



Help. Anytime. Anywhere.

**NL911**  
**2020-2023 Business Plan**



## Table of Contents

Message from the NL911 Board Chair .....	3
Overview .....	4
Mandate.....	5
Budget .....	5
Line of Business.....	5
Values.....	6
Primary Clients.....	7
Vision .....	7
Strategic Issues.....	8
Strategic Issue One: Improved Service Delivery .....	8
Goal.....	9
Goal Indicators .....	9
Objective 2020-2021 .....	10
Indicators.....	10
Objective 2021-2022.....	10
Objective 2022-2023 .....	10
Strategic Issue Two: Public Education and Awareness .....	10
Goal.....	11
Goal Indicators .....	11
Objective 2020-2021 .....	11
Indicators.....	11
Objective 2021-2022.....	11
Objective 2022-2023 .....	12
Appendix A: Board of Directors .....	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, 2020 to March 31, 2023. As a category 2 government entity, NL911 has prepared this plan in accordance with the **Transparency and Accountability Act**.

NL911 is responsible for the operation and administration of the province-wide emergency 911 telephone service that is an integral component of the emergency response system in Newfoundland and Labrador. NL911 strives to operate the emergency 911 telephone service in an effective and efficient manner by developing and implementing processes, policies and protocols to ensure a consistent administration and operation of the province-wide service. NL911 has built relationships with key stakeholders across the province who have assisted in efforts to strive for best practice in current service, as well as develop plans for future enhancements.

Over the next three years, NL911 will continue to focus on education and increasing public awareness of the province-wide emergency 911 telephone service, as well as exploring enhancement opportunities for a more efficient and effective service.

As the Chair of the NL911 Board of Directors, my signature below is indicative of my accountability for the preparation of the plan and for the issues and objectives identified within the NL911 2020-2023 Business Plan.

A handwritten signature in blue ink that reads 'Donald C. Peckham'.

Donald Peckham  
Chair  
NL911 Board of Directors

## Overview

NL911 Bureau Inc. (NL911), a not-for-profit corporation, was formally established in March 2015, and operates under the **Emergency 911 Act**, and the **Emergency 911 Fee Regulations**. Through the **Emergency 911 Act**, NL911 is responsible for establishing the “911” number 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, 2020, NL911 has a complement of six staff members; four 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 (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 Justice and Public Safety. A list of board members is presented in Appendix A. As per the **Emergency 911 Act**, the NL911 Board of Directors consists 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 NL 911 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 **Emergency 911 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 **Emergency 911 Act**, NL911 is mandated to establish, implement and operate a province-wide emergency 911 telephone service. The **Emergency 911 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.

## Budget

NL911's budget for 2020-21 is \$3,046,535. Expenditures associated with this budget include funding specifically related to facilitation of the 911 service, public education and awareness, the operation and administration of the NL911 Corporation, as well as the development and implementation of future enhancements to the service. NL911 provides audited financial statements in each annual report. Please refer for a breakdown of revenues and expenditures.

## Line of Business

The operation and administration of the province-wide emergency 911 telephone service is NL911's only line of business. NL911 develops, operates, enhances, manages and administers the emergency 911 telephone service for Newfoundland and Labrador in accordance with the **Emergency 911 Act** and **Emergency 911 Fee 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 within the 911 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). Day-to-day operations also include monitoring and enhancing NL911 infrastructure, identifying future technology needs, creating communication material and messaging, and

completing Geographical Information System (GIS) datasets as NL911 works towards enhancements to the 911 service.

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.

NL911 currently operates a Basic 911 service that directs the caller to a PSAP responsible for answering calls based on a call handling boundary. The call handling boundary was determined based on maintaining an equal volume of calls and utilization of both PSAPs. 911 service does not automatically provide the 911 Call Taker with any name, number or location information. This information must be obtained directly from the caller. If the caller is unable to communicate, then the 911 Call Taker must attempt to obtain the required information directly from the telecommunications provider via a call trace request.

## 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 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 life, health, safety or property.

Partners of NL911 include stakeholders in the emergency response field (ie. police, fire, and ambulance), municipalities, PSAPs, telecommunication service providers, the Newfoundland and Labrador Fire Services Association (NLAFS), Municipalities Newfoundland and Labrador (MNL), and Provincial Government departments including Justice and Public Safety (JPS), Environment, Climate Change and Municipalities (ECCM) and Health and Community Services (HCS). NL911 has also engaged other community organizations focused on the interests of the public and their awareness of how the province-wide emergency 911 telephone service operates.

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

## 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.

## Strategic 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.

### Strategic 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 telephone number or location information of the caller. Research and implementation of technology and procedures that enhance the overall 911 telephone service delivery remains a focus for NL911. Enhancing the basic service will improve service delivery through efficiencies such as faster call processing times and a reduction in call traces.

The Canadian Radio-Television and Telecommunications Commission (CRTC) is requiring all telecommunication service providers to provide a Next Generation 911 (NG911) capability to PSAPs by June 2020. A NG911 service will automatically provide the 911 Call Taker with the telephone number and location of a caller (home address or x/y coordinates). This will allow 911 Call Takers to more effectively handle 911 calls by not having to rely on the caller for this critical information. The NG911 service also provides an ability for a 911 PSAP to transfer important caller data to another NG911 capable dispatching agency when transferring the caller. Other enhancements to the NG911 service are expected to follow in the future, including the delivery of texts, photos and video from the public to the PSAP.

A NG911 service will provide the following efficiencies to the emergency response system:

- The 911 Call Taker will not have to rely on the caller to determine the phone number and location of the caller. NG911 automatically displays the phone number and civic address location for land lines and longitude/latitude coordinates for cellular phones.
- Dropped calls or no voice calls will 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.



- NG911 call taking services enable PSAPs to transfer the caller's data including their number and location information to other NG911 compatible dispatch systems used by ESPs. This data can assist ESPs with dispatching efficiency.

Discussions related to the development and implementation of a NG911 service are still ongoing between telecommunication providers and 911 agencies across Canada. NL911 is actively participating in these discussions. A NG911 service requires additional technical infrastructure, GIS upgrades, telecommunication provider data and civic addressing data before the service can become operational in Newfoundland and Labrador. NL911 has planned for future costs associated to the implementation of NG911. NG911 is not yet operational in Canada and services have not yet been implemented in any Canadian 911 PSAP. It is anticipated that CRTC may adjust the required timelines for developing and implementing NG911 solutions in Canada. NL911, alongside other 911 authorities, are actively engaged in the NG911 service development with CRTC.

As work continues towards the NG911 service enhancement, NL911 will continue to focus on researching and identifying other potential technical enhancements that could assist with creating better efficiencies for operating the province-wide 911 service. In addition, NL911 is continuously researching and updating policies and procedures that will improve delivery of the 911 service, ensuring that best practices are in place related to 911 protocol. NL911 continues to work with partners to determine best practice and enhancements to 911 service delivery in Newfoundland and Labrador.

## Goal

By March 31, 2023, NL911 will have improved the efficiency and effectiveness of 911 service delivery.

### Goal Indicators

- NL911 implemented suitable technologies that provide improved service delivery.
- A smaller proportion of 911 calls require a call trace to determine the location of the emergency.

### **Objective 2020-2021**

By March 31, 2021, NL911 will have advanced enhancements for service delivery.

#### **Indicators**

- Civic addressing data is compiled for an increased number of municipalities and local service districts in the creation of a NG911 database.
- Enhancements for more efficient 911 service delivery are researched and select solutions are implemented.

### **Objective 2021-2022**

By March 31, 2022, NL911 will continue to implement an improved service delivery model.

### **Objective 2022-2023**

By March 31, 2023, NL911 will continue to implement an improved service delivery model.

## **Strategic Issue Two: Public Education and Awareness**

Public education and awareness is essential to the success of the province-wide emergency 911 telephone service. NL911 will continue to work towards increased public awareness regarding the availability and appropriate use of the emergency 911 telephone service and how it supports the emergency response system throughout the province. It is important that Newfoundlanders and Labradorians understand the benefits of the 911 emergency telephone service and how it connects them to multiple emergency responders, if needed.

NL911 PSAPs continue to receive non-emergency related 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.

NL911 has a focus to reduce the volume of non-emergency calls through increased public education and awareness initiatives including; engagement with partners to share 911 messaging, utilizing social media platforms and participating in events that encourage opportunities to share information and receive feedback.

## Goal

By March 31, 2023, NL911's public education and awareness efforts will have improved the appropriate use of the 911 service.

### Goal Indicators

- A decrease in the percentage of non-emergency calls to 911.
- Continuous assessment of education needs and implementation of new initiatives to meet areas identified for improvement.

## Objective 2020-2021

By March 31, 2021, NL911 will have initiated public education and an awareness framework to improve the appropriate use of the 911 service.

### Indicators

- A decrease in the percentage of non-emergency calls made to 911.
- Regularly scheduled social media posts focused on the appropriate use of 911 and how the emergency 911 telephone service operates.
- An increase in the number of followers of the NL911 Facebook page.
- An increase in the number of emergency vehicle apparatus displaying the 911 Emergency decal throughout the province.
- Partnerships utilized to assist with the 911 service messaging.

## Objective 2021-2022

By March 31, 2022, NL911 will have reassessed and adjusted public education and awareness needs based on results observed after the previous year.



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### Objective 2022-2023

By March 31, 2023, NL911 will have observed a further decrease in the proportion of non-emergency calls to 911.

## Appendix A: 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
Donald Peckham	Chair	September 27, 2022
Vince Mackenzie	Vice Chair	April 10, 2023
Robert Fowler	Member/St. John's Public Safety Answering Point	April 10, 2023
Todd Flynn	Member/Corner Brook Public Safety Answering Point	June 26, 2024
Randy Letto	Member/ Labrador	April 10, 2023
George Andrews	Member/ Labrador	November 6, 2023
Mark Brown	Member	April 10, 2023
Sheila Fitzgerald	Member/Municipalities Newfoundland and Labrador	March 4, 2024
Kerry Power	Member/NL911 Executive Director	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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