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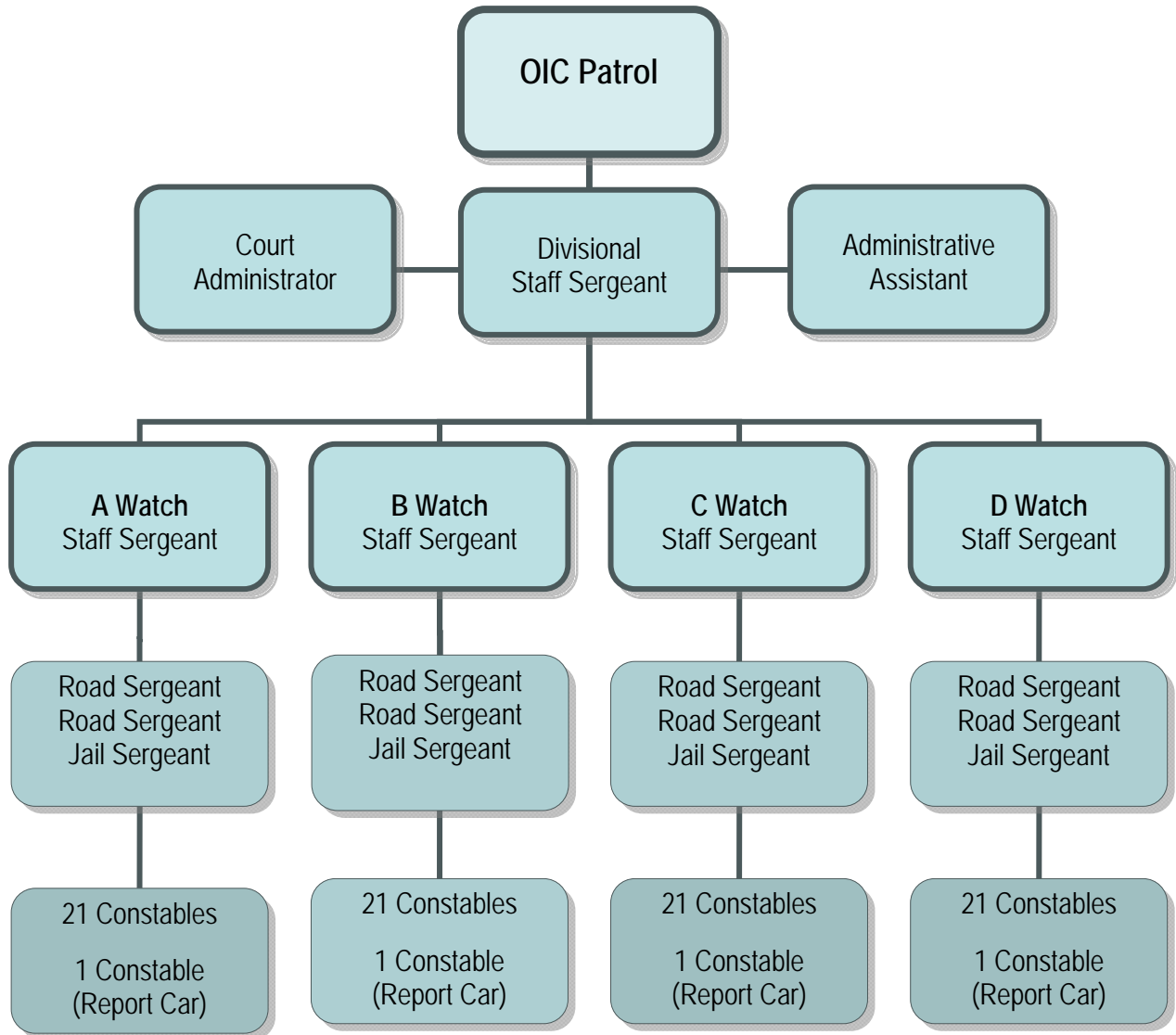


Patrol Division

2010 Annual Report

Organizational Chart

Patrol Division



In 2010, a continuance of the initiatives brought forward by Chief Jamie Graham including the reinstatement of the Staff Sergeant rank and introduction of supervisors within the jail has been further established and enhanced. The Staff Sergeants have been able to successfully instill leadership to the individual watches. The operational Staff Sergeant has been able to maintain consistency in the priorities and objectives to be accomplished. Policies and protocols within the jail have also been improved with the Bevan report recommendations being implemented. These changes continue to have a positive impact on the Patrol Division.

Change in Leadership and Division name

On August 1, 2010, Inspector Pearce was transferred to the Patrol Division replacing now Deputy Chief Manak who was the previous officer in-charge. The Division was re-branded from Uniform Services Division (USD) back to the Patrol Division. The Patrol Division was the first division of the department in 1858, and carries the legacy and history of our organization.

The Staff Sergeant rank

Over the past year the Staff Sergeants have been instrumental in establishing and maintaining the Divisional priorities and objectives within the Patrol Division. The re-introduction of the Staff Sergeant rank has proved to be effective and has been able to establish a designated leader amongst all the Patrol Watches. The Patrol Inspector and NCO meet with the Watch Commanders on a daily basis to ensure consistency amongst the watches throughout the week. Monthly Patrol Supervisor meetings are also scheduled within Patrol to discuss issues and matters of interest that need to be discussed at greater length.

The Patrol Division was also successful in accomplishing a 100% completion of Performance Appraisals for all its members.

Partnerships with the Focused Enforcement Team (FET)

With downtown social issues continuing draw a significant amount of police resources, the need for cooperation and synergy between Patrol and the Focused Enforcement Team (FET) to jointly tackle street disorder and downtown policing issues continues to be essential.

FET is also required to provide Patrol staffing support on certain nights of the week to supplement Patrol staffing numbers. Patrol members are required to assist FET in conducting morning wake-ups and monitoring and providing visibility at key problem areas including the 900 block of Pandora Avenue, the downtown core and Esquimalt. To facilitate better working relationships, the OIC's from Patrol and FET began meeting daily on an informal basis and weekly on a formal basis to discuss the on-going challenges of providing police resources where most required. This has resulted in an improved working relationship between the two Divisions and has lead to increased productivity. Both Divisions are committed to working together to provide the best police service possible to Esquimalt and Victoria.

Improved Coordination of Patrol Watch Activity with the Analysis and Intelligence Section

The Patrol Priorities initiative was (and is) viewed by the Watch supervisors as progress forward in improving communication within the USD. Numerous arrests and short-term projects were successfully completed as a result. In 2010, S/Sgt Lacon strived to create a partnership with the Analysis and Intelligence Section (AIS) to ensure that the published weekly patrol priorities furthered the organizational goal of intelligence led policing. The result was patrol priorities that were created to reflect the newly produced AIS weekly intelligence bulletins. Partnerships were also enhanced with Victoria Community Corrections which resulted in patrol members conducting curfew checks on high risk prolific offenders. This initiative resulted in a significant number of new breach charges and put prolific offenders back in jail.

Immediate Roadside Prohibitions (IRP's)

On September 20, 2010 the Provincial Government unveiled the updated Immediate Roadside Prohibition Program to address drivers that were found driving intoxicated while operating their motor vehicle. This system was developed with the overall goal of reducing impaired fatalities by 35% by 2013. The goal is to immediately remove drivers who's ability to drive is impaired by alcohol and provide other administrative sanctions or vehicle impoundment and monetary penalties. VicPD is currently ranked 5th in the Province thus far for enforcement of the IRP Program and the majority of this enforcement has been from Patrol officers.

Stats since the inception of the new IRP Program until March 15th 2011 are:

105 - 90 day IRP's for suspects who have blown a "FAIL" on the ASD. These suspects have had their vehicles towed 100% of the time for a period of 30 days.

5 – 90 day IRP's for suspects who have refused an ASD. These suspects have had their vehicles towed 100% of the time for 30 days.

33 – 3 day IRP's for suspects who have blown a "WARN" on the ASD. These suspects have had their vehicle towed 73% of the time for 7 days.

11 – Impaired Driving charges from Sept. 20th to March 15th

Budget

The Patrol Division is the largest Division in the department. It is staffed 24/7 and deals with front-line policing issues as its primary mandate. The police officers are expected to manage a higher case load than their Capital Regional District colleagues. These uniformed officers work in a high risk, urban core environment and are faced with many situations that are unpredictable, dangerous and violent. These situations bring our members into contact with people from all walks of life. Working in such an environment leads to higher than average

WorkSafe BC claims and sick leave which often triggers overtime callouts to meet minimum staffing numbers.

In attempts to better manage and control the Patrol overtime budget, a closer examination of the overtime budget was undertaken and changes were implemented. Each overtime claim was closely examined by the OIC to identify patterns and seek possible remedies to reduce the number of callouts. In addition, all supervisors were held to a higher level of accountability when approving training and allowing members' time-off. The introduction of the Divisional NCO and Staff Sergeants further enhanced these initiatives and placed greater emphasis on prioritizing reductions in overtime. As a result, the Division has been able to show reductions within the overtime budget for the past two years as indicated below:

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

Calls for Service

A Patrol Division officers' primary responsibility is to respond to calls for service, with a secondary mandate of proactive or targeted enforcement through uniform presence. During peak months when calls for service are exceptionally high and resources are limited, much of the time and energy is spent reacting to calls for service. There is a wide range of calls for service that require anything from routine uniform response for lower priority calls, to an urgent or immediate response for high priority or in-progress calls. Typically, other uniform sections that assist the Patrol Division with call response are the Focused Enforcement Team, K9 and Report Cars officers. In some cases other available police officers may respond to calls, or have calls forwarded to their attention in the first instance.

In 2010, there were a total of 51,328 calls for service.

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.

In 2009, the average response time, which means the time from when a call is dispatched to the time the first officer arrives on scene, were as follows:

Average Response Times

Priority Type	2008	2009	2010
Priority 1 calls	7.15 minutes	7.67 minutes	7.8 minutes
Priority 2 calls	8.6 minutes	9.75 minutes	11.3 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.

Roll Call Training

The Patrol Division members are often provided ongoing training, which occurs at roll-call briefing at the beginning of each shift. Policy updates, criminal patterns and persons/vehicles of interest (ESpike) are also briefed to members at this time. 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 the Patrol members to attend. Members also attend increment training twice a year for requalification of their Firearms and Use of Force Training. The listed training is the training that was provided for 2010. This does not include longer specific courses taken by members through the JIBC or other training facilities.

- *Extreme Weather Protocol- January*
- *Brain Injury Presentation- June*
- *Harm Reduction Training- June*
- *Tele-bail updates Training- October*
- *BC Transit Act- November*

- *Patrol Tactics Training- ongoing*
- *G36/Bean bag Shotgun Training/requalification- ongoing*

Jail Facility

In 2010, the jail facility was placed under significant public scrutiny due to a Coroner's Inquest and several Police Act investigations (some from previous years that went to disciplinary hearings in 2010). Chief Jamie Graham responded to this public scrutiny by announcing that retired Chief Vince Bevan would conduct an audit on the jail facility and departmental use of force.

Prior to the release of Chief Bevan's audit, some significant changes were made to the jail operations in an attempt to manage the inherent risk, associated to jail operations. In 2010, a jail supervisors training course was designed and implemented to improve the level of supervision by the jail NCOs. This initiative built on the implementation of jail sergeants in 2009. 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 training. Further to that, training is currently being implemented to reflect the Vigar Inquest recommendations specific to first aid training. All jail personnel including supervisors will be attending an 8 hour training day specific to level of consciousness, shock and basic lifesaving skills.

Chief Bevan's report was made public in September and included 60 recommendations in relation to jail operations. These recommendations related to policy development, organizational structure, tenure of supervision, training of supervisors and jail guards (as well as other oversight and operational issues.) The recommendations have been reviewed and where appropriate, have been put into practice. The following are some of the changes that have been made as they relate to Chief Bevan's recommendations:

- *Tenure for the jail sergeants is now increased to one year.*
- *The philosophy for the jail is now a "culture of care" versus a detention facility.*
- *All jail supervisors and watch commanders are given a 4 hour training block by an identified trainer prior to being allowed to work in cells. This occurs without exception and must happen prior to working in cells.*
- *Level 2 Occupational First Aid training for jail guards and additional first aid training focusing on assessing level of consciousness for all personnel who work in the jail facility.*
- *A community-based strategy to reduce the number of "Hold SIPP's" brought to the jail.*
- *Cushion flooring ordered for all cell areas.*
- *Clean clothing, outerwear and footwear purchased for distribution to prisoners in need.*
- *Policy amended to require searching of all cells at the start of each shift and again prior to a prisoner being placed in a cell.*
- *New "Subject Behavior Observation Reports" to be completed by jail staff.*

- *Continual work with Sheriff Services and the Judiciary to ensure that prisoners on remands have their matters dealt with in a timely fashion each day so they can be transported to detention facilities on the mainland.*
- *Changes in policy and practice that ensure prisoners are now physically checked on every 15 minutes and the documentation of the checks is specific to each prisoner.*
- *Better collaboration with the Sobering Center in transferring intoxicated prisoners.*

In 2010, there were a total of 6454 prisoners held in our jail facility. This is a decrease of 952 prisoners from 2009 when VicPD lodged 7406 prisoners.

Jail Facility Usage - Arrest Types

Reason for detention	2009 - prisoners	2010 - prisoners
New Charges	2937	2723
Hold – SIPP	2216	1685
Breach of the peace	177	129
Hold pending investigation	22	54
Hold prevent continuation	40	23
Outside SIPP	68	70
Outside warrants	355	326
Outside new charges	53	46
Mental Health Act	6	7
Local warrants	844	768
Remands	662	603
Immigration	14	13
Common law	12	7
Total	7406	6454

The decrease in prisoners is consistent with our efforts to minimize risk and is mostly due to a reduction in the number of prisoners who are held for intoxication or breaches of the peace. It should be noted that not all prisoners are placed in cells for criminal code offences, nor are they necessarily solely arrests by VicPD members. Other reasons for prisoners being held in our facility include: immigration holds, parole violations, provincial offences and “remands”. The Victoria Police jail facility is the only jail designated through the courts in the lower Island for female “remands”. The numbers indicate that 709, or 11%, of our 6454 prisoners originated from agencies outside of the Victoria Police Department. The chart below provides a breakdown of facility usage by other agencies.

Jail Facility Usage – Recoverable Costs

Agency	2009 – prisoners	2010 - prisoners
Immigration	14	12
Saanich Police	108	94
Sheriff Remands	662	603

The total operating cost to run our jail facilities in 2010 is estimated to be \$1.6 million. Outside agencies pay a nominal fee to use our facility. In 2010 this arrangement generated \$106,000 in revenue, which is consistent with prior years. 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.

In late 2009, a comprehensive review was completed that looked at the costs and liabilities associated with caring for remanded prisoners and prisoners from outside agencies. As a result, more appropriate letters of agreement are still being looked at with partner agencies that will more accurately reflect our costs and liabilities. In the meantime, the issue is being risk managed by having tighter controls over who is allowed into the jail facility and how long prisoners stay. This is reflected in the significant drop in the number of arrests for public intoxication and breach of the police arrests. It is safe to say that the number of police contacts with those types of individuals has remained the same, but that alternative measure were taken to deal with them.

Patrol Division 2010 Priorities

1. Continue to build communication and strong working relationships with the Staff Sergeants and Sergeants to develop a unified and cohesive leadership team
2. Identify future leaders at all ranks and support them through the Leadership Development Program and other developmental opportunities
3. Improved focus on crime trends and prolific offenders through coordination with Ops Counsel and utilizing newly implemented tools such as crime mapping for public and police.
4. Ensure appropriate management of the USD overtime budget and leave balances through outlying reasons for overtime and also attempting to manage transfer dates which may incur overtime.
5. Continue the support of members within Patrol and to ensure their personal and developmental needs are met and that they and receive feedback through dialogue and annual performance appraisals.