



Strategic Plan 2020 Year-end Update

Public Report – June 18, 2021



METRO VANCOUVER
**TRANSIT
POLICE**



EXECUTIVE SUMMARY

In 2016, the 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 are submitted to the Police Board; most recently, the 2020 semi-annual status report (Police Board Report No. 2020-32). These reports outline completed work as well new initiatives being advanced to achieve the Plan goals. *In fall 2020, the Police Board extended the Plan by one year, in light of the coronavirus pandemic and need for additional time to develop the next strategic plan. The 2020 year-end consolidated update on the Plan is now provided to the Police Board. (Note: There are a few instances, where completion of items from Q1/Q2 2021 are also captured for the awareness of 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.

Due to the coronavirus pandemic commencing in early 2020, timelines for some initiatives were impacted as well as the Transit Police being unable to deliver its usual scope of community outreach presentations and events. This is a result of funding reductions,



staffing resource availability and/or personal safety protocols required 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

[V Implemented – December 2020; Ongoing]

1.1.2 Enhance specialist capacity, intelligence sharing and partnerships to improve prevention and response to specific crime types, disorder and hotspots [V Implemented – December 2020; Ongoing]

1.1.3 Promoting investigative excellence generally, and sex offence investigations particularly [V Implemented – December 2020; Ongoing]

1.1.4 Continue operational planning for policing of large public events impacting the transit system in coordination with partners [V Implemented – December 2020; Ongoing]

1.1.5 Advance violence prevention strategy to reduce violence against transit staff
[V Implemented – December 2020; Ongoing]

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 was developed (2020).





For capacity building, there was training on crisis de-escalation and Transit Police support resources provided to Coast Mountain Bus Company, BC Rapid Transit Company and other TransLink enterprise staff. Ongoing training sessions are delivered to Transit Police in support of the mental health strategy 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.

In 2020, the Transit Police developed a new standard operating procedure ("SOP") on Community Engagement Team support to mental health clients (and resource to Members in their investigations) as well as updated the SOP on response to Emotionally Disturbed Persons.

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 are 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). *Additional officers continue to be trained [2020].* In 2019, the Impaired Driving policy was updated to address changed legislation, including impact of new Cannabis legislation and drug-impaired driving.

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





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. Because 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 focused on criminal activity and disorder around the transit system/hubs on the North Shore. *The new Targeted Mobile Enforcement Unit and Crime Suppression Team also both respond to emerging problems that arise related to the bus system [2020].*



Safe Station Facilities – In 2019, Transit Police implemented a bait bike program to target increased theft from transit bike facilities and racks. The program continues and *provides improved operational options. Registering riders' bikes through Project 529BC continued as an outreach initiative by the Community Engagement Team [2020].* Target hardening strategies for the future have also discussed with TransLink (crime prevention through environmental design).



Warren H. Wong @WarrenWong · Apr 10

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Visiting the good folks and @CstJPonsioen at today's neighborhood @Project529BC tent. If you own a bike, register it. It's as simple as 1,2,3. @project529 @TransitPolice @VancouverPD #EndBikeTheft #bicycle #cycling #cyclinglife #trekbikes #cambie #bikelife #canadaline





Targeted Mobile Enforcement Team (“TMET”) – In Q2 2020, Transit Police launched its new TMET, comprised of one Sergeant and six Constables.



This team conducts targeted enhanced enforcement activities in and around the public transportation system, including bus loops and lanes, and associated roadways. The 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 IRAYL regarding support for at-risk youth (IRAYL is distributing the transit safety brochure to clients). In 2020, efforts were made to enhance collaboration with IRAYL *and an information video is in production*. 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 or assignments of Members to a variety of integrated units/team. *The following were secondment/assignments as of December 31, 2020:*

- Integrated Impaired Driving Unit
- RCMP “E” Division Integrated National Security Enforcement Team
- 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 Crime Reduction Unit (assignment)
- Surrey RCMP – Serious Crimes Section (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 and 2019. 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 then 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 was 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. In 2020, following a review of GIU’s seven day a week operation and whether weekend service was needed, 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 was completed*.

Effective 2021, a new Inspector Investigation position was created that will help provide leadership to GIU and other speciality positions such as crime analysts, Intelligence Officer and Human Source Coordinator.

Crime Suppression Team – In summer 2020, Transit Police launched a six-month pilot of its Crime Suppression Team (“CST”). This unit evolved from a pilot project on joint enforcement initiatives with the North Vancouver RCMP, to a very successful initiative that now supports Transit Police in reducing crime across the entire transit system in Metro Vancouver. The permanent CST is composed of a Sergeant and five constables. Its mandate is to conduct targeted, intelligence-led proactive enforcement in and around the public transportation

system throughout Metro Vancouver. This includes the enforcement of the Criminal Code, Federal Statutes, Provincial Statutes and applicable Bylaws. The CST liaises/partners with officers within the Transit Police Operations Division and Jurisdictional Police Departments to identify crime suppression opportunities and to accomplish extensive investigations and joint-force operations. This collaborative work helps reduce crime and enhance safety of both the regional transit system and the surrounding communities. (In February 2021, CST became a permanent unit within the Transit Police.)

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

- For the period 2016 *to 2020*, Transit Police legal counsel has issued *32 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 COVID-19 related issues*.

- 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. There were 124 Members trained by 2019 *and additional Members will be trained in Q4 2021 (2020 training was delayed due to the pandemic)*.
- 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 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. (The promotions policy was updated with the revised eligibility requirements.) Over the years 2017 to *2020*, the training and mentoring has enabled *five* Staff Sergeant and *18* Sergeant promotions. *[Note: A new NCO mentorship program has launched in Q1 2021.]*
- 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).
- *One GIU Member was trained in ‘Step-Wise Child and Youth Interviewing’ delivered by Forensic Practice [2020].*
- 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.
- *GIU business rules were developed to enhance unit operational quality and effectiveness, and investigative outcome [2020].*
- *To improve operational planning, a new short-term project plan template was created to assist Members [2020].*

Policing of Evergreen Extension – Established new operating relationship with police agencies along the Evergreen Extension (ongoing). Transit Police 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 – There is 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 – There is continued professional development with JIBC/Human Source Management Training and internal Human Source legal training was delivered to handlers, supervisors and certain regular Members.

Critical Incident Response – Transit Police has ongoing allocation of approximately 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 [2019].



In 2020, Transit Police created a “Duty Officer” position to cover off weekends (launching January 2021). This coverage will be filled by one of the Inspectors, on a rotational basis, and operate 5 pm/Friday to 5 am/Monday. The Duty Officer will be the first point of contact by the Watch Commander (when the need arises) to notify senior management of a critical incident or other specified events. For example, acts of terrorism, police-involved shooting, serious injury or death of a police officer or civilian staff, CISM activation,

kidnapping, serious impact to transit system, ERT activation, hostage taking, homicide, or an arrest of Member.

Violence in the Workplace – Transit Police delivered (ongoing) crisis de-escalation training sessions to transit supervisors, front-line SeaBus staff, transit security squads, station attendants and operator safety toolbox sessions. There is 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 ongoing Transit Police tracking and investigation of reported operator assault incidents and provision of victim support.



Technology Adaption – In 2016, Transit Police 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 an RFP for a digital notebook solution was issued, with a service provider to be selected by mid 2020. *However, due to COVID-19 impacts, the RFP process was deferred and the pilot was extended to June 2021.*

In 2020, the Transit Police also began piloting the BC policing sector’s Provincial Digital Evidence Management System (“PDEMS”) and senior management has now decided to use



that more comprehensive digital platform, thus replacing the need for the previous digital notebook solution being piloted.

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 [V Implemented – December 2020; Ongoing]

1.2.2 Develop and exercise Transit Police business continuity and emergency plans and processes [V Implemented – December 2020; Ongoing]

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 *and homelessness* support, and the protocol for incident response (including “HOT” - Hidden, Obvious, Typical and suspicious packages);
- Transit Police is a part of the provincial initiative to respond to the opioid overdose crisis. Members are trained in First Aid and administering of Naloxone. From 2017 to 2020, Transit Police administered Naloxone *in 92 events* to resuscitate overdose victims. This response tool also contributes to transit system resiliency. *Significantly in 2020, there were 32 events where Transit Police administered Naloxone – a 60% increase from the annual average (20). The pandemic situation may have attributed to the overdose crisis.*
- *Year-end 2020, there were seven operational Transit Police Explosive Scent Detection Dog Teams. Refer to Strategic Objective 3.1.6 for more information on the Dog Team Program expansion and the work of the dog teams.*
- Transit Police was an active participant in Operation Rail Safe from 2016-2020 as well as continuing to conduct ‘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 provided;
- The trained Counter-Terrorism Information Officers engaged in intelligence networking and





worked with agencies responsible for matters of regional/national public and transportation security;

- Transit Police continued 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 completed 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. 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. Year-end 2020, there were 95 Members (an increase of 27 Members from 2019 year-end), exceeding the goal.]*

Integrated Teams – For intelligence sharing and capacity building purposes, Transit Police continues to have 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. 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. (This is ongoing.)



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, and 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 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 established a close working relationship with the TransLink Director of Emergency Management and participated on a variety of TransLink enterprise security/emergency/safety committees. This included 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. *In 2020, efforts were made to advance adoption of a mass notification system within the TransLink enterprise.*

Critical Incidents – There are numerous Transit Police staff trained as ‘scribes’ for operational support to critical incident command. A back-up Operations Communications Center has been established nearby HQ in the event of HQ evacuation and a Standard Operation Procedure was created; regular exercises have occurred to test the OCC back-up plan.

A temporary back up of the Transit Police IT system in place at a Transit Police facility, *as well as a temporary IT disaster recovery location at E-COMM [2020]. A long-term IT disaster recovery solution is still being pursued in Kamloops.*

The addition of rifles as a use of force tool was authorized by the Chief Officer for use in critical incidents and some rifles 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 rollout of the capacity began in summer 2020. *Additional Members will be trained in 2021, including in-house instructors.*





Strategic Goal 2.0 – Confidence in the use of public transit

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

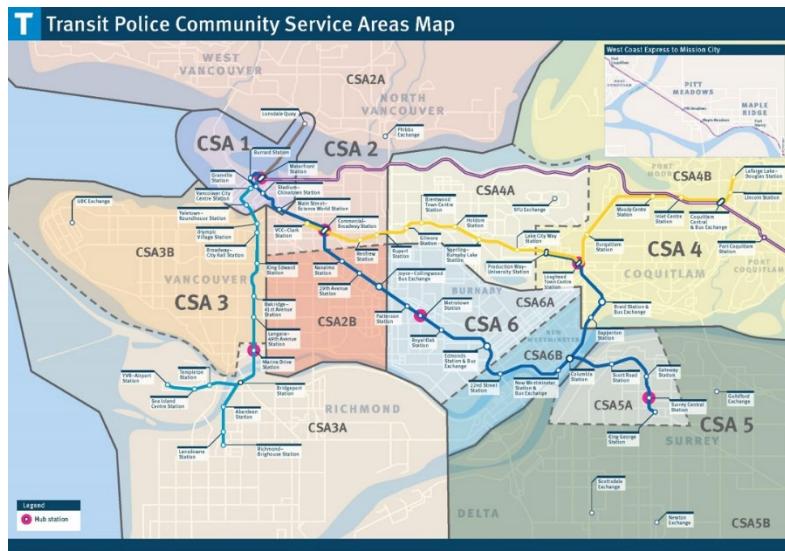
2.1.1 Advance full implementation of the community-based Service Delivery Model

[✓ Implemented – December 2020; Ongoing]

2.1.2 Deliver Bias Free Policing [Partially Completed]

IMPLEMENTED:

Service Delivery Model – The SDM was launched in 2015 and 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 (with new NPOs transitioning in as needed).



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.



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NPOs are engaged in their CSAa 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.

In 2020, the Service Delivery Model Evaluation was completed and the final report is to be received by the Police Board in Q1/Q2 2021. This will help inform the future strategic planning process and policing service delivery.

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 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 were 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 temporarily relocated to the 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.

Transit Police established the Waterfront Community Policing Centre in 2020 (opening in February 2021), and has recruited and trained CPC volunteers. Under coordination of a Transit Police Neighbourhood Police Officer, volunteers will work out of the Waterfront office on Tuesdays, Thursdays and Saturdays, from noon until 5 pm. Once COVID restrictions are lifted, the plan is for the CPC office to be open to the public during these times.

Until then, volunteers will focus on assisting the public through proactive patrols and joint projects with other police agencies and transit and community partners, thereby helping ensure safety in and around Waterfront Station, and the surrounding neighbourhood.



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. *Issuance of the anticipated standards is delayed due to the provincial special committee work on policing reform that is underway [2020].* Two Members completed the related Fair and Impartial Policing “Train-the-Trainers” program and Fair and Impartial Policing training was delivered to Members commencing in 2018 and it continues to be provided to new hires. In 2019, the Transit Police Board held a public meeting at MOSAIC and a variety of Indigenous and multi-cultural community groups presented. *There continues to be other related training provided to Members on such topics as recognition of emotionally disturbed persons, aboriginal & first nations’ awareness, transgendered people, crisis intervention & de-escalation, and autism spectrum disorder [2020].*



IN PROGRESS:

- *In 2021 Q1, Transit Police will rollout the newly released 2SLGBTQ+ course on CPKN for all staff (mandatory for all sworn members) and it will be added to the learning package for all new hires. The course provides an overview of the history of 2SLGBTQ+ rights in Canada; presents terminology and vocabulary connected with 2SLGBTQ+ identities; builds upon understanding of diversity, the importance of respect for all people, and how to demonstrate inclusion, respect and dignity for all people – no matter their identity; and outlines barriers faced by 2SLGBTQ+ people in accessing public safety services.*
- *Approximately 80 civilian and sworn Transit Police staff were identified to take the federal GBA+ training, with completion set for May 2021. (This an action from the Strengthening Support to Indigenous Peoples.) GBA+ is an analytical process/tool used to assess how diverse groups of women, men, and gender diverse people may experience policies, programs and initiatives. GBA+ also considers many other identity factors such as race, ethnicity, religion, age, and mental or physical disability, and how the interaction between these factors influences the way a person might experience government policies, initiatives and services.*
- *In Q2 2021, Members will be required to take the CPKN course on Cultural Humility and Awareness. (The former CPKN course on Aboriginal and First Nations Awareness is undergoing a revision in 2021, with the assistance of the Indigenous Liaison Officers from the Transit Police and the Vancouver Police Department.)*

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

[✓ Implemented – December 2020; Ongoing]

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

[✓ Implemented – December 2020; Ongoing]

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 in 2019, the International Women’s Conference and Canadian Surface Transit Security Roundtable.



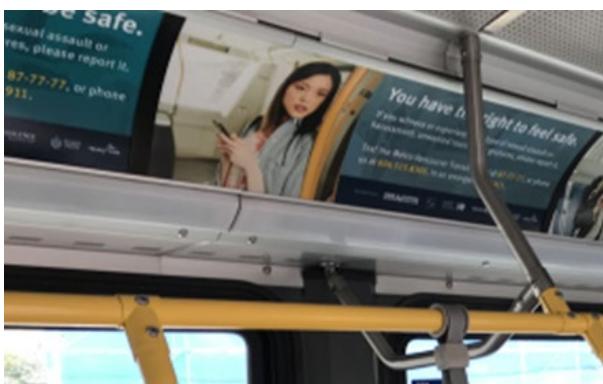
- NPOs, Dog Team Members and assigned patrol officers have engaged in extensive community outreach to inform transit riders and the public of transit safety features, “See Something, Say Something” reporting, and the role of Transit Police [over [1085](#) events for the years [2017 to 2020](#)¹]. This 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.



Welcome Centre SD36 @WelcomeSchools · Mar 2
Newcomer families learning about transit safety. Thank you @TransitPolice



- 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 implemented annual sexual offending awareness campaigns 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. These campaigns were 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 campaigns encouraged 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 incidents thoroughly.



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¹ *Transit Police outreach events/presentations: 2017-409; 2018-369; 2019-228; 2020-79*



Past campaigns have included social media, digital ads and static ads. A section on Transit Police website was 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 2019.



In 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.

Illustration by Maureen Loo,
Sir Winston Churchill Secondary School



In 2020, the Transit Police collaborated with grade 12 students from Sir Winston Churchill Secondary School for its next anti-sex offence campaign. In 2019, the students had reached out to the Transit Police and TransLink 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. While delayed by the pandemic, the students worked diligently on developing the campaign scope and creating the artwork for the advertisements that depict realistic situations of unwanted touching and the critical role that witnesses play in reporting sexual offences.

Transit Police also gave an educational presentation on the issue to hundreds of students at Sir Winston Churchill Secondary. In Q3 2020, the media campaign was launched with a press conference involving a number of the involved students. The campaign consisted of 150 advertisements on buses, 150 advertisements on SkyTrain, 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 to the *quarterly* 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 to TransLink numerous quarterly reports on the work of Transit Police; these reports are available to the public. In 2018, 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.
- Internal video messaging from the Chief produced on such topics as the Strategic Plan, priorities/annual achievements, Hub Time, and PRIDE.



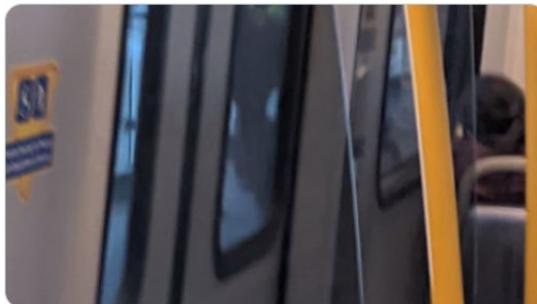
- 87.77.77 / "See Something, Say Something" posters and cards were updated and continue to be distributed through the NPOs and at special events.
- New 'branding' building wraps were designed and installed at the Commercial/Broadway office, HQ interior entrance, Surrey Central Office, and Waterfront 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 and '*virtual*' *public meetings moved to in 2020*.
- Transit Police Officers are required to complete the CPKN course on' Autism Spectrum Disorder' (ongoing).
- 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.



Daryl Dela Cruz 🚅 🚂 🚍 @daka_x · Apr 7

It finally happened, my SMS report into @TransitPolice directly led to them intercepting two people on board a train w/no mask and pulling him off the train @ New West Stn. Couldn't really get a good pic but, the text hotline works people! It's 87-77-77. #covid19bc

...



IN PROGRESS:

- *In 2021, Transit Police Officers to take additional training on Indigenous Peoples and Truth and Reconciliation.*
- *The two Media Relations Officers will launch a pilot in Q2 2021 that will see the MROs do some patrol work, while also capturing and promoting good work of Members in social media.*
- Continued testing of new tool for monthly sharing of key crime data on Transit Police website.
- The Trauma Informed Care course on CPKN (short version) will be rolled out *in Q3 2021 to patrol Members. (Three Members of the Community Engagement Team completed the comprehensive course, with combined CPKN and JIBC parts, in 2019.)*



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 [V Implemented – December 2020; Ongoing]

2.3.2 Enhance collaboration with partners to improve support to victims and witnesses of crime related to transit [V Implemented – December 2020; Ongoing]

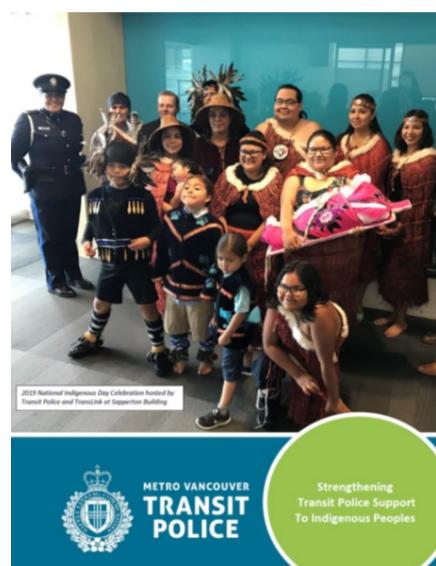
IMPLEMENTED:

Negotiators – *As of year-end 2020, 12 Members* had completed intensive negotiator training. In 2019 *and 2020*, Transit Police hosted the Canadian Police College ‘Crisis Negotiator Course’, which enabled certifying of selected Members. *A standard operating procedure regarding Transit Police negotiator deployment was developed [2020].*



LGBTQ2S+ – Transgender awareness training was delivered to Members, including protocol for confirming identification, search/detention and referencing in police records and reports. In 2019, police recruiting outreach to the LGBTQ2S community took place and a NPO actively liaises within that community. Transit Police continues to be involved with staff participation in PRIDE and, *in 2020, has officers active in 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 to 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 it continues to be delivered to new police officer/recruit hires. *(Training to the Police Board is set for 2021 Q1, as well as refresher training for staff for 2021.) The ILO and Sergeant for the Community Engagement Team continue to be involved with providing internal and external training on the impact of colonization upon Indigenous People and truth and reconciliation understanding (e.g., police recruits, Transit Police Board, post-secondary students, and victim services workers from Metro Vancouver).*



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.

In 2020, a comprehensive report was submitted to the Police Board and a number of actions were identified by Transit Police to strengthen support to Indigenous Peoples. The Missing Persons Policy was amended [2019] and a new ‘Police stops’ policy established – consistent with the BC Provincial Policing Standards [2020].



In Q2 2020, an Indigenous Transit Police Officer was appointed to the newly created role of Indigenous Liaison Officer (“ILO”). The ILO will help Transit Police strengthen its support and relationships with Indigenous People. The ILO has many functions, such as community outreach and support for Indigenous Peoples, training, providing educational presentations in the community, coordinating the new Blue Eagle Community Cadets Program, providing guidance in investigative files, and working with Indigenous victims and suspects.

In 2020, Transit Police received external funding to advance its work to launch the Blue Eagle Community Youth Cadet Project. Transit Police developed this program in partnership with the Vancouver Aboriginal Community Policing Center and the Vancouver Police (Diversity, Inclusion and Indigenous Relations Section). This weekly program began operating in Q1 2021 and serves to empower Indigenous youth by:

- Offering culturally connected mentorship;
- Building of leadership skills;
- Supporting and empowering youth as they discover their potential and explore career options (including policing);
- Increasing mental and physical health;
- Learning about Indigenous culture; and
- Helping the community.



One of the program’s aims is to build a different relationship between Indigenous youth and law enforcement; however, even more important is connecting Indigenous youth with their culture. Many urban Indigenous youth may not have any connection to their home community and lands, thus putting them at greater risk of suffering the harmful effects of trauma.



In September 2020, there was a cultural awakening ceremony to unveil indigenous artwork for the Transit Police. The Transit Police collaborated with Christine Mackenzie, a talented First Nation artist from the Kwakiutl Nation and part of the urban Indigenous community. The artwork represents and showcases the Transit Police's strong and ongoing commitments to Indigenous People. This artwork is being added to the Transit

Police vehicles and will be displayed and educationally used in other ways by Transit Police, in partnership with Ms. Mackenzie.

In 2020, the Transit Police also created a new Challenge Coin, used as honor/recognition gifts. The challenge coin also displays the art of Ms. Mackenzie, supporting the Metro Vancouver Transit Police Indigenous Liaison Unit, with a commitment to strengthening indigenous relationships. The display of the sweetgrass is connecting the four directions and the Metro Vancouver Transit Police logo.



Chief's Community Council – The Transit Police has an ongoing community consultative Council. This Council is composed of up to 20 people, representing a broad range of community groups and vulnerable transit user groups (e.g., Stl'atl'imc First Nation, Disability Alliance of BC, MOSAIC, Pathways Clubhouse, Greater Vancouver Association of Deaf, Tri-cities Seniors Planning Network, Alzheimer Society of BC and Surrey Youth Outreach Services). (See Transit Police website for complete list.) Presentations are provided to the Council participants and their advice and expertise is sought in the operational work of Transit Police. In 2019, Transit Police 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 began in Q3 2019. *The Council has been involved in the consultation process for the new Transit Police Strategic Plan (2022-2026) under development [2020].*

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 [2016]. 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 are made available in certain static locations in Transit Police facilities.



From 2017 *to 2020*, Members administered Naloxone in *92 events* to resuscitate overdose victims, while also contributing to transit system resiliency. *Of note for 2020, there were 32 events where Transit Police administered naloxone – a 60% increase from the annual average. The pandemic situation may have attributed to this increase in overdoses.*

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. Transit Police updated its policy and procedures related to sudden deaths and response/coordination with policing and transit agencies [2018].

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 🌱

Mental Health Support – The Neighbourhood Police Officers, the CET Sergeant and Client Services Constable (a new 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 affect the transit environment and worked on mitigation plans. Alzheimer's Society of BC provided training to patrol officers on understanding /interacting with persons with Alzheimers. Through the ongoing implementation of CSA Blueprints – there is focus on social issues such as at-risk youth, mental health, panhandling and homelessness. *In 2020, a CET mental health strategy was created, with protocol for support available to Members in incident response and client assistance.*



Metro Vancouver Transit Police

May 3 at 3:03 PM ·

Many people who live with mental health or addiction challenges travel by transit. We strive to ensure they stay safe. That's why helping vulnerable people in crisis is a Transit Police priority. If you find... More





Homelessness Outreach Officer – In 2021, Transit Police assigned a NPO as its Homelessness Outreach Liaison (“HOL”), in addition to their Neighbourhood Policing Officer role. The HOL works in coordination with other Transit Police Officers and community/transit partners to help homeless people remain safe while they are on transit or when needing to vacate transit property. The HOL uses a variety of community connections to give opportunities for homeless persons to link up with social services, community or healthcare resources, working to



contribute to their health and safety. The HOL has gathered essentials such as socks, blankets and food through donations from community partners and Transit Police staff. The HOL ensures that patrol officers have these essential resources in their police vehicles so they can distribute them to people in need and begin building rapport.



Metro Vancouver Transit Police

Published by Linda Tobias · May 6 at 2:48 PM · ***
Meet Transit Police Homeless Outreach Officer Constable Bruce Shipley. He ensures that people who are homeless remain safe while they're on transit. "Nobody should ever feel that they have been discarded by society. Everyone deserves to live with dignity, and it's rewarding when I'm able to play a role in that." Read more about Cst. Shipley's role: <https://transitpolice.ca/constable-bruce-shipley-ensures-/>

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 IAYL, presented to many youth serving organizations and collaborated in joint youth initiatives with police partners.

IN PROGRESS:

- *In Q1/Q2 2021, an anti-Asian hate crime and safety tips initiatives will be launched to engage and inform riders who may not speak English. Transit Police has been translating its safety tip brochure into different languages (i.e., Punjabi, Simplified Chinese, Traditional Chinese and Korean). NPOs and CPC volunteers will distribute the brochures, including at 'anti-Asian hate crime' pop-up events at stations/loops and in presentations to community groups and educational institutions. The brochures will also be useful when providing safety reassurance and info sessions to newcomers and foreign students on riding the transit system.*

yvonne thang
@thanggg

Two @TransitPolice officers stopped to give him a sticker 👍 #NationalPoliceWeek @VancouverPD





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 [\[V Implemented – December 2017; Ongoing\]](#)
- 3.1.2 Enhance use of Transit Police explosive scent detection dog program [\[V Implemented – December 2020; Ongoing\]](#)
- 3.1.3 Update the operational protocol with JPD and seek additional joint initiatives to optimize police response and effectiveness [\[V Implemented – December 2018; Ongoing\]](#)
- 3.1.4 Work closely with the TransLink family to enhance risk management, situational awareness, and safety planning and processes [\[V Implemented – December 2020; Ongoing\]](#)
- 3.1.5 Explore legislative and other opportunities to enhance delivery of Transit Police purpose [\[Partially Completed\]](#)
- 3.1.6 Work with TransLink and jurisdictional police partners to optimize planning and preparations for policing an expanding transit system [\[V Implemented – December 2020; Ongoing\]](#)

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.



© Metro Vancouver Transit Police

Explosive Scent Detection Dog Program – Transit Police Dog Unit had *seven operational Explosive Detection Dog Teams 2020 year-end. By September 2021, the Unit will have eight Explosive Detection Dogs, which will make it the largest 'single purpose' canine unit in Canada.*

The teams conduct daily patrols, security sweeps and respond to incidents; this helps support system resiliency. There is ongoing education to transit employees on capabilities of police dogs and requesting of teams. The dog teams' work also assist Jurisdictional Police with overall regional safety. There is



enhanced profile of the Dog Teams with the Jurisdictional Police and increased requests for mutual aid assistance.

An agreement is in place with Victoria Police Canine Unit to provide annual explosives validation to the Transit Police dog program. Besides regular training locally, handlers also attended various external training (i.e., International Association of Bomb Technicians Investigators training/Ontario, Pacific North West Canine Association detection dog training/Oregon, USA, *and military/ Chilliwack, BC*). Two Transit Police dog teams are national awarded competitors in detection.



In 2019, specialized ‘vapour scent’ detection training commenced in-house for all Transit Police dog teams and Transit Police standards were established for vapour scent detection validation and patrol response procedures. In 2020, there was certification of dog teams in that discipline *as well as selection of Members to be on Subject Interdiction Team (“SIO”) to work with the dog teams during Vapour Scent Deployments. (SIO training will take place in 2021.) In 2020, Transit Police also began training its dogs in the detection of firearms and ammunition, which will enhance capacity for critical incident response (as well as mutual aid resource to Jurisdictional Police).*

Operational Protocol with Jurisdictional Police – The Transit Police/JPD operational Memorandum of Understanding was updated in 2016, 2018 *and 2020*. An MOU orientation PowerPoint was created and available to JPDs. Semi-annual Transit Police/JPD protocol committee meetings were held *[2016-2020]*. *In 2020, the Jurisdictional Police Chiefs agreed that, starting in 2021, the protocol committee would only meet biennially to update the MOU. Any new operational protocol issues that arise will be addressed through duty officer liaison and Transit Police’s ongoing participation on a number of regional policing committees.* 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 ongoing 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, and Dog Teams.
- 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 various types of protests taking place. There was also increased joint operations resulting from the new Transit Police’s Crime Suppression Team and Targeted Mobile Enforcement, which is ongoing [2020].*



© Metro Vancouver Transit Police



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.

For officer safety and risk mitigation to critical incidents, in 2020, Transit Police completed a business case for installation of a Bi-Directional Antenna to improve the radio signal within the Sapperton Building as well as at the Broadway-Commercial Hub office. Funding was secured and installation completed (as of Q1 2021).



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 (“CSO”) pilot program. *In Q4 2020, discussions proceeded on creating a Designated Law Enforcement Unit (under section 18.1 - Police Act) to enable establishment of the CSO 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 are to be allocated to the Community Safety Officer Program being advanced.

IN PROGRESS:

- *Work is underway to transition Members to new pistols in 2021.*
- Conducting a review and update to the Transit Police risk register, *with submission to the Transit Police Board in early 2021.*

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 *[V Implemented –December 2020; Ongoing]*

3.2.2 Optimize the use of technology to increase operational efficiencies and promote continuous improvement *[V Implemented –December 2020; Ongoing]*

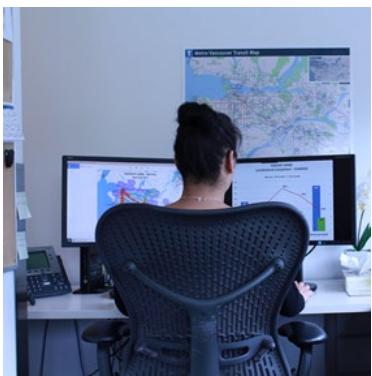
3.2.3 Recruiting a diverse workforce and enable that workforce to develop and contribute to their fullest potential (e.g., quality training, performance review, recognition, inclusivity and engagement) *[V Implemented –December 2020; Ongoing]*

3.2.4 Deliver robust occupational health and safety plan, including creating a workplace cognizant to mental health issues *[V Implemented –December 2020; Ongoing]*

3.2.5 Ensure strong supervision, leadership and succession planning *[Partially completed]*

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.



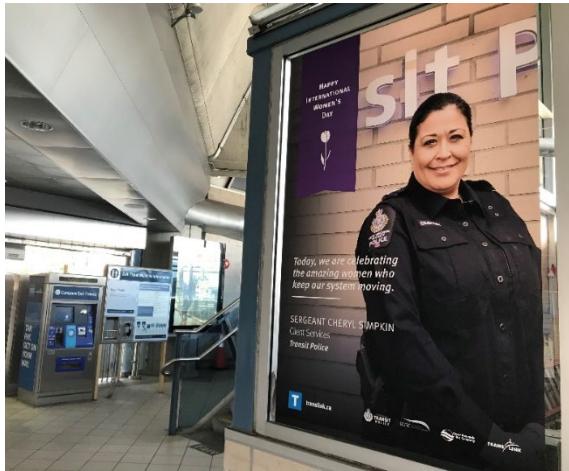
- A review was conducted on the information management section to improve performance, and a series of actions implemented.
- A pilot was completed to write off select file types in CAD, so that no record management system file needs to be created, thereby reducing work load for officers; following evaluation – 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 (twice) 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.
- 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 Transit Police has hosted group meetings. This group is now ongoing [2020].
- *Transit Police launched a pilot in the Information Management Section to introduce use of a Provincial Digital Certificate Service (DCS), a 2FA solution that will enable enhanced security, encryption and digital signing through use of a token and password. (Expansion of the 2FA tool to all employees is now delayed to 2021.)*
- *Members were provided with mobile phone access to the Shield Basic – an Officer’s Field Guide. This is an electronic application/reference tool to assist police officers, law enforcement students and others with access to current legislation and many useful tools. This assists Members seeking updated legislation on various Provincial Acts and Regulations when issuing Violation Tickets. [2020]*



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. *In 2020, a Policy and Planning Advisor position was added to help with policy development/amendments arising from considerable legislative change as well as to assist with succession planning.*



Concerted recruiting efforts continue, with Transit Police at 102% of its authorized sworn strength at year-end 2020. The female sworn/actual strength increased slightly to 20.9% from 20.1% in 2019. In 2020, 32% of Members represented visible diversity, an increase of 3% from the 2019 year-end. Within the 2020 police officer hiring, 44.5% were female and 55.5% were of visible diversity. There are over 32 different second languages (including American sign language) spoken amongst 85 sworn and civilian staff (up by three staff), with many staff speaking three or

more languages [2020]. 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 *and refreshed materials being worked on for 2021, including a social media video.*

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.



In 2020, Transit Police Officers were able to switch pension plans from the Public Service Pension Plan to Municipal Pension Plan (same as for municipal police). This change took considerable work and was done to enhance recruitment and retention of police officers (transition will occur in early 2021).

Members continue to be provided with a variety of mandatory and advanced training, for example: use of force, firearms and intermediate weapons qualification, phased interviewing model, containment/active assailant exercises, legal updates, plain clothes deployment, legal articulation for police officers, amended Criminal Code and implications for arrest, legal authorities for detention/arrest, new Police Stop standards, note taking, professional standards, forensic video requirements, aboriginal and first nations understanding, and fair and impartial policing.

In 2019, Transit Police collaborated with four other local police agencies to acquire a state of the art “Judgmental Use of Force Simulator” to augment conventional use of force training practices. In 2020, the Use of Force Coordinators were trained in use of the new-shared use of force/incident response virtual simulator (housed at Delta Police Department). *Transit Police Officers began scenario simulator training in the latter part of 2020. Police officers’ decisions specific to de-escalation and the appropriate use-of-force can be the most life altering decisions with which they may ever be confronted. This training is extremely beneficial to improving critical decision-making skills and an effective method to help Officers become proficient at de-escalation and rendering appropriate use-of-force decisions, thereby maximizing their ability to protect their own lives and the lives of others. Further, high-quality training provides officers with the enhanced ability to understand, recall, and effectively explain their use-of-force decisions and the situational factors preceding their use-of-force judgements.*



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 has been updated [2019]. *Workplace injuries are reviewed regularly for trending and training implications, there are ongoing uniform and equipment reviews done, and changes continue to be made to improve health/wellness and operational effectiveness.*

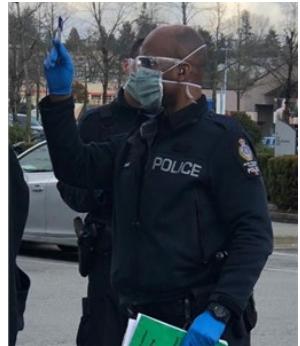


COVID-19 Pandemic – A 2020 organizational focus was Transit Police preparations for employee health/wellness/safety during the COVID-19 pandemic and planning for business continuity and performing regular and new policing duties. Operational protocols were established and adjusted, taking into account 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 cleaning frequency of high traffic areas and touch points, facilitating work-from-home for office employees where possible and implementing temperature checks and screening 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 health and safety communications to all employees increased.



Transit Police was active on numerous pandemic and safety/emergency preparedness related committees within the TransLink Enterprise and in the policing community. 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 and enhance skills), 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. *In Q4 2020 cycle training, Members were provided with a session on ‘survival skills for day-to-day policing’ to enhance mental health and coping skills given current pressures/scrutiny on police officers.*



Two Members were trained in Edmonton’s Workplace Reintegration Model to support officers experiencing critical incidents (*with more being trained in 2021*). 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 completed in 2020* (with further achievements towards alignment with other police agencies). A joint labour/management committee continues to address emerging issues and Letters of Agreement are 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 was submitted to the Police Board in September 2020 and implementation of actions has commenced.*

Recognitions – Transit Police held various awards ceremony in 2018, 2019 and 2020 for sworn officers, civilian staff, and members of the public. In the past few years, there has also been other external awards were received. For example: *Police Officer Commissions, Police*



Exemplary Service Medals, Canadian Urban Transportation Association (“CUTA”) Award, Order of Merit of Police Forces, Special Olympics Canada Rob Plunkett Law Enforcement Torch Run Award, BC Police - Award of Valour, BC Police - Award of Meritorious Service; 2018 Canadian Police Canine Association - K9 Detection Awards, Alexis Team Award, Governor General Award, International Association of Law Enforcement Planners’ Project of the Year Award, and North Road Business Improvement Association – Pillar of the Community Award.

The large 2020 awards ceremony was deferred due to the pandemic; however, a series of smaller presentations were done. These recognitions promote organizational and professional reputation and enhance employee morale.



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 Q1 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 and it was applied within the 2020 fall promotional process for Sergeants and Staff Sergeants. It is also available to other interested staff [2020].



IN PROGRESS:

- *Revision to the Sergeant Promotion process is underway for 2021.*
- Developing plans for future Information Technology and facilities requirements for policing services to a growing transit system.
- Phase 1 planning done for expansion of HQ space on third floor to accommodate increasing authorized strength and organizational needs (such as additional women's lockers). *Advancing project construction is behind schedule. Work on phase 2 planning is underway [2020].*
- *There is continued progress on the Transit Police Bridgeport office expansion construction to provide a public facing police office and better accommodate existing and future staff [2020].*





KEY PERFORMANCE INDICATORS (KPIs)

The Police Board adopted 14 KPIs for the Strategic Plan and the results for 2020 are shown on the following chart.

	KPIs	2019	2020	% Change	2019 Clearance Rate ²	2020 Clearance Rate
1	Total Reported Files (primary offence only – all offences)	33,215	21,294	-36%		
	<i>Transit Police Files</i>	29,493	18,710	-37%	87%	73%
	<i>Assist Files</i>	3722	2,584	-31%		
2	Crimes Against Persons/100,000 Boarded Passengers³	.369	.668	81%		
3	Crimes Against Property/100,000 Boarded Passengers⁴	.430	.750	75%		
	<i>Crimes Against Persons (incl. assists)</i>	1670	1456	-13%	34%	38%
	<i>Crimes Against Property (incl. assists)</i>	1946	1635	-16%	19%	23%
4	Workplace Violence Against Bus Operators (Assaults)⁵	89	58	-35%		
5	Transit Conduct and Safety Regulation Files⁶ (excludes 24hr refusals)	12,159	5,156	-58%		
	<i>24 Hour Refusals</i>	448	156	-65%		
6	Community/Partners Outreach Events	228	79	-65%		

² 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).

³ Crimes Against Persons: 2020 – 1,456 files/217,865,682 boarded passengers.

⁴ Crimes Against Property: 2020 – 1,635 files/217,865,682 boarded passengers.

⁵ Includes bus operator assaults only; does not include unfounded/unsubstantiated/threats.

⁶ Combined files from UCR 7250 (incl. new UCR 7250-14 for misuse of fare gates), and UCR 8120-27 re rules.



	KPIs	2019	2020	% Change	2019 Clearance Rate ²	2020 Clearance Rate
7	Joint Initiatives/Operational Plans with JPDs	114	>81	-29%		
8A	Percentage of Actual Strength to Authorized Strength (Civilian)	(77/73) 105%	(74/74) 100%	-5%		
8B	Percentage of Actual Strength to Authorized Strength (Sworn)	(189/183) ⁷ 103%	(187/183) ⁸ 102%	-1%		
9	Percentage of Female Police Officers to Actual Strength (Sworn)	(38/189) 20.1%	(39/187) ⁹ 20.9%	4%		
10	Number of Substantiated Police Act “Public Trust” Complaints¹⁰	4	1	-75%		
11	Number of Languages Spoken	29	32	10%		
12	Perception of Safety/Security – Rail (combined average)¹¹	77.5%	76.7%	-1%		
13	Perception of Safety/Security – Buses (combined average)¹²	80.9%	81.6%	1%		

Crimes Against Persons and Property – *As a result of the COVID-19 pandemic, for 2020 the number of transit Boarded Passengers dropped by 52%, while there was only a 36% decrease in Transit Police total files (largely fewer Violation Ticket files). Notwithstanding the drastic impact of the pandemic on regular ridership level, criminals continued to use the transit system and target transit riders. This is demonstrated in the 2020 year-end rate of both Crimes Against Persons per 100,000 Boarded Passengers (up 81%) and Crimes*

⁷ Includes seconded Members, with revenue recovery, and recruits.

⁸ This total includes full-time seconded Superintendent from the RCMP.

⁹ The female total includes the seconded Superintendent from the RCMP.

¹⁰ Number of substantiated complaints for 2019 and 2020 are current as of March 2021; these numbers may change upon future file conclusion by the Office of the Police Complaint Commissioner.

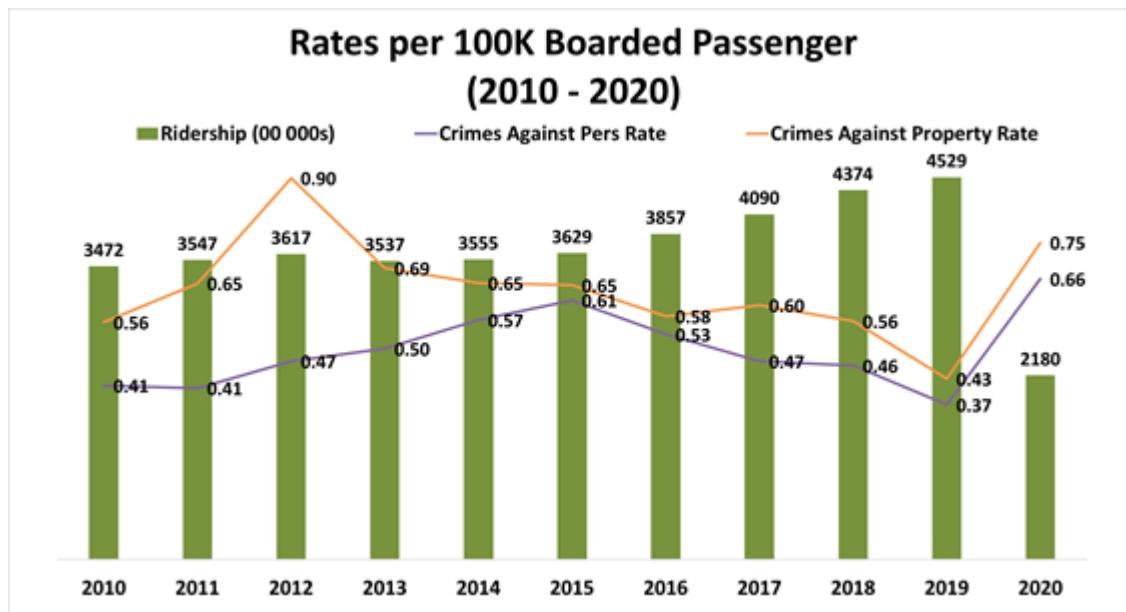
¹¹ Includes percentages averaged of combined ‘All Train Onboard’ and ‘All Train Stations’ (covers both BCRTC and Canada Line).

¹² Includes percentages averaged of combined ‘Bus Onboard’, ‘Bus Stops/Exchanges’ and ‘SeaBus’.



Against Property per 100,000 Boarded Passengers (up 75%). These are significant rate increases and an anomaly to historical trending prior to 2020. The actual number of Crimes Against Persons in 2020 was 1,456, as compared to 1,670 for 2019; this is only a 13% decrease. Further, the actual number of Crimes Against Property in 2020 was 1,635, as compared to 1,946 for 2019; this is a 16% decrease.

The chart that follows shows the historical trending (2010 to 2020) 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 impacted significantly by the pandemic and implications of Public Health Orders. There was a 65% reduction in the number of presentations/events for 2020 in comparison to 2019.

Joint Initiatives/Operations – Notwithstanding the pandemic, Transit Police continued to do collaborate with Jurisdictional Police on joint operations and initiatives and there was only a 29% decrease in joint initiatives in comparison to 2019. Such initiatives/operations included addressing protests/demonstrations, theft from auto at park & rides, boost & bust projects, bus/HOV lane and distracted driving enforcement, as well as having dedicated Transit Police secondments to integrated regional policing units. Through the formation of the Transit Police's Tactical Mobile Enforcement Team and Crime Suppression Team, it is projected that there will be increased joint projects/initiatives with Jurisdictional Police in 2021.



OTHER STATISTICAL INFORMATION

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

KPIs	2019	2020	% Change	2019 Clearance Rate	2020 Clearance Rate
Other Criminal Code Violations/ 100,000 Boarded Passengers¹³ (primary and assists)	.263	.422	60%	73%	80%
Controlled Drugs and Substances Act Files/100,000 Boarded Passengers¹⁴ (primary and assists)	.032	.062	93%	98%	93%
Provincial Statute Violations/ 100,000 Boarded Passengers¹⁵ (primary and assists)	2.8	1.9	-31%	98%	90%
Violation Tickets	15,666	6,142	-61%		
Arrests - Warrants Executed (All) (incl. secondary offences; does not assists)	1,086	778	-28%		
Arrests – New Charges¹⁶	734	709	-3%		
Breaches (incl. secondary offence; does not assists)	474	471	-1%		
Total S. 28 Mental Health Act Apprehension Files	231	181	-22%		
Sexual Offences (primary only; no assists)	167	99	-41%	35%	38%
Sex Offences – Assists (primary assists only)	45	26	-42%		
SCBCTA Fare Bylaw Infractions	16,443	<i>Not yet available</i>	--		

¹³ Other Criminal Code Violations: 2020 – 919 files/217,865,682 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.

¹⁴ CDSA: 2020 – 136 files/217,865,682 Boarded Passengers.

¹⁵ Provincial Statute Violations: 2020 – 4,213/217,865,682 Boarded Passengers as compared to 2019 – 12,703/452,537,031 Boarded Passengers.

¹⁶ Arrest means an actual arrest and all other cases where charges were recommended to Crown Counsel.



KPIs	2019	2020	% Change	2019 Clearance Rate	2020 Clearance Rate
SMS Text (87 77 77) Conversations	<i>Not available</i> ¹⁷	<i>Not available</i>	--		
SMS Text conversion to Police Files	4,715	4,943	5%		

Sexual Offences – *The number of sexual offence files (primary and assists) for the 2020 was 41% lower than in 2019.* This may be attributed, in part, to the lower ridership during the pandemic and greater visibility for a person if they were to 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 previous year.

SMS Texts to Transit Police – *Even with the significant drop in ridership in 2020, transit ride use of the SMS Text (87 77 77) to discretely contact Transit Police remained high. Riders' texts included both personal safety concerns as well as concerns for the safety/well-being of other riders and transit staff. Comparing 2019 to 2020, there was a 6% increase in the number of police files generated from SMS texts (4,715 to 4,983).*

Criminal Warrant Arrests – *In 2020, Transit Police Officers made 778 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 is 28% lower than in 2019. However, given that the ridership dropped 51%, this ridership decrease did not translate to an equivalent decrease in warrant arrests or new charge arrests.* In terms of the volume of warrant arrests, the total continues to be significant when compared to the historical rate of 591 in 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.

¹⁷ Technical extraction issue from the texting software commenced in 2019. However, once a text conversation is deemed a police matter, a police CAD file is opened and the file count available. That statistic is provided in the table.



Misuse of Fare Gates and Provincial Violation Tickets (“VTs”) – *In comparing 2020 to 2019, there was a significant decrease in the number of Violation Tickets (“VTs”) issued. This decrease is attributed to the lower ridership and adjustments 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 gates¹⁸, which was new legislation in 2017.) *Due to the cyberattack on TransLink in late 2020, the 2020 year-end statistic for issued Fare Infraction Notices (“FINs”), a TransLink bylaw, is not yet available.*

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

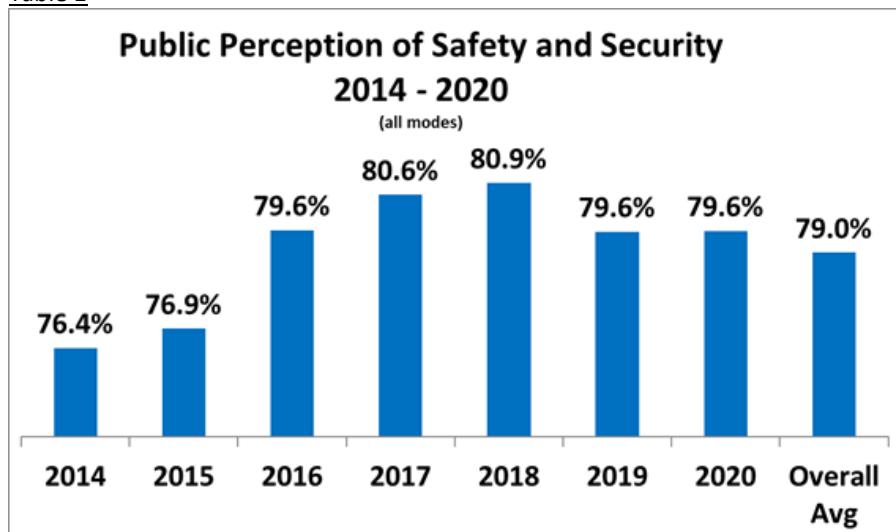
TransLink conducts quarterly customer satisfaction surveys that includes measuring performance on five attributes related to perceptions of safety/security on rail, bus and the SeaBus. The survey outlines the percentage of riders awarding a good to excellent (8 - 10) performance rating for each attribute. (*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 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.

¹⁸ 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.



Table 1 shows a combined perception of safety score of 79.6 percent (average, across all modes of transit of those surveyed scoring safety and security, as 'good' to 'excellent'). This is the same score as 2019 and slightly above the average since 2014. This rate is positive given the 2020 pandemic and that services were impacted. In 2015, the Transit Police introduced its new Community Based - Service Delivery Model, with the six Hubs, and the introduction of the six Neighbourhood Police Officers 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. The public's perception of their safety and security is as important, if not more, than their actual safety and security when it comes to their decision to utilize public transit.

Table 1



While the overall perception of safety and security rating was same in 2020 as 2019, there were certain areas that rated lower in 2020 than 2019, as shown in Table 2.

Table 2

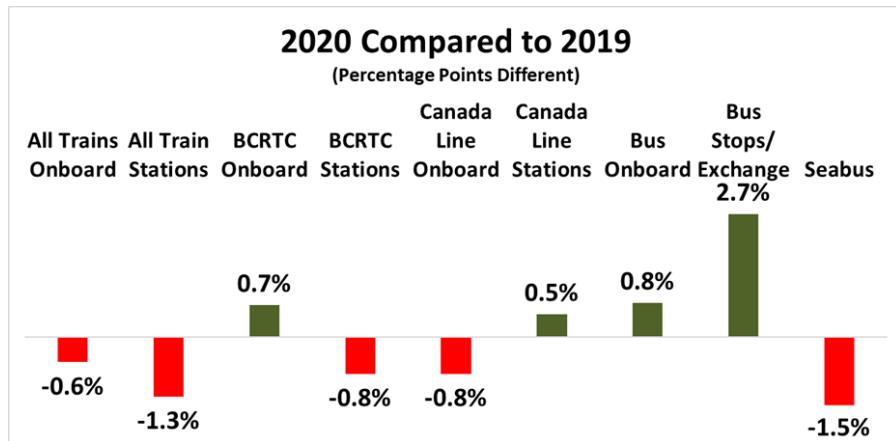
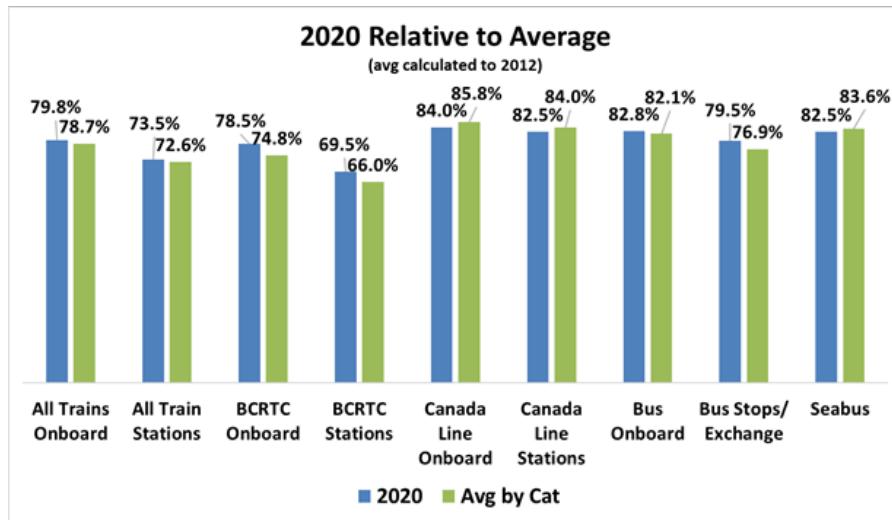




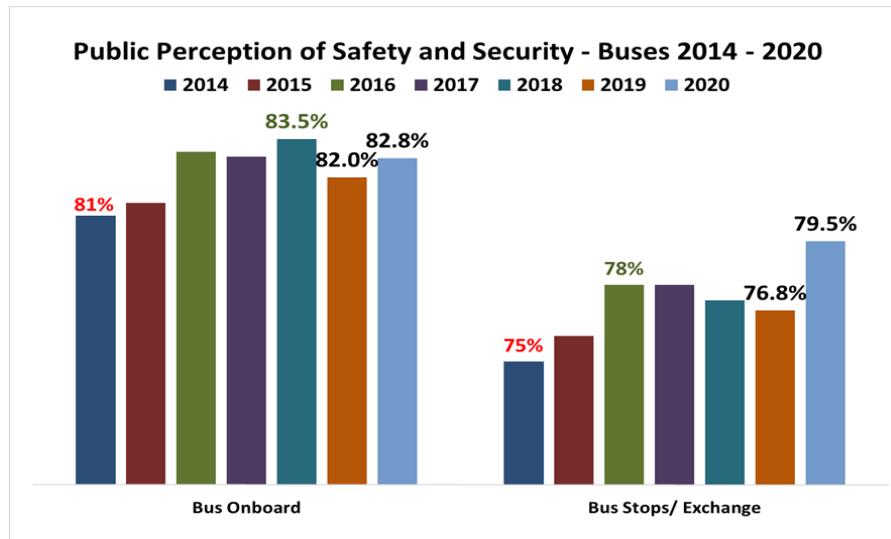
Table 3 below outlines how the 2020 rating for each area compares to the average calculated from 2012. From this historical perspective, it is Canada Line and SeaBus that had lower results in 2020. However, the ratings still reflect an overall high level of perception of safety result in the ‘good’ to ‘excellent’ band.

Table 3



The 2020 perception of safety and security satisfaction ratings for onboard buses and at bus stops/exchanges both rose compared to 2019. As shown on Table 4, the 2020 rating for bus stops/exchanges is the highest for this category going back to 2008. This may be associated, in part, to the enhanced patrolling of bus Loops and exchanges. Bus traffic represents more than 60% of TransLink’s total boarded passengers.

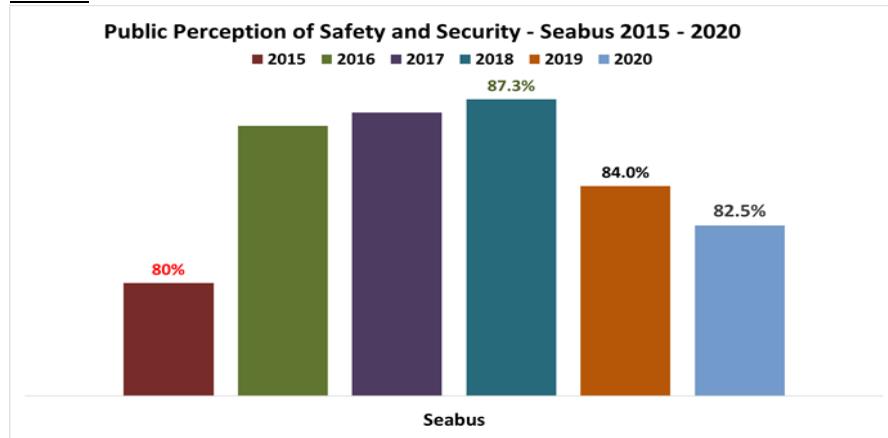
Table 4





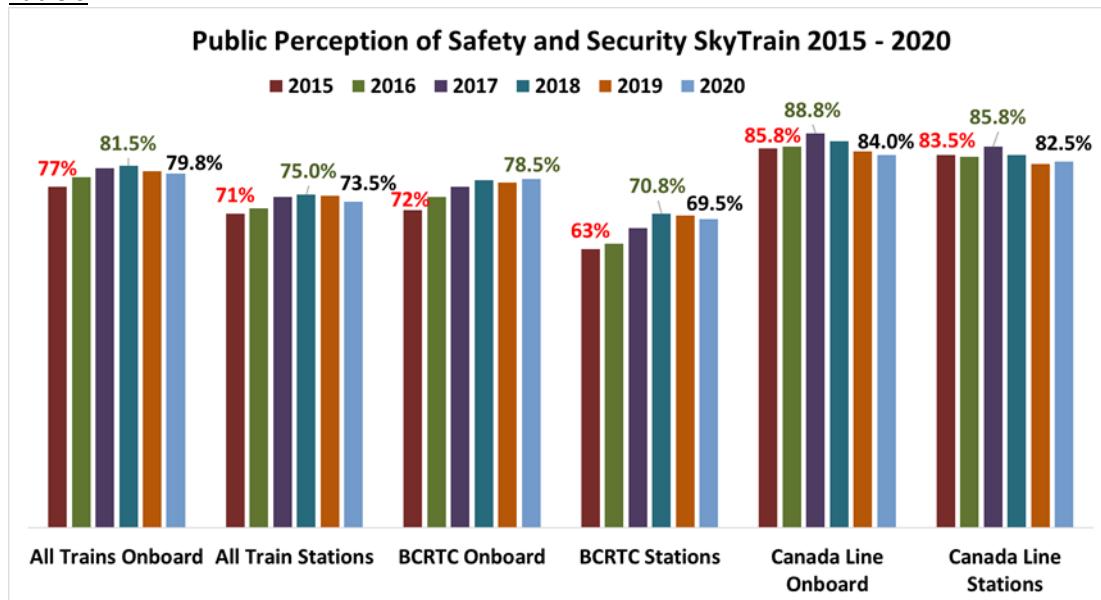
The perception of safety and security related to the SeaBus is shown in Table 5. In 2020, the satisfaction result for SeaBus dropped for a second year. Details within TransLink's survey report indicate that the sample size for the SeaBus component of the survey was very small and likely influenced the result.

Table 5



As shown on Table 6, the only perception of safety and security rating for SkyTrain that saw an increase in 2020 was 'BCRTC Onboard'. All other categories had a lower rating in 2020 than 2019. Reasonably, some of this concern is likely related to the pandemic. TransLink's analysis indicates that the rating related to feeling safe and secure onboard SkyTrain was one of the 'Top Key Drivers' to the overall SkyTrain rating.

Table 6





CONCLUSION

Through concerted effort and leadership over the past five years, the Transit Police has been able to achieve the goals and objectives outlined in the 2016-2020 Strategic Plan - "Policing the Moving City". Of the 24 strategic actions within the Plan, 21 are now deemed completed and the other three strategic actions have had progress made. Highlights of achievements follow:

- *Implementation of the new Service Delivery Model, including establishing six Neighbourhood Police Officers, two Client Services Officers and Homelessness Liaison Officer (all within the Community Engagement Team);*
- *Expansive community outreach and engagement;*
- *Worked to strengthen support to Indigenous Peoples, including established the Indigenous Liaison Officer position, victim support, investigation guidance, Blue Eagle Community Cadet Program, commissioned canoe artwork, new challenge coin, and supporting Police Board action plan;*
- *Advanced investigative excellence and training, and introduction of new policies;*
- *Enhanced the General Investigation Unit and investigative support;*
- *Enhanced intelligence sharing with Jurisdictional Police partners;*
- *Implementation of anti-terrorism strategies, training and emergency readiness;*
- *Established specialized teams: Targeted Mobile Enforcement Team and Crime Suppression Team;*
- *Strengthened collaboration with Jurisdictional Police and integrated policing units, and addressing of emerging policing issues and priorities;*
- *Numerous anti-sexual offending on transit campaigns and public awareness of the 'See Something, Say Something' strategy and SMS text reporting;*
- *Expanded Explosive detection dog team and enhanced capacity (now cross-trained in explosive detection, vapour scent detection, and firearms and ammunition detection) and availability of it as a regional resource;*
- *Improved strategic communications, branding, and internal capacity;*
- *Increased diversity in hiring and maintained high actual strength of sworn officers;*
- *Enhanced human resource development, training, and opportunities for specialization and secondment;*
- *Trained 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*
- *Specific to 2020, enforcement of Public Health Orders arising from COVID-19 and keeping transit riders and staff safe during the pandemic.*

As a result of the Strategic Plan being extended to 2021, an updated concluding report will be provided to the Police Board after year-end 2021.

