing safety awareness campaigns and promotional activities aimed at keeping the public safe from harm and preserving infrastructure.
 - Modernizing service delivery models to ensure operations are in sync with the needs of the industry and delivers exceptional value to the province's infrastructure ecosystem.
- Regular reports detailing activities completed during each funding installment are submitted at regular intervals to the ministry. These reports must include all completed activities measured against established KPIs to assess our progress against our established strategic initiatives. In 2024 we submit two detailed reports to government demonstrating the prudent use of funds, value for money and advancements on all commitments made on our key transformation initiatives.



STAKEHOLDER ADVISORY COUNCIL

OOC's New Stakeholder Advisory Council

As the province's newest Public Safety Administrative Authority, Ontario One Call is increasing its efforts to engage stakeholders not only on our transformational journey but in working more closely with the industry to advance safe excavation in the sector.

In 2024, OOC established its new Stakeholder Advisory Council (SAC), which provides counsel and advice to the organization on strategic matters related to fulfilling its mandate and three-year strategic plan.

The role of the SAC is to offer strategic insights, recommendations, and guidance consistent with the purpose and legislative objectives of OOC. The advice and diverse perspectives of this council has been invaluable, helping our organization navigate challenges and seize opportunities with greater clarity and insight.

The SAC meets quarterly, with an annual report planned each year outlining its key achievements and what to expect in the year ahead.

SAC is made up of industry representatives including:

- Chair, Karen Nesbitt, Association of Municipalities
- Vice Chair, Patrick McManus, Ontario Sewer & Watermain Construction Association
- Infrastructure Ontario
- Ontario Energy Association
- Residential Civil Construction Alliance of Ontario
- Promark-Telecon
- City of Burlington
- Thomas Cavanaugh Construction
- Electricity Distributors Association
- Landscape Ontario
- Ministry of Public and Business Service Delivery and Procurement (observer)

2024 COMPLIANCE OVERVIEW

Overall complaints in 2024 as they relate to the below stakeholders.

Complaints against
Members (UIOs)

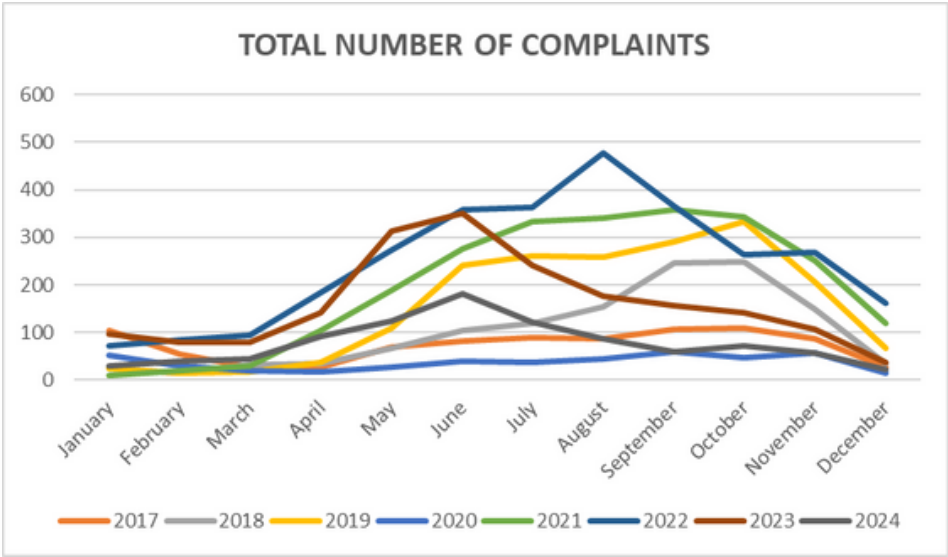
698

Complaints against
Excavators

231

Complaints against
Ontario One Call

3



2024 COMPLIANCE OVERVIEW

OVERALL COMPLAINTS IN 2024 BY CONTRAVENTIONS

[Click here](#) to see the definitions of the contraventions
Below graphs show contravention type and are categorized per stakeholder (including OOC).

MEMBER/UIO CONTRAVENTIONS	VALID TOTAL	INVALID TOTAL
DL – Designated Broadband	3	0
DL – DLSP Selection	15	6
DL – DLSP Mapping & Info	2	0
Emergency Abuse	2	0
Excavation Without Locates	4	1
Excavation in Unsafe Manner	0	1
Failure to Reg. Infrastructure	1	0
False Renegotiated Date(s)	4	0
Late Locate(s) – Emergency	27	21
Late Locate(s) – Advanced	348	15
Late Locate(s) – Single Address	130	16
Late Locate(s)	154	20
Other	0	2
Investigations	49	0

COMPLAINTS AGAINST ONTARIO ONE CALL

Ontario One Call	VALID TOTAL	INVALID TOTAL
Service Level Complaint	3	2

2024 COMPLIANCE OVERVIEW

EXCAVATOR CONTRAVENTIONS	VALID TOTAL	INVALID TOTAL
Emergency Abuse	6	1
Excavation with Expired Locates	6	5
Excavation Without Locates	202	48
Excavation in an Unsafe Manner	9	0
Locate Abuse (Single vs. Advance)	2	0
Relocate Abuse	5	2
Other	1	2
Investigations	97	5

FORMAL LATE LOCATE COMPLAINT NOTIFICATIONS SENT BY SECTOR	
Electrical	189
Gas/Oil/Pipeline	170
Municipal	169
Telecommunications	892
Other	34

2024 COMPLIANCE OVERVIEW

COMPLAINTS BY REGION

AREA	2018	2019	2020	2021	2022	2023	2024
Chatham-Essex	64	57	10	125	84	67	20
Grey-Bruce	14	42	13	153	181	81	18
GTA-East	58	52	18	88	170	74	33
Hamilton-Niagara	195	589	46	321	266	240	81
London-St. Thomas	16	63	16	173	171	177	20
ON-Central	38	62	37	152	157	179	139
ON-East	20	148	19	107	70	57	40
ON-North	30	171	24	73	378	159	201
ON-Northwest	3	3	7	14	72	41	27
ON-Southeast	2	7	7	9	7	22	15
ON-West	90	339	55	617	441	270	97
Sarnia	1	4	3	31	65	29	11
Toronto	593	321	190	513	902	527	230
Total	1124	1858	427	2376	2964	1923	932

TECHNICAL STANDARDS AND SAFETY AUTHORITY INTERACTIONS

Ontario One Call and the TSSA collaborate on investigations involving digging without locates and on the enforcement of the Act. While OOC investigates the infractions, the TSSA can send inspectors on-site, lay fines and stop work orders.

TSSA INTERACTIONS	TOTAL
TSSA Referrals*	18
TSSA Inquiries**	56
Tracking	124

* Referrals refer to situations when OOC has grounds to believe an excavation is happening without locates and requests the TSSA send inspectors to verify it and take action.

** Inquiries refer to instances when the TSSA requests information from OOC regarding digging without locates infractions in order to support their inspections.

2024 COMPLIANCE OVERVIEW

Throughout 2024, the Compliance & Industry Performance (CAIP) team continued to play a critical role in administering and enforcing the Act and prioritized cases involving public safety concerns.

KEY ACHIEVEMENTS IN 2024:

- Substantial effort was dedicated to building a comprehensive, risk-based Administrative Penalty framework to operationalize the Administrative Penalty Regulation that came into force on May 1, 2024.
- In 2024, 25 Administrative Penalties were issued, and none were appealed.
- Over the course of the year, CAIP engaged with the regulated community through three webinars on various compliance-related topics and hosted a panel discussion of industry experts at the first annual OOC Conference and Tradeshow.
- Following extensive preparation in 2023, CAIP's Compliance Support Program (CSP) Pilot moved into the execution phase. In collaboration with OOC, volunteer UIOs learned what works, what doesn't, and what is worth more study to improve locate timeliness. In 2025, CAIP will share pilot findings with the community.
- From a locate delivery perspective, 2024 marked significant performance improvements by the regulated community. Excavators received complete locate packages on time 86% of the time, a substantial improvement from the 67% rate observed in 2023.

MANAGING COMPLAINTS FROM THE COMMUNITY

- Complaints handling was modernized through a new case management system that facilitates online complaint submission 24/7. This improved user experience, as well as CAIP staff efficiency.
- While the CAIP team formally issued 932 valid complaints in 2024, almost 2,200 submissions were received through the online complaint portal. Each submission underwent a rigorous vetting process.
- Public safety complaints related to digging without locates, and digging unsafely increased sharply from 84 in 2023 to 222 in 2024. Even so, the most common complaint type relates to late locates, which accounted for 71% of all complaints handled in 2024, compared to 90% in 2023.
- Potential outcomes of an investigation vary depending on the seriousness of the contravention, and the conduct of the contravener, from warning letters and mandatory education requirements, to monetary penalties and prosecutions.
- The three regions with the highest complaint rates in 2024 were Central Ontario (15%), Northern Ontario (22%), and Toronto (25%), collectively accounting for 62% of all complaints. This represents a notable shift from previous years, where complaints were primarily concentrated in Toronto, Hamilton-Niagara, and Western Ontario.

2024 COMPLIANCE OVERVIEW

ADMINISTRATIVE PENALTIES

On May 1, 2024, the Administrative Penalties regulation came into force, marking an important step in Ontario One Call’s evolution as a Public Safety Administrative Authority. The regulation allows Ontario One Call’s Investigators, upon appointment as an Assessor under the Ontario Underground Infrastructure Notification System Act, 2012 to issue financial penalties for each day, or part of a day, that certain contraventions occur or continue. This addition to the CAIP team’s toolkit came into force to promote compliance with the Act and regulations, and to prevent UIOs and excavators from deriving, directly or indirectly, an economic benefit from breaking the law. Investigators are guided by a code of conduct and undertake a risk assessment when deciding what outcome, including administrative penalties, would be most proportionate when deciding on an enforcement outcome.

Administrative Penalty Summary - 2024					
Contravention	Applicable Section of the Act or Reg.	# of Administrative Penalties Issued	# of Appeals	Aggregate Amount Issued	Aggregate Amount Collected
Commencement of Excavation or Dig without Locate(s)	Subsection 10 (1) of the Ontario Underground Infrastructure Notification System Act, 2012, S.O. 2012, c. 4 Regulation 87/23	2	0	\$20,000	\$10,000
Late Advanced (Specified) Locate Request	Subsection 6 (2) of the Ontario Underground Infrastructure Notification System Act, 2012, S.O. 2012, c. 4 Regulation 87/23	22	0	\$51,600	\$600
Selection of Dedicated Locator	Paragraph (a) of subsection 7 (7) of the Ontario Underground Infrastructure Notification System Act, 2012, S.O. 2012, c. 4 Regulation 87/23	1	0	\$250	\$250
	Total	25	0	\$71,850	\$10,850

Administrative penalties are enforced by the Compliance and Industry Performance Team through the provincial courts.

2024 COMPLIANCE OVERVIEW

ADMINISTRATIVE PENALTIES

Ontario One Call must include a description of how the proceeds generated from Administrative Penalties were expended in the Annual Report. The following are the purposes for which Ontario One Call may use the funds collected in keeping with O. Reg. 87/23:

To support compliance with the Act by providing education to persons involved in the identification of underground infrastructure that may be affected by an excavation or dig, including excavators, locators, and members of Ontario One Call.

- To raise public awareness of the need for safe digging and to promote safe digging practices.
- To promote and undertake activities to support and improve timely responses to locate requests, including,
 - by improving any system operated by, or on behalf of, Ontario One Call for locate requests, including any of Ontario One Call's mapping information systems,
 - by supporting and promoting the use of dedicated locators, including through communications and educational activities,
 - by encouraging more persons to become locates, and
 - by carrying out research, studies, analyses, or consultations.
- To fund the administration of the system of administrative penalties.

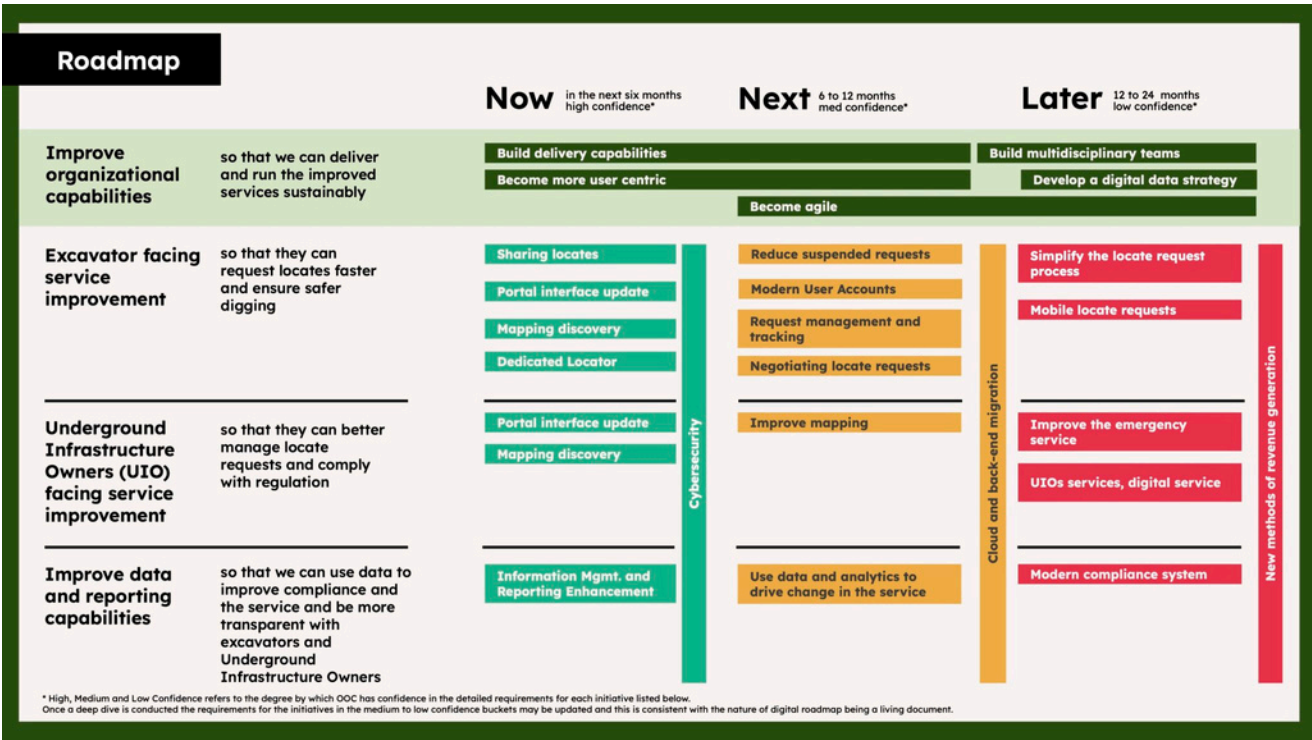
Proceeds generated from the issuance of Administrative Penalties are currently not being used as directed by the Board of Directors and are maintained in a separate interest bearing account.



BUSINESS ACTIVITIES

DIGITAL OFFICE OVERVIEW

Ontario One Call's Digital Office made significant strides in 2024 to modernize our services and infrastructure. Guided by the "Now" phase of our [Digital Roadmap](#), we focused on delivering immediate value through user-centric innovations. These efforts have improved our service delivery, boosted operational efficiency, and most importantly, contributed to safer digging practices across Ontario.



KEY ACHIEVEMENTS IN 2024:

Modernizing Data and Reporting with Microsoft Fabric

- Our Digital Office undertook a major modernization of our data management and reporting systems to increase transparency and trust in the information we share.
- We built a dedicated delivery team to overhaul how we collect, analyze, and publish data.
- We adopted Microsoft Fabric, a modern cloud-based data analytics platform, to unify our data sources and streamline reporting. This upgrade means that our internal data is now managed in a more robust, governed environment, allowing us to generate reports that are more reliable and easier to produce.

BUSINESS ACTIVITIES

DIGITAL OFFICE OVERVIEW

KEY ACHIEVEMENTS CONTINUED:

More accessible and trustworthy information

- The reports we publish on locate performance and compliance are now delivered in a consistent format with clear methodology.
- We've implemented safeguards to ensure that, once data is published, it cannot be inadvertently changed, improving confidence in the numbers.
- By leveraging Microsoft Fabric and improving data governance, we can also move towards real-time or more frequent updates with a faster reporting cycle.
- OOC's monthly performance reports are now published by the first week of each month, which is a noticeable improvement in timeliness.
- With cleaner, more consistent data at our fingertips, we can analyze trends in locate requests, identify problem areas (such as frequent late locates or hotspots of activity), and address them proactively.
- Reporting also helps us measure the impact of initiatives like the Locate Sharing Service with hard data.

All of these benefits mean a more efficient Ontario One Call system, which ultimately supports safer digging by ensuring accountability (through transparent compliance data) and allowing us to focus on improvements where they're needed most. By investing in modern data tools and practices, we are laying a strong foundation for data-driven service enhancements that benefit all Ontarians.

UPGRADING INTERNAL FINANCIAL SYSTEMS FOR AGILITY

OOC introduced automation tools for financial operations, significantly improving how we manage accounts payable, purchase order creation, and expense tracking. These new tools replaced previously manual, time-consuming processes with automated workflows that ensure accuracy, speed, and stronger financial controls.

- Our teams can now process transactions faster, reduce errors, and focus on higher-value strategic activities.
- These tools have helped standardize how financial data is collected and reported, improving compliance and audit readiness while also offering real-time visibility into expenditures.
- This automation also allows for quicker approvals and streamlined vendor interactions, which in turn supports our ability to scale operations without increasing administrative burden.

For Ontarians, these behind-the-scenes improvements ensure we are using resources wisely and efficiently. A modern, automated financial infrastructure supports the agility needed to fund key projects dynamically, prioritize value-generating services, and maintain transparency in how we invest public funds. Every dollar spent is tracked more effectively and is working harder to enhance One Call services.

BUSINESS ACTIVITIES

DIGITAL OFFICE OVERVIEW

STRENGTHENING CYBERSECURITY AND PRIVACY

- Protecting our systems and data is paramount. In 2024, the Digital Office rolled out improved cybersecurity protocols and comprehensive training to safeguard against cyber threats.
- We partnered with security experts and adopted modern security tools to protect IT infrastructure.
- We also focused on the human element of security. 100% of Ontario One Call staff completed cybersecurity awareness training, ensuring that our team is educated on best practices and common threats.

Strengthening cybersecurity isn't just an IT concern – it directly supports our mission of safe digging and reliable service. By hardening our systems against attacks and improving our resilience, we are reducing the risk of downtime or data breaches that could disrupt the locate process.

LAYING THE GROUNDWORK FOR CLOUD INFRASTRUCTURE

In 2024 the digital office began initiating the migration of our systems to a cloud-based infrastructure. While this transition is in its early stages, it represents a pivotal step toward a more scalable and resilient One Call service.

- Some internal applications have been migrated into our chosen cloud platform, which has improved their speed and accessibility for users.
- This shift is expected to enhance data accessibility and security for the organization as a whole.
- Our goal is to leverage the benefits of cloud-computing so that outages become a rarity and services are quickly restored, supporting the critical need for uninterrupted access to locate information.

PUTTING USERS AT THE CENTER OF DIGITAL SERVICE DESIGN

A common theme driving our work has been user-centric digital service design. In 2024, the Digital Office ingrained this principle into the culture of Ontario One Call's projects. We conducted user research and gathered feedback throughout the development process (from initial discovery to prototype testing and launch) to ensure that what we build is both useful and easy to use.

Examples include:

- Involving excavators early on, in the design of the Locate Sharing Service, determined what features were necessary and which steps were confusing, allowing us to develop a streamlined approach.
- Collecting user feedback on our reporting needs shaped the development of our new data dashboards, and accessibility testing guided our portal improvements.

By putting users first, we are achieving both higher customer satisfaction and greater operational efficiency. It also helps ensure that the digital transformations we undertake truly contribute to our ultimate goals: safer, quicker, and more efficient digging across the province.

BUSINESS ACTIVITIES

MARKETING & COMMUNICATIONS OVERVIEW

Our marketing and communications (MarCom) team's main objective is enhancing dig safety awareness and building meaningful relationships with stakeholders. The team oversees a wide range of activities to support Ontario One Call's strategic goals and legislated mandates. In 2024, the team worked on key initiatives to promote safety and increase awareness.

Alongside marketing and communications efforts, stakeholder collaboration and engagement were also paramount in spreading our safety message and establish ourselves as Public Safety Administrative Authority.

KEY ACHIEVEMENTS IN 2024:

Public Awareness Campaigns:

- For the first time since 2019, OOC was able to leverage traditional media alongside its annual digital campaigns to gain widespread Click Before You Dig awareness across the province, surpassing our goal to serve 150M impressions—a metric that measures the number of times a piece of content, such as an advertisement or post, has been seen.
- Campaign creatives were refreshed with a modern look and a new tagline, "It's the law," under the Click Before You Dig logo to emphasize that requesting locates before digging is a legal requirement and help the public understand OOC's role as a Public Safety Administrative Authority. Refreshing the visuals was necessary to bring new life to the campaigns and avoid ad-fatigue.
- The increase in investment toward safety promotion campaigns in 2024 was extremely successful. All campaigns combined served over 180M impressions (compared to the 34.5M in 2023).

Traditional Media Campaigns

- Three Public Service Announcements (PSAs) broadcasted on Sportsnet (3M impressions) and 27 radio channels (11M impressions).
- Billboards ads were strategically positioned close to home improvement stores and digital boards were placed in high traffic areas like Union Station (128M impressions).

Digital Media Campaigns

- Leveraged different tactics across multiple channels including; Meta (Facebook and Instagram), TikTok, Rogers, Corus, Weather Network, YouTube, Reddit, Spotify, Pinterest, and Google.
- Digital tactics included more video components for increased education opportunity, and campaigns were constantly optimized to gain the highest potential performance.
- Digital campaigns reached about 40M impressions of which approximately 7M resulted from our collaboration with micro-influencers such as The BroLaws and others active in the home improvement sphere.

BUSINESS ACTIVITIES

MARKETING & COMMUNICATIONS OVERVIEW CONTINUED

Public Awareness Research

- In November 2024 a third party conducted an Awareness Research Study to understand public awareness of OOC and our catch phrases.
- Aided awareness increased by 7.1% from 2023, exceeding our 2024 goal of 5%.
- 1 out of 3 homeowners have awareness of OOC when prompted.
- Almost 60% of homeowners are aware of OOC's catch phrases (Call Before You Dig or Click Before You Dig).
- 86% of homeowners who interacted with OOC said they were very satisfied.
- Despite increased awareness and an overall positive customer experience, the study found that damages are on the rise.
 - 23% digs in the last 2 years hit underground infrastructure, a significant increase from last years 15%.
- One of the main reasons for not requesting locates is homeowners think their dig project is not deep enough.

Communication for Compliance

- To minimize confusion about the change to OOC's updated regulatory enhancements, the MarCom team increased communication to create awareness and understanding of the Ministry's proposed legislative changes, by-law amendments and regulation consultations.
- A series of webinars, e-blasts, and social media posts were also implemented to capture a large and diverse audience of stakeholders.
- Additional updates were posted to the website, and best practices were published to help stakeholders understand their obligations and offer tools to help them stay within compliance. Email open rates were well above the industry standards of 28%, reaching almost 50% opening rate.

MAJOR INITIATIVES & MILESTONES IN 2024:

Our Public Safety and Industry focused campaigns were honoured with five international marketing and communications awards in 2024:

- The Click Before You Dig – It's the Law campaign won the Gold Davey Award for Public Service and Silver Summit Creative Award for Public Service
- The Dedicated Locator campaign won the Gold Hermes Award for Strategic Campaigns, the Silver Communicator Award for Promotional Campaign, and Silver Muse Creative Award.

Sewer Safety Week Promotion

- In September, OOC launched the second annual Sewer Safety Week in collaboration with Ontario Safety Partners Enbridge Gas, Utilities Kingston, Kitchener Utilities and TSSA.
- This initiative aims to raise awareness about sewer safety inspections and included a digital campaign ("Your Line Might Not Be Fine"), a press release, a dedicated webpage, and digital ads.
- Notably, this year, OOC engaged BC1Call to participate in Sewer Safety Week for the first time. BC1Call brought to life their Sewer Safety Awareness Week using Ontario One Call's assets and joining the same safety mission to spread awareness in BC as well.

BUSINESS ACTIVITIES

STAKEHOLDER RELATIONS & EDUCATION OVERVIEW

In 2024, the Education and Training department actively promoted Click Before You Dig awareness by attending 11 tradeshow and conferences, strengthening industry connections.

KEY ACHIEVEMENTS IN 2024:

- Rebranding of the flagship educational program from PLAC to GroundWork, incorporating key legislative and regulatory updates.
- Partnership with Ontario Colleges, including St. Clair College, George Brown College and Mohawk College, expanding KnowRisk education for future professionals.
- Engagement with stakeholders also grew through webinars, videos, and personalized training sessions, enhancing learning opportunities across the industry.

MAJOR INITIATIVES & MILESTONES IN 2024:

Ontario One Call's first Conference and Tradeshow

- Hosted in Mississauga in September.
- The event's purpose was to elevate the organization's trust and industry engagement position,
- provide educational sessions and networking opportunities for stakeholders that would help promote OOC's message, boost engagement, foster relationships and build connections with stakeholders.
- The event featured Minister McCarthy's opening remarks, keynote speech, an international panel with representatives from other Canadian and US One Calls, several educational sessions on industry hot topics (such as emerging tech, regulation, mapping, Dedicated Locator, and more) and different sponsored networking session, as well as our Annual Meeting.
- The event was sold out with 278 participants.
- Results from the event feedback survey informed us that 87% of participants felt the event exceeded their expectations and 89% felt the sessions were extremely valuable.



BUSINESS ACTIVITIES

ENTERPRISE RISK MANAGEMENT FRAMEWORK

2024 saw Ontario One Call develop its formal Enterprise Risk Management (ERM) policy. This policy provides the guiding spirit for the work we do to mitigate the organization's strategic risks. The ERM policy can be viewed [here](#).

MEMBER & CLIENT SERVICES OVERVIEW

The Member & Client Services Team worked closely with members on mapping improvements across three areas: mapping validation, accurate mapping, and buffer size. This work ensured that mapping quality improved, seeing decreases in locate notification volumes, and administrative work for members, but still ensuring appropriate notifications for excavation safety. As a result of the Team's efforts, there was an improvement of 25% in mapping validations.

The Team also completed several additional projects including a review and update of Member System Filters, and a Policy and Procedure review for Member & Client Services.

OPERATIONAL SUPPORT SERVICES OVERVIEW:

2024 marked a pivotal year of change and innovation for our Contact Centre as we embarked on a journey to enhance our service offerings and improve efficiency. In alignment with our ongoing commitment to add value to the industry, while being the first point of contact for many excavators across the province, the Contact Centre was renamed to better reflect its evolving role. The new name of Operational Support Services represents our dedication to supporting the industry with online locate submissions, processing Emergency Locate requests, and dispatching notifications to the relevant underground infrastructure owners.

As part of the transformation, the Operational Support Services team underwent a structural overhaul, which included:

- new team dynamics,
- enhanced skills and training,
- and a commitment to advance our technology.

These improvements fostered a more proactive approach in addressing industry needs, enabling our team of Customer Support Specialists (CSSs) to have greater autonomy while maintaining high levels of ongoing education and professional development.

In 2024, Operational Support Services handled 127,348 calls, including support inquiries where our CSS team assisted excavators with submitting their locates via the web portal. This one-on-one support improves the overall quality of locate requests, helping ensure greater accuracy and efficiency. By the end of the year, our team achieved an impressive 90% service level, highlighting our commitment to delivering reliable and timely support. We look forward to another year of growth, innovation, collaboration, and continued dedication to supporting the industry.

BUSINESS ACTIVITIES

OPERATIONAL SUPPORT SERVICES OVERVIEW CONTINUED:

KEY ACHIEVEMENTS IN 2024:

Updates to web portal

Improving our public-facing portal was another top priority in 2024. The Ontario One Call web portal received significant upgrades to make it more accessible and user-friendly. Early in 2024, we identified that the portal's user interface was outdated and did not fully comply with the Accessibility for Ontarians with Disabilities Act (AODA) standards.

- We rebuilt key parts of the portal's front-end using the Ontario Design System – a set of standardized, accessibility-friendly web design patterns used across Ontario government services.
- This refresh improved the visual clarity of the site (e.g. better color contrast and layout), ensured proper support for screen readers and keyboard navigation, and brought the portal into alignment with Web Content Accessibility Guidelines (WCAG 2.0).

Launch of Locate Sharing service

One of the flagship achievements in 2024 was the launch of our Locate Request Sharing Service, a new tool that allows excavators to share locate information with each other easily. This user-friendly service was developed in direct response to industry feedback.

An excavator who has already obtained locates for a project can seamlessly share that locate request with other authorized contractors doing work in the same area. This means multiple excavators can rely on the same valid locate, instead of each requesting separate locates for the identical dig site. The result is a more efficient process that reduces duplicate locate requests, saving time for excavators and locate service providers alike.

- The locate sharing system was designed with feedback from the industry. We involved excavators in testing and gathered feedback, ensuring the final product met their needs.
- We also incorporated the Ontario Government's web design system into the form.
- The new locate sharing form is intuitive, accessible and quick to use.
- This initiative supports safer digging by helping all crews working on a site have consistent underground utility information and by reducing backlogs in the locate system.
- If fewer duplicate requests are clogging the system, locate service providers can focus on new, unique locate requests, speeding up response times and helping projects avoid delays.
- Early adoption of the service in 2024 has been encouraging. In December 2024, usage of the Locate Sharing Service increased by over 150% compared to December 2023, and adoption is expected to continue rising steadily through 2025.

Overall, the launch of the Locate Sharing Service exemplifies how listening to our users and leveraging smart digital solutions can improve efficiency while upholding safety. It's a win-win for excavators and for Ontario One Call's mandate of safe excavation.

BUSINESS ACTIVITIES

DEDICATED LOCATOR OVERVIEW

Over the past two years, the Dedicated Locator (DL) program has seen remarkable growth and continuous improvement. While the number of DL locate request tickets decreased from 60.6k in 2023 to 52k in 2024, we are thrilled to report a steady increase in new DL project submissions, reaching a total of 85 in 2024.

Most notably, there has been a remarkable 43% surge in active DL projects, highlighting the increased engagement and utilization of the program across various industry sectors. Additionally, the near doubling of active project owners demonstrates a growing commitment from our stakeholders to participate in this collaborative initiative.

KEY ACHIEVEMENTS IN 2024:

- Attended 12 industry events including tradeshow, conferences, speaking engagements, and webinars. Our efforts have been instrumental in driving awareness and participation, further solidifying the DL program's impact and reach.
- Launched the first Annual Dedicated Locator Town Hall to promote industry collaboration and understanding of DL use and projects. With 700 registrants and 527 attendees, this virtual event was DL's most successful virtual webinar.
- In August 2024, we launched the new DL Portal, marking a significant milestone in modernizing our operations. This innovative platform is designed to improve the organization and visibility of DL project notice submissions and locates, facilitating thorough reviews and classifications for all stakeholders.
- Updates to the DL model through amendments to OUINSA, 2012. (Review details on page 12).



BUSINESS ACTIVITIES

PEOPLE AND PERFORMANCE OVERVIEW

As we fully embrace our role as a Public Safety Administrative Authority broadening our reach externally, OOC also turned the safety lens inwards, reinforcing our health and safety culture internally. With the adoption of Safety Minutes to educate staff we brought safety awareness top of mind.

KEY ACHIEVEMENTS IN 2024:

- Organizationally, we also turned our attention to reinforcing internal policies with the implementation of several new policies such as:
 - Whistleblower Policy,
 - Code of Conduct Policy,
 - Delegation of Financial Management Authority,
 - Procurement Policy, etc.
 - Several existing policies were also overhauled to reflect changes in employment law and best practices as well as our transformation to a modern regulator.
- The Human Resources team implemented a number of changes to employee total compensation in 2024. Notably the organization switched employee health benefits and insurance providers resulting in significant cost savings to the company and expanded supports for staff.
- OOC has invested in developing leadership with training and education sessions for supervisors and senior leaders on topics such as performance development, health and safety, crucial conversation, supporting employee mental health and managing change.
- OOC has also implemented a new defined benefit pension plan through CAAT DBplus, ensuring that we are able to secure our future by securing the future of our employees.
- Formation of the IDEA (Inclusion, Diversity, Equity and Accessibility) Committee.

On October 22, 2024, the company underwent a significant restructuring impacting approximately sixteen (16) percent of employees. The restructuring occurred primarily in the contact centre however reached many areas of the business and employees at all levels, from front line to leadership. While an unfortunate necessity, that impacted all staff, this was a strategic and necessary move, making room to build out other areas of the business, streamlining departments due to process improvements and efficiencies, and acknowledging changing business needs.

OOC's transformation runs deep, changing the way in which we work and the very culture of the company. To support this change OOC engaged in a bottom up exercise to establish new Core Values. Establishing our new core values was a collaborative effort through focus groups and surveys (85% participation), it was an incredible opportunity to have everyone embrace a part of OOC's transformation. These Core Values will be embedded in every aspect of work culture at OOC from rewards and recognition to performance.

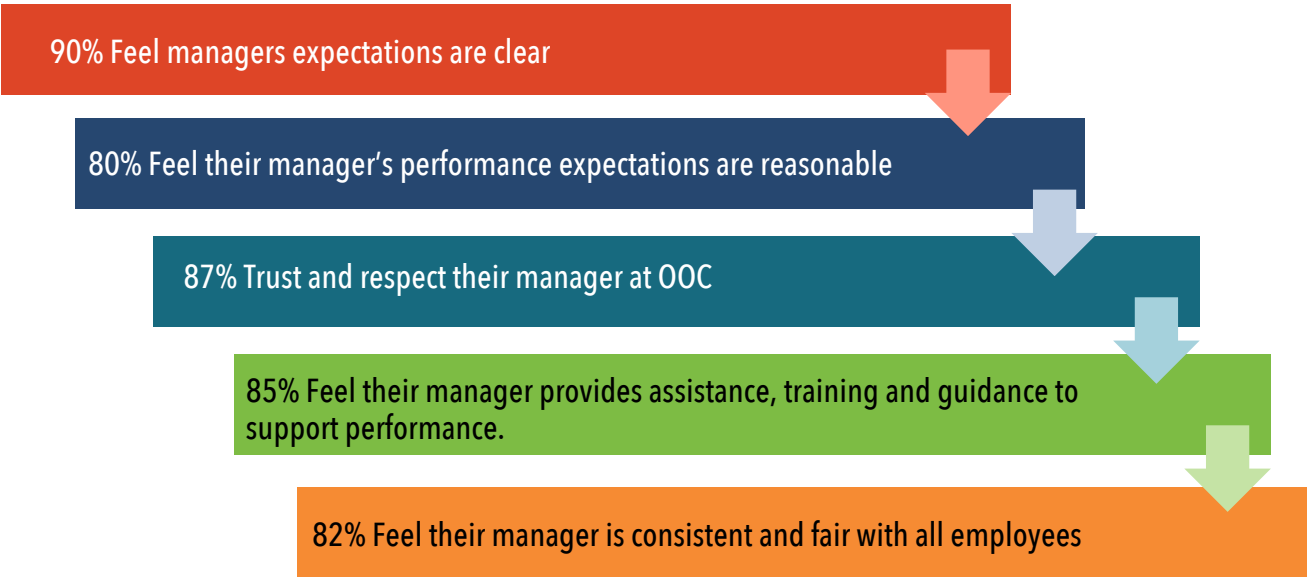
CARING INTEGRITY COLLABORATION INCLUSIVE INNOVATIVE

BUSINESS ACTIVITIES

PEOPLE AND PERFORMANCE OVERVIEW CONTINUED

As an organization we recommitted to developing an inclusive and safe space for employees from all walks of life. The IDEA (Inclusion, Diversity, Equity and Accessibility) Committee was formed in fall 2024. As some organizations turn their back on DEI, OOC continues to embrace the principles that employees are chosen because of their skill, expertise and character regardless of their cultural background, gender identity, etc.; that all employees should feel safe and a sense of belonging; and that they can trust that they will be treated fairly at OOC.

Our annual Workplace Experience Survey continues to report back strong results in areas of trust. The work we do at OOC not only impacts the health and safety of Ontarians across the province, but it also facilitates improvements to quality of life for all residents. OOC employees continue to identify with our mission and vision.



95% understand OOC's purpose & impact they have on company success



81% feel proud to tell people where they work



80% report their job is meaningful & provides a sense of personal satisfaction



MANAGING COMPLAINTS, ACCESSIBILITY & FRENCH LANGUAGE

Managing Complaints:

A total of 932 valid complaints were received by Ontario One Call in 2024. Public and industry complaints are referred to the Compliance and Industry Performance team (CAIP). Formal complaints must be submitted in writing and once received, the CAIP team will validate and verify the information and notify the contravening party that they must take action to resolve the issue. If the issue is not resolved within five (5) calendar days, complainants can contact the CAIP team to take further action.

The majority of complaints are resolved directly between the complainant and the contravening party. More complex issues may require direct involvement from the CAIP team to achieve reasonable reconciliation between both parties. Failure of the contravening party to remediate the issue(s) identified in a complaint or subsequent escalation will result in automatic elevation to an investigative level. Potential outcomes of an investigation may encompass a spectrum of actions, including but not limited to administrative penalties, education disposition or other appropriate measures.

Accessibility

Ontario One Call is committed to providing an inclusive and accessible environment in which all stakeholders have equal access to its services and are treated with dignity and respect.

In accordance with the Accessibility for Ontarians with Disabilities Act (AODA), Ontario One Call is dedicated to providing a work environment that is accessible and inclusive to all persons who work at or visit our offices. Ontario One Call works with individuals who request an accommodation to ensure that the measures taken are both effective and mutually agreeable. There were 25 new AODA-specific requests in 2024 and 7 others for whom we had previously established accommodation in 2023 that continued into 2024.

French Language Services

Ontario One Call responds to all French inquiries and ensures French-language services are easily available through our website and phone system.

This graph shows the French request types received in 2024.

Contractor Type	Request Count
Entrepreneur/ Sole Proprieter	1,151
Municipalité/ Municipality	5
Privé/ Private Company	280
Utilité/ Utility	9


2025 BUSINESS PLAN: OUR IMPERATIVES

Ontario One Call is committed to protecting Ontario by enabling safe digging. Acting in accordance with our deeper focus on achieving our purpose, we have four strategic goals that will ensure we are working proactively, effectively, and efficiently in our journey to creating a better, safer Ontario. Each will be addressed during the 2025 fiscal year. They are:



Establish Our Role as a Regulator

Enhance our Operations and Capabilities

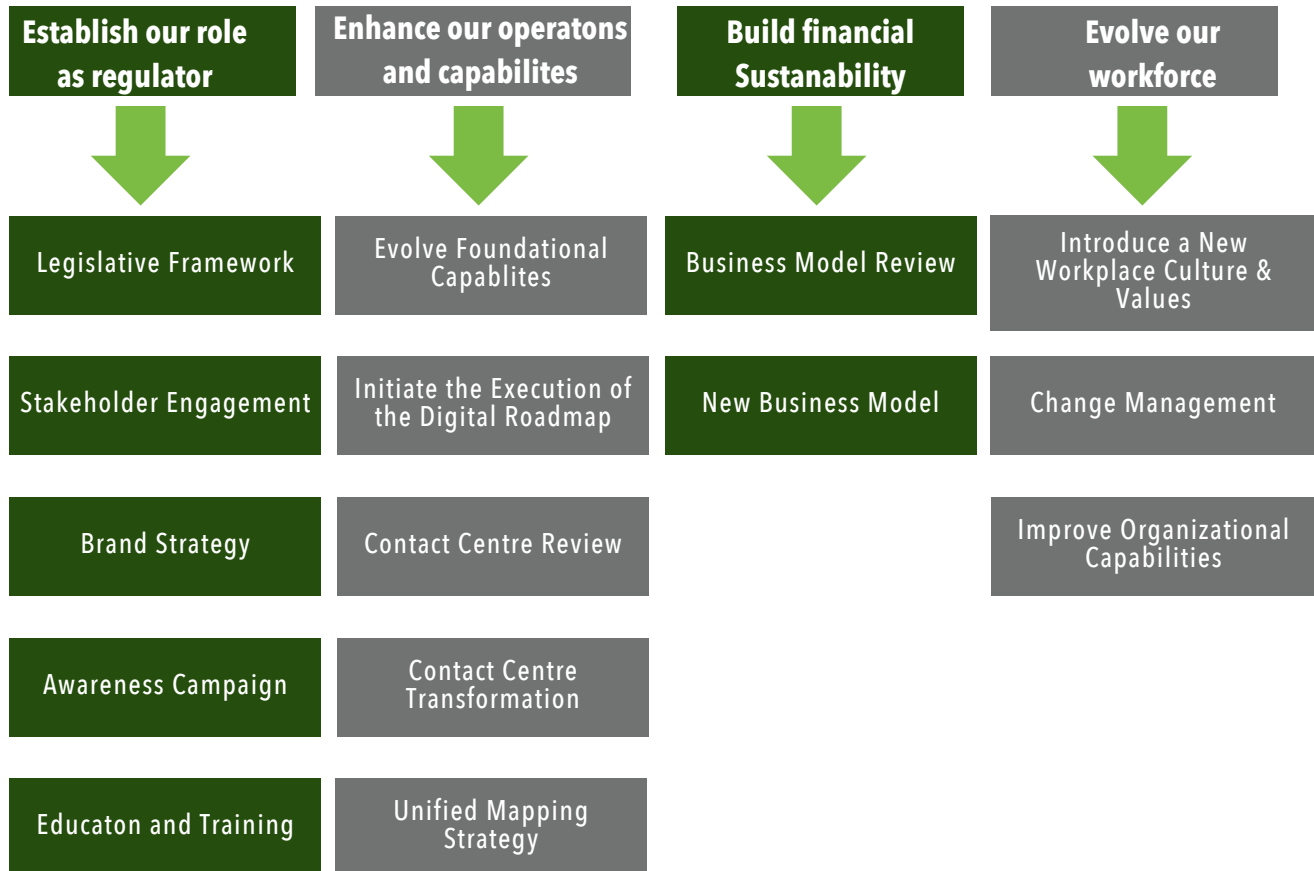


Build Financial Stability

Evolve our workforce



2025 BUSINESS PLAN INITIATIVES



Financial Statements of

ONTARIO ONE CALL

Year ended December 31, 2024

ONTARIO ONE CALL

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INDEPENDENT AUDITOR'S REPORT

To the Members of Ontario One Call

Opinion

We have audited the financial statements of Ontario One Call (the Entity), which comprise:

- the statement of financial position as at December 31, 2024
- the statement of revenues and expenses for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2024 and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the **"Auditor's Responsibilities for the Audit of the Financial Statements"** section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter - Comparative Information

The financial statements for the year ended December 31, 2023 were audited by another auditor who expressed an unmodified opinion on those financial statements on April 9, 2024.



Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



Page 3

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font and is underlined with a single horizontal stroke.

Chartered Professional Accountants, Licensed Public Accountants

Kitchener, Canada

April 14, 2025

ONTARIO ONE CALL

Statement of Financial Position

December 31, 2024, with comparative information for 2023

	2024	2023
Assets		
Current assets:		
Cash	\$ 3,263,235	\$ 2,485,995
Accounts receivable	2,115,371	1,567,938
Harmonized sales taxes recoverable	40,752	14,461
Prepaid expenses	631,800	317,791
	6,051,158	4,386,185
Tangible capital assets (note 2)	2,066,291	1,811,957
	\$ 8,117,449	\$ 6,198,142

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 2,202,035	\$ 1,700,823
Deferred contributions (note 3)	1,746,744	611,960
	3,948,779	2,312,783
Deferred capital contributions (note 4)	1,334,447	574,877
	5,283,226	2,887,660
Net assets	2,834,223	3,310,482
	\$ 8,117,449	\$ 6,198,142

See accompanying notes to financial statements.

On behalf of the Board:



Chair of the Board

Mitch Panciuk,



Chair of the Risk, Finance and Audit Committee

Ysni Semsedini,

ONTARIO ONE CALL

Statement of Revenues and Expenses

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Revenue:		
Government grant (note 6)	\$ 6,677,496	\$ 1,813,163
Fees from operations	13,062,624	10,564,741
Interest income	30,968	24,514
	19,771,088	12,402,418
Expenses:		
Digital and technology	2,454,066	1,938,698
Compensation	9,814,979	8,693,062
Professional fees	4,518,882	1,114,253
Other operating	319,210	341,017
Occupancy	642,398	628,276
Advertising and promotion	1,818,569	1,164,056
Amortization	679,243	638,379
	20,247,347	14,517,741
Deficiency of revenue over expenses	\$ (476,259)	\$ (2,115,323)

See accompanying notes to financial statements.

ONTARIO ONE CALL

Statement of Changes in Net Assets

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Net assets, beginning of year	\$ 3,310,482	\$ 5,425,805
Deficiency of revenue over expenses	(476,259)	(2,115,323)
Net assets, end of year	\$ 2,834,223	\$ 3,310,482

See accompanying notes to financial statements.

ONTARIO ONE CALL

Statement of Cash Flows

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
Cash provided by (used in):		
Operations:		
Deficiency of revenue over expenses	\$ (476,259)	\$ (2,115,323)
Items not involving cash:		
Amortization of tangible capital assets	679,243	638,379
Amortization of deferred capital contributions	(135,901)	-
Changes in non-cash operating working capital:		
Accounts receivable	(547,433)	11,257
Prepaid expenses	(314,009)	(113,613)
Accounts payable and accrued liabilities	501,211	884,346
Deferred revenue	1,134,784	611,960
Harmonized sales tax recoverable	(26,291)	(97,530)
	815,345	(180,524)
Financing:		
Increase in deferred capital contributions	895,471	574,877
Investing:		
Additions to tangible capital assets	(933,576)	(627,773)
Increase (decrease) in cash	777,240	(233,420)
Cash, beginning of year	2,485,995	2,719,415
Cash, end of year	\$ 3,263,235	\$ 2,485,995

See accompanying notes to financial statements.

ONTARIO ONE CALL

Notes to Financial Statements

Year ended December 31, 2024

Description of organization:

Ontario One Call (the "Entity") is a not-for-profit, non-taxable corporation established pursuant the Ontario Underground Infrastructure Notification System Act, 2012 (the "Act"). The objects of the Entity are contained in the Act and associated Ontario regulations. The Entity operates the province's underground infrastructure locate requests notification system."

1. Significant accounting policies:

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and are in accordance with Canadian generally accepted accounting principles. The Entity's significant accounting policies are as follows:

(a) Revenue recognition:

The Entity follows the deferral method of accounting for contributions, which includes grants. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Restricted contributions for the purchase of tangible capital assets are deferred and amortized into revenue on the same basis as the acquired tangible capital asset. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Fees from operations is recognized as the related services are rendered.

Interest income is recognized as revenue when earned.

(b) Government grants:

Government grants are recorded when there is a reasonable assurance that the Entity had complied with and will continue to comply with, all the necessary conditions to obtain the grants.

ONTARIO ONE CALL

Notes to Financial Statements (continued)

Year ended December 31, 2024

1. Significant accounting policies (continued):

(c) Tangible capital assets:

Tangible capital assets are stated at cost less accumulated amortization. Tangible capital assets are amortized over their estimated useful lives at the following rates and methods. When a tangible capital asset no longer contributes to an organization's ability to provide goods and services, or the value of future economic benefits or service potential associated with the tangible capital asset is less than its net carrying amount, the net carrying amount of the tangible capital asset is written-down to the asset's fair value or replacement cost.

Asset	Basis	Rate
Computer software	Straight-line	5 years
Computer equipment	Straight-line	5 years
Furniture and equipment	Straight-line	10 years
Leasehold improvements	Straight-line	10 years

(d) Financial instruments:

Measurement of financial instruments

The Entity initially measures its financial assets and financial liabilities originated or exchanged in arm's length transactions at fair value.

Financial assets and financial liabilities originated or exchanged in related party transactions, except for those that involve parties whose sole relationship with the organization is in the capacity of management, are initially measured at cost. The cost of a financial instrument in a related party transaction depends on whether the instrument has repayment terms.

The Entity subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

ONTARIO ONE CALL

Notes to Financial Statements (continued)

Year ended December 31, 2024

1. Significant accounting policies (continued):

(d) Financial instruments (continued):

Impairment

Financial assets measured at cost are tested annually for impairment if there are indicators of impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net income.

(e) Pension Plan:

The Entity is an employer member of the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), which is a multi-employer defined benefit pension plan. The Corporation expenses contributions when made.

(f) Use of estimates:

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates. Specifically, these financial statements include management estimates and assumptions relating to the valuation of accounts receivable and the valuation of tangible capital assets and their useful lives.

2. Tangible capital assets:

				2024	2023
		Cost	Accumulated amortization	Net book value	Net book value
Computer software	\$	2,556,529	\$ 1,391,213	\$ 1,165,316	\$ 621,317
Computer equipment		1,836,249	1,259,815	576,434	689,002
Furniture and equipment		464,989	391,029	73,960	112,661
Leasehold improvements		1,555,735	1,305,154	250,581	388,977
	\$	6,413,502	\$ 4,347,211	\$ 2,066,291	\$ 1,811,957

ONTARIO ONE CALL

Notes to Financial Statements (continued)

Year ended December 31, 2024

3. Deferred contributions:

Deferred contributions represent externally restricted unspent resources received in the current period that relate to a subsequent period. During 2023, the Entity entered into a Transfer Payment Agreement ("TPA") with the Ministry of Public and Business Service Delivery for Ontario ("Province") as part of a three year project to bolster the Entity's organizational capabilities and expedite a move to financial stability and sustainability. In 2024, the Entity began to levy compliance enforcement amounts in the total of \$75,100 (2023 - \$nil) which are subject to Board of Director's approval for any future distribution. Changes in the deferred contributions balance are as follows:

	2024	2023
Balance, beginning of year	\$ 611,960	\$ -
TPA amounts received during the year	7,601,278	2,404,845
Administrative penalties received during the year	75,100	-
Less: TPA amounts recognized as revenue during the year (note 6)	(6,541,594)	(1,792,885)
Balance, end of year	\$ 1,746,744	\$ 611,960

4. Deferred capital contributions:

Deferred capital contributions represent the unamortized amount and unspent amount of grants received for the purchase of capital assets. The amortization of deferred capital contributions is recorded as revenue in the statement of operations. The changes in the deferred capital contributions balances are as follows:

	2024	2023
Balance, beginning of year	\$ 574,877	\$ -
Amortization of deferred capital contributions	(135,901)	(20,278)
Capital contributions received	895,471	595,155
	\$ 1,334,447	\$ 574,877

ONTARIO ONE CALL

Notes to Financial Statements (continued)

Year ended December 31, 2024

5. Credit facilities:

In 2023, the Entity opened a revolving demand credit facility of \$1,000,000 which bears interest at a commercial bank prime rate plus 1.64%. The balance at the year end was \$nil (2023 - \$nil).

The Entity has a credit card facility to a maximum of \$130,000.

These facilities are secured by a general security agreement on its assets.

6. Government grant:

Grant revenue and project expenses recognized in the year under the TPA with the Province amounted to \$6,677,496 (2023 - \$1,813,163) and are included in the Statement of Revenue and Expenditures. The breakdown of the project expenses is as follows:

	2024	2023
IT maintenance and support	\$ 1,716,611	\$ 569,671
Advertising and promotion	1,632,815	506,145
Professional fees	3,064,341	609,273
Professional development	-	74,500
Office and general expenses - computer supplies	-	23,685
Amortization of tangible capital assets	135,901	20,278
Salaries and wages - temporary casual contract	-	9,611
Other operating expenses	127,828	-
	\$ 6,677,496	\$ 1,813,163

Tangible capital assets acquired during the year under the TPA and recorded on the statement of financial position amounted to \$895,471 (2023 - \$546,871). The amortization of these assets is included above. Prepaid expenses of \$1,018,454 (2023 - \$326,618) in connection with this project are recorded on the statement of financial position.

ONTARIO ONE CALL

Notes to Financial Statements (continued)

Year ended December 31, 2024

7. Pension agreement:

The Entity belongs to the Colleges of Applied Arts and Technology Pension Plan (the "Plan") which is a multi-employer, jointly sponsored defined benefit plan for eligible employees of public colleges in Ontario and other employers. The Entity makes contributions to the Plan at least equal to those of its employees. The Entity does not recognize any share of the Plan's pension surplus or deficit.

The most recent actuarial valuation filed with pension regulators indicated an actuarial surplus on a going concern basis of \$5.3 billion for December 31, 2023. The Entity made contributions to the Plan of \$109,952 (2023 - \$nil) which have been included in expenses.

8. Contingent liabilities:

The Entity is subject to various claims, legal actions and investigations that arise in the normal course of business. While the final outcome of such matters cannot be predicted with certainty, management believes that the resolution of such claims, actions and investigations will not have a material impact on the Entity's financial position or results of operations.

9. Lease commitments:

The Entity leases premises under two long term leases expiring June 30, 2025 and December 31, 2026. Future minimum lease payments exclusive of harmonized sales tax and operating charges are as follows:

2025	\$	331,608
2026		337,547
2027		320,117
2028		160,058
		<hr/>
		\$ 1,149,330

ONTARIO ONE CALL

Notes to Financial Statements (continued)

Year ended December 31, 2024

10. Financial risks and concentration of risk:

(a) Credit risk:

Credit risk represents the financial loss that the Entity would experience if a counterparty to a financial instrument failed to meet its obligations. The Entity's credit risk is primarily attributable to its accounts receivable. It does have concentration of credit risk in that two of its Members account for 23% of total fee revenue generated by the Entity in 2024 (2023 - 27%). The Entity has established various internal controls designed to mitigate credit risk such as account monitoring procedures.

(b) Liquidity risk:

Liquidity risk is the risk that the Entity will be unable to fulfill its obligations on a timely basis or at reasonable cost. Management manages liquidity risk by monitoring its operating requirements and preparing budgets to ensure it has sufficient funds to fulfill its obligations.

(c) Market risk:

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices whether those changes are caused by factors specific to the individual security or its issuer or factors affecting all securities traded in the market. Management has attempted to control the effects of market risk by maintaining a conservative investment portfolio 100% invested in high interest savings accounts.

(d) Interest rate and currency risks:

It is management's opinion that the Entity is not exposed to significant interest or currency risks arising from these financial instruments.

There has been no change to the extent of exposure to the above risks from 2023.

11. Comparative information:

Certain comparative information have been reclassified from those previously presented to conform to the presentation of the 2024 financial statements.

CONCLUSION

Ontario One Call Embraces Transformation

2024 was a remarkable journey marked by incredible achievements and bold strides towards our transformation. OOC embraced change, not as a challenge, but as a catalyst for innovation and growth. Creating new opportunities, strengthening our foundation, and pushing forward in our safety mission in all aspects of this organization.



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