

# GOVERNANCE REVIEW

## Shareholder Consultation Session

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## Governance Review recap – the “Why?”

*E-Comm is improving public safety, by becoming a better partner and emergency-services provider:*

- Stronger equitable governance and oversight of our operations.
- Inclusive representation for our service-user partners.
- Enfranchising users by making them shareholders.
- Greater fairness and transparency in financial model.

## Recommendations – Corporate structure and Board governance

- 1) Implement a new governance structure.
- 2) Refine the use of representative service governance bodies.
- 3) Revise the Board and its Committees.
- 4) Create a shareholder Screening Committee.

## Recommendations – Corporate structure and Board governance (cont.)

- 5) Enfranchise users by making them shareholders (in current state only radio users are Class A shareholders).
- 6) Seek Board, member and Ministerial approvals, as required.
- 7) Refine the Board agenda, cycle, materials, procedures, and policies, including a formal Delegation of Authorities.

## Recommendations – Financial governance

- 8) Redesign the operating cost/budgeting model. Change the cost and corporate allocation processes. Price by type of service.
- 9) Develop a streamlined service delivery and pricing process.
- 10) Develop investment funding and operating cost forecasting strategies.

## Your feedback – four key themes we've heard so far

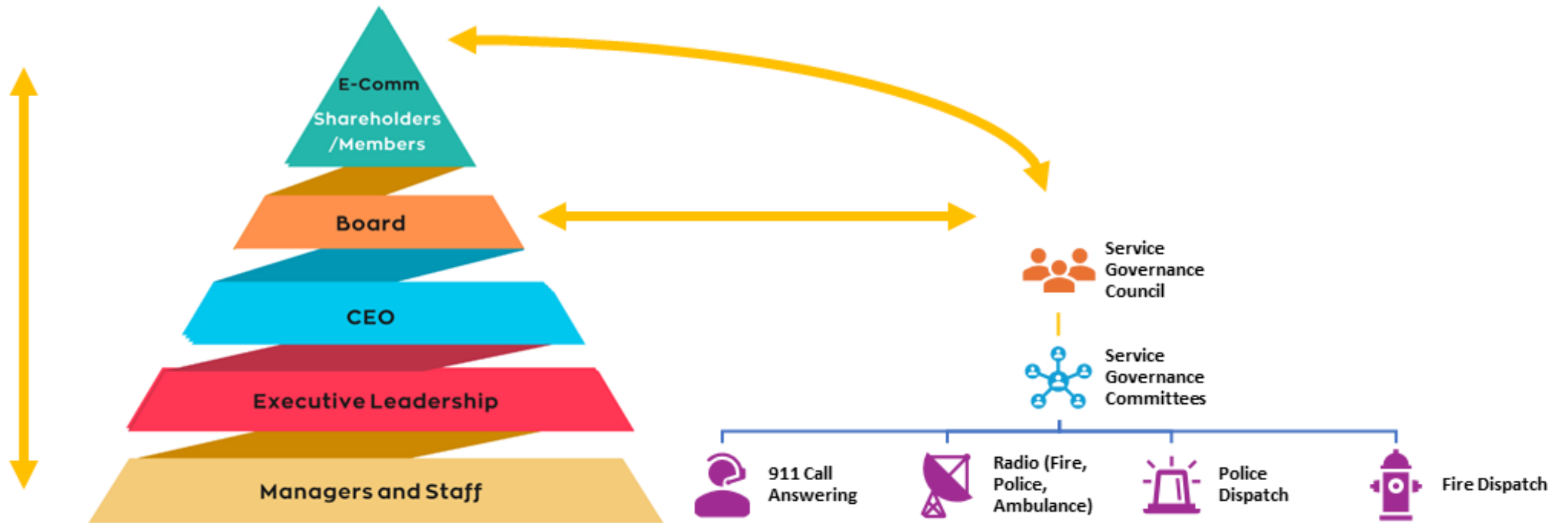
1. Payor perspective: ongoing input needed on fees paid.
2. Service Governance and oversight: how will it be structured.
3. Financial model: shareholders need more details.
4. Share structure: how to reflect interests of larger users.

***The Province's recently-announced review is welcome, and will also require input from E-Comm and our shareholders.***

## Our resulting “Design Principles”

- **Independent governance:** Free of structural conflicts of interest.
- **Professional skills:** Directors must bring the skills required.
- **Payor perspective:** Users must have input to fees/cost of service.
- **Service user input:** Public-safety decisions about service levels should be informed by service users.
- **Size of services:** Larger users of services should be considered.
- **Agile decision-making:** Design should enable agility.
- **Director terms and limits:** To ensure continuity, stability of board.

# Service Governance Council and Committees

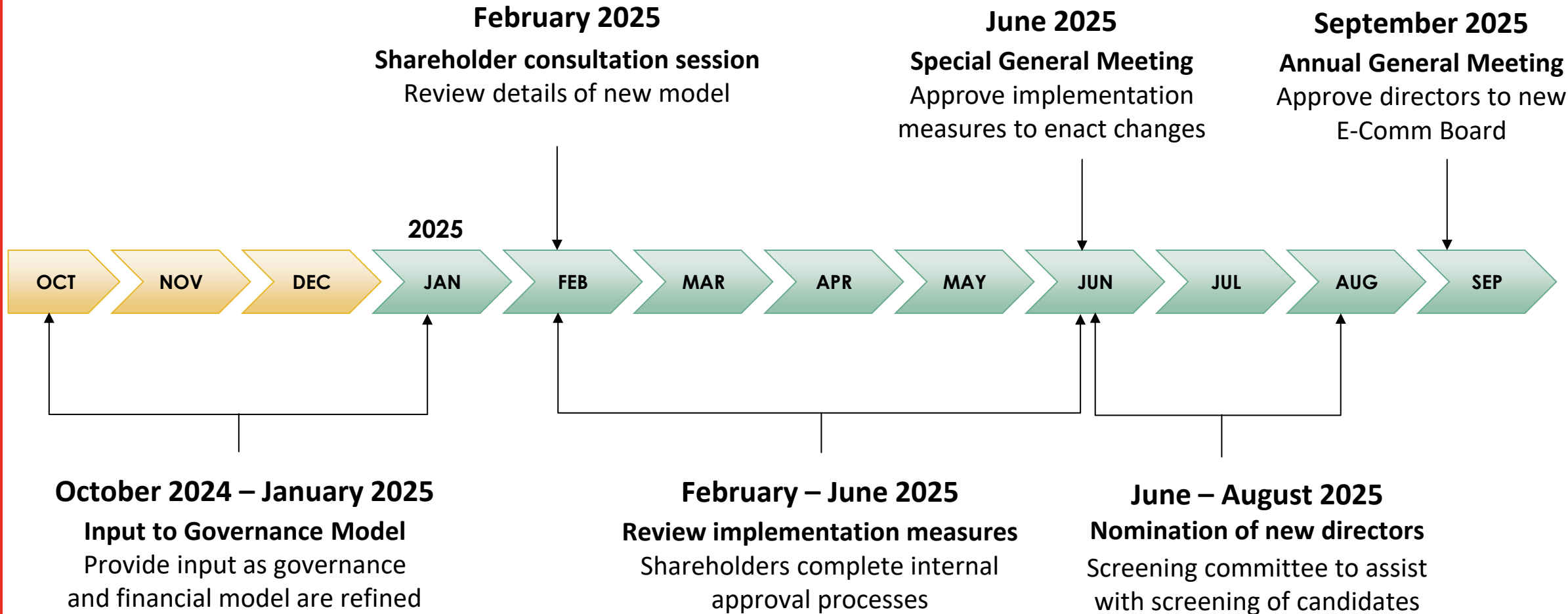




# Financial Model components

- **Cost Model:** Clearly identify direct and indirect costs, plus corporate cost allocation for each service.
- **Services:** Clearly define the scope of services we provide.
- **Pricing:** Develop a “price per unit” formula for each service, to provide transparency of cost and price.
- **Investments:** Which partners fund what projects.
- **Sustainability:** Ensure sustainability of funding sources.
- **Predictability:** Enable partners to budget & plan more effectively.

# Next steps in the process for shareholders



## Questions for discussion today

- 1) Payor perspective and cost control:** Is the Service Governance Council, and/or a Committee of the Board, the right model to gain input from payors?
- 2) Financial Model:** Are these the right principles?
- 3) Share structure:** One share per user? How best to represent the interests of partners with a larger share of E-Comm business?

# DISCUSSION

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

Helping to Save Lives and Protect Property