

Progress Monitoring Committee

**Annual Report
(2025-26)**



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, a teenager

Constable Heidi Stevenson

E. Joanne Thomas and John Zahl

Joey Webber

We also remember those who have been lost in the years since April 2020, who were deeply affected by these events. We turn our thoughts to those who continue to experience the impacts, both physical and psychological, in the years that have passed.

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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 and 19, 2020, a devastating mass casualty event profoundly affected individuals, families, and communities throughout Nova Scotia, across Canada, in the United States, and beyond. The event caused immense loss and sorrow for those directly impacted, and its effects continue to be felt and remembered today.

In response, the Governments of Canada and Nova Scotia established the Mass Casualty Commission (MCC) to examine the circumstances surrounding the event. On March 30, 2023, the MCC released *Turning the Tide Together: The Final Report of the Mass Casualty Commission* (MCC Final Report), which included a series of recommendations aimed at helping prevent similar incidents and strengthening future preparedness and response efforts.

Following the publication of the MCC Final Report, the Governments of Canada and Nova Scotia jointly created the Progress Monitoring Committee (PMC) in 2023. The PMC was tasked with monitoring and reporting on progress made in addressing the MCC's recommendations. Through its work, the PMC promoted transparency and accountability while supporting collaboration among the Governments of Canada and Nova Scotia, the Royal Canadian Mounted Police (RCMP), and other partners committed to advancing the implementation of the recommendations.

In Year Three of its mandate (September 1, 2025, to August 31, 2026), the PMC continued to achieve significant milestones, including publishing its second Annual Report (2024-25) which covered Year Two of its mandate (September 1, 2024, to August 31, 2025), and continued assessments of the Governments' and RCMP's progress to date over the course of the year. These are important pieces that 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 supporting transparency to the public on their progress.

Following the conclusion of three family members' terms in Year Two, two new family members began their terms in September 2025. The transition of these new voices brought different perspectives on the PMC's monitoring activities. The family member representatives continued to make certain that the lasting impacts of the mass casualty on families near and far will not be forgotten as the PMC completed the final year of its mandate.

The Monitoring Plan, which was developed in Year One of the mandate, is the framework the PMC used to monitor progress made by the Governments of Canada and Nova Scotia and the RCMP in addressing the Recommendations in the MCC Final Report. In Year Two, the rating scale in the Monitoring Plan was revised to allow for greater nuance in the state of progress across themes, and to support the Committee in reaching consensus during rating assessments.



At the PMC's quarterly meetings, the Governments of Canada and Nova Scotia and the RCMP provided presentations 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 determined a collective rating on the progress reported.

A detailed explanation of the rating scale can be found on page 15.

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

THEME	SUB-THEME	DATE	PRESENTER	RATING
COMMUNITY SAFETY AND WELL-BEING	Community Well-Being	September 8, 2025	Public Safety Canada (Government of Canada)	Solidly initiated
		September 9, 2025	Royal Canadian Mounted Police	Solidly on track
		December 1, 2025	Department of Communities, Culture, Tourism and Heritage (Government of Nova Scotia)	Largely on track, with one item initiated (C.14)
		December 2, 2025	Royal Canadian Mounted Police	Complete
	Emergency Management Readiness	December 1, 2025	Public Safety Canada (Government of Canada)	Initiated, with several outstanding questions
		December 2, 2025	Royal Canadian Mounted Police	On track



THEME	SUB-THEME	DATE	PRESENTER	RATING
GENDER-BASED VIOLENCE AND INTIMATE PARTNER VIOLENCE	Gender-Based Violence Response	March 2, 2026	Department of Justice <i>(Government of Nova Scotia)</i>	Solidly initiated
	Gender-Based Violence Services and Prevention	June 1, 2026	Women and Gender Equality Canada <i>(Government of Canada)</i>	Solidly initiated
		June 1, 2026	Status of Women Office <i>(Government of Nova Scotia)</i>	Largely on track
ACCESS TO FIREARMS	N/A	March 2, 2026	Public Safety Canada <i>(Government of Canada)</i>	Solidly on track



THEME	SUB-THEME	DATE	PRESENTER	RATING
POLICING REFORM	Interoperability and Critical Incident Response (Public Warnings)	September 9, 2025	Royal Canadian Mounted Police	Solidly on track
		June 2, 2026	Royal Canadian Mounted Police	Largely on track, with P.14 initiated
	Provincial Policing	September 8, 2025	Department of Justice (<i>Government of Nova Scotia</i>)	On track
	Improving RCMP Governance & Broader Policing Reform	March 3, 2026	Royal Canadian Mounted Police	Solidly initiated
	Broader Policing Reform	June 2, 2026	Royal Canadian Mounted Police	On track
	Serious Incident Response	December 2, 2025	Royal Canadian Mounted Police	Largely complete

Further information on the progress monitoring sessions in Year Three is discussed starting on page 17 of this Report.

Following the final PMC meeting on June 1-2, 2026, a Gathering event was held in Halifax on June 3, 2026, which all past and present PMC Members were invited to attend. This Gathering was an opportunity to come together in-person for a final time, recognize all that the PMC has accomplished through the mandate, and reflect on successes, challenges and lessons learned from the unprecedented committee. Further information about the Gathering event can be found on page 56 of this Report.

An Acronym Guide has been prepared to assist readers in navigating this report. This guide can be found on page 62.



Message from the Chair of the Progress Monitoring Committee

Serving as Chair of the Progress Monitoring Committee has been both a responsibility and a privilege. As I present this Year Three Annual Report, marking the conclusion of our three-year mandate, I do so with a deep sense of gratitude, reflection, and hope.

From the outset, our Committee accepted a unique responsibility—to independently monitor the implementation of the Recommendations of the Mass Casualty Commission. We understood that accountability requires more than good intentions. It demands a thoughtful, transparent process, a willingness to ask difficult questions, and a commitment to reporting honestly on both progress made and work still to be done. Over the past three years, we developed a rigorous monitoring framework that allowed us to assess progress consistently across multiple jurisdictions and complex Recommendations. I believe this framework, and the discipline it brought to our work, is itself an important contribution.

What became increasingly clear, however, was that measuring progress is not always the same as measuring impact. We saw evidence of new policies, programs, and structures, yet we were continually reminded that the true measure of success is whether people and communities are safer, whether public confidence has grown, and whether those most affected experience meaningful change. Those questions are not easily answered, particularly when addressing deeply rooted issues that require sustained commitment over many years.

Throughout this journey, I had the privilege of working alongside an extraordinary group of Committee members whose wisdom, compassion, integrity, and diverse lived experiences enriched every discussion and strengthened every assessment. Their willingness to challenge assumptions, listen respectfully, and remain focused on the human impact of our work was one of the Committee's greatest strengths. I remain deeply grateful for their dedication and unwavering commitment to this important undertaking.

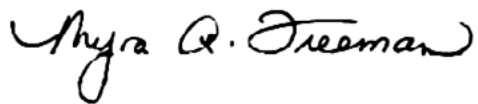
I also extend my sincere thanks to the Governments of Canada and Nova Scotia and the Royal Canadian Mounted Police who engaged openly with us throughout our mandate. Meaningful accountability depends on dialogue, transparency, and a shared willingness to learn and improve. I believe those relationships matured over the course of our work and helped advance that objective.

As our mandate concludes, I hope one lasting legacy of the Progress Monitoring Committee will be the recognition that independent oversight has an important role long after a public inquiry has issued its recommendations. Lasting change requires continued leadership, public reporting, engagement with those who have lived experience, and the courage to acknowledge both achievements and unfinished work. Accountability is not an end point; it is an ongoing commitment.

While this is our final report, I remain optimistic about the future. I hope the foundation established over the past three years will encourage future oversight processes that are transparent, collaborative, and grounded in lived experience. Above all, I hope our work has helped strengthen a culture of accountability that continues to build safer communities, stronger institutions, and greater public trust.

It has been an honour to serve as Chair of the Progress Monitoring Committee. I leave this role with gratitude for those who entrusted us with this responsibility, appreciation for all who walked alongside us, and confidence that the work we began will continue in the years ahead.

With admiration for those who shared in this journey,

A handwritten signature in black ink that reads "Myra A. Freeman". The script is fluid and cursive, with the first name "Myra" being more prominent and the last name "Freeman" following in a similar style.

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



Introduction

This Report builds on the two previous Annual Reports from 2023-24 and 2024-25 and summarizes the Progress Monitoring Committee's (PMC) work in Year Three (September 1, 2025, through August 31, 2026). The PMC's mandate is 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 Final Report). 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.

"One of the PMC's greatest strengths was its diverse membership. The Committee brought together family members, community representatives, subject matter experts, and individuals with lived and professional experience. This diversity strengthened discussions, challenged assumptions, and brought perspectives that extended beyond government and institutional viewpoints. The presence of families and community members ensured that those most affected by the tragedy remained part of the accountability process and helped keep the human impact at the center of the Committee's work."

– PMC Member

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 those who expressed an interest in participating, family member representatives served a one-year term, beginning each September. Two family members served on the PMC in Year One, three family members in Year Two, and two family members in Year Three.

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. The MCC Final Report contains 130 Recommendations relating to violence, community, and policing. The MCC 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 Three: Focus and Key Activities

Below is a summary of the PMC's highlights achieved in Year Three (September 1, 2025 – August 31, 2026).

2025 Highlights

- September 1, 2025:** Two new family member representatives started their terms with the PMC for Year Three.
- September 8-9, 2025:** The PMC held its 9th meeting in Halifax, Nova Scotia.
- October 9, 2025:** The PMC released its Second Annual Report, summarizing the Committee's work from September 1, 2024, through August 31, 2025. A media availability was also held on this date.
- December 1-2, 2025:** The PMC held its 10th meeting in Ottawa, Ontario.

2026 Highlights

- March 2-3, 2026:** The PMC held its 11th meeting in Millbrook, Nova Scotia.
- April 17, 2026:** The Chair, on behalf of the PMC, issued a public statement on Six Years Since the mass casualty.
- June 1-2, 2026:** The PMC held its 12th and final meeting in Halifax, Nova Scotia.
- June 2, 2026:** All past and present PMC Members were invited for a Recognition Dinner at Government House by the Lieutenant Governor to acknowledge their dedication and contributions through the PMC's mandate.
- June 3, 2026:** The PMC held a Gathering event, inviting all past and present PMC Members to reflect on lessons learned, challenges and successes that the Committee experienced during its three-year mandate.



PMC's Monitoring Plan: A Thematic Approach

The Progress Monitoring Committee (PMC) Monitoring Plan is the framework that the PMC used to monitor, assess, and rate the progress of the Governments of Canada and Nova Scotia, and the Royal Canadian Mounted Police (RCMP), in addressing the *Turning the Tide Together*: The Final Report of the Mass Casualty Commission (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 took a thematic approach to monitoring progress, instead of rating progress by individual Recommendation.

Thematic Areas

THEMES	SUB-THEMES
COMMUNITY SAFETY AND WELL-BEING	• Community Well-Being • Emergency Management Readiness
PUBLIC HEALTH	• Victim Supports • Grief, Bereavement and Mental Wellness • Professional Regulatory Oversight
GENDER-BASED VIOLENCE AND INTIMATE PARTNER VIOLENCE	• Gender-Based Violence Response • Gender-Based Violence Services and Prevention
ACCESS TO FIREARMS	• No sub-theme
POLICING REFORM	• Improving Royal Canadian Mounted Police Governance • Provincial Policing • Serious Incident Response Team • Interoperability and Critical Incident Response • Broader Policing Reform

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 approaches¹, as appropriate, including being inclusive of the perspectives and needs of diverse, disadvantaged, and marginalized communities.

Over the course of the PMC's three-year mandate, PMC Members' understanding of trauma-informed approaches, and the importance of their application, became increasingly central to the Committee's work. This was reflected both in the PMC's assessment of government progress in implementing the MCC Recommendations and in its consideration of the PMC's own operations.

For further information on trauma-informed approaches and the importance of their integration into institutional systems and frontline services, please see [Appendix A](#).

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 shared 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+

¹Trauma and violence-informed approaches are policies and practices that recognize the connections between violence, trauma, negative health outcomes and behaviours. These approaches increase safety, control and resilience for people who are seeking services in relation to experiences of violence and/or have a history of experiencing violence.

[\[Government of Canada\]](#)

Rating Outline

Following presentations, the PMC collectively rated the progress presented by the Governments of Canada and Nova Scotia, and the RCMP. The collective rating was reached by consensus, where every voice mattered, and all PMC Members supported the decision.

However, it is important to note that while ratings were reached through a consensus process among participating PMC Members, there were occasions in which individual PMC Members either recused themselves from rating work undertaken by their Department or organization, or abstained from rating due to personal convictions stemming from their lived experiences.

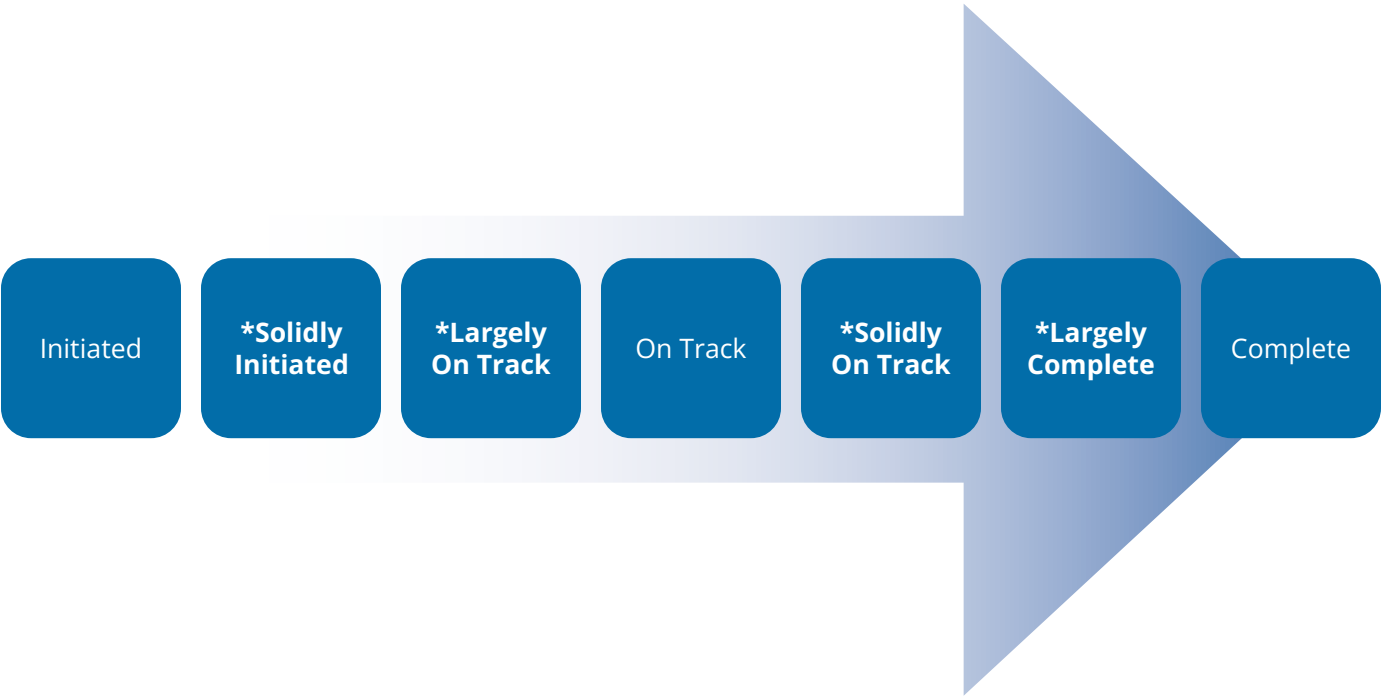
RATING	DESCRIPTION	EXAMPLES
Completed	Action/initiative has been completed and meets the spirit and intent of MCC Report's recommendations.	• Legislation or regulations are in force. • A policy/operational change has been demonstrably implemented. • Programming has rolled out and is being accessed by community members. • Training has been completed. • Awareness campaigns have concluded.
On Track	Progress continues to be made and is having measurable impact. Action/initiative meets the spirit and intent of MCC Report's recommendations.	• Legislation/regulations have been prepared and are in the process of being made law. • A new/changed policy is being implemented. • Operational change is underway. • Funding or programming has been disbursed to service providers. • Comprehensive community engagement is underway on an issue recommendation. • A social media campaign or other type of awareness activity is underway. • Training has become available to service providers or other stakeholders.
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.	• Government has identified/ is assessing options for a new policy or program. • Funding has been announced but is not disbursed yet. • Engagement planning is underway-stakeholders have been identified. • Procurement is underway or a contractor has been retained. • A plan for implementation has been made.
No expectation of material progress at this time	Rationale to be provided by the reporting party for this decision.	• A significant barrier to implementation has been identified. • Implementation is very complex and/or involves multiple parties, which is causing delays in progress.

Rating Outline Refinements

Since Year One, the PMC’s Monitoring Plan evolved its rating scale to better support the Committee in fulfilling its mandate. The PMC 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 adopted common language if presented with progress between two ratings: “largely” and “solidly.” The nuanced language of the amended rating outline also assisted the PMC in reaching consensus.

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



The Committee’s understanding of the rating scale further evolved in Year Three, leading to greater clarity and consensus when assessing progress on the implementation of MCC Recommendations. PMC Members agreed that progress involves more than planning and analysis. The response to the Recommendations should show a clear path to implementation, engagement with communities, measurable results, and evidence of impact. The Committee also emphasized the importance of sustainability to ensure long-term success. Consistent application of these criteria strengthened accountability, supported self-assessment, and provided confidence that MCC Recommendations achieved their intended outcomes.



Year Three: Monitoring Progress

Progress monitoring assessments are organized according to the Progress Monitoring Committee (PMC) Monitoring Plan thematic areas (outlined on page 13). 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 actions and initiatives were presented to the PMC by the Governments of Canada and Nova Scotia, and the Royal Canadian Mounted Police (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 Three monitoring sessions follow from the PMC's previous years assessments on the themes of Community Safety and Well-Being, 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 B](#) on page 66.

COMMUNITY SAFETY AND WELL-BEING

THEME: Community Safety and Well-Being

SUB-THEME: Community Well-Being

Presenters: Public Safety Canada, Government of Canada

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
COMMUNITY SAFETY AND WELL-BEING	Community Well-Being	C.1 – Strengthening rural well-being through inclusion

Rating: The PMC rated the overall progress of initiatives and actions by Public Safety Canada as **solidly initiated**. The Committee also acknowledged the challenges to assessing progress regarding C.1, given the scope and mandate of Public Safety Canada.

Presentation Summary: On September 8, 2025, the PMC heard from Public Safety Canada regarding progress that has been made under the theme of Community Safety and Well-Being, sub-theme Community Well-Being.

Public Safety Canada shared details on the following actions and initiatives that have been taken in this sub-theme, including:

- Letters of Agreement to collaborate with Statistics Canada to develop reports and gather data (e.g., mass casualties and gender-based violence) for publications that aim to deepen understanding of rural crime and help shape future policy decisions (completed underway).
- Investments in crime prevention initiatives to scale what works and strengthens evidence base such as actions to support reintegration and a new initiative from Budget 2024 to fund police training on hate crimes.
- Development of several large-scale initiatives, including the National Crime Prevention Strategy, the federal-provincial-territorial (FPT) Strategic Partnership Framework on Community Safety and Well-Being, the Aboriginal Community Safety Planning Initiative, the Federal Framework to Reduce Recidivism, and the National Forum on Combatting Anti-Semitism.

Public Safety Canada discussed its engagement, coordination, and collaboration efforts to support this work, particularly as it relates to large-scale initiatives. They noted engagement with provinces, territories, municipalities, community organizations, Indigenous organizations, those with lived experience, victims, law enforcement, and others. They also noted that research conducted in partnership with Statistics Canada is shared collaboratively and widely for feedback before publication.

The presenters recognized and described the role of Public Safety Canada in this work as a complementary role, for innovation and coordination, and as a role to evaluate what works, share knowledge to inform decision making, and to connect with provinces and territories to learn from shared experiences.

Discussion Summary: The PMC recognized that Mass Casualty Commission (MCC) Recommendation C.1 is broad and that Public Safety Canada's work on this Recommendation is limited by the federal government's scope and mandate. The impact of research and funding distribution from the federal government can be difficult to understand in concrete terms. Rating and assessing this work can sometimes be challenging because of this jurisdictional reality. In some instances, the PMC felt unsure that the work presented by PS directly addressed the MCC Recommendation.

The PMC acknowledged the extent of federal funding investments and noted that efforts should be made to make the funding more accessible to all communities and groups, as some may not have the capacity or resources to meet the current funding requirements.

Members felt that Public Safety's work with Statistics Canada to collect rural crime data is valuable and noted it was helpful to have the information, statistics, and deepened understanding of rural and remote crime. However, the PMC emphasized that the realities of living in rural areas are best captured by speaking directly with those who live there.

The PMC agreed the work done by Public Safety Canada is a good start, however also acknowledged that tangible change in community is dependent upon several other factors, including a focus on prevention and implementation (e.g. meaningful policy changes driven by data and information).

When reflecting on the presentation and the work discussed, the PMC felt that, although the presentation was focused on C.1 exclusively, the initiatives were cross-cutting and horizontal. Much of the work presented had a broader impact on the theme of community safety and well-being and therefore may be more aligned with and responsive to related Recommendations under this theme.

THEME: Community Safety and Well-Being

SUB-THEME: Police Impersonation

Presenters: Royal Canadian Mounted Police (RCMP)

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
COMMUNITY SAFETY AND WELL-BEING	Police Impersonation	C.27 – Records of Police Impersonation Cases C.28 – Management and Disposal of Police Uniform and Associated Kit C.29 – Regulating the Personal Possession of Police Paraphernalia

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

Presentation Summary: On September 9, 2025, the PMC heard from the RCMP regarding the progress that has been made under two themes. The second half of their presentation focused on the theme of Community Safety and Well-Being, sub-theme of Police Impersonation. The RCMP discussed concrete actions taken to implement C.27, C.28, and C.29.

The RCMP shared details on the following actions they have taken in response to the Mass Casualty Commission (MCC) Recommendations:

- Completed an audit of the Departure Process;
- Completed a review and update of the Uniform and Dress Manual;
- Redesigned member discharge forms to ensure proper tracking of uniform and kit;
- Surveyed RCMP divisions and other police services regarding best practices of disposal of uniform and equipment;
- Quality assurance review of RCMP uniform and kit disposal practices underway;
- Exploring options to improve the recording and sharing of police impersonation cases among police services in Canada; and,
- Planned communication campaigns for the public, veterans, and families.

The RCMP discussed its engagement, coordination, and collaboration efforts with various partners to support their work. They recognized that rebuilding community trust in the RCMP is a significant task. In addition, they mentioned that other police agencies should be encouraged to address gaps outside of RCMP jurisdiction. The presentation concluded with identified next steps to continue to implement the MCC Recommendations.

Discussion Summary: The PMC is pleased with the work that has been done by the RCMP on the sub-theme of Police Impersonation. PMC Members recognized that the RCMP has done significant work within their jurisdiction, but that to fully address the spirit and intent of the Recommendations, more work needs to be done by police agencies within provincial, territorial, and municipal jurisdiction to ensure consistency across Canada. PMC Members would like to see further progress on ensuring the RCMP is taking a trauma-informed approach to their work when implementing these Recommendations. Recovering uniforms, where appropriate, is an example of where a trauma informed approach could be particularly important.

THEME: Community Safety and Well-being

SUB-THEME: Community Well-being

Presenters: Department of Communities, Culture, Tourism and Heritage (CCTH), Government of Nova Scotia

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
COMMUNITY SAFETY AND WELL-BEING	Community Well-Being	C.1 – Rural well-being through inclusion C.13 – Addressing the public health emergency C.14 – Enacting community safety and well-being laws C.16 – Community safety and well-being funding allocation

Rating: The PMC rated the overall progress of initiatives and actions by CCTH under the sub-theme of Community Well-Being as **largely on track, with one item initiated (C.14).**

Presentation Summary: On December 1, 2025, the PMC heard from CCTH regarding the progress that has been made under the theme of Community Safety and Well-Being, sub-theme of Community Well-Being. CCTH’s presentation described how the department is working to advance community safety and well-being in Nova Scotia, with a particular focus on rural communities. The presentation included an overview of the department’s mandate, focus and approach, as well as updates on progress made towards Mass Casualty Commission (MCC) Recommendations C.1, C.13, C.14, and C.16.

The presentation described CCTH’s work, including regional staff who live and work in communities around the province. CCTH supports programs and services that respond to community needs and interests, including at local libraries and museums.

In response to C.13, CCTH administered \$1,101,920 of Public Health Agency of Canada funding to community-based organizations in the counties of Colchester, Cumberland, and East Hants. This funding focused on:

- Physical and social infrastructure enhancements;
- Improved opportunities and access to community programming; and,
- Community capacity building.

CCTH is developing a pilot project in response to C.14. This project will:

- Create a Provincial Advisory Committee;
- Create a Provincial Framework for Community Safety and Well-being (CSWB) Plans;
- Develop CSWB plans with 3-4 municipalities and use learnings to inform next steps;
- Increase capacity for CSWB planning in Nova Scotia; and,
- Evaluate and learn from the pilot to determine next steps.

CCTH funds numerous programs focused on community well-being and violence prevention. These initiatives focus on food security, safe and inclusive spaces, and social cohesion and belonging.

Discussion Summary: The PMC appreciated hearing about CCTH's ongoing work with community. The presentation demonstrated that CCTH invests significant time and energy in its relationships with communities and is aware that a "one size fits all" approach is not appropriate. The work that CCTH does in communities, including the communities most affected by the mass casualty, has had a positive, empowering impact.

By demonstrating an understanding that different parts of the province have different needs and require different responses, CCTH is meeting people where they are. The PMC recognizes that this is an appropriate, trauma-informed approach that fits with the Department's mandate.

The PMC observed that good work is underway around community well-being. The administration of \$1,101,920 in Public Health Agency of Canada funding represents a significant investment and that work is making a difference. Some members of the PMC also spoke about the impacts they have seen from CCTH's investments across the province, especially related to food security.

The presentation from CCTH did not commit to legislating community safety and well-being plans. While the PMC appreciates that legislation may not be the most effective tool at this time, the Committee would have liked to have seen a stronger commitment, given the focus of the MCC's Recommendation for both national and provincial legislation. The PMC felt that this portion of the work was initiated, given the early stages of efforts to launch the pilot projects, formalize a committee, and begin to develop a provincial framework. PMC Members look forward to seeing how this work progresses.

Overall, the PMC was impressed by the actions and initiatives underway. Particularly, PMC Members felt that CCTH is demonstrating a different way of approaching the work than has been taken previously. The PMC is hopeful that genuine engagement and collaboration with community will continue to guide the Department's important work to strengthen community well-being.

THEME: Community Safety and Well-Being

SUB-THEME: Emergency Management Readiness

Presenters: Public Safety Canada, Government of Canada

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
COMMUNITY SAFETY AND WELL-BEING	Emergency Management Readiness	C.4 – Fundamental Review of Alert Ready C.5 – Triennial Review of the National Public Alerting System

Rating: The PMC rated the overall progress of initiatives and actions by Public Safety Canada under the sub-theme of Emergency Management Readiness as **initiated, with several outstanding questions**.

Presentation Summary: On December 1, 2025, the PMC heard from Public Safety Canada regarding the progress that has been made under the theme of Community Safety and Well-Being, sub-theme Emergency Management Readiness.

Public Safety Canada shared information on the recent funding commitment in Budget 2025 to create a new National Public Alerting System (NPAS) model. This new model will:

- Move from a regulatory arrangement with a private provider to a model led by, and accountable to, the Government of Canada;
- Demonstrate strong governance and oversight, through a revised governance structure; and,
- Put in place a robust governance approach, which will include a triennial review of the renewed system once it is in place.

Public Safety Canada discussed ongoing collaboration with provinces and territories to develop a federally coordinated national system, including working with Federal-Provincial-Territorial partners to review system requirements of a new NPAS delivery model. They noted work with federal government partners, including Environment and Climate Change Canada, Natural Resources Canada, Innovation, Science and Economic Development, and the RCMP, to coordinate system requirements and strategic alignment.

Discussion Summary: PMC Members felt that the announcement of funding in the budget was positive, reflecting that the funding is required to move the new NPAS forward. PMC Members also noted that Public Safety Canada had previously presented to the Committee in December 2024, for information only. PMC Members expressed concerns that greater progress has not been made in advancing the NPAS since the previous presentation.

PMC Members reinforced the importance of institutions being aware of how alert messages are received by the public, which is an example of the implementation of trauma-informed approaches in police practices. PMC Members asked about engagement, infrastructure challenges, contingency plans, accessibility, and how to alert people who are hard to reach and may not have access to cell phones, radio, or TV broadcasts. While some answers were provided, the Committee felt that additional details on these topics and more precision on timelines for the work ahead were required to fully understand next steps.

Following the meeting, the PMC sent a letter to Public Safety Canada outlining several outstanding questions. Public Safety Canada provided additional information in writing regarding accessibility, equitable access and coverage, infrastructure, and planned engagement and coordination to renew the NPAS.

THEME: Community Safety and Well-Being

SUB-THEME: Emergency Management Readiness

Presenters: Royal Canadian Mounted Police (RCMP)

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
COMMUNITY SAFETY AND WELL-BEING	Emergency Management Readiness	V.3 – External evaluation of RCMP behavioral sciences branch V.4 – Periodic review of RCMP behavioural sciences branch V.5 – Conflict of interest in forensic psychology assessment P.17 – Public communications during critical incidents P.26 – Public communications after a critical incident

Rating: The PMC rated the overall progress of initiatives and actions by the RCMP under the sub-theme of Emergency Management Readiness as **on track**.

Presentation Summary: On December 2, 2025, the PMC heard from the RCMP regarding the progress that has been made under the theme of Community Safety and Well-Being, sub-theme Emergency Management Readiness. The RCMP discussed concrete actions taken to respond to Mass Casualty Commission (MCC) Recommendations V.3, V.4, and V.5 related to behavioural sciences:

- Identified and learned from international best practices in post-event analysis;
- Standardized the peer review process based on academic literature and best practices from experts in the field;
- Standardized the post-event analysis process with a new standard operating procedure (SOP) which defines the necessary qualifications and establishes national best practices for conducting a post-event analysis with the RCMP; and,
- Strengthened collaboration and resource sharing via a new internal information hub.

The RCMP discussed concrete actions taken to respond to MCC Recommendations P.17 and P.26 related to public communications:

- Modernized crisis communications guidance materials and SOPs, including a new Directive on the Management of Communications During Critical Incidents;
- Developing a national communications hub to centralize templates, messaging, SOPs and guidance for rapid divisional access and increased information; and,
- Launched a national Crisis Communications Working Group to advance modernization efforts, collaborate on resource development, and share best practices.

The RCMP discussed its engagement, coordination, and collaboration efforts with various inter-agency partners to support their work and build interoperability. Presenters shared their external engagement and collaboration efforts, which included experts from Canadian and international law enforcement, academia, practitioners, and subject matter experts.

Next steps were identified to continue to advance the work, including ongoing engagement with internal and external partners to continuously learn and improve practices.

Discussion Summary: The PMC is pleased with the work that has been done to date by the RCMP to advance the MCC Recommendations under the sub-theme of Emergency Management Readiness. The PMC discussed that while the work related to critical incident public communications has seen further development, more questions and concerns were raised by PMC Members in the discussion on the work underway on behavioural sciences.

The PMC appreciated that the RCMP readily implements feedback and lessons learned into their work. Positive acknowledgement was given to the international engagement and collaboration efforts, while also recognized that further attention could be given to applying an equity lens and a trauma-informed approach to technical/operational issues.

In particular, PMC Members would have liked to hear further details on the diversity of the subject matter experts who were engaged, and whether best practices were examined with an equity perspective, as well as whether a trauma-informed approach was considered on how alert messages are received. Additionally, the Committee expressed that they would have liked to hear greater detail on a contingency plan for communication challenges, including power, internet, and cellular disruptions.

THEME: Community Safety and Well-Being

SUB-THEME: Community Well-Being

Presenters: Royal Canadian Mounted Police (RCMP)

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
COMMUNITY SAFETY AND WELL-BEING	Community Well-Being	C.30 – Sale of decommissioned vehicles

Rating: The PMC rated the overall progress of the initiatives and action by the RCMP under the sub-theme of Community Well-Being as **complete**.

Presentation Summary: On December 2, 2025, the PMC heard from the RCMP regarding the progress that has been made under the theme of Community Safety and Well-Being, sub-theme Community Well-Being. The RCMP discussed concrete actions taken to respond to Mass Casualty Commission (MCC) Recommendation C.30:

- Commissioned an internal audit and implemented its recommendations:
 1. Enhanced the national governance framework and practices; and
 2. Enhanced national and regional monitoring oversight;
- Contracted an independent external review to examine industry practices of police vehicle and equipment disposal;
- Updated policies and forms (Transportation Management Manual, Asset Management Manual, RCMP Vehicle Inspection Tracking Form); and,
- Developed strategy to report on the number of assets sold and net revenues.

The RCMP discussed its engagement, coordination, and collaboration efforts with various partners to support their work, such as Public Services and Procurement Canada and GCSurplus, as well as police services across Canada. These collaboration and engagement efforts are ongoing as the RCMP discussed their commitment to continuous review and adoption of best practices. In January 2021, the Federal Minister of Public Safety suspended the sale of decommissioned RCMP vehicles. In December 2024, this moratorium was partially lifted, however remains in place for all “purpose-built” policing vehicles. The RCMP discussed their next steps should the moratorium be fully lifted.

Discussion Summary: The PMC recognized the significant progress that the RCMP has made on responding to MCC Recommendation C.30. The Committee acknowledged the positive impact this work will have on affected communities who still experience the impacts from April 2020. The PMC recognized the ongoing challenge to expand this work across all police services in Canada, however, remain encouraged by the RCMP's commitment to ongoing collaboration and engagement with partners to support the sharing of best practices.

GENDER-BASED VIOLENCE AND INTIMATE PARTNER VIOLENCE

THEME: Gender-Based Violence and Intimate Partner Violence

SUB-THEME: Gender-Based Violence Response

Presenters: Department of Justice (DOJ), Government of Nova Scotia

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
GENDER-BASED VIOLENCE AND INTIMATE PARTNER VIOLENCE	Gender-Based Violence Response	V.9 – Creating safe spaces to report violence V.14 – Mobilizing a society-wide response V.15 – Women-centred strategies and actions V.16 – Putting women’s safety first P.75 – Preventing violence and protecting safety

Rating: The PMC rated the overall progress of initiatives and actions by the Nova Scotia Department of Justice (DOJ) as **solidly initiated**.

Presentation Summary: On March 2, 2026, the PMC heard from DOJ on provincial efforts under the theme of Gender-Based Violence and Intimate Partner Violence, sub-theme Gender-Based Violence Response. DOJ discussed concrete actions taken to respond to Mass Casualty Commission (MCC) Recommendations V.9, V.14, V.15, V.16 and P.75, including the provincial legislation declaring intimate partner violence as an epidemic, which led to the establishment of the Gender-Based Violence Division at the NS DOJ.

Together with the Status of Women Office, DOJ leads the Ministers’ Table on Gender-Based Violence. This Table serves as a forum for meaningful involvement and collaboration with community, with a focus on action, accountability, and transparency. The goal of the Table is to advance and drive action through coordination, prevention, and response on gender-based violence.

DOJ discussed their plans to review the High-Risk Case Coordination Protocol Framework, which brings together partners to share critical risk information, coordinate safety planning, and intervene quickly to prevent further violence. As a complement to the High-Risk Case Coordination Protocol Framework, the Highest Risk Domestic Violence Table is an enhanced, provincial escalation mechanism for the small number of cases where risk is imminent, complex, or cannot be mitigated locally. The Highest Risk Domestic Violence Table will also be considered in DOJ’s review.

In Fall 2025, the province introduced a new *Freedom of Information and Protection of Privacy Act* (FOIPOP) and amended the *Personal Health Information Act* (PHIA). These changes directly support the timing of the High-Risk Protocol review. The new FOIPOP Act permits disclosure of personal information to reduce the risk of intimate partner violence or human trafficking and to support integrated service delivery. The PHIA amendments remove the language of “imminent risk,” meaning health professionals no longer need to wait until danger is unavoidable before sharing critical safety information.

The DOJ discussed several initiatives intended to support recovery and stability after violence has occurred, including:

- The Criminal Injuries Counselling Program, which provides free, short-term, trauma-focused counselling to Nova Scotians impacted by violent crime;
- The Victim Advocate App, a pilot program that uses location technology to help prevent unwanted contact between victims and alleged perpetrators who have been released on electronic monitoring and no-contact conditions;
- The Nova Scotia Domestic Violence Court Program, which addresses domestic violence with a focus on offender accountability and rehabilitation; and,
- The Family Justice Navigation Pilot Program, which provides free, impartial, and trauma-informed support to individuals navigating family law matters.

Additionally, in 2025, the Province delivered three provincial workshops to strengthen police investigations of sexual violence through trauma-informed and survivor-centred practice.

Discussion Summary: The PMC was impressed by the work presented and by the dedication of the NS DOJ to the work under this sub-theme. PMC Members discussed how Gender-Based Violence Response, and the wider theme of Gender-Based Violence and Intimate Partner Violence, which has become an increasingly normalized occurrence in society, cannot be addressed by a single government department or by government alone. Making lasting change under this theme will require a whole-of-society approach and years of effort.

DOJ shared how they are engaging with community and striving to take a trauma-informed approach. PMC Members discussed the importance of considering how outreach and communication will be undertaken to effectively reach and support those affected. There is always more that can be done in these areas and as the work continues, DOJ will need to continue to prioritize these principles.

PMC Members discussed the importance of language in this work, and that when people do not share a common understanding of specialized terms, their use can cause unintended harm or confusion.

While DOJ's mandate aligns with the Gender-Based Violence Response sub-theme, PMC Members discussed that there is a need to also focus on prevention and early intervention. DOJ may consider future opportunities to partner with those working in the prevention space to improve and coordinate those efforts. It was noted that Nova Scotia will provide an update on Gender-Based Violence Supports and Prevention at the June 2026 PMC meeting.

The PMC felt that while there remains a lot of work to be done under this sub-theme, the right people are leading those efforts at DOJ.

THEME: Gender-Based Violence and Intimate Partner Violence

SUB-THEME: Gender-Based Violence Services and Prevention

Presenters: Status of Women Office (SW), Government of Nova Scotia

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
GENDER-BASED VIOLENCE AND INTIMATE PARTNER VIOLENCE	Gender-Based Violence Services and Prevention	V.13 – Epidemic level funding for GBV V.14 – Mobilizing a society-wide response V.15 – Women-centred strategies and actions V.16 – Putting women’s safety first C.17 – Promoting bystander intervention C.32 – Promoting and supporting healthy masculinities

Rating: The PMC rated the overall progress of initiatives and actions by the Nova Scotia Status of Women Office (SW) under the theme of Gender-Based Violence and Intimate Partner Violence, sub-them Gender-Based Violence Services and Prevention, as **largely on track**.

Presentation Summary: On June 1, 2026, the PMC heard from SW on provincial efforts under the theme of Gender-Based Violence and Intimate Partner Violence, sub-theme Gender-Based Violence Services and Prevention. SW discussed concrete actions taken to respond to Mass Casualty Commission (MCC) Recommendations V.13, V.14, V.15, V.16, C.17, and C.32. The Department of Education and Early Childhood Development (EECD) also attended to discuss work underway to respond to MCC Recommendation C.17.

SW’s presentation described \$115 million investment to address gender-based violence in the 2026-27 provincial budget. This investment includes funding for family resource centres, parenting programs, transition houses, women’s centres, GBV prevention initiatives, housing and homelessness supports, dedicated justice system services, and healthcare supports.

SW described Gender-based Analysis Plus as a systematic approach to understanding the impact of gender roles, relationships, and intersectional factors. This approach has informed government initiatives and decision-making, including:

- The Ministers' Table on Gender Based Violence;
- Domestic Violence Leave;
- New regulations on harassment in the workplace;
- The Survivors of Gender-based Violence Housing Benefit;
- A human trafficking awareness campaign with the accommodations sector;
- Men's, Women's, and All Genders' Helplines; and,
- Legislative changes to support information sharing.

The presenters shared initiatives that had been developed in collaboration with communities to promote women-centred strategies and actions. Program delivery of these initiatives is led by communities and has an intentional focus on underserved and underrepresented communities.

SW shared initiatives that reflect a public health approach to putting women's safety first. These included:

- Violence prevention programs;
- Exposure to career opportunities;
- Access to phones and data plans for survivors;
- Support for transition houses;
- Health centre investments; and
- Employment supports and support for individuals and families experiencing violence.

The presentation described work to promote bystander intervention, including a youth campaign, designed with input from young people. SW has also supported training for service providers, the Nova Scotia Public Service, and social workers at Child and Family Well-being. Curriculum from Grades Primary to 12 has been developed by EECD to support bystander intervention education through the context of gender-based violence prevention. This has included professional learning sessions and resources for teachers and staff.

Initiatives to promote and support healthy masculinities include:

- Dedicated supports for men offered by Family Service of Nova Scotia;
- GuysWork (a school-based program for male and male-identifying students in grades 6 to 9); and
- Strengthening Fathers (a program that engages fathers and father figures).

The presentation described SW's approach to engaging community, taking a trauma-informed approach, collaboration, and efforts to coordinate with other Atlantic provinces. The presentation also included testimonials from individuals using the programs and services described.

SW described their next steps as a continuation of the province's centralized and coordinated approach to addressing gender-based violence, including the Ministers' Table on Gender-Based Violence, awareness campaigns, and collaboration with federal partners. SW will continue to report publicly on work aligned with MCC Recommendations on the Province's nsgovresponse.ca website and will continue to work with public servants and service providers to bring different perspectives to their work.

Discussion Summary: The PMC observed that progress has been made since the Status of Women Office presented in June 2024. At the same time, much work remains to be done.

There is significant depth to the Recommendations presented, which confront complex, systemic issues. Change will take time and the PMC reflected that it can be difficult to observe the effectiveness of prevention efforts, particularly within only a few years.

The PMC expressed that work in response to the MCC Recommendations is underway and PMC Members were particularly pleased to see progress in the education space. However, the PMC observed that there is a larger context to consider in the theme of Gender-Based Violence and Intimate Partner Violence. Addressing this theme requires a whole-of-society approach that cannot be undertaken by one government department, or even government alone. Factors such as the increased cost of living, structural inequalities, and a culture of silence around violence continue to perpetuate violence.

The PMC particularly wishes to note deficiencies in the response to MCC Recommendations V.13 – Epidemic-level funding for GBV and V.14 – Mobilizing a society-wide response. While investments have increased, much more will be needed to address the scope of the issue.

THEME: Gender-Based Violence and Intimate Partner Violence

SUB-THEME: Gender-Based Violence Services and Prevention

Presenters: Women and Gender Equality Canada (WAGE), Government of Canada

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
GENDER-BASED VIOLENCE AND INTIMATE PARTNER VIOLENCE	Gender-Based Violence Services and Prevention	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.11 - External accountability mechanism for policing responses to intimate partner violence 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 V.14 - Mobilizing a society-wide response V.15 - Women-centered strategies and actions V.16 - Putting women’s safety first V.17 - National Accountability Framework C.17 - Promoting bystander intervention as a daily practice C.32 - Promoting and supporting healthy masculinities

Rating: The PMC rated the overall progress of initiatives and actions by WAGE under the theme of Gender-Based Violence and Intimate Partner Violence, sub-theme of Gender-Based Violence Services and Prevention, as **solidly initiated**.

Presentation Summary: On June 1, 2026, the PMC heard from WAGE regarding the progress that has been made under the theme of Gender-Based Violence and Intimate Partner Violence, sub-theme of Gender-Based Violence and Intimate Partner Violence Services and Prevention.

WAGE shared key actions and initiatives that are linked to the Mass Casualty Commission (MCC) Recommendations, including:

- National Action Plan to End Gender-Based Violence
 - Bilateral agreements with Provinces and Territories are in place, which ensure that each jurisdiction has resources to design and deliver programs that reflect their own communities, priorities, and service systems.
- Federal Gender-Based Violence Strategy
 - Canada has invested over \$820 million in this strategy since 2017-2018 and \$44 million ongoing to strengthen federal action on gender-based violence.
- WAGE's Gender-Based Violence Program
 - Since 2018, WAGE has invested over \$340 million in 800+ projects to advance efforts to prevent and address gender-based violence (GBV).
 - In 2025-26, 120 organizations received \$25.6 million to develop promising practices and undertake community-based research.
 - More than 2,200 tools and resources were developed, over 1400 partnerships created and more than 90,000 women, girls, and gender-diverse people were reached.
 - Budget 2025 announced an additional \$223.4 million over 5 years and \$44.7 million ongoing to strengthen the federal response to GBV, including ongoing funding for the GBV program.

WAGE discussed a variety of additional initiatives and projects underway, such as the Code of Conduct for the Prevention of Economic Abuse, awareness campaigns that promote bystander intervention, women-centric risk assessments (i.e. WomanACT and the Barbra Schlifer Commemorative Clinic) and programs that support healthy masculinities and aim to prevent and address GBV by engaging men and boys as allies.

WAGE discussed ongoing federal-provincial-territorial (FPT) collaboration and coordination efforts that oversee the implementation of the National Action Plan to End GBV, as well as a working level Task Team that meets monthly for continuous information sharing, gap identification, and interjurisdictional collaboration. Additional engagement efforts have taken place with Indigenous communities and civil society relationships through roundtable consultations and engagement groups.

WAGE also discussed its efforts in applying a trauma-informed approach to their work. They emphasized how intersectionality is at the core of their approach, using Gender-based Analysis Plus to ensure that policies and programs account for how race, gender, disability, Indigenous identity, and other intersecting factors shape peoples experience of violence and their access to support. They also discussed how WAGE's GBV Program requires that funded organizations demonstrate trauma-informed and intersectional approaches.

WAGE outlined their next steps, including ongoing accountability efforts through public reporting mechanisms and continued implementation and engagement efforts.

Discussion Summary: PMC Members engaged in an in-depth discussion on the progress presented by WAGE regarding MCC Recommendations, noting the significant complexity of the gender-based violence theme. PMC Members expressed appreciation for the substantial work WAGE has undertaken since its presentation to the Committee in June 2024. They highlighted strong collaboration with FPT partners and community stakeholders, while emphasizing that additional efforts are needed to address the unique challenges of rural communities and the limitations of existing risk assessment tools.

In particular, PMC Members discussed the importance of developing a consistent, standardized approach to risk assessment tools across the country, one that incorporates lessons learned and reflects a culturally responsive approach that meets the needs of women. They also expressed a desire for a transparent response on whether specific MCC Recommendations, such as V.17 (National Accountability Framework), will be implemented as proposed.

PMC Members acknowledged that WAGE has advanced a considerable amount of work within their capacity and jurisdiction. However, they emphasized that gender-based and intimate partner violence are complex, societal issues, and current federal financial commitments do not reflect the scope and scale of the existing challenge across the country. They noted that gender-based and intimate partner violence is being normalized and escalating in Canada, along with violence more broadly, and that a significantly greater investment is required from the federal government, and from all levels of government, to match the scale and urgency of the epidemic-level problem.

ACCESS TO FIREARMS

THEME: Access to Firearms

SUB-THEME: N/A

Presenters: Public Safety Canada, Government of Canada

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
ACCESS TO FIREARMS	N/A	C.21- Reducing Gun Lethality C.22 - Revocation of Firearms Licenses for Conviction of Gender-based, Intimate Partner, or Family Violence C.24 - Interoperability of Law Enforcement Agencies Engaged in Firearms Control at the Canada-United States Border C.25 - Effective, Consistent, and Accountable Enforcement of Firearms Regulations C.26 - Public Health Approach to Gun Safety

Rating: The PMC rated the overall progress of initiatives and actions by Public Safety Canada under the theme of Access to Firearms as **solidly on track**.

Presentation Summary: On March 2, 2026, the PMC heard from Public Safety Canada regarding the progress that has been made under the theme of Access to Firearms.

Public Safety Canada shared key milestones that have been achieved since their previous presentation to the PMC on Access to Firearms in September 2024. These milestones include:

- Prohibited additional firearms with semi-automatic action and sustained rapid-fire capability;
- Implementation of the Assault-Style Firearms Compensation Program;
- Increased investments in border security and law enforcement, and continued cross-border collaboration;
- Launching a review of the firearms classification regime;
- Strengthened firearms licensing rules, including temporary license suspension, and mandatory revocation and ineligibility in at-risk situations;
- Strengthened partnerships with law enforcement and border services in Canada and with international partners; and,
- Public awareness initiatives and education campaigns underway to raise awareness about firearms measures and legislative/regulatory requirements.

Public Safety Canada discussed ongoing collaboration and coordination efforts with federal-provincial-territorial (FPT) partners to develop whole-of-government approaches to address firearms violence and crime, as well as to promote information sharing data compilation and advancing research on key topics. Additional engagement meetings have taken place with various stakeholder groups including National Indigenous Organizations, sport shooting, hunting, and gun control advocacy groups.

Public Safety Canada also discussed its efforts in applying a trauma-informed approach to firearms violence prevention and harm reduction through gender-based analysis, considering victims' perspectives and traditional cultural practices, fostering open dialogue through transparency and public awareness.

Discussion Summary: PMC Members were pleased with the presentation by Public Safety Canada. They felt that the progress that has been made since their previous presentation in September 2024 has been substantial. PMC Members noted that collaboration efforts with FPT partners and a wide range of stakeholder groups and organizations have been excellent, and that there has been a clear effort to take a trauma-informed approach in their work.

PMC Members reflected on the ongoing challenge of increasing public awareness and education around firearms regulations, as well as strengthening outreach to community organizations, particularly frontline workers in the gender-based violence sector. Members expressed appreciation for the planned steps to advance this work and noted the openness to feedback, suggestions, and critique demonstrated throughout these discussions.

POLICING REFORM

THEME: Policing Reform

SUB-THEME: Provincial Policing

Presenters: Department of Justice (DOJ), Government of Nova Scotia

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
POLICING REFORM	Provincial Policing	P.67 – The Future Structure of Policing in Nova Scotia P.18 – Issuing Public Warnings P.45 – Community Involvement in Senior Recruitment P.61 – Police governance in Nova Scotia P.62 – Publish Police Policies P.63 – Specialized Policing Services P.66 – Addressing conflict among policing agencies in NS P.68 – Information Sharing

Rating: The PMC rated the overall progress of initiatives and actions by the Nova Scotia Department of Justice as **on track**.

Presentation Summary: On September 8, 2025, the PMC heard from DOJ on provincial policing reform efforts. The presentation included a timeline of ongoing provincial policing reform efforts, dating back to the 1990s, and an overview of the structure of policing in Nova Scotia. Much of the Department of Justice’s work under this sub-theme is included in the Province’s Comprehensive Review of Policing. Some changes, including the adoption of new Policing Standards and the Public Safety Audit Function, were made while the Policing Review was underway.

There are 11 policing service providers in Nova Scotia, including the RCMP and 10 municipal police agencies. The Minister of Justice is the responsible authority for the administration of justice within the Province of Nova Scotia. Through the Police Act, municipalities in Nova Scotia may choose the method of policing services in their communities.

The presentation described the use of Policing Standards to address certain of the Mass Casualty Commission (MCC) Final Report Recommendations, including to require police agencies to publish policies where appropriate, to formalize the provision of specialized services and to establish requirements relating to public alerting. 39 new Policing Standards were implemented by the Department of Justice in September 2024.

The Department of Justice has created and staffed an Audit Unit (called the Public Safety Audit Function), allowing the Department to determine whether police agencies are meeting or exceeding the Province’s Policing Standards and complying with Nova Scotia’s *Police Act* and Police Regulations as required. In addition to ensuring compliance with existing Policing Standards, this audit function was also created in anticipation of new standards being

adopted and to discern whether the policies, which Policing Standards may require policing agencies to adopt, are in fact being followed.

The Nova Scotia Department of Justice has completed a Comprehensive Policing Review, examining the structure of policing in the province; the results were announced in June 2025. Extensive community engagement was undertaken during this review, including 35 community sessions and a Public Survey, which received 6,700 responses. The adoption and the creation of the Department's audit function were both identified as early changes the Department made before the Review's conclusion.

As a result of the Comprehensive Policing Review, the Province of Nova Scotia has committed to six foundational changes:

1. Unified Record Management System
2. Enhanced Police Resourcing
3. Layered Policing Model
4. Establishment of Community Safety Boards
5. New and Augmented Provincial Policing Standards
6. New Billing Framework for Municipalities with RCMP

Discussion Summary: The PMC commended the DOJ's discussion of trauma-informed approaches taken through the Comprehensive Review of Policing. The Department of Justice provided tangible examples of work to:

- create trauma-informed spaces;
- co-create with communities; and
- create safer spaces for people to engage and for those working on the frontlines.

The presentation made it clear that significant work has already been undertaken. As time goes on, the outcome of this work will be clearer. The PMC acknowledged the extreme challenge of regaining public trust in policing and felt that the Department has demonstrated a thorough understanding of the work to be done.

Following the presentation, the PMC discussed the extent of engagement with the affected communities, specifically Cumberland, Colchester, and East Hants Counties. In follow up, the Department of Justice provided detailed information on their engagement with justice system partners and community in these areas.

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.15 – Air Support

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

Presentation Summary: On September 9, 2025, the PMC heard from the RCMP regarding the progress that has been made under two themes. During the first half of the RCMP’s presentation, the PMC heard about progress that has been made under the theme of Policing Reform, sub-theme Interoperability and Critical Incident Response. The RCMP discussed concrete actions taken to implement P.15.

The RCMP shared details on the following actions and initiatives they have taken, or are currently underway, in response to the Mass Casualty Commission (MCC) Recommendation:

- Completed an internal evaluation of Air Services program in 2024;
- Launch an Air Fleet Renewal and Modernization Plan;
- Develop a Lifecycle Management Plan and National Relief Strategy;
- Establish a National Human Resources Plan;
- Enhanced protocols and call-out procedures for the integration of Air Services with critical incident/major event command structure;
- Engagement with Transport Canada and other partners on mutual support;
- Established a Temporary Air Services Governance Team to oversee modernization efforts and strengthen accountability; and
- Improvements to Nova Scotia specific RCMP work, informed by 2020 mass casualty findings.

The RCMP also discussed its engagement, coordination and collaboration efforts with various inter-agency and federal/provincial/territorial partners to support their work. Next steps were identified in their actions to continue to implement these MCC Recommendations.

Discussion Summary: The PMC is pleased with the significant work that has been done by the RCMP on MCC Recommendation P.15 - Air Support. PMC Members recognized the changes in technology and active resourcing that will support long-term operational air support availability. PMC Members also appreciated the RCMP's transparency in noting that they still have work to do and communicated concrete action plans to continue to implement this MCC Recommendation.

THEME: Policing Reform

SUB-THEME: Serious Incident Response Team

Presenters: Royal Canadian Mounted Police (RCMP)

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
POLICING REFORM	Serious Incident Response Team	P.29 – Knowing what to do when serious incident response team jurisdiction arises P.31 – RCMP liaison with the serious incident response team

Rating: The PMC rated the overall progress of initiatives and actions by the RCMP under the sub-theme of Serious Incident Response Team as **largely complete**.

Presentation Summary: On December 2, 2025, the PMC heard from the RCMP regarding the progress that has been made under the theme of Policing Reform and sub-theme Serious Incident Response Team. The RCMP discussed concrete actions taken that respond to Mass Casualty Commission (MCC) Recommendations P.29 and P.31:

- Updated and clarified relevant sections of the Operational Manual using a role-based approach to provide a clear guidance on regular members’ roles and responsibilities following a serious incident;
- Reinforced that the RCMP’s role in external investigations is limited – support and comply without influencing or biasing the outcome;
- Clarified requirement for a Liaison Officer that serves as the conduit between the RCMP and external investigative body (i.e. Serious Incident Response Team or SiRT); and,
- Updated agreement between the Nova Scotia RCMP and Nova Scotia SiRT.

The RCMP discussed its engagement, coordination and collaboration efforts, which included consultations with the National Police Federation, as well as the Nova Scotia RCMP engagement with the SiRT. The RCMP discussed next steps, such as ongoing engagement with the SiRT to provide training related to the new agreement to Nova Scotia RCMP staff, as well and publishing the updated policy to the RCMP’s Operational Manual.

Discussion Summary: The PMC is pleased with the progress the RCMP has made to date on MCC Recommendations P.29 and P.31. The Committee recognized that the agreements in process between Nova Scotia RCMP and the SiRT address the gaps that were identified in the MCC Final Report and will streamline communication processes during investigations. The PMC recognizes that extending similar agreements to provinces and territories under the jurisdiction of other police forces is beyond the RCMP’s mandate. However, they are encouraged by the RCMP’s active participation in information-sharing at federal-provincial-territorial (FPT) forums to share best practices.

THEME: Policing Reform

SUB-THEME: Improving RCMP Governance, Broader Policing Reform

Presenters: Royal Canadian Mounted Police (RCMP)

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
POLICING REFORM	Improving RCMP Governance & Broader Policing Reform	P.37 – Taking Responsibility P.42 – Internal Investigation of Public Complaints P.58 – Conflict Resolution Skills

Rating: The PMC rated the overall progress of initiatives and actions by the Royal Canadian Mounted Police (RCMP) under the theme of Policing Reform, sub-themes Improving RCMP Governance and Broader Policing Reform as **solidly initiated**.

Presentation Summary: On March 3, 2026, the PMC heard from the RCMP regarding the progress that has been made under the theme of Policing Reform, sub-themes of Improving RCMP Governance and Broader Policing Reform.

The RCMP shared key actions underway or completed to advance P.37, P.42 and P.58. These actions include:

- Updated hiring and promotional process for Commissioned Officers to include accountability as an assessment factor;
- Integrated the RCMP’s renewed Core Values into processes, policies, and programs;
- Reviewed the Resolving Conflict Effectively training;
- Actively reviewing the Civility and Respect Workshop, and the Informal Conflict Management Program (ICMP) modules within leadership programs;
- Working on incorporating conflict resolution training and demonstrated conflict resolution skills as a requirement in the promotion process;
- Launched the Conflict-Competent Leadership for Community Policing Program;
- Participated in the province of Nova Scotia Conflict Management for Police Leaders Course;
- Enhanced training capacity to investigate public complaints;
- Established the Conduct Authority Branch to strengthen the conduct measures process of members; and,
- Modernized guidance on conduct measures.

The RCMP discussed its ongoing engagement, collaboration, and coordination efforts to strengthen workplace culture, enhance training, and improve public accountability. This includes continued work with employee advisory groups, bargaining agents, and the Management Advisory Board to advance the renewed Core Values, alongside education initiatives that promote member safety, transparent communication and leadership accountability.

The RCMP also highlighted its collaboration with academic experts, civil society, and policing partners across Canada through multiagency exercises and training programs that support a whole-of-policing approach to conflict management and critical incident response. Additional coordination is taking place through partnerships with the Canadian Police College and provincial police services to advance learning and promote information sharing across jurisdictions.

The RCMP further emphasized its work with the Civilian Review and Complaints Commission (CRCC) and Public Safety Canada to strengthen oversight mechanisms, improve public complaint processes, and support legislative changes such as the establishment of the new Public Complaints and Review Commission (PCRC). The PCRC, which received Royal Assent in October 2024, will replace the CRCC, as a new, enhanced independent review body. Collectively, these efforts reflect a commitment to fostering open dialogue, strengthening relationships, and enhancing accountability within the broader policing community nationally.

Discussion Summary: PMC Members expressed appreciation for the RCMP's presentation and acknowledged the work undertaken to strengthen collaboration, update policies, expand employee training, and improve public complaint processes. While recognizing clear efforts to engage partners across jurisdictions, PMC Members noted that broader community engagement remains a gap.

The PMC also acknowledged the RCMP's efforts to incorporate trauma-informed practices, while emphasizing that cultural change, public trust, and clearer communication with communities continue to present significant challenges. Overall, PMC Members valued the progress made to date, however highlighted the ongoing need to ensure that policy changes translate into meaningful, measurable and observable change on the ground and in communities.

THEME: Policing Reform

SUB-THEME: Broader Policing Reform & Interoperability and Critical Incident Response

Presenters: Royal Canadian Mounted Police (RCMP)

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
POLICING REFORM	Broader Policing Reform	P.3 – Consumption of alcohol and recreational drugs

Rating: The PMC rated the overall progress of initiatives and actions by RCMP under the theme of Policing Reform, sub-theme Broader Policing Reform as **on track**.

One PMC Member abstained from final ratings due to personal convictions stemming from their lived experiences as a family member who lost loved ones during the events of April 18 & 19, 2020.

Presentation Summary: On June 2, 2026, the PMC heard from RCMP regarding the progress that has been made under the theme of Policing Reform. Under the sub-theme of Broader Policing Reform, RCMP shared key actions that are linked to the Mass Casualty Commission (MCC) Recommendation P.3 – Consumption of alcohol and recreational drugs, including:

- Amended its Substance Use Policy, effective January 10, 2024, to reaffirm the responsibilities of employees and supervisors regarding impairment by drugs, alcohol, or other substances when on duty; and,
- Updated Critical Incident Command training with further attention on the need for responders to be fit for duty.

The RCMP indicated that their next steps are focused on reinforcing the fit for duty standard across the organization by maintaining clarity and ensuring consistent application. This includes updating guidance as science or legislation evolves and communicating expectations through focused training and policy updates.

Discussion Summary: PMC Members acknowledged that progress has been made on this MCC Recommendation through amendments to the RCMP Code of Conduct; however, they noted that the current policy approach differs from the MCC’s Recommendation of a zero-tolerance model. The RCMP explained the challenge of implementing zero-tolerance models in smaller communities with a limited number of members. PMC Members discussed how this approach raises the importance of ensuring effective backup plans are in place for emergency situations. Those who take command must be fit for duty.

PMC Members emphasized the need to further consider the cultural and systemic factors that contribute to mental health and addiction issues for RCMP members. PMC Members also raised concerns about RCMP members’ ability to self assess impairment and the effectiveness of peer-to-peer support in this context. They highlighted the need for deeper examination of the relationship between substance use and the trauma experienced in the workplace, noting that individuals may have limited awareness of how impairment affects their performance or behaviour at work.

PMC Members stressed that greater capacity must be built outside the Code of Conduct to support officers in feeling confident and able to speak up when they observe impairment in colleagues or supervisors.

THEME	SUB-THEME	RELATED MCC RECOMMENDATIONS
POLICING REFORM	Interoperability and Critical Incident Response	P.2 – Emergency operational plans P.14 – Effective use of police radios

Rating: The PMC rated the overall progress of initiatives and actions by RCMP under the theme of Policing Reform, sub-theme Interoperability and Critical Incident Response, as **largely on track, with P.14 initiated.**

Presentation Summary: On June 2, 2026, the PMC heard from RCMP regarding the progress that has been made under the theme of Policing Reform. Under the sub-theme of Interoperability and Critical Incident Response, the RCMP shared key actions and initiatives, completed or underway, that are linked to the MCC Recommendations P.2 Emergency Operational Plans and P.14 Effective Use of Police Radios, including:

- Secured additional funding to strengthen the national emergency management function, including additional capacity for planning, coordination, exercises, and communication;
- Reinforcing emergency management training;
- Strengthening business continuity planning as an enabler to Emergency Operational Plans;
- Conducting emergency management exercises;
- Increasing the capacity to centrally develop, conduct, and evaluate exercise across Canada, as well as to align with federal emergency management frameworks;
- Improving Emergency Operational Plan awareness;
- Completed an environmental scan of radio systems and training across the RCMP;
- Completed a national radio training needs analysis;

- Drafted a radio communications policy that outlines general and critical incident radio communications procedures;
- Incorporating radio usage into scenario-based training in the Immediate Action Rapid Deployment, Initial Critical Incident Response, and Annual Firearms Qualification training; and,
- Developing a national online radio training course prototype.

The RCMP outlined its ongoing engagement, coordination, and collaboration efforts, including participation in interagency exercises at both national and international levels with federal, provincial, and territorial partners. It also leads an RCMP Radio Communications Working Group composed of subject matter experts. In addition, the RCMP provides federal leadership across provinces and territories by taking part in exercises focused on preparing for threats to critical infrastructure, wildfire response, and the rollout of new national training for RCMP members supporting divisions across the country.

The RCMP also outlined their next steps, including:

- Staffing newly created positions;
- Continuously reviewing training principles and policies;
- Establishing a more structured national governance and coordination model for Emergency Operational Plan governance;
- Formalize mechanisms for sharing best practices related to Emergency Operational Plans; and,
- Develop a centralized electronic portal that will streamline access to all plans, enable real time updates, and simplify reporting and documentation processes across divisions.

Discussion Summary: PMC Members expressed satisfaction with the progress made on P.2 – Emergency Operational Plans, noting that the work is moving in the right direction. They also acknowledged that significant effort is still required to transition from a conceptual plan to one that is fully tested and proven operationally. PMC Members highlighted the value of collaboration with partner organizations and emphasized that emergency responders must have strong familiarity with the communities they serve, as local knowledge is critical during crisis situations.

At the same time, PMC Members raised concerns about the limited progress on P.14 - Effective Use of Police Radios. They noted a disconnect between the current work and the realities of rural policing in Nova Scotia. They emphasized that more work needs to be done to address the unique challenges of rural, localized emergency responses. Given the prominence of this issue in the response to the mass casualty, and the time passed since, PMC Members expected that more concrete progress would have been made.

Mandate Overview

Within the 130 Recommendations set out by the Mass Casualty Commission (MCC), Recommendation I.1 called for the establishment of an implementation and mutual accountability body. The Governments of Canada and Nova Scotia responded by establishing the Progress Monitoring Committee (PMC) in 2023. Once established, the [terms of reference](#) were created, which identified its mandate to be two-fold:

- A. Monitor and periodically publicly report on the initiatives that Canada and Nova Scotia are undertaking in response to the MCC Final Report, including a rationale for these initiatives; and,
- B. Liaise and consult, as necessary, with Canada, Nova Scotia and with community members on strategies related to the monitoring of the work undertaken by Canada and Nova Scotia in response to the MCC Final Report.

Committee Members

The PMC successfully operationalized an independent oversight body to support sustained implementation of the MCC's Recommendations. This included:

- Established a governance structure with representation from governments, policing, municipalities, community organizations, and victims' families.
- Appointed leadership and membership and formalized roles and responsibilities.
- A joint secretariat of staff from the Government of Canada and Nova Scotia were tasked with supporting the work of the Committee.

Through these foundational steps, the PMC created a credible and transparent mechanism that ensured ongoing accountability for implementation efforts.

Meetings/Public Reporting

Over the course of the PMC's three-year mandate, the following key milestones were reached:

- Held 12 meetings (eight in various locations in Nova Scotia, four in Ottawa, Ontario)
- Hosted one Gathering and Bundle Ceremony
- Published 19 documents online
- Held seven media briefings

These published documents and media briefings provided evidence-based assessments of progress and supported efforts at transparency and accountability to the public.

Year One

Sep. 2023 - Aug. 2024

Founding Chair
Appointed
(May 31, 2023)

Terms of
Reference
Released
(July 21, 2023)

PMC Members
Appointed
(Sep. 1, 2023)

PMC Inaugural
Meeting
(Sep. 26-27, 2023)

Media
Availability
(Sep. 24, 2023)

Media
Availability
(Dec. 12, 2023)

PMC
Monitoring Plan
Released
(April 12, 2024)

Initial
Six-Month Up-
date Released
(May 1, 2024)

Media
Availability
(May 1, 2024)

New Chair
Appointed
(May 28, 2024)

Year Two

Sep. 2024 - Aug. 2025

New NS
Government
Rep. Appointed
(Sep. 2024)

3 Year
Two Family
Members Join
(Sep. 1, 2024)

Media
Availability
(Sep. 19, 2024)

First Annual
Report
Released
(Nov. 29, 2024)

Media
Availability
(Nov. 29, 2024)

Statement on
5 Years
Released
(April 13, 2025)

Year Three

Sep. 2025 - Aug. 2026

2 Year
Three Family
Members Join
(Sep. 5, 2025)

Second
Annual Report
Released
(Oct. 9, 2025)

Media
Availability
(Oct. 9, 2025)

Statement on
6 Years
Released
(April 12, 2025)

PMC Final
Meeting
(June 1-3, 2026)

PMC Gathering
(June 3, 2026)

Third and Final
Annual Report
Released
(August 31, 2026)

Media
Availability
(August 31, 2026)

Monitoring Plan & Assessments

An early deliverable of the PMC was the development of a structured monitoring framework to track progress across Recommendations. This framework:

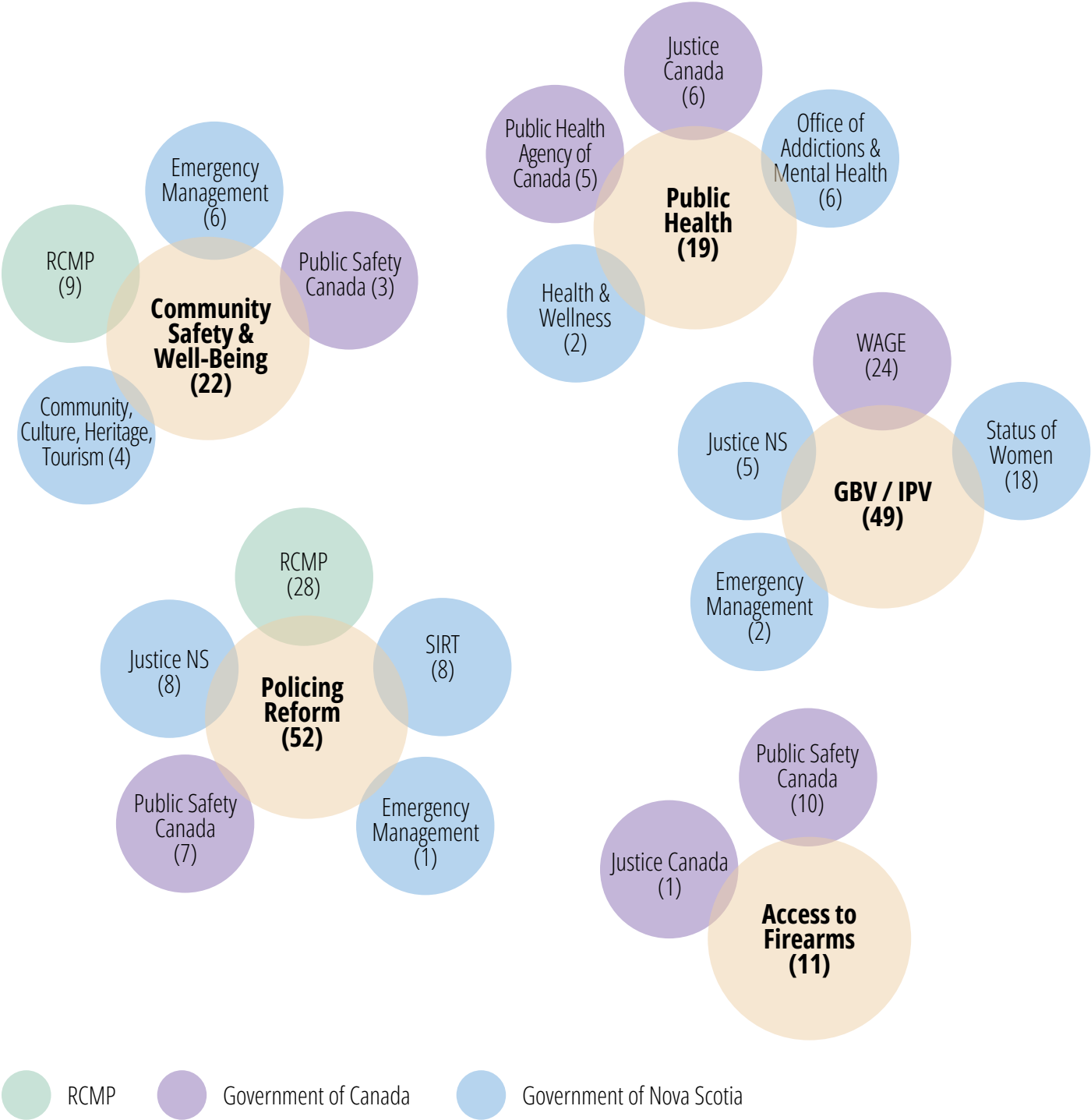
- Organized Recommendations into thematic areas, including community safety and well-being, public health, and gender-based and intimate partner violence, access to firearms and policing reform;
- Established a methodology for assessing and rating progress; and
- Enabled consistent tracking of actions undertaken by federal and provincial governments, as well as the Royal Canadian Mounted Police (RCMP).

Over the course of its mandate, the PMC assessed progress relating to actions and initiatives in response to 90 unique Recommendations. However, many of the MCC Recommendations are complex, involving multiple jurisdictions and are a shared responsibility. As a result, several Recommendations were presented and assessed more than once. These jurisdiction-specific updates contribute to a much larger, broader perspective on the implementation progress of each PMC theme. As a result, the PMC completed 34 assessments and ratings sessions, spanning a total of 153 Recommendations, presented by representatives from Canada, Nova Scotia, and the RCMP across all five themes.

“Measuring progress requires looking beyond completed initiatives to examine whether safety, trust, access to services, and community well-being have improved.”

– PMC Member

The diagrams below summarize the total number of Recommendations assessed by the PMC under each PMC theme. The colour legend illustrates how multiple jurisdictions and departments presented on various Recommendations under each theme, ultimately demonstrating the complexity and coordinated effort required to advance this work collectively.



The thematic approach to the PMC's monitoring plan provided the opportunity for the PMC to assess a vast majority of the MCC's Recommendations across all five themes, within their three-year mandate. The PMC did not dictate which Recommendations the Governments of Canada, Nova Scotia and the RCMP presented, which allowed government departments and agencies the flexibility to focus on areas which had the most meaningful progress to report. Although not all MCC Recommendations were presented to the PMC formally for assessment, Canada, Nova Scotia, and the RCMP provided written updates each PMC meeting outlining work on all themes and Recommendations within their area of responsibility. In total, 40 MCC Recommendations were not formally assessed by the PMC throughout its mandate.

When reflecting on whether the PMC met its own mandate, as laid out by Recommendation I.1 for its creation, it is appropriate that the PMC turns its own lens inward, just as the PMC has been evaluating the work of both Governments and the RCMP over the past three years. For further information on the PMC's self-reflection, see page 57.

"I believe the PMC fulfilled aspects of its mandate by establishing a process to monitor and publicly report on the implementation of the Mass Casualty Commission recommendations; created greater transparency; maintained public attention on implementation efforts; and, brought together diverse perspectives."

– PMC Member

Closing and Transitions

The Gathering – a recognition event for PMC Members

A Gathering event was organized in Halifax immediately following the final Progress Monitoring Committee (PMC) Meeting in June 2026. It was an opportunity to: recognize the dedication of all PMC Members; hear from the Governments of Canada, Nova Scotia, and the Royal Canadian Mounted Police (RCMP) about how work on the Mass Casualty Commission (MCC) Recommendations will continue; and bring a sense of meaningful conclusion to the PMC's part in this important work.

The Gathering began with a Recognition Dinner on the evening on June 2, 2026. The Chair, past and present PMC Members of the Committee and the PMC Secretariat were received at Government House by Their Honours, the Honourable Mike Savage, Lieutenant Governor of Nova Scotia, and Her Honour Darlene Savage. His Honour thanked the Members of the Committee for their contributions to Nova Scotia and Canada.

The following morning, the Gathering continued with a half-day event. As the creation and operation of the PMC was a novel effort, and as part of the mandate conclusion, PMC Members took the opportunity to reflect upon their work by participating in a facilitated discussion focused on the PMC's successes, challenges, lessons learned and recommendations for the future. There was great discussion in the room and PMC Members were given the opportunity to provide written feedback in the weeks following the event. Below you will find a summary of key reflections that emerged from these discussions.

"My hope is that the work of the PMC is viewed not as the conclusion of this journey, but as one important step in a much longer commitment to accountability, prevention, healing, and building systems that truly promote safety, dignity, and justice for all communities."

– PMC Member

Key Reflections

PMC Members reflected that meaningful progress was achieved in several concrete areas, including emergency alerting systems, RCMP operational changes, emergency preparedness, inter-agency collaboration, and increased public accountability for implementing the MCC's Recommendations. Nova Scotia and the RCMP were widely viewed as having demonstrated the most visible and coordinated progress due to strong engagement across their organization, government departments, agencies, and community organizations. It was noted that in some instances, federal progress was harder to assess due to their main responsibilities to legislation and funding.

PMC Members also emphasized that progress was far more difficult to assess in areas involving systemic, cultural, and societal change. Issues such as gender based violence, violence prevention, institutional trust, trauma informed practice, misogyny, extremism, and broader social inequities require long term, sustained efforts that extend well beyond a three year monitoring mandate. While implementation activities could be tracked in these areas, PMC Members discussed that their real world impact on families and communities remained difficult to measure, particularly when reported progress did not align with observed realities on the ground.

A recurring reflection was the challenge of assessing progress when there was a disconnect between implementation and outcomes. Presenters could demonstrate advancements in policies, programs, and frameworks, however PMC Members frequently questioned whether these changes had translated into improved safety, increased trust in public institutions, or better experiences for community members. Ultimately, PMC Members stressed that community realities, and the lived experiences of families and affected communities, remain the central measure of whether meaningful change has occurred.

Lessons Learned and Recommendations for Future Efforts

Several important lessons emerged from the PMC's work. The first is that accountability should not end with the publication of Recommendations following a public inquiry. Holding governments accountable to implement Recommendations through an independent oversight body allows for sustained monitoring, public reporting, and a collaborative, whole-of-society approach to maintaining momentum and making certain that long-term changes are realized.

While the PMC organized its work around thematic areas for monitoring and assessment, some PMC Members found that measuring progress through broad themes was challenging. Recommendations grouped within a single theme often varied significantly in complexity, timelines, and implementation status, making it difficult to assess progress consistently. PMC Members suggested that any future monitoring body should consider adopting a more flexible and nuanced evaluation framework, one that distinguishes between implementation activities, measurable outcomes, and longer term systemic impact. Although the PMC

adjusted its rating scale in Year Two to better capture emerging nuances, PMC Members emphasized the importance of maintaining flexibility in how progress and performance are assessed.

The importance of integrating individuals with lived experience as representatives of PMC was another important key element and recommendation for future efforts. Family members, community representatives, survivors, and subject matter experts contributed insights that could not be captured through government reporting alone. Their participation strengthened accountability, grounded discussions in human experience, and challenged assumptions about what constituted meaningful progress. PMC Members emphasized that future accountability processes should expand opportunities for these voices to shape assessment and reporting.

“Personally, this work required courage, vulnerability, and reflection. It required me to sit with pain, anger, grief, complexity, uncertainty, and the emotional realities of hearing families’ experiences while continuing to believe that systems can change. It also required me to hold hope alongside accountability, to remain committed to meaningful change while acknowledging how much work remains.”

– PMC Member

Transparency and communication were identified as key areas for improvement-both in the PMC’s public reporting and in the information provided by the Governments of Canada and Nova Scotia, as well as the RCMP. Although the PMC released public reports throughout its three year mandate, many PMC Members felt that greater public awareness, more detailed reporting, and clearer communication about successes, limitations, and unresolved issues would have strengthened public understanding and trust in the PMC’s work.

PMC Members also emphasized that transparency from the Governments of Canada and Nova Scotia, and the RCMP, regarding challenges or incomplete progress on certain Recommendations is just as important as reporting achievements. Openly communicating when Recommendations will not be implemented - and explaining why - enhances institutional trust and credibility.

Looking ahead, PMC Members suggested that future oversight bodies may wish to adopt more robust reporting practices that reflect the intricacies of the progress presented to the PMC. Strengthening both reporting and public engagement would help build greater trust, awareness, and confidence in the oversight process.

Finally, PMC Members noted that meaningful change takes time. Policy and procedural changes can often be implemented relatively quickly, but cultural transformation, relationship-building, institutional trust, and violence prevention require sustained effort over many years. Future oversight bodies should be designed with longer mandates and evaluation approaches that recognize the realities of long-term change.

Hope for the Future

While PMC Members acknowledged the challenges and noted several improvements for future processes, they remained optimistic about the foundation built over the past three years and saw the PMC as a meaningful innovation. As Canada's first committee dedicated to monitoring the implementation of a public inquiry, it established a structure for sustained accountability and helped ensure that Recommendations did not fade from public attention once the MCC concluded. PMC Members agreed that the PMC demonstrated the importance of independent oversight, public accountability, and community informed monitoring. Many also hoped that future public inquiries in Canada would lead to similar mechanisms to keep Recommendations at the forefront after formal inquiries end.

"The PMC's lasting legacy should be the recognition that public accountability requires shared responsibility. Families, survivors, communities, government, and institutions all have a role in sustaining this work. The goal should not simply be to complete recommendations, but to continue the deeper work of creating safer, more responsive, and more equitable systems."

– PMC Member

PMC Members hope that governments, the RCMP, and partner organizations will continue to publicly report on progress and maintain momentum beyond the PMC's mandate. Continued transparency, leadership, accountability, and engagement with families and communities were viewed as essential to sustaining trust and ensuring that unfinished work continues.

There was also a shared hope that future efforts will place greater emphasis on prevention, early intervention, trauma-informed approaches, and addressing the root causes of violence and systemic harm. PMC Members emphasized the importance of creating safer, more equitable, and more responsive systems for future generations.

Above all, PMC Members expressed hope that the legacy of the PMC will be a stronger culture of accountability—one grounded in transparency, collaboration, lived experience, and a commitment to continuous improvement. The work was widely viewed not as an endpoint, but rather as part of a longer journey toward safer communities, stronger institutions, and greater public trust.

"The Government of Nova Scotia, the Government of Canada, and the RCMP should continue to publicly report on their progress regarding the Mass Casualty Commission recommendations. Ongoing reporting should include not only accomplishments, but also challenges, barriers, areas where progress has stalled, and where further work is required. Transparency must extend beyond the PMC mandate to maintain public trust and demonstrate ongoing accountability."

– PMC Member

Bundle Ceremony Transition

To close both the Gathering event and the PMC's mandate, Elder Ann Labillois, Cathy Martin, and Tuma Young, Knowledge Keeper and PMC Member, led the PMC Members through a sacred Bundle Ceremony. The Bundle Ceremony is a gesture of continuity and passing of responsibility for ongoing transparency and public accountability on the implementation of the MCC Recommendations.

Four sacred bundles were created, a deeply symbolic and spiritual collection of items that had been carefully chosen, wrapped, and protected by PMC Members. These bundles contain traditional medicines chosen for their spiritual significance, including tobacco, sage,

sweetgrass and cedar, as well as a list of names of those who were lost in the mass casualty on April 18-19, 2020, and a link to the Recommendations from the [*Turning the Tide Together: The Final Report of the Mass Casualty Commission \(MCC Final Report\)*](#). Each PMC Member and Secretariat staff was invited to add a personal item of significance to each of the four bundles. Each bundle was wrapped and received by a recipient, representing the conclusion of the PMC's work, and the ongoing commitment of those receiving the bundles, to continue the work.

Three of the four sacred bundles were entrusted to the Governments of Canada and Nova Scotia and the RCMP: Deputy Premier the Honourable Barbara Adams and provincial Attorney General and Minister of Justice the Honourable Scott Armstrong accepted a bundle on behalf of the Government of Nova Scotia; federal Minister of Justice and Attorney General the Honourable Sean Fraser accepted a bundle on behalf of the Government of Canada; and RCMP Commissioner Mike Duheme accepted a bundle on behalf of the RCMP. The PMC asked that the recipients accept responsibility for the bundle, take on the responsibility and accountability for the continuation of the work, and let it be both a reminder of the past, and also an opportunity to look ahead together with the work still to be done.

The fourth bundle was accepted by PMC Member Mayor Christine Blair, on behalf of the families and affected communities, to take back to Colchester, Cumberland, and East Hants Counties. This bundle does not represent responsibility in the same manner as the other three bundles do. It honours those lost in the mass casualty and is a reminder to the broader community that everyone has an obligation to support change and help with implementation of the MCC's Recommendations. This bundle is intended to acknowledge the vital role that family members and community have always played in holding governments and the RCMP to account.

The transition of responsibility and accountability was important for all participants. The work of the PMC over the past three years has been challenging and rewarding, difficult and emotional, complex and interjurisdictional. The collective hope of the PMC Members is that the work continues. For those we have lost, and those we continue to lose because of the events on April 18-19, 2020, we have undertaken this work so that they will never be forgotten and that we can make Canada, and Canadian communities safer.

"We concluded our time together by taking a moment to recognize and celebrate what had been accomplished. Not only the tangible achievements that could be measured through reports, ratings, and demonstrated progress, but also the less visible accomplishments, the relationships built, perspectives shared, understanding gained, and momentum created for future change."

– PMC Member

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 (Canada)
DEM	Department of Emergency Management (Nova Scotia)
DHW	Department of Health and Wellness (Nova Scotia)
DOJ	Department of Justice (Nova Scotia and Canada)
FPT	Federal, Provincial and Territorial (often in relation to collaborative meetings or forums of Ministers or senior officials from Federal, Provincial and Territorial governments)
GBV	Gender-Based Violence
IPV	Intimate Partner Violence
MAB	Management Advisory Board (RCMP)
MCC	Mass Casualty Commission
MCC Final Report	<i>Turning the Tide Together:</i> The Final Report of the Mass Casualty Commission
OAMH	Office of Addictions and Mental Health (Nova Scotia)
PHAC	Public Health Agency of Canada
PMC	Progress Monitoring Committee
PCRC	Public Complaints and Review Commission (Canada)
PS	Public Safety Canada
PT	Provinces and Territories
RCMP	Royal Canadian Mounted Police

Resources

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 \(2023-24\)](#)
- [Progress Monitoring Committee – Second Annual Report \(2024-25\)](#)
- 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 Actions in Response to the Mass Casualty Commission](#)
- [The RCMP Progress Hub](#)

Appendix A: Trauma-Informed Approaches

As highlighted throughout this report, trauma-informed approaches became an increasingly important consideration for PMC Members, both in their assessment of presentations and government progress, and in the Committee's own operations. Recognizing the significance of these approaches, the following information provides a high-level overview of key trauma-informed principles and considerations that informed the Committee's work.

The PMC extends its appreciation to PMC Member Kristina Fifield for her leadership in advancing these discussions, supporting awareness and understanding of trauma-informed approaches, and helping to integrate these practices into the Committee's work. Her contributions played an important role in ensuring that trauma-informed principles remained a meaningful and ongoing consideration throughout the PMC's mandate.

Details

Trauma and violence-informed approaches recognize that experiences of violence, trauma, and adversity are shaped by and can be compounded by relationships, social conditions, systems, and unequal distributions of power. They recognize the impacts of trauma and violence on health, well-being, relationships, behaviours, income, and people's ability to access and engage with services.

Trauma and violence-informed approaches are relational approaches. Safety and healing are supported through respectful, trusting, transparent relationships and through embodying non-coercion. Our language, attitudes, policies, processes, and use of power can strengthen dignity, safety, and control or unintentionally recreate experiences of powerlessness, coercion, or harm.

These approaches centre choice, autonomy, and self-determination. People are supported to make meaningful decisions about their care, services, and next steps wherever possible, with the information, time, support, and freedom needed to make choices without pressure or coercion. People are recognized as experts in their own lives, experiences, needs, strengths, and goals.

Trauma and violence-informed practice also recognizes and actively examines power. Service providers and systems hold power through their roles, knowledge, resources, policies, and decision-making authority. This calls for greater transparency, collaboration, and shared power, moving from doing things to or for people toward working alongside them through collaboration while maintaining clear and respectful boundaries.

Responses to trauma and violence are understood as meaningful adaptations to experiences of harm rather than behaviours to be judged or pathologized. Responses such as withdrawal, anger, avoidance, heightened vigilance, difficulty trusting, or dissociation may reflect attempts to survive overwhelming experiences.

Trauma and violence-informed practice asks us to consider not only what people have experienced, but how our relationships, services, and systems can either support safety, healing, and agency or reproduce harm. It calls us to co-create environments where people are heard, believed, respected, and treated with dignity; where power is shared, choice is meaningful, and people are supported to define their own safety, healing, and well-being. At its heart, this means co-creating spaces where people are not simply receiving care, but are valued as active participants in shaping the relationships, services, and conditions that support their healing, agency, and sense of safety.

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

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

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

DATE	THEME/SUB-THEME	PRESENTER	RATING
RATINGS INCLUDED IN THE 2025-26 ANNUAL REPORT			
September 8, 2025	Policing Reform / Provincial Policing	Department of Justice (Government of Nova Scotia)	On track
September 8, 2025	Community Safety and Well-Being / Community Well-Being	Public Safety Canada (Government of Canada)	Solidly initiated
September 9, 2025	Community Safety and Well-Being / Community Well-Being	Royal Canadian Mounted Police	Solidly on track
September 9, 2025	Policing Reform / Interoperability and Critical Incident Response	Royal Canadian Mounted Police	Solidly on track
December 1, 2025	Community Safety and Well-Being / Community Well-Being	Department of Communities, Culture, Tourism and Heritage (Government of Nova Scotia)	On track, with one item initiated (C.14)
December 1, 2025	Community Safety and Well-Being / Emergency Management Readiness	Public Safety Canada (Government of Canada)	Initiated, with several outstanding questions
December 2, 2025	Community Safety and Well-Being / Community Well-Being	Royal Canadian Mounted Police	Complete
December 2, 2025	Community Safety and Well-Being / Emergency Management Readiness	Royal Canadian Mounted Police	On track
December 2, 2025	Policing Reform / Serious Incident Response	Royal Canadian Mounted Police	Largely complete

DATE	THEME/SUB-THEME	PRESENTER	RATING
March 2, 2026	Access to Firearms	Public Safety Canada <i>(Government of Canada)</i>	Solidly on track
March 2, 2026	Gender-Based Violence and Intimate Partner Violence / Gender-Based Violence Response	Department of Justice <i>(Government of Nova Scotia)</i>	Solidly initiated
March 3, 2026	Policing Reform / Improving RCMP Governance & Broader Policing Reform	Royal Canadian Mounted Police	Solidly initiated
June 1, 2026	Gender-Based Violence and Intimate Partner Violence / Gender-Based Violence Services and Prevention	Women and Gender Equality Canada <i>(Government of Canada)</i>	Solidly initiated
June 1, 2026	Gender-Based Violence and Intimate Partner Violence / Gender-Based Violence Services and Prevention	Status of Women Office <i>(Government of Nova Scotia)</i>	Largely on track
June 2, 2026	Policing Reform / Interoperability and Critical Incident Response	Royal Canadian Mounted Police	Largely on track, with P.14 initiated
June 2, 2026	Policing Reform / Broader Policing Reform	Royal Canadian Mounted Police	On track

