



Kingston Police Service Board

Public Agenda Recommendation Report

To: The Chair and Members of the Kingston Police Service Board

From: Policy & By-Law Committee

Subject: Critical Points Policy

Date: November 17, 2025

Strategic Priority Alignment:

Administrative/Procedural

Recommendation:

That the Kingston Police Service Board adopt the Critical Points Policy as presented in Report Number 25-79.

Background/Analysis:

The Critical Points Policy establishes a structured process for information sharing between the Kingston Police Service and the Kingston Police Service Board during periods of elevated organizational risk. Effective information flow is foundational to the Board's ability to meet its oversight and governance responsibilities under the *Community Safety and Policing Act, 2019*, particularly Sections 37(1)(a), 37(1)(f), 38(1)(a) and 38(1)(b).

In its March 20, 2025, Memorandum and Advisory Bulletin, the Inspector General of Policing advised that municipal police service boards should develop and adopt a Critical Points Policy to ensure consistent and timely information sharing during large-scale events, significant incidents, or other circumstances that pose heightened organizational risk. This guidance aligns with best practices used by other Ontario police boards, including the Toronto Police Service Board.

The Critical Points Policy:

- Defines “critical point” and establishes clear, consistent criteria for identifying such events or circumstances.
- Specifies the types of information the Chief of Police will provide to the Board when a critical point is identified.
- Outlines a standardized information-sharing process, ensuring the Board is promptly and appropriately informed.
- Strengthens oversight and accountability while respecting the Chief’s operational independence.
- Provides direction regarding training, Board-initiated inquiries and public reporting, where appropriate.

Adopting this policy enhances governance transparency, supports informed decision making, and fulfills the Inspector General’s recommendation for municipal police boards. It ensures that the Board has the tools necessary to respond effectively during periods of heightened risk and promotes alignment with provincial expectations and oversight standards.

Financial Considerations:

There are no financial implications arising from the approval and adoption of this policy.

Contacts:

Gail MacAllister, KPSB Policy & By-Law Committee

chair_board@kpsb.ca

Gregory Ridge, KPSB Policy & By-Law Committee

Lorie Sargeant, Board Administrator

613-876-6984

Exhibits Attached:

Exhibit “A” – Draft Critical Points Policy

Exhibit "A"



KINGSTON POLICE SERVICE BOARD

Critical Points Policy (XX-XX)

Adopted::

Reviewed:

Revised:

Expires: Indefinite

Rescinds:

Legislation: Community Safety and Policing Act, 2019, ss 37(1)(a) and (f), and 38(1)(a) and (b).

Preamble:

Information sharing between the Kingston Police and the Kingston Police Service Board (Board) is foundational to the Board's effective execution of its oversight responsibilities. Information sharing is crucial during times of elevated organizational risk, such as when facing large-scale events.

This Policy defines such **Critical Points** and sets out a process to guide the Chief of Police and the Board in identifying them, and ensuring the flow of relevant information from the Service to the Board, so that the Board can most effectively carry out its oversight and governance role, including creating and amending Board policies, setting priorities, asking questions, and providing non-binding advice in relation to operational matters.

The Board acknowledges there are limits to the direction that the Board may give to the Chief of Police, and the importance of respecting those limits. The Board is prohibited by law from directing the Chief of Police with respect to specific investigations, or the conduct of specific operations. Therefore, while the Board may

set objectives and priorities for the policing of a Critical Point, the Chief of Police has the authority to determine the methods by which the objective, priority, or outcome will be achieved.

This Policy will not prevent or restrict the Service from exercising its policing powers and authorities, in emergent circumstances, to protect community safety

Purpose:

The purpose of this Policy is to:

- Define the term Critical Point and provide clear and consistent assessment criteria for use in identifying Critical Points as they arise
- Describe the type of information the Board requires from the Chief to assess potential Critical Points;
- Describe the information sharing process between the Board and the Service when a Critical Point has been identified/confirmed;
- Strengthen oversight of the Service, consistent with the Board's legislative responsibilities;
- Ensure accountability of the Service to the Board; and
- Ensure that the Chief of Police can discharge their duties according to law.

Board Policy:

1. Definitions:

1.1 Critical Point: A matter of strategic significance that is time-sensitive and which 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.

For example:

- a. Large scale operations or events for which advance planning and approval by the Service's Command is required;
- b. Events or operations that are likely to have a material impact on the Service's relationship with, and service to, marginalized and vulnerable communities;
- c. Events or operations that raise significant questions of public policy; or
- d. Credible external or internal complaints, including complaints regarding workplace discrimination or harassment, against individual officers and the Service, and findings by other tribunals related to discrimination, where such complaints or findings raise significant systemic issues.

Note: That the above examples are provided for illustration only and do not represent an exhaustive list.

2. Reporting on Critical Points:

2.1 The Chief of Police will inform the Chair or their designate of any situation in which the Chief of Police believes a Critical Point has emerged or is likely to emerge and provide the Chair, in writing, with further information regarding the Critical Point, including, as appropriate:

- i. The general nature of the Critical Point;
- ii. The elevated risk(s) posed by the Critical Point;
- iii. Relevant operational and other information necessary for the Board to understand the details of the Critical Point, including an outline of the operational plan, and continuity of service plans;
- iv. Any plans to involve other organizations, including, in the case of other law enforcement agencies, recommendations to the Board to make requests of other boards or the Ontario Provincial Police Commissioner;
- v. An estimate of the financial impact;
- vi. Relevant legislation and other legal requirements that may apply including the need for additional authorities; and
- vii. Any ongoing considerations, including resources needed, or policy impacts.

2.2 The Chair will share information by the Chief of Police with Board Members, all of which will be held in the strictest of confidence.

2.3 The Chair, in consultation with the Board Members, and in accordance with the Board's Procedural Bylaw, will determine whether there is a need to obtain additional information, create or amend Board policies, and/or provide direction to the Chief in accordance with the Board's policies, duties and responsibilities, including setting objectives and priorities, and if so, whether to call a Special Meeting of the Board, or to include the Critical Point as an item on the Agenda of the Board's next regularly scheduled meeting.

2.4 The Chief will continue to update the Board, through the Chair, on any significant developments, including once the Chief of Police determines that the Critical Point has concluded. In consultation with the Board Members, the Chair may call a Special Meeting of the Board at any time or include an item on the agenda of a regularly scheduled Board Meeting, to discuss the Critical Point.

3. Identification of Critical Points by the Board

3.1 When the Chair believes, or is advised by a Board Member(s) that they believe, that a planned or anticipated event may constitute a Critical Point, the Chair shall request the Chief of Police to consider whether, in their view, the event may meet the definition of Critical Point, and either report to the Board in accordance with

this Policy, or, alternatively, provide to the Chair reasons that the event in question does not meet the definition of a Critical Point.

4. Chief's Autonomy

4.1 Once the Board has been given the opportunity to set objectives, ask questions, and provide non-binding advice in relation to operational matters, where applicable the Chief will maintain autonomy to finalize and execute the plans.

4.2 If, during the duration of a Critical Point, the Board concludes that, in its view, the objectives are not being achieved, the Board will inform the Chief of Police of its conclusion. However, the Chief of Police will remain autonomous in determining the appropriate execution of the plans to achieve the mission, objectives and priorities.

5. Training

5.1 The Chief will provide training to ensure that all Command and Service Members from the rank of Inspector and above are trained to recognize the circumstances that may lead to a Critical Point, and to inform the Chief of Police and Command when a potential Critical Point is identified; and

5.2 The Board will ensure that all new Board Members receive training to understand the definition of a Critical Point and effectively understand their responsibilities with regard to the consideration of Critical Points.

6. Reporting to the Public

6.1 Subject to operational considerations and the advice of the Chief of Police, the Board will publicly disclose where it is possible to do so without risking the effectiveness of the operation or any other operations, the safety of Service Members or members of the public, or any other operational considerations raised by the Chief:

- a. The nature of the operational matter related to a Critical Point; and,
- b. Any directions given to the Chief of Police related to a Critical Point.

Chair

Administrator/Secretary