

8. Conclusion

I wish to thank everyone who has taken the time to either meet with me or to prepare a written submission. Many of those with whom I met travelled significant distances for an opportunity to speak with me for only an hour. It was also obvious from my review of the submissions that much time, thought and energy was placed in the preparation of the comments and recommendations. This report could not have been prepared without their hard work.

I was asked to consult interested Ontarians and use my best judgment in formulating my recommendations regarding the police complaints system. That took me across Ontario and allowed me to meet with hundreds of people. When I undertook this review, I stated publicly that I did not have an expectation that I would make most people happy. I knew it would be difficult to recommend a system that would be workable not only for places like Kenora, Kincardine and Stirling, but also for cities like Thunder Bay, Ottawa, Toronto and Windsor. My goal was to provide the best opportunity I could for Ontarians to become engaged in a debate on a very significant aspect of police accountability so that I am allowed to prepare informed recommendations to improve the system Province-wide. I hope that those who are reviewing this report are able to agree that my efforts have allowed me to achieve at least this modest objective. I understand that for some groups, my recommendations will fall far short of their expectations for change. For other groups, my recommendations may appear to be over-reactive. Only the implementation and testing of the new system will

prove or disprove its worth. I wish to emphasize that the new system should be seen as a dynamic one. Flexibility is built into the system to allow it to evolve and respond to changing circumstances. The ultimate success of the system, however, will depend on the commitment of everyone in the system to make it a success.