



# STRATEGIC PLAN 2022-2025

A document created by the Bridgewater Board of Police Commissioners, with the support and input of Bridgewater Police Service, local stakeholder organizations that contribute to our community, and Bridgewater's residents and business owners.

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DOCUMENT

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**THIS DOCUMENT IS UNDERGOING BOTH  
INTERNAL REVIEW AND EXTERNAL REVIEW WITH  
STAKEHOLDERS. IT IS NOT THE FINAL VERSION  
FOR IMPLEMENTATION.**

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# MESSAGE FROM BPC CHAIR

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On behalf of the Bridgewater Board of Police Commissioners (BPC), I am pleased to present the 2022-2025 Strategic Plan for the Bridgewater Police Service.

The Police Board is tasked with providing governance and oversight of the Bridgewater Police Service (BPS). Our Police Board is proud of the quality and professionalism of our police service, and confident in their ability to continue providing our citizens and visitors a safe and healthy Bridgewater.

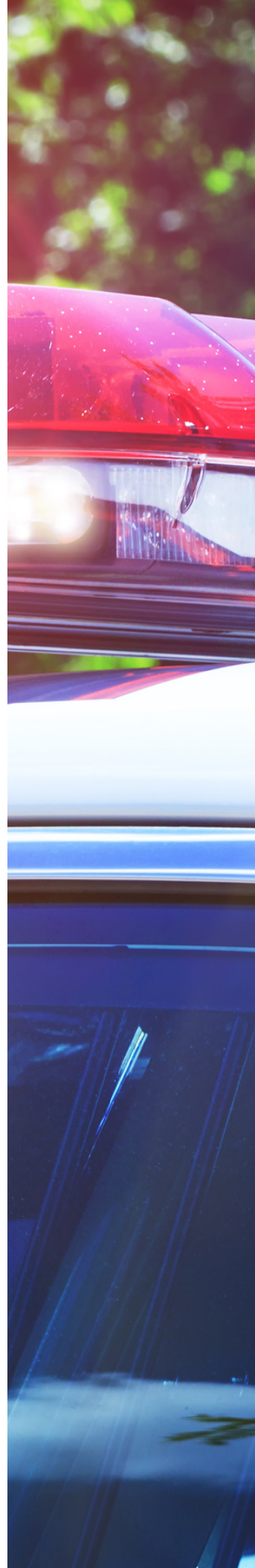
The Strategic Plan is a result of internal (Police Board & Town Council) and external (community) consultations, and it sets out the priorities for the next three years.

In the ever-changing world of policing and public safety, the Police Board and BPS remain committed to priorities that provide us all with a sense of safety and leads in innovation and governance.

H. David Walker



Chairperson  
Bridgewater Board of Police Commissioners



# MESSAGE FROM BPS CHIEF

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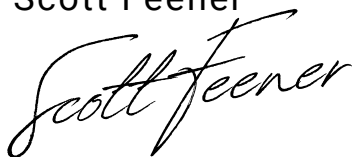
I'd like to take this opportunity to thank our governance board, the Bridgewater Board of Police Commissioners (BPC), as well as our collaborative community partners for developing the draft 2022-2025 Strategic Plan.

This comprehensive plan targets identified areas such as crime reduction, building a safe community, and innovative operations and governance, all of which have a detailed action plan to improve the level of police service and safety in our community.

Over the next three years, BPS and the BPC are dedicated to work diligently to complete tasks in a timely manner.

I am very proud of Bridgewater Police Service and the level of service provided to our Town as we strive to keep our families and community as safe as possible.

Scott Feener



Chief of Police  
Bridgewater Police Service

# PRIORITY MATTERS

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in 2022, the Bridgewater Board of Police Commissioners (BPC) undertook an extensive internal planning exercise to workshop its priorities for its new three-year strategic plan. The contents, developed with support of Bridgewater Police Service and Town of Bridgewater staff produced the following priorities.

BPC then initiated a community engagement effort to take the draft priorities to stakeholder organizations and the broader public to confirm that the priorities which BPC had identified were reflective of the issues of the community and the opportunities that exist to optimize policing services.\*



## CRIME REDUCTION

- DOMESTIC VIOLENCE
- MENTAL HEALTH SOLUTIONS & SERVICE IMPACT
- YOUTH DRUG USE



## SAFE COMMUNITY

- PUBLIC AWARENESS/COMMUNICATION
- TRAFFIC ENFORCEMENT



## INNOVATIVE OPERATIONS

- SHARED SERVICES
- INTELLIGENCE-LED POLICING



## GOVERNANCE

- FISCAL RESPONSIBILITY & BOARD ADVOCACY



## PRIORITY

# CRIME REDUCTION: DOMESTIC VIOLENCE

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### CHALLENGE

Chronic cases of domestic violence in the community.

### DESIRED OUTCOMES

- ✓ Decrease in 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

## ACTIONS

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- Source training for Police (Starting Spring-Summer 2022)
- Education session with BPC Board (Fall 2022)
- Collaborate with partners to develop strategies to meet outcomes (Summer/Fall 2022)
- BPS report to Board (Fall 2022)
- Outcome of Mass Casualty Commission: review recommendations and opportunities for training/funding (Fall-Winter 2022/23)

# PRIORITY

## CRIME REDUCTION: MENTAL HEALTH SOLUTIONS & SERVICE IMPACT

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### CHALLENGE

Mental health calls have an impact on policing services, often putting pressures 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

## ACTIONS

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- Member training (starting Fall 2022, ongoing)
- Explore pilot opportunity with Crisis Intervention Team via Mental Health (Summer-Fall 2022)
- Request meeting with Mental Health re: new resource (Board Chair & BPS Chief, Fall 2022)
- Explore possible preventative technology solution integration and funding opportunities with Province of Nova Scotia (2023)



## PRIORITY

# CRIME REDUCTION: YOUTH DRUG USE

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### CHALLENGE

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

### DESIRED OUTCOME

- ✔ Decreased rates/occurrences of youth using drugs

## ACTIONS

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- School Safety Resource Officer (SSRO) to continue to meet with stakeholders, and work with Schools Plus Partnership (ongoing)
- Advocate for the support of SSRO as a uniformed police officer that comes with funding; letter of support from BPC Board Chair (Summer-Fall 2022)
- Explore training options for members through partnerships with Mental Health/Addiction Services (Fall-Winter 2022-23)
- Drug recognition expert presentation to Board and explore community awareness campaign (2022-23)

# PRIORITY

## SAFE COMMUNITY: PUBLIC AWARENESS

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### CHALLENGE

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

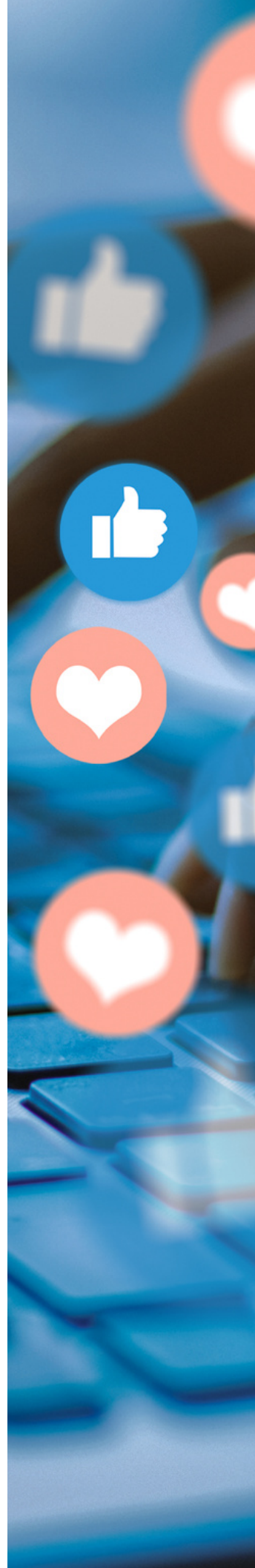
### DESIRED OUTCOMES

- ✓ Benchmark statistical comparisons with like communities in quarterly or semi-annual reports to the Board
- ✓ Same data to create public awareness of policing, public info campaigns

## ACTIONS

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- Updated stats reported to the BPC Board twice annually (starting Fall 2022, ongoing)
- Annual comparison made to other like communities for context; data used in public education initiatives (starting Fall 2022, ongoing)
- Develop and implement communications strategy (Fall-Winter 2022-23)





## PRIORITY

# SAFE COMMUNITY: TRAFFIC ENFORCEMENT

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### 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

## ACTIONS

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- Recruit additional officer for traffic enforcement operations (Spring-Summer 2022)
- Speed data collection in target areas; report data to the BPC Board (Fall 2022)
- Stats on traffic enforcement communicated monthly to the BPC Board (ongoing)
- Integrate driver and public education into communication strategy (Fall-Winter 2022-23)

## PRIORITY

# INNOVATIVE OPERATIONS: SHARED SERVICES

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### 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

## ACTIONS

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- A review of internal resources and options for collaboration will take place - the concept going to the Small Towns Chief Caucus (Summer-Fall 2022) with a report back to the BPC Board (Fall-Winter 2022-23) with potential options/actions explored.



## PRIORITY

# INNOVATIVE OPERATIONS: INTELLIGENCE-LED POLICING

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### 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.

## ACTIONS

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- BPS will review options prior to 2023-24 budget year and will report back to Bridgewater Police Commission with recommended strategy; options for review may include retraining existing position or partnering with other policing services (2023)

# PRIORITY

## **GOVERNANCE: FISCAL RESPONSIBILITY & BOARD ADVOCACY**

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### **CHALLENGE**

Provincial and federal policies can impact policing, positively and negatively. This, combined with ongoing community growth and need for services, can disrupt fiscal responsibility 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

## **ACTIONS**

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- Establish key performance indicators for benchmarking/reporting progress to the BPC Board (Fall-Winter 2022-23)
- Strategy developed for approaching province re: indirect impacts on policing, such as mental health, addiction services (Fall-Winter 2022-23)
- Municipal group (towns) in Nova Scotia coordinate to be a voice for advocacy (Mayor - Fall 2022)
- Strategic public awareness of issues facing policing; incorporate into Communications Strategy (2022 and ongoing)



# APPENDIX

strategic planning • public engagement

## DRAFT PLAN DEVELOPMENT

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Bridgewater Police Commission assembles a draft document identifying its Strategic Priority areas of service and engagement.

Draft public doc will also provide general background information about the Police Commission and its relationship with Bridgewater Police Service as a public education component.

LED BY: BPC, BPS and Town staff. Town staff prepare polished draft public document identifying priorities for future feedback.

TIMELINE: BPC sets draft strategic priorities for public input by June.

## ENGAGEMENT : PHASE 1A STAKEHOLDER OUTREACH

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A dedicated engagement/input session should be held exclusively with Town Council as the primary funder in June/July to receive feedback on proposed strategic priorities.

BPC/BPS should also identify up to a half-dozen community partners and programs that directly and commonly interface with BPC/BPS (e.g. Schools Plus, Hub 1, Health services, Seniors Safety Society, and community organizations to be determined) and meet with them to review the draft strategic priorities and receive input.

LED BY: BPC members host meetings.

TIMELINE: Carried out by BPC in Summer 2022. Summary of findings/input formally received at BPC meeting in September.



# APPENDIX

strategic planning • public engagement

## ENGAGEMENT : PHASE 1B GENERAL PUBLIC OUTREACH

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### Priority: Digital engagement

Present the strategic priorities draft public document download and review. Create and deploy a brief survey asking for public input (5 to 8 questions) on the specific priorities. This outreach includes social media, website, integration into TOB app for maximum reach.

Print copies of the draft priorities should be available at BPS and Town Hall for the general public without internet access.

LED BY: Town staff; draft questions to be reviewed by BPS/BPC prior to issuing the survey.

TIMELINE: Community survey carried out for apx. one month in Summer of 2022. Results shared with BPC at September meeting.



### OPTIONAL: Public engagement sessions in person

While this kind of engagement has historically not been well attended, BPC may wish to do public outreach regarding satisfaction with policing and the proposed Strategic Plan. Setting up at a public venue, such as the Bridgewater Farmers' Market, may provide good engagement with a wide range of individuals.





# APPENDIX

strategic planning • public engagement

## ENGAGEMENT : PHASE 2 REVIEW REPORT AND REVISE

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A summary of public engagement and feedback is provided to BPC/BPS to review and discuss in September. Any needed changes or modifications to the strategic priorities stemming from public engagement should be identified, discussed, and either adopted or set aside.

LED BY: BPC providing direction. Revisions to draft priorities carried out as needed by TOB staff.

TIMELINE: Direction from September meeting. Revisions carried out to draft priorities document for final review and approval in October.



## ENGAGEMENT : PHASE 3 STRATEGIC PRIORITIES & ACTION PLAN DEPLOYMENT UPON APPROVAL

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Establish corresponding Action Plan during Fall 2022, stemming from the final version of the Strategic Priorities. Upon approval of the completed Priorities & Action Plan, make use of BPS and TOB communications assets to promote the completed document.

LED BY: BPC in conjunction with BPS and TOB staff.

TIMELINE: Fall 2022.



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