



E-Comm 9-1-1  
2015 Annual Report

# Corporate Overview

## Who we are

Through our 9-1-1 call centre, our wide-area radio network used by police, fire and ambulance personnel, and our integrated dispatch service that supports 35 police and fire departments, E-Comm—Emergency Communications for British Columbia Incorporated—supports emergency services in Metro Vancouver, the Sunshine Coast Regional District, the Squamish-Lillooet Regional District and 22 other regional districts and communities spanning from Vancouver Island to the Alberta and U.S. borders, to north of Prince George. E-Comm is unique in Canada for its size, breadth of service, and expertise.

Established in 1997 under the provincial *Emergency Communications Corporations Act*, E-Comm is owned by the municipalities and public safety agencies it serves. Operating from a purpose-built facility, E-Comm is recognized nationally as an industry leader whose defining mission is to help save lives, protect property, and build partnerships that help create safer communities in British Columbia.

## What we do

### Wide-Area Radio Network

E-Comm owns and operates the largest tri-service, multi-jurisdictional public safety radio system in British Columbia. The E-Comm radio network is currently used by BC Emergency Health Services, all police agencies in Metro Vancouver and parts of the Fraser Valley, as well as 12 fire departments in Metro Vancouver.

### 9-1-1 Call-Answer/Police & Fire Dispatch Services

E-Comm is the first point of contact for 88%\* of 9-1-1 calls placed in B.C., answering approximately 1.35 million emergency calls each year and providing dispatch services to 17 police agencies and 18 fire departments within southwest B.C. E-Comm's integrated multi-jurisdictional dispatch provides economies of scale, the ability to deliver top-tier technology to smaller communities, and increased operational efficiency. E-Comm emergency call-takers and dispatchers are supported by a computer-aided dispatch (CAD) system that allows for swift and easy access to a wide range of information critical to emergency response.

### Technology Services

E-Comm provides a variety of secure, mission-critical technology services that support its own operations and those of its public safety partners, including multi-jurisdictional CAD systems, records management systems and electronic mapping services. E-Comm's technology service desk operates 24/7 to ensure continuity of service to its partners and staff in fulfilling their public safety missions.

\*Includes the addition of the Upper Fraser Valley in January 2016.

## Our Vision

Safer communities in British Columbia through excellence in public safety communication.

## Our Mission

To deliver exceptional emergency communication services that help save lives and protect property, and to advance public safety partnerships.

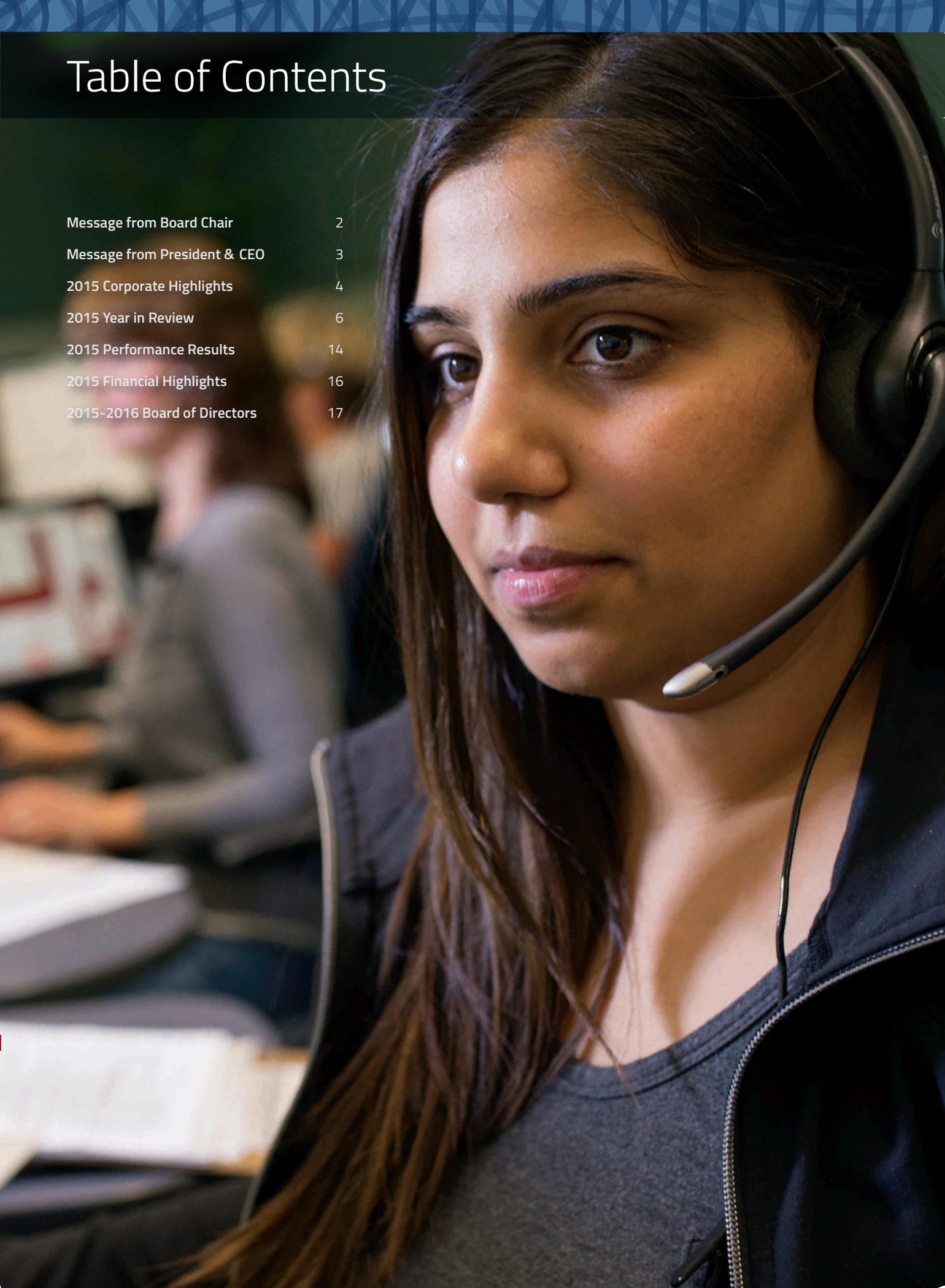
## Our Values

- Respect
- Accountability
- Integrity
- Service
- Collaboration



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## Message from Board Chair



Determined to continue to deliver on the goals of E-Comm's strategic plan—*Vision 2020*—our staff worked hard in 2015 to support our vision of safer communities in British Columbia through excellence in public safety communication. Their efforts resulted in high-quality service to our partners and the public, and achievement of the strategic, operational and financial objectives the Board of Directors set for them. The Board is proud of their efforts and their contribution to public safety.

One of the many public safety initiatives E-Comm worked on in 2015 was the planned replacement of the regional radio system. The Board of Directors remained vigilant in its oversight of the Next Generation Radio Program, the largest and most complex technology project E-Comm has undertaken since it implemented the first region-wide radio system 17 years ago. This multi-million dollar capital project will ultimately provide enhanced communication capabilities for first responders across Metro Vancouver and the Fraser Valley. I'm very pleased to report significant progress was made and the program remained on budget and on track for full roll-out by the end of 2017/early 2018.

New partnerships that supported public safety also advanced in 2015 as we expanded our 9-1-1 call-answer service to more communities on Vancouver Island and began preparations for three more 9-1-1 call-answer and police dispatch partnerships in 2016. We continued to provide technical support to key public safety services such as British Columbia's police records information management system (PRIME-BC) and HealthLink BC (Nurseline), and to be a strong and respected voice on public safety communication discussions at the national level.

Our staff worked on all aspects of *Vision 2020* in our pursuit of highly reliable systems and operations, innovative use of technology, strong and collaborative partnerships and fostering a work environment that supports and empowers employees. I hope this report properly reflects their commitment, ideas, ingenuity and outstanding efforts to help save lives and protect property.

On that note, this is my last annual report as Chair of the Board of Directors as I will retire from this role at our 2016 Annual General Meeting. It has been my privilege to be a part of this dynamic young company since 2007, and as Chair for the past six terms. I have the unique opportunity to witness first-hand the dedication of our staff and the expertise and acumen of our Board of Directors, both of which have been instrumental to the success of our organization.

From achieving financial sustainability that has resulted in stable and predictable costs for our radio shareholders and dispatch partners, to planning for the implementation of new technologies that support both first responders and the communities they serve, to building new public safety partnerships across our province, today's E-Comm is stronger and more capable than ever. I wish the organization continued success and thank both the Board of Directors and staff for their contribution to building safer communities.

Jocelyn Kelley  
Board Chair



## Message from President & CEO



Looking back on 2015, I am proud of the contribution of all staff in helping to save lives and protect property in communities across British Columbia. They rose to the challenges in front of them and provided exceptional service and resilient technology.

Our Operations staff answered almost 1.25 million 9-1-1 calls; 98% of them in five seconds or less, once again surpassing our annual target of 95%. They managed call-taking and dispatch for tens of thousands of emergency events including major fires, a 4.7 magnitude earthquake and a sudden and destructive summer windstorm. In the spirit of continuous improvement, we used all of these events as opportunities to fine-tune and develop new processes and protocols to enhance our ability to handle future unexpected mass-calling events.

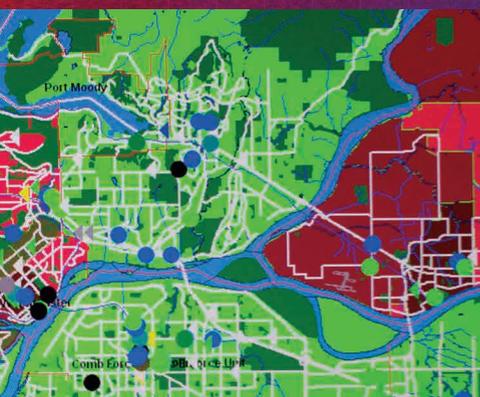
We expanded our 9-1-1 call-answer services and by the end of the year became responsible for answering 84% of 9-1-1 calls in our province. Our teams have demonstrated time and time again that their expertise and dedication is why the transition of new agencies to E-Comm over the past several years has gone so seamlessly. With more partnerships scheduled for 2016, E-Comm's consolidated model is providing increased operational effectiveness and enhanced service and economies of scale through shared staffing, technology and infrastructure.

Our Technology teams also delivered. Focused on meeting the milestones of the Next Generation Radio Program, our staff completed successful pilot testing and an inaugural first radio broadcast. The network design was accepted by our police, fire and ambulance partners, who report that the pilot demonstrated that the new radio system will provide even better coverage and audio performance than the existing one that has served our region so well since 1999.

Confidence in the services and technology we provide is a combined effort of all E-Comm staff and is of utmost importance to us. Accordingly, we conduct both public and stakeholder satisfaction surveys. In 2015 we asked all agencies we serve to tell us how well E-Comm is meeting their requirements for radio communications and dispatch services. We were pleased that 95% of the chiefs who responded indicated that they are satisfied with E-Comm services and believe that their agency has a strong and trusting partnership with us. We were equally pleased when, in a survey of 700 residents of the Lower Mainland, 89% reported they have confidence in our 9-1-1 and dispatch services. These outcomes are a strong endorsement of the services we provide and a result of the collective effort of every E-Comm department and our partners within emergency services.

We are proud of the 2015 achievements highlighted in this report, including the elimination of the last of our cumulative deficit and national honours received for our dispatching and public education efforts. We advanced key strategic initiatives, creating value for our shareholders and our partners, and we anticipate 2016 will be another pivotal year for us. With the guidance of our Board of Directors we intend to keep the momentum going to ensure we provide the most effective service possible and fulfill our vision of safer communities.

David Guscott  
*President & CEO*



# 2015 Corporate Highlights

**Contract announced for radio infrastructure equipment for new regional radio system**

**First radio broadcast on new radio network**

**Eight-alarm chemical fire at Port of Vancouver results in 300% increase in 9-1-1 call volume**

**Delta firefighter procession largest mutual-aid event since 1994 hockey riot**

**Multi-agency response to Squamish port fire**

**Largest province-wide IP network infrastructure upgrade**

**Text with 9-1-1 service for DHHSI expanded to northern Vancouver Island**

**Non-emergency campaign video wins national award**

**Pilot testing for NGRP a success**

**Expanded corporate recycling program launched**

**Employee health and wellness committee established**

**Awarded 9-1-1 Primary PSAP contract for Upper Fraser Valley**

**Became 9-1-1 answer point for central Vancouver Island**

**Quality of service enhanced with Fire CAD upgrade**

**Port Moody Police Board approved transition of dispatch and call-taking services to E-Comm**

**Worst windstorm in 10 years generated triple the normal 9-1-1 call volume**

**Delta Police Board approved transition of dispatch and call-taking services to E-Comm**

**E-Comm dispatchers received APCO Canada 'Excellence in Teamwork' award**

**95% stakeholder satisfaction rating**

**Developed and facilitated Lower Mainland hazmat tabletop exercise**

**89% public confidence in E-Comm services**

# 2015 Year in Review



Squamish fire photo: Nancy Hamilton



## Service Expansion

### OUR GOAL:

*To strategically expand our public safety services for a safer British Columbia.*

### New Partnerships

In 2015 E-Comm continued to expand its 9-1-1 call-answer services, becoming the 9-1-1 Primary Public Safety Answer Point (PSAP) for two additional regional districts on Vancouver Island: Nanaimo and Cowichan Valley. The transition happened November 17 following months of collaborative technical and operational planning.

Approximately 57,000 emergency calls are made each year from the Central Island area which are now answered by E-Comm staff, who transfer calls to local police, fire and ambulance call-takers in Courtenay, Nanaimo and Victoria respectively. With the addition of Central Island, E-Comm became the first point of contact for 24 regional districts and communities across British Columbia in 2015, representing approximately 84% of the province's 9-1-1 call volume.



*"From a public safety perspective, it is a pleasure knowing that we have such a dedicated organization serving our communities."*

Conrad Cowan,  
Cowichan Valley Regional District  
Public Safety Manager

On the heels of the Central Island transition, a new partnership between E-Comm and the Fraser Valley Regional District was announced. This would set the stage for the transition of 9-1-1 Primary PSAP services for the Upper Fraser Valley area in early 2016.

E-Comm was also pleased to announce in the fall that both the Delta and Port Moody Police Departments would be joining the communication centre in 2016. Preparations began almost immediately in anticipation of the hundreds of operational and technical tasks that would be required for the March and May transitions.



## Service Excellence & Collaborative Partnerships

### OUR GOAL:

*To exceed our partners' service delivery expectations and build collaborative relationships that unite efforts for a safer British Columbia.*

### Collaboration

In January E-Comm managed dispatch for one of the largest mutual-aid events since the 1994 Stanley Cup riot in order to support Delta Fire & Emergency Services (DFES).

To honour the life and contribution of Captain Mark Janson, a firefighter procession was organized and, in an unprecedented show of support and collaboration, fire services from across the Lower Mainland joined forces to provide the opportunity for all Delta firefighters to attend the procession. With the support of the Greater Vancouver Fire Chiefs Association, President Chief Tim Armstrong (New Westminister Fire & Rescue Services), took command of DFES during the procession and led the planning for this massive mutual-aid deployment that involved 25 firefighters from Burnaby, New Westminister, Richmond, Surrey and Vancouver backfilling Delta fire halls. E-Comm—dispatch partner of Delta, New Westminister, Richmond and Vancouver Fire—was



*Photo credit: Delta Professional Firefighters Local 1763.*

asked to develop a communications and dispatch plan to support the many operational logistics required, which included radio connectivity and communication between multiple dispatch centres.

An hour after the procession began there was a serious motor vehicle incident south of the Massey Tunnel combined with multiple other events. This major accident led to a significant spike in 9-1-1 call volume, which ultimately put E-Comm's operational plan to the test. Operations staff and emergency responders handled this extraordinary set of circumstances with professionalism and demonstrated the value of integrated communications and mutual-aid across municipal boundaries.

*"E-Comm worked with Delta and our partners to set up a highly commendable interoperability system that made this event possible."*

Chief Dan Copeland,  
Delta Fire & Emergency Services

# 2015 Year in Review



The value of an integrated communication model was again demonstrated in March when a chemical fire broke out at Port of Vancouver. During the 31-hour event, E-Comm supported its dispatch partners at Vancouver Fire and Rescue Services and the Vancouver Police Department. The fire quickly escalated to an eight-alarm event and while firefighters were battling the blaze, E-Comm staff were busy fielding calls from agencies requiring updates while managing an increased number of 9-1-1 calls from the public. E-Comm fire dispatch experienced a 300% increase in call volume.

Less than a month later, E-Comm's fire team was again in the heat of things when a massive fire ripped through the Squamish port, destroying the terminal's east berth and prompting warnings for residents to shelter in place. Staff worked quickly to create a patch linking Squamish Fire-Rescue, which is not on the E-Comm radio system, and the Vancouver Fire and Rescue Services fireboat dispatched to the scene—a great example of the technical interoperability possible in mutual-aid events. Cross-trained staff moved to fire dispatch to help with the increased call volume, which was 169% higher than normal for the timeframe.

The sudden and unexpected storm that blew through Metro Vancouver on August 29 has been described as the worst windstorm to hit the Lower Mainland in ten years. Trees were knocked down, hundreds of thousands of people lost power and multiple communities sustained damage. The storm also caused the single largest surge in 9-1-1 calls in a compressed timeframe in E-Comm's history.

At the peak of the storm, E-Comm staff fielded more than 600 calls in one hour. Over the course of the afternoon, the call volume topped more than 1,800—triple that of a typical Saturday. Because of the size and scope of the E-Comm consolidated centre, on-duty managers were able to quickly assign additional resources to help with the influx of calls. E-Comm also turned to social media to ask people to refrain from calling 9-1-1 unless they had a true emergency, as staff were being inundated with non-emergency calls reporting power outages, asking for restoration information or reporting damage posing little or no risk to public safety.

An example of preparing for communication challenges during a major event was the focus of discussion during a hazardous goods exercise hosted by Delta Fire & Emergency Services in November. The tabletop exercise, involving fire, police and ambulance representatives and other agencies, was based on an explosion caused by a multi-vehicle accident on Highway 91 in Delta. In addition to taking a leadership role in the design of the exercise, members of E-Comm's Operations team attended to advise on call volume management for 9-1-1, along with fire and police call-taking and dispatch.

Another exciting illustration of collaboration that occurred in 2015 was the formation of a working group composed of representatives from E-Comm and from police, fire and ambulance services to establish best practices for radio interoperability in anticipation of the region's new radio system. Interoperability is essential to first responder and public safety because it allows emergency personnel to communicate between jurisdictions, disciplines and varying levels of government using a variety of systems.

### Innovation

The technical expertise of E-Comm's Wireless team was front and centre in January after the group responded to reports of poor radio coverage inside the Canada Line tunnels and platforms. Wireless technicians worked alongside the Canada Line contractor to maintain radio coverage and troubleshoot the issue. Tests determined that a faulty antenna at an exterior station was the cause of the problem and to ensure that radio coverage was restored without further delay, E-Comm provided a temporary antenna until a replacement arrived.

E-Comm was also proud to assist its northern Vancouver Island partners in becoming the second region in B.C. to provide people with hearing and speech impairments the ability to communicate with 9-1-1 call-takers through a special text service called Text with 9-1-1 (T9-1-1). Later in May, to coincide with Speech and Hearing Awareness month, a step-by-step video in American Sign Language was launched to explain how T9-1-1 works, how to register for the service and, in the event of an emergency, to understand what to expect.



*Transit Police was extremely appreciative of E-Comm's efforts to resolve communication challenges within Canada Line tunnels and provided a letter of appreciation from then-Chief Officer Neil Dubord, who praised the work of the E-Comm Wireless team.*

# 2015 Year in Review



## Organizational Effectiveness

### OUR GOAL:

*To ensure E-Comm's business processes, practices and competencies support the effective delivery of high-quality, socially-responsible service.*



*Planned evacuations held throughout the year involve staff relocating from the communication centre to E-Comm's back-up site.*

In March, robust planning and collaboration with partners resulted in E-Comm's Technology Services department successfully carrying out the largest upgrade to date of E-Comm's wide-area Internet Protocol network. A six-hour province-wide maintenance window was required to complete the upgrade, which affected all E-Comm operations and those of its emergency service partners who rely on the PRIME-BC system—the integrated Computer-Aided Dispatch (CAD) and Records Management System used by all police services throughout B.C.

***"GPS dispatching will further enhance response times as the CAD system will know the location of a fire apparatus in real-time. This will be particularly useful for our agency partners who are looking to share resources over geographical boundaries in response to various incidents."***

Dave Mitchell,  
E-Comm Director of  
Fire Services

Another major service upgrade that occurred in 2015 was to E-Comm's Fire CAD system. This project was another example of the ingenuity of Technology staff that resulted in enhanced quality of service for our partners. The project, which involved detailed planning, testing and coordination by our Technology Services and Operations divisions, enables E-Comm's fire records management system (Project FIRES) and CAD to now share information, receive digital location data for future Next Generation 9-1-1 technologies and future implementation of GPS-based dispatching.

Planned evacuations are a critical component of E-Comm's continued dedication to fine-tuning its disaster recovery plans. Two full planned evacuations took place in the spring and fall of 2015, allowing Technology and Facility teams to conduct annual maintenance of mission-critical equipment, including essential software and firmware updates.

An opportunity to test E-Comm's operational effectiveness arose during the Vancouver Airport Authority's largest-ever training initiative. More than 600 participants and 27 agencies took part in the federally mandated exercise. The scenario—"Gemini"—involved a commercial aircraft, carrying 134 passengers, landing on the runway and crashing into a private aircraft crossing the same runway. The exercise tested first-responder processes and provided an opportunity to practise large-scale, integrated emergency response plans with partners and airport operations.



*The first test broadcast on the new radio network was received from a radio shelter atop a North Shore mountain.*

***“The objective is to implement a new radio system that maintains both public and responder safety, and serves our region as long and as well as the first system that was established almost 17 years ago.”***

Chief John McGowan,  
Richmond Fire-Rescue

## Next Generation Radio Program (NGRP)

Significant milestones were achieved in 2015 in regard to the Next Generation Radio Program (NGRP)—the planned replacement of the regional radio system used by first responders across Metro Vancouver and parts of the Fraser Valley. E-Comm staff in partnership with police, fire and ambulance representatives, continued to move the program toward a full roll-out by the end of 2017/early 2018.

### Network Design

Following the January announcement of Motorola Solutions Canada as the supplier of the new system’s radio infrastructure equipment, network pilot testing began at seven radio sites in order to assess and validate key functions and capabilities of the new network design before implementation.

On August 27, a landmark first broadcast over the new radio system from a North Shore mountain pilot site back to Vancouver went off without a hitch. Both audio quality and coverage were rated as extremely positive, two primary objectives.

Pilot testing continued in October and included agency over-the-air tests, resulting in more than 1,000 transmissions over a 45-day period. The priority for the pilot phase was to ensure the new network’s key functions and design met the requirements of first responders and the public safety community. At the pilot’s conclusion, agencies reported that the new radio system provided better coverage and audio performance than the existing radio system.

### Endorsement

December saw another important advancement for the NGRP, with the formal acceptance of the new radio system’s network design. Based on feedback from agencies involved in the pilot, the NGRP Working Group—composed of representatives from police, fire and ambulance services across Metro Vancouver—gave its stamp of approval on the system’s performance and audio quality. With that endorsement and with the formal approval of the E-Comm User Committee, also composed of senior leadership from police, fire and ambulance, the program can move forward to the next phase and remain on track.

# 2015 Year in Review



## Public Safety Communication Leaders

### OUR GOAL:

To help align public safety communication efforts provincially and nationally.

### Industry Leaders

In April, public safety organizations and first responders across the country welcomed the federal government's announcement to designate an additional 10 MHz of broadband radio spectrum and \$3 million to initiate the creation of a high-speed wireless network dedicated solely for the use of public safety and emergency communications. E-Comm was an early and active participant in the establishment of the public safety broadband network, working alongside the Canadian Interoperability Interest Group and the Canadian Association of Chiefs of Police in submitting responses to Industry Canada's public consultations on allocation of the 700 MHz spectrum.

In 2015, E-Comm also contributed to national consultations on the resiliency of Canada's 9-1-1 networks, submitting two papers to the Canadian Radio-television and Telecommunications Commission (CRTC). In the first submission, E-Comm outlined recommended changes in the 9-1-1 network that would help to advance systems and service, submitting more than 40 comments on topics ranging from network design, reliability, outage notifications, and regulatory measures for 9-1-1 network providers. The second submission detailed the value of including new methods of communication in the public realm, such as smartphones, in any new requirements placed on Canadian 9-1-1 network providers.

E-Comm was also among key municipal and provincial stakeholders invited by the Ministry of Justice to submit a response to the Ministry's *Strategic Vision Discussion Paper on Emergency Communications Service Delivery in British Columbia*. Staff also presented at a special forum in June held by the Ministry to discuss various perspectives on 9-1-1 Primary PSAP and police call-taking consolidation along with Next Generation 9-1-1 and current trends in police dispatch.

In 2015, E-Comm's public education efforts received top honours from one of Canada's premiere print and online publications, Applied Arts Magazine, for a public safety video that formed part of a non-emergency campaign. Titled *Brother/Bicycle*, the video dramatically illustrates the overarching message of the campaign—"Don't let non-emergencies compete with real ones"—through visual overlays between an emergent and non-emergent situation. It was awarded *Best TV Ad, Public Service Announcement*.



Elements of the non-emergency campaign included transit shelter ads and an award-winning video.

# vision 2020 Highly-Engaged Employees

**OUR GOAL:**  
*To foster a work environment that inspires and motivates employees.*



*E-Comm's Health and Wellness Committee.*



*APCO Canada President Gavin Hayes presents the Excellence in Teamwork Award to E-Comm dispatch team.*

E-Comm's employees are at the heart of the organization and throughout 2015 staff continued to be engaged in their workplace through involvement on consultative committees, participation in public education campaigns, presenting at industry conferences and giving back to communities where they live and serve through volunteering and fundraising efforts. Whether offering insights at national conferences on the future of emergency communications, talking to media about the impact of accidental and non-emergency calls to 9-1-1, contributing to corporate fundraising efforts like Cops for Cancer and the Greater Vancouver Food Bank or volunteering to staff the phones at the Variety Club Show of Hearts telethon, staff once again demonstrated their caring and leadership.

E-Comm dispatchers Jordan Bruce, Lori Pike and Michelle MacRae were honoured with a national award when the Canadian Association of Public-Safety Communications Officials (APCO) presented them with the *Excellence in Teamwork Award*. The award recognized their efforts during a 2014 active shooter event that involved a dramatic police pursuit through Vancouver's busy downtown core.

The incident started when a gunman opened fire in front of a coffee shop, triggering a two-kilometre manhunt through one of the busiest areas in downtown Vancouver. As police responded, our call-taking staff managed a steady influx of 9-1-1 calls as dispatchers quickly filtered through the vast amount of information being provided by the public and assisted officers on the ground. The dispatchers kept calm while managing two busy channels and more than 1,000 radio transmissions, supporting Vancouver police officers whose efforts resulted in the successful apprehension of the suspect.

In order to keep up with a growing mandate and commitment to service excellence, E-Comm welcomed more than 70 new full-time employees in 2015 to support its partners and the public

24/7. Staff continue to be involved in E-Comm's recruitment efforts by attending career fairs and recruitment information sessions, providing potential candidates the opportunity to hear directly from people who are doing the job.

E-Comm staff also continued to participate in consultative committees, including the *Vision 2020* committee where employees meet with CEO David Guscott several times a year to provide their input and insight into the company's direction. A Health and Wellness Committee was also established in 2015, a direct link to the organization's ongoing commitment to employee health and wellness initiatives.

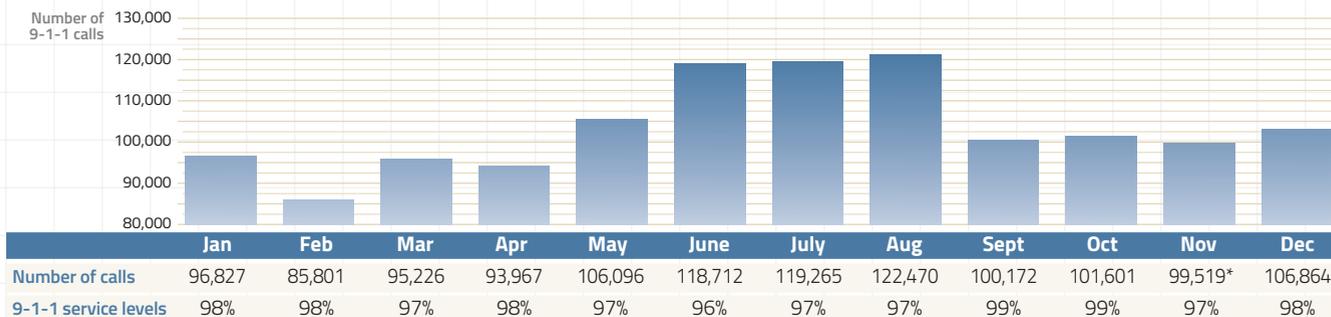
# 2015 Performance Results

## 9-1-1 service

In 2015, there were 1,246,520 emergency calls placed to E-Comm, with 98% of them answered in five seconds or less—surpassing our annual service level target of 95%.

The availability of the 9-1-1 service was 100%.

### 9-1-1 calls to E-Comm



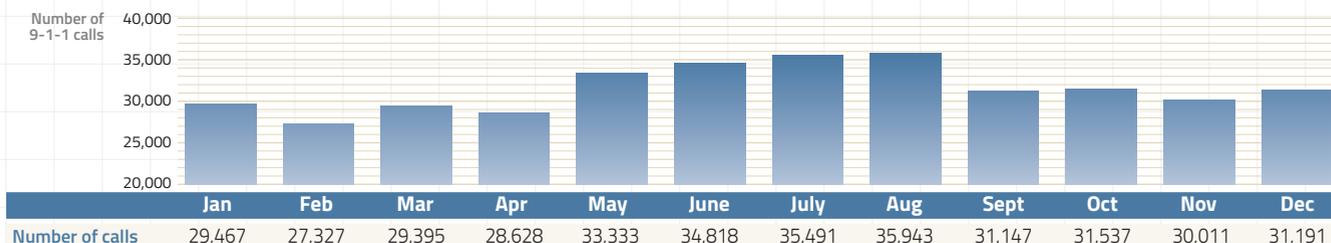
\*Includes central Vancouver Island 9-1-1 calls effective November 19, 2015.

Total number of 9-1-1 calls are for Metro Vancouver, Whistler, Squamish, and 21 regional districts stretching from Vancouver Island to north of Prince George. For a full list visit [ecomm911.ca](http://ecomm911.ca).

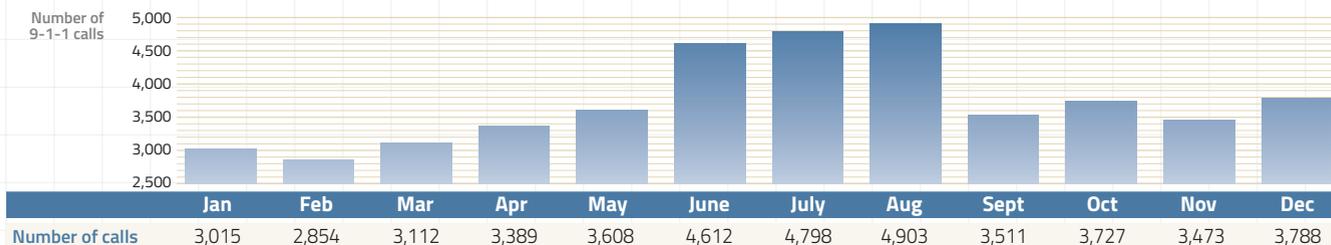
## Police and Fire emergency calls

In 2015, E-Comm staff managed 378,288 police emergency calls and 44,790 fire emergency calls on behalf of the agencies for which we provide dispatch.

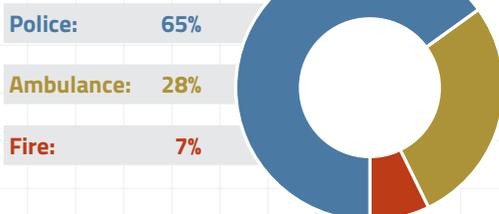
### Police emergency calls to E-Comm



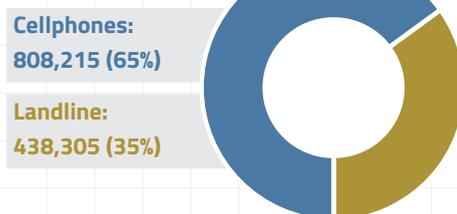
### Fire emergency calls to E-Comm



### Percentage of 9-1-1 calls for police, fire and ambulance



### 9-1-1 calls from cellphones and landlines



## Non-emergency service

In 2015, E-Comm staff managed 456,514 non-emergency police calls and 25,480 non-emergency fire calls on behalf of its partner agencies.

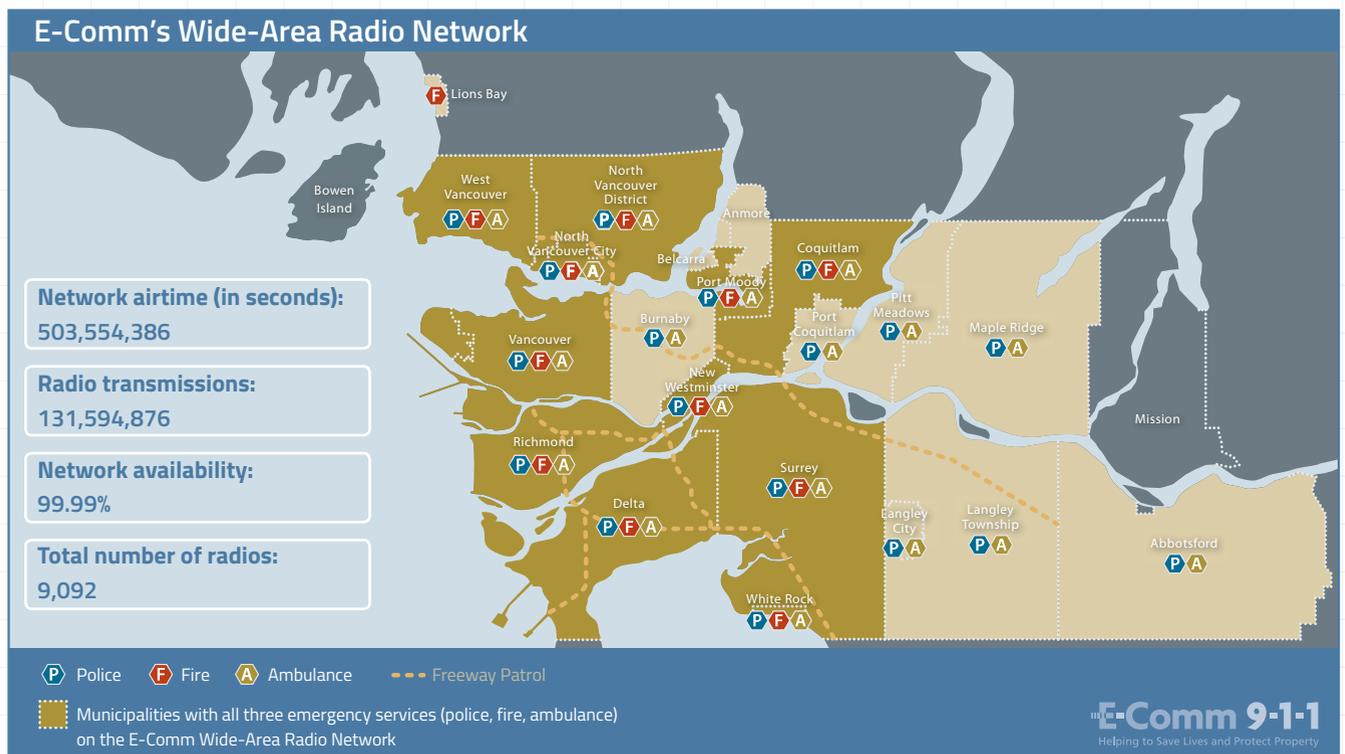
### Police non-emergency calls to E-Comm



### Fire non-emergency calls to E-Comm



For a complete, up-to-date list of E-Comm dispatch services for police and fire, please visit [ecomm911.ca](http://ecomm911.ca).



# 2015 Financial Highlights

## Providing value to shareholders, partners and the community

<b>Statement of Operations and Deficit</b>	<b>2015</b>	<b>2014</b>
Revenue	50,901,591	49,274,149
Direct operating expenses	43,923,060	42,064,789
	<u>6,978,531</u>	<u>7,209,360</u>
Other expenses		
Amortization and other	4,514,111	3,927,668
Interest expense	2,214,791	2,615,251
	<u>6,728,902</u>	<u>6,542,919</u>
Excess of revenue over expenses	249,629	666,441
Deficit in net assets, beginning of year	(91,016)	(757,457)
Net assets (deficit), end of year	<u>158,613</u>	<u>(91,016)</u>

E-Comm's overall financial results are favourable for the 2015 fiscal year with a surplus of \$250K related to dispatch operations. This represents the net surplus from operations and is primarily due to growth in dispatch through three new 9-1-1 Primary Public Safety Answer Point contracts for service outside of the Metro Vancouver region and additional ancillary revenue and timing delays for certain operating expenses. One of the key objectives in the 2015 budget was to eliminate the cumulative deficit related to the dispatch losses from E-Comm's early years. 2015's net surplus in operations eradicated the cumulative deficit and has resulted in a net cumulative surplus of \$159K at year-end. Most shareholders (radio members) received rebates on their radio and user equipment levies of an average of 5.7%.

The average levy increases for 2016 are either in line with or better than the prior year Strategic Financial Plan estimates. The average agency radio levy increase is 2.5% and continues to move us forward with a planned and sustainable means of funding the Next Generation Radio Program (NGRP). The average fire dispatch levy increase for 2016 is 3.0% as planned, while the average police dispatch levy is 2.5%, which is lower than the previously approved Strategic Financial Plan estimates. This is again due largely to the growth in dispatch operations, resulting in net financial efficiencies for all police dispatch partners, and, like radio, demonstrating the financial benefits of consolidation and economies of scale.

In 2015, the Technology team continued preparation for next generation radio technology. E-Comm is well placed to replace the radio system within the existing funding envelope. The total NGRP value (net of 2013 and 2014 reserve funding) over the period 2015–2018 is estimated to be a total of \$56.4M comprised of \$52.9M of capital (including capitalized start-up costs of \$5.6M) and an additional \$3.5M of one-time costs considered operating and funded by planned draw-downs from the reserve.

The Board of Directors approved expenditures of \$28.4M for the year-ended December 31, 2015 related to capital NGRP expenditures, including start-up and related costs. A total of \$14.0M has been incurred and capitalized for the 2015 year. The remaining expenditures have been delayed and pushed into the future NGRP years (2016–2018). As the overall total funding envelope for the NGRP program (2015–2018) remains unchanged, the radio levies relating to the approved NGRP 2015 expenditures (capital) were levied, resulting in a timing difference where the annualized cash collection exceeded the actual in-period expenditure.

To obtain full copies of E-Comm's 2015 Audited Financial Statements including the Auditor's Report to the Shareholders and Notes to the Financial Statements please visit [ecomm911.ca](http://ecomm911.ca)

# 2015-2016 Board of Directors

A 19-member Board of Directors provides governance to E-Comm and is responsible for overseeing the Corporation's strategic direction, finances and operating results.

Jocelyn Kelley	<i>Independent Director, Chair of the Board</i>
Gary Bass	<i>Representing RCMP</i>
Doug Campbell	<i>Independent Director</i>
Barry Forbes	<i>Independent Director</i>
Mayor Jack Froese	<i>Representing Township of Langley, Cities of Surrey and White Rock</i>
Len Garis	<i>Representing Township of Langley, Cities of Surrey and White Rock</i>
Sadhu Johnston	<i>Representing City of Vancouver</i>
Anne Kinvig	<i>Independent Director</i>
Councillor Raymond Louie	<i>Representing Metro Vancouver</i>
Jack McGee	<i>Representing Independent Police Boards (Abbotsford, New Westminster, Port Moody, Transit Police, West Vancouver)</i>
Councillor Bill McNulty	<i>Representing City of Richmond</i>
Clayton Pecknold	<i>Representing Ministry of Justice</i>
Karl Preuss	<i>Representing Corporation of Delta/Delta Police Board</i>
Patrick Quealey	<i>Representing Ministry of Justice</i>
Bob Rolls	<i>Representing Vancouver Police Board</i>
Kathy Steegstra	<i>Representing BC Emergency Health Services</i>
Councillor Mary Trentadue	<i>Representing Belcarra, Coquitlam, New Westminster, Port Coquitlam, Port Moody</i>
Mayor Richard Walton	<i>Representing District of North Vancouver, City of North Vancouver, District of West Vancouver, Village of Lions Bay</i>
(Vacant)	<i>Representing Maple Ridge/Pitt Meadows</i>

## Executive Leadership Team

David Guscott, ICD.D	<i>President &amp; CEO</i>
Beatrice Nicolato, CPA, CGA	<i>Vice-President &amp; Chief Financial Officer</i>
Doug Watson	<i>Vice-President of Operations</i>
Michael Webb, P.Eng	<i>Vice-President of Technology Services</i>
Fraser MacRae	<i>Director of Police Services</i>
Dave Mitchell	<i>Director of Fire Services</i>
Erin Ramsay	<i>Director of Human Resources</i>
Jody Robertson	<i>Director of Corporate Communications &amp; Governance</i>



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