2025

DELTA POLICE DEPARTMENT

ANNUAL BUSINESS PLAN
Year-End Report
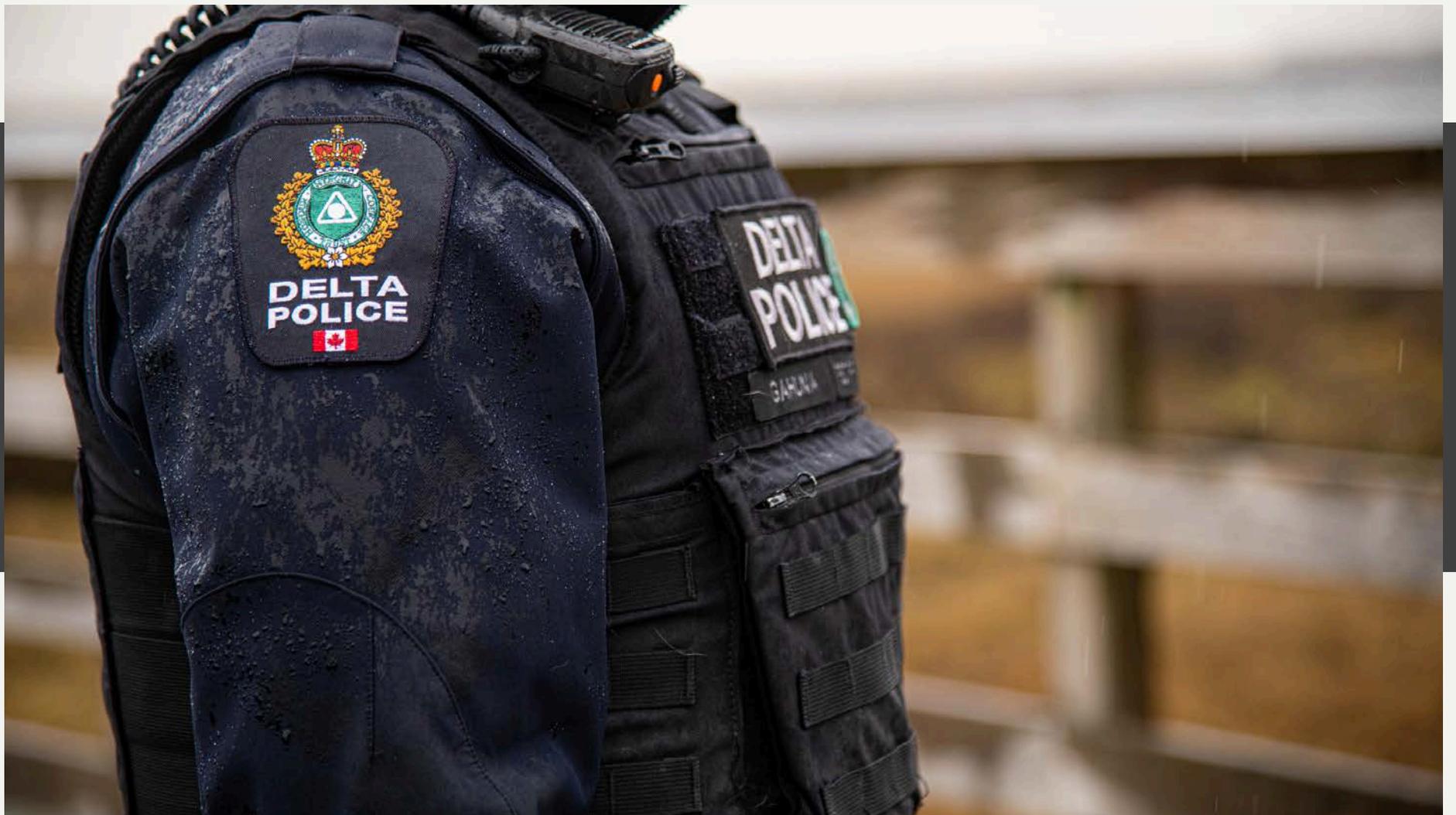
Delta POLICE

ABOUT THIS REPORT

The Annual Business Plan (ABP) operationalizes the Delta Police Department's 2022–2025 Strategic Plan by translating key priorities into action through 22 strategic projects.

The 2025 ABP Year-End Report provides an overview of the projects undertaken to advance these priorities, summarizing key actions and outcomes achieved over the year.

STRATEGIC PLAN PRIORITIES

1 Community Safety and Crime Prevention

2 Support for Mental Health and Vulnerable Individuals

3 Road Safety for All Users

4 Excellence Through Professionalization, Technology and Innovation

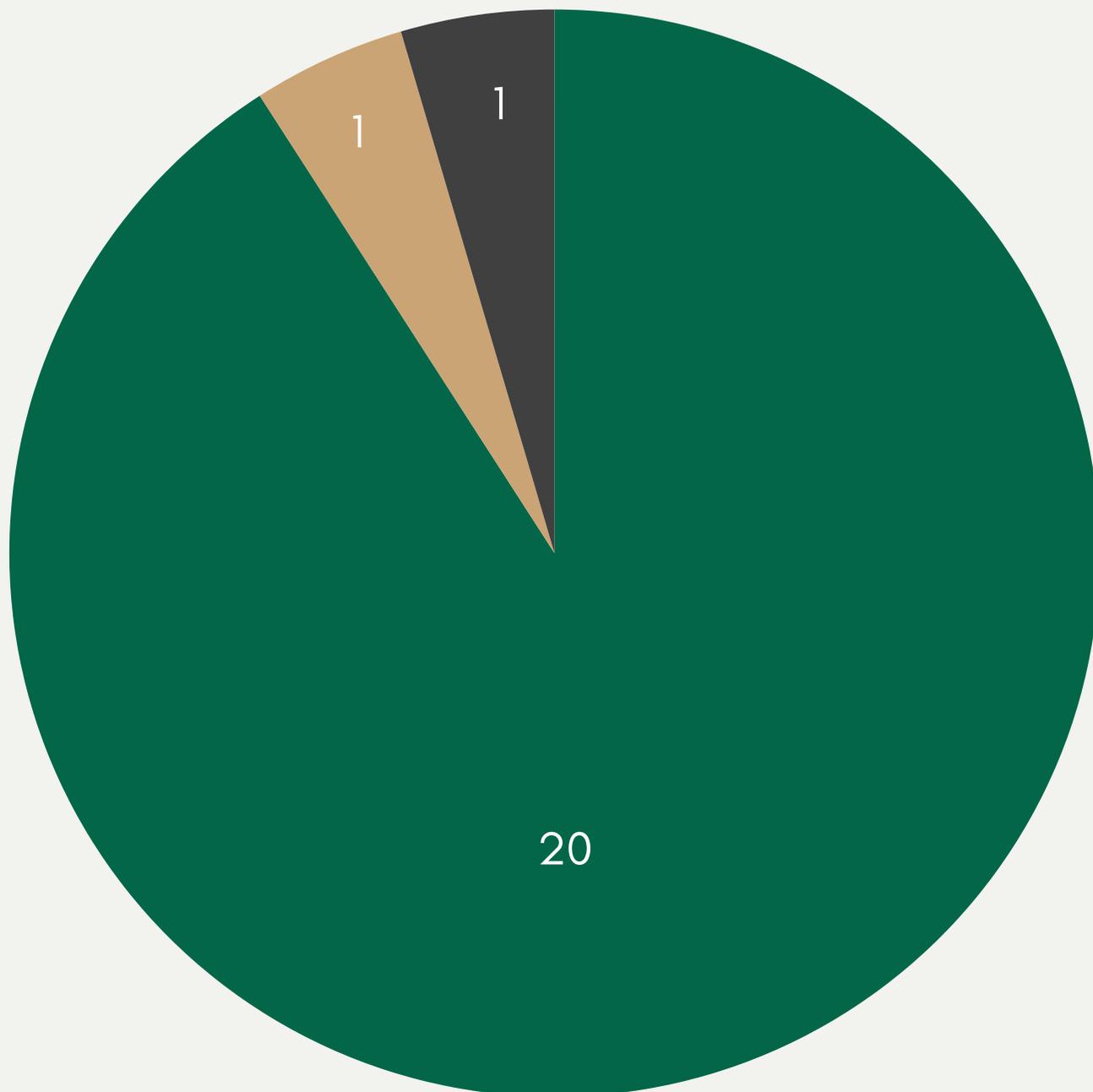5 Equip Team for Work with Diverse Community

6 Growth and Well-being of the Team

PROJECT STATUS OVERVIEW

Projects Total: 22

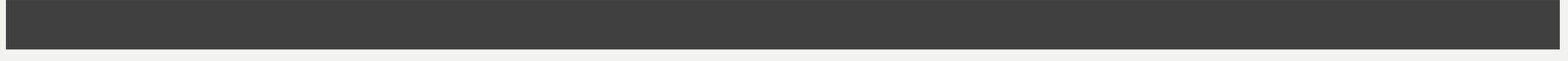## Strategic Project Status

- Complete
- In Progress
- Not Started

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2025 ANNUAL BUSINESS PLAN PROJECTS AT A GLANCE

#	PROJECT	PRIORITY	STATUS
1	Develop and execute targeted enforcement and prevention initiatives to address gang activity.	1	Complete
2	Execute intelligence-led targeted enforcement projects to proactively address property, violent, and organized crime.	1	Complete
3	Develop and launch a digital platform to enhance public awareness of cybercrime and online safety.	1 & 2	Complete
4	Implement a service delivery enhancement model through the TFN Services Team.	1 & 5	Complete
5	Build a coordinated approach to provide outreach and support for vulnerable populations.	2	Complete
6	Deploy a continuous and focused road safety enforcement strategy within the Patrol Services Section.	3	Complete
7	Implement full-scale frontline deployment of the body-worn camera (BWC) program.	4	Complete
8	Implement technology solutions to improve frontline efficiency, public safety, and service delivery.	4	Complete
9	Implement AI-driven workflow automation in SharePoint.	4	Not Started
10	Implement a Department Asset Tracking System	4	In Progress
11	Develop a disclosure model to support operations.	4	Complete
12	Implement and expand artificial intelligence solutions to enhance public safety.	4 & 1	Complete
13	Operationalize the Drone as a First Responder (DFR) program.	4 & 1	Complete
14	Implement Black Cat traffic monitoring to support data-driven traffic enforcement.	4 & 3	Complete
15	Develop and implement a modernized and targeted recruitment strategy.	4 & 5	Complete
16	Identify potential virtual reality (VR) training solutions for officer training.	4 & 6	Complete
17	Restructure the District Community Police Office (DCPO) model to optimize service delivery and volunteer engagement.	4 & 6	Complete
18	Develop a newcomer education and outreach strategy.	5 & 2	Complete
19	Conduct an employee engagement survey to support employee well-being and retention.	6	Complete
20	Establish a peer support program to ensure holistic team care.	6	Complete
21	Develop and implement an employee reintegration program to facilitate successful return to work.	6	Complete
22	Support staff well-being through sleep and resilience training.	6	Complete

| Project #1 | Develop and execute targeted enforcement and prevention initiatives to address gang activity. | Status **Complete** |

Actions Taken
- Deployed the De-Suppress gang enforcement team using provincial funding.

- Added a dedicated Crime Analyst to support intelligence-led gang and organized-crime investigations.

- Revitalized the Inadmissible Patrol Program (IPP) program with expanded proactive walkthroughs

- Deployed De-Suppress resources and mandate to include targeted prevention, suppression and disruption of extortion-related public safety threats.

Results
- Increased proactive engagement with known gang offenders.

- Expanded prevention focused patrol activity relating to organized crime, including extortions.

- Improved data-driven response to gang activity

- De-Suppress activity
  - Interaction with Gang Offenders: 321
  - Gang Offender Curfew Checks: 247
  - IPP Walkthroughs: 232 (vs. 32 in 2024)
  - IPP Ejections: 31
  - Number of officers trained: 108

| Project #2 | Execute intelligence-led targeted enforcement projects to proactively address property, violent, and organized crime. | Status **Complete** |

Actions Taken
- Integrated the Tactical Management Table (TMT) into Teams to enable real-time information sharing.

- Intelligence analysis identified repeat offenders and emerging crime patterns, resulting in multiple targeted enforcement initiatives.

- Crime Reduction Unit (CRU) investigated a suspect linked to multiple Delta files involving theft, mischief, drug possession and arson.
  - The suspect was later linked to a multi-jurisdictional property crime series affecting other cities, involving commercial break and enters, thefts, and mischief causing significant damage.
  - CRU conducted surveillance, reviewed CCTV, executed a search warrant, and completed a full investigative package.

- Patrol Support Team (PST) and Tsawwassen First Nation Service Team (TFNST) conducted targeted retail theft suppression operations in commercial areas throughout the year.

- Drug Investigative Support Team (DIST) conducted enforcement actions targeting a drug trafficking operation operating in Delta and Vancouver, including the execution of search warrants.

Results
- The CRU investigation disrupted an active repeat offender operating across multiple jurisdictions and resulted in 16 recommended charges, including:
  - break and enter ×4
  - mischief over $5000 ×1
  - mischief ×1
  - theft under $5000 ×7
  - theft over $5000 ×1

- Retail theft suppression initiatives resulted in 30 arrests related to theft, breaches, driving prohibitions, and outstanding warrants, improving safety in commercial areas.

- DIST investigation resulted in seizures of:
  - large quantities of controlled substances
  - cell phones
  - cash
  - drug packaging materials
  - imitation firearms
  - several safes
  - 2 vehicles for forfeiture consideration

| **Project #3** | Develop and launch a digital platform to enhance public awareness of cybercrime and online safety. | **Status** **Complete** |

Actions Taken
- Reviewed and updated the DPD website to include current, accessible cybercrime and online safety resources.
- Developed and delivered cybercrime prevention and education social media campaigns as a key component of the department's cybercrime strategy, consisting of 12 cybercrime-related prevention and safety posts.

Results
- Enhanced public access to current cybercrime prevention and online safety information.
- Expanded reach of cybercrime prevention and education messaging through digital platforms.
- Supported early awareness and prevention related to online fraud and cybercrime trends.

| **Project #4** | Implement a service delivery enhancement model through the Tsawwassen First Nation (TFN) Services Team. | **Status** **Complete** |

Actions Taken
- Expanded specialized training for TFNST members, including drone operations, bike and e-bike patrol, and rifle certification.
- Established dedicated Crown point of contact for files involving TFN members.
- Implemented routine use of Community Safety Officers (CSOs) at events on TFN lands.
- Enhanced integration and training time for Block IV members with TFNST.

Results
- Police service delivery on TFN lands is supported by dedicated operational presence and training.
- TFNST responses are informed by TFN-specific service delivery considerations while maintaining operational standards and public safety.
- TFN files are supported through improved continuity and coordination through a consistent Crown Counsel point of contact.
- Community events on TFN lands are supported through planned, routine safety coverage.
- New members gain early exposure to TFN service delivery practices and community context.

Project #5

Build a coordinated approach to provide outreach and support for vulnerable populations.

Status
Complete

Actions Taken
- Coordinated police outreach and response with community agencies supporting unhoused individuals, youth, seniors, and those experiencing substance use or mental health challenges.
- 10+ partnerships maintained across housing, health, education, and social service sectors.
- Participated in standing committees and planning tables to support coordinated outreach, prevention, and crisis response.
- Deployed the Community Navigator Unit (CNU) to support frontline response, outreach, referral and follow-up with vulnerable individuals.

Results
- Police responses involving vulnerable individuals are coordinated with community partners, reducing reliance on enforcement only responses.
- Frontline officers have referral pathways through the CNU and access to supports when responding to calls involving unhoused individuals, youth, seniors, and those in crisis.
- Police engagement with vulnerable populations is consistent, informed, and aligned with community-based services.
- DPD is better positioned to identify service gaps and advocate for improved community responses through established partnerships.
- CNU facilitated 178 referrals to community-based services in 2025.

Project #6

Deploy a continuous and focused road safety enforcement strategy within the Patrol Services Section.

Status
Complete

Actions Taken
- Implemented a proactive road safety enforcement plan within the Patrol Services Section.
- Tracked monthly road safety performance metrics and shared results with frontline members to support consistent enforcement focus.
- Maintained District Commander oversight through regular monitoring, enforcement response and reporting on traffic safety issues identified by the community during operational meetings.
- Coordinated Patrol and Traffic resources during distracted driving month, counterattack initiatives, and other targeted enforcement campaigns.

Results
- Patrol members issued 4,177 violation tickets in 2025, representing an 11% increase over 2024.
- Impaired driving investigations increased by 9% compared to 2024.
- Targeted enforcement activities improved visibility and consistency of road safety enforcement across the community.
- Traffic enforcement efforts were aligned with community concerns and evidence-based data, resulting in 3,428 hours of targeted enforcement and 675 hours of roadblocks including for impaired driving.

| Project #7 | Implement full-scale frontline deployment of the body-worn camera (BWC) program. | Status **Complete** |

Actions Taken
- Deployed 60 BWCs to frontline officers using a pooled deployment model, including Patrol, Traffic, PST, and TFNST.
- Delivered training to officers and supervisors on BWC operation, data management, and policy requirements.
- Trained 110+ frontline members in BWC usage.

Results
- BWCs are now in routine use across frontline operations.
- BWC footage has been used to support investigations and used in disclosure for charge approval.
- BWC footage supported the investigation of public complaints, contributing to more efficient reviews, reduced investigative time, and timely file closure.
- The 2025 annual audit demonstrated 97.4% overall compliance with BC Provincial Policing Standards and DPD policy governing BWC usage, reflecting strong adherence to regulatory requirements.

| Project #8 | Implement technology solutions to improve frontline efficiency, public safety, and service delivery. | Status **Complete** |

Actions Taken
- Established an Administrative Support Working Group to identify and track initiatives and recommendations aimed at reducing administrative workload for patrol officers.
- Implemented a non-urgent online reporting system for Ministry of Children and Family Development (MCFD) related matters and deployed it for frontline usage.
- Piloted and purchased video analytics software to support investigative efficiency.
- Implemented a mobile language interpretation application to provide 24/7 on-demand interpretation services for frontline members.

Results
- 19 support requests were completed or addressed, with 6 additional requests remaining in progress, to address administrative burden on patrol members.
- The MCFD system was used to submit 30 reports in 2025.
- Investigators now have access to video analytics software that significantly reduces time spent reviewing CCTV footage, supporting efficient investigations.
- The language interpretation app was used for 28 files (August–December 2025), supporting timely communication during calls for service, interviews, and statement-taking.
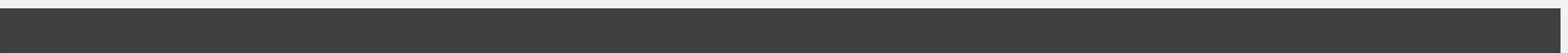
| Project #9 | Implement artificial intelligence (AI) driven workflow automation in SharePoint. | Status **Not Started** |

Actions Taken
- Initial scoping and exploratory discussions were completed to assess potential use cases, scope, and implementation complexity.

Results
- Implementation was deferred due to scope, resourcing, and technical considerations identified during early review.

| **Project #10** | Implement a Department asset tracking system. | **Status**
In Progress |

Actions Taken
- Conducted research and market scanning to identify potential asset tracking solutions, including cost, security, and feasibility.

Results
- Funding is in place in the 2026 budget; options and implementation considerations have been scoped to support selection of an appropriate system.
- The project will move towards implementation in 2026.

| **Project #11** | Develop a disclosure model to support operations. | **Status**
Complete |

Actions Taken
- Developed and piloted an Electronic Disclosure (EDC) program to support increased ledger-based disclosure requirements.
- Onboarded 4 dedicated EDC staff positions.
- Rolled out the EDC program to Patrol, E Platoon, CRU, and Traffic sections.
- Established collaborative communication processes between operational units and the EDC team.

Results
- Disclosure responsibilities are now supported through a centralized, dedicated model that continues to evolve.
- Operational members are better supported in meeting disclosure requirements, addressing administrative burden.
- Disclosure processes are more consistent across operational units.

| **Project #12** | Implement and expand artificial intelligence solutions to enhance public safety. | **Status**
Complete |

Actions Taken
- Following completion of a Privacy Impact Assessment (PIA), a facial comparison analysis program was implemented to support investigative identification and suspect recognition efforts.
- Expanded operational capacity by training additional members in facial comparison analysis.
- Completed a successful trial and acquired video analytics software to support investigative review of large volumes of video.

Results
- Facial comparison analysis has supported the identification of 7 suspects in criminal investigations since the start of the program. A recent ID resulted in identifying a credit card theft/fraud suspect in Delta.
- With the new video analytics software, investigators can process large volumes of video evidence more efficiently; this has been used in recent extortion and homicide investigations.
- AI tools are now operationally integrated into investigative workflows, supporting timely and effective investigations in complex files.

| **Project #13** | Operationalize the Drone as a First Responder (DFR) program. | **Status**
 Complete |

Actions Taken
- Deployed the DFR program to support patrol response to in-progress incidents.
- Utilized DFR during a range of in-progress events, including providing assistance to Delta Fire and Emergency Services with their operations.
- Completed advanced Nav Canada Level 1 flight training for 5 drone pilots to meet regulatory requirements.
- Integrated DFR capability into emergency management operations.

Results
- DFR was deployed 40 times in 2025 to support frontline patrol response, in a range of files including assaults, fires, abandoned 911 calls, suspicious circumstances, high risk vehicle stops, and domestic incidents involving fleeing suspects.
- Patrol officers benefited from improved situational awareness during dynamic and high-risk incidents.
- DFR operations are now supported by trained and certified pilots, ensuring compliant and sustainable use of the program.

| **Project #14** | Implement Black Cat traffic monitoring to support data-driven traffic enforcement. | **Status**
 Complete |

Actions Taken
- Purchased, trained on and deployed the Black Cat traffic monitoring system in Q1 2025.
- Collected continuous traffic volume and speed data at locations of concern, including sites identified through community complaints.
- Shared Black Cat data with the City of Delta's Technical Traffic Committee (TTC) to support coordinated enforcement and engineering responses to community's traffic safety concerns.

Results
- Black Cat data directly informed proactive traffic enforcement deployment in identified areas of concern.
- Black Cat was deployed in response to 5 community reported traffic concerns; data confirmed 1 location requiring additional enforcement and determined 4 complaints were not supported by data.
- Traffic enforcement resources were deployed more efficiently based on verified data rather than perception alone.
- The demonstrated operational value of the tool supported the decision to acquire a second unit in 2026.

| Project #15 | Develop and implement a modernized and targeted recruitment strategy. | Status
Complete |

Actions Taken

- Delivered targeted "Why Delta" recruitment campaigns across social media platforms.

- Led targeted recruitment initiatives, including 3 female focused campaigns, to address applicant diversity and competitiveness in the regional recruiting environment.

- Produced and launched a professional recruiting video featuring sworn member perspectives on working at DPD.

- Implemented the "Reserve to Recruit" program to strengthen pathways from Reserves and Community Safety Officers (CSOs) into sworn recruitment, including bi-monthly fitness sessions.

- Launched the internal "We're All Recruiters" campaign to engage sworn members in recruitment efforts.

- Conducted outreach and preparation sessions with District Community Police Officers (DCPO) volunteers, including POPAT training and exam preparation.

- Completed a refresh of the DPD recruiting website to modernize content and user accessibility.

Results

- Recruiting messaging on JOINDPD social media account increased by 567% compared to 2024, expanding reach and visibility of DPD as an employer of choice.

- Total applicant numbers increased by 20%, with female applicants increasing by 42% year over year.

- The recruiting video achieved 64,000 views on Instagram, extending recruitment reach nationally.

- 5 recruits were identified and onboarded through internal member referral efforts.

- The "Reserve to Recruit" program delivered 5 fitness sessions in 2025 and strengthened engagement within the Reserve and CSO cadre.

- Recruiting website traffic reached 120,086 visits in 2025, reflecting increased engagement with recruitment materials.

| Project #16 | Identify potential virtual reality (VR) training solutions for officer training. | Status
Complete |

Actions Taken

- Researched, tested, and assessed emerging VR training technologies to evaluate suitability for long-term officer training use.

- Completed demonstrations and initial assessments of 7 VR solutions.

- Initiated a full operational trial of the Axon VR solution in Fall 2025, aligned with the provincial Taser 10 (T10) Field Trial.

- Assessed feasibility, benefits, limitations, and training value of VR platforms within an operational policing context.

Results

- DPD completed a structured assessment of available VR training options to inform future training decisions.

- Early findings supported a evidence-based approach to VR adoption rather than premature implementation.

- Alignment with the T10 Provincial Field Trial allows VR evaluation under realistic operational conditions.

- Further testing and assessment will continue into 2026 to support a well-informed recommendation on the final solution.

| **Project #17** | Restructure the District Community Police Office (DCPO) model to optimize delivery and volunteer engagement. | **Status**
 Complete |

Actions Taken
- Conducted a review of the DCPO service delivery model in 2025 and developed recommendations.

- Directed volunteer resources toward community crime prevention programs, including Block Watch, Garage 529, and CPTED.

- Delivered training to District Liaison Officers (DLOs) and DCPO volunteers to support program delivery.

Results
- A revised DCPO service delivery proposal has been developed and is being reviewed.

| **Project #18** | Develop a newcomer education and outreach strategy. | **Status**
 Complete |

Actions Taken
- Developed a DPD newcomer strategy as one component of the City of Delta's broader, city-wide newcomer program.

- Participated on the Delta Local Immigration Partnership (D-LIP) steering committee to coordinate policing input with partner agencies.

- Delivered newcomer focused education supporting baseline understanding of Canadian laws, rights, responsibilities, and policing expectations.

- Participated in 3 public newcomer events and 2 D-LIP partner workshops in 2025.

Results
- Newcomers received direct access to policing information as part of coordinated city wide and community partner newcomer initiatives.

- Officers and community members benefited from clearer communication regarding legal expectations and police roles.

| **Project #19** | Conduct an employee engagement survey to support employee well-being and retention. | **Status**
 Complete |

Actions Taken
- Completed a department-wide employee engagement survey to gather feedback.

- Analyzed survey results to identify key themes, strengths, and areas for improvement.

- Reviewed findings at to inform organizational planning and priorities.

Results
- Survey results identified 3 key themes requiring focused attention.

- The findings provided clear, actionable feedback to guide leadership decision-making and continuous improvement efforts.

- Multiple initiatives are underway, with identified leads, informed directly by employee feedback and team engagement in identifying improvement actions.

- Survey results and identified priorities have informed the development of the 2026–2030 Strategic Plan.

Project #20 | Establish a peer support program to ensure holistic team care.

Status
Complete

Actions Taken
- Peer support program has been developed.
- Trained 15 members in a psychologist-led Peer Support course.
- Integrated the peer support function into the existing wellness framework to complement short term CISM resources.

Results
- A formal, structured peer support program is now operational within the organization.
- Members have access to informed, longer-term peer support delivered by trained colleagues who understand operational policing demands.
- The program strengthens early intervention and support pathways, reducing pressure on supervisors and HR/Wellness resources while supporting member well-being.

Project #21 | Develop and implement an employee reintegration program to facilitate successful return to work

Status
Complete

Actions Taken
- Established a clear reintegration strategy and clarified role definitions for Reintegration, Re-certification, and Gradual Return to Work (GRTW).
- Expanded the Reintegration Team by adding 2 certified members, increasing overall team capacity to 5.
- Formalized processes to support coordinated, consistent decision-making for members returning to duty.

Results
- Members returning to work are supported through a structured and predictable reintegration framework.
- Clear role definitions improve coordination between reintegration, recertification, and GRTW processes.
- The program supports safer, more sustainable returns to active duty while balancing member well-being and operational readiness.

Project #22 | Support staff well-being through sleep and resilience training

Status
Complete

Actions Taken
- Collaborated with local sleep experts to design a tailored sleep and resilience pilot program.
- Developed the pilot in direct response to employee feedback and identified operational risk factors.
- Designed the program to include sleep education, assessment tools, and wearable technology.

Results
- A structured, evidence-based sleep and fatigue management pilot is ready for implementation in 2026.
- The initiative supports mitigation of fatigue related risk and operational readiness.
- The program positions the department to address sleep and fatigue issues using practical, evidence-based approaches.