

The background is a solid blue color. On the right side, there are several curved, overlapping lines in white and light blue, creating a sense of motion or a stylized graphic element.

Progress Monitoring Committee Initial Six-Month Update



We Remember

Tom Bagley

Kristen Beaton and an unborn child

Greg and Jamie Blair

Joy Bond and Peter Bond

Lillian Campbell

Corrie Ellison

Gina Goulet

Dawn and Frank Gulenchyn

Alanna Jenkins and Sean McLeod

Lisa McCully

Heather O'Brien

Jolene Oliver, Aaron Tuck, and Emily Tuck

Constable Heidi Stevenson

E. Joanne Thomas and John Zahl

Joey Webber





Initial Six Month Update

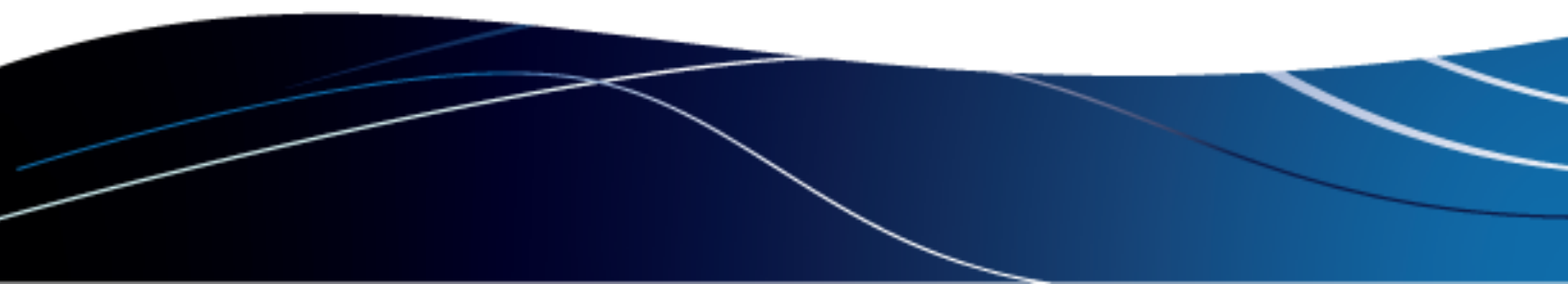
This document summarizes the Progress Monitoring Committee’s work to monitor and periodically report on the initiatives that the Governments of Canada and Nova Scotia are undertaking in response to the Mass Casualty Commission Public Inquiry Final Report *Turning the Tide Together*. It covers the first six months of the Committee’s mandate from its inaugural meeting in September 2023 to March 2024.

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Mental Health and Wellness

Sometimes reading about distressing or emotionally overwhelming tragedies that have occurred can be difficult. As you read this document, please make sure to keep mental health and wellness in mind. If you or someone you know is in need of 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.





Message from the Founding Chair of the Progress Monitoring Committee

The effect of the heartbreaking mass casualty extended outwards from the most impacted communities to all of Nova Scotia, across Canada, into the United States, and beyond. This tragedy eventually led to the establishment of the Progress Monitoring Committee (PMC). This document, the first of the PMC's six-month updates, covers the period from its inaugural meeting in late September 2023 to March 2024.

The PMC is a trailblazer. As the MCC Report observed, Recommendations made by public inquiries are not binding. Often their reports gather dust or their implementation mechanisms, if any, are ineffective or slow. There is no precedent or model for the PMC to follow. What has been created is unique.

Importantly, the PMC includes representatives of the families who lost loved ones in the mass casualty. They and others most impacted had an integral role in advocating for a public inquiry. The representatives are passionate that improvements to community safety and wellbeing must be made. I am deeply grateful for their contributions to the PMC. Other PMC members represent the Governments of Canada and Nova Scotia, and the Royal Canadian Mounted Police (RCMP). While the PMC is monitoring their initiatives, having their voices at the table has been very useful. I also recognize that other PMC members from municipal governments, non-governmental organizations, law enforcement and other sectors bring a wealth of knowledge and expertise that enriches its work. The PMC members have developed excellent and effective working relationships.

In its first six months, the PMC has established the framework for how it will go about its monitoring and reporting responsibilities. These are significant accomplishments towards holding the Governments of Canada and Nova Scotia, and the RCMP accountable and reporting progress to the public.

To date, the initiatives and explanations reported to the PMC have been encouraging. I am proud of the foundational and monitoring work completed in its formative months and expect the PMC will continue to fulfill its responsibilities well.

Sincerely,



Linda Lee Oland



The Progress Monitoring Committee (PMC)

Turning the Tide Together (<https://masscasualtycommission.ca/final-report/>) is the Final Report of the Mass Casualty Commission (MCC Report) which produced 130 Recommendations relating to violence, improved critical incident response, and increased community safety and wellbeing. Recommendation I.1 called on the Governments of Canada and Nova Scotia to establish “an Implementation and Mutual Accountability Body” and suggested a timeline for certain actions.

In response, the Governments of Canada and Nova Scotia established the Progress Monitoring Committee (PMC). Its mandate is to:

- A. Monitor and periodically publicly report on the initiatives that Canada and Nova Scotia are undertaking in response to the MCC 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 Report.

Key Milestones


The PMC was established and began its work quickly. Many of the dates the MCC Report suggested in this regard were met.

Founding Chair Appointed (May 31, 2023)

The federal Minister of Public Safety and the Nova Scotia Attorney General and Minister of Justice [announced the appointment of former Justice Linda Lee Oland as Founding Chair of the PMC](#). The announcement can be found at:

<https://www.canada.ca/en/public-safety-canada/news/2023/05/founding-chair-of-the-mass-casualty-commissions-progress-monitoring-committee-appointed.html>.

During the Founding Chair’s one-year appointment, Ms. Oland was mandated to provide leadership to the PMC, to monitor the implementation of the Commission’s key findings by fostering discussion and relationships with various fora, liaising with provinces and territories, building consensus among partners, and seeking opportunities to support the work of Canada and Nova Scotia to build safer communities.



PMC Terms of Reference Established (July 31, 2023)

The Governments of Canada and Nova Scotia, in consultation with the Founding Chair, established the [PMC's Terms of Reference](#) (Annex A).

In addition to setting out the PMC's mandate and responsibilities, the Terms of Reference outline the PMC's guiding principles of trust and respect, collaboration, consensus, diversity, and trauma-informed and victim-centric approaches.

The Terms of Reference can be found at: <https://www.publicsafety.gc.ca/cnt/cntrng-crm/plcng/trng-th-td-tor-en.aspx>.

Joint Canada-Nova Scotia PMC Secretariat Established (August 2023)

The Governments of Canada and the Province of Nova Scotia created a joint Secretariat to provide coordination and administrative support to the PMC.

PMC Website Developed (August 2023)

As the MCC Report recommended, the PMC launched a website where the public can find news releases, documents and resources, such as summaries of the PMC meetings. The website also contains the PMC's monitoring plan (Annex B) and updates. The website can be found at: <https://novascotia.ca/progress-monitoring-committee>


PMC Membership Appointed (September 1, 2023)

The membership proposal process was led by the Founding Chair of the PMC who contacted families of the victims, communities, municipal governments, policing associations, gender-based violence advocacy and support sectors, Indigenous community organizations, African Canadian community organizations and others mentioned in Recommendation I.1. In accordance with the MCC Report's recommendation, she sought to bring together regional and national perspectives.

The Governments of Canada and Nova Scotia [appointed 16 members to the PMC](#). The announcement can be found at: <https://www.canada.ca/en/public-safety-canada/news/2023/09/the-governments-of-canada-and-nova-scotia-announce-appointment-of-members-of-the-progress-monitoring-committee.html>.

PMC Budget Developed

The Governments of Canada and Nova Scotia, in consultation with the Founding Chair, established a budget to facilitate meeting costs, remuneration for the Chair's and



Members' time, as well as travel expenses and administrative costs. It includes website costs and those associated with periodic reporting.

The Work Begins

The PMC held its first meeting on September 26 and 27, 2023. It familiarized itself with the Terms of Reference, started to address its mandate and operational matters, received, and discussed reports submitted to it, and quickly determined the need for continued two-day meetings to do its work properly.

At each of its meetings, in September 2023, December 2023 and March 2024, the PMC received written briefs and presentations from the Governments of Canada and Nova Scotia, and the RCMP, setting out what each was doing to address the Recommendations in the MCC Report. It asked questions and discussed that information. It indicated what it wanted to learn from the briefs, which helped the reporting entities develop an appropriate written format. The PMC has also heard from presenters and experts on a variety of topics related to its work, including community safety, trauma-informed and victim-centred approaches, policing, and grief, bereavement and mental wellness. It undertook a guided tour of RCMP H-Division Headquarters in Dartmouth, Nova Scotia to see changes firsthand.

The PMC decided that, if possible, in each year of its mandate it should meet once in Colchester County where many communities had been impacted by the mass casualty, twice elsewhere in Nova Scotia and, since the Recommendations in the MCC Report are national in their scope, once in Ottawa. All members have attended every meeting, either in person or virtually.

Detailed summaries of previous meetings can be found here:

- [September 2023](https://novascotia.ca/progress-monitoring-committee/docs/pmc-meeting-summary-2023-09-26-en.pdf) (https://novascotia.ca/progress-monitoring-committee/docs/pmc-meeting-summary-2023-09-26-en.pdf)
- [December 2023](https://novascotia.ca/progress-monitoring-committee/docs/pmc-meeting-summary-2023-12-11-en.pdf) (https://novascotia.ca/progress-monitoring-committee/docs/pmc-meeting-summary-2023-12-11-en.pdf)
- [March 2024](https://novascotia.ca/progress-monitoring-committee/docs/pmc-meeting-summary-2024-03-04-en.pdf) (https://novascotia.ca/progress-monitoring-committee/docs/pmc-meeting-summary-2024-03-04-en.pdf)

The PMC quickly realized that the 130 Recommendations in the MCC Report are highly complex and concerned with inter-connecting themes such as gender-based violence,



public health, and community safety and well-being. Some Recommendations have multiple clauses or actions and require responses from across Canadian society. Some Recommendations ask for action from governments at the municipal, provincial, territorial, and federal levels as well as local and national policing organizations. Some Recommendations, such as those dealing with specific police operations, might be completed in the short term. However, others require analysis, consultation and sustained effort over months or years.

Over half of the Recommendations pertain to policing. Addressing these Recommendations requires the input and collaboration of the public safety partners, including the government-police community, working together.

The MCC Report uses the expression “Turning the Tide” to describe a significant change in direction, including by going against an existing current or pattern within society. Going against the current to foster cultural shifts is a complex task that requires many actors working together towards a common objective. These challenges include rethinking the role of the police in a wider ecosystem of public safety and significant changes to address community safety and wellbeing, emphasizing the importance of the social determinants of health and links to community safety.

The PMC determined that, because of the complexity and interconnectedness of the Recommendations, a check-box approach would not be appropriate. Rather, a thematic approach that would support the complexity of the Recommendations is the most appropriate way forward.

The approach the PMC decided upon categorizes the initiatives and actions taken by Canada and Nova Scotia under five main themes: community safety and well-being; public health; gender-based violence and intimate partner violence; access to firearms; and policing reform. Except for the Access to Firearms theme, all of these have sub-themes. All the MCC Report’s Recommendations fall into one or more of the sub-themes. The chart below sets out the main themes and their sub-themes:




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

Canada and Nova Scotia are using these themes and subthemes in their reports to the PMC. Due to the nature of the Recommendations relating to it, the RCMP selected different categories for their report although they still fall within these same themes and subthemes. This means that the format of the RCMP reports varies somewhat from those of the governments.

The thematic approach has broadened the PMC’s understanding of the many Recommendations which have inter-dependencies and how certain initiatives in one area may impact or support initiatives in another. Working with themes rather than focusing on each Recommendation in isolation also provides the PMC with an enhanced picture of where matters stand as the updated reports from Canada, Nova Scotia and the RCMP are submitted at each meeting.

The Governments of Canada and Nova Scotia have been leading a collaborative effort in coordinating actions that respond to the MCC Report’s Recommendations.



Highlighted below are actions that Canada, Nova Scotia and the RCMP have undertaken as they continue to advance the implementation of these Recommendations.

Overview of Progress

Government of Nova Scotia

Nova Scotia is working collaboratively with government, policing and community partners to achieve the Recommendations outlined in *Turning the Tide Together: Final Report of the Mass Casualty Commission*. Many of the Commission's Recommendations are wide-reaching and require a whole-of-government approach to implementation.

Executive leaders from across government met in May 2023 to develop a collaborative and coordinated response to the MCC Report's Recommendations. A group of senior officials meets regularly to oversee progress on implementation, and the work is coordinated by the Executive Council Office.


Nova Scotia has established several cross-departmental working groups to coordinate implementation across themes including community safety and wellbeing, gender-based violence prevention and services, and better information-sharing within government - and with policing and community partners - to increase community safety and wellbeing.

Community Engagement

The Commission called on all levels of Government to think differently about how it engages with, draws on, and nurtures relationships with community, specific groups, and service providers. Nova Scotia is collaborating with a community-based facilitator to connect with individuals, communities and partners to co-design a Community Engagement Framework and Plan to support the province's response to the Recommendations. The framework will support effective and ongoing engagement in Nova Scotia's collective response to the MCC Report.

Community Safety and Well-Being

All implementation activities relating to the Community Safety and Wellbeing theme will impact one or more of thirteen Recommendations:



Community: Recommendations C.1, 4, 5, 14, and 16.

Policing: Recommendations P.10, 12, 18, 21, 22, 53, 65, and 73.

Implementation activities include the following:

The Nova Scotia Emergency Management Office has engaged with all staff at the RCMP Operational Communications Centre and staff at other Public Safety Answering Points to ensure they have access to 911 call recording at their desk and are trained in its use and how to play back calls. All staff receive a training refresh every two years, or after extended leave periods.

Almost 2,000 additional new trunked mobile radios will be provided to volunteer emergency responders by the fall of 2024, improving their ability to communicate as they help Nova Scotians in times of need.

In 2022, the Department of Justice, in partnership with the Office of Addictions and Mental Health (OAMH), launched the Public Safety Personnel Network, a free online program to help first responders/public safety personnel in Nova Scotia maintain and manage their mental health and well-being.

In 2023, a Nova Scotia Firefighter and Ground Search and Rescue Volunteer Assistance Program launched. The Program gives first responders and their families access to a range of health and wellness services, including personal and family counselling, stress management, nutrition support and more.

Public Health

All implementation activities relating to the Public Health theme will impact one or more of ten Recommendations:


Violence: Recommendation V.2.

Community: Recommendations C.6, 9 - 13, and 19 - 20.

Policing: Recommendation P.60.

Implementation activities include the following:

In 2023, the Governments of Canada and Nova Scotia jointly announced a commitment of \$18 million over two years to make mental health and grief supports available based on the needs of the affected communities. Significant investments have been made in community, including:

- 
- Mobile primary healthcare clinics are available three days a week.
 - Twenty-three healthcare staff have been hired, including mental health and addictions staff.
 - A Northern Zone Transportation pilot has received over 1,000 requests for transportation to medical appointments.
 - A referral pathway has been developed between the NS Health Mental Health and Addictions program and Millbrook First Nation and work is underway to provide Applied Suicide Intervention Skills training to Millbrook First Nations Health Centre employees.
 - Funding has increased for eight Community Health Boards in the region.
 - Nova Scotia Health and Chignecto Central Regional Education Centre are working to establish a universal School Food Program. In addition, Nova Scotia Government recently announced a province-wide school food program, beginning with the youngest grades in the 2024/25 school year.


A regional needs assessment to support the design and delivery of grief, bereavement and mental health services has been undertaken.

Nova Scotia Hospice Palliative Care Association was chosen to lead a new Nova Scotia Community Grief and Emotional Wellness Hub. The Hub will work with health partners and community to deliver supports and services, including grief, bereavement and wellness literacy.

OAMH has a mandate to develop universal addictions and mental health care that will impact all Nova Scotians across a range of outcomes.

- People and their families living in rural Nova Scotia will have improved awareness and knowledge of mental wellness, mental health and addictions.
- People and their families living in rural Nova Scotia will have easy, compassionate, and timely access to the right supports and services designed around mental health and well-being.

OAMH has made investments to create a provincial system where trauma is recognized and addressed, and the IWK Health Centre is leading the delivery of trauma-informed care.



Through the Access Wellness service, Nova Scotians now have access to one-on-one supportive counselling to help with general mental health concerns. Under the program, people can book one free session of counselling. The service complements others already in place, including the provincial Peer Support Phone Service and e-mental health programs.

The *Regulated Health Professionals Act* has been introduced to govern self-regulated healthcare professions. It supports smaller regulatory bodies to share resources, improve oversight and update mandates to proactively address misconduct.

Gender-Based Violence and Intimate Partner Violence

All implementation activities relating to the Gender-based and Intimate Partner Violence theme will impact one or more of sixteen Recommendations:

Violence: Recommendations: V.1, 6 - 10, 12 - 16.


Community: Recommendations: C.6, 17 - 18, and 32.

Policing: Recommendation: P.75.

Implementation activities include the following:

Nova Scotia's Office of the Status of Women is partnering with Women and Gender Equality Canada and community-based organizations across Nova Scotia to implement the National Action Plan to end Gender-based Violence (NAP-GBV). Under a bilateral agreement signed in 2024, \$18.3 million will be invested in gender-based violence prevention and services over four years. The NAP-GBV is furthering an approach to gender-based violence (GBV) prevention that is community-led, and removes barriers to under-served populations, as recommended by the MCC Report, and builds on Standing Together, which is Nova Scotia's strategy to end gender-based violence. These two initiatives will support community-based programming through funding prevention, early and crisis interventions. Education and early intervention with men and boys is a specific focus.

Several departments are engaged in the prevention of gender-based violence through awareness, education and other preventative programs and services. Most of this work is undertaken in partnership with community-based organizations with significant local knowledge and relationships. These departments are working to collaborate better with each other to identify how best to implement Recommendations relating to



GBV prevention. A key part of that work will be engaging with community-based organizations that are already leaders in the field of prevention.

In 2023, Nova Scotia funded \$8 million to transition houses and women's centres to support increased operating costs and localized programming. In 2024, transition houses and women's centres received an increase of \$7.1 million in permanent funding. These investments are a step toward stabilizing the women's serving sector and are providing secure staffing levels and equitable salaries.

Nova Scotia's Public Prosecution Service has specialized teams of prosecutors and legal staff dedicated to cases relating to human trafficking and sexual violence. The Government of Nova Scotia has recently provided funding for an additional prosecutor and administrative support for both the Human Trafficking and Sexual Violence prosecutions teams. In addition, the Department of Justice supports Human Trafficking Navigator positions in Victim Services that serve Cape Breton, Pictou Region and Kentville Region.

The Department of Justice is implementing a Family Justice Navigator Program to assist victims of intimate partner violence in navigating the family justice system, including connecting them with support and services in the community.


Nova Scotia's *Parenting and Support Act* incorporates a definition of family violence that encompasses patterns of coercive and controlling behaviour as a factor to be considered in proceedings.

A Domestic Violence Death Review Committee has been established to explore trend analysis and in-depth reviews to better understand the circumstances of deaths due to domestic violence and prevent similar deaths in the future.

Police departments in the Northern and Central health zones have received Crisis Intervention Training for mental health and addiction calls from NS Health's Violence Prevention, Intervention & Response program.

The Department of Justice has developed an online training program to increase understanding of the complexities inherent in domestic and family violence, empower employees to respond better to clients with lived experience, and improve the experience of people who are interacting with the criminal justice system.

In November 2023, the Department of Community Services announced new supportive housing for women and gender-diverse people experiencing homelessness. The



supportive housing will provide 24/7 on-site support, including referrals to mental health and addictions counselling, employment services, skills training and more.

Individuals and families impacted by family violence are eligible for priority access to public housing through the Nova Scotia Provincial Housing Agency (NSPHA). In November 2023, NSPHA launched a new, consistent province-wide priority access application process. Since then, 24 households experiencing family violence received priority access to public housing; 17 applicants were provided housing in under six months.

Policing Reform

All implementation activities relating to the Policing Reform theme will impact one or more of thirty Recommendations:

Community: Recommendations: C.8 and 29.


Policing: Recommendations: P.1, 8, 15 - 17, 19, 27 - 28, 30 - 36, 45, 55 - 56, 61 - 64, 66 - 69, 71, and 74.

Implementation activities include the following:

Nova Scotia has launched a comprehensive review of the policing structure in the province which will make Recommendations for how policing services are delivered. Deloitte has been named as consultant to conduct a comprehensive, technical review of policing. The consultant will work closely with the Policing Review Engagement Advisory Committee to inform the review.

Of the eight Recommendations in the MCC Report that focus on the Serious Incident Response Team (the SiRT), many reflect current protocols at the SiRT. There is an active review underway to formalize the protocols in written policy and to update Memorandums of Understanding between the SiRT and police agencies. The SiRT has identified where regulatory changes are recommended. Consultation with police agencies and New Brunswick has taken place and regulatory changes are being considered.

The SiRT has developed a template which facilitates the exchange of written information between the SiRT and other police agencies engaged in parallel criminal investigations.



The Department of Justice has supported the establishment of an eighteen-member full-time Emergency Response Team in the RCMP and is supporting/ facilitating training courses for policing agencies on interoperability response.

The Department of Justice is supporting Indigenous, African-Nova Scotian and female police cadets by paying Atlantic Police Academy (APA) tuition and fees. This initiative provided funding for eleven seats at the APA in 2023/2024 and additional funding for 2024-25.

Government of Canada

The Government of Canada is committed to providing national leadership to better prevent and respond to critical incidents and mass casualty events and make Canadian communities safer. As such, it has established a robust governance structure to facilitate collaboration and information-sharing amongst federal, provincial, territorial governments and other partners to support the implementation of a whole-of-society approach for responding to the Mass Casualty Commission's (MCC) findings and Recommendations. Public Safety Canada is leading federal coordination, bringing together contributions from key federal partners. Senior officials meet regularly to ensure ongoing federal coordination and continued provincial and territorial engagement.

The Government of Canada is investing \$3.5 million over three years to support the work of the PMC.

Below are actions that the Government of Canada has already undertaken, as well as some of the work it will be undertaking in the months and years ahead that correspond to each of the PMC's identified themes and responds to change called for by the MCC.


Community Safety and Well-Being

All implementation activities relating to the Community Safety and Well-Being theme will impact one or more of fifteen Recommendations:

Community: Recommendations C.1, 3 - 5, 8, 14 - 18 and 27.

Policing: Recommendations P. 45, 53, 55 and 73.

Implementation activities include the following:



Through the Community Safety and Well-Being Strategic Partnership Framework, Public Safety Canada is working with all levels of government to address crime and enhance community safety.

Between January 2020 and October 2022, Public Safety Canada, in collaboration with Alberta Public Safety and Emergency Services developed the Pan-Canadian Strategic Framework on Rural Crime, the first comprehensive federal-provincial-territorial (FPT) strategy to better understand, address, and combat rural crime.


Forty-three (43) initiatives have been identified for inclusion in the Pan-Canadian Strategic Framework on Rural Crime to reflect the diverse nature and regional dynamics of rural crime across Canada. They are centered around the following seven areas of focus: 1) Knowledge Development, 2) Prevention, 3) Drug Interdiction, 4) Addressing Victim Needs, 5) Offender Management, 6) Criminal Process Reform, and 7) Enhanced Enforcement Practices. The Government is investing \$4 million over 5 years and \$800 thousand ongoing to implement and renew federal initiatives under the Pan-Canadian Strategic Framework on Rural Crime. These new initiatives will contribute to knowledge development and respond to growing needs for data and evidence around patterns and trends in rural crime in Canada.

Public Safety Canada is also working with the provinces and territories to advance crime prevention approaches across Canada, including through the Community Safety and Wellbeing Strategic Partnership Framework.

Through the National Crime Prevention Strategy, Public Safety Canada supports a range of community-based crime prevention and community safety initiatives. Through this strategy, the Government of Canada supports communities to support the root causes of crime, with a focus on youth gangs and violence, hate crimes, bullying and cyberbullying. In 2022-2023, the Government supported 200 initiatives in communities across Canada.

Canada has developed the Federal Framework to Reduce Recidivism as a first step in identifying crucial factors that impact why people reoffend and how to support safe and successful reintegration into the community. An implementation plan was released in November 2023, and identifies over 45 actions that will support community reintegration and reduce offending.

Since 2018, the Government of Canada has been working with provincial and territorial partners to consider potential measures to address sustainability and governance gaps in the National Public Alerting System. In June 2023, FPT Ministers Responsible for



Emergency Management reviewed the progress on strengthening the overall use, sustainability and governance of the alerting system and explored alternative funding models in collaboration with provinces and territories. Ministers instructed their respective teams to consider the MCC Recommendations related to public alerting, including its call for an alerting framework.

Public Health

All implementation activities relating to the Public Health theme will impact one or more of seventeen Recommendations:

Violence: Recommendations V.7 - 9, 12 – 16.

Community: Recommendations C.1, 2, 6, 7, 8, 10, 12 and 13.

Policing: Recommendation P. 60.


Implementation activities include the following:

Canada provides federal leadership through the Federal Victims Strategy, which provides victims and survivors of crime a more effective voice in the criminal justice system. The Strategy also supports: the Victims Fund, Family Information Liaison Units, and a new funding program to support Indigenous victims of crime across Canada.

Additionally, Canada's Policy Centre for Victims Issues regularly presents webinars on a variety of topics, such as intimate partner violence and collaborative responses to addressing domestic violence.

Through Budget 2021, Canada provided \$50 million over two years to support projects that addressed Post Traumatic Stress Disorder and trauma in health care workers, front-line and other essential workers affected by the COVID-19 pandemic.

On April 28, 2023, the Governments of Canada and Nova Scotia jointly announced \$18 million over two years to make enhanced mental health, grief and bereavement supports available. This funding is supporting prevention and promotion initiatives that complement the mental health care services delivered by the province. These include community wellness and development initiatives, including activities focused on children and youth; community-level prevention and promotion supports and referrals; and training and capacity-building for trauma and violence-informed practices for health care providers, community organizations and schools.



In January 2024, Canada signed a bilateral agreement with Nova Scotia providing over \$355 million over the next 3 years to improve health care, with 30% of the overall budget directed to mental health and substance use services.

Canada has also launched 9-8-8, a three-digit number which is now available for Canadians, including first responders, to call or text, 24/7 for suicide prevention and emotional distress support. Additionally, Canada is supporting the development of evidence-based community-centred guidance and resources to assist communities in planning and delivering psychosocial services and supports in response to emergencies. The goal is to make these resources available to communities by early 2025.

To complement the actions above, Canada has also shared knowledge with professionals and policy makers aimed at educating and preparing them for the impacts of traumatic events on mental health and wellbeing. In October 2023, the Chief Public Health Officer of Canada published her 2023 Report, *Creating the Conditions for Resilient Communities: A Public Health Approach to Emergencies*.

The report recognizes the profound effect that emergencies – ranging from extreme weather events, to pandemics, to violence – can have on physical and mental health and wellbeing. The report proposes a public health approach to building resilience so that communities can prepare, withstand, and recover from emergencies.

Gender-Based Violence and Intimate Partner Violence

All implementation activities relating to the Gender-Based Violence and Intimate Partner Violence theme will impact one or more of nine Recommendations:


Violence: Recommendations V.7 - 9, 12 -16.

Community: Recommendation C.32.

Implementation activities include the following:

Canada has taken a strong stance against gender-based violence and has put into place several measures to prevent, address and end gender-based violence and intimate partner violence through:

- Bill C-3, introduced in November 2021, enacted provisions to require new judges in provincial superior courts to participate in training on matters related to




sexual assault law and social context following their appointment. This Bill received Royal assent on December 17, 2021.

- Bill C-233, introduced in February 2022, makes amendments to some bail provisions of the *Criminal Code* to require the court to consider imposing electronic monitoring as a condition of bail release in cases where the accused is charged with an offence involving the use, threat or attempt of violence against their intimate partner. This Bill received Royal assent on April 27, 2023.
- Bill C-332, introduced in May 2023, seeks to strengthen Canada's legislative framework addressing intimate partner violence by proposing reforms that would protect victims of coercive control in intimate relationships.

Budget 2021 provided \$113 million over 5 years for initiatives that assist victims and survivors of gender-based violence in the criminal justice system, including access to free independent legal advice and representation for survivors of sexual assault and intimate partner violence, including legal advice for victims involved in the criminal and family justice systems.

In 2017, Canada launched *It's Time: Canada's Strategy to Prevent and Address Gender-Based Violence* (Federal Gender-Based Violence Strategy), which is supported by investments of over \$800 million for seven federal departments. Women and Gender Equality's work under the Strategy aligns with the Commission's Recommendations, and includes:

- A gender-based violence youth awareness campaign, *It's Not Just*, which addresses key Recommendations to foster cultural shifts that challenge the normalization of gender-based violence;
- The creation and enhancement of a gender-based violence program, supported by a \$105 million investment, which includes funding for initiatives to engage men and boys and addresses the Commission's Recommendations regarding the promotion and support of healthy masculinity. Specifically, this includes 22 projects that engage men and boys as allies to address gender-based violence through Promising Practices and Community-based Research; and,
- \$55 million to bolster the capacity of Indigenous women's and 2SLGBTQI+ organizations to provide gender-based violence prevention programming aimed at addressing the root causes of violence. This addresses the Commission's Recommendations focused on women-centred strategies and actions and



putting women's safety first. Over 100 First Nations, Métis, and Inuit organizations across all 13 jurisdictions are receiving funding.

Building on the foundation laid by the Federal Gender-Based Violence Strategy, FPT Ministers Responsible for the Status of Women launched the National Action Plan to End Gender-Based Violence in November 2022. This 10-year National Action Plan is a strategic framework for action, within and across jurisdictions, to support victims, survivors and their families, no matter where they live. Budget 2022 provided \$539.3 million over 5 years, to support provinces and territories in their efforts to implement the National Action Plan to End Gender-Based Violence and signed bilateral agreements are now in place with all provinces and territories. The Federal Gender-Based Violence Strategy is the federal contribution to the National Action Plan.

As part of the implementation of the plan, FPT governments are working together to monitor progress against an Expected Results Framework. An annual national report will be made publicly available to show progress, starting in fall 2024.

The Government of Canada is also working to address ending violence against Indigenous women, girls and 2SLGBTQI+ people. On June 3, 2021, the Government of Canada, alongside Indigenous partners and organizations, families, survivors, and provinces and territories, launched the Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ National Action Plan and the Federal Pathway to Address Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People. They both aim to end violence against Indigenous women, girls, and Two-Spirit+ people. Progress reports on the Federal Pathway are published annually in June.

The Public Health Agency of Canada is also supporting initiatives designed to prevent family violence and gender-based violence by funding projects that reach individuals, families and communities and help equip healthcare and social service providers to recognize and respond safely to family and gender-based violence.

Additionally, since 2019, Public Safety Canada has led the National Strategy to Combat Human Trafficking which takes a comprehensive whole-of-government approach to address the crime and is supported by an investment of \$57.22 million over 5 years and \$10.28 million ongoing.



Firearms

All implementation activities relating to the Firearms themes will impact one or more of four Recommendations:


Community: Recommendations C.21, 22, 24 and 25.

Implementation activities include the following:

The Government of Canada remains steadfast in its commitment to address gun violence and to ensure safer communities for all. Canada has taken a comprehensive approach to keep communities safe from gun crime. This includes securing our borders, strengthening the legal framework, freezing access to handguns, and investing in strong prevention strategies, notably the Building Safer Communities Fund, which aims to stop gun crime before it starts.

Former Bill C-21, *An Act to amend certain Acts and to make certain consequential amendments (firearms)*, received Royal Assent on December 15, 2023, ushering in some of the most significant gun control measures Canada has seen in decades. This legislation will prevent new assault style firearms designed and manufactured on or after Royal Assent from entering the Canadian market and codifies the national freeze on handguns. With respect to enforcement and the border, the new legislation increases maximum penalties for weapons smuggling and trafficking and creates new authorities to enhance law enforcement trafficking investigations. The Bill also introduced a suite of new harm reduction measures, including an emergency prohibition order (red and yellow flag laws), enhanced licence revocation authorities, and strengthened eligibility requirements, with a particular focus on reducing risks associated with firearms in situations of gender-based violence, including intimate partner and family violence. It further introduced a licence suspension regime (yellow flag law) to further help prevent firearms misuse and harm. While some of these measures are currently in force, others will come into force at a later date to ensure operational readiness and to allow for consultations and the development of regulations.

To date, the Government of Canada has invested over \$1.3 billion to combat gun crime since 2016. This includes funds for anti-gang programs and investments to support law enforcement in their investigative and anti-smuggling efforts. This includes providing \$250 million over 5 years for municipalities and Indigenous communities most at risk of gun and gang violence to implement prevention and intervention activities and \$312 million over 5 years to increase law enforcement capacity to combat firearms



smuggling and trafficking. In addition to the work underway, the Government is investing an additional \$22.5 million over 5 years and \$3.3 million ongoing to increase public awareness and strengthen firearms data collection.

Policing Reform

All implementation activities relating to the Policing Reform theme will impact one or more of ten Recommendations:

Policing: Recommendations P.38, 39, 41, 43 - 46, 49, 60 and 56.

Implementation activities include the following:

Bill C-20 proposes to establish the Public Complaints and Review Commission (PCRC), an enhanced independent review and complaints body for the Canada Border Services Agency and the RCMP that would create timelines for both agencies to respond to PCRC interim reports, reviews and Recommendations, as well as for information sharing.


Through Budget 2022, Canada allocated \$29.4 million over 6 years and \$5.4 million ongoing to support the operations of the Civilian Review and Complaints Commission for the RCMP.

In addition to the information regarding the Management Advisory Board (MAB) for the RCMP found under section Administration - *Completed Recommendations* (p.29) of this report, Canada is also in the process of posting all Ministerial Directives to the RCMP Commissioner to Public Safety Canada's website, including those that speak to MCC Recommendations.

Public Safety Canada engaged with provinces, territories, municipalities, Indigenous partners, and other stakeholders to hear their views on the contract policing program. A "What We Heard" report will be published in the coming months on the Public Safety Canada website, which will help support a common understanding of the program's strengths and areas for improvement to assist further discussions between all partners on the future of contract policing beyond the expiry of the contracts in 2032.

Royal Canadian Mounted Police

Immediately following the release of the MCC Report, the RCMP began a comprehensive review of its findings and Recommendations. It quickly became evident



that if the Recommendations were going to be implemented, and done so in a comprehensive, sustainable and transparent manner, the RCMP needed to do business differently. As such, a new sector – reporting directly to the Commissioner – was established in May 2023 with dedicated resources responsible for addressing major external reviews of the organization and supporting organizational modernization and culture change initiatives.


The RCMP – guided by a strategic framework – conducted an in-depth analysis and assessment of the Recommendations in order to ensure a fulsome understanding of how Recommendations interconnect and the level of effort required to advance them. The analysis confirmed that the RCMP has a role to play in advancing all 130 Recommendations; however, it also demonstrated the nature of that role. Specifically, the RCMP has categorized the Recommendations as follows:

- **RCMP lead (33 Recommendations)** - The RCMP has the mandate to implement the Recommendation.
- **RCMP contributor (55 Recommendations)** - The RCMP plays an important role but is not able to advance the work on its own.
- **RCMP impacted (20 Recommendations)** - The RCMP will be impacted by some initiatives being led by other partners (for example, changes to legislation) and will need to adapt to and apply any resulting changes.
- **RCMP supporter (22 Recommendations)** - These Recommendations are outside the RCMP's authorities and mandate, but there could be an opportunity for the RCMP to support this work.

The RCMP's overall approach to implementing the Recommendations can be found in the RCMP's implementation strategy, available on the RCMP's [website](https://rcmp.ca/en/corporate-information/publications-and-manuals/taking-action-rcmps-strategy-implementing-mass) (<https://rcmp.ca/en/corporate-information/publications-and-manuals/taking-action-rcmps-strategy-implementing-mass>). This approach was also highlighted as part of the [Government of Canada's response to the MCC](https://www.publicsafety.gc.ca/cnt/rsracs/pblctns/2024-mcc-rpt-rspns/index-en.aspx) (<https://www.publicsafety.gc.ca/cnt/rsracs/pblctns/2024-mcc-rpt-rspns/index-en.aspx>)

The response also announced funding for the RCMP, specifically:

- \$6.5 million over three years to support the RCMP's Reform, Accountability and Culture sector responsible for implementing significant external reviews and for supporting culture changes across the organization;

- 
- \$6.5 million over the next three years to support the Management Advisory Board in recognition of its important role in modernizing the RCMP, and the valuable advice being provided to the Commissioner of the RCMP.
 - \$33.7 million over 5 years and \$6.1 million ongoing to enhance the RCMP Operational Coordination Centre (ROCC), a state-of-the-art facility that was designed for the coordination of major crises, to provide advanced capacity for geospatial mapping, to respond to air incidents, to facilitate interagency information and intelligence sharing, as well as to help plan for and support operational readiness across the organization. The funding will provide dedicated capacity to support exercise planning, incident management, and post incident training and support.


Progress to Date

The RCMP has made progress towards implementing the MCC Recommendations related to each of the following themes identified below, including the completion of eight Recommendations. It should be noted that two of these Recommendations are led by other levels of government, specifically Recommendations P.67 (initiation of a policing review in Nova Scotia) and I.1 (creation of the Progress Monitoring Committee). While the RCMP is documenting when it completes individual Recommendations, it is primarily focused on demonstrating progress against individual themes given the interconnectedness of the Recommendations. Detail on some of this work underway is also provided below.

Police Operations

Completed Recommendations

P.6: The MCC called on the RCMP to initiate an expert, independent review of two initial critical incident response training courses for front-line supervisors (ICIR 100 and ICIR 200). The RCMP contracted a recognized consultancy firm who completed the review within the requested timelines, and have posted the results to its [website \(https://rcmp.ca/en/response-mass-casualty-commission/independent-review-report-rcmp-initial\)](https://rcmp.ca/en/response-mass-casualty-commission/independent-review-report-rcmp-initial). This effort concluded Recommendation P.6; however, it does not conclude the RCMP's efforts on this issue. The RCMP is now actively working to implement the Recommendations from the external review, while considering broader updates to critical incident training recommended by the MCC or required due to other




improvements being made in response to Recommendations from other external reports.

P.18 and **P.19:** The MCC identified numerous shortcomings in the RCMP's approach to public notifications during a mass casualty incident. In April 2020, Alert Ready was not part of the RCMP's identified 'tool kit' for use in mass casualty incidents (i.e., not identified in policy, taught in training nor practiced in exercises); this was also the case in the broader domestic policing community. The Alert Ready system had not been used by a police service in Canada prior April 2020 to manage a mass casualty event. As such, it was not immediately considered for use.

The RCMP has now embraced the use of Alert Ready as a key component in its overall communications tool kit and Alert Ready has been integrated into the RCMP's operational doctrine at the national level. The use of Alert Ready has been entrenched into operational policy, with a new policy (Operational Manual 16.5) issued outlining the requirement to use emergency alerting during an incident and how to do so. A new position was created and staffed to help coordinate and support the national use of Alert Ready. The MCC also underlined the importance of doctrine and training during a critical incident; during an emergency, first responders will use the tools and strategies that they had trained and exercised with. As such, the RCMP has prioritized training, with Alert Ready being integrated into both RCMP Cadet and Member training at every level.

In addition to the effort at the national level, the RCMP also took specific action to improve the use of Alert Ready in the province of Nova Scotia. A Working Group was established in May 2020 with a mandate to: develop divisional policy on the use of Alert Ready during serious police incidents; support the development of an Alert Ready memorandum of understanding (MOU) with the Nova Scotia Emergency Management Office; develop training on the use of the system; and, conduct a risk analysis of the impact that these changes could have on the Nova Scotia 911 system. Active collaboration by the Government of Nova Scotia was crucial to these efforts.

Working group efforts have born results. On April 30, 2021, the MOU was signed, giving the RCMP the authority to directly issue alerts in Nova Scotia. Operational policies have been updated, tabletop exercises have been developed, and communications personnel are now on-call 24/7 to support the release of Alert Ready messages, as well as the prompt release of traditional and social media messages. The Division now has policies in place to ensure that each alert sent contains the required information to ensure that public and police safety are not jeopardized. In 2021, 2022



and 2023 the RCMP in Nova Scotia issued 2, 33, and 26 civil emergency alerts respectively in response to 22 separate incidents.

While the actions outlined above address the MCC Recommendations P.18 and P.19, the RCMP continues to explore actions to improve its use of Alert Ready, and enhance its ability to manage crises.

Progress Against Theme

All implementation activities relating to the Policing Operations theme will impact one or more of eighteen Recommendations:

Policing: Recommendations P.1, 2, 4 – 6, 8, 9, 11, 15 – 18, 20, 23 and 24.

Community: Recommendations C.8, 9, and 12.

Implementation activities include the following:

The RCMP has developed a comprehensive guide that will assist front-line personnel during an incident. It will help personnel to develop and lead exercises to ensure responses to critical incidents are well practiced, and help personnel respond to a crisis by guiding personnel through the various steps of a response with a trauma-informed approach. The RCMP also published an *Employee and Family Resource Guide*, which outlines a broad range of support services for personnel following a crisis. The guide is available in both hard and soft copy to employees, families and veterans and is being circulated broadly across the organization. The RCMP also developed a resource guide that outlines capabilities that can be leveraged during a critical incident, including specialized capabilities (e.g., air services, geospatial mapping). Further, software known as Blue Force Tracking has been rolled out across the country that allows for the tracking of movements of RCMP personnel in the field in real time.

Broader work is also occurring on the RCMP's overall approach to managing crises. A review of command-and-control models in use by the RCMP is underway, in order to ensure a common understanding across the organization, ensure that models are effectively trained and reflected in policy, and that police and first responder partners fully understand and are interoperable with the RCMP. The RCMP will be engaging with partners through the Canadian Association of Chiefs of Police to advance this effort. This work, which also responds to Recommendations from the Public Order Emergency Commission, is a critical part of the RCMP's overall approach to improving responses to crises.



Administration

Completed Recommendations

P.3: Any officer who reports for work must be fit for duty. This requirement is outlined by policy, and there are clear disciplinary consequences enshrined in the RCMP's Code of Conduct. The RCMP has recently updated its substance use policies to clearly outline to personnel the expectations for reporting for duty. Further, Critical Incident Command training has been updated to clearly outline fit for duty requirements. This broad effort completed the RCMP's actions in relation to recommendation P.3.

P.41: The MCC recommended amending the *RCMP Act* to require the Management Advisory Board (MAB) to provide the Minister with a copy or summary of advice, information or report that it provides to the Commissioner. Given that amending the *RCMP Act* is beyond its authority, the RCMP and the MAB worked together to develop an approach that meets the spirit of this recommendation. Under this approach, the MAB is now posting its advice provided to the Commissioner on its [website](https://www.canada.ca/en/management-advisory-board-rcmp.html) (<https://www.canada.ca/en/management-advisory-board-rcmp.html>) so all Canadians can have access. Similarly, the RCMP is posting its responses to MAB advice on its own [website](https://rcmp.ca/en/corporate-information/transparency/rcmp-responses-management-advisory-board-recommendations) (<https://rcmp.ca/en/corporate-information/transparency/rcmp-responses-management-advisory-board-recommendations>), ensuring that Canadians have a fulsome understanding of the dialogue between the RCMP and its advisory board. Both MAB and the RCMP consider its actions on this recommendation to be complete.


Progress Against Theme

All implementation activities relating to the Administration theme will impact one or more of two Recommendations:

Community: Recommendations C.28 and 29.

Implementation activities include the following:

Significant efforts have been made in relation to Recommendations C.28 and C29, to improve the management and disposal of police uniform and equipment. The RCMP has completed a series of policy reviews, including an internal audit conducted in July 2022. The RCMP has also updated its Uniform and Dress Manual (UDM) – which applies to all categories of employees – with new measures related to the disposal and requisition of uniform material. As an example, there are now specific instructions to employees on how and where to dispose of uniform and issued equipment. The




updated policy increases accountability on both the employee and the supervisor for the proper disposal of uniform equipment and makes clear that all items remain Crown property and that an employee cannot dispose of any uniform or equipment item for personal financial gain.

In recognition that collecting uniform items from departing employees was a crucial step in maintaining control of RCMP uniform items, new resources and forms to standardize and document employee departures were also created. In addition, RCMP Nova Scotia has implemented a supplemental policy that requires members to complete an attestation form annually to keep a running track of uniform equipment. Further, some RCMP divisions have utilized collection bins where employees can return uniform and equipment to be disposed, as well as procuring multi-use shredders to enable environmentally sound uniform and equipment disposal. The RCMP will be exploring means by which to expand these initiatives at a national level.

The RCMP has also made significant advancements in relation to vehicle decommissioning. In response to a Ministerial Direction (January 2021) placing a moratorium on the sale of all moveable assets, the RCMP commissioned an internal audit of the [RCMP Vehicle Decommissioning Process \(https://www.rcmp-grc.gc.ca/en/internal-audit-evaluation-and-review/review-the-rcmp-vehicle-decommissioning-process\)](https://www.rcmp-grc.gc.ca/en/internal-audit-evaluation-and-review/review-the-rcmp-vehicle-decommissioning-process). The audit concluded that although established controls are in place in the decommissioning process, there are opportunities for improvements. The RCMP also contracted an independent consultancy firm to examine industry practices related to disposal of police vehicles and police vehicle equipment. The independent review concluded that overall, the RCMP's policies and processes are comprehensive and that there are sufficient checks in place to ensure markings and equipment are removed prior to being sold.

Based on the findings of these reviews, the RCMP has made updates to its policies and manuals to enhance accountability and improve compliance. The RCMP Vehicle Inspection Tracking Form was strengthened to include a listing of all police equipment, up-fits and markings that must be disabled or removed from decommissioned vehicles and includes a checklist and acknowledgement by signature of the work performed. Further, the RCMP, Public Services and Procurement Canada and GCSurplus have been working collaboratively to ensure processes are in place to mitigate the risk within the control of their respective partners.

The RCMP has also been engaging with stakeholders and police services across the country to exchange findings. This has increased attention and awareness by Canadian



police services. It is also important to note that since the mass casualty incident, police services across the country have been seized with the risk posed by police impersonation and are placing significant attention on advancing information sharing and enforcement action when it receives information of unauthorized individuals with uniforms, equipment or vehicles. This type of enforcement, along with robust policies for life-cycle management of and disposal of police fleet and other assets, and public engagement are effective means of mitigating this risk.

This multipronged approach is required as it is not possible to guarantee against misrepresenting a policing vehicle. Further, vehicles and equipment use by the RCMP are widely available through commercial means – for example a Dodge Charger is a common vehicle in Canada.

Training

Progress Against Theme

Enhancing training is critical to the RCMP's overall approach to implementation given change will be effective if reinforced through training. As such, training will be a long-term focus of the RCMP's implementation effort.

In terms of the two key training Recommendations, P.56 and P.70, both are outside of the RCMP's mandate and authorities to implement. Policing standards, and post-secondary education, are areas of provincial and territorial jurisdiction. The RCMP is also not in a position to close Depot, as the RCMP's mandate and legal responsibilities cannot allow for the phasing out of Depot until a suitable replacement that meets the necessary training requirements has been identified, and until that replacement is fully operational. As such, the RCMP is focusing on advancing the principle of the Recommendations, specifically the need to improve and modernize police education and training to ensure that cadets are receiving a modernized curriculum, including critical thinking skills, and broader skill sets related to mental health, community policing, and cultural awareness and humility. This includes a longstanding commitment to improving the Cadet Training Program at Depot. At present, Depot is addressing more than 280 Recommendations stemming from 11 external reports, including those from MAB, through a unified action plan.



Resourcing and Recruitment

Progress Against Theme

All implementation activities relating to the Resourcing and Recruitment theme will impact one or more of two Recommendations:

Policing: Recommendations P.47 and 54.

Implementation activities include the following:

The RCMP has undertaken market-based research to inform recruitment efforts as outlined in Recommendation P.69. The results of this effort are currently being used to inform RCMP's broader recruitment efforts, including attracting more diverse cadets through the [Diverse and Inclusive Pre-Cadet Experience \(DICE\)](https://rcmp.ca/en/careers/diverse-and-inclusive-pre-cadet-experience) (<https://rcmp.ca/en/careers/diverse-and-inclusive-pre-cadet-experience>) pilot. The RCMP has also changed mobility requirements for new cadets to allow them more choice in where they are deployed, including being able to return to their 'home' provinces/territories, and has appointed a Chief National Recruiting Officer to advance recruiting initiatives.


Culture and Accountability

Completed Recommendations

P.59: The RCMP completed the requested review of how it recruits, trains and promotes senior officers and has posted the results to its [website](https://rcmp.ca/en/response-mass-casualty-commission/recommendation-p59-rcmp-management-culture) (<https://rcmp.ca/en/response-mass-casualty-commission/recommendation-p59-rcmp-management-culture>), including a recent progress report to the Minister of Public Safety and the MAB. This concluded the RCMP's efforts on P.59, with a focus now on implementing the findings.

Progress Against Theme

Over the past five years, the RCMP has been engaged in sweeping modernization efforts. This effort has been in response to several reviews of the organization, such as *Broken Lives, Broken Dreams: The Devastating Effects of Sexual Harassment on Women in the RCMP* authored by The Honourable Michel Bastarache, which served as a catalyst for culture change within the RCMP. As a result of this work, culture has, and continues to change at the RCMP. More information on the scope of these reforms can be found at the Change at the RCMP [website](https://www.rcmp-grc.gc.ca/en/change-the-rcmp) (<https://www.rcmp-grc.gc.ca/en/change-the-rcmp>).



The MCC also highlighted the need for the RCMP to embrace culture change, with recommendation P.37 outlining the need to entrench a culture of accountability and taking responsibility. In response, for example, the RCMP renewed its core values – the central tenants of expected comportment within the organization – in June 2023 to include “Taking Responsibility” as a specific value. The process by which the RCMP selects senior officers has also been updated to include the capacity to accept responsibility for one’s errors as key evaluation criteria. part of interview questions and reference checks. While such cultural reforms take time, these are concrete steps in advancing this recommendation.

Community Safety and Engagement

Progress Against Theme

All implementation activities relating to the Community Safety and Engagement theme will impact one or more of three Recommendations:


Violence: Recommendations V.9 and 15.

Policing: Recommendations P. 75.

Implementation activities include the following:

The RCMP is acting to improve how it responds to Gender Based Violence and Intimate Partner Violence calls for service. For example, the RCMP has updated its policies to reflect Clare’s Law, which allows individuals to seek, and police to release, information about their intimate partner’s past abusive behaviour. The RCMP is also making updates to its policies to ensure the application of a trauma-informed, victim-centered approach to intimate partner violence investigations.

The RCMP is working to play a leadership role within the sphere of mental health. Across Canada, the RCMP has engaged with health service providers to advance innovative responses to the growing mental health crisis in the communities it serves, including a number of initiatives where a uniformed RCMP member and a clinical nurse specializing in mental health work together and respond to calls received involving emotional and mental health issues. This type of partnership allows for a more trauma-informed response to calls for service as it helps ensure personnel with the appropriate training and medical expertise can support calls for service. The RCMP sees real value in such programs, but they depend on the collaboration and support of



contract partners. The RCMP looks forward to working with all jurisdictions to explore how to expand such programming and enhance service delivery to Canadians.

The Progress Monitoring Plan

Its Terms of Reference called on the PMC to develop a plan for monitoring the work that Canada and Nova Scotia are undertaking in response to the MCC Report, to share it with officials of those governments for consultation, and to submit it to the Minister of Public Safety Canada and the Minister of Justice for Nova Scotia. The PMC started to consider how to monitor progress at its December 2023 meeting and continued in its March 2024 meeting. Its final version incorporates the thematic approach it had developed in order to effectively monitor the progress of initiatives and implementation.

In accordance with its Terms of Reference, the PMC has submitted its completed Monitoring Plan to the Minister of Public Safety Canada and the Minister of Justice for Nova Scotia. In future meetings it will use this document to review and assess the initiatives Canada and Nova Scotia, and others, undertake to respond to the Recommendations of the MCC Report.

The Work Continues

The PMC's fourth meeting will take place on June 10-11, 2024, in Ottawa, where it will continue to receive and discuss reports from the Governments of Canada and Nova Scotia, and the RCMP. The PMC will hear presentations from key federal and provincial partners and will apply its Monitoring Plan for the first time. The one-year term of the Founding Chair, former Justice Linda Lee Oland, will conclude on May 31, 2024. A Successor Chair will chair the June meeting.

Many family members of those most impacted by the mass casualty wished to serve on the PMC. In order to facilitate all requests, the governments of Canada and Nova Scotia appointed two family members to the PMC for its first year, three family members in its second year, and two family members in the final year of the PMC's mandate. Each appointment is to serve a one-year term, which begins in September.

The PMC's Terms of Reference require the PMC to provide public updates, in both official languages, on the status of the work being undertaken by Canada and Nova Scotia no less than every six months. It also requires an annual report to be published



and delivered to the Minister of Public Safety Canada and the Minister of Justice for Nova Scotia. The PMC will produce an annual report summarizing its work for the period to September 30, 2024, released shortly after that date.



Appendix A: PMC Terms of Reference

1.0 MANDATE


1.1 The mandate of the PMC is to:

- A. Monitor and periodically publicly report on the initiatives that Canada and Nova Scotia are undertaking in response to the MCC Report, including a rationale for these initiatives;
- 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 Report.

2.0 RESPONSIBILITIES

2.1 The responsibilities of the PMC are as follows:

- A. Develop a plan for monitoring the work that Canada and Nova Scotia are undertaking in response to the MCC;
- B. Share the PMC monitoring plan before its completion with Canada and Nova Scotia officials for consultation;
- C. On completion of the monitoring plan, the PMC Secretariat will assist the Chair in submitting the plan to the Minister of Public Safety Canada and the Minister of Justice for Nova Scotia;
- D. Create a website, in both official languages, where the monitoring plan, progress and updates will be posted; and
- E. Provide public updates, in both official languages, on the status of the work being undertaken by Canada and Nova Scotia by:
 - a. Publishing and delivering to the Minister of Public Safety Canada and the Minister of Justice for Nova Scotia an annual report in both official languages summarizing the PMC's monitoring plan and the work of the PMC; and
 - b. Providing general public updates on its website no less than every six (6) months.



2.2 Collaborate and share information, as appropriate, with other forums, committees, working groups and other bodies that have been or will be created to advance work related to areas included in the MCC Report. The PMC will avoid duplicating the work of these forums. Canada and Nova Scotia officials will assist the PMC in identifying and establishing contact with these bodies.

3.0 GUIDING PRINCIPLES


3.1 The PMC will adhere to the following guiding principles as it undertakes its work:

- A. **Trust and respect** – Develop relationships built on trust and respect demonstrated, in part, through transparency on the PMC’s processes, timelines, roles, responsibilities and accountabilities, and a collective commitment to listen to and learn from different perspectives in order to find common ground.
- B. **Collaboration** – Ensure that the perspectives of various stakeholders and jurisdictions are reflected in the work.
- C. **Consensus** – Decisions on how the PMC will function will be on a consensus basis.
- D. **Diversity** – Consider diversity in the work of the PMC, including the impact on women, men, gender-diverse people, members of Indigenous and northern communities, members of African Canadian communities, members of other underrepresented and underserved groups.
- E. **Trauma-informed and victim-centric approach** – Ensure the work of the PMC is grounded in an understanding of and responsiveness to the impact of trauma and ensure that people impacted by violence are treated with respect, dignity, and empathy.

4.0 CHAIR OF PMC

4.1 The Minister of Public Safety Canada and the Minister of Justice for Nova Scotia have appointed a Founding Chair of the PMC who will serve for a term of approximately one year and will assist Canada and Nova Scotia in the appointment of a Chair for the remainder of the term of the PMC.

4.2 The Founding Chair (and the Chair following the Founding Chair) of the PMC will take a trauma-informed approach considering diversity and inclusion to foster discussion, encourage and engage the views of members, build consensus and



seek opportunities to support Canada and Nova Scotia's work towards safer communities.

4.3 The Chair is responsible to:

- A. Chair meetings;
- B. Develop agendas with input from members;
- C. Schedule such periodic meetings and on such notice as required by the work of the PMC, but not more than four (4) meetings per year;
- D. Encourage members to attend meetings regularly and have meetings proceed efficiently and respectfully;
- E. Ensure reports and plans of the PMC are delivered in accordance with these Terms of Reference and the PMC's monitoring plan;
- F. Oversee the development of the PMC website;
- G. Liaise with Canada and Nova Scotia to offer advice and recommendation for membership including terms, vacancies and other membership issues that may arise;
- H. Manage the PMC Secretariat staff and resources; and
- I. Be the spokesperson of the PMC in order to represent the consensus-based work of the PMC.

5.0 COMPOSITION OF THE PMC

5.1 The member composition of the PMC may include representatives from the following groups and/or organizations, or individuals, as determined by Canada and Nova Scotia following consultation with the Chair:

- A. At least two (2) representatives of those most impacted, meaning the families of the deceased and/or survivors;
- B. A municipal representative from the County of Colchester, Cumberland or Hants;
- C. A senior representative from the RCMP;



- D. A member of the RCMP Management Advisory Board;
- E. A senior representative from Public Safety Canada;
- F. A representative from a local, regional, or national policing association;
- G. A senior representative from the Government of Nova Scotia;
- H. A representative from the gender-based violence advocacy and support sectors, preferably from Nova Scotia;
- I. A representative of Indigenous community organizations; and
- J. A representative of African Canadian community organizations.

5.2 Members are responsible for drawing upon their knowledge and expertise to provide advice and strategic direction in support of the PMC mandate.

5.3 Alternates are not permitted; each member is expected to be an active participant and meaningfully contribute to the work of the PMC through analysis and consideration of complex factors, holistic problem-solving, effective and respectful communication and collaboration.

5.4 The Chair is responsible to speak on behalf of the PMC. Members are expected to respect the Chair's role in representing the work of the PMC. Members are expected to behave in a manner consistent with Canada's Ethical and Political Activity Guidelines for Public Office Holders and the Conflict of Interest Act, and Nova Scotia's Values, Ethics & Conduct: A Code for Nova Scotia's Public Servants. Government members of the PMC are expected to behave in a manner consistent with their respective conditions of employment.

6.0 MEETING FORMAT AND MINUTES

6.1 Meetings will be held in Nova Scotia or Ottawa, as determined by the Chair.

6.2 Meeting attendance may be in person and/or virtually, as determined by the Chair.

6.3 A record of meetings of the PMC will be prepared in a manner determined by the Chair and provided to Canada and Nova Scotia.

6.4 Quorum for meetings shall be a majority of the members at any given time. The Chair must be in attendance at any meeting to achieve quorum.



7.0 SECRETARIAT AND RESOURCES

7.1 A budget for the PMC will be established by Canada and Nova Scotia in consultation with the Chair.


7.2 Canada and Nova Scotia will establish a Secretariat that will provide coordination and administrative support to the PMC, including the following:

- A. Preparing agendas in consultation with and as determined by the Chair, and documenting meeting proceedings;
- B. Distributing meeting materials and information in advance, so that members can review materials and fully engage in discussions;
- C. Coordinating of updates from Canada and Nova Scotia and others;
- D. Coordinating of translation requirements, and arranging for the web publication of plans and reports and delivery of materials, as necessary and at the direction of the Chair;
- E. Facilitating the processing and payment of PMC members remuneration and travel expenses incurred as part of the PMC’s mandate; and
- F. Carrying out corporate management duties to maintain compliance with applicable Canada or Nova Scotia policies on topics relevant to the PMC, including, but not limited to:
 - a. Security of Information;
 - b. Access to Information;
 - c. Privacy Protection;
 - d. Travel, Hospitality, Conference and Event Expenditures; and
 - e. Official languages.

8.0 REMUNERATION AND PMC EXPENSES

8.1 The Founding Chair shall receive a per diem of \$1250, and any Chair following the Founding Chair shall receive a per diem in the range of \$1065 to \$1250.

8.2 Members of the PMC shall receive a per diem of \$800.

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- 8.3 Members of the PMC who are government officials (including the RCMP) are considered to be participating in the committee in the course of their normal duties and shall not receive remuneration or other forms of compensation.
- 8.4 The Chair and members of the PMC shall be remunerated at half the per diem rate for meetings lasting 1-3 hours, and a full per diem rate for meetings lasting more than three hours. They shall also be remunerated for time required to prepare for in-person or virtual meetings.
- 8.5 For clarity, the Chair and PMC members shall each keep a tally of the reasonable time spent preparing for meetings, which may include, for example, sending and responding to emails, document review, and other relevant tasks. The minimum increment of time payment shall be 0.25 hours. On the first of each month, the PMC Chair and members will present their total hours to the Secretariat, and will be remunerated at a full per-diem for each 7.5 hours worked.
- 8.6 Travel and other related expenses of the Chair and members of the PMC shall be determined in accordance with Treasury Board of Canada guidelines. Government members of the PMC (including the RCMP) will follow travel procedures as set out by their respective governments.

9.0 CONFIDENTIALITY AND RECORDS

- 9.1 In order to encourage frank and open discussion at the PMC, discussions and meeting materials are confidential and must not be disclosed to external parties without prior discussion and approval by the PMC as a whole. Sharing of information related to the PMC will be through the Secretariat.
- 9.2 Subject to applicable law, any information that PMC members may become privy to through their work shall not be shared or used beyond the purpose for which it was provided. All documents and records obtained and created in the course of the work done as a PMC member shall be stored and disposed of in accordance with the applicable law.
- 9.3 Any records of the PMC shall be returned to Canada and Nova Scotia at the end of the PMC mandate.

10.0 TERM

- 10.1 The PMC shall be established for a term of 3 years, subject to extension for a further period to be determined by the mutual agreement of Canada and Nova Scotia.



11.0 REVISIONS TO TERMS OF REFERENCE

11.1 These Terms of Reference may be revised at any time by the joint approval in writing of the Minister of Public Safety Canada and the Minister of Justice for Nova Scotia.

12.0 APPROVALS

This document was approved and adopted in July 2023 in Ottawa, Ontario and in Halifax, Nova Scotia.

Appendix B: PMC Monitoring Plan

Progress Monitoring Committee Monitoring Plan: A Thematic Approach

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Commemoration: We Remember

In April 2020, the lives of Nova Scotians were forever changed in the worst mass shooting in our country's history. We lost Tom Bagley, Kristen Beaton and an unborn child, Jamie Blair, Greg Blair, Joy Bond and Peter Bond, Lillian Campbell, Corrie Ellison, Gina Goulet, Lisa McCully, Dawn Gulenchyn, Frank Gulenchyn, Sean McLeod, Alanna Jenkins, Heather O'Brien, Jolene Oliver, Emily Tuck, Aaron Tuck, Constable Heidi Stevenson, Joey Webber, Elizabeth Joanne Thomas, and John Joseph Zahl. We remember them.

Preamble

The Joint Canada-Nova Scotia Mass Casualty Commission Public Inquiry Final Report, [*Turning the Tide Together*](#) (the "MCC Report"), released on March 30, 2023, makes Recommendations intended to address and improve public safety, mental health and community safety and well-being. The MCC Report sets out lessons learned and 130 Recommendations that call for transformative change to help prevent and respond to similar incidents in the future and help make Canadian communities safer. It identifies a shared responsibility of the Canadian and Nova Scotian governments to respond to the Report, and calls upon other levels of government, civil society, community groups, and members of the public to join together to bring about positive change.

In response, Canada and Nova Scotia established the [Progress Monitoring Committee](#) (PMC) in September 2023 to provide a mechanism to monitor, report on, create mutual accountability and exchange knowledge and information as they and others, respond to the MCC Report. The formation of the PMC responds to the MCC [Recommendation I.1](#), which called on the two governments to establish an independent body to monitor the progress of advancing and responding to the Commission's key findings. The PMC will play this critical role and support engagement and transparency as Canada, Nova Scotia and other partners work collectively to advance this vital work.

Throughout its three-year mandate, **the PMC will monitor and periodically publicly report on the initiatives that Canada and Nova Scotia are undertaking in response to the MCC Report, including a rationale for these initiatives.**¹

Membership of the PMC includes family members, impacted communities, Government representatives, representatives of policing organizations, the gender-based violence advocacy and support sectors, and members of Indigenous and African Canadian communities.

Progress Monitoring Committee's Monitoring Plan

The Governments of Canada and Nova Scotia have committed to transparency and accountability in addressing the MCC Report's Recommendations. The PMC Monitoring Plan (the "Plan") is the framework that the PMC will use to monitor the Governments of Canada and Nova Scotia's progress in addressing the MCC Report's Recommendations.

In accordance with its Terms of Reference, the PMC will:

- Share the PMC Monitoring Plan, before its completion, with Canada and Nova Scotia officials for consultation;
- Submit the Plan to the Minister of Public Safety Canada and the Minister of Justice for Nova Scotia; and
- Post the Plan, progress and updates to the PMC website.

Process for Monitoring

A Thematic Approach

The MCC Report's Recommendations, findings and implementation suggestions are cross-cutting, including various jurisdictions and mandates. As such, the PMC has adopted a thematic approach to monitoring the progress of initiatives that Canada and Nova Scotia are undertaking, and what needs to be done to fully address the spirit of the MCC Report.

¹ [PMC Terms of Reference: Section 1.0](#)

The PMC Monitoring Plan categorizes the initiatives that Canada and Nova Scotia are undertaking in response to the MCC Report into the following themes and sub-themes:

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

Additional Considerations

When monitoring progress made on initiatives being undertaken by Canada and Nova Scotia in response to the MCC Report, the PMC will include one or more of the following additional considerations, where they are relevant:

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

Monitoring Activities

The Governments of Canada and Nova Scotia will brief the PMC on actions/ initiatives they are undertaking in response to the MCC Report's Recommendations. After each briefing, there will be an opportunity for the PMC and the Governments to have a discussion on progress. Based on this discussion, the PMC will assess and provide a collective rating on each Government's progress as outlined in the briefing.

The collective rating will be reached by consensus, where every opinion matters, and all PMC members support the decision.

Timelines

The PMC recognizes that implementing the MCC's vision for society-wide systemic changes will require leadership, collaboration and partnership between Government departments and service providers, policing agencies, and community-based organizations, and that implementation will take time to complete.

The Governments will share with the PMC the following timelines of their initiatives/actions for additional context, so that the PMC has a full understanding of progress and complexity.

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

Rating Outline

The PMC will provide a collective rating on each Government's progress based on the options described below:

Completed:	Action/ initiative has been completed and meets the spirit and intent of MCC Report's Recommendations.
On Track:	Progress continues to be made and action/ initiative meets the spirit and intent of MCC Report's Recommendations.
Initiated:	Some progress demonstrated. Requires further attention to meet the spirit and intent of the MCC Report's Recommendations.
No expectation of material progress at this time:	Rationale to be provided for this decision.