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

Safely Digging Into the Future

2025-2027

Strategic Plan



PREPARED BY
ONTARIO ONE CALL

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MESSAGE FROM THE CHAIR, BOARD OF DIRECTORS



As a Public Safety Administrative Authority, Ontario One Call's mission is to safeguard the province by enabling safe digging. On behalf of Ontario One Call's Board of Directors, I am delighted to present our ambitious strategy for achieving this mission over the next three years.

We owe a tremendous debt of gratitude to the Minister of Public and Business Service Delivery and Procurement, and his dedicated colleagues at the ministry. Their unwavering support and ongoing collaboration have helped us get to this pivotal moment. Thanks to their commitment to building Ontario safely, we are now poised to embark on an exciting journey toward transforming Ontario One Call into a modern regulator.

The legislative changes in 2022 marked a notable shift in our organization's role, elevating Ontario One Call from a service provider to a Public Safety Administrative Authority. Recognizing the need for development and transformation, the government has invested in our future. These investments are beginning to propel us forward, enabling us to modernize our services, enhance our IT capabilities, and amplify our safety awareness and education initiatives. Our ultimate goal is to ensure that the public remains safe, and that Ontario's underground infrastructure is clearly located while excavation projects move forward.

Moreover, our recent collaboration with the ministry to redevelop our new Memorandum of Understanding has been a testament to our evolving role. It underscores our increasingly vital function within the excavating community where our government partners now view us as crucial guardians of public safety.

This Strategic Plan is a bold supporting statement of our new role. Over the next three years, we will dedicate ourselves to fulfilling our purpose with diligence and passion.

We are eagerly looking forward to this transformational journey. With the steadfast collaboration of our government partners, the Board of Directors, industry stakeholders, and the remarkable team at Ontario One Call, we are confident in our collective ability to build a safer, more secure Ontario together.

Mitch Panciuk



Chair of the Board

MESSAGE FROM THE PRESIDENT AND CEO



The past few years have been full of change for Ontario One Call, and this new Strategic Plan reflects the paradigm shift we have experienced. In a short period of time, we have become a Public Safety Administrative Authority, entrusted to protect infrastructure, excavators, and the public from the potential harms of excavation projects. The last few years have certainly been exciting and filled with positive changes for our organization. Our focus over the next three years is building organizational capacity and stability so we can evolve into a modern regulator.

This new Strategic Plan is the culmination of extensive efforts to understand the wants and needs of the industry. One Call engaged with our partners at the Ministry of Public and Business Service Delivery and Procurement, underground infrastructure owners, small and large-scale excavating companies and locate service providers to devise a Strategic Plan that would enable safe and timely excavation. We are just one part of this thriving community, and we are eager to continue engaging with stakeholders through the duration of our new Strategic Plan.

The development of our new Strategic Plan started with the creation of new strategic statements that reflect the transformational change that Ontario One Call is experiencing. Our updated Purpose, Vision, and Mission together serve as our guiding light through the next three years, and represent our commitment to public safety. We are no longer solely a locate notification system, we are more than that and we proudly accept the responsibilities associated with becoming an Administrative Authority of the province tasked with keeping Ontarians safe.

We are energized by the opportunity to begin executing this Strategic Plan as we look to new horizons in 2027. As an organization, we took the time to redefine our core values to reflect our bold vision for the future, ensuring they guide us in every decision and action we take, which includes making systematic improvements in the locate request process, improving locate delivery timelines, developing an innovative workforce with a focus on public safety and reducing damages to underground infrastructure. Underpinning our pursuit of these goals is our commitment to build financial sustainability for our organization so we can continue to modernize and serve our communities for decades to come.

We are incredibly grateful for the new opportunities that have emerged, leading to the creation of this Strategic Plan. We look forward to working together to protect Ontario by enabling safe digging. Let's embark on this exciting journey together, confident in our shared commitment to excellence and public safety.

Jim Keech

President & CEO, Ontario One Call

FOREWORD

We are at the beginning of a transformative journey

Established in 1996 as a not-for-profit corporation, Ontario One Call is a Public Safety Administrative Authority that acts as a communications link between buried infrastructure owners and project owners who are planning to dig in the province of Ontario. At the core of our mandate are the key functions of promoting safe excavation and protecting underground infrastructure, as well as 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 two regulations (Administrative Penalties and Specified Locates) as of May 2024. Ontario One Call is governed by a Board of Directors comprised of representatives from the industry and government appointees. It is overseen by the Ministry of Public and Business Service Delivery and Procurement. The organization's relationship with government is documented in a Memorandum of Understanding signed between both parties. Ontario One Call is funded primarily through fees paid by owners and operators of underground infrastructure.

Our industry is comprised of excavators (anyone who plans to dig - members of the public and professionals), underground infrastructure owners (any person or entity that owns or operates underground infrastructure); locate service providers (LSPs), the many associations that represent the construction and excavation industries, and the government of Ontario, including the Ministry of Public and Business Service Delivery and Procurement, and other adjacent ministries such as the Ministry of Energy and the Ministry of Infrastructure. Ontario One Call is ultimately responsible for receiving locate requests from excavators and notifying the relevant infrastructure owners and operators where and when locates need to take place.

In 2022, amendments to the legislative framework changed Ontario One Call's role into a Public Safety Administrative Authority, which was central to the development of this Strategic Plan. As we expand into this new role, we realize the need to be bold in establishing clarity around our evolving responsibilities. We are committed to communicating effectively and often, driving continued value for our stakeholders, while building the foundational elements we need to strengthen our organization over this three-year strategic horizon, and beyond.

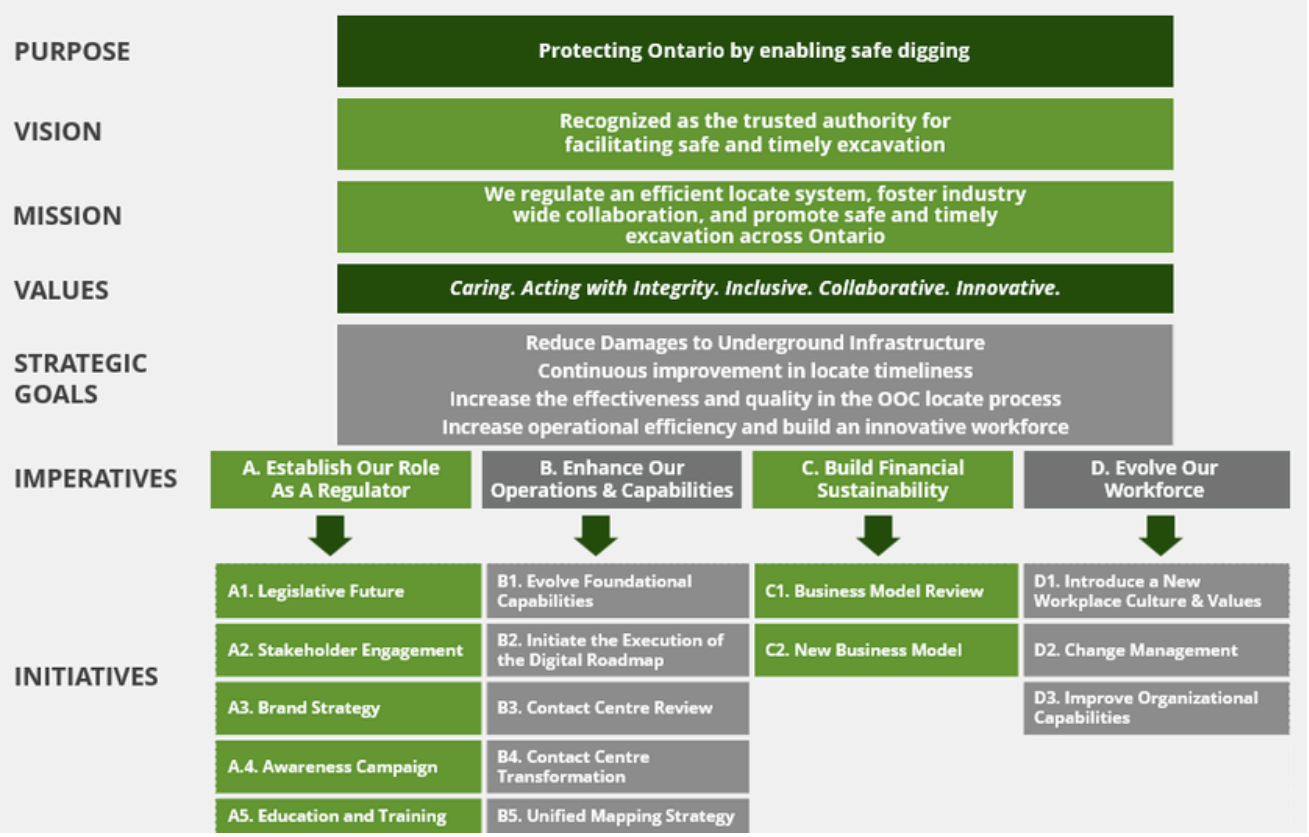


Ontario One Call's Strategic Framework

The Strategic Plan was built on a solid foundation anchored by Strategic Goals, Imperatives and Initiatives. It is important for the reader to understand the relationship between Strategic Goals, Strategic Imperatives and Strategic Initiatives.

Strategic goals sit atop the Strategic Imperatives and Initiatives, to serve as a guidepost for where the organization will focus its efforts.
Strategic goals provide direction and focus for the organization; each goal has underlying metrics to track progress.
Strategic imperatives (pillars) are the primary areas of focus that are required to achieve the Purpose, Vision, Mission and strategic goals.
Strategic initiatives are projects or programs of work that are required to achieve the desired outcome of the strategic Imperative.

One Call's Strategic Framework serves as a blueprint for our organization and is pictured below. It guides our actions and decisions to achieve our long-term goals.



Strategic Direction



STRATEGIC STATEMENTS

Ontario One Call embodies our strategic statements. We are driven by our responsibility to our stakeholders, the protection of underground infrastructure, and the safety of Ontarians.

PURPOSE

Protecting Ontario by enabling safe digging

Ontario One Call is first and foremost responsible for protecting the safety and well-being of the citizens of Ontario and the underground infrastructure that keeps us going. Our role in the sector is to support project owners and excavators to dig safely and ensure the public is protected and infrastructure is not damaged.

VISION

Recognized as the trusted authority for facilitating safe and timely excavation

The role we play must be clearly defined, broadly understood, and recognized by all stakeholders. We want stakeholders to turn to us first to get issues or challenges resolved. We promote safe excavation so that underground infrastructure is considered during excavation projects and our position in enabling timely excavation helps reduce delays, save money and supports the completion of construction projects, including those that help the government achieve its ambitious build commitments.

MISSION

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

Our efforts will result in a locate process that is not only safe, but efficient and timely. We will work directly with stakeholders to preemptively resolve issues and hope that they will turn to us for the necessary advice and expertise. Our proactive efforts will ensure Ontarians are well aware of the importance of safe excavation and the resources we provide to enable this.

CORE VALUES

In shaping the future of Ontario One Call, we recognized the need to articulate a set of core values that truly embody who we are and where we aspire to go. These values are not just words. They are the foundation upon which our organization stands and the principles that guide every decision we make. Through a collaborative and thoughtful process, we engaged with our employees to identify the core values that will drive our mission forward in a rapidly changing environment.

The result of this comprehensive process is a set of five core values:

CARING. ACTING WTIH INTEGRITY. COLLABORATIVE. INCLUSIVE. INNOVATIVE.

Each value reflects the essence of what we stand for and the behaviors we expect from ourselves and each other.

Caring underscores our commitment to invest in the success and safety of our employees, our partners, or the communities we serve. We believe that fostering a supportive and compassionate environment leads to better outcomes for everyone.

Acting with integrity is about ensuring that every action we take is guided by honesty, transparency, and ethical considerations. Integrity is the cornerstone of trust, and it is through this trust that we build lasting relationships with our stakeholders.

Collaborative reflects our belief in the power of partnerships and teamwork. We understand that our greatest successes come when we work together, leveraging diverse perspectives and expertise to build a safer Ontario.

Inclusive speaks to our commitment to creating an environment where everyone feels valued and respected. We believe that diversity is a strength, and we are dedicated to fostering a culture where all voices are heard and everyone has the opportunity to contribute. We strive to become a leader in inclusivity and cultivate a foundation of respect and support within our industry.

Innovative captures our forward-thinking approach to the challenges we face. We strive for excellence with a willingness to learn, adapt and innovate. We are committed to continuously seeking out new ideas, embracing change, and finding better ways to serve our stakeholders and advance our mission.

These values are more than just ideals. They are a call to action. As we move forward, they will serve as our compass, ensuring that we remain aligned with our strategic priorities and that we continue to deliver on our promise to the people of Ontario.

Together, with these values at the forefront, we are confident that Ontario One Call will not only meet the challenges of today but will also thrive in the future.

CORE VALUES



CARING

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



ACTING WITH INTEGRITY

We are dedicated, honourable and honest.



COLLABORATIVE

We foster partnerships and work together to build a safer Ontario



INCLUSIVE

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



INNOVATIVE

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

CURRENT OPERATING ENVIRONMENT

Our Mandate

- 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 for excavators the potential presence of underground infrastructure near proposed excavation or dig sites, and notifies underground infrastructure owners and operators of potential impacts to 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.
- Ontario One Call also promotes and undertakes educational initiatives and activities related to compliance and enforcement to ensure timely responses to locate requests and safety measures are up held.

Our Stakeholders

Ontario One Call operates in a dynamic environment comprised 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**
- **UNDERGROUND INFRASTRUCTURE OWNERS**
- **LOCATE SERVICE PROVIDERS**
- **HOMEOWNERS & SMALL BUSINESS OWNERS**
- **THE ONTARIO GOVERNMENT**

Our Opportunities

Ontario One Call recognizes several opportunities for the organization to deliver value to our stakeholders. Some of these include:

- Enhancing the locate process by streamlining requirements to improve locate timelines and reduce the risk of damages to infrastructure
- Increasing collaboration with all industry stakeholders to create visibility across the end-to-end locate process as a means to facilitate timely excavation projects
- Investing in strengthening our organization to enhance our internal capabilities, which in turn increases the value we can deliver to the industry we serve

Ontario One Call has existing relationships with its stakeholders, creating a foundation to build on as we establish our role as a trusted Public Safety Administrative Authority and evolve into a modern regulator.

PRINCIPLES OF MODERN REGULATION

Becoming a modern regulator is an ongoing process that involves continual adaptation and a proactive approach towards change. At Ontario One Call, we are constantly looking to adapt to a rapidly evolving construction landscape. As we develop into a modern regulator, we must balance legislation, regulations and compliance with the need to foster innovation, enable growth and support efficiencies.

To achieve this, Ontario One Call will work with the Ministry of Public and Business Service Delivery and Procurement, and key stakeholders, to provide technical and strategic advice on updates to the legislative framework for the government's consideration and decision making. We will also ensure our own internal policies and processes embody modern regulatory practices and focus on achieving these outcomes. Our implementation efforts will embrace technology and will be supported by data and analytics. We will be flexible, agile, transparent and most of all, responsive to the needs of our stakeholders.

While there are a range of modern regulatory practices and philosophies, our strategic focus hones in on the following five core principles.

5 CORE PRINCIPLES

RISK-BASED



Not all contraventions are equal; risk should guide the response

OUTREACH & EDUCATION



Provide guidance and education to enable compliance

RIGHT-TOUCH



Reviewing and understanding the problem before solutioning and/or administering penalties

COLLABORATION



Proactively working with stakeholders to enable solutions

EVIDENCE BASED



Grounded in analysis of empirical data and research to ensure policies and rules are effective and efficient

FINANCIAL PLAN

Ontario One Call is charting its future by establishing a new set of strategic priorities to align with its new role as one of the province's Public Safety Administrative Authorities. As a result of our new Strategic Plan, the organization requires a new financial plan to support achieving the strategic goals outlined therein.

Given Ontario One Call's mandate, we are forecasting an increase in operating budgets over the next three years, with required investments in people, technology, and governance, resulting in increased service delivery and safety awareness, technology advancements, and the modernization of our systems and processes.

These much-needed investments will provide material benefits to the public and to the stakeholders we serve. While we are investing more into our operations, we will continue to carefully review all costs and seek out appropriate efficiencies.

Ontario One Call has developed a financial plan that continues our measured increase in needed operating expenses in order to meet our full regulatory mandate. However, we continue to be hindered by a revenue model based on a legacy operating framework which is insufficient to support our new mandate. As such, we have embarked upon an exercise which will review our revenues and expenses to assist in developing an appropriate and sustainable long-term business model. This will likely require the addition or changes to our current revenue streams in order to provide a fair framework for all stakeholders while allowing Ontario One Call to obtain resources and tools to fulfill its regulatory mandate.



ENTERPRISE RISK MANAGEMENT

This Strategic Plan was developed to identify and mitigate risks facing our organization.

Ontario One Call is in the process of redeveloping our enterprise risk management (ERM) policy and framework to reflect our new role as a Public Safety Administrative Authority. These ERM documents will be used to guide our leadership team and our Board of Directors in mitigating risks and setting risk tolerances.

Our ERM policy is designed to assess anything that might prevent Ontario One Call from delivering on our mandate and includes a wide range of strategies to understand, mitigate, and manage risks.

Following the implementation of our ERM policy, Ontario One Call will develop a new ERM framework which will identify specific strategies used to mitigate risk. While the ERM policy reflects the underlying spirit of our risk management practices, the framework will detail the activities Ontario One Call will engage in to mitigate risk. This will include an assessment of the organization's risk appetite, the creation of a risk matrix, and the development of risk management tools that will support the ERM process.

We expect our new ERM framework to be implemented in the second half of 2025.



Strategic Plan

2025-2027



ONTARIO ONE CALL'S STRATEGIC PLAN

Investing in a solid foundation that sets us up to become a modern regulator is a key focus of our three-year strategic plan.

As we grow to fulfill our new role, we will carefully invest in enhancing our capabilities to meet heightened expectations as the province's newest Public Safety Administrative Authority. This involves not only advancing and refining our foundational capabilities and operations but also integrating forward-looking elements that will empower our organization to meet the ever-evolving needs of our stakeholders. Through this balanced approach, we aim to ensure both immediate operational transformation and long-term strategic readiness.

STRATEGIC GOALS

Our strategic goals are the foundation of our organization. They are the lighthouses that inform our strategic imperatives outlined in this plan.

Reduce Damages to Underground Infrastructure

Continuous Improvement in Locate Timeliness

Increase the Effectiveness & Quality of the Locate Request Process

Increase Operational Efficiency & Build an Innovative Workforce

STRATEGIC GOAL 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 each goal are as follows:

Reduce Damages to Underground Infrastructure		
Metric	**Current State**	**2027 Target**
Increase in damage reporting by underground infrastructure owners	Currently, there are no mandatory reporting requirements	Establish a new baseline using new mandatory reporting requirements and develop corresponding improvement target
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	15% increase in public awareness, with a goal to establishing a baseline and corresponding improvement targets for industry awareness

Continuous Improvement in Locate Timeliness		
Metric	**Current State**	**2027 Target**
Reduction in late locates	67% of all locates required for a project to commence delivered on time in 2023	87% 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 by 5%

STRATEGIC GOAL METRICS (CONTINUED)

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 each goal are as follows:

Increase the Effectiveness & Quality of the Locate Request Process		
Metric	**Current State**	**2027 Target**
Increase accuracy of locate requests submitted	44,000 inaccurate locates submitted in 2023	10% 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 new survey results and develop corresponding improvement target

Improve Operational Efficiency & Build Innovative Workforce		
Metric	**Current State**	**2027 Target**
Resource optimization	Currently, the organization is on a journey to transform from a service provider to a Public Safety Administrative Authority	A newly designed organization with resources (personnel, tools and finances) deployed strategically and efficiently to address all facets of our evolving mandate
Improve digital maturity score	A low digital maturity score of 43% in 2024	An organizational digital maturity score of 75%

GOAL 1: REDUCE DAMAGES TO UNDERGROUND INFRASTRUCTURE

Ontario One Call will aim to minimize the occurrences and impacts of damage to underground infrastructure over time, improving public safety and the integrity of essential services. Ontario One Call will use data and evidence to target its awareness efforts in support of safe excavation across Ontario. We will also incorporate principles of modern regulation to carry out proportionate and reasonable enforcement measures where rules are not followed. Ontario One Call will also work closely with industry partners to enhance collaboration and monitor trends and risks, implementing proactive initiatives designed to reduce the likelihood and severity of damages, thereby protecting both people and vital infrastructure.

SUCCESS MEANS:

Consistent Reporting of Damages

Currently, damage reporting is voluntary and how one classifies damages varies. Before we can reduce the frequency of damages to underground infrastructure, we need to collaborate with our partners, including the government, to develop a consistent definition of damage and establish mandatory reporting requirements. Success here means the creation of a definition and reporting requirements applicable to all infrastructure owners and excavators where damages and importantly, near misses must be reported to Ontario One Call.

Year-Over-Year Reduction in Damages

In 2023, close to 5000 damages were voluntarily reported. Ontario One Call estimates this number to be much higher. Contingent on our ability to implement a damage reporting requirement, Ontario One Call will be able to accurately assess how frequently damages to infrastructure occur and under what circumstances. With this knowledge, we can develop strategies to better protect underground infrastructure. Success means etablishing a new baseline using new mandatory reporting requirements and the development of corresponding strategies to address risks and vulnerabilities, reducing the frequency and severity of damages.

Increase in Awareness Building Activities

Raising public and industry awareness of Ontario One Call's vital role in promoting safe digging practices continues to be a key focus. By increasing the visibility of our "Click Before You Dig" programs, Ontario One Call aims to reinforce safe excavation practices province-wide. Success means that these efforts will solidify the organization's position as a new Public Safety Administrative Authority, ensuring widespread recognition and adherence to safe digging protocols, increasing locate requests submitted and preventing accidents, ultimately protecting our communities and infrastructure. This will be measured through new awareness surveys where the results will enable us to focus our efforts appropriately.

GOAL 2: CONTINUOUS IMPROVEMENT IN LOCATE TIMELINESS

Our organization is committed to removing roadblocks within the locate process that may cause delays in infrastructure project timelines. We will work collaboratively with industry stakeholders to address issues as they arise and adapt to changes in the marketplace. Ontario One Call will also dedicate efforts to enhancing its education programs and proactively identifying and addressing opportunities to streamline process requirements. Additionally, we will invest in IT improvements to optimize the locate request and management system, enhancing automation and improving data accuracy to expedite locate timelines, reducing processing delays, improve response times, and ensure faster, more reliable service delivery for all stakeholders.

SUCCESS MEANS:

Reduced Late Locate Rates

The proportion of late locates reported by underground infrastructure owners has already dropped to 10% in the first half of 2024 from 27% over the same period in 2023. Success in our efforts to improve locate timeliness means getting this number even lower, with an eye towards greater year over year improvements, not just for individual locates, but for the delivery of all locates required prior to an excavation beginning.

Less Prolonged Locate Delivery Delays

16% of late locates provided by underground infrastructure owners in 2023 took more than 16 business days to be delivered to excavators. These are significant delays to projects that cost time and money. Collaboration with infrastructure owners will be necessary to address the challenges that lead to these lengthy delays. Success means reducing the number of locates that take more than 16 business days to be marked as completed.

Enhanced Education and Training

Enhanced education will equip stakeholders with the knowledge and skills needed to accurately request locates, reducing errors and misunderstandings. This leads to faster, more efficient processing of locate requests and quicker identification of underground infrastructure, supporting timelier locates. Success means implementing enhanced training modules geared towards educating system users on how to properly request locates, and when, during an excavation project.

GOAL 3: INCREASE THE EFFECTIVENESS & QUALITY IN THE LOCATE REQUEST PROCESS

We are committed to delivering not just efficient, but high-quality locates and supporting information. The locate process managed by Ontario One Call is crucial to safe excavation, and our goal is to streamline and simplify the submission process using a variety of digital capabilities and updated processes, making it faster and more user-friendly.

SUCCESS MEANS:

Higher Satisfaction Rates

Measuring the quality of Ontario One Call's locate requesting system is driven at its core by user satisfaction. Ontario One Call will develop a new comprehensive survey to measure the effectiveness and quality of the locate request process with a goal to improving upon the satisfaction rate of those who leverage Ontario One Call's locate request services.

Increase in Web Request Rates + Decrease in Time Per Request

A key indicator that our locate request web portal is more user friendly could result in an increase in its overall use. When the web portal is easy to understand, more people will use it and less will rely on our phone requesting services, increasing overall efficiency. Web requests increased 10% from 2022 to 2023. Success means a continuation of this increase, and consequently a decrease in the amount of time users spend requesting a locate, which indicates that the process is easier and less time consuming.

More Accurate Locates

An inaccurate locate is no more useful to excavators than a locate that doesn't come at all. When a request is submitted improperly or is missing information, Ontario One Call Customer Support Specialists have to ask the excavator to fix the errors. This process adds time to the requesting process and sometimes, results in the cancellation of locate requests entirely. Success here means simplified requirements and implementing better training on how to request a locate, reducing the need to contact requestors for clarification before processing locate requests.

GOAL 4: INCREASE OPERATIONAL EFFICIENCY & BUILD AN INNOVATIVE WORKFORCE

Investing in foundational elements to boost efficiency and strengthen internal capabilities will be central to this strategic horizon. Our focus will be on leveraging technology, developing current resources, and attracting top talent to support our strategic goals. We will optimize operations through advanced data analytics, automation, and digital tools to streamline workflows and improve decision-making. Additionally, we will foster continuous improvement by providing ongoing training and professional development opportunities to ensure our teams stay ahead of industry trends and meet evolving their needs.

SUCCESS MEANS:

Developing our Talent

A key element in cultivating an innovative workforce is establishing a strong foundation of dedicated, experienced employees who are not only skilled but also agile and ready to adapt to any challenges the organization encounters. Success means creating a dynamic and resilient team that continuously evolves, embraces change, and drives the organization forward, ensuring long-term growth, competitiveness, and the ability to navigate an ever-changing landscape with confidence.

Leveraging Technology

Harnessing technology leads to operational efficiency. Ontario One Call will continue to use technology to enhances its effectiveness by automating processes, reducing manual errors, and enabling real-time data access and analysis. These efforts will result in streamlined workflows, improved decision-making, and optimized resource allocation, leading to lower costs and increased productivity across the organization.

Departmental Refinements

Becoming a Public Safety Administrative Authority means recognizing our new role and adapting our workforce to reflect this. Developing our employees and recruiting experienced talent will be essential during this strategic horizon. Success here means building on existing departments and teams, and aligning resources against our strategic priorities to ensure we have sufficient capabilities to uphold our new role and safety mandate.

STRATEGIC IMPERATIVES & INITIATIVES

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 imperatives that will ensure we are working proactively, effectively, and efficiently in our journey to creating a safer Ontario.

A. ESTABLISH OUR ROLE AS A REGULATOR	B. ENHANCE OPERATIONS & CAPABILITIES	C. BUILD FINANCIAL SUSTAINABILITY	D. EVOLVE OUR WORKFORCE
Establish our role as a modern regulator by collaborating with government partners and key players in the industry to uphold public safety	Apply an innovation-mindset to grow operational, technological, and functional capabilities	Ensure our business model enables long-term financial stability, and is beneficial to all stakeholders	Instilling a growth-mindset across the organization by giving our teams what they need to evolve
A1. Legislative Framework	B1. Evolve Foundational Capabilities	C1. Business Model Review	D1. Culture & Values
A2. Stakeholder Engagement	B2. Execution of the Digital Roadmap	C2. New Business Model	D2. Change Management
A3. Brand Strategy	B3. Contact Centre Review		D3. Improve Resource Capabilities
A4. Awareness Campaign	B4. Operations and Contact Centre Transformation		
A5. Education and Training	B5. Unified Mapping Strategy		

A. ESTABLISH OUR ROLE AS A REGULATOR

Establish our role as a modern regulator by collaborating with the Ministry of Public and Business Service Delivery and Procurement, government partners and key players in the industry to uphold public safety.

Measure of Success:

Success with this imperative means establishing our role as a regulator by working with the ministry on updates to the legislative framework for government consideration and increasing public awareness of their need to Click Before You Dig. This includes rebranding efforts to reflect our enhanced role, driving greater visibility and recognition, expanding our educational programs to better inform the public and industry about what they need to do to dig safely, while deepening stakeholder engagement to foster stronger partnerships and collaboration. By focusing on these areas, we aim to not only enforce compliance but also lead in setting industry standards for safety and efficiency.

Major Initiatives:

A1. Legislative Future:

Collaborate with government partners to design, build and implement an updated legislative framework with necessary compliance tools required to achieve the organization's evolved role as a Public Safety Administrative Authority (this would be subject to government decision making).

A2. Stakeholder Engagement

Execute a robust stakeholder engagement plan with impactful messaging, enhanced communication tactics and improved mechanisms to support the strategic plan, sector transparency and industry collaboration.

A3. Brand Strategy:

Develop and launch a new brand strategy to support transformation of the organization to a Public Safety Administrative Authority.

A4. Awareness Campaign:

Define and implement awareness campaigns, leveraging key messages for different audiences to maximize and promote the organization's public safety mandate.

A5. Education and Training:

Build and implement an education and training plan that promotes safe digging awareness across stakeholders in the sector to increase locate performance, build safe excavation competencies, improve compliance, and explore new partnerships to expand organizational impact and reach.

B. ENHANCE OPERATIONS & CAPABILITIES

Apply an innovative mindset to grow foundational operational, technological, and functional capabilities.

Measure of Success:

Operational transformation and excellence will be reflected through improved user satisfaction rates, driven by a restructured operations team and contact center. This will include the development of foundational policies to enhance our operations, streamline processes, and improve our overall capabilities. Success will also be achieved through the implementation of enhanced technological systems that enable better resource allocation, stronger reporting on the locate process, and improved privacy protections. By integrating these improvements, we will optimize efficiency, elevate service quality, and ensure that our operations are robust, agile, and responsive to both operational demands and stakeholder needs.

Major Initiatives:

B1. Evolve Foundational Capabilities:

Review existing policies and processes to identify gaps and opportunities for improvement to modernize the organization and allow it to more optimally operate. Execute on an implementation plan that modernize critical functions leading to improved maturity and optimal operational performance.

B3. Contact Centre Review:

Re-envision Ontario One Call's operational and contact center functions by identifying opportunities to optimize efficiencies, leverage digital capabilities and automation, and optimize workflows to drive efficiencies while improving effectiveness.

B2. Execution of the Digital Roadmap:

Execute on the activities outlined in the digital roadmap, focused on making the organization more data-driven, enhancing mapping capabilities, and implementing IT modernization and technology advancements that drives operational improvements and efficiencies related to the locate process.

B4. Operations and Contact Centre Transformation:

Implement an evolved operational model, including a new contact center structure that responds to the changing needs of the organization and its stakeholders.

B5. Unified Mapping Strategy:

Develop and execute on a mapping strategy that aims to create a unified, accurate map of underground infrastructure across Ontario, enhancing safety and efficiency in excavation projects.

C. BUILD FINANCIAL SUSTAINABILITY

Ensure our business model enables long-term financial stability, and is beneficial to all stakeholders.

Measure of Success:
Successfully building financial stability means finding creative and sustainable ways to increase our revenue and manage our expenses. Our goal is to deliver balanced budgets year over year. While increasing revenue is fundamental to this goal, it is imperative that we do not sacrifice value provided to the industry. We plan to be successful by increasing our revenue, through both regulatory and non-regulatory services, while also increasing the industry's perception on the value they are receiving from Ontario One Call.

Major Initiatives:

C1. Business Model Review:

Develop a new business model framework by assessing the organization's operational effectiveness, conducting an in-depth cost analysis of the current business and structure, including its expenses, and identifying new revenue streams reflecting the needs of the industry.

C2. New Business Model:

Implement an evolved business model, including new revenue streams, that ensures operational effectiveness and long-term financial stability.

D. EVOLVE OUR WORKFORCE

Instilling a growth-mindset across the organization by giving our teams what they need to evolve.

Measure of Success:
Success here means strengthening our workforce, with a specific focus towards key functions of a modern regulator. Success will be measured by satisfaction, retention and employee scores over the planning horizon. We aim to enhance recruitment, training and retention efforts, attracting top talent that will drive our strategic priorities and contribute to a culture of continuous development and excellence.

Major Initiatives:

D1. Introduce a New Workplace Culture & Values:

Conduct a bottom-up exercise to align the organization to a refreshed set of values that instill an innovation mindset, growth culture and orient the team towards operating as a modern regulator.

D2. Change Management:

Define and implement a change management plan with clear key messages, timelines, and communication mechanisms to support the shift from a service delivery agent to a Public Safety Administrative Authority.

D3. Improve Organizational Capabilities:

Evolve internal competencies and capabilities to become more resilient, user centric, multi-disciplinary and agile to develop and deliver on the strategic plan through the acquisition of new talent and the development of existing resources.

CONCLUSION

Ontario One Call is dedicated to safeguarding Ontario by promoting and enabling safe digging. With a steadfast commitment to our purpose, we are confident that the strategic plan will guide our efforts to realize the following:

1. Operational Excellence: By continuously refining and enhancing our policies, processes, and capabilities, we ensure that our operations are efficient, effective, and aligned with best practices.

2. Stakeholder Engagement: We recognize the importance of collaboration and communication with all stakeholders. By fostering strong relationships with excavators, underground infrastructure owners, locate servie providers, regulators, and the public, we create a cohesive network that supports safe digging practices across Ontario.

3. Innovation and Technology: Embracing new technologies and innovative approaches allows us to stay ahead of emerging challenges and enhance our locate request services. By integrating advanced tools and methodologies, we improve the accuracy, efficiency, and reliability of our operations.

4. Public Awareness and Education: Increasing public knowledge about safe excavation responsibilities and the "Click Before You Dig" initiative is crucial to an overall reduction of harm – both to the public and to underground infrastructure. Through targeted campaigns and educational programs, we aim to raise awareness and promote a culture of safe digging.

Ontario One Call's strategic plan lays out a blueprint that proactively addresses the needs of our stakeholders and the public. Our commitment to transformation and excellence underpins our efforts and we are well-positioned to work collaboratively to create a safer Ontario. Together, we will continue to promote safe and timely excavation which will in turn protect our communities and infrastructure, fostering a safer environment for all.

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