



Help. Anytime. Anywhere.

---

Annual Report  
2015–2016

# TABLE OF CONTENTS

Message from the NL911 Board Chair .....	3
Overview .....	4
Governance .....	4
Operations and Finance .....	5
Key Statistics .....	6
Expenditures and Revenues .....	8
Mandate .....	8
Lines of Business .....	9
Shared Commitments .....	10
Highlights and Accomplishments .....	12
Opportunities and Challenges .....	19
Appendix I – Financial Statements	

# MESSAGE FROM THE NL911 BOARD CHAIR

On behalf of the Board of Directors of the NL911 Bureau Inc. (NL911), I am pleased to present the NL911 Annual Report for the 2015-16 fiscal year in accordance with the *Emergency 911 Act*. This report outlines NL911's achievements from April 1, 2015 to March 31, 2016, in the inaugural year of the province-wide emergency 911 telephone service.

NL911 has made important progress in meeting its mandate to establish, implement and operate a province-wide emergency 911 telephone service. With a focus on developing and operating the 911 service in an effective and efficient manner, NL911 has worked hard to create processes, policies and protocols to ensure consistent administration and operation of the province-wide emergency 911 telephone service. Relationships established with key stakeholders in the 911 industry have assisted the organization in its efforts to strive for best practice, to implement technologies that can enhance the current service, and to assist with plans for a more advanced Next Generation 911 service in the future.

The success of NL911's initiatives in 2015-16 was accomplished through the collective efforts and shared commitments of valued partners, including: Public Safety Answering Points, Emergency Service Providers, Newfoundland and Labrador

Association of Fire Services, municipalities, telecommunication service providers, Provincial Government departments and the general public. NL911 looks forward to the continued support of these valued partners in meeting the goals and objectives of developing and operating 911 as the primary emergency number to call in Newfoundland and Labrador.

As we move into a new year, NL911 will strive to improve existing programs and service to ensure residents and those visiting Newfoundland and Labrador are provided with the best possible emergency 911 telephone service available.

As the acting Chair of the Board, my signature below is indicative of the Board's overall accountability for the results reported within the NL911 2015-16 Annual Report.



Sherry Butt  
Chair (acting)  
NL911 Board of Directors

# OVERVIEW

The NL911 Bureau Inc. (NL911), a not-for-profit corporation, was formally established in March 2015, and operates under *the Emergency 911 Act* (the *Act*) and the *Emergency 911 Fee Regulations* (the *Regulations*). Through the *Act*, NL911 is responsible for establishing the number “911” as the primary emergency telephone number for use throughout Newfoundland and Labrador; and to develop, establish and operate an emergency 911 telephone service. The *Regulations* ensure that a fee is remitted by the telecommunication providers each month to the NL911 Fund from all telephone line subscribers in Newfoundland and Labrador. This fund provides NL911 the ability to operate and improve the province-wide emergency 911 telephone service.

The NL911 office is located at 57 Old Pennywell Road, St. John’s. As of March 31, 2016, NL911 had a complement of five staff members; three females and two males, who provide overall direction, administration, quality control and advancement of the province-wide emergency 911 telephone service. The answering and transferring of 911 calls to Emergency Service Providers (ESPs) has been contracted to two Public Safety Answering Points (PSAP); one located in St. John’s and the other in Corner Brook.

# GOVERNANCE

As per the *Act*, the NL911 Board of Directors (the Board), consists of a maximum of nine members appointed by the Lieutenant-Governor in Council, including the following:

- One member of the Board of Directors of Municipalities Newfoundland and Labrador (MNL);
- One representative from each primary PSAP (St. John’s and Corner Brook);
- The Executive Director of the NL911 Bureau Inc. by virtue of his or her office; and,
- At least one director to be a resident of Labrador.

The Board provides direction to the Executive Director to carry out the activities of NL911 and is responsible and accountable for the business affairs of the organization.

As of March 31, 2016 there were three vacancies on the Board:

- Effective October 6, 2015, board representation for the Corner Brook PSAP was vacated.

- Effective February 22, 2016, MNL requested that President of the MNL Board of Directors Karen Oldford, be added to the Board to replace their retired past President, Mayor Churence Rogers.
- Effective March 22, 2016, Mr. John Webber resigned from the position of Chair of the Board. As a result, the Board Chair position is vacant. The Vice Chair, Ms. Sherry Butt, is currently the acting Chair in accordance with Section 15.2 of the *Act*.

Work is ongoing to facilitate the appointments of the Corner Brook and MNL representatives to the Board of Directors. The approval of a Chair has been deferred until Bill 1, the *Independent Appointments Commission Act*, becomes law.

## OPERATIONS AND FINANCE

The *Emergency 911 Fee Regulations* established a \$0.75 monthly fee to be applied to every landline and mobile telephone account in the

province. This fee is collected by individual telephone service providers, who retain \$0.07 administration for each fee they collect. The remaining \$0.68 is remitted to the NL911 Fund on a monthly basis.

Section 24.4 (a) of the *Act* outlines how the NL911 Fund is used to develop, establish, operate and improve the province-wide emergency 911 telephone service. The \$0.75 fee facilitates the operation of the emergency 911 telephone service, as well as the development and implementation of Next Generation 911 (NG911). NG911 is an internet protocol (IP)-based 911 service that enables the public to transmit text, images, video and data to the 911 PSAP.

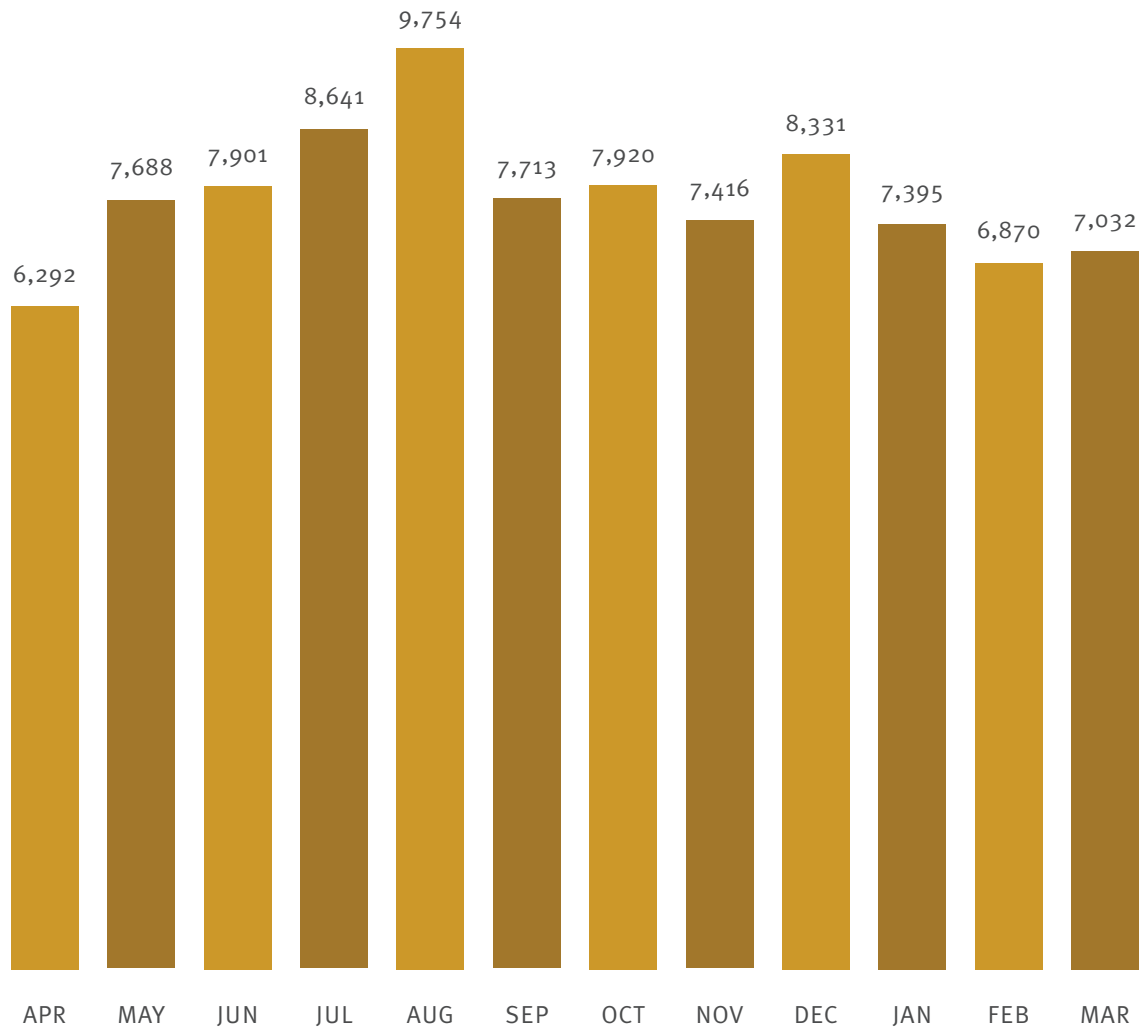
**THE NL911 FUND IS USED TO DEVELOP, ESTABLISH, OPERATE AND IMPROVE THE PROVINCE-WIDE EMERGENCY 911 TELEPHONE SERVICE.**

---

## KEY STATISTICS

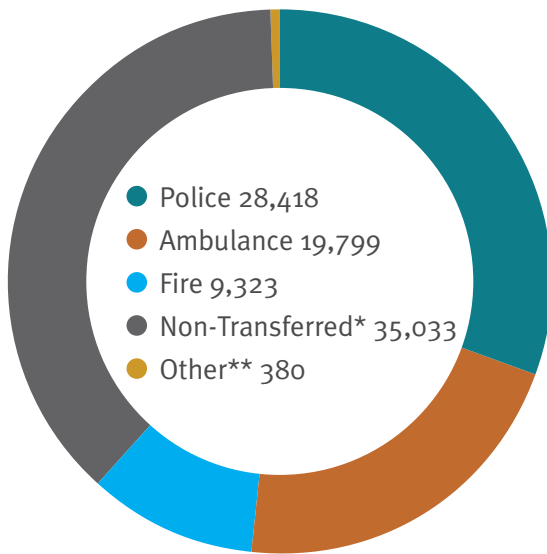
NL911 has identified the following relevant key statistics in relation to the usage of the emergency 911 telephone service provided in the province from April 2015 to March 2016.

NL911, through contracted PSAPs, handled 92,953 calls from April 1, 2015 to March 31, 2016.



TOTAL 911 calls per month APRIL 2015 to MARCH 2016

The following distribution of 911 calls received are identified by the ESP they are transferred to (i.e. police, fire, ambulance, other\*\*), as well as those calls that were not transferred to any ESP for response.



**TOTAL 911 calls by agency of priority  
APRIL 2015 to MARCH 2016**

\* Non-Transferred: Non-emergency calls or calls that were not transferred to another agency.

\*\* Other: Transferred calls to the Joint Rescue Coordination Centre (JRCC), Canadian Coast Guard, Crisis Line, Forestry, Parks Canada and Poison Control.

The highest volume of calls to NL911 were identified as 'Non-Transferred', with 35,033 calls received during this reporting period. Non-Transferred calls are identified as not emergency related and/or are not transferred to an ESP for response. During this reporting period, NL911 developed a better process to capture data related to the types of calls being received. This call type categorization has provided better reporting of 911 calls overall, and will assist NL911 in determining the need for future awareness campaigns to promote and encourage the appropriate use of the emergency 911 telephone service.

NL911 continues to develop reports that supply data to assist in making the emergency 911 telephone service more efficient. These reports provide details related to agencies contacted, volume of calls per community and length of time for processing each call. This data assists NL911 with identifying areas for better public education and awareness and supports the efficiency of the emergency response system as a whole.

## EXPENDITURES AND REVENUES

Section 24 of the *Act* provides NL911 the authority to establish a fund called the NL911 Service Fund. A monthly fee of \$0.75 for the emergency 911 service, is applied to all landline and mobile telephone numbers in the province. This fee is collected on a monthly basis by the telecommunications service providers who retain \$0.07 for administrative cost and remit the remainder to the NL911 Service Fund. Telecommunications service providers may also deduct from the amount owing to NL911 an amount equal to the average per cent rate of bad debts experienced by the provider. This bad debt amount protects the telecommunications provider from owing fees to NL911 that they are unable to collect when customers do not pay their telephone bill.

The fund is not considered public money for the purpose of the *Financial Administration Act* and NL911 may use the fund only for operating and improving the emergency 911 telephone service and paying for costs associated with administering the fund.

NL911 expenditures for the reporting period were \$2,291,607 associated with developing, establishing, operating and improving the emergency 911 telephone service, the operations of the corporation and paying for costs associated with administering the fund.

NL911 revenues for the reporting period were \$5,527,763. For detailed financial information for the fiscal year ended March 31, 2016, please see Appendix I - Financial Statements.

## MANDATE

As per Section 10 of the *Act*, NL911 is mandated to establish, implement and operate a province-wide emergency 911 telephone service. The *Act* further indicates that NL911 is responsible for ensuring the service protects personal information, provides accurate and current information to primary and secondary PSAPs, integrates civic addressing when available (i.e. data related to numbers, streets and/or road names for commercial, residential or other properties), is efficient and cost-effective, and is flexible and responsive to changing technologies. In addition to this mandate, a commitment was also made for NL911 to explore and implement a more advanced NG911 service.



# LINES OF BUSINESS

In fulfilling its mandate, NL911 began operating the province-wide emergency 911 telephone service in March 2015. The operation and administration of this service is NL911's sole line of business.

## EMERGENCY 911 TELEPHONE SERVICE

NL911 develops, manages and administers the emergency 911 telephone service for Newfoundland and Labrador in accordance with the *Act* and *Regulations*. NL911 staff provide administrative support by managing the day-to-day requirements of the legislation and the service through office management, program development and 911 service/data maintenance.

NL911 day-to-day operations involve coordination with ESPs and municipalities to ensure the data related to emergency response in Newfoundland and Labrador is kept up to date in the 911 computer system. Quality reviews occur regularly to ensure the 911 computer system data is accurate and the 911 Call Takers are providing the 911 service as per established Standard Operating Policies and Procedures (SOPPs).

NL911 holds service agreements with the City of Corner Brook and the City of St. John's for PSAPs to fulfill the call taking and transfer operations of the service. SOPPs and training, both maintained and delivered by NL911, ensure a consistent delivery of service in the province that meets existing service standards.

The PSAPs in Corner Brook and St. Johns are responsible for answering calls within their

boundary of responsibility. This boundary was established based on equally dividing the number of telephone subscribers in the province. The current 911 service identifies where a caller is located based on this boundary and directs the call to the appropriate PSAP responsible for that area. It is important to note that the current 911 service does not automatically provide the 911 Call Taker with any name, number or location information. This vital information must be obtained directly from the caller. If the caller is unable to communicate, then the 911 Call Taker must obtain the required information directly from telecommunications provider via a call trace request.

NL911 has an objective to ensure that the emergency 911 telephone service is flexible and responsive to changing technologies. In this reporting period, NL911 completed initial research to identify current technologies and enhancements in the 911 service industry, specifically related to Enhanced 911 (E911) and NG911. E911 provides the number and location information of the caller automatically to the 911 Call Taker. It also has a capability to offer text to 911 for those registered as hard of hearing. NG911 provides the same benefits of the E911 service, but also provides additional capabilities for callers to send text and video messages and make calls from technology devices.

Research completed on advanced technologies provides the details required for developing a project plan that ensures NL911 meets the objective of ensuring the service is flexible and responsive to changing technologies.

# SHARED COMMITMENTS

Shared commitments represent activities within the scope of NL911's day-to-day operations which could not be achieved without the participation and cooperation of its partners. NL911 maintains partnerships with municipalities, PSAPs, ESPs, telecommunications service providers and Provincial Government departments, in order to develop, establish and operate the 911 emergency telephone service. These partnerships assist NL911 in fulfilling the corporation's mandate of providing an efficient and effective emergency 911 telephone service throughout Newfoundland and Labrador.

The shared commitments from the following stakeholders provide integral support to NL911 for the development and operations of the province-wide emergency 911 telephone service.

## MUNICIPALITIES

NL911's relationship with municipalities in the province is important for ensuring the emergency 911 telephone service has the most up to date information for emergency response services in each jurisdiction. Partnering with municipalities, along with representation of MNL on the Board, has been very important for understanding the issues affecting those using the emergency 911 telephone service. Municipalities not only assist NL911 in policy development, but also will be a valuable partner with initiatives for future enhancements to the 911 service (i.e. civic addressing).

Municipalities have supported NL911 in this reporting period by:

- Providing up-to-date information for the emergency 911 telephone service to ensure accurate ESPs are identified for each jurisdiction; and,
- Providing speaking opportunities at MNL meetings and conferences, which allowed NL911 to promote the service and educate local governments and ESPs in the province. (More details in Highlights and Accomplishments).

## PUBLIC SAFETY ANSWERING POINTS

PSAPs are the front line workers providing the 911 call answer and transfer service. They share NL911's commitment to provide the most efficient and effective quality service that assists with saving lives and reducing property damage. During the reporting period, PSAPs have supported NL911 by:

- Providing professional service to 911 callers as per the NL911 training and SOPPs;
- Coordinating with ESPs to improve emergency communications within agencies to ensure callers receive the care they need as quickly as possible; and,
- Providing support in the development of policy that improves the operations of the 911 service.

## EMERGENCY SERVICE PROVIDERS

ESPs support NL911 by identifying best practices that impact all agencies involved in the provincial emergency response system. ESP's have specifically supported NL911 by:

- Partnering with NL911 on policy development (i.e. agency of priority determination, identify and help resolve service issues);
- Promoting the emergency 911 telephone service in their areas (i.e. 911 decals on emergency vehicles and buildings); and,
- The Newfoundland and Labrador Association of Fire Services (NLAFS) partnering with NL911 for the Learn Not to Burn Program, which directly promotes the benefits of the emergency 911 telephone service to students in Grades K–3 in the province (details in Highlights and Accomplishments).

## TELECOMMUNICATION SERVICE PROVIDERS

Telecommunication service providers support NL911 in the day-to-day operations of the emergency 911 telephone service and also assist in advising on the technological capabilities that support enhancement initiatives. Telecommunication service providers have supported NL911 by:

- Providing support services for any phone line and call tracing needs;
- Assisting and supporting NL911 with identifying enhanced technologies to improve the 911 service capabilities for the future; and,
- Encouraging participation and membership with national 911 groups, such as the Canadian Radio-Television and Telecommunications Commission (CRTC) Emergency Services Working Group (ESWG) which strives to develop a national standard for NG911.

All of these stakeholders have shared commitments and partnerships with NL911 that have helped shape the emergency 911 telephone service in its inaugural year.

## PROVINCIAL GOVERNMENT DEPARTMENTS

The Minister responsible for Fire and Emergency Services-Newfoundland and Labrador (FES-NL) is also responsible for the administration of the *Act*. FES-NL provides support, guidance and assistance to NL911, and is the primary point of contact between NL911 and the Provincial Government. NL911 also works closely with other Provincial Government departments and agencies, including Municipal Affairs and Health and Community Services to assist with research and development of the current 911 service as well as planning for future enhancements to the service.

# HIGHLIGHTS AND ACCOMPLISHMENTS

In the inaugural year of operating the emergency 911 telephone service, there have been many opportunities that have allowed NL911 to meet its operational, developmental and public engagement goals. The following are highlights and accomplishments from this reporting period.

## ESTABLISHED OPERATIONS

Through coordinated efforts by all staff, the following was accomplished to meet the operational goals that meet the legislative requirements as outlined in the *Act* and *Regulations*:

- SOPPs were created to ensure administration and operation of the emergency 911 telephone service is delivered in a consistent and effective manner that aligns with legislative requirements of the corporation;
- A Board of Directors Governance Manual was created to outline the responsibilities of the NL911 Board of Directors;
- Service agreements were established with legal, financial and marketing/communications agencies;

- Reports were developed with the support of the PSAPs and telecommunication providers, to ensure that the service delivery standards established by NL911 were being met;
- A training curriculum was developed to ensure the PSAP Call Takers were delivering the emergency 911 telephone service in a consistent and effective manner;
- Quality control measures were implemented to ensure 911 computer system data maintenance is accurate and Call Takers are following established policies and protocols;
- Business continuity planning was completed, and an emergency evacuation test was carried out to ensure redundancy of service;
- Technical upgrades took place to streamline processes and ensure data was being captured accurately; and,
- A civic addressing guideline was drafted and when finalized, will provide guidance to municipalities related to civic addressing that is based on best practices across Canada.

The success of these initiatives has ensured quality operations of the emergency 911 telephone service throughout Newfoundland and Labrador.

## ATLANTIC PROVINCE 911 BUREAU MEETINGS

In June 2015, the Executive Director visited 911 offices in Nova Scotia, New Brunswick and Prince Edward Island. These visits consisted of formal meetings with each of the three provincial 911 corporations, six PSAPs and Bell Aliant to assist with a better understanding of 911 operations in the Atlantic Provinces. While each province operates differently, common threads were identified in call taking and notification processes. The meetings proved beneficial to obtain supporting documentation (i.e. policy manuals, reference material and websites), build relationships with industry experts and identify areas of best practice that work well in other provinces that may also work well in Newfoundland and Labrador (i.e. call taking processes, E911 and NG911 service considerations).

## MULTI-AGENCY NOTIFICATION

The emergency 911 telephone service was implemented using a process for transferring callers based on an agency of priority chart. This agency of priority chart indicates which agency is responsible for responding to each type of emergency situation. NL911 understood that some emergency situations required more than one agency to respond and proposed to the Board that a multi-agency notification process

be developed similar to what was being done in other Atlantic Provinces' provincial 911 services. The purpose of the multi-agency notification process is to encourage open communication between all ESPs about emergency incidents that most likely require more than one ESP to respond effectively.

NL911 received approval from the Board to proceed with establishing a multi-agency notification process for 911 calls. NL911 requested a meeting with representatives from all emergency response agencies to review the multi-agency notification process and potential impacts on operations for emergency response. After numerous discussions and meetings, a multi-agency notification process was created and implemented on January 1, 2016.

The multi-agency notification process requires the 911 Call Taker to transfer the 911 caller to an agency of priority which was already established, and depending on the type of incident, to also notify other pertinent agencies. It remains the agency of priority's responsibility to dispatch any/all resources they may need, such as fire, police, ambulance, etc.

This multi-agency notification process has resulted in more open communication between ESPs to better assist with a more efficient and effective response by all agencies involved NL911 continues to collaborate with FES-NL on future options for the multi-agency notification process.

## INDUSTRY PARTNERSHIPS

The ongoing development and enhancement of the 911 service is as important as its operation. Understanding best practice and learning from experts in the industry is integral to the understanding of system technology and capabilities to support the advancement of 911 services in the province. NL911 has joined groups such as the CRTC Emergency Services Working Group and the National Emergency Number Association to assist with learning and working with industry experts on the development of emergency 911 telephone services for Canada. Partners in the telecommunications industry have been integral in NL911's understanding of the technical and data requirements needed to support 911 telephone services. These partnerships allow NL911 to be at the forefront of understanding best practices for operations and service enhancements which can be considered for Newfoundland and Labrador.

## NLAFS PARTNERSHIP

The Newfoundland and Labrador Association of Fire Services approached NL911 with a proposal to partner on the Learn Not to Burn Program (LNTB) to enhance the education, awareness and promotion of the emergency 911 telephone service in the province. A partnership agreement was signed in September 2015 where NL911 provided a one-time sponsorship towards the purchase of a new Hazard House for the NLAFS to use in the LNTB curriculum. In return, NL911 is provided with speaking and advertisement opportunities. In addition, the LNTB Coordinator directly promotes the benefits of the emergency 911 telephone service to students and schools visited throughout the course of the partnership.

The partnership between NLAFS and NL911 accomplishes a shared goal of educating the province's students in Grades K-3 on public safety and the benefits of the emergency 911 telephone service. A child sharing the information at home and in their communities creates a culture of awareness that is needed to effectively promote 911.

## MNL PARTNERSHIP

Municipalities Newfoundland and Labrador has been a great partner to NL911 by providing opportunities to speak directly to their members throughout the year at the Annual Convention, Regional meetings and the Municipal Symposium on Emergency Preparedness. These meetings not only allowed NL911 to promote and highlight the benefits of the 911 service, new initiatives and civic addressing, but also provided opportunities to develop relationships with municipal members in the province and allow them an opportunity to provide direct feedback on the 911 service. This feedback helps NL911 develop an understanding of the needs of different regions and determine potential areas of improvement.

## PUBLIC SURVEY

In order to determine the best methods for educating Newfoundland and Labrador residents on 911 service through an awareness campaign, NL911 needed to first determine the level of awareness for the 911 service in the province. Corporate Research Associates completed a public opinion poll on NL911's behalf in November 2015. This poll identified the awareness and trust of 911 service amongst

adult residents representing all regions of the province. Highlights from the 400 telephone interviews completed include:

- The vast majority (93 per cent) of NL residents are aware that 911 emergency service is available province-wide.
- An opportunity exists to educate residents in the western region of the province on the 911 service where awareness is lower (11 per cent of those surveyed in the western region were not aware of the available 911 service).
- A majority of residents offer positive ratings for trust and confidence in the service (69 per cent rated 8-10 on the scale from 1-10, 1 meaning no trust or confidence and 10 meaning complete trust and confidence).

A public engagement and education campaign to target specific audiences and regions is in development and is to be submitted to the Board for consideration and approval.

## STAKEHOLDER AUDIT

NL911 relies on the support of ESPs and municipalities to assist with promoting and educating the public on the benefits of the province-wide emergency 911 telephone service. In order to determine the level of support

and understanding amongst this group of stakeholders, NL911 requested an audit by its marketing and communications agency of record, NATIONAL, in the fall 2015. The audit consisted of interviews with representatives from ESPs and municipalities, with questions related to NL911 as an organization and the service provided. Eleven interviews were conducted, and feedback and content from these interviews were compiled, analyzed and reviewed.

The general findings from this audit identified the following key points:

- There are different levels of understanding of the emergency 911 telephone service currently in place throughout Newfoundland and Labrador;
- All stakeholders see the benefit of a three digit, easy-to-remember, universally recognized number that individuals can call in the event of an emergency;
- Most emergencies need a multiple-agency response; and,
- There is a need for more communication between NL911 and ESPs to promote the emergency 911 telephone service more effectively.

Since the audit was completed, NL911 has implemented processes to engage members of ESPs and municipalities related to any changes or updates to NL911 policies or processes.

The following are examples of this engagement during this reporting period;

- The development of a protocol where any changes to the Agency of Priority chart—a chart that is used by the PSAPs and determines the ESP a caller is to be transferred—requires engagement and confirmation by key contacts for each ESP affected before any change is made to the process.
- The multi-agency notification process took effect in January 2016. Key contacts for all emergency response agencies were a part of the process to determine which agency would be notified for each type of emergency. Once consensus was reached, a notice by mail and e-mail was sent to contacts for all police/fire/health and ambulance agencies as well as the municipalities regarding the changes to be implemented. This allowed the opportunity for understanding before the process took effect.

NL911 is currently developing a communications strategy to educate ESPs and the public on the emergency 911 telephone service so to increase awareness and use.



## FUTURE PLANNING

The NL911 fund is to be used for not only the operations of the 911 service, but also to make improvements by funding the development and implementation of an upgraded 911 service. NL911 staff have completed initial research in relation to the requirements for future enhancements to the current 911 service. Initial research has identified that plans for developing an E911 and eventually a NG911 service will require additional infrastructure, Geographical Information System (GIS) upgrades, telecommunication provider data and civic addressing needs. All components of an upgraded 911 service will be identified in a future enhancement project plan.

NL911 has an objective to ensure the 911 service is flexible and responsive to changing technologies. In an effort to meet this objective and improve the current 911 service, the following work has been completed during this reporting period:

- Identified general requirements for an E911 and NG911 service;
- Held meetings with industry experts to identify the data required to accommodate an E911 and NG911 service;
- Sent surveys to all municipalities in the province to identify the current state of civic addressing;
- Held meetings with key stakeholders to determine civic addressing partnerships for data collection and maintenance;
- Held meetings with 911 offices from other Atlantic Provinces to determine best practices for civic addressing initiatives for E911 and data capture; and,
- Drafted Civic Address Guideline as a support tool for use by municipalities.

The work by NL911 in this reporting period has determined the following related to NG911:

- NG911 is not possible in Newfoundland and Labrador until the infrastructure to accommodate its functionality as approved by the CRTC, is in place. This infrastructure is provided by telecommunication service providers and is not yet operational anywhere in Canada.
- E911 technology and infrastructure is available in Canada. Investing in an E911 service initially, while waiting for NG911 to become

available, is an option. The investment into the infrastructure needed for an E911 service can be utilized by NG911 when it becomes available:

- There are four components required for an E911 service:
  - Technical Infrastructure: the physical computer equipment and data lines required to allow for the transfer of data (phone number, location and eventually text and video) to the 911 Call Takers.
  - Telecommunications Service Provider Data: The telecommunications service provider is the main source for connecting a caller's phone number to an address in the system for display to the 911 Call Takers.
  - Geographical Information System (GIS) Data: GIS is a computer system designed to capture, store, analyze, manage and present geographical referenced data. This system provides a more accurate location on the map display for 911 Call Takers.
  - Civic Addressing: Civic addressing is required in order to provide the 911 Call Taker with the location information of the caller.

**A STRATEGIC ROAD MAP TO ADVANCE THE CURRENT 911 SERVICE TO E911 AND EVENTUALLY NG911 IS BEING DEVELOPED AND WILL BE SUBMITTED TO THE BOARD FOR CONSIDERATION AND APPROVAL.**

---

# OPPORTUNITIES AND CHALLENGES

NL911 made great strides in establishing, operating and implementing a province-wide emergency 911 telephone service. The next step for NL911 is to improve the current service by implementing an E911 and eventually NG911 service. E911 will provide a better service by making the emergency response more efficient in the following ways:

- The 911 Call Taker does not have to rely on the caller to determine the phone number and location of the caller. E911 automatically displays the phone number and civic address location for land lines and longitude/latitude coordinates for cell phones.
- Dropped calls or no voice calls can still supply the phone number and location information to the 911 Call Taker resulting in no need to complete a call trace. Call tracing adds critical time to an emergency response.
- E911 and NG911 call taking services provide the ability for PSAPs to send the caller's name, number and location information to other E911 and NG911 compatible dispatch systems used by ESPs. This data can assist ESPs with dispatching efficiency as they will be able to view the information required for dispatch and not have to rely on a caller to determine location information.

There is an opportunity to engage stakeholders and provide public education on the benefits of the province-wide emergency 911 telephone service. The challenges associated with public education include:

- ESPs understanding the NL911 role in the emergency response system so they can promote the emergency 911 telephone service in their communities;
- Ensuring the public is aware of the availability of an emergency 911 telephone service and how it works; and,
- Building public trust in the emergency 911 telephone service so residents of and visitors to Newfoundland and Labrador will use the service when needed.

NL911 is in the process of developing a communications strategy to educate ESPs and the general public to increase awareness and use of 911. This initiative is intended to be launched in 2016.

As NL911 moves beyond the inaugural year of the province-wide emergency 911 telephone service, the focus is now on advancing the efficiency and effectiveness of the service for the province. With the assistance of the Provincial Government, as well as all partners and stakeholders, NL911 will continue to assist with saving lives and reducing property damage by having "911" as the primary emergency telephone number to be called throughout Newfoundland and Labrador.



Help. Anytime. Anywhere.

# APPENDIX I

## FINANCIAL STATEMENTS

Statement of responsibility .....	22
Independent auditor's report .....	23-24
Statement of financial position .....	25
Statements of operations and change in accumulated surplus .....	26
Statement of net financial assets .....	27
Statement of cash flows .....	28
Notes to the financial statements .....	29-32
Schedule of tangible capital assets .....	33
Schedule of expenses .....	34

## Statement of responsibility

The accompanying financial statements are the responsibility of the management of the NL 911 Bureau Inc. ("NL 911") and have been prepared in compliance with legislation, and in accordance with generally accepted accounting principles established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada.

In carrying out its responsibilities, management maintains appropriate systems of internal and administrative controls designed to provide reasonable assurance that transactions are executed in accordance with proper authorization, that assets are properly accounted for and safeguarded, and that financial information produced is relevant and reliable.

The Board of Directors met with management and its external auditors to review a draft of the financial statements and to discuss any significant financial reporting or internal control matters prior to their approval of the finalized financial statements.

Grant Thornton LLP, as the NL 911's appointed external auditors, have audited the financial statements. The auditors' report is addressed to the Directors of NL 911 and appears on the following page. Their opinion is based upon an examination conducted in accordance with Canadian generally accepted auditing standards, performing such tests and other procedures as they consider necessary to obtain reasonable assurance that the financial statements are free of material misstatement and present fairly the financial position and results of the NL 911 in accordance with Canadian public sector accounting standards.

 Acting Chair  Director

## Independent auditor's report

Grant Thornton LLP  
Suite 300  
15 International Place  
St. John's, NL  
A1A 0L4  
T +1 709 778 8800  
F +1 709 722 7892  
[www.GrantThornton.ca](http://www.GrantThornton.ca)

To the Directors of the

NL 911 Bureau Inc.

We have audited the accompanying financial statements of NL 911 Bureau Inc. ("NL 911"), which comprise the statements of financial position as at March 31, 2015 and March 31, 2016, and the statements of operations and change in net financial assets, net financial assets, and cash flows for the years then ended, and a summary of significant accounting policies and other explanatory information.

### **Management's responsibility for the financial statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to NL 911's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of the NL 911 Bureau Inc. as at March 31, 2015 and March 31, 2016, and the results of its operations, changes in net financial assets, and its cash flows for the years ended March 31, 2015 and March 31, 2016 in accordance with Canadian public sector accounting standards.



St. John's, Canada

July 20, 2016

Chartered Professional Accountants

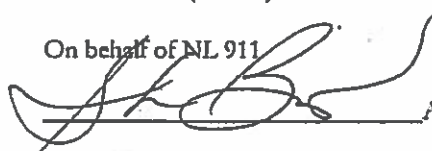


**NL 911 Bureau Inc.**  
**Statement of Financial Position**

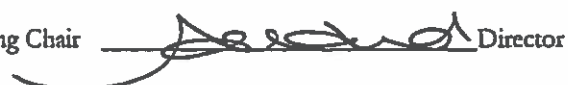
March 31	2016	2015
<b>Financial assets</b>		
Cash and cash equivalents	\$ 2,051,565	\$ 799,030
Receivables (Note 3)	<u>547,824</u>	<u>368,883</u>
	<u>2,599,389</u>	<u>1,167,913</u>
<b>Liabilities</b>		
Payables and accruals (Note 4)	763,523	304,400
Due to Fire and Emergency Services – Newfoundland and Labrador (Note 5)	<u>-</u>	<u>2,254,004</u>
	<u>763,523</u>	<u>2,558,404</u>
<b>Net financial assets (debt)</b>	<u>1,835,866</u>	<u>(1,390,491)</u>
<b>Non-financial assets</b>		
Tangible capital assets (Page 12)	161,689	185,762
Prepays	<u>33,872</u>	<u>-</u>
	<u>195,561</u>	<u>185,762</u>
<b>Accumulated surplus (deficit)</b>	<u>\$ 2,031,427</u>	<u>\$ (1,204,729)</u>

Commitment (Note 6)

On behalf of NL 911



Acting Chair



Director

See accompanying notes and schedules to the financial statements.

# NL 911 Bureau Inc.

## Statement of Operations and Change in Accumulated Surplus

Year ended March 31	Budget 2016	Actual 2016	(Note 9)
			Actual 2015
Revenue			
Fees	\$ 5,896,598	\$ 6,137,732	\$ 405,409
Billing and collection charges	(550,349)	(571,528)	(35,013)
Allowance for bad debts incurred by telecom providers (Note 7)	-	(52,416)	(3,700)
	<u>5,346,249</u>	<u>5,513,788</u>	<u>366,696</u>
Interest income	-	13,975	-
Other	<u>800,000</u>	<u>-</u>	<u>-</u>
	<u>6,146,249</u>	<u>5,527,763</u>	<u>366,696</u>
Expenses (Page 13)			
Public Safety Answering Point centres	1,760,000	1,498,012	172,407
Management, administration, and operations	2,489,051	793,595	55,507
Implementation costs	-	-	1,343,511
	<u>4,249,051</u>	<u>2,291,607</u>	<u>1,571,425</u>
Annual surplus (deficit)	<u>1,897,198</u>	<u>3,236,156</u>	<u>(1,204,729)</u>
Accumulated deficit, beginning of year	<u>(1,204,729)</u>	<u>(1,204,729)</u>	<u>-</u>
Accumulated surplus (deficit), end of year	<u>\$ 692,469</u>	<u>\$ 2,031,427</u>	<u>\$ (1,204,729)</u>

See accompanying notes and schedules to the financial statements.

## NL 911 Bureau Inc. Statement of Net Financial Assets

(Note 9)

Year ended March 31	Budget 2016	Actual 2016	Actual 2015
Annual surplus (deficit)	\$ 1,897,198	\$ 3,236,156	\$ (1,204,729)
Acquisition of tangible capital assets	-	(36,958)	(218,943)
Amortization of tangible capital assets	-	61,030	33,181
Increase in prepaids	-	(33,872)	-
Increase in net financial assets (debt)	1,897,198	3,226,356	(1,390,491)
Net debt, beginning of year	(1,390,491)	(1,390,491)	-
Net financial assets (debt), end of year	\$ 506,707	\$ 1,835,865	\$ (1,390,491)

See accompanying notes and schedules to the financial statements.

---

# NL 911 Bureau Inc.

## Statement of Cash Flows

(Note 9)

Year ended March 31

2016

2015

---

Increase (decrease) in cash and cash equivalents

### Operating

Annual surplus (deficit) \$ 3,236,156 \$ (1,204,729)

### Change in non-cash items

Amortization of capital assets 61,030 33,181

### Change in non-cash operating working capital

Receivables (178,941) (368,883)

Payables and accruals 459,124 304,400

Prepaids (33,872) -

Cash provided by (applied to) operating transactions 3,543,497 (1,236,031)

### Capital

Purchase of tangible capital assets (36,958) (218,943)

### Financing

(Repayment of) advances from Fire and Emergency  
Services - Newfoundland and Labrador (2,254,004) 2,254,004

Net increase in cash and cash equivalents 1,252,535 799,030

Cash and cash equivalents, beginning of year 799,030 -

Cash and cash equivalents, end of year \$ 2,051,565 \$ 799,030

---

See accompanying notes and schedules to the financial statements.

---

---

# NL 911 Bureau Inc.

## Notes to the Financial Statements

March 31, 2016

---

### 1. Nature of operations

The NL 911 Bureau Inc. (“NL 911”) is a not for profit corporation that was formally established in March 2015, and operates under the *Emergency 911 Act* and the Emergency 911 Fee Regulations. NL 911 is responsible for; developing, establishing and operating an emergency 911 telephone service that protects personal information and is efficient, cost-effective and responsive to changing technologies.

NL 911 is funded by a \$0.75 monthly fee which is applied to every landline and mobile telephone account within the province. This fee is collected by the individual telephone service providers, who retain \$0.07 administration for each fee they collect. The remaining \$0.68 is remitted to the NL 911 Fund on a monthly basis.

NL 911 is exempt from income tax under Section 149 of the Income Tax Act.

---

### 2. Summary of significant accounting policies

#### Basis of presentation

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles as recommended by the Public Sector Accounting Standards Board (PSAB) of the Chartered Professional Accountants of Canada and reflect the following significant accounting policies.

#### Use of estimates

In preparing NL 911’s financial statements in conformity with Canadian public sector accounting standards, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the financial statements and the reported amounts of revenues and expenses during the period. Items requiring the use of significant estimates include the useful life of capital assets, and rates of amortization.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from these estimates.

#### Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and balances with banks.

#### Capital expenditures

Expenditures of a capital nature made by the Public Safety Answering Points (PSAPs) and charged to NL 911 are expensed in NL 911 as the resultant assets are owned and operated by the PSAPs.

---

# NL 911 Bureau Inc.

## Notes to the Financial Statements

March 31, 2016

---

### 2. Summary of significant accounting policies (cont'd.)

#### Prepaid expenses

Prepaid expenses include software maintenance contracts and rent that NL 911 has paid but the services have not been provided as of year-end.

#### Tangible capital assets

Tangible capital assets are recorded at cost. Depreciation is provided annually at rates calculated to write off the assets over their estimated useful life as follows:

Office furniture and equipment	30%, declining balance
Computer equipment	55%, declining balance
Computer software	30%, declining balance

#### Impairment of long lived assets

Long-lived assets are reviewed for impairment upon the occurrence of events or changes in circumstances indicating that the value of the assets may not be recoverable, as measured by comparing their net book value to the estimated undiscounted cash flows generated by their use. The net write downs would be accounted for as expenses in the statement of operations.

#### Revenue recognition

Revenues from telecom providers are recognized in the period in which the transactions or events occurred that gave rise to the revenues. All revenues are recorded on an accrual basis, based on when remittances from the telecom providers are received or receivable and collection is likely. Interest income is recognized as earned.

#### Financial instruments

NL 911 considers any contract creating a financial asset, liability, or equity instrument as a financial instrument, except in certain limited circumstances. NL 911 accounts for the following as financial instruments:

- cash and cash equivalents;
- receivables;
- payables and accruals; and
- due to Fire and Emergency Services – Newfoundland and Labrador.

A financial asset or liability is recognized when NL 911 becomes party to contractual provisions of the instrument.

NL 911 initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instrument.

# NL 911 Bureau Inc.

## Notes to the Financial Statements

March 31, 2016

### 2. Summary of significant accounting policies (cont'd.)

NL 911 subsequently measures its financial assets and financial liabilities at cost or amortized cost.

Financial assets measured at fair value include cash and cash equivalents. Financial assets measured at cost include receivables.

Financial liabilities measured at cost include payables and accruals, and due to Fire and Emergency Services – Newfoundland and Labrador.

NL 911 removes financial liabilities, or a portion of, when the obligation is discharged, cancelled, or expires.

Financial assets measured at cost are tested for impairment when there are indicators of impairment. Previously recognized impairment losses are reversed to the extent of the improvement provided the asset is not carried at an amount, at the date of the reversal, greater than the amount that would have been the carrying amount had no impairment loss been recognized previously. The amounts of any write-downs or reversals are recognized in net annual surplus.

3. Receivables	<u>2016</u>	<u>2015</u>
Remittances due from telecom providers	\$ 541,818	\$ 366,696
Harmonized sales tax receivable	<u>6,006</u>	<u>2,187</u>
	<u>\$ 547,824</u>	<u>\$ 368,883</u>

4. Payables and accruals	<u>2016</u>	<u>2015</u>
Trade	\$ 37,737	\$ 47,734
PSAP's	711,205	256,666
Government remittances	<u>14,581</u>	<u>-</u>
	<u>\$ 763,523</u>	<u>\$ 304,400</u>

### 5. Due to Fire and Emergency Services – Newfoundland and Labrador

	<u>2016</u>	<u>2015</u>
Non-interest bearing, contribution agreement for reimbursement of implementation expenditures incurred during development, repaid during the year	\$ -	\$ 1,454,004
Non-interest bearing loan, repaid during the year.	<u>-</u>	<u>800,000</u>
	<u>\$ -</u>	<u>\$ 2,254,004</u>

---

# NL 911 Bureau Inc.

## Notes to the Financial Statements

March 31, 2016

---

### 6. Commitment

NL 911 is committed to annual lease payments for office space in each of the next four years as follows: 2017 - \$89,963; 2018 - \$89,963; 2019 - \$89,963; and 2020 - \$82,466.

---

### 7. Allowance for bad debts incurred by telecom providers

Prior to remitting fees to NL 911, each telecom provider may deduct from the gross fees an amount equal to the rate of bad debts experienced by the telecom providers.

---

### 8. Financial instruments

NL 911's financial instruments consist of cash and cash equivalents, receivables, payables and accruals, and due to Fire and Emergency Services – Newfoundland and Labrador.

#### Risks and concentrations

NL 911 is exposed to various risks through its financial instruments. The following analysis provides a measure of NL 911's risk exposure and concentrations at March 31, 2016.

#### *Liquidity risk*

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. NL 911 is exposed to this risk mainly in respect of its payables and accruals and long term debt in the amount of \$763,523 (2015 - \$2,558,404). NL 911 reduces its exposure to liquidity risk by monitoring its cash flows and ensuring that it has sufficient cash available to meet its obligations and liabilities. In the opinion of management, the liquidity risk exposure to NL 911 is low and not material.

#### *Credit risk*

Credit risk is the risk of loss associated with counterparty's inability to fulfill its payment obligations. NL 911's credit risk is attributable to receivables in the amount of \$541,818 (2015 - \$366,696). As the telecom providers are required to remit fee to NL 911 under the *Emergency 911 Act*, management believes that the credit risk concentration with respect to financial instruments included in receivables is remote.

---

### 9. Comparative figures

The comparative figures are for the two month ended March 31, 2015. The *Emergency 911 Act* was officially proclaimed on February 1, 2015, and the Emergency 911 Fee Regulations came into effect March 1, 2015.



NL 911 Bureau Inc.  
 Schedule of Tangible Capital Assets  
 Year Ended March 31, 2016

	Office furniture and equipment	Computer equipment	Computer software	2016	2015
<b>Cost</b>					
Cost, beginning of year	\$ 6,769	\$ 5,423	\$ 206,751	\$ 218,943	\$ -
Additions during the year	<u>22,844</u>	<u>4,213</u>	<u>9,900</u>	<u>36,957</u>	<u>218,943</u>
Cost, end of year	<u>\$ 29,613</u>	<u>\$ 9,636</u>	<u>\$ 216,651</u>	<u>\$ 255,900</u>	<u>\$ 218,943</u>
<b>Accumulated Amortization</b>					
Accumulated amortization, beginning of year	\$ 677	\$ 1,491	\$ 31,013	\$ 33,181	\$ -
Amortization	3,503	3,321	54,206	61,030	33,181
Accumulated amortization end of year	<u>4,180</u>	<u>4,812</u>	<u>85,219</u>	<u>94,211</u>	<u>33,181</u>
Net book value of tangible capital assets	<u>\$ 25,433</u>	<u>\$ 4,824</u>	<u>\$ 131,432</u>	<u>\$ 161,689</u>	<u>\$ 185,762</u>

# NL 911 Bureau Inc.

## Schedule of Expenses

Year ended March 31	2016	2015
<b>Public Safety Answering Point centres</b>		
St. John's	\$ 871,344	\$ 67,963
Corner Brook	<u>626,668</u>	<u>104,444</u>
	<b>\$ 1,498,012</b>	<b>\$ 172,407</b>
<b>Management, administration, and operations</b>		
Advertising and public relations	\$ 161,515	\$ -
Amortization	61,030	33,181
Board meetings	4,530	1,875
Communications	16,483	4,003
Computer expense	3,057	-
Conferences and training	1,423	-
Consulting - IT	16,000	-
Interest and bank charges	170	-
Meetings	619	49
Memberships	1,256	-
Miscellaneous	562	-
Office space rental	89,793	7,670
Office supplies and printing	13,483	67
Professional fees	20,364	-
Salaries and benefits	379,225	5,096
Travel	<u>24,085</u>	<u>3,566</u>
	<b>\$ 793,595</b>	<b>\$ 55,507</b>
<b>Implementation costs</b>		
Salaries	\$ -	\$ 491,074
Employee benefits	-	22,142
Transportation and communication	-	36,240
Supplies	-	19,432
Professional services	-	45,136
Purchased services	-	26,717
Corner Brook PSAP capital costs	<u>-</u>	<u>702,770</u>
	<b>\$ -</b>	<b>\$ 1,343,511</b>
<b>Total expenses</b>	<b>\$ 2,291,607</b>	<b>\$ 1,571,425</b>





Help. Anytime. Anywhere.

---

**NL911.ca**

T 709-758-0051 | TF 1-844-659-1122

F 709-758-0192 | [E info@nl911.ca](mailto:info@nl911.ca)