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
Corporate Overview

Message from Board Chair and President & CEO

2013 E-Comm Highlights

2013 Performance Results

2013 in Review:
Spotlight on Service Expansion and Service Excellence

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Corporate Overview

Who we are
Through our 9-1-1 call centre, wide-area radio network used by police, fire and ambulance personnel, and our integrated dispatch service that supports 33 police and fire departments, E-Comm—the regional emergency communications centre for southwest British Columbia—supports emergency services in Metro Vancouver, the Fraser Valley, the Sunshine Coast, and the Squamish-Lillooet Regional District (south). E-Comm is unique in Canada for its size, breadth of service and expertise.

Established in 1997 as a not-for-profit company under the provincial Emergency Communications Corporations Act, E-Comm is owned by the municipalities and public-safety agencies it serves. Operating from a purpose-built facility, E-Comm is recognized nationally as an industry leader whose defining mission is to help save lives, protect property, and build partnerships that help to create safer communities in British Columbia.

What we do

• Wide-Area Radio Network
E-Comm owns and operates the largest multi-agency, multi-jurisdictional public-safety radio system in British Columbia. Currently the E-Comm radio network is used by the BC Ambulance Service and all police agencies in Metro Vancouver and Abbotsford, in addition to 12 fire departments in Metro Vancouver.

• 9-1-1 Call-Answer and Police and Fire Dispatch Services
E-Comm answered more than 860,000 9-1-1 calls in 2013 and provided dispatch services to 15 police agencies and 18 fire departments. 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.
New shareholders, new dispatch partners, new public-safety alliances and a continued focus on the goals of our strategic plan—Vision2020—made for one of the busiest and most successful years in E-Comm’s history.

Through the hard work and dedication of our staff and partners, we advanced all areas of our strategic plan, but perhaps none as prominent as our expansion and service excellence initiatives.

We welcomed both the New Westminster Police Department and the Burnaby RCMP into E-Comm dispatch within four months of each other. The addition of these busy and forward-thinking police agencies not only resulted in unprecedented growth for E-Comm (now responsible for dispatching 66% of police emergency calls within Metro Vancouver), it contributed to enhanced communication capabilities within both municipalities and with neighbouring police dispatch partners: the Vancouver Police Department and Richmond RCMP.

E-Comm also welcomed two new shareholders in 2013: the municipality of the Village of Lions Bay and Metro Vancouver (GVRD). We were extremely pleased when later in the year Lions Bay Fire-Rescue joined our radio system, becoming the 12th fire department to do so.

Our radio system is a cornerstone of emergency response and in 2013 considerable effort was undertaken to plan for the replacement of this communications infrastructure. The Next Generation Radio Program (NGRP), the name given to the multi-year initiative to move from the current EDACS (Enhanced Digital Access System) radio system to next generation radio technology known as P25, will be the largest technology project E-Comm has carried out since it implemented the first regional radio network in 1999. The NGRP will result in even greater audio clarity for emergency communications, and will provide enhanced security and resiliency. We are working closely with our radio partners on this significant initiative which we expect will be fully rolled out by the end of 2017.

A new partnership between E-Comm and PRIMECorp—the organization responsible for the police records management system used by police across British Columbia—was also forged in 2013. E-Comm looks forward to providing strategic, technical and financial leadership services to this extremely important organization as it works to evolve the PRIME-BC system, a critical policing tool, unique in North America. E-Comm has a rich history with the records management system as we have used PRIME-BC within our own dispatch centre for many years.

Year-end results were favourable, resulting from the considerable rate of growth in police dispatch in 2013. As a result, the average police dispatch levy increase for 2014 is 1.9%, well under previous levy estimates.

The year-end radio levy adjustment results in an average levy rebate of 1.5% which is also better than the strategic financial plan. We have also been able to contribute a total of $875K to the radio reserve in 2013. Increasing the reserves is a priority to ensure that E-Comm continues to be well-positioned for the NGRP.

We continue to have the goal of maintaining optimum cost effectiveness in order to support further service expansion and provide our partners with net financial efficiencies. This goes hand-in-hand with exceptional operational and technological support.

The Board of Directors remains focused on both the strategic and financial stewardship of E-Comm and we would like to take this opportunity to acknowledge their contribution to the many business successes that have been realized.

Jocelyn Kelley, Board Chair
David Guscott, President & CEO
New Westminster Police integrates dispatch with E-Comm

Metro Vancouver becomes shareholder in E-Comm

Lions Bay Fire-Rescue joins Wide-Area Radio Network

Radio network provided seamless communications for police, fire and ambulance surpassing all service targets

New Westminster Police integrates dispatch with E-Comm

Burnaby RCMP integrates dispatch with E-Comm

E-Comm partners with PRIMECorp to provide strategic, technical and financial leadership

Stakeholder survey: 92% satisfaction with E-Comm’s ability to meet agencies’ communication needs
E-Comm participates in major disaster exercise at Vancouver International Airport

New voice records system cuts production times by more than 85%

88% public confidence rating in E-Comm’s 9-1-1 and dispatch services

Consolidated dispatch allows staff to provide exceptional support to partners during multi-jurisdictional events, including shootings, armed robberies, abductions and multi-structure fires

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

Richmond Chamber of Commerce 9-1-1 award for a new policy on response to laser pointer attacks on aircraft

Accidental and nuisance call campaigns help educate the public on the proper use of 9-1-1

Proof-of-concept testing for Next Generation Radio Program a success
2013 Performance Results

9-1-1 Service
In 2013, there were 861,694 emergency calls placed to E-Comm, with 98% of them answered in five seconds or less—surpassing our annual service level target of 95%.

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

Police and Fire emergency calls
In 2013, E-Comm staff managed 331,663 police emergency calls and 39,347 fire emergency calls* on behalf of the agencies for which we provide dispatch.

*Does not include events created by BC Ambulance Service sent to E-Comm Fire Dispatch through the inter-Computer-Aided Dispatch (CAD) link between the two CAD systems.

Percentage of 9-1-1 calls for police, fire and ambulance
- Police: 68%
- Ambulance: 27%
- Fire: 5%

9-1-1 calls from cellphones and landlines
- Cellphones: 564,164 calls (65%)
- Landlines: 297,530 calls (35%)
Non-emergency service

In 2013, E-Comm staff managed 362,451 non-emergency police calls and 28,061 non-emergency fire calls on behalf of its partner agencies.

Police non-emergency calls

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<th>Mar</th>
<th>Apr</th>
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Fire non-emergency calls

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<td>2,570</td>
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Emergency dispatch services

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

Wide-Area Radio Network

E-Comm’s Wide-Area Radio Network

Network airtime (in seconds)

468,216,246

Radio transmissions

122,190,894

Total number of radios

8,387

Network availability

99.99%

Municipalities with all three emergency services (police, fire, ambulance) on the E-Comm Wide-Area Radio Network
Supporting crime fighters in the Royal City

Planning for the June 4 transition of E-Comm’s third municipal policing dispatch partner, the New Westminster Police Department (NWPD), began early in the year as we worked closely with the department to coordinate the hundreds of operational and technical tasks associated with a dispatch transition. This included the development of a comprehensive training program for incoming NWPD staff, as well as additional NWPD-related training for E-Comm police call-takers, and the relocation of agency dispatch consoles and back-up radios. It also included relocation of the inbound and outbound telephone lines.

New Westminster, the oldest city in western Canada, has undergone significant changes in its demographic in the past few years. Emerging and rapidly growing communities in the Queensborough, Victoria Hill, Brewery District and Port Royal areas are all seeing more high-rise towers and increased population density which present increased policing challenges. Five SkyTrain stations linking the city with other urban centres throughout Metro Vancouver have resulted in multi-agency response becoming more common and an increased level of importance being placed on timely communications.

Transition day started with veteran New Westminster Police Dispatcher Noella Hunter welcoming officers to E-Comm at 0811hrs and proceeded without a hitch. Within hours of that first dispatch broadcast, the benefits of an integrated dispatch model were apparent, when multiple simultaneous 9-1-1 calls regarding two high-profile events unfolded within a 15-minute timeframe. Our new partnership meant that cross-trained E-Comm police call-takers on duty were able to immediately support their new NWPD colleagues by helping them to manage the sudden influx of calls faster and more efficiently. The ability to shift resources during these kinds of events is one of the major benefits of a large, consolidated centre.
E-Comm’s strategic plan—Vision2020—sets the stage for advancing the organization in five key areas: our people, our operational effectiveness, service expansion and service excellence, and our leadership in public safety.

In this year’s annual report we focus on two of those strategic directions—expansion and excellence—as both figured prominently throughout 2013.

Canada’s second largest RCMP detachment

Just a few months later, on October 2, E-Comm welcomed 42 Burnaby RCMP call-takers and dispatchers into our emergency communication centre. With 302 regular and civilian members, Burnaby RCMP serves a population of approximately 227,400 residents and is an integral part of policing in the Lower Mainland. This significant transition brought the number of police agencies dispatched by E-Comm to 15 (Burnaby was the third to join in less than a year as West Vancouver Police Department joined in October 2012). Burnaby City Council said its decision to relocate its police dispatch operation to E-Comm was the result of considerable analysis that concluded a move would help to mitigate risk, achieve increased sustainability and significant cost savings for the municipality.

Not long after Burnaby’s transition, response to a bait car activation involving both New Westminster police and Burnaby RCMP highlighted the advantages of integration. Response was enhanced due to the close proximity of dispatch staff for the two agencies and resulted in seamless coordination across the two jurisdictions over a two-hour period. Dispatchers and call-takers could relay agency-specific information extremely quickly, given their close proximity to each other in the communication centre, and as a result, response was faster and more efficient.

As part of transition preparations for both agencies, 36 E-Comm Operations staff volunteered as ambassadors to help their new colleagues adjust and provided support during training and the transition itself. Our staff ambassadors did an outstanding job in helping to welcome their new teammates. Extensive training sessions were also arranged to help transitioning staff familiarize themselves with their new communications centre and gain a better understanding of the scope of E-Comm’s work environment. At the same time, existing E-Comm staff were trained in both NWPD and Burnaby RCMP procedures, including familiarization with each communities’ geography and operations.

“Prior to this transition Burnaby was limited in its capacity to handle high call volumes because of the number of call-takers on shift. But with cross-training and the integration of resources, we can now react immediately to larger incidents in our community and handle significantly more simultaneous calls.”

Chief Superintendent Dave Critchley, Burnaby RCMP Detachment

Prior to this transition Burnaby was limited in its capacity to handle high call volumes because of the number of call-takers on shift. But with cross-training and the integration of resources, we can now react immediately to larger incidents in our community and handle significantly more simultaneous calls.”

Chief Superintendent Dave Critchley, Burnaby RCMP Detachment
Regional radio system continues to grow
E-Comm welcomed two new agencies to the Wide-Area Radio Network in 2013.

Lions Bay Fire-Rescue (LBFR) transitioned onto the E-Comm radio system on October 30, becoming the 12th fire department to join the radio network and marking a significant enhancement to interoperability along the Sea-to-Sky Highway. The official cutover took place at 1800hrs and signified the beginning of a partnership that provides LBFR with the ability to communicate seamlessly with surrounding agencies during mutual-aid events.

By joining the regional radio system LBFR will now be able to take advantage of the full range of interoperability with their mutual-aid fire partners on the North Shore, and utilize the combined events talk groups with BC Ambulance Service. Lions Bay is a pre-recruit volunteer fire department that provides training for new firefighters looking to gain experience and work toward full-time employment. Through the increased benefits of interoperability, being on the E-Comm radio system will allow LBFR to enhance overall response and provide a higher level of service to local residents and firefighters.

An agreement was also signed with the Conservation Officer Service in 2013, expanding their radio and dispatch capabilities to include all areas in the Lower Mainland. The previous contract limited radio coverage to within the Sea-to-Sky Corridor and the Sunshine Coast. As part of this new agreement all conservation officers have expanded coverage throughout the region and have been outfitted with E-Comm radios.

Service Excellence

Our Goal: To exceed our partners’ service delivery expectations and build collaborative relationships that unite efforts for a safer British Columbia

Replacement of regional radio system
The E-Comm Wide-Area Radio System is the largest multi-agency, multijurisdictional public safety radio network in British Columbia. In order to transition the existing radio network to next generation technology, a multi-year program is currently underway that will result in the replacement of all radio equipment and certain elements of infrastructure. This evolutionary project is called the Next Generation Radio Program (NGRP), and is an initiative being led by E-Comm’s Program Management Office and Wireless Services departments, in conjunction with senior representatives from police, fire and ambulance services. A working group was formed to discuss and endorse the variety of technical and operational requirements involved in what is the largest and most complex technology project E-Comm has undertaken since implementing the first radio system back in 1999.

Commencing in October, representatives from emergency services participated in a series of audio-performance tests. Proof-of-Concept testing is a critical component of the NGRP process, and so particular attention was placed on reviewing and amending the test plans and procedures for all levels of requirements. Firefighter department representatives from across the region played a key role in testing radio audio performance, given the unique
needs of fire services, which operate in extremely noisy environments and are new to digital audio. Data was recorded and evaluated for intelligibility of the audio recordings, with positive results. System coverage was also tested, the results of which were also positive.

A rigorous two-stage procurement process has been established for vendor selection that includes oversight by an independent fairness advisor and preparation of regular audit reports. The first stage (Request for Qualifications) has been completed and selection of a preferred vendor is expected to be announced in 2014.

It is anticipated that the new radio system will be fully rolled out to all participating agencies by the end of 2017. Key benefits will include enhanced audio quality, improved security and resiliency, and capacity for expansion, all with an annual cost that is about the same as the current system.

E-Comm radios provide real-life training for police recruits
A new partnership between E-Comm and the Justice Institute of British Columbia (JIBC) has resulted in police recruits having better access to real-life training through the use of E-Comm radios. When the JIBC Police Academy identified out-of-date analog training radios were having a negative impact on their radio and simulation training, E-Comm offered 30 digital radios for use in enhanced training.

The JIBC provides training for municipal police agencies throughout the province, including Abbotsford, Delta, New Westminster, Port Moody, Vancouver, West Vancouver and Transit Police—all users of E-Comm’s radio system. The radios provided by E-Comm are also being used for recurrent radio training for in-service police members, ensuring consistent training across police agencies that allow officers to continue to develop their radio skills and introduce them to new features.

Partners and public share confidence in E-Comm
In a survey of the senior leadership of E-Comm’s dispatch partners in 2013, 92% of those asked indicated they are satisfied with E-Comm’s ability to meet their communication needs. In addition, 85% indicated overall satisfaction with E-Comm services and reported that their agency has a strong and trusting partnership with the organization. One of the key areas of focus for E-Comm has been strengthening relationships with key stakeholders, in particular our partner agencies. Results of this annual survey indicate that the organization continues to make significant strides in this area through Vision2020 initiatives.

In a separate survey of more than 500 residents of the Lower Mainland, 88% reported having confidence in E-Comm’s 9-1-1 and dispatch services.

“Our stakeholder and public confidence results are a strong endorsement of the services we provide. It demonstrates we are on the right track for working to build stronger partnerships, a critical aspect of our business and Vision2020.”

David Guscott, E-Comm President & CEO

“"The radios from E-Comm have allowed us to achieve our goal of creating the most realistic learning environment and have given our recruits the ability to train on the equipment they will be using in the field.”

Steve Schnitzer, Director of the JIBC Police Academy
Stolen property from bait cars now tracked by E-Comm
The Integrated Municipal Provincial Auto Crime Team (IMPACT), which launched the successful Bait Car program in 2003, introduced a new element in 2013 that again involves E-Comm.

The Bait Property program is similar to the Bait Car program in which vehicles owned by police are used to catch would-be crooks. Bait cars throughout B.C. have now been outfitted with tempting items for thieves, like toolboxes and gym bags. If a vehicle is broken into, an alarm is triggered at E-Comm and dispatchers can see inside the vehicle through special audio-video technology. This allows them to watch the suspect’s every move while inside the car and provide location, description and other important information to police who are en route to the scene. If the suspect leaves with a piece of bait property, it can also be tracked by the dispatcher.

The program was announced in January at a special event hosted by E-Comm, in partnership with the Ministry of Justice, ICBC and IMPACT. A top ten list of items stolen from cars was also released, the number one item being smartphones.

E-Comm contributes to national call for insight into 9-1-1
In March, more than 60 public-safety organizations from across Canada, including E-Comm, responded to the CRTC’s call for submissions into the current state of the country’s 9-1-1 system. Specifically, the CRTC asked for information on attributes and limitations of the 9-1-1 system, funding requirements and issues both current and anticipated. The CRTC also asked for perspective on future demands that must be addressed as North America continues preparations around Next Generation 9-1-1 (NG9-1-1), an initiative aimed at updating the 9-1-1 infrastructure to include the demands presented by consumer technologies such as texts and social media.

E-Comm will continue to take a leadership role at both the provincial and national levels in the development of a long-term vision of 9-1-1. Through the progression of NG9-1-1, there is an opportunity to develop a made-in-Canada solution that appropriately recognizes the geographic, demographic and economic diversity of Canada.
Public education and awareness

‘Help Us Help’—this message continued to be the driving force behind E-Comm’s public education efforts in 2013. Whether this was through social media channels, community events or media campaigns, E-Comm took a leadership role in providing important information to the public on how to use the system efficiently and effectively.

- During the 2013 Emergency Service Dispatchers’ and 9-1-1 Awareness Week, E-Comm released a list of the organization’s top five 9-1-1 myths to help people understand that these common misconceptions have the potential to interfere with life-saving efforts.

- In September, E-Comm reminded parents and caregivers about the importance of teaching children how and when to call 9-1-1. A list of tips was developed to help make 9-1-1 education part of back-to-school preparations, along with a simulated 9-1-1 call video which was produced to provide children with a sense of what it would be like to call 9-1-1 and the possible questions they may be asked.

- During October’s Fire Prevention Week, emergency services across Canada reached out to the public with their own messages on kitchen safety. From a YouTube video to newspaper feature article and an open house event, E-Comm proudly supported our fire agency partners and helped to spread important messages around fire safety awareness.

- In an effort to draw attention to the issue of nuisance calls, E-Comm released a list of the top-ten most absurd calls to 9-1-1. Social media efforts helped bring attention to the fact that these types of calls are a universal issue for emergency services and waste the valuable time of 9-1-1 call-takers.

For tips on using 9-1-1 and important public education materials follow us on Twitter@EComm911_info and ‘like’ our Facebook page facebook.com/EComm911info.

Seamless upgrade to policing information system

The work of emergency call-takers and dispatchers is 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. In British Columbia, this system is integrated with a provincial records management system (RMS) known as PRIME-BC. This is a leading-edge model for sharing information in a secure setting, and provides a means for the policing community to immediately access critical information needed to support front-line policing, criminal investigations and crime analysis.
During the months of July and August, E-Comm’s training department was kept busy as they trained close to 250 staff members in anticipation of an upgrade to Police CAD that saw the system advance from version 7.0 to 7.3. CAD upgrades are based on feedback from users and provide enhancements to the system that better support the critical work of emergency communications. One of the new features included with the upgrade to version 7.3, includes the capability of mapping events directly within CAD instead of using an outside mapping program. Overall functionality was also improved, with dispatch screens no longer being static and therefore much more user-friendly, and query requests being more streamlined.

During the planned upgrade, police call-takers and dispatchers throughout the Lower Mainland reverted to manual operations procedures when responding to emergency events, and all upgrades were completed seamlessly. E-Comm’s was the biggest upgrade within the province, and employees received a combination of instructional and hands-on training in preparation for the move to the new system.

Safer skies for B.C.
In May 2013, Richmond RCMP Sgt. Cam Kowalski and E-Comm Training Manager Corrie Okell were the recipients of a Richmond Chamber of Commerce 9-1-1 Award for a policy they developed to help combat the issue of laser pointer attacks on aircraft. This innovative Laser Attack Policy, developed in conjunction with Navigation Canada, has already shown a dramatic drop of 69% in the number of laser incidents in B.C. Shining a laser into the cockpit of an aircraft in flight is a serious safety risk, incapacitating pilots and endangering the lives of passengers and surrounding communities.

Prior to the new policy, laser attacks would be reported within Navigation Canada’s internal operations, which resulted in delayed response. Now E-Comm fields all reports of laser attacks in Metro Vancouver directly from air traffic control or airport operations, allowing police to be dispatched immediately.

Sgt. Kowalski and Ms. Okell received the Community Safety Initiative award for their teamwork and dedication to public safety, creating a policy that gives first responders the opportunity to make significant breakthroughs in improving response times and helping to create safer communities. This policy is the only program of its kind in Canada and has been cited by Navigation Canada as a best practice.
Mock disaster prepares emergency services for the worst

The Vancouver Airport Authority hosted its largest training exercise to date in April, with more than 27 agencies and 600 participants taking part (police, fire and ambulance personnel, Airport Authority staff, response volunteers such as social services and E-Comm). The training scenario involved a simulated aircraft fire on land and aircraft ocean wreckage, and allowed for inter-agency procedures and communications to be tested within the context of a training exercise, with the goal of improving emergency response plans.

Richmond RCMP, Richmond Fire-Rescue and E-Comm dispatch teams managed exercise-specific calls at the same time they were managing real 9-1-1 calls. Richmond agencies utilized combined (shared) radio channels, including a patch to the YVR channel when inter-agency discussion was required, demonstrating the benefits of interoperable communication protocols in the event of a major incident.

Largest evacuation exercise a success

On December 8, 2013 E-Comm held the largest planned evacuation of the communication centre in the history of our organization. Newly transitioned agency partners from New Westminster and Burnaby participated in the exercise, which saw operations move to E-Comm’s back-up site for a 12-hour period. More than 90 staff members were involved in the evacuation, including 74 operational personnel, as well as 18 technology specialists working back at the E-Comm facility to ensure required upgrades were completed on time.

A minimum of two full evacuations are planned each year, which allow for technical and facility related maintenance to occur back at E-Comm, including critical software and firmware updates and maintenance on mission-critical equipment and a detailed cleaning of dispatch computers. A series of smaller scale evacuations are also conducted throughout the year, which involve smaller groups of staff and allow for continued operations at E-Comm. These large- and small-scale evacuations are done to exercise evacuation procedures and allow for familiarization of equipment at the back-up site. Planned evacuations are a critical component of E-Comm’s continued dedication to fine-tuning disaster recovery plans for increased speed and efficiency.

Coordinated response ends crime spree

On the evening of May 31, a 9-1-1 call came into E-Comm’s communication centre for Richmond RCMP from a taxi driver who believed his passenger was shoplifting and using the taxi as a get-away car. The suspect began his alleged crime spree in Burnaby, travelling to Richmond, at which point the suspicious taxi driver called 9-1-1.

While the suspect continued to make additional stops between Richmond and Vancouver, E-Comm police call-takers and RCMP and Vancouver police dispatchers were busy coordinating a response. The call-taker advised the taxi driver to hide his cellphone once the suspect was near the vehicle, to ensure the suspect would not be aware police were responding. Once the suspect left the car, the conversation would continue and additional information was collected.

An integrated dispatch model allowed accurate and continuous information to be exchanged between the call-taker and dispatchers involved in this multi-agency event, meaning jurisdictional boundaries were erased and an enhanced level of service delivered. Integrated resources and collaboration between agencies is a key component to ensuring the safety of first responders and the communities they serve and in this case, the successful apprehension of a suspect.
New voice records system improves response times for agencies

Months of planning between E-Comm’s Operations and Technology Services departments resulted in an innovative new system that makes tracking and managing voice records requests faster, easier and more secure. The system’s development included exhaustive design, network engineering and testing processes to ensure that it meets the requirements of all E-Comm’s partners, including municipal police agencies, the RCMP, fire agencies and the BC Ambulance Service.

The work order-based system utilizes an online interface for authorized users to submit requests, whereas previously voice records staff were required to manually enter each request onto a spreadsheet. The new system launched in October 2013 and has already cut production times by more than 85%. The new system is extremely easy to use and has made our workflow for audio records extremely efficient. All internal partner agencies are expected to be on the new system by the end of 2014.

Power remediation improvements provide increased levels of redundancy

One of the benefits E-Comm offers is a purpose-built reinforced concrete facility complete with multiple power sources: Hydro power, Uninterruptible Power System (UPS), diesel generators, and multiple communication redundancies to ensure continuous service for its mission-critical operations.

Tremendous strides were made in 2013 in enhancing E-Comm’s overall level of redundancy to power equipment and emergency supplies. Starting in July 2013, E-Comm and the City of Vancouver (whose Emergency Operations Centre is located at the E-Comm facility) embarked upon a joint project to install a new transformer with the ability to handle a 25% increase in electrical capacity. This also allows the current transformer to be used as a backup in the event of a failure.

Other enhancements included the City’s upgrades to its data centre, resulting in a generator, three cooling modules and a UPS being installed. These resources will be all shared with E-Comm, providing a 50% increase in cooling capacity for the building as well as additional emergency power for continued operations. Another benefit is the additional space made available as a result of the construction upgrades, which allows for an extra 5,000 litres of drinking water to be added to the onsite supply.
2013 Financial Highlights

Providing value to shareholders, partners and the community

### Statement of Operations and Deficit

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1 Certain comparative figures have been reclassified to conform to the presentation adopted in the current year.

In 2013, E-Comm continued to practise fiscal responsibility and diligence to ensure that strategic measures, service delivery and results remained a priority.

E-Comm’s overall financial results are favourable for the 2013 fiscal year, with a surplus of $659K related to dispatch operations. This is primarily due to ancillary revenues (e.g. various technology-related contracts/projects) and increased dispatch revenues from the transition of Burnaby RCMP and New Westminster Police Department. Most shareholders (radio Members) received rebates on their shared levies of an average of 1.5%.

E-Comm’s current radio network infrastructure requires a capital refresh starting in 2015, whereby it will be phased out and replaced by new infrastructure as part of the Next Generation Radio Program (NGRP), with an expected completion date in 2017. The total NGRP is estimated to range between $60M and $65M over the period 2013–2017. The Board of Directors approved expenditures of $2M for the year-ended December 31, 2013 related to the work on the NGRP, including Request for Proposals/procurement assistance, consulting, engineering and other one-time costs. A total of $1.4M has been incurred for the NGRP during the 2013 year.

The average levy increases for 2014 are either in line with or better than the prior year Strategic Financial Plan estimates. The average radio levy increase is 3% and continues to move us forward with a planned and sustainable means of funding the next generation radio. The average fire dispatch levy increase for 2014 is 3.5% as anticipated, while the average police dispatch levy increase is 1.9%, well under the previously approved Strategic Financial Plan estimates, due largely to the significant growth in police dispatch business resulting in net financial efficiencies for all police dispatch partners, and, like radio, demonstrating the financial benefits of consolidation and economies of scale.

E-Comm is well positioned to move forward financially and remains on track for ongoing deficit reduction, while continuing to place a strong emphasis on technical and operational leadership to gain efficiencies wherever possible. Efficiencies are part of the overall value E-Comm provides.

To obtain full copies of E-Comm’s 2013 Audited Financial Statements including the Auditor’s Report to the Shareholders and Notes to the Financial Statements please visit ecomm911.ca.
## 2013-2014 Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Representing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jocelyn Kelley</td>
<td>Independent Director, Chair of the Board</td>
</tr>
<tr>
<td>Dr. Penny Ballem</td>
<td>Representing City of Vancouver</td>
</tr>
<tr>
<td>Councillor Alan Campbell</td>
<td>Representing City of White Rock, Township of Langley, City of Surrey</td>
</tr>
<tr>
<td>Mayor Mike Clay</td>
<td>Representing Independent Police Boards – West Vancouver, Port Moody, New Westminster, Abbotsford, Transit Police</td>
</tr>
<tr>
<td>Mayor Ernie Daykin</td>
<td>Representing District of Maple Ridge, City of Pitt Meadows</td>
</tr>
<tr>
<td>Councillor Diana Dilworth</td>
<td>Representing City of Coquitlam, City of New Westminster, City of Port Coquitlam, City of Port Moody, Village of Belcarra</td>
</tr>
<tr>
<td>Barry Forbes</td>
<td>Independent Director</td>
</tr>
<tr>
<td>Len Garis</td>
<td>Representing City of Surrey, Township of Langley, City of White Rock</td>
</tr>
<tr>
<td>Michael MacDougall</td>
<td>Representing Emergency Health Services Commission</td>
</tr>
<tr>
<td>Fraser MacRae</td>
<td>Representing Royal Canadian Mounted Police</td>
</tr>
<tr>
<td>Councillor Gayle Martin</td>
<td>Representing Metro Vancouver</td>
</tr>
<tr>
<td>Councillor Bill McNulty</td>
<td>Representing City of Richmond</td>
</tr>
<tr>
<td>Mayor Darrell Mussatto</td>
<td>Representing City of North Vancouver, District of North Vancouver, District of West Vancouver, Village of Lions Bay</td>
</tr>
<tr>
<td>Clayton Pecknold</td>
<td>Representing Ministry of Justice</td>
</tr>
<tr>
<td>Karl Preuss</td>
<td>Representing Corporation of Delta</td>
</tr>
<tr>
<td>Patrick Quealey</td>
<td>Representing Ministry of Justice</td>
</tr>
<tr>
<td>Bob Rolls</td>
<td>Representing Vancouver Police Board</td>
</tr>
<tr>
<td>Sheldon Stoilen</td>
<td>Independent Director</td>
</tr>
<tr>
<td>Glenn Wong</td>
<td>Independent Director</td>
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### Executive Leadership Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Guscott</td>
<td>President &amp; CEO</td>
</tr>
<tr>
<td>Beatrix Nicolato, CGA</td>
<td>Vice-President &amp; Chief Financial Officer</td>
</tr>
<tr>
<td>Doug Watson</td>
<td>Vice-President of Operations</td>
</tr>
<tr>
<td>Michael Webb, P.Eng.</td>
<td>Vice-President of Technology</td>
</tr>
<tr>
<td>Mike Dunbar</td>
<td>Director, Police Services</td>
</tr>
<tr>
<td>Dave Mitchell</td>
<td>Director, Fire Services</td>
</tr>
<tr>
<td>Erin Ramsay</td>
<td>Director, Human Resources</td>
</tr>
<tr>
<td>Jody Robertson</td>
<td>Director, Corporate Communications &amp; Corporate Secretary</td>
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E-Comm in the community

Chinese New Year Parade
Variety Show of Hearts Telethon
AMSSA Diversity Health Fair
St. Patrick’s Day Parade
Vancouver Vaisakhi Parade
VPD Volunteer Recognition Open House
Lower Mainland Local Government Association Conference
Collingwood Days Festival
West Vancouver Community Day
Vancouver Pride Parade
RCMP Musical Ride
Burnaby RCMP Open House
BC Lung Association’s Stairclimb for Clean Air
Commercial Drive Cops & Kids
SFU’s Career Fair
Union of BC Municipalities conference
Raise-a-Reader Day
New Westminster Fire & Rescue Services Open House
First Responders Weekend at Science World
English Language Services for Adults (ELSA) Net Conference
Canadian Interoperability Technology Interest Group Workshop
Rogers Santa Claus Parade
Canucks Community Corner
Vancouver Sun Run