

Corporate Overview

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

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 agencies and fire departments, E-Comm—Emergency Communications for British Columbia Incorporated—provides emergency communications services in Metro Vancouver and 24 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 an earthquake-resistant infrastructure. Currently, BC Emergency Health Services within Metro Vancouver and Abbotsford, all police agencies in Metro Vancouver and Abbotsford and 12 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 answers approximately 1.36 million 9-1-1 calls each year from all over British Columbia and provides dispatch services to 35 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 24/7 information technology service desk has the depth and breadth of experience to support a diverse set of software, systems and platforms to ensure continuity of service.



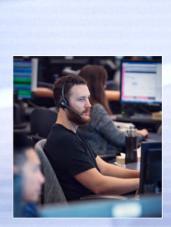






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Message from Board Chair



Doug Campbell Board Chair

I am pleased to be reporting to you at the end of this, my first year as E-Comm's Board Chair.

In the 1990s, I was involved in the initial planning of a multi-agency, multi-jurisdictional radio system for our region that eventually led to the formation of E-Comm. Now as Board Chair, I am proud to see the incredible work that our staff and partners have done in evolving an organization that is so widely respected for the value it provides to our province. Whether it's modernizing the regional radio system, answering and dispatching emergency calls, conducting public education outreach, overseeing our fiscal responsibility to our stakeholders or hiring staff to suit the unique nature of our business, everyone is committed to the vision of the company.

Partnerships are the foundation of E-Comm and, as Board Chair, I have the honour of advising that we have received notification from the Township of Langley that it wishes to become a Class A shareholder and will join the radio system in 2018. We look forward to welcoming its fire department to the radio system, our 13th to join.

Over the last year, I've had the opportunity to spend time with our staff and see them work, and I have been impressed with how professional and dedicated they are. I have new appreciation for how challenging the work can be and how much effort they all put into reaching the goals the organization has for itself and for public safety.

I saw our capable Operations staff up close during one of the busiest times of year, during the finale of the Celebration of Light, when record crowds and a concurrent wildfire in Vernon compounded an already busy night. I also had the opportunity to attend a planned evacuation of E-Comm Operations to our backup site. Our Technology Services teams play an instrumental role in preparing our backup centre for the exercises we carry out each year. I was also proud to see E-Comm's fire dispatch team nominated for the Canadian Association of Public-Safety Communications Officials *Excellence in Teamwork* Award for outstanding efforts during the 2015 Port of Vancouver fire. I invite you to read more about their work in this report.

In the year ahead, we will mark the retirement of CEO David Guscott and the completion of substantial portions of our strategic plan, Vision 2020. We are ahead of schedule in many aspects so it is an opportune time to reflect on our achievements and challenges, and to set the course for the next five years and a new era for E-Comm and public safety communications.

On that note, I wish to thank several people who have helped bring us to this point. First, on behalf of the Board, I would like to acknowledge the amazing contribution of David Guscott. We greatly appreciate his stewardship of our Vision 2020 strategic plan and of the business, which has seen E-Comm evolve from a regional centre to one that is now the first point of contact for 88% of 9-1-1 calls in B.C. and playing a much broader role in public safety. He leaves behind a public safety legacy from which all British Columbians will benefit for years to come.

I also wish to thank the Board of Directors for its ongoing commitment to E-Comm and to public safety. The acumen of the Board has been essential to our success in 2016 and will be vital to our success in the future. On a personal note, thank you to the Board for its guidance and counsel in my first term as Chair.

Thank you also to the hard-working teams at E-Comm for their contributions, and to our partners for their support and ongoing efforts to keep communities safe. We have much to be proud of in 2016, and I look forward to a productive year ahead as we work together to achieve our vision of safer communities through excellence in public safety communications.

Message from President & CEO

After almost seven years as President and CEO of E-Comm, I will be retiring at the end of August. My admiration for the work of British Columbia's police, fire and ambulance leadership and frontline personnel is second to none and it has been a privilege to be a part of public safety since joining E-Comm in November 2010.

A highlight for me during my time at E-Comm has been working with the Board and staff to develop our strategic plan, Vision 2020, and then seeing it come to life. Our Board, along with our radio shareholders, dispatch partners, employees and other key stakeholders, developed an ambitious plan—our first long-term corporate road map.

We've seen tremendous progress each year on our five key strategic directions, and 2016 was no different. Starting in January, E-Comm became the first point of contact for 9-1-1 callers in the upper region of the Fraser Valley Regional District (FVRD), and then welcomed two police partners to dispatch in almost back-to-back transitions. With the completion of the FVRD and Delta and Port Moody Police Department transitions, E-Comm is now the first point of contact for 88% of British Columbia's 9-1-1 calls and the dispatch partner of all municipal police departments in Metro Vancouver. Our dispatch services will expand to other areas of the province over the next two years, as our work with police agencies on southern Vancouver Island and the Capital Regional District (CRD) in 2016 culminated with the 2017 announcement of a new consolidated dispatch centre located within the CRD, to be managed by E-Comm.

We also made great strides in 2016 on the implementation of the Next Generation Radio Program (NGRP), the planned replacement of the regional radio system. We signed agreements with pre-qualified radio vendors to supply radios to agencies that will be more effective and durable in challenging conditions and provide greater safety features for police officers, firefighters and paramedics in the Lower Mainland. We developed new radio sites and conducted performance testing of the new P25 digital system and related equipment with excellent results. This multimillion-dollar capital project remains on budget and largely on schedule for the full system rollout in 2017. I am also happy to note that, due to careful financial oversight and management, the anticipated annual costs for our shareholders for this sophisticated new communications system, integral to officer and public safety, will be about the same as the current network that has served our region so well since 1999.

One of the measures of our success is the trust and confidence the public has in the services we provide. In 2016, we surveyed 500 Lower Mainland residents, and 91% reported having confidence in E-Comm's 9-1-1 and dispatch services. Our employees work hard to ensure we maintain public trust in our services and this is an excellent result and a reflection of their efforts.

When I joined E-Comm in 2010, I noted that no other organization was taking such a significant and unique approach to building a strong emergency communications platform, and it was exciting to me to find ways to advance the consolidated model even further. It is gratifying to see that through our strategic planning, and much hard work and dedication on the part of our Board, partners and staff, many of those have been realized. I thank you for your support and wish you continued success.



David Guscott

President & CFO

2016 Corporate Highlights

Became 9-1-1 answer point for Upper Fraser Valley

Delta Police Department transitioned call-taking and dispatch to E-Comm

1.36 million calls to 9-1-1

Agreements signed for radio equipment for new regional radio system

26,352 non-emergency fire calls



Successfully tested new digital radio equipment

522,148 non-emergency police calls

Successful simulation exercises carried out with New Westminster Fire & Rescue Services

Port Moody Police Department moved call-taking and dispatch to E-Comm

Text
with 9-1-1
service for deaf and
hard-of-hearing expanded
to Central, Southern and
Northern Interior
regions

Radio network availability 99.99%

Peace River
Regional District
endorsed transition
of 9-1-1 call-answer
services to E-Comm

91% public confidence

in E-Comm call-taking and dispatch services

98% of 9-1-1 calls answered in five seconds or less

Service Expansion

Strategically expanding our public safety services for a safer British Columbia.

"Our priority is ensuring communities within our region continue to receive high-quality 9-1-1 service, and we feel E-Comm is able to provide this level of service."

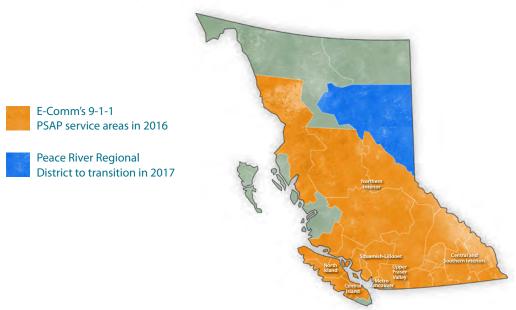
Paul Gipps, Fraser Valley Regional District CAO In 2016 E-Comm continued to expand its 9-1-1 call-answer and police dispatch services.

On January 19th, E-Comm became the first point of contact for 9-1-1 callers in the Upper Fraser Valley. The first call came in from Chilliwack just one minute after switchover and was a call for the RCMP. Approximately 60,000 calls a year now come into E-Comm's communications centre from Chilliwack, Harrison Hot Springs, Hope, Kent, Mission and Electoral Areas A-H, where they are then transferred to the requested agency.



With the addition of the Upper Fraser Valley, E-Comm now provides 9-1-1 call-answer for 25 regional districts and communities across British Columbia, representing 88% of the province's 9-1-1 call volume.

Welcoming a new 9-1-1 Primary Public Safety Answer Point (PSAP) or dispatch partner takes months of detailed planning by staff from the emergency service agencies and E-Comm. Hundreds of behind-the-scenes operational and technical requirements are carried out for each transition. The hard work this involves was demonstrated in the spring, when two police dispatch transitions took place almost back-to-back.





"Moving to E-Comm is a significant advantage for the Delta Police Department. It allows us to better meet the community's needs and expectations."

Dubord, Delta Police Department

Chief Constable Neil

"The convincing factor for wanting to move our dispatch operations to E-Comm was the numerous operational benefits the organization is able to provide its policing partners."

Chief Constable Chris Rattenbury, **Port Moody Police** Department

On March 1, the Corporation of Delta and E-Comm strengthened their public safety partnership when the Delta Police Department (DPD) successfully transferred its emergency call-taking and dispatch services to E-Comm. The transition was seamless, as veteran DPD dispatcher Karen Irwin, who joined E-Comm as part of the move, assumed command of dispatch at 0726hrs.

Following the cutover, Chief Constable Neil Dubord noted that one of the key benefits of moving to E-Comm is the communication centre's ability to



draw upon its large workforce of call-takers during major events. The value of consolidated emergency communications was demonstrated a week after DPD's transition to E-Comm, when a late-winter storm combined with a high tide caused localized flooding in the Boundary Bay and Beach Grove areas. Cross-trained call-takers at E-Comm were on deck to support their newest dispatch partners.



After months of meticulous planning and preparation, the Port Moody Police Department (PMPD) officially integrated its dispatch with E-Comm on May 10 and Chief Constable Chris Rattenbury made the first radio broadcast from E-Comm's communications centre. As part of the new partnership, E-Comm welcomed Port Moody's experienced staff, including Devon Moon, who joined E-Comm with nine years' experience as a dispatcher. Devon assumed command of dispatch at E-Comm at 0813hrs.

E-Comm is no stranger to providing emergency communication services to the City of Port Moody. PMPD has been using E-Comm's radio system for more than 15 years and E-Comm has been dispatching for Port Moody Fire-Rescue for 14 years.

With the transition of both Delta and Port Moody dispatch services, E-Comm now provides police dispatch services to all municipal police departments in Metro Vancouver, allowing all agencies to work even more closely together.

In September, E-Comm was proud to offer the Deaf/Deaf-Blind, Hard-of-Hearing or Speech Impaired (DHHSI) communities in the Central, Southern and Northern Interior regions of B.C. the ability to contact 9-1-1 through a specialized text service, with the expansion of Text with 9-1-1 (T9-1-1). T9-1-1 allows any member of the

"T9-1-1 is a vital connection to police, fire and ambulance and enables quick communication between a deaf caller and emergency services."

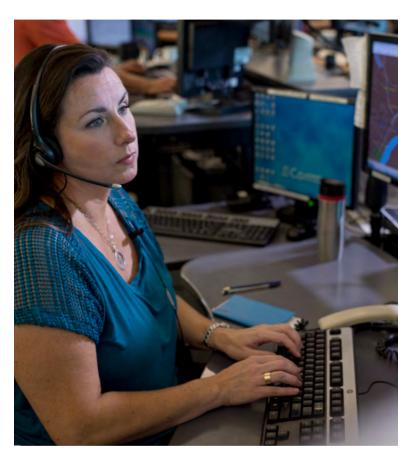
Gordon Rattray, Okanagan Valley Association of the Deaf DHHSI community who has registered with their wireless carrier for this service to communicate with police, fire and ambulance call-takers via text during an emergency. E-Comm was the first 9-1-1 centre in Canada to launch T9-1-1, a significant improvement over the outdated TTY technology.

E-Comm was also pleased to announce in 2016 that 9-1-1 call-answer services will again be expanding, with PSAP service for the Peace River Regional District (PRRD) moving to E-Comm in May 2017. PRRD is the largest regional district in the province by geographic area and has an anticipated annual call volume of 20,000.

Service Excellence & Collaborative Partnerships

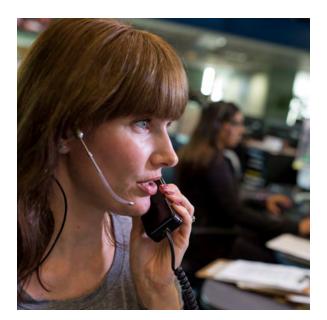
Exceeding our partners' service delivery expectations and building collaborative relationships that unite efforts for a safer British Columbia.

Our Operations staff answered more than 1.36 million 9-1-1 calls in 2016, 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 a massive fire at Burns Bog in Delta. Staff managed more than 300 calls related to the fire during the first 24 hours—a 75% increase over typical volume for a Sunday and Monday—and handled two other major incidents in Delta at the same time. They were supported by our technology teams who manage the mission-critical systems used by our staff and first responders.



E-Comm is committed to ensuring the right tools and processes are in place to best support our partners, and one of the ways we do that is through emergency response exercises to test operational processes and practise emergency plans. In the summer, E-Comm and dispatch partner New Westminster Fire & Rescue Services took this to the next level, creating four simulation exercises carried out using "live" dispatch channels and phone lines. The advantage of having E-Comm dispatch be an active part of the exercises was that it allowed participants to respond as if it were an actual event happening in real time.

Each year, E-Comm carries out planned evacuations, a critical component of ongoing efforts to fine tune our disaster recovery plans. In 2016, we conducted several such events. On January 9, we held a partial evacuation to allow for critical technology upgrades. Call-takers were relocated to our backup site while Technology Services staff conducted maintenance and equipment testing to increase capacity in the expanded call-taking and dispatch area.



On November 20, another planned evacuation was held while annual maintenance and software upgrades were carried out. All call-taking for our Regional District partners, as well as E-Comm police, fire and non-emergency call-taking and dispatch services, continued without interruption at our backup site.

Further, E-Comm's new state-of-the-art redundant data centre, located outside of the Lower Mainland, was completed in May. The centre is a critical component of the new radio system's infrastructure, providing redundancy for essential equipment. Built in an area deemed to be at low risk for earthquakes, the centre provides enhanced resiliency for the radio system and increases the network's ability to provide seamless communications for our partner agencies in the event of a major disaster affecting the Lower Mainland. E-Comm is committed to enhancing operational and technical redundancy to allow us to confidently support our partners.

In 2016, E-Comm also entered into a strategic partnership with Capital Region Emergency Service Telecommunications (CREST), signing an agreement that will enable the two organizations' radio systems to be interconnected in the future, providing significant public safety benefits for both regions.

After first responders in both regions switch to the new P25 technology, agencies in Metro Vancouver and the Capital Regional District will be able to support each other in the future through linked radio systems. Emergency responders for both regions will be using the same radio network, allowing them to communicate and coordinate with each other, and support each other during a major event if required.

In April, our new in-house voice records system reached an impressive milestone, receiving its 5,000th submission. The system was developed by E-Comm's Operations and Technology Services teams and improves ease and security for tracking and managing voice records requests. It has dramatically cut the processing time for producing voice records for our partner agencies, and is now used by 87 police and fire agencies across B.C.

Public trust in the services we offer is critical, and our goal is continuous improvement. In a survey conducted in 2016 with 500 residents of the Lower Mainland, 91% reported having confidence in E-Comm's 9-1-1 and dispatch services, up 2% from 2015. Fast response times and personal experience were among the top reasons cited for respondents' confidence.

"The importance of police, fire and ambulance departments being able to select radio equipment that suits their specific needs cannot be overemphasized."

Deputy Chief Tyler Moore, Vancouver Fire and Rescue Services

Organizational Effectiveness

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

Throughout 2016, progress was made on the Next Generation Radio Program (NGRP), the multi-year initiative to move from the region's current radio system to new radio technology, known as P25 in the 700 MHz band. The new system will provide radio communications for 32 agencies across Metro Vancouver and parts of the Fraser Valley and offers better coverage, improved resiliency, and enhanced voice clarity and security. The NGRP is the largest technology project E-Comm has carried out since it implemented the first regional radio network in 1999.

"The Next Generation Radio Program comes down to E-Comm working closely with our partners to provide what is best for the public safety community."

Mike Webb, E-Comm Vice-President of Technology Services



Helicopter en route to deliver a Motorola P25 radio rack from YVR to an E-Comm radio site.

Agreements were signed with three radio suppliers—JVC KENWOOD Canada Inc., Motorola Solutions Canada, and RELM Wireless Corporation—for the provision of radio subscriber equipment. The new agreements provide a wide range of solutions for E-Comm's police, fire and ambulance partners, allowing each to select equipment that best suits their agencies' unique requirements and budgets, one of the many advantages of moving to the advanced P25 digital technology.

E-Comm's NGRP team was also focused on ensuring agency-selected radios are thoroughly tested prior to the start of transitions. This included programming the new equipment and conducting extensive field tests. Having the opportunity to assess the capabilities of equipment

in realistic working environments allowed agencies to make informed choices in terms of the specific radio features that will best suit their organizations.

Work was also completed on the new radio network design. The new network includes a 50% increase in radio sites for a total of 44 across Metro Vancouver and Abbotsford, to provide the best possible coverage footprint and in-building penetration. E-Comm technicians also worked on adding or replacing antennas and installing the new P25 equipment. Radio site development is one of the most important elements of the NGRP, and the priority for the remainder of the initiative is to ensure the radio sites are fully implemented and the system performs in a manner that meets the standards our public safety partners expect and deserve.



"First responders are getting the best tools to do their jobs, to help serve and protect our communities."

Chief John McGowan, Richmond Fire-Rescue E-Comm's Wireless technicians started the process of readying radio equipment for deployment to our partners. Approximately 8,400 new or upgraded radios will be deployed by the end of 2017. Each radio will be engraved and programmed with agency-specific information, and testing will continue to ensure performance meets agency specifications, including signal strength and battery life.

Planning also commenced for training and preparation of new radio consoles, which all agencies on the regional radio network will use for dispatch, including the 16 agencies dispatched by E-Comm that use the radio network. The new consoles include many innovative features including enhanced touchscreen technology and simplified interfaces. The move to new consoles will happen simultaneously with each agency transition, and classroom training for dispatch staff will incorporate demonstration radio consoles with agency-specific profiles.

With the rollout of the NGRP imminent, the Interoperability Working Group (IWG) held a workshop in May with more than 40 public safety leaders from across Metro Vancouver to discuss radio interoperability issues and develop a regional plan for enhancing cross-agency communication.

The new radio system offers improved communication capabilities for both routine and major events through shared talkgroups, and the workshop focused on helping first responders take advantage of those benefits. Key to the discussion was understanding the current state of regional radio interoperability and identifying a desired future state.

The IWG was formed in 2015 to advance multi-jurisdictional and multi-discipline communication for all E-Comm partner agency services. Chaired by Richmond Fire-Rescue Chief John McGowan, the group includes municipal police and RCMP, fire services, BC Emergency Health Services, with leadership and technical support from E-Comm. The IWG continues to provide valuable direction to E-Comm on interoperability matters as we prepare for transition to the new radio system.



"E-Comm has been an early and active participant in the nationwide discussion on the future of Canada's 9-1-1 system."

David Guscott, E-Comm President and CEO

Public Safety Communication Leaders

Helping to align public safety communication efforts provincially and nationally.

In 2016, E-Comm continued to take a leadership role at both the provincial and national levels in the development of a long-term vision for 9-1-1.

We submitted three response papers for the Canadian Radio-television and Telecommunications Commission's public consultations in 2016, the first two on the establishment of a regulatory framework for Next Generation 9-1-1 (NG9-1-1) and a third on potential initiatives such as Wireless Public Alerting and the ability to send emergency alerts to mobile devices within a targeted area. The results of these important consultations will have a direct impact on 9-1-1 centres across Canada.

E-Comm also submitted a response to the provincial government's stakeholder consultation on the future of the *Emergency Program Act*. The Act will set out key responsibilities and authorities to guide and enable experts at the local and provincial levels in preparing for, responding to, and recovering from emergencies and disasters.

NG9-1-1 was the focus of a presentation by E-Comm Vice-President of Technology Services Mike Webb at the Canadian Association of Chiefs of Police Information and Communication Technology Workshop in February. The presentation highlighted the need to consider the human impacts of NG9-1-1; that is, how the added functionality will have an impact on 9-1-1 call-takers and dispatchers. For example, text communication will result in the loss of background noise, voice cues from 9-1-1 callers and location information. Receiving photos or videos from emergency situations will also result in significant changes to how 9-1-1 calls are handled in terms of storage, privacy and the emotional well-being of staff who come into contact with them.





In October, Corporate Communications staff made a presentation to the Association of BC 9-1-1 Providers on E-Comm's public education efforts, sharing how E-Comm works to increase public understanding and awareness of issues that most impact 9-1-1 service through advocacy, outreach and education.

At the Canadian Association of Public-Safety Communications Officials conference in November, E-Comm staff made presentations on lessons learned from a dangerous goods tabletop exercise and the importance of accurate staffing forecasts for emergency communications centres to meet both operational requirements and staff needs.

Throughout the year, E-Comm took a leadership role in providing important information to the public on how to use the 9-1-1 system efficiently and effectively. April 10-16 was *Emergency Service Dispatchers' and 9-1-1 Awareness Week* in British Columbia, an opportunity to recognize contributions of 9-1-1 call-takers, dispatchers, report agents, technology specialists and support personnel. E-Comm used social media to help spread important public education messages during the week and raise awareness of the proper use of 9-1-1. A special campaign also ran on Facebook to promote the availability of free public education materials on E-Comm's website.

We also conducted two public awareness campaigns in 2016 focused on the serious impact non-emergency calls to 9-1-1 have on public safety resources. During the Great British Columbia ShakeOut drill in October, the spotlight was on the importance of re-directing questions and requests for information to official sources to keep 9-1-1 lifelines free for real emergencies. And in December, we issued our annual "Top Ten" list of reasons to not call 9-1-1, featuring actual nuisance calls placed to the emergency line. Social media was used to help spread the message that 9-1-1 is not an information line and these types of calls waste the valuable time of 9-1-1 call-takers.

Highly Engaged Employees

Fostering a work environment that inspires and motivates employees.

Operating the emergency communications system is a team effort, and supporting the people behind the scenes is key to E-Comm's future success. E-Comm is dedicated to creating a workplace that supports and inspires staff to do their best every day, and providing them with the tools and training they need to be successful.

"Your ideas matter, your ideas make a difference, your ideas contribute to where E-Comm is going to go."

Kristina Laniuk, Vision 2020 Employee Committee Member Throughout the year, staff took part in Vision 2020 committee meetings, where members met with CEO David Guscott to hear updates on the strategic plan's progress, share their views on emerging issues, and gain understanding of how the work of all E-Comm teams contributes to its success. E-Comm staff also helped reach out to the community with important safety information at events throughout the year. They are committed to raising awareness of how the public can help prevent accidental calls and use 9-1-1 more effectively. They also support and participate in many charitable and community events during the year, including BC Children's Hospital Jeans Day and the Variety Show of Hearts Telethon.

Our employees also stepped up during the transitions of our police partners, providing leadership and extra support to their new colleagues before, during and after each transition.

March saw the re-opening of the expanded gym at E-Comm's Pender Street location. Staff were heavily involved in the planning of upgrades to the gym, which now has more space and additional equipment to support employee health and wellness. A ceremony was held March 29th to re-dedicate the gym in honour of the late Vancouver Police Department Inspector Steve Foster, who was part of the original E-Comm building project and championed the idea of a gym for staff. Our Health and Wellness committee carried out several campaigns promoting good nutrition, exercise, health awareness, and stress management throughout the year.





The late VPD Inspector Steve Foster's wife, Faye, and stepdaughter Leah Marlay (left), are joined by E-Comm's David Guscott and Dispatcher Chris Heavenor to cut the ribbon on the renovated Steve Foster Memorial Gym.



2016 Performance Results

9-1-1 Service

In 2016, there were **1,368,416 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 99.99%.

*The third quarter uptime for 9-1-1 was 99.99%, due to a telephone company equipment failure in September that caused a brief disruption, which affected our usual uptime of 100%.

9-1-1 calls to E-Comm



^{*}Includes Upper Fraser Valley 9-1-1 calls effective January 19, 2016.

Total number of 9-1-1 calls are for Metro Vancouver and 24 other regional districts and communities in B.C. To see E-Comm's full service area, visit **ecomm911.ca**.

Police and Fire emergency calls

In 2016, E-Comm staff managed **387,208 police emergency calls** and **46,004 fire emergency calls** on behalf of the agencies for which we provide dispatch.

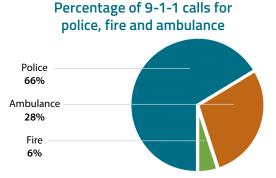
Police emergency calls to E-Comm

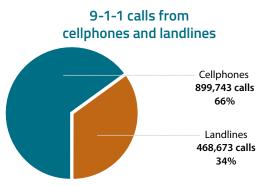


Fire emergency calls to E-Comm

16







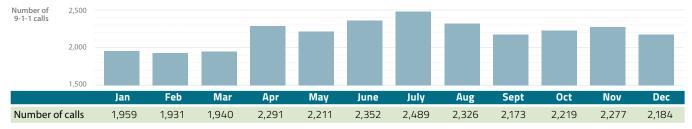
Non-emergency service

In 2016, E-Comm staff managed **522,148 non-emergency police calls** and **26,352 non-emergency fire calls** on behalf of its partner agencies.

Police non-emergency calls

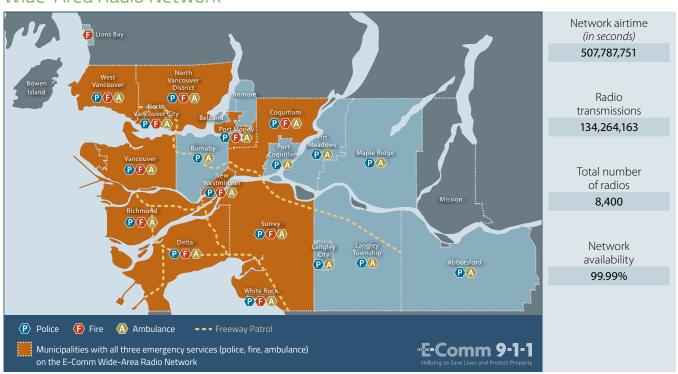


Fire non-emergency calls



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

Wide-Area Radio Network



2016 Financial Highlights

Providing value to shareholders, partners and the community

Statement of Operations and Deficit	2016	2015 ¹
Revenue	51,947,586	50,884,169
Direct operating expenses	45,549,203	43,774,340
	6,398,383	7,109,829
Other expenses		
Amortization and other	3,491,885	4,514,111
Interest expense	1,812,076	2,214,791
	5,303,961	6,728,902
Excess of revenue over expenses	1,094,422	380,927
Surplus in net assets, beginning of year	510,293	129,366
Net assets, end of year	1,604,715	510,293

¹ Prior year financial statements have been retroactively adjusted to reflect adjustments to salaries with respect to overtime banks.

E-Comm's overall financial results show an excess of revenue over expenses for the year 2016, which represents a net surplus in Operations. The current year net surplus of \$1.09M, combined with the prior year net surplus of \$510K, brings Operations' cumulative year-to-date net assets (surplus) to \$1.6M. The net surplus is primarily the result of reduced corporate overhead costs resulting from additional ancillary revenue and lower operating expenditures. The financial results include growth in dispatch through a new 9-1-1 Primary Public Safety Answer Point (PSAP) contract for service outside of the Metro Vancouver region (Fraser Valley Regional District). Two new police agencies were also added in 2016 for call-taking and dispatch services: Delta Police Department and Port Moody Police Department. This growth (pro-rated to transition dates) represents a 6% growth in annual dispatch/9-1-1 revenues over the prior year. Further, a year-end radio levy adjustment resulted in an average radio and user equipment levy decrease of 1.7% to radio members.

The average levy increases for 2017 in both radio and dispatch are generally in line with or better than the prior year Strategic Financial Plan estimates. The average agency radio infrastructure levy increase is 2.6%, and continues to support the completion of the Next Generation Radio Program (NGRP) and ongoing life cycle refresh of shared assets. Radio levies continue to provide a sustainable means of funding for technology evolution of mission-critical assets. The average dispatch levy increase for 2017 for both police and fire is 3%, which is in line with prior year Strategic Financial Plan estimates. The financial benefits of consolidation and economies of scale continue to be demonstrated in our dispatch and radio services.

In 2016, work continued on the next generation radio technology, including the build-out for the NGRP. E-Comm is well positioned 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 \$56.2M, comprised of \$52.4M of capital (including capitalized start-up costs of \$6.5M) and an additional \$3.7M of one-time costs considered operating and funded by planned draw-downs from the reserve.

The Board of Directors approved expenditures of \$28.6M for the year ended December 31, 2016 related to capital NGRP expenditures, including start-up and related costs. A total of \$19.4M has been incurred and capitalized for the 2016 year. The remaining expenditures have been delayed and pushed into the future NGRP years (2017-2018). As the overall total funding envelope for the NGRP (2015-2018) remains largely unchanged, the radio levies relating to the approved NGRP 2016 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 2016 Audited Financial Statements including the Auditor's Report to the Shareholders and Notes to the Financial Statements, please visit **ecomm911.ca**.

2016-2017 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	Independent Director, Chair of the Board
Councillor Bruce Bell	Representing Cities of Maple Ridge and Pitt Meadows
Rebecca (Becky) Denlinger	Representing Province of British Columbia
Barry Forbes	Independent Director
Mayor Jack Froese	Representing Township of Langley, Cities of Surrey and White Rock
Lois Karr	Representing RCMP
Jocelyn Kelley	Independent Director
Anne Kinvig	Independent Director
Neil Lilley	Representing BC Emergency Health Services
Councillor Raymond Louie	Representing Metro Vancouver
Jack McGee	Representing Independent Police Boards (Abbotsford, New Westminster, Port Moody, Transit Police, West Vancouver)
Councillor Bill McNulty	Representing City of Richmond
Paul Mochrie	Representing City of Vancouver
Clayton Pecknold	Representing Province of British Columbia
Karl Preuss	Representing Corporation of Delta / Delta Police Board
Bob Rolls	Representing Vancouver Police Board
Councillor Mary Trentadue	Representing Belcarra, Coquitlam, New Westminster, Port Coquitlam, Port Moody
Mayor Richard Walton	Representing City of North Vancouver, District of North Vancouver, District of West Vancouver, Village of Lions Bay
Terry Waterhouse	Representing Cities of Surrey and White Rock, Township of Langley

Executive Leadership Team

President & CEO
Vice-President & Chief Financial Officer
Vice-President of Operations
Vice-President of Technology Services
Director of Police Services
Director of Fire Services
Director of Human Resources
Director of Corporate Communications & Governance/Corporate Secretary





