



## 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.

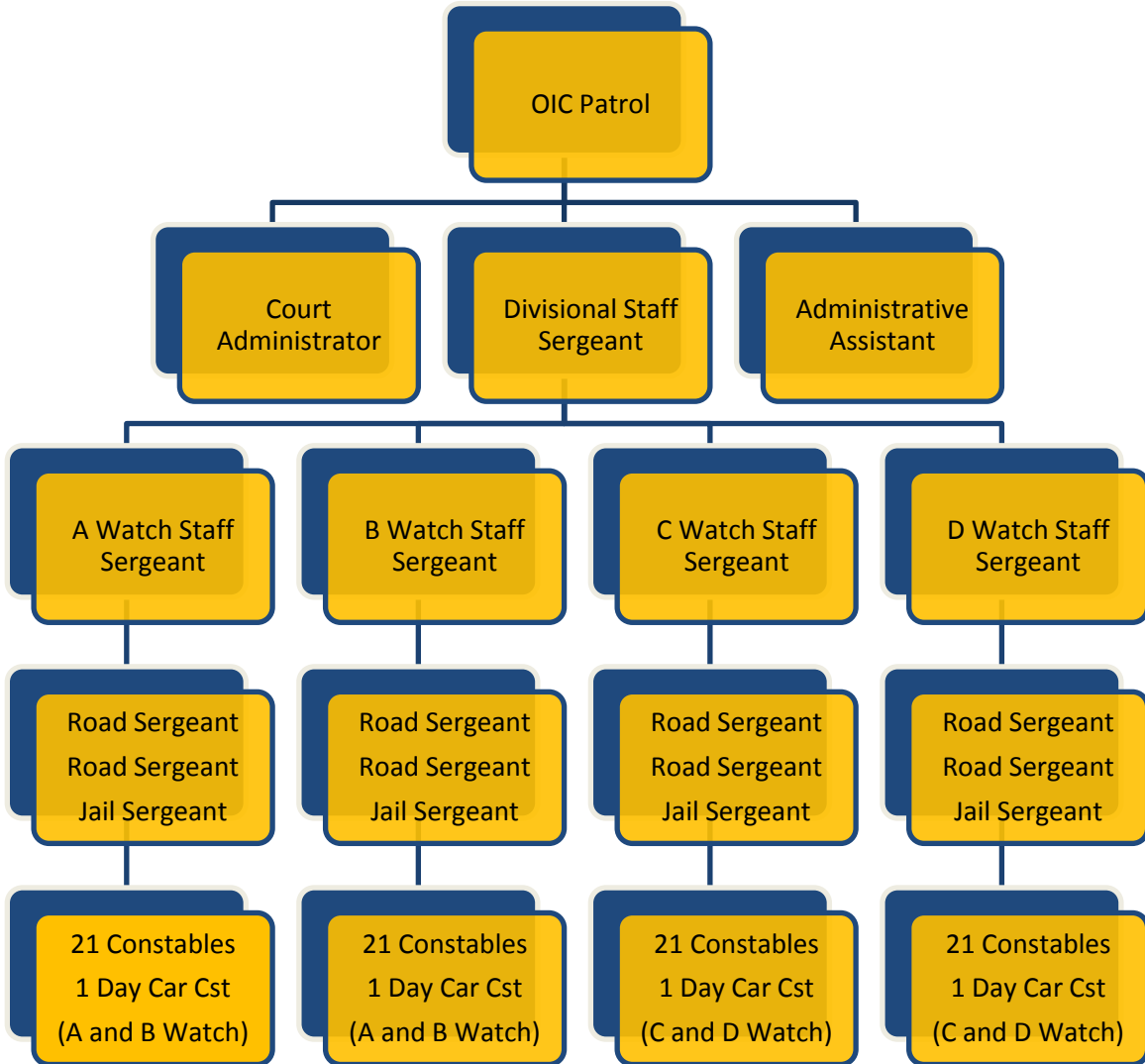
Certains de ces documents ne sont disponibles que dans une langue officielle. Sécurité publique Canada fournira une traduction sur demande.



**PATROL DIVISION**  
*2012 Annual Report*

**March 2013**

**Patrol Division Organizational Chart**



## Introduction

The primary mandate of the Patrol Division is to provide front line response to calls for service for the City of Victoria and the Township of Esquimalt. These calls for service may be of a criminal nature, a bylaw offence, a medical distress call, a mental health call, a keep the peace call or other incidents that require police assistance or intervention. In addition to the reactive nature of patrol work, officers focus on a multitude of proactive duties. These duties may include curfew checks, Operations Council initiatives, source debriefs, community projects, special attention to high crime areas and volunteer activities while off duty.

The Patrol Division is comprised of 4 Patrol watches, with each watch having 21 sworn police Constables, 3 Sergeants and one Staff Sergeant. The Patrol Division includes the Jail Facility, which is overseen by a Patrol Sergeant from each watch. Each Patrol watch has two jail guards. The mandate of the Jail Facility is to provide the best care, oversight and risk management of persons in our care.

In 2012, the Patrol Division continued its focus on call response and intelligence-led policing. The partnership between Patrol, the Focused Enforcement Team, and the Operations Council has improved in both the communication across divisions, and in the combined approach to community and policing issues.

Officers in the Patrol Division continue to balance their patrol duties along with the many other responsibilities they hold in other areas of the organization. This includes their involvement in integrated teams, their additional skills and certifications and their involvement in community organizations and events, both mandatory and voluntary.

## Intelligence-led Policing.

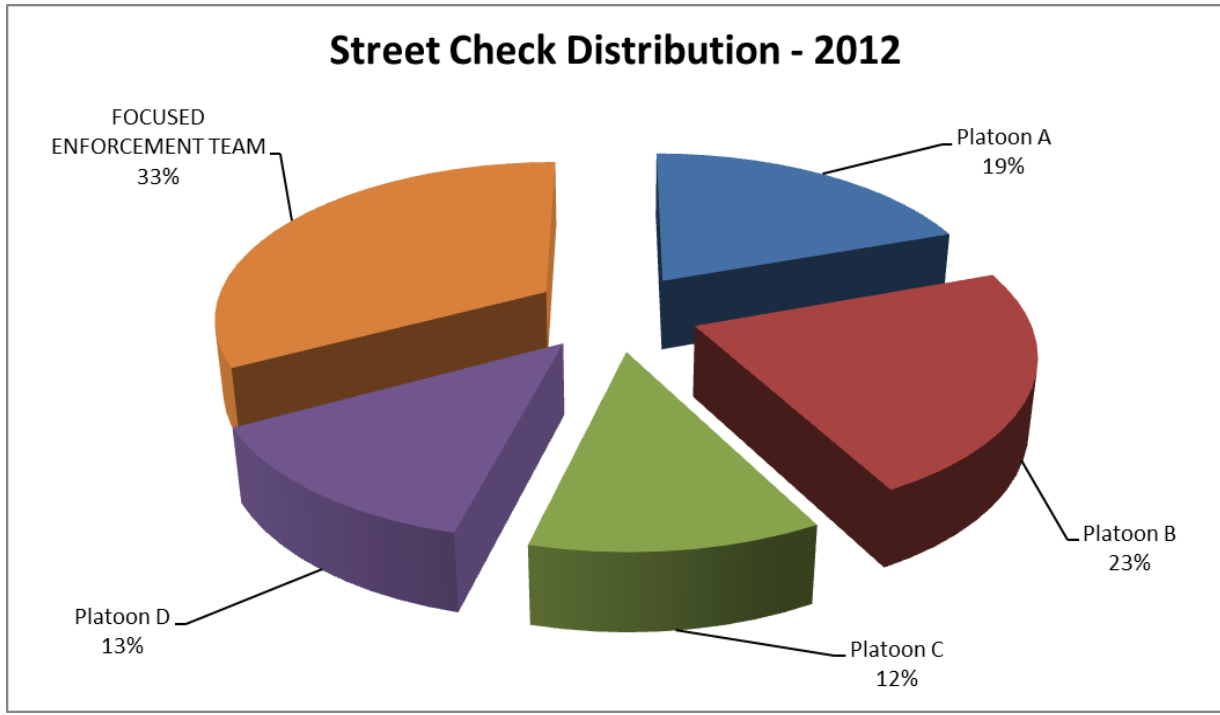
Many police organizations have moved towards what is referred to as Intelligence-led Policing. The following definition outlines its meaning and application.

***Intelligence-led policing (ILP)*** is a policing model that has emerged in recent years which is “built around risk assessment and risk management. ILP is “a strategic, future-oriented and targeted approach to crime control, focusing upon the identification, analysis and ‘management’ of persisting and developing ‘problems’ or ‘risks.’” In simpler terms, “it is a model of policing in which intelligence serves as a guide to operations, rather than the reverse.

The Patrol Division is actively involved in ILP, such that beyond call response, Patrol officers are expected to engage in proactive duties, in particular street checks in high crime areas. In 2012, Patrol officers were responsible for 67 percent of the street checks conducted by our department.

*Intelligence Led Policing.....  
Gathering information from street checks in high crime areas.*

The following chart shows the distribution of street checks conducted by Patrol officers, in addition to the street checks conducted by officers of the Focused Enforcement Team.



**A Review of Victoria Police Department Operations (Plecas Report)**

The Victoria Police Department partnered with Dr. Darryl Plecas and the University of The Fraser Valley to conduct an operational efficiency and effectiveness review. As a result of this report, some areas of improvement were identified in relation to the Patrol Division and developing greater efficiencies.

Allocation of resources to target prolific offenders (Crime Reduction):

The Patrol Division saw an adjustment of resources by the number of Day Cars from 4 to 2. The Constables assigned to this role are responsible for general call response, with a focus on property related investigations, including break and enters, frauds, thefts and found property. The two positions that were eliminated were moved to the Crime Reduction Unit, whose new role is to target prolific offenders to reduce crime.

*Intelligence Led Policing..... Target prolific offenders to reduce crime.*

One person units:

The findings suggested we increase the number of one-person patrol units. The Staff Sergeants on each shift implemented this initiative, and currently each patrol shift deploys over half of their resources into one person units. The goal is to better manage call load and the level of response to lower priority calls. In planning for the upcoming alignment of resources specifically to the West Division, the Patrol Staff Sergeants have taken on this approach and have assigned more one person units in both Victoria and Esquimalt.

*Intelligence Led Policing..... Deploying more one person units to lessen response time and better manage call load.*

Officer discretionary time:

The findings indicated officers had unallocated time that was not specifically accounted for. This relates to not routinely signing on and off at scenes in CAD(Computer Aided Dispatch), as well as not documenting in CAD the countless investigative follow-ups that stem from an investigation. In addition, most officers manage extra duties or portfolios beyond their patrol assignments. This work was also not accounted for in the statistical measures. Overall, a large amount of work done by patrol

officers is not accounted for or is unreported. The Plecas Report recognized the need for down time and availability of officers for immediate call response. To address the optics of discretionary time, officers are encouraged to utilize CAD to its fullest to ensure their duties are recorded accordingly. Lastly, the continued work with the Operations Council and the approach of intelligence-led policing will aid in encouraging greater use of time between dispatched calls.

## Supervision and Performance Management:

One recommendation suggested improvements be made in the areas of supervision and performance management, through both performance appraisals and a more hands on approach by supervisors. For the upcoming year, the Patrol Division will work closely with the Human Resources Division to develop a concise and more useful performance appraisal document.

## Hot Spot Dispatching:

Through crime analysis, our organization has developed and implemented “hot spot dispatching”. This approach to proactive policing involves identifying times when and where crime is likely to occur. Once this time and location is identified, a CAD call is generated and a patrol officer is dispatched to attend the area, conduct street checks and provide a police presence. This approach has been implemented and has resulted in the gathering of information that is forwarded to the Analysis and Intelligence Section.

## The Victoria Restorative Justice Society Program

Our organization has been working with the Victoria Restorative Justice Society since 2006. Our goal is to develop stronger community relationships and reduce the criminal justice workload through alternative programs that support the victim and the offender.

In 2012, we referred 50 cases to the Victoria Restorative Justice Society (up from 46 in 2011). These cases are comprised of the following criminal offences:

- Assault: 5
- Assault With a Weapon: 1
- Child Porn Prod/Dist/Poss: 1
- Driving Under the Influence: 1
- Fraud Identity: 1
- Fraud \$5,000 and Under: 3
- Fraud Over \$5,000: 1
- Mischief \$5000 and Under: 5
- Mischief Over \$5000: 1

*Intelligence Led  
Policing.....  
Reduce the criminal  
justice system workload  
through alternative  
programs that support  
the victim and the  
offender – Restorative  
Justice.*

- Obstruction: 2
- Theft Under \$5,000: 29

Of the 50 referrals made in 2012 the offenders fell into the following age brackets:

- Youth: 20
- Adult: 30

## **Response Times, Calls for Service and Officer Dispatching**

Officers respond to a wide range of calls for service that may require a routine response or an 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	2012
Priority 1 calls	7.76 minutes	7.8 minutes	7.5 minutes	8.5 minutes
Priority 2 calls	9.75 minutes	11.3 minutes	10.42 minutes	7.99 minutes

*Note: These response times are generated from either radio broadcasts when an officer says he or she is on scene or enters “on scene” via the Mobile Data Terminal(MDT) in the vehicles.*

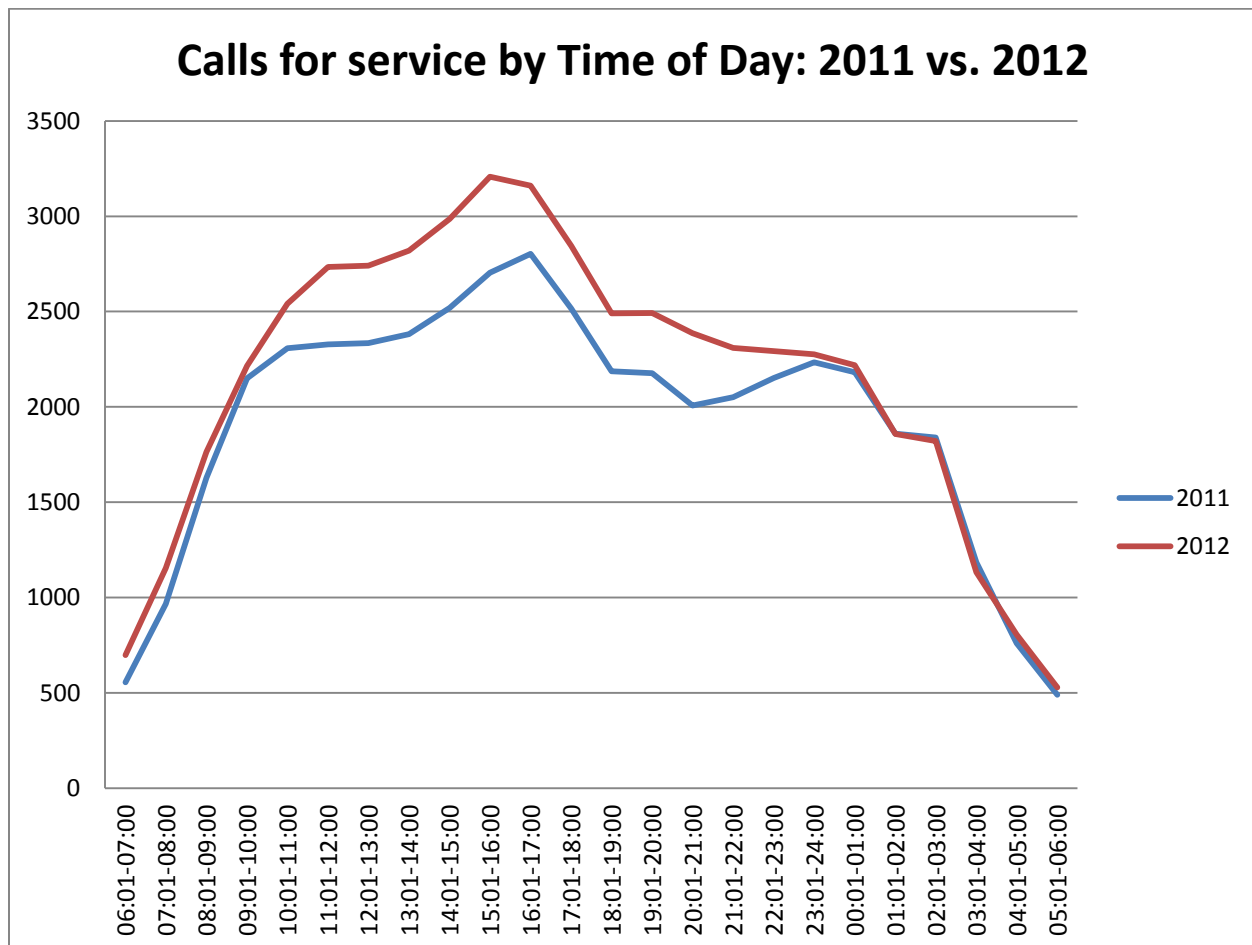


Several situational factors may delay the officer's radio or MDT response and will affect the response times captured and as a result, are not a true reflection of response times.

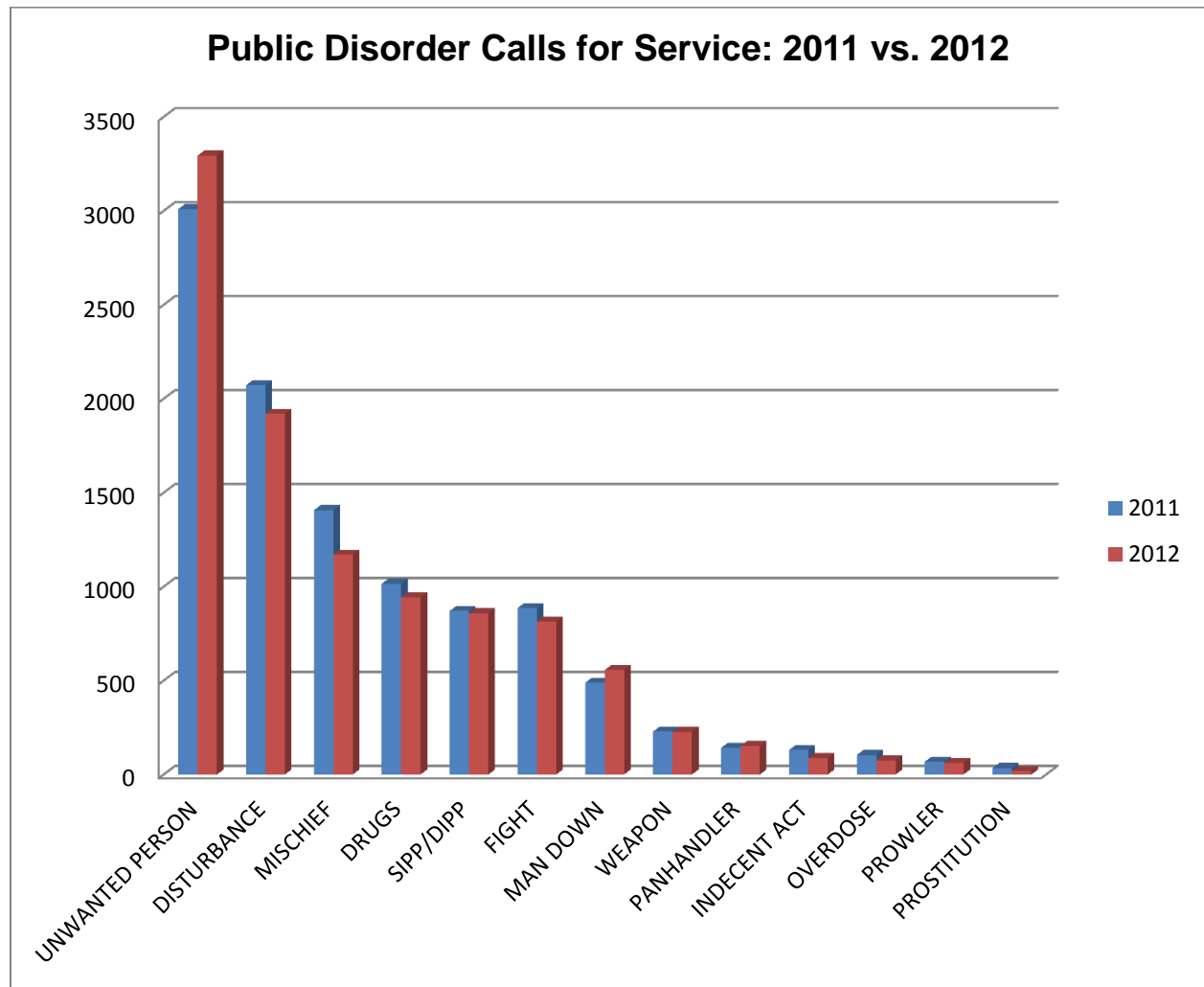
Note: Priority 3 and 4 calls can be stacked or held over due to higher priority calls or complainants requesting that officers attend at a later time. For this reason response times for priority 3 and 4 calls are not easily calculated.

Note: There was a decrease in response time from June of 2012 onwards for Priority 2 calls. This will be monitored in 2013 to identify the cause of the decrease.

The Patrol Division is a 24 / 7 operation in which call load fluctuates throughout the day and night. In addition, the type and severity of calls is a factor which impacts workload and resources. This fluctuation is outlined on the chart below.

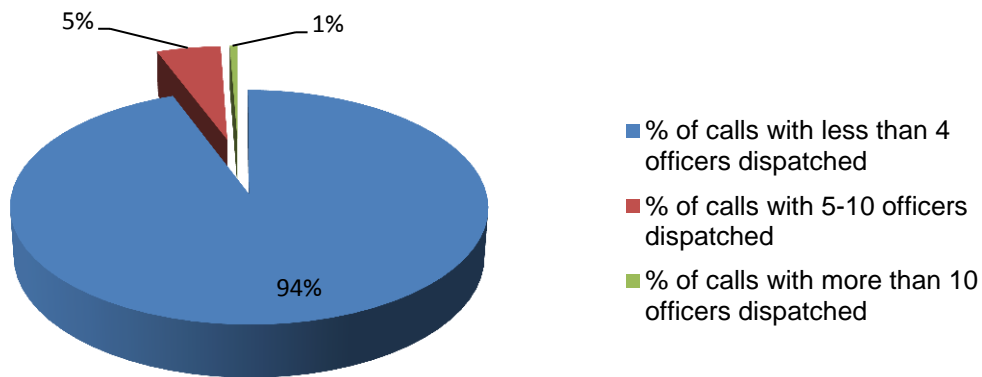


Our police department is responsible for policing a core city. With this routinely comes a greater number of what is referred to as public disorder calls, which are often not crime related. Patrol officers dedicate a significant amount of their time to public disorder calls and routinely work with the Focused Enforcement Team and the Community Resource Officers to develop a joint approach to ongoing public issues. The following chart shows the comparison between 2011 and 2012 for public disorder calls for service.

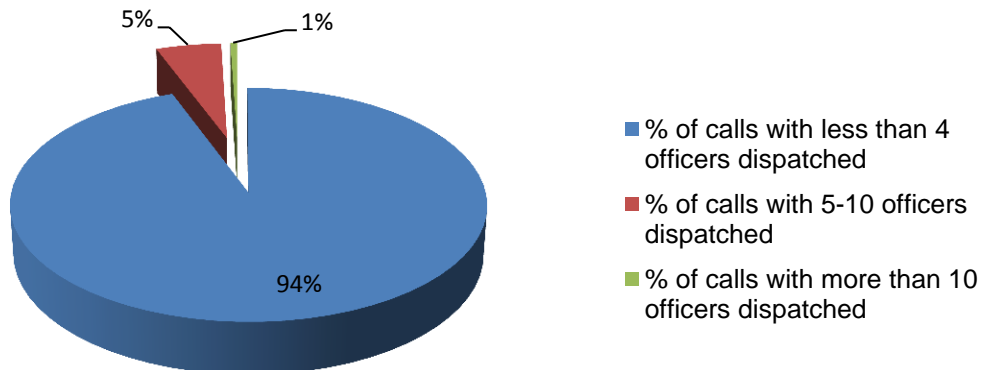


The priority level of a call for service generally dictates the number of officers that are dispatched to the call. In 2011 and 2012, the statistics show no change in the percentage of calls responded to by less than 4 officers, 5-10 officers or more than 10 officers. The charts below provide the percentages associated to these categories.

**Number of Officers Dispatched 2011**



**Number of Officers Dispatched 2012**



**Overtime Budget**

We continue to effectively manage the overtime budget. The oversight of overtime stemming from court notifications to resource management is ongoing. Staffs Sergeants on each Patrol watch closely monitor resources to best manage costs. Over the last four years we have managed to reduce overtime as outlined below.

**Patrol Overtime Costs**

<b>Year</b>	<b>OT budget</b>	<b>Expenditures</b>	<b>Balance</b>
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
2012	\$800,000	\$752,884	\$47,111

*Note: A portion of the increase in 2011 and 2012 can be attributed to a public hearing that was set by the Office of the Police Complaints Commissioner.*

**Jail Facility**

We continue to manage the care of prisoners by ensuring that their safety and care is paramount. A primary function of the Jail Sergeants and Jailers is to manage risk to the public, the prisoners and the organization. This is accomplished through ongoing risk assessments during prisoner intake, during a prisoner’s stay in custody and while managing investigations and the release of prisoners. Using all resources and information available to us, our Jail Sergeants are applying greater scrutiny to prisoners brought to our facility from other agencies to determine the most appropriate location and/or treatment for the prisoner. We continue to work with Corrections Canada, Sherriff Services, the Vancouver Island Health Authority, community organizations and the Sobering Center to better manage the care of prisoners.

**Civilian and Criminal Fingerprints**

The responsibility for the fingerprinting process for civilian or criminal print taking has now been assumed by the auxiliary jail staff. This takes place on every Wednesday. This has alleviated this burden from the Forensic Services officers, to allow them to focus on their forensic work and investigative support. In addition, this has allowed us to provide more working hours for the auxiliary jail staff, giving them more regular hours and increasing their skill set.

### Flag Record Process

This year we have implemented a tracking process for managing high risk prisoners brought to our jail facility. Through an assessment of the prisoners past and current medical and psychological conditions, they are flagged in PRIME as high risk. These prisoners, who are deemed to be suffering from a chronic or acute medical condition that significantly puts them and our organization at risk, are then assessed by the Jail Sergeant and immediately transported to the hospital for a medical assessment. Not until there is documented clearance from an emergency room physician, will we assume the risk of housing the prisoner. By flagging these prisoners in our records management system all officers are aware of the risks at the onset and will then respond accordingly.

*Intelligence Led Policing.....  
Using all resources and information available to us, to apply greater scrutiny during intake, to determine appropriateness of lodging a prisoner.*

### Bevan Report Update

In October 2010, former Ottawa Police Chief Vince Bevan issued a report that recommended a number of changes occur in our Jail Facility. The Bevan Report recommendations have been reviewed in their entirety. The following terms were used to describe the decisions made or the actions taken for each recommendation:

- Implemented: The recommendation has been implemented partially or in its entirety.
- Reviewed: The recommendation has been reviewed but not implemented.
- Not complete: The recommendation has been reviewed and is ongoing for further assessment and/or implementation.

The report outlining these decisions was provided to the Police Board Governance Committee for their review and approval.

### Jail Facility Usage - Arrest Types

In 2012 there were a total of 5303 prisoners held in our jail facility. This is an increase of 99 prisoners from 2011. Over the last three years this number has been steady or decreasing. The cause of this is twofold. We continue to minimize risk and liability through our improved assessment of all persons brought to our jail facility. We carry out

a stricter 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.

Reason	2009	2010	2011 Prisoners	2012
New Charges	2937	2723	2236	2476
Hold – SIPP	2216	1685	1315	1257
Breach of the	177	129	102	92
Hold pending	22	54	39	37
Hold prevent	40	23	22	24
Outside SIPP	68	70	31	38
Outside	355	326	287	257
Outside new	53	46	38	58
Mental Health	6	7	5	5
Local warrants	844	768	634	590
Remands	662	603	487	455
Immigration	14	13	13	11
Common law	12	7	5	3
<b>Total</b>	<b>7406</b>	<b>6454</b>	<b>5204</b>	<b>5303</b>

### Jail Facility Usage – Recoverable Costs

The following chart outlines the breakdown of prisoners from outside agencies. We continue to house women who are held on court remands. Since September 2012 we have limited the length of stay of these remands with the goal of lessening our liability and ensuring the women receive the best care at an appropriate facility.

Agency	2009	2010	2011	2012
Immigration	14	12	14	10
Saanich Police	108	94	82	94
Oak Bay Police			2	5
Sheriff Remands	662	603	461	445
<b>Total</b>	<b>784</b>	<b>709</b>	<b>557</b>	<b>554</b>

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 2012 this arrangement generated \$74,000.00 in revenue, which is down 17 percent from last year, but is consistent with our decrease in prisoners and cases.

**Conclusion**

The Patrol Division continues to provide excellent service to the public through reactive and proactive strategies, despite having a per capita crime rate 50 % higher than the average in the province. This is a reflection of the quality of officers and civilian staff in our organization.

For 2013 we will continue to develop and gain success through intelligence-led policing and by adapting to change and community needs.

