University of Waterloo Police Service

2018 Annual Report

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 School of Interaction Design and Business in Stratford. 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 operations at specific locations on the main campus and at all our satellite campuses.

The University of Waterloo Police Service consists of twenty 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 40,000 students and 3,500 faculty and staff. We currently have over 100 buildings on the main campus and rapidly growing.

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 eleven years is unique to the province. The university seconds a Waterloo Regional Police Staff Sergeant as the Operations Manager of Police Services. The Staff Sergeant’s role includes overseeing all investigations and duty assignments that occur or impact the campus community. This partnership has been extremely beneficial to both agencies through enhanced information sharing and collaborative investigations. Currently Staff Sergeant Paul Lobsinger is the fifth WRPS Staff Sergeant to be seconded to this position. He rapidly became a well-respected and valuable member of our university community who actively participates on a number of committees.

The University of Waterloo Police Service is presently in year two of its four year (2018-2021) 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:
  
  o Lay criminal charges; and/or utilize university policies to address transgressions and to assign appropriate sanctions.

• Liaise with various branches of WRPS, including General Investigations – Detectives and the Drugs and Firearms Branch;

• 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;

• Currently assisting with the creation 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.

In 2018, the University of Waterloo police Service received 15,772 calls for service which resulted in 2,241 occurrence reports being generated – See Appendix 1.
Supervision – Internal and External

The University of Waterloo Police Service partners with WRPS to ensure information related to campus safety 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, serious incident reports are transferred to WRPS utilizing the 9000 code format. Discussions between various branches of the WRPS routinely occur relating to our ongoing investigations. The WRPS Crime Analysts assist in identifying crime trends within the university and identifying connections to similar offences committed outside the university community.

The university police record management system (D3) is also used to log reports that are not relevant to WRPS, including 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 through the seconded Staff Sergeant continues to deliver a Special Constable course at the University of Waterloo. Special Constables from Fanshawe College, Wilfrid Laurier, McMaster, Guelph, Western, Carleton, Ottawa, 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. The next scheduled two-week Special Constable course is scheduled to commence on Monday, 18 March 2019.

University Police Reports

Police reports generated by the University of Waterloo Police are reviewed, approved and sent to WRPS to be added to their Niche database.

Crime Prevention

The University of Waterloo Police Service participates in several crime prevention initiatives on the campus. These initiatives include presentations to students, staff and faculty on personal safety.
Working with our community partners, posters are placed throughout both academic and residence buildings advertising protection of personal property and enhancing awareness of crime trends.

The University of Waterloo Police Service along with the Emergency Planning Co-Coordinator continue to spend numerous hours presenting to various groups and interested parties within our community regarding the University of Waterloo’s strategy for dealing with an Active Shooter scenario, “RUN, HIDE, FIGHT”.

The intent of presenting a short video and allowing for open discussion is to educate and present possible life-saving skills, to be utilized by our community members in the event they find themselves in this unforeseen scenario either on or off campus.

A campus safety and emergency notification app was developed between the University of Waterloo Police Services and the Safety Office. The University of Waterloo WatSAFE app provides quick and convenient access to:

- Emergency contact information;
- A personal safety toolbox, including flashlight and alarm;
- Safety and emergency resources;
- Campus maps

Downloading the WatSAFE app to a mobile device keeps users connected to campus, while the in-app alert and push notification features provide updated information on major campus emergency events.

Thefts of electronic devices (laptops, tablets and cell phones) continue to be problematic in our main libraries. Continually working with library staff and administrators, posters are positioned throughout the libraries to inform the students of the thefts and the need to protect their property. Thefts from the libraries have continued to decrease since the inception of the initiative.

Bicycle thefts have continued to be an ongoing concern on our property, but on-campus initiatives are having a positive impact in reducing thefts, through increased awareness and theft prevention tips. University Police continue with a concerted effort to identify the people responsible. Although the number of stolen bikes is large, evidence has shown that there are only a small number of people responsible for the majority of these thefts. Charges, and the ensuing ban of the suspects from campus, continue to result in lowering the number of thefts.

Four UW Special Constables are trained in Crime Prevention Through Environmental Design (CPTED) and have been tasked with CPTED audits on various buildings on the Waterloo main campus, and the Kitchener (Pharmacy) campus. The focus of these proactive audits is to identify improvements needed to make the campus a safer place. This proactive initiative is in partnership with Safety, Student Federation, Grounds, Housing and the UW Police.

The University of Waterloo Police Service continues to expand the “Adopt-A-Cop Program” which is similar to the WRPS School Liaison Officer program. An Officer is currently assigned and actively involved
in all affiliated Church Colleges (St. Paul’s United, St. Jerome’s University, Renison College and Conrad Grebel College) student residences. This program continues to receive positive feedback from our community.

The Waterloo Crime Awareness Team Committee is composed of students from UW and WLU, as well a representation from the University of Waterloo Police Service, 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 2018 University of Waterloo Police laid the following charges:

**Criminal Code:** 35

**Provincial Offences** 39 Provincial Offence Notices were given relating to:
- intoxicated persons;
- other liquor offences; and
- Trespass to Property Act offences.

**University Tickets**

The University of Waterloo Police Service 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.

Parking offences are usually enforced by the university’s Parking Services. Special Constables typically only issue parking citations when Parking Services enforcement officers are not working.

**WRPS Investigations**

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Investigations relating to serious criminal offences such as: Criminal Negligence, Dangerous Driving, Firearms offences, Sexual Assault, Abduction, Missing persons, Robbery, Domestic Violence relating to intimate relationships, as well as motor vehicle collisions with injuries or fatalities, sudden deaths and suicides.

In 2018, the University of Waterloo police Service received 15,772 calls for service which resulted in 2,241 occurrence reports being generated – itemized list below:

Appendix 1

<table>
<thead>
<tr>
<th>Occurrence Reports</th>
<th>2018</th>
<th>2017</th>
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<tbody>
<tr>
<td>902 - Sudden Death</td>
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<tr>
<td>903 - Attempt Suicide</td>
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<td>905 - Indecent Act</td>
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<tr>
<td>906 - Threatening</td>
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<tr>
<td>910 - Extortion</td>
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<tr>
<td>911 - Break and Enter</td>
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</tr>
<tr>
<td>912 - Theft Over</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>913 - Theft of Motor Vehicle</td>
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<td>2</td>
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<td>915 - Fraud</td>
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<tr>
<td>917 - Offensive Weapons</td>
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<td>918 - Property Damage</td>
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<td>921 - Drugs</td>
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<td>924 - Fire</td>
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<td>925 - Alarm</td>
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<td>927 - Assist Other Police Force</td>
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<td>928 - Compassionate to Locate</td>
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<td>929 – Unwanted Contact</td>
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<td>935 - Intoxicated Person</td>
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<tr>
<td>936 - Unwanted Person</td>
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<td>937 - Mentally Ill Person</td>
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<td>Dangerous Condition</td>
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<td>Insecure Premise</td>
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<td>943</td>
<td>Lost and Found Property</td>
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<td>947</td>
<td>Suspicious Person</td>
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<td>948</td>
<td>Suspicious Vehicle</td>
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<td>952</td>
<td>MVC - H &amp; R</td>
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<td>Driving Complaint</td>
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<td>961</td>
<td>Liquor Offence</td>
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<tr>
<td>962</td>
<td>Dog / Animal Complaint</td>
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<tr>
<td>966</td>
<td>Breach Judicial Order</td>
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<tr>
<td>969</td>
<td>Injured / Sick Person</td>
<td>188</td>
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<tr>
<td>973</td>
<td>By Law Complaint</td>
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<tr>
<td>979</td>
<td>Theft Under</td>
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<td>990</td>
<td>Criminal Harassment</td>
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<tr>
<td>991</td>
<td>Technology Crime</td>
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<td>992</td>
<td>Graffiti</td>
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<td>996</td>
<td>911 Hang-up</td>
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<tr>
<td>Supplementary Reports</td>
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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 wellbeing 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;
- 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 2018 - 2021

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, accountability 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 laws and regulations, 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.

1. Ensuring a safe and secure environment in which students, faculty, staff and visitors can thrive;
   
   a. 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 through the following means:
i. 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.

ii. Shift Supervisors will assign Officers specific duties to ensure a consistent visible presence throughout the campus.

iii. Logs will be kept in the D3, police database, on Officer’s tasks and duties.


b. Through on-campus contacts, positive relationships will be developed to encourage information sharing. These relationships will be maintained with groups and committees by having specific UW Police Service Officers designated as their liaison. These include, but are not limited to:

i. Waterloo Regional Police Service ("WRPS").

ii. Victim Services of Waterloo Region.

iii. All Federation of Student affiliated clubs & groups.

iv. Graduate Student Association.

v. Student Success Office.

vi. The Women's Centre and the LGBTTQQIPPA committee/community.

vii. Each of the Federated University and Affiliated College residences.

viii. All Faculty Clubs and Societies.

ix. University Administration.

x. Campus Wellness.

xi. Residence Administration staff (RLC, Dons, Students and Support staff).

c. Victimization on campus will be identified by analysis of calls for service and through the Divisional Crime Analyst of the WRPS.

d. When crime trends are identified, strategies will be developed to inform the community.

e. These strategies will result in special projects involving both overt and covert means in an effort to identify the persons responsible for these crimes/trends.
f. Presentations on personal safety and security will be developed, assessed and presented to faculty, staff, students and visitors. Continue to develop, assess and improve personal safety strategies for the University community. A log of all presentations delivered will be maintained.

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, accountability and impartiality;**

   a. 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:

      i. Policies and guidelines will be developed, implemented and monitored as a resource for Officers confronted by unfamiliar situations.

      ii. Patrol Sergeant will perform daily inspections, regardless of shift and duty, to ensure all Officers and Dispatchers are dressed professionally, presenting a positive and professional appearance consistent with UW Police Service Standards. This portrayal is the first point of contact for all, when interacting with our service.

      iii. Shift supervisors will attend calls for service to monitor the actions of their Officers.

      iv. Feedback from the University community will be encouraged and welcomed. Concerns will be addressed, and outcomes will be reported.

   b. The proper skills, knowledge and abilities for Officers to perform their role. These will be developed, monitored and improved through the following activities:

      i. Consistent with the guidelines of the province of Ontario, all Special Constables will attend re-certification training at least every five years.

      ii. Officers will be provided with appropriate training and courses to be current with law enforcement best practices.

      iii. Courses for the training of University Special Constables will be developed and delivered by the Training Branch of WRPS through partnership between the Director of the UW Police Service and the Training Branch of WRPS.
c. 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:

i. A professional, clean and welcoming first point of contact, whether by telephone or in person will be developed, monitored and continually maintained.

ii. Formal complaints will be monitored and processed by WRPS as a means of independent and professional oversight.

iii. University of Waterloo administrative based complaints will be processed through established University of Waterloo Procedures.

iv. An annual report will be prepared and published, identifying calls for service and tasks dealt with by the UW Police Service.

d. 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:

i. A visible uniform presence on all the UW campus’ through vehicle, foot and bicycle patrols fostering positive relationships with our community members. This presence acts as a deterrent to inappropriate behaviour.

ii. Shift Supervisors will coordinate responses to all campus issues based on their experience in understanding on-campus priorities.

iii. Scrutiny and questioning of our responses will be encouraged and welcomed, and such questioning will be answered quickly and thoroughly.

iv. A Daily Brief will be created and sent to key people outside UW Police Service each morning, providing a synopsis of all calls for service within the previous 24 hours.

e. 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:

i. Shift Supervisors will be responsible for assigning Officers to all calls for service and campus safety issues.
ii. All calls for service will be triaged and response will be based on priority.

iii. The police data base will be accessed to determine and analyze response times of Officers.

iv. Any concerns relating to response times discovered or received will be investigated and improvements made as necessary.

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 laws and regulations, and the Criminal Code of Canada;**

   a. 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:

      i. A highly visible uniformed presence as a proactive deterrent to undesirable and illegal activity.

      ii. A continual, ongoing assessment and identification of security needs for the campus.

      iii. The creation of an open and accepting atmosphere to encourage departments and faculties to bring forward their concerns and expectations.

      iv. Shift Supervisors will understand the need for constant visible patrols by their Officers and will direct their staff appropriately.

      v. The Director and Staff Sergeant will ensure Shift Supervisors are aware of and act on new or specific issues requiring an enhanced visible presence.

      vi. Entries identifying all duties and tasks performed by Officers will be made in the D3, police data base.

   b. 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:

      i. Continual and on-going training to ensure compliance with all legislation changes to Municipal bylaws, Provincial laws and regulations, and the Criminal Code of Canada.
ii. Training and understanding of best practices in investigative techniques will be kept current, monitored and maintained.

iii. Departmental procedures to guide Officers through unfamiliar investigations will be continually assessed and improved.

iv. Shift Supervisors will monitor their staff during investigations to ensure they have the skills, knowledge and abilities for the task.

v. The Investigative Sergeant / Special Assignments Sergeant will be available to undertake serious and complex investigations.

vi. The Staff Sergeant will review and approve all police reports, allowing for the identification of training needs for Officers.

c. The ability to arrange for counseling and assistance for people in distress. This will be maintained through the following activities:

i. New staff will be trained to recognize people in emotional distress.

ii. Current contact information for Counseling Services will be made available for Officers at all times.

iii. A positive relationship with Counseling Services will be maintained at all times to ensure the smooth sharing of information.

iv. The D3, data base used by UW Police Service, will allow for analysis of referrals to Counseling Services.

d. Major event planning support to provide a safe and secure environment. This will be achieved through the following activities:

i. Campus police will be a resource for organizers of all major campus events by offering recommendations on security and safety measures and identifying staffing requirements.

ii. Coordination of Officers to assist and liaise with WRPS, other law enforcement agencies or private security.

iii. Post-event debriefings will be conducted to identify challenges and needs for future events.
4. **Maintaining a highly professional and competent level of law enforcement administration and customer service while respecting the diversity of the University community;**

   a. Administration of duties in 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:

      i. Through initial training, all staff will be educated on the need for unbiased and nondiscriminatory policing.

      ii. Shift Supervisors will regularly attend calls for service to observe Officers as they interact with our community.

      iii. Formal complaints will be monitored and processed by WRPS as an independent and professional oversight.

   b. 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:

      i. 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.

      ii. The Investigative Sergeant / Special Assignments Sergeant will maintain a positive working relationship with the WRPS Intelligence Unit to enable and support information sharing.

      iii. 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.

   c. A sound method of prioritizing and responding to all campus calls for service. This will be developed, monitored, assessed and improved through the following activities:

      i. Communication Operators will be instructed on and will understand how calls for service are prioritized by using the same standard as WRPS.

      ii. Shift Supervisors will be responsible for the proper prioritization of all calls for service.
iii. Departmental policies to assist in identifying proper prioritization will be
developed, maintained and monitored.

d. 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:

i. An understanding of current best practices for law enforcement will be
maintained through regular training.

ii. The Investigative Sergeant / Special Assignments Sergeant will maintain the
skills, knowledge and abilities to oversee and manage serious and complex
investigations.

iii. The UW Police Service relationship with WRPS will be continued through joint
investigations and information sharing to mentor our Officers.

iv. A positive relationship with the Crown Attorney's Office will be maintained to
identify and address any concerns.

e. 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:

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

f. 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:

i. The Director of UW Police Service will maintain close ties with senior
administrators of the WRPS.

ii. 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.
iii. Officers of UW Police Service will attend training with Officers of the WRPS for the development of relationships and understanding.

g. An appropriate level of training of Officers to remain current with trends and legislation. This will established, monitored and maintained through the following activities:

i. Officers will regularly attend training courses.

ii. Officers will attend training days with WRPS on topics relevant to campus security and campus law enforcement.

iii. 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.

iv. A log will be maintained of training for all staff.

h. 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:

i. Involvement with Ontario Association of College and University Security Administrators (OACUSA) and the International Association of Campus Law Enforcement Administrators (IACLEA) will be maintained to identify best practices and new technologies related to campus safety.

ii. UW Police Service will continually consult and assist university administration in the ongoing development and improvement of emergency notification system.