



**PRIMECorp**

Proudly supporting British Columbia's  
policing community through PRIME-BC



PRIMECorp

# 2025 Strategic Action Plan







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# ► Our Strategic Planning Process

**Our Board instructed us to develop a forward-looking strategic plan that aligns to the public safety objectives of the policing community and broader justice system in British Columbia.**

With the Board's direction as the strategic planning priority for PRIMECorp, we began a thorough examination of the future of the organization and the needs of the PRIME-BC system and its more than 13,000 users.

To that end, consultation with system users and key stakeholders formed the foundation of this strategic action plan—PRIMECorp's first long-term comprehensive strategy.

Our strategic planning process was linked to that of our public safety partner, E-Comm, the emergency communication organization that provides 9-1-1 call-answer for most of British Columbia and is the dispatch partner of more than 30 police agencies in Metro Vancouver, the Sea-to-Sky region, the Sunshine Coast and southern Vancouver Island. Linking our strategies will prove beneficial given our many shared public safety objectives and partners.

An in-depth planning process, which included establishing a Board Task Force and interviews with more than 80 individuals from the police and justice communities, the provincial government and others, resulted in a roadmap built on four commitments. Each commitment has supporting strategies and key initiatives that the organization will focus on over the next five to seven years.

Though the strategic plan will guide PRIMECorp's direction to 2025, it is adaptable to meet the evolving needs of the constituents we serve.





Step 01	Step 02	Step 03	Step 04	Step 05
<b>DIAGNOSIS</b>	<b>DIRECTION</b>	<b>ACTION</b>	<b>VALIDATION</b>	<b>APPROVAL + IMPLEMENTATION</b>
> Research > Analysis	> Vision > Commitments	> Strategies > Initiatives	> Stakeholder Feedback > Adjustments	> Ownership > Monitoring + Control
<b>UNDERSTAND</b>	<b>DECIDE</b>	<b>ACT</b>	<b>FEEDBACK</b>	<b>MOBILIZE</b>
Build a common understanding	Build a consensus on future state	Provide the means to deliver concrete results	Create awareness and foster support	Monitor action and adjust plan as required
<b>BOARD TASK FORCE (INCLUDED EXECUTIVE)</b>				
<b>STAFF</b>				
<b>STAKEHOLDERS</b>				





# ► Where We Have Come From

**Beginning as a pilot project in 2001 with the Vancouver and Port Moody police departments and the Richmond RCMP, PRIME-BC is now one of the broadest multijurisdictional police information management systems in North America.**

PRIME-BC has been described as both unique and leading edge, and a model for sharing critical police information. It allows for real-time access to the vital data that supports frontline policing, criminal investigations and crime analysis. More than 13,000 police personnel interact with PRIME-BC every day.

Since 2003, PRIMECorp has managed PRIME-BC under the direction of the Ministry of Public Safety and Solicitor General and the PRIMECorp Board of Directors. The Board is composed of representatives from municipal police, the RCMP, E-Comm,

B.C. municipalities and the Ministry of Public Safety and Solicitor General, providing a cross-stakeholder perspective.

To take the organization and the systems it supports into the future, PRIMECorp will build on the extensive consultation undertaken as it formed its strategic plan. This will allow us to embrace new opportunities for integrating new and innovative technology into police operations and address current challenges, including an extremely competitive market for technical talent.





# ► Our Focus; Our Commitments

**Securing and protecting the information that British Columbia's police agencies enter into PRIME-BC, ensuring high-quality service delivery to our users, and evolving the PRIME-BC system to meet the needs of the police and their partners are at the forefront of this strategic plan.**

There is no doubt that policing mandates have evolved over the past 20 years and continue to do so. No longer are police agencies focused exclusively on preventing and solving crime. Their mandates have grown to more broadly consider social concerns such as mental health, addiction, and homelessness. These societal issues require police to work collaboratively with community groups and service providers while at the same time, address increased levels of gang violence, organized crime activity and cybercrime. Their mandates now extend to enhancing public safety overall and engaging with the communities they serve like never before.

As you read PRIMECorp's plan, we hope that we leave you with a strong sense of our key priorities and the initiatives that we believe will help us deliver on our commitments.

Police face many challenges and we recognize we have a major role to play in their success through the information systems we supply. Whether it be protecting these systems from cyberattack, to evolving them to meet agency needs in the future or improving upon service delivery today, we are ready to meet these challenges in new and innovative ways.

We believe our new strategic plan puts PRIMECorp on the path to contributing to safer communities in British Columbia and we welcome your thoughts at [www.primecorpbcc.ca](http://www.primecorpbcc.ca)

**Chief Officer Dave Jones**, Interim Board Chair  
**Oliver Grüter-Andrew**, CEO



## **Vision**

**Safer communities in  
British Columbia through  
excellence in police  
information management.**

## **Mission**

To help police in their public safety mandates through excellence and innovation in information services delivery and technology.

## **Values**

Our values guide how we carry out our work:  
Respect, Integrity, Collaboration, Accountability,  
and Service.





# Where We Are **Going**

Our commitments are what we are motivated to accomplish through the outstanding efforts of our people, the use of innovation, and collaboration with our partners.

Over the next five to seven years, PRIMECorp will be focused on four key commitments:

## **01 / Service**

PRIMECorp provides secure, effective and reliable services that meet the evolving needs of the police community.

## **02 / People**

PRIMECorp fosters a work environment that promotes innovation, champions collaboration, and values and supports its people.

## **03 / Innovation**

PRIMECorp leads innovation and delivery of services, platforms and technologies for police information management.

## **04 / Relationships**

PRIMECorp works in partnership with police, governments, and other stakeholders to support the broader justice community and public safety.





# Putting our Commitments into **Action**

Each of our four Commitments is supported by number of strategies to aid in our success.

## COMMITMENT 01

### Service

**PRIMECorp provides secure, effective and reliable services that meet the evolving needs of the police community.**

#### Strategies:

1. Ensure services are focused on current policing needs and adaptable to future requirements
2. Optimize the resiliency and effectiveness of systems and services, while balancing cost, benefits and risk
3. Enhance security framework to address evolving threats and mitigate risk
4. Increase service capabilities to be more responsive to user needs
5. Work with stakeholders to invest in new technologies and services that support effective policing and safer communities

## COMMITMENT 02

### People

**PRIMECorp fosters a work environment that promotes innovation, champions collaboration, values and supports its people.**

#### Strategies:

1. Ensure a respectful and flexible work environment that supports a positive culture and a healthy life balance
2. Create a work environment focused on wellness in which all employees feel supported physically and mentally
3. Provide staff with assignments that allow them to grow, while ensuring training that supports organizational needs
4. Shift from an operational mindset to an innovative mindset, questioning the status quo





#### COMMITMENT 03

## Innovation

**PRIMECorp leads innovation and delivery of services, platforms and technologies for police information management.**

#### Strategies:

1. Create an innovation framework that engages the police community through an innovation council, processes and accountabilities
2. Evolve project management practices to implement initiatives faster and more efficiently
3. Seek opportunities to partner with organizations known for innovation and expertise

#### COMMITMENT 04

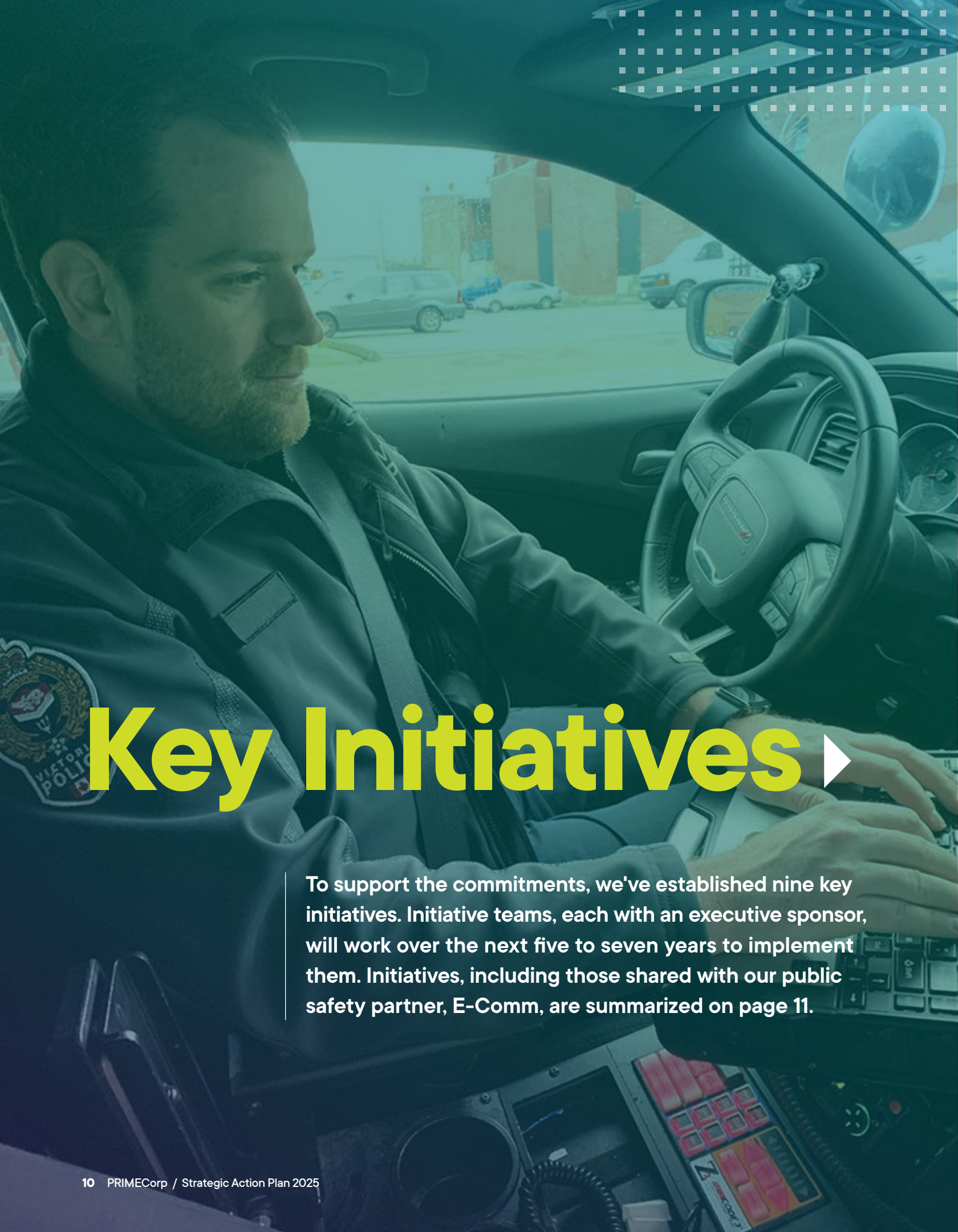
## Relationships

**PRIMECorp works in partnership with police, governments, and other stakeholders to support the broader justice community and public safety.**

#### Strategies:

1. Seek opportunities for partnerships, information exchange and service improvements
2. Evolve the role of PRIMECorp to extend beyond data storage to facilitate data quality
3. Facilitate the harmonization of regulation and policy for police information management and sharing





# Key Initiatives ▶

To support the commitments, we've established nine key initiatives. Initiative teams, each with an executive sponsor, will work over the next five to seven years to implement them. Initiatives, including those shared with our public safety partner, E-Comm, are summarized on page 11.



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## PRIMECorp Initiatives

### 1 Service Delivery Evolution

Develop the manner in which we deliver operational and project services in line with the rapidly changing needs of our partners, the growing complexity of our scope of services and the changing nature of the workforce.

### 2 Digital Evidence Management

Develop provincial capability for digital evidence management and ensure that police and organizations involved in the justice system provincewide are able to utilize this information.

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## Shared Initiatives with E-Comm

### 3 Computer-Aided Dispatch/Records Management System Evolution

Work with police and fire partners to define and implement the next generation of computer-aided dispatch and records management system solutions to suit their needs.

### 7 Innovation Centre

Establish a function and team dedicated to the identification, evaluation and potential adoption of innovative ideas in emergency response communications and information management.

### 4 Service Resilience and Optimization

Ensure staffing across all portfolios supports our partners' evolving needs, safeguards quality, and supports employees in their work experience. Enhance business/operational processes, including automation and business continuity, to maximize effectiveness and meet project timelines.

### 8 Next Generation 9-1-1 Implementation

Deploy the technology upgrades associated with Next Generation 9-1-1. Review call-taking and dispatch practices at E-Comm. Provide provincewide thought leadership and change management to ensure a smooth transition to Next Generation 9-1-1.

### 5 Strong Workforce

Improve the end-to-end process of recruiting, training, career development and employee retention. Strengthen the culture, wellness and mental health of our workforce.

### 9 Sustainable Funding Assurance

Ensure adequate funding to deliver long-term sustainable services. Work with stakeholders to refine the use of current funding sources and develop new ones.

### 6 Strong Relationships

Continue collaboration with current partners to develop and enhance the quality of our services. Cultivate new stakeholder relationships and partnerships to expand the reach, scope and evolution of our services and to ensure strong and trusting connections with the communities we serve.



# Acknowledgements

In 2018, PRIMECorp was the beneficiary of tremendous insight and counsel as we conducted an extensive stakeholder consultation process to develop our organization's next strategic plan.

Our sincere thanks to those who have played such a valuable role. Your open and candid feedback was instrumental to the shaping of our plan and enabled the Board develop a path forward that was informed and grounded by your insight.

## Thank you...

PRIMECorp Board of Directors and members of the task force:

- Denis Boucher
- Oliver Grüter-Andrew
- Dave Jones
- Jason Rude
- David Stuart
- Carla Baehler
- Teresa Book
- Wayne Plamondon

PRIMECorp Strategic Advisory Committee

PRIMECorp staff and managers

Ministry of Public Safety and Solicitor General

Ministry of Health and Addictions

British Columbia Police Leadership (Municipal and RCMP)

E-Comm Board of Directors

KPMG

Our technology vendors







- ▶ **PRIMECorp is the organization that manages PRIME-BC by providing operational and technical support for the system. In short, PRIMECorp is the custodian of police information and data contained within PRIME-BC.**
- ▶ **A ten-member Board of Directors, composed of senior police officials and representatives from both municipal and provincial government and E-Comm, oversees PRIMECorp. The Board is responsible for the organization's strategic direction and its financial and operational results.**

