TRANSIT · PUBLIC SECTOR · MISSION-CRITICAL CITIZEN SERVICE

When the province's standard fare-modernization path could not serve paratransit, the City built its own — and trusted one delivery leader to carry it across four phases and three and a half years.

A multi-year public-sector transformation that modernized fare payment for accessibility-dependent riders — delivered under PCI-DSS, provincial accessibility legislation, bilingual, SAP, and collective-agreement constraints, where a payment failure means a denied trip, not an inconvenience.

CLIENT **A major Canadian municipal transit authority (anonymized) / the paratransit service**	ROLE **Accountable delivery leader — PM**	ENGAGEMENT MODEL **One senior leader integrating vendor, finance, security, accessibility, and operations — not a committee of separate leads**
DURATION **January 2015 – July 2018 · ~3.5 years across four phases**	VENDOR / PLATFORM **the account-based fare platform · the online payment gateway · the card payment processor · the in-vehicle mobile data terminal**	PROGRAM SCALE **Multi-phase program, chartered 2012 · 3 sales channels · ~120-vehicle paratransit fleet**

01 Mandate

The province's standard transit-modernization path — the province's standard transit smartcard — could not accommodate paratransit; the province's standard transit smartcard and the province's paratransit providers never agreed on standard requirements, so the program excluded paratransit outright. That left the city's most accessibility-dependent riders on cash and paper while every other rider moved to a modern card — an exception the City had to solve itself.

This was not a routine fare rollout but a strategic exception-management initiative: stand up an account-based fare platform on the existing booking platform for a customer base where a failed payment screen is a failed trip — under PCI-DSS, provincial accessibility legislation, bilingual-service, and municipal financial-control obligations, across a fleet operated partly by contracted providers the City did not directly control.

02 Delivery context

Mission-critical citizen service, not IT-implementation risk

Every fare-platform user is a registered paratransit customer who depends on the service for mobility. A failure in the payment experience is not an inconvenience — it can stop a rider from reaching a medical appointment or work. That reframes the engagement from delivery risk to continuity-of-service risk for vulnerable citizens, under high public and political visibility.

Multi-regulatory execution as a single capability

Security (PCI-DSS, proven by independent penetration testing), accessibility (provincial accessibility legislation, for an entirely accessibility-dependent user base), language (bilingual FR/EN service), labour (collective-agreement terms), and municipal financial control were delivered simultaneously inside one integrated plan — not run as separate compliance projects bolted to the side. Executing five regulatory regimes at once, without letting any one stall the others, was itself a core competency the engagement demonstrated.

03 Approach

One accountable delivery leader across the whole program

The differentiator was integration, not coordination. A single senior leader owned multi-vendor delivery, SAP-aligned finance controls, PCI-DSS security governance and the test-and-remediate cycle, operational readiness and phased rollout, executive reporting and decision support, and deployment planning — held coherently rather than handed across specialists who each saw only their slice.

Executive decision support that proceeded on visible risk

At the December 2015 go/no-go, the full open-issue picture was put to management and triaged to the few decisions that actually gated launch — each with a named owner, mitigation, and workaround cost stated in advance. Management proceeded on a Qualified Go because residual risk was visible and owned, not schedule-driven. Public rollout then ran through a structured ambassador program on a published weekly schedule, with assessment gates at every step — never a big-bang cutover.

Organizational change led deliberately, not assumed

The hardest part was not the software — it was people changing how they worked. Riders moved from cash and paper to account-based self-service; front-line staff adopted new sales and booking workflows; Finance shifted to electronic reconciliation under segregation-of-duties controls; and Customer Service rebuilt its intake and support processes. The ambassador program, training streams, and change-management deliverables existed to carry those behavioral shifts on purpose — not to hope they happened.

04 Outcome

The paratransit service fare program was transitioned from paper-based transactions to electronic, account-based payment while continuity of service was maintained for an accessibility-dependent customer base. Self-service purchasing was established across web, phone, and in-person channels where none had existed; paper passes and tickets were retired, reducing manual cash handling and the associated reconciliation effort; and the platform was sustained in production and progressively extended — through auto-renewal, auto-load, and the province's standard transit smartcard integration — from go-live in 2016 through 2018. Exact adoption, transaction-volume, and satisfaction figures are held confidential; the directional result is a critical citizen service modernized and kept stable in production across multiple phases.

GO-LIVE DECISION RECORD (DECEMBER 2015)	RESULT
Launch recommendation to management	**Qualified Go**
Open issues reviewed at the gate	**53**
Issues that actually gated launch	**3**
Basis for proceeding	**Visible, owned risk - not schedule**
Each gating issue carried	**Owner / mitigation / workaround cost**

05 What this demonstrates

DELIVERY LEADERSHIP

Delivery leadership.

Led a mission-critical modernization where service continuity for accessibility-dependent riders was non-negotiable.

EXECUTIVE DECISION SUPPORT

Executive risk management.

Enabled launch decisions on visible, owned risk rather than schedule pressure — 53 open issues resolved to 3 gating decisions, each owned.

PROGRAM MANAGEMENT

Complex stakeholder integration.

Aligned vendors, operations, finance, security, accessibility, and executive stakeholders through a single delivery structure.

PROGRAM & DELIVERY LEADERSHIP

Multi-phase transformation delivery.

Maintained delivery accountability across four phases over 3.5 years — the client re-engaging the same seat each time.

VENDOR MANAGEMENT

Commercial stewardship.

Controlled scope expansion through disciplined SOW and vendor-management practices.

OUTCOME

Four phases. Three and a half years. Same accountable delivery leader.

A provincial modernization could not accommodate paratransit; the City needed an alternative for its most vulnerable riders. Premium Framework provided the accountable delivery leadership that carried it from implementation through rollout, expansion, and integration.

SOURCE & ABOUT

Drawn from source program artifacts held by the practice, including the signed project charter, vendor statements of work, the go/no-go record, and the independent penetration-test report. Commercial figures and operational metrics are withheld from this edition.

Premium Framework Inc. is an independent IT project, program, and PMO leadership practice — founded 2011 — serving federal government, provincial agencies, public-sector institutions, and large enterprise organizations in regulated, high-stakes environments. The Delivery Track Record series presents source-substantiated program engagements.