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### Year in Review

#### JANUARY
- Project Fire (records management) on-line
- Assumed command of Coquitlam RMDP dispatch during unplanned evacuation
- Version 3.0 of Ministry of Public Safety and Solicitor General (B.C.) Secret of Citizen Safety Survey Questions online

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

#### MARCH
- West Vancouver police department joins E-Comm radio system
- E-Comm and BC Ambulance Service implement reciprocal back-up systems
- Surrey RMDP transition to PRIME-BC
- Victoria, 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
- RMDP Site Security Review
- E-Comm receives IAUC Award of Merit for excellence in internal communication
- Visitors: Vancouver Mayor Sam Sullivan, Senior National Police

#### JULY
- E-Comm technical teams nominated for APCO Canada Excellence in Teamwork award
- Emergency staff callout project launched
- RF 2000 (9-1-1) calls placed to E-Comm

#### AUGUST
- Celebration of Light (July and August)
- 96,000 (9-1-1) calls placed to E-Comm

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

#### OCTOBER
- Squamish 9-1-1, RCPM and fire dispatch transition to E-Comm
- Public education campaign on accidental out phone calls launched
- Employee “pulse check” survey
- Employee development days

#### DECEMBER
- New employee referral program launched
- Emergency staff callout project launched
- Managers’ leadership development workshop
- New employee referral program launched

#### 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

### Year 2006

**Total Revenue** $48,144,282

**Net Income** $2,925,248

Complete audited financial statements are available at ecomm911.ca

**Financial Highlights**

<table>
<thead>
<tr>
<th>2007</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$48,144,282</td>
</tr>
<tr>
<td><strong>Income from Operations</strong></td>
<td>21,975,955</td>
</tr>
<tr>
<td><strong>Total 9-1-1 Calls</strong></td>
<td>1,037,852</td>
</tr>
<tr>
<td><strong>Average Speed of Answer</strong></td>
<td>95%</td>
</tr>
</tbody>
</table>

**Performance Highlights**

- **Total 9-1-1 Calls**: 1,037,852
- **Average Speed of Answer for 9-1-1**: 3 seconds
- **Service Level**: 96%
- **911-1 Calls Placed to E-Comm**: 6,313,692
- **Average Speed of Answer by Agencies Dispatched by E-Comm**: 7 seconds

**Wide Area Radio System Data**

- **3-Second Answer Rate**: 99.997%
- **10-Second Answer Rate**: 99.998%
- **Total Number of Radios in 2007**: 463,646
- **Wide-Area System Availability**: 99.999%

### 9-1-1 Call Breakdown

**Landline**: 77%

**Cellular**: 23%

**PRIME-BC**

- **Police**: 64%
- **Ambulance**: 26%
- **Fire**: 5%

**System Air Time (Seconds)**

- **Pax Comm**: 99.95%
- **System Availability**: 99.998%

**Technology Uptime (%)**

- **Quarter 1**: 99.95%
- **Quarter 2**: 99.96%
- **Quarter 3**: 99.99%
- **Quarter 4**: 99.99%

### About E-Comm

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**E-Comm**

- **1999**
- **2007**

**Change (%)**

- **Total 9-1-1 Calls**: 1,037,852
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- **Net Income**: 0.5%

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- **1999**
- **2007**

**Change (%)**

- **Total 9-1-1 Calls**: 1,037,852
- **Average Speed of Answer**: 3 seconds
- **Service Level**: 96%
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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 for 9-1-1, ensuring workforce managemen processes; and developing capacity for managing extraordinary events (business continuity).

Each year approximately 2,600 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 for E-Comm, 95% were answered in less than 20 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 calling training begins. The creation of our new information and training program has also streamlined the recruitment process immensely.

An important undertaking for our Operations area was the introduction of a new Workforce Management Team. The team included 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 of our integrated dispatch model provided 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 common call-handling protocol of our corporate emergency response plan that included holding a corporate tabletop management exercise, a crisis communications exercise and multiple exercise workshops 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 cornerstone 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 service. We are committed to continuous improvement.

In 2007, special attention was placed on strengthening partnerships with our customers. 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 fourthteenth 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 our operations, we undertook the transition of the entire Squamish 9-1-1 system to E-Comm, which included both RCPD and Fire dispatch. We also conducted a comprehensive customer satisfaction survey that produced more than 1,250 responses from emergency responders and dispatchers. The results indicated 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 continued to monitor several outreach activities that will help us maintain high stakeholder confidence in our services.

Our commitment to providing stakeholders with clear, consistent, transparent information by communicating our operational and financial results each quarter and increasing our regular customer contact. We hosted an annual workshop for our senior management team to increase their awareness and understanding of E-Comm’s financial model; and we continued to forge strong relationships with CPE-B37-5, the industry standard that E-Comm uses.

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.

Priorities 2008-2011

• Continue to expand business continuity plans
• Continue planning and preparation for 2010
• Continue with recruitment efforts to ensure appropriate staffing

2007 Results

• Call answer service level for 9-1-1 better than target (96%)
• Call answer service level target for police and fire customers” improved in all workgroups over previous year
• 87 new staff were hired, 95% of which were assigned to the Operations area
• 11 recruitment information sessions were held between April 2007 – April 2008 (463 attendees)
• 116 staff have purchased preparedness kits through E-Comm sponsored program

People/Culture

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

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.

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

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