



2016-2020  
**STRATEGIC  
PLAN**  
2016 Year End Update



## EXECUTIVE SUMMARY

On April 22, 2016, the Police Board adopted a new five-year Strategic Plan (“the Plan”) for the Transit Police. Also endorsed was a new Transit Police Commitment: “**Demonstrate excellence in public transit policing.**” The new Plan theme and strategic goals are:



The Police Service has completed its launch of the Plan and received the first status reports from the Strategic Action Leaders. Of note is the exceptional operational development and community engagement that took place in 2016 as a result of:

- Neighbourhood Police Officers (NPO) now in place for the six hubs and NPO ongoing liaison with local stakeholders and completion of their environmental scans;
- Coordinated training and joint planning with Port Moody Police and Coquitlam RCMP for seamless policing of the new Evergreen Branch;
- Investigative excellence initiatives with completion of phase one of the Reports to Crown Counsel analysis project.



## LAUNCHING THE PLAN

An implementation framework was developed to launch and then monitor and report on the Plan for the remaining five years of the Plan's life.

The following roll-out activities took place during the Q2/Q3 2016 period:

- Senior staff workshop on the Plan content, including roll-out/monitoring/ reporting framework and assignment of goal sponsors and action leaders;
- Produced an electronic Plan for public information and posted it to our website;
- Produced a “quick reference” staff brochure and provided directly to each staff person by their supervisor;
- Developed a PowerPoint presentation about the Plan and delivered it to staff by members of management;
- Shared the Plan with Ministry of Public Safety and Solicitor General, Jurisdictional Police partners, TransLink Security Management Limited Directors, TransLink Board of Management and Executive, Chief's Community Council, and other external transit and policing agencies; and
- A semi-annual planning/reporting tool for action leaders was developed and coordination/planning sessions held with goal sponsors.





## GOAL IMPLEMENTATION STATUS

Highlights of the 2016 achievements in relation to the three Goals and seven Strategic Objectives follow. Note this is not an exhaustive list of achievements.

<b>Strategic Goal 1.0 – Safe and secure transit system</b>
<b>Strategic Objective: 1.1 Reduce crime and disorder</b>
<b>1.1.1 Targeting chronic offenders and high-risk behaviors by Individuals</b> <ul style="list-style-type: none"><li>• Elevated level of patrol attention to ensure compliance of target clients within the Transit Police Offender Management Program (OMP); a significant number of these clients fall into the realm of social disorder offenders and frequently have both psychological and substance abuse issues</li></ul>
<b>1.1.2 Enhance specialist capacity, intelligence sharing and partnerships to improve prevention and response to specific crime types, disorder and hotspots</b> <ul style="list-style-type: none"><li>• Neighbourhood Police Officers (NPOs) established liaison with Jurisdictional Police Community Policing Officers and offices</li><li>• Renewed Memorandum of Understanding with Surrey Crime Prevention Society for the Transit Watch Program</li></ul>
<b>1.1.3 Promoting investigative excellence generally, and sex offence investigations particularly</b> <ul style="list-style-type: none"><li>• Launched pilot and conducted preliminary evaluation of “SceneDoc”, a software that helps Members gather evidence digitally and allows Supervisors to monitor in real-time monitoring from a secure location</li><li>• Transit Police legal counsel issued guidance on issues related to policing authority, investigation, interviewing, prisoner release and evidence</li><li>• 10 additional Members trained at JIBC on Investigative Interviewing course</li></ul>
<b>1.1.4 Continue operational planning for policing of large public events impacting the transit system in coordination with partners</b> <ul style="list-style-type: none"><li>• Planned Boxing Day and News Year’s Eve events; successfully executed in support of jurisdictional partners</li></ul>



- New software tool for operational scheduling implemented

#### **1.1.5 Advance violence prevention strategy to reduce violence against transit staff**

- Delivered numerous formal crisis de-escalation training sessions to Transit supervisors from Coast Mountain Bus Company (CMBC) and all front-line SeaBus staff

### **Strategic Objective: 1.2 Improve Capacity to protect the transit system infrastructure**

#### **1.2.1 Improve anti-terrorism infrastructure protection**

- Secondment of Transit Police Officer to the Integrated National Security Enforcement Team (INSET)
- Numerous Members trained in Counter Terrorism Information Officer functions(CTIO)

#### **1.2.2 Develop and exercise Transit Police business continuity and emergency plans and processes**

- Close working relationship with the new TransLink Director of Emergency Management established
- Established a TransLink – Transit Police working group to explore development of scenario response guidelines for the TransLink enterprise
- Interoperable radio system installed at Transit Police HQ to enable TransLink enterprise communications interoperability between parties in emergencies
- Participation in TransLink Business Continuity workgroup

## **Strategic Goal 2.0 – Confidence in the use of public transit**

### **Strategic Objective: 2.1 Improve feelings of safety for customers and staff**

#### **2.1.1 Advance full implementation of the community-based Service Delivery Model**

- NPOs present and engaged in their hubs, and developed local partnerships with businesses, community police offices/police teams and local agencies/groups
- Environmental scans were completed for each of the six Community Service Areas (CSAs)
- Agreement achieved on measurement parameters for baseline analytics for each CSA



### **2.1.1 Deliver bias free policing strategy**

*NOTE: The Ministry of Public Safety and Solicitor General – Police Services Division is developing a provincial strategy on bias free policing, in which common training standards are anticipated. Once provincial direction is received, action will be taken in relation to moving ahead strategic action.*

## **Strategic Objective: 2.2 Improve Understanding of needs of transit customers and staff in order to care for and keep them safe**

### **2.2.1 Expand outreach and safety education to customers and community partners**

- Increased profile of the Transit Police by Chief Officer through numerous external presentations/interviews (e.g., at universities, conferences)
- NPOs delivering safety presentations at post-secondary institutions on sexual offending awareness and transit safety
- Post-secondary education establishment website linked to Transit Police website safety tips
- Three NPOs active with Twitter accounts

### **2.2.2 Strengthen Transit Police external communications, adopting innovation and appropriate technologies**

- Communications Unit capacity enhanced
- Newsletter article provided to Disabilities Alliance BC regarding the work of Transit Police for publication
- Revised communications analytics developed
- Launched sexual offending awareness poster campaign within the transit system and online
- Media interviews of Chief Officer to discuss Transit Police goals and objectives
- Plan developed to raise Canadian and international profile of Transit Police through creation of International conference on “policing moving cities” scheduled for May 2017

## **Strategic Objective: 2.3 Protect and assist vulnerable persons**

### **2.3.1 Work with partners to enhance Transit Police crisis intervention capabilities and operational response to safety concerns of vulnerable persons**

- Numerous Transit Police officers completed intensive negotiator training
- De-escalation training sessions completed with Transit Supervisors from CMBC and all of the front line SeaBus staff



- Transit Police officers invited to participate in Vancouver Police Department ongoing negotiator training as a result of their exceptional performance during initial training
- Participant in provincial police initiative to respond to opioid overdose; rolled-out training program (134 trained by year-end) and policy and distributed Naloxone kits (44 purchased)
- Delivered transgender awareness training to Transit Police officers, including protocol for confirming identification, search/detention and referencing in police records and reports
- Presentations provided to the Chief's Community Council Members, many of whom represent vulnerable transit user groups

### **2.3.2 Enhance collaboration with partners to improve support to victims and witnesses of crime related to transit**

- NPOs delivered safety presentations to vulnerable community groups
- NPOs connected with their Jurisdictional Police Victim Services Section(s) for their CSA
- Member appointed as lead related to Victim Services issues
- NPO liaison established with Vancouver Police Aboriginal Police Unit and local aboriginal focussed educational institutions

## **Strategic Goal 3.0 – Regional Services that enhance local policing and community safety**

### **Strategic Objective: 3.1 Engage in innovative and efficient methods to anticipate growth, social change and regional community safety issues**

#### **3.1.1 Develop and implement a collaborative policing model for Evergreen Branch with jurisdictional police partners**

- Approval in 2017 budget for an additional eight constables as a result of increased workload with expanding transit system with Evergreen Branch
- Comprehensive implementation plan involving with jurisdictional police commanders related to safety, security and policing on Evergreen Branch
- “Just in time” training delivered at operational level to Transit Police and jurisdictional police officers in Q4 2016, including transit safety protocol and Transit Police role/operational coordination with local police
- Ongoing joint patrols with Coquitlam RCMP
- Liaison on incident containment training, included involvement of partners
- Policy review/sharing with Port Moody Police in preparation for their new policing environment



### **3.1.2 Enhance use of the Transit Police explosive scent detection dog program**

- Agreement with partner agency to provide annual explosives validation to Transit Police dogs
- Agreement reached for some Handlers to attend the International Association of Bomb Technicians and Investigators training in Ontario during 2017

### **3.1.3 Update the operational protocol with JPD and seek additional joint initiatives to optimize police response and effectiveness**

- Distributed presentation for awareness of Transit Police and JPD members on the key components of the Transit Police/JPD operational Memorandum of Understanding - revised in April 2016
- Coordinated and hosted Regional Youth Intelligence Meetings (RYIM)

### **3.1.4 Work closely with the TransLink family to enhance risk management, situational awareness, and safety planning and processes**

- Advanced internally the Next Generation Radio Program (NGRP) being implemented by ECOMM
- Active participation on TransLink emergency planning, business continuity and risk management committees
- Transit Police staff tool online “Information Security Awareness” training to enhance security of electronic information

## **Strategic Objective: 3.2 Demonstrate professionalism and strong organizational performance**

### **3.2.1 Use data and research to provide evidence base to inform Transit Police work and report performance outcomes**

- Statistical data for the CSA business planning gathered and compiled into reference tool
- Several performance accountability tools were reviewed, validated and updated (e.g., Command Accountability Review and Member’s Activity Review)





### **3.2.2 Promote continuous improvement and sound management of resources**

- Maintenance of the internal Continuous Improvement Team
- Review conducted of information section (records, exhibits, PRIME, CPIC) and report provided to Executive

### **3.2.3 Recruiting a diverse workforce and enable that workforce to develop and contribute to their fullest potential (e.g., quality training, performance review, recognition, inclusivity and engagement).**

- Of the 23 constable hires in 2016: 19 males/82.5%; 4 females/17.5% ; 11 visible minorities/48%; 7 recruits/30%; 8 lateral-exempt officers/35% (under 6 yrs. Service); and 8 retired officers/35%
- Employee morale survey with over 70% staff participation and results provided electronically to all staff; detailed survey response plan developed and action leaders assigned
- 100% of exempt staff had annual performance reviews completed and 92% of union staff had their performance/check-in completed
- 51 operational Members trained and outfitted for carrying Conducted Energy Weapons (CEWs)
- 10 Members completed JIBC Investigative Interviewing Course
- Preliminary planning for new “Phased Interviewing Model” initiative (identified program & trainers, and collaborating with union on scheduling)
- Negotiator training completed by 16 Members and two-day containment training/exercise to over 131 Members (with additional 9 jurisdictional police participants)

### **3.2.4 Deliver robust occupational health and safety plan, including creating a workplace cognizant to mental health issues**

- Sworn and civilian staff training on opioid overdose and administering naloxone in event of accidental exposure by staff; set up static locations in offices for naloxone kits as well as sign-out/direct issue mechanisms

### **3.2.5 Ensure strong supervision, leadership and succession planning**

- Leadership training: Executive Mentoring – Leadership Development , How to become a better manager of people , IACP/Leadership in Policing Organizations, JIBC/Police Leadership and Development are some of the training opportunities staff attended.
- Analysis of key positions completed and process of succession planning either completed or is underway



- Two Members promoted to Inspector, including the first female Inspector for the Transit Police
- Professional development/succession planning through secondment of six officers to regional integrated teams or specialized positions

## KEY PERFORMANCE INDICATORS (KPIs)

The Police Board adopted 14 KPIs for the Strategic Plan and the result for 2016 shown on the following chart.

	KPIs	2016	2015	% Change	2016 Clearance Rate	2015 Clearance Rate
<b>1</b>	<b>Total Reported Files</b> <i>(primary offence only – all offences)</i>	26859	29533	-9%		
	<i>Transit Police Files</i>	19360	21978	-12%	77%	74%
	<i>Assist Files</i>	7499	7555	-1%		
<b>2</b>	<b>Crimes Against Persons/100,000 Boarded Passengers</b>	0.53	0.61	-13%	28%	27%
<b>3</b>	<b>Crimes Against Property/100,000 Boarded Passengers</b>	0.58	0.65	-11%	19%	18%
	<i>Crimes Against Persons</i>	2056	2229	-8%		
	<i>Crimes Against Property</i>	2223	2358	-6%		
<b>4</b>	<b>Workplace Violence Against Bus Operators (Assaults)</b>	102	101	1%		
<b>5</b>	<b>Transit Conduct and Safety Regulation Files</b> <i>(excludes 24hr refusals)</i>	1216	1734	-30%		
	<i>24 Hour Refusals</i>	449	733	-39%		
<b>6</b>	<b>Community/Partners Outreach Events</b>	145 <i>(baseline)</i>	--	--		
<b>7</b>	<b>Joint Initiatives/Operational Plans with JPDs</b>	52 <i>(baseline)</i>	--	--		
<b>8</b>	<b>Percentage of Actual Strength to Authorized Strength (Civilian)</b>	94%	93%	1%		
	<b>Percentage of Actual Strength to Authorized Strength (Sworn)</b>	102%	99%	3%		



9	Percentage of Female Police Officers to Actual Strength (Sworn)	14.7%	15.7%	-6%		
10	Number of Substantiated Police Act Complaints	0	0	0%		
11	Number of Languages Spoken	24	--	--		
13	Perception of Safety/Security – Rail (combined- average)	77	76	1%		
14	Perception of Safety/Security –Buses (combined average)	84	81	4%		