Kingston Police Service Board
Strategic Planning Committee MINUTES
Kickoff Meeting 26-01

The meeting was held on August 20, 2026, at 12:00 noon at the Kingston Police Headquarters, 705 Division Street, in the William Hackett Boardroom

Present:
Christian Leuprecht
Gregory Ridge
Michael Springer
Fred Kaustinen, Principal, Governedge Inc. (virtually)
Lorie Sargeant, Board Administrator

1. Call Meeting to Order

The meeting was called to order at 12:02 pm

2. Appointment of Committee Chair

Moved by Michael Springer
Seconded by Christian Leuprecht

That the Strategic Planning Committee appoint **Gregory Ridge** as Committee Chair.

Carried

3. Disclosure of Pecuniary Interest

The members confirmed that there were no disclosures of pecuniary interest.

4. Approval of Agenda

Moved by Christian Leuprecht
Seconded by Michael Springer

That the agenda for the Strategic Planning Committee meeting of August 20, 2026, be approved.

Carried

5. Strategic Planning Project Kickoff – Governedge Inc.

- Presentation by Fred Kaustinen
- Review of the Board-approved project plan
- Strategic planning process, legislative context, responsibilities and anticipated outcomes *(CSPA)*

Fred Kaustinen reviewed the project plan approved by the Board. He also provided an overview of the strategic planning process and Board responsibilities pursuant to the legislation under the *Community Safety and Policing Act, 2019.*

6. Review of Project Scope, Deliverables and Timeline

- Policy and by-law review - Mr. Kaustinen confirmed that he is reviewing the draft Strategic Plan Policy (A1-001) approved by the Board on September 25, 2025, and the Board by-law 26-01, being a by-law to establish the Kingston Police Service Board's Strategic Planning committee.
- Strategic planning budget – The committee discussed the resources required to complete the strategic planning process and recognized that the Strategic Plan would impact the 2028 budget.
- Public survey and RFP – The committee considered options for conducting the public survey, including an in-house survey administered through SurveyMonkey and a professionally designed third-party survey obtained through a request-for-proposal process.

  Members discussed the value of establishing a statistically reliable baseline that could be repeated over time to measure changes in the community perceptions and policing outcomes. The discussion included the possible use of preliminary research and focus groups to inform the survey questions, followed by analysis and validation of the survey results.

  The committee also discussed inviting input from community organizations, municipal councils, police service boards and other stakeholders. It was suggested that the survey include questions addressing broader regional and inter-jurisdictional policing considerations.
- Community focus groups and stakeholder consultation – Fred Kaustinen reviewed the consultation requirements under the *CSPA* and discussed with the committee, the individuals, organizations and communities that should be engaged during the planning process. Chair Ridge will explore obtaining information from the City of Kingston regarding the organizations and stakeholder groups included in the City's consultation processes.

  The committee also discussed the use of an online engagement portal, written invitations and focus groups to obtain input from community organizations and other stakeholders.
- Collection and presentation of demographic, policing and comparator data

  The committee discussed the collection of demographic, policing and community safety data to support the Strategic Plan. This may include comparative information from other police service boards and municipalities, as well as available data concerning community perceptions, policing priorities and community-safety outcomes.

- Strategic planning retreat

  Fred Kaustinen discussed holding a strategic planning retreat in January 2027 involving all Board members, the Chief and the Deputy Chief of Police. It was noted that the Chief and Deputy Chief would participate in the discussions, while decision-making and voting authority would remain with Board members.

- Preparation and approval of the final Strategic Plan

  The final Strategic Plan is expected to be prepared and presented to the Board for approval by the end of 2027, with implementation beginning in early 2028.

7. Immediate Priorities: August – October 2026

- Policy and by-law review
- Setting the strategic planning budget
- Development of the public survey RFP – third party or part of project plan (in-house)?

8. Roles and Responsibilities

- Strategic Planning Committee
- Board and Board Administrator
- Chief and Deputy Chief – The Chief provides action plans for strategic outcomes
- Governedge Inc.
- Public survey firm and other external participants

The roles and responsibilities will be set out in the policy/by-law.

9. Committee Reporting and Decision-Making Process

- Matters requiring Committee approval
- Matters requiring Board approval
- Progress reporting to the Board

The committee reporting and decision-making process will be set out in the policy/by-law.

10. Committee Work Plan and Meeting Schedule

The Board Administrator is to arrange the next Strategic Planning Committee for September 15, 2026.

11. Next Steps and Assignment of Responsibilities

12. Other Business

13. Adjournment

Moved by Christian Leuprecht
Seconded by Michael Springer

That the Strategic Planning Committee meeting be adjourned.

The meeting was adjourned at 12:52 pm.