



# Bridgewater Board of Police Commissioners

# STRATEGIC PRIORITIES

# 2026-2029





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# EXECUTIVE SUMMARY

The Bridgewater Board of Police Commissioners developed the 2026–2029 Strategic Priorities through a structured, community-informed planning process designed to balance public expectations, policing realities, and governance responsibilities.

## **Purpose of the Planning Process**

The Board’s role under Nova Scotia’s Police Act includes setting policing priorities that reflect community values while ensuring the Police Service remains effective, sustainable, and accountable. This strategic planning process was undertaken to:

- Respond to evolving community concerns
- Assess what remains relevant from the previous 2022–2025 Strategic Plan
- Consider current and future operational pressures
- Establish clear priorities to guide planning, budgeting, and annual work plans over the next three years

## **Community Input**

Community input was a key foundation of the strategy. The Bridgewater Police Service conducted a Community Input Survey that was open for seven weeks between November 24, 2025, and January 12, 2026, receiving 219 responses.

Across responses, residents consistently highlighted:

- Drug use and drug-related harm
- Traffic safety and unsafe driving and
- Downtown safety concerns, particularly along King Street

Survey results also showed that police visibility and responsiveness strongly influence how safe residents feel, and that while issues such as homelessness and mental health are complex and not police-created, the community still expects police involvement in the absence of other supports.

The Board used this input to identify the community issues that must be reflected at a strategic level, while remaining mindful of the Police Service’s mandate and role.

# STRATEGIC PLANNING SESSIONS

The Board held two facilitated, in-person strategic planning sessions in January 2026. Participants included Board members, the Chief and Deputy Chief of Police, and senior municipal leadership.

The sessions used a structured facilitation approach that combined:

- Individual reflection
- Small-group and whole-group discussion
- Priority ranking and voting; and
- Collective “sense-checking” from community, operational, and governance perspectives.

The first session focused on reviewing the existing 2022–2025 Strategic Plan alongside community feedback.

The second session added two critical lenses: police operational realities and Town Council considerations. This ensured the final priorities would be achievable, publicly defensible, and recognizable to the community.

## **Moving Forward**

The 2026–2029 Strategic Priorities will guide the Bridgewater Police Service’s planning, budgeting, and annual work plans.

The priorities also provide a clear, transparent account to the community of how their input was considered and how policing priorities were set.



# STRATEGIC PRIORITIES

Through this process, the Board identified four strategic priority areas for the next three years:

- ✓ **Governance:  
Operational Review**
- ✓ **Workforce Sustainability:  
Recruiting, Training, and Retaining Staff**
- ✓ **Safe Community:  
Traffic Safety in a Growing Community**
- ✓ **Crime Reduction:  
Drug Supply Reduction**

These priorities reflect where leadership focus will matter most to support community safety, organizational sustainability, and effective policing in Bridgewater.



# PURPOSE OF THIS REPORT

This report documents the process and outcomes of two strategic planning sessions facilitated for the Bridgewater Board of Police Commissioners (the “Board”) to develop the 2026–2029 Strategic Priorities for the Bridgewater Police Service (BPS). The report serves three primary purposes:

- ✓ Official Record – to capture how the Board fulfilled its governance responsibilities under the Police Act in establishing strategic priorities;
- ✓ Institutional Memory – to provide future Boards, facilitators, and staff with a clear record of the methodology and decision-making used; and
- ✓ Strategic Input – to inform the development, communication, and publication of the 2026–2029 Strategic Plan, including alignment with budgets and annual work plans.

This document focuses on how decisions were made, not on operational detail.

## **Governance Context**

The Bridgewater Board of Police Commissioners is the governing body of the Bridgewater Police Service and provides civilian oversight on behalf of Town Council. Under the Police Act, the Board is responsible for:

- Providing governance related to law enforcement, crime prevention, and public order
- Establishing administrative direction, organization, and policy to ensure an adequate, effective, and efficient police service
- Determining, in consultation with the Chief of Police, priorities, objectives, and goals for policing in the community
- Ensuring programs and strategies are in place to implement those priorities
- Ensuring community needs and values are reflected in policing priorities and service delivery; and
- Acting as a conduit between the community and police service providers

The strategic planning process described in this report was designed to directly support these responsibilities.

# OVERVIEW OF THE PROCESS

## Session Details

Two facilitated, in-person strategic planning sessions were held:

- Session 1: January 20, 2026 (5:30–8:30 p.m.)
- Session 2: January 27, 2026 (5:30–8:30 p.m.)
- Location: Best Western, Bridgewater, Nova Scotia

## Participants

Participants included members of the Bridgewater Board of Police Commissioners,

- The Board Chair
- The Chief and Deputy Chief of Police
- Town Council appointees
- Citizen representatives
- Municipal staff resources; and
- External facilitation support



The sessions were designed to ensure balanced participation from governance, operational, and municipal perspectives.

## Facilitation Method

The sessions were facilitated using Liberating Structures, a structured engagement approach that encourages equal participation, reflection, and collective sense-making. Across both sessions, the following methods were used:

- Individual silent reflection
- Small-group breakout discussions
- Whole-group dialogue and clarification
- Priority ranking and structured voting; and
- Group “sense-checking” against governance, operational, and community lenses

This approach supported transparency, reduced dominance by any single perspective, and helped the Board move from broad inputs to focused strategic priorities.

# COMMUNITY & BOARD INPUT

## Community Input Survey Overview

The Bridgewater Police Service conducted a Community Input Survey to inform the strategic planning process.

- Survey period: November 24, 2025 – January 12, 2026 (49 days)
- Distribution: Online survey posted on the BPS and Town of Bridgewater websites
- Total responses: 219

## Key Themes Identified by the Community

Across responses, three dominant themes consistently emerged:

- Drug use and drug-related harm
- Unsafe driving and traffic enforcement; and
- King Street as a focal point for safety concerns

Additional findings highlighted:

- Strong concern about visible drug use, public disorder, and discarded needles in downtown areas
- Broad consensus across demographics on traffic safety
- The importance of police visibility and perceived responsiveness in shaping feelings of safety; and
- Recognition that issues such as homelessness and mental health are complex and not police-created, while still expecting police involvement in the absence of alternatives

## How the Board Used the Survey Results

The Board used the survey as a strategic input rather than an operational directive. Individually, members reviewed survey responses and identified recurring themes and strongly expressed concerns. In small groups, these themes were discussed, merged, and categorized as:

- Must-have strategic priorities,
- Important but operational, or
- Outside the police mandate.

Only themes identified as “must-have” were advanced for voting and consideration as strategic priorities. This approach ensured community voices were meaningfully reflected while remaining aligned with the Board’s governance role.

# SESSION 1

## REVIEWING EXISTING PRIORITIES AND COMMUNITY EXPECTATIONS

### Purpose

The purpose of Session 1 was to generate an initial list of strategic priority areas by considering:

- What remained relevant from the 2022–2025 Strategic Plan
- What required adaptation to reflect current realities; and
- What leadership attention would matter most over the next three years

### Key Outcomes

Through structured discussion, the Board:

- Identified priorities from the previous plan to retain, adapt, or treat as operational; and
- Integrated community survey themes into the strategic conversation

Community-identified concerns related to traffic safety, drug use, and downtown safety were confirmed as “must-have” considerations, with care taken to ensure wording remained strategic, compassionate, and within police governance responsibilities.

For more details, refer to Appendix: Session 1 Output.



# SESSION 2

## INTEGRATING OPERATIONAL AND MUNICIPAL PERSPECTIVES

### Purpose

Session 2 was designed to complete the strategic picture by explicitly incorporating:

- Police Service operational realities; and
- Town Council pressures and considerations

The objective was to arrive at a set of priorities that were achievable, defensible, and recognizable to the community.

### Process

Participants worked in two perspective-based groups (police service and municipal governance) to identify their top three concerns for the next three years. These were shared, clarified, and combined with Session 1 outputs. For more details, refer to Appendix: Session 2 Output: Council Pressures & Concerns; Session 2 Output: Police Service Needs.

All proposed priorities were grouped under broad strategic themes and subjected to structured voting. Each participant received six votes, with a maximum of two votes per priority. For more details, refer to Appendix: Voting Results of All Priority Outputs.

The final step involved a collective sense-check, asking:

- Are these priorities achievable from a policing perspective?
- Are they defensible from a Town Council perspective?
- Will the community recognize their concerns reflected here?

(Continued ... )



# SESSION 2

## REVIEWING PRIORITIES AND COMMUNITY EXPECTATIONS

### Final Strategic Priority Areas (2026–2029)

Through this process, the Board aligned on the following strategic priority areas:

- Governance: Operational Review
- Workforce Sustainability: Staffing and Retention
- Workforce Sustainability: Training and Development
- Safe Community: Traffic Safety in a Growing Community; and
- Crime Reduction: Drug Supply Reduction.

These priorities reflect a balance between community expectations, operational sustainability, and the Board's governance responsibilities.



# NEXT STEPS: IMPLEMENTATION

## FULFILLING OUR ESTABLISHED STRATEGIC PRIORITIES

The strategic planning process undertaken by the Bridgewater Board of Police Commissioners was deliberate, inclusive, and grounded in governance best practices. By integrating community input, operational insight, and municipal considerations, the Board has established a focused and realistic set of strategic priorities for 2026–2029.

This report provides a clear record of that process and will further support the development of a detailed plan to implement and fulfill the established Strategic Priorities in the years ahead.

# APPENDIX - SESSION 1 OUTPUT

*Combined outputs from Session 1: Review of Previous Plan and Session 2: Community Input Survey.*

| Reference (from previous plan)                                 | Recommendation / Strategic Importance                                                                                                                                 | Rationale / Direct Community Language                                                                                                                                                                                                                   | Agreed Wording                                                                                              |
|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| 1. Crime Reduction: Domestic Violence                          | Keep                                                                                                                                                                  | Ongoing chronic issue: adapt to current times - more inclusivity required (all genders); need community buy-in                                                                                                                                          |                                                                                                             |
| 2. Crime Reduction: Mental Health Solutions and Service Impact | Adapt <ul style="list-style-type: none"> <li>• Implies police own the solution</li> <li>• Risks reinforcing “police filling a health gap” without leverage</li> </ul> | Volume of calls increasing; 35%+ calls are mental health related; partnership with province on Mental Health required; police are filling a gap in Health; Having an impact on recruitment; appoint clear budget; healthy ownership, provincial support | Managing Impact of Mental Health & Addiction Calls on Policing Through Partnerships with Community Partners |
| 3. Crime Reduction: Youth Drug Use                             | Adapt <ul style="list-style-type: none"> <li>• Too narrow</li> <li>• Doesn’t reflect community reality or police data</li> </ul>                                      | Tackling availability of drugs, not just youth should be the priority across the board; School Safety Resource Officers; funding & education; federal justice system “catch & release” not helping                                                      | Drug Supply Reduction                                                                                       |
| 4. Safe Community: Public Awareness                            | Operational (not strategic)                                                                                                                                           | Needs resourcing; more details, stats, successes, public information; more communication updates (via social media) of good & bad; improve messaging                                                                                                    |                                                                                                             |

# APPENDIX - SESSION 1 OUTPUT

*Combined outputs from Session 1: Review of Previous Plan and Session 2: Community Input Survey.*

| Reference (from previous plan)                        | Recommendation / Strategic Importance                                                                                                               | Rationale / Direct Community Language                                                                                                                                                                                         | Agreed Wording                              |
|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| 5. Safe Community: Traffic Enforcement                | Keep <ul style="list-style-type: none"> <li>Combine with Community Input Survey:</li> <li>Traffic Safety Issues</li> </ul>                          | Needs staffing; invest in more technology, enforcement and education (TSA); provincial tools; growing community                                                                                                               | Traffic Safety in a Growing Community       |
| 6. Innovative Operations: Shared Services             | Keep                                                                                                                                                | Develop more inter-provincial relationships; province is saying if you don't have MOUs in place then RCMP services will be used; on-going MOU's/partnerships                                                                  |                                             |
| 7. Innovative Operations: Intelligence-Led Policing   | Keep                                                                                                                                                | Currently cannot prioritize; Need to track better stats to know what trends are up and down or what to prioritize/fund; stats available to the police from province are not in useful format (PDF); police need better stats; |                                             |
| 8. Governance: Fiscal Responsibility & Board Advocacy | Adapt <ul style="list-style-type: none"> <li>Two ideas competing</li> <li>"Fiscal responsibility" can sound like internal budgeting only</li> </ul> | Focus on advocacy efforts for provincial funding and resources \$ for \$; lobby government + good representation of community members; competing priorities                                                                   | Provincial Advocacy & Fiscal Responsibility |

# APPENDIX - SESSION 1 OUTPUT

*Combined outputs from Session 1: Review of Previous Plan and Session 2: Community Input Survey.*

| Reference (from previous plan)                   | Recommendation / Strategic Importance                                                                                                                                                                                                       | Rationale / Direct Community Language                                                                                                                                                          | Agreed Wording                                               |
|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|
| Community Survey Priority:<br>King Street/JHS    | Must-have <ul style="list-style-type: none"> <li>Names a specific organization (politically sensitive)</li> <li>Risks deflection or defensiveness</li> <li>Narrower than the actual issue</li> </ul>                                        | “Needles; John Howard Society; intoxicated people; Inordinate amount of time police spend on King Street; king street drug addicts”                                                            | Community Safety in the Downtown Core                        |
| Community Survey Priority: Traffic Safety Issues | Must-have <ul style="list-style-type: none"> <li>Stay strategic, not tactical</li> <li>Reflect public experience, not internal police mechanics</li> <li>Avoid promising infrastructure changes (sidewalks) police don’t control</li> </ul> | “Running reds; lack of sidewalks in and out of town; police should be deployed when there is a lot of construction around town; road rage; Extremely bad drivers who do not obey traffic laws” | Combine with #5<br><br>Traffic Safety in a Growing Community |
| Community Survey Priority:<br>Drug Use           | Must-have                                                                                                                                                                                                                                   | “Drug addicts using on the sidewalks”                                                                                                                                                          | Fold into # 3                                                |

# APPENDIX - SESSION 1 OUTPUT

## Community Input Themes - Public Safety

| Theme                   | Quotes                                                                                                                                   | Status                                                           | Importance                                                                                                  |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| Drug Use                | Needles;<br>John Howard Society                                                                                                          | Aligned & needs adaptation from current plan                     | Must-have                                                                                                   |
| Traffic Safety          | Too much traffic for a small town<br>people are driving too fast                                                                         |                                                                  | Managing Impact of Mental Health & Addiction Calls on Policing Through Partnerships with Community Partners |
| Social support services | Homelessness, addiction, mental health; addiction, crime, and drug use are connected                                                     | New since last plan                                              | Outside mandate -Partnership                                                                                |
| Drugs and Liquor        | JHS, intoxicated people;                                                                                                                 |                                                                  |                                                                                                             |
| Traffic safety issues   | Running reds, lack of sidewalks in and out of town, police should be deployed when there is a lot of construction around town, road rage | Already in current plan                                          | Must-have                                                                                                   |
| Property crimes         | Thefts, mischief, vandalism                                                                                                              | Already in the plan under Governance/Advocacy (needs adaptation) | Operational                                                                                                 |

# APPENDIX - SESSION 1 OUTPUT

*Community Input Themes - Public Safety (continued)*

| Theme              | Quotes                                                                          | Status        | Importance |
|--------------------|---------------------------------------------------------------------------------|---------------|------------|
| Homelessness & JHS |                                                                                 |               |            |
| Drugs              | Drug addicts using on the sidewalks                                             |               |            |
| Traffic            | Extremely bad drivers who do not obey traffic laws                              |               |            |
| King Street / JHS  | Inordinate amount of time police spend on King Street; king street drug addicts | Emerging need | Must-have  |
| Visibility         |                                                                                 |               |            |

# APPENDIX - SESSION 1 OUTPUT

## *Community Input Themes - Police Strengths*

| Theme            | Quotes                                                                               | Status          | Importance  |
|------------------|--------------------------------------------------------------------------------------|-----------------|-------------|
| Response time    | They respond swiftly ensuring timely support (24/7)                                  | Aligned         | Operational |
| Professionalism  | They have been fantastic, friendly, courteous, helpful. Kind, empathetic, respectful | Aligned         | Must-have   |
| Visibility       |                                                                                      | Aligned         | Must have   |
| Youth engagement | I like that the are connected to the schools; it's a beautiful place to live         | Already in plan | Operational |

# APPENDIX - SESSION 1 OUTPUT

## Community Input Themes - Future Priorities

| Theme                                                             | Quotes | Status        | Importance                     |
|-------------------------------------------------------------------|--------|---------------|--------------------------------|
| Traffic                                                           |        | Core policing | Must-have                      |
| King Street JHS                                                   |        | Aligned       | Must-have                      |
| Visibility                                                        |        | Aligned       | Must-have                      |
| Drugs                                                             |        | Aligned       | Must-have                      |
| Partnerships to respond to mental health calls                    |        | Aligned       | Must-have<br>Advocacy of Board |
| Continued professionalism                                         |        | Aligned       | Operational                    |
| Transparency – more details, stats, successes, public information |        | Aligned       | Must-have (Operational)        |

# APPENDIX - SESSION 1 OUTPUT

*2022-2025: What continues from the current plan?*

| Priority # | Emerging Recommendation<br>Keep / Adapt / Stop                                                                          | Key Rationale                                                                  | Emerging Realities                                                                                                                                                                           |
|------------|-------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1          | K = 1, 1, 1                                                                                                             | Ongoing chronic issue; a lot of buy-in from community and partners             | Don't have enough quantitative (benchmark) data; no provision for same-sex couples                                                                                                           |
| 2          | K = 1,1<br>A = 1<br>Partnership                                                                                         | 35%+ calls are mental health related                                           | Working to come up with a solution that is not only a police response – need provincial support; police are filling a gap that belongs to health                                             |
| 3          | A = needs to be adapted because it isn't just youth                                                                     | Drugs and drug addiction is the major issue                                    | Giant federal government disconnect hampering ability to enforce reduction; shouldn't just be focused on youth; police are filling the gap from health services; education is still relevant |
| 4          | S = Operational issue related to staffing that should continue but not a strategic issue. Look to support from the Town | Public wants more transparency; police need specific skillset                  | Improve the messaging; build on the reports we have; need more public facing information; trendline for public consumption would be helpful                                                  |
| 5          | K =                                                                                                                     | Proactive and controlled; invest in technology enforcement and education (TSA) | Hasn't been staffed for the past year; shortages; daily responsibility of the force; could be handled via social media & public                                                              |

# APPENDIX - SESSION 1 OUTPUT

2022-2025: What continues from the current plan?

| Priority # | Emerging Recommendation<br>Keep / Adapt / Stop | Key Rationale                                                                                          | Emerging Realities                                                                                     |
|------------|------------------------------------------------|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| 6          | K =                                            | Policing review will have an impact on this priority                                                   | Province is saying if you don't have MOUs in place then RCMP services will be used                     |
| 7          | K =                                            | If we don't track officially then we won't know what trends are up and down or what to prioritize/fund | Need resources for this;<br>Have not explored this – currently not staffed and not tracking statistics |
| 8          | A =                                            | If the province wants us to implement their priorities, they need to pay for them                      | Focus on advocacy efforts for funding and resources                                                    |

# APPENDIX - SESSION 1

## 2022-2025 PLAN - PRIORITIES AND UPDATES

### 1. Crime Reduction: Domestic Violence

**Challenge:** Chronic cases of domestic violence in the community.

**Desired Outcomes:**

- Decreased instances of domestic violence
- Increased awareness and education around domestic violence as preventative tactic.
- Working with partner organizations to support an all-gender intervention role and to support survivors.

**What has been done:**

- All new employees have received training on ODARA (Ontario Domestic Assault Risk Assessment) and Domestic Violence Protocol.
- The Deputy Chief chaired the Provincial High-Risk Working Group for Nova Scotia and led updates to the High-Risk Domestic Violence Protocol for use across all provincial partner agencies.

### 2. Crime Reduction: Mental Health Solutions & Service Impact

**Challenge:** Mental health calls have an impact on policing services, often putting pressure on core policing services as a result of time/calls.

**Desired Outcomes:**

- A balanced solution is found that reduces the strain on policing resources, while ensuring that response to calls involves appropriate resources leading to better outcomes.

**What has been done:**

- Chief Feener participated as the law enforcement representative in interdepartmental discussions on the Involuntary Psychiatric Treatment Act (IPTA) with Department of Health and Department of Justice.
- Legislative and operational changes to IPTA have been proposed and are currently under review by the Department of Health.
- Additional recommendations include pilot initiatives to expand mental health counsellors within the 911 Communications Centre's, the inclusion of 811 services, and the expansion of the Mobile Mental Health Team.
- We also have monthly meetings with the Police Health Liaison committee locally which included BPS, RCMP and Mental Health Staff, with a focus on improving response coordination and service delivery.

# APPENDIX - SESSION 1

## 2022-2025 PLAN - PRIORITIES AND UPDATES

### 3. Crime Reduction: Youth Drug Use

**Challenge:** Concern over increase in youth cases involving drug use and its impact on Bridgewater area.

**Desired Outcomes:**

- Decreased rates/occurrences of youth using drugs.

**What has been done:**

- Continued advocacy with the Department of Justice for stable and consistent funding for the School Safety Resource Officer (SSRO).
- The department's Drug Recognition Expert (DRE) delivered two training sessions for South Shore educators, focusing on emerging drug trends and their effects.
- The DRE Officer also provided an information session with Department of Community Services (DCS) staff to support their interactions with families and the public.

### 4. Safe Community: Public Awareness

**Challenge:** Need to communicate accurate statistics for crime/violations in Bridgewater; demonstrate the value in annual investment in policing and accountability.

**Desired Outcomes:**

- Benchmark statistical comparisons with like communities in quarterly or semi-annual reports to the Board.

**What has been done:**

- The format of the monthly reports provided to the Board of Commissioners has been revised to include the total calls for service during a defined reporting period, along with statistics for specific call types.
- These reports are publicly accessible and posted on the department's website to enhance transparency and community awareness.

# APPENDIX - SESSION 1

## 2022-2025 PLAN - PRIORITIES AND UPDATES

### 5. Safe Community: Traffic Enforcement

**Challenge:** Traffic enforcement frequently raised during community engagement and surveying as safety issue.

**Desired Outcomes:**

- Traffic enforcement increased; decrease in collisions.
- Strong public education and awareness regarding rules of the road.

**What has been done:**

- A dedicated traffic officer position was created to focus on high-collision and high-complaint areas, allowing patrol members to be redeployed to core duties.
- A traffic unit was developed in collaboration with the local union, with a position established and filled to address traffic enforcement, road safety complaints, and complaint driven enforcement areas.
- The role also includes responsibility for the majority of property damage collisions and the collection of traffic speed data using speed signage.
- This position is currently vacant due to staff shortages.

### 6. Innovative Operations: Shared Services

**Challenge:** Cost and efficiency. Is there a way to reduce the cost of policing, increase organization efficiencies through collaborative relationships with others or adopting new technologies?

**Desired Outcomes:**

- Opportunities are identified and potentially implemented to share services, increasing efficiency.
- Municipal Collective for Services is explored as an option.

**What has been done:**

- Memorandum of Understandings (MOU's) have been established with other municipal police services to provide and receive specialized policing services, including - K-9, Ident, Major Crime Unit and Public Order.
- BPS continues to collaborate with partner services in Southwest Nova, Annapolis Royal and Kentville, providing staffing support for major events such as the Apple Blossom Festival, Natal Day celebrations.
- In return, partner agencies have assisted BPS during major events such as Exhibition week, at no additional cost.

# APPENDIX - SESSION 1

## 2022-2025 PLAN - PRIORITIES AND UPDATES

### 7. Innovative Operations: Intelligence-Led Policing

**Challenge:** Increasing use of analytics to assist in resource allocation and the development of crime-reduction strategies may make a safer community.

**Desired Outcomes:**

- Increased understanding of crime and trends/modelling in Bridgewater.
- Application of trends/data in policing to lead directly to crime reduction.

**What has been done:**

- No changes have been implemented in this area at this time.

### 8. Governance: Fiscal Responsibility & Board Advocacy

**Challenge:** Provincial and federal policies can impact policing, positively and negatively. This, combined with ongoing community growth and need for services, can disrupt fiscal responsibilities and service.

**Desired Outcomes:**

- The Board ensures policing costs remain reasonable and valuable for the community.
- The BPC Board is effectively communicating challenges and concerns to provincial/federal governments.

**What has been done:**

- The Board continues to actively monitor the police services budget and responsibly invest in investigation tools and technologies, including CCTV systems and Body-Worn Cameras.



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