

Message from the President

As we reflect on 2025, I am proud to share the progress Utility Safety Partners has made in strengthening safety, enhancing service delivery, and advancing our shared mission to protect people, the environment, and critical infrastructure.

This past year demonstrated the continued trust Albertans, Manitobans, and Saskatchewanians place in USP. Locate request volumes remained strong, surpassing a combined 650,000 across three provinces and generating more than 2 million notifications to our members. This speaks not only to the demand for safe excavation practices, but also to the reliability and accessibility of our systems. Our ongoing shift to web-first service continues to improve efficiency, and reduce damages, while maintaining the high standards members and the digging community expect.

We also made meaningful advancements in technology. The evolution of the PelicanCorp software platform, the integration of Intercom as our new CRM, and the development of the Look Up and Live platform demonstrate USP's commitment to modernization. These investments help us serve members more effectively today while laying the foundation for future innovation.

Equally important is the work happening beyond technology. Our Education & Awareness team expanded its reach through ambassadors, tradeshow, events, and strong social media engagement. Committees, such as the Best Practice Committee and Training Standards Committee, grew in membership and impact, advancing standards that support the entire damage prevention ecosystem.

Financial stability remains a pillar of our organization. With the continued success of the Annual Member Fee model, disciplined expense management, and strategic planning, USP met its cash and reserve targets and remains well-positioned for the years ahead. This financial foundation enables us to invest confidently in new capabilities, including upcoming AI tools, IT/GIS resources, and future system upgrades.

Looking ahead to 2026 and early 2027 planning, USP is focused on strengthening collaboration across western Canada, advancing homeowner engagement, supporting the rollout of Look Up and Live, and preparing for key events—including hosting responsibilities at the [2026 CCGA Symposium](#) and our 2027 Safety Conference.

None of this would be possible without the support of our members, partners, staff, board of directors, and the broader damage prevention community. Your expertise, commitment, and collaboration continue to make Utility Safety Partners a national leader in the damage prevention space.

Thank you for your ongoing trust and partnership. Together, we continue to build a safer future.

Mike Sullivan

President, Utility Safety Partners

Executive Summary

Utility Safety Partners advanced its mission to keep people, the environment and utilities safe through education, awareness, engagement and locates, while strengthening operations and financial resilience in 2025.

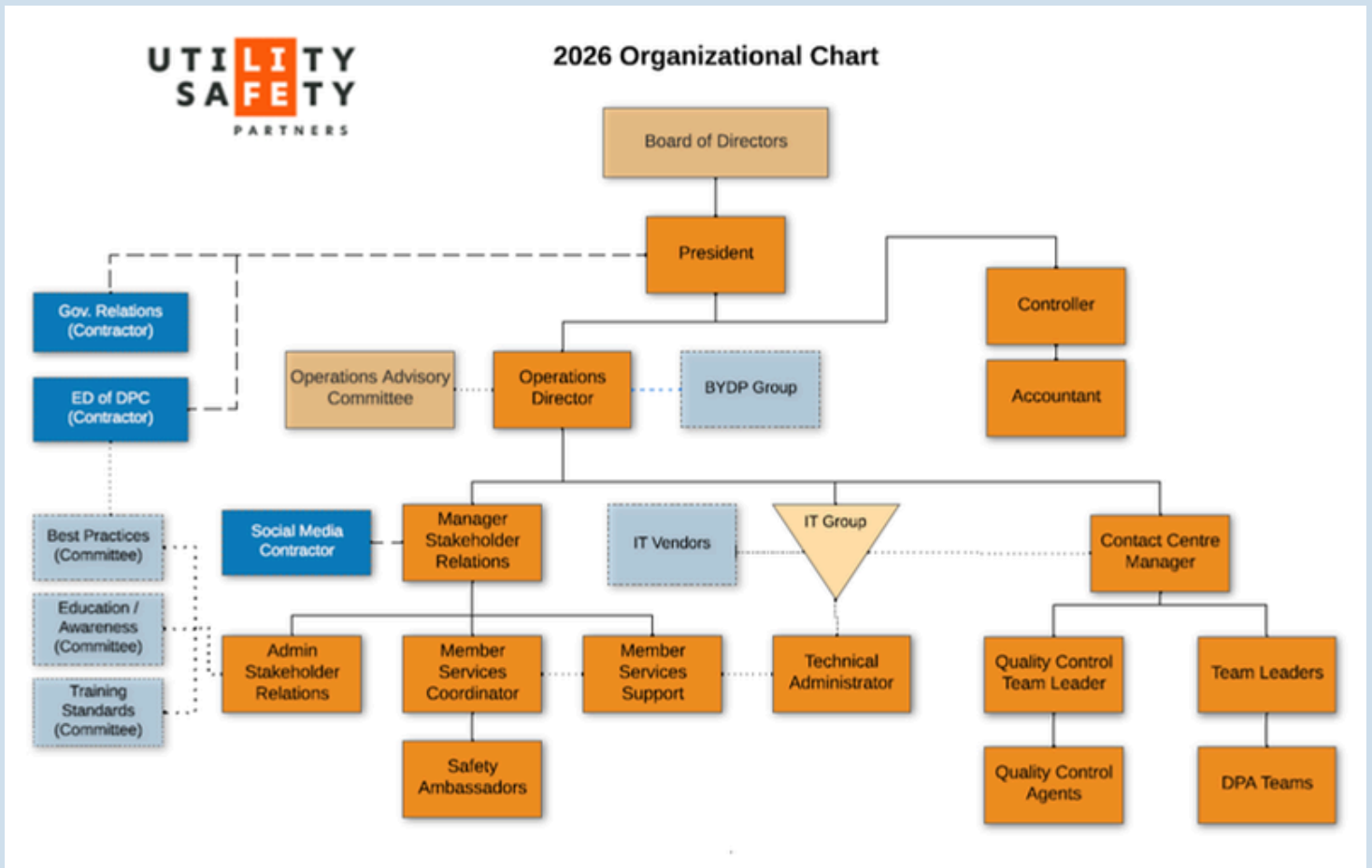
Locate request volumes remained strong in Alberta with 430,803 requests generating more than 1.6-million member notifications. The vast majority of member and contractor requests were submitted online, and web-first policies continued to reduce inbound call volumes.

USP maintained ISO 9001:2015 certification, expanded Education & Awareness impact through ambassadors and events, grew Best Practice and Training Standards committees, and advanced overhead safety through the Look Up and Live initiative.

Financially, USP's Annual Member Fee (AMF) model continued to provide front-loaded revenue certainty. Cash and Reserve targets were met, revenue and expense trends remained disciplined and sponsorships focused on special events and in-kind contributions.

Organizational Overview

USP provides Damage Prevention Notification services to Alberta, Manitoba and Saskatchewan. 2025 operations were supported by 14 full-time administrative employees, 6 permanent and 30 Seasonal Contact Centre Agents, plus contract resources for advertising, social media, government relations and Training Standards administration. USP is increasing its reliance on technology including AI, GIS and the anticipated Look Up and Live platform.



Quality Management (ISO 9001:2015)



USP is ISO 9001:2015 certified (since 2021). The 2025 surveillance audit took place in early November. USP successfully completed the audit and certification was renewed for 2026. USP and Info-Excavation in Quebec are the only two ISO certified Notification Centres in Canada.

Board of Directors

With the exception of the At Large Board Members representing the interests of the former Alberta Common Ground Alliance (ABCGA), the USP Board Members predominantly represent the shareholder entities that set up Alberta One-Call Corporation (AOC) in the early 1980s.

When AOC, the ABCGA and the Joint Utility Safety Team unified resources in 2020, Utility Safety Partners was created. In doing so, AOC's mandate expanded to include elements of the damage prevention process beyond notification to its members of proposed ground disturbance in the vicinity of their buried assets.



APEX Utilities – **Curtis Bellows**

ATCO Gas and Pipelines – **Iain Stables**

ATCO Electric – **Harjinder Sokhal**

City of Calgary – **Troy McLeod**

City of Edmonton – **Nathan Stelmach**

Enbridge – **Shane Cleet (Chair)**

ENMAX – **Cody Stocks**

EPCOR – **Tyrone Kimmel**

FedGas – **Perry Ellis**

FortisAlberta – **Daryl Stratmoen**

Imperial Oil – **Amanda Schiaroli** (outgoing)
/ **Jonathon Ho** (incoming)

Pembina Pipelines – **Mark Bradley**

Rogers – **Reza Habibolahi**

TELUS – **Darcy Hurlock**

TC Energy – **Dave Oel**

ABCGA (Members At Large) – **Bas Owel (Vice Chair)** and **Jamie Andersen**

Mission Statement

We keep people, the environment and utilities safe through education, awareness, engagement and locates to prevent contact with overhead and underground infrastructure.

Vision Statement

We are the trusted resource for utility safety.

Contact Centre Operations

	2025	2024
Locate Requests	430,803	426,112
Clicks (% / count)	87.91% (378,714)	87.73% (373,813)
Calls (% / count)	12.31% (52,089)	12.27% (52,229)
Notifications to Members	1,651,594	1,592,989
Net Notifications per Locate Request	3.83	3.91
Calls per Locate Request	0.146	0.147
Damages Reported to DIRT	2,047	2,035
Registered DIRT Submitters	23	
Alternate Locate Provider (ALP) projects	42,347	8,187*
ALP damages	3	0

*ALP rolled out August 10, 2024

Over 98% of member/contractor locate requests and 55% of homeowner requests are online. USP mandates web requests (ClickBeforeYouDig) for members and contractors. Called-in locate requests have steadily declined since 2012 with brief increases during software transitions. Click [HERE](#) for a link to the CCGA's 2025 DIRT Report.

Member Services

USP completed several major technology advancements during the year, including four regular PelicanCorp software releases and a significant platform upgrade to NextGen5, while also implementing Intercom as its new Customer Relations Management system and building the Look Up and Live platform using Esri to further enhance operational capabilities and awareness.



Member Services activity (2025 vs 2024):

Activity	2025	2024	+/- 2024
Member queries resolved	8,967	5,902	52%
Registered database updates	6,214	5,841	6.30%
Onboarded new members	36	38	-5.20%
Member terminations or amalgamations	18	31	-42%

Education & Awareness



USP Ambassadors were active throughout Calgary, Edmonton, the Industrial Heartland, Red Deer County, and Grande Prairie. Beginning in early April, the Ambassadors collectively visited more than 1,300 sites engaging over 5,800 Albertans, businesses, members, and contractors, with an estimated indirect reach of 48,000 people.

During the year, USP also participated in 34 tradeshow and industry events and successfully hosted the 2025 Safety Conference at Edmonton's Ice District.

Its social media presence remained one of the strongest damage prevention campaigns in North America, with the highest engagement occurring on LinkedIn and Instagram. Additionally, USP's eNews continued to reach more than 160,000 recipients each month, and The Safety Moment podcast recorded 845 downloads in 2025, surpassing 5,500 downloads overall.

Regional Collaboration: Industrial Heartland

Although the Edmonton Area Pipeline & Utility Operating Committee (EAPUOC) terminated its shared resource contract with USP in May 2025, USP continues awareness efforts across the Industrial Heartland and is working with partners to bridge communication and cultural gaps as demographics evolve.

Committee Updates



Government Relations

Although damage prevention legislation efforts paused in Q2 2025, USP initiated correspondence with Alberta municipalities to better locate and register their buried assets. Discussions with municipalities also included potential gains offered by the Alternate Locate Provider Program.

Best Practice Committee (BPC)

Membership grew to 46, up from 36 in the previous year, while the committee advanced several Transaction Requests to the National Best Practice Committee and continued developing a comprehensive re-write of Section 2 – Notification Centre Best Practice. The Homeowner Edition of the Damage Prevention Process in Alberta was also completed further strengthening resources available to stakeholders.



Training Standards Committee (TSC)

Co-Chairs, Debbie Shelley of Global Training and Jeff Mulligan of Astec Safety led the committee through a successful year in which it achieved a financial operating surplus, expanded its membership, and launched the Locating and Marking Training Standard, which serves as an ALP prerequisite. All nine Endorsed Training Programs scheduled for re-endorsement in 2025 passed their audits, while the Ground Disturbance 201 Training Standard entered a review phase for updates.

Overhead Assets - Look Up and Live

USP participated in the rollout of Look Up and Live, an online tool that spatially displays participating overhead energy and utility assets. In Australia, similar awareness efforts contributed to a 50% reduction in overhead contacts.

The “Where’s The LINE” overhead powerline awareness campaign was integrated into USP operations at unification, reducing duplication and costs while enabling new promotional methods.



Alternate Locate Provider (ALP)



The ALP program, which launched August 10, 2024, saw strong uptake with more than 48,000 excavation projects selecting the ALP option in 2025 as adoption continued to rise year over year. Only three ALP-related damages were reported during the year – well below documented averages – and participating members experienced significant cost savings.

Financial Health

Annual Member Fee (AMF) Model

In 2021, USP redesigned its revenue structure to a front-loaded Annual Member Fee (AMF) based on historical notifications and a risk/consequence score. The model broadened parity among members and is set mid-year to support budgeting. USP met its five-year fiscal objectives by 2025 and plans to release an AMF RFP in 2026 to review the model and formula and update if necessary.

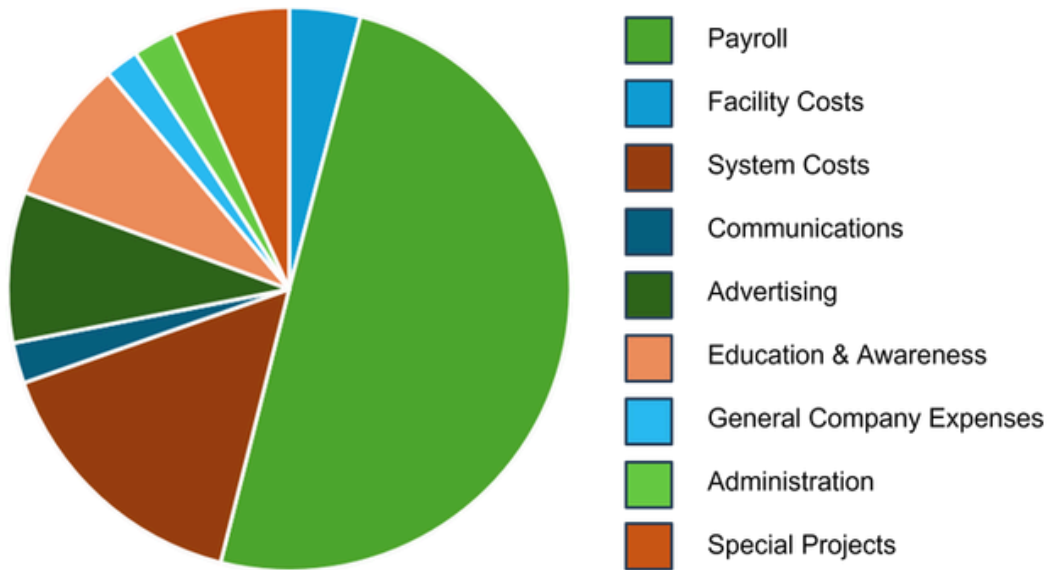
Cash on Hand & Reserve Fund

Cash on Hand and Reserve Fund targets of \$2.0M and \$1.5M, respectively, were met in March 2025 and the financial year-end finished just \$10,000 below target. Also in 2025, the USP Board of Directors confirmed increasing USP's Cash-on-Hand target by a minimum of \$100,000 annually.

Revenue & Expense Trends

The AMF provides revenue certainty enabling better resource allocation. System costs continue to rise while communications and payroll costs have decreased. With the termination of its office lease and sublease, facility costs are essentially nil as of 2026. Prior to AMF, Education/Advertising and cost-of-living increases were frequently cut to help subsidize operational costs. Those budgets have normalized, and payroll has continued to modestly decline since 2023.

Expense Allocation



Receivables & Bad Debt

USP typically writes off between \$50K–\$80K in bad debt annually when members become defunct or bankrupt. To mitigate risk, USP is working with legal counsel to strengthen the User Agreement, with an updated agreement anticipated for circulation in late 2026 or early 2027.

Non-Asset Safety Partner Fees (2025)

USP offers low-cost membership to damage prevention partners in Alberta. Fees below are under review for 2027. USP intentionally keeps these fees low as a method to procure meaningful engagement with non-asset interest groups and members to fulfill a more robust damage prevention process.

Membership Type	Named Reps	2025 AMF
Individual	1	\$100
Industry Assoc. up to 100 members	3	\$250
Industry Assoc. 101–500 members	5	\$400
Industry Assoc. >500 members	8	\$750
Corporate ≤50 employees	2	\$150
Corporate 50–250 employees	3	\$500
Corporate >250 employees	5	\$1,000
Government Agency – Provincial/Federal Rep	N/A	No Fee

Sponsorships & In-Kind Support

Under the unified structure, annual ABCGA sponsorship revenue is no longer necessary. Sponsorships now focus on special events and in-kind support. As an example, the USP Golf Tournament through green fees and sponsorship raised over \$18,000 for the BC & Alberta Guide Dogs.



2026 Outlook & 2027 Early Planning

The Damage Prevention Certificate (DPC) Program progressed with the hiring of an Executive Director, the formation of a stakeholder group, and its first meeting in late March 2026.

Several RFPs are planned for 2026, including an AMF model review and the financial audit for 2026–2031. Efforts are also underway to review aligned One-Call business rules across Western Canada (MB, SK, AB, BC) and to pursue an updated Memorandum of Understanding with Before You Dig Partners. USP will support the CCGA Damage Prevention Symposium in Calgary from November 17–19, 2026, as the host province partner.

Development continued on the PelicanCorp NextGen platform, with Phase II of NextGen 5—covering Positive Response and the Homeowner Portal—scheduled for summer 2026 and early discussions underway regarding the roadmap for NextGen 6. USP is also considering a Homeowner Web mandate in 2026, anticipating increased chat volumes and fewer homeowner calls while monitoring potential abandonment risks.

Planning for 2027 includes anticipating rising system costs, adopting new AI capabilities, and adding an internal IT/GIS role. USP's 2027 Safety Conference is scheduled for March 14–17 at the Fairmont Palliser. Additionally, USP will issue an RFP for Government Relations services covering 2027–2031.