



Help. Anytime. Anywhere.

# Annual Report

2021-22



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## MESSAGE FROM THE NL911 BOARD CHAIR

On behalf of the NL911 Bureau Inc. (NL911) Board of Directors, I am pleased to present the NL911 Annual Report for the 2021-2022 fiscal year in accordance with the **Emergency 911 Act** and the **Transparency and Accountability Act**. This report outlines NL911's achievements from April 1, 2021 to March 31, 2022, in operating the province-wide emergency 911 telephone service.

NL911 continues to remain focused on meeting goals set for improving the efficiency and effectiveness of the province-wide 911 emergency telephone service and increasing public awareness of the service. Although the COVID-19 pandemic created challenges NL911 was able to adjust to maintain progress towards identified goals with assistance from partnerships that helped contribute to the success of 911 service delivery and the promotion of 911 as the primary emergency number to call in Newfoundland and Labrador. 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 2021-22 Annual Report.

A handwritten signature in cursive script that reads "Donald C. Peckham".

Chair  
NL911 Board of Directors

## OVERVIEW

NL911 Bureau Inc. (NL911) is a not-for-profit corporation that 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 service providers each month to the NL911 Fund from all telephone line subscribers in Newfoundland and Labrador.

The NL911 office is located at 57 Old Pennywell Road, St. John’s. As of March 31, 2022, 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 (ESPs) 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’s mandate, vision, business plan, operations and initiatives 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, 2022, the Board consisted of the below listed members:

**NL911 BOARD of DIRECTORS**

Position	Board Member	Location	Service Expiry
Chair	Donald Peckham	St. John’s	September 27, 2022
Vice-Chair	Vince MacKenzie	Grand Falls-Windsor	April 10, 2023
Member/Corner Brook PSAP	Todd Flynn	Humber Village	June 26, 2024
Member/St. John’s PSAP	Robert Fowler	St. John’s	April 10, 2023
Member	Randy Letto	Happy Valley – Goose Bay	April 10, 2023
Member	Mark Brown	St. John’s	April 10, 2023
Member	George Andrews	Happy Valley – Goose Bay	November 6, 2023
Member/MNL	Vacant		
Member/NL911 Executive Director	Kerry Power	Conception Bay South	Not Applicable

**Operations and Finance**

A \$0.75 monthly fee is 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 was established by the **Emergency 911 Fee Regulations** and 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.



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The NL911 Fund is used to develop, establish, operate and improve the province wide emergency 911 telephone service as outlined in Section 24(4)(a) of the **Emergency 911 Act**. NL911 may only use the fund 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 \$2,893,347. These expenditures were associated with developing, establishing, operating and improving the emergency 911 telephone service, as well as operating the corporation and paying for costs associated with administering the fund. NL911 revenues for the reporting period were \$5,596,720.

For detailed financial information for the fiscal year ended March 31, 2022 please see Appendix I - Financial Statements.

More information can be found on NL911's website at <https://nl911.ca/>.

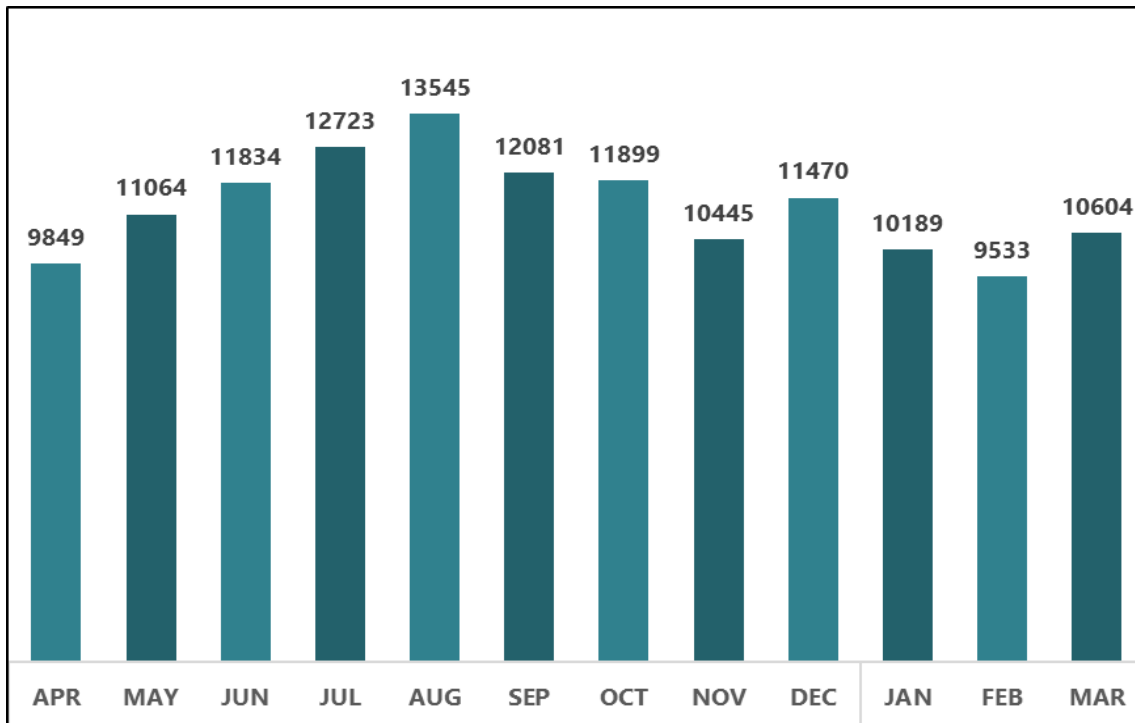
## HIGHLIGHTS AND PARTNERSHIPS

During the 2021-22 reporting period, NL911 continued to meet operational, developmental and public engagement goals with the cooperation of stakeholders and partners. These partnerships continue to assist NL911 in fulfilling the corporation’s mandate of providing an efficient and effective emergency 911 telephone service.

### NL911 Service Statistics

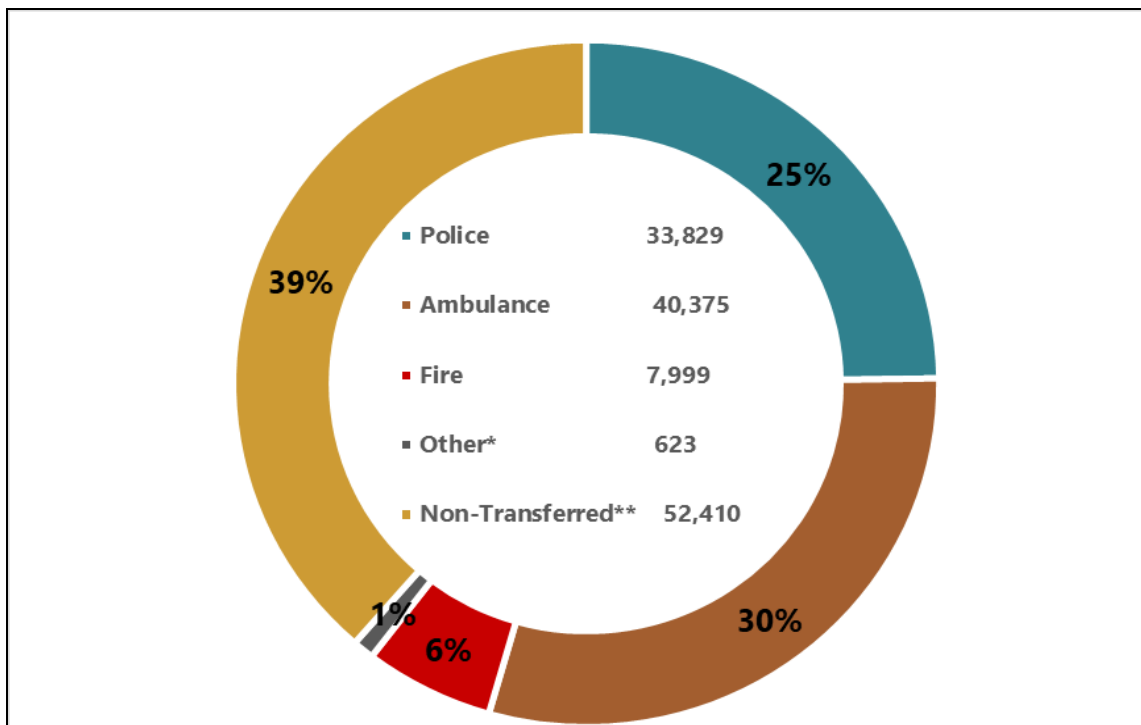
Between April 1, 2021 and March 31, 2022, NL911 PSAPs handled 135,236 calls (Chart 1), representing a 16 per cent increase in call volume over the previous reporting period.

**Chart 1 – Total 911 Calls per Month: April 2021-March 2022**



Of the 135,236 calls received, Chart 2 identifies the volume breakdown of where these calls were transferred as well as those not transferred.

**Chart 2 – Total 911 Calls by Agency of Priority: April 2021-March 2022**



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

\*\* Non-Transferred: Calls that were not transferred to an emergency service provider for response.

Due to the nature of 911 calls, it is expected that volumes and the emergency response required will fluctuate. NL911 transferred 61 per cent of all calls to emergency service providers. A breakdown of these calls are as follows: 25 per cent were transferred to police, 30 per cent were transferred to ambulance, six percent went to fire response and less than one percent went to other agencies.

Non-transferred calls are 911 calls that are not transferred to an ESP for response and account for 39 per cent of the call volume for this reporting period. The types of calls that are captured under the non-transferred category include non-emergency calls such as; accidental calls, hang ups, non-emergency incidents, etc. This category also captures emergency calls not



transferred to an ESP 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 ESPs are already responding.

The majority of non-emergency related calls (74 per cent of the non-transferred volume) are attributed to accidental calls to 911 and hang up calls. NL911 continues to review 911 call data reports to identify opportunities for public education and awareness initiatives and determine ways to support the efficiency of the emergency response system as a whole.

### **Newfoundland and Labrador Association of Fire Services**

NL911 has a long-standing partnership with the Newfoundland and Labrador Association of Fire Services (NLAFS) which includes sponsoring their Learn Not to Burn Program (LNTB). With this partnership school aged children are educated about the 911 service through the LNTB sessions held each year, as well as opportunities for NL911 to engage directly with fire services.

During this reporting period NL911 continued to support the LNTB program by providing six Chromebook laptops as prizes for their education promotional contest for children across Newfoundland and Labrador. The LNTB Co-Ordinator and the NLAFS also supported NL911 by contacting fire departments to educate and promote the 911 service as well as share social media posts and messaging by NL911.

### **Municipalities Newfoundland and Labrador**

NL911 has a well established partnership with Municipalities Newfoundland and Labrador (MNL) that has been integral to supporting efforts in gathering civic addressing details needed for enhancements to the 911 service. During this reporting period NL911 partnered with MNL to hire a student through the Atlantic Canada Opportunities Agency (ACOA). This student worked with NL911 for two months to support the Next Generation 911 (NG911) enhancement project by coordinating with communities to obtain their civic addressing data. The student was also responsible for providing support with updating the NG911 data set file related to civic address data captured. MNL continues to bring forward opportunities to NL911 to assist with projects and initiatives that support enhancements for communities in Newfoundland and Labrador.

## Fire Department 911 Support Project

It is the focus of NL911 to have all emergency service providers promoting 911 as the primary emergency number to call in Newfoundland and Labrador. NL911 offers free 'Emergency 911' decals to fire departments and ambulance operators for their response vehicles. The promotion of 911 by local emergency responders assists with developing a trust and confidence in the 911 service through promotion by the communities trusted responders.

During this reporting period, NL911 focused on getting more fire departments to obtain the 'Emergency 911' free decals and start promoting 911 in their communities. With fire departments promoting 911 in their communities, it is anticipated that the awareness and utilization of the 911 service will increase throughout the province and the public will be better educated on when to call 911.

NL911 launched a campaign in April 2021 to engage with fire departments across the province to outline an incentive for the 2021-22 year. The promotion identified that any fire department that installed 'Emergency 911' decals on their response vehicles and provided proof to NL911, would be provided with the following:

- T-shirts for all of their fire fighters with their fire department crest on the front and 911 Emergency on the sleeve.
- Entry into the grand prize draw for a chance to win one of four prizes with a choice of a laptop and projector or \$500 gas card.

This initiative was considered a success with 78 fire departments from all regions of the province participating in the incentive which helped raise awareness about the province-wide 911 service. As a result of this engagement, some communities also requested promotional material to distribute to their residents to assist in further education and awareness. As of March 31, 2022, 200 fire departments received 911 decals from NL911.

## REPORT ON PERFORMANCE

In the second year of the 2020-23 Business Plan, NL911 has maintained focus on set goals of improved service delivery and public education and awareness. The following is a report on the goals and objectives NL911 accomplished during the 2021-22 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.

NL911 has been working towards enhancing the current service to NG911 capability in Newfoundland and Labrador. A NG911 service will automatically provide the 911 Call Taker with the telephone number and location of a caller (civic 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 will also provide an ability for a 911 PSAP to transfer important caller data to other NG911 capable dispatching agencies 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.

The current NG911 model can only accommodate 911 calls from landlines in areas with civic addresses or calls from a cellular device. In this model, landline callers from areas without civic addressing would most likely have to be answered outside of Newfoundland and Labrador. As NL911 provides a province-wide 911 service, it is integral that the NG911 service in Newfoundland and Labrador accommodates all landline callers in areas with and without civic addressing. NL911 is working with telecommunications service providers and the Canadian Radio-Television and Telecommunications Commission (CRTC) by leading an Emergency Services Working Group (ESWG) dedicated to identifying a NG911 service solution that can accommodate calls from all areas of the province regardless of civic address data. This ESWG will identify the standards needed for NG911 service capabilities in

Newfoundland and Labrador as well as other areas in Canada that currently have areas without civic addressing.

The NG911 enhancement project focuses on identifying all requirements related to a province-wide NG911 service capability, implementing the technical infrastructure needed, gathering all data requirements for civic addressing and ensuring quality standards are met for NG911 capability to ensure an efficient and effective launch when available. Due to the need to create an accommodated NG911 solution for Newfoundland and Labrador, the date for the NG911 service launch is pending the results of the standards identified through the dedicated ESWG. Once these requirements are identified and approved by the CRTC, NL911 will proceed with procurement of the new equipment and infrastructure needed and determine the NG911 service implementation timeframe.

While working towards a NG911 service, NL911 continues to focus on identifying all technology enhancements available that can provide operational efficiencies for the 911 service in Newfoundland and Labrador.

### **GOAL**

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

### **SECOND YEAR OBJECTIVE**

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

### **PLANNED INDICATORS**

**Indicator 1:** Civic addressing data is compiled for additional municipalities and Local Service Districts in the creation of a NG911 database.

### **Actual Results**

Civic address data is required for the operation of a NG911 service. NL911 is working with telecom vendors and the CRTC ESWG to identify possible solutions to accommodate NG911 service in areas without civic addressing in Newfoundland and Labrador, however any such solution will not provide these areas with the benefits of having their landline location

automatically supplied to the 911 PSAP when the call is received. Communities with civic addressing data are asked by NL911 to voluntarily provide their civic addressing data so that they are able to avail of the full functionality of the NG911 service once implemented.

NL911 has been working with municipalities, Local Service Districts and some unincorporated areas to identify and request data from those with complete civic addressing. In partnership with the NL Statistics Agency, NL911 has created digitized maps of each area indicating they have civic addressing. These maps are sent to each community identified along with instruction for providing the data needed for NG911. Once the civic address data is obtained, the information supplied is added to the NL911 data file for the quality review process with telecommunication service providers. Follow up may be required with each community to identify and update any areas needing clarification and confirmation. Once the data has reached 98 per cent accuracy in the quality review process with each telecommunications service provider, the community data is considered NG911 ready. It is expected that any community that is identified with data that is NG911 ready will still need to provide regular updates to NL911 of changes that occur within their areas.

During this reporting period, NL911 was able to accomplish the following related to civic address data capture and quality review:

- Civic address data requests were sent to 24 communities, bringing the total number of communities that have been sent a civic address data request to 355.
- Civic address data received from 41 communities. A total of 189 communities have shared their civic address data with NL911.
- Data was added to the NG911 master file for 19 communities, bringing the total communities added to this file to 31. This file is sent to telecommunications service providers for the quality review process.
- 17 communities completed the quality review process and have data that has reached the 98 per cent required to be considered NG911 ready, bringing the total to 21 communities. These 21 communities represent 48 percent of the population.

NL911 continues to work with municipalities and Local Service Districts that have civic addressing in Newfoundland and Labrador to obtain their data so they can avail of the NG911 service when implemented.

**Indicator 2:** Creation of GIS community boundaries for call routing requirements within the NG911 service have started.

**Actual Results:**

Geographic Information System (GIS) boundaries are another layer of mapping data that is required for the operation of an NG911 service. This data is required in order to route calls to an identified 911 PSAP. During this reporting period, NL911 created GIS boundaries for the majority of inhabited areas within the province which represent approximately 87% of all boundaries required for NG911. This work is in addition to civic addressing data that is required for the NG911 service.

**Indicator 3:** Research and identify any technology that can assist with creating better efficiencies for service delivery.

**Actual Results**

During this reporting period, NL911 continued to focus on identifying existing technology that could result in efficiencies to the 911 call handling process, specific to obtaining location information of callers. Location identification tools are especially beneficial in assisting 911 Call Takers with not having to rely on the caller to identify the location of an emergency.

NL911 identified RapidSOS, a location identification application that automatically provides to 911 the location of callers using cellular phones. This free tool application was implemented at the PSAPs during this reporting period for both Android and Apple cellular users. This tool provides an advantage to 911 Call Takers by automatically supplying the exact location of most cellular callers who do not know their location or are unable to communicate. This location detail ensures accurate identification of the appropriate emergency service providers needed for response. This detail can then be shared with dispatching agencies for their response.

An added feature of the RapidSOS tool is that dispatching agencies will also be able to avail of a look-up feature that provides the same location details for calls transferred to them from 911 for response. NL911 will work to engage with secondary dispatch agencies to determine which can avail of this tool.

An additional enhancement that was implemented during this reporting period was the ability for PSAPs to look up a caller's telecommunications service provider to assist with call tracing. Identifying the appropriate service provider for a caller can cause delays in obtaining a call trace for not just 911 but also dispatching agencies. NL911 worked with Bell to obtain a tool that allowed them to access telecommunications service provider information for phone lines to assist with easy identification for call tracing. Effective September 16, 2021, NL911 PSAPs implemented this tool and started to support police dispatching agencies who also needed to complete call tracing and required telecommunication service provider identification.

**Indicator 4:** Actively contribute to CRTC working groups with focus on identifying requirements for NG911 service in Canada and Newfoundland and Labrador.

**Actual Results:**

To ensure NG911 implementation in Newfoundland and Labrador encompasses all necessary NG911 standards and CRTC requirements and considerations, NL911 participated and actively contributed to 17 federal ESWGs during this reporting period.

The specific ESWGs that NL911 contributes to focus specifically on determining requirements related to civic addressing and call routing, location accuracy, cyber security, outage impacts, voice trial logistics, GIS mapping, reporting, and texting capabilities, etc.

These working groups are composed of Telecommunication Service Providers, PSAPs, 911 authority representatives, and 911 Industry specialists who address issues that relate to the identification of standards and operability of 911 services.

**THIRD YEAR OBJECTIVE**

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

#### **INDICATORS:**

- **Indicator 1:** Civic addressing data is compiled for additional municipalities and Local Service Districts in the creation of a NG911 database.
- **Indicator 2:** Identify and engage with communities regarding additional inhabited areas that may require GIS community boundaries for NG911.
- **Indicator 3:** Provide map packages to any new communities that report they have civic addressing to NL911.
- **Indicator 4:** Engage with partners to determine opportunities to coordinate to provide greater efficiencies within the emergency service system.

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

Educating the public about the province-wide emergency 911 telephone service is integral to NL911's focus on establishing 911 as the primary emergency telephone number for use throughout Newfoundland and Labrador. It is important that the public understands the availability of the emergency 911 telephone service throughout the province but also when to use the service and how it supports their local emergency response system.

During this reporting period, NL911 has focused on public education and awareness efforts that reach a broader audience through a variety of initiatives and communication channels. NL911 continues to look for opportunities to increase the public's knowledge and awareness of the province-wide 911 service.

#### **GOAL**

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

#### **SECOND YEAR OBJECTIVE**

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



## PLANNED INDICATORS

**Indicator 1:** Utilize statistics to identify areas for public education and awareness.

### Actual Results

NL911 uses statistics to identify areas for public education and awareness focusing specifically on non-emergency related call volumes. The non-emergency call categories are identified within the non-transferred call volume and include but are not limited to; accidental calls, hang ups, non-emergency calls, etc.

Analyses of statistics for these non-emergency categories determined a focus of education efforts related to avoiding accidental calls to 911 (ie: ensure phones are locked, not allowing children to play with phones, etc) as well as guidance to call 911 when there is a threat to health, life, safety and property and immediate response is needed from emergency services.

During this reporting period, NL911 utilized our social media page to educate the public with targeted posts identifying tips to avoid accidental calls to 911 including appropriate storage of cellular devices and not allowing children to play with phones.

NL911 developed a video series that targeted messaging related to guidance on only to call 911 when there is a threat to health, life, safety and property and immediate response is needed from emergency services. These videos were added to NL911 social media as well as the NL911 website.

NL911 also used the statistics to identify areas for 911 Call Taker training and worked with the PSAPs to better define the call logging categories to ensure more consistency in capturing accurate statistics for calls being received. As a result, during this reporting period NL911 saw a drop of 50 per cent in the use of the category of 'other' for non-transferred calls which captures any call that is not transferred and does not fall into identified call types.

NL911 will continue to analyze statistics to assist with education and awareness that can assist with accurate reporting and appropriate 911 service use.

**Indicator 2:** Complete a public opinion survey to determine level of understanding of the province-wide 911 service and identify targeted education and awareness initiatives.

**Actual Results**

NL911 conducted a public opinion survey in June 2021, to gauge awareness and understanding of the province-wide 911 service. The survey was performed by Logit Group who interviewed 400 adults 18 years of age or older representing all regions of the Province. The survey was designed in partnership with National Public Relations and NL911 to measure the level of awareness and recall residents have with NL911, the 911 province-wide service and their opinions related.

Results from this survey indicate that the vast majority of residents surveyed (96 per cent) are aware that 911 is available province-wide and would call 911 in an emergency. The majority (94 per cent) feel that having a province-wide 911 service is critically important. 83 per cent of respondents are aware that their 911 call is transferred to an emergency service provider in their area, however 52 per cent were not aware that the 911 service is not responsible for dispatch or response times from responding agencies.

The results of the survey identify that there is a good awareness of 911 service availability, however there is a need for further education on the responsibilities of NL911 in the province. NL911 worked to strengthen messaging related to 911 operations by utilizing social media posts related to the 911 call process and how the 911 service works. This topic was identified amongst the top posts that generated the most activity in reach and engagement by NL911 social media page followers.

**Indicator 3:** Send additional 911 Emergency vehicle decals to fire stations and ambulance operators throughout the province.

**Actual Results**

‘Emergency 911’ decals displayed on local emergency response 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 completed an initiative to encourage fire departments to order NL911 decals and install them by offering incentives including free t-shirts and a chance to win a laptop and projector or gas card for their department. As a result of this initiative, NL911 sent decals to 78 fire departments, with 27 receiving decals for the first time. NL911 sent communication to all ambulance operators, representative organizations and Regional Health Authorities in February 2022 to remind them of the offer for free decals and outline the benefits of promoting 911 service in their areas. NL911 sent 75 ‘Call 911’ decals to three ambulance operators during this reporting period. There are a total of 34 ambulance operators that now have NL911 provided ‘Call 911’ decals.

**Indicator 4:** Increase in the number of followers of the NL911 Facebook page.

#### **Actual Results**

During this reporting period, NL911 gained 532 followers for a total of 1,702 as of March 31, 2022, an increase of 45 per cent.

To help increase the awareness of the province-wide emergency 911 telephone service, NL911 created a total of 283 Facebook posts in this reporting period, including sharing important information from partners and public service announcements. The average reach (ie: unique users who viewed a post) of NL911 Facebook posts is 1,611 users and the average number of engaged users (ie: users who interacted with a post) is 91.

NL911 also follows the Facebook pages of emergency service providers, like agencies and municipalities, and continued to share content from their pages. This not only assists with increasing the reach of important emergency-related information to the general public, but also strengthens NL911’s partnerships and collaboration with like agencies on important messaging.

NL911 continues to plan strategic Facebook messaging to strive for increased knowledge and awareness of the province wide 911 service. During this reporting period NL911 completed a schedule of posts with the following themes:

- Did You Know series: A regular series with targeted messaging on 911 service availability, how the service works, what to expect when you call, and general details on 911 statistics and NL911 operations.
- Tip Tuesday series: A series featured on multiple Tuesday's to provide quick, important information about the 911 service and safety tips.
- Benefits of 911 series: A regular series highlighting the benefits when a caller uses 911 including but not limited to the multi-agency notification process, access to translation services, the Text with 911 service and how 911 is an easy number to remember in panic situations.
- New videos focused on educating when to call 911. These videos were created to help educate the public based on call statistics showing increases in non-emergency related volumes. 16 posts were specific to educating on when to call 911.
- Tips to avoid accidental calls to 911 including appropriate storage of cellular devices and not allowing children to play with phones.
- Emergency Service Providers series: A regular series which highlighted and promoted emergency service providers from across the province. This series was very successful in:
  - sharing interesting information about local emergency service providers and highlighting the dedicated volunteers and workers who service their communities in their time of need.
  - educating the public that when someone calls 911 they will be connected to their local trusted emergency service providers who will respond but also 911 will assist with notifying others who may also need to respond.

Analyses of NL911 Facebook activity assists with identifying what types of posts and messaging result in more engagement and more followers to the page. The following types of posts generated the most activity in reach and engagement:

- profiles of emergency service providers and posts highlighting groups within the emergency response system during specific recognition weeks.
- posts related to the 911 process, how the 911 service works and EMERGENCY 911 decal promotion.



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NL911 is also using Facebook tools to identify targeting posts during peak times when page followers are online.

### **THIRD YEAR OBJECTIVE**

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

### **INDICATORS:**

- **Indicator 1:** Utilize statistics to identify areas for public education and awareness.
- **Indicator 2:** Send additional 911 Emergency vehicle decals to fire departments and ambulance operators throughout the province.
- **Indicator 3:** Increase in the number of followers of the NL911 Facebook page.

## OPPORTUNITIES AND CHALLENGES

With a focus on continued service improvements, NL911 has identified opportunities to enhance the province-wide emergency 911 telephone service and provide education related to the availability and appropriate use of the service. A challenge for this next reporting period will be the integration of NL911 into core government as announced during this reporting period. This integration will ensure that NL911's goals for improved service delivery and public education continues without disruption. NL911 continues to work towards identifying opportunities for better efficiency and effectiveness of the 911 service, as well as improved coordination with partners in emergency response.

Current opportunities for service enhancements include the identification of efficiencies that can be shared with partners in emergency response. Challenges associated with service enhancements include identifying the standards for a NG911 solution that can accommodate areas that have civic addressing and those that do not, as well as NL911's reliance on municipalities and Local Service Districts to voluntarily provide the civic address data required for the development and operation of a NG911 service. NL911 continues to focus on efforts to educate municipalities and Local Service Districts regarding the benefits of the NG911 service to 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. NL911 continues to identify areas to engage and educate the public about the 911 service. NL911 will continue to work on strengthening stakeholders understanding of NL911's role in the emergency response system so they will promote the emergency 911 telephone service in their communities. This in turn will assist to improve the public's awareness of the 911 service and its importance to the province and is essential to building public trust in the 911 service so that residents of, and visitors to, Newfoundland and Labrador will use the service when needed.

With the assistance of partners and stakeholders, NL911 continues to strive towards having 911 as the primary emergency telephone number to be called throughout Newfoundland and Labrador.



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# **APPENDIX I**

## **FINANCIAL STATEMENTS**



## Financial Statements

NL 911 Bureau Inc.

March 31, 2022



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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, 2022, 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, 2022, 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

June 14, 2022



Chartered Professional Accountants

NL 911 Bureau Inc.  
Statement of Financial Position

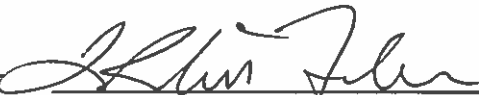
March 31	2022	2021
<b>Financial assets</b>		
Cash and cash equivalents	\$20,461,293	\$17,603,454
Receivables (Note 3)	<u>558,462</u>	<u>554,591</u>
	<u>21,019,755</u>	<u>18,158,045</u>
<b>Liabilities</b>		
Payables and accruals (Note 4)	<u>1,132,880</u>	<u>1,011,298</u>
<b>Net financial assets</b>	<u>19,886,875</u>	<u>17,146,747</u>
<b>Non-financial assets</b>		
Tangible capital assets (Page 13)	66,124	103,943
Prepays	<u>56,317</u>	<u>55,253</u>
	<u>122,441</u>	<u>159,196</u>
<b>Accumulated surplus (Note 5)</b>	<u>\$20,009,316</u>	<u>\$17,305,943</u>

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)		Actual 2021
	Budget 2022	Actual 2022	
Revenue			
Fees	\$ 6,029,393	\$ 6,046,862	\$ 6,040,412
Billing and collection charges	(562,743)	(564,372)	(563,767)
Allowance for bad debts incurred by telecommunication service providers (Note 7)	<u>(61,297)</u>	<u>(49,739)</u>	<u>(48,709)</u>
	5,405,353	5,432,751	5,427,936
Interest income	<u>72,000</u>	<u>163,969</u>	<u>120,055</u>
	<u>5,477,353</u>	<u>5,596,720</u>	<u>5,547,991</u>
Expenses (Page 14)			
Public Safety Answering Point centres Management, administration, and operations	2,146,888	2,015,083	1,862,811
	<u>956,492</u>	<u>878,264</u>	<u>821,632</u>
	<u>3,103,380</u>	<u>2,893,347</u>	<u>2,684,443</u>
Annual surplus	<u>2,373,973</u>	<u>2,703,373</u>	<u>2,863,548</u>
Accumulated surplus, beginning of year	<u>17,305,943</u>	<u>17,305,943</u>	<u>14,442,395</u>
Accumulated surplus, end of year	<u>\$19,679,916</u>	<u>\$20,009,316</u>	<u>\$17,305,943</u>

See accompanying notes and schedules to the financial statements.

NL 911 Bureau Inc.  
Statement of Net Financial Assets

Year ended March 31	(Note 9)		
	Budget	Actual	Actual
	2022	2022	2021
Annual surplus	\$ 2,373,973	\$ 2,703,373	\$ 2,863,548
Acquisition of tangible capital assets	(32,712)	(10,889)	(80,848)
Amortization of tangible capital assets	25,115	48,708	44,046
(Increase) decrease in prepaids	<u>-</u>	<u>(1,064)</u>	<u>8,364</u>
Increase in net financial assets	2,366,376	2,740,128	2,835,110
Net financial assets, beginning of year	<u>17,146,747</u>	<u>17,146,747</u>	<u>14,311,637</u>
Net financial assets, end of year	<u>\$19,513,123</u>	<u>\$19,886,875</u>	<u>\$17,146,747</u>

See accompanying notes and schedules to the financial statements.

NL 911 Bureau Inc.  
Statement of Cash Flows

Year ended March 31	2022	2021
Increase (decrease) in cash and cash equivalents		
<b>Operating</b>		
Annual surplus	\$ 2,703,373	\$ 2,863,548
Change in non-cash items		
Amortization of tangible capital assets	48,708	44,046
Change in non-cash operating working capital		
Receivables	(3,871)	(10,243)
Payables and accruals	121,582	256,555
Prepays	(1,064)	8,364
Cash provided by operating transactions	<u>2,868,728</u>	<u>3,162,270</u>
<b>Capital</b>		
Purchase of tangible capital assets	<u>(10,889)</u>	<u>(80,848)</u>
Net increase in cash and cash equivalents	2,857,839	3,081,422
Cash and cash equivalents, beginning of year	<u>17,603,454</u>	<u>14,522,032</u>
Cash and cash equivalents, end of year	<u>\$20,461,293</u>	<u>\$17,603,454</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, 2022

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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 telecommunication service providers, who retain \$0.07 for administration for each fee they collect. The remaining \$0.68, net of any bad debt expense incurred by the telecommunication service providers, 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, 2022

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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 telecommunication service 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 telecommunication service 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, 2022

### 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.

<b>3. Receivables</b>	<b><u>2022</u></b>	<b><u>2021</u></b>
Remittances due from telecommunication service providers	\$ 557,771	\$ 550,825
Harmonized sales tax receivable	<u>691</u>	<u>3,766</u>
	<b><u>\$ 558,462</u></b>	<b><u>\$ 554,591</u></b>

<b>4. Payables and accruals</b>	<b><u>2022</u></b>	<b><u>2021</u></b>
Trade	\$ 70,529	\$ 71,794
PSAPs	1,042,063	926,828
Payroll and vacation pay accruals	<u>20,288</u>	<u>12,676</u>
	<b><u>\$ 1,132,880</u></b>	<b><u>\$ 1,011,298</u></b>

### 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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# NL 911 Bureau Inc.

## Notes to the Financial Statements

March 31, 2022

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### 6. Commitment

NL 911 is committed to future lease payments for office space in each of the next three years as follows: 2023 - \$98,500; 2024 - \$98,500; 2025 - \$90,292.

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### 7. Allowance for bad debts incurred by telecommunication service providers

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

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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, 2022.

##### *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 \$557,771 (2021 - \$550,825). As the telecommunication service 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 \$1,129,745 (2021 - \$1,009,398). 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.

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NL 911 Bureau Inc.  
Notes to the Financial Statements

March 31, 2022

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**10. Proposed changes to legislation**

On May 31, 2021, the government of Newfoundland and Labrador announced its intention to transition NL 911 from a separate legal entity into core government as part of the Department of Justice and Public Safety. On April 5, 2022, new proposed legislation that would enable this transition began its second reading in the government's House of Assembly but has yet to be approved as of the release date of these financial statements. The proposed changes to legislation had no impact on the financial statements for the year ended March 31, 2022 as NL 911 continues to operate under the current *Emergency 911 Act* until legislative changes are approved.

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NL 911 Bureau Inc.  
 Schedule of Tangible Capital Assets

Year Ended March 31, 2022

	Office furniture and equipment	Computer equipment	Computer software	<b>2022</b>	2021
<b>Cost</b>					
Cost, beginning of year	\$ 34,894	\$ 122,719	\$ 234,302	<b>\$ 391,915</b>	\$ 311,067
Additions during the year	<u>928</u>	<u>9,961</u>	<u>-</u>	<b><u>10,889</u></b>	<u>80,848</u>
Cost, end of year	<b><u>\$ 35,822</u></b>	<b><u>\$ 132,680</u></b>	<b><u>\$ 234,302</u></b>	<b><u>\$ 402,804</u></b>	<b><u>\$ 391,915</u></b>
<b>Accumulated Amortization</b>					
Accumulated amortization, beginning of year	\$ 23,612	\$ 59,435	\$ 204,925	<b>\$ 287,972</b>	\$ 243,926
Amortization	<u>2,349</u>	<u>37,546</u>	<u>8,813</u>	<b><u>48,708</u></b>	<u>44,046</u>
Accumulated amortization end of year	<b><u>\$ 25,961</u></b>	<b><u>\$ 96,981</u></b>	<b><u>\$ 213,738</u></b>	<b><u>\$ 336,680</u></b>	<b><u>\$ 287,972</u></b>
<b>Net book value of tangible capital assets</b>	<b><u>\$ 9,861</u></b>	<b><u>\$ 35,699</u></b>	<b><u>\$ 20,564</u></b>	<b><u>\$ 66,124</u></b>	<b><u>\$ 103,943</u></b>

# NL 911 Bureau Inc.

## Schedule of Expenses

Year ended March 31	2022	2021
<b>Public Safety Answering Point centres</b>		
St. John's	\$ 1,227,552	\$ 1,091,050
Corner Brook	<u>787,531</u>	<u>771,671</u>
	<u>2,015,083</u>	<u>1,862,811</u>
<b>Management, administration, and operations</b>		
Advertising and public relations	61,695	37,364
Amortization	48,708	44,046
Bad debts	2,435	-
Board meetings	5,115	3,360
Communications	42,218	18,802
Computer expense	10,220	10,376
Conferences and training	11,499	3,099
Consulting - IT	25,322	24,116
Insurance	11,443	10,418
Interest and bank charges	55	91
Meetings	805	236
Miscellaneous	1,158	911
Office space rental	98,500	98,500
Office supplies and printing	1,047	3,060
Professional fees	22,308	27,873
Professional fees – T911	26,282	49,768
Salaries and benefits	504,103	489,605
Travel	<u>5,351</u>	<u>7</u>
	<u>878,264</u>	<u>821,632</u>
<b>Total expenses</b>	<u>\$ 2,893,347</u>	<u>\$ 2,684,443</u>

NL 911 Bureau Inc.  
 Schedule of Reconciliation of the Financial Plan to the Budget  
 Year ended March 31, 2022

	<u>Financial Plan</u>	<u>Adjustments</u>	<u>PSAS Budget</u>
Revenue			
Fees	\$ 6,029,393	\$ -	\$ 6,029,393
Billing and collection charges	(562,743)	-	(562,743)
Allowance for bad debts incurred by telecommunication service providers (Note 7)	<u>(61,297)</u>	<u>-</u>	<u>(61,297)</u>
	5,405,353	-	5,405,353
Interest income	<u>72,000</u>	<u>-</u>	<u>72,000</u>
	<u>5,477,353</u>	<u>-</u>	<u>5,477,353</u>
Expenses			
Public Safety Answering Point centres Management, administration, and operations	2,146,888	-	2,146,888
	<u>989,204</u>	<u>(32,712)</u>	<u>956,492</u>
	<u>3,136,092</u>	<u>(32,712)</u>	<u>3,103,380</u>
Annual surplus	<u>2,341,261</u>	<u>32,712</u>	<u>2,373,973</u>
Accumulated surplus, beginning of year	<u>17,305,943</u>	<u>-</u>	<u>17,305,943</u>
Accumulated surplus, end of year	<u>\$19,647,204</u>	<u>\$ 32,712</u>	<u>\$19,679,916</u>