PREMIUM FRAMEWORK

CASE SUMMARY · DELIVERY TRACK RECORD

TRANSIT · PUBLIC SECTOR · CUSTOMER ADOPTION & DIGITAL SERVICE PERFORMANCE

A new public trip planner replaced an underperforming incumbent — and riders moved to it fast: adoption climbing 177% month over month while the old tool crept up 32%, with riders finding their trip in roughly half the time.

OC Transpo's Advanced Trip Planner — a poorly adopted customer-facing service transformed into one riders actively chose to use, through evidence-based vendor selection and outcome-driven delivery measured on real usage.

CLIENT	ROLE	VENDOR / PLATFORM
City of Ottawa — OC Transpo	Project Manager — OC Transpo Technology and Control System	GIRO — HASTUS / HASTINFO-Web (customer-facing trip planner)
ENGAGEMENT IN NUMBERS	**DURATION**	**PROGRAM SCALE**
+177% adoption · sessions 20%→50% · users 33%→60% · avg session 2:45 → 1:27	2015 · three managed releases to acceptance	Metropolitan network — 200+ routes, 5,000+ stops, 90M+ annual passenger trips · two agencies · bilingual

01 The mandate

OC Transpo's online trip planner — the tool riders use to work out how to cross the city by bus — was barely being used. The incumbent web planner drew low adoption and long session times: riders had to work to get an answer, and many gave up and called or simply didn't trust it. For a transit agency, a trip planner riders avoid means more frustration, more support calls, and less confidence in the service itself.

This was not a like-for-like swap. The goal was to transform a service riders were avoiding into one they would actively choose — and to prove it on their behaviour, not a launch sign-off. That meant selecting the replacement on evidence, integrating two neighbouring agencies' schedules bilingually behind one tool, and holding the result to measured adoption and how quickly riders found their trip.

02 The delivery context

Success measured the way riders experience it

A public trip planner succeeds or fails in the open: do riders use it, and do they find their trip quickly? Half the time to an answer means less frustration at the stop, fewer calls to customer service, and more confidence to take the trip at all. The program chose to be judged on those rider outcomes, not on whether the software shipped.

Two agencies, two languages, one planner

The planner had to merge OC Transpo's routes, stops, and schedules with those of the neighbouring cross-river agency, in both official languages, behind one public interface — handling cross-agency data exchange, language fields, and the rules for which routes appear in a given trip plan, without exposing any of that complexity to the rider.

03 How the engagement was run

Led the vendor evaluation on the agency's own analytics

As the accountable PM, led the comparison of the candidate planners using OC Transpo's own site analytics with both planners running in parallel — sessions, unique users, and average session duration — and put the evidence, not a demo, in front of the business. The selection was then validated the same way: the new tool's uptake tracked directly against the planner it replaced.

Held the design decisions to named sign-off

Personally ran the detailed design-decision matrix — 20+ logged configuration and customization decisions, each with rationale, dependencies, and a named module business lead signing off — and reported through the IT-modernization steering committee with a live risk register and issues list. Customer-facing changes were governed through documented design decisions prior to implementation.

Managed the vendor through three releases to acceptance

Drove GIRO's customization of the scheduling platform through three managed, numbered releases with milestone-based acceptance and milestone-tied invoicing — and integrated the neighbouring agency's routes, stops, and schedules bilingually behind the single public interface, without exposing the complexity to riders.

04 Outcome

A service riders had been avoiding became one they actively chose. Measured over the first two months after release on the agency's own analytics, usage of the new planner grew 177% month over month against the old tool's 32% and the wider site's 27%; it went from 20% to 50% of the old planner's sessions and 33% to 60% of its users; and average session duration fell from about 2 minutes 45 seconds to about 1 minute 27 seconds — riders finding their trip in half the time on a network of 200+ routes, 5,000+ stops, and 90M+ annual passenger trips. Two agencies' schedules ran bilingually behind one interface, delivered through three governed releases to acceptance.

CUSTOMER ADOPTION — NEW VS. INCUMBENT PLANNER (FIRST TWO MONTHS AFTER RELEASE)	RESULT
Usage growth, new planner (month over month)	**+177%**
Usage growth, incumbent planner / wider site	**+32% / +27%**
Share of the old planner's sessions	**20% → 50%**
Share of the old planner's users	**33% → 60%**
Average session duration (time to find a trip)	**2:43–2:45 → 1:27–1:28 — roughly halved**

OUTCOME POSTURE

Adoption up 177% month over month against the incumbent's 32% — and riders finding their trip in roughly half the time.

A customer-facing public service measured by whether people actually used it: a planner chosen on evidence and proven on adoption in its first two months, integrating two agencies' schedules bilingually under governed design decisions.

05 What this demonstrates

Transformed adoption of a public-facing service.

Deployed a replacement planner that achieved 177% month-over-month adoption growth against the incumbent's 32%, with average session duration cut from ~2:45 to ~1:27.

OFFERED TODAY AS: DIGITAL SERVICE DELIVERY

Outcome-based delivery, measured like a product.

Held success to adoption and usage behaviour — sessions, users, session time — not implementation completion.

OFFERED TODAY AS: EXECUTIVE DECISION SUPPORT

Led an evidence-based vendor selection.

Put parallel-running usage data in front of the business instead of a demo, and validated the choice against the planner it replaced.

OFFERED TODAY AS: VENDOR SELECTION & MANAGEMENT

Governed 20+ design decisions to named sign-off.

Ran the design-decision matrix with module business-lead sign-offs under steering-committee oversight.

OFFERED TODAY AS: DELIVERY GOVERNANCE

Integrated two agencies bilingually behind one planner.

Merged two agencies' routes, stops, and schedules into one bilingual public interface across three managed releases.

OFFERED TODAY AS: PUBLIC-SECTOR DELIVERY

SOURCE ARTIFACTS AND DISCLOSURE

Adoption figures are drawn from the agency's own travel-planner analytics with both planners running in parallel, measured over the first two months after release; they reflect that initial adoption window and are reported as recorded. Network scale figures are from public agency reporting. Drawn from source program artifacts held by the practice — the project plan, the usage comparison, the design-decision matrix, and the steering-committee record.

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