

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, AODA, bilingual, SAP, and collective-agreement constraints, where a payment failure means a denied trip, not an inconvenience.

<p>CLIENT City of Ottawa — OC Transpo / Para Transpo</p>	<p>ROLE Accountable delivery leader — PM, OC Transpo Technology and Control System</p>	<p>ENGAGEMENT MODEL One senior leader integrating vendor, finance, security, accessibility, and operations — not a committee of separate leads</p>
<p>DURATION January 2015 – July 2018 · ~3.5 years across four phases</p>	<p>VENDOR / PLATFORM Trapeze PASS (ParaPay) · Paymentus · Moneris · Treq MDT</p>	<p>PROGRAM SCALE Multi-phase program, chartered 2012 · 3 sales channels · ~120-vehicle paratransit fleet</p>

01 The mandate

The province's standard transit-modernization path — the PRESTO smartcard — could not accommodate paratransit; PRESTO and Ontario'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 Trapeze PASS booking system for a customer base where a failed payment screen is a failed trip — under PCI-DSS, AODA, bilingual-service, and municipal financial-control obligations, across a fleet operated partly by contracted providers the City did not directly control.

02 The delivery context

Mission-critical citizen service, not IT-implementation risk

Every ParaPay 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 (AODA, 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 How the engagement was run

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 Para Transpo 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 PRESTO 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

OUTCOME POSTURE**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.

05 What this demonstrates**Delivery leadership.**

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

OFFERED TODAY AS: DELIVERY LEADERSHIP**Executive risk management.**

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

OFFERED TODAY AS: EXECUTIVE DECISION SUPPORT**Complex stakeholder integration.**

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

OFFERED TODAY AS: PROGRAM MANAGEMENT**Multi-phase transformation delivery.**

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

OFFERED TODAY AS: PROGRAM & DELIVERY LEADERSHIP**Commercial stewardship.**

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

OFFERED TODAY AS: VENDOR MANAGEMENT**SOURCE ARTIFACTS AND DISCLOSURE**

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.

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