



Police Chief Search

Stakeholder Report Back: What we Heard

13 November 2018

Project overview

The Calgary Police Commission (CPC) began a search for a new Chief Constable of the Calgary Police Service (CPS) soon after the July 2018 resignation of Chief Constable Chaffin. The Commission developed an extensive engagement strategy, in consultation with its executive search partners at MNP. One aspect of that engagement plan was a public questionnaire available to all Calgarians. This report focuses on the public questionnaire. For more information about the steps the Commission is taking as it works toward selecting a new Chief Constable, please visit the Calgary Police Commission website:

<https://www.calgarypolicecommission.ca/>

Engagement overview

This opportunity for feedback was open to Calgarians, CPS employees, and community partners. The questions and information provided were based on past research and insights from the Commission about crime trends, policing priorities and the leadership qualities for a police chief to be successful. The Commission wanted to gather community input that could inform the development of the position profile, and the priorities of the next Chief Constable.

The public questionnaire was available for ten days from October 19, 3:00pm to October 29, 11:00pm. The questionnaire was promoted through the CPS social media channels and shared with community partners via email. We received 523 responses from the nearly 1,800 unique visitors to the webpage

<https://engage.calgary.ca/chiefsearch>.

In addition to this questionnaire, the Commission also gathered input from community partners, government officials, and CPS employees. MNP conducted interviews with community partners and government officials, and hosted open houses with employees. The Commission also partnered with an independent research firm to conduct an online survey to allow employees to provide their thoughts anonymously about the next Chief and other workplace concerns. These activities are not part of this report, and summary reports will be posted on the Commission's website.

What we asked

The questionnaire asked Calgarians to indicate their level of importance of the list of five current policing priorities and six leadership qualities. The five priorities included were: Community Policing; Professionalism; Reliability; Safety + Wellness; and Modernization. A summary of the six qualities provided were: dedication to public service; collaborative; values diversity within CPS; integrity/ respect/ fairness/ compassion; innovative/ courageous; and team-builder.

We also asked people to add any missing priorities or qualities they felt were important to consider in the Chief Search.



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What we heard

Thank you to all who took the time to respond. There were a variety of views presented in the responses we received. Some people who completed the questionnaire noted that it was challenging to indicate their level of importance when all the priorities or qualities were considered to be important. So not surprisingly, most people who gave their feedback selected *very important* or *important* for all the priorities and qualities. One comment summarized the sentiment very well: “If the police chief could lead a service that met the five goals in an excellent way, then we would be in amazing shape as a city.”

The **priorities** most often selected as “very important” were:

- **Reliability:** maintain adequate staff and resources to meet the City’s needs; and
- **Safety + Wellness:** support public safety and employee safety and wellness by ensuring police have sufficient training, equipment and policies to support them.

The **quality** most often selected as “very important” was **Acts with a high level of integrity, respect, fairness, and compassion**. The next most often selected as “very important” was **Team builder considerate of community and employee concerns**.

When we asked what else should be considered we heard many things that were similar across both the priorities and qualities sections. The following are some of the most significant themes. They are listed starting with what was said most often:

- **Morale and culture change:** the need to improve the morale of CPS members/staff and bring about culture change (including “challenging entrenched culture”; personnel/management changes; inclusive leadership; and changes to specific internal processes);
- **Education/experience:** these were suggestions of the type of education or experience the new Chief should have (specifically, many said a new Chief from outside Calgary was necessary but some said having Calgary-specific experience was essential while others stated having a University degree was important);
- **Positive public image:** approachability and able to relate to the public and support a positive public image for CPS; and
- **Integrity and accountability:** there were several themes that spoke to the importance of support of accountability and integrity and it’s important to acknowledge this theme for not because it was the highest frequency (though it was often mentioned) but because there were an important variety of ideas that were shared in relation to integrity and accountability including:
 - CPS as an organization should ensure measures taken to improve accountability don’t have a detrimental impact on CPS member morale (including disagreement with some current practices);
 - a Chief needs to be more transparent with members of CPS and support others to do the same; and
 - accountability could be best achieved by a Chief who was fair and apolitical.



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For a more detailed exploration of all the themes that were heard, see the Summary of Input section.

- For a detailed summary of the input that was provided, please see the [Summary of Input](#) section.
- For a verbatim listing of all the input that was provided, please see the [Verbatim Responses](#) section.



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What we heard, what we did

What we heard	What we did
Very Important Priority: Reliability	<p>MNP will incorporate these results into the position profile, which is the foundational document provided to candidates and used to establish evaluation and selection criteria. The candidates who perform strongly and have demonstrated experience and qualities in these priority areas will be considered favorably in the process.</p> <p>We expect that prospective candidates will use these results, along with the results from other engagement activities, to understand the expectations that citizens, employees, and the Commission have for the next leader of the Calgary Police Service.</p>
Very Important Priority: Safety + Wellness	
Very Important Quality: Acts with integrity, respect, fairness, compassion	
Very Important Quality: Team builder, considerate of community and employee concerns	
Other themes: Improve morale	
Other themes: Culture change	
Other themes: Education and experience	
Other themes: Integrity and accountability to CPS members and public	
Other themes: Existing concerns about internal processes such as tenure and making member names public	
Other themes: Positively contribute to CPS's public image and relationship with community	

Next steps

- Police chief position profile will be developed and posted on the Commission's website: <https://www.calgarypolicecommission.ca/> by late November 2019.
- These results will also inform the performance expectations for the next Chief Constable once selected.
- The Chief, the CPS senior leadership team, and the Commission will also use these engagement results when making strategic decisions about the direction and activities of the organization.



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Summary of Input

Part 1 – Policing Priorities

Rating the existing priorities – how important do you feel these are to the city?

PRIORITY	1- Very Important	2- Somewhat Important
Reliability: Maintain adequate staff and resources to meet the City’s needs as it grows and changes.	439	67
Safety + Wellness: Support public safety, and employee safety and wellness, by ensuring police have sufficient training, equipment, and policies to support them.	439	67
Professionalism: Officers demonstrate patience, respect, and a helpful approach when interacting with citizens, and use force appropriately.	401	95
Community Policing: Maintain a safe community based on a community policing model that involves building strong relationships between the community and police to prevent and reduce crime.	389	102
Modernization: Create and inspire a respectful, inclusive, and diverse workplace that reflects the composition and expectations of the community.	316	128

What other priority would you add? (excludes comments in “other” that were duplication of an existing priority with no additional detail or that simply said they had nothing else to add)

The list below is in order of frequency of the theme (most often on the top to least often further down), a single participant’s comment may have mentioned multiple themes and was counted according to all the themes it included. However, just because something is less frequent doesn’t mean it isn’t still an important idea.

Theme	Explanation or example (direct quotation in quotation marks)
a) Specific improvement or solution to a perceived problem in CPS	“If necessary, have recurring independent audit and create a whistleblower line to report issues.”; “Amended promotional process”; “RTOC needs to be put first.”; “Taking a wrap around multi-disciplinary approach to policing is important. Police have to tackle tough issues and they can’t do it alone.”; “Indigenous cultural training and historical knowledge sharing”; “Remote control spike strips or something to control / end vehicle follows.”
b) Desire for CPS employees to be supported by Chief and have Chief improve morale	“Morale NEEDS to change for the sake of members, their families, and the public who will receive trickle down frustration.”; “...lack of appropriate recognition for positive action (bricks, noteworthy, etc) NEEDS to change as toxic morale breeds subpar policing.”; “We need a chief who inspires confidence and good morale in the members of the police force. If the morale of the officers is good, the public will be in good hands.”; “Listen to



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	<p>the members and then act on what you agree to do. If you want to be considered as a leading police force you have to have the trust of the community, and to do that you have to have the trust of your employees first.”; v” More positive stories and recogn on all the good CPS does”; “...grow a cohesive team mentality of providing service to support a growing diverse city in a positive proactive way.”</p>
c) Specific concern about current-state CPS or with a priority listed	<p>“Thwart institutional cowardice. Time in time I feel cps members too afraid to speak up against their fellow members/superiors.”; “Stop wasting resources and time sitting outside Motorcycle clubs”; “End the practice of treating police officers as above the law when they are accused of wrongdoing.”; “Not 'sewering' members unless they have been found guilty of an offence worth mentioning to the public. “; “Let police be Police! Not social workers, psych nurses... They are being asked to be everything to everyone”; “Progressive - I would think this would fall under Modernization, however, the explanation under Modernization does not fit Progressive”; “as long as recruiting and hiring more people to meet the demands for calls for service is included in reliability?”</p>
d) Desire for culture, structural or staffing changes	<p>“...build a new system based on openness, trust, respect and mutual support.”; “Clean house. Rebuild in the forward thinking vision...”; “empowered cops trusted to make decisions in an environment without micro-management”; “...not afraid to stand up to the old school way of thinking.”; “...watching for toxic leadership in districts...”</p>
e) Concern about a specific internal process for efficiency or fairness	<p>“...make recruiting easier and faster.”; “Initiatives such as tenure and promotion are completely bypassed...”; “What is missing is the discussion of police officer allocation to Frontline versus other areas of the service.”; “...leadership training, HR changes”; “Leave experienced officers in specialty units as long as they are performing.”</p>
f) Transparency and honesty	<p>“Accountability from the top down including the commission.”; “When issues do arise, ensure any external legal counsel, is truly independent.”; “need to hold public accountable also. If false or malicious attacks on the police are made the chief should acknowledge that and hold them to account”; “Transparency from the Executives to the CPS Membership.”; “Honest and approachable by both the public and members of the police force.”</p>
g) Experience and education	<p>“Prior senior level police experience in Canada.”; “An outside chief that hasn’t worked for CPS for a fresh start.”; “next Chief should be a officer that has done all his career in the Calgary force.”; “...new Chief who has more than a high school diploma.”</p>
h) CPS’s and Police Chief’s public image	<p>“it's important that Calgary Police has a well received social media presence to grow the relationship”; “Be able to effectively communicate with the with the CPS and the public.”; “CPS should continue your presence on social media.”; “Robust strategy for media/public relations”; “There is a strong stigma that still lingers in society; the idea that police are bad...I'd like to see this stigma go to rest.”</p>
i) Focus on crime prevention or specific crime type	<p>“...crime prevention should be a top priority...”; “...suppressing priority crimes such as auto theft and firearms related crimes.”; “Prioritize theft deterrent & captures.”; “Priority on crime prevention vs ticket focus...”</p>



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j) Fairness and integrity is important	“Represent minorities including women in the force”; “candidate must not be about "themselves", candidate needs to not be political”; “Maintain the accuracy and integrity of the public annual reports”
k) Desire to have more technological innovation or technology	“Better use of technology to allow people to report online”; “Technology and triaging to help manage call volume to produce a more efficient service delivery.”; “Organizational Performance- the ability of CPS to maintain current service levels with the right technology”; “more willing to utilize GPS technology”
l) Budget and cost control should be a priority	“responsible budget management.”; “...provide cost effective service...”; “Enough budget for policing to be able to...”
m) Concern with hiring practices based only on diversity	“The workforce should be whomever is the most qualified for the job. Gender identity sex or race should be irrelevant”; “The workplace must be made up of those that are the best candidates for the job no matter the diverseness of the community it serves.”
n) Compliment to CPS	“The officers have been doing an amazing job interacting with the public. The chief should too.”; “there has been great work done through the Diversity Boards...”; “CPS Officers are a great bunch.”; “Keep up the amazing work you are all doing.”
o) Public education is important	“Providing the public with information on what appropriate force means.”; “Recognizing the great work our Police Force does on a daily basis and perhaps doing some “Feel Good” stories about the work of our Officers”
p) Other	“selection process”; “Need a police station closer to..”; “Continuity... changing Supervisors and "their" vision every year causes unneeded stress...”

Part 2 – Leadership Qualities

Rating the existing qualities – how important do you feel these are to the city?

QUALITY	1- Very Important	2- Somewhat Important
Acts with high level of integrity, respect, fairness, and compassion.	480	32
Team-builder considerate of community and employee concerns.	425	80
Dedicated to public service and accountable to community.	378	108
Innovative and courageous.	349	138
Values diversity and inclusion within the Calgary Police Service.	296	149
Collaborative with community partners and different communities.	277	204

What other quality would you add? (excludes examples in “other” that were duplication of an existing quality with no additional detail or that simply said they had nothing else to add)

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themes it included. However, just because something is less frequent doesn't mean it isn't still an important idea.

Theme	Explanation or example
a) Desire for CPS employees to be supported by Chief and have Chief improve morale	"Fairness and transparency to the membership not only the citizens of YYC."; "...be committed to rebuilding the trust of members of the executive"; "Be a people person and be visible to its members."; "He needs to have his officers backs."; "I truly hope the new chief brings pride back to the service."; "...care about the frontline."; "...approachable..."; "...demonstrates empathy for police while working to address public concerns."
b) Desire for culture, structural or staffing changes	"Too many initiatives that sound good but end up degrading levels of service and decrease staff morale."; "Deals with old boys club and bullying issues in the organization"; "Charismatic character that can change culture."; "ACTUALLY MAKE CHANGE HAPPEN."; "...champion a common vision and foster collaboration between the various work areas/business units internal to CPS"; "Natural ability to build and/or rebuild trust and transparency within the organization..."; "The ability to understand modern leadership and move away from a para-military, control and command form of leadership."
c) Experience and education	"Knowledgeable about the day in and day out workings of street level officers"; "Needs to come from outside of CPS and outside of Policing..."; "Minimum 5 years experience as a chief along with Police Leadership Training..."; "#4 should include intelligence - thinking, reasoning, problem solving, situation analysis coping with multiple variables"; "Hire from within... the strength of the resume doesn't overcome the lack of local knowledge."; "New Hire. Under 50 years of age."; "Has to come from Calgary"; "The next Chief and Deputies need formal university education in law, business and strategy."
d) Specific improvement or solution to a perceived problem in CPS	"...knowledge of mental illness..."; "...training on intersectionality..."; "Would be great to see another female Chief"; "...avoid handcuffing the efficiency of the service to accomodate every little special need of everybody..."; "knows what the limits of policing are and has the courage to speak out and stand up against scope creep."
e) Value the quality of being an inspiring leader	"Lead by serving the greatest asset of the CPS - its members..."; "Someone who can lead by example. Someone who understands the changing roles for police officers, demonstrates empathy for police while working to address public concerns."; "Provides charismatic and morality-based command structure for the Service."; "A leader that inspires the next generation of police officers..."
f) Value the qualities of being trustworthy, relatable and a good communicator	Typically this was said in the context of supporting community relationships and CPS reputation but also relating to the importance of communication to build trust with CPS members as well. "Be visible in the community... Especially important with minorities, indigenous, and newcomers who may have negative past with police"; "Be seen as being approachable and down to earth by citizens"; "Reach out to citizens using social media."; "An advocate for the police in this day of negative feelings about police and the



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	difficulties of policing.”; “Trustable, openly communicate and earn peoples trust.”; “Strong open & transparent communication with CPC”
g) Value the quality of integrity as it relates to impartiality, ethics and fairness	“Ethical, moral... While they may be implied, they should be explicit.”; “Capable of leading a police service and not pandering to changing political weather...”; “...an impartial Chief...”; “...the next Chief should appear apolitical.”
h) Other	Included qualities such as enthusiastic, resourceful, strategic, budget conscious, ability to maintain the status quo - and comments such as to hire based on merit and compliments to CPS or the priorities listed. “the person doesnt matter, need more ppl and bigger budget...”; “Compassion - for themself and others”; “Someone who can keep CPS focused on policing crime priorities.”; “Officers are scared to do their jobs for fear of repremand and media persecution..”; “Healthy people create healthy organizations”; “CPS can not fire people and are scared to stand up to people who dont want to work...”



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Verbatim Comments

Below you will find all the responses that were provided in the exact format (including any spelling/grammar mistakes). The only things that have been edited were if personally identifying information or profanity was used in a comment it was removed and replaced with [removed].

Question 1: Tell us how important you feel these priorities are to the City over the next five years. (Numbers are the total times a priority was considered the level on the scale of importance)

PRIORITY	1- Very Important	2- Somewhat Important	3- Somewhat Unimportant	4- Very Unimportant	5- Not Sure/ Don't Know
Community Policing: Maintain a safe community based on a community policing model that involves building strong relationships between the community and police to prevent and reduce crime.	389	102	16	13	3
Professionalism: Officers demonstrate patience, respect, and a helpful approach when interacting with citizens, and use force appropriately.	401	95	15	11	1
Reliability: Maintain adequate staff and resources to meet the City's needs as it grows and changes.	439	67	6	10	1
Safety + Wellness: Support public safety, and employee safety and wellness, by ensuring police have sufficient training, equipment, and policies to support them.	439	67	6	8	3
Modernization: Create and inspire a respectful, inclusive, and diverse workplace that reflects the composition and expectations of the community.	316	128	51	26	2

Question 2a & b) Is there another priority you feel is missing from the top 5 list? How important is this priority?

Additional Mental Health training in recruit class and ongoing after graduation.	1 - very important
I don't see anything specific regarding online communities. My concern is based upon what type of image the police dept. might be presenting online. For instance, what about negative elements of Facebook's 'blue lives matter'?	2 - somewhat important
Take professional external help seriously. Such, Sheila Ball. Thwart institutional cowardice. Time in time I feel cps members too afraid to speak up against their fellow members/superiors. shame. Apparent culture of bullying internal/external at cps.	1 - very important



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Presence of traffic police on main roads and intersections.	1 - very important
Of course, crime prevention should be a top priority — let's find ways to stop crime in the first place!	1 - very important
I also strongly believe that & cultural learning to all officers is very important this including Indigenous persons, which would help them in how to handle situations & not be so bias. Also epilepsy not to mistake for fits of a drug or a threat	1 - very important
Connection with local community leaders and body to address their safet concerns.	2 - somewhat important
Clean house. Rebuild in the forward thinking vision you are working from. Transparency in the process is key.	1 - very important
Transparency. I appreciate that Chief Chaffin has attempted to do that during his tenure.	1 - very important
Anti-Bias Training: Create/Maintain ongoing training opportunities to educate members on biases related to race, gender, and religion.	1 - very important
To remove harassment towards female officers if there is one .	1 - very important
RTOC needs to be put first. The system is broken. Police and family support and psych services needs to be made a priority again. Bring back Legacy house partners workshops. Provide dinamic takedown and vehicle apprehention training for street cops.	1 - very important
responsible budget management. focus on main priorities and not whims of the media	1 - very important
Use of technology in policing. Coordination with corporate security to gather evidence, etc.	1 - very important
Mental health for first responders..... When their mind weakens...their body, work ethic, desire, approachability, etc all weaken. Take care of our members first!	1 - very important
It cannot be stressed enough for respectful, inclusive and diverse. Having amazing and enough resources for mental health for your officers and staff.	1 - very important
Innovative. Keeping up with technology. And need more officers. Ratio to citizen is way too low	1 - very important
Honest and approachable by both the public and members of the police force. Honest character with an open perspective on the city and its people.	1 - very important
Selection process	1 - very important
The city of Calgary need to hire more officers.	1 - very important
Get rid of people who aren't worjibg	
The foresight to understand the cultural changes needed within CPS that hold it back from being progressive and inclusive rather than rest on its historical approach to policing	1 - very important



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Concentrate resources on suppressing priority crimes such as auto theft and firearms related crimes.	1 - very important
Continued transparency in providing the public with access to information on policing standards and releases + follow up on officer misconduct.	2 - somewhat important
cleaning house - getting rid of personnel that are holding up and not allowing the service to grow.	1 - very important
More police officers on the street. It seems the city grows but the number of officers does not.	1 - very important
More traffic policing needed	1 - very important
Response time	1 - very important
Hiring more officers	1 - very important
change in workplace culture to be inclusive, respectful and supportive towards each other. the work you guys do is hard, don't let the dysfunction become the norm.	1 - very important
Building an internal culture of trust and respect	1 - very important
No	1 - very important
Innovation: Create an opportunity for Calgary Police Service to become a leader in policing through advanced technology	1 - very important
More female officers. To deal with sexual crimes. I have been a victim and one male officer told me to go home and shower(cleaned the saliva off of me before the rape kit) the second officer... Well " what were you wearing?" was his first question.	1 - very important
That's being a officer is about having a gun and treating citizens like crap. They have become fearful instead of us feeling safe. I can't count the amount of people scared even when we have done nothing wrong. The ego is toxic.	1 - very important
Stop choosing officers based on their sex or religious affiliation. Pick the BEST candidate and stop worrying about public perception. It's getting so that a white male is the last one hired anymore. It's not fair	1 - very important
I would like police to learn more about disabilities and how to deal with these individuals specifically, also to look at and learn from other countries who are less violent ex great Britain, Germany.	
Someway to help make recruiting easier and faster	1 - very important
Ensure that the person will be equipped to deal with the sexual harassment issues regarding female officers and when dealing with females in the public.	1 - very important
1. Gang enforcement/ Drug enforcement	1 - very important



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Innovative: Ability to take what exists and re-engineer processes to streamline without it costing the citizens money or the members time.	1 - very important
Community policing is what we need.	1 - very important
Mental health training and the ability to have compassion and empathy for vulnerable populations.	1 - very important
Someone who will support their members in moments of adversity while maintaining a level of transparency that will satisfy the politicians in the city	1 - very important
There is a strong stigma that still lingers in society; the idea that police are bad, manipulative, and dirty pigs. I hear this from all walks of life. I'd like to see this stigma go to rest. Teaching the officers how to deal with their own behavior.	1 - very important
A chief who will support the officers. It matters more to back the members of the force than it does to have transparency to the public, who do not understand the dynamics of the job.	1 - very important
I am a little confused as a member of the public that you aren't asking this of your officers.	1 - very important
Hiring more police for front line is key. Takes a long time for officers to respond. Also stop posting about officers and families in the news. The public don't need to know.	1 - very important
Ensuring police officers exercise appropriate discretion - not wielding power for the sake of exercising authority.	1 - very important
Police driving habits like using sirens to go through red lights then shut them off is crap	1 - very important
A zero tolerance policy for racism, misogyny, and domestic violence. We can't trust abusers to keep us safe. I'm tired of hearing that officers caught abusing partners are "on leave" not fired	1 - very important
Raise the Moral Code of the Police Workforce: End the practice of "us versus them" and the attitude that police are better than the public they serve. End the practice of treating police officers as above the law when they are accused of wrongdoing.	1 - very important
Providing the public with information on what appropriate force means. We may see videos of 6 officers sitting on 1 bad guy - but it's now shown what happened that warranted that force. In many cases it is warranted, but perception doesn't show it.	1 - very important
Be ready to push the police force into the future, in regards to equality and acceptance of non male officers.	1 - very important
Stop wasting resources and time sitting outside Motorcycle clubs and disrupting runs and charitable events. As nothing has happened nor will it. Children attend these events and a police presence doesn't do anything. Your not keeping anyone safe!	1 - very important
Community collaboration for rehabilitation! Frontline staff should be encouraged, supported and engaged in initiatives to target and correct chronic problems in the population. (ie: addiction, homelessness, poverty).	1 - very important
Represent minorities including women in the force	1 - very important



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No	4 - very unimportant
The workforce should be whomever is the most qualified for the job. Gender identity sex or race should be irrelevant	1 - very important
The officers need proper support on the street. From my understanding the street police are severely under staffed which in turn means longer wait times for responses on calls.	1 - very important
Common sense. The last chief had terrible ideas about tenier and transparency that lowered morale and public opinion.	1 - very important
Remove the lazy and corrupt Officer.	1 - very important
3 major priorities. 1. Reduce crime by hiring more police. It's out of control in Calgary. 2. Build a strong rapport with youth. 3. Stiffer laws are required.	1 - very important
Building on officer mental health and support. The frontline has felt unsupported for long enough and that needs to change so you can prevent burnout, divorce, illness and even suicide, and ultimately retain great officers. Such as beat the odds,	1 - very important
Boosting morale of officers and their families do police are encouraged to do well and to lower burnout... which affects the communities they work in.	1 - very important
Policies such as disclosure of cannabis use (medicinal or otherwise), disclosure of charged member's names, and lack of appropriate recognition for positive action (bricks, noteworthy, etc) NEEDS to change as toxic morale breeds subpar policing.	1 - very important
A Chief who is still in touch with the City pulse. Not someone who hasn't worked on the street in several years. Also, go outside the Service e ... it needs new blood	1 - very important
Let police be Police! Not social workers, psych nurses, school counselors, addiction counselors etc. etc! They are being asked to be everything to everyone and its completely unreasonable!	
Enough budget to allow more hiring for actual patrol officers and not just covering attrition. Not just on paper but actually on the street!	1 - very important
FAIRNESS. Is there a risk to public safety in this instance? Is enforcement necessary? What level?	2 - somewhat important
Prior senior level police experience in Canada.	1 - very important
Empowerment to do their job effectively. Support in dealing with difficult situations or incidents. Recognition of the importance of support from the judicial branch in supporting and respecting the efforts of the law enforcement community.	1 - very important
If the police chief could lead a service that met the five goals in an excellent way, then we would be in amazing shape as a city.	1 - very important
The workplace must be made up of those that are the best candidates for the job no matter the diverseness of the community it serves.	1 - very important



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Cannabis and the effects it could have on officers when they attend to and are surrounded by second hand cannabis smoke. what is in place to help the police?	1 - very important
there has been great work done through the Diversity Boards...those should stay and continue to be supported.	1 - very important
We need to let police just be police! We are expecting them to be social workers, addictions counselors, youth workers, phsych nurses, EMS, school counselors, family counselors etc etc. It's ridiculous the unreasonable expectations on police!	1 - very important
"Community partnerships" including residents, neighborhood and community associations, faith-based organizations, tenant councils, business groups, government agencies at all levels, social service providers, schools, etc	1 - very important
We need a chief who inspires confidence and good morale in the members of the police force. If the morale of the officers is good, the public will be in good hands. Stop the us (leaders) against them (front line officers) mentality	1 - very important
Transparency & Accountability.	1 - very important
The appears to be a very low morale within the department and there has been meentioned that the next chief should be recruited outside CPS	1 - very important
Reflect a modern organization with proper human resource management and employee development and recruitment model	1 - very important
Most certainly need to bring in someone from outside to bring about culture change	1 - very important
It appears that there is a good deal of internal political conflict with the current leadership. (Shelia Ball...) It should be a priority to bring someone in from outside the CPS to ensure that some "new blood" has an impact. Also for transparency.	1 - very important
Sort out the HR issues within the service. Initiatives such as tenure and promotion are completely bypassed by people with influence within the service.	1 - very important
I feel the leadership in CPS Is missing females, surely there are more females that could be promoted	1 - very important
Service morale	2 - somewhat important
The next Chief should be a officer that has done all his career in the Calgary force.	1 - very important
Accountability: Uphold City laws and take responsibility for decisions whether excellent, poor or in between.	1 - very important
Community patrolling!	1 - very important
Too Serve And Protect. Courage Honor Pride is a military motto. Soldiers make terrible Police Officers.	1 - very important
Staff the patrol division with enough manpower	1 - very important



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Engaging in public	1 - very important
Stop with Chaffins transparency [removed] in naming charged Officers. Innocent until proven guilty is for all, not for the chosen. Officer mental health needs to also be another huge priority as the morale is at an all time low.	1 - very important
support and be a spokesperson for the police membership and no a lap dog to city counsel and police commision	1 - very important
Climate and Culture of policing. Police need to feel supported in their jobs, well-trained and trusted to do the best they can with the tools they are given.	1 - very important
Listen to the members and then act on what you agree to do. If you want to be considered as a leading police force you have to have the trust of the community, and to do that you have to have the trust of your employees first.	1 - very important
Support and Value employees	1 - very important
A chief who also has the best interests of the officers on the street in mind and is going to support them, not throw them under the bus in the media. Someone in touch with the challenges that patrol officers are facing.	1 - very important
Progressive. Flexible. Trusting of their employees and will back them while still having the Trust of the publicAn outside chief that hasn't worked for CPS for a fresh start. And don't pick a female because she's a female. Pick the best for the job.	1 - very important
Mental health and addiction training	1 - very important
A respectful work place. Happy, respected employees equal patient, respectful policing.	1 - very important
Indigenous cultural training and historical knowledge sharing. An Elder from Treaty 7 on staff for ongoing teachings, consultation, healing etc	1 - very important
Letting our officers know we trust and need them. That they can do their jobs, as they have been trained, without hesitating to think about "what if someone is watching and take this out of context." Our officers need to be able to do their jobs.	1 - very important
Need a police station closer to Mckenzie Towne and the Deep South of Calgary	1 - very important
Communication with public so they return the respect for our Police Officers.	2 - somewhat important
Create a respectful workplace for women. More education for Male officers to become better at having respectful interactions with their female colleagues.	1 - very important
CPS seems to be constantly negatively in the news. It seems as though hey need a fresh start in dealing with a culture that doesn't seem to change.	1 - very important
The above questions should be a baseline given for Pete's sake. Address acknowledged issues: harassment within the force, good Ol boys mentality...	1 - very important



Police Chief Search

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The new Chief needs to be neutral he or she should not have any ties to the current management group within the Calgary Police Service. Addressing moral issues should be a priority.	1 - very important
Psychologists are required for proper support of officers , not social workers!	1 - very important
I feel Calgary police must hire officers from within such diverse people that live in Calgary.	1 - very important
Front line policing should take priority and officers should be compensated. Most people only have interaction with front line officers. They are so important in the organization and yet within the organization those officers are held in low esteem.	1 - very important
Training that goes further into how to assist persons with mental health concerns and disabilities in welfare checks and standard calls	2 - somewhat important
Develop a CPS Executive that has a much higher amount of formal university education especially in the fields of law and business.	1 - very important
More boots on the street, tell the mayor to nix the olympics & get more officers & equipment for them to do their jobs	1 - very important
The new chief needs to come from outside the service. The current leadership is too engrained in their own self interest and have little appetite to complete the painful and necessary changes to modernize and stabilize the Service.	1 - very important
Mental health safety for your officers	
More positive stories and recogn on all the good CPS does-	2 - somewhat important
Officer safety in an ever changing and unpredictable city	1 - very important
Training in mental health awareness in the general public. Also, adequate support to address PTSD in force members.	1 - very important
No	4 - very unimportant
I would like a review of the unsafe working conditions in which the officers are forced to deal with. although there are 24 officers listed for each line, most are off sick or stress leave. having 4 people show up for a night shift is unacceptable.	1 - very important
Deep understanding of social justice, honest perspective on the history of police + indigenous people, police + LGBTQ+ people, police + racialized people and police + mentally ill people that acknowledges harm and leaves room for growth + improvement	1 - very important
diversity (sexual, gender,ethnic and racial)	1 - very important



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rebuild a service of competent, empowered cops trusted to make decisions in an environment without micro-management where the cult of "command and control" demands frontline officers submit to the incompetent "command" of obsolete senior officers	1 - very important
Mandatory training for de-escalating situations with people on the Autism Spectrum and other mental illness. Mandatory training re: Trans/Queer/LGBTQ+ people. Better support and cooperation with First Nations peoples.	1 - very important
To remove tenure so the police can continue to stay in positions they excel at.	1 - very important
Publically support officers. Someone who can manage media insults professionally yet still maintain morale of the officers.	1 - very important
Gender equality in the workplace!	1 - very important
Good leadership	1 - very important
Make concerted efforts to recruit, train and retain visible minority officers to represent the changing faces of Calgary	1 - very important
Dealing with the stolen vehicle and drug issues. These are two priorities that need to be looked at. The fact that stolen vehicles drive away from police at crazy speed and nothing is done about it is not what the public expect from the police	1 - very important
Someone who the frontline officer can trust and will not throw them under the bus	1 - very important
I find this survey confusing. Basic human decency should be the baseline, not what we're striving for here. To have it presented in such a way suggests the CPS has far to go in all of these areas.	1 - very important
Specialized training to work with minorniteies and marginalized groups	1 - very important
Having a better hiring process for real people who have real life experience. The hiring format being used clearly hasnt weeded out the bad apples with all the officers that have been in the news the last year or two....or more.	1 - very important
A team builder, who recognizes the need to grow a cohesive team mentality of providing service to support a growing diverse city in a positive proactive way.	1 - very important
Ensure a continued focus on proactive youth programming, and ma ii brain adequate staff and resources to do so. Caution against "term positions" being too short!	1 - very important
Increasing the number of officer's assigned to the street. I've learned that of the approx. 2200 sworn officer's, only ~600 or so members are working in patrol. This leaves almost 70% in others units which is the highest of any police agency in NA.	1 - very important
The cop to citizen ratio to be greatly increased. It is desperately needed.	1 - very important
Nothing more to add other than I have worked at CPS for [removed] and point 5 is completely missing. The workplace is punitive and the opposite of those qualities, which has led to poor morale.	1 - very important



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Ability and desire to engage indigenous communities	1 - very important
Have a Chief and staff that actually care about his officers and their families, unlike the 2 currently in charge!	1 - very important
As for the task of finding a new Chief of Police for Calgary, I would like to see this person be more willing to utilize GPS technology to better assist them in thier quest to disrupt the crimes that plague the city of Calgary.	1 - very important
Moral...keeping people in jobs they like and not forced to leave. If some one is performing poorly in a role leave it to management to deal with not enforced movement after 5 years.	1 - very important
Emphasis on proactive versus reactive.	1 - very important
Eliminate the boy's club culture. Prioritize theft deterrent & captures.	1 - very important
This survey is stupid. Of course we want all these qualities in a chief. Waste of time. Create something worth filling in.	1 - very important
What is missing is the discussion of police officer allocation to Frontline versus other areas of the service. But of course the general public would know about this. This falls under one of your questions, but it is not explained. Reallocation!!!!	1 - very important
How about we get officers to work their full shift instead of only part of it. Make people accountable for their actions.	1 - very important
Integrity- as a member of CPS there are too many individuals only looking out for themselves at all costs, and not doing the right things for the right reasons. Empire building based on friendship etc and not merit	1 - very important
Ensuring that all citizens, regardless of their ethnicity, follow the rules we have implemented in our city.	1 - very important
Taking a wrap around multi-disciplinary approach to policing is important. Police have to tackle tough issues and they can't do it alone.	1 - very important
Without question...bring in an external Chief. The political environment, nepotism, and people are destroying the institution. The employees are destroyed and detest working for the Service. Superintendents and up should be moved out to new jobs.	1 - very important
Following procedures for promotion. Choosing the best for the job and not who exec is friends with.	1 - very important
Better mental health Support for police officers	1 - very important
stop reading books to kids and shopping with kids and going to movies with kids? This place is not a play school? Get some spike belts "the only ineffective spike belt is the ones we have not purchased yet" Quit allowing the humps to work from home.	1 - very important
Integrity, transparency, accountability	1 - very important
employee engagement/wellness, communication with the media, leadership training, HR changes	1 - very important



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Better use of technology to allow people to report online, police don't need to attend for a \$10 theft just cause there is grainy cctv. No more 1 man units. Remote control spike strips or something to control / end vehicle follows.	1 - very important
The Service needs to hire professional HR people to run the HR department. The head of HR should report to the chief, but not be pressured or bullied by the upper echelon of deputy chiefs. The officers in the Service need to be taken care of.	1 - very important
The Commission needs to seriously review Sheila Ball's interview with CBC. There needs to be some major changes within the service.	1 - very important
Being able to sort through non-emergency calls so that if the call is a serious issue that the police first respond to that first before handling any other kinda calls.	1 - very important
Bullying and intimidation is unacceptable. Recent media reports highlights a lack of transparency and potential nepotism. That doesn't make Calgary safe. If necessary, have recurring independent audit and create a whistleblower line to report issues.	1 - very important
Police have come a long way from the reliable helpers of yesteryear. They are short, abrupt and do not listen well. It is a rarity to meet an officer that is empathetic and understanding. They often approach situations with a narrow mindset.	1 - very important
Supporting the first responders through this swing of left wing politics so that they can appropriately enact the prior noted priorities.	1 - very important
The current Chief set the community policing model back decades. It needs to be rebuilt quickly through proactive and collaborative policing (with social workers, EMS etc.) like Rick Hanson put into place.	1 - very important
Hire more police	1 - very important
Not 'sewering' members unless they have been found guilty of an offence worth mentioning to the public. Damage to an officer's reputation is not easy to fix, especially if they are found not guilty. Looks bad on the service	1 - very important
The CPS should make treating others, even minority groups as the same a priority.	1 - very important
Ensure that sexual harassment and bullying within the force both internally and externally is addressed and with a no-tolerance policy. Taking real action to be accountable for MMAW, TRC, and 'White Goose Flying Report.'	4 - very unimportant
What is on this list is a pretty tall order. In all of this the person in charge needs the respect and support of the police force. Without it all of these things will fail. It is a 2 way street. The CPS Membership MUST support the Chief.	1 - very important
One priority is how police interact with each other. it's very dog-eat-dog mentality in the force	1 - very important
Focus on crime, especially property crime.	1 - very important
Stay away from internal hires... go external: very important	1 - very important



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Education for officers regarding harm reduction and how it supports community wellness and reduces crime in the future. Demonstrating research to officers to assist them in understanding the approach. Substance use is a major concern.	1 - very important
Accountability from the top down including the commission. Who oversees the commission and directs them in the right path as the current commission is too close with the chief. New executive management should be looked at to fix the current problems.	1 - very important
Maintain the accuracy and integrity of the public annual reports so Calgarians and others can see how well or not the force is handling crime reduction.	1 - very important
Technology and triaging to help manage call volume to produce a more efficient service delivery.	1 - very important
Improve the morale of officers, officers work harder and are more productive when happy and supported by the executive.	1 - very important
Can't think of another priority.	
Get training started and dont waste so much time on committee's that go nowhere with projects. Start holding people accountable with a fixed timeline to get items addressed.	1 - very important
Recognizing the great work our Police Force does on a daily basis and perhaps doing some "Feel Good" stories about the work of our Officers in the Sun & Herald. The public needs to hear great things as well as the negative that gets thrown at us.	1 - very important
A new Chief must be positioned to recognize and directly address a broken Senior Officer managerial system and take bold steps to build a new system based on openness, trust, respect and mutual support. The results will trickle down naturally.	1 - very important
Th new Chief needs to come in and undo what the previous Chief Constable and Executive have done to the police service. Tenure needs to go immediately and take a look at how people are getting promoted and placed into postilions they are not suited.	1 - very important
Accept and employ only police officers that understand the difference between enforcing the law and showing the power just because you can. Ask a question during the lie detector's test : have you ever raped or would you rape if you had a chance	1 - very important
Get an executive and commission that relents the community. Get rid of the old boys club.	1 - very important
Accountability. Improve accountability for police officers, **including senior leadership discipline for past actions.	1 - very important
Providing good support and resources to officers who need it - whether it's because of a work related challenge, or even due to a personal concern.	1 - very important
Strong leadership model chosen and followed from the top down to inspire the best out of the officers (Ex. http://www.leadershipchallenge.com/about-section-our-approach.aspx). Without effective leaders, the officers morale will keep sinking	1 - very important
As a [removed], who has been a victim of bullying and harassment at the hands of current management and the interim HR team. I urge the commission to look outside of CPS for a new leader.	1 - very important



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When issues do arise, ensure any external legal counsel, is truly independent. I am aware of them using [removed], only to find [removed] of the then Chief. No transparency.	1 - very important
Respect for officers and care for their safety and health. A Chief that understands the hardships and being on the streets - not just one that criticizes and sides with all public opinions. Stand up and back the officers, educate public.	1 - very important
Settle all the lawsuits against the CPS. Push to modernize the police act so that bad cops are actually held accountable and when the LERB recommends charges-charge.	1 - very important
front line officers, it is grossly understaffed at the moment	1 - very important
Eliminating biases and prejudice	1 - very important
Transparency - respect - developing leaders based on merit not on years on	4 - very unimportant
Policy and tactics to stop stolen vehicles in our city	1 - very important
Recruit to reflect ethnic and gender of the community	1 - very important
Social Media Presence: With more and more people getting their information from online sites, it's important that Calgary Police has a well received social media presence to grow the relationship between police and community online justAsItis offline	2 - somewhat important
Tenacious to deal with some of the issues that are becoming public.	1 - very important
Promote a career with Calgary Police Service to our future generation. Simplify the recruiting process for CPS by following the federal government policing application process such as the RCMP.	1 - very important
Accountability from the top down. It is not in place at the moment. the old boys network	1 - very important
The new chief needs to look out for members and focus more on their wellbeing and less on public perception	1 - very important
Progressive - I would think this would fall under Modernization, however, the explanation under Modernization does not fit Progressive. Briningg progressive policies and organizational culture change to policing.	1 - very important
1. Support and transparency from the senior executive, including the Chief. 2. Amended promotional process 3. Priority on crime prevention vs ticket focus (20/month quota) - realign priorities, increased neighbourhood presence vs focus on traffic	1 - very important
1. Leadership - Ensure CPS leaders use modern organizational methods and processes requiring decisions based on the law, objective evidence and on principles of fairness and integrity. 1 - very important	1 - very important



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1) Keep to the budget, and provide provide cost effective service; and 2) Be able to effectively communicate with the with the CPS and the public.	1 - very important
Please obtain the "Code 200" document that is circulating, regarding sworn members concerns about leadership. Morale NEEDS to change for the sake of members, their families, and the public who will receive trickle down frustration.	1 - very important
A strong public persona - genuine - not afraid to speak to media - clear leader of the Service	1 - very important
CPS Officers are a great bunch. Please be safe.	1 - very important
Recruit and properly train candidates who are committed to and show an aptitude for police work regardless of gender or ethnicity, in order to sustain sufficient strength given city growth and attrition within the organization.	1 - very important
Respond to harrasment acusations promptly. we need to know why of the resignations of the HR officers	1 - very important
Want to encourage the use of social workers and peace officers where possible	2 - somewhat important
More preventative measures (mental health training, community building) rather than reactionary	1 - very important
Giving police more tool to better do their jobs. Need more officers and more resources across the city to help at risk individuals.	1 - very important
LGBTQ2S+ Diversity Training for all officers.	1 - very important
Need to remove the top 2 layers of executive management, and employ new leaders, with new policing perspectives.	1 - very important
The new chief needs to possess extraordinary communications ability to connect with the front line members , understand their concerns and be able to impliment progressive and reasonable solutions as respects staffing and call response.	1 - very important
Serving vulnerable populations: There is an increasing complexity in relation to those who experience mental health and substance use disorders. The CPS needs adequate training and resources to respond effectively and compassionately.	4 - very unimportant
Emphasize that new recruits to the CPS are given the best training and have the best temperments to deal with mental health crises	1 - very important
Place a greater emphasis on accountability and discipline of all CPS employees (sworn/civilian).	1 - very important
Support for front line policing	1 - very important
Deter or detect crime	1 - very important
I believe the Judicial system should better support the Police Service. Time and again Calgarians are made aware of offenders being released into the community who re-offend it appears almost immediately.	1 - very important



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Maintain trust and confidence within the Service of the Leadership. A re-engagement of the connectivity between the Executive and the front line.	1 - very important
i have been a police officer for [removed] and CPS is a disaster right now. We need a Chief that is from an outside agency who is not affiliated with any of the people at CPS. One who is not afraid to stand up to the old school way of thinking.	1 - very important
Ensure that the chief and executive work to rebuild the broken relationship between senior managers and frontline staff.	1 - very important
You need to hire an outside chief and that means someone who has ever worked for CPS. House cleaning needs to be done at the top. The CPS is in a mess worst in 25 years.	4 - very unimportant
Communication from CPS and hearing about what CPS does	1 - very important
staffing the front line ONLY	1 - very important
Transparency from the Executives to the CPS Membership. Currently there is none.	1 - very important
this is the worst survey I've ever seen. This a a survey you would see in grade 2. All of these things are priorities.	1 - very important
Improve the trust officers have of the executive and start improving the morale of the service.	1 - very important
Morale. If it is low, the quality of service to the public will suffer. The executive needs to listen to the concerns of the frontline officers. If they are telling the Chief en masse that something is wrong, there's something wrong.	1 - very important
candidate must not be about "themselves", candidate needs to not be political but be able to withstand politicization, candidate needs to be EXTERNAL to CPS	1 - very important
Tactical training for all street level personnel be maintained.	1 - very important
Hire outside of the service.	1 - very important
The anti corruption. Officers make more money the more they save on budget. This includes boasting their budgets by forcing officers to write more tickets	1 - very important
1) Robust strategy for media/public relations	1 - very important
Stop promoting yes mens..... Senior staff cherry picking their favorite people for higher positions.	1 - very important
The courts and Judges need to actually punish criminal behaviour instead of the revolving door where the same criminals are let out after incredibly short stints or no punishment at all. It's disgusting.	1 - very important
as long as recruiting and hiring more people to meet the demands for calls for service is included in reliability? also adding a % increase/bonus for members who stay on patrol.	1 - very important



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Frontline staffing is the most important issue going forward	1 - very important
I know firsthand [removed] that the police cover for civilian employees' crimes, and the CPC covers for the police. This fosters an environment in which employees can bully others and commit crimes with impunity.	1 - very important
I think it's related but not exactly reflected that an anti-oppression lens could be really valuable, especially in dealing with marginalized and vulnerable communities.	1 - very important
CPS needs a Chief that supports its front line members in the media and on the job	1 - very important
Police accountability. There has been too many excessive use of force by this police service.	1 - very important
Known integrity and no partisan garbage	1 - very important
More money flowed into the homicide unit to actually solve murders.	1 - very important
CHIEF Will need to hold public accountable also. If false or malicious attacks on the police are made the chief should acknowledge that and hold them to account!!	2 - somewhat important
recruitment of people from Calgary to be police officers. Many people from Calgary cannot be hired by CPS and are leaving to other services like the RCMP	1 - very important
It is time to stop hearing bad things about CPS. Whomever comes in next needs to have a new vision and power to change the perception	1 - very important
Engaging our youth and communities	1 - very important
CPS culture - cleaning house and cleaning up a toxic, horrible culture of protecting friends and throwing others under the bus.	1 - very important
Keep up the amazing work you are all doing. The chief should continue the effort to engage the community. CPS should continue your presence on social media. The officers have been doing an amazing job interacting with the public. The chief should too	1 - very important
We never see police in our area. Years ago they had more cops Where did they all go	1 - very important
We should have one of the highest police officer to citizen ratio.	1 - very important
CPS needs an entirely new executive management team. They need to disband the Superintendent rank. All the aforementioned need to be hired from outside the CPS.	1 - very important
Number of officers to reduce workload and increase quality investigations and social assistance to those who need it	1 - very important
Enough budget for policing to be able to maintain and sustain community outreach and continue building relationship in an ever growing diversified community.	1 - very important



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Dealing with the Fentanyl crisis in the City from a policing perspective, Appropriate handling of mental health issues	1 - very important
Public Awareness: All have safety awareness, Racism awareness but 20%-40% people have awareness of law and order. We should arrange campaign aims to raise law and order awareness on regular bases which can reduce innocent involvement in crime.	1 - very important
Service Efficiency. Increase the level of efficiency within the Calgary Police Service including reducing processes to increase face to face time between the police and the public.	1 - very important
Leadership through all the ranks.	1 - very important
Needs to be tough policing. All police departments are becoming softer. Of people break the law they should face the consequences	1 - very important
From what is in the media, it seems the misogynistic culture needs to change. Training in that area seems to be warranted.	1 - very important
I think we need a new Chief who has more than a high school diploma. Also, let's find someone from Alberta.	1 - very important
Have the Chief on the street not behind a desk	1 - very important
Policies such as disclosure of cannabis use (medicinal or otherwise), disclosure of charged member's names, and lack of appropriate recognition for positive action (bricks, noteworthy, etc) NEEDS to change as toxic morale breeds subpar policing.	1 - very important
The new chief's idea of micromanagement should include watching for toxic leadership in districts (ie; 7D) rather than devoting so much time and energy to making officers feel unsupported.	1 - very important
The new chief needs to care about police families and also ensure that leadership recognizes the hard work (charges, heroism, etc) of officers, not just the ones who write tickets all day. No wonder patrol is burnt out as hell.	1 - very important
The quality of the work CPS officers submit for court has decreased rapidly in the past 5 or so years. Much more focus needs to be back on the core business of policing - investigating crime and having matters successfully prosecuted.	1 - very important
Ethics training for the Executive	1 - very important
Concentrate on people, processes and then I.T. solutions to solve work flow problems at CPS.	1 - very important
Organizational Performance- the ability of CPS to maintain current service levels with the right technology ; ability of CPS to follow business processes and complete projects; don't try to "boil the ocean", be realistic given resource constraints	1 - very important
Implement policy to allow officers to offer more compassion and understanding for certain offences. Reduce using multinova as a cash grab, instead use education and other models to teach instead of punish.	1 - very important



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Leave experienced officers in specialty units as long as they are performing. There is and always has been natural attrition in specialty units!	1 - very important
Hiring more officers to assist in manning the streets, allowing experienced officers to fill vacant spots	2 - somewhat important
Hiring more staff- not just sworn but civilians as well	4 - very unimportant
Focus on core policing is expressed above.	1 - very important
Innovation and Technology - CPS has the capability to be at the forefront of innovation and technological changes. We need to change our mindset to be progressive, scientific, and innovative; policing and prioritizing issues in a smart, thoughtful wa	1 - very important
Communicate - we expect that the Chief and CPS workforce would learn much about cultural values, customs, traditions; the Chief needs to raise awareness, educate and enforce the roles, rules, responsibilities of community members "WE"within society.	4 - very unimportant
Continuity... changing Suerpvisors and "their" vision every year causes unneeded stress and take away from our main resposibility, LAW ENFORCEMENT!	1 - very important

Question 3: Tell us how important you feel these qualities will be for a Chief to successfully lead the Calgary Police Service over the next five years. (Numbers are the total times a priority was considered the level on the scale of importance)

QUALITY	1- Very Important	2- Somewhat Important	3- Somewhat Unimportant	4- Very Important	5- Not Sure/ Don't Know
Dedicated to public service and accountable to community.	378	108	27	8	2
Collaborative with community partners and different communities.	277	204	31	9	2
Values diversity and inclusion within the Calgary Police Service.	296	149	52	25	1
Acts with high level of integrity, respect, fairness, and compassion.	480	32	2	7	2
Innovative and courageous.	349	138	21	10	5
Team-builder considerate of community and employee concerns.	425	80	10	7	1



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Question 4a & b) Is there another quality you feel is missing from the list? How important is this quality?

Understands trends and best practices in safety, such as counterterrorism measures and urban design	1 - very important
Strong open & transparent communication with CPC	1 - very important
Openness	1 - very important
I think the next Chief should appear apolitical. Also, they need to have local experience. Also, not be set in their ways, re older attitude towards minorities, women, immigrants and so on.	1 - very important
Someone that can fix the Westbrook LRT station crime hub would be great.	1 - very important
Honest Humble. Needs to come from outside of CPS and outside of Policing. Policing in Canada is proven to be dated cps needs help. Mental health culture needs to be addressed. As recommended from pros, this leader to come from non police background.	1 - very important
Open-minded	1 - very important
Ability to root out issues and change the organization - more efficient, less bulky at the top, more engaged, positive for ALL staff.	1 - very important
They need to be a change maker who is also a steward of this massive 'corporation' — highly educated too! Enough with a person having a high school diploma running a \$500m organization. Surely there is someone with MBA or PhD out there.	1 - very important
3.4 is critical. It's a paramilitary organization. I get that. It must be respected & that starts from within.	1 - very important
Officers are scared to do their jobs for fear of reprimand and media persecution. The new chief needs to put his officers first. The police commission has too much power and has destroyed the CPS	1 - very important
Down to earth leader who takes his staff and community into consideration when making important decisions. A chief who can build relationships outside of the "higher up" staff and make staff and community feel as equals.	1 - very important
I believe that having an impartial Chief who is willing to "trim the fat" will be the greatest asset to CPS. Bring someone in from an outside agency please.	1 - very important
Having a leader that understands the streets and builds relationships with patrol.	1 - very important
Resourcesful. And ability to hold people accountable to their actions.	1 - very important
Be a leader not a manager. Make the members want to follow the Chief.	1 - very important



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Willing to challenge an in entrenched culture. Willing to clean house.	1 - very important
Get rid of people who can't or won't work. Getting hurt shouldn't be a reward, otherwise no one comes back to work.	1 - very important
Lead by serving the greatest asset of the CPS - its members who in turn are serving & protecting Calgarians.	1 - very important
be able to make the hard decisions and stand by them	1 - very important
Reflects the values of the officers	1 - very important
Choosing an executive team that is respected in the organization. Not all are and are sometimes (often?) chosen because they're part of Chief's inner circle.	1 - very important
You should be looking for a candidate who is external from CPS. It's time for a forward thinking innovative chief who is not from old school command and conquer mindset.	1 - very important
A Chief that has no ties to the Calgary Police Service so that he is not tied to the deep seeded culture of nepotism, harassment, favoritism, bullying and intimidation that currently is plaguing the Police Service.	1 - very important
Be seen as being approachable and down to earth by citizens	1 - very important
No	1 - very important
Respect	1 - very important
Experience	1 - very important
Consider eliminating/revoking the tenure issue. Officers train to specialize in canine or tactical, and then once they're the best they can be, they're told they've been there too long....so they opt to quit, instead of remain where they belonged.	1 - very important
Compassion, aware of many different life circumstances, knowledge of mental illness (depression), and things such as global brain delays & issues. (people talk with colloquialisms and persons with brain injuries/delays may not understand)	1 - very important
Demonstrates ability to make changes to the CULTURE of the organization.	1 - very important
Front line officers should be able to trust the new chief	1 - very important
Minimum 5 years experience as a chief along with Police Leadership Training (ie: Bramshill - Strategic Command Course). As well as validation from the previous members (union) that the person is able to lead.	1 - very important
We need a leader who can promote transparency without throwing members under the bus. Still needs to show support to the members instead of the fear based culture we currently have with leadership.	1 - very important



Police Chief Search

Stakeholder Report Back: What we Heard

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Empathetic	1 - very important
Someone from an external area who will bring a fresh view and a change that is so desperately needed	1 - very important
Increase the spending budget to keep us safe.	1 - very important
Creating a positive and supportive work environment for officers and their families.	
Diversity and inclusion are great assuming that the people you hire can actually do the job. This isn't a system where you can blindly hire based on diversity and inclusion.	1 - very important
The chief must back his officers at all times. City has lost hope in the Chief. You need to hire someone from outside the agency.	1 - very important
#4 should include intelligence - thinking, reasoning, problem solving, situation analysis coping with multiple variables	1 - very important
Every candidate should have training on intersectionality and be able to demonstrate work they've done to support Black and non-Black POC, Indigenous communities, and LGBTQIA communities	1 - very important
A chief must have the support of the people he/she leads. Maintaining morale and winning back support of officers and the public.	1 - very important
Get away from the boys club and protecting them when they have done wrong! A bad cop is the same as a bad person and there are 0 excuses. It makes the news and your all painted with the same brush!	1 - very important
Community Collaberation/rehabilitation. Work to encourage and produce healing and posotove growth in community rather than revolving incarceration cycle.	1 - very important
The Chief should bring an outside perspective. The CPS seems a bit inbred, and needs some new ideas at the top.	1 - very important
Support for front line officers.	1 - very important
Trust in leadership: Recent news has made it seem like the leadership in CPS has lost the trust of the officers. It also erodes trust from the public	1 - very important
The new chief needs to be supportive of their membership as the membership is at all time low for feeling supportive. The current chief was more accountable to the citizens than his CPS members. Also, do not release members names to the media.	1 - very important
Concern for officers privacy until convicted. Actual knowledge in officers special training so those with high levels of training and resources aren't teniered back to the street after years of investing in things like blood splatter recognition	1 - very important
Listen to citizen, and be firm to the officers	1 - very important
Again - support the blue. The public can best be served by healthy, well supported officers.	1 - very important
Understand that policing is not a business. If managed as one, people will not see officers as an authority to listen to	1 - very important



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Members have felt unsupported long enough. I truly hope the new chief brings pride back to the service.	1 - very important
The next Chief MUST come from outside the CPS!	1 - very important
Diversity is the ultimate goal as long as quality is not pushed aside for appearances. Best person for the job should get the job. Not based on gender, race, religion etc!	1 - very important
Trustable, openly communicate and earn peoples trust.	1 - very important
Fiscally responsible!	1 - very important
Ethical, moral... While they may be implied, they should be explicit.	1 - very important
Capable of leading a police service and not pandering to changing political weather. The job is crime prevention and reduction.	1 - very important
N/A	1 - very important
The next Chief MUST come from outside the CPS. There hasn't been an outside Chief in over 20 years. New blood and fresh perspective is needed to get rid of the cronyism and old boys club that has been in place for far too long!!	1 - very important
Open minded and respectful of vulnerable populations.	1 - very important
PLEASE let the new chief be someone the department can look up to and feel safe working with/for	1 - very important
Effective Communication and is able to balance the dichotomy of leading and following (listening to their people)	1 - very important
Support the members of CPS	1 - very important
Understand and listen to the grass routes what the issues are within the department at all levels	1 - very important
Personable and likes to talk to employees and the public alike.	1 - very important
We don't need another "boys club" member. We need a chief who will do what is right for the community AND for every employee. (ie. re evaluate the current model of "tenure" within the sworn ranks.)	1 - very important
A family man with community values	2 - somewhat important
Respectful of officers and a champion of police morale	1 - very important
To serve and protect. To uphold the charter of rights and freedoms.	1 - very important



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comes from outside C.P.S.	1 - very important
A leader that inspires the next generation of police officers through personal involvement with our youth through community, church and other organizations that can foster and build trust.	
Actually has operational experience to relate to the majority of police officers who work in an operational capacity	1 - very important
Someone who can lead by example. Someone who understands the changing roles for police officers, demonstrates empathy for police while working to address public concerns.	1 - very important
Being an active listen, who is not afraid to make the changes that are needed. If they cannot speak to the rank and file and truly understand what the issues are they will not be able to lead any change	1 - very important
Support and Value employees	1 - very important
Officers should be protected and assured that the Chief is on their side.	1 - very important
Respects those working below him	2 - somewhat important
More visibility for events. Reach out to citizens using social media.	1 - very important
No nepotism! Stop hiring and promoting friends and family. Time for change!	1 - very important
Transparency	1 - very important
A strategic thinker. How can our social resources and the police work together more effectively. We seem to be on a hamster wheel addressing addiction, crime and homelessness.	1 - very important
The new chief must have the quality as a leader who can think ahead of the time and move the force towards the future.	1 - very important
Privacy of Police Officers - as a [removed] and hearing the current chief exposing our officers to what he has done in the past. This causes great stress for our officers who go to work not knowing if they will be 'thrown' under the bus for doing their job	1 - very important
Must be willing to promote leaders within the service based on merit. Good leadership rarely sticks up it's own hand. Better to recognize those leaders through their service instead of a process that requires politics.	1 - very important
Be visible in the community - work policing into positive events to improve image and help remove stigma of police officer. Especially important with minorities, indigenous, and newcomers who may have negative past with police	1 - very important
Has formal university education especially in the fields of law, strategy and business.	1 - very important
Someone who will actually listen and not just give lip service to the persons under their command	1 - very important



Police Chief Search

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The old boys club needs to end. Promotions need to be based on merit and actual ability to lead and not an ability to self promote. Attending to front line member concerns need to be more than a talking point.	1 - very important
Mental health awareness for all members	1 - very important
Knowledgeable about the day in and day out workings of street level officers	1 - very important
Would be great to see another female Chief.	2 - somewhat important
No	1 - very important
Top priority should be officer safety and support.	1 - very important
Is someone who has a visible presence (not introverted) and able to connect with public during engagements on common ground (not focused on being a scholar). Chief needs to fight for resources as our city's crime is going up!	1 - very important
Desire to listen to diverse community perspectives	1 - very important
Education and training in social work	1 - very important
rebuild public trust in police with true transparency, not publicly throwing officers under the bus when they have not been proven guilty.	1 - very important
Empathetic. Willing to listen and learn. It would be nice if more women of colour were in higher ranks.	1 - very important
To care about all of the ranks and listen to what they are saying so change can be made. From what I read in the paper it appears nothing has changed even though many important issues have been brought to the forefront.	1 - very important
Someone who can be innovative in a beaurocratic atmosphere. Someone who thinks independently and is curious.	1 - very important
Please hire someone from outside CPS. Morale is at an all time low.	1 - very important
Present and accessible to the public being served, not only when there are crisis	
the new chief needs to be a leader not a follower of past police chiefs and their visions. The new chief has to have his own visions and those visions need to be combined with feedback from the members to make a safe and great place to come to work	1 - very important
Supportive of officers and employees in face of public criticism	1 - very important
Increased sensitivity for marginalized people in our community. Less focus on weaponizing and increasing fire power.	1 - very important



Police Chief Search

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In our current climate, transparency is going to be huge (as mentioned above)	1 - very important
These are all great on paper, but lets get real, someone who will do away with the "boys club" mentality, someone who will stand up for a change.	1 - very important
support of officers needs to be a higher priority. the "transparency" approach tore apart families and ruined reputations and made officers feel on edge.	1 - very important
Trauma informed, mental health compassionate	1 - very important
External of CPS - Fresh outside perspective to change the culture from the top down.	1 - very important
Get rid of tenure. Get rid of the executive and hire a woman of colour who is a civilian. We need someone who can lead an organization with new ideas, who knows how to lead people.	1 - very important
Reasonably accessible to community leaders	1 - very important
The new chief should not be someone Chaffin has ever appointed! We need new leadership!!!!	1 - very important
The willingness to utilize innovated technology such as GPS Electronic Monitoring.	1 - very important
Support the lower ranks and restructure to ease the pressure on street level.	1 - very important
No	4 - very unimportant
New chief must come outside of CPS. Executive needs to be cleaned out to prevent a cookie cutter chief from the last two. Chief should represent an empoloyment equity group.	1 - very important
The new chief needs to be honest with media and public. Don't just use officers as cannon fodder. Stand up for your officers. ETHICS AND INTEGRITY!!!! If the new Chief talks out of one corner of his mouth and does something else, everyone will see it	1 - very important
Responsive- I find it troubling that the public has a say before the membership. Once again the service ignores those who do the work and are paying a huge price only to be forgotten. if this pattern continues, as it seems to be the process is doomed	1 - very important
Open to listening to members of the police force and the community. Engangment and changes based on the engagement are very important moving forward to improve morale and effectiveness.	1 - very important
Address the lack of accountability, harassment and other negative behaviors within the Service. Healthy people create healthy organizations. Need MORE police on the front line. Fill the patrol area of the Service. Improve leadership.	1 - very important
Not afraid to stand up to two executive levels in CPS. Needs to ensure change and listen to the majority.	1 - very important
#5 you can't put innovative and courageous in same question yes innovative but when is the chief gonna be couageous?	4 - very unimportant



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True leaders stand should to shoulder with their guys; lead by example	1 - very important
Bold, strong, not afraid to do what is needed. Always have the officers backs.	1 - very important
Restructuring: Service needs to get rid of the top two tiers of management in order to modernize the system and bring in new thinking and new leadership that looks at fairness in promotion process and gets rid of favoritism. Best person for the job.	1 - very important
This survey is the most rediculous survey I have ever taken. Of course all the above points are important in the selection of any police chief. Whay not ask members of CPS is they believe the next Chief should be hired within the service or external.	1 - very important
Transparancy of the Executive	1 - very important
Need an out-of-the-box thinker that is preferably from outside Calgary.	1 - very important
This new leader must make officers see that policing is ALL about relationship building, not just about enforcement.	1 - very important
An advocate for the police in this day of negative feelings about police and the difficulties of policing.	1 - very important
modernization of managerial leadership to be inclusive with diversity within the organization itself. You cannot have effective change without setting an example right from top level management and below.	1 - very important
[removed] diversity training for the police for many years but it consistently got eroded. Now few hours are dedicated to this training, it needs to be improved so officers are prepared for their diverse communities.	1 - very important
Experience that extends outside of Calgary Police, and the RCMP.	1 - very important
I want a chief that is not scared to call out lazy officers and one that will stand behind the officers that work hard and get results.	1 - very important
Having the discipline to be a good leader.	
Potentially with a background with community partners, a background beyond solely policing.	3 - somewhat unimportant
The "diversity" thing is what is killing the relationships. CPS must decide if they are going to actually support the new Chief for the changes that need to be made.	1 - very important
Previous Chiefs have been bullies, and promotions promote bullies. This needs to stop within the force.	1 - very important
Focus on crime solving. Diversification of police force is fine but priority must be be most qualified personnel for the job.	1 - very important
External candidate. Several internal hopefuls are extremely toxic and dangerous to the wellbeing of members in the service and to the community.	1 - very important
Someone who is outside Calgary City Police and come in with fresh views	1 - very important



Police Chief Search

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Someone that is experienced in managing people as the current chief has no respect from the front line. Someone that can boost moral and work with the association collaboratively. External chief would be best option to fix current management.	1 - very important
None	4 - very unimportant
Transparent about goals, challenges and successes within the police force	1 - very important
Communicator with members & public.	1 - very important
Listen to and support members on the street actually doing the work.	1 - very important
Chief must be an excellent communicator and have the backs of his team members at all times. Clear and concise in his/her actions.	1 - very important
Dont be afraid to stand up and defend good moral officers when they have been cleared of wrongdoing. Engage your officers and dont forget thats where you came from once.	1 - very important
Personally agreeable and worthy of respect. A new Chief must be visible and available when appropriate. Friendly, eager, enthusiastic and without pretense. The Chief must put sincere engagement with Service members high on a list of priorities.	1 - very important
Ability to transform from old "old boys club" to an actual diverse police force	1 - very important
This was a stupid question. Try not to hire an old white male that came up the ranks and doesnt understand the importance of civilian work or women in the police service.	1 - very important
Accountability for past offences for police executive. There is no brushing past this. Make the CPS honest again.	1 - very important
Approachable and accountable to officers in support of their lives and work.	1 - very important
The ability to understand modern leadership and move away from a para-military, control and command form of leadership. The ability to admit when they or their team have got it wrong. The confidence to have brave conversations with the old guard.	1 - very important
Strong understanding of diversity and a desire to show empathy and care when a complaint is raised as opposed to suspicion and humiliation	1 - very important
Someone who understands the streets and what it's like to be on patrol. The dangers. Educate the public about how dangerous it is to be an officer, do not let the public attack the officers. They are people and it is not okay. Support your employees.	1 - very important
Unbiased and objective	1 - very important
Recognition that every citizen has the same rights regardless of chosen vocation. C	
the person doesnt matter, need more ppl and bigger budget to keep training those ppl. The training right now is extremely behind and the officers are the ones suffering	1 - very important



Police Chief Search

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Thinks beyond Calgary and internationally-minded and experienced	1 - very important
Respectful and considerate with NOT releasing CPS members names to media or online if they have not been CONVICTED of a crime. It is unfair to release these names without a conviction.	1 - very important
Must be free from "rank and file" bias. Must be a disrupter in CPS Administration.	1 - very important
Respect for members of the service and the public	4 - very unimportant
Vision to make change for rank and file officers. Removal of unnecessary high ranks such as superintendent. Less management. More front line officers.	1 - very important
Act to eliminate sexual harassment in the force	1 - very important
Business Minded - They need to be a CEO that has a vision and is prepared to shift the corporate culture.	1 - very important
Accountability to the membership and the public	1 - very important
Forward-Thinker - ability to bring policing processes, policies, behaviors, attitudes, and the overall environment of the police into the twnty-first century	1 - very important
Focus on the needs of the majority, rather than the needs of the minority. We are a team, so avoid handcuffing the efficiency of the service to accomodate every little special need of everybody. Clearly set expectations upon hiring new personnel.	1 - very important
Is well educated, able to analyze complex situations and evidence, educated in modern organizational governance and decision making and respectful of the education and experience of others including civilian members.	1 - very important
Hire from within. Although it sounds adventurous and exciting to perform a world wide or Canada wide search, the strength of the resume doesn't overcome the lack of local knowledge.	1 - very important
Policy regarding disclosure of a merely charged officer's name in the "name of transparency" is INSANE.	
Be Safe	1 - very important
Effective communicator who surrounds him/her self with people of equal integrity and insight, soliciting input from these same people before deciding on a course of action.	1 - very important
We need an outside person to be the next chief. Maybe this way if will break up the old boys club.	1 - very important
willing to provide a respectful working environment within the police force	1 - very important
New Hire. Under 50 years of age. Has extensive training in inclusive behaviour, human resources, and empathy.	1 - very important



Police Chief Search

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Needs to be a leader of the organization and not a politician. He/She needs to make hard choices that may not always be viewed positively by the citizens.	1 - very important
The "leader" needs to be a leader, not a 'manager'. Provides charismatic and morality-based command structure for the Service.	1 - very important
The ability to go against the old boys club.	1 - very important
Natural ability to build and/or rebuild trust and transparency within the organization with a view to maintaining and building on the expectations that the citizens of Calgary have of their Police Service.	1 - very important
Someone who is not afraid to impose change	1 - very important
The Chief needs the freedom to make hard decisions and be supported by the senior officers. If this means bringing in new leadership from outside the organization, it should be accepted.	1 - very important
Understands the role and challenges of modern policing	1 - very important
LISTENS to the front line and does not immediately respond with what we have heard ad nauseum.	1 - very important
Humility, an understanding of fortunate they are to serve as Chief. No ego, no agenda other than the Service, its members and the community.	1 - very important
We need a chief who is knowledgeable with the current ways of thinking of how to run a modern, progressive organization and one who is not afraid to make changes, because the last Chief has not been supportive to the members.	1 - very important
all diversity and inclusion have done is increase the amount of staff on accomodations. CPS can not fire people and are scared to stand up to people who dont want to work. You can not force diversity, get them to apply, they want med school not cops	1 - very important
Fairness and transparency to the membership not only the citizens of YYC.	1 - very important
The Chief needs to have the guts to stand up to CPS executive. They need to make big changes. All Deputy Chiefs need to go and the Superintendent rank needs to be abolished. CPS is too top heavy.	1 - very important
Understand and be committed to rebuilding the trust of members of the executive	1 - very important
yes, someone who is not associated or affilitated with the current executive that has no alliances nor antagonisms to the existing people in power at CPS a complete independent	1 - very important
For those who do outstanding work on the street be rewarded for prime positions and don't have desk riders go from one position to the next. Keep it fair for all players	
Hire outside of the service so he/she can change the attitudes and boys club at the highest level.	1 - very important
Compassion - for themself and others	1 - very important
The chief is hired internally	4 - very unimportant



Police Chief Search

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Outside of current CP's exe	
Have a direction and make decisions. This last Chief spent his time constantly "reviewing" things without ever deciding anything and sticking to it. He said "boots on the ground", where are the officers? People are waiting long times for police.	1 - very important
someone who can be honest, make difficult decisions and not talk from political side to members - someone who hasn't been a patrol member for the last 25yrs	1 - very important
Only the chief can stop the pervasive culture described above, and it requires integrity and leadership skills. Otherwise there is no feeling safe and no community trust.	1 - very important
Similar to above, an anti-oppression lens could be really valuable. We can be leaders in how we interact between our police service and citizens!	1 - very important
A Chief that does not bow to public pressure from the vocal minority but protects the rights of all Calgarians	2 - somewhat important
No	4 - very unimportant
Should be best person for job shouldn't be selected because of who they are.	1 - very important
Have seen great strides in transparency and honesty and would like that to continue	1 - very important
He/she should see value in interacting with the public maintaining and improving relations. The officers on social media (especially Twitter) have been amazing and inclusive. CPS has been doing a great job. You need to remind people of that!	1 - very important
Best leaders are those who know what the cops do. Did the last chief spend any time in a car with the cops to understand.	1 - very important
Support for members and decreasing scrutiny of officers in public. No one wants to be recruited to a place where management will put there name in the news ruining their reputation, there families, and cps before an impartail trial has concluded	1 - very important
New Chief needs to be aware of changing dynamics of organized crime. Needs to be charismatic, positive, and a true leader; not a glorified politician. Tyrants and 'old boys' need not apply.	1 - very important
It appears the last few years have been focused on transparency. It appears though that CPS has only been transparent on the negative and little on the positive (no more than any ithrr service) Lets work on making a positive work force	1 - very important
Be a people person and be vsible to its members. Have an open door policy.	1 - very important
Deals with old boys club and bullying issues in the organization	1 - very important
Have the courage to not pander to political correct whiners	1 - very important
A broader vision and quick action for crime free community/City.	1 - very important
Work within existing budgets and parameters to create greater efficiencies.	1 - very important



Police Chief Search

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Charismatic character that can change culture. Sets example. Outcome focused. Too many initiatives that sound good but end up degrading levels of service and decrease staff morale.	1 - very important
He needs to have his officers backs. Police on the front line should be able to do their job without fear of repercussion or the Chief not supporting them in public. He should not be trying to please the public because that's not policing.	1 - very important
What about supports the education of officers. We as Calgarians have seen enough videos of officers using brawn over brains.	1 - very important
Has to come from Calgary	1 - very important
Members have felt unsupported long enough. I truly hope the new chief brings pride back to the service.	
The new chief should actually care about the frontline.	1 - very important
The new chief needs to seek input from within his organization (down to street level) rather than adhering to an agenda he thinks the public wants.	1 - very important
Take a look at the biographies of the Chief and Deputy Chiefs on the CPS website. Notice what is missing. University education is completely lacking. The next Chief and Deputies need formal university education in law, business and strategy.	1 - very important
Willingness to truly hold employees accountable for decisions and actions. Actually live by the words "holding the police to a higher standard" as opposed to the protective and corrupt manner it presently employs.	1 - very important
Get rid of the old boys club and be accountable for ones actions.	1 - very important
Thoughtful - the new Chief must take the time to think through new issues and not have knee jerk reactions.	1 - very important
Strategic thinker and ability to made tough decisions and stick with them. I would expand #6 to specifically include "team building" with the Deputies and Superintendents.	1 - very important
Must value the trust of the membership	1 - very important
It should be a chief hired from outside the organization already. A fresh set of eyes, ideas and a new start	4 - very unimportant
ACTUALLY MAKE CHANGE HAPPEN. QUIT TALKING AND DOING NOTHING.	1 - very important
More approachable than the previous chief	4 - very unimportant
Reasonable and balanced. Someone that knows what the limits of policing are and has the courage to speak out and stand up against scope creep. Someone who can keep CPS focused on policing crime priorities.	1 - very important
Ability to champion a common vision and foster collaboration between the various work areas/business units internal to CPS	1 - very important



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The new chief should not be a current member of the Calgary Police Service. It appears the membership has lost complete faith in the leadership and someone new with fresh ideas needs to be brought in.	1 - very important
See Above (ran out of characters) Diverse Workforce - we need to reflect the communities in which CPS serves - (example) missing Black officers, language capability beyond English, more women and non-binary officers. (4 - very unimportant
Bring back our initial Core values, who voted on Courage, vigilance and pride.	1 - very important
Support for employees under his command.	1 - very important
I think its a necessity that the chief be an outside individual, having no current or previous ties to cps.	1 - very important
The police Chief should be an outsider. This will give them th ability to see inside issues and adapt as opposed to staying static.	1 - very important