



Strategic Plan 2017 Year-end Update

Public Report – April 24, 2018



METRO VANCOUVER
**TRANSIT
POLICE**



EXECUTIVE SUMMARY

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



The Transit Police is now into the third year of the Plan and this report provides the 2017 year-end Plan update to the Police Board. During 2017, significant achievement occurred in implementing the 23 strategic actions – highlights are:

- The Transit Police collaborated closely with Port Moody Police and Coquitlam RCMP for seamless policing of the new Evergreen Extension (e.g., joint patrols, special event upstream interdiction policing plans, major incident training exercises, and Transit Police participation in community outreach events).
- The Transit Police advanced full implementation of the community-based Service Delivery Model with the assistance of the six Neighbourhood Police Officers (NPOs). This includes: focus groups being held with stakeholders to further development of Hub action Blueprints, engagement in community outreach and joint initiatives with Jurisdictional Police partners, and three NPOs being trained for bike patrol deployment within their Hub and with partners.
- The “Policing Moving Cities” conference was hosted by the Transit Police in partnership with the Canadian Association of Chiefs of Police. There were 140



attendees from the United States, United Kingdom and Canada representing transit operators (including all TransLink companies), government and all levels of transit policing/security/public safety organizations as well as Jurisdictional Police Departments from across Metro Vancouver. The conference covered such issues as: terrorism, counter-terrorism and safe transit systems; vulnerable populations, including those with mental illness; sexual offending on transit; and intelligence sharing, collaboration and partnerships for transit authorities, policing and others. The Transit Police continues to leverage relationships resulting from the conference and in 2017 implemented a number of critical incident response exercises with law enforcement, government and TransLink companies.



*[Panel speaking on the value of the Metro Vancouver Transit Police model:
RCMP Assistant Commissioner Bill Fordy, Deputy Solicitor General Mark Sieben, Transit Police
Board Chair Mark Reder, TransLink CEO Kevin Desmond, & Vancouver Police Chief Adam Palmer]*

- In recognition of the current fentanyl/opioid crisis, over 154 sworn and civilian staff are now trained to administer Naloxone. In 2017, Naloxone was successfully used on 20 occasions to resuscitate overdose victims, thereby saving lives as well as contributing to transit system resiliency and minimizing service interruptions.
- The new “InTime” scheduling program was rolled out to the Operations Division; this software helps support police planning for large public events, response to emergencies, and consideration of employee readiness/wellness in deployment protocols.
- In 2017, a staffing analysis was completed for Transit Police service delivery to the expanded transit system. This resulted in an increase of eight sworn officers and one civilian to the authorized strength of the Transit Police for 2018. The



additional staffing enabled: improved deployment to the Evergreen Extension; implementation of the new General Investigation Unit with two teams (replacing former Crime Reduction Unit), allowing it to move from a four days a week schedule to seven days a week within the revised Operations Division structure; and enhanced crime analysis capacity.

- By year-end 2017, 61 Transit Police officers were trained and equipped with Conducted Energy Weapons (CEW); this met the Chief Officer's goal of ~50 per cent of Patrol officers carrying a CEW. This provides another less-lethal option for Transit Police officers.
- At the outset of 2017, a target was set to train all frontline officers in the best-practice "Ethical Phased Interviewing" by the end of 2018. Developed by the RCMP, the course ensures that Transit Police officers have the most up to date techniques for interviewing suspects, victims and witnesses. By year-end 2017, 121 Transit Police officers had successfully undertaken the five-day course, which puts Transit Police ahead of schedule in achieving the target.
- In 2017, Transit Police officers engaged in over 409 community/partner outreach events, compared to 145 in 2016. The majority of the increase reflects increased outreach by the six NPOs, Client Support Sergeants and four Dog Teams. Given world events, there was specific outreach to the Muslim community in partnership with the Provincial RCMP Crime Prevention and Hate Crime Teams. Another priority was targeted training to Transit enterprise staff on crisis de-escalation and vulnerable clientele, such as those with mental illness (over 70 sessions).



- Anti-terror policing is a central element of the Transit Police daily policing practice. In 2017, a range of obvious and discreet methods continued to be employed by the Transit Police to detect, deny and deter any activity which posed a security risk



to the transit system. The Transit Police beat officer presence was supplemented by the daily deployment of the Transit Police’s canine explosive scent detection teams (four Dog Teams). As well, the Dog Teams conducted regular security sweeps of transit physical infrastructure. The Transit Police engaged with local and regional policing partners, and other partners responsible for matters of national security; this included delivery of a table top exercise for interoperability in the event of a critical incident. Greater emphasis was placed on high visibility surges and “Operation Rail Safe” events with international partners and TransLink enterprise partners. Through increased outreach initiatives and social media initiatives, transit riders were encouraged to use the Transit Police text code (87 77 77) or “See Say” App to discreetly advise the Transit Police, in real time, of anything unusual on the transit system.



- In 2017, the Transit Police provided training to TransLink enterprise staff on how to respond to unattended packages and suspicious packages, using the “HOT” (Hidden, Obvious and Typical) approach. Over 50 sessions were delivered to hundreds of station attendants, transit supervisors and managers, and bus operators. This training is beneficial for the purposes of transit safety and security, coordinated incident response with Transit Police, and complements other system resiliency and rider satisfaction initiatives.



GOAL IMPLEMENTATION STATUS

A summary of the achievements for each of the three Goals and seven Strategic Objectives follows. The Plan achievements are presented as a cumulative report covering 2016 and 2017. *Note: this is not an exhaustive list of achievements and does not list work in progress.*

Strategic Goal 1.0 – Safe and secure transit system
Strategic Objective: 1.1 Reduce crime and disorder
1.1.1 Targeting chronic offenders and high-risk behaviors by Individuals
COMPLETED: <ul style="list-style-type: none">• Elevated patrol attention to ensure compliance of target individuals within the Transit Police Offender Management Program (OMP); a significant number of these individuals fall into the category of social disorder offenders and frequently have both psychological and substance abuse issues [2016]• The OMP client base was reviewed by the Intel Officer and a revised OMP rolled out to target the active, persistent clients that pose a risk to the public and transit staff; the mental health clientele group was separated out to enable the Client Service Sergeants to focus on development of beneficial actions/support unique to each client (there is ongoing client management and referral through mental health partnerships with social services and health agencies) [2017]• Ongoing training sessions delivered to Transit Police in support of mental health focus for staff and clients [2017]• Reviewed the Tactical Management Team (TMT) design for purpose of continual improvement on Problem Oriented Policing and management of targeted problematic individuals [2017]
1.1.2 Enhance specialist capacity, intelligence sharing and partnerships to improve prevention and response to specific crime types, disorder and hotspots
COMPLETED: <ul style="list-style-type: none">• NPOs established liaison with Jurisdictional Police community policing officers and community police offices [2016-2017]• For intelligence sharing and capacity building purposes, externally funded secondment/assignment of 10 Transit Police officers to the following integrated units in 2017:<ul style="list-style-type: none">- RCMP “E” Division Integrated National Security Enforcement Team- Combined Forces Special Enforcement Unit - BC- RCMP “E” Division - Specialized Investigations and Operational Techniques /Undercover Operations Unit- Integrated Municipal Provincial Auto Crime Team



- Integrated Road Safety Unit
- Real Time Intelligence Centre
- Police Academy
- Joint Transit Police-Surrey RCMP patrol team for Surrey Central
- Ongoing submission of key Transit Police files to the Real Time Information Centre (RTIC); in 2017, the Transit Police initiated a regional sex offence bulletin via RTIC and is a major contributor
- Established a monthly operational summary in searchable spreadsheet format for each Jurisdictional Police partner, sorted by jurisdiction, identifying all significant Transit Police files generated within their municipalities; reports are distributed to each Jurisdictional Police partner at the end of each month, providing them with valuable intelligence on suspects in their region and demonstrating the value of the Transit Police – Jurisdictional Police partnership model (also supports #3.1.3) [2017]
- The Transit Police Weekly Wanted Bulletin is circulated to all Transit Police officers and to Jurisdictional Police partners, thereby helping in arrests of wanted suspects [2016-2017]
- Continued professional development with JIBC/Human Source Management Training for selected officers [2016-2017]
- Renewed the Memorandum of Understanding with Surrey Crime Prevention Society for the Transit Watch Program [2017]

1.1.3 Promoting investigative excellence generally, and sex offence investigations particularly

COMPLETED:

- Launched pilot and conducted preliminary evaluation of “SceneDoc” software that helps Transit Police officers gather evidence digitally and allows supervisors to monitor investigations in real-time from a secure location [2016]
- Implemented “Move It” software to allow Transit Police to acquire CCTV video directly from TransLink companies to achieve efficiencies [2016]
- Review of all 2016 Reports to Crown Counsel (RTCCs) and analysis spreadsheet created [2016-2017]
- Transit Police legal counsel issued 21 law letters on such topics as policing authority, investigation, interviewing, prisoner release and evidence, right to counsel, *Liquor Control and Licensing Act*, arrest as an investigative tool, *Good Samaritan Drug Overdose Act*, marijuana, new offence for misuse of fare gates, forfeiture, and right to timely trials [2016-2017]
- 10 Transit Police officers completed the JIBC/Investigative Interviewing course [2016]
- The Training Unit embarked on a large training initiative for interviewing, in partnership with the JIBC Police Academy; 12 courses were conducted, training 121 officers in the best-practice Phased Interview Model developed by the RCMP and implemented nationally (also supports #3.2.3) [2017]
- Implemented the revised organizational chart for the Operations Division. This included the restructuring of the General Investigative Unit (formerly the Crime



Reduction Unit) to expand to seven days from four days a week and increase to two teams, each with four constables and one Sergeant. The GIU is now aligned with the patrol shifting pattern and its mandate revised to better support patrol officers and to provide/mentor investigative excellence. The model enables rapid follow-up and “front-end loading” to serious crime investigations [2017]

- Material from Sex Offence Investigation Guide incorporated into training reference material; in 2017, the Transit Police solve rate for sexual offence files was 64 percent and the rate of charges approved by Crown counsel improved significantly
- Implemented a guide for Watch Commanders to assist them in reviewing RTCCs, particularly those involving sex offences [2016]
- Issued new policies on:
(a) sexual offence investigations and checklist for “level one” sexual assault investigations, (b) suspect interviewing – patrol based investigations,
(c) violence in relationships – vulnerable persons [2017]

CRIME May 31, 2017 12:03 pm Updated: May 31, 2017 6:42 pm

Three men arrested for separate alleged sexual offences on Lower Mainland transit



By Paula Baker
Online Journalist Global News

Facebook Twitter Email Print ...



Wed, May 31: Transit Police have made a number of arrests in connection with sexual assaults on transit. Tanya Beja reports.

1.1.4 Continue operational planning for policing of large public events impacting the transit system in coordination with partners

COMPLETED:

- Worked closely with Port Moody Police and Coquitlam RCMP on safe movement of people along the new Evergreen Extension to major events in Vancouver, and implemented upstream interdiction strategies; for safety and security objectives, Transit Police officers were also deployed to the West Coast Express and Transit Police Explosive Scent Detection Dog Teams conducted security sweeps [2017]
- Ongoing coordination with TransLink enterprise partners and external partners on respective responsibilities for major event preparation adjacent to transit system Hubs (e.g., Boxing day, New Year’s Eve Celebration of Lights) [2016-2017]
- New “InTime” software tool for operations scheduling rolled out for increased accountability and efficiency [2017]
- Revised operations organization chart and changes were completed on assignment of operational planning duties between East and West operations administrative



support Sergeants and Staff Sergeants; a new Inspector portfolio was created for stakeholder relations and community policing (takes effect in 2018) [2017]

- Acquired equipment for the new Transit Police emergency operations command room (also multi-purpose room use) and initiated process to secure funding for the required facility renovation [2017]
- Transit Police officers provided with respirators for use in emergencies and large public events, and biennial fit-testing included in the TSERT process [2016-2017]



1.1.5 Advance violence prevention strategy to reduce violence against transit staff

COMPLETED:

- Delivered over 70 crisis de-escalation/mental health training sessions to transit supervisors and security squads from Coast Mountain Bus Company (CMBC), and front-line SeaBus staff (also supports #1.1.1 and #2.3.1) [2017]
- Ongoing review of CMBC tracking matrix concerning interactions with vulnerable sector clients and worked on collaborative support/resolution strategies [2017]
- Continued participation in the joint “violence in workplace” committee and the operational safety committee meetings with CMBC [2017]
- Ongoing Transit Police tracking and investigation of reported operator assault incidents and provision of victim support [2017]

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

1.2.1 Improve anti-terrorism infrastructure protection

COMPLETED:

- For intelligence sharing and capacity building purposes, the Transit Police has secondments to the RCMP “E” Division – Integrated National Security Enforcement Team, Combined Forces Special Enforcement Unit – BC, and RCMP Special Operations Intelligence Unit [2017]
- Numerous Transit Police officers trained in Counter Terrorism Information Officer (CTIO) function (also supports #1.1.2) [2017]
- Some Transit Security Officers (TSEC) from CMBC joined Transit Police officers in taking the CTIO course, thus supporting a more collaborative approach by Transit Police and TSEC in anti-terrorism and transit security strategies [2017]



- Over 50 HOT (Hidden, Obvious, Typical) presentations delivered to TransLink operating companies (station attendants, security officers, supervisors, managers, control centres) [2017]
- Transit Police conducted a significant table top exercise with the involvement of representatives of the BC Rapid Transit Company and CMBC, and consultation with the Vancouver Police, RCMP, CN Police and AmTrak Police; the exercise used the US Security Administration’s “EXIS” (Exercise Information Tool) which was made possible because of the Transit Police’s strong relationship with US counterparts and Transport Canada [2017]
- Ongoing participation in “Operation Rail Safe” and conducting of “high vis” surges in times of heightened security alert for transit systems [2017]
- Transit Police conducted CPTED (Crime Prevention Through Environmental Design) analysis for certain transit infrastructure; two more NPOs were trained in CPTED to increase internal capacity [2017]



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

COMPLETED:

- Established close working relationship with the new TransLink Director of Emergency Management [2016-2017]
- Established a TransLink – Transit Police working group to explore development of an “active assailant” response guideline for the TransLink enterprise [2016];
- New MotoBridge (Motorola interoperability radio system) installed at Transit Police HQ to enable TransLink enterprise communications interoperability between parties in emergencies [2016]
- Participation in TransLink Business Continuity Workgroup [2016-2017]
- Numerous Transit Police staff were trained as “scribes” for operational support to critical incident command [2017]
- New Operations Communication Center temporary location established in the event of HQ evacuation (along with Standard Operation Procedures) [2016-2017]
- Transit Police is an active partner in the Provincial Emergency Planning Program [2017]



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

COMPLETED:

- NPOs present and engaged in their Hubs, and developed local partnerships with businesses, community police offices/police teams and local agencies/groups [2016-2017]
- Environmental scans were completed for each of the six Community Service Areas (CSAs) [2016]; focus groups were held to help inform the development of the CSA Blueprints (business plan) for action; consultant professor at Simon Fraser University consolidated the focus group input and provided guidance/input to enable NPOs' completion of their CSA Blueprints [2017]
- Agreement achieved on measurement parameters for analytics for each CSA and completed baseline data collection for ongoing CSA crime analysis and performance assessment [2017]
- New sub-office at Waterfront Station operational in 2017; it is also available for use by Jurisdictional Police and the TransLink enterprise for events or emergencies



2.1.2 Deliver bias free policing strategy

COMPLETED:

- The Ministry of Public Safety and Solicitor General – Police Services Division is advancing a new provincial strategy on bias free policing which includes common training standards for police; two Transit Police officers completed the related “Train-the-Trainers” program in order to deliver training to all Transit Police in 2018



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

COMPLETED:

- Increased profile of the Transit Police by Chief Officer through over 25 external presentations (e.g., at universities, conferences) and media interviews [2016-2017]
- NPOs, Dog Team officers and assigned patrol officers have engaged in extensive community outreach to inform transit riders and the public of transit safety features, “See Something, Say Something” reporting, and the role of the Transit Police. In 2017, over 409 events took place; this includes delivering safety presentations at post-secondary institutions on sexual offending awareness and transit safety, and a new initiative to reach out to the Muslim community in coordination with the RCMP “E” Division Crime Prevention and Hate Crime Teams



- Five NPOs active with Twitter accounts and three NPOs on Instagram [2017]
- The Transit Police developed a sexual offence awareness information PowerPoint for use by Jurisdictional Police - School Liaison Officers and schools (includes promotion of Transit Police text number and “See Say” campaign) [2017]



- The Transit Police launched a Bike Program pilot project and three NPOs were trained. This program is another opportunity to provide high police visibility in the CSAs, create dialogue, and enhance community partnerships. NPOs will be able to do joint patrols in the CSA with their Jurisdictional Police partners (when such operations have a nexus to transit related issues); and address identified transit related



issues with transit operators and the Transit Security Bike Patrol on Granville Mall and at Surrey Central [2017]

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

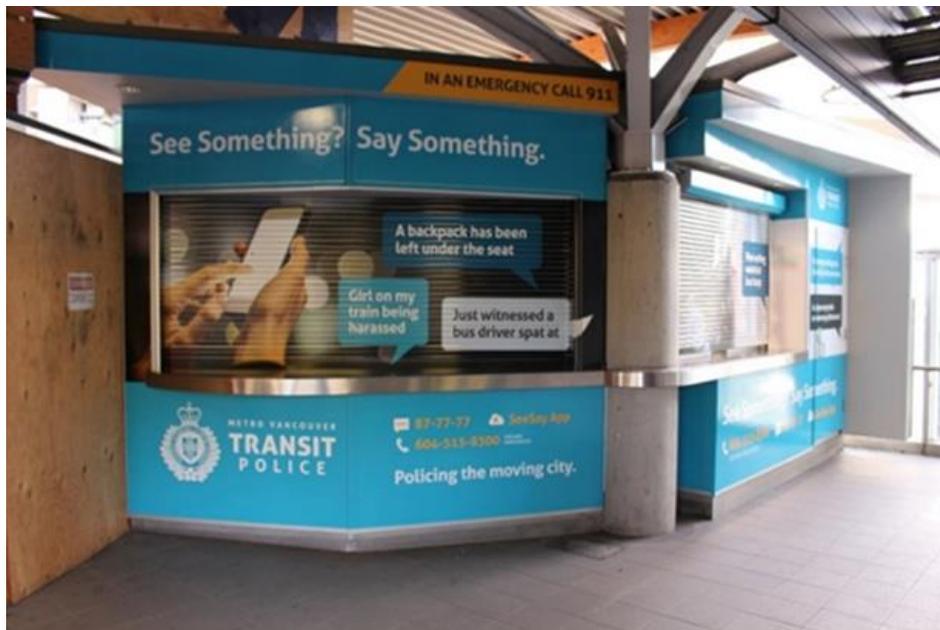
COMPLETED:

- Communications Unit capacity enhanced
- Annual Report to the Community issued and newsletter article regarding the work of Transit Police provided for Disabilities Alliance BC publication [2016]
- Revised communications analytics developed [2016]
- Media interviews of Chief Officer to promote benefit and value of Transit Police [2016]
- Launched sexual offending awareness campaign within the transit system and online [2016]
- Raised Canadian and international profile through hosting of 2017 international conference on “Policing Moving Cities” – see Executive Summary for detail (also supports #3.1.3) [2017]





- Created a section on the Transit Police website for “sexual offence prevention tips on transit”[2017]
- Updated the 87 77 77 / “See Something, Say Something” posters and cards; distributed through the NPOs in Hubs [2017]
- Produced internal video messaging from the Chief on such topics as Strategic Plan, priorities/annual achievements, and Hub time [2017]
- Completed replacement for the Transit Police SMS/Text software platform and transitioned to the new software in the Operations Communication Centre [2017]
- Designed/installed new (branding) building wrap for Commercial/Broadway office and for HQ entrance [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

COMPLETED:

- A targeted number of Transit Police officers completed intensive negotiator training and two officers invited to participate in Vancouver Police Department ongoing negotiator training as a result of their exceptional performance [2016]
- Participated in provincial police initiative to respond to opioid overdose; Transit Police policy was approved in February 2017 and 154 sworn and civilian staff were trained by year-end 2017; in Q2 2017, provincially funded Naloxone Kits were made available as personal issue to Transit Police officers (rather than shift sign out process used in 2016)



- Delivered transgender awareness training to Transit Police officers, including protocol for confirming identification, search/detention, and referencing in police records and reports [2016]
- Presented to the Chief's Community Council Members, many of whom represent vulnerable transit user groups [2016-2017]
- NPOs and a Client Services Sergeant worked with CMBC on a coordinated response to customer complaints involving disturbed or mentally ill persons on the bus system; this included Transit Police developing a support program for the vulnerable clients on transit [2017]



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

COMPLETED:

- NPOs and Police Dog Teams presented to vulnerable community groups [2016 – 2017]
- NPOs connected with their Jurisdictional Police Victim Services Section(s) for their CSA [2017]
- Lead NPO appointed to Victim Services issues [2016]
- NPO liaison established with Vancouver Police Aboriginal Police Unit and local aboriginal focused educational institutions [2016]
- Coordinated Regional Youth Intelligence meetings and participated in BC Police Victim Services conference [2017]
- Engaged organizations who work with vulnerable persons within the NPO business planning process [2017]



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 Extension with jurisdictional police partners [v Strategic Action Completed – December 2017]

COMPLETED:

- Comprehensive implementation plan involving Jurisdictional Police commanders related to safety, security and policing to Evergreen Extension [2016]
- “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 [2016]
- Liaison on incident containment training, included involvement of partners [2016]
- Policy review/sharing with Port Moody Police in preparation for their new policing environment [2016]
- Approval and funding received to add eight constables to address increased workload resulting from the Evergreen Extension [2017]
- Analysis conducted on crime and operational deployment to the Evergreen Extension and business case developed to support the Transit Police request for additional officers; six constables approved for 2018 [2017]
- Ongoing communication and coordination with Jurisdictional Police on common policing issues, joint initiatives, special event policing, community outreach [2017 ongoing]

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

COMPLETED:

- Agreement with partner police agency to provide annual explosives validation to Transit Police Dog Teams [2017]
- All Handlers attended the International Association of Bomb Technicians Investigators training in Ontario [2017]
- Increased regular security sweeps by the four Dog Teams of stations and transit property to promote safety and a level of confidence in using the transit system; special security sweeps performed prior to major events [2017]
- Capital and operational costs for two additional explosive scent dog teams approved in 2018 budget (using existing patrol officers) [2017]
- Enhanced profile of the Dog Teams with the Jurisdictional Police and responded to increased requests for mutual aid assistance from Jurisdictional Police [2017]



- Dog Teams attended to 34 calls for service concerning possible explosives and there were 77 dog team presentations/demonstrations to the community and transit enterprise staff [2017]

3.1.3 Update the operational protocol with Jurisdictional Police Departments and seek additional joint initiatives to optimize police response and effectiveness

COMPLETED:

- Distributed presentation for awareness of Transit Police and Jurisdictional Police officers on the Transit Police – Jurisdictional Police operational Memorandum of Understanding [2016]
- Held semi-annual Transit Police – Jurisdictional Police protocol committee meetings and communicated new policy requiring that all training exercises on the transit system and use of TransLink enterprise assets to be coordinated through the Transit Police [2017]
- Regional Youth Intelligence Meetings [2016-2017]



- Ongoing collaboration on mutual interest policing initiatives, including: NPOs' collaboration with community police offices/officers; Transit Police/Surrey RCMP joint beat team; Evergreen joint policing partnership practice; special events planning; inclusion of safety and security



partners to supplement policing effectiveness, such as TransLink Security, IRAYL (youth at risk on transit - outreach program), RYIM, and Transit Watch [2017]

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

COMPLETED:

- Successful roll-out of Next Generation Radio Program in coordination with ECOMM – this is a common radio platform for police, fire and ambulance partners [2017]
- Active on TransLink emergency planning, business continuity and risk management committees; developed working relationship with new TransLink Director of Emergency Planning; Transit Police moving to become the TransLink enterprise Intelligence Centre [2017]
- Transit Police staff took online “Information Security Awareness” training to enhance security of electronic information [2017]
- All TransLink operating companies (and TransLink HQ staff) represented at the Transit Police – Policing Moving Cities Conference (with two as presenters) [2017]

3.1.5 Explore legislative and other opportunities to enhance delivery of the Transit Police purpose

COMPLETED:

- The *Greater Vancouver Transit Conduct and Safety Regulation* was amended in March 2017, introducing new provincial offences regarding the misuse of fare gates on the TransLink system; these new offences were created as the result of advocacy by the Transit Police, in partnership with TransLink, based on input from operational Transit Police officers; Transit Police officers can now issue a provincial violation ticket to a person committing infractions, which has the additional benefit of identifying persons



that are wanted for breaches of court imposed conditions and arrest warrants (also supports 2.1.1) [2017]

- The Provincial Government approved a regulation to amend regulations related to all three Designated Policing Units in BC, which includes the Transit Police; this resulted in amendments to the *South Coast British Columbia Transportation Authority Police Service Complaints and Operations Regulation*; addresses issues related to application of Part 11 (Complaints) of the *Police Act* and mirrors more closely the provisions that apply for municipal police boards [2016]

3.1.6 Work with TransLink and jurisdictional police partners to optimize planning and preparations for policing an expanding transit system (NEW Strategic Action Item)

Note: The Transit Police Executive added this new strategic action, to commence in 2018, as a result of significant research and planning that commenced in 2017 relative to police service delivery to future transit expansions (Millennium Line Broadway Extension and Surrey Light Rail Transit)

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

COMPLETED:

- Gathered statistical data for the CSA business planning process; ongoing quarterly analysis to occur in conjunction with the NPOs [2017]
- Several performance accountability tools have been reviewed, validated and updated (e.g., Command Accountability Review and Member Activity Review) [2017]
- Participated in TransLink's new performance dashboard (public) with the provision of monthly "crimes against persons" and "crimes against property" data [2017]
- Analysis conducted in relation to Evergreen Extension and operations service delivery, and staffing business cases endorsed by Police Board for the 2018 budget [2017]
- Third Crime Analyst position approved in 2018 budget to address increased analytical needs [2017]

3.2.2 Promote continuous improvement and sound management of resources

COMPLETED:

- Maintained the internal Continuous Improvement Team [2016-2017]
- Review conducted of information section (records, exhibits, PRIME, CPIC) and report provided to improve performance [2016]
- All three new Executive Assistant positions filled, as well as one vacant Confidential Assistant position [2017]



- Completed review of future staffing needs (sworn and civilian) to address growth in the transit system and for operational effectiveness/efficiencies; report with recommendations endorsed by Police Board for the 2018 provisional budget submission to TransLink (approved) [2017]



- TransLink Internal Audit completed the requested high level assessment of the 15 financial processes managed by Transit Police Finance for sufficiency of controls and risk mitigation; two recommendations were received and addressed [2017]
- Internal “online” communications request tool launched to enable workload management with communications team and reconfiguration of Cufflink (staff intranet) completed [2017]
- Due to the increased use of opioids and safety risk to police staff in the event of accidental exposure, the Transit Police acquired an ION scanner (this was provincially funded for police agencies) to analyze for traces of narcotics (or explosives) [2017]
- 22 Transit Police officers hired of target of 25; 99% of authorized strength at year-end [2017]

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)

COMPLETED:

- Employee morale survey had over 70% staff participation and results provided electronically to all staff; detailed survey response plan developed and action leaders assigned [2016]
- 100% of exempt staff had annual performance reviews completed (same rate as 2016) and 70% of union staff had their performance/check-in completed (compared



to 92% in 2016); completion of outstanding reviews in progress for 2018 Q1 and full compliance expected [2017]

- 61 Transit Police officers trained and outfitted for carrying of Conducted Energy Weapons (CEWs) – meeting a target of 50% of front-line officers [2017]
- 10 Transit Police officers completed JIBC Investigative Interviewing Course [2016]
- Negotiator training completed by a targeted number of Transit Police officers. There was a two-day containment training/exercise delivered to over 131 Transit Police officers (with additional 9 Jurisdictional Police participants) [2016]
- Legal update training session was delivered to Transit Police officers [2017]
- 22 constable hires in 2017: 16 males, 6 females; 7 diversity candidates; 11 recruits, 7 lateral-exempt officers (1-5 yrs. service), 4 lateral-exempt officers (over 5 yrs. service)
- An increase to 18% female Transit Police officers/actual strength in 2017 as compared to 15% in 2016
- 19% of Transit Police officers represent racial diversity (same rate as in 2016) [2017]



[March 2017 graduation of Transit Police Officers at the JIBC]

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

COMPLETED:

- Analyzed organizational needs and requirements to maintain a healthy workplace, including assessing of existing resources and identifying gaps [2017]
- Sworn and civilian staff trained on opioid overdose and administering Naloxone in event of accidental opioid exposure by staff; set up static locations for Naloxone kits; [2017]



- Conducted a “healthy workplace” survey; follow-up actions were identified and implementation commenced [2017]
- “Healthy workplace” section on CuffLink (internal staff website) revamped and information regularly posted [2017]
- Established a new Healthy Workplace Committee [2017]
- Issued new workout protocol to staff and in-house fitness testing offered [2017]
- R2MR (Road to Mental Readiness) training provided to all new Transit Police officer hires and there was continued promotion of positive mental health for first responders and Transit Police civilian staff, such as: availability of the Transit Police Critical Incident Stress Management Team and external psychologists; staff participation in the public “Bell Let’s Talk Day”; and promotion of provincial mental health resources available to BC first responders [2017]

3.2.5 Ensure strong supervision, leadership and succession planning

COMPLETION:

- Leadership training (ongoing); for example, Executive Mentoring – Leadership Development, How to become a better manager of people, IACP/Leadership in Policing Organizations, JIBC/Police Leadership and Development, Police Leadership Conference
- Analysis of key positions completed and process of succession planning either completed or underway [2017]
- Two Transit Police officers promoted to Inspector, including the first female Inspector for the Transit Police [2016], and seconded Vancouver Police Inspector hired as new Inspector for Operations Division (with key objective of continuing to improve investigative practices) [2017]
- Professional development/succession planning through secondment/assignment of 10 officers to regional integrated teams or specialized positions [2017]
- Amended compensation scheme for Inspector rank [2016] and Deputy Chief rank [2017] to be consistent with comparator police agencies as part of succession planning
- Majority of Exempt job position profiles reviewed and assessed; one position remaining [2017]
- Delivery of Supervisor Leadership Development training to 19 supervisors (also supports #1.1.3) [2017]



KEY PERFORMANCE INDICATORS (KPIs)

The Police Board adopted 14 KPIs for the Strategic Plan and the results for 2017 are shown in the following chart.

	KPIs	2017	2016	% Change	2017 Clearance Rate ¹	2016 Clearance Rate
1	Total Reported Files <i>(primary offence only – all offences)</i>	36,285	26,856	31%		
	<i>Transit Police Files</i>	26,885	19,360	39%	80%	77%
	<i>Assist Files</i>	8,400	7,499			
2	Crimes Against Persons/100,000 Boarded Passengers²	0.472	0.536	-12%		
3	Crimes Against Property/100,000 Boarded Passengers³	0.606	0.577	5%		
	<i>Crimes Against Persons</i>	1920	2056		26%	28%
	<i>Crimes Against Property</i>	2464	2223		15%	19%
4	Workplace Violence Against Bus Operators (Assaults)⁴	105	102	3%		
5	Transit Conduct and Safety Regulation Files⁵ <i>(excludes 24hr refusals)</i>	9,633	2,995	222%		
	<i>24 Hour Refusals</i>	616	449			
6	Community/Partners Outreach Events	409	145	182%		
7	Joint Initiatives/Operational Plans with JPDs	67	52	29%		
8A	Percentage of Actual Strength to Authorized Strength (Civilian)	(65/72) 90%	(65/69) 94%	-4.3%		

¹ Clearance rate based on all reports to Transit Police and the number that are cleared by 'charge' or 'other'; this clearance rate differs from the provincial method used for CCJS reportable files (smaller number of files).

² Crimes Against Persons: 2017 – 1920 files/406,842,612 boarded passengers.

³ Crimes Against Property: 2017 – 2464 files/406,842,612 boarded passengers.

⁴ Includes bus operator assaults only; does not include unfounded/unsubstantiated/threats.

⁵ Combined files from UCR 7250 (incl. new UCR 7250-14 for misuse of fare gates), and UCR 8120-26/27 re rules.



8B	Percentage of Actual Strength to Authorized Strength (Sworn)	(174/175) 99%	(170/167) 102%	-3%		
9	Percentage of Female Police Officers to Actual Strength (Sworn)	(31/174) 17.8%	(25/170) 14.7%	21%		
10	Number of Substantiated Public Trust <i>Police Act</i> Complaints	0	0	0%		
11	Number of Languages Spoken	23	24	-4%		
13	Perception of Safety/Security – Rail (combined average)⁶	78%	76%	3%		
14	Perception of Safety/Security – Buses (combined average)⁷	83%	82%	1%		

Of positive note for 2017 year-end when compared to 2016:

- The number of Crimes Against Persons per 100,000 Boarded Passengers decreased by 12%, which continues the downward trend since 2013;
- The number of Crimes Against Property per 100,000 Boarded Passengers increased by 5%; however, there is still a general downward trend since 2012;
- There was a 19% increase in the number of Transit Police arrests for outstanding criminal arrest warrants;
- There continues to be a focus on arrests for Criminal Code offences, in particular for crimes against persons (e.g., assaults, sexual offences and robberies) and crimes against property (e.g., theft and mischief);
- Public reporting to Transit Police using the SMS Text tool continues to rise, with a 5% increase in conversations;
- As outlined in the “Other Statistical Information” section (on the next page), when comparing 2017 to 2016, there was a 21% increase in arrests for breaches of bail or probation conditions and a 111% increase in Provincial Violation Tickets issued. The reasons for these increases are discussed in the section that follows.

⁶ Includes annual percentages averaged together for onboard and at stations for SkyTrain (includes Canada Line).

⁷ Includes annual percentages averaged together for onboard buses, at bus stops/exchanges, and SeaBus.



OTHER STATISTICAL INFORMATION

The following supplemental statistics are provided for greater understanding of the work of the Transit Police.

Indicator	2017	2016	% Change	2017 Clearance Rate	2016 Clearance Rate
Other Criminal Code Violations/ 100,000 Boarded Passengers⁸	0.603	0.574	5%	43%	65%
Controlled Drugs and Substances Act Files⁹	655	766	-14.5%	95%	98%
Provincial Statute Violations/ 100,000 Boarded Passengers¹⁰	3.00	1.68	79%	96%	97%
Violation Tickets	13,990	6,635	111%		
Arrests - Warrants Executed (All)	837	704	19%		
Arrests – New Charges¹¹	659	712	-7%		
Breaches	461	381	21%		
Total S. 28 Mental Health Act Apprehension Files	176	223	-21%		
Sexual Offences (incl. assist to JPDs)	264	282	-6%	64%	73%
Sexual Offence Charge Approval Rate	77%	61%	26%		
SCBCTA Fare Bylaw Infractions	19,060	23,443	-19%		
SMS Text (87 77 77) Conversations	3,181	3,019	5%		
SMS Text conversion to Police Files	74%	74%	0%		

Criminal Warrant Arrests

Reducing crime and disorder on transit and the surrounding community is Strategic Objective #1 of the Transit Police. In 2015, Transit Police officers made 591 criminal warrant arrests and in 2016, the number increased to 704. In 2017, it was 837, a very dramatic three-year upward trend. Many warrant arrests arise from the proactive work of Transit Police officers in their Hubs, from prompt attention to calls for service, and from confirming identity incidental to criminal arrest or during enforcement of a provincial statute offence (such as misuse of a fare gate as discussed above). However, Transit Police officers also familiarize themselves with offenders and criminals of concern or wanted

⁸ Other Criminal Code Violations: 2017 – 2453 files/406,842,612.

⁹ CDSA: 2017 – 655 files/406,842,612 boarded passengers.

¹⁰ Provincial Statute Violations: 2017 – 12,210 files/406,842,612 boarded passengers.

¹¹ Arrest means an actual arrest and all other cases where charges were recommended to Crown Counsel.



through law enforcement intelligence sharing, regional BOLF's (Be on the Look Out For), and the Transit Police Offender Management Program.

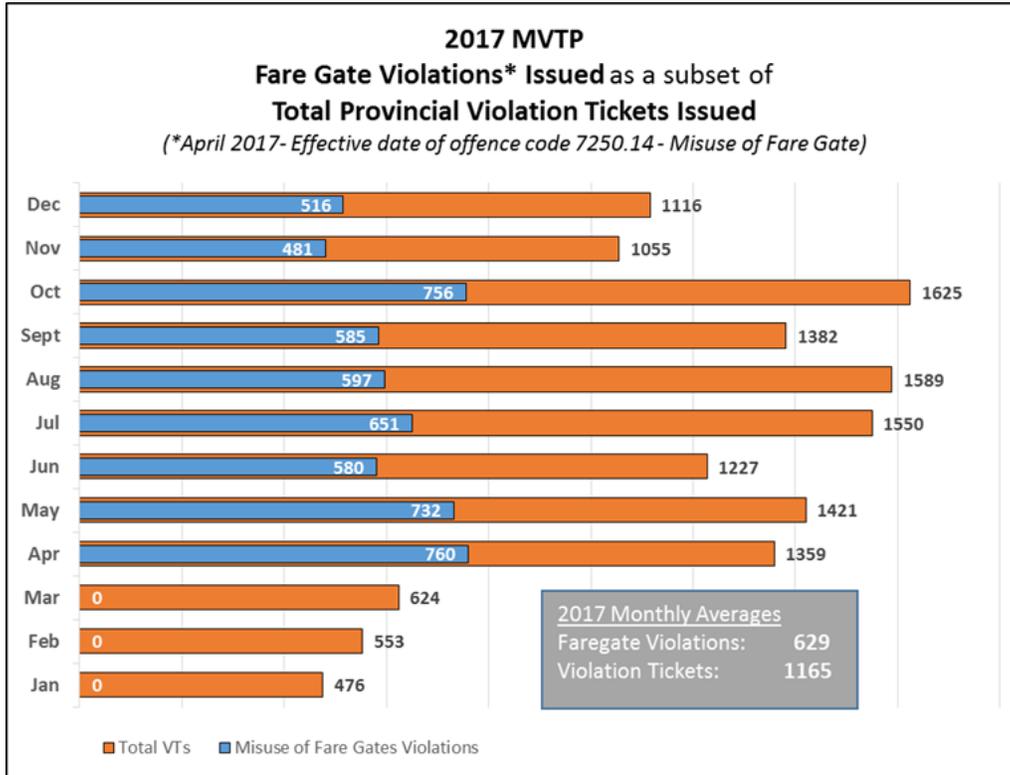
The impact of these criminal warrant arrests was recognized by the University of the Fraser Valley in a 2013 research paper in which it was noted that, *"This outcome is even more exciting when one considers the profile of those arrests by Transit Police officers because of an outstanding warrant. For the most part, these individuals were highly recidivist, serious, chronic offenders who were at-large in the community. It is precisely this population of offenders who are responsible for a disproportionately large amount of crime in British Columbia and, therefore, of greatest concern to the public and the police...Transit Police officers are contributing to the broader goals of reducing crime and increase public safety by successfully identifying and arresting serious and prolific offenders."*

Misuse of Fare Gates and Violation Tickets

While there was a 19% decrease in Fare Infraction Notices (a TransLink bylaw) issued by the Transit Police from 2016 to 2017, there was an important offset with the significant increase in both Provincial Violation Tickets (VTs) and *Transit Conduct and Safety Regulation (Regulation)* files. The majority of these increases are associated to Transit Police officers' active observations and enforcement of the new provincial offences regarding the misuse of fare gates on the TransLink system.¹² As well, there has been increased officer attention to transit safety rule compliance issues (e.g., misuse of emergency exit, failure to obey a sign/rules, obstruction of a police officer). The enforcement of the *Regulation* positively contributes to TransLink's efforts to strengthen public confidence in the transit system and feelings of safety and security.

The chart that follows shows the number of VTs attributed to the "misuse of fare gate" provisions of the *Regulation*, with over 629 such VTs on average issued each month.

¹² The amended *Transit Conduct and Safety Regulation* came into effect March 2017. A person who commits an offence under the *Regulation* can be issued a violation ticket in the amount of \$173. The new offences are intended to focus on "disorderly behavior", instead of the loss of fare revenue. Neither the Transit Police officer nor the offender needs to be inside the **fare paid zone** to issue a ticket to a person who commits an offence under s. 8(4) of the *Regulation*. Because the person has committed an "offence", the Officer has lawful authority to briefly detain the person outside of the fare paid zone. There is not a specific offence for the failure to "**tap in/tap out**"; however, persons who do not "tap in/tap out" will contravene section 8(4)(d) – "going through a fare gate that was not opened by that person." Accordingly, Transit Police can issue a ticket on that basis.



Of critical importance to the safety and security of transit customers and staff, and the general public, is how the process of confirming an offender’s identity allows Transit Police officers to learn whether there is a criminal record or conditions of release, and if there are any outstanding warrants to be executed. The Fare Infraction Notice process does not allow this to occur, nor can the offenders’ information be entered into PRIME for intelligence purposes, but the opposite is true for VTs. This therefore also contributes positively to the work of Jurisdictional Police partners and their offender management and community safety efforts.

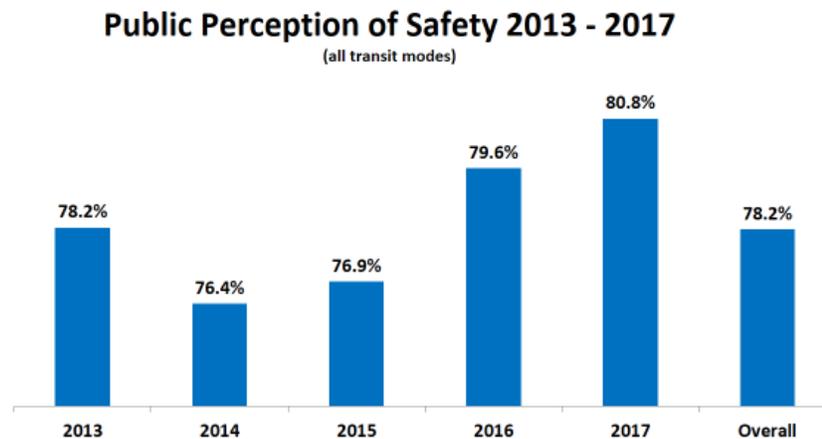
Perceptions of Safety and Security on Transit

TransLink conducts quarterly customer satisfaction surveys which includes measuring performance on five attributes related to perceptions of safety/security on rail, bus and the SeaBus. The survey outlines the percentage of riders awarding a good to excellent (8 - 10) performance rating for each attribute. *(An average rating of 7.0 or higher means an attribute’s performance is positive, whereas a rating of less than 7.0 means improvements should be considered.)* Customer perception of safety/security from this survey is the final area of KPIs for the Strategic Plan (see KPIs 13 and 14).



2017 was a very positive year with customer satisfaction matching or exceeding 2016 performance scores in all transit modes. Table 1 below shows an overall perception of safety score of 80.8%, which is the highest result recorded, and continuation of the upward trend since 2014. In 2015, the Transit Police introduced its new Community Based - Service Delivery Model with the six Hubs, and the introduction of the six NPOs in 2016. There is dedicated police Hub time incorporated into that model and this police presence is a contributing factor to the improved feeling of safety and security on the transit system.

Table 1



CONCLUSION

As described throughout this document, the Transit Police has done extensive work throughout 2017 to continue implementation of the 2016-2020 Strategic Plan and has achieved considerable success in the 23 strategic action areas. All of this work has made a positive contribution to public safety on the transit system, as well as increasing the professionalism and capacity of the Transit Police to deliver on its mandate.

One action plan goal related to the opening of the Evergreen Extension (#3.1.1) has now been fully implemented; however, there continues to be ongoing maintenance of the action plan through engagement of community and jurisdictional policing partners in the region surrounding Evergreen. A new action plan item has also been added (#3.1.6) related to planning for future transit system expansion, to account for the important work being done in preparation for the Millennium Line Broadway Extension and Surrey Light Rail Transit.

[Prepared by the Transit Police – Strategic Services Section, April 24, 2018]