The University of Waterloo main campus is located at 200 University Avenue West in Waterloo. There are also three satellite campuses: the School of Architecture in Cambridge, the Health Sciences Campus in Kitchener and the Stratford Campus. The University of Waterloo Police Service, in partnership with the Waterloo Regional Police Service, is responsible for safety and security on our campuses within the Region of Waterloo. The Stratford Campus is policed by the Stratford Police Service. Additionally, private security is contracted to assist with day to day security issues at specific locations on the main campus and at our satellite campuses.

The University of Waterloo Police Service consists of eighteen Special Constables, including four sergeants, an investigative/administrative sergeant and a director. The department also has a seconded Staff Sergeant from the Waterloo Regional Police Service, four dispatchers and one executive assistant. We service a community of approximately thirty-six thousand students and three thousand five hundred faculty and staff. We currently have eighty-five buildings on the main campus and growing quickly.

The University of Waterloo Police Service is a resource to the university community through a variety of partnerships, committee participation and presentations.

The University of Waterloo’s relationship with the Waterloo Regional Police Service (WRPS) over the last seven years is unique to the province. The university seconds a Waterloo Regional Police Staff Sergeant as the Operations Manager of our special constable service. The Staff Sergeant’s role includes overseeing investigations and duty assignments. This partnership has been extremely beneficial to both agencies through enhanced information sharing and collaborative investigations. Currently Staff Sergeant Ken Jessop, is the fourth WRPS officer to be seconded to position. He is a well-respected member of our university community who actively participates on a number of committees.

The University of Waterloo Police Service is in the fourth year of its five year Strategic Plan. This plan dovetails into the University’s Strategic Plan to ensure we support the goals of the institution. See Appendix 3.
Functions of the University of Waterloo Police Service on campus:

- Provide frontline first response for all campus emergencies;
- Identify serious criminal offences and initiate contact with WRPS for follow up investigation;
- Investigate all other criminal offences and, where appropriate:
  - lay criminal charges; and/or
  - utilize university policies to address transgressions and to assign appropriate sanctions.
- Liaise with various branches of WRPS, including North Division Detectives, the Drug and Intelligence Branches;
- Liaise with the Intelligence Branch of WRPS, the OPP and the RCMP in assessing risk to visiting VIP’s, presentations and protests and, if necessary, develop operational security plans;
- Conduct internal investigations for the university and its faculties relating to policy breaches;
- Make recommendations to enhance safety and security using Crime Prevention Through Environmental Design (CPTED) or consultation;
- Provide a highly visible uniform police presence in marked vehicles, on bicycles and on foot patrol;
- Provide building security through routine patrols and by monitoring CCTV cameras and alarms;
- Assist Parking Services with enforcement and the towing of illegally parked vehicles;
- Monitor areas serving alcohol to assist with compliance and maintain orderly conduct;
- Assist with creating a new Emergency Response Plan for the university along with ongoing departmental specific emergency plans and take on the primary role of identifying major emergencies and initiating the response;
- Through the use of private security, coordinate and provide building security for the School of Architecture (Cambridge), the Health Sciences Campus (Kitchener) and the Stratford Campus; and,
- Provide location specific security for all major on-campus events.

Appendix 1 lists all the tasks involving a University of Waterloo Police response. Of the 19,065 tasks, 5,909 were calls for service related to the code categories (9000 codes) used by the Waterloo Regional Police Service.
Supervision – Internal and External

University of Waterloo Police Service partners with WRPS to ensure all information related to campus criminal activity is shared. This is accomplished, in part, by the university police submitting reports to WRPS for entry into their records management system (NICHE). For consistency, all such reports are transferred to WRPS utilizing the 9000 code format. Discussions routinely occur with the Crime Management Team Staff Sergeant relating to our ongoing investigations. The North Division Crime Analyst assists in identifying crime trends within the university and identifying connections to similar offences committed outside the university community.

Additionally, the university police record management system is used to log reports that are not relevant to WRPS. This includes responses to campus alarms, medical calls, internal university investigations, and assisting with parking enforcement.

Training

All university special constables have successfully completed annual Use of Force training under the tutelage of the Waterloo Regional Police Service’s Training Branch and are fully qualified to provincial standards. Officers are equipped with handcuffs and collapsible batons.

Officers are mandated to take specific on-line courses through the Canadian Police Knowledge Network and encouraged to take other available courses through this website.

The Waterloo Regional Police Service’s Training Branch continues to deliver a Special Constable course at the University of Waterloo. Special Constables from Fanshawe College, Wilfrid Laurier, McMaster, Guelph, Western, Carleton, Brock and our university attend. The curriculum was developed from recommendations in our Ministry’s Special Constable’s Handbook and through discussion with members of the WRPS Training Branch. Critiques from the students and the WRPS presenters have been extremely positive and this course will continue to be offered annually.

University Police Reports

Police reports generated by University of Waterloo Police are all sent to WRPS to be added to their Niche database.
Crime Prevention

The University of Waterloo Police Service is involved in crime prevention initiatives on the campus. We continue to utilize a Bait Locker program at the Columbia Ice Fields and our Physical Activity Centre. Both of these buildings have large locker/change rooms that were frequently targeted by thieves. Our Bait Locker program was the creation of Officer Dan Legault and involves placing a device in random lockers that will sound a loud alarm if opened, alerting staff to the break in. Posters are placed throughout the buildings advertising the program. This program has been in use for almost four years and we maintain an almost 50% decrease in locker break-ins since the initiative began.

Thefts of cell phone and computers have been problematic in our main libraries. Officer Shaun Gosgnach coordinates this special project. Working with library administrators and staff, posters are positioned throughout the libraries to inform the students of the thefts and the need to protect their property. Additionally, processes were put in place to have library staff gather up devices left unattended. Thefts from the libraries have maintained a 60% reduction since the project started in 2013.

Bicycle thefts have continued to be a concern, but on-campus initiatives are having a positive impact. In 2013 we had 144 bikes reported stolen from the campus. In 2014 we had 97 bike thefts. For 2015 we saw a further reduction, with 73 reported bicycle thefts. We continue with a concerted effort to identify the people responsible. Bait bikes are placed around campus, with officers monitoring to see if the bikes attract the attention of thieves. People were arrested by campus police as they attempted to steal bikes. Although the number of stolen bikes is large, there are only a small number of people responsible for the thefts. Charges, and the ensuing ban of the suspects from campus, continues to result in lowering the number of thefts.

Two of our officers are trained in Crime Prevention Through Environmental Design (CPTED) and have been tasked with doing a CPTED audit on the entire campus. This monumental assignment has been given a five year timeline to complete. The focus is broad, looking internally at each building, and externally on the surrounding areas, to identify improvements needed to make the campus a safer place.

The Waterloo Crime Awareness Team, a committee composed of and driven by UW and WLU students has representation from the University of Waterloo Police Service, the Wilfrid Laurier University Special Constable Service and WRPS. The goal of this group is to provide public awareness for students, on and off campus, of current or emerging crime issues. They use social media and posters as their primary methods of notification.
Enforcement

University of Waterloo Police officers have a number of options available when it comes to transgressions committed by students. Along with the authority to lay charges under the Criminal Code of Canada and specific provincial offences, there is also the ability for the Associate Deans of our faculties to prescribe sanctions for academic and non-academic misbehaviour under the authority of university policy. Often this is the preferred route for offences where the university is the victim, such as property damage. In these instances the penalty is very timely and results in correcting the conduct without having the lifelong implications of a criminal record or tying up resources within the court system for minor offences. Additionally, there are occasions where sanctions are meted out by the Associate Dean in tandem to the laying of criminal or provincial charges.

In 2015 University of Waterloo Police laid the following charges:

**Criminal Code**
- 24

**Provincial Offences**
- 77 Provincial Offence Notices were given relating to:
  - intoxicated persons;
  - other liquor offences; and
  - Trespass to Property Act offences.

**By-law**
- 212 City of Waterloo parking tickets.

University Tickets
The university has the ability to assess penalties for transgressions against campus policies or rules. This authority comes from the University of Waterloo Act. Officers are responsible for traffic enforcement on campus and they routinely use radar to monitor speed and enforce stop signs, fire routes and disabled parking spots.

Special Constables laid 417 university parking tickets and 77 university tickets for moving violations.

Parking offences are usually enforced by the university’s Parking Services. In 2015 they issued 11,204 parking tickets. Special Constables typically only issue parking citations when Parking Services enforcement officers are not working.

WRPS Investigations
Investigations relating to homicide, criminal negligence, dangerous driving, suicide, sudden death, sexual assault, abduction, missing persons, robbery, domestic violence relating to intimate relationships, motor vehicle collisions with injuries or fatalities, offences involving firearms, impaired driving when the suspect is located, criminal harassment and any incident involving possible life threatening injuries are referred to WRPS.

~ 5 ~
**Sexual Violence**
Sexual violence on university campuses has become a major focus of the Ontario Government. Bill 132 imposes many requirements on universities including having a stand-alone policy detailing clear processes to deter, address and report on sexual violence and to offer supports and accommodations. The University of Waterloo has marshalled a number of internal resources to assist in developing the policy and has consulted with many stakeholders, including WRPS, to ensure a comprehensive policy is created. The province has set out requirements for the policy to be in place by September 2016.
## Appendix 1

### Calls for Service and University Duties

<table>
<thead>
<tr>
<th>Dispatch Type</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>(900 – Bomb Threat)</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>(902 - Sudden Death)</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>(903 - Attempt Suicide)</td>
<td>3</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>(904 - Sex Offence)</td>
<td>6</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>(905 - Indecent Act)</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>(906 - Threatening)</td>
<td>11</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>(907 - Assault)</td>
<td>5</td>
<td>9</td>
<td>16</td>
</tr>
<tr>
<td>(908 - Abduction)</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>(909 - Robbery)</td>
<td>3</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>(910 - Extortion)</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>(911 - Break and Enter)</td>
<td>16</td>
<td>13</td>
<td>9</td>
</tr>
<tr>
<td>(912 - Theft Over)</td>
<td>0</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>(913 - Theft of Motor Vehicle)</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>(915 - Fraud)</td>
<td>5</td>
<td>8</td>
<td>16</td>
</tr>
<tr>
<td>(916 - Counterfeit Money)</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>(917 - Offensive Weapons)</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>(918 - Property Damage)</td>
<td>80</td>
<td>75</td>
<td>111</td>
</tr>
<tr>
<td>(921 - Drugs)</td>
<td>22</td>
<td>39</td>
<td>33</td>
</tr>
<tr>
<td>(922 - Missing Persons)</td>
<td>2</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>(924 - Fire)</td>
<td>20</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>(925 - Alarm)</td>
<td>472</td>
<td>548</td>
<td>739</td>
</tr>
<tr>
<td>(927 - Assist Other Police Force)</td>
<td>64</td>
<td>21</td>
<td>28</td>
</tr>
<tr>
<td>(928 - Compassionate to Locate)</td>
<td>80</td>
<td>43</td>
<td>41</td>
</tr>
<tr>
<td>(929 – Unwanted Contact)</td>
<td>52</td>
<td>27</td>
<td>34</td>
</tr>
<tr>
<td>(930 - Disturbance)</td>
<td>37</td>
<td>22</td>
<td>15</td>
</tr>
<tr>
<td>(931 - Dispute)</td>
<td>14</td>
<td>13</td>
<td>20</td>
</tr>
<tr>
<td>(932 - Neighbour Dispute)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>(933 - Domestic Dispute)</td>
<td>6</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>(935 - Intoxicated Person)</td>
<td>56</td>
<td>60</td>
<td>69</td>
</tr>
<tr>
<td>(936 - Unwanted Person)</td>
<td>105</td>
<td>43</td>
<td>80</td>
</tr>
<tr>
<td>(937 - Mentally Ill Person)</td>
<td>39</td>
<td>31</td>
<td>35</td>
</tr>
<tr>
<td>(938 – Public Mischief)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>(939 - Dangerous Condition)</td>
<td>44</td>
<td>11</td>
<td>16</td>
</tr>
<tr>
<td>(940 – Workplace Accident)</td>
<td>4</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Dispatch Type</td>
<td>2015</td>
<td>2014</td>
<td>2013</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>(942 - Insecure Premise)</td>
<td>46</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>(943 - Lost and Found Property)</td>
<td>1,814</td>
<td>1,989</td>
<td>2,221</td>
</tr>
<tr>
<td>(947 - Suspicious Person)</td>
<td>51</td>
<td>64</td>
<td>51</td>
</tr>
<tr>
<td>(948 - Suspicious Vehicle)</td>
<td>3</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>(949 - Arrest)</td>
<td>23</td>
<td>12</td>
<td>20</td>
</tr>
<tr>
<td>(950 - MVC)</td>
<td>41</td>
<td>45</td>
<td>37</td>
</tr>
<tr>
<td>(951 - MVC - PI)</td>
<td>4</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>(952 - MVC - H &amp; R)</td>
<td>10</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>(954 - Traffic Enforcement)</td>
<td>148</td>
<td>240</td>
<td>300</td>
</tr>
<tr>
<td>(955 - Driving Complaint)</td>
<td>12</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td>(956 - Traffic Control)</td>
<td>149</td>
<td>190</td>
<td>187</td>
</tr>
<tr>
<td>(957 – Impaired Driving)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>(959 - Parking Complaint)</td>
<td>**</td>
<td>**</td>
<td>217</td>
</tr>
<tr>
<td>(960 – Abandoned Vehicle)</td>
<td>4</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>(961 - Liquor Offence)</td>
<td>40</td>
<td>44</td>
<td>39</td>
</tr>
<tr>
<td>(962 - Dog / Animal Complaint)</td>
<td>35</td>
<td>1</td>
<td>17</td>
</tr>
<tr>
<td>(963 - Noise Complaint)</td>
<td>5</td>
<td>10</td>
<td>17</td>
</tr>
<tr>
<td>(964 - Escort)</td>
<td>84</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>(969 - Injured / Sick Person)</td>
<td>231</td>
<td>213</td>
<td>199</td>
</tr>
<tr>
<td>(971 - Privately Towed Vehicle)</td>
<td>609</td>
<td>535</td>
<td>455</td>
</tr>
<tr>
<td>(973 - By Law Complaint)</td>
<td>26</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>(975 - Paid Duty)</td>
<td>20</td>
<td>18</td>
<td>17</td>
</tr>
<tr>
<td>(976 - Follow Up)</td>
<td>309</td>
<td>402</td>
<td>599</td>
</tr>
<tr>
<td>(979 - Theft Under)</td>
<td>244</td>
<td>229</td>
<td>371</td>
</tr>
<tr>
<td>(980 - Routine Detail)</td>
<td>585</td>
<td>819</td>
<td>812</td>
</tr>
<tr>
<td>(981 – Alert)</td>
<td>7</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>(982 – Person Stop)</td>
<td>30</td>
<td>35</td>
<td>39</td>
</tr>
<tr>
<td>(983 – Vehicle Stop)</td>
<td>110</td>
<td>155</td>
<td>149</td>
</tr>
<tr>
<td>(987 - Recovered Vehicle)</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>(990 - Criminal Harassment)</td>
<td>7</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>(991 – Technology Crime)</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>(992 - Graffiti)</td>
<td>24</td>
<td>36</td>
<td>34</td>
</tr>
<tr>
<td>(993 Family Dispute)</td>
<td>4</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>(996 – 911 Hang-up)</td>
<td>78</td>
<td>52</td>
<td>34</td>
</tr>
<tr>
<td>(997 - Pornography)</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
</tbody>
</table>

Total of 900 Code Calls for Service: 5909 6134 7196

**These codes and actions are captured in another category.**

~ 8 ~
## University Duties

<table>
<thead>
<tr>
<th>Dispatch Type</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dispatch Type: (Administration Duties)</td>
<td>**</td>
<td>**</td>
<td>**</td>
</tr>
<tr>
<td>Dispatch Type: (Assist Outside Agency)</td>
<td>**</td>
<td>**</td>
<td>68</td>
</tr>
<tr>
<td>Dispatch Type: (Bookings)</td>
<td>194</td>
<td>286</td>
<td>326</td>
</tr>
<tr>
<td>Dispatch Type: (Brinks Cash Pick up)</td>
<td>30</td>
<td>22</td>
<td>76</td>
</tr>
<tr>
<td>Dispatch Type: (Private Security)</td>
<td>1,121</td>
<td>2,090</td>
<td>2,526</td>
</tr>
<tr>
<td>Dispatch Type: (Door Openings/Closures)</td>
<td>886</td>
<td>932</td>
<td>1,098</td>
</tr>
<tr>
<td>Dispatch Type: (Foot Patrol)</td>
<td>5,550</td>
<td>7,166</td>
<td>5,362</td>
</tr>
<tr>
<td>Dispatch Type: (General Vehicle Patrol)</td>
<td>1,815</td>
<td>1,747</td>
<td>2,542</td>
</tr>
<tr>
<td>Dispatch Type: (Help Line Testing)</td>
<td>52</td>
<td>56</td>
<td>54</td>
</tr>
<tr>
<td>Dispatch Type: (Help Line Activation)</td>
<td>25</td>
<td>26</td>
<td>28</td>
</tr>
<tr>
<td>Dispatch Type: (Bike Patrol)</td>
<td>2</td>
<td>176</td>
<td>32</td>
</tr>
<tr>
<td>Dispatch Type: (Interview)</td>
<td>31</td>
<td>66</td>
<td>72</td>
</tr>
<tr>
<td>Dispatch Type: (Money pick-up)</td>
<td>30</td>
<td>175</td>
<td>299</td>
</tr>
<tr>
<td>Dispatch Type: (Other)</td>
<td>1,102</td>
<td>1,002</td>
<td>1,012</td>
</tr>
<tr>
<td>Dispatch Type: (Parking Duties)</td>
<td>480</td>
<td>436</td>
<td>645</td>
</tr>
<tr>
<td>Dispatch Type: (Presentations)</td>
<td>16</td>
<td>37</td>
<td>37</td>
</tr>
<tr>
<td>Dispatch Type: (Safety Hazard)</td>
<td>**</td>
<td>27</td>
<td>46</td>
</tr>
<tr>
<td>Dispatch Type: (Security Observation)</td>
<td>17</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>Dispatch Type: (Suspicious Package)</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Dispatch Type: (Vehicle Maintenance Detail)</td>
<td>1,705</td>
<td>1,084</td>
<td>1,484</td>
</tr>
</tbody>
</table>

**Total University Duties**

| 13056 | 15333 | 15717 |

**Total of All Responses**

| 19065 | 21467 | 22913 |

*These codes and actions are captured in another category.*
Appendix 2

Mission Statement

The University of Waterloo Police Service is committed to promoting and upholding the policies and practices of the University while working in partnership with the campus community to provide a safe and secure environment in which to work, study and live.

Core Responsibilities

The University of Waterloo Police has two complementary areas of core responsibilities; supporting the UW community in a manner congruent with UW's policies, practices and culture, and performing the law enforcement duties of Special Constables as defined by the agreement with the Waterloo Regional Police Services Board. These responsibilities are executed in the context of the Community Based Policing Model and, together, serve to ensure a campus environment that is safe and secure.

In supporting the university community, the University Police are committed to:

- Providing leadership in public order and security as it relates to campus well-being and university culture;
- Developing positive relationships with students, staff and faculty to facilitate problem solving and mutual long-term campus safety initiatives;
- Acquiring and maintaining proper training for effective response to medical and other on-campus emergencies;
- Maintaining a highly visible on-campus presence by way of foot, bicycle and vehicle patrol as a proactive measure to deter and detect security issues;

~ 10 ~
• Responding to requests from members of the university community for investigative assistance;

• Sharing information, as appropriate, related to the wellbeing of the university community; and

• Assisting at events through the provision of resources and expertise in areas of community safety, public order and security.

In fulfilling the responsibilities of a Special Constable, University Police shall:

• Conduct policing according to the agreement with the Waterloo Regional Police Services Board;

• Continually develop their Community Based Policing model to further crime detection, reduction and prevention;

• Maintain a positive working relationship and partnership with the Waterloo Regional Police Service;

• Respond to and investigate all complaints of on-campus criminal activity, and where appropriate, forward information to the Waterloo Regional Police for further investigation;

• Provide support to the lead investigative agency where an incident is beyond the scope or mandate of the University Police;

• Enforce Criminal Code of Canada and all authorized provincial legislations;

• Report on the use of force to the Waterloo Regional Police Services Board;

• Be familiar with university procedures relating to their policing responsibilities; and

• Maintain a vigilant patrol of all grounds and buildings of the University to detect and prevent crime and public disorder.
Appendix 3

STRATEGIC PLAN 2013-2017

The University of Waterloo Police Service (the “UW Police Service”) supports the University of Waterloo (the “University”) community in working towards achieving its strategic goals by:

1. To the extent reasonably possible, ensuring a safe and secure environment in which students, staff, faculty and visitors can thrive;

2. Continually striving to perform its duties in ways that inspire trust and confidence in the UW Police Service through the highest standards of professionalism, fairness and impartiality;

3. Using all reasonable efforts and means to preserve the peace and uphold law and order in a manner consistent with University policies and procedures, municipal bylaws, provincial law and regulation, and the Criminal Code of Canada; and,

4. Maintaining a highly professional and competent level of law enforcement administration and customer service while respecting the diversity of the University community,

all in ways to promote the efficient and responsible stewardship, appropriation and allocation of the public resources to which the UW Police Service has access.

This mission will be reached through the following means:

**Ensuring a safe and secure environment in which students, staff, faculty and visitors can thrive**

- A visible uniform presence on the campus through vehicle, foot and bicycle patrols fostering positive relationships with our community members and acting as a deterrent to inappropriate behaviour.
This will be established through the following activities:

- Prior to the onset of each shift, the Shift Supervisor will review with platoon members, events that have occurred on campus since their last shift. Assignments will be given to platoon members based on campus priorities.
- Shift Supervisors will assign officers specific duties to ensure a consistent visible presence throughout the campus.
- Logs will be kept in D3, the police database, on officers’ tasks and duties.

- Positive partnerships with on and off campus agencies and student organizations.

These will be established through the following activities:

- Relationships will be maintained with the following groups and committees by having specific UW Police Service officers designated as their liaison:
  1. Waterloo Regional Police Service (“WRPS”);
  2. Victim Services of Waterloo Region;
  3. The Lesbian, Gay, Bisexual, Transsexual, Queer & Questioning committee;
  4. GLOW;
  5. Women’s Centre; and
  6. Each of the Federated University and Affiliated Colleges.
- Regular contacts will be made with the executive of the Federation of Students and the Graduate Student Association.
- Regular discussions will be held with the coordinator of student groups.

- Crime prevention initiatives and community policing models to lessen on-campus victimization.

These will be developed and delivered through the following activities:

- Through on-campus contacts, positive relationships will be developed to encourage information sharing when events occur.
- Victimization on campus will be identified by analysis of calls for service and through the Divisional Crime Analyst of the WRPS.
- When crime trends are identified, communication strategies will be developed to inform the community.
- Strategies such as bait bikes and bait lockers will be used to identify persons responsible for crime.
• Presentations on personal safety and security as a resource to faculty, staff and students.

These will be developed and delivered through the following activities:

  o Continue to develop, assess, improve and deliver presentations to the University community on crime prevention and campus safety, targeting the following groups in particular:
    1. Dons and housing staff, prior to Orientation Week, relating to strategies on dealing with events in housing during the upcoming year and when to contact UW Police Service;
    2. First year students during Orientation Week on campus safety issues and services offered by campus police;
    3. Graduate students and teaching assistants who are training for their roles in supervising students; and
    4. Guests of the University community during major visitor events, through displays in the Student Life Centre to educate on the role of UW Police Service and the support we offer.
  o A log will be kept of all formal presentations and displays offered throughout the year.

• Timely responses to calls for service and the provision of appropriate enforcement and/or safety action.

These will be developed, reviewed, assessed, improved and delivered through the following activities:

  o Shift Supervisors will be responsible for assigning officers to all calls for service and campus safety issues.
  o The police data base will be accessed to determine and analyze response times of officers.
  o Any concerns relating to response times discovered or received will be investigated and improvements made as necessary.

• Major event planning support to provide a safe and secure environment.

This will be developed, reviewed, assessed, improved and delivered through the following activities:

  o Campus police will be a resource for organizers of all major campus events by offering:
    1. Recommendations on security and safety measures and identifying staffing needs;
2. Coordination of officers to assist; and
3. Liaison with WRPS or private security to hire their officers to assist with event.

Performing its duties in ways that inspire trust and confidence in the UW Police Service through the highest standards of professionalism, fairness and impartiality

- Appropriate deportment of officers to reflect the standards of the UW Police Service and the standards expected by the University community.

This will be developed and maintained through the following activities:

- Daily inspections will be performed to ensure officers are dressed professionally, presenting a positive and professional appearance consistent with the UW Police Service as the first point of University contact for many.
- Shift supervisors will attend calls for service to monitor the actions of their officers.
- Feedback from the University community will be encouraged and welcomed, concerns will be addressed, and outcomes will be reported.
- Policies and guidelines will be developed, implemented and monitored as a resource for officers confronted by unfamiliar situations.

- The proper skills, knowledge and abilities for officers to perform their role.

These will be developed, monitored and improved through the following activities:

- Officers will be provided with appropriate training and courses to be current with law enforcement best practices.
- Consistent with the guidelines of the province of Ontario, all Special Constables will attend refresher training at least every five years.
- Courses for the training of University special constables will be developed and delivered by the Training Branch of WRPS through cooperation between the Director of the UW Police Service and the Training Branch of WRPS.

- A commitment among all members of the UW Police Service to transparency and accountability.

This will be established, monitored and maintained through the following activities:

- An annual report will be prepared and published, identifying calls for service and tasks dealt with by the UW Police Service.
• Formal complaints will be monitored and processed by WRPS as a means of independent and professional oversight.
• A professional, clean and welcoming first point of contact, whether by telephone or in person will be developed, monitored and continually maintained.

• Efficiency and effectiveness in providing around-the-clock campus response to calls for service and emergencies.

This will be established, monitored, employed and improved through the following activities:
• Shift supervisors will coordinate responses to all campus issues based on their experience in understanding on-campus priorities.
• A Daily Brief will be published and sent to key people outside UW Police Service each morning, providing a synopsis of all calls for service within the previous 24 hours. Scrutiny and questioning of our responses will be encouraged and welcomed, and such questioning will be answered quickly and thoroughly.

• The necessary expertise and resources for active involvement and support of University initiatives (including, among others, Orientation Week, Suicide Prevention Committee, Open House, Student Life 101, Canada Day, Coming Out Week).

These will be developed, monitored, assessed, improved and maintained through the following activities:
• Drawing on the experience of senior members of UW Police Service, our expertise and resources will be thoroughly assessed and the deployment of those resources will be scrutinized on an event-by-event basis.
• Post-event debriefings will be conducted to identify challenges and needs for future events.

Preserving the peace and upholding law and order in a manner consistent with University policies and procedures, municipal bylaws, provincial laws and regulation, and the Criminal Code of Canada

• A standard of enforcement and customer service sufficient to meet the expectations of our University community.

This will be established, monitored and maintained through the following activities:
• A continual, ongoing assessment and identification of security needs for the campus.
• The creation of an open and accepting atmosphere to encourage departments and faculties to bring forward their concerns and expectations.
• A highly visible uniformed presence as a proactive deterrent to undesirable and illegal activity.

This will be established and maintained through the following activities:

  o Shift supervisors will understand the need for constant visible patrols by their officers and will direct their staff appropriately.
  o The Director and Staff Sergeant will ensure shift supervisors are aware of and act on new or specific issues requiring an enhanced visible presence.
  o Entries identifying all duties and tasks performed by officers will be made in D3, the police data base.

• The tools and expertise necessary to investigate complaints and provide the best possible resolutions and/or mediation.

These will be established, monitored and maintained through the following activities:

  o Training and understanding of best practices in investigative techniques will be kept current, monitored and maintained.
  o Departmental procedures to guide officers through unfamiliar investigations will be continually assessed and improved.
  o Shift supervisors will monitor their staff during investigations to ensure they have the skills, knowledge and abilities for the task.
  o The Investigative Sergeant will be available to undertake serious and complex investigations.
  o The Staff Sergeant will review and approve all police reports, allowing for the identification of training needs for officers.

• The ability to arrange for counseling and assistance for people in distress.

This will be maintained through the following activities:

  o New staff will be trained to recognize people in emotional distress.
  o Current contact information for Counseling Services will be made available for officers at all times.
  o A positive relationship with Counseling Services will be maintained at all times for the sharing of information.
  o D3, the data base used by UW Police Service, will allow for analysis of referrals to Counseling Services.
• Consistent focus on a nondiscriminatory, nonjudgmental and professional manner so as to recognize and respect our diverse community through our work.

This will be established, monitored and improved through the following activities:

  o Through initial training, all staff will be educated on the need for unbiased and nondiscriminatory policing.
  o Shift supervisors will regularly attend calls for service to observe officers as they interact with our community.
  o Formal complaints will be monitored and processed by WRPS as an independent and professional oversight.

• A system of proactive problem solving to prevent crime, public disorder and other incidents that negatively affect the quality of life on campus.

This will be developed, assessed, improved and maintained through the following activities:

  o When made aware of contentious presentations on campus or planned events that may draw protests, UW Police Service will liaise with organizers to assess the need for, and develop, safety plans for the event.
  o The Secretary of the University, other University executives, and Communications and Public Affairs will be made aware of any events that may attract public scrutiny.

• A sound method of prioritizing and response to all campus calls for service.

This will be developed, monitored, assessed and improved through the following activities:

  o Communication operators will be instructed on and will understand how calls for service are prioritized by using the same standard as WRPS.
  o Shift supervisors will be responsible for the proper prioritization of calls for service.
  o Departmental policies to assist in identifying proper prioritization will be developed, maintained and monitored.

• The expertise and resources necessary to investigate crime-related occurrences on University property, including those necessary for interviewing witnesses, victims and suspects, and collecting, preserving and processing evidence, all in a manner consistent with court standards.
These will be established, maintained, deployed and monitored through the following activities:

- An understanding of current best practices for law enforcement will be maintained through regular training.
- The Investigative Sergeant will maintain the skills, knowledge and abilities to oversee and manage serious and complex investigations.
- The UW Police Service relationship with WRPS will be continued and improved through joint investigations and information sharing to mentor our officers.
- A positive relationship with the Crown Attorney’s Office will be maintained to identify and address any concerns.

- A commitment to behaviour in a manner that brings credit to UW Police Service.

This will be established, monitored and maintained through the following activities:

- Expectations of the highest standards of ethical and professional behaviour will be established and consistently reinforced through regular discussions with supervisors and staff.

Maintaining a highly professional and competent level of law enforcement administration and customer service while respecting the diversity of the University community, all in ways to promote the efficient and responsible stewardship, appropriation and allocation of the public resources to which the University Police Service has access

- Active involvement in and support for campus initiatives and organizations.

This will be developed and maintained through the following activities:

- UW Police Service will be a campus resource for initiatives and events with respect to safety and security.
- A log of initiatives and events where we have been consulted and offered assistance will be maintained.

- An awareness of the cultural, religious and personal diversity of the members of the community we serve.

This will be established and maintained through the following activities:

- The UW Police Service relationships with the Lesbian, Gay, Bisexual, Transsexual, Queer and Questioning community, GLOW and the Women’s Centre will be enhanced and maintained.
- The Director will continue to serve on the University Diversity Advisory Committee.
• The UW Police Service will continue to identify and utilize training opportunities related to diversity and inclusivity.

• A network of liaison officers attached to the federated university and affiliated colleges, and to the diverse communities comprising the University.

This will established through the following activity:

• Officers will be assigned to our federated university and affiliated colleges, and to student committees, as liaison to UW Police Service, so as to foster dialogue and assist in the establishment and understanding of priorities.

• A close relationship and partnership with WRPS to better ensure a collaborative approach to campus safety and security.

This will be established, monitored and maintained through the following activities:

• The Director of UW Police Service will maintain close ties with senior administrators of the WRPS.
  • A staff sergeant of the WRPS will be seconded to UW Police Service, allowing for direct access to officers-in-charge of branches within the WRPS.
  • Officers of UW Police Service will attend training with officers of the WRPs for the development of relationships and understanding.

• An appropriate level of training of officers to remain current with trends and legislation.

This will established, monitored and maintained through the following activities:

• Officers will regularly attend training courses.
  • Officers will attend training days with WRPS on topics relevant to campus security and campus law enforcement.
  • An advocacy role within the Ontario Association of College and University Administrators (“OACUSA”) will be maintained, so as to have the province create educational and training standards for university and college special constables.
  • A log will be maintained of training for all staff.
• Familiarity with safety and security best practices to determine the most efficient and cost effective manner of providing service.

This will be established and maintained through the following activities:

- Involvement with OACUSA and the International Association of Campus Law Enforcement will be maintained to identify best practices and new technologies related to campus safety.
- UW Police Service will continually consult and assist university administration in the ongoing development and improvement of emergency notification systems.