



METRO VANCOUVER  
**TRANSIT  
POLICE**

Strategic Plan  
2020 Semi-Annual Update



PUBLIC REPORT



## EXECUTIVE SUMMARY

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



There are seven strategic objectives and 24 strategic actions within the Plan.

Since 2016, comprehensive semi-annual reports have been submitted to the Police Board, most recently the 2019 year-end status report (Police Board Report No. 2020-20). These reports have outlined completed work as well new initiatives being advanced to achieve the Plan goals. As Transit Police is now into the last year of the Plan, a consolidated update is provided for the Police Board.

This report contains two parts:

- (1) Consolidated achievements for each of the seven strategic objectives and the key initiatives in progress for each objective (Note: We have continued to show new information in *blue italic text*); and
- (2) Key Performance Indicators.

*It is recognized that due to the coronavirus pandemic commencing in early 2020, timelines for some initiatives have been impacted. This is a result of funding reductions, staffing resource availability and/or personal safety protocols during the pandemic.*



## 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
- 1.1.2 Enhance specialist capacity, intelligence sharing and partnerships to improve prevention and response to specific crime types, disorder and hotspots
- 1.1.3 Promoting investigative excellence generally, and sex offence investigations particularly
- 1.1.4 Continue operational planning for policing of large public events impacting the transit system in coordination with partners
- 1.1.5 Advance violence prevention strategy to reduce violence against transit staff

#### IMPLEMENTED:



**Offender Management** – Revised Transit Police Offender Management Program (“OMP”) with new offender profiles created; there is targeting of those active, persistent individuals that pose a risk to the public and transit staff, and clarified patrol roles/responsibilities regarding these individuals. The majority of OMP clients have sexual offending offences. There is ongoing monitoring of OMP individuals and compliance with conditions.

**Mental Health** – The mental health clientele group was separated out of the OMP to enable the Community Engagement Team Sergeant and newly appointed Constable to focus on developing beneficial actions/support unique to each client (there is ongoing client management and referral through mental health partnerships with social services and health agencies). *A mental health strategy for the Client Services Unit has been completed (2020).*

For capacity building, there was mental health liaising and training provided to Coast Mountain Bus Company, BC Rapid Transit Company and other TransLink enterprise staff. Ongoing training sessions were delivered to Transit Police in support of the mental health focus for staff and clients, such as Critical Incident Stress Management - Assisting Individuals in Crisis, Canadian Police Knowledge Network (“CPKN”) - Preventing Suicide, and BC Crisis Intervention & De-escalation CPKN course and classroom training. Two Members completed ‘Trauma Informed Practice’ training and seven Members took a Violence Risk Triage workshop.

If you are in a mental health crisis on transit, or you're worried about the mental health of someone else, let us know.

Call 604.515.8300  
Text 87.77.77

Call 911 in emergency



METRO VANCOUVER  
**TRANSIT  
POLICE**



I want to express my heartfelt gratitude for @TransitPolice's text messaging system "87.77.77" & the dispatcher(s) that responded to my texts. Not everyone is able to articulate verbally when overwhelmed with emotions.

❤️THANK YOU ❤️  
#PTSD flashbacks  
#GetReal #MentalHealth 🌱

**Tactical Management Team** – The Tactical Management Team (“TMT”) design was revised for the purpose of continual improvement on Problem Oriented Policing and management of targeted problematic individuals. As well, Transit Police Weekly Wanted Bulletins were produced and circulated to Members and Jurisdictional Police partners, thereby helping in arrests of wanted suspects.

**Impaired Driving** – To enhance impaired driving (alcohol and drugs) enforcement and investigations, with consideration of new federal and provincial legislation, Members were required to take two CPKN courses – ‘Introduction to Impaired Driving and Cannabis Legalization’ and ‘Basic Impaired Driving Detection Techniques’. By year-end of 2019, 30.5% of deployable strength were trained in administering a Standardized Field Sobriety Test (exceeding the Ministry of Public Safety and Solicitor General police agency goal to have at least 30% of officers trained within five years). In 2019, the Impaired Driving policy was updated to address changed legislation, including impact of new Cannabis legislation and drug-impaired driving.

**Bus System Focus** – Transit Police increased its attention to safety on buses and at bus loops/exchanges. In 2018, Transit Police piloted a “Bus Loops/Exchanges Patrol” initiative to increase Transit Police uniform presence at designated bus loops/exchanges. There was also a Lower Lonsdale joint patrol project with the North Vancouver RCMP. The pilot proved to be beneficial and, in 2019, the bus loop/exchange patrol initiative became a permanent feature of Transit Police patrol duties,

with the West Coast Express added as part of regular patrols. As a result of these initiatives, businesses, transit staff and customers indicated they experienced a level of comfort and security with regular high-visibility police patrols. *In Q2 2020, a Transit Police Officer was assigned (for one year) to work on a joint team at the North Vancouver RCMP that will focus on criminal activity and disorder around the transit system/hubs on the North Shore.*





**Safe Station Facilities** – In 2019, Transit Police implemented a bait bike program to target increased theft from transit bike facilities and racks; *the program has continued into 2020*. Target hardening strategies for the future were also discussed with TransLink (crime prevention through environmental design).

**Targeted Mobile Enforcement Team (“TMET”)** – *In Q2 2020, Transit Police launched its new TMET, comprised of one Sergeant and six Constables (currently has a vacancy of three Members). The purpose of this team is to conduct targeted enhanced enforcement activities in and around the public transportation system, including bus loops and lanes, and associated roadways. This Team deploys in uniform and provides a highly visible police presence. The focus includes enforcement of provincial statutes, applicable bylaws and the Criminal Code, working with Jurisdictional Police and other community partners on various projects (e.g., pedestrian safety, bus lane enforcement and Counter Attack campaigns), and the application of ‘Problem Oriented Policing’ strategies. Information provided from a Crime Analyst helps with setting of enforcement priorities.*

**Neighbourhood Police Officers** – A six Member “NPO” Team was established. The NPOs liaise with Jurisdictional Police Community Policing Officers and centres, community groups and government; blue print action plans were created for each NPO’s hub station and community service area.

**Community Partnerships** – There is an ongoing partnership with Surrey Crime Prevention Society for the Transit Watch Program and with IRAYL regarding at-risk youth (IRAYL is distributing the transit safety brochure to clients). *In Q1/Q2 2020, efforts were made to enhance collaboration with IRAYL*. In 2019, a number of education sessions were delivered by a Transit Police NPO to Surrey Crime Prevention Society volunteers (including Transit Watch volunteers).

**Regional Safety and Secondments** – For the purpose of intelligence sharing and capacity/skills development, there have been secondments of Members to the following integrated units (with many ongoing\*):

- Integrated Impaired Driving Unit\*
- RCMP “E” Division Integrated National Security Enforcement Team\*
- RCMP “E” Division – Specialized Investigations and Operational Techniques/Undercover Operations Unit
- Combined Forces Special Enforcement Unit in British Columbia\*
- 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 (assignment)\*
- *Joint Transit Police – North Vancouver RCMP patrol team (assignment)*
- Surrey RCMP – Serious Crimes Section (temporary assignment)\*



**Intelligence Sharing** – There is ongoing submission of key Transit Police files to the Real Time Information Centre (“RTIC”) which are shared within the region and, in 2017, Transit Police initiated a regional sex offence bulletin via RTIC. Elevation of Counter Terrorism Information Officer (“CTIO”) functionality advanced, with additional officers being trained each year to provide squad/unit coverage.

**Operations Service Delivery** – The organizational chart for the Operations

Division was revised in 2017, with further changes in 2019 Q1. Changes were made to the assignment of operational planning duties between East and West operations administrative support Staff Sergeants, and a new Inspector position was created for stakeholder relations and community policing (Inspector position was broadened to cover the new Patrol Support Section). There was restructuring of the General Investigative Unit (formerly the Crime Reduction Unit) to expand to seven days from four days per week, with an increase to two teams, each with four constables and one Sergeant. GIU was aligned with the patrol-shifting pattern and its mandate is revised to better support patrol officers and provide/mentor investigative excellence. The model enables rapid follow-up and “front-end loading” to serious crime investigations. An additional Crime Analyst was hired to support operations. *Following a review of GIU’s seven day a week operation and whether weekend service was needed, in 2020, GIU returned to regular five days a week (with capacity for shifting adjustments when operationally required) and a shifting Letter of Agreement with the Union is underway for 2020.*

**Investigative Excellence** – A series of initiatives were implemented to enhance investigative excellence and application of the law, including:

- For the period 2016 *to June 2020*, Transit Police legal counsel has issued **28** law letters on various topics, such as policing authority, investigation, interviewing, prisoner release and evidence, right to counsel, *Good Samaritan Drug Overdose Act*, new offence for misuse of fare gates, issuing of 24Hr driving prohibitions, cannabis legalization enforcement, *and most recently on COVID-19: How intentional coughing can be an assault.*
- A resource repository on investigative excellence reference material was set up on Cufflink.



- Ten Members completed the JIBC/Investigative Interviewing course in 2016 and then for subsequent years, the Training Unit launched a large in-house training initiative (in partnership with the JIBC Police Academy) to train Members in the best-practice ‘Phased Interview Model’ developed by the RCMP (by 2019 year-end, 124 Members have been trained).
- A police officer guide “Achieving Excellence: Writing Reports to Crown Counsel” was written (also adopted by the BC Association of Chiefs of Police) and issued to all Members; training to new Members continues.
- A review and analysis of Reports to Crown Counsel (“RTCCs”) was conducted (covered 2016-2017 period) and is now continuing for subsequent years to examine such elements as: frequency of when accused waived rights to counsel or invoked their right to counsel and whether officers interviewed an accused after they spoke with a lawyer. This analysis will help with identifying training needs.
- Created a guide for Watch Commanders to assist them in reviewing RTCCs, particularly those involving sex offences.
- Amended policy and account approval process/forms for investigative and non-investigative use of social media. Training and mentoring to selected officers in conducting of undercover operations/online investigations and associated legal requirements.
- Delivered training to Members on sex offence investigation guidelines and sexual offenders of concern to Transit Police, with aim of enhancing investigative outcome and charge approval; *and in Q1 2020 cycle training included a session on issue of sexual exploitation.*
- Issued new policies on: (a) sexual offence investigations and checklist for Level 1 offence investigations, (b) suspect interviewing – patrol based investigations, and (c) violence in relationships – vulnerable persons.
- Delivered new Police Supervisor Development training (ongoing); and established new Acting Sergeant Training and Promotional Program to enhance supervisory skills and abilities, and readiness for promotional opportunities. (Promotions policy updated with the revised eligibility requirements.) Over the years 2017 to 2019, the training and mentoring enabled four Staff Sergeant and 13 Sergeant promotions.
- In 2019, there was training on Compass Card investigative tool for Transit Police Officers and protocol to access as well as FOIPPA considerations.
- In 2019 Cycle 1 training, Members were provided with session on giving evidence in court (mock trial).





- A Forensic Video Analyst position was created and employee hired in 2019. Given the volume of CCTV captured in relation to transit incidents, this position will enhance investigation quality and timeliness. The Forensic Video Analyst developed new procedures for video evidence continuity and requests for analysis and preparations for submission to Crown.
- Streamlined the process for charging and obtaining conditions for panhandlers and advanced enforcement of the *Trespass Act* at Downtown Vancouver Stations.

**Policing of Evergreen Extension** – Established new operating relationship with police agencies along the Evergreen Extension (ongoing). Work closely with Port Moody Police and Coquitlam RCMP in relation to the movement of people to major events in Vancouver, and implementing of upstream interdiction strategies. For safety and security objectives during such events, Members are also deployed to the West Coast Express and Transit Police Explosive Scent Detection Dog Teams conduct security sweeps along the Evergreen Extension.

**Special Events** – 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, and Celebration of Lights).



**Human Sources** – Continued professional development with JIBC/Human Source Management Training and internal Human Source legal training was also delivered to handlers, supervisors and certain regular Members.

**Critical Incident Response** – Ongoing allocation of five officers to the Integrated Lower Mainland Police Tactical Troop (call-out positions only). Some equipment was acquired for the future Transit Police emergency operations command and location identification and facility funding was initiated. Members are provided with personal issue respirators for use in emergencies and the fit testing is included in the use of force recertification process. A number of Direction Public Address Systems (“DPAS”) were purchased for use at special events and critical incidents, a Standard Operating Procedure was established and training of



selected DPAS operators commenced. The policy for Personal Protective Equipment was updated in 2019 to provide more guidance to Members, including direction for preparedness for Members working in administrative/operational support positions. A Standard Operating Procedure on Threat Response at Sapperton Headquarters was established and preparedness measures implemented in support of that SOP.

**Violence in the Workplace** – Delivered (ongoing) crisis de-escalation training sessions to CMBC transit supervisors, front-line SeaBus staff, transit security squads, and operator safety toolbox sessions. Ongoing review of CMBC tracking matrix concerning interactions with vulnerable sector clients, and work on collaborative support/resolution strategies. Continued participation in the joint ‘violence in the workplace’ committee and the operational safety committee meetings, and there is ongoing Transit Police tracking and investigation of reported operator assault incidents and provision of victim support.

**Technology Adaption** – Launched a pilot and conducted preliminary evaluation of digital note-taking software that helps Members gather evidence digitally and allows Supervisors to monitor investigations in real-time from a secure location (the pilot was to end in 2019). An evaluation was completed and, consequently, an RFP for a digital notebook solution was issued with a service provider to be selected by mid 2020; *however, due to COVID-19 and potential funding restrictions and staffing demands, the process was deferred. It is planned to seek new cost estimates in fall 2020 to determine next steps. (This situation has required the contractor for the pilot to be extended to June 2021.)*



New “In Time” scheduling software tool for operations rolled out for increased accountability and efficiency. Implemented and evaluated impact of using “Move It” software to allow Transit Police to acquire CCTV video directly from TransLink companies to achieve efficiencies. With improved equipment in 2019, E-briefings are now used within patrol.

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

1.2.1 Improve anti-terrorism infrastructure protection

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

### IMPLEMENTED:

**Reassurance Policing and Critical Incident Readiness** – As part of Transit Police reassurance policing and critical incident readiness, a range of overt and discreet methods continue to be used to detect, deny and deter any activity which poses a risk to transit staff, passengers and the system; for example:



- Transit Police provides regular training to transit staff on crisis de-escalation, suicide prevention, mental health support, and the protocol for incident response (including “HOT” - Hidden, Obvious, Typical and suspicious packages);
- Officers are trained in first aid and Naloxone use. Naloxone was administered in *79 events (2016 to August 2020)* to resuscitate overdose victims and contributing to transit system resiliency;
- *Currently in 2020, there are six operational Transit Police Explosive Scent Detection Dog Teams, with two additional teams to be filled in 2021.* The teams conduct daily patrols, security sweeps and respond to incidents, this supports system resiliency and assists jurisdictional police with regional safety (two Transit Police dog teams are nationally awarded competitors in detection). In 2019, Transit Police Dog Teams were also trained in Vapour Scent Detection and new Standardized Operating Procedures and Certification Standards were established specific to that technique. A patrol response model was included in that SOP and *training is planned for fall 2020.*



- Transit Police continues to be an active participant in Operation Rail Safe and conducts ‘high vis’ surges in times of heightened security alert for transit systems. *In 2020, Transit Police created Standardized Operating Procedures around High Visibility Deployment;*
- Table top and live exercises/training;
- The trained Counter-Terrorism Information Officers engage in intelligence networking and work with agencies responsible for matters of regional/national public and transportation security;





- Transit Police continues to leverage contacts and intelligence sharing from the inaugural “Policing Moving Cities” conference (hosted by Transit Police and Canadian Association of Chiefs of Police in 2017);
- *In Q1 2020, the Transit Police hosted a Canadian Police College – Explosive Familiarization Course, which enabled three patrol Members to be trained;*
- *In 2020, the Transit Police issued its first security bulletin to the TransLink enterprise in response to growing protests and threat to transit systems. The bulletin content is drawn from public information and prepared by the Intel Officer;*
- Members complete annual mandatory and advanced training. Members were provided Phased Interviewing Technique training to enhance investigations through proficiency in interviewing techniques of witnesses, victims and suspects; and additional Members qualified in the use of Conducted Energy Weapons to provide a less lethal force option. *[The CEW trained goal is 50% of patrol and, at June 2020, there were 108 Members (an increase of 37 Members from 2019 year-end), which far exceeds the goal.]*

**Integrated Teams** – For intelligence sharing and capacity building purposes, Transit Police had secondments to RCMP “E” Division – Integrated National Security Enforcement Team (“INSET”), Combined Forces Special Enforcement Unit-BC, RCMP Special Operations Intelligence Unit (ended in 2018) and Real Time Intelligence Centre (“RTIC”).

**Counter Terrorism Information Officer** – Numerous Members trained in (“CTIO”) function and additional Members continue to be trained. INSET periodically provided refresher courses for CTIO officers. Some Transit Security members (“TSEC”) from Coast Mountain Bus Company have joined Members in taking the CTIO course, thus supporting a more collaborative approach by Transit Police and TSEC in anti-terrorism and transit security strategies.

**Unattended Packages** – Transit Police has delivered over 75 HOT (Hidden, Obvious, Typical) presentations to TransLink operating companies (station attendants, security officers, supervisors, managers, control centres), reaching hundreds of transit staff. Transit Police produced a HOT Training PowerPoint/Video that is available as an ongoing training tool.

**Crime Prevention Through Environmental Design** – Transit Police conducted “CPTED” analysis on certain transit infrastructure and continues to offer this resource. Further, additional Neighbourhood Police Officers were trained in CPTED to increase internal capacity.

**Exercises** – In 2017, Transit Police conducted a significant tabletop exercise with the involvement of representatives of the BC Rapid Transit Company and Coast Mountain Bus Company, 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 Transit Police’s strong relationship with US counterparts and Transport Canada.

In April 2018, Transit Police conducted live exercise “Vigilant” to increase the knowledge and confidence of Transit Police Sergeants/Acting Sergeants to implement police tactical principles



during a simulated high-risk incident. The scenario for this joint exercise (developed in coordination with British Columbia Rapid Transit Company/West Coast Express) was a terrorist incident involving armed suspects on the morning West Coast Express Commuter Train at Waterfront Station/Vancouver (including simulated injuries and deaths, and taking of hostages). Prior to the live exercise, tactical training was provided to Members that focused on applying the principles of “CLEaR” and “STEP”. There was first a tabletop exercise (involving a man with a gun on board a bus) to introduce the tools prior to the tactical exercise. STEP is applied in setting containment in transit environments (Stations, Train, Evacuate, Platform) and CLEaR is applying of response strategies (Containment/Eyes, Long guns and less lethal options, Evacuation and Reaction Plans).

As part of officer cycle training in September and October 2019, Transit Police conducted eight days of a live exercise simulating an active assailant at the Sapperton building. The exercise ran from 4 pm to midnight each day and it required Transit Police Officers to be in full gear, including carrying of safe training weapons. All ranks of officers were involved. The exercise included running, hiding and simulated shooting over a number of floors within the building. Further, the training exercise included injured individuals who had to be tended and removed from the active crime scene. Live exercise training is a component of Transit Police professional development and operational readiness for critical incidents; thereby supporting protection of the transit passengers, employees and infrastructure.



**Emergency Planning** – Transit Police has established a close working relationship with the TransLink Director of Emergency Management and participates on a variety of TransLink enterprise security/emergency/safety committees. This includes working with TransLink on development of an “active assailant” response guideline. Transit Police developed a Standard Operating Procedure on ‘Threat Response’ at the Sapperton building and it was used for the active assailant training in fall 2019. It includes adopting the ‘Run, Hide, Fight’ model for civilian staff and establishing an internal broadcast system. Active Assailant posters/wallet cards were produced by the TransLink enterprise and distributed within Transit Police.



Transit Police participants in a TransLink “Business Connectivity Call” when there are emerging emergency issues. A new MotoBridge (interoperability radio system) was installed at Transit Police HQ to enable TransLink enterprise communications interoperability between parties in emergencies (Transit Police manages the system paid for by TransLink). Transit Police is an active partner with the Provincial Emergency Planning Program (“PTEP”) and participated in PTEP threat assessment in 2018. In 2019, Transit Police engaged with Public Safety Canada for a Cyber Security assessment, which was completed.

- **Critical Incidents** – There are numerous Transit Police staff trained as ‘scribes’ for operational support to critical incident command. A back-up Operations Communications Center was established nearby HQ in the event of HQ evacuation and Standard Operation Procedure was created; regular exercises occurred to test the OCC back-up plan. A temporary back-up IT system is in place and an out-of-region IT Disaster Recovery infrastructure is being advanced. The addition of rifles as a use of force tool was authorized by the Chief Officer for use in critical incidents and some rifles were purchased. *In 2020 Q2, the Firearms and Use of Force policies were amended to include provisions around use of rifles. Training for selected Transit Police Officers was completed and roll-out of the capacity began in summer 2020.*





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

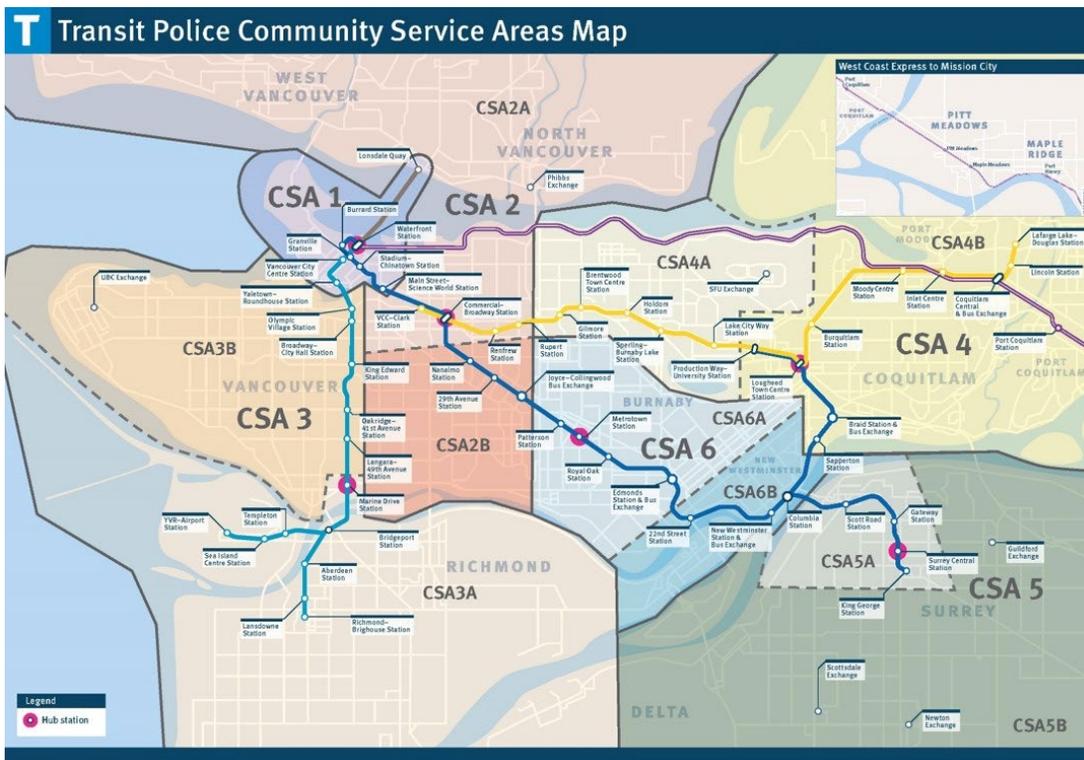
### Strategic Objective: 2.1 Improve feelings of safety for customers and staff

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

#### 2.1.2 Deliver Bias Free Policing

### IMPLEMENTED:

**Service Delivery Model** – The SDM was launched in 2015 and is centered on a zone policing model that requires officers to assume ownership of their assigned Community Service Area (“CSA”). In each of the six CSAs, officers provide a permanent police presence. The model created six newly created Neighbourhood Police Officer (“NPO”) positions and, in 2016, an NPO was assigned to a respective CSA.



The primary role of the NPOs is to serve as liaison for their respective CSAs for members, the jurisdictional police, and other stakeholders. The SDM was designed to facilitate the ability of the officers in each CSA to: 1) Engage with transit users, 2) Establish relationships with local businesses, community agencies and faith-based groups, and 3) Develop partnerships with jurisdictional police, TransLink Security and SkyTrain/Canada Line employees. The high visibility of patrol officers provides valuable reassurance to transit riders, enables proactive



enforcement of the *Transit Conduct and Safety Regulation* and response to calls for service, as well as emerging issues and on-view incidents.



*2020 Community Engagement Team*

NPOs are engaged in their Hubs and they have developed local partnerships with businesses, community police offices/police teams and local agencies/groups. The NPOs are implementing their CSA Blueprints (business plan), developed following environmental scanning and holding of focus groups. Agreement was achieved on measurement parameters for baseline analytics for each CSA and baseline data collected for ongoing CSA crime analysis and performance assessment; a performance measure mapping technique was introduced and ongoing detailed data analysis provided to each CSA.

**Transit Safety** – In 2017, the amended *Greater Vancouver Transit Conduct and Safety Regulation* came into effect regarding the misuse of fare gates on the TransLink system. These new provincial offences were created as the result of lengthy advocacy by Transit Police, in partnership with TransLink, based on input from Members. Members 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.





**Regional Presence** – A new sub-office at Waterfront Station opened in 2017 and it is available for use by Jurisdictional Police and TransLink enterprise for event or emergency touchdown/command base. Monthly public education sessions are being held at the office by the NPO, including a significant outreach to the LGBTQ2 community in Q2 2019. In 2018, Granville Community Police Office and volunteers were temporarily relocated to Transit Police



Waterfront Office; thereby increasing collaboration with the Transit Police NPO and awareness of Transit Police service delivery; it enabled the Waterfront Office to be open to the public six days a week. In 2019, new Transit Police sub-offices, with public facing branding, were opened at New Westminster Station and Commercial/Broadway Station; thereby providing officers with locations to work from without returning to HQ.

**Bias Free Policing** – The Ministry of Public Safety and Solicitor General – Policing and Security Branch is advancing a new strategy on bias free policing which includes common standards for police. Two Members completed the related “Train-the-Trainers” program and Bias Free Policing training delivered to Members commencing in 2018 (continues to be provided to new hires). In 2019, Transit Police Board held a public meeting at MOSAIC and a variety of Indigenous and multi-cultural community groups presented.

## 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

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

### IMPLEMENTED:

**Community Outreach and Public Awareness** – Transit Police has launched a number of initiatives to reach out to the public and educate them on Transit Police resources/benefit/value, transit safety, and to inform them of emerging issues. For example:

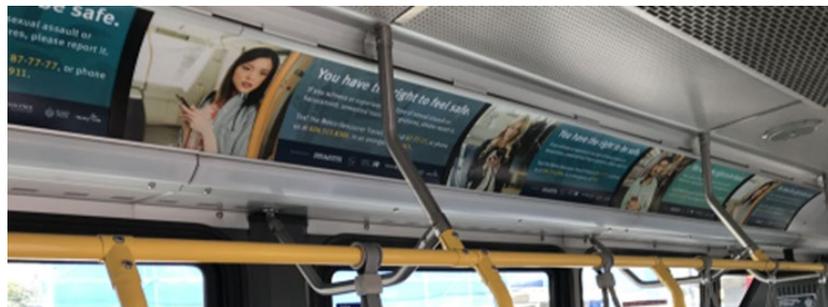
- Increased profile of Transit Police regionally, nationally and internationally by Chief Officer and other senior staff through external presentations/interviews (e.g., universities, conferences, media) and multiple media platforms, including through the 2017 international conference on “policing moving cities”, and most recently in 2019, the International Women’s Conference and Canadian Surface Transit Security Roundtable.



- NPOs, Dog Team Members 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 Transit Police [over 1006 events for the years 2017 to 2019]. This includes delivering of safety presentations at post-secondary institutions on sexual offending awareness and transit safety, and an initiative to reach out to the Muslim community in coordination with the RCMP “E” Division Crime Prevention and Hate Crime Teams (in 2018, over 7700 people in the Muslim community were reached by the Transit Police Liaison Officer, and this outreach continues). In 2019, there were two presentations to youth in the Jewish community and additional sessions are anticipated for 2020.



- *Currently, nine members of the Community Engagement Team* are active with Twitter accounts and three on Instagram accounts. *One NPO is also on Facebook and another on TikTok*; ten additional officers are authorized social media account users, including the Chief Officer and Media Relations Officers. Commenced semi-annual social media training refreshers for all authorized account users.
- Transit Police has implemented annual sexual offending awareness campaigns for the past three years, and in 2018 delivered a significantly enhanced campaign with advertising support from TransLink and Crime Stoppers, and collaboration from Battered Women’s Support Services, BC Women’s Hospital and Ending Violence BC. This campaign was designed to reduce the number of sex offences occurring on transit by making it an unwelcome environment for perpetrators, with safety messaging and police contact information displayed to passengers, and increase the number of sex offences reported to Transit Police. The campaign encourages witnesses and victims to report any incidents of assault, harassment, unwanted touching or gestures. Transit Police takes all reports of sexual offending or harassment seriously and investigates these thoroughly.





Past campaigns have included social media, digital ads and static ads. A section on Transit Police website was also created for “sexual offence prevention tips on transit”. Transit Police developed an anti-sexual offence awareness information PowerPoint for use by School Liaison Officers and schools (which includes promoting of Transit Police text number and “See Say” campaign). In Spring 2019, 1100 additional Phase Three advertisements were placed on buses, which has led to an increase in reporting to Transit Police. Another initiative was the joint anti-groping campaign with the Vancouver Police Department that was launched in Q4 2019.



In September 2019, the Transit Police won the International Association of Law Enforcement Planners’ Phil E Keith - Project of the Year Award regarding the Transit Police anti-sexual offending campaign strategy. Presentations to the IALEP training conference and international transportation and women’s conferences also occurred in fall 2019.



**Be mindful of your surroundings.  
Report acts of sexual assault.**

If you witness or experience any type of sexual assault, text Transit Police at **87-77-77**. Dial 911 in an emergency.



*situations of unwanted touching and the critical role that witnesses play in reporting sexual offences. Also included in the partnership, was an education presentation*

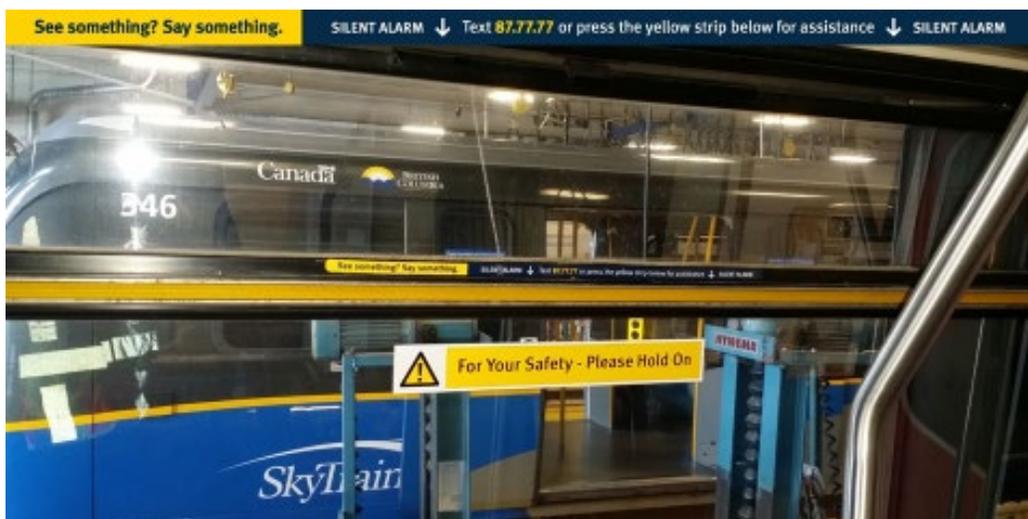
*In 2020, Transit Police entered an exciting partnership with grade 12 students from Sir Winston Churchill Secondary School for its next anti-sex offence campaign. The objective is to bring awareness around sexual offending on public transit and to encourage victims and witnesses to report such incidents. The students reached out to the Transit Police and TransLink in June 2019 to discuss past anti-sex offence messaging and to explore the potential of a refreshed campaign. They sought messaging to educate youth on what to do when they witness or experience a sexual offence on public transit. Over the past year, the students worked diligently on developing the campaign scope and creating the artwork for the advertisements that depict realistic*



*delivered by Transit Police to students at Sir Winston Churchill Secondary on preventing sexual offences on transit and how to report them if a witness or victim. In August 2020, the media campaign will be launched with a press conference involving a number of the students. The campaign will run for a few months and consist of 150 advertisements on buses, 150 advertisements on SkyTrain and some large format ads at select stations, and digital advertising on Facebook, Instagram and Twitter.*

**Bike Patrol** – Transit Police launched a Bike Program and trained six NPOs. This program is another opportunity to provide high police visibility in the Community Service Areas (“CSAs”), create dialogue, and enhance community partnerships. NPOs do joint patrols in the CSA with Jurisdictional Police (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 at Granville Mall and at Surrey Central.

**Communications** – A complete Communications Unit is now in place with capacity in social media, video production, website and intranet management, and media relations. A Sergeant is trained and in place as the Media Relations Officer and *a Constable has now been selected and trained as a back-up Media Relations Officer. The use of an external media advisor ended in Q2 2020.* Revised communications analytics were developed and presented monthly to the Command Accountability Review. Public reports produced include the annual Report to the Community released, strategic plan updates, submission of newsletter articles to other publications (e.g., Disabilities Alliance BC, Blue Line, CMBC Buzzer), and posting of media releases. Transit Police continues to submit numerous quarterly reports on the work of Transit Police to TransLink and these reports are available to the public. Last year, new “See/Say” ads ran on the West Coast Express. In partnership with TransLink, in Summer 2019, new safety campaign ads were placed on SkyTrain with new interior ads (over 3,900) and updated alarm strips (over 3,460) installed on board SkyTrain and Canada Line vehicles.





**Multi-Media Messaging** – A variety of initiatives were completed to enhance strategic messaging internally and externally, such as:

- Updated Strategic Communications Plan approved.
- Replacement for Transit Police SMS Text software platform was completed and the new software transitioned to in the Operations Communication Centre. This enabled enhanced analytics of SMS text reports.
- 87.77.77 / “See Something, Say Something” posters and cards were updated and continue to be distributed through the NPOs in Hubs and at special events.
- Internal video messaging from the Chief produced on such topics as the Strategic Plan, priorities/annual achievements, Hub Time, and PRIDE.
- New ‘branding’ building wraps were designed and installed at the Commercial/Broadway office, HQ interior entrance, Surrey Central Office, and Waterfront Station.
- New marketing materials designed for recruiting purposes.
- Application of revised Metro Vancouver Transit Police logos and branding.
- Enhanced use of video to communicate safety messaging on social media to engage target groups (such as youth).
- Held a Police Board meeting in community in September 2019 to engage public.
- Transit Police Officers are required to complete the CPKN course on ‘Autism Spectrum Disorder’ by 2019 Q3.
- In 2019, Transit Police commenced production of a weekend operations highlight video for sharing with the public on YouTube (done by the Media Relations Officer with Communications Team support) and for internal broadcast to staff.





## 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

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

### IMPLEMENTED:

**Negotiators** – *Currently, nine* Members have completed intensive negotiator training and, in 2019, Transit Police hosted the Canadian Police College ‘Crisis Negotiator Course’. *Transit Police is hosting another course with the CPC in Q3 2020, which will enable certifying of an additional two Members.*



**LGBTQ2S** – Transgender awareness training was delivered to Members, including protocol for confirming identification, search/detention and referencing in police records and reports. In 2019, a police recruiting outreach to the LGBTQ2S community took place and a NPO actively liaisons within that community. Transit Police continues to be involved with staff participation in PRIDE *as well as, in 2020, active in a newly formed OUT ON PATROL (a non-profit peer support organization for LGBTQ2S+ members of law enforcement).*

**Strengthening Relationships with Indigenous Peoples** – In 2017, appointed a Transit Police NPO liaison with Vancouver Police Aboriginal Police Unit and local Indigenous focused educational institutions. The NPO was involved with extensive outreach and Transit Police continues to have some Members participate in the annual ‘Pulling Together’ canoe initiative. Training on Indigenous persons was provided to all Members and additional training is being planned for 2020. In 2019, the Transit Police reviewed the Truth and Reconciliation Commission of Canada – Call for Action, Missing and Murdered Indigenous Women and Girls Final Report and Thunder Bay Police Board review report for implications/learnings for Transit Police. Future actions were identified by Transit Police to strengthen support to Indigenous Peoples and



2019 National Indigenous Day Celebration hosted by Transit Police and TransLink at Supporter Building





work on a comprehensive report commenced. In 2019, the Missing Persons Policy was amended and a new 'Police stops' policy established – consistent with the BC Provincial Policing Standards.

*In Q1 2020, the Transit Police Board received a public report on the Transit Police work and initiatives in relation to strengthening outreach and support to Indigenous people, including how to bring collaboration and understanding within the Transit Police toward better serving the Indigenous community. Included in the report was an action plan endorsed by the Police Board and implementation has now commenced.*

*In Q2 2020, an Indigenous Transit Police Officer was appointed into the newly created role of Indigenous Liaison Officer ("ILO"). The ILO is providing subject matter expertise support to operations as well as continued outreach in the community (work started while he was in a Neighbourhood Police Officer position).*

*In 2020, Transit Police received external funding to advance its work to launch the Blue Eagle Community Youth Cadet project, which is being developed by Transit Police in partnership with the Vancouver Aboriginal Community Policing Center and Vancouver Police. This program will serve to empower Indigenous youth, aged 13-15, by offering mentorship, building leadership skills, and supporting them as they discover their potential.*



**Chief's Community Council** – This Council is composed of approximately 17 persons, representing a variety of community groups and vulnerable transit user groups. Presentations were provided to the Council participants and their advice and expertise is sought in the operational work of Transit Police. Transit Police recently designed a new tri-fold card (with consultation with a Council Member) for Members and hearing-impaired persons to use when interacting with each other in relation to safety and policing/enforcement matters; distribution commenced in Q3 2019.



**Overdose Crisis** – Transit Police is a participant in the provincial police initiative to respond to the opioid overdose crisis and facilitated placement of overdose prevention posters on the transit system. A new Transit Police policy on overdose response and use of Naloxone was implemented. Members were trained in First Aid and Naloxone use (ongoing), and provided with personal issue Naloxone. Some civilian staff were also trained and Naloxone kits made available in certain static locations in Transit Police facilities. Members administered Naloxone in *79 events (2016 to August 2020)* to resuscitate overdose victims, while also contributing to transit system resiliency.

**Suicide Prevention** – Transit Police continues to deliver mental health awareness, suicide prevention, and crisis de-escalation training to transit frontline staff, control centre staff, security, and supervisors/managers.

**Mental Health Support** – The Neighbourhood Police Officers and a Client Services Sergeant (and new Constable position) 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. NPOs also developed connections with persons with special circumstances (e.g., homeless) that impact the hub environment and worked on mitigation plans. Alzheimers Society of BC provided training to patrol officers on understanding /interacting with persons with Alzheimers. Through the ongoing implementation of Hub Blueprints – there is focus on social issues such as at-risk youth, mental health, panhandling and homelessness. *In 2020, a mental health strategy was created for the Community Engagement Team.*



**Safety Tip Brochures and Campaigns** – Thousands of new Transit Police Safety Tips Brochures were distributed (ongoing) at community events and presentations, and the ‘Coffee with a Cop’ events at transit stations. A new brochure and video specific to ‘wire theft and safety’



related to bus trolley wires was developed and released to the public. In 2019, there was a social media anti-theft campaign to raise public awareness of theft on and around transit, and what the public can do to protect themselves and their belongings. Transit Police Officers also distributed

“Device Advice” and “Slash ‘N’ Snatch” info cards.



**Weather Emergencies** – Transit Police provides information about access to shelters /resources during inclement weather and take special measures to assist those who are vulnerable in such situations. NPOs and Police Dog Teams presented to vulnerable community groups.

**Victim Services** – NPOs connected with their Jurisdictional Police - Victim Services Section for their CSA, and there is a lead NPO appointed to Victim Services issues. Transit Police has participated in BC Police Victim Services conferences and continues outreach to Victim Services Units to share the unique circumstances and effect on victims of crime on transit. In addition to the general victim services policy, there are also specific directions to Members regarding victim support and notification included in certain policies, such as sex offence investigations and violence in relationships investigations. In 2019, Burnaby RCMP victim services presented to Transit Police briefings to enhance awareness of available services and for networking.

**Youth** – Transit Police has coordinated Regional Youth Intelligence meetings (presenting on SMS Texting initiative, sexual offending awareness program, and youth safety), worked cooperatively with IRAYL, presented to many youth serving organizations, and collaborated in joint youth initiatives with police partners.

### **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 [\[v Strategic Action Implemented –December 2017; Ongoing\]](#)**

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

**3.1.3 Update the operational protocol with JPD and seek additional joint initiatives to optimize police response and effectiveness [\[v Strategic Action Implemented –December 2018; Ongoing\]](#)**

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

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

**3.1.6 Work with TransLink and jurisdictional police partners to optimize planning and preparations for policing an expanding transit system**

#### **IMPLEMENTED:**

**Evergreen Extension** – Transit Police delivered a comprehensive implementation plan with Jurisdictional Police commanders related to safety, security and policing on the Evergreen Extension in 2016. This included training at operational level to Members and jurisdictional



police officers prior to system rollout, inclusion of partners in Transit Police incident containment training, and policy review/sharing with Port Moody Police. Analysis was conducted on crime and operational deployment to the Evergreen Extension and a business case developed to support Transit Police request for additional officers. Sworn authorized strength was increased to address increased workload (eight positions - 2017 and six positions - 2018). There is ongoing communication and coordination with Jurisdictional Police on common policing issues, joint initiatives, special event policing, and community outreach.



**Explosive Scent Detection Dog Program** – Transit Police Dog Program expanded to *seven teams in 2020, with one additional team deferred to 2021*. The teams conduct daily patrols, security sweeps and respond to incidents; this helps support system resiliency and assists jurisdictional police with regional safety. Two Transit Police dog teams are national awarded competitors in detection. There is enhanced profile of the Dog Teams with the Jurisdictional Police and increased requests for mutual aid assistance from them. There is ongoing education to transit employees on capabilities of police dogs and requesting of teams. An agreement is in place with Victoria Police Canine Unit to provide annual explosives validation to Transit Police dog team. Besides regular training locally, handlers

also attended various external training, such as the International Association of Bomb Technicians Investigators training in Ontario and the Pacific North West Canine Association detection dog training in Oregon, USA. In 2019, specialized ‘vapour scent’ detection training commenced in-house for all Transit Police dog teams, as well as through joint training with USA based ‘vapour scent’ dog teams in Oregon.

In 2019, Transit Police standards established for vapour scent detection validation and patrol response procedures; certification of dog teams in that discipline to occur in *Q3 2020 as well as commencing training on patrol response protocol*.

**Suspicious package at Marine Drive Station Bus Loop**





**Operational Protocol with Jurisdictional Police** – The Transit Police/JPD operational Memorandum of Understanding was updated in 2016 and 2018. An MOU orientation



PowerPoint was circulated following these updates. Semi-annual Transit Police/JPD protocol committee meetings are held. There was a policy shared with Jurisdictional Police requiring that all training exercises on the transit system and use of TransLink enterprise assets be coordinated through Transit Police. There is operational information sharing with Jurisdictional Police, providing them with valuable intelligence on suspects in their region and demonstrating the value of the Transit Police – JPD partnership model.

**Collaboration** – Transit Police has participated/collaborated in numerous regional, national and international networks and joint initiatives, such as:

- Hosted the 2017 “Policing Moving Cities” conference in partnership with the Canadian Association of Chiefs of Police. There were 140 attendees and presenters from the United States, United Kingdom and Canada representing transit operators 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 transit systems; vulnerable populations, including those with mental illness; sexual offending on transit; collaboration and partnerships; and value proposition of transit policing models. All TransLink operating companies were represented at the conference.
- Mutual interest policing initiatives (NPO collaboration with community police 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 Transit Security, IRAYL, RYIM and Surrey Transit Watch).
- New Inspector Stakeholder Relations position for operational and relationship building was created in 2018. In 2019 Q2, the position was expanded to Inspector Patrol Support and position now includes the NPOs, Client Services Officers, Dog Teams and General Investigation Unit.
- In 2019, implemented a number of joint forces operations with other police agencies to target thefts from shopping malls nearby certain transit stations (e.g., Richmond RCMP – Templeton Station, Burnaby RCMP – Metrotown Station, and Vancouver Police – Rupert Station).
- *In 2020, there was increased coordination and operational planning with Jurisdictional Police to address potential safety issues and impact to transit riders and infrastructure from pipeline protests and social justice/police reform protests.*



**Emergency Management and Risk Mitigation** – Transit Police successfully rolled-out the Next Generation Radio Program (“NGRP”) in coordination with ECOMM – this is a common radio platform for police, fire and ambulance partners. Transit Police is active on TransLink emergency planning, business continuity and risk management committees and Transit Police moving to become the TransLink enterprise Intelligence Centre. Annually, Transit Police staff are required to complete online “Information Security Awareness” training to enhance security of electronic information. A new call management system for the telephone system was introduced and an amended protocol implemented for voice mail.



**Legislation** – 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 Transit Police, in partnership with TransLink, based on input from operational Members. Members 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.

In 2016, the Provincial Government approved a regulation to amend regulations related to all three Designated Policing Units in BC, which includes Transit Police. This resulted in amendments to the *South Coast British Columbia Transportation Authority Police Service Complaints and Operations Regulation* and addressed issues related to application of Part 11 (Complaints) of the *Police Act* – mirroring more closely the provisions that apply for municipal police boards.

*In Q1 2020, a business case was made to the Ministry of Public Safety and Solicitor General to establish tiered policing within the Transit Police, with the implementation of a three-year Community Safety Officer pilot program.*

**Resource Planning** – Future human resource modelling has been presented to the Police Board, TSML Directors and TransLink to build into the future TransLink HR and system expansion and investment plans. The collaboration and early integration of Transit Police into this planning is extremely beneficial from the perspectives of human resources projections, capital considerations for emergency resources, fleet and facilities, and budget/investment projections. To address current policing needs in relation to ongoing transit system increases in ridership, Transit Police obtained approval for six additional officers in the 2019 budget and another nine officers in the 2020 budget; those funds to be allocated to the Community Safety Officer concept currently under development.



## 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

3.2.2 Optimize the use of technology to increase operational efficiencies and promote continuous improvement

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)

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

3.2.5 Ensure strong supervision, leadership and succession planning

### IMPLEMENTED:

**Performance and Business Analysis** – A third Crime Analyst was hired in 2018 to address increased analytical needs. Several performance accountability tools were reviewed, validated and updated (e.g., Command Accountability Review and Members Activity Review) and are supported on an ongoing basis. In 2017, analysis was conducted in relation to the Evergreen Extension and operations service delivery, and staffing business cases were developed to support authorized strength increases in 2017 and 2018. Statistical data continues to be gathered and provided to the NPOs for their CSA business planning. Transit Police participated in TransLink’s new performance dashboard (public) with the provision of monthly ‘crimes against persons’ and “crimes against property” data. Transit Police received authorization to access non-identifying Compass data for planning and analysis purposes.

**Continuous Improvement** – A continuous improvement approach is encouraged within the transit Police. Examples of improvement initiatives include:

- Continuous Improvement Team is maintained within Transit Police.
- A review was conducted on the information management section to improve performance, and a series of actions implemented.
- A pilot was completed to write off select file types in CAD, so that no record management system file needs to be created, thereby reducing work load for officers; following evaluation – the change was made permanent.





- 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; the two recommendations were addressed.
- An internal 'online' communications request tool was launched to enable workload management with the communications team. There also was a reconfiguration of Cufflink to improve user access.
- Electronic Vehicle Tracking Technology was added to Transit Police fleet for situational awareness and safety purposes, and a Standard Operating Procedure put in place.
- Wise Track – QR coding was applied to police equipment to improve tracking of shared equipment and, in 2018, began to be applied to police files.
- Transit Police is a participant in the Provincial Digital Evidence Management Working Group.
- For the purpose of prisoner processing, officer efficiencies and police agency effectiveness, Transit Police piloted a new jail detention model (to reduce the number of JPD jails used to three) with New Westminster Police Department in Q3/Q4 2018. In 2019, a decision was made to not continue with the revised jail model, due to cost and efficiency concerns.
- In 2019, additional internal television monitors were installed at HQ and the Bridgeport reporting office to enable timely internal broadcasts to Transit Police staff of new policies and procedures, weekly operational highlights, available human resource services and other types of important information to help staff in performance of their duties and maintaining of employee health and wellness.
- In 2019, Transit Police participated in a new initiative for collaborative policy work amongst BC police agencies and has hosted group meetings (now ongoing).

**Workforce Planning** – To support the new organizational structure in 2017, three new Executive Assistant positions were established. Analysis for future staffing needs (sworn and civilian) continues to be performed to address growth in the transit system and for operational effectiveness/efficiencies. Some progress was made with increases to sworn strength in 2017 and 2018; however, a number of needed civilian positions continue to be deferred due to funding limitations. In 2019, a long-term staffing model was developed and projections provided to TransLink for inclusion in future transit growth planning and funding projections. In 2019, the forensic video analyst and investigative assistance positions were approved for 2020 implementation.

Concerted recruiting efforts continue, *with Transit Police at 101% of authorized sworn strength at June 2020, compared to 100% at 2019 year-end. The female sworn/actual strength remains at 20.1%, no change from 2019 year-end. Currently, 31% of Members represent visible diversity, an increase of 2% from the 2019 year-end. Of note, is that of the 2020 police officer hiring, 44.5% were female and 55.5% were of visible diversity. This includes the hires for the September recruit class. There are over 32 different second languages (including American sign language) spoken amongst 82 sworn and civilian staff, with many staff speaking three or more languages. The variety of languages spoken has increased by three since 2019 year-end.* Since 2018, Transit Police has launched targeted social media



recruiting campaigns to increase recruit applications and a new recruit brochure was produced in 2019.

**Human Resource Management** – A civilian exempt compensation review was completed in 2018. Position profiles are kept current, with compensation reviews completed in preparation for potential vacancies and postings. A new overtime strategy was piloted in 2018 to tackle increasing OT costs while still maintaining required service delivery. An employee morale survey was conducted in 2016, with over 70% staff responding, and subsequently implemented. *In 2019, another morale survey was conducted (72% of employees responding) and, in Q1 2020, the results were received. An action plan is now developed to address the survey results.* Exempt staff have annual performance reviews (amended TransLink process in 2018) and, as of 2019, union staff follow the new check-in process.



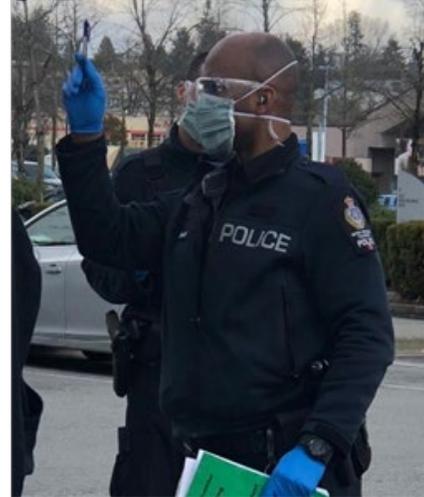
Members continue to be provided with a variety of mandatory (e.g., use of force, firearms qualification) and advanced training (e.g., Phased Interviewing Model, containment/active assailant exercises, legal updates). In 2019, patrol Members received training in plain clothes deployment, legal articulation for police officers, amended Criminal Code of Canada and implications for arrest, legal authorities for detention/arrest and new Police Stop standards, note taking, professional standards, and forensic video requirements. *In 2020, the Use of Force Coordinators were trained in use of the new joint use of force/incident response virtual simulator (housed at Delta Police Department) and simulation training for Members has commenced.*

**Occupational Health and Safety** – In 2017, Transit Police analyzed its organizational needs and requirements to maintain a healthy workplace, including assessing existing resources available and identifying gaps. A ‘healthy workplace’ survey was subsequently conducted and follow-up actions implemented. Actions include: establishing a new Healthy Workplace Committee, a revamped ‘healthy workplace’ section on Cufflink (staff website), a new workout protocol for Members while on duty, offering of in-house fitness testing, and educational sessions and electronic communications delivered on nutrition and physical health training. Since late 2016, over 179 sworn and civilian staff were trained on opioid overdose and administering naloxone in response to calls for service and in event of accidental opioid exposure by staff and while attending to calls. Transit Police Members have personal issue naloxone kits as well as there being kits available in static locations within police facilities. Some advancements in 2018 were development of a new Standard Operating Procedure around response to bed bugs and other insect incidents, establishment of a new internal position for Human Resources Advisor - Benefits and Ability Management, and issuance of a Fitness for Duty policy. In 2019, Transit Police Officers were required to



complete the mandatory CPKN course on Emergency Vehicle Operations – to comply with a directive of the Director of Police Services. The policy chapter on Personal Protective Equipment for Members was updated in 2019.

*[COVID-19 Pandemic – A key organizational focus in 2020 Q1/Q2 was Transit Police preparations for employee health/wellness/safety during the COVID-19 pandemic and planning for business continuity and performing regular and new policing duties. Additional operational protocols were established and adjusted, taking into account legislation and public health orders, and guidance from government and health professionals. Measures were taken to enhance health and safety measures at Transit Police facilities including closing off public access to the lobby and front counter, installing more hand sanitizing stations, increasing the frequency of cleaning high traffic areas and touch points, facilitating work-from-home for office](#)*



*[employees where possible and implementing temperature checks for all employees entering the building. Personal protective equipment was secured for all frontline employees \(e.g., masks, gloves, protective eyewear and coveralls\). Frequency of internal communications to all employees was increased, with a focus on updated health and safety measures, as well as the importance of employee physical and mental health during a period of significant change. The Transit Police was active on numerous pandemic and safety/emergency preparedness related committees within the TransLink Enterprise. As well, Transit Police was part of the Integrated Quarantine Act Response and Support Team \(“IQARAS”\) along with representatives from the Vancouver Police Department, RCMP and Abbotsford Police Department.](#)*



**Mental Health** – As a first responder agency, promoting wellness and positive mental health of Transit Police sworn and civilian staff is critical. Transit Police has in-house master trainers for the R2MR (Road to Mental Readiness) training and this training was provided to current Members and continues to be provided to new officer hires. Transit Police provided staff with a Transit Police Critical Incident Stress Management (“CISM”) Team resource (and continues to train additional members), made external psychologists available, promoted the WorkSafeBC First Responders – ‘Share It. Don’t Wear It’ campaign and the provincial mental



health resources available to BC first responders. In 2019, cycle II training, Members were provided with special training on general stress, PTSD, and coping. Two Members were trained in Edmonton's Workplace Reintegration Model to support officers experiencing critical incidents, and this model was adopted to help support the impacted officers from the January 2019 Scott Road shooting incident. Further, an organizational wellness response plan was implemented in relation to that incident. Transit Police continues to be active in the public "Bell Let's Talk Day."

**Labour Relations** - A new Collective Agreement with the new Transit Police Professional Association was negotiated in 2018 and *a one-year agreement was under negotiation in Q1/Q2 2020 with further achievements towards alignment with other police agencies*. A joint labour/management committee addressed emerging issues and Letters of Agreement were put in place as needed. An Employee Morale Survey was completed in 2019 and results delivered in 2020 Q1; *a summary report with proposed action plan is being submitted to the Police Board at their September 2020 meeting*.

**Recognitions** – Transit Police held an awards ceremony in 2019 for sworn officers, civilian staff, and members of the public. In 2018, other external awards were received, such as: Canadian Urban Transportation Association ("CUTA") Award, Order of Merit of Police Forces, 2018 Special Olympics Canada Rob Plunkett Law Enforcement Torch Run Award, BC Police - Award of Valour, BC Police - Award of Meritorious Service; Canadian Police Canine Association - K9 Detection Awards, Alexis Team Award, and Governor General Award. In 2019, external awards included, for example, International Association of Law Enforcement Planners' Project of the Year Award, and North Road Business Improvement Association – Pillar of the Community Award. These recognitions promote organizational and professional reputation and enhance employee morale. *The 2020 awards ceremony has been deferred due to COVID-19.*

**Leadership and Succession Planning** – Transit Police utilized a number of leadership training opportunities to promote improved leadership, such as: Executive Mentoring – Leadership Development, 'How to become a better manager of people', IACP/Leadership in Policing Organizations (hosted this course in 2019, which enabled 11 additional staff to complete the course, *and another LPO course was held in January 2020 by Transit Police*), JIBC/Police Leadership and Development, Canadian Police Leadership Conference, and Women in Policing Conference. Since 2017, Supervisors were provided a specially designed Supervisor Leadership Development Program (including R2MR) as well as being trained in Responsible Officer Response ("ROR") role of supervisors that relates to articulation and oversight of use of force.

In 2017, an analysis of key positions was completed and succession planning completed or commenced (still ongoing in 2019 for certain critical positions). To fill Inspector positions within the service, there was a series of internal promotions as well as use of an external lateral secondment to bring certain operational expertise. That Inspector was subsequently hired and promoted to Deputy Chief in 2018. The first female Inspector was promoted in 2016. There continues to be professional development/succession planning through



secondments, with 10 to 12 Members assigned each year to different regional integrated teams or specialized positions. An amended compensation scheme was established for the Inspector rank and Deputy Chief rank for consistency with comparator police agencies and to enhance succession planning.

*A 360 degree - peer review process was established within the Transit Police in 2020 and it will be applied within the 2020 fall promotional process for Sergeants and Staff Sergeants. It is also available to other interested staff.*





## KEY PERFORMANCE INDICATORS (KPIs)

The Police Board adopted 14 KPIs for the Strategic Plan and the result for 2020 Q1/Q2 period is shown on the following chart.

	KPIs	Q1/Q2 2019	Q1/Q2 2020	% Change	Q1/Q2 2019 Clearance Rate <sup>1</sup>	Q1/Q2 2020 Clearance Rate
1	<b>Total Reported Files</b> <i>(primary offence only – all offences)</i>	17,161	11,150	-35%		
	<i>Transit Police Files</i>	15,152	9,978	-34%	87%	80%
	<i>Assist Files</i>	2009	1,172	-42%		
2	<b>Crimes Against Persons/100,000 Boarded Passengers<sup>2</sup></b>	.365	.547	50%		
3	<b>Crimes Against Property/100,000 Boarded Passengers<sup>3</sup></b>	.422	.612	45%		
	<i>Crimes Against Persons (incl. assists)</i>	814	673	-17%	33%	33%
	<i>Crimes Against Property (incl. assists)</i>	940	753	-20%	16%	22%
4	<b>Workplace Violence Against Bus Operators (Assaults)<sup>4</sup></b>	53	<i>Not available</i>	--		
5	<b>Transit Conduct and Safety Regulation Files<sup>5</sup> (excludes 24hr refusals)</b>	6,648	3,234	-51%		
	<i>24 Hour Refusals</i>	263	107	-59%		
6	<b>Community/Partners Outreach Events</b>	127	41	-68%		
7	<b>Joint Initiatives/Operational Plans with JPDs</b>	35	40	14%		

<sup>1</sup> 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).

<sup>2</sup> Crimes Against Persons: 2020 Q1/Q2 – 673 files/123,071,368 boarded passengers.

<sup>3</sup> Crimes Against Property: 2020 Q1/Q2 – 753 files/123,071,368 boarded passengers.

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

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



8A	Percentage of Actual Strength to Authorized Strength (Civilian)	(77/73) 105%	(71/76) 93%	-11%		
8B	Percentage of Actual Strength to Authorized Strength (Sworn)	(189/183) 103% <sup>6</sup>	(184/183) 101%	-2%		
9	Percentage of Female Police Officers to Actual Strength (Sworn)	(38/189) 20.1%	(37/184) 20.1%	0%		
10	Number of Substantiated Police Act "Public Trust" Complaints <sup>7</sup>	3 (2019 Annual)	0	--		
11	Number of Languages Spoken	29 (2019 Annual)	32	10%		
12	Perception of Safety/Security – Rail (combined average) <sup>8</sup>	Annual report only	Annual report only	--		
13	Perception of Safety/Security – Buses (combined average) <sup>9</sup>	Annual report only	Annual report only	--		

**Crimes Against Persons and Property** – *As a result of the COVID-19 pandemic, for the 2020 Q1/Q2 period, the number of transit Boarded Passengers dropped by 44.7% (123,071,368 as compared to 222,742,096) and there was a decrease in Transit Police total files by 35% (largely fewer Violation Ticket files). However, notwithstanding the impact of the pandemic on regular ridership, criminals continued to use the transit system and target transit riders. This is demonstrated in the 2020 Q1/Q2 increased rate for both Crimes Against Persons per 100,000 Boarded Passengers (up 50%) and Crimes Against Property per 100,000 Boarded Passengers (up 45%). However, the actual number of Crimes Against Persons in 2020 Q1/Q2 was 673, as compared to 814 for the same period in 2019; this is a 17% decrease. The actual number of Crimes Against Property in 2020 Q1/Q2 was 753, as compared to 940 for the same period in 2019; this is a 20% decrease.*

<sup>6</sup> Includes seconded Members, with revenue recovery, and recruits.

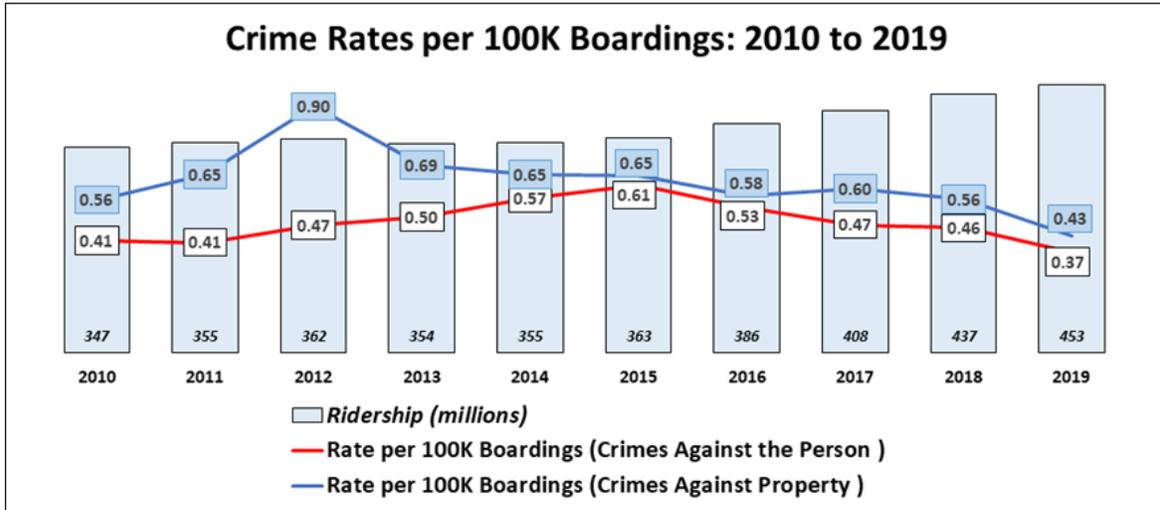
<sup>7</sup> Number of substantiated complaints for 2019 and 2020 are current as of June 2020; these numbers may change upon future file conclusion by the Office of the Police Complaint Commissioner.

<sup>8</sup> Includes annual percentages averaged together for onboard and at stations for SkyTrain (includes Canada Line).

<sup>9</sup> Includes annual percentages averaged together for onboard buses and at bus stops/exchanges, and SeaBus.



The chart that follows shows the historical trending (2010 to 2019) for rates of Crimes Against Persons and Crimes Against Property in relation to the rate of ridership.



*Community Outreach – The ability of the Transit Police to participate in Community Outreach/Events was significantly impacted by the pandemic and implications of Public Health Orders.*

## OTHER STATISTICAL INFORMATION

The following statistics are provided for awareness of the Police Board.

KPIs	2019 Q1/Q2	2020 Q1/Q2	% Change	2019 Clearance Rate	2018 Clearance Rate
<b>Other Criminal Code Violations/ 100,000 Boarded Passengers<sup>10</sup></b> <i>(primary and assists)</i>	.258	.800	210%	72%	78%
<b>Controlled Drugs and Substances Act Files/100,000 Boarded Passengers<sup>11</sup></b> <i>(primary and assists)</i>	.033	.271	721%	95%	93%
<b>Provincial Statute Violations/</b>	3.1	6.3	103%	98%	96%

<sup>10</sup> Other Criminal Code Violations: 2020 Q1/Q2 – 984 files/123,071,368 Boarded Passengers. [3000 series of the UCR survey that includes such offences as: weapons, disturbing the peace, child pornography, obstruct peace officer, possess break and enter instruments, intimidation and threats, breach/bail violations, indecent acts/exposing, and counterfeiting.

<sup>11</sup> CDSA: 2020 Q1/Q2 – 333 files/123,071,368 Boarded Passengers.



<b>100,000 Boarded Passengers<sup>12</sup></b> <i>(primary and assists)</i>					
<b>Violation Tickets</b>	8264	3922	-53%		
<b>Arrests - Warrants Executed (All)</b> <i>(incl. secondary offences; does not assists)</i>	490	311	-37%		
<b>Arrests – New Charges<sup>13</sup></b>	367	323	-12%		
<b>Breaches</b> <i>(incl. secondary offence; does not assists)</i>	225	240	7%		
<b>Total S. 28 Mental Health Act Apprehension Files</b>	99	73	-26%		
<b>Sexual Offences</b> <i>(primary only; no assists)</i>	92	42	-54%	20%	38%
<b>Sex Offences – Assists</b> <i>(primary assists only)</i>	17	12	-29%		
<b>SCBCTA Fare Bylaw Infractions</b>	8180	4642	-43%		
<b>SMS Text (87 77 77) Conversations</b>	Not available <sup>14</sup>	Not available <sup>15</sup>	--		
<b>SMS Text conversion to Police Files</b>	Not available	Not available	--		

**Sexual Offences** – The number of sexual offence files (primary and assists) *for 2020 Q1/Q2 was significantly lower than 2019 Q1/Q2, down by 51%. This may be attributed, in part, to the lower ridership during the pandemic and greater visibility for a person if they commit a sexual offence. There continues to be a focus on thorough investigation of sexual offences, notwithstanding the difficulty since the majority are stranger-on-stranger. Clearance rates have improved when compared to the same period in the previous year.*

**Criminal Warrant Arrests** – Reducing crime and disorder on transit and the surrounding community is Strategic Objective #1 of the Transit Police Strategic Plan. *In Q1/Q2 2020, Transit Police Officers made 311 arrests for outstanding criminal warrants, which included RCMP, Municipal Police and Transit Police issued warrants from BC and elsewhere. The number of warrant arrests for the 2020 Q1/Q2 is -37% lower than the same period in 2019. In 2019, Transit Police Officers made 1,086 arrests for outstanding criminal warrants, which included RCMP, Municipal Police and Transit Police issued warrants from BC and*

<sup>12</sup> Provincial Statute Violations: 2020 Q1/Q2 – 7,718/123,071,368 Boarded Passengers as compared to 2019 Q1/Q2 – 6,881/222,742,096 Boarded Passengers.

<sup>13</sup> Arrest means an actual arrest and all other cases where charges were recommended to Crown Counsel.

<sup>14</sup> Technical extraction issue commenced in 2019.

<sup>15</sup> Technical extraction issue occurred.



elsewhere. The volume of warrant arrests continues to be significant when compared to historical rates (i.e., 591 criminal warrants in full year of 2015).

Many warrant arrests arise from on-view work of Transit Police Officers in their Community Service Areas (assigned patrol area), calls for service, confirming identity incidental to criminal arrest or during enforcement of a provincial statute offence (such as misuse of a fare gates). However, Transit Police Officers also familiarize themselves with offenders and criminals of concern or offenders wanted through law enforcement intelligence sharing, regional BOLFs (Be on the Look Out For), and the Transit Police Offender Management Program.

**Misuse of Fare Gates and Provincial Violation Tickets (“VTs”)** – *In comparing 2020 Q1/Q2 to 2019 Q1/Q2, there were decreases in the volume of issued Fare Infraction Notices (“FINs”), a TransLink bylaw, as well as the number of Violation Tickets (“VTs”). The decreases are reflected of the lower ridership and may also be attributed to an adjustment to operational deployment models and policing practices during the pandemic.* (Issuance of VTs is associated to Transit Police Officers’ active observations and enforcement of the provincial offences regarding the misuse of fare gates<sup>16</sup>, which was new legislation in 2017.)

Of critical importance to the safety of transit customers and staff, and the general public, is how the process of confirming an offender’s identity allows Transit Police to learn whether there is a criminal record or conditions of release, and if there are any outstanding warrants to be executed. (See illustration below.) Executing outstanding warrants contributes positively to the work of our Jurisdictional Police partners and their offender management and community safety and crime reduction efforts.

### **Perceptions of Safety and Security on Transit**

TransLink conducts quarterly customer satisfaction surveys that 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*

---

<sup>16</sup> The amended *Greater Vancouver 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. 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.



*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). This KPI is reported on annually in the strategic plan year-end report.

## CONCLUSION

From 2016 to 2020, Transit Police has made significant progress to implement the objectives within the 2016-2020 Strategic Plan, in particular in the areas of:

- Community outreach and engagement,
- Working to strengthen relationships with Indigenous Peoples
- Investigative excellence,
- Intelligence sharing,
- Anti-terrorism strategies and emergency readiness,
- Explosive detection dog team capacity and availability of it as regional resource,
- Anti-sexual offending on transit campaigns and public awareness of the 'See Something, Say Something' strategy and SMS text reporting,
- Strategic communications and branding,
- Human resource development, training and specialization,
- Training for TransLink staff on crisis de-escalation, reducing violence in the workplace, and Transit Police resources,
- Integration of Transit Police into the safety and security continuum of the TransLink enterprise, and planning for future ridership growth and transit expansion, and
- Strengthening collaboration with Jurisdictional Police and integrated policing units, and addressing emerging policing issues and priorities.

