

Information Guide

for members of public security committees



Sûreté du Québec, March 2010

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Note : In this paper, the vulgarization of legislative text is intended to facilitate understanding. Sections of the Police Act RSQ, chapter P-13.1, concerning service agreements and the Public Safety Committee, are appended for reference.

Introduction

This information guide was written specifically for elected municipal officials and police officers who sit on a public security committee (PSC), with the aim of facilitating their full participation. However, it is also intended for any elected official or person who wishes to understand how a PSC operates in order to contribute to its activities, because a safe living environment for citizens is a common mission shared by several stakeholders.

Some elected officials already have experience with PSCs and the management of service agreements with the Sûreté du Québec. However, experience and knowledge vary greatly from one official to the next.

This guide contains general and practical information to facilitate participation. It includes a brief background, followed by four sections touching on:

- **Public security committees**

- Mission
- Members
- Operation
- Mandate

- **Service agreements**

- **Management tools**

- Police resources organization plan
- Regional and local business plan
- Annual activity report
- Local policing standards

- **Overview of the Sûreté du Québec**

- Structure
- Services
- Operation

The general information in this guide should serve as a springboard for discussions between elected municipal officials and Sûreté du Québec representatives, and should encourage involvement, cooperation and exchange among the different public security partners.

BACKGROUND

Service agreements between the ministère de la Sécurité publique and regional county municipalities (RCMs) for the provision of police services by the Sûreté du Québec were introduced in 1997 and have brought about a new sharing of responsibilities. They provide for a participative structure, called a “public security committee” (PSC), in which elected municipal officials form a partnership with the Sûreté du Québec to ensure a safe environment for the population.

In June 2001, the *Police Act*¹ was amended by the *Act concerning the organization of police services*,² which broadened and clarified the PSCs’ mandate and increased the number of elected municipal officials who can sit on the committees. It also established service levels based on the size of the population served and made the Sûreté du Québec responsible for the provision of police services to municipalities with fewer than 50 000 inhabitants. The Sûreté du Québec’s status as the national police force was confirmed, as was its role in supporting municipal police forces.

Further to these legislative amendments, the Sûreté integrated 59 municipal police forces and municipalities.

CSP FORUM

During the first PSC forum, held in May 2001, participants expressed an interest in receiving more information on the operation and mandate of PSCs so that they could better serve on the committee. The first version of this guide was developed in response to that request.

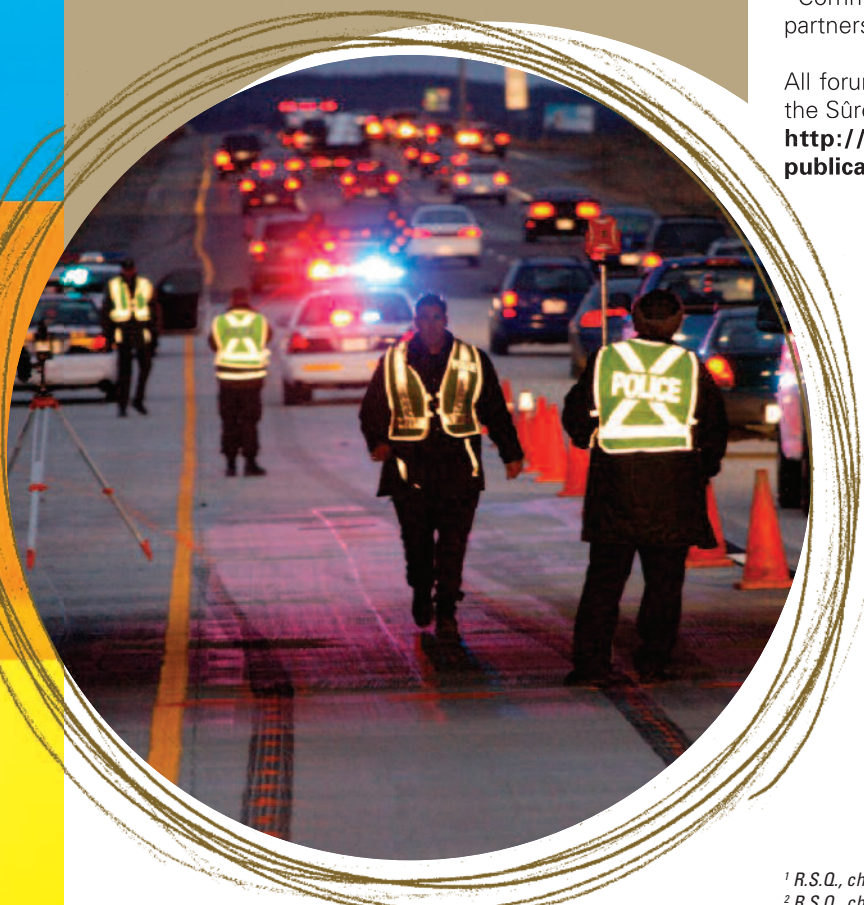
A second forum, held in April 2003, was a platform for positive, constructive discussion among police officers, elected officials and the various municipal partners.

The third forum was held in November 2006 and participants expressed an interest in joint training for elected municipal officials and police station chiefs to provide a common reference framework to facilitate local and regional public safety assessment. The training course, entitled “**Élus et policiers : Vision commune et action concertée en sécurité et prévention de la criminalité**” (Elected officials and police officers: a common vision and concerted action for safety and crime prevention), was jointly developed by the Union des municipalités du Québec (UMQ), the Fédération Québécoise des Municipalités (FQM) and the Sûreté du Québec. This was the first time ever these three bodies had worked in partnership. For more information on the training, see the UMQ and FQM Websites.

A fourth forum was held in March 2010 under the theme “Communication: the challenge for public safety partners”.

All forum proceedings are available (in French only) on the Sûreté du Québec Website:

<http://www.sq.gouv.qc.ca/mission-et-services/publications/publications-sq-police.js>



¹ R.S.Q., chapter P-13.1.

² R.S.Q., chapter O-8.1.

1. Public security committees

Public security committees (PSCs) are established pursuant to section 78 of the Police Act, which determines their composition and procedures.

1.1 Mission

- Involve elected municipal officials in maintaining a safe living environment.
- Oversee the police services provided by the Sûreté du Québec on the territory.
- Create a primary communication link between the Sûreté du Québec and the community served.

Elected officials who sit on a PSC represent all citizens in the RCM or equivalent territory and are partners in public safety.

In their role as representatives of citizens (who express their expectations, needs and concerns to the RCM's elected municipal officials), they contribute to better community environments.

As public safety partners, the elected officials help to define priorities and identify the means available to meet the community's needs.

Common goal

The PSC and the Sûreté du Québec thus share a common goal, which is to provide the best public safety services possible in order to ensure a safe environment for all citizens.

The effectiveness of the PSC's decisions and actions depends on the involvement of the committee's members at the regional level.





1.2 Members

A public security committee is composed of up to nine members, including:

- between four and seven elected municipal officials designated by the RCM, including a committee chair selected by the PSC's municipal representatives;
- two representatives of the Sûreté du Québec, one of whom is the police station chief.

Any change in the representation of either partner group must be communicated to the other partner group within 30 days.

The committee members have an unlimited term of office, with the exception of the chair, who is appointed for one year. However, the chair's term may be renewed.

Where needed for the purposes of a given issue, the PSC may call on a resource person or partner to participate in a committee meeting or committee activities.

This person could be a municipal liaison officer, a principal or other school official, a departmental representative (from the ministère des Transports du Québec, for example), or any other partner who could contribute to the committee's deliberations.

1.3 Operation

The *Police Act* imposes two obligations on the PSC:

- It must hold at least one meeting every two months, called by the chair.
- Only municipal representatives are entitled to vote.

Each PSC can establish minimum rules to facilitate operations.

Appendix II contains a list of winning practices identified during the most recent forums to ensure, among other things, the smooth operation of PSCs.

1.4 Mandate

As set out in section 78 of the *Police Act*, the functions of the public security committee are to:

- oversee the implementation of the service agreement;
- assess the services provided;
- establish priorities for action;
- inform the parties of the results of its work and report to them at least once a year;
- participate in the preparation of the semi-annual action plan, according to the priorities identified, and evaluate the plan;
- approve the police resources organization plan;
- participate in the selection of the location of the police station on the basis of public security requirements, police service effectiveness and government policy on leasing or acquiring buildings;
- develop criteria for evaluating the performance of the Sûreté du Québec within the framework of the agreement and, where the committee considers it appropriate, inform the police station chief on the citizens' appreciation of the police services they receive;
- evaluate the performance of the police station chief.

In addition, the committee may:

- make any recommendations it considers relevant to the Sûreté du Québec;
- advise the Minister [of Public Security] on any question relating to the police services provided for in the agreement.

In addition to the forum provided by the PSC, all elected officials may transmit any recommendation or issue to their police station chief or the commanding officer of their district. A liaison committee composed of members of the UMQ, FQM and Sûreté du Québec was also set up. Thus, elected officials can also count on their respective associations to address their concerns regarding Sûreté du Québec services.



Dissemination of information

Elected officials on a PSC must obtain all necessary information from the different municipalities to make decisions and prioritize actions that are in the interest of all the municipalities in the RCM. They are also responsible for disseminating information on the PSC's work to the other elected officials from the RCM or equivalent territory.

Involvement of elected officials

The involvement of elected municipal officials and their handling of issues are an important part of creating a safe environment, as is consulting the different partners as agents of change (citizens, merchants, organizations, etc.).

The police force is one of the organizations that participate in the implementation of solutions to improve safety on the territory, but it does not have sole responsibility in this area. **Elected officials and police officers are jointly responsible for addressing issues and implementing solutions.**

Owing to their special relationship with the citizens they represent, elected officials are better informed of events and needs in their municipalities and, therefore, better placed to initiate change.

In *Making Our Communities Safer for Everyone*,³ its policy on crime prevention tabled in November 2001, the ministère de la Sécurité publique specifies that RCMs and municipalities, in cooperation with the various local partners, are responsible for establishing and implementing local prevention strategies for their communities.

In addition, the training program entitled “**Élus et policiers : Vision commune et action concertée en sécurité et prévention de la criminalité**” (Elected officials and police officers: a common vision and concerted action for safety and crime prevention)⁴ enables PSCs to assess public safety and establish a strategic procedure for solving problems in cooperation with citizens.

³ <http://www.msp.gouv.qc.ca/prevention/prevention.asp?txtSection=publicat&txtCategorie=politique>.

⁴ Information on this training program is available on the UMQ and FQM Websites (<http://www.umq.qc.ca/> and <http://www.fqm.ca/>).



2. Service agreements

An agreement on the provision of police services by the Sûreté du Québec is an official document drafted in accordance with the legislation applicable at the time of its signature, in particular the *Police Act* and the *Regulation respecting the amounts payable by municipalities for the services provided by the Sûreté du Québec*.

A service agreement is entered into between an RCM and the Minister of Public Security for a period of ten (10) years and may be renewed in accordance with the terms and conditions specified therein. The Sûreté du Québec, which provides the services, signs as an intervening party.

To ensure a certain level of standardization, the *Police Act* lists the provisions that must be included in all service agreements, namely:

- the number of police officers assigned to the services;
- the location of the police station, if any, and the costs relating to premises furnished by the municipality;
- the terms and conditions of the provision of police services;
- the information to be exchanged between the Sûreté du Québec and the municipalities or RCMs;
- the control measures for the application of the agreement;
- the mechanism to be used in settling disputes;
- the term of the agreement, which must be at least ten (10) years;
- the roles and responsibilities of the RCM;
- the roles and responsibilities of the Sûreté du Québec.

The service agreement also includes provisions relating to:

- the procedure for assessing police services;
- the roles and responsibilities of the public security committee;
- the prosecution of certain offences and the collection of fines;
- emergency situations.

The agreement also defines the roles and responsibilities of the partners and signatories.

2.1 Roles and responsibilities of the PSC

In addition to the responsibilities set out in the *Police Act*, a service agreement specifies that the public security committee must:

- select a chair from among its members;
- obtain the necessary support to apply a strategic approach to problem solving within the community.

2.2 Roles and responsibilities of the RCM

- Select the PSC members from among the council members of the municipalities concerned.
- Participate in the implementation of the agreement through involvement in the activities of the PSC and activities relating to the local policing model.
- Provide the PSC with information relevant to the agreement's implementation.
- Coordinate and maintain mechanisms used by the courts in handling offences.
- Standardize municipal by-laws governing peace, order and public safety.

2.3 Roles and responsibilities of the Sûreté du Québec

- Provide, organize and administer police services.
- Hire and manage civilian and police personnel.
- Maintain the minimum staff required to ensure regular police presence.
- Purchase and maintain the required vehicles and equipment.
- Designate a person to receive citizens' complaints regarding the delivery of police services.
- Select police representatives to sit on the PSC.
- Participate in the implementation of the agreement through involvement in PSC activities.
- Propose solutions further to the PSC's requests, within the means available to the SQ.
- Consult the PSC before appointing the police station chief.
- Report on the ways and means of service provision and assessment and on follow-up, and give the PSC advance notice of any intervention likely to affect the resources assigned to the RCM.



3. Management tools

The Sûreté du Québec has developed a number of tools to facilitate the planning and follow-up of police activities. The main ones are described below.



3.1. Police resources organization plan

Police resources organization plans (PROPs) were introduced in 2002 and are part of service agreements. They define the organization and allocation of resources for the territory served and contain useful information for managing the agreements.

With this tool, the Sûreté du Québec's goal is to manage resources efficiently and effectively and adapt police services to regional particularities.

A PROP consists of three parts:

PART 1:

Profile of the RCM or equivalent territory

The first part provides a profile of the RCM, including its particularities and public safety issues. It provides background information on:

- the municipalities and their territorial characteristics;
- the population;
- the socio-economic profile;
- crime, by geographical area;
- various regional issues.

PART 2:

Resource allocation and management

The second part describes the various resources allocated to the Sûreté du Québec to enable it to fulfil its mission effectively and meet the population's needs while taking regional characteristics and issues into account.

A significant change in any of these elements could require adjustments to the organization of police resources. The second part provides information on:

- areas of patrol;
- municipal liaising (assignment of liaison officers to local municipalities);
- investigation needs and areas;
- material resources available to personnel;
- types of training offered to members of the Sûreté du Québec;
- the various prevention programs and tools available.

ART 3:

Organizational structure

The third part proposes an organizational structure for the main police station and the auxiliary station, if any.

This section contains information on:

- the allocation of police and civilian personnel to the RCM's station, by area of activity: police patrolling, investigation and administration;
- the regular allocation of personnel, through shifts and work schedules.

PSC participation in the PROP

Municipal representatives are strongly encouraged to help establish the profile of the RCM's territory, as they can clarify certain elements and contribute detailed local information.

For example, their knowledge of the territory contributes to a more accurate description of economic activities (commercial, agricultural, industrial, and recreational tourism) and helps to identify specific social problems and risk areas (the latter in relation to an emergency measures plan).

In fact, all geographical, demographic, economic and social factors affecting police service needs and provision can be included in the PROP.

Public security committees are responsible for approving the police resources organization plans.

3.2 Regional and local activity planning

Regional and local activity planning (RLAPs) are a management tool used by police stations and districts since 2003 to set annual priorities. In planning action priorities for the period from April 1 to March 31, the emphasis is placed on recognized local or regional public safety needs and issues.

The local activity planning plan is used by stations for annual planning purposes, to:

- define the public safety issues and needs deemed to be local priorities by all PSC members;
- identify the anticipated results;
- determine the appropriate course of action to achieve those results;
- record the information required to follow up on activities;
- measure progress in achieving results and report on the services provided.

A similar exercise is carried out by the district, taking local, regional and provincial priorities into account.

Appendix IV contains the components of an RLAP, a sample priority form and a diagram of the management cycle (planning, follow-up and accountability).

This management tool relies on the active participation of PSC members. It gives them a chance to voice the concerns expressed by the citizens they represent. In the RCM's interest, they can identify the fields of intervention (priorities) that will receive constant attention from the Sûreté du Québec and be regularly monitored by the police station chief.

The police station chief assists the PSC members by providing the most recent statistics on various aspects of the territory, such as the number and nature of calls received, safety of the transportation network, crime and enforcement of municipal by-laws.

PSC PARTICIPATION IN THE RLAP

- Voicing citizens' concerns regarding public safety issues.
- Establishing priorities with respect to public safety needs and issues.
- Identifying anticipated results (outcome indicators).
- Participating in the planning and implementation of the means selected, such as awareness raising, prevention, or strategic problem-solving.



3.3 Periodic report on activities

At each PSC meeting, the police station chief reports on the main events that have taken place and the activities carried out on the territory since the previous meeting.

Police chiefs are free to structure the report as they wish, provided they give an account of the activities carried out. Care must be taken, however, not to disclose operational information that could impact the administration of justice and public safety.

The report generally contains the following information:

- activities worth mentioning;
- the police contingent;
- emergency measures and major events;
- prevention activities and local policing;
- highway safety
- statistics on collisions
 - statistics on highway monitoring operations;
 - statistics on crime;
- statistics on criminal investigations;
- training;
- human resources (staff movement, promotions, transfers);
- assistance between police stations or units;
- regional and local priorities.

3.4 Annual activity report

A report on the activities carried out on the territory must be submitted once a year. A sample annual report for RCM stations was developed and implemented in 2002. In order to reflect regional characteristics and allow police chiefs to meet the needs of the population served, it was agreed that they can adapt the sample to suit their needs.

The annual report generally contains information on:

- follow-up on the established priorities;
- principal activities carried out by the station during the year;
- emergency measures and major events;
- local policing and its cornerstones;
- human, material and financial resources;
- operational statistics for the RCM and for each municipality.

The annual report must be consistent with the requirements of the *Public Administration Act* regarding service quality, transparency and accountability. It must be submitted at the end of each fiscal year and must cover the period from April 1 to March 31.





3.5. Local policing standards

The experience thus far with the local policing model adopted by the Sûreté du Québec has proven this community approach to be worthwhile. This conclusion was arrived at based on the partnerships, initiatives and innovative projects developed by the communities served.

The Sûreté defined **local policing standards** with a view to translating the local policing model into sound, generally accepted management practices.

The Sûreté intends to achieve its objectives through, in particular, better field operations, better planning and better knowledge of the territory. The local policing standards constitute a continuous improvement process aimed at:

1. establishing high quality standards for the stations, districts and branches of the Grande fonction de la surveillance du territoire while giving them the necessary leeway to take their specific characteristics into account;
2. delivering quality services to all communities served by the Sûreté;
3. maximizing partnership opportunities with elected officials on PSCs;
4. achieving lasting excellence through continuous improvement.



4. The Sûreté du Québec: your partner

4.1 Mission, vision and values

Created in 1870, the Sûreté du Québec is the only Québec police organization to have jurisdiction over all of Québec and to carry out such a wide variety of mandates. It operates at all levels of service and in all policing sectors, including police activities in the municipalities it serves, highway safety operations and local, regional, provincial and international criminal investigations.

Mission

As defined in the *Police Act*, the **mission** of the Sûreté du Québec, as the national police force, is to maintain peace and public order, protect people's lives, safety and fundamental human rights, and safeguard their property. The Sûreté du Québec also supports the police community, coordinates major police operations, contributes to the integrity of government institutions and ensures the safety of transportation networks under Québec jurisdiction.

Vision

Through the commitment and expertise of its police and civilian personnel, the Sûreté du Québec, a modern and dynamic organization, strives to meet the highest quality and service requirements in all its areas of activity. To better protect citizens, the Sûreté du Québec places law enforcement and respect for fundamental human rights at the heart of its concerted action.

Corporate vision: *The Sûreté du Québec at the leading edge: A preferential partner committed to public safety and well-being.*



Values

The Sûreté du Québec's police and civilian personnel share four essential values that guide their every action.

The corporate **values** of the Sûreté du Québec are:

Service

The Sûreté strives to outdo itself in meeting the expectations of citizens and its partners and colleagues. It is crucial that our police and civilian personnel serve, assist and be helpful and available.

Professionalism

We apply the rules of standard practice in all our interventions. The key to our professionalism is the ability to listen, adapt to change and evolve.

Respect

We show consideration for citizens and our partners and colleagues in exercising all our duties. We respect the dignity and rights of individuals, as well as democratic and individual values.

Integrity

Every decision regarding citizens, our partners and our colleagues is made on the basis of public interest and the Sûreté's values and standards. The Sûreté demonstrates exemplary behaviour so as to maintain public confidence.

These values guide each and every action and decision taken by Sûreté du Québec personnel and instil a strong sense of belonging to the institution. Citizens must be the first to benefit from the respect Sûreté members show for these values.

The Sûreté du Québec established its service quality objectives based on these four fundamental values. Through these objectives, set out in its **statement of services to citizens**, the Sûreté du Québec undertakes to serve citizens promptly and efficiently, with professionalism, respect and integrity.

4.2 Organizational structure

The Sûreté du Québec consists of a main branch and four general directorates: territory surveillance, criminal investigation, administration and institutional affairs (which provide the necessary services to operate an organization on the scale of the Sûreté du Québec).

Locally: the police station

The police station is the basic unit that provides general Sûreté du Québec services to citizens. The Sûreté has 119 basic units (main, auxiliary and secondary stations and highway units and stations) across Québec.

Regionally: the district

Police stations are grouped on a territorial basis, known as districts, so as to meet the specific needs of the population in each region of Québec. The Sûreté du Québec has 10 districts, which are listed in Appendix III. Each district consists of a certain number of stations of varying size. Some districts also have highway units and stations to ensure safety on Québec's roads.

District headquarters coordinate the police operations of all units within their territory, including territory surveillance, investigations, transportation network safety, community relations and administration.

Provincially: general headquarters

The majority of provincial services are housed in either the general headquarters (GHQ) or the Québec City district headquarters (HQ). The GHQ coordinates districts and manages specialized and support services, including cooperation in criminal investigations, and emergency measures. The GHQ also administers human, financial, material and information resources and is responsible for most corporate development projects.

In addition to provincial-level services, the Sûreté du Québec's GHQ coordinates communications, ensures compliance with the rules governing work and employee behaviour, and performs internal auditing and program evaluation.

4.3 Services

The organization of services on a territorial basis enables the Sûreté du Québec to deliver quality police services throughout the province, to the public as well as all police organizations and the Québec government. Services fall under three main categories:

General services

Front-line services provided to citizens by the various police stations located within the territory of Québec. General services include:

- response to calls from citizens;
- police intervention according to the urgency of the situation;
- enforcement of laws and regulations on Québec roads, recreational tourism corridors/trails and water bodies;
- handling of complaints and conducting of investigations;
- continuous patrol;
- prevention;
- provision of general information and response to specific requests for public security services.

These services are delivered to the populations of 86 regional county municipalities (RCMs) or equivalent territories under agreements entered into with elected municipal officials. General services are also provided on provincial roads.

Specialized services

Services provided to Sûreté units and municipal and Native police forces throughout Québec when the scope of an event is beyond their level of responsibility. Specialized services include:

- investigations into complex or network crimes;
- crime-scene expertise;
- management of civil and police emergencies;
- investigations into road accidents.

National services

Services also provided to municipal and Native police forces, as well as to Québec's National Assembly, certain Québec government departments and agencies, and Québec delegations and offices abroad. National services include:

- complex or provincial investigations;
- large-scale operations in response to major, natural or accidental emergencies as well as large protest rallies;
- coordination of certain police interventions involving more than one police force, notably to fight organized crime and ensure state security;
- coordination of interventions outside Québec carried out in conjunction with foreign police services;
- management of the Centre de renseignements policiers du Québec and various other police data banks.





4.4 Reporting structure

The director general, the Sûreté du Québec's highest ranking officer, is appointed by the Québec government for a five-year term.

Sûreté du Québec staff consists of the director general and four deputy directors. The deputy directors are responsible for four major functions.

The other members of the Sûreté du Québec are:

- chief inspectors, inspectors, captains and lieutenants;
- sergeants and detective sergeants-investigators;
- constables, and on-call constables with varying work schedules;
- professional civilian personnel for administrative support and specializing in a number of different fields.

As a rule, the main RCM station chief is a lieutenant but, in certain cases, may be a captain or an inspector. The district commander is a chief inspector or an inspector. Police officers wear badges indicating their ranks. The badges, worn at shoulder level, are illustrated in Appendix V.

4.5 Community policing approach

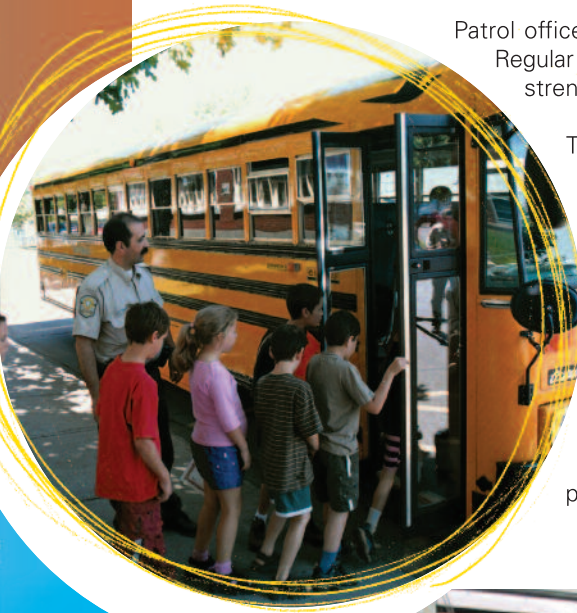
In the 1980s, the Sûreté du Québec officially embarked on a community policing approach by developing its first prevention programs and implementing various means for reaching out to citizens.

In 1997, when public security committees were established, the Sûreté initiated a genuine community shift in public security by adopting its local policing model.

The community approach and local policing model require, among other things, that the Sûreté work in concert with the population to prevent all types of crime. That is why the involvement of all elected officials is crucial to its implementation.

The five cornerstones of local policing

1. A familiar presence



Patrol officers and investigators are assigned to a geographical area on a long-term basis. Regular interventions in the same area or municipality allow SQ representatives to form and strengthen ties with citizens and their representatives.

This approach results in more direct interaction between police officers and citizens and creates a better understanding of municipal needs and resources.

The Sûreté du Québec relies on municipal liaising, which consists in assigning one or more police officers to a geographical area to form and strengthen ties with citizens and their representatives. These ties are a key element of local policing, as they foster:

- an understanding of local needs and expectations as well as the local population's appreciation of the services provided by the Sûreté du Québec;
- partner involvement in setting up public safety campaigns and resolving local problems.



2. Consultation with the clientele

The Sûreté du Québec stays abreast of the population's needs and expectations through a permanent consultation process. It also receives requests from the public security committees in each RCM or equivalent territory.

3. Quality services to citizens

The Sûreté du Québec does everything possible to provide easily accessible, quality services. Citizens can reach a police officer at any time to obtain necessary services or information.

The criteria for quality services to citizens are: accessibility, reception, employee behaviour, service delivery, handling of requests and complaints.

4. Partnership with the population

Partnership requires active community participation in maintaining public safety as well as a sharing of responsibilities among the police, citizens and community organizations.

5. Problem solving

The population's cooperation in identifying public safety problems, determining their causes and finding solutions helps to address local concerns. This type of concerted approach is effective in finding lasting solutions to problems such as speeding and petty crime.

The Sûreté applies a strategic problem-solving approach (SPSA) consisting of five steps:

1. identifying the problem;
2. implementing temporary measures (and transitional measures where warranted);
3. analyzing the problem (cause and circumstances);
4. establishing an action plan;
5. following up on the action plan and assessing the results.

The success of an SPSA process hinges on community involvement and teamwork leading to concerted action. Partners in the process, particularly elected officials, play an important role in solving problems and pooling community resources.

For example, an issue may require the involvement of several partners whose concerted action will greatly improve community safety.

To address a road safety issue, for instance, the Sûreté may conduct a traffic study, radar operations or an awareness campaign, and elected municipal officials may inform the population through the municipal council, local media or road signs.



4.6 Prevention programs

The Sûreté has a host of prevention tools and programs at its disposal to address various issues and needs.

Sûreté du Québec prevention tools and programs

TOOL/PROGRAM	ISSUE/PROBLEM	TARGET CLIENTELE
Real Cool	Drugs, alcohol, mischief, vandalism and graffiti, personal and relationship violence	Adolescents To defuse conflicts and prevent crime
Programme d'intervention en milieu scolaire (PIMS) (School intervention program)	Sale and consumption of illegal drugs, taxing and violence at school	High school students
Aging in liberty and safety	Abuse, fraud and feelings of insecurity	Seniors
Les aînés déchaînés (Raging seniors)	Abuse and fraud targeting elderly people	Seniors
Alive with pride	Primarily targets solvent abuse, but also addresses self-destructive and problem behaviour. Support tool for police intervention aimed at preventing problems among Aboriginal youth.	Aboriginal youth in elementary and high school
Neighbourhood watch	Breaking and entering Neighbourhood watch program aimed at preventing residential break-ins by mobilizing citizens to work with the police to propose ways of reducing the risk of break-ins in their neighbourhood.	Neighbourhood residents
Think before you act	Taxing, drugs, kidnapping (beware of strangers)	Children aged 5-11
"Objectifs Cyber Branché" kit (Combating online crime)	Cyber, or computer, crime	All Internet users
Fighting Fraud	Bank of Canada program aimed at preventing identity theft, bank note counterfeiting, payment card crime, and check and money order fraud.	Entire population
Counterfeiting Prevention	Bank of Canada program aimed at preventing counterfeiting.	Entire population
Nocturne (Nocturne program: Keeping you safe in bars)	Intimidation of bar owners and crime problems in establishments that have a liquor permit. MSP program involving joint action to curb various problems occurring in licensed establishments.	Bar owners and licensed establishments
AMBER Alert	Media alerts to mobilize the media and the public so as to maximize information to help find abducted children as rapidly as possible.	Children under 18 years of age
Cisaille: Beat drug trafficking	Marijuana-growing operations	Farmers, residents of a given area

NOM DE L'OUTIL	PROBLÉMATIQUE VISÉE	CLIENTÈLE VISÉE
Oeil de lynx (Operation cottage)	Theft in cottages The objective is to curb break-ins, vandalism and theft in cottages in uninhabited areas.	Owners of cottages in uninhabited areas
Échec aux invasions de domiciles (Fighting residential break-ins)	Crimes committed against citizens in their home	Residents of a given area
Prevention, a sound investment for business people	Program developed for merchants to provide them with simple, effective prevention methods and encourage merchants and their employees to adopt safe behaviour.	Merchants and their employees
Terminal	Program consisting in paying courtesy visits to stores in order to inform the owners and their employees about credit and debit card cloning.	Shopkeepers in a given area and their employees
Partners in respect, you're keeping score	Program aimed at promoting respect in sports and everyday life.	Amateur sports teams
Setting the pace	Program aimed at preventing crime against women.	Women

Tools for reaching out to the community	
Mon ami l'oursin (My friend, the teddy bear)	Comfort for children aged 3-12 who are going through a stressful situation.
Polixe mascot	To reach out to the community, Polixe helps bridge the communication gap with young people.

In addition to provincial tools and programs, a number of preventive strategies are developed at the local level to meet specific needs and issues. They target such things as:

- Road safety
 - Bicycles
 - Seat belts
 - Trailers
 - Back to school
 - Boating safety
 - Farm tractors
 - Road vehicles
 - All-terrain vehicles



APPENDIX I

SECTIONS 76, 77 AND 78 OF THE *POLICE ACT*

Police Act

Agreements on police services provided to municipalities by the Sûreté du Québec



(R.S.Q., chapter P-13.1)

s. 76

An agreement entered into by the Minister and a local or regional municipality for the provision, by the Sûreté du Québec, of the police services required in the territory of the municipality must include provisions relating to

- 1° the number of police officers assigned to such services;
- 2° the nature and scope of the police services that will be provided and the other conditions applicable to those services;
- 3° the information to be exchanged by the Sûreté du Québec and the municipality that is a party to the agreement;
- 4° control measures for the application of the agreement;
- 5° the location of the police station, if any, and the costs relating to premises furnished by the municipality;
- 6° the respective roles and responsibilities of the Sûreté du Québec and the municipality that is a party to the agreement;
- 7° the mechanism to be used in settling disputes concerning the interpretation or application of the agreement;
- 8° the term of the agreement, which must be at least 10 years.

s. 77

The cost of the police services provided by the Sûreté du Québec shall be established using the calculation methods or rate schedule prescribed by regulation of the Government and shall be borne by the local municipality or municipalities concerned. The calculation methods and rate schedule may vary depending on the nature and scope of the services provided and the category of municipality to which they are provided.

The regulation shall fix the terms and conditions of payment of the amounts owed and may provide for the payment of interest in case of a failure to pay or the offsetting, by the Government, of the amount owed against any amount owed to the municipality by the Government or a government department or body.

s. 78

An agreement entered into under section 76 shall be implemented by a public security committee composed of

- 1° four to seven persons chosen from among the members of the councils of the local municipalities to which the agreement applies in the case of an agreement with a regional county municipality or chosen from among the members of the council of the local municipality in the case of an agreement with a local municipality; the latter shall be designated respectively by the regional county municipality or the local municipality;
- 2° two representatives of the Sûreté du Québec, who are not entitled to vote, including the director of the police station.

The director of the police station shall be designated after consultation with the persons referred in subparagraph 1.

The members of the committee shall select a chair from among the persons referred to in subparagraph 1 of the first paragraph. The chair is appointed for one year.

The committee shall hold not less than one meeting every two months, which shall be called by the chair. It shall oversee the implementation of the agreement, assess the services provided and, on an annual basis, establish priorities for the police force. It shall inform the parties of the results of its work and report to them at least once a year.

The committee shall, in addition to the responsibilities entrusted to it under the agreement,

- 1° participate in the preparation of the semi-annual plan of action of the Sûreté du Québec in the territory covered by the agreement, according to the priorities identified, and make an assessment thereof;
- 2° approve the police resources organization plan;
- 3° participate in the selection of the location of the police station or stations on the basis of public security requirements, police service effectiveness and government policy on the leasing or acquisition of buildings;
- 4° develop criteria for evaluating the performance of the Sûreté du Québec within the framework of the agreement and, where the committee considers it appropriate, inform the police station chief on the citizens' appreciation of the police services they receive;
- 5° evaluate the performance of the police station chief.

The committee shall be informed in advance of any intervention by the Sûreté du Québec likely to affect the resources assigned to the territory covered by the agreement.

In addition, the committee may make such recommendations as it considers relevant to the Sûreté du Québec and advise the Minister on the work organization or training needs of police officers and on any other question relating to the police services provided for in the agreement.

APPENDIX II

WINNING PRACTICES IDENTIFIED DURING PSC FORUMS

Operating procedures

- Structure meetings.
- Establish a code of ethics and rules of procedure.
- Prepare PSC meetings collegially (elected officials and police officers).
- Broaden participation in PSC meetings by inviting police officers, liaison officers, government department representatives and various partners.
- Vary the place of meetings.
- Designate a person to be in charge of public safety in each municipality; this person will be the primary contact for the municipality's liaison officer and a member of the PSC.

Cooperation

- Active listening
- Frank dialogue
- Respect for others
- Recognition of the importance of each member of the committee
- Partnership
- Setting aside of corporate and political interests to focus on providing quality services to citizens
- Building a relationship of trust
- Open-mindedness of members

Efficacy

- Know the territory and develop a feeling of belonging to the community.
- Adapt communication style to suit the target population (elected officials, SQ members and citizens).
- Develop common goals and a common vision.
- Clarify the mandate and role of PSC members.
- Ensure effective liaising.
- Help set priorities and solve problems.
- Create a regional mindset.

Addressing crime and offensive behaviour in the RCM

- Employ a strategic problem-solving approach:
 - Clearly define the problem and set clear priorities for action.
 - Identify and involve collaborators.
 - Propose innovative solutions suited to the situation.
 - Employ municipal liaising.
- Adopt tools developed by the SQ and partners.
- Follow up on actions by defining performance indicators.
- Use the PSC's recommending power.

Other resources

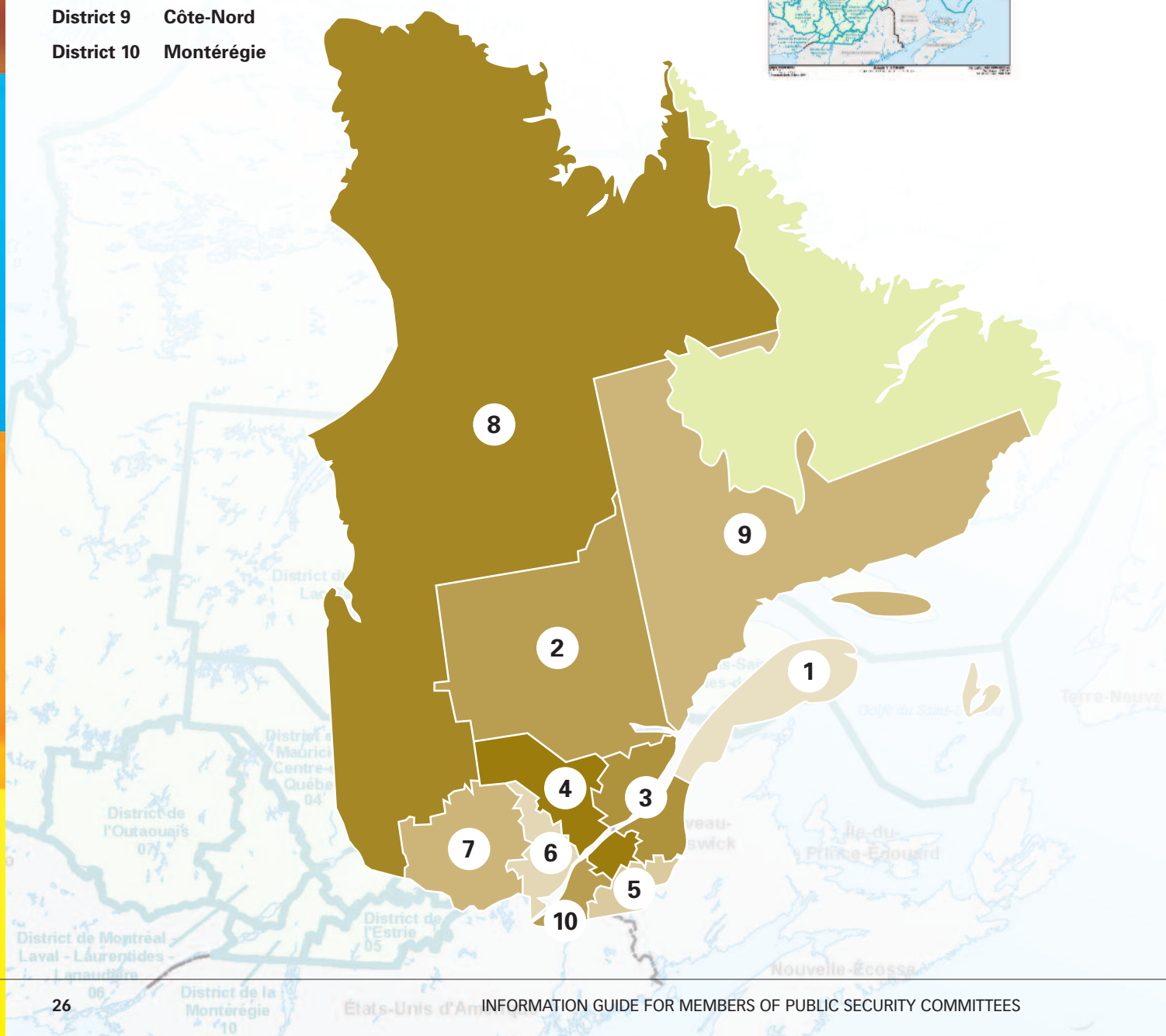
RCM resources that can be tapped to improve public safety include:

- municipal services;
- government resources;
- SQ services and programs;
- community and socioeconomic resources;
- media;
- networking among PSCs.

APPENDIX III

LIST OF SÛRETÉ DU QUÉBEC DISTRICTS

- District 1** Bas-Saint-Laurent–Gaspésie–Îles-de-la-Madeleine
- District 2** Saguenay–Lac-Saint-Jean
- District 3** Capitale-Nationale–Chaudière–Appalaches
- District 4** Mauricie–Centre-du-Québec
- District 5** Estrie
- District 6** Montréal–Laval–Laurentides–Lanaudière
- District 7** Outaouais
- District 8** Abitibi-Témiscamingue–Nord-du-Québec
- District 9** Côte-Nord
- District 10** Montérégie



APPENDIX IV

RLBP COMPONENTS AND MANAGEMENT CYCLE

An **RLBP** basically consists of two forms: a priority form and an activity form.

THE PRIORITY FORM is used for priority-planning and accountability purposes. It contains the following fields:

- Description of the priority: defines the public safety issue or need designated as a priority by all PSC members.
- Strategic elements: ties the designated priorities to the Sûreté's strategic planning and action plan.
- Outcome indicators: measures progress in achieving objectives (gap between results obtained and desired objective).
- Activities: describes the steps taken to address the priority and achieve the desired outcome.
- General comments: provides the information required for follow-up; additional information to clarify or interpret data and the results obtained.

Service conseil et stratégies avec les communautés locales
Fiche de priorité

PRIORITÉ # 2010 **Niveau** Local **Problématique** Réseau routier
Intervenir dans les causes de collisions avec dommages corporels ainsi que sur ses facteurs contributifs

DECLINAISON #	DESCRIPTION
ORIENTATION	
AXE	
OBJECTIF	
ACTION	

DISTRICT 00
UNITÉ 126
RESPONSABLE Nathalie Barbeau
ANNÉE FINANCIÈRE 2010-2011
DATE DE DÉBUT 2010-03-02
DATE DE FIN PRÉVUE 2011-03-31
PROCHAINE MISE À JOUR 2011-03-31
DATE DE FIN RÉELLE 2011-03-31

INDICATEUR(S) DE RÉSULTAT
Nombre de collisions avec dommages corporels sur le réseau routier

BUT(S) VISÉ(S)
Nb. collisions en 2009-2010 par rapport 2008-2009

RÉSULTAT(S)
0

% RÉALISATION
0

COMMENTAIRES GÉNÉRAUX

DESCRIPTION	ACTIVITÉ(S)	DATE DE DÉBUT	DATE DE FIN
1. Intervenir dans la cause vitesse (Référence à l'action 2.1 du Plan d'action 2009-2010 touchant l'Enoncé)		2010-04-01	2011-03-31
2. Intervenir dans la cause alcool (Référence à l'action 2.2 du Plan d'action 2009-2010 touchant l'Enoncé)		2010-04-01	2011-03-31
3. Intervenir - absence du port de la ceinture (Référence à l'action 2.3 du Plan d'action 2009-2010 touchant l'Enoncé)		2010-04-01	2011-03-31
4. Intervenir avec Contrôle routier Québec (Référence à l'action 4.1 du Plan d'action 2009-2010 touchant l'Enoncé)		2010-04-01	2011-03-31
5. Sorties médiatiques avec collaborateurs externes (Référence à l'action 5.1 du Plan d'action 2009-2010 touchant l'Enoncé)		2010-04-01	2011-03-31
6. Intervenir pour la visibilité stratégique active (GIRP) (Référence à l'action 2.4 du Plan d'action 2009-2010 touchant l'Enoncé)		2010-04-01	2011-03-31

Service conseil et stratégies avec les communautés locales
Fiche de priorité

PRIORITÉ # 2010 **Niveau** National **Problématique** Réseau routier
Intervenir dans les causes de collisions avec dommages corporels ainsi que sur ses facteurs contributifs

STRATÉGIE 2007-2012

DECLINAISON #	DESCRIPTION
ORIENTATION	2. REINFORCER LE SENTIMENT DE SÉCURITÉ DE LA POPULATION
CONTRIBUTION À LA SÉCURITÉ COLLECTIVE	
AXE	Améliorer, de concert avec nos partenaires, la sécurité des usagers sur les réseaux de transport
OBJECTIF	1. Poursuivre la mise en œuvre de l'Enoncé d'orientation et sécurité routière
ACTION	

DISTRICT 00
UNITÉ 126
RESPONSABLE Nathalie Barbeau
ANNÉE FINANCIÈRE 2009-2010
DATE DE DÉBUT 2009-04-01
DATE DE FIN PRÉVUE 2010-03-31
PROCHAINE MISE À JOUR 2009-04-01
DATE DE FIN RÉELLE 2009-04-01

INDICATEUR(S) DE RÉSULTAT
Nombre de collisions avec dommages corporels sur le réseau routier

BUT(S) VISÉ(S)
Nb. collisions en 2008-2009 par rapport 2008-2009

RÉSULTAT(S)
0

% RÉALISATION
0

COMMENTAIRES GÉNÉRAUX

DESCRIPTION	ACTIVITÉ(S)	DATE DE DÉBUT	DATE DE FIN
1. Intervenir dans la cause vitesse (Référence à l'action 2.1 du Plan d'action 2009-2010 touchant l'Enoncé)		2010-04-01	2011-03-31
2. Intervenir dans la cause alcool (Référence à l'action 2.2 du Plan d'action 2009-2010 touchant l'Enoncé)		2010-04-01	2011-03-31
3. Intervenir - absence du port de la ceinture (Référence à l'action 2.3 du Plan d'action 2009-2010 touchant l'Enoncé)		2010-04-01	2011-03-31
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APPENDIX IV (cont'd)

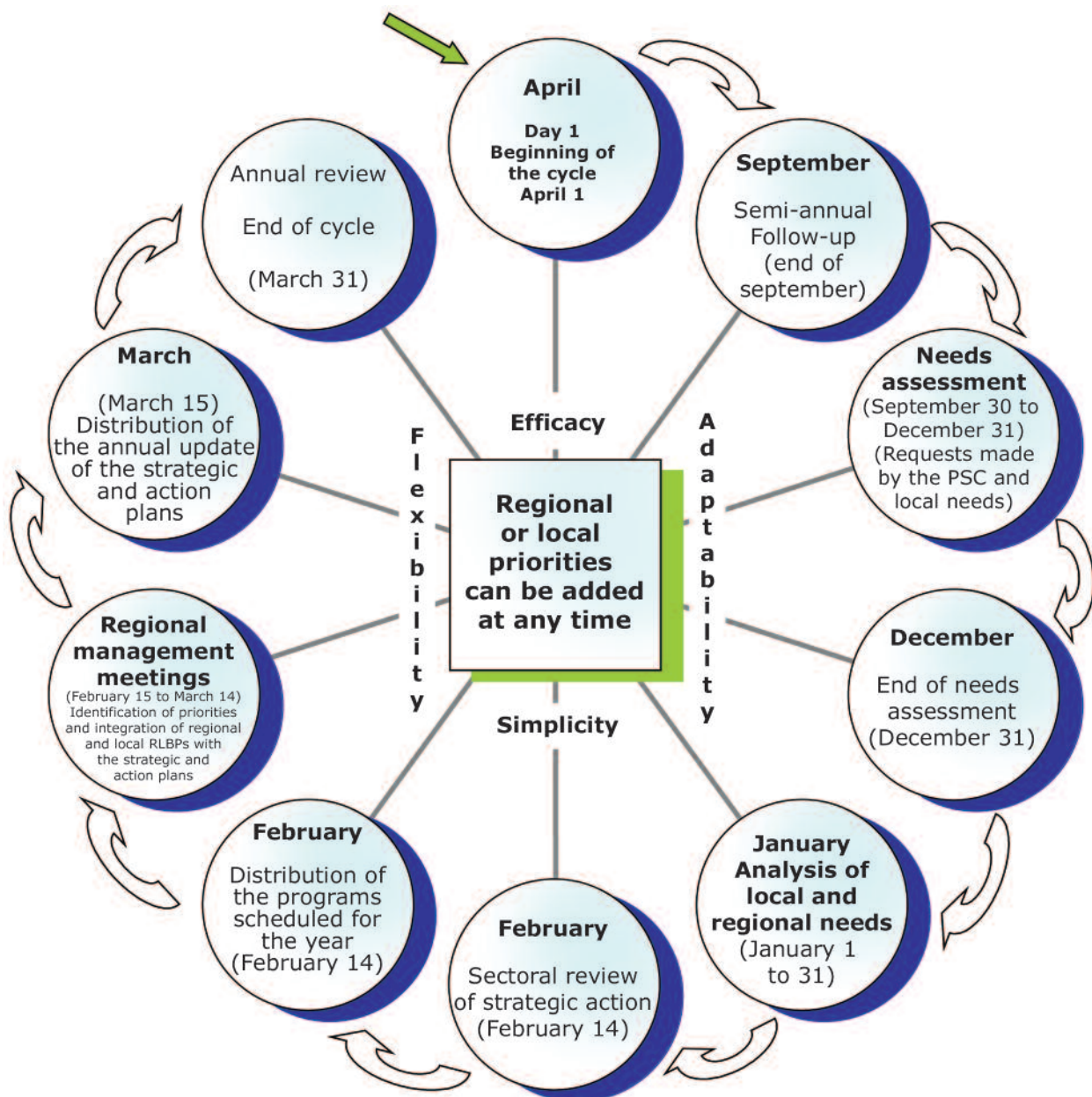
RLBP COMPONENTS AND MANAGEMENT CYCLE

THE ACTIVITY FORM is used to follow up on activities.

It is used to record certain information for the purpose of following up on each of the activities defined in the priority form.

It includes a quantitative section: number of hours, operations, participants, etc., and a «comments» section for qualitative information.

RLBP MANAGEMENT CYCLE



APPENDIX V

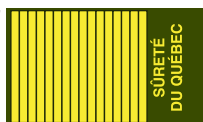
RANK BADGES



Rank badges

General staff officers

**Director
general**



**Deputy
director**

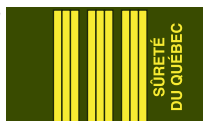


Officers

**Chief
inspector**



Inspector



Captain



Lieutenant



Low-ranking officers

Sergeant



May 2006

APPENDIX VI

REFERENCES

Crime prevention

- *The Key to Safer Municipalities*, toolkit produced by the Fondation Docteur Philippe-Pinel, in cooperation with the Union des municipalités du Québec.
<http://www.pinel.qc.ca/ContentT.aspx?NavID=1413&CultureCode=en-CA>
- Website of the ministère de la Sécurité publique / publications
<http://www.msp.gouv.qc.ca/>
- Departmental crime prevention policy: *Making Our Communities Safer for Everyone* (summary), ministère de la Sécurité publique, May 2002
http://www.msp.gouv.qc.ca/prevention/publicat/politique/politique_prev_novembre01.pdf
- *Guide d'élaboration de projets et de plans d'action en prévention de la criminalité*
http://www.msp.gouv.qc.ca/prevention/publicat/guide_eppapc/guide_eppapc.pdf
- *La sécurité dans les milieux de vie : guide à l'intention des municipalités du Québec*
<http://www.msp.gouv.qc.ca/prevention/publicat/guide/guide.pdf>



Sécurité publique
Québec

INTERSECTION

Community policing

- Website of the ministère de la Sécurité publique / publications
www.msp.gouv.qc.ca
- *Intersection* newsletter
http://www.msp.gouv.qc.ca/police/police.asp?txtSection=police_communaute&txtCategorie=revue_intersection

Miscellaneous

- Website of the Sûreté du Québec
<http://www.sq.gouv.qc.ca/>
- Publications
<http://www.sq.gouv.qc.ca/mission-et-services/publications/publications-sq-police.jsp>
- *Agir ensemble* newsletter
- Statement of services to citizens
- Annual management report
- Conseil de sécurité
<http://www.sq.gouv.qc.ca/informations/conseils-securite-surete-du-quebec.jsp>



