



2007 Annual Review
Service de police de la Ville de Montréal

A committed **team**

at the core of Montréal life



A committed



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team

throughout the year



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A committed

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A committed

MESSAGE FROM THE MONTRÉAL MUNICIPAL ADMINISTRATION



In the foreground, Mr. Claude Dauphin, président de la Commission de la Sécurité publique de l'agglomération de Montréal, vice-président du comité exécutif de la Ville de Montréal et maire de Lachine.

team

at your service, citizens of the island of Montreal!

As head of public safety of the Ville de Montréal's Comité Exécutif, and as president of the Commission de la sécurité publique for the Montréal urban agglomeration, I am pleased to present to you the annual review of the Service de police de la Ville de Montréal.

Police officers are a group of employees of the Ville de Montréal that are very close to my heart. They perform their duties in often difficult conditions and do admirable work. Montréal is a world-renowned city that, year after year, welcomes a large number of visitors from abroad. The solid reputation that Montréal has acquired over the years as a safe city is due in large part to the constant and unremitting work of courageous police officers who have chosen to perform a risky and demanding job day in and day out to ensure that Montréal remains a safe and enjoyable place to live.

The SPVM is also made up of more than 2,000 civilian employees who support their police colleagues and ensure that the citizens of our city have peace of mind.

I am proud that the Service de police de la Ville de Montréal can rely on its ranks of competent and experienced men and women who serve our citizens in an exemplary manner. They are models for our youth and guarantors of quality in the civil protection services offered to the public. For this I offer my most sincere thanks.

The year 2007 was marked by several firsts. Among them was the arrival of parking agents at the SPVM and the completion of a 25-year-old project: the establishment of the Métro unit. Furthermore, the SPVM has taken the first steps toward a new service coverage plan, which will provide the two million citizens of the island of Montréal with services that are even better suited to their reality.

Safety is a fundamental aspect of citizens' quality of life. One must feel safe to participate in community life and move about the city freely. This is where the role of police officer becomes especially important.

This review will provide you with an overview of all the work carried out by the Service de police de la Ville de Montréal in 2007, giving you a real sense of its importance.

Enjoy your read.



Claude Dauphin, *Maire of the Arrondissement de Lachine, Vice-président of the Comité Exécutif of the Ville de Montréal and Président of the Commission de la sécurité publique de Montréal*

In the back, from left to right, Samir Rizkalla, Quebec government representative, Catherine Sévigny, conseillère de la Ville – district Peter-McGill, Véra Danyluk, vice-présidente, Commission de la sécurité publique de l'agglomération de Montréal, mairesse de Ville Mont-Royal, Patricia Bittar, conseillère de ville, arrondissement de Saint-Laurent, Jean-Marc Giveau, conseiller de ville, arrondissement de Montréal-Nord

A committed

MESSAGE FROM THE *DIRECTEUR*



*Mr. Yvan Delorme, directeur du SPVM
with a few representatives of his team.*

team

always trying to transcend itself

What an extraordinary year we just experienced! And did you notice how our city demonstrated its tremendous ability to work together?

I am proud of our personnel and its achievements, day after day, week after week. Through continued work, every member contributed to the development of our service beyond any expectation I expressed at the beginning of my directorship. You need only look how far we have come in just over two years and you will definitely share my enthusiasm!

Together, we reached goals that we have been working toward for several years, taking into account the needs expressed by citizens, elected officials and employees. I am referring particularly to the June 2007 inauguration of the Métro unit: this is certainly an encouraging example of integrated security that has been achieved in support of all interests.

Other major successes marked 2007, not only in Montréal's underground but also on the city streets; for example, parking agents becoming part of the SPVM team or the introduction of technological tools that put us at the cutting edge in terms of efficiency and global mindset.

These major successes in the organizational development of the SPVM have undoubtedly resulted from the professional work of its members: more than 7,000 employees who dedicate themselves everyday to the welfare of their fellow citizens. Police officers and cadets, civilians, crossing guards and parking agents, and members of the Bureau du taxi et

du remorquage are now all grouped under one corporate identity. Since December, they all shine under the star that is the SPVM. They form a constellation of honest professionals committed to making Montréal the safest city in the world.

This exceptional work could not have reached such heights without the dynamic and innovative structure that was introduced in 2005 through the creation of the Direction stratégique, which received the unwavering support of the Direction de l'administration and Direction des opérations. Backed by an extraordinary team of executives, today it is bearing fruit. One of its latest achievements is the introduction of an all new service coverage plan, which aims to strengthen our model of community policing through ties between the municipal structure, citizens and personnel of our neighbourhood police stations.

This vision brightens the outlook for 2008. Success, consensus building, safety: I continue to be convinced that we will once again exceed our expectations.

I would like to express my gratitude to each and every one of you for building Montréal with us.

SPVM Directeur,



Yvan Delorme

"It is to these women and men who make up the SPVM team throughout the island that I dedicate this review, as it illustrates their contribution to a better future for us all."

A committed



*Jean-Ernest Célestin,
commandant,
Poste de quartier 15*

team

dedicated to Montréal

Although it is the sixth most populated city in North America, Montréal is recognized as one of the safest in the world.

There is nothing random about this success: the SPVM team continuously increases and updates its actions in order to better guarantee public safety and help improve quality of life throughout the territory.

As this report shows, the citizens of Greater Montreal have good reason to feel safe. The SPVM's efforts were very successful in 2007: improved road safety record, an easing off of the street gang situation after an eventful start to the year, and positive trends in crime statistics, not to mention the innumerable bridge-building activities that have allowed the SPVM to show the Montreal public that the team is more committed than ever to serving the city's security and well-being.

“This integration is part of the shared desire of the Ville de Montréal and its police service to improve Montréal’s overall safety offer, especially by strengthening strategies related to traffic.”

Réjean Toutant, *Inspecteur-chef, Chef de division, Division de la sécurité routière et de la circulation*

The new service coverage plan

In 2007, the Police de quartier celebrated 10 years of service. This was the opportunity for the SPVM to examine the work accomplished and plan for the future.

Looking back, the SPVM is proud of the findings: the Police de quartier is a flexible model that can be adapted to changes in its environment while taking into account the needs expressed by the public, elected officials, partners and its personnel.

By developing the new service coverage plan, the SPVM has worked to maintain this flexibility that enables it to adjust itself regularly to the context of the Montréal urban agglomeration.

Unified values: respect, integrity and commitment

These values are not random or arbitrary selections made by a few elected officials. They were imposed following a broad consultation of members of the SPVM, both police and civilian, at all levels of the organization.

All throughout 2007, during various employee meetings, discussions on the perception of values were planned and concrete examples of ways to adopt them and integrate them into daily activities were shared.

Strengthening staff cohesion around common values unifies it in action and helps it to go even further in pursuing the organization’s mission, something citizens benefit from directly since they receive quality services that are constantly improved upon.

A growing team to keep better watch over your quality of life

Integration of parking agents

As part of its integrated approach to public safety, the SPVM welcomed the 239 parking agents of the Division de la sécurité routière et circulation to its large family.



Creation of the Métro unit

Regular police presence in the metro

STM users, merchants and staff can now count on a regular police presence in the metro. With the introduction of the Division du réseau transport en commun, 132 police officers will ensure the safety of the network with the help of their neighbourhood police station colleagues as well as the SPVM's specialized and technical departments, all supported by Société de transport de Montréal (STM) agents.

This presence has helped increase police visibility considerably in the community, on a daily basis. It is one of the best ways to reduce disturbing and antisocial behaviour, while increasing citizens' sense of security.

The police officers of the Section métro de Montréal are able to act quickly to encourage users to adopt safe behaviour that respects the legislation and regulations in force and promotes traffic flow in the metro. These police officers have the legal power and authority to intervene in the metro.

The launch of the Division du réseau transport en commun is therefore completely in line with the 2007 strategic orientations of the SPVM, whose main challenge is to **be at the core of Montréal life and contribute to improving Montrealer's quality of life.**

Police visibility

The foot patrol objective in 2007 was 150,000 hours. By December 31, police officers had performed 177,340 hours of foot patrol, 37,933 hours of bike patrol and 86,002 hours of patrol in the metro, for a total of 301,275 hours.

A new identity

With the arrival of new units at the SPVM, it was imperative to give the personnel a common and unifying identity that reflects the team's solidarity and range of services provided.

This identity is reflected in the new SPVM logo, which is now a star (inspired by the symbol of fraternity among people from Expo '67) in the shape of a human figure, reminding us that respect for human beings is at the core of the SPVM's work.

This logo is found on all vehicles and badges of SPVM units. Citizens and visitors can therefore locate SPVM members more easily and, as a result, feel safe as they move throughout the territory.



A committed



team

in motion

Concrete actions to reduce citizens' sources of insecurity

Street gangs: a priority

Ongoing efforts

Focus on suppression: increased visibility and intervention strategies

In 2007, the SPVM stepped up efforts to prevent and control the phenomenon of street gangs. At the local level, throughout Montréal, police officers have developed various projects and operational strategies that led to 1,322 arrests, 170 searches and the seizure of 170 firearms.

Project Avance is probably the best known of these projects, since it is being implemented throughout the entire territory. It has enabled police officers to arrest 272 people, investigate 4,972 vehicles and 4,003 individuals, write up 1,578 questioning reports and make over 90 seizures of narcotics and 18 seizures of firearms.

A great deal of essential information was gathered through police investigations on criminal trends, while the continued police presence contributed to controlling violent crimes in the sectors visited.

Furthermore, 175,275 hours of patrol in target areas and 13,300 visits to parks, metros and businesses enabled police officers to be very visible.

Police officers also completed more than 6,000 hours of prevention activities intended for various clientele where they met with some 186,000 people, 146,400 of which were young people.

The police officers of the group Avance 2007, who are present in the various Montréal neighbourhoods 7 days a week during the summer, conducted 127 visits to the metro, 384 visits to parks and 704 visits to bars.

Focus on research

In terms of research, the SPVM identified and examined its prevention services. In total, 26 corporate and 64 local projects, pamphlets, activities or other were identified.

Furthermore, last October Montréal hosted the first International Congress on Street Gangs in Canada. Organized by the Canadian Association of Chiefs of Police (CACP), in partnership with the Service de police de la Ville de Montréal and the Toronto Police Service, this first congress attracted 450 professionals from various intervention backgrounds to examine the knowledge acquired and the best practices for dealing with the issue of street gangs.

“We still have time to put the brakes on the phenomenon of criminalized street gangs, before they take root in our society. Let’s take action now to safeguard the future of our young people.”

Pierreson Vaval, directeur, équipe RDP, a committed partner of the SPVM

“The responsibility for preventing and countering street gangs must be shared among various stakeholders: the family, institutional milieu, community and every partner that is involved with youth. It is essential that the community get involved.”

Mario Plante, Assistant-Directeur; Chef, Service des Enquêtes Spécialisées and Responsable, Street Gang Portfolio

Focus on communication

The SPVM has also increased its communication activities, shared its knowledge, taken stock of the situation and proposed measures to prevent and counter street gangs.

Focus on prevention

INFORMATIONAL AND AWARENESS-RAISING TOOLS

The SPVM developed an awareness-raising tool for licensed establishments, as well as informational activities for local partners. Turnkey projects were provided to community services and neighbourhood police stations involved.

“Le parent, un allié essentiel”

A NEW TOOL FOR PREVENTING STREET GANG MEMBERSHIP

A facilitator’s guide entitled *Le parent, un allié essentiel* was designed for police officers to use as a prevention tool for parents. This guide enables them to facilitate meetings aimed at helping prevent their children from joining street gangs or engaging in any other form of criminal behaviour or juvenile problem. We started to use this tool with the Haitian community in the Borough of Montréal-Nord in 2006. Its resulting success prompted the SPVM to make it adaptable to the specific needs of different communities throughout the island.

Overall, the statistics show a period of low criminal activity

In terms of the crime rate, although the only statistics available indicate an increase in violent crimes related to street gangs in 2007, the data must be put into perspective:

- Of the 14 homicides related to street gangs, 10 were committed during the first two months of 2007—our efforts, backed by those of our partners, resulted in a lull for the rest of the year.
- All victims were involved in criminal activities related to street gangs.
- The number of homicides and attempted homicides committed in public places dropped by 23% and 7%, respectively.

Road safety: a priority

Whether they are pedestrians, cyclists, drivers or public transit users, Montrealers are unanimous: they want to be able to get around efficiently and safely without having to worry about their neighbourhood being threatened by the circulation of vehicles. Regulating and overseeing traffic is a priority for the SPVM, and it is very conscious of its citizens’ concerns.



Collisions on the SPVM territory

The number of deaths on island of Montréal roads dropped by 29.6% compared to 2006. Collisions with bodily injury declined by 8.9%.

Unfortunately, pedestrians are still highly represented in these statistics; they make up 63.2% of fatalities in collisions.

Overall, the number of collisions increased by 5% compared to 2006. However, material damage collisions pushed up the average, since fatal collisions or collisions with serious injuries dropped by 29.6% and 28.6%, respectively. Even collisions with minor injuries slipped 6%.

Statements of offence issued by the SPVM

The number of statements of offence issued by police officers in 2007 increased by 7.1% compared to 2006. Including the contribution by parking agents, this translates into 1,715,594 statements of offence issued by the entire SPVM staff. The number of parking tickets was effectively 4% higher in 2007 than one year prior.

Statements of offence for various moving violations increased 5%, while those related more specifically to speeding rose 13.4%. However, those related to the truck route plan had the sharpest jump compared to 2006, with an increase of 31%.

All users of the road have a role to play in improving the road safety record. By adopting behaviours that are more respectful of laws and by-laws, the risk of causing or being the victim of an accident decreases. The objective of police operations is first and foremost to raise awareness of the various risks on the road.

Operations conducted

Alcohol

In spite of the small dip (-.5%) in the number of alcohol-related operations compared to 2006, the 2007 objective of 200 operations was definitely surpassed, with a total of 284. However, even though the number of people questioned decreased (-2.8%), the number of arrests is up slightly (+1.6%). The SPVM must therefore continue its actions and raise public awareness of the risks of driving while impaired.

Speeding

The 18.8% increase in the number of speeding operations definitely contributed to raising drivers' perceived risk of being caught, thus motivating them to respect speed limits more.

"The reassuring and efficient presence of SPVM police officers in Montreal's public transit network will help citizens feel and be safe, while ensuring the flow of services."

Pierre-Paul Pichette, assistant-directeur, Chef du service des opérations corporatives

“It was truly one large team, without any sign of allegiance, that acted that day. This highly effective collaboration of our actions and expertise promoted what is at the core of our raison d’être: saving and protecting human lives.”

Yvan Delorme, directeur, SPVM, at a recognition event at Dawson College.

Pedestrians

Pedestrians must adopt safe behaviours if they want to reduce their risk of being struck by a vehicle. These include not crossing between two intersections or against a red light, using pedways and sidewalks, and respecting walk lights. In 2007, 499 awareness-raising operations were carried out to make pedestrians aware of this reality, a 69.7% increase compared to 2006. In total, 8,046 statements of offence were issued to pedestrians and 36,032 to drivers who did not respect them. The statements of offence issued to pedestrians shot up 57.6% over 2006, while those issued to drivers who did not respect them rose 17.1%.

The fight against terrorism and emergency preparedness

Training: the key to being prepared

In 2007, the SPVM invested a great deal of energy in the continued training of its police officers in the fight against terrorism. They are prepared to intervene in the event of a terrorist attack and have the necessary tools to do so.

The SPVM also counts on training offered to private enterprise to ensure a joint and co-ordinated response to terrorist acts. To this end, SPVM officers trained Canadian National employees and are planning similar training with the Agence métropolitaine de transport (AMT).

Prevention: assessing risk

In January 2007, several members of the SPVM were trained in **assessment of risk in critical infrastructure** by two police officers of the New York Police Department's (NYPD) Antiterrorism Unit. Using these concrete skills, the SPVM analysed the risks at AMT facilities, the Stade olympique (as part of the FIFA U-20 World Cup) and the Royal Montreal Golf Club (as part of the Presidents Cup).

The SPVM also participated alongside other Ville stakeholders in a committee mandated to perform a risk analysis of various municipal structures.

Repercussions of the event at Dawson College

In the months following the shooting that took place at Dawson College on September 13, 2006, the SPVM examined the actions of the police officers on that day to learn from them. A major study was also conducted on ways to prevent this type of situation.

This critical examination helped formulate various recommendations, such as the following:

- Continue to circulate the SPVM reference framework for emergency intervention plans in schools



- Further develop mechanisms for preventing and detecting deviant behaviour, whistle-blowing, taking into custody individuals posing a risk to public safety and providing protection in an emergency situation
- Contribute to the development of a surveillance network to detect at-risk individuals at the stage of acquiring means

Meetings were planned in various Montréal schools to determine with them the specific programs that could be implemented.

Respect for communities' specific needs

Continue initiatives from past years

Beaux, jeunes et forts à l'académie de police

In April, 33 young people aged between 10 and 12 years old participated in the day camp *Beaux, jeunes et forts à l'académie de police*. The kids participated in several activities, coached by a dozen police officers-facilitators from various SPVM units. This program, which has been held for a few years now, is aimed at demystifying the police officer profession and creating a roundtable for young people and police officers.

Close of the comic strip contest "Je choisis un bon gang!"

Launched during the Semaine de la prévention de la criminalité in November 2006, and co-ordinated by the Section des stratégies d'actions avec la communauté (SSAC), this contest sought to foster reflection on the importance of being part of the right group of friends. On May 12, 2007, at the opening of the Semaine de la police, the SPVM highlighted the efforts of the contest's 10 finalist teams.

New surveillance committees

The surveillance committees were launched in 2004 with a view to maintaining effective communication with various communities, improving the role of partners and creating the obligation to orient, approach and assess actions with communities at the corporate level. The role of the surveillance committees is to take a census, through a rigorous study of the environment, of safety concerns and the specific needs of the communities in which they are involved—Black and Latino, Arab, Asian, youth and seniors.

Day of discussion on community relations

On December 12, a day of discussion and review was held for the SPVM and surveillance committee members and the Comité stratégique en matière de relations avec la communauté. Participants had the opportunity to discuss activities and directions for the coming years.

"The secret is education and openness. We have to give ourselves an opportunity to appreciate others. It is not a question of colour but of personality."

Narcisse Ano, agent, Section Méthodes et Processus, in L'Heure juste, February 2007, during Black History Month

Finalists for a partnership award

Surveillance committee members were invited to the SPVM's 2007 Soirée de l'excellence et du partenariat as nominees for a partnership award. This award recognizes these indispensable partners who help the SPVM better understand the specific needs of certain communities.

Prevention and consensus building with target clientele

Activity books for preschool children

On May 31, the SSAC presented community relations officers with a new prevention tool intended for preschool children. Inspired by a Poste de quartier 39 initiative, this activity book provides young children with various games adapted to their learning level that help them learn about safety.

Day of discussion and reflection on psychological distress in young people

During the Semaine de la santé mentale, a day of discussion was organized to help reflect on psychological distress in young people. Ten speakers from different sectors (education, medical, police) shed new light on the subject and provided concrete solutions to ensure other tragedies like the one at Dawson College never happen again. The mother of Kimveer Gill gave a moving talk on this sad event.

"Soccer à cœur"

On June 30, the "Soccer à cœur" project enabled 11,000 young people from 106 schools in the Commission scolaire de Montréal (CSDM) territory and their parents to attend an opening game of the FIFA U-20 World Championship at the Stade olympique for free. The project, involving students aged 10 to 14 years old, is aimed at preventing youth delinquency through the benefits of playing sports.

Semaine de la prévention de la criminalité

The Semaine de la prévention de la criminalité organized by the Ministère de la Sécurité publique was held from November 4 to 10, under the theme "*Je choisis un bon gang!*" A directory of community resources available to youth and families was launched on this occasion. This directory is intended to support police officers in communicating with young people who are at risk of joining street gangs or committing crimes.

Cybercrime

The SPVM, together with various partners, is leading an ongoing fight against cybercrime. A new cybercrime prevention tool was developed by a committee linked to the Sûreté du Québec. This tool enables police officers to raise awareness among youth, parents and interveners of the risks involved in surfing the Internet.



Mediation: Commission des droits de la personne et de la jeunesse

The SPVM participated in a pilot project of the Commission des droits de la personne et de la jeunesse on alternative ways to solve disagreements. The SPVM is constantly striving to improve its work methods. Complaints received relating to discrimination are one of the indicators the SPVM can use to diagnose certain inadequacies. They can be used as a basis for reviewing practices and policies, as well as improving the quality of services offered to the public. Mediation will help clear up mutual misunderstandings.

Black History Month

Black History Month was the opportunity for the SPVM to recognize the contribution of its staff members from the Black community.

Thus, through a series of articles printed in *L'heure juste* (an SPVM publication), eight colleagues gave meaningful talks that helped create a better understanding of diversity

and the richness of the Black community. What is important to take away from this is the tremendous value of being open to one another, regardless of ethnic or cultural background.

Gala Noir et Blanc – Au-delà du racisme 2007

The Gala Noir et Blanc Au-delà du Racisme 2007 was held on April 28. Every year, this gala pays tribute to those who help to further non-racism. The SPVM was involved in several areas. First, the Section des stratégies d'actions avec la communauté (SSAC) managed the nomination process. Then, the "Un monde sans racisme" scholarship was awarded to the three winners of the drawing contest organized by the Poste de quartier 11 as part of the Semaine d'actions contre le racisme. Lastly, one of the "Artisans du non-racisme" awards went to an officer in the *Soutien technique* unit.

Launch of a brochure on hate crimes

On May 17, a brochure aimed at encouraging victims of hate crimes to press charges against their attackers was launched during the Journée nationale contre l'homophobie.

"We must continue to create bonds with different communities, better understand their needs and expectations, and better determine how to meet them. We must be vigilant and notice changes as soon as they occur so that we can react better. We must even plan for and anticipate them. This is what maximizes the efficiency of our planning and prevention."

Yves Charette, Directeur Adjoint; Chef, Direction Stratégique

A committed



team

composed of professional and competent members

*Committed, because it uses all of its resources
and much more to serve its citizens.*

Recruitment

The SPMV strives to represent the clientele it serves as much as possible so as to better understand and effectively and creatively meet the expectations of the various groups that make up the pluralist population of Montréal. It is therefore continuing its efforts to recruit ethnic and visible minorities as well as First Nations to make its workforce representative of the demographic situation. Furthermore, the proportion of police officers from these minority groups in the SPVM has now reached 30%.

Reducing the number of work-related accidents

The SPVM recorded a 6% drop in the number of work-related accidents reported to the CSST. Several prevention programs as well as a far-reaching promotional campaign aimed at all employees helped surpass the 5% reduction objective set for 2007.

“For me, commitment means being tied by a promise or agreement. Our tasks must be performed professionally, without abusing the power we are given. We must remain human.”

Nancy Azzi, Cadet

Enrichment and quality of life in the workplace

Committees on quality of life in the workplace

Two new committees on quality of life in the workplace were introduced in 2007, one in the Direction de l'administration and the other in the Service à la communauté Est. A survey on quality of life in the workplace was conducted to determine the actions to take.

Honouring employees

Webber Seavey Award—International Association of Chiefs of Police (IACP)

The SPVM won for a project launched at Poste de quartier 26.

Recognition of years of service

A pin or plaque of recognition was presented to **445 staff members (340 police officers and 105 civilian employees)** to mark their 15, 20, 25, 30 and 35 years of service with the SPVM.

Recognition at retirement

A certificate of recognition was handed out to **90 employees (66 police officers and 24 civilian employees)** during the signature of documents authorizing their retirement.

SPVM awards for excellence and partnership

Of the **28 nominations** considered, 18 were chosen as finalists in the 7 award categories.

In addition, the **21 police officers** who made a significant contribution during the event at **Dawson College** each received a finalist's trophy.

The **Citation de reconnaissance du directeur** was awarded to six exceptional employees or partners.

Citations of excellence

A total of **25 citations** were awarded, including the **21 for interventions at Dawson College**. Out of these, 3 recipients received their citation from the *Directeur* along with a 1-day vacation, and 22 were given a 2-day vacation.



Canadian Chancellery of Honours— Medal and bar for distinguished service

Police medals for distinguished service were awarded to police officers who have dedicated themselves to public safety in Canada for at least 20 years. A bar is added for each additional decade of full-time service.

20-year medal: 186 recipients

30-year bar: 42 recipients

40-year bar: 1 recipient

Canadian Chancellery of Honours— Decorations for bravery

The SPVM made **43 nominations** to the Chancellery, of which 39 (21 police officers and 18 citizens) were related to the Dawson College events. It often takes 2 years before finding out the results of the study of nominations for this type of decoration.

Honourable mention given to three SPVM police officers and one Sûreté du Québec police officer who collaborated in another event on SPVM territory.

Canadian Chancellery—Order of Merit of Police Forces

Five members of the SPVM received one of the three degrees of the Order, which is the highest distinction for Canadian police officers. On May 25, 2007, during a ceremony held at Rideau Hall in Ottawa, four of these recipients were honoured. The fifth will be honoured at a later ceremony as he was not able to attend the presentation presided over by the governor general in May 2007.

Recognition event—Dawson College

SPVM members received 68 certificates during a commemorative evening held on September 13, 2007.

Professional development plan

Leveraging the professional development of employees is an investment that is increasingly essential for organizations that want to attract and retain the best candidates. Employees who are better trained and happy are motivated to use all of their resources in serving citizens.

Professional development for civilian employees

The professional development plan for civilian employees launched in December 2006 was put into practice in 2007:

- Access to SIGAL software and employee training on it
- Career information workshops
- Certificate and graduate programs for student groups
- Formulation of a development program for management of the Service des communications opérationnelles
- Formulation of a development and identification program for future generations of civilian management.

"To progress and serve my organization has always been and continues to be my primary objective. This means using my knowledge and sharing it, while widening my areas of expertise."

Micheline Sawyer, Secrétaire, Centre opérationnel Nord

Professional development of the Direction des opérations

"Faire LA différence"

Development days for the staff of the Direction des opérations were held under the theme of "Faire LA différence." These sessions were part of an effort by management to mobilize its personnel and develop its skills in terms of teamwork, communication, leadership and customer service.

Maintaining and building staff skills

Forum sur la prévention de la criminalité 2007

The Forum sur la prévention de la criminalité, geared toward community relations officers, officers of the Section intervention jeunesse et prévention as well as police officers from various police services in Québec, was held for the

fourth year in 2007. This forum promoted dialogue on practices, initiatives and various prevention programs to improve knowledge and offer tools for dealing with various issues (e.g. street gangs, mental health and cybercrime).

Toolkit

Launched in 2006, the "Intervenir auprès du citoyen" process helped create management facilitation tools that will enable the neighbourhood commanders and their teams to respond to citizens' concerns about antisocial behaviour, road safety and neighbourhood police station counter service.

This toolkit, which is flexible, practical and adaptable to the local reality, will reinforce case follow-up with complainants and sustainable resolutions to recurring local problems.



Community of practitioners in conjugal and intrafamily violence

The SPVM places great importance on properly addressing problems related to conjugal and intrafamily violence on the territory. This is what motivated the 2007 introduction of a community of practitioners made up of 55 resource officers, each from different units.

Using a global and integrated approach, this community of practitioners fosters continuous improvement of police response to crime issues related to conjugal and intrafamily violence. It has the expertise required to guarantee effective transmission of knowledge and relevant information to all SPVM personnel. To ensure the complementarity of interventions, it also contributes to pursuing and enriching SPVM partnerships with the various sectors involved, whether community, institutional or private (health and social services, education, justice, etc.).

Online training for police personnel

In March 2007, the SPVM launched the online training tool Campus. This unique and forward-thinking process has made more than 30 training modules available to police officers. Other modules and content will be added regularly.

Through Campus, the SPVM can better meet the training needs of its personnel without having to remove employees from operations during the training period.

Internal affairs

The Division des affaires internes works tirelessly to ensure that the behaviour of all its team members is in line with the values and expectations of the organization and, above all, the citizens, who are the reason for its existence.

To this end, the Division took the following actions, among others:

- conducted more than 1,200 investigations to ensure that the employees and interns admitted to the SPVM have a spotless reputation
- conducted more than 1,583 investigations to certify the good reputation of the individuals who had access to SPVM facilities

The Division also conducted investigations relating to respect of the *Police Act* and rules of professional conduct by police officers of the SPVM and other services. It also opened 72 files after being notified of breaches of the *Règlement sur la discipline interne des policiers et policières du SPVM*.

The results of these various measures are reported in the statistics appendix of this review.

A committed



team

always seeking to do better

Diversification of funding sources and business development

Diversification of funding sources

In order to maintain its ability to adapt to changes in its environment and meet growing demand, the SPVM must increase its sources of continuous revenues. It expects to do this primarily through the commercialization of its services.

Business development

In 2007, the section Développement des affaires increased the number of product and service contracts (film productions, training programs and other products) by 27% compared to 2006.

The Groupe intégré à l'analyse de risques et protection de sites (GARPS) contributed to several major portfolios to meet the ever-growing demand in integrated security.

Increasing the organization's performance

Operational communications

Consolidating 9-1-1 communication and police analysis centres

A new structure was implemented and a position of *préposé aux communications d'urgence* (emergency communications operator) was created. The work, which started in October 2007, should be completed in May 2008.

Appels d'alarmes non fondés

In 2007, the SPVM reviewed its policy of suspending service during false burglary calls. This policy was adopted in April 1991 to control the growing number of alarm calls (up to 200,000), 98% of which were false and thus caused unnecessary mobilization of police resources. The SPVM would suspend service following the fourth false alarm. From now on, we will no longer suspend service, but will apply the stipulated fines. The findings of this review have made it possible to reduce the number of false alarms by almost a thousand.

"The SPVM's strength is its ability to evolve."

"I hope to encourage the public to support police officers' actions so that the Police de quartier evolves with the image of our island."

Claude Dauphin, Vice-président, comité exécutif de la Ville de Montréal; Président, Commission de la sécurité publique

Bureau du taxi et du remorquage

In 2007, the Service des communications opérationnelles also worked on integrating the computer networks of the Bureau du taxi et du remorquage into the SPVM network and the new identification of inspectors' vehicles and uniforms to include them in the SPVM family.

The new service coverage plan

Strengthening the ability of the SPVM to act locally is the focus of the review of the SPVM's service coverage plan.

The changes made are aimed at getting the best out of the existing workforce, expertise developed and ways of doing things.

New police map

The new service coverage plan led to an extensive review of neighbourhood police stations (PDQs), ensuring that each has the resources necessary to efficiently implement the neighbourhood police station model.

This led to **merging** the following PDQs:

PDQs 6 and 7 (Saint-Laurent); PDQs 25 and 26 (Côte-des-Neiges); PDQ 27s and 28 (Ahuntsic); PDQs 39 and 40 (Montréal-Nord); PDQs 43 and 44 (Rosemont); PDQs 47 and 48 (Mercier)

Restructuring work was carried out to physically merge the PDQs involved. In the vast majority of cases and wherever possible, the employees of the merged stations were grouped together in one building.

Project-based actions unit

In order to combine the expertise within the PDQs and in turn be more involved on a local level, the SPVM gave each PDQ a project-based actions unit made up of professionals specialized in problem solving, community relations officers, a sergeant-detective, a road safety officer, support officers and police cadets.

The project-based actions unit occupies a designated area within the neighbourhood police station, which now relies on a multidisciplinary team to serve the local population.

Regional units

The Services à la communauté (SAC) units in the four regions of the territory continue to support the PDQs through their specific expertise. However, a review of their structure has led to the transfer of 66 police officer positions to the PDQs in order to improve robustness.



Review of the customer service structure

The SPVM plans to diversify its methods for reporting events and increase the hours when it is possible to do so. There are now four ways citizens can file a report for certain non-urgent events that do not require police to be present at the scene: by telephone (through the implementation of a report-taking service), online, at the PDQ counter or the mobile counter that will be located onsite at major festive events or in target sectors.

Deployment of modern and efficient tools

The Service des ressources matérielles et des systèmes d'information team participates actively in increasing the organizational capacity of the SPVM and improving its performance by providing modern and efficient tools.

Information systems

The priority issues handled in 2007 include:

- **Centralized background check module:** Organization and commissioning, protocols with learning institutions.
- **Finger print systems (AFIS 2):** Deployment and commissioning of forensic identification in operations centres and in various courts on the territory.
- **Systèmes d'émission des constats informatisés (electronic ticket issuing system):** Deployment and commissioning in road safety department and the Cour municipal, feasibility study for other departments and boroughs of the Ville and its suburbs.

- **SIAD system:** Development and deployment of police visibility and criminal sections, as part of the "Gangs de rue" portfolio.
- **Global positioning:** Development of the solution in response to the CSST directive following the death of Agent L'Écuyer. The pilot project is planned for the beginning of 2008.
- **IDÉE software:** development and commissioning of this software, which enables police personnel to consult incident reports distributed daily by the PDQs and indexed by the Module gestion des documents et des archives.
- **Computer networks of the Bureau du taxi et remorquage and 9-1-1 (administrative section):** Integration into the SPVM computer network.
- **Gestion des allocations reliées à l'emploi (GARE):** An application linked to the Ville de Montréal's integrated management system that enables the SPVM to better manage inventories and requisitions for uniforms, clothing, equipment and other accessories.

2007–2009 computer security plan

In order to maintain the security of computer and information systems, the Service des ressources matérielles et des systèmes d'information has entered the first year of its 2007–2009 computer security plan. As part of this, a second server room was added to the Quartier général, which already allows for operation of the AFIS and SECI systems from either building where these rooms are located.

"We are past the stage of doing more with the resources at our disposal or doing more with less. It is time to innovate and do things differently if we want to be able to increase our organizational and financial capacity."

Diane Bourdeau, Directrice Adjointe; Chef, Direction de l'administration

Vehicle fleet and greenhouse gas emissions

Unnecessary idling

The Service des ressources matérielles et des systèmes d'information continued its efforts to find environmentally sound solutions to reducing greenhouse gas emissions, including work to identify unnecessary idling of vehicles.

Data collection will continue until 2008. This data, collected during a 12-month period, will be analysed in collaboration with the Service de l'environnement of the Ville de Montréal. The findings will be sent to management so that informed decisions can be made in this portfolio.

Hybrid vehicles

In 2007, 7 hybrid vehicles were in service at the SPVM; 4 others will join this number at the beginning of 2008, bringing the total to 11 vehicles.

Gas consumption

In spite of a 14% increase in the number of vehicles in the SPVM's fleet since 2002, gas consumption only rose 8%. This is due to concerted efforts to reduce the size of recently acquired vehicles and the number of cylinders.

Video surveillance cameras

The "Robot-Cam" project, introduced in 2004, took place this year from May 1 to October 31. About 20 cameras set up on Saint-Denis, Saint-Laurent and Saint-Hubert streets contributed to maintaining peace, order and public safety.

In the past three years, the net drop in the crime rate in the section under surveillance on Rue Saint-Denis reached 31%, while crimes against property slid by 35% and crimes against persons by 8%.¹

Research and development

The SPVM counts on a research team that contributes to its understanding of Montréal life and issues related to peace and public safety, as well as the efficiency of police practices.

In 2007, the team conducted diagnostic and evaluative research, and provided expert opinion in several areas:

- governance
- crime rate and victimization
- situations of criminal and non-criminal crises
- safety of communities with special needs



- use of the urban space
- road safety and public transit
- diversity and community relations
- organizational and budgetary background

The subjects handled by the section Recherche et planification include work on street gangs, the new service coverage plan, management of urban spaces, community relations, racial profiling, the Dawson College events and dangerous offenders.

The SPVM research team also increased its collaboration with various university partners in 2007, namely the Université de Montréal, McGill University, the Urbanisation, Culture et Société centre of the Institut national de la recherche scientifique and Centre Métropolis. These partnerships resulted in 11 professional collaborations and joint research activities. Furthermore, 13 interns and graduate and postgraduate candidates conducted studies together with the SPVM team. These collaborations focussed on a wide range of subjects, including video surveillance, private security, conjugal violence, vehicle theft, street gangs, sexual assault and road safety.

The research team also presented the findings of its work during symposia, seminars and conferences on street gangs, psychological distress, sexual exploitation, community relations and cultural diversity.

Furthermore, the SPVM was able to share its research findings to foster the development of Québec-based police practices. For example, in March 2007, *Assistant-directeur* Denis Desroches offered training on racial and illicit profiling to 40 instructors from the École nationale de police du Québec.

Access of Information Act

In 2007, the SPVM responded to more than 3,500 requests for access under the *Act respecting Access to documents held by public bodies and the Protection of personal information*, commonly known as the *Access to Information Act*.

-
1. Observations made by researchers at the École de criminologie of the Université de Montréal with regard to projects from the last three years.

A committed



team

on the local scene

SPVM mission and vision:

In partnership with the institutions, socio-economic organizations, community groups and citizens of the territory of Montréal, the SPVM seeks to enhance the citizens' quality of life by working to reduce crime, increase road safety, improve the public's sense of security, and develop a peaceful and safe environment, while upholding the rights and freedoms guaranteed under the Québec and Canadian charters of rights.

To accomplish its mission, the SPVM has adopted this vision.

The SPVM serves as a model of professionalism and innovation at the core of Montréal life.

To bring this vision to life, the SPVM relies on the often-tested professionalism of its entire civilian and police staff. The Service de police de la Ville de Montréal is dedicated to the service of the citizens it has a duty to protect and serve, always ready to meet the challenges of today and preparing for those of the future. With this as its goal, the SPVM strives to be a model of innovation in police practices, fully living up to its heritage in the spirit of its mission.

“Our police officers are involved in the life of these neighbourhoods and support the organizations that help citizens improve their quality of life.”

Jean-Guy Gagnon, Directeur adjoint; Chef, Direction des opérations

“Ensuring the protection of citizens means participating in meeting their needs.”

Yvan Delorme, directeur du SPVM

Participation in charitable activities

The SPVM is at the core of Montréal's population: it is very familiar with the communities, groups and families, as well as isolated people, workers and people without resources. It also knows the social players, those who are involved day in and day out with seniors, youth, women, the poor and the ill. It is with this very astute awareness of everyone's needs that the SPVM invests itself in a vast number of community activities.

***Garde-Manger Pour Tous* and the SPVM Directeur: two years of ongoing partnership**

Since 2006, SPVM *Directeur* Yvan Delorme has been the honorary chair of the fund-raising campaign *Garde-Manger Pour Tous*. This organization in the neighbourhood of Saint-Henri fights hunger and malnutrition by offering meal services in schools and nutrition workshops for residents in the southwest of the island.

Omnium de golf du directeur

On July 3, 2007, a record 280 golfers participated in the SPVM director's golf tournament. The goal of this activity is to collect money for certain partner organizations of the SPVM in its community work. This year, \$30,000 was shared among Jeunes Sportifs Hochelaga, Mission Bon Accueil and Garde-Manger Pour Tous.

Randonnée du directeur

The third edition of the *Randonnée en moto du directeur* was held in 2007. Just over 60 motorcycles ridden by some 75 police officers and friends of the SPVM took to the Montérégie roads in early June. They raised \$850 for *Petite maison des Enfants Soleil*, an organization that welcomes and supports kids from Montréal's Centre-Sud area.

SPVM bicycle tour

From July 27 to August 2, 2007, 18 SPVM officers cycled 1,100 km from Montréal to Bonaventure, in the Gaspé, to raise awareness of the importance of child safety, raising \$47,000 to help *Enfant-Retour Québec* fund lost child search programs and educational activities.



Opération Nez rouge

On December 14, 75 civilian and police employees joined the SPVM director to participate in Opération Nez rouge. It should be reminded that one of the objectives of this program is to raise the community's awareness of the dangers of driving under the influence.

Law Enforcement Torch Run

The Law Enforcement Torch Run, which is held every year throughout the world, is the largest fund-raising activity for the Special Olympics. The SPVM, which was responsible for its launch in Québec in 1997, has been a loyal participant ever since.

In 2007, SPVM police officers continued their mission in this cause by organizing various other fund-raisers for Special Olympics Québec, such as golf tournaments, car washes, benefit breakfasts and the 767 Challenge.

It should be mentioned that at the 767 Challenge, whose objective is to pull a 72,767 kg airplane for a distance of 3.5 m using only human strength, the team of SPVM police officers took home the bronze medal.

Journée "Fèves au lard"

September 28 marked the 41st edition of the Fraternité des policiers de Montréal's Journée "Fèves au lard," during which some 17,000 meals were served. The \$100,000 collected was distributed locally by the neighbourhood police stations to organizations serving disadvantaged citizens.

Canadian Organ Donors Association

In 2007, SPVM police officers voluntarily carried out more than 150 organ transports between Montréal's various health-care institutions or to local airports. This volunteer work received recognition in October during a ceremony presided over by the lieutenant-governor of Québec that was held at Sherbrooke's Saint-Michel Cathedral.

Locally, SPVM police officers from neighbourhood police stations work in partnership with community organizations in their area and contribute in various ways to supporting and helping the community to ensure its day-to-day well-being.

"This is a tangible contribution to society!"

Canadian Organ Donors Association, in reference to the transportation units

A committed



*Jean-Jacques Pelletier,
agent, Poste de quartier 21*

team

also acting on the international scene

Participation in international symposiums and events

In 2007, the SPVM worked with the Canadian Association of Chiefs of Police (CACP) and the Toronto Police Service to organize the first international conference on street gangs in Canada. It also hosted foreign delegations.

Hosting international delegations

Hosting of a delegation of British Muslims

On March 19, six British citizens of the Muslim faith were welcomed by the Ville de Montréal. These guests, on an observational mission to major Canadian cities, wanted to exchange information and skills in the municipal management of problems related to extremism, particularly religious. They had the opportunity to attend a presentation on the structure of SPVM surveillance committees.

Hosting of a Belgian delegation

From June 7 to 13, 2007, under the protocol established between the SPVM and the Commissariat de la Ville de Bruxelles Nord, the SPVM hosted a delegation of Belgian police officers. These police officers visited several units of the SPVM to learn about its police practices.

Field assignments

The SPVM continues to be involved in international peacekeeping missions. This is an important commitment for police officers who wish to contribute to supporting and comforting communities affected by war. Beyond gestures of solidarity and humanitarian aid, they participate in the reconstruction of security systems both through their actions and the training and coaching of local police services.

In 2007, 26 SPVM police officers were away on missions abroad: 24 in Haiti (3 of whom will return in April 2008, the other 21 in July 2008), 1 in Bosnia and Herzegovina (until August 2008) and 1 in Sierra Leone.

A committed



A committed



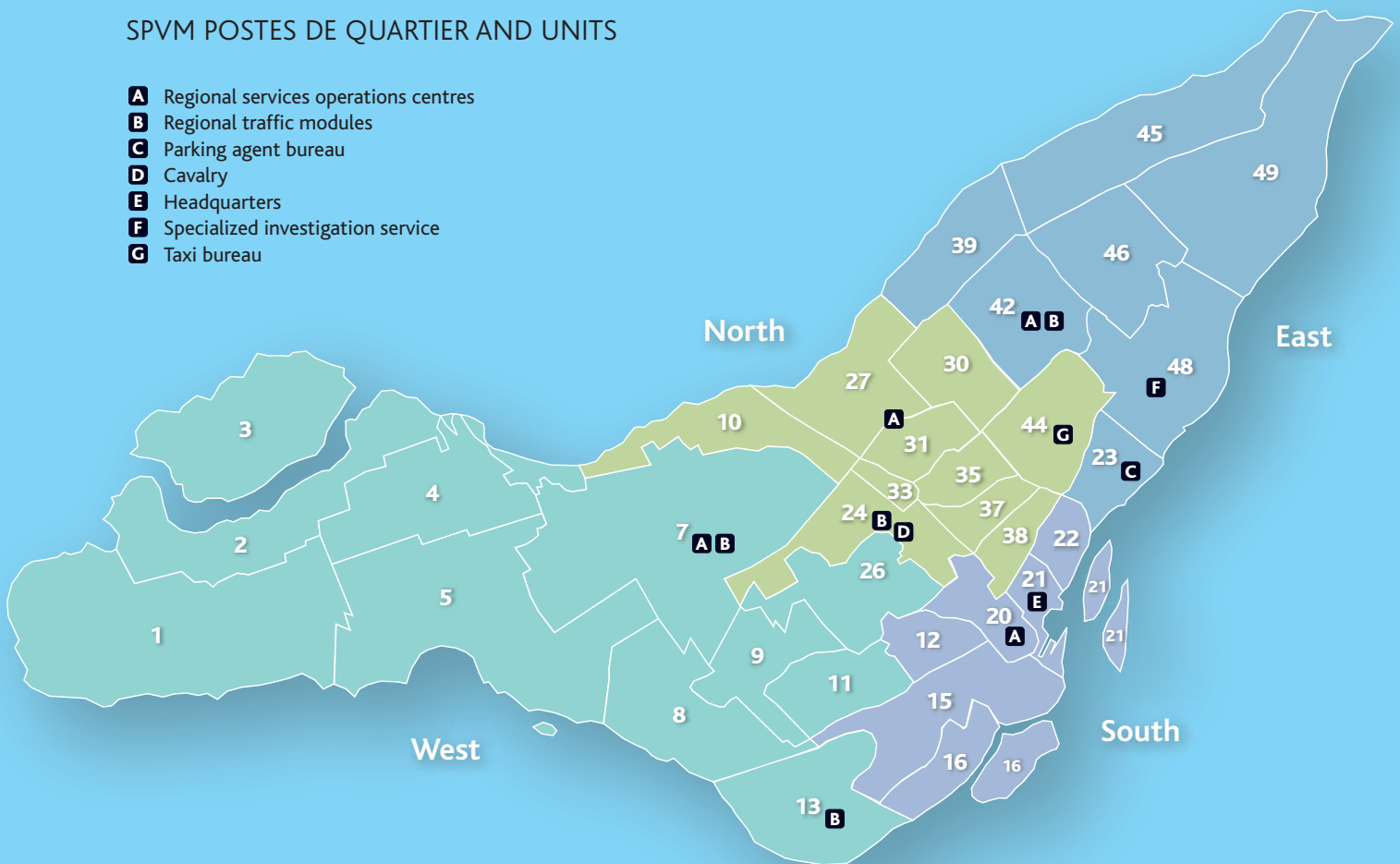
*Gaston Souci, sergent,
Module motards,
Division de la sécurité
routière et de la circulation*

team

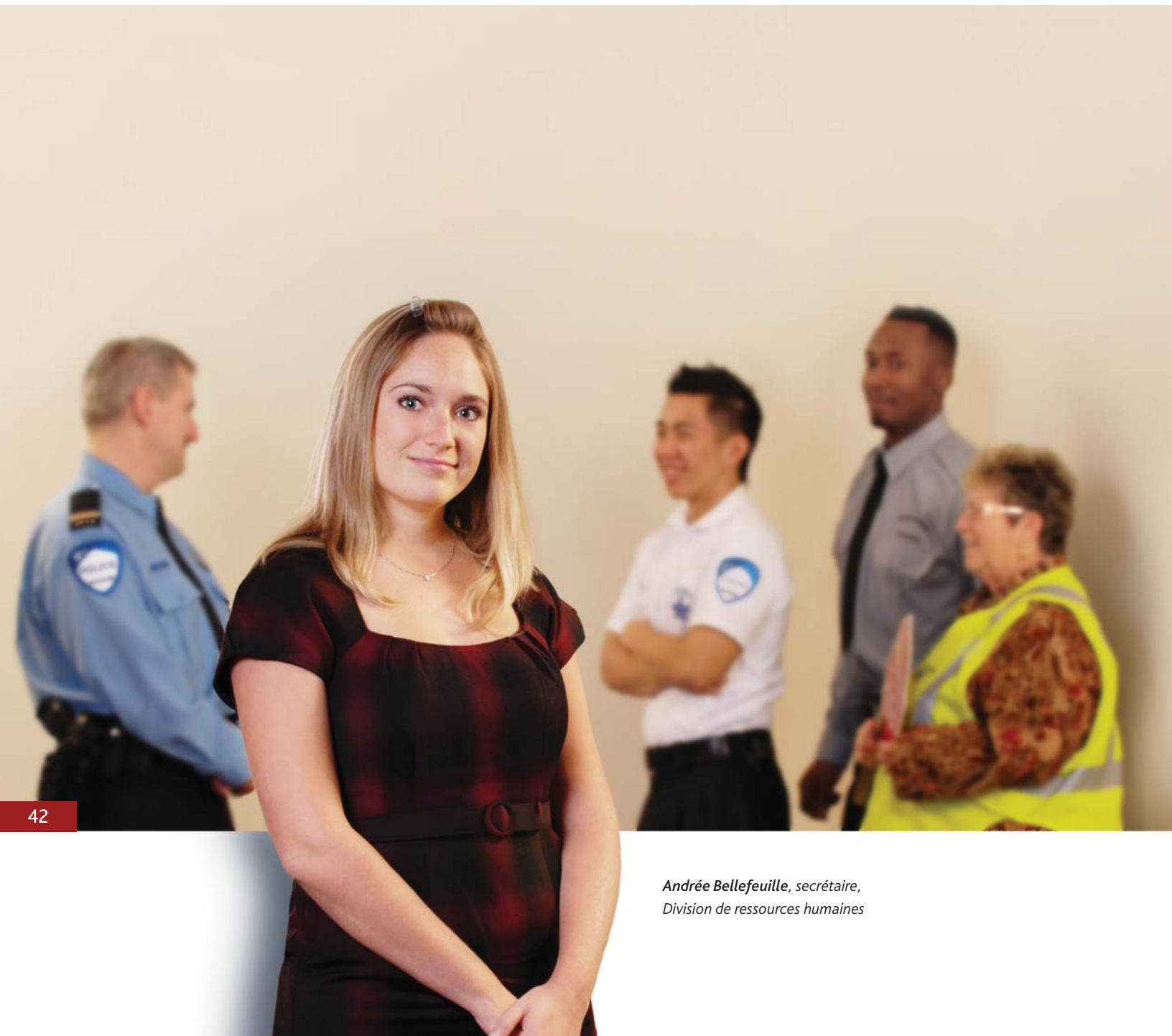
from one end of the island to the other

SPVM POSTES DE QUARTIER AND UNITS

- A** Regional services operations centres
- B** Regional traffic modules
- C** Parking agent bureau
- D** Cavalry
- E** Headquarters
- F** Specialized investigation service
- G** Taxi bureau



A committed



team

in numbers



*Would you like to see the number and range of our partnerships? ~
Consult the list in the statistics appended to this report (see the included CD)
or on our microsites at www.spvm.qc.ca.*

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committed team graciously accepted
to represent their colleagues in photos:

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