

E-Comm 2017 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 36 police agencies and fire departments, E-Comm—Emergency Communications for British Columbia Incorporated—provides emergency communications services in Metro Vancouver and 25 other regional districts and communities spanning from Vancouver Island to Alberta, and from the U.S. border 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 to build partnerships that help create safer communities in British Columbia.

What we do

Wide-Area Radio Network

E-Comm owns and operates one of the largest multi-agency public safety radio networks in North America. It is the largest multi-jurisdictional radio network of its kind in British Columbia and is built on earthquake-resistant infrastructure. Currently, BC Emergency Health Services within Metro Vancouver and Abbotsford, all police agencies in Metro Vancouver and Abbotsford and 15 fire departments in Metro Vancouver use E-Comm's radio network to communicate their essential messages.

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

E-Comm receives more than one million 9-1-1 calls each year from all over British Columbia and provides dispatch services to 36 police agencies and fire departments throughout 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 in-house Technology Services team has the depth and breadth of experience to support a diverse set of software, systems and platforms to ensure continuity of service on a 24/7 basis.

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

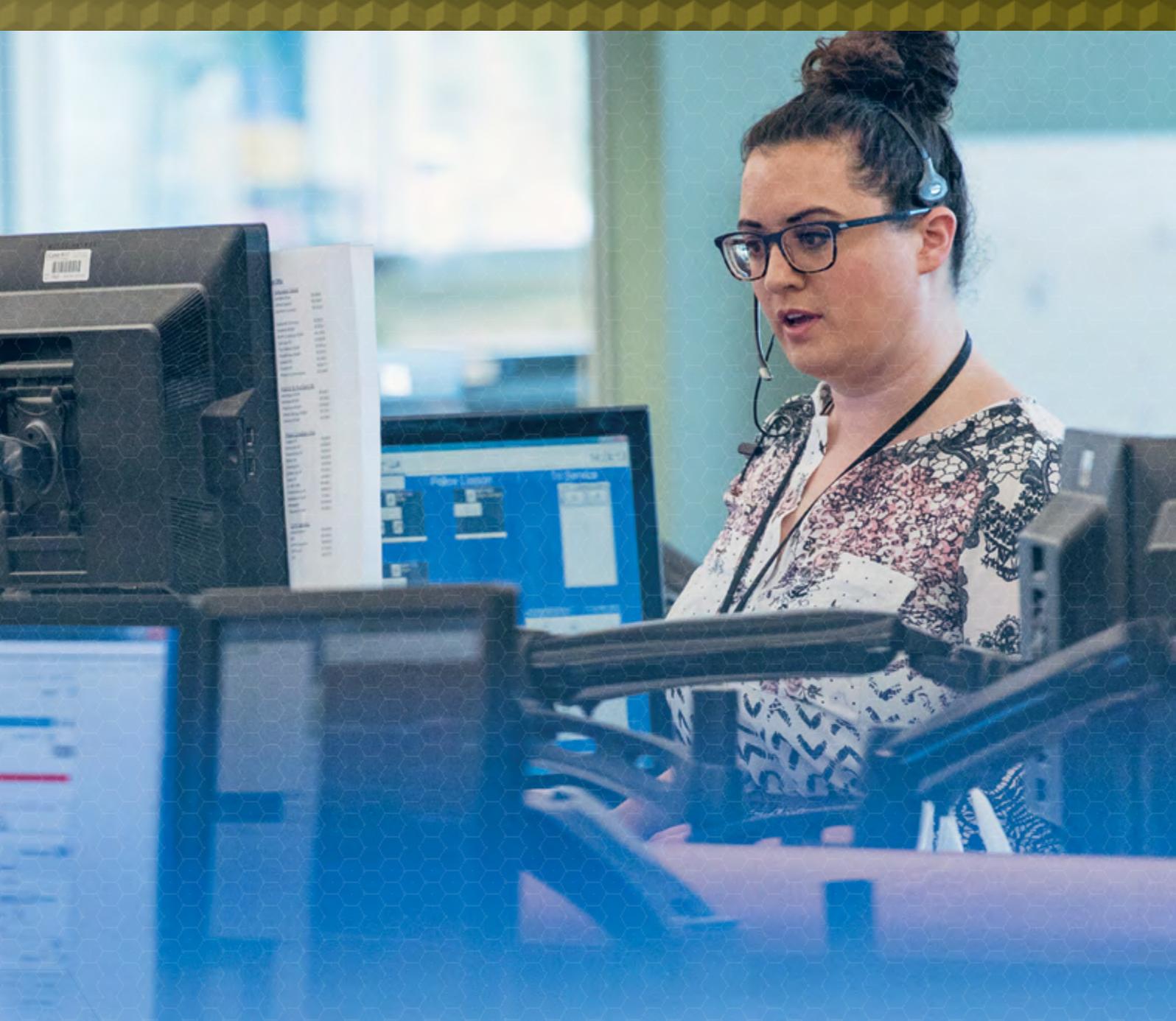


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MESSAGE FROM THE BOARD CHAIR



From new executive leadership to breaking ground on a new consolidated 9-1-1/police dispatch centre on Vancouver Island to implementing a new state-of-the-art radio system, 2017 has been a year of transitions for E-Comm.

After a five-month nationwide search to find the right candidate to lead E-Comm into the future, our Board of Directors and staff welcomed Oliver Grüter-Andrew as our new President and Chief Executive Officer in September. Oliver brings 25 years of technology and transformational change leadership in both the public and private sectors to E-Comm.

An established and well-respected strategic leader in our province, Oliver is committed to strong and collaborative partnerships. High-quality service, robust technology and secure systems are the foundation of E-Comm, but Oliver understands that it's our staff and partners who are at the heart of saving lives and protecting property. That makes him the perfect fit for us, and for public safety. I am confident the team at E-Comm will

continue to flourish under Oliver's leadership as we meet the evolving challenges ahead, particularly within the rapidly changing technology sector.

Speaking of new partnerships, as Board Chair, I am pleased to confirm that both the cities of Langley and Port Coquitlam advised us in 2017 that they wished to become Class A shareholders by transitioning their fire departments to the new E-Comm Wide-Area Radio Network in 2018. These two departments are now communicating on the radio system, along with the Township of Langley Fire Department, which also joined in 2018. All three departments have increased their communication capacity with neighbouring departments, as well as police and ambulance personnel.

I mention the new radio system because throughout 2017, a major focus for our technical staff and our partners was the transition to the Next Generation Radio Program, the most complex technology project we've undertaken since we rolled out the first radio system in 1999. I am impressed with the diligence of planning, attention to detail and quality of execution, as well as the collaboration with our partner agencies involved in advancing this critical public safety infrastructure initiative in the Lower Mainland.

As the radio replacement project winds down, other major technology infrastructure initiatives are on the horizon. E-Comm and all 9-1-1 network and service providers in Canada are working diligently to modernize 9-1-1 infrastructure and systems as part of an initiative known as Next Generation 9-1-1. In 2017, the Canadian Radio-television and Telecommunications Commission announced 9-1-1 network providers must have implemented a new IP-based 9-1-1 infrastructure by the end of 2020. This will set the stage for Canadians to contact 9-1-1 via text message in the future, when a phone call is simply not possible. It will also pave the way for emergency services to one day receive photos and videos that could aid in response and investigations. Much work needs to be done between now and then as we embrace the future of 9-1-1, but we know that we have the best team at E-Comm to make sure we're prepared to meet these new challenges and opportunities.

In keeping with our future-focused approach to emergency communications, the Board of Directors, together with staff and stakeholders, commenced a refresh of our strategic plan late in 2017 and will spend much of 2018 focused on this important work. Our goal is to develop a roadmap for E-Comm that will consider the significant technology change that is anticipated, find ways to support a great workplace for our employees, provide exceptional technology for our partners and deliver great service for the public.

It has been a year of substantial accomplishments. The Board of Directors continues to be gratified by the hard work and dedication of the entire E-Comm team and our public safety partners. On that note, I wish to thank the Board for its ongoing commitment to E-Comm and to public safety in our province. Its leadership is instrumental to our success.

Exciting times are ahead and I know our board members and staff will strive to make great progress to support our vision of creating safer communities in British Columbia through excellence in public safety communication.

Doug Campbell
Board Chair

MESSAGE FROM PRESIDENT & CEO



I was honoured to have joined E-Comm as President and CEO in 2017. I was immediately impressed with the tremendous individuals and teams across emergency services that form the backbone of public safety.

On my second day on the job, I saw these teams in action when the Abbotsford Police Department successfully transitioned its 9-1-1, police call-taking and dispatch services to E-Comm. It was then I quickly appreciated the amount of planning it takes for E-Comm and its partners to complete such a transition.

We continued with new partnerships when on November 21, Coquitlam Fire/Rescue also became a dispatch partner. Our call takers and dispatchers are key to making sure police officers and firefighters remain safe and are able to perform their job for their communities. I am reminded of their essential role each time I am in the communication centre and see them at work.

I saw the same level of commitment from our technical teams and our partners in police, fire and ambulance as transitions to the new radio system took place throughout 2017. Providing resilient, effective and secure communications tools to our first responders is our priority. I am equally proud to report that not only are first responders now using a new best-in-class radio system, but also that this major public safety initiative has been completed on time and under budget. This is a testament to the technical and financial leadership provided by E-Comm and the commitment of our partners to take an active role in the radio design and implementation to ensure it meets their needs.

As you will read in our Annual Report, our centre received more than 1.45 million 9-1-1 calls in 2017, ensuring these requests for help from across the province were safely delivered to local police, fire and ambulance agencies. For the police and fire agencies E-Comm dispatches for, our staff managed all kinds of emergency situations, ranging from the extremely violent to major structure fires, to crimes in progress and emotionally-trying calls. Their level of professionalism and care makes me extremely proud to be part of this organization.

We once again exceeded our 9-1-1 service level target in 2017, by answering 98 per cent of calls in five seconds or less. This is an exceptional result. Service levels for emergency and non-emergency call-answer were slightly off target due to increasing call volumes and staffing vacancies. We have launched multiple strategies to get us back on track for the rigorous standards we have set for ourselves. It was gratifying to note that in a poll of more than 500 Lower Mainland residents at the end of 2017, 92 per cent of respondents have confidence in our 9-1-1 and dispatch services. We will continue our efforts to provide effective services to maintain their trust.

Our services will expand to southern Vancouver Island in 2019, after signing agreements with police agencies and the Capital Regional District in 2017 to provide 9-1-1 call-taking and dispatch for this area. Construction started on the new South Island 9-1-1/Police Dispatch Centre in October. E-Comm is proud to have been selected to manage this centre on behalf of the Central Saanich, Oak Bay, Saanich and Victoria police departments and the West Shore RCMP. When it opens in 2019, E-Comm will be handling more than 99 per cent of 9-1-1 calls in British Columbia between the two centres.

As Chair Doug Campbell has noted, E-Comm has embarked on a revitalization of its strategic plan to ensure we are prepared for the future and ready to provide the best possible leadership and services to our partners and the public.

With that in mind, since joining E-Comm, I have met with many of our stakeholders, including police and fire leadership and numerous municipal and provincial partners to hear their perspectives on emergency communications. Building collaborative partnerships and understanding the needs of our partners is a priority for me. Ride-alongs with frontline police officers have been especially valuable as has been sitting with our call takers, report agents and dispatchers and other members of the E-Comm team in departments across the company. It is a privilege to be part of emergency services and to support E-Comm's contribution to safer communities in British Columbia. We are committed to serving this province in the best ways possible.

Oliver Grüter-Andrew
President & CEO

KEY ACTIVITIES IN 2017



FEBRUARY 27

New consolidated South Island 9-1-1/Police Dispatch Centre announced

APRIL 5

New Westminster and Port Moody Police Departments first to transition to next generation radio system

MAY 17

E-Comm begins answering 9-1-1 calls from the Peace River Regional District

AUGUST 16

E-Comm announces Oliver Grüter-Andrew as its new President and Chief Executive Officer

APRIL 25

Port Moody Fire-Rescue first fire department to move to next generation radio system

MAY 18

First Lower Mainland RCMP detachments transition to new radio system

MAY 29

Text with 9-1-1 service for Deaf and Hard-of-Hearing expanded to the Fraser Valley Regional District



SEPTEMBER 19

Abbotsford Police Department transitions its 9-1-1 call-taking and police dispatch services to E-Comm

OCTOBER 19

Construction begins for new South Island 9-1-1/Police Dispatch Centre in Saanich

NOVEMBER 21

Coquitlam Fire/Rescue moves dispatch services to E-Comm

DECEMBER 31

E-Comm's 9-1-1 call volume for 2017 tops 1.45 million

“It is a privilege to be part of emergency services and to support E-Comm’s contribution to safer communities in British Columbia. We are committed to serving this province in the best ways possible.”

Oliver Grüter-Andrew
President and CEO

2017 YEAR IN

SERVICE EXPANSION

Strategically expanding our public safety services for a safer British Columbia

From announcing a new consolidated 9-1-1/police dispatch centre on southern Vancouver Island, to answering 9-1-1 calls in Northeastern B.C., to adding new police and fire dispatch partners in the Lower Mainland, E-Comm continued to expand its services and partnerships in 2017.

New consolidated 9-1-1/police dispatch centre coming for southern Vancouver Island

E-Comm was proud to sign agreements with police agencies on southern Vancouver Island and the Capital Regional District in February for the formation of a new consolidated South Island 9-1-1/Police Dispatch Centre.

The facility, owned by the Capital Regional District and to be operated by E-Comm, amalgamates 9-1-1 call-answer and police call-taking and dispatch services for the Central Saanich, Oak Bay, Saanich and Victoria police departments as well as all local RCMP detachments.

Construction of the two-storey, 1,200-square-metre building began in October. Expected to open in 2019, the state-of-the-art, post-disaster facility will be the first point of contact for 9-1-1 callers throughout the area.

The South Island Police Dispatch Steering Committee is leading this public safety initiative. The committee includes police chiefs from Central Saanich, Oak Bay, Saanich, and Victoria, and representatives of the RCMP, the Province of British Columbia, Capital Regional District and E-Comm.

The centre will be the Primary 9-1-1 Public Safety Answer Point (PSAP) for the area handling an estimated 95,000 9-1-1 calls each year. E-Comm staff will also provide police call-taking and dispatch services. Once the centre is fully operational, E-Comm will be handling more than 99 per cent of 9-1-1 calls in British Columbia from this centre and its other centre in Vancouver.

“E-Comm’s experience and professionalism will only serve to enhance public safety operations in Greater Victoria and the Capital Regional District.”

**Chief Bob Downie
Saanich Police Department**



REVIEW



E-Comm now answering 9-1-1 calls for residents in the Peace River Regional District

On May 17, E-Comm became the first point of contact, the PSAP, for 9-1-1 callers in the Peace River Regional District. E-Comm is now responsible for answering the front-end portion of 9-1-1 calls for Fort St. John, Dawson Creek, Chetwynd, Hudson's Hope, Pouce Coupe, Taylor and Tumbler Ridge, along with many of the region's First Nations communities.

Approximately 20,000 emergency calls placed each year from the Peace River are now being routed to E-Comm, where call takers transfer 9-1-1 calls to the appropriate police, fire or ambulance agency.

By becoming the PSAP for the Peace River Regional District, E-Comm is now receiving emergency calls for Metro Vancouver and 25 regional districts across the province—that's currently 92 per cent of B.C.'s 9-1-1 call volume. At the end of 2017, E-Comm's 9-1-1 call volume topped 1.45 million.

In other 9-1-1 service news, on May 29, the Fraser Valley Regional District, in partnership with E-Comm and the BC Chapter of the Canadian Hard of Hearing Association, launched a new *Text with 9-1-1* service for those who are Deaf, Hard-of-Hearing or Speech Impaired within that region. This service is now available through E-Comm in 26 regional districts, including Peace River.



“As the overall 9-1-1 system evolves across Canada, E-Comm is well positioned to evolve with changes to service standards and technology.”

Brad Sperling
Chair of the Peace River Regional District

2017 YEAR IN REVIEW



E-Comm now dispatching for Abbotsford Police Department and Coquitlam Fire/Rescue

E-Comm’s objective—and the reason why the organization was first established—is to help consolidate emergency communication services for the benefit of first responders and public safety. The continued expansion of E-Comm’s call-taking and dispatch services across Metro Vancouver provides the ability to shift resources to respond quickly to sudden influxes of 9-1-1 calls within specific municipalities. We offer top-tier technology that is effective and affordable and supports seamless communication between first responders.

In 2017, E-Comm welcomed two new dispatch partners: Abbotsford Police Department (APD) and Coquitlam Fire/Rescue (CFR). With these new dispatch partners, E-Comm is now providing call-taking and dispatch services for 36 police agencies and fire departments.

The Abbotsford Police Department successfully transitioned its 9-1-1 and police dispatch and call-taking services to E-Comm on September 19 making it the first municipal police department outside Metro Vancouver to join E-Comm, and its 18th police dispatch partner. By moving to E-Comm, APD now has access to a much larger workforce to help answer 9-1-1 calls and support officers on the ground. As Chief Constable Bob Rich explained following the cutover, this is particularly valuable during major events that cause sudden spikes in call volume. E-Comm has been a proud partner of the APD since 2011, when it first joined the E-Comm radio system.

Keeping pace with the rapid growth of Coquitlam was a key factor in Coquitlam Fire/Rescue’s decision to move its dispatch services to E-Comm on November 21. Coquitlam noted many advantages of moving to E-Comm, including access to leading-edge technology, increased staff coverage, alignment with other regional emergency responders and cost benefits. E-Comm has been partners with Coquitlam since 2008 when the department first joined the regional radio system, and has been providing emergency back-up services for CFR dispatch since 2013.

“The safety of our community is a top priority for the Abbotsford Police Department and we continually look for ways to improve our service and enhance the safety of our city.”

**Chief Constable Bob Rich
Abbotsford Police Department**



E-Comm is now dispatching 73 per cent of all police calls within Metro Vancouver and 75 per cent of fire calls. E-Comm's fire dispatch services are set to grow again in 2019, with the Fraser Valley Regional District's announcement that it intends to transition 22 fire departments, in communities from Abbotsford to Enderby, to E-Comm. The opening of the South Island 9-1-1/Police Dispatch Centre will also increase our police dispatch services in 2019, when we start providing these services for five police agencies: Victoria, Saanich, Central Saanich and Oak Bay police departments and West Shore RCMP.

SERVICE EXCELLENCE & COLLABORATIVE PARTNERSHIPS

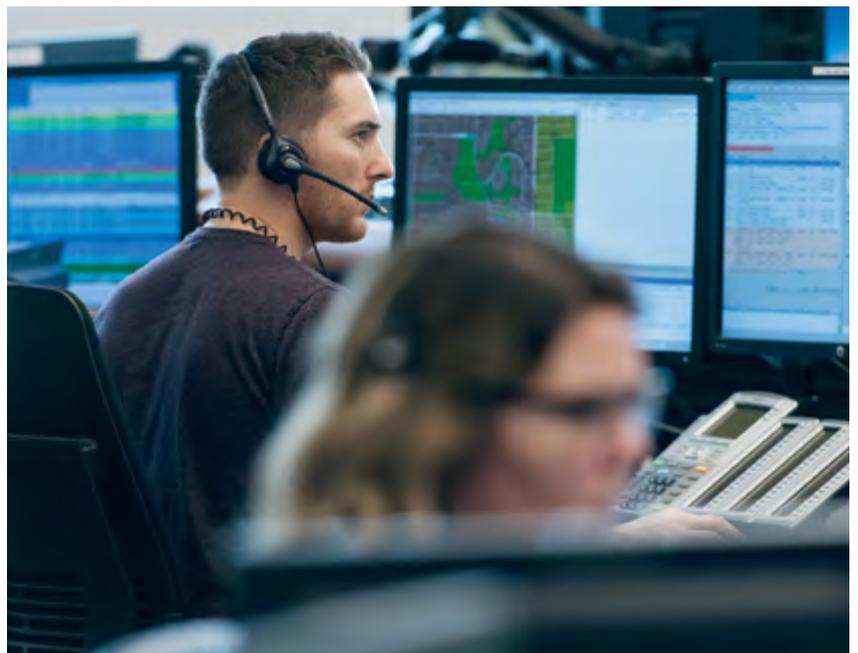
Exceeding our partners' service delivery expectations and building collaborative relationships that unite efforts for a safer British Columbia.

Answering 92 per cent of our province's 9-1-1 call volume, dispatching police and fire personnel to emergency situations and receiving 9-1-1 calls during the worst wildfire season in the province's history were all part of E-Comm's activities in 2017.

Our Operations staff received more than 1.45 million 9-1-1 calls in 2017. We answered 98 per cent of them in five seconds or less—exceeding our annual target of 95 per cent.

In 2017, our staff also managed more than 480,000 police and fire emergency calls on behalf of the agencies for which we provide dispatch, in addition to 580,000 non-emergency calls. Late in the year, police service levels for emergency and non-emergency call-answer were challenged due to increasing call volumes and staffing vacancies, affecting overall year-end results. However, service levels remained strong, with 89 per cent of emergency calls answered in 15 seconds or less¹. For non-emergency calls, 80 per cent of calls were answered in five minutes or less². We're using multiple strategies to get these service levels back to our rigorous standards.

In addition to answering emergency and non-emergency calls and dispatching for our partners, E-Comm played a key role in operational exercises in 2017. On April 27, we worked with both Richmond RCMP and Richmond Fire-Rescue during a full-scale bomb threat/plane crash exercise involving the Vancouver International Airport Authority. The 10-hour simulation provided E-Comm with the opportunity to test how call-takers and dispatchers respond in such critical emergency situations.



¹ Target: 88 per cent of police emergency calls in 10 seconds or less.

² Target: 80 per cent of police and fire non-emergency calls in three minutes or less.

2017 YEAR IN REVIEW

In terms of real emergencies in 2017, E-Comm handled an increase in call volumes over the summer, during the worst wildfire season in B.C.'s history. In anticipation of a busy summer season, even before the fires began, E-Comm accelerated recruitment with 19 new call takers to help manage the summer 9-1-1 call volume. On average each year, 65 per cent of calls to E-Comm are for police, 30 per cent for ambulance and five per cent for fire. However in the summer of 2017, the number of fire calls doubled to 10 per cent of all E-Comm emergency call volume. And July was very busy for E-Comm call takers with 12,000 more calls than the same month in 2016. We participated in Emergency Management BC's daily meetings to stay on top of possible threats to critical telecommunications infrastructure. E-Comm's Wireless Services team sent additional radios to the B.C. interior to help firefighters communicate on the frontlines.



On July 12, we shared our expertise with our neighbours to the south. Four dispatchers and one technology representative from a Washington State 9-1-1 centre visited E-Comm for a tour of the facility and a double-plug session with our call takers. The group, which handles police call-taking and dispatch services for six law enforcement agencies in Whatcom County, wanted to see our computer-aided dispatch system in action, as it had implemented the same system.

In October, an audio request from the Vancouver Police Department regarding a robbery and assault case became the 10,000th submission to E-Comm's in-house voice records system. E-Comm's Operations and Technology Services teams developed the system, aimed at streamlining, tracking and management of voice records requests.

Public confidence in, and awareness of, E-Comm remained strong in 2017. A December 2017 poll of 507 residents in municipalities stretching from West Vancouver to Langley found that 92 per cent of respondents have confidence in the 9-1-1 and dispatch services provided by E-Comm. That high level of confidence is consistent with results of previous annual surveys we have carried out through pollster Ipsos Reid. Awareness of E-Comm as the service provider for 9-1-1 calls in Metro Vancouver increased to 57 per cent—an all-time high.

RADIO TRANSITIONS IN 2017



**Port Moody
Police Department**

**New Westminister
Police Department**

**West Vancouver
Police Department**

Port Moody Fire-Rescue

**Dispatch-only
Fire Departments**

Delta Police Department

Richmond RCMP

Ridge Meadows RCMP

UBC RCMP

North Vancouver RCMP

Burnaby RCMP

Coquitlam RCMP

**New Westminister
Fire & Rescue Services**

RCMP 43

**BC Conservation
Officer Service**

ORGANIZATIONAL EFFECTIVENESS

Ensuring E-Comm’s business processes, practices and competencies support the effective delivery of high quality, socially responsible service.

Next Generation Radio Program substantially completed in 2017

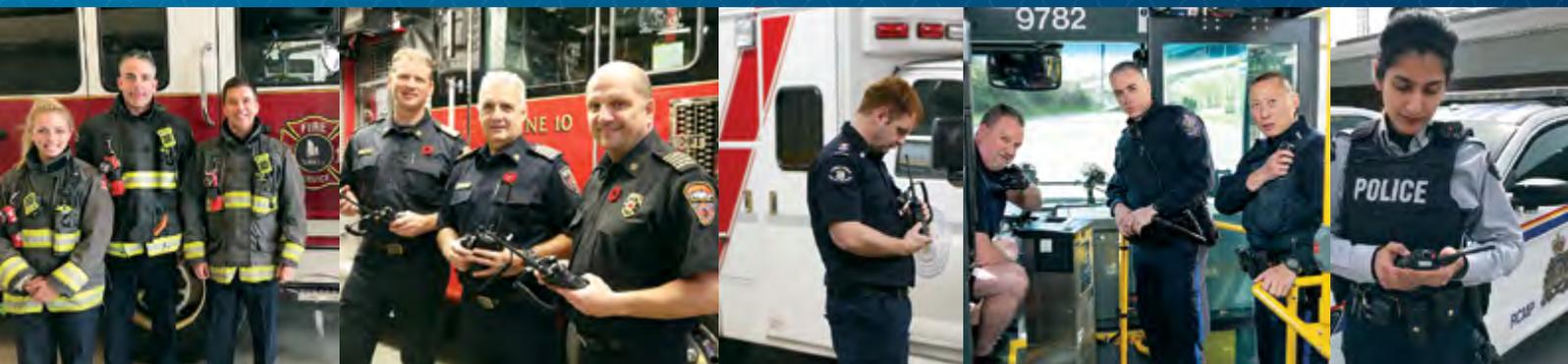
The largest and most complex technology project in E-Comm’s history unfolded throughout 2017, as we began replacing the E-Comm Wide-Area Radio Network. The Next Generation Radio Program project started five years ago—a massive undertaking to replace the existing radio network that was first implemented in 1999.

All E-Comm departments collaborated to help roll out this initiative. The accomplishments and milestones along the way included the overall design of the network, procurement of an infrastructure vendor, building a pilot test system to ensure the technology meets user expectations, building new radio sites and updating existing ones. The focus in 2017 was to manage all the agency transitions. In short, moving the police, fire and ambulance agencies from the old system to the new best-in-class radio system.

After more than a year of consultation, analysis and testing, the Lower Mainland emergency services community selected the new system known as Project 25 (P25) in the 700 MHz band, an open standard that public safety agencies across North America have widely adopted. It features a radio system and equipment with greater reliability, water immersion resistance, radio monitoring (enabling dispatchers to remotely activate radio microphones for improved responder safety), noise-cancelling technology to reduce background sounds and allow responders to be heard more clearly in noisy environments, increased coverage, audio clarity and security, GPS tracking, an expanded range of accessories and the ability to add new features through software upgrades in the future.

“The new network has been proven to provide enhanced coverage and audio clarity in challenging, noisy and hazardous environments, improving firefighter safety.”

Chief Ron Coulson
Port Moody Fire-Rescue



Vancouver Police Department

Surrey Fire Service

White Rock Fire Rescue

Langley RCMP

North Vancouver City Fire Department

District of North Vancouver Fire and Rescue Services

West Vancouver Fire & Rescue Services

Lions Bay Fire Rescue

Surrey RCMP

White Rock RCMP

BC Emergency Health Services

Metro Vancouver Transit Police

Abbotsford Police Department

RCMP Specialty Squads

2017 YEAR IN REVIEW

The new network includes encryption, meaning communication among first responders will be kept secure and the privacy of the public who are being assisted by emergency services will be better protected during the necessary transmittal of personal and private information over the voice network. Interoperability between all emergency service agencies means a safer working environment for first responders as a police officer can communicate with a firefighter or paramedic on the same secure digital radio channel.

As part of the move to the new P25 network, E-Comm increased radio sites by 50 per cent in the Lower Mainland, to enhance coverage, especially in areas that have historically been problematic for radio users.

We marked an historic moment on April 5, 2017, when the first public safety agencies in the Lower Mainland—the New Westminster and Port Moody Police Departments—successfully moved to the new system. Following those first transitions in the spring, we continued with a series of moves each month for the rest of the year, to successfully and seamlessly bring each agency onto the new network.

At the end of 2017, 29 agencies were communicating on the new network, including all police departments in Metro Vancouver and Abbotsford, 15 fire departments in Metro Vancouver, BC Emergency Health Services (BC Ambulance Service), and the BC Conservation Service. With the new system, fire departments in B.C. are now using digital radio communications for the first time.

E-Comm's Technology Services department developed a new portable radio trailer in 2017 to strengthen the resiliency of E-Comm's Wide-Area Radio Network. The unit has a built-in tower capable of acting as a temporary radio site and can be deployed if any of the network's sites are damaged. This portable unit called EMU—Emergency Mobile Unit—increases overall network redundancy and further enhances E-Comm's service level to our radio partners. EMU weighs 8,100 kilograms, is more than 30 metres high, and further strengthens the network's backup coverage in the unlikely event of a radio site outage.

Lower Mainland first responders make more than 130 million transmissions on 8,000 radios on the E-Comm Wide-Area Radio Network each year. The new radio system is expected to have an operational lifespan of 15 or more years.

“The features of the radio system will provide superior coverage and a level of increased security that will directly benefit the RCMP and our community, improving the safety of responders as well as the members of the public that we are assisting.”

**Superintendent Will Ng
Officer in Charge, Richmond RCMP**





Technology Services

2017 YEAR IN REVIEW



PUBLIC SAFETY COMMUNICATION LEADERS

Helping to align public safety communication efforts provincially and nationally.

From helping British Columbians understand how non-emergency calls can tie up 9-1-1 lines, to setting the stage for the arrival of Next Generation 9-1-1, to participating in community events and conferences, we continued efforts in 2017 to enhance E-Comm's role as a public safety communications leader.

Using E-Comm's estimate showing 20 per cent of calls to police are not emergencies, we reached out to British Columbians with a month-long multimedia campaign between November and December 2017 to bring attention to this issue. During the advertising and social media campaign that included radio ads and posters on transit shelters across Metro Vancouver, E-Comm asked people to not let non-emergencies compete with real ones. The media campaign encouraged people to find their local non-emergency number at nonemergency.ca.

Continuing with the theme of calls that don't belong on 9-1-1, for the fifth consecutive year, E-Comm published its top 10 list of nuisance calls in December. And, as usual, the year-end list sparked great interest in newsrooms and on social media.

Customer service complaints were a common theme of nuisance calls E-Comm in 2017, including:

- Complaining a nail salon wouldn't change the customer's nail polish colour
- Reporting the food at a restaurant was inedible and the restaurant refused to provide a refund
- Complaining a gas station wouldn't accept coins for payment

The goal of this annual discussion is to draw attention to nuisance calls and their impact on the system. We continue to emphasize that, while the calls sound unbelievable, call takers must listen to every caller and ask questions about the caller's situation to make sure they are safe.

With both initiatives, E-Comm call takers participated in media interviews to give first-person accounts about these public safety communications issues.

Earlier in the year, we also recognized the people who work behind the scenes to support first responders in British Columbia during Emergency Service Dispatchers' and 9-1-1 Awareness Week, April 9-15. With social media posts, we were able to show how 9-1-1 call takers, dispatchers, report agents and technology specialists contribute to saving lives and protecting property 24/7.



E-Comm staff collaborated with community policing partners and took part in various public events, parades and conferences throughout the year, including the Vaisakhi Parade, Collingwood Days in Vancouver, the Union of B.C. Municipalities Convention, the Vancouver Pride Parade and the Vancouver Santa Claus Parade.

Through its public education materials, participation in community events, speaking to the news media and daily presence on social media channels, such as Twitter and Facebook, our focus is to reach as many people as possible with our public safety messages and tips to help British Columbians use emergency communications services efficiently and effectively. We are also pleased to provide support to our police, fire and ambulance partners and other organizations who share the same public safety goals.

On the national scene, E-Comm is at the forefront of addressing the next public safety communications challenges. On June 1, 2017, the Canadian Radio-television and Telecommunications Commission (CRTC) announced Canada's 9-1-1 networks must be updated by the country's telephone and wireless carriers by the end of 2020 to be ready for Next Generation 9-1-1 (NG9-1-1) services. NG 9-1-1 is a North America-wide initiative to update 9-1-1 infrastructure to improve public emergency communications services in an increasingly wireless- and internet-enabled world. In British Columbia, TELUS is responsible for the construction, operation and maintenance of NG 9-1-1 networks, with CRTC oversight.

The CRTC's decision means that 9-1-1 call centres such as E-Comm will need to prepare for other forms of communication with the public, beyond voice. By the end of 2023, 9-1-1 centres must complete upgrades of their systems to provide a platform for Canadians to communicate with 9-1-1 call centres by text and other enhancements. E-Comm is well positioned with its outstanding technical and operational staff to prepare and modernize its technology for NG9-1-1. We are working with other 9-1-1 leaders across the country to prepare for the monumental changes in the way people access 9-1-1.

Later in the year, E-Comm, first responders and other organizations from across the country began discussions about the establishment of a potential new Canadian Public Safety Broadband Network (PSBN). PSBNs are secure, high-speed wireless data communications networks used by emergency responders to share information and receive texts, audio and video through secure mobile devices, such as smartphones during major crises and day-to-day operations. The PSBN can only be used by public safety agencies, so responders' critical information will not get jammed up in overloaded public networks, which can happen during mass public gatherings like sports events or major fires where spectators have their smartphones out to grab footage to upload to social media or to send to friends.

In the long term, the establishment and evolution of the PSBN will also allow E-Comm's Next Generation Radio network to integrate with the broadband data network, providing E-Comm's radio partners with additional voice radio network access. A PSBN will also enable Next Generation 9-1-1 services that will be introduced in the coming years, resulting in greater capacity and more secure information sharing among police, fire, ambulance and other emergency service personnel.



2017 YEAR IN REVIEW

HIGHLY ENGAGED EMPLOYEES

Fostering a work environment that inspires and motivates employees.

Considering the unique experiences of working in public safety, E-Comm took additional steps in 2017 to support the mental well-being of staff as it developed new mental health initiatives that will be part of a new action plan. We launched the Road to Mental Readiness program designed to reduce stigma and promote mental health and resiliency in the workplace. E-Comm staff members have the opportunity to become certified trainers for this program, which helps increase awareness of mental health and offer resources to maintain positive mental health and increase resiliency.

E-Comm's Employee Development Days provide an opportunity for staff from across the entire organization to gather and connect with colleagues while learning about a variety of topics relevant to their work. In 2017, for example, one of the employee development sessions focused on enhanced strategies for assisting suicidal callers. Staff also began discussing the many technical aspects of the move to Next Generation 9-1-1.

For the 12th consecutive year, E-Comm staff participated in the Association of Public-Safety Communications Officials Canada Conference & Tradeshow. Held November 6-9 in Windsor, Ontario, the event provided those who work in the public safety communications sector with the opportunity to hear speakers, attend workshops and connect with their colleagues from across Canada. E-Comm also facilitated a workshop on talent acquisition in the public sector.

Two E-Comm staff representatives joined hundreds of public safety professionals and industry representatives from Canada and the United States for the National Emergency Number Association's conference. Held in San Antonio, Texas in June, the event featured presentations and sessions on a variety of topics and issues affecting the public safety industry. E-Comm staff provided an overview about the operational and technical requirements and the benefits and challenges of Public Safety Answer Point consolidation.

Throughout the year, staff took part in Vision 2020 Employee Committee meetings to share their views with management about the development, implementation and ongoing evolution of E-Comm's corporate strategic plan. Staff also volunteered their time to support several specialized committees at E-Comm addressing health, safety, wellness and environmental matters.

When E-Comm welcomes a new agency partner, there's extra help for staff to support the transition. This was the case in 2017 as E-Comm employees acted as ambassadors to welcome and integrate 14 call-taking and dispatch staff from the Abbotsford Police Department when it moved those services to E-Comm.

The people at E-Comm continued to give back to the community throughout 2017 with a variety of fundraising activities including Movember, in support of men's health and the Share the Warmth Drive, collecting blankets and warm clothes for the less fortunate in Vancouver. E-Comm staff members volunteered to take pledges at the 2017 Show of Hearts (Variety – The Children's Charity) and E-Comm and staff donated more than \$6,000 for the Cops for Cancer cycling initiative, in support of life-saving research and caring programs.

“We always speak to the residents of the Downtown Eastside on these calls and feel rather connected to them. They deserve warmth over the holidays as much as anyone.”

Rhonda Araki
E-Comm Team Supervisor





2017 PERFORMANCE RESULTS

9-1-1 Service

In 2017, 1,452,637 emergency calls were placed to E-Comm, with 98 per cent of them answered in five seconds or less, surpassing our annual service level target of 95 per cent.

The availability of 9-1-1 service in 2017 was 100 per cent.

9-1-1 calls to E-Comm



Police and Fire emergency calls

In 2017, E-Comm staff managed 415,186 police emergency calls and 69,017 fire emergency calls on behalf of the agencies for which we provide dispatch. E-Comm's target is to answer 88 per cent of police emergency calls in 10 seconds or less and 95 per cent of fire emergency calls in 15 seconds or less.

The overall service level in 2017 for police emergency calls was 84 per cent in 10 seconds or less.

The overall service level in 2017 for fire emergency calls was 92 per cent in 15 seconds or less.

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



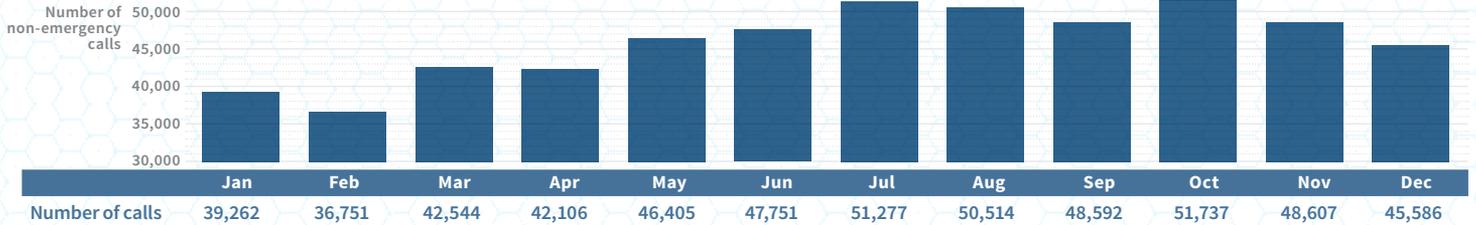
Non-emergency service

In 2017, E-Comm staff managed 551,132 non-emergency police calls and 28,517 non-emergency fire calls on behalf of partner agencies. These calls were placed on 10-digit non-emergency lines and were handed by E-Comm staff. E-Comm's target is to answer 80 per cent of police and fire non-emergency calls in three minutes or less.

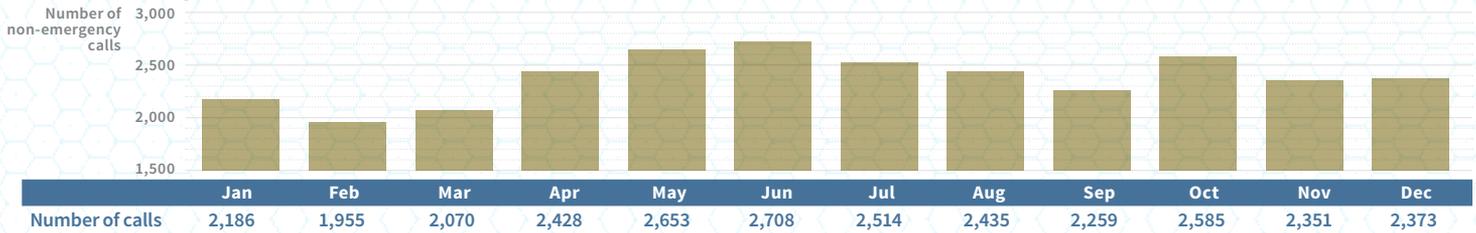
The overall service level in 2017 for police non-emergency calls was 69 per cent in three minutes or less.

The overall service level in 2017 for fire non-emergency calls was 99.5 per cent in three minutes or less.

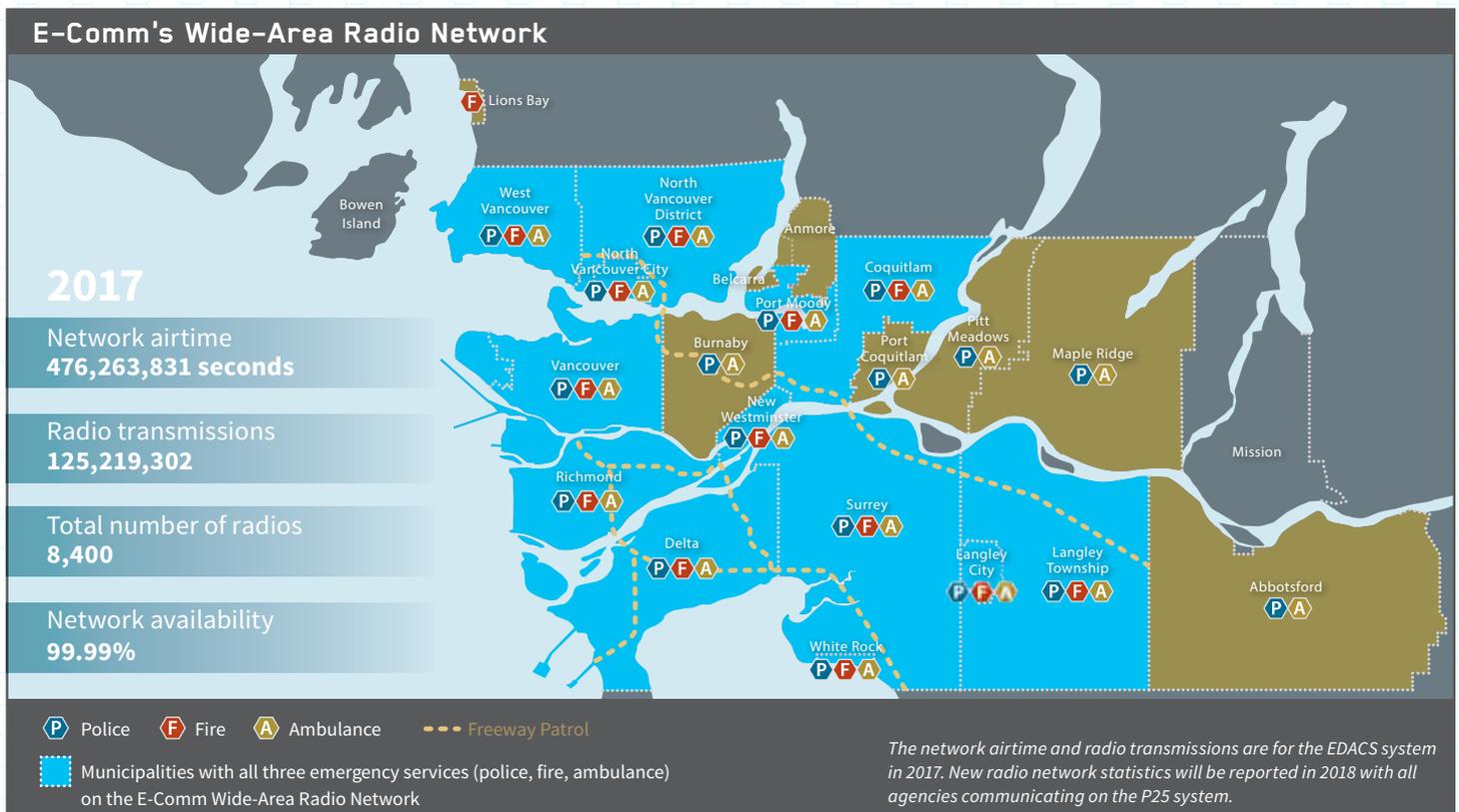
Police non-emergency calls



Fire non-emergency calls



For a complete, up-to-date list of E-Comm dispatch services for police and fire, please visit ecomm911.ca.



2017 FINANCIAL HIGHLIGHTS

Statement of Operations and Deficit	2017	2016
Revenue	57,621,835	51,947,586
Direct operating expenses	49,167,294	45,549,203
	8,454,541	6,398,383
Other expenses		
Amortization and other	5,993,927	3,491,885
Interest expense	1,710,967	1,812,076
	7,704,894	5,303,961
Excess of revenue over expenses	749,647	1,094,422
Surplus in net assets, beginning of year	1,604,715	510,293
Net assets, end of year	2,354,362	1,604,715

E-Comm’s overall financial results show an excess of revenue over expenses for the year, which represents the net surplus for Operations. The current year net surplus of \$750K supplements the accumulated net surplus of \$1.60M, bringing Dispatch Operations’ year-to-date net assets (surplus) to \$2.35M as at December 31, 2017. The net surplus is primarily the result of increased net revenue from the transition of additional dispatch customers in 2017, as well as reduced corporate overhead costs resulting from additional ancillary revenue and reduced operating expenditures, mainly in salaries and premises.

The 2017 year-end results include additional growth over the prior year with approximately 6.2 per cent growth in actual dispatch revenues year over year. New partner agencies in Dispatch/9-1-1 include Abbotsford Police Department, Fraser Valley Regional District (Abbotsford) 9-1-1 call-answer service, Peace River Regional District 9-1-1 call-answer service, and Coquitlam Fire/Rescue dispatch service. This results in E-Comm handling approximately 92 per cent of the province of British Columbia’s 9-1-1 call volume.

The 2017 year also saw completion of the Next Generation Radio Program (NGRP), with provisional acceptance of the new P25 radio system on March 31, 2017. Radio member agencies started transitioning onto the new system commencing April 5, 2017. At the end of 2017, 29 agencies had transitioned onto the new P25 radio network. Seven agencies transitioned in early 2018—four existing and three new.

E-Comm remains in line with replacing the radio system within the existing funding envelope. The total NGRP value over the period 2015-2018 is estimated to be \$52.3M, comprised of \$49.4M of capital (including capitalized start-up costs of \$4.8M) and an additional \$3.0M of one-time costs considered operating and funded by planned drawdowns from the reserve. With provisional acceptance in Quarter 1 of 2017, costs related to transition and implementation (i.e. efforts and costs associated with transitioning agencies and approximately 9,000 radios to the new P25 system) are funded from the radio reserve. As approved by the Board of Directors on March 1, 2018, a further \$400K has been put aside and added to the radio reserve. This brings the year-to-date radio reserve balance to \$5.98M as of December 31, 2017.

The year-end radio levy adjustment resulted in an average radio and user equipment levy decrease of 5.7 per cent to radio members.

On October 4, 2017, E-Comm obtained \$34.9M in long-term borrowing from the Municipal Finance Authority for user agency radio and remote dispatch equipment purchases for the P25 network. These are direct agency costs with both principal and interest fully recoverable from the agency through their user equipment and remote dispatch levies; therefore, this does not have an impact to E-Comm’s cash flow requirements for operations and capital purchases.

The average levy increases for 2018 are generally in line with the previously approved Strategic Financial Plan estimates. The average total radio infrastructure levy increase is 3.0 per cent, and supports the completion of the NGRP and ongoing life cycle refresh of shared assets. Actual average agency shared levy increase is 0.9 per cent due to the addition of three new fire agencies in 2018: Langley City Fire Rescue Service, Township of Langley Fire Department and Port Coquitlam Fire & Emergency Services. Radio levies continue to provide a sustainable means of funding for technology evolution of mission-critical assets.

To obtain full copies of E-Comm’s 2017 Audited Financial Statements, including the Auditor’s Report to the Shareholders and Notes to the Financial Statements, please visit ecomm911.ca.

2017-18 BOARD OF DIRECTORS

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

Doug Campbell	<i>Independent Director, Chair of the Board</i>
Councillor Bruce Bell	<i>Representing Cities of Maple Ridge and Pitt Meadows</i>
Rebecca (Becky) Denlinger	<i>Representing Province of British Columbia</i>
Barry Forbes	<i>Independent Director</i>
Mayor Jack Froese	<i>Representing Township of Langley, Cities of Surrey and White Rock</i>
Lois Karr	<i>Representing RCMP</i>
Anne Kinvig	<i>Independent Director</i>
Warren Lemcke	<i>Representing Vancouver Police Board</i>
Neil Lilley	<i>Representing BC Emergency Health Services</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>
Paul Mochrie	<i>Representing City of Vancouver</i>
Denise Nawata	<i>Independent Director</i>
Mark Sieben	<i>Representing Province of British Columbia</i>
Karl Preuss	<i>Representing City of Delta / Delta Police Board</i>
Councillor Mary Trentadue	<i>Representing Belcarra, Coquitlam, New Westminster, Port Coquitlam, Port Moody</i>
Mayor Richard Walton	<i>Representing City of North Vancouver, District of North Vancouver, District of West Vancouver, Village of Lions Bay</i>
Terry Waterhouse	<i>Representing Cities of Surrey and White Rock, Township of Langley</i>

Executive Leadership Team

Oliver Grüter-Andrew	<i>President & CEO</i>
Beatrix Nicolato, CPA, CGA	<i>Vice-President & Chief Financial Officer</i>
Erin Ramsay	<i>Vice-President of Operations</i>
Michael Webb, P. Eng	<i>Vice-President of Technology Services</i>
Shelly McMahon	<i>Acting Executive Director of Human Resources</i>
Jody Robertson	<i>Executive Director of Corporate Communications & Governance</i>
Fraser MacRae	<i>Director of Police Services</i>
Dave Mitchell	<i>Director of Fire Services</i>



E-Comm 9-1-1
Helping to Save Lives and Protect Property

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