

**E-Comm 9-1-1**

Helping to Save Lives and Protect Property



# 2025 ANNUAL REPORT

# LAND ACKNOWLEDGMENT

We acknowledge with gratitude and respect that E-Comm 9-1-1's communications centres are situated on the unceded and shared ancestral territories of the Coast Salish Peoples: the x̣ẉməθḳẉəỵəm (Musqueam), Sḳwx̣ẉú7mesh (Squamish), and sə̣lilẉətał (Tseil-Waututh) Nations, as well as the ẈSÁNEĆ (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
About E-Comm	5
2025 by the Numbers	7
Critical Infrastructure: Wide-Area Radio Network	8
Provincial Review	10
Moving Forward: Our Action Plan	11
Recognition & Culture	12
Our People	14
Financial Overview	21
Board of Directors	23
Executive Leadership	24

E-Comm published this Annual Report on June 24, 2026

# LEADERSHIP MESSAGE

In 2025, E-Comm marked 26 years of service as a trusted partner in public safety across British Columbia. Working alongside police, fire, and ambulance services, E-Comm plays a critical role in supporting emergency response across the province, while also providing essential radio technology for first responders.

Our call takers and dispatchers remain the first point of contact in emergencies. In 2025, our staff answered more than two million 9-1-1 calls, meeting or exceeding all our service level targets. Public confidence in our services also remains high, with 91% of respondents expressing trust in 9-1-1 - an important reflection that British Columbians know we are there to answer the call.

As we reflect on our years of service, we must also look to the future. Maintaining strong service is only one part of our responsibility. Our partners need to see value not only from a public safety perspective, but also from a financial one. This means demonstrating that our consolidated model provides real benefits, including the ability to pool resources, share infrastructure across agencies, and manage costs in a way that is transparent and sustainable.

## Looking Ahead

As we look ahead, E-Comm has been focused on our Action Plan, which was created in response to the province's independent review of the organization.

E-Comm's Action Plan aims to strengthen financial management and partner confidence, improve operational resiliency and service excellence and build stronger relationships with our partners and the communities we serve.

## Advancing Next Generation 9-1-1

The implementation of E-Comm's Next Generation (NG9-1-1) project - a federally mandated transition to a digital, IP-based



9-1-1 network is progressing well with technical readiness achieved and testing milestones completed. 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 supports a faster, more effective way to respond to 9-1-1 calls. The initial launch will focus on voice calls, with future capabilities including real-time text, improved location accuracy, and the ability to share multimedia such as video.

## Strong, Sustainable E-Comm

Throughout our 26 years, one thing has remained consistent: people rely on E-Comm during some of the most difficult moments of their lives. From everyday emergencies to significant events that have profound impacts on communities such as the Lapu Lapu tragedy, our role is to be there when help is needed most. These calls are a reminder of the human impact behind our work, and they reinforce the importance of a resilient, responsive emergency communications system that can adapt to changing times.

For example, E-Comm has been actively involved in FIFA World Cup preparations. In addition to refining our staffing plans and preparing radios for event-specific usage across jurisdictions and among police, fire, ambulance, and municipal services users, employees have also

been participating in tabletop exercises to ensure operational readiness and a coordinated approach with our partners.

We are also continuing to invest in the infrastructure that supports our operations, including technology systems that strengthen cyber security, address operational risks, and enhance critical system resiliency. A new emergency communications centre in Surrey is currently under renovation and will provide important capacity for our organization.

At the heart of these efforts is our people: the call takers, dispatchers, technologists, trainers, and support staff who work behind the scenes every day to keep communities safe, including our employees working in partnership with CUPE 8911. Throughout this report, we are proud to share stories that highlight the dedication, professionalism, and compassion our employees bring to E-Comm, helping shape the future of emergency communications.

Nancy Blair, Interim President & CEO  
Nancy Kotani, Board Chair

June 2026

# ABOUT E-COMM

E-Comm was established in 1997 under the provincial Emergency Communications Corporations Act. As British Columbia's primary emergency communications services agency, E-Comm operates under a consolidated public safety model that brings together emergency call-taking, dispatch services, and critical radio technology to support communities across the province.

As the first, first responders, E-Comm employees work behind the scenes at two emergency communications centres, one in Vancouver and one in Saanich, to connect people with police, fire, and ambulance services when help is needed most.

## 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

## 9-1-1, Police and Fire Dispatch

In 2025, 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 31 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.

## 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.

# 2025 BY THE NUMBERS

E-Comm is the first point of contact for 99% of 9-1-1 calls in British Columbia. In 2025, our team answered more than two million calls, and 97 per cent of those calls were answered within five seconds.

A full list of these agencies is available [here](#).

**57%**

**CALLS FOR POLICE**

**36%**

**CALLS FOR AMBULANCE**

**7%**

**CALLS FOR FIRE**



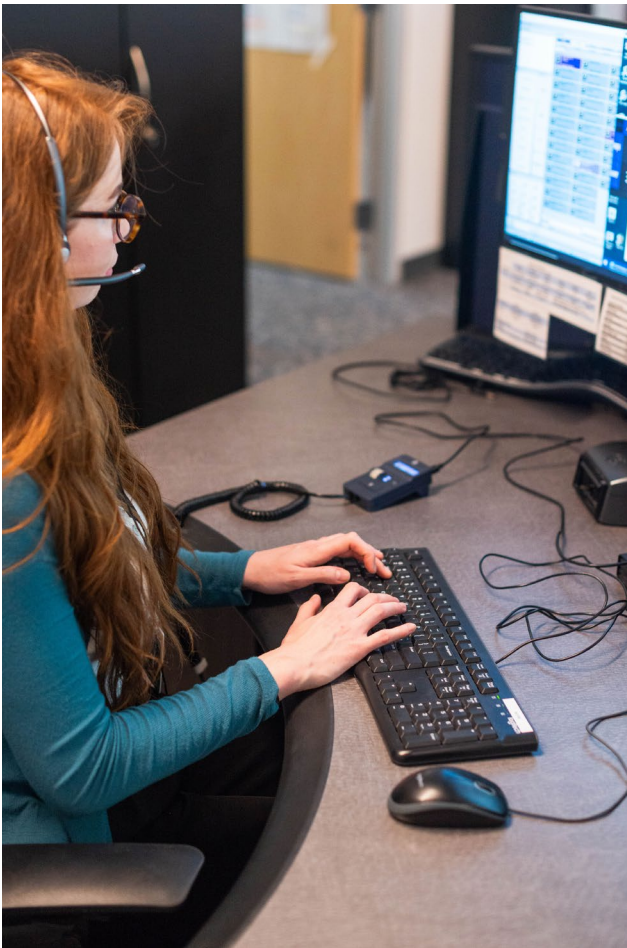
**83%**

**OF 9-1-1 CALLS  
RECEIVED  
FROM CELLPHONES**



**17%**

**OF 9-1-1 CALLS  
RECEIVED  
FROM LANDLINES**



**611,804**

**POLICE EMERGENCY CALLS**

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

**121,926**

**FIRE EMERGENCY CALLS**

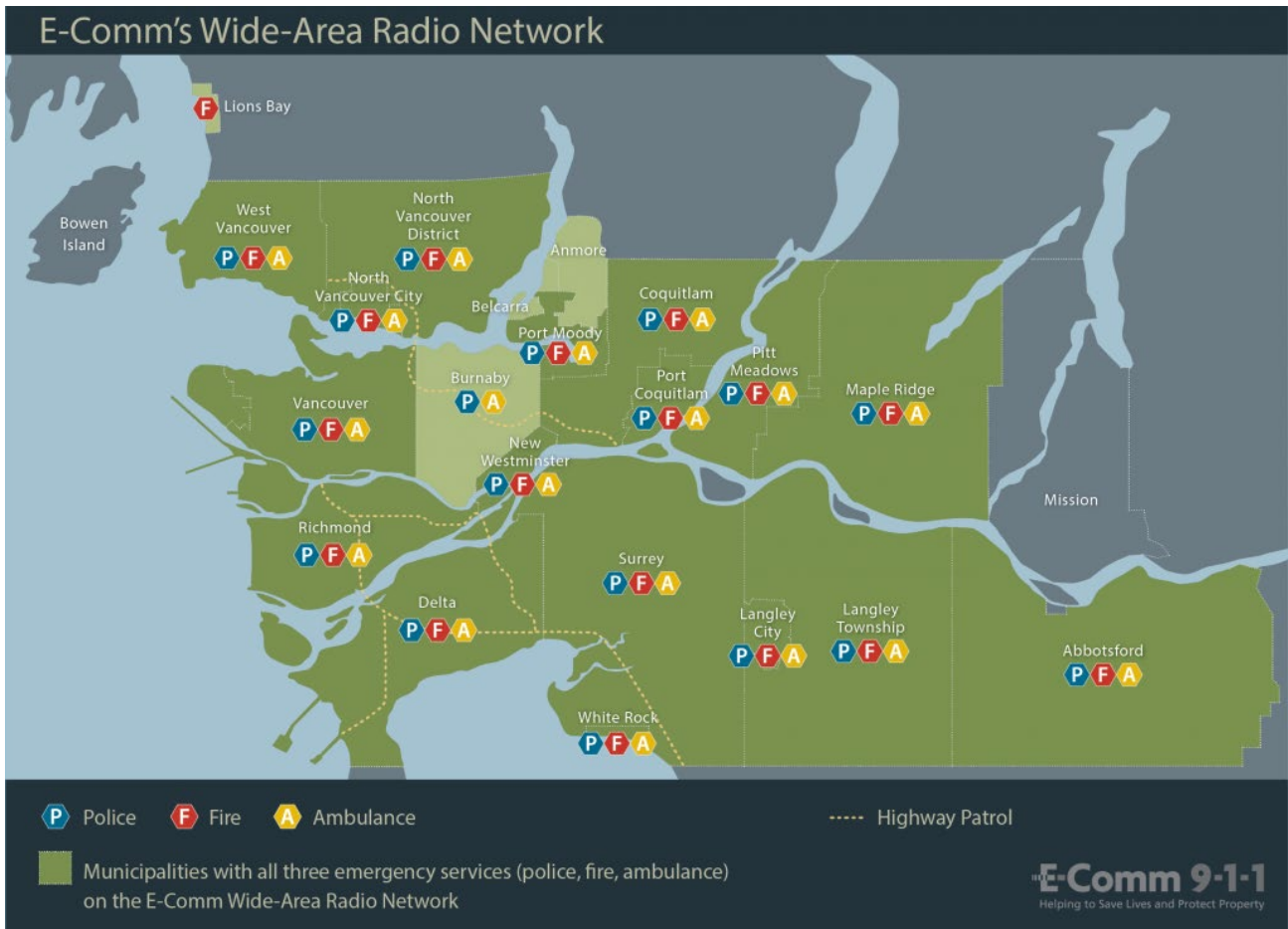
96% of fire emergency calls answered within 15 seconds

**552,203**

**POLICE NON-EMERGENCY CALLS**

Lower Mainland: 80% of calls answered within three minutes  
Vancouver Island: 83% of calls answered within three minutes

# CRITICAL INFRASTRUCTURE: 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

59,210,583 transmissions on the network

340,371,577 seconds of air time

15,325 radios provisioned on the network

A man with short brown hair and glasses, wearing a blue and grey plaid shirt and a lanyard with an ID badge, stands with his arms crossed in front of industrial equipment. The background is slightly blurred, showing green and white structures.

## From signal to safety: How E-Comm's Wireless Team keeps first responders connected

E-Comm's Wireless team supports first responders by maintaining the critical radio network that keeps them connected in real time. As a Senior Wireless Platform Specialist, Dave Cameron ensures the system operates reliably, including developing tools to identify and address radio interference. By monitoring system performance and supporting the network that frontline responders rely on every day, the team helps to ensure there is clear, uninterrupted communication.

*"When first responders key their radios, there's no room for error - every transmission has to go through. Our job is to make sure the system is always ready, so those on the front lines can communicate clearly when it matters most."*

**- Dave Cameron**

**Senior Wireless Platform Specialist**

# PROVINCIAL REVIEW



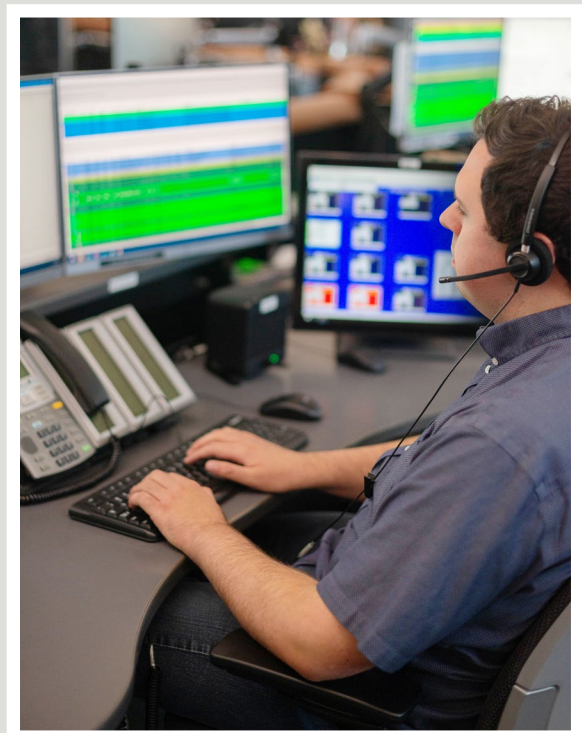
On November 7, 2025, the province of British Columbia released an independent review of E-Comm, conducted by Ernst & Young.

## What we heard

Throughout the review process, stakeholders identified key priorities for the future of emergency communications:

- **Greater transparency** around costs, services, and decision-making
- **Stronger collaboration** and more consistent engagement with partners
- **Clearer service expectations** and standardized service delivery
- **Long-term sustainability** to support growing operational demands
- **Operational resiliency** to ensure reliable service during emergencies and periods of increased demand

These themes helped inform the review's 26 recommendations and continue to guide E-Comm's Action Plan and ongoing improvement efforts.





# MOVING FORWARD: OUR ACTION PLAN

## Financial Management & Partner Confidence

E-Comm has developed a new financial model to provide greater transparency and build partner confidence in the value of our services. This includes a five-year financial outlook, clearer cost breakdowns by service, and more equitable allocation of corporate costs. The updated pricing methodology and comparative metrics will support accountability and demonstrate the value of a consolidated model. We'll also provide quarterly financial reporting to align with municipal budgeting timelines.

## Operational Resiliency & Service Excellence

Whether answering calls, dispatching police and fire, or keeping our operations running, E-Comm is committed to providing a reliable and consistent public safety service across B.C. We are currently developing a clear definition of services, along with standardized agreements for our partners, and are also reviewing potential service-level target changes. E-Comm is also planning to launch the first phase of Next Generation 9-1-1, a major technology upgrade that will enable safer, faster and more flexible ways for people to call 9-1-1 in the future.

## Stakeholder Trust, Governance & Partnerships

E-Comm is implementing a new stakeholder engagement framework aimed at rebuilding trust and confidence by improving how we engage, consult, plan, implement, and report with our local government and agency partners - both in terms of overall strategic priorities and day-to-day operational service issues. Currently, engagement with partners is spread across multiple committees and forums. We also plan to gather feedback through annual surveys to measure partner satisfaction with our services.



**Partner engagements underway**



**New financial outlook and pricing model**



**Advancing NG9-1-1 and FIFA readiness**

# RECOGNITION & CULTURE

## **E-Comm recognized as one of BC's Top Employers**

BC's Top Employers is an annual editorial competition that recognizes the British Columbia employers leading their industries in creating exceptional workplaces. At the heart of this recognition is E-Comm's incredible team of emergency communications professionals, technology experts and corporate services staff, who support public safety and communities across British Columbia every day.

*"When you have done all you can to be there for someone in need, there is a real sense of pride and accomplishment at the end of your shift. You know you helped someone in a really tough moment."*

**- Karli Banns**  
**Peer Coach**



### **Fire dispatch team and trainer honoured**

In 2025, E Comm staff were recognized with two prestigious national awards from the Association of Public Safety Communications Officials (APCO) Canada for their exceptional contributions to emergency communications. The fire dispatch team received the APCO Team Award for their professionalism during a series of large structure fires in Vancouver in August 2024. In addition, Trainer Tanya Silletta was named APCO Trainer of the Year for her dedication in mentoring and training dozens of call takers and dispatchers.

# OUR PEOPLE

**A team of dedicated professionals working together to keep communities safe**

Dispatching is a high demand role which requires a unique skill set. For police, you're often assigned to one agency. In the fire pod, the dispatchers are responsible for all 40 fire agencies. The award-winning team works in a fast-paced, loud and highly collaborative environment, often making split-second decisions with limited information when responding to calls. Strong communication - both verbal and non-verbal - helps the team stay focused during high-pressure situations.



*"If it's busy and the room gets loud, it can be a thumbs up or a head nod, to acknowledge that someone has given you an update. There are no egos here. Everyone has checked their ego at the door. We are here to help people; to save lives and protect property, that's the goal."*

**- Jeanine Murphy**  
**Fire Communications Dispatcher**

## The voice behind the call

Police emergency call takers are often the first point of contact during a crisis. They prioritize calls and gather critical information to help first responders. It's a high-stress job that requires balancing urgency with empathy, all while handling an average of 50-60 calls per day. Following the 2021 heat dome, process improvements have helped streamline call handling and improve service for people in need.



*"For me, it's about forming that brief connection with people just so they're aware there is another human on the line. We're not just here to send help, we're here to help too."*

**- Trevor Travis**

**Police Call Taker, Vancouver Island Emergency Communications Centre**



## Supporting recruitment, retention and career growth

E-Comm's People & Culture team plays an important role in supporting the people behind the headset. By identifying candidates who demonstrate resilience, empathy, and the ability to perform under pressure, the team helps build a strong, capable workforce. This recruitment approach contributed to a retention rate of 87.4% and an attrition rate of 9.3% in 2025.

*"We're always looking at the long term - what someone's goals are and how we can support them in building a career here. It's about being honest about the role, while also highlighting the opportunities ahead. This can be a starting point for a meaningful and evolving career."*

**- Nina Morales**  
Talent Advisor




## Modernizing training to drive excellence

In 2025, E-Comm continued to modernize its training program for operations to better support new workers. New approaches to onboarding included blended learning, interactive exercises and e-learning components, allowing staff to build more practical hands-on experience before going solo on the floor. As part of preparations for NG9-1-1, updated training materials were also developed to help employees adapt to the new technology.

*"Onboarding people in this industry can be challenging because of the nature of the calls and situations our staff are exposed to. Our training program is designed to break down learning into manageable pieces, so new employees can do the job and succeed."*

**- Samantha Bruehler**  
**Training Specialist - Operations**




## 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. Over the past year, our project team focused on preparing the organization and its partners for the launch of the new emergency communications system. This work included extensive system testing, identifying and resolving technical issues, conducting tabletop exercises and training operational staff.

*"What makes this project unique is that we're not just modernizing 9-1-1 at E-Comm, we are also building a new system for our contracted partners, including the RCMP and BCEHS. Collaboration has been critical every step of the way, helping ensure processes are in place for a smooth and reliable transition for us."*

**- Christina Tolkamp**  
**Project Manager, Next Generation 9-1-1**



## Strengthening resilience through proactive infrastructure maintenance


The Facilities team is responsible for E-Comm's infrastructure throughout the Lower Mainland and Vancouver Island, and making sure staff are comfortable and safe in their work environment. This work includes maintaining backup generators, battery systems and fire suppression equipment to help ensure operations can continue during emergencies or power outages.

*"We are constantly preparing for worst-case scenarios by testing equipment and planning for any potential system failures. Our goal is to keep everything running seamlessly behind the scenes, so operations can continue to serve the public and first responders without interruption."*

**- Osman Osman**  
**Building Engineer, Facilities**

## Supporting financial transparency and partner confidence

E-Comm's Finance team plays a critical role in advancing the organization's focus on financial transparency and partner confidence. By producing monthly financial statements and supporting annual audits, the team ensures financial information is accurate and compliant with accounting standards. As E-Comm moves toward a new financial model, Finance is helping define and validate service costs, ensuring consistency and clarity in how resources are allocated.



*"With new tools like Power BI, we're able to spend less time pulling data and more time understanding the numbers, so we can provide clearer insights and stronger financial reporting. It also helps safeguard financial resources and supports transparency - that's how we build trust with our partners."*

**- Tara Insell**  
**Senior Accountant**

# FINANCIAL OVERVIEW

Statement of Operations	2025	2024
Revenue	\$ 164,321,924	\$ 147,081,850
Direct operating expenses	144,940,810	130,359,464
	19,381,114	16,722,386
Other expenses		
Amortization and other	6,843,544	5,269,750
Interest expenses	670,141	2,388,206
	7,513,685	7,657,956
<b>Excess (Deficiency) of revenue over expenses</b>	<b>11,867,429</b>	<b>9,064,430</b>

Statement of Net Assets (Deficit)	2025	2024
Net assets Balance, beginning of year	\$ 1,864,712	\$ (7,199,718)
Share capital	550	550
Excess of revenue over expenses for the year	11,867,429	9,064,430
<b>Balance, end of year</b>	<b>\$ 13,732,691</b>	<b>\$ 1,865,262</b>
Interfund transfers to internally restricted net assets:		
Operations reserve	6,964,943	-
Carry Forward reserve	510,105	-
Internally restricted net assets, end of year	7,475,048	-
Unrestricted Net Assets, end of year	\$ 6,257,093	\$ 1,864,712

E-Comm ended the year with an excess of revenue over expenses of \$11.9 million and cumulative net assets of \$13.7 million. This is comprised of internally restricted net assets of \$7.5 million and unrestricted net assets of \$6.2 million. The internally restricted net assets are related to the new operations reserve and carry forward reserve policies that were implemented in 2025 with balances at year-end of \$7.0 million and \$0.5 million respectively.

The operations reserve fund is intended to enhance E-Comm's financial stability, resilience, and sustainability and will help mitigate against the volatility of operations levies, unexpected demand increases, emergencies, and other unforeseen events. The carry forward reserve policy provides an administratively efficient mechanism by which to carry forward approved project funds into a subsequent fiscal year.

As radio and other revenue lines are based on cost recovery, the \$11.9 million excess of revenue over expenses is related to operations. The main drivers of the variances are a change in operational staffing assumptions and vacancies during the year. The savings in professional fees and maintenance and technology are related to timing of projects, some of which have been carried over into the subsequent year as part of the new carry forward reserve policy.

E-Comm's Wide-Area Radio Network users saw lower actual 2025 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 and allocated costs in the year.

As previously reported, in 2023, E-Comm received a provincial grant of \$90 million from the Ministry of Public Safety and Solicitor General to support the NG9-1-1 program implementation. At year-end, \$76.5 million had been spent on the NG9-1-1 initiative to date with an additional \$47.2 million expected to be spent over the remaining life of the project. The total forecasted spending at the end of 2025 was \$123.7 million, of which \$37 million has been recovered from BC Emergency Health Services.

The Operations levy increases for 2026 were lower than the recent average increases as follows: 1.5 percent for Lower Mainland (LMD) police dispatch and call-taking operations; 1.5 percent for LMD fire dispatch and call-taking operations, and 2.5 percent for Vancouver Island police dispatch and call-taking operations. E-Comm continues to consistently meet agreed upon service level targets.

Ensuring that E-Comm continues on a sustainable path-financially, operationally and organizationally remains a high priority. Discussions are ongoing with our partner agencies to ensure we align funding with growth in volume and the nature and complexity of the calls and activities, which results in a need for increased resourcing to support dispatch and call-taking service delivery and related service level targets.

The aggregated radio levy increase for 2026 is 3.7 percent. Radio levies continue to provide a sustainable means of funding for technology evolution of this mission critical asset, and future radio infrastructure upgrades are being planned.

*Full copies of E-Comm's 2025 Audited Financial Statements, including the Auditor's Report to the Shareholders and Notes to the Financial Statements are available at [ecomm911.ca](http://ecomm911.ca).*



# BOARD OF DIRECTORS

A 23-member Board of Directors 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 Corporation.

The members of the Board of Directors, largely nominated by E-Comm shareholders, provide extensive knowledge and experience to the Corporation 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, the Audit & Risk 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.

## 2025-26 BOARD OF DIRECTORS

Name	Position	Nominated By
Nancy Kotani	Board Chair and Independent Director	
Tim Baillie	Director	Cities of Langley, Surrey and White Rock, Township of Langley (Seat 1 of 2)
Doug Campbell	Independent Director	
Rod Dewar	Independent Director	
Paul Douglas	Director	Capital Regional District and E-Comm's Southern Vancouver Island police agency partners
Steve Ferguson	Director	Metro Vancouver and TransLink
Kash Heed	Director	City of Richmond
Leanne Heppell	Director	BC Emergency Health Services
Vacant	Director	Vancouver Police Board
Angela Kaiser	Independent Director	
Dylan Kruger	Director	City of Delta/Delta Police Board
Meghan Lahti	Director	Cities of Burnaby, Coquitlam, New Westminister, 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 West, Coquitlam, Port Coquitlam and Port Moody, Village of Belcarra (Seat 2 of 2)
John McKearney	Director	Provincial Government (Seat 1 of 2)
Denise Nawata	Independent Director	
Dan Ruimy	Director	Cities of Maple Ridge and Pitt Meadows
Raina Siou	Director	RCMP
Susan Stanford	Director	Provincial Government (Seat 2 of 2)
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 Westminister, Port Moody, Transit Police, West Vancouver)

# EXECUTIVE LEADERSHIP

Name	Position
Nancy Blair	Interim President and Chief Executive 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	Interim Vice-President, Operations
Jason Rude	Vice-President, Finance and Chief Financial Officer

# 2025 AT A GLANCE

- 2M+ 9-1-1 calls
- 612K police emergency calls
- 122K fire emergency calls
- 552K police non-emergency calls
- 59.2M transmissions on radio network
- 91% public trust
- BC Top Employer
- APCO Awards
- Next Generation 9-1-1 Progress



[ECOMM911.CA](https://ecomm911.ca)

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