



ARCHIVED - Archiving Content

Archived Content

Information identified as archived is provided for reference, research or recordkeeping purposes. It is not subject to the Government of Canada Web Standards and has not been altered or updated since it was archived. Please contact us to request a format other than those available.

ARCHIVÉE - Contenu archivé

Contenu archivé

L'information dont il est indiqué qu'elle est archivée est fournie à des fins de référence, de recherche ou de tenue de documents. Elle n'est pas assujettie aux normes Web du gouvernement du Canada et elle n'a pas été modifiée ou mise à jour depuis son archivage. Pour obtenir cette information dans un autre format, veuillez communiquer avec nous.

This document is archival in nature and is intended for those who wish to consult archival documents made available from the collection of Public Safety Canada.

Some of these documents are available in only one official language. Translation, to be provided by Public Safety Canada, is available upon request.

Le présent document a une valeur archivistique et fait partie des documents d'archives rendus disponibles par Sécurité publique Canada à ceux qui souhaitent consulter ces documents issus de sa collection.

Certains de ces documents ne sont disponibles que dans une langue officielle. Sécurité publique Canada fournira une traduction sur demande.

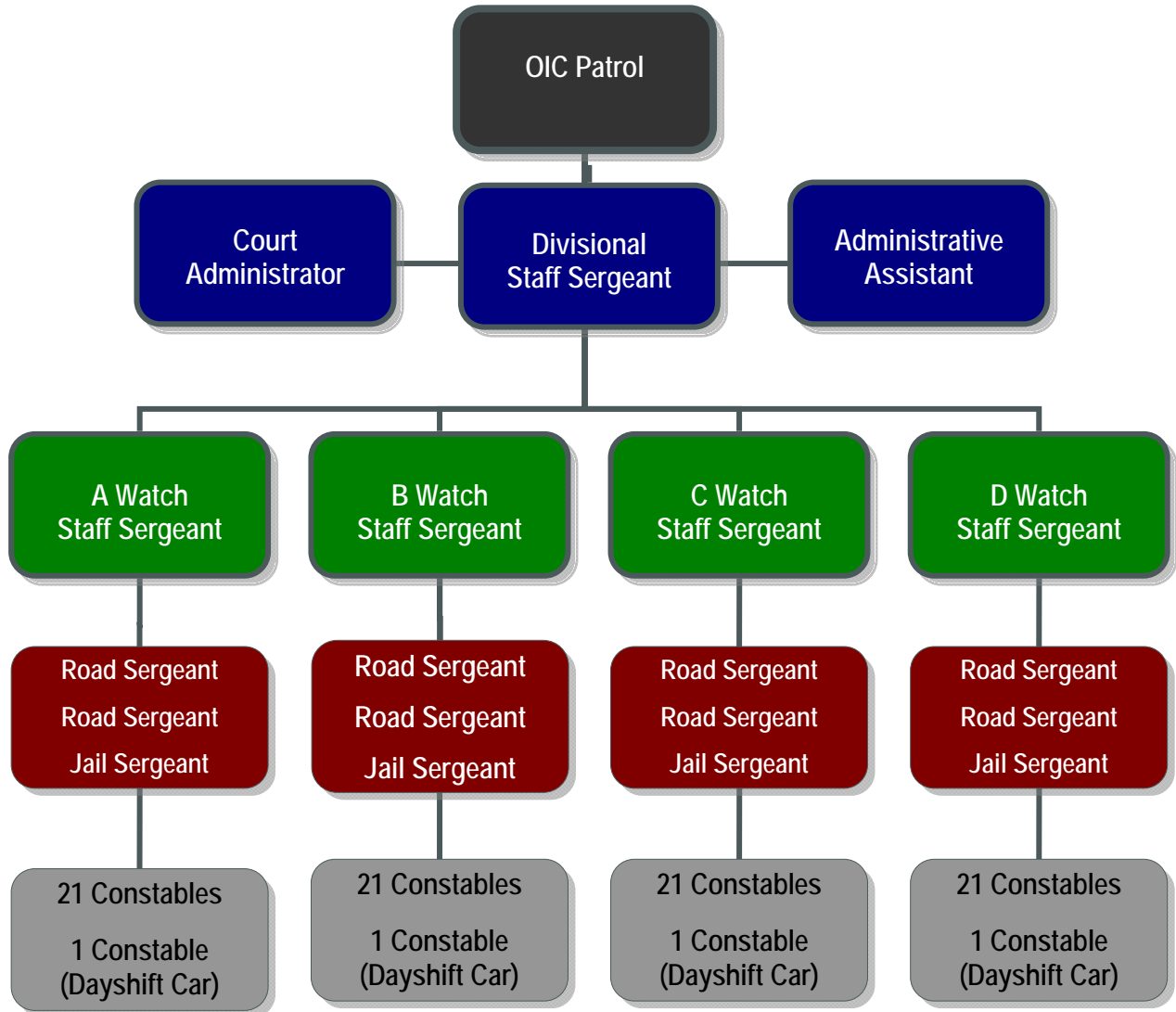


Patrol Division

2011 Annual Report

Patrol Division

Organizational Chart



The Victoria Police Department Patrol Division Annual Report – 2011

The Patrol Division is responsible for call response and front line policing on a 24/7 basis in the municipality of Victoria and the township of Esquimalt. Officers in patrol are responsible for a high case load in comparison to officers from other areas of Greater Victoria. The role of patrol officers is to work in a high risk urban environment, responding to a variety of calls for service and taking proactive approaches to community issues. Policing an urban environment brings with it specific challenges, some of which involve dealing with violent crimes, dangerous offenders, protests, street disorder and community issues.

In 2011 the Patrol Division faced many challenges and reached much success. Continued leadership has been shown by police officers of all ranks, jail staff and civilian staff. Sworn and civilian staff has been actively involved in our Strategic Plan bold steps by contributing to the improvement and vision of the police department.

We continue to work collaboratively with other divisions within the organization and with outside agencies. For example, the Patrol Division is called upon to assist with the following:

- Special Events / Community Events
- Protests
- Serious Investigations
- Outside Agencies
- Prisoner custody for outside agencies
- Follow-up requests from Crown Counsel
- Integrated Agency projects
- Condition checks on offenders

Most patrol officers are trained in a variety of disciplines, aside from their regular patrol duties. These extra skills often draw these officers away from their patrol duties; therefore the management of patrol resources includes managing our commitment to supporting other areas of the police department. This includes being trained to work in the following units or have the following certifications (this is not an exhaustive list):

- GVERT (Greater Victoria Emergency Response Team)
- MRU (Marine Response Unit)
- CMU (Crowd Management Unit)
- Less Lethal Weapons
- Impaired and Field Sobriety Testing
- Drug Expert

An integral part of our organization is our jail facility. It is staffed by two to three jailers on a 24/7 basis, and is overseen by a Jail Sergeant. Oversight is provided by the Divisional Staff Sergeant and the Patrol OIC. The jail facility has also seen a change in leadership with some Jail NCO's being replaced by new NCO's after their tenure in that role came to a close. Improvements and changes to the jail facility and jail processes are ongoing. Many of these changes stem from the Bevan Report and its recommendations. These changes have assisted us in bettering our practices, policies and our overall care for prisoners.

Patrol Staff Sergeants and Supervisor Meetings

The Staff Sergeant rank has been in existence in the Patrol Division for two and a half years. This position has strengthened the leadership in the Division and has allowed for one point of contact for officers, civilian staff and the public. The Staff Sergeant rank is seen as a leadership role by management. Staff Sergeants continue to address performance management issues, address service delivery issues, respond to the public and effectively deliver information to Patrol Division members.

This year we saw the promotion of two new Staff Sergeants in patrol. All of the Staff Sergeants are responsible for leading a team of Sergeants, Constables and Jailers, while ensuring the organizational priorities, policies and community needs are met.

Daily and weekly meetings take place between the Staff Sergeants, the Divisional Staff Sergeant and the Patrol OIC. In conjunction with these meetings, a monthly Patrol Supervisors Meeting takes place. These meetings provide an opportunity for the patrol supervisors and communication center supervisors to address issues, share ideas and develop solutions and improve our practices. This year we have included the Policy Sergeant in both the Patrol Supervisors Meetings and the Communication Center Meetings. This has allowed for better audit, review and development of policies that impact the Patrol Division. Secondly, this has created a more inclusive environment for all to have the opportunity to contribute to bettering our call response.

The Staff Sergeants complete a daily and nightly report that outlines the incidents of importance that occurred during their 12 hour shift. This report has been updated to include the "Media", namely the documentation of media releases made at the Patrol level and what was released. Secondly, the report now has a "Follow-ups" area, where the Watch Commander makes mention of investigations that are being forwarded on to the following shift for further follow-up. These changes have resulted in better communication across the shifts, to the Patrol OIC and to the Public Affairs Division

Partnerships with the Focused Enforcement Team (FET)

The Patrol Division works in conjunction with the Focused Enforcement Team (FET) to address all criminal and social issues. This ongoing relationship provides support for the objectives of both parties, making the challenges we face in the downtown core more manageable.

The city, the nightlife and special events attract persons from throughout the CRD on a regular basis. FET strives to manage the downtown core issues which in turn assist the Patrol Division in overall call load. Intelligence gathering and proactive work done by FET greatly assists Patrol in lessening call load, preventing offences and providing information to assist Patrol in addressing problem areas.

Areas and issues requiring special attention throughout Victoria and Esquimalt are identified on a weekly basis by the Operations Council. These areas and issues are brought to the attention of the Patrol Division and FET. These divisions work jointly to address the issues, find solutions and continually audit the results.

The Patrol Division is supported by FET each week on Thursday, Friday and Saturday nights. FET provides specifically assigned officers to boost the resource levels in Patrol to meet the minimum staffing levels. This aids in building the relationship between the officers in these two divisions.

OICs and NCO's in the Patrol Division and FET meet on a daily and weekly basis to discuss and address a myriad of issues. The type of work and challenges faced by officers in these two divisions is interrelated and can often be resolved with a collaborative approach.

Operations Council and Patrol Activities

The Operations Council continues to provide a joint approach to ongoing issues that impact all divisions in the organization. This Council, comprised of representatives from across the organization, meets on a weekly basis and strives to gather information on issues and develop a coordinated approach. This information is compiled into the AIS (Analysis and Intelligence Section) Weekly Intelligence Report which is posted on the Intranet and presented at all Patrol shift briefings. This year the Patrol Division has provided excellent intelligence on suspects and trends to other divisions (Detectives, Street Crime Unit, and FET) for follow-up. This proactive work and intelligence gathering at the Patrol level has resulted in solving significant crimes and placing violent and prolific offenders in jail. Patrol shifts working the day of the Operations Council meetings are now providing a representative to attend to share information and be included to the discussions. The goal of this is to build greater buy in at the Patrol Division.

The introduction of Crime Reports and Mapping has assisted this intelligence led approach. The community can access the Crime Reports on the external website while our officers access this information internally and use this information to focus their proactive efforts. The mapping allows officers to view current crime trends (locations, times, dates, offence type) and then take proactive steps (street checks, patrolling and tickets), resulting in further intelligence sharing and crime solving.

We continue our partnership with Victoria Community Corrections in identifying prolific offenders who require curfew checks to ensure they are abiding by their conditions. The Patrol Division has taken on this responsibly and has processed countless breach charges.

Domestic Violence – Victim Safety Plan and Victim Notification

The Patrol Division is the primary responder to incidents of domestic assault. These investigations are demanding, time consuming, time sensitive, emotionally charged and require thorough investigation. Of greatest priority in these cases is developing a victim safety plan and notifying the victim of the release of the accused and his or her court imposed conditions.

Our organization recently created the Domestic Violence Unit (DVU) in the Investigative Services Division. Two Detectives are now assigned to the DVU and provide oversight and risk assessment for all domestic assaults.

To be in line with Provincial Standards and violence in relationship policies, our organization has implemented a detailed and consistent practice of documenting all safety plans that our officers develop when working with victims of domestic violence. Included in this practice is the notification of the victim when the accused person is released from custody and his/her court conditions. We have developed a detailed PRIME text page for officers to document their safety plan and victim notification. This has closed a gap that existed when the accused was released from court or from a correctional institution and the victim was not notified of the release or conditions. This is a joint initiative with Crown Counsel. Patrol members go to great lengths in locating the victim, making the notification, and updating the already existing safety plan. Taking on this responsibility shows our increased commitment to victims of domestic assault.

The Victoria Restorative Justice Society Program

In 2011, we referred 46 cases to the Victoria Restorative Justice Society (up from 38 in 2010). These cases are comprised of the following criminal offences:

- Theft Under \$5,000: 20
- Mischief Under \$5,000: 10
- Assault: 4
- Break and Enter: 4
- Possession of a Controlled Substance: 2
- Arson – Property: 2
- Fraud Under \$5,000: 1
- Theft by Conversion: 1
- Driving Under the Influence: 1
- Uttering Threats: 1

Of the 46 referrals made in 2011 the offenders fell into the following age brackets:

- Youth: 22
- Adult: 22
- Senior: 2

The overall feedback from victims, police and offenders involved in the Restorative Justice Program is very positive, with a 90% to 100% approval of the program based on how they felt during the process, the outcome, feeling safe, feeling respected and feeling that the incident was best addressed out of the court system. The program has received one hundred percent funding for 2012 from the United Way. We look forward to continuing our relationship with the Victoria Restorative Justice Society.

Warrant Review Project

In 2011 we took the initiative to review our outstanding arrest warrants and take steps to execute the warrants. To do so, we relied upon the services of our light duty officers, those not deployed on the street due to an injury. These officers often return to work in modified duties, not wearing a uniform, and are assigned to what we call “light duties”, or office work. This year we utilized two light duties officers to address outstanding arrest warrants. These officers reviewed over 500 files in which there were outstanding arrest warrants and developed a method to track the work taken to locate the people. Extensive work was conducted to access various information sources to locate these people. As a result, some of these warrants were executed and some people were located out of province (beyond the authority of the warrant). The tracking of our work and attempts to locate these people was documented for future reference. This project shows our dedication to continuing with investigations and holding people accountable for their actions, regardless of the time that has passed.

Patrol Briefing (Roll Call) Training

The Human Resources Division oversees all training for the department. One element of this training is Patrol Briefing (Roll Call) training. This takes the form of internal or external personnel providing updates in a number of areas that directly impact the Patrol Division. Due to the many demands within the Patrol Division such as high

case load per officer and 24/7 response, it is difficult to schedule training for all of the Patrol members to attend. In addition, our officer's work extensively with various high risk groups in the community, so providing ongoing training to educate our officers in these areas is a priority.

The following list outlines the training that officers in the Patrol Division received during these briefing sessions. This does not include longer specific courses taken by members through the JIBC or other training facilities.

- Seniors Outreach Team (SORT)
- Ministry of Finance – Illegal Tobacco Investigations
- ICBC
- Restorative Justice Program
- Workers Compensation Board – Nurse advisor
- IPDMA - Human Resources computer system
- Bait Car Training
- Crime Reports Training
- Block Watch Program
- VICLAS Training
- Forensic Psychiatric Services

Each patrol shift has officers with specialized skills ranging from specialized weapon skills, tactical skills, surveillance skills, source handling skills, room searching skills and other skills that provide opportunities at the patrol level to educate others. The Patrol supervisors encourage these officers to coordinate on duty informal training. This often involves scenario based training sessions held during quieter shifts. This leadership in mentoring others is encouraged and provides the junior officers with an opportunity to better their officer safety skills in a reality based environment.

Policies

Policy additions and changes are managed by the Policy Sergeant in Executive Services. The Policy Sergeant has implemented a new, more user friendly computer platform for employees to access policies. In addition, a new tracking system has been implemented which tracks employees access to the regular policy updates, allowing the organization to monitor compliance. Patrol officers are provided time on duty by their supervisors to read policy changes.

The Policy Sergeant has been more actively involved in the Patrol Supervisors Meetings and Communication Center meetings. The Policy Sergeant provides updates on policy changes and seeks input from supervisors to ensure changes meet divisional priorities and the needs of the community.

Leadership Program – Acting Sergeants

As one of the Strategic Plan bold steps, of "Developing the Best", the Human Resources Division spearheaded the new Leadership Program. The goal of the program is to meet organizational and individual needs by supporting officers through their development as acting supervisors. This program is not a prerequisite for promotion but provides officers with essential skills and feedback to assist them in reaching their goals. Over 40 officers completed the competency test and completed the 1 week Leadership Course, hosted by our agency. During the coming year (2012) these same officers will develop further through coaching provided to them by their respective supervisors in the Patrol Division.

This program provided training to officers in the following areas (not an exhaustive list):

- Role of the NCO
- Critical Incident Management
- Labor Processes and Performance Management
- Legal Considerations
- Leadership Philosophy
- Public Order
- Policies
- Police Act
- Risk Management
- Coaching
- CISM

Equipment and Fleet Improvements

Patrol officers continue to work closely with the Fleet Manager from Executive Services who is responsible for vehicle purchases and improvements as well as working with the Divisional NCO who addresses patrol equipment needs. Officers provide valuable input into vehicle equipment choices, computer (MDT) mount configuration, vehicle selection and outfitting and operational equipment needs.

Overtime Budget

In continuing with the efforts made in 2010 to better manage the Patrol Overtime Budget, the Staff Sergeants, Divisional Staff Sergeant, and OIC have worked closely to assess future resource needs, officer injuries, training demands and events or incidents that have an impact on our resources. Each overtime slip is reviewed to determine if best practices are adhered to and that the overtime is appropriate. The Staff Sergeants have played a key role in maintaining the overtime budget. This has resulted in keeping the overtime budget with a balance remaining over the last 3 years.

Patrol Overtime Costs

Year	OT budget	Expenditures	Balance remaining
2008	\$735,000	\$825,749	(\$90,749)
2009	\$775,000	\$730,000	\$45,000
2010	\$775,000	\$706,405	\$68,594
2011	\$800,000	\$744,692	\$55,308

Calls for Service and Response Time

The Patrol Division is primarily responsible for calls generated from the public through calls made to the Communication Center. In addition to this, officers work proactively to target problem areas and address community concerns. The police department generated 46,072 calls for service in 2011.

Officers respond to a wide range of calls for service that may require a routine response or an urgent or immediate response. Patrol is supported by other sections, including the Canine Section, the Focused Enforcement Team, Investigative Services, Community Policing and the Dayshift Cars.

When a complaint is received in our Communications Centre it is immediately categorized based on the nature of the call and consideration of all circumstances. Available police units are dispatched according to the following prioritization:

Priority 1 – Requires urgent attention, life threatening. Examples include: hold-up alarms, bomb calls, abductions and in-progress calls such as domestic disputes, assaults and sexual assaults.

Priority 2 – Requires immediate attention, serious, may not be life threatening. Examples include: abandoned 911 calls, violent persons and in-progress calls such as break and enter and theft of vehicle.

Priority 3 – Routine attention, no current threat to life or property. Examples include: shoplifters, suspicious persons/vehicles, traffic hazards and theft of vehicle located.

Priority 4 – Event must be documented, may or may not require police attendance. Examples include: lost property calls and parking complaints.

Response time – “the time from when a call is dispatched to the time the first officer arrives on scene”.

Average Response Times

Priority Type	2009	2010	2011
Priority 1 calls	7.76 minutes	7.8 minutes	7.5 minutes
Priority 2 calls	9.75 minutes	11.3 minutes	10.42 minutes

Note – It is important to remember that these response times are generated from either radio broadcasts when an officer says he or she is on scene or MDT keyboard entries of “on scene”. Several situational factors may delay the officer’s radio or MDT response and will affect the response times captured and as a result, are not a true reflection of response times.

Note - Priority 3 and 4 calls can be stacked or held over due to higher priority calls and complainants requesting for officers to attend at a later time. For this reason response times for priority 3 and 4 calls are not easily calculated.

Jail Facility

We continue to provide a high level of care for prisoners in our custody. It is now accepted organizationally that members will not be allowed to supervise in the jail facility, even for short periods of time, without completion of the Jail Supervisor training. New career path guidelines for Jail Supervisors are being created to ensure fairness in placement of NCO’s into the Jail Supervisor role.

All jail personnel including supervisors attended an 8 hour training day specific to level of consciousness, shock and basic lifesaving skills.

The Patrol Divisional NCO and OIC continue to meet with the Sobering Center directors to discuss any issues relating to the care of persons transported to the Sobering Center. A very positive relationship has been developed over the last few years between the Sobering Center and the Victoria Police Department, resulting in few if any significant issues.

In continuing with the Bevan report and its recommendations, we continue to develop and meet best practices. The recommendations from the Bevan report related to policy development, organizational structure, tenure of supervision, and the training of supervisors and jail guards.

The following are some of the changes that have been made in 2011 as they relate to the Bevan recommendations:

- *Cushion flooring and cushioned benches for all cell areas is now complete; including the repair of the padded cell door with a new, less damageable material.*
- *Improved lines of communication between Jailers and City of Victoria Cleaning services. Jailers approve cleaning prior to City staff leaving the jail facility.*
- *Female remands from Sheriffs have been monitored and less female remands are lodged in our jail facility. This is the result of better communication between our agencies and us taking a firm stance on acceptance of female remands without proper medical documentation and medications.*
- *Court dates on Tuesdays (rather than Mondays) for females have lessened the length of stays.*

Jail Facility Usage - Arrest Types

Reason for detention	2009 Prisoners	2010 Prisoners	2011 Prisoners
New Charges	2937	2723	2236
Hold – SIPP	2216	1685	1315
Breach of the peace	177	129	102
Hold pending investigation	22	54	39
Hold prevent continuation	40	23	22
Outside SIPP	68	70	31
Outside warrants	355	326	287
Outside new charges	53	46	38
Mental Health Act	6	7	5
Local warrants	844	768	634
Remands	662	603	487
Immigration	14	13	13
Common law	12	7	5
Total	7406	6454	5204

In 2011 there were a total of 5204 prisoners held in our jail facility. This is a decrease of 1250 prisoners from 2010. This is an ongoing trend for our organization. Over the last three years this number has been decreasing. The cause of this is two fold. We continue to minimize risk and liability through our improved assessment of all persons brought to our jail facility. We carryout a more strict assessment of each prisoner, which often results in us turning away prisoners we deem unsuitable for our jail facility. Secondly, our decreased calls for service are consistent with this decrease in prisoners.

The following chart outlines the breakdown of prisoners from outside agencies. We are the only jail facility on the lower island that is designated to house female prisoners remanded into custody through the courts.

Jail Facility Usage – Recoverable Costs

Agency	2009 Prisoners	2010 Prisoners	2011 Prisoners
Immigration	14	12	14
Saanich Police	108	94	82
Sheriff Remands	662	603	461
Total	784	709	557

The total operating cost to run our jail facilities on an annual basis is estimated to be \$1.6 million. Outside agencies pay a nominal fee to use our facility. In 2011 this arrangement generated \$89,000 in revenue, which is down 20 percent from last year, but is consistent with our decrease in prisoners and cases. The Union of British Columbia Municipalities (UBCM) has collected jail facility cost information from all municipalities and intends to have discussions with the province to increase the Keep of Prisoner rate so that it is in line with the actual cost of caring for prisoners. This of course would still not cover off the potential costs associated with liability.

Our policies and processes adhered to by our jailers and Jail NCOs' has helped to better manage the risks associated to operating a jail facility. This includes lessening the length of time female prisoners are remanded into custody in our jail and our better medical and risk assessment of all prisoners. Finding alternative measures after arrest and more appropriate locations to house people we have contact with will continue to lessen the number of prisoners we house and lessen our overall liability. This includes using outside resources such as the Sobering Center for intoxicated persons and contacting the Ministry for Children and Families to assist with youth at risk.

Patrol Division Priorities for 2012

1. Better manage the internal and external demands placed on officers at the Patrol level, by assessing and implementing the recommendations from our Staffing Deployment Analysis Report due in early 2012.
2. Work with the newly identified leaders at the Constable level and support them through the Leadership Development Program, coaching, skill development and other developmental opportunities.
3. Continue to utilize the strengths of the Operations Council through the sharing of information across the organization, including the ongoing use of Crime Reports and the analysis of the information, to focus resources and target problem areas and chronic offenders.
4. Considering the financial constraints on our budget, we will continue to effectively manage the Patrol overtime budget through close analysis of resource allocation, training demands and incident management.
5. Manage and document the performance of officers through ongoing performance log and performance appraisal processes, while providing constructive and supportive feedback for officers to meet their own goals.