



PUBLIC

To: South Coast British Columbia Transportation Authority Police Service
Designated Policing Unit Board
(Police Board)

From: Chief Officer Suzanne Muir
South Coast British Columbia Transportation Authority Police Service
Designated Policing Unit (Transit Police)

Date: April 18, 2024

Subject: 2023 Year-End Update on 2022-2026 Strategic Plan
[Police Board Report No. 2024-16]

Information Report.

PURPOSE

To update the Police Board on the implementation status of the 2022-2026 Transit Police Strategic Plan.

BACKGROUND /DISCUSSION

The Police Board approved the 2022-2026 Transit Police Strategic Plan (“Plan”) in December 2021. To assist the Police Board in its governance and oversight functions during the course of the Plan term, the police service is required to provide semi-annual updates to the Police Board on the Plan implementation.

Please refer to [Appendix “A”](#) for the comprehensive 2022 report on supporting actions undertaken in 2022 and Key Performance Indicator (“KPI”) results. The report presents the implementation status for the three Pillars, containing 11 Objectives and 19 KPIs.

A preliminary semi-annual report on progress in Q1/Q2 2023 was delivered to the Police Board in September 2023. Updates since that report are indicated through the use of [blue text](#). Additional charts showing trends with respect to Crime Rates, Mental Health Apprehensions and the Call Source for Police Files have been added for additional insight.



The 19 KPIs assist the Police Board in assessing organizational performance against the Pillar results and in delivering on Transit Police's core purpose of a safe environment for all transit users. They have been colour coded for reference:

- **Green** – trending in positive direction
- **Yellow** – requires monitoring
- **Red** – needs action

In order to show alignment of the Plan's Actions with the previous [Strengthening Support to Indigenous Peoples Report Recommendations](#) (issued in 2020), the associated Tracking Matrix has also been provided to the Police Board for information as **Appendix "B"**. Examples of additional supporting achievements/action from the current Strategic Plan are shown in blue text, where applicable. The Tracking Matrix shows continued advancement of the recommendations identified in 2020, with the majority of items completed.

CONCLUSION

Following receipt of the 2023 Strategic Plan Update Report by the Police Board, the report will be posted to the Strategic Plan public webpage and provided to the TransLink Board in the following reporting cycle. Presentations to Transit Police personnel will also be prepared and scheduled, in support of Strategic Action 3.3.3 – 'Educate employees about the strategic plan, deployment model and best practices in transit policing.'

Chief Officer Muir

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Submitting Senior Executive Member: Chief Officer Muir



2022-2026 Strategic Plan 2023 Year End Update Report



EXECUTIVE SUMMARY

This report details progress made in 2023 against the eleven Objectives contained in the 2022-2026 Strategic Plan. Updates since the mid-year report are **identified by blue text**.

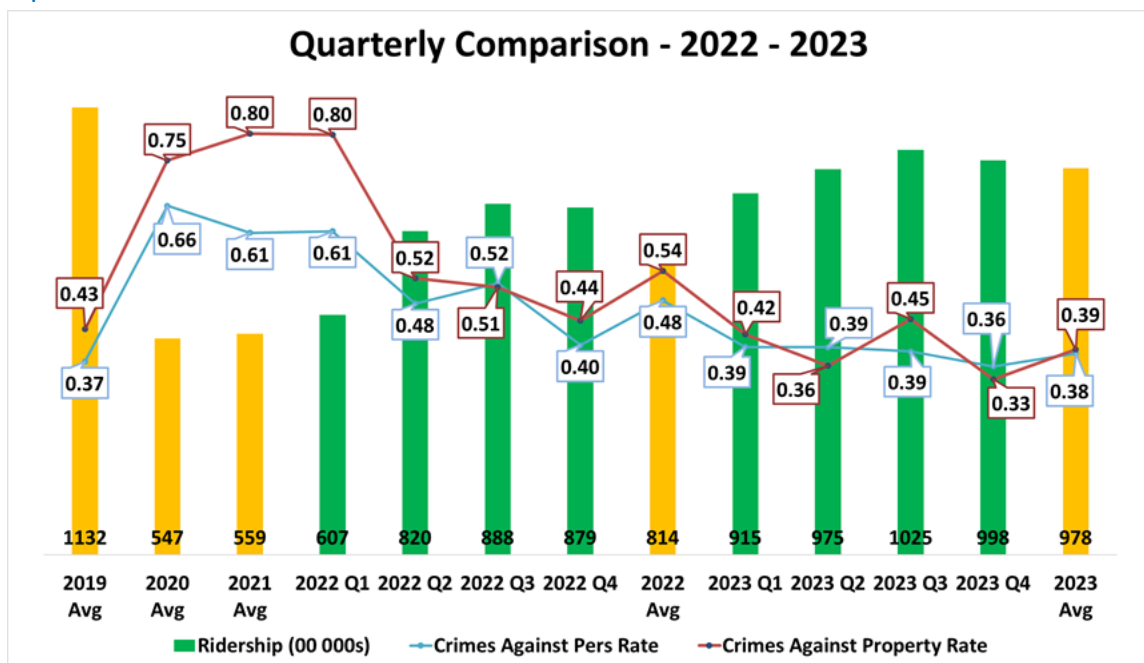
Highlights of 2023 include:

- Recruitment of the first 20 Community Safety Officers (“CSOs”) was completed. CSOs are sworn peace officers who will provide support to frontline police by taking on a range of duties, allowing Transit Police to focus more time on proactive policing and investigations. **The first class of CSOs completed their training and joined frontline patrol squads in Q4 2023. The second class of CSOs had concurrently begun their classroom training in Q4 2023 and were expected to graduate by Q2 2024.**
- With the assistance of TransLink Marketing, horizontal safety advertisements that promote the text number were added to the bus and SkyTrain fleet. This includes 5000 horizontal bus ads and 200 SkyTrain ads. Advertisements were also placed at bus stops throughout Metro Vancouver and on digital screens at SkyTrain Stations. **Between November 20 and December 15, 2023, pop up outreach events were also held, rotating between 25 different transit locations. This resulted in 9300 direct interactions with customers, informing them about the text service.**
- During Q2 2023, many Transit Police specialty teams were redeployed to support frontline patrols in response to a series of high profile assaults on board transit vehicles, which occurred in the first two weeks of April. Statistically, crimes against person and property continued to decline year-over-year and this cluster of incidents appears to be an anomaly.
- Transit Police Recruiting and Strategic Services, with the support of TransLink Marketing and Communications, worked closely together on expanded recruitment advertising, including refreshed community engagement and event materials (banners, brochures, etc.), additional social media advertising of career opportunities, on system advertising of the Community Safety Officer Program hiring and directed media outreach.
- The semi-annual Employee Morale Survey was distributed to all Transit Police employees. In support of Equity, Diversity and Inclusion, a new section within the survey encompassed representation of equity seeking groups, along with questions of inclusion, mirroring questions that were previously issued to TransLink enterprise staff. Sixty one percent of Transit Police employees participated in the optional survey, which is a high percentage that will allow for EDI benchmarking. The survey also ensures that issues of employee health and wellness, job satisfaction and retention are identified and may be addressed.



KPI stats of note for 2023:

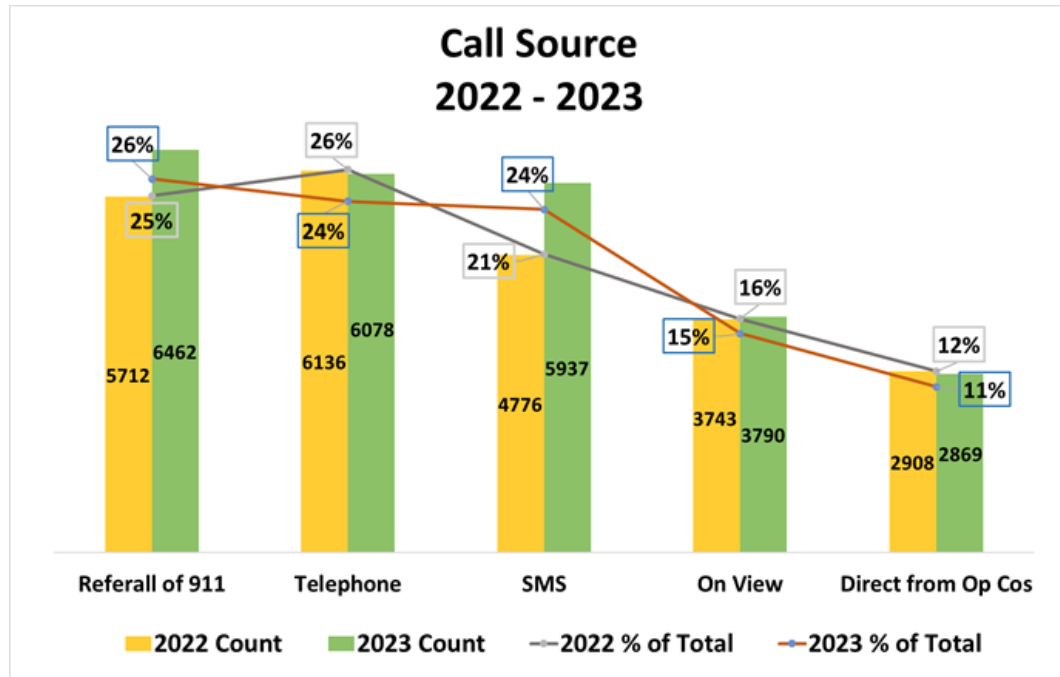
- The volume of reported Crimes against Persons in 2023 was 1552, a 6% reduction compared to 2022.
- The volume of reported Crimes against Property in 2023 was 1679, a 13% reduction compared to 2022.
- When the volume of reported crimes is compared to boarded passenger volumes, the rates of Crimes against Persons and Crimes against Property dropped by 22% and 28% respectively, year-over-year. The rate of Crimes against Property is actually the lowest reported since 2012.



- Perceptions of safety decreased by 3.1% in 2023, partially attributed to the cluster of violent incidents that took place on transit in early April 2023. The current perceptions of safety score of 73.5% is the lowest overall average since 2010.
- With the lifting of public health restrictions in 2022 and a return to large gatherings, the number of community/partner events attended by Transit Police has been on an upward trend over the past two years. This continued in 2023, with 814 community events attended or held, a 46.7% increase over 2022. These events provide important opportunities for Transit Police representatives to distribute safety on transit education to the public and support the ‘See Something, Say Something’ safety campaign to transit riders. The increased numbers are also positively impacted by the Blue Eagle Community Cadet program, which saw a 28.4% year-over-year increase from 74 events in 2022 to 95 events in 2023.

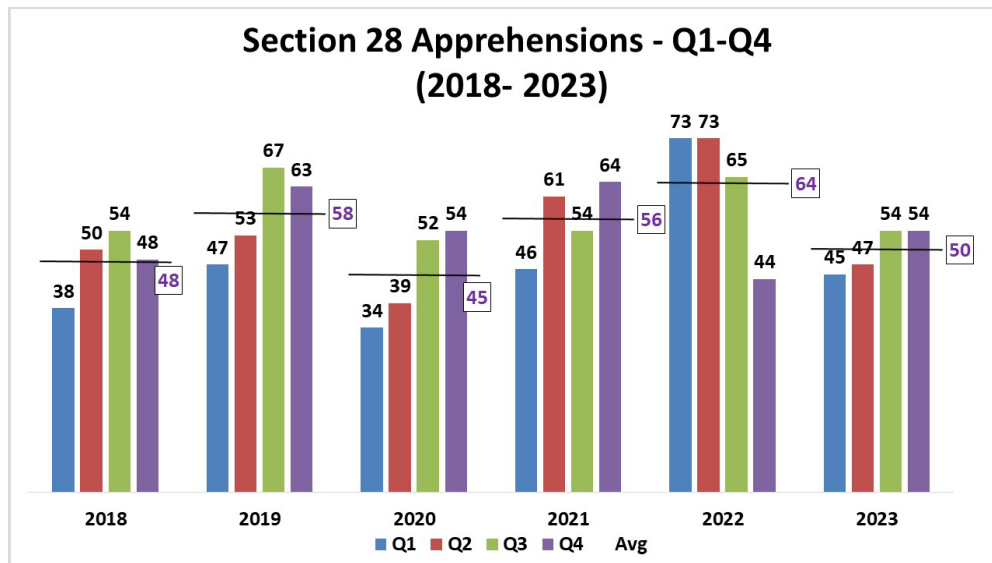


- The percentage of files that were generated due to Officers witnessing an incident or being immediately on scene rose from 15% to 16% between 2022 to 2023. Despite the increase, the percentage remains below the overall average of 19% dating back to 2015.
- Both the number and percentage of police files generated from 9-1-1 calls and text messages rose year-over-year (see below).



- The number of Joint Initiatives / Operational Plans with Jurisdictional Police Departments increased by 2.9%, with 360 events in 2023 compared to 350 events in 2022. This includes large events in Vancouver and other municipalities, where Transit Police works alongside our regional policing partners, as well as joint force operations conducted by both Patrol squads and specialty teams.
- The number of Section 28 Mental Health Apprehensions under the *Mental Health Act* decreased year-over-year from 255 events to 200 events, a 22% reduction. Following a noticeable increase in the first six-months of 2022, the number of reported Section 28 Apprehensions has since returned to levels typically reported on a quarterly basis. These individuals were taken to hospital for assessment from medical practitioners, with 76% of apprehensions in 2023 resulting in the individual being admitted to hospital.





- A total of 32 individuals/clients received formal referrals by the Transit Police Mental Health Liaison Officer to a partner agency, based on ongoing calls for service and chronic issues related to mental health. This is a 210% increase from the 10 referrals made in 2022 and demonstrates the proactive interventions being made by the Mental Health Liaison. Generally, a referral process is comprised of contacting the Jurisdictional Police Department (“JPD”) to determine a client’s status, determining whether the client has an existing mental health team and, if so, when was the last contact. This helps ensure that appropriate support services are being offered by Transit Police to the client and that there is appropriate communication with case workers, mental health workers and social workers to determine how best to support that client moving forward.
- The volume of police files generated from text messages fell moderately, with 2,373 files generated in 2023 compared to 2,541 in 2022. Despite the decrease in police files, there was a 23% increase in text messages received, from 4,805 conversations to 5,927 conversations, indicating that many the text reports being received do not require the attendance of a police officer and are more appropriately referred to TransLink enterprise partners.
- Turnover amongst police officers (due to retirements and resignations) was 4.3 percent higher in 2023 compared to 2022. Increased competition for police officer recruits and lateral hires over the timeframe of this Plan was one issue identified early in the Plan’s development process. This is partly due to the inception of Surrey Police Service and demand for experienced police officer hires, with 16+ officers moving from Transit Police to Surrey Police Service since inception. The need for enhanced recruitment and employee retention efforts is reinforced by a higher turnover rate.



Key Performance Indicators

In 2023, there was important progress on several new KPIs:

- A new feature in the Police Records Information Management Environment (“PRIME”) received its final approval by PRIME Corp in 2023. This will allow Transit Police to efficiently track files that are transferred from police partners. [The first statistics began to be received in 2024 and will be included in the next reporting cycle.](#)
- Self-disclosed diversity and inclusion questions were embedded into the Employee Morale Survey in June 2023. [Results are included on page 40.](#)

	KPI	2023	2022	%Change
1	Crimes Against Persons/100,000 Boardings	0.40	0.51	-22%
1b	Crimes Against Persons (Total Number)	1,552	1,647 ¹	-6%
2	Crimes Against Property/100,000 Boardings	0.43	0.59	-28%
2b	Crimes Against Property (Total Number)	1,679	1,936 ²	-13%
3	Joint Initiatives/Ops Plans with Jurisdictional Police	360	350	2.9%
4	Files Transferred from Police Partners	Data started to be received in Feb 2024.	Not available	N/A – New KPI
5	Percentage of files that are On View	16%	15%	1%

¹ Due to some adjustments in the statistical queries used for reporting, some adjustments to previously reported 2022 data were made.

² See footnote above. Reported Crimes Against Persons increased from 1572 to 1647 and Crimes Against Property increased from 1789 to 1936.



	KPI	2023	2022	%Change
6	Rate of Crime at Key Transit Hubs	<i>Not yet available.</i>	N/A - New KPI	N/A - New KPI
7	Perception of Safety/Security ⁷ (combined- average)	73.5%	76.6%	-3.1%
8	Number of Referrals to a Social Services Provider	See mental health referrals.	12 (includes ten mental health referrals)	n/a
9a	Number of Section 28 Apprehensions	200	255	-21.6%
9b	Number of Referrals related to Mental Health	32	10	+220%
10	Community/Partners Outreach Events	814	555 ¹⁰	+47.7%
11	Police Files Generated from Text Reports	2,373	2,541	-6.4%
12	Employee Reported Levels of Pride	62%	62%	0%
13	Percentage of Diverse Employees by Rank	37.4% ¹³	N/A - New KPI	N/A - New KPI
14	Number of Languages Spoken	28	26	7.7%

⁷ Percentage indicates number of surveyed transit users who ranked safety as good to excellent as part of the TransLink Customer Satisfaction survey.

¹⁰ Due to some additional events not being captured in the previous 2022 Year End Report, the number of community engagement events was revised upwards from 467 to 555.

¹³ 37.4% of all Transit Police personnel who responded to the 2023 Employee Morale Survey identified in at least one of the following categories: Person with a disability, LGBTQ2S+, Indigenous, Gender Diverse Experience, Colour or Racialized. Based on survey results, 59.3% of respondents identified as male, 35.2% identified as female, 2.7% identified as non-binary and 2.7% were not identified.



	KPI	2023	2022	%Change
15	Employee Reported Levels of Trust in Supervisor	76%	65%	+11%
16a	Turnover rate as a percentage of actual strength (Police Officers)	12.8%	8.5%	4.3%
16b	Turnover rate as a percentage of actual strength (Civilian Professionals)	6.9%	9.4%	-2.5%
17A	Percentage of Actual Strength to Authorized Strength (Civilian Professionals)	96.6%	100%	-3.4%
17B	Percentage of Actual Strength to Authorized Strength (Police Officers)	96.6% (includes secondments)	100% (includes secondments)	-3.4%
18	Percentage of Employees meeting all required certifications/training	80% ¹⁸ Full Year 2023	78% Full Year 2022	2%
19	Number of Substantiated <i>Police Act</i> "Public Trust" Complaints ¹⁹	1	3	-100%

¹⁸ Certifications with 100% compliance include Use of Force, Firearms, BC eTicketing, BC Crisis Intervention and De-escalation and BC Emergency Vehicle Operations. Training with lower than 100% compliance includes Cyber Security (82% - down from 93% in 2022), HR Policies / Respectful Workplace (92% - down from 97% in 2022), PRIME Naming Conventions (89%), Digital Evidence Management (90%) and Decriminalization (97% for Shifting to a Health Based Approach to Substance Use). Percentage is blended rate of those employees meeting all requirements.

¹⁹ There may be further changes to the substantiated complaint rate as some 2022/2023 files may remain under investigation or are not yet concluded through the Office of the Police Complaint Commission process.



Strategic Pillar 1.0 – Cross Regional Policing

The transit system’s expansive geography uniquely enables Transit Police to build strong relationships with all cross regional policing partners in Metro Vancouver to improve public safety. To address local, regional and international threats to the transit system, Transit Police will participate in joint-agency policing opportunities and be embedded in planning for transit growth.

DESIRED RESULTS:

- **Prevention:** We develop strategies with our partners that prevent crime
- **Resolution:** We resolve incidents quickly
- **Trust:** Partners trust our specialized expertise in policing on the transit system



Strategic Objective: 1.1 Strengthen our cross-regional policing model to ensure we keep pace with change

- Analysis of crime trends and calls for service will guide our activities.
- We will listen closely to the municipalities served by the transit system to understand their expectations for safety on transit.
- We will work with our cross-regional policing partners, identifying when to take the lead, when to coordinate a joint response and when to support our partners.
- Officers will be properly selected, trained and equipped to deliver on our mandate to ensure safety for all transit users, and for specialized initiatives, including joint agency and secondment opportunities.

Action 1.1.1 - Use both Transit Police and cross regional police information / intelligence to develop and implement targeted initiatives.

Action 1.1.2 - Contribute to and review participation with regional policing/safety committees.



Action 1.1.3 - Ensure that police partners and Transit Police are aware of their respective abilities and specialized expertise, to provide seamless policing through the region.

ACTION 1.1.4: Evaluate and update the Community Policing Model to account for regional growth and demands for policing (example: Community Service Area boundaries).

ACTION ITEM UPDATES

Tableau Crime Mapping Tool (in progress) – The Risk, Analytics and Emergency Management Section advanced development of the new Tableau crime mapping program that will assist both patrol and specialty units in identifying crime trends and safety issues to address through targeted initiatives. Early exploratory work is underway to determine the viability of providing this data using real-time dashboards that would be accessible to specific teams using the employee intranet site. [In Q3/Q4 2023, all the elements of the dashboard were established for demo purposes. Work is underway on streamlining data extraction/transfer, licensing and roll out.](#)

Patrol Focused Initiatives – Following a series of high-profile violent incidents on the transit system in early-April 2023, Transit Police redeployed a number of specialty units to frontline patrols (examples: Community Engagement Team, Targeted Mobile Enforcement Team). Officers engaged in high visibility patrols at key locations and on SkyTrain/bus routes to provide passenger reassurance and to educate the public about safety tools on the transit system, such as the 87-77-77 text number. These patrols were coordinated in conjunction with both Transit Security and jurisdictional policing partners.

Two Transit Police Patrol Officers developed a project focusing on the area around Surrey Central. Officers worked with the Surrey RCMP Crime Suppression Team, Transit Police Crime Suppression Team and additional Transit Police Patrol Officers over two days in August 2023. The final results included 13 drug related charges and four charges of assault recommended, five weapons and various drugs of various amounts recovered, and approximately \$3000 in money seized.

[During Q3/Q4 2023, Patrol Squads continued their focus on high visibility patrols in various stations, especially those identified through intelligence as having higher rates of crime/decreased perception of safety. Operations has also been proactive in joining with TransLink Operating Company partners \(i.e., Canada Line and SkyTrain Station](#)



Attendants, and Transit Security) to doing joint patrols, such as at both Commercial-Broadway and Surrey Central Stations, two of the busiest transit centres. These patrols not only enhance the perception of safety for transit users but are invaluable in building relationships between the Operating Companies and Transit Police.

Targeted Mobile Enforcement Team – The Targeted Mobile Enforcement Team (“TMET”) often works in partnership with Jurisdictional Police and public safety agencies to provide strategically focused enforcement on and near the transit system. Examples of this in Q1/Q2 2023 included high visibility patrols with the Burnaby RCMP at busy SkyTrain stations, distracted driving enforcement with the Integrated Road Safety Unit outside Coquitlam SkyTrain Station, the shutdown of illegal ride hailing at Bridgeport Station with Commercial Vehicle Safety and Enforcement Officers and bus lane enforcement outside Phibbs Exchange, alongside the North Vancouver RCMP. In Q2 2023, the Targeted Mobile Enforcement Team was redeployed to frontline patrols, as indicated earlier.



Transit Police working in partnership with CP Police at West Coast Express stations during Rail Safety Week.

During Q3/Q4 2023, TMET participated in various joint force operations including distracted driving events at SkyTrain locations in Richmond and Vancouver, a CounterAttack initiative in New Westminster, pedestrian safety events alongside ICBC in Burnaby and Vancouver, and bus lane enforcement in support of the growing RapidBus network established across Metro Vancouver.

Crime Suppression Team – The Crime Suppression Team (“CST”) quickly and effectively responds to incidents in real-time as well as focuses on project-based investigations, most of which are conducted with Jurisdictional Police Department partners when crime trends or hot spots are identified in or near the transit system. In 2023, the CST conducted a variety of investigations, which resulted in 8 Reports to Crown Counsel, 13 warrant arrests and 24 Police Files.



In Fall 2022, the CST became aware of a network of individuals associated with the British Columbia Gang Conflict, whom they suspected of trafficking illicit drugs into municipalities throughout the Lower Mainland by using the transit network. It was quickly determined that these suspects posed a risk to public safety due to their access to firearms. In May 2023, as a result of their investigation, Transit Police executed three simultaneous residential search warrants in three different municipalities. While executing the warrants, Transit Police seized numerous firearms, rounds of ammunition, illicit drugs, counterfeit currency and a vehicle believed to have been purchased using criminal proceeds. The investigation highlighted the multi-jurisdictional nature of the Crime Suppression Team's investigations, shutting down criminal activities that cross municipal boundaries and benefitting passenger and public safety.



As a follow-up to a previous investigation, in 2023, CST utilized gathered intelligence to focus resources on individuals trafficking drugs in Richmond, Vancouver and Surrey, which included use of the transit system in their activities. In October 2023, CST executed search warrants at residences in Surrey, Richmond and Vancouver; this resulted in a significant seizure of drugs, numerous firearms, cash and multiple vehicles. The arrests and warrant executions were conducted with the assistance of Surrey RCMP's North Crime Reduction Unit and the Lower Mainland District Emergency Response Team.



Explosive Detection Dog Team – In 2022, the Explosive Detection Dog Team had two new canine and handler teams certified and receive their badges – Police Services Dogs Harnett and Chopper. In addition to providing daily proactive patrols on the transit system, with 4,550 explosive detection sweeps conducted, Dog Team Officers were involved in over 440 files and gave 52 presentations and demos.

In April 2023, the New York State Preparedness Training Centre hosted a Canine Week training event, with over 50 participating Explosive Detection Canine teams in



attendance. Transit Police had two canine units participate in the numerous training scenarios organized from April 24-28, bringing back important learning for the greater team in Metro Vancouver.

In Q2/Q3 2023, various Transit Police Dog Teams were trained in New York, Washington and regionally to imprint our explosive dogs on very volatile homemade explosives and large hides in a variety of environments. This training was done with handlers from NYPD, FBI, ATF (Dept. of Justice - Bureau of Alcohol/Tobacco/Firearms and Explosives) and state law enforcement.

SECURUS Program – Through the Criminal Intelligence Unit, Transit Police is now part of SECURUS, a 2008 initiative of RCMP “E” Division Integrated National Security



Enforcement Team (“EINSET”), Vancouver Police Department and the Canadian Security Intelligence Service (“CSIS”) designed to create awareness of terrorism pre-incident activity and encourage the reporting of such incidents to the police of jurisdiction and ultimately EINSET. SECURUS (“safety” in Latin) was modeled after “Project GRIFFIN”/United Kingdom and “Project NEXUS”/New York

(initiated after 9/11). SECURUS is an opportunity to take the lead in providing innovative ways to reach the public with simple, clear and direct educational tips to recognize potential threats to public safety.

Global Shield (“SHIELD”) – Transit Police has joined the Global Shield Network (Vancouver Police and Calgary Police are also members), a law enforcement and intelligence network immersed in public/private sector partnerships designed to prevent crime, terrorism and improve public safety.

SHIELD incorporates a community policing strategy that provides a platform to receive not only the latest terrorism information from around the world, but significant crime alerts and crime trends/security issues that cross-jurisdictional boundaries.

Partners receive access to periodic ‘real time’ alerts/reports and various resources, and access to quarterly meetings designed to discuss intelligence trends and agency best practices. The partnership provides another tool for real time awareness of best practices designed to prevent crime and keep the community safe. The Transit Police Intelligence Officer is the liaison to SHIELD.



Chief's Presentations to JPD Boards and Municipal Councils – Presentations to cross regional Police Boards and City Council's (for RCMP detachments) provide the opportunity for the Chief Officer to present on Transit Police activities in each municipality, highlight crime trends, and discuss specialty team deployments and plans for future growth around transit hubs. Presentations to date include Burnaby City Council (February 2022), Coquitlam City Council (June 2022), the City of Richmond (March 2023) and the City of Burnaby Public Safety Committee (June 2023).

Police Partner Live Exercise – In May 2022, Transit Police helped facilitate Tubular Assault Training for Vancouver Police-Emergency Response Team Members. The training was conducted in conjunction with Canada Line Operations. It included a number of senior Transit Police Executives meeting with Canada Line Executives as well as a few Transit Police employee participating in the scenario. Interagency coordination is important in critical incidents and this collaborative training was valuable.

Operational Planning and Special Events – Considerable work occurred in 2022 to implement the new Operational Planning Sergeant position, with a focus to engage in a variety of joint operations across the Transportation Service Region and to prepare appropriate plans for the significant increase in the public events following the pandemic. This included coordination to participate in key emergency operations centres and to recuperate, where possible, funds for enhanced Transit Police deployment at such events.



FIFA World Cup 2026 – Transit Police is actively engaged with the City of Vancouver, Vancouver Police Department and FIFA planning officials in their preparations for the World Cup in 2026. As one of the North American host cities, Metro Vancouver can anticipate greater volumes of passengers on the transit system during the tournament period, in particular on game days. Work done in preparation for the 2010 Olympics has proven valuable in preparations, with early scheduling and forecasting now underway in anticipation of extra resources required. Vancouver is the host city but the transit system will be the main mechanism for residents and visitors to go to and from FIFA event locations and Vancouver International Airport.



Officer Secondments - In January 2022, a new Memorandum of Understanding was signed between Transit Police and RCMP “E” Division for one Transit Police Officer to be seconded to the Lower Mainland District Integrated Homicide Investigation Team (IHIT). In addition to building valuable skills and expertise for the Officer, allowing for knowledge transfer upon their later return, Transit Police has historically been involved in the multi-agency response to gang-violence in the Lower Mainland.

In 2022, two Inspectors were also brought into Transit Police on secondments, one from the New Westminster Police Department and one from the Vancouver Police Department. The Inspectors brought with them a diverse portfolio of expertise and a combined 53 years of experience in policing that assisted Transit Police in further developing internal capacity in areas of both operations and administrative services. (One of these Inspectors then joined Transit Police as an employee in Q2 2023 and was appointed as a Deputy Chief Officer.)

In 2023, with the introduction of a new Sergeant for Member Support and Wellness, oversight/liaison duties for Transit Police Officers seconded to other agencies was transferred over to this newly created position.

Strategic Objective: 1.2 Leverage technology as a force multiplier

- We will use the tools and technology our employees need to work while on the move, including day-to-day operations and major events.
- We will explore new ways to communicate and share information in real time with employees, cross-regional police partners and key stakeholders.

Action 1.2.1: Identify and utilize new technologies to increase operational efficiencies and communications.

Action 1.2.2: Maximize existing technologies to increase operational efficiencies and communications.

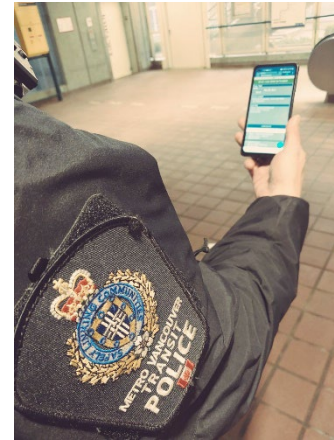
Action 1.2.3: Increase the interconnectedness of technology systems and consider the associated impact of future technologies.

Action 1.1.4: Ensure supporting infrastructure is designed to meet the demands of existing/future technology (example: digital storage).

ACTION ITEM UPDATES



Compass Fare Inspection App Project (COMPLETE) – This application replaces Held Hand Units for conducting fare checks. The app eliminates the need for Officers to carry a separate handheld unit, improving the overall fare check process by relying on the cell phones officers already carry. Previous handheld units have been decommissioned.



Cellular Phone Upgrade & MDT Refresh/Replacement Projects (ONGOING) – This project upgraded all Police Officer phones to be compatible with current applications and systems deployed. Police vehicle mobile data terminals (“MDTs”) are also being upgraded to the latest models and connected securely, allowing for seamless access to the network. This results in improved access to technology and more effective communication with Officers in transit. There is the potential to provide access to applications that require new technology. An examples would be the Compass Fare Inspection app. All cell phones were updated by year-end 2022 [and continue to be updated on an ongoing basis](#). The 2023 MDT refresh project is currently underway with 21 new model MDTs procured.

Workstation & Printer Refresh Projects (ONGOING) – The workstation and printer refresh upgrades all Transit Police equipment due for replacement. This includes most desktops and laptops as well as all the printers in the sub-offices and main offices. The refresh of this equipment has been delayed significantly due to the pandemic and is critical to improving operational performance and efficiencies. In 2022, desktops at headquarters, the Bridgeport reporting office and four sub-offices were replaced, resulting in faster processing and video viewing. In 2023, printer replacements for 11 sub-offices were received and installed [with scan to email capabilities. This included dual monitors and phone chargers for all member workstations at sub-offices.](#)

IT Standby Support (COMPLETED) – Due to growing demand for IT assistance after hours, formal IT stand-by support was established for weekends and evenings. One member of the IT team remains on callout during these periods to respond to more urgent matters.



Network Connectivity (in progress) - As part of the Digital Evidence Management System (DEMS) Project, Transit Police conducted a review of current infrastructure networking connectivity (e.g. fiber) to ensure that it is adequate for hub site video viewing. Six office locations have been identified for fiber connectivity to improve the network speed for members with implementation to commence in 2024.



All issues related to connectivity have been rolled into the capital refresh set to take place in 2023.

The Implementation Team recognized that in order for Officers to remain operational, they needed to ensure that their cellular devices remained charged and ready. The Implementation Team sourced out and procured charging blocks for personal issue to each Officer, in addition to charging stations at Transit Police report locations (HQ/Bridgeport) and all hub office locations. Additional charging cords were also required for all police vehicles. Taking these steps ensures that all Officers remain operationally effective while on the move. The deployment of cellular devices and charging blocks/station/cords occurred in Q1/Q2 2023.

Strategic Objective 1.3: Planning for future transit growth, including its impact on deployment

- We will work with TransLink to plan for future system policing needs. This will include early design requirements for crime prevention, re-evaluating community service areas and looking at new deployment centres based on workload and demands for policing.
- We will remain in communication with cross-regional police partners as the transit service grows to ensure that the regional policing model can meet growing demands for service.

Action 1.3.1: Work with TransLink to identify and develop dedicated policing facilities and supporting infrastructure in alignment with transit expansion.

Action 1.3.2: Transit Police and TransLink to review and utilize an accepted growth formula to ensure Transit Police human resources can meet demands associated with transit system growth.

ACTION ITEM UPDATES

Future Expansion Planning (in progress) – Transit Police’s Risk, Analysis and Emergency Planning Senior Manager has been working closely with both TransLink



and the Province on facility planning at each of the new SkyTrain Stations opening from 2026 onwards as well as early safety and security planning considerations for the SFU Gondola. This includes identifying where Transit Police will require workspaces so Officers can more effectively deploy and work out of those Stations, and office space to complete reports and meet other administrative/operational requirements. Further, opportunities will be sought for spaces with the potential for front facing safety messaging (See Something, Say Something messaging with Metro Vancouver Transit Police branding and contact information)

Future Deployment Office Planning – Beginning in Q2 2023, Transit Police began working with a consultant on considerations for a future deployment office south of the Fraser. This is in anticipation of continued transit system growth in the Surrey-Langley area, with ridership growth rebounding the fastest in this area post-pandemic, and the Surrey-Langley extension to be constructed in the coming years.

Future Staffing Analysis – In 2022, the Senior Management Team engaged in a staffing analysis for their respective sections and identified future staffing needs to meet an expanding transit system, increasing demands arising from legislation changes and policing standards, and risk mitigation. This analysis assisted in identifying new positions requirements for 2023-2026. Some of the newly established positions approved over the course of the plan include a civilian Volunteer Lead to manage the Waterfront Community Policing Centre (“CPC”) program and allow for potential growth of the CPC program at a secondary location, to serve the eastern Community Service Areas, and a civilian Digital Evidence Management Systems (“DEMS”) Administrator, to oversee the new DEMS implementation (now in place). [In 2023, all of these positions were posted and are now filled..](#)

In concert with staffing analysis conducted over the course of the five-year Plan (2022-2026), a longer term staffing model has been developed that recognizes the need to increase safety and security resources on the transit system as ridership likewise increases across all modes of transit. With the impacts of the pandemic continuing to depress ridership, this model was updated in Q2 2022 to account for adjusted growth forecasts. As ridership continues to recover to previous pre-pandemic levels, and forecasts are revised, the Transit Police model will be updated to reflect these changes.





In April 2023, cross regional police partners such as Surrey RCMP (shown above) increased their pro-active patrols alongside Transit Police at busy SkyTrain Stations and bus loops.

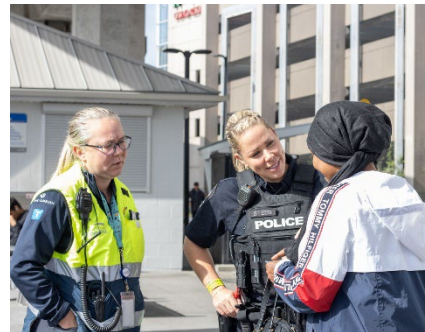


Strategic Pillar 2.0 – Engaged Community Partners

As the breadth of people and places served by the transit system expands, we will seek the expertise of our enterprise and community partners to ensure transit users can access the services they need when they need them. We will work with neighbourhood partners to ensure transit hubs are safe spaces within the community, while also improving perceptions of safety on transit for all.

DESIRED RESULTS:

- **Care:** Transit users get the community services they need when they need them
- **Effectiveness:** Officers focus on what they are trained to do
- **Safe Communities:** Neighbourhood areas adjacent to transit hubs have less crime and disorder
- **Perceptions:** Transit users feel safe taking transit



Strategic Objective 2.1: Strengthen support for diverse and vulnerable people

- The term ‘vulnerable people’ includes different groups and individuals who may have different needs. Transit Police will work to be accessible to all diverse and vulnerable people so that they receive the safety services required.
- To build trust, we will adopt a progressive approach to enforcement, recognizing the situation of each person and exercising discretion and good judgement.

Action 2.1.1: Establish formal partnerships and working relationships with other organizations to enhance services to diverse and vulnerable people (examples: front-line health and social services providers).

Action 2.1.2: Leverage a tiered policing approach, including Community Safety Officers and volunteers, to enhance outreach to diverse and vulnerable people.

Action 2.1.3: Develop strategies related to youth engagement, mental health support and assisting vulnerable persons and the homeless.

ACTION 2.1.4: Build relationships with cross regional police specialty units and crime analysts, and work together to identify trends proximate to transit hubs.

ACTION ITEM UPDATES

Blue Eagle Surrey Community Sponsors – As part of establishing a Blue Eagle Community Cadet Program in Surrey for 2022, Transit Police strengthened formal relationships with a number of local community sponsors in Surrey, including Options



Community Services, Surrey Crime Prevention Society, the Fraser Region Aboriginal Friendship Centre, Surrey Youth Hub, the Surrey Schools Aboriginal Liaison Unit and City of Surrey Bylaws. In addition to providing volunteers to the program, each sponsor ensures Blue Eagle Cadets are educated regarding the number of support resources available to them within the community, with accessible representatives often in attendance at Blue Eagle events.

In 2023, the Blue Eagle Programs have continued to receive financial support from a number of government, policing and community partners, including the Ministry of Children and Family Development, the Vancouver Aboriginal Community Policing Centre, the Surrey Police Service, the Surrey RCMP and Surrey Schools.

CPC delivered Transit Safety Information –Community Policing Centre (CPC) volunteers regularly assist the Community Engagement Team with a variety of outreach activities, including but not limited to:

- Transit safety presentations delivered to the Blue Eagle Community Cadets (ongoing)
- Assist with Project 529 bike registrations (ongoing)
- Support provided at four anti-hate / safety outreach pop-up events in Community Service Area 1 - Vancouver/Richmond (2022)
- The Vancouver Police Department Safety Fair (2022)
- Presentations delivered at the Seniors Health and Safety Fair (2022) and the Seniors Resource Fair (2023)
- Vancouver Coastal Health Safety Summit (2023)
- Delivered multilingual transit safety information/presentation at various school safety events: Surrey Schools (2022), UBC (2023)



Additional festivals/events attended by the CPC team to hand out transit safety information included the Vaisakhi Parade, May Day Parade, Collingwood Days, Celebration of Lights, the Gastown Cleanup Party, Edmonds Festival of Lights, the Fair at the PNE, Car Free Days in lower mainland, and numerous ICBC Pedestrian Safety Events in the fall.



CPC support during extreme weather events – CPC volunteers have taken a proactive approach to assisting vulnerable people around transit hubs. During multiple heat waves that occurred during 2022 and 2023, volunteers handed out cold bottles of water to those who needed them. During extreme cold waves in 2022 and 2023, volunteers once again deployed to hand out hand warmers, socks, blankets and hot beverages to people in and around the transit system.

Youth Liaison Officer – A business case was created and approved for the establishment of a permanent Youth Liaison Officer (“YLO”) at Transit Police. A YLO would allow Transit Police to have one centralized point of contact for all youth encounters within the department. The YLO will provide continuity with cross-regional policing partners, namely engagement and enforcement Officers, and many community and resource social groups that can be connected to support at risk youth. [This position which is approved but has not yet been filled will form part of an Operational Review being planned in 2024.](#)

Homeless Outreach – In Q1/Q2 2022, there was the continued pilot of a Homeless Outreach Officer position that sees a Neighbourhood Police Officer dedicate a percentage of their time to supporting homeless individuals located on or surrounding the transit system. The Homeless Outreach Officer provides food, blankets and other supplies while also connecting individuals to government and non-profit housing organizations. Due to resourcing constraints, the Neighbourhood Police Officer for CSA3 was reassigned from the homeless outreach project in Q3 2022.

[In 2023, the Strategic Services section continued to procure and inventory supplies of toques, socks and gloves for distribution during the winter months. These supplies are made available to all frontline Officers and CSOs in the vehicle parkades, allowing Officers to replenish their supplies before heading out into their Community Service Area. In addition to blankets and hand warmers stocked by fleet, this provides patrol officers and members of the Community Engagement Team with a continuous supply of essential items to hand out to individuals who are unhoused, that they may encounter during their daily patrols.](#)



Mental Health Liaison –Throughout Q4 2022, a new Mental Health Constable was mentored in the role and has taken over the position as of January 1, 2023. The new Mental Health Constable made the successful recommendation to have the name changed to Mental Health Liaison (which was approved) to implement a modified uniform standard that accentuates the officer’s position. This included adding a green patch with Mental Health Liaison rather than the focus on POLICE and enforcement. In addition to ongoing work with existing clients, over 2023, the Mental Health Liaison made 32 referrals for new clients (a 220% increase over 2022), to ensure that appropriate support services are being offered by Transit Police and that there is appropriate communication with case workers, mental health workers and social workers.

CIU Connect Liaison Meetings – The Criminal Intelligence Unit (“CIU”) regularly attend ‘subject liaison’ meetings that bring together Intelligence Units from Lower Mainland police agencies. Transit Police hosted cross-regional policing partners at its HQ for the April 2022 meeting.

Multi-Jurisdictional Offender Meetings – The CIU attends quarterly multi-jurisdictional offender meetings that deal with prolific property offenders in the Lower Mainland. Transit Police hosted a multi-jurisdictional offender meeting in September 2022, which was well attended by partner agencies.

Repeat Violent Offending Intervention Initiative (ReVOII) – The Criminal Intelligence Unit (“CIU”) is the Transit Police lead unit for the organization’s participation in this new Provincial program, which targets repeat violent offenders and aims to provide safer communities. This is accomplished by enhancing cooperation and awareness between justice and community partners (including police, corrections, probation and Crown Counsel). In Metro Vancouver, the Provincial program is divided into three hubs (Surrey, New Westminster and Vancouver). Due to Transit Police’s multi-jurisdictional focus, it is engaged with all three hubs.

A Patrol Corporal developed and implemented a two-day project focusing on executing outstanding warrants and release condition compliance of offenders from Transit Police files. Transit Police was able to secure funding for the project through the provincial REVOII Initiative. The initiative resulted in 10 individuals being arrested on outstanding warrants.

The ReVOII work is supported by the new provincial Special Investigation and Targeted Enforcement (SITE) program. Between August and December 2023, Transit



Police received funding for five projects as well as enhanced visibility patrols. This included 'Project Barcode,' an anti-theft initiative led by Vancouver Police, targeted anti-theft initiatives at other hotspot locations near transit stations and exchanges, a project targeting drug trafficking around SkyTrain Stations in Surrey and a project focused on high visibility patrols at station entrances and gates with reported fare evasion.

Regional Policy Group Collaboration – The Transit Police Strategic Services continues to play a leadership role with the BC police – regional policy group and organized the April 2022 quarterly meeting as well as a special presentation in June 2022 on the Canadian Association of Law Enforcement Planners (“CALEP”), which BC police agencies can join (previously was called the Ontario Association of Law Enforcement Planners). Transit Police was already an active member of CALEP and the International Association of Law Enforcement Planners.

Strategic Objective 2.2: Increase real and perceived safety for all transit users

- We will tailor our approach to be responsive to the unique needs of various stakeholders. This will involve collaborating with community partners to improve safety on and surrounding the transit system.
- Ongoing communications with the public will be designed to increase confidence about system safety and to build knowledge of Transit Police resources and services.

Action 2.3.1: Work with community partners to identify opportunities for crime prevention through social programs (examples: End Gang Life, Surrey Wrap Program).

Action 2.3.2: Target outreach to identified community groups that require safety education and support.

Action 2.3.3: Develop annual and seasonal communication campaigns that address public concerns and support operational priorities.

ACTION ITEM UPDATES

End Gang Life Campaign – Vehicle Branding (COMPLETE) – Transit Police successfully applied under the civil forfeiture program for a branded vehicle, which will be used to support the two Blue Eagle Community Cadets programs and activities. The vehicle branding includes End Gang Life campaign messaging. The vehicle was



received from Civil Forfeiture in Q4 2022 and the vehicle has now been wrapped and is in operation.

Muslim Community Outreach - The Neighbourhood Police Officer assigned to Surrey/Langley area continued to provide safety outreach and education to members of the Muslim community at mosques across Metro Vancouver. This is often conducted in partnership with Officers from Transit Police Patrol units or with the local JPD. Additional attendance has in the past been scheduled following incidents of violence directed towards members of the Muslim community locally and across Canada or worldwide, to provide an additional, visible form of safety reassurance. Throughout 2023, the NPO continued with this important outreach including drop ins at various mosques for Friday prayers and quarterly events: the Nisa Homes Foundation' hosted discussion on how to improve resources for marginalized women and the Pakistan Independence Day event hosted by the Pakistan Consular General being two examples over Q3/Q4 2023.



Safety Education/Outreach to Newcomers – In Q3/Q4 2022, Constable Miles Teitelbaum, the Neighbourhood Police Officer for Downtown Vancouver, provided a series of safety presentations to newcomers to Canada. In total, seven presentations were provided to Surrey Schools and a Brazilian-based ESL school. This work continued in 2023 by Neighbourhood Police Officers.

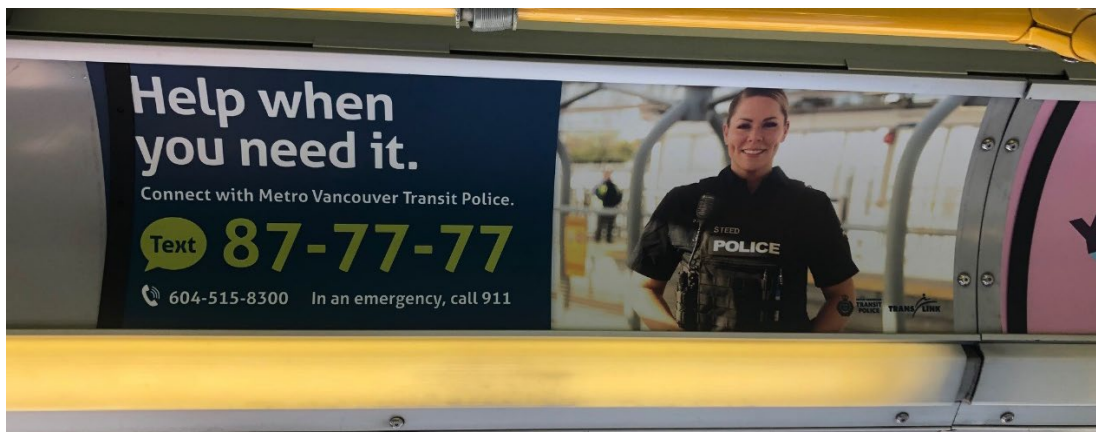
Safety Education/Outreach to Seniors – In Q1/Q2 2022, a focus area for the Neighborhood Police Officers in CSAs 5 and 6 was outreach and safety education for community centres and groups that serve seniors/older adults. Seniors can be a target for certain types of crimes and it is recognized that some forms of outreach (website and social media posts) are not always successful in fully reaching this important demographic.

Some of the activities by the Neighbourhood Police Officers included: working with the Coquitlam RCMP and ICBC on the development of a seniors safety presentation that can be delivered to different groups, participating in a safety survey to seniors in the city of Port Coquitlam, engagement and information sharing with the Tri-Cities Senior Action Society – Community Response Network, a joint presentation with SUCCESS to Korean seniors, and attendance at the Seniors Health and Safety Fair at



Creekside Community Centre. [Similar presentations continued in 2023 such as at the Richmond Seniors Safety Fair held in Q3 2023.](#)

2023 Safety on Transit Campaign (COMPLETE) – A proposal was brought forward to the TransLink Marketing team regarding a safety education campaign on all modes of transit. This is due to the number of new passengers using the transit system for the first time as well as returning passengers who are beginning to use the system as pandemic restrictions ease. The proposed campaign would feature different ads for each mode of transit, highlighting the forms of safety assistance available to transit users, from SkyTrain/Marine Attendants to Transit Police and Transit Security, along with on board communication features (example: yellow emergency strip) and the Transit Police text service. Development of the campaign scope was underway in 2022, including the determination of physical/digital ad spaces available at transit hubs and on board vehicles. Initial rollout of platform posters at SkyTrain Station locations occurred in Q4 2022.



In Q1/Q2 2023, work on this campaign progressed with the support of TransLink's Marketing and Communications teams. In June 2023, 5000 horizontal bus safety advertisements and 200 horizontal SkyTrain safety advertisements were installed. This is the largest-ever Transit Police ad campaign on the transit system and will result in enhanced visibility on most if not all transit vehicles. Additional ad spaces included:

- 87-77-77 ads with QR Codes at bus stops
- 87-77-77 audio announcements on buses
- Safety messaging added to station LCD screens and Next Text (bus alerts)





To complement the 87-77-77 text service ads and decals placed on the transit system in 2023, TransLink also engaged with a contracted marketing firm to perform outreach to transit customers between November 20 and December 15, 2023. Over this time period, outreach teams attended 25 different SkyTrain Stations and held 35 activation events to let customers know about the Transit Police text service and to save it in their phones. Customers could scan QR codes, tap their phone on a podium, which brings up the 87-77-77 contact card, have activation staff assist in saving the number directly or take a business card with the details. Over the course of the four-week campaign, there were 9,300 direct interactions with customers, over 162k passive interactions as customers walked by and 7,645 customers either added the number or took a card with the information.

Strategic Objective 2.3: Increase real and perceived safety for all transit users

- We will listen closely to community feedback and consider recommendations for change. Opportunities for input include building new partnerships, hosting engagement opportunities in the community, providing opportunities for impacted groups to give input on key policies, and improving information sharing through the Transit Police website, media and social media.
- We acknowledge that interactions between Indigenous peoples and police have caused harm and mistrust in the institutions of justice in Canada. We recognize that long-term, respectful work is required to establish good and healthy relationships with Indigenous peoples. We will prioritize this work, including through ongoing consultation and engagement with Indigenous communities and Indigenous organizations that support Urban Indigenous peoples.

Action 2.3.1: Continue to support Reconciliation and strengthen relationships with Indigenous peoples through existing programs/services and by developing existing/new services, via consultation and engagement.



Action 2.3.2: Establish channels of regular information gathering from transit users, with associated analysis, to inform development of safety initiatives and campaigns.

Action 2.3.3 - Leverage the Chief's Community Council for information exchange, dialogue and to develop policies, programs and services that are responsive to their communities' needs.

Action 2.3.4: Identify digital and in-person opportunities to share information on Transit Police policies and initiatives with transit stakeholders, and invite feedback from the community to impact change (example: community engagement report).

ACTION ITEM UPDATES

Cultural Considerations in Conducting Searches – As part updating the Transit Police Search Policy, a new Appendix was added for Officers on 'Cultural considerations When Searching a Person'. It provides important considerations for persons wearing special garments, carrying cultural/religious/spiritual items, or observing traditional ceremonies and practices. (For example, Indigenous peoples, persons of the Muslim, Sikh and Jewish faiths)

Blue Eagle Community Cadets – In partnership with the Surrey RCMP and Surrey Police Service, the Blue Eagle Community Cadet Program was launched in Surrey in Q1 2022. The developmental program was first created in Vancouver in 2021 and is for youth aged 12-15. Operating out of the A.H.P. Matthew Elementary School gymnasium, with regular outings to secondary locations, some of the Blue Eagle activities in 2022 included participating in a powwow ceremony, team building sports activities, attending the National Indigenous Peoples Day celebrations at Holland Park, the Pulling Together Canoe Journey, and weekly presentations provided on a variety of topics including leadership, BC Emergency Health Services, financial literacy, self-defense techniques and mental wellness.

- In 2022, a total of 97 different youth participated in the two programs.
- In 2023, a total of 86 different youth participated in the two programs.





Indigenous Police Board Member – One of the actions identified in the Transit Police Strengthening Support for Indigenous Peoples report, published in 2020, was to add an Indigenous member onto the Police Board. In Q3 2023, Board member Christina J. Cook was appointed to the Transit Police Board, meeting the requirement and adding important insights and perspectives.

National Indigenous Peoples Day – In recognition of National Indigenous Peoples Day in 2022, Sgt. Dics participated in an online speaker session hosted by TransLink for enterprise employees, with guest speaker, Susan Tatoosh, Executive Director of the Vancouver Aboriginal Friendship Centre Society. Susan spoke to employees about intergeneration trauma and the longstanding impacts of colonial structures on Indigenous peoples today.

Indigenous Relations Secondment / National Indigenous Peoples Day 2023 -

Over the course of Q1/Q2 2023, Sergeant Dics was seconded to the TransLink Indigenous Relations Section, advancing key initiatives with respect to Reconciliation on behalf of the TransLink enterprise and Transit Police. On May 5, 2023, Sgt. Dics organized an event at



Stadium SkyTrain Station to recognize the National Day of Awareness for Missing and Murdered Indigenous Women, Girls and Two-Spirit (“MMIWG2S+”), commonly referred to as Red Dress Day. To commemorate MMIWG2S+, a new art display was unveiled that highlighted those who were still missing or had been murdered. Butterflies in Spirit, a dance group comprised of Indigenous artists who have been impacted by this crisis, performed and Indigenous family members spoke their truth.



Members of the Transit Police Senior Leadership Team were in attendance, providing an opportunity for important learnings and engagement with those impacted.

Indigenous Relations Training for Police Board Members – In 2022, six members of the Police Board completed a six-hour online course through the Indigenous Relations Academy. The training delves into the history of Indigenous Peoples in Canada, the Crown-Indigenous relationship and how that was formed, how current Indigenous issues impact Indigenous communities, Indigenous self-government, how western world views impact decision making, and how to cultivate effective Indigenous relationships. This training supports Action 15 from the Strengthening Support for Indigenous Peoples Report: ‘Police Board to identify areas of TRC/cultural awareness training that would enhance their role and effectiveness, and build into annual meeting plans.’ [In December 2023, two Police Board members attended the Principles and Practices of Authentic Engagement with Indigenous Communities Forum, which was held in Vancouver over a period of three days.](#)

Membership on Regional Boards – During 2022, both Cst. Rattray and Sgt. Dics served on the board for the Vancouver Aboriginal Community Policing Centre (“VACPC”). The VACPC seeks to reduce over-representation of Indigenous people in at-risk or criminal circumstances and build community support and participation for community policing and safety issues. The work of Cst. Rattray as Transit Police’s Indigenous Liaison Officer supports these core mandates, through reviewing police files where Indigenous persons are involved and offering guidance to investigating Officers, pursuing restorative justice options and supporting Indigenous offenders, victims and witnesses.

In 2022-2023, Sgt. Dics also served as a member of the TransLink Indigenous steering committee, responsible for supporting the overall Indigenous Relations framework for the TransLink enterprise. This framework supports consultation and engagement with Indigenous peoples across the region as well as advancing Reconciliation with Indigenous Nations, which was identified as a priority in the Transport 2050 strategic plan.

[In 2023, Cst. Rattray served on the Kids Safe Society Board of Directors. The KidsSafe Society administers a Kids Safe Summer Break program that provides services to many kids in the 12-13 age range, the same demographic as the Blue Eagle Community Cadets. Assisting in the important work of Kids Safe was an identified opportunity to reach Indigenous youth in the region and provide important leadership skills during the summer break when Blue Eagle is not running.](#)



Interactions with Gender Diverse Persons Standard Operating Procedures

(COMPLETE) – In Q2 2023, Metro Vancouver Transit Police completed a new standard operating procedure (“SOP”) that deals with police interactions with gender diverse persons. This SOP expands upon previous guidance on interactions with transgendered persons that had been provided to the Transit Police Officers in a number of policies. This SOP will contribute to and support the direction within BC Provincial Policing Standards and promotion of unbiased policing. Of note, a key part of developing this SOP was external consultation with Qmunity, a queer, trans & two-spirit resource centre located in Vancouver, BC. This consultation helped ensure that the most contemporary terms were adopted and that Officers are being provided with appropriate information to enhance cultural understanding of gender diverse people (includes victims, witnesses and detainees) and their unique needs, and the problems they face, including best practices regarding search and seizure, transfer of arrestees, terminology and proper forms of address, and in-custody processing procedure.

Hate Motivated Crimes Policy (COMPLETE) – In Q2 2023, the Transit Police Board approved a new policy on Hate/Bias Investigations. The policy takes into account new BC Provincial Policing Standards regarding the promotion of unbiased policing. Importantly, the policy defines not only hate motivated crimes but also hate/bias incidents which may be motivated by the same factors as a hate motivated crime but do not meet the standards of a criminal offence. The policy states that Transit Police will conduct investigations of hate/bias incidents to determine whether the standards for a criminal offence are met. In Q3 2023, the BC Hate Crimes Team completed training with the General Investigation Unit and Criminal Intelligence Unit on investigation and reporting of these crimes. Other frontline officers will receive similar training in 2024.

Perceptions of Safety Analysis (COMPLETED) – In preparation for a transit safety campaign, detailed analysis of safety perceptions by Stations/loops/routes were conducted in concert with TransLink Research and Analytics. The analysis will help inform where to place safety messaging that informs new and returning riders of the safety features on each mode of transport.

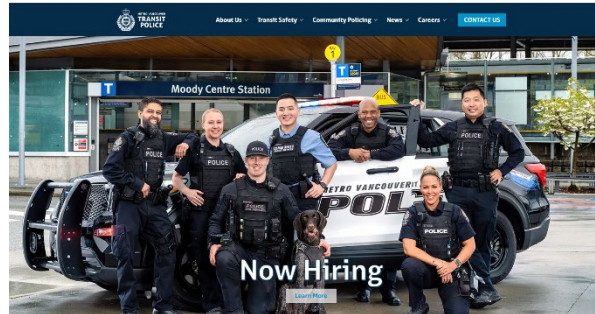
Chief’s Community Council Membership Expansion – The Chief’s Community Council aims to provide geographic representation from different diverse user groups and representatives at large representing groups/communities with an interest in supporting transit safety. In 2022, the committee welcomed new representatives



from the Downtown New Westminster Business Improvement Association and Lower Mainland Community & Safety Intelligence. In 2023, a new student representative from Douglas College, who also volunteers with Burnaby Youth in Custody Services, joined the Council. There are currently 15 members on the Council representing a variety of different communities.

Website Update Project

(COMPLETED) – In Q3/Q4 2023, Transit Police’s Communications Team worked on a restructuring of the website to improve the accessibility of information for specific user groups, such as job applicants. As part of this project, a



refresh of the website’s underlying architecture was proposed to facilitate a number of the proposed features. The contracted work was approved in Q2 2023 and the updated site was launched in December 2023.



Attendance at large events such as the Surrey Vaisakhi parade allow Transit Police to distribute transit safety materials, in multiple languages, to large groups of current and potential transit users.



Strategic Pillar 3.0 – Modern Policing Culture

To best serve transit users, our workforce culture must transition to a distinct and collaborative approach for policing the transit system. This shift will impact how we are governed, and how we hire, deploy, promote and retain our employees. Every employee should report to a leader they trust, who provides an environment of open communication and where employee ideas are sought and valued.

DESIRED RESULTS:

- **Skills:** Our employees have the skills and tools they need for the job they are expected to perform
- **Diversity:** Employees reflect the community they serve
- **Leadership:** Our employees trust the person they report to
- **Pride:** Our employees are proud to work for Transit Police
- **Retention:** Our employees stay with Transit Police longer



Strategic Objective 3.1: Improve governance to reduce complexity

- The Transit Police governance structure is more complex than a municipal police service. Reducing this complexity will free up employee time to be applied to service and safety initiatives.

Action 3.1.1: Advocate for a governance structure similar to other municipal police agencies in Metro Vancouver, which recognizes the importance of operational police independence and allows for faster decision-making and improved service delivery.

Action 3.1.2: Work with TransLink and its subsidiaries to establish or enhance service level agreements and clearly articulate the roles of frontline safety and security personnel. (example: police/STA/Transit Security).

ACTION ITEM UPDATES

Report from Special Committee on Reforming the Police Act – Transit Police made a submission to the Special Committee on Reforming the Police Act in the form of a letter approved by the Transit Police Board and TransLink. The Report from the Special Committee contains the following, on page 17:



“Metro Vancouver Transit Police raised several issues for the Committee’s attention relating to DPU governance and limitations compared to municipal police. Metro Vancouver Police identified that the chief officer of a DPU has supervision and command over designated constables, but not for department civilians, yet a chief constable of a municipal police department has this supervision authority under s.34(1) of the Police Act. They described how sections of the Act are highly prescriptive, rigid, and limit the ability of DPUs to introduce innovative changes and that the current governance structure has numerous limitations that undermine independence and accountability.

Specific to the Metro Vancouver Transit Police’s governance, they noted that the Transit Police Board, TransLink Security Management Ltd. and TransLink all have some statutory responsibilities for Metro Vancouver Transit Police through the Police Act and the South Coast British Columbia Transportation Authority Act. As a further complexity, statutory responsibilities granted to both TransLink and the Mayors’ Council under this Act place some control of budget and operations within the TransLink structure, rather than in the hands of the police board and the provincial government as per the municipal policing model. Metro Vancouver Transit Police proposed several recommendations to the Committee to align the accountabilities and board structure of DPUs to municipal structures, to amend specific processes to increase the authority of DPUs, and to provide equal provincial funding support and recruit cost sharing among all police agencies, including DPUs.”

IT Service Level Agreement (in progress) – TransLink Business Technology Services is working on implementing a new Service Level Agreement (“SLA”) with its subsidiaries on IT services. For TSML, this SLA will be important at this particular time as a result of the recent transfer of personnel from TransLink to TSML, which has changed overall responsibility for some IT functions. Work commenced on this initiative in Q4 2022.

Strategic Objective 3.2: Improve the use of technology

- We will use technology to enhance employee working conditions
- We will support the implementation of provincially mandated technology
- Technology will support greater efficiencies
- The technology standards of stakeholders will be met or exceeded

Action 3.2.1: Provide employees with the technologies required to work productively at the office or remotely (example: Two-Factor Authentication).

Action 3.2.2: Work with policing stakeholders to implement a Digital Evidence Management solution **(COMPLETED)**



ACTION ITEM UPDATES

Road Safety Digital Processing – Road Safety BC released Digital Roadside Forms so Officers can now submit 12-hour Suspension, 24-hour Prohibition, and Vehicle Impoundments using the Digital Forms tool. Additionally, Officers can use E-Ticketing for Liquor and Cannabis charges. Training and implementation of these digital tools was successfully completed in Q3/Q4 2023.

Intellibook Fingerprint Station (COMPLETED) – An in-house Intellibook Fingerprint Station was purchased and set up at Transit Police headquarters to facilitate out of custody prints as well as the use of Intelliscreen for civilian prints. Initially established for accused persons who committed offences in Vancouver or Surrey, due to the success of the station, it is now being used to process in custody criminal prints from all jurisdictions in Metro Vancouver.

IT Project Roadmaps – By the end of 2023, Transit Police had evaluated and prioritized important IT and Business Projects for 2024. The IT Roadmaps established priorities for 2024 and further work prioritizing projects in 2025-2026 is underway in Q1/Q2 2024.

Cyber Security Assessment – With the assistance of a contracted vendor, a cyber security assessment at Transit Police was conducted in 2023. Detailed findings were provided to the IT Section and added into the IT Risk Registry for ongoing monitoring. Prioritized findings were further included as part of the 2024 IT and Business project prioritization exercise, with 2024 Project Roadmaps now established that will guide further work to be undertaken. This process will ensure Transit Police's cyber security practices remain more than sufficient to meet ever evolving risks.

Record Management System (in progress) – PRIMECorp is upgrading the Record Management System. RMS 8.1 will under-go a significant infrastructure change to the web based application and it comes with improvements in navigation and functionality. The testing started in the Summer of 2023, with implementation slated for 2024.

Remote Access to CPIC/CJIM (in progress) – This active project will provide for secure access to the Canadian Police Information Centre ("CPIC") and the Criminal Justice Information Management ("CJIM") system on dedicated Transit Police desktops. Currently, Transit Police utilizes stand-alone RCMP terminals for this purpose. [Early](#)



work was underway in 2023, with implementation currently anticipated in Q3/Q4 2024 after the rollout of RMS 8.1.

Virtual Meeting Facilitation (COMPLETED) – All Transit Police employees designated as ‘hybrid’ workers (approved to split work hours between the office and remotely) have been provided with cameras for Zoom meetings.

Two-Factor Authentication (COMPLETE) – A project to establish multi-factor authentication was completed in Q2 2023. The solution is now installed for all computers connected to the network.

Issuance of Softphones (COMPLETED) – Where authorized, softphones (software installed on a computer that allows an employee to call or answer calls via a headset) have been issued for designated ‘hybrid’ employees who have not previously been issued smart phones from Transit Police.

Automated Workflows (COMPLETED) – An automated property disposal function in PRIME (Chron Job) was enabled to improve the workflow and disposal of property/evidence once police files are concluded. This function will significantly assist the tracking of files that hold outstanding property/evidence and prompt the Officers with automated notifications in their PRIME workflows.

DEMS Implementation Team (COMPLETED) – Transit Police’s Digital Evidence Management Solution (DEMS) Implementation Team has done a considerable amount of work with the Provincial implementation group, which is made up of other police agencies, Axon (vendor selected by the Province) and PrimeCorp (lead). Together, the group worked through a number of joint solution items that will ultimately be feature enhancements that Axon will build into the product, as agreed upon in the Master Services Agreement. This will benefit all police agencies once they onboard to the DEMS.

By Q4 2022, the DEMS Implementation Team had shifted its focus towards working on ensuring a smooth transition to the full implementation of DEMS within Transit Police. Two priorities for the team had been: (1) conducting an ‘options analysis’ on an area that will be used for the temporary storage of digital evidence for viewing outside of DEMS, and draft documents before they are uploaded to DEMS or PRIME; and (2) working with Axon to ensure as many TransLink subsidiary CCTV file types are able to work within the DEMS system. CCTV view ability is a key requirement for Officers to use the DEMS system to its full capabilities.



In Q1/Q2 2023, the DEMS Implementation Team successfully deployed DEMS out to all Transit Police Officers. This consisted of a two-part training program: the first half was focused on the foundations of naming conventions and the second half was on the application of the DEMS product and its associated tools. The DEMS Implementation Team continues to work with Axon on CCTV file view ability issues. A significant effort was made to ensure that every type of evidence, associated evidence and investigative document created for a police file has a designated official place in either the DEMS or the Records Management System (RMS) repository, with specific naming conventions.

With the hiring of a DEMS Administrator, the Transit Police's Implementation Team expanded in 2022. The DEMS Administrator is immersed in duties related to representing Transit Police at the provincial Implementation Working Group, along with the Transit Police lead. The Implementation Team continues to work on testing and assessing a number of items that were not in scope for the provincial pilot, and work began on the development of policy. The Implementation Team has also brought on an Administrative Assistant that will be tasked with putting together mandatory monthly reporting and preparing committee presentations. This will free up time for the remainder of the Implementation Team to focus on priority tasks ahead of implementation.

The last two quarters of 2023 were focused on the close out of the project and laying a robust governance and support model to ensure DEMS is used to its full capabilities and that further enhancements, maintenance, training and support are well established. The DEMS Administrator is mainly tasked with quality review and administrator support for the application as well as ongoing training and coaching. Some feature enhancements and upgrades are also being tested.

Strategic Objective 3.3: Demonstrate our continued commitment to hire, support and retain a diverse workforce

- Our recruitment efforts will support diversity, and highlight our diverse workforce and the unique nature of policing a multi-jurisdictional transit system.
- We will support our employees with Transit Police-specific training, a career map that provides for professional development, and diverse opportunities for growth and promotion.

Action 3.3.1: Update recruitment campaign messaging, images and distribution channels to ensure they support employee diversity.



Action 3.3.2: Provide all employees with a development plan and ongoing training. This should include cross training to expand each employee’s potential for future opportunities/promotions within the organization.

Action 3.3.3: Educate employees about the strategic plan, deployment model and best practices in transit policing.

Action 3.3.4: Establish an Equity, Diversity and Inclusion (EDI) Strategy.

Action 3.3.5: Deliver a comprehensive employee support program to maintain both mental and physical wellness.

ACTION ITEM UPDATES

Exempt Positions Review – Led by a firm contracted by TransLink, in 2023, Human Resources began working on a review of how exempt positions are evaluated at each level. The scope of the review is across the TransLink enterprise, with approximately 30 positions at Transit Police included. Work is expected to continue over Q1/Q2 2024.

In-Person Information Sessions – Beginning June 2022, the Recruiting Unit began holding in-person recruitment info sessions at Sapperton. This is to engage directly with potential police recruit applicants, give them details about the application and training process and answer any questions. The first session was a success and included nine guest speakers from a range of different Transit Police units including K9, media, GIU, CET, recruiting. A total of nine info sessions were held throughout 2023, which were well attended by diverse groups of interested applicants.

Community Safety Officer Recruitment:

Recruitment of the first 20 Community Safety Officers occurred in 2023. In addition to hosting regular information sessions at Transit Police HQ (8 sessions were held in 2023 for both recruit constables and CSOs; one session was specific to CSO applicants), numerous events were attended by the Transit Police recruitment team, including the

Mega Job Fair hosted by the Progressive Intercultural Community Services (PICS) Society, which provides support to immigrants, refugees, women and seniors, and the Caribbean Festival hosted by the Trinidad and Tobago Cultural Society of BC.



Updated Recruitment Campaign (in process) – Both print and digital ads are due for a refresh. This includes updated banners and event materials, photos and video. For 2023, Communications requested an increase in funding to assist with this refresh, which was subsequently approved. Updated materials were ordered and received in Q2 2023. TransLink Marketing has assisted in this process with on-system advertising, such as Community Safety Officer ads that are now displayed on Platform LCD Screens.

Over 2023, there has been the greater promotion of civilian hiring opportunities on LinkedIn Facebook and Twitter. Of particular emphasis has been hiring in the Operations Communication Centre (“OCC”). Recruiting noted a significant uptick in OCC applications received after job postings began to be regularly integrated into the monthly content.

Operations Communications Centre (“OCC”) Recruitment (ongoing) – To

complement ongoing recruitment efforts for Officers, in 2022, OCC representatives began to also attend community events to engage with the public and speak about career opportunities in the Transit Police communications centre. An OCC recruitment rack card was created, similar to the Police Officer recruitment brochure.



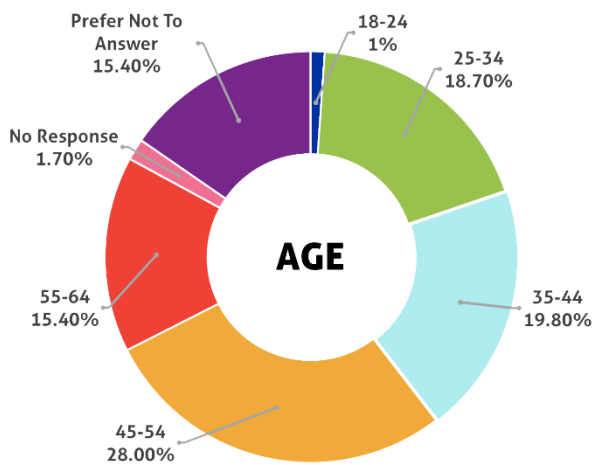
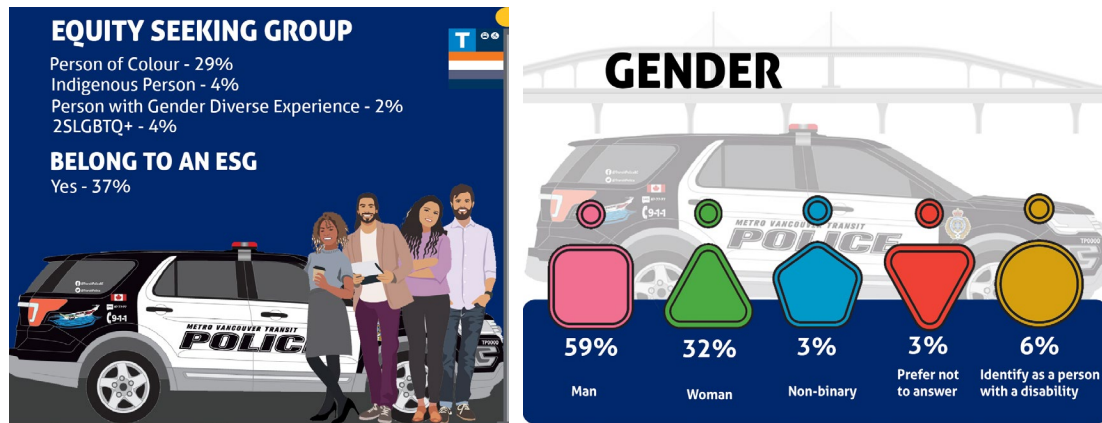
Updated Employee Check-in Process – In Q2 2022, a committee was formed to oversee revisions to the employee check-in process, with a focus on increasing opportunities for employee development. A consultant has been brought in to facilitate related training, which is intended to assist supervisors in providing greater opportunities for employee feedback throughout the year and to assist with employee development.

Sauder School of Business Leadership Program – Developed by TransLink for both internal and operating company leaders, the first cohort of Transit Police Sergeants and select civilian employees in leadership positions participated in the enterprise Leadership Program during Q2 2022. The program is an immersive learning experience that is focused on foundational leadership skills, engaging in company-specific Peer Learning Groups to help with real-world applications, and undertaking company-led learning around specific topics such as Equity, Diversity and Inclusion



("EDI") and Psychological Health & Safety. Additional leaders at the Inspector and Senior Manager level completed the training in Q4 2022.

EDI Survey – Discussions were held with TransLink’s EDI Section to utilize an identified survey tool to determine benchmark metrics related to diversity and inclusion within Transit Police’s workforce. Subsequent to the Employee Pulse Check results being reviewed in Q3 2022, it was decided that the EDI questions should instead be blended into the 2023 Employee Morale Survey, to prevent survey fatigue and promote a higher employee participation rate. This survey was distributed to all employees in June 2023. *Some of the newly benchmarked diversity stats are included below²:*



Member Support and Development (COMPLETED) – In support of police member wellness and career development, a newly established position was created: Sergeant, Member Support & Development. The new Sergeant position fulfills an

² The Employee Morale Survey from where this information was collected had a 61% response rate.



important liaison role with new police recruits during their time at the Police Academy/Justice Institute of BC, provides supervision and support to those officers who are on a secondment with external joint law enforcement units, works with officers on career development plans and assist Human Resources with certain actions such as reintegration of a member after a significant incident has occurred. In Q2 2023 the selection process was completed and the successful candidate commenced position duties in Q3 2023.

EDI Policy (COMPLETED) – A TSML EDI policy was approved and distributed to all Transit Police employees in Q3 2022. It incorporates the TransLink proposed enterprise wide EDI framework and policy. The TSML policy contains some slight adaptations to take into account the policing mandate and consideration of new provincial policing standards on unbiased policing that come into effect in 2023.

EDI Training (COMPLETED) – A new EDI familiarization training course has been developed by TransLink. Course content, which consists of four 15-minute course modules, was uploaded to CPKN and completed by all Transit Police employees, both sworn and civilian, as part of scheduled cycle training in Q4 2022.

Strategic Plan Presentations – In Q1 2022, special presentations were hosted by Strategic Services with sworn/civilian sections to review the 2022-2026 Strategic Plan, discuss the reasons behind newly identified priorities and answer questions. Additional presentations were held in Q4 2022, Q2 2023 and Q4 2024 covering several Strat Plan topics, including provincial approval for the establishment of Community Safety Officers, employee recognition programs and the safety ad campaign currently being rolled out on the transit system.



BC Law Enforcement Diversity Network – Metro Vancouver Transit Police have hosted and continue to participate in the BC Law Enforcement Diversity Network.

Monthly Employee Newsletters – Transit Police has an employee newsletter issued monthly (the Informer), which features a section dedicated to discussing topics of equity, diversity and inclusion. Past topics that have been covered are inclusive



language guidelines, 2SLGBTQ+, gender identity and gender expression, and the importance of not using dead names.

Gender Neutral Washroom (COMPLETED) – As part of the renovation completed in 2022 at Transit Police headquarters, there are now expanded locker spaces for self-identified female Officers and the public facing lobby also includes a gender neutral washroom.

Use of Inclusive Language – During scheduled updates to employer/employee policies in Q1 2022, Transit Police took the opportunity to ensure that gender neutral pronouns were used throughout, making updates to each policy where required. The Police Officer Recruit application form was similarly updated and now includes gender neutral pronouns.

Psychological Health and Safety Management System (“PHSMS”) – In January 2022, a new TSML policy, titled Psychological Health and Safety Management System, was issued to employees. The policy details how Transit Police actively works to prevent harm to its employees through the mitigation of physical and psychological risks. In addition to the Critical Incident Stress Management Team, Transit Police provides support through education/training opportunities and access to the Employee Family Assistance Program and other wellness and mental health services. Across the TransLink enterprise, several new enterprise PHSMS representatives have joined the team and are actively engaged with Transit Police on new and expanded approaches to supporting the PHSMS.

Physical Wellness – Following the relaxation of health and safety restrictions that had been brought in due to the COVID-19 pandemic, corporate gyms were re-opened for use by all Transit Police employees in mid-January 2022. Throughout the pandemic, public health orders permitting, Transit Police has maintained high standards of cleaning, physical distancing and occupancy limits in order to allow its Officers continued access to these facilities.

Critical Incident Stress Management (COMPLETED) – Transit Police has established a new Accredited Facility Dog Program. The facility dog and handler will provide support to Transit Police employees, in particular following critical incidents, as well as aid in supporting victims, witnesses and family members affected by crime and other traumatic incidents. With training underway for the dog/handler in Q4 2022 and roll out in 2023.



In 2023, the first CISM training since COVID was delivered and the CISM Team increased from 11 to 22 members (both civilian professionals and sworn officers), with 20 members active at year-end. The CISM Team conducted 74 defusing sessions in 2023 (compared to 55 in 2022), reaching a combined 168 police officers and 55 civilian professionals. This excludes Peer-to-Peer support also done by the CISM Team.

Employee Family Assistance Program – In Q2 2022, Transit Police launched a new online platform to employees called ‘Platform Pathfinder,’ which is administered by Homewood Health. Platform Pathfinder offers a number of easy-to-access employee wellness tools, such as a Pulse Check that assesses an individual’s wellbeing upon logging in, a customized dashboard that helps guide each employee to the resources they most require and a live chat function with counsellors.

Self-Funded Leave Program – To support employee wellness and work/life balance, the new self-funded leave program was introduced for all employees in Q2 2022. The program allows employees, with their supervisor’s permission, to establish 20% deductions from their pay cheque into a leave bank. The leave bank would allow employees to schedule paid leaves of absences for up to one year, once sufficient deductions have accrued into the bank.

Strategic Objective 3.4: Continue to anticipate and meet changing public safety expectations

- We will work with TransLink and the Province to ensure that the right types of specialized resources and training are available to meet public expectations for transit safety.

Action 3.4.1: Explore the advantages of tiered policing through the introduction of a Community Safety Officer Program.

Action 3.4.2: Explore expanded use of Community Policing Centres to support public safety initiatives.

Action 3.4.3: Provide employees with education to serve diverse transit users (examples: neurodiversity, disability, mental health, race, cultural and gender diversity and other diverse communities) and build this into a regular rotation of training.

ACTION ITEM UPDATES

Community Safety Officers – In Q4 2022, TSML received approval from the Provincial Government to establish a Community Safety Officer (“CSO”) program. CSOs will supplement regular Police Officers by taking on a range of proposed duties, including providing enhanced peace officer visibility at the major transit hubs, guarding crime



scenes, tagging property, fare enforcement and engaging with passengers. The training curriculum framework was completed and submitted to the Ministry of Public Safety and Solicitor General. Further, an implementation plan was developed and a working group put in place. The intended results of the program are to positively impact perceptions of safety on transit and free up regular Police Officer resources to focus on responding to calls for service and conducting investigative follow-up.

By November 2023, the first ten CSOs had been fully trained and deployed alongside Patrol Officers out on the transit system. At the same time, the second class of ten CSOs began their training and were expected to graduate and be deployed by the end of Q1 2024. A third class of CSOs is planned for spring 2024.



The 19-week CSO training program includes a wide variety of classroom, online and field training. Examples of course modules scheduled over the first 8-weeks include: Trauma Informed Practice, Indigenous and Truth and Reconciliation Awareness, BC Fair and Impartial Policing, Cultural Awareness and Humility, EDI (TransLink developed training modules) as well as specialized training for dealing with diverse customers on the transit system such as Guide Dog Handler Rights and Autism Spectrum Disorder.

Guest speakers were scheduled throughout the Community Safety Officer Training process, to provide firsthand accounts of lived experiences, including citizen/police interactions. This includes Indigenous Elder presentations on the 60s scoop and residential schools and presentations from a mental health panel regarding crisis de-escalation considerations and best practices.

Community Policing Centre Program (in progress) – Early planning is underway for the expansion of Community Policing Centre (“CPC”) operations into the East Division, building on the success of the Waterfront CPC program in Community Service Areas 1 and 2 – Downtown/North Vancouver. Expansion of this successful program was contingent on the hiring of a civilian CPC program coordinator.

In Q4 2022, Transit Police received funding approval for a CPC volunteer coordinator to be hired in 2023. By Q4 2023, the position was successfully filled and the new CPC volunteer coordinator is now working out the Waterfront Community Policing Centre



office full time. For 2024, the plan is to schedule periodic CPC activations at various stations in the East, such as in Surrey, New Westminster and the Tri Cities. This will effectively expand the program to ensure there is visible volunteer coverage in both the East and West Divisions.

Gender Based Analysis Plus (GBA+) Training – In 2022, a number of new civilian and sworn staff in certain positions were identified to take GBA+ training, augmenting the 76 who took this training as an action of the Strengthening Indigenous Peoples and Good Governance report. This training helps position the Transit Police for the expectations arising from the new community engagement and unbiased policing standards in 2023.

Rotation of Regular Training – Courses provided in 2022 and 2023, as part of the regular rotation of training for employees, included:

- **Trauma-Informed Practice Foundations training:** This training is for all Transit Police Officers (as well as the CSOs). This training supports the new BC Provincial Policing Standards on Unbiased Policing and its expectation that all employees provide services in a culturally safe, responsive, and trauma-informed manner.
- **Fair and Impartial Policing Train the Trainer:** In anticipation of the new BC Provincial Policing Standards on Fair and Impartial Policing going into effect, five Transit Police officers participated in this Train the Trainer session. The training was organized by the Province and held over three days at the Justice Institute of British Columbia. The five officers will now serve as instructors for Transit Police employees in the coming months.
- **New Amendments to the Criminal Code and the Controlled Drug and Substances Act:** On November 17, 2022, the Federal Government implemented amendments to the *Criminal Code* and the *Controlled Drug and Substances Act* (“CDSA”). Training was provided to Transit Police officers regarding the new CDSA provisions in effect and Transit Police policy/protocols, and the need to consider alternative measures prior to laying or proceeding with charges under s. 4(1) of the CDSA.
- **Cultural Awareness and Humility:** increases knowledge, enhances self-awareness and strengthens the skills of police who work both directly and indirectly with different cultures;
- **2SLGBTQ+ training:** provides an overview of the history of 2SLGBTQ+ rights in Canada
- **Autism Awareness Training:** outlines some of the indicators that a first responder can recognize as indicative to an individual with autism, as well as some strategies



and recommendations that may help first responders adapt or modify their approach to better support the individual with ASD in an emergency situation.

Elder Abuse Webinar – In June 2022, the RCMP “E” Division - Community Policing Services hosted a 2 ½ hour webinar that served to increase Officers’ awareness of applicable law related to elder abuse response. With BC’s senior population increasing, and rates of crime involving elder victims similarly on the rise, the webinar was very topical for Transit Police Officers who may encounter elders who have been victimized.

OCC Training (in progress) – Given increasing competition for trained communication centre operators in the region, Transit Police has developed internal training that allows those with little to no experience in police call taking to apply and then receive all of the required training in-house. The training was developed in preparation for a Transit Police Call Taker recruitment campaign [that launched in the summer 2023](#).

The training schedule includes standardized training, testing and documentation, with new hires undertaking initial classroom instruction before being paired with a mentor who provides continuous instruction and support while the call taker further learns on the job.

[Four Casual Trainees were hired for the OCC and classroom training began in October 2023. By November, they were paired with OCC mentors for on the job instruction, followed by “Info” Operator classroom training in December. “Dispatch” classroom training for the first class is scheduled to begin in early February 2024, with a second class scheduled to start in Q2 2024.](#)

Strategic Objective 3.5: Promote open communication and supportive leadership

- Transit Police is committed to a respectful and inclusive workplace, with open communication between employees and supervisors, where employees at every level can bring forward proposals for new strategies.
- Supervisors will be supported with ongoing professional development and mentorship. Future supervisors will be identified through a robust promotional process that recognizes each leader’s strengths and areas for development

Action 3.5.1: Provide frequent opportunities for employees to provide open feedback on a range of topics, including respectful workplace and employee morale, and to suggest improvements in areas such as policies, equipment and training.

Action 3.5.2: Support approved initiatives by establishing a project plan and metrics for success, prior to launch.



ACTION ITEM UPDATES

Annual Employee Feedback – A new, short format, Employee Pulse Check survey was established for 2022. This shorter survey complements the longer Employee Morale Surveys that occurs every two years and ensures that Transit Police is collecting information on levels of employee morale on an annual basis. The Employee Pulse Check was distributed to all Transit Police employees in June 2022. The survey was completed by 62% of employees at Transit Police.

In June 2023, the Employee Morale Survey was distributed to Transit Police employees, which had a completion rate of 61%. While this percentage remains high, a reduction in participation rates over 2022 and 2023 (the 2021 participation rate was 77%) may indicate some survey fatigue as Transit Police has migrated from semi-annual to annual surveys.

Resulting from the Employee Morale Survey, a Morale Survey Action plan was developed by the Transit Police Senior Leadership team, with over 50 recommendations encompassing areas of potential improvement such as with respect to training, leadership and communications. Implementation of the plan will continue to be reported on at the Police Board’s Human Resources Committee and quarterly to all Transit Police personnel.

Sworn Officer Survey (COMPLETED) – In September 2022, a survey directed to all Officers was initiated by Operations, allowing Officers to provide their opinions on a range of topics including interest in secondment opportunities, specialized units and alternate shift patterns. 76.7% of Officers completed the survey. Overall, the findings reinforced existing shift patterns (unique to the industry as employees typically work consistent day or night shifts, not both) and it also allowed Officers to provide insights into areas of potential improvement with respect to recruitment, retention and employee growth and development.

Ask the Chief – The ‘Ask the Chief’ function on the Transit Police employee portal, “Cufflink”, allows employees to submit anonymous questions on all manner of work related topics and receive open feedback from the Chief Officer. The function saw an increase in usage in 2022, likely due to the detailed responses provided to past questions and the expeditious manner in which each question is responded to. The Chief Officer’s responses are visible to all employees of Transit Police, addressing shared issues or concerns for all. In 2022, a total of 46 questions were posted and



responded to, an increase of 130% when compared to the 20 questions brought forward in 2021.

For 2023, a total of 21 Ask the Chief questions were received, which is consistent with 2021 but lower than the previous year.

Respectful Workplace Training – Transit Police provided Respectful Workplace training for all employees (sworn & civilian). This half-day training session was customized and delivered by Phil Eastwood from the Fiore Group. Sworn employees completed the training in February and March 2022, while civilian employees completed the training in May. The training was very well received, with positive feedback conveyed by participants.



The second class of Community Safety Officers was sworn in on November 7 2023 and began their 19 weeks of training. Their graduation will bring the total complement of CSOs up to 20, with another class to come in spring 2024.



CONCLUSION

Throughout 2023, Transit Police made important progress against the 11 Plan Objectives. Employees were kept apprised about progress on key initiatives such as the large-scale communications campaign that began to roll out in Q2 2023, and anticipated impacts on call loads and demands. The newly introduced Key Performance Indicator on self-disclosed Employee Diversity received its baseline data as 61% of employees participated in the Employee Morale Survey. Continued progress in each of the identified priority areas will further support Transit Police's core purpose of 'Safety for all transit users in Metro Vancouver'. The next Strategic Plan update report (2024 mid-year report) will be brought forward in September 2024.



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LISTED IN <u>ORDER OF PRIORITY</u>		Priority	Updated Timeline	Status	Comments
Part A - Actions for the <u>Transit Police Service</u>					
A.2 (R.8)	Develop Transit Police specific policy upon release of BC policing standards on fair and impartial policing so that compliance assured and common standard applied.		Q3 2023 for standards / Q3 2024 for training	IN PROGRESS <i>(via the 2022-2026 Strat Plan)</i>	<ul style="list-style-type: none"> Ministry issued new BCPPS on 'Promotion of Unbiased Policing' in Q3 2021; The new standards come into effect in July 2023 and 2024, as specified in the BCPPS; A cross-analysis of the new standards and existing Transit Police policies and training has been completed. In 2023, a cross-functional working group was convened to oversee implementation of the new standards at Transit Police; examples of action items initiated as a result of the new standards include amendments to the arrest policy in Q2 2023, the creation of a new Hate Motivated Crimes Policy in Q2 2023, amendments made to the Search Policy in Q4 2023, and Indigenous Experiential Training planned for Q2 2024. There still may be further impact and considerations following the report of the Police Reform Special Committee.

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<p>A.5 (R.13 & 14)</p>	<p>Transit Police to advance analysis of existing barriers to recruitment, selection, retention and advancement of under-represented groups, and identify measures to address those barriers. This should also include gender/diversity based analysis for the promotional developmental and promotional processes. [Links also to A3]</p>		<p>Ongoing</p>	<p>COMPLETED and Ongoing (via the 2022-2026 Strat Plan)</p>	<ul style="list-style-type: none"> Increasing diversity continues to be an organizational focus in sworn hiring; the Chief provides gender and diversity analysis information to the Board’s Human Resources Committee via bi-monthly verbal updates and annual comprehensive workforce demographic report; Updates related to Recruitment and retention are now captured under Strategic Plan Objective 3.3, which states that Transit Police will demonstrate our continued commitment to hire, support and retain a diverse workforce. An example of progress made on this front was to include diversity and inclusion questions in the 2023 Employee Morale Survey, establishing a baseline from which to track progress on initiatives in 2024 and moving forward.
<p>A.11 (R.20)</p>	<p>Provide training to Members on: A. BC Prosecution Service ‘Indigenous Justice Framework’ and their 2019 policy changes aimed at reducing overrepresentation of Indigenous Peoples in the criminal justice system (including consideration of <i>R. v. Gladue</i>, [1999] 1 S.C.R. 688 and <i>R v. Ipeelee</i>, 2012 SCC 13. Para 60); and</p>		<p>Ongoing</p>	<p>COMPLETED and Ongoing</p>	<ul style="list-style-type: none"> Item A – In Q1/Q2 2021, the TRC training content was developed and in-house training is being delivered to new lateral/exempt officer hires and Block 2 recruits, on ongoing basis. The ILO delivers this training;

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	B. Trauma Informed Care to assist vulnerable people (one NPO Member trained so far).				<ul style="list-style-type: none"> Item B – In Q3 2021, the introduction course on Trauma Informed Care as well as the Cultural Awareness and Humility course were taken by Members (via CPKN); Item B - 3 CET Members have completed the comprehensive Trauma Informed care course (2019).
A.12 (R.23)	Establish a full-time Indigenous Liaison Officer (“ILO”) position and framework for involvement of other Members in the liaison function.		Ongoing	COMPLETED	<ul style="list-style-type: none"> ILO job description created (Q1 2020); Cst. Rattray appointed (June 2020) and Welcoming and Smudging Ceremony held; Cst. Rattray continued in this role during 2022 and 2023.
A.13 (R.23)	Advance within the Patrol Support Section business planning, the principles /goals in relation to TRC, including exploring a new protocol to have Transit Police criminal files with Indigenous Peoples involved (offenders or victims) include consultation with the ILO and/or designated Indigenous Members. Also, explore options for providing back-up resources when ILO or designated officers are not on duty.		Ongoing	COMPLETED and Ongoing	<ul style="list-style-type: none"> ILO routing Handle established on PRIME; files now being forwarded to ILO; patrol consults now occurring; ILO attending TMT meetings to give advice (since July 2020); ILO making presentations to Members on role and TRC considerations (since Q3/Q4 2020).
A.1 (R.7)	Consult with Indigenous partners and Transit Police Indigenous Liaison Officer(s) when the missing person policy is next set for review (or earlier upon emerging issues). <i>[Links also to A12]</i>		Q4 2024	PENDING	<ul style="list-style-type: none"> Review of this policy is scheduled as part of the 2024 working plan.
A.3 (R.8)	Require all Transit Police supervisors (and other relevant positions) to complete Status of Women/Gov’t of Canada gender-based analysis plus introductory training course. <i>[2½+ hour online government course]</i>		Ongoing	COMPLETED	<ul style="list-style-type: none"> This online course was first rolled-out in March 2021 to identified staff (required by function), with 87 staff

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					having now completed the course by December 2022.
A.4 (R.10)	Transit Police to consult with appropriate partners on drafts of certain policies (or seek input on the issue) which may be of public interest.		Ongoing	COMPLETED and Ongoing	<ul style="list-style-type: none"> • A second phase of stakeholder outreach occurred on the 2022-2026 strategic plan (this phase was specific to the pillars, results and objectives) and also included some Indigenous partners; • In Q2 2021, consultation with the Chief's Community Council occurred on the proposed Community Safety Officer initiative as well as the strategic plan; • In Q3 2021, consultation on Truth and Reconciliation statement of commitment took place with Indigenous partners; • In Q3/Q4 2021, broad scope of marginalized sector groups and Indigenous groups informed of the proposed Community Safety Officers concept and invited to Ministry's consultations on same – with Transit Police reps involved. • This Action item is now reported on as part of Strategic Action 2.3.4 which calls for Transit Police to identify digital and in-person opportunities to share information on Transit Police policies and initiatives with transit

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					stakeholders, and invite feedback from the community to impact change. An example in 2023 would be the development of the Interactions with Gender Diverse Persons SOP, which involved external consultation with Qmunity, a queer, trans & two-spirit resource centre.
Part B - Actions for the <u>Transit Police Board</u>					
A.10 (R. 20 & 21)	(1) Consider TRC lens and aims within the new strategic planning process, and (2) Apply in Transit Police policy review and development. [Board]		Ongoing	(1)COMPLETED (2)COMPLETED and Ongoing	<ul style="list-style-type: none"> Item 1/In Q2 2021, the ILO assisted with outreach to some Indigenous community contacts to provide input on the draft strategic plan pillars and objectives – this resulted in amendment to the draft plan to more fully capture TRC within Pillar 2 and an objective; Item 2/This has commenced when policies being updated, and will be ongoing.
A.6 (R.18)	Consider expanding community based meetings of the Police Board. [Board]		Q2 2024	IN PROGRESS	<ul style="list-style-type: none"> The Police Board has booked a community space for the June 2024 Board meeting. Additionally, a list of facilities that can host a Police Board meeting in the community has been

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					<p>created for CSAs 2 and 5. Lists of facilities in the other four CSAs are in development.</p> <ul style="list-style-type: none"> • Live streaming done since the June 2020 meeting.
A.15 (R.26)	<p>Police Board to identify areas of TRC/cultural awareness training that would enhance their role and effectiveness, and build into annual meeting plans. [Board]</p> <p><i>NOTE: A recommended training program for consideration of both Transit Police Board Members and Transit Police staff is the 'Circle of Understanding' training that is currently, facilitated by the Vancouver Aboriginal Community Policing Centre. This training also provides an opportunity for voluntary participation in a cultural sweat lodge ceremony.</i></p>		Ongoing	COMPLETED and Ongoing	<ul style="list-style-type: none"> • Sgt. Dics and Cst. Rattray delivered Indigenous Peoples and TRC training to the Board in January 2021; • In 2022, six members of the Police Board completed a six-hour online course through the Indigenous Relations Academy. The training delves into the history of Indigenous Peoples in Canada, the Crown-Indigenous relationship and how that was formed, how current Indigenous issues impact Indigenous communities, Indigenous self-government, how western world views impact decision making, and how to cultivate effective Indigenous relationships. • In Q2 2024, Experiential Indigenous Learning is being held in partnership with the Kwantlen First Nation. This training will be offered to all Police Board members.
A.8 (R.19)	<p>Consider amending the Police Board Governance Manual to include a commitment to open and transparency in communication, and principles of reconciliation and recognition of Indigenous Peoples. This would be</p>		Q4 2021	COMPLETED	<ul style="list-style-type: none"> • In Q2 2021, drafting started of the TRC commitment statement for the Police Board; Cst. Rattray and Sgt.

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	complementary to the approved Transit Police values (Integrity, Professionalism, Accountability, Respect and Teamwork). [Board]				Dics were involved with the drafting process; consultation took place with contacts in the Indigenous community in Q2/Q3; Police Board completed its internal review and approval by September 2021, built into the Governance Manual and posted to the website for the public.
A.9 (R.20 & 21)	In consultation with the Province, Police Board to seek Indigenous representative for appointment to Police Board. [Board]		Q3 2023	COMPLETED	<ul style="list-style-type: none"> In Q3 2023, Board member Christina J. Cook was appointed to the Transit Police Board.
A.7 (R.19)	Consider vetting of the Police Board Governance Manual and post to the Police Board section of website. [Board]		Q3 2021	COMPLETED	<ul style="list-style-type: none"> Posted to website in July 2021.
A.14 (R.24)	Consider having the Police Board Chair remind new appointees to the Police Board of the importance of completing the orientation program. [Board]		Ongoing (upon new appointees)	COMPLETED and Ongoing	<ul style="list-style-type: none"> Board Secretary completes onboarding checklist for all new Board Members, including a one-on-one meeting with the Chair.