



2016-2020
**STRATEGIC
PLAN**

Policing the moving city.



**TRANSIT
POLICE**

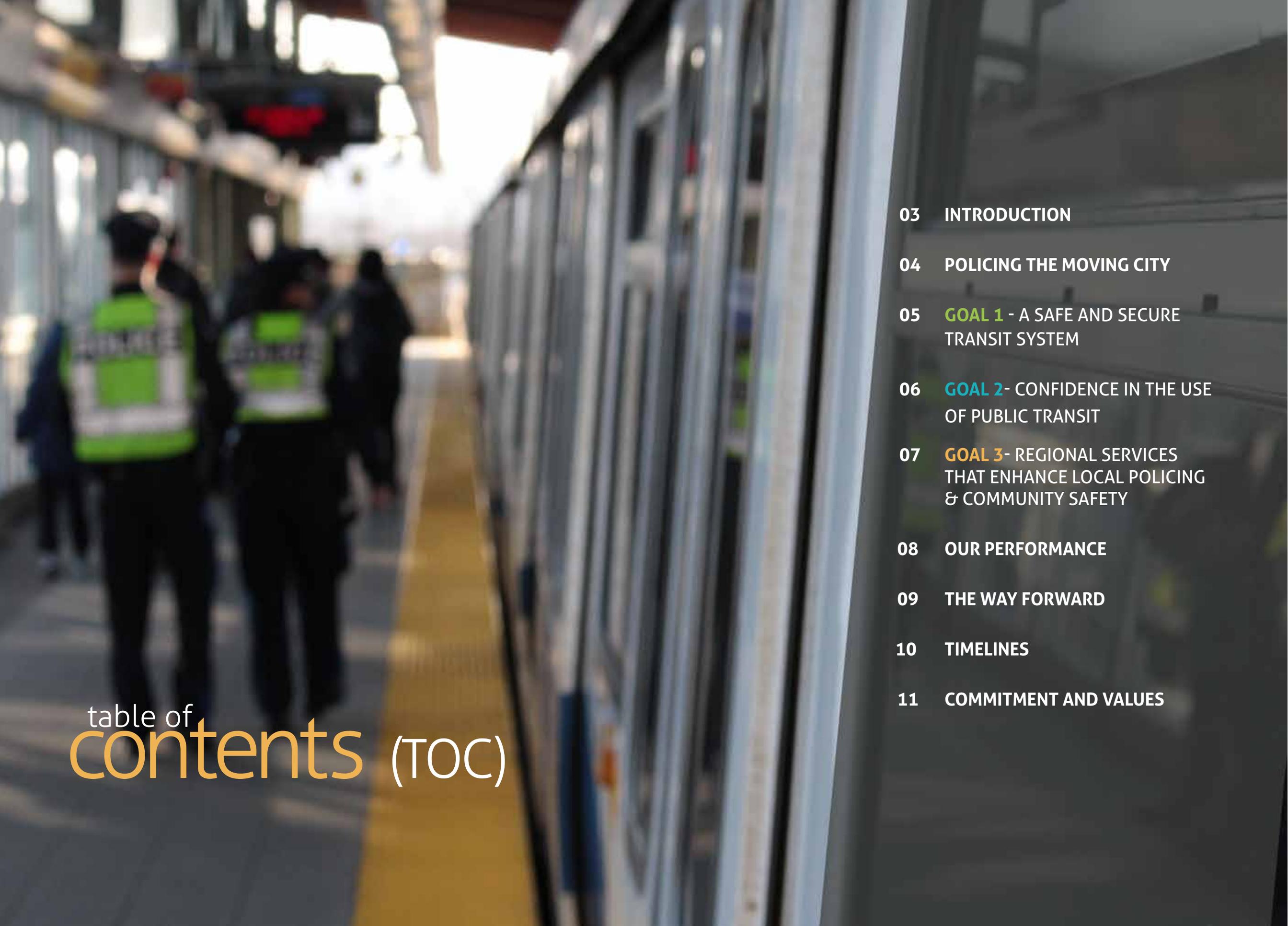
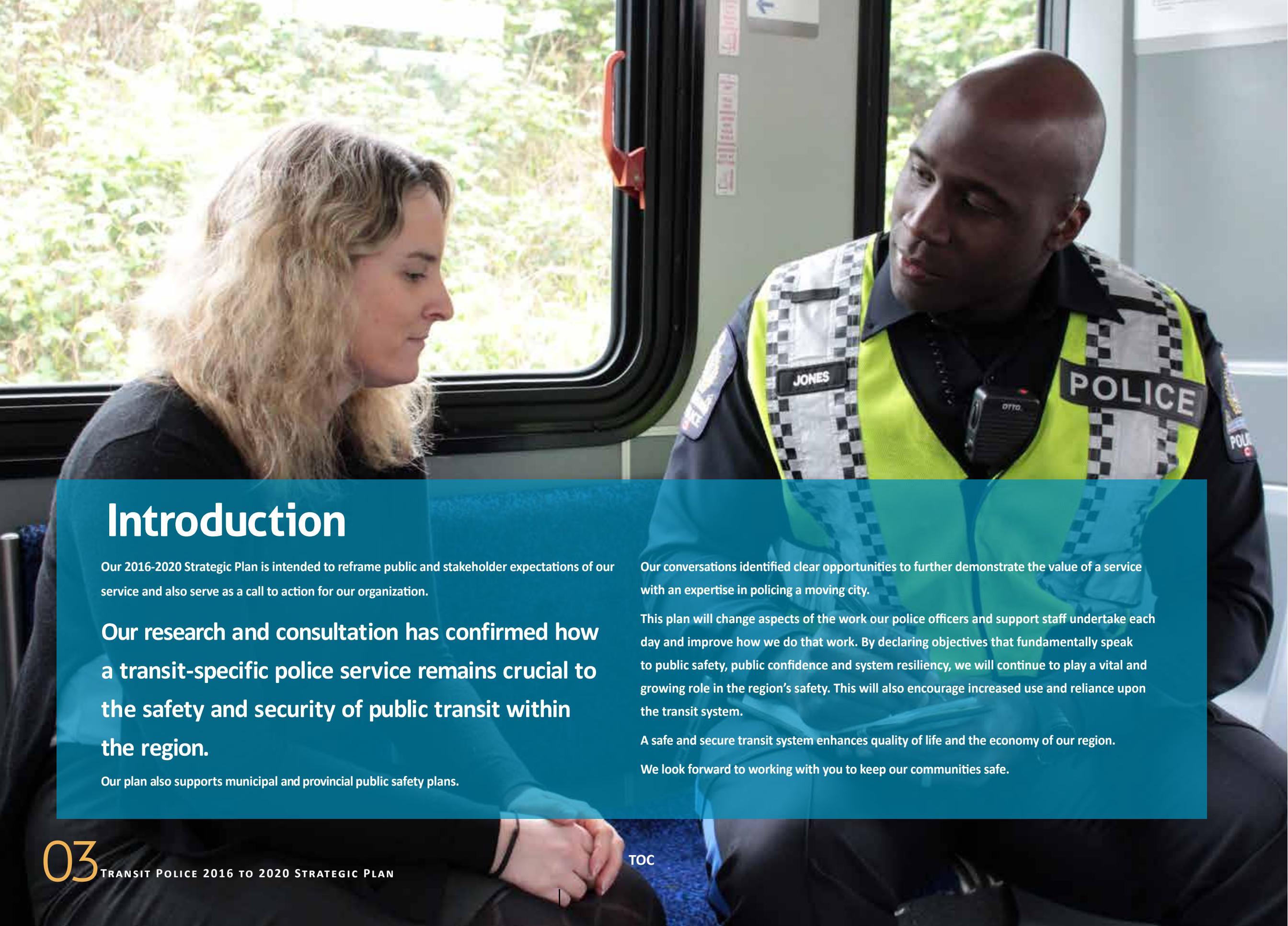


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Introduction

Our 2016-2020 Strategic Plan is intended to reframe public and stakeholder expectations of our service and also serve as a call to action for our organization.

Our research and consultation has confirmed how a transit-specific police service remains crucial to the safety and security of public transit within the region.

Our plan also supports municipal and provincial public safety plans.

Our conversations identified clear opportunities to further demonstrate the value of a service with an expertise in policing a moving city.

This plan will change aspects of the work our police officers and support staff undertake each day and improve how we do that work. By declaring objectives that fundamentally speak to public safety, public confidence and system resiliency, we will continue to play a vital and growing role in the region's safety. This will also encourage increased use and reliance upon the transit system.

A safe and secure transit system enhances quality of life and the economy of our region.

We look forward to working with you to keep our communities safe.



Policing the moving city.

Delivering on three strategic goals:

- 1 Deliver a safe & secure transit system
- 2 Build confidence in the use of public transit
- 3 Provide regional services that enhance local policing & community safety

2016-2020



Safe & secure transit system

TransLink considers the provision of a safe transit system as its paramount priority. A safe and secure transit system improves quality of life, adds to regional economic viability and is beneficial to the environment. By strengthening the integration of our specialist policing services with TransLink and its operating companies, and the broader police community, we will provide the most effective and efficient method of keeping people and infrastructure safe.

Our new Service Delivery Model has a neighbourhood policing focus. The stations and bus loops are similar in nature to the neighbourhoods they are anchored in. A thorough understanding of our moving city helps Transit Police identify and intercept those committing crime or creating disorder on the system. The unique knowledge of a system and its communities that transcends geographic boundaries provides Transit Police the ability to target those who choose to use this busy, transient environment to victimize. We will focus all our information and intelligence capabilities to protect those who use and work within the transit environment.

Objectives & Actions

1.1 Reduce crime and disorder

- Target chronic offenders and high-risk behaviors by individuals
- Enhance specialist capacity, intelligence sharing and partnerships to improve prevention and response to specific crime types, disorder and hotspots
- Promote investigative excellence
- Continue operational planning for policing of large public events impacting the transit system in coordination with partners
- Advance violence prevention strategy to reduce violence against transit staff

1.2 Improve capacity to protect the transit system infrastructure

- Improve anti-terrorism/infrastructure protection (prevention, detection, denial and response)
- Develop and exercise Transit Police business continuity and emergency plans and processes

Confidence in the use of public transit

Feeling confident and safe within our communities, as well as on transit, is influenced by factors such as the built environment, clear and overt guardianship, and the lack of disorder or threat to our comfort as we carry out our journeys. Transit Police will work tirelessly to promote feelings of safety through police officer presence and by bringing added value to the many partnerships we enjoy with transit frontline staff and our many policing partners.

Confidence in personal safety will encourage the use of the transit system and support TransLink's priority to increase ridership. Those most vulnerable in our communities often require additional consideration. We will ensure that our police officers and support staff are equipped with the knowledge, skills and attitude that promote confidence in safety for all who wish to use transit and who provide transit services.

Objectives & Actions

2.1 Improve feelings of safety for customers and staff

- Advance full implementation of the community-based Service Delivery Model
- Deliver bias free policing strategy

2.2 Improve understanding of needs of customers and staff in order to care for and keep them safe

- Expand outreach and safety education to customers and community partners
- Strengthen Transit Police external communications, adopting innovation and appropriate technologies

2.3 Protect and assist vulnerable persons

- Work with partners to enhance Transit Police crisis intervention capabilities and operational response to safety concerns of vulnerable persons (e.g., mentally ill, at-risk youth, women, seniors, high-risk missing persons, disabled); including preventing and investigating sexual offending on transit
- Enhance collaboration with partners to improve support to victims and witnesses of crime related to transit





Regional services that enhance local policing & community safety

The transportation region spans many communities and continues to grow. Often these communities have their own police service and community safety plans. Transit Police was established so that a continuum of specialist police services are delivered across the region, something not possible with the existing geographical policing model.

Transit Police will continue to seek out innovative and efficient safety partnerships in order to provide added value to the communities we serve. We will continue to invest in providing support and development opportunities for our staff that will help them deliver the highest levels of professionalism to transit users and our partners. Consistently delivering excellence in safety to transit users, transit staff and our many stakeholders will add to safety across our region.

Objectives & Actions

3.1 Engage in innovative and efficient methods to anticipate growth, social change and regional community safety issues

- Develop and implement a collaborative policing model for the Evergreen Line with Jurisdictional Police partners
- Enhance use of the Transit Police explosive scent detection dog program
- Update the operational protocol with Jurisdictional Police and seek additional joint initiatives to optimize police response and effectiveness
- Work closely with the TransLink family to enhance risk management, situational awareness, and safety planning and processes
- Explore legislative and other opportunities to enhance delivery of the Transit Police purpose

3.2 Demonstrate professionalism and strong organizational performance

- Use data and research to provide evidence base to inform Transit Police work and report performance outcomes
- Promote continuous improvement and sound management of resources
- Recruit a diverse workforce and enable that workforce (civilians and sworn) to develop and contribute to their fullest potential (e.g., quality training, performance review, recognition, inclusivity and engagement)
- Deliver robust occupational health and safety plan, including creating a workplace cognizant of mental health issues
- Ensure strong supervision, leadership and succession planning

Our Performance

Transit Police is committed to quality and efficiency in its delivery of policing services. In keeping with the philosophy of continual improvement, we monitor our organizational and operational performance through a number of accountability tools, such as the Command Accountability Review mechanism and the Tactical Management Team meeting. Our Report to the Community which includes statistical information as well as trending and highlights of achievements is issued each year.

While there are a significant number of performance measures tracked by Transit Police in support of this Strategic Plan, we have identified 14 key indicators that are grouped into five themes. The Transit Police Board receives performance indicators and achievement reports semi-annually.



Reducing Crime

- Crimes Against Property on Transit*
- Crimes Against Persons on Transit*
- Workplace Violence Incidents Against Bus Operators

**Based on per 100,000 boarded passengers*

Strengthening Partnerships

- Communities/Partners Outreach Events
- Joint Initiatives and Operations Plans with Jurisdictional Police Partners



Improving Safety

- Customer Perceptions of Rail Safety
- Customer Perceptions of Bus Safety



A Healthy and Diverse Organization

- Actual to Authorized Strength
- Percentage of Female Members of Actual Strength
- Number of Languages Spoken by Staff
- Number of Substantiated Complaints

Increasing Productivity

- Number of Police Files
- Clearance Rates for all Police Files
- Violation Tickets-Transit Conduct & Safety Regulation





transit partnerships



education

The way forward

The reduction of crime and nuisance behaviours through the development and use of intelligence-guided systems, delivering investigative excellence and enhancing specialist capabilities will form the fundamental tools to help provide a safe and secure transit system.

Confidence in a transit system is, to a large extent, based upon feelings of safety. Transit Police will play a lead role in improving feelings of personal safety. Through our community focused Service Delivery Model, developing and embracing a bias free policing strategy and continually listening to our customers' needs, we will develop trust and provide reassurance to passengers and transit staff. We recognize that those most vulnerable in our communities may require additional consideration and we will further develop our crisis intervention skills and operational responses to the safety concerns of those more vulnerable groups and individuals.

Transit Police is a regional police service. Through anticipating growth and social change, Transit Police will develop innovative and efficient methods to enhance safety through collaboration with stakeholders and jurisdictional police partners across the region. Transit Police embraces a guardian philosophy of policing that values, above all else, the sanctity of life; therefore, we promote defusing tactics and commit to using the minimum level of force necessary in our actions. The demonstration of professionalism and the use of performance management tools will provide evidence of our integrity and accountability. Through the delivery of this plan we will demonstrate excellence in public transit policing.



technology



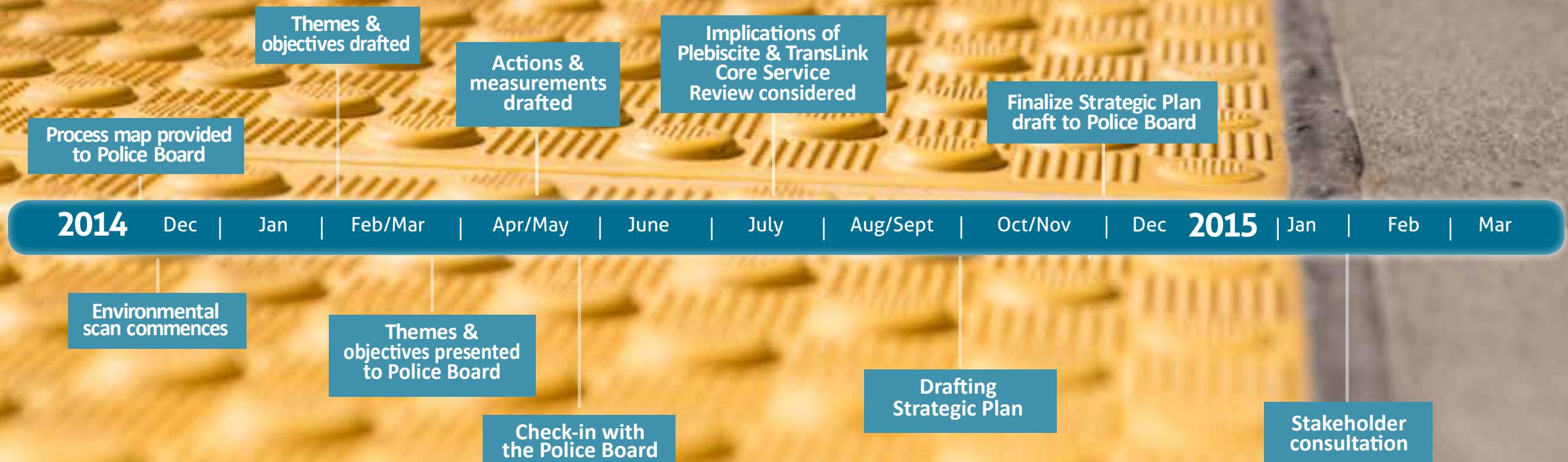
police partnerships

timeline

Strategic Planning

A multi-year plan must take into consideration many factors. The process that has delivered this plan started in late 2014. Potential changes to the transportation and public safety environments are essential components, as are the needs and expectations of transit users and staff. Research identified and took these factors into account.

During the planning process, key decisions were also being made relating to future funding models for transit and priorities for the TransLink enterprise were re-established. These too had the potential to impact the plan. This timeline reflects some of the key milestones within the process.





Commitment & Values

Transit Police is committed to demonstrating excellence in public transit policing.

5
key values

Integrity

We will steadfastly adhere to a strict ethical code and be open, honest and fair in all interactions.

Professionalism

We will pursue the highest professional standards and do our very best to conduct ourselves in a manner expected by our partners and the communities we serve.

Accountability

We will communicate with our partners and the communities we serve on our goals, achievements and results, and be fiscally responsible.

Respect

We will treat everyone fairly and with compassion, respect and dignity. We will value differences between people and communities.

Teamwork

We will be highly motivated and committed to collaboration, shared leadership and trust, and combine our energy and expertise to keep the transit system safe and secure.



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