



2022

# ANNUAL REPORT & STRATEGIC PLAN

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# MESSAGE FROM THE CHAIR

The pandemic taught us a series of lessons about work and life. It taught us how to be even more nimble. To adapt very quickly to events and varying scenarios and to make decisions effectively and, above all else, to keep moving forward with a positive view of the future.

The Board and I have taken those lessons to heart - guiding the strategy of Ontario One Call and acting as a sounding board for the plans and actions brought forward by the terrific management team and staff of the organization.

It's important that I recognize the diligent work of my Board colleagues, having met more often in 2022 than ever before. Their commitment to putting One Call on a positive path forward is more important now than ever, and critical to our shared success.

The organization is on a journey of transformation from service provider to public safety administrative authority. The Act was updated in 2022 and the new regulation is shaping the plan for the next five (5) years.

Our partner, the Government of Ontario, has given the organization additional responsibilities which will require new organizational capacity building. We are working collaboratively with all stakeholders to support this capacity expansion and to ensure the organization delivers on its promise.

One Call facilitates locate requests by alerting underground infrastructure owners to excavation plans and promotes safe digging across the province. It is a little-known organization delivering on a big mandate.

On behalf of the Board, I want to thank the Honourable Kaleed Rasheed, Minister of Public and Business Service Delivery, for his support of the transformation of the organization. We welcome his input and those of his ministry officials aimed at delivering on the critical mission and mandate of the organization.

We are working with the Minister, the Ministry, and the team at One Call, providing feedback and guidance on the execution of the Business Plan for 2023 and making significant organizational governance changes that we will report on next year.

Sincerely,



**Dean Dalpe**  
Board Chair, Ontario One Call



## MESSAGE FROM THE CEO

2022 marked an exceptional year of change in the history of One Call.

The organization today is in true build mode. While we are proud of our accomplishments of the last year, we are also looking forward with great anticipation.

As a newcomer to the organization, I have been thoroughly impressed by its people and culture.

No organization has done so much with so little. As we embark on this journey to becoming a public safety administrative authority, I have unwavering confidence in One Call's ability to ramp up to meet our varied stakeholder's expectations.

This small but mighty team has been facilitating Ontario's extensive build program while promoting safe excavation, and while we have delivered on our mandate, we can do so much more. The Government has entrusted upon us certain new responsibilities with a goal to improve locate performance across the province.

I wanted to thank the Board of Directors for setting us on a course for dramatic improvement - they have given us the

leadership and support we need to dream bigger and build the organization of the future.

We wish to thank the Minister of Public and Business Service Delivery, Kaleed Rasheed, for supporting policy and legislative improvements and encouraging collaboration across the industry to improve their locate performance. The Minister has also asked us to better promote safe excavation in the province, and we intend to fulfill this request. These two pursuits are great motivators for One Call and our employees.

There has never been a more exciting time to work at One Call, and we look forward to building and strengthening our stakeholder relationships in the months and years to come.

Sincerely,

A handwritten signature in green ink, appearing to read 'Jim Keech', is written on the page.

**Jim Keech**  
CEO and President, Ontario One Call

2022 - 2023 ONTARIO ONE CALL

# BOARD OF DIRECTORS

FIRST NAME	LAST NAME	COMPANY NAME	SECTOR	POSITION TITLE
Dean	Dalpe	Enbridge Gas Inc.	Gas/Oil/Pipeline Sector	Chair
Ysni	Semsedini	Newmarket-Tay Power Dis.	Electrical Sector	Vice Chair
Karen	Marner	Kinectrics Inc	Excavator Sector	Treasurer
Scott	Mudie	OEC	Electrical Sector	Past Chair
Nick	Colucci	Town of Erin	Municipal Sector	Director
Tony	DiPede	North Rock Group	Excavator Sector	Director
Wayne	Eichenberger	Wightman Telecom	Telecommunications and Cable Sector	Director
Phil	Gillies		Ministerial Appointee	Director
Kevin	Green	Bell Canada	Telecommunications and Cable Sector	Director
Chris	Hudson	Alectra Utilities	Electrical Sector	Director
Dereck	Oikawa	Aecon	Excavator Sector	Director
Mitch	Panciuk		Ministerial Appointee	Director
Enrico	Scalera	City of Burlington	Municipal Sector	Director
Darrell	Smith	City of St. Catherines	Municipal Sector	Director
Nancy	Taylor	Kingston Utilities	Gas/Oil/Pipeline Sector	Director
Tracey	Teed Martin	Enbridge Gas Inc.	Gas/Oil/Pipeline Sector	Director

## LEADERSHIP TEAM

Jim Keech, President and CEO  
Jean Lépine, Chief Corporate Officer  
Katie Gotsman, Chief Operating Officer  
Morgan Malinski, Director of People & Performance  
Ian Simpson, Director of Industry Engagement

Adam Mordaunt, Director of Member Services  
Brandon Denton, Director of Information and Technology  
Ryan McAfee, Director of Compliance and Industry Performance  
Anthony Martinello, Director of Finance  
Alya Marinciuc, Executive Assistant

# ORGANIZATIONAL OVERVIEW

## 1 COMPANY OVERVIEW

Ontario One Call is a public safety administrative authority. We play a vital role in protecting the public and underground infrastructure.

Ontario One Call spreads Dig Safe and Click Before You Dig messaging, provides a locate request system that streamlines communications between those who want to dig with the owners of buried infrastructure, and regulates the locate industry.

## 2 OUR MISSION

We protect Ontario communities from the loss of service and harm caused by damages to underground infrastructure by educating the public on the need to Call or Click Before You Dig.

We facilitate and enforce a locate request and execution process that is timely and easy to use.

## 3 OUR VISION

We are recognized as the trusted leader in protecting Ontario's communities from the loss of service and harm caused by damages to underground infrastructure.

## 4 MANDATE

1. To operate a locate requests 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 Infrastructure Owners (Members) of the 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 this 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 Minister of Public and Business Service Delivery.

## 5 CORE VALUES

At Ontario One Call, we are Reliable Experts who Care.



### Reliable

We are dependable and accessible



### Experts

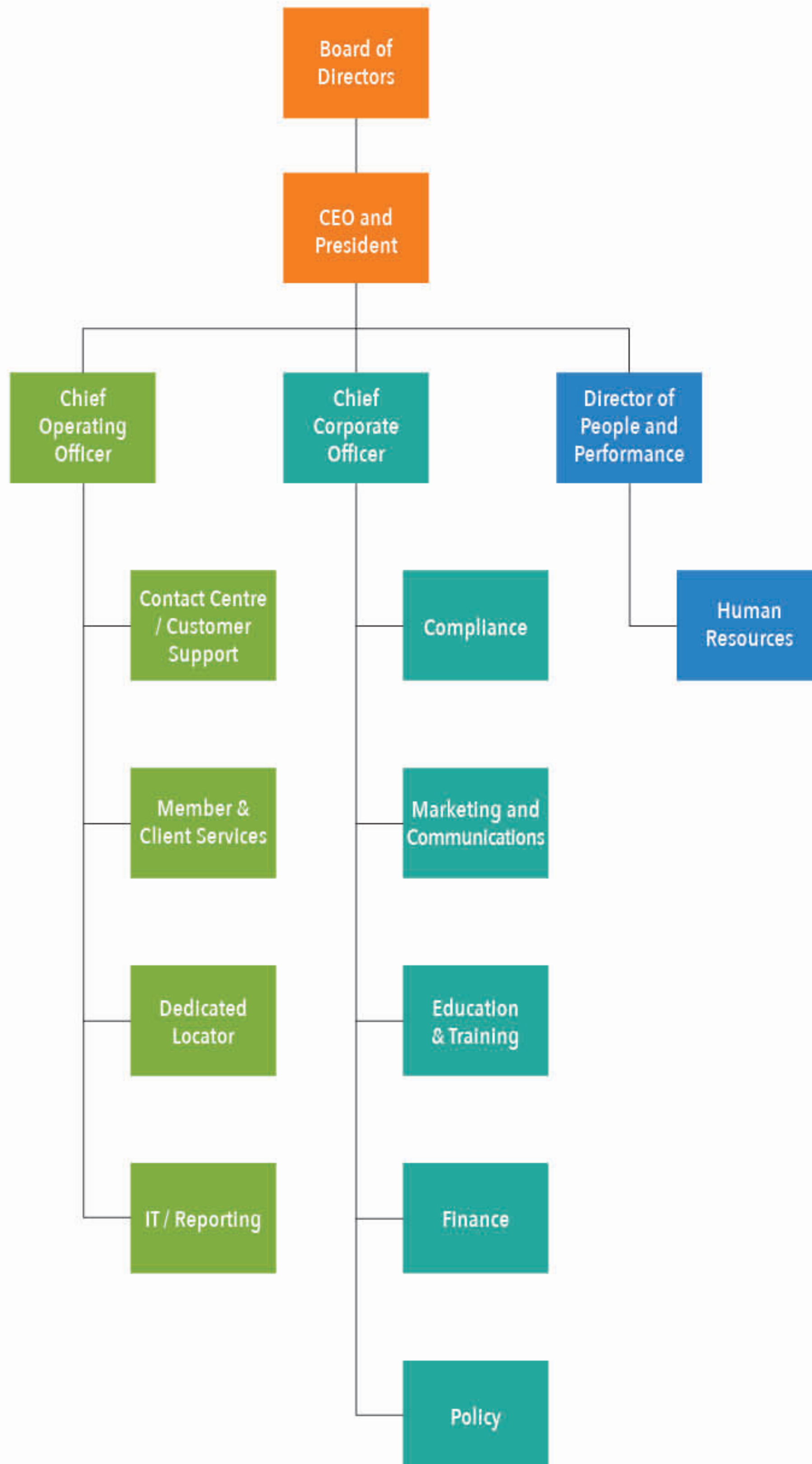
We have the mindset to lead innovation



### Care

We ensure the safety and the well-being of our communities

# ORGANIZATION CHART



# 2022 - BY THE NUMBERS



# 1,149,797

## LOCATE REQUESTS SUBMITTED

(INCLUDES ALL REQUESTS, INCLUDING BUT NOT LIMITED, TO STANDARD, EMERGENCIES, SEWER LATERALS, AND PLANNING REQUESTS)



# 41,727

## DEDICATED LOCATE REQUESTS



**3,127**  
FORMAL  
COMPLAINTS FILED

**31%**  
INCREASE IN  
COMPLAINTS



**80** INVESTIGATIONS

**1,777** WARNINGS  
ISSUED



# 2022 - BY THE NUMBERS

**13M**

**REACHED  
THROUGH  
AWARENESS  
CAMPAIGN**



**31%**

**AIDED AWARENESS OF  
ONTARIO ONE CALL**



**1M**

**IMPRESSIONS YOUTUBE EDUCATION  
VIDEO WITH BRIAN MCCOURT**



**35%**

**INCREASE IN PLAC  
REGISTRATIONS**

**+1,500**

**PLAC STUDENTS  
TO DATE**



**86%**

**WERE SATISFIED WITH  
ONTARIO ONE CALL SERVICES**

**84%**

**FIND IT EASY TO REQUEST A LOCATE  
THROUGH ONTARIO ONE CALL**

# LAST YEAR'S PRIORITIES

THE 2021 ANNUAL REPORT ESTABLISHED 10 BUSINESS PLAN PRIORITIES FOR 2022. THE OUTCOMES OF THESE PRIORITIES INCLUDE:

## MEMBER FOCUS & VALUE

- 1** A number of Locate Solutions Working Group outputs were implemented with the legislative amendments made in April 2022. This includes Dedicated Locator, the publication of locate performance, the sharing of locates, and giving Ontario One Call additional compliance tools like administrative penalties. Ontario One Call will continue to work with stakeholders toward the implementation of other innovative business solutions to help facilitate locate delivery.
- 2** The Memorandum of Understanding (MOU) with the Minister of Public and Business Service Delivery (MPBSD) is being updated to ensure there is proper oversight and governance at Ontario One Call. The updated version is planned to be finalized in late 2023.
- 3** Ontario One Call is growing its departments and services to fulfill new regulatory obligations and improve industry performance. In 2022, Ontario One Call updated By-law 3 and Schedule 1 to By-law 3 to align with legislative amendments. In addition, support documents, educational tools, communications, and webinars were created and published to improve awareness of the changes and their impacts on stakeholders.
- 4** A Dedicated Locator division was created to support project owners, infrastructure owners, excavators, and Dedicated Locator service providers. Resources and policies were developed and have been made available on the Dedicated Locator webpage.

## GOVERNANCE & ACCOUNTABILITY

- 5** Ontario One Call implemented positive changes to the Compliance Department to support an enhanced compliance model. A new Compliance Director position was created to lead the Compliance Department, and the department has grown from one director and two investigators to one director, three investigators, and three compliance administrators. A Compliance Code of Conduct, Rules document, Administrative Penalty Policy, Dispute Resolution Policy, and Penalty and Interest Policy were created in 2022 to support the enhanced compliance model.\* These documents were published on Ontario One Call's website in early 2023.
- 6** An external review of organizational practices was undertaken to identify areas of opportunity. Ontario One Call has taken action on these opportunities, which help further the transformation of the organization towards being a public safety administrative authority. The Risk Registry was also carefully reviewed and information on areas of risk are consistently brought forward for the attention of the Board of Directors.
- 7** Ontario One Call has reviewed all cybersecurity risks, developed a plan, and taken actions toward safeguarding digital infrastructure and digitally-stored information. Further investment is required to support the plan and further increase cybersecurity.
- 8** Ontario One Call is committed to organizational excellence and continues to enhance its governance in accordance with ONCA, a new MOU under development. Amendments have been made to the By-laws to support governance and legislation changes.

## OPENNESS & TRANSPARENCY

- 9** Additional resources were added to the website to create awareness and understanding of Dedicated Locator, legislative changes, by-law amendments, and regulatory consultations. Website functionality improvements were identified, and a website redesign with easier-to-use navigation will go live in mid-2023.
- 10** Ontario One Call increased stakeholder and public communications to create awareness and understanding of the legislative changes, by-law amendments, and regulation consultations led by MPBSD, through a series of webinars, e-blasts, and social media posts. Additional updates were posted to the website, and best practices were published to ensure stakeholders understand their obligations and offer tools to help them comply with the Act.

\* Please note: as per regulation 87/23 of May 11th, 2023, the administrative penalty regulation will now be effective on April 1, 2024.



# 2022 COMPLIANCE REVIEW

## COMPLIANCE SUMMARY

Review of the complaints Compliance received as they relate to the Ontario Underground Infrastructure Notification System Act, 2012.

Overall Complaints in 2022 as they relate to the below stakeholders:

Complaints against Members:

**2,964**

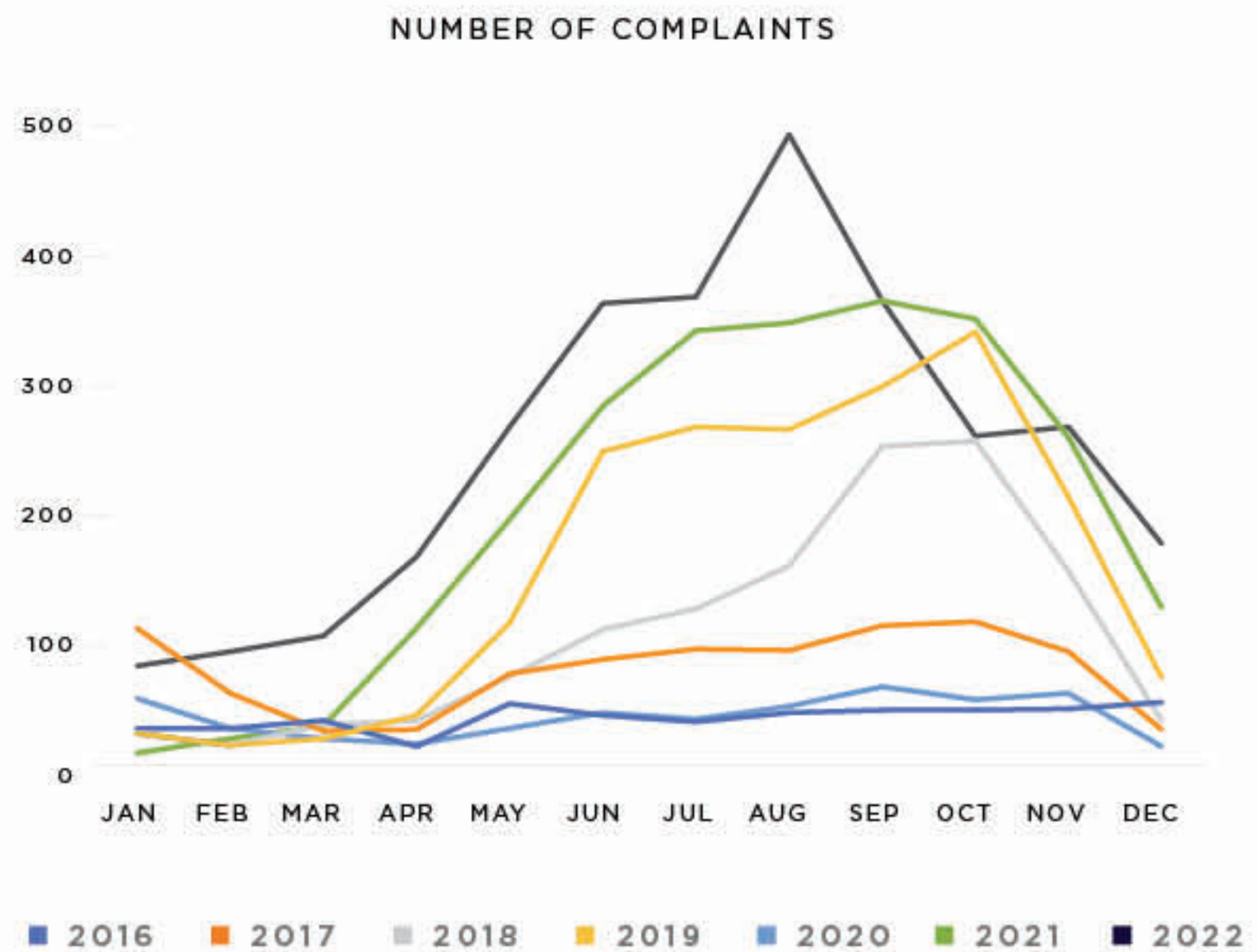
Complaints against Excavators:

**19**

Complaints against Ontario One Call:

**144**

Year-Over-Year Comparison of the Total Number of Complaints 2016-2022



## 2022 COMPLIANCE REVIEW (CONT.)

Complaints are broken down into offence and validity groups:

MEMBERS	VALID TOTAL*	INVALID TOTAL**
Late Locates	2,722	15
False Renegotiated Date	45	1
Incomplete Locates	9	1
Deficient Clearance	7	2
Delinquent Account	6	0
Excavation Without Locates	5	1
Emergency Abuse	2	1
Failed To Respond To A Locate	1	0
Other	2	0
Investigations	64	0

EXCAVATORS	VALID TOTAL	INVALID TOTAL
Excavation Without Locates	11	0
Emergency Abuse	6	0
Relocate Abuse	1	0
Other	1	0
Investigations	16	0

ONTARIO ONE CALL	VALID TOTAL	INVALID TOTAL
Service Level Complaint	144	0

Late locates may consist of multiple members, and/or multiple request numbers. In 2022, the total number of requests involved in late locate complaints was 7,380.

FORMAL LATE LOCATE COMPLAINT NOTIFICATIONS SENT BY SECTOR	
Telecommunications	2,056
Gas/Oil/Pipeline	2,233
Electrical	1,836
Municipal	1,222
Other	33

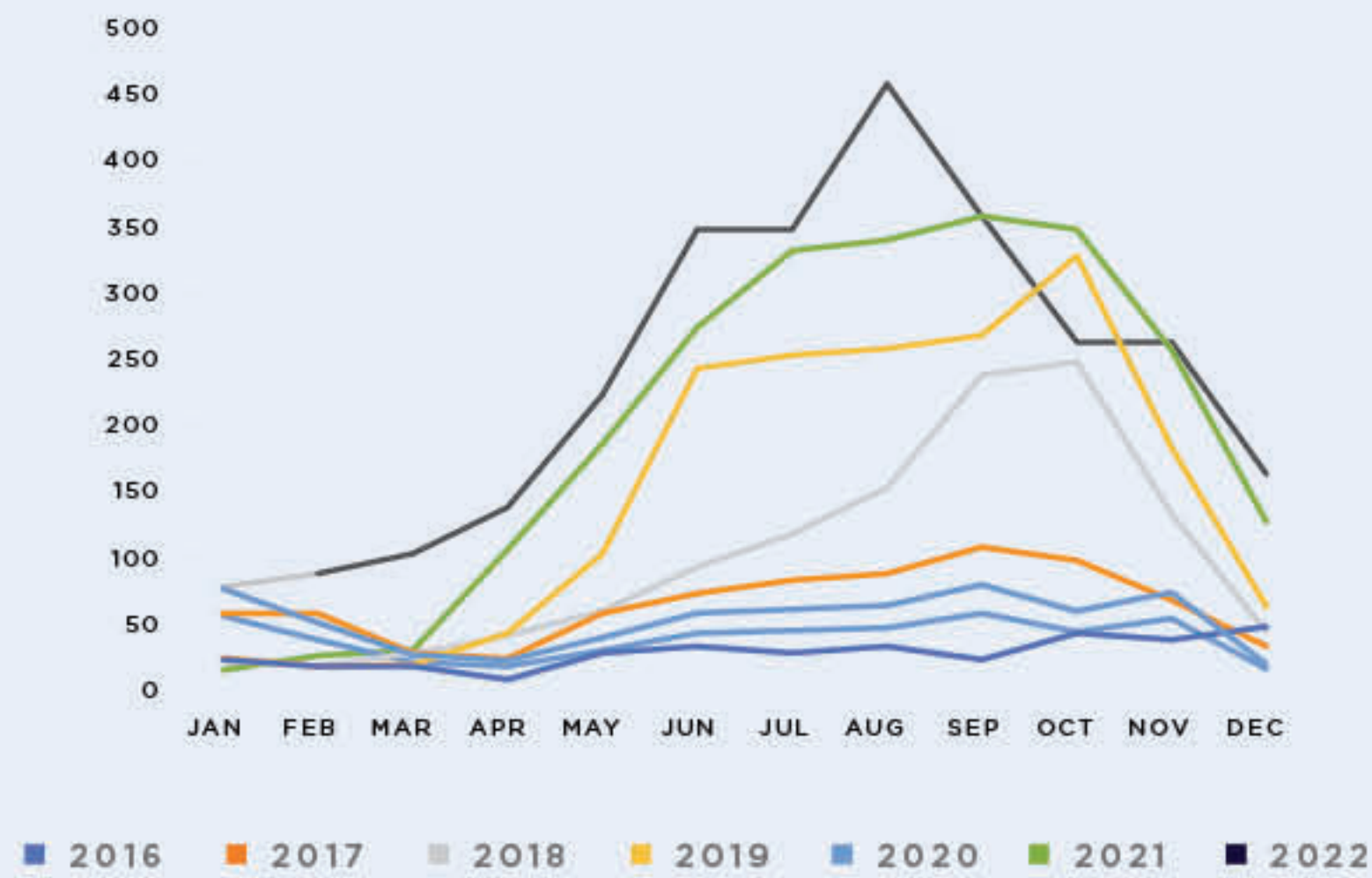
As is consistent with most years, late locates are the most frequent complaint type. 2022 saw an increase in late locate complaint volumes compared to 2021, and is the highest of any year on record. Late locate complaint volumes would have been higher if the Compliance Department had more staffing resources to manage the high level of complaints.

\*A valid complaint was found to be non-compliant with the Act or By-laws.

\*\*An invalid complaint is when a complaint was found to be outside the Act or By-laws.

## 2022 COMPLIANCE REVIEW (CONT.)

VALID LATE LOCATES COMPLAINTS



Complaints by Geographical Area

AREA	2016	2017	2018	2019	2020	2021	2022
Chatham-Essex	10	19	64	57	10	125	84
Grey-Bruce	4	6	14	42	13	153	181
GTA-East	12	68	58	52	18	88	170
Hamilton-Niagara	14	65	195	589	46	321	266
London-St. Thomas	11	12	16	63	16	173	171
ON-Central	31	49	38	62	37	152	157
ON-East	16	50	20	148	19	107	70
ON-North	10	19	30	171	24	73	378
ON-Northwest	5	6	3	3	7	14	72
ON-Southeast	8	11	2	7	7	9	7
ON-West	35	35	90	339	55	617	441
Sarnia	3	7	1	4	3	31	65
Toronto	278	525	593	321	190	513	902

## 2022 COMPLIANCE REVIEW (CONT.)

### Warnings Issued by Compliance

WARNINGS	TOTAL
Locate Performance Letters	167
Year-End Determination Letters	31
Failure To Respond Warnings	4
Non-360 Reporting Warnings	440
Informal Warnings	1,135

### TSSA Interactions

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

TSSA INTERACTIONS	TOTAL
TSSA Referrals*	70
TSSA Inquiries**	42

\* Referrals refer to situations when One Call 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 One Call regarding digging without locates infractions in order to support their inspections.





OTHER 2022

# BUSINESS ACTIVITIES

## EDUCATION

The Professional Locate Administrator Course (PLAC) remains our flagship educational product helping to produce Locate Administrators who are experts at managing and submitting high-quality locate requests. PLAC registrations set a record in 2022 with 646 new students, a 35% increase over last year. In total, over 1,500 people have taken the program since its launch in October 2020, drawing students from all sectors of our industry, including infrastructure owners, constructors, planners, locate service providers, and more.

In 2022, the Education team conducted a comprehensive review of PLAC to ensure it aligned with the recent legislation and by-law amendments. This opportunity allowed for the addition of a number of requested enhancements and updates to PLAC including improved content around obligations in the Act, relocates, and project planning.

The past year also saw the creation of new How-To-Videos to support the launch of our new web portal, and are now among Ontario One Call's most popular educational tools. The How-To-Video webpage ranked as the website's third most-viewed page in 2022.

The Education team also works to create more awareness around the use of Alternative Locate Agreements (ALAs). An Alternate Locate Agreement (ALA) advises the excavator that a traditional field locate from an Ontario One Call Infrastructure Owner is not required. This agreement is pre-arranged between the Infrastructure Owner(s) and the excavator, where the Infrastructure Owner has deemed the work low-risk. 2022 saw an uptick in infrastructure owners who are providing ALAs. These agreements allow for locate requests, where the risk of interference and possible damage from digging is extremely low or non-existent, to be safely removed from the infrastructure owners locate queue. The benefit of more infrastructure owners who provide ALAs is more resources free to attend higher risk locates.

In 2022, Ontario One Call also returned to in-person conferences and tradeshows providing a larger audience reach. The Education team and our Dedicated Locator (DL) team presented the changes to the law and how DL works. These presentations are critical to our success, and the Education and DL teams plan to attend many more industry tradeshows and conferences throughout 2023.

## BUSINESS ACTIVITIES (CONT.)

### MARKETING AND COMMUNICATIONS

Ontario One Call's Marketing and Communications (MarCom) team fosters two-way communication and is dedicated to enhancing awareness and building meaningful relationships with all stakeholders while overseeing a wide range of activities to support Ontario One Call's strategic goals and legislated mandates. 2022 brought significant changes to our business, and the MarCom team worked diligently to communicate several key initiatives like the launch of the new web portal, changes to the laws and by-law amendments, regulation consultations, Dig Safe Month, and awareness campaigns for Click Before You Dig and Call Before You Clear.

The MarCom team supported the successful launch of the new web portal by deploying an enhanced communication and digital marketing campaign that enticed professionals and homeowners to use the platform and experience an easier, better, and faster locate request system. From February to March, the YouTube pre-roll campaign garnered over 250k views. Dig Safe Month, held annually in April, kicked off with updated Dig Safe content and graphics posted to our stakeholder marketing and education toolkit, and a comprehensive and innovative communications plan that effectively used both digital and traditional communications assets. A notable success of Dig Safe Month was a partnership with Enbridge Gas, with representatives from both organizations interviewed for a national Global News Weekend broadcast that received over 600k views.

To minimize confusion around changes to Ontario One Call's updated regulatory enhancements, the MarCom team ramped up communications with a series of webinars, e-blasts, and social media posts, helping capture a large and diverse audience of stakeholders. Additional updates and best practice documents were published on the website to help stakeholders understand their obligations and offer tools to help them comply with the Act.

The Click Before You Dig awareness campaign garnered over 13 million impressions, with the digital campaign reaching over 2.5 million Ontarians, notably 30% - 40% of the key demographic of adults aged 30 - 60. To capitalize on markets that may not have been captured in the past, Ontario One Call placed commercials on the audio streaming site Spotify to overwhelmingly positive results of a 3 times higher click-through rate than the industry benchmark. Spotify was so impressed by the campaign that they intend to use Ontario One Call as a success case study this coming year.

Ontario One Call also partnered with influencers to help garner positive engagement and build trust through word of mouth, most notably through a partnership with Brian McCourt, best known for HGTV's Backyard Builds. Brian and our Director of Industry Engagement, Ian Simpson, filmed a four-part educational series that generated over 1 million impressions.

These significant successes and innovative tactics used to create awareness and understanding nevertheless saw an unfortunate dip in Ontario One Call's overall awareness. A third-party research study found that 31% of the population had some awareness when prompted (with visuals or ads)\*, down from a 43% aided awareness score from 2019. The study also found that less than 11% of the population considers Ontario One Call when planning to dig\*.

These statistics are concerning and MarCom's analysis indicates that the decreases in awareness correspond directly to the rapid reduction of the budget available to support awareness initiatives since 2019, which is now below that which was provided for awareness initiatives pre-2016.

In 2023, MarCom will continue to devise and deploy innovative communications techniques to raise awareness, and will increase collaboration with industry partners to amplify Ontario One Call's critically important community and industry safety messages.



## BUSINESS ACTIVITIES (CONT.)

### RISK REGISTRY

The Board of Directors and the Risk, Finance and Audit Committee, regularly review Ontario One Call's risk registry. The risk registry is used by the leadership of the organization to identify and prioritize projects which will help mitigate risk across the spectrum of IT, human resources, and stakeholder issues.

### INFORMATION TECHNOLOGY

The security, reliability, and performance of our information technology platform are a constant consideration. Ontario One Call continually reviews and adopts best practices

to ensure the reliability and security of our systems. Matters are reported to the Board of Directors through the risk registry.

### DISASTER RECOVERY & BACKUP

Our data and operating systems are housed in an internal Data Centre. To mitigate service interruptions our offices are supported by multiple fiber lines from different carriers. Natural gas backup generators provide immediate backup power in the case of an electricity failure. Critical data and operating systems are backed up every 5 MB or 5 minutes (whichever comes first) to our office in Sudbury.

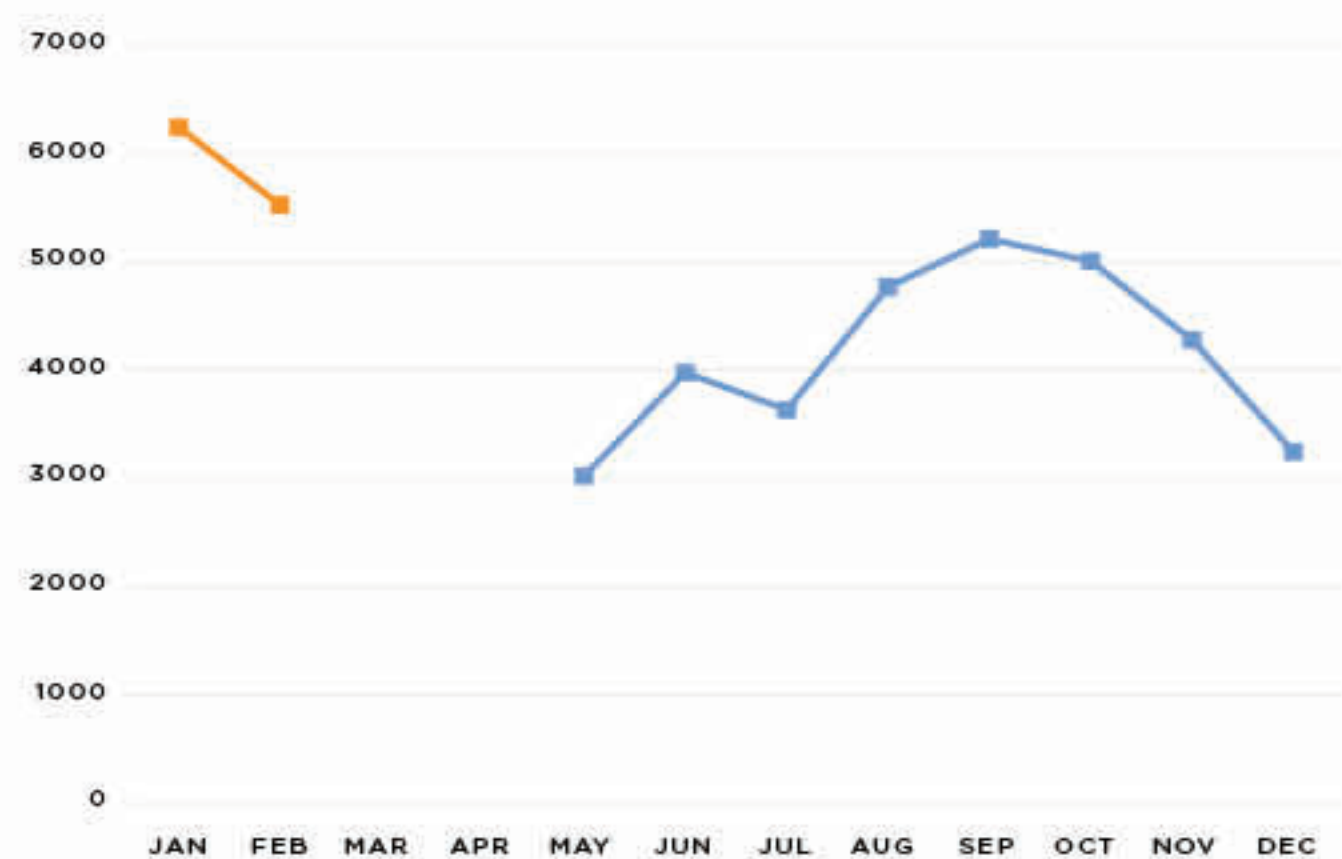
### DEDICATED LOCATOR

All new concepts come with a learning curve, and Ontario One Call continues to work hard to help Infrastructure owners understand the initiative and remove barriers.

As an organization, Ontario One Call is committed to leveraging direct communications opportunities, attending conferences, symposiums, board and association meetings, webinars, and more, to educate and inform the industry on the opportunities possible with the Dedicated Locator model. We continue to work with our industry partners to increase locating resources and streamline the member approval process.

The graph below shows monthly DL requests since the Getting Ontario Connected Act, 2022 received Royal Assent. Further information on the legislation changes made to the Act can be found on page 21.

DEDICATED LOCATOR REQUESTS



	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Year to Date
2022					3,024	3,977	3,634	4,769	5,210	5,006	4,279	3,246	41,727
2023	6,243	5,526											6,243



## BUSINESS ACTIVITIES (CONT.)

### PEOPLE AND PERFORMANCE

2022 presented several challenges that Ontario One Call's teams and leadership met with commendable perseverance and agility.

The company was tasked with a significant transformation from service provider to public safety administrative authority with legislative amendments brought forward through the Getting Ontario Connected Act, 2022. This transformation coincided with a tumultuous labour market that presented an issue for most organizations, including Ontario One Call, which experienced a record turnover of 44% overall, including several long-term employees lost to more competitive offers.

For Ontario One Call to successfully meet its obligation to transform into a public safety administrative authority, we will require significant investment in people to meet all reporting, security, communication, education, investigation, governance, and service commitments. The organization has worked hard to develop a transformative staffing plan to capitalize on internal talent, build succession opportunities, and attract talent to the company. Making Ontario One Call an attractive place to work will be a priority in the future as the company continues to evolve.

To stabilize the contact centre, staff moved from hourly to salary roles. This group of employees is a valuable resource supporting multiple other departments as they are the first point of contact

and play an important role in knowledge transfer and triaging escalations to appropriate areas and individuals.

The corporate services teams and leadership staffing also began to evolve to meet the requirements of legislative changes to the Act with investments in staffing in the following areas: leadership, member services and dedicated locator support, compliance, education, and communications.

Post-pandemic, employees were recalled to the office with a new hybrid-working model, splitting their time between home and office. After more than two years apart this has been met with an encouraging reaction as teams reconnected with familiar faces, and those they had never met in person before. Our annual Workplace Experience Survey, conducted each fall, mirrors the positive impact of changes implemented at Ontario One Call in 2022.

- **21% jump in employee morale when compared with the previous year**
- **90% reported their team works well together**
- **94% understand manager/supervisor expectations**
- **93% of staff trust their manager/supervisor**

As we look to the future, Ontario One Call will focus on talent recruitment, retention, and development to ensure the company is able to meet its regulatory obligations while providing a quality service.



## **BUSINESS ACTIVITIES (CONT.)**

### **CONTACT CENTRE**

Several impressive changes were made to Ontario One Call's contact centre in 2022.

A new, user-friendly web portal was launched, prompting the submission of more online requests. This increase did require the team to adapt by reviewing and creating new safety measures to ensure users were informed on the front end if there were issues with their request, rather than waiting to hear back from us at a later time.

Ontario One Call continues to review requests submitted online, to ensure accuracy.

For internal users, new scripts to the request form were added as a helpful feature of our Web Portal. This positive change improved the quality of requests submitted by phone, and our Contact Center holds a strong 96% year-end average in Quality Assurance scores.

The Contact Center has evolved into a support model. Phone call volumes remain high, but more than ever we aid the industry in understanding how to create better locate requests and locate statuses, and assist with technical needs. In recognition of this evolution, our extraordinary Contact Center staff have gone through a title and role transformation of their own, from Contact Centre Agents to Customer Support Specialists.

### **MEMBER & CLIENT SERVICES**

In 2022 Member Services and Client Services were combined into a single team, Member and Client Services. This change has given Ontario One Call greater resilience and support both internally and externally by offering improved services to the owners of underground infrastructure and excavators.

Member and Client Services continues to offer assistance by identifying areas of improvement, best practices, and solutions for our stakeholders.

# LEGISLATION, REGULATION AND BY-LAW CHANGES

## LEGISLATION AMENDMENTS

The Getting Ontario Connected Act, 2022 received Royal Assent on April 14, 2022, which amended the *Ontario Underground Infrastructure Notification System Act, 2012* (the Act). The amendments made by MPBSD address immediate pressure points in the locate delivery system, enhance governance and oversight of Ontario One Call, and improve Ontario One Call's compliance tools.

The legislative changes provide Ontario One Call with the authority to issue administrative penalties against non-compliant members and excavators in the industry for specified contraventions.\*

## OVERVIEW OF MAJOR CHANGES IMPACTING INFRASTRUCTURE OWNERS (MEMBERS)

- 60-day locate validity: Members must have a minimum 60-day validity period for their locates.
- Standard locates timeline: 5 + 3 rule. Members have 5 business days, or another mutually agreed upon timeframe, to complete a standard locate and 3 business days to mark it as complete or cleared in 360 Feedback.
- Dedicated Locator: All Members, except Transmission infrastructure owners/operators, must participate in the Dedicated Locator Model.
- Change in information after a locate was completed: Provided that a locate is still valid, if a Member becomes aware of any change in information that was provided, they must notify Ontario One Call, the Excavator (if the information was provided for a standard locate), and the Project Owner and Dedicated Locator (if the information was provided for a project involving a Dedicated Locator) within 2 business days.
- Member Recourse: Infrastructure Owners can seek compensation from excavators if there is a financial loss or expense incurred due to an excavator requesting a locate to be delivered without the intention of starting excavation within 30 days, or if the excavator digs in a manner where they reasonably ought to know would damage or interfere with underground infrastructure.

## OVERVIEW OF MAJOR CHANGES IMPACTING EXCAVATORS

- Sharing locates: Excavators may share their locate packages with another excavator.

- 30-day rule: Excavators may not request a locate to be delivered unless they expect excavation to begin within 30 calendar days.
- Do not dig without locates: Excavators may not dig unless all locates are completed and all locates are valid. If locate markings are no longer visible they are considered to have expired.
- Excavator Recourse: Excavators may seek compensation from underground infrastructure owners to recover financial loss or expense incurred due to failure to provide accurate locates, providing locates outside of the legislated timeframe, or incorrectly providing a clearance.

## BY-LAW AND POLICY CHANGES

During the June 2022 Annual General Meeting (AGM), by-law changes were approved by the Ontario One Call membership.

*By-law 2* was changed to *By-law 3* and governance items were changed to align with the amendments made to the Act. References to the Compliance Committee and Appeals Committee were deleted, and the ability of the Minister to appoint directors to the Board, and the ability for the Board to create *Rules* and *Policies* govern compliance were added.

*By-Law No. 2, Schedule 2* (Terms & Conditions of Membership) and *By-Law No. 2, Schedule 3* (Compliance against excavators) were repealed by the Act and were replaced with *By-Law 3, Schedule 1*. References to Compliance Committee and Appeals Committee were deleted, and updated obligations as stated in the Act, like a minimum 60-day validity and Ontario One Call publishing locate performance data, were included. Requirements for Ontario One Call to have a Rules document to outline Member and Excavator obligations, address complaints and compliance, as well as a dispute resolution policy, were also included.

The Rules document, Administrative Penalty Policy, Dispute Resolution Policy, and Penalty and Interest Policy were published in early 2023 to align with the passing of the Administrative Penalties regulation.

## DEVELOPMENT OF ADMINISTRATIVE PENALTY REGULATION

In November 2022, MPBSD posted a consultation paper on Ontario's Regulatory Registry, seeking feedback on a Minister's regulation that would outline details of the administrative penalty system to promote compliance with the Act. Ontario One Call wanted to ensure stakeholders had an opportunity to understand what was in the proposed regulation and have their opinions heard. Ontario One Call sent out widespread communications and hosted a webinar for members and industry stakeholders.

\*Please note: as per regulation 87/23 of May 11th, 2023, the administrative penalty regulation will now be effective on April 1, 2024.

# MANAGING COMPLAINTS, ACCESSIBILITY AND FRENCH LANGUAGE

## MANAGING COMPLAINTS

A total of 3,127 complaints were received by Ontario One Call in 2022.

Public and industry complaints are referred to the Compliance and Industry Performance team (CAIP).

Formal complaints must be submitted in writing and once received, Compliance will validate and verify the information and notify the non-compliant party that they must take action to resolve the issue.

Complainants can contact the Compliance team to take further action if the issue is not resolved within five (5) business days.

The most common complaints relate to late locates. The majority of complaints are resolved directly between the complainant and the non-compliant party. More complex issues may require direct involvement from Compliance to achieve reasonable reconciliation between the two parties.

Stakeholders who are financially impacted by losses or expenses caused by non-compliant parties have the right to compensation through Member and Excavator Recourse. One can review sections 16 & 17 of the Act for a list of offenses that qualify for compensation. In the event, an agreement cannot be reached between the aggrieved parties, the Ontario Land Tribunal (OLT) can make a determination.

## 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. In 2022, Ontario One Call's contact centre received 227 calls in French.

## 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 that request an accommodation in an effort to ensure that the measures taken are both effective and mutually agreeable.

There were three (3) new AODA-specific requests in 2022, and three (3) others for whom we had previously established accommodations.

## 2023 BUSINESS PLAN

# PRIORITIES

### OUR GOALS

- 1 Safety** - Promoting safe digging to reduce excavation related harm to people and underground infrastructure
- 2 Compliance** - Implementing a regulatory environment to maximize safe digging in Ontario
- 3 Organizational Excellence** - Operating with excellence to maximize safe digging of Ontarians
- 4 Governance** - Anchoring OOC's transformation from just a service provider to a service provider AND administrative authority in world-class organizational governance

### KEY PROJECTS

#### Safety

- Growing the Dedicated Locator (DL) program
- Growing PLAC and creating PLAC 2 (working title)

#### Compliance

- Delivering best-in-class performance reporting
- Protecting and enhancing OOC's data integrity
- Developing a strong communication plan, outlining support for industry
- Developing compliance training, help the industry understand the process and goals

#### Organizational Excellence

- Investing in our people through training and development
- Developing an organizational structure and new jobs to ensure the ability to deliver on evolving mandates. Focus on talent acquisition and retention initiatives
- Delivering on RRSPs and paying to attract and retain the best people

#### Governance

- Redefining our policies and by-laws to support the transformation from service provider to regulator
- Improving our reporting to deliver on new MOU

# FINANCIAL STATEMENTS

## INDEPENDENT AUDITOR'S REPORT

To the Members of Ontario One Call

### OPINION

We have audited the financial statements of Ontario One Call (the Corporation), which comprise the statement of financial position as at December 31, 2022, and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at December 31, 2022, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

### 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 report. We are independent of the Corporation in accordance with 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.

### 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 ASNPO, 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 Corporation'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 Corporation or to cease operations, or has no realistic alternative but to do so.

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

# FINANCIAL STATEMENTS (CONT.)

## INDEPENDENT AUDITOR'S REPORT

### 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 these 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 Corporation's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- 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 Corporation'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 Corporation 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.

We 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.

*Goldson & Associates*

Goldson & Associates CPA Professional Corporation  
Authorized to practise public accounting by the  
Chartered Professional Accountants of Ontario

Toronto, ON  
April 26, 2023

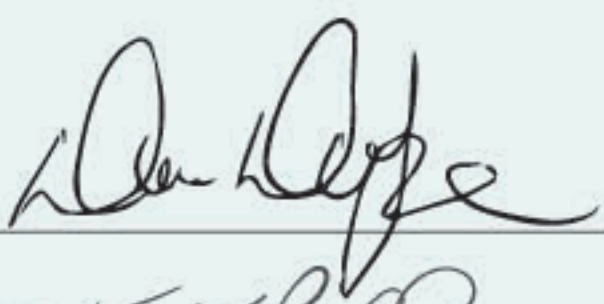


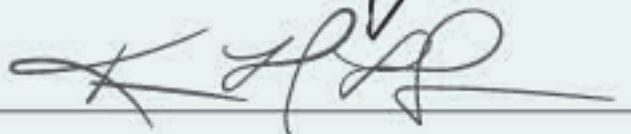
## FINANCIAL STATEMENTS (CONT.)

ONTARIO ONE CALL  
Statement of Financial Position  
December 31, 2022

	2022	2021
<b>ASSETS</b>		
CURRENT		
Cash	\$ 2,719,415	\$ 2,332,015
Accounts receivable	1,579,195	1,560,447
Prepaid expenses	204,178	290,456
	<b>4,502,788</b>	<b>4,182,918</b>
TANGIBLE CAPITAL ASSETS (Note 3)	<b>1,822,563</b>	<b>2,087,634</b>
	<b>\$ 6,325,351</b>	<b>\$ 6,270,552</b>
<b>LIABILITIES AND NET ASSETS</b>		
CURRENT		
Accounts payable and accrued liabilities (Note 4)	\$ 816,477	\$ 759,464
Harmonized sales tax payable	83,069	45,892
	<b>899,546</b>	<b>805,356</b>
NET ASSETS	<b>5,425,805</b>	<b>5,465,196</b>
	<b>\$ 6,325,351</b>	<b>\$ 6,270,552</b>

ON BEHALF OF THE BOARD

  
 \_\_\_\_\_ Director

  
 \_\_\_\_\_ Director

See notes to financial statements

## FINANCIAL STATEMENTS (CONT.)

ONTARIO ONE CALL  
Statement of Revenue and Expenses  
Year Ended December 31, 2022

	2022	2021
<b>REVENUE</b>	<b>\$ 10,292,618</b>	<b>\$ 9,198,449</b>
<b>EXPENSES</b>		
Salaries and wages	5,865,232	5,094,018
Mapping expenses	1,109,990	1,087,170
Amortization of tangible assets	628,113	614,064
Rent and utilities	607,924	587,660
Advertising and promotion	575,694	615,126
Professional fees	125,936	109,919
IT maintenance and support	357,986	298,342
Consulting fees	342,506	59,640
Office & general expenses	240,991	183,779
Telecommunications	173,711	259,351
Insurance	45,749	43,338
Employees' travel and other expenses	43,693	14,462
DIRT incentive program	37,611	15,487
Professional Development	33,017	30,150
Shows and conferences	5,108	1,580
Interest and bank charges	3,239	13,990
Sponsorships	1,700	1,727
	<b>10,198,200</b>	<b>9,029,803</b>
EXCESS OF REVENUE OVER EXPENSES BEFORE MEMBER REBATES	<b>94,418</b>	<b>168,646</b>
Member rebates	<b>133,809</b>	<b>131,485</b>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>	<b>\$ (39,391)</b>	<b>\$ 37,161</b>

See notes to financial statements

## FINANCIAL STATEMENTS (CONT.)

ONTARIO ONE CALL  
Statement of Changes in Net Assets  
Year Ended December 31, 2022

	2022	2021
<b>NET ASSETS - BEGINNING OF YEAR</b>	\$ 5,465,196	\$ 5,428,035
Excess (Deficiency) of revenue over expenses	(39,391)	37,161
<b>NET ASSETS - END OF YEAR</b>	\$ 5,425,805	\$ 5,465,196

ONTARIO ONE CALL  
Statement of Cash Flows  
Year Ended December 31, 2022

	2022	2021
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenue over expenses	\$ (39,391)	\$ 37,161
Item not affecting cash:		
Amortization of tangible capital assets	628,113	614,064
	588,722	651,225
Changes in non-cash working capital:		
Accounts receivable	(18,748)	(187,807)
Accounts payable and accrued liabilities	57,014	540,775
Prepaid expenses	86,278	(115,642)
Harmonized sales tax payable	37,177	(27,158)
	161,721	210,168
Cash flow from operating activities	750,443	861,393
<b>INVESTING ACTIVITY</b>		
Additions to tangible capital assets	(363,043)	(519,579)
<b>INCREASE IN CASH FLOW</b>	387,400	341,814
Cash - beginning of year	2,332,015	1,990,201
<b>CASH - END OF YEAR</b>	\$ 2,719,415	\$ 2,332,015

See notes to financial statements

# FINANCIAL STATEMENTS (CONT.)

ONTARIO ONE CALL  
Notes to Financial Statements  
Year Ended December 31, 2022

## 1. DESCRIPTION OF ORGANIZATION

On August 10, 2011 Ontario One Call (the "Corporation") was continued as a not-for-profit corporation under the Corporations Act (Ontario). It is not subject to Income Tax. It was originally incorporated on February 22, 1996 under the Business Corporations Act (Ontario). The purpose of the Corporation is to operate contact centres to receive excavator requests for the location of underground infrastructure within Ontario; to identify for excavators whether underground infrastructure is located in the vicinity of a proposed excavation or dig site; to notify a member of the Corporation of proposed excavations or digs that may affect the underground infrastructure of the member; and to raise public awareness of the Corporation and the need for safe digging.

## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### Basis of Presentation of the Financial Statements

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 most significant of which are summarized as follows:

### Revenue Recognition

Revenue for notifications is recognized as Assessment fees are billed monthly to members. Non-notification revenue is recognized as the related services are rendered. Unrestricted investment income is recognized as revenue when earned.

### Government assistance

Government assistance for operating expenses received as a result of the Government of Canada's COVID-19 response programs towards current expenses is recorded as a reduction of the related expenditures.

### 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.

Computer Software	5 years	straight-line method
Computer Equipment	5 years	straight-line method
Furniture and Equipment	10 years	straight-line method
Leasehold Improvements	10 years	straight-line method

### Financial Instruments

- **Measurement of Financial Instruments** - The Corporation initially measures its financial assets and financial liabilities at fair value, except for certain non-arm's length transactions.

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. When the instrument has repayment terms, cost is determined using its undiscounted cash flows, excluding interest payments, less any impairment losses. Otherwise, the cost is determined using the consideration transferred or received by the organization.

The Corporation 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.

- **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.

### Accounting 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.

## FINANCIAL STATEMENTS (CONT.)

ONTARIO ONE CALL  
Notes to Financial Statements  
Year Ended December 31, 2022

	COST	ACCUMULATED AMORTIZATION	2022 NET BOOK VALUE	2021 NET BOOK VALUE
<b>3. TANGIBLE CAPITAL ASSETS</b>				
Computer Software	\$ 2,496,848	\$ 1,616,220	\$ 880,628	\$ 1,054,179
Computer Equipment	1,215,020	971,857	243,163	157,823
Furniture and Equipment	458,380	302,521	155,859	197,184
Leasehold Improvements	1,539,363	996,450	542,913	678,448
	\$ 5,709,611	\$ 3,887,048	\$ 1,822,563	\$ 2,087,634

	2022	2021
<b>4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES</b>		
Accounts Payable and Accrued Liabilities	\$ 356,686	\$ 427,442
Bonuses Payable	336,646	209,628
Member Rebates - Credits in Accounts Receivable	122,077	121,229
WSIB Payable	1,068	1,165
	\$ 816,477	\$ 759,464

# FINANCIAL STATEMENTS (CONT.)

ONTARIO ONE CALL  
Notes to Financial Statements  
Year Ended December 31, 2022

## 5. CAPITAL DISCLOSURES

The Corporation's objectives when managing capital are to safeguard cash and its ability to continue to provide services and benefits for its members.

Capital at the Corporation is comprised of net assets. In order to maintain or adjust its capital structure, the Corporation may obtain additional funding from its members.

The Corporation is not subject to any externally imposed capital requirements.

## 6. FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS

### Credit Risk

Credit risk represents the financial loss that the Corporation would experience if a counterparty to a financial instrument failed to meet its obligations. The Corporation'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 32% of total fee revenue generated by the Corporation in 2022 (2021- 32%). The Corporation has established various internal controls designed to mitigate credit risk such as account monitoring procedures.

### Liquidity risk

Liquidity risk is the risk that the Corporation 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.

### 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.

### Interest and Currency Risks

It is management's opinion that the Corporation 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 2021.

## 7. CONTINGENT LIABILITIES

- a) On August 22, 2019, an individual, as Plaintiff, filed a statement of claim against Ontario One Call and a number of other Defendants. The Plaintiff alleges that contractors and/or subcontractors carrying on utility work on behalf of one of the defendants damaged a sewer line leading to the Plaintiff's property causing a sewer backup. As a result of the backup, the property and contents therein sustained significant damage. The claim for damages is \$22,259 plus costs. Ontario One Call is seeking to have this claim discontinued against it by explaining that it is not liable, but will defend the action if necessary.
- b) On August 30, 2019, various companies, as Plaintiffs, filed a notice of action against Ontario One Call and a number of other Defendants. The Plaintiffs allege that named contractors and subcontractors, acting on behalf of a defendant, drilled directly into the sanitary force main pipeline connecting the plaintiffs' premises to the local sanitary sewer system causing a back-up and flooding of sewage water and other waste material into their premises. Another defendant, while filling in the area previously excavated by drilling, obstructed the previously damaged main causing a second backup. The claim for damages is \$1,000,000 plus costs. Ontario One Call is seeking to have this claim discontinued against it by explaining that it is not liable, but will defend the action if necessary.

In management's opinion these claims are without merit and no provision has been recognized in the financial statements as the possible outcomes are not determinable.

## FINANCIAL STATEMENTS (CONT.)

ONTARIO ONE CALL  
Notes to Financial Statements  
Year Ended December 31, 2022

### 8. LEASE COMMITMENTS

The Corporation 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:

2023	\$	318,040
2024		318,040
2025		222,490
2026		126,940
	\$	<b>985,510</b>

