



# Strategic Plan 2021 Year-end Update

Public Report – April 8, 2022



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 were:



There were seven strategic objectives and 24 strategic actions within the Plan. Comprehensive semi-annual reports were submitted to the Police Board since 2016, with the most recent being the 2020 year-end status report/Police Board Report No. 2021-19. These reports outlined completed work as well new initiatives that were 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 arising delay in developing the next strategic plan. The Police Board agreed that only the 2021 annual report would be needed for completion of the reporting requirement. The 2021 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 2022 are also captured for awareness of the Police Board.)

This report contains two parts:

- (1) Consolidated achievements for each of the seven strategic objectives (Note: New information is shown 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 in 2020 and early 2021.

At the completion of the Plan period (December 31, 2021), 21 of the 24 strategic objectives in the Plan were completed and the other three strategic objectives partially completed.

### 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). *In 2021, an additional Constable was temporarily assigned to assist the Client Services Constable, as part of mentoring and to address the volume of client work.*



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 were 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. Three Members completed the advanced 'Trauma Informed Practice' training *and all Members were required to take the introductory 'Trauma Informed Practice' course in 2021*. Seven Members have taken a Violence Risk Triage workshop.



In 2020, 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'. *As of December 31, 2021, there were also 36 active Members trained in administering a Standardized Field Sobriety Test. Another six Members took this training in early 2022.* The Ministry of Public Safety and Solicitor General police agency goal is to have at least 30% of officers trained within five years. *Transit Police works to retain this level within the normal fluctuations of hiring and attrition.*



*As of 2022, Transit Police has three certified Drug Recognition Experts (“DREs”), of which two are at the Instructor level. This is a significant achievement for Transit Police and a valuable resource to help get drug-impaired drivers off the road. It is also an important regional police resource.* In 2019, the Transit Police’s Impaired Driving Policy was updated to address changed legislation, including impact of new Cannabis legislation and drug-impaired driving.

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



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 (*which continued throughout 2021*). As of 2020, the new Targeted Mobile Enforcement Unit and Crime Suppression Team also both respond to emerging problems that arise related to the bus system.

**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 GPS is now attached to the bait bikes, providing improved operational options. Registering riders’ bikes through Project 529BC continued as an outreach initiative by the Community Engagement Team in 2021 and *the Waterfront Community Policing Center volunteers helped with these registration events in 2021*. Target hardening strategies for the future were discussed with TransLink (crime prevention through environmental design).



Warren H. Wong @WarrenWong · Apr 10

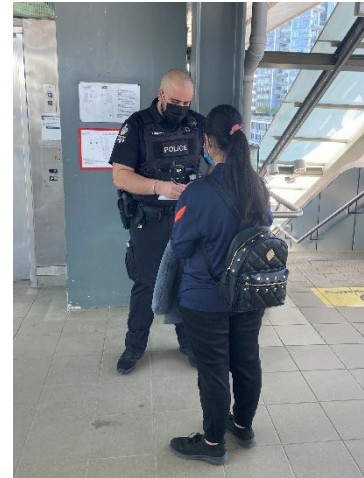
Visiting the good folks and @CstPonsioen at today's neighborhood @Project529BC tent. If you own a bike, register it. It's as simple as 1,2,3. @project529 @TransitPolice @VancouverPD #EndBikeTheft #bicycle #cycling #cyclinglife #trekbikes #cambie #bikelife #canadalline



**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/loop 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. *TMET continues to make a notable operational impact. In 2021, the Team made 100 warrant arrests, opened 413 Police Files, issued 23 Immediate Roadside Suspensions, submitted 21 Reports to Crown Counsel, issued 3,861 Fare Bylaw Infractions and 2,430 Prov. Violation Tickets (i.e., Greater Vancouver Transit Conduct and Safety Regulation), and conducted 92 joint forces operations with 12 different police agencies/integrated law enforcement units/security partners.*



**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. *In 2021, CET key performance indicators were identified and they will be tracked and analyzed through a new software program that should be fully operational in 2022.*

**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. In 2019, a number of education sessions were delivered by a Transit Police NPO to Surrey Crime Prevention Society volunteers (including Transit Watch volunteers). *Transit Police NPOs also work closely with community policing centres in Vancouver and are active on a wide variety of community and governmental interagency committees, particularly around the issues of mental health and homelessness.*

**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. *In 2021, this included:*

- 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)
- *Vancouver International Airport – Joint Border Integrity Unit.*



**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 (this 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 the mandate 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.

*In 2021, an acting Corporal rank was approved and implemented, with the goal of developing supervisory/operational skills for identified Constables to help them qualify for the Sergeant rank in the future.*

**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 and collaborates with officers within the Transit Police Operations Division and Jurisdictional Police Departments to identify crime suppression



**Cst. Darren Chua** @CstDChua · 4d  
A 3 week hiatus didn't stop the momentum of the @TransitPolice Crime Suppression Team. We spent the week seizing weapons, and arresting 10 individuals wanted on varying charges from armed robbery, drug trafficking, to assault causing bodily harm to name a few





opportunities and to accomplish extensive investigations and joint-force operations. This collaborative work helps to 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.

*In 2021, CST had 440 files, made 186 warrant arrests and submitted 23 Reports to Crown Counsel. They worked collaboratively with Jurisdictional Police and had 11 formal joint operations. To enhance the professional skills with CST, a variety of training was taken by various members (e.g., STAR surveillance, proceeds of crime, drug course, search and seizure and rifle deployment).*

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

- For the period 2016 *to 2021*, Transit Police legal counsel has issued *33 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 another 14 Members in 2021. At the end of 2021, Transit Police had 121 active Members with this training (the current total reflects fluctuations in hiring and attrition over the past few years).*
- 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, and training to new Members continues.
- A review and analysis of Reports to Crown Counsel (“RTCCs”) was conducted (covered 2016-2017 period), and continued 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 helped identify 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. Trained/mentored 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.) During 2017 to 2021, the training and mentoring enabled six Staff Sergeants and 25 Sergeants to be promoted *(with enhanced diversity)*. A new NCO mentorship program launched in Q1 2021 *and it was extended into 2022. In 2021, the concepts of “Equity, Diversity and Inclusion” were introduced within the organization. Transit Police is active on TransLink’s EDI working group and the new Deputy Chief Officer Operations began formalized EDI training to provide in-house expertise. EDI strategies will be advanced in the new Strategic Plan.*
- 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 in 2019. Given the volume of CCTV captured in relation to transit incidents, this position has enhanced 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 (and applied elsewhere on transit property, where appropriate)*.
- 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 works 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 police partners on respective responsibilities for major event preparation adjacent to transit system hubs (e.g., sporting events, 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 delivered to handlers, supervisors and selected regular Members.

**Critical Incident Response** – Transit Police had ongoing allocation of officers to the Integrated Lower Mainland Police Tactical Troop (call-out positions only) – *nine Members in 2021*. Some equipment was acquired for the future Transit Police emergency operations command and location identification and facility funding initiated. Members were provided with personal issue respirators for use in emergencies and the fit testing was 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 operational 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 and it launched in January 2021. One of the Inspectors (on a rotational basis) fills the position. The Duty Officer is 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/civilian staff/detainee, 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 crisis de-escalation training to transit staff (supervisors, front-line SeaBus staff, transit security squads, station attendants) and at operator ‘safety toolbox’ sessions. This is ongoing. 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. This software was to help Members gather evidence digitally and allow 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 issued.

However, due to the pandemic impact in 2020, the RFP process was deferred and the pilot extended to June 2021. In 2020, the Transit Police also began piloting the BC policing sector’s provincial Digital Evidence Management System (“DEMS”). In 2021, senior management decided to use that more comprehensive digital platform, thus replacing the need for the digital notebook solution piloted.



*Capital funding for the DEMS project was obtained, leads for the DEMS Project Team put in place and a project plan completed. Work commenced on drafting the protocols and policies needed to fully transition to DEMS in 2022/2023.*

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 began 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 provided training to various 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 continued to be re-certified in First Aid and trained in administering of Naloxone. From 2017 to 2021, Transit Police administered Naloxone *in 127 events* to resuscitate overdose victims. This response tool contributed to transit system resiliency.

- *Year-end 2021, there were seven* operational Transit Police Explosive Detection Dog Teams *(six operational teams and one team in training). The aim is for eight operational teams in 2022.* 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 continued 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 "Policing Moving Cities" conference (hosted by Transit Police and Canadian Association of Chiefs of Police in 2017);
- In 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 ("CEWs") to provide a less lethal force option. *The CEW trained goal is 50% of patrol. At year-end 2021, there were 104 active Members trained in CEW (an increase of 9 Members from 2020 year-end), far exceeding the goal.*



You've probably seen the many videos out there of @BurnabyRCMP and @TransitPolice at Metrotown mall. TY for your response yesterday, you rushed in despite knowing you might likely be facing down an active shooter. Your bravery isn't lost on us.  
[#AnsweringTheBell](#)

**Burnaby RCMP** @BurnabyRCMP · Oct 1  
Burnaby RCMP is on scene at Metrotown, assisting with evacuating the mall and conducting a grid search.  
  
There are unconfirmed reports of shots being fired. The mall is being searched. There are no known injuries.  
  
We are asking people to avoid the area.  
[Show this thread](#)

2:37 PM · Oct 2, 2021 · Twitter for iPhone

41 Retweets 1 Quote Tweet 334 Likes



**Integrated Teams** – For intelligence sharing and capacity building purposes, in 2021, Transit Police had secondments to RCMP “E” Division – Integrated National Security Enforcement Team (“INSET”), Combined Forces Special Enforcement Unit-BC, Real Time Intelligence Centre (“RTIC”).

**Counter Terrorism Information Officer** – Numerous Members were trained in (“CTIO”) function. INSET periodically provided refresher courses for CTIO officers. Some Transit Security members (“TSEC”) from Coast Mountain Bus Company 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 delivered 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.)



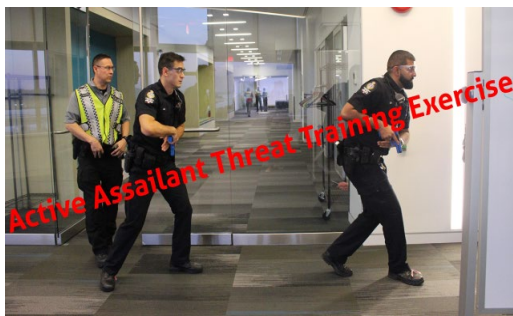
**Crime Prevention Through Environmental Design** – Transit Police conducted “CPTED” analysis on certain transit infrastructure and continues to offer this resource. Further, additional Neighbourhood Police Officers were trained in CPTED to increase internal capacity.

**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 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 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 2021, efforts continued to be advanced to acquire/implement a mass notification system across the TransLink enterprise.*



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



A temporary back up of the Transit Police IT system was put 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 continues to be pursued in Kamloops.

The Chief Officer authorized the addition of rifles as an use of force tool for use in critical incidents. In 2020, Firearms and Use of Force policies were amended to include provisions around deployment of rifles. Some rifles were purchased, selected Transit Police Officers completed training and rollout began in summer 2020. Additional Members were trained in 2021, including in-house instructors. *In 2021, the Training Unit began planning for the introduction of the Extended Range Impact Weapon (“ERIW”) as another intermediate weapon tool in critical incidents. Protocols were approved in Q1 2022 regarding ERIW use and deployment by Transit Police, and two in-house instructors trained. (Member training will not commence until late 2022.)*

## 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. It 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).



A group of ten Metro Vancouver Transit Police officers posing in front of their station. The officers are arranged in two rows, with five standing in the back and five kneeling or sitting in the front. They are wearing dark blue uniforms with "POLICE" and "METRO VANCOUVER" visible. The background features a brick wall with a large crest and the words "Transit Police".

Appendix "A" / Police Board Report No. 2022-14: 2021 Year-end Strategic Plan Update

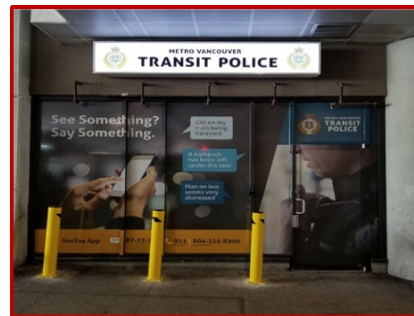


In 2020, the Service Delivery Model Evaluation was completed and the final report was received by the Police Board in 2021. *The outcome of that evaluation was taken into account when developing the new 2022-2026 Strategic Plan.*

**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. The new provincial offences were created as the result of input from Members, and lengthy advocacy by Transit Police and TransLink. 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 2SLGBTQ+ community in 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 formally established the ‘Waterfront Community Policing Centre’ in 2020 (opened in February 2021), and recruited and trained CPC volunteers (ongoing). The volunteers are under coordination of a Transit Police Neighbourhood Police Officer. Once the pandemic restrictions are lifted, the Waterfront CPC office to be open to the public (limited hours). The volunteers focus on assisting the public through proactive patrols and at community events, and through joint projects with other police agencies and transit and community partners. This helps ensure safety in and around Waterfront Station, as well as the surrounding neighbourhood. *The volunteers have assisted TMET with certain initiatives.*



*Transit Police is exploring creating another ‘Community Policing Centre’ from one or more of the sub-offices in 2022 (e.g., New Westminster).*



**Bias Free Policing** – During the Plan period, the Ministry of Public Safety and Solicitor General – Policing and Security Branch advanced a new strategy on bias free policing, which includes common standards for police. *The Police Stop Standard was introduced by the Ministry and Transit Police developed a new Police Stop Policy in 2020. In August 2021, the Ministry released a new Standard around promotion of unbiased policing (BCPPS 6.1) and Standards for training to promote equitable and unbiased policing and training to enhance service delivery to vulnerable persons. The effective dates for the new Standards are in 2023-2024. Transit Police has already delivered some of the identified training and is working on completion of a compliance analysis tool. Other revisions to the Standards are expected from the future report of the provincial Special Committee on Police Reform.*

Two Members completed the related Fair and Impartial Policing “Train-the-Trainers” program and Fair and Impartial Policing training was delivered to Members and new hires, commencing in 2018. In 2019, the Transit Police Board held a public meeting at MOSAIC and a variety of Indigenous and multi-cultural community groups presented. In 2020, there continued to be other related training provided to Members on such topics as recognition of emotionally disturbed persons, Indigenous Peoples and Truth and Reconciliation, transgendered people, crisis intervention & de-escalation, and autism spectrum disorder.

*In 2021, Transit Police rolled out a newly released 2SLGBTQ+ course on CPKN to all staff (mandatory for all sworn Members) and the CPKN course on Cultural Awareness and Humility for sworn Members. These courses were added to the learning package for new hires. Over 2020 and 2021, 76 Transit Police staff also completed the federal Gender Based Analysis+ training, which was an action from the Strengthening Support to Indigenous Peoples and Good Governance Report.*





## 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  
*[V Implemented – December 2020; Ongoing]*

2.2.2 Strengthen Transit Police external communications, adopting innovation and appropriate technologies *[V Implemented – December 2020; Ongoing]*

### IMPLEMENTED:

**Community Outreach and Public Awareness** – Transit Police launched a number of initiatives to reach out to the public and to 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, international conference on “policing moving cities” [2017] and International Women’s Conference and Canadian Surface Transit Security Roundtable [2019].
- NPOs, Dog Team Members and assigned patrol officers 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 1357 events during 2017 to 2021<sup>1</sup>]*. This included 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 continued). In 2019, there were two presentations to youth in the Jewish community. *Due to an increase in hate crimes and anti-*



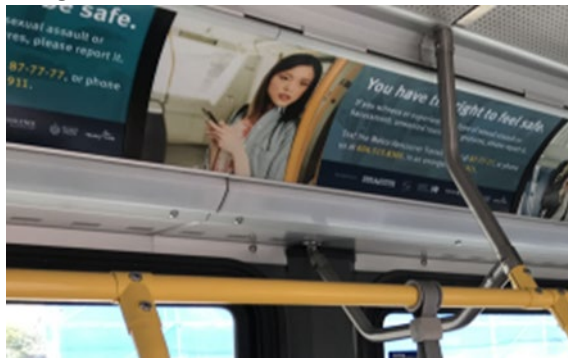
<sup>1</sup> Transit Police outreach events/presentations: 2017-409; 2018-369; 2019-228; 2020-79; 2021-272



*Asian sentiments and Islamophobia during the pandemic, special outreach initiatives took place in 2021 (led by the NPOs).*

- *By year-end 2021, there were seven active Twitter accounts that belonged to Community Engagement Team (“CET”) Members, with four CET Members also on Instagram. One CET Member had Facebook and TikTok accounts. The Police Dog Program, Recruiting Unit, TMET, Media Relations Unit and Waterfront CPC also had social media accounts. In addition, seven other Members held authorized social media accounts, including the Chief Officer and two Deputy Chief Officers. All newly authorized account holders were required to participate in a training session and to read the relevant Transit Police policy and guidelines.*

- 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.

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-grooming campaign with the Vancouver Police Department in 2019.



In 2019, 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 occurred in 2019.



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.



**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.



While delayed by the pandemic, the students worked diligently on developing the campaign scope and created artwork for the advertisements that depicted 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 Fall 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. *In 2021, planning commenced for a more formalized and expanded bike patrol program within the Transit Police, with rollout in 2022.*

**Communications** – During the Plan period, a complete Communications Unit was established, with capacity in social media, video production, website and intranet management, and media relations. In 2020, an in-house Media Relations Officer (Sergeant) was trained as well as a back-up MRO (Constable). The use of an external media advisor ended in 2020. *A new Media Relations Officer was appointed to assume the MRO role in 2022.*

Revised communications analytics were developed and presented to the monthly and then 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 2019, new safety campaign ads were placed on SkyTrain with new interior ads (over 3,900) and updated alarm strips (over 3,460) installed on board SkyTrain and Canada Line vehicles.



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

- Updated Strategic Communications Plan approved.
- Replacement for Transit Police SMS Text software platform was completed and the new software transitioned to in the Operations Communication Centre. This enabled enhanced analytics of SMS text reports.
- 87.77.77 / “See Something, Say Something” posters and cards were updated and they continue to be distributed through the NPOs and at special events.
- Internal video messaging from the Chief produced on such topics as the Strategic Plan, priorities/annual achievements, Hub Time, and PRIDE.
- New ‘branding’ building wraps were designed and installed at the Commercial/Broadway office, HQ interior entrance, Surrey Central Office, and Waterfront Station.
- New marketing materials designed for recruiting purposes.
- Application of revised Metro Vancouver Transit Police logos and branding.





- Enhanced use of video to communicate safety messaging on social media to engage target groups (such as youth).
- Held a Police Board meeting in community in September 2019 to engage public and live streaming 'virtual' public meetings moved to for 2020 and 2021.
- Transit Police Officers 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.

- The two Media Relations Officers conducted a pilot in 2021 where they also did do some patrol work that enabled them to capture and promote good work of Members in social media.

- The Trauma Informed Care course on CPKN (short version) 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.)

### 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 2021, *there were 11 active* Members who had completed intensive negotiator training (*down by one due to attrition*). 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].

**2SLGBTQ+** – Transgender awareness training was delivered to Members, including protocol for confirming identification, search/detention and referencing in police records and reports. In 2019, recruiting outreach to the 2SLGBTQ+ community took place; a NPO continues to liaise within that community. Transit Police continues to be involved with staff participation in



PRIDE and, in 2020, a number of Transit Police officers were active in newly formed OUT ON PATROL (a non-profit peer support organization for 2SLGBTQ+ members of law enforcement).

**Strengthening Relationships with Indigenous Peoples** – In 2017, Transit Police 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 Peoples and Truth and Reconciliation was provided to Members and continues to be delivered in-person to new police officer/recruit hires. 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 (e.g., police recruits/JIBC, Transit Police Board, post-secondary students, and victim services workers from Metro Vancouver).



In 2019, 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 2020, an Indigenous Transit Police Officer was appointed to the newly created role of Indigenous Liaison Officer (“ILO”). The ILO has been helping 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, there was a cultural awakening ceremony to unveil an indigenous art piece 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 art piece represents and highlights the Transit Police's strong and ongoing commitments to Indigenous People.

This art piece is incrementally being added to the Transit Police vehicles and displayed and educationally used in other ways by Transit Police, in partnership with Ms. Mackenzie. *For example, during the new Strategic Plan orientation to staff in 2022, Ms. Mackenzie will provide a staff orientation to the meaning of various elements within the canoe art piece.*



In 2020, Transit Police created a new Challenge Coin, used as an honor/recognition gift. The challenge coin 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 sweet grass is connecting the four directions and the Metro Vancouver Transit Police logo.



In 2020, Transit Police received external funding 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). *The inaugural program ran from March to June 2021 and the fall program runs from September 2021 to June 2022.* This weekly program 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.



*The Blue Eagle Community Cadet Program in Vancouver was delivered with the help of nine primary volunteers from the Transit Police – Waterfront Community Policing Centre. There were additional volunteers from Indigenous organizations, Vancouver Aboriginal Community Policing Centre, Vancouver Police and Transit Police staff, and interested members of the broader community. For the non-Indigenous volunteers, this has also created educational understanding about the impact of urban Indigenous People and effects of colonialism.*

*In summer 2021, discussion commenced with partners on the expansion of the Program to Surrey. In addition to Transit Police, the concept received support from a variety of Surrey community, educational and civic organizations as well as the Surrey RCMP and Surrey Police Service. Over Q3/Q4 2021, joint work continued on the implementation tasks, including acquiring of funding and in-kind services. (An open house was held in January 2022 and the Surrey Blue Eagle Community Cadet Program rolled out in February 2022.)*

*In Q3/Q4 2021, the ILO and Sgt. Simpkin continued their efforts to assist Transit Police staff to understand the importance of individuals educating themselves on Truth and Reconciliation and advancing needed change and unbiased policing. There continued to be a strong focus on understanding the concept of trauma, intergenerational trauma, effects of the residential school, the mistrust of government, and the deep grief being experienced from the ongoing reporting of children's graves being found at residential schools in the province and across Canada.*



*In 2021, Transit Police staff honored the National Indigenous Peoples Day, Orange Shirt Day and the inaugural National Truth and Reconciliation Day (September 30<sup>th</sup>). Educational*



*information was provided to staff on the background and importance of these commemorative days. A new Transit Police patch was released that highlights the Transit Police's Indigenous art piece and "Every Child Matters". These patches were worn by Members in recognition of Orange Shirt Day and National Truth and Reconciliation Day, and are available for use in future events.*

*Other important actions were taken, such as the Police Board's development and release of its statement of commitment to Truth and*

*Reconciliation. (See Police Board Report No. 2022-05 for the 2021 year-end report on the action plan for Strengthen Support to Indigenous Peoples and Good Governance.) Training to the Police Board was also delivered in 2021, as well as refresher training to Transit Police Officers via the Cultural Awareness and Humility Course on CPKN.*

**Chief's Community Council** – The Transit Police has an ongoing community consultative Council. This Council is composed of up to 20 people each year, 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. In 2021, the Council was involved in the consultation process for the new Transit Police Strategic Plan *as well as the proposed Community Safety Officer Program*.

**Overdose Crisis** – Transit Police has been 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 *and Waterfront Community Policing Centre volunteers* were also trained and Naloxone kits are made available in certain static locations in Transit Police facilities.

From 2017 to *2021*, Members administered Naloxone in *127* events to resuscitate overdose victims, while also contributing to transit system resiliency. *Significantly, in 2021, there were 35 events where Transit Police administered Naloxone – the highest number in any year since 2017. The pandemic situation may have attributed to the increase in overdoses. In 2021, Waterfront Community Policing Centre volunteers administered Naloxone in two events.*



**Suicide Prevention** – Transit Police continued 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].

**Mental Health Support** – The Neighbourhood Police Officers, CET Sergeant and Client Services Constable (a new position) worked with CMBC on a coordinated response to customer complaints/concerns involving persons in mental crisis 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. The 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 a protocol for support available to Members in incident response and client assistance.

**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 Members 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 on 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-/>



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



community groups. *Members were able to draw upon the blankets, socks and food supplies to help vulnerable people during these emergencies.*

**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' and *pop-up 'anti-hate crime' 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 belongings. Transit Police Officers also distributed "Device Advice" and "Slash 'N' Snatch" info cards.

**Victim Services** – NPOs connected with their Jurisdictional Police - Victim Services Section for their CSA, and there was a lead NPO appointed to Victim Services issues. Transit Police participated in BC Police Victim Services conferences and continued 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 were also specific directions to Members regarding victim support and notification included in certain policies, such as sex offence investigations and violence in relationships investigations. In 2019, Burnaby RCMP victim services presented to Transit Police briefings to enhance awareness of available services and for networking.

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



**Anti-Hate Crime** – In 2021, an anti-Asian hate crime and safety tips initiatives was launched to engage and inform riders who may not speak English. Transit Police translated its safety tip brochure into different languages (i.e., Punjabi, Simplified Chinese, Traditional Chinese and



### 社區警务工作

大溫公運局警察 (Metro Vancouver Transit Police) 是溫哥華警察工作的一部分，確保我們的市民每天都能順利駕車、步行或乘坐公共交通工具到目的地。我們積極建立工作與社區之間的信任，為我們的社區提供安全、保障社區安全，保持治安，並與市民保持密切的關係。

## 公共交通 安全

看到可疑情況？請舉報。

### 大溫公運局警察

大溫公運局警察是溫哥華第一支公共交通警察部隊，確保所有溫哥華市民、省內及全國旅客，無論前往溫哥華的哪個地區，都能安全、舒適、愉悅的公共交通旅程。

**讓我們  
敬謝您們  
來的信託**  
877-777

**溫哥華  
大溫公運局  
警察**  
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POLICE  
www.transitpolice.ca

**溫哥華  
大溫公運局  
警察**  
METRO VANCOUVER  
TRANSIT  
POLICE

**我們的四大優先任務**

- 減少犯罪**  
大溫公運局警察致力於通過提高意識和加強巡邏，讓市民感到安全，保障社區安全，以及警務工作，確保公共秩序。
- 減少工作場所的潛在工作**  
大溫公運局警察與所有溫哥華的公共交通一供負責的警察部門合作，為乘客的第二個工作場所提供安全、舒適、愉悅的旅程，以及保障治安。
- 幫助卑詩省的前線人士**  
我們與卑詩省的前線人員密切合作，以及與卑詩省警察和溫哥華警察 (Metro Vancouver Transit Police) 和溫哥華警察 (Metro Vancouver Transit Police) 合作，為卑詩省的前線人員提供有關溫哥華和卑詩省的前線人員的經驗和知識。
- 建立系統性能力**  
大溫公運局警察與卑詩省的前線人員合作，為卑詩省的前線人員提供有關溫哥華和卑詩省的前線人員的經驗和知識。

**向大溫公運局警察舉報可疑情況**  
和卑詩省警方聯繫：  
撥打 604-515-6300 或短信 877-777

**如有緊急情況，務必致電 911**

Appendix “A” / Police Board Report No. 2022-14: 2021 Year-end Strategic Plan Update



### 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 [\[V Implemented – December 2018; Ongoing\]](#)

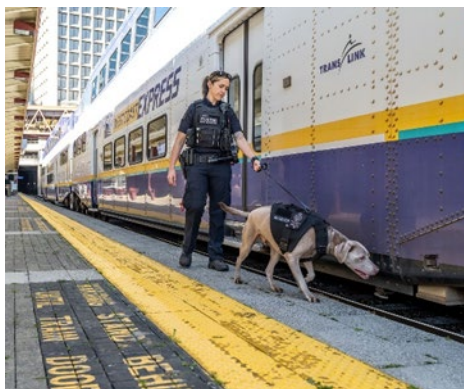
3.1.4 Work closely with the TransLink family to enhance risk management, situational awareness, and safety planning and processes [\[V Implemented – December 2020; Ongoing\]](#)

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.

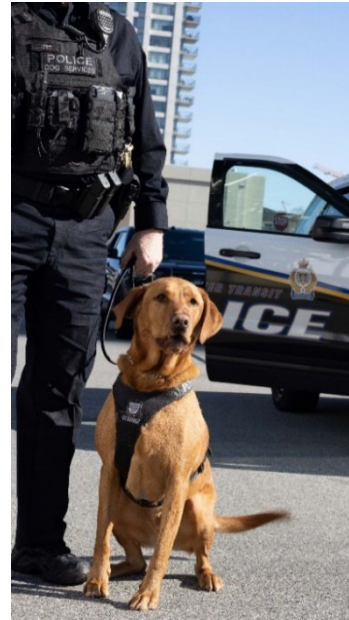


**Explosive Scent Detection Dog Program** – Transit Police Dog Unit had [seven Explosive Detection Dog Teams at 2021 year-end \(six operational and one in training\)](#). The teams conduct daily patrols, security sweeps and respond to incidents; this helps support system resiliency. There is ongoing 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's 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 patrol Members to be on Subject Interdiction Team ("SIO") to work with the dog teams during Vapour Scent Deployments. SIO training began in 2021 Cycle Training in which Members were familiarized with the vapour scent capacity of the dog teams. In 2020, Transit Police also began training its dogs in the detection of firearms and ammunition, thereby enhancing capacity for critical incident response (as well as mutual aid resource to Jurisdictional Police). *In 2021, four dog teams were specially trained in Toronto for homemade explosive imprinting. The Sergeant in charge of the Transit Police dog program trained/networked with the Canine Unit of the NYPD Transit Branch.*



**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 made 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 could 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. *Jurisdictional Police were consulted in the new strategic planning process as well as on the proposed Community Safety Officer Program.*

**Collaboration** – Transit Police 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, the position was expanded to Inspector Patrol Support, which included the NPOs, Client Services Constables and Dog Program.



- 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). *Such joint operations continued during the remainder of the Plan period.* During 2020 *and 2021*, 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. During 2020 *and 2021*, there was also increased joint operations resulting from the work of the new Transit Police’s Crime Suppression Team and Targeted Mobile Enforcement Team. *Transit Police had over 151 joint initiatives/operations with Jurisdictional Police in 2021.*

**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 in 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 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 *and an application made for the DLEU in 2021. The Ministry coordinated community consultation with the vulnerable sector and Indigenous groups in Fall 2021. The decision on the DLEU application is expected by summer 2022.*

*Smoking and vaping in public places, including on transit property, is a major public irritant and health concern, and has been the basis of many public complaints to TransLink and the Province. After concerted effort by Transit Police over a number of years, in December 2021, ‘police officers’ were granted authority to enforce the Tobacco and Vapour Products Control Act and the E-Substances Regulation. This now allows Transit Police to issue provincial violation tickets to persons smoking or vaping in banned places, including on transit property and bus shelters. As well in 2021, police officers (including Transit Police) were given the ability to enforce new legislation – the Access to Services Act (COVID-19), which was enacted to prevent impeding of access or interference with hospitals and schools (e.g., from protests) and protect people at these facilities who use or provide the services. Although transit is not covered by this Act, Transit Police may be called upon to assist other police agencies.*

**Resource Planning** – Future human resource modelling was 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 police officers in the 2019 budget and another six Community Safety Officer positions allocated in the 2020 budget (those positions remain unfilled until the program is rolled out).

*In 2021, Members were trained on the 9 mm pistol and transition commenced. These pistols are lighter and with less recoil, which makes the pistol easier to handle. The 9mm has an updated trigger for greater control when firing and it is fully ambidextrous for those Members that shoot left handed. There will also be cost savings due to the 9mm using cheaper ammunition.*

### **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** [\[V Implemented –December 2020; Ongoing\]](#)

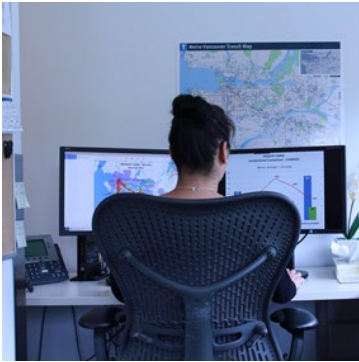
**3.2.3 Recruiting a diverse workforce and enable that workforce to develop and contribute to their fullest potential (e.g., quality training, performance review, recognition, inclusivity and engagement)** [\[V Implemented –December 2020; Ongoing\]](#)

**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:

- Early in the Plan, a Continuous Improvement Team was established within Transit Police. *(Unfortunately, the CIT was not operational over 2020 and 2021; however, it is being re-formed as an action arising from the 2021 morale survey.)*
- 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 were two reconfigurations of Cufflink to improve user access.
- Electronic Vehicle Tracking Technology was added to Transit Police fleet for situational awareness and safety purposes, and a Standard Operating Procedure put in place.
- Wise Track – QR coding was applied to police equipment to improve tracking of shared equipment and then applied to police files starting in 2018.
- 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 2018. In 2019, a decision was made to discontinue 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 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. *(With the pandemic and technological challenges, the expansion of the 2FA tool to all staff is delayed to 2022.)*
- 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].
- *A new electronic fingerprinting and photograph workstation was set up at HQ in 2021. It has two components: IntelliScreen and IntelliBook:*
  - IntelliScreen – IntelliScreen is an application that supports the capturing of civilian photos and fingerprints electronically and submitting them to CCRTIS – Canadian Criminal Real Time Identification Services to confirm if they have a criminal record for employment purposes.*
  - IntelliBook – IntelliBook is an Integrated Booking System with an interface to the RMS Arrest/Booking sub-system. IntelliBook allows electronic submission of fingerprints to CCRTIS – Canadian Criminal Real Time Identification Services. The application captures digital fingerprints and photographs saved to a shared single server. The provincial server is located at E-Comm.*

*Use of the workstation will create internal efficiencies and allow Transit Police to receive results directly from CCRTIS, within 3 to 5 minutes of submission. It also reduces demands on Jurisdictional Police resources. The rollout began in January 2022 to cover Transit Police arrestees from Vancouver and Surrey (there will be expansion to other jurisdictions in the future).*

**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 continues 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.



*In 2021, concerted recruiting efforts continued, with Transit Police at 103% of its authorized sworn strength at year-end. The female sworn/actual strength increased to 21.8%<sup>2</sup> in 2021 from 20.9% in 2020. In 2021, 35.1% of Members represented visible diversity, an increase from 32% in 2020. Within 2021 police officer hiring, 32% were female and 58% were of visible diversity. As of 2020, there are over 32 different second languages (including American sign language) spoken*

amongst 85 sworn and civilian staff, with many staff speaking three or more languages. Since 2018, Transit Police has launched targeted social media recruiting campaigns to increase recruit applications and a new recruit brochure was produced in 2019. *Refreshed recruiting material was created in 2021, including a video to display Members on duty and another video featuring a new recruit. A social media ad campaign for recruiting was run on Facebook.*

**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. Exempt staff have annual performance reviews (amended TransLink process in 2018) and, as of 2019, union staff follow the new check-in process. *During the period of this Plan, the Transit Police conducted employee morale surveys biennially, with the last one done in 2021. A summary report with proposed action plan was submitted to the Police Board, for implementation in 2022.*

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 done to enhance recruitment and retention of police officers (transition will occur in early 2021).

During the Plan period, Members were provided with a variety of mandatory and advanced training, for example: use of force, firearms/intermediate weapons qualification, phased interviewing model, containment/active assailant exercises, legal updates, plain clothes

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<sup>2</sup> This count includes seconded Superintendent Anita Furlan.



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, fair and impartial policing, and trauma informed practice.

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). Members 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. *The new “Informer” communication by the Operations Division began in 2021, and it too*

*includes valuable information, beyond operational guidance.*

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. *This in-house training continues to be provided to new hires and interested volunteers [2021].* Trained Transit Police Members and



*Waterfront Community Policing Centre Volunteers* have personal issue naloxone kits as well as there being kits available in static locations within police facilities.

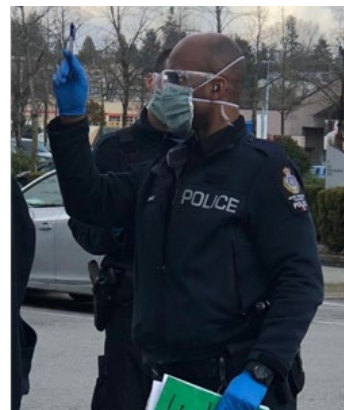
Some advancements in 2018 were development of a new Standard Operating Procedure around response to bed bugs and other insect incidents, establishment of a new internal position for Human Resources Advisor - Benefits and Ability Management, and issuance of a Fitness for Duty policy. In 2019, Transit Police Officers were required to complete the mandatory CPKN course on Emergency Vehicle Operations – to comply with a directive of the Director of Police Services. The policy chapter on Personal Protective Equipment for Members was updated in 2019. 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 (e.g., lighter bulletproof



vest and switch to the 9mm pistol). *In 2021, Transit Police Officers did their recertification for First Aid and AEDs.*

**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. *Over 2020 and 2021*, 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. *A COVID-19 vaccination policy was established by TSML to help ensure a healthy work environment and operational business continuity [2021].*

**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 the 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 trained on a shorter course 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.”

*In 2021, Transit Police committed to achieving the national Psychological Health and Safety Management standard (a TransLink enterprise initiative). A gap analysis commenced in 2021 and a new employer policy on PHSMS was approved in January 2022.*

**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 were put in place as needed.

**Recognitions** – Transit Police held annual awards ceremony for sworn officers, civilian staff, *volunteers* and members of the public. Over the Plan period, there were numerous external awards also 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. These recognitions promote organizational and professional reputation and enhance employee morale. *The form of the ceremonies changed during the pandemic due to public health restrictions, with a series of smaller presentations done in 2020 and 2021.*



**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 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 for certain critical positions). To fill vacant Inspector positions within the service, there was a series of internal promotions as well as use of external lateral secondments to bring certain operational expertise. Two seconded Inspectors were subsequently hired and promoted to Deputy Chief Officer in 2017 and 2018. *A seconded RCMP Superintendent was appointed as a Deputy Chief Officer in 2021 (assumed office in January 2022).* 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. *The promotional policy was updated in 2021, which included changes to the Sergeant promotional process.* A 360-degree peer review process was established within the Transit Police and was use for the 2020 fall promotional process (onward) for Sergeants and Staff Sergeants. The tool is also available to other interested staff. *To improve effectiveness and efficiencies, the IT staff assigned from TransLink – BTS were transferred over and they are now Transit Police/TSML employees [2021].*



The first female Inspector was promoted in 2016 *and increasing gender in rank continues to be an organizational priority. In 2021, two more female constables were promoted to the Sergeant rank and there were other female constables appointed to the new corporal rank. Effective January 2022, the first female Deputy Chief Officer assumed office.*

*In 2021, construction for the Transit Police Bridgeport office expansion was completed, which now enables a public facing police office and improved facilities for existing and future staff. Some technological updates to Bridgeport will moved into the next Strategic Plan. Planning and approvals for the Phase 1 expansion of HQ space (on the third floor) was completed in 2021 and construction commenced in Q1 2022. This expansion will help address increasing authorized strength and organizational needs (in particular, additional women’s lockers).*

## KEY PERFORMANCE INDICATORS (KPIs)

The Police Board adopted 14 KPIs for the Strategic Plan and the results for 2021 are shown on the following chart.

	KPIs	2021	2020	% Change	2021 Clearance Rate <sup>3</sup>	2020 Clearance Rate
1	<b>Total Reported Files</b> (primary offence only – all offences)	20,111	21,294	-6%		
	<i>Transit Police Files</i>	17,301	18,710	-8%	60%	73%
	<i>Assist Files</i>	2,810	2,584	9%		

<sup>3</sup> Clearance rate based on all reports to Transit Police and the number that are cleared by ‘charge’ or ‘other’; this clearance rate differs from the provincial method used for CCJS reportable files (smaller number of files).



	KPIs	2021	2020	% Change	2021 Clearance Rate <sup>3</sup>	2020 Clearance Rate
2	Crimes Against Persons/100,000 Boarded Passengers <sup>4</sup>	.618	.668	-8%		
3	Crimes Against Property/100,000 Boarded Passengers <sup>5</sup>	.805	.750	7%		
	<i>Crimes Against Persons (incl. assists)</i>	1,376	1,456	-5%	36%	38%
	<i>Crimes Against Property (incl. assists)</i>	1,793	1,635	10%	25%	23%
4	Workplace Violence Against Bus Operators (Assaults) <sup>6</sup>	53	58	-9%		
5	Transit Conduct and Safety Regulation Files <sup>7</sup> (excludes 24hr refusals)	3,327	5,156	-35%		
	<i>24 Hour Refusals</i>	133	156	-15%		
6	Community/Partners Outreach Events	272	79	244%		
7	Joint Initiatives/Operational Plans with JPDs	151	>81	86%		
8A	Percentage of Actual Strength to Authorized Strength (Civilian)	(76/76) 100%	(74/74) 100%	10%		
8B	Percentage of Actual Strength to Authorized Strength (Sworn)	(188/183) <sup>8</sup> 103%	(187/183) 102%	1%		

<sup>4</sup> Crimes Against Persons: 2021 – 1,376 files/222,598,717 Boarded Passengers as compared to 2020 – 1456 files/217,865,682 Boarded Passengers.

<sup>5</sup> Crimes Against Property: 2021 – 1,793 files/222,598,717 Boarded Passengers as compared to 2020 – 1,635/217,865,682 Boarded Passengers.

<sup>6</sup> Includes bus operator assaults only; does not include unfounded/unsubstantiated/threats.

<sup>7</sup> Combined files from UCR 7250 (incl. new UCR 7250-14 for misuse of fare gates), and UCR 8120-27 re rules.

<sup>8</sup> The total of actual strength for 2020 and 2021 includes seconded RCMP Superintendent Anita Furlan.



	KPIs	2021	2020	% Change	2021 Clearance Rate <sup>3</sup>	2020 Clearance Rate
9	Percentage of Female Police Officers to Actual Strength (Sworn)	(41/188) <sup>9</sup> 21.8%	(39/187) 20.9%	4%		
10	Number of Substantiated Police Act “Public Trust” Complaints <sup>10</sup>	1	2 <sup>11</sup>	-50%		
11	Number of Languages Spoken	Not available	32	--		
12	Perception of Safety/Security – Rail (combined average) <sup>12</sup>	73.3	76.7%	-4%		
13	Perception of Safety/Security – Buses (combined average) <sup>13</sup>	81.8	81.6%	0%		

**Crimes Against Persons and Property** – *In 2021, there continued to be high rates of Crimes Against Persons per 100,000 Boarded Passengers and Crimes Against Property per 100,000 Boarded Passengers. While there was positive movement with the 8% decrease in the 2021 rate of Crimes Against Persons (0.618) from 2020 (0.668), there was however a 7% increase in the 2021 rate of Crimes Against Property (0.805) as compared to 2020 (0.750). These two crime rates are an anomaly to historical trending prior to 2020, as shown on the following chart (the respective 2019 rates were 0.37/Persons and 0.43/Property). It was 2015 that the Transit Police adopted its community based policing – service delivery model.*

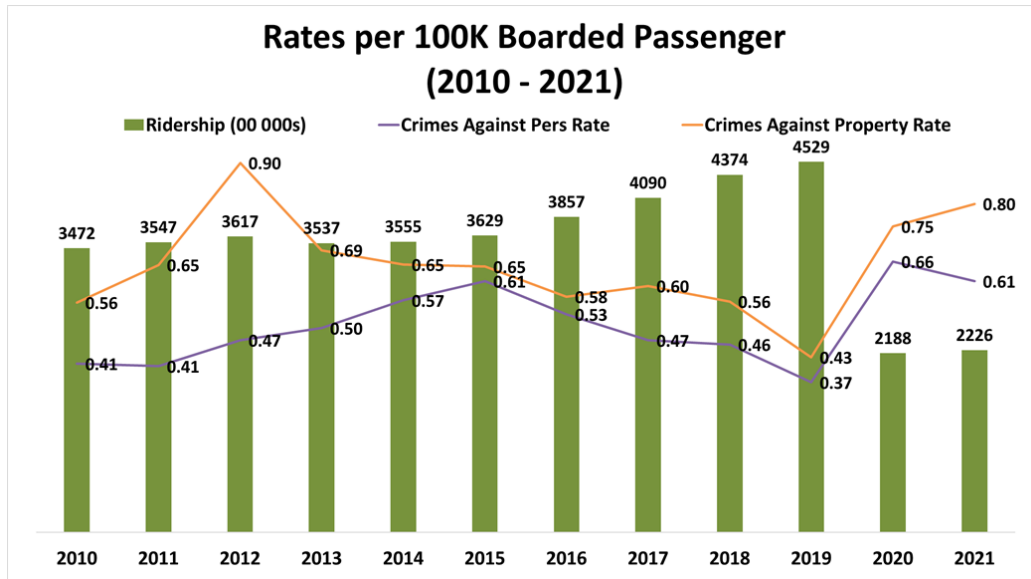
<sup>9</sup> The number of female count for 2020 and 2021 includes seconded RCMP Superintendent Anita Furlan.

<sup>10</sup> Number of substantiated complaints for 2020 and 2021 are current as of Dec. 31, 2021; these numbers may change upon future file conclusion by the Office of the Police Complaint Commissioner.

<sup>11</sup> Number of 2020 substantiated complaints has been restated from one (1) reported in March 2021, after file conclusion by the Office of the Police Complaint Commissioner in later 2021.

<sup>12</sup> Includes percentages averaged of combined ‘All Train Onboard’ and ‘All Train Stations’ (covers both BCRTC and Canada Line).

<sup>13</sup> Includes percentages averaged of combined ‘Bus Onboard’, ‘Bus Stops/Exchanges’ and ‘SeaBus’.



**Community Outreach** – The ability of Transit Police to participate in Community Outreach/Events in 2021 was somewhat impacted by the pandemic and implications of Public Health Orders. However, there was a positive 244% increase in the number of presentations/events for 2021 in comparison to 2020. This reflects a gradual return of public events and programs as well as the addition of the Blue Eagle Community Cadet weekly sessions.

**Joint Initiatives/Operations** – Notwithstanding the pandemic, Transit Police continued to collaborate with Jurisdictional Police on numerous joint operations and initiatives. There was a positive 86% increase in joint ops/initiatives in comparison to 2020. 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. The work of the Transit Police’s Tactical Mobile Enforcement Team and Crime Suppression Team drove up the increase, in addition to some targeted work done by NPOs with partners.



## OTHER STATISTICAL INFORMATION

The following 2021 statistics are provided for awareness of the Police Board.

KPIs	2021	2020	% Change	2021 Clearance Rate	2020 Clearance Rate
<b>Other Criminal Code Violations/ 100,000 Boarded Passengers<sup>14</sup></b> <i>(primary and assists)</i>	.370	.422	-12%	73%	80%
<b>Controlled Drugs and Substances Act Files/100,000 Boarded Passengers<sup>15</sup></b> <i>(primary and assists)</i>	.048	.062	-23%	94%	93%
<b>Provincial Statute Violations/ 100,000 Boarded Passengers<sup>16</sup></b> <i>(primary and assists)</i>	1.2	1.9	-38%	76%	90%
<b>Violation Tickets</b>	4,583	6,142	-25%		
<b>Arrests - Warrants Executed (All)</b> <i>(incl. secondary offences; does not assists)</i>	1,092	778	40%		
<b>Arrests – New Charges<sup>17</sup></b>	500	709	-29%		
<b>Breaches</b> <i>(incl. secondary offence; does not assists)</i>	295	471	-37%		
<b>Total S. 28 Mental Health Act Apprehension Files</b>	225	181	24%		
<b>Sexual Offences</b> <i>(primary only; no assists)</i>	96	99	-3%	35%	38%
<b>Sex Offences – Assists</b> <i>(primary assists only)</i>	30	26	15%		
<b>SCBCTA Fare Bylaw Infractions</b>	4,616	5,621	-18%		

<sup>14</sup> Other Criminal Code Violations: 2021 – 829 files/222,598,717 Boarded Passengers as compared to 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.

<sup>15</sup> CDSA: 2021 – 107 files/222,598,717 Boarded Passengers as compared 2020 – 136 files/217,865,682 Boarded Passengers.

<sup>16</sup> Provincial Statute Violations: 2021 – 2,690 files/222,598,717 Board Passengers as compared to 2020 – 4,213/217,865,682 Boarded Passengers.

<sup>17</sup> Arrest means an actual arrest and all other cases where charges were recommended to Crown Counsel.



KPIs	2021	2020	% Change	2021 Clearance Rate	2020 Clearance Rate
SMS Text conversion to Police Files	6,064	4,983	22%		

**Sexual Offences** – *The number of total sexual offence files (primary and assists) for 2021 was up 1% from 2020; however, the monthly averages for sexual offences in 2020 and 2021 were the lowest since 2012.* This is attributed, in part, to the lower ridership during the pandemic and greater visibility for a person if they were to attempt 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. *However, Transit Police continues to be concerned with possible under-reporting of incidents and promotes reporting through a variety of initiatives, including texting 87 77 77. In 2021, there was a transit ‘safety tip’ campaign and presentations for post-secondary students returning to school. Further, Transit Police conducted training for Station Attendants on sexual offending on transit and the role that they can play in identifying/reporting incidents.*

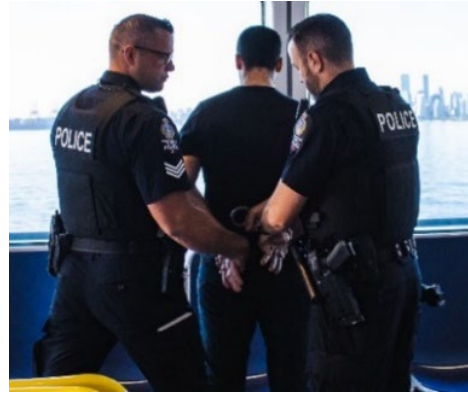
**SMS Texts to Transit Police** – *It is noted that there was a 22% increase in SMS Text conversations with the Transit Police Operations Communication Centre that led to a police file being generated. SMS 87 77 77 continued to be promoted to transit riders on how to discretely contact Transit Police when issues of concern arise.*

**S. 28 Mental Health Act** – *There was a 24% increase in number of S. 28 apprehensions under the Mental Health Act from 2020 to 2021. The number of S. 28 files during the COVID period (2019, 2020, 2021) were the highest number of S. 28 arrests that Transit Police has seen since 2015, even with ridership cut in more than half. In part, the volume of apprehensions may be due to the focus of Transit Police and other Transit staff to watch out for vulnerable persons and check on wellness, as well transit riders being encouraged to report disorder or issues of safety/concern. The numbers also indicate the dependency on the transit system of this vulnerable group.*

**Criminal Warrant 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. *In 2021, Transit Police Officers made 1,092 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 2021 was 40% higher from 2020; this is even higher than in 2019 before the pandemic (1,086). This increase is partly reflective of the targeted work done by two Transit Police specialty units – the Crime Suppression Team and the Targeted Mobile Enforcement Team. The number of new charge arrests by Transit Police dropped by 29% in 2021 from 2020.*



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



**Misuse of Fare Gates and Provincial Violation Tickets (“VTs”) –** *In comparing 2021 to 2020, there was an 25% decrease in the number of VTs. This decrease is reflective of the lower ridership and it may be partly attributed to an adjustment to Transit Police operational deployment models and policing practices during the pandemic. Further, some patrol resources were re-directed to the Crime Suppression Team.* Issuance of VTs is associated to Transit Police Officers’ active observations and enforcement of the provincial offences regarding the misuse of fare gates<sup>18</sup>, which was new legislation in 2017.



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

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<sup>18</sup> The amended *Greater Vancouver Transit Conduct and Safety Regulation* came into effect March 2017. A person who commits an offence under the *Regulation* can be issued a violation ticket in the amount of \$173. The new offences are intended to focus on “disorderly behavior”, instead of the loss of fare revenue. Neither the Transit Police Officer nor the offender needs to be inside the **fare paid zone** to issue a ticket to a person who commits an offence under s. 8(4) of the *Regulation*. Because the person has committed an “offence”, the Officer has lawful authority to briefly detain the person outside of the fare paid zone. Persons who do not “tap in/tap out” will contravene section 8(4)(d) – “going through a fare gate that was not opened by that person.” Accordingly, Transit Police can issue a ticket on that basis.



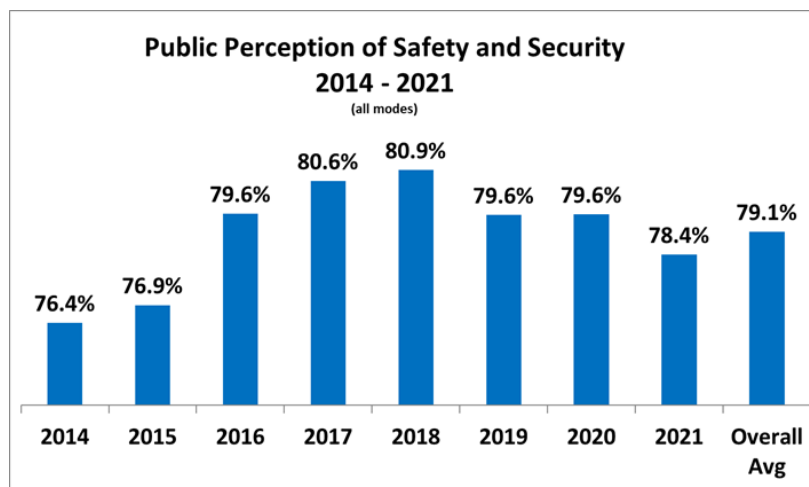
## Perceptions of Safety and Security on Transit

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.

### Summary: 2021-2021

*Although the overall customer performance ratings are still quite high, when comparing 2021 to 2020, they are all trending down, with the exception of SeaBus. Table 1 shows a combined perception of safety score of 78.4 percent (average, across all modes of transit of those surveyed rating safety and security, as 'good' to 'excellent'). This is a drop of 1.2 percentage points compared to 2020 and 0.7 percentage points lower than the running average since 2014. This is the lowest rate since 2015 (76.9%).*

Table 1



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 had been seen as a contributing factor to the improved feeling of safety and security on the transit system up to 2020. 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.

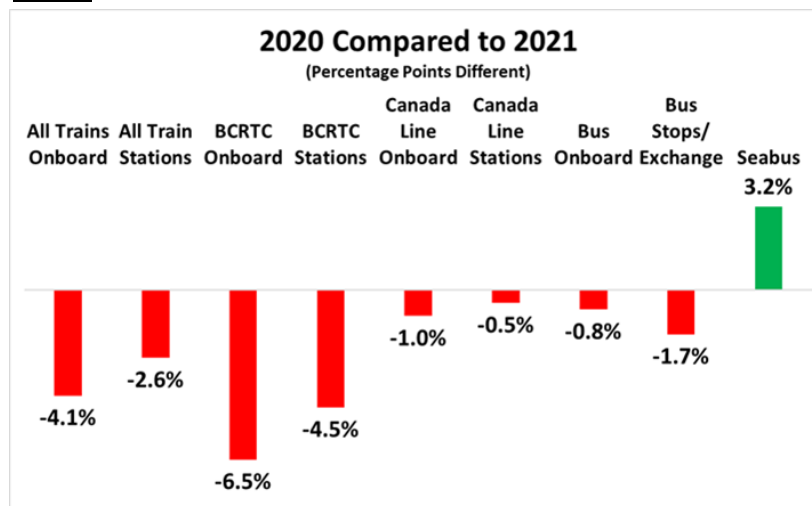
*The COVID-19 pandemic has no doubt had influence on the perceptions of safety and security. Transit Police reported crime statistics for 2021 and 2020 show the rates of*



crime/disorder relative to the smaller transit ridership during the pandemic. Although the crimes against property and person rates have been improving in 2021, as compared to 2020, the rates were the highest recorded by Transit Police, which would impact more riders and effect their perceptions of safety and security.

As shown on Table 2 that follows, with the exception of SeaBus, which saw a 3.2 percentage point improvement over last year, there was a decline in all safety and security categories measured.<sup>19</sup>

Table 2



- The largest general drop was ‘All Trains Onboard’ (does not include West Coast Express), a 4.1 percentage point drop. While 75.7% is still a good score, it is the lowest rating seen for this category (going back to 2012).
- The largest single category drop was ‘Onboard BCRTC’ (SkyTrain), a 6.5 percentage point drop, which is 72% - the lowest rating for this category going back to 2015 (71.5%).
- The second largest single category drop was at ‘Stations BCRTC’ (SkyTrain), a 4.5 percentage point drop. While still a very good score at 83%, this is the lowest rating seen recorded for on-board Canada Line trains (going back to 2012).
- Typically, the ratings for the perception of safety and security at train stations are lower than on-board the trains. While this pattern persisted in 2021, the ratings dropped more in relation to on-board the trains than at stations, which suggests

<sup>19</sup> Transit Police prepared Table 1 through Table 6 from preliminary data available in February 2022. There could be some differences from this report to details in TransLink’s final survey report and sample size considerations for some categories may have influenced results.

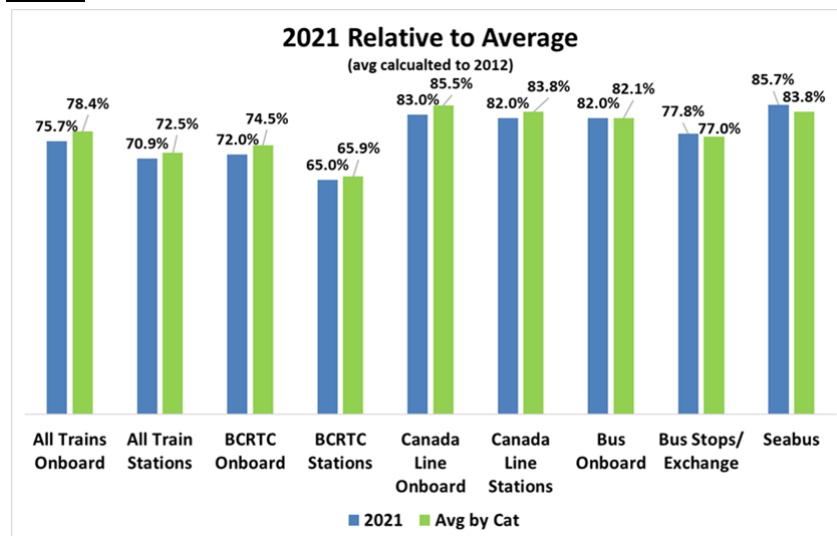


*that passengers perceived more of a decline onboard than at stations. This could be attributable to COVID-19 related concerns, but it is significantly higher than the rate drop seen between 2019 and 2020.*

#### Overall Average Comparison: 2012 - 2021

*Table 3 below outlines how the 2021 rating for each area compares to the average calculated from 2012. From this historical perspective, all 2021 categories rated lower than the overall average calculated to 2021, with the exception of Bus and SeaBus ratings, which were on par or slightly better than the overall average. The largest drop compared to the overall average was 'All Trains Onboard' (2.7 percentage point drop).*

Table 3

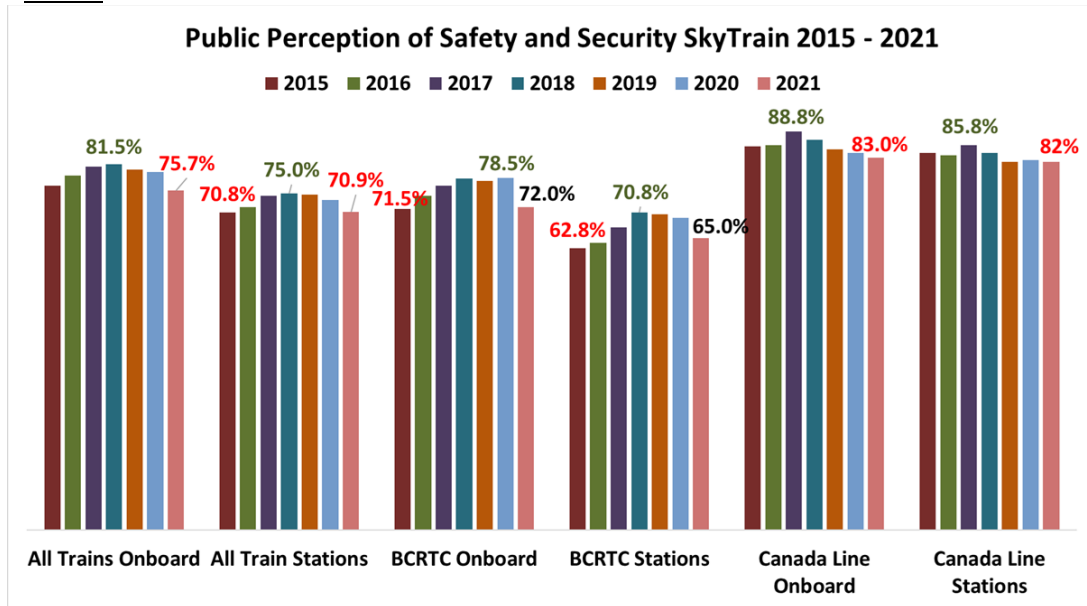


#### Trains: 2015 to 2021

*Table 4 below shows the 2015 to 2020 comparative perception of safety and security satisfaction ratings for All Onboard Trains and All Train Stations. Three of the six rated categories rated lower than any time going back to 2015. Notably, the two Canada Line specific ratings are the lowest for those categories going back to 2012. Of the three remaining ratings, one is only better than the lowest rating by 0.5 percentage points and another only better by 0.1 percentage points.*



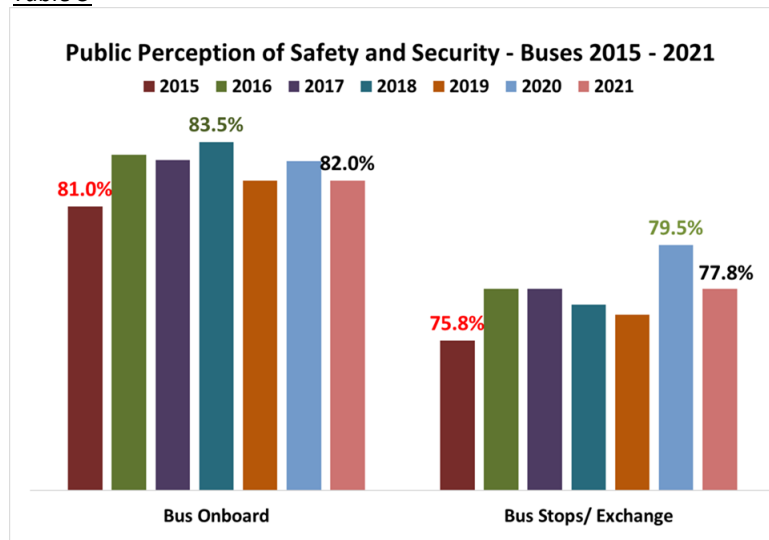
Table 4



Bus/SeaBus: 2015 -2021

*The 2021 perception of safety and security satisfaction ratings for buses are outlined in Table 5. The ratings for onboard buses and at bus stops/exchanges show that both categories dropped slight when compared to 2020, and both were on par or slightly below ratings going back to 2015 and 2019 respectively.*

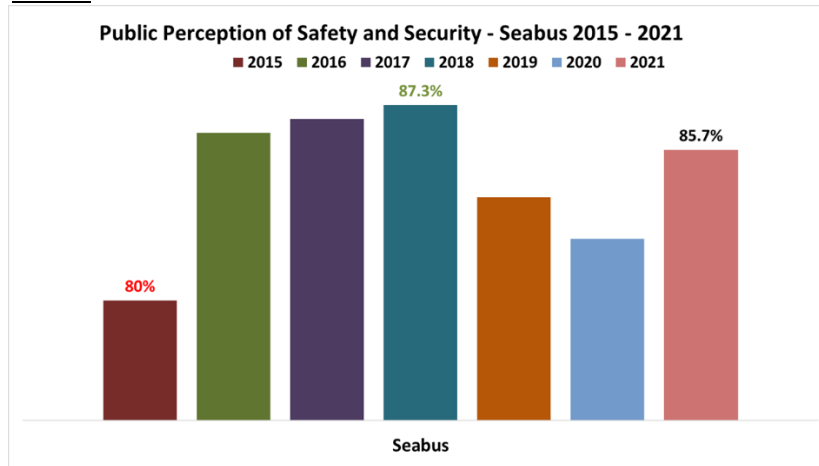
Table 5





The perception of safety and security related to the SeaBus is shown in Table 6. In 2021, the satisfaction result for SeaBus increased after a two-year drop.

Table 6



## CONCLUSION

Over the past six years, Transit Police significantly advanced its pursuit of excellence in transit policing and the organization was able to achieve nearly all goals and objectives outlined in the 2016-2021 Strategic Plan - “Policing the Moving City”. Of the 24 strategic actions within the Plan, 21 were completed and the other three strategic actions had progress made. Highlights of achievements are:

- 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 establishing the Indigenous Liaison Officer position, victim support, investigation guidance, Blue Eagle Community Cadet Program, commissioned Indigenous art piece, Indigenous challenge coin, and supporting Police Board action plan *and Truth and Reconciliation statement of commitment*;





- Advanced Investigative excellence, including training and 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, such as the Targeted Mobile Enforcement Team and Crime Suppression Team;
- Strengthened collaboration and joint operations with Jurisdictional Police and integrated policing units, and addressing of emerging policing issues and priorities;
- Expanded the Explosive Detection Dog Program and enhanced capacity; now cross-trained in explosive detection, vapour scent detection (*including patrol officer response support training*), *home-made explosives*, and firearms and ammunition detection; and increased availability of it as a regional resource;
- Numerous anti-sexual offending on transit campaigns and public awareness of the 'See Something, Say Something' strategy and SMS text reporting;
- *Promotion of anti-hate crime campaign*;
- Improved strategic communications, branding and internal capacity, and *improved on internal communications (e.g., video messaging monitors and introduction of the "The Informer")*;
- Increased *gender and* diversity in hiring and maintained high actual strength of sworn officers;
- *Completed biennial morale surveys and implemented arising action plans*;
- Enhanced human resource development, training, and opportunities for specialization and secondments;
- *Implemented new acting Corporal rank*;
- Trained TransLink staff on crisis de-escalation, reducing violence in the workplace, and Transit Police resources;
- Transit Police integrated into the safety and security continuum of the TransLink enterprise, and resource planning for future ridership growth and transit expansion;
- Specific to 2020/*2021*, enforced Public Health Orders *and TransLink rules* arising from COVID-19 and keeping transit riders and staff safe during the pandemic;
- *Completed pilot of new provincial Digital Evidence Management Solution for police*;





- *Assumed contract services to other police/rail agencies for specific Transit Police resources, contributes to revenue generation and regional safety;*
- *Introduced an additional intermediate weapon, enhanced use of force training through the Judgmental Use of Force Simulator and introduced the new provincial policing standards on use of restraints;*
- *Transit Police granted authority to enforce the Tobacco and Vapour Products Control Act and the E-Substances Regulation; and*
- *Created policy for formal Remote Work Arrangements for staff in positions deemed Hybrid and commenced implementation.*

