



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.
 - iv. Crime Prevention Through Environmental Design (CPTED) audits.
- 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 LGBTTTQQIPA 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 department 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.