



PORT MOODY POLICE BOARD Regular Meeting AGENDA

DRAFT

Date:	June 3, 2024
Location	Port Moody Public Safety Building 3 rd Floor EOC, 3051 St. Johns Street Port Moody, BC - 5:00 pm

**Indicates Attachment*

1. CALL TO ORDER

ACKNOWLEDGEMENT: The Port Moody Police Board carries out our business on the ancestral and unceded homelands of the kʷikʷəłəm (Kwkwetlem), səliwətał (Tsleil-Waututh), xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), q̓icəy̓ (Katzie), qʷa:n̓ ʕən̓ (Kwantlen), qiqéyt (Qayqayt), and Stó:lō (Sto:lo) Peoples, and extends appreciation for the opportunity to work on this territory.

2. ADOPTION OF AGENDA*

- **THAT the Agenda for the Regular Police Board meeting of 03 June 2024 be adopted.**

2. APPROVAL OF MINUTES*

- **THAT the Minutes of the 06 May 2024 Regular Police Board meeting be approved.**

3. DELEGATIONS/PRESENTATIONS

- *Universal Design & Meaningful Access with PMPD** – Ms. Karin Pasqua, Meaningful Access

4. STANDING ITEMS/UNFINISHED BUSINESS

4.1 Community Concerns/Considerations

- **THAT (any) community concerns/considerations be received for information.**

4.2 British Columbia Accessibility Act*

- **THAT the PMPD Accessibility Plan be received for information.**

4.3 Risk Management

- No review this month.

5. NEW BUSINESS

5.1 E-Comm 911 – Notice of AGM – June 20, 2024

Decision required on which Board Member will attend the E-Comm 911 AGM – June 20, 2024 meeting as the Port Moody Police Boards voting representative.

6. REPORTS FROM COMMITTEE

6.1 Governance Committee*

- This report is In Camera this month

6.2 Finance Committee*

- **THAT the June 2024 Finance Committee report be received for information:**
and
 - **THAT the Police Board approves the 2024 – 208 Department Summary which will be forwarded to City Finance staff to be included in the Financial Plan Document.**

6.3 Human Resource Committee

- No report this month

7. INFORMATION ITEMS*

7.1 Correspondence received: re: Regionalization - *various*

7.2 Correspondence received: IIO Spring 2024 Newsletter

7.3 Correspondence received: Public Appreciation

8. PUBLIC INPUT

9. ADJOURNMENT

**PORT MOODY POLICE BOARD
REGULAR MEETING
MINUTES**

DRAFT

**Monday, May 6, 2024 5:00 pm
3rd Floor EOC, Public Safety Building
3051 St. Johns Street, Port Moody, BC**

Minutes of the PORT MOODY POLICE BOARD Regular Meeting held 06 May 2024, Port Moody, British Columbia

PRESENT:

Mayor Megan Lahti
Chloe Goodison
Shahid Hussain
Olga Kuznyetsova
Darren Radford
Manjit Aujla

REGRETS:

Insp. Manj Kaila

STAFF:

C/Cst. Dave Fleugel, DC Cst. Leslie Stevens, Insp. Insp. Travis Carroll, Shane Archibald, Kim Tsok, Jeannie Ziraldo, VSU - Roselle Quinones and Victoria Tong (*departed 6:00 pm*)

Rhonda Hnatiuk, Recording Secretary

GUESTS

Chris Gosselin, (Makwa Consulting), Kyle Stamm, Aspire Strategy (*departed 6:00 pm*),

CALL TO ORDER

1. **CALL TO ORDER**

Mayor Megan Lahti Chair, called the meeting to order at 5:00 pm.

The Territorial acknowledgement was recited.

**AGENDA for
06 May 2024**

2. **APPROVAL OF THE AGENDA**

Moved. Seconded and Carried.

THAT the Agenda for the Regular Meeting of the Port Moody Police Board held on 15 April 2024 be adopted with the following additions: 6.3 Land Acknowledgement, 6.4 Indigenous Representation on the Board 6.5 Declaration Act.

**Minutes of the
REGULAR MEETING
held 15 April 2024**

3. **ADOPTION OF MINUTES**

Moved. Seconded and Carried.

THAT Regular Meeting minutes of 15 April 2024 be approved.

**DELEGATIONS/
PRESENTATIONS**

4. **DELEGATIONS/PRESENTATIONS**

Roselle Quinones, VSU Coordinator & Victoria Tong, VSU Volunteer – Community Engagement Committee: *ReDress lobby display*.

Chris Gosselin, Makwa Consulting and former RCMP member: *Indigenous Perspective*.

**STANDING
ITEMS/UNFINISHED
BUSINESS
Community Concerns/
Considerations**

5. **STANDING ITEMS/UNFINISHED BUSINESS**

5.1 Community Concerns/Considerations

- PMPD attended a very serious home invasion call on April 28th. Investigators have been working around the clock on this file.

**British Columbia
Accessibility Act**

5.2 British Columbia Accessibility Act

Insp. Carroll and Jeannie Ziraldo presented a report covering the Department's progress to date for the Accessibility Act for the Board's information.

Moved. Seconded and Carried.

THAT the PMPD Accessibility Act Progress Report be received for information.

NEW BUSINESS

6.0 **NEW BUSINESS**

**Canadian Association of
Police Governance
(CAPG)**

6.1 CAPG 2024 Conference and AGM Sponsorship Request

A request for sponsorship was received from the CAPG.

Moved. Seconded and Carried.

THAT the Port Moody Police Board approves sponsorship in the amount of \$1000 for the CAPG 2024 Conference and AGM.

**ECOMM 911 – Board
Nomination 2024 - 2025**

6.2 ECOMM 911 – Board Nomination 2024 - 2025

Board Nomination request received from E-COMM 911

As per electronic resolution on April 30, 2024

Moved. Seconded and Carried.

THAT the Port Moody Police Board supports the nomination of the New Westminister Police Board to represent the 'Class A' Board of Directors 2024 – 2025 term.

Land Acknowledgement

6.3 Land Acknowledgement

The Port Moody Police Board currently utilizes the City of Port Moody's land acknowledgement. The members of the Governance Committee recently met with the Tsleil-Waututh representatives and were told that the land acknowledgement utilized is not correct. Discussion.

Moved. Seconded. Not Carried.

THAT the Port Moody Police Board have the correct land acknowledgement up front in the Strategic Plan.

Amendment

Moved. Seconded and Carried.

THAT the Port Moody Police Board have a land acknowledgement up front in the Strategic Plan.

Indigenous Representation on the Board

6.4 Indigenous Representation on the Board

Discussion regarding how to secure Indigenous representation on the Board.

Moved. Seconded and Carried.

THAT the Port Moody Police Board request that the Province respect the traditional Indigenous territories when considering candidates for Board representation.

The Chair suggested that this recommendation be brought forward to the BCAPB for consideration and advocacy.

Declaration Act

6.5 Declaration Act

Discussion regarding the BC Declaration Act and UNDRIP.

Moved. Seconded and Carried.

THAT the Port Moody Police Department review the 94 actions from the Federal Government 2015 Truth and Reconciliation Report and determine what suggested practices can be aligned with Board and Department policy and procedure.

The Chair suggested a section in the new Strategic Plan covers how PMPD aligns its actions with the recommendations.

REPORTS FROM COMMITTEE

7. **REPORTS FROM COMMITTEE**

GOVERNANCE COMMITTEE REPORT

7.1 **Governance Committee**

Olga Kuznyetsova, Governance Committee Chair, reviewed the Governance Committee May 2024 report for information.

Moved. Seconded and Carried.

THAT the May 2024 Governance Committee Report be received for information.

Discussion continued regarding the Police Act changes, specific to Board composition. The Chair will seek clarification on the requirement for a Vice–Chair on the Board.

Police Board Member Renumeration

7.1 **Police Board Member Renumeration**
.1

Darren Radford presented information regarding Police Board renumeration in the Province of BC for information and decision.

Moved. Seconded. Not Carried.

THAT the Port Moody Police Board should consider renumeration in alignment with other Boards in the Province.

FINANCE COMMITTEE REPORT

7.2 Finance Committee

Manjit Aujla of the Finance Committee, reviewed the May 2024 Finance Committee report for information. Final approval of the 2024 Budget by City Council is expected this month.

Moved. Seconded and Carried.

THAT the May 2024 Finance Committee report be received for information.

HUMAN RESOURCE COMMITTEE

7.3 Human Resource Committee

No report this month.

INFORMATION ITEMS

8. **INFORMATION ITEM(S)**

8.1 Correspondence: Minister of Public Safety re: *Surrey Police Service – police agency of jurisdiction.*

8.2 Correspondence: E-COMM 911 re: *Transition of North Vancouver RCMP non – emergency calls to E-COMM.*

8.3 Correspondence: BCACP/BCAMCP re: *Public Consumption of Illicit Drugs.*

PUBLIC INPUT

9. **PUBLIC INPUT**

No public input this month.

ADJOURNMENT

10. **ADJOURNMENT**

Meeting adjourned at 6:38 pm

NEXT MEETING DATE

11. **NEXT MEETING DATE**

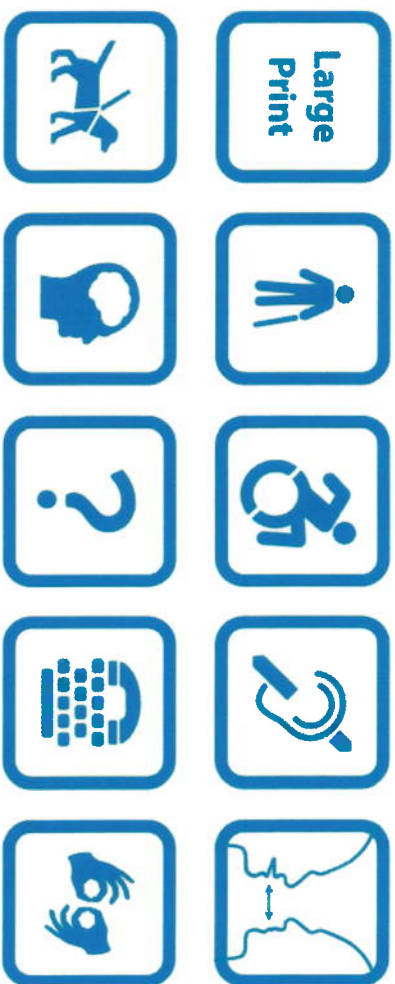
The next Regular Meeting: **Monday, June 3, 2024: 5:00 pm,**
3rd Floor EOC
Port Moody Public Safety Building
3051 St. Johns Street, Port Moody, BC

Mayor Meghan Lahti, Chair

Rhonda Hnatiuk, Recording Secretary



Universal Design & Meaningful Access with the Port Moody Police Department



What We Will Cover

- Who we are
- What is universal design and meaningful accessibility?
- Requirements of the Accessible BC Act
- Our methodology to develop the Plan

Karin & Marco Pasqua

Accessibility & Universal Design Consultants

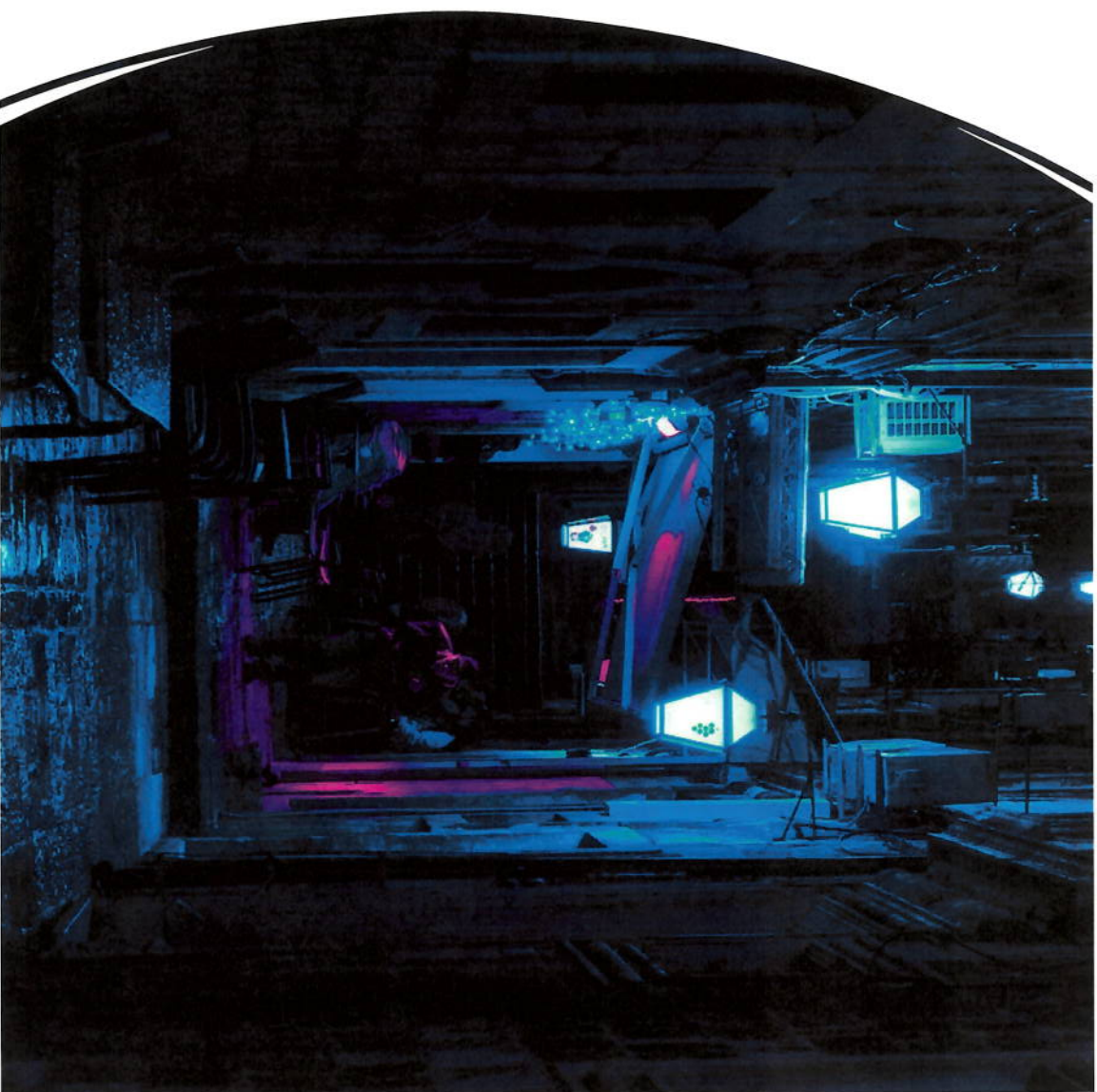
- Who are we?
- Over 20 years experience working alongside and within the Disability Community
- Professional and lived experience
- Huge fan of beautiful, functional design
- “Part Engineer, Part Occupational Therapist”

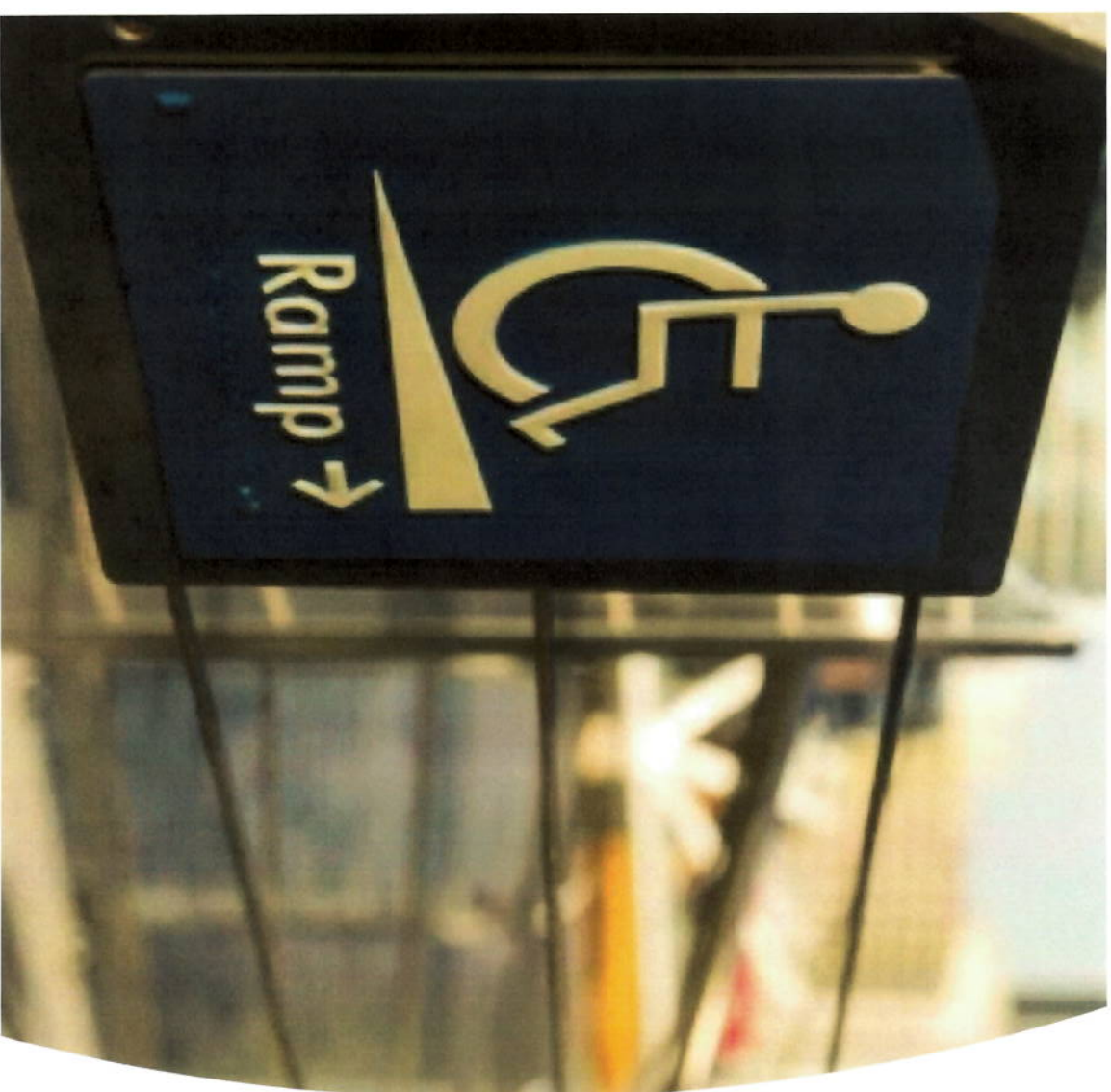


My Story

Why Meaningful Access Matters

Universal Design is more than getting in the building, it's about creating an equitable experience for everyone. That's Meaningful Access.





Is it accessible?

What does
accessibility really
mean?

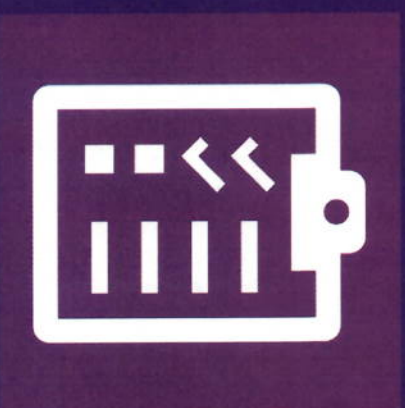
To whom?



BC Accessibility Act

The Act requires BC prescribed organizations including community police departments to implement the following:

1. An accessibility committee
2. An accessibility plan, and
3. A mechanism for feedback on accessibility.

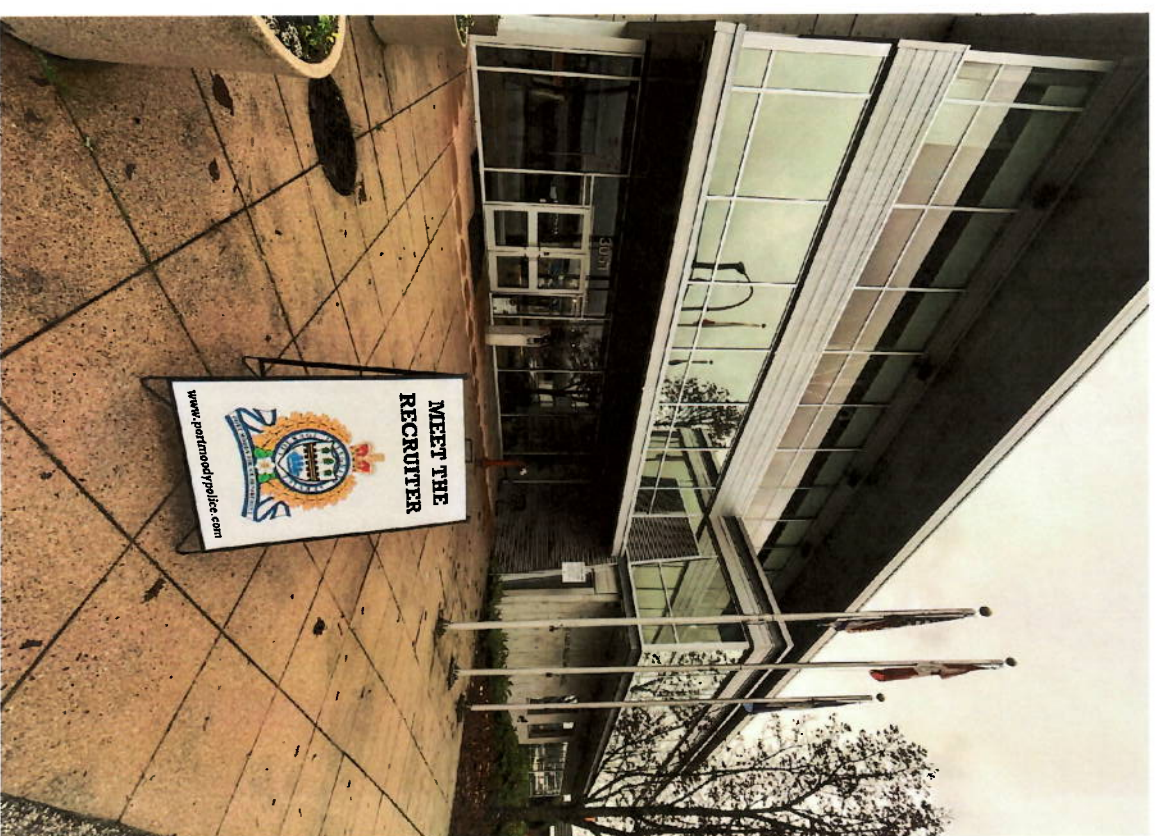




The Port Moody Police Department Accessibility Plan

The plan focuses on four key areas:

- **Built Environment** - enhancing the physical accessibility of the Public Safety Building through upgrades to parking lots, washrooms, signage, lighting, and other features.
- **Employment** - reducing barriers in recruitment, hiring, and accommodation processes to attract and retain a diverse workforce, including persons with disabilities.
- **Information & Communication Technology** - improving the accessibility of digital and print communications, websites, applications, and other technologies used by the department.
- **Programs & Services** - conducting thorough reviews of existing programs and services to identify and address accessibility gaps, ensuring equitable access for all community members.





BEYOND BARRIER-FREE



Port Moody Police Department
Built Environment Accessibility Review

www.meaningfulaccess.com



info@meaningfulaccess.com



Cell Block



Washrooms



Circulation



Wayfinding



Elevator



Entrances and Approach



Emergency Systems



Furnishings



Interview Rooms



Meeting Rooms



Parking Lot



Showers and Changerooms



Staff Kitchens and Workspaces



Staff Areas



Stairs

THANK YOU

for choosing Meaningful Access Consulting

We are pleased to work with you and to present this overview of the work completed to create the Port Moody Police Department Accessibility Plan with mobility, hearing, learning, sensory, cognitive and sight perspectives to support everyone of all ages and abilities in being active participants in the campus community.

We applaud Langara College and your efforts in working towards universal design and accessibility for all.

If there are any questions, please do not hesitate to reach out! We are here to help.

Thank you again,



Marco & Karin Pasqua

Universal Design Accessibility Consultants

www.meaningfulaccess.com



Karin Pasqua



Accessibility and Universal Design Consultant

www.meaningfulaccess.com

karin@meaningfulaccess.com



Port Moody Police Department

Accessibility Plan

2024 - 2027

Executive Summary - Port Moody Police Department Accessibility Plan

The Port Moody Police Department (PMPD) has developed a comprehensive 3-year Accessibility Plan to align with the mandates set out in the Accessible British Columbia Act. The primary objective of this plan is to identify, eliminate, and prevent accessibility barriers faced by individuals with disabilities when engaging with police services.

The plan focuses on four key areas:

- Built Environment - enhancing the physical accessibility of the Public Safety Building through upgrades to parking lots, washrooms, signage, lighting, and other features.
- Employment - reducing barriers in recruitment, hiring, and accommodation processes to attract and retain a diverse workforce, including persons with disabilities.
- Information & Communication Technology - improving the accessibility of digital and print communications, websites, applications, and other technologies used by the department.
- Programs & Services - conducting thorough reviews of existing programs and services to identify and address accessibility gaps, ensuring equitable access for all community members.

Alignment and Implementation

To inform the plan's recommendations, an accessibility audit of the Public Safety Building was conducted by Meaningful Access Consulting along with a thorough review of pertinent strategies and policies. The Plan aims to align with accessibility initiatives undertaken by the RCMP, neighboring community police departments and the City of Port Moody to ensure a cohesive approach.

Actions and Recommendations

Over the next three years, PMPD will review ways to implement a range of actions, including:

- Looking at ways of upgrading the physical environment and access to the Public Safety Building including parking lots and building features to improve physical accessibility
- Providing comprehensive accessibility and inclusion training for all staff members
- Developing internal accessible communication tools and platforms, such as website enhancements and providing alternative formats for external communications
- Reviewing and adapting programs and services to better accommodate the needs of persons with disabilities
- Fostering partnerships with community organizations to support inclusive policing practices
- The Accessibility Advisory Committee, consisting of both police and civilian members, will oversee the plan's implementation, monitor progress, and incorporate feedback from the disability community to ensure that PMPD's practices continuously elevate accessibility for people of all abilities.

By executing this Accessibility Plan, the Port Moody Police Department demonstrates its commitment to creating an inclusive, barrier-free community where all individuals can fully participate in the legal process and access essential police services with dignity and respect.

Community Feedback and Monitoring the Implementation of the Plan

Accessibility Plan feedback will be evaluated and monitored as this Plan is a living document, designed to respond to the changing needs of our community and members. Progress on our actions will be tracked and reported on to the board on an annual basis and the Accessibility Plan will be updated, at minimum every three years, to further address gaps in accessibility within our community.

Your feedback is important to our ongoing efforts. If you have comments, concerns or questions about this phase of our Accessibility Plan, you can share your thoughts by contacting us at [phone number] or email address [email].

Table of Contents

Executive Summary - Port Moody Police Department Accessibility Plan.....	0
The plan focuses on four key areas:	1
Alignment and Implementation	1
Actions and Recommendations	1
Territorial Acknowledgement.....	5
Introduction.....	5
About the Port Moody Police Department.....	5
Our Values and our Commitment to Accessibility.....	6
The Purpose of the PMPD Accessibility Plan	6
The Accessibility Advisory Committee.....	6
Acknowledgements	7
Key Terms and Definitions.....	8
Development of our Plan.....	10
Our Implementation and Approach	10
Port Moody Public Safety Building Accessibility Review	11
Alignment with the RCMP Accessibility Plan	11
Key Themes.....	12
What We Found.....	12
Training	12
Human Resources	12
Community Supports	12
Communications and Technology	13
Employee Health and Safety	13
Diversity and Inclusion	13
Built Environment	13
Focus Areas.....	15
Built Environment: Access to and Within the Port Moody Public Safety Building	15
Employment: Reducing Barriers in the Hiring Process	15
Increasing Accessibility of PMPD Programs and Services.....	15
Our 3 Year Plan	17
Built Environment: Access to and Within the Port Moody Public Safety Building	17
Recommended Actions	17
Employment: Reducing Barriers in the Hiring Process	18
Recommended Actions	19
Recommended Actions	20

Increasing Accessibility of PMPD Programs and Services.....	21
Developing an Integrated, Mutual Understanding of Accessibility and Disability	22
Recommended Actions	22
How to Give Feedback	23
Ways to Connect.....	23
Implementation and Monitoring.....	23

Territorial Acknowledgement

We carry out our business on the ancestral and unceded homelands of the kʷikwə́łəm (Kwkwetlem), sə́lilwə́təʔ (Tsleil-Waututh), xʷməθkʷə́yəm (Musqueam), Sk̓wx̓wú7mesh (Squamish), q̓ícə́y (Katzie), qʷa:ń ʕ'əń (Kwantlen), q̓iqéy (Qayqayt), and Stó:lō (Sto:lo) Peoples, and extend appreciation for the opportunity to work on this territory.

Introduction

On June 17, 2021, the Government of British Columbia enacted [the Accessible British Columbia Act \(the Act\)](#), marking a historic milestone as the first provincial accessibility legislation in BC. Creating more accessible communities across BC, the Act's primary objective is to enhance accessibility throughout the province by eliminating barriers and fostering inclusion of individuals with disabilities.

The Act establishes a legal framework for the creation and execution of accessibility standards designed to identify, prevent and eliminate barriers faced by individuals with disabilities in our community. As one of over 750 public-sector organizations mandated by the Act, the Port Moody Police Department (PMPD) has developed an accessibility advisory committee, a three-year accessibility plan, and a means of engaging with the community to better understand what barriers exist to accessing police services in Port Moody.

Port Moody Police Department's Accessibility Plan (the Plan) will align with the accessibility plan developed by the Royal Canadian Mounted Police and will guide the advancement of accessibility in our community over the next three years and beyond, following the principles of:

- Inclusion;
- Adaptability;
- Diversity;
- Collaboration;
- Self-determination; and
- Universal design

About the Port Moody Police Department

The Port Moody Police Department, established in 1913, is a community-based police service with a mission to serve and protect, with excellence, the community of Port Moody. The department values include integrity, courage, trust, respect and leadership, knowing that it is our duty to build relationships and make space to ensure that everyone can belong.

With guidance from the Port Moody Police Board, the PMPD works to provide a safe and engaged community where policing evolves to meet the changing needs of the community while building internal capacity. The Department proudly works to proactively prevent crime, respond to calls and provide excellent service that builds trust and accountability with our community.

Our Values and our Commitment to Accessibility

The PMPD is committed to advancing accessibility and inclusion for our members, civilian staff members as well as our community as a whole so that those with disabilities can fully and equally participate in the legal process whether it be applying for a special occasion license, participating in one of our community presentations, providing a witness statement or navigating a legal case.

As the cultural and social environment changes, we are continually seeking opportunities to serve the community in a manner that meets them where they are at by using reflective policing practices that, by definition, extracts value from experiences, enabling a greater appreciation and awareness of professional effectiveness, benefiting the community we serve. In partnership with the Tri-Cities Local Immigration Partnership and ResilienceBC, we developed The Anti-Racism Toolkit: How to Report Incidents of Racism pamphlet and guide. Our officers also use “Languages in Motion,” an app which provides smartphone-based language translation in over 200 languages, including American Sign Language (ASL).

We value a respectful workplace and one that treats the community with dignity and respect throughout interactions with the PMPD. To support our employees, we endeavor to ensure an early and safe return to work for staff who are temporarily unable to meet the demands of their jobs and our staff receive annual mental-health check-ins.

The Purpose of the PMPD Accessibility Plan

The purpose of creating this Accessibility Plan is to:

- Identify, remove and prevent barriers experienced by people with disabilities and those who have additional access needs when interacting with the police department;
- Ensure that the PMPD public safety building is a place where people of all abilities, backgrounds and ages are able to fully participate in the legal process, provide witness statements and report crimes; and
- Foster a community that recognizes and values the contributions of people with disabilities and collaboratively works to promote accessibility across sectors.¹

The Accessibility Advisory Committee

As part of the Accessible BC Act, the City established the Accessibility Advisory Committee, (“the Committee”) representing both police department members as well as civilian staff members who have an interest or experience in ensuring the community is accessible and inclusive to all. As prescribed in the Act, the members of the committee represent the

¹ AccessibleBC: B.C.’s Accessibility Plan 2022/23–2024/25. Government of British Columbia, 2022.

perspectives of people with disabilities, through either direct lived experience, or through supporting or caring for someone with a disability.

The Committee encourages the community to share their feedback and experience with accessibility and how the department may further inclusion of persons with disability in community policing activities, employment and in receiving services from the Public Safety Building itself.

Committee Members include:

- Travis Carroll
- Jeannie Ziraldo, Manager, Human Resources
- Fraser Renard
- Vienna Lam
- Laura-Lee Couch

The committee will maintain responsibility of the Accessibility Plan, it's implementation and integration of feedback from the community to ensure that the department is aligning it's best practices with those that elevate accessibility for people of all abilities.

Acknowledgements

The creation of this accessibility plan was completed in partnership with Accessibility and Universal Design Consultant, Karin Pasqua of Meaningful Access Consulting with funding support from the Disability Alliance of BC.



Key Terms and Definitions

The terms of accessibility and disability are complex and ever-changing as we grow and develop. Moving from a previous medical model of disability to the current social model, the BC government, defines “accessibility” as follows:

“Accessibility means that all people can take part in their communities through work, play, and other daily activities.”²

Barrier: “Anything that hinders the full and equal participation in society of a person with [a disability]. Barriers can be caused by environments, attitudes, practices, policies, information, communications, or technologies, and affected by intersecting forms of discrimination.”³

Built Environment: The constructed aspects of physical surroundings, “including homes, communities, schools, workplaces, parks/recreation areas, business areas, roads and green spaces (that can vary) in size from large-scale urban areas to smaller rural developments.”⁴ For the purposes of the Plan, the built environment applies to all buildings, including staff-only areas and public-facing areas.

Disability: A complex term that is based on a person’s body experiencing barriers created by the environment that prevent a person from fully participating in the community to the greatest extent possible. Many members of the disability community prefer the term disability; however, this is not necessarily the case for everyone and other terms may be preferable for some members of the community.

Equity: “Equity is the fair treatment and access to equal opportunity (justice) that allows the unlocking of one’s potential, leading to the further advancement of all peoples. The equity pursuit is about the identification and removal of barriers to ensure the full participation of all people and groups.”⁵

Inclusion: “Inclusion is a universal human right and its objective is to accept, welcome, and embrace all people irrespective of race, gender, disability, medical, or other need. Inclusion consists of the efforts and practices to ensure groups or individuals with different backgrounds are culturally and socially accepted and treated equally.”⁶

Universal Design: “The design and composition of an environment so that it can be accessed, understood, and used to the greatest extent possible by all people regardless of their age, size, ability or disability.”⁷

² AccessibleBC: B.C.’s Accessibility Plan 2022/23–2024/25. Government of British Columbia, 2022.

³ Accessible British Columbia Act. Government of British Columbia, 2021.

⁴ Healthy Built Environments. Government of British Columbia, 2017.

⁵ Inclusion, Diversity, Equity and Accessibility, Canadian Commission for UNESCO, 2021

⁶ What is Inclusion? Inclusion Ontario. 2022

⁷ Centre for Excellence in Universal Design. National Disability Authority, 2020.

Wayfinding: “Wayfinding has the function to inform people of the surroundings in the (unfamiliar) built environment, it is important to show information at strategic points to guide people into the right directions.”⁸ This includes elements like signage, acoustics, illumination, and surface finishes.

⁸ Introduction to Wayfinding. Design Workplan. 2023

Development of our Plan

The Port Moody Police Department Accessibility Plan was developed through internal consultation with department members as well as the consultant team completing a review of related internal policies and strategic documents including, but not limited to:

- Policy AC35 Respectful Workplace
- Policy AC30 Code of Ethics
- Port Moody Disability Management Program
- Port Moody Police Department Employee Engagement Survey
- 2021 – 2023 Port Moody Police Department Strategic Plan

The Accessibility Committee participated in two facilitated engagement sessions designed to best understand the accessibility barriers found internally as well as those experienced and expressed by members of the public. The Committee provided significant feedback from both members and civilian staff related to all focus areas intended for this Plan.

Meaningful Access Consulting also completed a walkthrough accessibility audit of the Port Moody Public Service Building in January of 2024 to identify the successes and recommendations to make the building more accessible for those with mobility, auditory, visual, learning, sensory, cognitive and developmental disabilities.

Combined, these activities generated the initial recommendations for this plan, intended to create attainable goals to be implemented and actioned-on over the next three years. This document is intended to be a live document, responding to the changing needs of the community and the Port Moody Police Department members.

Our Implementation and Approach

The Port Moody Police Department is taking a phased approach to the development of our Accessibility Plan to ensure that the Plan is not only tangible, but achievable, creating a framework to develop further actions. Working with Meaningful Access Consulting, we have engaged our Accessibility Committee of internal staff to determine the goals and direction for the initial phase of the Plan to address barriers in the following areas:

- Built Environment;
- Programs and Services;
- Information Technology and Communications; and
- Employment

Removing barriers from these four areas requires a structured approach to improve accessibility across infrastructure, services, and communications. The PMPD is also working to align with the RCMP's Accessibility Plan and the City of Port Moody's Accessibility Plan as well as those created by our colleagues in departments across the Lower Mainland.

Port Moody Public Safety Building Accessibility Review

In an effort to further understand the current barriers related to the built environment and to inform actions and recommendations in this area, Meaningful Access Consulting conducted an Accessibility Review of the Port Moody Public Safety building in January 2024. This review was completed informed by the Rick Hansen Foundation Accessibility Certification program and takes into account the perspectives of those with mobility, hearing, visual, cognitive, sensory and learning disabilities.

Alignment with the RCMP Accessibility Plan

As highlighted in the Building an Accessible RCMP document, Port Moody Police Department's Accessibility Plan includes a focus on member health and safety including with a focus on mental health, managing injuries and return to work plans.

Training on accessibility and disability awareness is another area of alignment with the RCMP Accessibility Plan. The Building an Accessible RCMP plan includes the prioritization of offering training to officers, available through their training opportunities to members and through portals such as the Canadian Police Knowledge Network.

Key Themes

What We Found

The PMPD already has some accessibility best practices in place such as providing staff with the opportunity to request sit-to-stand desks, task lighting and ergonomic keyboards and workstations as well as providing officers with a Language in Motion app to allow immediate translation.

As part of the police department's efforts to evolve policing, the department has engaged health organizations through the Fraser Health Authority to request mental health resources to attend calls with police officers. We have also undertaken an Equity, Diversity and Inclusive review and identified ways for PMPD to be more inclusive and welcoming of our diverse community members.

The PMPD has developed a partnership with a Child and Youth Advocacy Centre to better serve child victims of crime, also acknowledging that children with disabilities are at a significantly higher risk of abuse compared to other children.⁹

Training

The department actively engaged with training from the Canadian Police Knowledge Network which includes trainings on autism spectrum disorder, trauma-informed response, Indigenous awareness, managing unconscious bias, and mental health, amongst many other topics. The PMPD has also received autism awareness training from the Canuck Autism Network.

Human Resources

The Human Resources Department at the PMPD is already implementing logical and supportive accommodations, if requested, for new recruits to ensure that disability is not a barrier to access employment when the candidate is well-qualified and would be an asset to the department and community.

The department also has in place policies for return-to-work accommodations and for a respectful workplace.

Community Supports

The Port Moody Police Department commits to evolve the delivery of policing services to meet the changing needs and expectations of the community, so a priority over the last three years was to develop relationships with the Fraser Health Authority to secure mental health resources to attend to calls with police officers.

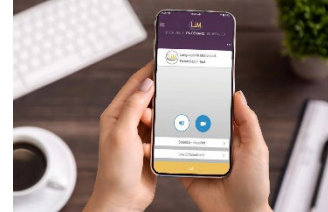
The PMPD worked with the Tri-Cities Advisory Council to strengthen the voices of diverse community members and undertake an Equity, Diversity and Inclusivity review.

⁹ United Nations UN Special Representative of the Secretary-General on Violence Against Children

The department has undertaken a number of initiatives to intentionally support the most vulnerable people in the community including partnering with a Child and Youth Advocacy Centre to better support child victims as well as an increased number of officers taking a phase-2 of trauma-informed practice training.

Communications and Technology

In addition to the Languages in Motion app, the PMPD uses a variety of software for our work including Microsoft-based products that have a high level of accessibility features already built-in including auto closed-captions, ALT-text generators, dictation, a magnifier, high contrast mode and more.



To better support the community, the PMPD established an online crime reporting platform.

Employee Health and Safety

The PMPD Employee Engagement Survey highlights the fact that the community is satisfied at a degree that is higher than average with the services provided by the department. The survey also highlighted that members feel very positively that their workplace has a good understanding of the importance of employee mental health and wellness as well as supporting individuals' contributions towards mental wellness in the workplace. Employees also feel very supported with respect to dealing with personal and family issues as they intersect with the workplace.

The survey highlighted that members overall feel that the PMPD takes steps in ensuring that members are safe at work, with the appropriate training and equipment to perform job duties safely and effectively.

Diversity and Inclusion

The PMPD Employee Engagement Survey speaks directly to the priority area of Diversity and Inclusion where employees highlighted that on one hand relations between people, regardless of their differences are positive, inclusive and supportive, there are still areas of growth related to actions taken on harassment and reports of discrimination. Additionally, employees highlighted a desire to increase innovation and the culture around challenging traditional ways of operating.

Built Environment

During the Accessibility Review of the building, one of the biggest barriers identified was the location and status of the visitor parking lot as well as the staff parking lot, particularly during rain and snow events. The second most evident barrier identified was the opportunity to add additional features to some of the washrooms to ensure complete accessibility for members of the department and the public. Additional considerations towards contrast on the stairs and some additional lighting were also prominent recommendations in the report.

The building features a lot of successes including the overall layout and organization as well as equipment needed for officers to perform the duties of their job such as adjustable height

finger-printing stations, a clear and lowered-area with knee clearance at reception and plans to renovate the space to ensure easier access for officers to their vehicles that reduces strain and provides a more navigable path of travel.

Focus Areas

In alignment with the focus areas put forward by the BC government, the Port Moody Accessibility Plan's focus areas are crucial for ensuring that the needs of the community we serve and our employees, now, and into the future are met. The focus of this phase of our accessibility journey includes accessibility in the Built Environment, Employment, Information Technology, and Communications and Programs and Services as these areas are ones where the Committee foresaw being able to create the greatest impact for this organization.

Built Environment: Access to and Within the Port Moody Public Safety Building

Physical access in the built environment is important for everyone to create thriving, inclusive communities as it directly impacts the places where people live, work, learn, and play. For the purposes of this Plan, the Built Environment includes the Public Safety Building, its approach and parking lot.

Physical access looks at how people can walk or wheel through the space, as well as their ability to receive services independently within the physical environment. This also includes how someone can safely and effectively navigate the building when participating in the legal process regardless as to what capacity (witness, person of interest, interviewee etc.), obtaining a license or being able to be gainfully employed.

Employment: Reducing Barriers in the Hiring Process

As an employer in a small community, who values providing inclusive employment opportunities and creating diverse perspectives, the Port Moody Police Department sees an opportunity to have members of the community see themselves reflected in the police department that represents them. Accessibility in employment includes ease of access to the PMPD's recruitment process including the hiring processes, procedures for providing accommodations, and the types of accessible accommodations that are provided throughout the hiring process and overall employment cycle. Understanding these elements are crucial in supporting the overall success of a potential candidate or employee.

Information, Technology & Communication: Strengthening Accessible Communications

As technology advances, there are more opportunities for individuals with disabilities to obtain information and participate in community discussions. Ensuring accessible information formats and diverse communication methods are being used is important in improving access to information for everyone.

Closed captioning, American Sign Language (ASL) interpreters, accessible websites and PDFs should be considered when looking at access to all printed, digital, and in-person communication.

Increasing Accessibility of PMPD Programs and Services

In addition to traditional community policing, the PMPD programs and services includes supporting victims with emotional support, referrals, resources, information, court support as

well as crime prevention services. The department also offers youth services, education opportunities, presentations and general community relationship building initiatives. Advancing accessibility in the department's programs and services will look to provide additional tools and training that can support the already established services.

Our 3 Year Plan

Built Environment: Access to and Within the Port Moody Public Safety Building

The Port Moody Public Safety Building is a community fixture, located fairly centrally in Port Moody, near SkyTrain stations, bus stops and along one of the main routes of travel in the community. The public safety building is used primarily by the Port Moody Police Department for operations but also features a public-facing component for activities such as crime reporting, criminal record checks and obtain special event licenses.

Given that the majority of the building is secure and not publicly accessible without escort, accessibility is a focus primarily for staff with considerations to be made for detainees and members of the public who need to be participating in the legal process.

Recommended Actions

1. Utilize the accessibility audit of the building to determine priorities and to create a plan to improve the physical accessibility of the building, such as adjustments to the wayfinding signage, the installation of an automatic door operator for at least one washroom and adjustments to lighting.
2. Reduce the tension on washroom door openers to reduce the weight of opening the door, particularly on washrooms used primarily by the public.
3. Integrate accessibility upgrades into annual budgets so that other priority elements can be either upgraded or integrated into the budget for future upgrades.
4. Seek funding opportunities to fully upgrade the parking lot including resurfacing and leveling the areas of greatest concern to create a hazard-free and continuous path of travel from the lot to the entrance of the building.
5. Balancing security with functionality, install an automatic door operator for staff to use at a rear exit, particularly near the duty equipment storage to prevent staff from having to leave the door propped open.
6. Review ways of making the staff parking lot safer, particularly in winter to alleviate potentials for slips and falls. (Handrails on the steps, removing



Reference: Lightcom-telecom.com
"Rugged Video Handset Telephone"

the steps, creating a snow and ice clearing policy, utilizing sand or salt and a snow blower etc.)

7. Investigate ways of making the entry phone more accessible, especially to those with hearing disabilities and given how loud the environment can be for the officer receiving the call. Some ways of doing this include offering a screen that produces text or video.
8. Purchase a folding handcart to support officers and staff with hauling gear or event materials to and from their vehicles. The gear can be upwards of 200 pounds to transport into and out of vehicles.
9. Complete the creation of the virtual/accessible cell where a detainee can access virtual council support via a headset and conference call. Ensure that this virtual cell can offer features such as video interpretation technology (can be done with the Languages in Motion app, for example), closed captioning as well as sound-proofing for privacy.
10. Complete the proposed renovations of the constables' wellness space and exit to the staff parking lot to support not only efficiency of getting to vehicles but also the overall mental health and wellbeing of the members.
 - a. When creating the wellness space, consider lighting that is dimmable, a mechanism to allow others to know the space is being occupied, comfortable seating and sound management.
11. Review ways of reducing the glare at reception such as installing low glare film or installing covers on the lights to redirect the light reducing direct glare.
12. Review ways of making at least one of the interview rooms quieter with additional sound-proofing to increase privacy and prevent noise bleed into or out of the interview room.
13. Continue offering access to the Languages in Motion or a similar Video Remote Interpretation (VRI) app on member devices and at the front counter to support staff in communicating with people who either do not speak English or use ASL. Ensure that there is a regular training in place of how to use the app as well as reminders that it works for sign language in addition to spoken languages.

Employment: Reducing Barriers in the Hiring Process

An inclusive workplace helps create a sense of identity for employees, and is more likely to attract and retain a diverse workforce. A priority for this Accessibility Committee is to support the work being done by the members to prevent and address crime in the community of Port Moody in a manner that is supportive and trust-based. There is a need for additional and ongoing disability awareness training for all employees in order to increase their comfort and competencies with disability and accessibility. Additionally, while maintaining a high standard of police practice, there are opportunities to make the recruitment and onboarding process

more accessible to applicants who have the competencies required but may need an accommodation during the recruitment and onboarding process.

Recommended Actions

14. Include accessibility and accommodation in the diversity statement. An example of an accommodation statement would be: “We are happy to provide reasonable accommodations throughout the recruitment process and while working at the Port Moody Police Department. If you require support applying online because you are a person with a disability, please contact us by phone or email. We welcome the opportunity to discuss accommodations and ensure fairness in our hiring process.”¹⁰
15. Create a process for all new staff to receive disability awareness training as well as on a regular basis to offer training for staff and members on autism awareness, mental health disabilities, dementia-friendly training and other disability areas to support the community in being included with dignity and respect.
16. Create and implement an inclusive employment strategy to foster a workplace that is reflective of the diverse community, including the evaluation of recruitment and hiring practices.
 - a. Review the accessibility of the application process itself.
 - b. Leverage disability service organizations (such as Neil Squire Society and the Canucks Autism Network) to implement workplace accommodations, as required, during recruitment, onboarding, and retention of new and existing employees.
17. Continue to support members with annual mental health checks and offering support as required.
18. Continue to look into the opportunity to bring in therapy dogs such as PADS dogs, particularly following intense situations that have a higher impact on an officer’s mental health such as during critical incident management.

¹⁰ Adapted from the Vancouver Airport Authority’s accommodation statement, accessibleemployers.ca

Information, Technology & Communication: Strengthening Accessible Communications

Communicating outwards with the community is an important factor in the work being done by municipal police forces across the province. Communicating internally and to the public in an accessible manner provides information so that people may be able to prepare in advance and 'self-select in,' for events, meetings or even going to a physical location.

Recommended Actions

19. Develop a picture/icon-based tool for non-verbal communication with members of the public, much like what was developed in New Westminster. This pamphlet can be carried by each officer and allows someone who cannot clearly communicate with the officer (either due to disability or English second language) to communicate and understand what the infraction might be.
20. Review opportunities to use plain language in meeting minutes and public-facing documents.
21. Captions, Alt-text and Plain Language: Create a communications procedure or guideline to ensure that all new webpages or webpages being updated include captions on videos, alt-text and plain language as a matter of process. All newly uploaded videos should have at least closed captions enabled on YouTube as an interim step until hard coded captions is a matter of practice. Social media posts should also include ALT-text.
22. Review Communications and Marketing standards, including any content and brand style guidelines using a lens of accessible communications best practices (plain language, ALT-Text, Closed Captions, enabling transcriptions, etc.) and identify opportunities to increase information access for people with disabilities.
23. Develop a policy for the hiring of American Sign Language (ASL) interpreters for special events, announcements and important information dissemination from the department.
24. Develop a webpage tab with relevant accessibility-related information including:
 - Building information: what features exist, where the parking lot is located, nearby bus routes
 - Overall what to expect when entering the building to inquire or report an incident.
25. Create an internal accessibility digital resource centre populated with tools and documents designed to support the advancement of accessibility across the



organization. Examples may include software accessibility best practices, creating accessible presentations, sharing how to turn on closed captioning, and writing in plain language.

26. When upgrading the PMPD website, it is recommended to include accessibility best practices, ideally looking to meet at WCAG 2.1 AA standard. This includes using plain language, ALT-text on images, ensuring webpages can be used by a screen-reader, appropriate use of headings etc.
27. Consider making some small changes to webpages that are currently difficult to see or read such as the Online Crime Reporting page which has very low contrast, making some of the text challenging to read.

Increasing Accessibility of PMPD Programs and Services

Many of the PMPD programs and services occur primarily out in the community where department members have less ability to influence the accessibility of the space or outcomes. With that in mind, increasing accessibility when working with members of the public is a priority with simple adjustments and additional tools for members to leverage to create a meaningful impact.

28. Create “sensory kits” for the Family Room:
Sensory kits support neurodiverse individuals (and others) in calming their senses, supporting with focus as well as providing tools to fidget and distract themselves with. A sensory friendly kit would include noise-cancelling headphones, fidget toys and sensory toys such as stress balls, a Jacob’s ladder, etc and a visual communication board/notebook and, ideally, a weighted blanket.

29. A portable sensory kit is also recommended to be stored with other gear and taken to calls where a mental health concern or community member with autism may be involved.

30. Develop a communications plan to inform the staff and members of the availability of these kits and instructions on when and how to use them.

31. Connect with organizations such as the Canucks Autism Network or Autism Speaks for specialized training for first responders.

32. Consider working with the community and partners to offer a tour of the police department for youth and young adults with disabilities to better understand the legal process and build trust with the department. The community tour day may consider

Sensory kits to help Sault police interact with autistic, non-verbal people

The kits are meant to reduce sensory overload and support better communication between police and the public

CBC News - Posted: Dec 24, 2023 4:00 AM PST | Last Updated: December 24, 2023



Sensory kit items such as tinted glasses, toques, notepads, markers and sensory toys help police better communicate with people who are autistic or non-verbal. (Sault Ste. Marie Police Service/facebook)

Reference: Sensory kit used by Sault Police. Cbc.ca December 24, 2023

also having a portion of the event as “sensory friendly” with a more limited number of people, low light stimulation and low noise.

33. Utilize best practices for accessible presentations and meetings including having the closed captions enabled, descriptions of images and using accessible fonts.

Developing an Integrated, Mutual Understanding of Accessibility and Disability

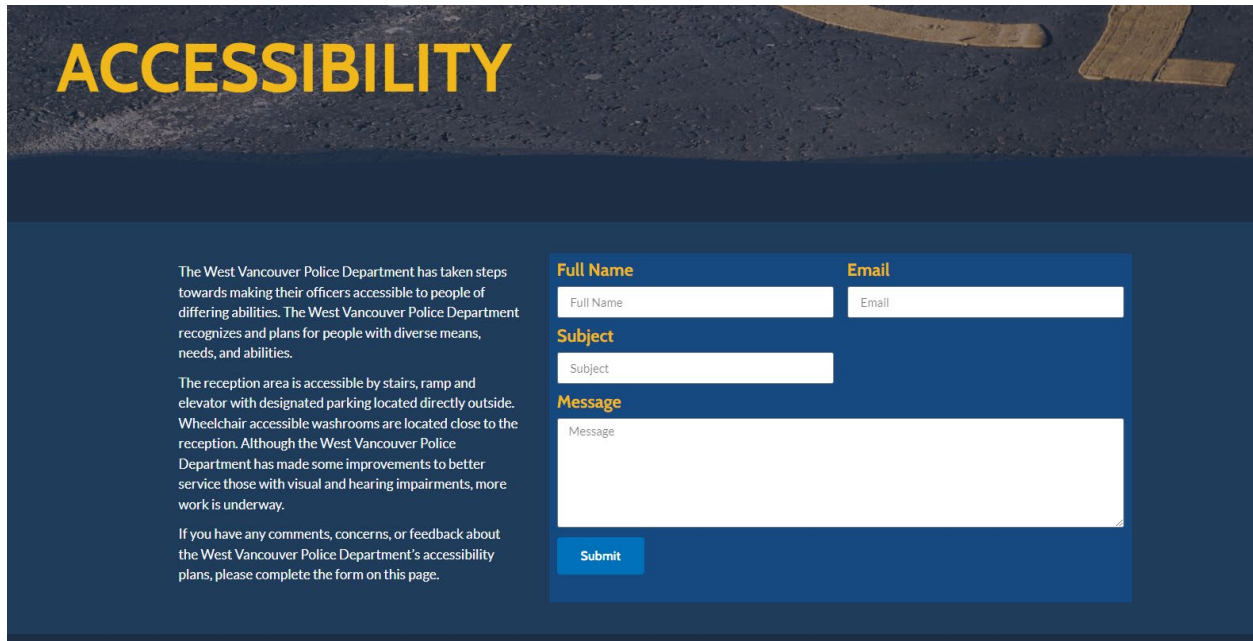
Removing attitudinal barriers is crucial for the making of a friendly and accessible community. Helping staff better understand and handle accessibility and disabilities is a way for the Port Moody Police Department to improve its ability to meet the diverse needs of our community.

Recommended Actions

34. When reviewing policies and strategic plans, integrate opportunities to improve accessibility into PMPD business practices.
35. As other police department accessibility plans are made public, review those put forth by neighboring municipalities and other law enforcement organizations for opportunities for shared learning, partnership and collaboration.
36. Review the opportunity to include accessible and universal design language in the procurement process so that an accessibility lens is applied to the review of all proposals.
37. Develop a process for reviewing accessibility-related questions and concerns from the public including offering a phone number or (ideally and) an email address for the public

to utilize for feedback purposes as well as an internal mechanism for the committee to review and provide comment on.

- a. Additionally an online form can be used on the accessibility page such as was done on the West Vancouver Police Department's page.



How to Give Feedback

Ways to Connect

The Port Moody Police Department has taken significant steps towards making the department accessible to community members of all abilities.

Your feedback is important to our ongoing efforts to improve accessibility. If you have comments, concerns or questions about this phase of our Accessibility Plan, you can share your thoughts by contacting us at [phone number] or email address [email].

Implementation and Monitoring

Accessibility Plan feedback will be evaluated and monitored as this Plan is a living document, designed to respond to the changing needs of our community and members. Progress on our actions will be tracked and reported on to the board on an annual basis and the Accessibility Plan will be updated, at minimum every three years, to further address gaps in accessibility within our community.

VIA EMAIL – c/o info@portmoodypolice.com

May 29, 2024

Port Moody Police Board
100 Newport Drive
Port Moody, B.C. V3H 5C3

Dear Chair Meghan Lahti & Board Members,

RE: Notice of E-Comm Annual General Meeting

It is my pleasure to invite you to the Annual General Meeting of the Shareholders of E-Comm to be held on Thursday, June 20, 2024 at 9:00 am. The meeting will take place at SFU Wosk Centre, Room 420, 580 West Hastings Street, in Vancouver, B.C. As Shareholder representatives are required to sign-in, we respectfully request that your representative arrive 15-20 minutes early to sign-in and collect voting cards.

Following the meeting, we will be having a forum for Shareholders to discuss the E-Comm Governance Review and next steps. This discussion will take place at 10:00 am.

The enclosed package contains your copy of the Notice of Meeting, the minutes of the 2023 Annual General Meeting, the Audited Financial Statements for the year ended December 31, 2023, a Form of Proxy, and the E-Comm Governance Review report.

We would appreciate it if you would please provide E-Comm with the name of the individual who will attend the meeting as your voting representative, **by June 10, 2024**, prior to the date of the meeting.

If you are unable to send a representative, we urge you to take all necessary steps to have your shares represented. To vote your shares, please appoint a Proxy by completing the enclosed Form of Proxy. **Your signed Form of Proxy must arrive at E-Comm by 9:00 am on June 17, 2024 to be valid (contact details are contained in the notice of meeting attached).**

The 2023 Annual Report and the Deloitte report for the Governance Review will be available on E-Comm's website (www.ecomm911.ca) after the meeting. We look forward to reporting on our past and future endeavors.

Should you have any questions, please contact Li-Jeen Broshko, by email at lbroskho@ecomm911.ca.

Sincerely,



Doug Campbell
Chair, E-Comm Board of Directors

Enclosures

- *Notice of Meeting*
- *Minutes of Jun22, 2023 Annual General Meeting*
- *Audited Financial Statements Year-ended December 31, 2023*
- *Form of Proxy*
- *E Comm Governance Review report, for information.*



ANNUAL GENERAL MEETING

**E-COMM EMERGENCY COMMUNICATIONS
FOR BRITISH COLUMBIA INCORPORATED**

**June 20, 2024
9:00- 9:45 am
SFU Wosk Centre
Room 420, 580 West Hastings Street
Vancouver, British Columbia**

TABLE OF CONTENTS

1. Notice of the Annual General Meeting
2. Minutes of June 22, 2023 Annual General Meeting
3. Audited Financial Statements for the period ended December 31, 2023
4. Form of Proxy
5. Governance Review Summary and Report

E-Comm Emergency Communications for British Columbia Incorporated

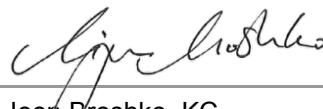
NOTICE IS HEREBY GIVEN that the Annual General Meeting of the Members of *E-Comm Emergency Communications for British Columbia Incorporated* (the "Company") will be held on Thursday, June 20, 2024 at the hour of 9:00 a.m. at SFU Wosk Centre, Room 420, 580 W Hastings Street, in Vancouver, British Columbia.

1. To receive, consider and approve the minutes from the Annual General Meeting held June 22, 2023.
2. To receive the Financial Statements for the Company for the period ended December 31, 2023 and the report of the auditors thereon.
3. To appoint the auditors of the Company for the ensuing year, and to authorize the Directors to fix the remuneration to be paid to the auditors.
5. To elect Directors to hold office until the close of the next Annual General Meeting.
7. To receive the Governance Review Report for information and consideration for the September 26, 2024 Special General Meeting (SGM).
8. To transact such other business as may properly come before the meeting or any adjournments or postponements thereof.

Pursuant to the Articles of the Company any entity that is a member of the Company may authorize such person as it thinks fit to act as its representative at any general meeting or class meeting. **Please provide the Company with the name of your representative at least 14 days prior to the date of the meeting.** If a member is unable to send a representative to attend the meeting in person, then that member may appoint a Proxyholder to attend and vote for it at the meeting. If you wish to appoint a Proxyholder, then you must complete and sign the enclosed form of Proxy and deliver it to Li-Jeen Broshko via email at boardandcommittees@ecomm911.ca **no less than 72 hours prior to the meeting.**

DATED at Vancouver, British Columbia this 29th day of May, 2024.

BY ORDER OF THE BOARD



Li-Jeen Broshko, KC
Vice President Legal and Governance, and
Corporate Secretary

Enclosures:

1. Draft Minutes of June 22, 2023 Annual General Meeting.
2. Audited Financial Statements for the period ended December 31, 2022 and the report of the Auditors thereon.
3. Form of Proxy.
4. Governance Review Briefing Note and Report that went to the Board of Directors on April 23, 2024.

**Minutes of the Annual General Meeting of
E-Comm Emergency Communications for British Columbia Incorporated** (the “Company”),
on June 22, 2023, at the hour of 9:00 a.m. at the Executive Inn and Suites, 4201 Lougheed Highway, Burnaby, B.C.

Shareholders of the Company present or represented

City of Abbotsford	City of Maple Ridge	City of Richmond
Abbotsford Police Board, <i>via proxy</i>	Metro Vancouver	City of Surrey
BC Emergency Health Services, <i>via proxy</i>	City of New Westminster	TransLink
City of Burnaby, <i>via proxy</i>	New Westminster Police Board, <i>via proxy</i>	Transit Police (SCBCTAPS) Board, <i>via proxy</i>
City of Coquitlam	City of North Vancouver	City of Vancouver, <i>via proxy</i>
City of Delta	District of North Vancouver	Vancouver Police Board
Delta Police Board	City of Pitt Meadows, <i>via proxy</i>	District of West Vancouver
City of Langley	City of Port Coquitlam, <i>via proxy</i>	West Vancouver Police Board, <i>via proxy</i>
Township of Langley	Port Moody Police Board, <i>via proxy</i>	City of White Rock
Village of Lions Bay		

Partner Agencies Present

Capital Regional District and South Vancouver Island Police Agencies

Meeting Chair

Doug Campbell, Chair, E-Comm Board of Directors

Management Present

Oliver Grüter-Andrew, President and CEO
Sarah Sidhu, VP of Legal and Governance

Recording Secretary

Melissa Yeo

1. Introduction

E-Comm Board Chair Doug Campbell welcomed shareholders and guests to the 2023 Annual General Meeting.

2. Formalities and Call to Order

Call to Order

The Annual General Meeting was formally called to order at 9:07 a.m. Mr. Campbell, upon hearing no objection, appointed Sarah Sidhu, Corporate Secretary, to act as Secretary of the Meeting.

Chair Campbell advised that the procedures followed at the Annual General Meeting are governed by the Articles of E-Comm, the Fourth Restatement of the Members’ Agreement, the British Columbia *Business Corporations Act* and the rules of order usually followed for meetings of Canadian companies.

3. Registration of Proxies

Section 11.6 of the Company’s Articles requires that all proxies for the meeting be delivered to the Company not less than 48 hours before the start of the meeting. All proxies delivered in accordance with those requirements were registered for use at the meeting.

It was confirmed that there were 34 Class A Shareholders represented, in person or by proxy, holding 35 class A shares.

It was confirmed that there were 14 Class B Shareholders represented, in person or by proxy, holding 14 class B shares.

4. Notice of Meeting and Quorum

The Notice calling the meeting was sent to all Members of record as of June 01, 2023. The Shareholders waived formal reading of the Notice of Meeting.

Article 10.3 of the Company's Articles provides that the quorum for the transaction of business at a meeting of shareholders is "...two persons present and being, or representing by proxy, Members holding not less than 20% of the outstanding Class A Shares or other Shares entitled to be voted at the meeting" [8 of 36 Class A shares]. The Chair confirmed that a quorum was present.

With Notice having been duly given and a quorum being present, the Chair declared the meeting to be duly constituted for the transaction of business.

5. Minutes of the 2022 Annual General Meeting of Members

The minutes from the 2022 Annual General Meeting of Members held on June 23, 2022 were previously circulated.

MOVED AND SECONDED

- 5.1 THAT the minutes of the June 23, 2022 Annual General Meeting, be and are hereby approved and adopted as presented.

CARRIED

6. Presentation of Financial Statements for the Company

The Financial Statements for the fiscal year ended December 31, 2022 and the Auditors Report thereon were mailed to all shareholders with the Notice of Meeting. The Chair asked if anyone had any questions regarding the financial statements. There being none, the financial statements of the Company for the fiscal period ended December 31, 2022 were received by the Shareholders as presented.

MOVED AND SECONDED

- 6.1 THAT the financial statements of the Company for its fiscal period ended December 31, 2022 be and are hereby received by the shareholders.

CARRIED UNANIMOUSLY

7. Appointment of Auditors

The *BC Corporations Act* requires the Shareholders of every company to appoint an auditor or to waive that appointment annually. The Chair called for a motion to appoint KPMG LLP, Chartered Accountants, as auditors of E-Comm until the next Annual General Meeting or until their successors are duly appointed.

MOVED AND SECONDED

- 7.1 THAT KPMG LLP, Chartered Professional Accountants, be and is hereby appointed as the auditors of the Company until the close of the next Annual General Meeting or until their successor is appointed, at a remuneration to be fixed by the directors and that the directors be authorized to fix such remuneration.

CARRIED

8. Determination of the Number of Directors

Under the Members’ Agreement and Articles of E-Comm, the Members of E-Comm designate the number of directors to be elected. Directors are nominated by the Members, the RCMP as a special user, and by the Ministry of Public Safety and Solicitor General. In addition, four independent directors are nominated by the outgoing Board of Directors. As ratified at the 2022 Annual General meeting, the number of directors is currently set at 22.

Chair Campbell advised that Shareholders will determine the number of directors for the upcoming year at 23 in anticipation of adding a 5th independent director per the proposed change to the Members’ Agreement, which, pending government approval, shall constitute the Fifth Restatement of the Members’ Agreement.

MOVED AND SECONDED

8.1 THAT the Members’ Agreement be amended to increase the number of Independent Directors (as defined in the Members’ Agreement) from four to five, and that the Corporate Secretary may take all such actions as may reasonably be necessary to implement this amendment.

CARRIED

9. Election of Directors

E-Comm received the names of 17 nominees proposed by the Members, the RCMP and the Ministry of Public Safety and Solicitor General, in Accordance with the Members’ Agreement, and the names of three independent director nominees proposed by the Board of Directors, for a total of 22 directors.

E-Comm is waiting on the Province to provide the name of their second representative. We currently have one vacancy for an independent director seat which we are actively recruiting, and, pending the amendment to the Member’s Agreement being approved, will have a second independent director seat to fill which will increase the Board of Directors to a total of 23 directors.

Director Denise Nawata read the names of the 17 nominees proposed by the Members and Ministry of Public Safety and Solicitor General.

MOVED AND SECONDED

9.1 THAT the number of directors for the ensuing year be fixed at 23 and that the 17 persons nominated as directors by the Members, the RCMP and the Ministry of Public Safety and Solicitor General, as read by Denise Nawata, be elected as directors of the Company to hold office until the next annual meeting of the Company or until their successors are elected or appointed.

Name of Nominee(s)	Name of Member or Designated Group
Aniz Alani	City of Abbotsford
Leanne Heppell	BC Emergency Health Services
Nancy McCurrach Meghan Lahti	Village of Belcarra City of Burnaby City of Coquitlam City of New Westminister City of Port Coquitlam City of Port Moody
Dylan Kruger	City of Delta Delta Police Board

Name of Nominee(s)	Name of Member or Designated Group
Steve Eely	Vancouver Police Board
Mike Bhatti	RCMP
Kurt Pregler	Metro Vancouver TransLink
Kash Heed	City of Richmond
Karen Levitt	City of Vancouver
Doug Scott (vacant)	Provincial Government
Mike Little	City of North Vancouver District of North Vancouver Village of Lions Bay District of West Vancouver
Terry Waterhouse Barb Martens	City of Langley Township of Langley City of Surrey City of White Rock
Colin Watson	Capital Regional District South Vancouver Island Police Agencies
George Madden	Independent Police Boards: City of Abbotsford City of New Westminster City of Port Moody Transit Police District of West Vancouver
Dan Ruimy	Ridge Meadows

CARRIED

9. Other Business

No additional items were tabled for consideration.

10. Termination of Meeting

The meeting was declared concluded at 9:40 a.m.

Certified approved,

Doug Campbell, Chair

Oliver Grüter-Andrew, President & CEO

Financial Statements of

**E-COMM EMERGENCY COMMUNICATIONS
FOR BRITISH COLUMBIA INCORPORATED**

And Independent Auditor's Report thereon

Year ended December 31, 2023



KPMG LLP
PO Box 10426 777 Dunsmuir Street
Vancouver BC V7Y 1K3
Canada
Telephone 604-691-3000
Fax 604-691-3031

INDEPENDENT AUDITOR'S REPORT

To the Shareholders of E-Comm Emergency Communications for British Columbia Incorporated

Opinion

We have audited the financial statements of E-Comm Emergency Communications for British Columbia Incorporated (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2023;
- the statement of operations and net deficit for the year then ended;
- the statement of cash flows for the year then ended; and
- notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2023, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

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 auditor's report.

We are independent of the Entity 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 the financial statements in accordance with Canadian accounting standards for not-for-profit organization, 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 the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

DRAFT - April 5, 2024

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.



Those charged with governance are responsible for overseeing the Entity'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 generally accepted auditing 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 the 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 the Entity'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 the Entity'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 the Entity 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.



*E-Comm Emergency Communications for
British Columbia Incorporated*

Page 3

- 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.

Chartered Professional Accountants

Vancouver, Canada

DATE

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Statement of Financial Position

December 31, 2023, with comparative information for 2022

	2023	2022
Assets		
Current assets:		
Cash and cash equivalents	\$ 7,963,968	\$ 18,354,845
Restricted cash and cash equivalents - Next Generation 911 ("NG911")	14,703,176	-
Accounts receivable (note 4)	14,384,000	3,061,420
Prepaid expenses	4,663,615	2,449,617
Short-term investment in direct finance leases receivable (note 6)	5,868,147	5,563,598
Short-term investments at fair value - NG911 (note 7)	30,452,748	-
	<u>78,035,654</u>	<u>29,429,480</u>
Investment in PRIMECorp (note 2(a))	1	1
Debt reserve fund (note 3)	2,186,215	2,260,500
Long-term prepaid land lease	1,843,434	1,868,688
Long-term portion of prepaid expenses	4,341,014	990,425
Long-term receivable for decommissioned assets (note 5)	-	11,075
Long-term investment in direct finance leases receivable (note 6)	8,896,501	12,995,235
Long-term investment at fair value - NG911 (note 7)	29,903,202	-
Tangible capital assets (note 8)	55,913,392	42,587,662
	<u>\$ 181,119,413</u>	<u>\$ 90,143,066</u>
Liabilities and Net Deficiency		
Current liabilities:		
Accounts payable and accrued liabilities (note 9)	\$ 55,157,780	\$ 45,254,098
Deferred revenue	107,127	115,356
Accrued interest payable (note 10)	1,515,660	1,043,483
Current portion of long-term debt (note 10)	8,711,747	12,437,246
Other liabilities (note 11)	20,183,966	12,730,838
Deferred contributions - NG911 (note 12)	77,175,757	-
Deferred capital contribution - NG911 (note 13)	9,942,199	-
	<u>172,794,236</u>	<u>71,581,021</u>
Long-term debt (note 10)	13,568,048	22,115,687
Asset retirement obligation (note 14)	1,956,297	1,885,830
	<u>188,318,581</u>	<u>95,582,538</u>
Net deficiency:		
Share capital (note 15)	550	550
Unrestricted net deficit	(7,199,718)	(5,440,022)
	<u>(7,199,168)</u>	<u>(5,439,472)</u>
Contingencies (note 3)		
Commitments (note 17)		
Economic dependence (note 19)		
	<u>\$ 181,119,413</u>	<u>\$ 90,143,066</u>

See accompanying notes to financial statements.

Approved on behalf of the Board:

Director

Director

DRAFT - April 5, 2024

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Statement of Operations and Net Deficit

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Revenue:		
Radio system	\$ 23,145,314	\$ 19,226,121
Consolidated dispatch and 9-1-1 call taking system	72,719,962	58,739,628
Contract service fees and miscellaneous revenue	8,686,002	8,155,045
Computer-aided Dispatch system	1,967,503	1,692,582
Records management system	1,281,273	1,187,210
Financing revenue from direct finance leases	640,874	625,183
Tenant recoveries rental	668,200	597,880
Interest income	9,418,118	6,076,716
Other revenue - NG911		
Provincial grant revenue	1,648,126	-
Miscellaneous	727,127	972,321
	120,902,499	97,272,686
Direct operating expenses:		
Salaries and benefits	87,833,116	69,096,228
Maintenance and technology	8,668,331	7,498,374
NG911 expenses	2,945,706	1,956,947
Premises	4,776,690	4,200,575
Professional fees	3,202,328	3,177,711
Employee related	1,992,724	1,663,365
Office supplies and communication	934,495	933,637
Other	631,331	904,782
	110,984,721	89,431,619
Other (income) expenses:		
Amortization of tangible capital assets and prepaid land lease	6,394,006	6,242,685
Amortization of deferred financing costs	154,614	156,067
Interest on long-term debt	5,628,840	4,187,892
Accretion of asset retirement obligation (note 14)	70,467	28,360
Gain on disposal of equipment	-	(13,994)
Fair value gain on N911 investment	(570,453)	-
	11,677,474	10,601,010
	122,662,195	100,032,629
Deficiency of revenue over expenses	(1,759,696)	(2,759,943)
Unrestricted net deficit, beginning of year	(5,440,022)	(2,680,079)
Unrestricted net deficit, end of year	\$ (7,199,718)	\$ (5,440,022)

See accompanying notes to financial statements.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Statement of Cash Flows

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Cash provided by (used in):		
Operating:		
Deficiency of revenue over expenses	\$ (1,759,696)	\$ (2,759,943)
Items not involving cash:		
Amortization of tangible capital assets	6,368,753	6,217,434
Deferred contributions recognized as revenue	(1,648,126)	-
Amortization of prepaid land lease	25,253	25,251
Accretion of asset retirement obligation ("ARO")	70,467	28,360
Amortization of deferred financing costs	154,614	156,067
Interest earned on debt reserve fund	(69,448)	(49,386)
Interest earned on investment in direct finance leases receivable	(640,874)	(625,183)
Gain on disposal of equipment	-	(13,994)
Fair value gain on investment in financial instruments	(570,453)	-
Changes in non-cash operating items:		
Accounts receivable and long-term receivables	(11,311,505)	(659,374)
Prepaid expenses	(5,564,587)	206,391
Accounts payable, accrued liabilities and interest payable	10,375,860	11,408,083
Deferred revenue	(8,229)	6,950
Other liabilities	6,219,210	(1,061,126)
	<u>1,641,239</u>	<u>12,879,530</u>
Financing:		
Repayment of long-term debt	(12,427,750)	(12,865,496)
Debt reserve fund adjustment on retirement of debt	143,733	308,947
Deferred contribution received from Ministry	90,000,000	-
	<u>77,715,983</u>	<u>(12,556,549)</u>
Investing:		
Investment in financial instrument – NG911	(59,785,498)	-
Acquisition and construction of tangible capital assets – NG911	(14,535,372)	-
Acquisition and construction of tangible capital assets – E COMM	(5,159,112)	(4,362,105)
Payments received on direct finance leases receivable	7,789,288	4,985,123
Acquisition of assets, net of proceeds on disposal for direct finance leases	(3,354,229)	(2,166,992)
	<u>(75,044,923)</u>	<u>(1,543,974)</u>
Increase (decrease) in cash and cash equivalents and restricted cash and cash equivalent - NG911	4,312,299	(1,220,993)
Cash and cash equivalents, beginning of year	18,354,845	19,575,838
Cash and cash equivalents, end of year	<u>\$ 22,667,144</u>	<u>\$ 18,354,845</u>
Cash and cash equivalents are represented by:		
Cash and cash equivalent	7,963,968	18,354,845
Restricted cash and cash equivalent - NG911	14,703,176	-
	<u>\$ 22,667,144</u>	<u>\$ 18,354,845</u>
Non-cash transactions:		
Amounts replenished to radio reserve (note 11(b))	\$ 860,919	\$ -
Amounts replenished to 2022 contracted Partners (note 11(f))	279,789	-
Shared amounts related to 2022 true-up	93,210	-
Transfer to deferred capital contributions (note 12)	9,942,199	-

See accompanying notes to financial statements

DRAFT - April 5, 2024

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements

Year ended December 31, 2023

1. Operations:

E-Comm Emergency Communications for British Columbia Incorporated (the "Corporation") was created in 1997 under legislation known as the Emergency Communications Corporations Act. On September 22, 1997, the Corporation was incorporated under the Business Corporations Act (British Columbia).

The Corporation provides centralized emergency communications and related public safety and public service to municipalities, regional districts, the provincial and federal governments and their agencies, and emergency service organizations throughout British Columbia. Primary services are provided to shareholder members of the Corporation pursuant to the Members' Agreement and to the Royal Canadian Mounted Police ("RCMP") pursuant to a Special User Agreement.

The Corporation is exempt from income tax under the *Income Tax Act*.

2. Significant accounting policies:

These financial statements have been prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations and incorporate the following significant accounting policies:

(a) Basis of presentation:

In March 2003, the Corporation established Police Records Information Management Environment Incorporated ("PRIMECorp"), a wholly-owned company, to ensure that the records management system and computer aided dispatch system are delivered and consistent in all police agencies throughout British Columbia. As the operations are controlled by the Province of British Columbia, Minister of Public Safety and Solicitor General, the net assets and operations of PRIMECorp have not been included in these financial statements.

(b) Revenue recognition:

The Corporation follows the deferral method for recognizing contributions.

Restricted contributions including grants are initially deferred and subsequently recognized as revenue in the year in which the related expenses are incurred by the Corporation. Restricted contributions used for the purchase of capital assets are deferred and amortized to revenue at a rate corresponding with the amortization rate for the related capital assets.

Unrestricted contributions are recognized as revenue in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Revenue from the provision of services is recognized in the period that the services are provided through operating activities or the consumption of tangible capital assets over their useful lives, irrespective of the period in which the service is billed. The Members' Agreement specifies the manner in which members are obligated to pay for services rendered by the Corporation. Finance income related to direct-financing type leases is recognized in a manner that produces a constant rate of return over the terms of the leases. Amounts received for future services are deferred until the service is provided.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2023

2. Significant accounting policies (continued):

(c) Cash and cash equivalents:

Cash and cash equivalents consist of cash on hand, cash held in banks and term deposits maturing within 90-days from the date of acquisition, net of bank overdrafts, if any.

(d) Costs recoverable through future billings:

Costs recoverable through future billings represent services provided through the utilization of tangible capital assets, the cost of which is recoverable through future payments in accordance with the Members' Agreement.

(e) Prepaid land lease:

The land on which the Corporation's building is located has been leased from the City of Vancouver for a period of 99-years commencing 1999. The prepaid amount is being amortized, and recovered through billings, over the term of the lease.

(f) Tangible capital assets:

Tangible capital assets are stated at cost, net of accumulated amortization. Interest costs directly attributable to major projects are capitalized and, commencing at project completion, are amortized over the estimated life of the underlying assets.

Amortization begins when assets are put into use and is provided on a straight-line basis over the estimated useful lives of the assets as follows:

Asset	Rate
Building	40.0 years
Furniture, fixtures and building equipment	3.0 years to 25.0 years
Radio	5.0 years to 20.5 years
Dispatch consoles and voice systems	7.0 years to 10.0 years
Records management system - Fire	5.0 years to 10.0 years
Computer aided dispatch - Fire	5.0 years to 10.0 years
User equipment	7.5 years to 12.5 years
Leasehold improvements	Over the term of the lease

The Corporation reviews its tangible capital assets for impairment whenever events or changes in circumstances indicate that the tangible capital asset no longer contributes to the Corporation's ability to provide services, or that the value of future economic benefits or service potential associated with the asset is less than its carrying amount. If such condition exists, an impairment loss is measured and recorded in the statement of operations at the amount by which the carrying amount of the tangible capital asset exceeds its fair value or replacement cost.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2023

2. Significant accounting policies (continued):

(g) Employee future benefits:

The Corporation participates in a multi-employer defined benefit pension plan. Defined contribution plan accounting is applied to this plan because the actuary does not attribute the deficit or surplus of the plan to specific employers. The pension expense associated with this plan is equal to the Corporation's contributions during the reporting period.

(h) Asset retirement obligations:

The Corporation recognizes the liability for an asset retirement obligation that results from acquisition, construction, development or normal operations in the year in which it is incurred and when a reasonable estimate of fair value can be made. The amount recognized is the best estimate of the expenditure required to settle the present obligation. The corresponding cost is capitalized as part of the related asset and is amortized over the asset's useful life.

In subsequent years, the liability is adjusted for changes resulting from the passage of time and revisions to either the timing or the amount of the original estimate of the undiscounted cash flows. The accretion of the liability to its fair value as a result of the passage of time is charged to earnings while changes resulting from the revisions to either the timing or the amount of the original estimate of the undiscounted cash flows are accounted for as part of the carrying amount of the related long-lived asset.

(i) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently measured at cost or amortized cost, unless management has elected to carry the instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs. These costs are amortized using the effective interest rate method.

Financial assets carried at cost or amortized cost are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indication of impairment, the Corporation determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Corporation expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2023

2. Significant accounting policies (continued):

(i) Financial instruments (continued):

The Corporation's financial instruments consist of cash and cash equivalents, accounts receivable, short-term and long-term investments, debt reserve fund, accounts payable and accrued liabilities, and long-term debt.

(i) Cash and cash equivalents, accounts receivable, and debt reserve fund are measured at amortized cost.

(ii) Investments:

(A) *Short-term investments* – include any fixed income investments with a term to maturity of less than one year. Short-term investments are measured at fair value.

(B) *Long-term investments* – include any fixed income investments with a term to maturity of more than one year. Long-term investments are measured at fair value.

(iii) Financial liabilities such as accounts payable and accrued liabilities, and long-term debt are measured at amortized cost.

(j) Related party transactions:

Transactions with related parties are in the normal course of operations and are recorded at the agreed upon exchange amount. Contractual arrangements and service agreements with related parties are subject to the Corporation's tendering and proposal processes.

(k) Measurement uncertainty:

The preparation of financial statements requires management 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 financial statements. Areas requiring the use of management estimates relate to the measurement of asset retirement obligations and established useful lives of tangible capital assets. Actual results could differ from those estimates.

3. Debt reserve fund and contingencies:

(a) The Corporation is required to maintain 1% of the initial borrowings through the Municipal Finance Authority of British Columbia ("MFA") in a debt reserve fund administered by the MFA. The original amount is presented together with interest earned on the reserve fund investments.

Demand notes in the aggregate amount of \$10,691,205 (2022 - \$10,914,013) are also provided by the Corporation to the MFA as a requirement of the borrowings. The debt agreement with the MFA provides that if at any time the scheduled payments provided for in the agreement are not sufficient to meet the MFA's obligations in respect to such borrowing, the deficiency becomes the joint and several liability of the Corporation and all other participants to the agreement through the MFA.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2023

3. Debt reserve fund and contingencies (continued):

(a) (continued):

The Corporation is similarly liable on a contingent basis for the debt of other entities secured through the MFA. These contingent demand loans are not recorded in the Corporation's financial statements as they are not likely to be paid. If at any time the Corporation does not have sufficient funds to meet payments due on its obligations, the payments shall be made from the debt reserve fund. The amounts due to the Corporation from the debt reserve fund are repaid to the Corporation when the respective loan agreements mature. There were no additions to the debt reserve fund during the year (2022 - nil) as the Corporation maintains the required amount in the debt reserve fund. Interest earned on the debt reserve fund at 3.07% per annum (2022 - 2.06%) amounts to \$69,448 (2022 - \$51,942).

(b) In the ordinary course of business, claims are asserted or made against the Corporation, and the Corporation is currently involved in various legal actions. The outcomes of these actions cannot be determined at this time. A provision has been made in the accounts for any possible unfavourable outcome of these actions, if any. The amount of any loss in excess of the provision and insurance coverage will be recorded when determinable.

4. Accounts receivable:

	2023	2022
Dispatch and 9-1-1 call taking levies	\$ 26,169	\$ 114,471
Radio levies	2,815,792	993,396
Technology support services fees	3,263,644	1,507,554
BC Emergency Health Services ("BCEHS") - NG911	7,214,664	-
Other receivables	1,063,731	445,999
	\$ 14,384,000	\$ 3,061,420

5. Long-term receivable for decommissioned assets:

	2023	2022
Microwave Network	\$ 11,075	\$ 34,255
Less current portion	11,075	23,180
	\$ -	\$ 11,075

The current portion of receivable for decommissioned assets is recorded in accounts receivable.

The long-term receivable for decommissioned assets relates to the Microwave Network. The Microwave Network was comprised of three rings that were used to connect the Corporation's radio sites to each other and to the central voice radio network switch housed in the Corporation's main building. The rings were replaced in 2012 and the original microwave backbone system was taken out of service. As the unamortized capital cost of the original system is recoverable from all committed agencies, the carrying value at the out-of-service date has been reclassified to a long-term receivable to be recovered through future billings. The receivable was initially recorded at fair value using the discounted cash flow model and subsequently recorded at amortized cost.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2023

6. Investment in direct finance leases receivable:

	2023	2022
User equipment lease receivable (a)	\$ 12,878,155	\$ 16,692,656
Computer aided dispatch lease receivable (b)	-	14,284
Remote dispatch equipment lease receivable (c)	1,886,493	1,851,893
	14,764,648	18,558,833
Less short term	5,868,147	5,563,598
	\$ 8,896,501	\$ 12,995,235

- (a) Specific user agencies lease user equipment from the Corporation under 7.5-year direct finance leases. The leases bear imputed interest of \$1,348,804 in aggregate (2022 - \$1,817,237) at rates of 2.24% to 4.65% over the lease term. The future minimum payments, excluding financing costs, due from the user agencies are as follows:

2024	\$ 5,576,881
2025	3,482,773
2026	1,283,277
2027	876,224
2028	641,749
Thereafter	1,017,251
	\$ 12,878,155

- (b) Specific user agencies lease computer aided dispatch user equipment from the Corporation under 5-year direct finance leases. The leases bore imputed interest of nil in aggregate (2022 - \$872) at rates of 0.95% to 2.20% over the lease term. The lease term was completed in 2023.

- (c) Specific user agencies lease remote dispatch equipment from the Corporation under 10-year direct finance leases. The leases bear imputed interest of \$235,285 in aggregate (2022 - \$235,285) at rates of 2.24% to 2.85% over the lease term. The future minimum payments, excluding financing costs, due from the remote dispatch agencies are as follows:

2024	\$ 291,360
2025	288,770
2026	288,770
2027	216,250
2028	175,090
Thereafter	626,253
	\$ 1,886,493

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2023

7. Investments at fair value - NG911:

The Corporation manages its investments in accordance with its investment policies and procedures. The investments held are measured at fair value and they include investment income earned and reinvested.

	2023		2022	
Fixed income	\$	60,355,950	\$	-
Less short-term		30,452,748		-
	\$	29,903,202	\$	-

8. Tangible capital assets:

	2023		2022	
	Cost	Accumulated depreciation	Net book value	Net book value
Building	\$ 9,252,298	\$ 5,889,642	\$ 3,362,656	\$ 3,542,509
Furniture, fixtures and building equipment	15,763,172	11,957,120	3,806,052	3,357,400
Radio	72,880,580	41,959,266	30,921,314	34,205,872
Dispatch consoles and voice systems	5,396,450	4,423,300	973,150	1,137,476
Records management system - Fire	2,418,745	2,330,157	88,588	40,982
Computer aided dispatch - Fire	3,118,497	2,998,317	120,180	170,450
User equipment	195,135	125,925	69,210	49,567
Leasehold improvements	1,048,335	879,123	169,212	83,406
Work-in-progress -Non NG911	1,867,658	-	1,867,658	-
Work-in-progress – NG911	14,535,372	-	14,535,372	-
	\$ 126,476,242	\$ 70,562,850	\$ 55,913,392	\$ 42,587,662

9. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities as at December 31, 2023 are government remittances payable of \$1,835,343 (2022 - \$1,387,056) relating to payroll related taxes.

10. Long-term debt:

	2023		2022	
2.85% unsecured note payable, matured October 3, 2023 (a)	\$	-	\$	500,700
4.90% unsecured note payable, maturing March 24, 2024 (b)		968,974		5,135,371
2.85% unsecured note payable, maturing October 24, 2024 (c)		5,221,964		10,535,571
2.24% unsecured note payable, maturing October 9, 2029 (d)		16,130,720		18,577,767
		22,321,658		34,749,409
Less deferred financing costs		41,863		196,476
		22,279,795		34,552,933
Less current portion		8,711,747		12,437,246
	\$	13,568,048	\$	22,115,687

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2023

10. Long-term debt (continued):

On March 24, 1998, the Corporation entered into an agreement with the MFA to borrow up to a maximum of \$170,000,000. Long-term debt is currently comprised of the following:

- (a) On September 23, 2002, the Corporation obtained \$7,684,000 of financing. This loan had a final payment on October 3, 2023, bore interest at a rate of 2.85%, with interest calculated and paid semi-annually in each year of the loan. The loan was fully repaid in 2023.
- (b) On March 24, 2008, the Corporation refinanced an existing loan, leaving a balance of \$87,000,000 repayable over 16-years. This loan has a final payment on March 24, 2024 bears interest at a rate of 4.90%, with interest calculated and paid semi-annually in each year of the loan. The loan will be fully repaid in March 2024.
- (c) On October 4, 2017, the Corporation obtained \$34,873,000 in long-term borrowing from the MFA for user agency radio purchases for the P25 network. This loan has an initial term of 7 years with a final payment date of October 24, 2024, bears interest at a rate of 2.85%, with interest calculated and paid semi-annually in each year of the loan. The loan will be fully repaid in 2024.
- (d) On October 9, 2019, the Corporation obtained \$25,500,000 in long-term borrowing from the MFA for user agency P25 mobile subscriber equipment, radio infrastructure and subscriber equipment for Translink's transition onto the Corporation's radio system. The loan has a term of 10 years with a final payment date of October 9, 2029, and bears interest at a rate of 2.24%, with interest calculated and paid semi-annually in each year of the loan.

The Corporation's borrowing capacity will increase in accordance with the above maturity dates.

The repayment requirements for the existing borrowing agreements for long-term debt are reported net of the sinking fund asset balances of \$148,735,340 (2022 - \$136,307,590). The sinking fund balance represents the principal payments made on outstanding debt to date. As such, the repayment schedule during the next 5.0-years and thereafter is as follows:

2024	\$ 8,711,747
2025	2,596,255
2026	2,674,143
2027	2,619,430
2028	2,817,775
Thereafter	2,902,308
	\$ 22,321,658

There is \$1,515,660 (2022 - \$1,043,483) of interest accrued on outstanding amounts at year-end.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2023

11. Other liabilities:

		2023	2022
User equipment	(a)	\$ 2,955,561	\$ 3,068,443
Radio	(b)	5,613,897	5,692,069
HealthLink BC	(c)	436,546	195,829
Fire RMS & CAD	(d)	3,550,833	3,082,905
BCEHS	(e)	6,194,406	-
Other Liabilities	(f)	1,432,723	691,592
		\$ 20,183,966	\$ 12,730,838

Other liabilities consist of the following:

- (a) The Corporation has received annual payments through user equipment billings from radio member agencies starting in 2007 for future user equipment purchases for specific user agencies. The funds collected are recorded as other liabilities until they are spent on behalf the user agencies. In 2023, nil (2022 - nil) was repaid to user agencies, and \$112,882 (2022 - \$99,443) was drawn down for user equipment purchases on behalf of member agencies. Interest is not earned on this balance.
- (b) Starting in 2006, the Corporation has collected funds through radio billings from radio member agencies to be set aside for future radio related expenditures. The funds collected are recorded as other liabilities until they are spent. In 2023, nil (2022 - nil) was collected through billings, \$1,000,080 (2022 - \$2,049,319) was authorized to be expended from the funds and was spent, and \$60,989 (2022 - \$33,624) of interest was earned by and allocated to the liability, calculated based on the average bank interest rate during the year. In 2023, \$860,919 (net of interest) was repaid to the Radio fund from the NG911 Provincial grant for related expenses incurred by the Corporation.
- (c) The Corporation has received funds from HealthLink BC ("HLBC"), for future expenditures. These amounts are recorded as other liabilities until the funds are spent. There is no interest earned on this balance.
- (d) The Corporation has collected annual payments starting in 2011 through Fire RMS and Fire CAD billings from Fire RMS and Fire CAD member agencies for future capital use. The funds collected are recorded as other liabilities until they are spent. In 2023, \$737,417 (2022 - \$680,287) was collected through billings and \$269,489 (2022 - \$13,840) was drawn down for approved RMS/CAD lifecycle replacement project. Interest is not earned on this balance.
- (e) The Corporation and BCEHS are in the process of finalizing a Master Service Agreement for the delivery of NG911 services and other related services. These amounts are recorded as other liabilities as the related expenses been incurred by the Corporation in order to fulfill its obligations to BCEHS.
- (f) The Corporation received funding from the Province of British Columbia and contracted partners HLBC, BCEHS, RCMP and Surrey Police Service for participating in Public Safety Broadband Network trials and to create a strategic roadmap for implementing NG911 service in British Columbia. The fund received are recorded as other liabilities until the funds are spent. During 2023, \$279,789 was replenished from provincial grant to the contracted partners for their 2022 shared portion.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2023

12. Deferred contributions – NG911:

Deferred contributions represent unspent grants or contract resources restricted for specific purposes and projects, and include expenses for operating, as well as capital resources.

The Corporation received \$90,000,000 on March 30, 2023 from Ministry of Public Safety and Solicitor General (the “Ministry”) to support its obligation to transition to the NG911 network in compliance with the Canadian Radio-television and Telecommunications Commission mandate set for March 4, 2025.

Deferred contributions are comprised of the following:

	2023	2022
Balance, beginning of year	\$ -	\$ -
Increases during the year:		
Grants from the Ministry	90,000,000	-
Decreases during the year:		
Amounts recognized as revenue during the year	(1,648,126)	-
Amounts replenished to radio reserve (note 11(b))	(860,919)	-
Amounts replenished to 2022 contracted Partners (note 11(f))	(279,789)	-
Shared amounts related to 2022 true-up	(93,210)	-
Transfer to deferred capital contributions (note 13)	(9,942,199)	-
	(12,824,243)	-
Balance, end of year	\$ 77,175,757	\$ -

13. Deferred capital contributions – NG911:

Deferred capital contributions relate to grants or contract resources specifically restricted for capital asset purchases. As these capital assets are amortized, revenue will be recognized to offset the amortization expenses related to these capital expenditures. The change in the deferred capital contributions balance for the year is as follows:

	2023	2022
Balance, beginning of year	\$ -	\$ -
Add: transfer from deferred contributions (note 12)	9,942,199	-
Less: amounts amortized to revenue	-	-
Balance, end of year	\$ 9,942,199	\$ -

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2023

14. Asset retirement obligation:

The Corporation has recorded an asset retirement obligation (“ARO”) for the estimated costs of restoring certain leased sites on which the Corporation's radio towers are situated to their original condition at the end of the lease terms. Changes in the asset retirement obligation during the year are as follows:

	2023	2022
Balance, beginning of year	\$ 1,885,830	\$ 1,857,470
Accretion expense	70,467	28,360
Balance, end of year	\$ 1,956,297	\$ 1,885,830

The undiscounted estimated cash flows required to settle the obligations range from \$5,600 to \$170,000 during the years 2023 through 2066. The cash flows are discounted using credit adjusted risk-free rates of 3.73% to 4.22% (2022 - 1.80% to 2.68%).

Other assumptions used by management to determine the carrying amount of the asset retirement obligation include costs to restore the leased sites to their original condition and the rate of inflation over the expected years to settlement.

There are certain leased sites with an indeterminable amount of the asset retirement obligation as adequate information is not available to estimate fair value. As such, no asset retirement obligation has been recorded in the Corporation's financial statements for these indeterminable amounts.

15. Share capital:

(a) Authorized:

370 Class A common voting shares without par value. Following project completion, Class A shareholders are obligated to share in funding both the ongoing operations and any additional costs relating to capital assets (in accordance with a cost-sharing formula). Upon a member acquiring a Class A share, that member shall have agreed to use the Corporation's wide area radio system network to which the Class A share relates.

180 Class B common restricted voting shares without par value. Following project completion, Class B shareholders can elect to become Class A shareholders on the condition that the member agrees to use the Corporation's wide area radio system network. Class B shareholders are not obligated to share in funding the ongoing operating costs.

(b) Issued:

	2023	2022
37 Class A common voting shares (2022 - 37)	\$ 370	\$ 370
18 Class B common restricted voting shares (2022 - 18)	180	180
	\$ 550	\$ 550

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2023

15. Share capital (continued):

(c) RCMP Special User Agreement:

Due to existing Federal restrictions, the RCMP cannot become a shareholder in the Corporation. Consequently, a Special User Agreement has been executed such that the RCMP has the right to participate in the Corporation's activities project on the same terms and conditions as the Class A shareholders, including the obligation to fund both the ongoing operating costs and any additional costs relating to capital assets, in accordance with a cost-sharing formula.

16. Related party transactions:

PRIMECorp is related by virtue of executive and technology support services agreements under which certain of the Corporation's management act in executive positions for PRIMECorp and the Corporation provides technology support services to PRIMECorp. The amounts are recognized in contract service fees and miscellaneous revenue, and records management system on the Statement of Operations.

The following table summarizes transactions between PRIMECorp and the Corporation during the year:

	2023	2022
Technical services and support	\$ 3,929,127	\$ 3,585,601
Employee secondments and employee related expenses	2,816,711	2,473,020
Executive services	592,500	770,300
Shared facilities services	314,505	278,670
	\$ 7,652,843	\$ 7,107,591

The above transactions, unless disclosed otherwise, are considered to be in the normal course of operations and are measured at their exchange amount, which is the amount of consideration established and agreed to by the related parties.

Included in accounts receivable is an amount of \$784,237 (2022 - \$835,061) due from PRIMECorp.

17. Commitments:

(a) Operating leases:

- (i) The Corporation has entered into leases of land for certain radio tower sites. These leases expire in future years from 2024 to 2066 and are renewable at the option of the Corporation. Future minimum payments under these leases, excluding option periods, are approximately as follows:

2024	\$ 1,304,736
2025	1,280,242
2026	1,262,146
2027	1,218,590
2028	1,232,022
Thereafter	12,838,889
	\$ 19,136,625

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2023

17. Commitments (continued):

(a) Operating leases (continued):

- (ii) The Corporation is committed under vehicle and office equipment operating leases having varying expiry dates to the year 2026. The future minimum payments under the terms of such leases are as follows:

2024	\$	74,508
2025		74,761
2026		54,077
	\$	203,346

- (iii) The Corporation has entered into leases for office premises. The leases expire in future years from 2024 to 2029 and are renewable at the option of the Corporation. The future minimum payments, excluding the renewals at the option of the Corporation, are approximately as follows:

2024	\$	2,224,759
2025		2,247,016
2026		1,537,490
2027		1,544,701
2028		1,551,912
Thereafter		84,329
	\$	9,190,207

(b) Municipal Pension Plan:

The Corporation and its employees contribute to the Municipal Pension Plan (the "Pension Plan"), a jointly trustee pension plan. The Board of Trustees, representing Plan members and employers, is responsible for overseeing the management of the Pension Plan, including investment of the assets and administration of benefits. The Pension Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2022, the Pension Plan has about 240,000 active members and approximately 124,000 retired members. Active members include approximately 735 contributors from the Corporation (2022 – 684 contributors).

The most recent valuation, as at December 31, 2021, indicated a funding surplus of \$3,761,000,000 for basic pension benefits. The next valuation will be as at December 31, 2024, with results available in 2025.

Defined contribution plan accounting is applied to the Pension Plan as the Pension Plan exposes the participating entities to actuarial risks associated with the current and former employees of other entities, with the result that there is no consistent and reliable basis for allocating the obligation, Pension Plan assets, and costs to individual entities participating in the Pension Plan.

During the year ended December 31, 2023, the Corporation paid \$5,615,875 (2022 - \$4,522,625) for employer contributions to the Pension Plan.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2023

17. Commitments (continued):

(c) Service commitments:

The Corporation has a software license agreement with Motorola Solution Incorporation to provide ASTRO 25 System Upgrade II ("SUAI") for the period of January 1, 2023 to December 31, 2025. The information presented below shows the anticipated cash outflow for future obligations under this agreement for the software maintenance and the lifecycle cost.

2024	\$ 1,814,865
2025	1,827,789
2026	457,761
	<hr/>
	\$ 4,100,415

18. Financial risks:

(a) Market risk:

Market risk is the risk that changes in market prices, as a result of changes in foreign exchange rates, interest rates and equity prices, will affect the Corporation's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters while optimizing return on investments.

(i) Interest rate risk:

Interest rate risk relates to the risk that changes in interest rates will affect the fair value or future cash flows of financial instruments held by the Corporation. The Corporation is exposed to interest rate risk on its fixed interest rate financial instruments. Fixed-rate instruments subject the Corporation to fair value risk. The Corporation is exposed to this risk as a result of investment in fixed income financial instruments.

The Corporation is also exposed to interest rate risk related to its long-term debt which is subject to fixed interest rate. Fluctuations in rates could impact future payments upon renewal.

(ii) Currency risk:

Investments in foreign securities are exposed to currency risk due to fluctuations in foreign exchange rates. The Corporation does not hold investments in foreign currencies.

(b) Liquidity risk:

Liquidity risk is the risk that the Corporation will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Corporation manages its liquidity risk by monitoring its operating and capital requirements. The Corporation prepares budget and cash flow forecasts to ensure it has sufficient funds to fulfill its obligations. There has been no change to the risk exposure from the prior year.

E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2023

18. Financial risks (continued):

(c) Credit risk:

Credit risk is the risk of economic loss should the counterparty to a transaction default or otherwise fail to meet its obligation. The Corporation is exposed to credit risk through its cash, investments in fixed income, and receivables. The maximum exposure to credit risk on these instruments is their carrying value. The Corporation manages the risk by retaining professional investment counselors who act in accordance with the Corporation's investment policies. The Corporation has deposited cash with reputable financial institutions, from which management believes the risk of loss to be remote.

The Corporation has receivables from shareholder members and other government agencies, and management does not believe there is a significant credit risk. The Corporation monitors, on a regular basis, the credit risk to which the Corporation is exposed in relation to its assets and takes steps to minimize the risk of loss.

19. Economic dependence:

The Corporation is economically dependent on the class A shareholder members (note 15) and the RCMP, who are obligated to share in funding both the ongoing operations and any additional costs relating to capital assets (in accordance with a cost-sharing formula). The total accumulated deficit in future years is expected to be recovered based on a deficit repayment plan that was approved by the Board of Directors in September 2023.

For the year ended December 31, 2023, the Corporation received approximately 60% (2022 – 60.0%) of its revenues through Dispatch and 9-1-1 services agreements. Approximately 38% (2022 – 31.0%) of the dispatch revenues is from to one (2022 - one) municipality for the provision of police and fire dispatch services.

20. Comparative figures:

Certain comparative information has been reclassified to conform to the financial statement presentation adopted for the current year. These reclassifications do not impact the deficiency of revenue over expenses reported in the prior year or net deficiency.

Notes to Proxy

1. Every Member has the right to appoint some other person or company of their choice, who need not be a Member, to attend and act on their behalf at the meeting or any adjournment or postponement thereof. If you wish to appoint a person or company other than the person whose name is printed herein, please insert the name of your chosen Proxyholder in the space provided (see below).
2. The shares represented by this Proxy will be voted as directed by the shareholder, however, if such direction is not made in respect of any matter, this Proxy will be voted as recommended by Management.
3. This Proxy confers discretionary authority in respect of amendments or variations to matters identified in the Notice of Meeting or other matters that may properly come before the meeting or any adjournment or postponement thereof.

Appointment of Proxyholder

Please choose one of the two options below:

The undersigned hereby appoints Doug Campbell, Board Chair

OR

The undersigned hereby appoints _____ of _____

as the undersigned’s Proxy to attend, act, and vote for all of the undersigned’s for the undersigned and on the undersigned’s behalf at the Annual General Meeting of the Members to be held on the 20th day of June, 2024 or at any adjournment or postponement thereof.

Voting (Recommendations are noted by **highlighted** text)

	For	Against
1. Approval of Meeting Minutes	For	Against
Approve the minutes of the E-Comm Annual General Meeting held June 22, 2023.	<input type="checkbox"/>	<input type="checkbox"/>
2. Appointment of Auditors	For	Against
Appoint KPMG as the Auditors of the Company for the ensuing year and authorize the Directors to fix their remuneration.	<input type="checkbox"/>	<input type="checkbox"/>
3. Number of Directors	For	Against
Set the number of Directors for the 2024-2025 year at 23.	<input type="checkbox"/>	<input type="checkbox"/>
4. Election of Directors	For	Against
Appoint the slate of Directors proposed by those Members entitled to nominate Directors, as presented to the Meeting.	<input type="checkbox"/>	<input type="checkbox"/>

DATED this _____ day of _____, 2024

 Name of Shareholder (Municipality/Organization)

 Signature of Authorized Representative

 Print Name and Title of Authorized Representative

Instructions

Submitted proxies must be signed and delivered by 9:00 a.m. on June 17, 2024 to boardandcommittees@ecomm911.ca.

This Proxy may be revoked by instrument in writing delivered to the registered office of E-Comm prior to the date of the meeting, or delivered to the chair of the meeting on the date of the meeting prior to any vote being cast utilizing the proxy.

E-Comm Governance Review - Summary

Background

At its inception in 1997, E-Comm Emergency Communications for Southwest British Columbia Inc. (E-Comm) operated a cooperative radio network for a group of first responders in the Lower Mainland. More than 25 years later, E-Comm is now a vital public safety communications organization serving the diverse communities of British Columbia answering the majority of 9-1-1 calls in the province, providing police and fire communication operations, technology services, and operating the emergency radio network used by first responders throughout the Lower Mainland. It serves more than 30 municipalities and 70 emergency response organizations.

E-Comm engaged Deloitte in October 2023 to perform this governance review as a response to the evolving complexities and challenges that E-Comm is facing in serving these key stakeholders. Deloitte compared E-Comm's governance model to peers across Canada and internationally. Deloitte also conducted more than 80 independent in-depth interviews with key stakeholders (including local government officials, police, fire, ambulance representatives, Board members and E-Comm's CEO and Executives) who provided detailed insights into the challenges and opportunities facing the organization. These insights were validated through reviews of internal and publicly available documents. The resulting summary of E-Comm's current state governance challenges and opportunities for a future-state governance model was discussed with E-Comm's Governance & Public Affairs Committee (GPAC), Board of Directors and Executives.

Key Findings

Over the past 27 years, E-Comm has significantly expanded from a cooperative style, membership-based corporation that was created to administer a wide area emergency radio network across the Lower Mainland. Today it is a full-service call taking and dispatch operation that covers 33 police agencies and 40 fire agencies, supported by 700 staff in four BC locations. E-Comm answers 99% of the 2 million emergency calls made annually by British Columbians. However, the governance framework, operating model, technology infrastructure and capital funding structure have not kept pace with this significant growth.

The shareholder structure, and its current voting classes, was designed for the original radio network subscribers. With E-Comm's expanded operations, its governance has been inhibited by significant inequities in its shareholders' rights and influence, board representation, calculation and allocation of operational overheads and capital requests, and challenges in its ability to effect change in the delivery of its services. The Board is cumbersome and unwieldy, with 23 directors – most representing a local government, groups of local governments or user shareholders. The directors are appointed for a term of one year and often do not remain beyond a second term. This has resulted in various challenges for the Board in its directors' understanding the complexities of the business model, providing effective oversight, approving and supporting the necessary capital investments required, and holding management accountable to key financial and performance metrics.

More concerning is the fact that E-Comm has been operating in a deficit position for a number of years as revenues are insufficient to cover its costs of growth and operation. The deficit has continued to grow to \$7.2M in fiscal 2023. This is not a sustainable financial operating model and certainly one that is greatly restricting E-Comm's ability to invest in technology, process efficiency and organizational transformation. The root causes of these deficits stem from a structural historical underinvestment in automation, unrealized economies of scale and global efficiency opportunities, and a lack of understanding and failure to determine the actual operating costs and the cost of investments required by E-Comm to sustain and scale the current model. The Members' Agreement provides E-Comm with the ability to recover these operating costs and deficits from its members through cost allocation and rate provisions. Moreover, there is a lack of desire by key stakeholders to contribute

more to E-Comm's capital and operating costs until it achieves credible operational and financial stability.

Beyond these financial issues, challenges at the service delivery level, including the lack of clear contractual terms and metrics, as well as pressure from users to customize service delivery processes, deliverables, resourcing and other specific needs, manifests in governance challenges because of the resultant operational complexity. This bespoke service delivery model, where each customer often has a different suite of services, operating with unique sets of call answer procedures, and resourced specifically for their needs (which can occasionally result in some agents being quiet while others are overworked), has compromised E-Comm's effectiveness, sustainability, and scalability. This model has constrained E-Comm from creating the requisite economies of scale across the regions and agencies it serves. Despite management's reactive, "firefighting" orientation, there has been a more recent focus on transforming and streamlining E-Comm's operations. E-Comm has made significant strides in harmonizing and simplifying its standard operating procedures (from 1,500 to less than 150) and is poised to capitalize on other economies by deploying business intelligence technology and rebalancing resources within the organization.

To further complicate matters, the federal government has mandated a shift to Next-Generation 9-1-1 (NG9-1-1) systems and technologies by 2025. The CRTC requires all telecommunications providers and Canadian PSAPs to implement these technologies, which will allow callers to transmit texts, images, video, and other data to 9-1-1 call takers and will allow similar digital communications between 9-1-1 call takers and emergency responders. There are many stakeholders and active parties involved in the transition to NG9-1-1 technology, with several factors that are beyond E-Comm's direct control. Despite good progress and a strong transformation office within E-Comm, there is a concern amongst external stakeholders that E-Comm does not have the governance structure necessary to provide oversight to ensure that E-Comm is capable and accountable for meeting NG9-1-1 service delivery expectations. As such, there is a strong reluctance to provide further investment for the technology environment. Overcoming this will require a significant increase in trust in E-Comm's financial management, service delivery, change management and relationship management capabilities.

Recommendations

E-Comm's operating paradigm has changed dramatically since it was conceived. The increased number of stakeholders, rapid pace of technological change, pressure to meet diverse user and public expectations, the ability to find and retain strong talent, and to achieve all of this on a minimal budget, has left E-Comm in a position of financial and technological deficit and with a credibility gap with its stakeholders. While some aspects of the organization have evolved and scaled with this growth trajectory, E-Comm's governance framework has remained somewhat stagnant and is constantly challenged to provide effective oversight and accountability.

However, despite these concerns, E-Comm continues to meet and exceed its core 9-1-1 call answer performance metrics and remains well placed to continue to be the cornerstone of the emergency response system for BC into the future. Several critical changes need to be made to E-Comm's governance framework including in its stakeholder engagement and its operational and financial oversight. There is an opportunity to remove inequities in the shareholder class structure and representation processes, creating opportunities to reduce the disproportionate cost they will continue to bear, while improving the quality of service and information they receive. While these changes may seem relatively intuitive, to-date, E-Comm has not fully implemented them due to management's significant workload to maintain a high level of operational responsiveness and to implement the more critical infrastructure, technology, human resource, and operational transformations that are required. The success of this governance transformation will depend on creating a strong Board oversight mechanism while providing management with the appropriate support and resources to elevate them out of their current reactive mode.

Our key recommendations include the following (without consideration of dependencies and therefore not listed in the order of implementation timeline). This will initially require extensive shareholder

communications and engagement in order to formulate and align around the specifics of the implementation plans, activities and timelines:

- 1) Implement a new governance structure (including a streamlined Board).
- 2) Refine the use of representative service governance bodies, such as User and Service Committees with member appointed representatives. The committees should have broadly understood Terms of Reference and serve to enhance user representation in the governance structure.
- 3) Propose revisions to Board and Management Committees to support enhanced decision-making and oversight.
- 4) Create a member Nominating or Screening Committee to identify and approve new Board director candidates.
- 5) Enfranchise all users regardless of regional geography by making them shareholders (rather than the current state in which only radio users are Class A shareholders).
- 6) Seek Board, member and Ministerial approvals, as required, of proposed changes to the governance structure and Articles/Members' Agreement.
- 7) Refine the Board agenda, cycle, materials, procedures, and policies, including a formal Delegation of Authorities.
- 8) Redesign the operating cost/budgeting model to provide greater equity and transparency while reducing the perception that the cost allocation process is not equitable.
- 9) Develop a streamlined service delivery and pricing process to drive stronger economies of scale and efficiency in the governance, pricing, and service delivery processes.
- 10) Develop investment funding and operating cost forecasting strategies to provide greater clarity of future costs and remove unexpected fluctuations from the pricing/funding models.

Although E-Comm is only one organization in the provincial emergency response ecosystem, it is a prominent one. There is a significant risk to public safety if E-Comm does not address its current trajectory through this governance review. Time is of the essence in continuing to strengthen E-Comm's governance and oversight.

Benefits for Current Shareholders

As discussed, the shareholder structure and associated voting classes are not perceived as equitable by all members. The intent of the proposed shareholder changes (i.e. #5) is to enfranchise all users regardless of region by making them shareholders, rather than the current state in which only radio users are Class A shareholders. E-Comm was created as an incorporated company but provisions in the *Emergency Communications Corporation Act* and Members' Agreement have eliminated some of the traditional rights accruing to shareholders (i.e. rights to dividends or surplus of revenues, rights to assets on dissolution, ability to sell shares at current market value, etc.). This effectively means shareholders are more members (in a cooperative or non-profit organizational sense), but with voting rights on certain significant governance events or changes. The proposed change will allow all users (i.e. beyond only radio network users) to become members or shareholders with participating voting rights.

Currently, Class A shareholders (i.e. radio network users) can vote on major governance changes but also are required under the Members' Agreement to fund E-Comm's annual operational deficits. As such, they will be the group primarily impacted by this recommended change. Class B shareholders, and other non-voting members, have no similar voting rights. Therefore, they have limited ability today to impact governance and operating changes.

The primary implications for Class A shareholders of this proposed change would be as follows:

- The reliance on Class A shareholders to fund operating deficits would now be greatly reduced as the membership/shareholder base is increased (even though operating costs ideally would be covered by user service fees and levies).
- Potential fee reduction as an updated cost allocation model and formulae would consider a cost-plus model across all members versus a formulaic calculation for Class A shareholders supported by a secondary pricing model for non-Class A users.
- All members become potential funding sources for capital investments and operating cost spikes or deficits.
- More equitable spread of risk and accountability across all users.

It is important to note that most radio network users (Class A shareholders) are also users of other E-Comm services, as such, they will see their rates recalibrated so that the pricing for their services more accurately reflect the cost to deliver those services with increased pricing transparency.

The primary implications for Class B shareholders and non-voting members of this proposed change would be as follows:

- Better ability to influence and impact the governance and operations of E-Comm (particularly the ability to participate in Board elections). Today these members have no formal representation in the governance structure.
- Participation as full rights, active voting members, if they are a service user.
- Reduction in the perception of bias or weighting towards Class A members.
- More effective representation on service as E-Comm looks to users to participate in the service governance model (reducing the need to drive changes through the Board).

Key Dates and Next Steps

With support from its members, the majority of recommendations discussed in the governance review report can be brought forward for approval by Spring 2025. The timeframe below summarizes E-Comm’s proposed approach to implement initiatives stemming from those recommendations, including key dates for our shareholders.

Key Dates:

June 2024	AGM	Committee meetings, AGM and Board meeting. These meetings will introduce members to the governance review recommendations and the anticipated timeline for implementation. Management will continue to work with the Board in developing the planned changes to seek a mandate from the members in the Fall 2024 SGM.
Jul/Aug 2024		Begin developing shareholder resolutions and necessary materials to support member decision-making processes. Continue to engage with the Province including on matters that would require Ministerial approvals.
Fall 2024	SGM	Seek a mandate from the members with a formal approval for the overall approach. The resolution will authorize management to prepare a blueprint for the 10 key governance recommendations to be brought back to members in Spring of 2025 for final approval.

Spring 2025	SGM	Approve the blueprint, which will include resolutions for amendments to, among other things, the Members' Agreement, the Articles etc. authorizing changes to E-Comm's governance affecting the recommendations in the report. Management to seek ministerial approval.
April-May		Establish new service and user committees, screening committee and board committees to make a recommendation for the slate of directors to be presented to the members at the June 2025 AGM.
June 2025	AGM	Members appoint directors to new E-Comm Board.

Next Steps:

E-Comm is committed to working closely with its shareholders in the months ahead to provide the information you need to consider and respond to the Governance Review recommendations.

In particular, E-Comm will send a detailed follow-up communication to all shareholders following the upcoming June 2024 AGM, including a Shareholder action plan outlining the specific next steps that each member needs to take in the months ahead to review the Governance Review recommendations.



Governance Model Review

E-Comm 9-1-1

April 15, 2024

Contents

1. Executive Summary	3
2. Introduction and Context	6
3. Background	8
3.1. History.....	8
3.2. Operational Coverage.....	8
3.3. Current Jurisdictional Responsibilities.....	10
3.4. Transformation of E-Comm.....	12
3.5. Jurisdictional Scan.....	13
4. Guiding Principles	15
5. E-Comm - Current State Analysis	16
5.1. Corporate structure.....	17
5.2. Oversight and accountability.....	17
5.3. Financial sustainability.....	20
5.4. Stakeholder Engagement.....	22
5.5. Operating and decision-making Effectiveness and Efficiency.....	23
6. Recommendations - Corporate Structure	25
6.1. Potential Legal Structures.....	25
6.2. Private Corporation (<i>refined status quo</i>).....	25
6.3. Not-for-profit Society.....	25
6.4. Statutory Authority.....	26
6.5. Crown Corporation.....	26
6.6. Shareholder Structure.....	27
6.7. Summary of Recommendations – Corporate Structure.....	28
7. Recommendations – Board Governance	28
7.1. Board Structure.....	28
7.2. Board Operations.....	29
7.3. Summary of Recommendations – Board Governance.....	30
8. Recommendations – Stakeholder Engagement	31
8.1. Public awareness.....	31
8.2. Government relations.....	32
8.3. Chair and CEO roles.....	32
8.4. Board and Shareholder Communications.....	32
8.5. Customer relationship management.....	32
8.6. Summary of Recommendations – Stakeholder Engagement.....	33
9. Recommendations – Funding Model	33
9.1. Long-Term Capital Investment Planning.....	34
9.2. Operational Costing and Forecasting.....	37
9.3. Pricing Model.....	37
9.4. Summary of Recommendations – Funding Model.....	38
10. Overall Conclusions	39
APPENDIX A – SHAREHOLDER STRUCTURE	41
APPENDIX B – EXAMPLE BOARD COMMITTEES	43
APPENDIX C – SUMMARY OF RECOMMENDATIONS	46
APPENDIX D – IMPLEMENTATION ROADMAP	49

1. Executive Summary

1.1. Background

At its inception in 1997, E-Comm Emergency Communications for Southwest British Columbia Inc. (E-Comm) operated a cooperative radio network for first responders in the Lower Mainland. More than 25 years later, E-Comm is now a vital public safety communications organization that serves the diverse communities of British Columbia by answering 99% of 9-1-1 calls in the province, providing police and fire communication operations, technology services and operating the emergency radio network used by first responders throughout the Lower Mainland. It serves more than 30 municipalities and 70 emergency response organizations.

E-Comm engaged Deloitte in October 2023 to perform this governance review as a response to the evolving complexities and challenges that E-Comm is facing in serving these key stakeholders. Deloitte compared E-Comm's governance model to peers across Canada and internationally. Deloitte also conducted more than 80 independent in-depth interviews with key stakeholders (including local government officials, police, fire, ambulance representatives, Board members and E-Comm's CEO and Executives) who provided detailed insights into the challenges and opportunities facing the organization. These insights were validated through reviews of internal and publicly available documents. The resulting summary of E-Comm's current state governance challenges and opportunities for a future-state governance model was discussed with E-Comm's Governance & Public Affairs Committee (GPAC), Board of Directors and Executives.

1.2. Key Findings

Over the past 25 years, E-Comm has significantly expanded from a cooperative style, membership-based corporation that was created to administer a wide area emergency radio network across the Lower Mainland. Today it is a full-service call taking and dispatch operation that covers 33 police agencies and 40 fire agencies, supported by 700 staff in four BC locations. E-Comm answers 99% of the 2 million emergency calls made annually by British Columbians. However, the governance framework, operating model, technology infrastructure and capital funding structure have not kept pace with this significant growth.

The shareholder structure, with its voting classes, was designed for the original radio network subscribers. With E-Comm's expanded operations, its governance is marred by significant inequities in its shareholders' rights and influence, board representation, calculation and allocation of operational overheads and capital requests, and challenges in its ability to effect change in the delivery of its services. The Board is cumbersome and unwieldy, with 23 directors – most representing a local government, a group of local governments or user shareholders. The directors are appointed for a term of one year and often do not remain beyond a second term. This has resulted in various challenges for the Board in its directors' understanding the complexities of the business model, providing effective oversight, approving and supporting the necessary capital investments required, and holding management accountable to key financial and performance metrics.

More concerning is the fact that E-Comm has been operating in a deficit position for a number of years as revenues are insufficient to cover its costs of growth and operation. The deficit has continued to grow to \$7.2M in fiscal 2023. This is not a sustainable financial operating model and certainly one that is greatly restricting E-Comm's ability to invest in technology, process efficiency and organizational transformation. The root causes of these deficits stem from a structural historical underinvestment in automation, unrealized economies of scale and global efficiency opportunities, and a lack of understanding and failure to determine the actual operating costs and the cost of investments required by E-Comm to sustain and scale the current model. The Members' Agreement provides E-Comm with the ability to recover these operating costs and deficits from its members through cost allocation and rate provisions. Moreover, there

is a lack of desire by key stakeholders to contribute more to E-Comm’s capital and operating costs until it achieves credible operational and financial stability.

Beyond these financial issues, challenges at the service delivery level, including the lack of clear contractual terms and metrics, as well as pressure from users to customize service delivery processes, deliverables, resourcing and other specific needs, manifests in governance challenges because of the resultant operational complexity. This bespoke service delivery model, where each customer often has a different suite of services, operating with unique sets of call answer procedures, and resourced specifically for their needs (which can occasionally result in some agents being quiet while others are overworked), has compromised E-Comm’s effectiveness, sustainability, and scalability. This model has constrained E-Comm from creating the requisite economies of scale across the regions and agencies it serves. Despite management’s reactive, “firefighting” orientation, there has been a more recent focus on transforming and streamlining E-Comm’s operations. E-Comm has made significant strides in harmonizing and simplifying its standard operating procedures (from 1,500 to less than 150) and is poised to capitalize on other economies by deploying business intelligence technology and rebalancing resources within the organization.

To further complicate matters, the federal government has mandated a shift to Next-Generation 9-1-1 (NG9-1-1) systems and technologies by 2025. The CRTC requires all telecommunications providers and Canadian PSAPs to implement these technologies, which will allow callers to transmit texts, images, video, and other data to 9-1-1 call takers and will allow similar digital communications between 9-1-1 call takers and emergency responders. There are many stakeholders and active parties involved in the transition to NG9-1-1 technology, with several factors that are beyond E-Comm’s direct control. Despite good progress and a strong transformation office within E-Comm, there is a concern amongst external stakeholders that E-Comm does not have the governance structure necessary to provide oversight to ensure that E-Comm is capable and accountable for meeting NG9-1-1 service delivery expectations. As such, there is a strong reluctance to provide further investment for the technology environment. Overcoming this will require a significant increase in trust in E-Comm’s financial management, service delivery, change management and relationship management capabilities.

1.3. Conclusions

E-Comm’s operating paradigm has changed dramatically since it was conceived. The increased number of stakeholders, rapid pace of technological change, pressure to meet diverse user and public expectations, the ability to find and retain strong talent, and to achieve all of this on a minimal budget, has left E-Comm in a position of financial and technological deficit and with a credibility gap with its stakeholders. While some aspects of the organization have evolved and scaled with this growth trajectory, E-Comm’s governance framework has remained somewhat stagnant and is constantly challenged to provide effective oversight and accountability.

However, despite these concerns, E-Comm continues to meet and exceed its core 9-1-1 call answer performance metrics and remains well placed to continue to be the cornerstone of the emergency response system for BC into the future. Several critical changes need to be made to E-Comm’s governance framework including in its stakeholder engagement and its operational and financial oversight. There is an opportunity to remove inequities in the shareholder class structure and representation processes, creating opportunities to reduce the disproportionate cost members will continue to bear, while improving the quality of service and information they receive. While these changes may seem relatively intuitive, to-date, E-Comm has not fully implemented them due to management’s significant workload to maintain a high level of operational responsiveness and to implement the more critical infrastructure, technology, human resource, and operational transformations that are required. The success of this governance transformation will depend on creating a strong Board oversight mechanism while providing management with the appropriate support and resources to elevate them out of their current reactive mode.

Our key recommendations include the following (without consideration of dependencies and therefore not listed in the order of implementation timeline). This will initially require extensive member communications and engagement in order to formulate and align around the specifics of the implementation plans, activities and timelines:

- 1) Implement a new governance structure (including a streamlined Board).
- 2) Refine the use of representative service governance bodies, such as User and Service Committees with member appointed representatives. The committees should have broadly understood Terms of Reference and serve to enhance user representation in the governance structure.
- 3) Propose revisions to Board and Management Committees to support enhanced decision-making and oversight.
- 4) Create a member Nominating or Screening Committee to identify and approve new director candidates for the Board.
- 5) Enfranchise all users regardless of regional geography by making them members (rather than the current state in which only radio users are Class A members).
- 6) Seek Board, member and Ministerial approvals, as required, of proposed changes to the governance structure and Articles/Members' Agreement.
- 7) Refine the Board agenda, cycle, materials, procedures, and policies, including a formal Delegation of Authorities.
- 8) Redesign the operating cost/budgeting model to provide greater equity and transparency while reducing the perception that the cost allocation process is not equitable.
- 9) Develop a streamlined service delivery and pricing process to drive stronger economies of scale and efficiency in the governance, pricing, and service delivery processes.
- 10) Develop investment funding and operating cost forecasting strategies to provide greater clarity of future costs and remove unexpected fluctuations from the pricing/funding models.

Although E-Comm is only one organization in the provincial emergency response ecosystem, it is a prominent one. There is a significant risk to public safety if E-Comm does not address its current trajectory through this governance review. Time is of the essence in continuing to strengthen E-Comm's governance and oversight.

2. Introduction and Context

2.1. Purpose of this Document

The Board of Directors and Executive team of E-Comm want to enhance the governance, oversight, and decision-making framework for the organization. The Board also wants to address E-Comm’s financial deficit and inherent challenges in the existing funding model as part of organization’s governance maturity. E-Comm is a vital public safety communications corporation serving the diverse communities of British Columbia by providing critical emergency communications services. Since its inception in 1997, E-Comm has evolved from a member-based Lower Mainland radio network provider to a complex, multi-location radio and telecommunications provider, serving more than 30 municipalities and 70 emergency response organizations. E-Comm engaged Deloitte in October 2023 to perform this governance review in response to the evolving complexities and challenges E-Comm faces in serving its key stakeholders. This report provides our observations, recommendations, and conclusions to support E-Comm in maturing its governance framework to be more robust, efficient, and transparent and to enhance E-Comm’s ability to meet its public safety mandate and mission to, “Deliver exceptional emergency communications to the public and first responders that help save lives and protect property.”¹

2.2. Overall Approach

In this review of E-Comm’s corporate governance and funding framework, Deloitte gathered information regarding current practices, assessed key stakeholder perspectives, identified recommendations for improving the future state corporate governance framework, and ultimately tries to align the perspectives of external stakeholders, directors, members, and management.

The key principles for the methodology we used in this review are as follows:

- a) **Identify Guiding Principles for a strong governance framework.** Fundamentally, any changes to E-Comm’s governance structure must be consistent with its values and principles. In essence, E-Comm’s values must guide Deloitte’s recommendations for any proposed future state governance model.
- b) **Understand the Current State.** A strong understanding of the challenges, frustrations and opportunities in the current state operating environment provides the baseline for those areas where change must be prioritized over activities that are considered strong and therefore maintained in any future state model.
- c) **Identify key attributes of a Future State governance model.** To validate which governance activities should be prioritized and implemented, we identified several attributes against which potential corporate structure, governance structure, delegations of authority, and funding model options could be assessed. These allowed us to translate the guiding principles for the future state model into specific evaluation criteria against which we assessed the options available to E-Comm and its members.
- d) **Prioritize implementation activities.** Improving the overall governance structure of E-Comm will be a multi-year journey with foundational steps for E-Comm to take in the short-term on which to build for longer-term measures. We have provided an implementation plan and timeline as a roadmap for E-Comm and its members to move this work forward.

2.3. Key Methodologies Employed

We employed the following methodologies in this review:

¹ [Our Mission | 9-1-1 Emergency Dispatcher | 9-1-1 Emergency Dispatch \(ecomm911.ca\)](#)

Stakeholder Interviews

Deloitte conducted over 40 independent in-depth interviews with over 80 key external and internal stakeholders. These stakeholders included local government officials, police, fire, ambulance representatives, directors, E-Comm's CEO and members of the Executive team. This approach allowed for a systematic analysis of the issues, concerns and opportunities raised by stakeholders. Deloitte aggregated the information gathered into themes about the challenges facing the organization today, the requirements for a future state governance and funding model, and recommendations to advance this mandate.

Documentation Review

Deloitte reviewed a significant number of documents. Within E-Comm we reviewed documents regarding the current state of the organization, transformation projects and financial models including presentations and proposals to the Board. We also reviewed and considered documents external to E-Comm including industry-specific materials to determine industry leading practices and initiatives; as well as recent research and relevant studies in areas such as the role of local governments, governance structures for similar organizations, funding models, and call answer levies, among other things.

Jurisdictional Scan

Deloitte investigated the structures and operations of similar organizations in other jurisdictions (across Canada, as well as some comparable American and international jurisdictions) to understand the broader context and maturity of a variety of emergency communications organizations' corporate governance practices, operating models, regulations, and leading practices. Internationally, due to geographic, demographic, and regulatory similarities, the Netherlands C2000 system, Spark NZ (and New Zealand Police Force), and Danish Police (Politi) proved to be insightful comparators. By examining these governance landscapes, Deloitte was able to gain valuable insights into potential areas of opportunity and improvement.

Funding Model Analysis

In parallel with the stakeholder interviews, Deloitte engaged in discussions focused on understanding the dynamics and constraints of the current funding model with stakeholders, E-Comm's Executive and Finance & Accounting personnel. Deloitte assessed information on funding sources, capital expenditure forecasting, revenue and operating cost budgets, rates and levies, and service charge models. Our review also included discussions about future potential funding sources and the implications of significant anticipated costs, such as the integration of new regions and customers, and major transformation projects (including NG9-1-1).

GPAC and Board Engagement

Deloitte shared the initial key themes, including the current challenges facing E-Comm, as well as attributes for a successful future state model, with E-Comm's Governance & Public Affairs Committee (GPAC) and the Board in several sessions. This included a workshop-style steering committee session to gather insights and feedback from GPAC and other directors on key challenges and preliminary options for the organization going forward. This provided an opportunity to hear any immediate feedback and concerns or potential hurdles in moving forward.

Overall, this approach allowed Deloitte to gain a comprehensive understanding of the feasibility of, and receptiveness to, the themes coming from the stakeholder engagement processes as well as potential models being assessed. By combining the findings and analysis from the jurisdictional scan, documentation review, stakeholder interviews, funding model analysis, and other discussions, Deloitte has been able to develop pragmatic recommendations for improving E-Comm's corporate structure, board effectiveness, and funding model. The methodologies employed in the review ensure recommendations are evidence-based and tailored to the specific needs and challenges identified by key stakeholders.

The remainder of this document will consider the governance, funding and decision-making challenges faced by E-Comm, explore potential solutions, and propose a pathway forward that aligns the interests of E-Comm, its stakeholders including its members, and the public it serves.

3. Background

3.1. History

E-Comm is an emergency communications operation established in Vancouver, BC. Following the 1994 Vancouver hockey riots, local governments recognized the need for an effective integrated emergency communications network across the Lower Mainland. In 1997, E-Comm was incorporated under the *BC Business Corporations Act*, designated as an emergency communications corporation under the *Emergency Communications Corporations Act*, and given a mandate.

E-Comm's purpose was to provide emergency communications and related services to its members. It developed and implemented a wide area radio network - the largest multi-jurisdictional, tri-service emergency radio system in the province. This radio system provides a common platform for emergency services personnel (police, fire, ambulance, and transit police) to communicate with each other across jurisdictions and agencies during emergencies. The various local governments and public safety agencies initially served by E-Comm are its original members - predominantly local governments but also other key stakeholders such as police boards, BC Emergency Health Services, and the South Coast British Columbia Transit Authority. These radio network users comprise the members (collectively the Class A and Class B members or shareholders) who are bound by the terms and conditions of the Members' Agreement, or, in the case of the Royal Canadian Mounted Police (RCMP), a Special Users Agreement. Radio users have access to the network. Specific contracts govern the balance of the services that E-Comm delivers to its users. The *Emergency Communications Corporations Act* stipulates at section 7 that E-Comm's members must pay all rates for operating expenses and capital expenses assessed by E-Comm.

3.2. Operational Coverage

The current services provided by E-Comm cover seven (7) core business lines:

- 1) **9-1-1 Call Taking**/ Primary Public Safety Access Point (**primary PSAP**), comprising ~7.5% of total annual revenue;
- 2) **Police Communication Operations (PCO)**, comprising ~50% of total annual revenue, which is made up of:
 - a. emergency call taking/Secondary Public Safety Access Point (secondary PSAP)
 - b. non-emergency call taking; and
 - c. dispatch
- 3) **Fire Communications Operations (FCO)**, comprising ~5% of total annual revenue, which is made up of:
 - a. emergency call taking/Secondary Public Safety Access Point (secondary PSAP)
 - b. non-emergency call taking; and
 - c. dispatch.
- 4) **Fire Technology Services**, which comprises:
 - a. computer-aided dispatch (CAD)
 - b. records management systems (RMS); and
 - c. technology services; and
- 5) Wide Area **Radio** Network Services, comprising ~25% of total annual revenue;
- 6) HealthLink BC Technology Services;
- 7) PRIMECorp (a subsidiary formed to provide police records' management services).

Over the past 25 years, E-Comm has significantly evolved to include a more robust emergency wide area radio network for the Lower Mainland and expanded its Police and Fire Communication Operations to 33 police agencies and 40 fire agencies, supported by over 700 E-Comm staff members working out of two main operations facilities (Vancouver and Saanich) and two business support locations in Burnaby.

Approximately half of E-Comm's revenue is generated from its Police Communication Operations (PCO) (made up of emergency call taking/secondary PSAP, non-emergency call taking, and dispatch services),

and engages two-thirds of E-Comm’s staff. Radio services generate approximately 25%, 9-1-1 call taking approximately 7.5% and Fire Communications Operations (FCO) approximately 5% of E-Comm’s total annual revenue.

E-Comm’s two operations facilities are purpose-built sites. Both buildings are designed to withstand an earthquake and operate self-sufficiently for up to 72 hours following a disaster. Having two operations facilities offers some physical-site redundancy but does not adequately support full operational backup (as each location, individually, would struggle to handle the emergency call volume regularly handled across both sites).

Annually British Columbians make over 2 million 9-1-1 calls (2.3M in 2023), of which 99% are answered by E-Comm, by far the largest primary Public Safety Answering Point² in BC. E-Comm’s target service level as a primary PSAP for 9-1-1 response is for 95% of calls to be answered in 5 seconds or less. In recent years, E-Comm has met this response time target at levels exceeding 98% (with the notable exception of the 2021 ‘heat dome’ emergency call surge).

Of all calls to 9-1-1, approximately 65% are for police, 30% for ambulance and 5% for fire departments. Of the 65% of calls for police and 5% for fire, E-Comm acts as both primary and secondary PSAP for about half of those calls. The other calls, for which E-Comm does not provide secondary PSAP services, are transferred by E-Comm as the primary PSAP to other non-E-Comm secondary PSAPs.

There are currently 14 Emergency Communication Centers or sites, including the two (Vancouver and Saanich) that are operated by E-Comm, in British Columbia. The other 12 sites are comprised of nine police PSAPs and three sites managed by BC Emergency Health Services (BCEHS). Calls for ambulance are always transferred by E-Comm as primary PSAP to the BC Emergency Health Services, who operate three emergency communication centers or sites that are virtually integrated into a single secondary PSAP for emergency medical calls.

Police Communication Operations

The *Police Act* delineates the responsibilities of Provincial and local governments for providing policing services. Therefore, local governments can decide how they fulfill their mandate under the *Police Act*. In terms of police communication operations, there are three modes by which local governments can provide 9-1-1 calls (primary PSA) and secondary PSAP services:

- (1) by contracting for those services from E-Comm;
- (2) by using the RCMP Provincial Police Service for secondary PSAP services, or
- (3) by providing secondary PSAP services for themselves.

There are currently nine police Emergency Communication Centers (ECCs) or sites in addition to E-Comm’s two facilities in British Columbia. The non-E-Comm ECCs are:

- | | |
|--------------------------------------|-------------------|
| 1. Courtenay (RCMP) | 6. Surrey (RCMP) |
| 2. Green Timbers - Chilliwack (RCMP) | 7. Langley (RCMP) |
| 3. Prince George (RCMP) | 8. Transit Police |
| 4. Kelowna (RCMP) | 9. Nelson Police |
| 5. Coquitlam (RCMP) | |

² A primary PSAP is an emergency communications centre that initially answers a 9-1-1 call and is the first point of contact for a caller. When someone calls 9-1-1, that call is routed by the telco directly to the primary PSAP to determine the caller’s need (police, fire, or ambulance) and location (city). The caller is then connected with a secondary PSAP emergency call-taker who assesses the situation by gathering relevant information and determines the appropriate response. Primary PSAPs connect the caller to secondary PSAPs. The secondary PSAP completes the call taking process and transfers requests to the proper dispatcher to dispatch the appropriate first responder service agency (police, fire, ambulance).

A more detailed flow for police emergency communications, for example, is outlined in the diagram below.

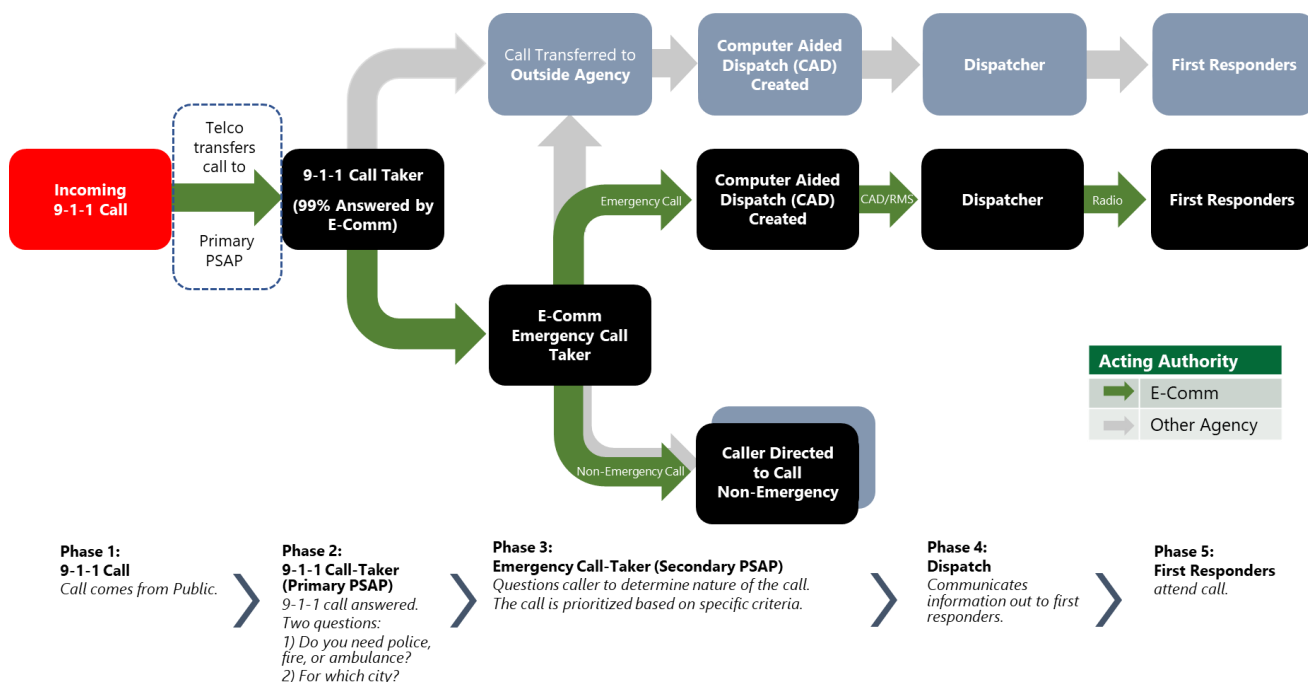


Diagram 1: Overview of the communications flow for a typical 9-1-1 call

Wide Area Radio Network Services

Radio services are delivered under a single radio levy to E-Comm’s 26 Class A members/shareholders³. These radio users have Class A shares equivalent to the number of E-Comm’s radio network services (police, fire, ambulance, municipal) they use. The 26 Class A members hold among them 37 Class A shares as some members subscribe to more than one radio network service (e.g., Coquitlam uses E-Comm’s radio services for both fire and police and holds two Class A shares).

E-Comm only provides radio services across the Lower Mainland. The radio levy that E-Comm charges to its radio users (i.e., its Class A members) includes:

- 1) Rates based on radio infrastructure costs (e.g., antennae on buildings, or diesel generators);
- 2) Rates based on maintenance/management of the radio infrastructure; and
- 3) Amortized equipment/hardware costs (e.g., radios and consoles for agencies)

3.3. Current Jurisdictional Responsibilities

For its non-radio lines of business, E-Comm operates within a matrix of federal, provincial, and local governments and government agencies in Canada, each with important roles in maintaining overall public safety.

Federal:

At the national level, the Canadian Radio-television and Telecommunications Commission (CRTC), as the federal body responsible for regulating telecommunications companies, plays a significant role in public

³ See Appendix A – Shareholder Structure for a listing of all Class A and B members/shareholders.

safety as 9-1-1 calls are made using telecommunications network infrastructure. Telecommunications companies (telcos) route those calls to the primary PSAP servicing the caller's region (e.g., E-Comm).

The CRTC has mandated that Next-Generation 9-1-1 (NG9-1-1) systems be implemented by 2025 by all Canadian telecommunications companies and all primary and secondary PSAPs. NG9-1-1 technologies will eventually allow callers to transmit text messages, images, video, and data to primary-PSAP/9-1-1 call takers and will allow those call takers to similarly use digital communications to downstream that information to secondary-PSAPs/emergency call takers and first responders. Although this transformation will come at a significant cost, it marks a big step forward in the evolution of emergency communications and is expected to materially enhance public safety across Canada.

The federal government is also involved in policing and other related enforcement and emergency response areas. Federal agencies, such as the Royal Canadian Mounted Police (RCMP), are responsible for enforcing certain laws and conducting investigations that span across provincial and international borders.

Importantly, BC has a Provincial Police Service Agreement with the Government of Canada, which makes the RCMP BC's provincial police force. The RCMP in BC is called E-Division. One of the responsibilities of E-Division is detachment policing, which, under the *Police Act*, serves: municipalities in BC with populations <5,000 and unincorporated areas; and municipalities who enter into agreements to engage the RCMP (as the provincial police force) to act as the municipal police department in their municipalities. By way of example, the City of Langley and Coquitlam contract for policing services delivered by the RCMP. When those services are delivered by the RCMP, they fall under federal jurisdiction, which may result in operational differences, such as the application of federal versus provincial privacy laws and federal procurement obligations.

Other federal bodies involved in public safety include Public Safety Canada, which coordinates federal efforts for national security and the safety of Canadians and other federal departments who have interests in emergency preparedness, operations infrastructure. Additionally, Innovation, Science and Economic Development Canada is responsible for ensuring the radio spectrum is available for first responders.

Provincial:

At the provincial level, the Ministry of Public Safety and Solicitor General (PSSG) is responsible for overseeing policing and ensuring an adequate and effective level of law enforcement in British Columbia. PSSG is also responsible for the *Emergency Communication Corporations Act (ECC Act)*, which provides a high level of regulation to E-Comm as well as CREST (the emergency radio services provider in the South Island region). Among the powers of the Ministry in the *ECC Act* is the requirement to approve any changes to E-Comm Members' Agreement before they can come into effect, including structural and governance changes.

The Province does not systematically and continuously fund 9-1-1 or emergency call handling in BC, but has provided one-time funding on certain occasions, most notably a \$150M commitment for the implementation of NG9-1-1 technology in BC.

Other notable provincial ministries engaged in E-Comm's work are the Ministry of Citizens Services (which is responsible for extending communication connectivity in northern and remote BC areas), and the Ministry of Health (MoH), which is responsible for BCEHS. The MoH oversees the delivery of healthcare services in the province, which includes emergency medical services.

In particular, mental health services are increasingly being discussed as a possible addition (a fourth option) to the existing emergency call answer service framework of police, fire and ambulance services but does not presently exist. Calls relating to mental health and addictions have been escalating, creating significant complexity for E-Comm's dispatch and police dispatch services. Mental health professionals are increasingly collaborating with first responders to provide their specialized skills to support these types of calls. Increased call numbers related to substance abuse and mental health will continue to put service pressures on E-Comm. BCEHS plays a critical role at the intersection of first responders and the critical information BCEHS receives from E-Comm to provide to those responding to these calls. In addition, The

BC Mental Health Support Line is currently a separate phone number supported by the provincial government.

Local Government:

At the regional and municipal levels, local governments in British Columbia are responsible for providing public safety and emergency services to their residents (under such legislation as the *Police Act*). Municipalities are responsible for the provision of local law enforcement as a critical component of the emergency and public safety system. Municipalities can offer secondary PSAP/emergency call answer and dispatch services themselves or procure these services from third parties, including E-Comm and the RCMP, many municipalities have chosen to obtain these services from E-Comm. Reasons for this may include the criticality and the 24/7 nature of the service requirement, the challenge of attracting, training, and retaining experienced call-takers, the requirement for significant investments in technology, and the overall economies of scale that can be achieved through a consolidated service delivery model.

As discussed above, a number of these local government and emergency response agencies are also members of E-Comm, providing a further layer of governance and stakeholder engagement. This layered governance structure can be illustrated as follows.

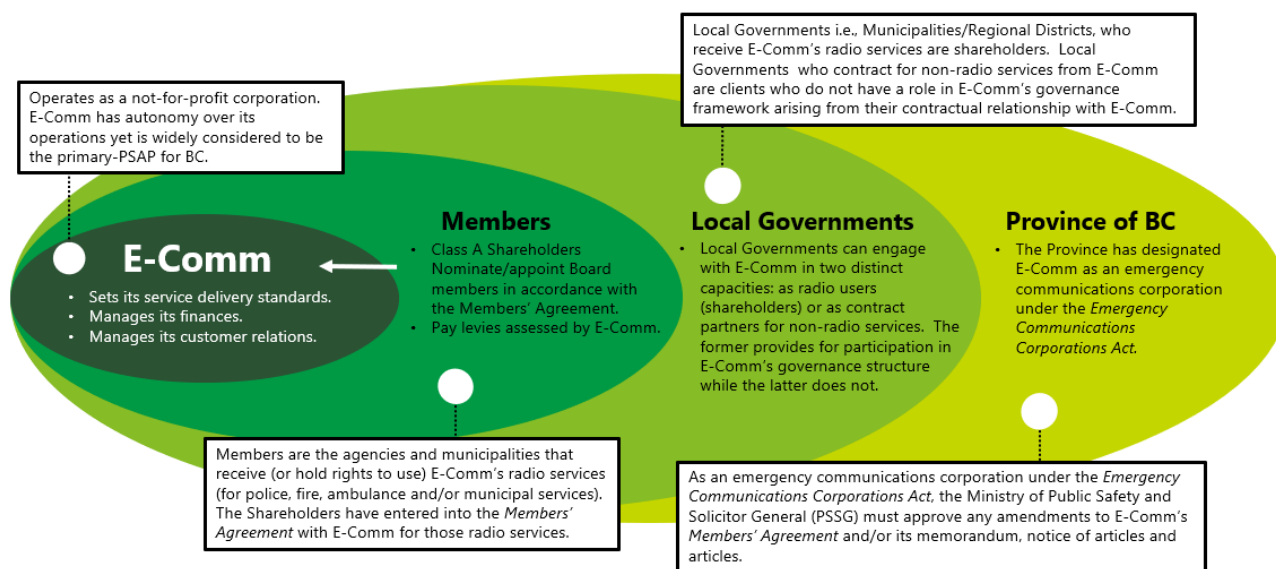


Diagram 2: How E-Comm fits into the BC emergency communications landscape.

3.4. Transformation of E-Comm

E-Comm has commenced a multi-year program to transform its core service delivery, operating model and supporting systems to streamline operations, improve service quality and to ready the organization for the next generation of digital and artificial intelligence (AI) technologies. Significant drivers for this effort include the need to automate cumbersome manual processes; upgrade legacy software; consolidate more than 1,500 standard operation procedures (SOPs) developed with partners (as they historically dictated the procedures that they wanted E-Comm to follow for their services); to improve the stability and transparency of levies, rates and pricing information; and to prepare for the implementation of NG9-1-1 systems. There are five core pillars to the ongoing transformation strategy: (1) Operations, (2) People & Culture, (3) Governance & Stakeholders, (4) Corporate Foundation and (5) NG9-1-1.

NG9-1-1 will bring the following capabilities. These will enhance both public safety and safety for first responders. However, these capabilities will also add complexity for E-Comm in relation to its service delivery, technology, security, privacy, governance, and operations.

- **Multimedia transmission:** In addition to voice calls, NG9-1-1 will allow for text messages, photos, videos, and other forms of multimedia. Callers will be able to convey crucial information to emergency responders more efficiently and comprehensively. NG9-1-1 systems are based on IP networks, which allow for more efficient routing of emergency calls and data. It would also enable the integration of additional services and applications, such as real-time translation services or medical device monitoring.
- **Location Accuracy:** This technology will allow for more precise location information for emergency calls, including indoor location tracking (e.g., what floor a person is on in a high-rise building). This is particularly important for situations where the caller is unable to provide their location, is in a remote area, or in some Indigenous communities.
- **Connectivity with Other Systems:** Enhanced systems will be able to integrate with other emergency response systems (police, fire, and medical systems). This will facilitate better coordination and enhance emergency response. This would also include advanced call routing systems.
- **Accessibility Features:** This will assist individuals with disabilities to better access emergency services. This may include support for text-to-speech and speech-to-text technologies.
- **Resilience and Redundancy:** In the event of network outages or other disruptions, these technologies would help to minimize downtime and ensure that emergency services remain available when needed.

3.5. Jurisdictional Scan

A key part of our review was to investigate the governance, funding, and operational models in place in other jurisdictions for the operation of PSAPs and emergency radio network communications services, particularly across Canada.

Our review concluded that there are several differences in the way the PSAPs are operated across Canada and the US. For the most part, provincial and state governments are responsible for providing emergency services and play a critical oversight and coordination role across emergency services, including PSAPs. The operation of PSAPs, dispatch and emergency response are often the purview of local governments, as is the case in BC.

When considering future state governance opportunities for E-Comm, we grouped our observations about notable differences and opportunities for E-Comm, under four key areas. These are:

- 1) legal responsibility for PSAPs;
- 2) legal structure of PSAPs;
- 3) funding for PSAPs; and
- 4) for the shared radio network - management of shared emergency radio network services.

1) Legal Responsibility for PSAPs

In most jurisdictions, the responsibility for providing emergency services ultimately lies with the provincial or state government. Local governments are typically responsible for providing PSAPs for their communities (including in Alberta, Quebec, Ontario, and British Columbia).

In one case, Newfoundland has placed the responsibility for operating a PSAP in a not-for-profit organization that serves the entire province.

Provincial governments have not established call answer standards (most voluntarily adopt the National Emergency Number Association (NENA) minimum standard of answering 90% of all 9-1-1 calls within 15 seconds). Ontario's independent Ombudsman has recommend implementing a provincial oversight body following a series of fatalities linked to call answer and response delays in ambulance dispatch in 2018 and again in 2021.

2) Legal Structure of PSAPs (Primary and Secondary)

Some PSAPs are operated as crown corporations (e.g., SaskTel is the operator in Saskatchewan). Other provinces, including British Columbia, include private corporations as part of the public safety system, for example Northern911, as a division of Northern Communications Inc., in Ontario and CommAlert in Alberta. Additionally, the RCMP operates PSAPs at the local government level, but this results in fragmentation, with those PSAPs servicing only individual regions without the benefit of economies of scale. This also results in multiple independent PSAPs across Alberta and over 100 PSAPs operating in Ontario.

The Province of Newfoundland operates NL911 as a not-for-profit PSAP. It is like E-Comm in that NL911 has two facilities for Newfoundland and Labrador providing a similar level of redundancy as E-Comm with its two operational facilities in Vancouver and Saanich.

3) Funding for PSAPs

Eight provinces/territories across Canada⁴ have a wireless (cellphone) call-answer levy administered by the primary telecommunication company in the province, which provides a stable source of funding to support the operating and capital expenses of the PSAPs in those provinces. In provinces where local governments are responsible for providing PSAPs, funding often comes from municipal property taxes or call answer levies (as is the case in BC with landline levies). Most provinces provide grants and special purpose funding, particularly for large capital expenditures such as infrastructure investment and assistance with technological upgrades (e.g., NG9-1-1).

4) Management of Shared Emergency Radio Network Services

It is common to have shared radio network services in any given province. The key benefits of tri-service (police, fire and ambulance) networks are continuity and interconnection of emergency response communications.

BC has, thus far, provided the authority to operate emergency communications services to two corporations: E-Comm and CREST (Capital Regional Emergency Service Telecommunications) and retains the ability to designate other emergency communications corporations under the *Emergency Communications Corporation Act*. Other provinces, such as Ontario and Saskatchewan, operate shared provincial emergency radio networks through provincial agencies in partnership with the RCMP or other public safety agencies.

The federal and provincial governments are watching this space as technologies continue to evolve to ensure interoperability amongst first responder services. For example, the federal government is driving for a national public safety broadband network (PSBN), which is a secure, high-speed, mobile wireless communications network that will allow seamless interoperability between first responders across regions and with the American system. Other technologies, such as low earth orbital satellites (LEOs) will also become more prominent in these discussions. E-Comm's governance and technology structures will have to evolve to remain current with these changes.

Beyond North America, we identified several relevant governance models that E-Comm, and BC in general, could benefit from emulating. These include the Netherlands and New Zealand – both operating very efficient, effective, and resilient emergency radio communication networks. Although it should be noted they do benefit from having a consolidated national police force and other emergency response organizations, far different from the fragmented decentralized environment in which E-Comm and its peers across Canada operate.

⁴ Provinces/territories in Canada (and their respective monthly cellphone levy amounts) are as follows: Alberta (\$0.95), New Brunswick (\$0.97), Newfoundland and Labrador (\$0.75), Northwest Territories (\$1.70), Nova Scotia (\$0.43), Prince Edward Island (\$0.70), Quebec (\$0.52), and Saskatchewan (\$2.08).

Several relevant observations and opportunities arising from this jurisdictional scan have been incorporated in the balance of this review.

4. Guiding Principles

For assessing the current state of E-Comm’s governance framework as well as considering its future state, Deloitte developed several guiding principles through discussion with stakeholders and leveraging industry leading governance practices. These guiding principles form the basis of the recommendations made in this report and should feature centrally in any future governance framework and its supporting decision-making, funding and service delivery models.

Objective	What this means for E-Comm’s governance framework:
Public Safety	Oversight of management’s execution of strategy and open discussions about risks, conflicts, and mitigating actions, particularly where there is a potential impact to public safety, is an overriding principle for the success of the organization. The corporate strategy, and all investments, should directly engage this principle, and risks to the strategy and public safety should be surfaced to the Board in a timely manner. Given the interdependencies across the emergency response system, mechanisms should exist to allow input and involvement in E-Comm’s key decisions from user and other stakeholder groups.
Clear Accountability	It is paramount that the governance framework supports the long-term strategy and sustainability of the organization while encouraging innovation and evolution of the service delivery model. The role and presence of independent directors on the Boards is fundamental, as is the requirement for the Board to be objective and independent of management. The directors are the stewards of E-Comm, exercising independent judgement in supervising management and safeguarding the interests of its members and key stakeholders. They must be appropriately educated and informed about to the business model and operations and hold management accountable for strategic metrics, actions, and decisions. The governance framework must be clear with respect to the reporting relationships, role and responsibilities of E-Comm’s Board, management, and their various committees.
Transparency	As a critical constituent in the public safety system, E-Comm should operate in a highly transparent manner. Service delivery standards and performance metrics should be clearly communicated. Key decisions and actions should be informed by sound principles and data, as should financial forecasts, funding requirements and pricing models. Communication to the public, governments, public safety agencies and other stakeholders should be clear and accessible.
Fairness	The governance structure, funding model, service delivery costing and pricing, and overall operating model should be fair and equitable to all members and users. E-Comm’s decisions and actions should follow a utilitarian approach, favoring the ability to enhance public safety broadly over the preferences of any individual stakeholder group.

Sustainability	E-Comm is a critical service and needs to be both scalable and sustainable. Its governance framework and decision-making processes need to anticipate expected and unexpected changes in the climate and the economic, technological, and social environments in which E-Comm operates. E-Comm needs to be cost-efficient, aligned with stakeholder needs, and scalable into the future.
Employee Motivation	The governance framework should optimize E-Comm’s use of its human resources to achieve objectives, while recognizing that E-Comm’s employees are critical to public safety and the success and long-term viability of the organization.
Efficiency of Decision making	A key objective for the governance framework is to enhance board and management effectiveness and efficiency. Efficiency, simplicity and direct flow of decisions up and down the organization should be major considerations in determining appropriate decision-making roles and responsibilities and allocation of work. Although fiduciary responsibilities will drive many Board decisions, committee work, and effective delineation of management and the Board’s roles, should enhance oversight. The appropriate delegation of responsibilities, based on level in the organization, competencies, skill and efficiency, is critical. Similarly, eliminating unnecessary complexity, redundancy in information flows, and iterative decision-making are key design principles.
Defensibility	Beyond the efficiency of decision-making, a critical attribute of a governance framework within E-Comm is the effectiveness of the process. Decisions made by management and the Board must be accurate, reasonable, evidence-based, and legally defensible, particularly as they relate to regulatory compliance and contractual obligations. Key operational and financial decisions must be readily supportable, have strong risk mitigation mechanisms and be easily explainable to all key stakeholders.

These guiding principles have been applied as key evaluation criteria in our analysis and recommendations for the future state governance structure for E-Comm.

5. E-Comm - Current State Analysis

In considering the guiding principles for an enhanced future state governance structure (as outlined in the prior section), it was clear from Deloitte’s discussions with users, shareholders, directors, management, and other stakeholders that most of these guiding principles are not being fully followed today. Despite these challenges, Deloitte notes that E-Comm continues to meet higher than expected call answer response times, maintains strong working relationships and communications with emergency service agencies, and provides a meaningful working environment for its people – which are the cornerstones of a strong public safety organization. However, Deloitte’s analysis is that the current state is not sustainable and is at risk of being unable to meeting public safety requirements in the future (two key governance principles identified above).

Although there are several root causes or drivers for these concerns, the key current state governance challenges facing E-Comm can be grouped into five categories:

1. Corporate structure
2. Oversight and accountability
3. Financial sustainability
4. Stakeholder engagement
5. Operating and decision-making efficiency and effectiveness.

Some of the key concerns or challenges identified in the current governance framework and operating model relating to the above themes, as well as the potential opportunities they present, are as follows:

5.1. Corporate structure

- a) Legal structure.** E-Comm as an organization, has evolved significantly from its original purpose, intent, and operating model. The organization was incorporated under the *BC Business Corporations Act* and essentially had a member-based model for establishing and operating the emergency wide area radio network for the Lower Mainland. Some key corporate features including reporting, tax treatment, and shareholder structure were varied because of its designation as an emergency communications corporation under the *Emergency Communications Corporation Act*. Additionally, E-Comm operates as a not-for-profit enterprise. This legal structure was appropriate for the original scope of E-Comm's operations to manage a cooperative wide area radio network as intended by its founding members. Over the last 25 years, E-Comm has diversified its business lines, grown in scale and complexity and now has features more akin to a corporation, albeit with a public service mandate and semi-monopolistic tendencies, given its dominant regional coverage.

A pertinent question now is whether there is a more suitable legal structure to better meet the needs of the modern E-Comm to allow it to address some of its governance challenges more effectively and directly. Stakeholders have posed a few different legal structures ranging from maintaining the *status quo* to other possible vehicles such as a not-for-profit society, private corporation, statutory agency, or crown corporation.

- b) Shareholder structure.** Currently E-Comm's share structure has two voting classes. E-Comm has 26 Class A members (holding 37 Class A shares) and 16 Class B members (holding 18 Class B shares). Class A members have rights of access to the radio network as well as significant voting preferences. Class B members have the right for future use of the radio network (essentially, a right to join) and have secondary voting rights. The members (collectively, Class A and Class B members) do not have rights to assets or dividends from any revenue surplus but would bear a *pro rata* share of annual operating costs under the provisions of the Members' Agreement cost sharing formula.

The shareholder structure, voting rights structure and Members' Agreement have not changed to address the additional business lines that E-Comm has expanded into, most notably, primary and secondary PSAP operations (i.e. 9-1-1 call taking and emergency call taking), dispatch, non-emergency call taking and technology services. This has resulted in additional users and stakeholders who are not involved or reflected in E-Comm's governance structure as a result of their business relationships with E-Comm.

Most stakeholders believe the current share structure is inequitable and outmoded. There is an opportunity to revisit the share structure within the governance framework to adjust it to account for the relatively small proportion of the current business that pertain to the radio business (~25% of total annual revenue) and to rebalance it so that it is more equitable amongst E-Comm's many stakeholders. Any changes to E-Comm's shareholder structure must have at least a two-thirds shareholder majority vote and ministerial approval.

5.2. Oversight and accountability

The Board of Directors is currently appointed by Class A members, the Province of BC, and includes five independent Directors. The Board is supported by radio network Service and User Committees. The governance structure is therefore largely representative of the original radio network infrastructure users (i.e., ~25% of E-Comm's revenue) and therefore is imbalanced from a governance perspective when considering the oversight needs of those users contracting for PSAP (primary/9-1-1 and secondary/emergency call taking) and other related services (i.e., the balance of E-Comm's revenue

sources) as well as many other key external stakeholders. The governance oversight structure in E-Comm today can be illustrated as follows:

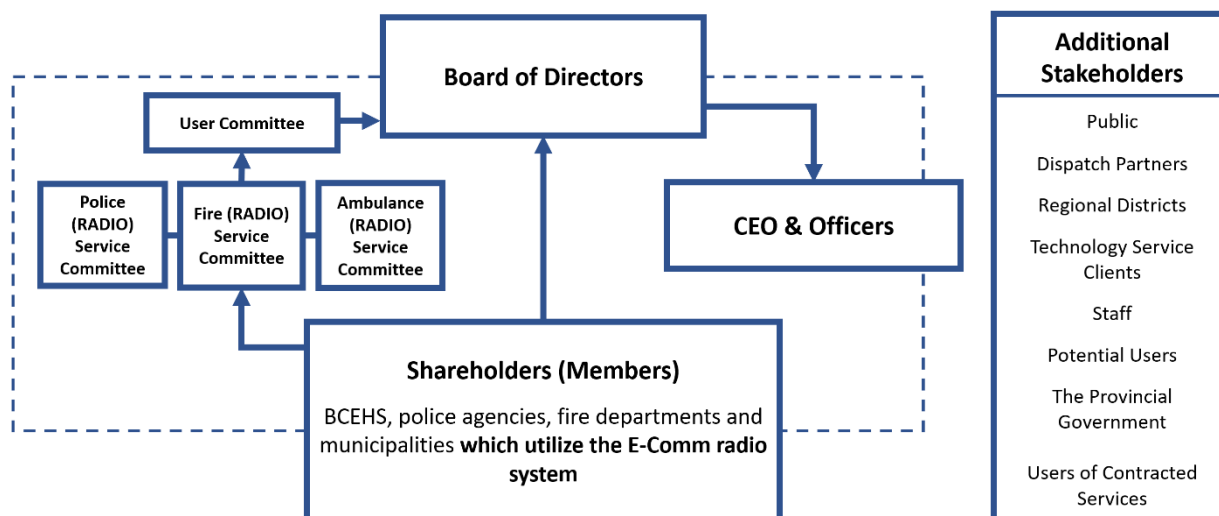


Diagram 3: Current Corporate Governance Structure of E-Comm

a) Board Oversight. Despite the recognition of strong guidance and leadership from the Chair, the Board is large (23 directors) and regarded as cumbersome. We heard that the Board does not effectively balance the interests of E-Comm’s various stakeholders. Turnover is high (with an average tenure of two years) making it a challenge to retain institutional knowledge about the rationale and context for recent significant decisions and a steep learning curve for new directors before they can materially contribute to E-Comm’s governance. Directors often have limited experience in the emergency services environment or experience on professional boards, so can struggle at times to understand the complexities of the business model and protocols for related decision making. Of the 23 directors, five are independent and nominated for their skills and experience. The remaining non-independent directors are appointed from member constituencies (and consortia of member constituencies) and sometimes feel pressured to represent the interests of their appointing bodies over bringing a fiduciary perspective to the governance table. Decision-making and oversight challenges at the Board level are thereby exacerbated by the shareholder structure. These challenges all conspire to create a governance model where it can be difficult to provide clear direction and oversight to management, and hold them accountable for their actions and decisions.

Given the complexity and risk faced by E-Comm, there is an opportunity to create a smaller, more stable board comprised of a group of board professionals who would bring an appropriate mix of technical knowledge, experience, and skillsets. The appropriate governance structures and mechanisms would allow for independent oversight and accountability while truly governing the organization to the benefit of the company in a more equitable manner that considers the interest of all stakeholders.

b) Board and Stakeholder Committees. E-Comm has three Board standing committees and one task force as follows:

1. Finance Committee;
2. Governance and Public Affairs Committee;
3. People and Culture Committee; and
4. Transformation Oversight Task Force.

Additionally, the Members' Agreement provides for Service Committees for each of the agency groups for radio network users, as follows:

5. Police Service Committee;
6. Fire Service Committee;
7. Ambulance Service Committee; and,
8. Municipal Services Committee (not presently in place).

Each Class A member may appoint a representative to each Service Committee for the Designated Service (radio) which that member subscribes to (i.e., police radio, fire radio, ambulance radio). Currently, the only Designated Service is the radio service. These Service Committees provide advice to management and are accountable to their members and the User Committee. Importantly, summarizing the Members' Agreement, the purpose of the User Committee is to advise management on operational policy, the delivery of (radio) services and the requirements of the users of E-Comm's (radio) services. The User Committee has the responsibility to act in the best interests of all the representative service agencies (police, fire and ambulance). The User Committee is accountable to the Service Committees and has the responsibility to ensure regular and open communications with the Board and the President (CEO). Notably, the Members' Agreement at section 6.2, together with the Terms of Reference for the User Committee, stipulate that the User Committee:

1. Is to, within the financial budgets established by the Board, formulate the Established Standards of Service;
2. Is to provide advice to the Board on the appointment of the President (CEO);
3. Is to review and provide advice to the Board regarding E-Comm's proposed annual operating and capital budgets;
4. Is to review and provide advice to the Board on the establishment of rates assessed to members and any proposed change to the cost sharing formula; and
5. Has the right, on written notice to the Board specifying the issues to be brought before the Board, to require the Chair of the Board to call a meeting of the Board at which the User Committee is represented.

The purpose, authority, influence, and decision-making ability of all these committees have evolved over time and the committees themselves are struggling, in some cases to understand their roles within the governance structure, and to adapt and meet the fast-growing needs of E-Comm. Also, membership of these committees somewhat reflects individual knowledge and experience but does vary due to the inherited inequity, opaqueness, and representation challenges that exist at the broader Board level.

In particular, the roles of the Service and User Committees are not well understood across E-Comm's governance and management groups. There is a meaningful opportunity to use the Service and User Committee structure to greater effect in a revised governance framework. While these committees are meeting and deliberating on matters, they are struggling to provide the right level of strategic, financial, service, and operational oversight required for E-Comm's growing needs. There is an opportunity that comes with any governance review to reconsider the structure, terms and mandates of the committees and their membership.

- c) Government mandates.** While the provincial government, through the Ministry of Public Safety and the Solicitor General, provides overall direction respecting police services in the province and ensures that there are adequate and effective levels of policing, PSAP operations (primary and secondary) are a local government responsibility. While PSAP operations are not strictly a policing function, answering of police related calls is, and the links between those two functions is plain.

Local governments have the responsibility to administer and manage PSAP operations and some emergency response services within their regions. This has contributed to the lack of clear or

consistent service delivery protocols/procedures, metrics, and standards and accountabilities regarding the primary and secondary PSAP and dispatch systems across the entire system in BC. The Union of BC Municipalities has recently called for a provincial mandate and requisite funding from the Provincial government.⁵ The government has responded by providing funding for the NG9-1-1 transition⁶. However, stakeholders have expressed some skepticism regarding the ability of the Provincial government to effectively oversee the delivery of these services (i.e., as a Crown Corporation or a statutory agency) but most interviewees expected the Provincial government to play a larger role in overseeing the players in the ecosystem. There was also an expectation that the Provincial government should directly or indirectly provide funding for emergency communications corporations to support the evolution of a stable and reliable emergency management systems (e.g., stronger operational resilience, NG9-1-1 implementation, and alignment of service delivery across communities).

There is an opportunity for E-Comm to support the Provincial government to clarify service delivery expectations for all stakeholders, as per the UBCM 9-1-1 special resolution, and once financially and operationally stabilized, to support the Provincial government in advancing the quality and availability of emergency communications across BC. With clarity of service delivery standards across the industry, as well as continued funding support, the Provincial government will directly enhance the governance environment in which E-Comm operates, as well as facilitate stronger transparency and operational effectiveness. The Province has stepped in to support the initial funding of NG9-1-1, but there is certainly a greater role for the Provincial government to potentially help E-Comm manage or even consolidate the complexity of the many local government contracts, service level expectations, payment streams, and ongoing implementation and operating costs of a NG9-1-1 call answer environment.

5.3. Financial sustainability

- a) Operating deficits.** E-Comm has been operating in a deficit position for a few years as revenues are not sufficient to cover its costs of growth and operation. The deficit continues to grow year-over-year from a shortfall of \$2.7M in fiscal 2021, to \$5.4M in 2022, and most recently \$7.2M in 2023. This is not a sustainable financial operating model and certainly one that is restricting E-Comm's ability to make required investments in technology, process efficiency and organizational transformation. The root cause of this shortfall relates to a combination of factors: a lack of understanding and appreciation of the actual operating costs and investments that E-Comm requires to sustain and scale its current operating model; a lack of desire by key stakeholders, including members, to contribute more to E-Comm's capital and operating costs until it achieves credible operational and financial stability; a structural historical underinvestment in automation, economies of scale, and drive for global efficiencies.

The *Emergency Communications Corporations Act* provides for the reimbursement of all operating expenses and capital expenditures assessed by E-Comm to the members of the emergency communications corporation. Section 4.7 of Schedule C of the Members' Agreement specifically states that "discrepancies between actual costs and amounts billed in a year (due to differences between budgeted and actual annual costs, or due to a change in User Agency membership over the year) [can be] recovered in the following year" from members. E-Comm is in the process of developing a deficit repayment plan, however, a truly sustainable solution is required to solve the fundamental problem of a lack of sufficient revenue and funding.

⁵ <https://www.ubcm.ca/convention-resolutions/resolutions/resolutions-database/new-provincial-mandate-and-funding-9-1-1-1>

⁶ Current BC government commitment is for \$150M (of which \$60M was distributed to local governments in 2023 through UBCM and \$90M was distributed to E-Comm).

- b) Long term capital investment planning.** E-Comm’s technology and operating infrastructure has been significantly under-invested in for several years and requires significant enhancement to modernize the organization and to move it to an efficient, streamlined provider of critical services. The Board is responsible for approving the annual capital budget (per section 7.4 of the Members’ Agreement), in consultation with the User Committee (per section 6.2.2.2 of the Members’ Agreement), however, beyond the annual capital budget, there has been a lack of effective longer-term capital forecasting, and a lack of clear, transparent and regular reporting on capital investment requirements and funding for the medium-to-long-term to both the Board and the key stakeholders, including E-Comm’s members. In addition, E-Comm does not currently maintain capital reserves for such investments. This heightens the risk and lack of longer-term transparency regarding E-Comm’s ability to effectively fund and manage its infrastructure investments.

Stakeholders do, however, recognize the fact that significant investments are required to support the transformation to a stable operating model, to generate efficiencies and economies of scale, and to implement NG9-1-1 technologies. However, there is currently a lack of clarity as to how future capital requirements will be funded and how much they will cost. There is a strong need for a more transparent longer-term capital investment planning model that appropriately engages the Service and User Committees, as representatives of the service users within E-Comm’s governance structure.

- c) Operational costing and forecasting.** Operational revenues and costs are estimated in the annual budget raised to the User Committee, for review and advice to the Board, as required by s.6.2.2.3 of the Members’ Agreement, and to the Board for approval, as required by Section 7.3 of the Members’ Agreement. The agreement provides that all services must be delivered on a cost-recovery basis, the key elements of which are as follows:

- The Radio cost sharing model is outlined in Schedule C, covering operational and capital costs allocation formulae for radio services. The radio cost allocation model uses a weighted distribution model with coverage area and usage rates the main allocation factors, resulting in a ‘Total Annual Cost,’ which also includes a share of the cost of E-Comm’s corporate overheads.
- Costs of other services, including primary and secondary PSAP, dispatch and non-emergency call taking, are dictated by cost-recovery agreements or contracts with users. The cost allocations differ from agreement to agreement (for example, the dispatch levies for Lower Mainland users follows a different cost model to Vancouver Island users, with differences in how capital expenditures are funded).

A series of unanticipated financial costs has called into question E-Comm’s understanding of its cost base and the ongoing solvency of the current model. There is a concern amongst the key stakeholders, including E-Comm’s members, that E-Comm has historically not understood the true costs of delivering, maintaining, and upgrading the business, while taking on new users over time (not always by choice and often adding to the structural deficit). In addition, stakeholders, including E-Comm’s members, cited significant frustration regarding what they perceive to be management’s lack of transparency and ability to communicate the underlying cost make-up, which results in the user’s invoice for services.

As an example, the original allocation of costs between radio and “Dispatch” customers (a short-hand term often used by E-Comm management to mean most of the non-radio customers, specifically primary and secondary PSAP, dispatch and non-emergency call taking customer) was 30% radio and 70% Dispatch. It was subsequently changed to 40% radio and 60% Dispatch, which remained in place until the end of 2009. In the 2010 annual Board-approved budget, the allocation was adjusted to 65% radio and 35% Dispatch, flipping most of the cost burden onto radio from Dispatch. There has been no change since. The Members’ Agreement states that costs should be reviewed on at least an annual basis and there is nothing preventing E-Comm from reviewing and updating this corporate overhead ratio (or indeed a different method of allocation the costs) on at

least an annual basis. However, this would require a stronger understanding of cost drivers and investment needs than exists today.

- d) Pricing model.** The lack of a detailed understanding of cost drivers, inability to forecast and balance investment requirements, challenges in negotiating equitable user contracts, and inefficiencies in the operating service delivery model have resulted in an inaccurate, opaque, inequitable, and reactive pricing model. Interviewees indicated they did not understand the existing pricing model and were frustrated by the lack of predictability and consistency in the annual levies. There is also a significant concern regarding the inequity in billings, whereby some users are effectively subsidizing others. For example, some interviewees expressed concern that radio customers pay a disproportionate amount for the services they receive and, in practice, are subsidizing non-radio / "Dispatch" customers. This is driven by a combination of the historical cost allocation model (including the inequitable overhead allocation) and by inadequately costing out services for new customers.

By not fairly pricing their services, E-Comm is seen to be creating additional costs and service delivery risks for existing users. Similarly, a reduction in services is likely not to result in any cost reduction (particularly given the current operating deficit). There is a strong desire across all stakeholders for a transparent, predictable, and equitable pricing structure.

5.4. Stakeholder Engagement

- a) Stakeholder credibility.** E-Comm has struggled to maintain credibility and trust with key stakeholders, including members, given recent failures to meet service delivery, performance, communications, and budget expectations. There is significant misalignment across the expectations of key stakeholders, which further amplifies the perceived concerns. There is a consistent perception that management is highly reactive and focused on 'putting out fires' as opposed to building a strategic foundation and significantly enhancing the robustness of systems and processes.

Internally, considerable progress has been made to strengthen the infrastructure and streamline processes, but this is not yet visible to external stakeholders. There remains a significant opportunity to both address the root cause issues (e.g., financial performance, accountability, reporting and other governance issues) and continue to build stronger working relationships with external stakeholders.

- b) User/Member representation.** As discussed above, Section 6 of the Members' Agreement sets out two specific vehicles to represent key users/members: Services Committees and a User Committee. These operate adjacent to the Board and facilitate the representation, interaction, and communication of the interests of these key user/member constituencies to management and the Board, particularly as they make key investment, budgeting and other strategic decisions. Members are responsible for the appointment of designated representatives for each of the Fire, Police, Ambulance and Municipal Services' Committees, who meet to provide advice and instruction on operational impacts on their specific Service (radio), as required by the Committee or the CEO. The User Committee is comprised of the chairs and vice-chairs of each of the Service Committees (police, fire and ambulance) and provides specific advice and instruction on operational policies, standards regarding delivery of services, budgeting and annual capital costs, and rates/cost-sharing formulae. These Committees presently meet on a cycle that tracks the Board meetings. It is not clear how effectively these meetings are being utilized – in effect, the lack of an effective venue for service governance (especially for non-radio customers who are not represented in these Committees) results in users seeking input and representation through their Board appointees.
- c) Customer management.** Existing customer contracts are not consistent or necessarily clear in their service delivery and investment expectations. Many are annual contracts that do not provide sufficient certainty to support investments in infrastructure that are required to meet longer-term

service commitments. There is a lack of account management resources and infrastructure to support customer concerns about service delivery. Challenges in delivering to user expectations are often resolved through direct communications with the executive, often through the member's appointed director.

An opportunity exists to create a more supportive accountable customer relationship management process and account management personnel, although this would come at additional ongoing cost. This could be supported by further clarity regarding performance metrics and reporting on relevant and timely statistics and information (some of which is being provided but possibly not well understood by the user). Additionally, although only the radio service users are represented in the Service committees and the User committee to provide feedback to management and the Board regarding service expectations, there are a number of other committees in place to engage non-radio customers, which could continue to be leveraged or refined.

- d) Executive Communications.** Board presentations are perceived as comprehensive but often overly positive and not always transparent about risks or challenges. Management initiatives are often presented as a *fait accompli*, with an intent to update and seek formal Board approval, rather than educating and bringing the Board along in the decision-making process. The size and structure of the Board certainly does not facilitate efficient debate and discussion, and this may be compounded by perceptions of personal and representative-agenda dynamics.

Regarding user related communications, often the CEO and senior executives are the individuals responding to customer concerns or issues – which, aside from pulling them away from more strategic activities, may challenge their motives or credibility in addressing the concerns. Management is seen as unduly optimistic in their communications. There is a sense of deflecting accountability for current issues through comparisons to other jurisdictions or to transformation progress underway.

There is a need for clarity, transparency, and consistency in communications to the Board and external stakeholders. Management reporting should be balanced and focused on what the Board needs to know versus what management wants to share. Current efforts are underway to address external communications with stakeholders, as these also require clarity and a level of simplification.

- e) Public Education.** Despite increased communications, there is an opportunity to increase both key stakeholder and public education and awareness around the role, structure, and responsibilities of E-Comm as a PSAP within the broader public safety ecosystem. There is a perception that failures in call, telecommunication provider, and agency service responses are attributed to E-Comm. The potential for reputational damage if other agencies are failing to respond in a timely manner increases significantly with shifts in service delivery to secondary PSAPs as well as with the introduction of NG9-1-1 and its associated technologies and complexities.

5.5. Operating and decision-making Effectiveness and Efficiency

- a) Delegation of Authorities.** Decision making with E-Comm largely rests with the Executive team, with the Board approving the most significant decisions – but also often functioning as an informed sounding board. Members could have some input into the approval process through Board committees (User Committee and Police, Fire and Ambulance Service Committees) and other task forces if these were to be created appropriately. In some cases, management committees and external task forces exist to gather input or provide consultation and validation mechanisms. However, the delegation of authority framework is not clearly defined or consistently applied. There is an opportunity with the improvement of the Board oversight model to also address the authorities delegated to the CEO and management, as well as to enhance the engagement of key stakeholders in decision-making processes. This will also serve to release some pressure from users who are

leveraging current board directors or direct communications with the Executive team to achieve certain operational objectives.

- b) Service delivery structure.** Governance in relation to overseeing service delivery is frustrated by the lack of clear contractual terms and metrics, as well as pressure from users to customize service delivery processes, deliverables, resourcing, and other metrics relating to their specific needs. This has resulted in a bespoke service delivery model where each customer often has a unique suite of services, operating under unique call answer operating procedures, and resourced specifically for their needs (which can sometimes result in certain call takers being under-utilized while others are overworked). This eliminates the opportunity for E-Comm to create economies of scale across the regions and agencies they serve, as well as inherently creating increased risk of operating deficits through the combination of inefficient delivery and the need to invest in new technologies to serve the broad user base.

Through the current transformation and streamlining activities, E-Comm has made significant strides in harmonizing and simplifying the number of standard operating procedures (from 1,500 to less than 150) and is considering other opportunities for economies through deploying technology and balancing resourcing needs. Additional gains are likely available through further use of technology, standardized services, consistent service delivery metrics, clarity of responsibilities across the system, and the elimination or transfer out of low value or low revenue services.

- c) Interpretation of the Members' Agreement.** During various interviews and discussions, we heard frustration about limitations that are preventing E-Comm from making certain decisions or implementing specific operational changes. When questioned, the rationale or barrier often cited was restrictions arising from the Members' Agreement, Articles, the *Emergency Communications Corporation Act* or other similar governance documents. Upon further investigation it is apparent that these documents need to be read in concert with one another. Further, in consultation with external legal counsel, we noted that the basis for these beliefs were often not present in the current version of the Members' Agreement. For example, amongst the challenges noted was the inability of E-Comm to raise debt or debentures; to recover operational costs from a departed member; to reduce the number of board members; to seek member approval for longer-term capital investment budgets; questions about the ability to amend the capital cost allocation between radio and dispatch users; amongst others, all of which would, we recognize, require various approvals but can be done. There are sections of the Members' Agreement where further clarity could be introduced, but there seems to be a lack of consistent understanding of the Members' Agreement.
- d) NG9-1-1 Transformation.** There are a considerable number of stakeholders and active parties involved in the successful transition to the NG9-1-1 solutions. In some cases, the responsibility to manage and negotiate these relationships lies outside of E-Comm's control (e.g., telecommunication provider contracts with E-Comm's users, or the implementation timeline of other PSAPs, etc.). Despite good progress and a strong transformation office with E-Comm, there is also a concern amongst some stakeholders that the oversight, accountability, and capability does not exist in E-Comm's governance structure to successfully meet the NG9-1-1 service delivery expectations. As such, there is a no clear indication from the provincial government that it will provide further investment towards the technology environment, without a significant shift of trust in E-Comm's financial management, service delivery, change management and relationship management capabilities.

6. Recommendations - Corporate Structure

6.1. Potential Legal Structures

At present, E-Comm operates as a private corporation under the *BC Business Corporations Act*, with some dispensations and authorities accorded under the *Emergency Communications Corporation Act* that create more features of a not-for-profit membership structure. The question now exists as to whether there is a more appropriate corporate and legal structure that better meets the needs of the modern E-Comm and allows it to address some of its governance challenges more effectively and directly. Our review has identified four potential corporate structures that could be considered going forward. All will meet the guiding principles outlined at the beginning of this report to varying degrees. The advantages and implications of each have been considered below. These models are:

1. Private Corporation
2. Not-for-profit Society
3. Statutory Authority
4. Crown Corporation

Note that changes to the legal structure, membership constituency and shareholder voting classes would require a two-thirds vote majority approval of all members, changes to the Articles (also requiring a two-thirds majority member approval), and approval of the Minister of PSSG. Changing the corporate structure away from the current corporation (options 2-4) will likely also require legislative amendment to the *Emergency Communications Corporation Act*. Certainly, options 3 and 4 will require substantive provincial and regional government engagement.

6.2. Private Corporation (*refined status quo*)

The current corporate legal structure could be maintained and still achieve the governance goals and objectives set out in this report. Some changes could be considered to clarify or specifically allow the creation of investment reserves or recovery of accumulated deficits, for example, but most recommendations in this report could be achieved through Board resolution, management strategy or with amendments to the Members' Agreement.

Advantages:

- a. Allows continued authority for the Board and management to develop and implement a strategy aligned with E-Comm's vision and stakeholder objectives.
- b. Permits surplus revenues to be retained as reserves for future infrastructure investments.
- c. Permits the raising of financing or debt beyond the existing members.

Implications:

- a. Pressure may come from members to distribute surpluses or otherwise retain control over those funds rather than allowing E-Comm to build capital reserves internally.
- b. Changes to Members' Agreements require two-thirds majority member approval.
- c. May not fully address the core governance issues without changes to the Board and delegations of authorities.

6.3. Not-for-profit Society

The creation of the current corporate structure for E-Comm anticipated several attributes of a not-for-profit corporate structure (e.g., members without rights to assets or dividends, taxation relief, etc.). E-Comm could consider moving fully to a not-for-profit model to further simplify these requirements and eliminate any constraints placed by the current shareholder voting structure. This would move oversight and governance fully to the Board (on behalf of the government, members, and customers) and management. The termination of the existing corporation would require two-thirds majority approval of all members, as well as ministerial approval.

Advantages:

- a. Provides full autonomy to the Board and management to develop and implement a strategy aligned with E-Comm’s vision, without government and member oversight.
- b. Permits surplus revenues to be retained as reserves for future infrastructure investments.
- c. May permit the raising of financing or debt.

Implications:

- a. Eliminates the need for shareholders as well as their ability to directly influence E-Comm’s strategy (although the format and rights of shareholders would still need to be considered).
- b. Requires two-thirds majority shareholder approval and ministerial approval.
- c. Requires legislative amendment to the *Emergency Communications Corporation Act*.
- d. May not fully address the core governance issues without changes to the Board and delegations of authorities.
- e. Likely will require additional oversight from regional representation on the Board or other governance council.

6.4. Statutory Authority

The most relevant example of a region-wide statutory authority in BC is TransLink. Under this structure the *Emergency Communications Corporation Act*, or a similar new legislation, would provide E-Comm the authority to operate specified services within specified regions, and provide for the governance, levy model, and other operational needs.

Advantages:

- a. Provides some autonomy to the Board and management to develop and implement a strategy aligned with E-Comm’s vision but with government and regional/mayoral oversight.
- b. May permit surplus revenues to be retained as reserves for future infrastructure investments.
- c. May permit the raising of additional levies (e.g., cellphone), financing or debt.

Implications:

- a. May require a provincial mandate for E-Comm as the primary PSAP or consider the authority of other PSAPs.
- b. Eliminates the need for members as well as their ability to directly influence E-Comm’s strategy.
- c. Requires ministerial approval, provincial engagement, and legislative change.
- d. May not fully address the core governance issues without changes to the Board and delegations of authorities.
- e. Likely will require additional oversight from regional representation on the Board or other governance council, such as a Mayoral Council above the Board.

6.5. Crown Corporation

Several stakeholders were advocating that E-Comm be moved into a Crown Corporation structure. Under this model the government would become the sole shareholder of E-Comm and provide the authority to operate specified services within specified regions, and provide for the governance, levy model, and other operational needs through specific legislation. As with other Crowns, E-Comm would likely report to the Crown Agencies Secretariat (CAS) in the Ministry of Finance and a core ministry, such as PSSG.

Advantages:

- a. Provides some autonomy to the Board and management to develop and implement a strategy aligned with E-Comm’s vision but with direct government accountability and oversight.
- b. May permit surplus revenues to be retained as reserves for future infrastructure investments.
- c. May permit the raising of additional levies (e.g., cellphone), financing or debt.

Implications:

- a. Likely creates a provincial mandate for E-Comm as the main PSAP and removing the authority of other PSAPs.
- b. Will require E-Comm to adopt, resource and invest in key government mandates and policy direction (e.g., Indigenous reconciliation, climate change, rural telecommunications access, etc.).
- c. Will minimize the ability of users to directly influence E-Comm’s strategy.
- d. Requires ministerial approval, provincial engagement, and legislative change.
- e. Government will likely replace the Board, through the Crown Agencies and Board Resourcing Office, (CABRO) and will help define delegations of authorities.
- f. May require surpluses to be redirected to government revenues for other purposes.

6.6. Shareholder Structure

Members of E-Comm, under the terms and definitions of the Members’ Agreement, refers to the Class A and Class B members. The Class A members receive radio network services and, as such, are accorded voting and approval rights over significant strategic, investment or rate changes for those services, while Class B members have a future right to access the radio network but in the interim are appropriately not accorded the voting rights to approve changes to aspects of the radio services.

One challenge this structure poses is that over time E-Comm has expanded its customer base, non-radio business lines, and geographic coverage. This has resulted in a scenario where the rights of members (in particular, radio network members i.e. Class A members/shareholders) provide significant potential advantages over non-members (who contribute ~75% of E-Comm’s revenue) in determining the oversight, governance, funding allocations, and certain decisions and operations of the business. These provisions are defined within the Members’ Agreement – which was also identified in other sections of this report as having some outdated, unwieldy, or inequitable clauses. Similarly, the Class A members carry a disproportionate share of costs (and potentially deficits, debt and other financial risk). This inequity in the governance model was identified as an area of risk and concern by stakeholders interviewed and as such there is an opportunity to collapse and simplify the shareholder structure and the Members’ Agreement.

A potential solution would be to consolidate the shareholders into one class with equal voting rights. The *Emergency Communications Corporation Act* and Members’ Agreement together provide the mechanisms and provisions for management to assign fair and transparent rates or levies to both radio network and non-radio customers – ultimately allowing management to move to a service contract structure where all users are charged a fair fee for the services they subscribe to. Moving to a model of ‘one member, one vote’ will provide stronger and more equitable corporate governance when it comes to selecting Board directors, approving significant changes to the membership model, or approving critical business decisions or changes.

There will be some complexities in implementing this change, specifically:

- amendments to the Articles and Members’ Agreement will need to be reviewed and agreed to by the current members/shareholders.⁷
- the nature of these changes will likely require a 75% approval by the current Class A members and similarly a separate majority vote approval by Class B members.
- ministerial approval will be required before the changes can be enacted.
- Class B members would likely have to voluntarily relinquish their shares in return for the new Class A shares; and,
- Members with multiple shares (e.g., for Police, Fire, Ambulance services) would have to voluntarily relinquish their shares in excess of the one enduring future share.

⁷ Note: The Members’ Agreement (version 4) was last amended in 2021 (and 2010 prior to that) [we are on the 5th restatement which was updated in 2023 to add a 5th independent director.]

There are certain consistent beliefs within management and the Board regarding specific limitations imposed on E-Comm by perceived restrictions in the Members' Agreement. It appears that the basis for these management beliefs was often not present in the Members' Agreement. There are sections of the Members' Agreement where further clarity could be introduced with the above changes, as well as the provision of further interpretation, education, and support for management.

6.7. Summary of Recommendations – Corporate Structure

Based on the analysis above, all four of the potential legal structures would support the direction and vision of E-Comm into the future albeit with differing levels of governance effectiveness. This implies the structure is less of a factor in the future corporate governance model, while shareholder equity, strength of the Board, and stakeholder, especially user/customer, engagement mechanisms would be more critical factors. These can all be achieved through the current model with minimal change. The other three structural options do require significant legislative and corporate change, in some cases requiring considerable public and stakeholder consultation, as well as member and ministerial approval. This would come at considerable cost with minimal incremental benefits. As such, **we would recommend the following:**

1. Maintain the current corporate legal structure.
2. Review and amend the Members' Agreement to address current inconsistencies or opportunities identified in this report (e.g., simplifying the shareholder voting structure; ensuring equity in approval and approval of decisions impacting all members; screening the nomination and approval of new Directors; facilitate the accumulation of capital reserves; etc.).
3. Seek member and ministerial approval for the simplification of the share structure to a common shareholder model whereby all customers are considered equal members.

Develop a guidance document (Frequently Asked Questions) to support management and the Board in their understanding and interpretation of what is possible vs. not permitted under the requirements of the Members' Agreement. This should be updated as new questions and concerns are raised for clarification.

7. Recommendations – Board Governance

There are a few immediate to near-term recommendations that would improve the governance, oversight, and accountability of the Board. Changes to the Board size, nominating process and terms may require amendments to the Members' Agreement and ministerial approval, while other changes are likely within the purview of the Board in its normal decision-making capabilities.

7.1. Board Structure

- a) **Board size.** Section 4.1 of the Members' Agreement and Section 12.1 of the Articles sets the Board size between 3 and 25 persons. Ideally the leading practice for board sizes for similar organizations is approximately 8-10 directors, including the Board Chair. With the appropriate skillsets and experience, this would facilitate effective discussion, debate and decision making.
- b) **Board composition.** The composition of the Board is set out in Section 4.2.6 of the Members' Agreement and includes a requirement for five "Independent Directors" who have an interest or expertise in the Purpose or the Company Services to be provided by the Company. Otherwise, the members are entitled to designate the remaining directors as specifically provided for in the Members' Agreement. This has resulted in the large unwieldy nature of the current Board. Any limits on Board size should also address the composition of independent directors versus government or member appointees. Although directors could all be

independent, they would be required to represent the best interests of E-Comm and its stakeholders, including all members, under their common law fiduciary duties.

- c) **Board term.** Article 13.1 of the Articles requires that all directors retire at the Annual General Meeting and the Members will elect the new Board in accordance with the terms of the Members' Agreement. This has inadvertently resulted in the annual turnover of many directors, limiting their ability to gain the knowledge and experience to provide strong oversight and accountability, as well as creating challenges for on-boarding education. Leading practice would suggest a term of 3-4 years, with the ability to stand for additional terms.
- d) **Board nominations.** Although the Board would use a subcommittee (e.g., Governance and Public Affairs Committee) to identify a pipeline of prospective directors and present them for member approval, E-Comm could consider creating a nominating or screening committee of members to facilitate the identification and appointment of suitable candidates and as a mechanism for member engagement. This is a practice employed by other organizations and government agencies (e.g., TransLink). This would require an amendment to the Members' Agreement, it would require ministerial approval (under Section 4 of the *Emergency Communications Corporation Act*) as well as a simple majority resolution of members holding Class A shares to amend Section 14.3 of the Members' Agreement. Alternatively, the Board could nominate its own director candidates, to be approved by a vote of the members.

7.2. Board Operations

- a) **Director experience.** Effective governance requires that directors have professional board experience, knowledge of E-Comm's operations and the technical skills required to oversee an organization of E-Comm's complexity and importance. Ideally, a strong Board would be comprised of directors with diverse and complementary knowledge, experience, skills, and competencies to oversee strategy, provide strong risk and oversight on key decisions, and hold management accountable – while representing E-Comm's interests taking account of the considerations of all stakeholders. These experience requirements could include areas such as prior large board experience, technical competencies (i.e., in the area of telecommunications and emergency communications services), relevant subject matter expertise (e.g., law, finance, information technology, human resources, etc.), as well as the communication and leadership experience to be able to mentor and oversee the CEO and the Executive team. While we understand that E-Comm's Board uses a skills matrix and formally requests that the appointing entities consider these skills in their appointments, there is no obligation for the appointing entities to do so.
- b) **Board committees.** The expectations, fiduciary requirements and potential liabilities of a Board director have increased significantly in recent years. To manage the variety of demands involved in reviewing and approving management materials, capital requests, financial statements and disclosures, compensation, director nominations, policy changes, corporate and risk management strategies, and the many other critical roles of a director, the leading practice is to develop specific subcommittees of the Board to remove these significant roles from the whole Board agenda. It is not uncommon for other Board directors to attend these committee meetings, but this approach serves to effectively spread the effort and improve board diligence in a number of critical governance areas. Specifically, E-Comm's Board could consider establishing/maintaining the following Board committees:⁸
 1. Governance & Public Affairs Committee
 2. Audit & Risk Committee
 3. People & Compensation Committee
 4. Finance & Capital Committee

⁸ See Appendix B for more details on the potential purpose, term and membership of these proposed Committees.

5. Strategic Transformation Advisory Committee (temporary)

Each Committee would be comprised of 3-4 directors and have formal terms of reference.

- c) User/Customer Representation.** The Members' Agreement provides for User and Service Committees for each of the agency groups (Police, Fire, Ambulance and Municipal) for radio network users. These have been largely underutilized, forcing users/customers to influence change and decisions directly through their Board appointees or through management. Committees could be structured to represent all user/customer interests and, in accordance with the intent of the Members' Agreement, advise management on operational policy, the delivery of all services and the requirements of the users of these services. These would form a critical input and advisory role to the Board, perhaps with limited approval capabilities, and have the responsibility to ensure regular and open communications with the Board and CEO.
- d) Board Terms of Reference and Policies.** Within the Board, each Committee should have a written Charter or Terms of Reference that defines its responsibilities and qualifications for membership. These do exist today for the current Committee structure, but there is an opportunity to revisit and enhance these through the re-envisioning of the Board and its Committees, as well as the strengthening of the User and Service Committees. The Governance and Nominating Committee should review Committee charters to ensure appropriate allocation of responsibilities, consultation and decision making. The Committees should regularly review and assess the adequacy of their own charters to ensure that their objectives, regulatory requirements, and best practices are clearly reflected within.

While a key step is to clarify the key evaluation, responsible and approval bodies for key decisions, the process to effectively implement this lies in the formal **Delegation of Authority**. This should define the quantitative (e.g., financial thresholds) and qualitative (e.g., risk factors) relating to each key decision category, providing clear guidance to the various levels of management as to what decisions they are empowered to make and what is required to be escalated for approval or consultation. Currently management will bring decisions to the Board for approval but there is limited formal guidance regarding the monetary thresholds and risk factors that would require elevation of decisions to the Executive and Board.

7.3. Summary of Recommendations – Board Governance

Based on the conclusions above, **we recommend the following changes to the Board structure and governance.**

1. Set the Board size to a maximum of 10 directors including the Board Chair.
2. Require all directors to meet specified independence requirements. This may not require all Directors to be fully independent (e.g., the provincial government may require continued representation, or the Board and members may decide a representative of a region or service is required to complete the skills matrix knowledge requirements)
3. Update the Articles for directors to serve on terms of 2-4 years, with the ability to be re-elected for 1-2 subsequent terms.
4. Implement a structured director on-boarding and exit/transition program to improve individual director knowledge, education and understanding of the operations of E-Comm.
5. Create a member nominating or screening committee to work with the Governance and Public Affairs Committee to facilitate the identification, screening, and recommendation of director candidates to the E-Comm Board for approval.
6. Use a skills matrix reflecting the diverse and complementary sets of knowledge, skills and competencies required by Board directors to oversee the strategy, provide strong risk and oversight to key decisions, and hold management accountable.

7. Consider leveraging a professional Board recruiter and/or the BC government CABRO to identify potential Board candidates.
8. E-Comm’s Board could consider establishing/maintaining the following Board and advisory committees:
 - i. Governance, Public Affairs & Nominating Committee
 - ii. Audit & Risk Committee
 - iii. People & Compensation Committee
 - iv. Finance & Capital Committee
 - v. Strategic Transformation Advisory Committee (temporary)
9. Refresh the User and Service Committees and redefine their Terms of Reference (within the requirements of the Members’ Agreement) to provide appropriate representation and input into key management and Board decisions.
10. Revise or develop formal Terms of Reference for each resulting Board committee to clarify roles, accountabilities, and management oversight responsibilities. In addition, the User and Service Committees and other advisory committees should also each have clearly defined Terms of Reference.
11. Revisit and clearly document the formal Delegation of Authorities for the Board down to the Executive and Management, including Management Committees.
12. The Board should adopt the guiding principles identified at the outset of this report and ensure they are reflected throughout their operating structure and decision-making process.

8. Recommendations – Stakeholder Engagement

E-Comm has struggled to maintain credibility and trust with their user groups and stakeholders given recent failures to meet budget expectations and other expectations regarding communications, engagement, and service delivery. There is significant misalignment across the expectations of users, which further amplifies the perceived concerns. There are frustrations with management’s communications, and a general concern regarding the focus and effectiveness of management in moving from a reactive to proactive state. Beyond the core users and shareholders, there is also a gap in the general public’s understanding of what E-Comm does and how it fits into the emergency response landscape – despite various efforts to improve public awareness.

From both a governance perspective and credibility perspective, E-Comm needs to continue to take a comprehensive approach to communications and engagement with key stakeholders to rebuild trust, strengthen the profile of the organization, and facilitate the level of support required to continue to evolve and mature the organization and the efficiency of its service delivery model. This needs to occur at several levels, as follows:

- Public awareness;
- Government relations;
- Board and member communications; and
- Customer relationship management.

8.1. Public awareness

The brand and even naming convention for E-Comm are not clearly understood by the general public. Despite increased communications, there is a need to increase public education and awareness around the role, structure, and responsibilities of E-Comm as a PSAP within the broader emergency response ecosystem, and how it interacts with other PSAPs and emergency response organizations. This could reinforce the success of E-Comm but also the challenges inherent in the system – strengthening

E-Comm’s brand and profile while seeking public support for the role and investment required. This will become more critical as the NG9-1-1 transformation unfolds. Ultimately the overall success of E-Comm is highly dependent on supportive taxpayers and ratepayers appreciating the performance of a well governed organization and endorsing the funding support from all levels of government.

8.2. Government relations

A critical aspect of managing stakeholder engagement and the overall governance of the emergency response system is continuing to meet or exceed the standards of service delivery expected of all participants. Similarly, it is critical for the operational and financial sustainability of E-Comm that all participants understand and agree on the service level metrics each is committing to. Beyond the initial call taking metrics, these are not formally defined across the system, but rather determined by each local government and emergency response entity. There is a role for the Provincial government to play in working with local governments to support E-Comm and the other PSAPs in defining minimum standards expected across the system for public safety. The User Committee, as defined in the current Members’ Agreement, would ordinarily be responsible for interpreting these standards and performance measures specifically for E-Comm across the designated services. Currently this Committee is underutilized and only has the mandate for radio services, requiring some evolution to support a stronger user/customer engagement model for service governance.

8.3. Chair and CEO roles

The Board Chair and CEO play a key role in maintaining strong relationships and communications with the various members, provincial and local government organizations, and other stakeholders. Beyond the effort required to educate and inform governments of the importance of policy directives and mandates such as common industry service metrics or funds and grants, there is a need to ensure strong ongoing alignment as part of the governance framework. They also both play a significant role in communications and relationship management with the members. One key consideration is the fact that the current Board Chair’s term will end in the next year, creating the need for a strong transition throughout the implementation of the recommendations adopted in this report. The succession plan for the Chair and eventually the CEO at some point will be key considerations for the members and the incoming Board. The terms of the Chair and CEO are also considerations in any review of the Members’ Agreement.

8.4. Board and Shareholder Communications

Board presentations should be transparent about risks or challenges. Resolving the size, structure and independence of the Board and its Committees will help the governance and oversight process significantly. Management reporting should be balanced and focused on what the Board needs to know, versus what management wants to share. Board meetings and materials should be structured to provide and allow for sufficient focused discussion on key challenges, metrics, and solutions – allowing early visibility and input to key risks and potential strategic initiatives well before formal approval is required. A strong Delegation of Authority framework, as described in the prior section, will also ensure the right decisions are being escalated to the right levels with the right supporting information.

8.5. Customer relationship management

There is a need for clarity, transparency, and consistency in communications to external stakeholders. In many instances users are forced to circumvent typical account management protocols and instead work directly with the Executive team or through their appointed Board director, creating significant inefficiency, governance and prioritization issues. The lack of a proactive customer relationship process and resource model is creating inefficiencies and credibility issues for E-Comm leadership. Communications with users relating to operating, billing or specific program concerns should be addressed by the appropriate members of management, ideally through some form of dedicated

account manager focused on anticipating the needs and concerns of key users, with unfettered access to senior executives as well as the operational and financial data required to resolve issues or present solutions.

Performance reporting and financial billings should also be clear, concise, and transparent, supported by relevant statistics and other relevant information related to contractual service delivery metrics and budget/funding expectations. This likely requires further investment in data analytics and business intelligence reporting capabilities.

8.6. Summary of Recommendations – Stakeholder Engagement

We recommend E-Comm consider **implementing the following recommendations to improve the governance, oversight and communications with key stakeholders, including its members:**

1. Leverage the User and Service Committees to not only provide appropriate representation and input into key management and Board decisions on behalf of users, but also support change management and communications back to these organizations around key initiatives.
2. There is a need to increase public education and awareness around the role, structure, and responsibilities of E-Comm as a PSAP within the broader emergency response ecosystem.
3. There is an opportunity for E-Comm to work with the provincial government to clarify service delivery expectations for all PSAPs and stakeholders across the emergency communications landscape in BC.
4. Board agendas, materials and presentations should be concise and transparent about risks or challenges. Board meetings and materials should be structured to provide and allow for sufficient focused discussion on key challenges, metrics, and solutions – allowing early visibility and input to key risks and potential strategic initiatives well before formal approval is required.
5. Ensure a clear succession plan for the Chair and CEO are in place and communicated to all members.
6. Communications with users relating to operational, billing, or specific program concerns should be addressed by the appropriate members of management. Consider an account manager focused on anticipating the needs and concerns of key users, with access to senior executives as well as the operational and financial data required to resolve issues or present solutions.
7. Performance reporting and financial billings to users should be clear, concise, and transparent, supported by relevant statistics and other relevant information related to contractual service delivery metrics and budget/funding expectations.

9. Recommendations – Funding Model

An area of significant concern for both management and external stakeholders is the financial management and sustainability of E-Comm. A number of key concerns were raised regarding the transparency, reliability and predictability of financial information provided to them. Following our overall governance guiding principles, there is a need for stronger accountability, transparency, fairness and defensibility in the calculation and allocation of cost recoveries. The overall scalability and sustainability are in question, particularly regarding the ability to identify new capital sources as well as moving from a net deficit to net surplus position.

The key future state governance and funding model recommendations fall into the same three primary categories as our observations of current state challenges:

1. Long-term capital investment planning
2. Operational costing and forecasting
3. Pricing model

9.1. Long-Term Capital Investment Planning

Stakeholders recognize the fact that significant investments are required to support the transformation to a stable operating model, to generate efficiencies and economies of scale, and to implement NG9-1-1 technologies. However, there is currently a lack of clarity as to how future capital requirements will be funded and how much will be required. As such, there is a strong need for a more transparent, longer-term capital investment planning model.

E-Comm needs to clearly define and cost each service’s infrastructure requirements for the short, medium and long term (both capital and ongoing operating costs as a result of the capital spend). This information should be populated into a long-term infrastructure planning model. Key to the success of this model is achieving clarity on how each capital project is funded and the impact on customers.

a) Funding sources

A systematic approach should be developed to identify new funding sources to offset these capital investment expenditures, including maximizing revenue from existing sources (within the expectations of users). This includes, but is not limited to the following sources:

Within E-Comm’s direct control:	
Borrowing	<p>Section 8 of the <i>ECC Act</i> provides that E-Comm may borrow money required for (a) capital purposes related to the purposes of the corporation and (b) to meet its current operating expenses before its revenue, from all sources, to pay for those expenses has been received.</p> <p>The Articles outline E-Comm’s ability to borrow: E-Comm’s Directors may “borrow money in such manner and amount, on such security, from such sources and upon such terms and conditions as they think fit” (Schedule A to the Members’ Agreement at Part 8). Borrowings in excess of that set out in an Authorized Operating Budget or an Authorized Capital Budget require approval by a vote of not less than two-thirds of the votes cast by Members holding Class A Shares per section 2.5.4 of the Members’ Agreement.</p> <p>In 1998, E-Comm entered into an agreement with the Municipal Finance Authority of British Columbia (MFA) to borrow up to a maximum of \$170M. As of December 31, 2023, E-Comm’s total long-term debt was \$13.6M (down from \$22.1M in 2022 and \$34.4M in 2021).</p> <p>E-Comm should review and confirm the feasibility, value-for-money and sustainability of increasing its long-term borrowing – be it with MFA or other lenders – specifically for the purpose of infrastructure investment.</p>
Debentures and Bonds	<p>The Articles permits E-Comm’s Directors to “issue bonds, debentures and other debt obligations either outright or as security for any liability or obligation of the company or any other person” (Schedule A to the Members’ Agreement at Part 8). Issuing debentures or bonds could be a relatively inexpensive, efficient, and direct means of securing funding for specific capital projects.</p> <p>Though borrowing from the MFA would likely present a cheaper financing option, E-Comm does have the fallback option of issuing debentures or bonds as a potential additional or alternative source of funding for specific and time-bound infrastructure projects.</p>

Grants	E-Comm should implement a business case development function / mechanism / process to secure grant or other sources of funding for specific capital projects.
--------	---

All funding (capital and operational) received from customers stems from municipal taxpayers. Under the current corporate structure, E-Comm has no control over taxes or other levies placed on taxpayers by the provincial or local governments. E-Comm's customers utilize public funds to pay for the services, primarily through a call-answer levy (CAL) on landline phones and property taxes.

To review and enhance the approach to raising taxes and levies to fund emergency communications in BC, E-Comm should develop a coordinated approach with the relevant key stakeholders, including the Provincial Government, Regional Districts and Municipalities. The complexity of negotiating many service contracts with local governments and the inability of E-Comm to influence telecommunications provider negotiations with local governments (i.e., in the case of NG9-1-1 funding) does create significant overhead and time commitment for E-Comm. One of the UBCM recommendations in their special resolution was to consolidate contractual negotiations into a single payor model whereby the Provincial government would take the lead in these contractual negotiations insulating E-Comm from this complexity and the many payment streams. There is certainly merit to E-Comm in having this single payment customer model and the reduced governance and management complexities it would provide. There would still need to be a strong stakeholder engagement model, likely encompassing Provincial government personnel, to ensure the users continue to receive the quality of service they are paying for.

E-Comm's long-term infrastructure planning model should include detailed and costed-out funding scenarios to be used to illustrate the financial benefits of an enhanced funding approach over time versus the current reactive *status quo*.

Potential funding sources of this nature include the following:

Beyond E-Comm's direct control:	
Landline Levies	Landline levies are not currently mandatory in BC. In addition, due to the decreasing proportion of households with landlines (52.4% in BC in 2019 ⁹) and an inconsistent approach to utilizing landlines across BC's jurisdictions, they would not be a substantial and sustainable source of funding in the medium-to-long term. In general, call answer levies are mandated by the Provincial government, collected and administered by the telecommunications providers, and distributed through a funding entity to local governments who have agreed to participate in this program to spend at their discretion on relevant call answer and dispatch services. As such, and also considering that not all municipalities choose to fund their call answer services through this source, there is limited control by E-Comm over this form of funding.
Property Taxes	Property taxes are the other primary source of funding used by BC local governments to raise funds for emergency communications, often in lieu of call answer levies. However, the approach and tax rates are inconsistent from municipality to municipality.
Cellular Phone Levies	Cell phone levies to fund emergency communications do not currently exist in BC. E-Comm could advocate for the implementation of a province-wide cell phone levy as a potential new revenue source, although similar to a landline call answer levy (CAL), these revenues would likely have to be collected into a specific dedicated fund and distributed to municipalities to support their costs of providing or sourcing PSAP and emergency services at the specific request of the municipality.

⁹ <https://www150.statcan.gc.ca/n1/daily-quotidien/210122/t002b-eng.htm>

	<p>Over 92.9% of BC households have at least one cellular telephone¹⁰. A universal cell phone levy could ultimately be more equitable than the existing levies and taxes. Initially, a cell-phone levy could eventually replace a number of other taxes and levies over time.</p> <p>This will require a coordinated approach between the Province, municipalities and telecommunications providers (which we expect will receive significant pushback without a compelling business case).</p> <p>Assuming support for this model, cell phone levy funding potential could be¹¹:</p> <table style="margin-left: 40px;"> <tr> <td>Monthly fee range across Canadian Provinces</td> <td>\$0.43-\$1.95</td> </tr> <tr> <td>Average monthly fee</td> <td>\$0.96</td> </tr> <tr> <td>BC population¹²</td> <td>5.58M</td> </tr> <tr> <td>Proportion of population with cell-phone</td> <td>84%¹³</td> </tr> <tr> <td>Estimated total cell phones in BC</td> <td>4.69M</td> </tr> </table> <p>Based on an average monthly fee the total annual gross revenue (before any applicable administration or other fees) could be over \$54M.</p>	Monthly fee range across Canadian Provinces	\$0.43-\$1.95	Average monthly fee	\$0.96	BC population ¹²	5.58M	Proportion of population with cell-phone	84% ¹³	Estimated total cell phones in BC	4.69M
Monthly fee range across Canadian Provinces	\$0.43-\$1.95										
Average monthly fee	\$0.96										
BC population ¹²	5.58M										
Proportion of population with cell-phone	84% ¹³										
Estimated total cell phones in BC	4.69M										

b) Capital reserves

One of the key challenges identified as part of this review is the inability of E-Comm to effectively carry forward capital reserves to facilitate both the balancing of levies charged to users as well as better matching funding sources to expenditures. Ideally E-Comm would create capital investment funds/reserves to enhance transparency, reportability and more efficient and effective management of capital funds.

The capital budget is authorized by the Board. The board is responsible for determining and approving “all long-term capital requirements of the Company” per s. 4.10.6 of the Members’ Agreement and the board will approve “a proposed annual capital budget for such fiscal year which will provide for all capital expenditures to be made for the Company for that year and any long-term capital plans or proposed capital expenditures for any subsequent years” per s. 7.4 of the Members’ Agreement.

Section 4.7 of Schedule C of the Members’ Agreement sets out: “No costs are carried forward for future allocation, nor is a Latecomer Agency charged any costs beyond their current-year cost share”, with the exception of: set up costs; discrepancies within a year; and working capital funds retained by E-Comm. The latter could be considered a reserve but does not likely meet the requirements for ongoing capital expenditures as it is specifically referring to working capital.

To amend Schedule C to allocate capital or other costs not already covered in this schedule or otherwise create capital reserves, approval by a simple majority resolution of Members holding Class A shares to amend the Members’ Agreement will be required. This should be strongly considered once a realistic, predictable capital investment planning model has been created.

c) Investment monitoring and reporting

A capital investment cost allocation approach should be developed (i.e., the capital funding gap after taking into account all other funding sources) based on each service type’s infrastructure requirements. This provides the basis for transparent reporting and ongoing investment monitoring.

Dashboard reporting capabilities should be developed to enhance the transparency and manageability of capital investments. These should be reported regularly to the Board and funders (including customers) particularly regarding:

¹⁰ <https://www150.statcan.gc.ca/n1/daily-quotidien/210122/t002b-eng.htm>

¹¹ Monthly fees per Province obtained from <https://www.telus.com/en/support/article/enhanced-911-e911>

¹² <https://www2.gov.bc.ca/assets/gov/data/statistics/people-population-community/population/quarterly-population-highlights.pdf>

¹³ <https://www.statcan.gc.ca/o1/en/plus/3582-so-long-landline-hello-smartphone>

- Infrastructure requirements.
- Progress against the infrastructure investment plan.
- Capital spends and movements in the capital investment funds / reserves.
- New and amended sources of funding, including the impact on capital cost allocation to customers.

9.2. Operational Costing and Forecasting

There is a concern amongst the key stakeholders that E-Comm has historically not understood the true costs of delivering, maintaining, and upgrading the business, while taking on new customers over time (not always by choice and often adding to the structural deficit). In addition, users cited a significant frustration regarding the lack of transparency and understanding of the cost components of their invoices.

E-Comm needs to re-baseline the allocation of direct and shared operational costs across all services. Allocations should be based on service type and informed by other key metrics and reviewed and updated on at least an annual basis. The cost allocation should be aligned with the minimum standards (refer to Section 5 'Corporate Structure'), which, in enabling E-Comm to adopt more standardized service offerings, should allow for more standardized costs. The Members' Agreement states that costs should be reviewed on at least an annual basis and there is no restriction preventing E-Comm from reviewing and updating this corporate overhead ratio (or indeed a different method of allocation the costs) on at least an annual basis. However, this does require a stronger understanding of cost drivers and investment needs than exists today.

Any changes to current operational and capital cost allocation models beyond this, however, will require amendments to – or replacement of – Schedule C of the Members' Agreement, which requires approval by a simple majority resolution of Class A Members (s. 14.3 of the Members' Agreement). The cost allocation model currently outlined in Schedule C applies only to radio users.

There is also a need to develop a transparent, scalable mechanism to allocate corporate overhead costs across all services. This mechanism should be fair and equitable for all; based on key metrics (e.g., population, call volume, incident volume, call handle time, etc.); embedded into all service contracts; and revisited annually to reflect changes in key underlying metrics/cost drivers.

From an operational financial planning and reporting perspective, there is a need to develop enhanced budgeting and forecasting processes and to implement software solutions to automate the collection, allocation and prioritization of budgets. E-Comm should develop a rolling, scalable and reportable financial forecast for a 5+ year timeframe, including consideration of changes in customer volume, customer service needs and future transformations. This should be supported by dashboard reporting capabilities to enhance budget and forecast transparency, manageability, monitoring, and enforcement. These should be regularly reported to the Board and customers relating to costs, forecasts, and movement in reserves.

9.3. Pricing Model

The stakeholder interviews identified a commonly held perception that E-Comm is not fairly pricing its services and is seen to be creating additional costs and service delivery risks for existing customers, while creating a strong sense of inequity in treatment. There is a strong desire across all stakeholders for a transparent, predictable, and equitable pricing structure – which is highly dependent on the strong capital investment planning, funding and operational forecasting programs described above.

E-Comm should develop a new, transparent, predictable, and equitable service delivery pricing model, with standardized pricing options. The model should be informed by the re-baselining of costs; operating forecasts; long-term capital investment requirements; and incorporate all known and

expected funding sources (e.g., call levies, property taxes, government grants, borrowing, debentures, bonds, or other sources etc.).

The current pure cost recovery model should be enhanced to reflect more of a 'cost + mark-up' approach, which will enable enhanced predictability, customization, and defensibility. Changes will be required to Schedule C of the Members' Agreement, including amending the current cost recovery model for radio services to allow for a 'cost + mark-up' approach. Amending Schedule C requires approval by a simple majority resolution of Class A Members (s. 14.3 of the Members' Agreement). In addition, though Schedule C of the Members' Agreement applies only to radio services, a cost recovery approach is also currently applied by E-Comm for other service agreements (e.g., "Dispatch" service i.e. certain non-radio services). Therefore, changes will also need to be implemented for other service agreements to allow for a standardized 'cost + mark-up' approach for all services.

From a communication and reporting perspective, the pricing model should provide for full transparency of key cost components (operational, overheads and capital investment). The mark-up calculation should also be transparent and consistent for all customers, with any surplus' restricted to approved levels and directed to a multi-year capital investment fund.

A rebalancing of the cost allocations will likely result in customers who have previously benefited from the existing pricing model experiencing cost increases; conversely, costs will likely reduce for customers who have historically paid higher allocations. E-Comm will need to develop a change management plan to implement the transition to the new pricing model.

9.4. Summary of Recommendations – Funding Model

We recommend E-Comm consider **implementing the following capital investment planning, operational forecasting and budgeting, and pricing model recommendations** as a component of the materials supporting any shareholder resolutions or Special General Meetings relating to the implementation of any adopted governance changes as outlined in this report:

Long-Term Capital Investment Planning:

1. Clearly define and cost each service's infrastructure requirements for the short-, medium- and long-term.
2. Develop an equitable and firm long-term infrastructure investment planning model, which takes into consideration all funding sources. Key to the model is achieving clarity on determining how each capital project is funded, and the impact on customers.
3. Develop a systematic approach to identify and secure new funding sources, as well as maximizing the revenue received from existing sources.
4. Implement a business case development function / mechanism / process to secure other sources of grant or other funding for specific capital projects.
5. Continue to work with local governments to lobby the Provincial government regarding the possibility of a wireless call answer levy to support local government PSAP costs.
6. Develop a capital investment cost allocation approach based on each service type's infrastructure requirements. This should provide the basis for transparent reporting and ongoing investment monitoring.
7. Consider seeking member approval to amend the Members' Agreement to create reasonable capital reserves to balance funding requests. This should be a consideration once a realistic, predictable capital investment planning model has been created.
8. Develop capital investment dashboard reporting capabilities to enhance the transparency and manageability of capital investments. These should be reported regularly to the Board and funders (including customers).

Operational Costing and Forecasting:

9. Consider re-baselining the allocation of direct and shared operational costs across all services. Allocations should be based on service type and informed by other key metrics and reviewed and updated on at least an annual basis.
10. Develop a transparent, scalable mechanism to allocate corporate overhead costs across all services. This mechanism should be fair and equitable for all; based on key metrics (e.g., population, call volume, incident volume, call handle time, etc.); embedded into all service contracts; and revisited annually to reflect changes in key underlying metrics/cost drivers.
11. Develop enhanced budgeting and forecasting processes and implement software solutions to automate the collection, allocation, and prioritization of budgets. As part of this, E-Comm should develop a rolling, scalable and reportable financial forecast for a 5+ year timeframe, including consideration of changes in customer volume, customer service needs and future transformations.
12. Develop dashboard reporting capabilities to enhance budget and forecast transparency, manageability, monitoring and enforcement. Regularly report to the Board and users/customers on costs, forecast, and movement in reserves.

Pricing Model:

13. Develop a new, transparent, predictable and equitable service delivery pricing model, with standardized pricing options. Ideally, this should be implemented for all contract renewals beyond 2025.
14. The current pure cost recovery model should be enhanced to reflect more of a 'cost + mark-up' approach (while staying within the requirements of the Members' Agreement).
15. Develop a change management plan to implement the transition to the new pricing model.

10. Overall Conclusions

E-Comm's operating paradigm has changed dramatically since it was conceived. The increased number of stakeholders, rapid pace of technological change, pressure to meet diverse user and public expectations, the ability to find and retain strong talent, and to achieve all of this on a minimal budget, has left E-Comm in a position of financial and technological deficit and with a credibility gap with its stakeholders including its members. While some aspects of the organization have evolved and scaled with this growth trajectory, E-Comm's governance framework has remained somewhat stagnant and is constantly challenged to provide effective oversight and accountability.

However, despite these concerns, E-Comm continues to meet and exceed its core 9-1-1 call answer performance metrics and remains well placed to continue to be the cornerstone of the emergency response system for BC into the future. Several critical changes need to be made to E-Comm's governance framework including in its stakeholder (including member and user/customer) engagement and its operational and financial oversight. While these changes may seem relatively intuitive, to-date, E-Comm has not fully implemented them due to management's significant workload to maintain a high level of operational responsiveness and to implement the more critical infrastructure, technology, human resource, and operational transformations that are required. The success of this governance transformation will depend on creating a strong Board oversight mechanism while freeing up management by providing to them the appropriate support and resources to elevate them out of their current reactive mode.

Our key recommendations include the following (without consideration of dependencies and therefore not listed in the order of implementation timeline¹⁴). It should be noted that this will initially require extensive member communications and engagement in order to formulate and align around the specifics of the implementation plans, activities and timelines:

- 1) Implement a new governance structure (including a streamlined Board).
- 2) Refine the use of representative service governance bodies, such as User and Service Committees with member appointed representatives. The committees should have broadly understood Terms of Reference and serve to enhance user representation in the governance structure.
- 3) Propose revisions to Board and Management Committees to support enhanced decision-making and oversight.
- 4) Create a member Nominating or Screening Committee to identify and approve new Board director candidates.
- 5) Enfranchise all users regardless of regional geography by making them shareholders (rather than the current state in which only radio users are Class A members).
- 6) Seek Board, member, and ministerial approvals, as required, for proposed changes to the governance structure and Articles/Members' Agreement.
- 7) Refine the Board agenda, cycle, materials, procedures, and policies, including a formal Delegation of Authorities.
- 8) Redesign the operating cost/budgeting model to provide greater equity and transparency while reducing the perception that the cost allocation process is not equitable.
- 9) Develop a streamlined service delivery and pricing process to drive stronger economies of scale and efficiency in the governance, pricing, and service delivery processes.
- 10) Develop investment funding and operating cost forecasting strategies to provide greater clarity of future costs and remove unexpected fluctuations from the pricing/funding models.

Although E-Comm is only one organization in the provincial emergency response ecosystem, it is a prominent one. There is a significant risk to public safety if E-Comm does not address its current trajectory through this governance review. Time is of the essence in continuing to strengthen E-Comm's governance and oversight.

¹⁴ See Appendix D – Implementation Roadmap for a chronological implementation approach and timeline.

APPENDIX A – SHAREHOLDER STRUCTURE

The following chart lists the 26 current **Class A** shareholders of E-Comm and number of Board seats:

Shareholder	Services	Seats	Nominating Body
Abbotsford	Fire	1	City of Abbotsford
Abbotsford Police Board	Police	1	Independent Police Boards (Abbotsford, New Westminster, Port Moody, Transit Police, West Vancouver)
New Westminster Police Board	Police		
Transit Police Board	Police		
BC Emergency Health Services	Ambulance	1	BC Emergency Health Services
Burnaby	Police	2	Cities of Burnaby, Coquitlam, New Westminster, Port Coquitlam, Port Moody, Belcarra
Coquitlam	Fire		
	Police		
New Westminster	Fire		
Port Coquitlam	Fire		
	Police		
Port Moody	Fire		
	Police		
Delta	Fire	1	City of Delta/Delta Police Board
Delta Police Board	Police		
Langley City	Fire	2	Cities of Langley, Surrey and White Rock, Township of Langley
Langley Township	Fire		
	Police		
Surrey	Fire		
	Police		
White Rock	Fire		
	Police		
Lions Bay	Fire	1	City of North Vancouver, District of North Vancouver, District of West Vancouver, Village of Lions Bay
North Vancouver City	Fire		
	Police		
North Vancouver District	Fire		
West Vancouver	Fire		
	Police		
Maple Ridge	Fire	1	Cities of Maple Ridge and Pitt Meadows
	Police		
Pitt Meadows	Fire		
	Police		
Richmond	Fire	1	City of Richmond
	Police		
South Coast British Columbia Transportation Authority	Municipal Services	1	Metro Vancouver and TransLink
Vancouver	Fire	1	City of Vancouver
Vancouver Police Board	Police	1	Vancouver Police Board
N/A	N/A	1	Capital Regional District & E-Comm's Southern Vancouver Island police agency partners
N/A	N/A	1	RCMP
N/A	N/A	2	Provincial Government
N/A	N/A	5	Independent
TOTAL		23	

The following chart lists the 16 current **Class B** shareholders of E-Comm:

Shareholder	Services
Belcarra	Municipal Services
	Fire
	Police
Coquitlam	Municipal Services
Delta	Municipal Services
Langley Township	Municipal Services
Maple Ridge	Municipal Services
Metro Vancouver	Municipal Services
New Westminster	Municipal Services
North Vancouver City	Municipal Services
North Vancouver District	Police
Pitt Meadows	Municipal Services
Port Coquitlam	Municipal Services
Port Moody	Municipal Services
Richmond	Municipal Services
Surrey	Municipal Services
Vancouver	Municipal Services
West Vancouver	Municipal Services

APPENDIX B – EXAMPLE BOARD COMMITTEES

To effectively govern E-Comm, we have recommended a number of potential Board Committees. Some example Committees and mandates have been presented below to assist in the confirmation and development of the terms for these Committees. The following outlines the purpose, recommended duration, and membership of such Committees.

- A. Governance & Public Affairs Committee** – The Governance & Public Affairs Committee exercises general oversight with respect to the governance of the Board of Directors.

Duration – Standing Committee

Purpose - The Governance & Public Affairs Committee is charged with the care and feeding of the board itself. The Committee would be responsible for board recruitment and nomination, orientation, board, and director self-assessment, continuing education, and board management. The Committee also hold accountability for policy development, how management and the board interact, and the board agenda. Amongst other responsibilities, this Committee would also oversee board self-assessment process, continuing education for board members, mentoring program for directors and adoption and enforcement of a conflict-of-interest policy and a code of conduct among the directors.

Membership – As determined by the roster of individuals who are selected based on a skills matrix (ideally including governance and legal competency) for the defined term, to provide a wholesome skills representation on the board at any point in time.

- B. Audit & Risk Committee** – The Audit & Risk Committee provides oversight of the financial statement disclosures, selection and interface with the external and internal auditor, and oversight of strategic risks and internal controls.

Duration – Standing Committee

Purpose – The Audit & Risk Committee assists the Board in its oversight of management’s responsibility to assure that there is an effective system of controls reasonably designed to safeguard E-Comm’s assets and income, assure the integrity of E-Comm’s financial statements, and maintain compliance with E-Comm’s ethical standards, policies, plans and procedures, and with laws and regulations. The Audit & Risk Committee may be charged with a wide range of responsibilities, such as oversight of operational and capital budget preparation and presentation process, monitoring integrity of financial reporting and accounting practices, reviewing financial and fiscal policies, practices and procedures and provide recommendations for stakeholder engagement strategies to obtain feedback on budgets and expenses. The Audit & Risk Committee also assists the Board in its oversight of management’s responsibility to implement an effective strategic risk management framework, as well as overseeing the performance of E-Comm’s External Audit selection and Internal Audit function, if at such time one is required.

Membership - Members of the Audit & Risk Committee should be financially literate, and at least one (and preferably more) should be financial professionals. While there may be some overlap in membership with the Finance Committee, the chair of the Finance Committee and the treasurer should not be on the Audit Committee. Likewise, the chair of the board and the CEO should not be on the Audit & Risk Committee. These restrictions are intended to provide the committee with the independence it requires to operate effectively.

- C. People & Compensation Committee** – The role of the People & Compensation Committee is to enhance the culture and experience in the organization so that E-Comm’s talent is engaged and empowered and that E-Comm is viewed as an employer of choice in the industry, as well as ensuring CEO and management compensation and incentive structures are appropriate.

Duration – Standing Committee

Purpose – The People & Compensation Committee would advise the Board on fulfilling its corporate governance responsibilities relating to all people and culture matters including the selection, appointment, and evaluation of the Chief Executive Officer (CEO) and their compensation. The Committee should have a culture mandate to co-create cultural and behavioral aspirations for leadership and the broader community that can guide and inform E-Comm’s interactions. The People & Compensation Committee would provide oversight of compensation policies, programs, and related plans.

Membership – Constituted by a majority of independent board members, who are skilled in overseeing the people risks and related mitigations. These skills are considered adjacent to their understanding of the role and remit of E-Comm’s strategies, what talent support and culture of engagement is required for E-Comm to achieve those goals.

- D. Finance & Capital Committee** – The role of the Finance & Capital Committee is to develop and advise on E-Comm’s operational financial performance, forecasts and budgets and its capital funding requirements and related investments.

Duration – Standing Committee

Purpose – Provide oversight of operational and capital budget preparation and presentation process, reviewing financial and fiscal policies, practices and procedures and provide recommendations for stakeholder engagement strategies to obtain feedback on budgets and expenses. The Finance & Capital Committee’s responsibilities could also include oversight of a future looking capital adequacy model design, analysis, and recommendation to board for decision-making on key capital projects. The Finance & Capital Committee would also review board policies regarding asset/liability management, capital adequacy, interest rate sensitivity, liquidity risk, and investments. The Finance & Capital Committee would recommend to the Board any necessary changes to such policies and oversee the effectiveness of the Company’s capital management processes. The Finance & Capital Committee would also oversee the development of a capital investment program that can support E-Comm’s ability to meet its strategies. The Finance & Capital Committee would also review feasibility studies for capital project suggestions brought to the Committee, approve expansion plans, changes to capital budgets and schedules, including cancellation of projects where necessary and all other material investment opportunities.

Membership – All members of Finance & Capital Committee should have experience with strategic investment requirements, heightened financial literacy and an acute sense of the industry, economy and levels of influence required from all stakeholders to implement the operational financial decisions and capital investment decisions, including a clear understanding of the role of the Province.

- E. Strategic Transformation Advisory Committee** – A Strategic Transformation Advisory Committee (STAC) is created for a defined term, to focus on the time-sensitive and significant technology or organization transformation programs. In the context of E-Comm, this could oversee and coordinate the NG9-1-1 transformation program, for example.

Duration – Defined Term

Purpose – The Strategic Transformation Advisory Committee would oversee E-Comm’s governance, operational, technology, and other transformation initiatives which would typically include elements of customer relationship management, digital and infrastructure enablement, data management and analytics, and change management. This Committee could monitor and evaluate market and industry trends and opportunities for innovation, increase board awareness of the trends and constructively challenge E-Comm management’s transformation plans. Being an advisory Committee, it would guide the management in its transformation journey and in parallel, provide advice to the board. The board would ultimately approve transformational plans and budgets.

Membership - STAC is a combination of board members, former board members, as well as subject matter experts with experience serving in an oversight role over organizations that have gone through significant transformation.

APPENDIX C – SUMMARY OF RECOMMENDATIONS

There are a total of 38 key recommendations. They are organized by 4 categories:

- 1) Corporate Structure
- 2) Board Governance
- 3) Stakeholder Engagement
- 4) Funding Model

1. Corporate Structure

#	Recommendation
1.1	Maintain the current corporate legal structure.
1.2	Review and amend the Members' Agreement to address current inconsistencies or opportunities identified in this report (e.g., simplifying the shareholder voting structure; ensuring equity in approval and approval of decisions impacting all members; screening the nomination and approval of new Directors; facilitate the accumulation of capital reserves; etc.).
1.3	Seek member and ministerial approval for the simplification of the share structure to a common shareholder model whereby all customers are considered equal shareholders and members.
1.4	Develop a guidance document (Frequently Asked Questions) to support management and the Board in their understanding and interpretation of what is possible vs. not permitted under the requirements of the Members' Agreement. This should be updated as new questions and concerns are raised for clarification

2. Board Governance

c	Recommendation
1.1	Set the Board size to a maximum of 10 directors including the Board Chair.
1.2	Require all directors to meet specified independence requirements. This may not require all Directors to be fully independent (e.g., the provincial government may require continued representation, or the Board and members may decide a representative of a region or emergency service is required to complete the skills matrix knowledge requirements).
1.3	Update the Articles to allow a term of 2-4 years, with the ability to be re-elected for 1-2 subsequent terms.
1.4	Implement a structured director on-boarding and exit/transition program to improve individual director knowledge, education and understanding of the operations of E-Comm.
1.5	Create a member nominating or screening committee to facilitate the identification, screening, and recommendation and approval of director candidates to the E-Comm Board.
1.6	Use a skills matrix reflecting the diverse and complementary sets of knowledge, skills and competencies required by Board directors to oversee the strategy, provide strong risk and oversight to key decisions, and hold management accountable.
1.7	Consider leveraging a professional Board recruiter and/or the BC government CABRO to identify potential Board candidates.
1.8	E-Comm's Board could consider establishing/maintaining the following Board committees: <ol style="list-style-type: none"> 1. Governance, Public Affairs & Nominating Committee 2. Audit & Risk Committee 3. People & Compensation Committee 4. Finance Committee 5. Strategic Transformation Advisory Committee (temporary)

1.9	Revisit the User and Service Committees and redefine their Terms of Reference (within the requirements of the Members' Agreement) to provide appropriate representation and input into key management and Board decisions.
1.10	Revise or develop formal Terms of Reference for each resulting Board committee to clarify roles, accountabilities, and management oversight responsibilities. In addition, the User and Service Committees and other advisory committees should also each have clearly defined Terms of Reference.
1.11	Revisit and clearly document the formal Delegation of Authorities for the Board down to the Executive and Management, including Management Committees.
1.12	The Board should adopt the guiding principles identified at the outset of this report and ensure they are reflected throughout their operating structure and decision-making process.

3. Stakeholder Engagement

#	Recommendation
3.1	Leverage the User and Service Committees to not only provide appropriate representation and input into key management and Board decisions on behalf of users/customers, but also support change management and communications back to these organizations around key initiatives for service governance.
3.2	There is a need to increase public education and awareness around the role, structure, and responsibilities of E-Comm as a PSAP within the broader emergency response ecosystem.
3.3	There is an opportunity for E-Comm to work with the provincial government to clarify service delivery expectations for all PSAPs and stakeholders across the emergency communications landscape in BC.
3.4	Board agendas, materials and presentations should be concise and transparent about risks or challenges. Board meetings and materials should be structured to provide and allow for sufficient focused discussion on key challenges, metrics, and solutions – allowing early visibility and input to key risks and potential strategic initiatives well before formal approval is required.
3.5	Ensure a clear succession plan for the Chair and CEO are in place and communicated to all members.
3.6	Communications with users relating to operational, billing, or specific program concerns should be addressed by the appropriate members of management. Consider an account manager focused on anticipating the needs and concerns of key users, with access to senior executives as well as the operational and financial data required to resolve issues or present solutions
3.7	Performance reporting and financial billings to users should be clear, concise, and transparent, supported by relevant statistics and other relevant information related to contractual service delivery metrics and budget/funding expectations.

4. Funding Model

Long-Term Capital Investment Planning

#	Recommendation
4.1	Clearly define and cost each service's infrastructure requirements for the short-, medium- and long-term.
4.2	Develop an equitable and firm long-term infrastructure investment planning model which takes into consideration all funding sources. Key to the model is achieving clarity on determining how each capital project is funded, and the impact on customers.

4.3	Develop a systematic approach to identify and secure new funding sources, as well as maximizing the revenue received from existing sources.
4.4	Implement a business case development function / mechanism / process to secure other sources of grant or other funding for specific capital projects.
4.5	Continue to work with local governments to lobby the provincial government regarding the possibility of a cell phone call answer levy to support local government PSAP costs.
4.6	Develop a capital investment cost allocation approach based on each service type's infrastructure requirements. This should provide the basis for transparent reporting and ongoing investment monitoring.
4.7	Consider seeking member approval to amend the Members' Agreement to create reasonable capital reserves to balance funding requests. This should be a consideration once a realistic, predictable capital investment planning model has been created.
4.8	Develop capital investment dashboard reporting capabilities to enhance the transparency and management of capital investments. These should be reported regularly to the Board and funders (including customers).

Operational Costing and Forecasting

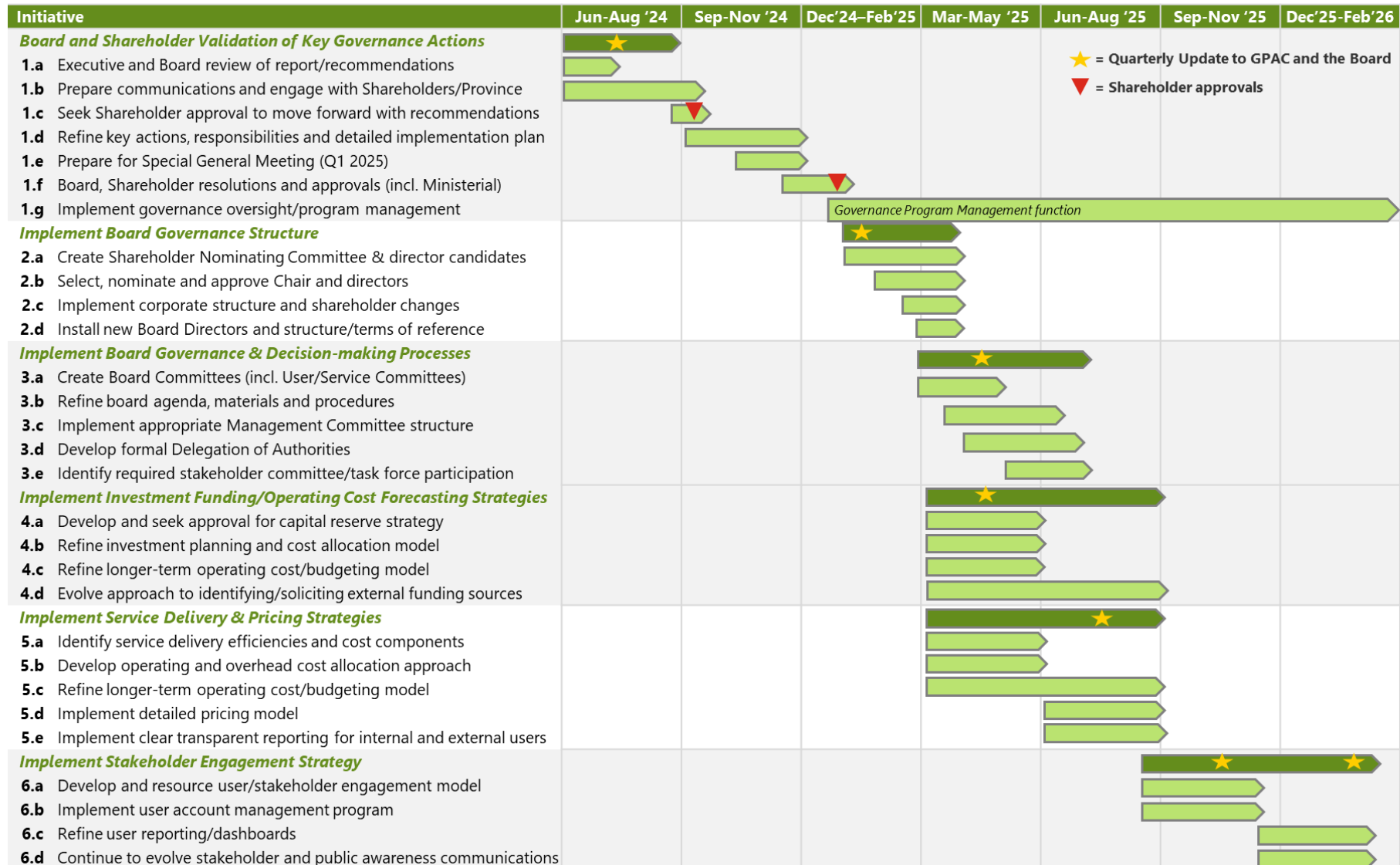
#	Recommendation
4.9	Consider re-baselining the allocation of direct and shared operational costs across all services. Allocations should be based on service type and informed by other key metrics and reviewed and updated on at least an annual basis.
4.10	Develop a transparent, scalable mechanism to allocate corporate overhead costs across all services. This mechanism should be fair and equitable for all; based on key metrics (e.g., population, call volume, incident volume, call handle time, etc.); embedded into all service contracts; and revisited annually to reflect changes in key underlying metrics/cost drivers.
4.11	Develop enhanced budgeting and forecasting processes and implement software solutions to automate the collection, allocation, and prioritization of budgets. As part of this, E-Comm should develop a rolling, scalable and reportable financial forecast for a 5+ year timeframe, including consideration of changes in customer volume, customer service needs and future transformations.
4.12	Develop dashboard reporting capabilities to enhance budget and forecast transparency, manageability, monitoring and enforcement. transparency and manageability. Regularly report to the Board and customers on costs, forecast, and movement in reserves

Pricing Model

#	Recommendation
4.13	Develop a new, transparent, predictable, and equitable service delivery pricing model, with standardized pricing options. Ideally, this should be implemented for all contract renewals beyond 2025.
4.14	The current pure cost recovery model should be enhanced to reflect more of a 'cost + mark-up' approach (while staying within the requirements of the Members' Agreement).
4.15	Develop a change management plan to implement the transition to the new pricing model.

APPENDIX D – IMPLEMENTATION ROADMAP

The following outlines our proposed implementation roadmap. This provides a high-level overview of a logical approach to implementing the recommendations in our review, subject to the Board, Ministerial and Executive review and approval:





PMPD BOARD COMMITTEE REPORT

COMMITTEE NAME:

Finance Committee

(ESTIMATED TIME 10.00 Minutes)

MEMBERS:

Manjit Aujla and Olga Kuznyetsova

REPORTING DATE:

June 3, 2024

COMMITTEE UPDATE:

1. Year to date Statement of Revenue and Expenses to April 30, 2024

The year to date April 30, 2024 Statement of Revenue and Expenses is attached. The report indicates a surplus of \$300,793. The main source of the surplus is lower salaries.

Overall Salaries are favorable as of April 30th, both member and civilian wages are under budget. Member wages are under budget primarily due to members at pay steps below 1st class constable and vacancies which is partially offset by increased overtime. Civilian wages are under budget primarily due to lower guard wages.

Operating expenses are slightly under budget at this point however higher Patrol related costs are being offset by savings in Administration and Major Crime. Patrol costs are higher than budget due to higher JIBC recruit training as a result of hiring more recruits, this is partially offset by less spending on firearms and professional services. JIBC recruit training costs are anticipated to be over budget for the year whereas the savings on firearms and professional services is only timing related as the budgeted amounts are expected to be spent. Administration costs are lower due to less spending on legal, internal audit and IT related costs (favorable variances are all timing at this point). Major Crime costs are under budget due to less spending on investigations and training (favorable variance is timing at this point). Vehicle costs are slightly over budget due to higher maintenance costs which is partially offset by fuel savings.

Revenues are slightly favorable to April – however the most significant revenue item is traffic fine revenues which is not typically received until June. Until the traffic fine revenue is received it is assumed to be on budget. Other revenue is higher than expected due to grants received from the Provincial government for the purchase of Naloxone, to fund overtime on a Major Crime file as well as funding for the Reserve Constable program.

2. Financial Report for the year ended December 31, 2023

For the year ended December 31, 2023 the department ended with a slight deficit of \$322 after the City transferred \$28,715 from the Major Incident Reserve to cover the deficit.

Revenues were higher than budgeted by \$25,000, which was a result of additional grants received from the Province related to the kidnapping incident (\$75,000) and for Victim Services (\$15,000) as well as for the transfer from the Major Incident Reserve of \$29,000 to offset the deficit. This additional revenue was offset by lower than expected traffic fine revenue (\$109,000).

Salaries were underbudget by \$240,000, which was a result of both members and civilian salaries being underbudget. For members the savings of \$200,000 were a result of members at pay steps below 1st class constable rank, decrease in leave banks, overtime savings as well as WCB funding. The favorable savings on the police members were partially offset by leave payouts, member over strength/vacancies throughout the year as well as more acting and standby time. For civilians the savings of \$41,000 was due to lower guard wages, IT Standby pay and the disclosure clerk position that wasn't filled until October which was partially offset by the one time payment to civilian staff that was negotiated during bargaining.

Operating expenses overall were over budget by \$266,000 for the year due to a number of factors. Patrol was over budget by \$74,000 due to increased uniform, recruiting costs and JIBC recruit fees. Major Crime costs were over budget by \$424,000 largely due to the kidnapping incident that occurred in April as well as additional costs for file coordination and investigations that required analysis of cell phones or other devices. These additional costs were offset by savings in Administration, Integrated Teams and ECOMM. Administration was under budget by \$142,000 due to savings in legal, DEMS, internal audit and IT related costs. Integrated Teams were also under budget by \$68,000 – which was primarily due to lower than expected retro pay amounts for ERT and PDS as well as the Province covering the retro pay for the IHIT team. ECOMM costs were also under budget (\$36,000) as a result of the department receiving a credit related to the 2022 radio levy and user equipment.

3. 2024 – 2028 Operating and Capital Budget

The 2024-2028 Operating Budget was approved by City Council on May 14, 2024 when the Financial Plan and Tax Rate Bylaw was adopted.

As part of the budget process the City has asked all departments to submit a Department Summary document to be included in the Financial Plan Document which will be distributed to Council and available to the public. This document highlights the key functions of each department and provides additional information and context to assist Council and the public in understanding how tax dollars are being spent.

4. Reserve Accounts

There is no reserve account information for this month.

5. Audit

The Police Board approved to utilize the 2024 audit funds to hire a consultant to undertake an Organizational review. This would involve reviewing the staffing resources in conjunction with the department's processes and structure. The audit budget for 2024 is \$27,327.

RECOMMENDATIONS / MOTIONS:

1. For receipt, information and discussion.
2. For receipt, information and discussion.
3. For receipt, information and discussion. Motion: THAT the Police Board approves the 2024-2028 Department Summary which will be forwarded to City Finance staff to be included in the Financial Plan Document.
4. For receipt, information and discussion.
5. For receipt, information and discussion.

**Port Moody Police Department
Revenue and Expenses
For the period ended April 30, 2024**

	YTD Actual Adjusted*	YTD Budget**	YTD Variance to Budget	Draft 2024 Forecast	Annual Budget	2024 Forecast to Annual Budget Variance	Prior Year YTD Actuals	Current Year Actuals vs. Prior Year Actuals Variance
Revenues								
Traffic Fine Revenue	\$ 152,333	\$ 152,333	\$ -	\$ 457,000	\$ 457,000	\$ -	\$ 188,658	\$ (36,325) [1]
Revenue from Tenant	21,148	20,503	645	61,510	61,510	-	20,503	645
Front Counter	14,656	15,000	(344)	45,000	45,000	-	15,746	(1,090)
Victim Services	28,013	26,639	1,374	79,916	79,916	-	23,140	4,873
Keep of Prisoners	795	2,230	(1,435)	6,689	6,689	-	1,688	(893)
Other	22,424	-	22,424	-	-	-	41,743	(19,319) [2]
Total Revenues	239,369	216,705	22,664	650,115	650,115	-	291,478	(52,109)
Expenses								
Salaries								
Members	\$ 2,916,484	\$ 3,144,290	\$ 227,806	\$ 9,119,870	\$ 9,432,870	\$ 313,000	\$ 2,998,427	\$ 81,943 [3]
Civilians	681,907	731,570	49,663	2,194,711	2,194,711	-	619,226	(62,681) [4]
Total Salaries	3,598,391	3,875,860	277,469	11,314,581	11,627,581	313,000	3,617,653	19,262
Operating Expenses								
Administration	\$ 170,674	\$ 213,587	\$ 42,913	\$ 629,960	\$ 640,760	\$ 10,800	\$ 191,891	\$ 21,218 [5]
Cell Block	5,770	2,230	(3,540)	6,689	6,689	-	7,945	2,175 [6]
Major Crime	24,507	33,584	9,076	100,751	100,751	-	340,306	315,799 [7]
Civic Building	134,352	133,089	(1,263)	399,266	399,266	-	130,802	(3,550)
ECOMM	316,145	319,824	3,678	959,471	959,471	-	270,845	(45,300)
Communications	5,228	1,933	(3,295)	5,800	5,800	-	-	(5,228)
Community	22,839	23,630	791	70,890	70,890	-	21,424	(1,415)
Emergency Reponse Team - Integrated	34,229	34,229	-	102,687	102,687	-	26,025	(8,204)
Front Counter	437	667	230	2,000	2,000	-	275	(162)
Forensic Identification - Integrated	66,774	66,774	-	200,323	200,323	-	59,144	(7,630)
Integrated Homicide - Integrated	59,215	59,215	-	177,646	177,646	-	31,125	(28,090)
Police Dog Services - Integrated	45,988	45,988	-	137,963	137,963	-	31,967	(14,021)
Patrol	184,032	139,138	(44,893)	527,415	417,415	(110,000)	123,369	(60,663) [8]
Traffic	-	569	569	1,706	1,706	-	921	921
Victim Services	4,115	6,325	2,210	18,976	18,976	-	2,107	(2,008)
Community Action Team	4,305	3,451	(854)	10,352	10,352	-	1,454	(2,851)
Vehicles	221,447	216,485	(4,962)	655,655	649,455	(6,200)	187,536	(33,911) [9]
Total Operating Expenses	1,300,057	1,300,717	660	4,007,550	3,902,150	(105,400)	1,427,136	127,079
Total Expenses	4,898,448	5,176,577	278,129	15,322,131	15,529,731	207,600	5,044,789	146,341
Net impact	\$ 4,659,079	\$ 4,959,872	\$ 300,793	\$ 14,672,016	\$ 14,879,616	\$ 207,600	\$ 4,753,311	\$ 94,232

* These financial statements have been adjusted to include estimates for significant accruals and prepaid amounts.

Notes:

[1] Traffic fine revenue is typically received at the end of June. Accrue budgeted amount since actual amount unknown at this time.

[2] Other income includes funding from the Province for Narcan (\$5K which has a corresponding expense for the purchase of Narcan), Funding of \$5.4K from SITE for a major crime file & \$4.9K for the Reserve Program as well as revenue for salaries billed back to a third party for staff required to work weekends during tenant construction (corresponding salary expense). Prior year included carryforward amounts.

[3] Member salaries are under budget due to member vacancies, members at pay steps below 1st class constable which is partially offset by higher overtime costs.

[4] Civilian salary savings primarily due to lower guard wages.

[5] Administration is under budget due to lower spending to date on legal expenses, internal audit, and IT related costs.

[6] Cell Block expenses higher than budget due to filling guard shifts with Contractor vs. internal guard staff (done when no internal guard staff are available). This expense offsets with lower guard wages.

[7] Major Crime costs are under budget due to less spending on investigation costs and training.

[8] Patrol expenses are slightly over budget due to higher spending on JIBC recruit training and recruiting costs which is partially offset by less spending on firearms and professional services.

[9] Vehicle costs are higher than budgeted due to higher maintenance costs which is partially offset by fuel savings.

**Port Moody Police Department
Revenue and Expenses
For the period ended April 30, 2024**

	YTD Actual Adjusted*	YTD Budget**	YTD Variance to Budget	Annual Budget	Prior Year YTD Actuals	Current Year Actuals vs. Prior Year Actuals Variance
Revenues						
Traffic Fine Revenue	\$ 152,333	\$ 152,333	\$ -	\$ 457,000	\$ 188,658	\$ (36,325) [1]
Revenue from Tenant	21,148	20,503	645	61,510	20,503	645
Front Counter	14,656	15,000	(344)	45,000	15,746	(1,090)
Victim Services	28,013	26,639	1,374	79,916	23,140	4,873
Keep of Prisoners	795	2,230	(1,435)	6,689	1,688	(893)
Other	22,424	-	22,424	-	41,743	(19,319) [2]
Total Revenues	239,369	216,705	22,664	650,115	291,478	(52,109)
Expenses						
Salaries						
Members	\$ 2,916,484	\$ 3,144,290	\$ 227,806	\$ 9,432,870	\$ 2,998,427	\$ 81,943 [3]
Civilians	681,907	731,570	49,663	2,194,711	619,226	(62,681) [4]
Total Salaries	3,598,391	3,875,860	277,469	11,627,581	3,617,653	19,262
Operating Expenses						
Administration	\$ 170,674	\$ 213,587	\$ 42,913	\$ 640,760	\$ 191,891	\$ 21,218 [5]
Cell Block	5,770	2,230	(3,540)	6,689	7,945	2,175 [6]
Major Crime	24,507	33,584	9,076	100,751	340,306	315,799 [7]
Civic Building	134,352	133,089	(1,263)	399,266	130,802	(3,550)
ECOMM	316,145	319,824	3,678	959,471	270,845	(45,300)
Communications	5,228	1,933	(3,295)	5,800	-	(5,228)
Community	22,839	23,630	791	70,890	21,424	(1,415)
Emergency Reponse Team - Integrated	34,229	34,229	-	102,687	26,025	(8,204)
Front Counter	437	667	230	2,000	275	(162)
Forensic Identification - Integrated	66,774	66,774	-	200,323	59,144	(7,630)
Integrated Homicide - Integrated	59,215	59,215	-	177,646	31,125	(28,090)
Police Dog Services - Integrated	45,988	45,988	-	137,963	31,967	(14,021)
Patrol	184,032	139,138	(44,893)	417,415	123,369	(60,663) [8]
Traffic	-	569	569	1,706	921	921
Victim Services	4,115	6,325	2,210	18,976	2,107	(2,008)
Community Action Team	4,305	3,451	(854)	10,352	1,454	(2,851)
Vehicles	221,447	216,485	(4,962)	649,455	187,536	(33,911) [9]
Total Operating Expenses	1,300,057	1,300,717	660	3,902,150	1,427,136	127,079
Total Expenses	4,898,448	5,176,577	278,129	15,529,731	5,044,789	146,341
Net impact	\$ 4,659,079	\$ 4,959,872	\$ 300,793	\$ 14,879,616	\$ 4,753,311	\$ 94,232

* These financial statements have been adjusted to include estimates for significant accruals and prepaid amounts.

Notes:

- [1] Traffic fine revenue is typically received at the end of June. Accrue budgeted amount since actual amount unknown at this time.
- [2] Other income includes funding from the Province for Narcan (\$5K which has a corresponding expense for the purchase of Narcan), Funding of \$5.4K from SITE for a major crime file & \$4.9K for the Reserve Program as well as revenue for salaries billed back to a third party for staff required to work weekends during tenant construction (corresponding salary expense). Prior year included carryforward amounts.
- [3] Member salaries are under budget due to member vacancies, members at pay steps below 1st class constable which is partially offset by higher overtime costs.
- [4] Civilian salary savings primarily due to lower guard wages.
- [5] Administration is under budget due to lower spending to date on legal expenses, internal audit, and IT related costs.
- [6] Cell Block expenses higher than budget due to filling guard shifts with Contractor vs. internal guard staff (done when no internal guard staff are available). This expense offsets with lower guard wages.
- [7] Major Crime costs are under budget due to less spending on investigation costs and training.
- [8] Patrol expenses are slightly over budget due to higher spending on JIBC recruit training and recruiting costs which is partially offset by less spending on firearms and professional services.

[9] Vehicle costs are higher than budgeted due to higher maintenance costs which is partially offset by fuel savings.

Port Moody Police Department
Revenue and Expenses
For the period ended December 31, 2023

	YTD Actual Adjusted*	YTD Budget	YTD Variance to Budget	Annual Budget	Prior Year YTD Actuals	Current Year Actuals vs. Prior Year Actuals Variance	
Revenues							
Traffic Fine Revenue	\$ 457,000	\$ 565,974	\$ (108,974)	\$ 565,974	\$ 476,516	\$ (19,516)	[1]
Revenue from Tenant	61,510	61,510	-	61,510	41,007	20,503	
Front Counter	47,936	45,000	2,936	45,000	42,026	5,910	
Victim Services	85,088	69,419	15,669	69,419	75,165	9,923	
Keep of Prisoners	6,540	6,495	45	6,495	4,259	2,281	
Other	217,861	102,500	115,361	102,500	79,074	138,787	[2]
Total Revenues	875,935	850,898	25,037	850,898	718,047	157,888	
Expenses							
Salaries							
Members	\$ 8,812,772	\$ 9,012,462	\$ 199,690	\$ 9,012,462	\$ 8,087,277	\$ (725,495)	[3]
Civilians	1,995,254	2,035,801	40,547	2,035,801	1,767,173	(228,081)	[4]
Total Salaries	10,808,025	11,048,263	240,238	11,048,263	9,854,450	(953,575)	
Operating Expenses							
Administration	\$ 551,809	\$ 693,930	\$ 142,121	\$ 693,930	\$ 543,693	\$ (8,116)	[5]
Cell Block	22,153	6,495	(15,658)	6,495	7,396	(14,757)	[6]
Major Crime	507,778	83,695	(424,083)	83,695	170,242	(337,536)	[7]
Civic Building	392,102	386,665	(5,437)	386,665	396,419	4,317	
ECOMM	775,091	811,050	35,959	811,050	654,551	(120,540)	[8]
Communications	1,692	5,631	3,939	5,631	1,998	306	
Community	39,921	44,624	4,703	44,624	44,877	4,956	
Emergency Reponse Team - Integrated	91,849	91,708	(141)	91,708	81,418	(10,431)	[9]
Front Counter	2,357	2,000	(357)	2,000	1,734	(623)	
Identification	176,727	177,431	704	177,431	146,437	(30,290)	
Integrated Homicide - Integrated	126,354	172,472	46,118	172,472	144,959	18,605	[9]
Police Dog Services - Integrated	107,042	128,081	21,039	128,081	103,212	(3,830)	[9]
Patrol	427,375	353,124	(74,251)	353,124	396,396	(30,979)	[10]
Traffic	2,700	1,656	(1,044)	1,656	19	(2,681)	
Victim Services	11,981	18,209	6,228	18,209	15,030	3,049	
Community Action Team	3,695	10,050	6,355	10,050	4,135	440	
Vehicles	597,217	585,425	(11,792)	585,425	541,940	(55,277)	[11]
Total Operating Expenses	3,837,843	3,572,246	(265,597)	3,572,246	3,254,456	(583,387)	
Total Expenses	14,645,868	14,620,509	(25,359)	14,620,509	13,108,906	(1,536,962)	
Net impact	\$ 13,769,933	\$ 13,769,611	\$ (322)	\$ 13,769,611	\$ 12,390,859	\$ (1,379,074)	
Surplus requests					150,000	150,000	
Net Impact after use of Surplus items	\$ 13,769,933	\$ 13,769,611	\$ (322)	\$ 13,769,611	\$ 12,540,859	\$ (1,229,074)	

Notes:

[1] Traffic fine revenue - was received at the end of June and is lower than anticipated. The amount received was \$457,000 vs. budget of \$565,974 - resulting in a shortfall of \$108,974 for the year.

[2] Received Grant of \$75,000 from Guns and Gangs fund to help offset costs of kidnapping file and transferred \$28,715 from the Major Incident Reserve to offset the projected deficit. Remainder of other revenue for 2023 relates to \$102,000 of carryforwards which there is a corresponding expense.

[3] Member salaries are under budget due to members at pay steps below 1st class constable, decrease in leave banks, overtime savings and WCB which is partially offset by leave payouts, member overage/vacancies throughout the year as well as more acting and standby time.

[4] Civilian salary savings due to lower guard wages and Disclosure Clerk position not filled until end of October which was offset by the one time payment negotiated during bargaining (which was unbudgeted).

[5] Administration is under budget due to lower spending to date on legal expenses, internal audit, DEMS and other IT costs partially offset by higher training/conference costs.

[6] Cell Block expenses higher than budget due to filling guard shifts with Contractor vs. internal guard staff (done when no internal guard staff are available). This expense offsets with lower guard wages.

[7] Major Crime costs are over budget due to the outside assistance from VPD on the investigation costs related to File 23-2048.

[8] ECOMM expenses are underbudget due a credit received from ECOMM based on a reconciliation of the 2022 actual expenses vs. charged for our radio and user equipment levy.

[9] Integrated team costs lower than budgeted due to retro pay to RCMP members from prior years coming in less than anticipated as well as a small savings on annual operating costs for the IHIT and IPDS (Dog) teams.

[10] Patrol expenses are higher than budget due to increased costs for uniforms, recruiting, and JIBC recruit fees. These increases are partially offset by lower spending on firearms.

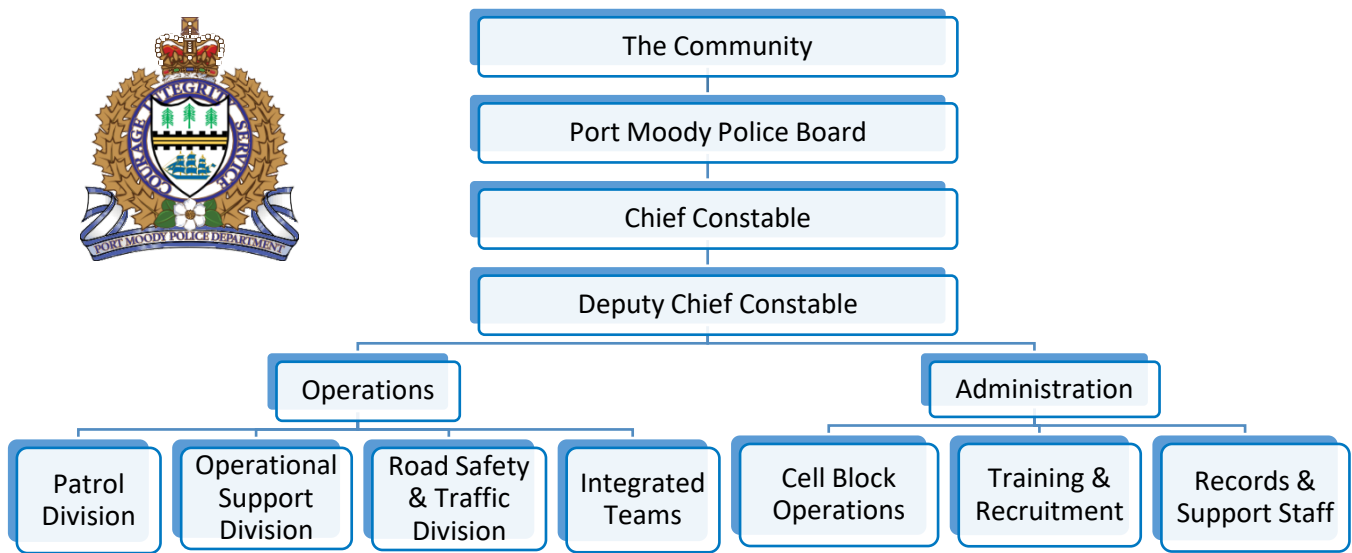
[11] Vehicle costs are higher than budgeted - increased vehicle maintenance costs are being partially offset by fuel savings.

2024-2028 Five Year Financial Plan

Port Moody Police Department

The Port Moody Police department (PMPD) is established at 53 sworn police members and 18 civilian staff. The department also has several auxiliary civilian staff members and utilize these employees in a part time capacity, as and when required, generally within the Administration Division.

The department is responsible for maintaining order, keeping the public peace, preventing crime, enforcing statutes, investigating provincial and federal laws and enforcing the criminal code of Canada. The department is governed by the Port Moody Police Board. The Police Board, in consultation with the Chief Constable, determines the priorities, goals and objectives of the department. The Police Board also approves all department policy and approves the budget for the PMPD.



The PMPD consists of the following divisions:

Operations (Patrol), responsible for preventing crime and enforcing laws and is the largest and most visible section of the department. Patrol officers work 24/7 and wear a standardized police uniform and drive fully marked police vehicles with some unmarked vehicles in the fleet. Patrol officers respond to every call for service and investigate complaints from the public.

Operations (Support Division), responsible for forming multi-disciplinary teams with police expertise in mental health, youth liaison, and community volunteer programs along with media liaison. The division includes uniformed officers in the Community Services Section (CSS), Major Crime Unit, Community Action Team, a Crime Analyst, and Victim Services.

Operations (Road Safety Unit & Traffic Division), responsible for working with the community to identify problem areas to reduce harm and non-compliance to the Motor Vehicle Act. Members also work with Commercial Vehicle Safety Enforcement officers and the City of Port Moody Engineering department and City By-Law department on citizen complaints and design issues.

Integrated Teams, responsible for highly specialized policing duties. The PMPD participates in regional teams and have members embedded into the regional homicide team (IHIT), the regional police dog team (IPDS), the regional Emergency Response Team (ERT) and also the regional forensic identification service (IFIS). These specialized teams operate throughout the metro Vancouver area. Many of the other independent municipal police agencies also second members to these teams and utilize their expertise when required.

Administration Division, responsible for supporting the entire department utilizing mainly civilian (CUPE) employees who work to manage the operation of the cell block, exhibits, vehicle fleet, file records, transcriptions of statements, court liaison, IT services, finance and human resources. Police members within Administration include Officers on the Senior Management Team along with training, recruitment, and policy coordination.

Department Priorities and Key Initiatives

The Port Moody Police are responsible for public safety within the City of Port Moody. The department’s main priority is crime prevention, the detection and investigation of crime along with enforcement of the criminal and provincial law. The PMPD are heavily involved in responding to and assisting vulnerable populations within the city. Persons affected by untreated mental illness, missing persons, those affected by poverty and homelessness, along with substance use, continues to be complex work for police. Frequently, police interactions with these vulnerable sectors do not relate to any criminal investigation but are related to general social issues.

The PMPD are committed to reducing crime through targeted enforcement of prolific offenders. Police visibility is also a key initiative as it relates to patrols of the Evergreen Extension and within our parks and at community events. Finally, road safety is also a key local priority for the PMPD. This includes the detection of impaired drivers involving alcohol or drugs along with the enforcement of by-laws and the Motor Vehicle Act.

PMPD IN THE COMMUNITY



PMPD Mascot Chase teaching preschoolers about safety



PMPD Volunteer Bike Patrol Squad



Remembrance Day



PMPD Youth Officer Cst. Dixon addressing elementary school students

GOAL #1 – A SAFE AND ENGAGED COMMUNITY	
Evolve Policing	Service Excellence
GOAL #2 – A CAPABLE ORGANIZATION	
Engage our People	Strengthen Technology & Policy

Budget Highlights

The 2024-2028 Financial Plan includes the required expenditures to deliver the necessary programs and services to the community. The 2024 budget plan maintains the current level of service for policing in the city. The department faces cost pressures, the majority of which are nondiscretionary in nature.

Proceeds from **traffic fines** represent 69% (\$457,000) of the total police revenues.

Salaries and benefits represent a significant portion of the annual operating expenses at \$11,627,581 (75%). It represents the anticipated salaries and benefits as well as overtime costs for the police members and civilian staff.

Consulting and professional services, 10% (\$1,626,155) of the total operating expenses, consist of quarterly E-Comm dispatch charges, integrated teams, internal audits, and other outsourced police services. E-Comm dispatch fees are increasing 22% in 2024.

Equipment and vehicle expenses represent 6% of the annual operating expenses at \$888,601. This includes prime user fees, maintenance, insurance, and lease costs.

Government payments related to E-Comm for user fees for radio and equipment levy represent 2% (\$275,700) of the annual operating budget.

Recoveries at 2% (\$274,603) of the overall budget consist mainly of transfers to the Facilities department for building maintenance as well as HR services.

All **other operating expenses**, include training and development, firearms, uniforms, communications, janitorial as well as community related represent 5% of the overall operating expenses at \$846,357.

Police - Budget Summary	PLN 2024	PLN 2025	PLN 2026	PLN 2027	PLN 2028
Revenues	-659,381	-663,914	-684,719	-674,791	-655,666
Front Counter Services & Recoveries	-106,510	-106,510	-106,510	-106,510	-106,510
Provincial Traffic Fines	-457,000	-457,000	-457,000	-457,000	-457,000
Provincial Grants	-86,605	-86,739	-86,875	-87,015	-87,156
Tsf from reserves-operating	-9,266	-13,665	-34,334	-24,266	-5,000
Expenses	15,538,998	16,201,861	16,744,546	17,224,547	17,718,968
Salary and Benefits	11,627,581	12,104,817	12,455,866	12,815,416	13,194,362
Personnel Services	323,683	323,629	330,101	359,103	343,436
Contracted Services	81,530	83,121	84,743	86,398	88,086
Consulting and Prof Services	1,626,155	1,723,607	1,856,318	1,878,847	1,944,652
Communications	94,367	96,254	98,180	100,144	102,146
Vehicle expenses (insurance & leases)	123,837	127,810	131,937	136,225	140,682
Equipment (includes vehicle expense)	764,764	816,963	831,279	856,983	881,283
Supplies & Materials	227,373	231,921	236,559	250,291	246,112

Gov't Payments	275,700	294,999	315,649	331,432	348,003
Sundry	101,404	95,192	105,016	96,876	108,773
Recoveries	274,603	281,749	288,432	294,832	301,298
Tsf to reserves-operating	18,000	21,800	10,466	18,000	20,133
Total	14,879,616	15,537,947	16,059,827	16,549,756	17,063,302

Notable Changes

The 2024 Budget has increased by \$1,110,000 over the prior year budget. The increase is primarily related to salaries and benefits which increased by \$579,320, an increase in operating expenses (offset by reserve transfers) of \$432,400 and a decrease in revenue by \$98,280.

Salaries and benefits have increased over the prior year largely due to nondiscretionary items such as the anticipated cost of living increases and benefit increases. A Police Training Sergeant position is being phased in 50% this year to coordinate training requirements and ensure compliance with provincial standards. This position is critical for ensuring our strategic goals of engaging our people and strengthening technology and policy are achieved.

Operating expenses have increased primarily due to an increase in E-Comm dispatch fees and inflationary pressures. The other notable increases include police recruit training costs at the Justice Institute, policy review and funding for the reserve constable program.

Revenues have decreased as a result of a reduction in the Provincial grant for traffic fine revenues.

Police - Budget Drivers		PLN 2024
Revenue deduction – Grant		98,283
Salary and Benefit increase		477,061
Operating Expense increase (offset by transfers to/from reserves)		387,405
New Funding Requirements		147,258
Police Training Sergeant (Phase in over two years)		102,258
Ongoing Policy Review		20,000
Reserve Constable Program		25,000
Total		1,110,007



BRITISH COLUMBIA ASSOCIATION OF MUNICIPAL CHIEFS OF POLICE

c/o 755 16th Street West Vancouver, BC V7V 0B8 604-925-7300

April 15, 2024

BC Association of Police Boards
BC First Nations Justice Council
BC Police Association
BC Prosecution Service
Chief Constables of Municipal Police Departments
Chief Officer, Metro Vancouver Transit Police Service
Chief Officer, St'at'l'imx Tribal Police
Deputy Commissioner, Commanding Officer, RCMP "E" Division
E-Comm
Independent Investigations Office
Justice Institute of British Columbia
Metro Vancouver
Office of the Police Complaint Commissioner
Translink
Union of British Columbia Municipalities
Union of BC Indian Chiefs

Via Email

Dear Colleagues and Partners:

Re: BC Association of Municipal Chiefs of Police Discussion Paper on Regionalization

The British Columbia Association of Municipal Chiefs of Police (BCAMCP) is drafting a discussion paper on the regionalization of police services in British Columbia. As part of the engagement process, you (or your organization) have been identified as an important stakeholder who can provide valuable contributions to the Discussion Paper.

Background:

In April of 2022, the Special Committee on Reforming the Police Act released its report (https://www.leg.bc.ca/content/CommitteeDocuments/42nd-parliament/3rd-session/rpa/SC-RPA-Report_42-3_2022-04-28.pdf) titled “Transforming Policing and Community Safety in British Columbia” (the Report).

The Report recommends transitioning to a new BC provincial police service that is governed by the new Community Safety and Policing Act. As part of several other comprehensive recommendations, this could involve amalgamating police services on a regional basis where there are opportunities to address fragmentation, ensure equitable access to policing and public safety, and improve efficiency and effectiveness.

The BCAMCP has formed a Project Team that is made up of executive police leaders from different municipal police agencies. This Project Team has partnered with a Research Team that is made up of experienced academics and researchers. Together, the Project Team and the Research Team are seeking input from you in the development of a Discussion Paper on regionalization.

The purpose of the Discussion Paper is to explore regionalization in the current context and use updated information for a resource document that the Province (as represented by the Policing and Security Branch, Ministry of Public Safety and Solicitor General) can refer to as further work is advanced related to the Report’s recommendations on amalgamating and combining police services.

The Discussion Paper is not a position paper. It will not take a position on whether the Province should proceed with regionalization, but will present all considerations, which will be formed from evidence-based findings.

If you or your organization would like to participate in this engagement process, please contact Dr. Joshua Murphy at Joshua.murphy1@kpu.ca prior to May 15, 2024. Participation in this research will take the form of an interview or focus group with members of the Research Team. Interviews/focus groups will be approximately 45-90 minutes in length but can be longer or shorter depending upon your availability. Interviews may take place in person or virtually via MS Teams or Zoom, subject to your availability and logistics. Finally, participation in this project will be confidential, and participants will not be identified by name in the Discussion Paper.

Further information on the Discussion Paper can be found on the BCAMCP website (www.bcamcp.ca). If you have any additional questions regarding the Discussion Paper, please email Jaclyn Addison (jaclynaddison@wvpd.ca), Executive Assistant to the BCAMCP.

Thank you,



Tom Wolff von Gudenberg
Deputy Chief Constable, West Vancouver Police
President, BC Association of Municipal Chiefs of Police

cc: British Columbia Association of Chiefs of Police



May 13, 2024

Deputy Chief Constable Tom Wolff von Gudenberg
President, BC Association of Municipal Chiefs of Police
Via Email: TomWolffVonGudenberg@wvpd.ca

Dear Deputy Chief Constable Tom Wolff von Gudenberg,

Thank you for your letter dated April 15, 2024, advising us on the development of a Discussion Paper that explores the regionalization of police services in BC. We understand this is not a position paper but could serve as a resource document that the Policing and Security Branch, Ministry of Public Safety and Solicitor General, as representatives of the Province, can refer to in future efforts related to recommendations from the "Transforming Policing and Community Safety in British Columbia" report.

We recognize the value of this Discussion Paper as it impacts the future of policing in BC. BCAPB is grateful to be invited to participate in the process leading to this Discussion Paper. As instructed in your letter we have contacted Dr. Joshua Murphy to advise him of our availability for a focus group (see attached).

It may be worthwhile to note here that while the BCAPB comprises members representing BC's municipal police boards, inviting discussion from each of these police boards as well, may offer you further breadth and depth of discussion to inform your efforts, should you choose to consider it.

Once again, thank you for inviting BCAPB to participate in this valuable discussion.

Kind regards,

Lara Victoria
President, BC Association of Police Boards

Encl.

cc: Chief Constable John Lo

STAKEHOLDER NEWSLETTER

CALENDAR YEAR TO DATE

Public Reports: 13
Referrals to Crown Counsel: 3
Concluding Media Releases: 15
Total Open Files: 70



CCD UPDATE

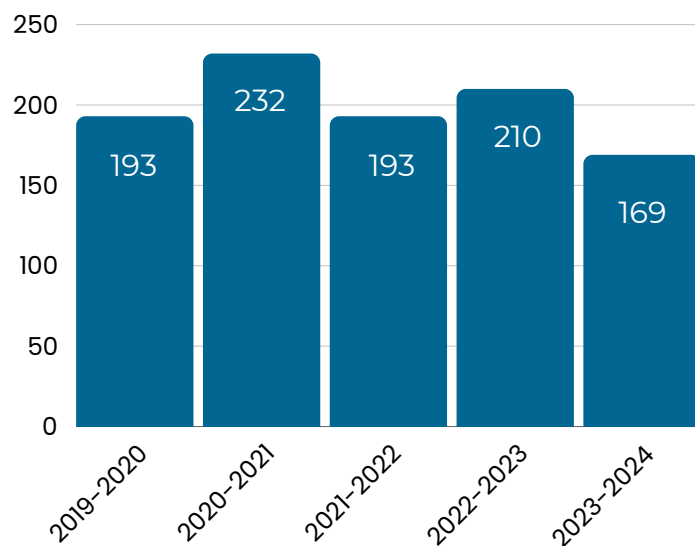
As you may know, Ronald J. MacDonald, KC, the IIO's third chief civilian director (CCD), retired effective May 8, 2024.

Sandra Hentzen, the IIO's chief operating officer, has been appointed interim CCD while the Province continues the search for a candidate to fill the role permanently. The competitive process to select the new CCD began in December 2023 and remains underway.

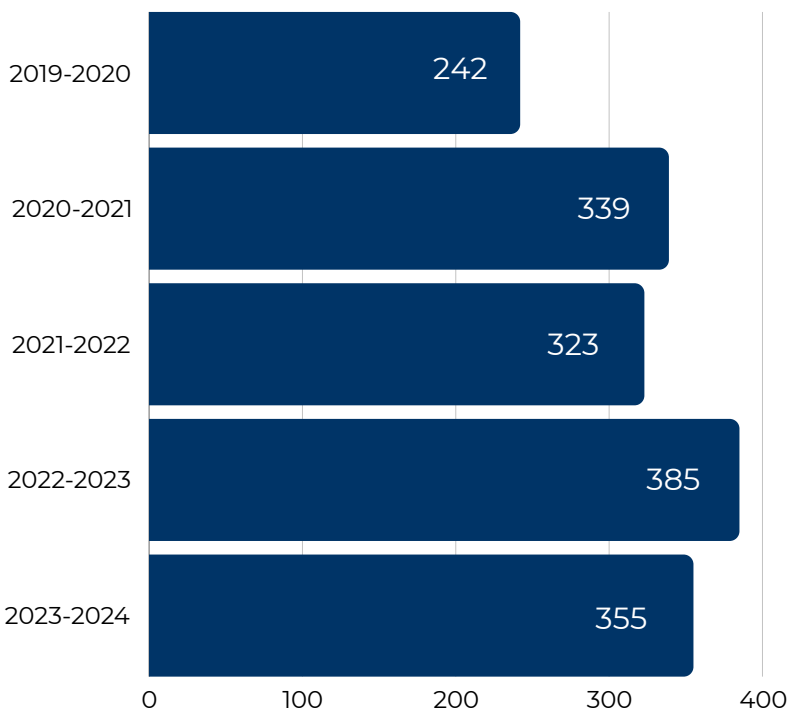
IIO CASELOAD

The graph to the right shows the number of new IIO investigations undertaken for each of the last five fiscal years. In fiscal year 2023-2024 (April 1, 2023 to March 31, 2024), the IIO opened fewer new investigations than in recent years prior. However, the number of notifications the IIO received, shown in the graph below, remain largely consistent with previous years. Files the IIO is notified of that do not become investigations are called advice files. This classification is used when it is clear that serious harm did not occur, or there is insufficient connection to police action or inaction.

NEW INVESTIGATIONS BY FISCAL YEAR



NOTIFICATIONS BY FISCAL YEAR



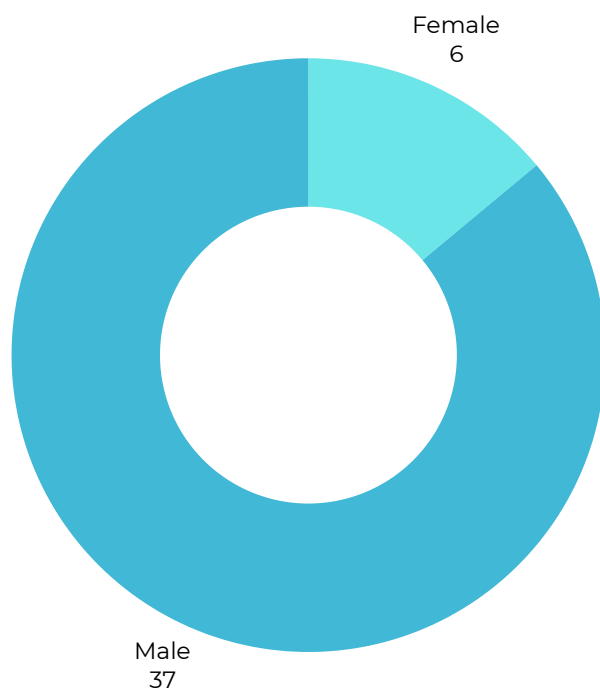
Advice files are both normal and expected, given the *Police Act* requires that police agencies *must* notify the IIO of any incident that *may* be subject to IIO investigation, and that the IIO can be contacted directly by affected persons or their support networks to report incidents. Possible reasons for the lower rate of new investigations compared to the number of notifications include clarifications to the definition of an advice file, over-reporting of incidents that do not meet the IIO's mandate to investigate, high levels of public interest in police-involved incidents, and more.

STATS ABOUT AFFECTED PERSONS

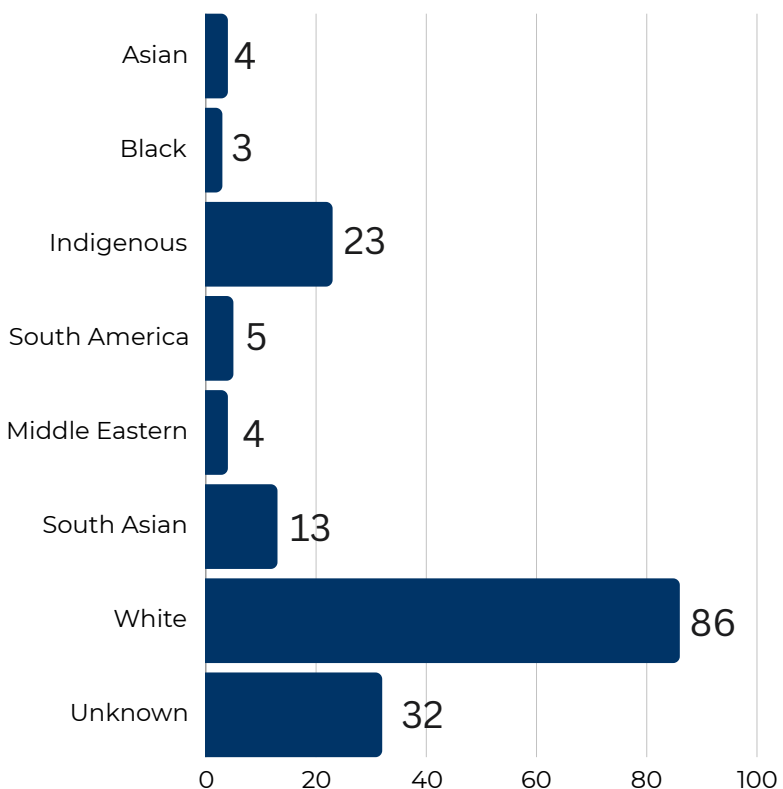
Of the 171 affected persons (APs) designated in the 169 new investigations opened last fiscal year, gender and/or ethnicity data was available for 170. Eighty-five percent identified as male, while the remaining 15% identified as female. The average age of males and females was 40 and 38 years old, respectively.

White people comprised the largest ethnic group of APs at just under 51%. Indigenous Peoples were the second-largest group, representing almost 14% of all APs.

APS DETERMINED TO BE PERSONS IN CRISIS



AP ETHNICITY - FIREARM FILES

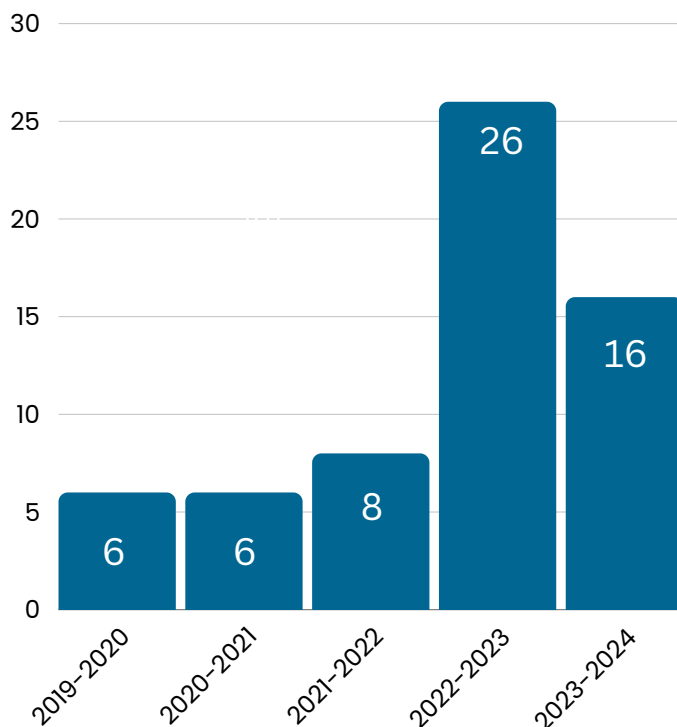


Forty-three APs this fiscal year were designated as persons in crisis, or about 25%. These are people who came in contact with police because of a need for urgent mental health care, were in a state of mental or emotional crisis, displayed erratic, threatening or dangerous behaviour, were or appeared to be mentally ill, and/or were described as emotionally disturbed by one or more people.

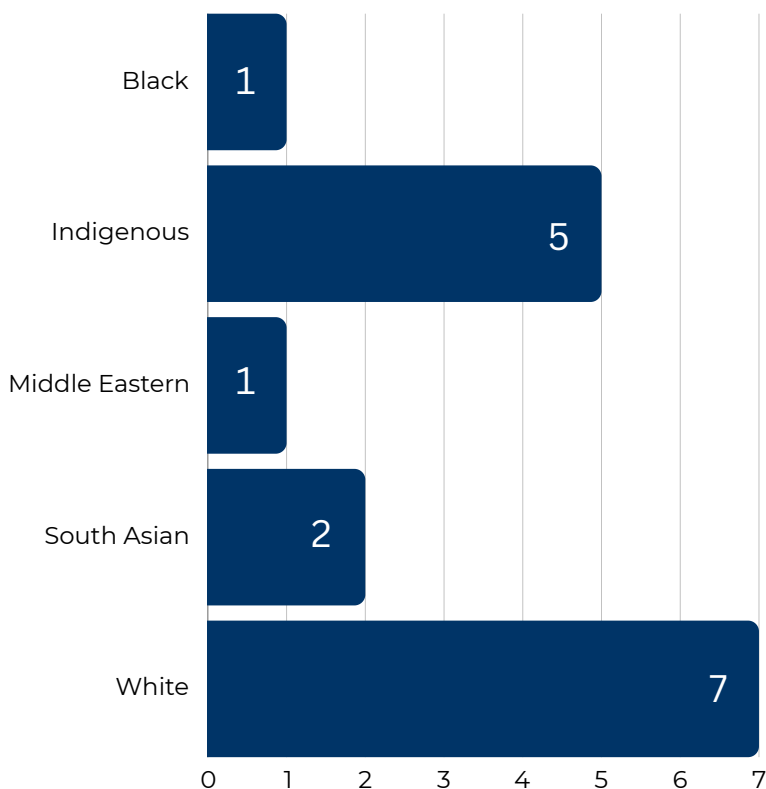
POLICE-INVOLVED SHOOTINGS

In fiscal year 2023-2024, the IIO commenced investigations into 16 police-involved shootings. A five-year comparison is shown in the chart on the right. While this is lower than the 26 shooting incidents that occurred last fiscal, it remains markedly higher than the previous annual average of about seven. The cause of the increase is unknown.

FIREARM INVESTIGATIONS
YEAR OVER YEAR COMPARISON



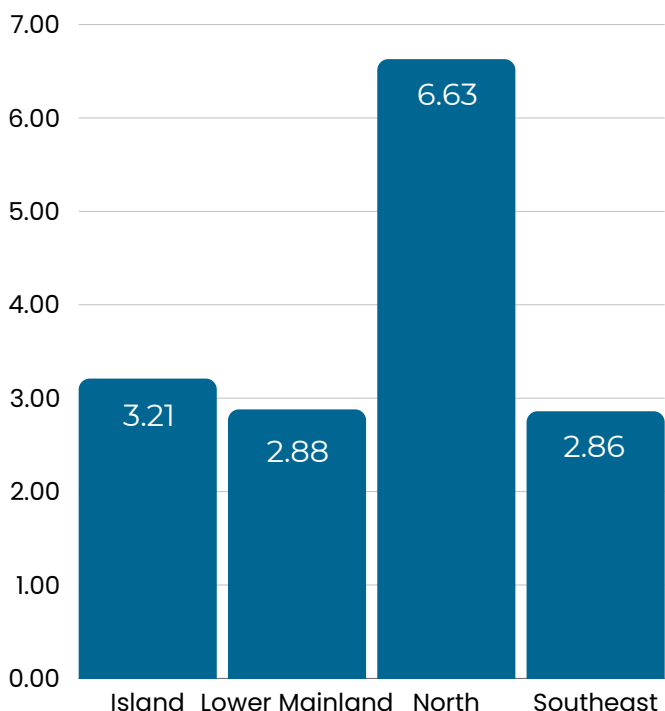
AP ETHNICITY - FIREARM FILES



In each of the 16 firearm investigations, there was a single affected person. All were male, and their ethnicities are shown in the chart to the left. The largest ethnic group was white at nearly 44%. Indigenous Peoples continue to be overrepresented as they comprise about 31% of affected persons involved in firearm incidents investigated by the IIO, but represent only about 6% of the population of BC per 2021 Census data.

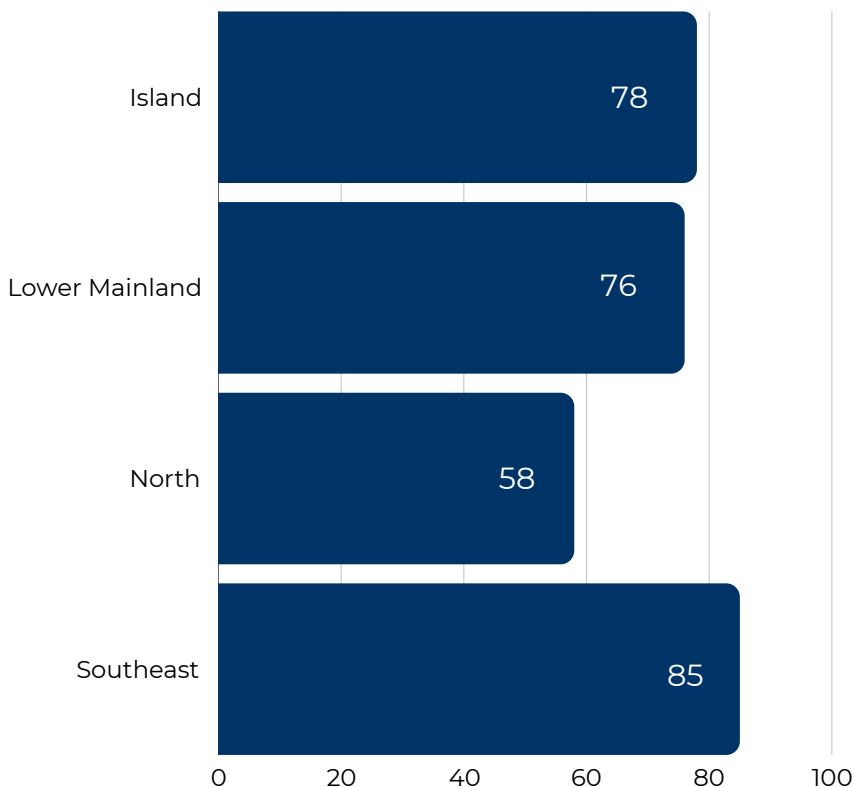
REGIONAL INVESTIGATION DISTRIBUTION

NEW INVESTIGATIONS PER 100K OF THE POPULATION



The graph to the left shows the a breakdown of the number of incidents subject to an IIO investigation per 100,000 people living in a given region as a way to appropriately compare the data. As shown, the highest number of IIO investigations, relative to the region’s population, is the north. This is consistent with previous years, and the reason for this trend remains unknown.

AVERAGE NUMBER OF DAYS TO CONCLUDE BY REGION



The average number of days to conclude an IIO investigation is lowest in the north region at 58 days, as shown by the graph on the right, and the highest is in the southeast region. However, the IIO’s overall average number of days to conclude an investigation has decreased from 86 days last fiscal year to 75 this past fiscal year. This improvement is due to improved staffing levels and retention, and refinement of internal processes.

From: [David Fleugel](#)
To: [Rhonda Hnatiuk](#)
Subject: FW: PMPD Red Dress Display
Date: May 28, 2024 1:09:04 PM

-----Original Message-----

From: Roselle Quinones <Roselle.Quinones@portmoodypolice.com>
Sent: May 28, 2024 12:23 PM

Cc: David Fleugel <David.Fleugel@portmoodypolice.com>; Leslie Stevens <Leslie.Stevens@portmoodypolice.com>; Travis Carroll <Travis.Carroll@portmoodypolice.com>; Manj Kaila <Manj.Kaila@portmoodypolice.com>; Shawn Faulkner <Shawn.Faulkner@portmoodypolice.com>
Subject: RE: PMPD Red Dress Display

Thank you for sharing this feedback with me. It is important for us to remember that sometimes what may appear to be the smallest gesture it can have a big impact. I hope that this one of the first of many moments that will encourage these women to believe that they matter and they are seen.

I have shared your comments with PMPD Senior Management.

Kind regards,

Roselle

Roselle QUIÑONES
Victim Services Coordinator, Port Moody Police Department
(t)604-937-1326 (f) 604-937-1311
roselle.quinones@portmoodypolice.com | www.portmoodypolice.com

We carry out our business on the ancestral and unceded homelands of the k^wik^wəł^ə əm (Kwkwetlem), səlilwətəl (Tsleil-Waututh), x^wməθk^wəy^wəm (Musqueam), Sk^wx^wú7mesh (Squamish), qí cəy' (Katzie), q^wa:n' ʔən' (Kwantlen), qiqéyt (Qayqayt), and Stó:lo (Sto:lo) Peoples, and extend appreciation for the opportunity to work on this territory.

-----Original Message-----

Sent: May 24, 2024 9:49 AM
To: Roselle Quinones <Roselle.Quinones@portmoodypolice.com>
Subject: PMPD Red Dress Display

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Hi Roselle,

As per our conversation on Wednesday evening, I wanted to share a bit more about the wonderful impact PMPD's Red Dress display had on members of the community.

On the National Day for Awareness of MMIWG2S Peoples (May 5), a few clients of mine went on day pass from the facility where they are receiving treatment. The facility is located on Riverview Grounds in Coquitlam, but they

often spend time in Port Moody as they report enjoying the community's atmosphere and feeling safe there.

Upon returning from Port Moody on May 5, multiple of the clients reported seeing PMPD's Red Dress display in the Department's window. They shared how seen, heard, and supported this made them feel. All of the clients are of Indigenous descent and have unfortunately had many negative interactions with police and the criminal justice system throughout their lives. They shared how they "thought the police hated them" and were so pleasantly surprised to see the display of solidarity for the MMIWG2S movement.

One of the clients was even tearful when sharing this, as her biological daughter went missing from the DTES a few years ago and is a part of the many missing and murdered Indigenous women who have never come home. Other clients have had friends who have gone missing, and one of the clients was even a MMIW herself who was then found (she was an escaped victim of Robert Pickton's in the early 2000s).

Thank you for creating such a thoughtful and important display. It is so inspiring to see PMPD participating in the Truth and Reconciliation Calls to Action. It is truly making a difference!

Warm regards,

██████