

BC 1 Call 2021 Report to Members & Partners

MARCH 2022

PREPARED BY

munro/thompson

BC1C.CA



TABLE OF CONTENTS

Message from the Chair	3
Message from the President	4
2021 Year in Review	5
Strong Registered User Growth	5
Loyal Membership	6
Record Use & Efficiency of BC 1 Call	6
Customer Experience	10
POST-EXPERIENCE USER SURVEYS	11
MEMBER'S AGREEMENT STANDARDS	12
USER AND MEMBER SURVEYS	13
BC 1 Call Marketing & Communications Initiatives	15
BRAND AWARENESS POLL	15
EDUCATIONAL CAMPAIGNS	16
STATE OF EMERGENCY COMMUNICATIONS	19
COMMUNICATIONS WITH MEMBERS & USERS	20
User Education & Training	21
Governance	22
Financial Sustainability	23



Message from the Chair

DEAR MEMBERS & PARTNERS,

2021 was a tough year that challenged the resiliency of British Columbians. Drinking water, heat, internet, and other services provided by our members never felt more crucial than when enduring waves of impacts from the COVID-19 pandemic and natural disasters.

As always, BC 1 Call and its members stood ready to safeguard the services our communities and businesses depend on. The excavating community did their part in using BC 1 Call more than ever, whether for planned work or in emergencies, such as recovering from the devastating floods.

After such a year, it merits taking a moment to recognize the vital ongoing contributions of B.C.'s safe digging community. BC 1 Call is proud to operate as a not-for-profit asset for the province. Together, we are helping to protect, maintain and build out private and public sector capabilities for B.C. communities and businesses.

Over the past five years, BC 1 Call's Board of Directors and Management have been focussed on ensuring BC 1 Call can deliver its services effectively, is financially sustainable, has a high level of public awareness, and is meeting the needs of our members. With this foundation now in place we'll be refreshing our vision with a new and inspiring strategic plan. Responses received through annual member and user surveys will help guide strategic planning this summer, as we re-envision our path forward.

Operationally, BC 1 Call scaled again in 2021 to meet another record-breaking year of service volumes. We did so while handling a record number of emergency locate requests and managing customer experience. We applaud our B.C.-based contact centre agents for their stamina and friendly professionalism in handling high call volumes, including many first-time homeowner users. Our members also deserve a shoutout for keeping mapping data current and responding to notifications within three working days. High standards in these areas are closely tied to our brand reputation and help drive habitual use of our service.

On behalf of the Board, thank you for being our members, users and partners. We appreciate and value each of you.

Best Regards,

DAREN SANDERS
CHAIR

Message from the President

BC 1 Call has achieved a significant milestone. We're now confident in stating that contacting BC 1 Call before breaking ground is a B.C. safe digging practice, not just an aspiration. Proof points include the following statistics from 2021:

- 27 Education Partners, who refer to BC 1 Call in their professional training (up 50%)
- More than 89K registered users of BC 1 Call (up 44%)
- More than 241K locate requests placed (up 14%)
- 88% of member survey respondents require use of BC 1 Call by excavating employees and contractors
- 72% of user survey respondents use BC 1 Call because it is a safe digging best practice and protects their communities

Even with these great achievements, more remains to be done to drive consistent use of BC 1 Call by excavators (both professionals and homeowners), and to persuade infrastructure owners of the value of membership.

Promoting BC 1 Call is in our common interest. BC 1 Call stepped up promotional efforts in 2020 and built on that momentum in 2021, including commissioning our first brand awareness survey, and encouraging the use of emergency locate requests during the state of emergency flooding.

Thanks again to our amazing contact centre agents whose professionalism drives 94% of post-experience user survey respondents to say they would refer BC 1 Call to others.

As always, BC 1 Call will work to improve our service and value. The 2021 user and member surveys provide rich feedback, and we thank all those who took the time to let us know how we're doing and where we can improve.

On behalf of the BC 1 Call team, thank you for helping promote BC 1 Call membership and use. We invite everyone to actively participate in 2022 to make our call to action resonate all around the province. We look forward to supporting you!

Best Regards,

CHRIS HYLAND,
PRESIDENT & CEO



2021 Year in Review

Another record breaking year for BC 1 Call!
Here are the highlights.

Strong Registered User Growth

We know that increasing users, and their consistent use of BC 1 Call, decreases the risk of damage incidents. According to the Canadian Common Ground Alliance 2020 DIRT Report, the root cause of 50% of reported damage incidents in B.C. was a failure to use BC 1 Call.

Registered users of BC 1 Call tripled over the last two years, reaching over 89,000 by the end of 2021. Significant increases in the number of each of our three user types was achieved in 2021, for a total increase of 44% from 2020, or an average of 2,200 new users each month.

REGISTERED USERS	JAN 1 2020	YEAR END 2020	YOY % CHANGE	JAN 1 2021	YEAR END 2021	% OF GROWTH
Total Registered Users	29,632	62,830	+112%	62,830	89,215	+44%
Contractors	11,724	20,661	+76%	20,661	27,360	+51%
Homeowners	16,429	39,234	+139%	39,234	59,046	+26%
Member Employees	1,479	2,292	+55%	2,292	2,809	+44%



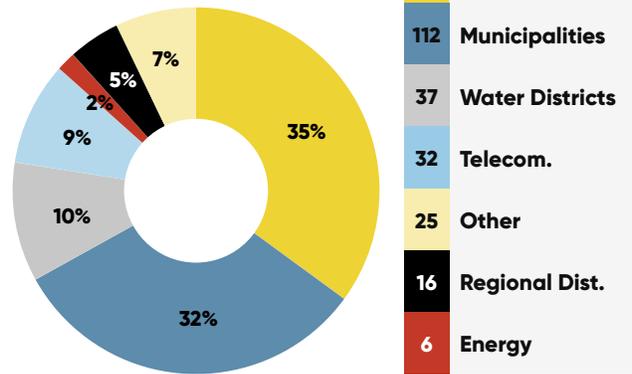
LOYAL MEMBERSHIP

We closed the year with a total of 351 members, after welcoming six new members. Importantly, we did not lose any members (other than through industry consolidations, particularly in the Oil & Gas sector). The more members we have, the greater the value of BC 1 Call as an agent of damage prevention, and the easier it is for excavators to ensure they have contacted all possible owners of underground infrastructure within their proposed dig sites.

The value of membership was articulated by respondents to the 2021 member survey:

- 92% said that BC 1 Call was an important part of their damage prevention strategy
- 88% of respondents require employees and contractors to use BC 1 Call
- 88% said that BC 1 Call is important to their community relations messaging
- 86% were likely to recommend membership to others

PERCENTAGE OF MEMBERS BY SECTOR



76% of our members are from the Oil & Gas, Municipal and Telecommunications sectors, with a high percentage of the underground infrastructure owners of each sector being BC 1 Call Members:

- Oil & Gas sector – 100% of pipeline permit holders
- Municipal sector – 70%
- Telecommunications sector – 98%

Record Use & Efficiency of BC 1 Call

With almost 90,000 registered users, it's not surprising that we hit another year of record locate requests with over 241,000. An increase in locate requests **shows growing awareness and use of our service** as a way to prevent damage to underground infrastructure and related avoidable consequences, such as environmental contamination, personal injury, project delays, repair costs and more.

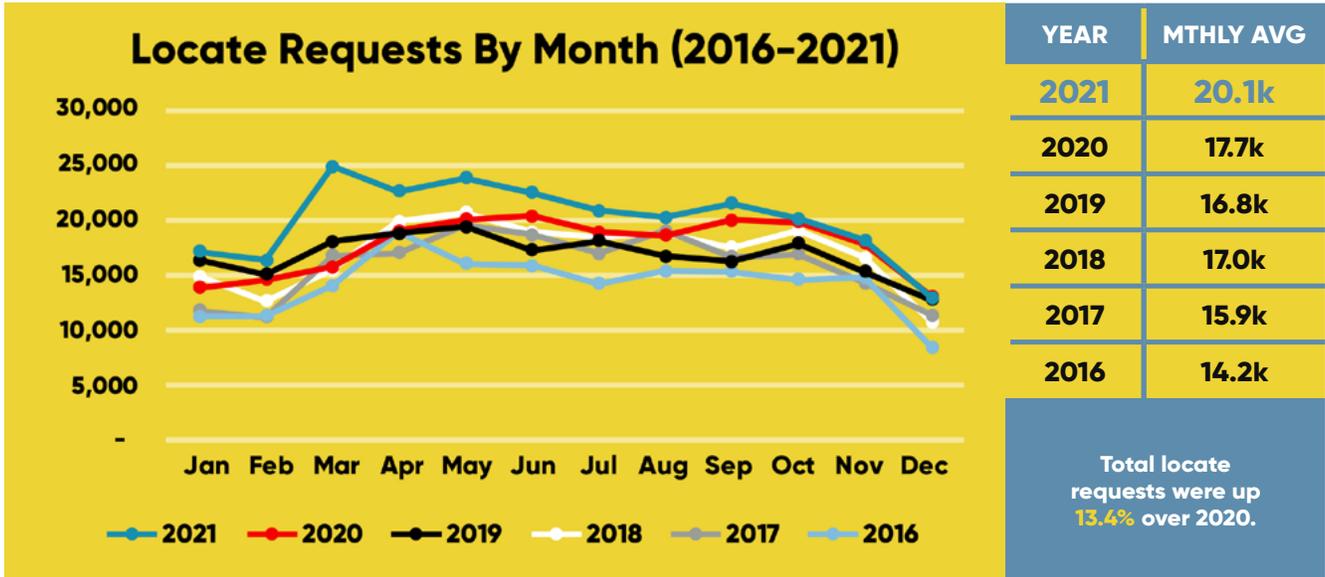
SERVICE VOLUMES	2020 RESULTS	2021 RESULTS	YOY CHANGE	MONTHLY AVERAGE
Locate Requests	212,056	241,374	+14%	2020: 17.7k 2021: 20k
Net Notifications	609,367	687,075	+15%	2020: 51k 2021: 57k



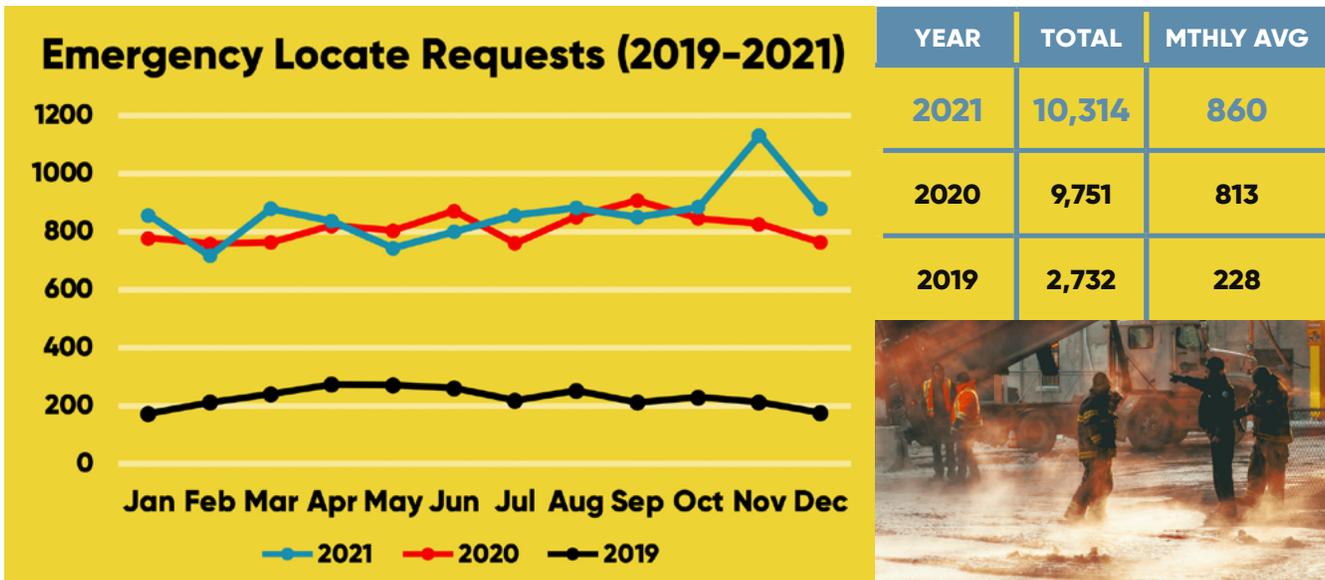
Growth in Locate Request Volumes

Consistent growth in locate request volumes is illustrated in the charts below.

LOCATE REQUEST SUMMARY



EMERGENCY LOCATE REQUESTS



BC 1 Call strives to scale to meet demand by enhancing our efficiency.

The following efficiency-related metrics are monitored throughout the year:

PERCENTAGE OF ONLINE LOCATE REQUESTS:

- The higher percentage of online locate ticket requests (vs. phoned-in requests), the better the ability to optimize call centre agents' time, especially as ticket volumes increase.
- The majority of first-time homeowner users submit their locate requests by phone, making it imperative that professional member employees and contractors use the online process to increase the overall efficiency of the locate process.

ONLINE LOCATE REQUEST PERCENTAGES 2018-2021

DRIVE ONLINE LOCATE REQUESTS	2018	2019	2020	2021 GOAL	2021 CLOSE
% of Locate Requests (LRs) Submitted Online	71%	75%	78%	80%	81%

REGISTERED USERS	2018	2019	2020	2021 GOAL	2021 CLOSE
Member Employee % of Online LRs	92%	86%	87%	90%	89%
Contractor % of Online LRs	82%	81%	80%	85%	85%
Homeowner % of Online LRs	38%	26%	34%	35%	39%

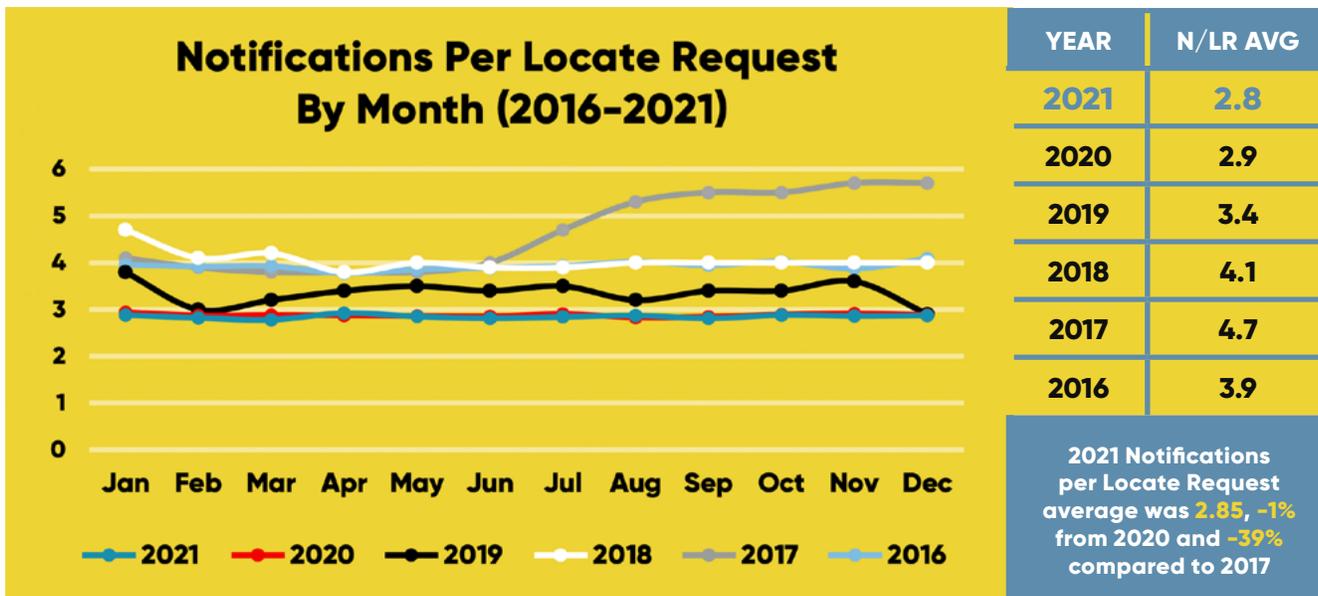


NOTIFICATIONS PER LOCATE REQUEST

RATIO: Our aim is to be as precise as possible, ensuring the fewest number of billable

notifications covering at-risk infrastructure of our members. A low ratio benefits members both financially and operationally.

NET NOTIFICATIONS PER LOCATE REQUEST 2016 - 2021

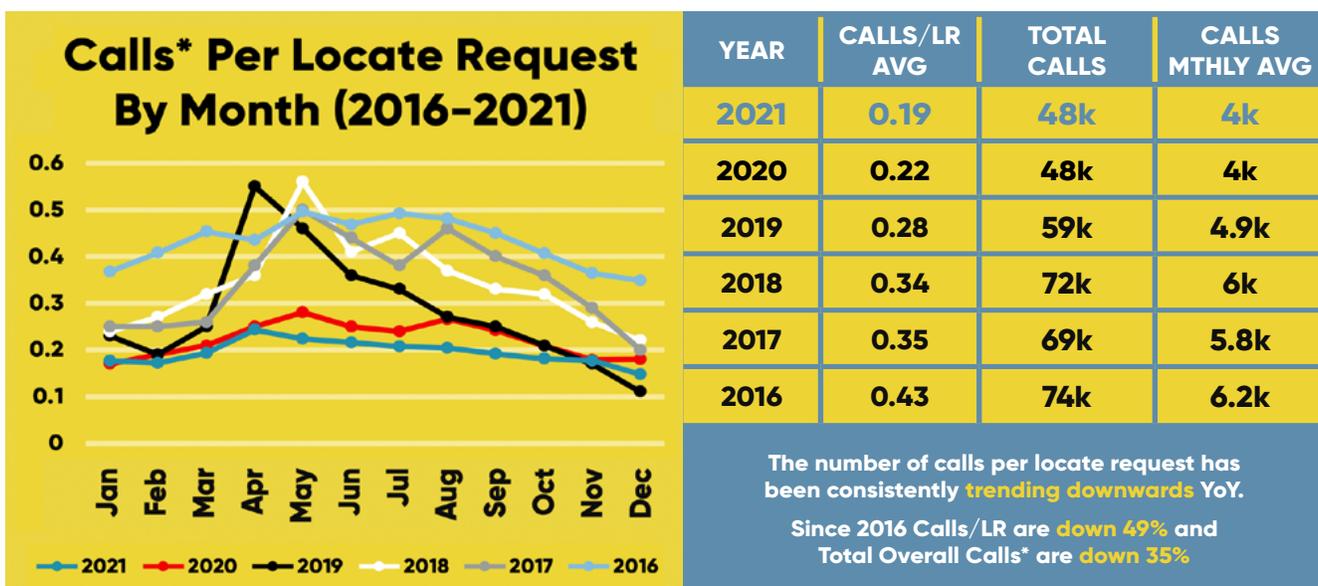


CONTACT CENTRE AGENT TRANSACTIONS PER LOCATE REQUEST: The lower the number of agent interactions per locate request, the better. Low rates signal ease of use of the online system, and faster issue resolution.

- Our contact centre agents handle **~70,000 interactions each year** comprised of:

- ▶ **Call-in locate requests**, including:
 - ▶ 61% of **homeowner locate requests** in 2021
 - ▶ **Emergency locates**, which reached a record number in 2021.
- ▶ **Support requests** submitted by phone, chat line or email.

CALLS PER LOCATE REQUEST SUMMARY



*Calls - all agent interactions via email, chat or phone



Customer Experience

Customer experience is a priority. Ease of use, convenience and responsiveness are important gauges of service excellence, which, in turn, drives membership value and user commitment.

"BC1C has top-notch agents who excel at their jobs and offer first rate assistance when needed."

– 2021 USER SURVEY RESPONDENT

BC 1 Call strives to meet or exceed industry standards, with our agents providing fast, friendly and efficient service. In order to do so, BC 1 Call monitors customer service metrics on an ongoing basis, and solicits feedback from members and users on how we're doing and where we can improve.

The departure of two experienced agents during the busy season drove capacity to below the norm for a few months. While contact centre leadership acted expeditiously to recruit and train great new agents, call answer and hold times were negatively affected during this period. We failed to meet one call centre metric, based on an average for the year.

CALL CENTRE CUSTOMER EXP. METRICS	2020	2021
Speed of Answer (phone) <ul style="list-style-type: none"> ● 80% calls answered in 60 seconds ● % waiting on hold >10 minutes 	>88% <1%	89% <3%
Calls*/Locate Request Ratio: .2 <i>*Calls = Calls, Chats, Support emails</i>	.22	.19
Customer Communication / Follow-up <ul style="list-style-type: none"> ● BC 1 Call 5 scale rating (5=high) 	5/5	5/5

It is a testament to the professionalism of our agents that **we posted record efficiency in terms of agent interactions per locate request**, and received overwhelmingly positive feedback from almost 1,600 users through our **1 minute post-experience user survey**.

For context, 50% of call-in respondents were first time users of the system, and both surveys were completed by a significant percentage of homeowner respondents: phone survey 47% and the online survey 29%.



POST-EXPERIENCE USER SURVEYS

CUSTOMER EXPERIENCE METRICS	2020	2021
Post-Experience 1 minute IVR (phone) User Survey (1,554 responses)		
>95% Satisfied with Agent	97%	97%
>85% Overall Satisfied Rating of 4/5 or 5/5	92%	85%
>94% Would Refer Others to BC 1 Call	94%	95%
Post-Experience 1 minute Online User Survey (33 responses)		
>85% Overall Ease of Use Rating of 4/5 or 5/5	-	76%
>94% Would Refer Others to BC 1 Call	-	91%

As always, our members played a critical role in delivering excellent overall customer experience.



BC 1 Call and its members know that a one call system's effectiveness is reliant on:

- current and accurate member mapping data
- timely responses to notifications from members to users, and
- clear, quality member instructions to users.

The BC 1 Call Member's Agreement sets out **agreed upon standards** to ensure that:

- users are informed of all members with infrastructure in proposed dig sites, and
- users receive prompt instructions from our members on whether, how and where to dig to avoid inadvertently damaging underground infrastructure.

MEMBER'S AGREEMENT STANDARDS

CUSTOMER EXPERIENCE STANDARDS	2020	2021
BC 1 Call's speed of uploading new member mapping data		
Initial upload of member's mapping data <ul style="list-style-type: none"> <10 Business days from receipt of data to sending verification request 	>95% same day	>95% same day
Speed to go live <ul style="list-style-type: none"> <5 business days from mapping verification to going live 	>95% same day	>95% same day
BC 1 Call's speed of uploading member mapping updates		
Speed to upload <ul style="list-style-type: none"> <5 Business days from receipt 	>95% same day	>95% same day
Member mapping updates and notification responses		
Verify or provide mapping updates at least annually	189 updates received	291 updates received
Member notification response timeliness <ul style="list-style-type: none"> Within 3 business days of receipt by member 	99.5%	99.5%

Member responses to users occur outside of the BC 1 Call system, but our user survey confirmed the importance of the timeliness and quality of member notification responses.

2021 User Survey Comments* Related to Member Responses/Communication

The **map or data** we are given uses technical jargon and map schematics that are **not always easy to understand**

Faster response time **from members**

Would be better if **members information and mapping** would be of **better quality**.

Better **detailed sketches**

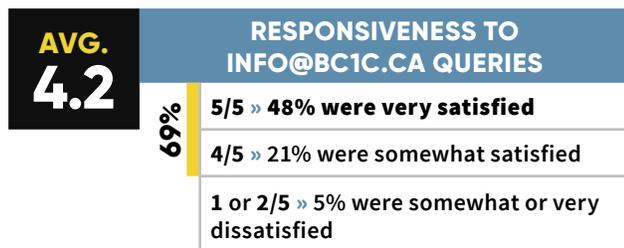
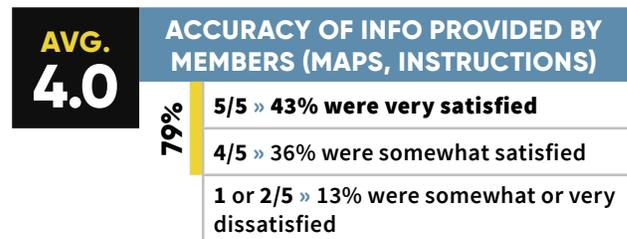
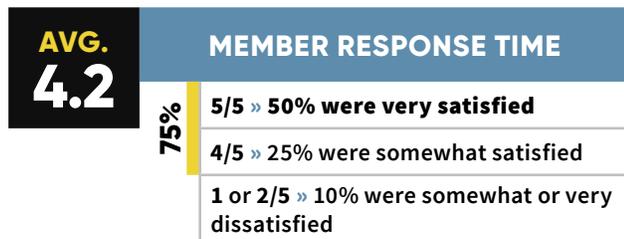
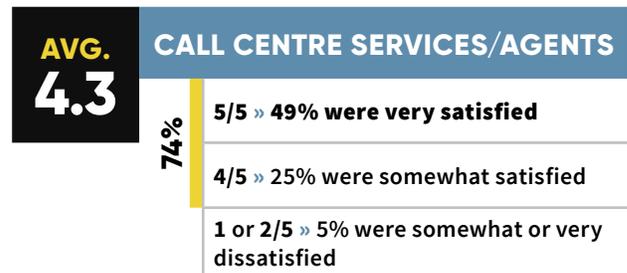
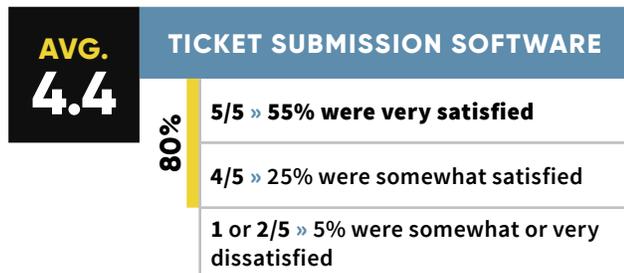
**Comments by professional excavators.*



2021 USER & MEMBER SURVEYS

We received valuable feedback on our service through the 2021 User & Member Surveys, including ratings out of a 5 point scale (5 being a perfect score) on various service elements. This input will be used in planning and key vendor discussions.

2021 USER SURVEY: SERVICE ELEMENTS REPORT CARD



NOTE

Roughly 6% of respondents said they were unfamiliar with the Service Elements. "Unfamiliar" responses were excluded in calculating of avg. ratings.

"I think the principal of BC1C is great, but I believe that much more can be done on both ends to make a real impact in reducing utility strikes. Trust is important to both parties. Trust that BC 1 Call information is accurate and trust that the users will read or distribute information. It takes both parties to achieve the goal of no damages."

– 2021 MEMBER SURVEY RESPONDENT



2021 MEMBER SURVEY: SERVICE ELEMENTS REPORT CARD

AVG.
4.2

LOCATE REQUEST
SOFTWARE

AVG.
4.4

TIMELINESS OF
MAPPING UPDATES

AVG.
3.5

NOTIFICATION
SOFTWARE

AVG.
4.4

TECHNICAL INTERFACE BETWEEN
BC1C SYSTEM & MEMBER'S SYSTEM

AVG.
4.6

CALL CENTRE
SERVICE / AGENTS



" BC1C is only as effective as the member's content and contribution "

— 2021 MEMBER SURVEY RESPONDENT



BC 1 Call Marketing & Communications Initiatives



As agreed in the BC 1 Call Member's Agreement, BC 1 Call is to market and promote BC 1 Call's service.

BC 1 Call's Marketing & Communications efforts in 2021 focussed on increasing the awareness of the BC 1 Call locate request service, with an emphasis on the online service. BC 1 Call

continued to highlight the importance of safe digging among the general public and homeowners as well as professional excavators. In addition, we made efforts to strengthen our relationships with members and partners.

The following section highlights the variety of tactics were used.

BC 1 CALL'S FIRST BRAND AWARENESS POLL

In February 2021, BC 1 Call conducted a public opinion poll to measure BC 1 Call's service and brand awareness among B.C. residents. The goal of the poll was to **understand how familiar the general public actually is with BC 1 Call**, and identify potential opportunities and target demographic groups for future marketing efforts. The data was statistically weighted according to Canadian census figures for age, gender and region in British Columbia.

KEY HIGHLIGHTS:

- **20%** of British Columbians are **“very familiar” or “moderately familiar” with BC 1 Call’s service**, while a similar proportion (**21%**) are **“not too familiar.”**
- **42%** of British Columbians **heard about BC 1 Call’s service in television ads**, while 27% learned about it through radio ads, 23% through the news media and 20% through online ads.
- **5%** of British Columbians **have used BC 1 Call’s service**—including 7% of men, 7% of residents of Southern BC, 8% of those who reside in a detached house and 13% of those who reside in a duplex.
- A majority of respondents (**51%**) did **not know what type of service** BC 1 Call provides.
- **50%** of British Columbians **know they should call before they dig**—including 55% of men, 53% of those aged 55 and over, 53% of residents of the Fraser Valley and 54% of homeowners.
- **42%** of British Columbians believe that all **underground infrastructure owners should “definitely” be BC 1 Call members**, while **37%** think that underground infrastructure owners should **“probably” be members**.



EDUCATIONAL CAMPAIGNS

Dig Safe Month Campaign

The Dig Safe Month Campaign ran throughout April and targeted B.C. homeowners who were planning to tackle home improvement projects.

The campaign was successful in achieving the goal of increasing awareness of BC 1 Call's service. Thousands of British Columbians came into contact with BC 1 Call messaging with the help of several organizations through ads, media coverage pieces, social media content, newsletters and websites, which resulted in the increase of first-time users, overall website traffic and social media engagement.

KEY HIGHLIGHTS:

- BC 1 Call reached out to over 25 organizations — shareholders, members, industry regulators, education partners and supporters — to request communications support. In total, **28 organizations provided some level of communications support** (a 180% increase compared to 2020).
- Facebook and Instagram ads ran from April 1 to April 30, targeting 18-34 year old residents of B.C., as this demographic was the least familiar with BC 1 Call's services. In total, the **ads reached 95,600 people and received 766 clicks**, directing users to BC 1 Call's Homeowners page.
- For media relations, **20 articles were published** and **one radio interview** was given on CHNL 610 AM.
- BC 1 Call's website saw an **increase of 11.94% users, 15.52% visits** and 8.21% pageviews throughout the campaign.



EDUCATIONAL CAMPAIGNS

Preventable Campaign

British Columbia Common Ground Alliance (BCCGA) engaged Preventable.ca to run a

campaign through May to raise awareness of BC 1 Call as a safety service provider. Funders and collaborators included BC 1 Call, FortisBC, Enbridge, TransMountain, Tybo, WorkSafeBC (WSBC) and the Oil and Gas Commission of BC. Through this campaign, BC 1 Call was profiled extensively in television, radio and print news around the province, the top ways in which brand survey respondents heard about BC 1 Call.



KEY HIGHLIGHTS:

Compared to the 2020 campaign, BC 1 Call's website registered a considerable overall improvement in some of its main website metrics: 71.60% increase in pageviews, 61.06% increase in new users, 50.25% increase in visits and a decrease of 5.77% in the bounce rate.

See below key website traffic results in May 2021, compared to the results for the 2020 Preventable campaign held in October. Campaigns over 2020 and 2021 helped raise brand awareness, and drive 42,634 new registered homeowner users (now 66% of all users, up 11% over 2019).

WEBSITE TRAFFIC	YEAR	USERS	NEW USERS	VISITS	PAGE VIEWS	PAGES PER SESSION	AVG. SESSION	BOUNCE RATE
	2021	16,878 (↑ 55.47%)	15,347 (↑ 61.06%)	21,844 (↑ 50.25%)	37,359 (↑ 71.60%)	1.71 (↑ 14.21%)	00:01:26 (↑ 11.13%)	46.63% (↓ 5.77%)
2020	10,856	9,529	14,538	21,771	1.50	00:01:17	49.48%	

FALL CAMPAIGN

Contractor Locate Requests

We received guidance through our 2021 member survey (which closed in May) on target audiences for our promotional activity:

- **67%** of the member survey respondents stated that it is **very important for BC 1 Call to promote our service, with priority given to contractors**, then homeowners/general public.

BC 1 Call ran a new Fall Campaign from October 3 to November 2, aimed at increasing the number of locates requested by contractors. In order to accomplish the

outlined goals and reach the target audience effectively, the campaign included the following tactics: stakeholder relations, digital advertising, media relations, informational content (social media), new graphic designs (digital assets) and a blog post on Reducing Risks in Excavation Projects.

KEY HIGHLIGHTS:

- Stakeholders and organizations supported the campaign on social media, engaging with **27 different posts**.
- Facebook and Instagram ads ran throughout the campaign, targeting 18-55 years olds in B.C. The ads **reached 95,515 people and received 1,029 link clicks** and 1,029 engagements
- Compared to October 2020, BC 1 Call saw an **increase of 1.62% in locate requests**, with a **1.05% increase in contractor requests**.



BC State of Emergency Communications

With the B.C. flood crisis and state of emergency in late November, BC 1 Call issued emergency crisis communications to ensure B.C. residents were aware of the need to contact BC 1 Call in advance of trenching or cleaning up from floods. The messaging informed residents of our 1-800 emergency line, in case the work had to start within three business days.

The communications efforts included radio advertising, a media pitch, a banner on the website, a blog post on what to do if affected, emergency social media messaging and newsletters to both members and users.

KEY HIGHLIGHTS:

- The **radio ad ran a total of 265 times across five days** on various stations in affected areas, including Chilliwack, Abbotsford, Merritt, Kamloops.
- Eleven **emergency specific posts were posted to social media**, receiving 49,572 impressions, 412 engagements and 10 link clicks.
- The **media pitch** was presented to various news outlets, with the Fraser Valley Current picking it up and adding it to their newsletter.
- The user newsletter was received by **11,111 recipients**, and had 7,464 total opens and 99 link clicks.
- The member newsletter was received by **433 recipients**, and had 397 total opens and 296 link clicks.
- The state of emergency blog post received **116 sessions**, as well as **91 new users**.

COMMUNICATIONS WITH MEMBERS AND USERS

BC 1 Call communicates with members and users in a variety of ways. Below are the key results by medium:

NEWSLETTERS

Six newsletters were sent out throughout 2021 (three to users, three to members):

- 13,671 successful deliveries
- 10,102 total opens
- 765 total link clicks

SOCIAL MEDIA

The number of followers increased across all social media platforms.

- **Facebook:** Received a massive increase in engagement and link clicks compared to 2020, with engagement growing by 672% and link clicks increasing by 822%.
 - ▶ High growth on Facebook can be attributed to paid Facebook ads throughout the Dig Safe Month Campaign and the Fall Campaign
- **Twitter:** Mentions and engagement decreased by 18.6% and 1.25%, respectively
 - ▶ The decrease in engagement can be linked to the decrease in number of tweets posted in 2021 (posts decreased by 8.6%)
- **Instagram:** In just the second year of the BC 1 Call Instagram account, there was a 215% increase in the number of posts compared to 2020, with the number of followers growing by 77.6%. There was an 80.7% increase in engagement, with a 37.5% increase in link clicks to bc1c.ca.

- **LinkedIn:** The number of LinkedIn posts in 2021 increased by 49.3%, with the number of followers increasing by 51.4%. Engagement is up YoY by an increase of 69.3%, however, the number of link clicks fell by 6.5%.

BLOG POSTS

Nine blog posts were published, receiving a total of 575 pageviews and 456 new visitors.

WEBSITE ANALYTICS

BC 1 Call saw an increase in pageviews and unique pageviews in 2021. The number of total pageviews was 237,153, an increase of 9.36% from 2020, while the number of unique pageviews increased by 10.37%.

BC 1 Call's homepage was the top visited page on the website, receiving 129,670 pageviews. The homeowner page was the second most visited with 48,585 pageviews, and the contractor page in third with 24,737.

2021 MEMBER SURVEY

- 77% of respondents to the member survey were satisfied with BC 1 Call's communications.
- 50% of the member survey respondents stated their organizations promote BC 1 Call on their websites.

2021 USER SURVEY

- Respondents provided above average ratings for all communications questions. Only 2-7% provided unsatisfactory ratings:
 - ▶ 3.9/5 - Frequency, Blog Posts, Social Media Posts, Newsletters
 - ▶ 3.8/5 - Content Quality, Channels used

BE IN-THE-KNOW

If you aren't in our emailing list yet, please **sign up to receive our newsletters**. The sign-up form is in the footer of our [website](http://bc1c.ca).

Follow us on social media for more frequent updates on what is happening with BC 1 Call and the damage prevention industry:

[LinkedIn](#) | [Instagram](#) | [Twitter](#) | [Facebook](#)



User Education & Training

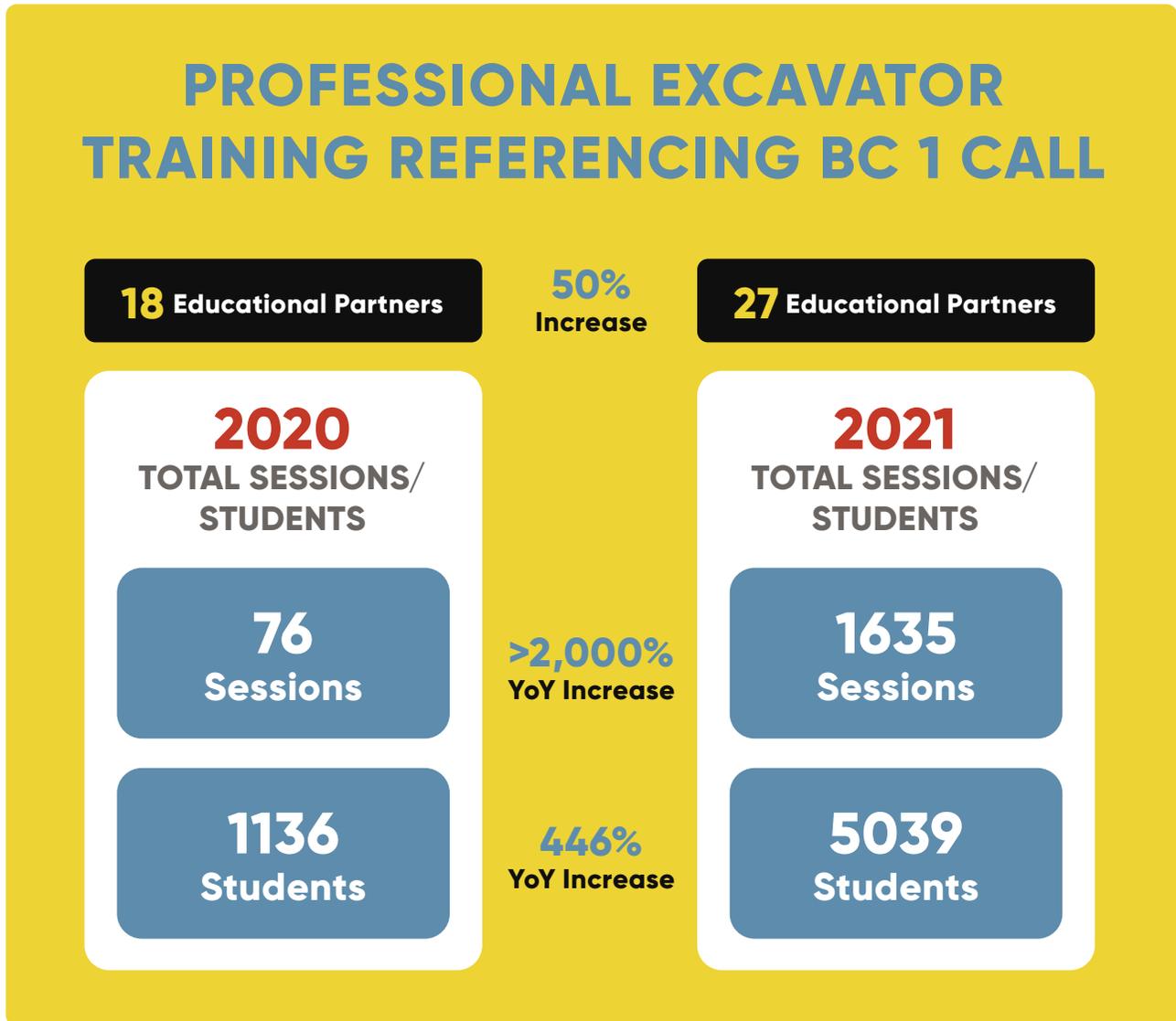
BC 1 Call's education partners grew to 27 in 2021, up from 18 in 2020, a 50% year over year increase.

Thank you to all education partners who referred to BC 1 Call in your professional

training. In doing so, you have been instrumental in raising awareness of BC 1 Call, and emphasizing the importance of the use of our service as a safe digging best practice in B.C.

BC 1 Call continues to be very interested in providing content or a guest speaker upon request.

- After enhancing our Education & Safety Tips page in 2020, we were pleased to see strong interest throughout 2021 in our how-to webinars, step-by-step tutorials, downloadables and videos. To access and download these resources, visit bc1c.ca/education-safety-tips/.



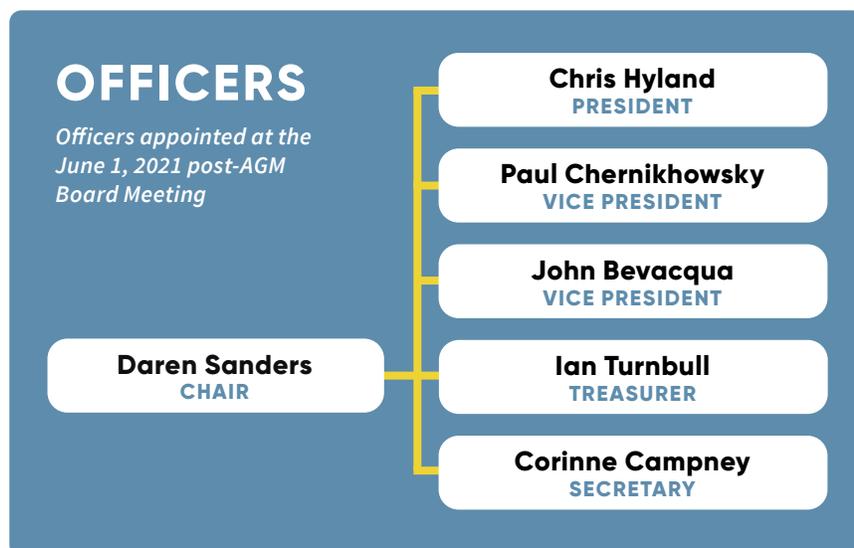
Governance

BC 1 Call’s Board throughout 2021 consisted of eight unpaid directors, including six shareholder nominees, and two independent directors.

Trans Mountain’s nominee. We are grateful for the time and effort given to BC 1 Call by Michael, and are pleased to have Jamie on board.

In 2021, BC 1 Call’s Board of Directors saw Jamie Kereliuk succeed Michael Davies as

BC 1 Call’s structure at the close of 2021 is reflected in the following charts:



You can learn more about each of the Board members, officers and staff on bc1c.ca.



ABOUT THE GOVERNANCE & NOMINATIONS COMMITTEE

The Governance & Nominations Committee ensures clear accountabilities for the Board and Management.

During 2021, the Governance Committee obtained internal and independent assessments of BC 1 Call’s governance framework to identify areas for improvement and priorities. The recommendations and their statuses are as follows:

OPINIONS PROVIDED BY:	INITIATIVE	RECOMMENDATIONS	STATUS
MNP Enterprise Risk Consultants	Governance Policy Gap Assessment	Recommendations for enhancements to existing policies, procedures and practices for effective organizational governance, as well as new policies	Final Report completed. Implementation of report recommendations is underway
All Members of the Board of Directors	2021 Board Assessment Survey	Board and organizational effectiveness ratings provided	Survey completed. Supplemental survey questions being canvassed per MNP recommendation

The Governance & Nominations Committee is addressing gaps and identified areas requiring improvement throughout 2022. In addition, the committee is supporting the development of a new five-year strategic plan.

Financial Sustainability

Interim financial statements to December 31, 2021 show a solid finish to the year, including:

- a net income of \$236,336 (for a planned increase in reserves, which had run low due to a drop in the number of billable notifications per locate request (i.e. sustained system efficiencies))
- reasonable reserves for a not-for-profit (i.e. within the range of 6-12 months expenses allowed by the Canada Revenue Agency)

As a result, the 2022 fee per billable notification remains at \$2.50, the same fee set for 2021.

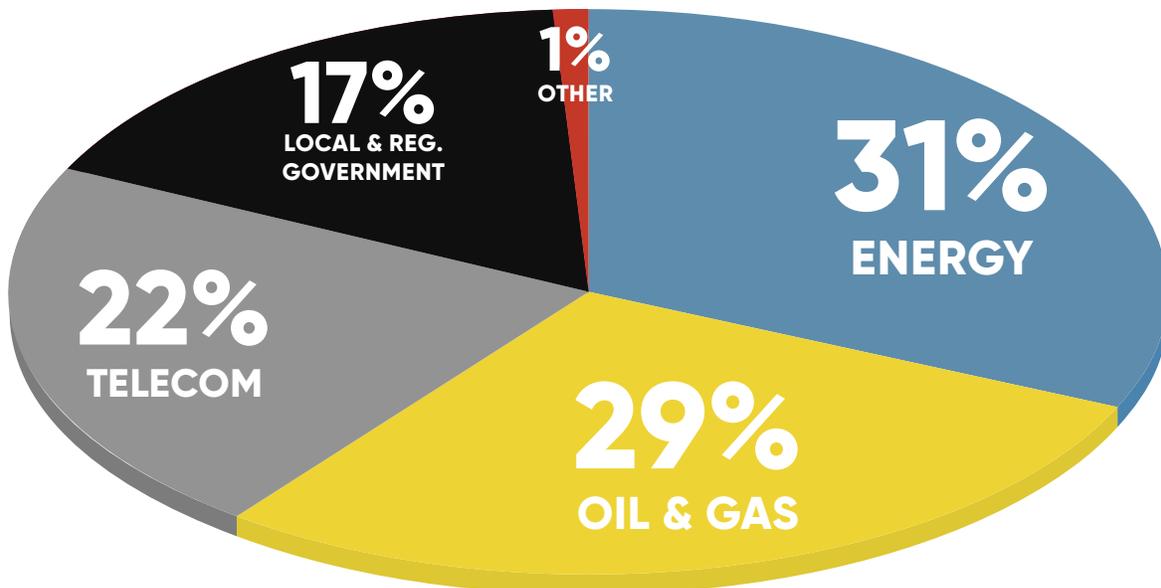


2021 REVENUE GENERATION BY MEMBER SECTOR

SECTOR	ACTUAL REVENUE	BUDGETED REVENUE	DIFFERENCE	% OF TOTAL REVENUE
Oil & Gas	427k	422K	1%	29%
Energy	467k	452K	3%	31%
Telecommunications	326k	319K	2%	22%
Municipalities	218k	197K	11%	15%
Regional Districts	23.4k	18.7K	25%	2%
Improvement & Waterworks	8.8k	8.3K	6%	1%
First Nations	2.3k	1.4K	64%	0.1%
Other Members	9.5k	6.8K	40%	1%

97%

REVENUE BREAKDOWN MEMBER SECTOR



Our **six shareholders contributed ~75% of our revenue**, and agreed to continue to pay fixed fees in advance based on \$2.50/billable notification using actual volumes recorded from Sept 1, 2020 to August 31, 2021.



FINANCE & AUDIT COMMITTEE 2021 PRIORITIES COMPLETED

INITIATIVE	RECOMMENDATIONS	OUTCOME
General Member Fee Preference Survey (e.g. fee per actual notification, fixed fees based on past notifications, tiered membership fees based on ranges of actual notifications)	Insufficient number and mix of respondents to the survey. Most respondents represented small, public sector members, and were generally satisfied with the current fee structure	No change to existing fee per billable notification model for 2022, but a minimum fee of \$25/member will be implemented from 2023
Assessment of Auditor (Baker Tilly)	Good and thorough audit processes and reporting	Baker Tilly was appointed as BC 1 Call's Auditor at the 2021 Annual General Meeting
Prioritize financial policies to be reviewed or developed	Financial reporting to the committee and board is good. Critical financial policies and procedures are in place	Financial policy gaps have been flagged, and policy development timeframes set

Thank you for your support and collaboration in 2021.



BC 1 Call looks forward to working with and for you again in 2022!