

E-Comm Partner Update – Provincial Review Action Plan

March 4, 2026

To all E-Comm's 9-1-1, police and fire call services partners, and radio services partners

Dear partner,

I'm writing to update you on our Action Plan progress to address recommendations from the independent provincial review and next steps, including our approach for gathering your input.

As we detailed in December, our [Action Plan](#) consists of three areas of overall focus:

- **Financial management and partner confidence** – Strengthen confidence in E-Comm's financial management and the value of its consolidated model.
- **Operational resiliency and service excellence** – To ensure delivery of consistent, high-quality emergency communications services across B.C.
- **Stakeholder trust, governance and partnership** – Rebuild partner trust, beginning with an improved stakeholder engagement framework and engagement plan.

We have made progress on several priorities within each of these three areas, including:

- **New financial model** – We are developing the new model to better define cost-of-delivery, pricing for each service and improve financial transparency. We are also changing the way corporate costs are allocated across E-Comm's services and developing a 5-year outlook to enhance predictability. The new model will be ready for E-Comm's Board review in May so that we may incorporate changes into 2027 levies.
- **New service target options** – An important step in developing the new financial model is to provide clarity on services through a service catalogue and validate the most appropriate service-level targets for police and 9-1-1 service lines. We anticipate service targets for Radio and Fire services to remain unchanged. We have identified potential service-level target options for the consideration of our partners.
- **Stakeholder engagement framework** – Finally, we have also developed a new framework to begin improving our partnership and engagement with you, our local government and agency partners.

As part of our efforts to rebuild your trust, we want your input. And where different partners have different recommendations, our goal is to be transparent in sharing why we have adopted a particular approach.

To that end, we are scheduling sessions to discuss and gather your input on the three key topics before our May Board meeting: 1) Financial Model; 2) Service level targets; 3) Stakeholder engagement approach.

Note: we will gather input on the financial model from all service partners given impacts on corporate cost allocation changes and 5-year financial outlook. There will be additional focus on police and regional district (9-1-1) partners on service pricing and how police and 9-1-1 costs are shared among agencies. We do not anticipate changes to the cost-sharing arrangements for Radio partners as it is outlined in E-Comm's Members' Agreement and our fire partners recently aligned on a cost sharing approach.

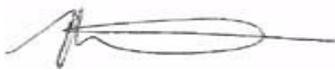
Upcoming planned engagement includes:

- Individual meetings with municipal police chiefs and regional RCMP leaders.
- Offers to present to all police boards that would like us to attend.
- Presentation to BC Association of Police Boards, May 19-22.
- Townhalls with Regional District board chairs, CAOs and public safety leads.
- Requests to present at upcoming Metro Vancouver Regional Administrative Advisory Committee (RAAC) and Regional Finance Advisory Committee (RFAC) and individual meetings with some municipal CAOs and CFOs.
- Briefings and input at all our upcoming E-Comm Fire Dispatch Committee, Vancouver Island Police Steering Committee, and Radio User Committees.
- Presentation to Police Finance Officers of BC (PFOBC).

We look forward to engaging with you in the coming weeks. If there are additional meetings you would like us to schedule, please reach out to Anita Zaenker, E-Comm's Government and Stakeholder Relations Manager at anita.zaenker@ecomm911.ca and we will do our best to accommodate.

We are grateful for your ongoing support as a valued partner of E-Comm in delivering public safety services to our communities.

Sincerely,

A handwritten signature in black ink, appearing to read 'Nancy Blair', with a long horizontal flourish extending to the right.

[Nancy Blair](#)

Interim President & CEO