

Report to / Rapport au:

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

29 September 2025 / 29 septembre 2025

Submitted by / Soumis par:

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SUBJECT: PERFORMANCE REPORT – SECOND QUARTER 2025

OBJET: RAPPORT SUR LE RENDEMENT – DEUXIÈME 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 reçoit ce rapport pour obtenir des informations.

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*.

Since the first quarter of 2025, the report has included a proof-of-concept scorecard that integrates both operational and strategic indicators. These measures reflect priorities outlined in the Strategic Plan and support the Board's focus on results. As requested by the Board, this marks a significant step toward a more comprehensive and integrated performance framework.

Developing this new framework requires close collaboration with community partners and members across the organization. The framework is designed to strengthen OPS's use of data to track performance, guide decision-making, and measure progress toward strategic outcomes. To support transparency and accountability, updates will be published on the Community Safety Data Portal. Implementation work is already underway, with a full Board update planned for Q4. That update will share current results from available data and outline a development plan for the remaining indicators.

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 second quarter of 2025, the OPS received nearly 97,000 demands for service through both calls for service and online reporting. This was 4 percent below the five-year

Q2 average of 101,300. Figure 1 shows the total demand for service over the last five years by quarter.

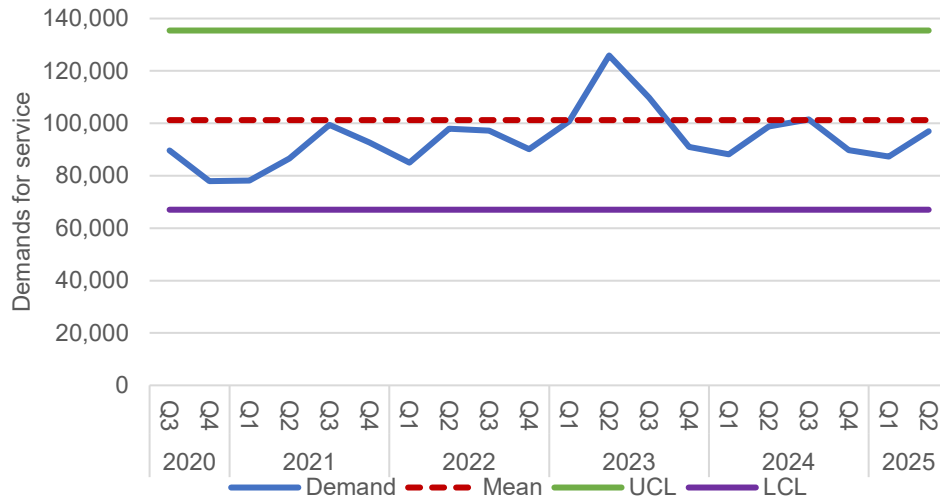


Figure 1: Total demand for service, 2020-2025

In Q2 2025, the OPS computer-aided dispatch (CAD) system received about 89,000 calls for service, 6 percent below the five-year average of 94,300 calls.

In the second quarter of 2025, 8,000 reports were submitted online. This was a 14 percent increase from the five-year Q2 average of 7,000. Shoplifting made up 37 percent of all online reports, increasing by one percent compared to the second quarter of 2024. The second most frequent online report was Traffic Complaint, accounting for 14 percent of reports. This represented a 43 percent increase compared to the second quarter of 2024. Other high-frequency online reports were mischief to property (6 percent of total reports), theft from vehicles (5 percent), and theft under \$5,000 (5 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 second quarter of 2025. Priority 3 and 4 calls involve risks to people, property, or evidence and account for 79 percent of all calls. The remaining 11 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 second quarter of 2025, the OPS received 544 P1 calls. Most of these calls (79 percent) involved assisting other emergency services, such as paramedics. Despite the TRA being active, P1 call volume declined 38% (340 fewer calls) in Q2 2025 compared to Q2 2024. Paramedic-related P1 calls fell by -45%. Feedback from the Paramedic Service 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 -60% compared to the same period last year. Further analysis is ongoing to assess the impact of strategic initiatives on call volumes.

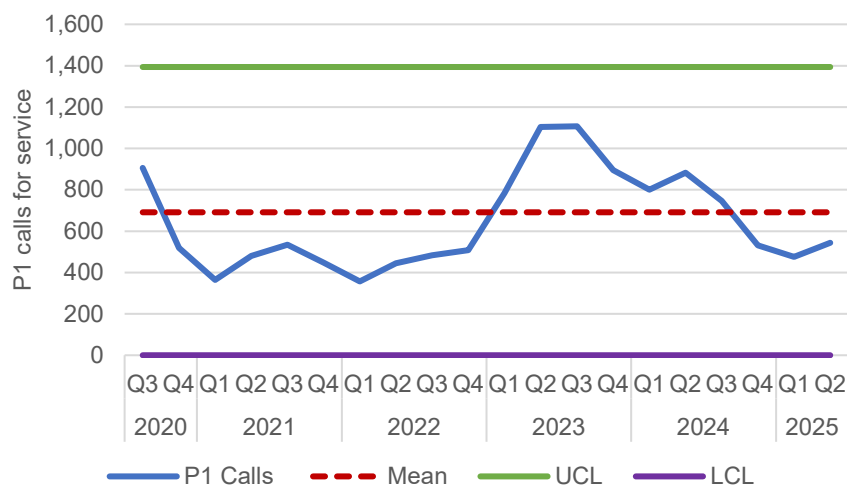


Figure 2: Priority 1 (P1) calls for service, 2020-2025

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.

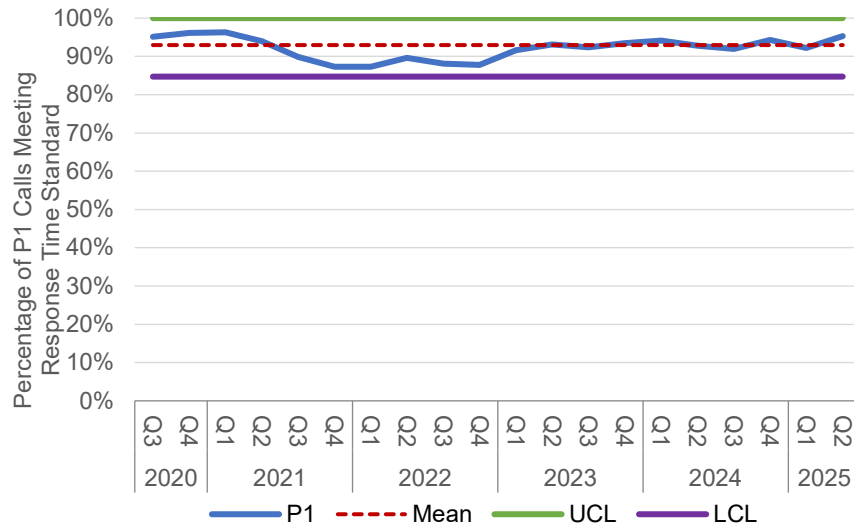


Figure 3: P1 Response performance, 2020-2025

Figure 3 shows the response performance standard over the last five years by quarter. In Q2 2025, the OPS achieved the response performance standard for 95 percent of P1 calls. This result is above the five-year average (93%). Of the approximately 380 dispatched calls classified as P1, officers took over 15 minutes to respond to 18 calls. Of these calls:

- 10 were dispatched quickly, with delays mainly due to travel time.
- 4 were delayed due to resource issues.
- In 2 cases, officers arrived within 15 minutes but did not press the "on scene" button.
- 2 were initially given a lower priority, then upgraded to P1.

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 second quarter of 2025, service time reached approximately 107,100 hours. This is a 6 percent increase from the previous year and 14 percent higher than the five-year

Q2 average of 94,000 hours. Figure 4 illustrates the trend in service time over the last five years.

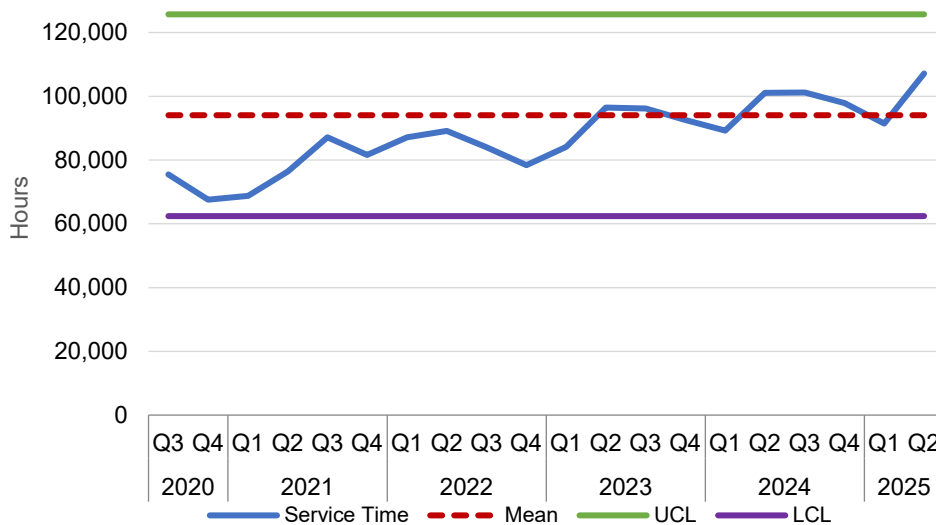


Figure 4: Service time (citizen-initiated, mobile response), 2020-2025

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. In Q2, the call types that required the most effort included paramedic assistance, partner disputes, mental health incidents, disturbances, 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.

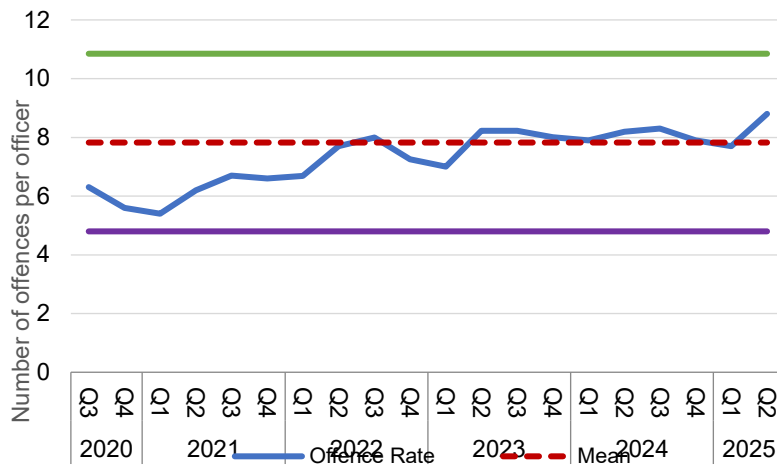


Figure 5: Number of Criminal Code offences per officer, 2020-2025

Figure 5 shows that in the second quarter of 2025, each sworn officer handled an average of 9 Criminal Code of Canada offences. This is 7 percent above the same period in 2024 and represents an 11 percent increase compared to the five-year Q2 average (8).

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: OPSB Strategic Performance 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. The Service is working with the Board Executive Director to update this report so it reflects the priorities outlined in the Board's Strategic Plan. The first iteration of this transition is planned for the Policy and Governance Committee in Q4.

APPENDIX A: OPSB Strategic Performance Indicators

Strategic Key Performance Indicators (KPI)

Ottawa Police Service Board

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1. Enhance Community Safety							
	Baseline 5-Year Average	Target By end of 2027	Trend		Baseline 5-Year Average	Target By end of 2027	Trend
Number of substantiated public complaints regarding police conduct during public events and gatherings	TBD	-5% (from baseline)	N/A	Traffic fatalities	20	-5% (from baseline)	N/A
Number of use of force incidents during public events and gatherings	TBD	-5% (from baseline)	N/A	Perceived level of satisfaction the public has with police services in Ottawa	59% (5-year average) - 65% (2024)	N/A	N/A
Perceived safety and fairness in the management of protests (Qualitative)	N/A	N/A	N/A	Weighted clearance rate	33% (2023)	≥ Provincial average	N/A
Quality of OPS engagement with demonstrators	N/A	N/A	N/A	Perception of quick police response	67%	75%	↑
Crime Severity Index (CSI)	53	Maintain below provincial average	N/A	P1 Response Time	6.9 minutes	95% < 15 min	N/A
Overall Crime Rate	4,433 (2023)	< Provincial average	N/A	P2 Response Time	14 minutes	Further analysis required	N/A
Shootings	75	-5% (from baseline)	N/A	P3 Response Time	47 minutes	Further analysis required	N/A
Violent crime	702	-5% (from baseline)	N/A	P4 Response Time	110 minutes	Further analysis required	N/A
Property crime	2,654	-5% (from baseline)	N/A	Number of offences by repeat offenders	TBD	TBD	N/A
Intimate partner violence	6,280	-5% (from baseline)	N/A	Number of Referrals to non-police agencies, including calls involving persons in crisis	TBD	TBD	N/A
Hate crime	298	-5% (from baseline)	N/A	Controlled Drugs and Substances Act Clearance Rate	93.1%	≥90%	N/A
Re-victimization	TBD	TBD	N/A	Level of completion of the implementation of the District Model	Behind schedule (March 2025)	100%	N/A

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.



Strategic Key Performance Indicators (KPI) Ottawa Police Service Board

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2. Build Trust through Strong Partnerships - Outcomes				4. Advance and Support a Thriving, Resilient Membership			
	Baseline 5-Year Average	Target By end of 2027	Trend		Baseline 5-Year Average	Target By end of 2027	Trend
Public trust of police (overall)	47%	+5% <small>(from baseline)</small>	N/A	Percentage of OPS members who report favourable job satisfaction by race, gender, and rank	TBD	+5% <small>(from baseline)</small>	N/A
Progress on CSWB Framework implementation (Qualitative)	N/A	N/A	N/A	Percentage of OPS members who report favourable morale by race, gender, and rank	TBD	+5% <small>(from baseline)</small>	N/A
Frequency and quality of engagement with key community partnership/advisory bodies (Community Equity Council, Use of Force Case Review Panel, Mental Health Advisory Committee, Integrated Community Situation Table)	TBD	TBD	N/A	Annual attendance rate	TBD	TBD	N/A
Stakeholder perception of OPS engagement practices	N/A	75%	N/A	Annual average overtime hours per member	TBD	TBD	N/A
3. Equity, Diversity, and Inclusion - Strengthen our Commitment to Human Rights				Annual Hiring Target vs Actual Hiring (Ratio)	N/A	≥ 1:1	N/A
Public perception of police exceeding their authority (including excessive use of force)	19%	-5% <small>(from baseline)</small>	N/A				
Proportion of Traffic Stops involving Black, Indigenous, Middle Eastern, and other racialized individuals	51% <small>Combined (2022)</small>	TBD	N/A				
Proportion of use of force incidents involving Black, Indigenous, Middle Eastern, and other racialized individuals	46% <small>Combined (2022)</small>	TBD	N/A				
Proportion of racialized, women, and indigenous persons within OPS by sworn ranks and civilian occupation categories	TBD	TBD	N/A				

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

