

DOUG LEPARD, O.O.M., M.A.

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PROFILE SUMMARY

- A retired police chief with 37 years of significant accomplishments at every rank in operational, investigative and administrative assignments in two police organizations. A proven, innovative senior police leader with a particular interest in legal and policy issues.
- Since retirement from policing in 2018, has worked as an independent criminal justice consultant.
- A sought-after speaker who has presented on numerous occasions locally, throughout B.C. and elsewhere in Canada, as well as in the U.S. and Europe (CV available on request).
- Has written on a variety of police issues and has been published in major Op/Ed pieces, articles in police journals, and chapters in criminal justice textbooks.
- Sessional Instructor for Crim 730: Ethics in the Criminal Justice System in the Master of Arts program at the University of the Fraser Valley (2018-2019).

EDUCATION

- Master of Arts in Criminal Justice, University of the Fraser Valley (2017).
- Bachelor of Arts, Major in Criminology, Simon Fraser University (2001).
- Additional courses at the Justice Institute of BC, Canadian Police College, Queen's University, Harvard Kennedy School of Government, and others.

AWARDS AND COMMENDATIONS

2017 – Governor General's Gold Medal for Academic Excellence.

2013 – Queen's Diamond Jubilee Medal by Lieutenant Governor Judith Guichon.

2012 – Promoted by the Governor General of Canada to "Officer" in the Order of Merit for the Police Forces, which recognizes "outstanding meritorious service in duties of responsibility over an extended period, usually at the regional or provincial level."

2011 – Police Exemplary Service Medal 30-year bar (20-year medal in 2001).

2010 – Award "For Outstanding Contributions Towards Ending Violence Against Women in BC" from the Ending Violence Association of BC.

2008 – Invested by Her Excellency the Right Honourable Michaëlle Jean, Governor General of Canada, as a "Member" in the Order of Merit for the Police Forces.

1999 – Attorney General’s Award for Service to Victims based on accomplishments of the Domestic Violence and Criminal Harassment Unit.

1998 – Lieutenant Governor’s Meritorious Service Award for saving a drowning man.

1986 to 2003 – Ten Vancouver Police Department Commendations for various accomplishments.

EXPERIENCE

Doug LePard Consulting (August 2018 to present)

Completed projects include:

- An operational review of a work unit for the BC Legislative Assembly Management Committee;
- An in-depth analysis of selected current issues in policing for a municipal police agency;
- A review of a line-of-duty death incident for a municipal police agency;
- An in-depth review of a specialized unit in the Combined Forces Special Enforcement Unit for the Ministry of Public Safety and Solicitor General;
- A successful business case for a Transit Police agency to implement a tiered policing model pilot;
- A successful business case for a Transit Police agency to equip frontline police officers with carbines;
- An “Executive Guide” for responding to line-of-duty deaths and serious injuries for two medium size police departments;
- An examination of money laundering in the luxury vehicle and horse racing industries in BC for the Attorney General of BC as part of a team led by Dr. Peter German, QC for “Dirty Money – Part 2”;
- A review of management strategies for high-risk offenders in British Columbia and development of a best practices protocol for the BC Association of Chiefs of the Police;
- Advice to several law firms on various criminal and regulatory matters;
- Conducted a *Police Act* investigation into the Sergeant at Arms of the BC Legislature for the Speaker of the Legislature that resulted in finding of guilt and the retirement of the subject;
- Member of the Provincial Municipal Policing Transition Study Committee for the proposed Surrey Municipal Police Department (provincial consultant);
- Advisor to the “Build Team” for the Surrey Police Department after its implementation was approved by the BC Solicitor General.

Chief Officer, Metro Vancouver Transit Police (March 2016 to August 2018)

Responsible for the command of 250 sworn and civilian staff and a budget of approximately \$37 million.

Key accomplishments included:

Implemented major new training initiatives (e.g., critical incident and “phased interview” training); a crisis negotiator program; an anti-sex offence education campaign; improved the solve rate for sexual assaults by 9%; implemented a Neighborhood Police Officer program; created and implemented the first Transit Police morale survey; implemented a new 2016-2020 Strategic Plan; implemented a new operational plan for service delivery on the Evergreen extension; achieved the first staffing increases for

the Transit Police since 2009 in the 2017 and 2018 budgets; and delivered a highly praised 2-day conference on policing transit systems that drew an international audience of speakers and attendees.

Deputy Chief Constable, Vancouver Police Department (2003 to 2016)

Commanded the Investigation Division (~ 400 officers in specialty detective units and several other units) and then the Operations Division (~860 frontline uniformed officers).

Key accomplishments include:

- Developed and implemented a major change management initiative (new policy, training, evaluation and a handbook) to improve the quality of Patrol investigations and the number of suspect interviews, increasing the percentage in Reports to Crown Counsel from 7% to 89%;
- Developed new process for assessing and funding proposals for major investigations and received approval to increase the Criminal Investigation Fund from ~\$750K to \$2.2M.
- Researched and wrote the 407-page “Missing Women Investigation Review” (MWIR) in 2003-2004 and released it in 2010 at the conclusion of the Robert Pickton legal proceedings. Report was the subject of extraordinary media coverage and editorials, such as one that commented, “LePard deserves credit for this report. It is an unflinching, courageous and devastating look at how the police failed vulnerable women while a serial killer roamed at will through Vancouver’s Downtown Eastside.” Later described in the 2013 Missing Women Commission of Inquiry report as “an unprecedented self-examination by police and a rare exemplar of how you can do an internal autopsy and try to figure out what went wrong so that it won’t happen again in the future.”
- Represented the VPD in 2011 and 2012 at the Missing Women Commission of Inquiry, contributing to extensive written submissions and testifying for 14 days. Commended by Commissioner Oppal for the quality of evidence given and leadership in taking progressive actions in the VPD: “The VPD has demonstrated its capacity to learn from past failures and has introduced a series of effective reforms since 2002. I commend the VPD for its openness to self-critique and for its dedication and commitment to improving police investigations, reducing the risk of victimization for all individuals in the community, and ensuring that tragedies such as the one addressed in my Terms of Reference are avoided in the future. I single out Chief Constable Jim Chu and Deputy Chief Constable Doug LePard for their leadership in this process. Their post-2002 approach is, in many ways, a model of policing and I encourage other British Columbia police forces to emulate this commitment to being a best-practices learning organization.”
- Led the VPD’s response to the 2005 Heads of Prosecution report on preventing miscarriages of justice endorsed by the Canadian Association of Chiefs of Police, revising policies and procedures, and developed and regularly taught an investigators’ program module on preventing wrongful convictions through investigative excellence.

Previous VPD Positions

- Inspector in Charge, City-wide Enforcement Team (2003)
- Inspector in Charge, Planning & Research Section (2000 to 2003)
- Sergeant in Charge, Domestic Violence and Criminal Harassment Unit (1996 to 2000)
- Sergeant in Charge, Home Invasion Task Force (1999)
- Detective and Sergeant, Sexual Offence Squad (1994 to 1996)
- Corporal and Acting Staff Sergeant, Planning, Research & Audit Section (1991 to 1993)
- Constable, Communications Section (1990-1991)
- Constable, Strike Force (1988-1990)
- Constable, Patrol Division (1981-1988)

COMMITTEES & BOARDS

2020 to present – volunteer facilitator for provincial Child and Youth Advocacy Centres Interview Working Group developing best practices protocol for forensic interviews of children.

2019 – provincial appointee to the Provincial Municipal Policing Transition Study Committee (regarding the feasibility of transitioning from the Surrey RCMP to a municipal police service).

2019 to present – volunteer board member of “The Treehouse” Child and Youth Advocacy Centre.

2019 to present – member of (BC) Mental Health Review Board (Administrative Tribunal).

2016 to present – volunteer board member of the International Society for the Reform of Criminal Law.

2017 – appointed by the Minister of Justice and Attorney General of Canada to an Expert Panel on Sentencing Reform (only police officer on Panel).

2013 to 2015 – VPD representative to a series of four two-day “Justice Summits” to-date held at UBC Law School. The purpose of the Justice Summits is to facilitate innovation in, and collaboration across, the justice and public safety sector. Participant, and also had roles as presenter and facilitator.

2010 to 2014 – Appointed (and reappointed) by Federal Justice Minister as Law Enforcement Representative on the Judicial Advisory Committee on (Federal) Judicial Appointments for the Province of British Columbia.

2010 to 2018 – Representative of the Canadian Association of Chiefs of Police on the Federal/Provincial/Territorial Heads of Prosecution Committee on “Preventing Wrongful Convictions”.

2009 – Member and report-to-government co-author, BC Advisory Committee on Possible Wrongful Convictions in Cases Related to Hair Microscopy.

2008 to 2014 – Board member, South Coast BC Transportation Authority Police Service Board.

2006 to 2016 – Board Member, South Coast BC Boys and Girls Clubs Agency Board of Directors.

2003 to 2018 – BC Crown Police Liaison Committee. Member since 2003, Co-chair and BC Association of Chiefs of Police Representative with Assistant Deputy Attorney General 2008 to 2017.

2003-2008 – Co-Chair, Law Enforcement Torch Run (for Special Olympics BC) Board.

PUBLICATIONS/SIGNIFICANT REPORTS

Doug LePard & Nahanni Pollard. “Review of the Legislative Assembly’s Security Posture and of the Model and Operations of the Legislative Assembly Protective Services.” Conducted for the Legislative Assembly Management Committee (January 2021).

Doug LePard & Nahanni Pollard. “Selected Issues of Interest in Policing.” Prepared for the Port Moody Police Department (November 2020).

Doug LePard. “Police Act Section 42 Phase II Review: Analysis of ‘Framework Agreement’ Issues Regarding Policing in the City of Victoria and the Township of Esquimalt.” Conducted for the Policing and Security Branch, BC Ministry of Public Safety and Solicitor General (2021).

Doug LePard. “Police Act Section 42 Review - Budget Allocation Formula for Policing in the City of Victoria and the Township of Esquimalt.” Conducted for the Policing and Security Branch, BC Ministry of Public Safety and Solicitor General (2021).

Doug LePard & Catherine Tait. “Review of the Joint Illegal Gaming Investigation Team (JIGIT).” Conducted for the Policing and Security Branch, BC Ministry of Public Safety and Solicitor General. Lead author (July 2020).

PMPTSC. “Surrey Policing Transition: Final Report of the Provincial Municipal Policing Transition Study Committee (December 2019). Presented to the Honourable Wally Oppal, Chair PMPTSC. (Committee member and contributing author.)

Doug LePard. “Investigation Report Pursuant to Special Provincial Constable Complaint Procedure Regulation, B.C. Reg. 206/98 In the Matter of Allegations Regarding the Conduct of Special Provincial Constable Gary Lenz” (October 2019).

Peter M. German, QC, PhD, Peter German and Associates. “Dirty Money – Part 2: Turning the Tide - An Independent Review of Money Laundering in B.C. Real Estate, Luxury Vehicle Sales & Horse Racing.” Lead for Luxury Vehicle Sales and Horse Racing chapters (March 2019).

Doug LePard. “High Risk Offenders: A Review of Police Information Sharing and Offender Management Strategies.” Prepared for the British Columbia Association of Chiefs of Police Missing Women Commission of Inquiry Special Purpose Committee (June 2019).

Doug LePard. “High Risk Offenders Protocol: Police Information Sharing & Offender Management Strategies.” Prepared for the British Columbia Association of Chiefs of Police Missing Women Commission of Inquiry Special Purpose Committee (June 2019).

Report of the Federal/Provincial/Territorial Heads of Prosecutions Subcommittee on the Prevention of Wrongful Convictions (2018). *Innocence at Stake: The Need for Continued Vigilance to Prevent Wrongful Convictions in Canada*. Contributing author.

Doug LePard. “Police Warnings – A Best Practice Guide.” Prepared for the British Columbia Association of Chiefs of Police Missing Women Commission of Inquiry Special Purpose Committee (June 2017).

- Doug LePard, Simon Demers, Cynthia Langan & D. Kim Rossmo (2015): "Challenges in serial murder investigations involving missing persons," *Police Practice and Research: An International Journal*, Vol. 16, No. 4, 328-340, DOI: 10.1080/15614263.2015.1038030
- Doug LePard & John M. (Jack) Collins, "Showing Incident Video to Police Officers Under Investigation—A Best Practice Approach," *Chief's Counsel, The Police Chief* 82 (March 2015): 20–24.
- LePard, D. & D. "Managing Change: A Success Story in a Culture Resistant to Change," *The Police Chief* 81 (May 2014): 50–53.
- LePard, D. & Donnelly, M. "Excellence in Evidence Giving – Tips for New Police Officers," *Blue Line* (October 2013), Volume 25, Number 8, pp. 12-13.
- Doug LePard (2011). "Missing and Murdered Aboriginal Women in Canada – We Can Do Better." Vancouver Police Department/SisterWatch Committee report (unattributed primary researcher and writer).
- Federal/Provincial/Territorial Heads of Prosecution Committee, "The Path to Justice: Preventing Wrongful Convictions." (Member of Committee and contributing author.) *Public Prosecution Service of Canada* (2011).
- Doug LePard. "Missing Women Investigation Review," (September 2010). Vancouver, BC: Vancouver Police Department.
- LePard, D. & Campbell, E. "How Police Departments Can Reduce the Risk of Wrongful Convictions," in D. Kim Rossmo (Ed.), *Criminal Investigative Failures* (2008), pp. 269-293. Boca Raton, FL: CRC Press, Taylor & Francis Group.
- Brown, R. & LePard, D. "Protecting the community requires co-operation," *Blue Line Magazine* (November 2005), Volume 17, Number 9, pp. 18-19.
- Kropp, P. R.; Hart, S. D.; Lyon, D. R.; & LePard, D., "Managing stalkers: Co-ordinating treatment and supervision," In L. Sheridan & J. Boon (Eds.), *Stalking and Psychosexual Obsession: Psychological Perspectives for Prevention, Policing and Treatment* (2002) pp. 141-163, New York: Wiley.