

A man with grey hair and glasses, wearing a light blue patterned button-down shirt, is standing in a server room. He is reaching into a black server rack, adjusting a blue Ethernet cable. The rack is filled with various server components, including network switches and server units. The background shows other server racks and a clean, professional environment.

2024 ANNUAL REPORT

LAND ACKNOWLEDGMENT

We acknowledge with gratitude and respect that E-Comm 9-1-1's emergency communications centres are situated on the unceded and shared ancestral territories of the Coast Salish Peoples: the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səlilwətał (Tsleil-Waututh) Nations, as well as the W̱SÁNEĆ (Saanich) Peoples, Songhees Nation, and Esquimalt Nation. We also acknowledge the territories of First Nations around B.C. and are grateful to carry out our work on these lands.

We recognize that we operate on land that was never legally ceded and we acknowledge that in order to better understand our role as emergency communications professionals and colleagues, it is important that we invest in lifelong learning about the rich history of the many traditional lands our sites are on.

We are committed to developing and fostering relationships with Indigenous communities to advance Reconciliation. Acknowledging that we are still in the early stages of our journey, we actively support our employees in their personal Truth and Reconciliation learning and encourage expressions of Indigenous culture in the workplace.



CONTENTS

Leadership Message	4
Corporate Overview	5
Call Volumes	7
Wide-Area Radio Network	8
Transformation Plan Update	9
Sustainable Future of Emergency Communications	17
Financial Highlights	18
Board of Directors	19
Executive Leadership Team	20

E-Comm published this Annual Report on June 25, 2025

LEADERSHIP MESSAGE



Entering a new era of emergency communications

In 2024, E-Comm marked 25 years of providing emergency communications services for British Columbians, connecting people with the help they need and maintaining critical radio technology for first responders.

Many things have changed since E-Comm answered its first 9-1-1 call in 1999, including the size and scope of our operations. What has remained constant through the years is the unwavering dedication of the E-Comm team.

Our call takers and dispatchers are the **first**, first responders. As the reassuring voice during someone's most difficult moments, their training, critical thinking, and compassion connects the public with the vital emergency services they need.

Behind every call is a team working to ensure the technology functions as it should, that systems are in place to best support employees doing this challenging work, and that we continue to innovate for the future.

Strong service and staffing levels

Last year we saw positive results from the past two years of significant transformation investments across our organization. E-Comm's operational performance and staffing levels stabilized, and service levels met or exceeded targets in all areas of our operation for the first time in eight years.

In this report, you'll see examples of some of the initiatives that have contributed to these results and hear

directly from employees on how they're making a difference. From a new technology platform for police non-emergency calls, to modernized training and enhanced data and analytics capabilities.

Entering a new era — NG9-1-1

We are on the cusp of a new era of emergency communications in B.C. with the launch of Next Generation 9-1-1 (NG9-1-1). The transition to a new IP-based 9-1-1 network in B.C. has been a major focus of E-Comm's technology teams over several years.

E-Comm is leading the largest NG9-1-1 migration in Canada. With the aid of \$90 million in funding provided by the Province in March 2023, E-Comm will begin the transition to NG9-1-1 later this year.

NG9-1-1 lays the foundation for future capabilities that will change how the public can communicate during emergencies. The initial phase will focus on transitioning voice calls to the new network, but future-state capabilities include real-time texting, precise location services and sharing of multimedia like photos or videos.

Looking ahead — future sustainability

With this major shift close on the horizon, we know that there are foundational and structural changes needed to ensure an efficient, effective and sustainable future for E-Comm and the communities we serve.

For our local government partners and taxpayers, the increasing costs of emergency communications and maintaining the needed infrastructure and technology to ensure public safety has been voiced as a major challenge.

Work towards a new governance and financial model was advanced by E-Comm last year and in December of 2024, the Province announced an independent review to examine some of these key foundational elements: not just E-Comm's current governance, operations and financial model, but also the broader structure of 9-1-1 in B.C.

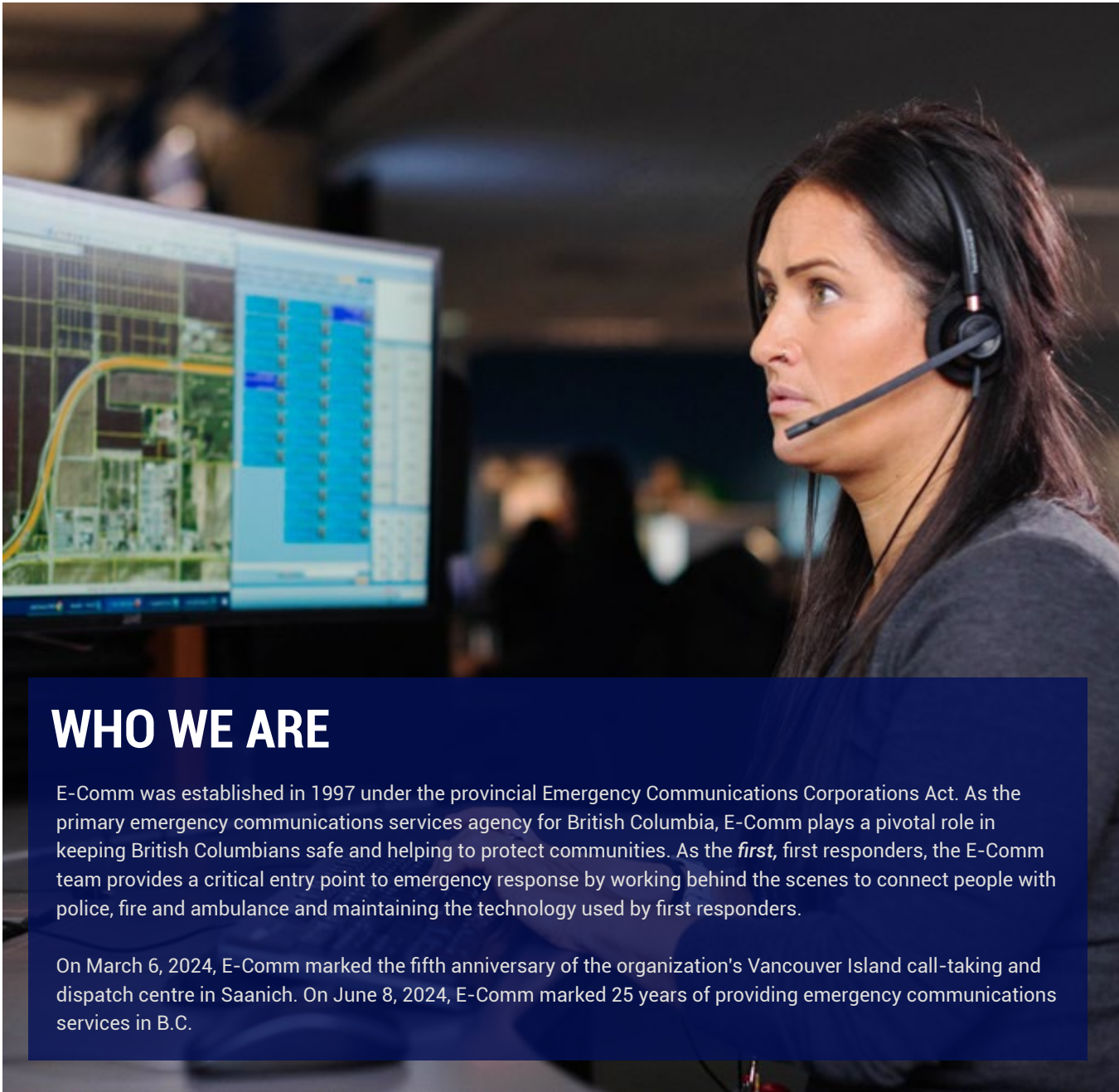
This is encouraging news, indicative that the challenges voiced from local governments and first responder agencies around governance and funding of 9-1-1 services in B.C. are being heard.

E-Comm supports the independent review, scheduled to be complete in late summer 2025. We are hopeful that any recommendations stemming from the review will enable the changes needed to ensure a truly sustainable future, one that best supports the essential work done every day by E-Comm employees, and our first responder partners throughout B.C.

Doug Campbell, Board Chair

Oliver Grüter-Andrew, President and CEO
June 2025

CORPORATE OVERVIEW



WHO WE ARE

E-Comm was established in 1997 under the provincial Emergency Communications Corporations Act. As the primary emergency communications services agency for British Columbia, E-Comm plays a pivotal role in keeping British Columbians safe and helping to protect communities. As the *first*, first responders, the E-Comm team provides a critical entry point to emergency response by working behind the scenes to connect people with police, fire and ambulance and maintaining the technology used by first responders.

On March 6, 2024, E-Comm marked the fifth anniversary of the organization's Vancouver Island call-taking and dispatch centre in Saanich. On June 8, 2024, E-Comm marked 25 years of providing emergency communications services in B.C.

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.

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 varying severities. Currently, BC Emergency Health Services, all police agencies and 18 fire departments in Metro Vancouver and Abbotsford use E-Comm's radio network to communicate their essential messages, along with TransLink operating companies Coast Mountain Bus Company and BC Rapid Transit Company.

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 computer-aided dispatch 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.

9-1-1, Police and Fire Dispatch

In 2024, E-Comm answered more than 2 million 9-1-1 calls on behalf of 25 regional districts throughout British Columbia. The organization currently provides dispatch services to 30 police agencies and 40 fire departments in B.C. E-Comm's consolidated, multi-jurisdictional dispatch provides the ability to deliver top-tier technology to smaller communities and enhanced mutual-aid possibilities which greatly enhance responder and public safety.



WHAT HAPPENS WHEN YOU CALL 9-1-1?

E-Comm's 9-1-1 Queue Operators are the first voice callers hear when they call 9-1-1 in B.C. 9-1-1 Queue Operators will ask "do you need police, fire or ambulance, for which city?" and then quickly connect callers to the appropriate first responder agency.

Did you know? Some calls for police or fire are handled by call-takers and dispatchers at E-Comm, while others such as ambulance calls, are handled by other agencies at separate emergency communications centres across the province.

CALL VOLUMES

E-Comm answers 99 per cent of the province's 9-1-1 calls. In 2024, E-Comm's provincial 9-1-1 call volume was 2,049,856 calls. Our call takers answered 98 per cent of those calls in less than five seconds. A full list of these agencies is available [here](#).

58%
CALLS FOR POLICE

35%
CALLS FOR AMBULANCE

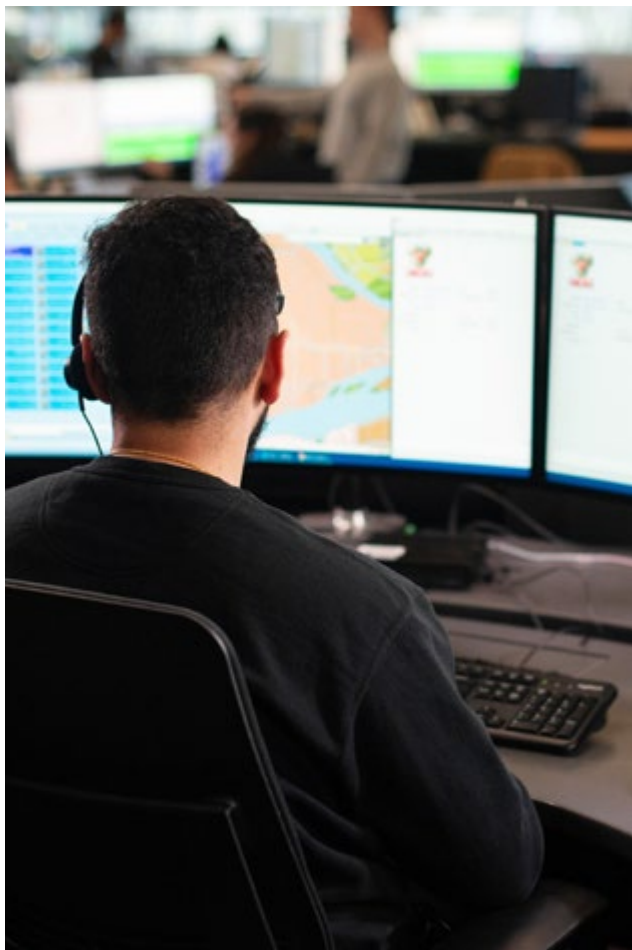
7%
CALLS FOR FIRE



82%
OF 9-1-1 CALLS
RECEIVED
FROM CELLPHONES



18%
OF 9-1-1 CALLS
RECEIVED
FROM LANDLINES



621,789

POLICE EMERGENCY CALLS

Lower Mainland: 90% of calls answered within 10 seconds
Vancouver Island: 91% of calls answered within 10 seconds

127,579

FIRE EMERGENCY CALLS

94% of fire emergency calls answered within 15 seconds

520,343

POLICE NON-EMERGENCY CALLS

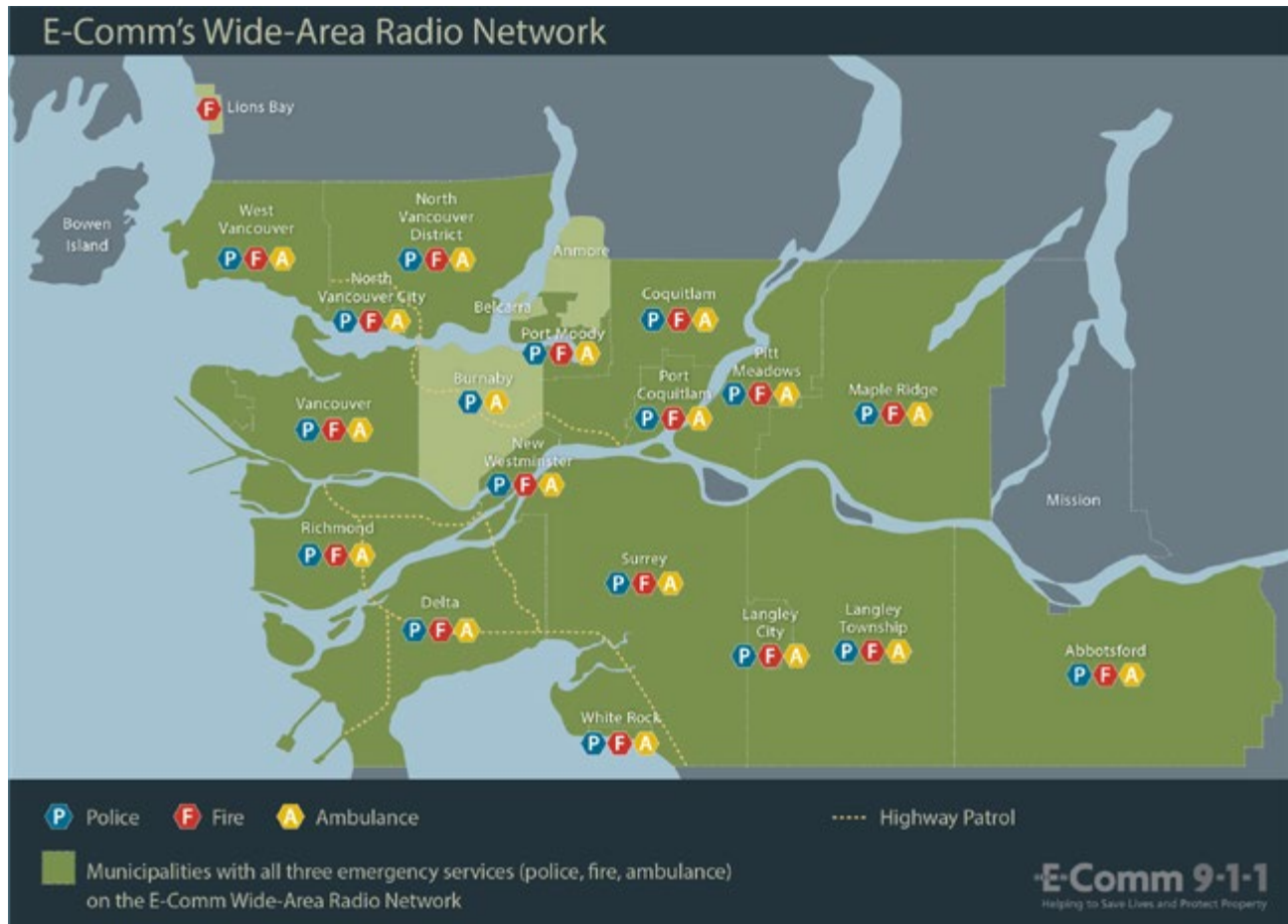
Lower Mainland: 80% of calls answered within three minutes
Vancouver Island: 81% of calls answered within three minutes

24,824

FIRE NON-EMERGENCY CALLS

100% of calls answered within three minutes

E-COMM WIDE-AREA RADIO NETWORK



The E-Comm Wide-Area Radio Network is the largest multi-jurisdictional, tri-service emergency radio system in B.C. Police, fire and ambulance personnel within Metro Vancouver and parts of the Fraser Valley use the network, along with TransLink operating companies Coast Mountain Bus Company and BC Rapid Transit Company. The E-Comm radio system provides better coverage, greater clarity and improved reliability through an earthquake resistant infrastructure and enhanced security. The multi-agency, multi-jurisdictional communication capabilities have already played a critical role in the successful conclusion of cross municipal border crime investigations.

99.9999% network availability

60,187,319 transmissions on the network

348,440,406 seconds of air time

15,287 radios provisioned on the network



TRANSFORMATION PLAN

The second full year of E-Comm's Transformation Plan investments saw strengthened service levels across the board.

2024 HIGHLIGHTS

- **Best overall service performance in eight years** – E-Comm achieved its strongest service levels in eight years for 9-1-1, police/fire emergency call-taking, and non-emergency call-taking in 2024. All service categories met or exceeded set targets, following strategic investments as part of our multi-year Transformation Plan, which have led to increased staff retention and recruitment along with other key improvements.
- **Strong service for 9-1-1, emergency call-taking** – In 2024, 98% of 9-1-1 calls were answered in five seconds or less, surpassing our target of 95%. Police emergency call-taking saw service levels of 90% in the Lower Mainland and 91% on Vancouver Island, above the set target of 88% of calls answered in 10 seconds. Fire emergency call-taking saw its highest service level result in four years, reaching 94% and exceeding our target of 90% of calls answered within 15 seconds.
- **Significant improvement for non-emergency service** – Non-emergency service levels in the Lower Mainland achieved double-digit improvements in 2024 as compared to the past two years, and ended the year on target with 80% of calls answered within three minutes. The introduction of new technology aimed at improving the caller experience along with our dedicated non-emergency call-taking team led to faster answering times and fewer abandoned non-emergency calls.

The five-year Transformation Plan has five pillars:



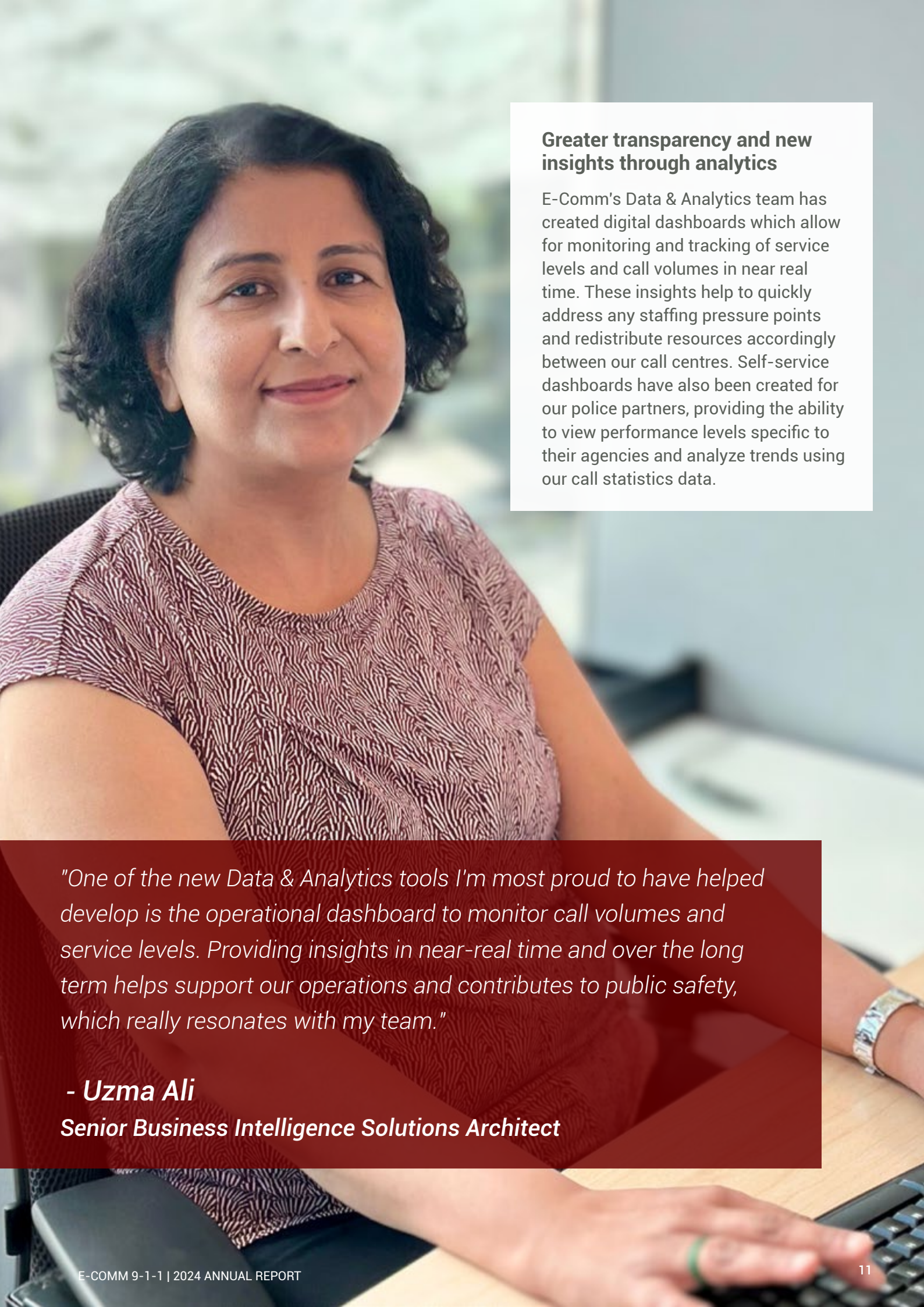
[Read our full February 2025 Transformation Update here](#)

Launch of new interactive software for non-emergency calls

In May 2024, E-Comm launched a new contact centre platform which provides a number of key service enhancements for non-emergency callers in the Lower Mainland region. This interactive software offers increased options for those calling during peak volume hours between 7 a.m. and 9 p.m., including wait-time estimates, call back requests, and police file numbers by SMS text.

"Our new interactive software platform for non-emergency was a significant technological innovation for our organization. Multiple departments collaborated on this project, leading to a seamless launch and resulting in an enhanced service offering an improved caller experience while supporting the work of our skilled call takers."

- Morgan Grist
Strategic Initiatives Manager, Operations

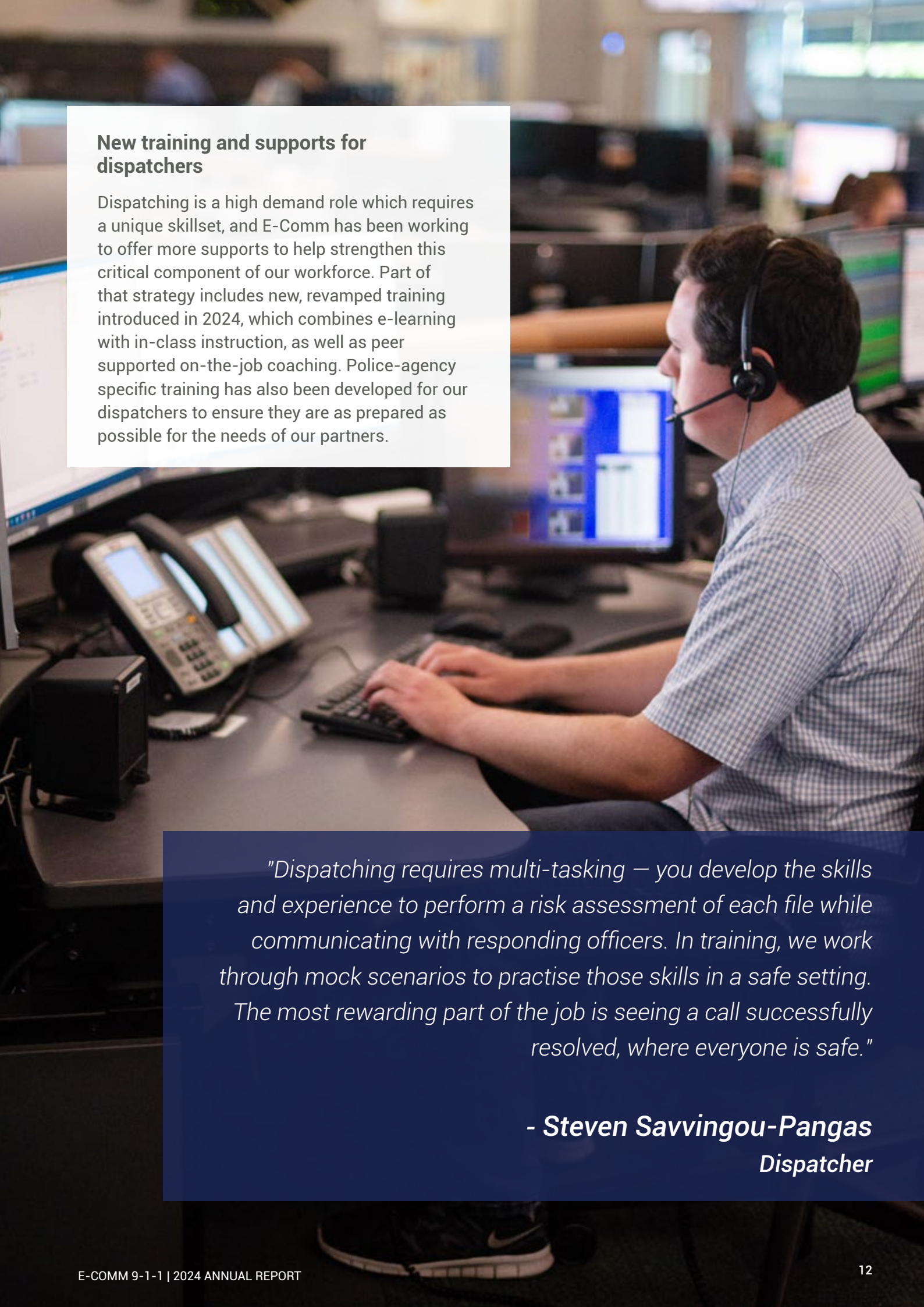
A portrait of Uzma Ali, a woman with dark, curly hair, wearing a patterned top, sitting at a desk with a keyboard. The background is blurred, showing an office environment.

Greater transparency and new insights through analytics

E-Comm's Data & Analytics team has created digital dashboards which allow for monitoring and tracking of service levels and call volumes in near real time. These insights help to quickly address any staffing pressure points and redistribute resources accordingly between our call centres. Self-service dashboards have also been created for our police partners, providing the ability to view performance levels specific to their agencies and analyze trends using our call statistics data.

"One of the new Data & Analytics tools I'm most proud to have helped develop is the operational dashboard to monitor call volumes and service levels. Providing insights in near-real time and over the long term helps support our operations and contributes to public safety, which really resonates with my team."

- Uzma Ali
Senior Business Intelligence Solutions Architect

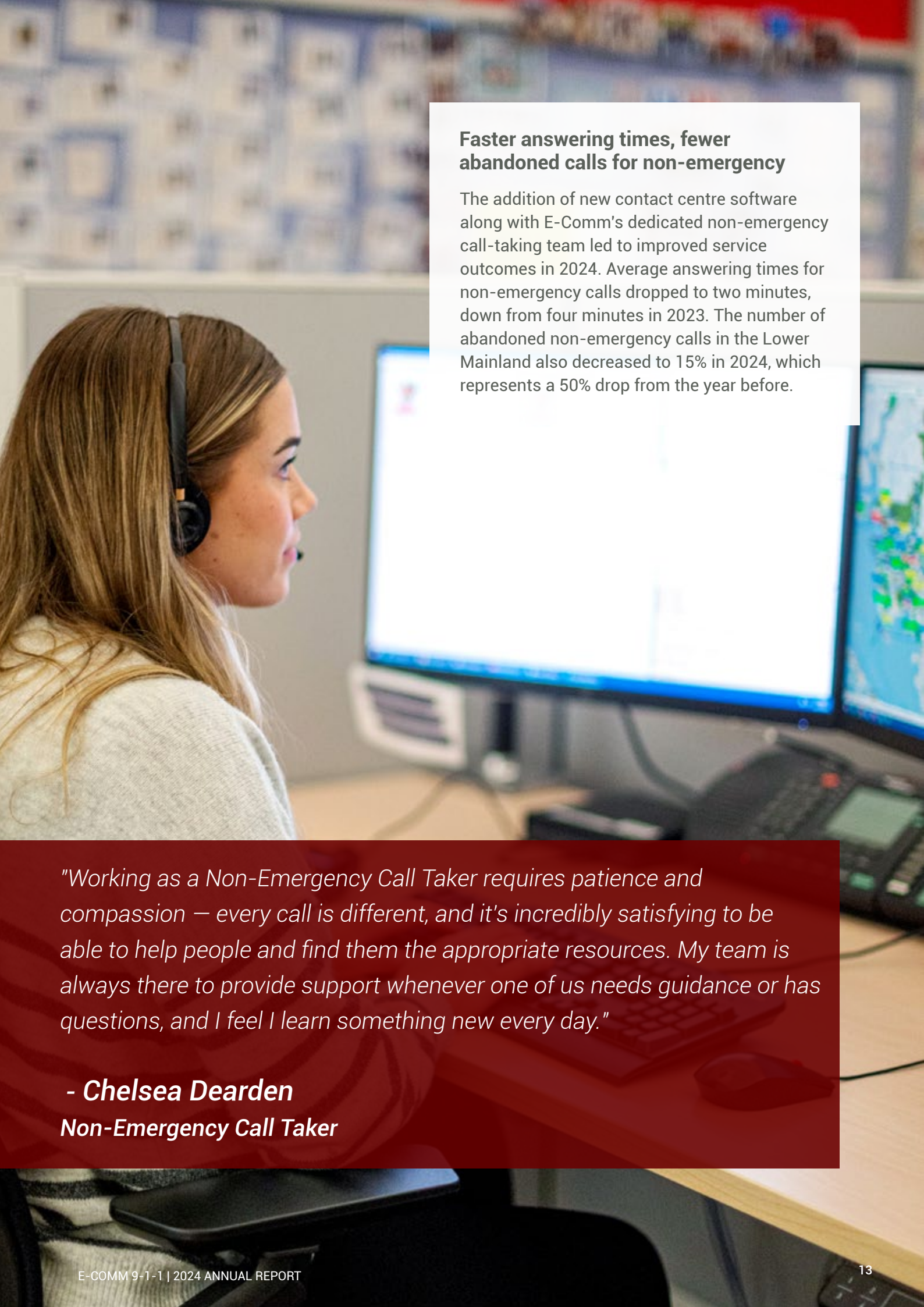
A photograph of a dispatch center. In the foreground, a man wearing a headset and a checkered shirt is seated at a desk, typing on a keyboard. He is looking at a computer monitor. On the desk, there is also a multi-line office phone. In the background, other workers are visible at their desks, and the room is filled with computer monitors and office equipment. The lighting is bright, typical of an office environment.

New training and supports for dispatchers

Dispatching is a high demand role which requires a unique skillset, and E-Comm has been working to offer more supports to help strengthen this critical component of our workforce. Part of that strategy includes new, revamped training introduced in 2024, which combines e-learning with in-class instruction, as well as peer supported on-the-job coaching. Police-agency specific training has also been developed for our dispatchers to ensure they are as prepared as possible for the needs of our partners.

"Dispatching requires multi-tasking — you develop the skills and experience to perform a risk assessment of each file while communicating with responding officers. In training, we work through mock scenarios to practise those skills in a safe setting. The most rewarding part of the job is seeing a call successfully resolved, where everyone is safe."

- Steven Savvingou-Pangas
Dispatcher

A woman with long brown hair, wearing a black headset, is shown in profile, looking at a computer monitor. The background is a blurred office environment with other monitors and cubicles.

Faster answering times, fewer abandoned calls for non-emergency

The addition of new contact centre software along with E-Comm's dedicated non-emergency call-taking team led to improved service outcomes in 2024. Average answering times for non-emergency calls dropped to two minutes, down from four minutes in 2023. The number of abandoned non-emergency calls in the Lower Mainland also decreased to 15% in 2024, which represents a 50% drop from the year before.

"Working as a Non-Emergency Call Taker requires patience and compassion — every call is different, and it's incredibly satisfying to be able to help people and find them the appropriate resources. My team is always there to provide support whenever one of us needs guidance or has questions, and I feel I learn something new every day."

- Chelsea Dearden
Non-Emergency Call Taker

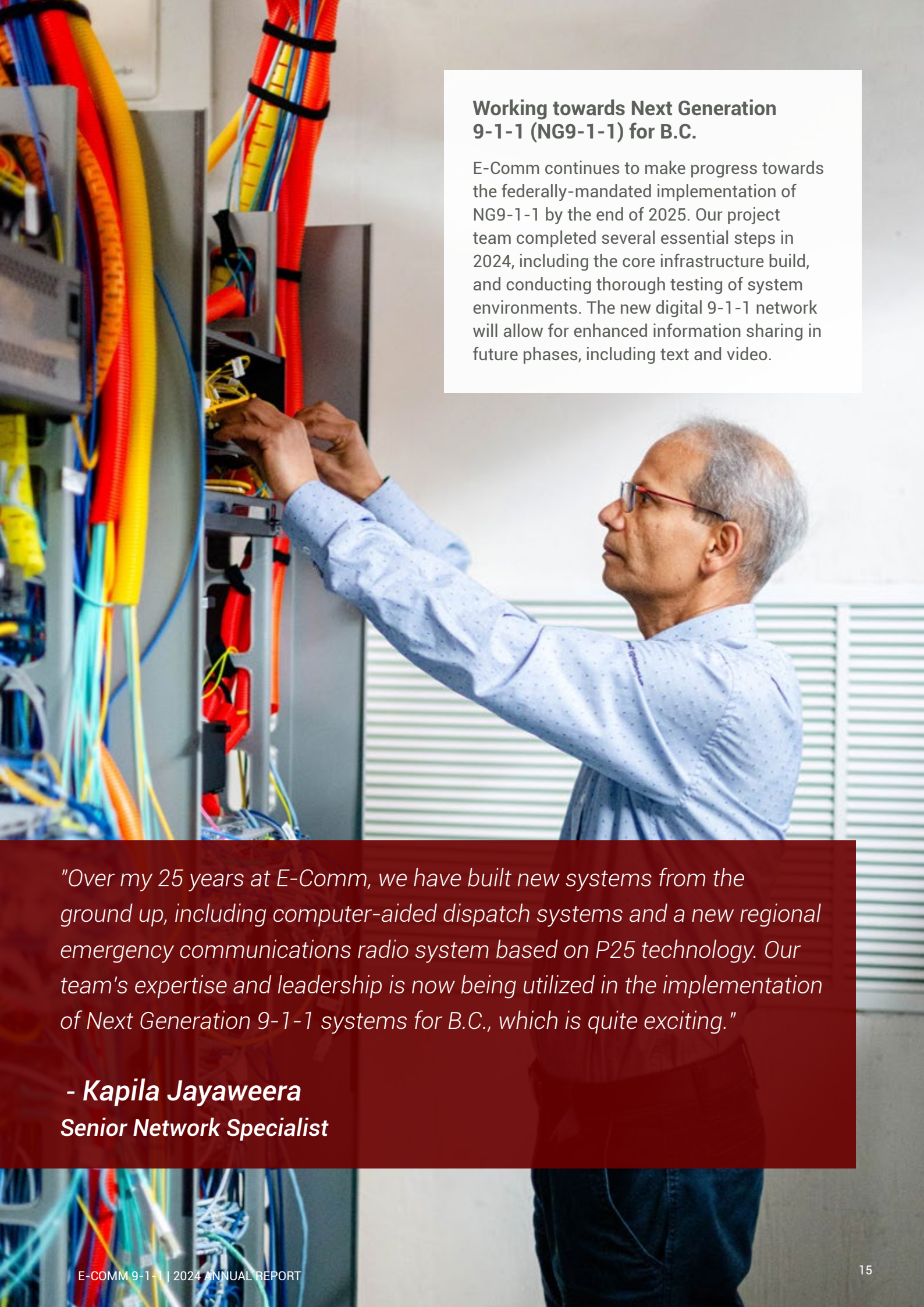


Building up our cybersecurity defenses

Strengthening E-Comm's cyber defenses and resiliency is an ongoing focus for our Technology Team. In 2024, a robust back-up system was completed to better protect core services from disruption. The team continues to employ multiple strategies including rigorous testing and new tools to better detect potential threats, while instituting a new mandatory cybersecurity awareness course for staff.

"Working as an IT Security Auditor, I ensure compliance with best practices in support of increased cybersecurity and analyze projects to safeguard against potential risks. It's very satisfying to know these efforts contribute to the protection of our core services and help to uphold public safety."

- Christy Zhou
IT Security Auditor



Working towards Next Generation 9-1-1 (NG9-1-1) for B.C.

E-Comm continues to make progress towards the federally-mandated implementation of NG9-1-1 by the end of 2025. Our project team completed several essential steps in 2024, including the core infrastructure build, and conducting thorough testing of system environments. The new digital 9-1-1 network will allow for enhanced information sharing in future phases, including text and video.

"Over my 25 years at E-Comm, we have built new systems from the ground up, including computer-aided dispatch systems and a new regional emergency communications radio system based on P25 technology. Our team's expertise and leadership is now being utilized in the implementation of Next Generation 9-1-1 systems for B.C., which is quite exciting."

- Kapila Jayaweera
Senior Network Specialist

Employee Recognition

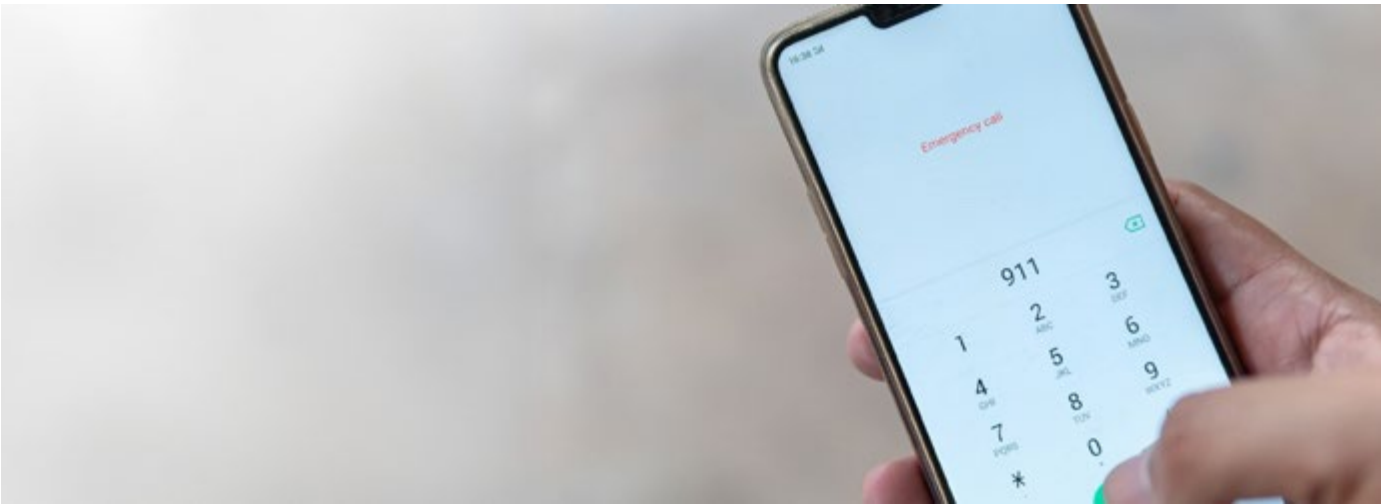
On June 8, 2024, E-Comm held its inaugural ACE Awards to celebrate employee achievements, contributions, and excellence. The celebration also marked E-Comm's 25th anniversary of providing emergency communications services. The ACE Awards are planned as an annual tradition going forward to show appreciation for the exceptional work of our staff and recognize long-service anniversaries and retirements.

"The idea for the ACE Awards came from a shared desire to celebrate the incredible work our people do every day — often behind the scenes. It's very moving to see the stories of exceptional collaboration, service and kindness shared by staff who are nominating their colleagues, and we want to ensure this kind of recognition is an ongoing part of our workplace culture."

- Kara de Boer
People & Culture Engagement Specialist

A SUSTAINABLE FUTURE FOR **EMERGENCY** **COMMUNICATIONS**

In 2024, E-Comm moved forward with significant foundational work towards the creation of a new governance model for our organization, as well as an improved funding and finance model. The project was sparked by the findings of an [independent report completed by Deloitte](#), which included 10 recommendations developed with input from dozens of our shareholder and service-user groups. Our future vision includes a more efficient and professional, streamlined board, and an equitable and transparent pricing model. E-Comm launched a fulsome engagement process to discuss these changes as part of our efforts to establish a new oversight and financial system that more accurately reflects the scope of our services today, and the desire of our partners for greater predictability in costing.



On December 5, 2024, the Province announced an independent review of E-Comm's governance, operations and finances, and the broader structure of 9-1-1 and emergency communications services in B.C. to be completed in 2025. E-Comm is participating fully in the review and has long supported calls by our partner agencies and municipalities for the Province to take a larger role in the governance and funding of 9-1-1 services. As part of the process, E-Comm is sharing work completed to date on our governance review and financial model project, which is now paused pending the outcome of the independent review.

E-Comm has also shared its recommended priorities with the Province and review team:



Provincial Responsibility

Provincial government responsibility for 9-1-1 service in B.C.



Standards

New legislation and provinciewide standards for 9-1-1 in B.C., as exists in eight other provinces



Funding

Stable, dedicated provincial funding for 9-1-1, as exists in seven other provinces



Governance

New professional governance for E-Comm, with strong local government input, and more effectively-coordinated emergency communications

FINANCIAL HIGHLIGHTS

STATEMENT OF OPERATIONS AND NET ASSETS

	2024	2023
Revenue	\$ 147,081,850	\$ 120,902,499
Direct operating expenses	130,359,464	110,984,721
	16,722,386	9,917,778
Other expenses		
Amortization and other	5,269,750	6,038,634
Interest expenses	2,388,206	5,628,840
	7,657,956	11,677,474
Excess (Deficiency) of revenue over expenses	9,064,430	(1,759,696)
Unrestricted net assets, beginning of year	(7,199,718)	(5,440,022)
Unrestricted net assets (deficit), end of year	\$ 1,864,712	\$ (7,199,718)

E-Comm ended the year with an excess of revenue over expenses of \$9.1 million and overall net assets of \$1.9 million. As radio system revenue and other revenue lines are based on cost recovery, the favourable variance was related to dispatch operations and is a combination of higher than budgeted dispatch and call-taking levies and savings in salaries, professional fees and maintenance and technology costs.

Higher dispatch and call-taking levies were related to additional revenue received in the year from unbudgeted dispatch and call-taking levies from North Vancouver RCMP, which completed transitioning its call-taking services to E-Comm in 2024. Offsetting this additional operational revenue were additional salary and benefit expenses attributable to dispatch and call-taking for North Vancouver RCMP. There were also savings related to lower than budgeted call volumes and reduced spending on employee-related costs. Additionally, the timing of spending on transformation initiatives resulted in reduced professional fees and maintenance and technology costs in the year.

E-Comm's Wide-Area Radio Network members saw lower actual 2024 capital and operating expenditures compared to budget. These surpluses were transferred to the radio reserve, up to the maximum allowable contribution, to offset future costs. The savings is due to decreases in operating costs, better investment returns on bank deposits and reduced allocated costs.

In 2023, E-Comm received a provincial grant of \$90 million from the Ministry of Public Safety and Solicitor General to support Next Generation 9-1-1 (NG9-1-1) program implementation. At year-end, \$57 million had been spent on the NG9-1-1 initiative to date with an additional \$64.4 million expected to be spent over the remaining life of the project. The total forecasted spending at the end of 2024 was \$121.4 million, of which \$37 million has been recovered from BCEHS.

The dispatch levy increases for 2025 are higher than the historical average increases as follows: 14 per cent for Lower Mainland (LMD) police dispatch and call-taking operations; 14 per cent for LMD fire dispatch and call-taking operations, and 17 per cent for Vancouver Island (VI) police dispatch and call-taking operations. The Operations division achieved its highest service levels in recent years, and ensuring sustainable progress continues financially, operationally and organizationally remains a high priority. Discussions are ongoing with our partner agencies to align funding with growth in call volume and the nature and complexity of call activity, which can result in a need for increased resourcing to support dispatch and call-taking service delivery and related service level targets.

The aggregated radio levy increase in 2024 is nine per cent. Radio levies continue to provide a sustainable means of funding for technology evolution of this mission critical asset.

Full copies of E-Comm's 2024 Audited Financial Statements, including the Auditor's Report to the Shareholders and Notes to the Financial Statements are available at ecomm911.ca.

BOARD OF DIRECTORS

A 23-member Board of Directors is responsible for overseeing the organization'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 organization.

The members of the Board of Directors, largely nominated by E-Comm shareholders, provide extensive knowledge and experience to the organization through their work on the Board and as members of the Board's standing committees. These committees are the Finance committee, the People & Culture committee, the Governance and Public Affairs committee and the Transformation Oversight Taskforce. In addition, E-Comm ensures that it meets its partners' needs through User and Service committees comprised of representatives from police, fire and ambulance.

2024-25 BOARD OF DIRECTORS

Name	Position	Nominated By
Doug Campbell	Board Chair and Independent Director	
Nancy Kotani	Board Vice Chair and Independent Director	
Tim Baillie	Director	Cities of Langley, Surrey and White Rock, Township of Langley (Seat 1 of 2)
Mike Bhatti	Director	RCMP
Rod Dewar	Independent Director	
Paul Douglas	Director	Capital Regional District and E-Comm's Southern Vancouver Island police agency partners
Steve Eely	Director	Vancouver Police Board
Brian Godlonton	Director	Provincial Government
Kash Heed	Director	City of Richmond
Leanne Heppell	Director	BC Emergency Health Services
Angela Kaiser	Independent Director	
Dylan Kruger	Director	City of Delta/Delta Police Board
Meghan Lahti	Director	Cities of Burnaby, New Westminster, Coquitlam, Port Coquitlam and Port Moody, Village of Belcarra (Seat 1 of 2)
Karen Levitt	Director	City of Vancouver
Ken Leung	Director	City of Abbotsford
Mike Little	Director	City of North Vancouver, District of North Vancouver, District of West Vancouver, Village of Lions Bay
Nancy McCurrach	Director	Cities of Burnaby, New Westminster, Coquitlam, Port Coquitlam and Port Moody, Village of Belcarra (Seat 2 of 2)
Denise Nawata	Independent Director	
Dan Ruimy	Director	Cities of Maple Ridge and Pitt Meadows
Susan Stanford	Director	Provincial Government
Larry Thomas	Director	Cities of Langley, Surrey, and White Rock, Township of Langley (Seat 2 of 2)
Mary Trentadue	Director	Independent Police Boards (Abbotsford, New Westminster, Port Moody, Transit Police, West Vancouver)
Eric Woodward	Director	Metro Vancouver and TransLink

EXECUTIVE LEADERSHIP

Name	Position
Oliver Grüter-Andrew	President and Chief Executive Officer
Nancy Blair	Chief Transformation Officer
Li-Jeen Broshko	Vice-President, Legal and Governance
Greg Conner	Vice-President, People and Culture
Dave Cunningham	Vice-President, Communications and Public Affairs
Tony Gilligan	Vice-President, Technology Services
Ladan Irannejad	Executive Director, Data, Analytics and Decision Support
Tracy Lim	Executive Director, Operations Transformation and Enablement
Jason Rude	Vice-President, Finance and Chief Financial Officer
Stephen Thatcher	Vice-President, Operations
Darcy Wilson	Executive Director, Emergency Communications Centres



2024 AT A GLANCE

- 2,049,856 9-1-1 calls
- 621,789 police emergency calls
- 127,579 fire emergency calls
- 520,343 police non-emergency calls
- 24,824 fire non-emergency calls
- 60,187,319 transmissions on radio network



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E-Comm 9-1-1

Helping to Save Lives and Protect Property