



Leafing A Lasting Impression: *Asset Management for the City of Richmond's Parks.*

AMBC

November 6th, 2023

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AECOM - Bill Hart – AM Lead (BC).

Agenda

**Background
& Objectives**

Methodology

**Outcomes &
Results**

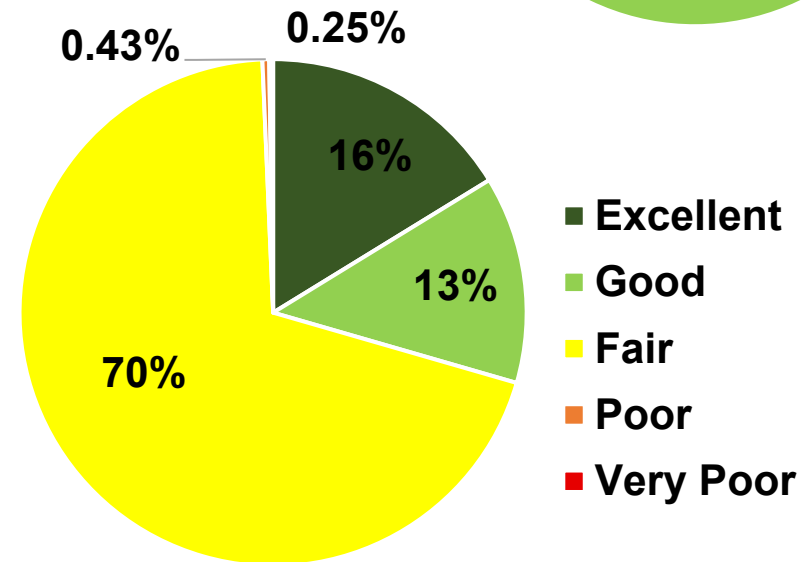
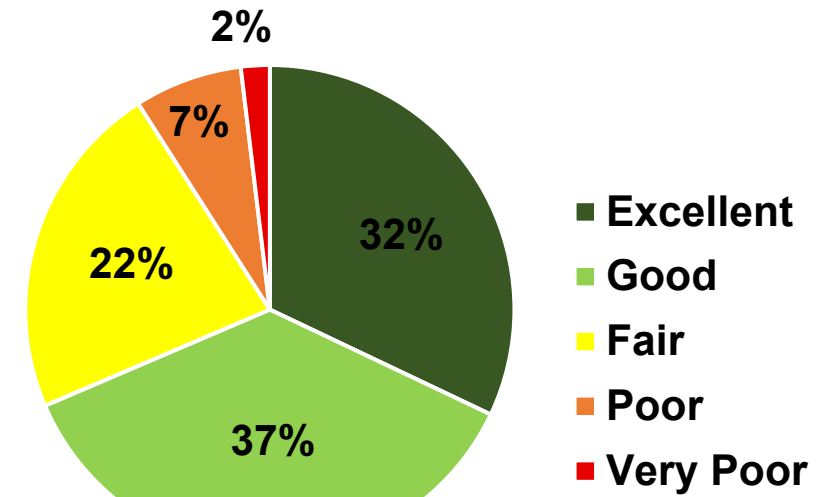
A photograph of a park at sunset. In the foreground, a person is sitting on a set of wooden benches, looking at a device. The park has a paved walkway, grass, and modern lighting fixtures. In the background, there is a large body of water, a bridge, and a city skyline under a colorful sky. A large green arc is overlaid on the left side of the image.

Background & Objectives

The City of Richmond: Parks Challenges

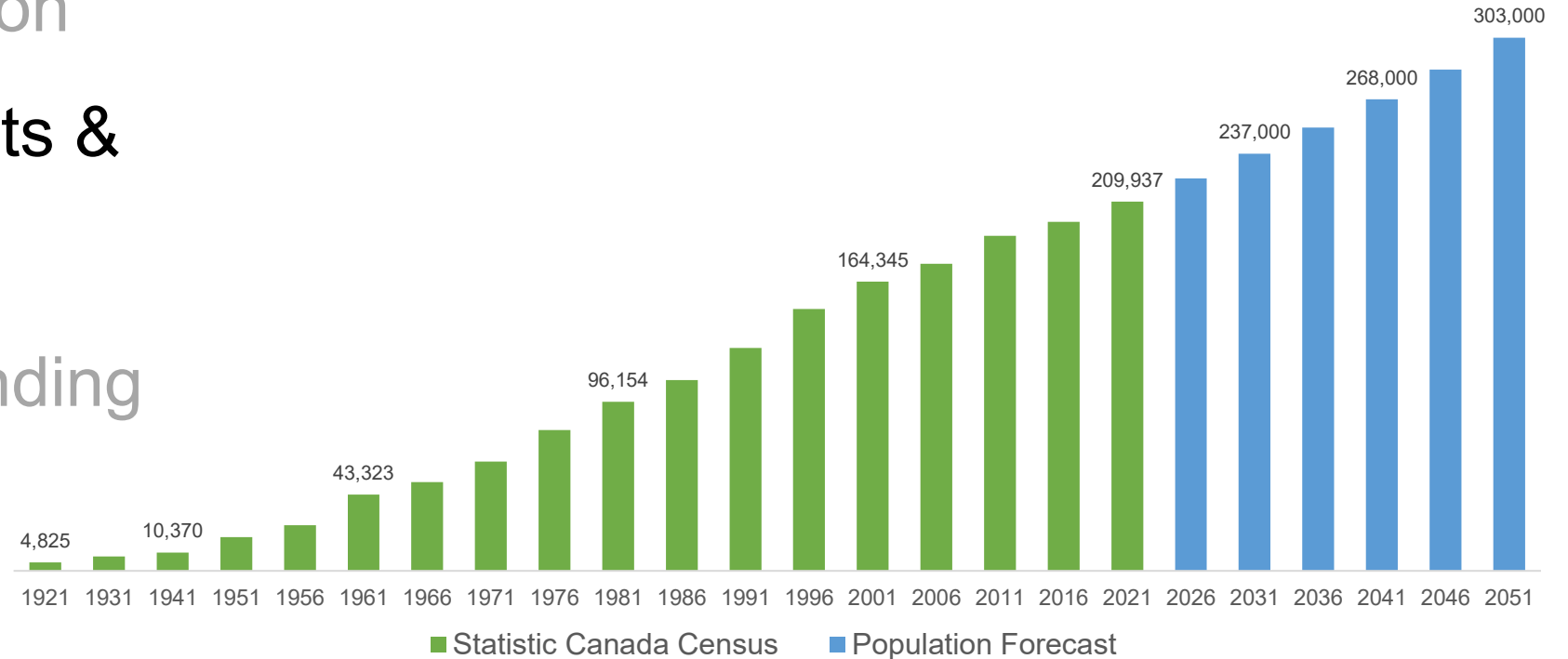
The City of Richmond: Parks Challenges

- Decreasing Condition
- Increasing Residents & Expectations
- Funding Gap & Funding Sources



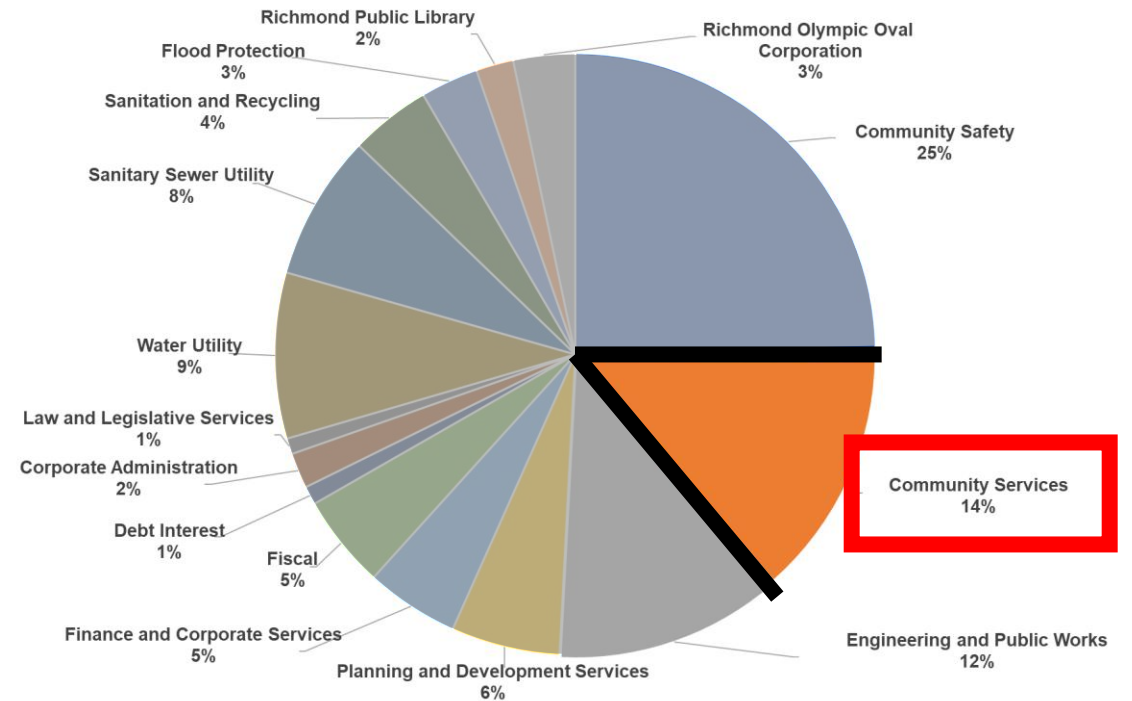
The City of Richmond: Parks Challenges

- Decreasing Condition
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The City of Richmond: Parks Challenges

- Decreasing Condition
- Increasing Residents & Expectations
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The City of Richmond: Park Facts

- 4th largest City in BC
- 160 Sites, 140 Parks covering 0.63% of the City.

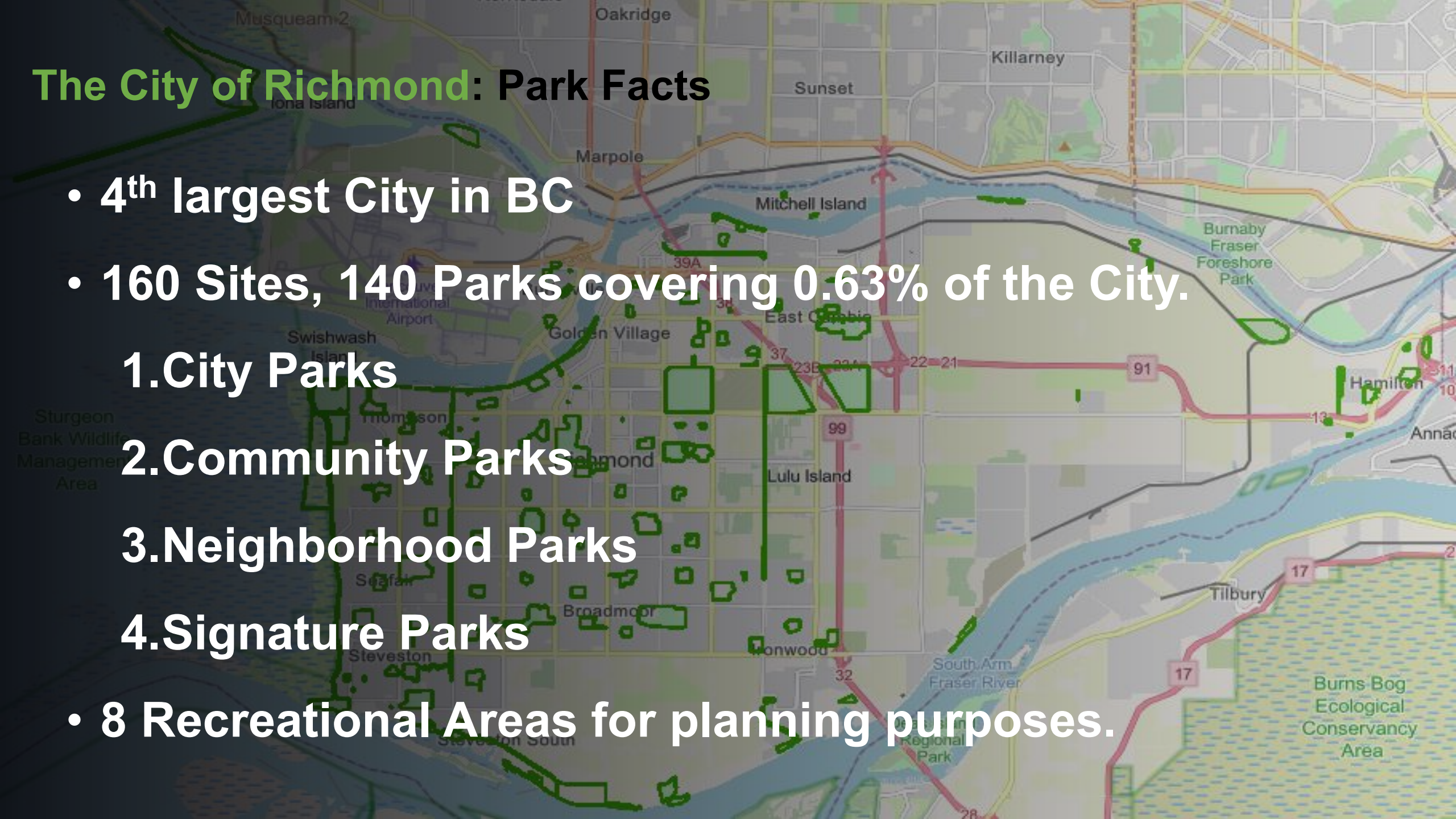
1. City Parks

2. Community Parks

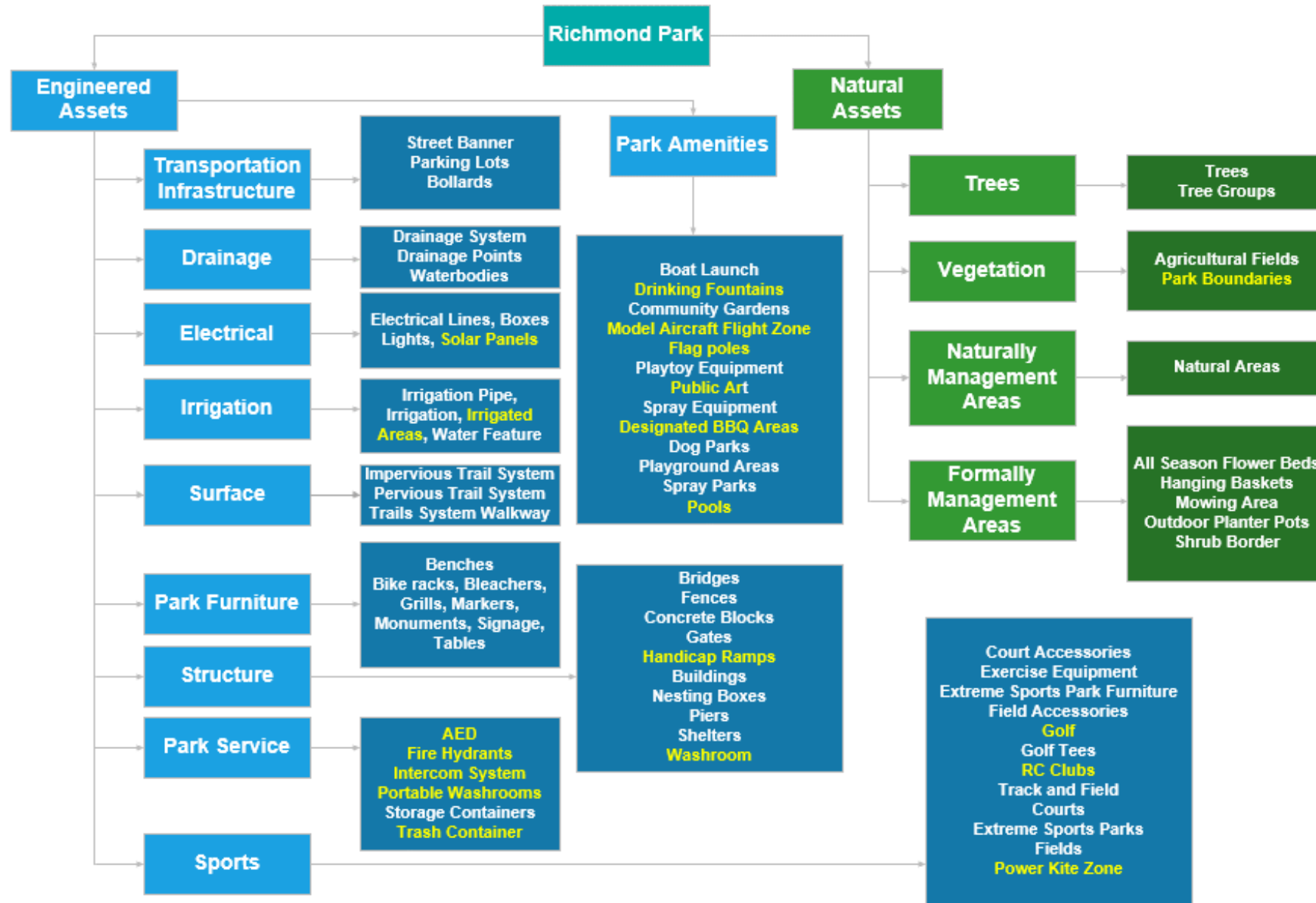
3. Neighborhood Parks

4. Signature Parks

- 8 Recreational Areas for planning purposes.



The City of Richmond: Park Assets



The City of Richmond: The Goal (Council Strategic Plan 2022-2026)



Proactive In Stakeholder and Civic Engagement

Proactive stakeholder and civic engagement to foster understanding and involvement and advance Richmond's interests.



Responsible Financial Management and Governance

Responsible financial management and efficient use of public resources to meet the needs of the community.



Strategic and Sustainable Growth

Strategic and sustainable growth that supports long-term community needs and a well-planned and prosperous city.



A Leader In Environmental Sustainability

Leadership in environmental sustainability through innovative, sustainable and proactive solutions that mitigate climate change and other environmental impacts.



A Safe and Prepared Community

Community safety and preparedness through effective planning, strategic partnerships and proactive programs.



A Vibrant, Resilient and Active Community

Vibrant, resilient and active communities supported by a wide variety of opportunities to get involved, build relationships and access resources.

Overview: Project Tasks



Task 0: Project Management



Task 1:
State of the Infrastructure



Task 2: Financial Strategy



Task 3:
Roadmap Development

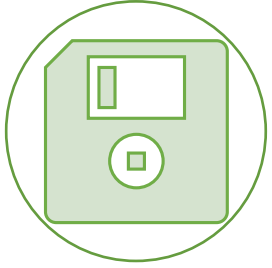


Task 4:
Technical Memos
- Parks AMP



Phase 1

Overview: Project Tasks



Task 5: Data Integrity



Task 6:
Demand Forecasting & AM Framework



Task 7: Levels of Service



Task 8: Risk Framework



Task 9:
Climate Change & Circular Economy



Phase 2

A nighttime photograph of a waterfront area. In the foreground, there are large, rectangular stone blocks arranged in a path leading towards the water. The water is dark and reflects the lights from a modern, multi-story building in the middle ground. The building has a curved facade and is illuminated from within. In the background, there are mountains and city lights under a dark sky. A large, bright green arc is overlaid on the image, framing the central text.

Methodology & Summary

Methodology: Tactical Asset Management



1 What is the state of infrastructure?



2 What is the Level of Service (LoS)?



3 What is the Asset Risk?

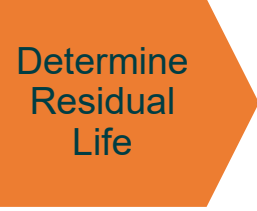
1.1



1.2



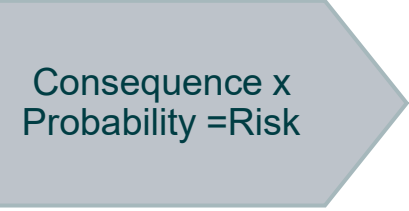
1.3



2.1



3.1



4.1



4.2



4.3



4.4



5.1



6.1



4 What are the asset lifecycle strategies?



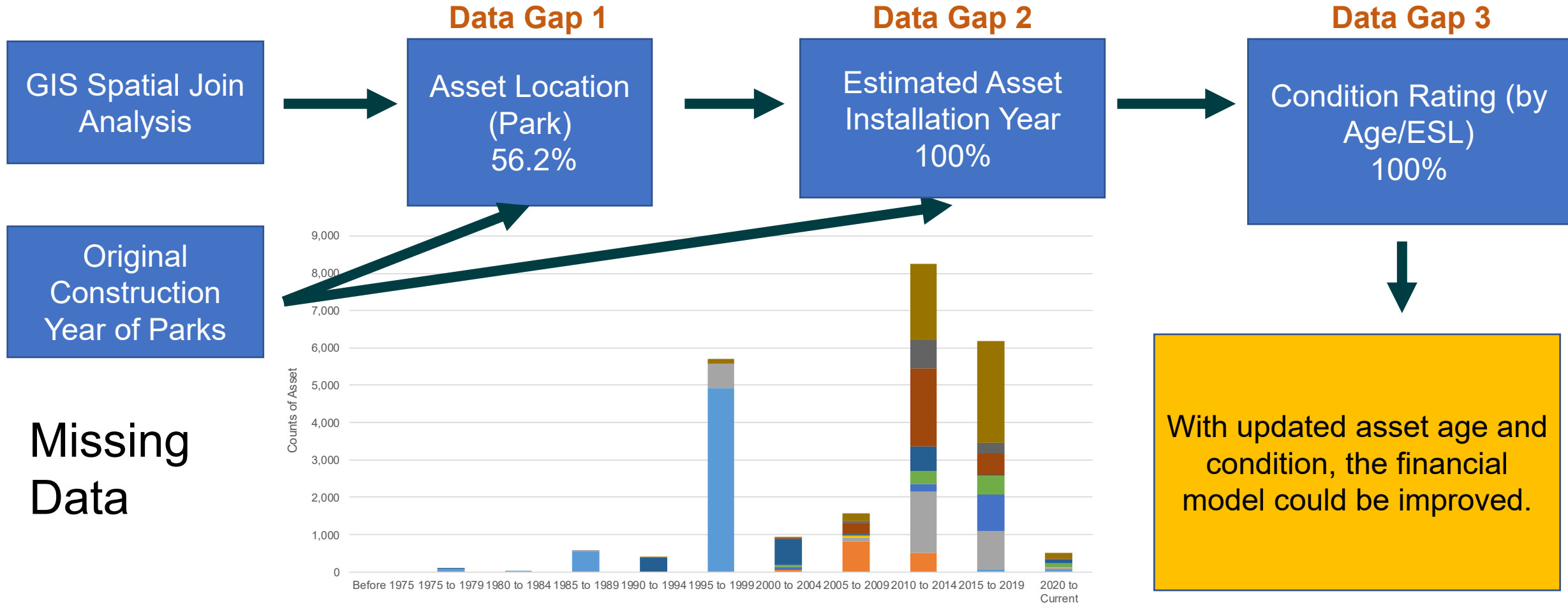
5 What are the funding needs?



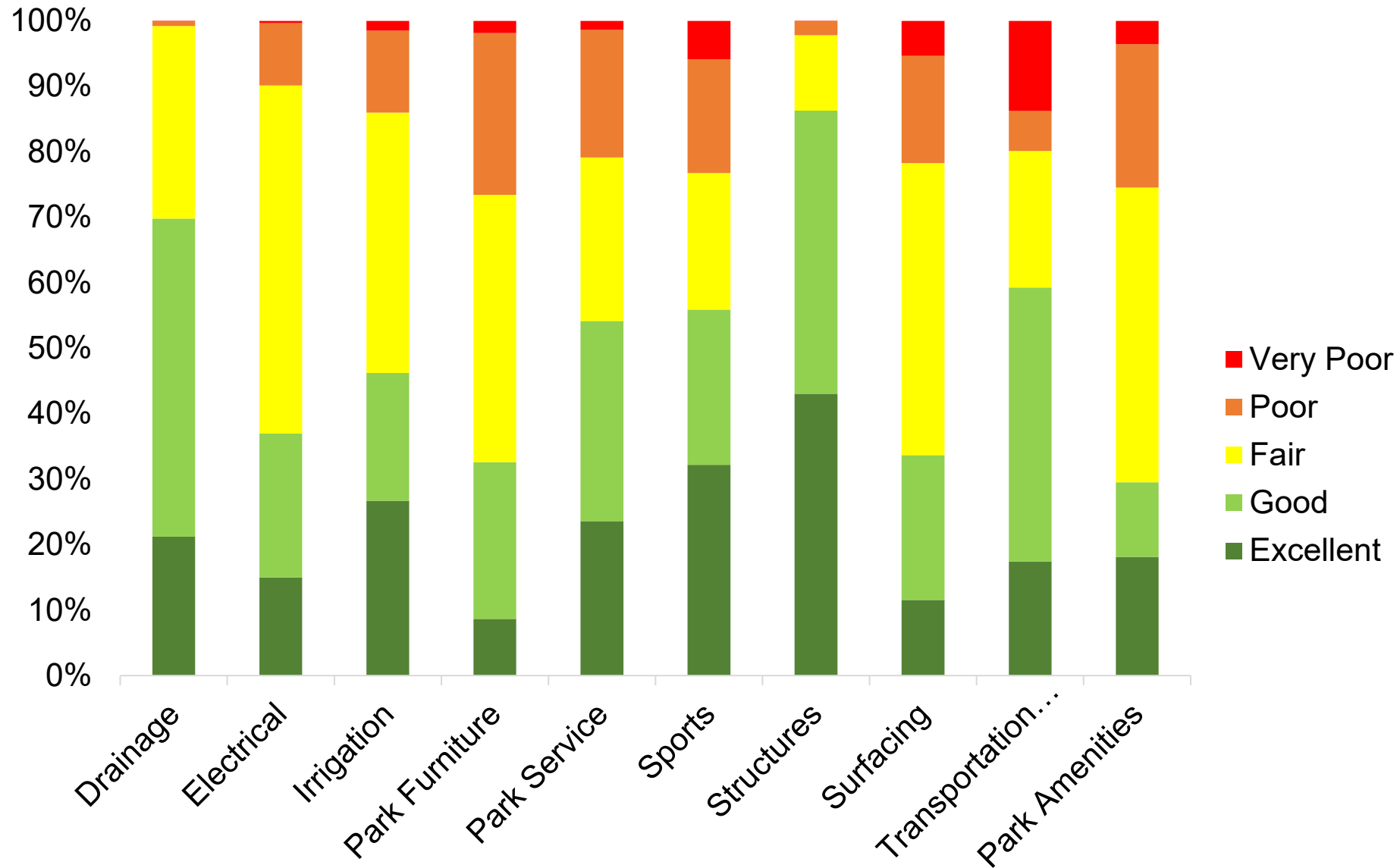
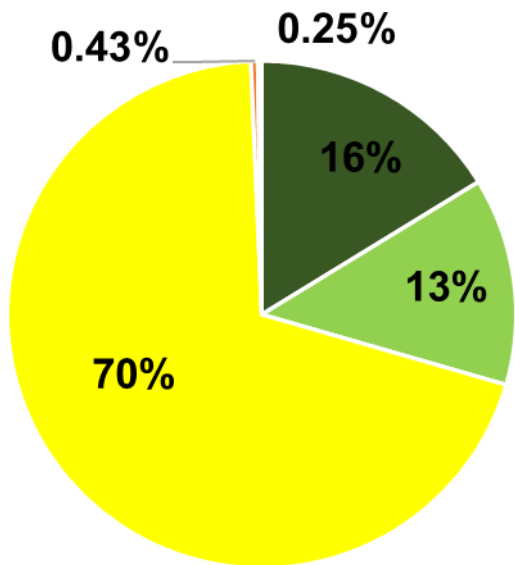
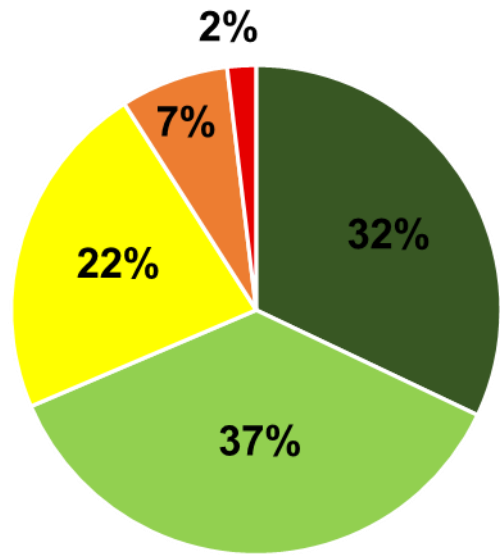
6 How can AM Planning be improved?

AM Plan: Data Integrity

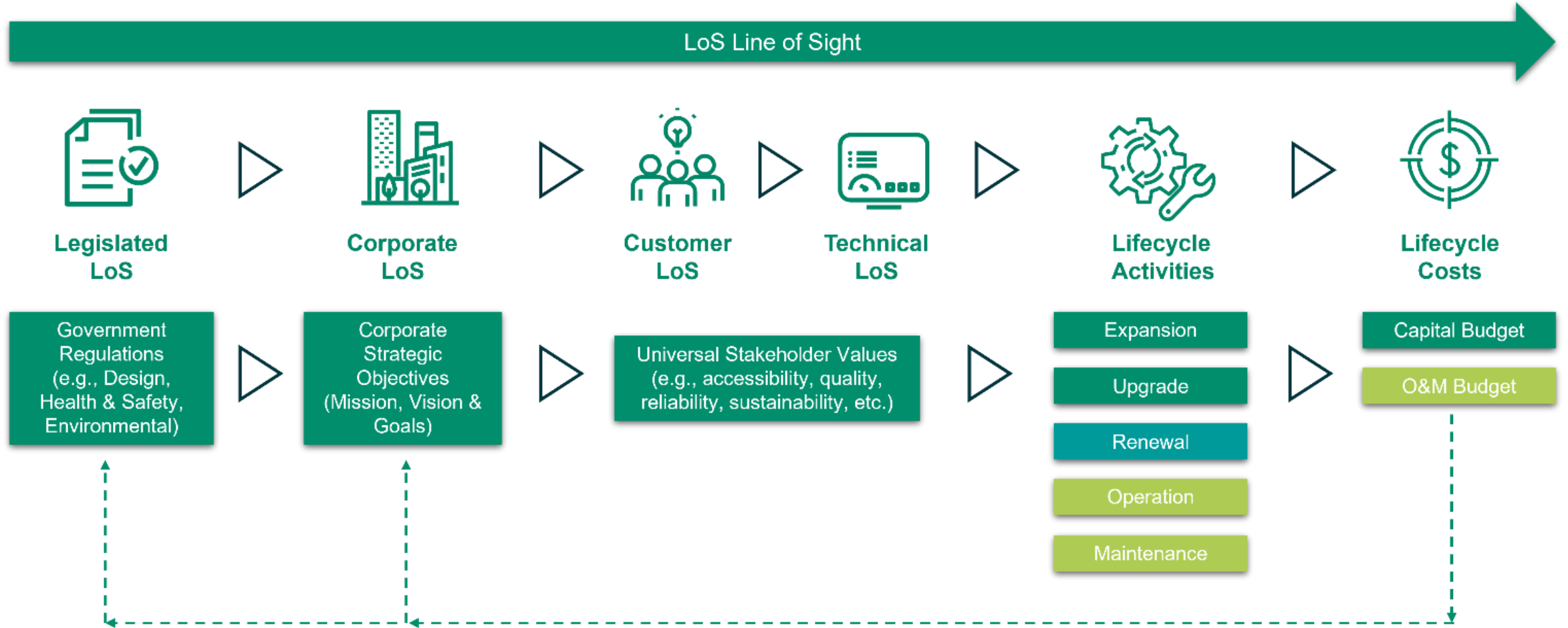
	Count of Records in Inventory	Park Name / Location	Install Date	Ownership	Condition	Expected Service Life (ESL)	Unit Cost
TOTAL	76,421	1%	1%	45%	32%	0%	0%



AM Plan: State of Infrastructure



AM Plan: Levels of Service



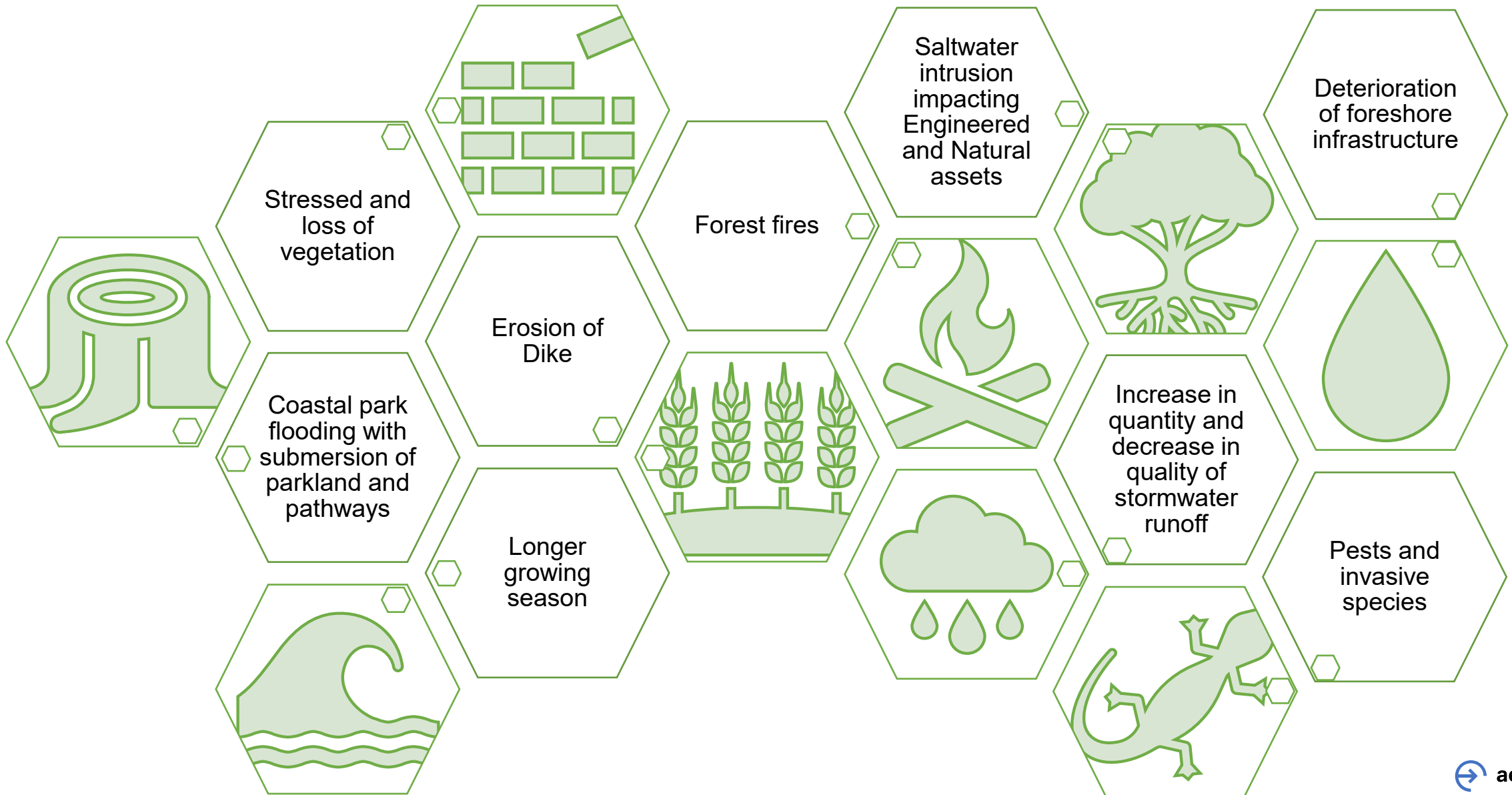
Customer LoS – Provision of Park Land (3)
Service Radius (5)

Technical LoS – Engineered (70)
Natural (39)

AM Plan: Risk Management

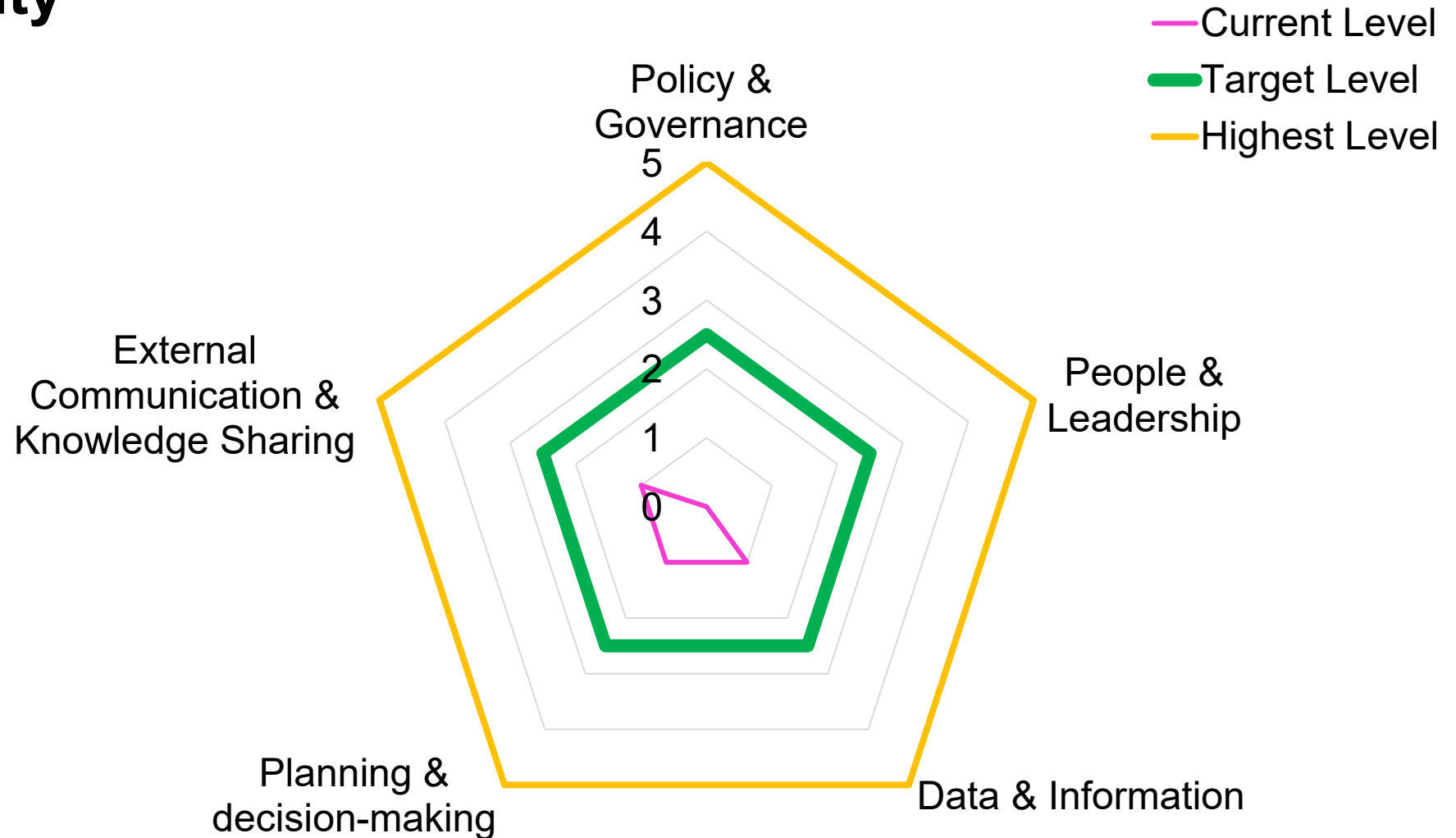
Type of Consequence	Financial	People	Operational (N = # of assets)	Regulatory	Reputational	Strategic
Weighting	25%	20%	10%	20%	15%	10%
1	< \$100 k	Assets located in Area 1	408 < N < 2164			
2	\$100 k <CRV< \$250 k	Assets located in Area 6, and 8.	232 < N < 408	Trees and Naturally Managed Areas		
3	\$250 k <CRV< \$1 M	Assets located in Area 4. Unknown location in GIS	139 < N < 232 Or Unknown	Surfacing, Park Amenities, Park Service, Park Furniture, and irrigation...	Neighborhood Parks and Unknown locations in GIS	Areas 1, 2, and 3
4	\$1 M <CRV< \$10 M	Assets located in Area 2, 3 and 7.	62 < N < 139	Structure, Transportation Infrastructure...	Community Parks	Area 4 and Unknown location in GIS
5	\$10 M <CRV< \$50 M	Assets located in the Area 5.	62 > N	Drainage, Structure and Electrical assets	City and Signature Parks	Area 5, 6, 7, and 8

AM Plan: Climate Change & The Circular Economy



AM Plan: AM Maturity

- FCM Framework
- Pre-workshop questionnaire
- Discussion and analysis
- Road mapping of activities



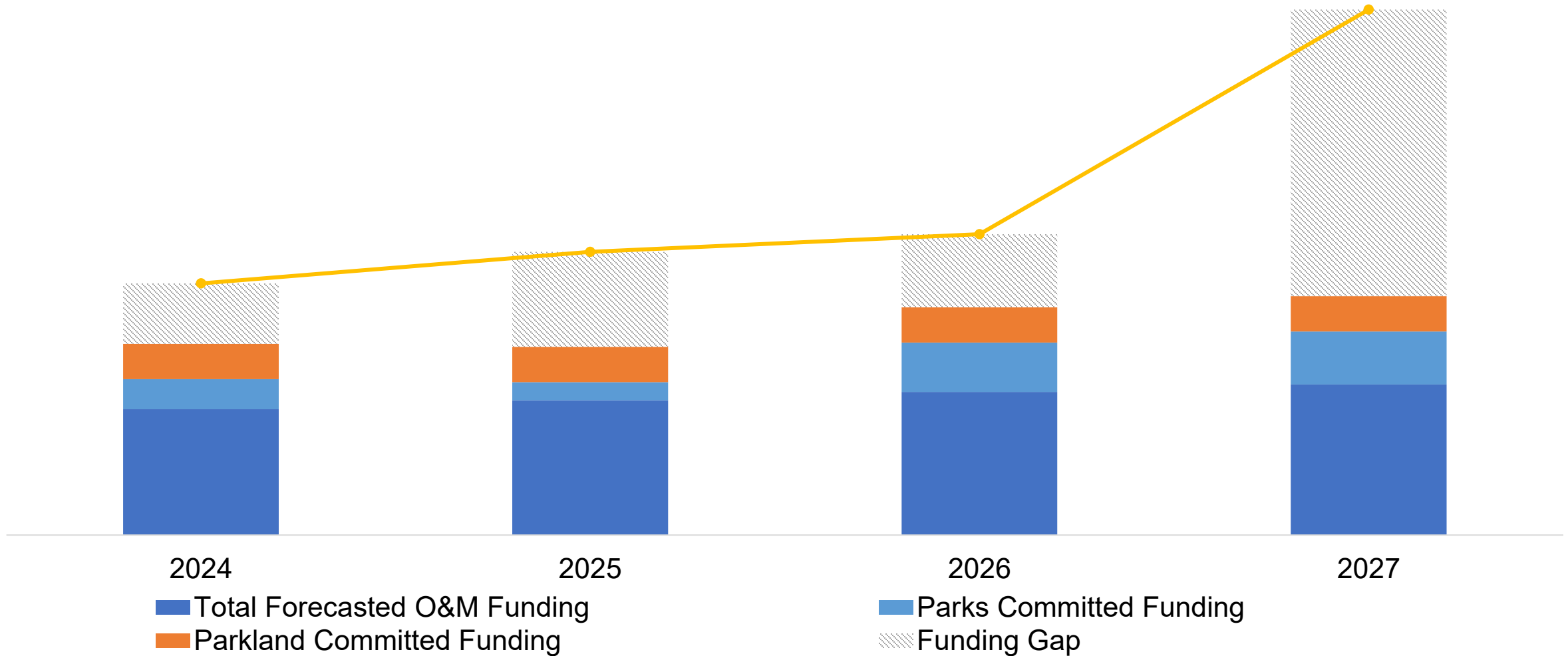
AM Plan: AM Maturity

Recommended AM Initiatives	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Formalize AM Governance	█	█	█	█								
Build a fit for purpose AM Team	█	█	█	█	█	█						
Formalization of data standards											█	█
Further enhancement of the asset inventory				█	█	█	█	█	█			
Define a LoS Framework	█	█	█									
Enhance the basis for financial information					█	█	█	█	█	█		
Create AMPs across each service area									█	█	█	█
Enhance the CMMS for the City's parks	█	█	█	█	█	█	█	█	█	█	█	█
Enhance AM knowledge and competency					█	█	█	█				
Develop AM communication							█	█			█	█
Total External Consulting Fees by Year	\$XXX,000				\$XXX,000				\$XXX,000			
Total Internal FTEs by Year	1.75 FTE				3 FTE				1.75 FTE			

A nighttime photograph of a waterfront development. In the foreground, a stone walkway leads towards a modern, illuminated building with a curved facade. The building is reflected in the water. In the background, city lights and mountains are visible under a dark sky. A large green arc is overlaid on the image, framing the central text.

Outcome & Results

AM Plan: Financial Strategy – The Gap



AM Plan: Final Report

Parks AMP

Executive Summary

State Of Infrastructure

Levels of Service

Demand Management

Risk Management

Climate Change & The Circular Economy

Financial Analysis

AM Roadmap



AM Plan: Key Findings & Recommendations

**Funding
Strategies**

**Continuous
Improvement**

**Tactical
Actions**

**Strategic
Actions**



Thank you



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