



## NEW WESTMINSTER POLICE BOARD

OPEN AGENDA

Tuesday, July 19, 2022 at 9:30 am

Council Chamber, New Westminster City Hall and

By Zoom: <https://us02web.zoom.us/j/88644230155>

✓ Indicates Attachment

***We recognize and respect that New Westminster is on the unceded and unsundered land of the Halkomelem speaking peoples. We acknowledge that colonialism has made invisible their histories and connections to the land. As a City, we are learning and building relationships with the people whose lands we are on.***

<b>1</b>	<b>ADOPTION &amp; PRESENTATIONS</b>	
	1.1 Land Acknowledgment	<i>Mayor Cote</i>
	1.2 Introduction of New NWPB Member Patrick Lalonde	<i>Mayor Cote</i>
✓	1.3 Adoption of Open Agenda: July 19, 2022	<i>Police Board</i>
<b>2</b>	<b>CONSENT AGENDA</b>	<i>Police Board</i>
✓	2.1 Approval of Open Minutes: June 21, 2022	
	2.2 Police Board Member Reports	
✓	2.3 Statistics: June 2022	
	2.4 Police Board Correspondence:	
✓	2.4a BCAMCP Letter in Response to JIBC Funding	
✓	2.4b E-Comm 2021 Annual Report & Financial Statements	
<b>3</b>	<b>ONGOING BUSINESS</b>	
✓	3.1 NWPB Strategic Plan Update	<i>Deputy Chief Constable Paul Hyland</i>
✓	3.2 NWPB Non-Emergency Line Issues and Potential Alternatives	<i>Inspector Andrew Perry</i>
<b>4</b>	<b>NEW BUSINESS</b>	
	<i>No Items</i>	
	<b>NEXT MEETING</b>	
	<b>Date:</b> Tuesday, September 13, 2022 at 9:30 am	
	<b>Location</b> Council Chamber, New Westminster City Hall and By Zoom	
	<b>ADJOURNMENT OF OPEN MEETING</b>	



## NEW WESTMINSTER MUNICIPAL POLICE BOARD

June 21, 2022 at 9:30 a.m.

Via ZOOM

### MINUTES of Open Meeting

<b>PRESENT:</b>	Ms. Heather Boersma Ms. Ruby Campbell Mr. Karim Hachlaf Mr. Drew Hart Ms. Shirley Heafey Mr. Sasha Ramnarine	Chair
<b>REGRETS:</b>	Mayor Jonathan Coté	
<b>STAFF:</b>	Chief Constable Dave Jansen Deputy Chief Paul Hyland Inspector Trevor Dudar Inspector Aman Gosal Inspector Andrew Perry Inspector Eamonn Ward Ms. Jacqueline Dairon Ms. Heather Corbett	Finance Supervisor Acting Board Secretary

The meeting was called to order at 10:05 a.m.

#### 1.1. Land Acknowledgment

Sasha Ramnarine provided a land acknowledgement, as follows:

*We recognize and respect that New Westminster is on the unceded and unsundered land of the Halkomelem speaking peoples. We acknowledge that colonialism has made invisible their histories and connections to the land. As a City, we are learning and building relationships with the people whose lands we are on.*

#### 1.2. Acknowledgement of Service to Police Board members Ramnarine and Hachlaf

Chief Constable Jansen acknowledged the conclusion of Police Board members Ramnarine and Hachlaf's terms, and recognized both board members for their years of service.

#### 1.3. Personnel Announcements

Ruby Campbell announced that she would be taking a leave of absence from the Police Board, as she is a nominated candidate in the 2022 municipal election.

Chief Constable Jansen introduced Inspector Eamonn Ward to the Board. Inspector Ward was promoted in June and has taken over responsibility for the Support Services Division from Inspector Chris Mullin.

**1.4. Acknowledgement of Chief Constable Jansen's Order of Merit of the Police Forces**

Deputy Chief Constable Hyland acknowledged and offered congratulations on Chief Constable Jansen's recent appointment to the Order of Merit of the Police Forces. He provided background on the Order of Merit, and noted Chief Constable Jansen's work history and community involvement.

**1.5. Adoption of Open Agenda: June 21, 2022**

**MOVED AND SECONDED**

THAT The New Westminster Police Board approve the June 21, 2022, Open Agenda.

**CARRIED**

**2. CONSENT AGENDA**

**2.1. Approval of Open Minutes: May 17, 2022**

**2.2. Police Board Member Reports**

**2.3. Statistics: May 2022**

**2.5. Freedom of Information and Protection of Privacy Act Report for 2021**

**2.6. Police Board Correspondence**

**a) JIBC Police Academy Transition Funding Letter from SSG**

**MOVED AND SECONDED**

THAT Items 2.4 and 2.6b be removed from the Consent Agenda; and,

THAT the New Westminster Police Board approve the remaining items on the Consent Agenda.

**CARRIED**

**ITEMS REMOVED FROM CONSENT**

**2.4. Strategic Plan Tracking Document**

Police Board members noted that it would be useful to see more detail in the key milestones section of the document. While the status of the items is displayed, it would also be useful to have information about when the items are planned to start.

Deputy Chief Constable Hyland noted that a full report containing information and updates about the Strategic Plan would be presented to the Board at the July 19 meeting.

**MOVED AND SECONDED**

THAT the New Westminster Police Board receive the Strategic Plan Tracking Document for information.

**CARRIED**

**2.6 Police Board Correspondence**

**b) Letter from Member of the Public re E-Comm**

Police Board members recognized the letter from the member of the public, noting that it is reflective of the broader concerns about E-Comm that have been discussed over recent months.

Board members noted that staff has been directed to bring an open report to the Board in July to address the issue of the E-Comm non-emergency line.

**MOVED AND SECONDED**

THAT the New Westminster Police Board receive the correspondence for information.

**CARRIED**

**3. ONGOING BUSINESS**

**3.1 Loud Vehicle Noise Follow-Up Report**

Inspector Dudar reviewed the follow-up report, noting that since the original report was brought to the Board in October 2021, activities had ramped up in the following areas:

- Public messaging by the NWPB's Strategic Communications department;
- Engagement with City of New Westminster Integrated Services staff; and,
- Enforcement initiatives by the NWPB Traffic Unit.

**MOVED AND SECONDED**

THAT the New Westminster Police Board receive the report entitled "Loud Vehicle Noise Follow-Up Report" for information.

**CARRIED**

**4. New Business**

**4.1 CAPG 2022 Conference Sponsorship Request**

Chief Constable Jansen noted that historically, the Board had provided \$1400 in sponsorship funds to the Canadian Association of Police Governance (CAPG) for their annual Conference.

**MOVED AND SECONDED**

THAT The New Westminster Police Board approve a contribution of \$1400 for the 2022 CAPG Conference.

**CARRIED**

**4.2 Motion for Drew Hart to Represent NWPB at E-Comm AGM**

**MOVED AND SECONDED**

THAT The New Westminster Police Board nominate Drew Hart to represent the NWPB at the E-Comm Annual General Meeting on June 23, 2022.

**CARRIED**

**ADJOURNMENT of Open Meeting**

Chair Sasha Ramnarine adjourned the meeting at 10:25a.m.

**Next meeting**

The next meeting of the New Westminster Police Board will take place on July 19, 2022 at 9:30 a.m.

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MAYOR JONATHAN COTE  
CHAIR

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HEATHER CORBETT  
RECORDING SECRETARY

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Crime Type Category <sup>1</sup>	2022 May	2022 June	June 3YR Avg	YTD 2020	YTD 2021	YTD 2022	YTD 3YR Avg	% Change 2022-2021
Persons Offences								
HOMICIDE	0	0	0	0	2	0	1	N/A <sup>2</sup>
ATTEMPTED HOMICIDE	0	0	0	1	1	2	1	100%
SEXUAL ASSAULTS	3	10	5	16	31	39	29	26%
ASSAULT-COMMON	37	23	29	176	167	162	168	-3%
ASSAULT-W/WEAPON OR CBH	14	10	15	57	83	63	68	-24%
ASSAULT-AGGRAVATED	0	0	0	0	3	3	2	0%
ROBBERY	3	4	3	20	26	22	23	-15%
Total Monitored Persons Offences	57	47	52	270	313	291	291	-7%
Domestic Violence								
DOMESTIC VIOLENCE	67	46	52	302	304	306	304	1%
FAMILY VIOLENCE	20	27	22	153	124	126	134	2%
Property Offences								
BREAK & ENTER-BUSINESS	11	9	10	86	125	69	93	-45%
BREAK & ENTER-RESIDENCE	4	3	4	37	23	33	31	43%
BREAK & ENTER-OTHER	14	7	7	48	36	37	40	3%
THEFT OF VEHICLE	12	8	9	75	59	82	72	39%
THEFT FROM VEHICLE	51	44	62	438	439	333	403	-24%
THEFT-OTHER OVER \$5000	2	2	1	8	4	8	7	100%
THEFT-OTHER UNDER \$5000	38	42	39	207	177	212	199	20%
MISCHIEF OVER \$5000	2	1	2	5	6	5	5	-17%
MISCHIEF \$5000 OR UNDER	37	43	37	202	278	235	238	-15%
Total Monitored Property Offences	171	159	171	1106	1147	1014	1089	-12%
Traffic Offences								
Collisions								
COLLISION-FATAL	0	0	0	0	0	2	1	N/A
COLLISION-NON-FATAL INJURY	4	6	8	59	45	35	46	-22%
COLLISION-ALL OTHERS	49	37	38	182	197	290	223	47%
Total Collision Offences	53	43	46	241	242	327	270	35%
215   Impaired								
215 ALCOH-24HR & DRUG	1	1	3	15	25	14	18	-44%
215 ALCOH IRP FAIL & REFUSE ASD-90 DAY	9	17	13	41	70	77	63	10%
215 ALCOH IRP WARN	3	5	3	13	23	27	21	17%
IMPAIRD OP MV (DRUGS & ALCOH)	6	4	6	32	46	57	45	24%
Weapons Offences								
WEAPONS	3	2	6	31	41	33	35	-20%
Other Non-Criminal Offences								
BYLAW	15	18	31	281	159	107	182	-33%
FALSE ALARMS	83	85	77	348	346	464	386	34%
MISSING PERSONS	19	25	22	99	119	132	117	11%
MENTAL HEALTH RELATED	43	42	62	316	465	242	341	-48%
DISTURBED PERSON/ATT SUICIDE	31	39	53	391	343	210	315	-39%
SUDDEN DEATH	17	12	18	62	86	71	73	-17%
DOMESTIC DISPUTE-NO ASSAULT	42	36	40	261	225	183	223	-19%

<sup>1</sup> The above statistics were extracted from LMD PRIME, General Occurrences (GOs) with CCJS Status: <>A (all files except unfounded) or B:Z (founded). Please note that the figures reflect police records as of the day the data was originally extracted; therefore, the figures may have changed over time. The PRIME data was last reviewed on: 2022-07-11. Please contact the New Westminster Police Department - Criminal Intelligence Unit for more information.

<sup>2</sup> Undefined. Percent Change = ((new value – initial value / initial value) x 100). Division by zero is division where the divisor (denominator) is zero, where the expression has no meaning; therefore, division by zero is undefined.

**Heather CORBETT**

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**Subject:** FW: Justice Institute of BC Funding 2022-2023  
**Attachments:** 20220622 Farnworth JIBC Police Academy Funding.pdf

**From:** Dave JANSEN  
**Sent:** June-22-22 1:03 PM  
**To:** Heather CORBETT <HCORBETT@NWPolice.org>  
**Subject:** FW: Justice Institute of BC Funding 2022-2023

**From:** Marshall, Kristine <[Kristine.Marshall@vicpd.ca](mailto:Kristine.Marshall@vicpd.ca)>  
**Sent:** Wednesday, June 22, 2022 1:00 PM  
**To:** Adam Palmer <[adam.palmer@vpd.ca](mailto:adam.palmer@vpd.ca)>; Alison **Subject:** FW: Justice Institute of BC Funding 2022-2023

**This Message Is From an External Sender**

This message came from outside your organization.

Good afternoon,

Please find attached the letter to Minister Farnworth re: JIBC PA funding that was sent to the Minister this afternoon (June 22).

Kristine



**Kristine Marshall**  
 Executive Assistant  
 Office of Deputy Chief Constable Laidman  
 Office of Deputy Chief Constable Watson  
 Victoria Police Department  
 850 Caledonia Ave  
 Victoria BC, V8T 5J8  
[kristine.marshall@vicpd.ca](mailto:kristine.marshall@vicpd.ca)  
 T: 250-995-7215  
 M: 250-208-2659  
[www.vicpd.ca](http://www.vicpd.ca) [[owa.police.victoria.bc.ca](http://owa.police.victoria.bc.ca)]

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**From:** Marshall, Kristine <>  
**Sent:** June 22, 2022 12:58 PM  
**To:** [PSSG.Minister@gov.bc.ca](mailto:PSSG.Minister@gov.bc.ca)  
**Cc:** Colin Watson ([colin.watson@vicpd.ca](mailto:colin.watson@vicpd.ca)) <[colin.watson@vicpd.ca](mailto:colin.watson@vicpd.ca)>; Huber, Charla <[Charla.Huber@vicpd.ca](mailto:Charla.Huber@vicpd.ca)>  
**Subject:** Justice Institute of BC Funding 2022-2023

Sent on behalf of Deputy Chief Constable Colin Watson, President BCAMCP

Good afternoon,

Please find attached a letter from BCAMCP in response to the May 19, 2022 letter from ADM Rideout regarding the Justice Institute of BC Funding 2022 – 2023.

If you have any questions or require additional information, contact Deputy Chief Watson at 250-995-7672 or at [colin.watson@vicpd.ca](mailto:colin.watson@vicpd.ca)

Please kindly confirm receipt.

Thank you,

Kristine Marshall



**Kristine Marshall**

Executive Assistant

Office of Deputy Chief Constable Laidman

Office of Deputy Chief Constable Watson

Victoria Police Department

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## BRITISH COLUMBIA ASSOCIATION OF MUNICIPAL CHIEFS OF POLICE

c/o 850 CALEDONIA AVE VICTORIA, BC V8T 5J8 250.995.7217

June 22, 2022

The Honourable Mike Farnworth  
**Minister of Public Safety and Solicitor General**  
P.O. Box 9010 Stn Prov Govt  
Victoria, BC V8W 9E2

Email: [PSSG.Minister@gov.bc.ca](mailto:PSSG.Minister@gov.bc.ca)

*Via Email*

Dear Minister:

### **Re: Justice Institute of BC Funding 2022 - 2023**

I am writing on behalf of the BC Association of Municipal Chiefs of Police to express our concerns regarding the contents of a letter dated May 19, 2022 from Assistant Deputy Minister Rideout, indicating that the Ministry of Public Safety and Solicitor General will not provide additional financial support for what has been identified as a structural funding deficit within the Justice Institute of BC (JIBC), Police Academy, effective immediately. This letter appears to contradict an earlier commitment made in 2021; wherein, your Ministry wrote to the municipal police agencies regarding the need to find a sustainable funding model for the JIBC Police Academy, and that any new funding formula would be implemented as of April 2024.

Representatives of your Ministry sent correspondence, dated May 14, 2021, (Ref 618989) that in part states:

... As part of the work to address the recommendations the report, including finding additional funding sources, municipalities will be required to contribute to the costs of recruit training and the JIBC PA in the upcoming years, following a transition period ...

Recognizing that many municipalities are facing fiscal pressures as a result of Covid-19 and will have to integrate these costs into their upcoming budgets, the new funding formula is anticipated

to be implemented in April 2024 for those departments that currently send recruits to the JIBC PA ...

This letter recognized that the Metro Vancouver Transit Police already paid the costs associated with recruit training and that the newly created Surrey Police Service, would also commence payment effective immediately (2021).

Subsequently, in a letter dated May 19, 2022, (Ref 630309) your Ministry wrote to the Chiefs of Police, and Chairs of Police Boards stating,

As a result of emerging issues, Policing and Security Branch (PSB) will be working with the JIBC to implement the transition to the new funding model sooner than anticipated. Municipalities may be expected to pay on a per recruit basis beginning this fiscal year 2022, and this timeline will be dependent on the results of the financial planning to be completed by the JIBC ...

This change in implementation date from April 2024 to April 2022, is concerning and presents serious financial pressures upon police agencies and the municipalities that provide the required budget funding. Municipal budgets are established in line with the calendar year and for 2022, municipalities are legally required to pass their annual property tax bylaw by May 15, as per the *Local Government Act 197(1)*. Under section 27(6), municipalities are not permitted to spend money that is not included in the Police Board's budget and approved by city council.

As the date of the most recent letter is May 19, 2022, the deadline for municipalities to set their tax bylaw had passed. This, along with a lack of sufficient consultation on this announced change, did not permit agencies and their funders to adjust for new costs in this fiscal year.

The Ministry has highlighted in its various communications the changing cost pressures that have occurred over the past couple of years and we are sympathetic to the budget pressures of both local and provincial governments.

We ask that your Ministry reconsider the current position regarding funding for the JIBC PA and continue the necessary interim deficit funding for the JIBC PA. We also request that your Ministry delay the implementation of the proposed changes to the funding arrangement until at least the 2023-24 budget year, which is one year earlier than the commitment made in the 2021 letter. This will permit an opportunity to complete discussions with government regarding a fair and sustainable shared funding model for the JIBC PA, and permit all agencies to subsequently work with their representative municipalities to adjust their budgets where required.

Sincerely,

A handwritten signature in black ink, appearing to read 'Colin Watson', with a stylized flourish extending to the right.

Colin Watson M.O.M., MPA, LL.M, CPHR  
Deputy Chief Constable, Victoria Police Department  
President, BC Association of Municipal Chiefs of Police

cc: Charla Huber, Chair of the British Columbia Association of Police Boards  
BC Association of Municipal Chiefs of Police

**Heather CORBETT**

---

**From:** Melissa Yeo  
**Sent:** June-28-22 2:14 PM  
**To:** \*E-Comm Radio and Dispatch - FIRE Agencies; \*E-Comm Radio and Dispatch - POLICE Agencies  
**Subject:** E-Comm's 2021 Annual Report

**This Message Is From an External Sender**

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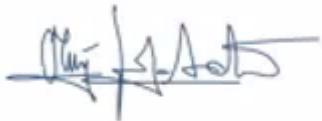
Good afternoon,

For the first time since the COVID pandemic was declared more than two years ago, our 2022 Annual General Meeting was held last week in person at the Executive Inn hotel in Burnaby.

During the meeting, E-Comm's Board Chair, Doug Campbell, paid special tribute to the exceptional work of our staff and all emergency responders throughout the ongoing pandemic and the extreme weather events that took place in 2021. He also spoke to some of the ongoing challenges impacting E-Comm in terms of resourcing and service delivery.

Following the meeting, the 2021 Annual Report and financial statements were posted to our website. You can view both of these documents [here \[ecomm911.ca\]](https://www.ecomm911.ca).

Sincerely,



Oliver Grüter-Andrew  
President & CEO



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

**2021 Annual Report**

# CORPORATE OVERVIEW

## ABOUT E-COMM

### Who we are Today

E-Comm was established in 1997 under the provincial Emergency Communications Corporations Act. As the primary emergency communication services agency for British Columbia, E-Comm has played a pivotal role in keeping British Columbians safe and helping to protect communities for more than 20 years. As the *first*, first responders, E-Comm's staff provide 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.

### 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 various kinds. Currently, BC Emergency Health Services, all police agencies and 17 fire departments in Metro Vancouver and Abbotsford use E-Comm's radio network to communicate their essential messages.

### 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 Call-Answer, Police and Fire Dispatch Services

In 2021, 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 33 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.

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- 

*This Annual Report was published on June 23, 2022.*



# MESSAGE FROM THE BOARD CHAIR



It would be an understatement to say that the strain felt by all emergency services in 2021 was extraordinary. Through the COVID-19 and the opioid health crises, extreme heat, forest fires and major flooding events, all emergency responders were stretched to the maximum in 2021, including E-Comm staff. As the *first* first responders, our staff set aside the personal impacts of these critical events to be there for British Columbians in need of help. From Operations, to Technology, to Corporate Services, on behalf of the Board of Directors, I want to thank everyone at E-Comm who came to work day after day, around the clock, providing the best services they could under extreme circumstances.

There is little doubt that last year's extraordinary events created operational challenges everywhere. On top of these, E-Comm had already been experiencing ongoing challenges related to police communication services for some time, particularly for non-emergency call-taking.

Delivering reliable, continuous, high-quality services that meet the needs of first responders and public safety is one of E-Comm's key commitments outlined in [\(a\)SPIRE—E-Comm's 2025 Strategic Plan](#). In support of this commitment, the organization, with the Board's involvement, conducted a fulsome review of our police communication operations to identify ways to return

our current service level performance to the high standards we pride ourselves on.

This *Operations Review*, completed in mid-2021, confirmed a need for additional funding and resourcing, as well as significant opportunities to change the way we deliver our services. We are working closely with our partner agencies to explore what this new way of offering services will be. I have every confidence in E-Comm's leadership team to determine the innovative solutions needed to address our current challenges, and to best position the organization to respond to the public's evolving emergency communications needs.

Further to the operational changes under review, we are also evaluating the governance structure of the organization to ensure it continues to meet the public's, first responders' and E-Comm's current and future requirements.

E-Comm's Board of Directors provides oversight to the organization's strategic planning and direction, financials and operating results. As a great first step, E-Comm added a new board seat for representation from the southern Vancouver Island region. This was a long time coming and helps to ensure the police agencies for which E-Comm provides call-taking and dispatch services on Vancouver Island have appropriate representation in discussions about the future of the organization. This is one step of many required to modernize our existing governance structure. More to come on that over the next year.

Our world has changed dramatically since the beginning of the pandemic. Major social justice movements like Defund the Police and Black Lives Matter, and attention to the important issue of Missing and Murdered Indigenous Women and Girls, have reaffirmed the need to relook at how racialized and marginalized members of our society are supported, especially during times of crisis. In 2020, the Special Committee on Reforming the Police Act was appointed to make recommendations on the modernization of policing across the province, particularly as it pertains to increasingly complex concerns like mental health and wellness and evaluating the scope of systemic racism within B.C.'s police agencies. Although E-Comm has embarked upon our journey to listen and learn around Truth and Reconciliation and Equity, Diversity and Inclusion, more efforts need to be made in these areas. This remains a large and important space of opportunity for the organization. And the time to start this work is now. E-Comm's Board of Directors and Leadership Team are committed to taking the necessary actions to ensure our organization remains inclusive and provides equitable access to our services for everyone.

Emergency services in British Columbia are facing significant challenges in 2022 and beyond. Although we may not know yet what the bumps in the road will be, rest assured that as an organization, E-Comm is ready to shift and respond so we can best support our public safety partners and deliver vital emergency communications services to the public.

**Doug Campbell**, Board Chair

# MESSAGE FROM THE PRESIDENT AND CEO



This past year brought with it the highest call volume since E-Comm answered its first 9-1-1 call in 1999—more than 2 million calls. This represents a 12 per cent increase over call volumes in 2020, with 9 out of 10 of the busiest days in E-comm's history taking place in 2021.

It is within this context I want to acknowledge the dedication and commitment of our staff. They showed up 24/7 to ensure British Columbians received the help they need from first responders, and continued to offer help during a time when stress and demands remained high in both their personal and professional lives.

Whether answering someone's call for help, dispatching first responders to the scene or supporting the organization in other ways, working in emergency communications is a challenging job under normal circumstances. On our busiest day, we received nearly 8,000 9-1-1 calls, or the equivalent of one call every 12 seconds. It is not surprising then that this past year took a toll on our staff and, in response, E-Comm has used additional funding received to improve the professional support resources available for our employees. We have more to do and are continuing to explore other ways to support our staff's health and wellness.

The volume of calls we received in 2021 impacted our ability to respond as quickly as we have in the past. Wait times for callers on emergency lines hit levels that are unacceptable to us.

Our standard is to answer 95 per cent of 9-1-1 calls within five seconds. In 2021, we were only able to hit this measure 92 per cent of the time.

When unforeseen circumstances the province experienced last summer continued into the fall, E-Comm made tough decisions on policy and operational changes to allow for immediate improvements.

Despite these actions, the higher level of demand and strain has not disappeared completely. Instead, call volumes continue to increase and are predicted to rise even higher this summer with COVID-19-related restrictions now lifted. We know the capacity of all emergency first responders will be stretched thin, including E-Comm's first responders.

A full review of our existing service delivery model that was conducted in 2021, particularly in police communications, confirmed a significant need for both increased funding and resourcing. It also pointed out that for E-Comm to meet the demands being placed on our organization, we need to evolve our operational process and procedure, and the way we provide services to our partners and the public. We are currently working with our partners on a transformation plan to ensure E-Comm can continue to serve the needs of the public and first responders.

While we experienced many challenges in 2021, we also had our share of success. The transfer of a Next Generation 9-1-1 (NG9-1-1) voice call between E-Comm's Lower Mainland emergency communications centre and Calgary 9-1-1 took place in April. This testing was the first step of many taken last year to validate the technology before building out the new system, which starts in 2022. The enhanced NG9-1-1 network will not only allow for improved services in terms of technology, but also offers numerous opportunities to evaluate call processes and to provide more equitable access to 9-1-1 services across British Columbia. As E-Comm prepares for this provincial transition, we are working closely with all levels of government to ensure this modernized 9-1-1 system will meet the growing needs of emergency communications, both now and into the future.

The Wide-Area Radio Network continues to be one of many mission-critical tools that sets our organization apart, as first responders rely on their radios for both their own safety and the safety of the public when responding to critical situations. We welcomed Pitt Meadows Fire & Rescue Services as users of this technology last fall—growing our total number of first responder radio partners to more than three dozen agencies.

One of our first municipal users also joined E-Comm's radio system in 2021. The Vancouver Park Rangers often work closely with police, fire or ambulance to resolve concerns within Vancouver's expansive park and recreation network. As contract users of our radio system, the Park Rangers can now communicate within their own teams and directly with first response agencies using the radio network's interoperability. These strong communications options during emergent events play a critical role in keeping our parks safe for all community members.

I would like to close as I opened—calling out the hard work and dedication of all E-Comm staff throughout a very challenging year. Our people have a direct relationship with both first responders and the public—they are the link that ensures the right resources respond to emergencies experienced by British Columbians. Through all of E-Comm's challenges and accomplishments in 2021, the resilience of our employees has been remarkable.

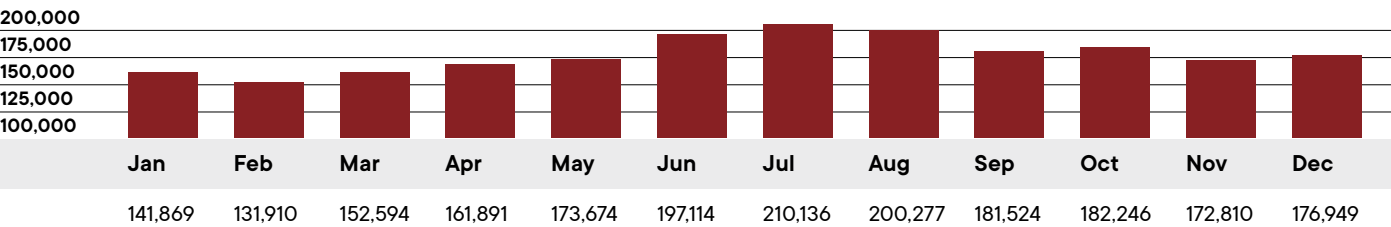
**Oliver Grüter-Andrew**, President & CEO

# CALL VOLUMES AND SERVICE LEVELS

Unprecedented strain on British Columbia's emergency response services in 2021 severely impacted E-Comm's ability to meet service level targets. In 2021, 2,082,994 calls were placed to 9-1-1, with 92 per cent of them answered within target of five seconds or less.

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

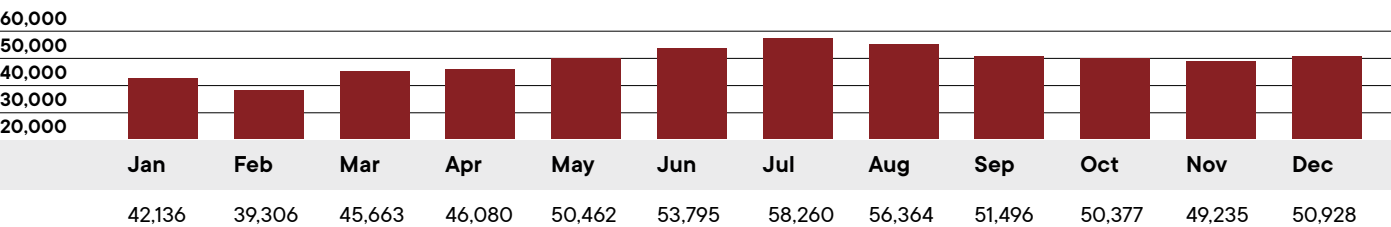
## NUMBER OF 9-1-1 CALLS PER MONTH



## POLICE AND FIRE EMERGENCY CALLS

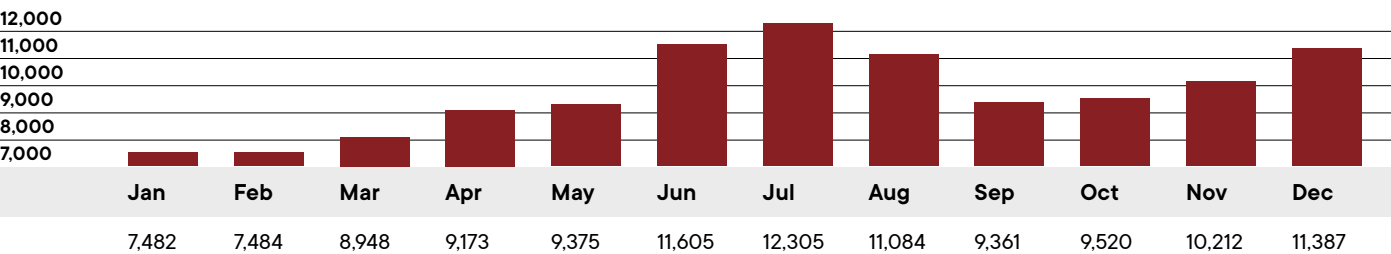
In 2021, E-Comm staff managed 594,102 police emergency calls and 117,936 fire emergency calls on behalf of the agencies for which we provide dispatch service.

### Police Emergency Calls by Month



84 per cent of police emergency calls were answered in less than 10 seconds.

### Fire Emergency Calls by Month



90 per cent of fire emergency calls were answered in less than 15 seconds.

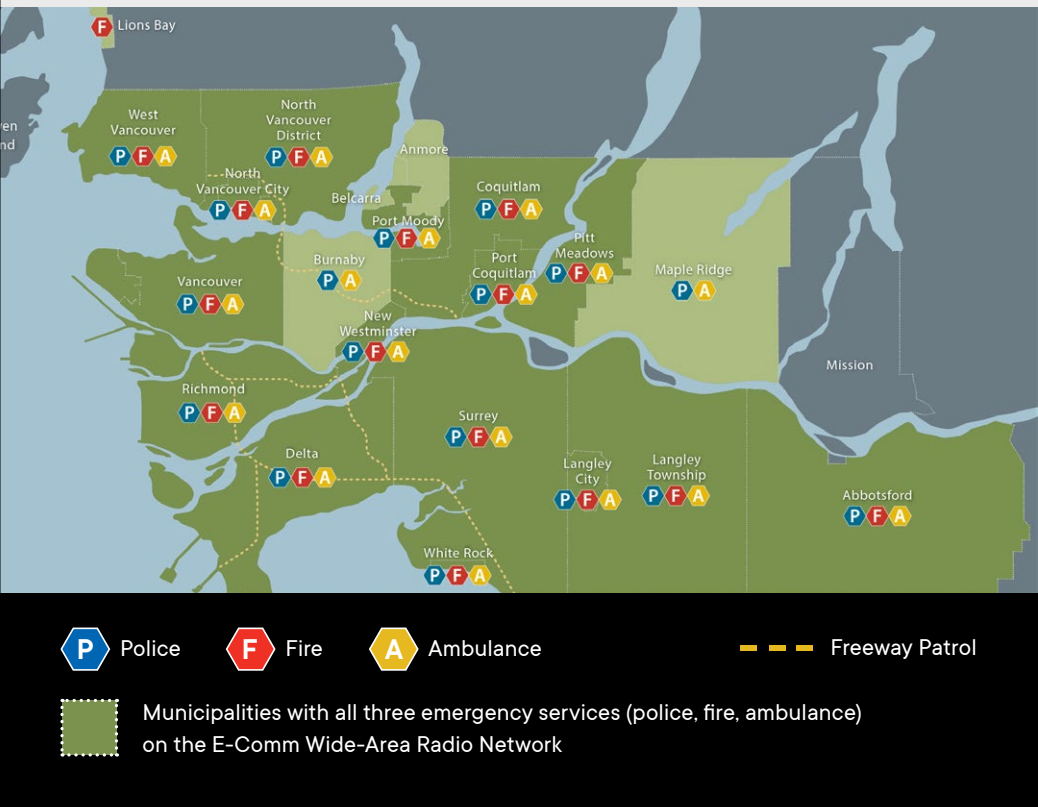
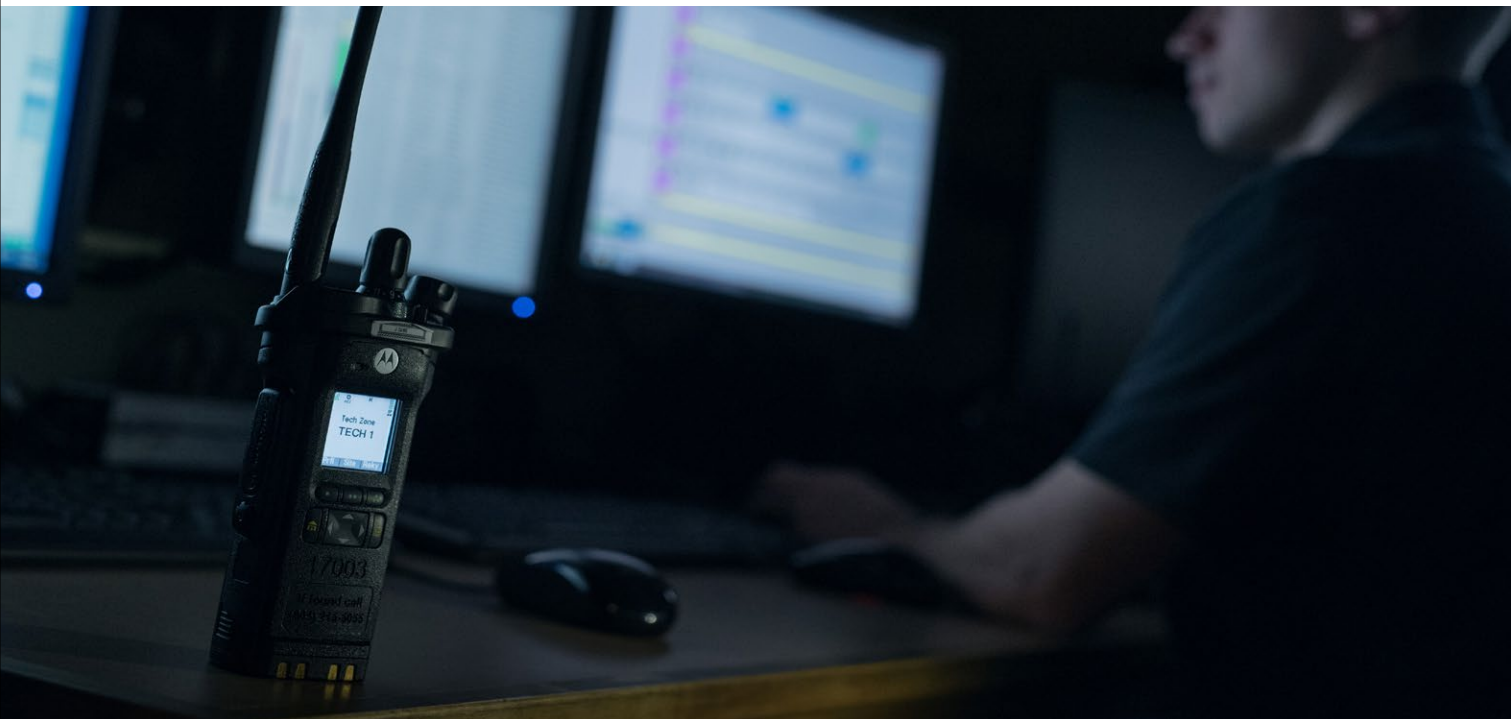
## 9-1-1 CALLS FOR POLICE, FIRE AND AMBULANCE



## 9-1-1 CALLS FROM LANDLINES AND CELLPHONES



# RADIO STATISTICS



**100%**  
Network availability

**53,996,361**  
Total number of radio transmissions

**336,632,692**  
Total seconds of airtime

**Nearly 13,000**  
Total number of radios available  
to be used on the network

**September 14, 2021**  
Pitt Meadows Fire & Rescue Services  
began communicating on the  
E-Comm Wide-Area Radio Network

# 2021 FINANCIAL HIGHLIGHTS

## Statement of Operations and Net Assets

	2021	2020
<b>Revenue</b>	83,497,346	79,793,667
<b>Direct operating expenses</b>	75,151,182	69,933,948
	8,346,164	9,859,719
<b>Other expenses</b>		
Amortization and other	6,307,013	6,380,826
Interest expenses	4,298,621	4,421,759
	10,605,634	10,802,585
<b>Deficiency of revenue over expenses</b>	(2,259,470)	(942,866)
<b>Unrestricted net assets, beginning of year</b>	(420,609)	522,257
<b>Unrestricted net assets (deficit), end of year</b>	(2,680,079)	(420,609)

E-Comm ended the year with a deficiency of revenue over expenses of \$2.3M. This further adds to the organization's net deficit, increasing it to \$2.7 million. This net deficit is wholly attributable to Dispatch Operations.

Similar to our partner agencies and many other organizations, the COVID-19 pandemic continued to have an impact on our 2021 financial results. Pandemic-related direct operating expenditures were \$217K in 2021. Furthermore, we experienced additional salary cost impacts related to COVID-19, such as sick entitlements.

E-Comm again saw no growth in the dispatch services base in 2021. Dispatch operations salaries (overtime) continue to be the main contributing factor to the net deficit. Funding remains a challenge as the revenues received in dispatch do not cover the costs incurred. In addition, we have not been able to hire up to funded staffing levels, further exacerbated by higher attrition, which in turn increases overtime required to address operationally required backfill and skill-set shortages. Management continue to focus on strategies to address recruitment, training, mentoring and retention.

E-Comm's Wide-Area Radio Network members again saw a shared radio levy decrease in 2021. Actual expenditures were lower than budgeted resulting in levy rebates to most members due to a combination of factors, including: decreased operating expenses, mainly in radio salaries (timing of hiring), reduced capital expenditures in facilities and projects due to supply chain and other delays. This has resulted in an average radio levy decrease of 4.4 per cent to radio members and an accumulated 2021 year-end radio reserve balance of \$7.7M.

The dispatch levy increases for 2022 are materially higher than past years with average increases as follows: 20.0 per cent for Lower Mainland (LMD) police dispatch; 21.0 per cent for LMD fire dispatch, 13.6 per cent for 9-1-1 call answer; and 10.9 per cent for Vancouver Island (VI) police dispatch. E-Comm is focused on the steps necessary to get our emergency operations division back on a sustainable path—financially, operationally and organizationally. Discussions are ongoing 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 and related service level targets. The aggregated radio levy amount increases in 2021 is 4.5 per cent. Radio levies continue to provide a sustainable means of funding for technology evolution of this mission critical asset.

E-Comm's radio, technology and contracted services continue to demonstrate the financial and operational benefits realized with consolidation, optimization and economies of scale.

While past growth has been a significant achievement, we recognize that investment in human resources and innovation projects as well as technology is required for the organization to evolve to meet the current expectations and future needs of our public safety partners.

Full copies of E-Comm's 2021 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).

<sup>1</sup>Adjusted for new agency participation; actual shared levy increases will vary by agency based on their specific metrics, such as actual number of radios.

# BOARD OF DIRECTORS

A 22-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. This is a list of E-Comm Board members in 2021.

## Independent Directors

<b>Doug Campbell</b>	Board Chair
<b>Barry Forbes</b>	
<b>Nancy Kotani</b>	
<b>Denise Nawata</b>	

<b>Director</b>	<b>Nominee of:</b>
<b>Aniz Alani</b>	City of Abbotsford
<b>Lois Karr</b>	RCMP
<b>Joe Keithley</b>	Cities of Burnaby, Coquitlam, New Westminster, Port Coquitlam, Port Moody, Village of Belcarra (Seat 1 of 2)
<b>Melanie Kerr</b>	City of Delta/Delta Police Board
<b>Warren Lemcke</b>	Vancouver Police Board
<b>Nancy McCurrach</b>	Cities of Burnaby, Coquitlam, New Westminster, Port Coquitlam, Port Moody, Village of Belcarra (Seat 2 of 2)
<b>Jen McCutcheon</b>	Metro Vancouver and TransLink
<b>Nicole MacDonald</b>	Cities of Maple Ridge and Pitt Meadows
<b>Mary Sue Maloughney</b>	Provincial Government
<b>Bill McNulty</b>	City of Richmond
<b>Paul Mochrie</b>	City of Vancouver
<b>Doug Scott</b>	Provincial Government
<b>Richard Walton</b>	City of North Vancouver, District of North Vancouver, District of West Vancouver, Village of Lions Bay
<b>Wilson Wan</b>	BC Emergency Health Services
<b>Terry Waterhouse</b>	Cities of Surrey, Langley and White Rock, Township of Langley (Seat 1 of 2)
<b>Colin Watson</b>	Capital Regional District and E-Comm's Southern Vancouver Island police agency partners
<b>Mike Welte</b>	Independent Police Boards (Abbotsford, New Westminster, Port Moody, Transit Police, West Vancouver)
<b>Ed Wolfe</b>	Cities of Langley, Surrey and White Rock, Township of Langley (Seat 2 of 2)

## Executive Leadership Team

<b>Oliver Grüter-Andrew</b>	President & CEO
<b>Beatrix Nicolato</b>	Senior Executive Advisor
<b>Al Horsman</b>	Interim Vice-President & Chief Financial Officer
<b>Greg Conner</b>	Vice-President, People and Culture
<b>Sarah Sidhu</b>	Vice-President, Legal and Governance
<b>Stephen Thatcher</b>	Vice-President, Operations
<b>Tony Gilligan</b>	Vice-President of Technology Services
<b>Nancy Blair</b>	Chief Transformation Officer
<b>Jasmine Bradley</b>	Executive Director, Communications and Public Affairs
<b>Suzanne Halliday</b>	Executive Director, Data, Analytics and Decision Support
<b>Tracy Lim</b>	Executive Director, Emergency Communications Centres



## 2021 AT A GLANCE

- 2.08+ million calls to 9-1-1
- Average of 5,700 9-1-1 calls per day
- 92 per cent of 9-1-1 calls answered within five seconds
- 594,102 police emergency and 665,463 non-emergency calls
- 117,936 fire emergency and 29,073 non-emergency calls
- 53.9 million transmissions on the E-Comm radio system
- 75 per cent public confidence in E-Comm services

*Police and fire emergency and non-emergency call volumes noted above are for the 73 agencies for which E-Comm provides dispatch services.*

Financial Statements of

**E-COMM EMERGENCY COMMUNICATIONS  
FOR BRITISH COLUMBIA INCORPORATED**

And Independent Auditors' Report thereon

Year ended December 31, 2021



KPMG LLP  
PO Box 10426 777 Dunsmuir Street  
Vancouver BC V7Y 1K3  
Canada  
Telephone (604) 691-3000  
Fax (604) 691-3031

## INDEPENDENT AUDITORS' REPORT

To the Shareholders of E-Comm Emergency Communications for  
British Columbia Incorporated

### ***Opinion***

We have audited the financial statements of E-Comm Emergency Communications for British Columbia Incorporated (the "Entity"), which comprise:

- the statement of financial position as at December 31, 2021;
- the statement of operations and net assets (deficit) for the year then ended;
- the statement of cash flows for the year then ended; and
- notes to the financial statements, including a summary of significant accounting policies

(hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2021, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditors' Responsibilities for the Audit of the Financial Statements**" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organization, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

Chartered Professional Accountants

Vancouver, Canada  
April 29, 2022

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

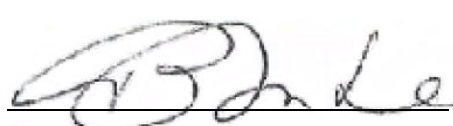
Statement of Financial Position

December 31, 2021, with comparative information for 2020

	2021	2020
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 19,575,838	\$ 13,954,167
Accounts receivable (note 4)	2,378,849	5,280,525
Prepaid expenses	2,364,053	2,225,529
Investment in direct finance leases receivable (note 6)	5,332,839	5,443,415
	<u>29,651,579</u>	<u>26,903,636</u>
Investment in PRIMECorp (note 2(a))	1	1
Debt reserve fund (note 3)	2,520,061	2,477,914
Long-term prepaid land lease	1,893,939	1,919,192
Long-term portion of prepaid expenses	1,282,380	1,718,903
Long-term receivable for decommissioned assets (note 5)	34,272	58,514
Long-term portion of investment in direct finance leases receivable (note 6)	15,418,942	21,008,065
Tangible capital assets (note 7)	44,428,997	48,834,616
	<u>\$ 95,230,171</u>	<u>\$ 102,920,841</u>
<b>Liabilities and Net Deficiency</b>		
Current liabilities:		
Accounts payable and accrued liabilities (note 8)	\$ 33,837,467	\$ 28,165,618
Deferred revenue	108,406	11,457
Accrued interest payable (note 9)	1,052,031	1,066,497
Current portion of long-term debt (note 9)	12,865,497	12,833,223
Other liabilities (note 10)	13,791,964	12,333,771
	<u>61,655,365</u>	<u>54,410,566</u>
Long-term debt (note 9)	34,396,865	47,104,885
Asset retirement obligation (note 11)	1,857,470	1,825,449
Total liabilities	<u>97,909,700</u>	<u>103,340,900</u>
Net deficiency:		
Share capital (note 12)	550	550
Unrestricted net deficit	(2,680,079)	(420,609)
	<u>(2,679,528)</u>	<u>(420,059)</u>
Contingency (note 3)		
Commitments (note 14)		
Economic dependence (note 16)		
	<u>\$ 95,230,171</u>	<u>\$ 102,920,841</u>

See accompanying notes to financial statements.

Approved on behalf of the Board:

 Director

 Director

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Statement of Operations and Net Assets (Deficit)

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Revenue:		
Radio system	\$ 16,322,967	\$ 15,481,905
Consolidated dispatch and 9-1-1 call taking system	49,966,738	47,859,618
Contract service fees and miscellaneous revenue	7,830,424	7,575,459
CAD system	1,642,397	1,591,580
Records management system	977,344	1,010,324
Financing revenue from direct finance leases	617,059	650,979
Tenant recoveries rental	557,590	522,780
Interest income	5,582,827	5,101,022
	83,497,346	79,793,667
Direct operating expenses:		
Salaries and benefits	60,831,963	57,316,965
Maintenance and technology	5,668,172	5,243,892
Premises	4,474,936	4,178,990
Professional fees	1,657,910	982,913
Employee related	1,144,720	1,040,841
Office supplies and communication	884,410	854,228
Other	489,071	316,119
	75,151,182	69,933,948
Other (income) expenses:		
Amortization of tangible capital assets and prepaid land lease	6,066,957	6,217,168
Amortization of deferred financing costs	157,477	154,873
Interest on long-term debt	4,298,621	4,421,759
Accretion of asset retirement obligation (note 11)	44,567	42,564
Loss (gain) on disposal of equipment	38,012	(16,671)
Gain on decommissioning of site lease (note 11)	-	(17,108)
	10,605,634	10,802,585
	85,756,816	80,736,533
Deficiency of revenue over expenses	(2,259,470)	(942,866)
Unrestricted net assets (deficit), beginning of year	(420,609)	522,257
Unrestricted net deficit, end of year	\$ (2,680,079)	\$ (420,609)

See accompanying notes to financial statements.

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

## Statement of Cash Flows

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operating:		
Deficiency of revenue over expenses	\$ (2,259,470)	\$ (942,866)
Items not involving cash:		
Amortization of tangible capital assets	6,041,704	6,191,915
Amortization of prepaid land lease	25,253	25,253
Accretion of asset retirement obligation ("ARO")	44,567	42,564
Gain on decommissioning of site lease	-	(17,108)
Adjustment due to revaluation of ARO	(12,546)	(16,125)
Additions to ARO for new site lease	-	22,145
Amortization of deferred financing costs	157,477	154,873
Interest earned on debt reserve fund	(42,147)	(49,961)
Interest earned on investment in direct finance leases receivable	(617,059)	(650,979)
Loss (gain) on disposal of equipment	38,012	(16,671)
Expenditures on asset retirement obligation	-	(8,791)
Changes in non-cash operating items:		
Accounts receivable and long-term receivables	2,925,918	2,747,703
Prepaid expenses	297,999	(874,190)
Accounts payable, accrued liabilities and interest payable	5,657,383	3,333,744
Deferred revenue	96,949	(83,978)
Other liabilities	1,458,193	(552,927)
	13,812,233	9,304,601
Financing:		
Proceeds from issuance of share capital	-	10
Repayment of long-term debt	(12,833,223)	(14,023,940)
	(12,833,223)	(14,023,930)
Investing:		
Acquisition and construction of tangible capital assets	(1,674,097)	(1,184,553)
Payments received on direct finance leases receivable	5,295,159	7,256,189
Net acquisition of assets for direct finance leases	1,021,599	(3,652,266)
	4,642,661	2,419,370
Increase (decrease) in cash and cash equivalents	5,621,671	(2,299,959)
Cash and cash equivalents, beginning of year	13,954,167	16,254,126
Cash and cash equivalents, end of year	\$ 19,575,838	\$ 13,954,167

See accompanying notes to financial statements.

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements

Year ended December 31, 2021

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## 1. Operations:

E-Comm Emergency Communications for British Columbia Incorporated (the "Corporation") was created in 1997 under legislation known as the Emergency Communications Corporations Act. On September 22, 1997, the Corporation was incorporated under the Business Corporations Act (British Columbia).

The Corporation provides centralized emergency communications and related public safety and public service to municipalities, regional districts, the provincial and federal governments and their agencies, and emergency service organizations throughout British Columbia. Primary services are provided to shareholder members of the Corporation pursuant to the Members' Agreement, and to the Royal Canadian Mounted Police ("RCMP") pursuant to a Special User Agreement.

The Corporation is exempt from income tax under the Income Tax Act.

## 2. Significant accounting policies:

These financial statements have been prepared in accordance with Canadian Accounting, Standards for Not-for-Profit Organizations and incorporate the following significant accounting policies:

### (a) Basis of presentation:

In March 2003, the Corporation established Police Records Information Management Environment Incorporated ("PRIMECorp"), a wholly-owned company, to ensure that the records management system and computer aided dispatch system are delivered and consistent in all police agencies throughout British Columbia. As the operations are controlled by the Province of British Columbia, Minister of Public Safety and Solicitor General, the net assets and operations of PRIMECorp have not been included in these financial statements.

### (b) Revenue recognition:

Revenue from the provision of services is recognized in the period that the services are provided through operating activities or the consumption of tangible capital assets over their useful lives, irrespective of the period in which the service is billed. The Members' Agreement specifies the manner in which members are obligated to pay for services rendered by the Corporation. Finance income related to direct-financing type leases is recognized in a manner that produces a constant rate of return over the terms of the leases. Amounts received for future services are deferred until the service is provided.

### (c) Cash and cash equivalents:

Cash and cash equivalents consist of cash on hand, cash held in banks and term deposits maturing within 90-days from the date of acquisition, net of bank overdrafts, if any.

### (d) Costs recoverable through future billings:

Costs recoverable through future billings represent services provided through the utilization of tangible capital assets, the cost of which is recoverable through future payments in accordance with the Members' Agreement.

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 2. Significant accounting policies (continued):

### (e) Prepaid land lease:

The land on which the Corporation's building is located has been leased from the City of Vancouver for a period of 99-years commencing 1999. The prepaid amount is being amortized, and recovered through billings, over the term of the lease.

### (f) Tangible capital assets:

Tangible capital assets are stated at cost, net of accumulated amortization. Interest costs directly attributable to major projects are capitalized and, commencing at project completion, are amortized over the estimated life of the underlying assets.

Amortization begins when assets are put into use and is provided on a straight-line basis over the estimated useful lives of the assets as follows:

Asset	Rate
Building	40.0 years
Furniture, fixtures and building equipment	3.0 years to 25.0 years
Radio	5.0 years to 20.5 years
Dispatch consoles and voice systems	7.0 years to 10.0 years
Records management system - Fire	5.0 years to 10.0 years
Computer aided dispatch - Fire	5.0 years to 10.0 years
User equipment	7.5 years to 12.5 years
Leasehold improvements	Over the term of the lease

The Corporation reviews its tangible capital assets for impairment whenever events or changes in circumstances indicate that the tangible capital asset no longer contributes to the Corporation's ability to provide services, or that the value of future economic benefits or service potential associated with the asset is less than its carrying amount. If such condition exists, an impairment loss is measured and recorded in the statement of operations at the amount by which the carrying amount of the tangible capital asset exceeds its fair value or replacement cost.

### (g) Asset retirement obligations:

The Corporation recognizes the liability for an asset retirement obligation that results from acquisition, construction, development or normal operations in the year in which it is incurred and when a reasonable estimate of fair value can be made. The amount recognized is the best estimate of the expenditure required to settle the present obligation. The corresponding cost is capitalized as part of the related asset and is amortized over the asset's useful life. In subsequent years, the liability is adjusted for changes resulting from the passage of time and revisions to either the timing or the amount of the original estimate of the undiscounted cash flows. The accretion of the liability to its fair value as a result of the passage of time is charged to earnings while changes resulting from the revisions to either the timing or the amount of the original estimate of the undiscounted cash flows are accounted for as part of the carrying amount of the related long-lived asset.

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

---

## 2. Significant accounting policies (continued):

### (h) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently measured at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Corporation does not hold any financial instruments that it is required to carry at fair value nor has not elected to carry any financial instruments at fair value.

The Corporation's financial instruments carried at amortized cost include cash and cash equivalents, accounts receivable, debt reserve fund, accounts payable and accrued liabilities, and long-term debt.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs. These costs are amortized using the effective interest rate method.

Financial assets carried at cost or amortized cost are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indication of impairment, the Corporation determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Corporation expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial impairment charge.

### (i) Related party transactions:

Transactions with related parties are in the normal course of operations and are recorded at the agreed upon exchange amount. Contractual arrangements and service agreements with related parties are subject to the Corporation's tendering and proposal processes.

### (j) Employee future benefits:

The Corporation participates in a multi-employer defined benefits pension plan. Defined contribution plan accounting is applied to this plan because the actuary does not attribute the deficit or surplus of the plan to specific employers. The pension expense associated with this plan is equal to the Corporation's contributions during the reporting period.

### (k) Measurement uncertainty:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of financial statements. Significant areas requiring the use of management estimates relate to the measurement of asset retirement obligations. Actual results could differ from those estimates.

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

### 3. Debt reserve fund and contingency:

The Corporation is required to maintain 1% of the initial borrowings through the Municipal Finance Authority of British Columbia ("MFA") in a debt reserve fund administered by the MFA. The original amount is presented together with interest earned on the reserve fund investments.

Demand notes in the aggregate amount of \$11,484,274 (2020 - \$11,484,274) are also provided by the Corporation to the MFA as a requirement of the borrowings. The debt agreement with the MFA provides that if at any time the scheduled payments provided for in the agreement are not sufficient to meet the MFA's obligations in respect to such borrowing, the deficiency becomes the joint and several liability of the Corporation and all other participants to the agreement through the MFA. The Corporation is similarly liable on a contingent basis for the debt of other entities secured through the MFA. These contingent demand loans are not recorded in the Corporation's financial statements as they are not likely to be paid.

If at any time the Corporation does not have sufficient funds to meet payments due on its obligations, the payments shall be made from the debt reserve fund. The amounts due to the Corporation from the debt reserve fund are repaid to the Corporation when the respective loan agreements mature. There were no additions to the debt reserve fund during the year (2020 - nil). Interest earned on the debt reserve fund at 1.7% per annum (2020 - 2.06%) amounts to \$42,147 (2020 - \$49,961).

### 4. Accounts receivable:

	2021	2020
Dispatch and 9-1-1 call taking levies	\$ 227,063	\$ 2,739,461
Radio levies	473,517	1,042,223
Technology support services fees	1,274,598	1,293,238
Other receivables	403,671	205,603
	<u>\$ 2,378,849</u>	<u>\$ 5,280,525</u>

### 5. Long-term receivable for decommissioned assets:

	2021	2020
Microwave Network	\$ 58,530	\$ 83,922
Less current portion	24,258	25,408
	<u>\$ 34,272</u>	<u>\$ 58,514</u>

The current portion of receivable for decommissioned assets is recorded in accounts receivable.

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 5. Long-term receivable for decommissioned assets (continued):

The long-term receivable for decommissioned assets relates to the Microwave Network. The Microwave Network was comprised of three rings that were used to connect the Corporation's radio sites to each other and to the central voice radio network switch housed in the Corporation's main building. The rings were replaced in 2012 and the original microwave backbone system was taken out of service. As the unamortized capital cost of the original system is recoverable from all committed agencies, the carrying value at the out-of-service date has been reclassified to a long-term receivable to be recovered through future billings. The receivable was initially recorded at fair value using the discounted cash flow model and subsequently recorded at amortized cost.

## 6. Investment in direct finance leases receivable:

	2021	2020
User equipment lease receivable (a)	\$ 19,469,190	\$ 25,117,409
Computer aided dispatch lease receivable (b)	28,361	48,537
Remote dispatch equipment lease receivable (c)	1,254,230	1,285,534
	20,751,781	26,451,480
Less current portion	5,332,839	5,443,415
	\$ 15,418,942	\$ 21,008,065

- (a) Specific user agencies lease user equipment from the Corporation under 7.5-year direct finance leases. The leases bear imputed interest of \$2,196,162 in aggregate (2020 - \$2,853,420) at rates of 2.24% to 4.65% over the lease term. The future minimum payments, excluding financing costs, due from the user agencies are as follows:

2022	\$ 5,127,159
2023	5,068,990
2024	5,030,910
2025	2,948,190
2026	764,400
Thereafter	529,541
	\$ 19,469,190

- (b) Specific user agencies lease computer aided dispatch user equipment from the Corporation under 5-year direct finance leases. The leases bear imputed interest of \$1,744 in aggregate (2020 - \$2,858) at rates of 0.95% to 2.20% over the lease term. The future minimum payments, excluding financing costs, due from the user agencies over the remaining term are as follows:

2022	\$ 14,180
2023	14,181
	\$ 28,361

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 6. Investment in direct finance leases receivable (continued):

- (c) Specific user agencies lease remote dispatch equipment from the Corporation under 10-year direct finance leases. The leases bear imputed interest of \$174,310 in aggregate (2020 - \$182,300) at rates of 2.24% to 2.85% over the lease term. The future minimum payments, excluding financing costs, due from the remote dispatch agencies are as follows:

2022	\$	191,500
2023		189,830
2024		186,000
2025		183,410
2026		183,410
Thereafter		320,080
	\$	1,254,230

## 7. Tangible capital assets:

			2021	2020
	Cost	Accumulated depreciation	Net book value	Net book value
Building	\$ 9,149,286	\$ 5,322,916	\$ 3,826,370	\$ 4,114,698
Furniture, fixtures and building equipment	14,463,538	11,705,735	2,757,803	2,787,027
Radio	69,163,897	33,096,868	36,067,029	39,797,040
Dispatch consoles and voice systems	5,266,367	3,952,296	1,314,071	1,477,800
Records management system - Fire	2,314,276	2,304,027	10,249	15,587
Computer aided dispatch - Fire	3,060,474	2,858,173	202,301	272,958
User equipment	139,353	77,208	62,145	74,855
Leasehold improvements	872,503	683,474	189,029	294,651
	\$ 104,429,694	\$ 60,000,697	\$ 44,428,997	\$ 48,834,616

## 8. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities as at December 31, 2021 are government remittances payable of \$997,921 (2020 - \$1,524,309) relating to payroll related taxes.

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 9. Long-term debt:

		2021	2020
0.65% unsecured note payable, maturing June 1, 2022	(a)	\$ 791,572	\$ 1,990,069
2.85% unsecured note payable, maturing October 3, 2023	(b)	1,066,779	1,605,901
2.65% unsecured note payable, maturing March 24, 2024	(c)	9,107,870	12,887,602
2.85% unsecured note payable, maturing October 24, 2024	(d)	15,694,978	20,704,110
2.24% unsecured note payable, maturing October 9, 2029	(e)	20,953,708	23,260,448
		47,614,907	60,448,130
Less deferred financing costs		352,545	510,022
		47,262,362	59,938,108
Less current portion		12,865,497	12,833,223
		\$ 34,396,865	\$ 47,104,885

On March 24, 1998, the Corporation entered into an agreement with the MFA to borrow up to a maximum of \$170,000,000. Of the \$170,000,000, \$47,614,907 (2020 - \$60,448,130), inclusive of sinking fund payments, has been drawn to date. Long-term debt is currently comprised of the following:

- (a) On April 9, 2002, the Corporation obtained \$16,000,000 of financing. This loan has a final payment due on June 1, 2022, bore interest at a rate of 1.75%, with interest calculated and paid semi-annually in each year of the loan. Interest rate changed to 0.65% on June 2, 2021 for the remaining term of the debt.
- (b) On September 23, 2002, the Corporation obtained \$7,684,000 of financing. This loan has a final payment due on October 3, 2023, bears interest at a rate of 2.85%, with interest calculated and paid semi-annually in each year of the loan.
- (c) On March 24, 2008, the Corporation refinanced an existing loan, leaving a balance of \$87,000,000 repayable over 16-years. This loan has a final payment on March 24, 2024 bears interest at a rate of 2.65%, with interest calculated and paid semi-annually in each year of the loan.
- (d) On October 4, 2017, the Corporation obtained \$34,873,000 in long term borrowing from the MFA for user agency radio purchases for the P25 network. This loan has an initial term of 7 years with a final payment date of October 24, 2024, bears interest at a rate of 2.85%, with interest calculated and paid semi-annually in each year of the loan.
- (e) On October 9, 2019, the Corporation obtained \$25,500,000 in long term borrowing from the MFA for user agency P25 mobile subscriber equipment, radio infrastructure and subscriber equipment for Translink's transition onto the Corporation's radio system. The loan has a term of 10 years with a final payment date of October 9, 2029, and bears interest at a rate of 2.24%, with interest calculated and paid semi-annually in each year of the loan.

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 9. Long-term debt (continued):

The Corporation's borrowing capacity will increase in accordance with the above maturity dates.

The repayment requirements for the existing borrowing agreements for long-term debt are reported net of the sinking fund asset balances of \$123,442,093 (2020 - \$110,608,870). The sinking fund balance represents the principal payments made on outstanding debt to date. As such, the repayment schedule during the next 5-years and thereafter is as follows:

2022	\$	12,865,497
2023		12,437,245
2024		8,702,253
2025		2,596,255
2026		2,674,143
Thereafter		8,339,514
	\$	47,614,907

There is \$1,052,031 (2020 - \$1,066,497) of interest accrued on outstanding amounts at year-end.

## 10. Other liabilities:

		2021	2020
User equipment	(a)	\$ 3,167,886	\$ 3,297,574
Radio	(b)	7,707,764	6,718,889
HealthLink BC	(c)	230,222	205,304
Fire RMS & CAD	(d)	2,416,458	1,866,210
Province of British Columbia	(e)	269,634	245,794
		\$ 13,791,964	\$ 12,333,771

Other liabilities consist of the following:

- (a) The Corporation has received annual payments through user equipment billings from radio member agencies starting in 2007 for future user equipment purchases for specific user agencies. The funds collected are recorded as other liabilities until they are spent on behalf the user agencies. In 2021, nil (2020 - \$50,000) was repaid to user agencies, and \$129,688 (2020 - \$385,239) was drawn down for user equipment purchases on behalf of member agencies. Interest is not earned on this balance.
- (b) Starting in 2006, the Corporation has collected funds through radio billings from radio member agencies to be set aside for future radio related expenditures. The funds collected are recorded as other liabilities until they are spent. In 2021, a further \$1,856,377 (2020 - \$750,000) was collected through billings, \$878,850 (2020 - \$928,282) was authorized to be expended from the funds and was spent, and \$11,348 (2020 - \$16,863) of interest was earned by and allocated to the liability, calculated based on the average bank interest rate during the year.

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 10. Other liabilities (continued):

- (c) The Corporation has received funds from HealthLink BC for future expenditures. These amounts are recorded as other liabilities until the funds are spent. There is no interest earned on this balance.
- (d) The Corporation has collected annual payments starting in 2011 through Fire RMS and Fire CAD billings from Fire RMS and Fire CAD member agencies for future capital use. The funds collected are recorded as other liabilities until they are spent. In 2021, \$601,179 (2020 - \$379,000) was collected through billings and \$50,931 (2020 - \$56,144) was drawn down for equipment purchases. Interest is not earned on this balance.
- (e) The Corporation received funding from the Province of British Columbia for participating in Public Safety Broadband Network trials and to create a strategic roadmap for implementing NG911 service in British Columbia. The funds received are recorded as other liabilities until the funds are spent. There is no interest earned on this balance.

## 11. Asset retirement obligation:

The Corporation has recorded an asset retirement obligation ("ARO") for the estimated costs of restoring certain leased sites on which the Corporation's radio towers are situated to their original condition at the end of the lease terms. Changes in the asset retirement obligation during the year are as follows:

	2021	2020
Balance, beginning of year	\$ 1,825,449	\$ 1,802,764
Accretion expense	44,567	42,564
Gain on decommissioning of site lease	-	(17,108)
Adjustment due to revaluation of ARO	(12,546)	(16,125)
Additions to ARO for new site lease	-	22,145
Expenditures incurred	-	(8,791)
Balance, end of year	\$ 1,857,470	\$ 1,825,449

The undiscounted estimated cash flows required to settle the obligations range from \$5,600 to \$170,000 during the years 2021 to 2066. The cash flows are discounted using credit adjusted risk-free rates of 1.80% to 2.68% (2020 - 0.91% to 2.56%).

Other assumptions used by management to determine the carrying amount of the asset retirement obligation include costs to restore the leased sites to their original condition and the rate of inflation over the expected years to settlement.

There are certain leased sites with an indeterminable amount of the asset retirement obligation as adequate information is not available to estimate fair value. As such, no asset retirement obligation has been recorded in the Corporation's financial statements for these indeterminable amounts. These amounts are not considered significant.

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 12. Share capital:

### (a) Authorized:

360 Class A common voting shares without par value. Following project completion, Class A shareholders are obligated to share in funding both the ongoing operations and any additional costs relating to capital assets (in accordance with a cost-sharing formula). Upon a member acquiring a Class A share, that member shall have agreed to use the Corporation's wide area radio system network to which the Class A share relates.

190 Class B common restricted voting shares without par value. Following project completion, Class B shareholders can elect to become Class A shareholders on the condition that the member agrees to use the Corporation's wide area radio system network. Class B shareholders are not obligated to share in funding the ongoing operating costs.

### (b) Issued:

	2021	2020
36 Class A common voting shares (2020 - 35)	\$ 360	\$ 350
19 Class B common restricted voting shares (2020 - 20)	190	200
	\$ 550	\$ 550

### (c) RCMP Special User Agreement:

Due to existing Federal restrictions, the RCMP cannot become a shareholder in the Corporation. Consequently, a Special User Agreement has been executed such that the RCMP has the right to participate in the Corporation's activities project on the same terms and conditions as the Class A shareholders, including the obligation to fund both the ongoing operating costs and any additional costs relating to capital assets, in accordance with a cost-sharing formula.

## 13. Related party transactions:

PRIMECorp is related by virtue of executive and technology support services agreements under which certain of the Corporation's management act in executive positions for PRIMECorp and the Corporation provides technology support services to PRIMECorp. The following table summarizes transactions between PRIMECorp and the Corporation during the year:

	2021	2020
Technical services and support	\$ 3,359,056	\$ 3,268,419
Employee secondments and employee related expenses	2,384,671	2,342,200
Executive services	737,600	684,300
Shared facilities services	304,212	299,755

# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

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## 13. Related party transactions (continued):

The above transactions, unless disclosed otherwise, are considered to be in the normal course of operations and are measured at their exchange amount, which is the amount of consideration established and agreed to by the related parties.

Included in accounts receivable is an amount of \$684,242 (2020 - \$656,482) due from PRIMECorp.

## 14. Commitments:

### (a) Operating leases:

- (i) The Corporation has entered into leases of land for certain radio tower sites. These leases expire in future years from 2022 to 2066 and are renewable at the option of the Corporation. Future minimum payments under these leases, excluding option periods, are approximately as follows:

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2022	\$	1,348,432
2023		1,306,463
2024		1,313,355
2025		1,293,019
2026		1,274,860
Thereafter		15,242,839
		<hr/>
		\$ 21,778,968

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- (ii) The Corporation is committed under vehicle and office equipment operating leases having varying expiry dates to the year 2023. The future minimum payments under the terms of such leases are as follows:

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2022	\$	90,527
2023		46,282
		<hr/>
		\$ 136,809

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- (iii) The Corporation has entered into leases for office premises. The leases expire in future years from 2023 to 2025 and are renewable at the option of the Corporation. The future minimum payments, excluding the renewals at the option of the Corporation, are approximately as follows:

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2022	\$	2,081,573
2023		2,096,440
2024		788,846
2025		719,563
		<hr/>
		\$ 5,686,422

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# E-COMM EMERGENCY COMMUNICATIONS FOR BRITISH COLUMBIA INCORPORATED

Notes to Financial Statements (continued)

Year ended December 31, 2021

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## 14. Commitments (continued):

### (b) Municipal Pension Plan:

The Corporation and its employees contribute to the Municipal Pension Plan (the "Pension Plan"), a jointly trusteesd pension plan. The Board of Trustees, representing Plan members and employers, is responsible for overseeing the management of the Pension Plan, including investment of the assets and administration of benefits. The Pension Plan is a multi-employer defined benefit pension plan. Basic pension benefits provided are based on a formula. As at December 31, 2020, the Pension Plan has about 220,000 active members and approximately 112,000 retired members.

The most recent valuation, as at December 31, 2018, indicated a surplus of \$2,866,000,000 for basic pension benefits. The next valuation will be as at December 31, 2021, with results available in 2022.

Defined contribution plan accounting is applied to the Pension Plan as the Pension Plan exposes the participating entities to actuarial risks associated with the current and former employees of other entities, with the result that there is no consistent and reliable basis for allocating the obligation, Pension Plan assets, and costs to individual entities participating in the Pension Plan.

During the year ended December 31, 2021, the Corporation paid \$4,397,635 (2020 - \$4,260,710) for employer contributions to the Pension Plan.

## 15. Financial risks:

### (a) Interest rate risk:

It is management's opinion that the Corporation is not exposed to significant interest rate risk as its long-term debt has fixed interest rates. Fluctuations in rates could impact future payments upon renewal. There has been no change to the risk exposure from the prior year.

### (b) Liquidity risk:

Liquidity risk is the risk that the Corporation will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Corporation manages its liquidity risk by monitoring its operating and capital requirements. The Corporation prepares budget and cash flow forecasts to ensure it has sufficient funds to fulfill its obligations. There has been no change to the risk exposure from the prior year.

## 16. Economic dependence:

The Corporation is economically dependent on the class A shareholder members (note 12) and the RCMP, who are obligated to share in funding both the ongoing operations and any additional costs relating to capital assets (in accordance with a cost-sharing formula). The Corporation's approved 2022 budget indicates deficiency of revenues over expenses for the year ending December 31, 2022 in the amount of \$2.77M. The total accumulated deficit in future years is expected recovered based on a multi-year forecast to be presented and approved by the Board of Directors in third quarter 2022.

For the year ended December 31, 2021, the Corporation received approximately 60% (2020 – 60%) of its revenues through Dispatch/911 services agreements. Approximately 30% (2020 – 30%) of the dispatch revenues is from to one (2020 – one) municipality for the provision of police and fire dispatch services.



# New Westminster Police Department

## REPORT

**To:** Mayor Côté and Members of the New  
Westminster Police Board

**Date:** July 19, 2022

**From:** Deputy Chief Constable Paul Hyland

**Item #:** 3.1

**Subject:** Strategic Planning Update

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### **RECOMMENDATION**

*That the New Westminster Police Board receive this report for information*

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### **PURPOSE**

The purpose of this report is to provide the New Westminster Police Board (the Board) with an update on the NWPD Strategic Plan for 2022-2024.

### **BACKGROUND**

The NWPD Strategic Plan for 2022-2024 was approved by the Board at the February 2022 Board meeting and released to the public.

Part of the Strategic Plan reporting involves the inclusion of a Tracking Document for each meeting, along with more fulsome reporting on a bi-annual basis. This report will provide the Board with a more in-depth update on the various goals being pursued.

### **DISCUSSION**

The two main Strategic Plan items being tracked are our Strategic Priority milestones, which is the roadmap we have set, and the Key Performance Indicators (KPI's), which are used to benchmark our progress with the milestones:

**Strategic Priority milestones**

The Strategic Priority milestones are broken down into three main pillars; Strengthen Community Engagement, Modernize Community Safety and Invest in our people.

**Priority - Strengthen Community Engagement:**

1. Create an Indigenous Peoples engagement plan – Inspector Gosal – On Track
  - Work on this initiative has begun, as Inspector Gosal is now engaged with newly appointed Indigenous Relations Advisor from the City, Ms. Christina Coolidge. Ms. Coolidge spent the week of June 27<sup>th</sup> to 30<sup>th</sup> visiting with various units in the Department.
2. Establish an NWPD diversity and community engagement team – Inspector Gosal – On Track
  - This work has now begun with the appointment of Constable Lindsay Soo-Chan as our first Diversity and Community Liaison Officer.
3. Create a community group engagement and communications plan – Chief Constable Jansen – On Track
  - Preliminary discussions were held with the department's Strategic Communications Coordinator and the City Manager of Public Engagement to determine the best course of action to operationalize this milestone.

The team had two recommendations, the first is that the Board complete a public opinion poll to get a baseline measure of how the community currently feels about Strategic Goal 2.3.1 Listening to Our Community.

The second recommendation is to gain further clarity from the Board regarding whom specifically the Board is looking to engage with and to what level of engagement the Board had envisioned. To assist in gaining direction from the Board a report will be forthcoming in September that will further define the questions and will assist the Board through the decisions they have to make.

4. Begin engaging with community groups – Chief Constable Jansen – On Track
  - This item is connected to item 3 above and will be dependent upon that timeline.

**Priority - Modernize Community Safety**

1. Complete Operations Review – Chief Constable Jansen – On Track
  - This project is currently at the draft report stage.
2. Support Committees as needed to define NWPD policy and role as it pertains to homelessness, mental health and addiction – Deputy Chief Constable Hyland – On Track
  - Currently the NWPD have representation of a number of committee's including:

- a. New Westminster Overdose Community Action Team (NWOCAT)
  - b. Multicultural Advisory Committee (MAC)
  - c. At Risk and Vulnerable Populations Task Force (ATVPTF)
  - d. Seniors and Persons with Disabilities Task Force (SPDTF)
  - e. Reconciliation, Social Inclusion and Engagement Task Force (RSIETF)
  - f. PACT Implementation Committee (Municipal and Provincial level)
  - g. Advisory Committee on Provincial Policing Standards (ACOPPS – Provincial)
3. Support the City's work on the Peer Assisted Crisis Team on addressing mental health, homelessness, and addiction – Inspector Gosal – On Track
  - Both Inspector Gosal and Chief Constable Jansen remain engaged with the team tasked with setting this program up and getting it operational.
4. Implement Police Act review recommendations – On Track – Deputy Chief Constable Hyland
  - The Police Act review was released by the all-party special committee of the legislature. Deputy Chief Constable Hyland has been assigned as a member of a BC Association of Chiefs of Police (BCACP) Police Act Reform committee tasked with providing recommendations to government on further engagement and implementation.
5. Begin implementing unbiased policing standards – Inspector Gosal – On Track
  - Inspector Gosal is working on this milestone, which is required to be completed by July 2023.
6. Establish Key Performance Indicators (KPIs) with Board Approval – Deputy Chief Constable Hyland – Completed
  - This milestone was completed at the April Board meeting with the approval of the KPI's listed below. It should be noted that these KPI's could be adjusted as the Board sees fit to best gauge progress on the milestones. For example, "non-emergency call service delivery" has been added as a KPI measure.
7. Establish Board engagement plan – Chief Constable Jansen – On Track
  - Preliminary discussions were held with the City Manager of Public Engagement to determine the best course of action for this milestone and will be tied to the community engagement plan, which was discussed earlier in this report.
8. Implement alternative non-emergency call system to improve call wait times – Inspector Perry – On Track
  - This milestone has been added for tracking given the significance of the initiative approved by the Board at the June 2022 Police Board meeting.

**Priority - Invest in our People**

1. Design and implement an employee engagement survey – Deputy Chief Constable Hyland – On Track
  - Several options are being reviewed to implement this milestone.
2. Implement DEIAR Recommendations – Inspector Gosal – On Track
  - The final report from LevelUp is currently being reviewed by the Leadership team for implementation.
3. Pilot City performance reviews with two selected units to support growth and career planning – Inspector Perry – On Track
  - Inspector Perry is currently reviewing City performance reviews with the goal of converting them to NWPD usage.
4. Establish a standard on-boarding and exit interview process for staff – Inspector Perry – On Track
  - This milestone is currently on track and being worked on.
5. Complete a needs assessment and business case for an HR system – Inspector Perry – On Track
  - This milestone is currently on track and being worked on.
6. Retain a consultant to define a wellness program including goals, components, gaps, and recommendations – Deputy Chief Constable Hyland – Off Track
  - While some preliminary work has been done in this area, lack of a defined budget and staffing resources is proving to be a challenge. This milestone as defined may have to be deferred to 2023.

**Key Performance Indicators**

1. Public Satisfaction - The percentage of survey respondents that indicate they are satisfied with NWPD services – 73%
  - In the 2019 Community Survey 73% of those who responded rated their opinion of the NWPD as Good or Excellent (up from 64% in 2019).
2. Public Trust - The percentage of survey respondents that indicate they trust the NWPD
  - We do not have NWPD specific data on this area; however, we anticipate obtaining baseline information during our community engagement.
3. Stakeholder Satisfaction - The percentage of survey respondents that indicate “New Westminster Police appropriately respond to public safety issues critical to our stakeholders.”
  - We do not have NWPD specific data on this area; however, we anticipate obtaining baseline information during our community engagement.

4. Crime Rate - The Crime Severity Index for New Westminster as calculated by Statistics Canada: 82
  - The overall CSI for New Westminster was 82 in 2020, down from 92 in 2019.
  - Violent crime CSI also dropped from 83 to 80 while non-violent crime dropped from 94 to 83.
  - The overall average for BC was 96 and all of Canada was 73.
  - 2021 CIS data is anticipated to be released in July 2022.
5. Response times - The percentage of emergency calls where the NWPD response time met response time standards: 11:37
  - The average NWPD response time for a priority one call was 11 minutes and 37 seconds in 2021. This currently exists as a baseline as prior data has not been collected.
6. Police Costs - The annual cost per capita for NWPD services as reported by the Police Services Division:
  - The cost per capita for the NWPD in 2020 was \$316.
  - The average cost per capita for Municipal Police Departments in BC is \$419
7. Police Effectiveness - The weighted clearance rate as reported by Statistics Canada. A higher number indicates more crimes are solved
  - The weighted clearance rate for the NWPD is 24.5% in 2020, down from 26% in 2019.
  - The average for BC was 25% and 37% for all of Canada.
8. Employee Engagement - The percentage of staff that would recommend the NWPD to a friend that was looking for a career: 85%
  - 85% of staff would recommend the NWPD as an employer to others, based on 2019 data.
9. Attrition - The number of employees that left the NWPD divided by the number of positions: 10.3%
  - In total, nine (9) sworn members out of an authorized strength of 114 left the organization in 2021:
10. Vacancy - The percentage of approved positions that are vacant within the NWPD: 23
  - The NWPD currently has 23 positions unstaffed due to vacancies; sick leave (3), retirement leave (3), maternity/paternity leave (10), recruit training (6) and suspensions (1).

## **CONCLUSION**

The Senior Leadership Team continue to operationalize the Strategic Priority milestones and will keep the Board updated on progress.

**OPTIONS**

Option # 1 – That the New Westminster Police Board receive this report for information

Option # 2 – That the New Westminster Police Board provide further input or direction to staff.

Staff are recommending Option # 1.

**ATTACHMENTS:**

1. Strategic Plan and KPI Tracking Document

This report has been prepared by:

A handwritten signature in blue ink, appearing to read 'Paul Hyland', is written over a horizontal line.

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Deputy Chief Constable Paul Hyland



# New Westminster Police Department

## 2022-2024 Strategic Plan Tracking

*Updated for July 19<sup>th</sup>, 2022*

**We serve everyone** in our community with  
**integrity, excellence, and compassion.**

Prepared by: Deputy Chief Constable Paul Hyland

# 2022-2024 Strategic Plan Tracking



## Strategic Goals

The Board and Senior Leadership Team have set three strategic goals that define the direction of the Department over the next five to ten years.

Goal	As measured by...
<b>Listening to our community</b> ...this means... We are a valued community partner. We engage with our diverse community, listen to their needs, and collaborate to ensure their needs are met.	<ol style="list-style-type: none"><li>1. Public satisfaction</li><li>2. Public trust of police</li><li>3. Stakeholder satisfaction</li></ol>
<b>Serving our community</b> ...this means... We ensure community safety with integrity, compassion, and excellence.	<ol style="list-style-type: none"><li>4. Crime rates</li><li>5. Response times</li><li>6. Police costs</li><li>7. Police effectiveness</li></ol>
<b>Supporting our people</b> ...this means... We have a diverse, inclusive, healthy, and engaging workplace that promotes employee equity, growth, wellness, and fulfillment.	<ol style="list-style-type: none"><li>8. Employee engagement</li><li>9. Attrition</li><li>10. Vacancy</li></ol>

# 2022-2024 Strategic Plan Tracking



## 2022 – 2024 Priorities

Additionally the Board and Senior Leadership Team have also set three strategic priorities to focus the efforts of the Department and to support its overarching strategic goals:

### Strengthen community engagement

*This means...*

We will engage with underrepresented groups to ensure their perspectives are heard and concerns are addressed. We will listen and learn about our role in supporting Truth and Reconciliation.

### Modernize community safety

*This means...*

We will clarify our role in supporting community needs related to homelessness, mental health, and addiction. We will optimize our use of public resources to provide best value for money.

### Invest in our people

We will improve the diversity, inclusion, and wellness of our Department and workplace. We will introduce new practices to support the growth and development of our members.



## Priority: Strengthen Community Engagement

Key Milestones By Dec 31, 2022	Owner	Status
1. Create an Indigenous Peoples engagement plan that identifies how we will engage and what we hope to learn	Gosal	On Track
2. Establish an NWPD diversity and community engagement team	Gosal	On Track
3. Create a community group engagement and communications plan	Jansen	On Track
4. Begin engaging with community groups	Jansen	On Track

### Status Legend

**Not Started** - work on this milestone has not yet started

**On Track** - the owner expects to achieve the result this period

**Off Track** - the owner does not expect to achieve the result this period

**Complete** - the result has been achieved and accepted, no further updates will be provided

**Deferred** - the milestone has been deferred at this time

## 2022-2024 Strategic Plan Tracking



### Priority: Modernize Community Safety

Key Milestones By Dec 31, 2022	Owner	Status
1. Complete an operations review	Jansen	On Track
2. Support committees as needed to define NWPD policy and role as it pertains to homelessness, mental health, and addiction	Gosal	On Track
3. Support the City's work on the Peer Assisted Crisis Team on addressing mental health, homelessness, and addiction	Gosal	On Track
4. Implement Police Act recommendations	Hyland	On Track
5. Begin implementing unbiased policing standards	Gosal	On Track
6. Establish Key Performance Indicators (KPIs) with Board Approval	Hyland	Complete
7. Establish Board engagement plan	Jansen	On Track
8. Implement alternative non-emergency call system to improve call wait times	Perry	On Track

### Status Legend

**Not Started** - work on this milestone has not yet started

**On Track** - the owner expects to achieve the result this period

**Off Track** - the owner does not expect to achieve the result this period

**Complete** - the result has been achieved and accepted, no further updates will be provided

**Deferred** - the milestone has been deferred at this time

## 2022-2024 Strategic Plan Tracking



### Priority: Invest in our People

Key Milestones By Dec 31, 2022	Owner	Status
1. Design and implement an employee engagement survey	Hyland	On Track
2. Implement DEIAR recommendations	Gosal	On Track
3. Pilot City performance reviews with two selected units to support growth and career planning	Perry	On Track
4. Establish a standard on-boarding and exit interview process for staff	Perry	On Track
5. Complete a needs assessment and business case for an HR system	Perry	On Track
6. Retain a consultant to define a wellness program including goals, components, gaps, and recommendations	Hyland	Off Track

### Status Legend

**Not Started** - work on this milestone has not yet started

**On Track** - the owner expects to achieve the result this period

**Off Track** - the owner does not expect to achieve the result this period

**Complete** - the result has been achieved and accepted, no further updates will be provided

**Deferred** - the milestone has been deferred at this time



## 2022 Performance Evaluation – Key Performance Indicators

The Police Board has approved the following Key Performance Indicators using a combination of its three strategic goals, to measure progress in key areas.

KPI	Score	Discussion
<b>Goal # 1: Our Community</b>		
1. Public satisfaction	73%	<ul style="list-style-type: none"> <li>In the 2019 Community Survey 73% of those who responded rated their opinion of the NWPD as Good or Excellent (up from 64% in 2019)</li> </ul>
2. Public trust of police	-	<ul style="list-style-type: none"> <li>No current data</li> </ul>
3. Stakeholder satisfaction	-	<ul style="list-style-type: none"> <li>No current data</li> </ul>
<b>Goal # 2: Our Responsibility</b>		
5. Crime rate (CSI)	82	<ul style="list-style-type: none"> <li>The overall CSI for New Westminster was 82 in 2020, down from 92 in 2019. Violent crime CSI also dropped from 83 to 80 while non-violent crime dropped from 94 to 83. The overall average for BC was 96 and 73 for all of Canada.</li> </ul>
6. Response time	11:37	<ul style="list-style-type: none"> <li>The average NWPD response time for a priority one call was 11 minutes and 37 seconds in 2021.</li> </ul>
7. Police costs (\$ / person)	\$316	<ul style="list-style-type: none"> <li>The cost per capita for the NWPD in 2020 was \$316. The average cost per capita for Municipal Police Departments in BC is \$419.</li> </ul>
8. Police effectiveness (weighted clearance)	25%	<ul style="list-style-type: none"> <li>The weighted clearance rate for the NWPD is 24.5% in 2020, down from 26% in 2019. The average for BC was 25% and 37% for all of Canada.</li> </ul>
9. Non-emergency call service delivery	44.1%	<ul style="list-style-type: none"> <li>The average wait time for a non-emergency caller to ECOMM was 412 seconds in 2021 with a call abandon rate of 44.1%.</li> </ul>

## 2022-2024 Strategic Plan Tracking



### Goal # 3: Our People

10. Employee engagement	85%	<ul style="list-style-type: none"><li>85% of staff would recommend the NWPD as an employer to others based on a 2019 internal survey.</li></ul>
11. Attrition	10.3%	<ul style="list-style-type: none"><li>In total 9 sworn members out of an authorized strength of 114 left the organization in 2021.</li></ul>
12. Vacancy	23	<ul style="list-style-type: none"><li>The NWPD currently has 23 positions unstaffed due to vacancies; sick leave (3), retirement leave (3), maternity/paternity leave (10), recruit training (6) and suspensions (1).</li></ul>



## REPORT

**To:** Mayor Jonathan Côté and Members of the  
New Westminster Police Board

**Date:** July 19, 2022

**From:** Inspector Andrew Perry

**Item #:** 3.2

**Subject:** NWPD Non-Emergency Line Issues and Potential Alternatives

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### **RECOMMENDATION**

*That the NWPD assume some non-emergency line call responsibilities from E-Comm in 2023 and that the NWPD continue to work with E-Comm to see if non-emergency line service performance can be improved.*

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### **PURPOSE**

The purpose of this report is to inform the members of the New Westminster Municipal Police Board (NWPB) about the service deficiencies that the NWPD is and has been experiencing with its non-emergency line service that is being managed by E-Comm, and to provide a potential alternative to having E-Comm manage the NWPD's non-emergency line service.

### **BACKGROUND**

In May 2021, E-Comm disclosed to the NWPD that their non-emergency line service performance had been steadily declining and was not meeting their performance targets across the lower mainland region, and they expected that this would not improve in the near future. The main issues that were causing this decline in service were identified as longer transfer times to BCEHS during peak 911 times, inadequate funding to achieve non-emergency line targets, and short staffed due to attrition.

The NWPD then began to steadily receive ongoing complaints about excessive non-emergency line wait times from residents, business owners and institutions such as the Royal Columbian Hospital. Members of the public recognize the importance of reporting their incidents to the

NWPD and began to report incidents through social media and online reporting, which were not designed to receive most of the types of complaints that were being submitted, rather than abandoning their complaints altogether. Reporting incidents through social media or online reporting led to further delays in responding to these complaints, as these mediums were not intended or monitored for non-emergency incidents such as those that were being submitted.

In November 2021, staff were requested to start exploring the potential alternatives to having E-Comm manage the NWPD's non-emergency line, specifically:

- 1) Whether the NWPD could assume this responsibility internally or
- 2) Whether the NWPD could partner with another Police Department to provide non-emergency line service.

The non-emergency line service level performance continues to significantly not meet the NWPD's expectations, the City of New Westminster's residents and business owner's expectations and E-Comm's own performance targets.

### **Non-Emergency Line Service Performance Metrics**

Based on non-emergency line data from E-Comm, the following tables show the declining service level of performance achieved for NWPD calls and the high level of call abandon rate.

**Table 1 – Total Calls Answered/Abandoned**

The following table demonstrates how many calls were made to the NWPD non-emergency line, how many were answered (% and total calls) and how many were abandoned (% and total calls):

<b>Metric</b>	<b>2022–Jan</b>	<b>2022–Feb</b>	<b>2022–Mar</b>	<b>2022–Apr</b>	<b>2022–May</b>	<b>2022–Jun</b>
Total Calls Offered	1989	1615	1930	1873	2006	1892
Total Calls Answered	53% (1055)	58% (938)	51% (976)	34% (632)	37% (733)	36% (672)
Total Calls Abandoned	47% (934)	42% (677)	49% (954)	66% (1241)	63% (1273)	64% (1220)

**Tables 2 and 3 - Service Performance Target**

The E-Comm non-emergency line service performance target is to respond to non-emergency line calls 80% of the time in 180 seconds. The two tables below demonstrate the percentage of time that E-Comm was able to achieve the performance target, and how many calls were abandoned before 180 seconds.

**Table 2**

<b>Metric</b>	<b>2021-Q1</b>	<b>2021-Q2</b>	<b>2021-Q3</b>	<b>2021-Q4</b>	<b>2022-Q1</b>	<b>2022-Q2</b>
Target Achieved (80% in 180s)	64.7%	54.8%	48.8%	41.7%	48%	38%
Calls Abandoned	29.3%	39.1%	50.7%	57.9%	47%	45%

**Table 3**

<b>Metric</b>	<b>2022-Jan</b>	<b>2022-Feb</b>	<b>2022-Mar</b>	<b>2022-Apr</b>	<b>2022-May</b>	<b>2022-Jun</b>
Target Achieved (80% in 180s)	48%	55%	41%	17%	25%	24%
Calls Abandoned	46%	53%	45%	38%	45%	47%

**SUMMARY OF 2021 NON-EMERGENCY LINE CALL LOAD DATA ANALYSIS**

Note: Data ranges from January 1-November 24, 2021

Calls Offered: 24,821

Calls Offered – Weekend: 6,342 (25.55%)

Calls Offered – Weekday: 18,479 (74.45%)

Calls Offered – Average Per Day – Weekend: 67.47

Calls Offered – Average Per Day – Weekday: 78.97

Peak weekday time periods:

- 0700-1500 = 45.15% of daily calls
- 0800-1600 = 48.44% of daily calls
- 0900-1700 = 51.38% of daily calls
- 1000-1800 = 51.56% of daily calls
- 1600-2000 = 24.78% of daily calls

Peak weekend time periods:

- 0700-1500 = 44.21% of daily calls
- 0800-1600 = 48.88% of daily calls
- 0900-1700 = 50.69% of daily calls
- 1000-1800 = 49.95% of daily calls

**POTENTIAL NON-EMERGENCY LINE SERVICE ALTERNATIVES**

The potential alternatives considered at this time to having the NWPD non-emergency line managed by E-Comm are:

1. The NWPD assumes some of this responsibility from E-Comm;
2. The NWPD assumes all of this responsibility (24/7) from E-Comm; or
3. The NWPD partners with another Police Department and outsources this responsibility.

Staff have communicated with other Police Departments which were seen to be a potential to partner with and to outsource this responsibility to.

Unfortunately, these Police Departments have stated they were not in a position to consider our request at this time and there is no indication that this will change in a reasonable timeframe (less than 12 months).

***NWPD ASSUMES RESPONSIBILITY FOR SOME NON-EMERGENCY LINE CALLS***

If the NWPD were to assume responsibility for any non-emergency line service from E-Comm, it is recommended that the NWPD should assume only some of this responsibility to start with, and that the implementation should be done in a gradual, phased approach for the following reasons:

- The need to hire and train new employees or retrain current employees would be more achievable to do in a reasonable time period;
- It would allow for time to evaluate the first solution implemented before increasing the scope of the solution (i.e. Take on daytime hours only vs 24/7 service), and to make any adjustments necessary to increase the likelihood of a successful outcome;
- The NWPD would need to work with E-Comm to design and implement a transition plan; and
- The approach will minimize the potential costs by only taking on what is anticipated to make the most significant positive impact on non-emergency line service, which is to target daytime hours where calls offered and abandoned are highest.

Since partnering with another Police Department and outsourcing the NWPD non-emergency line workload is not an option at this time, or anytime in the foreseeable future, Inspector Perry will present some options to consider if the NWPD were to assume some non-emergency line service from E-Comm.

**CURRENT STRUCTURE FOR NWPD PUBLIC SERVICE COUNTER**

- Three Positions - Police Clerical Assistant 2.
- Work Schedule – Standard Work Week – Monday to Friday – 0800-1600, 35 hour work week (work hours are defined in a letter of agreement which forms part of the CUPE 387 Collective Agreement).
- Supervised by the Quality Control Unit Supervisor who also supervises four File Quality Reviewers plus auxiliary staff.

## PLAN OVERVIEW

The general plan would be to:

- 1) Reallocate the current three Public Information Counter staff to be two Communication Operators and one Communication Operator Supervisor, to able to respond to the non-emergency line workload;
- 2) Create and hire a new Police Information Check Clerk and reallocate Police Information Check workload from the Communication Operators to this position and auxiliary staff so that the Communications Operators can focus on non-emergency line work;
- 3) Work with E-Comm to design and implement a transition plan;
- 4) Design a communications strategy to promote the public to submit non-emergency calls during scheduled daytime hours since they can expect to receive a quicker response during these times; and
- 5) Review online reporting procedures to see if more incident types can be made available for the public to submit to the NWPD since the new non-emergency Communication Operators would be a position to review the submissions earlier.

## SCENARIO ANALYSIS

In order to assist in analyzing how NWPD resources could be allocated to have the NWPD assume some of the non-emergency line workload from E-Comm, below are different scenario options that demonstrate the cause-and-effect relationships between inputs and outcomes and the potential value that each scenario generates.

### SCENARIO #1

#### Summary of Proposed Staffing Structure:

- Communications Operator 1 – 2 full-time positions
- Supervisor – Communication Operator 3 – 1 full-time position
- Police Information Check Clerk – 1 full-time position
- Auxiliary Police Information Check Clerk's as needed

#### Intended Outcomes on Non-Emergency Call Taking Workload:

- The anticipated non-emergency line coverage would be Monday to Friday 0800-1600.
- The anticipated work hours would be Monday to Friday – 0800-1600 hours.
- Would be expected to handle approximately 48.44% of all weekday non-emergency calls.
- Would be expected to handle approximately 38 non-emergency calls per day.
- Would be expected to handle approximately 190 non-emergency calls per week.

**SCENARIO #2****Summary of Proposed Staffing Structure:**

- Communications Operator 1 – 2 full-time positions (weekday)
- Communications Operator 1 – 1 part-time position (16 hours - weekends)
- Supervisor – Communication Operator 3 – 1 full-time position
- Police Information Check Clerk – 1 full-time position
- Auxiliary Police Information Check Clerk's as needed

**Intended Outcomes on Non-Emergency Call Taking Workload:**

- The anticipated non-emergency line coverage would be Monday to Sunday 0800-1600.
- The anticipated work hours would be for full-time staff Monday to Friday – 0800-1600 hours.
- The anticipated work hours would be for part-time staff Saturday and Sunday – 0800-1600 hours.
- Would be expected to handle approximately 48% of all non-emergency calls.
- Would be expected to handle approximately 38 non-emergency calls per day.
- Would be expected to handle approximately 266 non-emergency calls per week

**SCENARIO #3****Summary of Proposed Staffing Structure:**

- Communications Operator 1 – 2 full-time positions
- Communications Operator 1 – 2 part-time positions
- Supervisor – Communication Operator 3 – 1 full-time position
- Police Information Check Clerk – 1 full-time position
- Auxiliary Police Information Check Clerk's as needed

**Intended Outcomes on Non-Emergency Call Taking Workload:**

- The anticipated non-emergency line coverage Monday to Friday 0800-2000 hours, Saturday and Sunday – 0800-1600 hours.
- The anticipated work hours would be for full-time staff Monday to Friday – 0800-1600 hours.
- The anticipated work hours would be for part-time staff Monday to Friday –1600-2000 hours and Saturday and Sunday – 0800-1600 hours.
- Would be expected to handle approximately 73.22% of all weekday non-emergency calls and approximately 58 non-emergency calls per weekday
- Would be expected to handle approximately 48% of all weekend non-emergency calls and approximately 38 non-emergency calls per weekend day
- Would be expected to handle approximately 366 non-emergency calls per week

**TABLE – SCENARIO SUMMARY:**

	<b>SCENARIO 1</b>	<b>SCENARIO 2</b>	<b>SCENARIO 3</b>
Comm Ops 1 - FT	2	2	2
Comm Ops 1 - PT	0	1	2
Supervisor	1	1	1
PIC Clerk	1	1	1
% of calls	48% (weekday calls)	48% (all calls)	73.22% (weekday) + 48% (weekend)
Expected Calls Per Day Taken	38	38	58 (weekday) + 38 (weekend)
Expected Calls Per Week Taken	190	266	366
Coverage	Mon-Fri 0800-1600	Mon-Sun 0800-1600	Mon-Fri 0800-2000 + Sat-Sun 0800-1600

**OTHER CONSIDERATIONS:****Online Reporting**

The Communication Operators and Supervisor will be responsible for reviewing online reports to see if the file needs to have a Constable dispatched to investigate or not during the times that they are working.

If the NWPD implemented Scenario 2, it would provide the opportunity for Online Reporting files to be reviewed within 24 hours.

A review of Online Reporting incident types could then be conducted to see if more incident types could be permitted to be received via Online Reporting. The Online Reporting system is capable of being expanded to include more incident types.

**Performance Management**

E-Comm is able to provide the NWPD with detailed service performance metrics.

The NWPD will need to be able to produce similar service performance metrics and analyze them on a monthly basis to ensure we are meeting our expected performance metrics and improving our non-emergency line service compared to E-Comm. In order to be able to produce these metrics, we will need to upgrade our phone system software.

**Phone System Software Upgrade**

In order to upgrade our phone system, we will need to install Call Reporting Software. This software allows between 1-100 callers, and provides reporting and tracking metrics with over 50 standard reports (including abandoned calls) and allows for custom reports.

The software allows call recording, to allow for review and evaluation of specific calls, and provides metrics for managing employees such as how many calls have they taken, missed, and how many on hold.

### **FINANCIAL CONSIDERATIONS**

The NWPDP is currently paying for full non-emergency line service with E-Comm and the cost implication of assuming this service from E-Comm would need to be reviewed and discussed further.

### **OPTIONS**

- 1) That the NWPDP assume some non-emergency line call responsibilities from E-Comm and implement scenario 1 in 2023.
- 2) That the NWPDP assume some non-emergency line call responsibilities from E-Comm and implement scenarios 1 and 2 in 2023.
- 3) That the NWPDP assume some non-emergency line call responsibilities from E-Comm and implement scenarios 1, 2, and 3 in 2023.
- 4) That the NWPDP does not assume any non-emergency line call responsibilities from E-Comm.
- 5) That the NWPDP continue to work with E-Comm to see if non-emergency line service performance can be improved.
- 6) That the Board provide an alternate direction to the NWPDP.

### **RECOMMENDATION**

*That the NWPDP assume some non-emergency line call responsibilities from E-Comm in 2023 and that the NWPDP continue to work with E-Comm to see if non-emergency line service performance can be improved (options 1 and 5).*

This report has been prepared by:



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Inspector Andrew Perry

Approved for Presentation



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David Jansen  
Chief Constable

## ON-TABLE Item 3.2

July 18, 2022

To: City of New Westminster  
Attention: CAO Lisa Spitale  
lspitale@newwestcity.ca  
Sent via Email

Dear Lisa Spitale:

E-Comm is providing this letter to update you on the development of our 5-year Transformation Plan, and planning for the federally-mandated transition to Next Generation 9-1-1 (NG9-1-1).

### **E-Comm's Transformation Plan**

As you are likely aware, E-Comm has been conducting a multi-phased "Police Communication Operations Review," with the primary objective to identify the root causes of, and develop strategies to resolve, ongoing challenges with service level performance in Police Communication Operations (PCO).

Based on the findings of this review, we have now developed a multi-year Transformation Plan to position E-Comm to sustainably deliver public safety communication services in the face of increasing call volumes and workloads. We have attached a document that provides an overview of the case for transformation and a high-level overview of the Transformation Plan.

Given increasing call volumes, external wage pressures, and labour shortages, the Transformation Plan outlines the need for E-Comm to change the way we operate and for our police partners to make matching changes in some of their own processes and procedures. The future state model for Police Communication Operations is based on more standardized/less unique local practices and policies across multiple police agencies, and more automation and increasing self-service by the public. The Transformation Plan also outlines the needed investments to create a stronger foundation across E-Comm as an organization, which will benefit all lines of business. The plan is comprehensive and has actions across five strategic pillars: Operations, People & Culture, Governance and Stakeholders, Corporate Foundation and NG9-1-1.

For our police and local government partners, the benefits of the Transformation Plan, once operationalized, will be more consistent service delivery to agreed and achievable targets. An improved caller experience. Scalability to handle increasing call volumes. More visibility into costs and services. Ability to contain future cost increases and predictability of costs to ensure E-Comm can deliver on our joint public safety promise. And, ultimately, enhanced public safety.

The pressures and drivers for change are common whether E-Comm or another organization delivers public safety communications. We strongly believe in the many benefits of a consolidated model, including coordination and collaboration across jurisdictions, sharing of capital and operating costs for technology, economies of scale, redundancy and scalability in emergent situations, and the ability to leverage data and



information. The Transformation Plan helps E-Comm and its member agencies realize and leverage these benefits and takes a coordinated approach to addressing the external pressures and challenges.

We look forward to engaging with you on the Transformation Plan specifics. We will arrange a variety of forums for our partners to learn more about the plan and address any questions you have. These will include presentations and discussions at the Steering Committee and Working Group levels, as well as individual agency meetings. We will be in touch to schedule these sessions.

### **Next Generation 9-1-1 (NG9-1-1)**

One of the pillars identified in the Transformation Plan is the federally-mandated transition to NG9-1-1 for voice services and the introduction of Real Time Texting (RTT) by March of 2025. As the Public Safety Answering Point for 99 per cent of 9-1-1 calls in British Columbia, we have created an NG9-1-1 Program and Program Team dedicated to NG9-1-1 implementation.

The purpose of this Program is to safely establish a NG9-1-1-compliant Call Handling System and the associated supporting Services for E-Comm 9-1-1 operations and partner organizations across the province. As a reflection of the scale of change and the complexity inherent within this initiative, the Program embodies the many facets of transition over and above the essential technology changes, including organizational, human resource, service design, operations, financial, privacy and security.

We have attached a document on NG9-1-1 that summarizes the new features and opportunities, as well as issues we all need to be aware of and plan for. Given the planning work we have already started, and our dedicated NG9-1-1 Program Team, we are in a position to assist our member agencies in understanding the changes they need to be aware of.

At your request, we will share further details about the NG9-1-1 initiative and the associated costs and plan.

### **Funding Impact**

The approach we have taken to transformation is comprehensive and multi-pronged and focuses on Police Communications Operations, 9-1-1 Call-Handling Services and the underlying corporate services and infrastructure supporting all lines of business. The Transformation Plan and implementation of NG9-1-1 have financial implications for our member agencies. For police agencies, we have appended an initial high-level overview of estimated dispatch levies.

In the fall, we will have more detailed levy information for police agencies, as well as our other agencies, including radio, fire and 9-1-1. We envision all business lines sharing in the costs of changes to the corporate infrastructure to the extent they benefit from these improvements.



We have also provided an estimate of NG9-1-1 levies. These are estimates based on current costs and program assumptions. Finalizing the numbers will require clarity on the number of participating partners' commitment to the NG9-1-1 Program. Given the significant costs involved, we are looking to partner with municipalities to seek funding from the Provincial Government to help defray many of these costs, as has been the case in other provinces. However, in the absence of a commitment from the Province to fund NG9-1-1, these costs will fall to our municipal and regional district partners, with levies for NG9-1-1 starting in April 2024.

\*\*\*\*\*

We believe the Transformation Plan and the implementation of NG9-1-1 provide opportunities to improve emergency communications services for the benefit of our member agencies, first responders, and public safety. We look forward to sharing more with you and confirming your commitment to these programs, as E-Comm moves to more consistent service delivery, sustainable operations and NG9-1-1 implementation. In the interim, please review the attached materials and connect with E-Comm to share your views or request for a more fulsome discussion.

Thank you,



Stephen Thatcher  
Vice-President, Operations

604.215.5008  
Stephen.Thatcher@ecomm911.ca

Cc: Oliver Grüter-Andrew, President & CEO  
Al Horsman, Interim VP Finance & CFO  
Dave Jansen, Chief Constable, New Westminister Police  
Mark Wilson, Controller, New Westminister Police Department  
Harji Varn, Director of Finance, City of New Westminister



## Appendix 1

### Police Dispatch Levies Summary

We have prepared a preliminary estimate of multi-year Police Dispatch Levy increases to assist our partners in preparing for their respective budgeting cycles. We will refine this high-level estimate over the next couple of months and will have more information to share in the fall.

There are two primary drivers of levy increases: 1) Compensation increases for employees; 2) One-Time Transformation Costs.

**Compensation Increases:** The drivers of two-thirds of the additional costs in 2023 are changes in the labour market and anticipated changes resulting from this year's collective bargaining with E-Comm's union. Compensation is an important lever for recruitment and retention and will help address staff shortages. We also forecast wage increases due to wage inflation, the need to offer competitive market wages to attract needed call takers, dispatchers, and technical expertise, and anticipated changes to job classifications.

**One Time Investments:** Approximately one-third of the cost increase in 2023 is for one-time Transformation costs. These costs cover programs directly associated with improvements to Police Communication Operations (PCO) and programs to improve E-Comm's corporate infrastructure.

#### Levies for Police Communication Operations Programs cover the costs of the following:

- Changes to the PCO operating model, including streamlining and standardizing policies and processes, and moving to an automated, low-touch non-emergency service line.
- Improvements to emergency communication centre processes, particularly in workforce management and training
- Continuation of investments in people, including recruitment, supports for front line staff, mental health training and leadership development.
- The plan focuses on reducing call volumes, reducing average call handle times and improving efficiency of processes to improve operational sustainability and contain future costs.

#### Levies for Corporate E-Comm Programs cover the costs of the following:

- Modernization of E-Comm's governance structure
- Improvements to E-Comm's cyber security position and foundational program to ensure business continuity and disaster recovery
- Improvements to modernize E-Comm's back-office processes and technology capability.

The table below indicates the estimated cost and percentage increase to levies over the next five years.

#### E-Comm 9-1-1

*Preliminary Draft for Information*

#### Preliminary Dispatch Levies Summary

#### LMD Police (000's)

Agency	2021 Approved Budget	2022 Approved Budget	2023 Preliminary Forecast	2023 vs 2022 \$ Increase vs PY	2023 vs 2022 % Increase vs PY	2024 Preliminary Forecast	2025-2027 Preliminary Forecast
New Westminster PD							
Preliminary Estimate	1,056	1,299	1,664	365	28.1%		
Estimated Range					26-32%	9-12%	4-6%

## Appendix 2

### NG9-1-1 Levy Summary

To meet the CRTC-mandated timelines for NG9-1-1, E-Comm has activated a dedicated program team to conduct detailed planning and produce a five-year business case and estimate an annual levy structure.

Estimated five-year levies, starting in 2024, are outlined below to assist with annual budget planning. Costs are subject to change as business case assumptions will be refined over time. Final levies will depend on the outcomes of the Design phase and the number and size of participating partners.

Annual levies will be re-evaluated after five years to reflect the cost to refresh and sustain the NG9-1-1 solution post implementation.

Levies are inclusive of one-time implementation and ongoing costs, including NG9-1-1 technology infrastructure costs, program staffing, professional services, and annual operating costs.

#### Levies for the NG9-1-1 Program cover the costs of the following:

- Replacement of current end-of-life call handling system with an NG9-1-1 compatible solution.
- Implementation of a robust, scalable solution to satisfy the initial CRTC mandate (voice and Real-Time Text) and to ready E-Comm to adapt to future NG9-1-1 capabilities (e.g., more accurate location data, ability to share images/live video, etc.).
- A phased transition of E-Comm's Emergency Call Centres (ECCs) to the new NG9-1-1 network with significant change management and readiness support.
- Improved call handling system reliance and resiliency – to mitigate unplanned outages and 911 service impacts:
  - o Dual redundancy (local and geographic failover) plus site survivability
  - o Improved business continuity and backup capabilities
- 24/7 network and security monitoring to ensure maximum uptime and early detection of threats/potential system failures.
- An expanded capability for change and release management with multiple technical environments to support build, test and validation of changes pre-production.
- Development of an NG9-1-1 Centre of Excellence – establishing a critical mass of support resources to ensure ongoing innovation and service enhancement.

The table below indicates the estimated annual levy for the next five years.

### Estimated NG9-1-1 Levy (000's)

Agency	NG9-1-1 Proposed Annual Levy 2024 - 2028
New Westminster PD	\$248

## **NEXT GENERATION 9-1-1:**

High availability, high-quality service,  
responsive to the needs of first  
responders and the public

### **A legacy system that is running out of time**

Calls to 9-1-1 are directed through infrastructure dedicated to emergency communications and connected into the regular telephony network.

Canada's 9-1-1 telecommunications technology network is more than 30 years old and increasingly at risk of failure. E-Comm's current call-handling system -- the technology required by emergency communications centres to receive and process incoming/outgoing calls and infrastructure/support services -- are at the end of their operational life and require replacement.

The Federal Government, through the Canadian Radio-television and Telecommunications Commission (CRTC), has mandated Next Generation 9-1-1, or NG9-1-1 -- a complete modernization of Canada's 9-1-1 telecommunications technology network.

Primary and secondary Public Safety Answer Points (PSAPs) will be provided NG9-1-1 network access by their designated service provider. In B.C., this network is operated by TELUS, and will be used by E-Comm, its member agencies and contracted partners (BC Emergency Health Services, RCMP, PRIMECorp and Saanich Fire.)

Telecommunications have greatly evolved over the years and this digital platform ensures emergency services benefit from these advancements.

The rollout of NG9-1-1 technology will involve and impact every public safety organization in the province and affect many aspects of E-Comm's 9-1-1 operations and the operations of our member agencies and contracted partners. The way the public interacts with PSAPs and first responder agencies in an emergency will also change.

E-Comm has undertaken planning to ensure we can safely establish an NG9-1-1-compliant call-handling system and supporting services for E-Comm 9-1-1

operations and the agencies and partners that depend on us, according to the schedule determined by the CRTC.

The underlying TELUS network technology for NG9-1-1 voice services went live March 1, 2022. Basic Real Time Text (RTT – a.k.a. "text-to-911") capabilities are anticipated to be operational by mid-April 2024, with enhanced RTT in place by March 2025.

E-Comm's planning considers organizational, staff, service design, operations, financial, public education, privacy and security requirements. This comprehensive approach is essential for a successful transition of existing services to NG9-1-1.

In spring 2025, current funding will cease being available for the legacy TELUS 9-1-1 network. By then, we must all be fully transitioned to NG9-1-1.

### **New capabilities and enhancements for emergency communications**

The transition to NG9-1-1 will require every police, ambulance and fire emergency communication centre to complete complex technology, people and process adaptations over the next two+ years.

Over this time, we collectively need to ensure the transition to NG9-1-1 is seamless, without any gaps in service. We have the opportunity to think about NG9-1-1 not merely as a technology upgrade, but an enabler of significantly improved emergency communication capability overall.

NG9-1-1 technology upgrades will enable better caller location information. Cellular calls will provide latitude/longitude information for each call. This allows call takers to precisely identify the location of a caller. In later years, elevation coordinates will also be available, showing the call taker and first responders what floor of a building the person is calling from.

Basic Real Time Texting (RTT) will be particularly helpful for the hearing impaired community and in cases where the caller can't speak freely or needs to be discreet – for example, domestic abuse or a home invasion.

With 88 percent of BC households having at least one cellphone and 80 percent of 9-1-1 calls now coming via cellphone, texting options will make 9-1-1 even more accessible.

In the future, the potential exists to send images and video to 9-1-1 that would improve situational awareness by feeding scene data and imagery to first responders via video or even drones.

Providing direct incident information to first responders on the road. New ways to triage and direct calls to services other than police, fire and ambulance, such as to a crisis line. Health condition-specific response for complex social issues like mental health and addiction that removes the stigma of 9-1-1 for some vulnerable populations. The ability to transfer emergency calls across the country in the event of out of province emergencies – a functionality that isn't possible with today's system.

In British Columbia, NG9-1-1 also has the potential to create improved service equity for rural and remote communities, Indigenous communities and diverse populations – providing culturally safe emergency communications and service options to populations that may not be as comfortable with police as the first responder or where police are not the appropriate first responder.

These are some of the opportunities Next Generation call-handling technology can facilitate. NG9-1-1 also provides improved information-management opportunities – the ability to collect meta-data on call patterns and event trends.

This will enable more targeted investments to improve service-results, as well as better information for cost management, allocation and funding decisions.

### **Milestones to guide success**

To meet the CRTC mandated implementation dates for E-Comm and its public safety partners, E-Comm

has activated a dedicated NG9-1-1 Program Team to conduct detailed planning.

To be operationally ready, we will need new and updated policies, Standard Operating Procedures, supporting documentation, transition planning, training and business continuity plans. We will need change management support.

There are a range of legal contracts that E-Comm and our member agencies and contracted partners must negotiate – agreements with TELUS, IT contracts, and privacy and data sharing agreements.

Our plans identify key milestones for success: Transition to NG9-1-1 and install and implement an NG9-1-1 **Call-Handling System** that is compliant with the new technical standards and can effectively manage NG9-1-1 voice and RTT calls at the volume and intensity experienced by E-Comm and member agencies.

A robust NG9-1-1 **Technology Support Service** equipped to support E-Comm, our contracted partners and member agencies' steady state and evolving use of the technology.

A team in place equipped with the broad base of skills, capabilities, and capacity to implement, co-ordinate and then support NG9-1-1 service.

Safely, and with limited disruption to operations, transition E-Comm Emergency Communication Centres' to new call-handling systems and services. Equally, support our contracted partners to successfully transition to the new system and service within their own organizations.

Finally, ensure all new call-handling systems and services offer robust security capability to contend with growing cyber security threats.

### **The only constant will be change**

NG9-1-1 will introduce new technologies, higher complexity and a faster pace of change. E-Comm needs to begin immediately to recruit and hire hard-to-find people with the required technical and industry skill sets to add to our existing NG9-1-1 Program Team.

Over the course of the next two+ years, the E-Comm Program Team will lead an extensive effort to plan, design, build, and transition to a completely new **call-handling system and service** offering, which will impact people, processes and technology.

The NG9-1-1 program we have planned is a collection of integrated and inter-related projects, supported by a common Program Office of shared resources. Each project delivers key elements of the overall NG9-1-1 call-handling service and ensures the resiliency and quality required.

With our contracted partners, E-Comm will collaborate on the development of a shared system and service to support NG9-1-1 emergency and multi-channel non-emergency call-taking province-wide -- including 8-1-1. A multichannel contact center is a call centre that allows agents to interact with customers over several communication channels, but each channel operates in isolation. Multichannel includes voice, email, web page forms, fax, chat and text message interactions.

These projects will proceed in parallel, with migrations to NG9-1-1 happening sequentially.

Top-of-the-list of projects required for the transition is the NG9-1-1 System Build: designing, building, testing, transitioning and operationalizing the new NG9-1-1 Call-Handling Platform and Products for use by E-Comm, our member agencies and contracted partners. E-Comm intends to build the system, but will require financial support to do so.

As part of E-Comm's NG9-1-1 services, we will provide several key support services to ensure the stability, availability, security, and ongoing enhancement of the NG9-1-1 system. We will monitor all aspects of the system's health, security and performance.

Responding to issues, problems, and service request fulfillment will also be essential. E-Comm will manage external vendors involved in the ongoing support, maintenance and evolution of the service. We will prepare training materials, conduct routine maintenance of the new system, and manage

further changes and enhancements that become available.

## Transitioning to NG9-1-1 requires resources

E-Comm believes we are the right organization to lead implementation of NG9-1-1 given our role as the largest PSAP for British Columbia. We have developed budget estimates based on implementation costs and ongoing operational costs.

The investment required to transition to NG9-1-1 is substantial. E-Comm is looking to partner with municipalities to seek funding from the Provincial Government to help defray many of these costs, as has been the case in other provinces. In the absence of a commitment from the Province to fund NG9-1-1, these costs will fall to our municipal and regional district partners, with levies for NG9-1-1 starting in April 2024.

## Engaging with stakeholders and the public

Communications and engagement will be critical – both internally and externally. NG9-1-1 will be the most significant change to 9-1-1 since the three digits were first introduced as an initial point of contact for people with emergencies.

Leadership of our contracted partners and member agencies will need to be aware of the program impact to their organizations and the need for schedules to be aligned for the purpose of technology compliance, integration testing, operational readiness and go-live.

A co-ordinated, province-wide education and awareness campaign will be needed to ensure B.C residents know what the new features are and how best to access them in the safest and most effective way possible. There will be a learning curve for all involved.

NG9-1-1 is an initiative with the potential to improve emergency communications for first responders and British Columbians. The opportunity is great, but we must move forward together quickly to ensure we are compliant with the timeframes mandated by the CTRC.

## E-Comm's Case for Transformational Change

E-Comm's current situation is not sustainable. We believe action is required – and required now -- to increase staffing and put people, systems and processes in place to transform the way E-Comm delivers emergency communications services on behalf of our member agencies.

The approach we have taken to transformation is comprehensive and multi-pronged. We focus on Police Communications Operations, 9-1-1 Call-Handling Services and the underlying corporate services and infrastructure supporting all lines of business. We envision police agencies funding improvements to Police Communications Operations, and all business lines sharing in the costs of changes to the corporate infrastructure to the extent they benefit from these improvements.

### It has been a challenging few years for emergency communications

Last year, on behalf of police, fire and ambulance, E-Comm responded to 2 million+ 9-1-1 calls. In the last quarter of 2021, we experienced call volumes that were 22 percent higher than the year prior. As our call volume increases, police, fire and ambulance first responders have also seen an increase in their need to respond.

E-Comm is not unique in terms of the external forces we are experiencing associated with high call volumes, increasing complexity of calls that take longer to handle, environmental factors, and labour shortages that are not improving. Like other organizations, we are operating in a constrained labour market. Public Safety Answer Points (PSAPs) across Canada have been experiencing similar, if not worse, challenges as those faced by E-Comm.

Structurally, E-Comm is a complex organization. Over time, we have added many services, but in a piecemeal fashion, with limited standardization. This lack of standardization makes it difficult to manage people and processes across our agencies.

For example, E-Comm serves 33 police agencies and has over 1500 Standard Operating Procedures, of which only 18 are identical among agencies.

To complicate matters further, as we added services, we didn't use an appropriately structured pricing model. Consequently, we have been unable to grow staffing to deal with increasing call volumes and to invest in basic infrastructure, systems, workforce capacity and people practices needed for an organization of our size. This has particularly affected Police Communications Operations.

E-Comm has been under-staffed since 2017 and we have talked with our member agencies about this issue since 2019. The budgeted call-taker staffing levels have been significantly lower than the number of staff required to meet target service levels, which has created an escalating issue that has now reached crisis proportions. We have fewer people than we need, resulting in more overtime for those who are here, and a lack of ability to introduce change and innovation.

This has significantly increased pressure on our people, which has led to high turnover, many people on leave and challenges to recruit and train fast enough to fill the gaps. The rate of people being off work for a variety of reasons is higher in all industries post-COVID, but particularly high at E-Comm.

Recognizing that this is the first summer in many years without restrictions on gatherings, events and travel related to COVID-19, we are expecting this to have an impact on demand for all emergency services. It will be challenging to meet service targets this summer, and non-emergency call handling will likely all but cease for some periods.

The current state – an unnecessarily complex business model made more inefficient by the level of customization in call-handling procedures across agencies resulting in an under-staffed and stressful work environment – is not sustainable and is at risk of jeopardizing both public and first responder safety. We must address the issues faced in emergency communications services in a well-thought out, deliberate and planned way.

We believe E-Comm's Transformation Plan does exactly that.

**We have made some progress, but it is just a start.**

These challenges are not new. We have been talking with our stakeholders since 2019 about the need to invest in new and innovative business practices and to increase staffing to meet service targets. As a result of these discussions, spending for Police Communication Operations increased by 30 per cent in 2022, of which a 20 per cent increase was levied to police partners.

E-Comm is using this additional funding to increase the numbers of call-taking and dispatch staff and the supports we provide to them. We are developing mentoring, mental health and coaching programs to retain staff and help reduce some of the stress that results from the role of being a *first*, first responder. However, we are still unable to promote and train fast enough to fill vacancies and leaves. So, we are paying overtime to dispatchers because our base call taker staffing levels are low, resulting in a shallow pool from which to draw dispatcher trainees.

We strengthened our leadership teams to add more and different work experience to help us meet the changing needs of the organization and help build the foundation for the right work to get done in the right way. This includes new appointments at the Executive level in Transformation, People & Culture and Finance, and additions to Management roles in Operations and Technology. We are increasing capacity for data analytics and other corporate functions, such as People & Culture and Finance.

The strong leadership team now in place has developed a new model for future Police Communication Operations, a solid implementation plan for Next Generation 9-1-1 (NG9-1-1), and a multi-year Transformation Plan to get us there. We also developed a proposal for a greater role by the Provincial Government in governance and funding of 9-1-1 emergency communications.

We do not expect these initial investments to make a difference to service levels in the short term, given the time it takes to recruit, onboard and train new

staff and implement practice changes. While we are heading in the right direction, tangible change in the public's experience calling us will take time given the number of years of under-investment that have led us to this point.

**A transformation plan in the interests of public safety**

Business as usual, with E-Comm's highly people-intensive and disparate operating model, is not sustainable nor in the best interests of our partners. It puts first responder and public safety at risk. In the short term, we need more people to stabilize operations and service levels, but over the longer term, we need to embrace an operating model that reduces the need to continually hire more people.

Our plan is to deliver dependable, sustainable and efficient public safety emergency communications services to realize the vision of "safer communities in British Columbia through excellence in public safety communications."

There are many benefits to a consolidated model, including coordination and collaboration across jurisdictions, sharing of capital and operating costs for technology, economies of scale, redundancy and scalability in emergent situations, and the ability to leverage data and information. The Transformation Plan helps E-Comm and its member agencies realize and leverage these benefits.

E-Comm's Transformation Plan has five pillars: Operations, People & Culture, Governance and Stakeholders, Corporate Foundation and NG9-1-1. We have articulated a desired future state for each pillar -- what is needed to get there, and the required financial resources.

**The future state of the E-Comm organization**

We want to create a healthy, inclusive workplace where our **people** feel valued, with people-centric leadership and culture, and a competitive employee value proposition. This ambition must result in better recruiting, retention and engagement of our staff.

The new model simplifies E-Comm's overly complex **governance** structure and envisions a shift to better match costs, risks and decision-making to scope of

services. It also moves to sustainable funding sources, including a shift of 9-1-1 to a primarily provincial mandate and funding.

The new model ensures E-Comm has a sustainable **corporate foundation** with resilient, secure technical infrastructure, including a stronger focus on cyber security and business continuity. The increase of our scope and geographic reach across the province in recent years requires us to put in place stronger corporate support functions in areas such as People & Culture, Data & Analytics, Finance and Technology.

CRTC has mandated **NG9-1-1** to modernize Canada's aging emergency communication networks. This will bring new opportunities to improve public safety through better real-time information about unfolding emergency incidents.

## **A Transformation Plan that benefits emergency services communications and first responders**

For our member agencies, the benefits of the Transformation Plan will be more consistent service delivery to agreed and achievable targets. An improved caller experience. Enhanced public safety. More visibility into costs and services. Ability to anticipate future cost increases and predictability of costs to ensure E-Comm can deliver on our joint public safety promise.

Even with increasing public demand, we will be able to reduce the reliance on continual increases in staffing and contain additional funding needs.

All business lines will benefit from improvements to E-Comm's employee value proposition, sustainability and risk mitigation through investments in the corporate foundation.

To fully realize the benefits of E-Comm's Transformation Plan, we are asking our funding partners to commit to making the investment required to put the necessary changes in place. In total, it is not a small ask, and we recognize the fiscal demands our member agencies face. But spent over the next five years, we believe the additional funds will have a significant positive impact on the sustainability of emergency communications and support to the public and first responders.

The budgets are different for police agencies and for our other business lines. We will provide budget specifics for our non-police partners in a separate document.

We are asking our member agencies to recognize the urgency of the situation. Now is the time to act on what we've learned about the problem and put in place a comprehensive, well-considered plan, appropriate funding and the resolve to make the necessary change.