

Report to / Rapport au:

**OTTAWA POLICE SERVICE BOARD
LA COMMISSION DE SERVICE DE POLICE D'OTTAWA**

23 June 2025 / 23 juin 2025

Submitted by / Soumis par:

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SUBJECT: PERFORMANCE REPORT – FIRST QUARTER 2025

OBJET: RAPPORT SUR LE RENDEMENT – PREMIER TRIMESTRE 2025

REPORT RECOMMENDATIONS

That the Ottawa Police Service Board receive this report for information.

RECOMMANDATIONS DU RAPPORT

**Que la Commission de service de police d'Ottawa prenne connaissance du
présent rapport à titre d'information.**

BACKGROUND

This report is submitted in accordance with the *Calendar of Monitoring Requirements* and provides the Ottawa Police Service Board (the Board) with key performance data. It supports the Board's oversight responsibilities under Policy BC-2 (Monitoring Requirements) and aligns with the AI-001 Framework for Business Planning.

This report presents selected performance metrics that help assess the effectiveness, efficiency, and accountability of the Ottawa Police Service (OPS). It also supports the implementation of the Board's Strategic Plan by tracking progress toward key priorities. Regular reporting enhances transparency, strengthens public trust, and enables evidence-based decision-making.

DISCUSSION

The Ottawa Police Service (OPS) is committed to improving community safety, enhancing operational effectiveness, and responding to public needs. The Quarterly Performance Report is a key tool in supporting those goals.

First introduced in 2005 with input from a citizens' advisory panel, the report was developed to share operational performance information with the Board and the public. The current approach is evolving to meet the requirements of the *Community Safety and Policing Act* and create alignment with the *2024–2027 OPSB Strategic Plan*.

This quarter, the report includes a proof-of-concept scorecard integrating operational and strategic indicators. This will also include an at-a-glance view of all projects supporting the Board's Strategic plan. We are including the draft measures in this report to gather feedback from the Board, as discussions are underway with the Community Equity Council. We are working with the Board's Executive Director to provide the final documents in July with the full Strategic Plan document. As requested by the Board, this marks a significant step toward a more comprehensive and integrated performance framework.

Developing this new framework requires collaboration with our community partners and members from across the organization. It is designed to help OPS improve its use of data to track performance, guide decisions, and evaluate progress toward strategic outcomes. Updates will be published on the Community Safety Data Portal to support transparency and accountability.

This report presents quarterly data for five operational indicators, with comparisons to the same period in previous years. Control charts show trends and variations over time. As the performance measurement framework evolves, these metrics will be refined and aligned with strategic priorities. The current report includes the following indicators:

- Total demand for police service (calls and online reports)
- Priority 1 emergency calls for service
- Response time for Priority 1 calls (target: on-scene within 15 minutes, 95% of the time)
- Service time for citizen-initiated, mobile response calls
- Number of Criminal Code offences handled per officer

Total demand for service - calls and reports received online

In the first quarter of 2025, the OPS received over 87,300 demands for service through both calls for service and online reporting. This is in line with the five-year average of 87,900. Figure 1 shows the total demand for service over the last five years by quarter.

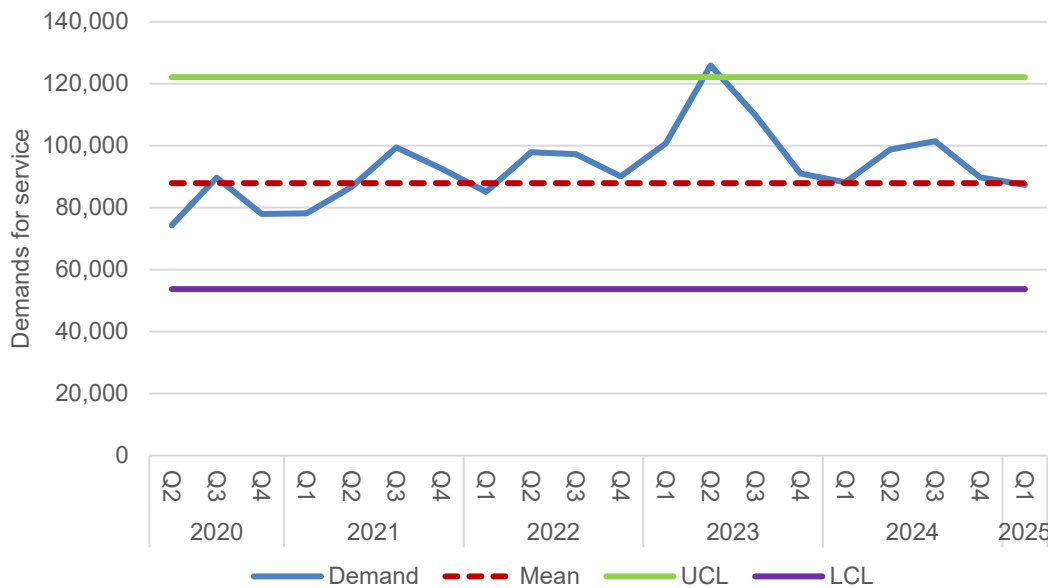


Figure 1: Total demand for service, 2020-2025

In Q1 2025, the OPS computer-aided dispatch (CAD) system received about 81,110 calls for service, which was consistent with the five-year Q1 average of 82,320 calls.

In the first quarter of 2025, 6,250 reports were submitted online. This was a 12 percent increase from the five-year Q1 average of 5,580. Shoplifting made up more than 38 percent of all online reports. However, shoplifting dropped by 15 percent compared to the first quarter of 2024. Other high-frequency online reports included traffic complaints (11 percent), theft from vehicles (5 percent), mischief to property (5 percent), and theft under \$5,000 (4 percent).

Response types

The OPS call response protocol is designed to match police response with the seriousness of each incident, while keeping both public and officer safety in mind. When a call comes into the OPS Communications Centre, operators ask specific questions to assign a priority level. This process follows Ontario's Police Adequacy and Effectiveness Standards Regulation LE-002 for Communications and Dispatch.

Priority 1 and 2 calls involve immediate threats to life or serious harm. These made-up 10 percent of all calls in the first quarter of 2025. Priority 3 and 4 calls involve risks to people, property, or evidence and account for 78 percent of all calls. The remaining 12 percent

were Priority 5, 6, or 7. These are used for radio broadcasts and calls handled by units such as the Police Reporting Unit, Collision Reporting Centre, Information Desk, and Property Room.

Emergency Calls for Service (Priority 1)

Priority 1 (P1) calls involve actual or imminent danger of serious injury or death, often with weapons reported. Figure 2 shows how P1 call volumes have changed over the past five years. During the pandemic, P1 calls declined when the tiered response agreement (TRA) was paused to reduce COVID-19 transmission. As a result, fewer officers were sent to support other emergency services. Since early 2023, the TRA has been reinstated.

In the first quarter of 2025, the OPS received 475 P1 calls. Most of these calls (80 percent) involved assisting other emergency services, such as paramedics. Despite the TRA being active, P1 call volumes declined in Q1 2025. Compared to Q1 2024, paramedic-related P1 calls dropped by 41%, with the steepest reductions in OAC Tiered Response (–47%) and Paramedic Assistance calls (–44%). Feedback from paramedics suggests that improved call prioritization and shorter hospital offload delays have reduced the need to tier police, contributing to the lower call volumes. Notably, the decline is most pronounced in the Central Division, where call volumes fell by over 50% compared to the same period last year. Further analysis is ongoing to assess the impact of strategic initiatives on call volumes.

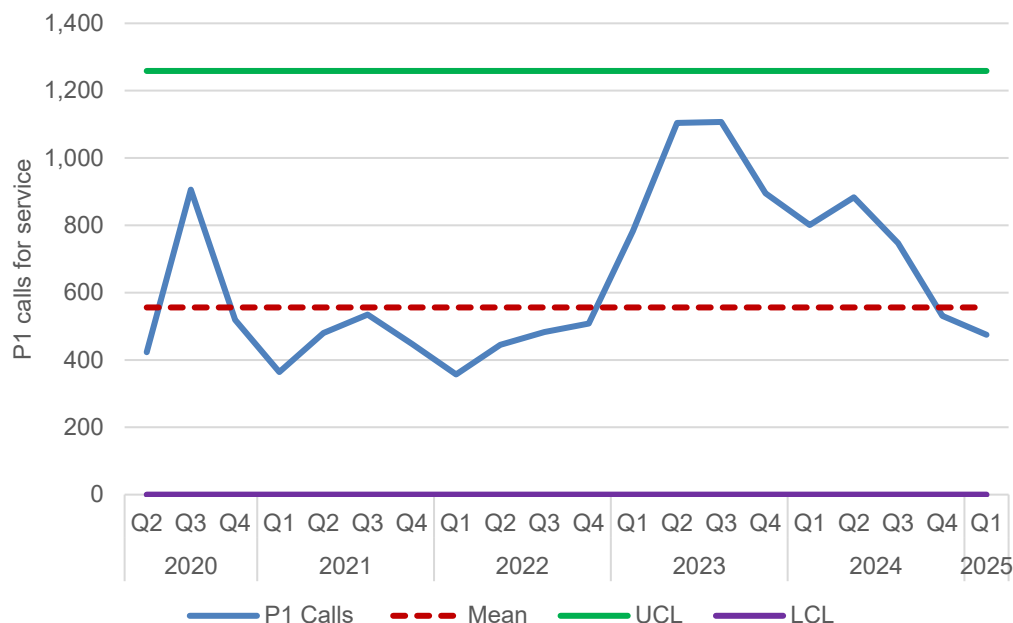


Figure 2: Priority 1 (P1) calls for service, 2020-2025

Priority 1 (P1) response performance

According to the OPS call response protocol, the goal is to respond to Priority 1 (P1) calls within 15 minutes, 95 percent of the time. Once a call is dispatched, its priority level remains fixed in the computer-aided dispatch (CAD) system. However, new information may come in during the response. This is shared with officers by radio or through the computer system and can affect the urgency of the response. If the risk is found to be lower, the urgency may decrease, leading to response times that fall outside the P1 standard.

To measure compliance, response time is calculated from the moment a call is received to when officers arrive on the scene. For example, if a call is received at 12:00 PM, the response must arrive by 12:15 PM or earlier. The figures presented in this report use this definition.

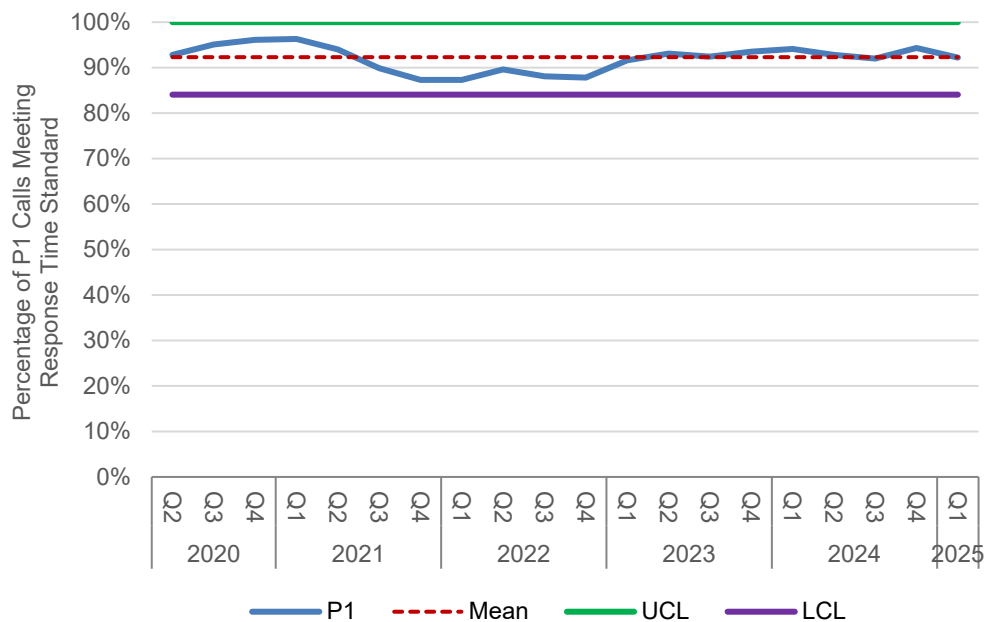


Figure 3: P1 Response performance, 2020-2025

Figure 3 shows the achieved response performance standard over the last five years by quarter. In Q1 2025, the OPS achieved the response performance standard for 92 percent of P1 calls. This result is in line with the five-year average (92%). Of the approximately 330 dispatched calls classified as P1, officers took over 15 minutes to respond to 26 calls. Of these calls:

- 12 were dispatched quickly, with delays mainly due to travel time to rural areas.
- 5 were triggered by OPS internal alarms.
- 2 were initially assigned a higher priority and later downgraded from P1.

- 2 were delayed due to resource issues.
- In 2 cases, officers arrived within 15 minutes but did not press the "on scene" button.
- 1 was initially given a lower priority, then upgraded to P1.
- 1 experienced a delay in moving from the call received to the dispatch queue.
- 1 call was delayed due to the wrong address provided.

Service time (citizen-initiated, mobile response)

Service time is the total number of hours officers spend responding to and managing calls for service from the public. Over the past five years, service time for citizen-initiated dispatched calls has steadily increased.

In the first quarter of 2025, service time reached approximately 91,430 hours. This is a 3 percent increase from the previous year and 9 percent higher than the five-year Q1 average of 84,110 hours. Figure 4 illustrates the trend in service time over the last five years.

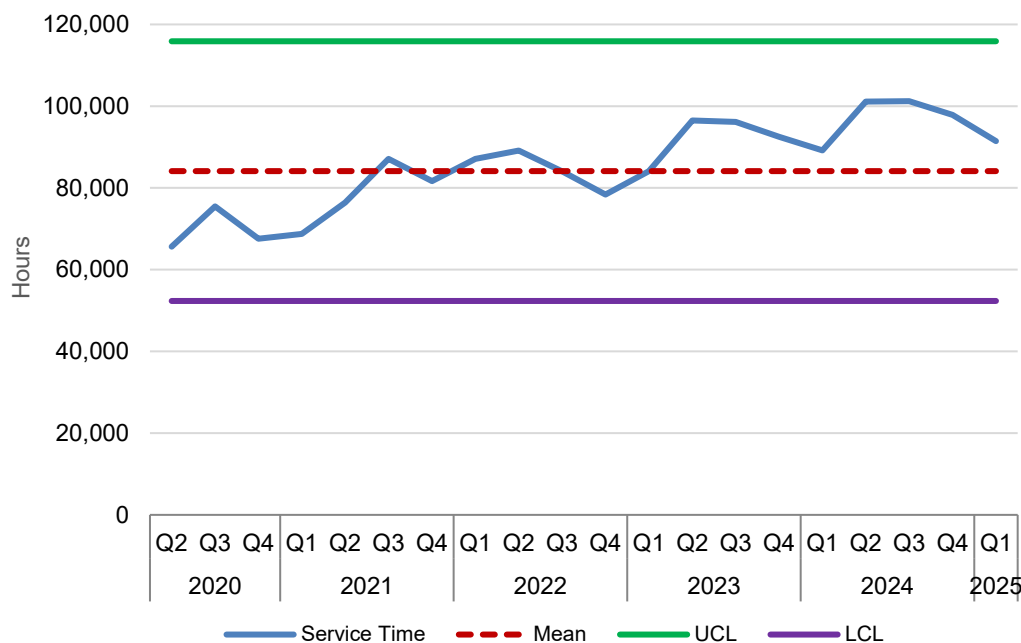


Figure 4: Service time (citizen-initiated, mobile response), 2020-2025

Since the global pandemic, the OPS has observed an increase in service time, which may indicate a rise in both the volume and complexity of service requests. Ongoing analysis is focused on understanding these operational pressures and the rising trend. In Q1, the

call types that required the most effort included paramedic assistance, partner disputes, disturbances, mental health incidents, accidents, and suspicious activities.

Number of Criminal Code Offences Handled per Police Officer

The number of Criminal Code of Canada (CCC) incidents handled per officer is one way to measure workload. However, it doesn't capture the full range of police responsibilities, such as proactive policing, victim support, traffic enforcement, Highway Traffic Act violations, and other community safety activities.

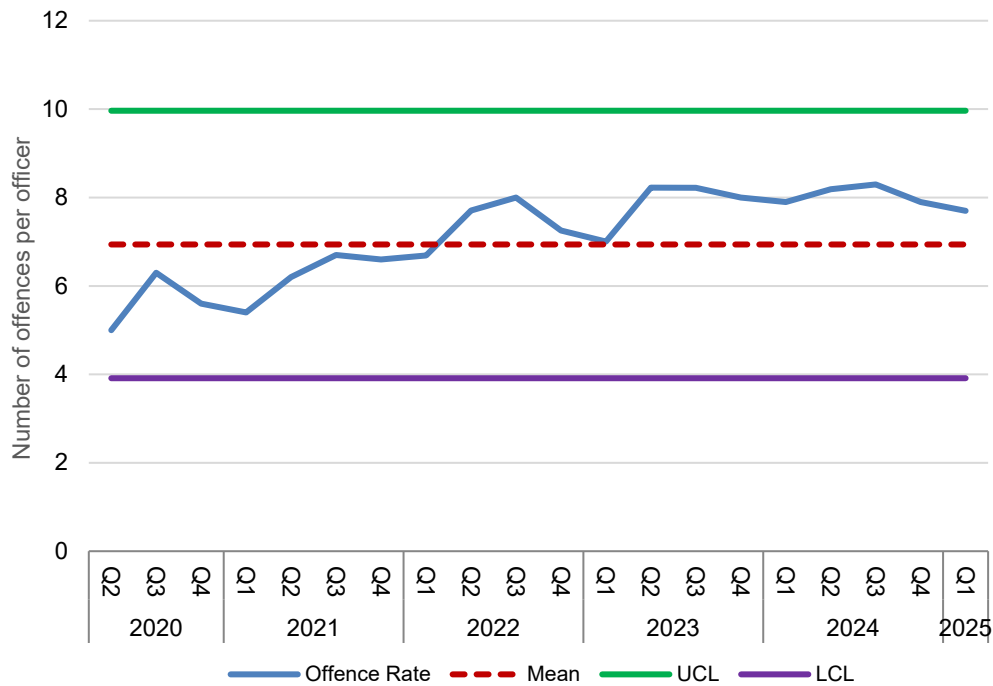


Figure 5: Number of Criminal Code offences per officer, 2020-2025

Figure 5 shows that in the first quarter of 2025, each sworn officer handled an average of 8 Criminal Code of Canada offences. This is consistent with the same period in 2024. Since 2020, the number of reported Criminal Code offences has risen by an average of 11 percent per year, while the number of sworn officers has increased by only 1 percent annually.

After a decline at the start of the pandemic, the number of offences handled by officers has risen. However, since Q2 2023, the number of offences per officer has remained relatively stable. Despite this recent plateau, the overall trend has outpaced the growth in sworn membership, leading to more crimes per officer.

SUPPORTING DOCUMENTATION

Appendix A: Strategic Indicators

Appendix B: Operational Indicators


CONCLUSION

The Ottawa Police Service remains dedicated to monitoring and reporting on performance metrics to ensure effective, responsive policing for the community. This report has outlined trends and insights across key service areas, reflecting both evolving service demands and areas for continued improvement. By tracking metrics such as total service demand, response times, and workload per officer, the OPS can better understand operational pressures and make informed decisions that enhance service quality. Moving forward, the OPS will continue refining these metrics in alignment with the OPSB Strategic Plan and expand reporting to the Community Safety Data Portal. This will provide the public with accessible, transparent insights into OPS performance, fostering accountability and strengthening trust between the Ottawa Police Service and the communities it serves.

APPENDIX A

Strategic Indicators

Ottawa Police Service

Enhance Community Safety			
	Baseline 5-Year Average	Current Year: 2024	Trend
Perception of Crime The perceived increase in the level of crime in the past five years.	47%	58%	
		Source: Advanis Survey	
Crime Severity Index (CSI) Tracks the severity of police-reported crime by accounting for both the amount of crime reported and the relative seriousness of the crimes.	51	NA	NA
		Source: Statistics Canada	
Crime Rate Number of Criminal Code violations per 100,000 people.	3,908	NA	NA
		Source: Statistics Canada	
Perception of Quick Police Response OPS responds quickly to calls for assistance	67%	68%	
		Source: Advanis Survey	

Advance & Support a Resilient Thriving Membership			
	Baseline 5-Year Average	Current Year: 2024	Trend
OPS Member Job Satisfaction The percentage of respondents who reported favourable job satisfaction.	67%	NA	NA
	Source: OPS Member Engagement Survey 2020		
Engagement Is a motivated state of mind driven by logical and emotional investment, focusing personal energy on meaningful work, team goals, or organizational outcomes.	50%	NA	NA
	Source: OPS Member Engagement Survey 2020		
Member Wellness Refers to various factors that contribute to a healthy, balanced, and supportive work environment. It encompasses physical, mental, and emotional well-being in the workplace.	55%	NA	NA
	Source: OPS Member Engagement Survey 2020		

Build Trust through Strong Partnerships			
	Baseline 5-Year Average	Current Year: 2024	Trend
Community Trust Public Trust in the Ottawa Police Service	47%	52%	
		Source: Advanis 2024	
Relationship Building OPS is doing a good job of building relationships with external stakeholders and agencies	49%	NA	NA
	Source: OPS Member Engagement Survey 2020		
Diverse Community Engagement The OPS is doing a good job of building relationships with diverse communities.	48%	NA	NA
	Source: OPS Member Engagement Survey 2020		

Strengthen our Commitment to Human Rights			
	Baseline 5-Year Average	Current Year: 2024	Trend
OPS Promotion of EDI Culture The OPS promotes a culture of equity, diversity and inclusion.	50%	NA	NA
	Source: OPS Member Engagement Survey 2020		
Valuing Diverse Identities and Perspectives Diverse identities and ways of thinking and working are valued and accepted.	51%	NA	NA
	Source: OPS Member Engagement Survey 2020		
Cultural Sensitivity The OPS is sensitive to the needs of different cultures.	56%	NA	NA
	Source: IPSOS 2018		

KPI: A quantifiable metric used to evaluate the success of an objective, ensuring accountability and effectiveness in policing services.

Baseline: The value is calculated as the five-year average preceding the current year.

Current value: The most recent measurement or data point (2024).



APPENDIX B

Operational Indicators

Ottawa Police Service

	Baseline 5-Year Average	Current Year: 2024	Trend		Baseline 5-Year Average	Current Year: 2024	Trend
Criminal Code of Canada Offences (Excl. Traffic) Total Count	42,311	50,579		Clearance Rate Percentage (%) of cases cleared	35%	25%	
Violent Crime Total Count	7,589	8,178		Calls for service Total count (911 and non-emergency calls)	349,112	348,486	
Property Crime Total Count	28,759	36,002		P1 Police response times Average time (in minutes) to highest-priority calls	6.9	6.8	
Intimate partner violence Total Count	6,481	NA	NA	Service Time (Effort) The cumulative amount time (in hours) responding to calls	339,230	389,538	
Hate or Bias Crime (Criminal) Total Count	298	347		Protests or Demonstrations Total count (protests, public gatherings)	422	492	
Shootings Total Count (Incidents)	63	NA	NA	Traffic complaints Total count of reported complaints	4,820	5,739	
Firearms seized Total count (weapons seized)	97	104		Traffic fatalities Total count of deaths from road incidents	20	17	
Arrests Total Count	8,694	9,195					
Use-of-force incidents Total count	349	NA	NA				
Public complaints Total count (substantiated complaints against officers)	300	NA	NA				

KPI: A quantifiable metric used to evaluate the success of an objective, ensuring accountability and effectiveness in policing services.

Baseline: The value is calculated as the five-year average preceding the current year.

Current value: The most recent measurement or data point (2024).