

E-Comm

2019 Annual Report



Celebrating 20 Years of Public Safety Service

E-Comm began answering 9-1-1 calls and providing police and fire dispatch services in its Lower Mainland consolidated emergency communications centre on June 8, 1999. However, the roots of the organization date back to 1994, when hockey fever captured British Columbia as the Vancouver Canucks advanced to the Stanley Cup final. Sadly, the team lost in the seventh and deciding game. It was a night that would not only go down in history as disappointing for long-suffering hockey fans, but also as a night that forever changed the course of emergency communications in B.C.

As fans took to the streets to lament the team's loss, so did many troublemakers. The Vancouver police were forced to call in the Crowd Control Unit and request back up from neighbouring RCMP detachments in an effort to disperse the out-of-control crowd. Unruly drunks put innocent bystanders in harm's way and downtown businesses fast became easy prey for vandals and looters. In the midst of the chaos, the Vancouver police radio system was unable to handle the amount of radio traffic produced by first responders. Paramedics, firefighters and police found themselves in extreme danger because their radio systems were not interoperable and first responders were unable to communicate with other agencies. In fact, emergency responders standing just metres apart had to yell information to one another over the crowds. Twelve hours later, as officials assessed the damage and crews worked overtime to clean up the debris, emergency service providers knew more than the downtown core required rebuilding. That was the start of a new way of providing emergency communications in B.C.

E-Comm was established in 1997 under the provincial *Emergency Communications Corporations Act*. The municipalities and public safety agencies E-Comm serves own the company. Recognized as an industry leader, E-Comm's defining mission is to help save lives and protect property and create safer communities in British Columbia.

Who We are Today

Through our wide-area radio network used by police, fire and ambulance personnel in the Lower Mainland, two 9-1-1 call centres, and our consolidated police and fire dispatch services, E-Comm provides emergency communications services in 25 regional districts across British Columbia. E-Comm is unique in Canada for its size, breadth of service and expertise.

What We Do

Wide-Area Radio Network

E-Comm owns and operates the largest multi-jurisdictional radio network of its kind in British Columbia. The system is highly resilient with multiple layers of redundancy to survive natural disasters of various kinds. Currently, BC Emergency Health Services, all police agencies and 16 fire departments in Metro Vancouver and Abbotsford use E-Comm's radio network to communicate their essential messages.

9-1-1 Call-Answer, Police and Fire Dispatch Services

In 2019, E-Comm received and handled more than 1.84 million 9-1-1 calls. The organization currently provides dispatch services to 33 police agencies and 40 fire departments in B.C. E-Comm's consolidated, multi-jurisdictional dispatch provides economies of scale, the ability to deliver top-tier technology to smaller communities and increased operational efficiency. Computer-aided dispatch (CAD) systems support E-Comm call takers by providing them with swift and easy access to a wide range of information critical to emergency response.

Technology Services

E-Comm provides a variety of secure, mission-critical technology services that support its own operations and those of its public safety partners, including multi-jurisdictional CAD systems, records management systems and electronic mapping services. E-Comm's in-house Technology Services team has the depth and breadth of experience to support a diverse range of software, systems and platforms to ensure continuity of service 24/7.

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Vision

Safer communities in British Columbia through excellence in public safety communications.

Mission

Deliver exceptional emergency communications to the public and first responders that help save lives and protect property.

Values

Our values guide how we carry out our work. Developed and defined by our staff, we are proud of our values: Respect, Integrity, Collaboration, Accountability and Service.

COVID-19

E-Comm acknowledges the tremendous and ongoing dedication and efforts of our staff as we continue to provide emergency communications services to British Columbians and our partner agencies during the COVID-19 pandemic. We want to express our gratitude to B.C.'s first responders, health care providers and essential services workers for working so hard to keep us all safe during these unprecedented circumstances. The focus of this Annual Report is to summarize E-Comm's activities in 2019 and our company's ongoing efforts to support our vision, mission and values on behalf of British Columbians and our partners in public safety.

Message from the Board Chair

We took a major step forward in 2019 as we set the foundation for how E-Comm will evolve in its third decade of providing public safety services in British Columbia.

After a year of discussions with our stakeholders and E-Comm staff, we completed the organization's new strategic plan and launched it in May.

Early in our planning process, our Board of Directors provided clear direction—our strategy must be evidence-based; visionary, but realistic; and have clear, measurable objectives with regular progress updates. Examining key dependencies, risks and funding were also important elements.

Looking ahead, we considered many factors facing E-Comm in its quest to continue to deliver top emergency communications services to the public and the agencies who depend on our call-answer, dispatch and technology services. The external perspective considered a very competitive labour market, changing demographics, serious and complex social and mental-health challenges, rapidly changing technology and evolving first-responder needs.

(a)SPIRE 2025 Service / People / Innovation Relationships / Expansion

For the first time, we linked E-Comm's strategic planning process to that of our public safety partner, PRIMECorp, the organization responsible for the information management system used by police personnel, including E-Comm's call takers and dispatchers, throughout the province. This was particularly advantageous given our many shared resources and strategic objectives.

The result of all of this work is our new plan called (a)SPIRE 2025. This bold plan contains five key commitments: Service, People, Innovation, Relationships and Expansion. Each commitment has supporting strategies and key



initiatives that E-Comm will focus on over the next five to seven years. The plan will help guide us as we tackle new challenges head on in new and innovative ways. Some of these factors include adapting to changing technology, competing for talent or ensuring the public and first responders benefit from strong and resilient systems and services. Moreover, the plan will help us prepare for Next Generation 9-1-1, when Canadians will eventually be able to use a variety of communications services, including text messaging, to access 9-1-1.

Although our strategic plan will guide the organization's direction to 2025, it is adaptable to shifting public safety priorities and the emerging needs of the communities we serve. The importance of this flexibility became very apparent at the beginning of 2020 when the COVID-19 pandemic forced our society to reconsider priorities, daily practices and the very way we work and live. Like all organizations in British Columbia, E-Comm is adapting to the changing conditions, but our long-term goals remain true to our strategic plan.

I want to express my gratitude to our Board of Directors and our partners for all of their concerted efforts throughout 2019 to help establish our path forward. But most of all, I want to express my heartfelt thank you to all E-Comm staff, in all of our locations, who are on the job around the clock, every day, helping to save lives and protect property in British Columbia.

Doug Campbell, Board Chair

Message from the President & CEO

In 2019, we marked 20 years of public safety service in B.C. From answering our first 9-1-1 call back on June 8, 1999, E-Comm has grown to a provinciewide organization with a strong team of more than 650 professionals, across all our departments, dedicated to serving the public and first responders.

As we began 2020, E-Comm staff, like all first-responder, health care and essential service workers, had to adapt and deal with the professional and personal demands of the COVID-19 pandemic. Our top priority is the health of our staff and ensuring the critical public safety services we provide are not impacted.

From helping callers get the emergency help they need from first responders to making sure police officers and firefighters get home safely at the end of a long shift, we are all about public safety communications. Our new strategic plan will keep us focused on finding new ways of doing things and implementing new technology to support our work so we can keep evolving and getting better.

Expanding our operations was a major focus in the first half of 2019, with the opening of the new South Island 9-1-1/Police Dispatch Centre and welcoming 22 fire departments in the Fraser Valley and North Okanagan regional districts to our dispatch services. Our call takers are now answering 99 per cent of B.C.'s 9-1-1 call volume in 25 regional districts. In 2019, that amounted to more than 1.84 million calls—with 97 per cent of those calls answered in five seconds or less.

Our public safety expansion has not come without challenges. Our police non-emergency service levels in 2019 were not up to our historically robust standards and, in some instances, callers to non-emergency lines experienced excessive wait times. We know it can be frustrating having to wait to reach the police to report even a non-urgent matter and we know we must do better for the public and our partners. That is why, in the second half of 2019, we shifted our focus away from service expansion to concentrate on measures to improve service levels. With the support and collaboration of our police agency partners, we are examining our processes, training, technology use and policies to reduce caller wait times.

Our people are our most important asset and we achieved two milestones in 2019 aimed at enhancing the well-being of our employees. In April, we became the first emergency communications facility in Canada to employ both an



on-site certified assistance dog and a fully qualified clinical counsellor. Workplace Wellness Manager Lynn Gifford, along with Pacific Assistance Dogs Society (PADS) dog Koltan, are now part our team helping to support our staff in maintaining both their physical and mental health.

Another important health and wellness moment also came in April when the B.C. Government announced it is extending presumptive WorkSafeBC coverage to emergency dispatchers and call takers. This means they will be able to receive workers' compensation for post-traumatic stress disorder and other mental injuries without first having to prove that work has caused their condition. E-Comm had long supported this move as it recognizes our operators' need for mental health support at the same level as police officers, firefighters and paramedics.

We took some time this year to acknowledge those first E-Comm employees—the pioneers who started the organization on its public safety journey back in 1999. Much has changed over the last 20 years as communities and technologies continued to evolve. However, what has not changed is our steadfast commitment to the vision of creating safer communities in our province through excellence in public safety communications. We are thankful for the many partnerships we have cultivated within communities, governments and volunteer organizations over the last two decades. I am very proud to say that I am a part of E-Comm and the public safety community in British Columbia.

Oliver Grüter-Andrew, President & CEO

▶ 2019—by the Numbers

1.84 million

calls to 9-1-1

97%

of 9-1-1 calls answered in five seconds or less

610,141

police emergency calls

95,337

fire emergency calls

699,911

non-emergency police calls

31,082

non-emergency fire calls

2

emergency communications centres

33

police dispatch partners

40

fire dispatch partners

48.9 million

transmissions on the E-Comm radio system

650+

employees in four locations

90%

public confidence in E-Comm services

20 years

of public safety service in B.C.

Police and Fire emergency and non-emergency call volumes are for the agencies for which E-Comm provides dispatch.



Victoria Police Department Chief Constable Del Manak and E-Comm's Laretta Lockwood. Province of B.C. photo.



E-Comm's Rachelle Carlow demonstrates how calls are handled. Province of B.C. photo.

2019 Spotlight

New 9-1-1 call-taking and police dispatch centre now serving central and southern Vancouver Island residents—an example of collaboration, partnership and hard work.

From Ladysmith to Sooke and from the Gulf Islands to Victoria, residents of central and southern Vancouver Island are now receiving 9-1-1 services from the new consolidated emergency communications centre in Saanich.

Built and owned by the Capital Regional District (CRD) and operated by E-Comm, the South Island 9-1-1/Police Dispatch Centre officially opened on March 6, 2019. It amalgamates 9-1-1 call-answer, police call-taking and dispatch services for the Central Saanich, Oak Bay, Saanich and Victoria police departments and 11 RCMP detachments in the central and southern Vancouver Island region. Previously, three call centres in Victoria, Langford and Saanich managed 9-1-1 calls and police dispatch services in the region.

Construction of the \$13.1 million, two-storey, 1,200-square-metre post-disaster facility began in October 2017. It was completed in late fall 2018 on time and under budget allowing for agencies to transition their services to the new facility in the first two months of 2019.

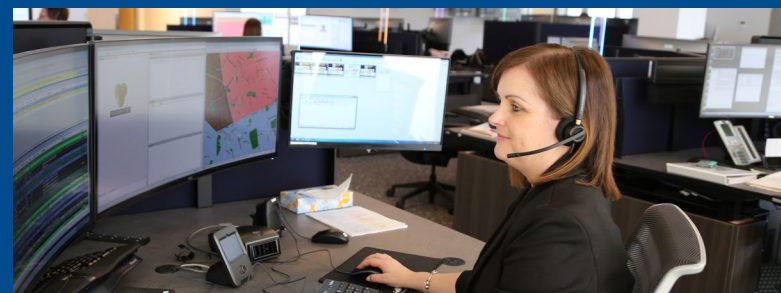
The CRD provided funding for the initiative, with oversight provided by the South Island 9-1-1/Police Dispatch Steering Committee, composed of police chiefs from Central Saanich, Oak Bay, Saanich, and Victoria, and representatives of the RCMP, the Province of British Columbia, CRD and E-Comm.

“Consolidating dispatch services and joining forces to operate out of a shared, state-of-the-art facility will improve coordination between agencies so they can better respond to large emergencies that cross municipal boundaries, improve service to the public and increase officer safety.”

Mike Farnworth,
B.C. Minister of Public Safety and Solicitor General

South Island 9-1-1/Police Dispatch Centre – calls in 2019

- 127,113 9-1-1 calls
- 102,966 police emergency calls
- 168,162 police non-emergency calls



2019 – Year in Review

From opening the South Island 9-1-1/Police Dispatch Centre to finalizing our new strategic plan, to marking 20 years of service, 2019 was a year of important milestones for E-Comm as we worked with our partners to deliver exceptional emergency communications to British Columbians and first responders that help save lives and protect property.



Feb 22
FVRD/RDNO fire dispatch transition



Mar 6
South Island 9-1-1/Police Dispatch Centre opens



Apr 8
Certified assistance dog joins E-Comm team



Apr 16
Mental Disorder Presumptive Regulation extended to 9-1-1 call takers and dispatchers

E-Comm begins providing dispatch services for 15 fire departments in the Fraser Valley Regional District (FVRD) and seven fire departments in the Regional District of the North Okanagan (RDNO). E-Comm has been the 9-1-1 answer point for the RDNO and FVRD since 2014 and 2016 respectively.

New consolidated, post-disaster emergency communications centre officially opens in Saanich. The 9-1-1/Police Dispatch Centre serves four municipal police departments and 11 RCMP detachments on central and southern Vancouver Island.

E-Comm welcomes Lynn Gifford as our full-time Workplace Wellness manager along with certified assistance dog Koltan to our team.

B.C. Labour Minister Harry Bains visits E-Comm's Lower Mainland Emergency Communications Centre to announce emergency call takers and dispatchers will have easier access to workers' compensation for mental health disorders that come from work-related trauma.

Certified assistance dog Koltan is on the job with E-Comm's public safety team

"There are some days when you are going to have rough calls and will think about them at home. When you have a big call, your adrenaline can be through the roof. However, when Koltan is at your side, he essentially forces cuddles upon you. How can you say no to that? It's amazing."

Jordan Robitaille, E-Comm Training Specialist



(a)SPIRE 2025
 Service
 People
 Innovation
 Relationships
 Expansion



May 7

E-Comm's new (a)SPIRE 2025 Strategic Plan

Jun 8

E-Comm marks 20 years of service

Nov 6

National public safety association recognizes E-Comm trainer

Nov 28

Know your location public education campaign

E-Comm launches (a)SPIRE 2025, our new Strategic Plan, to guide the organization over the next five to seven years.

E-Comm marks its 20th anniversary of helping to save lives and protect property in B.C. The company answered its first 9-1-1 call on June 8, 1999.

The Association of Public-Safety Communications Officials of Canada names E-Comm Training Specialist Colin Britain as the country's 2019 Trainer of the Year. Britain is honoured for his leadership in creating the training program for the opening of the South Island 9-1-1/Police Dispatch Centre.

With 74 per cent of 9-1-1 calls originating from cellphones, E-Comm's 2019 public education campaign focuses on the importance of callers knowing their location when seeking emergency help as cellphones only provide general location information.



**E-Comm 1999 to 2019
 Then and Now**

1999

- 177 employees in one location
- One emergency communications centre
- 9-1-1 service in two regional districts
- Dispatch provider for eight police and fire agencies
- 1,362 radios used by police officers, firefighters and ambulance paramedics in Greater Vancouver

2019

- 650+ employees in four locations
- Two emergency communications centres
- 9-1-1 service in 25 regional districts
- Dispatch provider for 73 police and fire agencies
- Approximately 10,000 activated or available radios

2019 Spotlight: Into the Future with (a)SPIRE 2025

**E-Comm's roadmap to 2025 and beyond.
New strategic plan focused on resiliency and innovation.**

E-Comm launched its new strategic plan in 2019—an extensive plan to guide the organization over the next five to seven years. We consulted our partners and our staff, to create (a)SPIRE 2025. It focuses on Service, People, Innovation, Relationships and Expansion. Although the strategic plan will guide our organization into our third decade of service, it is adaptable to shifting public safety priorities and the emerging needs of the communities we serve.

We know E-Comm is facing both increasing call volumes and complex social concerns, rapidly changing technology, competition for talent and the biggest overhaul of the 9-1-1 system in 50 years. Therefore, we must put innovation and partnership at the forefront in order to maximize operational resiliency, every day or in a disaster.

The bold plan will help us transform the 9-1-1 platform provincewide, increase operational and technical resilience against all kinds of threats, and bring our services to more communities in British Columbia, while supporting the health and well-being of all our staff in the process.

Summary of (a)SPIRE 2025

Five strategic pillars form the plan. These are our commitments: Service, People, Innovation, Relationships and Expansion. In short, we are directing our attention to these key areas.

Multiple strategies support each Commitment. For example, under our Service Commitment, we have strategies focused on hiring, training and expanding our operational resilience.

We're undertaking 10 key initiatives and projects to support our people, our partners and the public.

Key Commitments

E-Comm is committed to providing quality services, enabled by our people, innovation, and partnerships, while ensuring first responders have the communications tools they need for success. Our (a)SPIRE 2025 Commitments guide our actions. A number of strategies support each commitment to make us successful.

01 / Service

E-Comm delivers reliable, continuous, high-quality services that meet the needs of first responders and public safety.

02 / People

E-Comm provides a meaningful, professional work experience and a workplace that values and supports its people.

03 / Innovation

E-Comm provides leadership in emergency communications innovation.

04 / Relationships

E-Comm fosters strong stakeholder relationships and builds partnerships that advance emergency communications and public safety.

05 / Expansion

E-Comm continually strengthens its services and provides them to communities across British Columbia.



10 Key Initiatives

1 Service Resilience and Optimization

Ensure staffing across all portfolios supports our partners' evolving needs, safeguards quality and supports employees in their work experience. Enhance business/operational processes, including automation and business continuity, to maximize effectiveness and meet project timelines.

2 Strong Workforce

Improve the end-to-end process of recruiting, training, career development and employee retention. Strengthen the culture, wellness and mental health of our workforce.

3 Additional Operating Centres

Open and develop the South Island 9-1-1/ Police Dispatch Centre (achieved in 2019). Establish a second operating centre in the Lower Mainland to enhance overall operational resilience, including during a disaster.

4 Strong Relationships

Continue collaboration with current partners to develop and enhance the quality of our services. Cultivate new relationships and partnerships to expand the reach, scope and evolution of our services, and to ensure strong and trusting connections within the communities we serve.

5 Innovation Centre

Establish a function and team dedicated to the identification, evaluation and potential adoption of innovative ideas in emergency response communications and information management.

6 Next Generation 9-1-1 Implementation

Deploy the technology upgrades associated with Next Generation 9-1-1. Review call-taking and dispatch practices at E-Comm. Provide provincewide thought leadership and change management to ensure a smooth transition to Next Generation 9-1-1.

7 Computer-Aided Dispatch/ Records Management System Evolution

Work in partnership with PRIMECorp and police and fire agencies to define, evaluate, and implement the next generation of computer-aided dispatch and records management system solutions.

8 Service Expansion

Expand the reach of current E-Comm services across Vancouver Island and Mainland British Columbia. Build on existing service offerings by introducing new and in-demand services that E-Comm is best positioned to deliver.

9 Sustainable Funding Assurance

Ensure adequate funding to deliver long-term sustainable services. Work with stakeholders to refine the use of current funding sources and develop new ones.

10 Corporate Structure Evolution

Examine the current structure of the E-Comm legal entities in light of changes to the scope, scale and geographic reach of the corporations' respective mandates. Align governance models to support evolving corporate structures.

Detailed information about (a)SPIRE 2025 is available at ecomm911.ca/strategic-plan

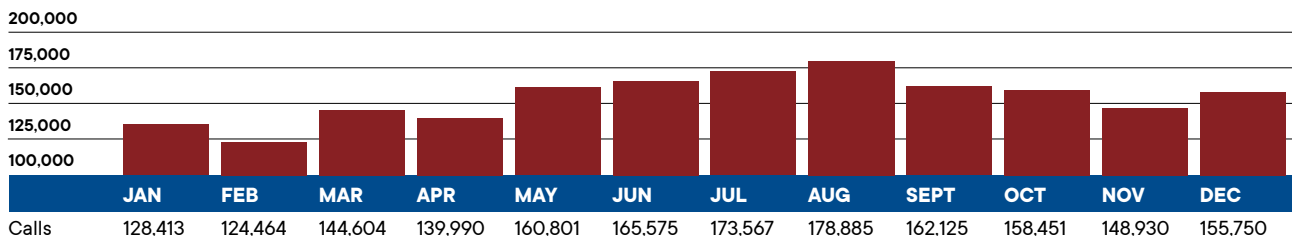
2019 Call Volumes

9-1-1 Service

In 2019, 1,841,555 calls were placed to 9-1-1, with 97 per cent of them answered by E-Comm staff in five seconds or less, surpassing our annual contracted service level target of 95 per cent.

The availability of 9-1-1 service was 100 per cent.

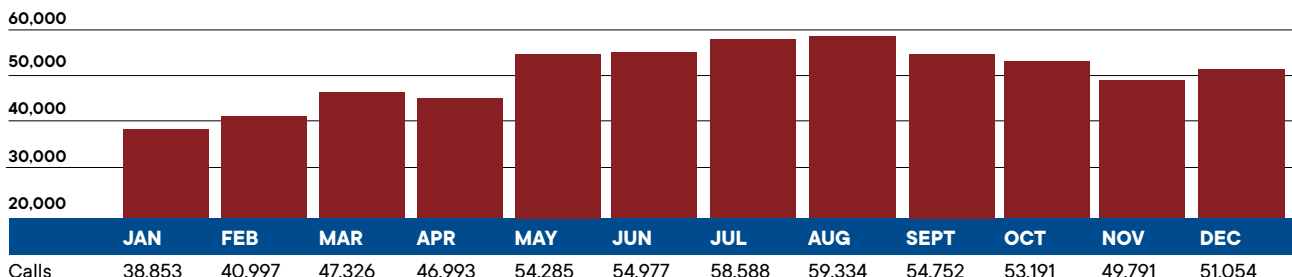
Number of 9-1-1 calls per month



Police and Fire Emergency Calls

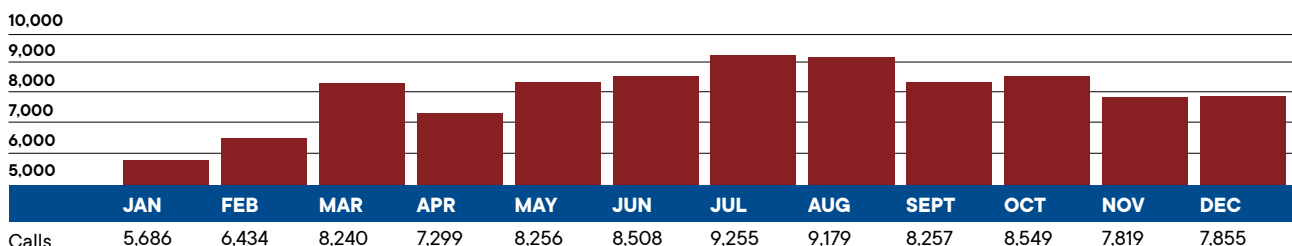
In 2019, E-Comm staff managed 610,141 police emergency calls and 95,337 fire emergency calls on behalf of the agencies for which we provide dispatch service.

Police emergency calls to E-Comm



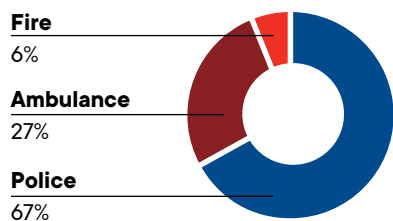
81 per cent of police emergency calls answered in less than 10 seconds (service level target) and 99.6 per cent of calls answered in three minutes or less.

Fire emergency calls to E-Comm

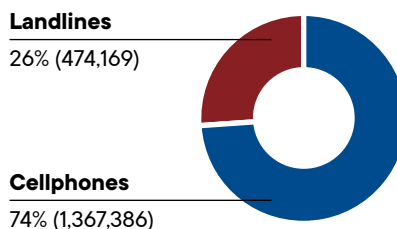


87 per cent of fire emergency calls answered in less than 15 seconds (service level target).

9-1-1 calls for police, fire and ambulance



9-1-1 calls from cellphones and landlines



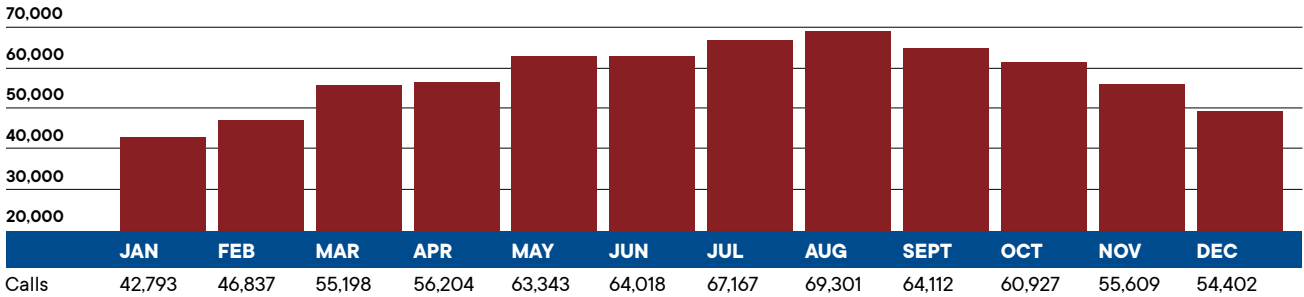
9-1-1 calls placed from landline phones provide an exact address but location information from cellphones do not currently pinpoint your location or provide details like what floor in a building a call is being placed from or the apartment number.

Service levels are for the total volume of calls managed by our two emergency communications centres.

Non-Emergency Services

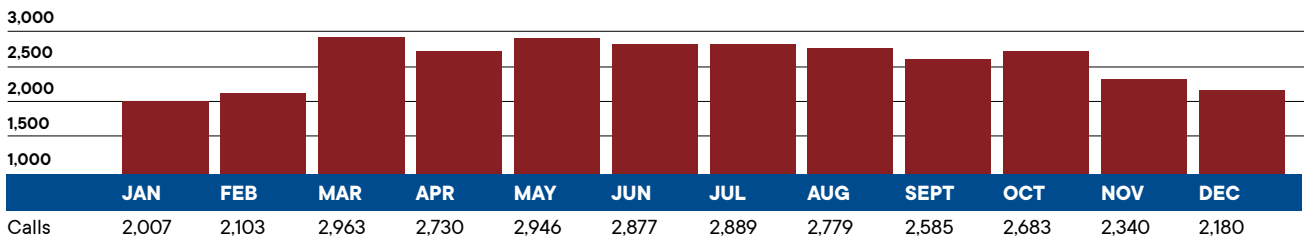
In 2019, E-Comm staff managed 699,911 non-emergency police calls and 31,082 non-emergency fire calls on behalf of partner agencies. These are calls placed to 10-digit non-emergency lines.

Police non-emergency calls to E-Comm



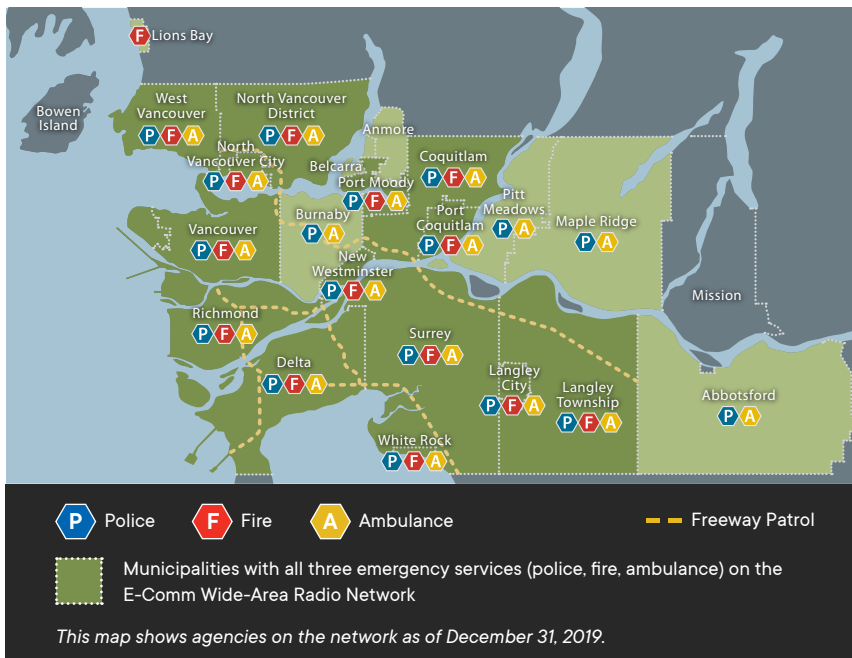
62 per cent of police non-emergency calls answered in less than three minutes (service level target) and 88 per cent answered in 10 minutes or less.

Fire non-emergency calls to E-Comm

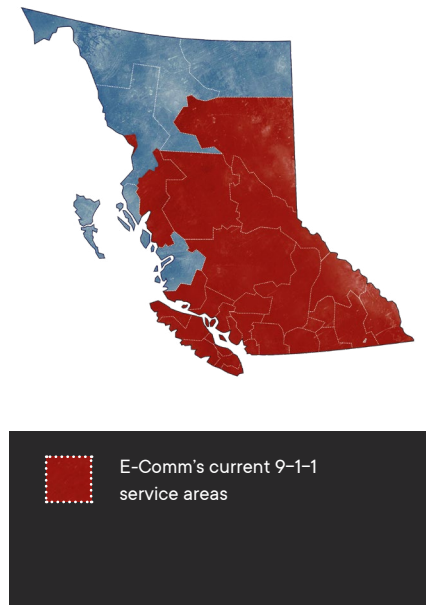


100 per cent of fire non-emergency calls answered in less than three minutes (service level target).

Wide-Area Radio Network



9-1-1 Service Area



Network availability	Radio transmissions	Radios
100%	48,910,628	10,000 (approximate number of activated or available radios)

Service levels are for the total volume of calls managed by our two emergency communications centres.

2019 Financial Highlights

Statement of Operations and Net Assets

	2019	2018
Revenue¹	75,473,836	65,969,753
Direct operating expenses	66,440,639	55,940,047
	9,033,197	10,029,706
Other expenses		
Amortization and other	6,341,448	6,176,552
Interest expenses ¹	4,151,638	4,225,370
	10,493,086	10,401,922
Deficiency of revenue over expenses	(1,459,889)	(372,216)
Unrestricted net assets, beginning of year	1,982,146	2,354,362
Unrestricted net assets, end of year	522,257	1,982,146

¹Prior year financial statements have been retroactively adjusted to reflect a change in the financial statement presentation of the actuarial gain on debt and interest expense from a net basis to a gross basis in order to separately reflect the actuarial earnings on principal payments from the interest incurred on debt. This has no impact to excess of revenue over expenses.

	2019	2018
In-period operating surplus (deficit)	(892,448)	80,743
Planned draws from surplus	(567,441)	(452,959)
Excess (deficiency) of revenues over expenses	(1,459,889)	(372,216)

E-Comm's overall financial results show a deficiency of revenue over expenses for the year, due to a net deficit in Operations. As a result, E-Comm's accumulated net surplus is \$522K at the end of 2019, inclusive of planned and Board of Directors approved drawdowns to support increased operational resiliency through investments in the new evacuation site, the South Island 9-1-1/Police Dispatch Centre and continued evolution of our training program. There were approximately \$567K of drawdowns from surplus in 2019 in addition to the in-period deficit of \$892K resulting in the overall net deficit of \$1.46M.

In 2019, E-Comm saw a planned and unprecedented 27 per cent growth in dispatch levies compared to prior year budgets. This is the result of the opening of the new emergency communications centre on Vancouver Island and the transition of Fraser Valley Regional District and Regional District of the North Okanagan to E-Comm Fire Dispatch, Fire Computer-Aided Dispatch and Fire Records Management System services. The majority of the in-period deficit is attributable to increase in staffing costs related to hiring, training and overtime, with some offset from lower-than-expected corporate and overhead costs.

E-Comm's Wide-Area Radio Network members saw a shared radio levy decrease in 2019 due to the expected addition of a member—Coast Mountain Bus Company (an operating subsidiary of the South Coast British Columbia Transportation Authority) ("TransLink"). This transition will be two-phased, with Phase 1 in 2019 and Phase 2 in 2020.

At year-end, management reconciled the 2019 radio levies, truing up the levies based on actual 2019 capital and operating expenditures. Actual expenditures were lower than budgeted resulting in levy rebates to most members due to a combination of factors, including: increased revenue from radio contracts and decrease in operating expenses, mainly in salaries (timing of hiring) and delays in facilities-related projects. This resulted in an average 1.4 per cent decrease in the radio levy to radio system members. On February 20, 2020, the Board of Directors approved adding a further \$1.4M to the radio reserve. This brings the year-to-date reserve balance at December 31, 2019 to \$6.9M.

The 2020 dispatch levy increase for 2019 is 4.0 per cent, which is aligned with the prior year Strategic Financial Plan (SFP). However, discussions continue with our partner agencies to ensure we align funding with growth in volume and the nature of the calls and activities, which results in a need for increased resourcing to support dispatch service delivery to ensure we meet our service level targets.

The total radio levy amount increases in 2020 is 3.1 per cent, which aligned with the prior year SFP forecast. However, actual average agency shared levy increases are 0.5 per cent due to the addition of TransLink (Coast Mountain Bus Company) in 2019 and Abbotsford Fire Rescue Service's transition to the E-Comm Wide-Area Radio Network on May 27, 2020. Radio levies continue to provide a sustainable means of funding for technology evolution of this mission critical asset. Overall, our core radio services continue to demonstrate the financial benefits of consolidation and economies of scale.

To obtain full copies of E-Comm's 2019 Audited Financial Statements, including the Auditor's Report to the Shareholders and Notes to the Financial Statements, please visit ecomm911.ca

Board of Directors

A 19-member Board of Directors provides governance to E-Comm and is responsible for overseeing the company's strategic direction, finances and operating results. Management is accountable to the Board of Directors for the day-to-day operations and administration of the company.

Independent Directors

Doug Campbell Board Chair

Barry Forbes

Anne Kinvig

Denise Nawata

Director

Nominee of:

Brent Asmundson Cities of Burnaby, Coquitlam, New Westminster, Port Coquitlam, Port Moody, Village of Belcarra

Dan Copeland City of Delta/Delta Police Board

Lori Halls Provincial Government

Lois Karr RCMP

Warren Lemcke Vancouver Police Board

Neil Lilley BC Emergency Health Services

Gayle Martin Cities of Langley, Surrey and White Rock, Township of Langley

Dr. Jennifer McCutcheon Metro Vancouver and TransLink

Jack McGee Independent Police Boards (Abbotsford, New Westminster, Port Moody, Transit Police, West Vancouver)

Bill McNulty City of Richmond

Paul Mochrie City of Vancouver

Mike Morden Cities of Maple Ridge and Pitt Meadows

Mark Sieben Provincial Government

Richard Walton City of North Vancouver, District of North Vancouver, District of West Vancouver, Village of Lions Bay

Terry Waterhouse Cities of Surrey, Langley and White Rock, Township of Langley

Executive Leadership Team

Oliver Grüter-Andrew President & CEO

Beatrix Nicolato Vice-President & Chief Financial Officer

Michael Webb Vice-President of Technology Services

Sandra MacKay Vice-President, Legal & Governance

Kate Dickerson Executive Director of Human Resources

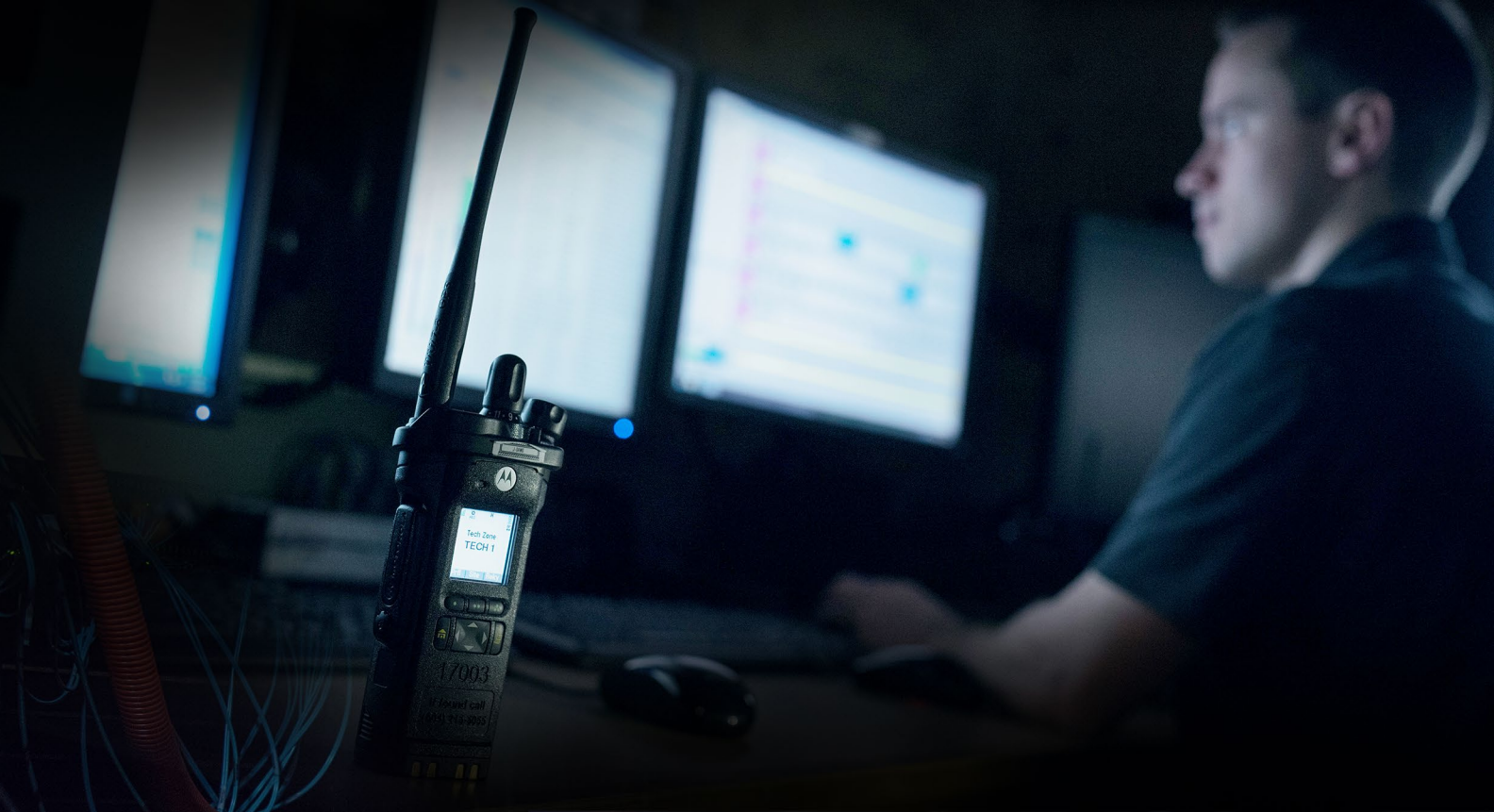
Tony Gilligan Executive Director of Technology Services

Suzanne Halliday Executive Director, Corporate Business Transformation & Strategic Development

Tracy Lim Executive Director, Emergency Communications Centres

Gail Oye Executive Director, Strategic Partner Engagement

Board of Directors and Executive Leadership Team members as of June 25, 2020.



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