



## 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 data base, 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:

- 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.
- 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:

- Shift Supervisors will be responsible for assigning officers to all calls for service and campus safety issues.
- The police data base will be accessed to determine and analyze response times of officers.
- 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:

- 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 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:

- 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:

- Shift supervisors will understand the need for constant visible patrols by their officers and will direct their staff appropriately.
  - The Director and Staff Sergeant will ensure shift supervisors are aware of and act on new or specific issues requiring an enhanced visible presence.
  - 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:

- Training and understanding of best practices in investigative techniques will be kept current, monitored and maintained.
  - Departmental procedures to guide officers through unfamiliar investigations will be continually assessed and improved.
  - Shift supervisors will monitor their staff during investigations to ensure they have the skills, knowledge and abilities for the task.
  - The Investigative Sergeant will be available to undertake serious and complex investigations.
  - 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:

- New staff will be trained to recognize people in emotional distress.
  - Current contact information for Counseling Services will be made available for officers at all times.
  - A positive relationship with Counseling Services will be maintained at all times for the sharing of information.
  - 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:

- Through initial training, all staff will be educated on the need for unbiased and nondiscriminatory policing. ○ Shift supervisors will regularly attend calls for service to observe officers as they interact with our community.
- 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:

- 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.
- 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:

- Communication operators will be instructed on and will understand how calls for service are prioritized by using the same standard as WRPS.
- Shift supervisors will be responsible for the proper prioritization of calls for service.
- 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 be 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 be 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.