

# INFORMATION GUIDE



for Public Security  
Committee Members



SÛRETÉ DU QUÉBEC

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The Sûreté du Québec also has a website, which presents its strategic plan, annual management reports, assessments, statistics, press releases as well as various other information, including certain regional county municipality (RCM) data.

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**Note:** The legislation cited in this document has been adapted to facilitate comprehension. The cited sections of the *Police Act*, R.S.Q., chapter P-13.1, pertaining to service agreements and public security committees are presented in [Appendix I](#) for reference purposes.

## List of abbreviations and acronyms

AGD .....	Administration General Directorate
CIGD .....	Criminal Investigations General Directorate
FQM .....	Fédération québécoise des municipalités
GHQ .....	General Headquarters
PROP .....	Police resources organization plan
PSC .....	Public security committee
RCM .....	Regional county municipality
RCMSC .....	Regional county municipality service centre
RLAP .....	Regional and local activity plan
SAPS .....	Strategic approach to problem solving
SPVM .....	Service de police de la Ville de Montréal
TSGD .....	Territorial Surveillance General Directorate
UMQ .....	Union des municipalités du Québec



## Preamble

This general information guide is intended primarily for public security committee members, namely, elected municipal officials and police officers, to facilitate their involvement through a better understanding of the roles and responsibilities of each committee member. The guide will also be of interest, however, to elected officials in general or to individuals who wish to familiarize themselves with how public security committees operate in order to make contributions of their own, given that the public security of citizens in their communities is a mission that is shared by many participants.

Though some elected officials already have experience chairing on a public security committee and managing Sûreté du Québec service agreements, such experience and knowledge can vary immensely from one person to the next.

The objective of this guide is to serve as a springboard for exchanges and discussions between elected municipal officials and Sûreté du Québec representatives, as well as foster the involvement and cooperation of the various partners who work to ensure public security.



## Brief historical recap

The policing services provided by the Sûreté du Québec have been regulated by service agreements between the ministère de la Sécurité publique (MSP) and regional county municipalities (RCMs) since 1997. These agreements feature a participative structure, called a “public security committee” (PSC), in which elected municipal officials collaborate with the Sûreté du Québec to ensure a safe living environment for citizens. PSCs have since become veritable leveraging tools for elected municipal officials, who can use these participative structures to impart tangible public security guidelines and follow up on the quality of the services being offered.

In June 2001, the *Act respecting police organization*<sup>1</sup> amended the *Police Act*,<sup>2</sup> thereby increasing the number of elected officials on PSCs from five to seven members. The act also established service levels according to the number of inhabitants, and the policing of municipalities with fewer than 50 000 inhabitants was entrusted to the Sûreté du Québec. This revamped the organization of police resources on a provincial scale and led to the integration of several police forces with the Sûreté du Québec. In addition, the Sûreté’s status as a national police force was confirmed, as was its role in supporting municipal police forces.

Starting in 2004, service agreements became more detailed and gave elected officials added responsibility with respect to following up on public security planning on their territory. Elected officials on PSCs are now consulted regarding the selection of the police station chief, the location of the station and the development of performance criteria.

## PSC forums

The creation of PSCs prompted the Sûreté du Québec to organize, as early as 2001, an inaugural forum that would convene elected officials, PSC members and Sûreté du Québec representatives. The forum served as a platform to conduct exchanges on shared concerns and to improve practices in order to allow for a *bona fide* co-management of public security in RCMs.

These exchanges between police officers, elected officials and various municipal partners continued at a second forum that took place in April 2003. Conference and workshop themes dealt with the shared responsibility of public security, the safety of road and recreational tourism networks, the future of local policing, as well as specialized services.

The third PSC forum, which was held in 2006, explored the development of an active strategy based on a common vision. The program focussed on three areas: a relationship-oriented approach, a cooperation-oriented approach and a quality and innovation-oriented approach.

At the 2010 PSC forum,<sup>3</sup> the theme of which was communication, elected officials expressed interest in conducting meetings in their respective regions in order to better address their corresponding needs. Twelve such regional forums were held in 2012, thereby promoting exchanges with a greater number of elected officials. The consultations held in the scope of these latter PSC forums highlighted the importance given by all involved to continue cooperating and building bonds in order to maintain the highest possible level of public security quality standards.

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<sup>1</sup> R.S.Q., chapter O-8.1.

<sup>2</sup> R.S.Q., chapter P-13.1.

<sup>3</sup> The proceedings of various forums are available (in French only) on the Sûreté du Québec website: <https://www.sq.gouv.qc.ca/organisation/relations-avec-les-municipalites>.

# 1. The public security committee

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The *Police Act* provides for the establishment of a PSC in every RCM or equivalent territory.

## 1.1. Its mission

- Involve elected municipal officials in maintaining a safe living environment for the entire population;
- Ensure the follow-up of Sûreté du Québec police service agreements on its territory;
- Establish a line of communication between the Sûreté du Québec and its clientele.

Elected municipal officials who are members of a PSC have a dual role: to represent the citizens of their RCM or equivalent territory and to act as public security partners.

In representing citizens who have expressed their expectations, needs and concerns, elected municipal officials contribute to the improvement of the community environment.

As public security partners, elected municipal officials participate in defining priorities and identifying the means available to fulfil the community's needs.

### Common mission

The PSC and the Sûreté du Québec have a common mission: to offer public security services of the highest possible quality and to maintain a safe living environment for all citizens.

The effectiveness of the decisions and actions that stem from the PSC's activities depends on the regional involvement of committee members.

## 1.2. Its members

A PSC can have up to nine members. It is composed of:

- Between four and seven elected municipal officials who are designated by the RCM; this includes the committee chair, who is selected by the PSC's municipal representatives;
- Two representatives from 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.

Members can serve on the committee for an unlimited period. The committee chair, however, is appointed for a period of one year, which can 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 can be a municipal liaison officer, a principal or other school official, a representative from a department such as the ministère des Transports, de la Mobilité durable et de l'Électrification, or any other partner who could contribute to the committee's deliberations.

### 1.3. Its operation

Under the *Police Act*, the committee is required to fulfil two obligations with respect to its operations:

- It must hold a meeting every two months, which meeting will be called by the chair;
- Only municipal representatives are entitled to vote.

Each PSC can set out basic rules to facilitate its operations. In [Appendix II](#), you will find a list of winning practices that were identified at recent PSC forums.

### 1.4. Its mandate

As provided for in the *Police Act*, the mandate of a PSC is to:

- oversee the implementation of the agreement;
- assess the services provided;
- establish priorities;
- 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 make an assessment thereof;
- approve the police resources organization plan;
- participate in determining the location of the police station;
- develop criteria for evaluating the performance of the Sûreté du Québec;
- 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 on any question relating to the police services provided for under the agreement.

In addition to the platform provided by the PSC, all elected officials may address any recommendation or issue to their police station chief or to the regional county municipality service centre (RCMSC) director. A liaison committee composed of members of the UMQ, the FQM and the Sûreté du Québec has also been set up.

## Involvement of elected officials

**Elected officials and police officers are jointly responsible for addressing problems and implementing solutions.**

Community safety is a major issue for elected municipal officials and police officers alike. Given the close relationship that elected officials have with citizens and municipal partners, they are the best informed with regard to situations of concern and how to meet community needs in order to increase its sense of security.

As PSC members, elected officials are the population's spokespersons. They determine local and regional priorities and convey them to Sûreté du Québec representatives. Issues can therefore be taken in charge by the various participants, all of whom are acting not only as partners, but as agents of change. Ultimately, it is these concerted actions between the police and municipalities that help to create a collective sense of security in the community.



In its policy on crime prevention, entitled *Pour des milieux de vie plus sécuritaires* (Making Our Communities Safer for Everyone),<sup>4</sup> the ministère de la Sécurité publique indicated that RCMs and municipalities, in cooperation with various local partners, are responsible for establishing and implementing local prevention strategies for their communities.

### Circulation of information

Elected officials on a PSC must obtain all necessary information from other municipalities in the RCM in order to make decisions and prioritize measures that are in everyone's interest. After taking part in a PSC meeting, elected officials are responsible for informing the RCM's other elected officials who are not on the PSC of the committee's activities and decisions.



<sup>4</sup> Ministère de la Sécurité publique du Québec, (available in french only) Politique ministérielle en prévention de la criminalité – Pour des milieux de vie plus sécuritaires. (Québec, electronic document, 2001)  
[http://www.securitepublique.gouv.qc.ca/fileadmin/Documents/police/publications/politique\\_prevention\\_criminalite/politique\\_prev\\_novembre01.pdf](http://www.securitepublique.gouv.qc.ca/fileadmin/Documents/police/publications/politique_prevention_criminalite/politique_prev_novembre01.pdf).

## 2. The service agreement

The service agreement for the provision of police services by the Sûreté du Québec is an official document that is 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*.<sup>5</sup>

The service agreement, which is entered into by the RCM or equivalent territory and the Minister of Public Security, is valid for a minimum period of 10 years and can be renewed in accordance with the agreement's terms and conditions. The Sûreté du Québec, which provides the services, signs as an intervening party.



The *Police Act* lists the elements that must be included in all service agreements in order to ensure a certain degree of consistency from one agreement to the next:

- ◆ the number of police officers assigned to the services;
- ◆ the nature and scope of the police services that will be provided;
- ◆ the location of the police station, where applicable, and the costs relating to premises furnished by the municipality;
- ◆ the territory to be served;
- ◆ the roles and responsibilities of the PSC, the RCM and the Sûreté du Québec;
- ◆ the information to be exchanged by the Sûreté du Québec and the municipality that is a party to the agreement;
- ◆ 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 10 years;
- ◆ the procedure for issuing statements of offence.

The service agreement must also specify:

- guidelines for the provision and evaluation of police services;
- the prosecution of certain offences and the collection of fines;
- the measures to be implemented in emergency situations.

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<sup>5</sup>R.S.Q., P-13.1, r. 7.

## 2.1. Roles and responsibilities of service agreement partners and signatories

The PSC	The RCM	The Sûreté du Québec
<p>Over and above the responsibilities set out in the <i>Police Act</i> (see <a href="#">Appendix I</a>), the service agreement specifies that the PSC must:</p> <ul style="list-style-type: none"><li>■ select a chair from among its members;</li><li>■ obtain the necessary support to achieve its public security objectives and actively participate in the implementation of a strategic approach to problem solving<sup>6</sup> (SAPS) in the community;</li><li>■ inform the parties of the results of its work and report to them at least once a year.</li></ul>	<p>The service agreement specifies that the RCM must:</p> <ul style="list-style-type: none"><li>■ select PSC members from elected municipal council members;</li><li>■ participate in the application of the service agreement through involvement in the PSC's activities and in those linked to a community-based policing approach;</li><li>■ provide the PSC with all information relevant to the application of the agreement;</li><li>■ coordinate and maintain mechanisms for use by the courts in handling offences;</li><li>■ ensure that municipal by-laws regarding peace, order and public security are standardized.</li></ul>	<p>The service agreement specifies that the Sûreté du Québec must:</p> <ul style="list-style-type: none"><li>■ provide, organize and administer police services;</li><li>■ hire and manage police and civilian personnel;</li><li>■ maintain the staff required to ensure a regular police presence;</li><li>■ purchase and maintain the required vehicles and equipment;</li><li>■ designate a person to handle citizens' complaints regarding police services;</li><li>■ select police representatives for the PSC;</li><li>■ participate in the application of the service agreement through involvement in PSC activities;</li><li>■ propose solutions to identified problems and develop an intervention plan;</li><li>■ consult the PSC when designating the chief of police.</li></ul>

<sup>6</sup> The strategic approach to problem solving (SAPS) is discussed on page 20.

## 3. Management tools

### 3.1. The police resources organization plan (PROP)

Implemented in 2002, the police resources organization plan (PROP) forms part of the service agreement and is approved by the PSC. The PROP sets out the organization and allocation of resources throughout the territory being served, and contains relevant and useful information for managing service agreements. The Sûreté du Québec uses this tool to manage its resources efficiently and effectively, and adapt police services according to regional particularities. The PROP contains three parts.

#### PART 1

##### Profile of the RCM or equivalent territory

This part describes the RCM territory and the characteristics that impact its needs and the police service offer. It presents:

- a portrait of the territory, including its road networks and recreational tourism and geographical characteristics;
- a description of the population;
- the territory's main socioeconomic characteristics, such as the employment rate as well as commercial, tourism and cultural activities.

The participation of municipal representatives and the PSC in drawing up the territory's profile is strongly encouraged, as these individuals can specify certain elements and include local particularities.

#### PART 2

##### Police activities

This part presents statistics obtained from the Sûreté du Québec regarding the events that have taken place on the territory in the previous five years. They are divided into several categories, which are used by police forces across Québec:

- crime;
- citizen calling cards;
- safety of transportation networks;
- collisions and traffic stops.

The data, which is presented in the periodic and annual reports on activities, is also provided to the RCM at PSC meetings.

This section is reviewed every five years and serves to validate the allocation of police resources.

#### PART 3

##### Resources and services

This last part presents the police services offered on the territory. Elected officials and the police station chief on the PSC use the information in the previous two parts to identify the police duties and activity sectors, in particular:

- the police force, patrol sectors, community local policing services and prevention activities;
- investigations;
- support for resources;
- services, follow-up mechanisms for complaints and requests by citizens, as well as partnerships with RCM participants.





### 3.2. The regional and local activity plan (RLAP)

A regional and local activity plan (RLAP) is a management tool that has been used by police stations since 2003 to establish annual priorities. In planning priorities for the period from April 1 to March 31, the emphasis can be placed on recognized local, regional or national public security needs and issues.

#### The RLAP is used to:

- identify public security 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 that have been carried out;
- measure progress in achieving results and report on the services provided.

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

[Appendix IV](#) presents a list of the various components of an RLAP and a diagram of the management cycle (planning, follow-up and accountability).

This management tool relies on the active participation of PSC members and provides them with the means to voice the concerns expressed by the citizens they represent. In the RCM's interest, members can also identify the fields

of intervention that will receive particular attention from Sûreté du Québec members and undergo regular monitoring by the police station chief.

Given his or her knowledge of the territory, the police station chief assists PSC members by providing recent statistics, such as the number and nature of incoming calls, the safety of transportation networks, crime, and the enforcement of municipal by-laws.

#### PSC PARTICIPATION IN THE RLAP

- Share the citizens' concerns regarding public security issues
- Define public security issues and needs deemed to be priorities
- Identify expected results (performance indicators)
- Participate in planning and implementing the selected measures, such as awareness raising, prevention, strategic approach to problem solving (SAPS), etc.



### 3.3. Activity reports

Every year, the Sûreté du Québec produces five periodic reports and one annual report in order to make it possible to follow-up on the service agreement and on the performance of the services offered to the RCM or equivalent territory, as well as to keep all parties informed of the results of its activities.

A sample activity report was developed and implemented in 2014 to standardize communication practices and the transmission of information to elected officials on PSCs and to enrich discussions between elected officials and police officers.

#### Periodic activity report

Periodic reports are prepared on a bimonthly basis. At PSC meetings, the police station chief has the information needed to present a summary of the police activities conducted on the RCM territory.

Periodic reports contain the following sections:

- local priorities identified by the PSC;
- specific requests by elected officials and citizens;
- prevention activities;
- information on community policing and sponsorship activities of municipalities;
- operational statistics;
- school interventions;
- emergency measures and major events;
- noteworthy activities.

Sponsorship and community activities can take the form of meetings and exchanges between police officers and the various key players in the municipality, in particular, elected officials, partners and citizens. The strength of this bond of trust allows for a better understanding of the environment and more rapid interventions in the event of challenging situations. Any incidents that were handled during the period in question with assistance from partners and using a SAPS are presented in a table.

Operational statistics, which are generated by data from the Sûreté du Québec, focus on operations related to the safety of transportation networks, municipal by-laws, key highway safety information, criminal events and the processing of calling cards. PSC members can therefore keep track of evolving data over a five-year period.

#### Annual activity report

The annual report covers the period from April 1 to March 31 and contains a compilation of the five periodic reports in addition to the sixth two-month period of the year.

In the annual report, the Sûreté du Québec describes the activities conducted on the territory over the previous year in order to inform the service agreement signatories, namely, the RCM or local municipality and the Minister of Public Security.

The annual report contains two parts:

- the first, which is intended for the PSC, is prepared by the committee chair and presents the local priorities of the year and the dates on which the PSC held its meetings;
- the second, which constitutes the annual activity report of the RCM station, is under the responsibility of the Sûreté du Québec and features the same sections as the periodic reports. This part is then published on the website of the Sûreté du Québec.



## 4. The Sûreté du Québec: Your partner

### 4.1. Mission, vision and values<sup>7</sup>

#### Mission

The Sûreté du Québec is dedicated to keeping the peace, and maintaining public order and safety, as well as preventing and suppressing crime. Its members ensure the safety of persons and property, safeguard rights and freedoms, are attentive to the needs of victims and cooperate with the community.

As a national police force, the Sûreté du Québec supports the police community, coordinates large-scale police operations, contributes to the integrity of government institutions and ensures the safety of the transportation networks under Québec jurisdiction. In addition, it manages a central information service, which is made available to other police forces.

#### Vision

Every effort is made to maintain the public's trust in our public security services, and hence, become an even more effective organization.

**It is in this spirit that all our members are committed and mobilized toward making the Sûreté du Québec, an organization that is turned toward the future!**

#### Values

The Sûreté du Québec advocates the following institutional values:

##### **Service**

We are driven by the determination to surpass ourselves in order to meet the expectations of citizens and of our partners and colleagues. It is essential for our police and civilian personnel to serve and assist, and to be useful and available.

##### **Professionalism**

We follow the rules of standard practice in all of our interventions. Listening to people, adapting to change and engaging in ongoing personal development are key components of our professionalism.

##### **Respect**

We treat citizens and our partners and colleagues with consideration in the performance of our duties. We respect people's dignity and rights, as well as democratic and individual values.

##### **Integrity**

We take the public interest, along with the values and standards of our institution, into account in all decisions concerning citizens, our partners and our colleagues. Our conduct is aimed at maintaining the public's trust in our institution.

These values guide Sûreté du Québec members in taking actions and making decisions, as well as confer an immense sense of belonging to the organization. Ultimately, the respect of these organizational values must be reflected in the day-to-day actions of our members. In keeping with our four fundamental values, the Sûreté du Québec reiterates its commitment to always provide services that are free of any form of discrimination whatsoever. To achieve this, the Sûreté du Québec works to promote and reinforce the respect of human rights and freedoms among its members, in all its spheres of activity.

<sup>7</sup> Portions of this text are translated excerpts of the *Déclaration de services aux citoyens* of the Sûreté du Québec (Service Statement to Citizens). The integral French-language version of the declaration is available on the website of the Sûreté du Québec: <https://www.sq.gouv.qc.ca/wp-content/uploads/2016/11/declaration-service-aux-citoyens.pdf>.

## 4.2. Organizational structure and hierarchy

### **National level: General Headquarters (GHQ)**

The director general, the Sûreté du Québec's highest ranking officer, is designated by the Government of Québec for a five-year mandate.

The Executive Leadership team is composed of the director general, the executive deputy director general, the cabinet of the director general, the Auditing Directorate, the Disciplinary Authority and Legal Services Directorate and the Communications and International Relations Directorate.<sup>8</sup>

The deputy director generals of the three directorates general—the Territorial Surveillance General Directorate (TSGD), the Administration General Directorate (AGD) and the Criminal Investigations General Directorate (CIGD)—operate under the helm of the Executive Leadership branch. These directorates general offer the services necessary to operate an organization of this scale.

National services are largely concentrated at the GHQ, which coordinates districts, and manages specialized investigative and support services, in particular, those that assist in criminal investigations, the control of firearms and explosives, and emergency measures. The GHQ also administers human, material, financial and information resources, and oversees the majority of institutional development projects.

### **Regional level: District and service centres**

In recent years, the Sûreté du Québec has introduced various changes in order to streamline and optimize the police servicing framework.

The province of Québec has since been divided into nine major regions that are grouped into four districts. [Appendix III](#) illustrates the allocation of the regions in each district. This governance system is based on a network of regional county municipality service centres (RCMSCs), in which planning and coordination activities are centralized. There are a total of 30 RCMSCs across the province: seven each in the North and West districts, and eight each in the South and East districts.

This new province-wide structure makes it possible to:

- share support resources between several police stations;
- foster an optimal deployment of resources;
- restore equity in the allocation of police personnel throughout the province;
- ensure comparable and fair quality of service in each RCM.

Each RCMSC has two to six stations and is headed by a director, who is responsible for preparing reports, managing budgets, human and material resources, planning activities for all service centre stations, participating in the PSC and complying with service agreements.

In the same vein, 16 RCM investigative divisions were created to promote an optimal deployment of investigators across Québec and increase the operational capacity of investigations, in particular, through a regional approach towards crime, and enhanced information-sharing and cooperation between RCM stations. Investigative divisions, which are under the responsibility of a lieutenant, report to the major crimes investigative services unit of the CIGD.

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<sup>8</sup> The integral French-language version of the organizational chart is available on the website of the Sûreté du Québec : <https://www.sq.gouv.qc.ca/organisation/structure-de-lorganisation/>.

### Structure of RCMSCs

- A **director**, who holds the rank of captain, acts as a liaison with the region and the district, and is responsible for preparing reports, managing budgets, human and material resources, planning activities for all stations at the service centre, participating in the PSC and complying with service agreements.
- An **operations officer**, who holds the rank of lieutenant, acts as an assistant to the director and oversees all aspects of operational planning and support using a centralized and coordinated approach for the benefit of stations.
- A **police station chief**, who holds the rank of sergeant or lieutenant, works in concert with the RCMSC director.
- **Civilian personnel** provide the necessary administrative and management support to the director and the operations officer.

### Local level: The police station

The police station is the core unit that is responsible for providing basic Sûreté du Québec services to citizens. The organization has a total of 117 stations<sup>9</sup>—main, auxiliary and highway—located across Québec.

With respect to operations, the police station chief is the main contact for elected officials. At PSC meetings, the police station chief is usually accompanied by the RCMSC director. The station chief is responsible for the day-to-day management of the station's personnel and activities, operational section in road safety and the prevention and detection of crime. The station chief also ensures sponsorship activities in the RCM and reports to the RCMSC.



<sup>9</sup> As at March 31, 2017.

### 4.3. Services

The Sûreté du Québec provides all of the services described in the *Regulation respecting the police services that municipal police forces and the Sûreté du Québec must provide according to their level of jurisdiction*.<sup>10</sup>

In addition, given its national mandate, the Sûreté du Québec supports municipal and First Nations police forces when events take place that exceed their level of responsibility, as well as coordinate operations during interventions involving several police forces.

Below is a summary of the four types of services offered by the Sûreté du Québec.

#### Policing services

The policing services provided by Sûreté du Québec include:

- ensuring a familiar presence on the territory;
- responding to calls by citizens at all times and following up on reports;
- conducting interventions to ensure the safety of citizens and according to the urgency of the situation;
- ensuring safety on road and highway networks, recreational tourism trails and waterways;
- implementing prevention plans;
- protecting crime scenes;
- enforcing municipal by-laws relating to keeping the peace, and maintaining order and safety.

#### Emergency measures

The Sûreté du Québec offers emergency services across Québec.

Specialists are deployed:

- to restore and maintain order in emergency situations or disturbances on a provincial scale;
- to conduct search and rescue operations, among others, and in the event of a disaster;
- to carry out helicopter missions;
- to conduct interventions in the event of a hostage-taking or an active shooter situation.

#### Investigations

Investigative services teams have extensive expertise in various fields, such as:

- crimes against persons or property;
- support for crime victims;
- cybersurveillance and cybercrime;
- missing persons, runaways and kidnappings;
- combatting terrorism and organized crime;
- combatting drug possession, trafficking and production;
- fraud investigations (all types);
- crimes relating to State revenues, security and integrity.

#### Other specialized services

The Sûreté du Québec also offers other specialized services, including:

- analyses of criminal intelligence and State security intelligence;
- security for the National Assembly and protection of politicians;
- technological surveillance;
- behavioural analyses, polygraphs and composite sketching;
- control of firearms and explosives;
- background checks and security clearances;
- management of the centralized provincial fingerprint and mugshot database;
- management of the Québec Police Information Centre (QPIC).

<sup>10</sup> R.S.Q., chapter P-13.1.



#### 4.4. A community police approach

The Sûreté du Québec formally committed to a professional, community-style approach as early as the 1980s, with the development of its initial prevention programs and the implementation of various measures to build closer ties with citizens.

In 1997, the introduction of PSCs composed of elected officials and representatives of the Sûreté du Québec laid the groundwork for a *bona fide* co-management of public security at the local level. It was also during this period that the Sûreté du Québec shifted toward a true community-style approach, with the adoption of a **local policing** model to ensure public security by:

- building closer ties with citizens and encouraging their participation;
- fostering the standardization of interventions by the Sûreté du Québec and its public security partners;
- contributing to the preservation of a peaceful living environment and increasing the sense of security;
- increasing community satisfaction.

Such an approach requires the Sûreté du Québec to work with the population in preventing all types of crime, which is why the involvement of all elected officials is essential to its implementation.



## 4.5. The five cornerstones of a local policing approach

### 1. A familiar presence

The sustained presence of police officers in a geographic sector fosters direct interaction with citizens and makes it possible to obtain a better understanding of the environment and local resources.

The Sûreté du Québec believes in community policing, which consists in working in close collaboration with decision-makers and municipal players, such as elected officials and their representatives, community organizations, citizens' groups, school principals and merchants. This greater number of contacts fosters:

- an in-depth understanding of the territory and its resources;
- closer ties with citizens that facilitate exchanges regarding public security needs and expectations;
- partners' involvement in setting up public security projects and resolving local problems.

### 2. Client consultation

The Sûreté du Québec applies a permanent consultation process to stay abreast of the population's needs and expectations, and implement effective and efficient operational strategies. It also conducts exchanges on public issues with PSC members throughout the year.

### 3. The quality of services to citizens

Service quality, which is at the heart of the Sûreté du Québec's concerns, is based on the following criteria:

- timely interventions;
- professional services;
- courteous and respectful exchanges;
- concrete results in response to citizens' needs.

The fulfillment of these commitments, which are also stated in the Sûreté du Québec's *Déclaration de services aux citoyens*,<sup>11</sup> is assessed by means of public opinion surveys, the results of which are presented in the annual management report.

### 4. A partnership with the population

A partnership requires active community participation in improving public security, as well as a sharing of responsibilities among the police, citizens and community organizations. The role of these social players is to apply their knowledge of the environment and community needs toward the achievement of common objectives.

### 5. Problem solving

The population's cooperation in identifying public security issues, determining their causes and finding solutions helps to solve numerous local problems that are of concern to citizens. This type of concerted approach is effective in finding lasting solutions to problems such as speeding and petty crime.

The Sûreté du Québec advocates a strategic approach to problem solving (SAPS), which involves five steps:

1. identification of the problem;
2. implementation of temporary measures and transitional measures, where warranted;
3. analysis of the problem (cause and circumstances);
4. development of an action plan;
5. follow-up on the action plan and assessment of the results.

The success of a problem-solving process hinges on community involvement and teamwork leading to joint action. Partners and elected officials alike play an important role in solving problems and pooling community resources.

<sup>11</sup> The integral French-language version of the declaration is available on the website of the Sûreté du Québec:

<https://www.sq.gouv.qc.ca/wp-content/uploads/2016/11/declaration-service-aux-citoyens.pdf>

## 4.6. Prevention programs

The Sûreté du Québec carries out its prevention activities by means of programs and awareness-raising tools aimed at young people, the elderly and the population in general. Some of these tools were developed by partners.

These programs and tools focus on:

- empowering citizens to:
  - ◆ reflect on the adoption of safe behaviours and positive attitudes;
  - ◆ make informed decisions, report situations, speak out;
- reducing the risk of victimization;
- adopting a non-violent approach, developing the ability to resolve conflicts;
- developing positive role models, in particular, by participating in sports activities.

### Sûreté du Québec prevention tools and programs

Name of tool or program	Issue/Problem	Target clientele
<b>Senior-Aware FADOQ Network<sup>12</sup></b>	Elder abuse, fraud and intimidation <i>French-language leaflet on elder abuse</i> <a href="http://aineavise.fadoq.ca/en/Program/">http://aineavise.fadoq.ca/en/Program/</a>	Adults aged 50 and over
<b>Workshop: La force de s'exprimer</b>	Tool for the prevention of bullying and violence at school	Third-cycle elementary school students (5th and 6th grade)
<b>Bon voisin, bon œil (Neighbourhood watch)</b>	Mobilization program for citizen groups to develop, together with the local police, tools to prevent, in particular, break-ins and uncivil behaviour.	Neighbourhood residents
<b>Setting the pace on women's security</b>	Program aimed at preventing crime against women	Women aged 15 and over Seniors
<b>Cisaille 2.0</b>	Program aimed at limiting the expansion of marijuana production and trafficking in Québec	Farmers, neighbourhood residents
<b>Bullying: What is it? Service de police de la Ville de Montréal (SPVM)</b>	Video clip on the prevention of bullying and violence at school	Students in secondary I and II Parents of children aged 9 to 13 (third-cycle elementary school and first-cycle high school students)
<b>Counterfeit detection Bank of Canada</b>	Counterfeit bank notes	All citizens
<b>Checkmate home invasions Sûreté du Québec, SPVM, Repentigny and Terrebonne police forces</b>	Tool to prevent home invasions and criminal acts committed against citizens in their homes <a href="http://intranet-surete/publications/mon_travail/prevention/prevention_criminalite/echec_aux_invasions_a_domicile/signets_ang_fr.pdf">http://intranet-surete/publications/mon_travail/prevention/prevention_criminalite/echec_aux_invasions_a_domicile/signets_ang_fr.pdf</a>	All citizens

<sup>12</sup> The organization was founded in 1970 under the name *Fédération de l'Âge d'Or du Québec* and was later renamed *FADOQ Network*.

Name of tool or program	Issue/Problem	Target clientele
<b>Booklet: Fraud in 3D Counterfeit detection</b>	Tool to raise awareness and prevent various types of fraud <a href="https://www.bankofcanada.ca/wp-content/uploads/2017/02/fraud-3d.pdf">https://www.bankofcanada.ca/wp-content/uploads/2017/02/fraud-3d.pdf</a>	All citizens
<b>Mimi – Il faut sauver Duncan Productions MAJ</b>	Educational video (in French only) in the form of animated cartoons that addresses the subject of child abduction using a simple, direct and effective approach.	Elementary school students
<b>Œil de lynx (Operation Cottage)</b>	Thefts committed in secondary homes Tool (in French only) aimed at curbing break-ins, vandalism and theft in cottages located in uninhabited areas.	Owners of cottages located in uninhabited areas.
<b>Response Plan for Safe Educational Establishments (RPSE)</b>	Active shooter/armed individual/imminent direct threat The RPSE, which advocates a joint approach between the Sûreté du Québec and its partners, is aimed at implementing effective measures, according to the respective responsibilities of each partner, that will contribute to enhancing security at schools.	School administrators and personnel, students and citizens
<b>Programme d'intervention en milieu scolaire (PIMS)  School intervention program</b>	Sale and use of drugs, taxing, violence and other forms of crime in schools.  The current program is based on a document entitled <i>Police presence in educational institutions: Frame of reference</i> , which sets parameters for police presence in preventive, investigative and emergency contexts.	Youth aged 12 to 17
<b>Projet Déclic – Intimidation Centre Option-Prévention T.V.D.S. (centre for addiction, violence, delinquency and AIDS)</b>	Interactive online tool that explores drug use and taxing <a href="http://www.jeudecllic.com/">http://www.jeudecllic.com/</a>	Youth aged 12 to 14
<b>Presentation designed for educational stakeholders</b>	Information session on drugs and other substances	School administrators and personnel
<b>Sois prudent, méfie-toi des inconnus (Be wary of strangers)</b>	Tips and suggestions for young children and parents	Children aged 0 to 12
<b>Trousse CyberSûreté (cybersafety kit)</b>	Discusses the dangers of surfing the web and presents safe browsing habits	Students in elementary and secondary school All citizens Parents and school personnel
<b>UNITÉ sans violence, exprimez-vous! (UNITY without violence, speak out!) Cégep de Sherbrooke</b>	Program for the prevention of bullying and violence at school	Second-cycle elementary school students (5th and 6th grade)

### Tools for reaching out to the community

Name of tool	Description	Target clientele
<b>Colouring book</b>	Safety tips for children: riding a bike or on a bus, at home or at the park.	Children aged 6 to 12
<b>Découvrir le milieu policier (Meet the police)</b>	Overview of programs that present police work	Children, students and elected municipal officials
<b>ID labels on child seats Canadian Tire Jumpstart Program (Québec)</b>	Tool to quickly identify children in car seats in the event of an accident	Parents of preschool-aged children
<b>Mascot: Polixe</b>	Use of a mascot to promote the creation and reinforcement of bonds with children	Children
<b>Mon ami l'ourson (My teddy bear friend) Canadian Tire Jumpstart (Québec)</b>	A child who has experienced trauma, stress or is in a crisis situation is given a teddy bear by a police officer, making it possible to provide comfort and moral support, as well as establish a bond in order to help calm the child.	Children aged 3 to 12 who have sustained trauma
<b>Presentation to newly-arrived citizens</b>	Presentation aimed at creating an initial contact between an RCM police officer and newly-arrived citizens to foster exchanges and provide information on the role of the police, thereby providing a better understanding of how Canadian police services work.	Newly-arrived citizens
<b>Programme Pair</b>	Automated telephone call service to reach the elderly, retirees, etc. at home  This program is supervised by local agencies and supported by the Sûreté du Québec.	Persons who are retired, ill or who live alone

*In addition to the tools and programs that are available on a provincial scale, some are also developed locally in order to meet specific needs voiced by citizens, in particular, with respect to highway safety, crime, uncivil behaviour and other areas of concern.*



## **APPENDICES**

## APPENDIX I

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



R.S.Q., chapter P-13.1

#### **Police Act**

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

##### **Section 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;
- (9) the territory to be served;
- (10) the responsibilities of the public security committee, other than those set out in section 78;
- (11) the procedure for issuing statements of offence under the legislation on road safety or under municipal by-laws; and
- (12) the measures to be implemented in emergency situations.

##### **Section 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.

##### **Section 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 AT PSC FORUMS

#### Mode of operation

- ◆ Structure the meetings
- ◆ Establish a code of ethics and ground rules for the PSC
- ◆ Prepare PSC meetings jointly (elected officials and police officers)
- ◆ Broaden participation in PSC meetings by inviting police officers, liaison officers, departmental representatives and various partners
- ◆ Vary meeting places
- ◆ Designate a person in charge of public security 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 dialog
- ◆ Respect for others
- ◆ Recognition of the importance of each committee member
- ◆ Partnership
- ◆ Setting aside corporate or political interests in order to prioritize quality services for citizens
- ◆ Creation of a bond of trust
- ◆ Keeping an open mind

#### Efficiency

- ◆ Develop knowledge of the territory and sense of belonging
- ◆ Prioritize communications that are adapted to target clientele (elected officials, Sûreté du Québec members and citizens)
- ◆ Develop common goals and a shared vision
- ◆ Clarify the mandate and roles of PSC members
- ◆ Implement effective community policing
- ◆ Cooperate in the establishment of priorities and problem solving
- ◆ Cultivate a regional culture

#### Crime and uncivil behaviour in the RCM

- ◆ Apply an approach based on problem solving
  - Correctly assess the problem and establish clear priorities for action
  - Identify and involve collaborators
  - Put forward innovative and adapted solutions
  - Make use of liaising
- ◆ Appropriately use the tools developed by the Sûreté du Québec and partners
- ◆ Follow up on actions by establishing performance indicators
- ◆ Make use of the PSC's power to make recommendations

#### Other resources

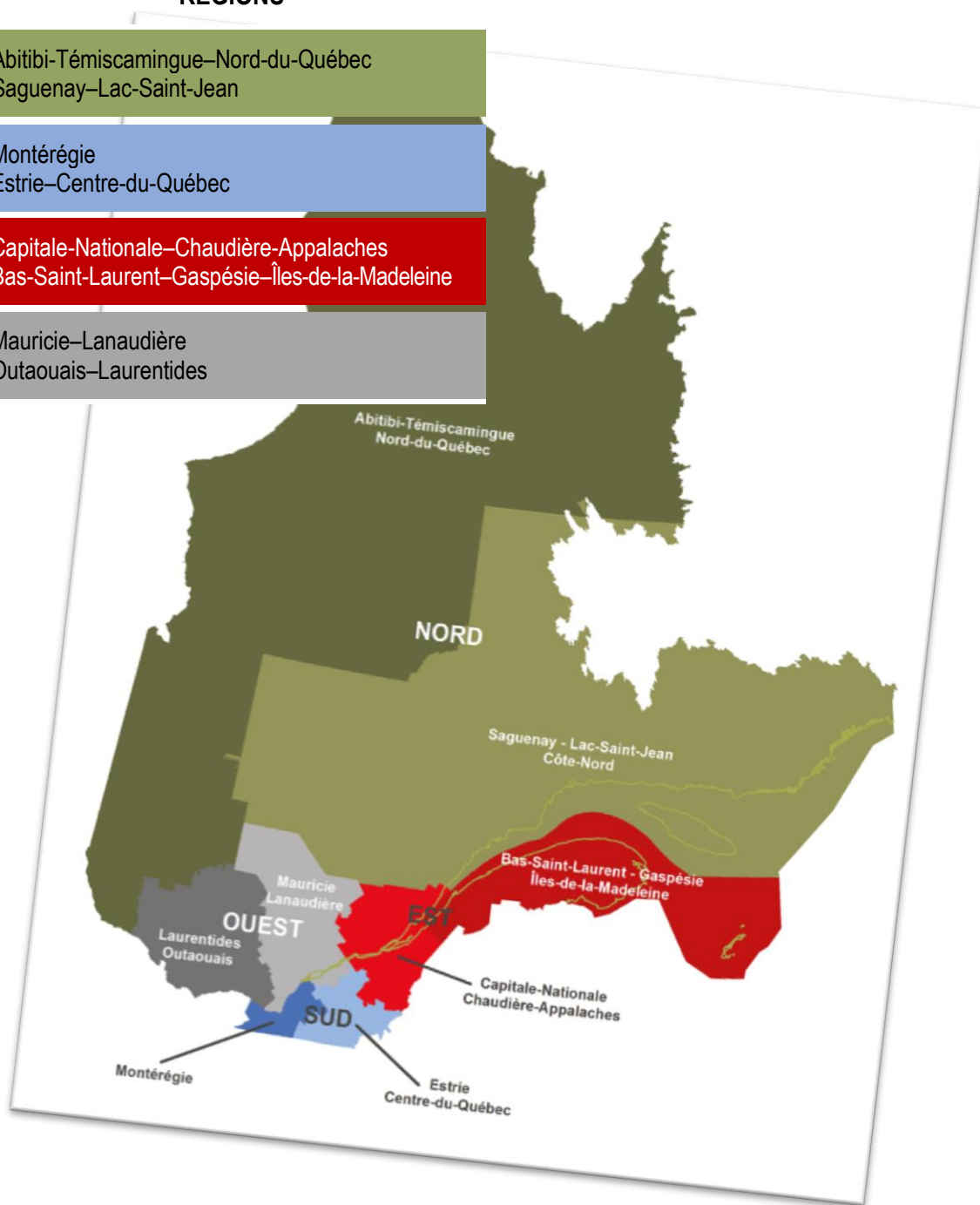
Examples of RCM resources that can be applied toward improving public security:

- ◆ municipal services
- ◆ government resources
- ◆ services and programs developed by the Sûreté du Québec
- ◆ community and socioeconomic resources
- ◆ the media
- ◆ networking between PSCs

## APPENDIX III

### ALLOCATION OF REGIONS INTO DISTRICTS

DISTRICT	REGIONS
North	Abitibi-Témiscamingue–Nord-du-Québec Saguenay–Lac-Saint-Jean
South	Montréal Estrie–Centre-du-Québec
East	Capitale-Nationale–Chaudière-Appalaches Bas-Saint-Laurent–Gaspésie–Îles-de-la-Madeleine
West	Mauricie–Lanaudière Outaouais–Laurentides



The autoroute region of the Greater Montréal Area is allocated to the West district. A detailed map illustrating the assigned service areas is available at: <https://www.sq.gouv.qc.ca/wp-content/uploads/2016/11/033.00-0700-0000.pdf>.

## APPENDIX IV

### RLAP COMPONENTS AND MANAGEMENT CYCLE

An RLAP primarily contains the two following forms:

#### THE PRIORITY FORM

- ♦ Used for planning and accountability purposes. It contains the following sections:

Description of the priority: defines the public security issue or need deemed a priority by PSC members.

Strategic elements: links selected priorities with strategic planning and the Sûreté du Québec action plan.

Performance indicators: measures the extent to which objectives are achieved (objectives vs. results).

General comments: information required for follow-up and complementary information enabling the qualification or interpretation of data and desired results.

Activities: measures implemented to address priorities and achieve the desired results.

#### THE ACTIVITY FORM

- ♦ Enables follow-up on activities.
- ♦ Enables the compilation of certain information to follow-up on each activity indicated in the priority form.

The form contains:

- ♦ A section to indicate the number of hours, operations, personnel, etc., i.e. quantitative information.
- ♦ A section to indicate comments, i.e. qualitative information.

The image shows a form titled 'Modèle de fiche de priorité' (Priority Form Template). It is divided into several sections:
 

- PRÉLIMINAIRES**: Includes fields for 'PRIORITÉ' (with a dropdown menu showing 'Nouveau') and 'Problématique'.
- STRATÉGIE**: Includes a table with columns 'DÉCLINAISON' and 'DESCRIPTION', and rows for 'ORIENTATION', 'AXE', 'OBJECTIF', and 'ACTION'.
- RÉGION**: Includes fields for 'UNITÉ' and 'RESPONSABLE'.
- ANNÉE FINANCIÈRE**: Includes fields for 'DATE D'INSCRIPTION', 'PROCHAINE MISE À JOUR', 'DATE DE DÉBUT', 'DATE DE FIN PRÉVUE', and 'DATE DE FIN RÉELLE'.
- INDICATEUR(S) DE RÉSULTAT**: Includes a table with columns 'BUT(S) VISÉ(S)', 'RÉSULTAT(S)', and '% RÉALISATION'.
- COMMENTAIRES GÉNÉRAUX**: A large text area for general comments.
- ACTIVITÉ(S)**: Includes a table with columns 'DESCRIPTION', 'DATE DE DÉBUT', 'DATE DE FIN', and 'NOMBRES À SAISIR'.

 At the bottom right, it says 'Sûreté du Québec'.

### RLAP MANAGEMENT CYCLE

Period	Description
Before December 31	Collection of priority actions from PSCs
Between February 15 and March 15	RCMSC management meeting Integration of priorities in the RLAP with a view to the strategic plan
April 1	Start of the RLAP management cycle
The first day of each month	Implementation of the RLAP
At all times	Possible adjustment of local or regional priorities



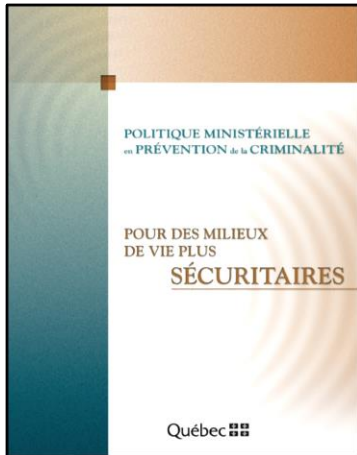
## APPENDIX V

### OTHER REFERENCE DOCUMENTS

Crime prevention	
<p><i>The Key to Safer Cities</i></p> 	<p>Toolkit prepared by the Docteur Philippe-Pinel Foundation in cooperation with the UMQ (2004)</p> <p>Electronic version:</p> <p><a href="http://www.crime-prevention-intl.org/fileadmin/user_upload/Publications/The_Key_to_Safer_Cities_ANG_01.pdf">http://www.crime-prevention-intl.org/fileadmin/user_upload/Publications/The_Key_to_Safer_Cities_ANG_01.pdf</a></p>
	<p>Various publications on crime prevention designed for different audiences (young citizens and partners) are available on the website of the ministère de la Sécurité publique (in French only).</p> <p><a href="https://www.securitepublique.gouv.qc.ca/police/prevention-criminalite.html">https://www.securitepublique.gouv.qc.ca/police/prevention-criminalite.html</a></p> <p>Information bulletin on crime prevention</p> <p><a href="https://www.securitepublique.gouv.qc.ca/police/publications-et-statistiques/bip.html">https://www.securitepublique.gouv.qc.ca/police/publications-et-statistiques/bip.html</a></p>
<p><i>Guide d'élaboration de projets et de plans d'action en prévention de la criminalité</i></p> <p>(Guide to Developing Crime Prevention Plans and Action Plans)</p> 	<p>Ministère de la Sécurité publique (January 2004); available in French only.</p> <p><a href="https://www.securitepublique.gouv.qc.ca/fileadmin/Documents/police/publications/guide_eppapc/guide_eppapc.pdf">https://www.securitepublique.gouv.qc.ca/fileadmin/Documents/police/publications/guide_eppapc/guide_eppapc.pdf</a></p>

## Crime prevention

*Politique ministérielle en prévention de la criminalité – Pour des milieux de vie plus sécuritaires (Departmental Crime Prevention Policy: Making our Communities Safer for Everyone)*

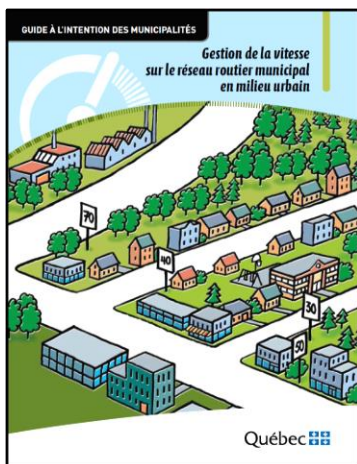


Ministère de la Sécurité publique (November 2001); available in French only.  
[https://www.securitepublique.gouv.qc.ca/fileadmin/Documents/police/publications/politique\\_prevention\\_criminalite/politique\\_prev\\_novembre01.pdf](https://www.securitepublique.gouv.qc.ca/fileadmin/Documents/police/publications/politique_prevention_criminalite/politique_prev_novembre01.pdf)

## Highway safety

*Guide à l'intention des municipalités – Gestion de la vitesse sur le réseau routier municipal en milieu urbain*

*(Guide for Municipalities - Speed Management on the Urban Municipal Road Network)*



Ministère des Transports du Québec (2015); available in French only.  
[https://www.transports.gouv.qc.ca/fr/securite-signalisation/securite/moderation-vitesse/Documents/A6898\\_guide\\_vitesse\\_EPAC\\_web.pdf](https://www.transports.gouv.qc.ca/fr/securite-signalisation/securite/moderation-vitesse/Documents/A6898_guide_vitesse_EPAC_web.pdf)

## Community policing and police presence

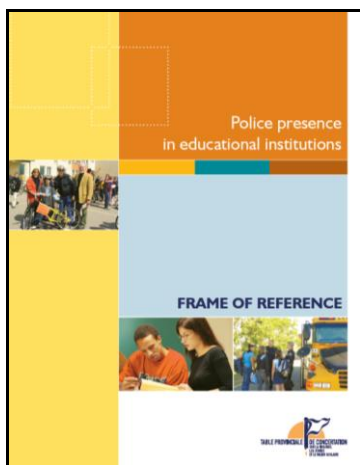
Bulletin Intersection

# INTERSECTION

French-language information and liaising bulletin on local policing; published on the website of the ministère de la Sécurité publique.

<https://www.securitepublique.gouv.qc.ca/police/publications-et-statistiques/bulletin-intersection.html>

*Police presence in educational institutions -  
Frame of reference*



*Présence policière dans les établissements  
d'enseignement – Cadre de référence*

Provincial consultation panel on violence, youth and the school environment (November 2005)

[http://www.education.gouv.qc.ca/fileadmin/site\\_web/documents/dpse/adaptation\\_serv\\_compl/police\\_presence.pdf](http://www.education.gouv.qc.ca/fileadmin/site_web/documents/dpse/adaptation_serv_compl/police_presence.pdf)

The 2017 edition is only available in French.

[https://www.securitepublique.gouv.qc.ca/fileadmin/Documents/police/publications/police\\_scolaire/document.pdf](https://www.securitepublique.gouv.qc.ca/fileadmin/Documents/police/publications/police_scolaire/document.pdf)

## Other information

Various other publications are available on the website of the Sûreté du Québec:

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





[WWW.SQ.GOUV.QC.CA](http://WWW.SQ.GOUV.QC.CA)