

2019

**ONTARIO ASSOCIATION OF
LAW ENFORCEMENT PLANNERS
FALL SYMPOSIUM**

**ADOPTING CHANGE,
ADAPTING CULTURE**

SYMPOSIUM REGISTRANT PACKAGE

**October 30-31, 2019
York Regional Police
Newmarket, Ontario**

President: **Vacant**

Vice President: **Robin Marcotte** Robin.marcotte@gspcs.ca

Finance Director: **Lara Hartman** lara.hartman@opp.ca

Past President: **Jim Adams** james.adams@peel.police.ca

Program Director: **Sandy Wilson** 5140@yvp.ca

Communications Director: **Amanda Franceschini** amanda.franceschin@ywrps.ca

Symposium Co-Chair : **Jennifer Gotlieb** 5775@yvp.ca

Symposium Co-chair : **Brenda Mulroy** 5224@yvp.ca

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WELCOME TO THE 2019 OALEP FALL SYMPOSIUM



York Regional Police is pleased to host the 2019 OALEP Fall Symposium on October 30 to 31st at the York Regional Police Training and Education Facility.

On January 1, 1971, York Regional Police was established by the amalgamation of 14 Police Services in the Regional Municipality of York. Our history goes back to the Third York Militia who defended Canada in the War of 1812. Our Motto "Deeds Speak" and the thought behind it has not

changed since that time.

York Regional Police is proud to serve the 1.13 million residents in one of Canada's fastest-growing and most-diverse communities. The hard work and dedication of 1,668 sworn and 652 civilians has resulted in our reputation as a national leader in law enforcement and crime prevention programs. Our members are guided by their mission and their values to realize our vision of making a difference in our community.

The theme of the 2019 Fall Symposium is "Adopting Change, Adapting Culture". The policing environment is rapidly changing due technological advances, new legislation, changing community needs and expectations, population growth and demographic changes. All of these factors and others challenges are the reason we need to adapt our culture to deliver strategic evidence-based policing services.

ANNUAL REPORT CONTEST

Do not forget the Annual Report Award contest. OALEP members attending can submit their agency's Annual Report for the award. Reports are scored and the winner is announced on day two of the symposium.

ABOUT OALEP

The Ontario Association of Law Enforcement Planners (OALEP) was established in the 1980s to provide a forum to enhance professionalism, training, and networking for law enforcement planners in the Province of Ontario.

The Association is represented by both sworn and civilian members from public safety agencies across the Province.

In 2010 OALEP became the largest and only Canadian Chapter of the International Association of Law Enforcement Planners in North America (IALEP).

Membership in OALEP facilitates networking with other law enforcement professionals on topics of common interest.

Member services include:

- Symposiums;
- Access to the Members-Only Section of www.oalep.ca;
- The annual member directory;
- The BLUEPRINT newsletter; and
- The Annual Report Award.

Interested in becoming a member of OALEP? For more information, please visit www.oalep.ca or contact any member of the Executive Board.

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Day 1, Wednesday October 30, 2019

8:00 am	8:30 am	Registration and Reception
8:30 am	8:55 am	Opening Remarks, Chief Eric Jolliffe, York Regional Police Sergeant Jim Adams, Past President OALEP
9:00 am	10:30 am	Business Intelligence, Supporting an Evidence-based Culture Greg Stanisci, Assistant Manager, Business Intelligence and Data Analytics Scott Hurst, Supervisor Business Intelligence and Data Analytics York Regional Police
10:30 am	10:45 am	Break
10:45 am	11:30 am	Evaluating a New Front-line Sector Policing Model Constable Eran Schwartz, Training and Education Bureau, York Regional Police
11:30 am	12:00 pm	Project Nova: Enhancing Front-line Effectiveness and Quality of Life Staff Sergeant Brad Weick York Regional Police
12:00 pm	1:00 pm	Lunch
1:00 pm	2:00 pm	Reviewing a Patrol Schedule: From Inception to Implementation Jessica Abra, Research Analyst, Research and Development Guelph Police Service
2:00 pm	2:15 pm	Break
2:15 pm	2:45 pm	Breakthrough: Transforming Organizational Culture Kathleen MacDonald, Senior Counsel, Executive Services Superintendent Al Almeida, Operational Command York Regional Police
2:45 pm	3:45 pm	Equity and Inclusion in the Work Place Sergeant Tricia Watts, Executive Officer to Deputy Chief Operations Branch Alicia Lauzon, Equity and Inclusion Specialist, Diversity, Equity and Inclusion Bureau York Regional Police
3:45 pm	4:00 pm	Wrap Up

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Day 2, Thursday October 31, 2019

8:30 am	9:15 am	Advancing Professionalism by Developing an Ethics Framework Retired Superintendent Karen Noakes, Consultant, Executive Services Staff Sergeant Kelly Chester, Training and Education Bureau York Regional Police
9:15 am	9:30 am	Ontario Association of Law Enforcement Planners (OALEP) Business Meeting Sergeant Robin Marcotte, Vice President OALEP
9:30 am	10:15 am	Communications Centre Modernization Lindsey O'Quinn, Supervisor, 911 Communications Centre York Regional Police
10:15 am	10:30 am	Break
10:30 am	12:00 pm	Value Walks: Process Improvement Facilitation Tool Ismat Thaver, Program Manager, Process Improvement, Project Management Office, Transportation and Infrastructure Planning, Transportation Services Taha Hafiz, Process Improvement Lead, Project Management Office, Transportation and Infrastructure Planning, Transportation Services Allison Bailey, Program Manager, Corporate Continuous Improvement, Strategies and Initiatives, Office of the CAO Regional Municipality of York
12:00 pm	12:15 pm	Wrap Up Sergeant Jim Adams, Past President OALEP

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GUEST SPEAKER BIOGRAPHIES



Chief Eric Jolliffe, O.O.M., BA, MA, CMM III York Regional Police

Born and raised in York Region, Chief Eric Jolliffe began his career with the City of Edmonton Police Service in 1979. In 1981, Chief Jolliffe returned to York Region and joined York Regional Police. Over his 40-year career, Chief Jolliffe has served in a variety of functions including Uniform Patrol, Criminal Investigations, Planning Services, Project Management and Strategic Planning. In 1997, he was appointed Officer in Charge of #5 District in Markham where he was responsible for Field Operations, Criminal Investigations and Community Outreach. In December 1999, he was promoted to the rank of Superintendent. In October 2000, he was transferred to Support Services where he oversaw Tactical Support, Operational Support, Incident Response and Court Services. On

December 16, 2002, he was appointed to Deputy Chief of Operations responsible for District Operations, Investigative Services, Support Services and Community Services. In 2005, he assumed the role of Deputy Chief of Administration responsible for Information Services, Financial Services, Staff Services, Community Services and Court Services. On December 13, 2010, he was appointed to Chief of Police.

Chief Jolliffe holds a Bachelor of Arts Honours degree from York University and is a graduate of the Federal Bureau of Investigation National Academy and the FBI LEED Program from the United States Department of Justice in Quantico, Virginia. Chief Jolliffe is a graduate of the University of Toronto's Joseph L. Rotman School of Management Police Leadership Program, the Police Executive Research Forum Senior Management Institute for Police and the Institute for Strategic International Studies. Chief Jolliffe has completed the Executive Development Course at the Canadian Police College, has completed the prerequisite courses to obtain a Diploma in Police Management Studies from the Canadian Police College/Ontario Police College and the University of Western Ontario. Chief Jolliffe also holds the designation of Certified Municipal Manager III with a Police Executive designation and in October 2012 received the Queen Elizabeth II Diamond Jubilee Medal. In May of 2012, Chief Jolliffe received his Masters of Arts Degree in Leadership from Royal Roads University and later that year received the Alumni Leadership award from the University.

The Chief is active in the community and is proud of the partnerships he has developed with the various diverse communities in this Region. He is the only Canadian police officer to have received the Arthur J. Barnett "Planner of the Year" Award in 1996 by the International Association of Law Enforcement Planners.

Chief Jolliffe has received the Police Exemplary Service Medal, 30 Year Bar, 40 Year Second Bar and Her Majesty Queen Elizabeth II Golden Jubilee Medal and Diamond Jubilee for outstanding service to our citizens, community and country. In September 2015, the Governor General of Canada presented Chief Jolliffe with the Officer of the Order of Merit of the Police Forces.

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Greg Stanisci is the Manager of the Business Intelligence team at York Regional Police. He has spent the last five years leading the development of award winning data driven solutions made up of unique dashboards, spatial applications and a data warehouse. His team and their partners are also breaking new ground in the industry with natural language processing techniques, which transforms how unstructured data is dealt with. Greg has more than 20 years of experience in the field of information technology and has been a member of York Regional Police (YRP) for over 15 years. In his current role, Greg is dedicated to the transformation of processes through data driven innovations to generate new efficiencies that will help keep York Region Safe. Email: 5458@yrp.ca



Scott Hurst is the Supervisor of the Business Intelligence and Data Analytics Unit at York Regional Police. Scott is responsible for supervising an award winning technical team, which includes BI development, GIS, ETL / Data Warehouse Management, Data Analysis, and Project Management. Scott's 10-year career at YRP includes experience in Information Management, Planning, Evaluation, Statistics, Business Intelligence and Data Analytics. Scott has a Bachelor of Arts Honours Degree in Political Science with a concentration in Public Law from Brock University and is a certified Project Management Professional (PMP). Email 5696@yrp.ca

Presentation Title: Business Intelligence: Supporting and Evidence-based Culture

Brief Description: The York Regional Police Business Intelligence Unit will present the work they have done to create an innovative suite of dashboards and map applications. These applications present critical information to officers and civilian members, which allows for real time situational awareness, optimized resource deployment, investigative support, crime analysis, and support of operational planning and decision-making. The BI Vision is based on 4 principles:

- 1) Managing Resources effectively: the right number of Officers at the right place and time, with the right Information, and measuring the right things;
- 2) Maintaining Public Safety & Security: enabling evidence-based decisions focused on preventing, suppressing and detecting crime through the availability of real-time intelligence;
- 3) Reflecting the True Cost of Policing: capturing time spent on calls and non-criminal demands for service rather than dated measures like Police to Population ratios; number of calls and crime rates;
- 4) Building Community Confidence and Trust: better response to community needs and improved transparency and accountability through enhanced ability to share data related to activities, outcomes and costs

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Eran Schwartz graduated from the University of Toronto with a degree in Industrial Engineering, focusing on Logistics, Systems Design and Management. He worked at Procter & Gamble Inc. prior to pursuing his policing career. Eran started with YRP in 2006 and worked in uniform patrol, CIB, Strategic Planning, and the Air Support unit. Eran is currently a full time member of the Training & Education bureau as a Practical Skills instructor. Email: 1734@yrp.ca

Presentation Title: Evaluating a New Front-line Sector Policing Model

Brief Description: In early 2017, York Regional Police implemented a new front-line/patrol Sector Policing Model across all districts. The presentation will provide an overview of the data-driven evaluation conducted to assess the success of the model's implementation goals which were to: Promote a more balanced workload among frontline officers and assess time spent on response to Citizen Generated Calls for Service (CGCFS), Administrative Tasks, Proactive Policing and Community Engagement activities; Increase time available for proactive policing activities; Ensure that sufficient ranked supervision is available on the frontline, thus enhancing performance and coaching, and mitigating organizational, officer and public risk.

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Staff Sergeant Brad Weick has been a police officer with York Regional Police for the last 20 years. Brad began his career in 1998 after graduating from the University of Western Ontario with a Bachelor of Arts in Sociology. Brad also holds a Master's degree in leadership from the University of Guelph. Brad has worked in Uniform Patrol, the Emergency Response Unit, and the Criminal Investigations Bureau, and currently assumes a position within the Strategic Services Bureau in Special Projects. Email: 1010@yrp.ca

Presentation Title: Project Nova: Enhancing Front-line Effectiveness and Quality of Life

Brief Description: The Vision of Nova is to collaboratively identify and implement efficiencies for front-line officers, and elevate their wellness, mindset, opportunities and quality of life. Specifically, the presentation will provide an overview of the work being done to: Promote, maintain and adjust, where required, a balanced workload amongst front-line officers; Continue to improve efficiency, effectiveness and quality of life for front-line patrol; Reduce or eliminate calls for service where a police officer attending the scene is not critical; Identify and implement common sense solutions for old problems; Leverage technology (e.g. online and self-reporting); Gauge mindset as it relates to front-line's sense of feeling valued and their status within the organization.

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Jessica Abra has been a Research Analyst with the Research and Development Unit of the Guelph Police Service for the last 15 years, where she works on strategic planning, procedure development, and research and evaluation projects, among other tasks. She has been granted certification as an Advanced Certified Law Enforcement Planner by the International Association of Law Enforcement Planners, and received the Award for Excellence in Support Services from the Guelph Police Service in 2011. Jessica was a Civilian Director on the Guelph Police Association for 6 years, which included managing employee/employer relations and bargaining collective agreements. Email: jabra@guelphpolice.ca

Presentation Title: Reviewing a Patrol Schedule: From Inception to Implementation

Brief Description: This presentation will share the process the Guelph Police Service undertook to evaluate its front line patrol shift schedule, beginning with the contractual language that initiated the evaluation, through to the implementation of a new shift schedule. A Joint Uniform/Civilian Shift Schedule Committee conducted a review of the current shift schedules with a goal to recommend a new or modified shift schedule to provide better service to the community, to improve efficiency, to better match resources to demand for services, and contribute to health and work life balance. The presentation will provide an overview of the review methodology, data gathering techniques and analysis undertaken, and implementation plan. It will highlight the challenges, successes and lessons learned.

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Al Almeida is a Superintendent with York Regional Police. He has over 31 years of law enforcement experience in a variety of assignments including Homicide, Intelligence, District Command and Operational Command. He holds a Masters of Arts Degree in Leadership from the University of Guelph, and has completed the Police Leadership Program through the Rothman School of Management at the University of Toronto. In 2016, Superintendent Almeida was part of team that led change in three key areas of YRP and was the Project lead for the Intelligence Hub implementation. In 2019, Superintendent Almeida and Kathleen MacDonald were appointed full time to Project Breakthrough, an organizational culture transformation at YRP. Email: 654@yrp.ca



Kathleen MacDonald spent the first several years of her career as an Assistant Crown Attorney in Toronto. She joined York Regional Police full-time in 2014 as part of the in-house legal team. She provides legal advice to the Executive Command Team and teaches law to police officers internally and across the Province of Ontario. In 2017 Kathleen was assigned to conduct internal research and form recommendations in relation to women in policing at YRP as a co-lead of Project Vanguard. In January of 2019, Chief Jolliffe appointed Kathleen and Superintendent Almeida as Change Process Leaders to lead YRP's organizational culture transformation, Breakthrough. 5810@yrp.ca

Presentation Title: Breakthrough: Transforming Organizational Culture

Brief Description: Breakthrough is an initiative that is transforming the culture at York Regional Police to better support all members. Members are learning to set aside their egos and encourage ongoing inclusivity, collaboration and adaptability in our organization. It ensures that all members enjoy the same access to career opportunities and wellness services. It coordinates the efforts of several member-focused projects under one umbrella including the following: Professionalism Through Ethics (ethics framework and civility and respect in the Workplace), Vanguard (equity in the workplace) and Inclusion, Member Wellness, Communications Bureau Modernization, Nova – Front-line Workload/Efficiencies.

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Sergeant Tricia Watts started her policing career in 1998 with London Police and moved to York Regional Police in 2002. In addition to over seven years in a uniform capacity, Tricia has worked in Criminal Investigations, Sexual Assault, Planning and Research Unit and a few long term secondments with Training and Education. Tricia is currently the Executive Officer to Deputy Crawford. In that role, she is developing an organizational strategy for women in policing. Tricia earned both her BA and her LLM from York University. She recently completed training in Conscious Leadership and Consulting through the US based program 4Sight. Email: 127@yrp.ca



Alicia Lauzon is the Equity and Inclusion Specialist at York Regional Police and is responsible for the alignment of systems and policies in supporting human rights and equity while creating an inclusive organizational culture. Alicia received her Bachelor of Arts degree in Employment Relations from the University of Toronto and in 2018, completed a Master of Arts Integrated Studies from Athabasca University with a focus on Equity Studies. She has instructed part-time in Seneca College's Police Foundations program. She currently leads York Regional Police's Inclusion Strategy, manages the organization's Internal Support Networks and facilitates the 2SLGBTQ+ Community Consultative Roundtable. In 2015, Alicia was honoured with the Herbert H. Carnegie award, recognizing her ability to collaborate through inclusive policing with communities and members of York Regional Police. She contributes time with the Toronto Region Immigrant Employment Council, acting as mentor and has contributed research to TRIEC's Inclusive Workplace Competencies framework that advances organizational inclusivity. Alicia was the recipient of TRIEC's Leadership in Immigrant Inclusion Award 2018, in recognition of her work to create conditions for immigrants to succeed in the GTA labour market. She has volunteered as Chair for the Women's Centre of York Region, advancing the sustainable livelihood of women. Most recently, Alicia co-created Thrive, a peer resiliency group that incorporates mindfulness and well-being supports for York Regional Police members. She is also a part-time facilitator for KAIROS Canada that aims to heighten awareness of the shared history of Indigenous and non-Indigenous peoples in Canada. Email: 5681@yrp.ca

Presentation Title: Equity and Inclusion in the Workplace

Brief Description: The presentation will provide an overview of the methodology utilized to research, report and implement recommendations of an equity study and develop an inclusion strategy. The focus of the work is on removing cultural barriers in areas of recruiting, retention, training, employment practices, communication, and professional development. It encompasses an analysis of the current organizational culture and mindset around gender issues, identification of opportunities to align business practices and to develop an accountability/reporting system.

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Karen Noakes joined York Regional Police in October 1985. During her policing career, she worked a variety of assignments that include Uniform Branch, Traffic Bureau, Morality Bureau, a secondment to the ViClas Centre (Violent Crime Linkage Analysis System) at the Ontario Provincial Police General Headquarters in Orillia, Domestic Violence Unit, Drugs and Vice Unit, Duty Inspectors Office, Executive Officer to the Chief of Police and District Commander of 2 District in Richmond Hill. Karen spent her last 5 years as the Commander of Support Services which encompasses the Canine Unit, Traffic Bureau, Air Support Unit, Tactical Unit, Major Incident Management Unit and Critical Incident Command Team. Karen retired in August 2017. She continues to remain very passionate about women in law enforcement, gender equality and ethics and professionalism in policing. Karen has been working as a consultant for the York Regional Police Ethics Project since December 2018



Kelly Chester joined York Regional Police in May 2000. She is currently the Staff Sergeant of the Academic Unit within the Corporate Development Bureau. Previously Kelly was a Sergeant within the Academic Unit and oversaw Foundational Recruit Training as well as a Detective in the Crimes Against Children Unit. In August 2017 Kelly became co-chair of the Professionalism Through Ethics Committee (PTEC) and continues to be committed to the Ethics Project as a co-Project Leader with Karen Noakes. Kelly is an avid cyclist and has participated in the 700km Ride To Remember since 2016. She is as eager to discuss the latest technology in cycling shoes as she is the overall outcome of the Ethics Project. Email: 1128@yrp.ca

Presentation Title: Advancing Professionalism by Developing an Ethics Framework

Brief Description: The presentation will discuss how York Regional Police is examining ethical governance and implementing an integrated ethics framework throughout the organization to support professionalism and a respectful work environment. It will provide an overview of the member-led committee that is reviewing how ethics are embedded into our organization and address culture, ethical leadership, systems, processes, risk assessment, training, governance/decision-making, and technology.

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Lindsey O'Quinn has been a Communicator for 20 years – 17 with YRP – and has extensive experience in on the floor training of new Communications members, telecommunications and operational deployment. Lindsey has directed her professional education and knowledge expansion with a focus on leadership and adult training/coaching. Lindsey is a part time member of the Critical Incident Command team in the capacity of a scribe and Boards person. Her current role as a Communications Supervisor has led to this secondment, chairing The Communications Modernization Team since December 2018. The Communications Modernization Team has been tasked with enhancing member wellness and identifying opportunities for professional development within the 9-1-1 Communications Centre. Email: 5379@yrp.ca .

Presentation Title: Communications Centre Modernization

Brief Description: The presentation will discuss how the Communications Modernization Team is working to enhance member wellness and retention in the 9-1-1 Call Centre. Specifically, the team is focusing on evaluating staffing needs, reviewing hiring practices, and developing a more supportive training model with enhanced supervisory capacity to support change efforts. Efforts include the development of strategies to ensure member development, a healthy, inclusive work environment, and adequate succession planning.

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Ismat Thaver is the Program Manager, Process Improvement, Transportation Services PMO at the Regional Municipality of York. Ismat has been with York Region for 4.5 years. She has spent the last 10 plus years working with teams, coaching, training and leading and advising on Lean and Six Sigma process improvement projects. She loves her work and hopes for ten more!



Taha Hafiz has been working with the Regional Municipality of York since 2011 and currently working as Process Improvement Lead, Transportation Services, PMO. Taha is an aspiring Data Scientist and PMP with a passion for Process Improvement.



Allison Bailey is the Corporate Continuous Improvement Program Manager at the Regional Municipality of York. Allison has been with York Region for 15 years, much of that time as Continuous Quality Improvement Lead in Public Health. She is knowledgeable in a range of improvement methodologies and is a skilled facilitator. Email: Allison.Bailey@york.ca

Presentation Title: Value Walks: A Process Improvement Facilitation Tool

Brief Description: Value Walks is a simple tool and practical approach to improving business processes in any work unit. It allows you to identify value-added and non-value added activities to identify continuous improvement opportunities. It is based on the Lean management concepts around eight wastes and value. The tool can be used to encourage day-to-day team dialogue around the sources of 'waste' (inefficiencies) within the process and the best way to eliminate wastes through brainstorming and prioritizing improvements. Participants will have the opportunity to apply the tool using an everyday example

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Join the Board

Fall 2019

*OALEP is pleased to announce the calling for nominees for election
for one position on the Executive Board of Directors this Fall.*

Being part of the Executive Board:

- Benefits the Association through new ideas and participation
- Gives members a chance to be leaders
- Offers a sense of reward through accomplishment, professional development, and service among your colleagues.

Without volunteers, many of the Association activities and initiatives would not be possible. In recognition of the Executive Board members' volunteer commitment to OALEP, symposium registration fees are waived. As a Board member, this helps ensure that you are able to attend each semi-annual symposium and represents a savings to you and your agency of at least \$350.00 yearly.

OALEP Executive Board Vacancy

Each Director is elected for a two-year term. Your agency should be supportive of your position on the OALEP Executive Board. There is no financial obligation. Only your time and expertise are requested in the form of approximately 10 hours per month. Monthly OALEP Executive meetings are held via tele-conference once a month to keep travel to a minimum.

Executive Board positions are not mutually exclusive as the Board operates as a team, sharing many responsibilities. Brief job descriptions are provided below. Full details are available in *The Ontario Association of Law Enforcement Planners Constitution and By-Laws* posted on the website (www.oalep.ca).

Here is your opportunity to help and get involved!

If you are interested or know of someone who might be interested, please contact any of the current Executive Board members for additional information.

OALEP Business Meeting Agenda

October 31, 2019

9:15 a.m.

1. Adopt Agenda
2. Approval of Minutes from Spring 2019 Business Meeting
3. 2019 Budget Review
 - a) Update on Association finances.
 - b) Status report on membership renewal.
4. OALEP Elections
 - a) Nomination and election of OALEP President
5. Updates from the OALEP Executive Board
 - a) Website – Forum Update.
 - b) Reminder to register and update online profiles.
 - c) Spring Symposium.
 - d) Blueprint Submissions.
6. Update from IALEP
7. Adjournment

OALEP Business Meeting Minutes

May 15, 2019

Emil V. Kolb Centre for Police Excellence, Mississauga

Member Organizations in Attendance:

Greater Sudbury Police Service	Ottawa Police Service
Guelph Police Service	North Bay Police
Halton Regional Police	Peel Regional Police
Hamilton Police Service	Waterloo Police
Ontario Provincial Police	York Regional Police
Orangeville Police Service	

1. President Jim Adams called the **meeting to order at 11:27am.**
 - Jim thanked the attendees and speakers for participating in the symposium, and thanked the rest of the Executive and his team at Peel for their work in organizing the Spring symposium.

2. Adopt Agenda
 - **DECISION** → The agenda for the Business Meeting was adopted.

3. Approval of Minutes from Fall 2018 Business Meeting
 - Jim noted that the minutes from the 2018 Fall OALEP Symposium Business Meeting (at the Canadian Staffing Symposium) in Peel were provided in the registrant package and asked if anyone had any questions or suggested edits.
 - **DECISION** → The minutes were approved.

4. 2019 Budget Review
 - a) The Finance Director, Lara Hartman, provided an overview of OALEP’s financial position:
 - Lara noted that OALEP has had a relatively stable bank balance for several years, and that she is exploring options for making an investment with the money. The type of bank account limits opportunities for investments somewhat, and OALEP needs to be able to access funds if required.
 - The last three symposiums have been right around break-even/net zero in terms of profit, and symposium fees have been kept stable.
 - **ACTION ITEM** → Lara said that she and the Executive would further explore investment options.
 - b) Lara provided a status report on membership renewal:
 - She said that membership has declined slightly from 23 paid memberships to 18, with some of the larger police services not renewing.
 - She noted that some services have not yet renewed, and encouraged those in attendance to reach out to counterparts in other police services.
 - **ACTION ITEM** → The OALEP Executive will continue to make efforts to increase membership.

5. OALEP Spring Elections

- a) There was a call for nominations for election of a new OALEP President and Program Director.
- The full description of the positions and responsibilities are available on the OALEP website, but current President Jim Adams and current Program Director Jennifer Ghadiali spoke briefly about the limited time commitment required and benefits of participating as a Board member of OALEP.
 - None of the OALEP members present expressed interest during the Business Meeting.
 - The Executive indicated they would continue to reach out to members following the symposium.
 - One member (Sandy Wilson, York Regional Police) contacted the Executive following the meeting to express interest in the Program Director position.
 - **DECISION** → The OALEP Executive confirmed that the OALEP By-laws permit the Executive Board to appoint an individual to the position, and confirmed that Sandy Wilson could perform the role of Program Director. The Executive will continue to search for a new President.

6. Updates from the OALEP Executive Board

- a) Communications Director Amanda Franceschini provided an overview of OALEP communications:
- Amanda discussed the recently revamped OALEP website, and provided a reminder that members need to register to access a variety of useful information posted on the website such as news, upcoming events, and member profiles.
 - However, she noted that the member profiles section of website is only useful if members take the time to register and update their profile with skills and contact information.
 - **ACTION ITEM** → OALEP members should visit www.OALEP.ca to register and update their profile with skill sets and contact information.
 - There was discussion about the best ways of facilitating communication between OALEP members. Lara mentioned that in the past on the OALEP website, there was a repository/library of OALEP member questions and responses on various topics that many found useful. However, it seems that in the recent updates to the website, this section was removed.
 - **ACTION ITEM** → Amanda will reach out to the webmaster to see if this feature of the website can be re-launched.
 - Amanda mentioned that OALEP issues a Blueprint newsletter that includes, news, upcoming events, tips, a planner's toolbox etc. and that she is always looking for additional content for the Blueprint newsletters. For instance, an article about the Spring Symposium would be a great addition for the next newsletter.
 - **ACTION ITEM** → Amanda requested that members contact her with any feedback regarding the website and newsletter, suggestions for articles or resources, etc. Anyone willing to write a short article for Blueprint about the 2019 Spring Symposium should also contact Amanda.

b) OALEP Fall Symposium

- Jim Adams mentioned that OALEP is still looking for a host agency for the next Fall Symposium, typically held around November, but noted that the timing is very flexible. The OALEP Symposiums have typically been 2- 2/12 days in length in the past. He also mentioned that the host agency is not required to participate in the planning of the symposium, other than reserving a room sufficient in size, and there is no requirement for funding to be provided by the host agency.
- No police services expressed interest in hosting the Fall 2019 Symposium during the Business Meeting, but representatives from York Regional Police later expressed interest in hosting.
- **ACTION ITEM** → The OALEP Executive will coordinate with York Regional Police to determine dates for the Fall Symposium and will send out "save the date" notices to the OALEP contact list.

7. Update from IALEP President Margaret Gloade

- Marg mentioned that OALEP is IALEP's biggest and most active chapter and encouraged OALEP

members to register as a member of IALEP. Membership fees have been reduced to \$50 (from \$75), and provides access to IALEP's forum, which allows members to ask questions of hundreds of law enforcement planners on topics of common interest. Membership also provides access to IALEP's member database and the Member Portal of www.ialep.org. As well, membership provides free access to Justice Clearinghouse which hosts professional justice webinars and educational content and offers a certification program for law enforcement planners. Finally, IALEP hosts annual conferences with a variety of topics of interest to law enforcement planners and opportunities for networking and sharing information.

- Marg mentioned that the IALEP 2018 conference was held in El Paso, Texas September 24-28, 2018. *Bridging Borders* was the theme. OALEP received a free registration for one member organization and after a draw was held, Dianna Millar from Ottawa Police was able to attend and received free registration to the conference.
- She also indicated that the next IALEP Annual Conference will be held in Cleveland Sept 7-13th. The theme will be "relationships". The keynote speaker will be media personality Geraldo Rivera. OALEP members are encouraged to attend. Further information is available on www.ialep.org.
- Marg reminded OALEP members about submitting nominations for the IALEP 'Planner of the Year' and 'Project of the Year' Awards (which will be awarded at the conference).

8. Other Topics

- Marg Gloade mentioned that Waterloo Regional Police will be hosting the 2020 Ontario Special Olympics May 28th-31st. She said WRP will be looking for volunteers and encouraged OALEP members to consider volunteering and attending this event.
- No other topics were raised for discussion.

The meeting was adjourned at 11:47am.

OALEP FALL SYMPOSIUM 2019
ADOPTING CHANGE, ADAPTING CULTURE
Wednesday October 30th to Thursday October 31st

The OALEP Annual Report Award

In the spirit of promoting innovation and good practice, OALEP established the Annual Report Award competition in 2010. The contest is held annually at the Symposium. All member organizations in good standing, and in attendance, are encouraged to participate.

While it is a requirement for all Ontario police services to report annually to their board, many services have used their annual report as an opportunity to showcase their successes over the previous year and to share the state of policing and public safety with their communities. Over the years, police planners from across the province have demonstrated through their annual reports not just their expertise in report writing and analysis but also their recognition of community needs and priorities, creativity, professionalism and pride in their work. This award recognizes those planners.

On behalf of the highest-ranking annual report, the Association will make a donation of \$100.00 to the charity of choice for the winning agency and present the successful organization with a certificate of achievement.

Guidelines for Entries:

The Annual Report contest is judged by an independent panel representing a cross-section of the public. The criteria provided to the panel establish common ground for comparison and represent many of the commonalities of Ontario law enforcement agency annual reports including required content, presentation, style and appeal, and accessibility.

During registration on the first day of the Fall Business Symposium, entrants must:

1. Submit a completed "OALEP Annual Report Award Submission" form, and
2. Provide either five hardcopies of their organization's annual report (that will not be returned) OR provide an e-mail link to an on-line version of their organization's annual report.

Entrants are also invited to bring extra copies of their reports to share with the other symposium attendees.

The winner will be announced and the award presented on the second day of the Fall Business Symposium. An agency representative must be present to receive the award or it will default to the next highest scoring report.

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The OALEP Annual Report Award – Submission Form

If your agency would like to participate in the OALEP Annual Report Award contest, please complete and submit this form during registration on the first day of the Fall BusinessSymposium.

Police Service/Agency:	
Contact Name:	
Five hardcopies of Annual Report	<input type="checkbox"/> Yes <input type="checkbox"/> No
Electronic link to online Annual Report:	
Please briefly describe your annual report and any specific points of interest for the judges:	
Please briefly describe your method of distribution:	

OALEP Executive Board Member
Signature:

Date:

Police Service/Agency Contact
Signature:

Date:

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