



# CHAMPIONING A SAFER ONTARIO

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## 2025 BUSINESS PLAN

**PREPARED BY**  
ONTARIO ONE CALL



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# MESSAGE FROM THE PRESIDENT AND CEO

The creation and publication of Ontario One Call's new three-year Strategic Plan 2025-2027 - Safely Digging into the Future highlights the changes we intend to pursue to evolve as a Public Safety Administrative Authority. The Strategic Plan showcases a turning point on our organization's path to becoming a modern regulator. It outlines the philosophical shift from focusing on providing services to an emphasis on overseeing public safety within the excavating community while ensuring we support safe and timely locate delivery.



We are the province's newest Public Safety Administrative Authority committed to playing a more active role in the industry and protecting the public and Ontario's most critical underground assets by enabling safe digging.

Like the Strategic Plan, our 2025 Business Plan, Championing a Safer Ontario, is the end product of extensive consultative work to understand how we can best go about fulfilling our mandate as an Administrative Authority. Ontario One Call has engaged with our partners at the Ministry of Public and Business Service Delivery and Procurement, regulators, underground infrastructure owners, small and large-scale excavating companies, locate service providers, and homeowners to ensure we are responding to required changes in the industry. We are tremendously grateful to those who have offered guidance and helped us learn more about the wants and needs of the sector.

The Business Plan is a natural next step flowing from the organization's strategic planning process. This document takes the long-term planning outlined in our Strategic Plan and applies a short-term lens to that thinking. We have put great thought and care into determining how we will address our strategic goals and initiatives each year of our Strategic Plan. The plan for 2025 puts much of the spotlight on building a solid foundation. Over the course of this year, we are committed to playing a role in reducing damages to underground infrastructure, making systematic improvements in the locate requesting process, improving locate delivery timeliness, enhancing public safety, and developing an innovative and sustainable workforce. Underpinning our pursuit of these goals is our effort to work with the government on an updated legislative framework and build financial sustainability for our organization so we can continue to grow and support the industry for decades to come.

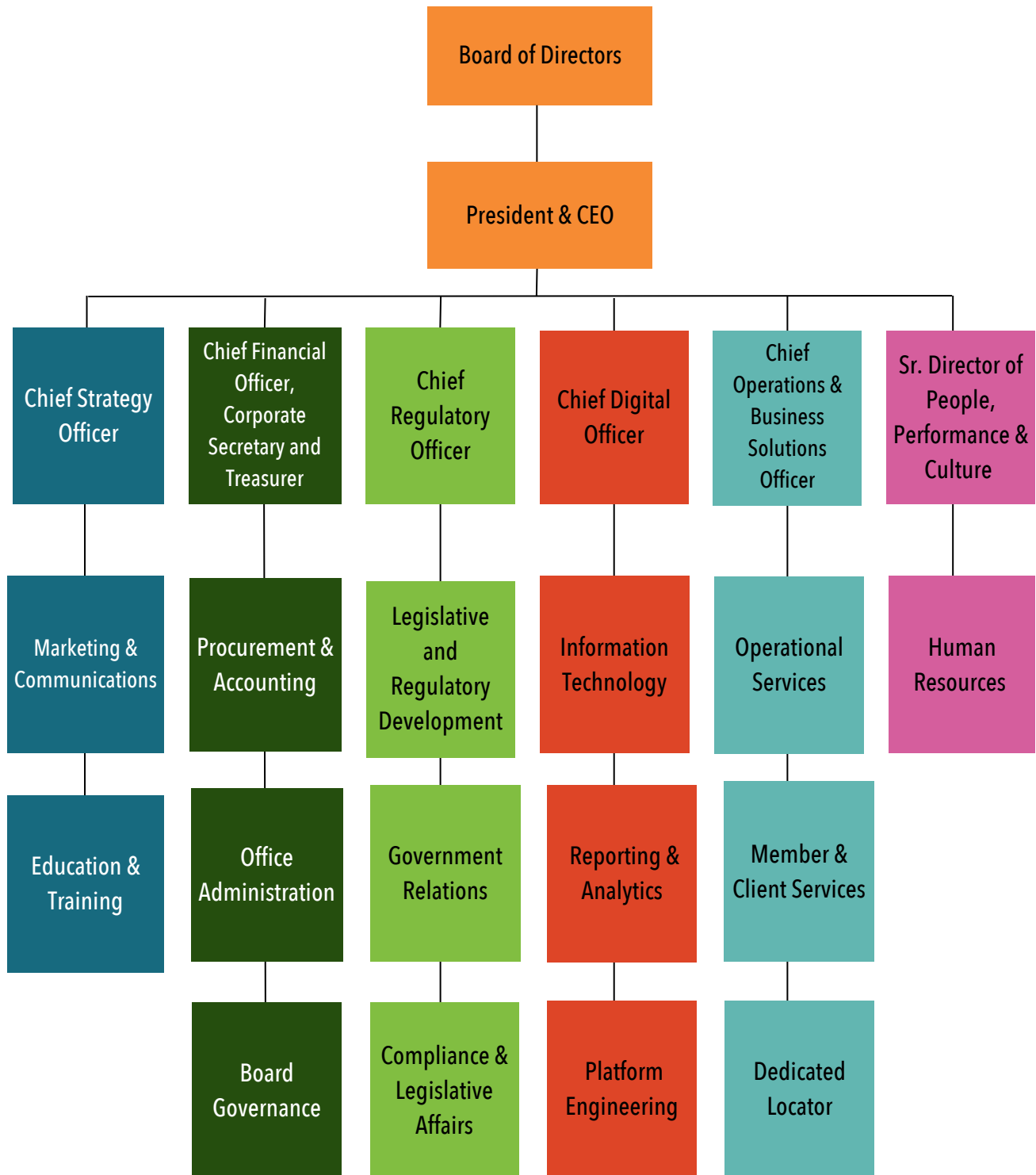
We are incredibly grateful for the input of employees, the Board, the Ministry, the industry, and our stakeholders, which has led to the creation of this Business Plan. We look forward to working together to build a stronger and safer Ontario.

Jim Keech

A handwritten signature in dark ink, consisting of a stylized 'J' followed by a series of loops and a long horizontal stroke.

President & CEO, Ontario One Call

# ORGANIZATIONAL CHART





# CORPORATE OVERVIEW

## Our Mandate

Ontario One Call is a Public Safety Administrative Authority that acts as a vital communication channel between owners of buried infrastructure and the public and excavators planning to dig in the province of Ontario. At the core of our mandate are the critical functions of promoting safe excavation, protecting underground infrastructure, and promoting and undertaking activities to support timely responses to locate requests. Since 2012, we have administered the Ontario Underground Infrastructure Notification System Act, 2012. Additionally, we administer three regulations (related to administrative penalties, locates for large excavation projects, and standard locate processes for designated broadband projects). Ontario One Call is governed by a Board of Directors comprised of representatives from industry and government appointees.

Ontario One Call's core mandate is to enhance public safety in part by operating a comprehensive locate request service within Ontario. This service identifies the potential presence of underground infrastructure near proposed excavation or dig sites for excavators. It also notifies underground infrastructure owners and operators of potential impacts on their infrastructure due to proposed excavations or digs. The organization also raises public awareness of the need to "Click Before You Dig" and safe digging awareness. In addition to its core service, the organization plays a critical role in promoting compliance and safety within the excavation industry through educational initiatives and enforcement activities. This ensures that infrastructure owners and excavators meet regulatory requirements and adhere to best practices for timely locate request responses.

## Services Offered

- Online Locate Web Portal for excavators, including homeowners, to submit and respond to locate requests.
- Customer Support Specialists to troubleshoot and respond to emergency locate requests.
- Service teams to assist excavators and underground infrastructure owners with a variety of services, such as maintaining accurate mapping data, proper use of the dedicated locator model, and accurately responding to locate request notifications.
- Compliance support and education to increase understanding of industry obligations and improve locate timeliness.
- Promotion and awareness-building activities related to safe digging both with industry and the public.
- Data analysis on key areas such as trends and risks, as well as industry locate performance.

# CORPORATE OVERVIEW

## PURPOSE, VISION, MISSION AND VALUES

Ontario One Call is committed to our Purpose, Vision, and Mission as outlined below. We are driven by our responsibility to our stakeholders, the protection of infrastructure, and the safety of Ontarians. Ontario One Call is committed to supporting the province's future prosperity by driving and guiding the sector's future while supporting cost-effectiveness and driving good innovation.

### 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 comprised of 12 Directors who oversee the organization's activities and lead the organizational decision-making process concerning Ontario One Call's strategic direction. The Board is currently composed of eight elected Directors, three appointed by the Minister of Public Service and Business Delivery and Procurement, and one vacancy to be filled. Four of the elected Directors are excavators, and three are underground infrastructure owners. When recruiting new Directors, the Board is focused on ensuring a sufficient combination of skills and experience, as well as representation reflective of the diversity of Ontario and its vast geographic regions.

Ontario One Call's Board also has two Committees:

Human Resources, Governance and Nomination (HRGN) Committee:

- Provides guidance on human resources matters.
- Leads Board of Directors recruitment, nomination and election processes, and Board development.
- Reviews corporate performance measures, metrics, and targets.
- Reviews governance frameworks and HR-related policies.

Risk, Finance and Audit (RFA) Committee:

- Oversees financial reporting and risk management.
- Reviews budgeting and financial recommendations.
- Advises on the long-term financial sustainability framework.
- Oversees the independent auditor and audit.
- Reviews governance frameworks and financial related policies.





# CORPORATE OVERVIEW

## Relationship with Government

Ontario One Call is a Public Safety Administrative Authority that is delegated its responsibilities by the Government of Ontario. The organization administers the Ontario Underground Infrastructure Notification System Act, 2012, and associated regulations. It supports the government in ensuring the legislative framework safeguards Ontario while encouraging efficiencies in constructing critical infrastructure projects.

We work closely with our partners at the Ministry of Public and Business Service Delivery and Procurement to ensure we can fulfill our purpose and satisfy the requirements outlined in our shared Memorandum of Understanding (MOU). The current MOU was signed in October 2024 by the Minister of Public Service and Business Delivery and Procurement and the Chair of Ontario One Call's Board of Directors. Our MOU with the Ministry includes but is not limited to requirements for our Board of Directors, obligations about carrying out our mandate, performance measures and reporting, privacy requirements, and information-sharing protocols.

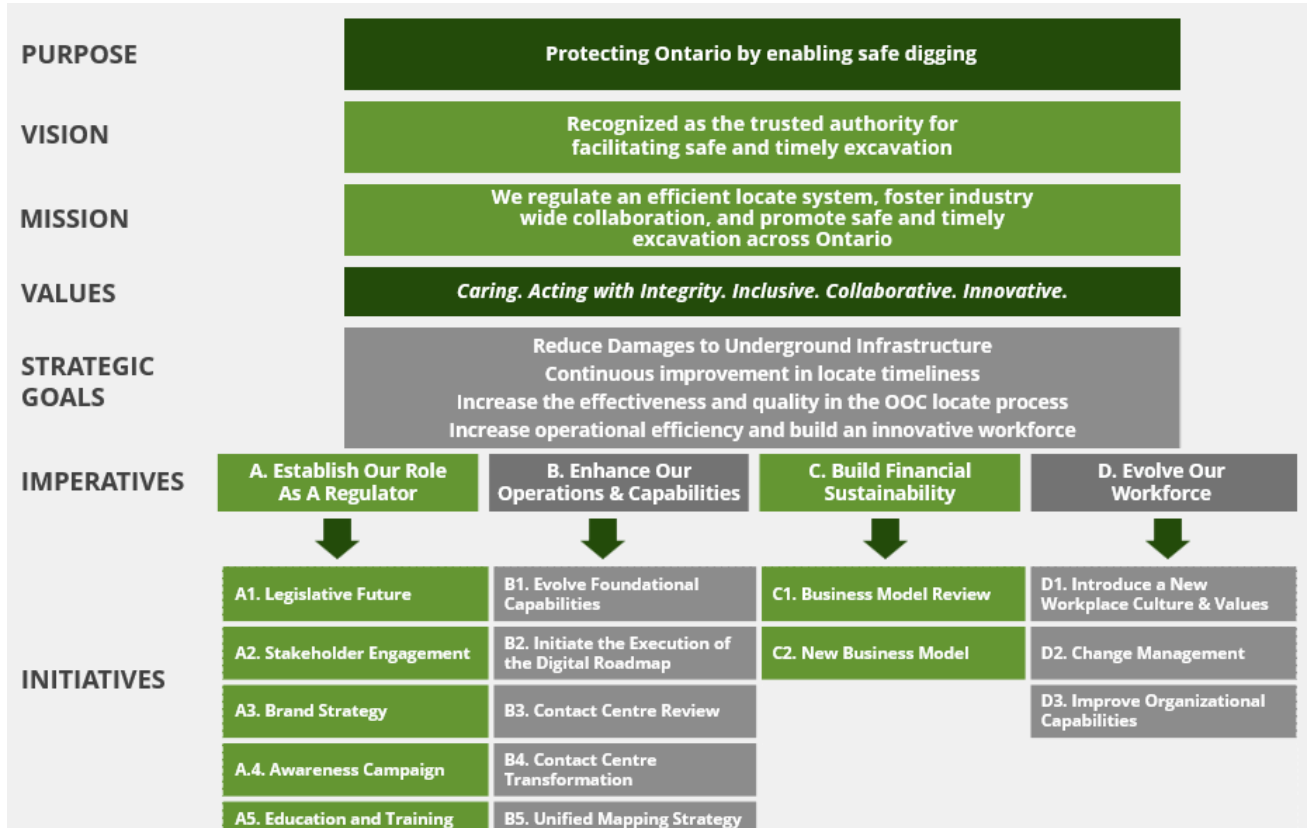
The MOU also outlines the roles of the Ministry and One Call, setting out what is reviewed and/or approved by the Minister. The Ministry reviews all bylaws Ontario One Call administers and approves any changes in the bylaws or resolutions relating to the composition, selection criteria, selection process, and terms of its Board. The Ministry also reviews the organization's strategic plans, business plans, and annual reports, developed by management and approved by its Board of Directors.

# CORPORATE OVERVIEW

## Integrating Strategic Framework with Business Plans

Ontario One Call recently launched its 2025-2027 Strategic Plan (Safely Digging into the Future), and our annual Business Plan is designed to work hand-in-hand, ensuring that our daily activities are aligned with our broader, long-term vision and public safety mandate. Our strategic framework (below) sets the overall direction for the next three years, detailing high-level strategic goals and a series of strategic initiatives, focusing on transitioning to a public safety administrative authority and embedding safety, compliance, and efficiency into our practices. The business plan serves as our actionable roadmap to deliver on these priorities.

The strategic plan's strategic imperatives (establishing ourselves as a regulator, enhancing operational capabilities, securing financial sustainability, and evolving our workforce) are supported in the Business Plan by detailed strategic initiatives that include key projects, milestones, and performance metrics to guide our day-to-day operations and progress. By integrating both plans, we ensure that every aspect of our business, from safety promotion and public education to digital advancements and stakeholder engagement, aligns with our purpose of protecting Ontario by enabling safe excavation practices.



# CORPORATE OVERVIEW

## Our Stakeholders

Ontario One Call operates in a dynamic environment comprising of the following stakeholders. Together, these stakeholders have a hand in enabling and/or complying with the locate process to maintain public safety and prevent damage to underground infrastructure.

- EXCAVATORS (including landscapers and other dig industry professionals)
- UNDERGROUND INFRASTRUCTURE OWNERS
- LOCATE SERVICE PROVIDERS
- HOMEOWNERS
- BUSINESS OWNERS (of all sizes, including large, medium, and small companies)
- THE ONTARIO GOVERNMENT

Ontario One Call is committed to working collaboratively with our stakeholders, including through our newly formed Stakeholder Advisory Council (SAC). SAC is comprised of members representing the diverse nature of the sectors we serve and works to help us understand industry perspectives, improve our service offerings, and provide guidance in our public safety efforts.

To ensure the organization continues to receive on the ground advice and perspectives, Ontario One Call is reassessing the terms of reference of its long-standing Operations Committee, also made up of participants within the industry, focusing it more effectively on technical matters pertaining to the organization's service offerings.

Ontario One Call is currently funded based on a legacy revenue model (prior to becoming a Public Safety Administrative Authority) primarily through fees paid by owners and operators of underground infrastructure. The organization is currently assessing changes to its business model to align with its new mandate.





# CORPORATE OVERVIEW

## Public Reports

Ontario One Call produces various corporate reporting documents about the organization's mandate, goals, plans, and initiatives and its purpose of protecting Ontario by enabling safe digging. The following reports can be accessed on [our website](#).

The Strategic Plan is a three-year planning document that outlines the organization's long-term goals to reduce damages to underground infrastructure, improve locate timeliness, improve the processes to request a locate, and evolve its workforce. The Plan describes the steps it will take to establish itself as a regulator, execute a digital roadmap, build its financial suitability, and manage change through efficiency and innovation.

The Business Plan is an annually published document highlighting the short-term initiatives that, when completed, will help support our pursuit of our long-term strategic goals. The Business Plan also documents Ontario One Call's resources and capabilities that will help fulfill the organization's business needs as well as the Strategic Plan goals.

Ontario One Call's Annual Report includes audited financial statements and details the progress made towards the goals outlined in the Strategic Plan and the Business Plan.





The background of the slide is a photograph of a golf course. In the foreground, there is a green grassy area with some dry leaves. In the mid-ground, several golf flags are visible, including a blue one with the word 'WATER' and 'LINE' partially visible. A large, semi-transparent green diagonal overlay covers the left side of the image, and a grey diagonal shape is on the right side.

# **2025 Business Plan**

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## **Key Priorities**

## STRATEGIC GOALS

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



**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**



# 2025 STRATEGIC GOALS METRICS

As part of our plan to achieve our strategic goals, we have set performance targets to guide our efforts each year. Our target metrics for fiscal year 2025 are as follows:

Reduce Damages to Underground Infrastructure		
Metric	Current State	2025 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.
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.

Continuous Improvement in Locate Timeliness		
Metric	Current State	2025 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.
Organizational reliability.	Stakeholders rate Ontario One Call positively in terms of reliability with a score of 76%.	Increase these stakeholder perceptions to at least 77%.

## 2025 STRATEGIC GOALS METRICS

As part of our plan to achieve our strategic goals, we have set performance targets to guide our efforts each year. Our target metrics for fiscal year 2025 are as follows:

Increase the Effectiveness & Quality of the Locate Request Process		
Metric	Current State	2025 Target
Increase accuracy of locate requests submitted.	44,000 inaccurate locate requests submitted in 2023.	2% improvement in locate request accuracy.
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.

Improve Operational Efficiency & Build Innovative Workforce		
Metric	Current State	2025 Target
Resource optimization.	Currently, the organization is on a journey to transform from a service provider to a Public Safety Administrative Authority.	Initiate the re-design of the organization with resources (personnel, tools and finances) deployed strategically to meet the organization’s evolving mandate.
Improve digital maturity score.	A low digital maturity score of 43% in 2024.	A low to medium organizational digital maturity score of 53%.

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 developed four strategic imperatives to achieve our strategic goals. Each imperative has associated strategic initiatives that we aim to complete to support the larger pursuit of fulfilling 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 the learning,  
development, and training**

**Evolve Our  
Workforce**



# BUSINESS PLAN IMPERATIVES FOR FISCAL YEAR 2025

This fiscal year will see Ontario One Call deliver on initiatives under all four of its Strategic Plan imperatives.

## Establish Our Role as a Regulator

In 2025, Ontario One Call will continue with the work done in 2024 to establish ourselves as a modern regulator. We will build on the stakeholder engagement activities conducted in 2024 with the Government of Ontario and our external stakeholders to ensure that the industry's interests and needs are adequately accounted for. In 2025, we will leverage the success of our 2024 awareness campaigns with updated material and impactful messaging and continue executing our new education strategy with a focus on safe digging that is tailored to the individual needs of our various stakeholder groups. We will also begin important work to assess our brand to ensure it is inspiring trust and confidence in the delivery of our broad mandate.

## Enhance Operations & Capabilities

In 2025, Ontario One Call will continue to develop and implement policies and procedures to evolve our foundational organizational capabilities. We will continue aggressively executing the tenets of our digital roadmap and initiate a transformation of our operations group, including our contact centre, based on review work completed in 2024.

## Build Financial Sustainability

Ontario One Call will develop a new business model in 2025 based on extensive research completed in 2024. The new model may require legislative amendments, and therefore, work with the Ministry will be required in 2025. Ultimately, a new business model should deliver a fair distribution of the organization's expense allocation and position the organization sustainably for the future.

## Evolve our Workforce

Ontario One Call will work to embed our new Core Values, developed by our employees and launched in late 2024, into a new workplace culture. We will improve our organizational capabilities by developing our employees' competencies and recruiting experienced and skilled talent to bolster our teams. Our ongoing transformation will be managed through a carefully developed change management strategy to be implemented in fiscal year 2025, focusing on evaluating risk, celebrating success, and ensuring open communication with staff and stakeholders.

## ESTABLISHING OUR ROLE AS A REGULATOR

### **Initiative: Legislative Framework**

Ontario One Call needs a new legislative framework to support its transition into the role of a modern regulator. In 2025, we will collaborate with our government partners and consult with the industry regarding potential proposals for the government's consideration to update the Ontario Underground Infrastructure Notification System Act, 2012, which reflects the evolution of the organization and the growing community of businesses, professionals, and asset owners. We will work closely with the Ministry of Public and Business Service Delivery and Procurement regarding potential changes to the legislative framework that equips our organization with statutory authority to enhance the safety of Ontario, such as the damage reporting requirements and varied compliance tools to regulate all those who interact with the underground infrastructure effectively.

#### **Our Action Plan:**

To deliver on this initiative, Ontario One Call will reflect internally on our needs and those of the industry to assess what legislative changes are needed before proposing them to the Ministry. Subject to the government's decision-making, we then expect consultation work to begin with our stakeholders. During the consultation, we intend to actively facilitate open conversations about what changes are needed that align with best practices. To ensure legislative modernization recommendations are evidence-based and grounded in sector-specific data, Ontario One Call will also study and pilot compliance assurance methodologies during this period. Following industry engagement, we will rely on the Ministry to prepare legislative recommendations to be debated in the Legislature and support the legislative process with our insights. If a new law is passed, we will work diligently to educate the sector and administer the new legislative framework when it comes into effect.

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

Success in supporting the development of potential changes to the legislative framework can be challenging to measure since, ultimately, decisions on laws are in the hands of the Government of Ontario through the Legislature. With this in mind, our organization's success under this initiative in 2025 would mean working closely with the Ministry of Public and Business Service Delivery and Procurement in developing a compelling business case to transform Ontario One Call into a modern safety regulator. The business case will be supplemented by the feedback collated from stakeholders and a set of data-driven recommendations on proposed changes to the Ontario Underground Infrastructure Notification Systems Act, 2012. We view the success of this initiative as a demonstration that Ontario One Call is a competent, thoughtful administrative authority and trusted advisor to the government.

## ESTABLISHING OUR ROLE AS A REGULATOR

### **Initiative: Stakeholder Engagement**

Ontario One Call is uniquely positioned in its development as a Public Safety Administrative Authority because we already possess an incredibly close relationship with our industry stakeholders. We hope to build on the collaborative spirit we already have across the industry and expand the depth and breadth of communication channels with the underground infrastructure sector. We will be executing a robust stakeholder engagement plan with impactful messaging, enhanced communications tactics, and improved mechanisms to support the delivery of our Strategic Plan, sector transparency, and industry collaboration.

#### **Our Action Plan:**

To deliver on this initiative, Ontario One Call plans to implement more formalized mechanisms for stakeholders to contribute to the organization's delivery of its mandate. This starts with retaining experts dedicated specifically to stakeholder engagement and industry communications and delivering more events and activities where the industry can actively engage with Ontario One Call.

We plan to build on the work we have already done in terms of our stakeholder engagement on key industry issues (such as the consultative work we led in responding to deep excavation project challenges) by continuing to leverage the newly created Stakeholder Advisory Council, which is designed to allow us to hear directly from stakeholders. We will also build on the insights gathered from our first Conference and Trade Show as we work to develop further activities that connect us with our stakeholders and the communities we serve.

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

Success in stakeholder engagement will be measured through regular stakeholder satisfaction surveys. Past surveys have indicated that Ontario One Call has a stakeholder trust score of 7.6 for its operating (service delivery) functions and 7.3 for its safety promotion activities. Success in 2025 would mean improving these trust scores by 0.1 percentage points for service delivery and 0.2 percentage points for safety promotion activities. Furthermore, we plan to successfully execute another annual Conference and Trade Show in 2025 with more participants than the inaugural one, creating a larger forum for meaningful engagement.

## ESTABLISHING OUR ROLE AS A REGULATOR

### **Initiative: Brand Strategy**

In accordance with its broader Strategic Plan, Ontario One Call intends to launch an initiative in 2025 that involves developing and implementing a comprehensive rebrand strategy that is befitting the organization's transformation into a Public Safety Administrative Authority. This effort will aim to reshape and redefine the organization's public image, messaging, and position in the marketplace.

#### **Our Action Plan:**

The rebranding will focus on conveying the organization's new status and commitment to public safety, emphasizing its expanded authority and responsibility in the regulatory and compliance landscape. The strategy will involve refreshing the visual identity, including logos, colors, and design elements, to reflect the organization's evolution. Additionally, it will encompass a renewed focus on clear and consistent messaging that reinforces the organization's mission, vision, and core values as they relate to public safety, stakeholder collaboration, and innovation.

The launch of the new brand will be carefully timed and orchestrated to coincide with key milestones in the organization's transformation, ensuring that internal and external stakeholders—ranging from government bodies and industry partners to the general public—are fully engaged and informed. This multi-year initiative aims to build stronger recognition and trust in the organization's role as a critical authority in public safety while amplifying the support for the strategic goals outlined in its long-term plan for growth and modernization.

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

In the first year of this long-term initiative, the measure of success will focus on securing the right experts to help us with this task and laying the foundational elements of the new brand strategy. In 2025, the success of this initiative would mean the development of a new brand identity aligned with our organization's transformation into a Public Safety Administrative Authority. This would include a complete overhaul of all physical and digital assets, a redesigned website, and new external communications methods to ensure consistent messaging across all platforms. Success will also be determined by the positive engagement and buy-in from key internal and external stakeholders as the organization prepares for launch in 2026.



## ESTABLISHING OUR ROLE AS A REGULATOR

### **Initiative: Awareness Campaign**

Ontario One Call will build on the success of 2024 and design and execute a comprehensive awareness campaign aimed at amplifying and promoting the organization's public safety mandate. The campaign will balance promoting awareness of the organization with ensuring the industry and homeowners understand their responsibilities under the Act.

#### **Our Action Plan:**

This initiative will focus on refining the core messages that clearly articulate the organization's commitment to public safety. These messages will be crafted to address the unique concerns, needs, and interests of various target audiences, such as contractors, utility companies, and the general public. The messaging will emphasize the organization's critical role in preventing accidents, ensuring compliance with safety regulations, and fostering a culture of responsibility in excavation and infrastructure projects.

Awareness campaigns will utilize various communication channels to maximize outreach and visibility. These channels will include traditional media, social media platforms, digital marketing, public relations efforts, community outreach programs, and partnerships with relevant stakeholders. Each channel will be strategically chosen to effectively engage the intended audience and reinforce the organization's public safety mission.

Implementation will involve a coordinated roll-out of the awareness campaign, with messaging tailored to different demographics and geographic regions. Success will be measured by the campaign's ability to raise public awareness of major safety hazards, help the public understand Ontario One Call's mandate, and drive positive behaviour changes.

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

Ultimately, this initiative will ensure that the organization's public safety mandate is front and center in the minds of all Ontarians who are our main stakeholders. We want to continue to foster widespread support and compliance with safety protocols and reinforce the organization's position as a leader in public safety. To measure the efficacy of our messaging, Ontario One Call will continue to monitor the public awareness of our organization. In 2025, we aim to improve public awareness from the 2024 baseline at 27% to 32%, ensuring the need to Click Before You Dig is an ingrained public message when engaging in digging activities.

## ESTABLISHING OUR ROLE AS A REGULATOR

### **Initiative: Education and Training**

Ontario One Call plans to implement a newly developed and innovative education and training plan that considers stakeholder feedback and aims to build skills and knowledge for key players in the industry. Our new strategy will enhance stakeholder and public understanding of the legislative and regulatory requirements, including the use of the locate notification system and safe digging requirements.

#### **Our Action Plan:**

We will develop enhanced educational assets to deliver on this initiative, including instructional videos, webinars, and handouts. We will leverage existing best practices and online platforms to create content that is easy to understand and effectively communicates our message about the importance of safe digging enabled by Ontario One Call.

We will work to improve our signature courses by enhancing their content and visual appeal while leveraging these courses to create educational tools that support higher compliance with the law and improved industry performance. Using the feedback we have collected from stakeholders, we will focus on the content they found most helpful - interactive online sessions and in-person offerings. This will be done by expanding our presence at trade shows and conferences, including Ontario One Call's own Conference and Trade Show. We will endeavour to push our content further into the public stream through collaboration with educational institutions and the creation of a retail and community engagement strategy involving seasonal ambassadors distributing educational materials in high-traffic and community hub locations. While there are limitations in our legislative and regulatory framework, we will still consider the mechanics of administering a licensing/certification program, something 90% of our stakeholders support.

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

Success with our education strategy will be measured through education effectiveness scoring, which we aim to measure and develop a baseline in 2025 and set improvement targets based on the results. Additionally, Ontario One Call is targeting the launch of two re-designed and improved course offerings that will teach students how to request a proper locate and the risks of improper digging. Moreover, Ontario One Call will be looking to expand our offering through Ontario colleges and our impact in conferences and other tradeshow, and we plan to have meaningful engagements (i.e. serving as guest speakers or panellists) in at least six events in this fiscal year.

## ENHANCING OPERATIONS & CAPABILITIES

### **Initiative: Evolve Foundational Capabilities**

Evolving our foundational capabilities means truly growing up as an organization and developing a policy governance framework that demonstrates maturity, comprehension of the industry and a commitment to following through on foundational documents that are created. This initiative will modernize how we develop policies, leading to improved maturity and optimal operational performance.

#### **Our Action Plan:**

To deliver on this initiative, we will first develop a policy development framework. We need to clearly distinguish between our high-level policies, granular procedures, and intermediate-level processes. Once this delineation has been achieved, we will focus on internal consultations to identify gaps and make prioritization decisions on which business areas require the most attention from a policy development standpoint.

We will begin developing and optimizing policy documents for the organization's highest priority areas and begin planning for their implementation. This process will involve socializing the underlying values with each new policy document as well as providing fact sheets and presentations to explain the contents of the documents in terms that everyone in the organization can understand and follow. Once we have addressed the high-priority policies, we will begin work on lower-priority policies and processes and follow similar implementation plans for these documents. This activity will continually be assessed on a rolling basis to ensure that our policy development framework is always up to date and promoting the highest degree of operational excellence.

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

A policy development framework will have far-reaching benefits for all aspects of our organizational activity, including improving the efficiency of our operations, enhancing the accountability structure, and facilitating fair and defensible regulatory decision-making. In 2025, the success of this initiative will be defined by the creation of a comprehensive policy framework that will outline how policies will be created, reviewed and optimized. Furthermore, we will also develop a method to measure our employees' understanding of newly created or recently amended documents through employee surveying, where we will assess employees' comprehension of our policy improvement efforts, ensuring that in the long run, completing their work is easier and more efficient.

## ENHANCING OPERATIONS & CAPABILITIES

### **Initiative: Digital Roadmap Execution**

Ontario One Call is at an inflection point with its digital systems. We have a unique opportunity to become a service-led organization with authority and influence, eventually as a modern regulator, fit for the future and with users at the core of what we do. We are ultimately a digital business, which means we need to apply the culture, processes, business models and technologies of the modern internet era to respond to the demands of our systems. In 2024, we conducted a digital maturity assessment, which revealed that we lacked maturity in various critical areas. We developed a digital roadmap to address our challenges, focusing on the initiatives that will improve service delivery while building the organizational capabilities to sustain the organization's transformation. 2025 will see the continued execution of this digital roadmap.

#### **Our Action Plan:**

To deliver on our vision of modernizing our digital systems, we will continue to target areas where we can make quick improvements with high impact and start creating space to grow our internal capabilities to deliver better service to users. We have established a discovery - alpha - beta - live cycle for scaling digital products and services. This will support quicker feedback loops about potential new service offerings.

We will conduct stakeholder research to understand their needs better so that the right products and services can be created for them. 2025 will see Ontario One Call reimagine the current locate request system to reduce red tape for excavators, update our web portal user interface, as well as implement a process to enable the sharing of locates. We will also aim to investigate the challenges facing excavators and members concerning mapping and work to develop solutions to these issues. We also plan to expand our analytical functions at Ontario One Call to improve our data and reporting capabilities for the sake of transparency and to assist with becoming a data-driven modern regulator.

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

We will measure the success of our digital roadmap execution using a variety of metrics. In 2025, we will continue to work with our stakeholders to help the industry deliver at least 80% of locates on time to excavators by implementing improved processes and systems. Furthermore, we are targeting a 10% increase in locate-sharing frequency, reducing the number of inaccurate locates by 2% from the 2023 baseline of 44,000 and reducing the number of web requests redirected to our call centre for resolution by 2% from the 2023 baseline of 75,000. Finally, we aim to increase our organization's overall digital maturity – currently at 43% – to 50% by the end of 2025.



## ENHANCING OPERATIONS & CAPABILITIES

### **Initiative: Operations and Contact Centre Transformation**

Ontario One Call's contact centre has been the backbone of our organization since its inception in 1996. Our Customer Support Specialists have continuously embodied the organization's culture and values while providing excellent service to the industry. The transition from a service provider to a Public Safety Administrative Authority will bring about changes to the role of our organization in the industry and, by extension, the contact centre's role. In 2024, we conducted a full operational review to understand how to increase efficiency and productivity across the organization. 2025 will see us continue to deliver on the results of the review.

#### **Our Action Plan:**

To deliver on this initiative, we will enhance our IT systems that support call centre activities to streamline stakeholder interactions and improve external communications. By integrating tools and processes that streamline information flow and enhance collaboration among departments, we can ensure that resources are allocated where they are most needed, maximizing overall productivity. Throughout this process, we will conduct ongoing user research to ensure that any changes implemented benefit those who rely on our system. As we develop as an organization in 2025, we will continue the work begun in 2024 by taking action on items of concern in the operational review, such as a reliance on manual processes. We will also build on opportunities for increased efficiency to ensure that our operational function is as productive and efficient as possible.

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

Our ultimate goal with this initiative is to improve user satisfaction. Ontario One Call will develop a new comprehensive survey to measure the effectiveness and quality of the locate request process with the goal of improving upon the satisfaction rate of those who leverage Ontario One Call's locate request services. The target for 2025 would be the establishment of these measures and setting a baseline to compare year-over-year with improvements identified in future years. Additionally, we will strive to continue to drive more users of our system to the web, decrease the time spent on completing locate requests due to streamlined processes, and aim to increase the percentage of issues that are resolved within the first phone call to Ontario One Call as our operational transformation unfolds.

## ENHANCING OPERATIONS & CAPABILITIES

### **Initiative: Unified Mapping Strategy**

Ontario is currently at the peak of delivering on its ambitious infrastructure commitments, driving significant construction and excavation activities across the province. As these projects accelerate, Ontario One Call plays a crucial role in supporting their success by developing a comprehensive mapping strategy to create a unified, accurate source of underground infrastructure across Ontario. This initiative aims to enhance excavation safety, reduce utility conflicts, and support the province's infrastructure commitments by enabling better project planning.

#### **Our Action Plan:**

Ontario One Call will explore the feasibility of a unified mapping approach by assessing stakeholder considerations, implementation methods, and the potential value it could bring to the province and users, such as improved information access, greater visibility, and long-term data accuracy. The strategy is also expected to assess how to improve the quality and accessibility of underground mapping data to support more efficient excavation across Ontario and leverage innovations in technology such as artificial intelligence and digital twins concepts. The organization will also work with the Government of Ontario on potential legislative and regulatory changes that support innovation and a possible mapping standard.

Our first step will be to assemble a multi-disciplinary project team to drive the project forward, engaging with third-party advisors and stakeholders along the way. Once assembled, the team will develop a project roadmap with defined timelines, milestones, resource plans and a phased implementation schedule that will serve as stepping stones toward this initiative's long-term success.

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

The initiative is a multi-year, multi-phased initiative aimed at transforming the management of underground infrastructure across Ontario. Phase One (Planning and Discovery) is expected to take most of the 2025 fiscal year, and the success of this phase will depend on effective engagement with industry partners. Ontario One Call will work with Infrastructure Ontario and other key stakeholders and experts on the development of a strategy that would include how to potentially establish a comprehensive map of underground infrastructure in Ontario. Data consistency, accuracy, collection, and management will be fundamental pieces of work, key areas in which we will work with our ministry partners to reflect in the legislative framework in the future.

## BUILDING FINANCIAL SUSTAINABILITY

### **Initiative: New Business Model**

Assessing and developing a new business model is one of the most crucial initiatives outlined in this Business Plan. Without a new business model incorporating revised revenues or cost and service reductions taking effect by 2026, Ontario One Call faces a projected revenue shortfall when the interim funding agreement with the Government of Ontario expires. Nevertheless, Ontario One Call is committed to delivering a balanced 2026 budget. One of the main reasons Ontario One Call has been experiencing financial difficulties was our continued reliance on an outdated revenue model. Ontario One Call needs to update its business model to ensure the organization's financial sustainability and to allow the corporation to make necessary investments in growing its service offerings, evolving its digital infrastructure, and meeting its mandate as a Public Safety Administrative Authority.

#### **Our Action Plan:**

To deliver on this initiative, we will build on the work done in 2024 that scrutinized our existing business model and identified viable alternative sources of revenue generation and cost-reduction opportunities that align with best practices and our long-term strategic goals. In 2025, we will select a new business model based on a prioritization matrix that balances feasibility, viability and desirability. In this context, feasibility refers to how practical the model is to implement, viability assesses its financial and operational sustainability, and desirability gauges its overall value to the industry.

Implementing this new business model will be a multi-year initiative and requires substantial organizational efforts involving a comprehensive change management process. Once the new model is approved, our first priority will be to transparently communicate the change and the implementation timelines to our stakeholders and partners. We will aim to build the industry's awareness of the gradual change, demonstrate our new value proposition, and highlight how the long-term financial health and sustainability of Ontario One Call will enhance their business strategies along with broader public safety outcomes. By fostering transparency and collaboration throughout this process, we aim to create a smooth transition that sets us up for success in this new chapter.

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

We see success with this initiative as achieving long-term financial sustainability that can enable the delivery of our strategic initiatives. In 2025, we will lay the groundwork for the new business model based on the insights from the work conducted in 2024. This includes securing the necessary approvals from our Board of Directors and government, successfully socializing the new model internally and externally, and beginning to set diversified and sustainable revenue streams. Ontario One Call will aim to bring forward new fee structures to the Board of Directors and the Ministry before the end of the fiscal year.

## EVOLVING OUR WORKFORCE

### **Initiative: Change Management**

Our organization has experienced significant changes over the last few years, but more is expected as we work to transform our service-focused organization into a modern regulator. This Business Plan alone proposes significant changes that will impact our organization and our industry stakeholders. In light of this, a well-defined and extensive change management plan with clear messaging, timelines, and communication mechanisms that support our changes becomes imperative to our successful transformation as an organization.

#### **Our Action Plan:**

As we transition from a service provider to a Public Safety Administrative Authority, we are poised for transformative change that will impact our staff and industry stakeholders. Our comprehensive change management plan will support this evolution by clearly defining objectives and expected outcomes, engaging stakeholders through tailored communication, and implementing a phased timeline with key milestones. We will provide targeted training and support systems to equip our team with the necessary skills while monitoring progress through key performance indicators to ensure continuous improvement. Leadership commitment and a culture of change will drive this transition, fostering an environment where employees take ownership of the process. By aligning our efforts with our strategic goals and celebrating achievements along the way, we will emerge as a responsive workforce prepared to meet the demands of our new role and achieve our purpose.

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

The success of our transition to a Public Safety Administrative Authority will be measured through a combination of activities. Externally, our success in change management will be measured by our stakeholders' perception of our effectiveness. In 2025, we seek to maintain the 78% perceived effectiveness score from previous surveys of external stakeholders. Internally, Ontario One Call will develop a new metric in 2025 to assess our employees' perception of change management as part of the organization's annual Workplace Experience Survey to ensure staff are feeling involved and understand the purpose of the transformational changes the organization is undergoing.



## EVOLVING OUR WORKFORCE

### **Initiative: Culture & Values**

Ontario One Call has a truly special workplace culture, and our organizational values have informed effective operation for many years. As we grow into our new role as a Public Safety Administrative Authority, it is time for our values to reflect this new status. With this initiative, we hope to build on the already incredible workplace culture at Ontario One Call by instilling an innovation mindset and growth culture. We will implement new organizational values that epitomize what it means to be a modern regulator in Ontario that is responsible for protecting Ontario by enabling safe digging.

#### **Our Action Plan:**

To deliver on this initiative, we have significantly involved our employees, which is something we are very proud of as we evolve as an organization. Our employees are the backbone of Ontario One Call, and ultimately, they are the people who will execute our new workplace culture and values, so it was imperative to get staff involved as much as possible. In 2024, we conducted a workplace values survey, which close to 90% of our staff completed.

2025 will see us implement a new set of workplace values that will guide us through this strategic horizon and into the next. These values indicate our commitment to public safety and service excellence as we balance our dual role as a Public Safety Administrative Authority and service provider. Implementing our new organizational values will require tremendous socialization among our staff and external communications to show the industry that we are changing to meet their evolving needs.

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

Culture and values are often intangible, so it can be challenging to develop a definitive metric to determine how successful this initiative will be. For us, success in instilling a new workplace culture and values will be measured through employee engagement scores compiled through annual surveying. In 2025, our success will be measured by successfully integrating the organization's new core values into our HR policies and procedures. Furthermore, we will also be looking to continue our strong performance in the Workplace Experience Survey by improving by 4% the proportion of positive responses on employees feeling recognized for their work (2024 baseline 69%) and achieve an 80% score with respect to the overall understanding of change and new direction of the organization (2024 baseline 86%).

## EVOLVING OUR WORKFORCE

### **Initiative: Improve Organizational Capabilities**

Evolving our workforce to become a Public Safety Administrative Authority will require Ontario One Call to develop our internal competencies and capabilities to become more resilient, user-centric, multi-disciplinary and agile in responding to issues as they arise. Acquiring high-end talent for key positions within the organization will be pivotal in expanding the productivity and footprint of our workforce. This is something that will be necessary in order for us to achieve our strategic goals.

#### **Our Action Plan:**

Central to this strategy is acquiring high-end talent for key positions to drive productivity and broaden our workforce's impact. Ontario One Call will also implement a comprehensive training and development program focused on developing internal competencies and capabilities and instilling a growth mindset across the organization. We will focus on internal and external needs assessments to identify current gaps and future needs, followed by targeted recruitment efforts to attract top-tier candidates with expertise aligned with our strategic goals. Further, investing in ongoing professional development and cross-training programs will empower existing staff to adapt to new challenges and roles. By cultivating a culture of continuous improvement and innovation, we will enhance our ability to deliver exceptional public safety services and ensure that our workforce is well-equipped to meet the demands of our evolving role.

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

Our success will be measured through efforts made to align resources against our priorities and structure the organization to meet its evolving role. Ontario One Call will continue the strong track record of professional development and growth by maintaining the 2024 completion rate of 97% for professional development programs. We will also establish a new metric on time-to-fill key positions and assess whether efficient and timely acquisition of new talent was achieved. A new metric to measure the agility and adaptability of our employees will be established in future years.

# ASSESSMENT OF CORPORATE RESOURCES

## Financial Resources

As Ontario One Call embraces its new role as one of the province's Public Safety Administrative Authorities, the organization is aligning its financial strategies with its strategic priorities to ensure the successful execution of our mandate. This transition requires a robust financial plan designed to support our objectives of enhancing service delivery, improving safety awareness, and modernizing our systems and processes.

In line with Ontario One Call's new 2025-2027 Strategic Plan, the 2025 budget executes a variety of strategic initiatives that require continued investments in resources, governance, systems, compliance, education, and tools. The budget is reflective of our continued transformation costs to becoming a regulator and our much-needed investments in our operations.

### **2025 Budget:**

The 2025 budget is balanced (cash basis). Ontario One Call has had to prioritize all costs to align with total revenues. This entails calibrating initiatives implemented during 2025 and those moved to future periods. Below is our 2025 budget.

Revenues are materially impacted by a) the 20% annual increase in Ontario One Call's members' fees and b) the conditional transfer payment funds provided by the government. The 2025 operating budget utilizes Ontario One Call's legacy revenue models (prior to becoming a Public Safety Administrative Authority), which is currently under review and is expected to change in the future. Given the limitations of the legacy framework, the 2025 budget has been prioritized as we continue to acknowledge that more investments in resources and tools are needed in the near future to ensure we achieve our public safety mandate.

Expenses are reflective of Ontario One Call's continued efforts to evolve the organization into a regulator with appropriate and sufficient resources and tools. The new Strategic Plan outlines the initiatives we will be implementing, which are reflected in the 2025 expenses. Ontario One Call continues to endure material increases to its expenses from rising inflation, investing in the right talent, and our continued transformation initiatives in IT, digital, safety promotion, and improved service delivery and governance. Every part of Ontario One Call's operations has been impacted by the commitments made in our new Strategic Plan.

# ASSESSMENT OF CORPORATE RESOURCES

## Financial Strategy

### **Our investments will focus on the following key areas:**

- **Safety Promotion:** We will allocate the right resources to continue to promote safe excavation with industry stakeholders and homeowners in alignment with our core mandate.
- **Infrastructure Modernization:** Updating our infrastructure will be crucial to supporting the increased demands on our services. This will include improvements to our digital interfaces and service delivery mechanisms.
- **Technology and Innovation:** Investments in technology will drive the modernization of our systems and processes. This includes deploying advanced tools and platforms that improve operational efficiency, enhance data management, and foster innovation.

While we focus on expanding our financial resources, Ontario One Call remains committed to appropriate cost recovery and efficient resource management. We will implement the results of a comprehensive review of our revenue and expense model in alignment with the current market landscape and the evolving needs of our organization. This will involve implementing cost savings measures and conducting risk-based decisions, implementing new revenue streams and opportunities for diversification to strengthen our financial foundation and implementing process improvements that drive operational efficiencies and reduce waste, enabling us to have value-add for every dollar invested.

Our overall financial strategy is designed to deliver long-term sustainability and resilience. By balancing necessary investments with prudent fiscal management, Ontario One Call aims to maintain a stable financial footing while delivering exceptional value to the public and our stakeholders.

### **2025 Reserves:**

Ontario One Call does not rely on debt to assist with working capital needs or any capital expenditures. As a result, there is no debt service costs in the budget, however, Ontario One Call continues to maintain a reasonable cash balance to ensure it is able to have reasonable liquidity.



# ASSESSMENT OF CORPORATE RESOURCES

## Financial Budget & Forecast 2025-2027

\$ = '000	2025 Budget	2026 Forecast	2027 Forecast
Transfer Payment Funds	\$10,000	\$3,500	\$ --
OOO Revenue (Existing)	\$15,419	\$18,238	\$18,733
Additional Anticipated Revenue*	\$ -	\$1,514	\$3,467
<b>Total Revenue</b>	<b>\$25,419</b>	<b>\$23,252</b>	<b>\$22,200</b>
<b>Operating Expenses</b>	<b>\$24,130</b>	<b>\$21,117</b>	<b>\$21,560</b>
Depreciation (non-cash impact)	\$725	\$733	\$745
Total Operating & Depreciation Expenses	\$24,855	\$21,850	\$22,305
Capital Expenditures	\$1,289	\$2,135	\$640
<b>Total Expenditures (Cash Only)</b>	<b>\$25,419</b>	<b>\$23,252</b>	<b>\$22,200</b>
<b>Net Cash Impact: Revenue less Expenditures (cash only)</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* Ontario One Call is currently conducting a Business Model Review initiative. This initiative is expected to propose changes to our future revenue model in order to provide a fair framework that supports OOC's mandate and aligns with our strategic plan. Once we complete the initiative, we expect to provide more clarity in mid-2025.



# ASSESSMENT OF CORPORATE RESOURCES

## Human Resources

As Ontario One Call transitions into its new role as a Public Safety Administrative Authority, the organization recognizes the critical importance of human resources in achieving its strategic objectives. Our human capital strategy is centred on attracting, developing, and retaining the right talent to ensure our workforce is equipped to support our mission and deliver exceptional public safety services.

### **We are committed to recruiting talent for key positions to enhance our capabilities:**

- Targeted Recruitment: We will implement targeted recruitment strategies to attract candidates with the skills and experience necessary for our strategic objectives, leveraging technology and data insights to reach a diverse pool of qualified applicants.
- Diversity and Inclusion: Our recruitment efforts will focus on building a workforce that reflects the communities we serve, with partnerships to tap into diverse talent pools and ensure equitable hiring practices.

### **Investing in employee development is vital for fostering a resilient and agile workforce:**

- Training Programs: We will design comprehensive training programs to enhance technical skills, leadership capabilities, and cross-functional competencies.
- Continuous Learning: We promote a culture of continuous learning, providing access to resources and opportunities for career advancement and personal growth.

### **We aim to maintain high engagement and retention through:**

- Performance Management: Our performance management system will align individual goals with organizational objectives, emphasizing feedback, recognition, and career progression.
- Engagement Initiatives: We will implement initiatives that foster a positive workplace culture, including wellness programs, team-building activities, and flexible work arrangements.

### **Strong leadership is essential for our evolving role:**

- Leadership Development: We will offer programs to equip leaders with strategic thinking and decision-making skills.
- Succession Planning: Our framework will identify and prepare high-potential employees for leadership roles through tailored development plans and mentoring opportunities.

Ontario One Call's Human Resources strategy for 2025 aims to build a talented, agile, and engaged workforce that is structured and deployed effectively to drive our mandate as a Public Safety Administrative Authority. By focusing on strategic talent acquisition, employee development, performance management, and leadership cultivation, we will create a resilient organization capable of achieving our strategic goals.

# ASSESSMENT OF CORPORATE RESOURCES

## Information Technology

As Ontario One Call transitions into its new role as a Public Safety Administrative Authority, information technology (IT) will play a crucial role in supporting our strategic objectives. Our Digital Roadmap is designed to drive innovation, enhance operational efficiency, and deliver public safety services through cutting-edge technology solutions.

**To remain agile in responding to emerging challenges, we will foster a culture of innovation within the digital office.**

- **Agile Methodologies:** Adopting agile methodologies will enable us to develop and deploy technology solutions more quickly and effectively, allowing us to respond rapidly to changes in the regulatory landscape and stakeholder requirements.
- **Cross-Functional Collaboration:** We will encourage collaboration between IT and other departments to ensure that technology solutions align with business goals and address cross-functional needs.

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

- **Advanced Security Protocols:** Implementing advanced security protocols and threat detection systems will safeguard our IT infrastructure and protect stakeholder data from potential breaches.
- **Data Governance:** We will establish a comprehensive data governance framework and processes to ensure data integrity, compliance with regulatory standards, and the ethical use of information.

We will also empower our employees with the right digital tools and training to achieve our strategic objectives.

Ontario One Call's Digital Roadmap outlines a phased approach to transforming our service delivery, advancing data and analytics capabilities, and modernizing IT infrastructure to better serve our stakeholders. This roadmap enables us to streamline workflows, improve locate accuracy, and support data-driven decision-making through strategic investments in digital tools, automation, and data integration. By fostering a culture of agility and collaboration, we are equipping our teams with the tools to adapt quickly to industry needs, enhance customer experiences, and achieve our long-term strategic objectives.

# SUPPORTING POLICIES & PROCEDURES

## Privacy

Ontario One Call is required to collect and maintain current data so we can conduct our business of protecting Ontario by enabling safe digging. At Ontario One Call, we commit ourselves every day to protecting the accuracy and security of any personal information we receive. We take every reasonable measure to protect private information, and we only collect, use, or disclose private information when necessary to fulfill our mandate.

Ontario One Call follows privacy best practices and the spirit of the highest standard for privacy protection in the Freedom of Information and Protection of Privacy Act. In accordance with our Memorandum of Understanding with the Ministry of Public and Business Service Delivery and Procurement, Ontario One Call recently developed an Access and Privacy Code. That policy can be found [here](#).

## Enterprise Risk Management

2024 saw Ontario One Call develop its first formal Enterprise Risk Management (ERM) Policy. This policy provides the guiding spirit for the work we do to mitigate the organization's strategic risks. In 2025, we plan to build on the policymaking work done in 2024 by implementing an ERM framework to establish formal processes for identifying and mitigating risk. The ERM framework will identify various risk categories and provide tools for identifying those risks and strategies for addressing significant risks to the organization's vitality. The ERM Policy can be found [here](#).

## Accessibility

Ontario One Call is committed to providing an inclusive and accessible environment where all individuals have equal access to our 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. We are committed to ensuring that all Ontarians, including persons with disabilities, have equitable access to our services and information, free from barriers. We will continue to work closely with individuals who request accommodations, ensuring that the measures implemented are both effective and mutually agreeable, including providing our employees and visitors with reasonable accommodations.

In our ongoing efforts to improve access, we ensure our public-facing website and all communications are AODA compliant. Furthermore, we will ensure that our facilities at Ontario One Call (including our Guelph and Sudbury offices) continue to remain barrier-free and accessible. We will also ensure that all Ontario One Call employees stay up to date in their AODA customer services training. We will continue to let accessibility-first principles guide our services and interactions to ensure everyone can safely and efficiently engage with Ontario One Call.



# SUPPORTING POLICIES & PROCEDURES

## Procurement Policy

Ontario One Call's new procurement policy is designed to support our strategic priorities as a Public Safety Administrative Authority by ensuring transparency, efficiency, and sustainability in our purchasing processes. The policy emphasizes the importance of sourcing value-added goods and services that meet our operational needs while promoting good practices and fairness. We plan to continue in 2025 to evolve a streamlined procurement process that leverages technology to enhance decision-making, target cost reductions, and ensure compliance.

## French Language Services

In line with Ontario One Call's Memorandum of Understanding with the Ministry of Public and Business Service Delivery and Procurement, Ontario One Call has made all reasonable efforts to provide services in French, including important information in both official languages on the corporation's website, processing all locate requests in both official languages through its contact centre, and responding to all inquiries received in the preferred official language. We will continue to strive to ensure French-language services are readily available in more areas of our business and make accommodations where possible.

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

## CONCLUSION

As we prepare for an exceptional 2025, Ontario One Call remains steadfast in its commitment to safety, efficiency, and innovation. Our strategic initiatives and priorities are designed to enhance our service delivery, foster stronger stakeholder relationships, and leverage technological advancements to meet the evolving needs of our sector.

By prioritizing education and awareness, we aim to reduce the incidence of utility damages and ensure the safety of all Ontarians. Our focus on continuous improvement and operational transformation will drive us to achieve our goals and uphold our reputation as a trusted partner in damage prevention.

We are confident that the goals and strategies outlined in this Business Plan will position Ontario One Call for sustained growth and success. In partnership with our stakeholders, we will continue to build a safer and more efficient excavation sector across the province.

**Thank you for your continued support. Together, we can champion a safer Ontario.**



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