



# 2022-2026 Strategic Plan Q1/Q2 2023 Update Report



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## EXECUTIVE SUMMARY

This report details progress made in Q1/Q2 2023 against the eleven Objectives contained in the 2022-2026 Strategic Plan. Updates since the mid-year report are identified by blue text.

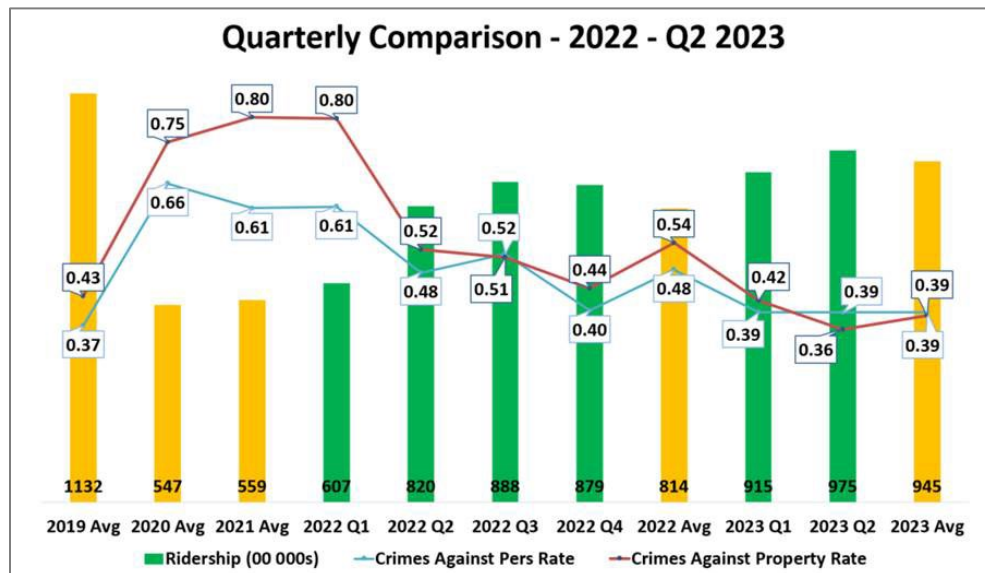
### Highlights for Q1/Q2 2023 include:

- Recruitment of the first ten 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. Training of the first CSO class commenced on June 26, 2023 and deployment is anticipated by Q4 2023. Recruitment of an additional 14 CSOs is now underway.
- 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.
- During Q2 2023, many Transit Police specialty teams were redeployed to 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. Reported perceptions of safety on the transit system also declined year-over-year.
- 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 Q1/Q2 2023:

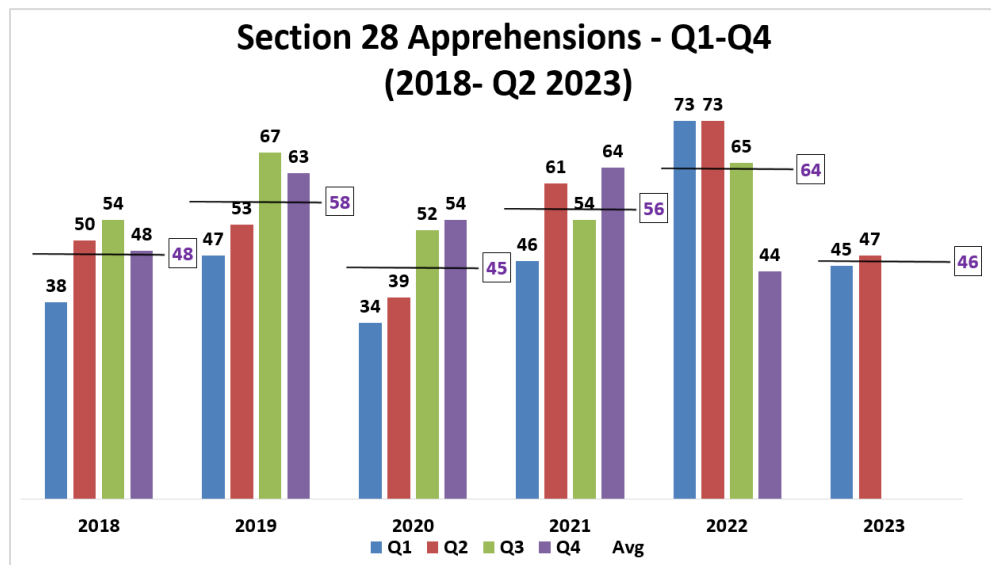
- The volume of reported Crimes against Persons in Q1/Q2 2023 was 767, a 4% reduction compared to the same period in 2022.
- The volume of reported Crimes against Property in Q1/Q2 2023 was 733, an 18% reduction compared to the same period in 2022.
- When the volume of reported crimes is compared to passenger volumes, the rates of Crimes against Persons and Crimes against Property dropped by 24% and 36% respectively, year-over-year. The rate of Crimes against Property is actually the lowest reported since 2012.



- After remaining level between 2021 and 2022, overall perceptions of safety on the transit system fell by 4% between Q1/Q2 2022 and Q1/Q2 2023. Q2 2023 was 3% lower than Q1 2023, which could be partly attributed to a number of high profile assaults on the transit system, which occurred in early April 2023 and were well publicized by media outlets.
- With the lifting of public health restrictions earlier 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 18 months. This continued in Q1/Q2 2023, with 370 community events attended or held, a 65.2% increase over the same period in 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, with scheduled community events and activities.



- The number of Joint Initiatives / Operational Plans with Jurisdictional Police Departments increased by 11.1%, with 179 events in Q1/Q2 2023 compared to 161 events in Q1/Q2 2022. The subcategory of festivals/concerts/sporting events increased from 24 to 39 events, as more large events in Metro Vancouver were scheduled. During Q2 2023, many recorded joint initiatives were joint high visibility patrols conducted at busy SkyTrain and bus locations alongside the local police of jurisdiction.
- The number of Section 28 Mental Health Apprehensions under the *Mental Health Act* decreased year-over-year from 146 events to 92 events, a 37% 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 80% of apprehensions resulting in the individual being admitted to hospital.



- Related to the above, a total of 15 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 67% increase from the 9 referrals made in Q1/Q2 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 remained level, with 1187 files generated in Q1/Q2 2023 compared to 1181 in Q1/Q2 2022. With thousands of text message advertisements now added at stations and on vehicles across Metro Vancouver in June, Transit Police is closely monitoring any change in reporting levels.
- Turnover amongst police officers (due to retirements and resignations) has been 2 percent lower on an annualized basis in 2023 compared to 2022. This may be partly attributed to the uncertainty about the Surrey Police Service that continued in the first six-months of 2023. With a provincial decision now rendered, Transit Police will monitor if turnover remains level or slightly increases once again.
- 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 Q1/Q2 2023, there was important progress on several new KPIs:

- A new feature in the Police Records Information Management Environment (“PRIME”) received its initial approval by PRIME Corp in Q2 2023. This will allow Transit Police to efficiently track files that are transferred from police partners. Follow-up discussions on how the feature was to be implemented were scheduled in Q3 2023.
- Self-disclosed diversity and inclusion questions were embedded into the Employee Morale Survey in June 2023. Initial high-level statistics have been provided below, with a detailed breakdown expected within the 2023 year-end Strat Plan report.

	KPI	Q1/Q2 2023	Q1/Q2 2022	%Change
1	Crimes Against Persons/100,000 Boardings	0.41	0.54	-24%
1b	Crimes Against Persons (Total Number)	767	799	-4%
2	Crimes Against Property/100,000 Boardings	0.43	0.67	-36%
2b	Crimes Against Property (Total Number)	820	1005	-18%
3	Joint Initiatives/Ops Plans with Jurisdictional Police	179	161	+11.1%
4	Files Transferred from Police Partners	New PRIME feature approved in Q2 2023	Not available	N/A – New KPI
5	Percentage of files that are On View	14% <sup>5</sup>	16%	-2%
6	Rate of Crime at Key Transit Hubs	Not yet available.	N/A - New KPI	N/A - New KPI

<sup>5</sup> Total on view files, where an Officer witnesses an incident or is immediately on scene.



	KPI	Q1/Q2 2023	Q1/Q2 2022	%Change
7	<b>Perception of Safety/Security<sup>7</sup></b> <i>(combined- average)</i>	73%	77%	-4%
8	<b>Number of Referrals to a Social Services Provider</b>	15	11	+36.4%
9a	<b>Number of Section 28 Apprehensions</b>	92	146	-37%
9b	<b>Number of Referrals related to Mental Health</b>	15	9	+66.7%
10	<b>Community/Partners Outreach Events</b>	370	224	+65.2%
11	<b>Police Files Generated from Text Reports</b>	1187	1181	+0.5%
12	<b>Employee Reported Levels of Pride</b>	62%	62%	0%
13	<b>Percentage of Diverse Employees by Rank</b>	37.4% <sup>13</sup>	N/A - New KPI	N/A - New KPI
14	<b>Number of Languages Spoken</b>	26	26	0%
15	<b>Employee Reported Levels of Trust in Supervisor</b>	76%	65%	+11%
16a	<b>Turnover rate as a percentage of actual strength (sworn)</b>	4.9% - 6 months 9.8% - annualized	5.7% - 6 months 11.4% - annualized	-1.6%

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

<sup>13</sup> 37.4% of all employees 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. With Employee Morale Survey results currently being evaluated in depth, a more detailed breakdown of each category will be provided in the year-end report.



	KPI	Q1/Q2 2023	Q1/Q2 2022	%Change
16b	Turnover rate as a percentage of actual strength (civilian)	3.5% - 6 months 7.0% - annualized	2.4% - 6 months 4.8% - annualized	+2.2%
17A	Percentage of Actual Strength to Authorized Strength (Civilian)	97.7%	102.4%	-4.7%
17B	Percentage of Actual Strength to Authorized Strength (Sworn)	100% (includes secondments)	104.9% (includes secondments)	-4.9%
18	Percentage of Employees meeting all required certifications/training	Annual Measure	78% <sup>18</sup> Full Year 2022	
19	Number of Substantiated <i>Police Act</i> "Public Trust" Complaints	0	2	-100%

<sup>18</sup> 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 (93%), HR Policies / Respectful Workplace (97%), and BC Evidence-based, Risk-focused Intimate Partner Violence Investigations (82%). Percentage is blended rate of those employees meeting all requirements.





## 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.

**Patrol Focused Initiatives** – In 2022, the Criminal Intelligence Unit worked with Patrol Officers on crime reduction initiatives at several busy SkyTrain Stations, such as Surrey Central, Main Street and Metrotown. Some of the stated goals of these initiatives were to reduce theft at nearby retailers, eliminate the theft (or attempted theft) of bikes and to enforce existing ‘no-go’ conditions of release for offenders. Patrol Officers also partnered with City of Surrey Bylaw Officers in daily deployments in the area surrounding Surrey Central Station for safety reassurance to transit passengers and to address issues of crime and disorder.



Following a series of high-profile violent incidents on the transit system in early-April, 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.

**Targeted Mobile Enforcement Team** – In 2022, the Targeted Mobile Enforcement Team focused on a number of identified problem areas, including bus lane enforcement in Vancouver, Richmond, Surrey and Langley, fare enforcement at



SkyTrain Stations and on bus routes in Vancouver and Surrey, speed enforcement on the Golden Ears Bridge, Patullo Bridge and other transit roadways, and distracted driving enforcement outside SkyTrain Stations and bus loops, in conjunction with cross-regional police partners. In 2022, TMET issued 3397 Fare Infraction Notices (down 12% from 2021) and 2756 Provincial Violation Tickets (up 13% from 2021), made 50 warrant arrests, issued 59 Immediate Roadside Suspensions, opened 268 police files and engaged in 128 joint operations with 32 different law enforcement agencies across the Transportation Service Region.

The Targeted Mobile Enforcement Team 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.

**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 2022, the CST conducted a variety of investigations which resulted in 35 Reports to Crown Counsel, executed 9 search warrants, made 91 warrant arrests and engaged in 12 joint operations with other police partners to make arrests and reduce crime.

In Fall 2022, the Crime Suppression Team 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.

**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 4550 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.



**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.



**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.)

### **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.

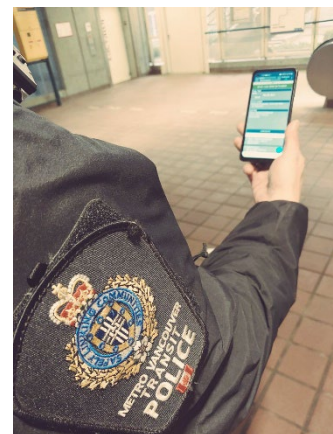
Action 1.2.3: Increase the interconnectedness of technology systems and consider the associated impact of future technologies.

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. [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 Q1/Q2 2023, printer replacements for 11 sub-offices were received and installed.](#)

**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.

**Information Technology (“IT”) Future Planning** (in progress) – Transit Police’s Administrative Services Division is in discussion with an independent organization regarding the development of an IT strategic plan that looks at what is in place now and where Transit Police wants to go with their IT services in the future. This project is currently progressing, with a final report to follow.



**Network Connectivity** (in progress) - As part of the Digital Evidence Management System (DEMS) Project, Transit Police is conducting a review of current infrastructure networking connectivity (e.g. fiber) to ensure that it is adequate for hub site video viewing. The back end infrastructure is due for a capital refresh in 2023, which will provide higher processing capabilities for digital management. 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 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 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.*

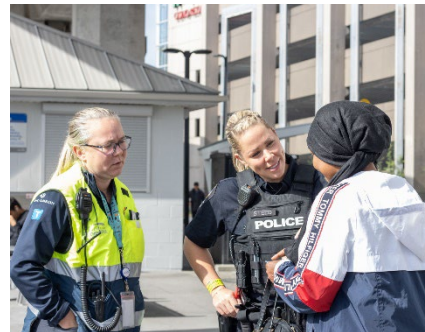


## Strategic Pillar 2.0 – Engaged Community Partners

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 July and August 2022, volunteers handed out cold bottles of water to those who needed them. In December 2022, during a cold wave, 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** (in progress) – 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.

**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.

**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 Q1/Q2 2023, the Mental Health Liaison made 15 referrals for new clients \(an increase from 9 referrals in Q1/Q2 2022\), 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.

**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.

**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.

**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.

**Safety on Transit Campaign (60% Complete)** – A proposal was brought forward to the TransLink Marketing team regarding a safety education campaign on all modes of

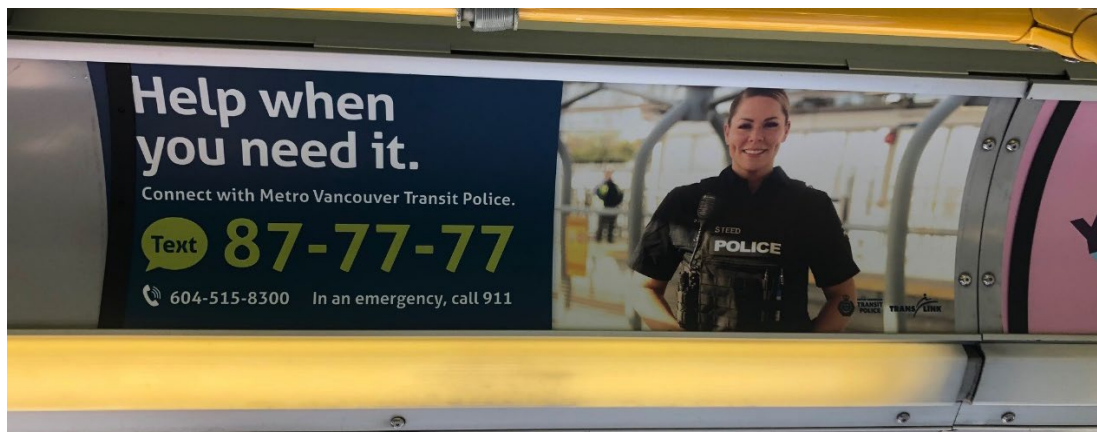


transit. This is due to the number of new passengers using the transit system for the first time as well as returning passengers who are beginning to use the system as pandemic restrictions ease. The proposed campaign would feature different ads for each mode of transit, highlighting the forms of safety 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)

Additional print decaling and ad spaces, as well as direct outreach opportunities, are being identified for the Fall 2023.



**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**

**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.

Discussions have commenced with the New Westminister Police, Downtown New Westminister Business Improvement Association and Qayqayt First Nation about the establishment of a Blue Eagle Community Cadet program for New Westminister.

**National Indigenous Peoples Day Speaker Session** – 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.

**Working Effectively with Indigenous Peoples Training** – 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.’

**Membership on Regional Boards** – In Q1/Q2 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.

Sgt. Dics also serves 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.

#### **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.

**Perceptions of Safety Analysis** – 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. There are currently 15 members on the Council representing a variety of different communities.

**Website Update Project** (in progress) – Transit Police’s Communications Team is working 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 is anticipated for completion by the end of Q3 2023, with a number of visual/design enhancements to follow. A test site with the enhancements has been established.



*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

**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.

**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 training planned for [late Fall](#) and 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.

**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 (75% complete)** – 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 will be 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**

**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 included nine guest speakers from a range of different Transit Police units including K9, media, GIU, CET, recruiting. [Additional info sessions have been scheduled throughout 2023 and continue to be well attended.](#)





**Community Safety Officer Recruitment:**

Recruiting for the next class of 14 Community Safety Officers is currently ongoing. In addition to hosting regular information sessions at Transit Police HQ, numerous events were attended by the Transit Police recruitment team throughout the summer, 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.

**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 and Q2 2023 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.

**EDI Survey** (pending Employee Morale Survey results) – 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 and the results will be presented to the Police Board, TSML Directors, management and employees in the Q3/Q4, 2023.

**Member Support and Development** (in progress) – In support of police member wellness and career development, a newly established position was created:



Sergeant, Member Support & Development. The Sergeant will fulfill an important liaison role with new police recruits during their time at the Police Academy/Justice Institute of BC, provide supervision and support to those officers who are on a secondment with external joint law enforcement units, work 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.

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

**Bi-Monthly Employee Newsletters** – Transit Police has an employee newsletter issued twice a month (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, an external announcement to media was planned for Q1 2023.

**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.

Training for the first class of ten Community Safety Officers was underway by the end of Q2 2023. The 19-week training program will include 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 are also being 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 Centres** (in progress) – Early planning is underway for the establishment of a Community Policing Centre (“CPC”) located in Burnaby / New Westminster, building on the success of the Waterfront CPC program in Downtown Vancouver. Expansion of this successful program is currently pending 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. A job description [has been created for the position](#) [and interviews are ongoing](#).

**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 2023, as part of the regular rotation of training for employees, included:

- **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 to launch 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.

**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, with similar surveys planned for 2024 and 2026. This shorter survey complements the longer Employee Morale Surveys that occur 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 (2021 participation rate was 77%) may indicate some survey fatigue as Transit Police has migrated from semi-annual to annual surveys.

**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 Q1/Q2 2023, only five Ask the Chief questions were received. This is the lowest number of questions since Q1/Q2 2020, when only two questions were submitted.





**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 very first class of Community Safety Officers was sworn in on June 29 2023 and began their 19 weeks of training. Deployment is anticipated by November of 2023.*



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## CONCLUSION

Throughout Q1/Q2 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 June 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' in 2023. The next Strategic Plan update report (2023 year-end report) will be brought forward in February 2024.

