

# The control room that runs a transit network kept its operating knowledge in spreadsheet links — three months and a team of three later, controllers had one governed cloud knowledge base with 6,000+ records migrated.

OC Transpo's Transit Operational Control Center replaced a legacy Excel-based document system with a governed cloud knowledge base — an operating-state change for the room where trusted information has to be findable during live service, not a SharePoint migration.

<p><b>CLIENT</b> City of Ottawa — OC Transpo (Transit Operational Control Center)</p>	<p><b>ROLE</b> Project Manager — OC Transpo Technology and Control System</p>	<p><b>VENDOR / PLATFORM</b> Microsoft SharePoint 365 (SaaS) — replacing a legacy Excel-based system</p>
<p><b>ENGAGEMENT IN NUMBERS</b> 6,000+ records migrated · 4 operating groups, 4+ focused requirement sessions · build-vs-buy decided · 3 months · team of 3</p>	<p><b>DURATION</b> 3 months · team of three</p>	<p><b>PROGRAM SCALE</b> Mission-critical operational knowledge repository supporting rail and bus control operations across a network of 200+ routes and 90M+ annual passenger trips</p>

## 01 The mandate

The Transit Operational Control Center — the room that coordinates rail and bus operations across the network — kept its operating documents and references in a legacy Excel-based system of spreadsheet links. For a control room, that is an operational risk dressed up as a filing quirk: when a controller needs a procedure or reference during live operations, knowledge buried in workbook links is knowledge that may not be found in time.

The engagement replaced it end to end in one quarter: a documented build-vs-buy decision, migration of more than 6,000 records to a cloud SaaS platform, an intranet front door, access governance designed with the operating groups, and users and administrators trained — delivered by a team of three.

## 02 The delivery context

### A control room is not an office

The users of this system coordinate live rail and bus operations. Their tolerance for hunting through spreadsheet links during an incident is zero, and their operating knowledge — procedures, references, contacts, plans — has to be current, governed, and instantly findable. The bar was operational reliability of knowledge, not document storage.

**Small enough to do right, important enough to do properly**

This was a three-month, three-person engagement — and it still got the full discipline: requirements from four operational groups, a documented business case with build and buy options costed, access governance, migration, and training. Right-sizing the method to the problem is itself a delivery skill; small did not mean informal.

**03 How the engagement was run**

**Led requirements across four operational groups**

Personally conducted four-plus focused group sessions across the control center, rail operations, bus operations, and customer information services, and produced the business requirements document with sign-off from the product owner and sponsor — so the knowledge base reflected how the operating floor actually works.

**Decided build-vs-buy on a documented business case**

Developed the business case with both build and buy options costed and recommended a subscription SaaS platform over a custom build — approved by the sponsor, and proportionate to the problem: a governed commodity platform for a knowledge-management need, not bespoke software.

**Migrated, governed, and trained — in one quarter**

Managed the migration of 6,000+ records with the vendor, stood up the intranet site, designed user groups and access with transit planning and customer services, and trained the users and administrators — with customization continuing as requirements evolved after go-live.

**04 Outcome**

The legacy Excel-based system was retired. Controllers moved from navigating spreadsheet links to searching a single governed repository containing more than 6,000 operational records — with an intranet front door, access designed around the operating groups, and trained users and administrators, supporting a control operation that coordinates 200+ routes and 90M+ passenger trips a year. The build-vs-buy decision was made on a documented business case approved before delivery began. Commercial figures are held confidential; the result is operating knowledge a controller can find when it matters, delivered at the speed and cost the problem deserved.

DELIVERED IN ONE QUARTER	SCALE
Records migrated to the cloud platform	<b>6,000+</b>
Access governance	<b>User groups and permissions across the four operating groups</b>
Operational groups engaged	<b>4 — engaged through focused requirement sessions</b>
Sourcing decision	<b>Build vs. buy — SaaS subscription, on a documented business case</b>
<b>Delivery</b>	<b>3 months · team of three</b>

## OUTCOME POSTURE

**The legacy system retired. One governed repository. Three months, a team of three.**

Controllers stopped navigating spreadsheet links and started searching a single governed knowledge base — for the room coordinating rail and bus operations across the network.

**05 What this demonstrates****Modernized a control room's knowledge base in one quarter.**

Retired the legacy Excel system and moved 6,000+ operating records into one governed, searchable cloud platform — live in three months with a team of three.

**OFFERED TODAY AS: DELIVERY LEADERSHIP****Right-sized the solution through build-vs-buy.**

Recommended and won approval for a SaaS subscription over a custom build, on a documented business case with both options costed.

**OFFERED TODAY AS: SOURCING & BUSINESS CASE****Led requirements across four operational groups.**

Ran the focus groups with the control center, rail, bus, and customer information teams, and held the requirements to product-owner sign-off.

**OFFERED TODAY AS: BUSINESS ANALYSIS****Governed access to operational information.**

Designed user groups and permissions with transit planning and customer services so the right people reached the right knowledge.

**OFFERED TODAY AS: INFORMATION GOVERNANCE****Delivered adoption, not just a platform.**

Trained the users and administrators and continued customization as requirements evolved after go-live.

**OFFERED TODAY AS: CHANGE & TRAINING****SOURCE ARTIFACTS AND DISCLOSURE**

Commercial figures are withheld. Figures represent counts recorded in engagement documentation held by the practice; network scale figures are from public agency reporting. Drawn from the project record — the business case, business requirements document, and migration and training records.

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