



Montréal Police Service

>SERVING THE COMMUNITY



2004
Annual
Review

Mission

The mission of the Montréal Police Service is to maintain peace, order and public safety; prevent and curb crime and violations of laws or by-laws enacted by municipal authorities; and to find criminals.

To carry out this mission, the Montréal Police Service ensures the safety of life and property, protects rights and liberties, respects victims and is attentive to their needs, and cooperates with the community through the promotion of multiculturalism.

By teaming with institutions, social and economic organizations, and community and resident groups, the Police Service seeks to enhance the quality of life for all residents of the city of Montréal, while contributing to reduced crime, improved road safety, the public's sense of security and a peaceful living environment, pursuant to the rights and freedoms guaranteed under the charters of Canada and Québec.

2004 Budget

The Police Service's 2004 budget totalled \$443,368,000, a 6.9% (\$28,543,000) increase over that of 2003.

The 2004 budget was developed in line with certain factors specific to the Police Service's functions and duties. The budget takes into account guidelines set by the city of Montréal, the 2004 optimization of the neighbourhood police and the provision of work needed for the SPVM to fulfill its mission.

Organizational values of the Police Service

In all actions and decisions pertaining to their fellow citizens and coworkers, members of the Police Service are guided by the following values:

The search for excellence

We seek excellence in our relationships with our fellow citizens, in the services we provide and in our management methods. We also strive for continuous improvement in all of our activities.

The importance of employees

Police Service employees constitute our chief strength and our primary resource. We believe that our mission is best carried out by meeting individual aspirations and by demonstrating respect for individuals through the engagement of their involvement and the recognition of their achievements.

Respect for rights and freedoms

The basic principle that guides us in our relations with the community and with our staff is respect for the rights and freedoms of citizens.

Professionalism

The Police Service's efforts are guided by thoroughness, compliance with regulations and ongoing professional training. We strive to set an example through conduct that exemplifies a respect for law and that creates a sense of trust and of credibility. Our pride in our work stems from this sense of professionalism.

Contents

- 1 Message from the Director
- 3 Strategic directions for 2004
- 10 Workforce
- 12 Optimization of the neighbourhood police
- 15 Organizational issues
- 18 Organizational chart
- 20 Operations Directorate
- 27 Administration Directorate
- 32 Internal Affairs Division
- 34 Other units reporting to management
- 35 Management Committee
- 36 Map of territory

Insert

Evolution of crime rate and annual statistics

> MESSAGE FROM THE DIRECTOR

Today I can say that I am proud of the progress that has been made by the members of this organization and their steadfast pursuit of excellence.

2004 was a year of transition for the Montréal Police Service (SPVM). We carried out several major reorganizations aimed at improving the service we provide and at reinforcing our public safety role throughout Montréal.

The most significant change affecting our organization over the past year was the optimization of the neighbourhood police, which was officially launched on January 11, 2004. This far-reaching project was formulated following a series of consultation sessions with staff members, city officials and residents in view of producing an in-depth assessment of our neighbourhood police model from the time of its establishment in 1997. The optimization process was, for this reason, primarily directed at meeting community expectations, while further enhancing the organization's operations and its ability to properly fulfill its mission.

In 2004, we also sought to bolster the community's sense of security. Montrealers experienced certain events over the summer that had shaken this sense of security for which we are responsible. It was for this reason that we held a press conference to bring residents up to date on Montréal's crime rate and on the methods we are deploying to contend with it.

The results of 2004 clearly attest to our determination to fight every sort of crime. The crime rate dropped 2.1% since 2003 (for a total of 135,104 minor crimes and offences under the *Criminal Code*). Although the number of homicides remained flat (42 in 2004), the number of crimes against persons declined by 1.4%, assaults by 1.2%, and robberies and acts of extortion by 3.9%. The number of sexual assaults was, however, the highest in more than 20 years, and 3.8% greater than in 2003. At the same time, the number of incidents of breaking and entering fell 1.4% and motor vehicle thefts were down 1.5%.

The year 2004 was similarly marked by such other achievements as celebrations marking the 25th anniversary of the arrival of female police officers on the SPVM, the adoption of the Policy on Family-Work Balance, implementation of a program to prepare the future generation of employees and ethics training, adoption of the Policy on Unlawful Racial Profiling and the formation of neighbourhood watch committees to bolster our partnerships with various communities. In looking back at this process, which draws on our past and on our experience, I perceive a shared desire to move forward and to evolve on behalf of the well-being of all Montrealers.

This desire is particularly well illustrated by the process of consolidating the role of the neighbourhood police. I was assigned this task in 1998 during my first term as Director and will have seen this major project through before my retirement in 2005, with 2004 being my last full year heading the SPVM. A brief summary follows of my management achievements.



> MESSAGE FROM THE DIRECTOR

I was sworn in on September 18, 1998, as Director of what was then the Police Service of the Montréal Urban Community (SPCUM). At the time my responsibilities included:

- > Thorough and effective management of the SPCUM, particularly through the introduction of a new style of personnel management;
- > Carrying out changes proposed by the neighbourhood police by bringing together all of the conditions necessary for doing so; and
- > Positioning the SPCUM on contemporary issues, such as youth, traffic, road safety and traffic flow, public peace, the war on organized crime and new sources of funding.

I have subsequently worked with all of my staff to stay on track in this process. I have sought throughout my term to favour the process of mediation. I have always made it a point of honour to listen to suggestions from our organization's police officers and civilian members, from city officials and from the citizens whom we serve. I have on numerous occasions gone to meet with civilian staff and with police officers.

The task has not always been easy. We have experienced our share of both predictable and unanticipated setbacks and changes. I nonetheless feel that I have successfully carried out the neighbourhood police, with the valued assistance of Police Service staff.

I will permanently leave the ranks of the SPVM in April 2005, after having spent nearly 35 years here. It has been a great privilege to serve my fellow Montrealers. I am sure that my successor will demonstrate pride and skill in picking up where I leave off. I wish him the same kind of success and joy that I have enjoyed serving the community and serving you.

Thank you for your unrelenting support. You can be sure citizen Sarrazin will always remain concerned with the well-being of this organization and with the people that it serves.



Michel Sarrazin, COM

Director

> STRATEGIC DIRECTIONS FOR 2004



The Montréal Police Service builds on the solid foundation of its accomplishments and of the quality of service it provides to the community as a whole in preparing to meet future challenges. These dynamics make the SPVM a crucial player in enhancing the new city of Montréal's quality of life, its development and its influence as a metropolis that is deeply concerned with the needs of its various communities.

That is why the SPVM assumes with such great determination its primary role in issues of public safety within the city of Montréal, in line with its prime mission of maintaining peace, order and public safety, in preventing and curbing crime, and in seeking the perpetrators of crimes, pursuant to the city administration's policy of coordination and cooperation.

In 2004, the SPVM structured its efforts around two major issues. The first was the Police Service's future role within the city of Montréal and its 27 boroughs and the second pertained to optimization of the neighbourhood police model.

It was in view of this optimization process that the SPVM implemented strategies for revising its administrative and operational structures, and for responding to police situations. These efforts were aimed at bolstering the provision of local services, establishing a more decentralized decision-making process and deploying the services necessary for supporting first responders.

Now that the neighbourhood police optimization process has been completed and certain minor issues have been ironed out, the SPVM is in a better position to carry out its public service mission with special emphasis on a peaceful and safe urban environment, improved traffic flow and road safety, and staff recognition and development.

A peaceful and safe urban environment

The SPVM consistently monitors all of the major issues involved in urban safety, as part of its firm desire to assume a leadership role in the areas of police operations and management.

Policy on a Peaceful and Safe Urban Environment

Current trends favour a new approach to urban safety in which the Police Service fosters cooperation among all parties in view of advancing comprehensive response strategies that will be endorsed by all of its partners.

In line with this objective and in conjunction with its public safety partners, the SPVM filed its draft Policy on a Peaceful and Safe Urban Environment in 2004. In 2005, the SPVM plans to hold a public consultation session at which it will seek the support and active involvement of all stakeholders.

This policy serves as the source of inspiration for other public and civil safety endeavours and activities stemming from the June 2002 Montréal Summit, and includes such efforts as:

- > Creating a borough issues table on public and civil safety;
- > Carrying out crime prevention activities;
- > Distributing public safety service information to the community;
- > Drafting memorandums of understanding with community partners; and
- > Formulating means of boosting police visibility.

Our partners

The SPVM has maintained and fortified its partnerships with the various institutional, community, regional, corporate and local stakeholders it recognizes for their contributions to urban safety.



> STRATEGIC DIRECTIONS FOR 2004

Through the partnerships that it forged in 2004, the SPVM has been able to:

- > Clarify and confirm its position with respect to cooperation, coordination and partnerships on the local, regional and corporate levels;
- > Formulate an organization validation grid based on its own partnership criteria;
- > Deploy crime prevention projects aimed at young people and funded through the resale of the proceeds of crime;
- > Add a list of partners and their current protocols to the action plan of each neighbourhood station and produce a compilation of instances of consensus-building within the neighbourhood; and
- > Prevent and combat violent crime through partnerships and through the participation and systematic consensus-building of institutional and community players, particularly with respect to the war on organized crime, Joint Regional Task Forces (JRTFs) and the *ACCESS* Brigade for Concerted Action against the Underground Economy.

In the area of community relations, the SPVM has set up a strategic corporate coordination committee with neighbourhood watch committees and representatives from Montréal's Arab, Asian, Black and Latin-American communities. The SPVM has through this effort deployed the special knowledge and abilities of its external partners in assessing and directing its efforts within different communities.

The SPVM has also overseen follow-up to the Montréal Crime Victim Assistance Centre's (CAVAC) 24/7 Project. This project provides victims, their loved ones and witnesses with professional response service on a 24 hour a day, seven day a week basis.

Sense of security

The community's sense of security, which is so central to quality of life, is largely based on its perception of the crime rate, as well as any criminal or antisocial behaviour of which members of the public are informed or to which they are victims or witnesses.

Because the SPVM believes that it is essential to enhance the public's sense of security, it employs various strategies and activities aimed at:

- > Providing better information to the public;
- > Focusing on antisocial behaviour; and
- > Boosting police visibility.

PROVIDING BETTER INFORMATION TO THE COMMUNITY

The number of *Criminal Code* offences in Montréal has dropped in line with the general downtrend reported throughout Canada since the early 1990s. This decline has been particularly notable in Montréal since 1997 (-23.9%). The number of reported crimes has decreased 36.8% over the past decade, for the lowest posted rate in the past 20 years.

Despite this consistent decline in the number of crimes, the perception by Montrealers of the presence of crime has not changed. In other words, the crime rate is down, but either city residents seem unaware of the fact or it has had little impact on their sense of security.

The SPVM must accordingly get the word out not only about the reduced crime rate, but about its operating procedures and the services it provides. To meet this goal, the Police Service applied the following strategies in 2004:

- > In January, the SPVM distributed a newsletter entitled *At your service* to all households on the island of Montréal explaining how the neighbourhood police stations have been restructured as a result of the optimization program;
- > Producing borough-based strategies geared toward closer communications with the community and its needs;
- > Publishing information on SPVM services in local newspapers and borough directories, and increasing the presence of such information where it already exists;
- > Describing the activities of each neighbourhood station to the public at annual local meetings; and
- > Developing a new Web site devoted to the community's need for information.

FOCUSING ON ANTISOCIAL BEHAVIOUR

Antisocial behaviour and minor offences serve not only as a major source of insecurity to residents but as an imposition on their quality of life. In 2004, all neighbourhood stations initiated a procedure for dealing with antisocial behaviour. Each station, along with its staff and local partners, considered this issue in the local context, then targeted from two to five forms of antisocial behaviour that were producing a major impact on residents' quality of life.

BOOSTING POLICE VISIBILITY

SPVM management has reiterated its position with respect to the importance of police visibility and patrols, in view of the fact that the Police Service is just as responsible for maintaining the public's sense of security as it is for waging a war against crime and responding to emergency calls. Police visibility, in other words, represents in and of itself a police strategy aimed at enabling the SPVM to properly fulfill its mission. For that reason, the Police Service has made its commitment to maintain this presence well known and ensures that first line police officers, who are aware of the importance of this practice, make an effort to get out of their vehicles to better patrol the area, thus fully contributing to the public's sense of security.

Under the SPVM's commitment to enhanced visibility, police officers were required to perform at least 10 days of foot patrol in 2004, for a total of 20,000 days (140,000 hours).

Other visibility initiatives included police officers and cadets on bicycle, nautical patrols and park patrols on horseback or in electronic vehicles.

Crime

In 2004, the Police Service also focused its efforts on the war on terrorism and on three specific offence categories: crimes of violence, crimes committed by young people and organized crime, including outlaw biker and street gangs.

CRIMES OF VIOLENCE

All SPVM units continued to wage their war against crimes of violence in 2004. Specific activities include:

- > The war against public drug use, by placing special emphasis on citizen complaints;
- > Arrests of dealers in metro stations known for drug sales;
- > Using booths and meetings to sensitize secondary school students of the risks related to drug use; and
- > Monitoring and supervising sexual predators.

All such activities were aimed at bolstering the public's sense of security, peace and well being.

CRIME AMONG THE YOUNG

The SPVM deployed heightened efforts to prevent crime among the young, because:

- > One third of all young people from 15 to 19 years of age suffer from high levels of mental stress, according to a survey by Santé Québec;
- > Drug consumption appears to have become more widespread and ever younger children are experimenting with such substances;
- > The suicide rate among young Quebecers is one of the highest in the industrialized world (with more than four times as many boys than girls its victims);
- > The number of minors accused of violent crimes rose 6.5% in 2002, despite an overall decline in reported violent crimes; and
- > The number of minors accused of robberies and acts of extortion shot up by 24%, following two consecutive years of decline in 2000 and 2001.

To reduce the number of crimes committed by young people, the SPVM increased its efforts targeting schools and their surround areas, as well as metro stations. These efforts are aimed at cutting down on incidents of bullying, "taxing" (extortion among schoolchildren), graffiti and street gangs.

In conjunction with youth centres, community organizations and the institutional community, the SPVM has also continued through the *Orion* and *Persée* projects to wage its campaign against commercial sexual exploitation of children (CSEC). These projects involve spot age checks by police officers of young people who are present in public places and commercial establishments.

Money raised through the resale of proceeds of crime enabled the SPVM to fund 30 performances in various Montréal schools of a theatrical presentation entitled *Le Prince serpent*. The SPVM hopes that this effort will help cut down on the sexual exploitation of young people and of street gangs.

> STRATEGIC DIRECTIONS FOR 2004

ORGANIZED CRIME, OUTLAW BIKERS AND STREET GANGS

The SPVM not only participated in the war against organized crime and outlaw bike gangs, but also deployed strategies aimed at contending with street gangs situated within its territory.

A street gang is a relatively structured group of teens and young adults who seek to control lucrative sectors of activity on their own behalf or on that of other criminal organizations. Such gangs are quick in resorting to group violence and in intimidation as recruitment tools and in winning power over and recognition from rival gangs.

Street gangs traffic in such sectors as weapons, drugs, child prostitution, theft, loan sharking, extortion and fencing. Emerging gangs consist of teens, engage in specific kinds of recurring activities and actively recruit (often through force) young people who are rich or poor, gifted or inept, small or large. They carry on such activities in public places located near schoolyards, in parks and in metro stations.

The street gang phenomenon, or at least the public perception of such gangs, has had a major impact on the community's sense of security.

The SPVM applied a business plan that outlines an intervention framework to set up a coordination committee and four multidisciplinary teams in each of its Community Service in 2004. The *Sans frontières* joint forces unit represents a fifth multidisciplinary team responding to the needs of all four Montréal regions.

The *Sans frontières* unit's work in 2004 led to 49 arrests and 35 searches, resulting in seizures of large caches of drugs and weapons. The unit carried out its operations against criminal organizations active in street drug sales.

A Rapid Intervention Group (RIG) was also established in October 2004 to provide support to the SPVM's four Community Service units. The resources assigned to this unit, which consists of 16 investigators, 1 analyst and 1 evidence manager, was provided by the SPVM, the Sûreté du Québec, the Laval Police Service, the Sûreté municipale de Longueuil and the Royal Canadian Mounted Police.

Solutions

The SPVM's integrated strategy for a long-term reduction in the influence of street gangs consists of four interdependent components:

- > *Research* is aimed at understanding and describing the street gang phenomenon and its impact on the public's sense of security;
- > *Prevention* helps young people, parents, stakeholders and the general population acquire tools to contend with or contribute to contending with the phenomenon, e.g., through the distribution of quality information and through publication of resources offering other alternatives;
- > *Suppression* serves to reduce crime through such means as arresting members of street gangs who have committed crimes; and
- > *Communication* serves to raise awareness and understanding of the street gang phenomenon, so as to maintain bonds of trust with members of the Police Service, city officials, SPVM partners and the general public, and to obtain the support of such groups in conducting research, prevention and suppression efforts.

STORM Project

Neighbourhood Station 20 set up the *STORM* Project to resolve issues pertaining to various street gangs. A key component of this effort involves an increased police presence on downtown streets. *STORM* has resulted in a net reduction in violent crime.

SURSIS Project

Following violent incidents that occurred in downtown Montréal during the summer of 2004, including shoot-outs between members of rival gangs, Neighbourhood Station 21 set up the *SURSIS* Project aimed at bolstering police presence along Saint-Laurent Boulevard and Sainte-Catherine Street, not only to prevent new incidents, but also to enhance the safety of merchants and visitors to the downtown area.



The *Maux Cachés* Program

Neighbourhood Stations 40 and 46 put together the *Maux Cachés* Program, which consists of interactive workshops aimed at preventing bullying in schools and membership in street gangs. The program helps 8- to 12-year-old students achieve self-esteem and develop personal and social skills, so that they will report acts of bullying.

Do you know my gang?

The *Do you know my gang?* crime prevention program has been translated into Creole, Spanish and English. The *Do you know my gang?* questionnaire was published in the fall of 2004 in such newspapers as *The Gazette*, *Métro* and *Journal de Montréal*. The questionnaire is aimed at letting parents and other stakeholders know if a child had been a victim of or a prospective recruit for a street gang.

Noyau Project

This project employed techniques of suppression and prevention to contend with street gangs in the SPVM's Northern Region.

THE WAR AGAINST TERRORISM

The SPVM employs every available opportunity on national and international levels to publicize and circulate its initiatives, thereby preparing for a terrorist attack. The Police Service also relies on lessons learned abroad in reinforcing its ability to respond to a terrorist act or threat and to bolster its strategic underpinnings in this area.

In seeking to acquire effective means of responding to threats, the SPVM assists in the deployment at all levels of close partnerships such as the *Comité aviseur anti-terrorisme de Montréal* (CAAM), the *Service de coordination de la lutte contre le terrorisme* (SQ) and the Integrated National Security Enforcement Teams (INSETs).

The SPVM continued to review and set up resources in 2004 by conducting drills and by training command teams, intervention groups and staff assigned to the areas

of terrorism and emergency measures. Through these resources, the Police Service is seeking to integrate its action strategies within its operating procedures. The SPVM also sits on the city of Montréal's emergency preparedness committee and participates in the maintenance of a comprehensive multipartner strategy.

Road safety and traffic flow

The SPVM is responsible for road safety and traffic flow. These areas are of prime concern for Montrealers, particularly in view of the local climate and geography and the fact that so many cars using Montréal's roads come from outside the city each day.

In conjunction with its local partners, the SPVM not only carried out suppression and prevention efforts in 2004, but partnership and communications activities aimed at reducing accidents and at improving the flow of traffic throughout Montréal. These endeavours were also aimed at boosting safety on Montréal's waterways.

Pedestrian safety

The total number of accidents within the city of Montréal declined 4.3% from the previous year. The number of fatal accidents dropped 14%. Unfortunately, 58.1% of the victims were pedestrians. The SPVM's Road Safety and Traffic Flow Section (SSRC) invited its partners to create a pedestrian issues table under the aegis of the SPVM. The SSRC also intends to formulate a five-year plan to reduce the number of accidents involving pedestrians.

Prevention and awareness

In 2004, the SSRC decided to reassess its awareness and representation activities aimed at "diehards" who persist in driving under the influence of alcohol or drugs. The Section also increased the number of radar speed control operations, particularly in school zones. Furthermore, the Section assigned multidisciplinary teams to deal with such far-reaching issues as the closure of the Henri-Bourassa metro station and traffic congestion along approaches to the Jacques-Cartier Bridge.

Staff recognition and development

The Montréal Police Service leads all other police services in its number of female members. The year 2004 marked the 25th anniversary of the arrival of female officers on the SPVM.

The presence of female police officers has contributed to the development of practices and values, particularly since the establishment of the neighbourhood police system. Marking the presence of female officers fits into the institution's goals of recognizing contributions by its staff and of ensuring a well-trained and motivated succession that will stand firm behind the Police Service's overall mission.

Ethics

SPVM police officers are bound by the *Québec Police Officer Code of Ethics* and by disciplinary regulations applicable to specific positions.

Ethics is a tool that can be used by the SPVM in analysis and decision making. All personnel can apply these ethical rules in deciding on the right action at the right time, in the right way and for the right reason.

Observance of these ethical rules begins by objectively assessing each situation and acquiring a comprehensive perspective, followed by an evaluation of the consequences of various alternate scenarios.

To properly maintain and enhance public confidence in its services, the SPVM provided ethics training to 1,082 individuals in 2004, primarily under the *SADER* Program. Most of these individuals were managers from different levels of the organization and supervisors from the neighbourhood police stations. In 2005, this training program should be extended to all SPVM police officers and civilian employees.

In short

In 2004, the SPVM applied Management Committee recommendations that were endorsed by the city council. It placed special emphasis on recommendations stemming from reviews of the optimization of the neighbourhood police and on guidelines to apply in future years.

The SPVM is committed to continuing to work more closely with the public in maintaining its unshakeable dedication to the community police principle.

Although it may not be possible to totally eradicate criminal activity, specific efforts that have been undertaken in conjunction with all of its partners are enabling the SPVM to contend with and to control the sources of crime.

Traffic congestion and driving offences are on the rise. These phenomena have become major concerns within the boroughs in areas of road safety and traffic flow. That is why the SPVM has deployed specific suppression and prevention measures, accompanied by safe driver incentives.

The women and men who make up the Montréal Police Service are the first persons responsible for the quality of service provided to the public and the SPVM recognizes this responsibility. That is why the SPVM places special importance on appreciating and developing not only its own resources, but the skills of its members.

In all of these areas, the SPVM defines its activities based on a quest for excellence and its ability to quickly respond to social circumstances and events, in the ultimate aim of meeting the legitimate needs of its residents for safety and security.



THE SPVM'S TOTAL WORKFORCE > AS AT DECEMBER 31, 2004



Number of police officers

Authorized number of police officers	(a) 4,290
Actual number of police officers	(b) 4,211
Men	3,061 (72.7%)
Women	1,150 (27.3%)
Number of police officers by rank	
Officer	2,982
Sergeant	438
Detective sergeant	548
Lieutenant	54
Detective lieutenant	62
Captain	0
Detective captain	1
Commander	90
Inspector	14
Chief inspector	11
Assistant director	8
Deputy director	2
Director	1

(a) This figure of 4,290 authorized police officers includes permanently authorized police officers, plus those on a service loan, early retirement or other special project. These last three categories accounted for 135 positions.

(b) This figure of 4,211 police officers excludes the 49 temporary police officers employed as at December 31, 2004.

Civilian workforce^(c)

Total civilian workforce	1,288
Union members	
White collars	607
Blue collars	47
Crossing guards	522
Professionals	41
Managers	71

(c) Permanent and temporary positions provided in the 2004 budget (including self-financed activities).

Hiring

Hiring of permanent police officers	M	F
Total permanent police officers	129	107
Aboriginal police officers	0	0
Police officers belonging to an ethnic minority	8	7
Police officers not belonging to a minority community	102	93
Police officers belonging to a visible minority	19	7

Hiring of temporary police officers	M	F
Total temporary police officers^(d)	87	52
Aboriginal police officers	0	0
Police officers belonging to an ethnic minority	6	4
Police officers not belonging to an ethnic minority	58	45
Police officers belonging to a visible minority	23	3

Hiring of auxiliary police officers	M	F
Total auxiliary police officers	0	0

(d) To avoid duplication, only the first hiring is counted.

Departures

Total departures^(e)	130
Retirements	
Officer	59
Sergeant	12
Detective sergeant	26
Lieutenant	1
Detective lieutenant	5
Captain	0
Detective captain	0
Commander	5
Inspector	2
Chief inspector	1
Assistant director	0
Deputy director	0
Total	111
Resignations	
Permanent police officers	6
Temporary police officers	9
Auxiliary police officers	0
Total	15
Discharge	
Due to disability	2
Due to dismissal	1
Total	3
Deaths	
On duty	0
Off duty	1
Total	1

(e) This total includes the departure of 9 temporary police officers.

Breakdown of police officers by age

Age bracket	Number
20–29	950
30–39	1,676
40–49	1,358
50–59	223
60 and over	4
Total	4,211

Breakdown of police officers by years of service

Years of service	Number
0–4	790
5–9	1,070
10–14	681
15–19	952
20–24	390
25–29	211
30–34	108
35+	9
Total	4,211

Number of police officer positions authorized and filled by directorate

Directorate	Authorized	Filled	Vacant
Operations Directorate	4,132	4,061	71
Administration Directorate	128	120	8
Service Directorate	30	30	0
Total	4,290	^(f) 4,211	79

(f) Includes 48 extra positions.

Authorized number of civilian positions and those filled by directorate

Directorate	Authorized	^(g) Filled	Vacant
Operations Directorate	964	957	^(h) 7
Administration Directorate	311	307	4
Service Directorate	13	13	0
Total	1,288	1,277	11

(g) Vacant positions used for other purposes (such as creation of temporary positions) have not been considered to be unfilled positions.

(h) Includes two crossing guard positions.

Total workforce authorized and filled by directorate

Directorate	Authorized	⁽ⁱ⁾ Filled	Vacant
Operations Directorate			
Police officers	4,132	4,061 [43 extra]	71
Civilians	964	957	7
Administration Directorate			
Police officers	128	120 [5 extra]	8
Civilians	311	307	4
Service Directorate			
Police officers	30	30	0
Civilians	13	13	0
Total			
Police officers	4,290	4,211 [48 extra]	79
Civilians	1,288	1,277	11
Total (police officers and civilians)	5,578	5,488	90

(i) Permanently or temporarily filled.

OPTIMIZATION OF THE > NEIGHBOURHOOD POLICE



January 11, 2004, marked the official launch of the optimization of the neighbourhood police.

At the time the neighbourhood police system was set up in 1997, the SPVM agreed to assess the model after five years of operation. The assessment process reviewed the organization's structure and operating procedures, as well as services provided to members of the community, expectations and concerns of community members and their level of satisfaction with services provided.

The optimization project, which was endorsed by the city council in October 2003, was aimed at implementing solutions defined during the assessment process.

This effort initially resulted in the administrative and operational reorganization of the neighbourhood stations and the introduction of new resources.

Goals and priorities

The optimization effort, which was aimed at providing a better response to resident needs, improving neighbourhood police operating procedures and preserving the community approach on which the system was founded, incorporated the following methods:

- > Comprehensive review of the organization;
- > Additional support to the neighbourhood stations;
- > Assignment of an officer to road safety duties in each neighbourhood station;
- > Emphasis on antisocial behaviour, especially through such means as the introduction of new call codes to better identify issues and to target responses accordingly;
- > Enhanced police visibility through such means as increased foot patrols;
- > Improved customer service;
- > Bolstered partner ties; and
- > Provision of better information to victims, complainants and the community as a whole.

Organizational structure

The SPVM decided to revise its organizational structure as a result of the optimization of the neighbourhood police. Management is now divided into two new entities: the Operations Directorate, which oversees the neighbourhood stations, and the Administration Directorate, which is responsible for organizational activities. This new structure seeks to bring senior management closer to the various operational support units, with a view to enhancing the quality of service provided to the public.

The SPVM incorporated the Investigation Directorate and the Gendarmerie Directorate within the Operations Directorate. The main purpose of this merger was to reconcile practice with culture and better support the SPVM's community police model.

Creation of the Operations Directorate also resulted in the establishment of a Community Service in each of the SPVM's four regions, as well as the Specialized Investigations and Operational Support Service (SESSO), the Quality Board Division and the Community Action Strategy Section (SSAC), which replaced the Community Relations and Prevention Section (SPRC).

The Administration Directorate, on the other hand, supports police operations falling under the Operations Directorate and central services (Human Resources, Material Resources, Information Systems, Legal Services, etc.).

Creation of Community Service

The SPVM's neighbourhood stations are organized by region (north, south, east and west), each region corresponding to one of the four new Community Service (SACs) situated in each region.

Establishment of these Community Service units not only made each SAC management team fully accountable and self-sufficient, but put these teams in better positions to monitor and to follow up on activities within their respective territories. The SACs have served to bring the Police Service closer to the public and to facilitate local decision making, while regional services retain the authority to intervene directly.

In 2004, the SPVM's Street Gang Module, its Youth Intervention Section, a portion of the Crime Prevention Section and the regional SPRC were reorganized to create the Youth Intervention and Prevention Section, which was given a presence in each of the four Community Service units. This process was designed to achieve more effective action in issues pertaining to young people through an integrated and multidisciplinary approach.

Restructuring and reinforcement of the neighbourhood police stations

SPVM management thus proceeded with an operational overhaul of 20 of the 49 neighbourhood police stations and a rewriting of Montréal's police map. The 49 stations now report to 39 command units.

The SPVM also strengthened its neighbourhood stations, placing special emphasis on those with high call volumes and smaller stations. Each station was assigned a minimum critical mass of 37 officers, to ensure that all could adequately fulfill their missions.

This optimization process did not result in the closure of any neighbourhood stations and public services were maintained.

The 49 neighbourhood stations are now backed by the Specialized Investigations and Operational Support Service (SESSO) in carrying out their missions.

NEW DUTIES

This optimization process led to the creation of new functions for all of the SPVM's neighbourhood stations, each of which now has a neighbourhood lieutenant, a station investigator and a designated road safety officer.

The neighbourhood lieutenant is responsible for easing the administrative burden on the neighbourhood supervisors and for assisting the commander in managing the station.

The addition of a station investigator to the neighbourhood station permits faster and more effective investigatory response, while facilitating ties between stations and specialized units. The investigator supplements the management team, supervises crime scenes and writes reports, while sharing his or her experience and serving as a reference for officers from the neighbourhood station.

The optimization process also permitted the addition of a road safety officer to each neighbourhood station. This officer oversees compliance with traffic by-laws and sits on the borough's traffic committee.

Antisocial behaviour

Acts that disrupt public order or that interfere with free use of public property by other citizens, even if not criminal in and of themselves, are considered to be antisocial behaviour.

Such antisocial behaviour as noise, vandalism, panhandling or the menacing presence of homeless people and windshield washers (squeegee punks) on public thoroughfares ranked high among concerns expressed by city officials, particularly during discussions that were held in the course of the optimization of the neighbourhood police.

The city's graffiti prevention effort has also proved a major issue to which many boroughs have devoted substantial time and resources.

Public surveys show that a greater percentage (up from 47% in 1996–1997 to 54% in 2001) of the city's residents consider antisocial behaviour to be a problem.

Antisocial behaviour thus constitutes a major challenge that requires a concrete response. This is why the SPVM decided during the optimization of the neighbourhood police to list different types of antisocial behaviour by category, so that it could produce a tally and better target the issues pertaining to each neighbourhood.

> OPTIMIZATION OF THE NEIGHBOURHOOD POLICE

An analysis of different types of antisocial behaviour revealed 34 such categories, falling into two major groups: evidence of antisocial behaviour (or physical issues) and acts of antisocial behaviour (or social issues).

Police visibility

Despite the creation of the neighbourhood police system, and the subsequent increase in numbers of service points and police cars, as well as additional time freed up by reorganization of the call code system, city officials and residents are seeking an enhanced police visibility that will require new patrol techniques and strategies.

Police visibility in general and foot patrol in particular not only serve to boost the public's sense of security, but constitute effective means of preventing, dissuading and responding to both antisocial behaviour and crime.

The SPVM fully subscribes to the public desire for enhanced police visibility. It has communicated its commitment in this area, by ensuring that first line police officers understand how important their presence is in providing reassurance to the community. Officers must not hesitate to get out of their cars and better target their patrols, paying particular attention to locations known for the presence of antisocial behaviour.

Police officers have also been instructed to perform 10 days of foot patrol each year, since such patrols make a significant contribution to the public's sense of security.

Better service to the community

The optimization of the neighbourhood police was deployed on multiple fronts, including reinforcement of the SPVM's structure and of the neighbourhood stations, development and maintenance of partnerships with the community, control over antisocial behaviour and better police visibility.

This restructuring of the neighbourhood police has clearly resulted in a significant improvement in services provided to the community, partly because of the foregoing organizational enhancements and partly because of better supervision within the neighbourhood stations, investigatory support for these stations and a decision process that is more closely in touch with the situation in the field.

> ORGANIZATIONAL ISSUES

In the area of human resources, 2004 marked the year for celebrating the 25th anniversary of the arrival of female officers on the Montréal Police Service. The inclusion of women within the SPVM resulted over the years in the need for special facilities, while also promoting the emergence of measures benefiting all employees. The Policy on Family-Work Balance that has been adopted by the Police Service is one of the finest examples of this approach.

In keeping with tradition, the SPVM has clearly provided excellent support in carrying out a wide range of funding activities. Such activities were aimed at raising funds to support charitable works and community organizations in their mutual aid missions. It is in this same sense of sharing that the SPVM and its members have devoted their efforts to supporting various causes.

25th anniversary of female officers on the SPVM

A number of activities were organized to mark the 25th anniversary of the arrival of female police officers on the Montréal Police Service, including an official launch in May to the year's series of events, a gala dance at the Bell Centre in June, a luncheon series pertaining to the family-work balance issue and finally a seminar entitled *Pour aller plus loin ensemble* (going further together) held on November 24 and 25, 2004.

This anniversary brings to mind the many changes required by bringing female police officers onto the SPVM. Some changes, such as locker room layouts and the creation of suitable uniforms, were purely physical. Others, such as the replacement of police officers who are pregnant or on maternity leave, were more operational in nature. While these changes and the rethinking of certain traditional viewpoints may have seemed to solely serve women's needs, it has become increasingly clear that they in fact benefited the organization as a whole. Such changes opened minds and paved the way for adjustments that we now know foster a better quality of life through such innovations as the Policy on Family-Work Balance.



Policy on Family-Work Balance

By deliberately referring to a "family-work balance" rather than a "work-family balance," the Police Service has sought to express its commitment to the primacy of family life for all its members. The SPVM, in conjunction with the *Fraternité des policiers et policières de Montréal*, also used the seminar entitled *Pour aller plus loin ensemble* (going further together) to present its new Policy on Family-Work Balance and to assist in the latter's implementation.

This policy, which is designed to serve as a new means of expressing recognition and appreciation to members, confirms the SPVM's commitment to always seek solutions facilitating a better family-work balance. Although the job is not yet done, much has been accomplished, if only in terms of changing the ways in which people think.

Social and community commitment

Fundraising campaign among employees and retirees

Thanks to the generosity of its employees and outstanding support from all of its partners, the SPVM raised more than \$90,000 during the September 15 to October 15, 2004, campaign of the *Fonds de charité des employés et retraités de la Communauté urbaine de Montréal (CUM)*.

In the course of this campaign, the SPVM, in conjunction with the *Fraternité des policiers et policières de Montréal (FPPM)*, provided support to the Red Cross in particular, handing more than \$12,000 in donations to that organization. This amount was in addition to the funds raised during Director Michel Sarrazin's golf open last August, for a total contribution to the Red Cross of better than \$24,000 in 2004.

> ORGANIZATIONAL ISSUES

Journée Fèves au lard

The Police Service participated in the *Journée Fèves au lard*, or baked beans day, held on Friday, September 24, 2004. During that occasion, FPPM President Georges Painchaud, who chaired the event, Rodger Brulotte and Michel Sarrazin, Director of the Police Service, travelled around the city serving meals at different locations. This event raised more than \$90,000, used to support 150 community organizations.

Law Enforcement Torch Run

The SPVM participated in this campaign on behalf of Québec Special Olympics. The Special Olympics has been held in Québec since 1981 and seeks to use sports to enrich the lives of the cognitively impaired. Law Enforcement Torch Run volunteers raised \$162,477 this year through their fundraising activities.

Lt. Michel Larivière, from Neighbourhood Station 13, was awarded the John Carion prize during the annual international Torch Run conference. This prize is bestowed each year on police officer volunteers for their remarkable contributions to the success of the Torch Run.

Fondation Charles-Bruneau

The SPVM participated in the 9th annual cycling tour of the Fondation Charles-Bruneau for child cancer victims, which was held from August 1 to 7, 2004. This major event proved to be a solid success, raising over \$183,000.

Canadian Organ Donors Association

By serving as a transportation unit for the Canadian Organ Donors Association (CODA), the Police Service found another way of saving lives. The SPVM performed 251 transportation missions from June 1, 2003, to April 1, 2004. Of these missions, 128 served to transport organs, 70 to accompany medical teams and 53 to transport medical teams and special equipment.

Polyglobe Program

For the fourth year in a row, the SPVM participated in the *Polyglobe* Program. Instituted and backed by the Fonds Ville-Marie, this program seeks to pair secondary 3, 4 and 5 students with public and private enterprise. *Polyglobe* encourages students to stay in school until they receive their high school diplomas. This program enabled 17 students aged 14 to 18 to validate their career plans and to learn how important the right training is for getting a good job.

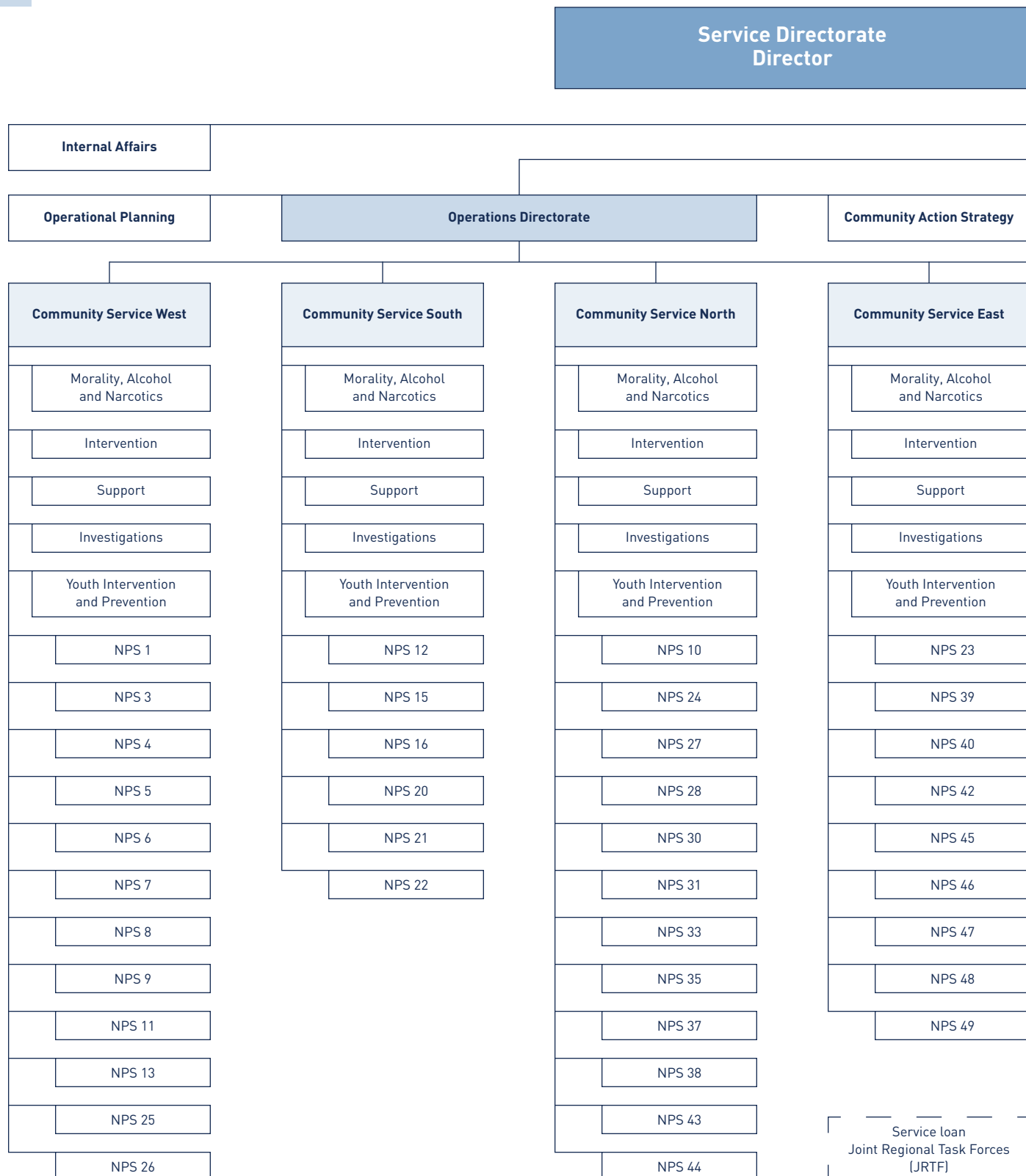
Montreal Children's Hospital

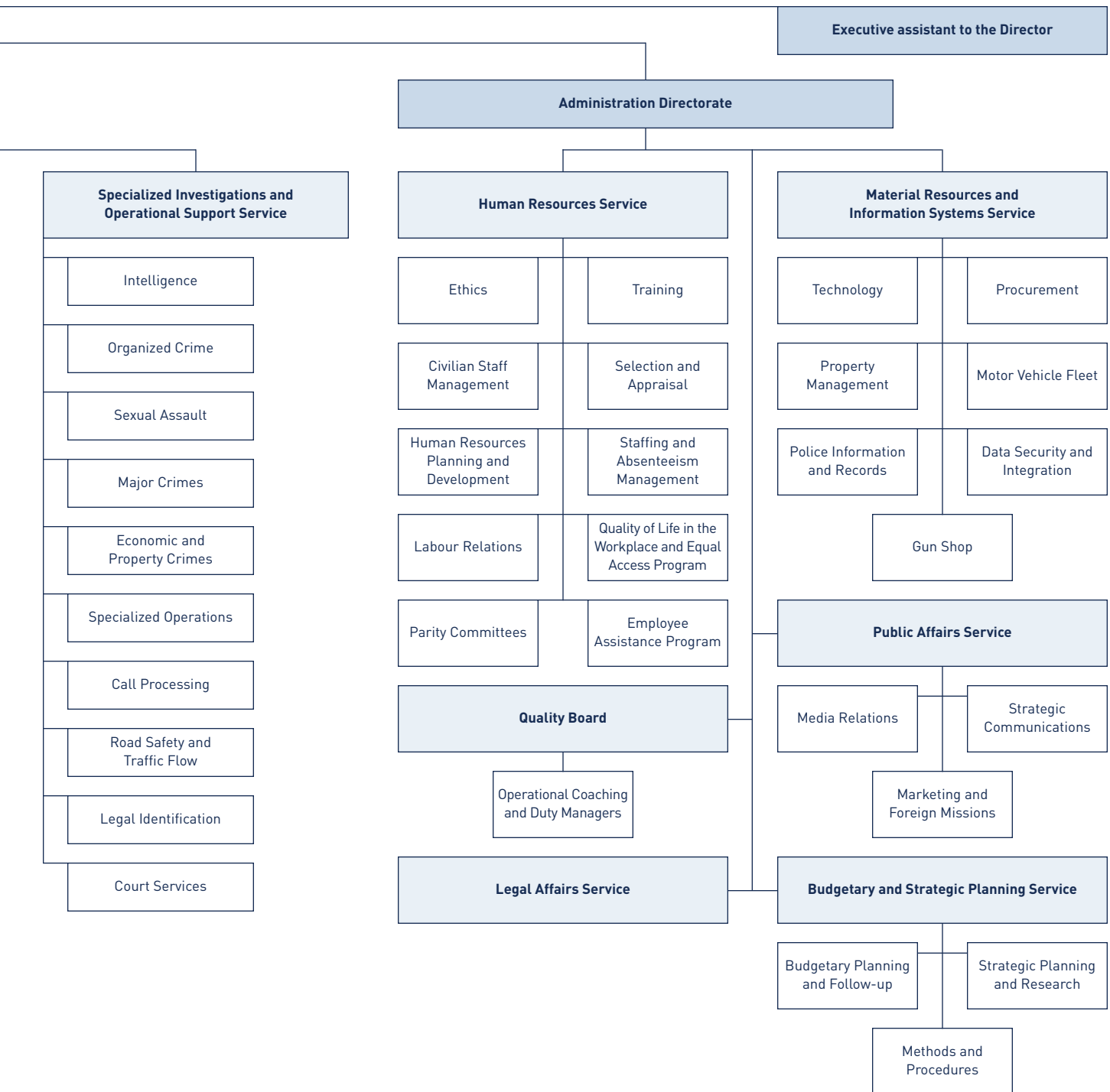
For the 26th consecutive year, members of the Police Service distributed gifts during Christmas-time visits to young patients at the Montreal Children's Hospital. Each year, the thrill children get in meeting police officers helps them briefly forget their suffering. For the SPVM's police officers, this visit is an emotional moment and a lesson in exceptional courage.

In addition to handing out gifts, the SPVM's police officers also organized a variety of fundraising activities on behalf of the Montreal Children's Hospital Foundation, including the sale of a personal organizer that was produced by the Police Service in conjunction with the Foundation.



> ORGANIZATIONAL CHART





> OPERATIONS DIRECTORATE

The optimization of the neighbourhood police gave rise to such major structural changes as the establishment of the Operations Directorate, which comprises the former Gendarmerie Directorate and the former Investigation Directorate.

The Operations Directorate oversees the work of the police officers from the four Community Service (SACs), their units and their neighbourhood stations, as well as the Specialized Investigations and Operational Support Service (SESSO), in conjunction with the Community Action Strategy Section (SSAC).

The Operations Directorate applies its partnerships and a multidisciplinary approach to finding sustainable solutions to such issues as street gang crime and the commercial sexual exploitation of children.

In terms of community relations and equal access, the Montréal Police Service has demonstrated its desire to maintain bonds of trust between police officers and the different ethnic communities (and their young people), as well as to adopt open policies on the issue of racial profiling.

This brief summary highlights the main events marking 2004 on an operational level.

Racial profiling

The Committee on Racial Profiling formulated seven recommendations in 2004. One of these recommendations pertained to the establishment of a policy that would provide a common understanding of what racial profiling is and why it is wrong. This policy clearly meets the Police Service's expectations on the conduct of its staff members. Various tools were also deployed to make staff members and the public aware of how they could help police managers identify possible cases of racial profiling and foster enduring links with groups of young people belonging to various ethnic and visible minority groups.

Robot-Cam

From May 1 to August 31, 2004, the SPVM conducted its *Robot-Cam* pilot project on the highest crime stretch of Saint-Denis Street, especially in the Berri-UQAM metro station. The SPVM also installed a system of surveillance cameras to hamper the trade in drugs and to boost the sense of security among residents, workers, merchants and tourists.

The project assessment revealed that the use of video surveillance equipment raised the sense of security among most merchants and residents and improved the local atmosphere through a true reduction in crime relating to drug sales.

Serial rapist

On August 17, 2004, the SPVM arrested a 29-year-old male suspected of having committed five sexual assaults in the Rosemont-Petite-Patrie and Plateau-Mont-Royal boroughs between July 9 and August 12 of that year. This suspect was arraigned on seven counts, including armed sexual assault and robbery. Police officers from different SPVM units contributed to his arrest, under the supervision of the Sexual Assault Section and the Sûreté du Québec, as well as with the participation of the Sun Youth Organization, the media and the general public, which provided more than 500 tips.

Fire at the United Talmud Torah School

On April 5, an act of arson was committed at the Jewish United Talmud Torah School, located in the borough of Saint-Laurent. The fire destroyed the school's library. The SPVM immediately proposed efforts for enhancing the community's sense of security and for preventing other acts of violence, while also conducting its investigation. On May 14, police officers arrested five individuals. The prime suspect was sentenced to two years in prison.



Wave of arson

Following 27 acts of arson committed between July and September 2004 in the Centre-Sud and Plateau-Mont-Royal neighbourhoods, the *Insanité* investigation deployed numerous resources to identify the perpetrators and to restore residents' sense of security. Plainclothes officers patrolled the area for several nights and police officers went door to door to provide residents with information and to give them prevention tips. These measures served to dispel the public's concern and the wave of arson stopped.

In the summer of 2004, investigators arrested 25 individuals who had, until that point, been little known to the Police Service. Most of these persons had been discharged from psychiatric institutions.

Temps d'arrêt II

On October 2, 2004, the second phase was deployed of a pilot project known as *Temps d'arrêt II*, aimed at controlling street prostitution. This phase sought to improve the quality of life in high-prostitution areas by intervening in potential crisis situations.

Anonyme, *Spectre de rue* and *Séro Zéro* were three community organizations that assisted in collecting data designed to better define the needs involved in preventing and in suppressing prostitution.

Police officers from Neighbourhood Stations 21, 22 and 23 in the Ville-Marie and Mercier-Hochelaga-Maisonneuve boroughs; from the Morality, Alcohol and Narcotics Section (MAS); and from the Southern Region Intervention Section also participated in an awareness session aimed at better means of dealing with prostitutes and young street people.

A total of 233 police operations led to the arrest of 1,079 persons, including both prostitutes and their clients.

Sexual exploitation of young people

The SPVM has put together a comprehensive strategy of suppression and prevention in its war against the commercial sexual exploitation of children (CSEC). This effort results from the work of a multidisciplinary team charged with the responsibility for protecting children, ensuring their safety and preventing crimes pertaining to the sexual exploitation of children.

Orion Project

The CSEC team conducted the July 2004 *Orion* Project aimed at terminating the activities of a group of individuals who were recruiting underage girls for prostitution. Some 50 charges were filed against six individuals, mostly for procuring, criminal conspiracy and drug dealing. The victims were extricated from this environment during the course of the investigation.

Operation Persée

The Morality, Alcohol and Narcotics Section of Community Service West, in conjunction with the Community Action Strategy Section, carried out Operation *Persée* to protect minors through prevention and dissuasion activities. More than 170 police officers simultaneously inspected 25 targeted licensed and commercial establishments to locate any minors on the premises and to make arrests. The operation gave notice to managers that they must exercise due diligence in hiring young people and that the well-being of minors is a matter of great concern to the SPVM.

SPVM unit at the Montréal–Pierre Elliott Trudeau International Airport

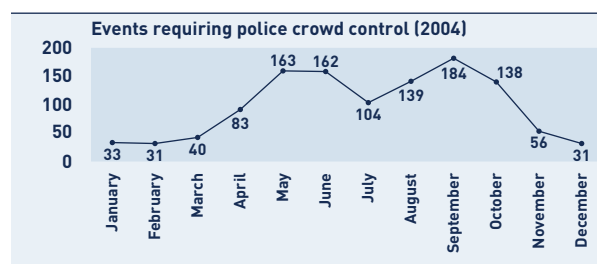
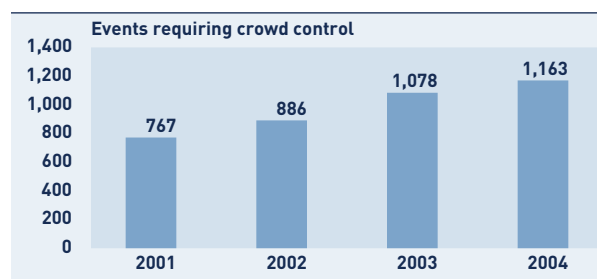
Under its guidelines, the SPVM developed a service model to meet the Canadian government's particular needs for airport security. The SPVM offered to set up one of its units at the Montréal–Pierre Elliott Trudeau International Airport, which would provide specialized services in conjunction with the Airport Patrol of Montréal's airports (ADM).

> OPERATIONS DIRECTORATE

Community Service West was assigned the task of setting up and of reinforcing this unit (consisting of 32 officers and four supervisors), which reports to the Dorval/Pointe-Claire Neighbourhood Station 5. The unit has been deploying its efforts under a five-year contract since November 1, 2004. Police officers from the Emergency Measures and Antiterrorism Module also trained the new airport unit's police officers to deal with prospective terrorist threats.

Operational planning

The SPVM has been confronted over the past few years with a constant and significant rise in the number of activities requiring crowd control. A total of 1,163 such events took place in 2004, a 59% hike from the 767 of 2001.



Most such events occurred during the summer, with some taking place simultaneously. Key 2004 crowd control situations included the Grand Prix of Canada, the International Jazz Festival of Montréal, Divers/Cité, Carifesta and the Québec Liberal Party Convention.

Community action strategy

The new Community Action Strategy Section (SSAC) is responsible for advising the Operations Directorate and its four Community Service units with respect to police response strategies, so as to support the neighbourhood stations in improving the community's security and quality of life.

Relations with the community

In 2004, the SSAC assessed its community relations based on consensus-building meetings with the neighbourhood watch committees. Representatives of the Arab, Asian, Black and Latin American communities and of young people surveyed their needs and concerns with respect to security and assessed the effectiveness of police activities based on SPVM action plans. In March and April 2004, a fifth neighbourhood watch committee was temporarily created pertaining to the Israeli-Palestinian conflict.

Young people

The Operations Directorate gave its support in November 2004 to the creation of the Youth Crisis Committee. This committee brings together and coordinates various organizations in view of formulating and ensuring the effective deployment of response plans for crisis situations that could imperil the lives or safety of children.

Prevention

The SPVM continued to develop new police practices in 2004, including the training of mediation teams, work groups and the social investigation group.

Once again, the SSAC coordinated the implementation of prevention activities, such as the Prevention Forum aimed at socio-community officers and the missing children's prevention campaign, in conjunction with the Missing Children's Network Canada.

The Section helped carry out a number of projects including the *Mon défi, ma réussite* (my challenge, my success) Project to help keep children from dropping out of school, the production of a sexual exploitation prevention kit and the updating of the Commander's Exam, a prevention activity aimed at elementary school students.



Operational support

The SSAC has proposed action and response plans to support its four Community Service units during events that could compromise the public's safety or its sense of security.

The Section has also set up a three-year action plan primarily targeting prospective street gang members and a response plan aimed at enhancing the public's sense of security when unforeseen circumstances arise.

Organized crime

Proceeds of crime

The Organized Crime Division operates under *Criminal Code* sections permitting the seizure of the proceeds of crime and thereby reducing the assets of criminal organizations and placing constraints on their activities. A sum of \$4,124,451 was seized in 2004, bringing the total amount provisionally held in the account of the Attorney-General of Québec to \$6,417,076. Disposition of such funds is subject to court rulings.

Of previously seized funds, \$1,653,522 was permanently confiscated in 2004. This amount will be divided between the Conseil du Trésor and the SPVM, in accordance with rules established by the Government of Québec.

Investigations resulted in the seizure of 11 properties in 2004 and the confiscation of seven vehicles. Furthermore, two previously seized properties were confiscated and another was sold.

Drugs

In addition to overseeing the administration and destruction of drugs seized by the Police Service's various units, investigators filed simple drug possession charges in 1,853 cases and also handled 72 cases of forged prescriptions. Investigators closed 2,958 cases by destroying various drugs without, however, filing charges.

In addition to the multiple operations and searches conducted throughout the city, a number of events marked 2004 in the war against drugs.

In August 2004 the Morality, Alcohol and Narcotics Section of Community Service South terminated the operations of two different networks suspected of controlling a portion of the drug sales in the Ville-Marie and Mercier-Hochelaga-Maisonneuve boroughs.

During a laser operation on Jean-Talon Street the stoppage of a car for speeding on June 17, 2004, resulted in a major drug haul.

ACCESS Project

Inspectors conducted 1,961 inspections of licensed establishments and found 12.7% in violation. Investigators accordingly seized 10,618 containers totalling 5,412 litres of alcoholic beverages and filed 455 charges under the *Act respecting offences relating to alcoholic beverages*.

Anti-Gang

The Anti-Gang Module opened 166 files in 2004 and investigators made 167 arrests.

Shots fired

SPVM police officers fired 11 shots on five occasions in 2004, to protect the lives of members of the public or those of police officers, depending on the circumstances.

Number of incidents	Number of shots fired	Reasons for shots fired	Results of investigation
3	9	Armed suspect	Suspect arrested
2	2	Accidental discharge of weapon	New procedure implemented

Use of pepper spray

	2000	2001	2002	2003	2004
Necessary use	213	159	167	135	130
Unnecessary use	7	4	5	1	3

> OPERATIONS DIRECTORATE



Car chases

Year	1996	1997	1998	1999	2000	2001	2002	2003	2004
Number of chases	38	32	66	138	122	142	128	142	122
Number of suspects killed	0	2	0	0	0	0	0	0	2
Number of suspects injured	8	8	12	16	12	3	9	8	5
Number of police officers killed	0	0	0	0	0	0	0	0	0
Number of police officers injured	4	2	4	6	6	3	2	3	5
Number of citizens killed	–	–	–	–	0	0	0	0	0
Number of citizens injured	–	–	–	6	3	11	3	2	6
Number of accidents–police vehicles	12	15	19	33	15	18	15	12	8
Number of accidents–citizen vehicles	–	–	–	–	–	–	–	46	23

In 2004, 122 car chases occurred within the city, resulting in 31 accidents in which 5 suspects, 6 members of the public and 5 police officers were injured and 2 other suspects died. Both deaths occurred during a brief chase in which the fleeing driver lost control of his vehicle and struck a lamppost, resulting in his death and that of his passenger.

Sexual assaults

The Police Service handled 1,772 cases pertaining to sexual matters, including follow-ups on sex offenders. The SPVM dealt with 56 cases of simple possession and distribution of child pornography. One suspect was arrested for publishing child pornography on the Web.

Major crimes

Homicides

The circumstances surrounding the 42 homicides that occurred in Montréal in 2004 break down as follows:

- > 12 crimes of passion and homicides arising out of family or conjugal violence;
- > 11 gangland killings relating to gang wars;
- > 5 revenge killings;
- > 4 homicides relating to quarrels, disputes and altercations;
- > 3 incidents related to offences (thefts and assaults);
- > 1 assisted suicide;
- > 1 shaken baby death; and
- > 5 homicides of unknown motive.

Investigators resolved 25 cases during the year in course and seven cases from prior years, bringing the resolution rate to 76.2%, compared to the prior decade's average of 78.5%. Charges were filed against 38 individuals, including 18 charges of first degree murder, 18 of second degree murder, 1 of manslaughter and 1 of assisted suicide.

Robberies of financial institutions and currency exchanges

The Major Crimes Section handled 98 cases of robberies at financial institutions during 2004, compared with 83 the previous year. Seventy-three percent of these cases were resolved. Thefts that were committed before such institutions opened for business led to a significant increase in the total stolen in 2004 (\$1,862,722) compared with that of 2003 (\$1,064,644).

Kidnappings, hostage takings and barricaded persons

The SPVM investigated nine cases of kidnapping. There was only one hostage-taking in 2004. The Police Service also oversaw negotiations in 19 cases of individuals barricading themselves inside buildings.

Economic and property crimes

Fraud

The Police Service received 6,012 complaints of general fraud and 168 complaints of financial fraud.

More than 23 fraudulent schemes involving cloned credit or debit cards were identified. On its own, the *Finaud II* Project, which was launched following a fraud of \$312,000, resulted in the arrests of 16 persons, the filing of 300 charges and a search of camera systems, computers and equipment used to reproduce the cards. The convictions

resulted in the deportation of two suspects to their countries of origin and two other suspects will be deported after having served their sentences.

Arson

The Arson Section examined 1,081 cases, 251 of which pertained to car fires. The Section's investigation also investigated 28 fire-related deaths, five of which were homicides made to look like accidental fires.

In early January 2004, in the Centre-Sud district, an investigation of seven suspicious packages relating to issues over the neighbourhood's gentrification resulted in one arrest and the filing of criminal charges.

Special operations

The following chart presents the number of calls for suspicious packages that required the Technical Squad to be dispatched and the resulting number of bomb defusing incidents and explosions.

Year	Number of calls for suspicious packages	Defusing incidents	Explosions
2004	26	1	2
2003	33	5	2
2002	52	23	2
2001	59	22	0
2000	69	25	4
1999	103	42	3

Call processing

The Call Processing Division (DTA), in conjunction with Greater Montréal emergency services, served as the organizing host of the Association of Public-Safety Communications Officials (APCO) International convention, which was held at Montréal's Palais des congrès in August 2004. More than 7,000 participants and 450 manufacturers swapped ideas during this event. The SPVM also used this occasion to present its know-how in the field of IT and to acquire new knowledge in the area of data communications. The convention generated \$14 million in economic benefits for Montréal.

DTA personnel received the following numbers of calls in 2003 and 2004:

	2003	2004
Emergency calls	486,865	516,240
Non-emergency calls	165,755	180,829
(514) 280-2222	213,254	197,545
Total	865,874	894,614

Operators dispatched calls to patrol vehicles according to established priority codes. In 2004, these 433,219 calls broke down as follows:

Priority level	Call breakdown			
	West	South	North	East
1	2,379	2,494	2,768	2,109
2	48,118	44,458	55,666	40,927
3	55,333	47,507	60,918	43,220
4	7,786	4,853	8,830	4,974
5	70	45	73	37
6	214	180	151	98
P	3	3	2	3
Regional sub-total	113,903	99,540	128,408	91,368
Grand total	433,219			

DTA staff processed more than 400,000 service calls in alternative mode in 2004. After assessing each call received, the DTA was able to provide alternative responses to such calls without dispatching patrol cars. In alternative mode, calls are answered and the caller is referred to their neighbourhood station or local operations centre. In all cases, callers received the requested information without the need to send a patrol car.

The following table lists average patrol car response time over the past five years to Priority 1 service calls.

Year	1999	2000	2001	2002	2003	2004
Average Priority 1 response time	6.4 min.	6.2 min.	5.8 min.	6.1 min.	6.0 min.	6.3 min.

SITI II

After many years of preparation, the new *SITI II* computer system was installed in early April 2004. The SPVM changed its vehicular workstations and terminals that had been used for many years in its police vehicles and provided systematic training of all police officers on the operations of these new stations and their software.

SAGA customer service* as at December 31, 2004

Category	Number of real alarms	Number of false alarms	Amounts charged for false alarms	Amounts charged from 1992-05-12 to 2004-12-31
Robbery	2,312	39,980	\$1,536,070	\$16,012,642
Break-in	449	1,795	\$548,559	\$5,566,996
Total	2,761	41,775	\$2,084,629	\$21,579,638

* Administrative alarm management system

Despite an annual rise from 10% to 15% in the number of alarm systems installed, the number of alarms triggered as at December 31, 2004, dropped 4,193 (approximately 9%) from 2003's figures.

Legal identification

The Legal Identification Division inspected 7,239 crime scenes, up 2% from the 7,096 of 2003. The division processed 3,562 fingerprints for purposes of identification, an 8.7% year-on-year rise. It also matched 872 such prints with suspects. In 2004, the SPVM invested in training staff to respond to major disaster scenes in the event of a terrorist attack.

An aircraft crash simulation at Montréal–Pierre Elliott Trudeau International Airport served to develop new operating procedures and helped familiarize crime scene technicians with new equipment. Furthermore, two technicians travelled to Alberta to receive advanced training from the Canadian Police College in handling NRBC (nuclear, radiological, bacteriological and chemical) substances.

Court services

Link with the Montréal Municipal Court

Transfer of the former suburban municipal courts to the head court at 775 Gosford Street and six service points in six boroughs was completed in 2004.

Link with the Court of Québec, Criminal and Penal Division

In October 2004, the Court Services Division implemented the *GESCOUR* system that links up to the Court of Québec's Criminal and Penal Division. This computer system enables police officers to monitor presences and absences, request subpoenas, report delays to the court and give reasons for such delays.

Link with the Court of Québec, Youth Court

A number of issue tables were organized with the SPVM's partners to link up with all Québec police services, particularly with respect to Quebec Police Information Centre (QPIC) registrations and memorandums of understanding with the youth centres.

> ADMINISTRATION DIRECTORATE



The Administration Directorate, which came into being as part of the optimization of the neighbourhood police, was designed to provide greater autonomy to the units, while putting them in closer touch with the field. The Directorate's first year was thus largely devoted to optimizing its human and material resources and information systems and to financial planning.

Human Resources Service

The Human Resources Service contributed to a number of issues involved in the optimization of the neighbourhood police, particularly with respect to responding to requirements of change management, staffing, assignment analysis, supervision and training.

Promoting recognition

A gala event celebrating excellence and partnerships was held last October, at which 30 awards of excellence and of partnership were handed out, along with the Director's Citation of Recognition. For the first time in the SPVM's history, a program was created to recognize the seniority of civilian employees with 15 and 20 years of service.

On another note, the Human Resources Service launched a promotional campaign in 2004 entitled *Bonusvirus*, aimed at encouraging management personnel to express appreciation to team members on a daily basis.

The professional development program for police officers continued with career information workshops and videotapes on different aspects of the organization. A new Orientation and Integration Program, as well as a Professional Development Program, was formulated for civilian staff.

Issues managed in conjunction with the city of Montréal

Deployment of the *SIMON* information management system remained the key issue involving the city and required the participation of different units in work committees dealing with human resources business procedures. Human Resources also pursued such matters as the Equal Access Program for civilian employees, the anti-harassment policy, deployment of the *SIGMA* environment for occupational injuries, the arbitration award for blue collar workers, most selection procedures, the pairing of union and management jobs, the status of civilian management personnel, training police management

personnel in assessing civilian managers, the agreement with the school crossing guards and the police officer retirement plan.

Employee Assistance Program

The Employee Assistance Program received 750 calls, opened 252 new files and offered 2,400 consultation interviews. Within the framework of its *Ensemble pour la vie* suicide prevention program, the Section trained 110 union representatives in detecting, referring and supporting at-risk coworkers.

Equal Access Programs

Accomplishments under this heading including a course on diversity offered to supervisors, deployment of an Equal Access Program for civilian personnel and efforts to survey staff (particularly with respect to ethnic origin).

Management of occupational health and safety

The Parity Committees Section worked to support accident prevention efforts. Major activities pertained to the safe use of 9 mm pistols and the ergonomics of police belts.

Preparation for the next generation and development

Human resources set up a program to prepare for a new generation of workers and for development in this field in view of the 2003 assessment. The program also ensures greater flexibility for aspiring commanders. Twenty-nine police managers took advantage of a new program that had been devoted to the needs of both inspectors and chief inspectors.

Material Resources and Information Systems Service

The Material Resources and Information Systems Service helped meet SPVM goals in such areas as the optimization of the neighbourhood police, installation of the SPVM's unit at Montréal-Pierre Elliott Trudeau International Airport, completion of the distribution of service weapons, continuation of the computer security plan, implementation of the computerized integration telecommunications system (*SITI II*) and the study on electronic management of documents and computerized ticketing (citation management).

> ADMINISTRATION DIRECTORATE



Procurement

Because of defects noted during ballistic tests with bullet-proof vests, the Procurement Section replaced some 980 vests. The Section also provided bicycle patrol clothing and equipment to 65 police officers and 84 cadets.

Gun shop

The Gun Shop Section completed the distribution of pistols to police officers and the repair of defective sights. The resale of 2,000 old revolvers generated revenues of \$264,550. Weapons technicians also provided maintenance and repair services to 18 police organizations, as well as one-day-per-week management services to the Sûreté du Québec.

Property management

As part of the process involved optimizing the neighbourhood police, the Material Resources and Information Systems Service performed renovation work on the restructured stations. It also set up the Community Service within the four operations centres, along with the four Youth Intervention and Prevention Sections. Furthermore, the Service performed work on SPVM buildings and at Montréal–Pierre Elliott Trudeau International Airport.

Police information and records

The Police Information and Records Section has been responsible since the spring of 2004 for conducting the *IDP 2 Police Data Integration* Project and has set up a new work crew to meet this goal.

The Customer Service Module responded to more than 145,000 calls from police personnel. Under agreements signed between the SPVM and various organizations dealing with vulnerable persons (children and the elderly), the unit has conducted investigations on more than 15,000 individuals.

The User Support Module provided some 2,600 hours of training on the SPVM's various information management systems. Of this number, the Module devoted nearly 1,000 hours to providing the *SITI II* course to 2,500 civilian and police employees affected by the newer telecommunications system that was installed in police vehicles.

The Document Management Module launched the semi-active document filing operation and Virtual Management software. This Module also acquired and set up a new server to host the digital report bank (running on the *SIGEDOC VU* application).

Motor vehicle fleet

The Motor Vehicle Fleet Section completed the purchase of 228 vehicles of all types, including 20 BMW motorcycles. The Section also oversaw the management and maintenance of a fleet of 998 vehicles used in police operations. The Section prepared 223 new vehicles, 135 of them standard marked police vehicles, 41 unmarked vehicles and 47 vehicles of other categories. The auction of 184 vehicles generated revenues of \$374,600. Installation of *SITI II* vehicular workstations in 458 vehicles marked one major achievement in 2004.

Technology

Special projects included deployment of *SITI II* vehicular computers, the provision of telecom services to the airport unit, creation of a radio channel for the joint forces *ACCESS* Brigade for Concerted Action Against the Underground Economy, assistance to the Montréal Fire Protection Service (SSIM) and a multitude of crowd control services. The Technology Section also introduced the requirement definition phase as part of the process involved in modernizing radio communications systems and introduced the new *Blackberry* technology, which integrates cellular, pager, e-mail and personal organizer functions.

Data security and integration

The Data Security and Integration Section (SSID) provided advice and support to the SPVM's various units. The SSID pursued its efforts to develop intranet resources, secure computer systems and standardize telework practices through systematic application of encryption and *SecurID* cards.

A citation management computer system (also known as a computerized ticketing system) was the subject of an opportunity study by the Road Safety and Traffic Flow Section, in conjunction with Montréal's City Court, City Parking, the City Clerk's Office, the Public Safety Commission, the boroughs and the Taxi Bureau.

Budgetary and Strategic Planning Service

The Budgetary and Strategic Planning Service helped align city of Montréal needs with those of the SPVM in the city of Montréal's *Plan d'orientations et d'actions prioritaires* (priority action and guidelines plan). The Service ensured that the organizational model applied to new strategic practices would take into account the SPVM's issues as a corporate department. The Service also monitored and coordinated the work involved in optimizing the neighbourhood police.

This Service helped to optimize the Strategic Planning process by outlining the current strategic planning and budgetary planning and follow-up process in view of establishing a correlation between our planning and follow-up mechanisms and the city of Montréal's business plan. This project has primarily served to produce a portrait of the current overall process by employing the tools and resources used by the key parties involved in it. This project will serve to define an optimized process based on various indices and a three-year strategic plan, and to ensure the consistency of the different strategies and their endorsements by various stakeholders.

Budgetary planning and follow-up

The Budgetary Planning and Follow-Up Section participated in the development of *SIMON*, the new integrated information management system, by defining the SPVM's needs and interests. This effort was aimed at ensuring that the new system and new chart of accounts adequately responds to the needs of Montréal Police Service managers.

Strategic planning and research

The Strategic Planning and Research Section completed its review of neighbourhood profiles, based on the administrative and operational restructuring that resulted from the optimization project. These profiles incorporate the most recent data from the 2001 national census. Results of the sociodemographic analysis of neighbourhood profiles for all 39 command units have been enriched by updated criminogenic data (which pertain to the factors contributing to crime commission), to provide managers with comprehensive portraits of their local situations.

The SPVM presented an overview of issues involved in the commercial sexual exploitation of children (CSEC) to the Public Safety Commission based on one year of investigation and fieldwork. This report was also the subject of a paper presented at the International Bureau for Children's Rights Conference held November 2004 in Montréal.

Methods and procedures

The Methods and Procedures Section defined a procedure optimization management framework that provides a method, management structure and operating procedure to be used in optimizing procedures.

In accordance with this proposed management framework, the Section compiled a list of procedures and proposed a master plan that was used in optimizing the following procedures: follow-ups on police cadet assignments, disclosure of evidence, processing of missing persons, strategic planning and processing of requests for service by the Methods and Procedures Section.

Public Affairs Service

In the wake of structural changes resulting from the optimization process, the Strategic Communications, Media Relations, and Marketing and Foreign Missions sections were consolidated within the Public Affairs Service.

Strategic communications

In 2004, the Strategic Communications Section bolstered its efforts to communicate more effectively with the public. The Section developed and launched a new Web site in December to effectively respond to the public's need for information. Furthermore, the Section sent a newsletter to the island of Montréal's 860,000 households pertaining to improvements in the neighbourhood police system.

The public expressed concern when the SPVM was tarnished with allegations of racial profiling. The Section organized a press conference during Action Week Against Racism to publicize the SPVM's Policy on Unlawful Racial Profiling, as well as the set of measures that have been deployed to enable us to work more closely with cultural communities.

A wave of arson in the summer of 2004, highly publicized sexual assaults and shootouts in the downtown area created a sense of insecurity within the community. A briefing that was organized with city authorities in the presence of the mayor and the Director of the Police Service served to put fears among the public to rest. The Section subsequently organized an information session that gave reporters a better idea of the street gang phenomenon and of measures deployed in combating it, along with a better understanding of the drop in crime over the past 20 years.

Media relations

The Media Relations Section fielded 1,500 requests for interviews, sent out 200 press releases and organized 20 press conferences. The Section processed 1,500 requests for interviews, distributed 200 press releases and organized 20 press conferences. Police public relations officers responded on a 24/7 basis to 50,000 phone calls and participated in 300 interviews for printed and broadcast media.

Marketing and foreign missions

The Marketing Team provides service on a fee basis to firms seeking SPVM assistance in areas of security and traffic control. The 431 requests for service it received generated \$100,000 in revenues.

The Foreign Missions Team supervised the work of 43 police officers based abroad as part of peacekeeping or training missions in Jordan, Bosnia and Herzegovina, Kosovo, Sierra Leone, Côte-d'Ivoire, East Timor and Haiti.

Legal Affairs Service

Legal opinions, protocols and memorandum

The Legal Affairs Service received a weekly average of 100 requests for opinions. The Service drafted 136 legal opinions and communiqués, as well as such protocols as the agreement between the SPVM and the city of Montréal pertaining to the issuance of citations regarding hygiene and use of public spaces, the protocol between the SPVM, Batshaw Youth and Family Centres on investigations and examinations in centre facilities, and the protocol between Bunker, the Director of Youth Protection and the SPVM regarding the exchange of information on young runaways. The Service also participated in the drafting of a white book on private security.

Training

To enhance SPVM staff training in legal matters, the Legal Affairs Service produced nine video tapes on the following topics: search accompanying an arrest, conjugal and family violence, expelling intruders, runaways and escapes, driving under the influence of alcohol, violating release conditions, dealing with individuals suffering from mental disorders, calls about noise and arraignments.

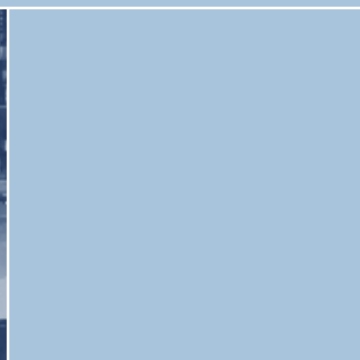
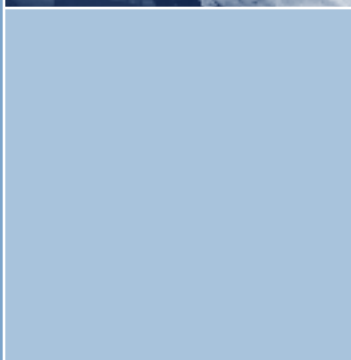
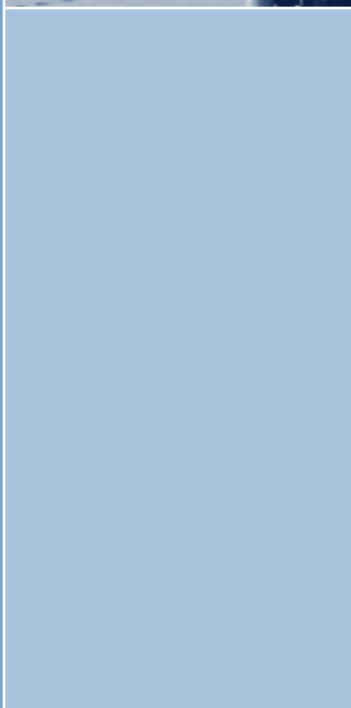
Access to Information Act

The Legal Affairs Service processed 1,725 requests for access to documents. Of this number, 12 were reviewed by the Access to Information Commission following complaints by parties dissatisfied with the documents they had received. All of these requests were, however, denied.

Quality Board Division

In the course of its creation, the division formulated a reception guide and reference manual for Police Service management personnel in 2004. The division also developed a procedure aimed at clarifying the roles and responsibilities of duty managers and coach sergeants in operations falling under the authority of the Operations Directorate.

Furthermore, Division staff also received accelerated training on their new duties, including a program provided by the *Mouvement québécois de la qualité* (Québec quality movement).



> INTERNAL AFFAIRS DIVISION

The Internal Affairs Division conducts investigations on members of the Montréal Police Service and performs the security checks involved in hiring both civilian and police personnel. This division consists of the Special Investigation Service, the Internal Investigation Section and the Hiring Module.

The Division received 4,547 requests for investigations and checks in 2004. These broke down as follows:

- 790** Requests for investigations, including:
 - 615 Background checks prior to the hiring of police and civilian applicants (Hiring Module)
 - 107 Special investigation files opened (Special Investigation Section)
 - 68 Disciplinary investigation (Internal Investigation Section)

1,886 requests for disciplinary background checks pertaining to promotions, probations, professional recognition certificates, citations, decorations and medals for 20 and 30 years of distinguished service.

1,871 requests for security background checks for permitting access to Police Service facilities and with respect to police cadets, crossing guards and requests from other Police Services.

Special investigations

The Special Investigation Section is responsible for criminal investigations involving a police officer from the SPVM or from any other Police Service, upon the request of the *ministère de la Sécurité publique* (Québec department of public security).

The Section received 107 requests for investigations in 2004. Of this number, 42 cases remain under investigation and 59 were classified as follows:

	SPVM	Other police services
Charges filed	0	3
Classified as inactive, without foundation, or no charges filed	48	8

Ethics

The *Commissaire à la déontologie policière du Québec* (Québec's police ethics commissioner) transmitted 402 ethics complaints pertaining to SPVM police officers. The Ethics Module, which falls under the responsibility of the Special Investigation Section, serves to coordinate and to ensure the transmission of evidence necessary for the commissioner's investigations.

Police Act

The SPVM, which falls under the *Police Act*, must notify the Minister of Public Security of any criminal offence committed by a member of its police staff (sections 286, 287 and 288). The SPVM provided such notifications in 2004 on 72 occasions.

The Police Service must also comply with section 118 of the Act, which includes the requirement that a police officer disclose any other employment or business revenue to his or her director. A total of 189 police officers reported a second job. Two such notifications resulted in investigations, neither of which has been completed.

Furthermore, under subsection 119.1 of this Act, an SPVM police officer is automatically relieved of his or her duties if found guilty of charges of having manufactured evidence under section 137 of the *Criminal Code*.

Internal investigations

The Internal Investigation Section is responsible for investigating all allegations from supervisors and police management personnel pertaining to a failure to comply with the SPVM's internal disciplinary regulations for police officers.

Disciplinary investigations

In response to 68 requests received for investigations, the Internal Investigation Section dealt with 50 disciplinary cases in 2004, which broke down as follows:

- 30 Cases resulting in procedures
- 12 Cases without charges being laid
 - 5 Cases treated at the section level
 - 3 Cases pertaining to loss of jurisdiction

Twenty-two other cases remain under investigation for the same period.

Disciplinary hearings

Disciplinary hearings result from cases that have been processed and are classified for hearings during the current or preceding year. Twenty-five hearings were held in 2004. Seven such hearings were held before a disciplinary committee and 18 before a management-level officer.

Of the 38 charges filed against SPVM police officers, 1 resulted in a verdict of not guilty and 37 in verdicts of guilty pertaining to 36 officers. Penalties broke down as follows:

- 19 Suspensions (totalling 56 days of unpaid suspension)
- 17 Reprimands
 - 1 Warning
 - 0 Transfer
 - 0 Demotion
 - 0 Dismissal

Penalties under section 49 of MUC By-law 106-1

The 22 charges under this section resulted in guilty verdicts for 19 police officers and yielded the following penalties:

- 4 Reprimands
- 8 Warnings
- 10 Suspensions totalling 16 days of unpaid leave

Pre-employment investigations

The Hiring Module, which reports to the Internal Investigation Section, performed 541 pre-employment background checks on applicants for police and civilian staff positions.

The Module also performed 1,880 security checks* on individuals for different reasons, which broke down as follows:

- 1,182 Security checks for access to the premises
- 338 Security checks for interns
- 189 Security checks for police cadets
- 154 Checks for crossing guards
- 17 Checks on behalf of other Police Services

* Some investigations were conducted in response to prior year requests.

OTHER UNITS REPORTING > TO MANAGEMENT

Emergency Communications, Taxi Bureau and Towing Bureau Directorate

9-1-1 Emergency Centre

The Quality Assurance Program launched in early 2003 elicited much interest among Canada's emergency centres. For that reason, organizers of the convention of the Association of Public-Safety Communications Officials (APCO) International, which was held in Montréal in August 2004, asked the management of Montréal's 9-1-1 Emergency Centre to outline the program's issues and principles.

The Emergency Centre also began work to install an interface that would permit direct exchanges of information with Emergency Healthcare Services (*Urgences-Santé*). Such an interface would make it possible to transmit incident location information to Emergency Healthcare Services when a call for basic assistance is received. This method would significantly improve the manner in which such calls are handled.

Activity control	2003	2004
Number of calls	1,376,705	1,383,388
Average processing time	47 sec.	48 sec.
% calls:		
Response time from 0 to < 6 sec.	96%	97%
% calls:		
Response time from 6 to < 12 sec.	1%	1%
% calls:		
Response time from 12 sec. and +	3%	2%
Compliance rate	–	89%

Taxi Bureau and Towing Bureau

The Taxi Bureau continued its review of adapted private transport by taxi in Montréal. To accomplish this goal, the Taxi Bureau and the Towing Bureau (BTR) consulted with representatives of industry and the target customer group using focus groups. The Bureau was also successful in terminating the activities of a company managing a major taxi fleet that suffered from serious mechanical issues.

Taxi Bureau	2003	2004
Complaints received	378	382
> From the industry	102	127
> From the public	269	251
> Miscellaneous	7	4
SAAQ transactions	50,369	53,425
Work permit renewals	4,788	4,774
Examinations	899	1,038
Exam pass rate	60%	50%
Taxi licences obtained	287	298
Taxi licences renewed	4,724	5,125

The year 2004 for the Towing Bureau was marked by amendments to by-laws, particularly with respect to those sections pertaining to vehicle repairs.

Towing Bureau	2003	2004
Transportation permits	408	389
Operation permits	238	110
Driver's permits	998	485
Complaints received	11	90
> From the industry	4	77
> From the public	7	10
> Miscellaneous	0	3



MANAGEMENT COMMITTEE AS > AT DECEMBER 31, 2004

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Director of the Police Service



Yves Charette
Deputy director
Operations Directorate



Marc St-Laurent
Deputy director
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Executive assistant to the Director



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Planning Service



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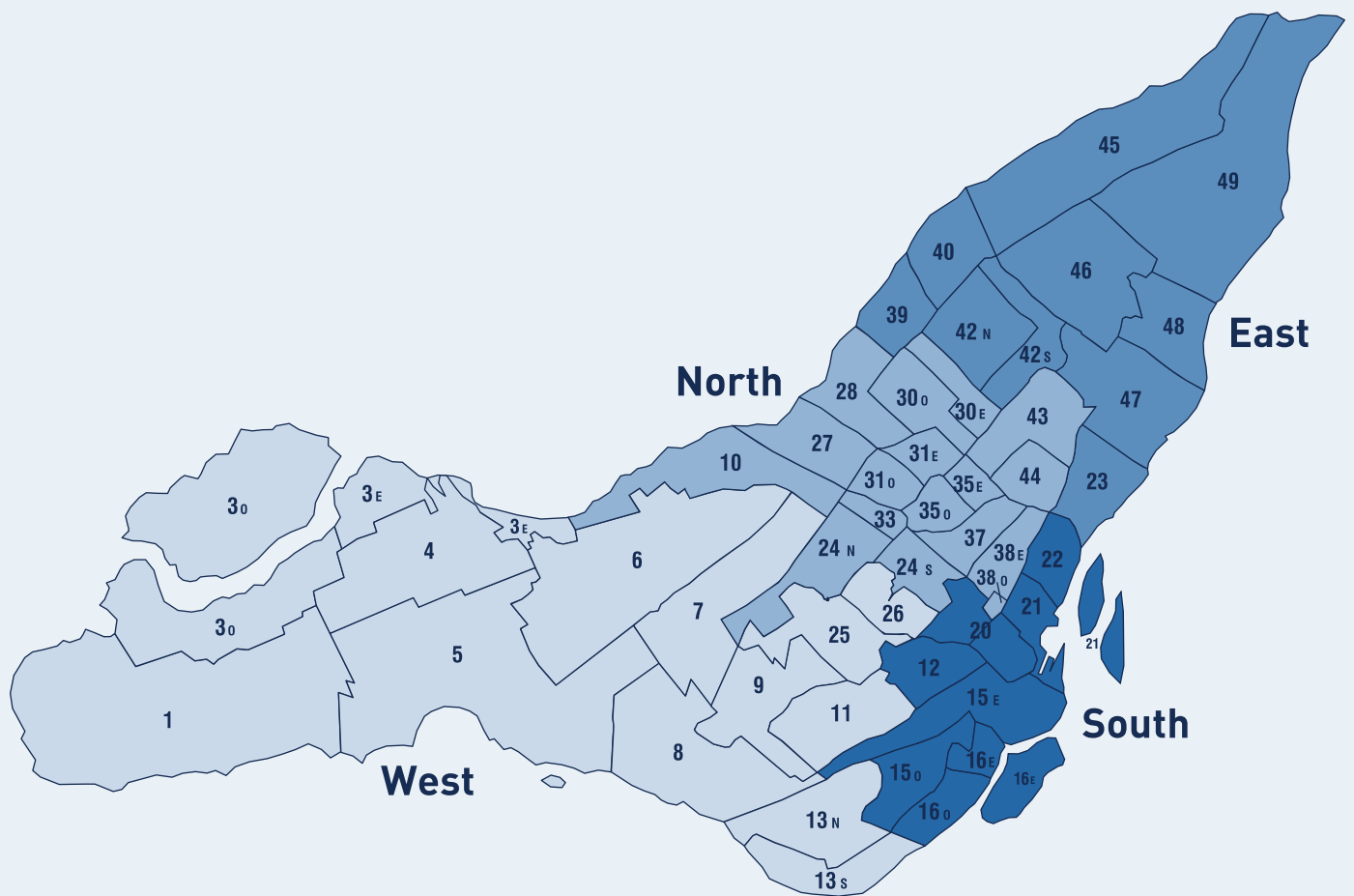


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> MAP OF TERRITORY



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