



2022-2026 Strategic Plan

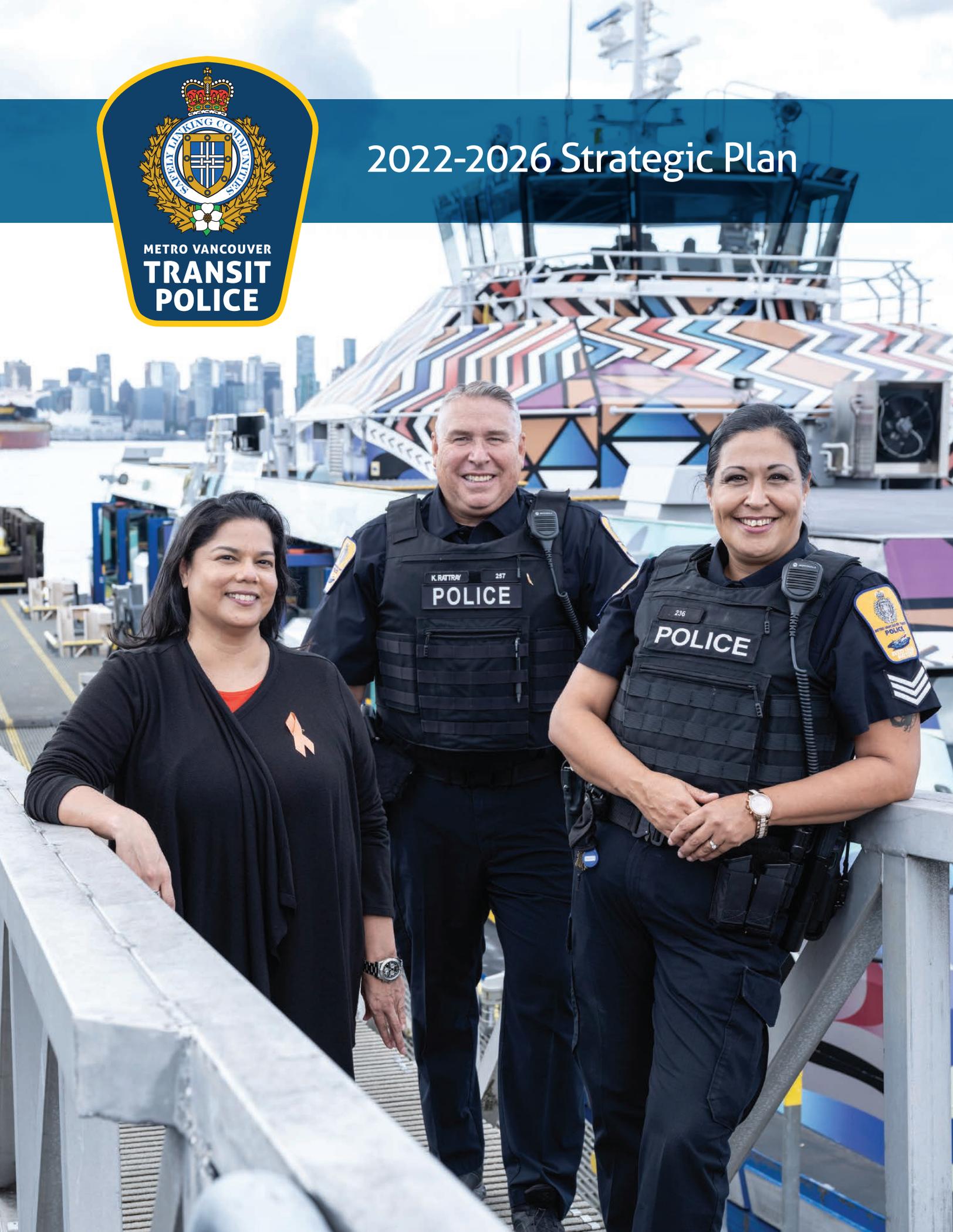


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The original Indigenous art piece on the side of Transit Police vehicles was created by First Nations Artist Christine Mackenzie and is a visual representation of Transit Police's commitment to strengthening relationships with Indigenous communities.



Message from the Chair

This Plan was long in the making. Initially scheduled to be released at the end of 2020, the Police Board and management team kicked off the process in January 2020 by reaching out to a variety of police service partners and transit stakeholders. This included centering the Ministry of Public Safety and Solicitor General's most recently issued priorities in all discussions, identifying the successes and learnings of the previous 2016-2020 Plan, scheduling focus groups with Transit Police employees, and issuing surveys to transit riders, TransLink and its operating companies, community groups and police agency partners. This early research and consultation was intended to lead into Strategic Plan development. Then came the COVID-19 pandemic.

By the end of March 2020, the Police Board made the difficult decision to, temporarily, put the strategic planning process on hold while Transit Police rapidly adapted to the new and unprecedented environment caused by COVID-19. In October 2020, the process was able to resume, albeit through virtual meetings and discussions; however, a lot had changed in seven months. Passenger volumes on transit were down by over

50% and were not expected to fully recover for several years. Across North America, citizens who witnessed the video of George Floyd's murder were demanding change and the BC government had announced a Special Committee to oversee Police Act reform. Transit Police had publically issued a report on Strengthening Support to Indigenous Peoples and the Police Board was firmly committed to broadening these efforts to better serve a diverse passenger population. People across Metro Vancouver were facing a challenging environment filled with new health risks, economic uncertainty and heightened anxieties. The Police Board recognized that its earlier preparatory work would need to be updated, so our team worked with TransLink and its operating companies to ensure Plan input reflected both current realities and forecasts for future recovery and growth.

Once the high-level strategic direction was prepared by spring 2021, the draft content was distributed to the Ministry of Public Safety and Solicitor General, Transit Police employees, TransLink and its operating companies, and community and Indigenous partners for review and feedback. In-person and online meetings were held, to ensure that identified priorities appropriately reflected the needs of each community and stakeholder. Metro Vancouver Transit Police would like to thank everyone who participated in these sessions, provided input and brought the Plan to where it is today. Your input is invaluable and it will continue to inform our decision-making as we now look ahead to Plan execution, where we will ensure transparent reporting on both our actions taken and the results achieved.

Sara Levine,
Chair,
Metro Vancouver Transit Police Board





Message from the Chief

Over the past two-years, police agencies have had to operate amidst a global pandemic and a multitude of necessary public health orders, making it all the more important that we develop a Strategic Plan that allows us to readily adapt in the face of unanticipated challenges. This Plan is intended to meet these requirements and serve as a framework for action that supports the priorities of our provincial, regional and municipal partners, while also providing for the flexibility to respond to emerging issues. It identifies the core areas where Transit Police needs to succeed in order to deliver on its public safety mandate and ensure a safe environment for all transit users, including both customers and employees.

Throughout the strategic planning process, we were able to identify a number of key issues that Transit Police would need to prepare for in the coming five years. Two large-scale transit expansion projects were anticipated to be underway over the course of the Plan, the Millennium Line Broadway and Surrey-Langley SkyTrain extensions, requiring additional safety and security personnel on rapid transit once completed. Exploring new models of service delivery, such as tiered policing, is one associated

initiative contained within the Plan. While expansion and growth was a critical factor identified in the planning process, ridership recovery post-COVID quickly became a concurrent priority as the full impacts of the pandemic were realized. Perceptions of safety and security from transit users remains a key indicator, as people will only return to the transit system if they feel safe doing so. We continue to work with our TransLink partners to support this recovery process.

As much as this Plan prepares for the future based on current intelligence and community input, it is recognized that there are many changes still to come, including the soon-to-be-released results of the Special Commission on Reforming the Police Act. The strategic actions listed here will therefore be adjusted over time to reflect new legislative and regulatory requirements, ministerial direction, emerging issues and community feedback. Progress reports will be published semi-annually, with Plan results split between the three Strategic Pillars – Cross Regional Policing, Engaged Community Partners and Modern Policing Culture. We look forward to working with our many policing, transportation and community partners in continuing to service a transportation system that is renowned for being a place of safety and security for everyone.

Dave Jones
Chief Officer,
Metro Vancouver Transit Police

Metro Vancouver Transit Police Core Purpose:

Safety for all transit users in Metro Vancouver

Metro Vancouver Transit Police (“Transit Police”) is the leader in regional public transit policing, operating across 22 communities. In partnership with our cross-regional police partners, we prevent crime and provide coordinated police services to transit users. We seek to have a workforce that is responsive to and reflective of the many diverse communities we serve.

Definitions:

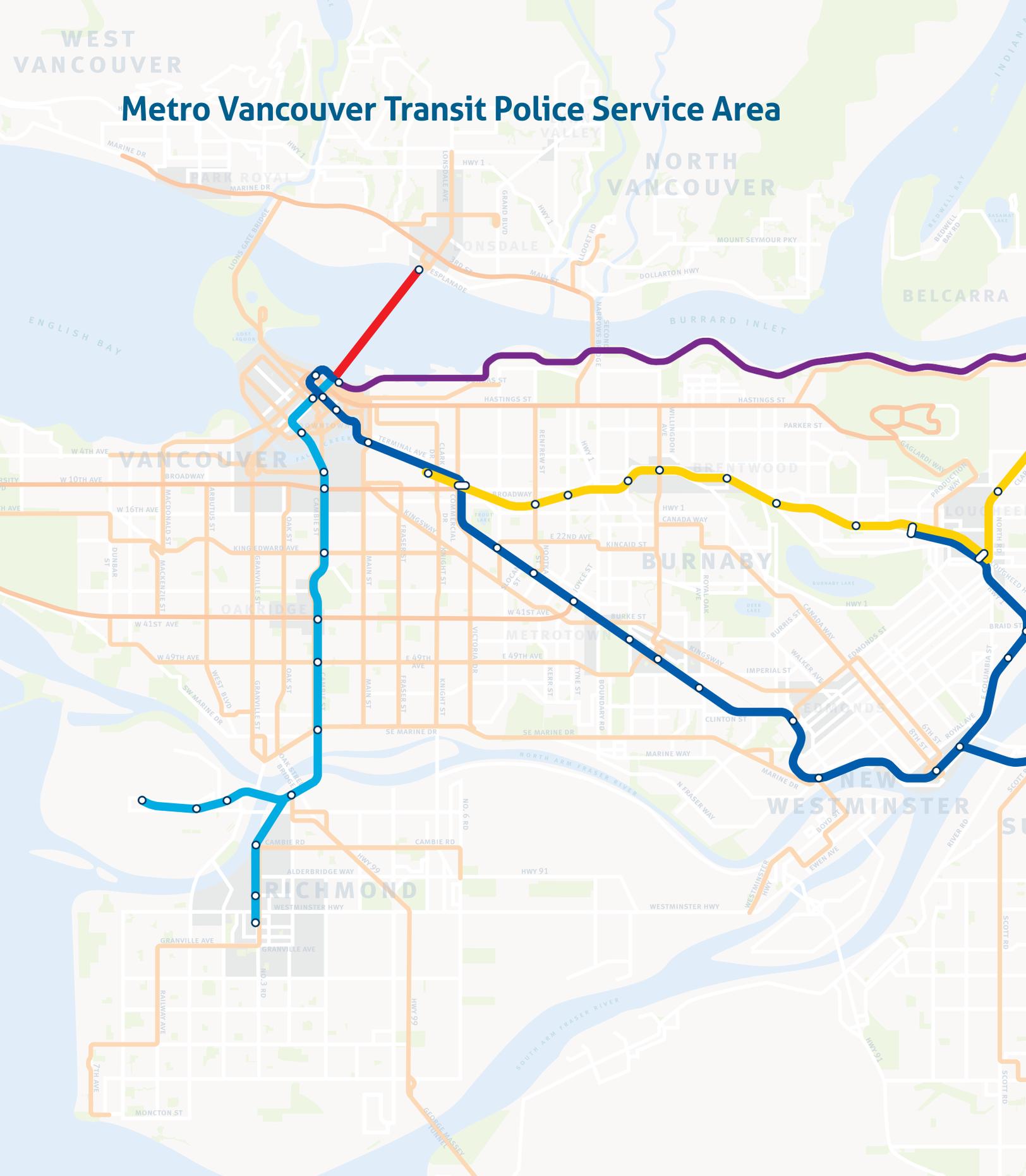
- **Transit users:** Anyone travelling to, from, or on the transit system, or who is on public transit property.
- **Community partners:** Any organization that works in collaboration with Transit Police to meet the safety and well-being needs of transit users.
- **Cross-regional police partners:** Police agencies whose communities are served by the public transit system.



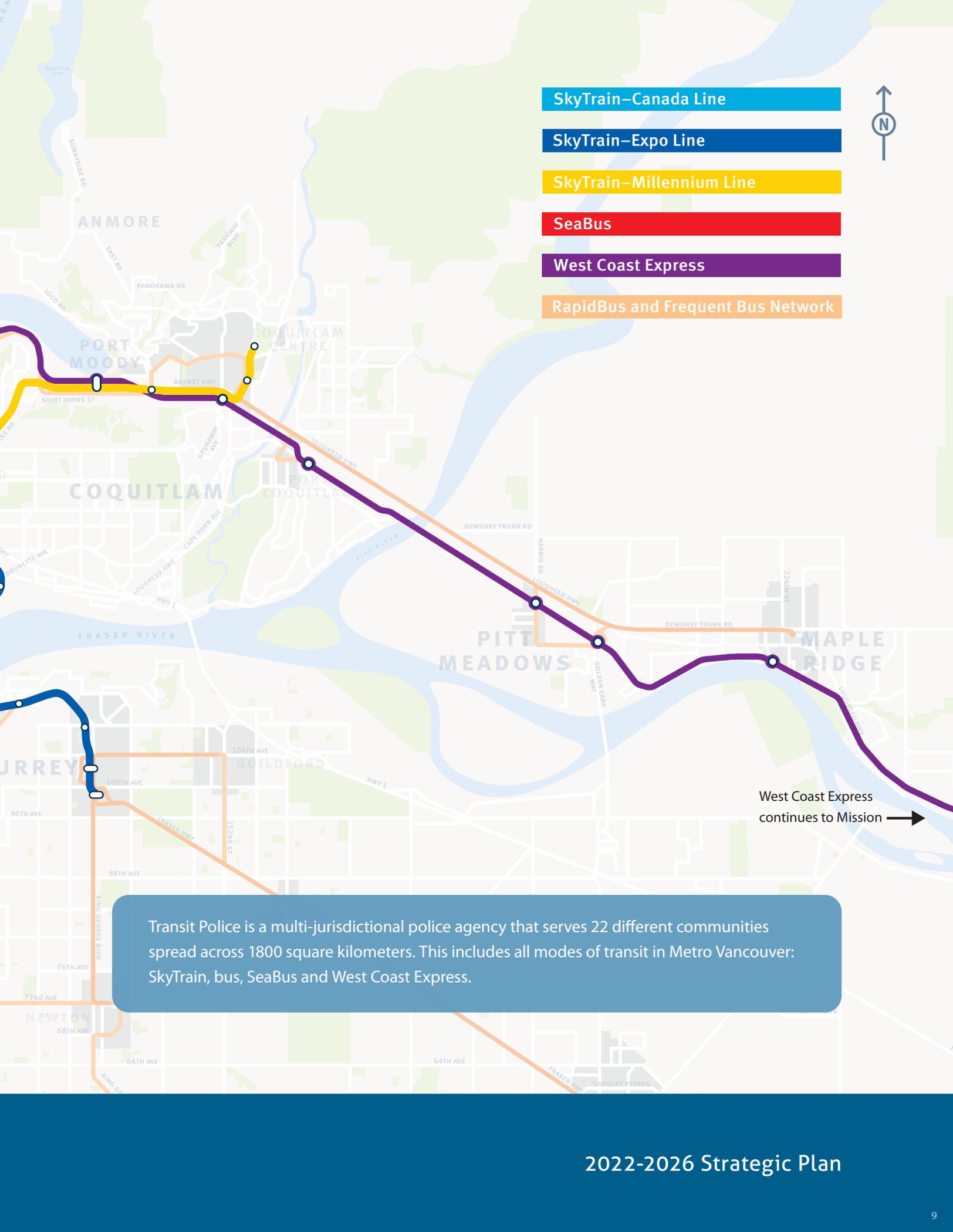


Transit Police Dog Teams conduct explosive detection services across all modes of transit, including the West Coast Express, SeaBus, bus and SkyTrain.

Metro Vancouver Transit Police Service Area



METRO VANCOUVER TRANSIT POLICE



- SkyTrain–Canada Line
- SkyTrain–Expo Line
- SkyTrain–Millennium Line
- SeaBus
- West Coast Express
- RapidBus and Frequent Bus Network



West Coast Express continues to Mission →

Transit Police is a multi-jurisdictional police agency that serves 22 different communities spread across 1800 square kilometers. This includes all modes of transit in Metro Vancouver: SkyTrain, bus, SeaBus and West Coast Express.



Cross-Regional Policing

The transit system's expansive geography uniquely enables Transit Police to build strong relationships with all cross regional policing partners in Metro Vancouver to improve public safety. To address local, regional and international threats to the transit system, Transit Police will participate in joint-agency policing opportunities and be embedded in planning for transit growth.

Pillar 1 - Desired Results:

- **Prevention:** We develop strategies with our partners that prevent crime.
- **Resolution:** We resolve incidents quickly.
- **Trust:** Partners trust our specialized expertise in policing on the transit system.

Pillar 1 – Key Performance Indicators:

1. Rate of crimes against persons.
2. Rate of crimes against property.
3. Number of joint initiatives with cross regional policing partners (with results from substantive joint initiatives).
4. Number of files transferred from police partners to Transit Police.
5. Percentage of files that are on view, where an officer observes an incident or is immediately on scene.





In North Vancouver, Transit Police and the North Vancouver RCMP (shown working together at Phibbs Exchange) work in partnership as part of a secondment agreement.



Cross-Regional Policing

Objective 1.1 | Strengthen our cross-regional policing model to ensure we keep pace with change

Analysis of crime trends and calls for service will guide our activities.

We will listen closely to the municipalities served by the transit system to understand their expectations for safety on transit.

We will work with our cross-regional policing partners, identifying when to take the lead, when to coordinate a joint response and when to support our partners.

Officers will be properly selected, trained and equipped to deliver on our mandate to ensure safety for all transit users, and for specialized initiatives, including joint agency and secondment opportunities.

Actions

- 1.1.1 Use both Transit Police and cross regional police information/intelligence to develop and implement targeted initiatives.
- 1.1.2 Contribute to, and review participation with, regional policing/safety committees.
- 1.1.3 Ensure that police partners and Transit Police are aware of their respective abilities and specialized expertise, to provide seamless policing through the region.
- 1.1.4 Evaluate and update the Community Policing Model to account for regional growth and demands for policing. (Example: Community Service Area boundaries.)



Officers attending a memorial ceremony with Metro Vancouver police partners



Transit Police working on a joint initiative alongside CP Police



Objective 1.2 | Leverage technology as a force multiplier

We will use the tools and technology our employees need to work while on the move, including day-to-day operations and major events.

We will explore new ways to communicate and share information in real time with employees, cross-regional police partners and key stakeholders.

Actions

- 1.2.1 Identify and utilize new technologies to increase operational efficiencies and communications.
- 1.2.2 Maximize existing technologies to increase operational efficiencies and communications.
- 1.2.3 Increase the interconnectedness of technology systems and consider the associated impact of future technologies.
- 1.2.4 Ensure supporting infrastructure is designed to meet the demands of existing/future technology. (Example: digital storage.)

Objective 1.3 | Planning for future transit growth, including its impact on deployment

We will work with TransLink to plan for future system policing needs. This will include early design requirements for crime prevention, re-evaluating community service areas and looking at new deployment centres based on workload and demands for policing.

We will remain in communication with cross-regional police partners as the transit service grows to ensure that the regional policing model can meet growing demands for service.

Actions

- 1.3.1 Work with TransLink to identify and develop dedicated policing facilities and supporting infrastructure in alignment with transit expansion.
- 1.3.2 Transit Police and TransLink to review and utilize an accepted growth formula to ensure Transit Police human resources can meet demands associated with transit system growth.



Transit Police supports the End Gang Life campaign, a comprehensive gang education, prevention and awareness initiative



Reducing assaults against frontline transit employees is one of Transit Police's top operational priorities



Engaged Community Partners

As the breadth of people and places served by the transit system expands, we will seek the expertise of our enterprise and community partners to ensure transit users can access the services they need when they need them. We will work with neighbourhood partners to ensure transit hubs are safe spaces within the community, while also improving perceptions of safety on transit for all.





Pillar 2 – Desired Results

- **Care:** Transit users get the community services they need when they need them.
- **Effectiveness:** Officers focus on what they are trained to do.
- **Safe Communities:** Neighbourhood areas adjacent to transit hubs have less crime and disorder.
- **Perceptions:** Transit users feel safe taking transit.

Pillar 2 – Key Performance Indicators

1. Rate of crime at key transit hubs.
2. Perceptions of safety and security.
3. Number of referrals to a social services provider.
4. Number of mental health interventions.
5. Number of community events attended.
6. Police files generated from text reports.

Neighbourhood Police Officers and Community Policing Centre volunteers attend hundreds of community engagement and safety education events throughout the year.



Engaged Community Partners

Objective 2.1 | Strengthen support for diverse and vulnerable people

The term 'vulnerable people' includes different groups and individuals who may have different needs. Transit Police will work to be accessible to all diverse and vulnerable people so that they receive the safety services required.

To build trust, we will adopt a progressive approach to enforcement, recognizing the situation of each person and exercising discretion and good judgement.

Actions

- 2.1.1 Establish formal partnerships and working relationships with other organizations to enhance services to diverse and vulnerable people. (Examples: front-line health and social services providers.)
- 2.1.2 Leverage a tiered policing approach, including Community Safety Officers and volunteers, to enhance outreach to diverse and vulnerable people.
- 2.1.3 Develop strategies related to youth engagement, mental health support and assisting vulnerable persons and the homeless.
- 2.1.4 Build relationships with cross regional police specialty units and crime analysts, and work together to identify trends proximate to transit hubs.



The Blue Eagle Community Cadet Program helps youth develop leadership skills while they learn about Indigenous culture



Transit Police out in the community for Canada Day



Objective 2.2 | Increase real and perceived safety for all transit users

We will tailor our approach to be responsive to the unique needs of various stakeholders. This will involve collaborating with community partners to improve safety on and surrounding the transit system.

Ongoing communications with the public will be designed to increase confidence about system safety and to build knowledge of Transit Police resources and services.

Actions

- 2.2.1 Work with community partners to identify opportunities for crime prevention through social programs. (Examples: End Gang Life, Surrey Wrap Program.)
- 2.2.1 Target outreach to identified community groups that require safety education and support.
- 2.2.3 Develop annual and seasonal communication campaigns that address public concerns and support operational priorities.

Objective 2.3 | Communicate and exchange with stakeholders to improve services

We will listen closely to community feedback and consider recommendations for change.

Opportunities for input include building new partnerships, hosting engagement opportunities in the community, providing opportunities for impacted groups to give input on key policies, and improving information sharing through the Transit Police website, media and social media.

We acknowledge that interactions between Indigenous peoples and police have caused harm and mistrust in the institutions of justice in Canada. We recognize that long-term, respectful work is required to establish good and healthy relationships with Indigenous peoples. We will prioritize this work, including through ongoing consultation and engagement with Indigenous communities and Indigenous organizations that support Urban Indigenous peoples.

Actions

- 2.3.1 Recognize and support efforts toward Truth and Reconciliation in strengthening relationships with Indigenous peoples. Collaborate through existing programs and consult and engage on developing new services and initiatives.
- 2.3.1 Leverage the Chief's Community Council for information exchange, dialogue and to develop policies, programs and services that are responsive to their communities' needs.
- 2.3.2 Establish channels of regular information gathering from transit users, with associated analysis, to inform development of safety initiatives and campaigns.
- 2.3.4 Identify digital and in-person opportunities to share information on Transit Police policies and initiatives with transit stakeholders, and invite feedback from the community to impact change. (Example: community engagement report.)



Modern Policing Culture

To best serve transit users, our workforce culture must transition to a distinct and collaborative approach for policing the transit system. This shift will impact how we are governed, and how we hire, deploy, promote and retain our employees. Every employee should report to a leader they trust, who provides an environment of open communication and where employee ideas are sought and valued.

Pillar 3 – Desired Results

- **Skills:** Our employees have the skills and tools they need for the job they are expected to perform.
- **Diversity:** Employees reflect the community they serve.
- **Leadership:** Our employees trust the person they report to.
- **Pride:** Our employees are proud to work for Transit Police.
- **Retention:** Our employees stay with Transit Police longer.

Pillar 3 – Key Performance Indicators:

1. Employee reported levels of pride in working for Transit Police.
2. Percentage of diverse employees by rank.
3. Number of languages spoken by Transit Police employees.
4. Employee reported levels of trust in their direct supervisor.
5. Turnover rate as a percentage of actual strength.
6. Actual Strength as a percentage of Authorized Strength.
7. Percentage of employees meeting all required certifications and annual education/training.
8. Number of substantiated complaints.





The Transit Police Operations Communications Centre communicates in real time with jurisdictional police agencies and transit operating company partners, dispatches Transit Police resources and responds to both phone and text reports from the public in real time.



Modern Policing Culture

Objective 3.1 | Improve governance to reduce complexity

The Transit Police governance structure is more complex than a municipal police service. Reducing this complexity will free up employee time to be applied to service and safety initiatives.

Actions

3.1.1 Advocate for a governance structure similar to other municipal police agencies in Metro Vancouver, which recognizes the importance of operational police independence and allows for faster decision-making and improved service delivery.

3.1.1 Work with TransLink and its subsidiaries to establish or enhance service level agreements and clearly articulate the roles of frontline safety and security personnel. (Example: police/STA/Transit Security.)

Objective 3.2 | Improve the use of technology

We will use technology to enhance employee working conditions. We will support the implementation of provincially mandated technology. Technology will support greater efficiencies. The technology standards of stakeholders will be met or exceeded.

Actions

3.2.1 Provide employees with the technologies required to work productively at the office or remotely. (Example: Two-Factor Authentication.)

3.2.2 Work with policing stakeholders to implement a Digital Evidence Management solution.



Employees being recognized with commendation awards for exceptional performance



Officers wear custom uniform patches to honour significant events such as Remembrance Day, Pride Week and the National Day of Truth and Reconciliation



Objective 3.3 | Demonstrate our continued commitment to hire, support and retain a diverse workforce

Our recruitment efforts will support diversity, and highlight our diverse workforce and the unique nature of policing a multi-jurisdictional transit system.

We will support our employees with Transit Police-specific training, a career map that provides for professional development, and diverse opportunities for growth and promotion.

Actions

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| <p>3.3.1 Update recruitment campaign messaging, images and distribution channels to ensure they support employee diversity.</p> <p>3.3.2 Provide all employees with a development plan and ongoing training. This should include cross training to expand each employee's potential for future opportunities/promotions within the organization.</p> | <p>3.3.3 Educate employees about the strategic plan, deployment model and best practices in transit policing.</p> <p>3.3.4 Establish an Equity, Diversity and Inclusion Strategy.</p> <p>3.3.5 Deliver a comprehensive employee support program to maintain both mental and physical wellness.</p> |
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Objective 3.4 | Continue to anticipate and meet changing public safety expectations

We will work with TransLink and the Province to ensure that the right types of specialized resources and training are available to meet public expectations for transit safety.

Actions

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| <p>3.4.1 Explore the advantages of tiered policing through the introduction of a Community Safety Officer Program.</p> <p>3.4.2 Explore expanded use of Community Policing Centres to support public safety initiatives.</p> | <p>3.4.3 Provide employees with education to serve diverse transit users. (Examples: neurodiversity, disability, mental health, race, cultural and gender diversity and other diverse communities.) Then build this into a regular rotation of training.</p> |
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Objective 3.5 | Promote open communication and supportive leadership

Transit Police is committed to a respectful and inclusive workplace, with open communication between employees and supervisors, where employees at every level can bring forward proposals for new strategies.

Supervisors will be supported with ongoing professional development and mentorship. Future supervisors will be identified through a robust promotional process that recognizes each leader's strengths and areas for development

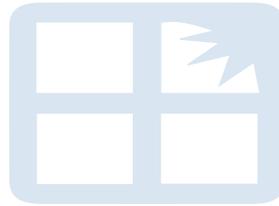
Actions

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| <p>3.5.1 Provide frequent opportunities for employees to provide open feedback on a range of topics, including respectful workplace and employee morale, and to suggest improvements in areas such as policies, equipment and training.</p> | <p>3.5.2 Support approved initiatives by establishing a project plan and metrics for success, prior to launch.</p> |
|--|---|

All Key Performance Indicators



Rate of crimes against persons



Rate of crimes against property



Rate of crime at key transit hubs



Perceptions of safety and security score

Percentage of files that are on view, where an officer observes an incident or is immediately on scene

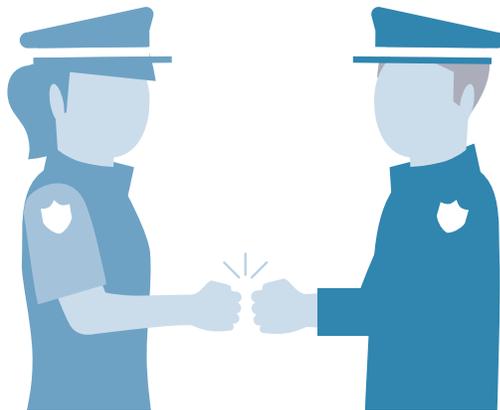
Number of mental health interventions

Number of referrals to a social services provider



Number of joint initiatives with cross regional policing partners

Number of files transferred from police partners to Transit Police



Police files generated from text reports





Number of community events attended



Percentage of diverse employees by rank



Turnover rate as a percentage of actual strength



Number of languages spoken by Transit Police employees



Percentage of employees meeting all required certifications and annual education/training



Actual Strength as a percentage of Authorized Strength



Employee reported levels of pride in working for Transit Police



Employee reported levels of trust in their direct supervisor



Number of substantiated complaints



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