

Report to / Rapport au:

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

5 December 2025 / 5 décembre 2025

Submitted by / Soumis par:

Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa

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SUBJECT: PERFORMANCE REPORT – THIRD QUARTER 2025

OBJET: RAPPORT SUR LE RENDEMENT – TROISIÈME 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 OPS is committed to improving community safety, strengthening day-to-day operations and responding to public needs. The Quarterly Performance Report is an important tool that supports this work.

First introduced in 2005 with guidance from a citizens advisory panel, the report was created to share operational performance information with the Board and the public. The approach is now evolving to meet the requirements of the Community Safety and Policing Act and align with the 2024–2027 OPSB Strategic Plan.

Since the first quarter of 2025, the report has included a draft “at-a-glance” summary that brings together operational and strategic measures. These measures reflect the priorities of the Strategic Plan and reinforce the Board’s focus on results.

Work on the full implementation of the Board’s Strategic Key Performance Indicators is progressing. An internal governance framework is in place, with each of the 37 indicators assigned to a KPI sponsor at the Deputy Chief level and an owner at the Superintendent or Chief Official level. Collaboration with the Senior Leadership Team continues to support the adoption of the framework. Discussions with the Executive Director are underway to determine the long-term direction of this report and the updates needed to create alignment with the KPIs. This work includes reviewing how often each key metric can be reported based on data availability and identifying the most effective ways to keep the Board informed.

An update on the KPIs is being prepared for the January Board meeting. That update will share the latest available results and outline the development plan for the remaining indicators. To support transparency and accountability, updates will be published on the Community Safety Data Portal.

This report presents quarterly data for four 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

Total demand for service - calls and reports received online

In the third quarter of 2025, the OPS received nearly 105,000 demands for service through both calls for service and online reporting. Figure 1 shows the total demand for service over the last five years by quarter.

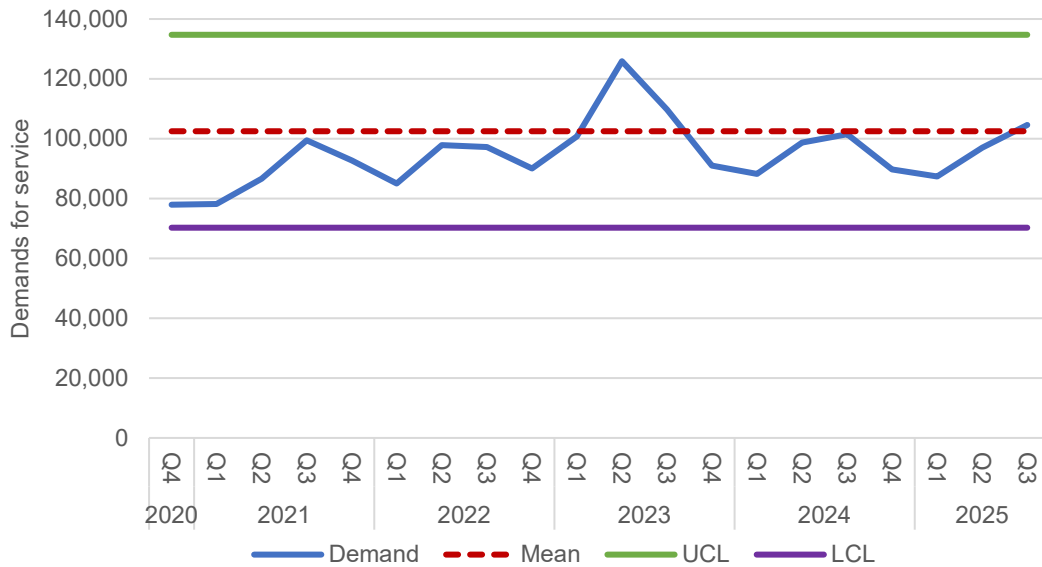


Figure 1: Total demand for service, 2020-2025

In Q3 2025, about 96,000 calls for service were entered into the OPS computer-aided dispatch (CAD) system, and 8,400 reports were submitted online. Shoplifting made up 39 percent of all online reports, increasing by 19 percent compared to the third quarter of 2024. The second most frequent online report was Traffic Complaint, accounting for 11 percent of reports, increasing 28 percent compared to the third quarter of 2024. Other high-frequency online reports were theft under \$5,000 (5%), theft from vehicles (5%), and mischief to property (5% of total reports).

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 11 percent of all calls in the third 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 10 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 third quarter of 2025, the OPS received 576 P1 calls. Most of these calls (59%) involved assisting other emergency services, such as paramedics. Despite the TRA being active, P1 call volume declined 23 percent (171 fewer calls) in Q3 2025 compared to Q3 2024. Paramedic-related P1 calls fell by 33 percent. 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. Further analysis is ongoing to assess the impact of strategic initiatives on call volumes.

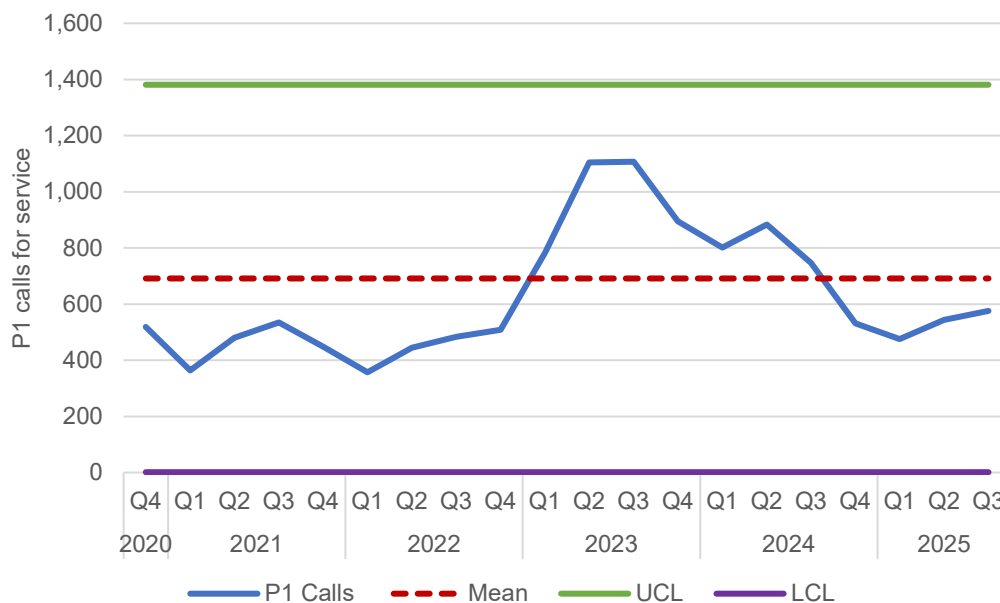


Figure 2: Priority 1 (P1) calls for service, 2020-2025

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.

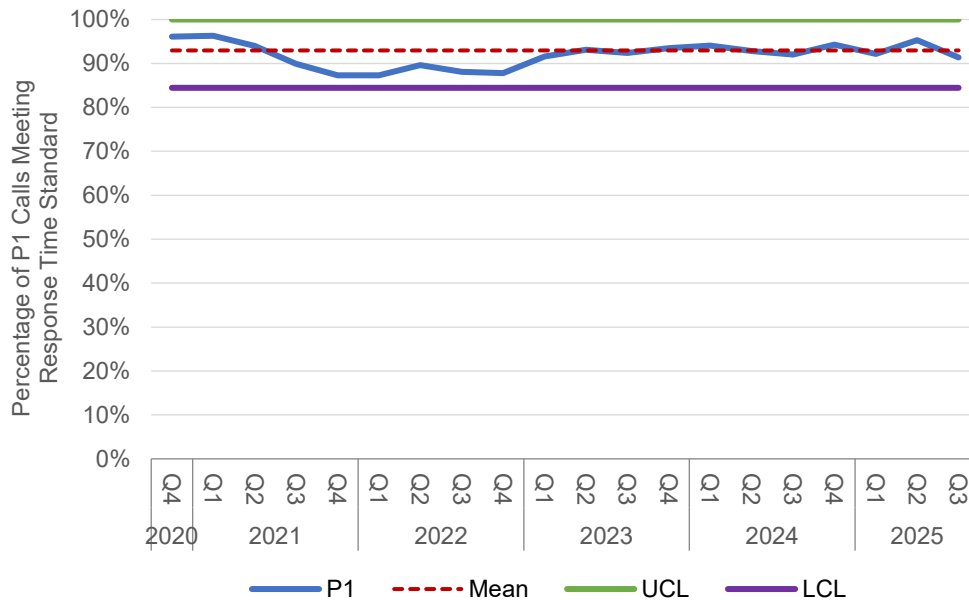


Figure 3: P1 Response performance, 2020-2025

Figure 3 shows the response performance standard over the last five years by quarter. In Q3 2025, the OPS achieved the response performance standard for 91 percent of P1 calls. This result is in line with the five-year Q3 average (91%). Of the approximately 397 citizen-initialized, dispatched calls, classified as P1, officers took over 15 minutes to respond to 34 calls. Of these calls:

- 22 were dispatched quickly, with delays mainly due to travel time.
- In 3 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.
- In 2 cases, the call taker was delayed in entering the calls.
- 2 were attending the OPS Internal Alarms.

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 third quarter of 2025, service time reached approximately 112,000 hours. This is an 11 percent increase from the previous year. Figure 4 illustrates the rising trend in service time over the last five years.

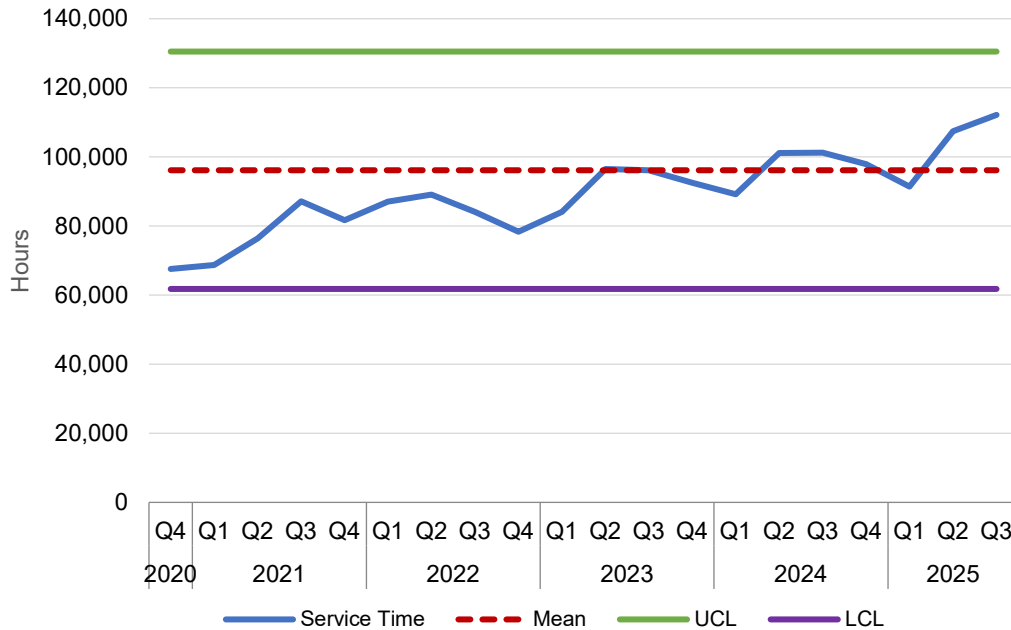


Figure 4: Service time (citizen-initiated, mobile response), 2020-2025

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 Q3, the call types that required the most effort included paramedic assistance, mental health incidents, partner disputes, disturbances, and accidents.

SUPPORTING DOCUMENTATION

Appendix A: OPSB Strategic Performance Indicators

CONCLUSION

The Ottawa Police Service remains committed to transparent reporting of performance metrics to support effective and responsive policing. This report highlights trends across key areas of service delivery and reflects both changing community needs and areas where further progress is underway. Work is continuing with the Board’s Executive Director to modernize this report and align it with the priorities in the Board’s Strategic

Plan and the broader performance framework. An update on this work is planned for the Policy and Governance Committee in December with a report for the Board in January.

APPENDIX A

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% <small>(from baseline)</small>	N/A	Traffic fatalities	20	-5% <small>(from baseline)</small>	N/A
Number of use of force incidents during public events and gatherings	TBD	-5% <small>(from baseline)</small>	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% <small>(2023)</small>	≥ <small>Provincial average</small>	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 <small>minutes</small>	95% < 15 min	N/A
Overall Crime Rate	4,433 <small>(2023)</small>	< <small>Provincial average</small>	N/A	P2 Response Time	14 <small>minutes</small>	Further analysis required	N/A
Shootings	75	-5% <small>(from baseline)</small>	N/A	P3 Response Time	47 <small>minutes</small>	Further analysis required	N/A
Violent crime	702	-5% <small>(from baseline)</small>	N/A	P4 Response Time	110 <small>minutes</small>	Further analysis required	N/A
Property crime	2,654	-5% <small>(from baseline)</small>	N/A	Number of offences by repeat offenders	TBD	TBD	N/A
Intimate partner violence	6,280	-5% <small>(from baseline)</small>	N/A	Number of Referrals to non-police agencies, including calls involving persons in crisis	TBD	TBD	N/A
Hate crime	298	-5% <small>(from baseline)</small>	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

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% (from baseline)	N/A	Percentage of OPS members who report favourable job satisfaction by race, gender, and rank	TBD	+5% (from baseline)	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% (from baseline)	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% (from baseline)	N/A				
Proportion of Traffic Stops involving Black, Indigenous, Middle Eastern, and other racialized individuals	51% Combined (2023)	TBD	N/A				
Proportion of use of force incidents involving Black, Indigenous, Middle Eastern, and other racialized individuals	46% Combined (2023)	TBD	N/A				
Proportion of racialized, women, and indigenous persons within OPS by sworn ranks and civilian occupation categories	TBD	TBD	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.

