



Help. Anytime. Anywhere.

Annual Report

2019-2020



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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 2019-2020 fiscal year in accordance with the **Emergency 911 Act** and the **Transparency and Accountability Act**. This report outlines NL911's achievements from April 1, 2019 to March 31, 2020, in operating the province-wide emergency 911 telephone service.

In March 2020, NL911 celebrated five years of operating the province-wide emergency 911 telephone service and is proud of the work and progress made towards 911 service enhancements and public awareness during that time. As part of the provincial emergency response system, NL911 remains focused on meeting the goals of improving the efficiency and effectiveness of the province-wide 911 emergency telephone service and increasing public awareness of the 911 service. During this reporting period, NL911 continued to focus on improving service delivery and increasing education and awareness.

NL911 appreciates the partnerships that help contribute to the success of 911 service delivery and assist in promoting 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 2019-20 Annual Report.

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

Donald 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 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, 2020, 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.

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, 2020, the Board consisted of the below listed members:

NL911 BOARD of DIRECTORS

Position	Board Member	Location	Service Expiry
Chair	Donald Peckham	St. Johns	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. Johns	April 10, 2023
Member	Randy Letto	Happy Valley – Goose Bay	April 10, 2023
Member	Mark Brown	St. Johns	April 10, 2023
Member	George Andrews	Happy Valley – Goose Bay	November 6, 2023
Member/MNL	Sheila Fitzgerald	Roddickton-Bide Arm	March 4, 2024
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 use the fund 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 \$2,697,800. 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 \$5,732,361.

For detailed financial information for the fiscal year ended March 31, 2020 please see Appendix I - Financial Statements.

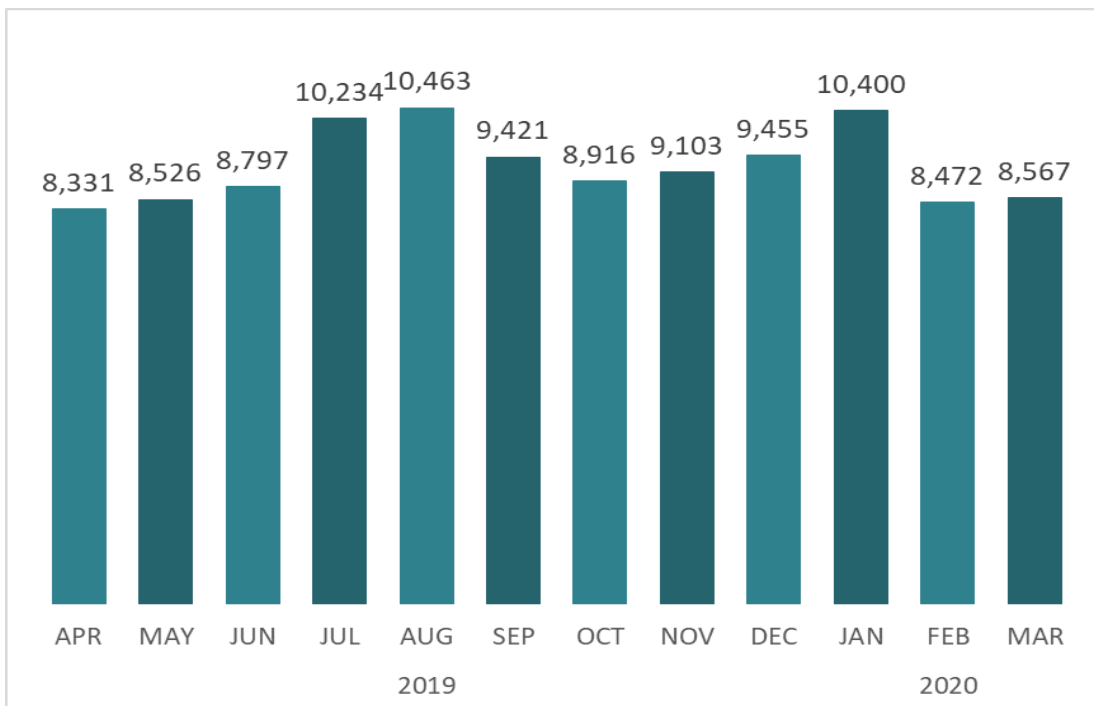
HIGHLIGHTS AND PARTNERSHIPS

During the 2019-20 reporting period, NL911 continued to meet operational, developmental and public engagement goals with the assistance 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 and support government’s strategic directions specifically by supporting the Strategic Direction of Safe and Sustainable Municipalities, Communities, and Regions.

NL911 Service Statistics

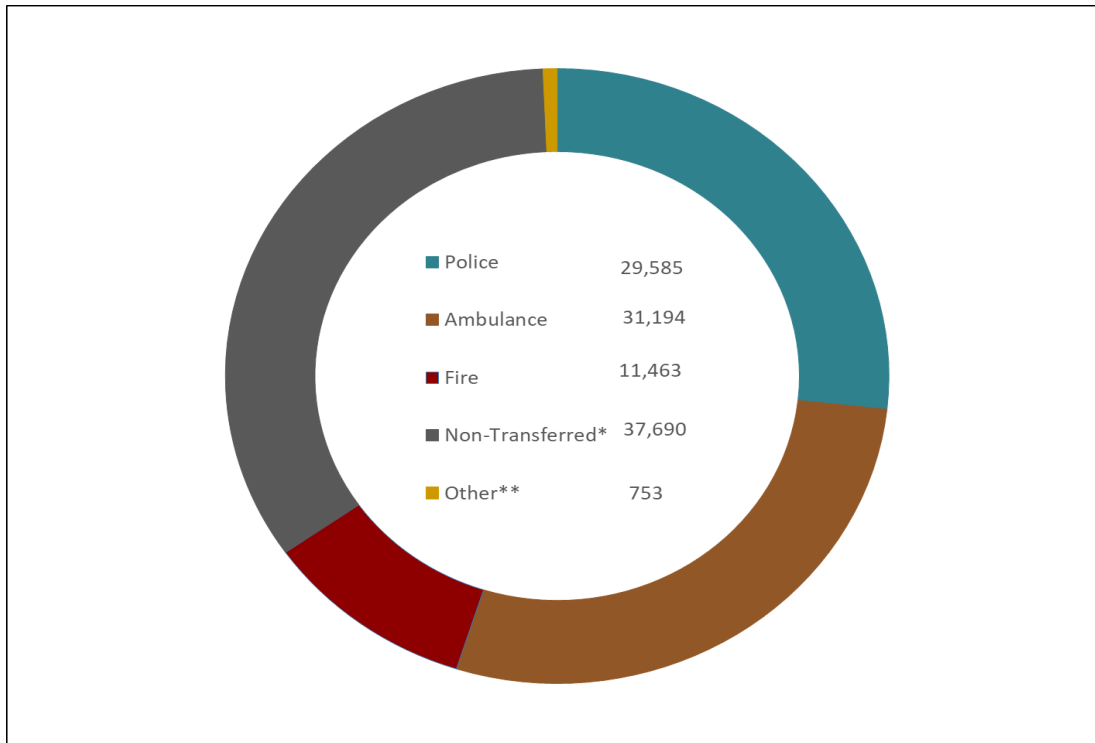
Between April 1, 2019 to March 31, 2020, NL911 PSAPs handled 110,685 calls (Chart 1), representing an 11 percent increase over the previous reporting period.

Chart 1 – Total 911 Calls per Month April 2019-March 2020



Of the 110,685 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 2019-March 2020



* 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 and the emergency response required will fluctuate. NL911 transferred 66 percent of all calls to emergency service providers, an increase of eight percent compared to the last reporting period. A breakdown of these calls are as follows: 27 percent were transferred to police (two percent increase), 28 percent were transferred to ambulance (19 percent increase), 10 percent went to fire response (no change), and less than one percent went to other agencies (12 percent decrease).

NL911 handled 37,690 non-transferred calls, accounting for 34 percent of the total volume of 911 calls received (16 percent increase). 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 the non-transferred 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.

With an increase of 11 percent in overall 911 call volume and events such as the January 2020 storm and the COVID-19 pandemic, which resulted in a 15 percent increase over call volumes from January to March of 2019, NL911 expected that there would be an increase in both emergency service and non-transferred call volumes. The non-transferred category remains the largest type of 911 calls received. NL911 continues to review 911 call data reports to identify opportunities for public education and awareness initiatives and ways to support the efficiency of the emergency response system as a whole.

PSAP Call Handling Boundary Change

The province-wide 911 service was implemented in 2015 with a 911 call handling boundary which determined where 911 calls would be answered based on the location of the caller. At that time, the call handling boundary identified that calls east of the general area of Goobies would be answered by the St. John's PSAP and calls from the remainder of the Province to be answered by the Corner Brook PSAP. This call handling boundary was determined based on population size in each area and the resulting potential for an equal volume of calls to be shared by each PSAP for the Province.

The PSAP Service Agreements with NL911 required a review of the defined call handling boundary within three years of operations to determine if the existing boundary provided an equal amount of calls to each PSAP. NL911 completed a boundary review and assessment taking into consideration the following factors;

- Volume of 911 calls answered by PSAP,
- Population considerations,
- PSAP utilization,
- Telecommunication provider's requirements,
- Public awareness.

The boundary review provided the following insights:

- 64 percent of 911 calls were being answered by the St. John's PSAP.
- Long term provincial population projections identify a decline in almost all areas, with the exception of the North East Avalon which may result in a further increase in call volume for the St. John's PSAP.
- Many of the costs associated with operating a PSAP are fixed costs related to operating an emergency service 24 hours a day and seven days a week and are not dependent on the volume of 911 calls answered. A boundary change would assist in more equal PSAP utilization and operation of both PSAPs.
- With a continued focus on public education and awareness, the volume of non-emergency calls received by each PSAP may decrease over time.

There were no anticipated costs related to a change in boundary to be considered other than the time and resources required by NL911, PSAPs and the telecommunications service providers to coordinate the change. As a result of the review, it was determined that a new call handling boundary needed to be identified to obtain better utilization at each PSAP.

The new call handling boundary is in the general area of Salmonier Line, with all 911 calls from areas east of the new boundary line answered by the St. Johns PSAP and all areas west of the boundary line answered by the Corner Brook PSAP.

The new boundary change took effect on February 28th 2020. NL911 continues to monitor call volumes and will complete another review after three years to determine if further changes to the boundary may be required.

Partnerships

NL911 maintains partnerships with municipalities, Emergency Service Providers, PSAPs, telecommunications service providers, Provincial Government departments and local organizations, who assist with and support the development, establishment and operations of the province-wide 911 emergency telephone service. Opportunities provided in the following areas were integral in supporting NL911 education and awareness initiatives.

Speaking Engagements

Participating in speaking engagements in both private and public settings are integral to building relationships with stakeholders, raising awareness about the province-wide 911 service and providing stakeholders with an opportunity to provide feedback on the 911 service. During this reporting period, NL911 was pleased to participate in a variety of speaking engagements offered by its partners, including the Newfoundland and Labrador Association of Fire Services (NLAFS), Municipalities Newfoundland and Labrador (MNL), Private Ambulance Operators Association and the Royal Newfoundland Constabulary (RNC).

Information Sharing

NL911 partners provide opportunities for 911 education and messaging to be delivered through their resources and programs. MNL promoted NL911 messaging at all regional meetings and shared NL911 civic addressing initiatives direct to their members through e-mail and social media platforms.

NL911 supports programs aimed at educating children on the importance of how and when to call 911 for emergency help. The NLAFS 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. The AdventureSmart program, a national prevention program focused on outdoor activities, distributed 911 education and promotional items to children attending their sessions.

Other Stakeholder Cooperation

The Department of Justice and Public Safety and the Department of Environment, Climate Change and Municipalities 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.

NL911 focused on creating and distributing new education material related to reaching the 911 service when a caller is in a remote location. Outdoor enthusiast groups assisted with this



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initiative by providing feedback on the material developed and distributing the material to their memberships.

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

REPORT ON PERFORMANCE

NL911 focused on improved service delivery as well as public education and awareness in the 2017-2020 Business Plan. The following is a report on NL911's accomplishments towards the goals and objectives during this reporting period and for the overall three-year plan.

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. NG911 is not yet operational in Canada.

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. It is anticipated that due to the COVID-19 pandemic the CRTC may adjust the required timelines for developing and implementing NG911 solutions in Canada.

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.

REPORT ON THE GOAL FOR 2017-20:

GOAL

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

Indicator: NL911 adopted new technologies to improve service delivery.

Actual Results

During 2017-2020, NL911 worked to improve the efficiency and effectiveness of 911 service delivery for the province by adopting new technologies to improve service delivery. During this three-year reporting period, NL911 has been successful in this goal by accomplishing the following:

- Implemented the Text with 911 (T911) service for the deaf, late deafened, hard of hearing and speech impaired persons, providing another option for accessing the 911 emergency service for those with challenges communicating verbally.
- Secured PSAP access to the Registry of Canadian PSAPs which provides emergency service provider and 911 PSAP contacts for transferring third-party or misdirected callers reporting emergencies outside of Newfoundland and Labrador.
- Coordinated with Bell to identify and implement available infrastructure for NG911 service capabilities at each PSAP including data lines and redundancies as well as firewalls for cyber security.
- Completed research and identified NG911 system and equipment requirements at each PSAP, as well as related storage and data space requirements.
- Continued civic addressing work including the survey of all municipalities and local service districts for civic address status and the resulting request and distribution of civic address requests to 237 communities. NL911 has received data from 83 communities of which two have reached the requirements of 98 percent accuracy and readiness for NG911 service.

Indicator: A smaller proportion of 911 calls require a call trace to determine the location of the emergency.

Actual Results

During 2017-20, NL911 worked hard to enhance the current Basic 911 service to a NG911 service, which accommodates location identification capabilities. Receiving location information automatically through the NG911 service provides a reduced need for call tracing in instances where callers do not know their location or are unable to communicate. In the last year of this reporting period, it was determined that Newfoundland and Labrador required a hybrid NG911 solution that accommodated Basic 911 capabilities (please see Report on Third Year Objective below for additional details). As such, the implementation of a NG911 service has been delayed until related requirements have been identified and as a result there has been no impact to the proportion of calls requiring a call trace to determine a caller's location.

Due to the delay in NG911 implementation, NL911 has focused on identifying opportunities for location identification applications that can be provided in a Basic 911 service environment. These applications will assist 911 Call Takers with identifying the location of callers using cellular devices who are unsure of their location (i.e. 911 callers on the highway). NL911 continues to focus on the enhancement to a NG911 service and looks forward to the future benefits that the NG911 service will bring to the residents of the Province. While the NG911 service has experienced delays in implementing a solution that will suit Newfoundland and Labrador needs, NL911 continues to research and identify any technology that can assist with creating better efficiencies for service delivery.

REPORT ON THIRD YEAR OBJECTIVE

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

PLANNED INDICATORS

Indicator: Infrastructure and technology requirements to support a NG911 system are procured.

Actual Results

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 Text with 911 (T911) service for deaf, deafened, hard of hearing, and speech impaired persons, also accommodated the data lines needed for the future NG911 service. These data lines were installed by Bell in the 2018-19 reporting period to avail of the T911 and Registry of Canadian PSAPs services.

During this reporting period NL911 determined that the current NG911 solution being designed in Canada does not provide the capability for all 911 callers in Newfoundland and Labrador to be answered by an NL911 PSAP. NL911 requires a hybrid solution that can accommodate a NG911 service for those areas with civic addressing and cellular use, as well as a Basic 911 capability for those areas without civic addressing. The current NG911 model can only accommodate those with civic addresses or using a cellular device, and no known solution was in place to accommodate areas that do not have civic addressing. In the current model, callers for 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 was not acceptable to move forward with an enhancement that did not provide a solution for all callers from Newfoundland and Labrador to be answered within the province by an NL911 PSAP. As a result, NL911 decided to delay the implementation of an NG911 service for Newfoundland and Labrador until a solution was identified that can be applied to the whole province.

NL911 has been working with the telecommunications service providers and the CRTC to create an Emergency Services Working Group (ESWG) dedicated to identifying a hybrid service solution that could accommodate areas that require both a Basic 911 and a NG911 service. This new working group is expected to start in the 2020-21 reporting period.

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

- NL911 issued a Request for Proposals (RFP) for a NG911 capable call logging system which has been placed on hold until a new NG911 service date is determined for the hybrid Basic 911 and NG911 service solution.
- A redundant 911 fibre line was installed at the St. John's PSAP to create a backup for the primary line and ensure continuity of service.
- Firewalls were installed at each PSAP to ensure cyber security.
- Storage and data room space identified at each PSAP to house the infrastructure and equipment needs for a NG911 service.
- Coordination with other emergency service agencies to determine interest in NG911 data flow to their dispatch systems.

Due to the need to create a hybrid solution, the date for the NG911 service launch is pending the results of the standards identified through the ESWG working group. There will be no procurement of new infrastructure until such time that the updated NG911 service launch date is determined.

NL911 continues to search for enhancements available in the current Basic 911 environment that can improve the 911 service for Newfoundlanders and Labradorians. During this reporting period, NL911 identified web-based applications that provide 911 PSAPs with the capability of identifying the location of a 911 caller who is using a cellular device when their location is unknown. NL911 has completed research on these applications and has started implementation plans for obtaining access for NL911 PSAP Call Takers in the next reporting period.

Indicator: 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.

Actual Results

Resulting from responses to NL911 surveys and regular communication with Municipalities through partnership meetings and trade shows, NL911 identified 12 municipalities who had civic address data in 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.

NL911 requested and received civic address GIS data from each of the 12 municipalities. The status of these GIS files are as follows:

- Two have completed the quality assurance process and have reached the 98 percent accuracy required for NG911 system readiness.
- Five have been reviewed by NL911 and are currently undergoing telecommunications service provider review.
- Five are currently in NL911 review.

Indicator: Civic addressing data requests will be sent to all Municipalities and Local Service Districts who indicated they have civic addressing.

Actual Results

NL911 sent surveys to municipalities and local service districts to identify those who have civic addressing captured for their area. NL911 has identified through this process that there are at least 295 out of 449 communities in Newfoundland and Labrador that have civic addressing captured in some format. For those with civic addressing captured (not in GIS format), NL911 sends a civic address data request which 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.

During this reporting period civic address data requests were sent to 77 communities, bringing the total number of communities who have received their civic address data request from NL911 to 225. The remaining 70 communities identified with civic address data did not receive their civic address data request as planned due to the increased time required in the creation of maps during this reporting period.

The estimate for map creation for this reporting period was based on the volume of maps created from the previous reporting period, however until the maps were created it was unknown how much editing was required. Each map created for a community is edited by NL911 to remove infrastructure that is not required and would not have a civic address assigned (i.e. small sheds, garages etc.). The communities that were mapped during this reporting period required additional editing time and therefore resulted in fewer maps created than was planned.

NL911 received civic address data back from 68 communities and partial data received from three communities with further follow up required. Each file received has been placed into a schedule for the quality assurance process requiring 98 percent data accuracy for use in a NG911 system.

NL911 continues to coordinate with the Newfoundland and Labrador Statistics Agency to obtain existing geographical mapping data for the province and work towards obtaining civic address data from all municipalities and local service districts who have civic addressing in Newfoundland and Labrador.

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 other three digit help lines).

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.

REPORT ON THE GOAL FOR 2017-20:**GOAL**

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

Indicator: A decrease in the number of non-emergency calls to 911 will be observed.

Actual Results

Analyses of the statistical data from 2017-2020 has identified that non-emergency calls increased by two percent in the first year, decreased by 10 percent in the second reporting year and increased by 16 percent in the third year. Although non-emergency volumes did not decrease year over year, the data shows that the 911 service usage has increased by just over 13 percent since 2017. Increases in general call volume will result in increases in all categories including non-emergency volumes, especially when there are significant events such as the January 2020 snow storm and COVID-19 pandemic. NL911 continues to analyze call-handling data and adjust any linked education and awareness messaging to ensure the public are aware of the appropriate use of the 911 service.

Indicator: NL911 continued attendance at public facing events such as conferences, trade shows, and stakeholder annual general meetings.

Actual Results

During the 2017-2020 reporting period, NL911 participated in the following events that provided NL911 with opportunities to speak directly to a targeted audience about the 911 service availability and use in Newfoundland and Labrador and receive feedback. These opportunities included:

- The Newfoundland and Labrador Association of Fire Services (NLAFS) Annual Conventions – speaking and trade shows.
- MNL and the Professional Municipal Administrators (PMA) Annual Conventions - speaking and trade shows.
- Community and Private Ambulance Operators Associations Annual General Meetings - speaking and trade shows.

- The Newfoundland and Labrador Association of the Deaf Annual General Meeting (2018) - speaking event to educate their members on the Text with 911 (T911) service.
- Canadian Red Cross training (2017) – presented on how the 911 service works in Newfoundland and Labrador and provided materials for them to incorporate into their curriculum.
- 50+ Club Annual General Meeting - speaking and trade shows.
- Placentia Age Friendly Fair annual trade show.
- Labrador City Public Meeting (2018) – NL911 hosted event to engage with the public and emergency service providers in that area.

Indicator: NL911 will be strategic and responsive to changing education and awareness needs and priorities.

Actual Results

Throughout 2017-20, NL911 has worked hard to educate Newfoundlanders and Labradorians about the 911 service availability and its proper use by developing strategic initiatives and partnerships with a focus on education and awareness to targeted audiences. The incorporation of 911 education into partner messaging publicly 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. During the 2017-2020 reporting period, NL911 has accomplished the following:

- Conducted surveys and hosted stakeholder engagement sessions to identify areas where the 911 service was not understood and developed targeted messaging as needed.
- Developed initiatives, such as the EMERGENCY 911 decal project for local fire departments, to educate the public about the availability of the province-wide 911 service and obtain community support.
- Initiated a social media presence to target messaging directly to the public about the 911 service availability and proper use.

- Partnered with the following agencies, organizations and provincial government departments to educate and obtain assistance with spreading NL911 messaging within their organizations.
 - MNL promoted 911 at all events including 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, provided space for direct messaging in their Fire News Newsletter and promoted 911 through email and social media communications.
 - 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.
 - 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 AdventureSmart program provided 911 education and promotional items to children attending their program, to teach the importance of how and when to call 911 for emergency help.
 - Mothers Against Drunk Drivers (MADD) Canada, directly promoted the benefits of the emergency 911 telephone service to students and schools visited across Newfoundland and Labrador.
 - 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 (CSSD), assisted NL911 with education and awareness promotion of the service.
 - The Red Cross and St. John Ambulance incorporated 911 education and information into their training material.
 - 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 presented NL911 provided T911 information slides at their regional meetings.
- The Disability Policy Office in CSSD provided T911 education items and education at their hosted event.

REPORT ON THIRD YEAR OBJECTIVE

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

PLANNED INDICATORS

Indicator: A 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 increased by approximately 16 percent from the previous reporting period. With an increased awareness of the availability of the province-wide 911 service and a 11 percent increase in overall 911 call volume, it is expected that there would be an increase in the non-emergency volume as a result. There was an overall increase (22 percent) in accidental calls, hang ups, non-emergency incidents and pocket dials. These types of calls account for 90 percent of the total non-emergency related calls received.

Analyses of the non-emergency categories identified that events such as the January snow storm and the COVID-19 pandemic contributed to the increase in volume of non-emergency call categories by 34 percent in the months of January and March of 2020. NL911 was pleased to see a decrease of 20 percent in all other categories of non-emergency calls including child playing with phone, nuisance calls, test calls and information inquiries, which account for the remaining 10 percent of the total volume of non-emergency calls.

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

Indicator: 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 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: NL911 social media platform is launched.

Actual Results

NL911 launched their Facebook social media platform on January 7, 2020 with a primary focus on educating the public about the province-wide 911 service.

During this reporting period NL911 created a total of 65 Facebook posts which included sharing important information such as how the 911 service works, 911 statistics and facts, NL911 operational information, profiles of local emergency service providers and emergency responders from across the province, and public service announcements. The NL911 Facebook page is also used to share general information from the Facebook pages of partners and stakeholders. As of March 31, 2020, the NL911 Facebook page had 733 followers. Analyses of the NL911 Facebook activity identified that profiles of emergency service providers and other local content tend to generate the most activity and interactions on the Facebook page.

NL911 continues to plan strategic Facebook messaging to strive for increased knowledge and awareness of the province-wide 911 service.

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



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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 provided 23 fire departments with the 'EMERGENCY 911' decals. Since the initiative started in 2017, NL911 has provided 153 fire departments across Newfoundland and Labrador with 'EMERGENCY 911' decals.

NL911 continues to engage with fire departments across Newfoundland and Labrador to provide awareness of the decal initiative and is planning to launch the same decal initiative for ambulance operators in the next reporting period.

OPPORTUNITIES AND CHALLENGES

NL911 has made great progress 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 remains focused 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 improved coordination with partners in emergency response.

Current opportunities for service enhancements include the implementation of location identification applications for 911 Call Takers that will assist with identifying the location of callers using cellular devices who are unsure of their location (i.e. 911 callers on the highway). This service provides 911 Call Takers with another option for locating callers in addition to the current call trace process offered through the telecommunications service provider.

The challenges associated with service enhancements include identifying a NG911 solution that can accommodate a hybrid of a Basic 911 and NG911 service for answering calls in Newfoundland and Labrador. NL911 will address this challenge through the implementation of the working group with telecommunication service providers, the CRTC and other Canadian jurisdictions. An additional challenge remains with NL911's reliance on municipalities and local service districts to 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 is currently working on the development of a process for emergency service providers using pager-voice recorder systems to ensure they receive calls from 911. Work also continues in the development of NL911 social media and targeted messaging to assist with public education on the appropriate use and awareness of the province-wide 911 service.



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NL911 continues to actively address challenges associated with public education. Challenges continue to be strengthening the understanding of NL911's role in the emergency response system so that stakeholders will promote the emergency 911 telephone service in their communities, improving the public's awareness of the 911 service and how it works in the Province, and building public trust in the 911 service so that residents of, and visitors to, Newfoundland and Labrador will use the service when needed.

NL911 plans to continue 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 partners and stakeholders, NL911 will continue 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



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Financial Statements

NL 911 Bureau Inc.

March 31, 2020



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NL 911 Bureau Inc.

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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, 2020, 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, 2020, 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.

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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 7, 2020

Chartered Professional Accountants

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

March 31	2020	2019
Financial assets		
Cash and cash equivalents	\$14,522,032	\$11,244,835
Receivables (Note 3)	<u>544,348</u>	<u>877,663</u>
	<u>15,066,380</u>	<u>12,122,498</u>
Liabilities		
Payables and accruals (Note 4)	<u>754,743</u>	<u>992,655</u>
Net financial assets	<u>14,311,637</u>	<u>11,129,843</u>
Non-financial assets		
Tangible capital assets (Page 13)	67,141	96,243
Prepays	<u>63,617</u>	<u>181,748</u>
	<u>130,758</u>	<u>277,991</u>
Accumulated surplus (Note 5)	<u>\$14,442,395</u>	<u>\$11,407,834</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) Budget 2020	Actual 2020	Actual 2019
Revenue			
Fees	\$ 6,225,939	\$ 6,097,673	\$ 6,166,209
Billing and collection charges	(581,088)	(569,086)	(575,519)
Allowance for bad debts incurred by telecommunication service providers (Note 7)	<u>(59,996)</u>	<u>(48,726)</u>	<u>(49,587)</u>
	5,584,855	5,479,861	5,541,103
Interest income	<u>96,000</u>	<u>252,500</u>	<u>167,182</u>
	5,680,855	5,732,361	5,708,285
Expenses (Page 14)			
Public Safety Answering Point centres Management, administration, and operations	1,965,712	1,797,629	1,787,547
	<u>1,079,684</u>	<u>900,171</u>	<u>884,433</u>
	3,045,396	2,697,800	2,671,980
Annual surplus	<u>2,635,459</u>	<u>3,034,561</u>	<u>3,036,305</u>
Accumulated surplus, beginning of year	<u>11,407,834</u>	<u>11,407,834</u>	<u>8,371,529</u>
Accumulated surplus, end of year	\$14,043,293	\$14,442,395	\$11,407,834

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 2020	Actual 2020	Actual 2019
Annual surplus	\$ 2,635,459	\$ 3,034,561	\$ 3,036,305
Acquisition of tangible capital assets	(1,015,970)	(4,734)	(45,953)
Amortization of tangible capital assets	80,000	33,836	34,300
Decrease (increase) in prepaids	-	118,131	(151,275)
Increase in net financial assets	1,699,489	3,181,794	2,873,377
Net financial assets, beginning of year	<u>11,129,843</u>	<u>11,129,843</u>	<u>8,256,466</u>
Net financial assets, end of year	<u>\$12,829,332</u>	<u>\$14,311,637</u>	<u>\$11,129,843</u>

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	2020	2019
Increase (decrease) in cash and cash equivalents		
Operating		
Annual surplus	\$ 3,034,561	\$ 3,036,305
Change in non-cash items		
Amortization of tangible capital assets	33,836	34,300
Change in non-cash operating working capital		
Receivables	333,315	27,760
Payables and accruals	(237,912)	321,816
Prepays	118,131	(151,275)
Cash provided by operating transactions	<u>3,278,931</u>	<u>3,268,906</u>
Capital		
Purchase of tangible capital assets	<u>(4,734)</u>	<u>(45,953)</u>
Net increase in cash and cash equivalents	3,277,197	3,222,953
Cash and cash equivalents, beginning of year	<u>11,244,835</u>	<u>8,021,882</u>
Cash and cash equivalents, end of year	<u>\$14,522,032</u>	<u>\$11,244,835</u>

See accompanying notes and schedules to the financial statements.

NL 911 Bureau Inc. Notes to the Financial Statements

March 31, 2020

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.

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.

NL 911 Bureau Inc.
Notes to the Financial Statements

March 31, 2020

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.

NL 911 Bureau Inc.
Notes to the Financial Statements

March 31, 2020

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.

3. Receivables	2020	2019
Remittances due from telecommunication service providers	\$ 544,348	\$ 866,071
Harmonized sales tax receivable	-	11,592
	\$ 544,348	\$ 877,663

4. Payables and accruals	2020	2019
Trade	\$ 47,410	\$ 45,656
PSAPs	700,451	925,316
Harmonized sales tax payable	2,432	-
Payroll and vacation pay accruals	4,450	21,683
	\$ 754,743	\$ 992,655

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.

NL 911 Bureau Inc.
Notes to the Financial Statements

March 31, 2020

6. Commitment

NL 911 is committed to future lease payments for office space in each of the next five years as follows: 2021 - \$98,500; 2022 - \$98,500; 2023 - \$98,500; 2024 - \$98,500; 2025 - \$90,292.

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.

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, 2020.

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 \$544,348 (2019 - \$866,071). 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 \$751,140 (2019 - \$986,856). 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.

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.
Notes to the Financial Statements

March 31, 2020

10. Subsequent events

Since December 31, 2019, the spread of COVID-19 has severely impacted many local economies around the globe. In many countries, including Canada, businesses were forced to cease or limit operations for long periods of time. Measures taken to contain the spread of the virus including travel bans, quarantines, social distancing, and closures of non-essential services have triggered significant disruptions to businesses worldwide, resulting in an economic slowdown. Global stock markets have also experienced great volatility and a significant weakening. Governments and central banks have responded with monetary and fiscal interventions to stabilize economic conditions.

No subsequent events regarding COVID-19 have been recorded as adjusting events in these financial statements. There have been no significant impacts on NL 911's operations and financial performance, and none are currently anticipated by management; however, it is not possible to reliably estimate the duration and severity of future consequences of COVID-19, as well as the potential impact on the financial statements of future periods.

NL 911 Bureau Inc.
Schedule of Tangible Capital Assets
 Year Ended March 31, 2020

	Office furniture and equipment	Computer equipment	Computer software	2020	2019
Cost					
Cost, beginning of year	\$ 33,213	\$ 38,818	\$ 234,302	\$ 306,333	\$ 260,380
Additions during the year	<u>250</u>	<u>4,484</u>	<u>-</u>	4,734	45,953
Cost, end of year	<u>\$ 33,463</u>	<u>\$ 43,302</u>	<u>\$ 234,302</u>	<u>\$ 311,067</u>	<u>\$ 306,333</u>
Accumulated Amortization					
Accumulated amortization, beginning of year	\$ 17,877	\$ 17,863	\$ 174,350	\$ 210,090	\$ 175,790
Amortization	<u>3,092</u>	<u>12,758</u>	<u>17,986</u>	33,836	34,300
Accumulated amortization end of year	<u>\$ 20,969</u>	<u>\$ 30,621</u>	<u>\$ 192,336</u>	<u>\$ 243,926</u>	<u>\$ 210,090</u>
Net book value of tangible capital assets	<u>\$ 12,494</u>	<u>\$ 12,681</u>	<u>\$ 41,966</u>	<u>\$ 67,141</u>	<u>\$ 96,243</u>

**NL 911 Bureau Inc.
Schedule of Expenses**

Year ended March 31	2020	2019
Public Safety Answering Point centres		
St. John's	\$ 1,090,151	\$ 1,058,330
Corner Brook	<u>707,478</u>	<u>729,217</u>
	\$ 1,797,629	\$ 1,787,547
Management, administration, and operations		
Advertising and public relations	\$ 61,988	\$ 56,936
Amortization	33,836	34,300
Board meetings	4,630	4,560
Communications	19,142	17,833
Computer expense	8,365	6,032
Conferences and training	9,818	8,764
Consulting - IT	22,968	21,721
Insurance	12,992	8,590
Interest and bank charges	276	288
Meetings	1,600	1,302
Miscellaneous	1,724	1,385
Office space rental	102,463	102,463
Office supplies and printing	3,400	3,309
Professional fees	26,816	26,499
Professional fees – T911	120,224	120,224
Salaries and benefits	454,564	449,701
Travel	<u>15,365</u>	<u>20,526</u>
	\$ 900,171	\$ 884,433
Total expenses	\$ 2,697,800	\$ 2,671,980

NL 911 Bureau Inc.
Schedule of Reconciliation of the Financial Plan to the Budget
 Year ended March 31, 2020

	Financial Plan	Adjustments	PSAS Budget
Revenue			
Fees	\$ 6,225,939	\$ -	\$ 6,225,939
Billing and collection charges	(581,088)	-	(581,088)
Allowance for bad debts incurred by telecommunication service providers (Note 7)	<u>(59,996)</u>	<u>-</u>	<u>(59,996)</u>
	5,584,855	-	5,584,855
Interest income	<u>96,000</u>	<u>-</u>	<u>96,000</u>
	<u>5,680,855</u>	<u>-</u>	<u>5,680,855</u>
Expenses			
Public Safety Answering Point centres Management, administration, and operations	1,965,712	-	1,965,712
	<u>2,095,654</u>	<u>(1,015,970)</u>	<u>1,079,684</u>
	<u>4,061,366</u>	<u>(1,015,970)</u>	<u>3,045,396</u>
Annual surplus	<u>1,619,489</u>	<u>1,015,970</u>	<u>2,635,459</u>
Accumulated surplus, beginning of year	<u>11,407,834</u>	<u>-</u>	<u>11,407,834</u>
Accumulated surplus, end of year	<u>\$13,027,323</u>	<u>\$ 1,015,970</u>	<u>\$14,043,293</u>



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