

Report to / Rapport au:

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

23 February 2026 / 23 février 2026

Submitted by / Soumis par:

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

Contact Person / Personne Resource:

**John Steinbachs, Executive Director of Strategy & Communications / Directeur
Exécutif Stratégie & Communication
SteinbachsJ@ottawapolice.ca**

SUBJECT: PERFORMANCE REPORT – FOURTH QUARTER 2025

OBJET: RAPPORT SUR LE RENDEMENT – QUATRIÈME 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

This fourth quarter 2025 Performance Report reflects an ongoing improvement in how performance information is provided to the Board. The approach is guided by Board direction and informed by the Strategic Plan Key Performance Indicators report presented in January 2026.

The January report established the foundation for Board-level performance oversight under the 2024–2027 Strategic Plan. That work focused on building consistent and reliable reporting systems rather than assessing final outcomes at this early stage.

This Q4 report supports the Board's oversight during this transition. It provides timely information on service demand, response performance, and capacity pressures that are relevant to near-term governance. It complements the Board's Strategic Plan KPI reporting.

The Service working to align how operational and strategic information is reported. Operational measures help the Board understand current service pressures and trends. Strategic Plan KPIs track progress toward longer-term outcomes across the full planning period. Work continues with the Board's Executive Director to align the structure and timing of reports with the Board's oversight needs. Reporting schedules are being set to balance transparency, accuracy, and clarity.

This report should be read as part of a planned transition toward more integrated and outcome-focused performance reporting. It reflects steady progress under Board guidance and supports effective oversight while the Strategic Plan performance framework continues to mature.

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 2025, the OPS received over 381,000 demands for service through both calls for service and online reporting. This result was in line with the five-year average of 382,900 and 1 percent higher than total demands for service in 2024 (378,200). There were approximately 350,800 calls for service received through the OPS computer-aided dispatch system (CAD) in 2025, which represents 92 percent of total demand for service. Compared to 2024, calls received through OPS CAD were in line for 2025 (2,300 fewer calls).

Figure 1 below shows the total demand for service over the last five years by quarter.

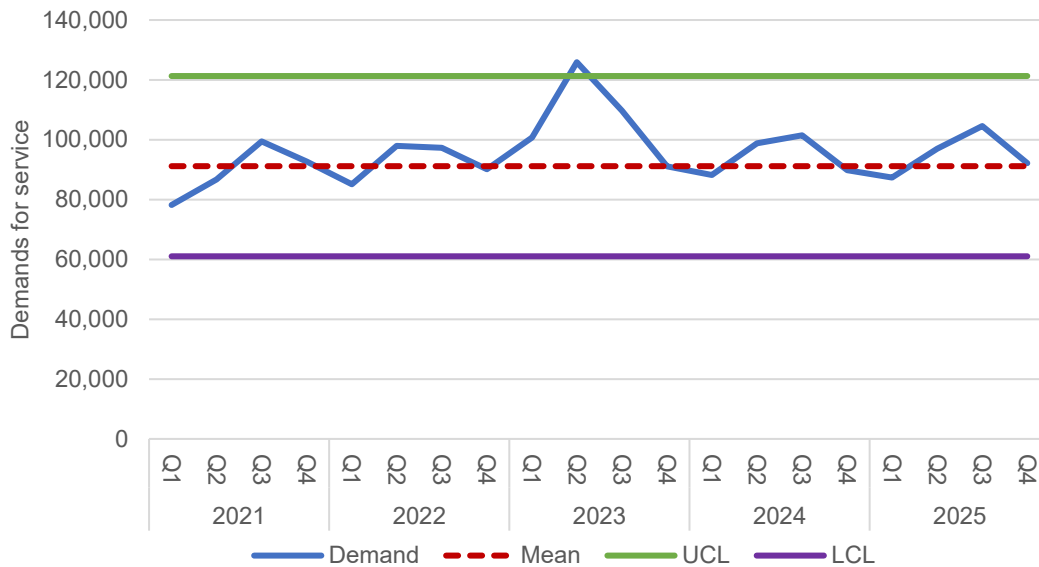


Figure 1: Total demand for service, 2021-2025

In the fourth quarter of 2025, the OPS received nearly 92,200 demands for service through both calls for service and online reporting.

In Q4 2025, about 84,600 calls for service were entered into the OPS computer-aided dispatch (CAD) system, and 7,600 reports were submitted online. Shoplifting made up 42 percent of all online reports, increasing by 37 percent compared to the fourth quarter of 2024. The second most frequent online report was Traffic Complaint, accounting for 10 percent of reports, increasing 60 percent compared to the fourth quarter of 2024. Other high-frequency online reports were theft under \$5,000 (6%), 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 12 percent of all calls in the fourth quarter of 2025. Priority 3 and 4 calls involve risks to people, property, or evidence and account for 77 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 2025, there were approximately 2,100 P1 calls, representing a decrease of 900 (30%) from 2024 (3,000). Over three quarters (88%) of this reduction was driven by 780 fewer calls for Paramedic Assistance (-37%).

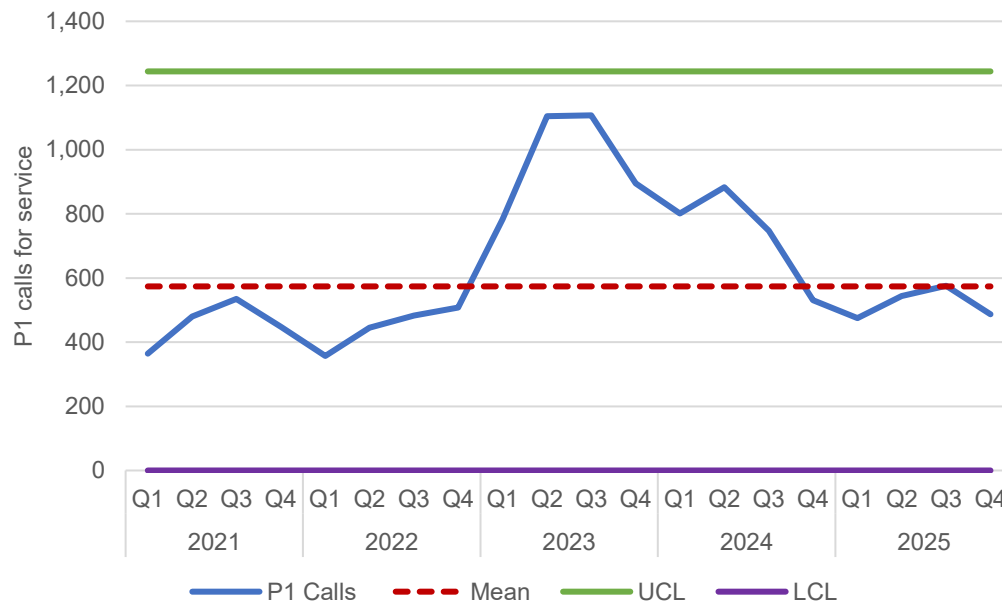


Figure 2: Priority 1 (P1) calls for service, 2021-2025

In the fourth quarter of 2025, the OPS received 487 P1 calls. Most of these calls (64%) involved assisting other emergency services, such as paramedics. Despite the TRA being

active, P1 call volume declined 8 percent (44 fewer calls) in Q4 2025 compared to Q4 2024. Paramedic-related P1 calls fell by 13 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.

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.

In 2025, the OPS achieved the response performance standard for 93 percent of P1 calls. This result was in line with previous year's result and 1 percent higher than the five-year average (92%).

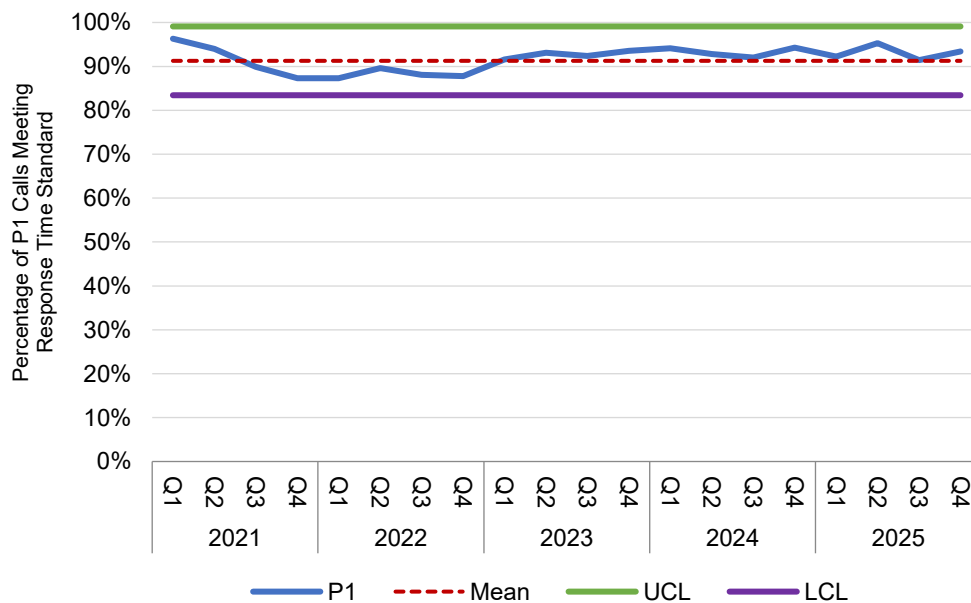


Figure 3: P1 Response performance, 2021-2025

Figure 3 shows the response performance results over the last five years by quarter. In Q4 2025, the OPS achieved the response performance standard for 93 percent of P1

calls. This result is 2 percent higher than the five-year Q4 average (91%). Of the approximately 330 citizen-initialized, dispatched calls, classified as P1, officers took over 15 minutes to respond to 22 calls. Of these calls:

- 16 were dispatched quickly, with delays mainly due to travel time.
- In 4 cases, there was a delay in entering and dispatching the call.
- In 1 case, officers arrived within 15 minutes but did not press the "on scene" button.
- 1 was 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. The cumulative time in 2025 was around 412,400 hours, the highest of the past 10 years, being 13 percent higher than the five-year average of 364,700 hours, and 6 percent higher than 2024 cumulative time (389,400 hours).

In the fourth quarter of 2025, service time reached approximately 101,100 hours. This is a 3 percent increase from the previous year. Figure 4 illustrates the rising trend in service time over the last five years.

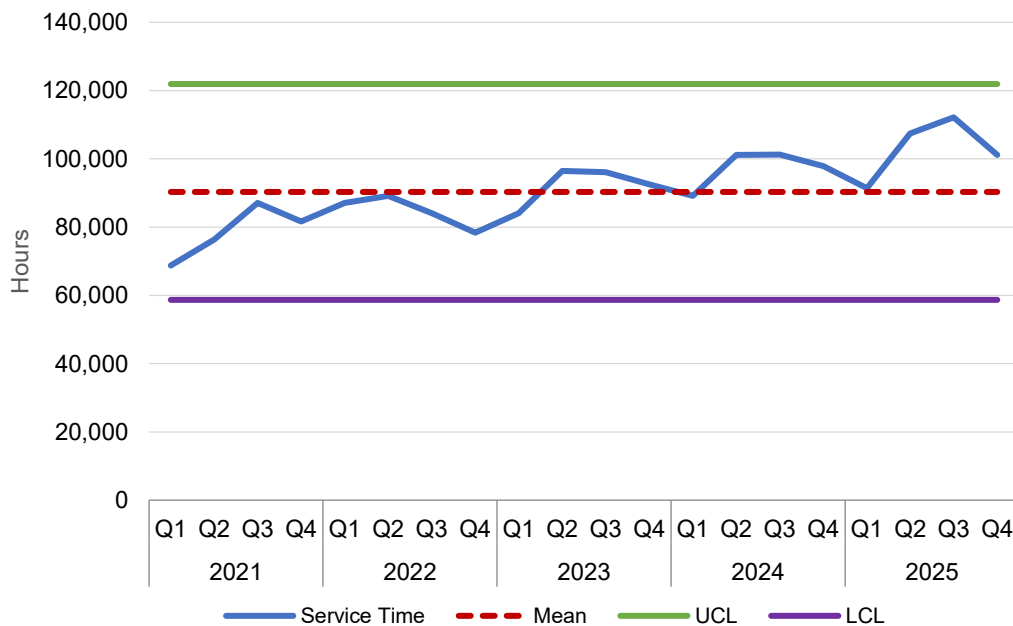


Figure 4: Service time (citizen-initiated, mobile response), 2021-2025

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 Q4, 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 Plan Key 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.

APPENDIX A

OPSB Strategic Plan Key Performance Indicators (KPI)

This KPI report mainly covers January 1 to June 30 2025. Some indicators use different time periods because they rely on external data sources. Each section clearly notes the time period for the data shown. All information is reviewed through the appropriate chain of command with support from operational units, the Data Analytics Team, and the Strategy Branch. Because of review processes and external data collection timelines, a reporting delay is expected across all KPIs.

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 (2025 mid-year)	●	↔	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 (2024)	●	→	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 (2024)	●	↑	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%) (2025 mid-year)	●	↓	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%) (2025 mid-year)	●	↑	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%) (2025 mid-year)	●	↓	Supt Lachine	Property crime remains relevelated 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
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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%) (2025 mid-year)	●	↑	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%) (2025 mid-year)	●	↓	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 (2025 mid-year)	●	↓	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% (2025)	●	↓	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% (2024)	●	↓	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% (2025)	●	↓	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.

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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% (2025 mid-year)	●	→	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% (2025 mid-year)	●	↑	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% (2025 mid-year)	●	↑	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% (2025 mid-year)	●	→	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% (2025 mid-year)	●	↓	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% (2025 mid-year)	●	↑	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.

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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% (2025)	●	→	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% (2025)	●	↓	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% (2025 mid-year)	●	↑	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% (2024)	●	↑	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	—	— (2025 mid-year)	○	↑	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%.

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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% (2024)	●	↑	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 (2024)	●	↓	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.

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