TRANSIT · PUBLIC SECTOR · OPERATIONAL TRANSFORMATION

Para Transpo's paratransit service ran on paper across a fleet the City did not own or control — one accountable leader transformed it into a real-time operating environment and closed every deployment risk before the first vehicle came online.

DriverMate at OC Transpo / Para Transpo — operational modernization across a multi-party ecosystem the City did not directly control, carrying passenger PII and a passenger-safety mandate.

CLIENT	ROLE	ENGAGEMENT MODEL
City of Ottawa — OC Transpo / Para Transpo	Accountable delivery leader — PM, OC Transpo Technology and Control System	One senior leader across City IT, transit operations, dispatch, vendor, contractors, and two bargaining units
DURATION	**VENDOR / PLATFORM**	**PROGRAM SCALE**
2015 – 2016 · build through go-live and acceptance	Trapeze Group — DriverMate (Android mobile-computing platform)	~175 in-vehicle devices across a contracted paratransit fleet · six stakeholder surfaces

01 The mandate

Para Transpo's paratransit ran through contracted taxi operators on paper trip sheets and legacy mobile terminals. Drivers transcribed every trip by hand; daily and monthly reports were rebuilt manually. Same-day bookings were limited, service denials sat above target, radio traffic was constant, and live vehicle location was effectively unavailable — on a fleet the City did not own or directly control.

DriverMate replaced that stack with a real-time mobile-computing platform connecting vehicles, dispatch, and back-office reporting on one live data stream — built for live location, same-day reporting, covert passenger-safety alarms, and same-day bookings with fewer denials. The hard part was not the software; it was deploying it cleanly across contracted operators, two unions, and passenger-privacy obligations at once.

02 The delivery context

A fleet the City did not own — six surfaces, one accountable seat

The City owned the network and IT standards; OC Transpo the operational service; Para Transpo dispatch; Trapeze the software and integration; the contracted taxi operators the vehicles, drivers, data plans, and day-to-day device handling. Rather than a chain of separate leads, one senior practitioner held line of sight across all six surfaces — the only seat that could see a problem in one and its consequence in another.

Passenger safety, labour, and privacy — preconditions, not compliance

This was not only an operational upgrade; it carried a safety mandate. DriverMate added real-time vehicle location and covert passenger-safety alarms, and device mounting had to be resolved against distracted-driving exposure. The terminals also touched two bargaining units on different terms — either could stall the rollout — and every trip carried passenger PII across the wire. Safety, labour, and privacy were engineered in up front, not treated as downstream compliance.

03 How the engagement was run

One accountable delivery leader across the ecosystem

A single senior leader owned vendor delivery and integration, network and PII security controls, operational readiness and phased rollout, the labour track on two fronts, executive reporting and decision support, and deployment across the contracted fleet — held coherently rather than handed across specialists who each saw only their slice.

Risk closure before commitment, not after

The Executive Brief put the full implementation risk register on the table before go-live: device make and mounting (distracted-driving exposure), device lifecycle and replacement contingency, physical and digital device safety, session and password controls, network encryption, support capacity, and both union exposures — each owned, sized, and routed to a named decision-maker.

Operational transformation led deliberately

The platform only mattered if people changed how they worked. Drivers moved off hand-transcribed trip sheets onto live data capture; dispatchers shifted from constant radio traffic to real-time vehicle location; back-office staff stopped rebuilding reports by hand; and contracted operators took on disciplined device handling. A communication matrix and steering structure carried those shifts on purpose.

04 Outcome

The deployment achieved formal, signed acceptance and go-live with ~175 in-vehicle devices live across the contracted fleet; the paper trip-sheet process was retired. Operations transitioned from paper-based to live digital reporting, real-time vehicle visibility existed where it had not before, and covert passenger-safety alarms and same-day bookings with fewer service denials were enabled. Exact post-deployment figures are confidential; the directional result is a manual paratransit operation modernized to a live data stream — with new safety and operational capabilities, and no labour stall or privacy exposure.

PRE-GO-LIVE RISK GOVERNANCE (EXECUTIVE BRIEF, 2015)	STATUS
Full implementation risk register	**Surfaced and owned before go-live**
Safety, distracted-driving & PII controls	**Defined and sized**
Two bargaining-unit exposures	**Engaged early**
Contractor onboarding authorized	**Only after all identified deployment risks were closed**

OUTCOME POSTURE

Contractor onboarding began only after every pre-go-live risk was assigned, owned, and closed.

Operational transformation across a multi-party ecosystem the City did not directly control — six surfaces, two unions, passenger PII and safety on the line — modernized without the accountability diffusion, labour stall, or privacy exposure that derail comparable rollouts.

05 What this demonstrates

Delivery leadership.
Led a multi-party mobile-computing deployment across a fleet the City did not control, where passenger safety and privacy were non-negotiable.

OFFERED TODAY AS: DELIVERY LEADERSHIP

Ecosystem integration.
Held accountability across six organizational surfaces whose incentives, ownership, and operational priorities did not naturally align.

OFFERED TODAY AS: PROGRAM MANAGEMENT

Operational transformation.
Modernized a manual, paper-based paratransit operation to a live real-time data stream — ~175 devices live, paper trip sheets retired, vehicle visibility and safety capabilities that did not exist before.

OFFERED TODAY AS: DELIVERY LEADERSHIP

Labour and change leadership.
Engaged two bargaining units early as productivity and safety, not surveillance — moving drivers, dispatchers, and back office off manual transcription onto live data.

OFFERED TODAY AS: PROGRAM & DELIVERY LEADERSHIP

Governance and risk control.
Closed a full pre-go-live risk register before onboarding, and engineered vendor accountability into a multi-line contract — contingency ring-fenced, change orders distinct from the baseline.

OFFERED TODAY AS: EXECUTIVE DECISION SUPPORT & VENDOR MANAGEMENT

SOURCE ARTIFACTS AND DISCLOSURE

Drawn from source program artifacts held by the practice — the Trapeze statement of work, the OC Transpo Executive Brief and risk register, the threat-risk and business-impact assessments, the project schedule, and formal acceptance sign-off. Commercial figures and post-deployment metrics are withheld from this edition.

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sz@premiumframework.ca · **+1 613-600-2803** (Mon–Fri, 9–5 ET) · **calendly.com/it_delivery_management**
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