

Exhibit: *National Inquiry into Missing and Murdered Indigenous Women and Girls*

Location/Phase: Part 2 Regina

Witness: Clive Weighill

Submitted by: Ashley Smith

Add'l info: P02P02P0301

Date: JUN 27 2018

Clive Weighill
Curriculum Vitae

Initials

I/D

Entered

53

52

SUMMARY OF QUALIFICATIONS

- Former Chief of Police for the Saskatoon Police Service (2006-17) and former President of the Canadian Association of Chiefs of Police (2014-2016)
- Proven track record of collaborating to build trust, develop consensus and drive large-scale change among government agencies, police organizations and communities
- Nationally and internationally recognized authority on the topics of leadership, change management and building relationships between police and diverse populations, including Indigenous communities
- Deep experience working at all levels of government and with community-based organizations and police associations

Areas of expertise include:

- Change management/organizational change
- Culture change
- Building relationships with Indigenous peoples and diverse communities
- Working with and managing media
- Achieving organizational goals within defined budgets
- Working with police and civilian unions
- Understanding and working with civilian oversight (Board of Police Commissioners)
- Understanding and working with the Saskatchewan Public Complaints Commission (civilian investigation of complaints against police)

WORK EXPERIENCE

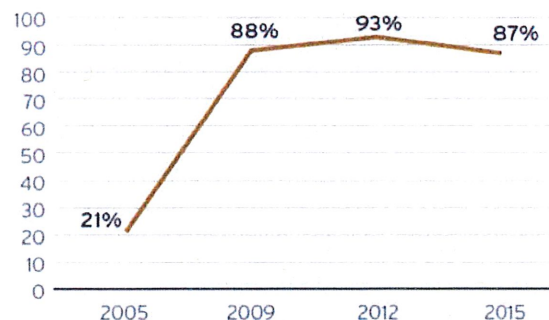
Chief of Police, Saskatoon Police Service (2006-2017)

In 2006, the Saskatoon Police Service (SPS) was defined by fractured relationships and an absence of trust with its stakeholders - from unionized members to the Indigenous community to the city at large. As the leader of this organization, I made it a personal mandate to rebuild relationships and improve morale inside and trust outside the organization.

During my tenure:

- Internal morale, based on survey feedback of sworn officers, improved from 21 percent to 87 percent
- Indigenous trust in police improved from 38 percent to 69 percent
- Community trust improved from 53 percent to 84 percent

MORALE SURVEY - SWORN OFFICERS



PERFORMANCE HIGHLIGHTS

Management

General management

- Awarded the Lt Governor's Gold Medal for Excellence in Public Administration in 2016
- Extensive experience working with civilian governance boards, civilian oversight of police misconduct, all levels of government, community based organizations, and police associations

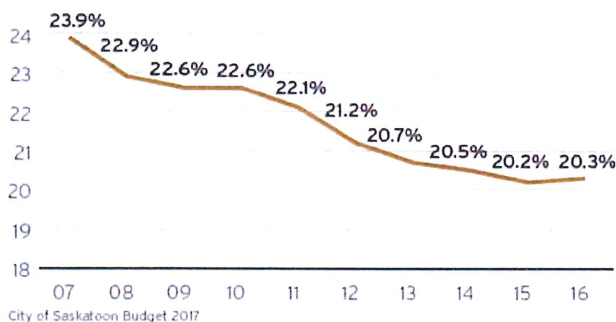
Risk management

- Continually reviewed and updated risk management policies to ensure operational best practices and sound administrative procedure (for example, updating policies for missing persons, use of force, police pursuit, and accident review board)

Budget management

- Managed SPS budget at times of boom and of constraint
- Implemented operating efficiencies to decrease SPS budget as a percentage of city budget by 3.6 percent

POLICE SERVICE BUDGET AS A PERCENTAGE OF CITY BUDGET (2007-2016)



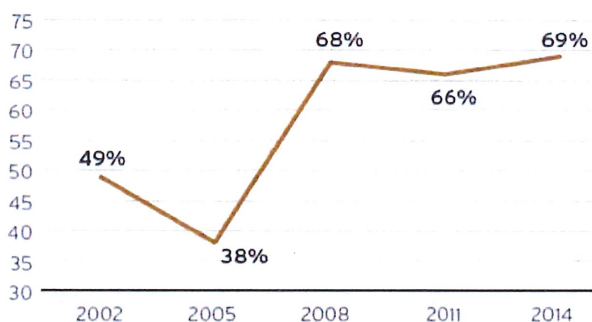
Talent Management and Succession Planning

- Developed a talent management strategy, providing a succession plan to the Board of Police Commissioners to ensure they will have several qualified internal candidates to fill executive vacancies
- Sent members of the executive team to attend the Senior Management Institute for Police in Boston to learn about policing best practices
- Placed Deputy Chiefs and Superintendents on CACP sub-committees to provide opportunities to contribute to and learn from other police professionals across the country

Indigenous relations

- Prioritized and advanced Missing and Murdered Indigenous Women and Girls (MMIWG) initiatives
- Revamped the SPS Missing Person Policy and created a missing person victim services liaison position; the SPS now employs two Indigenous victim services workers in addition to the liaison
- Currently the lead media speaker for the Canadian Association of Chiefs of Police on the topic of the Missing and Murdered Indigenous Women and Girls Inquiry
- Spearheaded the construction of a MMIWG Memorial at Police Headquarters (see photo on page 6)
- Collaborated with Indigenous groups to help eliminate marginalization and reduce homelessness, poverty, racism, and disadvantage
- Ensured that all recommendations from the Stonechild Inquiry were implemented
- Engaged in quarterly meetings with a Chief's Elder Advisory Committee, participating in talking circles, feasts and sweat lodge ceremonies
- Oversaw the training of all SPS employees in contemporary indigenous issues, including colonization, residential schools, White Paper, Indian Act, and Truth and Reconciliation
- Oversaw the construction of a cultural room at police headquarters, which was specially vented to accommodate pipe and smudging ceremonies
- Oversaw the expansion of the SPS Cultural Unit from two members to seven members, including a full-time Indigenous Recruiting Officer

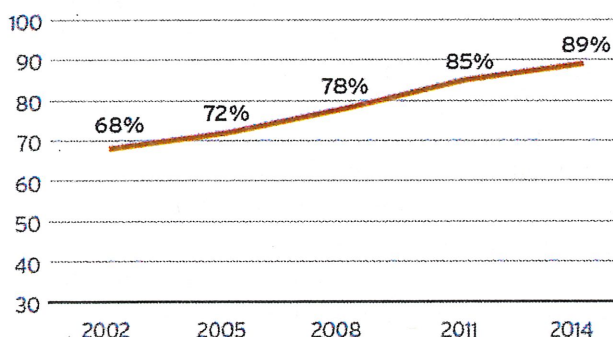
SPS HAS THE TRUST OF THE PUBLIC - INDIGENOUS RESIDENTS



PERFORMANCE HIGHLIGHTS continued...

Working with diverse communities

- Increased public trust among visible minorities from less than 70 percent to just under 90 percent by working closely with Islamic, Indo-Canadian, African, Asian and LGBTQ communities
- Worked to create an "Interpreters Program," which gave the Police Service access to more 80 languages and 125 dialects; this enables the SPS to communicate more effectively with suspects, victims and persons needing help
- Hosted numerous celebrations and citizenship ceremonies at police headquarters
- Cultivated a positive relationship between Police and the LGBTQ community
- Educated SPS staff on LGBTQ issues, including language, transgender issues and policy
- Oversaw the installation of gender-neutral bathroom and signage at the new Police Headquarters
- One of the few police services invited to participate in the Gay Pride Parade

SPS HAS THE TRUST OF THE PUBLIC - VISIBLE MINORITY**Culture Change****Managing organizational change**

- Redeployed resources to shift 10 percent of personnel to front line policing, creating an increased operational focus at no additional cost
- Instituted a "geographical accountability model," giving Inspectors the responsibility and freedom to manage enforcement, prevention and community interactions in their locations

- Ensured participation from all ranks so that front line and middle management officers had a voice in developing new ideas; changes were implemented and monitored to manage risk and effectiveness

Police Union

- Established a collaborative relationship with the Police Association, working with the Association President to create a climate of trust; the result has been a professional working relationship that has virtually eliminated strife between management and the Association

Healthy Workplace

- Undertook a "glass ceiling" research project to explore responses from female SPS members on issues of bullying and harassment
- Developed a training module for NCOs to better equip them to manage issues of employee conflict at the first instance, which enables small issues to be addressed before they become larger problems
- Cultivated a core value of respect for persons with stress and mental health issues and ensured that all SPS employees completed a "Road to Mental Readiness" training module

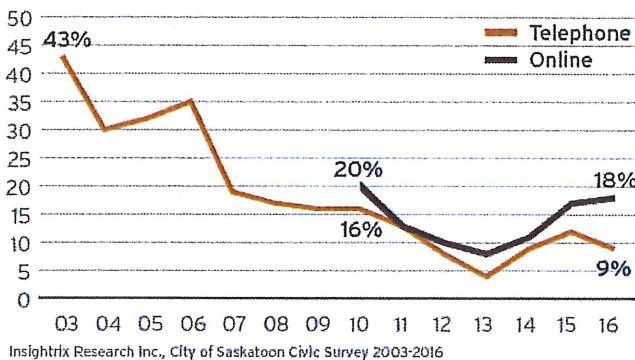
Morale Committee

- Supported a joint Management-Association Morale Committee, which enables employees to voice concerns about the work place; the Committee conducts an anonymous survey for sworn and civilian SPS members to gain insights about their views on management, training, promotional opportunities, equipment and morale
- Worked extensively within the SPS to restore a sense of pride in the organization and to increase motivation to do a good job, resulting in significant morale improvements

PERFORMANCE HIGHLIGHTS continued...

Culture Change and Community Impact

- Supervised cultural change within the SPS, which improved service for and interaction with citizens and led to greater support for the SPS
- Decreased the number of citizens who believed that crime/policing was the most important issue facing Saskatoon from 43 percent to 18 percent

SASKATOON CIVIC SURVEY - CRIME/POLICING AS THE SINGLE MOST IMPORTANT ISSUE FACING THE CITY OF SASKATOON (2003-2016)**New Police Headquarters**

- Built the business case to convince the Board of Police Commissioners, City Council and the community that the SPS had outgrown its old headquarters, resulting in the approval of a \$122 million facility that opened in 2014

Partnerships

- Worked with the Federation of Sovereign Indigenous Nations, Saskatoon Tribal Council, Central Urban Métis Federation, Global Gathering Place and Open Door Society to address social impediments among Indigenous and immigrant communities
- Led the expansion of the HUB Model in Saskatoon to help high-risk individuals and families by bringing together Social Services, Mental Health, Education, the SPS and other helping agencies to reduce the social determinants of crime; provided a co-ordinator, an analyst and an administrative position out of the SPS budget to facilitate the co-operative partnerships

SPS and RCMP

- CFSEU (Combined Forces Special Enforcement Unit) - Wrote the original proposal for a provincial organized crime task force, which has evolved into the current CFSEU
- ICE (Integrated Child Exploitation Unit) - Instigated and oversaw the writing of a proposal that led to the formation of an integrated child exploitation unit that has grown to include RCMP and Municipal Units in Saskatoon, Regina and Prince Albert
- CTSS (Combined Traffic Safety Section) - Oversaw a pilot joint program between the RCMP and Saskatoon City Police Traffic Safety Section, which was designed to enforce traffic in the City and Region of Saskatoon; partnering with RCMP, fulfilled Saskatoon's officer requirement for the Unit to get it operational and prove to the Government that the Unit would increase traffic safety and reduce fatalities.
- Action Accord - Led and served as the primary spokesperson for an Action Accord, an association formed by the Board of Police Commissioners, Saskatoon Tribal Council, Federation of Sovereign Indigenous Nations and the Saskatoon Health Region to facilitate an alternate response for persons arrested for public intoxication. Through our work with the Accord, the Health Region funded paramedics in the Police Detention area, with the Province of Saskatchewan and Health Region providing stabilization beds at an alternate site for persons who were not violent and could be taken care of away from police cells. The result has been a 20 percent reduction in the number of intoxicated persons brought into police cells.

PERFORMANCE HIGHLIGHTS continued...

National Policing**CACP (Canadian Association of Chiefs of Police, 2014-2016)**

- Former President of CACP, which brings together municipal, provincial and RCMP representatives with differing perspectives to create strategies that address key policing issues; currently serving as Immediate Past President on the Board of Directors (2016-2018)
- Also served on the Executive Committee of the International Association of Chiefs of Police
- Chaired and/or participated on CACP committees throughout career as a Deputy Chief and Chief

NPSIAB (National Police Information Service Advisory Board, 2012-2014)

- Co-Chaired the NPISAB, which advises the Commissioner of the RCMP on all National Police Service technological systems (CPIC, Criminal Records, Police Information Portal, Sex Offender Registry, RCMP Record Management System)

CPIC (Canadian Police Information Centre) Renewal Initiative (2000 - 2003)

- Chaired the Business Requirements Sub-Committee for the \$134 million initiative, managing 26 participants from different agencies across the country to create an effective working team

Involvement With The RCMP

- Experienced in working with the RCMP, initially with RCMP officers in integrated units, then later with senior management
- Experienced with provincial and municipal RCMP contract policing, First Nation tri-partite policing agreements, and RCMP Federal Policing initiatives and services
- Visited Afghanistan as a guest of the RCMP, to view firsthand Canadian participation in international police partnerships

RELATED EDUCATION

- Certificate in Administration and Certificate of Continuing Education, University of Regina
- Graduate of the Senior Management Institute for Police, sponsored by the Police Executive Research Forum in Boston
- "Creating Change in Police Organizations," Banff School of Management
- Senior Police Administration Course and Executive Development Course, Canadian Police College

POLICE CAREER SUMMARY

Regina Police Service (1975-2006)

Saskatoon Police Service (2006-2017)

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|--|---|-----------------------------|
| • Patrol Constable | • Sergeant - Commercial Crime | • Superintendent Operations |
| • Crime prevention | • Staff Sergeant - I/C Vice and Drugs | • Deputy Chief of Police |
| • Street Corporal | • Inspector - Watch Command (in charge of street patrol officers) | • Chief of Police |
| • Sergeant | • Inspector - Planning and Research | |
| • Sergeant General Investigations - Criminal Investigations Division | • Superintendent Administration | |

PROFESSIONAL RECOGNITION

- Commander of the Order of Merit of Police Forces
- Lt. Governor's Gold Medal for Excellence in Public Administration
- Police Exemplary Service Medal and Bar
- Queen's Diamond Jubilee Medal
- Saskatchewan Protective Services Medal
- Saskatchewan Centennial Medal

FOR MORE INFORMATION

1. <http://www.cbc.ca/news/canada/saskatoon/saskatoon-police-chief-clive-weighill-retiring-1.4180172>
2. <http://www.cbc.ca/news/canada/saskatoon/saskatoon-police-chief-change-retire-force-1.4180818>
3. <http://thestarphoenix.com/news/local-news/ive-enjoyed-every-single-minute-of-it-clive-weighill-retires-as-chief-of-saskatoon-police>
4. <http://thestarphoenix.com/news/local-news/i-feel-the-time-is-right-to-begin-a-new-chapter-saskatoon-police-chief-clive-weighill-announces-retirement>
5. <http://thestarphoenix.com/opinion/columnists/tank-saskatoon-losing-a-class-act-in-chief-weighill>



Missing and Murdered Indigenous Women and Girls (MMIWG) is a priority – in my career, my community and my country – and I worked closely with Indigenous leaders and groups to improve safety for Indigenous women.

In addition, I spearheaded a four-year journey to construct a memorial to MMIWG at the pavilion of Saskatoon Police Headquarters, which was erected in 2017. It is a place for families to reflect, for the community to gather, and a daily reminder to officers of the important challenges we must tackle.