

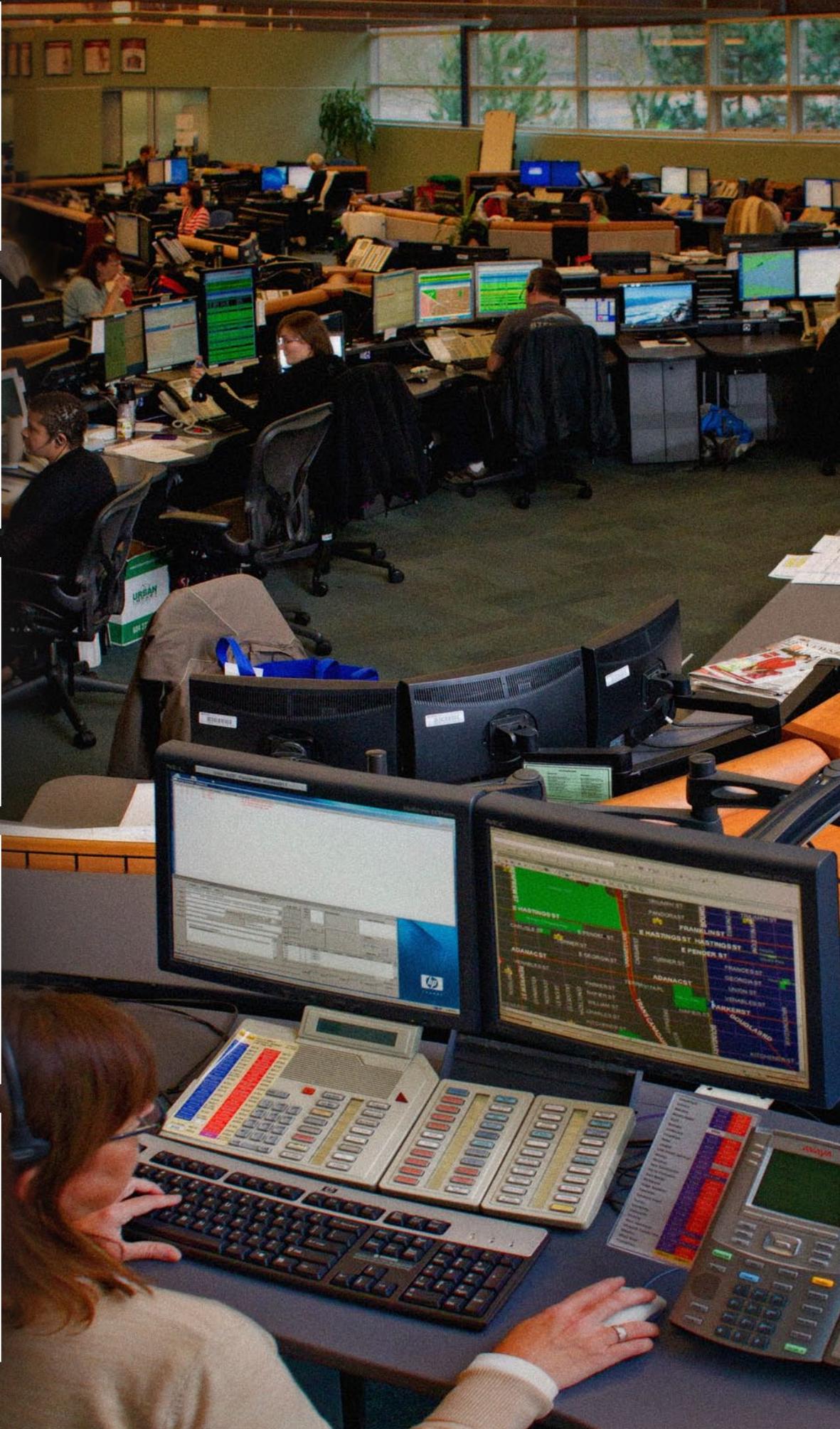
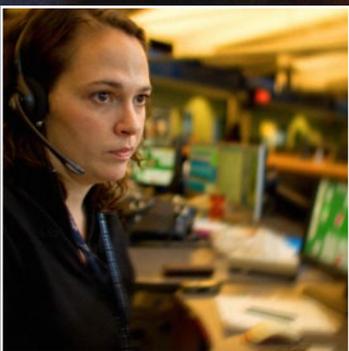
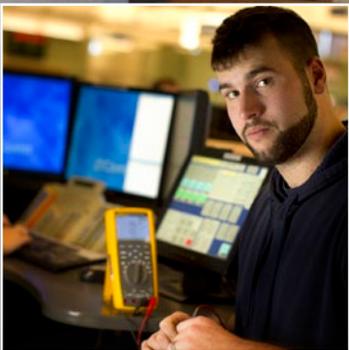


vision  2020

E-Comm Strategic Plan




Helping to Save Lives and Protect Property





Message from the Chair and the President & CEO



vision 2020

It is our pleasure to introduce E-Comm's multi-year strategic plan – *Vision 2020*.

For more than a decade, E-Comm has been contributing to safer communities through communication services that support both emergency responders and the citizens they serve. Our role will continue to grow in the coming years, particularly as we work to implement the essential technological requirements for communicating in today's inter-connected world. From an operational perspective we must also ensure we meet the needs of our region's changing demographics, social trends, and resiliency demands.

One of the most significant functions of a Board of Directors is to work with the management team to develop a vision for the organization and to determine the strategic directions, goals, and strategies required to achieve that vision. Consultation with our shareholders, partners, employees, and other key stakeholders has been critical to this process. The information provided here is a snapshot of the culmination of that work, which we are confident sets the course for major advancements in public-safety communication and for E-Comm. Along with the strategies outlined here, our *Vision 2020* plan also includes more than 150 specific initiatives that will be implemented over the next 3-4 years in support of our goals. *Vision 2020* is designed to evolve as E-Comm grows and as the needs of the region advance. Measuring and reporting to our shareholders and partners on our progress and challenges will be a priority.

With *Vision 2020* as our guide, E-Comm will continue to expand and provide high-quality services that meet the needs of our partners. We will operate in a fiscally responsible manner, develop partnerships that support safer communities, and create a workplace that not only inspires our employees, but also allows us to assume a broader role in public-safety communication leadership.

For us, helping to save lives, protect property, and create safer communities in British Columbia will always be our priorities. The goals, strategies, and initiatives identified through *Vision 2020* will help us realize all three.

Jocelyn Kelley, *chair*
David Guscott, *president & CEO*



Our vision

Safer communities in British Columbia through excellence in public-safety communication.

Our mission

To deliver exceptional emergency communication services that help save lives and protect property, and to advance public-safety partnerships.

Our values

- Respect
- Accountability
- Collaboration
- Integrity
- Service

What we are striving for





Highly-engaged employees

E-Comm employees are dedicated professionals who contribute to public safety every day, no matter which role they hold within our organization. Building and evolving the emergency communications system is a multi-faceted effort and supporting the people behind-the-scenes, whether a 9-1-1 call-taker, technology specialist or accounting administrator, is essential to our future success. We want to create a workplace that supports and inspires staff to do their best every day, provides them with the tools they need to be successful, and invests in our future leaders.



Organizational effectiveness

Our overall effectiveness in managing our work is critical to achieving our desired results. It is especially important to E-Comm given the magnitude of our mandate and the trust our shareholders, partners, and the community have placed in us. It is crucial that we measure organizational performance in ways that demonstrate accountability, resiliency, and the key competencies required to operate effectively on a day-to-day basis and in times of crisis. Our priority is to maintain the rigour we have established around the performance standards we have already developed and to increase our flexibility and ability to respond to changing needs and requirements.





Service excellence and collaborative partnerships

Providing high-quality service for our partners and the public remains at the heart of E-Comm's purpose. Indeed, our mission is to deliver exceptional communication services that help save lives and protect property, and to advance public-safety partnerships that support both. Recognizing that fulfilling our mission requires unprecedented collaboration, E-Comm will be working to establish partnerships across the province that support innovative, new approaches to current and future challenges. This includes combating the impacts of accidental 9-1-1 calls, the ability to implement new and enhanced ways for hearing and speech-impaired callers to reach 9-1-1, finding ways to increase communication among agencies during joint response to major natural or man-made events, and ensuring the security and privacy of all information in E-Comm's control.

Our goal

To exceed our partners' service-delivery expectations and build collaborative relationships that unite efforts for a safer British Columbia

Core strategies

- Ensure service levels meet and/or exceed partner expectations
- Promote regional emergency communications resiliency and continuity
- Develop strong and trusting relationships with all partners at all levels of their organizations
- Ensure partners see and understand the value of E-Comm, financially and organizationally
- Ensure long-term financial sustainability of organization
- Ensure services are cost-effective and value proposition is meeting shareholder needs

Desired outcomes

- Partners highly satisfied with service delivery
- Partners are strong advocates of E-Comm
- Shareholders recognize value of E-Comm

Key performance indicators

- Annual Service Results - Technology & Operations
- Public-Safety Stakeholder Satisfaction Survey



Service expansion

Our vision is a safer British Columbia and we believe that expanding our services throughout Metro Vancouver and beyond will contribute to that in a number of ways. By more broadly offering our technology and dispatch services to areas or jurisdictions not currently covered, we will enhance their ability to respond and effectively manage emergencies. At the same time, our existing agencies will reap the operational benefit of having a greater number of emergency services on common systems—an initiative that will also lead to cost efficiencies for current partners.

The ability of police, fire and ambulance agencies to communicate across municipal boundaries is a shared expectation of both the public and emergency services. There are high demands placed on our partners in the police, fire, and ambulance services and we must do all that we can to support them in creating the most resilient region possible. The strategic investments we make over the next several years in technology, operational advancements, and shared services will not only help to better meet those expectations, but also support increased regional cost effectiveness.

At E-Comm, we believe it's our duty to explore the best ways to leverage the investment the public has already made in the region's communication system. This includes finding ways of making top-tier technology available to smaller communities and merging systems for operational and cost benefits to larger communities.

Our goal

To strategically expand our public-safety services for a safer British Columbia

Core strategies

- Develop partnerships that support increased integration of emergency call-taking and dispatch services in BC through E-Comm
- Provide provincial leadership in the provision of Next Generation 9-1-1 (NG911) services
- Expand dispatch service-offerings to meet current and potential partner needs
- Further integrate public-safety voice and information-sharing systems within BC
- Expand technology services beyond current geographic service areas
- Expand provision of technology services to additional agencies with "mission critical" service requirements
- Develop future-focused, entrepreneurial approach to identifying and implementing new opportunities in training and consulting

Desired outcomes

- Expanded call-taking and dispatch services
- Expanded technology services
- New business through training and consulting services

Key performance indicator

- Number of new partners/shareholders in British Columbia



Public-safety communication leaders

E-Comm is in a unique position to contribute to public-safety leadership at a national level through collaboration with our partners. Our expertise in operating one of the largest multi-agency radio systems in North America and one of the busiest 9-1-1 call centres in Canada, will allow us to broaden our leadership role in British Columbia and beyond. Collaborating at both a provincial and national level will also help to develop and enhance our own approaches to the challenges facing emergency communications as we learn from like-minded organizations and work together on innovative solutions. Already known as a national leader in technology implementation, operational expertise and 9-1-1 public education, we want to build on past achievements in support of public safety and to demonstrate the value we provide to our shareholders, partners, and the community.

Our goal

To help align public-safety communication efforts provincially and nationally

Core strategies

- Ensure the public is aware of and understands the role E-Comm plays in public safety
- Champion greater interoperability and communication in BC among emergency-service partners
- Develop a culture of best practices in operational and technological services
- Contribute to community well-being through 9-1-1 and emergency communications education and outreach
- Engage in the development of a governance structure that maximizes collaboration amongst all agencies responding to regional events

Desired outcomes

- Public has confidence in contribution of E-Comm
- E-Comm has broader role in public safety
- E-Comm regarded as industry leader in service delivery

Key performance indicators

- Annual Public Confidence and Awareness Surveys

Vision 2020 planning process

Supporting our *Vision 2020* plan are detailed, individual divisional plans in which more than 150 initiatives have been identified for implementation over the next 3–4 years.

Recognizing that we could not build our strategic plan alone, we invited many key stakeholders to participate in this process including the refinement of our vision. Our planning model below helped to ensure that we set the right strategic directions, goals, strategies, and accountabilities for E-Comm and public-safety communication—and that safer communities were always kept at the forefront.

Phase One: Environmental scan

- Review of demographic make-up of region, external trends, issues, and opportunities facing public safety and emergency communications
- Engaged staff in identifying challenges and opportunities for E-Comm and public-safety communication
- Conducted interviews with key stakeholders including our partners in police, fire and ambulance services on future direction

Phase Two: Strategic framework development

- Engaged Board of Directors, managers, staff and union representatives in the:
 - Development of E-Comm vision
 - Identification of strategic directions
 - Development of goals and outcomes

Phase Three: Detailed planning

- Development of strategies and key initiatives to achieve goals
- Identification of resource requirements and interdependencies amongst departments
- Identification of cross-organizational priorities
- Development of key metrics & timelines

Phase Four: Implementation plan

- Establishment of employee committee to monitor progress of plan; validate strategic directions
- Communication of plan to employees and key stakeholders
- Development of corporate reporting tools



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EMPLOYEES PROUD TO WORK AT E-COMM

PUBLIC HAS CONFIDENCE IN CONTRIBUTION OF E-COMM

HIGHLY-RELIABLE SYSTEMS AND OPERATIONS

EXPANDED CALL-TAKING AND DISPATCH SERVICES

E-COMM REGARDED AS INDUSTRY LEADER IN SERVICE DELIVERY

INNOVATIVE USE OF TECHNOLOGY

HEALTHY, SAFE, AND HIGH-PERFORMING EMPLOYEES

E-COMM HAS BROADER ROLE IN PUBLIC SAFETY