Introduction:

2017 was a yearlong celebration of milestones and cherished memories for the University of Waterloo.

- **60 years** for our founding Faculty of Engineering and Co-operative Education program;
- **50 years** for North America’s only Faculty of Mathematics; since Waterloo became home to Canada’s only English-language School of Optometry; since we turned our attention to improving health with the world’s first Department of Kinesiology — the foundation of the Faculty of Applied Health Sciences; and since our Federation of Students was formed;
- **40 years** since Waterloo founded its Hong Kong Alumni Association.

Canada 150 - Celebrating the 150th birthday of this great nation – Canada.

- UW Canada Day celebrations gave the University of Waterloo and its Federation of Students the opportunity to thank our community by hosting Waterloo Region's flagship Canada Day Celebration. The 33rd addition of its kind brought close to 70,000 community members together to celebrate our country.

University of Waterloo Police Service

2017 was an extremely challenging and rewarding time within the University of Waterloo Police Service (UWPS).

On Friday, 06 January 2017 after only nine months, Mr. Gerencser, former Waterloo Regional Police Service Inspector, resigned from his position as Director, UW Police Service.

Between Friday, 06 January 2017 and Sunday, 31 April 2017 (both dates inclusive), Waterloo Regional Police Service, Staff Sergeant Ken Jessop the Seconded Officer to the University of Waterloo Police Service performed the duties as Acting-Director. On Monday, 01 May 2017 Alan M. Binns was appointed to Director of the University of Waterloo Police Service. This appointment followed an extensive internal and external search of applicants from across the country.

I would like to take this opportunity to sincerely thank S/Sgt. Jessop. This interim and difficult time for our community, included several sudden and unexpected deaths of students, numerous Provincial and Federal political leader visits to our campus and staffing challenges. Ken’s leadership skills and experience were clearly evident.
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 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 operations at specific locations on the main campus and at our satellite campuses.

The University of Waterloo Police Service consists of twenty-two Special Constables, including four Patrol Sergeants, an Investigative/Administrative Sergeant and a Director. The department also has a seconded Staff Sergeant from the Waterloo Regional Police Service (S/Sgt. Paul Lobsinger), four Dispatchers and one Executive Assistant. We service a community of approximately 38,000 students and 3,500 faculty and staff. We currently have 88 buildings on the main campus and rapidly growing.

2017 saw a significant (25%) increase in patrol staffing levels going from sixteen to twenty Officers. At this time, 39% of the University of Waterloo Police Patrol unit consists of female staff members with a desire and intent to continually increase this number. Currently the Service has two vacant Patrol Officer positions (10%) and the process to fill these vacancies has commenced.

2017 also saw a changing of the guard as new faces took over several senior administrative positions (Secretariat, Provost, etc.) at the University of Waterloo. The direct reporting line for the Director of UW Police Service also changed, now reporting to Mrs. Karen Jack, the newly appointed Secretariat.

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 ten years is unique to the province. The university seconds a Waterloo Regional Police Staff Sergeant as the Operations Manager of Police Service. 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. Paul is rapidly learning his duties and beginning to immerse himself into the UW Community. It is anticipated that he will, as previous Staff Sergeants have, actively participate on various UW committees.

The University of Waterloo Police Service is in the first year of its three 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:
  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.
Safer Ontario Act

The University of Waterloo Police Service, a Special Constable Service along with its counterparts from across the Province eagerly await the pending implementation of this Act. These proposed changes will dramatically affect how we conduct our duties through standardization of training, oversight and accountability. Prior to the implementation of this Act, the Special Investigations Unit (SIU) and the Office of the Independent Police Review Director (OIRPD) had no jurisdiction to deal with Special Constables, however; this will no longer be the case.

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 Analyst assists 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’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, 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.
In the fall of 2017, as a result of the recent and well-publicized opioid epidemic within both our region and nationally, the University of Waterloo Police Service purchased and received extensive training in the administration of the intra-nasal medication Naloxone. This medication temporarily reverses the effects of an opioid overdose.

This additional tool, assists and supports the safety and well-being of the University community in the unfortunate event of an opioid overdose. This medication was issued to Officers and dispatch personnel.

University Police Reports

Police reports generated by the University of Waterloo Police are reviewed and approved by the WRPS seconded S/Sgt. prior to them being 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 enhance awareness of crime trends.

The University of Waterloo Police Service along with the Emergency Planning Co-Coordinator have spent numerous hours presenting to various groups 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 provides quick and convenient access to:

- emergency contact information;
- a personal safety toolbox, including flashlight and alarm;
- safety and emergency resources; and
- campus maps.

By downloading the WatSAFE app to a mobile device(s) it keeps users connected to campus, while the in-app alert and push notification features provides updated information on major campus emergency events.

Thefts of cell phone and computers have been problematic in our main libraries. 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.
The University of Waterloo Police Service have collaborated with Waterloo Regional Police Service, Constable David Chen to promote crime prevention through the use of social media site, WEIBO, a Chinese version of twitter. University of Waterloo Special Constable Shaun Gosgnach provides Constable Chen with posters aimed at educating Chinese students on theft prevention, personal safety and informs Chinese students on the services provided by campus police. Constable Chen translates the content from the poster into Mandarin and posts it out through the social media site. The success of this initiative has been positive and is reaching the larger Chinese community. Constable Chen uses the hashtag CanadianPolicetips and to date has over 2 million views. This campaign is about reaching the international students who struggle with understanding Canadian norms.

Bicycle thefts have continued to be an ongoing concern on our property, but on-campus initiatives are having a positive impact in reducing thefts by increased awareness and theft prevention tips and 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, continues to result in lowering the number of thefts.

Three 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 assist the university community in educating awareness of the campus and 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.

Discussions are ongoing with a view to expanding the program to all University residences, extending into Student Village #1, Mackenzie King Village, Ron Eydt Village, University of Waterloo Place and Columbia Lake Village.

The University of Waterloo Police Service has representation on the The Waterloo Crime Awareness Team committee 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.

**Partnerships**

Members of the University of Waterloo Police Service are actively engaged in numerous and various committees spanning the entire spectrum of our community. As previously stated, our “Adopt –A-Cop” program continues to expand into additional student residences. Our representation in committees, groups and discussion forums enhance our “Community Based” policing model.

In June of 2017 through our partnering with our LGBTQ community, GLOW and Centre for Sexual & Gender Diversity, the oldest running LGBTQA+ student organization in Canada, the University of Waterloo Police were involved in the inaugural raising of the Pride flag at the Universities main entrance.

On Sunday, 25 June 2017 the University of Waterloo President and Vice Chancellor, Dr. Feridun Hamdullahpur proudly led the University of Waterloo contingent in the Toronto Pride Festival, one of the largest organized gay pride festivals in the world.

Our police service was again, by invitation, actively involved in the inaugural raising of the Transgender Day of Remembrance (Monday, 20 November 2017) flag.

The University of Waterloo Police Service proudly works hand-in-hand and collaborates with all our indigenous and other culturally diverse communities from around the world. These partnerships ensure a healthy and respectful relationship between all.

A representative of the police service is actively involved in the Provost Advisory Committee on Equity (PAC), an advisory committee to the Vice President, Academic & Provost. The mandate of the committee is to provide a forum for consultation on equity. The Committee advises on Inclusion, Diversity, Equity and Accessibility for Success (IDEAS) at University of Waterloo. This committee currently consist of two working groups: a. Sexual Violence Prevention & Awareness (SVP) & b. Working Group on Sexual & Gender Diversity (LGBTTTQQIPA+).

In partnership with the University of Waterloo Athletics Department and WRPS, in excess of eight hundred toys/gifts were collected through the “Stuff a Cruiser” program and distributed to needy, less fortunate children within the Region of Waterloo.

**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 2017 University of Waterloo Police laid the following charges:

**Criminal Code** 18

**Provincial Offences** 31 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**
Investigations relating to serious criminal offences such as: 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.

Appendix 1 lists all the tasks involving a University of Waterloo Police response. Of the 13,739 tasks, 4,146 were calls for service related to the code categories (9000 codes) used by the Waterloo Regional Police Service.
### Calls for Service and University Duties

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<td>(956 - Injured / Sick Person)</td>
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<td>(958 - Parking Complaint)</td>
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Total of 900 Code Calls for Service 4,146 4,469 5,909 6,134

**These codes and actions are captured in another category.
### University Duties

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

***These codes are no longer captured.***

Total University Duties: 9,593 9,284 13,056 15,333

Total of All Responses: 13,739 13,753 19,065 21,467
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 LGBTTQQIPA 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 be 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.