



SUBJECT	UBCV Campus Security – 2024 Report to Our Community
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PRIOR SUBMISSIONS

The subject matter of this submission has not previously been considered by the Property Committee of the UBC Board of Governors.

EXECUTIVE SUMMARY

The UBC Vancouver Campus Security 2024 Report to Our Community provides an update on Campus Security accomplishments, priorities, and data from the 2024 calendar year.

Highlights from the year included translation of outcomes from the 2023 Model Validation Project into a roadmap for the department. This roadmap outlines the future of the Campus Security service model and the path to get there, with a focus on creating a department that is structured around enhanced community engagement and integration with campus partners. This marks the formal conclusion of the Model Validation Project, and the transition into endorsement and validation of the identified direction.

The departmental roadmap is composed of iterative projects and initiatives, which are represented in the following strategic directions as outlined in the Safety and Risk Services Business Plan:

1. Engage and advise the campus community.
2. Support and develop great people.
3. Strengthen and embed risk-based practices.

Highlights and achievements from the department are captured in each relevant strategic category, as well as goals and objectives for the current year.

This report also includes a summary of risk mitigation activities performed by the department in 2024, and a summary of reported incident data.

APPENDICES

1. UBCV Campus Security – 2024 Report to Our Community



UBCV Campus Security

2024

Report to our
community



THE UNIVERSITY OF BRITISH COLUMBIA

Contents

Message from Campus Security	1
2024 Campus Security key data	2
SRS strategic direction #1	
Engage and advise the campus community	3
SRS strategic direction #2	
Support and develop great people	6
SRS strategic direction #3	
Strengthen and embed risk-based practices	8
2024 Risk mitigation overview	12
2024 Security incident overview	16

MESSAGE FROM CAMPUS SECURITY

Over the past two years, Campus Security has actively sought feedback and conducted internal reviews of its service model to chart a path forward—one shaped by the diverse expectations of the UBC community. Given the wide range of perspectives on the role of security on a university campus, this was a challenging but essential undertaking. In 2024, the department marked a major milestone with the formal conclusion of this review, noted as the Model Validation Project, which was a key step in the program’s ongoing evolution. Insights and recommendations from this initiative have been integrated into a strategic roadmap that reflects our commitment to providing a safe and inclusive environment for the growing UBC community.

The events of 2024 validated the direction of the Campus Security program. In particular, the team’s response to the encampment at MacInnes Field and the associated protests underscored the importance of maintaining safety and inclusivity across campus for members of the community. This complex and dynamic situation prompted deep reflection on both the value the security program provides and the role Campus Security plays in supporting such a diverse university community.

These reflections validated our program’s evolving focus on community connection, responsiveness to community needs, and enhanced collaboration. The strategic roadmap incorporates these priorities and lays the groundwork for a series of initiatives aimed at strengthening safety and service delivery. Supporting the institutional response to the encampment further emphasized the necessity for evolving the Campus Security service offerings. This includes building greater capacity for event support, launching a new Community Support Team, and establishing a dedicated Threat Assessment Program—all key components of a community-centric approach.

Looking ahead, Campus Security is committed to developing a sustainable departmental structure and budget that supports these new service streams. This marks our continued shift from a traditional response-based model to one centered on community safety, connection, and engagement.

Thank you to our team, our campus partners, and the broader UBC community for your trust, collaboration, and ongoing support. I look forward to continuing this journey together and encourage you to connect with Campus Security to ensure our program can learn from and support your experience at UBC.

Sincerely,



Sam Stephens
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2024 Campus Security key data



35,999

Calls for service



1,204

First Aid requests



13,150

Incident reports



1,834

Assistance (blue)
phone calls

UBC Campus Security is part of Safety and Risk Services (SRS), which is a department within the VP Finance and Operations portfolio.

The following report aligns to the [Safety and Risk Services Business Plan](#) and the strategic directions included therein. The roadmap for Campus Security, identified as an outcome of the 2023 Model Validation Project, is represented in these directions. Highlights and achievements from the department are captured in each relevant strategic category, as well as goals and objectives for the current year.

SRS Vision: A safe, secure, and resilient UBC.

SRS Purpose: We are trusted service providers who deliver integrated safety and security risk management services to the UBC community.



SRS STRATEGIC DIRECTION #1

Engage and advise the campus community

Commitment statement:

We will sustain meaningful relationships that foster shared accountability for safety and security.

Remaining connected and apprised of the ever-evolving needs of the community is a critical element of ensuring exceptional service delivery. This has been a major focus for Campus Security over the past two years during the Model Validation Project, with all engagement and feedback translated into the current departmental roadmap.

Model Validation Project outcomes

In March 2023, Campus Security initiated a comprehensive review of its service model to address the challenges of a rapidly evolving campus environment. Results from students, faculty, staff, and community members helped to identify themes and areas for prioritization. In 2024, Campus Security shared the findings of this project on the Campus Security [website](#).

The findings of this project have informed the development of a roadmap that outlines the iterative and inter-connected projects for further development of the Campus Security service model, one which is structured around enhanced community engagement and integration with campus partners. Moving into 2025, the Model Validation Project has formally concluded, transitioning into endorsement and validation of the identified direction.

One major outcome of this project is the establishment of four streams of service (see below). As a first step in establishing these four streams, the team leads were hired in 2024 within the existing departmental budget. The work of each stream is ongoing and will prompt further program development and definition. With these four streams of service now established, the team is excited to continue developing the programs and functional services of each.

1. Community Safety Operations:

- Security operations
- Outreach and engagement
- Operational planning and oversight
- Security risk assessments
- Community support

2. Systems and Infrastructure:

- Access Program (Locksmith, Access Technicians, Key Distribution, Systems Support)
- Technical systems design
- Compliance and centralized department administration
- Communications and operations centre
- Intake and work distribution

3. Strategy and Partnerships:

- Metrics and reporting
- UBC partnership and service level agreements
- Centralized project management
- Resource allocation and service model development

4. Threat Management:

- Behavioural threat assessment
- Case management and mitigation strategy development
- Threat assessment teams and committees

Campus Security identity redesign

The visual identity for Campus Security must evolve to ensure that the services provided to the diverse UBC community are inclusive and accessible. The Model Validation Project included specific findings relating to the current Campus Security visual identity. Among other conclusions, the uniforms and related perceptions were found to be a barrier, highlighting challenges with Campus Security presence, recognizability, and approachability. The shift toward a new community safety model will include changes to the operating model, and as such, will go hand in hand with an outward-facing look and feel of the department.

In 2024, extensive stakeholder engagement and collaboration resulted in the development of a new visual identity direction, which seeks to be people-focused and prioritize community interconnectivity, serving as an umbrella identity under which all four service streams are represented. 2025 will focus on strategic implementation of the renewed identity in line with the launch of the community safety model, including updates to areas such as departmental naming conventions, visual identity items such as accent colours, signage, and uniforms, as well as an updated physical space and digital presence.



*The new visual identity direction seeks to be **people-focused** and **prioritize community interconnectivity** for all four service streams.*



SRS STRATEGIC DIRECTION #2

Support and develop great people

Commitment statement:

We will create a work environment that fosters employee value, growth, and satisfaction.

People are at the core of what Campus Security does. From the committed teams to the diverse community, Campus Security strives to provide a positive experience for everyone. Current departmental priorities center on enriching the employee experience, enhancing connection with business partners and the broader community, and ensuring the team has the resilience, support, and practical skills to be prepared for the challenges of the unique campus environment.

Peer Support Program

In 2024, Campus Security laid the groundwork to launch the Peer Support Program to strengthen the internal support available to the Campus Security team. The program empowers volunteers to participate in a peer-led network that understands the unique demands of the work and can provide a first line of support to their coworkers, whether it is after a critical incident, or during other times of stress or emotional fatigue.

Participation in the program is completely voluntary and includes continuous training in areas such as Critical Incident Stress Management and Psychological First Aid. These courses provide practical tools and ensure that Peer Supporters are equipped to engage in supportive conversations in a safe, informed, and compassionate manner. While it's not a replacement for professional mental health services, it adds a meaningful layer of support rooted in shared experience and trust, and helps to build a stronger, more connected workplace culture. This program formally launched in 2025 and will continue to grow and evolve in the years ahead.

Training and professional development

Training and professional development continue to be a priority for the department. A primary focus in 2024 was on first aid upskilling, to ensure compliance and alignment with new WorkSafe BC legislative requirements and the associated first aid program. Interested staff had the opportunity to earn their Advanced First Aid certification, with some staff also completing the Emergency Medical Responder training. Additional dedicated training sessions were provided in 2024, with internal and external subject matter experts brought in to share learnings regarding critical topics such as active threat response, naloxone administration, team development, leadership skills, critical incident response, mental health, procedural updates, and many more. Tailored professional development conversations and ongoing training launch the team into 2025 with a focus on individual plans for further development, in line with new opportunities within the department.

Campus Security is also excited to be helping address industry-wide training gaps for frontline officers across institutions and professional contexts. Campus Security will be hosting a Security Forum in June 2025, a full-day training event designed specifically for security officers across the industry. The event will focus on critical, actionable insights aligned with three competency themes: Tactical, strategic, and professional. This event is intended to connect frontline officers from across different operational contexts and employers, to encourage continual improvement, interconnectivity, and mutual support. Campus Security is proud to be facilitating this event and to provide more opportunities for connection across the industry, and for the Campus Security team.



SRS STRATEGIC DIRECTION #3

Strengthen and embed risk-based practices

Commitment statement:

We will deliver programs and projects that prevent loss, advance compliance, and help mitigate risk.

The maturation of Campus Security's service model is captured in three major project areas and represents the core work moving the department forward, with a focus on improved service delivery and risk-mitigation. These projects are listed and described in detail below.

Project #1: Functional program and organizational structure

This project seeks to establish and define the emergent functional program as committed in findings of the Model Validation Project, inclusive of building the associated programs, implementing the organizational structure to deliver them, and defining individual roles and responsibilities in relation to the new model. The work captured in this project is further broken down below.

Community Support Team

In 2024, Campus Security laid the groundwork for a transformative new service: the Community Support Team. This program represents a strategic shift in connecting with the UBC community, aiming to provide an approachable and community-centered presence across campus. The team will focus primarily on community connections through outreach, event support, and maintaining a visible, approachable presence on campus with all members trained in Mental Health First Aid, suicide awareness and intervention, Nonviolent Crisis Intervention, and Advanced First Aid. Team members will also complete courses on equity, diversity, accessibility, and inclusion, as well as training relating to Indigenous cultural awareness. Working alongside the patrol team, they will provide support in a way that is inclusive, trauma-informed, and focused on safety and community trust.

The manager of the program will be hired in early 2025, from within the existing budget, with the program expected to be launched by the end of the year. Moving forward, the Community Support Team will continue to evolve into a dedicated campus resource focused on prevention, presence, and positive relationships. By establishing strong partnerships with both internal and external stakeholders and being responsive to the needs of the campus community, this program is set to become a cornerstone of the Campus Security service model.

New security patrol supervisory structure

Over the past two years, Campus Security has made progress in strengthening the support for the frontline teams and aligning with recommendations from the Model Validation Project. As campus operations grow in scale and complexity, demands on security services have also evolved. The increasing complexity of incidents, the need for stronger coordination with campus partners, and changes in First Aid service regulations have all highlighted the importance of refining the strategic approach.

To better meet these demands, Campus Security is restructuring to introduce a new patrol supervision structure in 2025, within the existing budget. This change comes after extensive engagement and reflects the commitment to regulatory compliance, enhancing role clarity, strengthening supervision, and ensuring consistent, improved service across campus.

These new roles will provide increased team leadership 24/7 and empower more effective and strategic resource deployment. These new functions will also provide Advanced First Aid services, operational planning support, incident management and stakeholder coordination, risk and threat assessment support, and training and professional development for patrol staff. This change takes into consideration compliance, operational resilience, employee experience, and strategic alignment with the new service model.

Systems and Infrastructure integration and program development

To increase alignment of services and to develop a cohesive building access strategy, in 2024 the Key Distribution function and all associated operations successfully integrated from Student Housing and Community Services into Campus Security, consolidating the strategic and operational processes under the new Systems and Infrastructure unit.

With all access-related responsibilities residing with the Systems and Infrastructure team, the development of a cohesive and risk-based unit requires a new organizational structure and communications system to improve reliability, responsiveness, and to streamline operations. This change provides Campus Security with a new opportunity in how to best integrate security systems and design into operations for a cohesive application and approach to community safety.

Project #2: Security systems roadmap

The project to implement a new Electronic Security System (ESS) is large and complex, encompassing all access and security systems used both internally by Campus Security but also by all faculties, departments on campus, and external entities in UBC-leased space. Systems include video and incident management, alarm monitoring and intrusion detection, service request management, and others. To ensure timely movement on deliverables, the project was assessed and a roadmap created to ensure iterative improvements could be made with existing systems and partnerships. Using an enterprise approach, the roadmap focuses on ensuring systems maximize efficiencies, mitigate risk, enforce business rules, and offer meaningful, actionable data so that services remain effective and aligned to community expectations.

Phase one: Centralized intake, triage, and service request management system

The Model Validation Project identified service request delivery as the overriding and most impactful mechanism for how Campus Security provides service to the community, acknowledging that Campus Security's service offerings and pathways for providing assistance are diverse. As such, phase one of the ESS roadmap is the implementation of a service request management system for Campus Security. This system will help to create operational alignment both internally and externally, build a knowledge base contributing to a more consistent operational response, and enable a more effective methodology for generating operational metrics.

2025 will focus on modeling workflows of successful service request management systems in place on campus with the goal of designing a system that works well within the UBC ecosystem. Once modeled, the system will be adopted, configured, and implemented within a robust training and communications plan.

Phase two: Access ecosystem

Phase two of the ESS roadmap will assess, upgrade, and maximize the potential of the current applications within the Campus Security electronic ecosystem. With system reliability, data security, and operational efficiencies as key components of a healthy ecosystem, resources are focused on identifying gaps in the current applications and opportunities afforded by relatively small application improvements.

Partnering with IT Services and current vendors, service agreements will be leveraged to upgrade each application, improve efficiencies with Robotic Process Automation, and develop customer-facing applications to improve service delivery. The security incident reporting system will also be upgraded to enable case management and to integrate with the new ticketing system.

A Capstone project, led by a UBC Alarms Technician studying at BCIT, will focus on reviewing and upgrading the alarms system on campus. This project will improve the end-to-end process and introduce risk-based decision making, streamline user interfaces, and automate service delivery response.

Project #3: Threat program development

UBC is committed to making the University safe for the community, inclusive of students, faculty, staff, residents, and visitors. To achieve this, Campus Security is developing and implementing a comprehensive threat assessment and management program to respond to identified and reported threats. The objective of the program is to identify, investigate, evaluate, mitigate and manage threats of targeted violence to any member of the UBC community.

In 2024, Campus Security took steps to strengthen the Threat Assessment and Management program. The program was formally recognized as one of four streams within Campus Security and a Senior Manager role for the program was created and filled. The Senior Manager is responsible for managing the response to abusive, threatening, violent, or intimidating behaviour targeted towards the UBC community.

In 2025, the programmatic objectives for the Threat Assessment and Management Program are to continue to develop and implement the framework for the program by establishing clear and efficient reporting avenues; establishing a workflow from intake of information through the case conclusion; establishing formal protocols for the collection, collation, analysis, and management plans associated to threat cases; identifying and educating key stakeholders and partners for threat assessment and management collaboration; establishing robust information sharing protocols and mechanisms; and implementing a reliable and secure information and data management system. Successful implementation of these objectives will enable the reporting and sharing of information related to threats, support the thorough assessment and evaluation of reported threats, and ensure an appropriate response, including delivery of intervention support and services, is implemented.



2024 Risk mitigation overview

The work represented below highlights proactive risk mitigation activities conducted by Campus Security in 2024. This work prioritizes community safety, engagement, and the strategic use of technology to foster a safer, more connected campus community. The work in this area is ever evolving and represents several emergent functions of the department.

Naloxone Program

In 2016, the province declared a public health emergency in response to significant increases in drug-related overdoses and deaths. In May 2024, the Ministry of Post-Secondary Education and Future Skills convened a Post-Secondary Overdose Prevention and Response Steering Committee to assess and create sector-specific guidelines and communications. Campus Security was an active participant in the Immediate Emergency Response Communication Subcommittee.

An outcome of this initiative was the installation of over 180 Narcan cabinets across campus, adjacent to existing AEDs. The focus for 2025 shifts to program management and maintenance of the installed cabinets, including regular audits to replace used or expired kits and ongoing training for frontline teams. Looking forward, Campus Security will prioritize continual improvement and the identification of further opportunities to increase program effectiveness and awareness.

Access system installations in new campus spaces

2024 included the installation of new access systems across campus for several major projects. Each project culminated in the successful launch of the requisite access systems, with a focus on risk management, stakeholder engagement, and the operational needs of the end-user. This included dynamic problem-solving and adapted processes, all incorporated as learnings for future projects.

Completed projects include, but are not limited to:

- Museum of Anthropology Great Hall Renewal
- Food and Beverage Innovation Centre
- Brock Commons South
- Gordon B. Shrum Building, the new home for the School of Biomedical Engineering

2024 Security systems data

Keys cut	17,629
New doors keyed	822
ProxSafe key sets deployed	65
Spaces with new intrusion products installed	35
Card readers installed	222
Cameras installed	157

Event risk management

The dedicated function of event risk management and associated operational planning is new for the department. Established in 2024, within the existing budget and as part of the response to the increasingly complex and challenging global climate, the function was designed to help support event organizers with managing risks to events and university operations.

Future goals for the program in 2025 and beyond include:

- Developing best practice/guidance documents for event organizers and planners
- Working with stakeholders and event planners to help ensure event notifications are centrally provided
- Redeveloping existing event risk assessment tools/processes
- Continued engagement with partners, venues, and planners to implement best practices

2024 Event risk management data

Total events assessed	1,129
Events with security presence	434
Formal operational response plans written	97



Risk assessment

Campus Security conducts physical security risk assessments of campus spaces to identify vulnerabilities and provide recommendations for security controls. Risk assessments are completed based on a prioritization process and include ongoing engagement with stakeholders to ensure appropriate support is provided.

2024 Risk assessment data

Risk assessment consultations	45
Written risk assessment reports	13

Community outreach

Campus Security continues to foster community relationships and presence through regular engagement with the broader campus community, including with an educational presence at community events, regular stakeholder meetings, promotion of the UBC Safe App, and other educational campaigns.

2024 Outreach data

Outreach events	19
Educational presentations	30
People engaged (presentations)	1,120
UBC Safe App downloads	8,657



2024

Security incident overview

The statistics in this report refer exclusively to information reported to Campus Security from January 1 to December 31, 2024. Please note that the statistics presented in this report likely represent a subset of total incidents, as not all security-related events occurring on campus are reported to Campus Security. These figures do not include data from external agencies such as incidents reported directly to emergency services (9-1-1 - Police, VFRS, BCEHS) or other reporting bodies.

Total calls for service **35,999**

Total incident reports **13,150**

Incidents involving persons

2024	322
2023	265

Category	2023	2024
Assaults	21	29
Harassment	9	10
Indecent act	2	0
Trespassing	216	267
Uttering threats	16	16
Robbery	1	0

Incidents involving property

2024	388
2023	288

Category	2023	2024
Break and enter	15	7
Mischief	81	139
Theft (bike)	86	96
Theft (from vehicle)	10	6
Theft (other)	84	113
Fire (unknown source)	12	27

Facility Access Control

2024	6658
2023	6675

Category	2023	2024
Insecure premises	617	693
Alarm response	2,355	2,244
Building access	3,703	3,721

Safety and Community Services

2024	2107
2023	2066

Category	2023	2024
First Aid or Medical Assistance	1,197	1,204
Safe Walk provided	329	392
Check welfare	116	40
Request to Assist Emergency Services	155	199
Information Requests	269	272

Understanding security incident and request trends in 2024:

- The number of reported incidents and requests for service trended upwards in 2024, continuing the upwards trajectory in security incidents since the COVID-19 pandemic.
- Some increases can be attributed to an increasing number of people reporting incidents to Campus Security as community awareness of Campus Security services continues to expand.
- Increasing numbers of non-community members on campus contribute to increasing incidents in several categories, including theft, uttering threats, mischief, and trespassing.
- 2024 also included a higher level of campus events and associated complexities related to geopolitical activity, in particular leading to an increase in mischief incidents.
- It is noted that while assaults reported to Campus Security increased in 2024, overall numbers of University RCMP reported assaults trended down in 2024, suggesting a higher level of community awareness for reporting to Campus Security rather than actual increases in assaults on campus.

The increase in calls and incidents in many categories is driven by evolving security challenges on campus, such as a higher number of incidents regarding mental health, a complex global environment, and other multifaceted safety concerns. This trend further validates Campus Security's roadmap toward a model based on greater community connectivity and enhanced capacity in proactive risk mitigation and strategic service delivery.

