

CACP People Summit

THE PEOPLE FACTOR:

Culture, Wellness, and the Future of Policing

Sommet de l'ACCP sur l'élément humain

LE FACTEUR HUMAIN :

Culture, bien-être et l'avenir de la police



APRIL 12-14 AVRIL 2026

MONTRÉAL, QC

This summit, co-hosted by the CACP Equity, Diversity & Inclusion Committee and the CACP Human Resource & Learning Committee, brings together police leaders, managers, and practitioners to explore the people-centered challenges and opportunities shaping modern policing. Sessions will delve into managing an accommodated workforce, navigating evolving labour laws, fostering healthy workplace cultures, managing workplace misconduct, and advancing recruitment and retention practices that sustain excellence. Join your peers to exchange ideas and solutions that put people and culture at the heart of organizational success. Designed by police leaders, this summit provides practical guidance and shared learning on the human side of policing.

Who Should Attend:

- Police Executive Members (inclusive of Chiefs, Deputies, Senior Officers, and Civilians)
- Police Board Members
- Government Policy Makers
- Provincial Policing Partners
- Police Association Representatives
- Any person from a police service who works in one of the following areas: human resources; equity, diversity and inclusion; wellness and safety; managing and investigating workplace conduct; training and development; recruiting; retention initiatives; or legal services.

| TIME | SUNDAY, APRIL 12, 2026 |
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| 17:00 – 19:00 | Onsite Registration (<i>Opus Foyer</i>) |

| TIME | MONDAY, APRIL 13, 2026 |
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| 07:00 | Onsite Registration (<i>Opus Foyer</i>) |

| TIME | | MONDAY, APRIL 13, 2026 | |
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| 07:00 – 16:30 | Exhibit Show (<i>Opus Foyer</i>) | | |
| 07:00 – 08:15 | Breakfast (<i>Opus Foyer</i>) | | |
| 08:15 – 16:30 | Plenary Sessions (<i>Opus 1 & 2</i>) Master of Ceremonies <ul style="list-style-type: none"> • Chelsea Byers, Senior Advisor, Human Resources, Service de la police Ville de Québec • Chief Inspector David Shane, Montreal Police Service | | |
| 08:15 – 08:30 | Opening Ceremonies Opening Prayer Opening Remarks <ul style="list-style-type: none"> • Kim Armstrong, Chief People Officer, Calgary Police Service; Co-Chair, CACP Human Resources & Learning Committee • Elizabeth Nguyen, Executive Director, Corporate Services, Regina Police Service; Co-Chair, CACP Equity, Diversity & Inclusion Committee | | |
| SESSION 1 08:30 – 09:20 | Supporting the Strong: Proactive Mental Health Monitoring as a Retention, Resilience, and Performance Strategy in Policing Presenter <ul style="list-style-type: none"> • Dr. Nick Carleton, University of Regina Description Police services recruit resilient people. The challenge is keeping them well over the course of long, demanding careers. Research shows that while officers begin service with strong psychological capacity, the cumulative exposure to operational and organizational stressors can negatively affect mental health, productivity, and retention if not addressed early. Based on the Longitudinal Study of Operational Stress Injuries for the RCMP (i.e., the RCMP Study; www.rcmpstudy.ca), this session presents evidence-based, practical approaches to proactively supporting police mental health, including the Mental Health Monitoring (MHM) system and the Emotional Resilience Skills Training. Designed for executive leaders and governance bodies, the session demonstrates how proactive mental health strategies support early intervention, reduce stigma and barriers to care, and deliver measurable organizational benefits—healthier members, stronger leadership, improved retention, and sustained operational effectiveness. | | |
| SESSION 2 09:20 – 10:10 | Leading Through Tragedy: Vancouver Police Department’s Wellness Considerations to Lapu-Lapu Mass Victim Incident | | |

TIME**MONDAY, APRIL 13, 2026****Presenters**

- Sergeant Lorna Berndsen, Vancouver Police Department
- Detective Constable Conrad Nemeth, Vancouver Police Department

Description

On April 26, 2025, a vehicle was deliberately driven into a crowd during the Filipino *Lapu-Lapu Day* Festival in Vancouver, resulting in 11 fatalities and dozens of injuries. This session provides an operational overview of the response and investigation led by the Vancouver Police Department, highlighting key lessons for critical incident commanders and investigative teams managing large-scale, community-impacting events.

Beyond tactical and investigative considerations, the presentation explores the often-overlooked wellness and mental health impacts on members leading and investigating mass victim incidents. Drawing from operational experience, presenters will discuss strategies for recognizing cumulative stress, supporting member wellness during prolonged incidents, and integrating mental health resources—including the Chaplaincy Program—into critical incident planning, response, and recovery.

10:10 – 10:40**Network Break** (*Opus Foyer*)**SESSION 3**
10:40 – 11:40**Managing an Accommodated Workforce****Panelists**

- Kim Assailly, Director, Calgary Police Service
- Superintendent Stephanie Johnson, Halifax Regional Police
- Ivy Nanayakkara, Acting Director, People & Culture, Toronto Police Service
- Lisa O’Neil, Director of Occupational Health, Management and Accommodations, Royal Canadian Mounted Police

Moderator

Kim Armstrong, Chief People Officer, Calgary Police Service; Co-Chair, CACP Human Resources & Learning Committee

Description

Across Canada, as many as 20% of sworn police members are unable to perform the full scope of frontline duties due to physical or psychological injury. This reality presents operational, staffing, and fiscal challenges for police services, particularly as organizations work to support injured members, maintain frontline capacity, and respond to growing budget pressures. This panel will explore how police services across the country are addressing these challenges, balancing member well-being with

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| | operational demands, and rethinking workforce utilization in an era of increasing public and organizational expectations. |
| SESSION 4 11:40 – 12:30 | <p>From Recovery to Readiness: The Next Wave of Reintegration Strategies</p> <p>Panelists</p> <ul style="list-style-type: none"> • Inspector Martin Montour, Chief of Training Division, Montreal Police Service • Staff Sergeant Keith Howson-Jones, Vancouver Police Department • Staff Sergeant Glen Klose, Edmonton Police Service • Chief Superintendent Lori Doonan, Ontario Provincial Police <p>Moderator Detective Jeffrey Westman, Edmonton Police Service</p> <p>Description Every police service faces the challenge of how best to bring an officer back to work, and most now rely on structured reintegration programs. This session looks at more recent legal, operational, and cultural developments in structured reintegration, and how those developments have informed changes to practice. We'll highlight emerging practices and new directions in reintegration, from streamlined return-to-duty pathways to innovative wellness-focused approaches. Expect a focused, practical look at where reintegration is heading and what's shaping its evolution.</p> |
| 12:30 – 13:30 | Lunch (<i>Opus Foyer</i>) |
| SESSION 5 13:30 – 13:45 | <p>The Time Factor: How Officer Workload Shapes Wellness, Retention, and the Future of Policing</p> <p>Presenters</p> <ul style="list-style-type: none"> • André Powell, Partner & Co-Founder, Deetken Insight • Jason Laidman, M.O.M., Policing and Public Safety Expert, Deetken Insight • Paul Pelletier, LL.B., PMP, CAPS, Workplace Culture & Organizational Wellness Expert, Deetken Insight <p>Description Police leaders often discuss staffing levels, recruitment, and retention — but rarely examine how officers actually experience their time at work. This session introduces the concept of Time-Based Policing, an analytical approach that examines how frontline officer time is distributed across calls for service, administrative responsibilities, and proactive policing. By understanding the relationship between operational demand and officer capacity, leaders can better address workforce sustainability, officer wellness, and long-term retention. The discussion highlights how evidence-based workload analysis can help policing organizations build healthier, more sustainable careers for their people.</p> |

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| <p>SESSION 6 13:45 – 14:30</p> | <p>Retired Rehired</p> <p><i>Presenters</i></p> <ul style="list-style-type: none"> • Detective Ryan Jeffrey, Vancouver Police Department • Inspector Travis Juska, Calgary Police Service • Jasmine Duquette, Head of Recruitment and Staffing, Sûreté du Québec <p><i>Description</i></p> <p>Meeting staffing requirements in policing has become increasingly difficult across jurisdictions of all sizes. Departments are facing a combination of rising retirement rates, challenges in recruiting new officers, evolving community expectations, and increasing demands on services. These pressures have created staffing gaps that affect not only frontline operations but also training, supervision, and specialized units.</p> <p>To address these challenges, many law enforcement agencies are exploring alternative staffing models. One approach gaining traction is the use of retired officers to support active personnel and help maintain organizational capacity. Retired officers bring valuable experience, institutional knowledge, and practical expertise that can be leveraged in a variety of roles, from training and mentoring to administrative and support functions.</p> <p>The panel will examine this approach in depth. We will discuss how agencies are utilizing retired officers, the benefits and limitations of this strategy, and the policy, legal, and ethical considerations that accompany it. Our panelists will also share insights on best practices, workforce sustainability, and how this model fits into the broader future of policing.</p> |
| <p>14:30 – 15:00</p> | <p>Network Break (<i>Opus Foyer</i>)</p> |
| <p>SESSION 7 15:00 – 16:15</p> | <p>Breaking the Brass Ceiling: Lessons in Leadership from Female Police Chiefs</p> <p><i>Panelists</i></p> <ul style="list-style-type: none"> • Chief Cheryl Gervais, M.O.M., Treaty 3 Police Service • Chief Lorilee Davies, Regina Police Service • Chief Fiona Wilson, O.O.M., Victoria Police Department • Chief Sarah Cunningham, M.O.M., Greater Sudbury Police Service <p><i>Moderator</i></p> <p>Deputy Chief Treena MacSween M.O.M., London Police Service</p> <p><i>Description</i></p> <p>This inspiring panel features trailblazing female Chiefs of Police who will share their leadership journeys to motivate and empower women aspiring to advance within</p> |

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| | <p>policing. Through candid reflections, the Chiefs will discuss overcoming barriers, building confidence, and navigating the unique challenges women face on the path to senior ranks. They will highlight the importance of mentorship, resilience, and authentic leadership in driving meaningful progress. Attendees will gain practical strategies for career development and insights into fostering inclusive cultures that support women's advancement. This session offers a powerful opportunity for emerging leaders to learn from those who have paved the way and continue to shape the future of policing.</p> |
| 16:15 | Closing Remarks |

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| TIME | |
| 07:00 – 13:00 | Exhibit Show (<i>Opus Foyer</i>) |
| 07:00 – 08:15 | Breakfast (<i>Opus Foyer</i>) |
| 08:15 – 15:40 | <p>Plenary Sessions (<i>Opus 1 & 2</i>)</p> <p>Master of Ceremonies</p> <ul style="list-style-type: none"> • Chelsea Byers, Conseillère cadre, ressources humaines, Service de police de la Ville de Québec • Chief Inspector David Shane, Montreal Police Service |
| 08:15 – 08:20 | Opening Remarks |
| <p style="color: red;">SESSION 8</p> <p>08:20 – 09:00</p> | <p>Standing By or Stepping In? Lessons from the Margins of Institutional Crisis</p> <p>Presenter</p> <ul style="list-style-type: none"> • Danielle Robitaille, Managing Partner, Henein Hutchison Robitaille <p>Description</p> <p>Danielle's unique investigation practice, spanning nearly 20 years, has taken her to seemingly different environments to ask the same questions: What happened? Was it wrong? Who is responsible? And what should change? These questions have focused her work from the c-suite corporate boardroom to hallowed halls of academia, to the glamorous world of television entertainment, to the world high performance amateur sport, and to the complex environment of police oversight.</p> <p>In each context decision makers zero-in on the respondents, the bad actors, first, and then "the culture" to explain the episode or dark chapter in the organization's history.</p> |

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| | <p>Danielle’s experience teaches that, in most cases, leaders should both broaden and particularize their attention on two other culprits: “the bystander” and “the follower”.</p> <p>In this address Danielle will utilize her diverse experience to draw common lessons that can be put into practice in developing codes of conduct, daily practices, and cultures of compliance in the policing context.</p> |
| <p>SESSION 9 09:00 – 09:45</p> | <p>Inclusive Workplaces - Best Practices in Policy, Programs and Initiatives</p> <p>Panelists</p> <ul style="list-style-type: none"> • Dr. Rahim Samnani, Equity & Inclusion Specialist, Hamilton Police Service • Amy Stewart, Program Advisor, Equity & Inclusion, Ontario Provincial Police • Jasbir Dhillon, Manager, Equity, Diversity and Inclusion, Peel Regional Police Service <p>Moderator Alicia Lauzon, Senior Manager, Equity and Inclusion, Ontario Provincial Police</p> <p>Description Inclusive Policing in Practice: Employee Resource Groups (ERGs) and Equity Strategies that Work. This session will showcase the Ontario Association of Chiefs of Police Employee Resource Toolkit - a collaborative effort by the Ontario Provincial Police, Peel, Hamilton and Barrie Police Services to help advance equity principles across Ontario policing and beyond. The toolkit provides practical strategies and resources to support inclusive policies, programs, and initiatives. Each participating service will share insights on the successes and challenges of implementing ERGs, offering real-world examples and lessons learned to strengthen equity and inclusion within police organizations.</p> |
| <p>09:45 – 10:15</p> | <p>Network Break (<i>Opus Foyer</i>)</p> |
| <p>SESSION 10 10:15 – 11:15</p> | <p>Conducting Workplace Investigations in a Trauma Informed Way</p> <p>Panelists</p> <ul style="list-style-type: none"> • Laura Flyer, Manager, Respectful Workplace, Toronto Police Service • Laura Smith, Senior Manager, Resolution & Restoration, Ontario Provincial Police • Inspector Dennis Wong, Vancouver Police Department • Brent Lustig, Manager, Integrated Health and Wellness, Regina Police Service <p>Moderator Alicia Lauzon, Senior Manager, Equity and Inclusion, Ontario Provincial Police</p> |

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| | <p>Description</p> <p>Discover how trauma-informed approaches can transform workplace investigations - building trust, fairness and psychological safety across policing. This panel discussion brings together experts from police services across Canada to explore how workplace investigations can be approached with sensitivity and care. Panelists will share best practices in respectful workplace processes, resolution and restoration strategies, and the integration of healing circles within professional standards. The session will also highlight the role of external investigators in supporting internal investigations, ensuring fairness and psychological safety throughout. Join us to learn how trauma-informed principles can strengthen trust, accountability and well-being in policing environments.</p> |
| <p>SESSION 11 11:15 – 12:00</p> | <p>Navigating Legal and Workplace Culture Risks and Workplace Misconduct in Modern Policing: Practical Strategies for Police Leaders</p> <p>Presenter</p> <ul style="list-style-type: none"> Natasha Savoline, Partner, Lawyer & Workplace Investigator, Bernardi Human Resource Law, LLP <p>Description</p> <p>Police leaders today face unprecedented complexity in managing workplace misconduct, accommodation, and discipline. The intersection of collective agreements, human rights obligations, occupational health and safety requirements, and evolving case law creates high-stakes challenges that can impact organizational integrity, reputation, and legal liability. We'll unpack the early warning signs that an issue may outgrow routine HR or professional standards processes and build a decision framework for when to manage an issue internally versus when to call on external counsel or an independent investigator.</p> <p>Learning Objectives: This session offers police executives and senior police leaders practical, scenario-based guidance and clear leadership actions for navigating these risks. Drawing on real-world examples and knowledge gained from workplace investigations and culture assessments in Canadian police services, this session will:</p> <ul style="list-style-type: none"> Identify and address key legal and organizational risks associated with workplace misconduct, harassment, discrimination and accommodation in police services—including subtle group dynamics like reprisal, collusion, and “shields of silence” that impede reporting and resolution. Highlight strategies to tackle the unique challenges inherent in many police service cultures. Examine emerging legal trends and case law on organizational and leadership obligations in addressing workplace misconduct and dysfunctional workplace culture. |

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| | <ul style="list-style-type: none"> • Equip leaders to disrupt and counter problematic workplace behaviours and culture issues, and emphasize their responsibility for timely, accountability-based action. • Identify the signs that an issue may escalate beyond routine HR or professional standards processes to distinguish those that can be managed internally from those warranting escalation to external resources. • Explore ways to resolve existing workplace culture and misconduct issues and proactive strategies to prevent issues from festering, supporting broader culture transformation. <p>Participants will leave with actionable tools and knowledge to support sound and legally defensible decisions, reduce legal risk, and strengthen fair, credible leadership and accountability in today's police services.</p> |
| 12:00 – 13:00 | Lunch (<i>Opus Foyer</i>) |
| SESSION 12 13:00 – 14:00 | The Great Re-Framing: Policing as a Career of Choice in 2026 <p>Panelists</p> <ul style="list-style-type: none"> • Danielle Hager, Greater Sudbury Police Service • Sergeant Gregory Thomas, Acting OIC, EDI Outreach and Development, Royal Canadian Mounted Police • Sergeant Colin Hegi, Regina Police Service • Sergeant Jason Zerk, Recruitment and Selection, Calgary Police Service <p>Moderator Alissa Sullivan, Manager, Human Resources, Regina Police Service</p> <p>Description The traditional "military pipeline" and "legacy" family hires are shrinking, but the opportunity for a multi-faceted career has never been greater. This panel of recruiters from across the country explores how agencies are winning over Gen Z by re-framing policing as a values-driven profession. Policing is not a singular job, but a hub of diverse professional pathways. Additionally, we will discuss the "Guardian" model of recruitment and how to pitch public service to a generation that prioritizes work-life balance and social equity.</p> |
| 14:00 – 14:15 | Network Break (<i>Opus Foyer</i>) |
| SESSION 13 14:15 – 15:30 | Disrupting the Code of Silence: Research and Leadership Perspectives on the Code of Silence and Police Misconduct <p>Presenter</p> |

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- Dr. Angela Workman-Stark, Athabasca University

Panelists

- Deputy Chief Mark Dapat M.O.M., Peel Regional Police Service
- Deputy Chief Trish Ferguson, M.O.M., Ottawa Police Service
- Chief Bill Fordy, O.O.M., Niagara Regional Police Service
- Chief Cameron McBride, M.O.M., Saskatoon Police Service

Moderator

Elizabeth Nguyen, Executive Director, Corporate Services, Regina Police Service; Co-Chair, CACP Equity, Diversity & Inclusion Committee

Description

The “blue” code of silence has long been identified as an enabler of police misconduct, often framed as an individual officer’s reluctance to report inappropriate behaviour. Recent research led by Dr. Angela Workman-Stark, however, suggests that silence extends beyond those who directly witness or experience misconduct to include colleagues, supervisors, and other authority figures who may discourage reporting or fail to act when concerns are raised.

This session will explore new research findings that examine how organizational norms and social cues shape expectations around speaking up, effectively reinforcing silence across multiple levels in policing organizations. In the first half of this session, Dr. Angela Workman-Stark will present and discuss the research, with a focus on how silence is produced and maintained within police organizations, and how this silence can be disrupted through the selection and development of supervisors who model ethical values.

The second half of the session will feature a panel discussion with police leaders, who will reflect on these findings through real-world examples from their own organizations. Panelists will discuss the practical implications for leadership, supervision, and organizational culture. Together, the research and practitioner perspectives will offer actionable insights for leaders seeking to foster ethical climates, strengthen accountability, and support members who speak up.

15:30**Closing Remarks**