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Agir avec intégrité | faire preuve de respect | faire preuve de compassion |
assumer nos responsabilités | servir avec excellence

August 24, 2026

The Honourable Myra A. Freeman, C.M., O.N.S., M.S.M., C.D.
Chair, Progress Monitoring Committee
5151 George Street
Suite 503
Halifax, Nova Scotia
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Dear Ms. Freeman:

As the Progress Monitoring Committee's (PMC's) work draws to a close, I am writing to express my sincere appreciation on behalf of the Royal Canadian Mounted Police (RCMP) for the work of the Committee and for your role as Chair. The PMC was charged with a critical mandate, and I wish to thank you and all members of the Committee for the years of dedication and commitment, particularly the family members for whom this event was life-altering. I would also like to acknowledge the work of founding Chair, Linda Oland, who was instrumental in setting the foundation for the Committee's work.

The RCMP is as committed today as it was in March 2023, when the Mass Casualty Commission's (MCC's) Final Report was released, to responding to the Report's key findings and recommendations. The PMC has been integral to our efforts to contend with the profound impact that the tragic events of April 18 and 19, 2020, in Nova Scotia has, and continues to have, on victims, survivors, families, communities, and our employees.

At every step, our intent was to ensure that RCMP participation and support of the PMC's quarterly meetings was comprehensive, including reporting on the organization's position and progress against all recommendations of relevance to the RCMP whether as the lead or as support. To this end, position notes and supporting material were provided, and speakers made available, to ensure the Committee was able to properly assess the RCMP's work.

The PMC also helped to shape the RCMP's commitment to transparency and engagement. During its mandate, we launched the Progress Hub website to

publicly track and report on implementation of MCC recommendations, publishing quarterly updates and position notes to provide Canadians with greater visibility into our reform efforts.

Additionally, the RCMP heard from Committee members that the findings and recommendations should be viewed through a national lens and extend beyond the RCMP to all police of jurisdiction. As a result, we engaged the Canadian Association of Chiefs of Police to create a sub-committee dedicated to examining the recommendations.

Responding to the MCC's recommendations and being held to account by the PMC has made the RCMP better operationally, particularly in responding to mass casualty incidents across the country. The RCMP is stronger, and I am confident in writing that Canada's policing community is stronger as well.

Below is a select overview of the RCMP's work as it relates to the MCC's Final Report recommendations. We remain grateful for the feedback and advice provided by members of the Committee throughout its mandate.

Community Safety and Well-Being: We implemented a series of activities to strengthen the use of Alert Ready during emergencies, including updates to policy and improved training and guidance. This has led to a significant increase in the RCMP's use of emergency notifications, and to strengthening our ability to provide timely, accurate, and accessible public warnings. To bolster community safety through better information management, the RCMP launched the Canadian Criminal Intelligence System, a new national database that will be the sole national system for managing serious and organized crime intelligence from all Canadian police services. To improve emergency management, we developed new guidance to help officers prepare and respond to major or mass casualty incidents.

Gender-Based Violence/Intimate Partner Violence (GBV/IPV):

We strengthened our response by enhancing policies, training, and partnerships to ensure investigations and interventions are more trauma-informed and victim-centred. Policies have been updated to better reflect Clare's Law, which allows individuals to seek, and police to disclose, information about a partner's history of abusive behaviour. We are also improving how officers assess risk, reduce victim-blaming, and better recognize the dynamics of IPV, including coercive control.

We developed a training module on coercive control and ran an expert speaker series on GBV for front-line officers and support staff. These efforts will help improve survivor safety, support informed decision-making, and ensure a more consistent and effective police response to GBV and IPV across Canada. On the prevention side, we integrated themes such as healthy relationships, sexual consent, human trafficking, gangs, bullying, and mental health into core

programs like the Youth Leadership Workshop, National Youth Advisory Committee, and Youth Officer Training.

Access to Firearms: We worked on a series of initiatives aimed broadly at strengthening firearms regulation and enforcement. In collaboration with Public Safety Canada, we advanced reforms related to reducing gun lethality, revoking firearms licences in cases involving gender-based, intimate partner, or family violence, preventing unlawful firearm transfers from estates, improving interoperability among law enforcement agencies on firearms control, and promoting the effective, consistent, and accountable enforcement of firearms regulations. Through the new Canadian Criminal Intelligence System, the RCMP is uploading data on firearms trafficking at the border, and law enforcement partners are now able to share intelligence about public order events connected to serious or organized crime through this system.

Policing Reform: We continue to report transparently on improving our management culture, including information on how we recruit, train, and promote senior officers. "Taking responsibility" is one of our renewed Core Values and promotion processes for officers and senior executives assess candidates' ability to be accountable for their actions. With respect to public complaints, we now require dedicated training for investigators and have significantly reduced the backlog of complaints since 2024.

We have improved interoperability and critical incident response. We developed new operational guidance, enhanced training, increased our capacity to manage emergencies, and created clearer command structures. Recent investments have allowed us to run large-scale exercises across the country for our Operational Command Centres. New policy requires Incident Commanders to have "Go Bags" ready with essential operational resources. When an incident happens, we have new guidance to support front-line personnel and Incident Commanders. To support continuous improvement, we put a new team in place that conducts independent reviews of critical incidents, resulting in improvements to post-incident debriefs and after-action reports.

To better support Nova Scotia's Serious Incident Response Team (SiRT) and its counterparts in other jurisdictions, we have clarified roles, responsibilities, and procedures when independent investigations are required. Key activities include updating and aligning RCMP policies, improving information-sharing protocols, enhancing liaison functions, supporting witness interactions, clarifying jurisdictional processes, and adapting practices related to crime scene management, evidence handling, expert witnesses, resources, and reporting. We also have a new Memorandum of Understanding between the RCMP and SiRT in Nova Scotia.

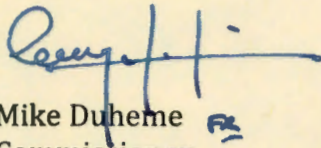
We strengthened the effectiveness of Operational Communications Centres through enhancements to callback software, incident logging, and call-taker training.

We have also improved rules and compliance regarding disposal of uniforms and decommissioning of police vehicles. These enhanced procedures ensure our assets are managed in secure, responsible, and well-documented ways.

Although the PMC's mandate has concluded, the RCMP's commitment to implementing the MCC's recommendations remains strong. We will continue to work with governments, policing partners, communities, and victims' families to advance lasting change. We will also continue to publish progress updates through the public Progress Hub and seek independent advice through our Management Advisory Board.

On behalf of the RCMP, thank you once again for your leadership. Please extend our gratitude to each member of the PMC. Collectively, you challenged us to do better, encouraged us to listen more closely, and helped ensure accountability remained at the centre of our efforts. We are a better organization because of this shared work.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Mike Duheme", with a stylized flourish extending to the right.

Mike Duheme
Commissioner