

Transit Police

Strategic Plan 2011-2015

South Coast British Columbia
Transportation Authority



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***Available online at transitpolice.bc.ca/theplan.pdf**

For the purpose of this report, the South Coast British Columbia Transportation Authority Police Service (the legal name) will be referred to as "Transit Police" or "TP".



Peter W. Webster: Police Board Chair



George Beattie: Acting Chief Officer

Police Board Chair and Chief Officer Foreword



It is our pleasure to present the Transit Police 2011-2015 Strategic Plan (the “Plan”). This is our second Strategic Plan since implementation of the new Transit Police Service in 2005. The first plan assisted us in rolling out our unique police agency and building our capacity and infrastructure in order to provide professional and quality policing services to the transit system to our jurisdictional police partners.

During the life of the first plan, we focused on ensuring operational readiness for the new Canada Line transit service and the 2010 Olympic Games. Readiness included acquiring additional human resources, facilities, equipment and establishing new policies and procedures, communications protocols and operational plans. Over the past five years, we are grateful for the ongoing support of the TransLink family, jurisdictional police departments and the provincial government as we created our police organization and explored how best to achieve our Transit Police mandate and fulfill diverse community expectations.

Our new Plan was developed following extensive consultation with the community, our police and transit partners, and our staff. The strategic directions and goals contained within this Plan reflect their feedback and recommendations. Continuing collaboration with our partners, will help us ensure a safe and secure transit environment within a growing Metro Vancouver.

In this second Plan, we are building upon our experiences and achievements, and continuing our efforts to reduce crime and strengthen our relationships with our partners. The operating environment will be challenging due to increased transit ridership, a growing transit system and increased public expectations for Transit Police services during this period of financial pressure for TransLink.

Through implementation of this Plan, Transit Police will positively contribute to TransLink’s vision for “A better place to live built on transportation excellence” and TransLink’s recognition that the safety and security of its customers and employees is paramount. We are committed to helping our staff perform to the highest level possible and to be innovative and accountable in developing our young police agency. Collectively, we will strive to honor our organization’s motto of “Safely Linking Communities.”

Sincerely,

Peter W. Webster
Police Board Chair

George Beattie
Acting Chief Officer

TransLink Vision and Mission

In 2010, TransLink adopted a new enterprise wide vision and mission, as outlined below. As an integral part of the TransLink family, the Transit Police (TP) and the Police Board support this overarching vision and mission.

Vision

A better place to live built on transportation excellence.

Mission

Together we connect the region and enhance livability by providing a sustainable transportation network embraced by our communities and people.



Transit Police Commitment and Values

We have created a Transit Police Commitment to guide our staff and help us contribute to the TransLink vision. We are driven by an internal set of five values that are fundamentally important to our sense of duty.

Our Transit Police Commitment

We commit to maintaining order, promoting safety and reducing crime on the transit system and developing relationships with the transit community. This will be achieved through strong partnerships, engagement of the public, and adopting a highly visible, comprehensive policing approach.

Our Transit Police Values

Accountability – We will communicate with our partners and the community on our goals, achievements and results, and be fiscally responsible.

Integrity – We will steadfastly adhere to a strict ethical code and be open, honest and fair in all interactions.

Professionalism – We will pursue the highest professional standards and do our very best to conduct ourselves in the manner expected by our partners and the community we serve.

Teamwork – We will be highly motivated and committed to collaboration, shared leadership and trust, and combine our energy and expertise to keep the transit system safe and secure.

Respect – We will treat everyone fairly and with compassion, respect and dignity. We will value difference between people and communities.







How We Plan for the Future

Pursuant to the Police Act, our Police Board has a duty to determine, in consultation with the Minister of Public Safety and Solicitor General and the Chief Officer, the priorities, goals and objectives of the Transit Police (a Designated Policing Unit in BC). Development of a strategic plan assists us in fulfilling our legislative requirements while also helping us chart a strategic course for our young police agency. This new Strategic Plan (Plan) builds upon our first Strategic Plan (2007-2011) that was implemented over the past four years. *(Achievements from the first plan are presented in the Supporting Information section available online at transitpolice.bc.ca/theplan.pdf)*

We used a collaborative approach to develop the Plan and a key component was seeking the input of external and internal stakeholders through dialogue and survey tools. During Phases 4 and 5 of the planning process, the community, partners, TransLink, Transit Police (TP) staff and the TP Police Board were asked to identify what the TP was doing well, where the TP needs improvement and what the TP priorities should be over the next few years. We are very appreciative of all contributions from over 1950 people (including TransLink Listens Panel) who provided feedback on our police service delivery and performance, and who suggested priorities for the coming years. *(The Supporting Information section contains detailed information on the context for our Plan and the stakeholder expectations).*

During the planning process, there was consultation between TransLink and the Police Board on how to incorporate the new 2010 TransLink enterprise vision and mission into the Plan. We have embraced this new vision and mission, which now replaces the original TP vision and mission. We have created a new “Transit Police Commitment” to articulate the core tenets of our TP purpose. Our TP values were revisited and remain unchanged as they are as relevant today as when adopted in 2007. For each value, we have articulated its meaning in order to enhance understanding.

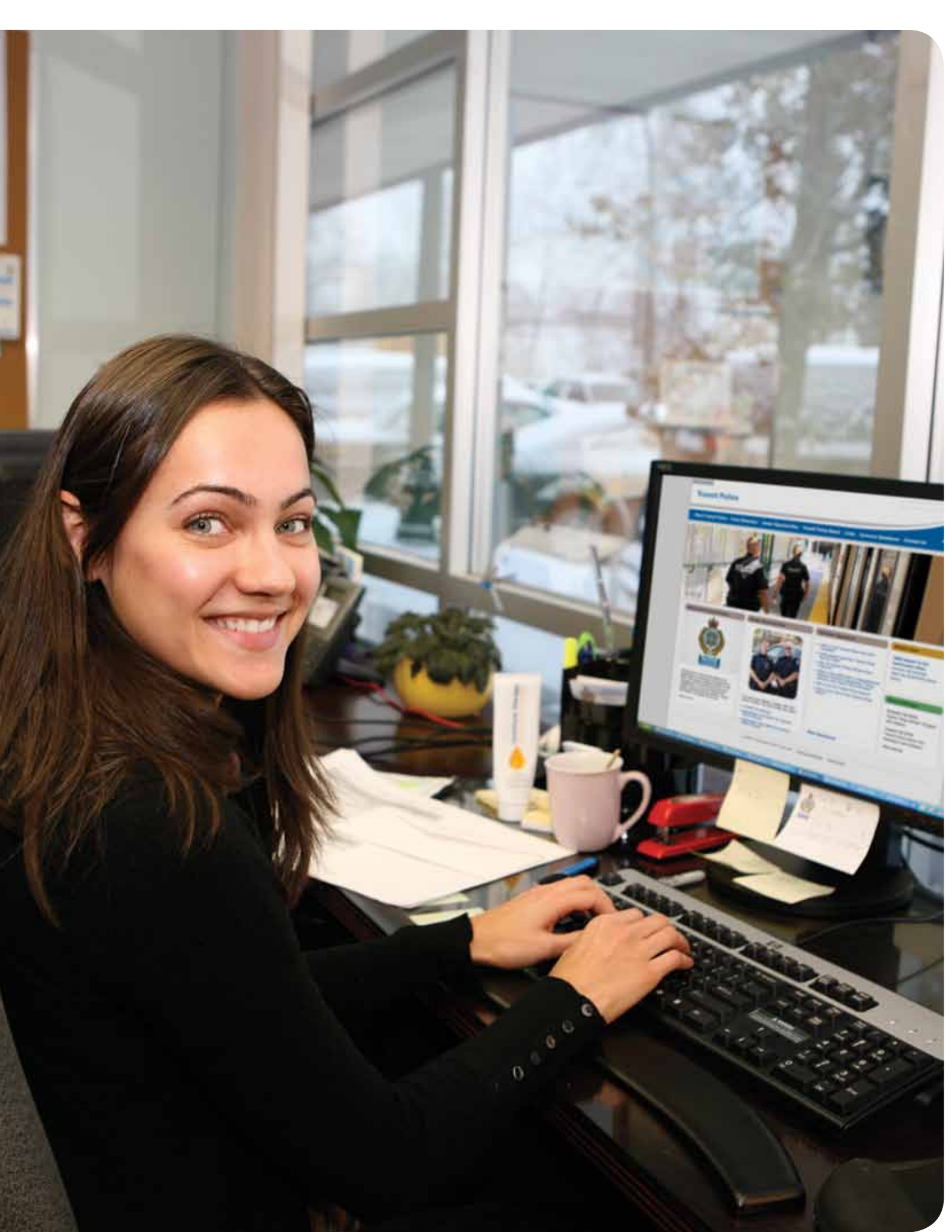
It is important to recognize that this Plan is complementary to the TransLink Strategic Plan and TP personnel will also assist in the promotion and achievement of the TransLink Strategic Plan.

Implementation and monitoring of this Plan is under the shared leadership of the Police Board and TP Executive. The Plan will be reviewed periodically to ensure that its implementation is on track, that the Plan continues to be relevant amid a constantly changing environment and that it aligns with current service requirements as well as with TransLink’s vision, mission and strategic directions.

In early 2010, the Police Board adopted the following process for developing the 2011-2015 Strategic Plan:



*Board Aspect



Strategic Directions



As a result of internal and external consultation, and information and priorities identified through environmental scanning, we have determined three strategic directions for the Plan. These strategic directions are consistent with both our TP Commitment and TransLink's Strategic Plan.

A. Reducing crime and disorder

- Deliver comprehensive policing approach
- Reduce violence against persons on the transit system
- Reduce crime and disorder at identified hot spot locations in partnership with TransLink, jurisdictional police and transit community partners
- Establish situational awareness with security partners

B. Protecting TransLink assets and the transit environment

- Leverage anti-terrorism and threat response resources in coordination with partners
- Enhance relationships and coordination with transit partners to protect the transit staff and assets against crime and disorder
- Promote compliance with the Transit Conduct and Safety Regulation and transit fare requirements
- Enhance TP & TransLink emergency preparedness

C. Providing better service to the transit community

- Align resources to maximize effective delivery of the "Frontline First" approach
- Maximize police operational capacity through stewardship of financial resources
- Achieve recruitment hiring targets and diversity aims
- Maintain public confidence and trust in TP by ensuring that TP Officers demonstrate professionalism in the performance of their duties and are accountable for their actions

See the Plan's Supporting Information section (*available online at transitpolice.bc.ca/theplan.pdf*) for our Policing Delivery Plan. The Policing Delivery Plan outlines the comprehensive goals to accomplish the three strategic directions, charts a detailed course of action for TP staff and identifies deliverables for our stakeholders.

The next section, "Where We Want To Be In Five Years", describes the desired outcome following achievement of the strategic directions and implementation of the Policing Delivery Plan.



Where We Want To Be in Five Years



The purpose of this strategy is threefold:

1. To outline a framework for TP that will support us in preventing crime and in doing so provide a safe transit environment;
2. Support TransLink's enterprise wide vision of making our region a better place to live built on transportation excellence; and
3. Supplement and complement the jurisdictional police services.

The three strategic directions that we have adopted of **reducing crime and disorder, protecting TransLink assets and the transit environment, and providing better service to the transit community** will provide focus and context in order that we can deliver to our purpose.

Over the next five years, we will work with the transit community and our partners to achieve a safer transit environment, one where both passengers and transit staff will not only be safer but feel less threatened by crime and disorder. We will work more closely with local police and operating companies to ensure a better coordinated policing service is delivered to all modes (rapid rail, bus,

marine and heavy rail) of the transit system. Through these relationships there will be more visible police presence, increased guardianship of the system and less opportunity for criminals to commit crime. Passengers and transit staff will feel better supported by TP through the building of trust, a mutual understanding of needs and a shared commitment to meet those needs. When crime is committed we will have coordinated investigation processes in place in order to support victims and bring offenders to justice. When incidents occur that disrupt the delivery of transit service we will be able to respond efficiently and effectively to play a role in minimizing inconvenience to passengers and businesses.

Through better use of technology, intelligence guided resource deployment and closer working relationships with our partners, we will have well established methods of protecting transit staff and critical infrastructure. This will have been achieved in part through establishing dedicated teams tasked with routinely working together with our partners in order to share information, identify emerging issues and deliver coordinated responses to those issues in a prioritized manner. We will continue to invest in preventative initiatives and engage our diverse partners, because we know that police services are an essential element but not the entire solution to criminal and anti-social behavior.

We will be well positioned to deliver police services to planned extensions and enhancements to the transit system, such as the proposed Evergreen Line rapid rail. Working closely with TransLink, police agencies and the community at the planning, construction and implementation stages,



we will be proactive in reducing opportunity for crime and enhancing public trust. We will work closely with TransLink and operating companies to provide effective support in the implementation of smartcard fare media and fare gates across the transit system. Building upon the TransLink family's 2010 Olympic Games experience we will have developed and adopted integrated joint protocols so that we may quickly and competently respond to major emergencies, given the vital importance of maintaining order and confidence through the provision of a resilient mass transit system.

As the strength of any police organization resides in its people, all of our staff will have been trained and coached in order to deliver the highest levels of service. They will be regularly receiving performance feedback and being encouraged to meet individually tailored performance goals that support our TP Commitment and the TransLink enterprise vision and mission.

Our "Frontline First" approach will have provided officers and staff access to improved technology that will enhance their effectiveness and increase the time that officers are available for visible patrolling and crime reduction and prevention. Frontline First means that the safety, security and support needs of our frontline officers will have been foremost in our decision making, operational planning and acquisition of equipment and technology. Our officers need to know that the equipment they use will both protect them and not harm suspects or bystanders unnecessarily. We will have appropriate procedures and reviews in place to ensure safe operation of law enforcement. Risk analysis will be entrenched in our business practices.

Our recruiting, hiring and training processes will be delivering well trained, professional and motivated officers to an organization in which they feel valued and invested in. We will have appropriate numbers of police officers and civilian staff for delivery of policing services to an expanded transit system.

Through close collaboration with TransLink, we will have developed a strategically located and well designed police headquarters to enable our staff to effectively carry out their policing duties and functions in a professional environment while enhancing public access to our police services.

Towards our financial accountability, we will have sought ongoing efficiencies in our operations and leveraged opportunities to share services with TransLink and our partners, where policing safety and security requirements are met. Accordingly, we will be better positioned to address current and future policing needs for the transit system.

We will have improved internal and external communications and the means to disseminate public safety information that is timely, accurate and targeted.

Our staff will feel proud to be delivering a unique policing service and will be recognized for that service by our partners and passengers alike. We will be delivering to targets established and intended to stretch our abilities and capacity in order to achieve the exceptional results we have promised and contained within in our annual goals and overall strategic plan.



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Context for the 2011-2015 Strategic Plan



Mandate

For those persons unfamiliar with the Transit Police (TP), we are a Designated Policing Unit that was established in 2004 under the **British Columbia Police Act (Police Act)**. We were created to enhance safety and security of the transit environment. We preserve and maintain the public peace, prevent crime and offences against the law, aid in the administration of justice and enforce the laws in British Columbia. We accomplish our safety and security mandate through a six-pillar approach: enforcement, investigation, intelligence, protection, education and prevention. We work in close collaboration and cooperation with our law enforcement partners towards the provision of seamless policing in Metro Vancouver. Our policing focus is on/around the transit system and the pursuit of those offenders who commit crimes against the transit system.

A Memorandum of Understanding (MOU) establishes operational and procedural protocols between TP and jurisdictional police with respect to policing and law enforcement within the Transportation Service Region. Jurisdictional police have primary responsibility for delivery of policing services within the Transportation Service Region, with TP providing supplemental policing services to them. Strong working relationships and coordination is essential to enable each police agency to discharge their responsibilities in keeping with legal responsibilities and the MOU, thereby enhancing law enforcement resources available to maintain public peace and to provide for the safety, good order and convenience of persons using a cross-jurisdictional transportation system. Intelligence sharing and joint operations between TP and jurisdictional police are critical to investigations of multi-jurisdictional crime and the advancement of anti-terrorism strategies. TP also has a role as a first responder in emergencies.

Governance and Legal Entity

We are governed by a provincially-appointed Police Board, currently composed of five members. For more information on the Police Board, please visit www.transitpolice.bc.ca. The Police Board determines the TP priorities and plans, in consultation with the Chief Officer and Ministry of Public Safety and Solicitor General. Our strategic directions are complementary to those of TransLink, the legal entity for TP. All of the costs associated with the TP are borne solely by TransLink. There are few other transit agencies in North America that have a dedicated transit policing service. Though these agencies do not receive the associated benefits, they are also not solely responsible for the costs. In 2010, our authorized strength was 167 sworn officers and 66 civilians (total 233 staff), with an approved budget of \$28.38 Million.

2010 Transit Police Board



Back Row: Baj Puri, Peter German/RCMP, William Brown
Front Row: Virginia Hasselfield, Peter W. Webster (Chair)



Our Working Environment*

In order for TP to plan for the future, we must take into account the direction of TransLink, the transit system that currently exists and the changes envisioned for the future. TransLink serves a large geographic area with a service area more than twice the size of the area served by comparable Canadian transit providers such as the Toronto Transit Commission and the Société de Transport de Montreal. The population of Metro Vancouver is unevenly distributed across the region and, in many places, separated by large tracts of farmed, forested and park land that do not generate transit ridership. The population of Metro Vancouver continues to grow and the number of people over 65, who become increasingly reliant on the public transportation system as they age, is projected to grow. TransLink provides an integrated network of transit services across a variety of modes, including bus, light rail, commuter rail and marine. TransLink provided 6.53 million hours of annual transit service in 2009 and projects 6.91 million service hours in 2013. As a result of the investments over the past decade, Metro Vancouver has seen a large increase in transit ridership and even slight increases in transit and cycling mode share. With the TransLink emphasis on sustainability, greater walking, cycling and transit mode share is being pursued.

For the period 2005-2009, passenger boardings increased by 14%. A further 22% increase is projected by 2013.

In coordination with the jurisdictional police, TP provides policing services to all modes within Metro Vancouver. In 2009, TP opened 41,628 files of which 1128 incidents were crimes against the person, 1051 incidents were property crimes and 1064 incidents were drug offences. TP Officers made 3,687 arrests in 2009. They issued 27,179 violation tickets, the majority for fare non-compliance.

*[*NOTE: The transit system information has been extracted from the TransLink Transportation and Financial Base Plan for 2011 to 2013 and Outlook for 2014-2020.]*

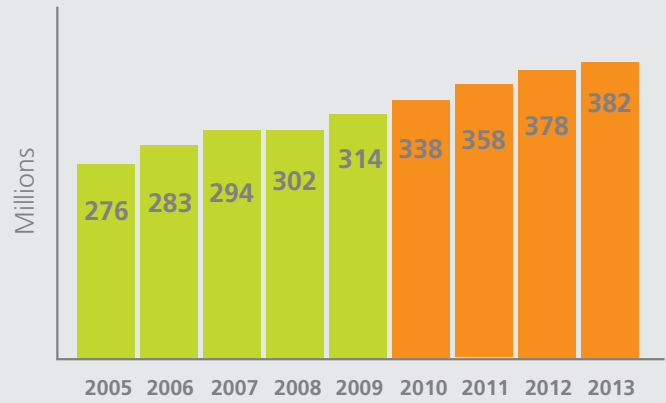
RAIL RAPID TRANSIT – Currently, TransLink has three rail rapid transit lines:

- 1. Expo Line** – 29 kilometers long with 20 stations between Waterfront (downtown Vancouver) & King George (Surrey).
- 2. Millennium Line** – 20 kilometers long with 13 stations between VCC-Clark (Vancouver) and Columbia (New Westminster). Millennium Line trains continue along the Expo Line from Columbia to Waterfront.
- 3. Canada Line** – 19.5 kilometers long with 16 stations between Waterfront, YVR Airport and Richmond Brighouse.

In 2009, TransLink expanded the Expo Line and Millennium Line services with 48 new Mark II SkyTrain cars, resulting in a 30 per cent increase in ridership capacity, and the Canada Line opened. Over 84 million passenger trips were made on the rail rapid transit system in 2009 (note Canada Line was only in operation for four months in 2009). More frequent service is being planned for the Canada Line over the next two years. Due to the historical beat police (on-foot) nature of the TP, deployment has so far been largely focused on the rail rapid transit system, including the contractual policing obligations that were established for the Canada Line. With incremental ridership increases to the existing rail rapid transit and additional ridership for the projected new Evergreen Line around 2014, the TP has to commence planning early on to determine an appropriate TP policing model for the Evergreen Line corridor and overall rapid rail ridership increases, and to identify and hire the necessary staffing resources required. The Evergreen Line will be 11 km and have 5 stations and it will connect Coquitlam and Vancouver via Port Moody and Burnaby. It is projected that this new Line will have approximately 9 million annual boardings in 2015, growing to 18 million by 2020.

BUS – Coast Mountain Bus Company (CMBC) operates over 200 bus routes throughout the region with a fleet of nearly 1,600 conventional bus and community shuttle vehicles providing a variety of services to meet customer needs. TransLink uses a variety of vehicles to match the

For the period 2005 to 2009, passenger boardings increased by 14%. A further 22% increase is projected by 2013.



Transit Passenger Boardings

- Passenger Boardings
- Projected Passenger Boardings



■ Municipal Police ■ RCMP

Police Jurisdictions

Skytrain, West Coast Express and Seabus



geography and ridership demands of the service. The entire fleet is accessible and capable of carrying bikes and includes diesel, compressed natural gas (CNG) and diesel-electric hybrid buses, electric trolley buses and community shuttles. Bus service currently carries the majority of transit passengers, accounting for 70 per cent of boardings, or 220 million boarded passengers per year. Over the past five years, the TP patrol deployment model has resulted in limited resources being available for crime prevention activities and enforcement initiatives to the bus system. When requested, TP has provided investigative assistance to jurisdictional police conducting investigations of bus incidents. There has been success with some joint operations and targeted hot spot policing around bus related crime and safety issues. It has been recognized that historically the bus system has been underserved by TP. While discussion on new bus service delivery models occurred during the past TP strategic plan, little progress was made and this remains a significant policing concern to address while taking into account funding limitations.

SEABUS – A key link between the North Shore and the rest of the transportation services, the SeaBus passenger ferry service operates two vessels between Waterfront Station in Downtown Vancouver and Lonsdale Quay in North Vancouver. Each vessel is capable of carrying 400 passengers.

SeaBus carried 5.8 million passengers in 2009. Due to the nexus of transit modes at Waterfront, TP has been able to provide better policing services at that end of the SeaBus route, than the Lonsdale Quay transit hub. In 2010, TP collaborated with North Vancouver RCMP to better address some of the crime and safety issues that existed at that transit hub.

WEST COAST EXPRESS – TransLink's Regional Connector Service, the West Coast Express (WCE), provides commuter services between Mission and Downtown Vancouver via Maple Ridge, Pitt Meadows, Port Coquitlam, Coquitlam and Port Moody. WCE operates five rail trips in the westbound direction from Mission to Waterfront Station during the morning peak hours and five return trips during the evening peak hours. Rail service operates on track owned by Canadian Pacific Railway through a negotiated agreement. The WCE TrainBus operates limited services on the corridor during off-peak periods and weekends. Ridership has increased by 25 per cent during the last five years, with 2.6 million passengers served in 2009. Historically, TP has provided limited policing services to the WCE, although special operational plans were in place for policing during the 2010 Olympic Games. Those policing operations were done in coordination with CN Police and CP Rail Police. Only periodic fare compliance enforcement is conducted by



TP for commuter rail. Stakeholders have expressed desire for greater TP visibility and enforcement efforts for the Commuter Rail system.

CUSTOM TRANSIT – TransLink operates Custom Transit services (HandyDART) and the supplementary TaxiSaver Program to provide transportation for those customers who are not able to use conventional accessible transit vehicles. Custom transit provided 1.3 million passenger trips in 2009. TP has little involvement with the Custom Transit services provided by TransLink, although available to respond to specific calls for service, where appropriate.

FARE CARDS AND CONTROLLED ACCESS – Presently, passenger travel on the transit system is based on the proof of payment system in that riders must carry proof of fare and produce the proof of fare (“fare media”) upon request of transit staff. There are many types of fare media and different ways for fare purchase. Since its inception, TP has played a role in fare compliance, and TP officers issue violation tickets to riders who cannot demonstrate proof of fare. Fine collection for such tickets is under the Insurance Corporation of British Columbia and the rate of fine payment extremely low. Reduced fare revenue is detrimental to the financial sustainability of TransLink and the transit system, and lack of fare gates is also identified by the public as a safety concern. From a safety and security perspective, TP has participated in the TransLink dialogue and planning around the introduction of an electronic fare card ticketing technology into TransLink’s public transportation system, together with the introduction of controlled access (fare gates) on the rail rapid transit system. The installation of gates at rail rapid transit stations was identified as a priority in the 2008 Provincial Transit Plan as a means to increase security, enhance customer safety, reduce fare evasion and increase the benefits that could be realized from the introduction of smartcards. The current plan for the Fare Gate Project is based on the assumption of a phased implementation, subject to resources. (Note: As the buses do not have fare gates, TransLink and TP will need to use other strategies for encouraging fare compliance on buses.)

2010 Olympic Games and Canada Line Learning

2009 to 2010 was a pivotal time for the TP with planning for the Golden Ears Bridge opening, new Canada Line rapid transit service and the 2010 Olympic Games. These were significant operational policing challenges which tested the professionalism, abilities and capacity of our young police agency. During the 17-day Olympic Games period, TransLink had a record 26 million boardings, representing an increase of 31 per cent over normal for the same period. Policing during this period was an incredible endeavor. We successfully demonstrated our ability to execute our policing plan and to work collaboratively with jurisdictional police and the TransLink enterprise to ensure a safe and secure transit system and to contribute to a vibrant Metro Vancouver, all under the eyes of the world. The experiences from these significant events strengthened the TP foundation and provided lessons for our 2011-2015 Strategic Plan.

Expectations and Challenges

Our strategic planning outreach clearly told us that residents are concerned about fare evasion, transit parking lot security and public disorder issues (rowdy behavior, intoxicated persons, drug trafficking and drug use) that may occur around transit modes. We were encouraged to learn that the public saw the TP as an authority that is fair in its interactions and uses force appropriately. The outreach showed that improvement is needed in the TP working relationship and involvement with the community. The majority of residents felt that there are not enough TP Officers and they want more TP presence. Installation of fare gates was identified as a key way to improve security on the transit system.

Since the TP rollout in 2005, there have been substantial communication efforts to build awareness of the TP mandate and nature of our policing services and capacity. Our policing partners have recognized our progress to build strong working relationships with them and to enhance



communication at operational and strategic levels. We are known for our police leadership abilities and having an experienced police workforce and excellent new recruits, thus providing a valuable policing resource to our police partners and the public. Notwithstanding the positive relationships and collaborative policing efforts to date, our policing partners are seeking continued enhancement of interagency communications and greater joint operations and problem oriented policing. They confirmed the need for continued TP focus on the core transit police mandate and need for enhancing education of Metro Vancouver police officers of the MOU protocol.

We will face a number of challenges over the next few years, including increasing service expectations to an expanding transit system while managing with limited financial and human resources. Transit passengers want to feel and be safe while getting to their transit mode and when on the system – whether it be on rail rapid transit, bus, SeaBus or the West Coast Express. The presence of TP officers is an important contributing factor to real and perceived safety on the system and surrounding neighbourhoods. The uniformed presence of our TP officers helps deter individuals from taking prohibited action and, through the violation ticket enforcement tool, provides a conduit for street checks and intelligence gathering, and the surfacing of warrants, breaches and other street enforcement matters. We must continue our efforts to maintain capacity for efficient and effective response to calls for service and perform regular patrol deployment, while ensuring optimal first responder capacity to emergencies. Technology advancements have brought sophisticated criminal activity and a rapidly changing environment in which we work. Cross-jurisdictional criminal activity requires us to be intelligence guided, to leverage technology and to work closely with our law enforcement partners.

In recent years, transit systems have become a target for criminal and terrorist activity, and a number of terrorist acts around the world have targeted transit systems, causing massive destruction and the loss of many lives. Criminal acts involving both real and potential threats of explosive devices

are a reality in Canada and the disruption of Canadian transportation infrastructure. Explosive threats have a broad effect on both safety and lost revenues. During our first strategic plan, we identified the need for proactive TP policing and its deterrent effects, and to have explosive detection capabilities readily available considering the potential devastation associated with the detonation of an improvised explosive device on a major transit system like that in Metro Vancouver. As some police agencies in the United States have begun to see an increase in gangs using improvised explosive devices in gang warfare, TP must also be prepared in the event that this trend is seen in Metro Vancouver. TP recently developed explosive detection capabilities with the training of selected TP officers on portable x-ray and multi-mode threat detection, and implementation of a pilot project with two explosive scent detection dog teams. The anti-terrorism efforts of TP will remain vital to protecting the security of the transit system, together with other law enforcement agencies.

Organizationally, we will need to continue our efforts to be cognizant of developments within the legal system and be adaptive in our business practices and policies in order to comply with changing legal requirements and any associated policing standards.

Moving Forward

The TransLink sustainable transportation strategies include efforts to reduce auto use and encourage greater transit use. The effectiveness of TP in reducing crime and enhancing transit safety is important to helping encourage vehicle drivers to increase their use of the transit system and thereby contribute to TransLink's pursuit of a sustainable transportation future.

Our 2011-2015 Strategic Plan informs transit passengers, staff and the public about the policing priorities for the transit system and the policing services and standards that they can expect. This Plan outlines our commitment to "Safely Linking Communities" by working in concert with our partners, being innovative and adopting strategies that optimize the way in which we organize and deploy our resources.

Transit Police 2011-2015 Strategy Map

Safely Linking Communities

Strategic
Directions

Reduce Crime
and Disorder

Protect TransLink
Assets and
the Transit
Environment

Provide Better
Service to the
Transit
Community

Comprehensive
policing approach

Leverage
anti-terrorism and
threat response
resources

Align resources
in support of
"Frontline First"
approach

Reduce violence
against persons
on transit system

Enhance coordination
with partners to
protect transit staff
and assets against
crime and disorder

Improve
operational
performance
with financial
stewardship

Reduce crime and
disorder at hot
spot locations

Promote compliance
with Transit Safety
and Conduct
Regulation and transit
fare requirements

Maintain highest
professional
standards and
accountability

Establish situational
awareness with
security partners

Enhance TP and
TransLink
emergency
preparedness

Achieve hiring
targets and
diversity aims

Key Goals
and
Internal
Themes

Performance

People

Accountability

Relationships

Communications



2011-2015 Policing Delivery Plan



The Policing Delivery Plan sets out a number of goals to achieve each of the following three strategic directions:

A. Reduce crime and disorder

B. Protect TransLink assets and the transit environment

C. Providing better service to the transit community.

The goals are ordered around the five internal themes of **performance, people, accountability, relationships** and **communications**. For each goal, both strategies and indicators have been identified.

A: Reducing Crime and Disorder

PERFORMANCE	STRATEGIES	INDICATORS
Goal A1 Deliver comprehensive policing approach	<ul style="list-style-type: none"> Focus on public and transit staff interactions Provide services based on crime analysis and intelligence Improve coordination with jurisdictional police and the transit system Strengthen TP specialty functions Leverage technology to enhance TP capacity within limited resources Incorporate formalized risk analysis in senior leadership decision making 	<ul style="list-style-type: none"> Number of special crime analysis products posted Number of intelligence based operations initiated by crime analytical unit Public perception of safety on the transit system Number of joint operations conducted Number of arrests of prolific offenders Risk management framework established
Goal A2 Reduce violence against persons on the transit system	<ul style="list-style-type: none"> Maximize deployment of police on transit system Improve covert capacity Develop robust program/model to target prolific offenders 	<ul style="list-style-type: none"> Rate of violence against persons on transit property per 100,000 boarded passengers Per cent of violence against persons files (excludes assist files) cleared by charge or cleared otherwise

PERFORMANCE (Continued)	STRATEGIES	INDICATORS
	<ul style="list-style-type: none"> • Increase public safety education to persons on the transit system • Develop crime reduction strategies with business and stakeholders (e.g. Transit Business Watch) 	
<p>Goal A3 Reduce crime and disorder at identified hot spot locations in partnership with jurisdictional police, TransLink and transit community partners</p>	<ul style="list-style-type: none"> • Enhance intelligence sharing with jurisdictional police and joint operational planning • Establish joint patrol and problem oriented policing initiatives with jurisdictional police, Transit Security and transit community partners • Develop neighbourhood policing model appropriate to the TP mandate 	<ul style="list-style-type: none"> • Number of Controlled Drugs and Substances Act charges
<p>Goal A4 Enhance jurisdictional police awareness and understanding of the TP mandate and inter-agency protocols to enable seamless policing</p>	<ul style="list-style-type: none"> • Review of existing MOU/protocol with jurisdictional police and revise appropriately • Create TP mechanism for delivery of protocol awareness sessions to jurisdictional police • Continue use of the joint jurisdictional police/TP protocol committee to share information and resolve emerging problems • Continue to participate in regional policing committees and organizations, where appropriate 	<ul style="list-style-type: none"> • Updated MOU with jurisdictional police • Number of protocol awareness sessions with jurisdictional police • Level of satisfaction from surveying of jurisdictional police agencies
PEOPLE	STRATEGIES	INDICATORS
<p>Goal A5 Ensure that TP staff understand their roles in carrying the TP mission and are accountable for accomplishing them in a manner consistent with the TP values</p>	<ul style="list-style-type: none"> • Continue setting annual operational key performance indicators and clearly articulate performance expectations • Provide reward and recognition of TP staff who excel and provide mentoring to other staff to help achieve success • Implement performance review 	<ul style="list-style-type: none"> • Number of key performance indicators achieved annually • Per cent of TP staff who achieve their annual performance goals • Number of TP staff with at least two coaching sessions annually



process based on core competencies that are tied to TP mandate and values

ACCOUNTABILITY	STRATEGIES	INDICATORS
<p>Goal A6 Enhance satisfaction of transit passengers and partners with TP service delivery and outcomes.</p>	<ul style="list-style-type: none"> • Establish annual goals and performance targets • Implement TP customer satisfaction survey • Regular public reporting on TP crime statistics, performance indicators and police activities • Timely dissemination of TP information through media avenues • Consultation on TP service delivery with jurisdictional police, TransLink and other partners 	<ul style="list-style-type: none"> • Improving upon baseline results from TP customer satisfaction survey • TransLink mystery shopper results • TransLink customer service performance results
<p>Goal A7 Improve quality of investigation</p>	<ul style="list-style-type: none"> • Continue report writing training • Strengthen supervisory review of Reports to Crown Counsel • Mandatory management review of declined prosecutions and non-guilty verdicts • Continue education on case law • Training for designated personnel on major case management model to enhance internal capacity and external collaboration with jurisdictional police • Enhance drug enforcement capacity • Continue informing jurisdictional police about changes to transit CCTV technology and access protocols 	<ul style="list-style-type: none"> • Delivery of major case management training to at least 90 per cent of intended trainees • Number of Controlled Drugs and Substances Act charges

RELATIONSHIPS	STRATEGIES	INDICATORS
<p>Goal A8 Establish common situational awareness with security partners within the Transportation Service Region</p>	<ul style="list-style-type: none"> • Leverage of technology to improve situational awareness capacity within the Transportation Service Region • Maintain regional events calendar 	<ul style="list-style-type: none"> • Number of agencies participating in situation awareness initiatives and regional events calendar
<p>Goal A9 Working within a partnership framework with jurisdictional police and other agencies to address needs of vulnerable persons who access the transit system</p>	<ul style="list-style-type: none"> • Explore development of collaborative multi-agency response to assist vulnerable persons facing difficulty or causing problems on the transit system • Continue partnership with Inter-Regional At Risk Youth Link(IRAYL) Program • Continue training for TP staff on working with vulnerable persons • Continue support to persons at risk on/around the transit system during extreme weather alerts • Deliver transit safety awareness sessions through agencies who work with vulnerable persons • Support youth asset building initiatives 	<ul style="list-style-type: none"> • Number of training sessions with groups working with vulnerable persons • Number of youth participants in TP outreach initiatives • Demonstrated TP participation in interagency initiatives related to vulnerable persons • Jurisdictional Police feedback
COMMUNICATIONS	STRATEGIES	INDICATORS
<p>Goal A10 Enhance public confidence in the safety and security of the transit system, and public trust of the TP</p>	<ul style="list-style-type: none"> • Implementation of multi-faceted Strategic Communications Plan, including use of social media where appropriate • Improve communications to stakeholders • Collaborate with TransLink and other partners on safety/security education campaigns • Continue improvement of TP Operations Communication Centre (OCC) communications protocols with E-COMM, transit control centers and jurisdictional police dispatch 	<ul style="list-style-type: none"> • Written Communications Plan • Number of public reports posted to website • Public newsletter • Annual report to the community • Clearly articulated communications protocol with each transit control center and jurisdictional police dispatch • Joint Communications Strategy Group meetings



B. Protecting Translink Assets and the Transit Environment

PERFORMANCE	STRATEGIES	INDICATORS
<p>Goal B1 Enhance TP and TransLink emergency preparedness</p>	<ul style="list-style-type: none"> Establish secure and effective radio communication between TransLink agencies, TP dispatch and radio networks Establish TP emergency plan to promote first responder capability Continue incident command model training at all levels and operational exercises Clearly articulated protocols with partners for response to fatalities on the transit system 	<ul style="list-style-type: none"> Written TP emergency plan and business continuity plan Number of officers trained in each Incident Command level Participation of TP personnel in emergency exercises (internally and externally) Signed protocol on response to fatalities with each transit mode
<p>Goal B2 Promote compliance with Transit Conduct and Safety Regulation and transit fare requirements</p>	<ul style="list-style-type: none"> Develop fare compliance model with TransLink partners Continue investigation efforts of organized fare media fraud Contribute security and policing perspectives to TransLink revenue management committee and planning for smartcards and fare gates, and fare compliance post implementation 	<ul style="list-style-type: none"> Number of targeted fare compliance (evasion mitigation) initiatives conducted with transit partners Number of violation tickets issued specific to Transit Conduct and Safety Regulation
<p>Goal B3 Leverage anti-terrorism and threat response resources in coordination with partners</p>	<ul style="list-style-type: none"> Continue support of TransLink transit resiliency through strategies such as the use of the HOT (hidden, obvious, typical) principle Maintain appropriate explosive detection capacity with TP officer training and use of dog teams and portable x-ray tool 	<ul style="list-style-type: none"> Public survey results on TP explosive scent detection dog function Number of TP incident files submitted to Integrated National Security Enforcement Team (INSET) Utilization of explosive detection tools Delivery of anti-terrorism information to transit staff



PERFORMANCE (Continued)	STRATEGIES	INDICATORS
	<ul style="list-style-type: none"> • Contribute security and policing perspectives to TransLink infrastructure security • Deliver anti-terrorism education to transit staff • Continue intelligence sharing with provincial and national police intelligence, security and transportation organizations; and participate on committees with those organizations, where appropriate 	
<p>Goal B4 Strengthen anti-graffiti prevention and investigation</p>	<ul style="list-style-type: none"> • Continue promoting transit wide anti-graffiti strategies • Collaborate with jurisdictional police and the lower mainland police graffiti network to enhance internal expertise and investigation outcomes 	<ul style="list-style-type: none"> • Number of graffiti investigations • Number of successful prosecutions and resolutions through to formal and informal alternate measures • Number of graffiti awareness presentations delivered • Number of jurisdictional police requests for TP expertise on graffiti investigation
PEOPLE	STRATEGIES	INDICATORS
<p>Goal B5 Develop policing plan for new Evergreen Line rail rapid transit</p>	<ul style="list-style-type: none"> • Create project team to develop draft policing and operation communications model • Ongoing collaboration with transit and police partners in safety and security planning for the Evergreen Line • Relationship building with future partners and the neighbourhoods around the new Evergreen Line (e.g. participation in open houses/ public consultation initiatives) 	<ul style="list-style-type: none"> • Implement policing and operation communications model for Evergreen Line • On target recruiting of additional TP staff for Evergreen Line • Completion of crime baseline/ analysis for Evergreen Line stations and corridor

ACCOUNTABILITY	STRATEGIES	INDICATORS
<p>Goal B6 Ensure that major events and regular special events are well planned, risk managed and appropriately resourced</p>	<ul style="list-style-type: none"> • Reestablish Operational Support function • Rigorous/long term operational planning (incl. OCC component) and coordination with jurisdictional police planners • Improve coordination of leave schedules with annual event plan 	<ul style="list-style-type: none"> • Joint event calendar established
RELATIONSHIPS	STRATEGIES	INDICATORS
<p>Goal B7 Enhance relationships and coordination with transit partners to protect transit staff and assets against crime and disorder</p>	<ul style="list-style-type: none"> • Effective TP liaison mechanism with TransLink operating companies for operational planning • Maximize use of TransLink technology to enhance investigation of crime and reduce disorder • Continue orientation for transit control center staff through visitation to the TP OCC • Establish appropriate joint Standard Operating Procedures (SOPs) with TransLink operating companies 	<ul style="list-style-type: none"> • 80% of SkyTrain Attendants complete OCC orientation
COMMUNICATIONS	STRATEGIES	INDICATORS
<p>Goal B8 Ongoing communications with the public and transit staff on transit secure features</p>	<ul style="list-style-type: none"> • Support the TransLink enterprise messaging on transit security features • In collaboration with TransLink, launch special awareness campaigns prior to major events placing high demand on the transit system 	<ul style="list-style-type: none"> • Awareness campaign/activities implemented

C. Providing Better Service to the Transit Community

PERFORMANCE	STRATEGIES	INDICATORS
<p>Goal C1 Ensure that TP staff have the tools, mentoring and opportunities that encourage and support excellence and professional development</p>	<ul style="list-style-type: none"> • Strive to have well-articulated, clearly understood and communicated policies/ procedures to guide actions and decision making (test for understanding) • Communicate clear direction and guidance to TP staff • Implement robust sworn and civilian orientation programs for new hires • Strengthen leadership and supervisory skills • Continue to identify and address staff concerns and recommendations • Ongoing mandatory and advanced training to TP staff • Improve sworn and civilian performance management systems • Improve sworn promotional system • Develop career development strategy 	<ul style="list-style-type: none"> • Rollout of PowerDMS tool • Published orientation manual and program for both sworn and civilian staff • Improvement in staff engagement results • Comprehensive annual training plan • Per cent of TP Officers taking advanced training • New sworn promotion system • Documented career development strategy
<p>Goal C2 Align resources to maximize effective delivery of the “Frontline First” approach</p>	<ul style="list-style-type: none"> • Improve deployment flexibility • Enhance internal business processes to better use resources • Targeted workload analysis and operational/administrative audits • Organization structure reviews within annual budget process • Improve resource planning • Improve fleet utilization, planning and management • Better utilization of the teleconferencing tool for Traffic Court 	<ul style="list-style-type: none"> • Completion of business cases for significant purchases/changes to business practices • Completion of Fleet Multi-Year Plan • Volume of TP court appearances done via teleconferencing
<p>Goal C3 Establish appropriate police facilities to enhance operational effectiveness</p>	<ul style="list-style-type: none"> • Contribute police perspective to building of new police service facility to better meet demands of police operations 	<ul style="list-style-type: none"> • TP facilities planning committee established • Completion of new TP police service facility



- Work with TransLink to plan for and secure strategically located sub-offices (e.g. Evergreen Line)
- Addition of strategically located sub-offices

PEOPLE	STRATEGIES	INDICATORS
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<p>Goal C4 Achieve recruitment hiring targets and diversity aims</p>	<ul style="list-style-type: none"> • Continue recruitment planning to address retirements within aging workforce as well as growth of transit system • Increase gender and cultural diversity within sworn personnel through multi-faceted recruitment strategies • Explore innovative employment strategies (e.g. job sharing) • Clearly articulate the TP mandate and unique policing environment to applicants 	<ul style="list-style-type: none"> • Status of lateral and recruit applicant pools at TP • Hiring ramp-up plan for Evergreen Line policing • Per cent of female TP Officers • Number of languages spoken amongst TP Officers
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<p>Goal C5 Maintain strong, positive labour/ management relations</p>	<ul style="list-style-type: none"> • Clear terms of reference to enable robust labour management committee in partnership with TransLink 	<ul style="list-style-type: none"> • Number of disputes and grievances
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ACCOUNTABILITY	STRATEGIES	INDICATORS
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<p>Goal C6 Increase accountability and reduce organizational risk through a robust operational and administrative audit program for TP</p>	<ul style="list-style-type: none"> • Develop comprehensive audit program, with focus on high risk areas • Continue collaboration on externally initiated/conducted TP audits 	<ul style="list-style-type: none"> • Established audit plan • Results on conducted audits and follow-up action on recommendations
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ACCOUNTABILITY (Continued)	STRATEGIES	INDICATORS
<p>Goal C7 Maximize police operational capacity through stewardship of financial resources</p>	<ul style="list-style-type: none"> • Explore ways to reduce demands on overtime • Align budget with strategic plan directions and goals • Continue efforts to improve business case development, financial planning and monitoring within TP • Utilize TransLink shared services where appropriate and law enforcement safety and security requirements can be achieved 	<ul style="list-style-type: none"> • Evidence of efficiency gains • Budget and financial monitoring training delivered to supervisors
<p>Goal C8 Maintain public confidence and trust in TP by ensuring that TP Officers demonstrate professionalism in performance of their duties and are accountable for their actions</p>	<ul style="list-style-type: none"> • Provide public with information on complaint process under the Police Act and how to register a complaint • Ensure robust TP Professional Standards Unit to investigate complaints, provide TP staff training on legal matters/ professional conduct/ethics, and recommend strategies for ensuring high standards are maintained in TP • Monitor and review complaints filed against the TP, promptly act to respond to issues, and provide appropriate information sharing and reporting to the public and Police Board • Senior leadership to analyze causation factors of claims against TP to ensure lessons learned and adopt prevention strategies for future • Robust use of force review mechanism 	<ul style="list-style-type: none"> • Rate of complaints registered against TP officers • Number of complaints substantiated against TP officers • Number of complaints mediated/ informally resolved • Survey respondent perception on whether TP responds in a fair way when dealing with Transit passengers and whether TP use force and authority is appropriate • Amendment to training in response to lessons learned and use of force analysis

RELATIONSHIPS	STRATEGIES	INDICATORS
<p>Goal C9 Enhance community engagement and transit safety education through outreach activities, in cooperation with partners</p>	<ul style="list-style-type: none"> • Designate TP liaison(s) for youth and community outreach • Implement youth outreach and development initiatives • Participate in community events relevant to TP mandate 	<ul style="list-style-type: none"> • Number of outreach events • Customer Satisfaction Survey
COMMUNICATIONS	STRATEGIES	INDICATORS
<p>Goal C10 Improve internal communication within TP</p>	<ul style="list-style-type: none"> • Maximize use of technology between the police facilities to promote timely and relevant information sharing and training • Senior leadership attendance at patrol briefings and support staff meetings • Enhance use of internal communication tools, such as chief's weekly bulletins, operational bulletins and HR newsletter • Enhance opportunities for two way communication amongst TP staff 	<ul style="list-style-type: none"> • Staff engagement survey results
<p>Goal C11 Enhance external communication</p>	<ul style="list-style-type: none"> • Improve TP website content and timely information release to public and stakeholders • Hire Communications Specialist 	<ul style="list-style-type: none"> • Communications Specialist in place



Risks to the 2011-2015 Strategic Plan



There a number of risks to the strategic plan over the next five years:

- With increased growth of the transit system in the Metro Vancouver area and anticipated increased ridership, TP will be challenged to deliver the same or improve the level of service as currently experienced, without increases to staffing.
- Financial constraints within TransLink may impact funding available to maintain the current level of TP services as well as address expectations for additional policing services that result from projected ridership increases and transit system expansion over the life of this plan.
- Collective bargaining is currently underway with the union representing TP personnel and there is a need for successful negotiation of terms appropriate for a policing environment.
- Maintaining the authorized strength of TP Officers in a competitive hiring market.
- As a Designated Policing Unit established under the Police Act, TP could be impacted by future changes to that Act, provincial policing standards and provincial policing models.

TP will plan to mitigate these risks through such avenues as:

- **Seeking continued operational efficiencies**
- **Leveraging partnerships**
- **Being results oriented and accountable**
- **Implementing retention strategies**
- **Garnering support for the TP policing services from stakeholders**
- **Maintaining a good working relationship with the Police Services Division and taking advantage of consultation opportunities within the policing community.**



What We Achieved in the 2007-2011 Strategic Plan



Our first strategic plan was launched in 2007 when we committed to two strategic directions:

1. Stabilize the Transit Police infrastructure through adopting principles of community-based policing: public safety, public trust, public confidence, professionalism and accountability; and
2. Develop Transit Police capacity to respond to the broad policing requirements and opportunities within the transportation environment.

The nature of that plan differed somewhat from traditional strategic plans, in that TP was a newly created policing agency (2005) which had to first build a strong foundation on which to operate. Further, we needed to forge new relationships and determine how to deliver seamless policing services to a rapidly expanding transit system and with jurisdictional police. The strategic directions were addressed through 84 strategic objectives falling within five streams: operations, people, communications, physical resources and administration. Some of our key achievements towards those strategic directions follow.

Operations

CRIME ANALYSIS/INTEL – A Crime Analysis and Intelligence Unit was established, which has strong linkages with jurisdictional police and academic institutions. The work of this Unit helps TP in its aim to be intelligence driven. Analysis of criminal activity across multiple jurisdictions has led to the arrest of criminals. Internal crime analysis products include: weekly crime bulletins, prolific offender profiles, persons to Be-On-Look-Out-For (BOLFs) bulletins, crime statistics and linking incidents TP works collaboratively with jurisdictional police on intelligence sharing and regularly submits information for the lower mainland police robbery bulletin, sexual assault bulletin, and special study files to the Integrated National Security Enforcement Team (INSET). Research was conducted to examine the distribution and level of crime patterns around existing SkyTrain stations and the future Canada Line stations, thereby creating a baseline for future longitudinal studies.

PLAINCLOTHES – A Crime Reduction Unit (CRU) was established with one Sergeant and seven Constables. The Unit works mostly in plain clothes and targets prolific offenders and specific policing problems that are impacting the safety and security of the transit system. They coordinate surveillance and investigations with jurisdictional police. Projects have been done around a wide range of crime issues such as assaults, youth gangs, robberies, sexual offences, drug issues and property theft.

CANADA LINE READINESS – New squads were created for policing of the new Canada Line rapid transit service. Staff



deployed to Canada Line established new relationships and developed protocols with Canada Line operating companies, Richmond RCMP, Vancouver Police, Vancouver International Airport Authority, Great Canadian Gaming Corporation as well as many businesses along the Canada Line corridor.

STAR – The STAR (Station Targeted Area Response) Team was created with one Sergeant and three Constables from TP and the same complement from Richmond RCMP. Through the partnership they engage in problem-oriented policing around the Canada Line. The Team also works in coordination with Vancouver Police and the security sector on hot spots and certain crime issues.

HIGH VISIBILITY – High Visibility Initiatives were launched as part of the TP comprehensive policing strategy and allows TP to address both real and perceived concerns relating to safety and security on the transit system and surrounding neighbourhoods. This highly visible and proactive approach not only allows TP to engage directly with transit riders, it also enhances our ability to educate the public on fare compliance and preventative security measures. Special attention is dedicated to those transit hubs that are identified or perceived to be crime and disorder hot spots and/or perceived by the public to be the least safe.

BIKE DEPLOYMENT – 21 TP Officers are trained and equipped for bicycle deployment to provide an additional tool for patrol and contribute to the high visibility goal. This additional mobility enables broader patrolling around transit hubs and rapid transit corridors.

EMPLOYEE ASSAULT – TP collaborated with senior leaders from Coast Mountain Bus Company and BC Rapid Transit Corporation to identify strategies to address violence/assaults against transit employees while performing their duties.

YOUTH OUTREACH – The IRAYL (Inter-Regional At Risk Youth Link) program was launched by Pacific Community Resources Society in conjunction with jurisdictional police/community partners, including TP and TransLink. This

program targets at-risk youth frequenting transit stations. Another proactive initiative implemented was the Onside Program which develops support/asset building for at-risk youth by linking them with police officers who host them at various sporting events. Further, TP issues “positive tickets” to young people who are observed doing positive actions/good behaviour on the transit system and in the community.

2010 OLYMPIC GAMES READINESS – Extensive planning occurred in preparation for policing of the transit system during the 2010 Olympic Games. A comprehensive operational plan and a command and control model were developed. Some of the readiness initiatives included: secondment of two TP Officers to the Vancouver Integrated Security Unit for the Games; establishment of an Intel Hub during the Games and capacity for an electronic Emergency Operations Centre; providing all TP Officers with anti-terrorism training; participation in a series of emergency planning exercises; delivery of special safety and security messaging and marketing before and during the Games (e.g. pick-pocketing, separated persons and suspicious packages); development of special communications protocols and radio capacity; development of mitigation strategies around terrorism and threats, crowd management, disasters and transit resiliency; and acquisition and placement of emergency equipment in strategic locations.

EXPLOSIVE DETECTION – TP implemented explosive detection capability as part of readiness for the 2010 Olympic Games and the provision of long-term transit system security and critical infrastructure protection. A group of TP Officers were trained in the use of portable x-ray and multi-mode threat detectors to improve capacity to quickly respond to unidentified packages on the transit system and bomb threats.

EXPLOSIVE SCENT DETECTION DOGS – In 2010, TP launched a two year pilot project to assess the use of explosive scent detection dogs in the Metro Vancouver transit environment. Two dog teams were formed.



JOINT OPERATIONS AND SECONDMENTS – TP engaged the jurisdictional police on joint investigation of specific crime problems as well as participated in crime prevention initiatives and planning for policing of major special events where the transit system would be impacted (e.g. Celebration of Lights). TP has seconded some personnel to joint policing units where applicable to the TP mandate and safety of transit users and system (e.g. Integrated Police Uniform Gang Task Force and Integrated National Security Enforcement Team, Integrated Municipal Provincial Auto Crime Team).

People

RECRUITMENT – TP implemented an aggressive recruitment program so that sufficient police officers could be hired and trained to meet organizational development needs as well as to meet our contractual obligations for policing of the new Canada Line rapid transit system. Forty-four officers were hired for deployment related to the Canada Line. Additional civilian staff were hired to support the policing operations, in particular for enhancement of the Operations Communication Centre and records management.

TRAINING – Mandatory annual training was provided to police officers in high risk areas such as firearms, use of force and Tasers. All Officers received training in first aid and automated external defibrillators. Other advanced training and professional development opportunities were provided to both sworn and civilian personnel as relevant to their functions and personal development. For example, general

investigative skills, legal studies, active shooter theory and simulations, emotionally disturbed persons, surveillance, bicycle operator and critical incident defusing.

CRITICAL INCIDENT DEFUSING TEAM – TP took a proactive approach in providing an organizational response to critical incident stress and established a Critical Incident Defusing Team (CIDT). The CIDT is made available to all TP staff that are involved in or may be impacted by an on-duty critical incident (e.g. suicide on rapid transit line). The CIDT complements the support available to staff through the Employee Assistance Plan and other wellness and mental health services provided through the union, TransLink and/or TP.

EMERGENCY PLANNING – Emergency response equipment was purchased through federal Transit Secure funding and placed at strategic locations throughout the transit system for police officer use as a first responder. A pandemic plan and policy was developed and personal protective equipment kits issued in the event that Officers need to wear protective equipment during a pandemic or other emergency.

Communications

ELECTRONIC BRIEFING – Video briefing capacity was established between the three police facilities to enhance daily operational briefing and planning amongst senior leaders. It is also used to deliver internal training.

COMMUNITY REPORTING – To enhance awareness of the TP role, services and achievements, TP issued a variety of



public documents and videos (e.g. annual report to the community, bi-monthly newsletters, financial status reports and media releases).

MARKETING – A media relations position was created. The “TP” branding was promoted and an assertive “taking back the rails” media strategy was initiated to introduce reassurance policing, and to explain TP efforts in addressing crime and safety on the rapid transit and bus systems. Television advertising campaigns were implemented to promote work of TP and employment opportunities. Social media tools were used and the website content enhanced.

COORDINATION WITH TRANSLINK – The Chief Officer was appointed to TransLink Executive Committee thereby increasing capacity for information sharing and input into decisions that could impact the TP and the delivery of its mandate.

INTERNAL COMMUNICATIONS – A series of strategies were implemented to enhance internal communications, including the use of communications tools such as annual goals posters, Chief’s weekly message, a human resources Insider Newsletter, bulletins, and open senior leadership meetings.

Physical Resources

POLICE FACILITIES – To address short term facility needs, 307 Columbia Street operations facility underwent a two phase renovation, administrative space was secured at 713 Columbia, and a new reporting office was opened at Bridgeport Station to enable efficient deployment to the Canada Line. Sub-offices were also installed strategically along the Canada Line. In consideration of long term TP facility requirements, TP worked closely with TransLink and consultants to conduct a facility needs assessment for a police headquarters.

INFORMATION TECHNOLOGY – TP migrated to its own independent and secure network system and an in-house IT unit was established.

FLEET ENHANCEMENT – New prisoner wagons were purchased and a wrapped bait car was obtained through IMPACT (Bait Car Program). Theft from auto and theft of auto is a problem around some transit stations and park and ride locations. This vehicle is used by TP at high theft Park & Ride locations, as well as for special events and outreach activities.

Administration

PROTOCOLS WITH JURISDICTIONAL POLICE – The Memorandum of Understanding (MOU) between TP and jurisdictional police was amended and supporting schedules developed through the work of a joint protocol working committee. The committee continues to meet regularly and participating agencies provide education to their members on the nature of the MOU.

QUALITY ASSURANCE – A number of audits took place to ensure that TP is complying with policing standards and requirements, and best business practices (e.g. exhibits and property, Police Records Information Management Environment [PRIME], Canadian Police Information Centre [CPIC], and Payroll). A Risk Coordinator position was created.

PROFESSIONAL STANDARDS UNIT – An in-house Professional Standards Unit was established to investigate complaints and assist with police officer professional development. The Unit provided training on legal updates, Police Act complaint process and ethical decision making.

POLICIES – The TP Policies and Procedures Manual continued to be developed with the addition of new policies relevant for a police agency (e.g. DNA Collection and Databank, Line-of-Duty Deaths, Critical Incident Defusing Team and Sudden Deaths) as well as with revisions to existing policies to reflect operational realities and changing legal requirements or provincial standards.





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Produced in March 2011
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