



**Ontario One Call (OOC)
Stakeholder Advisory Council (SAC)
Meeting Minutes – November 13th, 2025**

The following provides meeting minutes from the Stakeholder Advisory Council (SAC) held on November 13th, 2025, at Association of Municipalities Offices in Toronto.

Attendance:

SAC Members -

Karen Nesbitt as Chair (AMO), Patrick McManus as Vice Chair (OSWCA), Nameer Rahman (OEA), Ryan Quesnel (Thomas Cavanagh Construction), Tom Aiken (Infrastructure Ontario), Teresa Sarkesian (Electricity Distributors Association), Moranne McDonnell (Promark Telecon)

OOC Officials -

- Mitch Panciuk (President and CEO), Jean Lepine (Chief Strategy Officer), Samantha Pinto (Chief Regulatory Officer), Anthony Martinello (Chief Finance Officer), Kristian Kennedy (Manager of Stakeholder Engagement and Education), Natalie Schnarr (Senior Project Manager), Brock Ceci (Senior Business Analyst)

Special Guests -

- Mary Beth Fazzari (MPBSDP)

Regrets -

- Enrico Scalera (City of Burlington), Joe Salemi (Landscape Ontario), Grant Roughley (NFTC), Nadia Todorova (RCCAO)

Welcome and Opening Remarks

- The Chair opened the meeting with a recap of key takeaways from the July 2025 session, which included a discussion on the Approach to Cost recovery and the journey we have been on to achieve financial sustainability. OOC's CRO lead a presentation that provided an update on the Unified Mapping Strategy project, which assesses the feasibility of enhancing underground infrastructure mapping to improve safety, reduce damage to underground infrastructure, and support efficient planning across Ontario. The CSO shared an update on the Queen's Park event that occurred at the end of the Dig Safe Month in April, and an update was provided on the upcoming OOC Tradeshow and Conference in October 2025. Lastly, the Secretariat shared an update on the SAC Annual Report that was being developed.



- The Chair shared the announcement of the departure of Nameer Rahman from the council and expressed thanks for his contributions over the last year.
- The Chair welcomed two new SAC members who will be joining the council in 2026, Steven Crombie who is a Senior Director of Public Affairs at ORBA and Brad Gowan who is a Director of Business Development Asset Management at OEC.
- The Chair then introduced OOC's new President and CEO Mitch Panciuk.

OOC's Future

- The President and CEO, Mitch Panciuk, opened the discussion with an overview of OOC's next chapter and what we are looking ahead to in 2026.
- The CEO shared an update on the continued execution of the digital roadmap. In addition, there was an update shared on the Underground Infrastructure Mapping Strategy. An update on the benefit analysis on what the outcome could be once the Mapping Strategy begins execution. This initiative will be in full alignment with Infrastructure Ontario Digital Twin. It has been noted that there are concerns about data privacy, availability and how consistency will be managed, which are all at the forefront of the strategy development and are highly important to OOC as well.

2025 Business Plan Close Out & New 2026 Business Plan

- The Chief Strategy Officer (CSO) led a presentation on the status of OOC's year end review.
- A presentation on the 2025 Business Plan and Corporate Scorecard achievements of OOC. OOC undertook 8 strategic goals and 34 strategic initiatives having great success in achieving most of the 42 deliverables.
- The presentation concluded with a glance at 2026, which highlighted the key projects that OOC will be undertaking which include digital mapping, damage reporting and the announcement and launch of our new brand. These projects were met with strong alignment and agreement from stakeholders, and a discussion was led around the importance of damage reporting being implemented in a process that increases the data capture but reduces the administrative burden on the industry. The industry wants to understand the root cause of damages and how we can work to reduce this occurrence.

Underground Infrastructure Mapping Strategy

- The Chief Regulatory Officer (CRO) led a presentation that provided an update on the Underground Infrastructure Mapping Strategy. The final report was delivered by AtkinsRéalis in mid-September, and an executive report is shared on OOC's website.
- The strategy has four main components which are Data submission portal, Ingestion & Standardization Engine, Unified Mapping Platform and Secure Data Access Portal. These



are the four main components, and they let us imagine a future where infrastructure planning is proactive, not reactive, where data drives decisions, and safety is built into every dig.

- The CRO shared the social and economic benefits, stating the projected savings would be estimated at \$161 million per year, totaling \$1.3 billion over 10 years. Members expressed a clear alignment with the benefits and cost savings of this project. All stakeholders in the industry would feel the impact of these benefits.
- Members led a discussion on the importance of stakeholder engagement throughout the phases and the need to align on data privacy, data availability and consistency across the platform. It needs to be one clear united system that allows all industry stakeholders to access and benefit from.
- Discussion was led on the inclusion of AI in the platform to help with predictive modelling and backwards analysis, to help make future decisions, and to fill in potential mapping gaps.

Cost Recovery Model

- The Chief Finance Officer (CFO) shared a presentation recapping the status of OOC's cost recovery model. The CFO provided a financial update on the board approved budget for 2026. OOC has completed a cost-containment budget for 2026 that will result in a gap between revenues and expenses. This will lead to reductions in staffing compensation, hiring pauses, reduction in safety promotion and outreach and lower investment in training and engagement programs.
- A discussion led on the implications that will occur with a decrease in funds going to Safety Promotion and the council expressed the importance of continuing to prioritize education of safe digging practices.
- The CFO shared the successful results of industry consultations related to the proposed new cost recovery model. 32 stakeholder comments were received and reflected strong engagement and constructive input across several key themes. These included board support for a balanced model, concerns for small municipalities and businesses regarding budgetary restrictions, recognition that excavators should also play a role in supporting cost-recovery efforts, and continued emphasis on demonstrating value-for-money and maintain clear accountability in how OOC's services are funded and delivered.
- The next steps were shared. A summary of the consultations will be made available on OOC website, and we will use the input to develop a new cost recovery approach for Board of Director and the Ministry of Public and Business Service Delivery and Procurement. The updated proposal will also consider any developments related to OOC's funding request to implement the Ontario Underground Infrastructure Mapping



Strategy. In tandem, OOC will also develop an updated approach specific to excavator related fees. No changes will be implemented without industry consultation.

Stakeholder Engagement Update

- The Chief Strategy Officer shared an update on the Tradeshow and Conference in October 2025, noting the success of the event and thanking all members for their participation.

SAC Annual Report

- The SAC Secretariat shared a draft of the SAC Annual Report for the members to review. At the January 2026 SAC meeting a final version of the annual report will be reviewed by the members to give final approval for distribution.

Summary and Next Steps

- Members emphasized the value of ongoing discussions and their role in shaping OOC's future direction.
- The Secretariat will distribute meeting minutes and share the link to the SAC webpage and the link to the Executive Summary of the Underground Infrastructure Mapping Strategy report on OOC's website.
- The Chair formally adjourned the meeting at which point council members held an in-camera session.
- The next meeting will be held in January 2026. Additional details will be shared in advance.

