



KINGSTON POLICE SERVICE BOARD

Board-Chief Relationship and Communications Policy (GP-009)

Adopted: January 29, 2026 (Res. 26-06)

Reviewed:

Revised:

Expires: Indefinite

Rescinds:

Legislation: *Community Safety and Policing Act, 2019*

1. **Preamble**

This policy defines the communications and relationship framework and establishes clear expectations and protocols between the Chief of Police and the Kingston Police Service Board. It ensures clear expectations for information flow to ensure that the entire Board receives, timely, accurate, and relevant information necessary to fulfill its governance responsibilities under the *Community Safety and Policing Act, 2019* (the “Act”).

2. **Board – Chief Relationship**

2.1 The Board’s legislative link to the Service is through the Chief of Police, and only the Chief of Police, who is responsible to:

- a. administer the police service and oversee its operation in accordance with the board’s policies and strategic plan;
- b. comply with any investigations conducted by the Law Enforcement Complaints Agency (LECA) or the SIU Director and any inspections conducted by the Inspector General; and
- c. comply with the lawful directions of the board.

- 2.2 The relationship between the Board and Chief of Police is a symbiotic one. The Chief of Police receives strategic direction from the Board including results to be obtained, limitations to be observed, authority that is delegated, and financial resources allowed. In turn, the Board receives information and input from the Chief of Police that it considers when formulating its policy, strategic plan, budget and quality assurance decisions.
- 2.3 The Chief of Police is responsible to the Board, and nothing contained in this policy empowers the Chief to perform or direct any act that encroaches upon the legislative powers of the Board.
- 2.4 This policy serves to describe and ensure continuity of the Board's relationship with the Chief of Police and link to the KPS.

3. Requirements

- 3.1. The Board shall direct the Service solely through the Chief of Police, or in his/her absence or incapacitation, an Acting Chief of Police appointed by the Chief, or appointed by the Board if necessary.
- 3.2. The Chief of Police reports to and is responsible to the Board as a whole.
- 3.3. All Board direction to the Chief of Police shall be made by way of Board resolution.
- 3.4. Except in emergency situations, all Chief of Police reporting to the Board shall be made via Board Reports at Board Meetings, submitted through admin_board@kpsb.ca.
- 3.5. Whenever the Chief of Police travels outside of Ontario in excess of four (4) consecutive days or is otherwise unable to communicate effectively with either the Service or the Board, he/she shall appoint an Acting Chief of Police.
- 3.6. Whenever the Chief of Police is on vacation, sick leave or training for four (4) consecutive days or more, he/she shall appoint an Acting Chief of Police.
- 3.7. Whenever the Chief of Police travels outside of Ontario, and/or plans vacation, sick leave or training for four (4) consecutive days or more, the advance approval of the Board is required.
- 3.8. An Acting Chief of Police shall be a senior sworn member of the Service of the rank of Inspector or higher.

- 3.9. When an Acting Chief of Police is appointed, the Chief of Police shall inform the Board and the Service of the name of the incumbent and the duration of the appointment, prior to the commencement of such appointment.
- 3.10. The Chief shall inform the Chair of his/her ongoing vacation credit usage as it occurs, and the Chair shall relay that information to the Board Administrator who shall maintain a record on behalf of the Board.
- 3.11. The Board shall annually evaluate the performance of the Chief of Police, relative to the achievement of objectives and priorities established by the Board, and compliance with Board policies.

4. Chief to Board Communications

- 4.1 Communications are essential to effective Governance, especially the communications the Board receives from its top employee and sole official link to the Service: the Chief of Police. The Board relies on information from the Chief of Police to make informed decisions that are relevant, timely, clear and compelling. The Board also supplements the information provided by the Chief of Police with independent advice as appropriate.
- 4.2 Characteristics of effective communications from the Chief to the Board are:
 - a) Clarity
 - b) Transparency
 - c) Respect for roles (how the roles of management and the Board differ, and how they inter-relate)
 - d) Responsiveness
 - e) Risk awareness
 - f) Community sensitivity
 - g) Evidence-based
 - h) Trust and Candor

5. Standard Communication Channels

- 5.1 All information reported, and advice provided, to the Board shall be routed through the Board Email in written report format for placement on the Board portal and appropriate meeting/workshop agenda or correspondence folder, in accordance with the Procedural Bylaw. This includes any and all general and/or educational information. The **only exceptions** are:
 - a) information or advice that is relevant to the specific delegated authority of the Chair and/or Committee Chair; and
 - b) information or advice that is a Matter of Immediate Strategic Significance or a Critical Incident.

6. Matters of Immediate Strategic Significance

- 6.1 A Matter of Immediate Strategic Significance is one that rapidly elevates the Board's operational, financial, reputational or other enterprise risk, and therefore calls for the Board's immediate attention and/or preparedness to take action prior to the next regularly scheduled meeting.
- 6.2 Examples of Matters of Immediate Strategic Significance include but are not limited to:
 - a) Public events requiring Public Order elements to be deployed or placed on standby;
 - b) major incidents which may result in mass casualties;
 - c) incidents where the SIU has invoked its mandate in response to a death or life-threatening injuries
 - d) any incidents involving, directly or indirectly, senior police officers or civilian directors, board members or public figures that are likely to draw significant media attention;
 - e) any incident that warrants a special press/media conference involving the Chief of Police.
- 6.3 The timely and accurate receipt of such information positions the Board to respond to the public, Ontario Civilian Police Commission (OCCP), Inspector General (IG) and/or media inquiries and demands and helps to inform the Board's assessment of the Matter of Immediate Strategic Significance, as well as any Board decisions that follow from that assessment.

7. Notification Requirements for Matters of Strategic Significance

- 7.1 When a Matter of Immediate Strategic Significance arises, the Chief or his/her designate shall notify the Board Chair and the Board Administrator of the pertinent information by any electronic notification (e.g. email, phone or text) at the earliest possible time and provide updates as available and necessary.
- 7.2 Upon receipt of notification of a Matter of Immediate Strategic Significance from the Chief or designate, the Chair or the Board Administrator shall inform the other Board members of the incident and any updates received.
- 7.3 For clarification purposes, any and all information that does not constitute a Matter of Immediate Strategic Significance, or is not a matter specifically for the Chair, or a Committee Chair, shall be provided to the Board Administrator for inclusion in the appropriate Board agenda for Board consideration/discussion.

8. Legislatively Mandatory Reporting

- 8.1 In addition to the reporting timelines in the Governance Calendar and the reporting

contents requirements specified in other Board policies, the Chief shall report to the following (Regulation references added):

- 8.1.1 Outcome of Chief's investigation re: SIU event (O.Reg.90 s9) – per occurrence;
- 8.1.2 Notice late submission of Chief investigation SIU report with reasons (O.Reg.90 s8) – if required;
- 8.1.3 Chief investigation into circumstances of injury or death by firearm discharge (O.Reg.391 s9(2)) – per occurrence;
- 8.1.4 Firearm discharge by Chief (O.Reg.391 s9(5)) – on occurrence, if any;
- 8.1.5 Extreme incident response review & evaluation report (O.Reg.392 s11(2)) – per occurrence;
- 8.1.6 Extreme incident response review & evaluation report - notice late submission (O.Reg.393 s11(2)) – per occurrence, if required;
- 8.1.7 Active attacker response review and evaluation report (O.Reg.393(8)) – at the time of occurrence;
- 8.1.8 Active attacker response review and evaluation report - notice late submission (O.Reg.393 s8(6)) – as required, at the time of occurrence;
- 8.1.9 Chief or Deputy in personal conflict (O.Reg.401 s4(3)(b)) – per occurrence;
- 8.1.10 Institutional conflict with respect to Chief or Deputy (O.Reg.401 s8(2)) – per occurrence; and
- 8.1.11 Mandatory Chief reporting misconduct of Deputy Chief (O.Reg. s22(1)) – per occurrence, if any.

9. **Inquiries from the Media**

9.1 Any media requests received by the Police Service's Corporate Communications Office related to the Board mandate, policies or decisions shall be forwarded to the Board Email.

Unless otherwise specified, the Chair or Vice-Chair is the official spokesperson for matters within the jurisdiction of the Board. In response to an inquiry regarding the Board Governance or Board Policies, in the Chair's absence, the Board Administrator will ensure the Vice-Chair is apprised of the need for an official response from a request by the Media.

The Board spokesperson shall only comment on matters within the jurisdiction and mandate of the Board and shall avoid speaking on matters within the legislated authority of the Chief of Police. Similarly, the Chief of Police shall refrain from commenting or speculating, officially or otherwise, on matters within the Board's domain. Prior to responding to media requests for interviews or comments, the Board spokesperson shall consult, as appropriate, with the Chief or his/her designate to ensure the appropriate coordination.

"original signed by Chair"

Chair

"original signed by Administrator"

Administrator