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Communication
PKI: Sept 16/13
Item: 1

CLIENTS | PEOPLE | PERFORMANCE

City of Vaughan

Corporate Asset Management Strategy

Presentation to Priorities and Key Initiatives Committee

September 16th, 2013

Presented by:

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Jack Graziosi | City of Vaughan – Project Manager |

Roop Lutchman | GHD – Project Director |

Summary of Key Findings

To continue the evolution of Asset Management, the City of Vaughan needs to make the following four strategic investments:

1. Computerized Work Management System (CWMS) – Optimal allocation of operating budgets
2. Asset Management System (AMS) – Optimal long term capital and financial decision making
3. Data Collection Gaps – People and tools
4. AM Governance – People

We Have A Common Vision for CAMS

Lack of Alignment

To a Common Vision For CAMS

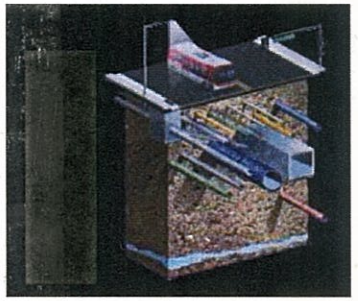
City Owned Assets

Community Services

- Municipal Buildings
  - Community Centres
  - Libraries
  - Fire Halls
- Parks
  - Trees
  - Playground Equipment
  - Benches
- Fleet
  - Vehicles
  - Equipment

Engineering and Public Works

- Roads & Sidewalks
- Watermains
- Sewers
- Bridges
- Streetlights
- Storm Water Management Ponds



Strategic and Corporate Services

- Information Technology
  - Computers
  - Servers

Staff are Engaged and Motivated to Implement CAMS

- Staff have embraced the overall Asset Management concept
- They believe that they are a lean organization and need help to deal with the challenges in the short, medium and long term
- Staff agree with the opportunity gaps and are eager to proceed with AM Development as per the Roadmap
- Technology has been identified as a key enabler and requirement to continue implementing AM at the City

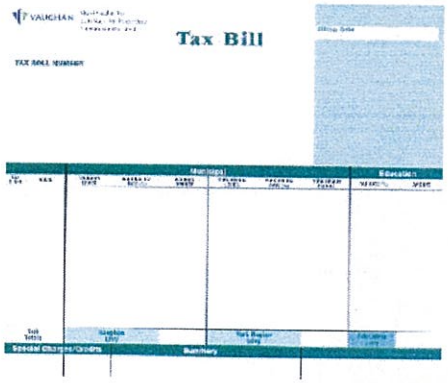
Corporate Asset Management Strategy (CAMS) = Improved Customer Focus & Effective Service Delivery

We need the following to implement CAMS:

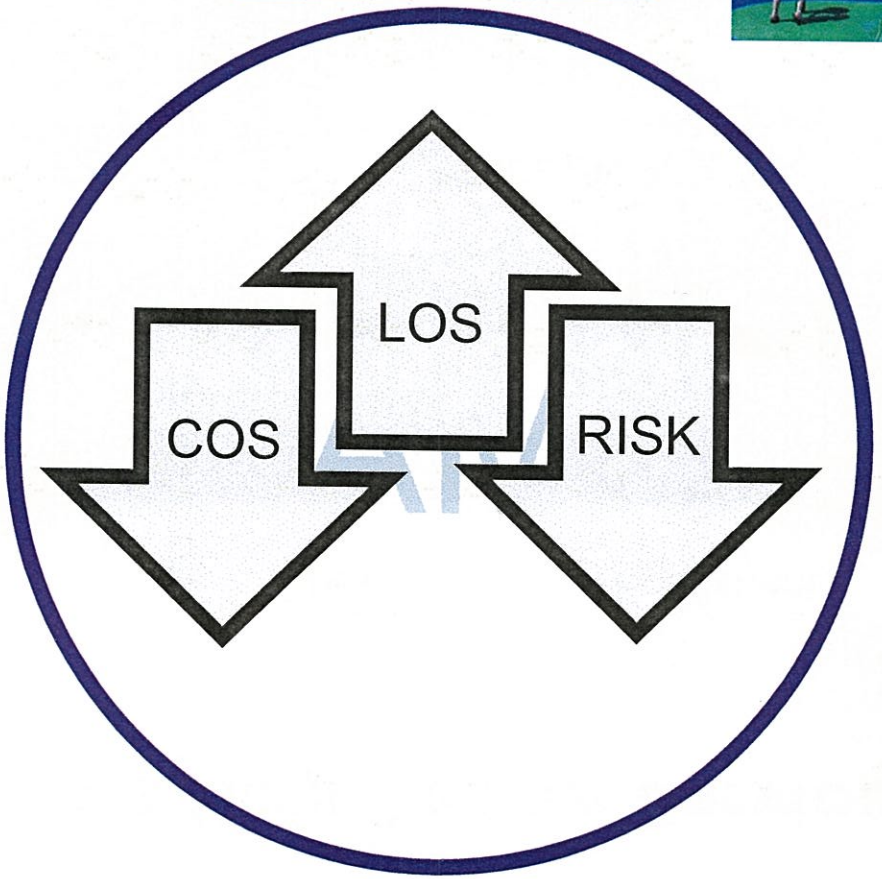
1. Approval of the Asset Management Framework
2. Establish the Asset Management Office (AMO)
3. Secure a Lead for the AMO to further guide the implementation of the strategy
4. Proceed with the technology tools needed
   a. Selection of an enterprise wide Computerized Work Management System (CWMS)
   b. Asset Management System (AMS)
5. Resourcing to close data gaps

Benefits

Improved Response to Needs of Customers



Keep Taxes and Rates Low



Continue to Deliver Service to Residents (Reduce Failures/Delays)

Assets Help Deliver Services

Lighting

Trees

Equipment

Sidewalks

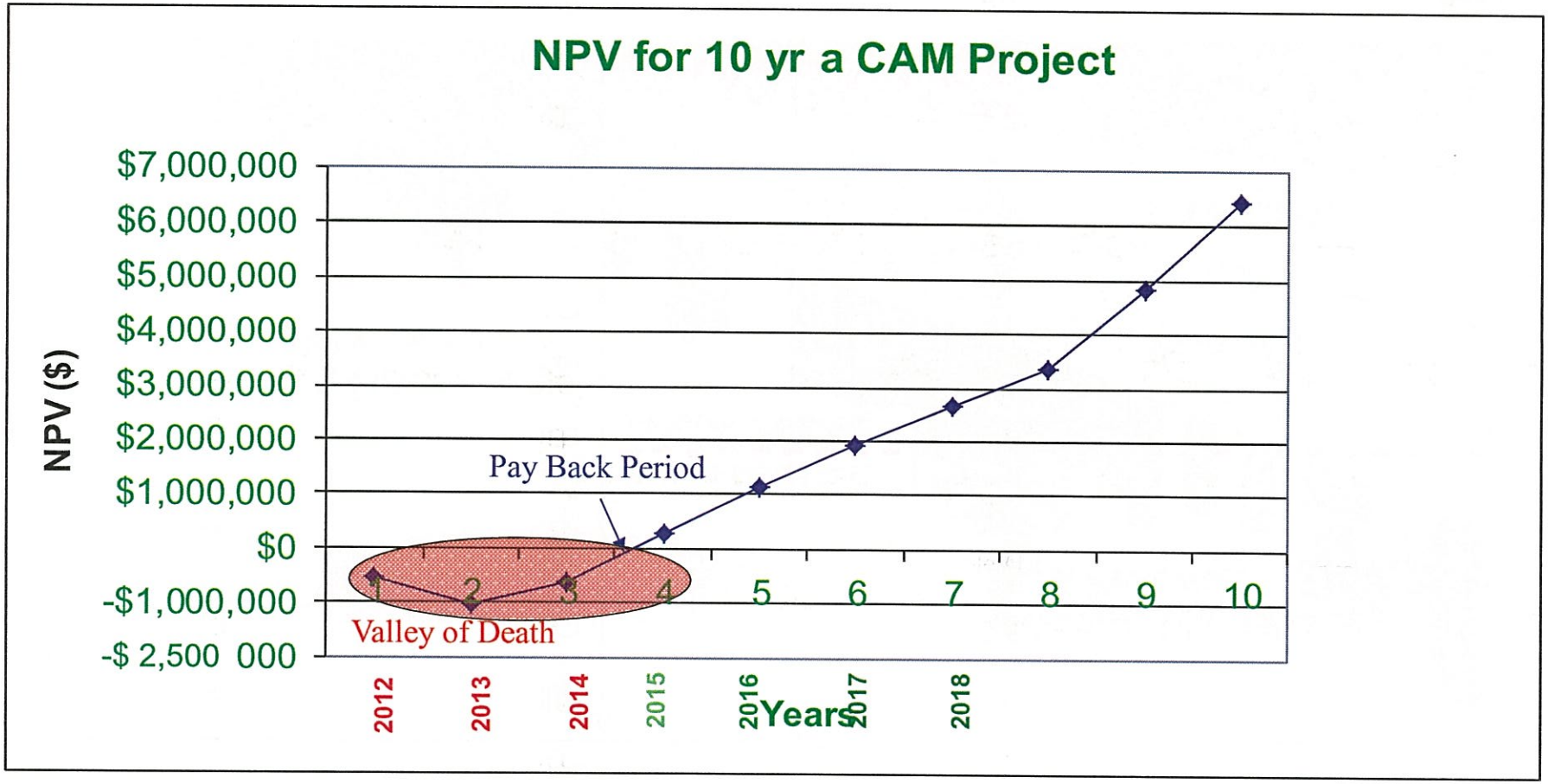
Roads

Water Mains

Technology

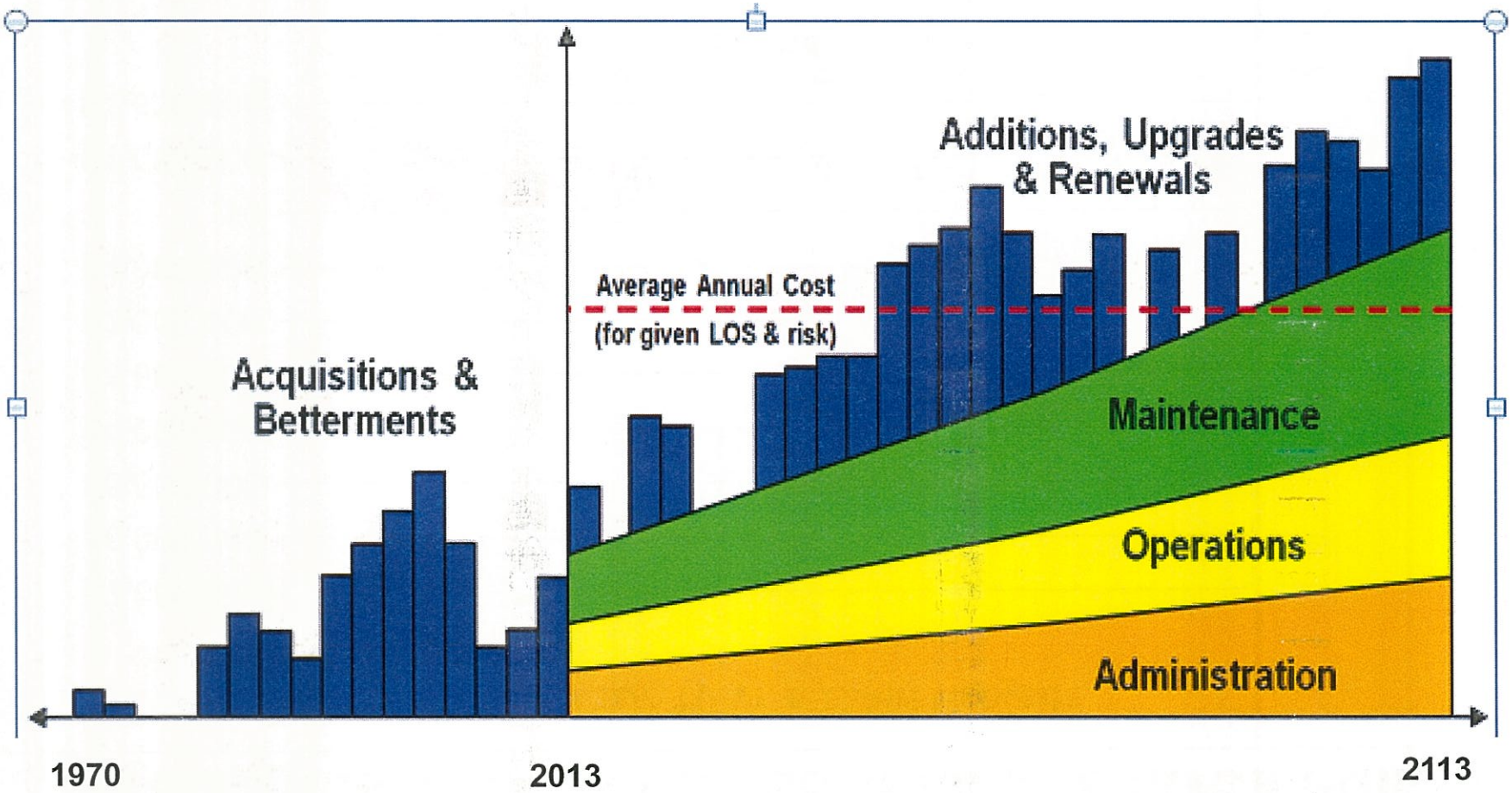
1. Maintain - Reliability
2. Renewals – Squeeze the assets (extend effective lives)
3. Replacements – Maximized the investment in the asset
4. Upgrades/Additions – at the right time to meet increased LOS demands

Implementing the Corporate Asset Management Strategy is a Good Investment of Scarce Funds

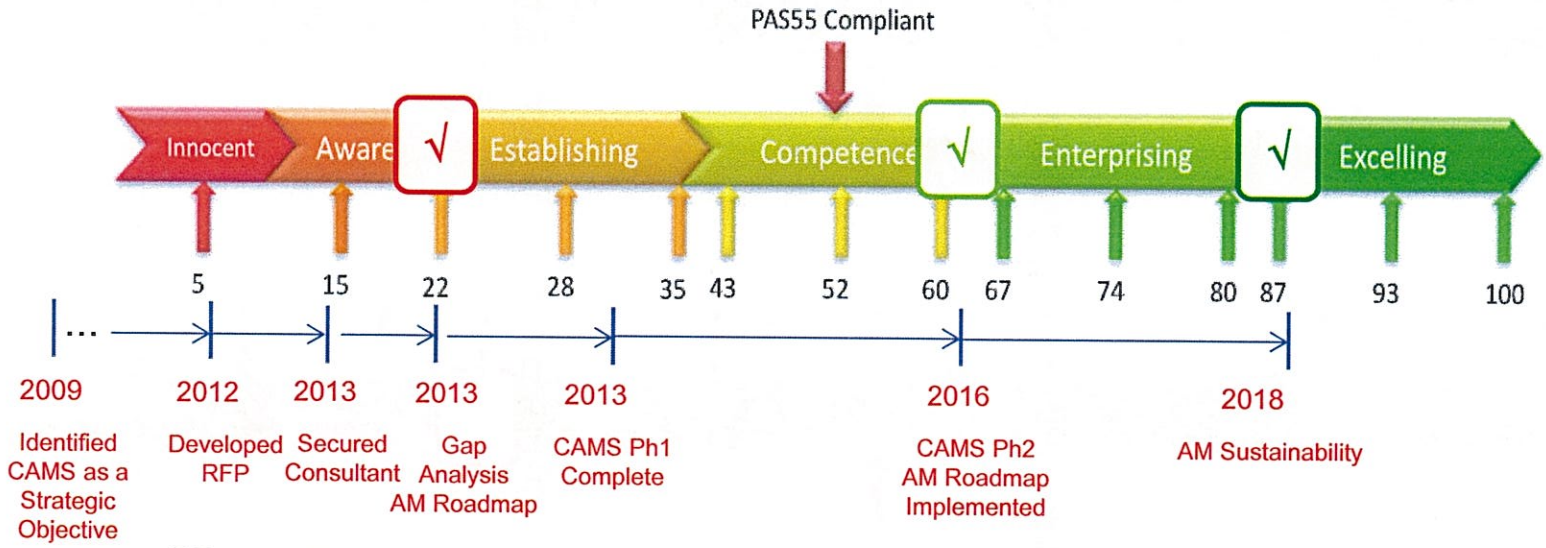


Staff Engaged and Doing the Right Work at the Right Time, for the Right Price and for the Right Reasons

Long Term Financial Planning



A significant opportunity gap has been identified



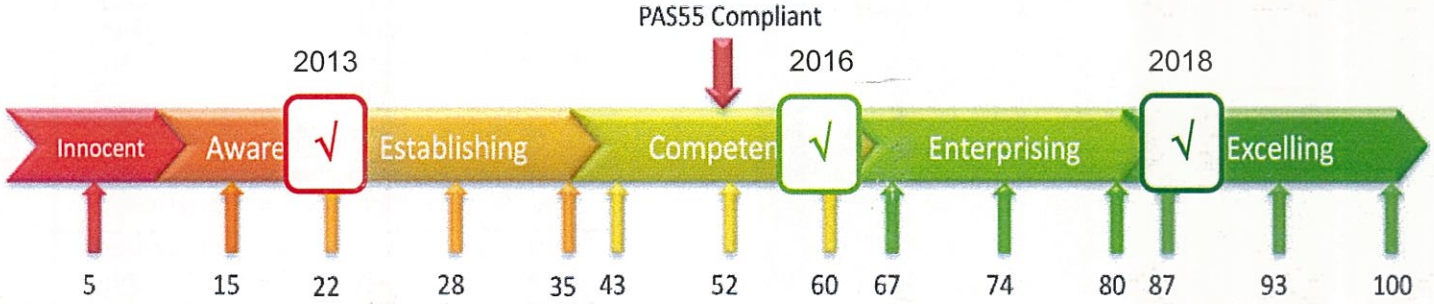
Maturity Score (International Standard- PAS55/ISO 55000)

0	Innocent	The organization is starting to learn about the importance of Asset Management
1	Aware	The organization is aware of the importance of Asset Management and is starting to apply this knowledge
2	Establishing	The organization is developing its Asset Management activities and establishing them as Business As Usual
3	Competence	The organizations Asset Management activities are developed, embedded and are becoming effective
4	Enterprising	The organization's Asset Management activities are fully effective and are being integrated throughout the business
5	Excelling	The organizations Asset Management activities are fully integrated and are being continuously improved to deliver optimal whole life value

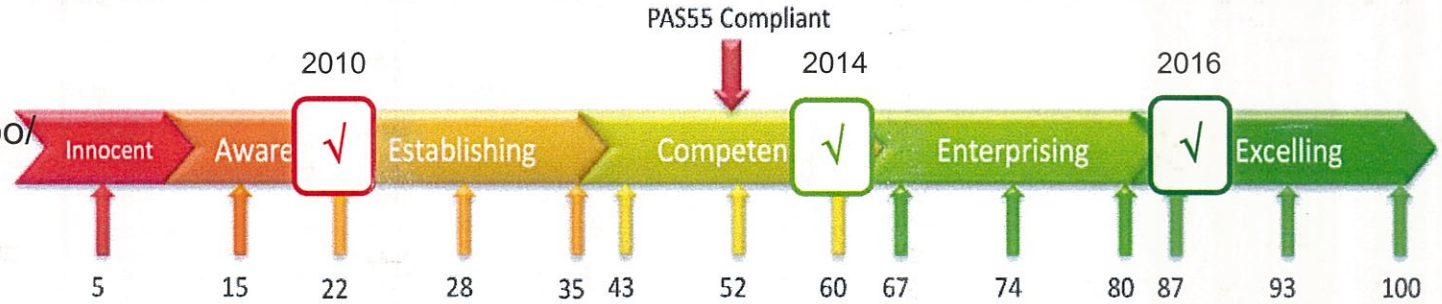
1. Just below average compared to other equivalent municipalities
2. These municipalities have acted on their opportunity gap
3. These municipalities are just completing Phase 1 or into Phase 2

The Journey to Excellence in Asset Management

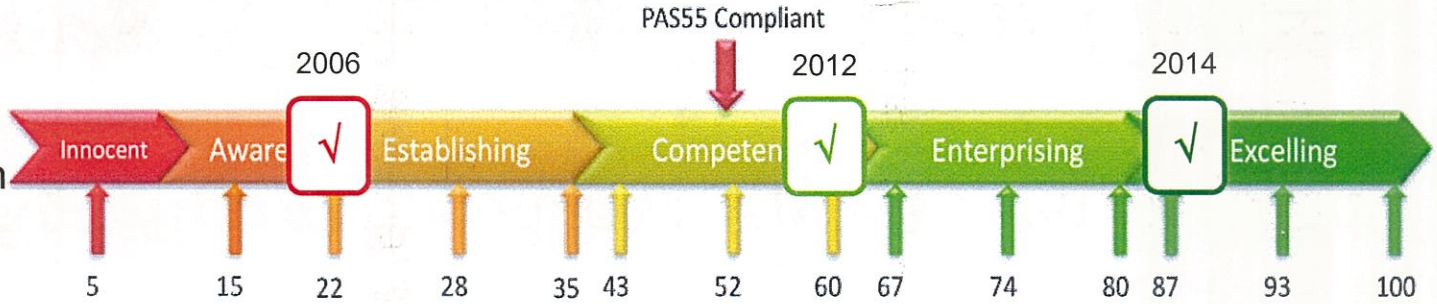
Vaughan



Region of Waterloo/
City of Barrie



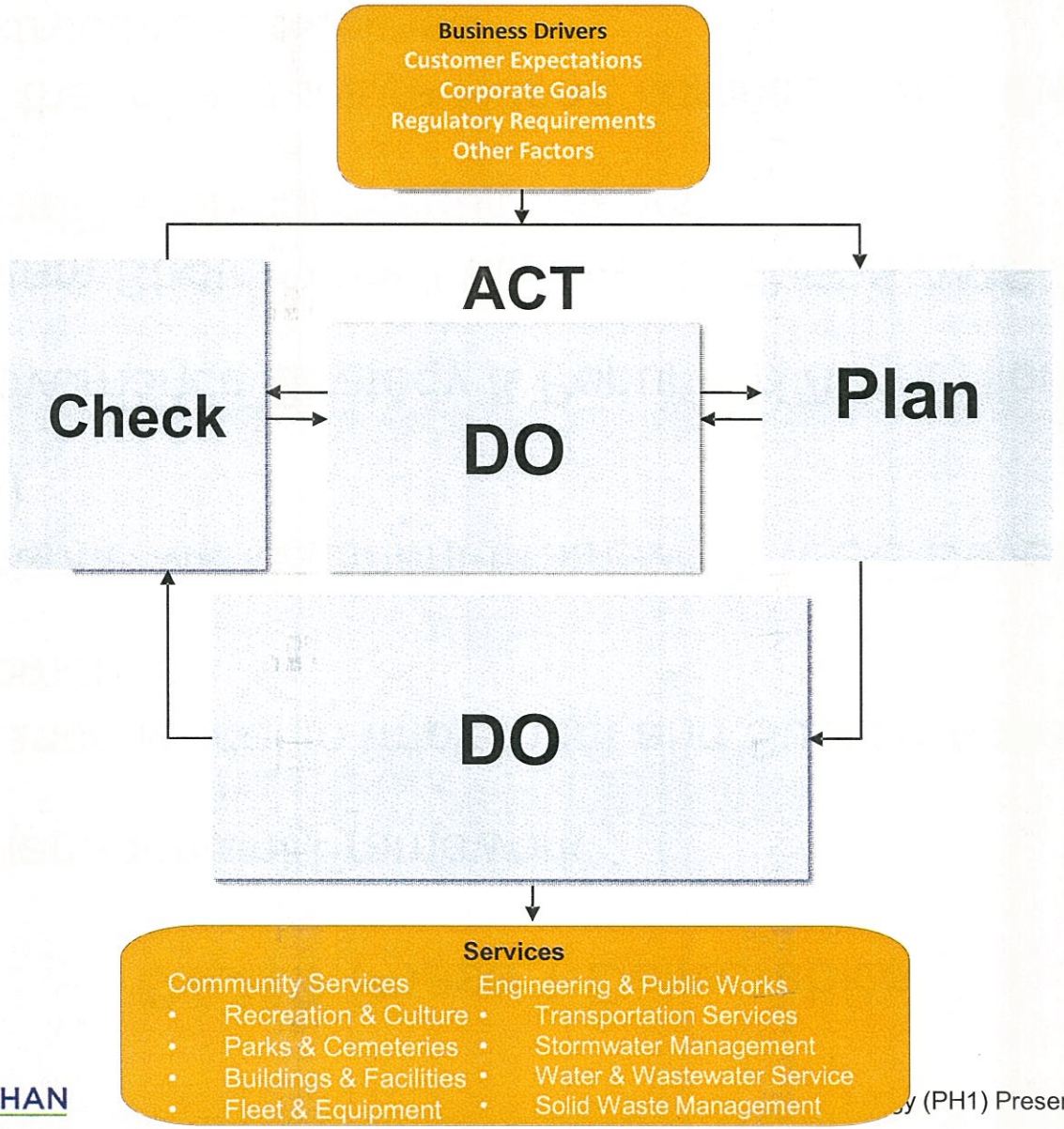
City of Calgary/
City of Hamilton



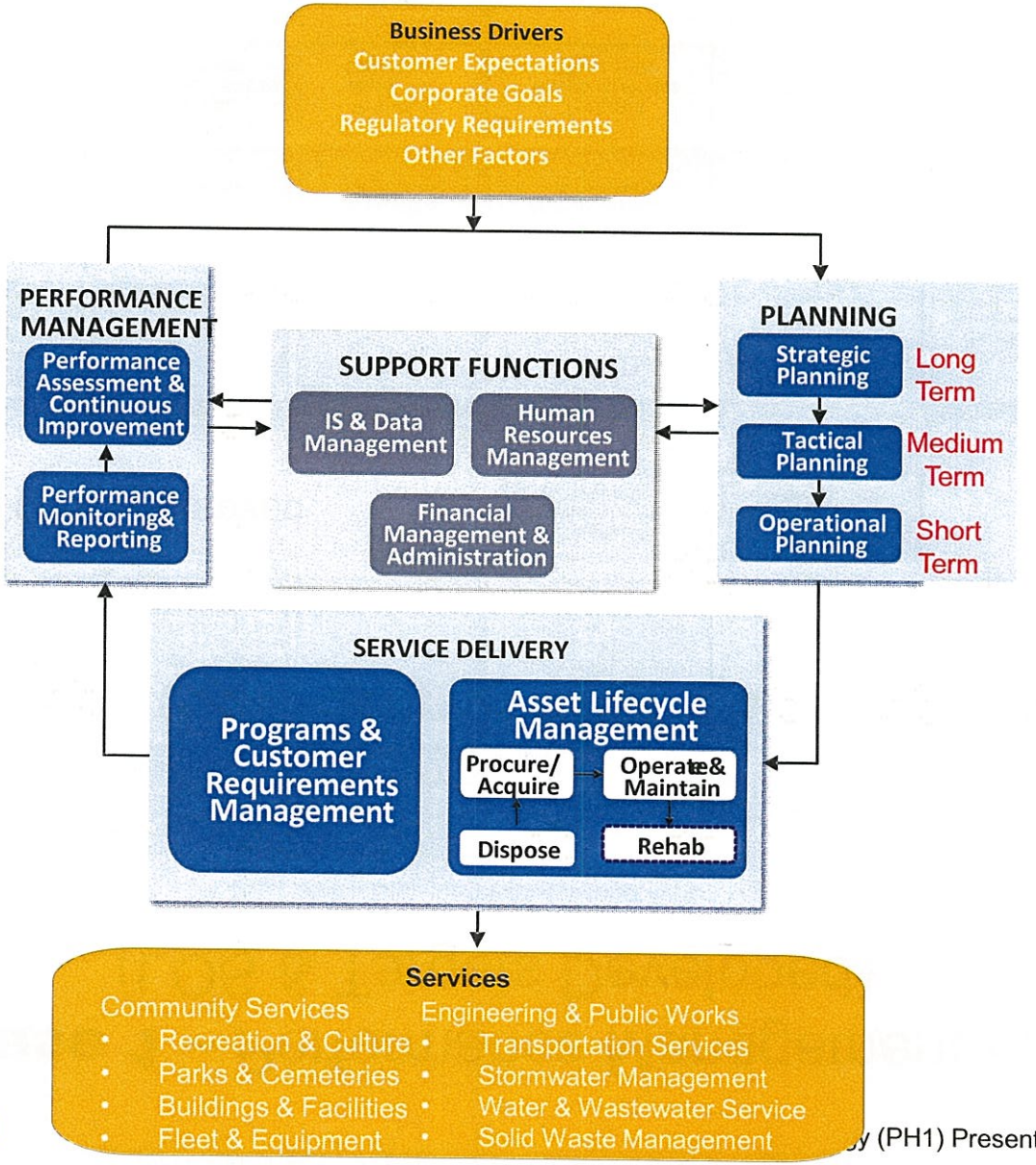
CAMS Phase 1 Deliverables

1. Asset Management Framework
2. Governance Model to Implement and Sustain Asset Management
3. Performance Management Framework (LOS Developed with Targets)
4. Data Governance Strategy & Populated Asset Hierarchy
5. AM System Strategy, including the CWMS & AMS Functional/Technical Requirements
6. State of the Infrastructure Report compliant with the Ministry of Infrastructure Guidelines

Asset Management Framework

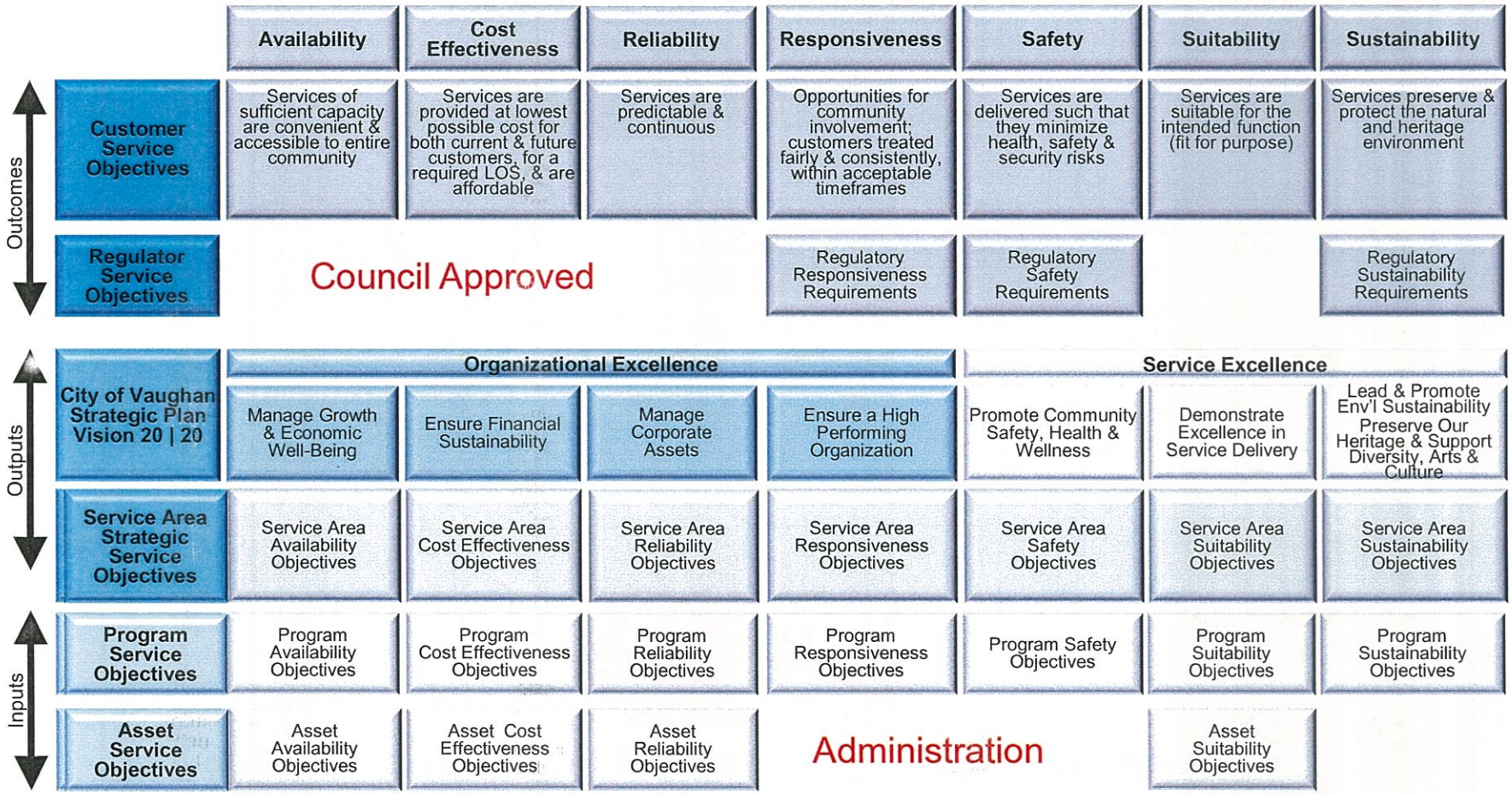


Asset Management Framework



CAMS Phase 1 – Performance Management Framework (LOS & Targets Developed)

Logic Model



CAMS Phase 1 - Governance Model (Implementation)

1. Establish AMO
2. Fill the AMO Lead
3. Keep AM Steering Committee in place to support AMO Lead

City of Calgary

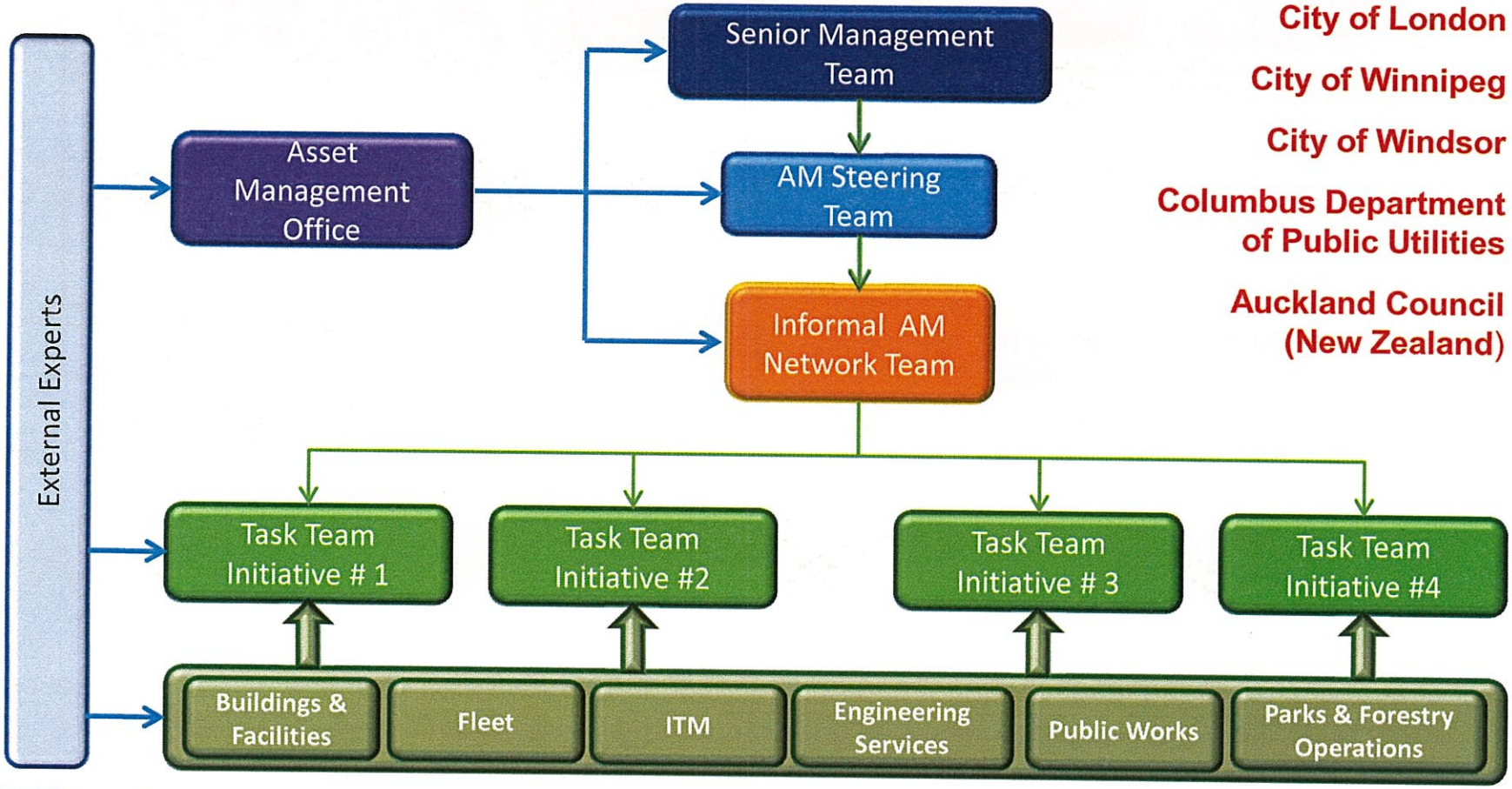
City of London

City of Winnipeg

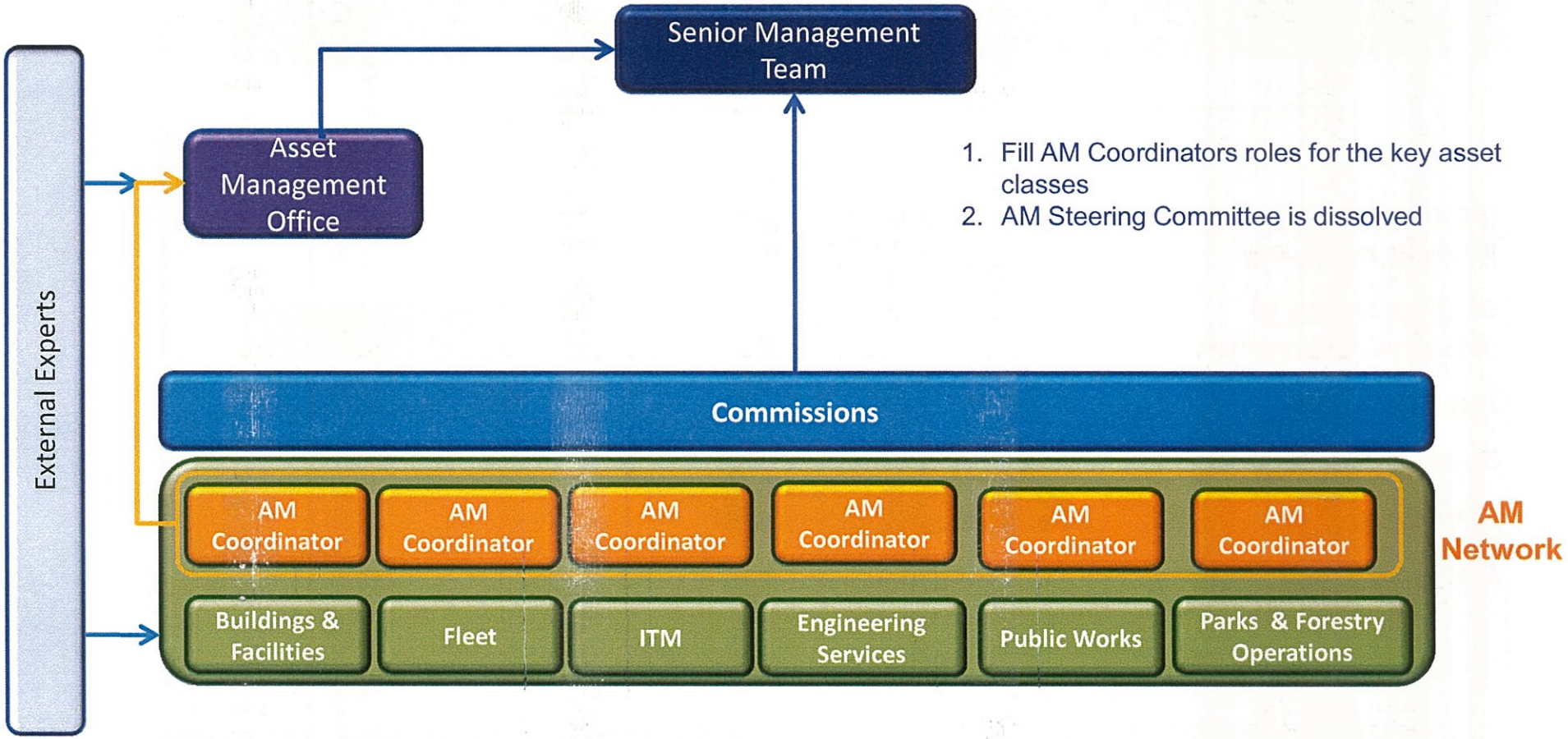
City of Windsor

Columbus Department of Public Utilities

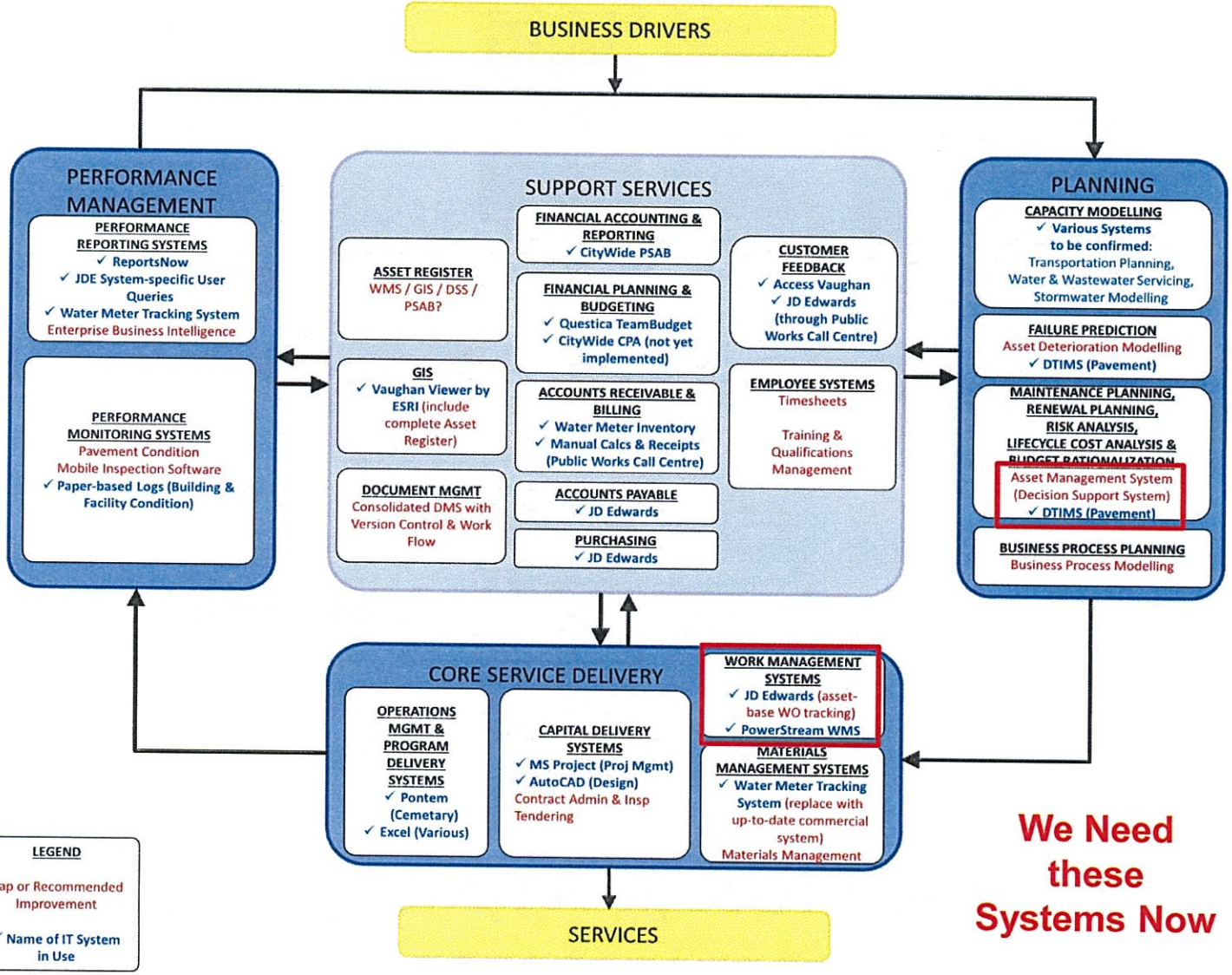
Auckland Council (New Zealand)



CAMS Phase 1 - Governance Model (at Maturity)



IT Systems for AM – Gap



We Need these Systems Now

CAMS Ph1 - State of the Infrastructure Version 1

Data Collection

CWMS

AMS

People

This aligns with the Ministry of the Infrastructure's guidelines

Summary of Key Findings and Cost

Requirements	Anticipated Cost	Recognized Budget
1. CWMS	$1.65M	$780K – 2014 $750 – 2015
2. AMS	$0.35M	
3. Data Collection	$0.5M	
4. AM Governance	$ 0.6M (5 FTEs)	
Total	$3.1M	$1.53M

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