

E-Comm 9-1-1

2012 Annual Report to the Community



(WARNING - STATUS SCREENING)

er	Call Type	P	In at	Elapsed
6	MVIINJ			
4	ASLT	2	18:11	5:00
4	THREAT	3	15:46	
6	THREAT	3	18:48	20:12
	DRUGS	3	9:11	17:07
		3	10:55	2:47
		3	11:58	1:00
		4	8:36	0:01
		4	10:4	5:00
		4	16:42	5:00

Unit ID



## Our Vision

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

## Our Mission

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

## Our Values

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- Respect
- Accountability
- Integrity
- Service
- Collaboration

# 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 more than 30 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 services 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, and is recognized nationally as an industry leader. Operating from a purpose-built facility, E-Comm's 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 one of the largest multi-agency public safety radio networks in North America. It is the largest multi-jurisdictional radio network of its kind in British Columbia and is built on an earthquake-resistant infrastructure. Currently, the BC Ambulance Service, all police agencies in Metro Vancouver and Abbotsford and 11 fire agencies in Metro Vancouver use E-Comm's radio network to communicate with each other.

### 9-1-1 Call-Answer and Police & Fire Dispatch Services

E-Comm answered almost one million 9-1-1 calls in southwest B.C. in 2012 and provided dispatch services to 12 police agencies and 19 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.

# Message from Leadership



From welcoming our newest dispatch partner—the West Vancouver Police Department—to participating in a nationwide pilot to improve access to 9-1-1 for the hearing- and speech-impaired, 2012 was an important and rewarding year for E-Comm.

Central to our success in 2012 was the official launch of E-Comm's first long-term strategic plan called Vision 2020. Developed by the Board of Directors with the input of our employees, partners and other key stakeholders, Vision 2020 sets the organization on a bold course of action for realizing our vision of the future: safer communities in British Columbia through excellence in public-safety communication.

With that in mind, this year's theme for the annual report is suitably focused on Vision 2020 as we report back to our shareholders, partners and the public on some of the initiatives undertaken in its first year.

Since its inception, E-Comm has worked diligently to connect emergency services in southwest British Columbia—be it through our radio network, 9-1-1 call-answer service or the integration of our police dispatch and fire dispatch services. We share the same goals as our partners in police, fire and ambulance and are proud to work shoulder-to-shoulder with them in creating the safest, most resilient and secure region possible.

On that note, our continued connection to, and admiration of, the police officers, firefighters and paramedics on the frontlines is deeply rooted in the work our staff carry out each day. Our mission is to help save lives and protect property and as such, providing emergency service personnel, including our own staff, with the tools and training they need to excel at their jobs is both a priority and a calling.

In 2012 the Board continued to place a strong emphasis on fiscal accountability and cost effectiveness in order to achieve the efficiencies and economies-of-scale attainable through shared infrastructure, staffing and services. We believe E-Comm's role in public safety will continue to grow in the coming years, particularly as we work to implement the essential technological requirements for communicating in today's inter-connected world. Advancing technical systems and maintaining our operational strength and service in a rapidly changing world is one way we hope to continue to demonstrate our value to our shareholders, partners and the public.

Whether our staff were evolving and improving our technology, transitioning new partners onto our radio system, welcoming new dispatch agencies to our organization, reaching out to the community through education and charitable initiatives or doing their part to help police apprehend armed robbers or firefighters save a burning building, there is no doubt that in 2012 the entire E-Comm team played a substantial role in enhancing the region's emergency communications system. The Board of Directors shares their commitment to public and officer safety and is proud of their accomplishments outlined in this report.

**Jocelyn Kelley, Board Chair**

**David Guscott, CEO**

# 2012 Corporate Highlights

West Vancouver Police integrates its dispatch with E-Comm

E-Comm celebrates 10 years of Fire Dispatch

Interactive campaign raises awareness of accidental 9-1-1 calls

Continued focus on maximizing efficiencies and minimizing costs

West Vancouver Fire and Rescue joins Wide-Area Radio Network

Staff managed multiple complex events including shootings, robberies and multi-structure fires

Launch of Strategic Plan—Vision 2020

9-1-1 Service Agreement with Metro Vancouver

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

Innovative Aircraft Policy improves response to laser pointer attacks

Richmond Chamber of Commerce's 9-1-1 award for response to Richmond plane crash

Radio Microwave upgrade lays foundation for future digital technology

Text with 9-1-1 trial sets stage for future enhanced access for the hearing- and speech-impaired

Next Generation 9-1-1 phone upgrade improves resiliency and functionality

Fire technology services expand to Vancouver Island departments in Colwood and View Royal

92% public confidence rating in 9-1-1 service

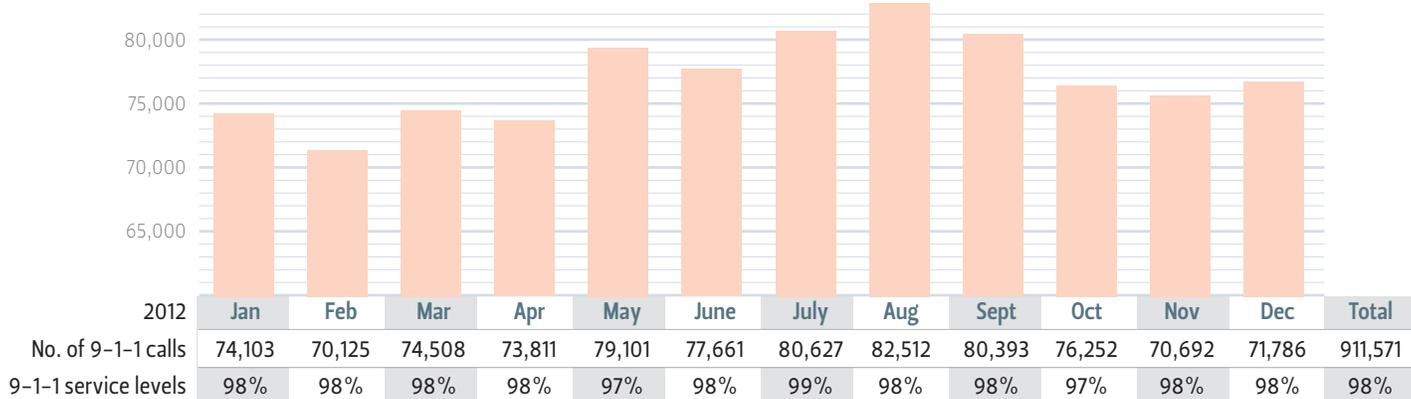
# 2012 Performance Results

## 9-1-1 Service

In 2012, there were 911,571 emergency calls placed to E-Comm with 98% of those calls answered in five seconds or less—surpassing our annual service level target of 95%.

The annual “up-time” for 9-1-1 supporting technology in 2012 was 100%.

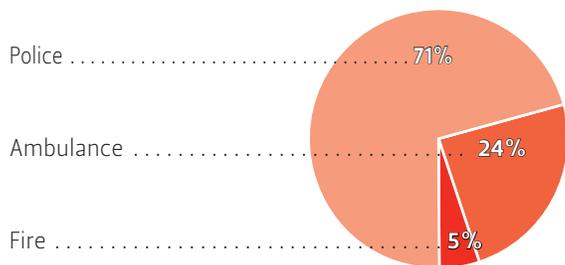
Total 9-1-1 calls to E-Comm in 2012



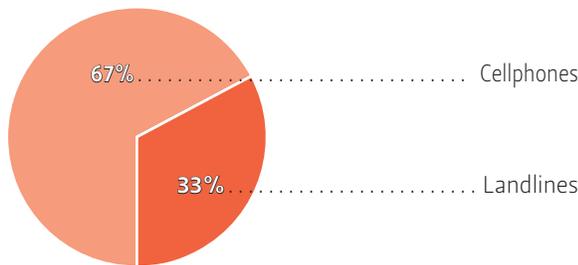
Total 9-1-1 calls to E-Comm in 2012: 911,571

98% of 9-1-1 calls answered in five seconds or less (target = 95%)

Percentage of 9-1-1 calls for police, fire and ambulance



Percentage of 9-1-1 calls from cellphones vs landlines



## E-Comm's Wide-Area Radio Network

- Total number of radios: 8,164
- Network transmissions\*: 119,837,022
- Network airtime (in seconds): 459,426,422
- Network availability: 99.9988%

\*The number of times responders spoke on the radio



# Vision 2020

Working toward the future, today

E-Comm's multi-year strategic plan—Vision 2020\*—outlines the goals, strategies and initiatives needed to realize our vision of safer communities. The following pages highlight some specific initiatives undertaken in 2012.

\* to read our strategic plan visit [ecomm911.ca](http://ecomm911.ca)



2020

**OUR GOAL**

**To foster a work environment that inspires and motivates employees**

E-Comm employees are dedicated professionals who contribute to public safety every day, no matter which role they hold within our organization. Building and evolving the emergency communications system is a multi-faceted effort and supporting the people behind-the-scenes, whether a 9-1-1 call-taker, technology specialist or accounting administrator, is essential to E-Comm's future success. We want to invest in our future leaders by creating a workplace that supports and inspires staff to do their best every day, and provides them with the tools and training they need to be successful.



**“I’m proud to work with people who make a real difference every day and to represent a company whose main focus is public safety.”**

**Shriya,  
Police Call-Taker**

**Coveted industry accreditation supports technology excellence**

E-Comm is building on the strength of its outstanding teams by providing opportunities for employees to gain new skills and abilities that will help them excel at meeting the needs and expectations of both the public and our partners. For example, in 2012 the majority of E-Comm's Technology Services team received certification in ITIL (Information Technology Infrastructure Library), a globally recognized framework of best practices for managing technology services.

ITIL's best practices provide organizations with a systematic and professional approach to managing IT services, allowing for business goals to be achieved while setting the stage for future growth and development. ITIL's collection of methods and best practices were developed for companies to learn from other organizations' experiences, and to share successful ways of providing technology service strategy, design, transition, operation and continued improvement.

**Benefits:** Technology services aligned with business priorities and objectives for increased user and partner satisfaction

“Being a part of the Vision 2020 employee committee has provided me with a greater understanding of E-Comm and our overall corporate goals.”

Kyle,  
Wireless Technician

### Employee consultation critical to future and Vision 2020 strategic plan

During the development of E-Comm’s strategic plan—Vision 2020—we set up a staff advisory team to provide input into the plan from employees’ perspectives. Throughout 2012 CEO David Guscott met with committee members to update them on the plan’s progress, to hear their views on emerging issues and to seek their assistance with helping to communicate to all employees about the plan to help increase understanding of the strategic objectives of the company.

**Benefits:** Increased employee perspective in business planning; 14% increase in employee understanding of business objectives as measured by annual employee survey

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### APCO Canada Symposium—the spirit of collaboration

Each year, APCO Canada (Association of Public-Safety Communications Officials) provides an opportunity for emergency communication professionals from across the country to gather to share information on best practices for 9-1-1 call-answer, training, emerging technologies and the many opportunities and challenges 9-1-1 centres coast-to-coast must be ready to embrace.

In 2012, as part of an annual employee professional development initiative led by our Human Resources department, E-Comm supported the attendance of two staff members at APCO Canada, each of whom participated in important discussions around 9-1-1 service. This included reporting back to delegates on E-Comm’s participation in a national pilot project that supports a new specialized text message service for the hearing- and speech-impaired. As one of four public-safety answer points in Canada that helped to develop and test the new system, we were able to provide important information to 9-1-1 call centres on implementing the new system, which will likely begin to roll out in 2014.

**Benefits:** Engaged employees on issues that directly impact their work and our organization by connecting them with public-safety communications experts to share experiences and encourage collaboration



#### OUR GOAL

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

Focusing on the right things is incredibly important to E-Comm given the magnitude of our mandate and the trust our shareholders, partners and the community have placed in us. It's crucial that we focus on the right objectives and that we measure organizational performance in ways that demonstrate accountability, resiliency, and the key competencies required to operate efficiently on a day-to-day basis and in times of crisis. Our goal is to maintain the high level of diligence we have established around existing performance standards, while at the same time continuing to increase our ability to adapt to evolving industry and organizational needs and requirements.



**“As a fire dispatcher I know efficient, effective and consistent processes are critical to a quick and successful response.”**

**Christina,  
Fire Dispatcher**

#### Radio microwave project lays foundation for the future

E-Comm seamlessly transitioned its radio network onto a new and improved Internet Protocol (IP)-based microwave system in 2012 following two years of planning. The upgrade occurred in phases across three network rings spanning Metro Vancouver and Abbotsford. During the upgrade there was no radio service disruption for E-Comm's partner agencies.

E-Comm's microwave system is designed with built-in redundancy and resiliency to support radio communications. The rings connect the radio sites to the E-Comm building and remote dispatch locations, allowing for seamless roaming by radio users across the network.

This upgrade was the first step in the evolution of the current E-Comm radio system—a planned initiative known as the Next Generation Radio Program (NGRP). Over the next four years, the E-Comm radio system will undergo a modernization and transition to new digital technology that will offer even more capabilities and resiliency to users. For example, the current E-Comm radio system operates on the 800 MHz band which is also used by commercial carriers, whereas the 700 MHz band has been reserved solely for public-safety agencies so there is more and cleaner radio spectrum available. In other words, public-safety agencies will not have to coordinate their use of radio spectrum with commercial carriers.

The NGRP is the largest and most complex technology project E-Comm has undertaken since first implementing the

“Over the next four years, the E-Comm radio network will undergo a modernization and transition to new digital technology that will offer even more capabilities and resiliency to users.”

Mike Webb,  
Vice-President of Technology Services

radio network in 1999, and will result in the replacement of all radio equipment and certain elements of site infrastructure. This multi-year program has an estimated capital cost between \$40 and \$60 million, including design, procurement, construction and operational transition activities required to move user agencies onto the new network.

**Benefits:** Allows for the future evolution of the E-Comm radio network to provide advanced capabilities for responders to communicate during day-to-day response or in the event of a major disaster

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### Next Generation 9-1-1 phone upgrade

E-Comm was one of the first 9-1-1 centres in Canada to begin operating under an internet-protocol (IP) phone system that runs through a data network, providing for increased resiliency, functionality and mobility of telephone service. The new phones are connected through a common data network allowing for unified communication between the phones and computers in the same network.

The switchover to an IP phone network is a positive step toward Next Generation 9-1-1, a North America-wide initiative to update the 9-1-1 service infrastructure to improve public emergency communications services in a wireless and Internet world. E-Comm completed the switchover to the new phone system in one day, with no interruption to 9-1-1 service.

The upgrade to the IP system in 2012 was the single largest project involving E-Comm's 9-1-1 telephony system since we first started answering 9-1-1 calls in 1999, and is a perfect example of how technology can be used to improve access to 9-1-1 services. Projects such as this illustrate the contribution E-Comm makes to emergency communications, and the innovative ways we continue to meet the demands of the region we serve while ensuring a stable and reliable system for public safety.

**Benefits:** Sets the stage for moving towards Next Generation 9-1-1 service infrastructure

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### Computer technology upgrade provides enhanced level of service

In October, E-Comm, Coquitlam Fire/Rescue and the Saanich Fire Department began using an updated version of computer-aided dispatch (CAD) software, known as “version 9.1.1.” This modernized software allows agencies to take advantage of new functionality that provides an enhanced level of service to the public and our dispatch partner agencies.

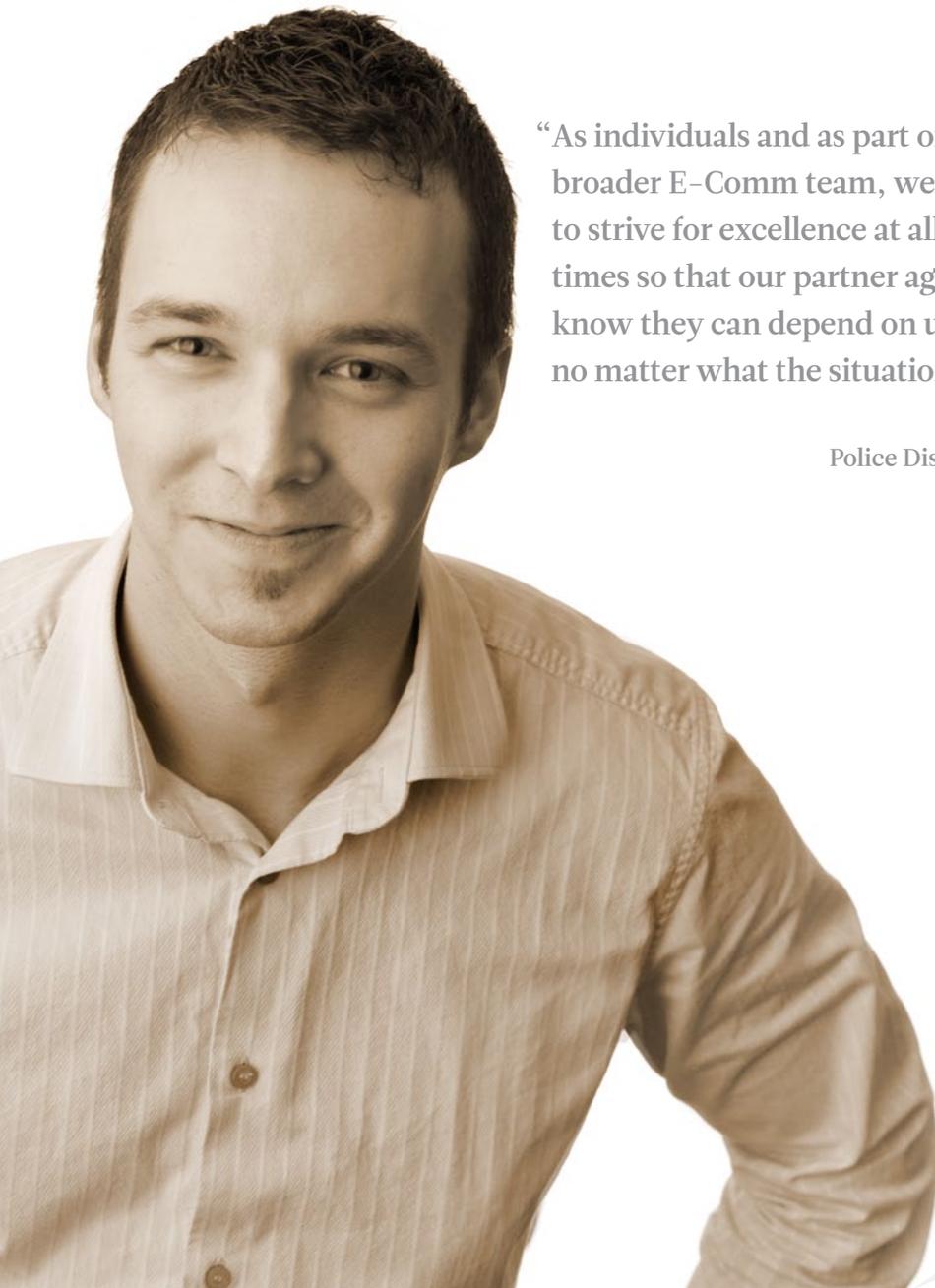
An example of additional functionality directly attributable to the FireCAD upgrade includes the ability to utilize GPS-based dispatching, which allows for improved response times by dispatching the closest and most appropriate type of apparatus to a fire based on real-time locations. Other benefits include enhanced software on mobile workstations in fire apparatuses, enhanced mapping for dispatchers (e.g. aerial photos), and more flexibility for responding to combined events with BC Ambulance Service.

**Benefits:** The upgrade to CAD version 9.1.1 introduces additional tools to assist with emergency response

#### OUR GOAL

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

Providing high-quality service and value for our partners and the public remains at the core of E-Comm's strategic plan. Recognizing that fulfilling our mission requires unprecedented collaboration, E-Comm will continue working to establish partnerships across the province that support innovative, new approaches to current and future challenges in regards to public safety.



“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,  
Police Dispatcher

#### Supporting Richmond RCMP and Richmond Fire-Rescue

E-Comm call-takers and dispatchers received the Community Safety Partner Agency award at the Richmond Chamber of Commerce's annual Richmond 9-1-1 Awards gala in April 2012. The award recognized the E-Comm team's outstanding support of the Richmond RCMP and Richmond Fire-Rescue during a catastrophic plane crash near Vancouver International Airport. This highly visible plane crash generated 194 calls to 9-1-1 in less than 20 minutes and a spike in radio traffic. E-Comm staff and partner agencies provided an exceptional coordinated response.

**Benefits:** Coordinated public-safety communications is the backbone of an effective emergency response system

#### Partnering with Metro Vancouver in public safety

E-Comm and Metro Vancouver (the local government authority responsible for 9-1-1) signed a new five-year contract for 9-1-1 call-answer services in 2012 that has the potential to extend to 2022. The new partnership followed an in-depth Request-For-Qualifications process launched by Metro Vancouver as part of its due diligence processes. E-Comm has enjoyed a close working relationship with Metro Vancouver since 1999.

**Benefits:** Renewed partnership will support future evolution of 9-1-1 system, particularly Next Generation 9-1-1

“We’re striving towards not just meeting our partners’ service expectations, but exceeding them.”

Doug Watson,  
Vice-President of Operations

### Key stakeholders indicate high degree of confidence in E-Comm service

One of the key areas of focus for Vision 2020 is, and will continue to be, strengthening our relationships with key stakeholders, in particular our partner agencies. As part of this objective, E-Comm conducted its first online survey of executives from our police, ambulance and fire partners in November.

Of those who responded, 95% indicated they are satisfied with E-Comm services and believe that their agency has a strong and trusting partnership with our organization. Indeed, of the 12 survey questions posed, half received scores of 90% or higher and there were no ratings below 80%.

**Benefits:** Strengthening relationships with stakeholders in order to provide high-quality service and value for emergency communications in British Columbia

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### Protecting B.C.’s skies

Navigation Canada adopted a new innovative policy in 2012 developed by E-Comm and Richmond RCMP on how to respond to laser pointers aimed from the ground into cockpits of aircrafts in flight. It is now the basis for policies in all airports across B.C. Shining a laser into the cockpit of an aircraft is a serious safety risk and can incapacitate pilots. It is also a violation of several federal offences.

Richmond RCMP Sgt. Cam Kowalski, who has been leading the charge on this issue, worked with Corrie Okell, E-Comm’s training manager, to develop a standard operating procedure for E-Comm call-takers and dispatchers who support the City of Richmond and Vancouver International Airport. Under Navigation Canada’s previous policy, air traffic control would report a laser incident directly to Navigation Canada, which slowed immediate response.

E-Comm now fields all reports of laser incidents in Metro Vancouver directly from the air traffic control or airport operations centre. E-Comm then notifies the local police with general location information and dispatches a police member to try to apprehend the person pointing the laser. This is the only program of its kind in Canada and has been cited by Navigation Canada as a “best practice” and has received accolades from the Air Line Pilots Association and the Air Canada Pilots Association.

**Benefits:** Collaborating with partners on innovative new approaches supports first responders in keeping our communities safe

#### OUR GOAL

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

We understand the key to effective response is supporting first responders' ability to communicate with one another and the public. And because of that, we want to expand our services to more communities so that they can share in the benefits of integration: the ability to immediately shift resources to manage sudden and substantial influxes of 9-1-1 calls; access to top-tier technology that might otherwise not be attainable to smaller communities; and deliver economies-of-scale through shared infrastructure.



“I believe partnering with more agencies in more communities will enhance both communication and emergency response. That’s a great thing for responders’ safety and the public’s as well.”

Greg,  
Senior Wireless Technician

### New partnerships in West Vancouver

In 2012, the District of West Vancouver and E-Comm further strengthened their public-safety partnership when West Vancouver Fire and Rescue joined the E-Comm Wide-Area Radio Network in September and the West Vancouver Police Department integrated its dispatch with E-Comm in October.

### Complete interoperability on the North Shore

West Vancouver Fire and Rescue went live on E-Comm’s Wide-Area Radio Network on September 26, allowing for complete interoperability across the North Shore for all emergency services. The move also means improved safety for West Vancouver firefighters because of enhanced radio coverage and clarity and is an important step in the three North Shore municipalities’ ongoing commitment to shared services.

### West Vancouver Police Department’s transition enhances emergency communications

The West Vancouver Police Department moved its call-taking and dispatch operations to E-Comm on October 2. West Vancouver police first partnered with E-Comm in 2007 when they joined the Wide-Area Radio Network. They made the decision to move their dispatch to E-Comm following an analysis of their dispatch operations, which concluded moving to E-Comm would lower significant risks faced by the department while providing many operational benefits and efficiencies, as well as cost savings. The transition

“We know that E-Comm can scale up or scale down based on the operational need of the incident. That is a tremendous benefit to the citizens of West Vancouver and to our department.”

Chief Constable Peter Lepine,  
West Vancouver Police Department

was seamless, and has offered many operational benefits to the department including the ability to increase staffing to handle sudden influxes of multiple 9-1-1 calls, access to a back-up centre and robust operational and technical systems. This provides an increased level of service difficult for an individual agency to achieve on its own.

Consolidation of different police services, including dispatch, to gain operational and financial efficiencies is becoming more common within the policing community. One of the benefits of the E-Comm partnership model is that it allows for the cost of technology, training and infrastructure to be shared among agencies. Consolidating dispatch operations is key to E-Comm meeting its mandate of helping to create safer communities in British Columbia through excellence in public-safety communication. By partnering with E-Comm, West Vancouver police are now able to work even more closely with any of the other agencies dispatched by the organization, including Vancouver Police Department and Squamish RCMP, which are also dispatched by E-Comm.

### West Vancouver robbery suspects caught in four minutes

In December, West Vancouver Police responded to an armed robbery in cooperation with Burnaby RCMP, and within four minutes of the first 9-1-1 call, four suspects were in custody. E-Comm’s integrated dispatch service meant seven call-takers trained in West Vancouver police procedures were available to handle the numerous 9-1-1 calls and provide fast updates to the dispatcher so the appropriate resources could be assigned and officers were well informed.

Emergency dispatch and call-taking are essential links between the public’s call for help and emergency-service response. This incident exemplifies the value of integrated communications and the resulting level of improved safety for members and the public of West Vancouver.

**Benefits:** Integrated multi-jurisdictional dispatch provides economies-of-scale, the ability to deliver top-tier technology, shared infrastructure and increased operational efficiency

### Police departments using E-Comm dispatch services



#### OUR GOAL

### To help align public-safety communication efforts provincially and nationally

Our expertise in operating one of the largest multi-agency public safety radio systems in North America and one of the busiest 9-1-1 call centres in Canada will allow us to broaden our leadership role in British Columbia and beyond. Collaborating at both a provincial and national level will also help to develop and enhance our own approaches to the challenges facing emergency communications as we learn from like-minded organizations, and work together on innovative solutions.



“I believe there is a real opportunity for us to have an even broader role in public safety and support our strategic plan’s focus on developing tools and approaches that support call-takers, dispatchers, our emergency-service partners and the public.”

Rob,  
Fire Technology  
and GIS Manager

#### Text with 9-1-1 trial

E-Comm was chosen by the Canadian Radio-television Telecommunications Commission (CRTC) as one of four national trial sites for Text with 9-1-1 services for the hearing- and speech-impaired. In June, nine volunteers from across Metro Vancouver began testing a special web-based system that can transmit text messages through phone lines for hearing- and speech-impaired callers. The system, developed by E-Comm and TELUS, allows hearing- or speech-impaired callers to exchange text messages with 9-1-1. Other public-safety answer points involved in the trial included Toronto, Peel region and Montreal.

Following the trial, E-Comm sent its findings and recommendations to the CRTC national working group. The CRTC later announced that the new service for the hearing- and speech-impaired community will launch across the country in 2014.

Callers with a hearing- or speech-impairment will be able to pre-register for the service through their wireless service providers. In the event of an emergency, callers must first dial 9-1-1 and the emergency call centre will automatically receive notification to initiate a conversation by text message using a computer program. This will be a tremendous improvement over the current teletypewriter (TTY) system, which only works from landline phones.

**Benefits:** Improved technology for enhanced access to 9-1-1 services for hearing- and speech-impaired callers

“We are proud to work shoulder-to-shoulder with our partners in creating the safest, most resilient and secure region possible.”

David Guscott,  
E-Comm President & CEO

### Public-safety broadband spectrum

E-Comm’s ongoing efforts with the Canadian Interoperability Technology Interest Group (CITIG) and our partners to secure 20 megahertz (MHz) of public-safety broadband spectrum for use by emergency responders made significant headway in 2012. In May, the federal government announced that 10 MHz of spectrum in the 700 MHz band that became available as television broadcasting moved from analog to digital will be dedicated to wireless broadband services for the use of emergency responders.

Dedicated spectrum is needed so first responders do not have to compete with the public when sending vital communications over the network during emergencies and day-to-day operations. For example, if a building is burning hundreds of onlookers could be uploading video and pictures of this highly visible event to social media networks. This would create congestion on these commercial networks and could prevent data from a first responder being transmitted, possibly at the exact moment a life is in danger.

CITIG, in partnership with E-Comm and Emergency Management BC, hosted several regional interoperability workshops in October to help build awareness and understanding of public safety communications interoperability programs and projects underway in B.C., elsewhere in Canada and internationally. The workshops were open to any representatives from public safety, responder or emergency management agencies, government, utility, industry and academia interested in furthering improved communications interoperability.

Public-safety broadband services will eventually allow firefighters, police and paramedics to transmit large amounts of data (such as video files) at high speed over long distances and will enable interoperable cross-border communications with emergency responders in the United States. Obtaining additional broadband wireless spectrum for public safety will enable E-Comm’s long-term strategy of enhancing first responder communications and evolution towards Next Generation 9-1-1, building on our Next Generation Radio System initiatives.

**Benefits:** Coordinated public-safety broadband spectrum is necessary to ensure the availability of modern, mission-critical communications services for first responders.

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### Accidental calls wreak havoc with 9-1-1 systems

During 9-1-1 Awareness Week in April, E-Comm undertook an extensive outreach campaign to draw attention to the issue of accidental 9-1-1 calls. E-Comm reported that more than 100,000 calls (10% of the almost one million 9-1-1 calls received in 2011) were made by accident, diverting valuable public-safety resources away from real emergency calls. E-Comm involved call-taking staff in this media outreach, who provided interviews on their first-hand experiences with pocket dials to 9-1-1. E-Comm asked the public to “help us help” by using keylocks, storing cellphones in protective cases and not pre-programming 9-1-1 into any phone.

## 911 EMERGENCY? SCAN TO SEE WHAT'S REALLY GOING ON.



Accidental calls can be tough calls. Help put an end to the 70,000 accidental calls we receive each year. Please lock and store your cell phone carefully.

**E-Comm 9-1-1**  
Help us help.

No smartphone? Visit [ecom911.ca/toughcall.php](http://ecom911.ca/toughcall.php)

To further combat the problem, E-Comm launched a radio and newspaper advertising campaign in the fall directed at cellphone users. The campaign raised awareness of the problem of accidental calls and provided simple tips to prevent them. The print ads provided an opportunity to share a tip through social media channels after scanning the Quick Response (QR) code in the ad.

Our partners in Maple Ridge also brought this issue to the forefront in 2012 by bringing forward a resolution at the September Union of B.C. Municipalities convention calling for the federal government to require cellphone carriers and companies that produce cellphones to put better safeguards on wireless devices to prevent accidental 9-1-1 calls. The resolution also asked the government to require cellphone service providers to take a more active role in public education around the issue.

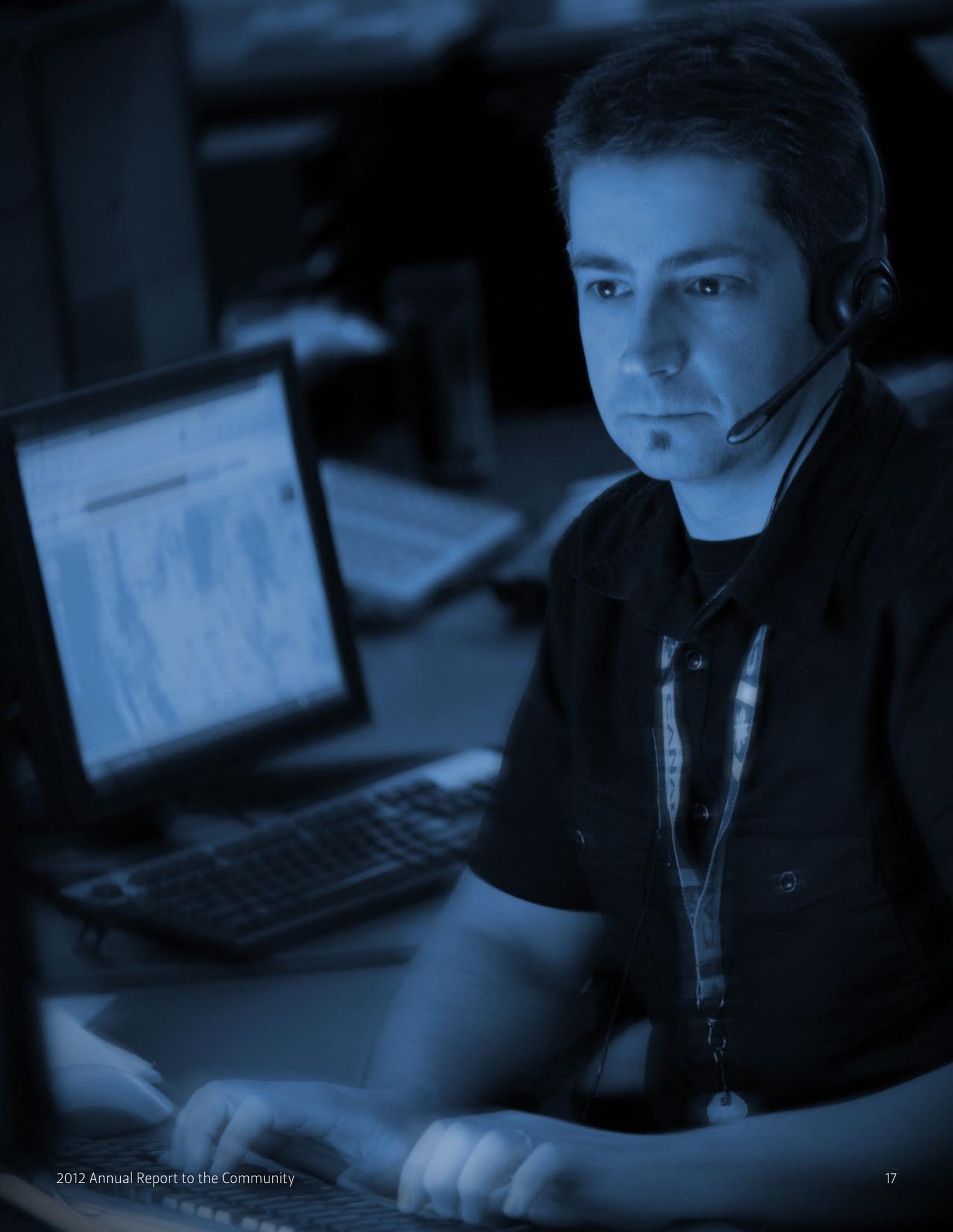
**Benefits:** Increasing public awareness around the proper use of our 9-1-1 system helps to protect resources for real emergencies

### Outstanding contribution to public safety

E-Comm's Vice-President of Technology Services, Mike Webb, was honoured in 2012 with two national awards for his public safety leadership. In October, Mike received a Queen Elizabeth II Diamond Jubilee Medal from the Office of the Governor General of Canada. Mike was recognized for his long-standing dedication and leadership in advancing public-safety practices throughout B.C. and across the country, specifically his continued work evolving public-safety services and enhancing the technology used by police, fire and ambulance agencies.

In December, Mike also received a National Award of Excellence in Public Safety Interoperability from the Canadian Interoperability Technology Interest Group (CITIG). Representatives of the Canadian Association of Chiefs of Police, the Canadian Association of Fire Chiefs and the Emergency Medical Services Chiefs of Canada presented the awards on behalf of CITIG at its Canadian Public Safety Interoperability Workshop.

**Benefits:** Collaborating on critical public-safety communication practices and services strengthens systems nationwide



# 2012 Financial highlights

## Statement of Operations and Deficit

	2012 <sup>1</sup>	2011
Revenue	44,974,271	44,021,327
Direct operating expenses	32,671,706	31,044,875
	12,302,565	12,976,452
Other expenses		
Accretion, amortization and other	8,880,110	8,598,417
Interest expense	3,422,050	4,061,378
	12,302,160	12,659,795
Excess of revenue over expenses	405	316,657
Deficit, beginning of year	(1,417,100)	(1,733,757)
Deficit, end of year	(1,416,695)	(1,417,100)

<sup>1</sup> On January 1, 2012, E-Comm adopted the Canadian Accounting Standards for Not-for-Profit Organizations in Part III of the CICA Handbook ("Not-for-Profit Standards"). These changes have been adopted retrospectively to January 1, 2011. These are the first financial statements prepared in accordance with Not-For-Profit Standards. There were no adjustments to the deficit as at January 1, 2011 or to the statements of operations and cash flows for the year ended December 31, 2011 as a result of the transition to Not-For-Profit Standards.

In 2012, E-Comm continued to practise fiscal responsibility and diligence to ensure that strategic measures, service delivery and service results remained a priority.

E-Comm's overall financial results are net neutral for the 2012 fiscal year and most shareholders (radio members) received rebates on their levies of an average of 1.3%. This was largely possible due to increased participation in the E-Comm radio system in 2012. This radio growth also facilitated a contribution to the radio reserve, better positioning E-Comm and its shareholders for the move to the next generation radio system—a critical and planned modernization to digital technology requiring significant capital investment over the coming years. E-Comm's dispatch operations also experienced growth in 2012 with the integration of a new police partner, providing for further efficiency gains within Operations to the benefit of all dispatch partners.

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 both dispatch and radio levies in the 2013 budget. E-Comm is well positioned to move forward financially and remains on track for ongoing deficit reduction.

E-Comm continues to place a strong emphasis on technical and operational leadership to gain efficiencies wherever possible. This work has resulted in our cost-per-call in 2012 being less than it was seven years ago, despite collective agreement increases. Efficiencies are part of the overall value E-Comm provides.

**To obtain full copies of E-Comm's 2012 Audited Financial Statements including the Auditor's Report to the Shareholders and Notes to the Financial Statements please visit [ecomm911.ca](http://ecomm911.ca)**

# 2012 Board of Directors

NAME	REPRESENTING
Jocelyn Kelley	<i>Independent Director; Chair of the Board</i>
Dr. Penny Ballem	<i>City of Vancouver</i>
Helen Blackburn	<i>Independent Director; Chair, Audit Committee</i>
Mayor Mike Clay	<i>Independent Police Boards: West Vancouver, Port Moody, New Westminster, Abbotsford, Transit Police</i>
Mayor Ernie Daykin	<i>District of Maple Ridge and City of Pitt Meadows</i>
Rebecca (Becky) Denlinger	<i>Ministry of Justice</i>
Councillor Diana Dilworth	<i>City of Port Moody, City of Coquitlam, City of Port Coquitlam, City of New Westminster, Village of Belcarra</i>
Councillor Charlie Fox	<i>City of White Rock, City of Surrey, Township of Langley</i>
Len Garis	<i>City of Surrey, City of White Rock, Township of Langley</i>
Mayor Lois Jackson	<i>Corporation of Delta</i>
Michael MacDougall	<i>Emergency Health Services Commission</i>
Ernie Malone	<i>Royal Canadian Mounted Police</i>
Councillor Bill McNulty	<i>City of Richmond</i>
Mayor Darrell Mussatto	<i>City of North Vancouver, District of West Vancouver, District of North Vancouver</i>
Clayton Pecknold	<i>Ministry of Justice</i>
Bob Rolls	<i>Vancouver Police Board; Chair, Human Resources and Compensation Committee</i>
Sheldon Stoilen	<i>Independent Director; Chair, Governance Committee</i>
Glenn Wong	<i>Independent Director</i>

## Executive Leadership Team

David Guscott	<i>President &amp; CEO</i>
Beatrix Nicolato, CGA	<i>Vice-President &amp; Chief Financial Officer</i>
Doug Watson	<i>Vice-President of Operations</i>
Michael Webb, P.Eng.	<i>Vice-President of Technology Services</i>
Mike Dunbar	<i>Director, Police Services</i>
Dave Mitchell	<i>Director, Fire Services</i>
Erin Ramsay	<i>Director of Human Resources</i>
Jody Robertson	<i>Director of Corporate Communications &amp; Corporate Secretary</i>



# E-Comm in the community





- St. Patrick's Day Parade
- Diversity Health Fair
- Variety Show of Hearts Telethon
- Stairclimb for Clean Air
- Pride Parade
- Golden Spike Days
- Lower Mainland Local Government Association (LMLGA) conference
- Cops for Cancer
- Cops, Kids & Commercial Drive
- Community Policing Day
- New Westminster Fire & Rescue Open House
- Santa Claus Parade
- Variety Children's Christmas Party



**E-Comm 9-1-1**  
 Helping to Save Lives and Protect Property



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Helping to Save Lives and Protect Property

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