



# **Policy for a peaceful and safe environment in Montréal**



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In 2002, our Administration committed itself to improving safety in Montréal, by promoting actions in the field of crime prevention.

This resulted in exceptional mobilization of the Montréal police and fire departments, community organizations, businesses, public institutions and members of the community.

Montréal chose a proven community approach to establish a partnership to make available sustainable solutions to address safety-related problems.

Montréal chose to work with the community to resolve local problems, and prioritized sustained action to protect life as well as personal property. Our Policy for a peaceful and safe environment in Montréal is the result of years of collective effort.

Thanks to prevention programs such as Tandem, community police, publications such as the *Guide d'aménagement pour un environnement urbain sécuritaire*, as well as a number of preventive actions, Montréal is now one of the five safest cities in North America.

Our efforts have helped to build a safe city and increase the feeling of security among members of the community. This is essential to improving the quality of life in Montréal and one of the foundations on which to build the city of tomorrow, one that is supportive, inclusive, friendly and tailored to our ambitions.

I extend a special thank you to all our partners.

A handwritten signature in black ink, reading "Gerald Tremblay". The signature is fluid and cursive, with the first name "Gerald" written in a larger, more prominent script than the last name "Tremblay".

Gérald Tremblay  
Mayor of Montréal

Public safety is one of the elements essential to the well-being of individuals and the community. That is why we have adopted a policy for a peaceful and safe environment, which includes the creation of local public safety roundtables.

The boroughs and related municipalities are invited to support these key allies, to develop a common vision of safety. Together, we are responsible for implementing long-term projects based on the reality of each neighbourhood or community.

The policy for a peaceful and safe environment is based on the values shared by all the members of the Montréal urban agglomeration. The projects favour a holistic, integrated approach, and that is why concerted effort and the sharing of resources with institutional and community partners are so important.

Ensuring the safety of citizens in all situations, including when they are travelling around the city, and protecting personal property and their environment are among the essential elements for the well-being of our society. Together, we can make our environment safer.

I thank the Service de sécurité incendie and the Service de police de la Ville de Montréal, my colleagues at the Commission de la sécurité publique, and all the partners who were involved in the workshop on public security, which stems from the 2002 Montréal Summit. This policy grew from a need to build on the community approach in the field of crime prevention, and especially to put citizens at the heart of our action. We have the responsibility to make this policy a success.

Le président de la Commission de la sécurité publique,



Claude Dauphin  
Chairman of the Commission de la sécurité publique  
Vice-Chairman of the Executive Committee  
responsible for safety and government affairs  
Mayor of the Lachine borough





# Preamble

The policy for a peaceful and safe environment stems from the Montréal Summit and updates the commitments made then by Montréal. These commitments are enshrined in the Montréal Charter of Rights and Responsibilities. While it confirms the right of citizens to a safe environment, it also documents the city's commitment as set out in article 26, paragraph d) of the Charter:

**“ Supporting preventive measures aimed at increasing citizen awareness and involvement with respect to this issue, in partnership with public safety and civic officials ”**

**Montréal Charter  
of Rights and Responsibilities,  
page 9**

The Montréal Charter of Rights and Responsibilities came into effect on January 1, 2006. It is an original tool the city gave itself to constantly improve services to the community.

The policy reiterates and gives effect to the urban agglomeration's commitment to making this environment a priority. The policy asserts:

- The urban agglomeration's leadership in the field of public safety.
- The need to implement concerted actions.
- The importance of mobilizing and involving the community in the policy's implementation and updating.

The policy depends on the key players' will to take action. The document's orientation will guide these players throughout the implementation process and help them to carry out actions that are adapted to local problems and needs.

The underlying spirit and general principles of the policy will serve as a guide for the actions and policies that have an impact on a peaceful, safe environment.

Now that the policy has been adopted, it will be distributed as widely as possible to facilitate implementation and to make sure that the concept "Montréal, a safe city" is readily recognized by the local community, visitors, observers and city partners.

## Acknowledgements and list of contributors

We extend a special thanks to all those who took part in the research, reflection and sharing process, making this document reality. We also acknowledge the members of the working committee, as well as our partners and members of the civil society who took part in exchange day on May 31, 2004.

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## Background

Activities leading to the publication of this document ended a few days after the referendums held as part of the municipal reorganization. As you may recall, the Act respecting the consultation of citizens with respect to the territorial reorganization of certain municipalities (Bill 9) enacted into law the rules governing municipalities following the territorial reorganization. It stipulates that “The central municipality and any other local municipality resulting from the reorganization of a city are related municipalities where, immediately before the reorganization, their territories were situated entirely within the territory of the city”. The legislator specifies in section 94 that the components of public security (civil protection, fire protection and police services; the 9-1-1 emergency centre; the development, adoption and implementation of the civil protection plan and the fire safety cover plan) are part of the jurisdiction of all the related municipalities – or urban agglomeration. In this context, this draft policy applies to the entire urban agglomeration.



It was submitted to the Commission de la sécurité publique (public safety commission) for the first time in May 2005. The commission had hoped to submit this draft policy to the boroughs, which constituted at the time, the Montréal urban agglomeration, before submitting the document for public consultation. Then, because of the fall 2005 election period and the 2006 municipal reorganization, the process leading to the adoption of this policy was postponed. The process later resumed with the November 20, 2007 public consultation.



### Policy based on a portrait of the situation

This policy was developed after a portrait of the situation was established. The elements of this portrait, which were put together in 2003 and 2004, helped to place the policy for a peaceful and safe environment within the Montréal context and lay its foundation. Without being exhaustive, this portrait highlighted the main characteristics of the Montréal environment in comparison with other major cities or the Province of Québec. The distinct, diverse characteristics of these elements emphasize the importance of introducing such a policy and taking concerted action to enact it.

This portrait highlighted elements relating to the following:

- evolution of residents in the urban agglomeration
- urban life and its characteristics
- crime rate
- safety and the feeling of security
- prevention and intervention
- hazards resulting from population density

A peaceful and safe environment, public security and the feeling of security are recognized as undeniable assets for Montréal. This helps to maintain its quality of life, ensure a lively economy, promote sustainable development and attract visitors. Although a large city, Montréal is generally perceived as safe. The many festivals and mass events that are held every year in Montréal testify to this fact.

Montréal must maintain and improve the feeling of safety of residents and visitors, emphasize prevention, as well as problem-solving abilities. This policy and its resulting actions will help to achieve this.



# 1. Policy for a peaceful and safe environment

## 1.1 Foundations of the policy

The policy for a peaceful and safe environment rests on the following foundations.

### 1.1.1 Importance of a peaceful and safe environment

- Protecting the community living in the Montréal urban agglomeration as well as their property and the environment, which also includes safety in their travels within the territory, is a true asset, both individually and collectively.
- The feeling of security is recognized as one of the most precious assets of a community. It is an essential element of the quality of life, and has an impact on all urban problem issues.
- Having an overall, integrated vision of the multiple facets of such an environment is essential. Incivility may have a major impact on the quality of life and the perception of security or peaceful environment in a neighbourhood.
- The impacts on the feeling of security are concerns raised in other policies.
- Improving security and the quality of life should be linked to the quest for social justice and solidarity.



### 1.1.2 Place of the citizen

- A peaceful and safe environment requires commitment on the part of the community. Every member of the community represents a potential key player whose involvement is a pivotal and decisive factor.
- Citizens are the main concern of key players involved in providing a peaceful, safe environment.
- Every citizen must know and understand the problems regarding a peaceful, safe environment and act on them.

### 1.1.3 Concerted action

- Concerted action is essential to ensure efficient individual or collective actions.
- No department or stakeholder alone can handle the complexity of a disaster, crime or act of incivility.
- Security involves complex dynamics where decision-making and levels of responsibility of stakeholders are crucial, determining elements.
- Key players must be mobilized and become involved to make sure that actions for a peaceful and safe environment may be totally effective.

#### **1.1.4**

##### **Recommended approaches**

- Public information and education are essential elements to make the public aware that prevention is key to reducing the number of tragedies, criminal acts or incivility.
- At-risk groups must be given special attention and benefit from specific measures.
- To meet the community's expectations in the field of public security, and to take into account the context in which the stakeholders carry out their actions, the service must be stringent, effective and flexible, adapted to circumstances and compassionate.
- A number of points of service must be available throughout the territory to make sure that services are locally accessible so as to establish close contact with the community.
- Measures to improve and maintain a peaceful and safe environment must be contemplated using a proactive and innovative approach.
- Creating a peaceful, safe environment and promoting a feeling of security are made easier through a multisectorial approach.
- The risk factor must be managed globally by examining preventive, curative and repressive approaches.
- Special attention must be given to improving services through the use of new technologies.
- Protecting stakeholders and promoting basic safety rules must remain major concerns.
- Actions must be submitted to an evaluation process to improve practices on an ongoing basis.

- Special attention must be given to integrate the concerns as they relate to peaceful and safe environments referred to in other policies.

#### **1.2**

##### **Key players**

The various key players must be committed to implementing this policy. They will be called upon to pool their efforts and actions to achieve a peaceful and safe environment.

They are listed in five sections.

##### **1.2.1**

###### **Citizens**

Citizens are the main key players. Because public security is an essential element of well-being among individuals and the community, citizens must seek and promote civic behaviours likely to improve the quality of life and help individuals and the community to thrive as well as develop harmonious relationships. Citizens are part of the solution to achieve a peaceful and safe environment. Their role in this respect must be strengthened, clarified and promoted. Also, implementation of the policy must include measures to guarantee, maintain and renew their commitment.

##### **1.2.2**

###### **Elected officials**

This policy is the result of a will expressed by elected municipal officials to make it a priority. Their leadership and commitment roles in implementing and realizing the policy are decisive.

### 1.2.3

#### Place of merchants and business people

- A peaceful and safe environment requires committed merchants and business people.
- Every merchant is a potential player whose involvement is both pivotal and decisive.
- Merchants are at the centre of the concerns of each authority involved in this environment.
- Every merchant must recognize and understand the problems that are related to this environment, and take action.

### 1.2.4

#### Stakeholders with a mission of safety

The urban agglomeration authorities whose common mission is to protect the integrity of individuals, prevent or reduce the destruction of their property and alleviate the impact of certain events, crimes, dangers or disasters, are directly concerned by this policy. There are four major stakeholders:

- Service de police de la Ville de Montréal
- le Service de sécurité incendie de Montréal
- le Centre de sécurité civile de Montréal
- la Direction des communications d'urgence (9-1-1)

Employees having direct contact with the community must be a party to this policy and its implementation, because they are most likely to act on its principles and orientation. The importance of their work must be recognized. In this regard, unions will



also be called upon to become involved in the policy's implementation process.

### 1.2.5

#### Key players at the urban agglomeration level

Certain key players in the Montréal urban agglomeration (boroughs and related municipalities) offer activities and services in the fields of crime prevention and promoting a peaceful and safe environment, especially the Direction du développement communautaire, which oversees a number of programs, including Tandem Montréal and Femmes et ville. The emphasis on prevention and community involvement in the policy makes the commitment of those key players a primordial element in its success.

A significant number of key players at the urban agglomeration level, whose mission is not specifically related to public security, are involved in activities likely to have an impact on the type of prevention or intervention. These include: units involved in public works, urban planning, park landscaping, related activities, etc. The contribution of these key players must be enhanced and turned to good account as the policy is implemented.

## 1.2.6

### Key players at the community level

The involvement of key players at the community level is crucial. These include businesses or organizations (public, semipublic or private) that provide essential services to the community, including Bell, Hydro-Québec, Urgences-santé, etc.), merchants' or business people associations (SDC, CDEC, etc.), community organizations involved in prevention, businesses or associations involved in the field of security, school boards and schools, CLSCs, the Agence de développement des services de santé et services sociaux, the media, or event organizers in Montréal. These players must be involved in the policy's implementation process.

## 1.3

### Policy

#### 1.3.1

##### Main objective of the policy

In an effort to promote and maintain a peaceful and safe environment, and to ensure harmony, consistency and compliance on the part of stakeholders and key players, Montréal, the boroughs and related municipalities plan to:

- Promote joint commitment of residents and key players involved in the public, social and private fields of the community.
- Take on a leadership role; coordinate actions for a peaceful and safe environment, and oversee consistency within the scope of every stakeholder's mission.

- Consolidate and develop prevention and actions resulting from orientation measures.

The Montréal urban agglomeration intends to play a strategic role to make sure that the concerns regarding a peaceful and safe environment are taken into account in all development projects.

#### 1.3.2

##### Guiding principles

The following guiding principles reflect the philosophy behind the policy, i.e. the values that will guide actions.

##### Universality

The safety of all residents as equals, without discrimination, taking into account the specific needs of certain groups, through the use, for instance, of the differentiated approach (gender, age, ethnic origin, culture, etc.).

##### Equity

The fair and reasonable allocation of resources while seeking to meet local characteristics.

##### Accessibility

The availability and proximity of services offered to the community.

##### Quality of services

The delivery and development of relevant, effective and efficient services.

##### Respect

In the search for a peaceful and safe environment, the acknowledgement and respect of the roles and responsibilities of all players involved, especially members of the community.

### 1.3.3

#### **Orientations and general objectives**

The following orientations refer to the broad parameters covered by the policy, while the general objectives refer to strategic targets upon which it is wise to act. These objectives are defined for the six orientations.

#### **1st orientation:**

##### **Mobilizing key players**

- Determine, promote and acknowledge the roles and responsibilities of key players as they relate to a peaceful and safe environment, and especially those that may be assumed by the members of the community through their behaviour or social commitment.
- Encourage the commitment of all (citizens, neighbourhoods, municipalities, boroughs, province, etc.) in the decision-making process and actions for a peaceful and safe environment.
- Support local diagnoses and risk assessment surveys in the field of public security.
- Involve the community in the process of identifying priority needs and actions.

#### **2nd orientation:**

##### **Coordinating actions**

- Make sure that the key players cooperate, share expertise and act consistently.
- Implement coordinating mechanisms and measures for concerted action among key players, including community members.
- Develop and coordinate short-, medium- and long-term local prevention and intervention strategies, as well as complementary action plans.



- Develop communications and crisis management procedures (chain of command).

#### **3rd orientation:**

##### **Sharing information**

- Set up and maintain sites for exchange and sharing with the community.
- Conduct public opinion surveys on security.
- Develop and maintain feedback mechanisms.
- Regularly inform members of the community about the measures taken to ensure their safety.
- Adopt various communications methods adapted to specific groups.
- Make sure that information is readily available.
- Promote the distribution of accurate information using a method likely to achieve the desired objectives and impact.

#### **4th orientation:**

##### **Promoting prevention**

- Associate with various community key players to promote prevention.
- Teach the public about the importance of adopting safe behaviours.
- Promote the adoption of prevention approaches that are adapted to the problems and objectives (situational prevention, prevention through social development or mixed approach).

- Support development of community prevention programs that are adapted to the local social reality and to priority needs.
- Promote the implementation of prevention programs targeting specific groups (ex.: young people, adults, women, ethnic communities, etc.).
- Learn about and promote prevention initiatives developed by communities and key players.
- Promote the terms and conditions applicable to citizen requests and complaints as well as the locations where they are received and processed.
- Develop training programs for local stakeholders.

### **5th orientation: Developing interventions**

- Make sure that actions meet the requirements for a peaceful and safe environment in line with the needs of the community.
- Establish intervention strategies to support at-risk groups or individuals.
- Make sure emergency pre-hospital care is available.
- Promote the development of new expertise.
- Make optimum use of new information and communications technologies.

### **6th orientation: Quality actions and services**

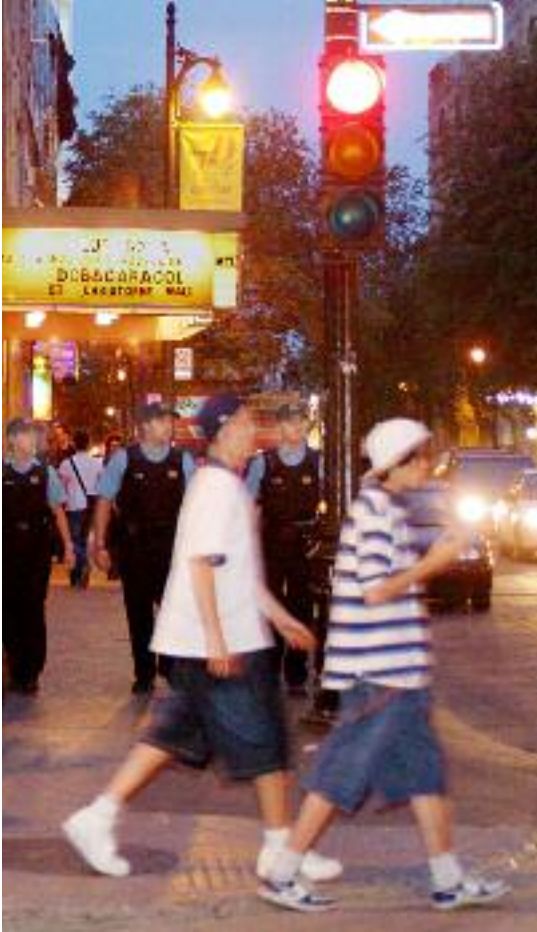
- Establish follow-up and evaluation mechanisms as they apply to strategies, actions and services.
- Provide appropriate services based on the characteristics of boroughs and related municipalities (ex.: downtown vs residential neighbourhoods, etc.).
- Promote the compliance of performance criteria as they apply to actions and services leading to a peaceful and safe environment.
- Support standardized practices.
- Provide services that meet the expectations of citizens.



# Appendix

**Creation of local roundtables involved  
in public security and civil protection**





**Make a peaceful and safe environment a priority; allocate the necessary resources to achieve this; mobilize citizens and make them partners and agents in security matters.**

Public security requires the commitment of the community and of social players at the public and private levels. The workshop aims to stimulate and support the involvement of citizens in preventive actions likely to establish, maintain or improve security, and to increase the feeling of a peaceful and safe environment. The introduction of local public safety roundtables is one of the elements of the workshop's action plan entitled "A Safe Urban Environment".

## 1. Preamble

### 1.1 Montréal Summit

The Montréal Summit, which was held in June 2002, led to important preliminary groundwork targeting major projects and actions likely to improve the quality of life of Montrealers. Participants at the summit improved and authenticated the results of the preliminary groundwork. The workshops created following the summit have been working since June 2002 to develop projects that meet the expectations and objectives of citizens and social key players.

Workshop 3.1, which was set up to carry out and secure the summit's orientations in the field of public security, had the following general goal:

### 1.2 Government policy concerning crime prevention

The Departmental Crime Prevention Policy – Making our Communities Safer for Everyone confirms the leading role of municipalities in the field of safety. Through this policy, the legislator certifies urban safety and crime prevention as part of the list of key challenges in the municipality's strategic planning effort and actions to be carried out by municipal departments.

As a rule, the municipality appears to be the body best suited to act as a



leader, locally, in the field of security, because it is responsible for protecting individuals and their property throughout its territory. The work of the summit confirms the relevancy of associating the notions of borough and municipality.

The creation of local roundtables (boroughs and related municipalities) rests on objectives that are linked directly to those supported by the policy. They include the following:

- Choose a community approach.
- Draw closer to citizens through consultation and friendlier relationships.
- Establish active partnerships with local organizations and institutions.
- Strengthen the preventive approach.

Moreover, the roundtable, as envisioned, broadens the scope of action targeted by the departmental policy, by including fire safety and civil protection sectors in its definition of security and protection.

### **1.3 Leadership of boroughs, related municipalities and elected officials**

Because they are closer to the community and know their needs, the

boroughs or related municipalities appear to be the bodies that are more likely to promote preventive actions leading to sustainable solutions to local crime and security problems. By mobilizing local resources, the borough or related municipality can determine prevention strategies that are based on concerted action and partnership. Their powers enable them to coordinate on-site strategies and actions.

## **2. Local roundtables: Foundation and general parameters**

### **2.1 Mission**

The roundtable's mission is to increase the feeling of security and ensure concerted effort to fight crime, face threats and contend with disasters through the creation of a community of interests.

From territorial proximity by borough or related municipality, stem a community of vision and a pooling of interests on which to lay the foundation for concerted efforts and networking to achieve results. At the heart of the network are citizens who have mobilized as partners and players in their own right.

Local roundtables do not duplicate any other decision-making body or intervention groups. They bring together, in concerted action, key players concerned about certain problems, while supporting and facilitating interventions.

## 2.2 Guiding principles

The proposed guiding principles reflect the philosophy of action behind the local roundtables. They provide a unified vision of the action, and ensure cohesion.

The creation of local roundtables is based on recognizing:

- The fact that security plays a leading role in the quality of life of a community.
- The fact that the feeling of security of citizens is essential to maintaining and creating a pleasant living environment.
- The specific character of the stakeholders involved in achieving a safe urban environment.
- Citizens in their own rights when it comes to security.
- Concerted effort as a factor to improve results.
- One of the measures related to the Policy for a peaceful and safe environment.

## 2.3 Main results expected

The creation of the local roundtable should yield the following results:

- Improve the feeling of security among citizens.
- Identify and implement sustainable solutions, at the local level, to public-security problems in the short-, medium- and long terms through concerted action in the field of prevention.
- Teach citizens about their responsibilities to maintain and improve security.

- Share information with other roundtable participants.

The general operational objective is to provide the necessary tools to the boroughs and related municipalities, so that they may choose this flexible mechanism for concerted action and adopt it using their own method of implementation. Section 4 of this document includes steps to help them set up the roundtable.

## 2.4 Leadership and coordination

The roundtable is under the leadership of elected officials of the borough or related municipality, and particularly under the leadership of the mayor. Leadership of the borough or related municipality mayors makes it easier to mobilize key players and major institutions and community partners and involve them in the concerted effort to achieve the roundtable's mandate. The borough or related municipality directors are other key players who oversee coordination of the roundtable and ensure results. The involvement of the mayor and director at the roundtable implies that crime prevention and public security are part of municipal strategic planning. The priorities and work of the roundtable must be approved by the borough or related municipality council.

## 2.5 Partnership, a key element for success

All safety issues form a complex whole requiring the attention of various social key players, including citizens. Past experience has shown that police departments, community organizations, private enterprise, citizens and

public services cannot carry out efficient preventive actions if they work in isolation. Partnership becomes necessary as a type of concerted effort to improve intervention consistency and effectiveness.

By adopting the concepts of partnership and mutual effort as the general precept for the operation of the roundtables, decision-makers and key players involved in their implementation recognize that this method increases their potential for success by:

- improving analysis and better understanding problems;
- mobilizing resources to target key challenges;
- coordinating activities, efficiently.

## 3. Operation

### 3.1

#### A simple and effective working process

In the understanding that all processes must be approved by the borough or related municipality council, the roundtables:

- Agree locally on prevention strategies and an action plan (short-, medium- and long-term objectives) and mobilize partners of various levels of government, institutions, private enterprise and community groups to invest the appropriate resources (technical, financial, material and human).
- Suggest annual priorities.

- Submit these priorities to the borough council or related municipality council.
- Agree on responsibilities shared by private citizens and public service.
- Ensure follow-up of results.

Each roundtable must complete a local security diagnosis report and target priorities in the fields of prevention and safety. Based on specifics and needs, the roundtable develops a work plan, focusing exclusively on solutions that are adapted to local reality in terms of improving safety levels, cleanliness, enjoyment and safe development of spaces and public areas. Adapted solutions may aim also at reducing acts of incivility, as well as teaching and training citizens about prevention.

The key words that illustrate the roundtable's operating method speak for themselves: leadership, drive, simplicity, mobilization, results.

The work of local roundtables must be carried out in agreement with the policy for a peaceful and safe environment in Montréal.

### 3.2

#### Diversified and adapted make-up

Improving and ensuring public safety, preventing acts of uncivil behaviour and improving the feeling of security depend on the involvement of a number of institutions and organizations working in the public, parapublic, private and community sectors, and includes the participation of citizens.

<sup>1</sup> Partnership can be defined as an association of organizations and individuals aimed at carrying out an action. It is based on organized relations among partners, mutual recognition and respect, balanced decision-making and agreements stemming from various methods of negotiating, including consensus and compromise from the parties involved.

Based on a multisectorial and concerted approach, the local roundtable make-up must be both flexible and well adapted. It must also seek to bring together, based on the work underway and the problems at hand stakeholders who would become associated, from time to time, with a central core of members, to avoid heavy and destabilizing operations. These stakeholders could be found in women's groups involved in safety throughout the territory, business people, merchants, youth organizations, as well as marginalized or ethnic groups.

The roundtable's central core aims at being representative of the community in terms of make-up and seeks out balanced representation by women and men. It is made up of the following participants:

- Representatives of the community
- Elected officials
- One representative of the Service de police de la Ville de Montréal (SPVM)
- One representative of the Service de sécurité incendie de Montréal (SSIM)
- One representative of a partner already involved at the borough or related municipality level

The central core may also include one of the following participants:

- One representative of the Centre de sécurité civile de Montréal
- Representatives of other municipal departments



- Union representatives from other departments or services
- Representatives of community organizations
- Representatives of local institutions (CLSCs, schools, etc.)
- Representatives of the business community

Each borough or related municipality involved in the process agrees to bring together key players, acknowledging the areas of responsibility and roles of each organization or individual in the work at hand.

Several prevention actions, carried out by the stakeholders who sit at the roundtable may already be part of their regular activities. The idea is not to reinvent the wheel or develop new activities, but rather, to integrate prevention into existing activities through the creation of a community of shared interests, which is accentuated by the triggering and multiplying effects of the roundtable work.

## 4. Implementation steps

Leadership to implement the local roundtable belongs to elected officials, especially to the mayor of the borough or related municipality. The director of the borough or related municipality is responsible for coordinating the implementation and operating aspects of the roundtables. However, all roundtable participants play a deciding role in promoting its performance. The implementation steps involving these key players are as follows:

### 4.1 Recruiting roundtable participants

Guided by the roundtable's mission and principles, and with the support of the director of the borough or related municipality, the mayor:

- Identifies the partners who would be interested in becoming involved in the mission and its guiding principles.
- Approaches potential participants and introduces the roundtable's mission and guiding principles to gauge their interest.
- Implements a simple process to recruit citizens for the roundtable, ideally through public calls for candidates.
- Ensures a balanced representation (milieu and civilian and public life) at the roundtable, making sure not to appoint too many individuals, to avoid weighing down operations.
- Establishes rules for hiring future participants on the roundtable.
- Teaches future participants about the hiring rules, and especially about their roles and responsibilities.

- Appoints the participants who will sit at the roundtable on an ongoing basis.

### 4.2 Planning roundtable actions

It is understood that the decision to create a roundtable must come from the elected officials of the boroughs or related municipalities and from their commitment to the mission and guiding principles above. Participants in the roundtable:

- Devise an action plan to determine visible results in the short, medium and long terms.
- Develop realistic projects (short, medium, long terms). The short-term projects will be very important to maintain the interest and motivation of participants and to prove to the community that the process is a serious one. More aggressive and long-term projects will have a mobilizing impact and serve as an example to confirm the success of the process.
- Share equitably the roles and responsibilities as they relate to actions.
- Allow for indicators to evaluate actions.

The mayor of the borough or related municipality:

- Makes sure that the priorities and actions by the roundtable are approved by the borough council or related municipality council.
- Promotes specific participation of other partners based on topics and planned actions.



### 4.3 Managing and coordinating the roundtables

The mayor of the borough or related municipality manages the roundtable by:

- Presiding over the roundtable.
- Mobilizing participants of the roundtable to secure their commitment and participation in the concerted effort to achieve the roundtable's mandate.

The director of the borough or related municipality coordinates the roundtable by:

- Setting up the follow-up conditions between the meetings.
- Making sure that the information flows.
- Providing ongoing logistic and administrative support by borough or related municipality personnel (ex.: social or community development coordinator).

### 4.4 Control and assessment

Participants in the roundtable:

- Control periodically the implementation of actions included in the action plan
- Assess the results using the indicators that were set at the planning stage.
- Adjust actions based on needs and results already achieved.

## 5. Conditions for success

Certain conditions must exist to ensure local roundtable performance. The main conditions are as follows:

The boroughs or related municipalities must:

- Ensure local leadership.
- Make sure that the roundtable comprises the key players and decision-makers in the case of organizations, who are essential to the process.
- Focus on the active role of citizens at the roundtable by looking to improve their wellness, safety and participation in a process that is essential to upgrading the quality of life in the community.

- Consult the community to learn about its concerns and needs through simple, efficient communication channels.
- Recognize the contribution of all participants.
- Aim to achieve in-depth work through concerted effort to avoid duplication.
- Respect local dynamics with regard to concerted action.
- Promote knowledge and consideration of non-homogeneous cultures.
- Guarantee information and training distribution suited to the participants with regard to mission, guiding principles and roundtable rules.
- Optimize information flow and use of efficient and adapted methods of communication at the borough or related municipality level.
- Offer ongoing logistic and administrative support from borough or related municipality personnel.

Roundtable participants must:

- Accept the roundtable's mission and guiding principles and agree on a common vision.
- Engage in a long-term commitment and make sure that the designated persons remain throughout the process, for stability.
- Share the information.
- Observe each other's mandates.
- Promote their personal interests.

## **Credits**

The policy for a peaceful and safe environment in Montréal is published by the Montréal Service des communications et des relations avec les citoyens.

*February 2008*

## **Legal deposits**

Bibliothèque nationale du Québec, 2008

Library and Archives Canada, 2008

I.S.B.N. 978-2-7647-0773-9

## **Photos**

Thanks to the following departments, boroughs and related municipalities for providing the photographs in this document:

Cover

Large photo – Town of Mount Royal

Small photo (left) – Town of Mount Royal

Small photo (centre) – Service de sécurité incendie de Montréal

Small photo (right) – Service de police de la Ville de Montréal

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Top photo – Town of Mount Royal

Bottom photo – Ville de Montréal

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Top photo – Town of Mount Royal

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Lachine borough; photo: Denys Houde

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Photo on the left – Service de police de la Ville de Montréal

Photo in the centre – Town of Mount Royal

Photo on the right – Ville de Montréal

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