



Help. Anytime. Anywhere.

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Annual Report  
2018–2019



Help. Anytime. Anywhere.

# TABLE OF CONTENTS

Message from the NL911 Board Chair .....	4
Overview .....	5
Governance .....	5
Operations and Finance .....	6
Highlights and Partnerships.....	7
Report on Performance .....	10
Opportunities and Challenges .....	16

Appendix I – Financial Statements

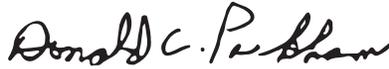
# MESSAGE FROM THE NL911 BOARD CHAIR

On behalf of the Board of Directors of the NL911 Bureau Inc. (NL911), I am pleased to present the NL911 Annual Report for the 2018–19 fiscal year in accordance with the **Emergency 911 Act** and the **Transparency and Accountability Act**. This report outlines NL911’s achievements from April 1, 2018 to March 31, 2019, in operating the province-wide emergency 911 telephone service.

NL911 continues to work hard to meet the goals and objectives of developing and operating an efficient and effective province-wide 911 emergency telephone service. With continued focus on improving service delivery and education and awareness, NL911 promotes 911 as the primary emergency number to call in Newfoundland and Labrador.

NL911 values the coordinated efforts with partners that contributed to the success of the goals set for 2018–19, striving to ensure residents and those visiting Newfoundland and Labrador are provided with the best possible emergency 911 telephone service available. NL911 is looking forward to continuing these partnerships into another successful year.

As the 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 2018-19 Annual Report.



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 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 **Emergency 911 Fee 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, 2019, NL911 had 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 has been contracted to two Public Safety Answering Points (PSAPs); one located in St. John’s and the other in Corner Brook.

For more information on NL911, please visit: [www.nl911.ca](http://www.nl911.ca).

# GOVERNANCE

As per the **Emergency 911 Act**, the NL911 Board of Directors (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 NL911 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, 2019, the Board consisted of the members listed below.

The appointment of the expired positions on the Board are pending the process established by the **Emergency 911 Act** and the **Independent Appointments Commission Act**.

## NL911 BOARD OF DIRECTORS

Position	Board Member	Location	Service Expiry
Chair	Donald Peckham	St. John’s	September 27, 2022
Vice-Chair (Expired)	Sherry Butt	Labrador City	January 22, 2019
Member (Expired)	Marlene Coffey	Flower’s Cove	January 22, 2019
Member/St. John’s PSAP (Expired)	Sherry Colford	St. John’s	January 22, 2018
Member/Corner Brook PSAP	Todd Flynn	Corner Brook	June 27, 2020
Member (Expired)	Keith Keating	Marystown	January 22, 2019
Member (Expired)	Richard Murphy	Conception Bay South	January 22, 2018
Member/MNL	Tony Keats	Dover	June 27, 2022
Member/NL911 Executive Director	Kerry Power	Conception Bay South	Not Applicable

## 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 to facilitate the operation of the emergency 911 telephone service, as well as the development and implementation of any enhancements to that service. This fee is collected by individual telecommunication service providers, who retain \$0.07 administration cost for each fee they collect. The remaining \$0.68 is remitted to the NL911 Fund on a monthly basis.

Telecommunications service providers may also deduct from the amount owing to NL911 an amount equal to the 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.

Section 24.4 (a) of the **Emergency 911 Act** outlines how the NL911 Fund is used to develop, establish, operate, and improve the province-wide emergency 911 telephone service. 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 \$2,671,980 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 \$5,708,285.

For detailed financial information for the fiscal year ended March 31, 2019 please see Appendix I – Financial Statements.

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**THE EMERGENCY 911 FEE REGULATIONS ESTABLISHED A \$0.75 MONTHLY FEE TO BE APPLIED TO EVERY LANDLINE AND MOBILE TELEPHONE ACCOUNT IN THE PROVINCE TO FACILITATE THE OPERATION OF THE EMERGENCY 911 TELEPHONE SERVICE.**

# HIGHLIGHTS AND PARTNERSHIPS

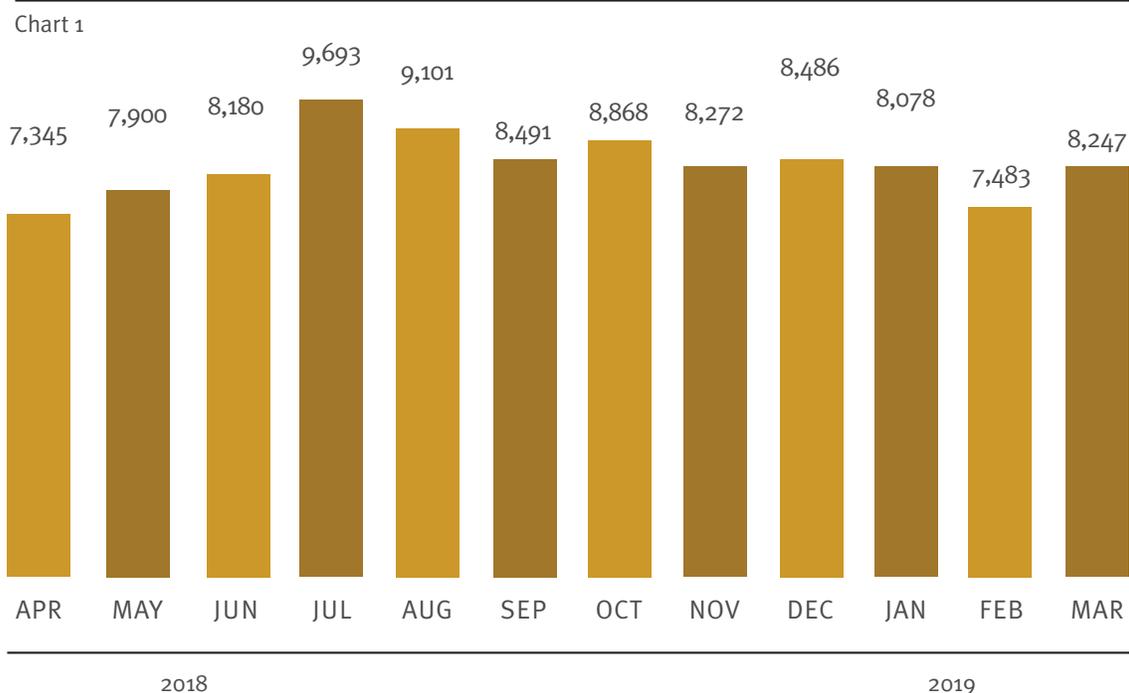
During the 2018–19 reporting period, NL911 continued to meet operational, developmental, and public engagement goals with the assistance of stakeholders with municipalities, Emergency Service Providers, PSAPs, telecommunications service providers, Provincial Government departments, as well as local organizations. These partnerships continue to assist NL911 in fulfilling the corporation’s mandate of providing an efficient and effective emergency 911 telephone service and support the strategic directions of the Department of Municipal Affairs and Environment, specifically by supporting Safe and Sustainable Municipalities, Communities, and Regions.

**DURING THE 2018-19 REPORTING PERIOD, NL911 CONTINUED TO MEET OPERATIONAL, DEVELOPMENTAL AND PUBLIC ENGAGEMENT GOALS.**

## NL911 SERVICE STATISTICS

NL911 has identified the following relevant statistics in relation to the usage of the emergency 911 telephone service provided in the province from April 2018 to March 2019. During this reporting period, NL911 PSAPs handled 100,144 calls (Chart 1). An increase in call volume (2.6 per cent) was identified from the last reporting period.

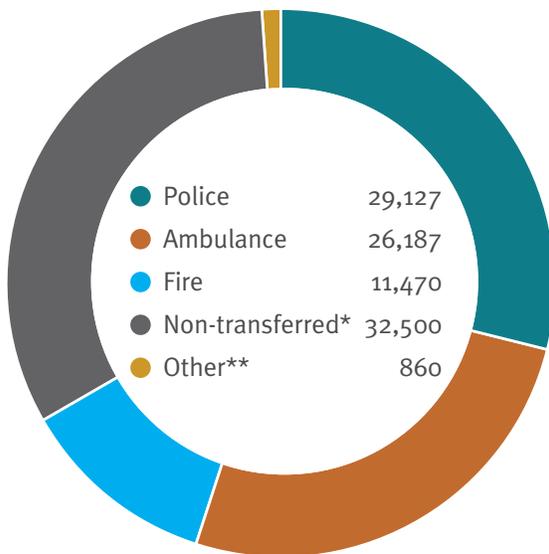
Total 911 Calls per Month April 2018–March 2019



The following distribution of 911 calls received (Chart 2) are identified by the Emergency Service Provider they are transferred to (i.e. police, fire, ambulance, other), as well as those calls that were not transferred to any Emergency Service Provider for response (non-transferred).

### TOTAL 911 calls by agency of priority APRIL 2018 to MARCH 2019

Chart 2



\* Non-transferred: Calls that were not transferred to an agency for response.

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

Due to the nature of 911 calls, it is expected that volumes will fluctuate. Compared to the last reporting period, NL911 identified the following increases in calls for emergency service: police (5 per cent), ambulance (12 per cent), fire response (14 per cent), and calls to other agencies (200 per cent). There was a decrease in the volume of non-transferred calls (10 per cent).

During this reporting period, NL911 handled 32,500 non-transferred calls, accounting for 32 per cent of the total volume of 911 calls received. Non-transferred calls are 911 calls that are not transferred to an Emergency Service Provider for response. The types of calls that are captured under this category include, but are not limited to, accidental calls, hang ups, requests for information, child playing with phone, etc. This category also captures emergency calls not transferred to an Emergency Service Provider such as calls from emergency responders looking for information related to reported emergencies as well as multiple calls on the same incident where no additional information is provided and the Emergency Service Providers are already responding. Although we saw a decrease in the non-transferred call volume, this category remains NL911's largest type of call received.

NL911 continues to review 911 call data reports to identify public education and awareness initiatives and ways to support the efficiency of the emergency response system as a whole.

## 911 AWARENESS AND UNDERSTANDING

NL911 conducts ongoing engagement initiatives with the public and stakeholders in order to identify education opportunities and maintain and enhance partnerships. During this reporting period, NL911 conducted two surveys to gauge awareness and understanding of the province-wide 911 service. The first survey conducted in August 2018 was performed by Corporate Research Associates who interviewed 400 adults, 18 years of age, representing all regions of the province. Results from this survey indicate that

the vast majority of residents surveyed (91 per cent) are aware that 911 is available province-wide, and have trust and confidence in the service (average rating of 8 on a scale of 1 to 10, where 1 is no trust and confidence and 10 is complete trust and confidence). The survey also identified that 64 per cent of those surveyed are aware that 911 Call Takers transfer 911 callers to an emergency response agent, and only 39 per cent are aware that NL911 is not responsible for dispatch and response times. These results underscore a need for further education on the responsibilities of NL911 in the province.

NL911 conducted a second survey to obtain feedback from fire departments and municipalities to better determine how the 911 service was understood by these partners across the province. This survey was launched on August 3, 2018 via the Newfoundland and Labrador Association of Fire Services Facebook page. On November 16, 2018 the same survey was distributed via e-mail to gather a larger sample size of respondents. Analysis of the 73 responses received determined that, like the general public survey, there was a general misunderstanding of 911 service operations and NL911 responsibilities. NL911 will continue to target education directly to fire departments and municipalities to enhance understanding of NL911 operations.

## PARTNERSHIPS

NL911's day-to-day operations could not be achieved without the participation and cooperation of partners. NL911 maintains partnerships with municipalities, Emergency Service Providers, PSAPs, telecommunications service providers, and Provincial Government departments as well as local organizations, in

order to develop, establish and operate the 911 emergency telephone service.

Within this reporting period, the following opportunities were provided by NL911 partners and were integral to the continued support for NL911 education and awareness initiatives:

- The Newfoundland and Labrador Association of Fire Services provided NL911 with speaking and advertisement opportunities to their members, allowing them the opportunity to provide feedback on the 911 service.
- The Learn Not to Burn Program Coordinator directly promoted the benefits of the emergency 911 telephone service to students and schools visited across Newfoundland and Labrador.
- Municipalities Newfoundland and Labrador and the Professional Municipal Administrators provided NL911 with speaking opportunities and attendance at trade shows allowing municipal representatives an opportunity to provide direct feedback on the 911 service.
- Community and Private Ambulance Operators Associations provided NL911 with speaking opportunities and attendance at trade shows, allowing ambulance operators an opportunity to provide direct feedback on the 911 service.
- The Autism Society provided 911 education and promotional items to emergency service personnel to distribute to families affected by autism in communities across the province.
- The Adventure Smart program distributed 911 education and promotional items to children attending their program to teach the importance of how and when to call 911 for emergency help.

- The Newfoundland and Labrador Association of the Deaf, Canadian Hard of Hearing Association, Coalition of Persons with Disabilities and the Department of Children, Seniors and Social Development, assisted NL911 with providing guidance for the implementation of the Text with 911 (T911) service for Newfoundland and Labrador and the subsequent education and awareness promotion of the service once it was launched.
- The Department of Municipal Affairs and Environment provided support, guidance, and assistance to NL911 and also worked closely with other Provincial Government departments and agencies, including Newfoundland and Labrador Statistics Agency and Health and Community Services, to assist with planning for future enhancements to the service.

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

## REPORT ON PERFORMANCE

During the second year of the 2017–20 Business Plan, NL911 focused on improved service delivery, as well as public education and awareness. The following is a report on the goals and objectives NL911 accomplished during this reporting period.

### 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 the caller’s telephone number or location information. Technology that exists for enhancements from a Basic 911 service include Enhanced 911 (E911) and Next Generation (NG911). E911 provides the telephone number and location information of the caller automatically to the 911 Call Taker when the call is received. NG911 also provides the phone number and location of the caller, but has additional capabilities for texting, video messaging, and calling from devices.

On June 1, 2017, a decision was made by the Canadian Radio-Television and Telecommunications Commission (CRTC) that telecommunications service providers in Canada needed to be ready to offer a NG911 voice service (911 calls delivered over Internet Protocol networks) to PSAPs by June 2020. This decision also identified that NG911 text messaging needed to be available by December 31, 2020. Other NG911 services, such as the delivery of photos and video, are expected to follow in subsequent years based on industry working group recommendations and 911 PSAP ability to support them.

As this requirement aligned closely to the implementation of the NL911 enhancement plan, the decision was made to proceed with implementing a NG911 service instead of an E911 service as identified in the NL911 2017–2020 Business Plan. Implementing a NG911 service instead of an E911 service avoids stranded investment in infrastructure that would be required to be replaced for the NG911 service requirement.

Implementing a NG911 service supports the Provincial Government’s strategic direction of enhanced service delivery for Newfoundlanders and Labradorians.

## GOAL

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

## SECOND YEAR OBJECTIVE

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

## PLANNED INDICATORS

**INDICATOR 1:** Appropriate infrastructure and technology requirements to support a Text with 911 (T911) service for the deaf, deafened, hard of hearing, and speech impaired persons in Newfoundland and Labrador are identified and project plan for installation is launched.

## ACTUAL RESULTS

On May 23, 2018, a pre-NG911 service agreement with Bell was finalized and the project plan for the implementation of the T911 service was launched. The T911 project implementation not only included the infrastructure and tools needed by PSAPs to operate the service, but also coordination with agencies and government departments representing persons who are deaf, late deafened, hard of hearing, and those who have trouble communicating in Newfoundland and Labrador. Throughout the planning and launch of the T911 service NL911 engaged with representatives from the Newfoundland and Labrador Association of the Deaf, Canadian Hard of Hearing Association, Coalition of Persons with Disabilities, and the Department of Children, Seniors and Social Development. This coordination was integral in ensuring those who would use the service had a voice in the implementation and launch of the T911 service and also provided NL911 with the support needed to ensure education and awareness of the T911

service reached those who would need it once the service was launched.

On November 30, 2018, NL911 launched the province-wide T911 service at the Alt Hotel in St. John's. The event provided information on how the T911 service operates and the requirements for accessing the service. Telecommunication service providers were also in attendance to assist those who wanted to register their mobile phones for access to T911. During this reporting period, 72 persons in Newfoundland and Labrador registered for the T911 service with their mobile phone service provider.

**INDICATOR 2:** Appropriate infrastructure and technology requirements to support a Next Generation 911 (NG911) system are initiated.

## ACTUAL RESULTS

NL911 coordinated with Bell, the City of St. John's, and the City of Corner Brook throughout 2018–19 to determine the infrastructure requirements to implement the NG911 service. The technical infrastructure needed for operating a NG911 service includes the physical computer equipment, as well as data lines required to allow for the transfer of data (phone number, location, text, pictures, and video) to the 911 Call Takers.

The data lines required for the NG911 service were installed by Bell as per the pre-NG911 agreement. The infrastructure needed to operate the T911 service also accommodated the data lines needed for the future NG911 service.

During this reporting period, the following has been accomplished with regards to upgrading the infrastructure and technology requirements to operate the NG911 service.

- Bell installed the data lines needed to operate the NG911 service.

- Line redundancy upgrades to ensure consistent operations required for the NG911 service completed at each PSAP.
- NL911 issued a Request for Pricing (RFP) for a NG911 capable Computer Aided Dispatch (CAD) system.

All requirements and timelines for NG911 service have been incorporated into an enhancement project plan to facilitate and track progress towards system and service readiness.

**INDICATOR 3:** NG911 civic addressing data capture requests to all Municipalities with a Geographic Information System (GIS) file is initiated.

## ACTUAL RESULTS

In March 2018, NL911 sent a follow up survey to all Municipalities and Local Service Districts who did not reply to the original survey sent in late 2015. This survey explained our initiative to enhance the 911 service to NG911—which needs civic address data—and asked for a status on civic addressing in their area. The purpose of this survey was to determine existing civic addressing status and next steps for gathering this data.

As a result of responses to the survey and regular communication with Municipalities through partner meetings and trade shows, NL911 was made aware of at least eight Municipalities who had civic address data in a Geographic Information System (GIS) format. GIS civic address file data is the preferred method for receiving civic address information as it prevents NL911 from having to create the file and the data can move directly into the quality assurance process for NG911 readiness.

During this reporting period, NL911 requested and received GIS civic address data from the eight Municipalities identified. Each file received has been placed into a schedule for the quality assurance process requiring 98 per cent data accuracy for use in a NG911 system.

**INDICATOR 4:** Civic addressing data request schedule for Municipalities without GIS files is developed and initiated.

## ACTUAL RESULTS

During this reporting period, NL911 sent a follow up survey to Municipalities and Local Service Districts who did not reply to the original survey sent in late 2015. This survey was intended to determine existing civic addressing status and next steps for NL911 data capture. Based on the responses received, the following has been determined:

- 295 communities have confirmed that they have civic addressing in some format.
- 30 communities confirmed that they do not have civic addressing.
- 125 communities have not responded to any correspondence from NL911 requesting civic addressing status.

A schedule has been developed and initiated to request civic addressing data from communities that have indicated that they have civic addressing established in their areas. The request includes the following:

- An introduction letter advising of the development of the NG911 service and NL911's need for their civic addressing information.

- A paper map of their community with all structures identified.
- Instructions for how to capture the information NL911 needs on that map.
- A spreadsheet to capture the data to the corresponding map.

NL911 is coordinating with the Newfoundland and Labrador Statistics Agency to obtain existing geographical mapping data for the province.

During this reporting period requests have been sent to 148 communities with data received back from 22. NL911 continues to work towards obtaining civic address data from all Municipalities and local service districts who have civic addressing in Newfoundland and Labrador.

### THIRD YEAR OBJECTIVE

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

#### INDICATORS:

- Infrastructure and technology requirements to support a NG911 system are procured.
- NG911 civic addressing data from Municipalities and Local Service Districts who have provided a Geographic Information System file is entered into the NG911 data base and undergoing quality review.
- Civic addressing data requests will be sent to all Municipalities and Local Service Districts who indicated they have civic addressing.

## ISSUE TWO: PUBLIC EDUCATION AND AWARENESS

Public education and awareness is integral to the success of the emergency 911 telephone service. It is important that the public understands the availability of the emergency 911 telephone service and how it supports the emergency response system.

Statistical analysis of 911 call data for this reporting period has shown the highest volume of calls to 911 were non-emergency calls. Non-emergency 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 has focused on public education and awareness efforts to reach a broader audience through a variety of communication channels and mediums.

### GOAL

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

### 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.

## PLANNED INDICATORS

**INDICATOR 1:** The proportion of non-emergency calls made to 911 has decreased.

## ACTUAL RESULTS

For this reporting period, the number of calls identified as ‘non-emergency’ under the category of non-transferred calls, decreased by approximately 10 per cent from the previous reporting period.

Although the volume of non-emergency calls did decrease overall, NL911 did see an increase (15 per cent) in accidental calls, pocket dials, and test calls. These types of calls account for 23 per cent of the total non-emergency related calls received. NL911 was pleased to see a decrease of 15 per cent in all other categories of non-emergency calls including hang ups, nuisance calls, and information inquiries, which account for the remaining 77 per cent of the total volume of non-emergency calls.

NL911 will continue to focus more education and awareness efforts to the appropriate use of the 911 service to reach the goal of reducing the volume of non-emergency calls received.

**INDICATOR 2:** Statistical reports on 911 call data are published and made publically available on the NL911 website.

## ACTUAL RESULTS

NL911 recognizes that public access to statistical data will allow for a better understanding of how the 911 service is currently being utilized in Newfoundland and Labrador.

NL911 updated the ‘Publications’ section of the www.nl911.ca website with the statistics for each reporting year. Statistical data becomes available

on the NL911 website as soon as the Annual Report for each reporting period is published.

**INDICATOR 3:** A campaign for T911 service is launched in partnership with organizations representing persons who are deaf, hard of hearing, and speech impaired.

## ACTUAL RESULTS

The T911 service launched on November 30, 2018 with support and guidance provided by representatives from the Newfoundland and Labrador Association of the Deaf, Canadian Hard of Hearing Association, Coalition of Persons with Disabilities, and the Department of Children, Seniors and Social Development throughout the planning and launch of the T911 service. These partners also provided NL911 with the support needed to ensure education and awareness of the T911 service reached those who would need it once the service was launched. Public education and awareness related to the T911 service included:

- Canadian Hard of Hearing Association incorporated T911 material and education into their meetings targeting each region of Newfoundland and Labrador.
- T911 related information shared on organization websites and social media.
- NL911 website updated with T911 service information and used as a platform for registering for the T911 launch event.
- Education materials provided for handouts at an event hosted by the Disability Policy Office.
- Media (TV, radio, news websites, social media) coverage of the T911 launch event.

NL911 and partners continue to support and promote the T911 service available in Newfoundland and Labrador.

**INDICATOR 4:** Requirements are identified for potential NL911 social media platforms.

## ACTUAL RESULTS

During this reporting period, NL911 coordinated with NATIONAL Public Relations to identify a social media strategy plan. The plan identified appropriate social media platforms, targeted messaging and additional opportunities for partnerships. NL911 continues to work through the social media strategy plan to implement the NL911 social media platform for the 2019–2020 reporting period.

**INDICATOR 5:** Stakeholders increased support for NL911 education and awareness focused initiatives by incorporating NL911 information into their communications platforms.

## ACTUAL RESULTS

NL911 stakeholders have been integral to the success of initiatives during this reporting period. The following partners incorporated 911 education and awareness information into their communication platforms and events:

- Municipalities Newfoundland and Labrador promoted 911 at all events including NL911 speaking time, trade show space, and promotion in all of their printed materials for each event, direct presentation of key messaging to members at each event, as well as email and social media promotions.
- The Newfoundland and Labrador Association of Fire Services distributed 911 promotional items at various community events and through the Learn Not to Burn program, provided space for direct messaging in the Fire News Newsletter,

and promoted 911 through email and social media communications.

- Regional Health Authorities placed NL911 logo on brochures for upcoming events and distributed 911 promotion materials for handouts.
- Tele-Health incorporated NL911 information slides into their presentation materials to be used by their practitioners when communicating with patients.
- Canadian Hard of Hearing Association distributed brochures and provided NL911 T911 information slides at their regional meetings.
- The Disability Policy Office provided T911 education items and education at their hosted event.

The incorporation of 911 education into partner messaging publically demonstrates the support of the 911 service by trusted sources outside NL911. This support is not only integral to the success of 911 education and awareness initiatives, but also presents unified 911 messaging across partners, audiences, and the province.

**INDICATOR 6:** The number of emergency vehicle apparatus displaying an Emergency 911 decal has increased throughout the province.

## ACTUAL RESULTS

In order to increase public awareness and trust of the 911 service, NL911 started an initiative in March 2017 to provide ‘EMERGENCY 911’ decals free of charge to fire departments to display on their fire vehicles and apparatus. ‘EMERGENCY 911’ decals displayed on local fire department vehicles promotes 911 service availability and also assists with public trust in the 911 service as it is being promoted by locally trusted emergency service providers.

During this reporting period, NL911 ordered red coloured decals to accommodate better visibility of 'EMERGENCY 911' on fire equipment of a different colour. As a result of the additional colour option, NL911 was able to accommodate more fire departments within this decal initiative and received requests for decals from 49 fire departments. Since the initiative started in 2017, NL911 has provided 144 fire departments across Newfoundland and Labrador with 'EMERGENCY 911' decals.

## THIRD YEAR OBJECTIVE

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

### INDICATORS:

- A 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.
- NL911 social media platform is launched.
- The number of emergency vehicle apparatus displaying an Emergency 911 decal has increased throughout the province.

## OPPORTUNITIES AND CHALLENGES

NL911 has made great progress during this reporting period on goals for improving service delivery and public education and awareness of the province-wide 911 service, but understands that there is still much work to be done. NL911's focus remains on initiatives that will assist with reaching goals in service enhancement where there is opportunity for better efficiency and effectiveness of the 911 service, as well as better coordination with partners in emergency response. The main challenge associated with service enhancements is the reliance on Municipalities and Local Service Districts to

provide the civic address data required for operating a NG911 service. NL911 continues to focus education efforts on the benefits of the NG911 service to this group and encourage timely data submissions for NG911 readiness.

There are continued opportunities to engage stakeholders and provide public education on the benefits and proper use of the province-wide emergency 911 telephone service. The challenges associated with public education include:

- Stakeholders understanding NL911's 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.
- 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 plans to continue stakeholder engagement and public education and awareness initiatives with targeted messaging to address the challenges identified.

NL911 has a focus on advancing the efficiency and effectiveness of the emergency 911 telephone 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.

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**NL911 HAS A FOCUS ON  
ADVANCING THE EFFICIENCY  
AND EFFECTIVENESS OF THE  
EMERGENCY 911 TELEPHONE  
SERVICE FOR THE PROVINCE.**

# APPENDIX I

## FINANCIAL STATEMENTS

Statement of Responsibility .....	18
Independent Auditor's Report .....	19
Statement of Financial Position.....	21
Statements of Operations and Change in Accumulated Surplus.....	22
Statement of Net Financial Assets.....	23
Statement of Cash Flows .....	24
Notes to the Financial Statements.....	25
Schedule of Tangible Capital Assets .....	29
Schedule of Expenses .....	30
Schedule of Reconciliation of the Financial Plan to the Budget .....	31



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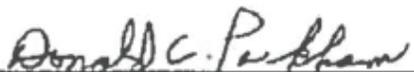
# Statement of responsibility

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.

 Chair  Director

## Independent auditor's report

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To the Directors of the NL 911 Bureau Inc.

### Opinion

We have audited the financial statements of NL 911 Bureau Inc. ("NL 911"), which comprise the statements of financial position as at March 31, 2019, and the statements of operations and change in accumulated surplus, net financial assets, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of NL 911 Bureau Inc. as at March 31, 2019, and the results of its operations and change in accumulated surplus, net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of NL 911 in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Responsibilities of management and those charged with governance 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.

In preparing the financial statements, management is responsible for assessing NL 911's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate NL 911 or to cease operations, or has no realistic alternative to do so.

Those charged with governance are responsible for overseeing NL 911's financial reporting process.

#### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian public sector accounting standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 NL 911's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on NL 911's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause NL 911 to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



St. John's, Canada

July 3, 2019

Chartered Professional Accountants

NL 911 Bureau Inc.  
Statement of Financial Position

March 31 2019 2018

**Financial assets**

Cash and cash equivalents	\$11,244,835	\$ 8,021,882
Receivables (Note 3)	<u>877,663</u>	<u>905,424</u>

	<u>12,122,498</u>	<u>8,927,306</u>
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**Liabilities**

Payables and accruals (Note 4)	<u>992,655</u>	<u>670,840</u>
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**Net financial assets**

	<u>11,129,843</u>	<u>8,256,466</u>
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**Non-financial assets**

Tangible capital assets (Page 12)	96,243	84,590
Prepays	<u>181,748</u>	<u>30,473</u>

	<u>277,991</u>	<u>115,063</u>
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**Accumulated surplus (Note 5)**

	<u>\$11,407,834</u>	<u>\$ 8,371,529</u>
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Commitment (Note 6)

On behalf of NL 911

\_\_\_\_\_ Chair \_\_\_\_\_ Director

See accompanying notes and schedules to the financial statements.

NL 911 Bureau Inc.  
 Statements of Operations and Change in Accumulated Surplus

Year ended March 31	(Note 9)		
	Budget	Actual	Actual
	2019	2019	2018
Revenue			
Fees	\$ 6,164,114	\$ 6,166,209	\$ 6,172,011
Billing and collection charges	(575,317)	(575,519)	(573,360)
Allowance for bad debts incurred by telecom providers (Note 7)	<u>(58,033)</u>	<u>(49,587)</u>	<u>(48,535)</u>
	5,530,764	5,541,103	5,550,116
Interest income	<u>36,000</u>	<u>167,182</u>	<u>70,308</u>
	<u>5,566,764</u>	<u>5,708,285</u>	<u>5,620,424</u>
Expenses (Page 13)			
Public Safety Answering Point centres Management, administration, and operations	1,916,724	1,787,547	1,683,571
	<u>1,207,517</u>	<u>884,433</u>	<u>917,167</u>
	<u>3,124,241</u>	<u>2,671,980</u>	<u>2,600,738</u>
Annual surplus	<u>2,442,523</u>	<u>3,036,305</u>	<u>3,019,686</u>
Accumulated surplus, beginning of year	<u>8,371,529</u>	<u>8,371,529</u>	<u>5,351,843</u>
Accumulated surplus, end of year	<u>\$10,814,052</u>	<u>\$11,407,834</u>	<u>\$ 8,371,529</u>

See accompanying notes and schedules to the financial statements.

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NL 911 Bureau Inc.  
Statement of Net Financial Assets

	(Note 9)		
	Budget	Actual	Actual
Year ended March 31	2019	2019	2018
Annual surplus	\$ 2,442,523	\$ 3,036,305	\$ 3,019,686
Acquisition of tangible capital assets	(35,500)	(45,953)	(661)
Amortization of tangible capital assets	50,000	34,300	33,899
Increase in prepaids	<u>-</u>	<u>(151,275)</u>	<u>(23)</u>
Increase in net financial assets	2,457,023	2,873,377	3,052,901
Net financial assets, beginning of year	<u>8,256,466</u>	<u>8,256,466</u>	<u>5,203,565</u>
Net financial assets, end of year	<u>\$10,713,489</u>	<u>\$11,129,843</u>	<u>\$ 8,256,466</u>

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See accompanying notes and schedules to the financial statements.

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## NL 911 Bureau Inc. Statement of Cash Flows

Year ended March 31	2019	2018
Increase (decrease) in cash and cash equivalents		
<b>Operating</b>		
Annual surplus	\$ 3,036,305	\$ 3,019,686
Change in non-cash items		
Amortization of tangible capital assets	34,300	33,899
Change in non-cash operating working capital		
Receivables	27,760	(20,538)
Payables and accruals	321,816	(181,174)
Prepays	(151,275)	(23)
Cash provided by operating transactions	<u>3,268,906</u>	<u>2,851,850</u>
<b>Capital</b>		
Purchase of tangible capital assets	<u>(45,953)</u>	<u>(661)</u>
Net increase in cash and cash equivalents	3,222,953	2,851,189
Cash and cash equivalents, beginning of year	<u>8,021,882</u>	<u>5,170,693</u>
Cash and cash equivalents, end of year	<u>\$11,244,835</u>	<u>\$ 8,021,882</u>

See accompanying notes and schedules to the financial statements.

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# NL 911 Bureau Inc.

## Notes to the Financial Statements

March 31, 2019

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### 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 for 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.

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### 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 when title to the acquired assets is retained by the PSAPs, otherwise, they are recorded as tangible capital assets in NL 911.

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# NL 911 Bureau Inc.

## Notes to the Financial Statements

March 31, 2019

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

#### Prepaid expenses

Prepaid expenses include T911 service contract, software maintenance contracts, insurance, 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	20%, 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; and
- payables and accruals.

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.

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# NL 911 Bureau Inc.

## Notes to the Financial Statements

March 31, 2019

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### 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.

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.

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3. Receivables	2019	2018
Remittances due from telecom providers	\$ 866,071	\$ 894,596
Harmonized sales tax receivable	<u>11,592</u>	<u>10,828</u>
	<u>\$ 877,663</u>	<u>\$ 905,424</u>

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4. Payables and accruals	2019	2018
Trade	\$ 45,656	\$ 33,367
PSAPs	925,316	629,205
Payroll and vacation pay accruals	<u>21,683</u>	<u>8,268</u>
	<u>\$ 992,655</u>	<u>\$ 670,840</u>

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### 5. Accumulated surplus

NL 911 has accumulated surplus that is intended and will be required for the implementation of a Next Generation 911 (NG911) service. The necessary costs of the NG911 implementation and service cannot be reasonably estimated at this time but is expected by management to have a significant impact to the cost of operations in the future.

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### 6. Commitment

NL 911 is committed to future lease payments for office space in fiscal year 2020 totalling \$93,924 as per lease agreement.

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# NL 911 Bureau Inc.

## Notes to the Financial Statements

March 31, 2019

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### 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.

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### 8. Financial instruments

NL 911's financial instruments consist of cash and cash equivalents, receivables, and payables and accruals.

#### 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, 2019.

##### *Credit risk*

Credit risk is the risk of loss associated with counterparty's inability to fulfil its payment obligations. NL 911's credit risk is attributable to receivables in the amount of \$866,071 (2018 - \$894,596). 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. There was no significant change in exposure from the prior year.

##### *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 in the amount of \$986,856 (2018 - \$665,782). 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. There was no significant change in exposure from the prior year.

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### 9. Budget figures

The reconciliation between NL 911's approved financial plan and the PSAS budget figures used in these statements is disclosed in the Schedule of Reconciliation of the Financial Plan to the Budget.

NL 911 Bureau Inc.  
 Schedule of Tangible Capital Assets

Year Ended March 31, 2019

	Office furniture and equipment	Computer equipment	Computer software	<u>2019</u>	<u>2018</u>
<b>Cost</b>					
Cost, beginning of year	\$ 32,474	\$ 10,950	\$ 216,956	<b>\$ 260,380</b>	\$ 259,719
Additions during the year	<u>739</u>	<u>27,868</u>	<u>17,346</u>	<b><u>45,953</u></b>	<u>661</u>
Cost, end of year	<b><u>\$ 33,213</u></b>	<b><u>\$ 38,818</u></b>	<b><u>\$ 234,302</u></b>	<b><u>\$ 306,333</u></b>	<b><u>\$ 260,380</u></b>
<b>Accumulated Amortization</b>					
Accumulated amortization, beginning of year	\$ 14,136	\$ 9,281	\$ 152,373	<b>\$ 175,790</b>	\$ 141,891
Amortization	<u>3,741</u>	<u>8,582</u>	<u>21,977</u>	<b><u>34,300</u></b>	<u>33,899</u>
Accumulated amortization end of year	<b><u>\$ 17,877</u></b>	<b><u>\$ 17,863</u></b>	<b><u>\$ 174,350</u></b>	<b><u>\$ 210,090</u></b>	<b><u>\$ 175,790</u></b>
<b>Net book value of tangible capital assets</b>	<b><u>\$ 15,336</u></b>	<b><u>\$ 20,955</u></b>	<b><u>\$ 59,952</u></b>	<b><u>\$ 96,243</u></b>	<b><u>\$ 84,590</u></b>

## NL 911 Bureau Inc. Schedule of Expenses

Year ended March 31	2019	2018
<b>Public Safety Answering Point centres</b>		
St. John's	\$ 1,058,330	\$ 993,867
Corner Brook	<u>729,217</u>	<u>689,704</u>
	<b>\$ 1,787,547</b>	<b>\$ 1,683,571</b>
<b>Management, administration, and operations</b>		
Advertising and public relations	\$ 56,936	\$ 296,792
Amortization	34,300	33,899
Board meetings	4,560	2,065
Communications	17,833	17,679
Computer expense	6,032	5,510
Conferences and training	8,764	2,700
Consulting - IT	21,721	21,400
Insurance	8,590	8,590
Interest and bank charges	288	835
Meetings	1,302	860
Miscellaneous	1,385	1,714
Office space rental	102,463	102,463
Office supplies and printing	3,309	1,386
Professional fees	26,499	21,775
Professional fees – T911	120,224	-
Salaries and benefits	449,701	389,124
Travel	<u>20,526</u>	<u>10,375</u>
	<b>\$ 884,433</b>	<b>\$ 917,167</b>
<b>Total expenses</b>	<b>\$ 2,671,980</b>	<b>\$ 2,600,738</b>

NL 911 Bureau Inc.

Schedule of Reconciliation of the Financial Plan to the Budget

Year ended March 31, 2019

	<u>Financial Plan</u>	<u>Adjustments</u>	<u>PSAS Budget</u>
Revenue			
Fees	\$ 6,164,114	\$ -	\$ 6,164,114
Billing and collection charges	(575,317)	-	(575,317)
Allowance for bad debts incurred by telecom providers (Note 7)	<u>(58,033)</u>	<u>-</u>	<u>(58,033)</u>
	5,530,764	-	5,530,764
Interest income	<u>36,000</u>	<u>-</u>	<u>36,000</u>
	<u>5,566,764</u>	<u>-</u>	<u>5,566,764</u>
Expenses			
Public Safety Answering Point centres	1,916,724	-	1,916,724
Management, administration, and operations	<u>1,243,017</u>	<u>(35,500)</u>	<u>1,207,517</u>
	<u>3,159,741</u>	<u>(35,500)</u>	<u>3,124,241</u>
Annual surplus	<u>2,407,023</u>	<u>35,500</u>	<u>2,442,523</u>
Accumulated surplus, beginning of year	<u>8,371,529</u>	<u>-</u>	<u>8,371,529</u>
Accumulated surplus, end of year	<u>\$10,778,552</u>	<u>\$ 35,500</u>	<u>\$10,814,052</u>



Help. Anytime. Anywhere.

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