


# Progress Monitoring Committee

**Annual Report  
(2024-25)**

The background of the page is a dark blue gradient. It features several abstract, flowing lines in various shades of blue and white. A prominent white line curves from the bottom left towards the top right. Other lines in lighter and darker blue tones sweep across the page, creating a sense of movement and depth.



# We Remember

*Tom Bagley*

*Kristen Beaton and an unborn child*

*Greg and Jamie Blair*

*Joy Bond and Peter Bond*

*Lillian Campbell*

*Corrie Ellison*

*Gina Goulet*

*Dawn and Frank Gulenchyn*

*Alanna Jenkins and Sean McLeod*

*Lisa McCully*

*Heather O'Brien*

*Jolene Oliver, Aaron Tuck, and Emily Tuck*

*Constable Heidi Stevenson*

*E. Joanne Thomas and John Zahl*

*Joey Webber*

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## Mental Health and Wellness

Reading about distressing or emotionally overwhelming tragedies that have occurred may be difficult. As you read this document, please make sure to keep mental health and wellness in mind. If you or someone you know needs support, please check-in with your local health authority or the [Canadian Mental Health Association](https://cmha.ca) at <https://cmha.ca> to find resources in your area. Resources are also available at: <https://novascotia.ca/mental-health-and-wellbeing/>.

## Executive Summary

On April 18-19, 2020, a devastating mass casualty forever altered the lives of many individuals and communities across Nova Scotia, Canada, the United States and beyond. This mass casualty caused profound grief to those most affected, and its widespread effects are still remembered today.

In response, the Governments of Canada and Nova Scotia created the Mass Casualty Commission (MCC), which examined the mass casualty events. On March 30, 2023, the MCC issued its Final Report, which set out Recommendations intended to prevent, and improve responses to, similar incidents in the future.

Following the release of the Final Report, the Governments of Canada and Nova Scotia jointly established the Progress Monitoring Committee (PMC) in 2023. The purpose of the PMC is to monitor and periodically report on progress in response to the MCC Final Report. The PMC helps to ensure transparency and encourages collaboration among the Governments of Canada and Nova Scotia, the Royal Canadian Mounted Police (RCMP) and other partners committed to advancing this important work.

In Year Two of its mandate (September 1, 2024 to August 31, 2025), the PMC has achieved significant milestones, including publishing its first Annual Report (2023-24) which covered Year One of its mandate (September 1, 2023 to August 31, 2024), developing a more nuanced rating system in its Monitoring Plan, and continuing to discuss and evaluate the Governments' progress to date.

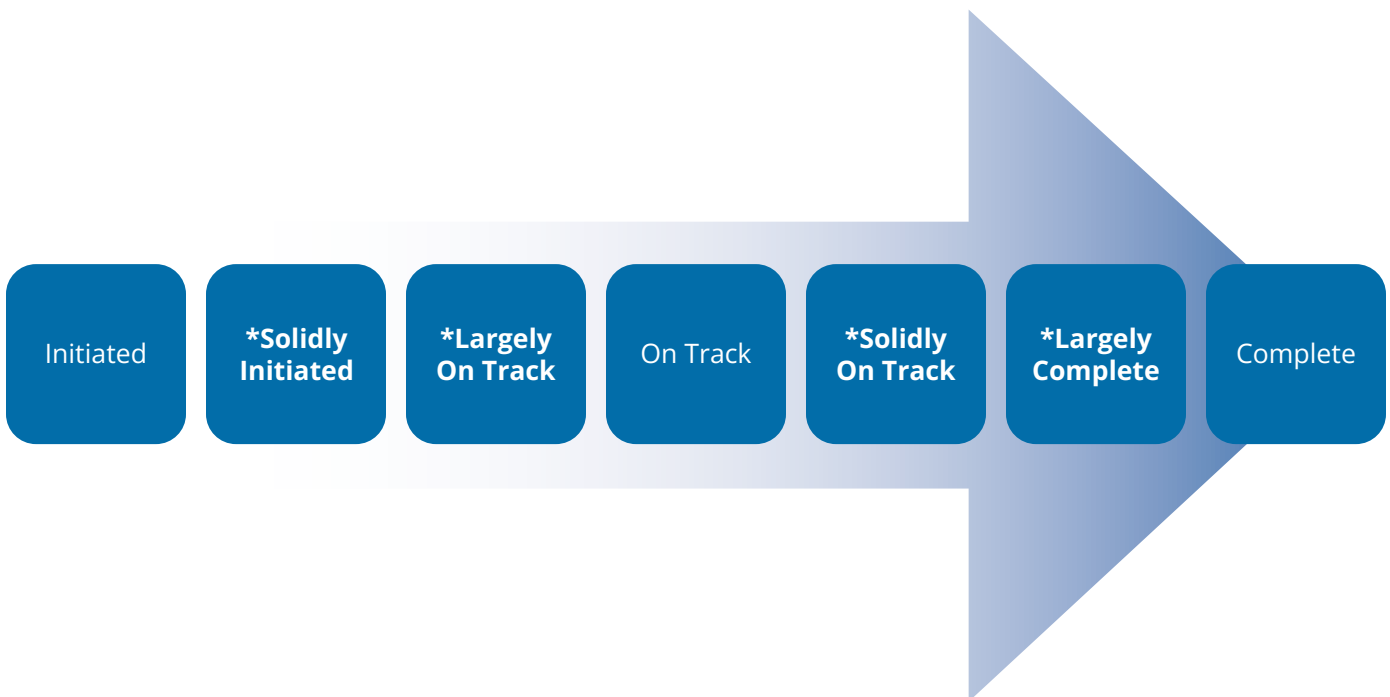
*These are important pieces  
that have allowed the PMC to hold the  
Governments of Canada and Nova Scotia, along with  
the RCMP, accountable for their progress in addressing  
the Recommendations of the MCC Final Report and  
ensuring transparency to the public.*

Following the conclusion of two family members' terms in Year One, three new family members started their terms in September 2024. Additionally, the PMC welcomed a new senior representative from the Government of Nova Scotia. The transition of these new voices brings different perspectives to the PMC's monitoring activities and continues to ensure that the lasting impacts that the mass casualty has had on families near and far will not be forgotten as the PMC continues to fulfill its mandate.

The Monitoring Plan, which was developed in the first year of its mandate, is the framework the PMC uses to monitor progress made by the Governments of Canada and Nova Scotia and the RCMP in addressing the Recommendations in the MCC Final Report. The Governments of Canada and Nova Scotia and the RCMP report to the PMC on a quarterly basis on actions and initiatives that they have undertaken in response to the MCC Final Report, aligned with the themes and sub-themes of the Monitoring Plan. The PMC then deliberates to determine a collective rating on the progress reported. The collective rating is reached by consensus, where every voice matters, and all PMC members support the decision.

Through the last year, the Monitoring Plan rating system has evolved. The PMC felt that the original rating system required more nuance to allow for the range of voices at the table to reach consensus, and to more effectively communicate to the public that in some themes and sub-themes, work that is underway may fall in between two ratings.

As such, the refined rating system is as follows:



A detailed explanation of the Monitoring Plan can be found on [page 12](#).



In this Report, the PMC has used this approach and amended rating system to monitor and assess progress under four themes: Community Safety and Well-Being, Public Health, Gender-Based Violence and Intimate Partner Violence, and Policing Reform. A summary of progress ratings in Year Two, organized by theme, is as follows:

THEME	SUB-THEME	DATE	PRESENTER	RATING
COMMUNITY SAFETY AND WELL-BEING	Emergency Management Readiness	March 17, 2025	Department of Emergency Management <i>(Government of Nova Scotia)</i>	<b>Solidly initiated</b>
PUBLIC HEALTH	Grief, Bereavement and Mental Wellness	December 10, 2024	Public Health Agency of Canada <i>(Government of Canada)</i>	<b>Solidly initiated</b>
		December 10, 2024	Office of Addictions and Mental Health <i>(Government of Nova Scotia)</i>	<b>On track</b>
	Professional Regulatory Oversight	June 3, 2025	Department of Health and Wellness <i>(Government of Nova Scotia)</i>	<b>On track</b>
	Victim Supports	June 3, 2025	Department of Justice <i>(Government of Canada)</i>	<b>Initiated</b>
GENDER-BASED VIOLENCE AND INTIMATE PARTNER VIOLENCE	Gender-Based Violence Services and Prevention	March 17, 2025	Department of Emergency Management <i>(Government of Nova Scotia)</i>	<b>Solidly initiated</b>



THEME	SUB-THEME	DATE	PRESENTER	RATING
POLICING REFORM	Interoperability and Critical Incident Response (Public Warnings)	December 9, 2024	Royal Canadian Mounted Police	<b>On track</b>
	Interoperability and Critical Incident Response	March 17, 2025	Department of Emergency Management <i>(Government of Nova Scotia)</i>	<b>On track</b>
	Interoperability and Critical Incident Response (Preparation)	March 18, 2025	Royal Canadian Mounted Police	<b>Largely on track</b>
	Interoperability and Critical Incident Response (Engagement)	March 18, 2025	Royal Canadian Mounted Police	<b>Complete</b>
	Interoperability and Critical Incident Response (Response)	March 18, 2025	Royal Canadian Mounted Police	<b>Solidly on track</b>
	Interoperability and Critical Incident Response (Learning)	March 18, 2025	Royal Canadian Mounted Police	<b>Solidly initiated</b>
	Improving RCMP Governance and Broader Policing Reform	June 4, 2025	Public Safety Canada <i>(Government of Canada)</i>	<b>Solidly on track, with several items complete</b>
		June 4, 2025	Royal Canadian Mounted Police	<b>Complete</b>



Further information on the progress monitoring sessions in Year Two is discussed starting on page 16 of this Report. Progress under additional thematic areas will be assessed throughout the remainder of the PMC's mandate, until August 31, 2026, and will continue to be reported publicly in the Year Three Annual Report.

An Acronym Guide has been prepared to assist readers in navigating this report. This guide can be found on [page 46](#).

## Message from the Chair of the Progress Monitoring Committee

It is with a profound sense of responsibility and commitment that I present the PMC's Second Annual Report.

At the heart of our work remains the enduring memory of the twenty-two people whose lives were tragically taken on April 18 and 19, 2020. We honour them, their families, and all those whose lives have been forever changed, through our shared determination to foster safer and more resilient communities. I extend our sincere appreciation to all who have contributed to this work – especially the families and those most impacted, whose strength and perseverance inspire our efforts.

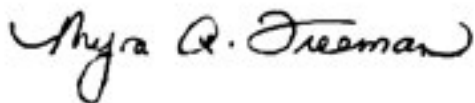
This report reflects Year Two of the PMC's mandate. Guided by the Monitoring Plan, our work continues to be structured around a thematic approach. This approach acknowledges the complex, interconnected, and crosscutting nature of the MCC's recommendations, which require thoughtful, coordinated action across multiple governments, agencies, and sectors. We recognize that meaningful, lasting change requires sustained effort, accountability, and collaboration.

Our mandate remains clear: to monitor, assess and publicly report on progress that the Government of Canada, Nova Scotia, and the RCMP have made in response to the MCC recommendations. The PMC appreciates the diligence and engagement of the Governments of Canada, Nova Scotia, and the RCMP in this process, reflecting a shared commitment to the goal at the heart of the MCC recommendations: to improve the safety, well-being, and trust of the communities we serve and reside in.

As we look ahead to Year Three of our mandate, the PMC remains steadfast in its commitment to providing transparent monitoring of progress. Our focus continues to assess not only the pace but also the quality and impact of implementation.

Together, with continued dedication from all parties, we honour the memories of those lost by fostering the safer, more compassionate, and more responsive society that their families and communities rightfully expect—and deserve.

Sincerely,



The Honourable Myra A. Freeman, CM, ONS, MSM, CD  
Chair, Progress Monitoring Committee

## Introduction

This Report builds on the 2023-24 Annual Report and summarizes Year Two of the PMC's mandate (September 1, 2024 through August 31, 2025) to monitor and periodically report on the initiatives that the Governments of Canada and Nova Scotia are undertaking in response to *Turning the Tide Together*: The Final Report of the Mass Casualty Commission (MCC). As the Royal Canadian Mounted Police (RCMP) is part of the Government of Canada, the PMC also monitors and reports on the initiatives that the RCMP is taking in response to the MCC Final Report.

The PMC was jointly established in 2023 by the Governments of Canada and Nova Scotia to provide a mechanism for monitoring, reporting on, creating mutual accountability, and exchanging knowledge and information.

As per the Terms of Reference, [Membership](#) of the PMC includes representatives from:

Those most impacted, meaning the families of the deceased and/or survivors;

- Impacted communities;
- All levels of government;
- Policing organizations;
- Gender-based violence advocacy and support sectors;
- Indigenous community organizations; and
- African Canadian community organizations.

To ensure participation of those most impacted and who expressed an interest in participating, two family members served on the PMC in Year One, three family members in Year Two, and two family members in Year Three. Family member representatives serve a one-year term, which begins every September.

## Mass Casualty Commission Final Report Recommendations

The MCC was created to examine the April 18-19, 2020 mass casualty in Nova Scotia that claimed the lives of 22 people and an unborn child. *Turning the Tide Together* (<https://masscasualtycommission.ca/final-report/>) is the Final Report of the Mass Casualty Commission (MCC Final Report). The MCC Final Report contains 130 Recommendations relating to violence, community and policing. The Final Report calls for transformative societal change to better prevent and respond to critical incidents and mass casualty events to make Canadian communities safer.

## Year Two: Focus and Key Activities

Below is a summary of the PMC's highlights achieved in Year Two (September 1, 2024 – August 31, 2025).

### 2024 Highlights

- September 1, 2024:** Three new family member representatives started their terms with the PMC for Year Two. Also, the Government of Nova Scotia designated a new senior representative on the PMC due to organizational changes.
- September 16-17, 2024:** The PMC held its fifth meeting in Halifax, Nova Scotia.
- November 29, 2024:** The PMC released its [first Annual Report](#), summarizing the Committee's work from September 1, 2023, through September 30, 2024, including ratings from its fifth meeting.
- December 9-10, 2024:** The PMC held its sixth meeting in Millbrook, Nova Scotia.

### 2025 Highlights

- March 17-18, 2025:** The PMC held its seventh meeting in Dartmouth, Nova Scotia. In the evening, the RCMP hosted an optional tour of the Nova Scotia Operational Communications Centre for PMC Members.
- April 17, 2025:** The Chair, on behalf of the PMC, issued a Public Statement on Five Years Since the Mass Casualty.
- June 3-4, 2025:** The PMC held its eighth meeting in Ottawa, Ontario. In advance of the meeting, the RCMP hosted an optional tour of the RCMP Operational Coordination Centre for PMC Members.

# PMC’s Monitoring Plan: A Thematic Approach

The PMC Monitoring Plan is the framework that the PMC uses to monitor, assess, and rate the progress of the Governments of Canada and Nova Scotia, and the RCMP, in addressing the MCC Final Report Recommendations.

The MCC Final Report Recommendations are cross-cutting and interjurisdictional in nature, and many cannot be meaningfully addressed in the short term. For these reasons, the Monitoring Plan takes a thematic approach to monitoring progress, instead of rating progress by individual Recommendation.

## Thematic Areas

THEMES	SUB-THEMES
COMMUNITY SAFETY AND WELL-BEING	<ul style="list-style-type: none"> <li>• Community Well-Being</li> <li>• Emergency Management Readiness</li> </ul>
PUBLIC HEALTH	<ul style="list-style-type: none"> <li>• Victim Supports</li> <li>• Grief, Bereavement and Mental Wellness</li> <li>• Professional Regulatory Oversight</li> </ul>
GENDER-BASED VIOLENCE AND INTIMATE PARTNER VIOLENCE	<ul style="list-style-type: none"> <li>• Gender-Based Violence Response</li> <li>• Gender-Based Violence Services and Prevention</li> </ul>
ACCESS TO FIREARMS	<ul style="list-style-type: none"> <li>• No sub-theme</li> </ul>
POLICING REFORM	<ul style="list-style-type: none"> <li>• Improving Royal Canadian Mounted Police Governance</li> <li>• Provincial Policing</li> <li>• Serious Incident Response Team</li> <li>• Interoperability and Critical Incident Response</li> <li>• Broader Policing Reform</li> </ul>

## Additional Considerations

The PMC also considers the following as they monitor and assess the actions and initiatives presented by the Governments of Canada and Nova Scotia, and the RCMP, as relevant:

1. Engagement;
2. Federal-Provincial-Territorial (FPT) engagement and coordination;
3. Collaboration and coordinated approaches to implementation; and
4. Trauma-informed approaches, as appropriate, including being inclusive of the perspectives and needs of diverse, disadvantaged, and marginalized communities.

## Timelines

The MCC Final Report calls for transformative, society-wide changes that necessitate collaboration between all levels of Government, police services, community organizations, other service providers, and the public. These systemic changes require time.

When presenting to the PMC on progress, the Governments of Canada and Nova Scotia, and the RCMP share timelines of their initiatives and actions, to provide a fulsome overview of the complexity and details of progress.

Timelines are described below:

1. **Immediate:** underway or near completion
2. **Short-term:** target completion by March 2025
3. **Medium-term:** target completion by March 2027
4. **Long-term:** target completion by April 2027+

## Rating Outline

Following presentations, the PMC collectively rates, by consensus, the progress presented by the Governments of Canada and Nova Scotia, and the RCMP.

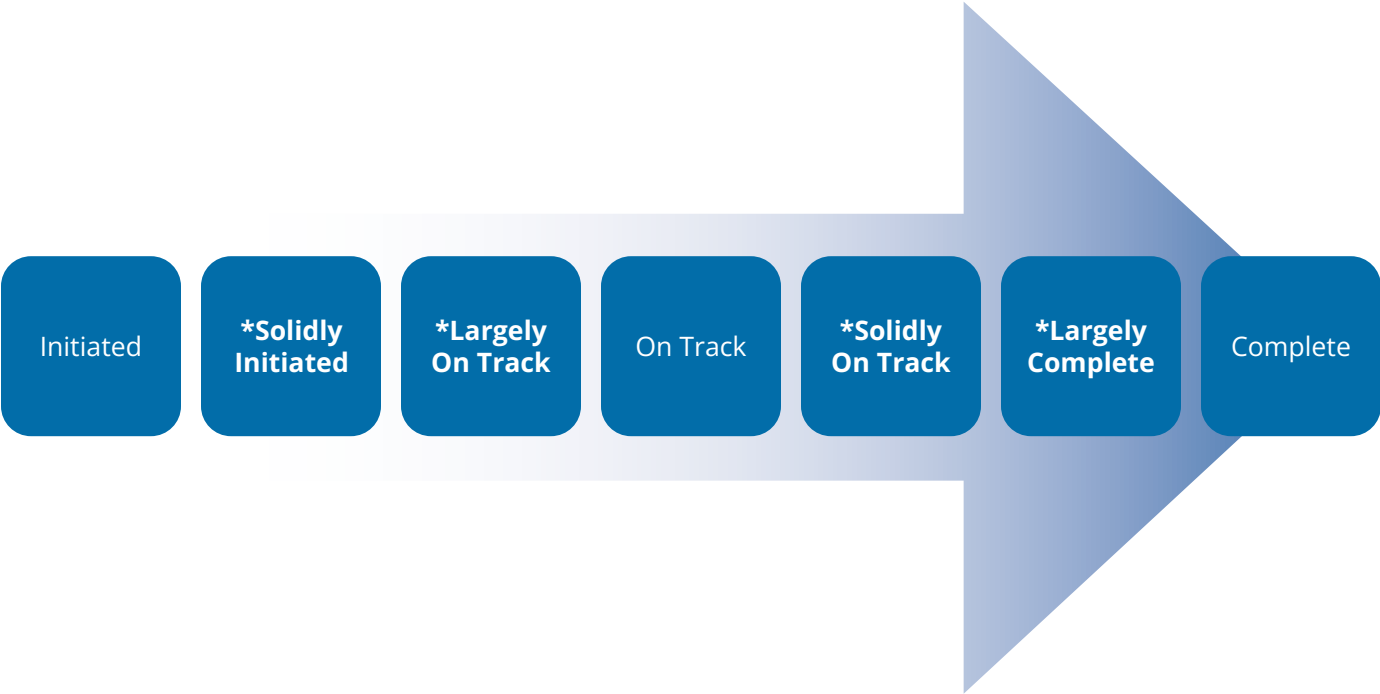
RATING	DESCRIPTION	EXAMPLES
Completed	Action/initiative has been completed and meets the spirit and intent of MCC Report's recommendations.	<ul style="list-style-type: none"> <li>• Legislation or regulations are in force.</li> <li>• A policy/operational change has been demonstrably implemented.</li> <li>• Programming has rolled out and is being accessed by community members.</li> <li>• Training has been completed.</li> <li>• Awareness campaigns have concluded.</li> </ul>
On Track	Progress continues to be made and is having measurable impact. Action/initiative meets the spirit and intent of MCC Report's recommendations.	<ul style="list-style-type: none"> <li>• Legislation/regulations have been prepared and are in the process of being made law.</li> <li>• A new/changed policy is being implemented.</li> <li>• Operational change is underway.</li> <li>• Funding or programming has been disbursed to service providers.</li> <li>• Comprehensive community engagement is underway on an issue recommendation.</li> <li>• A social media campaign or other type of awareness activity is underway.</li> <li>• Training has become available to service providers or other stakeholders.</li> </ul>
Initiated	The first steps towards implementation have been taken. The impact of actions taken is not yet quantifiable/measurable. Requires further attention to meet the spirit and intent of the MCC Report's recommendations.	<ul style="list-style-type: none"> <li>• Government has identified/ is assessing options for a new policy or program.</li> <li>• Funding has been announced but is not disbursed yet.</li> <li>• Engagement planning is underway-stakeholders have been identified.</li> <li>• Procurement is underway or a contractor has been retained.</li> <li>• A plan for implementation has been made.</li> </ul>
No expectation of material progress at this time	Rationale to be provided by the reporting party for this decision.	<ul style="list-style-type: none"> <li>• A significant barrier to implementation has been identified.</li> <li>• Implementation is very complex and/or involves multiple parties, which is causing delays in progress.</li> </ul>

## Rating Outline Refinements

Since the first year, the PMC has evolved the original Monitoring Plan and ratings to better support the Committee in fulfilling its mandate. The PMC has felt in certain instances that progress presented by the Governments of Canada and Nova Scotia, and the RCMP, could not be best captured within any single rating, as some progress falls between two ratings.

Due to this, the PMC has adopted common language if presented with progress between two ratings: “largely” and “solidly”. The nuanced language of the amended rating outline also assists the PMC in reaching consensus.

The figure below demonstrates the nuanced rating outline through a scale:





# Year Two: Monitoring Progress

Progress monitoring assessments are organized according to the PMC Monitoring Plan thematic areas (outlined on page 12). Within each theme, assessments are provided in the order in which the PMC received presentations.

The PMC's assessment of progress reflects the specific moment in time when initiatives were presented to the PMC by the Governments of Canada and Nova Scotia, and the RCMP. Since the assessments and ratings capture a moment in time, this report will not reflect work that may have continued after an assessment was conducted.

The Year Two monitoring sessions follow from the PMC's Year One assessments on the themes of Gender-Based Violence and Intimate Partner Violence, Access to Firearms, and Police Reform. A full accounting of the PMC's ratings to date can be found in the [Appendix](#) on [page 48](#).

In Year Two, the PMC received one presentation for information only. Specifically, on December 9, 2024, the PMC received a presentation from Public Safety Canada on the National Public Alerting System. It is anticipated that Public Safety Canada will return in Year Three for assessment and rating on this work.

# COMMUNITY SAFETY AND WELL-BEING

**THEME:** Community Safety and Well-Being

**SUB-THEME:** Emergency Management Readiness

**Presenters:** Department of Emergency Management (DEM), Government of Nova Scotia

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
COMMUNITY SAFETY AND WELL-BEING	Emergency Management Readiness	P.10 - Capturing Information from 911 Calls P.12 - Call-taker training and Standard Operating Procedures P.22 - Public Education about Public Warnings P.65 - Strengthening Nova Scotia 911 C.4 - Fundamental Review of Alert Ready C.5 - Triennial Review of the National Public Alerting System

On March 17, 2025, the Progress Monitoring Committee (PMC) heard from DEM regarding progress that has been made under three distinct themes and sub-themes:

- Community Safety and Well-Being (sub-theme: Emergency Management Readiness)
- Policing Reform (sub-theme: Interoperability and Critical Incident Response)
- Gender-Based Violence and Intimate Partner Violence (sub-theme: Gender-Based Violence Prevention and Services).

While the Department’s work was presented comprehensively in a single session, progress was assessed and rated separately under each theme and sub-theme.

The presentation addressed the approach taken across all three themes, including:

- Extensive engagement that informed the creation of the new Department, including First Voice sessions on how to improve emergency response;
- Creation of a Chief Administrative Officer table to seek feedback directly from municipalities;
- Ongoing engagement with fire and police agencies, and across government;
- Collaboration with federal, provincial, and territorial partners, including co-leading a task team on alerting as part of the Senior Officials Responsible for Emergency Management; and,
- Incorporating a trauma-informed approach, including the vital need for clear communication during an emergency, the importance of recognizing signs of trauma and responding in a way that minimizes harm, engaging local communities in emergency planning and preparedness, and reaching out to vulnerable communities to strengthen relationships and build emergency strategies.

**Rating:** The PMC rated the overall progress of initiatives and actions by DEM as **solidly initiated**.

**Presentation Summary:** In the portion of their presentation focused on **Emergency Management Readiness**, DEM shared their work on updating Standard Operating Procedures to ensure staff at all Public Safety Answering Points (PSAPs):

- Have access to 911 call recordings at their desk;
- Are trained in how to play back calls; and,
- Receive a training refresh every two years or after extended leave periods.

DEM has also reviewed recruitment and training practices to ensure 911 call-takers are trained to capture information shared by community members accurately and to listen for background noises or other details that may be important for first responders.

DEM also discussed the Province's transition to Next Generation 911, which will modernize the system and enhance its capabilities to better support Nova Scotians when emergencies happen. DEM's efforts to increase public awareness about public warnings include:

- Alerting solutions for areas with limited cell coverage and an awareness campaign to Nova Scotians;
- The launch of a one-window critical incidents website that provides information before, during and after an emergency; and,
- Partnering with organizations authorized to request or issue an emergency alert to build greater awareness of how and when to issue an alert.

DEM also created the Nova Scotia Guard, which will play a key role in the preparedness, recovery and resiliency of the province. The Nova Scotia Guard helps manage and coordinate volunteers in response to emergency situations, by creating a network of vetted individuals and organizations, with specialty skills that can be called on during and after an emergency.

**Discussion Summary:** The PMC was pleased with the presentation and felt that DEM was clear on their responsibilities under this sub-theme. The PMC noted that many efforts, including the creation of the Department in September 2024 and the Nova Scotia Guard, are in the early stages. However, it was clear to the PMC that there has been significant effort devoted to this work.

The PMC observed that DEM has learned from multiple events over the last five years and is incorporating that learning into practice. While DEM's efforts on alerting are appreciated, the PMC is aware that infrastructure challenges remain in the Province that provide an obstacle to consistent alerting.

Emergency Management Readiness is a complex sub-theme, which requires the coordinated efforts of multiple departments in the provincial government, and municipal and policing partners.

The PMC encourages DEM to continue to increase awareness of the Nova Scotia Guard, which many members had not heard about prior to this presentation. The Nova Scotia Guard, as well as other efforts to prepare well in advance of emergencies, demonstrated that DEM is taking a forward-looking, rather than reactive, approach. The PMC anticipates that this will result in better Emergency Management Readiness provincially, but notes that emergencies do not always impact only those within the Province. DEM should consider how to prepare for emergencies that may reach beyond provincial borders.

# PUBLIC HEALTH

**THEME:** Public Health

**SUB-THEME:** Grief, Bereavement and Mental Wellness

**Presenters:** Public Health Agency of Canada (PHAC), Government of Canada

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
PUBLIC HEALTH	Grief, Bereavement and Mental Wellness	C.10 - Mainstreaming and Increasing Availability of Mental Health Services C.11 - Enhance Grief, Bereavement, Trauma and Resiliency Literacy C.12 - Post-Mass Casualty Incident Support Plans C.13 - Reversing the Course: Addressing the Public Health Emergency in Colchester, Cumberland and Hants Counties (by May 1, 2023) P.60 - Providing Mental Health Care to Nova Scotians

**Rating:** The PMC has rated the overall progress of initiatives and actions by PHAC as **solidly initiated**.

**Presentation Summary:** On December 10, 2024, the PMC heard from PHAC regarding the progress that has been made under the sub-theme of Grief, Bereavement and Mental Wellness within the Public Health theme. PHAC discussed how Canada is addressing grief, bereavement and mental wellness through expanded mental health services, targeted support for affected communities, and enhanced resources to build resilience and support recovery.

In particular, PHAC shared information on concrete steps that Canada is taking to address relevant MCC Recommendations, including:

- Establishing bilateral agreements with provinces and territories through the Working Together to Improve Health Care for Canadians Plan;
- Supporting the Canadian Virtual Hospice on behalf of the Canadian Grief Alliance, which develops accessible online resources, learning opportunities and a national awareness campaign to help grieving Canadians and those who support them understand their experiences and how to access available services;
- Funding McMaster University to develop and disseminate evidence-based community centered guidance and resources to assist communities in planning and implementing the psychosocial response to emergencies and other psychologically traumatic events;

- Supporting mental health promotion, community connectedness and trauma informed supports to address the mental health, grief and bereavement needs of affected communities in Nova Scotia;
- Supporting complementary federal initiatives that help address gaps and needs related to mental health in Canada;
- Engaging external stakeholders such as community organizations, community leaders, the Nova Scotia Department of Health and Wellness and the Office of Addictions and Mental Health, and subject matter experts to inform initiatives;
- Establishing a FPT Working Group on Mental Health and Emergency and Crisis Response to enhance engagement and coordination; and,
- Collaborating with community-based funding recipients and the Nova Scotia Department of Health and Wellness and the Office of Addictions and Mental Health to coordinate approaches to implementation and prioritize funding initiatives that incorporate trauma-informed approaches.

Note: Given the interconnected nature of the collaborative efforts under this sub-theme, PHAC and the Office of Addictions and Mental Health (OAMH) presented back-to-back. Following the presentations, PMC members asked questions directed at both PHAC and OAMH together. However, the PMC conducted separate assessments and ratings for each government.

**Discussion Summary:** The PMC appreciates the work that has been done within the sub-theme of Grief, Bereavement and Mental Wellness. Overall, Members feel that appropriate steps are being taken to address the related MCC Recommendations and recognize that ongoing work and continued financial investments are needed by the Government of Canada to have a significant, long-term impact in communities. Since PHAC presented to the PMC in March 2024, before the Monitoring Plan had been finalized, the PMC was able to observe how much had been done in the last year.

PMC members were pleased with the Federal-Provincial-Territorial engagement led by PHAC, and the coordinated approaches to implementation; however, there is interest in hearing how other provinces and territories are expanding access to mental health services. PMC members also indicated that they would like to hear more details on the collaboration that has taken place with international partners.

PMC members identified a gap in the approach to addressing trauma. They discussed the discrepancy between taking trauma-informed approaches and offering trauma-specialized services. While there was acknowledgement of the work being done, individuals impacted by the mass casualty events continue to face barriers accessing appropriate mental health supports outside of the private sector. The PMC is of the view that further trauma research and consultations with trauma experts is required to enhance treatment in the mental health system.

**THEME:** Public Health

**SUB-THEME:** Grief, Bereavement and Mental Wellness

**Presenters:** Office of Addictions and Mental Health (OAMH) and Nova Scotia Health (NSH), Government of Nova Scotia

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
PUBLIC HEALTH	Grief, Bereavement and Mental Wellness	C.9 - Post-Mass Casualty Incident Emergency Responder Mental Health Lead C.10 - Mainstreaming and Increasing Availability of Mental Health Services C.11 - Enhance Grief, Bereavement, Trauma and Resiliency Literacy C.12 - Post-Mass Casualty Incident Support Plans C.13 - Reversing the Course: Addressing the Public Health Emergency in Colchester, Cumberland and Hants Counties (by May 1, 2023) P.60 - Providing Mental Health Care to Nova Scotians

**Rating:** The PMC has rated the overall progress of initiatives and actions by OAMH and NSH as **on track**.

**Presentation Summary:** On December 10, 2024, the PMC heard from OAMH and the NSH regarding the progress that has been made under the sub-theme of Grief, Bereavement and Mental Wellness within the Public Health theme. OAMH and NSH discussed how Nova Scotia is addressing grief, bereavement and mental wellness through focused efforts in affected communities and enhanced services throughout the Province.

In particular, the Province of Nova Scotia has:

- Made direct investments allowing the NSH to add 25 new health system positions to support mental health and addictions outreach work, wellness navigation, health promotion, public engagement, and grief and bereavement expertise;
- Implemented a Healing Pathways Community Fund, in partnership with Nova Scotia Hospice Palliative Care Association, the co-lead of the Nova Scotia Community Grief and Emotional Wellness Model;
- Provided training for law enforcement and other service providers;
- Launched a pilot program with the New Glasgow Police Service embedding dedicated staff in the provincial crisis line to provide a liaison and support for police services;

- Increased budget for Mental Health and Addictions services to support existing capacity in communities and strengthen system integration; and,
- Partnered with the newly formed Department of Emergency Management on areas of shared responsibility.

Note: Given the interconnected nature of the collaborative efforts under this sub-theme, the Public Health Agency of Canada (PHAC) and OAMH/NSH presented back-to-back. Following the presentations, PMC members asked questions directed at both PHAC and OAMH/NSH together. However, the PMC conducted separate assessments and ratings for each government.

**Discussion Summary:** The PMC felt that the presentation demonstrated a considerable amount of work having been done within the sub-theme of Grief, Bereavement and Mental Wellness in a lot of areas, particularly in the area most impacted by the mass casualty events. Since OAMH/NSH presented to the PMC in March 2024, before the Monitoring Plan had been finalized, the PMC was able to observe how much had been done in the last year.

The PMC would be interested in hearing about how the focused efforts in the Northern Zone are informing service delivery across the Province. The PMC also mentioned that, while the presentation described a lot of excellent work underway, it is not all being recognized at the local level. The PMC discussed the need for trauma-specialized services as a part of increasing the availability of mental health services, the discrepancy between taking trauma-informed approaches and offering trauma-specialized services, and the barriers to accessing appropriate mental health supports outside of the private sector. The Committee feels that more trauma research and consultations with trauma experts is required to enhance treatment in the mental health system.

The recommendations that the Province is responding to call for a significant societal shift, which takes time. While there is much still to do, it's clear that work is being done, and progress is being made.

**THEME:** Public Health

**SUB-THEME:** Professional Regulatory Oversight

**Presenters:** Department of Health and Wellness (DHW), Government of Nova Scotia

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
PUBLIC HEALTH	Professional Regulatory Oversight	C.19 - Proactive Monitoring by Professional Licensing Bodies C.20 - Oversight of Publicly Funded Services to Poor and Marginalized Communities

**Rating:** The PMC rated the overall progress of initiatives and actions by DHW as **on track**.

**Presentation Summary:** On June 3, 2025, the PMC heard from DHW regarding the progress that has been made under the sub-theme of Professional Regulatory Oversight, within the Public Health theme.

While MCC Recommendation C.19 is directed toward professional licensing bodies, DHW set the context for the role of the provincial government in establishing the regulatory framework for self-regulating health professions, including approving regulations, auditing performance, consulting with regulators, and intervening where necessary if a regulator is not meeting its mandate. DHW explained that it is the role of the independent licensing bodies (regulators) to implement this regulatory framework, including by setting bylaws, licensing practitioners and approving education programs, establishing practice standards and receiving and processing complaints.

DHW discussed the interrelationship between recommendations C.19 and C.20 and explained that more robust regulatory process, for example practice reviews, improve safeguards around publicly funded service delivery to marginalized communities and related quality of care. In this way, many initiatives respond to both recommendations at once.

DHW's implementation of this sub-theme includes:

- Development and passing of the *Regulated Health Professions Act (RHPA)* in October 2023, and the General Regulations, for additional transparency and accountability;
- Development of profession-specific regulations for regulator migrations to the RHPA and amalgamations of under-resourced regulators;
- Implementation of the DHW Quality Assurance Program for Regulator Performance (the second province in Canada to implement such a program);

- Requirement for health profession regulators to adopt mandatory requirements or sexual abuse and sexual misconduct practice standards; and,
- DHW Extended Benefits Program Audits.

DHW has also supported the health regulators' collective development of:

- Practice review program framework, and adoption by regulators after migration to the RHPA;
- Identification and remediation of barriers to complaints for marginalized communities;
- Education modules to strengthen board governance; and,
- Education modules on cultural competency, intimate partner violence, gender-based discrimination for regulator boards, staff and licensees.

DHW discussed their long-term engagement with the Regulated Health Professions Network on the development and implementation of the *Regulated Health Professions Act*. DHW also described jurisdictional analysis and discussions with other provinces in developing this approach to professional regulatory oversight.

These efforts were described as a collaboration between the provincial government, which establishes regulatory frameworks and provides oversight, and the self-regulating bodies (regulators) responsible for ensuring safe, ethical and competent care. DHW acknowledged the need for a trauma-informed approach and described how the Department's Health Equity Framework guides this aspect of the work.

**Discussion Summary:** The PMC felt that DHW's presentation demonstrated that they are well on their way with implementing these recommendations. The presentation made it easy to understand what has been done and grounded the work in the MCC Final Report Recommendations. The PMC would have liked to see additional engagement with community in the development of the RHPA, however understands that more focused engagement is expected in the future as implementation continues.

The PMC acknowledged that these recommendations, particularly C.20, require action from other provincial departments, as well as other provinces and territories, and collaboration with professional regulatory bodies in these jurisdictions. To this end, the PMC encourages other provinces to take similar steps to Nova Scotia in improving professional regulatory oversight. Nova Scotia's RHPA can serve as a model for other provinces in ensuring strong oversight of self-regulated professions.

**THEME:** Public Health

**SUB-THEME:** Victim Supports

**Presenters:** Department of Justice (DOJ), Government of Canada

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
PUBLIC HEALTH	Victim Supports	V.7 - Countering victim blaming and hyper-responsibilization of women survivors V.8 - Women-centric risk assessments V.9 - Creating safe spaces to report violence V.10 - Replacement of mandatory arrest and charging policies and protocols for intimate partner violence offences V.12 - Effective approaches to addressing coercive control as a form of gender-based intimate partner and family violence V.13 - Epidemic-level funding for GBV prevention and interventions C.21 - Reducing gun lethality

**Rating:** The PMC rated the overall progress of initiatives and actions by DOJ as **initiated**.

**Presentation Summary:** On June 3, 2025, the PMC heard from DOJ regarding the progress that has been made under the sub-theme of Victim Supports, within the Public Health theme. DOJ discussed the shared responsibility of victims’ issues between the federal government and the provinces and territories (PT), their advisory role on criminal law and policy for the federal government, and their role in leading the Federal Victim Strategy.

DOJ discussed actions taken to in this sub-theme, including:

- Research and awareness raising activities on the neurobiology of trauma, which helps to debunk myths about how victims should react to trauma;
- Facilitating information sharing on best practices;
- Holding stakeholder engagements in collaboration with PT partners to support and inform active policy work;
- Bill C-21, *An Act to amend certain Acts and to make certain consequential amendments (firearms)* received Royal Assent on December 15, 2023.

DOJ described the Victims Fund, which supports projects and activities that encourage the development of new approaches, promote access to justice, improve the capacity of service providers, foster the establishment of referral networks, and/or increase awareness of services available to victims of crime and their families. Through the Victims Fund, DOJ is:

- Funding projects focused on risk assessment and sharing information on risk assessments across FPT jurisdictions;
- Supporting projects that help victims of crime, including victims of sexual and intimate partner violence;

DOJ discussed their engagement and collaboration efforts to increase awareness, dialogue and best practices through national engagement initiatives, FPT collaboration and international engagement. They also discussed their trauma-informed and victim-centred approaches in their practice.

**Discussion Summary:** The PMC acknowledged that significant work has been started in the sub-theme of Victim Supports, while also recognizing that victim supports is a shared responsibility that requires all FPT partners involvement to see real, on the ground change. The PMC recognized that sustained, long term funding is necessary to support change in the gender-based violence sector, and that there needs to be a greater focus on specific areas that Canada wants to have an impact on, such as rural and remote communities who lack access to services they need.

The PMC acknowledged that a great deal of the research and engagement work has been done by the DOJ around victim supports, but that more specific examples are needed on which particular communities have been engaged and how federal funding is supporting marginalized communities in Nova Scotia. The PMC was pleased with what was shared about the trauma-informed work that is being done.

# GENDER-BASED VIOLENCE AND INTIMATE PARTNER VIOLENCE

**THEME:** Gender-Based Violence and Intimate Partner Violence

**SUB-THEME:** Gender-Based Violence Services and Prevention

**Presenters:** Department of Emergency Management (DEM), Government of Nova Scotia

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
GENDER-BASED VIOLENCE AND INTIMATE PARTNER VIOLENCE	Gender-Based Violence Services and Prevention	V.9 - Creating safe spaces to report violence V.16 - Putting women’s safety first

On March 17, 2025, the Progress Monitoring Committee (PMC) heard from DEM regarding progress that has been made under three distinct themes and sub-themes:

- Community Safety and Well-Being (sub-theme: Emergency Management Readiness)
- Policing Reform (sub-theme: Interoperability and Critical Incident Response)
- Gender-Based Violence and Intimate Partner Violence (sub-theme: Gender-Based Violence Prevention and Services).

While the Department’s work was presented comprehensively in a single session, progress was assessed and rated separately under each theme and sub-theme.

The presentation addressed the approach taken across all three themes, including:

- Extensive engagement that informed the creation of the new Department, including First Voice sessions on how to improve emergency response;
- Creation of a CAO table to seek feedback directly from municipalities;
- Ongoing engagement with fire and police agencies, and across government;
- Collaboration with federal, provincial, and territorial partners, including co-leading a task team on alerting as part of the Senior Officials Responsible for Emergency Management; and,
- Incorporating a trauma-informed approach, including the vital need for clear communication during an emergency, the importance of recognizing signs of trauma and responding in a way that minimizes harm, engaging local communities in emergency planning and preparedness, and reaching out to vulnerable communities to strengthen relationships and build emergency strategies.

**Rating:** The PMC rated the overall progress of initiatives and actions by DEM as **solidly initiated**, noting how impressed the PMC was to see that DEM was addressing this theme as part of their efforts.

**Presentation Summary:** In their discussion of **Gender-Based Violence Services and Prevention**, DEM is increasing awareness of gender-based violence and intimate partner violence through:

Mandatory awareness training for all DEM staff and within the Nova Scotia Guard volunteer orientation program;

Incorporating gender-based violence and intimate partner violence scenarios in the province-wide emergency management exercise, scheduled for June; and,

Working to raise awareness in municipalities and with other partners about the signs of gender-based violence and how to support a societal response and improve community safety.

**Discussion Summary:** The PMC felt it was particularly appropriate that DEM considered the impacts of gender-based violence and intimate partner violence, given that this is another kind of emergency in Nova Scotia. Gender-based violence and intimate partner violence pervade society and emergency situations can increase occurrences of this kind of violence.

The PMC was very encouraged that DEM saw a role for themselves in this sub-theme. The Department's work, independently and jointly with the provincial Status of Women Office and Department of Justice, is much needed.

The PMC looks forward to seeing this work continue and begin to have a positive impact in communities.

The PMC would like to hear more about DEM's work to provide safe spaces for those experiencing violence during emergencies.

The PMC noted that the name of the Nova Scotia Guard may be upsetting to some and somewhat counter to these efforts, given the complicated history and, in some cases, a lack of trust between affected communities and police and police-adjacent responses.

# POLICING REFORM

**THEME:** Policing Reform

**SUB-THEME:** Interoperability and Critical Incident Response

**Presenters:** Royal Canadian Mounted Police (RCMP)

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
POLICING REFORM	Interoperability and Critical Incident Response	P.18 - Issuing Public Warnings P.19 - Training Personnel to Issue Public Warnings

**Rating:** The PMC rated the overall progress of initiatives and actions by the RCMP as **on track**.

**Presentation Summary:** On December 9, 2024, the PMC heard from the RCMP regarding the progress that has been made under the sub-theme of Interoperability and Critical Incident Response within the Policing Reform theme. The RCMP discussed public alerting policy, and jurisdictional roles, including layers of oversight within the system. The RCMP also discussed several changes since 2020, when Alert Ready was primarily used for weather events and Amber Alerts has not been widely used by police for civil emergency events. The RCMP shared detailed information on the updated and integrated training on public alerting that it has completed, and discussed how it has incorporated trauma-informed and victim-centric approaches into training and policy. The RCMP noted that it actively engages community and government stakeholders on public alerting at all stages of implementation across Canada.

The RCMP shared information on concrete steps taken to address relevant MCC Recommendations, including:

- Created and staffed a National Public Alerting Coordinator;
- Updated RCMP Policy and Doctrine to ensure that Alert Ready is used during crises in all 13 RCMP divisions;
- Reviewed and updated public alerting training for all employees, including Cadets;
- Integrated modules on public alerting into critical incident training at the Canadian Police College and RCMP divisional exercise programs;
- Engaged with federal, provincial and territorial partners to improve police access to Alert Ready and advance the national conversation on public alerting; and,
- Developed the *Guide to Public Alerting*.

The RCMP also spoke to ongoing work including:

- Responsiveness to feedback from communities and family members;
- Commitment to ongoing trauma-informed and victim-centric reforms and the operating environment; and
- Engagement, Federal-Provincial-Territorial Engagement & Coordination, and the use of trauma-informed approaches.

Of note, MCC recommendations P.18 and P.19 are not specific to the RCMP, but rather, to police and emergency services agencies across the country. Therefore, the PMC's assessment and rating is only in regards to the progress of the RCMP in implementing recommendations, not police services or other federal, provincial/territorial, municipal or First Nations agencies more broadly.

**Discussion Summary:** The PMC appreciates the work that has been done by the RCMP on Public Alerting Policy and Training in the RCMP and feels that there has been substantial progress made. The PMC also understands that some elements of public alerting are beyond the RCMP's authority. The PMC feels that overall, the progress shown by the RCMP is on track and believes that progress continues to be made and is having measurable impact. The PMC feels that the actions of the RCMP thus far meet the spirit and intent of MCC Recommendations.

That said, the PMC feels that the RCMP should continue to strive to improve service delivery time, as every second of public alerting is crucial. Further, the PMC feels that the RCMP should continue monitoring the aspects of the Alert Ready system for which it is responsible for, and to continue to support Public Safety Canada in improving the system as it will need to be ever evolving with technology. Finally, beyond the RCMP's authority, the PMC feels that there is a need for federal and provincial governments to bolster public education and awareness about the importance of public alerts across the country.

**THEME:** Policing Reform

**SUB-THEME:** Interoperability and Critical Incident Response

**Presenters:** Department of Emergency Management (DEM), Government of Nova Scotia

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
POLICING REFORM	Interoperability and Critical Incident Response	P.16 - Interoperability During Critical Incident Response

On March 17, 2025, the Progress Monitoring Committee (PMC) heard from DEM regarding progress that has been made under three distinct themes and sub-themes:

- Community Safety and Well-Being (sub-theme: Emergency Management Readiness)
- Policing Reform (sub-theme: Interoperability and Critical Incident Response)
- Gender-Based Violence and Intimate Partner Violence (sub-theme: Gender-Based Violence Prevention and Services).

While the Department’s work was presented comprehensively in a single session, progress was assessed and rated separately under each theme and sub-theme.

The presentation addressed the approach taken across all three themes, including:

- Extensive engagement that informed the creation of the new Department, including First Voice sessions on how to improve emergency response;
- Creation of a Chief Administrative Officer table to seek feedback directly from municipalities;
- Ongoing engagement with fire and police agencies, and across government;
- Collaboration with federal, provincial, and territorial partners, including co-leading a task team on alerting as part of the Senior Officials Responsible for Emergency Management; and,
- Incorporating a trauma-informed approach, including the vital need for clear communication during an emergency, the importance of recognizing signs of trauma and responding in a way that minimizes harm, engaging local communities in emergency planning and preparedness, and reaching out to vulnerable communities to strengthen relationships and build emergency strategies.

**Rating:** The PMC rated the overall progress of initiatives and actions by DEM as **on track**.

**Presentation Summary:** To support **Interoperability and Critical Incident Response**, DEM established the Public Safety Field Communications division as a Centre of Excellence. The division will better manage risks to systems and services and enhance innovation in the development of new public safety technologies and services.

DEM completed a roll out of 2,000 more trunked mobile radios to emergency responders, which provide access to encrypted radio communications to all police, fire and Emergency Health Services.

DEM is working with government departments, municipalities, police agencies, first responders, critical service providers, community groups, and the Nova Scotia Guard to build knowledge about emergency management and networks of support, including a provincial interoperability exercise planned for early June.

DEM created a dedicated position to support increased focus on interoperability exercises working with colleagues in the Department of Justice. The role will be exposed to police critical incident training.

DEM will create six regional operations centres and have field staff and outreach officers in place to support municipalities and partners, including police. DEM is adding a 24/7/365 monitoring role at the Provincial Coordination Centre to strengthen situational awareness and readiness for all partners and the public.

**Discussion Summary:** The PMC was pleased to hear about DEM's work under this sub-theme. Some efforts, including the trunked mobile radios, are already improving interoperability. The PMC anticipates that other work, such as improved training, will lead to positive changes in the future.

The PMC was particularly impressed by DEM's discussion of training "outside of comfortable areas." This demonstrates that the Department is thinking outside the box and preparing for the unexpected. DEM's commitment to collaborating with other government departments and partners was appreciated, as was the creation of a dedicated position on interoperability.

While much of this work is future-oriented, the PMC took note that efforts to improve interoperability have been underway for years and are beginning to have a measurable impact.

**THEME:** Policing Reform

**SUB-THEME:** Interoperability and Critical Incident Response

**Presenters:** Royal Canadian Mounted Police (RCMP)

On March 18, 2025, the Progress Monitoring Committee (PMC) heard from the RCMP regarding progress that has been made under the theme of Policing Reform, sub-theme of Interoperability and Critical Incident Response. The RCMP’s updates on actions and initiatives under this sub-theme were provided to the PMC in four separate, interrelated presentations associated with the phases of critical incident response:

- 1. Preparation – Critical Incident Training and Policy
- 2. Engagement – Operational Communication Centres
- 3. Response – Interoperability and Coordination
- 4. Learning – After-Action Reviews

The PMC assessed and rated each presentation separately. This section of the report provides the PMC rating, presentation summary, and discussion summary for each of the four presentations. The table at the start of each section outlines the related Mass Casualty Commission Recommendations for each presentation.

1. PREPARATION – CRITICAL INCIDENT TRAINING AND POLICY		
THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
POLICING REFORM	Interoperability and Critical Incident Response	P.4 – Supervision During a Critical Incident Response P.5 – Roles and Responsibilities During a Critical Incident Response P.6 – Front-Line Supervisor Training P.7 – Basic Command Equipment P.9 – Rapid Deployment of Critical Incident Commander

**Rating:** The PMC rated the overall progress of initiatives and actions by RCMP as largely **on track**, with the need for improvement in consideration of trauma- and victim-informed approaches.

**Presentation Summary:** During their first presentation on **Preparation**, the RCMP shared details of reviews and improvements made to critical incident training and policy. The RCMP also shared how they have been incorporating trauma-informed and victim-centric perspectives into critical incident policies and training.

In particular, the RCMP shared information on concrete steps that they have taken to address relevant MCC Recommendations, including:

- Commissioned an external expert review of Initial Critical Incident Response training for front-line supervisors, and are implementing recommendations;
- Updating additional courses, such as the Tactical First Aid course for front-line members, and developing new courses;
- RCMP Senior Executive Committee approved a new standardized approach to incident command, RCMP is implementing policy and training to support the new approach;
- Developing a new policy to provide guidance on a “ready go duty bag”;
- Established a Major/Complex Incident Command Working group to identify gaps in Canadian incident command models and training for the management of large-scale events requiring a coordinated, multijurisdictional response;
- Leveraging the new Canadian Association of Chiefs of Police MCC Special Purpose Committee to engage law enforcement community on critical incident response training and policy, as well as other MCC recommendations;
- Working with the Canadian Police College to streamline critical incident police training across all Canadian policing agencies;
- Developed key policy and guidance documents, including:
  - A “Playbook for Managing a Critical or Mass Casualty Incident”, an operational tool to guide policing operations, with pre- and post-incident supplements under development
  - A Critical Incident Quick Reference Guide
  - An inventory of specialized capabilities available at national headquarters through the RCMP Operations Coordination Centre; and,
- Additional critical incident policies have been updated or created in response to the MCC recommendations.

**Discussion Summary:** The PMC felt that a lot of work has been done in the Preparation (Critical Incident Training and Policy) phase, under the theme of Policing Reform, sub-theme of Interoperability and Critical Incident Response. The PMC was encouraged to hear about the improvements to existing critical incident training and policies, as well as the creation of new training and policies that respond to the MCC recommendations.

The PMC also discussed the “Playbook on Managing a Critical Incident”. The PMC appreciated that the Playbook is evergreen and that the RCMP is dedicated to ensuring it is continuously improved. The PMC is invested in seeing what further improvements will be made.

The PMC felt that there is substantial room for improvement of the trauma-informed and victim-centered aspects of the actions taken/underway. The PMC felt that ongoing engagement with those most affected by the mass casualty is required to ensure the RCMP's work is trauma-informed and victim-centered to address gaps and integrate lessons learned.

After the monitoring presentation, and beyond the scope of the RCMP's work under this sub-theme, a discussion about the "RCMP Guide for Families and Homicide Victims" took place. The PMC shared concerns regarding the title of the draft document and sought to understand how family members hand those most affected had been engaged in the development of this resource. In the weeks following the meeting, the RCMP followed up on this discussion in writing with the PMC and provided additional details on the rationale behind the title and the engagement that had taken place with victim organizations to develop this resource.

2. ENGAGEMENT – OPERATIONAL COMMUNICATIONS CENTRES		
THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
POLICING REFORM	Interoperability and Critical Incident Response	P.10 – Capturing Information from 911 Calls P.11 – Incident Logging Software P.12 – Call-Taker Training & Standard Operating Procedures

**Rating:** The PMC rated the overall progress of initiatives and actions by RCMP as **complete**. The PMC recognizes that ongoing renewal and updates will be required.

**Presentation Summary:** During their second presentation on **Engagement**, the RCMP identified four key areas to improve the Operational Communication Centres (OCC): training, exercise, technology, and people.

The RCMP discussed:

- Engagement and coordination efforts with partners in Nova Scotia and across Canada;
- Collaboration and coordinated approaches to implementation with municipal and regional police;
- Trauma-informed approach to supporting community members and their staff;and,
- Next steps in continuing to advance the Recommendations of the MCC.

In particular, the RCMP shared information on concrete steps that they have taken to address relevant MCC Recommendations, including:

- Completing a comprehensive national review of existing OCC training and policies in 2023;
- Core training modernization underway to provide OCC operators with enhanced skills to better deal with critical incidents;
- Created a new module for the broader RCMP scenario-based training that focuses on call-taking;
- OCC workstations were equipped with playback software in 2024 to improve call recording;
- Work underway to upgrade the dispatch and mapping software, as well as the in-car component of the computer aided dispatch system; and,
- Examining ways to support OCCs nationally when critical incidents arise, reducing the burden on 911 staff and better serving Canadians.

**Discussion Summary:** The PMC appreciated the work that has been done in the Engagement (Operational Communications Centres) phase, under the theme of Policing Reform, sub-theme of Interoperability and Critical Incident Response. Overall, the PMC felt that significant steps have been taken to address the related MCC Recommendations and recognize that much of the work is ongoing and will continue to be updated and renewed.

The PMC were pleased to hear of the improved training processes required for OCC staff and recognized the importance of ongoing training and support to ensure that dispatchers are equipped to navigate a higher complexity of critical incidents.

Discussion was had about the need to liaise with external partners to educate the younger population on the new Next Generation 911 capabilities when this becomes available. The PMC recognized that as technology continues to evolve, it enhances police responses, and the RCMP needs to be continually changing in conjunction with the environment and societal expectations.

3. RESPONSE – INTEROPERABILITY AND COORDINATION		
THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
POLICING REFORM	Interoperability and Critical Incident Response	P.1 – Principles of Effective Critical Incident Response P.16 – Interoperability During Critical Incident Response P.64 – Integrated Teams

**Rating:** The PMC rated the overall progress of initiatives and actions by RCMP as **solidly on track**.

**Presentation Summary:** During their presentation on **Response**, the RCMP shared information on financial investments to support this work, as well as improvements made to the RCMP's emergency management capabilities and the RCMP Operational Coordination Centre (ROCC) in Ottawa.

The RCMP discussed how procedures and policy have been developed to mobilize a coordinated response to crisis incidents across the Division.

The RCMP shared details of their collaboration and engagement efforts, noting regular training and exercises with municipal, provincial, federal, and local emergency response partners in Nova Scotia.

In particular, the RCMP shared information on concrete steps that they have taken to address relevant MCC Recommendations, including:

- Increasing funding and capacity for emergency management at the RCMP;
- Strengthening the exercise program for critical incidents and major events;
- Ongoing improvements to the ROCC and increased operational posture;
- Standardizing the critical incident command model; and,
- Established a working group to engage RCMP and other Canadian police services to identify ways to improve command structures and training.

**Discussion Summary:** The PMC acknowledged that for all three of the related MCC Recommendations, the RCMP is a contributor, not a lead. Members felt that a lot of work had been done.

The PMC was impressed with the information shared related to training. For example, the PMC was pleased with what they heard about on-the-ground exercises being implemented, as well as table-top scenarios that integrate interoperability, which replicate real-life situations.

Regarding the Memoranda of Understanding (MOU) that dictates responsibilities in a critical incident, the PMC appreciated that the RCMP recognizes that many MOUs are out of date. The PMC noted the importance of interoperability and working together during critical incidents, regardless of current MOUs being in place, and were pleased to hear that the RCMP is committed to updating them.

4. LEARNING – AFTER-ACTION REVIEWS		
THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
POLICING REFORM	Interoperability and Critical Incident Response	P.23 – Operational Debrief and After-Action Report P.24 – Public Reporting on Critical Incident Response P.25 – After-Actions Review of Mass Casualty Incidents

**Rating:** The PMC rated the overall progress of initiatives and actions by the RCMP as **solidly initiated**.

**Presentation Summary:** During their presentation on **Learning**, the RCMP identified actions they have taken to implement MCC Recommendations P.23, P.24 and P.25. They discussed their efforts in identifying engagement and collaboration opportunities with partners across Canada to gather best practices, including the Canadian Association of Chiefs of Police, Indigenous communities, provincial and territorial ministries responsible for RCMP oversight, and their Contract Management Committee partners. The RCMP discussed their work incorporating trauma-informed and victim-centric perspectives into its policies and training.

In particular, the RCMP shared information on concrete steps that they have taken to address the MCC Recommendations by:

- Creating a National Independent Officer Review Team pilot team to conduct post-incident reviews, including those required under the *Canada Labour Code*;
- Revising its Operational Manual to include updated operational policy on Independent Officer Reviews; and,
- Established After-Action Reviews for Emergency Response Team and Crisis Negotiator deployments, and the Tactical Medicine program.

**Discussion Summary:** The PMC recognizes that much work has been done to implement the MCC recommendations identified in this presentation, with significant work still ahead.

The PMC was pleased to see that many lessons learned have been documented, reviewed, and implemented into practice, while recognizing that continued engagement with victims, survivors, and communities is a crucial piece in rebuilding public trust and incorporating victim-centred perspectives into its policies and training.

With respect to review bodies, such as the RCMP's internal National Independent Officer Review Team, members expressed concern about whether a review body can truly be independent if there is RCMP involvement, whether retired officers or members from elsewhere in the country. The PMC also recognized that certain obstacles, such as securing permanent funding and jurisdictional limitations, are outside of the RCMP's control.

**THEME:** Policing Reform

**SUB-THEME:** Improving RCMP Governance and Broader Policing Reform

**Presenters:** Public Safety Canada (PS), Government of Canada

THEME	SUB-THEMES	RELATED MCC RECOMMENDATIONS
POLICING REFORM	Improving RCMP Governance, Broader Policing Reform	P.38 - Ministerial Directions to the RCMP Commissioner P.39 - Policies Governing the Roles and Responsibilities of the RCMP and Minister of Public Safety P.41 - Advice of the Management Advisory Board P.43 - Civilian Review and Complaints Commission Process P.44 - Civilian Review and Complaints Commission Funding and Powers P.49 - A Comprehensive External Review of the RCMP P.50 - Restructuring the RCMP

**Rating:** The PMC has rated the overall progress of initiatives and actions by PS as **solidly on track, with several items complete.**

**Presentation Summary:** On June 4, 2025, the PMC heard from PS regarding the progress that has been made under the sub-themes of Improving RCMP Governance and Broader Policing Reform within the Policing Reform theme. PS and RCMP gave a joint presentation, beginning with PS presenting progress related to MCC recommendations listed in the table above.

PS discussed how the Government of Canada has addressed these recommendations through amendments to the *RCMP Act*, publishing Ministerial Directions on Public Safety Canada’s website, policy actions, establishment of the Public Complaints and Review Commission (PCRC), funding allocations, external reviews of the RCMP, and modernizing and adapting the RCMP as well as contract policing in Canada.

PS shared information on concrete steps that Canada is taking to address relevant MCC Recommendations, including amendments to the *RCMP Act* and increased transparency surrounding Ministerial Direction to the Commissioner of the RCMP.

To improve the work of the RCMP and Management Advisory Board (MAB):

- The Minister of Public Safety issued a letter and Ministerial Directive to the RCMP Commissioner and a letter to the MAB Chair to improve how the RCMP works with the MAB, focusing on greater transparency and support. Regular meetings and updates on this work are ongoing.
- Mandate Letters (2022, 2023) issued to the past and current RCMP Commissioner, detailing accountabilities and expectations, including expectations regarding the MAB.

To strengthen public complaints processes:

- Bill C-20, which received Royal Assent in October 2024, created the Public Complaints and Review Commission (PCRC), to replace the Civilian Review and Complaints Commission (CRCC) - an enhanced independent review body for the RCMP and CBSA, which has multiple accountability and transparency mechanisms.
- Increased funding for the CRCC and a commitment to further increases for the PCRC.

In addition to the MCC Final Report, PS is also responding to recommendations from:

- PS's 2024 Contract Policing Assessment and "What We Heard" Report
- The National Security and Intelligence Committee of Parliamentarians' Special Report on the RCMP's federal policing mandate (2024).
- MAB reviews of the RCMP on Federal Policing sustainability, Indigenous recruitment, and the cadet training program.
- March 2025 White Paper, from former Prime Minister Trudeau, on "A New Policing Vision for Canada: Modernizing the RCMP".

PS is continuing to consult with communities and partners across the country as it works on the future of policing in Canada, including RCMP contract policing. This includes listening to provinces, territories, Indigenous groups, Black and marginalized communities. The department is also reviewing past reports and using a trauma-informed approach to guide its work.

Note: Given the interconnected nature of the collaborative efforts under this sub-theme, PS and the RCMP presented jointly (PS presented first, followed by the RCMP). Following the presentations, PMC Members asked questions directed at both PS and RCMP together. However, the PMC conducted separate assessments and ratings for each presenter.

**Discussion Summary:** The PMC appreciates the work that has been done within the sub-themes of Improving RCMP Governance and Broader Policing Reform. Overall, the PMC felt that the presentation was clearly laid out and they had a better understanding of the recommendations and the work following the presentation.

The PMC noted that many of the related recommendations are direct and related to legislation amendments, and that several are complete as the recommended actions have been taken.

The PMC acknowledged that PS has completed a lot of work related to the recommendations under these sub-themes and further appreciate that PS is committed to continuing to adapt and respond to the ever-evolving policing landscape in Canada.

The PMC noted that although appropriate steps are being taken to increase transparency, such as the many external oversight bodies for policing and the RCMP, many communities still feel a lack of trust, and questioned how the Government of Canada will restore trust in the system.

**THEME:** Policing Reform

**SUB-THEME:** Improving RCMP Governance and Broader Policing Reform

**Presenters:** Royal Canadian Mounted Police (RCMP)

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
POLICING REFORM	Improving RCMP Governance and Broader Policing Reform	P.41 – Advice of the Management Advisory Board P.59 - RCMP Management Culture

**Rating:** The PMC rated the overall progress of initiatives and actions by the RCMP as **complete**.

**Presentation Summary:** On June 4, 2025, the PMC heard from Public Safety Canada (PS) and the RCMP regarding the progress that has been made under the sub-theme of Improving RCMP Governance and Broader Policing Reform, under the theme of Policing Reform. Following the PS portion of the presentation, the RCMP discussed concrete actions taken to implement P.41 and P.59.

The Management Advisory Board (MAB) has advanced efforts to be more transparent in its advice to the RCMP, including posting its written advice to the MAB’s external website.

The RCMP shared the following actions they have taken in response to the MCC Recommendations:

- Implemented a formal Management Response Action Plan process to ensure the RCMP reports back to the MAB on the advice and recommendations given in the MAB’s formal advisory products (e.g., written reports and letters) in a structured manner;
- Began publishing their responses to MAB advice on the RCMP’s external website;
- Published a report in September 2023 that explains the criteria on which the RCMP currently selects, develops, recognizes and rewards its commissioned officers and those in equivalent civilian roles;
- Developed an action plan outlining how senior leaders will have the competencies, values, ethics and character to lead, and are representative of and accountable to RCMP employees and the communities they serve;
- Committed to providing semi-annual written updates to the Minister of Public Safety and the MAB on progress made on the action plan in the report, including timelines for achieving milestones; and,

- Implementing actions across three pillars of the RCMP's Management Response Action Plan:
  1. Develop foundational policies and tools;
  2. Foster sustainable management practices;
  3. Prepare leaders for the future.

The RCMP discussed its engagement and collaboration efforts with the MAB to implement P.41, as well as their commitment to ongoing monitoring of all action items, even when marked as complete.

Note: Given the interconnected nature of the collaborative efforts under this sub-theme, PS and the RCMP presented jointly (PS presented first, followed by the RCMP). Following the presentations, the PMC asked questions directed at both PS and RCMP together. However, the PMC conducted separate assessments and ratings for each presenter.

**Discussion Summary:** The PMC is pleased with the work that has been done by the RCMP on Improving RCMP Governance and Broader Policing Reform. The PMC feels that overall, the efforts made by the RCMP to respond to the MCC Recommendations P.41 and P.59 as Complete, while recognizing that ongoing review is required and that changes will be made as needed. The PMC feels that the actions of the RCMP meet the spirit and intent of MCC Recommendations.

## Conclusion and Future Plans

The PMC's tenth meeting will take place in December 2025, in Ottawa, Ontario, where the Committee will receive and discuss presentations from the Governments of Canada and Nova Scotia, and the RCMP, and monitor and assess progress related to their thematic areas.

As the PMC enters Year Three, the Committee anticipates monitoring progress under themes and sub-themes not assessed to date and rating the progress made by the Governments of Canada and Nova Scotia and the RCMP.

As noted earlier in this report, the National Public Alerting System was presented for information only in Year Two. Looking ahead to Year Three, the PMC anticipates receiving a presentation from Public Safety Canada for assessment on this topic.

The PMC also expects to receive an updated presentation on the vital and ongoing work underway within the Gender-Based Violence and Intimate Partner Violence theme, having assessed this theme early in its mandate in Year One.

The PMC is committed to holding the Governments of Canada and Nova Scotia and the RCMP accountable to meeting the spirit and intent of the MCC Final Report and will continue to provide public updates on these efforts.

## Acronym Guide

### Purpose

Acronyms within this document are defined where they are first used. This section provides a list of all acronyms within this report, to assist readers with a quick reference guide.

### Guide

CRCC	Civilian Review and Complaints Commission
DEM	Department of Emergency Management
DHW	Department of Health and Wellness
DOJ	Department of Justice
FPT	Federal, Provincial and Territorial
GBV	Gender-Based Violence
IPV	Intimate Partner Violence
MAB	Management Advisory Board
MCC	Mass Casualty Commission
OAMH	Office of Addictions and Mental Health
PHAC	Public Health Agency of Canada
PMC	Progress Monitoring Committee
PCRC	Public Complaints and Review Commission
PS	Public Safety Canada
PT	Provinces and Territories
RCMP	Royal Canadian Mounted Police
RHPA	<i>Regulated Health Professions Act</i>

## Resources

Mass Casualty Commission:

- [Mass Casualty Commission Final Report](#)

Progress Monitoring Committee:

- [Progress Monitoring Committee – Turning the Tide Together – Terms of Reference](#)
- [Progress Monitoring Committee – Initial Six-Month Update](#)
- [Progress Monitoring Committee Monitoring Plan: A Thematic Approach](#)
- [Progress Monitoring Committee – First Annual Report \(2023-24\)](#)
- Summaries from each PMC meeting can be found on the Progress Monitoring Committee website here: [Progress Monitoring Committee](#)

Government of Canada, Government of Nova Scotia, and RCMP:

- The Government of Canada's [Response to the Final Report of the Mass Casualty Commission](#)
- [Nova Scotia's Commitment to Action](#)
- [The RCMP Progress Hub](#)

## Appendix: PMC Ratings to Date

The chart below describes all the PMC’s monitoring sessions from the start of its mandate in September 2023, in chronological order. Please note that the first themes monitored in Year One occurred at the June 2024 meeting.

DATE	THEME/SUB-THEME	PRESENTER	RATING
<b>RATINGS INCLUDED IN THE 2023-24 ANNUAL REPORT</b>			
<b>June 11, 2024</b>	Gender-Based Violence and Intimate Partner Violence / Gender-Based Violence Services and Prevention	Women and Gender Equality Canada <i>(Government of Canada)</i>	<b>Initiated</b>
<b>June 11, 2024</b>	Gender-Based Violence and Intimate Partner Violence / Gender-Based Violence Services and Prevention	Status of Women Office <i>(Government of Nova Scotia)</i>	<b>Initiated</b>
<b>September 17, 2024</b>	Access to Firearms	Public Safety Canada <i>(Government of Canada)</i>	<b>Solidly initiated, with many items on track</b>
<b>September 17, 2024</b>	Policing Reform / Serious Incident Response Team (SiRT)	Serious Incident Response Team <i>(Nova Scotia)</i>	<b>Largely complete, with a few unfinished items on track</b>

DATE	THEME/SUB-THEME	PRESENTER	RATING
<b>RATINGS INCLUDED IN THE 2024-25 ANNUAL REPORT</b>			
<b>December 9, 2024</b>	Policing Reform / Interoperability and Critical Incident Response (Public Warnings)	Royal Canadian Mounted Police	<b>On track</b>
<b>December 10, 2024</b>	Public Health / Grief, Bereavement and Mental Wellness	Public Health Agency of Canada <i>(Government of Canada)</i>	<b>Solidly initiated</b>
<b>December 10, 2024</b>	Public Health / Grief, Bereavement and Mental Wellness	Office of Addictions and Mental Health <i>(Government of Nova Scotia)</i>	<b>On track</b>
<b>March 17, 2025</b>	Community Safety and Well-Being / Emergency Management Readiness	Department of Emergency Management <i>(Government of Nova Scotia)</i>	<b>Solidly initiated</b>
<b>March 17, 2025</b>	Policing Reform / Interoperability and Critical Incident Response	Department of Emergency Management <i>(Government of Nova Scotia)</i>	<b>On track</b>
<b>March 17, 2025</b>	Gender-Based Violence and Intimate Partner Violence / Gender-Based Violence Services and Prevention	Department of Emergency Management <i>(Government of Nova Scotia)</i>	<b>Solidly initiated</b>

DATE	THEME/SUB-THEME	PRESENTER	RATING
<b>March 18, 2025</b>	Policing Reform / Interoperability and Critical Incident Response (Preparation)	Royal Canadian Mounted Police	<b>Largely on track</b>
<b>March 18, 2025</b>	Policing Reform / Interoperability and Critical Incident Response (Engagement)	Royal Canadian Mounted Police	<b>Complete</b>
<b>March 18, 2025</b>	Policing Reform / Interoperability and Critical Incident Response (Response)	Royal Canadian Mounted Police	<b>Solidly on track</b>
<b>March 18, 2025</b>	Policing Reform / Interoperability and Critical Incident Response (Learning)	Royal Canadian Mounted Police	<b>Solidly initiated</b>
<b>June 3, 2025</b>	Public Health / Professional Regulatory Oversight	Department of Health and Wellness <i>(Government of Nova Scotia)</i>	<b>On track</b>
<b>June 3, 2025</b>	Public Health / Victim Supports	Department of Justice <i>(Government of Canada)</i>	<b>Initiated</b>
<b>June 4, 2025</b>	Policing Reform / Improving RCMP Governance and Broader Policing Reform	Public Safety Canada <i>(Government of Canada)</i>	<b>Solidly on track, with several items complete</b>
<b>June 4, 2025</b>	Policing Reform / Improving RCMP Governance and Broader Policing Reform	Royal Canadian Mounted Police	<b>Complete</b>

