



Annual Report &
Strategic Plan **2015**



2015 ONTARIO ONE CALL BOARD OF DIRECTORS

Mario Crognale

City of Toronto (Retired) – Municipal Sector

Shelly Cunningham, Chair

PowerStream – Electrical Sector

Tony DiPede

North Rock Group – Excavator Sector

Tony Faccia

Rogers Communication – Telecommunications and Cable Sector

Bruce Furlong

Bell Canada – Telecommunications and Cable Sector

Corrine Gabriele

Town of Kingsville – Municipal Sector

Karen Marner, Treasurer

Aecon – Excavator Sector

Bill McLean

Metro Fibrewerx – Telecom Sector

Len McMillan, Vice-Chair

Hydro One (Retired) – Electrical Sector

Dan Moulton

Various Director Roles – Telecom Sector

Scott Mudie

Oakville Hydro Energy Services – Electrical Sector

John Oakley

Enbridge Gas Distribution – Gas /Oil /Pipeline Sector

Enrico Scalera

Town of Oakville – Municipal Sector

Mike Shannon

Union Gas Ltd – Gas /Oil/ Pipeline Sector

CHAIR'S REPORT

April 15, 2016

The past year has been one of rapid transformation for Ontario One Call. In all aspects of our business – governance, services and organization – we have made significant strides to align our organization with the expectations of our Members, excavators and stakeholders.

On the governance front, we have engaged with the Ministry of Government and Consumer Services as they evaluate the legislative framework for the broader Delegated Administrative Authority (DAA) sector. While not a DAA, ON1Call strives to meet the high standards of transparency and service that government and stakeholders expect. In the coming year we will be working with the Ministry to review our Memorandum of Understanding and Letter of Understanding, two of the important documents which define our accountabilities to the Ministry and our stakeholders.

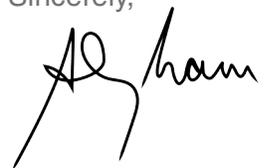
A key area of strengthening ON1Call governance was the revitalization of the Operations Committee. Responsibility for chairing the Committee was moved from ON1Call staff to Members, and the stakeholder-representative body is now accountable to the Board of Directors for both setting and delivering on its priorities. The Board has also established a closer relationship with the Compliance Committee. As we move forward, the relationship

between both Committees and the Board – as well as the relationship of all three to our stakeholders – will be a continuing priority.

In September 2015, the ON1Call Board conducted a major strategic planning session. Many of the outcomes from that session are found in the Strategic Plan portion of this document. You will find that the Board is orienting ON1Call as an organization focused on Member value and safety, while also providing transparency into its operations and governance. Our vision is that by 2020, ON1Call will be seen as an integral part of our Members damage prevention efforts, not only through our day-to-day services but also by our ability to reach and educate excavators and citizens across Ontario.

Such progress would not have been possible without the support of all of our Board members and the talented staff at ON1Call. I extend my gratitude for all their hard work over the last year, and wish them every continued success for 2016.

Sincerely,



Shelly Cunningham

Board Chair, Ontario One Call

EXECUTIVE DIRECTOR'S REPORT

April 15, 2016

As Executive Director of Ontario One Call, I am very privileged to lead a great team during a time of major change.

2015 was a landmark year for our organization. We successfully completed the in-sourcing of our Contact Centre in December 2015. This move gives ON1Call greater operational control of our day-to-day business. It also strengthens our efforts to improve the quality of services for both Members and excavators.

As our organization becomes larger, significant steps have been made to improve employee training, human resource practices and the commitment to a strong organizational culture. The move to our new state-of-the-art office at 104 Cooper Drive in Guelph, embodies this drive for organizational excellence.

With the guidance of the Board, we are implementing new business practices for 2016, including a new company-wide scorecard and development of a five-year Strategic Plan. The Board has established a clear vision for the organization and our responsibility is to turn that vision into a progression of concrete actions.

In the short term, this means moving forward with important operational priorities such as improved mapping and performance reporting for Members. The next few years will also see the ramping up of major communications and marketing initiatives in support of our mandate for public education on the need for safe digging. We will continue to target abuses in the system and take steps through our Contact Centre to eliminate inappropriate practices, whether they be from Members or excavators.

Going forward, we will increase the level of collaboration with our Members, including the sharing of Best Practices and providing greater expertise and insight to aid Members damage prevention strategies. Only then will we achieve the five-year vision as outlined by our Board.

Sincerely,



Ben Hamilton
Executive Director, Ontario One Call

TREASURER'S REPORT

2015 AUDITED FINANCIALS

April 15, 2016

Ontario One Call continues its strong financial performance with high growth in volumes and revenues continuing. The volume of notifications increased from 6.2 million in 2014 to 7.1 million in 2015, an increase of approximately 14%. As revenues are linked to notification volumes, there was an increase in revenues from \$7.2 million in 2014 to \$9.3M in 2015. This growth in income allowed the Board to grant a \$2 million in-year refund to Members.

With the growth in volumes, per notification fees continue to drop. From the \$2.10/\$1.60 mixed fee in 2014, rates were reduced to a flat-fee of \$1.40 for 2015 and then \$1.10 for 2016. The Board will continue to take a cautious and prudent approach to further fee reductions, balancing them with the future needs of the organization.

Expenses were \$6.2 million in 2015, versus \$5.9 million in 2014. The increase in costs was related to transition costs from our previous out-sourced service provider, as well as higher staff costs as new employees were hired in the latter half of the year to establish

and lead the in-house contact centre. These cost increases were partially offset by a significant reduction in consultant fees.

ON1Call's current assets are a robust \$4.8 million, with an additional \$1.4 million in property and equipment. With the move to an in-house contact centre, the organization acquired substantial Information Technology hardware and software assets, plus leasehold improvements and furnishings.

The outlook for FY 2016 remains very strong. Even with a second-consecutive decrease in fees (now down almost 40% versus 2014), the Board still projects a surplus for the year. The financial reserves on hand also allow the Board to fund priorities going forward.

Sincerely,



Karen Marner

Treasurer, Ontario One Call

2015 HIGHLIGHTS

“MOVING THE NEEDLE”

- Almost one million excavation requests handled, resulting in over seven million notifications for our Members
- Educated over 1,000 Member staff and excavators through our Education & Training programs. Topics include One Call A–Z, Using 360 Feedback and Web Ticket Training
- Members voted to reduce notification fees from \$1.40 to \$1.10. In the past two years, notification fees have dropped almost 40%
- \$2 million refunded to Members via a mid-year rebate. This equates to a 20–25% reduction in their annual bill for 2015
- ON1Call staffing grew from 12 employees at the start of 2015 to over 80 employees due to the insourcing of the Contact Centre
- New 11,000 square foot office opened at 104 Cooper Drive in Guelph. The new facility has state-of-the-art IT and Contact Centre equipment, providing the organization with the ideal platform for operational excellence
- Implemented new processes at the Contact Centre to significantly reduce emergency locate abuse and redirect non-emergency requests to the regular ticket queue
- Continued to grow our social media presence on Facebook and Twitter to increase communication with Members and stakeholders
- Presented before numerous audiences, including AMO, ROMA/OGRA, the Ontario Regional Common Ground Alliance and other One Call organizations across Canada

COMPLAINTS PROCESS

ON1Call receives complaints from Members, excavators and the public. Through our Investigations & Compliance department, our first priority is to work with the parties to reach a prompt resolution to support compliant behaviors and safe excavation. Complaints may be received by phone or electronically, and are tracked in a monthly complaints report which is reviewed by the ON1Call Compliance Committee. More serious matters may lead to a formal investigation and potentially, a hearing before the Compliance Committee. ON1Call also refers matters to other regulatory bodies as circumstances merit. A summary of 2015 complaints may be found on the “Governance & Disclosure” page at www.on1call.com

2016 BUSINESS PLAN AND 2016–2020 STRATEGIC PLAN

For the first time, Ontario One Call is incorporating its annual business plan and five-year strategic plan into its Annual Report. This is to allow Members, excavators and stakeholders the opportunity to consider both our past performance and future direction in a single document.

In September 2015, the Board of Directors completed its strategic planning process. Its deliberations were informed by a number of developments, including the in-sourcing of the Contact Centre and the planned start of ON1Call's major communications and marketing initiatives. These strengthened the Board's belief that ON1Call will have greater control over its operational future and have increased opportunities to shape damage prevention outcomes.

As a first step, the Board reviewed the organization's mission statement and updated it to read:

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

We provide a locate request process that is reliable, timely and easy to use."

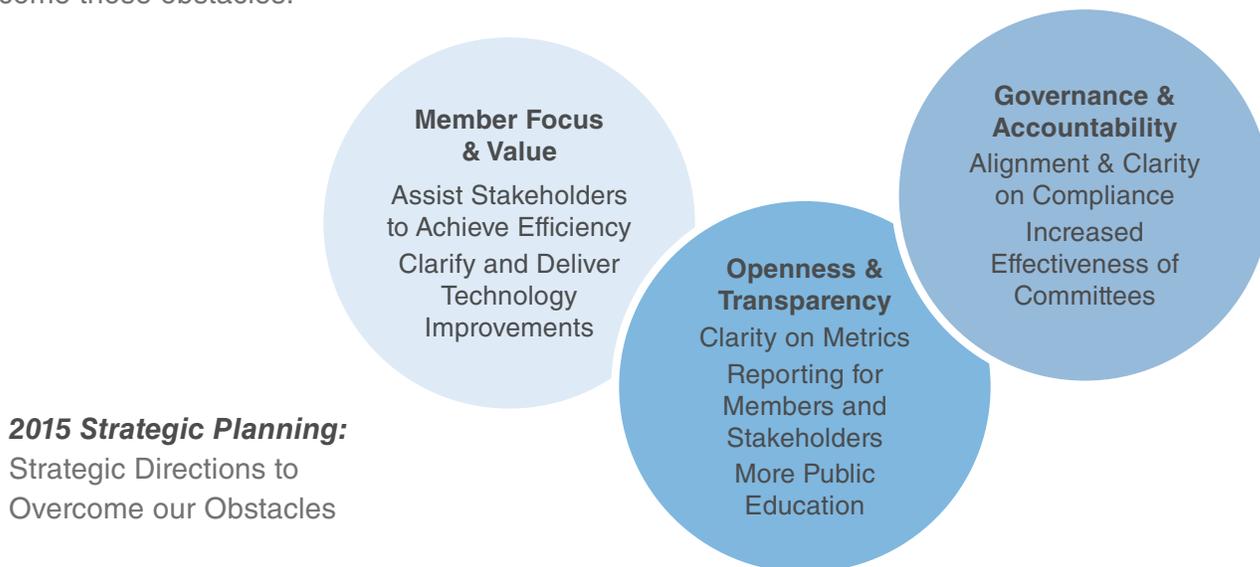
The future direction envisioned by the Board can be grouped under three headings:

- Member Focus & Value
- Governance & Accountability
- Openness & Transparency

Through their evaluation of Member and excavator challenges as they pertain to the One Call system, the Board developed the following themes as the obstacles standing in the way of our Mission and Vision:



To respond to those challenges, the Board laid out several themes that would help the organization overcome those obstacles:



The challenge from the Board to staff was to create a tactical plan to allow ON1Call to meet these challenges and support Members and excavators through the evolution of our organization and services we offer.

2016 BUSINESS PLAN

PRIORITIES

In response, the following priorities for ON1Call Staff and Committees were set for 2016:

MEMBER FOCUS & VALUE

Reducing the Burden on Members:

1. Progress with implementation of Map Selection Notification (Minimum Boundary Rectangle Mapping). This would reduce over-notifications, thereby reducing Member locate costs and improving productivity (Operations Committee & Staff)
2. Improve reporting available to Members so they can clearly understand their own locate delivery performance, have better oversight of their Locate Service Providers (LSP's) and are more accountable to stakeholders (Compliance Committee and Staff)
3. Align Member Services/Client Services to identify and address ticket dumping, relocate abuse and other system abuses (some of the worst "old habits") (Staff)
4. Reduce abuse of emergency locates and implement process improvements to ensure valid emergencies receive more focus (both Committees and Staff)
5. Continue careful management of ON1Call costs to further reduce Member notification fees, as appropriate (Staff)

GOVERNANCE & ACCOUNTABILITY

Building the Organization:

6. Re-strike Operations Committee to establish Member leadership. Make the Committee responsible for setting their own priorities and providing accountability to the Board of Directors (Operations Committee and Staff)
7. Formalize Compliance Committee processes and practices and communicate these to Members, excavators and stakeholders (Compliance Committee and Staff)
8. Engage Board on possible changes to the DAA structure and possible amendments to our governing documents (Board of Directors)

OPENNESS & TRANSPARENCY:

Education and Open Data:

9. Public education mandate advanced by RFI in Q1, including hiring an outside vendor and creating a multi-year plan to increase awareness of ON1Call's mandate and services (Board of Directors and Staff)
10. Public-facing web portal to produce high-level data on Member locate delivery performance. In consultation with Committees and Members, create a shared understanding of the variables used to determine performance (Compliance Committee and Staff)
11. Greater disclosure on our website (minutes of meetings, policies, etc.) (Staff)
12. Understanding the "Open Data" approach and implementing it in our work (Staff)

MEMBER COMMITTEES

The priorities above are supported by the work of the Committees, in particular the two non-Board Committees: Operations and Compliance. Their role is to advance the organization's priorities as established by the Board, and to represent the views of their Member groups as they relate to operational issues and compliance policies respectively. Where necessary, the two Committees collaborate to develop a common approach to shared issues.

LINKING 2016 PRIORITIES TO COMMITTEE ACTIVITIES

OPERATIONS COMMITTEE	JOINT PRIORITIES	COMPLIANCE COMMITTEE
<p>Investigate implementation of Map Selection Notification (Minimum Boundary Rectangle Mapping)</p> <p>Priority #1</p>	<p>Reduce emergency locate abuse</p> <p>Priority #4</p>	<p>Improve reporting on Member locate delivery performance</p> <p>Priority #2 & #10</p>
<p>Selection of new Committee Chair from Committee membership</p> <p>Priority #6</p>	<p>Consider new mandatory fields such as depth and municipal permit numbers</p>	<p>Develop Compliance Processes which clearly explains progression of an investigation from initiation to hearing</p> <p>Priority #7</p>
<p>Collaborate with sector Members to establish a common definition for project locates and processes for pre-engineering locates</p>	<p>Continue work on investigating “vague tickets” and other quality control issues</p>	<p>Create specific compliance policies on: Late Locates, Excavation Without Locates, Delinquent Accounts and Response to 48 Hour Notices</p> <p>Priority #7</p>
	<p>Investigate future new fields to include in 360 Feedback to improve excavator visibility into locate status</p>	<p>Complete Member implementation of 360 Feedback</p>

TIMING & APPROACH TO STAKEHOLDER PROJECTS

The following chart outlines the topics where ON1Call and its Committees will be engaging stakeholders for information and insight to support future decision-making, as well as to promote general awareness and engagement.

<p>Q1 2016</p>	<p>Staff-led outreach to Members to identify any parties who engage in “ticket dumping” and re-locate/re-mark abuse. Findings will be utilized by Training & Education staff for targeted work with those parties Priority #3</p>
<p>Q2 2016</p>	<p>Consultations on compliance policies and their application. This process will be led by the Compliance Committee, and will have both an education objective as well as a consultation objective. The Compliance Committee will provide opportunities for interested parties to meet with the Committee directly Priority #7</p>
<p>Q3 2016</p>	<p>Consultations on changes to emergency locates procedures. A consultation paper will be approved by both the Operations and Compliance Committees and shared with all Members and excavators. While there will be in-person opportunities for stakeholders to comment, the intention is to solicit written comments from all interested parties Priority #4</p>
<p>Q4 2016</p>	<p>Development of standardized reporting on locate delivery performance. All Members, excavators and stakeholder groups will be engaged with ON1Call’s ongoing project to standardize these reports. Some technical details will rest with the Operations Committee, but the general policy of how this information will be reported and shared publicly is of broad interest to all participants in the One Call system, as well as regulators and other parties. There will be the opportunity to test a beta-model in 2016 and receive feedback on future improvements Priorities #2, #10, #12</p>

2016 ON1CALL STAFF OBJECTIVES & SCORECARD

ON1Call staff are actively engaged in the support of Committee work. The ON1Call Operations team supports the work of the Operations Committee, including providing analysis and IT development for system changes. The ON1Call Compliance team supports the work of the Compliance Committee, including the development of policies, procedures and reporting. The Executive Director of the organization is involved in the activities of each of the Board Committees and participates in all of their meetings.

The Board of Directors has approved a mixed approach to performance evaluation for ON1Call staff. The work of staff in support of the Committees, and more generally the day-to-day work of Member support and organizational development are captured in individual objectives set by employees and their manager. There is also a separate staff scorecard which measures the quantitative outcomes of specific staff-led projects.

The following ON1Call staff scorecard was approved by the Board for 2016:

TOPIC	METRIC	WEIGHTING	2015	2016 TARGET
Reducing Damages	2015 Damages/1,000 Notifications (ORCGA)	20%	0.68	0.65
Member Services	# of ALA Usages	5%	225,290	250,000
Member Services	Web Tickets as % of Incoming Requests	10%	63%	66%
Member Services	% of Web Tickets Auto-Processed	5%	68%	69%
Compliance	% of Top 20 Members Receiving Locate Performance Reports	20%	-	90%
Compliance	Number of Emergency Locate Requests Processed	10%	44,099	39,000
Contact Centre	Service Levels (% of Calls Answered within 20 seconds)	10%	n/a	80%
Contact Centre	Front-Line Staffing Salaries & Benefits	10%	n/a	\$2.4M
Contact Centre	Agent Quality Assessment Metric	10%	n/a	

The twelve organizational priorities define where the organization will focus its 2016 efforts. The Committee priorities explain how those sector-representative bodies will support those priorities and the overall needs of Members and excavators.

OTHER 2016 BUSINESS ACTIVITIES

MEMBER & EXCAVATOR TRAINING

Training in the effective use of the One Call system is a vital part of our responsibilities at ON1Call. In 2016, it is expected that more than one thousand people will participate in our training programs. To support the needs of Members and excavators, the following training topics are offered, free of charge, to anyone interested.

- Ontario One Call A → Z
- Utilizing the Web Ticket
- Effective and Safe Use of Alternate Locate Agreements (ALA's)

To maximize accessibility, courses are offered online. ON1Call staff also meet directly with Members to help them maximize their use of the system.

HUMAN RESOURCES

As a rapidly growing organization, ON1Call has significantly upgraded its human resources policies to meet the needs of a medium-sized business. Our focus is to achieve compliance with all legal requirements and develop a culture of respect among employees. The following practices have been implemented for 2016:

- Joint Health & Safety Committee
- First Aid and AED Training
- Emergency and Evacuation Plan
- Education on Benefits and Employee Assistance Programs
- Policies and Training on Gossip in the Workplace and Harassment /Violence in the Workplace
- Policies and Training on AODA and Occupational Health and Safety

INFORMATION TECHNOLOGY

Information Technology is the backbone of the One Call service. Its quality, reliability and security is a vital consideration for our members. The following steps are in place to ensure all industry best practices are met: ON1Call has partnered with CDW, one of Canada's leading information technology service providers to review the existing configuration in 2015 and then design, build and assist with implementation of our new infrastructure as part of our move to our new facility. We maintain a standby support contract to ensure that services are always available even outside of standard business hours. It is our policy to continually review and adopt best security practices to ensure the continued reliability and security of our systems.

An overview of our technology security:

PHYSICAL

- Door access control system, access is logged
- 24 x 7 Video surveillance system is in place
- Alarm company monitors for loss of power and fire
- Onsite Standby Generator and minimum 15 minute runtime UPS for Servers and workstations

VIRTUAL (AT A LOCAL TERMINAL OR REMOTELY VIA VPN)

Access is by default set to denied and the least amount of access is granted to a user in order to complete the specific task they are assigned. Passwords expire after ninety days and must be changed, they cannot contain more than 5 characters from the last 5 passwords used.

- Each person has a unique network username and password to gain access to the network, access is logged
- Each person has a unique voice network username and password, access is logged, all calls are recorded
- Each person has a unique TelDig username and password to gain access to TelDig, access is logged

FINANCIAL

The Board of Directors has approved the maintenance of a \$4M reserve (\$2M for operating variances, \$2M for future capital projects). In terms of future reductions in notification fees, the Board has a conservative outlook. The implementation of new mapping technology would significantly reduce over-notifications – a positive outcome for our Members, but one that would also directly reduce our revenues. ON1Call staff will prepare options for the Board on how this transition can be successfully made.

DISASTER RECOVERY & BACKUP

ON1Call's data system are contained in our in-house Data Centre. Our data is also backed up every 15 minutes to our system platform provider's main office (TelDig, in Quebec City). We do not utilize "cloud" technologies.

Our new office in Guelph is supported by a natural gas backup generator which can provide immediate backup power in the case of an electricity failure.

FIVE-YEAR STRATEGIC VISION (2016–2020)

As part of its strategic planning process, the Board also developed a “5 years from now” vision to define our future state. That vision is:

- Members should view us as an extension of their own internal damage prevention processes and provide strategic value beyond that
- Excavators should see us as reliable, firm and fair. They should have confidence the system works
- The government should see us as open, transparent and listening to stakeholders
- Our service should be transparent, consistent in service levels and compare with other industry leader best practices
- Our service should also be innovative to unlock value for Members
- Help Members achieve appropriate results
- The public will have a universal commitment to *Call Before You Dig*

This vision from the Board describes an ON1Call that is very much involved with its Members’ activities, yet also a strong advocate in itself. In many respects we are business partners with our Members, but we are also a regulator pursuing objectives of openness and transparency. To define this journey over the five year horizon, we can take our three main themes and project the future from 2016:

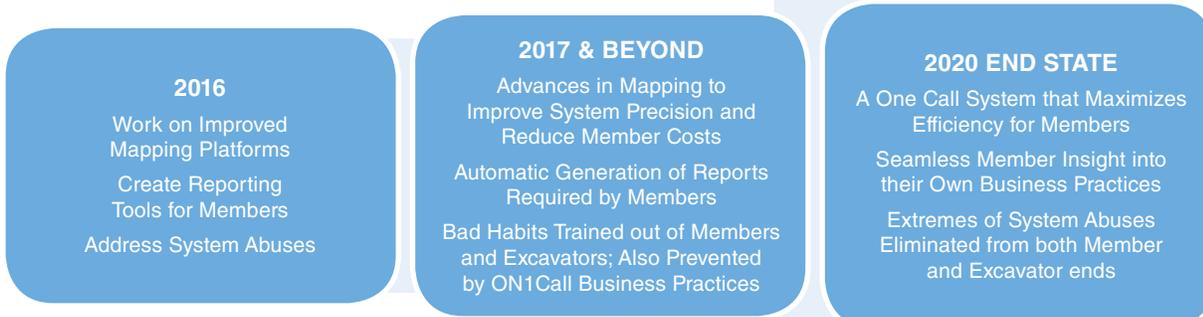
MEMBER FOCUS & VALUE



GOVERNANCE & ACCOUNTABILITY



OPENNESS & TRANSPARENCY



INDEPENDENT AUDITOR'S REPORT

To the Members of Ontario One Call

I have audited the accompanying financial statements of Ontario One Call, which comprise the statements of financial position as at December 31, 2015 and the statements of revenue and expenses, changes in net assets and cash flows for the year ended December 31, 2015, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained in my audit is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of Ontario One Call as at December 31, 2015 and the results of its operations and its cash flows for the year ended December 31, 2015 in accordance with Canadian accounting standards for not-for-profit organizations.



Chartered Accountant Professional Corporation
Authorized to practice public accounting by the
Chartered Professional Accountants of Ontario

Toronto, ON
May 4, 2016

**STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2015**

	<i>December 31</i> 2015	<i>December 31</i> 2014
ASSETS		
CURRENT		
Cash	\$ 3,211,271	\$ 1,321,592
Term deposits (Note 3)	1,001,500	2,000,000
Accounts receivable (Note 4)	319,777	822,719
Harmonized sales tax recoverable	238,883	38,877
Prepaid expenses	55,655	29,742
	<u>4,827,086</u>	<u>4,212,930</u>
PROPERTY AND EQUIPMENT (Note 5)	1,448,516	273,101
	<u>\$ 6,275,602</u>	<u>\$ 4,486,031</u>
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable and accrued liabilities (Note 6)	\$ 1,432,486	\$ 730,995
NET ASSETS		
Net assets	4,843,116	3,755,036
	<u>4,843,116</u>	<u>3,755,036</u>
LIABILITIES AND NET ASSETS	<u>\$ 6,275,602</u>	<u>\$ 4,486,031</u>

ON BEHALF OF THE BOARD


 _____ Director


 _____ Director

STATEMENT OF REVENUE AND EXPENSES
YEAR ENDED DECEMBER 31, 2015

	2015	2014
REVENUE	\$ 9,336,248	\$ 7,256,182
EXPENSES		
Call centre management fees	3,514,261	3,556,003
Salaries, wages and fees	985,066	664,909
Professional fees	334,373	393,740
Mapping expenses	314,199	466,465
Call centre transition costs	265,487	-
IT maintenance and support	217,195	144,702
Amortization	178,337	149,779
Rent and utilities	145,133	87,143
Employees' travel and other expenses	67,979	56,122
Telecommunications	66,222	12,956
Office expenses	54,155	39,871
Shows and conferences	28,183	21,808
Insurance	25,821	23,401
Advertising and promotion	23,067	61,934
Sponsorships	21,375	21,500
Consultants	11,434	205,545
Interest and bank charges	(12,731)	(7,066)
Bad debt recovery	(33,463)	-
	<u>6,206,093</u>	<u>5,898,812</u>
EXCESS OF REVENUE OVER EXPENSES FROM OPERATIONS	3,130,155	1,357,370
INCOME TAX RECOVERED (Note 7)	-	(150,162)
EXCESS OF REVENUE OVER EXPENSES BEFORE NOTIFICATION AND MEMBER REBATES	3,130,155	1,507,532
Notification and member rebates	2,042,075	-
EXCESS OF REVENUE OVER EXPENSES	<u>\$ 1,088,080</u>	<u>\$ 1,507,532</u>

**STATEMENT OF CHANGES IN NET ASSETS
YEAR ENDED DECEMBER 31, 2015**

	2015	2014
NET ASSETS - BEGINNING OF YEAR	\$ 3,755,036	\$ 2,247,504
Excess of revenue over expenses	1,088,080	1,507,532
NET ASSETS - END OF YEAR	\$ 4,843,116	\$ 3,755,036

STATEMENT OF CASH FLOWS
YEAR ENDED DECEMBER 31, 2015

	2015	2014
OPERATING ACTIVITIES		
Excess of revenue over expenses	\$ 1,088,080	\$ 1,507,532
Item not affecting cash:		
Amortization of property and equipment	178,337	149,779
	<u>1,266,417</u>	<u>1,657,311</u>
Changes in non-cash working capital:		
Accounts receivable	502,942	(84,491)
Accounts payable and accrued liabilities	701,491	(116,709)
Prepaid expenses	(25,913)	27,754
Harmonized sales tax recoverable	(200,006)	(54,721)
	<u>978,514</u>	<u>(228,167)</u>
Cash flow provided by operating activities	<u>2,244,931</u>	<u>1,429,144</u>
INVESTING ACTIVITIES		
Additions to property and equipment	(1,353,752)	(119,469)
Term deposits	998,500	(1,000,000)
Cash flow provided by investing activities	<u>(355,252)</u>	<u>(1,119,469)</u>
INCREASE IN CASH FLOW	1,889,679	309,675
Cash - beginning of year	<u>1,321,592</u>	<u>1,011,917</u>
CASH - END OF YEAR	<u>\$ 3,211,271</u>	<u>\$ 1,321,592</u>

NOTES TO FINANCIAL STATEMENTS YEAR ENDED DECEMBER 31, 2015

1. DESCRIPTION OF ORGANIZATION

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

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation of the Financial Statements

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and are in accordance with Canadian generally accepted accounting principles the most significant of which are summarized as follows:

Revenue Recognition

Revenue is recognized at the time the call is received and notification made. Unrestricted investment income is recognized as revenue when earned.

Property and equipment

Property and equipment are stated at cost less accumulated amortization. Property and equipment are amortized over their estimated useful lives at the following rates and methods:

Computer Software	3 and 5 years	straight-line method
Computer Equipment	3 and 5 years	straight-line method
Furniture and equipment	3 and 10 years	straight-line method
Lease hold improvements	10 years	straight-line method

Financial Instruments

Measurement of financial Instruments

The Corporation initially measures its financial assets and financial liabilities at fair value, except for certain non-arm's length transactions. The Corporation subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash, term deposits and accounts receivable. Financial liabilities measured at amortized cost include accounts payable.

Impairment

Financial assets measured at cost are tested annually for impairment if there are indicators of impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net income.

Accounting Estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates. Specifically, these financial statements include management estimates and assumptions relating to the valuation of accounts receivable and the valuation of property and equipment and their useful lives.

3. TERM DEPOSITS

	2015	2014
Guaranteed Investment certificate bearing interest at 0.5% maturing September 9, 2016	\$ 1,001,500	\$ 1,000,000
Guaranteed Investment certificate bearing interest at 0.95% matured November 9, 2015	-	1,000,000
	\$ 1,001,500	\$ 2,000,000

4. ACCOUNTS RECEIVABLE

	<u>2015</u>	<u>2014</u>
Accounts receivable	\$ 320,777	\$ 857,223
Less: Allowance for doubtful accounts	(1,000)	(34,504)
	<u>\$ 319,777</u>	<u>\$ 822,719</u>

5. PROPERTY AND EQUIPMENT

	<u>Cost</u>	<u>Accumulated amortization</u>	<u>2015 Net book value</u>	<u>2014 Net book value</u>
Computer Software	\$ 458,023	\$ 186,093	\$ 271,930	\$ 179,545
Computer Equipment	318,372	134,405	183,967	87,806
Furniture and equipment	231,740	20,824	210,916	5,750
Leasehold improvements	794,952	13,249	781,703	-
	<u>\$ 1,803,087</u>	<u>\$ 354,571</u>	<u>\$ 1,448,516</u>	<u>\$ 273,101</u>

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	<u>2015</u>	<u>2014</u>
Accounts payable and accrued liabilities	\$ 515,310	\$ 730,995
Member Rebates - Credits in Accounts Receivable	917,176	-
	<u>\$ 1,432,486</u>	<u>\$ 730,995</u>

7. INCOME TAX RECOVERED

Income Tax recovered consisted of prior years' corporate taxes refunded to the Corporation in 2014 because of its conversion to a not-for-profit corporation in 2011.

8. RELATED PARTIES

	<u>2015</u>	<u>2014</u>
<i>Management-member</i>		
Fee revenue	\$ 1,350,861	\$ 1,412,978
Accounts Receivable (Payable)	\$ (172,787)	\$ 158,792
<i>Management-member</i>		
Fee revenue	\$ 977,558	\$ 1,013,243
Consulting Expenses	-	(76,166)
Accounts Receivable (Payable)	\$ (158,829)	\$ 52,047
<i>Management-member</i>		
Fee revenue	\$ 821,410	\$ 963,617
Accounts Receivable (Payable)	\$ (18,073)	\$ 230,645
<i>Management-member</i>		
Fee revenue	\$ 613,566	\$ 665,343
Accounts Receivable (Payable)	\$ (74,717)	\$ 31,182

These transactions are in the normal amount, course of operations and are measured at the exchange which is the amount of consideration established and agreed to by the related parties.

Economic Dependence

These four members were the source of 40% of the total fee revenue generated by the Corporation in 2015.

9. CAPITAL DISCLOSURES

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

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

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

10. FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS

Credit Risk

Credit risk represents the financial loss that the Corporation would experience if a counter party to a financial instrument failed to meet its obligations. The Corporation's credit risk is primarily attributable to its accounts receivable. The amounts disclosed on the balance sheet are net of allowances for doubtful accounts, estimated by the Corporation's management based on prior experience. The Corporation believes that its allowance for doubtful accounts is sufficient to reflect the related credit risk.

The Corporation has established various internal controls designed to mitigate credit risk such as account monitoring procedures.

Liquidity Risk

Liquidity risk is the risk that the Corporation will be unable to fulfill its obligations on a timely basis or at reasonable cost. Management manages liquidity risk by monitoring its operating requirements and preparing budgets to ensure it has sufficient funds to fulfill its obligations.

Market Risk

Market risk is the risk that the value of a financial instrument will fluctuate as a result of changes in market prices whether those changes are caused by factors specific to the individual security or its issuer or factors affecting all securities traded in the market. Management has attempted to control the effects of market risk by maintaining a conservative investment portfolio 100% invested in GIC's and high interest savings accounts.

Interest and Currency Risks

It is management's opinion that the Corporation is not exposed to significant interest or currency risks arising from these financial instruments.

There has been no change to the extent of exposure to the above risks from 2014.

11. CONTINGENT LIABILITY

On May 30, 2014, a group of related companies, as plaintiffs, filed a statement of claim against Ontario One Call and a number of other defendants. The plaintiffs allege that they hired one of the defendants to run an event on the plaintiffs' property and that defendant along with other co-defendants arranged for a tent to be erected. It is alleged that prior to the installation One Call was retained by one of the defendants to provide locate information for underground utilities. During installation an underground hydro line was severed causing damage to the property. The claim for damages is \$100,000 against all of defendants separately and collectively. Ontario One Call has filed a statement of defence.

In management's opinion the claim is without merit. As at April 14, 2016 counsel for all parties have agreed that Ontario One Call played no role in this matter and are seeking instructions to release Ontario One Call from the action, therefore no provision has been made in the financial statements.

LEASE COMMITMENTS

The Corporation leases premises under three long term leases expiring October 31, 2016, March 31, 2018 and June 30, 2025. Future minimum lease payments exclusive of harmonized sales tax and operating charges as at year end are as follows:

2016	\$ 225,385
2017	217,815
2018	186,386
2019	175,910
2020	175,910
Thereafter	837,091
	\$ 1,818,497



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