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E-Comm 9-1-1

2011 Annual Report to the Community

ecom911.ca | @ecom911_info | YouTube youtube.com/user/911ecom911



CORPORATE OVERVIEW

Who we are

E-Comm is the emergency communications centre for southwest British Columbia. Governed under the *Emergency Communications Corporations Act* (1997) and incorporated under the *BC Business Corporations Act*, we are a not-for-profit organization with an annual operating budget of \$50 million.

E-Comm is owned by its shareholders who nominate a Board of Directors to provide oversight of the company including its strategic direction, financial and operating results.

As partners in public safety for our region, we take great pride in being able to contribute to the public's well-being every day. It's a multi-faceted effort across all departments: from our 9-1-1 call-takers, to our technology specialists and finance administrators, we are a diverse team with varied expertise that works together to deliver exceptional emergency communication services that help save lives and protect property.

What we do

9-1-1 Service

E-Comm is the first point of contact for all 9-1-1 calls for Metro Vancouver, the Sunshine Coast Regional District (SCRD), and the Squamish, Whistler and the southern Squamish-Lillooet Regional District. Our communication centre is housed in a secure and hardened facility with several layers of redundancy in place to ensure transmission of vital information to emergency responders.

Dispatch Services

E-Comm dispatchers and call-takers are the critical link between 9-1-1 callers and the police and fire agencies for which we provide dispatch service. We dispatch for more than 30 police and fire departments within Metro Vancouver, the Sunshine Coast, Whistler, Squamish and the southern Squamish-Lillooet Regional District.

E-Comm Radio System

The E-Comm Wide-Area Radio System is a shared network built and maintained by the team at E-Comm, and used throughout Metro Vancouver and Abbotsford by our police, fire and ambulance partners. The radio system is built on an earthquake-resistant infrastructure and provides secure, digital voice communications. It has played a crucial role in the successful conclusion of multi-jurisdiction police pursuits and other major events requiring interoperability and a collaborative response.

Technology Services

Technology is the backbone of E-Comm, supporting everything we do. Maintaining the integrity of our critical networks and keeping a keen eye on the future of public-safety technology is paramount. E-Comm has a responsibility to ensure we are on top of industry standards in 9-1-1 telephony and technology, computer-aided dispatch and records management systems, and the mechanical needs of a round-the-clock emergency communications facility. Our in-house teams are also the innovators behind technology like the Emergency Event Map Viewer (E²MV) system created to enhance situational awareness for partners, providing a real-time visual reference to events happening throughout the Lower Mainland.



OUR VISION

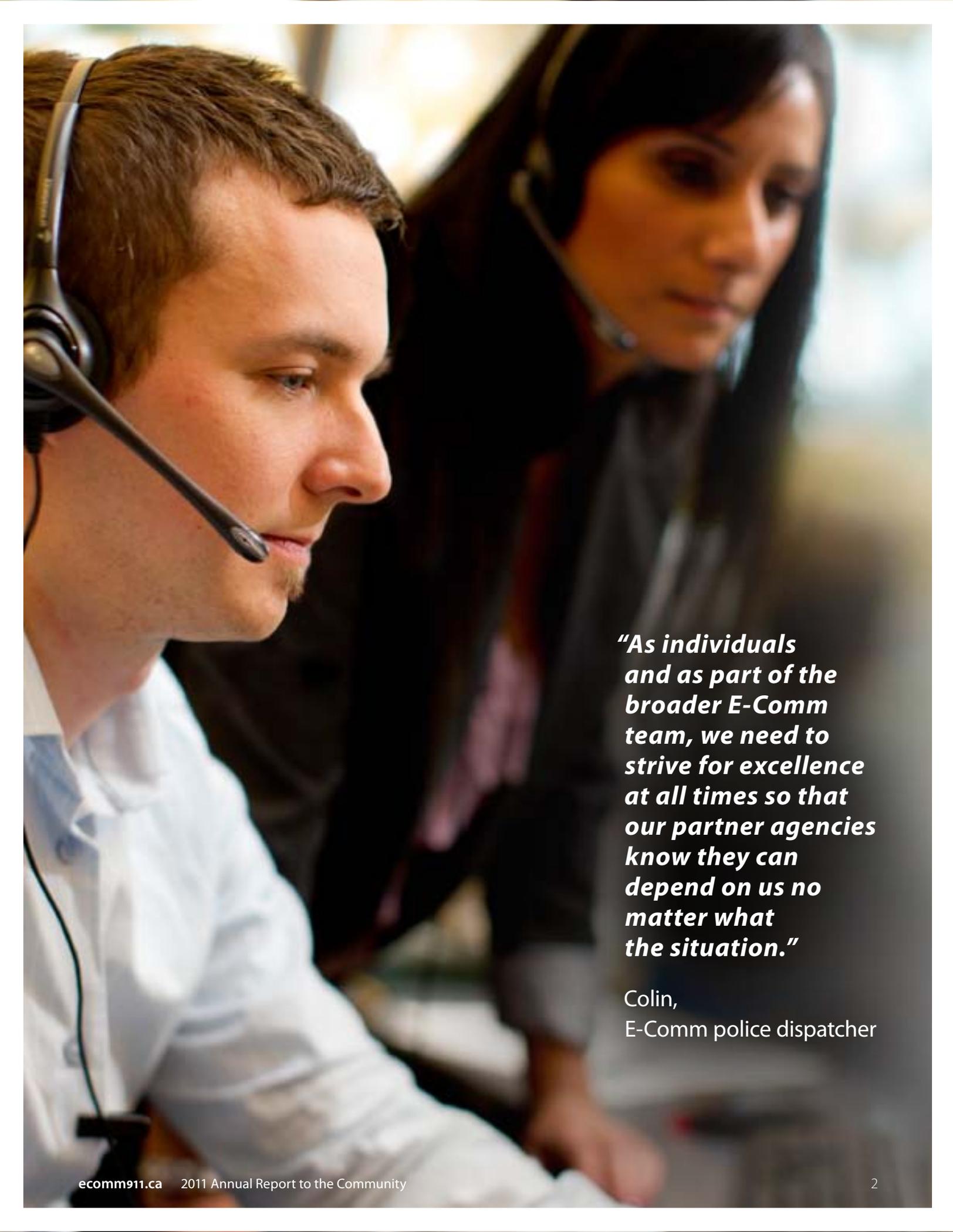
Safer communities in British Columbia through excellence in public-safety communication.

OUR MISSION

To deliver exceptional communication services that help save lives and protect property, and to advance public-safety partnerships.

OUR VALUES

Respect, integrity, accountability, collaboration, service.



***“As individuals
and as part of the
broader E-Comm
team, we need to
strive for excellence
at all times so that
our partner agencies
know they can
depend on us no
matter what
the situation.”***

Colin,
E-Comm police dispatcher

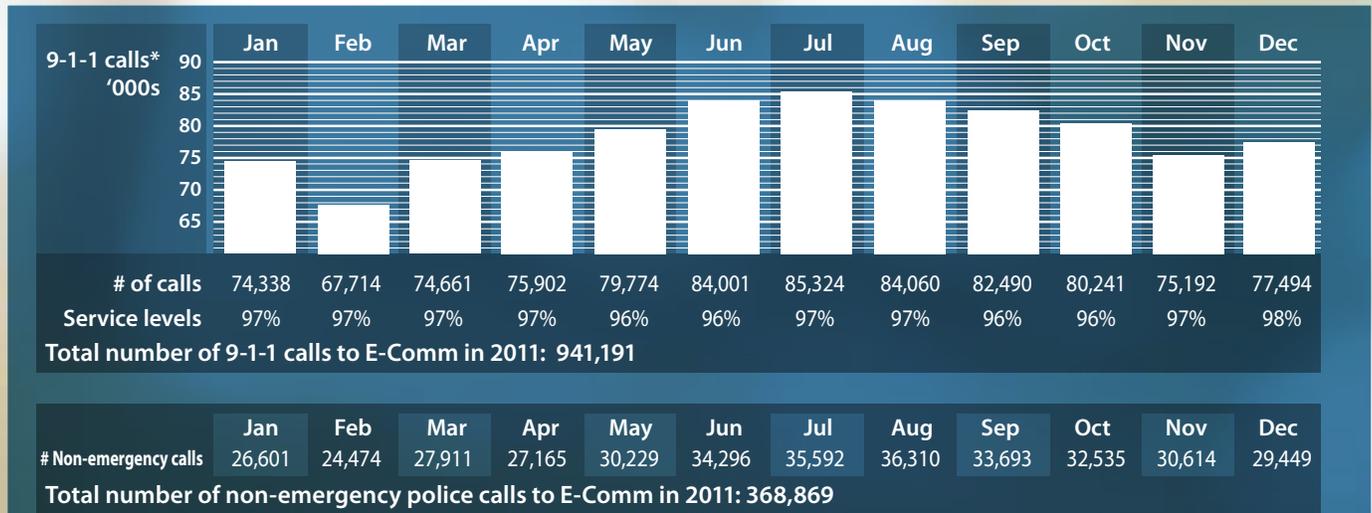
2011 PERFORMANCE RESULTS

9-1-1 Service

In 2011, almost one-million 9-1-1 calls were placed to E-Comm. Ninety-seven per cent of these calls were answered in five seconds or less – beating our annual service level target of 95%. E-Comm also managed another 369,000 non-emergency police calls in 2011. 83% of these non-emergency calls were answered in three-minutes or less, again beating our target of 80%.

The annual up-time for 9-1-1 in 2011 was 99.996%. A brief disruption to the telephone switch in October before back-up systems were activated affected our usual up-time of 100%.

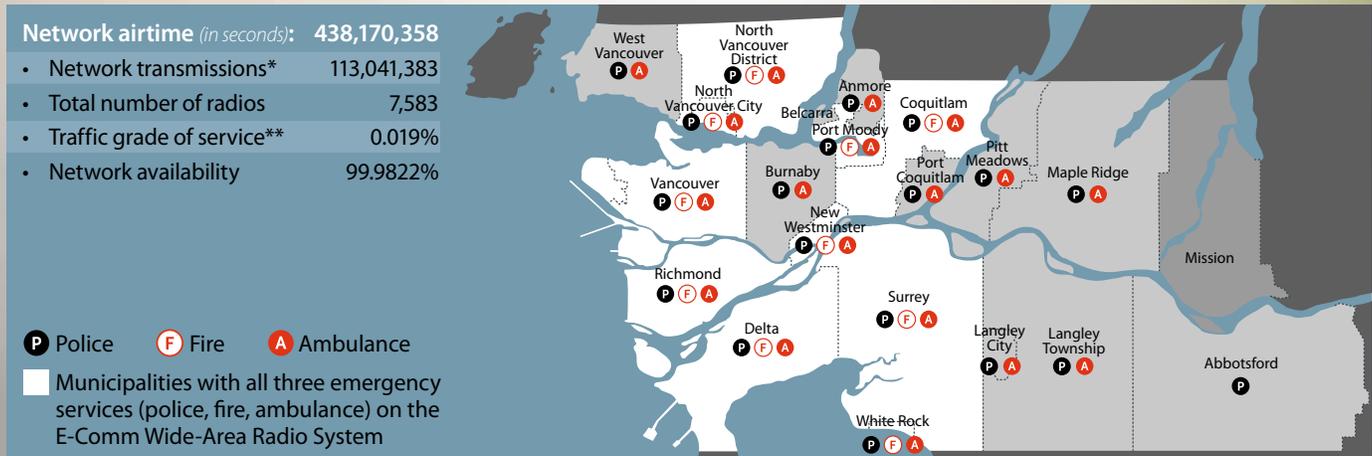
9-1-1 Call Statistics



E-Comm answers non-emergency calls for police departments in Vancouver, Richmond, Maple Ridge, Pitt Meadows, Squamish, Pemberton and Whistler, and for departments on Bowen Island and the Sunshine Coast.

* Starting in 2011, E-Comm began reporting 9-1-1 call volumes using TELUS data to avoid duplication of call counts in some circumstances (e.g. when multiple transfers occur). The new database replaces the aging GENESIS system, first introduced to E-Comm in 1999.

Wide-Area Radio Network



* The number of times responders spoke on the radio

** Grade of service represents the ability of the radio network to handle radio traffic volume. Industry Canada sets the standard for the public-safety community at less than 3%. This means that at the radio network's busiest hours, 97% of radio transmissions must not queue. The E-Comm radio network continues to operate well within this standard.

MESSAGE FROM LEADERSHIP



E-Comm's past, present and future came together in very significant ways in 2011, reinforcing that resilient emergency communication systems are critical to our region's collective safety and security.

Back in 1994, aging and inefficient radio systems prevented effective communication between police, fire and ambulance services responding to the infamous Stanley Cup riot in Vancouver. E-Comm was created to address that dangerous communication gap.

Although 17-years later a similar violent public disorder erupted June 15, 2011, this time responders were able to communicate seamlessly through the E-Comm radio system and 9-1-1 technology easily coped with record call volume.

That night will be forever remembered as one that tested our operational and technical mettle, proving that E-Comm is a high-functioning, integrated communication system. Our technology can cope with significant increases in radio traffic and 9-1-1 call volume and the size and scope of our dispatch centre can adapt to our partners' needs quickly and efficiently. Most important, we saw our staff's skills and passion for public safety shine through, even in the most challenging of circumstances.

There were many other proud moments in 2011. We welcomed new partners in the southern Squamish-Lillooet Regional District by becoming the area's 9-1-1 and Fire dispatch provider. The District of North Vancouver Fire and Rescue Service also moved onto E-Comm's radio system, enabling radio interoperability with their partners at the North Vancouver City Fire Department, North Vancouver RCMP and BC Ambulance Service. And in what must be considered a significant step forward taken by police operations in Abbotsford and the entire Lower Mainland, the Abbotsford Police Department also joined the E-Comm radio system—the first agency outside of Metro Vancouver to do so.

We were also gratified to hear from our partners that our Operations staff provided exceptional support through many high-profile events, including the arrest of an arson suspect by Britannia Beach Fire Department and the Sea-to-Sky RCMP, the successful conclusion of a 19-hour long negotiation with an armed man in Vancouver, and the management of a record number of 9-1-1 calls following a tragic plane crash in Richmond.



In 2011, E-Comm also continued to focus on strong financial performance as well as technological and operational leadership. Gains in efficiency illustrate the benefits of consolidation, as the cost-per-call decreased by almost 11% since 2005, even though collective agreement increases on a cumulative basis were 29%. Efficiencies are part of the overall value E-Comm provides and we invite you to read more about this in the financial section of this report.

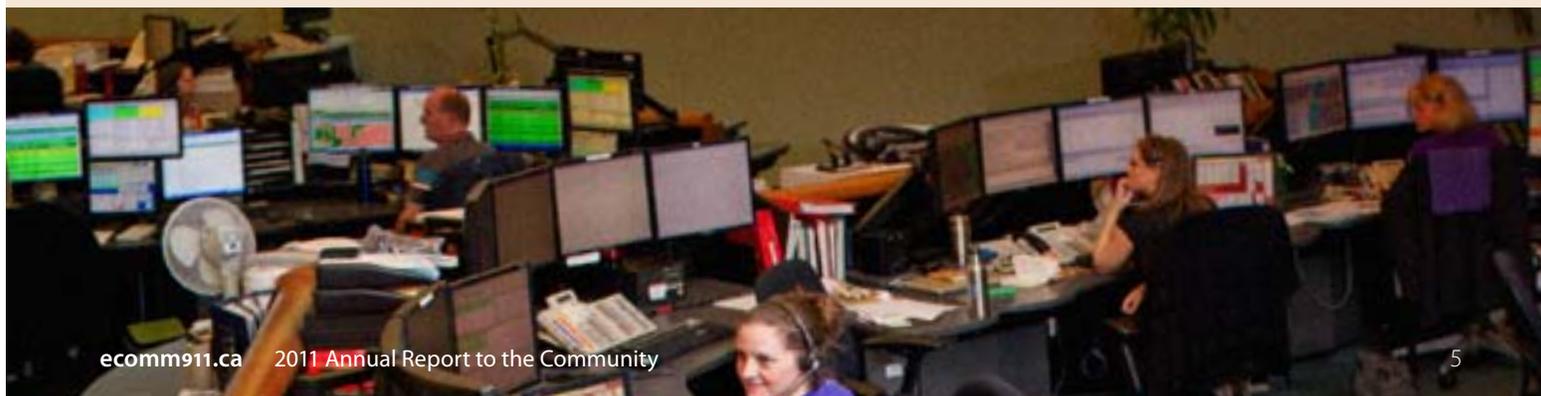
In an ironic twist of fate, our Board of Directors met the day after the hockey riot to begin a comprehensive process of strategic planning. The horrific images of the night before were moderated by the amazing response of Lower Mainland citizens as they took to the streets to help clean up and express their appreciation for emergency services in the days that followed. Both served as incredible reminders of just how important our strategic planning sessions would be.

Our Board, in consultation with our shareholders, partners, employees and other key stakeholders, developed *Vision 2020*, our first long-term, corporate road map. Focused on five key strategic directions, *Vision 2020* outlines our goals, strategies and the key initiatives needed to realize our vision of safer communities through excellence in public-safety communication. Work is already underway on many of the 150 key initiatives targeted for implementation over the next three to four years, including planning for the replacement of the region's radio system, the largest technical undertaking for E-Comm since our inception in 1999. We invite you to learn more about *Vision 2020* in this report and by visiting ecomm911.ca

Our successes in 2011 are a credit to the tremendous efforts of many, including our staff who provide our services and the public who provide ongoing support for what we do every day. Together, our vision of safer communities will remain the driving force behind advancing public-safety communication both within our region and for the Province of British Columbia.

Jocelyn Kelley, Chair

David Guscott, President & CEO



SUPPORTING OUR PUBLIC-SAFETY PARTNERS ACROSS METRO VANCOUVER

9-1-1 CALLS QUADRUPLE DURING HOCKEY RIOT

E-Comm staff, technology and communication systems perform exceptionally well to manage major event

E-Comm's main priorities for the 2011 hockey playoff season were to plan and prepare for the anticipated rise in 9-1-1 call volume on game nights and ensure our radio system was ready for increased radio traffic. Both systems were busy throughout the entire playoffs but nothing could compare with what we experienced in Game 7.

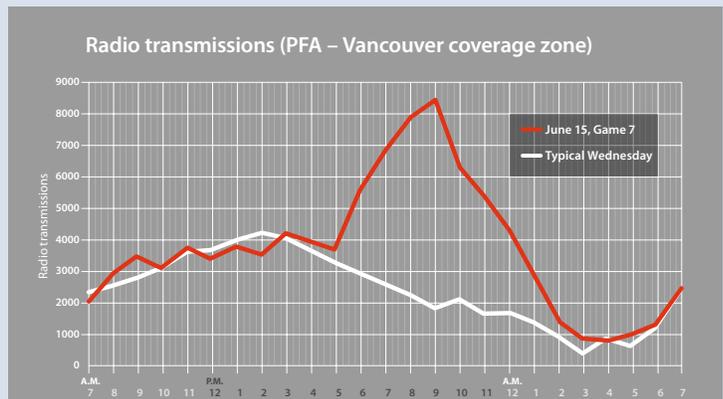
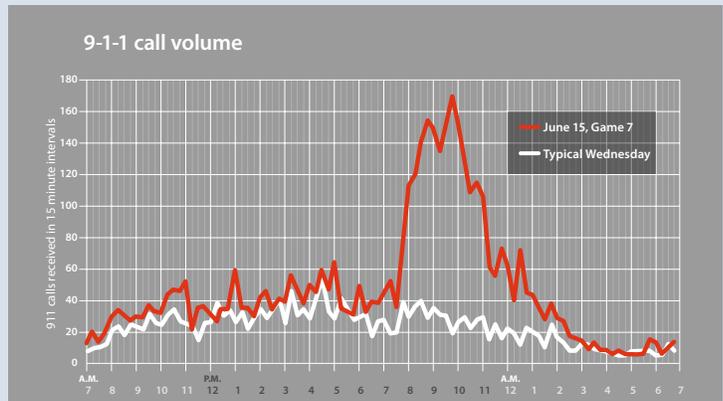
9-1-1 Highlights

E-Comm's communication centre was fully staffed the night of Game 7 with 65 call-takers, dispatchers and report agents on shift. The team handled almost a full day's worth of calls in the first four hours following the game, and quickly collected and logged a steady flow of information to help prioritize and direct emergency resources on the ground.

Wide-Area Radio System Highlights

The E-Comm Radio System performed in an exemplary fashion on the night of the riot, easily coping with the enormous spike in radio traffic experienced throughout the region—particularly in the Vancouver coverage zone. The system did not reach capacity at any point in the evening, and any emergency responder using an E-Comm radio who needed to communicate with a responder from another agency had the ability to do so through a mutual-aid talk group.

- The shared network, used throughout Metro Vancouver by 25 police and fire departments and the BC Ambulance Service that night, easily coped with a colossal increase in radio traffic
- Radio traffic was 243% higher in the first five hours after game 7 than typically experienced on a June midweek day



“VPD members have been repeatedly approached and thanked for the bravery, restraint and professionalism they demonstrated during the riot. A large portion of the credit for this can be directly attributed to the spectacular efforts of E-Comm staff.”

Vancouver Police Chief Jim Chu

Dispatch Highlights

A special dispatch channel devoted to oversee the downtown “live site” was set up at E-Comm to support Vancouver Police Department officers in the downtown core throughout the final playoff series. A dedicated dispatcher occupied this seat in the communication centre at E-Comm to listen, record and analyze everything that was being said over the airwaves and provide information to officers as required.

- Vancouver police experienced an extraordinary increase in emergency calls – about eight times higher than normal
- Vancouver Fire-Rescue was also inundated, with call volume 38 times higher than normal
- E-Comm call-takers also fielded calls the following day to our non-emergency line from residents wanting to provide information about what they had witnessed and to help the police with identification

Our Team

E-Comm was able to effectively handle the heavy call volume because of the size of our communication centre and flexibility of our staffing model. A cross-trained Operations team with diverse skill-sets allowed staff to be re-assigned to where they were needed most at just a moment’s notice. With calm professionalism, the Operations team continued to manage a number of complicated and challenging police and fire events deep into the night and into the early hours of the morning.

In the Days That Followed...

Local citizens honour E-Comm at Vancouver Spirit Rally

While the streets were cleared of debris in the days that followed Game 7, words of thanks flooded in from citizens both near and far. E-Comm staff were overwhelmed with the recognition received via Twitter, e-mail, telephone calls and at the *Vancouver Spirit Rally* — an event organized by citizens to publicly thank first-responders and honour them with a signed commemorative book of thanks.

Independent review panel acknowledges E-Comm’s work during riot

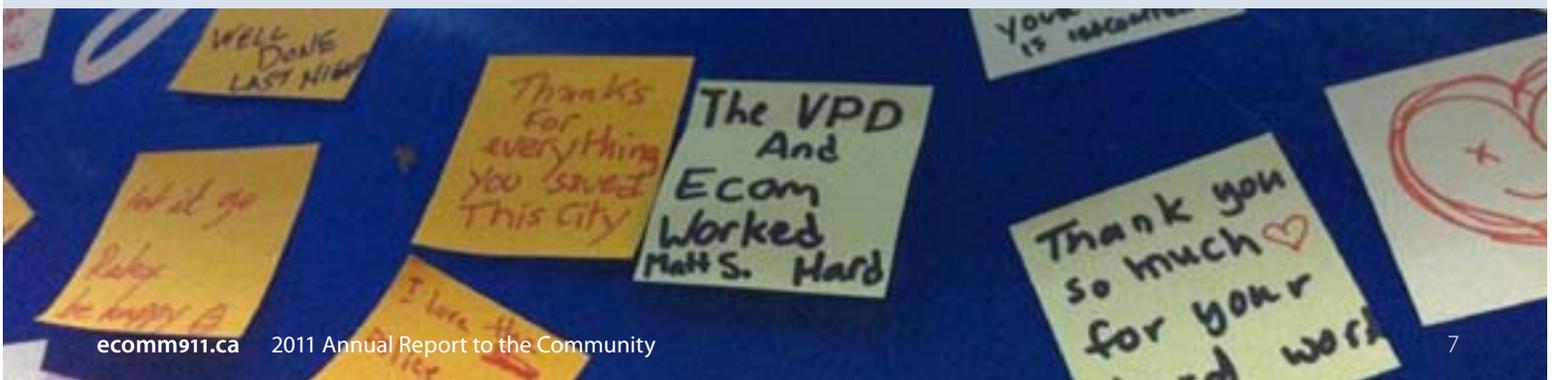
The events of June 15th certainly tested E-Comm’s planning, technology and operations. Although the communication processes and systems worked extremely well, E-Comm launched a full internal review to identify any possible improvements.

The authors of the independent riot review, John Furlong and Douglas Keefe, stated in their report that the investment in E-Comm’s people, technology and infrastructure following the 1994 riot has worked exceptionally well. As a result, they recommended that E-Comm be more involved in planning, training, mutual-aid approaches and frameworks for managing regional events moving forward.

In all, the riot report review included six recommendations that related to E-Comm. To view the full report, visit pssg.gov.bc.ca/vancouverriotreview
[Note: Recommendations relating to E-Comm: 7, 8, 14, 15, 17, 41]

“The process of bringing all police, fire and ambulance and 9-1-1 services in Southwest British Columbia on to a single system should be completed.”

John Furlong and
Douglas O’Keefe



OPERATIONS

Demonstrating Leadership in Public Safety

- **It was a seamless transition for partners in the Squamish-Lillooet Regional District to E-Comm Fire dispatch and changeover to 9-1-1 service.** The District said goodbye to 10-digit dialing for emergency response in D'Arcy, Birken, Mt. Currie, Pemberton, Britannia Beach and Furry Creek in February—a welcome change for local residents. The switch to E-Comm Fire dispatch enabled a more streamlined response process, allowing first responders in the region to patch radio channels and speak with each other directly rather than through a dispatcher for the first time ever. Pemberton Fire Rescue Service Chief Russell Mack reports that the new system has improved their dispatch response dramatically, making life much easier for his staff in a number of ways.
- **Britannia Beach firefighters credit coordinated and improved response times to new partnership with E-Comm Fire dispatch, including the arrest of an arson suspect.** Following a 9-1-1 call for the Britannia Beach Fire Department, fire dispatchers in the E-Comm communication centre quickly informed their RCMP dispatch colleagues across the centre of a suspicious vehicle reported on scene. Sea-to-Sky RCMP officers were immediately dispatched to the area to investigate and arrived in time to find and apprehend a suspect while firefighters fought the blaze. Before joining E-Comm, Britannia Beach firefighters were dispatched through a paging system that did not provide important incident detail critical to response.
- **High-speed information sharing between E-Comm and partners in Richmond proved vital to emergency response following a tragic plane crash near Vancouver International Airport.** The highly visible event generated 194 calls to 9-1-1 in under 20 minutes, with several layers of information coming through to E-Comm from on-lookers and firefighters already on scene. After a swift assessment, a coordinated response led by Richmond Fire-Rescue, Richmond RCMP and BC Ambulance Service followed. The police and fire dispatch teams in E-Comm's consolidated communication centre were easily able to accommodate every request made by Richmond Fire-Rescue, who immediately approved mutual-aid from RCMP Freeway Patrol, RCMP Air One helicopter, Vancouver police, UBC RCMP and the Lower Mainland canine unit. All responders communicated through a mutual-aid channel on E-Comm's Wide-Area Radio Network.
 - **E-Comm was honoured with a Richmond Chamber of Commerce 9-1-1 Award (2012) in the category of Community Safety Business Partner, in recognition of the exceptional, coordinated effort managing the influx of 9-1-1 calls and increase in radio traffic following the Richmond plane crash (October 27, 2011).**
- **Skillful negotiation and rapport building by E-Comm and Vancouver police is credited to the successful conclusion of a challenging, 19-hour long call.** A distraught, heavily-armed caller engaged with an E-Comm call-taker in a six-hour conversation, building a valuable connection which ultimately contributed to his surrender to police 13 hours later. Efforts of both E-Comm and the VPD were crucial to the eventual positive outcome of the incident.

“Customer service across all teams at E-Comm is exceptional; they go out of their way to show support for us.”

Deputy Chief
Richard Doucet
Pemberton Fire Rescue



Photo: Ric Ernst

- 
- **The Celebration of Light fireworks show attracts crowds in excess of one million, leading to some of E-Comm’s busiest nights every year.**

In addition to fully staffing our communication centre and providing dedicated dispatch channels this year, E-Comm also made recommendations to enhance public safety which were implemented in the event plan. These included: public-safety area markers to allow for easier location identification for callers and first responders; real-time event mapping system (E²MV) used in conjunction with closed-circuit television video feeds to help dispatchers track overall crowd movement; and RCMP ‘loan-kit’ radios provided to RCMP and police members from Abbotsford, New Westminster, Delta, West Vancouver and Port Moody acting as additional resources.

- **Collaborative preparation and planning between all public-safety stakeholders set the stage for Vancouver’s Grey Cup football festival, creating an operational plan that will be referenced for major events in the future.**

E-Comm’s communication centre was fully staffed and prepared for any eventuality following preparatory meetings with the Vancouver Police Department, Vancouver Fire & Rescue Services, City of Vancouver and Grey Cup event organizers. Having a strong operational event plan in place—which can now be used as a template for future large-scale events—provided emergency crews with the proper support to make the Grey Cup weekend festivities go off without any major incidents, despite reported crowds of approximately 400,000.

TECHNOLOGY

Paving the Way for the Future of Public-Safety Communication

- **The District of North Vancouver Fire and Rescue Service secured a spot on E-Comm's consolidated radio system**, enabling interoperability with the North Vancouver RCMP, BC Ambulance Service and most important, their partners at the North Vancouver City Fire Department. Often dispatched as mutual-aid to the same events, consolidating emergency communication platforms is an essential improvement to both responder and public safety.
- **Four Sunshine Coast Fire Departments joined E-Comm's Project FIRES coordinated records management system.** Originally developed by E-Comm and our partner fire departments in Vancouver and Richmond, the system houses and shares important fire-related data on incidents, property, inspections, preventative maintenance, equipment, permits and personnel. Bringing Gibsons, Roberts Creek, Halfmoon Bay and Sechelt Fire Departments onto the system means they will benefit from coordinated training, shared costs and improved performance measures.
- **The Abbotsford Police Department successfully transitioned onto the E-Comm Wide-Area Radio Network**, the 15th police partner on the system and the first agency outside Metro Vancouver. Through shared radio channels, the Abbotsford police are using more than 200 new radios to talk to police departments who are also on the E-Comm radio system, including neighbouring Langley and Maple Ridge, and the other members of the inter-municipal emergency response team (MIERT): Delta, Port Moody and New Westminster. The radio system offers Abbotsford police better coverage from two new towers, enhanced security features, greater clarity and improved reliability.



Cst. Jamie Ramsden, Abbotsford Police Department.

“For us to be on the E-Comm radio system is a very significant part of how we make Abbotsford the safest city in British Columbia.”

**Chief Bob Rich
Abbotsford Police
Department**

- 
- **When the CRTC mandated industry and public-safety answer points (PSAPs) to find a way to enable hearing-impaired communities to text to 9-1-1, E-Comm was one of the first in Canada to volunteer as a test site.** Selected as the first PSAP in Western Canada to test a new specialized system that will allow hearing and speech-impaired residents to send text messages to 9-1-1 from their cell phones, E-Comm is part of a national working group made up of the CRTC, other PSAPs, telecommunication companies, members of the hearing-impaired community and other stakeholders. Isolated testing of the new system is slated to begin in 2012.
 - **E-Comm shared insight into the future of public-safety interoperability with partners at the fifth Canadian Interoperability Workshop in Ottawa,** making presentations to industry partners from public safety, academia, government and non-governmental offices from across the country. E-Comm's interoperable radio system, the upcoming move to a next generation radio system and use of the E²MV situational mapping system during the 2010 Winter Olympic Games were presented and touted as models for other jurisdictions looking to implement similar tools.
 - **Upgrades to building and operational resiliencies continue to be a key priority for E-Comm,** with additional layers of protection added to back-up systems, and evacuation procedures practised and refined on a regular basis. Maintaining safeguards for any eventuality continues to remain a priority for all essential services.

2011 FINANCIAL HIGHLIGHTS

Statement of Operations and Deficit

	2011	2010
		*revised
Revenues	44,021,327	44,758,558
Direct operating expenses	31,044,875	30,052,691
	12,976,452	14,705,867
Other expenses		
Accretion, amortization and other	8,598,417	9,053,805
Interest expense	4,061,378	4,538,743
	12,659,795	13,592,548
Excess of revenue over expenses	316,657	1,113,319
Deficit, beginning of year	(1,733,757)	(2,847,076)
Deficit, end of year	(1,417,100)	(1,733,757)

*The corporation has recast its prior years' financial statements for adjustments made to correct immaterial (minor) calculation errors.

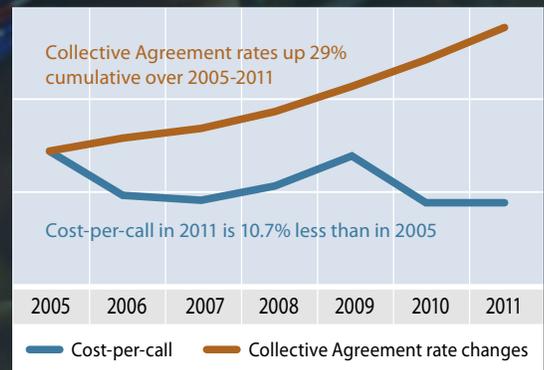
Providing Value to Shareholders, Partners and the Community

In 2011, E-Comm continued to practise fiscal responsibility and diligence to ensure that strategic measures, service delivery and service results remained a priority. This was reflected in E-Comm's favourable financial results for the 2011 fiscal year, with net earnings of \$317k, primarily due to ancillary revenues from the rental of fully depreciated radios, various technology-related contracts/projects and a reduction in operating expenses.

As in previous years, most radio members received rebates on their radio levies of an average 0.5%, while still continuing to increase the radio reserve to better position E-Comm for the next generation radio system planned for future years.

In line with the organization's Strategic Financial Plan, E-Comm's levy increases continue to be stable and predictable, with average rate increases of 3.5% for dispatch and 1.9% in radio levies in the 2012 budget. E-Comm is well positioned to move forward financially and remains on track for ongoing deficit reduction.

In 2011, E-Comm also continued to focus on strong technological and operational leadership. The efficiency gains shown on the adjacent chart illustrate the benefits of consolidation as the cost-per-call has decreased by almost 11% even though collective agreement increases on a cumulative basis were 29%. Efficiencies are part of the overall value E-Comm provides.



- Cost-per-call is based on total police levies divided by total police call volumes (emergency, non-emergency and reports)
- Collective Agreement rate changes based on annual increases for 2005 – 2011, including the one-paygrade increase negotiated in 2009 for call-takers, which impacted the net increase in 2009 and 2010.

E-Comm's financial statements have been prepared in accordance with generally accepted accounting principles for not-for-profit entities. To obtain full copies of E-Comm's 2011 Audited Financial Results including the Auditor's Report to the Shareholders and Notes to the Financial Statements please visit ecomm911.ca



VISION 2020

An Introduction to E-Comm's First Multi-year Strategic Plan

In keeping with our region's evolving demographics, trends in technology and high demands for resiliency in public-safety communication, it's E-Comm's responsibility to develop and implement the strategies that will best meet those demands.

In recognition of this evolution, E-Comm's new strategic plan — *Vision 2020* — was developed and finalized in 2011 following months of research and collaboration with our Board of Directors, partners in the police, fire and ambulance communities, provincial emergency service leaders, external stakeholders and E-Comm staff and management. In consultation with these groups, the plan was developed following a review of regional demographics, external trends, and issues and opportunities facing public safety and emergency communications.

Approved by E-Comm's Board of Directors, the multi-year plan focuses on five key strategic directions. The plan includes specific goals, strategies, and short and long-term key initiatives required to achieve necessary advancements in public-safety communication for E-Comm, our service areas and ultimately for the province of British Columbia.

Turning a strategic plan into tangible results

Vision 2020 is designed to evolve as E-Comm grows and the needs of our region advance. With this new plan as our roadmap, we will continue to work towards service expansion and providing high-quality service that meets the demands of our partners. Measuring and reporting to our shareholders and partners on our progress and challenges will be a priority.

A glimpse into what we are working toward

Strategic Direction

Highly-engaged employees

Organizational effectiveness

Service excellence and collaborative partnerships

Service expansion

Public-safety communication leaders

Our Goal

To foster a work environment that inspires and motivates employees

To ensure E-Comm's business processes, tools and competencies support the effective delivery of high-quality, socially-responsible service

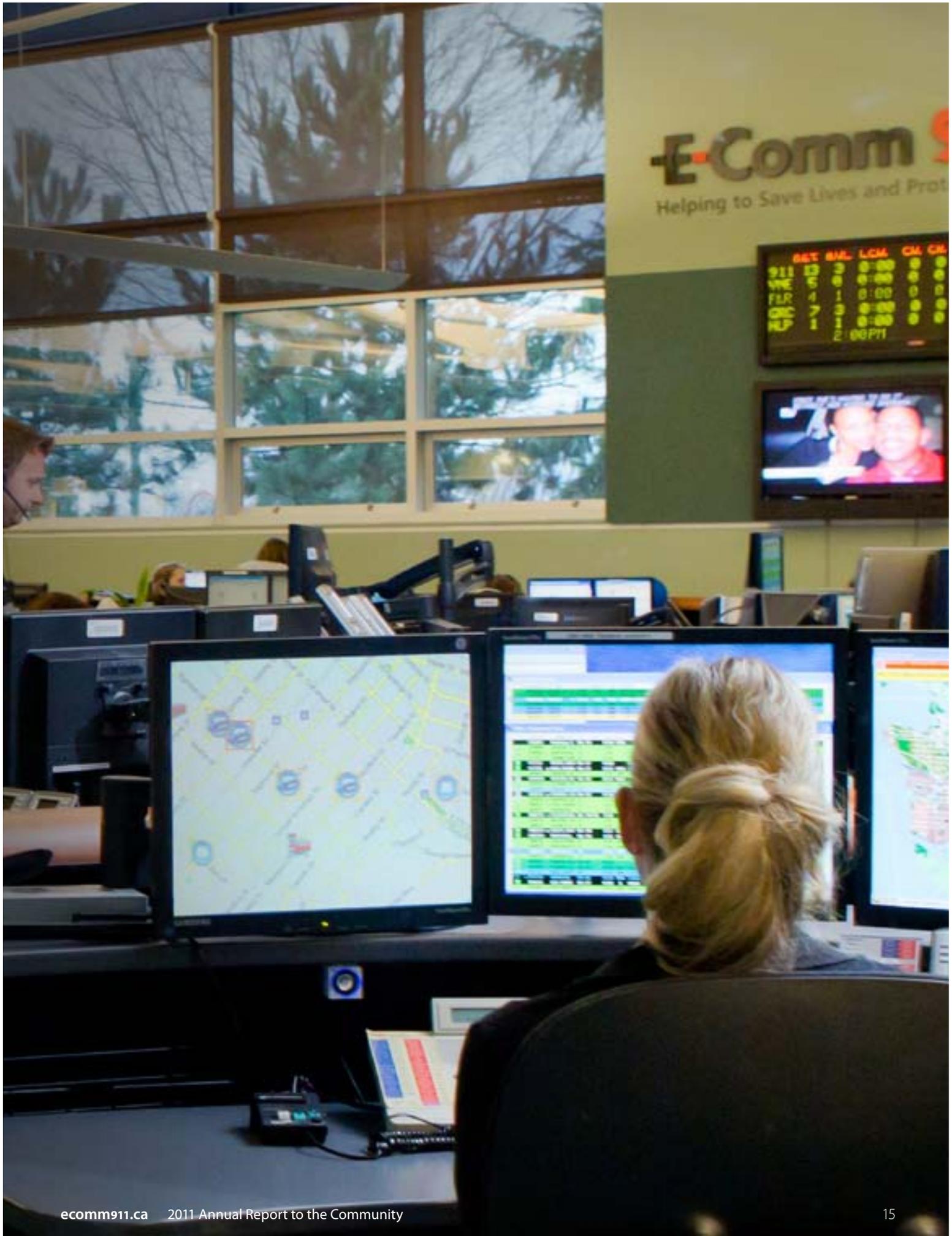
To exceed our partners' service delivery expectations and build collaborative relationships that unite efforts for a safer British Columbia

To strategically expand our public-safety services for a safer British Columbia

To help align public-safety communication efforts provincially and nationally



For a more detailed summary on *Vision 2020*, visit ecomm911.ca



E-Comm 911
Helping to Save Lives and Protect Property

	BET	RAJ	LCA	CA	CH
911	13	3	0:00	0	0
WE	6	0	0:00	0	0
FLR	4	1	0:00	0	0
ORC	7	0	0:00	0	0
HLP	1	1	0:00	0	0
	2	00PT1			



BOARD OF DIRECTORS

	<i>Representing</i>
Jocelyn Kelley	Independent Director, Board Chair
Dr. Penny Ballem	City of Vancouver
Helen Blackburn	Independent Director
Mayor Ernie Daykin	District of Maple Ridge and City of Pitt Meadows
Rebecca (Becky) Denlinger	Ministry of Justice, Province of BC
Councillor Charlie Fox	Township of Langley, City of Surrey, City of White Rock
Len Garis	City of Surrey, City of White Rock, Township of Langely
Pamela Goldsmith-Jones	District of West Vancouver, District of North Vancouver, City of North Vancouver
Ernie Malone	Royal Canadian Mounted Police
Councillor Bill McNulty	City of Richmond
Clayton Pecknold	Ministry of Justice, Province of BC
Karl Preuss	Corporation of Delta
Bob Rolls	Vancouver Police Board
Carl Roy	Emergency Health Services (BCAS)
Sheldon Stoilen	Independent Director
Joe Trasolini	Independent Police Boards for Port Moody, West Vancouver, New Westminster, Abbotsford and South Coast British Columbia Transportation Authority

EXECUTIVE LEADERSHIP TEAM

David Guscott	President & CEO
Beatrix Nicolato	Vice-President & CFO
Doug Watson	Vice-President of Operations
Mike Webb	Vice-President of Technology Services
Jody Robertson	Director of Corporate Communications & Corporate Secretary
Peter Gauthier	Director of Wireless Services
Mike Dunbar	Director of Police Services
Dave Mitchell	Director of Fire Services
Erin Ramsay	Director of Human Resources

