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To: South Coast British Columbia Transportation Authority Police Board (Police Board)

**From: Chief Officer Dave Jones
South Coast British Columbia Transportation Authority Police Service (Transit Police)**

Date: September 17, 2020

**Subject: 2021-2025 Strategic Planning Update
[Report No. 2020–40]**

INFORMATION REPORT

PURPOSE

The purpose of this report is to provide a status update on the development of a new strategic plan at Transit Police, as the existing five-year strategic plan is set to expire on December 31, 2020. Due to the unanticipated impact of COVID-19, the initially proposed timeline for developing a new strategic plan in 2020 has been modified. A new proposed timetable for development is provided.

BACKGROUND

In December 2019, Transit Police Strategic Services provided the Police Board with a strategic planning process map for consideration. The process map laid out a proposed approach and associated timeline for strategic plan development, with the end goal of approving a new Transit Police strategic plan for public release by Q1 2021. The existing strategic plan is set to expire in December 2020 but may be extended by the Police Board, if required.

The strategic plan development timeline was accepted by the Police Board and began with the collection of environmental scan documentation, including surveys and focus groups with key Transit Police stakeholders in January/February 2020. This was to be followed by facilitated strategic planning sessions, beginning in March 2020, that would help set the strategic direction for the organization and draft strategic goals for the years 2021-2025. Ongoing consultation and feedback

from stakeholders, in particular the TransLink Enterprise, was a stated priority for the Police Board as the organization moved through this process.

While environmental scanning was largely completed by early March, the first facilitated strategic planning session (originally scheduled for the Police Board on March 20 2020) was cancelled one week prior, due to the spread of COVID-19 in BC. This was to allow the Police Board and management team to focus on the Transit Police's pandemic response. Since then, human resources that would have been dedicated to strategic planning work have been redirected towards the COVID-19 response requirements.

As COVID-19 cases decreased during June/July 2020, the Transit Police Strategic Services Section and the Executive Team began to discuss a possible resumption of the strategic planning process. Understanding the potential for future increases/decreases of COVID-19 over the next 12-18 months, it is recognized that the revised process needs to be flexible to ongoing change. The process also needs to account for new health and safety measures, such as physical distancing and/or remote consultation via Zoom or other digital meeting methods.

DISCUSSION

While physically distanced in-person meetings may be contemplated as part of the strategic planning process at a later stage, the contracted facilitator was asked to adapt the originally scheduled strategic planning meeting into an online session. This approach will ensure that progress on the development of a new strategic plan may continue despite any changes in COVID-19 case counts and public health guidelines. The facilitator was asked to provide feedback on best practices when conducting a strategic planning meeting online and for input on how this would impact timelines.

Based on the facilitator's feedback, the originally envisioned 4-hour meeting will now be split into two 2-hour sessions, which is considered a more efficient time allotment when performing this function via a digital screen. The dates for these meetings have been set as October 19 and November 5, 2020 and both the TransLink CEO and two TransLink Security Management Limited Directors have been invited to attend. The facilitator has also been retained for the Police Board's semi-annual strategic planning session on December 17th, which may be allocated to further conversation related to the new strategic plan. All of these meetings are 'In Camera'. Additional meetings will be scheduled for the Police Board as necessary, based on progress made during these scheduled sessions.

At a high level, the following timetable of deliverables is now anticipated for 2020-2021.

- Q4 2020: Police Board Strategic Planning / Visioning Sessions to establish the strategic direction and goals for Transit Police.
 - More sessions to be added in Q1 2021 as required.
- Q1 2021: Transit Police – Senior Management Team to draft strategic objectives that will support the overall direction set by the Police Board.
 - Police Board to review and approve proposed strategic objectives.
- Q2-Q3 2021: Creation of a draft strategic plan document and consultation with identified stakeholders such as the Ministry of Public Safety and Solicitor General and the TSML Directors and TransLink CEO.
 - Revisions to draft strategic plan to occur and several draft documents to be presented to Police Board for feedback.
- Q4 2021: Finalization and approval of new strategic plan.

While much of the existing environmental scanning work completed in early 2020 remains relevant today, it is recognized that COVID-19 has had a significant impact on transit ridership and TransLink's priorities for 2021+. To ensure strong alignment in direction and priorities, Transit Police is working closely with TransLink and the operating companies to ensure that their input into the new strategic plan is updated to reflect these changes.

CONCLUSION

Despite the limitations to in-person consultation imposed by the COVID-19 pandemic, the strategic planning development process can still proceed throughout 2020 and 2021, with multiple opportunities for feedback provided to key stakeholders. As the development timeline needs to be extended, the Police Board may wish to consider also extending the end date for the existing strategic plan to December 2021, instead of the current December 2020. The Police Board is required to report on the priorities of the department to the Ministry of Public Safety and Solicitor General (Policing and Security Branch) on an annual basis. Extending the existing strategic plan will allow for ongoing semi-annual reporting on Transit Police's current strategic goals/objectives while the new plan is completed.

Chief Officer Dave Jones

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