

Report to / Rapport au:

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

26 January 2026 / 26 janvier 2026

Submitted by / Soumis par:

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**SUBJECT: OTTAWA POLICE SERVICE BOARD 2024-2027 STRATEGIC PLAN:
KEY PERFORMANCE INDICATORS REPORT**

**OBJET: COMMISSION DE SERVICE DE POLICE D'OTTAWA PLAN
STRATÉGIQUE 2024- 2027 : RAPPORT SUR LES INDICATEURS
CLÉS DE PERFORMANCE
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 presents the first key performance indicator results under the Ottawa Police Service Board's 2024–2027 Strategic Plan. It marks an important step in the Board's commitment to transparent oversight, accountable governance, and continuous improvement.

The report reflects extensive internal and external discussion over the past year. As part of approving the Strategic Plan, the Board emphasized the importance of measurable outcomes and clear reporting. In response, a structured performance measurement and KPI governance framework was established to define roles, clarify accountability, and guide how strategic results are tracked and reported.

This is the first iteration of Board-level KPI reporting under the current Strategic Plan. It was developed in close collaboration with the Executive Director and the Ottawa Police Service to ensure alignment with Board expectations, legislative requirements, and operational realities. Many of the KPIs are new or refined, and in certain cases data development is required or the establishment of new baseline data. As a result, this report should be understood as foundational rather than a fully mature assessment of performance.

Targets within the Strategic Plan were not intended to be achieved at this stage. They are designed to guide progress across the full 2024–2027 term, with outcomes expected by the end of 2027. Early reporting focuses on building systems, improving data quality, and establishing consistent and credible measurement practices.

This report is a living document. It will continue to evolve as data sources mature, governance processes are refined, and feedback is received from the Board and the community. Future reports will build on this foundation and strengthen the Board's ability to monitor progress and support informed decision making.

DISCUSSION

This report establishes the baseline structure for performance reporting to the Board and provides a mid-year view of progress across all four Strategic Plan pillars.

The Strategic Plan performance framework includes 37 Board-approved KPIs. Ownership has been assigned for all KPIs. Deputy Chiefs and the Senior Leadership Team are leading delivery, ensuring consistency across service areas. Foundational tools are now in place, including the Performance Measurement Governance Framework, Guidance Document, Quick Start Guide, and Data Development Plans. Together, these tools support standardized definitions, clear decision rights, and quality assurance.

For this reporting cycle, 26 KPIs have reportable data, while 11 remain in development. Work is advancing through Data Development Planning (Appendix B). Among the 26 KPIs with available results:

- 4 KPIs (15%) are meeting or exceeding their target
- 3 KPIs (12%) are within tolerance of set targets
- 16 KPIs (61%) are not meeting set targets
- 3 low-volume KPIs (12%) are being monitored directionally

Performance varies across strategic pillars. Community safety indicators reflect both positive outcomes and ongoing pressures. The Crime Severity Index and shootings remain below provincial benchmarks, while overall crime, violent crime, and property crime remain elevated, driven primarily by theft under, auto theft, arson, and harassment-related offences. Public trust and perception measures show mixed movement, with improvements in perceptions related to police authority and declines in overall satisfaction and perceived responsiveness. Equity, diversity, and inclusion representation indicators continue to trend upward, reflecting sustained recruitment and workforce initiatives. Workforce indicators show early signs of stabilization in attendance, alongside continued pressures related to overtime and civilian staffing.

Highlights

- The Ottawa Crime Severity Index remains below the provincial average, meeting the KPI target.
- Shootings decreased relative to the baseline, supported by enforcement activity that disrupted organized crime groups.
- Attendance improved for the first time since 2020, ahead of the launch of the accumulated sick leave plan.
- Public perception that OPS exceeds its authority improved, meeting the strategic reduction target.
- Representation of racialized members in the sworn and total workforce continues to rise, reflecting multi-year hiring and EDI efforts.
- Overall crime, violent crime, and property crime remain above baselines, driven by theft under, auto theft, arson, and harassment-related offences.

Areas requiring continued attention include elevated volume of crime, declining public satisfaction and perceived responsiveness, investigative capacity constraints affecting clearance rates, sustained overtime pressures, and persistent disproportionalities in traffic stops and Use of Force involving racialized individuals.

Consultation and Communication

This work has been informed through ongoing collaboration between the Board, the Executive Director, OPS leadership, and subject matter experts across the Service. Internal consultation focused on refining indicators to ensure they are feasible, and aligned with operational realities.

Community perspectives inform KPI development through existing engagement mechanisms, including public surveys, community advisory bodies, and the Community Equity Council. Performance results are shared publicly through the Community Safety Data Portal, supporting transparency and enabling residents to track trends over time. As reporting matures, communication products and narratives will continue to improve to support public understanding.

FINANCIAL IMPLICATIONS

There are no immediate funding decisions required as a result of this report. KPI implementation to date has been advanced within existing resources and approved budgets. However, the development of KPIs that are not yet reportable may require additional effort and, in some cases, future investment. These requirements will be identified and assessed through the Data Development Plans for each indicator.

Costs associated with KPI development are primarily related to building the systems and processes needed to produce reliable and repeatable. This includes staff time and expertise to define indicators, confirm methodologies, validate data sources, and ensure alignment with legislative and governance expectations. In some cases, new or enhanced data collection processes are required, such as survey design, equity-based data collection, or data integration across systems.

Additional cost drivers may include improvements to data quality and analytics infrastructure, system configuration or upgrades, data governance and quality assurance controls, and the development of accessible public reporting tools. Training and change management may also be required to ensure staff understand how to collect, interpret, and use performance data consistently.

Any future resource implications will be brought forward through established planning and budget processes, with clear justification and transparency. This ensures the Board and the community understand the level of effort involved in developing meaningful performance measures and how those investments support stronger accountability, better decision making, and improved community outcomes.

SUPPORTING DOCUMENTATION

Appendix A: KPI At-A-Glance Dashboard

Appendix B: KPI Data Development Plan

Appendix C: KPI Results

CONCLUSION

This report represents an important first step in implementing the Board's performance measurement framework for the 2024–2027 Strategic Plan. It establishes the foundation for consistent, transparent, and outcome-focused reporting.

The Board is receiving this report for information. The work is iterative and will continue to evolve. Key next steps include:

- Completing foundational work for KPIs still in development, including methodologies, baselines, metadata, and feasibility assessments.
- Continuing to strengthen analytic and reporting infrastructure, including governance supports and variance narratives.
- Preparing for 2026 reporting, including integration of new survey results, operational data cycles, and enhanced reporting such as ward-level insights.

The Community Safety Data Portal already publishes several KPI-related indicators and will be expanded as systems mature. Together, these steps will strengthen oversight, improve decision making, and support meaningful progress toward the Strategic Plan's long-term goals.

Appendix A: KPI At-A-Glance Dashboard

OPSB Strategic Plan Key Performance Indicators (KPI)

1. Enhance Community Safety

KPI	Target by 2027	Current Result	Status	Trend	Owner	Brief Narrative Summary
1.1.1. Number of Substantiated Public Complaints Regarding Police Conduct During Public Events & Gatherings	-5% from baseline (0.1)	2	●	↔	Supt Dikah	Substantiated complaints related to public events remain very low, with 3 cases recorded between 2020 and mid-2025. *Due to low volumes, year-over-year percentage changes are not meaningful.
1.2.1. Crime Severity Index (CSI)	Below Provincial avg (58.5)	55.8	●	→	Supt Dunlop	CSI remains below the provincial average (54.1 vs 58.5). Lower shootings and decreasing hate-motivated incidents help maintain performance, while rising assaults place pressure on the index upward.
1.2.2. Overall Crime Rate	≤ Provincial avg (4,144)	4,494	●	↑	Supt Dunlop	Ottawa's overall crime rate increased to 4,494 incidents per 100,000 and remains above the provincial average (4,144). Growth in theft under, auto theft, arson, and financial crime contributed to the upward trend.
1.2.3. Shootings	-5% from baseline (30)	25 *(-17%)	●	↓	Supt Dunlop	Shootings fluctuated month to month but remained below the KPI baseline; recent enforcement activity contributed to reduced activity among the involved groups.
1.2.4. Violent Crime	-5% from baseline (3,600)	4,200 (+17%)	●	↑	Supt Dunlop	Violent crime increased to 4,200 and is 17% above the baseline. Growth in threats, harassment, and robberies has contributed to this rise.
1.2.5. Property Crime	-5% from baseline (13,700)	16,900 (+23%)	●	↓	Supt Lachine	Property crime remains elevated at 16,900, 23% above the baseline. While volumes declined slightly from last year, they remain significantly higher than the target.

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

Trend: The trend arrow is measured against the previous reporting period only.

*Due to low volumes, percentage changes may appear large and should be interpreted using absolute numbers.

● Meeting/Exceeding Target
● Within Tolerance
● Not Meeting Target
○ Monitoring (Low Volume)

↑ Increase
↓ Decrease
→ Stable
↔ Trend Not Assessable (Low/Variable Volume)

OPSB Strategic Plan Key Performance Indicators (KPI)

1. Enhance Community Safety

KPI	Target by 2027	Current Result	Status	Trend	Owner	Brief Narrative Summary
1.2.6. Intimate Partner Violence (IPV)	-5% from baseline (4,000)	4,100 (+2.5%)	●	↑	Supt Lachine	Reported IPV increased to 4,100, a 2.5% increase from baseline; expanded trauma-informed reporting pathways and strengthened partnerships may be contributing.
1.2.7. Hate Crime	-5% from baseline (179)	209 (+17%)	●	↓	Supt Dunlop	Hate-crime incidents remain above the baseline, with 209 incidents mid-year (17% above baseline). While lower than 2024, volumes remain elevated in the long-term trend, supported by improved reporting pathways and community engagement.
1.2.9. Traffic Fatalities	-5% from baseline (10)	*5	●	↓	Supt Dunlop	Traffic fatalities were lower at mid-year and remain below the baseline target. Results fluctuate from year to year due to small numbers and factors largely outside policing control.
1.3.1. Perceived Level of Satisfaction the Public has with Police Services in Ottawa	Strategic Objective: 80%	57%	●	↓	ED Steinbachs	Satisfaction decreased to 57%, returning to 2023 levels and remaining below the long-term objective of 80%. Declines in perceived responsiveness and equitable service may be contributing factors.
1.4.1. Weighted Clearance Rate	≥ Provincial avg (40%)	31%	●	↓	Supt Dunlop	The weighted clearance rate is 31%, below the 40% provincial benchmark. Performance continues to be affected by investigative capacity constraints and case complexity.
1.4.2. Perception of Quick Police Response	≥ 75%	62%	●	↓	ED Steinbachs	Perception of quick police response declined to 62%, below the 75% target. Declining confidence aligns with operational pressures affecting response times for non-emergency calls.

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

Trend: The trend arrow is measured against the previous reporting period only.

*Due to low volumes, percentage changes may appear large and should be interpreted using absolute numbers.

● Meeting/Exceeding Target
● Within Tolerance
● Not Meeting Target
○ Monitoring (Low Volume)

↑ Increase
↓ Decrease
→ Stable
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OPSB Strategic Plan Key Performance Indicators (KPI)

1. Enhance Community Safety

KPI	Target by 2027	Current Result	Status	Trend	Owner	Brief Narrative Summary
1.4.3. P1 Response Time Performance	On the scene in ≤ 15 mins 90% of the time	94%	●	→	Supt Drummond	Mid-year P1 response performance remains stable at 94%, just below the 95% target and consistent with multi-year performance.
1.4.4. P2 Response Time Performance	On the scene in ≤ 15 mins 90% of the time	75%	●	↑	Supt Drummond	P2 calls are being reached within 15 minutes 75% of the time, below the 90% target and consistent with the past 3 years.
1.4.5. P3 Response Time Performance	On the scene in ≤ 30 mins 90% of the time	66%	●	↑	Supt Drummond	P3 responses meet the 30-minute target 66% of the time, below the 90% target but showing a slight stabilization after several years of decline.
1.4.6. P4 Response Time Performance	On the scene in ≤ 120 mins 90% of the time	77%	●	→	Supt Drummond	P4 responses meet the 120-minute target 77% of the time, below the 90% target but consistent with recent performance.
1.4.9. Controlled Drug and Substances Act (CDSA) Clearance Rate	≥ 90%	84%	●	↓	Supt Dunlop	CDSA clearance rates remain slightly below target, with a mid-year result of 84% against the KPI threshold of ≥ 90%. Performance aligns closely with the five-year average. Clearance rates are primarily driven by proactive project work, while non-charge seizures from frontline operations continue to influence overall performance.
1.5.1. Level of Completion of the Implementation of the District Model	—	12%	●	↑	Supt Leblanc	**District Model implementation is 12% complete, with progress driven by foundational design, planning, and system-readiness work across multiple workstreams.

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

Trend: The trend arrow is measured against the previous reporting period only.

**This KPI reflects cumulative project progress; increases may not be linear across build and design phases.

- Meeting/Exceeding Target
- Within Tolerance
- Not Meeting Target
- Monitoring (Low Volume)

- ↑ Increase
- ↓ Decrease
- Stable
- ↔ Trend Not Assessable (Low/Variable Volume)

OPSB Strategic Plan Key Performance Indicators (KPI)

2. Build Trust Through Strong Partnerships and Outcomes

KPI	Target by 2027	Current Result	Status	Trend	Owner	Brief Narrative Summary
2.1.1. Public Trust of Police (overall)	5 pp increase from baseline (52%)	48%	●	→	ED Steinbachs	Public trust sits at 48% in 2025, slightly below the 52% target and stable year-over-year. Including moderate trust responses, overall trust-related sentiment reaches 82%.

3. Equity, Diversity, and Inclusion — Strengthen Our Commitments to Human Rights

3.1.1. Public Perception of Police Exceeding Their Authority (incl. Excessive Use of Force)	5 pp decrease from 2024 baseline (18%)	13%	●	↓	Supt Zackrias	Public perception that OPS exceeds its authority decreased to 13% in 2025, a four-point improvement from 2024 and in line with the strategic target.
3.2.1. Proportion of Traffic Stops Involving Black, Indigenous, Middle Eastern, and other Racialized Individuals	Proportionality in Traffic Stops Reflective of the Demographic Composition of Ottawa's Population (33%)	59%	●	↑	Supt Zackrias	59% of traffic stops in 2025 involved racialized individuals, significantly above the 33% target and continuing an upward trend observed over the past five years. Disproportionate impacts remain most pronounced for Black and Middle Eastern drivers.
3.2.2. Proportion of Use of Force Involving Black, Indigenous, Middle Eastern, and other Racialized Individuals	Proportionality of Use of Force Reflective of the Demographic Composition of Ottawa's Population (33%)	57%	●	↑	Supt Zackrias	57% of Use of Force incidents in 2024 involved racialized individuals, 11 percentage points higher than last year, 9 points above the five-year average, and 24 points above the 33% target.
3.3.1. Proportion of racialized, women, and indigenous persons within OPS by sworn ranks and civilian occupation categories	—	—	○	↑	Supt Zackrias	Representation continues to improve across the organization. Racialized persons now represent 18.9% of the total workforce and 20.8% of sworn members. Women represent 35.8% of the workforce, and Indigenous representation among sworn officers is 4.2%.

Baseline: The value is calculated as the five-year average preceding the current year.
Trend: The trend arrow is measured against the previous reporting period only.

- Meeting/Exceeding Target
- Within Tolerance
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- ↑ Increase
- ↓ Decrease
- Stable
- ↔ Trend Not Assessable (Low/Variable Volume)



OPSB Strategic Plan Key Performance Indicators (KPI)

4. Advance and Support a Thriving, Resilient Membership

KPI	Target by 2027	Current Result	Status	Trend	Owner	Brief Narrative Summary
4.1.3. Annual Attendance Rate	—	87%	●	↑	CFO Merklinger	Attendance improved in 2025 after several years of decline, rising from 87% in 2024. Early improvements appear to be linked to preparation for the new accumulated sick leave plan, which takes effect in 2026.
4.1.4. Annual Non-Recoverable Regular Overtime	\$16M	\$19M (+19%) (2025 forecast)	●	↑	CFO Merklinger	Non-recoverable overtime is forecast at \$19M (19% above target) for 2025, above the \$16M target. Overtime levels have increased year-over-year since 2022 due to staffing shortages and sustained operational pressures.
4.2.1. Annual Hiring Target vs Actual Hiring (Ratio)	1.0	0.7	●	↓	CHRO Steele	The hiring ratio for 2024 is 0.7, below the target of 1:1 and down from 2023. Sworn hiring remains closely tied to Ontario Police College training capacity, while civilian hiring continues to face market competition and extended screening processes.

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

Trend: The trend arrow is measured against the previous reporting period only.

- Meeting/Exceeding Target
- Within Tolerance
- Not Meeting Target
- Monitoring (Low Volume)
- ↑ Increase
- ↓ Decrease
- Stable
- ↔ Trend Not Assessable (Low/Variable Volume)



Appendix B: KPI Data Development Plan

The Data Development Plan follows a structured, five-phase approach to build reliable and sustainable performance measures for the Board-approved KPIs. Not all KPIs move through these phases at the same pace. Progress depends on data readiness, feasibility, and resource requirements.

Phase 1: Methodology Design and Validation

Historical data is compiled where available to establish baseline trends and context. Data sources, definitions, assumptions, and limitations are documented. Where standards or methodologies do not exist, they are designed and validated to ensure each KPI reflects Board intent and aligns with the Strategic Plan.

Phase 2: Gap Analysis and Development

Data gaps are identified and addressed through new data collection, proxy measures, revised definitions, or system enhancements. Measures are tested to ensure they are meaningful, feasible, and sustainable. This phase includes assessment of development effort, cost, and potential risks or unintended consequences.

Phase 3: Governance and Standards

Clear accountability is re-confirmed through assigned Business Leads and KPI Owners. Data flows, validation processes, escalation paths, and reporting responsibilities are defined and aligned with Board expectations. Standard definitions and calculation methods are approved to ensure consistency over time.

Phase 4: Integration and Reporting

KPIs are fully integrated into the Strategic Plan reporting structure and linked to approved pillars and objectives. Reporting frequency is confirmed, and contextual information such as benchmarks, peer comparisons, and denominators is added to support interpretation. Readiness for Board and public reporting is confirmed.

Phase 5: Continuous Improvement

KPIs are reviewed regularly to assess relevance, quality, and usefulness. Definitions, targets, methodologies, and

contextual measures are refined as evidence improves and community feedback is incorporated. Lessons learned are documented to strengthen insight and decision making.

All data development work follows the OPS Performance Measurement Governance Framework. This phased approach reflects the next stage of work and supports the Board's expectation for performance reporting over the life of the Strategic Plan.

Pillar	KPI	Development Stage	Owner	Development Summary	Estimated Timeline
1: Enhance Community Safety	1.1.2. Number of use-of-force incidents during public events and gatherings	Phase 1	Supt D'Aoust	-	TBD
1: Enhance Community Safety	1.1.3. Perceived safety and fairness in the management of protests (Qualitative)	Phase 1	Supt D'Aoust	-	TBD
1: Enhance Community Safety	1.1.4. Quality of OPS engagement with demonstrators (Qualitative)		Supt D'Aoust		TBD
1: Enhance Community Safety	1.2.8 Re-victimization	Phase 1	Supt. Lachine	-	TBD
1: Enhance Community Safety	1.4.7 Number of Offences by Repeat Offenders	Phase 1	Supt Dunlop		TBD

1: Enhance Community Safety	1.4.8 Number of Referrals to non-police agencies, including calls involving persons in crisis.	Phase 1	Supt Rheaume	TBD
2. Build Trust Through Strong Partnerships and Outcomes	2.2.1. Progress on CSWB Framework implementation (Qualitative)	Phase 1	Supt Bryden	TBD
2. Build Trust Through Strong Partnerships and Outcomes	2.3.1 Frequency and Quality with key community partnerships/advisory bodies	Phase 1	Supt Bryden	TBD
2. Build Trust Through Strong Partnerships and Outcomes	2.3.2 Stakeholder perception of OPS engagement practices	Phase 1	Supt. Bryden	TBD
4: Advance and Support a Thriving, Resilient Membership	4.1.1 Percentage of OPS members who report favourable job satisfaction by race, gender, and rank	Phase 1	CHRO Steele	TBD
4: Advance and Support a Thriving, Resilient Membership	4.1.2 Percentage of OPS members who report favourable morale by race, gender, and rank	Phase 1	CHRO Steele	TBD

Appendix C: KPI Results

1. Strategic Pillar: Enhance Community Safety

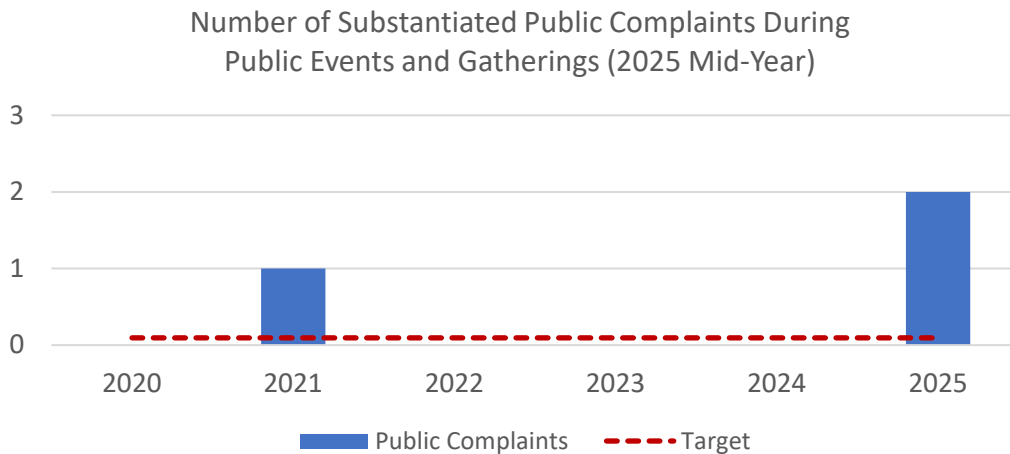
1.1. Objective: Maintain safety and order at public events and gatherings.

1.1.1. Number of Substantiated Public Complaints Regarding Police Conduct During Public Events and Gatherings

KPI Owner: Supt. Dikah

What this measures: The number of public complaints about police conduct during public events or gatherings that were accepted and substantiated by the Law Enforcement Complaints Agency (LECA), the independent civilian oversight body.

The Law Enforcement Complaints Agency (LECA), formerly the OIPRD, screens and investigates public complaints under the Community Safety and Policing Act. This KPI includes only complaints that were screened in and substantiated. Complaints that were screened out, withdrawn, or resolved informally are not included, consistent with LECA reporting.



Target: Five percent decrease from baseline by 2027

Substantiated public complaints related to police conduct during public events and gatherings remain very low. Between 2020 and mid-2025, the Law Enforcement

Complaints Agency (LECA) confirmed three complaints. One occurred in 2022 and two in 2025.

Because volumes are small, percentage changes can be misleading. The raw number is the most meaningful way to read this KPI. This indicator is best used as a directional signal over time rather than a measure expected to move in a steady pattern. OPS will continue to monitor this indicator alongside other measures of conduct, training, and event planning to support safe and lawful policing during public events.

1.1.2. Number of use-of-force incidents during public events and gatherings

KPI Owner: Supt. D'aoust

Status: KPI in development, Phase 1

1.1.3. Perceived safety and fairness in the management of protests (Qualitative)

KPI Owner: Supt. D'aoust

Status: KPI in development, Phase 1

1.1.4. Quality of OPS engagement with demonstrators (Qualitative)

KPI Owner: Supt. D'aoust

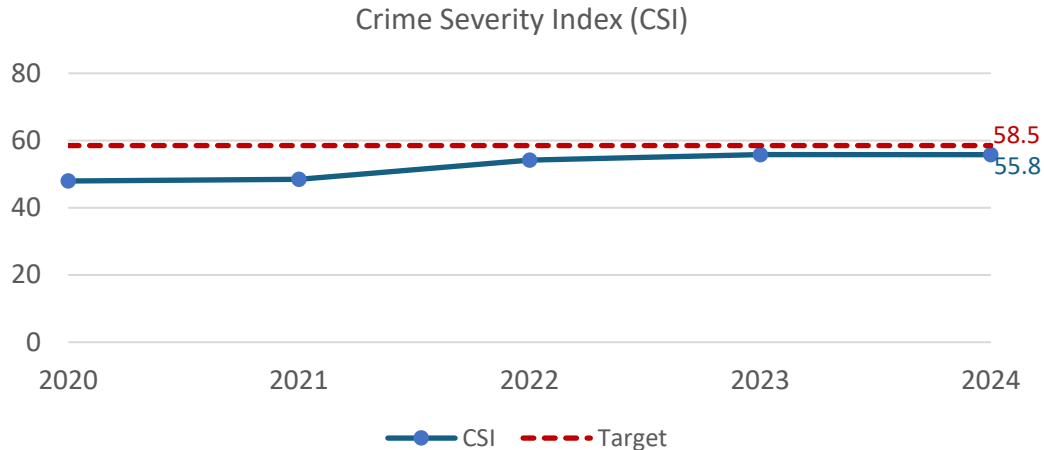
Status: KPI in development, Phase 1

1.2. Objective: Contribute to the prevention and reduction of crime and improve traffic safety in accordance with neighbourhood needs, particularly regarding gangs and firearms, violent crime, property crime, intimate partner violence, hate crime, victimization and traffic fatalities.

1.2.1. Crime Severity Index (CSI)

KPI Owner: Supt. Dunlop

What this measures: The Crime Severity Index, published annually by Statistics Canada, reflects both the volume and seriousness of police reported crime. More serious crimes carry more weight based on sentencing patterns. The data originates directly from Statistics Canada table *35-10-0188-01*.



Target: Remain below Provincial Average (58.5) by 2027

Ottawa's CSI is 55.8, below the provincial benchmark of 58.5. This indicates Ottawa's overall level of police reported crime severity remains lower than the Ontario average.

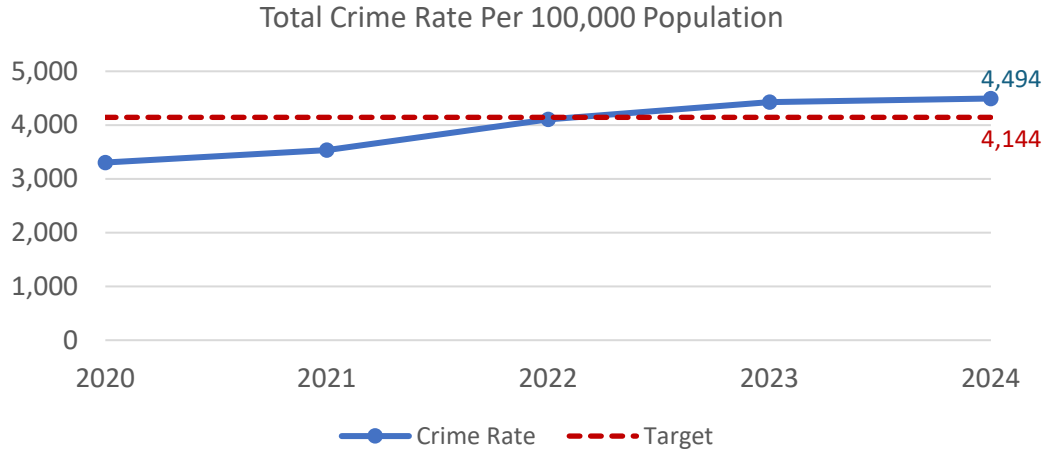
Several specific factors are influencing the current index level. Contributing to the favorable standing is a notably low level of shootings and a decrease in hate-motivated crime statistics. While hate crimes remain high, the volume is dropping, particularly regarding threats. However, these improvements are partially offset by a rise in assault rates this year. This increase in assaults acts as a counterweight, preventing the overall CSI from seeing a more significant decline.

CSI can change when the mix of crime changes, especially violent offences. Continued monitoring is important because increases in serious violent crime can raise CSI even if total crime is stable.

1.2.2. Overall Crime Rate

KPI Owner: Supt. Dunlop

What this measures: The number of Criminal Code incidents reported to police per 100,000 residents. It includes crimes against persons and property. It excludes criminal code traffic offences. Reported annually by Statistics Canada in *Table 35-10-0180-01*.



Target: At or below the provincial average (4,144) by 2027

Ottawa's overall crime rate for 2024 is 4,494 incidents per 100,000 population, above the provincial average of 4,144. This continues a gradual upward trend.

Several offence categories contributed to this variance. Theft under \$5,000 increased by approximately 4%, representing nearly 600 additional incidents. Theft over \$5,000 also rose, driven in part by auto theft trends associated with organized crime activity. Arson incidents increased by 37%, including fires connected to intimidation, extortion, or damage to commercial or construction properties. Financial crime continued to rise as well, reflecting national increases in cyber-enabled and telecommunications fraud.

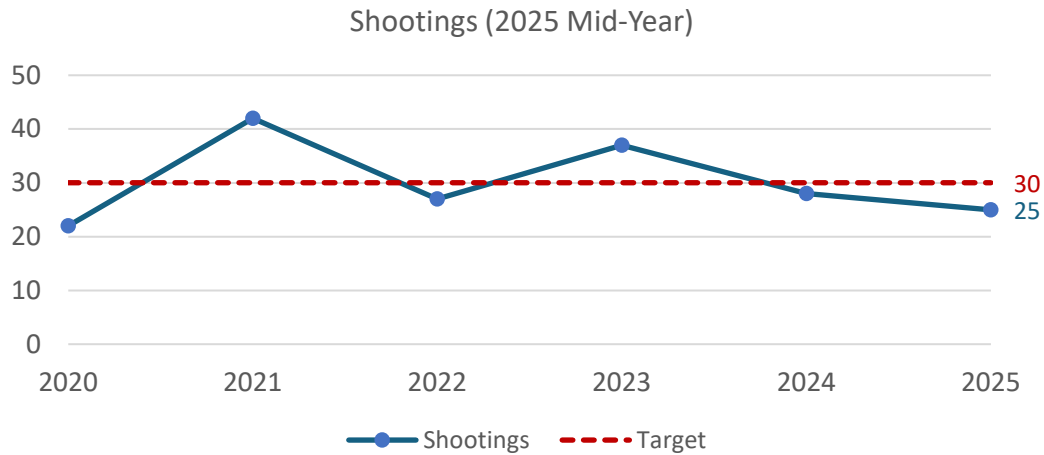
Economic pressures and social conditions appear to be influencing growth in theft under, including shoplifting. While shoplifting files are not consistently assigned for follow-up due to staffing limitations, available video or photo evidence is circulated internally to support identification.

Given the upward movement across several offence types, continued monitoring is required to understand the drivers of change and to assess potential implications for community safety and service demand.

1.2.3. Shootings

KPI Owner: Supt. Dunlop

What this measures: The number of criminal incidents involving a firearm discharge, tracked through OPS internal Records Management System (RMS). This aligns with the Community Safety Data Portal.



Target: Five percent decrease from baseline by 2027.

Midyear shootings in 2025 are 25, down from the baseline of 30. This meets the target direction for the plan period.

Enforcement activity targeting organized crime groups, including Project Champion, reduced the presence and activity of high-risk individuals and may have contributed to fewer firearm discharge incidents.

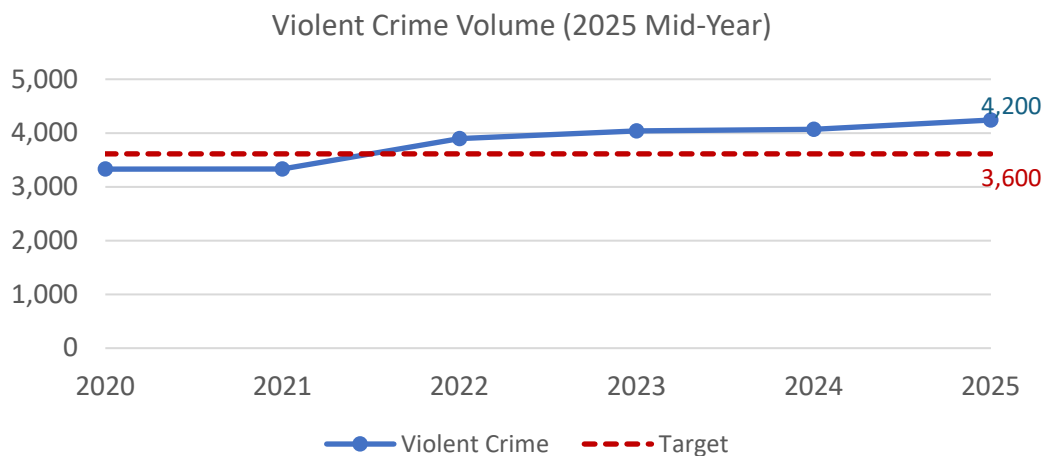
Project Champion resulted in 18 arrests involving members of three violent organized crime groups. All individuals were detained without bail due to assessed public-safety risks. Their removal from the community contributed to a stabilizing effect among associated groups, helping reduce subsequent shooting activity. Enforcement pressure continues within the organized crime landscape to support sustained reductions.

Because shooting volumes are relatively low, small changes in absolute numbers can appear large when expressed as percentage-point differences. Results should be interpreted using raw counts rather than proportional change.

1.2.4. Violent Crime (Volume)

KPI Owner: Supt. Dunlop

What this measures: The number of founded Criminal Code of Canada incidents classified as crimes against the person under Uniform Crime Reporting standards. This includes offence types such as homicide, attempted murder, assault, sexual assault, robbery, criminal harassment, uttering threats, harassing communications, and abduction. Data is sourced from the OPS Records Management System and published on the Community Safety Data Portal.



Target: Five percent decrease from baseline by 2027.

Violent crime is 4,200 incidents mid-year 2025, up from the baseline of 3,600. This is not currently trending toward the target. The current result continues the upward trend observed since 2021.

Growth is driven mainly by uttering threats, harassing communications, and robbery. Threat- and harassment-related offences appear to reflect broader social pressures, including cost-of-living impacts, housing precarity, food insecurity, and growing interpersonal tensions. Robbery volumes also increased and are described as cyclical, often influenced by the activity of a small number of repeat offenders until they are arrested or charged.

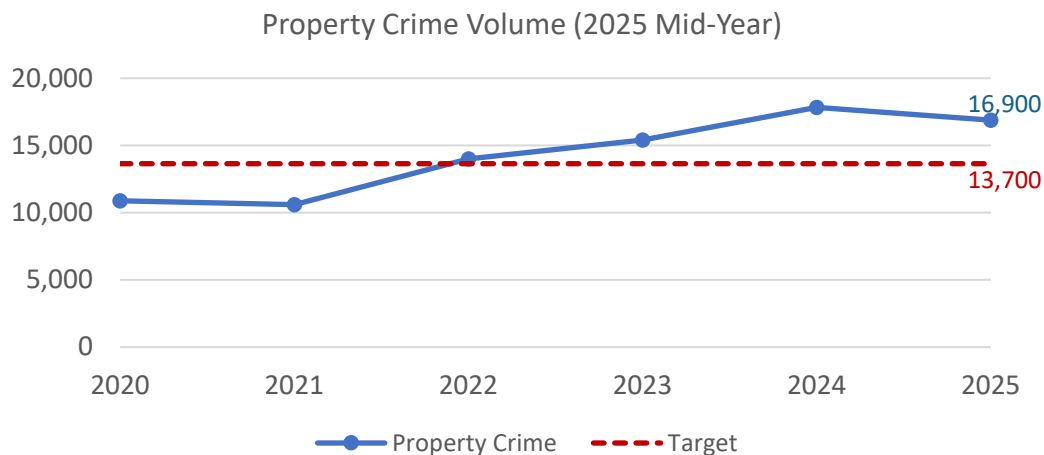
Violent crime includes offence types with different causes and prevention approaches. OPS will continue to break down trends by offence type and location to support targeted prevention and enforcement.

1.2.5. Property Crime (volume)

KPI Owner: Supt. Lachine

What this measures: The number of founded Criminal Code of Canada offences classified as property related under Uniform Crime Reporting standards. This includes offence types such as break and enter, mischief, fraud, theft, vehicle theft, and arson. Sourced from OPS Internal Records Management System and published on the Community Safety Data Portal.

This metric is sourced directly from the OPS Records Management System (RMS) and is publicly accessible via the OPS Community Safety Data Portal. It tracks the total number of founded incidents that fall into eight specific property-related categories, including Arson, Break and Enter, Fraud, Mischief, and various forms of Theft (Motor Vehicle, Over \$5000, and Under \$5000). By aggregating these classifications, the measure provides a comprehensive view of property offenses reported to the service.



Target: Five percent decrease from baseline by 2027.

Property crime is 16,900 incidents mid-year 2025, above the baseline of 13,700. This is not currently trending toward the target, although it is slightly below the 2024 peak.

Several offence categories continue to drive this elevated volume. Motor-vehicle theft remains high and is strongly associated with organized crime groups targeting specific

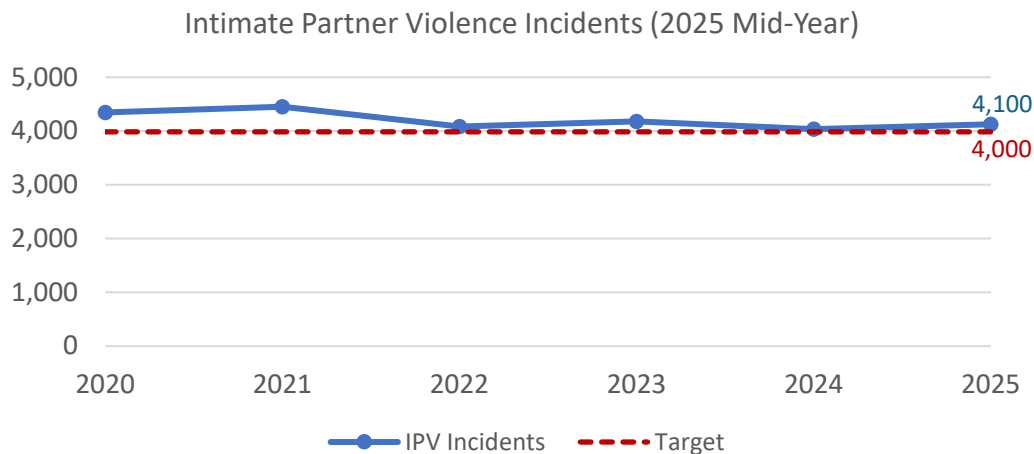
vehicle types. Financial crime has increased in line with national trends in cyber-enabled and telecommunications fraud. Arson incidents remain above historical levels, including deliberate fires linked to intimidation, extortion, or damage to businesses, construction sites, or illicit operations. Theft under \$5,000, including shoplifting, has also increased and appears influenced by economic pressures and broader social conditions.

This KPI reflects broad social and economic pressures and organized crime activity. OPS will continue to monitor drivers and assess impacts on demand and investigative workload.

1.2.6. Intimate Partner Violence

KPI Owner: Supt. Lachine

What this measures: The number of founded Criminal Code of Canada offences classified as intimate partner violence under Uniform Crime Reporting standards, sourced from the OPS Internal Records Management System.



Target: Five percent decrease from baseline by 2027.

Reported intimate partner violence (IPV) incidents increased in 2025 to 4,100, a 2.5% rise from the baseline of 4,000, and are not meeting the KPI target of a 5-percentage point decrease. While year-to-year fluctuations are modest, the increase represents a continuation of the level observed over the past several reporting periods.

Several factors may be contributing to higher reporting volumes. Improvements in reporting pathways, such as the Risk Navigator program and the Victim Choice Reporting Unit (VCRU), have expanded access to trauma-informed and victim-centered reporting options. Strengthened partnerships with violence-against-women (VAW) agencies and

improved application of Uniform Crime Reporting (UCR) codes may also support more accurate identification of IPV-related incidents.

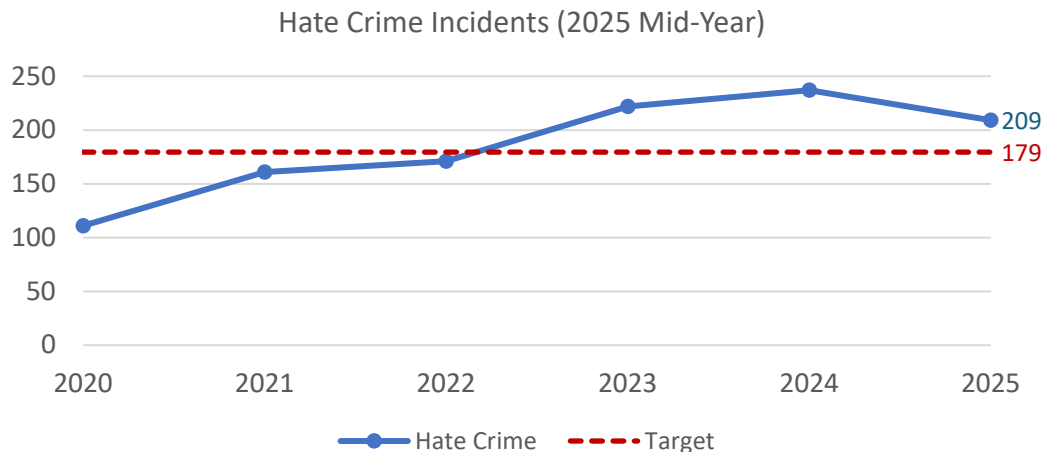
The VCRU now diverts a substantial portion of eligible non-emergency IPV calls from frontline patrol and provides trauma-informed follow-up, helping reduce reporting barriers. Continued enhancements in training, collaboration, and reporting infrastructure support improved accessibility for victims.

Increases in IPV reporting can reflect greater trust in police and service partners; however, rising volumes also place pressure on follow-up capacity. Ongoing monitoring is required to ensure timely response and support for victims.

1.2.7. Hate Crime

KPI Owner: Supt. Dunlop

What this measures: The number of founded hate motivated criminal incidents flagged by investigators under Uniform Crime Reporting standards in OPS Internal Records Management System. This is published on the Community Safety Data Portal. Counts reflect the primary offence for each flagged incident.



Target: Five percent decrease from baseline by 2027.

Reported hate crime incidents are 209 mid-year, above the baseline of 179, though lower than the 2024 mid-year total.

Hate-crime reports have increased significantly over recent years, influenced in part by global tensions and polarization, which heighten community sensitivity and willingness to report hate-motivated incidents. At the same time, expanded reporting pathways and strengthened community engagement structures, including partnerships with equity-

focused advisory groups, have improved accessibility and may be contributing to more consistent and trauma-informed reporting. Improved investigative capacity and clearer pathways for victims to come forward also support increased reporting levels.

OPS maintains dedicated investigative resources for hate-motivated incidents and continues to advance transparency through the Community Safety Data Portal, which provides publicly accessible data and helps support informed dialogue with affected communities.

Because reporting pathways and awareness have expanded, year-to-year fluctuations should be interpreted with caution. Additional multi-year data will help determine whether the decrease from 2024 reflects stabilization or is part of normal variability within a higher overall reporting trend.

1.2.8. Re-victimization

KPI Owner: Supt. Lachine

Status: KPI in development, Phase 1

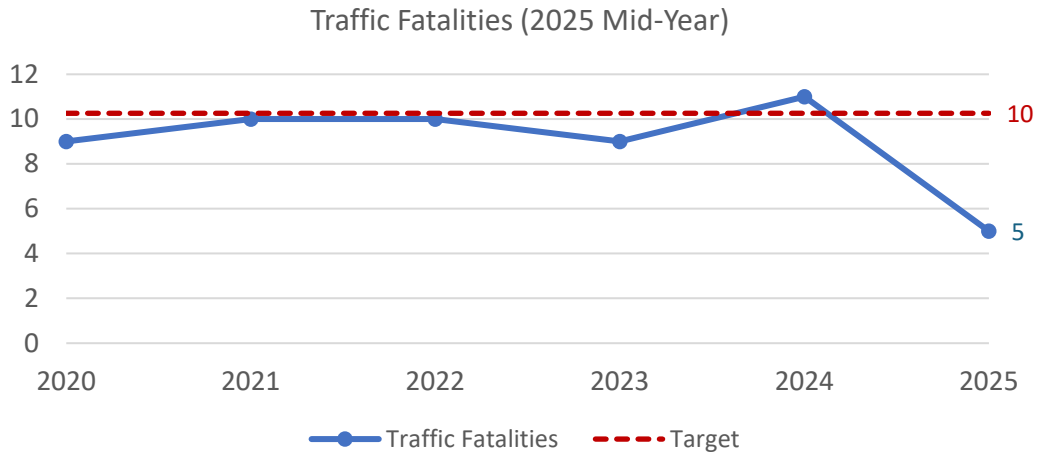
1.2.9. Traffic Fatalities

KPI Owner: Supt. Dunlop

What this measures: The number of traffic fatalities recorded in OPS Internal Records Management System and reported according to the Canadian Centre for Justice and Community Safety Statistics definitions, consistent with OPS annual reporting.

As a result, the reported figures encompass all qualifying fatalities, including those that may fall outside the specific investigative mandate of the OPS Fatal Collisions Unit but align with federal reporting standards. For investigations within the Unit's remit, a rigorous oversight process is applied. These inquiries are supported by specialized collision reconstructionist who operate independently from case investigators to ensure an objective and unbiased reconstruction of events. Furthermore, these files are reviewed by the multi-agency Fatal Collision Review Committee (FCRC), including the Office of the Chief Coroner and the City of Ottawa, which examines contributing factors to issue recommendations on engineering, education, and enforcement. These

recommendations are intended to support road-safety improvements across the broader transportation system.



Target: Five percent decrease from baseline by 2027.

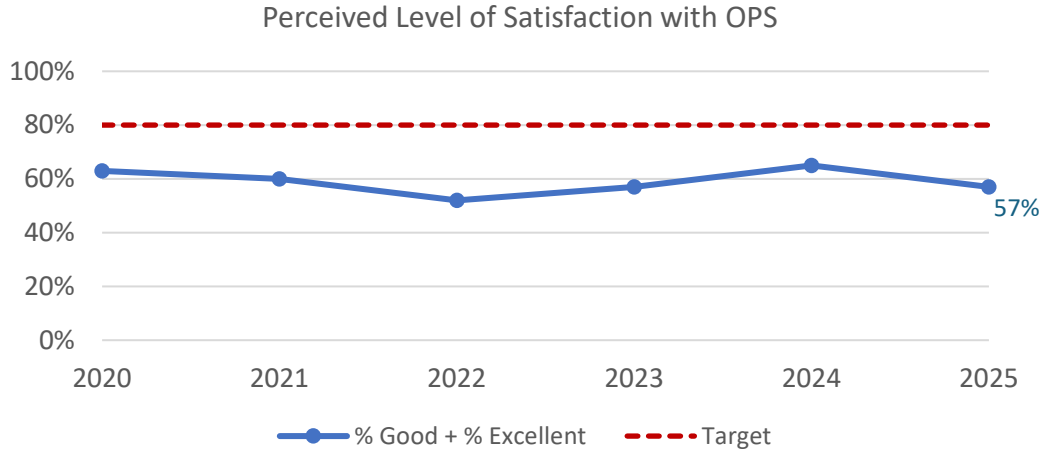
Traffic fatalities were lower at mid-year, but counts are low and can change quickly over the year due to external factors. Because fatality counts are low, year-to-year fluctuations can appear large even when the absolute changes are small, and results should be interpreted with caution. This KPI is influenced by many factors beyond policing such as road design, driver behaviour, vehicle safety, and weather. OPS contributes through enforcement and investigation, while broader road safety outcomes require multi agency action.

1.3. Objective: achieve 80% community satisfaction with OPS.

1.3.1. Perceived Level of Satisfaction the Public has with Police Services in Ottawa

KPI Owner: Exec. Dir. Steinbachs

What this measures: This metric is derived from an annual, statistically sound national opinion poll conducted by Advanis, a private Canadian market research firm, and is publicly available on the OPS Community Safety Data Portal. The reported figure tracks the combined percentage of respondents who rated the 'overall job of police in your community' as either 'Good' or 'Excellent,' aggregating these top-tier responses into a single satisfaction score.



Target: 80 percent by 2027

Satisfaction is 57 percent in 2025, down from 65 percent in 2024 and similar to 2023. Satisfaction moved alongside lower confidence in responsiveness and lower agreement that services are equitable. These findings align with operational challenges affecting response times for Priority 2–4 calls. Consultation feedback also highlights ongoing expectations for increased police visibility, particularly in suburban and rural communities.

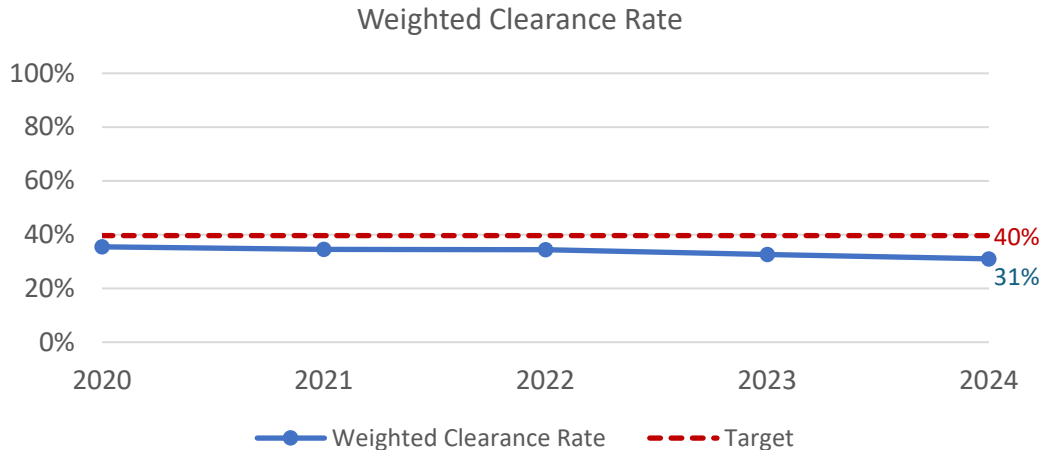
This is a perception measure. It reflects lived experience, expectations, and visibility. It is also sensitive to response times and service accessibility. OPS will continue to use ward level and neighbourhood insights to inform district-based improvements.

1.4. Objective: Improve organization efficiency, particularly regarding quicker response times by neighbourhood, improved weighted clearance rates, reduce impact of prolific repeat offenders, and increased diversion of non-criminal calls to non-police agencies.

1.4.1. Weighted Clearance Rate

KPI Owner: Supt. Dunlop

What this measures: A Statistics Canada measure of the percentage of crimes cleared, weighted so that clearing more serious offences contributes more to the result (*Table 35-10-0188-01*).



Target: At or above the provincial average by 2027.

The weighted clearance rate for 2024 is 31%, below the benchmark of 40%. Clearance rates are influenced by investigative capacity, case complexity, evidence availability, and volume. Lower clearance is influenced by staffing shortages within investigative services, which require files to be triaged by severity and immediacy. When investigative capacity is limited, older files may have fewer opportunities to develop evidence, contributing to lower clearance outcomes. The complexity and volume of specific offence categories also impact the overall weighted rate, as more resource-intensive investigations can extend timelines and reduce solvency.

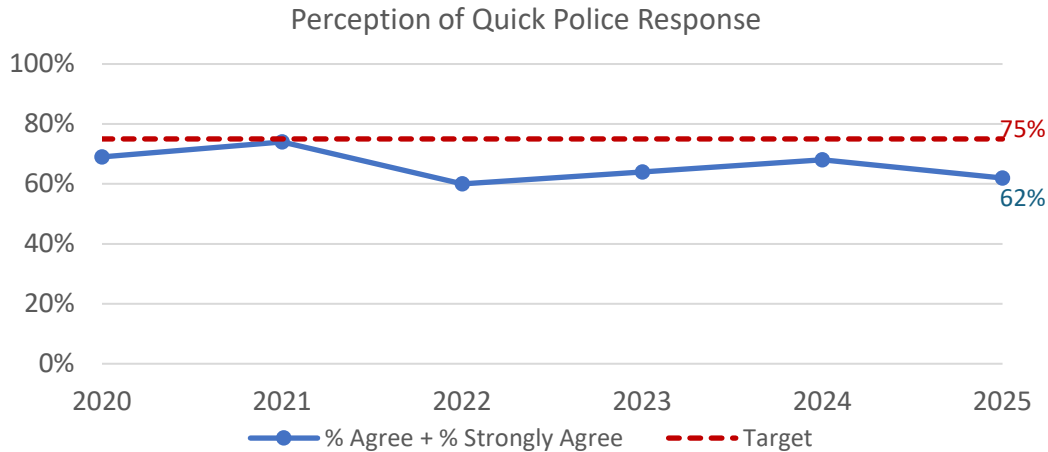
Lower clearance rates may place additional pressure on investigative units. They can affect public expectations around case outcomes—sustained performance below the provincial average warrants ongoing monitoring from both operational and governance perspectives.

The Service continues to take steps to stabilize capacity through ongoing hiring and workload management initiatives. Improvements to investigative processes and staffing levels may support future performance, though clearance rates remain sensitive to resourcing, case complexity, and demand pressures.

1.4.2. Perception of Quick Police Response

KPI Owner: Supt. Drummond

What this measures: The percentage of survey respondents who agree that police respond quickly to calls for assistance. Based on the annual Advanis survey and published on the Community Safety Data Portal.



Target: At or above 75 percent by 2027.

Perceived quick response is 62 percent in 2025, below target and down from 2024. While results remain slightly above 2022 levels, the five-year trend shows fluctuating but generally declining confidence in police responsiveness.

Survey findings align with operational data, indicating longer response times for Priority 2–4 calls. Several factors influence response capacity, including Ottawa’s growing population and urban expansion, increased service demands on frontline officers (e.g., demonstrations, mental health calls, mandated training), and a 37% increase in service time between 2020 and 2024. The Auditor General also identified staffing challenges stemming from outdated deployment targets and modelling. Follow-up timelines in service areas outside frontline response may additionally shape perceptions of timeliness.

OPS is implementing several initiatives to strengthen responsiveness. The new District Policing Model aims to better align resources across urban, suburban, and rural areas. The Staffing Stabilization Strategy and expansion of the District Special Constable program are expected to improve frontline capacity. Ongoing analysis of high-effort call types and supervisory directives is supporting more effective call management, and collaboration with the Data Analytics and Strategy teams is strengthening service delivery.

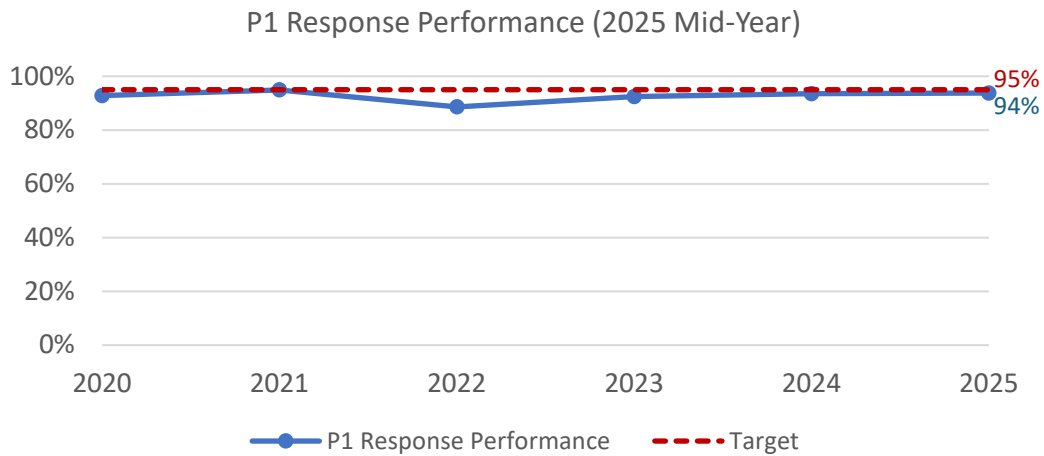
1.4.3. – 1.4.6 Response Time Performance

KPI Owner: Supt. Drummond

What this measures: The share of calls where the first officer arrives within the target time by priority level, measured from when the 911 call is answered to officer arrival. Based on OPS Computer Aided Dispatch Data.

It calculates the percentage of citizen-initiated calls requiring a dispatched response that achieve the target response time, excluding cancelled events. To reflect the public experience, the duration is measured from the moment a 911 operator answers the call until the first officer arrives on scene.

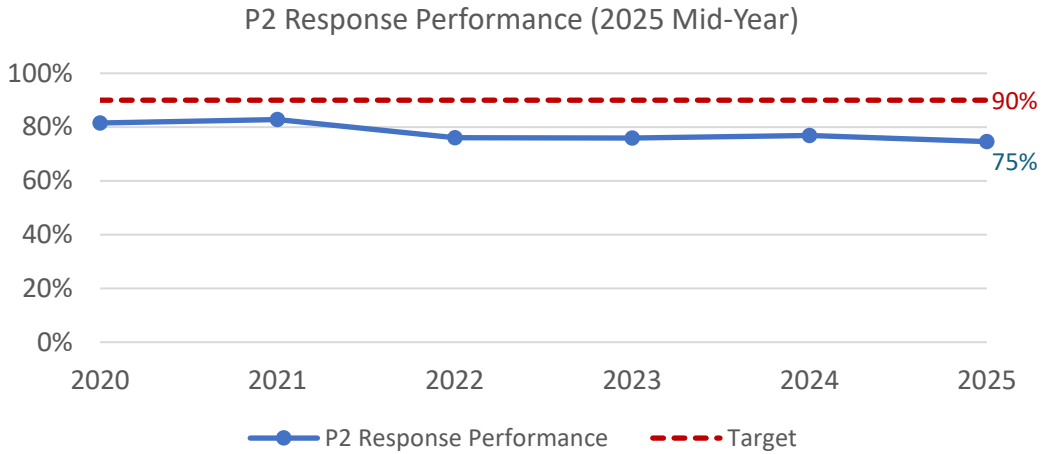
1.4.3. P1 Response Time Performance



Target: On Scene in 15 minutes or less 95% of the time by 2027

Performance for Priority 1 calls remains near target. In 2025, officers arrived within 15 minutes for 94% of P1 calls, slightly below the benchmark but consistent with the stable performance observed over the past five years.

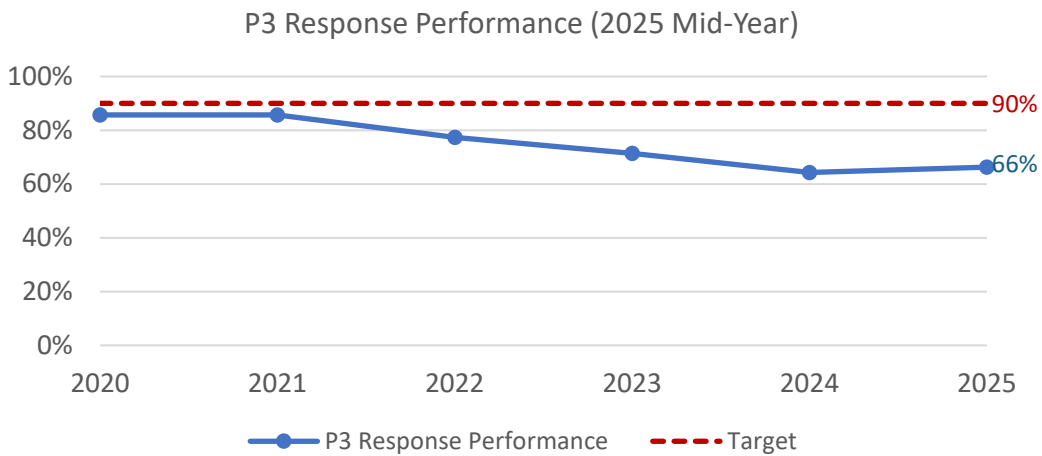
1.4.4. P2 Response Time Performance



Target: On Scene in 15 minutes or less 90% of the time by 2027

Performance for Priority 2 calls is below target. Year-to-date, officers arrived within 15 minutes for approximately 75% of P2 calls.

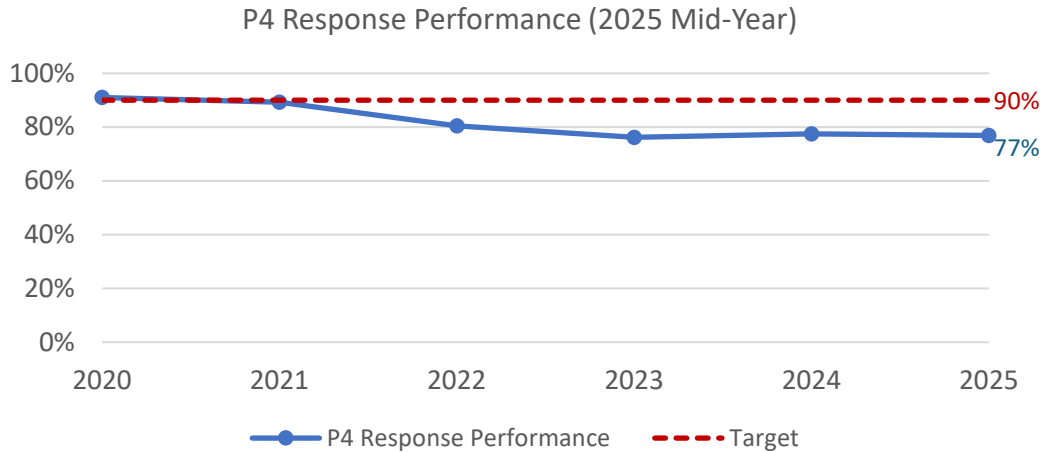
1.4.5. P3 Response Time Performance



Target: On Scene in 30 minutes or less 90% of the time by 2027

Performance for Priority 3 calls is below target. Officers arrived within 30 minutes for 66% of P3 calls in 2025.

1.4.6. P4 Response Time Performance



Target: On Scene in 120 minutes or less 90% of the time by 2027

Performance for Priority 4 calls is below target. Officers arrived within 120 minutes for 77% of P4 calls, consistent with performance levels over the past three years.

Across all four priority levels, response-time performance reflects the same pattern: Priority 1 calls remain near target, while Priority 2, 3, and 4 calls have fallen below their benchmarks.

Several operational and environmental factors influence response capacity:

- Service demands and operational pressures, including demonstrations, mental-health calls, and mandated training, have increased officer service time by 37% between 2020 and 2024.
- Staffing and deployment challenges, highlighted by the Auditor General, continue to affect frontline availability, with outdated deployment targets limiting alignment to current demand.
- Ottawa's growing population and geographic expansion increase overall travel time. Central Division responds more quickly due to its smaller footprint.
- Daily prioritization of P1 and P2 calls results in delays for P3 and P4 response, with P3 calls contributing the largest impact due to their volume.
- Process issues, such as cumulative timing on Mental Health Act forms, further lengthen measured response times for some call types.

Failing to meet response-time targets may affect public perception of service effectiveness and responsiveness, as reflected in several survey-based KPIs.

To address these pressures, the OPS is advancing multiple initiatives: implementing the District Policing Model, progressing the Staffing Stabilization Strategy, expanding the District Special Constable Program, reviewing call-response protocols, and conducting a deeper analysis of high-effort call types to identify operational efficiencies.

1.4.7. Number of offences by repeat offenders

KPI Owner: Supt. Dunlop

Status: KPI in Development, Phase 1

1.4.8. Number of Referrals to non-police agencies, including calls involving persons in crisis.

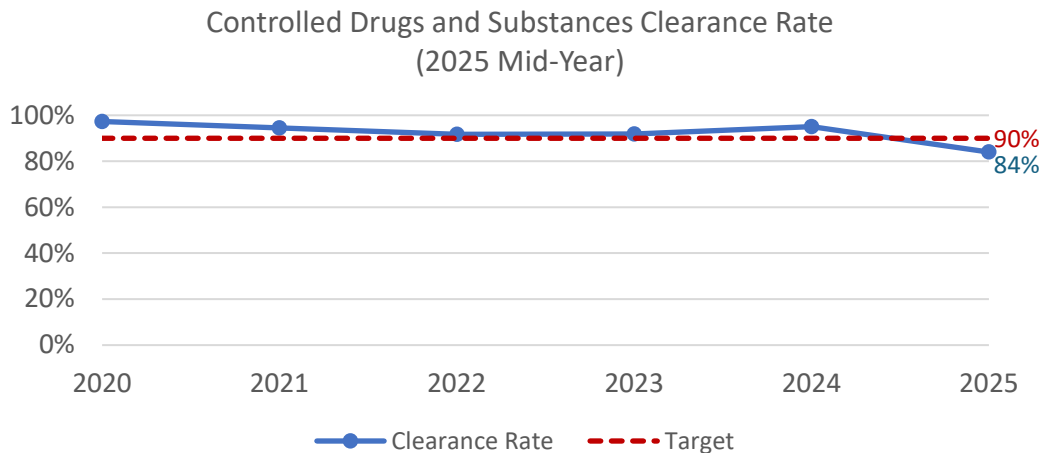
KPI Owner: Supt. Rheame

Status: KPI in development, Phase 1

1.4.9. Controlled Drugs and Substances Act (CDSA) Clearance Rate

KPI Owner: Supt. Dunlop

What this measures: This metric is sourced from the OPS Internal Records Management System (RMS). It measures the resolution rate for drug-related offenses, specifically focusing on four key categories: Trafficking, Importation and Exportation, Production, and Possession.



Target: Greater than or equal to 90 percent by 2027.

The mid-year clearance rate for CDSA offences is 84%, slightly below the target but consistent with the five-year average. Performance has remained relatively stable over time.

Clearance rates for CDSA offences are strongly influenced by how drug enforcement occurs. A significant portion of OPS drug work is proactive and project-based, led by the Drug Unit and Street Crime teams and focused on organized drug trafficking. These investigations typically result in charges and higher clearance outcomes. At the same time, frontline and neighbourhood officers regularly seize drugs during traffic stops or while responding to problem addresses. In some cases, seizures do not result in charges due to evidentiary thresholds, prosecutorial considerations, or public-interest factors. These occurrences are counted as incidents but may not be cleared, which lowers the overall clearance rate.

As a result, this KPI reflects enforcement approach and investigative context as much as investigative success. It should not be interpreted as a measure of drug availability, prevalence, or overall harm reduction. Additional or complementary measures may be needed to better reflect outcomes related to organized crime disruption, public safety impact, and harm reduction.

1.5. Objective: Create a plan for sustained adequate effective policing in Ottawa.

1.5.1. Level of completion of the implementation of the District Model

KPI Owner: Supt. Leblanc

What this measures: The level of progress in implementing the District Policing Model, a multi-year transformation that reorganizes how policing services are delivered across Ottawa to better align resources, decision making, and community engagement at the local level.

Implementation of the District Model is currently at 12% completion.

Most progress to date reflects foundational design, planning, and scoping activities that will support more rapid advancement once build phases begin. Organizational design work has advanced, including updated job descriptions and BFOR reviews. Traffic Services is scheduled to transition into districts as part of phased organizational

changes. The Geographic District Planning (GDP) project is underway, with the vendor completing onboarding and preparing to begin discovery and analysis. Business requirements for the Customer Relationship Management (CRM) system have been finalized, and solution demonstrations have been conducted to assess alignment with operational needs. The Evidence-Based Policing working group has been paused to prioritize implementation of the CTOM framework, which will guide trend analysis, tasking, and resource deployment. Community engagement activities have also begun under the CSWB framework.

Foundational design and system-readiness work will enable faster progress during upcoming build phases. Active workstreams include organizational design, traffic transition planning, GDP initiation, CRM solution assessment, CTOM implementation, and community engagement. Minor delays in vendor onboarding have occurred but are expected to be recovered without affecting overall timelines.

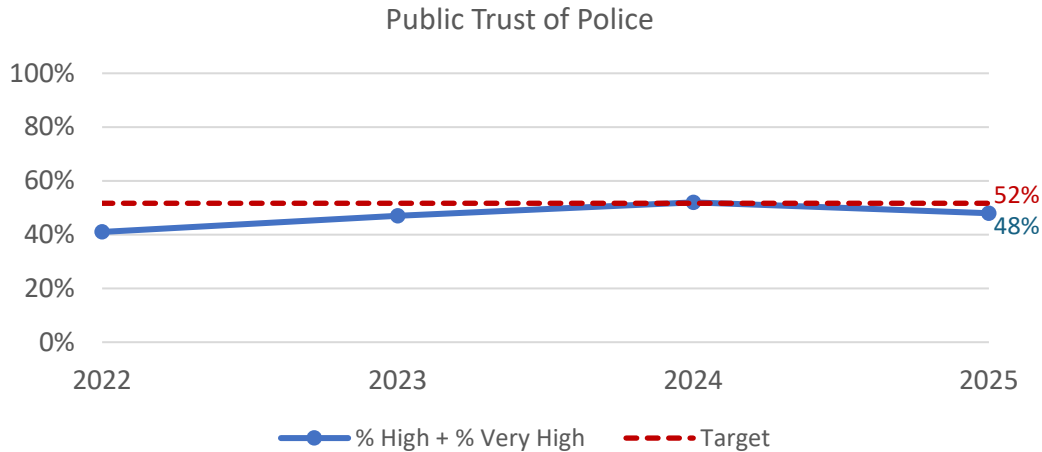
2. Strategic Pillar: Build Trust Through Strong Partnerships and Outcomes

2.1. Objective: Improve public trust with OPS, particularly by historically marginalized communities.

2.1.1. Public Trust of Police (Overall)

KPI Owner: Exec. Dir. Steinbachs

What this measures: The percentage of respondents indicating High level of trust in the Ottawa Police Service. This measure is drawn from an annual, statistically valid national opinion survey conducted by Advanis. The results are available on the Community Safety Data Portal.



Target: 5 percentage points increase from baseline by 2027

Results from the 2025 Advanis Citizen Perception Survey indicate that 48% of residents report a “high” or “very high” level of trust in the Ottawa Police Service, slightly below the target of 52%. This reflects stabilization compared to 2024 and an improvement over 2022 and 2023. When respondents reporting “moderate” trust are included, overall trust-related sentiment reaches 82%, indicating that most residents express at least a baseline level of confidence in police services.

Survey findings highlight notable geographic variation. Suburban wards report higher confidence levels, with areas such as Kanata North reaching 66%, while rural and central urban wards report lower results, ranging from 27% to 40%. The survey also shows that trust in the OPS correlates with trust in broader justice-system and government institutions, underscoring the importance of localized, community-specific engagement approaches.

Several initiatives support transparency and accessibility, including the release of the 10-year Traffic Stop Race Data Collection Report and ongoing recruitment of community members for the Use of Force Review Panel. The Community Safety Data Portal enhances public access to maps, statistics, and dashboards, supporting informed dialogue and accountability. Public trust will continue to be tracked through standardized perception measures as the Service advances its strategic commitments.

2.2. Objective: Successfully implement the OPS Community Safety and Well-being Framework

2.2.1. Progress on CSWB Framework implementation (Qualitative)

KPI Owner: Supt. Bryden

Status: KPI in development, Phase 1

2.3. Objective: OPS is a recognized leader in community engagement

2.3.1. 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)

KPI Owner: Supt. Bryden

Status: KPI in development, Phase 1

2.3.2. Stakeholder perception of OPS engagement practices

KPI Owner: Supt. Bryden

Status: KPI in development, Phase 1

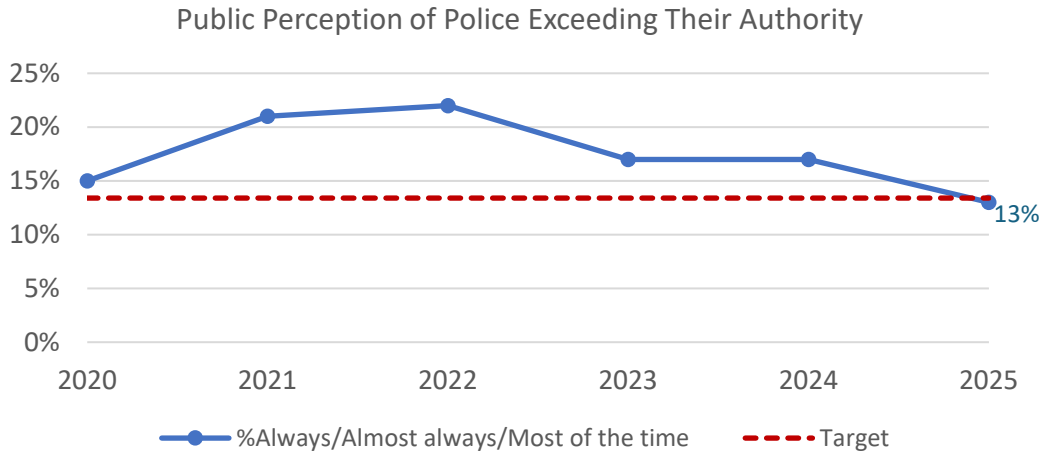
3. Strategic Pillar: Equity, Diversity, and Inclusion – Strengthen Our Commitments to Human Rights

3.1. Objective: Improved equality of treatment by OPS, as publicly reported, especially pertaining to racialized persons.

3.1.1. Public Perception of Police Exceeding Their Authority (Including Excessive Use of Force)

KPI Owner: Supt. Zackrias

What this measures: The percentage of respondents believing police "exceed their authority" ("Always," "Almost always," or "Most of the time"). This measure is drawn from an annual, statistically valid national opinion survey conducted by Advanis and is published on the Community Safety Data Portal.



Target: 5 percentage points decrease from 2024 baseline by 2027

Results from the 2025 Advanis national opinion poll show that 13% of residents believe the OPS exceeds its authority, a four-percentage-point decrease from 2024. This meets the strategic target of a five-percentage-point reduction and reverses the upward trend observed between 2020 and 2022.

In 2025, OPS advanced several initiatives under the 2023–2027 DRIVE2 Strategy that relate to authority, decision-making, and use-of-force oversight. These include policy reviews, accountability measures, and expanded community-engagement activities. Related modernization initiatives and updated provincial training standards will continue into 2026 as part of broader efforts to support transparency and alignment with emerging best practices.

OPS will continue to track this measure as part of ongoing monitoring of public perception and community trust.

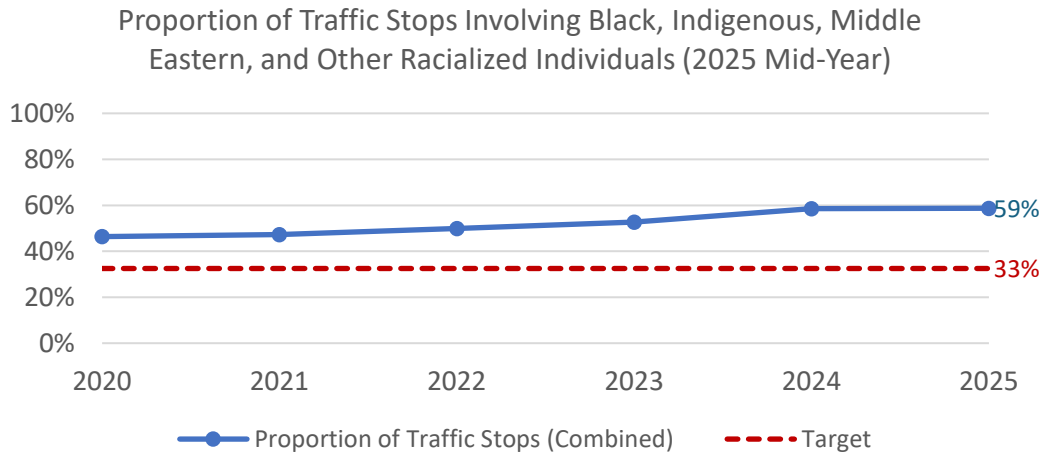
3.2. Objective: Improved proportionality of discretionary traffic stops and use of force with black, Indigenous, Middle Eastern and other racialized persons.

3.2.1. Proportion of Traffic Stops Involving Black, Indigenous, Middle Eastern, and Other Racialized Individuals.

KPI Owner: Supt. Zackrias

What this measures: The demographic proportion of traffic stops involving racialized individuals, benchmarked against 2021 Census data. Sourced from OPS internal

records, the calculation excludes non-residents and records with missing demographic data to ensure accuracy. Data is available on the Community Safety Data Portal.



Target: Proportionality in traffic stops reflective of the demographic composition of Ottawa's population by 2027

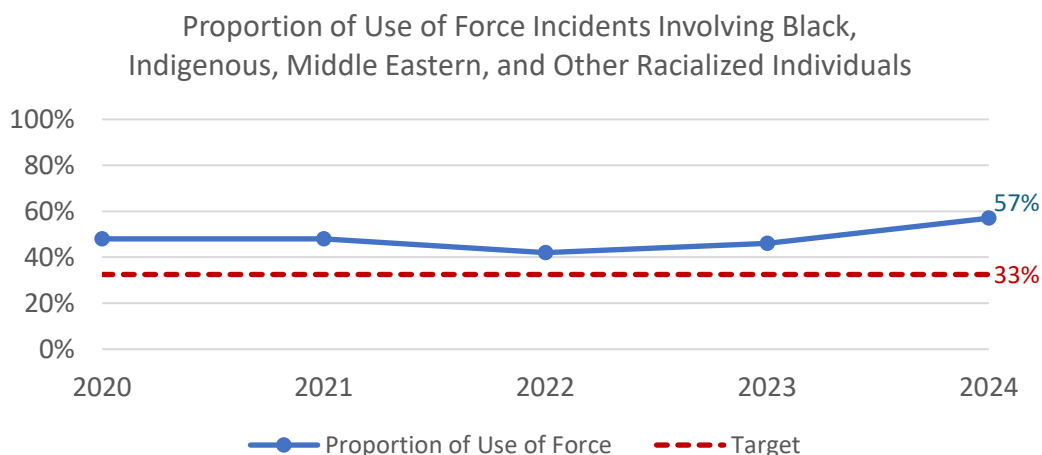
For the mid-year period (January to June 2025), 59% of traffic stops involved Black, Indigenous, Middle Eastern, and other racialized individuals. This remains above the strategic target of 33%, which reflects the demographic composition of Ottawa's population. The proportion has increased over the past five years and is approximately 8% above the five-year average and 1% above last year's result. Racialized individuals, particularly Black and Middle Eastern drivers, continue to be over-represented in traffic enforcement relative to their share of the population.

OPS, in partnership with human rights data specialists and the Community Equity Council (CEC), completed a detailed disproportionality analysis that was presented to the Board last year. Several initiatives under the 2023–2027 DRIVE2 Strategy relate to this work, including development of a new race and identity-based strategy, improvements to data-collection methods, and ongoing reviews of traffic deployment in alignment with the District Policing Model. New provincial training standards, including a human-rights thematic series, are also being introduced. Anti-Black racism training is under review with the CEC and the Mental Health Advisory Committee. Additional analytical capacity is planned with the forthcoming Senior Data Analyst – Race and Social Identity role.

3.2.2. Proportion of Use of Force Incidents Involving Black, Indigenous, Middle Eastern, and Other Racialized Individuals.

KPI Owner: Supt. Zackrias

What this measures: The demographic proportion of Use of Force incidents involving racialized individuals, based on officer perception reported in mandatory Use of Force Reports. Figures are benchmarked against 2021 Census data and reported in the Annual Use of Force Report.



Target: Proportionality of use of force reflective of the demographic composition of Ottawa's population by 2027

For the 2024 reporting period, 57% of Use of Force incidents involved Black, Indigenous, Middle Eastern, and other racialized individuals. This represents an 11-percentage-point increase from last year, is 9 percentage points above the five-year average, and remains 24 percentage points above the strategic target of 33%. While Indigenous individuals are not disproportionately represented in the most recent results, Black and Middle Eastern individuals continue to be over-represented relative to their share of Ottawa's population.

Under provincial requirements, officers must complete a Use of Force Report when force is displayed or applied. Since 2020, these reports have included officer-perceived race and social identity fields, with several amendments since then improving data completeness and consistency.

OPS presented a comprehensive Use of Force analysis and action plan to the Board in June 2025, developed in partnership with human-rights data experts and the Community Equity Council (CEC). Several initiatives related to this work continue under the 2023–2027 DRIVE2 Strategy, including the Mental Health Change Initiative and Advisory Committee, the Use of Force Community Review Panel, the Mental Health Crisis Response Team, the pilot of Body-Worn Cameras, and the development of a race

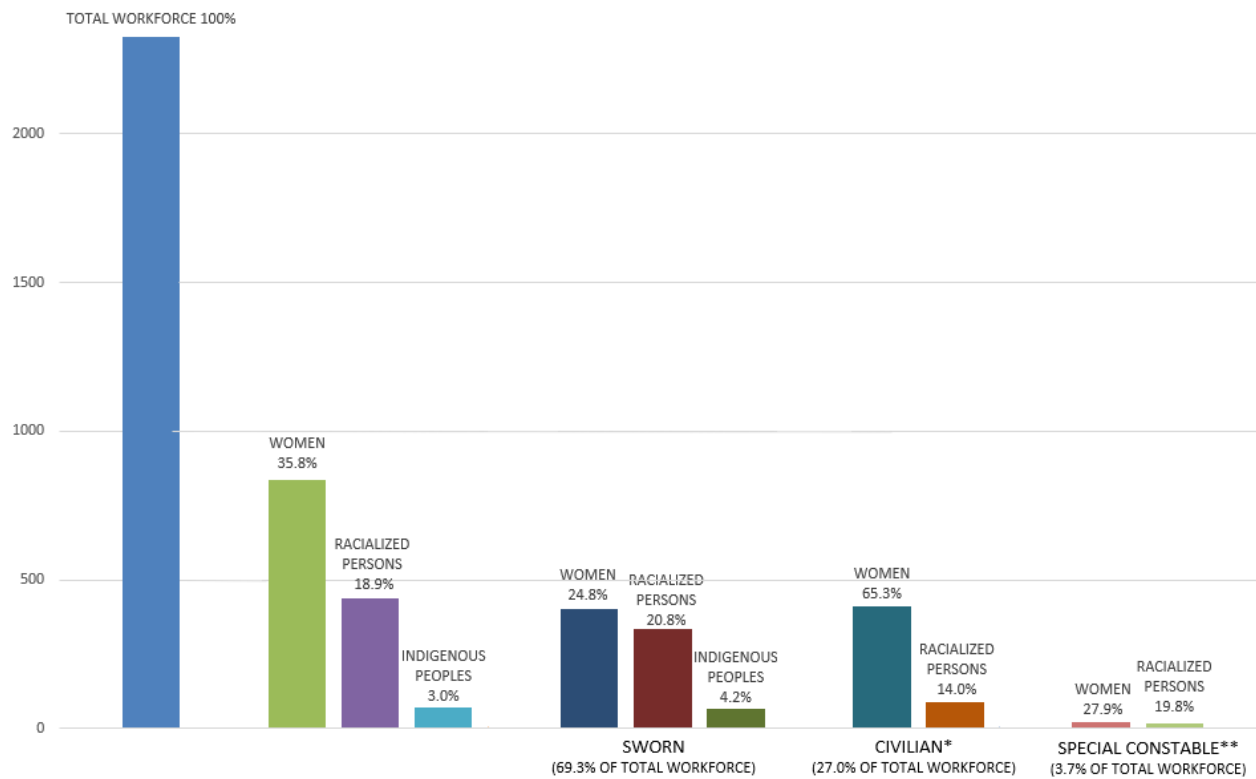
and identity-based strategy. New provincial training standards, including a human-rights thematic series and enhanced mental-health components within annual Use of Force training, are also being introduced. Anti-Black racism training remains under review with the CEC and the Mental Health Advisory Committee.

3.3. Objective: Improved reflection of community diversity within the OPS membership

3.3.1. Proportion of racialized, women, and indigenous persons within OPS by sworn ranks and civilian occupation categories.

KPI Owner: Supt. Zackrias

What this measures: The demographic representation of racialized, women, and Indigenous members across sworn ranks and civilian categories. This recent capability, enabled by the Equity, Diversity, and Inclusion (EDI) unit, replaces reliance on periodic external audits.



* Representation of Indigenous Peoples is not currently available for Civilian members or Special Constables; expected in Q1 2026.

** Special Constables are considered sworn Peace Officers but classified as “Civilian” for OPS workforce reporting. While legislation permits Special Constables to obtain the same powers as police constables, specific powers, territorial jurisdictions, and responsibilities are outlined within the terms of the individual appointment.

The ability to regularly assess workforce representation internally is a relatively new capability made possible by the growth of the Equity, Diversity, and Inclusion (EDI) unit. Before this, OPS relied on periodic external assessments, the most recent of which was conducted in 2018, which identified under-representation of both women and racialized persons compared with Ottawa Census data.

Comparing current 2025 results to the 2018 assessment shows progress in diversifying the sworn ranks and overall workforce. Representation of racialized persons in the sworn complement has increased from 15.2% in 2018 to 20.8% in 2025, while representation within the total workforce has grown from 13.5% to 18.9%. Women now represent 35.8% of the total workforce, with sworn representation increasing from 23.4% to 24.8%. Indigenous Peoples currently represent 4.2% of sworn members.

These gains reflect sustained efforts to strengthen representation; however, the pace of change is influenced by factors outside OPS control, including annual hiring volumes, provincial police-training capacity, labour-market competition, and broader interest in policing as a profession. The Service continues to focus on recruiting diverse and skilled applicants who bring valued knowledge, lived experience, and perspectives.

Representation data for Indigenous Peoples within Civilian and Special Constable roles is not yet available, but data-collection improvements are underway with reporting expected by Q1 2026.

4. Strategic Pillar: Advance and Support a Thriving, Resilient Membership

4.1. Objective: Improve OPS members' morale, job satisfaction and attendance.

4.1.1. Percentage of OPS members who report favourable job satisfaction by race, gender, and rank

KPI Owner: CHRO Steele

Status: KPI in development, Phase 1

4.1.2. Percentage of OPS members who report favourable morale by race, gender, and rank

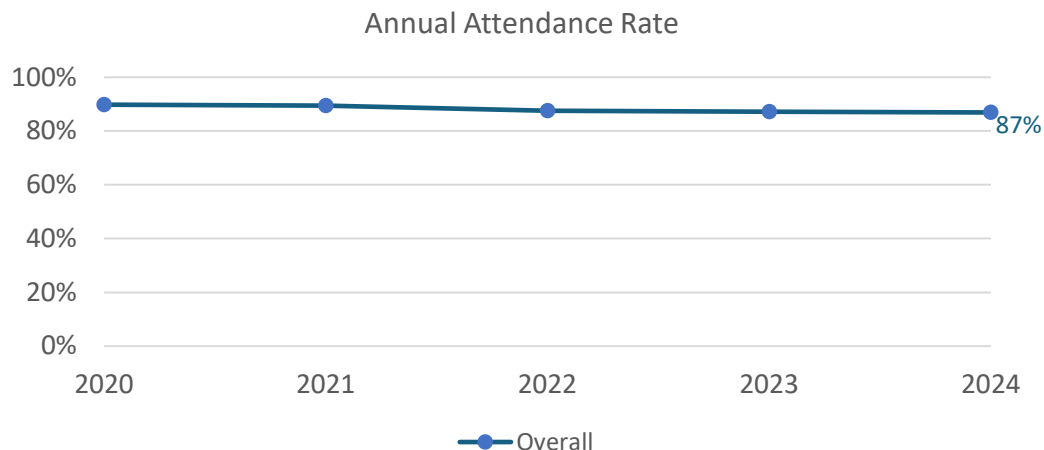
KPI Owner: CHRO Steele

Status: KPI in development, Phase 1

4.1.3. Annual Attendance Rate

KPI Owner: CFO Merklinger

What this measures: The percentage of scheduled work time members are available for duty. Data is sourced from the OPS Internal Systems and reported in the quarterly Workforce Management Report. Attendance is a key indicator of workforce health, wellness, and capacity. Higher attendance supports service continuity, reduces reliance on overtime, and helps ensure adequate frontline and operational coverage.



Annual attendance rates declined steadily from 2020 through 2024, stabilizing at approximately 87% by the end of that period. This trend affected both sworn and civilian members and reflects sustained operational pressures experienced over multiple years.

Current results for 2025 show the first year-over-year increase in attendance since the decline began. This improvement aligns with preparation for the implementation of the new accumulated sick leave plan, which has generated strong internal engagement and may be influencing attendance behaviour ahead of its formal launch.

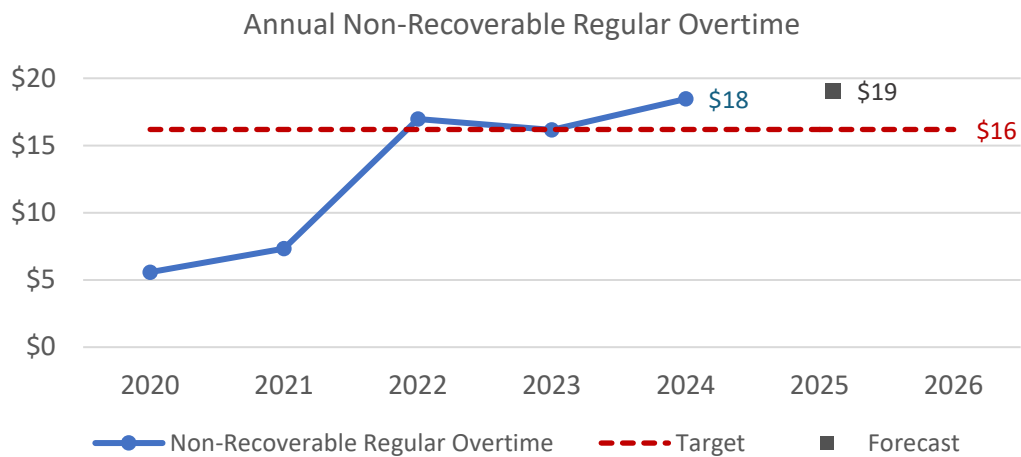
The accumulated sick leave plan takes effect in January 2026. Attendance rates will continue to be monitored as the policy is implemented to determine whether the recent

positive trend is sustained and to support ongoing workforce planning, health, and wellness priorities.

4.1.4. Annual Non-Recoverable Regular Overtime

KPI Owner: CFO Merklinger

What this measures: The total dollar amount spent on overtime for core policing duties that is not eligible for third-party cost recovery. Reported in the quarterly Workforce Management Report.



The forecast for 2025 places Annual Non-Recoverable Regular Overtime at approximately \$19 million, which is above the strategic target of \$16 million. As shown in the chart, non-recoverable overtime has increased year-over-year since 2022, reflecting the combined effects of staffing shortages, sustained operational pressures, and resource demands arising from and following the illegal convoy.

Looking ahead to 2026, several organizational changes are expected to help moderate overtime levels. These include implementation of the new collective agreement, projected improvements in attendance, continued hiring of sworn officers, and expanded use of Special Constables to support frontline capacity. Together, these measures are intended to reduce reliance on overtime to fill vacancies, though their impact will need to be monitored as they take effect.

OPS has committed to the Board and the City to achieve a 10–15% reduction in non-recoverable overtime in 2026. To support this commitment, cost-centre-level overtime reduction targets are being developed for Senior Leadership Team (SLT) approval, with implementation scheduled for January 2026. This KPI remains a key measure of

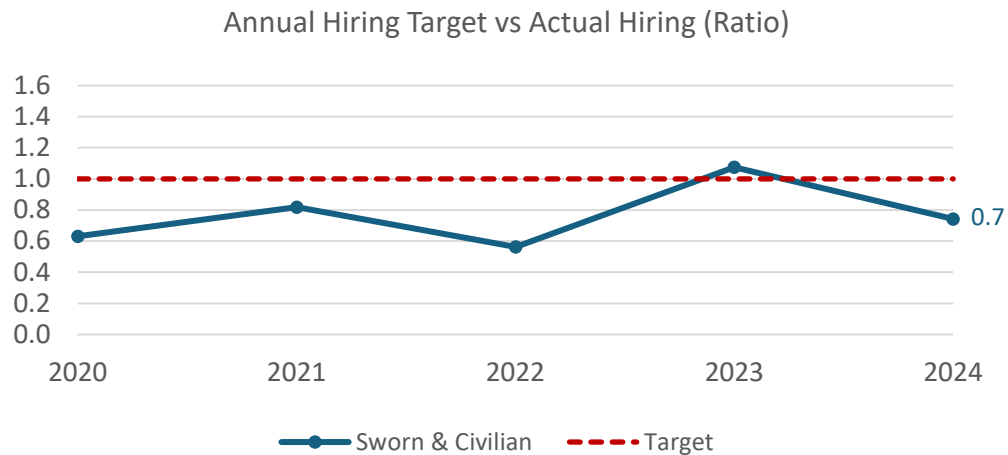
effective workforce management, member wellness, and responsible financial stewardship.

4.2. Objective: Fully implement the Staff Stabilization Plan

4.2.1. Annual Hiring Target vs Actual Hiring (Ratio)

KPI Owner: CHRO Steele

What this measures: The ratio of actual sworn and civilian hires year-to-date compared to the authorized annual hiring target. Reported in the quarterly Workforce Management Report.



Target: Ratio of actual hires to planned hires greater or equal to 1:1 by 2027

The combined sworn and civilian hiring ratio for 2024 is 0.7, below the strategic target of 1:1. As shown in the chart, the combined hiring ratio has varied over the past five years, with a temporary increase in 2023 followed by a decrease in 2024.

Different operational and market factors have influenced sworn and civilian hiring. Sworn hiring depends heavily on the Ontario Police College (OPC) training capacity and seat availability. While recruitment slowed during the pandemic due to limited training opportunities and reduced applicant interest, OPS has fully aligned its internal processes with the province's four-intake annual model and, since 2023, has maximized OPC training opportunities.

Civilian hiring has faced ongoing challenges. The multi-stage recruitment and vetting process—including security screening and specialized assessments—extends time-to-

hire timelines. OPS also operates in a competitive labour market for civilian specialists, particularly in IT and analytics, where demand is high across the public sector. In several years, internal transfers accounted for staffing activity rather than growth in net-new hires. Additionally, sworn hiring was prioritized during some planning cycles, and annual hiring targets were not consistently established for all civilian roles.

OPS is refining its recruitment strategy to improve future performance. Sworn hiring remains aligned with available OPC allocations, while civilian recruitment efforts focus on reducing workflow bottlenecks and improving forecasting and planning consistency.