



Help. Anytime. Anywhere.

2017–2020
Business Plan



TABLE OF CONTENTS

Message from the NL911 Board Chair 3

Overview 4

Mandate 5

Line of Business 5

Values 6

Primary Clients 7

Vision 7

Issues 8

Appendix 13

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 Business Plan for the period of April 1, 2017 to March 31, 2020. As a category 2 government entity, NL911 has prepared this plan in accordance with the *Transparency and Accountability Act*. In developing this plan, the board considered the strategic directions of government.

The emergency 911 telephone service is an integral component of the emergency response system in Newfoundland and Labrador. NL911 operates the emergency 911 telephone service in an effective and efficient manner by creating processes, policies, and protocols to ensure a consistent administration and operation of the province-wide service. NL911 has worked hard to establish relationships with key stakeholders who have assisted in efforts to strive for best practice in current service, as well as develop plans for a more advanced Enhanced 911 (E911) service.

Over the next three years, NL911 will strive to strengthen Newfoundland and Labrador's 911 service, assisting with saving lives and reducing property damage.

As the acting Chair of the NL911 Board of Directors, my signature below is indicative of the Board's overall accountability for the results reported within the NL911 2017–2020 Business Plan.



Sherry Butt
Chair (acting)
NL911 Board of Directors

OVERVIEW

NL911 Bureau Inc. (NL911) is a not-for-profit corporation formally established in March 2015 and operates under the Emergency 911 Act (Act) and the Emergency 911 Fee Regulations (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 NL911 office is located at 57 Old Pennywell Road, St. John’s. As of April 1, 2017, NL911 has a complement of five staff members; four females and one male, 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 (PSAPs); one located in St. John’s and the other in Corner Brook.

NL911 reports to a Board of Directors (Board), which is appointed by the Lieutenant-Governor in Council. The Board is responsible and accountable for NL911 business affairs and reports to the Minister of Municipal Affairs and Environment. A list of Board members is presented in Appendix B. As per the Act, the NL911 Board of Directors consist of a maximum of nine members, 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.

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 that the NL911 Fund is to be used to develop, establish, operate, and improve the province-wide emergency 911 telephone service. The \$0.75 fee facilitates the operation of the service, as well as the development and implementation of enhancements to the service.

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.

LINE OF BUSINESS

The operation and administration of 911 service is NL911's only line of business. 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.

The day-to-day operations of NL911 involve coordination with ESPs and municipalities to ensure the data related to emergency response

in Newfoundland and Labrador is kept up to date. 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 to provide PSAP services fulfilling the call taking and transfer operations of the 911 service. SOPPs and training, both maintained and delivered by NL911, ensure a consistent delivery of service that meets existing service standards.

The PSAPs in Corner Brook and St. John's are responsible for answering 911 calls within their boundary of responsibility. The 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.

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.

VALUES

NL911 operates the province-wide emergency 911 telephone service with a focus on efficiency and effectiveness. NL911 strives for best practice in providing the public with a reliable and cost-effective emergency 911 service. In fulfilling this responsibility, NL911 has created an organizational culture founded on the core values presented below. These values guide NL911 as it delivers its core line of business.

CORE VALUE	VALUE STATEMENT
Reliable	NL911 provides an easy, recognizable, three digit emergency response service that is available anytime, anywhere telephone service is available across Newfoundland and Labrador.
Essential	NL911 provides a fully-functioning and responsive emergency 911 telephone service that all Newfoundlanders and Labradoreans can rely on for all their emergency needs.
Local	NL911 is community minded, with knowledge, resources and connections available to coordinate fast and reliable local emergency service.
Forward Thinking	NL911 is strategic and proactive, always exploring more efficient, reliable and user-oriented approaches of connecting the public with emergency services.

PRIMARY CLIENTS

NL911 has defined its primary clients as anyone served by or using 911 services. These primary clients include anyone in Newfoundland and Labrador experiencing an emergency situation that poses a threat to health, safety, or property.

Partners of NL911 include stakeholders in the emergency response field (police, fire, and ambulance), municipalities, PSAPs, telecommunication service providers, the Newfoundland and Labrador Association Fire Services (NLAFS), and provincial government departments, including Municipal Affairs and Environment and Health and Community Services.

These partnerships assist NL911 in fulfilling the corporation's mandate of providing an efficient and effective emergency 911 telephone service throughout Newfoundland and Labrador.

VISION

The vision of NL911 is to improve public safety by providing and developing 911 services that will enhance the emergency response system for Newfoundland and Labrador.

**NL911 HAS DEFINED ITS
PRIMARY CLIENTS AS
ANYONE SERVED BY OR
USING 911 SERVICES**



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ISSUES

ISSUES

As NL911 continues to provide the emergency 911 telephone service to the public and progress towards enhancing the service, the following strategic issues have been identified for this business plan cycle.

ISSUE ONE: IMPROVED SERVICE DELIVERY

NL911 has an objective to ensure the emergency 911 telephone service is flexible and responsive to changing technologies. NL911 currently provides a Basic 911 service throughout Newfoundland and Labrador, which does not automatically provide the 911 Call Taker with any number or location information. Enhancing the basic service will improve service delivery through efficiencies, such as faster call processing times and a reduction in call traces.

Initial research related to existing 911 service technology has been completed. This research has resulted in identifying an enhanced system for 911 service called Enhanced 911 (E911). E911 provides the number and location information of the caller automatically to the 911 Call Taker. The data lines installed through this service also provides a capability to offer a type of text to 911 service for those registered as hard of hearing.

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 call taking services provide the ability for PSAPs to send the caller's name, number, and location information to other E911 compatible dispatch systems used by ESPs. This data can assist ESPs with dispatching efficiency.

The general requirements, potential costs, and estimated time lines for upgrading to an E911 service have been identified in a NL911 E911 Project Plan. E911 will require additional infrastructure, Geographical Information System (GIS) upgrades, telecommunication provider data, and civic addressing needs before the service can become operational in Newfoundland and Labrador.

NL911 is prepared to deliver an E911 service within the identified fiscal envelope. Implementing an E911 service supports the Provincial Government's strategic direction of enhanced service delivery for Newfoundlanders and Labradoreans.

GOAL

By March 31, 2020, NL911 will have improved the efficiency and effectiveness of 911 service delivery.

INDICATORS

- NL911 adopted new technologies to improve service delivery.
- A smaller proportion of 911 calls require a call trace to determine the location of the emergency.

FIRST YEAR OBJECTIVE

By March 31, 2018, NL911 will have begun implementation of an improved service delivery model.

INDICATORS

- Appropriate infrastructure and technology requirements to support an Enhanced 911 system are identified and a project plan for installation is launched.
- A plan for necessary civic addressing data capture, management, and maintenance to support E911 is developed.

SECOND YEAR OBJECTIVE

By March 31, 2019, NL911 will have continued to implement an improved service delivery model.

THIRD YEAR OBJECTIVE

By March 31, 2020, NL911 will have implemented an improved service delivery model.

ISSUE TWO: PUBLIC EDUCATION AND AWARENESS

Public education and awareness is integral to the success of the emergency 911 telephone service. NL911 needs to ensure that the public completely understand the availability of the emergency 911 telephone service and how it supports the emergency response system.

Statistical analysis of 911 call data has shown the highest volume of calls to NL911 were determined as non-emergency calls. Non-emergency calls are identified as any call that is not transferred to an ESP for response. These calls include, but are not limited to; hang up calls, accidental calls (i.e. pocket dials), or calls for general information (i.e. caller meant to call the Information Line 411 or Health Line 811).

In an effort to reduce the number of non-emergency calls made to 911 and increase public knowledge of how to use the emergency 911 telephone service appropriately, NL911 will be increasing public education efforts to reach a broader audience through a variety of communication channels and mediums.

Current public education initiatives include the following:

- NL911 will increase participation in, and presentations at, stakeholder meetings, conferences, and tradeshow across the province. This will allow the opportunity for NL911 to meet with the public in person to educate and receive feedback on the service.
- NL911 will promote public education of the 911 service through a media campaign including advertisements in radio, TV, print, and online promotional material.
- The NL911 website will provide a variety of information on the 911 service in addition to presentations, reports, and statistics.
- NL911 will distribute a range of promotional items across the province through our partnerships including the Newfoundland and Labrador Association of Fire Services (NLAFFS) Learn Not to Burn Program, the Newfoundland & Labrador Community Ambulance Operators Association, and the Newfoundland & Labrador Private Ambulance Operators Association.
- NL911 will continue attendance at public facing events such as conferences, trade shows, and stakeholder annual general meetings.
- NL911 will be strategic and responsive to changing education and awareness needs and priorities.

GOAL

By March 31, 2020, NL911's public education and awareness campaign will have improved the appropriate use of the 911 service.

INDICATORS

- A decrease in the number of non-emergency calls to 911 will be observed.
- NL911 continued attendance at public facing events such as conferences, trade shows, and stakeholder annual general meetings.
- NL911 will be strategic and responsive to changing education and awareness needs and priorities.

FIRST YEAR OBJECTIVE

By March 31, 2018, NL911 will have initiated public education and awareness activities to improve the appropriate use of the 911 service.

INDICATORS

- The proportion of non-emergency calls made to 911 has decreased.
- Statistical reports on 911 call data are published and made publically available on the NL911 website.

- A report analyzing the results of a stakeholder engagement survey is completed and next steps for education and awareness will be determined.
- The number of public facing events attended by or presented at by NL911 has increased.
- The number of emergency vehicle apparatus displaying an emergency 911 decal has increased throughout the province.
- A campaign in television, radio, and digital media will occur from May to October 2017.

SECOND YEAR OBJECTIVE

By March 31, 2019, NL911 will have reassessed and adjusted public education and awareness needs based on results observed after the previous year.

THIRD YEAR OBJECTIVE

By March 31, 2020, NL911 will have observed a further decrease in the proportion of non-emergency calls to 911.



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APPENDIX

APPENDIX A

STRATEGIC DIRECTION

NL911 Bureau Inc. is responsible for developing establishing and operating an emergency 911 telephone service for use throughout Newfoundland and Labrador. This assists the strategic directions of the Department of Municipal Affairs and Environment, specifically by supporting Safe and Sustainable Municipalities, Communities, and Regions.

APPENDIX B

BOARD OF DIRECTORS

NL911 Bureau Inc. is a not-for-profit corporation that operates arms length from government with an independent Board of Directors appointed by the Lieutenant-Governor in Council. The Board is presently comprised of nine members.

BOARD MEMBER	POSITION	SERVICE EXPIRY
Sherry Butt	Vice-Chair Person (Acting Chair)	January 22, 2019
Marlene Coffery	Member	January 22, 2019
Sherry Colford	Member/St. John's Public Safety Answering Point	January 22, 2018
Todd Flynn	Member/Corner Brook Public Safety Answering Point	June 27, 2020
Keith Keating	Member	January 22, 2019
Richard Murphy	Member	January 22, 2018
Karen Olford	Member/Municipalities Newfoundland and Labrador	June 27, 2020
Kerry Power	Member/NL911 Executive Director	Not Applicable
Vacant	Chair	Not Applicable

Remuneration of Board Members has been set in accordance with NL911's designation as a Level 1 Board. Remuneration rates are as follows, plus travel expenses.

REMUNERATION	CHAIR	OTHER MEMBERS
Normal Working Day	\$190	\$145
Half Working Day	\$95	\$70



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