



**MEMORANDUM TO:** All Chiefs of Police and  
Commissioner J.V.N. (Vince) Hawkes  
Chairs, Police Services Boards

**FROM:** Stephen Beckett  
Assistant Deputy Minister  
Public Safety Division and Public Safety Training Division

**SUBJECT:** Continuing Work on the Ministry's Response to the  
Ombudsman's Report on De-Escalating Conflict Situations

<b>DATE OF ISSUE:</b>	<b>January 25, 2018</b>
<b>CLASSIFICATION:</b>	<b>For Action</b>
<b>RETENTION:</b>	<b>Indefinite</b>
<b>INDEX NO.:</b>	<b>18-0004</b>
<b>PRIORITY:</b>	<b>High</b>

On February 13, 2017, I wrote to you about the ministry's work on responding to the report of the Ombudsman of Ontario entitled: "A Matter of Life and Death: Investigation into the direction provided by the Ministry of Community Safety and Correctional Services to Ontario's police services for de-escalation of conflict situations". At that time, I had asked for your assistance in supporting the work of Dr. Judith Andersen from the University of Toronto.

As part of the ministry's continued efforts to respond to the Ombudsman's 22 recommendations, we have instituted a tiered, stakeholder-centred project structure to support this work. The structure is led by an Executive Advisory Committee who provides strategic guidance and recommendations to the ministry. Membership includes representatives that bring a variety of perspectives including policing, mental health, psychology, civil liberties, and justice.

The Executive Advisory Committee continues to receive input and review proposals from subject matter experts through an Expert Technical Table. In addition to police training experts, the membership includes representatives with a community-based mental health perspective.

In order to specifically address the Ombudsman's recommendation #3, regarding the Ontario Use of Force Model, the ministry has again contracted with Dr. Andersen to assist with a scientific and evidence-based approach to this work.

As part of the information-gathering phase of this project, Dr. Andersen and her team will be reaching out to police services. They may request interviews, conduct surveys, organize focus groups, and visit your service to consult with expert advisors from the training or use of force areas of the service.

They may ask for reference documentation relevant to this study. Please be assured all data collected as part of this study is confidential and will be used solely for the purpose of informing the ministry's response to the Ombudsman's report. Participant information will be limited to the role the individual performs and their work location.

Attached is a letter from Dr. Andersen that further explains the research process. Additional contacts will be made directly through Dr. Andersen or members of her team.

As a starting point, Dr. Andersen will be sending a survey to you to request nominations for police experts at your service. We ask that you nominate one or two experts in the area of training, critical decision making or use of force to be part of focus groups to advise the research team throughout the development of a critical decision making model for Ontario. Teams are limited in size and may only be able to accommodate one expert from each service.

For reference, Dr. Andersen's email is [Judith.Andersen@utoronto.ca](mailto:Judith.Andersen@utoronto.ca).

Your assistance in providing any relevant information and supporting this research will be very much appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Beckett', with a stylized flourish at the end.

Stephen Beckett  
Assistant Deputy Minister  
Public Safety Division and Public Safety Training Division

cc: Judith Andersen, Ph.D., Associate Professor, University of Toronto Mississauga