

TRANSIT · PUBLIC SECTOR · LAUNCH-RISK REMOVAL & PARTNER INTEGRATION

Before Ottawa's new light-rail line could open, the city's network and its private consortium partner's had to work as one — traveler data, SCADA, voice, and 13 stations integrated against a launch date the whole city was watching.

A joint OC Transpo–Rideau Transit Group initiative to integrate the consortium-built LRT with the city's IT environment — runtime traveler information, control-system data, telephony, and network connectivity, delivered before revenue service.

<p>CLIENT City of Ottawa — OC Transpo · joint initiative with the LRT consortium (RTG)</p>	<p>ROLE Project Manager — OC Transpo Technology and Control System</p>	<p>ENGAGEMENT IN NUMBERS 13 stations + 6 operational facilities connected · 4 integration domains · 12 months · team of 4</p>
<p>DURATION 12 months · delivered before revenue service</p>	<p>PLATFORM / INTEGRATION ATIS traveler data · SCADA · VoIP / SIP trunk · network, switches, firewalls (SFTP/XML exchange)</p>	<p>PROGRAM SCALE Integration readiness for a new light-rail line joining the city's transit network — 13 stations across the Confederation Line</p>

01 The mandate

Ottawa's new light-rail line was built — and would be operated and maintained — by a private consortium. But riders would experience one transit system, not two organizations. Before the line could open, the consortium's systems and the city's had to be made to work together: runtime train information flowing to traveler-information and open-data applications, control-system (SCADA) data landing in the city environment, the consortium's telephony reaching city phones, and the line's stations and facilities sitting on the city network.

The deadline was not negotiable: the public opening of the most visible infrastructure project in the city. Integration that was not ready was launch risk — and the integration sat across an organizational boundary the city did not control.

02 The delivery context

Two organizations, one rider experience

The city did not own the consortium's network, systems, or schedule — yet data, voice, and control information had to cross the boundary reliably and securely. Every interface, standard, and security control had to be agreed between OC Transpo IT, the consortium, and the Rail Program Office, then built and tested by teams who answered to different organizations.

A launch date that would not move

Revenue service set the deadline for everything. The integration program had to sequence requirements, build, and comprehensive testing — data quality, integration, and network connectivity — to be finished before the first paying rider boarded, with the leadership chain watching every milestone.

03 How the engagement was run

Defined the integration before touching the wires

Created the project charter and plan and took them through approval by the departmental leadership team; onboarded subject-matter experts from the affected departments early to gather requirements; and estimated cost and schedule jointly with Transit IT, the consortium, and the Rail Program Office — so the boundary was governed before it was built.

Integrated four domains across the boundary

Connected the traveler-information (ATIS) file server with city servers for runtime data exchange; acquired, transformed, and loaded SCADA control data from the consortium into the city environment — exposed through internal applications and the city's open-data feeds; joined the consortium's VoIP to city telephony over a SIP trunk; and designed and built the network architecture, switches, and firewalls underneath all of it.

Brought the line's facilities onto the city network

Integrated the Confederation Line stations into the City of Ottawa IT network along with the operational estate around the line — the bus operators' building, supervisors' office, backup control centre, maintenance and storage facility, Parliament multi-purpose room, and the train-operator crew room — installing IT hardware and VoIP, and testing end to end before opening day.

04 Outcome

The integration was delivered before revenue service began: runtime train information flowing to traveler-information and open-data applications, consortium control-system data landing in the city environment, telephony connected across the two organizations, and 13 stations plus six operational facilities live on the city network — built and comprehensively tested by a team of four over twelve months. Commercial figures are held confidential; the result is that when the line opened to the public, its information, voice, and control-data links to the city were already working.

INTEGRATION DELIVERED BEFORE REVENUE SERVICE	SCALE
Stations brought onto the city network	13 — across the Confederation Line
Operational facilities connected	6 — incl. backup control centre, maintenance facility, crew rooms
Integration domains	ATIS traveler data · SCADA · VoIP/SIP · network
Data exposure	Internal applications + the city's open-data feeds
Delivered	12 months · team of four · before opening day

OUTCOME POSTURE

Two organizations' networks. Four integration domains. Thirteen stations. Delivered before opening day.

Launch risk removed across a public-private boundary: city systems, consortium systems, traveler data, SCADA, voice, network, open-data feeds, and facilities — governed, built, and tested before the first paying rider boarded.

05 What this demonstrates**Delivered launch-critical integration on time.**

Completed and tested the city-consortium integration before revenue service — the deadline that defined the program.

OFFERED TODAY AS: DELIVERY LEADERSHIP**Integrated across an organizational boundary.**

Made data, voice, and control systems interoperate between a public agency and a private consortium with no shared reporting line.

OFFERED TODAY AS: PARTNER & ECOSYSTEM INTEGRATION**Ran four technical domains as one program.**

Traveler data, SCADA, telephony, and network — one accountable seat across all four, with comprehensive end-to-end testing.

OFFERED TODAY AS: PROGRAM MANAGEMENT**Turned control data into citizen-facing value.**

Runtime train information reached riders through traveler-information applications and the city's open-data feeds, not just internal systems.

OFFERED TODAY AS: DIGITAL SERVICE DELIVERY**Governed through the leadership chain.**

Charter and plan approved by the departmental leadership team; cost and schedule estimated jointly with Transit IT, the consortium, and the Rail Program Office.

OFFERED TODAY AS: DELIVERY GOVERNANCE

SOURCE ARTIFACTS AND DISCLOSURE

Commercial figures are withheld. Figures represent counts recorded in engagement documentation held by the practice; station counts and line scale are from public agency reporting. Drawn from the project record — the charter and plan, integration and network design documentation, and the required-documents status record.

Premium Framework Inc. is an independent IT project, program, and PMO leadership practice — founded 2011 — serving federal government, provincial agencies, public-sector institutions, and large enterprise organizations in regulated, high-stakes environments. The Delivery Track Record series presents named, source-substantiated program engagements.

Talk to a delivery expert

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

Tailored briefs for specific sectors or program types are available on request. Additional engagements held under confidentiality are available for discussion under NDA.