

# INNOVATION IN ACTION

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## Ontario One Call's 2026 Business Plan For a Safer, Smarter Ontario



**PREPARED BY**  
ONTARIO ONE CALL



**Ontario One Call is now operating as Ontario Dig Authority (effective October 1, 2026). This is a legacy document and therefore may contain Ontario One Call branding and references.**

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# MESSAGE FROM THE PRESIDENT AND CEO

The creation and publication of Ontario One Call's three-year Strategic Plan 2025-2027 – Safely Digging into the Future marked a pivotal turning point in our evolution as Ontario's newest Public Safety Administrative Authority. It signalled a shift in focus—from simply providing services to taking on a more active role as a modern regulator dedicated to protecting public safety and safeguarding Ontario's critical underground infrastructure.



Our 2025 Business Plan, Championing a Safer Ontario, laid the foundation for this shift. It focused on building the systems, relationships, and practices needed to reduce damages, improve locate delivery, and strengthen public confidence in our mandate.

This year, Innovation in Action: Ontario One Call's 2026 Plan for a Smarter, Safer Province, we are building on that foundation. The plan reflects our commitment to progress - enhancing compliance and oversight, improving data accuracy and accessibility, advancing digital tools, and supporting timely and safe excavation across the province. It represents the next stage in our journey—moving from establishing a solid base to accelerating the initiatives that will deliver measurable safety outcomes for the people of Ontario.

We continue to work closely with the Ministry of Public and Business Service Delivery and Procurement, other administrative authorities and regulators, underground infrastructure owners, locate service providers, and the excavation community, large and small, while listening to the perspectives of homeowners and stakeholders across Ontario. Their input ensures our work remains relevant, forward-looking, and rooted in the needs of those we serve.

Underlying all of this is our determination to strengthen the organization's financial and legislative framework, ensuring sustainability and resilience for the years ahead.

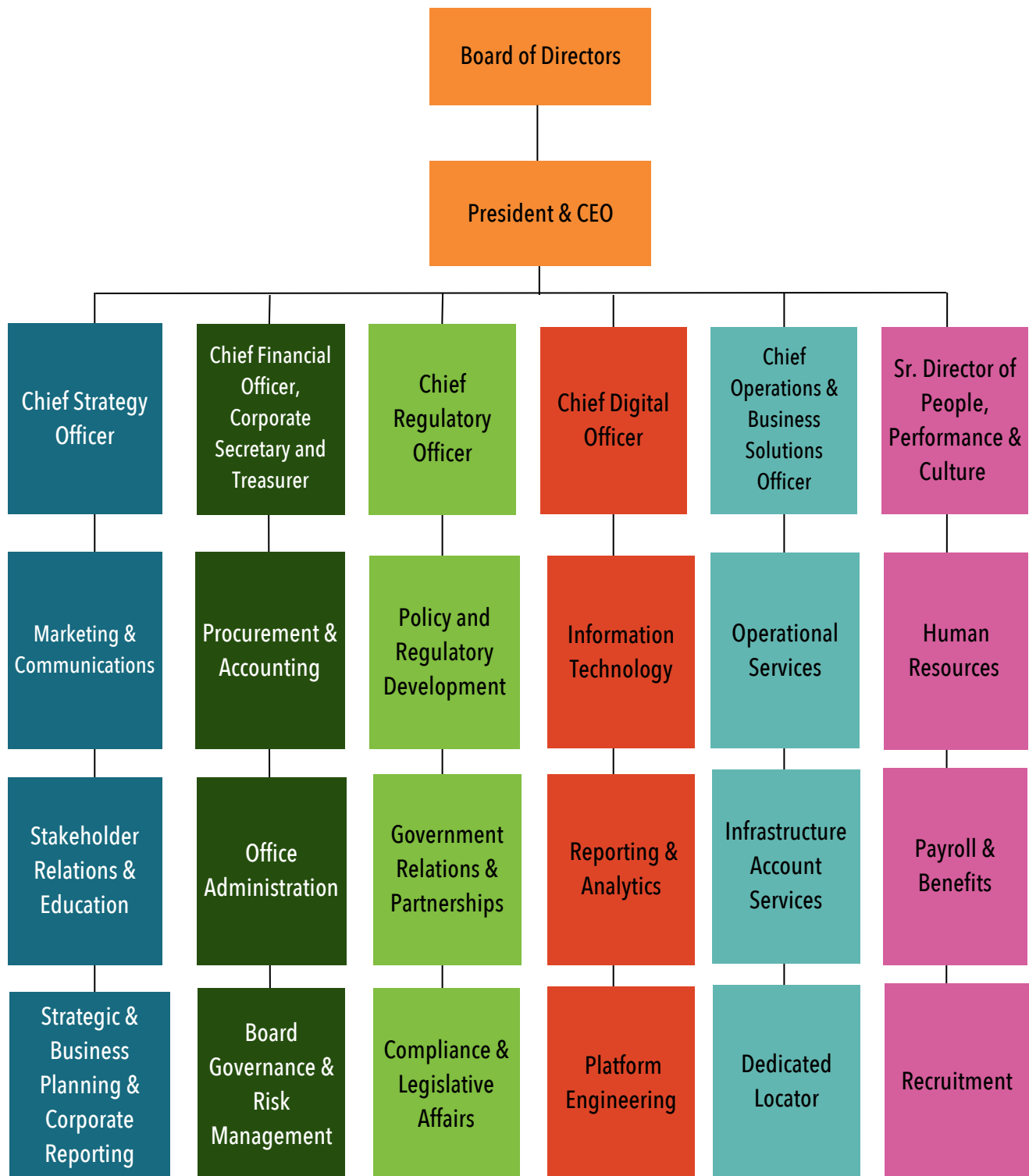
We are grateful for the dedication of our employees, the guidance of our Board, and the engagement of our stakeholders. Together, we are advancing a safer Ontario, protecting lives, strengthening trust, and enabling the safe growth of our province's-built environment.

A handwritten signature in black ink that reads "Mitch Panciuk". The signature is written in a cursive, flowing style.

Mitch Panciuk

President & CEO, Ontario One Call

# ORGANIZATIONAL CHART



# CORPORATE OVERVIEW

## Our Mandate

Ontario One Call (OOC) is Ontario's newest Public Safety Administrative Authority, serving as the vital communication channel between underground infrastructure owners and the public, including homeowners and excavators. At the heart of our mandate are three priorities: promoting safe excavation, protecting critical underground assets, and supporting timely, reliable responses to locate requests.

Since 2012, OOC has administered the Ontario Underground Infrastructure Notification System Act, 2012, and today we oversee three regulations governing administrative penalties, locates for large excavation projects, and standardized processes for broadband projects. We are governed by a Board of Directors comprised of both sector representatives and government appointees, ensuring balanced oversight and accountability.

As we advance into 2026, OOC's role as a modern regulator continues to evolve. Beyond operating Ontario's comprehensive locate request service, we are increasingly focused on digital modernization, compliance, education, and enforcement to uphold best practices and improve public safety outcomes. We also work to raise awareness of safe digging practices through our "Click Before You Dig" campaigns, public education initiatives, and engagement with stakeholders across the province.

Our regulatory functions, ensuring that excavators, infrastructure owners, and locate service providers meet their obligations, are critical to reducing damages, improving safety, and advancing the digitization of Ontario's built environment.

## Services Offered

- Online Locate Web Portal – a one-stop platform for homeowners, contractors, and excavators to submit and track locate requests.
- 24/7 Customer Support – trained specialists available to troubleshoot requests and respond to emergency locates.
- Industry Support Services – helping excavators and infrastructure owners maintain accurate mapping data, implement the dedicated locator model, and manage notifications effectively.
- Compliance, Education, and Enforcement – providing guidance and training to improve industry performance, while applying regulatory tools where necessary to ensure timely, safe responses.
- Public Awareness Campaigns – promoting "Click Before You Dig" and broader safe digging education to reduce damages and enhance public safety.
- Data, Trends & Risk Analysis – collecting and analyzing industry performance data to identify risks, track progress, and support evidence-based decision-making.

# CORPORATE OVERVIEW

## Purpose, Vision, Mission and Values

We are guided by our responsibility to protect Ontario's underground infrastructure, safeguard the public, and uphold the trust of our stakeholders. As a modern Public Safety Administrative Authority, we are advancing a safer Ontario by strengthening compliance, improving locate performance, and promoting safe excavation practices across the province.

Our commitment extends beyond safety. We play a central role in supporting Ontario's economic growth and future prosperity. By driving innovation, improving cost-effectiveness, and guiding the sector toward digital transformation, we are helping to shape a stronger, more resilient excavation ecosystem for decades to come.

### PURPOSE

Protecting Ontario by enabling safe digging.

### VISION

Recognized as the trusted authority for facilitating safe and timely excavation.

### MISSION

We regulate an efficient locate system, foster industry-wide collaboration, and promote safe and timely excavation across Ontario.

### CORE VALUES

**Caring**  
**Collaborative**  
**Inclusive**

**Integrity**  
**Innovative**

# CORPORATE OVERVIEW

## Governance

Ontario One Call is governed by a Board of Directors that provides oversight, accountability, and strategic direction as we advance our role as Ontario's newest Public Safety Administrative Authority. The Board is responsible for ensuring that Ontario One Call fulfills its mandate to protect public safety, safeguard underground infrastructure, and enable innovation across the excavation sector.

The Board is normally comprised of 12 Directors: a mix of elected and ministerial appointees, representative of the sector and skills. Among the elected Directors, up to four may represent the excavation sector and up to four may represent underground infrastructure owners. In recruiting new Directors, the Board prioritizes a strong mix of skills and experience, while also striving to reflect the diversity and geographic breadth of Ontario.

To support its work, the Board has established two standing Committees:

### **Human Resources, Governance and Nomination (HRGN) Committee**

- Provides guidance on human resources matters and oversees organizational policies.
- Leads the recruitment, nomination, and election process for the Board of Directors.
- Reviews corporate performance measures, metrics, and targets.
- Supports Board development and succession planning.
- Reviews governance frameworks to ensure alignment with best practices.

### **Risk, Finance and Audit (RFA) Committee**

- Oversees financial reporting, budgeting, and risk management.
- Advises on long-term financial sustainability and capital planning.
- Oversees the independent auditor and annual audit process.
- Reviews governance frameworks and financial-related policies to strengthen accountability and transparency



# CORPORATE OVERVIEW

## Relationship with Government

Ontario One Call (OOC) is a Public Safety Administrative Authority (PSAA), delegated its responsibilities by the Government of Ontario to protect the public and safeguard critical underground infrastructure. We administer the Ontario Underground Infrastructure Notification System Act, 2012 and its associated regulations working with the ministry to support public safety and drive efficiencies in the delivery of essential infrastructure projects.

OOC works in close partnership with the Ministry of Public and Business Service Delivery and Procurement (MPBSDP) to fulfill our mandate. Our relationship is guided by a Memorandum of Understanding (MOU) signed in October 2024 between the Minister and the Chair of OOC's Board of Directors. The MOU sets out the roles, responsibilities, and mutual expectations of OOC and the Ministry, including:

- Board governance requirements and oversight of director composition, selection, and terms.
- Accountability obligations related to carrying out our mandate, meeting performance measures, and reporting to government.
- Privacy, data protection, and information-sharing protocols to safeguard Ontarians' information.
- Planning and reporting requirements, including Ministry review of OOC's bylaws, strategic plans, business plans, and annual reports.

This partnership ensures that OOC continues to operate with transparency, accountability, and alignment to provincial priorities. It also reinforces our shared commitment to advancing public safety, enabling timely and efficient construction, and supporting Ontario's long-term prosperity.



# CORPORATE OVERVIEW

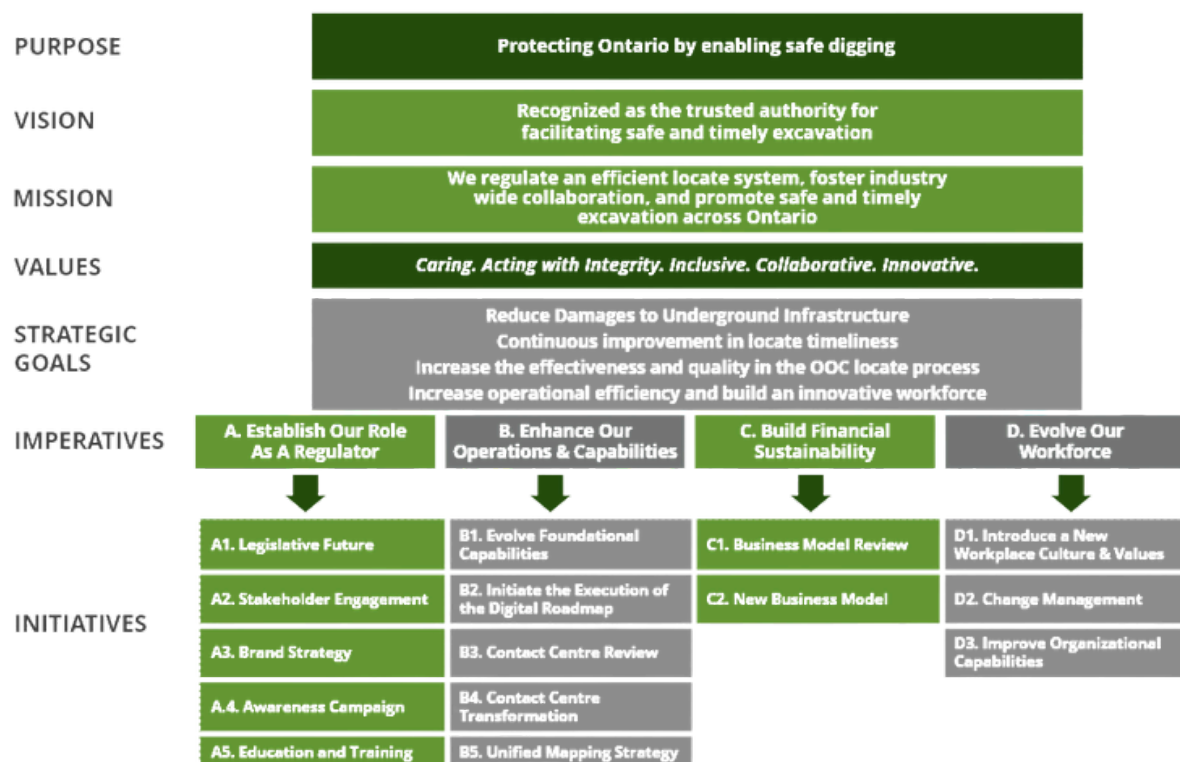
## Integrating Strategic Framework with Business Plans

Ontario One Call's 2025–2027 Strategic Plan – Safely Digging into the Future - provides the long-term vision and direction for our organization as we continue our transition into a modern Public Safety Administrative Authority. Our annual Business Plan is the mechanism that translates that vision into clear, actionable steps, ensuring that our day-to-day operations are fully aligned with our mandate to protect public safety, safeguard underground infrastructure, and advance a safer Ontario.

The Strategic Plan identifies four imperatives that shape our evolution:

- Establishing ourselves as a regulator with strong compliance, enforcement, and oversight capabilities.
- Enhancing operational performance to strengthen locate delivery and service quality.
- Securing financial sustainability to ensure long-term resilience and capacity.
- Evolving our workforce to build the skills, expertise, and culture needed for a modern regulator.

The 2026 Business Plan builds directly on these imperatives, outlining targeted initiatives, projects, and milestones for the year ahead. Each initiative is supported by measurable performance indicators to track progress and demonstrate accountability. By integrating our strategic framework with our annual business plans, we ensure that every activity, from public education and stakeholder engagement to digital innovation and compliance enforcement, moves us closer to our long-term vision. This integration enables OOC to not only respond to today's challenges but also to proactively shape the future of excavation safety in Ontario.



# CORPORATE OVERVIEW

## Our Stakeholders

Ontario One Call operates within a dynamic ecosystem of stakeholders who collectively enable and comply with the locate process to protect public safety and prevent damage to Ontario's underground infrastructure. Our stakeholder community includes:

- Excavators – from large contractors to landscapers and other industry professionals.
- Underground Infrastructure Owners and Operators – utilities, municipalities, and other asset managers.
- Locate Service Providers – who deliver timely and accurate locates.
- Homeowners – who play a critical role in safe digging practices.
- Business Owners – across sectors and of all sizes, from small enterprises to major corporations.
- The Government of Ontario – our partner in oversight and accountability

## Stakeholder Engagement

OOC is committed to working collaboratively with our stakeholders and has established the Stakeholder Advisory Council (SAC) to formalize and strengthen this engagement. SAC brings together representatives from across the excavation ecosystem to provide diverse perspectives, identify industry challenges, and guide our public safety initiatives. It acts as a key forum for dialogue, helping to shape OOC's priorities and ensure that our regulatory role reflects the needs and realities of those we regulate.

## Funding and Cost Recovery

As Ontario's newest Public Safety Administrative Authority, OOC is also re-examining how it funds its operations. Our current model, rooted in our legacy as a service provider, relies primarily on fees from underground infrastructure owners. This approach no longer fully reflects our expanded regulatory responsibilities or the shared value our work delivers across the entire excavation ecosystem. To address this, OOC is developing a new cost recovery model that is fair, transparent, and aligned with our mandate as a regulator. The model will ensure that the costs of maintaining public safety, compliance oversight, and digital transformation are distributed more appropriately among the parties who benefit from and participate in the system.

# CORPORATE OVERVIEW

## Public Reports

Ontario One Call is committed to transparency and accountability as a Public Safety Administrative Authority. We publish a suite of public reports that provide insight into our mandate, goals, plans, and performance. These reports demonstrate how we are advancing public safety, protecting underground infrastructure, and enabling safe excavation across Ontario. All reports are accessible on [our website](#).

## Strategic Plan

Our Strategic Plan is a three-year roadmap that sets out OOC's long-term vision and direction. The current plan, 2025–2027: Safely Digging into the Future, outlines our 4 strategic goals and 4 strategic imperatives:

### Strategic Goals

- Reduce Damages to Underground Infrastructure.
- Continuous Improvement in Locate Timeliness.
- Increase the Effectiveness & Quality of the Locate Request Process.
- Increase Operational Efficiency & Build an Innovative Workforce.

### Strategic Imperatives

- Establish Our Role as a Regulator.
- Enhance Operations & Capabilities.
- Build Financial Sustainability.
- Evolve Our Workforce.

## Business Plan

The Business Plan is published annually and translates the Strategic Plan into short-term, actionable initiatives. Each year's plan identifies key projects, milestones, and performance measures that move us closer to our long-term goals. It also highlights the resources, capabilities, and partnerships that enable us to fulfill our regulatory responsibilities while advancing a safer Ontario.

## Annual Report

The Annual Report provides a year-in-review, including audited financial statements, progress updates against Strategic and Business Plan goals, and key performance outcomes. It offers stakeholders a clear and transparent view of how OOC is delivering on its mandate and ensuring accountability for the resources entrusted to us.

# CORPORATE OVERVIEW

## Performance Dashboard & Data Reporting

To further strengthen transparency, OOC is developing public-facing performance dashboards that will provide stakeholders with regular updates on:

- Locate request volumes and timeliness.
- Compliance and enforcement outcomes.
- Stakeholder performance metrics (e.g., excavators, infrastructure owners, and locate service providers).

These dashboards, combined with expanded data reporting, will ensure stakeholders and the public can clearly see how OOC is advancing its mandate, where risks are emerging, and how industry performance is evolving. By sharing this data openly, OOC reinforces its role as a modern regulator committed to accountability, continuous improvement, and safer outcomes for Ontario.



# 2026 BUSINESS PLAN

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## Key Initiatives

REDUCE DAMAGES TO UNDERGROUND INFRASTRUCTURE

CONTINUOUS IMPROVEMENT IN LOCATE TIMELINESS

INCREASE THE EFFECTIVENESS & QUALITY OF THE LOCATE REQUEST PROCESS

IMPROVE OPERATIONAL EFFICIENCY & BUILD INNOVATIVE WORKFORCE



## STRATEGIC GOALS

Ontario One Call is committed to advancing public safety by enabling safe digging and protecting Ontario's critical underground infrastructure. Guided by our mandate as a Public Safety Administrative Authority, we are sharpening our focus on compliance, transparency, and stakeholder trust.

For the 2026 fiscal year, we have identified four strategic goals that will drive our work and ensure we are acting proactively, effectively, and efficiently in fulfilling our purpose. These goals reflect both the long-term vision in our Strategic Plan and the near-term actions required to deliver measurable results. Together, they represent the next step in our journey toward building a safer Ontario.

They are:



**Reduce Damages to Underground Infrastructure**



**Continuous Improvement in Locate Timeliness**



**Increase the Effectiveness & Quality of the Locate Request Process**



**Increase Operational Efficiency & Build an Innovative Workforce**

# 2026 STRATEGIC GOALS METRICS

As part of our plan to achieve our strategic goals, we have set performance targets to guide our efforts each year. 2025 targets and achievements will be reported on in the annual report.

Our target metrics for fiscal year 2026 are as follows:

| Reduce Damages to Underground Infrastructure                       |                                                                                                                                                      |                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Metric                                                             | 2024 Strategic Assessment                                                                                                                            | 2025 Target                                                                                                                                                                  | 2026 Target                                                                                                                                                                                                                                                                                            |
| Increase in damage reporting by underground infrastructure owners. | Currently, there are no mandatory reporting requirements.                                                                                            | Work with the Ministry of Public and Business Service Delivery and Procurement to develop mandatory reporting requirements and establish a consistent definition of damages. | By the end of 2026, OOC will advance work with the Ministry of Public and Business Service Delivery and Procurement and the industry to explore the development of a mandatory damage reporting framework that requires stakeholders to provide standardized data regarding incidents and near misses. |
| Improving awareness of Ontario One Call and safe digging.          | A public awareness score of 27% demonstrating low awareness of Ontario One Call. Currently, a comprehensive industry awareness score does not exist. | 5% public awareness score increase. Establish a new industry awareness baseline using 2024 survey results and develop corresponding improvement targets.                     | Achieve a 5% increase in public awareness of safe digging practices by the end of 2026.<br><br>Using the 2025 survey results as a new industry awareness baseline, set clear improvement targets year-over-year.                                                                                       |

## 2026 STRATEGIC GOALS METRICS

### Continuous Improvement in Locate Timeliness

| Metric                      | Current State                                                                              | 2025 Target                                                              | 2026 Target                                                                                                             |
|-----------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| Reduction in late locates.  | 67% of all locates required for a project to commence delivered on time in 2023.           | 80% of all locates required at the start of a project delivered on time. | Building on this success, OOC is targeting 85% of all locates required at the start of a project are delivered on time. |
| Organizational reliability. | Stakeholders rate Ontario One Call positively in terms of reliability with a score of 76%. | Increase these stakeholder perceptions to 77%.                           | Increase stakeholder perceptions of Ontario One Call's reliability to 79% by the end of 2026.                           |

### Increase the Effectiveness & Quality of the Locate Request Process

| Metric                                          | Current State                                                      | 2025 Target                                                                              | 2026 Target                                                                                                   |
|-------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| Increase accuracy of locate requests submitted. | 44,000 inaccurate locate requests submitted in 2023.               | 2% improvement in locate request accuracy.                                               | OOO is targeting reducing this number by 2%, equal to less than 42,000 inaccurate locates by the end of 2026. |
| Improve locate system user satisfaction score.  | Currently, a comprehensive user satisfaction score does not exist. | Establish a new baseline using 2025 survey results to track year-over-year improvements. | A 2% improvement in a comprehensive user satisfaction score.                                                  |

# 2026 STRATEGIC GOALS METRICS

| Improve Operational Efficiency & Build Innovative Workforce |                                                                                                                               |                                                                                                                                                              |                                                                                                                                                                                                                                               |
|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Metric                                                      | Current State                                                                                                                 | 2025 Target                                                                                                                                                  | 2026 Target                                                                                                                                                                                                                                   |
| Resource optimization.                                      | Currently, the organization is on a journey to transform from a service provider to a Public Safety Administrative Authority. | Initiate the redesign of the organization with resources (personnel, tools and finances) deployed strategically to meet the organization’s evolving mandate. | In 2026, this redesign will continue to focus on strengthening operational capacity across each of its departments, enhancing digital capabilities, and ensuring the organization is positioned to deliver on its role as a modern regulator. |
| Improve digital maturity score.                             | A low digital maturity score of 43% in 2024.                                                                                  | A low to medium organizational digital maturity score of 53%.                                                                                                | An organizational digital maturity score of 58% is targeted by the end of 2026.                                                                                                                                                               |

Note: All metrics referenced in this business plan are based on absolute point increases, not percentages of baseline values. This approach provides a clearer representation of the incremental progress achieved toward specific goals.

## STRATEGIC IMPERATIVES

Ontario One Call has identified four strategic imperatives that guide the achievement of our strategic goals. Each imperative is supported by targeted initiatives designed to advance our Purpose, Mission, and Vision. Our strategic imperatives are:

**Establish Our  
Role as a  
Regulator**

**Collaborate with key players in  
the industry to uphold public  
safety**

**Embrace innovations to continue  
improving our capabilities**

**Enhance  
Operations &  
Capabilities**

**Build Financial  
Sustainability**

**Ensure our business model is  
sustainable long-term and fair to all  
stakeholders**

**Cultivate a resilient workforce by  
investing in learning,  
development, and training**

**Evolve Our  
Workforce**

# BUSINESS PLAN IMPERATIVES FOR FISCAL YEAR 2026

This fiscal year will see Ontario One Call build on the foundation created in previous years and accelerate transformation and maturity as a regulator.

## Establish Our Role as a Regulator

In 2026, Ontario One Call will build on the progress made in 2024 and 2025 to further solidify our role as a modern Public Safety Administrative Authority. We will strengthen compliance and enforcement activities, refine our regulatory policies, and enhance governance practices to ensure accountability and transparency. Through the Stakeholder Advisory Council (SAC), we will deepen collaboration with industry, while enhancing education and awareness campaigns to better target homeowners, excavators, and infrastructure owners. We will also continue evaluating our brand to ensure it inspires trust, credibility, and confidence across the sector.

## Enhance Operations & Capabilities

2026 marks a year of operational transformation for Ontario One Call. We will advance the execution of our digital roadmap, strengthen our data capabilities, and enhance performance dashboards to provide transparent, public-facing reporting. Operational enhancements will include continued modernization of our legacy contact centre, expand self-service options, and streamline processes to improve timeliness and user experience. Policies, procedures, and technical capabilities will be aligned to support our regulatory mandate while ensuring the organization remains agile and resilient.

## Build Financial Sustainability

In 2026, Ontario One Call will move forward with its plans for a new cost recovery model to ensure fairness, transparency, and sustainability in how the organization is funded. Developed through extensive consultation and analysis in 2024 and 2025, this model will better reflect OOC's expanded regulatory responsibilities and the shared value of safe digging across the industry. We will continue working closely with the Ministry of Public and Business Service Delivery and Procurement to address any legislative or regulatory changes required to support the model, while reinforcing financial sustainability as a cornerstone of our long-term strategy.

# BUSINESS PLAN IMPERATIVES FOR FISCAL YEAR 2026

This fiscal year will see Ontario One Call build on the foundation created in previous years and accelerate transformation and maturity as a regulator.

## Evolve our Workforce

Our people remain central to our success. In 2026, Ontario One Call will continue embedding our Core Values into workplace culture, ensuring they are lived across all teams. We will invest in workforce development through new training, skill-building, and leadership development opportunities while attracting specialized talent to strengthen our regulatory, digital, and operational functions. A structured change management approach will guide this evolution, with a focus on building organizational resilience, supporting employee well-being, and fostering a culture of continuous improvement and innovation.



## ESTABLISHING OUR ROLE AS A REGULATOR

### **Initiative: Strengthen Legislation & Compliance Programs**

#### **Overview:**

Ontario One Call continues to advance its transformation into a modern Public Safety Administrative Authority. A central part of this evolution is the development of an updated legislative framework that strengthens OOC's role as a regulator and equips us with the tools needed to ensure greater public safety, fairness, and accountability across the sector.

In collaboration with the government, OOC will present potential changes aimed at modernizing the Ontario Underground Infrastructure Notification System Act, 2012 and associated regulations. Transparent engagement on potential changes being considered that aim to develop clearer requirements, enhanced compliance and enforcement provisions, and new processes to enable stronger oversight of all those who interact with underground infrastructure. Deliverables and timelines will ultimately be determined by government decision-making processes, but OOC remains committed to supporting and informing this work with industry input and evidence-based recommendations.

Alongside legislative modernization, OOC is continuing to strengthen its compliance program to improve safety outcomes and promote fairness across the industry. Key initiatives include:

- Administrative Penalties – leveraging existing penalty mechanisms to address non-compliance in a timely, consistent, and transparent manner.
- Provincial Offences Officer (POO) Function – full implementation of CAIP's POO designation to increase enforcement capacity and provide stronger deterrence against unsafe or non-compliant practices.
- Continuous Improvement – embedding compliance assurance methodologies, data-driven monitoring, and sector-specific analysis to proactively identify risks and support accountability.

These measures reinforce OOC's position as a modern regulator and ensure we are not only enforcing compliance but also fostering a culture of continuous improvement across the excavation ecosystem.

## ESTABLISHING OUR ROLE AS A REGULATOR

### Initiative: Strengthen Legislation & Compliance Programs

#### Action Plan

- **Government Collaboration:** Continue working with the Ministry of Public and Business Service Delivery and Procurement on legislative reform, providing data, analysis, and industry feedback to support evidence-based decision-making.
- **Stakeholder Engagement:** Build on the discussions initiated in 2025, engaging industry and stakeholders through the Stakeholder Advisory Council to validate proposals and gather insights.
- **Compliance Tools:** Expand the practical application of administrative penalties and fully operationalize the Provincial Offences Officer function.
- **Education & Awareness:** Develop education campaigns and training to ensure stakeholders clearly understand compliance obligations under current and potential future frameworks.

#### Measure of Success

While legislative reform is ultimately in the hands of the government, OOC's success in 2026 will be measured by:

- Demonstrating effective partnership with MPBSDP through the provision of data, analysis, and sector-informed recommendations.
- Advancing the implementation of compliance tools, including administrative penalties and the Provincial Offences Officer function.



STANDARDS

COMPLIANCE

REGULATIONS

## ESTABLISHING OUR ROLE AS A REGULATOR

### Initiative: Stakeholder Engagement

#### Overview:

Ontario One Call continues to recognize that its success as a Public Safety Administrative Authority is rooted in strong, collaborative relationships with its stakeholders. In 2026, we will deepen these relationships by aligning stakeholder engagement more directly with our Strategic Plan priorities, including modernizing our legislative framework, enhancing safety outcomes, strengthening collaboration across the sector, and advancing key initiatives such as the Underground Infrastructure Mapping Strategy and a new cost recovery model.

Through the Stakeholder Advisory Council (SAC), OOC will strengthen dialogue with industry and community partners, ensuring that diverse perspectives are reflected in our regulatory evolution. SAC will serve as a critical forum to validate priorities, surface emerging issues, and build trust and consensus across the excavation ecosystem.

#### Action Plan

- **Leverage SAC:** Focus SAC discussions on advancing strategic priorities.
- **Strengthen Collaboration:** Host sector-wide forums on key initiatives, expanding participation and creating platforms for meaningful exchange of ideas.
- **Expand Engagement Tools:** Deploy new communications tactics to provide more accessible opportunities for stakeholders to provide input.
- **Enhance Transparency:** Share stakeholder feedback and engagement outcomes publicly where appropriate, reinforcing accountability and building trust.

#### Measures of Success:

In 2026, success in stakeholder engagement will be demonstrated by:

- Evidence that SAC insights are being directly integrated into decision-making on major initiatives.
- Enhanced participation in stakeholder events, with broader representation across sectors, regions, and stakeholder groups.
- Positive feedback from stakeholder on the quality, transparency, and responsiveness of OOC's engagement efforts.

## ESTABLISHING OUR ROLE AS A REGULATOR

### Initiative: Rebranding Strategy

#### Overview:

In 2026, Ontario One Call will fully operationalize its new brand identity, reflecting our transformation into a Public Safety Administrative Authority. Building on the development work completed in 2025, this initiative will reshape our public image, reinforce our regulatory role, and strengthen our standing within the underground infrastructure sector and among the public we serve.

The new brand will not only modernize our visual identity but also redefine how OOC communicates its purpose, mission, and values, emphasizing public safety, compliance, innovation, and stakeholder trust.

#### Action Plan:

- **Launch & Rollout:** Implement the new brand identity across all physical and digital assets, including signage, publications, website, stakeholder communications, and public awareness campaigns.
- **Messaging & Positioning:** Ensure consistent, clear messaging that reinforces OOC's regulatory authority, its safety mandate, and its value to government, industry, and the public.
- **Stakeholder Engagement:** Engage SAC, government partners, and industry representatives to promote adoption and ensure alignment with sector expectations.
- **Internal Alignment:** Embed the brand internally through employee training, cultural integration, and alignment with OOC's Core Values, so staff act as ambassadors of the new identity.
- **Public Campaigns:** Launch targeted campaigns to raise awareness of OOC's role as a modern regulator and to reinforce the "Click Before You Dig" safety message under the refreshed brand.

#### Measures of Success:

Success in 2026 will be defined by:

- The seamless integration of the new brand identity across all organizational platforms and communications.
- Stronger alignment between OOC's brand and its regulatory mandate, demonstrated through stakeholder feedback and engagement outcomes.

## ESTABLISHING OUR ROLE AS A REGULATOR

### Initiative: Enhanced Awareness Campaign

#### Overview:

In 2026, Ontario One Call will deliver a targeted public awareness campaign focused on promoting “Click Before You Dig” and reinforcing our role as Ontario’s public safety regulator for underground infrastructure. Building on the momentum of previous campaigns, this initiative aims to increase public understanding of OOC’s mandate, ensure both industry stakeholders and the public understand their responsibilities under the Ontario Underground Infrastructure Notification System Act, 2012, and reduce the risks associated with unsafe digging.

This campaign will also strengthen OOC’s position as a trusted authority in excavation safety, reinforcing the importance of compliance and accountability across all stakeholder groups.

#### Action Plan:

- **Campaign Design & Messaging:** Refine and amplify core safety messages that highlight the importance of contacting OOC before any digging activity. Messaging will be tailored to both industry stakeholders (contractors, utilities, municipalities) and homeowners, ensuring clarity of responsibilities.
- **Multi-Channel Outreach:** Deploy campaigns across traditional media, social media platforms, digital marketing, community outreach programs, and partnerships with relevant industry and public-sector organizations to maximize reach and impact.
- **Regional & Audience Tailoring:** Target key geographic areas and demographics with customized messaging to address specific safety risks and increase local engagement.
- **Integration with Compliance:** Reinforce the link between awareness and regulatory accountability by ensuring campaign materials highlight the legal and safety obligations under the Act.
- **Stakeholder Collaboration:** Work with SAC, industry partners, and municipalities to extend campaign reach and encourage shared promotion of safe digging practices.

#### Measures of Success:

In 2026, success will be demonstrated by:

- Achieving a measurable increase in public awareness from the 2024 baseline of 30% to at least 35% in 2026.
- Improved understanding among both industry stakeholders and homeowners of their responsibilities under the Act, as measured through surveys and stakeholder feedback.
- Evidence of stronger alignment between public awareness efforts and OOC’s compliance and enforcement activities.

## ESTABLISHING OUR ROLE AS A REGULATOR

### Initiative: Stronger Community Education

#### Overview:

In 2026, OOC will also refocus its participation in tradeshow and conferences to ensure our presence directly supports our strategic priorities and showcases our role as a modern regulator. We will continue our popular webinar series, expanding topics to address both industry-specific compliance requirements and homeowner education. To further extend our reach, OOC will develop a retail and community engagement program to target homeowners and DIY activity, making safe digging knowledge more accessible to the public. Finally, we will establish new educational partnerships with training providers and industry associations to embed safe excavation practices into formal learning environments and professional development pathways.

#### Action Plan:

- **Tailored Education Content:** Develop resources customized for different stakeholder groups (excavators, underground infrastructure owners, LSPs, and homeowners), emphasizing compliance responsibilities, locate processes, and safe digging practices.
- **Digital Learning Expansion:** Continue and expand OOC's webinar series, offering more frequent, topic-specific sessions that respond to stakeholder feedback and emerging industry needs.
- **Tradeshow & Conference Engagement:** Refocus OOC's participation in tradeshow and conferences to highlight regulatory priorities, safe digging practices, and stakeholder education, ensuring alignment with our Strategic Plan.
- **Community Outreach:** Develop a retail and community engagement program to distribute educational resources in high-traffic public spaces and seasonal community events.
- **Educational Partnerships:** Establish collaborations with colleges, training providers, and industry associations to embed excavation safety into formal training programs and professional development pathways.
- **Stakeholder Collaboration:** Use Stakeholder Advisory Council (SAC) feedback to refine education priorities and ensure content reflects sector realities.

## ESTABLISHING OUR ROLE AS A REGULATOR

### **Initiative: Stronger Community Education**

#### **Measures of Success:**

In 2026, success will be demonstrated by:

- Track an education effectiveness score baseline, with clear year-over-year improvement targets.
- Increased uptake of redesigned courses, with measurable knowledge gains among participants (e.g., improved compliance quiz scores or post-training assessments).
- Growth in digital reach, measured by the number of webinars delivered, participant attendance, and satisfaction ratings.
- Demonstrated impact of refocused tradeshow and conference participation, with engagement metrics tied to education and compliance outcomes.
- Successful launch of retail and community engagement programs, with reach and distribution data tracked.
- At least two new educational partnerships formalized with training institutions or associations.



## ENHANCING OPERATIONS & CAPABILITIES

### Initiative: Evolve Foundational Capabilities

#### Overview:

Building on the significant progress made in 2025, Ontario One Call will continue to strengthen its foundational capabilities in 2026. A key achievement in 2025 was the development of OOC's policy development framework, which established a consistent and transparent approach to policy creation, implementation, and review. This framework reinforces governance and internal controls, while ensuring policies remain aligned with organizational priorities and responsive to OOC's mandate as a modern regulator.

By embedding this framework into its best practices, OOC is ensuring that policy development is not a one-time activity but an ongoing cycle of initiation, drafting, implementation, monitoring, and review, promoting operational excellence and organizational maturity.

#### Action Plan:

- **Operationalize the Framework:** Fully implement the policy development framework across all business units, ensuring consistent application of standards and practices.
- **Rolling Review Cycle:** Establish and execute a regular review schedule to keep policies current, effective, and aligned with strategic and operational priorities.
- **Prioritization & Gap Closure:** Continue filling high-priority policy areas and address any remaining gaps, focusing on compliance, risk management, and governance.
- **Integration with Controls:** Align policy development with governance, compliance, and audit processes to reinforce defensibility and accountability in regulatory decision-making.

#### Measures of Success:

- Full adoption of the policy development framework across the organization, demonstrated through consistent policy development.
- Completion of the first full review cycle, with updated policies reflecting organizational priorities and best practices.
- Evidence that policies are strengthening internal controls and supporting fair, defensible decision-making.
- Employee comprehension and uptake, measured through surveys and training evaluations, demonstrating improved clarity and ease in applying policies.

## ENHANCING OPERATIONS & CAPABILITIES

### Initiative: Implementing Our Digital Roadmap

#### Overview:

In 2026, Ontario One Call will continue executing its digital roadmap, building on the progress achieved in 2025 to strengthen our position as a regulated organization with users at the core of our operations. As a digitally driven public safety administrative authority, OOC is embedding the culture, processes, and technologies of the present-day digital capabilities modern internet era to meet the evolving demands of our systems, stakeholders, and regulatory responsibilities. This year, our focus remains on enhancing service delivery, expanding digital maturity, and embedding new capabilities that position OOC as a future-ready regulator, agile, innovative, and able to influence sector-wide digital transformation.

#### Action Plan:

- **Enhance UIO Onboarding:** Simplify and digitize the onboarding process for underground infrastructure owners with user-friendly tools that guide members through services and streamline locate management.
- **Modern Performance System:** Develop and deploy user-centric performance tools with automate workflows to improve oversight, reduce manual effort, and increase regulatory efficiency.
- **Member Services - Digital Tools:** Provide digital solutions for UIOs to self-serve and manage mapping and locate processes more effectively, reducing administrative burden and improving data accuracy.
- **AI Enablement Roadmap:** Begin implementing artificial intelligence capabilities to optimize service delivery, enhance predictive analytics, and support smarter compliance monitoring.
- **Cybersecurity Enhancements:** Strengthen cybersecurity posture by modernizing security infrastructure, adopting industry best practices, and expanding resilience measures to protect critical systems and data.
- **Information Management Modernization:** Upgrade information management systems to improve data governance, support evidence-based decision-making, and ensure compliance with privacy and information-sharing requirements.

## ENHANCING OPERATIONS & CAPABILITIES

## Initiative: Implementing Our Digital Roadmap

### Measures of Success:

By the end of 2026, success will be demonstrated by:

- **UIO Onboarding:** A measurable reduction in onboarding time and improved user satisfaction with a new digital process.
- **Modern Performance System:** Deployment of new tools with automated workflows, resulting in faster case processing times and improved tracking of enforcement actions.
- **Member Digital Services:** Increased adoption of self-service digital tools by UIOs, with reduced manual interventions required from OOC staff.
- **AI Enablement:** Develop metrics to measure improved efficiency or accuracy.
- **Cybersecurity Enhancements:** Implementation of upgraded cybersecurity controls, with external validation of improved resilience (e.g., penetration testing results, incident response readiness).
- **Information Management Modernization:** Demonstrated improvements in data governance, accessibility, and reporting, with compliance to updated information management standards.
- **Digital Maturity:** Raising OOC's digital maturity score from 43% (2024) to 58% by the end of 2026.



## ENHANCING OPERATIONS & CAPABILITIES

### Initiative: Strengthening Business Solutions Delivery

#### Overview

In 2026, Ontario One Call will launch a strategic initiative focused on delivering industry-facing solutions that improve efficiency, reduce friction, and create value across the locate process. This work builds on the foundation established in 2025 with the modernization of our contact centre. The new initiative will focus on identifying and prioritizing solutions that directly enhance the experience and performance of industry stakeholders, ensuring excavators, UIOs, and Locate Service Providers can operate more effectively within the system. By advancing digital tools, improving operational services, strengthening compliance supports, and exploring new funding and service models, OOC will help the industry deliver safer, more efficient outcomes while reducing systemic pressures.

#### Action Plan

- **Strategic Enablement Program:** Work with the Digital Office to design and implement industry-facing digital frameworks that simplify stakeholder participation in the locate process, standardize practices, and improve scalability across the sector.
- **Solution Development:**
  - Analyze UIO notification filter services to enhance their utility while creating opportunities for new revenue streams for 2027.
  - Review Alternative Locate Agreements usage and develop new fee structures to support long-term sustainability.
  - Build clear processes and standards to ensure solutions are scalable and reusable across the sector.

#### Measures of Success

- Completion of analysis and business cases for UIO notification filter enhancements and ALA funding options, with recommendations prepared for 2027 implementation.
- Identified business processes for the Business Solutions team to engage in internal and external collaboration.
- Identifying processes for improvement within the Operations Department, with data to showcase greater efficiencies in locate processing times and a reduction in errors from external users.
- Positive feedback from stakeholders confirming that OOC's solutions are reducing friction, improving safety, and strengthening the overall system through an established framework for evaluating industry solutions.

## ENHANCING OPERATIONS & CAPABILITIES

### Initiative: Operational Efficiency

#### Overview:

As part of its daily activities, the Operations Department carries out quality assurance of incoming calls and auditing of web enabled locate requests. This process ensures that requests are complete, accurate, and compliant with established safe excavation practices. By reinforcing quality and compliance through systematic review, Ontario One Call helps to reduce risk, prevents errors, and helps to safeguard public and worker safety. Together, these activities ensure the dependable delivery of part of the organization's mandate and strengthen its role as a trusted partner in excavation safety.

#### Action Plan:

- **Stakeholder Support:** Enhancing support provided to external users who utilize OOC's services as part of the locate request process.
- **Quality Assurance Performance:** Increase quality assurance and auditing of submitted requests to improve accuracy and reduce delays in processing notifications. Measuring the outcomes of customer service interactions, maintaining performance standards across Support Services and digital channels, and analyzing service data to identify trends and opportunities for continuous improvement.

#### Measures of Success:

- Reduced interaction handle times and strong service levels, working to achieve 80% of calls handled by a live support specialist in 5 minutes or less.
- Increasing quality of interactions with external users to 90% or higher.
- Auditing submitted requests for accuracy and alignment with best practices striving to audit 5% of locate requests submitted through the web portal, with a 2% improvement in the accuracy of locate requests and 5% reduction in suspended requests.



## ENHANCING OPERATIONS & CAPABILITIES

### Initiative: Underground Infrastructure Mapping Strategy

#### Overview:

Ontario continues to advance ambitious infrastructure commitments, driving significant construction and excavation activity across the province. As this work accelerates, Ontario One Call plays a crucial role in supporting its success by leading the development of a provincial mapping strategy for underground infrastructure.

Building on this foundation, in 2026 OOC will focus on implementation readiness, including pursuing sustainable funding pathways, assessing pilot projects, and engaging stakeholders in tangible demonstrations of value that drive future adoption across the sector.

In 2025, OOC advanced this initiative by developing a strategy that would improve the accuracy, accessibility, and standardization of underground infrastructure data across Ontario. The strategy aims to enhance excavation safety, reduce infrastructure conflicts, and enable better project planning, while fostering greater collaboration among asset owners, municipalities, and government agencies.

#### Action Plan:

- **Funding Pathways:** Pursue sustainable funding options, through government, sector cost-recovery models, or public-private partnerships, to support phased implementation.
- **Stakeholder Engagement:** Deepen collaboration through SAC, technical working groups, and municipal/utility partnerships to build trust, secure champions, and reinforce sector alignment.
- **Pilot Projects:** Develop potential pilots in partnership with key industry stakeholders to demonstrate the safety, efficiency, and planning benefits of unified underground mapping information.
- **Regulatory Alignment:** Work with the Government of Ontario to explore legislative and regulatory measures that can strengthen adoption of common mapping related standards.

#### Measures of Success:

By the end of 2026, success will be measured by:

- Completion of a funding options analysis, with a recommended pathway endorsed by stakeholders
- Evidence of data harmonization progress, including identification of common standards and industry-led improvements in data collection.
- Positive stakeholder feedback confirming value to build momentum for broader adoption.

## BUILDING FINANCIAL SUSTAINABILITY

### Initiative: New Cost Recovery Model

#### Overview:

In 2025, Ontario One Call advanced the design of a new cost recovery approach aligned with its mandate and obligations as a Public Safety Administrative Authority. This model is critical to ensuring OOC's long-term financial sustainability, enabling the organization to fulfill its expanded responsibilities, safeguard public safety, and continue delivering value to stakeholders. The existing funding model, rooted in OOC's legacy as a service provider, no longer reflects the scope of our regulatory role. Without reform, OOC would face structural funding challenges that limit its ability to invest in operational modernization, regulatory oversight, engagement and awareness and digital transformation. The new approach is designed to address these challenges by distributing costs more fairly across the sector while ensuring transparency, accountability, and alignment with public safety outcomes. In 2026, OOC will move from design to implementation readiness, guided by transparent consultation with stakeholders.

#### Action Plan:

- **Implementation Planning:** Develop a transition plan for the new model, including fee structures, timelines, and change management supports to ensure industry readiness.
- **Government Collaboration:** Work closely with the Ministry of Public and Business Service Delivery and Procurement to align with government direction, MOU requirements, and confirm any required legislative or regulatory amendments.
- **Transparency & Communication:** Roll out a comprehensive communications plan to ensure stakeholders clearly understand the new model, its benefits and implementation considerations.
- **Operational Readiness:** Prepare systems, processes, and financial controls to support the introduction of the new model.

#### Our Measures of Success:

By the end of 2026, success will be measured by:

- Completion of transparent and inclusive stakeholder consultations, and ensure we utilize appropriate feedback to build an appropriate implementation plan.
- Development of an implementation roadmap, including securing Board approval required to proceed.
- Organizational readiness confirmed through updated systems, processes, and financial controls to support implementation in 2027 and beyond.

## EVOLVING OUR WORKFORCE

### Initiative: Supporting Change Management

#### Overview:

In 2026, Ontario One Call will continue its transformation from a service-focused entity into a modern regulator, building on the significant changes of recent years. The initiatives outlined in this Business Plan will introduce further change across the organization, requiring us to remain adaptable, resilient, and forward-thinking. The success of this transformation depends on a robust and clearly defined change management strategy. This includes delivering consistent and transparent messaging, setting realistic timelines, and implementing effective communication mechanisms to support both staff and stakeholders through the transition. Change management will remain a central enabler of OOC's evolution, helping ensure confidence, alignment, and continuity as we advance our regulatory mandate.

#### Action Plan:

- **Consistent Messaging:** Deliver clear, transparent, and repeated communication to staff, stakeholders, and government partners to ensure alignment and reduce uncertainty.
- **Realistic Timelines:** Establish phased timelines with achievable milestones that balance urgency with the need to support staff and stakeholder readiness.
- **Staff Support & Training:** Provide targeted training, resources, and supports to ensure employees are equipped with the skills and confidence to adapt to new processes, systems, and responsibilities.
- **Monitoring & Feedback:** Continue tracking progress through key performance indicators and employee feedback mechanisms, adjusting plans as needed to maintain momentum.

#### Measures of Success:

- Externally, maintain or improve the 78% stakeholder effectiveness score from prior surveys, reflecting confidence in OOC's ability to deliver change.
- Internally, demonstrate measurable improvement in staff perception of change management, as tracked through the annual Workplace Experience Survey.
- Evidence of improved staff readiness and stakeholder trust, shown through survey results, feedback sessions, and adoption of new systems or processes.

## EVOLVING OUR WORKFORCE

### Initiative: Enhancing Culture & Integrating New Core Values

#### Overview:

In 2025, Ontario One Call laid the foundation for a refreshed set of organizational values that reflect our evolving role as a Public Safety Administrative Authority. In 2026, we will deepen these values by embedding them into everyday practices and strengthening the culture that makes OOC a truly special place to work. This year, our focus will be on organizational alignment, reviewing, merging, and harmonizing systemic differences across teams to promote greater consistency and cohesion. These efforts will help unify our workforce under a common set of values, ensuring that all employees are aligned with OOC's mission to protect public safety and enable safe digging across Ontario. Through this work, OOC will continue building a culture that is collaborative, values-driven, and reflective of what it means to be a modern regulator.

#### Action Plan:

- **Embed Values into Daily Practice:** Integrate organizational values into decision-making, performance management, leadership behaviours, and day-to-day operations.
- **Organizational Alignment:** Identify and address systemic differences across teams, ensuring policies, processes, and practices are harmonized across the organization.
- **Training & Socialization:** Deliver targeted workshops, internal campaigns, and learning opportunities to help employees live the values in their roles.
- **Culture-Building Activities:** Deliver initiatives that promote recognition, collaboration, and cross-team engagement to reinforce unity and morale.
- **External Signalling:** Reflect our values in external communications, showcasing OOC's commitment to safety, accountability, and innovation to stakeholders and the public.

#### Our Measures of Success:

- Demonstrated alignment of policies and processes across teams, reducing duplication and improving cohesion.
- Maintain employee engagement scores, with continued growth in areas such as recognition, collaboration, and confidence in OOC's direction.
- Evidence of integration of values into HR policies, leadership practices, and performance management systems.
- Positive internal staff and external stakeholder feedback noting a more consistent and values-driven organization, internally and externally.

## EVOLVING OUR WORKFORCE

### Initiative: Improve Resource Capabilities

#### Overview:

In 2026, Ontario One Call will focus on strengthening internal capabilities by developing organizational and team competencies that support our evolving role as a Public Safety Administrative Authority. Building on the progress made in prior years, we will move beyond talent acquisition to focus on systematically aligning our workforce's skills and strengths with our strategic priorities. OOC will develop and begin rolling out a competency framework to employees, helping to standardize expectations, align individual and team performance to organizational goals, identify capability gaps and future learning and development needs, enable better succession planning and talent acquisition strategies, to support workforce.

#### Action Plan:

- **Competency Framework Rollout:** Develop and introduce a framework that defines the knowledge, skills, and behaviours required for success across roles, embedding it into HR and performance management systems.
- **Targeted Development:** Deliver training and professional development programs tailored to address identified gaps and strengthen leadership capabilities.
- **Recruitment & Retention:** Continue attracting high-end talent for specialized roles while providing growth opportunities to develop and retain internal talent.
- **Culture of Learning:** Promote cross training, teamwork and innovation-focused initiatives to encourage continuous improvement and collaboration across teams.

#### Measures of Success:

- Launch of the competency framework, with initial adoption across teams and alignment with performance management.
- Maintenance of OOC's strong track record of professional development participation (97% completion baseline from 2024).
- Time-to-fill key positions reduced compared to 2025, reflecting more efficient recruitment processes.
- Positive results from the Workplace Experience Survey, showing staff confidence in training, development, and opportunities for growth.

# ASSESSMENT OF CORPORATE RESOURCES

## Financial Resources

In alignment with Ontario One Call's 2025–2027 Strategic Plan, the 2026 budget supports a range of strategic initiatives requiring continued investment in governance, systems, compliance, education, and operational tools. These investments reflect our ongoing transformation into a regulatory authority and the foundational resources needed to fulfill our public safety mandate.

However, to achieve a balanced budget, Ontario One Call must reduce \$3 million in planned investments across key strategic areas. This reduction has been carefully prioritized to ensure that essential initiatives proceed while others are deferred to future periods. Every investment decision has been calibrated to align with available revenues and maintain fiscal discipline.

Despite these constraints, the 2026 budget continues to reflect our commitment to modernization and efficiency. We are investing in technology-driven programs that improve service delivery and reduce manual cost burdens. Rising inflation, talent acquisition, and transformation initiatives in IT, digital platforms, safety promotion, and governance continue to exert upward pressure on expenses. These pressures are being managed through strategic prioritization and cost containment.

### The 2026 Budget

Ontario One Call is embracing its role as one of Ontario's Public Safety Administrative Authorities. Our financial strategy is tightly aligned with our strategic priorities, ensuring that we can deliver on our mandate to enhance public safety and reduce underground infrastructure damage.

To maintain a balanced budget, we have made difficult but necessary decisions to defer or scale back certain initiatives. This includes a \$3 million reduction in planned investments, ensuring that expenditures remain within the limits of projected revenues. The budget reflects a disciplined approach to resource allocation, balancing transformation needs with financial sustainability.

Revenues in 2026 are materially supported by:

- A 20% annual increase in member fees
- Conditional transfer payment funds from the government

The budget continues to rely on legacy revenue models, which are under review and expected to evolve in 2027. While this framework limits our current investment capacity, it reinforces the need for prudent financial management and strategic prioritization.

# ASSESSMENT OF CORPORATE RESOURCES

## Financial Strategy

Ontario One Call's financial strategy for 2026 is rooted in disciplined prioritization and strategic alignment with our transformation into a Public Safety Administrative Authority. While our commitment to safety, modernization, and innovation remains strong, we must reduce \$3 million in planned investments to achieve a balanced budget.

This reduction requires a focused approach to ensure that every dollar invested delivers maximum value and supports our core mandate. As a result, we have recalibrated the timing and scope of several initiatives, deferring select programs to future periods while preserving momentum in critical areas.

Our investment priorities for 2026 include:

- **Safety Promotion:** We will continue to allocate targeted resources to promote safe excavation practices among industry stakeholders and homeowners, ensuring alignment with our public safety mandate.
- **Infrastructure Modernization:** While some upgrades will be deferred, we remain committed to enhancing our digital interfaces and service delivery mechanisms to meet growing demand and improve user experience.
- **Technology and Innovation:** Strategic investments in technology will continue, with a focus on platforms that deliver operational efficiency, data accuracy, and innovation—though some enhancements will be phased in over time.

Ontario One Call does not rely on debt financing for working capital or capital expenditures. As such, there are no debt service costs in the 2026 budget. We maintain a prudent cash balance to ensure liquidity.

### **2026 Reserves and Resource Management:**

As we navigate this transitional year, Ontario One Call remains committed to responsible cost recovery and efficient resource management. The \$3 million reduction in planned investments will be offset by:

- Implementing cost-saving measures and process improvements
- Conducting risk-based prioritization of initiatives
- Exploring new revenue streams and diversification opportunities

These actions will strengthen our financial foundation and ensure that our transformation continues without compromising service quality or safety outcomes.

Our overall financial strategy is designed to deliver long-term sustainability, resilience, and public value. By balancing necessary investments with prudent fiscal management, Ontario One Call is positioning itself to meet the evolving needs of Ontarians while maintaining a stable financial footing.

# ASSESSMENT OF CORPORATE RESOURCES

## Financial Budget & Forecast 2026-2028

| \$ = '000                                                     | 2026 Budget     | 2027 Forecast   | 2028 Forecast   |
|---------------------------------------------------------------|-----------------|-----------------|-----------------|
| Transfer Payment Funds                                        | \$3,500,        | \$--            | \$ --           |
| OOO Revenue (Existing)                                        | \$17,941        | \$18,889        | \$19,589        |
| Additional Anticipated Revenue*                               | \$ -            | \$5,483         | \$6,695         |
| <b>Total Revenue</b>                                          | <b>\$21,441</b> | <b>24,372</b>   | <b>\$26,284</b> |
| <b>Operating Expenses</b>                                     | <b>\$21,904</b> | <b>\$23,951</b> | <b>\$24,791</b> |
| Depreciation (non-cash impact)                                | \$750           | \$780           | \$790           |
| Total Operating & Depreciation Expenses                       | \$22,654        | \$24,731        | \$25,581        |
| Capital Expenditures                                          | \$314           | \$40            | \$40            |
| <b>Total Expenditures (Cash Only)</b>                         | <b>\$22,218</b> | <b>\$23,991</b> | <b>24,831</b>   |
| <b>Net Cash Impact: Revenue less Expenditures (cash only)</b> | <b>\$-777</b>   | <b>\$381</b>    | <b>\$1,453</b>  |

\* Ontario One Call is currently conducting a Business Model Review initiative. This initiative is expected to propose changes to our future 2027 revenue model in order to provide a fair framework that supports OOC's mandate and aligns with our strategic plan.



# ASSESSMENT OF CORPORATE RESOURCES

## Human Resource Strategy

As Ontario One Call continues its transformation into a Public Safety Administrative Authority, our commitment to investing in human capital remains central to achieving our strategic goals. In 2026, we are taking a focused and disciplined approach to workforce planning, recognizing the need to reduce \$3 million in planned investments across the organization while preserving the core capabilities required to deliver on our mandate.

### **Strategic Recruitment for a Future-Ready Workforce**

Despite financial constraints, we remain committed to attracting top talent whose skills and experience align with our evolving needs. Our recruitment efforts will be more targeted, prioritizing critical roles that directly support our strategic initiatives. We will continue to build a diverse workforce by leveraging partnerships and embedding equity into every stage of our hiring process—ensuring that we reflect the communities we serve.

### **Supporting Employee Growth with Focused Development**

While some training programs will be streamlined or deferred, we will continue to invest in high-impact learning opportunities that build technical expertise, leadership capacity, and cross-functional agility. Our focus will be on scalable development initiatives that empower employees to adapt, grow, and contribute meaningfully to our transformation.

### **Performance Management and Engagement**

We will maintain a strong performance management framework that aligns individual goals with organizational priorities. In a year of constrained resources, fostering engagement through recognition, feedback, and career development becomes even more critical. We will emphasize flexibility, collaboration, and resilience to ensure our workforce remains motivated and aligned.

### **Empowering Leadership for a Resilient Future**

Leadership development remains a strategic priority. We will continue to identify and support high-potential employees and strategic project leadership opportunities. While some programs may be scaled back, our focus will be on cultivating adaptable, communicative, and resilient leaders who can guide the organization through change.

Ontario One Call's Human Resources Strategy for 2026 reflects a thoughtful balance between fiscal responsibility and strategic workforce development. By prioritizing essential investments in talent, development, and leadership, we will continue to build an agile, engaged, and capable workforce—ready to deliver on our public safety mandate and drive meaningful impact across Ontario.

# ASSESSMENT OF CORPORATE RESOURCES

## Information Technology

As Ontario One Call steps into its role as a Public Safety Administrative Authority, information technology (IT) will play a crucial role in supporting our strategic objectives. Through our Digital Roadmap, we are committed to enhancing public safety by harnessing cutting-edge technologies that drive innovation, improve operational efficiency, and deliver responsive, data-driven services to our communities.

### **To foster innovation we rely on agile methodologies and cross-functional collaboration**

As we continue to adopt agile methodologies, our ability to deliver technology solutions quickly and adapt to changing regulatory and stakeholder needs will improve significantly. As our organization continues to transform, we rely on cross-functional collaboration, as many of our current and future initiatives require close coordination and collaboration across departments. By working together and supporting cross-functional projects, we ensure our solutions are aligned, scalable, and impactful for the entire organization.

### **Ensuring the security and privacy of our data is paramount**

We are enhancing our IT infrastructure by deploying sophisticated security measures and real-time threat monitoring tools to defend against data breaches and cyber risks. In parallel, we are continuing to develop our structured data governance strategy that promotes data accuracy, ensures adherence to legal and regulatory requirements, and reinforces responsible data management practices throughout the organization.

Ontario One Call continues to advance its Digital Roadmap, delivering on key strategic initiatives that are transforming service delivery, strengthening data and analytics capabilities, and modernizing IT infrastructure. Through phased implementation, we are driving operational efficiency, improving locate accuracy, and enabling data-informed decision-making through targeted investments in automation, digital tools, and system integration. Our commitment to agility and cross-functional collaboration empowers teams to respond swiftly to evolving industry needs, enhance stakeholder experiences, and accelerate progress toward our long-term strategic objectives, including our transformation into a Public Safety Administrative Authority.



# SUPPORTING POLICIES & PROCEDURES

## Access and Privacy

Ontario One Call is committed to upholding the highest standards of privacy in alignment with its Access and Privacy Code (APC), linked [here](#) in Schedule F. The APC reflects our dedication to transparency, accountability, and responsible stewardship of personal information. Our privacy practices are guided by applicable legislation, ensuring that all personal data is managed with integrity.

In fulfilling our statutory mandate to protect underground infrastructure and promote safe digging across Ontario, we take every reasonable measure to ensure that personal information is only collected, used, and disclosed for purposes directly related to our operations. This includes sharing information with authorized members only when necessary to process locate requests. Individuals have the right to access and correct their personal information, and we maintain robust safeguards to prevent unauthorized access or misuse.

## Enterprise Risk Management

2025 marked a significant milestone as the organization documented its risk profile as part of our Enterprise Risk Management (ERM) framework. In 2026, we will build on this progress by maintaining a comprehensive risk register and embedding processes that enable us to identify, assess, and respond to risks across the organization, thereby supporting risk-informed decision-making. The ERM Policy can be found [here](#).

## Accessibility

Ontario One Call is dedicated to fostering an inclusive and accessible environment where everyone is treated with dignity and respect and has equal access to our services. In alignment with the Accessibility for Ontarians with Disabilities Act (AODA), we are committed to maintaining a workplace that is welcoming and accessible to all individuals—whether they work at or visit our offices. We strive to eliminate barriers and ensure that all Ontarians, including those with disabilities, can access our services and information equitably. We continue to collaborate with individuals requesting accommodations to ensure solutions are effective, reasonable, and mutually beneficial.

As part of our ongoing commitment to accessibility, we ensure our public-facing website and communications meet AODA standards. Our facilities (Guelph and Sudbury offices) are maintained to be barrier-free and accessible. We also ensure that all Ontario One Call employees remain current with AODA customer service training. Accessibility-first principles continue to guide our services and interactions, helping us create a safe, respectful, and efficient experience for everyone engaging with Ontario One Call.

# SUPPORTING POLICIES & PROCEDURES

## Procurement Policy

Ontario One Call's procurement policy is designed to align with our strategic priorities as a Public Safety Administrative Authority by promoting transparency, efficiency, and sustainability across all purchasing activities. The policy underscores the importance of sourcing value-driven goods and services that meet operational requirements while upholding fairness and best practices. Throughout 2026, we are committed to evolving to a more efficient procurement process, leveraging technology to enhance decision-making, drive cost efficiencies, and ensure regulatory compliance.

## French Language Services

In accordance with its Memorandum of Understanding with the Ministry of Public and Business Service Delivery and Procurement, Ontario One Call has taken proactive steps to offer services in French. This includes ensuring that key information on its website is available in both official languages, handling locate requests in French and English through its contact centre, and replying to inquiries in the language preferred by the individual. Ontario One Call remains committed to expanding the availability of French-language services across its operations and will continue to make accommodations wherever feasible.

## Complaint Handling

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 most common complaints relate to public safety (e.g. excavation without locates). This is the first time ever that we have seen this change, historically the most common were performance related (e.g. late locates). The majority of late locate 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 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.

## CONCLUSION

Ontario One Call's 2026 Business Plan, Innovation in Action: Ontario One Call's 2026 Plan for a Smarter, Safer Province, builds on the strong foundations established in recent years and represents the next stage in our transformation into a modern Public Safety Administrative Authority. The initiatives set out in this plan focus on strengthening operational excellence, enhancing regulatory oversight, modernizing digital systems, advancing stakeholder collaboration, and embedding financial sustainability, while keeping public safety at the core of everything we do.

The year ahead will require adaptability, discipline, and collaboration as we implement new frameworks, test innovative solutions, and align with government direction on legislative reform and cost recovery. Through these efforts, we will continue to improve locate timeliness, enhance public awareness, and reinforce stakeholder trust in OOC's ability to safeguard Ontario's underground infrastructure.

This plan also reflects our commitment to building a resilient, values-driven organization, one that empowers its workforce, embraces digital innovation, and demonstrates accountability through transparency and measurable results.

Together with our government partners, industry stakeholders, employees, and the communities we serve, Ontario One Call will continue to advance a safer Ontario, protecting lives and critical infrastructure while supporting the province's growth and prosperity.



