

REPORT

13.1 Final Decisions

Ultimately, I decided on four volumes for the report — one dedicated to the Part 1 investigation and findings, one to the analysis stemming from the policy phase (Part 2), this volume on the inquiry process, and an executive summary which included a list of all of my recommendations. All volumes of this report, together with the commissioned research papers,¹¹⁷ are available in electronic format, either on CD and/or on the website.

In contemplating the structure and presentation of the final report, I was mindful that many people would not wish to read a lengthy report (or even parts of it) in its entirety. With this in mind, and since I considered it important to reach the broader public with what I had learned, we prepared some brief summaries of facts, findings, policy issues, and recommendations, and made them available when the report was released.

13.2 Writing Process

After almost two years of hearings, I had to review and consider evidence from 139 witnesses and over 60,000 pages of transcript. As Justice Bellamy had done, I also arranged for each witness to be photographed, with the photographs used only to assist in refreshing my memory as I reviewed the evidence.

Under the capable direction of Ronda Bessner, we began summarizing and distilling the evidence as soon as the hearings began. Once it had been reduced to a manageable size, the task of analysis and making findings could begin. This was a challenging and difficult task, and Ms. Bessner's assistance was indispensable.

The catalyst for the policy analysis and my recommendations was the three discussion papers prepared by the policy team and distributed to the parties before they made their final written and oral submissions. My policy director used the parties' responses in compiling a cogent and thoughtful draft of policy analysis and options for my consideration.

¹¹⁷ A further six papers, written by experts for the Osgoode Hall Law School Symposium on Police/Government Relations (co-sponsored with the Inquiry) are to be published separately by an academic publisher.

My executive assistant, Debbie Strauss, assisted me in preparing this volume on the Inquiry process. Our many discussions over the course of the Inquiry and our mutual interest in public administration provided the foundation for my reflections on the public inquiry process in general and for this Inquiry's process in particular.

Once I was satisfied with the substance of each section of the report, I worked closely with an editor, Agnes Vanya, who had also worked with Justice Bellamy. I am indebted to her for editorial acumen and for polishing my language into what I hope will be regarded as a well-organized and useful report. Elizabeth Phinney also provided editorial “polish” to some components of the report.

13.3 Design, Production, and Release

A commissioner's responsibilities do not end with writing a report:

The commission shall deliver its final report containing its findings, conclusions and recommendations to the Attorney General. In delivering its report to the Attorney General, the commission shall be responsible for translation, printing and shall ensure availability in both French and English, in electronic and printed versions and in sufficient quantities for public release. The Attorney General shall make the report available to the public.¹¹⁸

Meeting these obligations required considerable planning related to design, production, and release, well in advance of completing the text, including appropriate cover design, interior presentation to assist the reader, and scheduling for translation and printing.

Distribution of the report, its availability in electronic and paper format beyond the term of the Inquiry, and details regarding the initial public release were the responsibility of the Attorney General. The contacts my staff developed with the communications staff at the Ministry of the Attorney were, I believe, mutually beneficial.

118 Appendix 1, Order-in-Council 1662/2003.