



June 2-4, 2025 • The Delta Hotels by Marriott Fredericton • Fredericton, NB

2025 CACOLE CONFERENCE

In you have any questions or need assistance please visit the Registration Desk, located in the Main Lobby of the Conference Centre, or email admin@cacole.ca.

CONFERENCE DETAILS

TIME ZONE

The 2025 CACOLE Conference will be held in Atlantic Daylight Time (ADT).

EARLY REGISTRATION & CONFERENCE RECEPTION

Early Conference Registration will be available on Sunday, June 1, 2025, from 3:00 PM to 5:00 PM at the Registration Office, located in the Main Lobby of the Conference Centre.

The Conference Reception will follow at 5:00 PM in the Babok Room.

LOCATIONS

All conference sessions and meals will take place in the Grand Ballroom.

INTERNET ACCESS ONSITE

Network Name: Delta Conference

Passcode: Delta123

QUESTIONS DURING THE PANELS (ONSITE & VIRTUALLY)

The 2025 CACOLE Conference will be using the Menti app during panels and presentations to allow both onsite and virtual attendees to interact with speakers and presenters. For in-person attendees, two microphones will also be available in the room for audience questions.

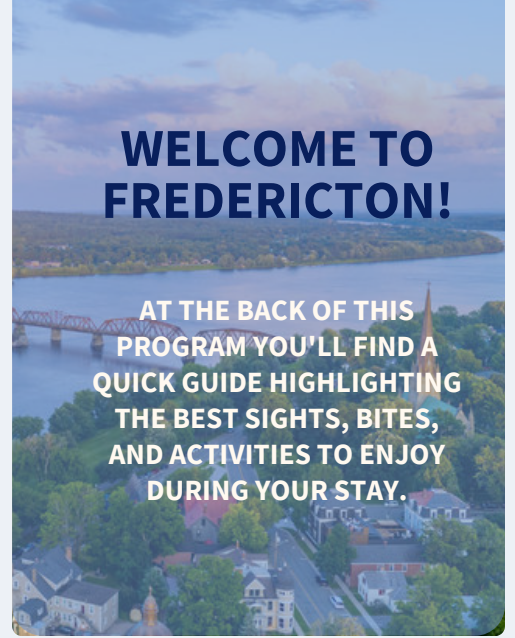
Once the conference has commenced, there will be two ways to submit questions using Menti:

1. Scan the QR code displayed nearby, or
2. Visit www.menti.com and enter code: **6622 5926**



WELCOME TO FREDERICTON!

AT THE BACK OF THIS PROGRAM YOU'LL FIND A QUICK GUIDE HIGHLIGHTING THE BEST SIGHTS, BITES, AND ACTIVITIES TO ENJOY DURING YOUR STAY.



DAY ONE • MONDAY JUNE 2, 2025

- 8 AM** **Conference Registration & Breakfast**
- 9 AM** **Land Acknowledgement & Overview of the Day**
- 9:15 AM** **Opening Address, Honourable Robert Gauvin**
Minister of Public Safety, Government of New Brunswick
- 9:30 AM** **PANEL • Shaping the Future of Oversight and Accountability: Integrating the Framework of Evidence-Based Practices as a Feedback Loop**
- 12 PM** **Lunch Break**
- 1 PM** **PANEL • Legal Updates – Hearing Decisions and Court Outcomes in Police Oversight**
- 2:30 PM** **Networking Break**
- 3 PM** **PANEL • Documenting the Critical: Contemporaneous Note Taking in Serious Harm or Death Investigations**
- 4:30 PM** **Day 01 Wrap Up**

DAY TWO • TUESDAY JUNE 3, 2025

- 8 AM** **Breakfast**
- 9 AM** **Welcome & Start of Conference Day 2**
- 9:05 AM** **Special Presentation, Sgt. Peter Neily**
Acting NCO i/c, Provincial Crime Reduction Unit, New Brunswick RCMP
- 10 AM** **Networking Break**
- 10:30 AM** **PANEL • Engaging the Public and Policing Sector: Strategies for Building Awareness, Trust and Transparency in Police Oversight**
- 1 PM** **Lunch Break**
- 2 PM** **PANEL • Civilian Oversight in the Age of AI: Challenges and Opportunities**
- 4:30 PM** **Day 02 Wrap Up**

DAY THREE • WEDNESDAY JUNE 4, 2025

- 8 AM** **Breakfast**
- 9 AM** **Welcome & Start of Conference Day 3**
- 9:05 AM** **PANEL •** Reimagining Police Oversight: Legislative Reform, Modernization and Accountability in the 21st Century
- 10:30 AM** **Networking Break**
- 10:45 AM** **PANEL •** Navigating The Intersection: Overlap Of Code Of Conduct/Professional Standards Unit Investigations And Criminal Serious Incident Response Team Investigations
- 11:30 AM** **Mitchell Lewis Award Presentation**
- 11:45 AM** **Concluding Remarks from CACOLE President** & Announcement of 2026 Conference Location
- 12 PM** **2025 CACOLE Conference Concludes**

MAKE THE MOST OF YOUR STAY!

When you're not attending conference sessions, take advantage of all the Delta Hotels Fredericton has to offer. Grab a bite or drink at **STMR.36 BBQ AND SOCIAL** known for its soulful flavours and riverside patio, or stop by **GROVE CAFE** for Starbucks coffee and a quick snack. For a moment of relaxation, unwind in the **OAK BARRELL SAUNAS** or explore the **FREDERICTON TRAIL SYSTEM** just steps from the hotel for a scenic walk or bike ride.



2025 PANELS

Shaping the Future of Oversight and Accountability: Integrating the Framework of Evidence-Based Practices as a Feedback Loop

The growing emphasis on evidence-based practices (EBP) is transforming law enforcement practices and shaping priorities across the public safety landscape. By leveraging research and data-driven approaches, EBP informs decisions on training, personnel management, accountability practices, resource allocation, and operational strategies. As a data drive, research informed conceptual framework, EBP also has value for informing the practice, policies, and impact of civilian oversight bodies.

This panel will explore the intersection of evidence-based policing and civilian oversight, examining how oversight agencies can use research to inform their priorities, evaluate police performance, and advocate for meaningful reform. This panel will also demonstrate the necessary feedback loop between oversight and accountability and the practice of policing organizations and training to meet the mutual goals of enhancing public safety and protecting the public.

Topics include:

- Defining evidence-based practices
- The impact of evidence-based oversight data driven feedback to inform police training, policies, and operational practices.
- How oversight bodies can utilize data and research to assess systemic issues and improve accountability.
- Discuss opportunities for collaboration between oversight agencies, police services, and research organizations to advance shared goals of improved accountable policing practices and office conduct.

Panelists will share insights from recent reforms influenced by oversight recommendations and discuss[CD1] future directions for integrating evidence-based approaches into oversight practices. Representatives from academic, police leadership, and accountability bodies will contribute perspectives on the evolving role of research in shaping public safety and accountability.

Panelists:

Dr. Mary Ann Campbell, Professor, Department of Psychology, University of New Brunswick
Chief Rich Johnston, Barrie Police Service
Joseph Martino, Director, Ontario Special Investigations Unit
Chief Mike Young, Kennebecasis Regional Police Force

Legal Updates – Cases of Note and Developing Issues in Police Oversight

The legal landscape surrounding police oversight continues to evolve. Hearing decisions and court outcomes play a critical role in shaping the practices, policies, and frameworks of oversight bodies. These rulings can have wide-reaching implications for how investigations are conducted, how matters are resolved, and how oversight bodies exercise their powers. This panel will provide timely legal updates, featuring expert analysis of key hearing decisions and court cases in the field of police oversight.

Panelists with legal expertise regarding police discipline and serious incident investigations will offer updates on:

- Recent hearing decisions and court outcomes and their implications for police oversight, including the legal rationale behind rulings that affect investigative practices, disciplinary actions, and public transparency.
- Developing legal issues that may shape the future direction of oversight in areas such as police misconduct, serious incidents, and public complaints.

Panelists:

Matthew Block, Assistant Director, Albert Serious Incident Response Team
Nika Joncas-Bourget, Legal Counsel, Civilian Review and Complaints Commission for the RCMP
Brian Smith, Legal Counsel, British Columbia, Office of the Police Complaints Commissioner

Documenting the Critical: Contemporaneous Note Taking in Serious Harm or Death Investigations

The taking and providing of notes in cases involving serious harm or death is a pivotal aspect of accountability and ensuring public confidence in policing. It is generally well accepted that officers are obligated to memorialize their account of events in a timely, accurate, detailed and comprehensive manner. However, challenges often arise as to how and when such notes are made, and whether they must be provided to oversight agencies. For example, is a subject officer legally obligated to provide their notes to an oversight agency investigating that officer for possible criminal conduct?

From the perspectives of a police association, police leadership, and oversight agencies, this session will discuss:

- When and how police officers should put in writing their involvement in and observations of a serious incident.
- Legal standards and expectations for officers' notes in serious harm or death situations.
- The impact, if any, of being a subject officer on a duty to take and provide notes.
- The importance of taking a trauma-informed approach.
- The need for clear and consistent note taking approaches across police departments.
- Balancing transparency and potential Charter rights.
- Future issues around note taking, including impact of body worn cameras.

The session will also discuss the expectations of police officers in the context of disciplinary misconduct investigations both within and beyond serious harm or death situations.

Panelists:

Trevor Dinwoodie, Director, National Police Federation
Inspector Marie-Eve Mackenzie-Plante, Officer in Charge, New Brunswick RCMP
Erin Nauss, Director, Nova Scotia Serious Incident Response Team
Prabhu Rajan, Commissioner, British Columbia Office of the Police Complaints Commissioner

Engaging the Public and Policing Sector: Strategies for Building Awareness, Trust and Transparency in Police Oversight

For police oversight bodies, building and maintaining trust is both an imperative and a challenge. Meaningful engagement with the public and the policing sector is essential to demystify oversight processes, raise awareness of rights and recourse, and build confidence in accountability systems. Beyond the oversight community, police services, associations/unions, media professionals, and policing experts also play critical roles in shaping public understanding and trust.

This panel will bring together experts to discuss:

- Best practices for building communications strategies to educate the public and key stakeholders on the roles, responsibilities, priorities and approaches of oversight bodies.
- Strategies and 'case study' examples of fostering dialogue and collaboration with police services, unions, and community organizations, while maintaining the necessary 'guardrails' of independence.
- The role of traditional and social media in amplifying transparency and public trust. How research can inform public engagement and provide evidence-based approaches to building public trust in the policing oversight system.

Panelists:

Mark Baxter, President, Police Association of Ontario
Thomas Carrique, Commissioner, Office of the Commissioner, Ontario Provincial Police
Michael Ewenson, Director, Alberta Serious Incident Response Team
Marsha McLeod, Investigative Reporter, Winnipeg Free Press
Ryan Teschner, Inspector General of Policing of Ontario

Civilian Oversight in the Age of AI: Challenges and Opportunities

This session is designed to provide a clear and accessible introduction to Artificial Intelligence (AI). Attendees will gain a foundational understanding of what AI is, how it works, and its transformative potential across various fields. The session will also explore the broader implications of AI, including how it can impact oversight agencies and enhance their effectiveness.

This panel will address:

- What AI could potentially do to improve efficiency and decision-making.
- The risks and ethical considerations associated with its use.
- Challenges and barriers to adopting AI in public and private sectors.
- The role of government policy in enabling responsible implementation.
- Privacy concerns and strategies, including the importance of anonymizing data.

Panelists:

Dave Cobey, Artificial Intelligence and Transformational Technology Lead, Ministry of Attorney General, Ontario Public Service
Ryan Fritsch, Legal Counsel, Law Commission of Ontario
Stephen Leach, Director, Law Enforcement Complaints Agency
Mike Sparling, Chief Operating Officer, Chief Technology Officer, Multi-Health Systems Inc.

Reimagining Police Oversight: Legislative Reform, Modernization And Accountability In The 21st Century

As Canada navigates a shifting landscape of police oversight, both federal and provincial jurisdictions have introduced new legislative frameworks to strengthen accountability and public trust. Simultaneously, oversight bodies face growing pressure to modernize in response to systemic challenges and evolving societal expectations. This panel offers a comprehensive look at the reform and modernization of police oversight, comparing legislative developments across jurisdictions and exploring how oversight bodies can leverage innovation to drive meaningful change.

Panelists will discuss:

- A comparative analysis of recent federal and provincial police oversight legislation, including key differences and their implications for accountability.
- Drivers of reform, including public demands, legal standards, and best practices in oversight.
- Successful oversight reform initiatives and collaborative strategies with law enforcement, policymakers, and communities to foster trust and accountability.
- Featuring experts from law enforcement, oversight bodies, and advocacy organizations, this session provides practical insights into legislative and operational reforms shaping the future of policing in Canada.

Panelists:

Otarah Byfield Nugent, Chief Executive Officer, Police Civilian Oversight Authority, Jamaica
Stephen Leach, Director, Law Enforcement Complaints Agency, Ontario
Michelle Ouellette K.C., Chair, Saskatchewan Public Complaints Commission
Jessica Thomson, Acting Executive Director, Police Review Commission Implementation Team, Government of Alberta

Navigating The Intersection: Overlap Of Code Of Conduct/Professional Standards Unit Investigations And Criminal Serious Incident Response Team Investigations

The intersection of internal police code of conduct investigations, Professional Standards Unit (PSUs), and criminal investigations by Serious Incident Response Teams (SiRT) often presents complex challenges for oversight and accountability. When serious incidents involve potential breaches of both criminal law and professional conduct standards, determining the appropriate investigative approach and ensuring independence and transparency can become highly contentious. This panel will explore the overlap between these investigations, examining the legal, procedural, and ethical complexities they present for oversight bodies and law enforcement agencies.

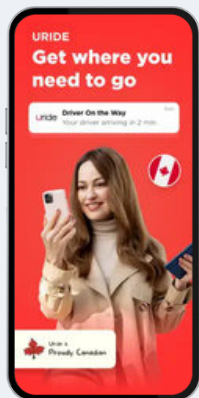
Panelists will address:

- The key differences and similarities between code of conduct/PSU investigations and criminal SiRT investigations, and why both may need to be conducted simultaneously or sequentially.
- Challenges in ensuring independence and preventing conflicts of interest when investigations overlap.
- How oversight bodies can manage these dual investigations effectively, ensuring both criminal accountability and professional conduct standards are upheld.
- Case studies or examples where the overlap of these investigations has led to legal or procedural complications, and how those challenges were resolved.
- Best practices for coordinating these investigations without compromising the integrity of either process.

Panelists:

Greg Gudelot, Executive Director, Saskatchewan Serious Incident Response Team and Police Complaints Commission
Jennifer Smith, Executive Director, New Brunswick Police Commission
Lynn Young, Superintendent, RCMP National Conduct Authority Branch

GETTING AROUND FREDERICTON



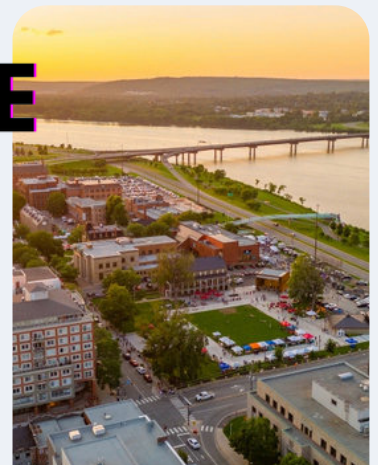
Uride, Fredericton's local rideshare service, offers safe, affordable, and convenient transportation at your fingertips.

Download the app to get moving with ease during your stay.

CRUZE

Explore Fredericton with ease—Cruze Scooters offers electric scooters and bikes for rent, perfect for a scenic ride along the river or a quick trip through town.

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CACOLE PRESIDENT JENNIFER SMITH

Jennifer Smith
New Brunswick Police Commission

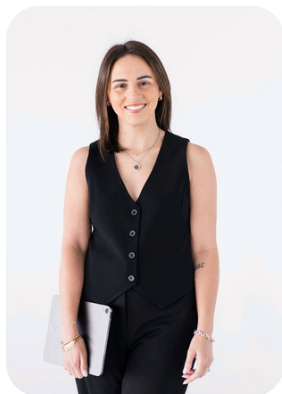
Jennifer Smith joined the New Brunswick Police Commission as Executive Director in 2019. Ms. Smith's career in the public service extends over 30 years, serving as a police officer with the Miramichi Police Force from 1995 to 2001 before joining the New Brunswick Human Rights Commission in 2002 until 2013. Between 2013-2019, Ms. Smith worked with the Department of Justice and Public Safety until assuming her current role. Ms. Smith's career has focused on criminal and administrative law, process improvement, oversight, investigations, and leading change. Ms. Smith has been a member of CACOLE's Board of Directors since 2019 and served as Vice-President starting in 2022 before taking on the role as President in 2024.



Vicki Yeats
CACOLE Executive Director & Conference Moderator

Vicki Yeats serves as the part-time Executive Director of CACOLE. She brings over 30 years of senior and executive leadership experience in the British Columbia public service, including a key role with the Independent Investigations Office of British Columbia. Vicki is a certified leadership and team coach, with a strong commitment to fostering effective teams and principled leadership.

Following her retirement from public service in 2019, Vicki founded Yeats Consulting, where she provides business and human resource management consulting, leadership and team coaching, as well as facilitation and moderation services.



Emily Cuthbert
CACOLE Administrator

Emily Cuthbert is a seasoned creative director and operations professional with a strong background in event planning and team management. With years of experience leading large-scale corporate events, client activations, and branded experiences, Emily is known for her ability to bring structure, strategy, and elevated design to every project. Her leadership style blends logistical precision with creative flair, ensuring seamless execution and standout experiences from concept to completion.

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OUR GUESTS



The Honourable Robert Gauvin **Minister of Public Safety | Minister responsible for La Francophonie**

First elected to the Legislative Assembly in the provincial election of September 24, 2018, to represent the riding of Shippagan-Lamèque-Miscou and reelected to the assembly in the riding of Shédiac Bay Dieppe in 2020 and in 2024.

He was appointed minister of Public Safety, and Minister responsible for la Francophonie on November 2, 2024.

Mr. Gauvin has worked in the theatre for over 25 years, including at Le Pays de la Sagouine, Le Théâtre populaire d'Acadie, and Le Théâtre l'Escaouette. An author, director, humorist, and actor, he has written over 50 plays and has written for television and acted in television series and in films. Mr. Gauvin has won several national and provincial awards, including the Masque award for the best production outside Quebec in 2003 for the play *Univers*.

He has also taught drama and been involved in educational activities with Acadian youth throughout his career. From 2016 to 2018 he was responsible for economic development at Le Pays de la Sagouine.

He is an ambassador of Acadian culture across Canada and an ardent defender of Francophones' rights.

The son of former MLA and minister Jean Gauvin, Robert was born in Caraquet in 1968 and grew up in Shippagan. In 2006, he married Émilie LaBranche, with whom he has two children, Charles and Alice.



Sergeant Peter Neily **Acting NCO i/c, Provincial Crime Reduction Unit • New Brunswick RCMP**

Join us for a special presentation by Sgt. Peter Neily of the New Brunswick RCMP.

LOOKING FOR A PLACE FOR DINNER WHILE ATTENDING CONFERENCE?

GAHAN HOUSE *Riverside*

Located along the river, Gahan House offers handcrafted ales, fresh East Coast oysters, and a warm, welcoming atmosphere.

426 Queen Street
Reservations Encouraged

540

KITCHEN BAR FREDERICTON

Located along the river, Gahan House offers handcrafted ales, fresh East Coast oysters, and a warm, welcoming atmosphere.

540 Queen Street
Reservations Encouraged



Enjoy small-batch coffee, homemade soups, baked goods, and sandwiches—served with charm in the heart of downtown.

461 King Street

OUR SPEAKERS



Dr. Mary Ann Campbell
Professor, Department of Psychology, University of New Brunswick

Dr. Mary Ann Campbell is a Professor of Psychology at the University of New Brunswick (Saint John) and Director of the Centre for Criminal Justice Studies & Policing Research. Specializing in forensic and clinical psychology, her research focuses on evidence-based policies and practices within the criminal justice system—ranging from youth intervention programs to police decision-making and public safety personnel wellness. She serves on multiple advisory committees, including the Canadian Psychological Association's Criminal Justice Section, and holds graduate degrees in clinical psychology from Lakehead and Dalhousie Universities.



Chief Rich Johnston
Barrie Police Service

Chief Johnston brings 27 years of experience with the Barrie Police Service, serving in diverse roles from Operations to Executive Services. Academically accomplished, he holds degrees from Queen's University, the University of Guelph, and Cambridge University. A champion of Evidence-Based Policing, he has served as Director of Research for the Canadian Society of Evidence Based Policing and is a National Institute of Justice L.E.A.D.S. Scholar. His leadership and contributions have earned him induction into the George Mason University Evidence Based Policing Hall of Fame and the OACP Excellence in Leadership award.



Joseph Martino
Director, Special Investigations Unit (ON)

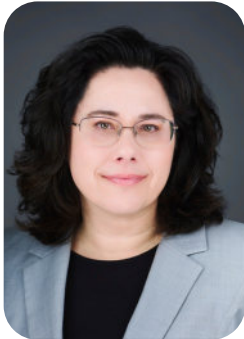
Joseph is the Director of the Special Investigations Unit, Ontario's civilian agency responsible for independently investigating cases where police are involved in serious injury or death, sexual assault allegations, or firearm discharges at individuals. He holds a law degree from the University of Toronto and a graduate degree in Public Policy, Administration, and Law from York University. Joseph has published extensively on policing practices, criminal case disclosure, leadership, and children's rights, and is the co-author of Salhany's Police Manual of Arrest, Seizure and Interrogation.



Chief Mike Young
Kennebecasis Regional Police Force

Chief Mike Young joined the Kennebecasis Regional Police Force in 2025 following a 27-year career with the Saint John Police Force, where he served in various leadership roles, including Acting Deputy Chief and Inspector of the Criminal Investigations Division. His experience spans tactical services, major crimes, and international peacekeeping in Haiti. Chief Young holds a Police Leadership Certificate from Dalhousie and is completing a Bachelor of Policing from Charles Sturt University. He has received several honours, including the Queen Elizabeth II Platinum Medal, and contributes to national and provincial policing research and policy through active committee work and published research on mental health response and body-worn cameras.

OUR SPEAKERS

**Nika Joncas-Bourget****Legal Counsel, Civilian Review and Complaints Commission for the RCMP**

Nika currently serves as Senior Director and General Counsel at the Civilian Review and Complaints Commission for the RCMP (CRCC), where she oversees and provides legal advice on complaint intake and review operations. With over 17 years of managerial experience in public service and law, she has also held leadership roles in discipline and grievance cases, investigations, and corporate services. A seasoned lawyer specializing in the professional regulation of policing and in labour and employment law, she has represented clients on both the union and employer sides. Fluently bilingual, Nika is an alumna of the Université de Montréal's law school and a member of the Law Society of Québec. She is a graduate of the Canada School of Public Service's Executive Leadership Development Program and a recipient of the 2023 CRCC Chairperson's Achievement Award.

**Brian Smith****Legal Counsel, British Columbia, Office of the Police Complaints Commissioner**

Brian Smith is General Counsel at the British Columbia Office of the Police Complaint Commissioner (OPCC), where he provides legal advice to decision makers and staff, and appears as Commission counsel in adjudications involving municipal police misconduct. Prior to joining the OPCC in September 2024, Brian spent most of the previous 25 years in government, including roles at the Ontario and federal human rights commissions, where he litigated and resolved complex human rights matters. He has extensive administrative law expertise and has appeared before various tribunals and courts, including the Supreme Court of Canada. Born and raised in Saskatoon, Brian holds a law degree from the University of Victoria and is called to the bar in both British Columbia and Ontario.

**Trevor Dinwoodie****Director, National Police Federation**

Trevor Dinwoodie is a seasoned RCMP Member with over 17 years of front-line experience in Surrey, B.C., and a strong advocate for public safety and Member well-being. Raised in a proud RCMP family, he now lives in Surrey and remains deeply involved in the community. Trevor founded the Police Mental Health Outreach Team, an innovative initiative that connected vulnerable individuals with housing and services, significantly reducing related crime and police interactions. He has shared this model internationally and continues to advocate for positive change through his role on the National Police Federation Board, to which he was elected in 2019. He has also served as Director and Chair of the Mounted Police Members Legal Fund and contributed to policing legislative reform initiatives.

**Thomas Carrique****Commissioner, Office of the Commissioner, Ontario Provincial Police**

Thomas Carrique was appointed the 15th Commissioner of the Ontario Provincial Police on April 8, 2019, following a distinguished career with York Regional Police beginning in 1990. He has held leadership roles across administration, operations, and investigations. Commissioner Carrique holds a Master's in leadership and training from Royal Roads University and specialized certifications in terrorism studies and command leadership. He currently serves as President of the Canadian Association of Chiefs of Police and sits on numerous national and international policing committees. He is a recipient of multiple honours, including the Order of Merit of the Police Forces and the Queen Elizabeth II Diamond Jubilee Medal.

OUR SPEAKERS



Inspector Marie-Eve Mackenzie-Plante
Officer in Charge, New Brunswick RCMP

Inspector Marie-Eve Mackenzie-Plante joined the RCMP in 2004 as a telecommunications operator before becoming a police officer in 2008. She has served in New Brunswick, Newfoundland and Labrador, and Alberta in a range of roles, including Major Crime Investigator and Supervisor, Federal Financial Crime Investigator, and General Investigative Section Commander. Before her commission, she led transformative change during a six-month secondment as Officer in Charge of Support Services with the Saint John Police Force. Commissioned in June 2023, Insp. Mackenzie-Plante now oversees Major Crime, Financial Crime, Internet Child Exploitation, Truth Verification, and Behavioral Sciences Units in New Brunswick. She is currently leading the launch of a provincially funded Sexual Violence Unit.



Erin Nauss
Director, Nova Scotia-New Brunswick Serious Incident Response Team

Erin Nauss is the Director of the Nova Scotia-New Brunswick Serious Incident Response Team (SiRT). Erin has been practicing law for over 19 years and has held various leadership and management positions with the Nova Scotia Department of Justice. She was SiRT's lawyer for many years and worked on the amendments to the Police Act to create SiRT in 2012. Most recently, she was Managing Lawyer in the Legal Services Division and was previously Director responsible for Legislation and Federal Provincial Territorial Relations. Erin is a graduate of Mount Allison University and the University of New Brunswick Faculty of Law.



Prabhu Rajan
Commissioner, British Columbia Office of the Police Complaints Commissioner

Prabhu Rajan was sworn in as British Columbia's fifth Police Complaint Commissioner on February 21, 2024. With over 25 years in Ontario's public service, he is known for his leadership in fairness, accountability, and human rights. Most recently Chief Counsel to Ontario's Chief Coroner and Chief Forensic Pathologist, he has led high-profile inquests and advised on complex legal and policing issues across several ministries. A former counsel at the Ontario Human Rights Commission, he has appeared before all levels of court, including the Supreme Court of Canada. He holds a Criminology degree from the University of Manitoba and a law degree from Osgoode Hall.



Mark Baxter
President, Police Association of Ontario

Mark was elected President of the Police Association of Ontario (PAO) in 2021 and re-elected in 2024, recognized for his leadership in advocating for the rights, well-being, and mental health of Ontario's police personnel. Beginning his policing career in 2005 with the Brantford Police Service, he served in roles including patrol, school resource officer, and collision reconstructionist. A dedicated labour relations advocate, Mark has held leadership positions at both the local and provincial levels and currently serves on several provincial committees. He is also a proud father of two and an active community sports coach and referee.

OUR SPEAKERS



Marsha McLeod
Investigative Reporter, Winnipeg Free Press

Marsha McLeod is an investigative reporter with The Winnipeg Free Press, focusing on health care, corrections, and policing. In 2024, she received the Canadian Journalism Foundation's Jackman Award for Excellence in Journalism for her reporting on police-involved deaths in Manitoba. Previously, she covered federal politics for The Globe and Mail and has contributed to outlets like TVO.org, Xtra Magazine, The Atlantic, and U.S. non-profit newsrooms. McLeod holds a Master's from Columbia Journalism School, where she was a fellow at the Toni Stabile Center for Investigative Journalism, and has reported from Toronto, Ottawa, New York, and now Winnipeg.



Ryan Teschner
Inspector General of Policing, Inspectorate of Policing (ON)

Appointed in 2023, Ryan Teschner serves as Ontario's Inspector General of Policing, leading the arm's-length Inspectorate responsible for monitoring police and police board performance to enhance public safety. He has collaborated with police services, boards, and commissions to drive reforms across the community safety, justice, and social sectors. Previously, as Executive Director and Chief of Staff at the Toronto Police Services Board, he modernized governance practices and implemented innovative policies and organizational improvements. Before his public service career, Ryan practiced as a litigator specializing in regulatory, administrative, constitutional, and commercial law. He is a graduate of the University of Toronto and Osgoode Hall Law School.



Ryan Fritsch
Legal Counsel, Law Commission of Ontario

Ryan Fritsch is legal counsel with the Law Commission of Ontario (LCO) where he leads two law reform projects: the AI in Criminal Justice Project, and Consumer Protection in the Digital Marketplace. Prior to joining the LCO, Ryan led Legal Aid Ontario's province-wide Mental Health Strategy and served as counsel to the Psychiatric Patient Advocate Office. Ryan is a frequent speaker and lecturer. In addition to lecturing in health law at the University of Windsor Faculty of Law (2011-2019), Ryan taught several courses at Osgoode Hall in the Professional LLM in Health Law (2020), as Acting Director of the Disability Law Intensive program at Osgoode Hall (2022-2023) and spearheaded Osgoode's first course to explore Law Reform as a practice, process and profession (2025). He is currently a doctoral student at Osgoode Hall Law School studying the data brokering industry in Canada.



Stephen Leach
Director, Law Enforcement Complaints Agency

Stephen Leach is the Director of the Law Enforcement Complaints Agency (LECA), formerly the Office of the Independent Police Review Director, where he was appointed in 2020. A seasoned lawyer with Canadian and international experience, he has worked in criminal and civil law and served as an international consultant on anti-corruption and counter-extremism initiatives in countries including Iraq, Tunisia, and Indonesia. He previously led the Canadian International Trade Tribunal as President and CEO, implementing key reforms and governance improvements. Mr. Leach holds a law degree from the University of Alberta and an MBA from the Ivey School of Business.

OUR SPEAKERS

**Mike Sparling****Chief Operating Officer, Chief Technology Officer, Multi-Health Systems Inc.**

Mike Sparling is a recognized thought leader in artificial intelligence with a global career spanning academia, technology start-ups, and executive leadership. As COO and CTO of Multi-Health Systems Ltd., he leads global strategy, operations, and AI-driven innovation. Previously, Mike spent over a decade in academia as a professor, research leader, and Dean, developing eight degree programs and launching two applied-research centers focused on AI and big data. He has co-founded several tech start-ups, driving AI integration and investor returns, and has raised over \$120 million in venture and research funding. His research focuses on autonomous agents in business management systems, and he is a frequent speaker and contributor to industry publications.

**Otarah Byfield Nugent****Chief Executive Officer, Police Civilian Oversight Authority, Jamaica**

Mrs. Otarah Byfield-Nugent, an Attorney-at-law called to the Jamaican Bar in 2009, currently serves as Chief Executive Officer of the Police (Civilian Oversight) Authority (PCOA). With over 15 years of experience in civilian oversight, she previously held the role of Legal Counsel/Corporate Secretary at the PCOA for nine years. Under her leadership, the PCOA has introduced key initiatives such as the Transforming Our Police Service (TOPS) programme and the Station Monitoring Programme (SMP), both aimed at improving accountability, police-community relations, and compliance within the Jamaica Constabulary Force. She has played a vital role in legislative reform and represents the PCOA at national and international forums. Mrs. Byfield-Nugent holds degrees in law, government, and international relations, an MBA in Project Management, and is a Certified Associate in Project Management. She is currently pursuing NACOLE certification in civilian oversight and is a proud wife and mother of two daughters.

**Michelle Ouellette K.C.****Chair, Saskatchewan Public Complaints Commission**

Michelle J. Ouellette, K.C., recently retired from a distinguished legal career in civil litigation, with a focus on health law, Aboriginal law, and professional discipline. A former physical therapist, she joined McKercher LLP in 1992, became a partner in 2004, and was appointed King's Counsel in 2007. Michelle litigated at all levels of Canadian courts, negotiated major claims for Saskatchewan First Nations, and was widely recognized by Best Lawyers and Lexpert. She has held leadership roles with the Canadian Bar Association and numerous public bodies, including Chair of the Saskatchewan Public Complaints Commission and the Canadian Foundation for Legal Research. Michelle has also taught at the University of Saskatchewan and received multiple awards for her professional and community contributions.

**Jessica Thomson****Acting Executive Director, Police Review Commission Implementation Team, Government of Alberta**

Jessica started her career with the Government of Alberta as a probation officer and has held various roles since related to corrections, law enforcement, children and family services, and stakeholder, community, and Indigenous engagement. She has an academic background in Criminology and the Learning Sciences. Jessica was brought onto the Police Review Commission (PRC) Implementation team to lead the policy development, stakeholder and community engagement, and training. Since October 2024, Jessica has taken on the role of acting Executive Director for the PRC Implementation Team.

OUR SPEAKERS



Greg Gudelot
Executive Director, Saskatchewan Public Complaints Commission and Serious Incident Response Team

Greg Gudelot was appointed in 2021 to jointly serve as the Executive Director for Saskatchewan's Public Complaints Commission and the Civilian Executive Director of the newly-created Serious Incident Response Team (SIRT).

Prior to this appointment, Greg served as the Assistant Executive Director for the Alberta Serious Incident Response Team (ASIRT). Before entering the field of civilian oversight, Greg practiced primarily in the area of criminal law, both as an Assistant Chief Crown Prosecutor for Alberta Justice, and as a defence lawyer with the Winnipeg firm of Campbell Gunn Inness. Currently Greg serves as the vice president of CACOLE.



Lynn Young
Superintendent, RCMP National Conduct Authority Branch

Superintendent Lynn Young is a senior RCMP officer with extensive leadership experience across Canada. She has served as Employee Management Relations Officer in Alberta's "K" Division, focusing on employee wellness, conduct oversight, and organizational resilience. Previously, she led Nova Scotia's Major Crimes Unit, overseeing major investigations, including a high-profile 2017 murder-suicide case. Known for her commitment to member support and community engagement, Superintendent Young has guided teams through critical events such as natural disasters and the COVID-19 pandemic, earning recognition both within the RCMP and from the communities she serves.

Matthew Block
Assistant Director, Alberta Serious Incident Response Team

Matthew Block is the Assistant Executive Director of the Alberta Serious Incident Response Team (ASIRT), an independent civilian-led agency established under Alberta's Police Act. ASIRT is responsible for investigating incidents involving Alberta police officers that result in serious injury or death, or involve serious or sensitive allegations of police misconduct, such as sexual assault, obstruction of justice, or fraud. In his role, Matthew is tasked with overseeing investigations and making determinations on whether criminal charges should be laid against police officers. Additionally, Matthew serves on the Board of Directors of CACOLE.

Michael Ewenson
Executive Director, Alberta Serious Incident Response Team

Mike was appointed as the Executive Director of the Alberta Serious Incident Response Team in 2021. Prior to joining ASIRT he was a Prosecutor with Alberta Justice for 16 years, the last 10 of which he was Deputy Chief Crown for the Calgary Prosecution office. Mike obtained his law degree from the University of New Brunswick and spent time working in Johannesburg, South Africa and Yellowknife, NWT before settling in Calgary. In 2014 Mike took a leave of absence and moved to Ireland to obtain his LL.M. in International Criminal Law from the Irish Centre for Human Rights in Galway. Mike then began teaching Evidence law at the University of Calgary after returning to Calgary.

Dave Cobey
Artificial Intelligence and Transformational Technology Lead

Dave Cobey is the AI and Transformational Technology Lead for the Criminal Law Division at the Ontario Ministry of the Attorney General. Before joining MAG, Dave spent 22 years with the RCMP. He worked as a Drug and Financial Crime investigator, then as a member of the Legal Application Support Team in Ontario. In 2017, Dave joined the RCMP's Technical Operations Branch where he worked on the Technical Case Management and Technology Onboarding teams. Dave has a technology-related Master of Management Sciences degree from the University of Waterloo and a Master of Laws degree from Osgoode Hall Law School.

SOME FUN THINGS TO SEE & DO IN FREDERICTON

TAKE IN THE CITY'S CHARM



Historic Garrison District

Step back in time with this National Historic Site, featuring changing of the guard ceremonies, artisan markets, and riverfront trails.



Beaverbrook Art Gallery

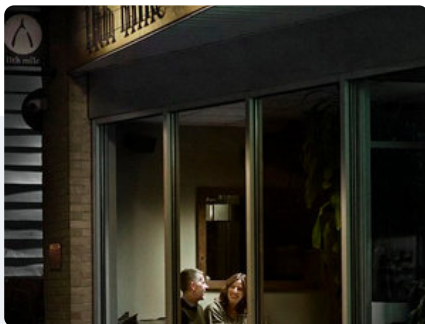
Explore a world-class collection of Canadian and international art—just steps from the river and packed with inspiration.



Odell Park

A peaceful escape right in the city. Wander forested trails, spot wildlife, or enjoy a quiet moment in nature.

SAVOUR LOCAL FLAVOUR



11th Mile

A cozy, modern spot with creative small plates and craft cocktails—perfect for an elevated evening out. Reservations Encouraged.



Pickle Jar/The Palate

Located downtown, this chic eatery offers thoughtful local dishes and a wine list worth exploring.



Chess Piece Patisserie

Grab a coffee and a French-inspired pastry from this charming café—ideal for a sweet midday break.



STEP OUTSIDE THE HOTEL ONTO THE RIVERFRONT PATH—IT'LL LEAD YOU STRAIGHT TO THE BILL THORPE WALKING BRIDGE FOR STUNNING VIEWS AND A BREATH OF FRESH AIR.

Looking for local tips? We've got a team from Fredericton attending the CACOLE Conference who would be happy to share their favourite spots—just ask us while you're here!

WE WANT TO HEAR YOUR FEEDBACK

At the close of each conference day, CACOLE will send you a link to a brief survey. These surveys play a crucial role in helping us shape the programming for future conferences, ensuring that we continue to meet your needs and expectations.

We kindly ask that you take a few moments to share your thoughts—your feedback is invaluable to us!



THANK YOU FOR BEING WITH US FOR THE 2025 CACOLE CONFERENCE!

**Please keep an eye on your inbox for upcoming
important announcements!**