



**OTTAWA POLICE SERVICE**  
**SERVICE DE POLICE D'OTTAWA**

*The Trusted Leader in Policing*  
*Le chef de file de confiance dans la police*

# Ottawa Police Service

Digital Evidence Information Management  
(DEIMS) System Program

## **Project Close Out Report** Body Worn Camera CIT Deployment

Version 1.2

**REVISION HISTORY**

<b>Version #</b>	<b>Date</b>	<b>Author</b>	<b>Comment (Summary of Change/Edit)</b>
Ver 1	Feb 25, 2026	Kirk Hansen	First draft
Ver 1.1	Feb 27, 2026	Kirk Hansen, Onalee Wyman	Addition of Benefits Realization results
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## 1. PROJECT OVERVIEW

### 1.1. PROJECT DESCRIPTION

This project is to deliver the initial deployment of Body Worn Camera (BWC) for OPS.

The intention of the initial deployment is to train and equip the first group of officers to begin the deployment of BWC technology in Ottawa and to confirm the benefits of the technology. It was expected that there will be a staggered deployment of the BWC technology with trained officers across the city, final details to be confirmed as deployment plans are further developed.

Data from other jurisdictions in the province has found that the deployment of BWC has a significant impact on the volume of files to be redacted and the time to process the redactions required. However, the latest updates from Axon, with respect to their investment in Artificial Intelligence (AI), provides a much more effective and efficient capability for redaction support. As a result, the estimates for full time equivalent (FTE) to be staffed in a redaction unit, in support of a BWC deployment, are found to be more favorable but as the deployment continues FTE forecasts will need to be recast. The smaller initial deployment of BWC has found to be within the capacity of existing resources within OPS to support.

As a separate line of inquiry for the project, the outsourcing of redaction support was explored. An enterprise operating out of Edmonton Alberta is offering a unique service offering for tasks such as redaction support. They employ neuro-divergent individuals who are able to perform the redaction tasks efficiently and with a high degree of accuracy. Ultimately this was found not to be a course of action that OPS choose to pursue.

The direction for the initial deployment identified the group of officers (30) to be trained and deployed with BWC as early as possible in the fall of 2025. The project met the target deployment by mid-November.

The benefits realization for the deployment of the first deployment BWC is important, however at this point the project team has to rely on a very short timeline for data. From the data collected and from results of officer surveys, the project has seen benefits but some of the key observations are from individual officer interactions and actions.

The recommendations from this project include, but are not limited to, questions with respect to the scale-up a full deployment of BWC for all frontline members, and the organizational commitment for appropriate support and administration requirements.

The deployment of body-worn cameras has been generally favourable in communities where they have been introduced. OPS is committed to continuing to engage the community to discuss the deployment of body-worn cameras where necessary and appropriate. The predecessor DEIMS project addressed community consultation and developed a privacy impact assessment. This project made updates on the PIA for the adoption of BWC and refreshed the PIA to include BWC impacts where appropriate.

The BWC project developed an initial framework for the deployment of BWC technology at OPS. It drew on materials and experiences from other jurisdictions that have already adopted BWC technologies.

The framework will provides guidance for:

- the articulation of guiding principles,
- the definition of the BWC program aligned with the support of the vendor, Axon Public Safety Canada,
- the formal conduct of the deployment
- the training to be developed and delivered to all officers prior being equipped with BWC
- the SOPS for the use of the BWC to record, and,
- the rules for use in special settings (healthcare settings, private dwellings, religious or spiritual places, or public protests)
- the integration of BWC with the DEIMS (Evidence.com) and the use of DEIMS to securely store, retain and manage the destruction of BWC records at the end of the applicable retention period
- the enforcement of compliance with the BWC policies and procedures
- how to conduct regular audits on the adoption of the approved processes and procedures

The framework to deploy the BWCs in scope and to govern the officers met the needs of the initial deployment, but it is recognized that the scale up for a broader deployment to all of OPS will need more attention and robustness.

**1.2. BUSINESS OUTCOMES**

The Body Worn Camera project, as part of the DEIMS program, aimed to provide OPS with the following benefits:

#	Outcome	Details	Project Results
1.	Deploy 30 BWC with the CIT officers by Fall 2025	<ul style="list-style-type: none"> <li>• 30 officers will be trained and prepared to begin using BWC no later than mid-November 2025</li> <li>• Each officer will have completed OPS specific training on the use of the BWC in context of OPS DEIMS production environment</li> <li>• The deployment will be the first group of a broader deployment for all front-line officers at OPS</li> </ul>	<ul style="list-style-type: none"> <li>• 30 officers were trained and deployed by Nov. 10<sup>th</sup>. 2025</li> </ul>

2.	The Governance Framework for Police Body-worn Cameras for OPS	<ul style="list-style-type: none"> <li>The framework will follow the Model Governance Framework for Police Body-worn Camera published by the IPCO</li> <li>The development of the framework will be conducted by sworn members with the coordination of the project manager</li> </ul>	<ul style="list-style-type: none"> <li>SOPs and appropriate policies for BWC and AI capabilities for Draft1 and Translation have been drafted and approved by Senior Command</li> </ul>
3.	Improved management of digital evidence data for police – public interactions	<ul style="list-style-type: none"> <li>Use production digital evidence system using advanced cloud-based tools.</li> <li>Digital evidence data is growing rapidly with the large number of smart devices deployed across the city with digital capture capabilities.</li> <li>Capture from the officer perspective in a digital format the activity of officers as they interact with the public in all situations.</li> </ul>	<ul style="list-style-type: none"> <li>Officers with BWC have been using the cameras as part of regular duty.</li> <li>They are following existing procedure for managing digital evidence.</li> <li>The Crown is very supportive of BWC digital evidence included in court filings.</li> </ul>
4.	Recommendations for direction with respect to Body Worn Cameras for OPS	<ul style="list-style-type: none"> <li>Deployment will demonstrate effectiveness of body worn cameras in the delivery of policing in Ottawa</li> <li>Report will summarize the data collected thru the deployment period and will provide conclusions and recommendations on proceeding to a full deployment for all front line personnel.</li> </ul>	<ul style="list-style-type: none"> <li>The deployment has gone very well and OPS should continue the deployment to all uniformed officers.</li> </ul>
5.	Training Program for BWC	<ul style="list-style-type: none"> <li>OPS needs to develop a training program with appropriate materials and curriculum to ensure that officers are trained in the use of BWC in context to their day-to-day policing activities.</li> <li>Where possible OPS will adopt material and approaches from jurisdictions with proven training programs that are willing to share and advise OPS.</li> </ul>	<ul style="list-style-type: none"> <li>A strong curriculum of online and in-person training has been developed and should be the basis of all training to be delivered in support of BWC deployment across OPS.</li> </ul>
6.	Security of Data	<ul style="list-style-type: none"> <li>Establish the end of shift protocols for data upload as a standard officer duty</li> </ul>	<ul style="list-style-type: none"> <li>The protocols for data uploads, file naming and</li> </ul>

		and confirm how the uploaded data will be stored and managed within the secure and redundant data storage of the DEIMS system.	use of this data in police reports has been adopted by the deployed officers.
7.	Accountability	<ul style="list-style-type: none"> <li>Enhanced accountability with audio/visual providing objective account of interactions</li> </ul>	<ul style="list-style-type: none"> <li>The BWC capture all interactions and the digital files are available as required.</li> </ul>
8.	Training and Evaluation	<ul style="list-style-type: none"> <li>Supervisors will be able to review interactions of officers to identify areas of improvement and provide constructive feedback on performance.</li> </ul>	<ul style="list-style-type: none"> <li>Similarly, the digital data has offered opportunities to spot training opportunities and provide feedback on interactions.</li> </ul>
9.	Enhanced efficiency.	<ul style="list-style-type: none"> <li>BWC offers a number of process improvements, such as transcription of digital recordings and autotagging of data files that will enhance the efficiency of policing processes associated with BWC.</li> </ul>	<ul style="list-style-type: none"> <li>The time saving that the combination of BWC with Draft1 has already been identified by the deployed officers as meaningful.</li> </ul>
10.	Standardization.	<ul style="list-style-type: none"> <li>Adoption of the solution is consistent with Provincial direction for all police jurisdictions to adopt BWC as a part of a common evidence management solution, as part of the Provincial vision for a single integrated justice system.</li> </ul>	<ul style="list-style-type: none"> <li>This deployment begins to bring OPS in line with jurisdictions across the province wrt. to the adoption of BWC technology.</li> </ul>

### 1.3. ASSUMPTIONS

The following table lists the items that could not be proven or demonstrated when this Project Charter was prepared, but they were considered to provide a reasonably stable platform for the program approach or planning.

No.	Assumption Statement
1	It is assumed that OPS has the necessary resources (funding) to carry out the project and complete all in-scope activities to meet the deployment date for BWC
2	It is assumed that plans will be in place to divert normal day-to-day responsibilities of OPS resources assigned to work on project tasks.
3	It is assumed that OPS will place relevant urgency on completion of the project and all sub-tasks identified in this Project Plan and adhere to key milestones.

4	It is assumed that strong Executive sponsorship and endorsement for the project with priority for the project is recognized by key resources.
5	It is assumed that OPS resources who will be assigned to the project will have knowledge and experience with OPS systems where necessary.
6	It is assumed that OPS resources will be available for the required interviews and deliverable reviews in order to avoid any delays to the project.
7	It is assumed that any request sent for approval at any level will achieve timely consideration.

#### 1.4. CONSTRAINTS

The principal constraints and limitations applicable to the program under which the project must be conducted include the following.

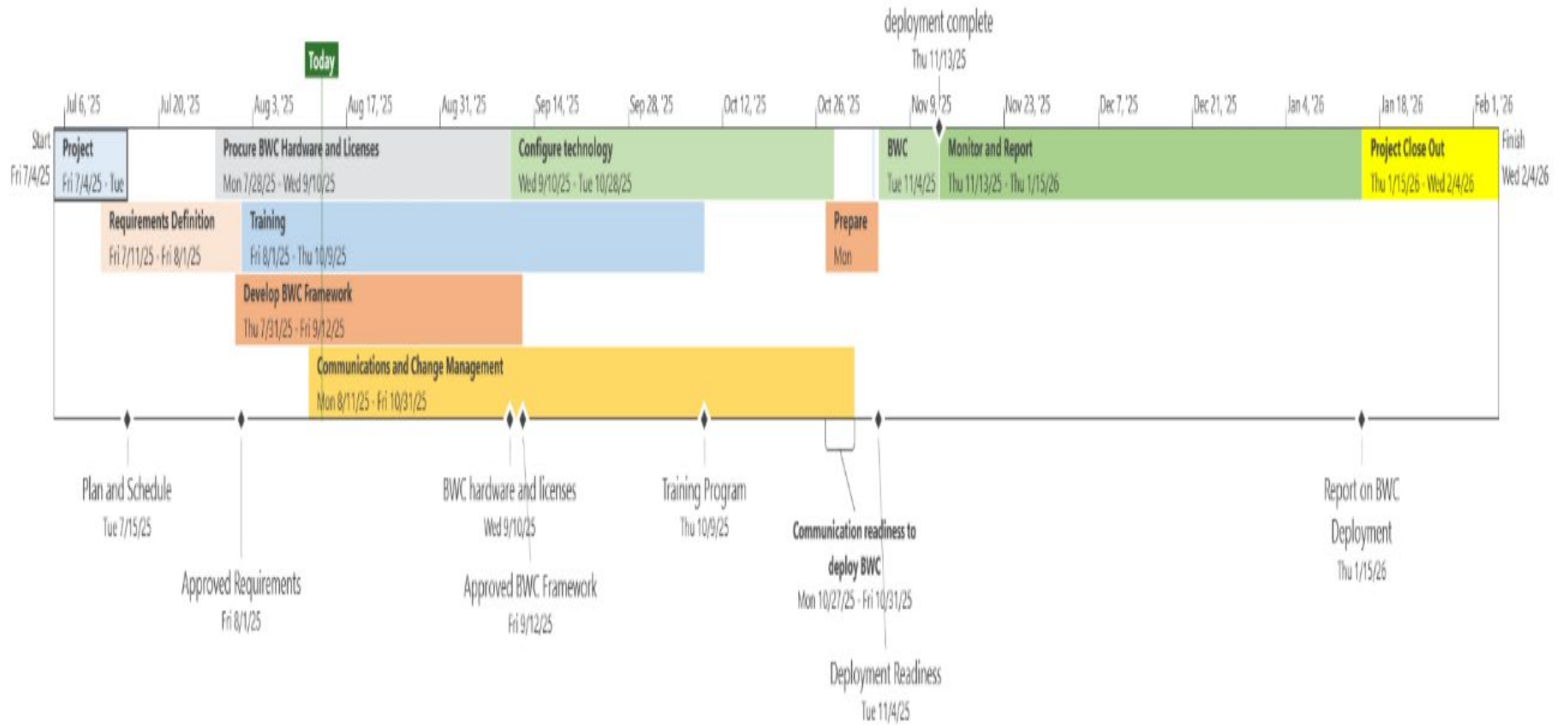
No.	Constraints
1	The DEIMS system (Evidence.com) must have sufficient user licenses to be able to enable the BWC and begin the deployment. Timing of procurement with Axon is dependent on City procurement processes, depending on level of authorization required.
2	Dependencies and intersections with other projects could impact the timeline.
3	Lack of resources assigned to the project will have an adverse effect on the duration of the program.
4	Learning curve for the adoption of BWC by officers in initial deployment group.

#### 2. MAJOR RISKS

The table that follows describes the program risks at time of project start up. None of these risks were realized to the point where the project was put at risk.

Risk ID	Owner	Description	Probability H/M/L	Impact H/M/L	Response	Action Items
R1	ITS PMO Manager / Project Manager	Scope Growth.	H	H	Transfer	Additional requirements to be deferred to subsequent phase.
R2	ITS Managers	Limitations in OPS resource availability or delays in completing key dependent tasks could result in delays in the schedule and/or impact the budget.	H	H	Mitigate	To enable this, plans will be in place to divert normal day-to-day responsibilities of OPS resources when project tasks are assigned.
R3	Training	The Professional Development Centre (PDC) is heavily committed to legislative requirements and may not be able to support a new training program for BWC.	H	H	Mitigate	To enable this, plans will be developed to address the resource requirements and develop an approach that will support the deployment.

### 3. PROJECT TIMELINE



## 4. LESSONS LEARNED

The **BodyWorn Camera (BWC) 2025 pilot deployment** was conducted in the fall of 2025 as part of the **Digital Evidence Information Management System (DEIMS) Program** for the **Ottawa Police Service (OPS)**. The primary objective of this initiative was to deploy bodyworn cameras to a limited group of **30 officers**, including members of the **Critical Intervention Team (CIT)** and officers participating in the **Change Leader program**, while establishing a foundational understanding of the operational, technical, training, and governance requirements necessary to support a future servicewide deployment.

The pilot successfully achieved its deployment objectives and demonstrated that the overall approach was effective. The project delivered working BWC technology, integrated training, and supporting processes within the planned timeframe, while fostering strong collaboration between sworn and civilian members. The deployment confirmed that BWCs can be successfully incorporated into daily operational use and that the technology, once stabilized, performs reliably and meets operational needs.

A formal lessons learned exercise was conducted to capture insights from the project team and inform planning for the broader rollout. This exercise included a structured questionnaire distributed to all project team members, analysis of survey results, and a facilitated discussion during a team meeting. The response rate exceeded 70%, providing a representative and balanced view of the project experience. Feedback was overwhelmingly positive, with participants rating the overall deployment experience as **excellent or good**, and strongly endorsing continued expansion of the BWC program.

Key strengths identified through the lessons learned included:

- Effective integration of sworn and civilian team members
- High quality in-person and online training
- Strong teamwork and adaptability in addressing issues as they arose
- Clear operational value of BWCs as an educational and accountability tool

At the same time, the exercise identified important challenges and considerations that must be addressed before scaling the deployment. These include the need for:

- Earlier stabilization of technology and configurations prior to training
- More streamlined task and scheduling processes
- Timely decisionmaking and policy finalization
- Enhanced facilities planning for docking stations and equipment rooms
- A sustainable training and support model for a significantly larger user base

A central conclusion of the lessons learned is that a full deployment of approximately **850 BWCs over 2026 and 2027** cannot simply be an upscaled version of the pilot. While the pilot provides a strong foundation, a servicewide rollout will require additional resources, expanded governance, dedicated staffing, robust change management, and proactive facilities and training planning.

Overall, the BWC 2025 pilot is considered a success and provides a validated baseline for the next phase of deployment. The lessons learned documented in this report are intended to guide project governance, inform decisionmaking, and support a structured, sustainable, and wellsupported expansion of bodyworn cameras across OPS.

#### **4.1. KEY TAKEAWAYS FOR FULL BWC DEPLOYMENT (2026–2027)**

**The BWC 2025 pilot provides a strong foundation, but a servicewide deployment requires a materially different approach. Key takeaways include:**

- **Do not scale the pilot as is**  
A deployment of approximately **850 BWCs** cannot simply be an upscaled version of the 30camera pilot. Expanded governance, staffing, and planning are required to manage complexity at scale.
- **Stabilize technology before training**  
Hardware configurations, applications, network access, and platform settings must be finalized and stable *before* training begins to reduce confusion, rework, and delays.
- **Adopt a sustainable training model**  
The pilot’s training approach was effective but must evolve to support a significantly larger audience, including a mix of classroom, elearning, supervisor training, and trainthetrainer capability.
- **Strengthen facilities and equipment planning early**  
Docking stations, equipment rooms, power, RFID requirements, and space constraints must be addressed proactively and in partnership with Facilities well ahead of deployment.
- **Improve task coordination and scheduling**  
Streamlined processes are required to avoid duplication, reduce administrative overhead, and better align project schedules, operational demands, and training timelines.
- **Ensure timely policy and governance decisions**  
Policy finalization and executive decisions must align with deployment timelines to avoid uncertainty during training and operational use.
- **Plan for dedicated resources and support**  
A larger deployment will require dedicated staffing, defined support models, superusers, and clear ownership to sustain daytoday operations and ongoing change.
- **Embed change management and communications**  
Clear leadership direction, consistent messaging, and structured change management are critical to maintaining member confidence and supporting adoption across OPS.

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## 5. RETURN ON INVESTMENT ANALYSIS

### 5.1. AIERA BUNDLE ROI ANALYSIS

**The AIera Bundle offers significant benefit to users and the OPS organization as a whole. Key Findings of return-on-investment analysis are as follows:**

- The AIera Bundle, which includes Draft One, Auto-Transcribe, Redaction Assistant, Instant Translation, Policy Chat, ALPR capabilities, and AI-enhanced evidence management, delivers substantial operational efficiencies.
- The primary benefit drivers include reductions in report writing time and a quicker return to the road for officers, transcription time, redaction workflows, and enhanced investigative productivity through ALPR and automated tagging.
- All detailed ROI calculation information is found in the Benefits Realization Report prepared for this project.

#### Quantified Annual Benefits

- For the initial 30 BWC deployment: 15,125 hours of efficiency gained. Details of this analysis are found in the Benefits Realization Report for this project.
- For the proposed 850 BWC expansion: 139,430 hours in efficiency gained. Details of this analysis are found in the Benefits Realization Report for this project.

#### Costs

- Initial 30 BWC deployment: \$592,868 annually.
- Full 850-officer deployment: \$7,349,233 annually (based on Axon's multi-year estimate).

#### ROI Results

- 30 BWC deployment: 104.1% ROI.
- 850 BWC deployment: 51.77% ROI.

#### Payback Period

- 30 BWC: 5.9 months.
- 850 BWC: 7.9 months.

Quantitative analysis of the AIera Bundle provides significant time savings, operational efficiencies, and cost avoidance benefits. Even under conservative assumptions, the quantified benefits exceed the annual cost of the system in both scenarios. Draft One savings alone demonstrate that the investment pays for itself. The proposed full deployment is therefore strongly justified from an ROI perspective.

**5.2. ROI ANALYSIS SUMMARY TABLES**

Metric	Assumptions Scenario 1	Assumptions Scenario 2
Sworn officers	30	850
Incident reports per officer per year	250	250
Total reports per year	7,500	212,500
Fully loaded cost per officer hour	\$80/hour (salary + benefits)	\$80/hour (salary + benefits)
ALPR enabled vehicles	65 patrol vehicles	65 plus 850 BWC with ALPR

Benefit Category	Annual Value for 30 BWC	Annual Value for 850 BWC
Report writing efficiency value	2,250 hours	63,750 hours
Transcription efficiency value	2,625 hours	74,375 hours
Redaction efficiency value	5,250 hours	5,250 hours
ALPR productivity	5,000 hours	5,000 hours
<b>Total Annual Benefit</b>	<b>15,125 hours</b>	<b>148,375 hours</b>

Summary Item	For 30 BWC Deployed	For 850 BWC additional
<b>Annual benefit:</b>	15,125 hours	148,375 hours
<b>Annual cost:</b>	\$592,868 = 7410 hours	\$7,349,233 = 91,865 hours
<b>Annual Net Benefits:</b>	7715 hours	56,510 hours
<b>ROI:</b>	104.1%	61.5%
<b>Annual Payback:</b>	5.9 months	7.4 months

*Refer to Section 2. AIEra Bundle – Benefits Realization and Return-on-Investment for further information.*

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## 6. BENEFITS REALIZATION

### SURVEY BACKGROUND

A survey was designed and distributed to assess the benefits from an officer's perspective for officers who had been trained and deployed with BWC in November 2025.

The Survey was geared toward the deployed officers covering the first two months of BWC usage in production.

Response rate to the survey is 65% to deployed officers. Please refer to Appendix A for the Benefits Survey results report.

### KEY FINDING OF SURVEY RESULTS

The survey data was collected and consolidated. The following key benefits have been identified by the survey results:

- Time saved: Per shift averaged 30 minutes.
  - Based on this average savings, an average of 15 hours of officer time would be returned to calls per shift.
- Draft One Narrative Quality:
  - A strong majority of officers reported good to excellent quality in the narrative produced by Draft One, and that it helps produce more consistent/professional reports. It was also found that fewer supervisor corrections were required.
- BWC Evidence Quality:
  - Strong agreement on ease of viewing BWC footage and that it provides more report details, and that the transcript provides narrative accuracy. All officers agreed that having full footage provides peace of mind that the full story is captured.
- Officer Safety:
  - Majority of officers agreed that there was an improvement in officer safety. Approximately half of the officers have seen some level of de-escalation from BWC presence on scene. More than half of the officers found the Watch Me feature useful.
- Policy & Professional Standard:
  - Most officers identified that Draft One helped meet policy requirements in reporting. The majority agree that the BWC supports the compliance of Use of Force policy. Strong agreement that BWC and Draft One help maintain professional standards in writing and investigations.
- Public Trust, Complaints & Culture:
  - Majority of officers believe BWCs have increased public trust. Officers believe it is too early to tell whether fewer complaints or disputes will be observed but most believe it will have a positive effect. Strong agreement that BWC and Draft One supports leveraging technology in policing.
- Combined Impact:
  - Almost all officers agreed that BWC and Draft One improved their efficiency. Almost all officers reported a reduction in workload and stress levels. Some, but not all officers, have seen positive influences during interaction with a member of the public. Some officers have seen the presence of BWC having a positive influence on other OPS members.

## **APPENDIX A: BWC & DRAFT ONE BENEFITS REALIZATION REPORT**