

July 4, 2024

From Board Chair Doug Campbell – Msg to Shareholders

Via e-mail from President's Office to Shareholders – Mayors/CAOs/Chiefs cc'd to City Clerks

Subject: E-Comm Governance Review

Good afternoon,

On behalf of the E-Comm Board of Directors, I am writing to share an update on E-Comm's Governance Review, including an outline of next steps and actions requested of your organization as one of E-Comm's shareholders.

The independent Governance Review, conducted by Deloitte, consulted with 80 different E-Comm stakeholders and representatives from all its shareholder organizations, including yours. The review identified 10 key recommendations to strengthen E-Comm's governance, including corporate and board structures, as well as the financial model.

These recommendations need to be reviewed and some proposed changes will need shareholder approval, including by your local government or agency.

To assist your organization in reviewing the recommendations, timeline, and process for the proposed changes I am sharing some important resources.

1. **Deloitte's Governance Review** – summary and full version of Deloitte's report, attached and also available online here: <https://www.ecomm911.ca/transformation/governance/>
2. **Shareholder Action Guide** – your organization's guide to the next steps in reviewing and approving the proposed changes, including the rationale for changes, benefits, key messages and a list of FAQ.

As outlined in the Shareholder Action Guide, there are some steps that are requested from your organization **this summer**, in advance of a fall shareholder consultation session that you will be invited to attend on Sept 26, 2024. These steps are outlined on page 5 of the guide, and include: reviewing proposed changes, identifying your shareholder representative, and determining your organization's approval process.



E-Comm is committed to working with your organization to ensure you have the information you need, and the opportunity to ask questions or provide feedback into the proposed changes. As such, we will be in contact to follow up with your organization on the actions outlined in the Shareholder Action Guide. For more information, please contact E-Comm Public Affairs at: governance.communications@ecomm911.ca. I am also available to answer your questions as necessary.

Thank you,

Doug Campbell
Chair, E-Comm Board of Directors

