



Ontario Northland's EAM Journey

Awareness & Adoption

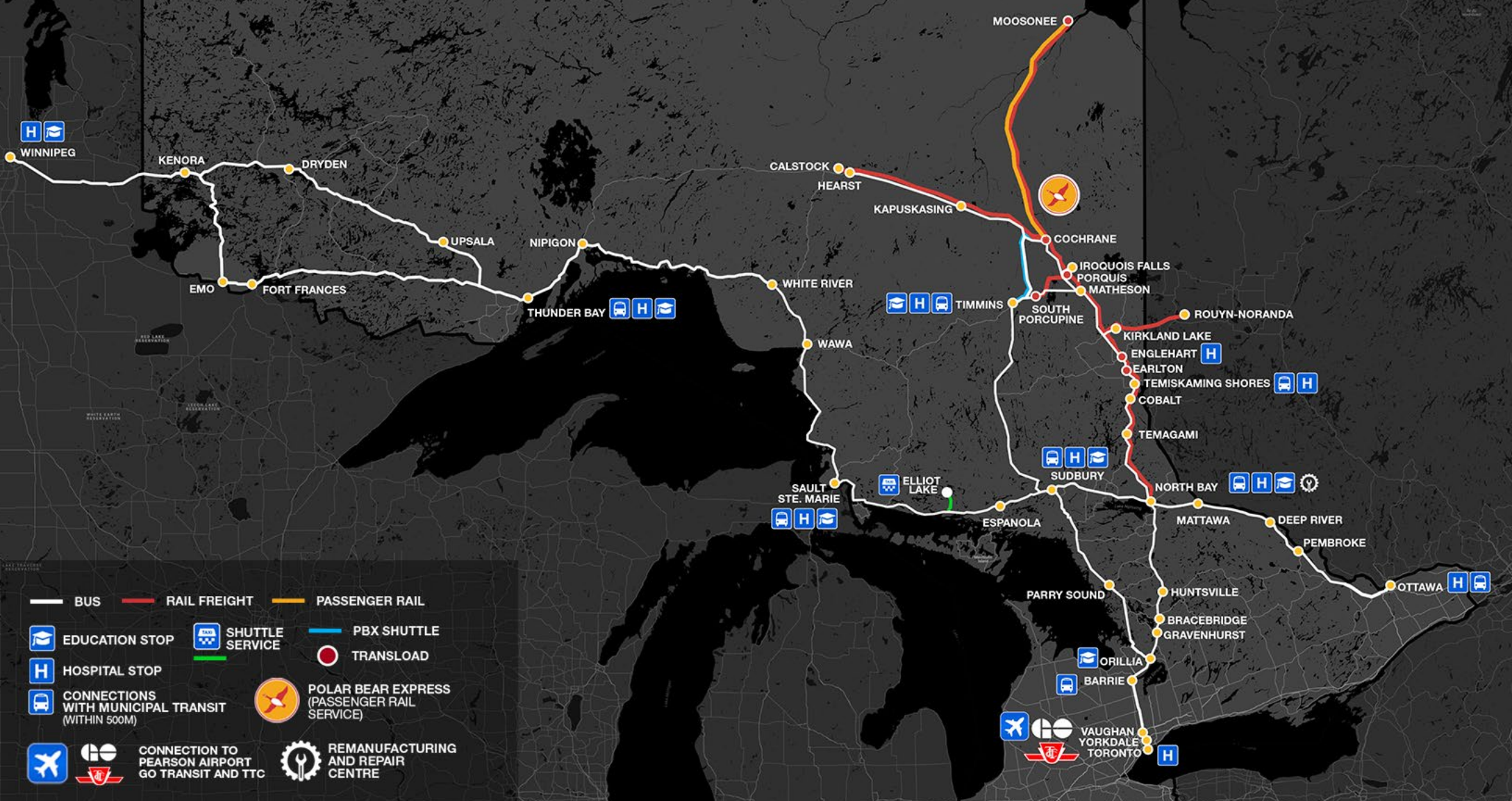


Safe and Reliable Transportation

Through passenger rail, freight, repair and motor coach services, Ontario Northland enhances the province's transportation network, connecting businesses to global supply chains and people to each other and vital public services.

We are an agency of the Province of Ontario and have been operating for over 120 years.





 BUS	 RAIL FREIGHT	 PASSENGER RAIL
 EDUCATION STOP	 SHUTTLE SERVICE	 PBX SHUTTLE
 HOSPITAL STOP	 TRANSLOAD	
 CONNECTIONS WITH MUNICIPAL TRANSIT (WITHIN 500M)	 POLAR BEAR EXPRESS (PASSENGER RAIL SERVICE)	
 CONNECTION TO PEARSON AIRPORT GO TRANSIT AND TTC	 REMANUFACTURING AND REPAIR CENTRE	

Passenger Services ● Remanufacturing & Repair ● Rail Freight ● Locomotive Repair



Ontario Northland has close to \$1 Billion worth of assets.

Our EAM Journey Begins

In 2020, Ontario Northland leadership created a vision for Asset Management. The initial vision was and remains to align our asset management business processes with asset management and transportation industry best practices.

The overarching goal for managing assets is to provide a single source of truth.



First Asset Management Policy in Ontario Northland History

In 2021, we launched our first ever Asset Management Policy – a critical milestone in formalizing a standardized approach to manage assets.

It applies to all our assets and outlines key roles and expectations for all divisions – it's the framework that informs how we approach asset management as a company.

Asset Management Policy Statement



PURPOSE AND SCOPE:

The Ontario Northland Asset Management Policy establishes the framework within which the Enterprise Asset Management (AM) System will operate. At Ontario Northland, we are committed to providing and ensuring efficient, safe and reliable services by making the best possible decisions regarding our Assets. Our asset management approach will provide targeted levels of service and manage risk in a cost-effective manner throughout the entire asset lifecycle. The Policy applies to all Ontario Northland owned Assets.

ASSET MANAGEMENT PRINCIPLE STATEMENTS:

This Policy is based on a set of principles, in no particular order, aligned with ONTC business objectives:

1. **Customer focus** – Ontario Northland shall ensure that Assets and activities needed to support them meet customer expectations and balance risk, cost and performance.
2. **Critical assets** – Ontario Northland will ensure that the approach to manage Assets is proactive and appropriate to the relative importance of the Asset to support business objectives.
3. **Environment** – Ontario Northland shall comply with environmental legislation and standards during planning, design, construction, acquisition, operation, maintenance and disposal of Assets.
4. **Integrated** – Ontario Northland shall ensure asset planning and management is integrated with business planning, budgeting, financial reporting and internal audit processes.
5. **Compliance with law** – Ontario Northland shall comply with all relevant legislative and regulatory requirements when managing Assets.
6. **Value for money** – Ontario Northland will pursue the acquisition of Assets and related activities that will provide value for money for stakeholders.
7. **Risk alignment** – Ontario Northland shall manage asset-related risks in accordance with The Province of Ontario Enterprise Risk Directive and good practice identified by ISO 31000.
8. **Asset Information** – Ontario Northland shall maintain relevant, accurate, and complete information regarding Assets. The asset management approach shall be supported by the ITS strategic roadmap.
9. **Continuous improvement** – Ontario Northland shall apply continuous improvement practices to manage our Assets, to operate efficiently and to enhance the Asset Management competencies of our people.

VALIDITY:

This policy will be reviewed annually by the Asset Management Steering Committee to reflect changes in the ONTC business plan. Any recommended updates, changes, or modifications will be presented by the Asset Management Office to the Executive Team for review and approval.

Original EAM Roadmap

This was our first large transformational program as an organization that impacted our processes, people and technology.

Our original roadmap was well-informed and realistic – or so we thought.

All divisions using an asset management mindset and software by Q2 of 2023.



Our First Three Priorities

1. Creating the foundation for Asset Management
2. Establishing Change Management Discipline
3. EAM software implementation



The Reality.

Once the work began to collect business requirements and understand the current state of our processes and begin collecting data, we quickly realized we needed to de-scope our 1st Go Live group and rethink the roadmap.

As we are currently in Q4 of 2023 – we are working on the design and build phase for our 2nd Go Live group, a much smaller scope than original planned.



New baseline developed, completely different Go Live groups with different timelines.

Our First Go Live – Bus & Facilities

- **December - 2022**
- **Implementation of Core Asset Management Functions**
 - Asset Management
 - Work Management
 - Supporting Procurement and Inventory
- **Implementation of 52 EAM Related Processes**



Lessons Learned

- Importance of an established operating model
- Asset Management process as a continuous improvement initiative for users
- Less is more – slow down if you have to
- End-user buy-in is critical
- Clearly define and document new ways of doing work and engage stakeholders in adoption



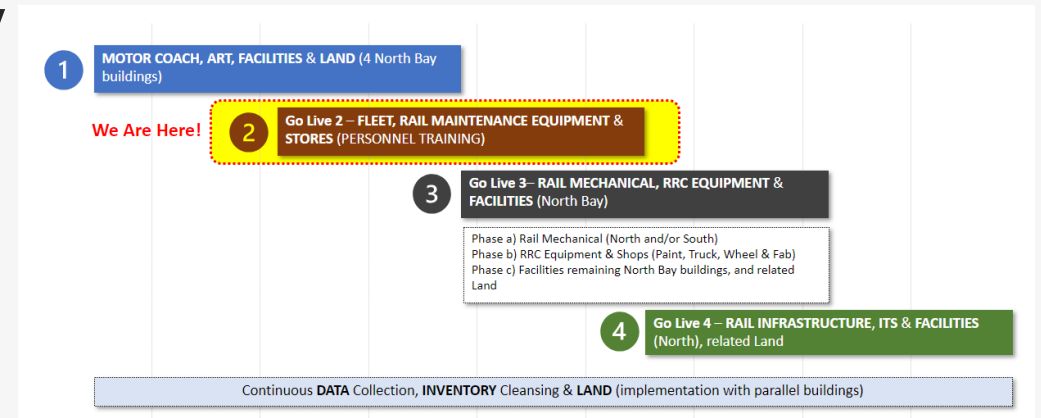
Adoption of Change

- People need time to change
- Benefits need to be unique to your stakeholders
- Teach tech before implementing
- Socialize new business processes in advance
- Ensure internal system, tools and processes are in place to support implementation



Approaching Our EAM Implementation Differently

- More time spent on Discovery, Job shadowing, and gathering/validating Business requirements
- More relatable content – personal experience
- Communicating and engaging key business unit leaders
- Alignment from Steering Committee and Executive Team on enterprise model
- Highlighting outside enterprise risks which impact EAM progress



Long Term Resourcing Strategy

- Ultimate goal to reduce dependency on consultants to implement EAM
- Investing in Our People
- Creating Implementation Teams for current and future programs (ERP is upcoming)
- Time. It takes time to understand required resources and to build-up capabilities



Thank You.



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