



## TAKING THE NEXT STEP: Aviva Rotenberg becomes the Executive Director of the CACP

Achieving progress requires the courage to push the limits, to face some challenges, and to seize the opportunity to try something new. Both the CACP and its new Executive Director have done just that and the energy and buzz it has created is palpable!

Ms. Aviva Rotenberg joined the CACP as its new Executive Director on May 3, 2021. Her arrival hails the beginning of a new journey for both the association and Ms. Rotenberg!

### **The first woman to serve as Executive Director of the CACP**

Since its inception in 1905, the Canadian Association of Chiefs of Police has never had a woman assume leadership of the organization. While policing has traditionally been a male-dominated profession, this is an image that police organizations across the country have been striving to change. The goals to be increasingly representative and authentically inclusive resonate well with Ms. Rotenberg who is a strong proponent of equity, diversity, and inclusion.

The fact that Ms. Rotenberg is the first woman to serve as Executive Director of the CACP was not lost on her. She stated that "it is a great honour to have the responsibility and privilege of helping to lead the association. This is an expression of an important value held by the organization and this decision tells me that the CACP 'walks the talk'."

The selection process took place over several months. The CACP is proud to have attracted a large number of quality candidates all vying for the opportunity to lead our organization. Five individuals were retained for the interview process and Ms. Rotenberg was the cream that rose to the top.

"I found her energy and commitment to be impressive. She described the need to adapt and change and made an effort to do exactly that. She brings a fresh perspective and new ideas," said Chief Officer Dave Jones who served on the selection committee.

### **The first Executive Director of the CACP from outside policing**

Not only is Ms. Rotenberg the first woman to assume the role of Executive Director, but she is also the first candidate to do so without having first served as a sworn police officer or police leader. While she may not be trained as a law enforcement officer, she is no stranger to the justice system. Ms. Rotenberg is a trained lawyer who served with the Canadian Bar Association for 15 years.

"Law is the sister of policing", said Ms. Rotenberg. "I approach the CACP with humility realizing that there is much that I don't know, but I am a lifelong student who is ready and willing to learn. Although I have not earned a badge, I do have other skills that this organization needs."

The selection committee couldn't agree more. At a time when policing is being criticized for being too internal, self-interested and self-protected, an outsider perspective is welcomed.

"Aviva demonstrated a strong understanding of the current challenges facing policing and the CACP and she shared a vision filled with opportunities to enhance police leadership, support CACP members, as well as advance a strong policy framework of modernization," added Chief Bryan Larkin, who was also a member of the selection committee.

## The first Executive Director position for Ms. Rotenberg

Not only is Ms. Rotenberg familiar with the important role the police play within Canada's justice system, but she is also extremely familiar with the structure and operations of a non-profit association. While this may be her first time being appointed as an Executive Director, she has been part of a senior leadership team, serving as the Director of Strategic Initiatives and Director of Professional Development during her tenure with the Canadian Bar Association.

In addition to her law degree, Ms. Rotenberg earned an Executive MBA specializing in Human Resource Leadership thereby emphasizing her ability to oversee the business functions of our organization.

When asked why she was interested in joining the CACP as its Executive Director, Ms. Rotenberg had this to say: "Leadership is honed over a long time. I want to apply the things I've learned and practiced in a new context. I am ready for this position and I believe I have experience that will be impactful in helping to move the needle forward in policing."

Chief Larkin indicated that "Aviva has a proven track record with the Canadian Bar Association that includes relationship building, public policy, and stakeholder engagement. She is well aligned to bring new perspectives, innovative ideas, as well as challenge the Board of Directors to meet the needs of the CACP, of the policing profession, as well as of the communities we serve."

## A 'people first' philosophy

"Aviva was very thoughtful and engaging during the selection process. She was very well-spoken, had an impressive background, and demonstrated great potential for the future of the CACP head office," stated Chief Constable Adam Palmer who completed the three-person selection committee.

Not only did Ms. Rotenberg display her pride, sense of responsibility and ownership for the work that she does to the selection committee, she also demonstrated her unique insight, as well as a genuine caring about the outcomes and the people involved. She is committed to principles, the organization, the position, and the membership. Police leaders will now be Ms. Rotenberg's 'new community' as she embraces the opportunity to work with them to help support and facilitate their efforts.

When asked to use a word that would best describe her approach to this new leadership position, Ms. Rotenberg chose the word 'committed'. When the selection committee was asked to use one word to describe Ms. Rotenberg, they used terms like 'vibrant', 'visionary', and 'leader'. 'Fresh' is also one of the words they used. How appropriate given that the name 'Aviva' actually means 'springlike' and 'fresh'!!!

"Aviva has a 'people first' philosophy, supported by a strong academic and professional background. She is an accomplished leader who has proven her ability to build teams as well as lead people, strategy, and change," said Chief Larkin.

There is an expression that says that there is only one way to look at things, until someone shows us how to look at them with different eyes. Selecting Aviva Rotenberg is an energizing step forward in the CACP's history. Accepting the position of Executive Director is an exciting next step forward in Ms. Rotenberg's career.

We look forward to benefiting from her leadership, strategic planning, program development, innovation and business experience. We have no doubt that she will be instrumental in helping the CACP to advance its mission and vision as well as achieve progress on the association's organizational objectives and policing priorities. Please provide her with a warm welcome to the police leadership community. Ms. Rotenberg can be reached by email at [arotenberg@cacp.ca](mailto:arotenberg@cacp.ca) or by telephone at 613.595.1101, extension 108.