TRANSIT · PUBLIC SAFETY · OPERATING-MODEL TRANSFORMATION & DEMAND MANAGEMENT

A transit-enforcement service redesigned how citizens report incidents — moving routine cases online so frontline officers and communications staff stay focused on the incidents that need intervention.

OC Transpo Transit Law's intake redesign — a policy-driven service and demand-management change where the eligibility directive, not the software, was the core deliverable: scarce frontline capacity protected for incidents requiring an officer.

CLIENT	ROLE	VENDOR / PLATFORM
City of Ottawa — OC Transpo (Transit Law enforcement)	Project Manager — OC Transpo Technology and Control System	Coplogic — Desk Officer Reporting System (DORS), SaaS
ENGAGEMENT MODEL	**DURATION**	**PROGRAM SCALE**
Single accountable PM across vendor, contract, policy, and operating-model change	2014 – 2015 · select, contract, deploy, launch	Bilingual public-facing reporting channel for a metropolitan transit enforcement service

01 The mandate

Low-risk incident reports — a petty theft, vandalism, lost property, a hit-and-run with no suspect — flowed through the same phone and counter staff who handle in-progress and serious incidents. Scarce enforcement and communications capacity was being spent processing routine reports instead of responding where an officer's presence and timing actually matter.

The task was to redesign how citizens interact with the enforcement service: a policy-defined intake and triage model that redirects routine demand to self-service while guaranteeing that serious, in-progress, and suspect-known incidents stay with officers. A vendor SaaS platform was the mechanism — the operating-model change was the deliverable.

02 The delivery context

A public-safety risk problem, not a web project

The hard question was never 'can a citizen submit a report online.' It was 'how do we guarantee a serious or in-progress incident never lands in a self-service queue.' A misrouted incident means delayed response and a missed intervention, with the reputational consequences that follow. The eligibility logic that drew that line was a risk control, and it was the real engineering of the project.

Four workflows had to change together

Citizen behaviour, communications triage, review processing, and where enforcement attention goes all had to change in concert. An online form without those changes would not have freed anyone — it would have created

a parallel queue that someone still had to work. The transformation was in the operating model, not the interface.

03 How the engagement was run

Policy before technology

A procedural directive defined exactly which incident types are eligible for self-service and which stay with officers — written and agreed before the platform was configured. The policy defined the service; the software implemented it, not the other way around.

Demand routed to the right channel

Communications staff gained a triage step to direct eligible callers to self-service and keep everything else with officers, and review staff gained a fast screen-and-classify workflow for each submission. The result was a demand-management mechanism — routine load redirected to the appropriate channel — rather than simply a new way to submit a form.

Vendor selected and contracted to fit the model

A SaaS reporting platform was chosen against an alternative public-safety records option, and its licence and support-and-maintenance agreements were negotiated to fit the redesigned operating model before signature. The citizen-facing channel was then launched bilingually with a communications campaign and clear report-path guidance.

04 Outcome

Scarce frontline capacity was protected for serious incidents through a redesigned intake and triage model. A policy directive now routes routine, low-risk reports to bilingual self-service while keeping in-progress, serious, and suspect-known incidents with officers; communications staff triage demand to the right channel; and review staff process online submissions on a fast screen-and-classify workflow. Post-launch channel usage data remains confidential to the City — what can be stated is that the City commended the team on the program following launch. An operating-model transformation, with the eligibility policy, not the software, as the core deliverable.

DEMAND-ROUTING MODEL (PROCEDURAL DIRECTIVE)	ROUTING
Minor theft, vandalism, lost property, no-suspect hit-and-run	**Eligible — online self-service**
In-progress incidents, serious crime, known suspect	**Stays with officers**
Serialized property and safety-sensitive items	**Excluded from online**
Inbound calls	**Communications staff triage to the right channel**
Frontline capacity	**Reserved for incidents that need intervention**

OUTCOME POSTURE

The procedural directive that drew the line — not the software — was the core deliverable.

A risk-managed redesign of how a public-safety service takes reports: routine demand routed to self-service, scarce frontline capacity protected for the incidents that need an officer.

05 What this demonstrates

Demand management.
Built a mechanism that redirects routine reporting demand to the most appropriate channel, protecting scarce frontline capacity for higher-value enforcement work.

OFFERED TODAY AS: OPERATING-MODEL DESIGN

Policy-driven service design.
The operational policy came first — a procedural directive defined the service and the software implemented it, not the reverse.

OFFERED TODAY AS: SERVICE DESIGN

Public-safety risk management.
Precise eligibility rules ensured no in-progress, serious, or suspect-known incident could be routed into a self-service queue.

OFFERED TODAY AS: PUBLIC-SECTOR DELIVERY

Operating-model transformation.
Changed citizen, communications, review, and enforcement workflows together so the channel relieved load rather than creating a parallel queue.

OFFERED TODAY AS: OPERATING-MODEL CHANGE

Vendor selection and SaaS contract negotiation.
Selected a platform against an alternative and negotiated the licence and support agreements to fit the redesigned model before signature.

OFFERED TODAY AS: VENDOR SELECTION & CONTRACT

> SOURCE ARTIFACTS AND DISCLOSURE
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> Drawn from source program artifacts held by the practice — the project plan, the vendor licence and support-and-maintenance agreements, the procedural directive, the deployment strategy, and the communications plan. Post-launch usage data remains confidential to the City; the post-launch commendation is reported from the practice's direct engagement record. Vendor adoption projections are not asserted as outcomes, and commercial figures are withheld.
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