



Ken Shymanski  
President and CEO

David Sutcliffe  
Chair, E-Comm Board of Directors

## Message from the Chair and the President

Successful organizations need to do many things: support their staff, embrace technology, increase efficiencies, improve processes, manage costs, respond to change and make tough business choices. 2007 was a year that encompassed all of those elements for E-Comm yielding a range of positive results for our shareholders, customers, staff and the public.

In 2007, E-Comm continued to focus on meeting performance expectations throughout the organization. This included answering 96% of the more than one million 9-1-1 calls we received in five seconds or less and improving call answer times for all our dispatch customers. We also advanced our consolidated dispatch model with the addition of one new police department and one new fire department, while continuing to create efficiencies within that model. Both our people and technology were instrumental in achieving these results.

New radio clients were added to the E-Comm Wide-Area Radio System in support of responder and public safety. The addition of these new agencies also contributed to a levy rebate for our shareholders for the third year in a row.

Significant effort was placed on proactive recruitment and retention strategies in 2007 in order to bolster staffing. We also continued to enhance our capacity for managing extraordinary events, including analyzing our needs and challenges for operations during the 2010 Winter Olympic and Paralympic Games. We are also very proud of an internal initiative known as *Mission: Possible*, designed to support employees as we continue to strengthen our performance-driven culture.

Our commitment is to ensure E-Comm continues to be both operationally and financially viable to serve southwest British Columbia in the years ahead. With that in mind, we would like to acknowledge our Board of Directors for their support and direction this past year as it's been central to our advancement. It is also important to recognize the skill, energy and enthusiasm of our managers and staff who work tirelessly to support our emergency service partners and E-Comm's mission. Our success is a direct result of their contribution and passion.

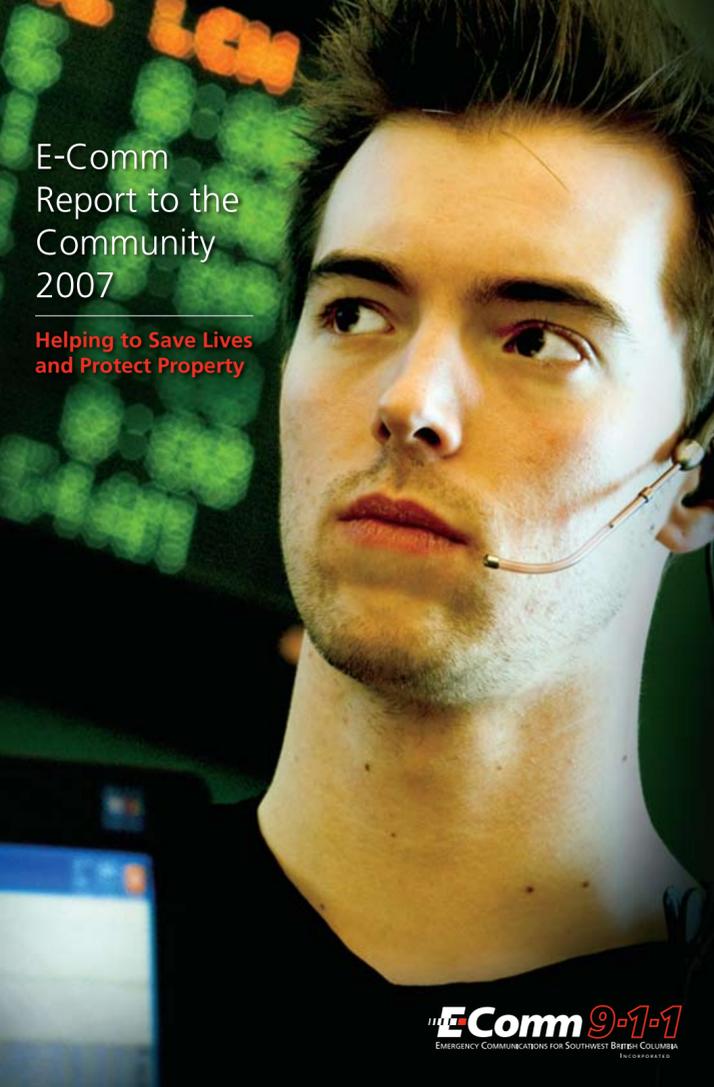
One final note: Recognizing you have little time for big reports, we've prepared this "little" summary to demonstrate how we are working to achieve "big" results. By providing you with a high-level overview in a smaller format, we've also minimized printing costs and our environmental footprint. Further information on our 2007 financial and operational results can be found at [ecomm911.ca](http://ecomm911.ca)

## Board of Directors

|                               |   |
|-------------------------------|---|
| <b>David Sutcliffe</b>        | Independent Director, Chair   |
| <b>Mary-Wade Anderson</b>     | Councillor, City of White Rock (representing White Rock, Surrey, Township of Langley)   |
| <b>Kevin Begg</b>             | Assistant Deputy Minister, Policing and Community Safety Branch, Ministry of Public Safety and Solicitor General (representing Ministry of Public Safety and Solicitor General) |
| <b>Gary Briggs</b>            | Inspector, RCMP retired (representing RCMP)   |
| <b>Daphne Corbett</b>         | Independent Director  |
| <b>Calvin Donnelly</b>        | Councillor, City of New Westminster (representing Coquitlam, Port Moody, Port Coquitlam, New Westminster, Belcarra)   |
| <b>Len Garis</b>              | Fire Chief, City of Surrey (representing Surrey, White Rock, Township of Langley)   |
| <b>Cindy Grauer</b>           | Representing City of Vancouver  |
| <b>Pamela Goldsmith-Jones</b> | Mayor of District of West Vancouver (representing West Vancouver, District of North Vancouver, City of North Vancouver)   |
| <b>Jocelyn Kelley</b>         | Independent Director  |
| <b>Kiichi Kumagai</b>         | Representing City of Richmond   |
| <b>Don MacLean</b>            | Mayor of City of Pitt Meadows (representing Maple Ridge and Pitt Meadows)   |
| <b>Karl Preuss</b>            | Director of Finance, Corporation of Delta (representing Delta)  |
| <b>Michael Sanderson</b>      | Executive Director, Lower Mainland, BC Ambulance Service (representing Emergency Health Services)   |
| <b>John Schouten</b>          | Inspector, VPD retired (representing Vancouver Police Board)  |
| <b>Wes Shoemaker</b>          | Associate Deputy Minister, Ministry of Public Safety and Solicitor General (representing Ministry of Public Safety and Solicitor General)                                       |
| <b>Joe Trasolini</b>          | Mayor of City of Port Moody (representing Independent Police Boards: Port Moody, West Vancouver, New Westminster, South Coast Transportation Authority Police)                  |

## E-Comm Report to the Community 2007

Helping to Save Lives and Protect Property



**EComm 9-1-1**  
EMERGENCY COMMUNICATIONS FOR SOUTHWEST BRITISH COLUMBIA

## About E-Comm

E-Comm is the emergency communications centre for southwest British Columbia. Our three core services include acting as the regional 9-1-1 answer point for Metro Vancouver, the Sunshine Coast Regional District and Whistler/Howe Sound as well as providing dispatch service to a number of police and fire departments in those same areas. E-Comm also owns and operates the Wide-Area Radio System used by emergency responders throughout Metro Vancouver.

E-Comm's 2007 Report to the Community is our opportunity to provide an overview of the corporation's performance and financial results based on the objectives outlined in E-Comm's strategic plan. It's also an opportunity to share with you our priorities for the future.

Public safety always has, and likely always will figure prominently among communities' chief concerns. In response, E-Comm's mission continues to focus on providing exceptional emergency communication services that help save lives and protect property.

As the table below illustrates, E-Comm has realized unprecedented growth since its inception in 1999 resulting in many benefits for our shareholders, customers and public safety. Moving forward our focus is on sustainable growth. That is, growing our business in a manageable way has become the key driver in planning for the future.

| E-COMM                                      | 1999      | 2007            | CHANGE |
|---|-----------|-----------------|--------|
| Dispatch customers (police & fire)          | 9         | 23              | +155%  |
| Radio customers (police)                    | 1         | 14 <sup>1</sup> | +1300% |
| Radio customers (fire)                      | 1         | 9               | +800%  |
| Radio customers (ambulance)                 | 0         | 1 <sup>2</sup>  | +100%  |
| Number of radios in use by PFA <sup>3</sup> | 1,342     | 6,370           | +375%  |
| 9-1-1 calls                                 | 1,064,827 | 1,037,852       | -2.5%  |
| Employees                                   | 177       | 365             | +106%  |
| Revenue                                     | \$7.2M    | \$48.1M         | +568%  |
| Class A shares                              | 12        | 24              | +100%  |

<sup>1</sup> Effective March 2007, all lower mainland police departments are on radio system

<sup>2</sup> BC Ambulance service throughout Metro Vancouver is on radio system

<sup>3</sup> Police, Fire, Ambulance

### MISSION

To serve emergency personnel and the public by providing exceptional emergency communications services that help save lives and protect property.

For more information on E-Comm's history, governance structure and services, visit [ecomm911.ca](http://ecomm911.ca)

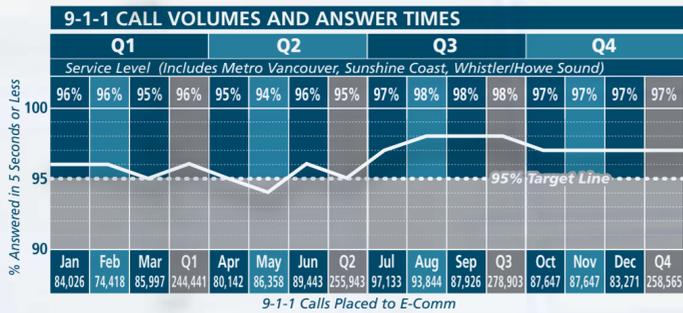
## Financial Highlights

|                            | 2007                | 2006                |
|----------------------------|---------------------|---------------------|
| Total Revenue              | \$ 48,144,282       | \$ 46,730,061       |
| Total Expenses             | 26,168,327          | 25,155,277          |
| Income from Operations     | 21,975,955          | 21,574,784          |
| Interest Expense           | 5,591,940           | 6,141,760           |
| Income Before Amortization | 16,384,015          | 15,433,024          |
| Amortization Expense       | 12,458,767          | 13,399,829          |
| <b>Net Income</b>          | <b>\$ 3,925,248</b> | <b>\$ 2,033,195</b> |

Complete audited financial statements are available at [ecomm911.ca](http://ecomm911.ca)

## Performance Highlights

E-Comm is required to answer 95% of all incoming 9-1-1 calls in 5 seconds or less. In 2007, our actual result was 96%.



|  |           |
|--|-----------|
| Total 9-1-1 Calls  | 1,037,852 |
| Service Level  | 96%       |
| Average Speed of Answer for 9-1-1                        | 3 seconds |
| Average Speed of Answer by Agencies Dispatched by E-Comm | 7 seconds |

When a caller dials 9-1-1, their call is directed to E-Comm by the telephone provider. Once connected, our call-taker asks if "you need police, fire or ambulance" and for which community. The caller is then transferred to the agency the caller requests. Some of those agencies are located at E-Comm and others are not (e.g. BC Ambulance Service). For a list of our dispatch customers please visit [ecomm911.ca](http://ecomm911.ca)

| 9-1-1 CALL BREAKDOWN |          |          | 9-1-1 CALL BREAKDOWN             |     |  |
|----------------------|----------|----------|----------------------------------|-----|--|
|                      | LANDLINE | CELLULAR | % OF 9-1-1 CALLS TRANSFERRED TO: |     |  |
| Per Cent             | 52%      | 48%      | Police                           | 67% |  |
| Call Volume          | 535,704  | 502,148  | Ambulance                        | 28% |  |
|                      |          |          | Fire                             | 5%  |  |

| TECHNOLOGY UPTIME (%) |                    |                      |                        |                       |
|-----------------------|--------------------|----------------------|------------------------|-----------------------|
| QUARTER               | 9-1-1              | FIRECAD <sup>4</sup> | POLICECAD <sup>5</sup> | PRIME-BC <sup>6</sup> |
| 1                     | 100                | 99.76                | 99.88                  | 99.89                 |
| 2                     | 99.98 <sup>6</sup> | 99.71                | 99.98                  | 99.98                 |
| 3                     | 100                | 99.99                | 99.95                  | 99.98                 |
| 4                     | 100                | 99.98                | 100                    | 99.28                 |
| 2007 Average          | 99.995             | 99.860               | 99.953                 | 99.783                |

<sup>4</sup> Computer-Aided Dispatch

<sup>5</sup> Supported through end of day November 15, 2007. The RCMP now solely provides technical support for PoliceCAD and PRIME-BC.

<sup>6</sup> There was a short disruption of 9-1-1 telephony in May 2007, which did not have any significant operational impact.

| WIDE-AREA RADIO SYSTEM DATA |                           |                                   |
|-----------------------------|---------------------------|-----------------------------------|
|                             | SYSTEM AIR TIME (SECONDS) | SYSTEM TRANSMISSIONS <sup>7</sup> |
| 2007 Total                  | 463,044,782               | 119,650,704                       |

|                                |       |  |          |                                    |          |
|--------------------------------|-------|--|----------|------------------------------------|----------|
| Total Number of Radios in 2007 | 6,370 | 2007 Traffic Grade of Service <sup>8</sup> | 0.04225% | 2007 Wide-Area System Availability | 99.9989% |
|--------------------------------|-------|--|----------|------------------------------------|----------|

<sup>7</sup> Number of times a repeater transmitted in response to a member talking on a radio.

<sup>8</sup> Grade of Service represents the ability of the radio system to handle radio traffic volume. Industry Canada sets the standard for the public safety community, which is 3%. This means at the radio system's busiest times there cannot be more than 3% queuing (responders waiting to speak). The E-Comm radio system is well within this standard.

## Year in Review

### JANUARY

- Project Fires (records management) go-live
- Assumed command of Coquitlam RCMP dispatch during unplanned evacuation
- Visitors: Ministry of Public Safety and Solicitor General (B.C.); Secretary of Citizen Security and Safety, Querétaro, Mexico

### FEBRUARY

- Communication of strategic plan to employees begins
- Collective Agreement changes finalized and signed between E-Comm and CUPE Local 873-02

### MARCH

- West Vancouver police department joins E-Comm radio system
- E-Comm and BC Ambulance Service implement reciprocal back-up systems
- Surrey RCMP transition to PRIME-BC
- Visitors: New Zealand High Consulate; Brazilian Emergency Management Section

### APRIL

- Combined Events radio project rolled out across Lower Mainland
- 9-1-1 contract with Metro Vancouver signed
- First E-Comm recruitment information and screening session held

### MAY

- Annual General Meeting
- Phase One of Lower Mainland implementation of PRIME-BC complete
- Visitors: Mayor of Atlanta, Georgia

### JUNE

- E-Comm's eighth anniversary
- Introduction of new 9-1-1 area
- RCMP Site Security Review
- E-Comm receives IABC Award of Merit for excellence in internal communication
- Visitors: Vancouver Mayor Sam Sullivan; Swiss National Police

### JULY

- E-Comm technical teams nominated for APCO Canada Excellence in Teamwork award
- Emergency staff callout project launched
- 97,000 (9-1-1) calls placed to E-Comm

### AUGUST

- Celebration of Light (July and August)
- 94,000 (9-1-1) calls placed to E-Comm

### SEPTEMBER

- Assumed command of Port Moody Police dispatch to assist with unplanned event
- 9-1-1 tips information in multiple languages added to E-Comm Web site

### OCTOBER

- Squamish 9-1-1, RCMP and Fire dispatch transition to E-Comm
- Public Education campaign on 'accidental cell phone calls' launched
- Employee "pulse check" survey
- Employee development days

### NOVEMBER

- Technical support for PRIME-BC transitions from E-Comm to RCMP
- New staff scheduling, forecasting and shifting technology introduced
- Managers' leadership development workshop
- New employee referral program launched

### DECEMBER

- Saanich Fire Department sign contract to join Intergraph CAD project
- Customer satisfaction survey held
- Stakeholder and public confidence surveys held



## Internal Processes

**Strategic Objective:** We will ensure our performance standards, processes, and policies are consistently applied in order to deliver maximum performance

Ensuring internal processes are efficient, cost effective and support both business operations and staff is critical to any successful organization. In 2007, emphasis was placed on managing performance standards, enhancing call volume forecasting and workforce management processes, and developing capacity for managing extraordinary events (business continuity).

Each day, approximately 2,800 calls are placed to 9-1-1. As the contracted service provider, E-Comm is required to answer 95% of these calls in five seconds or less. In 2007, E-Comm's service level was better than target. Of the more than one million 9-1-1 calls that were placed to E-Comm, 96% were answered in fewer than five seconds.

Province-wide labour shortages have impacted many organizations and E-Comm is no exception. To help combat staffing shortages we established a separate 9-1-1 room where new staff can begin work while they await their final security clearances. This also provides greater opportunity to familiarize them with the 9-1-1 process and systems before police or fire call-taking training begins. The creation of our new information and screening program has also streamlined the recruitment process tremendously.

An important undertaking for our Operations area was the introduction of a new Workforce Management Team. This included the implementation of new technology to assist with scheduling and call volume forecasting. We also streamlined our processes for managing 9-1-1 and dispatch work groups, allowing us to shift resources to areas in greatest need at a moment's notice. This means if one of our dispatch groups experiences unusually high call volumes, we can shift additional staff to that workgroup to help manage the call load. This is just one significant advantage E-Comm's consolidated dispatch model provides to those municipalities that use our service.

In 2007, we also formalized our agreement with the BC Ambulance Service on reciprocal back-up and we began a comprehensive refurbish of our corporate emergency response plan that included holding a corporate table-top exercise, a crisis communications exercise and multiple evacuation exercises within our Operations area. We also offered a personal preparedness session for our employees and established a program for purchasing at-home preparedness kits.

## Customers

**Strategic Objective:** We will manage and meet customer expectations in order to achieve and sustain a high-level of customer satisfaction and confidence

To be truly customer focused, an organization must build relationships of trust, understand its customers' needs and expectations and design service offerings that are of maximum value. These are the cornerstones of E-Comm's customer objectives. Although we continue to enjoy healthy overall customer satisfaction ratings, we recognize that we can always do more to increase satisfaction with our services. We are committed to continuous improvement.

In 2007, special attention was placed on strengthening partnerships with our customers through increased contact. We standardized our service offerings to ensure consistency and operational effectiveness.

New customers joined E-Comm for both radio and dispatch. On radio, we welcomed the West Vancouver police department, the fourteenth and final police agency to transition onto the Wide-Area Radio System. In addition, we secured a commitment from the City of Coquitlam to transition its fire department to the E-Comm radio system, which occurred early in 2008.

On the dispatch side of operations, we undertook the transition of the entire Squamish 9-1-1 system to E-Comm, which includes both RCMP and Fire dispatch. We also conducted a comprehensive customer satisfaction survey, which garnered more than 1,250 responses from emergency responders and dispatchers. The results indicate increased satisfaction with E-Comm services and will form the basis of our customer objectives in future.

## Stakeholders

**Strategic Objective:** We will increase stakeholder confidence in order to be recognized as a valued partner in public safety

Developing an enhanced understanding of E-Comm's stakeholders' perspectives and needs, is important to maintaining positive, productive and professional relationships. In 2007 we conducted several outreach activities that will help us maintain high stakeholder confidence in our services.

We continued with our commitment to providing stakeholders with clear, consistent, transparent communication by reporting our operational and financial results each quarter and increasing our regular customer contact. We hosted an annual workshop for municipal finance staff to increase their awareness and understanding of E-Comm's financial model, and we continued to forge strong relationships with CUPE 873-02, the Union that represents E-Comm employees.

To provide valuable safety information and increase our connection to the public we developed education strategies that included information pamphlets with important tips for calling 9-1-1 and information to help callers understand the difference between an emergency and non-emergency call. Both were produced in multiple languages. We also launched an advertising campaign that addressed the critical issue of accidental cell phone calls, which generated significant media attention and public discussion. Taking a leadership role in 9-1-1 education has the potential to contribute to increased operational effectiveness and supports our vision of helping to create safer communities.

### 2007 RESULTS

- Stakeholder confidence<sup>10</sup>: 81% confidence in E-Comm
- Public confidence in 9-1-1<sup>11</sup>: increased to all-time high of 80%
- Public awareness of E-Comm<sup>12</sup>: increased to all-time high of 45%

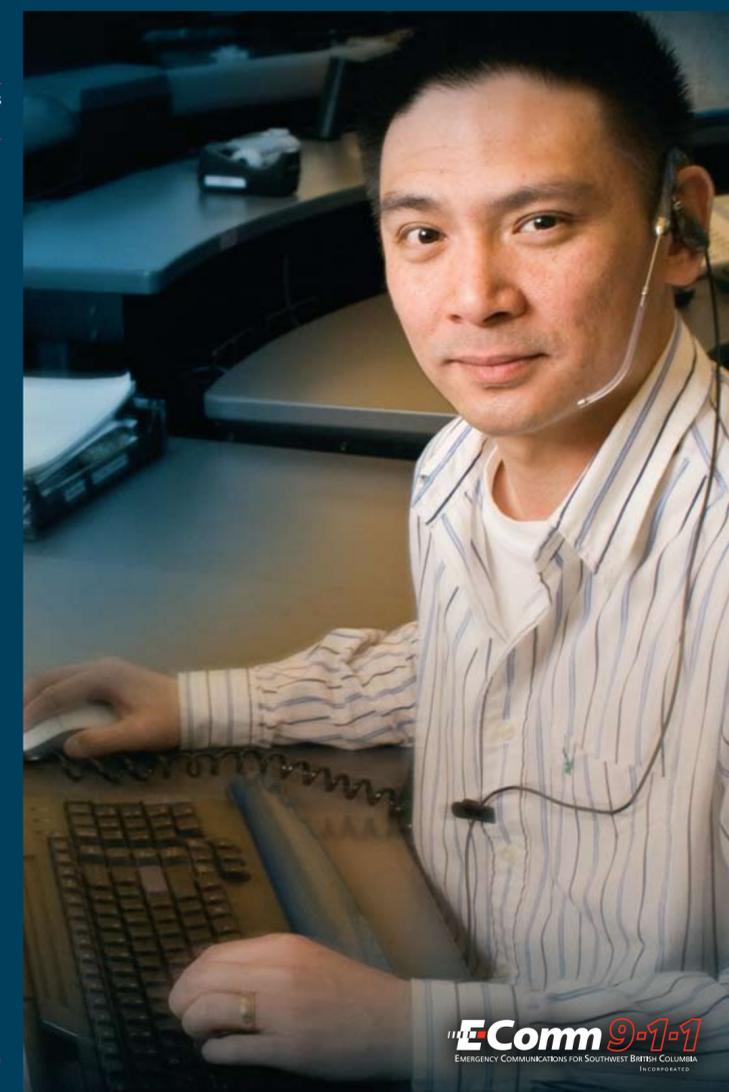
### PRIORITIES 2008-2011

- Increase community outreach
- Cultivate positive, professional relationships with key stakeholders to understand needs and concerns
- Increase public education efforts to help reduce accidental and misdialled calls, and provide valuable safety information

<sup>10</sup> Survey conducted by National Public Relations

<sup>11</sup> As measured by Ipsos Reid

<sup>12</sup> As measured by Ipsos Reid



## Strategic Direction

E-Comm's strategic plan focuses on five key strategic objectives, each critical to the organization's growth and ongoing success. This report provides a snapshot of the strategies undertaken in 2007 to achieve our long-term objectives and an overview of our priorities for the coming years.

## People/Culture

**Strategic Objective:** We will develop a culture based on E-Comm's values in order to support a high-performing workforce

Personally-accountable, skilled and engaged people are the foundation of our efforts to ensure E-Comm is successful in all aspects of its business. Through our people we provide quality service to our emergency service partners and the public, which helps to create safer communities for all. E-Comm is committed to creating a work environment that cultivates engagement by providing employees with the support, tools and training they need to perform at their best.

Considered a priority in 2007, significant effort was directed to developing an enhanced work environment that better supports our staff. This included creating a cross-organizational "culture team" which helped define a values-based way of working. Strategies were developed for enhancing our culture based on the direct input of employees. This resulted in the launch of our *Mission: Possible* initiative, which focused on the establishment of corporate values, leadership development for our management team, employee recognition, recruitment and retention strategies, and increased communication. Specifically, we worked to increase employees' understanding of our organizational direction, objectives and values and we held development days to support their learning and growth. We also restructured our management competencies in order to drive performance, increase results and ensure alignment with our corporate values.

We also made physical enhancements to the workplace including communication centre upgrades, and improvements to staff gathering places in order to create a more comfortable and inviting work environment.

### 2007 RESULTS

- Percentage of employees in the "high-engagement" group increased by 13% in 2007
- Overall employee satisfaction increased by 19%
- Employee understanding of company goals and objectives increased by 28%
- Satisfaction with Employee Development Days was 80%

### PRIORITIES 2008-2011

- Continue to enhance recruitment and employee retention strategies
- Increase employee recognition and learning and growth opportunities
- Provide additional leadership development for management and continue with succession planning

## Financial

**Strategic Objective:** We will ensure all aspects of our business are cost effective and financially responsible in order to operate a break-even organization

E-Comm experienced another strong financial year and remains on track for reducing the corporation's deficit in accordance with our Strategic Financial Plan.

Revenue continued to grow in 2007 with total revenue up 3% over 2006. The most significant financial growth occurred within our dispatch service where revenue increased by 5.3% due to the addition of new police and fire customers.

The addition of the District of Squamish to the 9-1-1 system, combined with the signing of a new contract for 9-1-1 service with Metro Vancouver (fees paid to E-Comm were re-adjusted to reflect current call volumes, service level expectations, salary rates and other operational costs) also contributed to an overall increase in revenue.

E-Comm's Wireless division realized increased revenues in 2007 due to the addition of new customers, which contributed to a levy rebate for Class A shareholders for the third year in a row. The year-end adjustment totalled \$871,000 resulting in an average rebate of 4% for each of our radio customers.

Total operating expenses as reported reflect a 4% increase over 2006, largely attributable to an expense reversal in 2006 for a recapture of a prior year's bad debt provision. When 2006 is normalized for consistency, operating expenses have increased by only 1.3% over the prior year. The bulk of the 1.3% increase is attributable to the cost of external contracted support for premises expenses. Salary and benefit costs, the largest portion of our operating expenses, have been contained to an increase of less than half of one per cent for the year.

E-Comm's future financial position was also strengthened through the early termination of one of the corporation's start-up loans with the Municipal Finance Authority (due March 2008). By terminating early (November 2007), E-Comm was able to take advantage of falling interest rates and negotiated a new loan agreement with more favourable interest rates. By completing this interest swap, we estimate interest savings in excess of nine million dollars.