



# 2022-2026 Strategic Plan

## Semi-annual Update for Q1/Q2 2022



## EXECUTIVE SUMMARY

The 2022-2026 Transit Police Strategic Plan went into effect on January 1, 2022. With the introduction of 11 new Objectives and 35 new Actions, many initiatives are in the early implementation phase, with results being closely monitored by the Senior Management Team.

### Highlights for Q1/Q2 2022 include:

- Introduction of an Operational Planning Sergeant position, to oversee planning logistics and resourcing for special events (Celebration of Lights, Canada Day), sporting events and concerts, protests, demonstrations, and other events that may result in increased public safety risk and traffic/crowding on the transit system. This is particularly important given the large increase in community events in 2022 as compared to 2021.
- Expansion of the Blue Eagle Community Cadet program into Surrey, after successfully launching in Vancouver in 2021. The two programs now operate throughout September to June.
- Continued work on the Digital Evidence Management System (“DEMS”) project, with the expansion of the DEMS Implementation Team to three, with the hiring of a DEMS Administrator.
- Distribution in June 2022 of an Employee Pulse Check, developed for implementation in those calendar years when the more extensive Employee Morale Survey is not conducted. This ensures that issues of employee health and wellness, job satisfaction and retention are identified early on and can be responded to.

### KPI stats of note for Q1/Q2 2022:

- Rates of Crime against Persons and Crimes against Property dropped by 29% and 39% respectively, year-over-year. This can be partially attributed to ridership growth across all modes of transit, while reported crimes (both primary and assist files) have not risen at a similar pace. The volume of Crimes against Persons actually increased by 12% (from 682 to 766) while the volume of Crimes against Property fell by 4% (from 952 to 917) but this was more than offset by a 58% increase in transit boardings.
- With the lifting of public health restrictions earlier in 2022 and a return to large gatherings, the number of community/partner events attended by Transit Police has risen 154.5% year-over-year, from 88 to 224 events. These events provide important opportunities for Transit Police representatives to distribute safety on transit education to the public and support the ‘See Something, Say Something’ safety campaign to transit riders. The increased numbers are also positively impacted by the expansion of the Blue



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Eagle Community Cadet program to Surrey, with scheduled community events and activities.

- The number of Joint Initiatives / Operational Plans with Jurisdictional Police Departments also saw a significant 160% year-over-year increase. This is partly due to the rise in special events and the work of the Operational Planning Sergeant, but is also positively impacted by Transit Police's specialty teams such as the Community Engagement Team, Crime Suppression Team and Targeted Mobile Enforcement Team.
- The number of Section 28 Mental Health Apprehensions under the *Mental Health Act* increased year-over-year from 107 events to 146 events. These individuals were taken to hospital for assessment from medical practitioners, and 81% of apprehensions resulted in the individual being admitted to hospital. However, the high percentage increase year-over-year is something to monitor moving forward.
- Related to the above, a total of nine individuals/clients received formal referrals by the Transit Police Client Services Constable to a partner agency, based on ongoing calls for service and chronic issues related to mental health. Generally, a referral process is comprised of contacting the Jurisdictional Police Department ("JPD") to determine a client's status, determining whether the client has an existing mental health team and, if so, when was the last contact. This helps ensure that appropriate support services are being offered by Transit Police to the client and that there is appropriate communication with case workers, mental health workers and social workers to determine how best to support that client moving forward.
- Following several year-over-year increases, the volume of police files generated from text messages saw a 14.9% decrease in Q1/Q2 2022 when compared to Q1/Q2 2021. This is likely indicative of those public health orders requiring mandatory masks coming to an end along with associated calls for service regarding mask enforcement.
- Turnover amongst police officers (due to retirements and resignations) was 3 points higher on an annualized basis compared to 2021, potentially resulting in three to four more vacancies to be filled throughout the calendar year. Increased competition for police officer recruits and lateral hires over the timeframe of this Plan was one issue identified early in the Plan's development process. This is partly due to the inception of Surrey Police Service and demand for experienced police officer hires. The need for enhanced recruitment and employee retention efforts is reinforced by the current turnover rate. Actions undertaken to date and initiatives planned for Q3/Q4 2022 are documented under Strategic Objective 3.3 (see page 24).





## Key Performance Indicators

Since many of the KPIs are newly introduced in the 2022-2026 Plan, historical data for comparison has only been provided where readily available. In some instances, the KPI has been broken down into sub-categories (example: Section 28 Apprehensions and Mental Health Referrals, versus a combined Mental Health Interventions) to allow for a year-over-year comparison. Once baseline data for each KPI is reported on in 2022, additional comparisons and trend lines will be provided in subsequent reports.

	KPI	2022 Q1/Q2	2021 Q1/Q2	%Change
1	Crimes Against Persons/100,000 Boardings	.51	.72	-29%
2	Crimes Against Property/100,000 Boardings	.62	1.01	-39%
3	Joint Initiatives/Ops Plans with Jurisdictional Police	174	67	160%
4	Files Transferred from Police Partners	Q1 estimate* <sup>1</sup> 19% of files	Q1 estimate 13% of files	N/A - New KPI
5	Percentage of files that are On View	17% <sup>2</sup>	17%	0%
6	Rate of Crime at Key Transit Hubs	<i>Not yet available. See page 7.</i>	N/A - New KPI	N/A - New KPI
7	Perception of Safety/Security (combined- average)	77% <sup>3</sup>	77%	0%
8	Number of Referrals to a Social Services Provider	11	N/A - New KPI	N/A - New KPI

<sup>1</sup> A number of collection/reporting methodologies were considered for this KPI over the past six months and related analysis conducted of existing fields in PRIME and CAD. The data presented is based on a sampling of Transit Police files in January – March in both 2021 and 2022. Its level of accuracy was calculated at +/- 1.4% for 2022 and +/- 7% for 2021. Moving forward, the approach identified for recording will be a newly established form field that captures transferred files into the Operations Communication Centre.

<sup>2</sup> Total on view files, where an officer witnesses an incident or is immediately on scene were: 2302 (Q1/Q2 2021) vs. 1920 (Q1/Q2 2022). A reduction in the total volume of police files between 2021 and 2022 resulted in a similar percentage of on-view incidents.

<sup>3</sup> Percentage indicates number of surveyed transit users who ranked safety as good to excellent as part of the TransLink Customer Satisfaction survey.



	KPI	2022 Q1/Q2	2021 Q1/Q2	%Change
9a	Number of Section 28 Apprehensions	146	107	36.4%
9b	Number of Referrals related to Mental Health	9	N/A - New KPI	N/A - New KPI
10	Community/Partners Outreach Events	224	88	154.5%
11	Police Files Generated from Text Reports	1181	1388	-14.9%
12a	Employee Reported Levels of Pride – OLD Question <sup>4</sup>	62%	56%	10.7%
12b	Employee Reported Levels of Pride - NEW Question	59%	N/A - New KPI	N/A - New KPI
13	Percentage of Diverse Employees by Rank	Awaiting EDI Survey (scheduled for Fall 2022) <sup>5</sup>	N/A - New KPI	N/A - New KPI
14	Number of Languages Spoken	26 <sup>6</sup>	Not available	N/A
15a	Employee Reported Levels of Trust in Supervisor - OLD Question <sup>7</sup>	68%	74%	-8.1%
15b	Employee Reported Levels of Trust in Supervisor - NEW Q.	65%	N/A - New KPI	N/A - New KPI

<sup>4</sup> One existing Transit Police Employee Morale Survey question (How would you rate your current overall job satisfaction level) provides potential insight into employee levels of pride in working for the organization over time. A more specific question (Rate your overall level of pride in working for Metro Vancouver Transit Police) was added to the Employee Pulse Check in 2022 – however, as indicated above, no historical data exists for newly introduced KPIs. Therefore, the results of both questions have been provided for 2022.

<sup>5</sup> While the EDI survey is anticipated by year-end, available diversity stats for July 2022 were 21.5% of Sworn being female Officers and 35% being visible diversity.

<sup>6</sup> Data on languages was taken from Peoplesoft HR software versus manual tracking historically.

<sup>7</sup> Similar to KPI 12, there is an existing question in the Transit Police Employee Morale Survey that allows for a year-over-year comparisons (Overall, I am satisfied with the quality of supervision I receive). A new question has now been added that is specific to this KPI (How would you rate your level of trust in your direct supervisor?).



	KPI	2022 Q1/Q2	2021 Q1/Q2	%Change
16a	Turnover rate as a percentage of actual strength (sworn)	5.7% - 6 months 11.4% annualized	4.2% - 6 months 8.4% annualized	+3% annual
16b	Turnover rate as a percentage of actual strength (civilian)	2.4% - 6 months 4.8% annualized	2.7% - 6 months 5.4% annualized	-0.6% annual
17A	Percentage of Actual Strength to Authorized Strength (Civilian)	102.4%	100% (annual count)	2.4%
17B	Percentage of Actual Strength to Authorized Strength (Sworn)	104.9% <sup>8</sup>	102.7%	2.2%
18	Percentage of Employees meeting all required certifications/training	Reported Annually	N/A - New KPI	N/A - New KPI
19	Number of Substantiated <i>Police Act</i> "Public Trust" Complaints	0	2 in 2021 (annual count)	n/a

<sup>8</sup> Actual strength includes officers seconded (and paid for) to joint agencies such as the Integrated National Security Enforcement Team. For Q1/Q2 2022, there were 193 sworn officers at Transit Police, of whom nine are paid for by a seconded agency.



## **Key Performance Indicator 7 – Rate of Crime at Transit Hubs**

This KPI is intended to provide a sample of the rate of crime at 8-10 major transit hubs across the transit network. Transit hub locations included in early analysis (for testing purposes) were identified based on high passenger volumes, calls for service and to provide a cross-section of the transit system, including both bus and train hubs.

In developing geographic boundaries for each hub, it was understood that transit users think in terms of their entire trip (door-to-door) when considering a safe journey. Transit Police attempts to influence the space around stations, stops and exchanges, and create safe environments for transit users entering and exiting each transit hub. As a result, each selected hub was assigned a 'buffer' that surrounds the transit location. Crime and disorder data was then extracted for the area inside this buffer, as this is considered a better indicator of the safety/security environment experienced by the travelling public rather than relying on the station interior or bus exchange property alone. Depending on the location and surrounding densification, the buffer area assigned may be as small as 80m outside the transit property (example: Stadium Station) to as much as 200m. This also means that the divergence in community environments will have an impact within the buffer area.

To perform the analysis, the following information was utilized:

- Crime/disorder data extracted for the buffer area surrounding each hub location (both Transit Police files and files of JPD partners); and
- Ridership data provided by TransLink for all modes of transit within the selected area.

Additional tools were required to conduct the analysis:

- Tableau is the visualization tool selected by Transit Police to support this and other projects. This program can utilize various data sources, conduct analysis of the data and plot them on a map.
- TransLink Compass Analysts have been working with Transit Police on the best methodology to provide ridership reports for the locations selected. There are discussions around establishing a more automated and timely process and protocol.

While research and testing is not yet completed, next steps on moving this KPI forward have been identified:

1. Tableau software is being deployed to a purpose built server to permit processing of the significant volume of data required to run this and other use-cases.
2. Transit Police is working with TransLink analysts to further refine the location-specific ridership data, as an aggregate of all modes of transit serving a location or exchange.



## Strategic Pillar 1.0 – Cross Regional Policing

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

### DESIRED RESULTS:

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

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

- Analysis of crime trends and calls for service will guide our activities.
- We will listen closely to the municipalities served by the transit system to understand their expectations for safety on transit.
- We will work with our cross-regional policing partners, identifying when to take the lead, when to coordinate a joint response and when to support our partners.
- Officers will be properly selected, trained and equipped to deliver on our mandate to ensure safety for all transit users, and for specialized initiatives, including joint agency and secondment opportunities.

Action 1.1.1 - Use both Transit Police and cross regional police information / intelligence to develop and implement targeted initiatives.

Action 1.1.2 - Contribute to and review participation with regional policing/safety committees.

Action 1.1.3 - Ensure that police partners and Transit Police are aware of their respective abilities and specialized expertise, to provide seamless policing through the region.

ACTION 1.1.4: Evaluate and update the Community Policing Model to account for regional growth and demands for policing (example: Community Service Area boundaries).

### ACTION ITEM UPDATES

**Tableau Crime Mapping Tool** (in progress) – The Risk, Analytics and Emergency Management Section advanced development of the new Tableau crime mapping





program that will assist both patrol and specialty units in identifying crime trends and safety issues to address through targeted initiatives.

**Patrol Focused Initiatives** – In Q1/Q2 2022, the Criminal Intelligence Unit worked with Patrol Officers on crime reduction initiatives at several busy SkyTrain Stations, such as Surrey Central, Main Street and Metrotown. Some of the stated goals of these initiatives were to reduce theft at nearby retailers, eliminate the theft (or attempted theft) of bikes and to enforce existing ‘no-go’ conditions of release for offenders. Patrol Officers also partnered with City of Surrey Bylaw Officers in daily deployments in the area surrounding Surrey Central Station for safety reassurance to transit passengers and to address issues of crime and disorder.



**Targeted Mobile Enforcement Team** – In Q1/Q2 2022, the Targeted Mobile Enforcement Team focused on a number of identified problem areas, including bus lane enforcement in Vancouver and Langley, fare enforcement at SkyTrain Stations and on bus routes that go down the busy Main Street corridor, speed enforcement on the Golden Ears Bridge, and distracted driving enforcement outside SkyTrain Stations and bus loops, in conjunction with cross-regional police partners.

**SECURUS Program** – Through the Criminal Intelligence Unit, Transit Police is now part of SECURUS, a 2008 initiative of RCMP “E” Division Integrated National Security Enforcement Team (“EINSET”), Vancouver Police Department and the Canadian Security Intelligence Service (“CSIS”) designed to create awareness of terrorism pre-incident activity and encourage the reporting of such incidents to the police of jurisdiction and ultimately EINSET. SECURUS (“safety” in Latin) was modeled after “Project GRIFFIN”/United Kingdom and “Project NEXUS”/New York (initiated after 9/11). SECURUS is an opportunity to take the lead in providing innovative ways to reach the public with simple, clear and direct educational tips to recognize potential threats to public safety.

**Global Shield (“SHIELD”)** – Transit Police has joined the Global Shield Network (Vancouver Police and Calgary Police are also members), a law enforcement and intelligence network immersed in public/private sector partnerships designed to prevent crime, terrorism and improve public safety. SHIELD incorporates a community



policing strategy that provides a platform to receive not only the latest terrorism information from around the world, but significant crime alerts and crime trends/security issues that cross jurisdictional boundaries. Partners receive access to periodic 'real time' alerts/reports and various resources, and access to quarterly meetings designed to discuss intelligence trends and agency best practices. The partnership provides another tool for real time awareness of best practices designed to prevent crime and keep the community safe. The Transit Police Intelligence Officer is the liaison to SHIELD.

**Chief's Presentations to JPD Boards and Municipal Councils** – Presentations to cross regional Police Boards and City Council's (for RCMP detachments) continued with delegations by Chief Jones to Burnaby City Council on February 14 and Coquitlam City Council on June 13. These presentations provide the opportunity to review Transit Police activities in their respective municipalities, crime trends, specialty team deployments and plans for future growth around transit hubs.

**Police Partner Live Exercise** – In May 2022, Transit Police helped facilitate Tubular Assault Training for Vancouver Police-Emergency Response Team Members. The training was conducted in conjunction with Canada Line Operations. It included a number of senior Transit Police Executives meeting with Canada Line Executives as well as a few Transit Police employee participating in the scenario. Interagency coordination is important in critical incidents and this collaborative training was valuable.

**Operational Planning and Special Events** – Considerable work occurred in Q1/Q2 2022 to implement the new Operational Planning Sergeant position, with a focus to engage in a variety of joint operations across the Transportation Service Region and to prepare appropriate plans for the significant increase in the public events following the pandemic. This included coordination to participate in key emergency operations centres and to recuperate, where possible, funds for enhanced Transit Police deployment at such events.



**Officer Secondments** - In January 2022, a new Memorandum of Understanding was signed between Transit Police and RCMP “E” Division for one Transit Police Officer to be seconded to the Lower Mainland District Integrated Homicide Investigation Team (IHIT). In addition to building valuable skills and expertise for the Officer, allowing for knowledge transfer upon their later return, Transit Police has historically been involved in the multi-agency response to gang-violence in the Lower Mainland.

Two Inspectors have also been brought into Transit Police on one-year secondments, one from the New Westminster Police Department and one from the Vancouver Police Department. The Inspectors bring with them a diverse portfolio of expertise and a combined 53 years of experience in policing that will assist Transit Police in further developing internal capacity in areas of both operations and administrative services.

**Strategic Objective: 1.2 Leverage technology as a force multiplier**

- We will use the tools and technology our employees need to work while on the move, including day-to-day operations and major events.
- We will explore new ways to communicate and share information in real time with employees, cross-regional police partners and key stakeholders.

Action 1.2.1: Identify and utilize new technologies to increase operational efficiencies and communications.

Action 1.2.2: Maximize existing technologies to increase operational efficiencies and communications.

Action 1.2.3: Increase the interconnectedness of technology systems and consider the associated impact of future technologies.

Action 1.1.4: Ensure supporting infrastructure is designed to meet the demands of existing/future technology (example: digital storage).

**ACTION ITEM UPDATES**

**Compass Fare Inspection App Project** (in progress) – This application in development will replace Held Hand Units for conducting fare checks. The app will eliminate the need for officers to carry a separate handheld unit, improving the overall fare check process by relying on the cell phones officers already carry.

**Cellular Phone Upgrade & MDT Refresh/Replacement Projects** (in progress) – This project will upgrade all Police Officer phones to be compatible with current applications and systems deployed. Police vehicle mobile data terminals (“MDTs”) will also be upgraded to the latest toughbooks and connected securely, allowing for



seamless access to the network. This will result in improved access to technology and more effective communication with Officers in transit. There is the potential to provide access to applications that require new technology. An examples would be the Compass Fare Inspection app.

**Workstation & Printer Refresh Projects** (in progress) – The workstation and printer refresh will upgrade all Transit Police equipment due for a replacement. This includes most desktops and laptops as well as all the printers in the sub-offices and main offices. The refresh of this equipment has been delayed significantly due to the pandemic and is critical to improving operational performance and efficiency.

**Information Technology (“IT”) Future Planning** (in progress) – Transit Police’s Administrative Services Division is in discussion with an independent organization regarding the development of an IT strategic plan that looks at what is in place now and where Transit Police wants to go with their IT services in the future. In the initial phase, the Administrative Services Division will be facilitating interviews with different sections, to develop a potential project scope.

### **Strategic Objective 1.3: Planning for future transit growth, including its impact on deployment**

- We will work with TransLink to plan for future system policing needs. This will include early design requirements for crime prevention, re-evaluating community service areas and looking at new deployment centres based on workload and demands for policing.
- We will remain in communication with cross-regional police partners as the transit service grows to ensure that the regional policing model can meet growing demands for service.

Action 1.3.1: Work with TransLink to identify and develop dedicated policing facilities and supporting infrastructure in alignment with transit expansion.

Action 1.3.2: Transit Police and TransLink to review and utilize an accepted growth formula to ensure Transit Police human resources can meet demands associated with transit system growth.

### **ACTION ITEM UPDATES**

**Future Expansion Planning** (in progress) – Transit Police’s Risk, Analysis and Emergency Planning Senior Manager has been working closely with both TransLink and the Province on facility planning at each of the new SkyTrain stations opening from 2026 onwards. This includes identifying where Transit Police will require



workspaces so Officers can more effectively deploy and work out of those stations, and office space to complete reports and meet other administrative/operational requirements. Further, opportunities will be sought for spaces with the potential for front facing safety messaging (See Something, Say Something)

**Future Staffing Analysis** – In Q1 2022, the Senior Management Team engaged in a staffing analysis for their respective sections and identified future staffing needs to meet an expanding transit system, increasing demands arising from legislation changes and policing standards, and risk mitigation. This analysis will help inform the budget conversations for Transit Police in 2023.

In concert with staffing analysis conducted over the course of the five-year Plan (2022-2026), a longer term staffing model has been developed that recognizes the need to increase safety and security resources on the transit system as ridership likewise increases across all modes of transit. With the impacts of the pandemic continuing to depress ridership, this model was updated in Q2 2022 to account for adjusted growth forecasts. As ridership continues to recover to previous pre-pandemic levels, and forecasts are revised, the Transit Police model will be updated to reflect these changes.

**Sauder School of Business Research Partnership** – Transit Police is working with the UBC Sauder School of Business to develop a model that will assist in calculating regional (not limited to TransLink) costs related to system disruptions. The model will provide decision makers with data to support business cases related to minimizing ongoing or potential events that impact the transit system.





## Strategic Pillar 2.0 – Engaged Community Partners

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

### DESIRED RESULTS:

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

### Strategic Objective 2.1: Strengthen support for diverse and vulnerable people

- The term ‘vulnerable people’ includes different groups and individuals who may have different needs. Transit Police will work to be accessible to all diverse and vulnerable people so that they receive the safety services required.
- To build trust, we will adopt a progressive approach to enforcement, recognizing the situation of each person and exercising discretion and good judgement.

Action 2.1.1: Establish formal partnerships and working relationships with other organizations to enhance services to diverse and vulnerable people (examples: front-line health and social services providers).

Action 2.1.2: Leverage a tiered policing approach, including Community Safety Officers and volunteers, to enhance outreach to diverse and vulnerable people.

Action 2.1.3: Develop strategies related to youth engagement, mental health support and assisting vulnerable persons and the homeless.

ACTION 2.1.4: Build relationships with cross regional police specialty units and crime analysts, and work together to identify trends proximate to transit hubs.

### ACTION ITEM UPDATES

**Blue Eagle Surrey Community Sponsors** – As part of establishing a Blue Eagle Community Cadet Program in Surrey for Q1 2022, Transit Police has strengthened formal relationships with a number of local community sponsors in Surrey, including Options Community Services, Surrey Crime Prevention Society, the Fraser Region Aboriginal Friendship Centre, Surrey Youth Hub, the Surrey Schools Aboriginal Liaison



Unit and City of Surrey Bylaws. In addition to providing volunteers to the program, each sponsor ensures Blue Eagle Cadets are educated regarding the number of support resources available to them within the community, with accessible representatives often in attendance at Blue Eagle events.

**CPC delivered Transit Safety Information** – In Q1/Q2 2022, Community Policing Centre Volunteers assisted the Community Engagement Team with a variety of outreach activities, including but not limited to: transit safety presentations delivered to the Blue Eagle Community Cadets, support provided at four anti-hate / safety outreach pop-up events in Community Service Area 1 (Vancouver/Richmond), represented Transit Police at the Vancouver Police Department Safety Fair, assisted with Project 529 bike registrations in Community Service Area 6 (New Westminster / South Burnaby), presentations delivered at the Seniors Health and Safety Fair, and delivered multilingual transit safety information/presentation at an event organized by Surrey Schools.



**Youth Liaison Officer** (in progress) – A business case was created and approved for the establishment of a permanent Youth Liaison Officer (“YLO”) at Transit Police. A YLO would allow Transit Police to have one centralized point of contact for all youth encounters within the department. The YLO will provide continuity with cross-regional policing partners, namely engagement and enforcement officers, and many community and resource social groups that can be connected to support at risk youth.

**Homeless Outreach** – In Q1/Q2 2022, there was the continued pilot of a Homeless Outreach Officer position that sees a Neighbourhood Police Officer dedicate a percentage of their time to supporting homeless individuals located on or surrounding the transit system. The Homeless Outreach Officer provides food, blankets and other supplies while also connecting individuals to government and non-profit housing organizations.

**Client Services** – Mentoring of a second Client Services Officer continued in Q1 2022. The permanent placement of this Officer is currently pending adequate resources.

**CIU Connect Liaison Meetings** –The Criminal Intelligence Unit (“CIU”) regularly attended ‘subject liaison’ meetings that bring together Intelligence Units from Lower



Mainland police agencies. Transit Police hosted cross-regional policing partners at its HQ for the April 2022 meeting.

**Multi-Jurisdictional Offender Meetings** – The CIU attends quarterly multi-jurisdictional offender meetings that deal with prolific property offenders in the Lower Mainland. Plans are underway to host a multi-jurisdictional offender meeting in September 2022.

**Regional Policy Group Collaboration** – The Transit Police Strategic Services continues to play a leadership role with the BC police – regional policy group and organized the April 2022 quarterly meeting as well as a special presentation in June 2022 on the Canadian Association of Law Enforcement Planners (“CALEP”), which BC police agencies can join (previously was called the Ontario Association of Law Enforcement Planners). Transit Police was already an active member of CALEP and the International Association of Law Enforcement Planners.

**Strategic Objective 2.2: Increase real and perceived safety for all transit users**

- We will tailor our approach to be responsive to the unique needs of various stakeholders. This will involve collaborating with community partners to improve safety on and surrounding the transit system.
- Ongoing communications with the public will be designed to increase confidence about system safety and to build knowledge of Transit Police resources and services.

Action 2.3.1: Work with community partners to identify opportunities for crime prevention through social programs (examples: End Gang Life, Surrey Wrap Program).

Action 2.3.2: Target outreach to identified community groups that require safety education and support.

Action 2.3.3: Develop annual and seasonal communication campaigns that address public concerns and support operational priorities.

**ACTION ITEM UPDATES**

**End Gang Life Campaign** (in progress) – Transit Police successfully applied under the civil forfeiture program for a branded vehicle to support the Waterfront CPC. The vehicle branding, which is currently being designed, will include End Gang Life campaign messaging and will be taken to a range of community events in support of the Waterfront CPC and Community Engagement Team.

**Muslim Community Outreach** - The Neighbourhood Police Officer assigned to Surrey/Langley area continued to provide safety outreach and education to members



of the Muslim community at mosques across Metro Vancouver. This is often conducted in partnership with Officers from Transit Police Patrol units or with the local JPD. Additional attendance has in the past been scheduled following incidents of violence directed towards members of the Muslim community locally and across Canada or worldwide, to provide an additional, visible form of safety reassurance.

**Safety Education/Outreach to Seniors** – In Q1/Q2 2022, a focus area for the Neighborhood Police Officers in CSAs 5 and 6 was outreach and safety education for community centres and groups that serve seniors/older adults. Seniors can be a target for certain types of crimes and it is recognized that some forms of outreach (website and social media posts) are not always successful in fully reaching this important demographic.

Some of the activities by the Neighbourhood Police Officers included: working with the Coquitlam RCMP and ICBC on the development of a seniors safety presentation that can be delivered to different groups, participating in a safety survey to seniors in the city of Port Coquitlam, engagement and information sharing with the Tri-Cities Senior Action Society – Community Response Network, a joint presentation with SUCCESS to Korean seniors, and attendance at the Seniors Health and Safety Fair at Creekside Community Centre.

**Safety on Transit Campaign** (in progress) – A proposal has been brought forward to the TransLink Marketing team regarding a safety education campaign on all modes of transit. This is due to the number of new passengers using the transit system for the first time as well as returning passengers who are beginning to use the system as pandemic restrictions ease. The proposed campaign would feature different ads for each mode of transit, highlighting the forms of safety assistance available to transit users, from SkyTrain/Marine Attendants to Transit Police and Transit Security, along with on board communication features (example: yellow emergency strip) and the Transit Police text service. Development of the campaign scope is currently underway, including the determination of physical/digital ad spaces available at transit hubs and on board vehicles.

**Strategic Objective 2.3: Increase real and perceived safety for all transit users**

- We will listen closely to community feedback and consider recommendations for change. Opportunities for input include building new partnerships, hosting engagement opportunities in the community, providing opportunities for impacted groups to give input on key policies, and improving information sharing through the Transit Police website, media and social media.



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

Action 2.3.1: Continue to support Reconciliation and strengthen relationships with Indigenous peoples through existing programs/services and by developing existing/new services, via consultation and engagement.

Action 2.3.2: Establish channels of regular information gathering from transit users, with associated analysis, to inform development of safety initiatives and campaigns.

Action 2.3.3 - Leverage the Chief's Community Council for information exchange, dialogue and to develop policies, programs and services that are responsive to their communities' needs.

Action 2.3.4: Identify digital and in-person opportunities to share information on Transit Police policies and initiatives with transit stakeholders, and invite feedback from the community to impact change (example: community engagement report).

## ACTION ITEM UPDATES

**Blue Eagle Community Cadets** – In partnership with the Surrey RCMP and Surrey Police Service, the Blue Eagle Community Cadet Program was launched in Surrey in Q1 2022.

The developmental program was first created in Vancouver in 2021 and is for youth aged 12-15. Operating out of the A.H.P. Matthew Elementary School gymnasium, with regular outings to secondary locations, some of the



Blue Eagle activities in Q1/Q2 included participating in a powwow ceremony, team building sports activities, attending the National Indigenous Peoples Day celebrations at Holland Park and the Pulling Together Canoe Journey.

Discussions have commenced with the New Westminster Police, Downtown New Westminster Business Improvement Association and Qayqayt First Nation about the establishment of a Blue Eagle Community Cadet program for New Westminster.

**Working Effectively with Indigenous Peoples Training** – In Q1/Q2 2022, five members of the Police Board completed a six-hour online course through the Indigenous Relations Academy. The training delves into the history of Indigenous Peoples in





Canada, the Crown-Indigenous relationship and how that was formed, how current Indigenous issues impact Indigenous communities, Indigenous self-government, how western world views impact decision making, and how to cultivate effective Indigenous relationships. This training supports Action 15 from the Strengthening Support for Indigenous Peoples Report: 'Police Board to identify areas of TRC/cultural awareness training that would enhance their role and effectiveness, and build into annual meeting plans.'

**Membership on Regional Boards** – In Q1/Q2 2022, both Cst. Kirk Rattray and Sgt. Cheryl Simpkin served on the board for the Vancouver Aboriginal Community Policing Centre ("VACPC"). The VACPC seeks to reduce over-representation of Indigenous people in at-risk or criminal circumstances and build community support and participation for community policing and safety issues. The work of Cst. Rattray as Transit Police's Indigenous Liaison Officer supports these core mandates, through reviewing police files where Indigenous persons are involved and offering guidance to investigating Officers, pursuing restorative justice options and supporting Indigenous offenders, victims and witnesses.

Sgt. Simpkin also serves as a member of the TransLink Indigenous steering committee, responsible for supporting the overall Indigenous Relations framework for the TransLink enterprise. This framework supports consultation and engagement with Indigenous peoples across the region as well as advancing Reconciliation with Indigenous Nations, which was identified as a priority in the Transport 2050 strategic plan.

**National Indigenous Peoples Day Speaker Session** – In recognition of National Indigenous Peoples Day, Sgt. Simpkin participated in an online speaker session hosted by TransLink for enterprise employees, with guest speaker, Susan Tatoosh, Executive Director of the Vancouver Aboriginal Friendship Centre Society. Susan spoke to employees about intergeneration trauma and the longstanding impacts of colonial structures on Indigenous peoples today.

**Perceptions of Safety Analysis** – In preparation for a transit safety campaign, detailed analysis of safety perceptions by stations/loops/routes were conducted in concert with TransLink Research and Analytics. The analysis will help inform where to place safety messaging that informs new and returning riders of the safety features on each mode of transport.

**Community Engagement Team Liaison** – The Sergeant - Community Engagement Team is now a regular participant in Chief's Community Council meetings in order to



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allow for further information exchange, event planning and partnerships between the Community Engagement Team and Chief's Community Council member organizations.

**Chief's Community Council Membership Expansion** – The Chief's Community Council aims to provide geographic representation from different diverse user groups and representatives at large representing groups/communities with an interest in supporting transit safety. In Q2 2022, the committee welcomed a new representative from the Downtown New Westminster Business Improvement Association.

**Website Reorganization Project** (in progress) – Transit Police's Communications Team is working on a restructuring of the website to improve the accessibility of information for all audiences. Commonly asked questions and analytics on frequently viewed content is assisting with a reformat of the site's navigation menu to ensure that some content, such as the Strategic Plan and semi-annual updates, are more readily available to the public.



### Strategic Pillar 3.0 – Modern Policing Culture

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

#### DESIRED RESULTS:

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

#### Strategic Objective 3.1: Improve governance to reduce complexity

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

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

Action 3.1.2: Work with TransLink and its subsidiaries to establish or enhance service level agreements and clearly articulate the roles of frontline safety and security personnel. (example: police/STA/Transit Security).

#### ACTION ITEM UPDATES

**Report from Special Committee on Reforming the Police Act** – Transit Police made a submission to the Special Committee on Reforming the Police Act in the form of a letter approved by the Transit Police Board and TransLink. The Report from the Special Committee contains the following, on page 17:

“Metro Vancouver Transit Police raised several issues for the Committee’s attention relating to DPU governance and limitations compared to municipal police. Metro Vancouver Police identified that the chief officer of a DPU has supervision and command over designated constables, but not for department civilians, yet a chief constable of a municipal police department has this supervision authority under



s.34(1) of the Police Act. They described how sections of the Act are highly prescriptive, rigid, and limit the ability of DPUs to introduce innovative changes and that the current governance structure has numerous limitations that undermine independence and accountability.

Specific to the Metro Vancouver Transit Police's governance, they noted that the Transit Police Board, TransLink Security Management Ltd. and TransLink all have some statutory responsibilities for Metro Vancouver Transit Police through the Police Act and the South Coast British Columbia Transportation Authority Act. As a further complexity, statutory responsibilities granted to both TransLink and the Mayors' Council under this Act place some control of budget and operations within the TransLink structure, rather than in the hands of the police board and the provincial government as per the municipal policing model. Metro Vancouver Transit Police proposed several recommendations to the Committee to align the accountabilities and board structure of DPUs to municipal structures, to amend specific processes to increase the authority of DPUs, and to provide equal provincial funding support and recruit cost sharing among all police agencies, including DPUs."

**IT Service Level Agreement** (in progress) – TransLink Business Technology Services is working on implementing a new Service Level Agreement ("SLA") with its subsidiaries on IT services. For TSML, this SLA will be important at this particular time as a result of the recent transfer of personnel from TransLink to TSML, which has changed overall responsibility for some IT functions.

### **Strategic Objective 3.2: Improve the use of technology**

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

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

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

### **ACTION ITEM UPDATES**

**Intellibook Fingerprint Station** – An in-house Intellibook Fingerprint Station was purchased and set up at Transit Police headquarters to facilitate in custody criminal prints as well as the use of Intelliscreen for civilian prints. Initially established for



accused persons who committed offences in Vancouver or Surrey, due to the success of the station, it is now being used to process in custody criminal prints from all jurisdictions in Metro Vancouver.

**Remote Access to CPIC/CJIM** (in progress) – This active project will provide for secure access to the Canadian Police Information Centre (“CPIC”) and the Criminal Justice Information Management (“CJIM”) system on dedicated Transit Police desktops. Currently, Transit Police utilizes stand-alone RCMP terminals for this purpose.

**Virtual Meetings** (in progress) – All Transit Police employees designated as ‘hybrid’ workers (approved to split work hours between the office and remotely) are being provided with cameras for Zoom meetings.

**Two-Factor Authentication** (in progress) – A project to establish multi-factor authentication has been started, with the goal of implementing a solution for all devices connecting to the network.

**Issuance of Softphones** (in progress) – Where authorized, softphones (software installed on a computer that allows an employee to call or answer calls via a headset) are to be issued for designated ‘hybrid’ employees who have not previously been issued smart phones from Transit Police.

**Automated Workflows** – An automated property disposal function in PRIME (Chron Job) was enabled to improve the workflow and disposal of property/evidence once police files are concluded. This function will significantly assist the tracking of files that hold outstanding property/evidence and prompt the Officers with automated notifications in their PRIME workflows.

**DEMS Implementation Team** – Transit Police’s Digital Evidence Management Solution (DEMS) Implementation Team has done a considerable amount of work with the Provincial implementation group, which is made up of other police agencies, Axon (vendor selected by the Province) and PrimeCorp (lead). Together, the group is working through a number of joint solution items that will ultimately be feature enhancements that Axon will build into product and deliver, as agreed upon in the Master Services Agreement. This will benefit all police agencies once they onboard to the DEMS.

With the hiring of a DEMS Administrator, the Transit Police’s Implementation Team has expanded to three. Once training is completed, the DEMS Administrator will be immersed in duties related to representing Transit Police at the provincial Implementation Working Group, along with the Transit Police lead. The





Implementation Team continues to work on testing and assessing a number of items that were not in scope for the provincial pilot, and work began on the development of policy.

Transit Police expects to start rolling out training on DEMS to the frontline Officers in the spring of 2023.

### **Strategic Objective 3.3: Demonstrate our continued commitment to hire, support and retain a diverse workforce**

- Our recruitment efforts will support diversity, and highlight our diverse workforce and the unique nature of policing a multi-jurisdictional transit system.
- We will support our employees with Transit Police-specific training, a career map that provides for professional development, and diverse opportunities for growth and promotion.

Action 3.3.1: Update recruitment campaign messaging, images and distribution channels to ensure they support employee diversity.

Action 3.3.2: Provide all employees with a development plan and ongoing training. This should include cross training to expand each employee's potential for future opportunities/promotions within the organization.

Action 3.3.3: Educate employees about the strategic plan, deployment model and best practices in transit policing.

Action 3.3.4: Establish an Equity, Diversity and Inclusion (EDI) Strategy.

Action 3.3.5: Deliver a comprehensive employee support program to maintain both mental and physical wellness.

### **ACTION ITEM UPDATES**

**In-Person Information Sessions** – Beginning June, 2022, the Recruiting Unit began holding in-person recruitment info sessions at Sapperton. This is to engage directly with potential police recruit applicants, give them details about the application and training process and answer any questions. The first session included nine guest speakers from a range of different Transit Police units including K9, media, GIU, CET, recruiting.

**Updated Recruitment Campaign** (in process) – Both print and digital ads are in the process of being refreshed for Q3/Q4 2022. This includes updated banners and event materials, social



media advertising, photos and images. The recruitment team has identified Officers from different positions and backgrounds to showcase as part of the campaign.

**Operations Communications Centre (“OCC”) Recruitment** – To complement ongoing recruitment efforts for Officers, in Q2 2022, OCC representatives began to also attend community events to engage with the public and speak about career opportunities in the Transit Police communications centre. An OCC recruitment brochure is being developed, similar to the police officer recruitment brochure, and is anticipated for completion in Q3 2022.

**Updated Employee Check-in Process** – In Q2 2022, a committee was formed to oversee revisions to the employee check-in process, with a focus on increasing opportunities for employee development. A consultant has been brought in to facilitate related training, which is intended to assist supervisors in providing greater opportunities for employee feedback throughout the year and to assist with employee development.

**Sauder School of Business Leadership Program** – Developed by TransLink for both internal and operating company leaders, the first cohort of Transit Police Sergeants and select civilian employees in leadership positions participated in the enterprise Leadership Program during Q2 2022. The program is an immersive learning experience that is focused on foundational leadership skills, engaging in company-specific Peer Learning Groups to help with real-world applications, and undertaking company-led learning around specific topics such as Equity, Diversity and Inclusion (“EDI”) and Psychological Health & Safety. Additional leaders at the Inspector and Senior Manager level are scheduled to take the training in Q4 2022.

**Strategic Plan Presentations** – In Q1 2022, special presentations were hosted by Strategic Services with sworn/civilian sections to review the 2022-2026 Strategic Plan, discuss the reasons behind newly identified priorities and answer questions.

**EDI Survey** (in progress) – Discussions are underway with TransLink’s EDI Section to utilize the Gallup survey tool to determine benchmark metrics related to diversity and inclusion within



Transit Police's workforce. Proposed timing for the implementation of this survey is Fall 2022, due to the Employee Pulse Check survey being issued in June 2022.

**EDI Policy** (in progress) –A TSML EDI policy is under development that incorporates the TransLink proposed enterprise wide EDI framework and policy. The TSML policy will have some slight adaptations to take into account the policing mandate and consideration of new provincial policing standards on unbiased policing that come into effect in 2023. Finalization of this policy is anticipated by Q3 2022.

**EDI Training** (in progress) – A new EDI familiarization training course has been developed by TransLink and will be provided to Transit Police employees as part of scheduled cycle training. The training is currently scheduled for Q4 2022.

**Semi-Weekly Employee Newsletters** – Transit Police has an employee newsletter issued every two-weeks, which features a section dedicated to discussing topics of equity, diversity and inclusion. Past topics that have been covered are inclusive language guidelines, 2SLGBTQ+, gender identity and gender expression, and the importance of not using dead names.

**Gender Neutral Washroom** (in process) -- As part of the renovation underway at Transit Police headquarters, there will be expanded locker spaces for self-identified female officers and the public facing lobby will also now offer a gender neutral washroom.

**Use of Inclusive Language** – During scheduled updates to employer/employee policies in Q1 2022, Transit Police took the opportunity to ensure that gender neutral pronouns were used throughout, making updates to each policy where required. The police officer Recruit application form was similarly updated and now includes gender neutral pronouns.

**Psychological Health and Safety Management System ("PHSMS")** – In January 2022, a new TSML policy, titled Psychological Health and Safety Management System, was issued to employees. The policy details how Transit Police actively works to prevent harm to its employees through the mitigation of physical and psychological risks. In addition to the Critical Incident Stress Management Team, Transit Police provides support through education/training opportunities and access to the Employee Family Assistance Program and other wellness and mental health services. Across the TransLink enterprise, several new enterprise PHSMS representatives have joined the team and are actively engaged with Transit Police on new and expanded approaches



to supporting the PHSMS. In support of the new PHSMS, a Wellness Fair is currently being planned for the Fall 2022.

**Physical Wellness** – Following the relaxation of health and safety restrictions that had been brought in due to the COVID-19 pandemic, corporate gyms were re-opened for use by all Transit Police employees in mid-January 2022. Throughout the pandemic, public health orders permitting, Transit Police has maintained high standards of cleaning, physical distancing and occupancy limits in order to allow its officers continued access to these facilities.

**Critical Incident Stress Management** – Transit Police is currently in the process of creating a new Accredited Facility Dog Program. The facility dog and handler will provide support to Transit Police employees, in particular following critical incidents, as well as aid in supporting victims, witnesses and family members affected by crime and other traumatic incidents. An employee application process has been completed, with a handler now identified for the program. The facility dog acquisition is tentatively scheduled for Q4 2022.

**Employee Family Assistance Program** – In Q2 2022, Transit Police launched a new online platform to employees called ‘Platform Pathfinder,’ which is administered by Homewood Health. Platform Pathfinder offers a number of easy-to-access employee wellness tools, such as a Pulse Check that assesses an individual’s wellbeing upon logging in, a customized dashboard that helps guide each employee to the resources they most require and a live chat function with counsellors.

**Self-Funded Leave Program** – To support employee wellness and work/life balance, the new self-funded leave program was introduced for all employees in Q2 2022. The program allows employees, with their supervisor’s permission, to establish 20% deductions from their pay cheque into a leave bank. The leave bank would allow employees to schedule paid leaves of absences for up to one year, once sufficient deductions have accrued into the bank.

#### **Strategic Objective 3.4: Continue to anticipate and meet changing public safety expectations**

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

Action 3.4.1: Explore the advantages of tiered policing through the introduction of a Community Safety Officer Program.



Action 3.4.2: Explore expanded use of Community Policing Centres to support public safety initiatives.

Action 3.4.3: Provide employees with education to serve diverse transit users (examples: neurodiversity, disability, mental health, race, cultural and gender diversity and other diverse communities) and build this into a regular rotation of training.

#### **ACTION ITEM UPDATES**

**Community Safety Officers** (in progress) – The proposed Community Safety Officer (“CSO”) program would supplement regular police officers by taking on a range of proposed duties, including providing enhanced peace officer visibility at the major transit hubs, guarding crime scenes, tagging property, fare enforcement and engaging with passengers. Engagement on this initiative and application requirements commenced with the Ministry of Public Safety and Solicitor General (Policing and Security Branch) in 2020. Following Indigenous and vulnerable sector community consultation, led by the Province in 2021, a revised application for the CSO Program was submitted in Q2 2022. Work on the proposed training program for CSO recruits continues in anticipation of program approval by the Province. The recruitment target is Q1 2023.

The intended results of the program are to positively impact perceptions of safety on transit and free up regular police officer resources to focus on responding to calls for service and conducting investigative follow-up.

**Community Policing Centres** (in progress) – Early planning is underway for the establishment of a Community Policing Centre located in Burnaby / New Westminster, building on the success of the Waterfront CPC program in Downtown Vancouver. Expansion of this successful program is currently pending Transit Police’s budget submission for 2023, which includes a proposal for a civilian CPC program coordinator.

**Gender Based Analysis Plus (GBA+) Training** – In Q1/Q2 2022, a number of new civilian and sworn staff in certain positions were identified to take GBA+ training, augmenting the 76 who took this training as an action of the Strengthening Indigenous Peoples and Good Governance report. This training helps position the Transit Police for the expectations arising from the new community engagement and unbiased policing standards in 2023.

**Rotation of Regular Training** – Courses provided in Q1/Q2 2022, as part of the regular rotation of training for employees, included: Cultural Awareness and Humility, which increases knowledge, enhances self-awareness and strengthens the skills of police who work both directly and indirectly with different cultures; 2SLGBTQ+ training,





which provides an overview of the history of 2SLGBTQ+ rights in Canada; and Autism Awareness Training, which outlines some of the indicators that a first responder can recognize as indicative to an individual with autism, as well as some strategies and recommendations that may help first responders adapt or modify their approach to better support the individual with ASD in an emergency situation.

**Elder Abuse Webinar** – In June 2022, the RCMP “E” Division - Community Policing Services hosted a 2 ½ hour webinar that served to increase officers’ awareness of applicable law related to elder abuse response. With BC’s senior population increasing, and rates of crime involving elder victims similarly on the rise, the webinar was very topical for Transit Police Officers who may encounter elders who have been victimized.

### **Strategic Objective 3.5: Promote open communication and supportive leadership**

- Transit Police is committed to a respectful and inclusive workplace, with open communication between employees and supervisors, where employees at every level can bring forward proposals for new strategies.
- Supervisors will be supported with ongoing professional development and mentorship. Future supervisors will be identified through a robust promotional process that recognizes each leader’s strengths and areas for development

Action 3.5.1: Provide frequent opportunities for employees to provide open feedback on a range of topics, including respectful workplace and employee morale, and to suggest improvements in areas such as policies, equipment and training.

Action 3.5.2: Support approved initiatives by establishing a project plan and metrics for success, prior to launch.

### **ACTION ITEM UPDATES**

**Annual Employee Feedback** – A new, short format, Employee Pulse Check survey was established for 2022, with similar surveys planned for 2024 and 2026. This shorter survey complements the longer Employee Morale Surveys that occur every two years (next survey is planned for 2023) and ensures that Transit Police is collecting information on levels of employee morale on an annual basis. The Employee Pulse Check was distributed to all Transit Police employees in June 2022. The survey was completed by 62% of employees at Transit Police.

**Ask the Chief** – The ‘Ask the Chief’ function on the Transit Police employee portal, “Cufflink”, allows employees to submit anonymous questions on all manner of work related topics and receive open feedback from the Chief Officer. The function has



seen an increase in usage in 2022, likely due to the detailed responses provided to past questions and the expeditious manner in which each question is responded to. The Chief Officer's responses are visible to all employees of Transit Police, addressing shared issues or concerns for all. In Q1/Q2 2022, a total of 29 questions were posted and responded to, an increase of 164% when compared to the 11 questions brought forward in Q1/Q2 2021.

**Respectful Workplace Training** – Transit Police provided Respectful Workplace training for all employees (sworn & civilian). This half-day training session was customized and delivered by Phil Eastwood from the Fiore Group. Sworn employees completed the training in February and March 2022, while civilian employees completed the training in May. The training was very well received, with positive feedback conveyed by participants.

## CONCLUSION

Throughout Q1/Q2 2022, Transit Police made important progress against the 11 Plan Objectives. Employees at all levels of the organization were provided with a level of understanding about the Plan's Pillars, Objectives and Desired Results, and how each applies to their respective areas. The first metrics for newly established KPIs were tabulated and provide a baseline to compare performance against in future semi-annual reports. Focus areas identified as part of the strategic planning process in 2020 and 2021, such as recruitment and retention pressures, were reinforced by early KPI data received. Numerous initiatives in support of the 35 Strategic Actions were initialized while there were some early completions (i.e., Blue Eagle Cadets in Surrey, Employee Pulse Check). Continued progress in each of the identified priority areas will further support Transit Police's core purpose of 'Safety for all transit users in Metro Vancouver' over the months to follow. The next Strategic Plan update report (2022 year-end report) will be brought forward in February 2023.

