



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 2, 2025

Subject: 2024 Year End Report on 2022-2026 Strategic Plan
[Police Board Report No. 2025-06]

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 2024 report on supporting actions undertaken from July to December 2024 and full-year Key Performance Indicator ("KPI") results. The report presents the implementation status for the three Pillars, containing 11 Objectives and 19 KPIs. Updates since the 2024 Mid-Year report are indicated through the use of [blue text](#).

To assist in the organization of each Objective's implementation, actions are broken down into three completion stages:

- Completed: Project/initiative has been completed, based on accepted scope of work
- In Progress or Pending: Action is currently underway



- Ongoing: Action is now an ongoing function of Transit Police

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 / acceptable range
- **Yellow** – requires monitoring
- **Red** – needs action

The analysis of data sets for two KPIs (Percentage of Files that are On View, Referrals Related to Mental Health) are in-progress and the numbers will be provided to the Police Board once available. The report will be updated prior to posting on the Strategic Plan public website. A newly dedicated Data Analyst, responsible for tracking and delivery of the KPIs, was one of the civilian professional positions approved for 2025. This position will be posted for applicants in Q2 2025 and is expected to be filled by Q3 2025.

CONCLUSION

Following receipt of the 2024 Year End Strategic Plan 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.

Chief Officer Muir

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Submitting Senior Executive Member: Chief Officer Muir



2022-2026 Strategic Plan 2024 Year End Update Report



EXECUTIVE SUMMARY

This report details progress made in 2024 against the eleven Objectives contained in the 2022-2026 Strategic Plan. Updates since the 2024 mid-year report are identified by blue text.

Highlights of 2024 include:

- The second and third classes of Community Safety Officers (“CSOs”) graduated in March and October 2024 respectively and joined their patrol squads. This brought the total complement of CSOs up to 24, as intended for the pilot program. Due to anticipated attrition, largely due to CSOs successfully transitioning to become full police officers, another class of CSOs is anticipated to begin in Q2 2025, to maintain the full team complement.
- As an intelligence-led police service, Transit Police frontline resources focused on a number of targeted projects, including increased bus lane enforcement (starting with the new R6 route in Delta/Surrey in January, then expanding to other areas where reports indicated safety issues and concerns), working with security and transit partners on targeted enforcement/patrols at busy transit hubs in Vancouver, Burnaby, Surrey and Langley, and increased high visibility patrols at Downtown Vancouver stations (including during the Stanley Cup Playoffs). Many of these projects were provincially funded through the Repeat Violent Offender Intervention Initiative – Special Investigation and Targeted Enforcement (“SITE”) program, which provides expanded resources to strengthen targeted police investigations of repeat violent offending cases and enhance coordination between police agencies.
- In 2024 Q2, there were seven one-day Experiential Indigenous Learning sessions held in partnership with the Kwantlen First Nation. This important and impactful training was taken by a combination of 209 personnel, including senior leaders and Police Board members.
- Between September 26 and November 1, 2024, Transit Police commissioned a Community Safety Survey of transit riders and those who had interacted with Transit Police over the past year. The survey ensured compliance against new BC Provincial Policing Standards that went into effect in 2023, with a survey of this scope necessitated by mid-2026. Various demographic quotas were set to ensure sufficient sample sizes for select demographic subgroups and the survey was offered for longer than initially anticipated in order to collect additional responses from identified equity deserving groups.

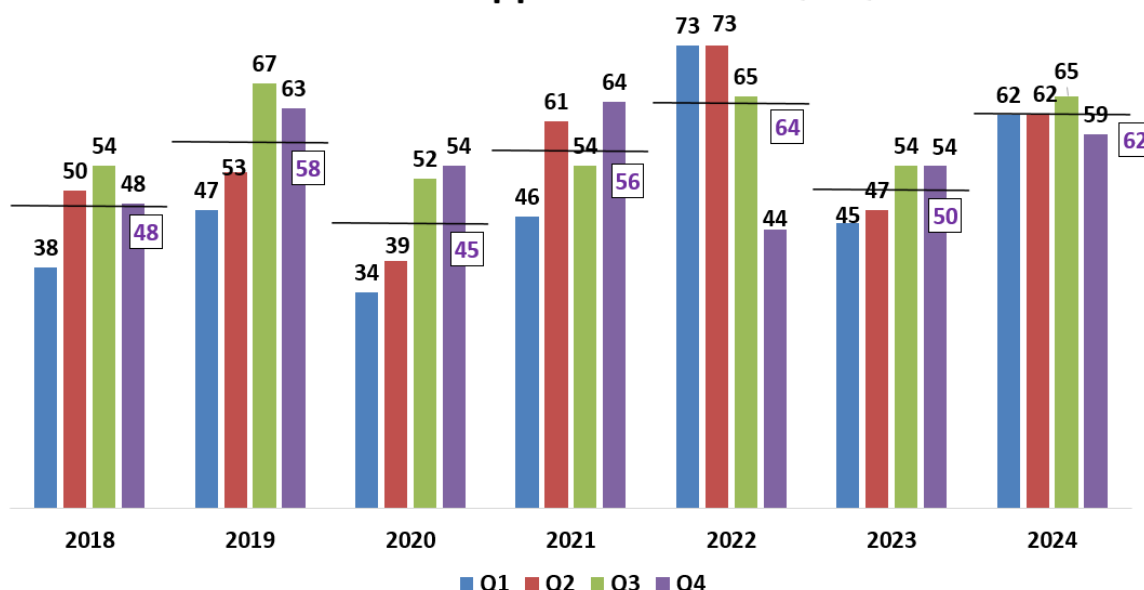


KPI stats of note for 2024:

- The volume of reported Crimes against Persons in 2024 was 1449, a 7% reduction compared to 2023.
- The volume of reported Crimes against Property in 2024 was 1504, an 11% reduction compared to Q1/Q2 2023.
- When the volume of reported crimes is compared to boarded passenger volumes, the rates of Crimes against Persons and Crimes against Property **dropped by 10% and 13% respectively, year-over-year**. The rate of Crimes against Property is the lowest reported since 2012.
- Perceptions of safety decreased by 2.1% in 2024. This is the fourth consecutive year where there has been a reported decrease, which is being closely monitored by Transit Police and TransLink given declining crime rates and increased patrols by new Community Safety Officers and Transit Security.
- In 2024, Transit police attended 610 community events, down 25% from 2023 (which was a record-setting year), but is otherwise the second busiest year since Transit Police began tracking this KPI in 2016. This is mostly due to a prioritization of events/activities by the Neighbourhood Police Officers to focus on where attendance has been shown to reach high volumes, or target audiences/demographics, and a focus on frontline patrols with police partners and Transit Security.
- The number of Joint Initiatives / Operational Plans with Jurisdictional Police Departments increased by 18.8%, with 428 events in 2024 compared to 360 events in 2023 and 350 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 Mental Health Apprehensions under Section 28 of the *Mental Health Act* increased from 200 events to 248 events, a 24% increase when comparing 2023 to 2024. Historically, Transit Police has trended between 200 and 250 Mental Health Apprehensions per year; 2024 remains within this long-term trend. These individuals were taken to hospital for assessment from medical practitioners, with 79% of apprehensions in 2024 resulting in the individual being admitted to hospital, a 1% decrease in admittance compared to 2023.



Section 28 Apprehensions - Q1-Q4



- The volume of police files generated from text messages [fell in 2024, with 2,103 files generated in 2024 compared to 2,373 in 2023](#). Despite the decrease in police files, there was a [10% increase in text messages received, from 5,927 conversations to 6,503 conversations](#), indicating that many the text reports being received may not always 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 2.1% higher in 2024 as compared to 2023; however, it was still 0.7% lower than in 2022](#). Impacts on retention for Transit Police and throughout the Lower Mainland, with the establishment of Surrey Police Service as the police of Jurisdiction, continues to be monitored and strategies implemented to mitigate the impact.
- Turnover amongst Community Safety Officers remains high on a percentage basis; however, the majority of outgoing CSOs moved into Police Officer Recruit positions at Transit Police, thereby reflecting a positive migration within Transit Police.
- Civilian professional positions saw an increased turnover rate as well, largely due to employees retiring or moving out of Province, which represented 50% of civilian professional resignations.



Key Performance Indicators

	KPI	2024	2023	%Change
1	Crimes Against Persons/100,000 Boardings	0.36	0.40	-10%
1b	Crimes Against Persons (Total Number)	1449	1552	-7%
2	Crimes Against Property/100,000 Boardings	0.37	0.43	-13%
2b	Crimes Against Property (Total Number)	1504	1682	-11%
3	Joint Initiatives/Ops Plans with Jurisdictional Police	428	360	18.8%
4	Files Transferred from Police Partners	735	Not available	N/A – New KPI
5	Percentage of files that are On View	<i>Not yet available.⁵</i>	16%	N/A
6	Rate of Crime at Key Transit Hubs	<i>Not yet available.</i>	<i>Not yet available.</i>	N/A - New KPI

⁵ Data reviewed and requires additional customization to meet the format request of the Police Board at the Q4 2024 meeting. Will be added and report redistributed to the Police Board prior to posting on the website.



	KPI	2024	2023	%Change
7	Perception of Safety/Security⁷ <i>combined average</i>	71.4%	73.5%	-2.1%
8	Number of Referrals to a Social Services Provider	See mental health referrals.	See mental health referrals.	n/a
9a	Number of Section 28 Apprehensions	248	200	24%
9b	Number of Referrals related to Mental Health	Pending ⁹	32	
10	Community/Partners Outreach Events	611	814	-25%
11	Police Files Generated from Text Reports	2103	2373	-11%
12	Employee Reported Levels of Pride	Bi-annual Survey	62%	n/a
13	Percentage of Diverse Employees by Rank	Bi-annual Survey	37.4% ¹³	n/a
14	Number of Languages Spoken	26	28	-7%
15	Employee Reported Levels of Trust in Supervisor	Bi-annual Survey	76%	n/a
16a	Turnover rate as a percentage of actual strength (Police Officers)	14.9%	12.8%	2.1% (16 percent comparative increase)

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

⁹ Information to be provided by MHL at the end of April 2025.

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	2024	2023	%Change
16b	Turnover rate as a percentage of actual strength (CSOs)	29.2% ^{16B}	n/a	n/a
16c	Turnover rate as a percentage of actual strength (Civilian Professionals)	10.2% ^{16C}	6.9%	3.2%
17A	Percentage of Actual Strength to Authorized Strength (Police Officers)	95.9% (includes secondments)	96.6% (includes secondments)	-0.7%
17B	Percentage of Actual Strength to Authorized Strength (CSOs)	95.8% ^{17B}	n/a	n/a
17C	Percentage of Actual Strength to Authorized Strength (Civilian Professionals)	87.8%	96.6%	-8.8%
18	Percentage of Employees meeting all required certifications/training	96.7% ¹⁸ Full Year 2024	80% Full Year 2023	16.7%
19	Number of Substantiated Police Act "Public Trust" Complaints ¹⁹	0	1	0%

^{16B} This takes into account the fact that four CSOs were hired as Transit Police officers in Q2 2024, so the majority of the turnover translated into a positive impact for Transit Police.

^{16C} Three retirements. Two individuals moved to another province. Four people went to another agency.

^{17B} This count reflects the number of CSOs at year-end. Actual strength was higher as various points of the year.

¹⁸ Training includes Cyber Security, People & Culture policy acknowledgements and Indigenous Awareness Training. 10 employees did not complete the People & Culture Policy Acknowledgement due to being on maternity, injured or long-term leave. Six officers did not complete the Indigenous Awareness Training for the same reason.

¹⁹ There may be further changes to the substantiated complaint rate as some 2024/2025 files may remain under investigation or are not yet concluded through the Office of the Police Complaint Commission process.

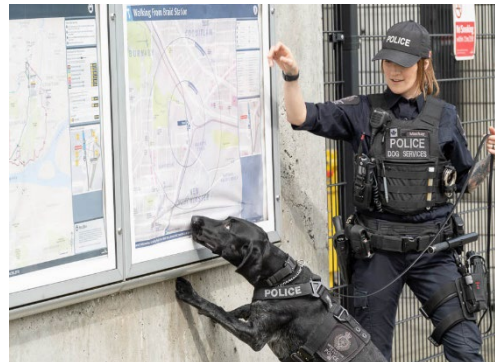


Strategic Pillar 1.0 – Cross Regional Policing

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

Completed Items

Carver Training – During September 2024, Transit Police and TransLink collaborated to host CARVER Training, a security vulnerability assessment to understand the threats, weaknesses and probability of an attack that could impact a facility, person, system or event. CARVER methodology stands for Criticality, Accessibility, Recoverability, Vulnerability, Effect and Recognizability. TransLink, Canada Line, BC Rapid Transit Company (“BCRTC”), Coast Mountain Bus Company (“CMBC”), Richmond RCMP, BC Ferries and Transit Police all had representatives take the course, with a total of 16 employees completing the training.

Joint Training Sessions with JPD and Enterprise Partners (Complete) – In May 2024, a Patrol Sergeant organized and facilitated a two-day joint cross-training session on an active threat and critical incident on a bus. This joint operational training session fostered a strong working relationship between Transit Police, the Vancouver Police Department and Coast Mountain Bus Company. This initiative supports Transit Police’s efforts to remain trained and attune to threats against the transit system.

In Progress Items

Memorandum of Understanding Updates (In Progress) – In Q4 2024, a joint kick-off meeting was held between Transit Police and the 17 jurisdictional police partners (“JPDs”) in Metro Vancouver, to oversee the bi-annual update to the MVTP-JPD Operational Memorandum of Understanding. Updates to the MOU are anticipated to reflect the additional capabilities added in recent years such as the Targeted Mobile Enforcement Team and Crime Suppression Team resources.

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, budget, licensing and roll out.

Ongoing Items

Patrol Focused Initiatives (Ongoing) – During Q3/Q4 2024, Patrol Squads and Community Safety Officers (“CSOs”) 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. Some highlights include:

- In July 2024, Transit Police arrested two men in connection with an alleged organized theft operation after a search warrant was executed on a Burnaby residence. Seized were over 800 stolen items from lululemon, with a retail value of nearly \$100,000, as well as CDN \$17,638 and US \$1,700 in currency. The investigation commenced in April by Transit Police patrol officers arising from a ‘Theft Over \$5,000’ arrest at the Metrotown SkyTrain Station. The lululemon Asset Protection Officers had alerted Transit Police to the suspect’s alleged shoplifting routine and dependence on using SkyTrain. Plain-clothes Transit Police Officers intercepted the suspect. During the course of the Transit Police subsequent investigation, it was found that there was a large scale, organized theft operation, targeting lululemon stores across the Lower Mainland, which led to the additional July arrests.
- In September 2024, a media outlet reported that a New Westminster resident stated people have been shouting and using drugs at a bus stop and that a little girl was unable to catch the bus as she could not wait at a stop. In mid-October, Transit Police Patrol Officers implemented a three-day project to target offences and loitering at bus stops along the transit system. This project resulted in one arrest on an outstanding warrant, four drug possession arrests, four liquor violations and 16 vulnerable individuals who were offered resources and moved along to clear occupied bus stops.
- Transit Police Patrol Officers initiated a two-day project, funded through the SITE Program, to target violent and property crime at and around Commercial



Broadway Station. On September 27 and October 5, six officers deployed in uniform and plain clothes capacity to covertly patrol the location with an objective to prevent violence and enhance public safety. The project resulted in 11 arrests, 19 violation tickets, 10 fare infraction notices and 16 liquor violations.

Crime Suppression Team (Ongoing) – 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 2024, CST was involved in 144 arrests, and items seized included 110 weapons (including 31 firearms), 4996 grams of Fentanyl, 970 grams of Cocaine and 1146 grams of other drugs including cannabis.

An example of CST initiatives for the Q3/Q4 2024 period follows:

In September 2024, CST completed a six-month investigation which led to arrests and a large amount of drugs and firearms being seized. This resulted in charges against two individuals and halted a sophisticated Surrey-based drug dealing operation centred in and around Surrey, including at the transit system, which disguised fentanyl as dog treats. Charges have been approved for two individuals, both from Surrey, including; 10 counts of Trafficking in a Controlled Substance, four counts of Possession of a Firearm without a License.



Targeted Mobile Enforcement Team (Ongoing) – The Targeted Mobile Enforcement Team (“TMET”) conducts works in partnership with Jurisdictional Police and public safety agencies to provide strategically focused enforcement on and near the transit system, including enforcement of fares and for dedicated bus lanes. Some examples of this in Q3/Q4 2024 are listed below:

- TMET, along with Transit Security and CSOs, have taken part in three large-scale fare enforcement initiatives at Scott Road, Surrey Central and Broadway-Commercial Stations. The initiative was conducted to increase the feeling of safety for the travelling public during the later evening hours. The initiatives involved deployment of both uniform and plain clothes police officers. This



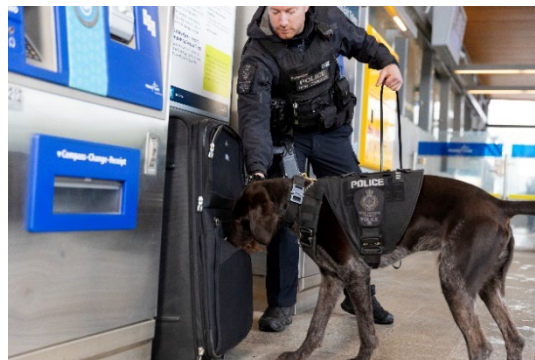
initiative resulted in issuing of 401 Fare Infraction Notices and Violation Tickets, five police files and one warrant arrest. The initiatives also showed that team work between Police, CSOs and Transit Security can increase the successful outcomes of such fare checks.

- Transit Police also took part in 'Light up the Province,' a roadblock covering all exits along Hwy #1 from Chilliwack to West Vancouver. Over 35,000 vehicles were checked. 1,421 ASD (portable Breathalyzer) tests were conducted, which resulted in 74 impaired drivers being removed from BC roads. This initiative involved 19 police agencies, ICBC, Road Safety BC, MADD Canada, and the BC Coroners Service. BC Highway Patrol was very appreciative of the significant role the Transit Police played in making this event a success.
- Over the month of December, during the impaired driving winter campaign, TMET took 24 impaired drivers off Metro Vancouver roads. Two prohibited drivers were also taken into custody. The joint impaired driving projects were in done in conjunction with police from Surrey, West Vancouver, North Vancouver and Burnaby. Such initiatives help maintain safer roads for the transit staff and passengers across the transit system.



Explosive Detection Dog Team (Ongoing)

– 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, bringing the total number of dog teams up to seven. In 2024, the team responded to calls for service related to bomb threats and suspicious/unattended packages (93), handled other police calls for service (171), assisted patrol (257), and provided mutual aid to jurisdictional police (37) in explosive threat events.



Explosive Detection Sweeps Conducted



2022	2023	2024
4550 sweeps	5259 sweeps	4553 sweeps

In Q4 2024, the Transit Police Explosive Detection Dog and Communications Teams worked with BCRTC’s videographer to develop a training video for transit staff on the Hidden, Obvious, Typical (“HOT”) Principal as well as response protocols when locating suspicious/unattended packages across the transit system (including the K9 Unit resource). This training video is now completed.

Chief’s Presentations to JPD Boards and Municipal Councils (Ongoing) – 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), the City of Burnaby Public Safety Committee (June 2023) and the City of Surrey Public Safety Committee (October 2024). Transit Police has also been invited to participated in the Surrey Board of Trade Women & Youth Safety Roundtable in January 2025.

FIFA World Cup 2026 Preparations (Ongoing) – 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.

Global Shield (Ongoing) – 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.

Global 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 Global Shield.

Officer Secondments (Ongoing) – Officers are periodically seconded to regional agencies where there is a nexus to the Transit Police mandate and strategic plan, These provide important opportunities to develop subject matter expertise, expand external contacts and relationship building with cross regional policing partners and benefit crime analysis and intelligence sharing amongst partners.

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.

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.

In 2024, one Inspector was seconded over from Vancouver Police and assisted in the implementation of two third-party reviews: one focused on operational and administrative efficiencies and the second focused on a refresh of the Transit Police brand.

Operational Planning and Special Events (Ongoing) – 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.

In Q1/Q2 2024, Transit Police updated its policy on hostages/barricaded persons as well as created a new operational protocol on Active Deadly Treats and Mass Casualties. Such policies are aligned with Jurisdictional Police Department protocols in the Transportation Service Region, and assist the organization in readiness for special events and critical incidents, as well as preparation for FIFA 2026.

The Transit Police's Operations Planning Unit completed unprecedented preparation and coordination with the TransLink Operating Companies for the Taylor Swift concert series at BC Place (December 6-8). Transit Police Explosive Detection Dog Teams conducted sweeps of the stadium and security checks in the area. The additional services arranged by TransLink, the police presence at the SkyTrain Stations adjacent to the event, and the pre-event explosive detection patrols, contributed to a successful, safe event each night.



Police Board Community Meetings

(Ongoing) - In June 2024, the Police Board held a public board meeting in out in the community (held at Simon Fraser University – Surrey campus) which was well attended with a dozen representatives from local community organizations representing colleges and universities, community outreach/support and safety/security. Resulting from the discussions at the Transit Police Board Meeting held at Simon Fraser University Surrey on June 14th, the NPO for Surrey/Langley conducted follow up with some attendees which included meetings held with a local Surrey college.



SECURUS Program (Ongoing) – 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.

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

Completed Items

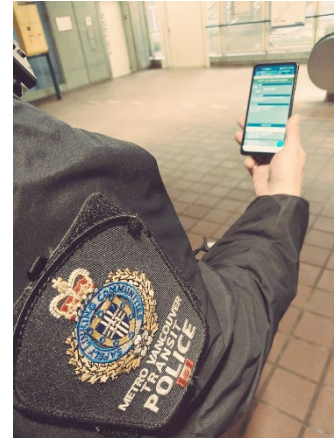
Automated License Plate Recognition (Complete) – Transit Police developed Standard Operating Procedures on the use of Automatic License Plate Recognition (“ALPR”) system in/on its police vehicles as an investigative aid that can improve road safety and reduce property crime. ALPR is used for the prevention and detection of stolen vehicles, detection of provincial traffic violations, and is effective for all types of criminal investigations where a vehicle link is possible/probable. ALPR cameras photograph and store licence plate images from moving and stationary vehicles. The ALPR computer compares the licence plate images with national and provincial databases for enforcement purposes. ALPR devices are approved for use by police agencies in BC.

The ALPR program to be used by the Transit Police will be the “Neology PIPS ALPR” program managed by the Royal Canadian Mounted Police (“RCMP”). [Selected Transit](#)



Police Officers were trained and one ALPR was acquired through special funding and operational by the Targeted Mobile Enforcement Team (TMET) beginning in Q3 2024. Transit Police will be obtaining a second unit in 2025.

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.



IT Standby Support (Complete) – 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.

MDT Refresh/Replacement Projects (Complete) - Police vehicle mobile data terminals ("MDTs") were 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. All MDTs and docking stations were upgraded to the new model for 2024.

In Progress Items

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. [Improvements to the network connectivity were completed at three hub stations in Q4 2024: Commercial-Broadway, New Westminster and Lougheed Stations. Coquitlam Centre is scheduled for upgrades in Q1/Q2 2025.](#)



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.

Sub Office Intercoms and Signage – As part of the brand refresh project underway at Transit Police, updated signage and messaging at the hub and sub offices will be installed. This includes two-way intercom capabilities at stations (such as New Westminster, Commercial-Broadway and Waterfront) and expanded ‘See Something Say Something’ messaging that clearly articulates how transit passengers and employees can seek Transit Police assistance in the event of a safety concern.

Ongoing Items

Cellular Phone Upgrade (Ongoing) – This project upgraded all Police Officer phones to be compatible with current applications and systems deployed. 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.

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. All suboffice computers were refreshed in 2024. With respect to longer-term planning, additional sub offices opening in 2025 (Metrotown and Brentwood) will require new equipment.

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

Ongoing Items

Future Deployment Office Planning (Ongoing) – 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. [A current market survey/environmental scan was done of potential sites. Transit Police is continuing to work with TransLink Real Estate around developing a timeline and best approach given the various options now identified.](#)

Future Expansion Planning (Ongoing) – 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). [An example of this is the addition of the Metrotown Hub Office in 2025 \(space now secured\).](#)

Future Staffing Analysis (Ongoing) – 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.

Hub/Sub Office Expansion – As one of Transit Police’s hub stations (and the second busiest SkyTrain Station on the transit system) work has been underway to secure a hub office at Metrotown. Working with the Metrotown Property Management and Safety and Security team, a space adjacent to the bus loop was identified in 2024 and permitting later secured. The space is expected to open by mid-2025.

Work has also been underway on a new sub office space at Brentwood SkyTrain Station, which has been undergoing substantive renovations. The space is expected to be ready for opening and operational use towards the end of Q1 2025.

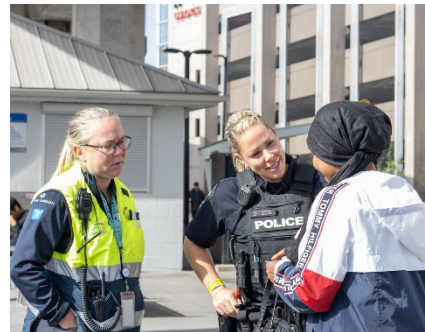


Strategic Pillar 2.0 – Engaged Community Partners

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

Completed Items



Homeless Outreach Pilot (Complete) – 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 2023/2024, 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, CSOs, members of the Community Engagement Team and CPC volunteers with a continuous supply of essential items to hand out to individuals who are unhoused, that they may encounter during their daily patrols.

Crisis Led Community Response

(Complete) - Over Q2 2024, Transit Police Patrol Squads were each given a presentation from the New Westminster Crisis Led Community Response (“CPCL”) on their service and resources. CRCL is a mobile, community-led team that offers support to individuals experiencing a mental health and/or substance use crisis. It is an alternative or auxiliary response to police intervention,

providing crisis support that focuses on prevention, health and well-being. CRCL is operated by the Lower Mainland Purpose Society and is available as a resource for both Transit Police Officers and other transit staff, 7 days per week. Each team is

In February 2024, CPC volunteers were handing out cold weather supplies outside Main Street Science World and found an individual who was non-responsive. The volunteers worked together to perform first aid, administer Naloxone, call 911 and direct bystanders. Thanks to their quick action, the man gained consciousness and was turned over to EHS.



comprised of a Mental Health Worker and a Peer Support Worker (someone with lived or living experience), who attend to crisis calls during set service hours. This initiative is to help respond to the needs of individuals most impacted by mental health and substance use, and provide trauma-informed, culturally safe support to youth and adults.

In Process Items

HealthIM (In Progress) – Transit Police began work to introduce the HealthIM App as a tool for Transit Police Officers. HealthIM is a software application that enables police and medical professionals to document interactions and have access to client-specific safety and de-escalation information when responding to mental health calls. Prior to responders interacting with a person in crisis, they can access relevant information generated from Brief Mental Health Screener (“BMHS”) reports. Implementation timelines are currently being determined by health authority partners [but full implementation is anticipated to proceed by the end of 2025](#).

Youth Liaison Officer Position (In Process) – 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 was part of an Operational Review that was launched in 2024. [The YLO job description was confirmed by the end of 2024, with the intent to fill in Q1 2025](#).

Ongoing Items

Blue Eagle Surrey Community Sponsors (Ongoing) – 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 2023/2024, 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, Surrey Schools and [Toronto Dominion Bank's Community Funds Program](#).

CIU Connect Liaison Meetings (Ongoing) – 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.

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

- Anti-hate / safety outreach pop-up events in Community Service Area 1 - Vancouver/Richmond (2022)
- Multilingual transit safety information/presentation at various school safety events: Surrey Schools (2022), UBC (2023), Hugh Boyd (2024), [Hillcrest \(2024\)](#), [Vancouver Community College \(2024\)](#)
- Project 529 bike registrations (ongoing)
- Seniors Health and Safety Fair (2022) and the Seniors Resource Fair (2023)
- Sky's the Limit Recruitment Event (2024)
- Transit safety presentations delivered to the Blue Eagle Community Cadets (ongoing)
- Vancouver Coastal Health Safety Summit (2023, 2024)
- Vancouver Police Department Safety Fair (2022)



Additional festivals/events attended by the CPC team to hand out transit safety information included the Car Free Days in lower mainland, Celebration of Lights, Collingwood Days, [Coquitlam Trick or Treat Halloween event](#), the Edmonds Festival of Lights, the Fair at the PNE, Gastown Cleanup Party, [Heroes in the Park](#), Lunar Parade, May Day Parade, [Taylor Swift Concert patrols](#), Surrey and Vancouver Vaisakhi Parades, and numerous ICBC Pedestrian Safety Events in the fall.



CPC support during extreme weather events (Ongoing) – CPC volunteers have taken a proactive approach to assisting people in vulnerable circumstances who are on or 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. This type of assistance continued during 2024. During periods of extreme cold, the Neighbourhood Police Officers will team up with Patrol Officers for the evening shift and proactively distribute hot chocolate, blankets and warm clothing items, while also offering and providing assistance in locating nearby shelters. [An example of this is the late-December Outreach Drive, where members of the Community Engagement Team and Patrol Officers to conduct large scale outreach with hot chocolate and food over the course of the day and evening.](#)

Mental Health Liaison Officer (Ongoing) –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 (“MHL”), 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 MHL 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.

Multi-Jurisdictional Offender Meetings (Ongoing) – 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 – ReVOIII (Ongoing) – 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.
- In 2024, Transit Police received SITE funding for eight projects including enhanced visibility patrols at/around transit hubs in Downtown Vancouver and patrols at the Langley Centre bus loop.

Regional Policy Group Collaboration (Ongoing) – 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. This regional and national networking continued into 2024.



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).

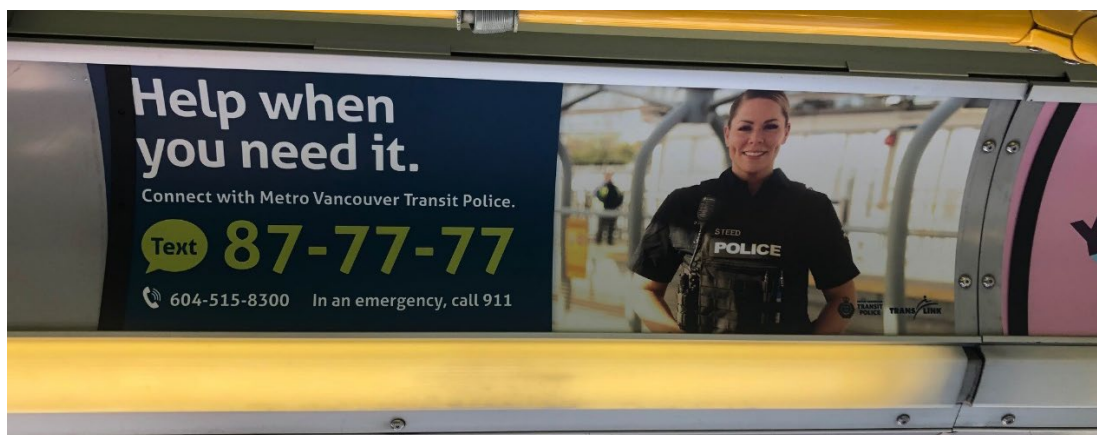
Action 2.3.2: Target outreach to identified community groups that require safety education and support.

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

ACTION ITEM UPDATES

Completed Items

2023 Safety on Transit Campaign (Complete) – In 2022, a proposal was brought forward to the TransLink Marketing team regarding a refreshed 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. Initial rollout of platform posters at SkyTrain Station locations occurred in Q4 2022.

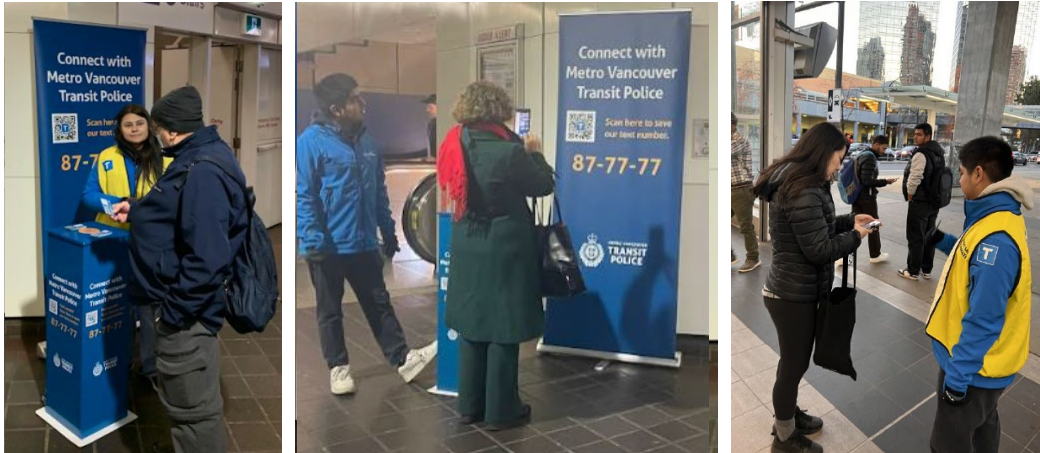


In Q1/Q2 2023, work on this campaign progressed with the support of TransLink's Marketing and Communications teams. In June 2023, 5000 horizontal bus safety advertisements and 200 horizontal SkyTrain safety advertisements were installed. This



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.

In addition to the permanent decals now being fully installed on SkyTrain and bus windows, the larger format transit system advertisements continued to be placed on the transit system in 2024.



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.



Ongoing Items

Muslim Community Outreach (Ongoing) – Members of the Transit Police Community Engagement Team continue 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 and 2024, the NPO continued with this important outreach including:



- Drop ins at various mosques for Friday prayers and quarterly events
- Nisa Homes Foundation' hosted discussion on how to improve resources for marginalized women (2023)
- Pakistan Independence Day event hosted by the Pakistan Consular General (2023)
- Eid celebrations taking place at BC Place (2024)
- [Safety tips and awareness at the Ismaili Centre of Vancouver \(2024\)](#)



Transit Safety Education/Outreach to Newcomers

(Ongoing) – 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. [In Q3/Q4 2024, Neighbourhood Police Officer Peter Kwok began to partner with TransLink’s Manager of Travel Training in regularly scheduled transit training for newcomers in the region, with safety information provided in multiple languages. This work has continued into 2025.](#)



Transit Safety Education/Outreach to Seniors (Ongoing) – 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.

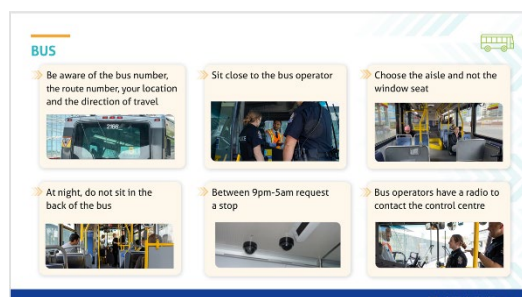
Some of the activities by the Neighbourhood Police Officers included: working with the Coquitlam RCMP and ICBC on the development of a seniors safety presentation that can be delivered to different groups, participating in a safety survey to seniors in the city of Port Coquitlam, engagement and information 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, Collingwood Community Centre and the Burnaby South Neighborhood House. [Tri Cities Seniors is also represented on the Transit Police Community Council.](#)



Transit Safety Education/Outreach to Schools (Ongoing) – Presentations to elementary/middle/high schools and universities was made a focus in Q2 2024. With many students using the transit system for the first time in Grades 5-8, this particular demographic is a highly effective one to education about transit safety tools and the Transit Police text service. Outreach to the school districts began before the conclusion of the school year in Q2 2024, to begin relationship building and plans for the subsequent school year.



During summer 2024, new See Something Say Something materials were ordered including slap bands, stickers, pop sockets and whistles. [Transit Safety Presentations were also refreshed with updated information on all modes of transit. Throughout Q3/Q4 2024, thousands of students from 14 schools and universities were reached and presentations have continued into 2025.](#)



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.

ACTION ITEM UPDATES

Completed Items

Community Safety Survey (Complete) – In 2023, there were new BC Provincial Policing Standard requirements introduced that all police agencies must follow, including that: “A survey of citizen satisfaction with and attitudes toward police services, consistent with Public Safety Canada’s standardized metrics endorsed by the Canadian Association of Chiefs of Police is conducted at least once every three years, in a manner that supports accessibility and mitigates systemic barriers to participation.” Working with TransLink Customer Research and Insights, in Q2 2024, Transit Police selected a proponent firm to conduct a survey of transit riders that meets these standards. Of note, the online panel survey was offered in multiple languages and the survey scope was designed to ensure minimum participation levels by certain communities such as Indigenous and 2SLGBTQIA+ members.

Some key highlights of the survey results:

- Survey recipient rated Transit Police overall performance as follows:
 - Positive: 33% rated Transit Police as 8 or higher out of 10
 - Neutral: 38% rated Transit Police between 4-7 out of 10
 - Negative: 7% rated Transit Police between 1-3 out of 10
 - Uncertain: 22% of respondents didn't know
- Amongst survey recipients who had directly interacted with Transit Police:
 - 52% said they were very satisfied (8-10 out of 10)
 - 40% said they were satisfied/neutral (4-7 out of 10)
 - 8% said they were unsatisfied (1-3 out of 10)
- 47% of respondents said there were too few Transit Police, whereas only 4% said there were too many.
- Only 37% of respondents were aware of the Transit Police text service, indicating that greater education is still required.



There is relatively low awareness of the Transit Police texting service, and even lower usage among those who are aware of the service.



37%

are aware of the
Transit Police
Texting Service



22%

of those who are
aware report having
used the service

Cultural Considerations in Conducting Searches (Complete) – 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)

Hate Motivated Crimes Policy/Training (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 received similar training in Q1 2024.

To further build on Hate/Bias Investigations training, eight officers attended a police focused Hate Crime Training workshop on May 20, 2024. The workshop was developed in a partnership between the Canadian Centre for Justice and Community Safety Statistics (CCJCSS) at Statistics Canada, the Canadian Race Relations Foundation (CRRF) and the Hate Crime Task Force (HCTF). The workshop was developed to provide background information on hate crime and contextualized it with demographic changes in Canada, hate crime statistics and trends, and police reported data and victimization data. The session looked at statistically profiling those who commit hate crimes, victims of hate crimes and other trends. The goal is to have practical information to assist in the reporting of these crimes.

In Q2 2024, the Transit Police’s Hate/Bias Investigation policy was updated as a result of changes to the *Criminal Code* definition of Hate Propaganda Offences. The definition now includes willful promotion of antisemitism and offences related to



conversion therapy. Transit Police recognizes the significant harm that can be caused by hate-bias incidents to victims, their communities, and society as a whole, as well as the potential to cause grave psychological and social consequences (including impacting self-worth, inclusion and belonging, and personal and collective safety). The addition of the offences related to willful promotion of antisemitism is particularly timely given world events.

Indigenous Police Board Member (Appointed) – 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.

Indigenous Relations Secondment / National Indigenous Peoples Day 2023 (Complete) - 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. Transit Police continues to participate in National Indigenous Peoples Day events in the region each year.

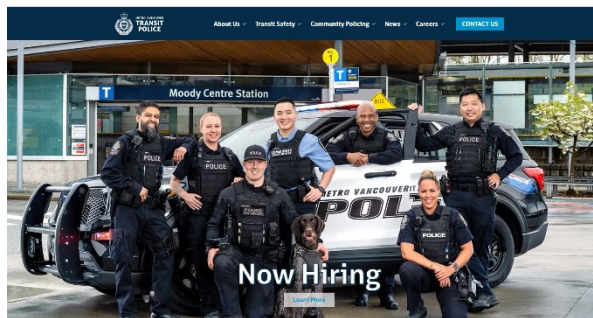
Interactions with Gender Diverse Persons Standard Operating Procedures (Complete) – In Q2 2023, Metro Vancouver Transit Police completed a new standard operating procedure (“SOP”) that deals with police interactions with gender diverse persons. This SOP expands upon previous guidance on interactions 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.

Website Update Project (Complete)

– 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.



Ongoing Items

Blue Eagle Community Cadets (Ongoing) – 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.





Chief's Community Council (Ongoing) – 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.

In September 2024, the Chair of the Community Council organized a tour of the Ismaili Centre in Vancouver. The tour provided opportunities for dialogue and relationship building with an important community group that uses the transit system. Representatives from the Transit Police Senior Leadership Team and Community Engagement Team attended. A follow-up presentation from the Ismaili Council of BC to Transit Police was also held in November.

Indigenous Relations Training for Police Board Members (Ongoing) – 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. Four Police Board members also participated in the Indigenous Experiential Training coordinated by Transit Police in Q2 2024. [Discussions on identifying additional training opportunities for the Police Board and Reconciliation](#) remains a standing item for the Police Board Governance and Community Engagement Committee.

National Indigenous Veterans Day (Ongoing): On November 8th, Police Officers and CSOs marched to Victory Square in Vancouver in honour of the contributions of Indigenous Veterans and to acknowledge their invaluable role in shaping Canada's past, present, and future.

National Day for Truth and Reconciliation (Ongoing): To recognize the National Day for Truth and Reconciliation, the Survivors' Flag was raised at Transit Police Headquarters in a ceremony. Participants included Transit Police staff, Police Board, youths and survivors.



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

Completed

IT Service Level Agreement (Completed) – In Q4 2024, TransLink Business Technology Services (“BTS”) finalized a new Service Level Agreement (“SLA”) with Transit Police on IT services. This SLA comes at a particularly important time given the recent transfer of personnel from TransLink to TSML in 2024, which has changed overall responsibility



for some IT functions. The SLA outlines service level expectations, roles and responsibilities for the internal IT team and shared services provided by BTS.

Ongoing Items

Report from Special Committee on Reforming the Police Act (Ongoing) – In April 2024, the BC legislature received proposed amendments to the Police Act (“Act”) that would help pave the way for police reform in the province. On April 25, 2024, the amendments to the Police Act received Royal Assent. As stated in the news release of April 5, 2024: “Changes introduced to the Police Act will improve governance and oversight of policing as part of the Province’s work to make systemic improvements to the policing and public safety landscape in B.C.” The amendments repeal sections 4.1 and 4.2 (Designated Policing Unit provisions) and sections 18.1 and 18.2 (Designated Law Enforcement Unit provisions) and create a new Part 3.1 that covers both designated policing and law enforcement. Work at Transit Police will commence to update relevant sections of its policies and procedures, referencing the applicable Police Act provisions, as well as work with the Ministry on implementation of any arising administrative process changes and development of future regulations.

Over Q3/Q4 2024, the adoption of updated titles, terms and sections began to be incorporated into policies under review and a number of those policies (such as use of force related policies) will proceed to the governance committee in Q2 2025.

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

Completed Items

IT Security Governance (Complete) – The IT Security Governance Framework was completed which outlines the structure, roles, and responsibility for Transit Police’s



information technology, operational technology, digital assets, data, applications, and networks.

Automated Workflows (Complete) – 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.

Cyber Security Assessment (Complete) – 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.

Digital Evidence Management (Complete) – Transit Police's DEMS Implementation Team worked with the Provincial implementation group throughout 2022 and 2023 on the DEMS project. Together, the group worked through a number of joint solution items that were built into the final product, benefitting all police agencies once they onboard to the DEMS.

Full implementation of DEMS within Transit Police occurred between Q4 2022 and Q2 2023, 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. 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.

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.

Intellibook Fingerprint Station (Complete) – 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.

Issuance of Softphones (Complete) – 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.

Record Management System (Complete) – PRIMECorp upgraded the Record Management System (“RMS”) to version 8.1 which necessitated a significant infrastructure change to the web-based application. Testing of the application started in the summer of 2023. Full implementation, including training and rollout to all staff at Transit Police, was completed Q2 2024.

Road Safety Digital Processing (Complete) – 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.

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.

Virtual Meeting Facilitation (Complete) – 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.

In Progress

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 on this project was underway in 2023 and continued in 2024. With the successful rollout of RMS 8.1 occurring in Q2 2024 (the identified first step), Transit Police is working with the RCMP on required approvals.

Text Service Migration (In Progress) – The 87-77-77 text service application will be end of life in early 2025. Work was underway to prepare for a transition to a new



back-end system for the Operation Communications Centre, with a transition deadline of Q1 2025.

Ongoing Items

IT Project Roadmaps (Ongoing) – 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 was completed in 2024. Updates to the roadmap will be made on a quarterly basis as new projected or adjusted timelines arise.](#)

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

Completed Items

Brand Discovery/Strategy (Complete) – In order to maintain competitiveness in the recruitment of police recruits, experienced officers and civilian professionals, as well as strengthen current retention efforts, a branding firm that specializes in Canadian police agencies was engaged in early 2024. Interviews with employees and Police Board members, as well as reviews of external and internal facing branding, were conducted in Q2 2024. [A recommendations report was delivered to Transit Police in Q3 2024 and a subsequent Brand Strategy Report at year-end 2024. Based on the results of the analysis, two concurrent refreshed campaigns are anticipated for early](#)



2025: a refreshed brand/MVTP awareness campaign and an expanded recruitment campaign. Working groups were formed for both campaigns and meetings scheduled for Q1 2025.

Citizenship Ceremony (Complete) - Transit Police in collaboration with TransLink EDI team and Immigration, Refugees and Citizenship Canada (“IRCC”) hosted a citizenship swearing in ceremony in March 2024. Twenty-five people were officiated as Canadian Citizens by the IRCC. This hosted event was an opportunity to support the citizenship process and celebrate with Canada’s newest citizens. It was brought forward as an important opportunity, recognizing that many Transit Police and TransLink enterprise employees have previously received their citizenship at similar ceremonies.

Community Safety Officer Recruitment (Complete): Recruitment of the full pilot complement of 24 Community Safety Officers occurred in 2023 and 2024. 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.



Throughout 2024, CSO demographics have shifted slightly from the mid-year report. As of 2024-year end, Transit Police had 23 CSOs, with 13 identifying as men (56.5%) and 10 identifying as women (43.5%); Asian (17.4%), Caucasian (39.1%), South Asian (39.1%) and Other (4.3%). The ‘Other’ demographic category consists of non-identified/undisclosed ethnicity and mixed ethnicity.

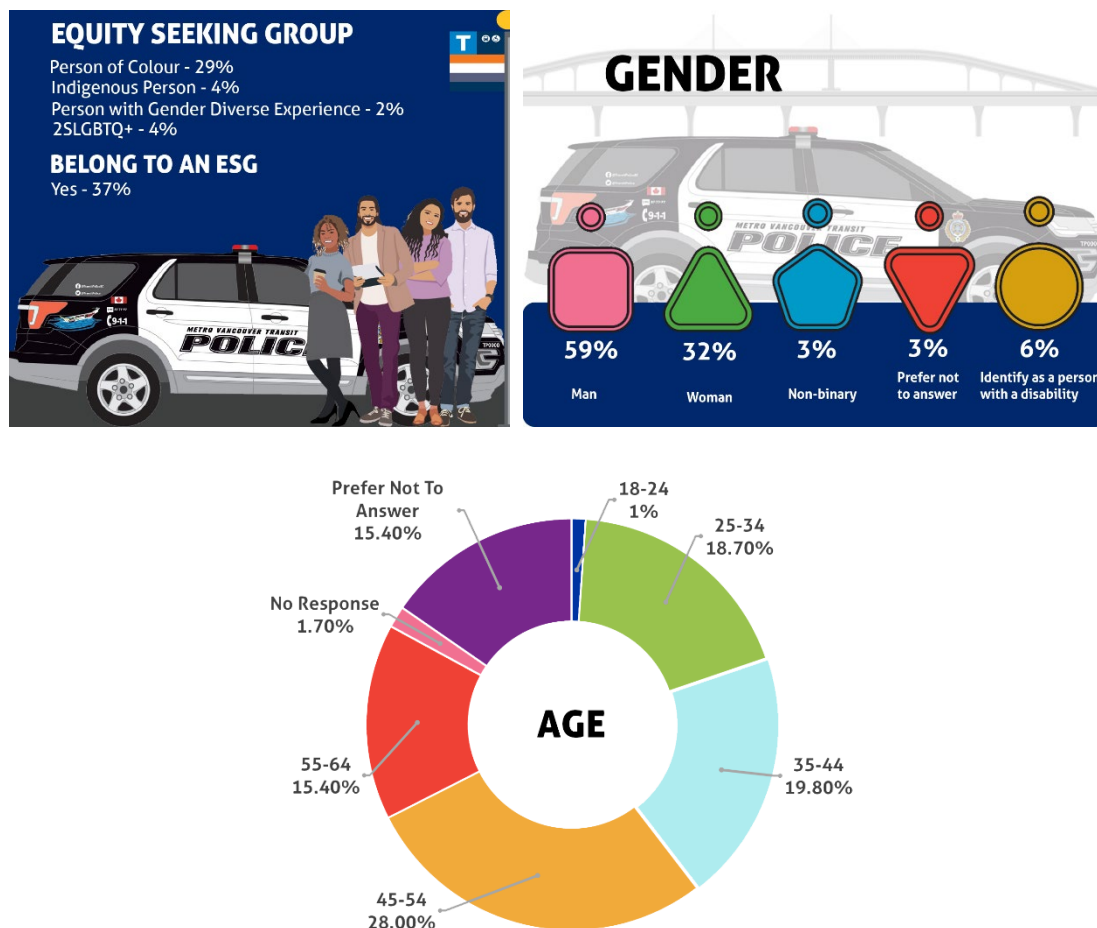
A number of CSOs have migrated into training as Recruit Police Officers or left for other employment (and others will continue to transition over in May 2025). To address the current and future attrition, the fourth class of Community Safety Officers is scheduled to start in Q2 2025, when Transit Police will be swearing in 10 more CSOs. Transit Police is forecasted to return to the full complement of 24 CSOs with the addition of the fourth class.

EDI Policy (Complete) – 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 Survey (Complete) – 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 Transit Police diversity stats are included below. [These stats will be updated in 2025 following the next Employee Morale Survey.](#)



EDI Training (Complete) – 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.

Employee Family Assistance Program (Completed) – 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. In Q1 2024, a benefits brochure was created specifically for family members of newly hired employees. The brochure describes all the extended benefit entitlements and wellness supports available to the employee and their family.

Employee of the Year Awards (Complete) – In 2024, Transit Police introduced two new awards, Sworn Officer of the Year and Civilian Professional of the Year, similar to what is offered by many other policing partners in the region. Following a review of similar programs in place at police agencies across Canada, awards criteria and nomination processes were introduced to employees in Q4 2024. These annual awards will recognize one Sworn Member and one Civilian Professional employee who have consistently demonstrated reliability, professionalism, accountability and commitment to the Metro Vancouver Transit Police, and serve as positive role models to their supervisors, co-workers and community. The first awards will be presented in January 2025.

Exempt Positions Review (Complete) – 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 was across the TransLink enterprise, with approximately 30 positions at Transit Police included. Work was completed in Q2 2024 and individual letters detailing the changes and how they applied to each exempt employee were issued in July 2024. The revised total benefits package also included the addition of new “We Care Days” (five days as approved by the Manager) for the following purposes only: Indigenous relations and reconciliation, caregiving for emergent situations, faith, culture, volunteering and charity work.

Gender Neutral Washroom (Complete) – 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.



Guideway/Track Intrusion Training (Complete) – Internal training was developed for Transit Police officer response to SkyTrain guideway intrusions and station containment, reflecting recently updated Standard Operating Procedures. The training was delivered during the mandatory officer training day in Q4 2024. Guideway intrusion incidents have the potential for serious harm and to cause major transit service disruptions that can impact thousands of transit passengers and increase demands on various transit resources including Transit Police and BC Rapid Transit Company employees. The training advances proficiency of Transit Police officers' coordinated response with our partners and safe outcomes for incidents, while helping Transit Police officers become subject matter experts on these transit-specific incidents.

Psychological Health and Safety Management System (Complete/Implemented) – In January 2022, a new TSML policy, titled Psychological Health and Safety Management System ("PHSMS"), 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.

Self-Funded Leave Program (Complete) – 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.

Workplace Accessibility Policy (Complete) – In Q2 2024, a TSML policy on workplace accessibility was approved. For background, on September 1, 2023, regulations enforcing the Accessible British Columbia Act came into force that compels public sector organizations, including TransLink, to meet three requirements to make their operations more inclusive, in particular for persons with disabilities. Municipal police agencies are also included in the list of organizations required to implement the standards, while RCMP detachments are captured under existing federal accessibility legislation. Designated Policing Units, such as Transit Police, are not included; however,



as a subsidiary of TransLink, TSML has operated under the assumption it is captured. The new TSML workplace accessibility policy is aligned with the accessibility policy of TransLink, meeting the provincial requirements under the Accessible BC Act.

In Progress Items

Updated Recruitment Campaign (In Progress) – In 2023, Transit Police Communications and Recruitment, along with TransLink Marketing, worked on new recruitment advertising for both organization’s websites, online advertising via Meta/Facebook as well as on-system advertisements such as ads displayed on LCD screens at SkyTrain stations.

As part of the Brand Discovery/Refresh project underway in 2024, consultation sessions were held with the Recruitment and Human Resources team to discuss overall recruitment and retention efforts. Developing a new recruiting campaign based on Transit Police’s unique selling points was one of the high priority projects identified in the Brand Discovery process. [By year-end 2024, a recruitment working group has been formed with representatives from the Transit Police Communications, Recruitment, Administrative Services, the Transit Police Professional Association, the Constables Committee and TransLink Marketing/Branding. Sessions have been scheduled for Q1 2025 to develop a new recruiting strategy and refreshed ads.](#)

Ongoing Items

BC Law Enforcement Diversity Network (Ongoing) – Metro Vancouver Transit Police have hosted and continue to participate in the BC Law Enforcement Diversity Network (“BCLEDN”). In February 2024, the BCLEDN hosted a forum titled ‘Being Anti-Racist in Public Safety.’ Transit Police had ten officers in attendance. The event featured deeply impactful shared stories that illustrated how individual, institutional, and systemic racism can shape the lived experiences of colleagues, and how to shift thinking and practices towards being anti-racist.

Critical Incident Stress Management (Ongoing) – 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.

In October 2024, numerous Police Officers and Community Safety Officers took part in a two-day Peer-to-Peer Support training as part of Transit Police's Critical Incident Stress Management program. The training helps sworn officers and civilian professionals deal with emotional and physical effects after a critical incident. Peer support is an ongoing mechanism for employees to connect with peers to develop their knowledge and confidence to manage issues that might be affecting their health.

Employee Wellness Commitment (Ongoing) – In August 2024, a counselor was identified who will present on the importance of employee wellness during all new Police Officer Recruit and CSO orientations. In October 2024, the counsellor presented to the CSOs in Block II training, covering off mental wellness, counselling and access to support services.

In-Person Information Sessions (Ongoing) – 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 with three sessions in Q1/Q2 2024, which were well attended by diverse groups of interested applicants.

Monthly Employee Newsletters (Ongoing) – Transit Police has an employee newsletter issued monthly (the Informer), which features a section dedicated to discussing topics of equity, diversity and inclusion. Topics that were covered during Q3/Q4 2024 includes the Annual Women's Leadership Conference, Indigenous Approaches to Well Being, Unconscious Bias, Exploring Gender Equality, Enhancing Officer Wellness and Resiliency, information on the Survivors Flag, Disability Employment Month, Communication Cards for the Deaf and Hard of Hearing and resources available via the Canadian Centre for Diversity and Inclusion.



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. With the addition of a new in-house training program in 2023, [three trainees have since graduated and are working as dispatchers. Four additional hires are being trained on the job.](#) This program allows for a broader pool of potential hires.



Sauder School of Business Leadership Program (Ongoing) – 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. This program continued in 2024, with two Transit Police employees, one sworn member and one civilian professional, completing the leadership training alongside their transit enterprise peers over Q1/Q2.

Strategic Plan Presentations (Ongoing) – 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 transit safety ad campaign.

[In Q1 and Q3 2024, the Transit Police Senior Leadership Team held two strategic planning sessions to work on strategic priority setting and refinement of performance metrics at the objective/leadership level. This assisted in the setting of priorities for](#)



the 2025 TransLink Business Plan and the work that will be taken on by a new Data Analyst (position approved for 2025). This work will continue in the new year.

Use of Inclusive Language (Ongoing) – 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.

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

Completed Items

Introduction of Community Safety Officers (Completed) – 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 deployed by the end of Q1 2024. A third class of CSOs started in spring 2024 and was fully deployed by October 2024, bringing the total complement of CSOs up to 24.

The 20-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.

Elder Abuse Webinar (Complete) – 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.



Transit Police were investigating a random attack at the Burrard SkyTrain Station where the victim was struck on the head multiple times with a wine bottle. BC Ambulance Service was requested and CSOs assisted with scene management. After reviewing CCTV footage, a description of the suspect was broadcasted, and a CSO reported seeing the suspect at Waterfront SkyTrain Station. The suspect was located and taken into custody.



Experiential Indigenous Learning (Complete) – In 2024 Q2, there were seven one-day Experiential Indigenous Learning sessions held in partnership with the Kwantlen First Nation. This important and impactful training was taken by a combination of 209 Transit Police Officers, senior leaders, civilian professionals and Police Board members.



Gender Based Analysis Plus (GBA+) Training (Complete) – 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.

Ongoing Items

Community Policing Centre Program (Ongoing) – Planning is underway for the continued 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

2024 Year End Stats for the CPC

Volunteers	Volunteer Hours	Police Files Opened	Community Events
96	3755	13	55
Vulnerable Person Interactions		Cold Weather Items Issued	



190	150
Bikes Security Registered	Safety Materials Issued
100	10,700

OCC Training (Ongoing) – 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 2023.

Three trainees have since graduated and are working as dispatchers. In Q4 2024 and heading into Q1 2025, there have been four additional hires that are being trained on the job; two with dispatch experience and two with emergency call taking experience.

Rotation of Regular Training (Ongoing) – Courses provided in 2022-2024, as part of the regular rotation of training for employees, included:

- **SkyTrain Safety Orientations:** Transit Police and BCRTC developed a new SkyTrain Safety Orientation for Transit Police Officers. This was delivered for the first time to Transit Police recruits during their field training orientation in August 2024. The safety orientation was a combination of classroom theory and an on-site component at Commercial Broadway Station to see the various safety considerations at a busy transit hub. The in-person training will continue to be delivered by a BCRTC employee and is also available as a self-directed eLearning module on Canadian Police Knowledge Network's ("CPKN") - Transit Police's Specific Training portal.
- **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



<p>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.</p> <ul style="list-style-type: none"> • New Amendments to the Criminal Code and the Controlled Drug and Substances Act: On November 17, 2022, the Federal Government implemented amendments to the <i>Criminal Code</i> and the <i>Controlled Drug and Substances Act</i> ("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.
<p>Strategic Objective 3.5: Promote open communication and supportive leadership</p> <ul style="list-style-type: none"> • 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 <p>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.</p> <p>Action 3.5.2: Support approved initiatives by establishing a project plan and metrics for success, prior to launch.</p>
<p>ACTION ITEM UPDATES</p> <p><u>Completed</u></p>



Employee Pulse Check – Pilot (Complete) – 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.

Promotional Panel Representation: Transit Police interview panels for identifying sworn officer candidates for promotion were updated in 2024 and now include representation of different ranks, genders and a combination of sworn officers and civilian professionals.

Supervisor Training and Mentoring (Ongoing) – Training for Supervisors in fall 2024 included training on respectful workplaces and protocols for handling respectful workplace complaints and investigations. Senior leaders at Transit Police also participated in the respectful workplace training, which was led by a recognized labour lawyer who has conducted similar training presentations with police departments in the Lower Mainland.

Sworn Officer Survey (Complete) – 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.

Ongoing

Ask the Chief (Ongoing) – 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. [Over 2024, only six inquiries were received, which may be indicative of significant employee feedback being provided by other means over that time period, with focus groups held as part of the efficiency and brand discovery reviews. A Constables' Committee has also been formed.](#)

Employee Morale Survey (Ongoing)

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. [The September 2024 edition of the Informer employee newsletter included a summary and infographic of work completed to date including expansion of the employee commendations/awards and introduction of an annual Gala, greater development opportunities for supervisors, improved connectivity between the Sapperton and Bridgeport deployment offices and improved employee supports for wellness.](#)

Respectful Workplace Training (Ongoing) – 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 respectful workplace policy underwent a thorough review in 2023 and the revised policy was issued to personnel in Q1 2024. [In fall 2024, respectful workplace training was delivered to current sworn supervisors and senior leaders throughout the organization.](#)



CONCLUSION

Throughout 2024, Transit Police made important progress against the 11 Plan Objectives. The full complement of Community Safety Officers is now deployed on the transit system, a significant milestone, which provides for enhanced visibility to transit passengers and employees while freeing up police officer time to focus on proactive policing/preventing crime and conducting police investigations. 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 (2025 mid-end report) will be submitted in September 2025.

