

Case Study: Region Municipality of York

York Region Benefits from Long-Range Enterprise Asset Management Planning

York Region's Environmental Services Department owns and operates over \$3 billion worth of infrastructure, and is responsible for delivering water, wastewater and waste management and forestry services to over one million residents. The Environmental Services Department delivers wholesale supply of drinking water to York Region's nine local area municipalities. The Department is also responsible for the collection and treatment of wastewater. Water and wastewater functions include the operation and maintenance of transmission water mains and major sanitary sewers, pumping stations, water storage facilities, production wells and treatment plants.

The Department's waste management responsibilities include the planning, financing and delivery of environmentally sound solid waste diversion and disposal that ensures public health and safety, including food waste and blue box processing, management of public drop-offs, transportation and disposal of municipally-collected waste. With the passing of Bill 175, the Sustainable Water & Sewage Systems Act, to ensure clean and safe drinking water for Ontario residents, the Department is required to assess the cost of providing water and wastewater

services and to recover the amount of money needed to operate, maintain and replace the system. York Region has been actively adopting sustainable business management practices for the Region's water, wastewater, and waste management services.

As part of their continuous improvement program, the Region decided to create a long-term Enterprise Asset Management (EAM) system utilization and optimization plan. Cohesive Information Solutions worked with the York Region to create a roadmap for future EAM initiatives.

Decision Drivers

With any asset management program it is important to have a strategy for continuous improvement and sustainability involving periodic reviews of EAM system utilization. Clear roles and responsibilities are critical to accurate data and analytical reporting. Therein, a formal process review was needed to identify current issues, validate direction, and solidify thoughts onto one document.

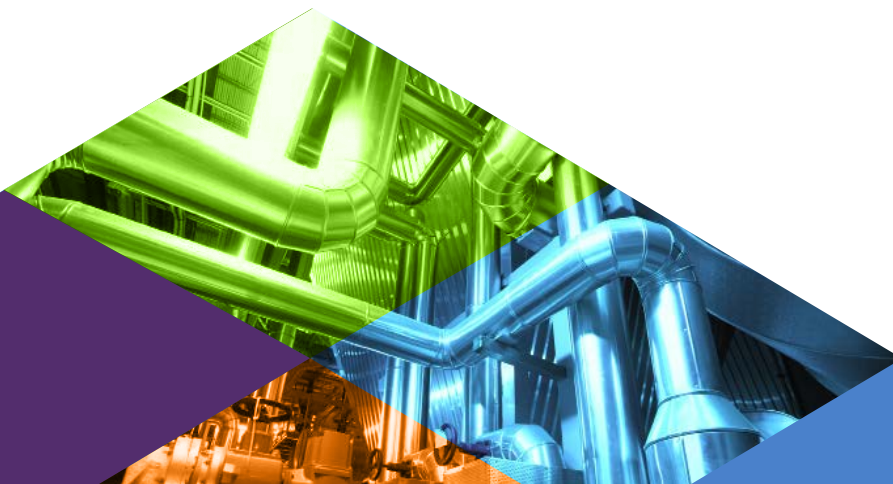


"Cohesive provided us with a 5-year plan, which was resource-leveled against our availabilities and budget constraints. With this insight, we can confidently plan our future development."

- Teresa Colangelo

"Cohesive also provided a maintenance management playbook consisting of leading industry practices in support of operational excellence that our team uses daily."

- Roy Huetl



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Review Methods

Cohesive conducted multipurpose workshops with various user groups and stakeholders to identify goals, wishes, and ideas for improvement. At the same time discussions were held on advanced processes, advanced analytical report designs, and industry best practices. Key roles were reviewed relating to backlog management, reliability team function and planning/scheduling. An on-going punchlist was initiated which recorded various opportunities as well as “stretch goals”. With this input, a comprehensive list of actions pertaining to software, process and organization was created. Each line item was categorized, estimated, and prioritized which became the foundation for the schedule.

Key Deliverables

In the end, the key deliverables included an executive summary, maintenance management playbook, and a resource-leveled 5-year plan. The executive summary identified the top three recommendations with the most significant cost benefit. The maintenance playbook provided tips and tricks related to industry best practices, lessons learned and EAM system management techniques. The 5-year plan provided a comprehensive roadmap focusing not only on software but also the surrounding process and procedure to aid in management planning, budgeting and continuous improvement.

Overall Benefit to York Region

It's just not possible to do everything at once - and some tasks are more important than others. Plus, in the heat of the battle, it is easy to get confused as to where the focus should be. A good schedule can enhance communication and improve team focus. The 5-year plan identifies goals, prerequisites, dates and resources. These activities may move around, but the key point is to identify the action, link inputs to outputs, and march in

unison. Lastly, when the team is presented with new requests or changing requirements, they can quickly refer to this long range plan to see where it fits. And with this roadmap in hand the region is now more confident in making the right decision, at the right time, in a cost effective manner.



Cohesive provides asset-intensive organizations with solutions that optimize business processes and information technology. Serving both public and private clients, we have established ourselves as the premier consulting and system integration firm focusing on asset, work, and supply chain management solutions.

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