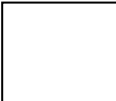


AGENDA INFORMATION	
☐ Council Workshop	Date: _____
☒ Finance & Audit	Date: July 28, 2026
☐ Advisory Oversight	Date: _____
☐ Other:	Date: _____

 _____ Dept. Manager	 _____ GM/ Director	 _____ CAO
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The District of North Vancouver

REPORT TO COMMITTEE

July 22, 2026

File:

AUTHORS: Vivian Trang, Project Manager, Engineering, Planning and Design
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SUBJECT: State of Assets Report (SOAR)

RECOMMENDATION:

THAT the Finance and Audit Standing Committee recommend to Council:

THAT the July 28, 2026 report entitled “State of Assets Report (SOAR)” is received for information.

REASON FOR REPORT:

Stewardship of public assets is one of Council's core responsibilities under Section 7 of the Community Charter. This report presents the 2026 State of Assets Report, the District's annual update on the condition of its infrastructure. The report provides Council, staff, and the community with a common understanding of the assets that support local services, their condition, and the funding required to sustain them, informing renewal funding and service-level decisions through the Financial Plan and the 10-Year Rolling Financial Plan.

SUMMARY:

The District owns and maintains \$4.65 billion in assets that supports services across daily community life, from water, roads, and drainage to recreation centres, parks, the fleet, and wharves. The 2026 State of Assets Report (Attachment 1) describes what the District owns, the services these assets support, their condition, the renewal demand ahead, and the funding position that sustains service over the long term.

District assets are in fair condition overall, with 45% of useful life consumed and an average of 29 years remaining. Renewal pressure is concentrated in buildings, which carry the largest share of poor-condition value and the shortest remaining useful life, and in wharves.

Renewal demand rises through the mid-2030s, led by buildings. A second, larger period of renewal begins around the 2060s as the water, sanitary, and drainage mains installed during the post-war period reach the end of their useful lives.

Tax-supported renewal funding currently meets approximately half of the sustainable funding target and is projected to reach 84% by 2035 under the dedicated infrastructure levy. Utility contributions meet about 77% of their target. Strategies are underway to reduce renewal pressures, address future funding needs, and support long-term service sustainability.

BACKGROUND:

The District began setting aside dedicated funding for infrastructure renewal in 2004, an early commitment among BC municipalities. Since then, the District's asset management practice has matured through the Council-approved Asset Management Policy (2014), asset management plans for each asset group, and long-term financial planning through the 10-Year Rolling Financial Plan.

Asset reporting to the Finance and Audit Committee has developed over the past two years:

- [25-04-24 F&A Closed Agenda Package.pdf](#) (page 193) 2025 State of Assets Reporting (SOAR)
- [25-07-23 FA Closed Agenda Package - 2.pdf](#) (page 9) Sustainable Infrastructure Funding (Part 2 of SOAR)

The 2026 report consolidates state of assets reporting into a single annual document, incorporates sustainable infrastructure funding, and introduces report cards for each of the eight major asset groups.

EXISTING POLICY:

Council has delegated the review and approval of Corporate Financial Policies, including the Asset Management Policy, to the Finance and Audit Standing Committee. The Asset Management Policy supports sustainable service delivery, ensuring services and infrastructure are provided sustainably at appropriate service levels, that assets are safeguarded through sound asset management strategies and financial resources, and that legislative requirements are met. Asset management principles are also embedded in the Infrastructure Planning section of the Official Community Plan.

ANALYSIS:

The State of Assets Report is based on the District's asset register and asset management plans, supported by inspection, engineering, and financial records. Condition assessments, useful life assumptions, and renewal forecasts reflect the best available asset information at the time of reporting. Useful life assumptions are used to estimate renewal demand and set the sustainable funding target. Individual renewal projects remain subject to further assessment and Council approval through capital planning.

District assets exist to support service delivery. The report maps the full \$4.65 billion replacement value to the seven service areas the District provides. Utilities account for approximately \$2.0 billion (43%), transportation \$1.2 billion (26%), and parks, recreation, and culture \$0.9 billion (20%), together representing about 89% of the asset base. The remaining assets support protective, planning, governance, and social services. This initial service-based view will be refined as service planning develops and provides the asset baseline for

the District's 2027 Service and Budget Review, which will assess services, service levels, and costs.

Eight major asset groups are reported in detail. Technology, Library, and Golf assets are included in the total replacement value but are not reported at the same level of detail and are not included in the reported state of assets results. Assessed assets are in fair condition overall, with a weighted-average condition of C. Condition and renewal pressure vary across asset groups:

Table 1: Condition and Renewal Pressure by Asset Group

Asset Group	CRV (\$M)	Physical Condition	Useful Life Consumed	Renewal Pressure
Buildings	1,096.0	D	63%	High
Wharves	21.5	D	68%	High
Drainage	870.1	C	62%	Moderate
Water	671.6	B	46%	Moderate
Transportation	1,165.3	B	43%	Low
Sanitary	462.8	B	56%	Low
Parks	261.2	B	60%	Low
Vehicles and Equipment	55.2	B	63%	Low

Two asset groups are rated High for renewal pressure. Buildings carry the largest concentration of renewal need, with approximately 60% of the group's \$1.1 billion replacement value in poor or very poor condition. This need is concentrated in a small number of major community facilities representing approximately \$455 million, more than half of it in facilities operated by the North Vancouver Recreation and Culture Commission (NVRC). The Strategic Facilities Plan is developing renewal and replacement options for these facilities, supported by interim renewal work that maintains service delivery.

The District's buildings are also aging. The median building age is approximately 41 years, at the limit of the current 40-year useful life assumption. Many facilities older than this continue to provide reliable service through component renewal. The useful life assumption is under review, and any changes will be reflected in future renewal forecasts and sustainable funding targets.

Wharves are a small share of total asset value but carry high renewal pressure, with most of their value in poor condition. The District is reviewing each wharf to understand its role in the community, the benefits it provides, and the cost to sustain it over its life. This work will inform future service and renewal planning.

Within the drainage network, culverts are the highest renewal priority, with inspection programs and long-term capital funding in place to support rehabilitation and replacement. A small number of asset classes within otherwise lower-pressure groups also rate High for renewal pressure. These assets are managed through asset management plans and planned renewal programs and, in some cases, at deliberately lower target conditions appropriate to the service they provide.

The renewal forecast shows tax-supported demand increasing through the mid-2030s as buildings reach the end of their assumed useful lives, with utility demand concentrated from mid-century onward, when peak renewal requirements are forecast at several times current contribution levels.

The report also identifies the improvements planned over the next two to three years, including better condition information for buried assets, capturing asset classes not yet in the register such as underground utilities within parks and building sites, incorporating functionality and capacity into assessments, refining service level, useful life, and cost assumptions, and continuing to develop the service view of assets.

Timing/Approval Process:

The report is presented to the Committee on July 28, 2026. Annual State of the Assets reporting will continue to monitor asset condition, renewal demand, funding sufficiency, and improvements to asset information and planning assumptions. The findings will inform future capital planning, the 10-Year Rolling Financial Plan, and discussions with the new Council regarding infrastructure sustainability and renewal funding priorities.

Concurrence:

The report was developed collaboratively by the Engineering Infrastructure Services, Engineering Public Works, Climate Action and Parks, and Finance divisions, and has been reviewed by the Asset Management Steering Committee.

Financial Impacts:

There are no direct financial implications arising from receipt of this report. The findings inform renewal funding priorities through the Capital Plan and the District's 10-Year Rolling Financial Plan.

The 2026 sustainable funding target for tax-supported assets is \$47.8 million annually. Current funding of \$24.0 million meets approximately 51% of this target and is projected to increase to approximately 84% by 2035 through the dedicated annual infrastructure levy of 1.5%. Despite this progress, a residual funding gap of approximately \$10 million annually is projected to remain.

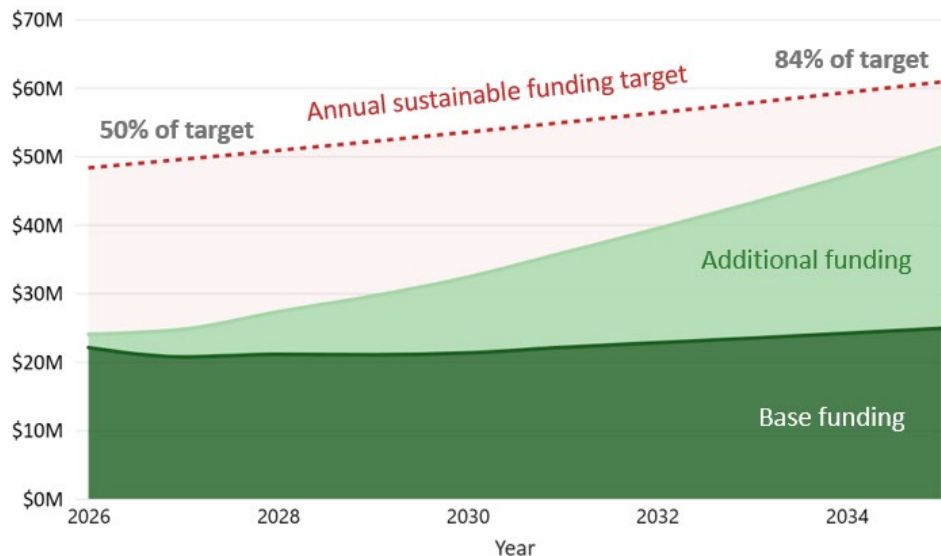
For utility assets, the sustainable funding target is \$25.0 million annually, with current funding of \$19.4 million meeting approximately 77% of the target. These contributions are funded through water, sanitary, and drainage user rates. As regional water and wastewater charges continue to increase and represent a growing share of utility rates, the District's ability to increase renewal funding while maintaining affordability becomes more constrained.

Table 2: 2026 Sustainable Renewal Funding Position

Asset Group	Sustainable Funding Target (\$M)	Current Funding (\$M)	Funded %
Buildings	27.4		
Parks	7.3		
Transportation	5.3		
Vehicles and Equipment	4.9		
Wharves, Library and Technology	2.9		
Tax-Supported	47.8	24.0	51%
Drainage	10.9		
Water	8.8		
Sanitary	5.3		
Utility	25.0	19.4	77%

Sustainable funding targets represent the average annual funding required to meet long-term asset renewal needs. Current funding reflects the 2026 Financial Plan.

Figure 1: Tax-Supported Funding Trajectory Against the Sustainable Funding Target



Base funding is the current annual funding available for tax-supported asset renewal, assuming no dedicated infrastructure levy for the future years. Additional funding is the cumulative contribution from the annual 1.5% property tax increase for infrastructure renewal through 2035.

These figures address renewal of existing assets only. The asset baseline also supports the District's broader financial planning, informing the 10-Year Rolling Financial Plan, the 2027 Service and Budget Review, and the strategies being developed to address the District's fiscal position over the next ten years.

To reduce renewal funding gaps and improve long-term infrastructure sustainability, the District is pursuing a range of demand-management, funding, and financing strategies, including:

- Prioritizing facility renewals through the Strategic Facilities Plan and rationalizing or divesting assets where appropriate;
- Extending asset life through improved condition information, lifecycle planning, and coordinated delivery;
- Building utility renewal reserves in advance of future infrastructure demands;
- Using debt strategically to fund long-lived infrastructure assets, including bringing forward a Debt Management Policy that would establish a debt-servicing limit of up to 10% of annual ongoing revenue, while maintaining prudent debt affordability measures and monitoring debt capacity;
- Improving funding capacity and transparency by realizing market value from District assets, including through market-based leasing, keeping pace with development cost charges and pursuing additional non-tax revenue opportunities.

Liability/Risk:

The District's asset management plans incorporate risk assessment when identifying renewal priorities and recommending capital investments. Deferring renewal does not eliminate costs; it typically increases future expenditure requirements and the likelihood of service disruptions, emergency repairs, and asset failure.

Buildings face increasing risks of service interruptions, emergency repairs, and potential facility closures as assets age. Deteriorated wharves can affect public safety and waterfront access, while aging culverts and drainage infrastructure increase the risk of flooding and erosion, particularly as storm events become more frequent and intense and may exceed system capacity. Where renewal cannot be fully funded, Council may be required to consider trade-offs between asset condition, service levels, and affordability. Such decisions, including potential service reductions, asset rationalization, or asset retirement, will be brought forward for Council consideration and direction.

Social Policy Implications:

Many of the assets with the greatest renewal needs are community facilities, including recreation centres, libraries, childcare facilities, and spaces that support community and social services. Timely renewal and reinvestment help maintain safe, accessible, and reliable service delivery while preserving community access to programs, services, and public spaces.

Climate and Environment Implications:

Climate change is increasing demands on drainage, flood protection, and creek-crossing infrastructure through more frequent and intense storms, while hotter summers increase

peak water demand and sea-level rise reduces drainage capacity at tidewater outfalls. Climate resilience is being incorporated into condition assessment and renewal planning, and future reports will expand coverage of natural assets and green infrastructure.

Public Input:

Public input was not sought in the preparation of this report. State of assets reporting supports transparency by providing Council and the community with information on the condition renewal needs, and long-term funding requirements of the District's infrastructure.

The findings will help inform public engagement and future discussions regarding service levels, infrastructure investment priorities, and funding options as part of the 2027 Service and Budget Review process.

Conclusion:

The District owns and maintains \$4.65 billion in infrastructure that supports essential community services and quality of life. The 2026 State of Assets Report confirms that District assets are generally in fair condition, identifies where renewal pressures are emerging, and quantifies the long-term funding required to sustain services and infrastructure over time.

Council's ongoing investment in infrastructure renewal, including the dedicated annual infrastructure levy, has significantly improved the District's funding position. However, renewal funding gaps remain and will require a combination of asset management, service planning, funding, and financing strategies to address over the long term. These include prioritizing facility renewal, optimizing the District's asset portfolio, improving revenue generation, building reserve capacity, and strategically using debt for long-lived infrastructure assets.

The report establishes an important asset baseline for the 2027 Service and Budget Review and provides a foundation for future discussions regarding service levels, infrastructure investment priorities, and long-term financial sustainability. Annual State of Assets reporting will continue to support transparent decision-making by tracking asset condition, renewal demand, funding sufficiency, and progress toward sustainable service delivery.

Options:

1. THAT the July 28, 2026 report entitled "State of Assets Report (SOAR)" is received for information. (Recommended)
2. THAT the report is received and staff are directed to undertake further analysis or reporting on specific services, asset groups or financial strategies.

Respectfully submitted,



Vivian Trang
Project Manager, Engineering, Planning & Design



Andrew Zhou
Section Manager Asset Management
& Capital Planning

Attachment 1: 2026 State of Assets Report

Attachment 2: Supporting Presentation

REVIEWED WITH:					
☐ Business and Economic	_____	☐ Finance	_____	External Agencies:	
☐ Bylaw Services	_____	☐ Fire Services	_____	☐ Library Board	_____
☐ Clerk's Office	_____	☐ GIS	_____	☐ Museum and Archives	_____
☐ Climate and Biodiversity	_____	☐ Human Resources	_____	☐ NSEM	_____
☐ Communications	_____	☐ Integrated Planning	_____	☐ NS Health	_____
☐ Community Planning	_____	☐ ITS	_____	☐ NVRC	_____
☐ Development Engineering	_____	☐ Parks	_____	☐ RCMP	_____
☐ Development Planning	_____	☐ Real Estate	_____	☐ Other:	_____
☒ EIS	<u>NC</u>	☐ Review and Compliance	_____		
☐ Environment	_____	☐ Solicitor	_____		
☐ Facilities	_____	☐ Utilities	_____		



DISTRICT OF NORTH VANCOUVER

STATE OF ASSETS REPORT 2026



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Executive Summary

\$4.65B

Current Replacement Value

C – Fair

Average Physical Condition

45%

Useful Life Consumed

2 of 8

Assessed Asset Groups at
High Renewal Pressure

The condition of our infrastructure influences both the reliability of the services we provide and the cost of sustaining them over time. This report describes what we own, the condition of our assets, the renewal demand ahead, and the funding required to support service over the long term.

We own and maintain \$4.65 billion of assets that support daily community life, including roads and bridges, recreation and operations buildings, water, sanitary and drainage networks, parks, the fleet, and wharves. Overall, our assets are in fair condition, with 45% of useful life consumed and an average of 29 years remaining.

These assets exist to support service delivery. Utility networks, transportation, and parks, recreation and culture facilities account for approximately 89% of total asset value, with the remainder supporting protective, planning, governance, and social services. This service view of assets helps connect infrastructure investment, service levels, and long-term financial sustainability.

Water, sanitary, and drainage networks remain in good to fair condition relative to their age, supported by ongoing rehabilitation. Roads, bridges, park assets, and the fleet are also in good condition. Buildings and wharves are the primary exceptions.

Buildings carry the greatest renewal need and the shortest remaining useful life of any major asset group. Approximately 60% of building value is in poor or very poor condition, with most of this need concentrated in a small number of major community facilities. Facility assessments also identify buildings that fall below target for functionality and capacity. The Strategic Facilities Plan is prioritizing investment and developing renewal and replacement options, while interim renewal work maintains service delivery. Wharves, small in value but high in renewal pressure, are being assessed to guide future service and potential cost-avoidance decisions. Culverts remain a key renewal priority within the drainage network, with inspection programs and long-term funding in place to support renewals.

Our renewal profile reflects how the District was built. Much of our infrastructure was delivered between the 1950s and 1970s, and a comparable share now reaches the end of its planned life over the same period. This concentrated renewal demand is a pattern shared across municipalities that experienced significant growth during the Post-War Boom era following World War II.

The renewal forecast shows this demand arriving in two waves. Tax-supported renewal demand increases through the mid-2030s,

driven primarily by buildings. Utility renewal demand remains relatively stable until around the 2060s, when water, sanitary, and drainage mains installed during earlier growth periods reach the end of their useful lives.

Renewal funding has increased steadily over time through contributions to reserves and ongoing investment in asset renewal. Council has supported this approach through a dedicated infrastructure levy since 2004, including annual 1.5% increases from 2026 through 2035. Tax-supported funding currently meets approximately half of the sustainable funding target and is projected to reach 84% by 2035. Utility renewal contributions meet approximately 77% of their sustainable funding target. Building utility funding capacity ahead of the demand forecast for the 2060s remains a key challenge, particularly as regional water and wastewater charges consume a growing share of utility rates.

Renewal funding gaps remain and will require a combination of asset management, service planning, funding, and financing strategies to address over the long term. Where funding does not yet meet sustainable levels, renewal priorities are managed through asset management plans based on condition, service impacts, and risk. To reduce renewal pressures and improve long-term infrastructure sustainability, we are pursuing the following strategies:

- Prioritizing facility renewals through the Strategic Facilities Plan and rationalizing or divesting assets where appropriate;
- Extending asset life through improved condition information, lifecycle planning, and coordinated delivery;
- Building utility renewal reserves in advance of future infrastructure demands;
- Using debt strategically to fund long-lived infrastructure assets, including bringing forward a Debt Management Policy that would establish a debt-servicing limit of up to 10% of annual

ongoing revenue, while maintaining prudent debt affordability measures and monitoring debt capacity.

- Improving funding capacity and transparency by realizing market value from District assets, including through market-based leasing, keeping pace with development cost charges and pursuing additional non-tax revenue opportunities.

Our asset management practice continues to mature as asset information improves and service planning develops. This report helps connect services, assets, and long-term financial planning to support sustainable decision-making.

Introduction

The District of North Vancouver is a vibrant community framed by our mountain backdrop, forests, streams, and shorelines. The infrastructure we own delivers the services residents, businesses, and visitors rely on every day, from safe drinking water and clean streets to recreation facilities, parks, and drainage. These assets support the environmental, social, and economic wellbeing of our community, and sustaining the services they deliver begins with understanding the condition they are in.

This State of Assets Report describes that condition. It is a snapshot of our infrastructure at a current replacement value of \$4.65 billion. It sets out what we own, what it would cost to replace, how much useful life remains, and where renewal is most pressing.

Purpose

Stewardship of public assets is a core responsibility of local government, set out in Section 7 of the Community Charter. This report supports that responsibility by giving Council, staff, and the community a common understanding of the infrastructure behind local services and funding required to renew it.

The report answers five key questions:

- What do we own?
- What would it cost to replace?
- How much useful life remains?
- What condition is it in?
- Where is renewal most needed?

This informs the renewal funding decisions made through the Financial Plan and supports the broader planning framework we use to deliver services.

Background

Much of our infrastructure was built between the 1950s and 1970s and has expanded as our community has grown. A consequence of that concentrated build-out is that a large share of these assets is now reaching the end of its useful life over a similar timeframe, a challenge shared by municipalities across Canada.

We began addressing this early. In 2004, Council dedicated 1% of the annual tax levy to infrastructure renewal. Our practice has matured through a Council-approved Asset Management Policy, supported by asset management plans, capital programs, and long-term financial planning aligned with our 10-Year Rolling Financial Plan.

As that early infrastructure ages, population growth, climate change, and rising construction costs are increasing both the demands placed on our assets and the cost of renewing them. Managing that combination, while sustaining services at a cost the community can afford, is the central task of asset management.

Scope and Methodology

This report covers the infrastructure we own, operate, and maintain across eight major asset groups: Transportation, Buildings, Water, Drainage, Sanitary, Parks, Vehicles and Equipment, and Wharves. The replacement value of Technology, Library, and Golf assets is

included in our total, but their inventory and condition are not yet reported in detail.

Figures come from our asset register, supported by mapping, engineering records, condition inspections, and capital and financial records. They are expressed in 2025 dollars, with limited exceptions for some asset classes. Group figures are weighted by replacement value and reported by both asset group and service area. Assets that support more than one service are allocated proportionally.

Excluded from the asset figures are land, partner-owned assets, affordable housing held through community leases, and natural assets and green infrastructure not yet valued. Replacement values are like-for-like to current standards and do not include betterment, climate-resilience upgrades, or growth-driven new infrastructure. The cost to deliver future demand or higher standards would be greater than the values reported here.

The renewal forecast assumes existing-asset renewal only. Data confidence and the key assumptions behind each figure are summarized in Appendix B. Each asset report card also states the confidence behind its figures, so readers can weigh each finding against the data supporting it.

Services and Assets

We deliver services through the infrastructure we own, operate, and maintain. Every service depends on the condition and performance of the assets behind it, from the building systems that keep a recreation centre operating to the network of pipes that delivers safe water to homes.

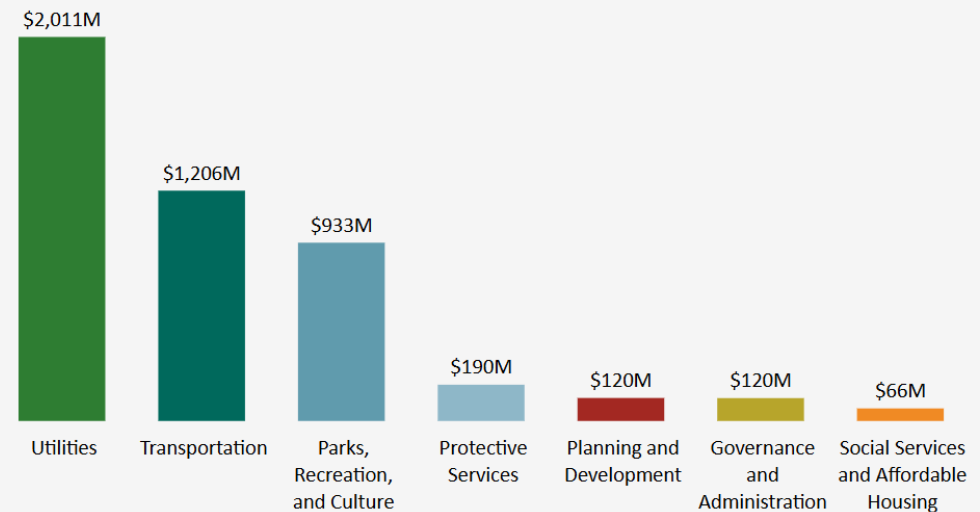
That infrastructure includes:

- 364 km of water mains, 12 reservoirs, and 7 pump stations
- 385 km of sewer mains and 33 lift stations
- 356 km of storm mains and 397 culverts
- 104 buildings, including recreation centres, fire halls, and operations facilities
- 17 vehicle bridges and 21 pedestrian street bridges
- 356 km of road network, 220 km of sidewalk, streetlights, and traffic signals
- Parks infrastructure including bridges, boardwalks, sports fields, playgrounds, sports courts, trails, and other park amenities
- 6 wharves

In total, these assets have a current replacement value of \$4.65 billion.

We plan, invest in, and report on this infrastructure through the services it supports. We group our work into seven service areas, each combining the activities and assets that deliver a defined service to the community. The following figure shows each area and the estimated current replacement value of its assets.

Current Replacement Value by Service Area



Three service areas account for 89% of total replacement value: Utilities, Transportation, and Parks, Recreation, and Culture. This reflects the scale of the networks and facilities needed to deliver these services. Buildings sit across nearly every service area. Thirty-seven of our 102 buildings serve more than one service, and buildings are our largest single asset class at \$1.1 billion.

Service areas are how we report our infrastructure to the community. Asset groups are how we plan and manage it. Each asset group is covered by an asset management plan and informs the analysis in this report. The asset report cards that follow summarize our inventory, asset condition across three dimensions, keys risks and future priorities.

Each service area is summarized in the table below, with its main assets and share of total replacement value.

Service area	What it provides	Main assets	CRV (\$M)	CRV %	ASF (\$M)	ASF %
Utilities	Drinking water, wastewater collection, stormwater drainage, and solid waste collection	Water, sewer, and storm mains; reservoirs; pump, lift, and PRV stations; culverts and flood-protection works	2,010.7	43%	25.1	35%
Transportation	Movement of people and goods by road, on foot, and by bicycle	Roads, vehicle and pedestrian bridges, retaining walls, streetlights, traffic signals, sidewalks, and wharves	1,205.9	26%	5.8	8%
Parks, Recreation, and Culture	Recreation and sport facilities, parks and open space, and library and cultural services	Recreation and cultural buildings; sports fields, courts, playgrounds, trails, and park structures; library collections	933.4	20%	25.0	34%
Protective Services	Emergency response and public safety	Fire halls; fire vehicles and equipment	189.8	4%	5.5	8%
Planning and Development	Community planning, development approvals, and land and property management	District-owned real estate and property; administrative buildings	120.4	3%	3.0	4%
Governance and Administration	Corporate and administrative functions that support the organization	Administrative and operations buildings; corporate fleet; information technology	119.7	3%	6.7	9%
Social Services and Affordable Housing	Housing, care, and community-based facilities	Community, childcare, and social-service facilities, including leased and partner-operated buildings	65.7*	1%	1.6	2%
Total			4,645.6	100%	72.8	100%

* Excludes 7248 affordable housing units secured through community leases with an estimated replacement cost in the order of \$206 million based on provincial construction cost estimates;

State of the District's Infrastructure

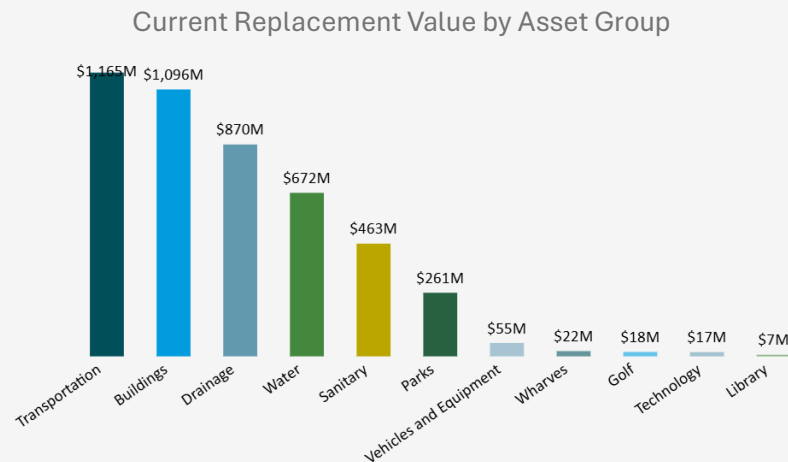
Understanding the condition and lifecycle position of our infrastructure is the basis for the planning and investment decisions that follow. This section describes the state of our assets through four indicators: replacement value, useful life, physical condition, and renewal pressure.

Current Replacement Value

Current replacement value (CRV) is the estimated cost to replace an asset today with a modern equivalent that provides the same service. It is the standard measure of the scale of our infrastructure.

Our inventory has a total replacement value of \$4.65 billion, up from approximately \$2.77 billion in 2022. The increase reflects rising construction costs, ongoing refinements to the asset register, and growth in the asset base itself.

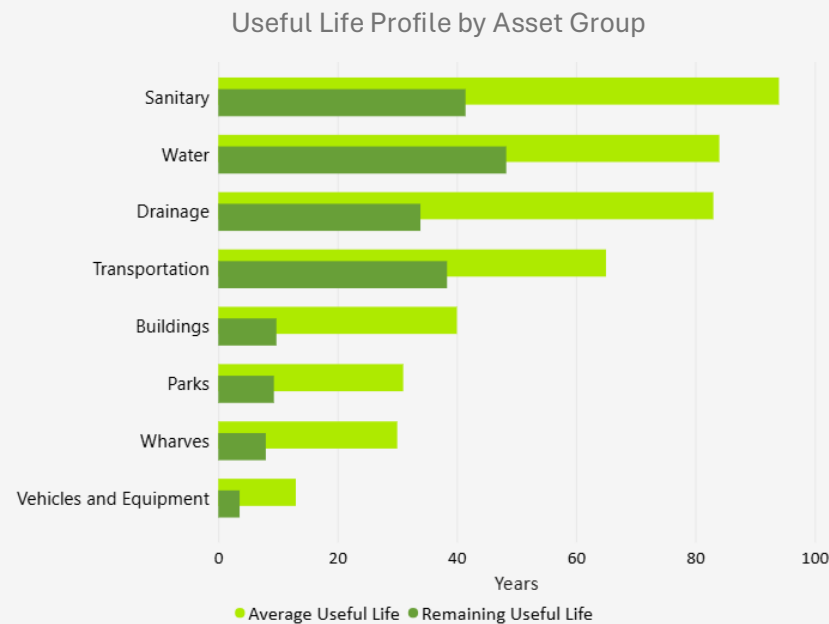
Transportation and Buildings together account for almost half of total replacement value, followed by Drainage, Water, and Sanitary. The remaining groups represent a smaller share.



Asset group	CRV (\$M)	% of total
Transportation	1,165.3	25%
Buildings	1,096.0	24%
Drainage	870.1	19%
Water	671.6	14%
Sanitary	462.8	10%
Parks	261.2	6%
Vehicles and Equipment	55.2	1%
Wharves	21.5	<1%
Golf	18.0	<1%
Technology	17.3	<1%
Library	6.6	<1%
Total	4,645.6	100%

Useful Life

Remaining useful life is an asset's expected useful life less its current age, based on the level of service planned for that asset class. Expected useful life reflects the condition at which assets are renewed and the rate at which they deteriorate. Useful life assumptions directly influence renewal demand and funding requirements by determining when assets are expected to be renewed. The useful life assumptions for each asset class are provided in Appendix C. Across our infrastructure, 45% of total useful life has been consumed, with 29 years remaining on average.



Buildings, our largest asset class, have 10 years remaining on average based on a 40-year useful life assumption. The median building age is approximately 41 years, at the limit of this assumption, meaning half the building inventory has reached or exceeded its assumed life. Many of these facilities continue to provide reliable service through component renewal, as building

structures typically outlast the roofs, mechanical systems, and other components within them. The 40-year useful life assumption is therefore under review, including how buildings are renewed over their lives and when replacement may be required.

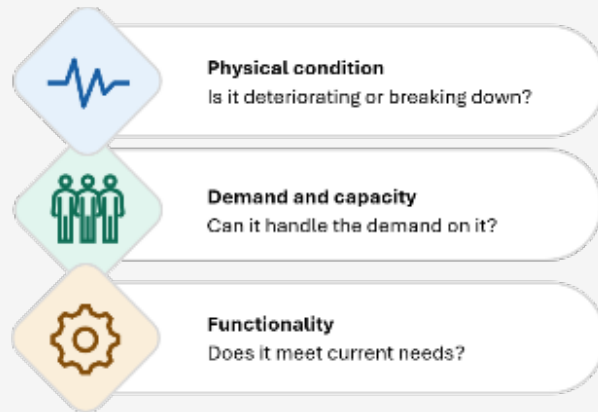
Wharves have eight years remaining on average, with ongoing repairs and maintenance extending service life. Culverts within the drainage network have nine years remaining on average and are a key renewal priority.

Our long-lived buried networks retain substantial remaining useful life. Water assets are 46% consumed and sanitary assets 56% consumed. These figures reflect useful life assumptions of 80 to 100 years for network mains, supported by ongoing rehabilitation that extends service life and defers replacement.

Useful life and condition describe different aspects of our infrastructure. Useful life indicates when renewal demand is expected to occur. Condition provides a snapshot of how assets are currently performing.

Asset Condition

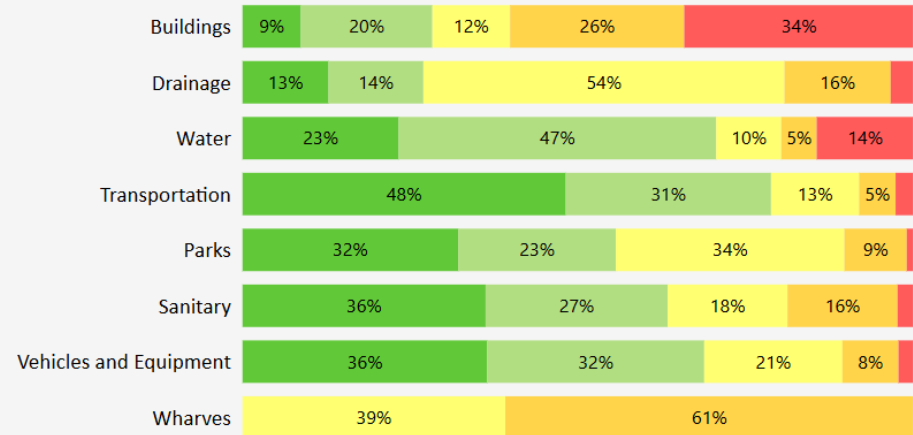
Asset condition includes physical condition, capacity, and functionality. Physical condition assesses an asset's state of repair, capacity assesses its ability to meet demand, and functionality assesses how well it supports the service it is intended to provide. A culvert may be structurally sound yet undersized for heavier storms. An older building may be in good physical condition but no longer provide the access or layout its current use requires.



Physical condition is the most consistently assessed dimension across our assets and forms the basis of the ratings in this report. Assets are graded on a five-point scale from A (Very Good) to F (Very Poor), weighted by replacement value so that higher-value assets carry greater weight in the overall grade. Capacity and functionality are less mature and are described in the Asset Report Cards for each asset group.

Grade	Rating	Meaning
A	Very Good	Fit for the future; minimal intervention needed
B	Good	Sound; routine maintenance only
C	Fair	Showing deterioration; monitoring and some renewal needed
D	Poor	Below standard; significant deterioration; approaching end of life
F	Very Poor	Unfit for sustained service; at or beyond end of life; action needed

Asset Condition by Asset Group



The weighted average physical condition of our assessed assets is C (Fair). Of total replacement value, 36% is in good or better condition (grades A and B), 20% is in fair condition (grade C), and 26% is in poor or very poor condition (grades D and F). The remaining 19% has no recorded condition grade.

Buildings are the largest contributor to poor condition across the District's infrastructure, with approximately 60% of the group's \$1.1 billion replacement value rated poor or very poor. This reflects major building components at or nearing the end of their useful lives. The poor-condition value is concentrated in a small number of major community facilities representing approximately \$455 million, more than half of it in facilities operated by the North Vancouver Recreation and Culture Commission (NVRC).

Excluding buildings, poor or very poor condition falls to 17% of assessed value. Building condition grades are based on facility condition assessments (FCIs) and are considered high confidence. These assessments indicate that many buildings fall below target for functionality and capacity, in addition to physical condition. Wharves are the only other asset group with a high concentration of poor-condition assets.

The condition of our long-lived networks remains good relative to their age. The water, sanitary, and drainage networks average between 36 and 52 years of age against useful lives of 80 years or more, leaving substantial life remaining. These long useful lives reflect ongoing rehabilitation and renewal.

Confidence in condition grades varies by asset group and assessment method. Buildings, bridges, pavement, utility point assets, and the vehicle fleet are assessed directly. The main information gap is within the sanitary and drainage networks, where condition grades are based on partial CCTV inspection coverage and remain indicative. Expanding inspection coverage across the buried networks is a current priority.

Renewal Pressure

Renewal pressure is our assessment of where renewal need is most immediate, combining the share of value in poor or worse condition and the proportion of useful life consumed. Appendix B describes the method and rating criteria. Buildings and wharves are the only asset groups rated High.

Buildings carry the largest concentration of poor-condition value and the shortest remaining useful life of any major asset group. They also represent approximately one-quarter of the asset base by value, making them our most significant source of renewal pressure.

Wharves are the smallest asset group rated High for renewal pressure. They have a relatively short useful life of approximately 30 years for the overall structure and have consumed 68% of that life, with ongoing component renewals extending service life. Current work is examining the role each wharf plays in the community, the benefits it provides, and its lifecycle cost.

Transportation, sanitary, parks, and fleet assets carry lower renewal pressure at the group level. Individual asset classes within these

groups can face higher renewal pressure, and the asset report cards present condition and consumed life at the asset class level.

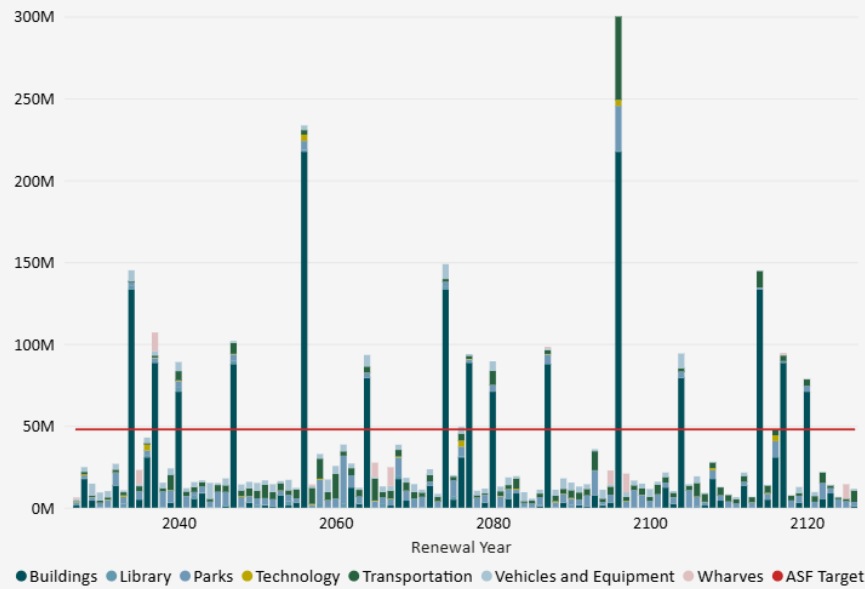
Asset group	CRV (\$M)	Useful life consumed	Condition	Renewal pressure
Buildings	1,096.0	63%	D	High
Wharves	21.5	68%	D	High
Drainage	870.1	62%	C	Moderate
Water	671.6	46%	B	Moderate
Transportation	1,165.3	43%	B	Low
Sanitary	462.8	56%	B	Low
Parks	261.2	60%	B	Low
Vehicles and Equipment	55.2	63%	B	Low

Renewal Outlook

The renewal forecast estimates future replacement demand based on each asset's age, useful life, and current replacement value. It provides a long-term view of when renewal is expected and the funding required to renew existing assets. The forecast models like-for-like renewal over each asset's full life cycle and does not account for growth, climate adaptation, service-level changes, or asset disposals. It is a planning tool to understand long-term renewal demand, not a spending plan.

Renewal is funded through two primary sources. Tax-supported assets are funded through the property tax levy, while utility assets are funded through utility rates. Renewal demand for each is compared against its annual sustainable funding target.

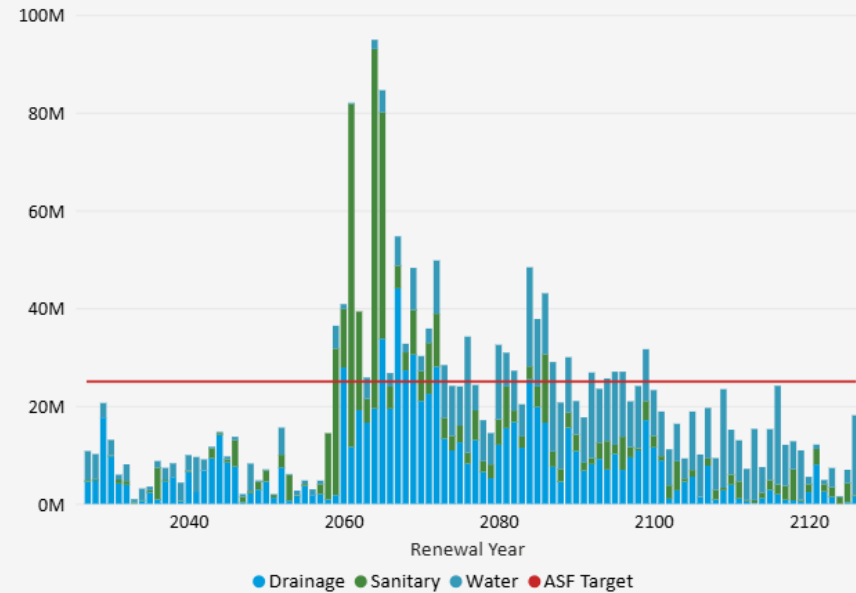
Tax-Supported Renewal Forecast



Tax-supported renewal demand remains low through the late 2020s and early 2030s as most infrastructure has not yet reached the end of its useful life. The first significant wave occurs in the mid-2030s, driven by a large number of buildings reaching the end of their expected useful lives within a relatively short period. Further building-driven demand follows throughout the forecast horizon.

The sharp annual peaks reflect modelling assumptions rather than expected annual spending. Actual renewals are planned and delivered over multiple years. The forecast highlights the need for sustained investment before this renewal wave arrives.

Utility Renewal Forecast



Utility renewal demand is lower in the near term. Beginning in the 2060s, demand increases significantly as buried water and sewer infrastructure installed during earlier decades of growth reaches the end of its useful life. Forecast peaks are approximately four times the current sustainable funding target, and renewal demand remains elevated through much of the second half of the century.

This pattern reflects both the long useful lives of buried infrastructure and the concentrated build-out that occurred during earlier growth periods. The forecast highlights the importance of steadily increasing renewal contributions over time, so funding capacity is in place before this renewal demand emerges.

Sustainable Infrastructure Funding

The renewal forecast identifies when assets are expected to require renewal. The demand is uneven from year to year, lower in some years and concentrated in others as generations of assets reach the end of their useful lives together. The sustainable funding target translates this uneven demand into a steady annual funding requirement. It represents the funding needed to renew assets at the rate they are consumed, spreading the cost of long-lived infrastructure across the generations that benefit from it.

Contributing at this steady rate and holding funds in renewal reserves until they are needed allows peaks in renewal demand to be met without sharp increases in taxes or rates. Funding renewal in this way also helps maintain service levels, avoids the higher costs associated with deferred renewal, and prevents a renewal backlog from accumulating.

Sustainable Funding Target and Current Funding (2026)

Asset group	Sustainable Funding Target (\$M)	Current Funding (\$M)	Funded %
Buildings	27.4		
Parks	7.3		
Transportation	5.3		
Vehicles and Equipment	4.9		
Wharves, Library and Technology	2.9		
Tax Supported	47.8	24.0	51%
Drainage	10.9		
Water	8.8		

Asset group	Sustainable Funding Target (\$M)	Current Funding (\$M)	Funded %
Sanitary	5.3		
Utility	25.0	19.4	77%

Sustainable funding targets convert long-term renewal demand into an equivalent annual funding requirement. Current funding reflects the 2026 Financial Plan.

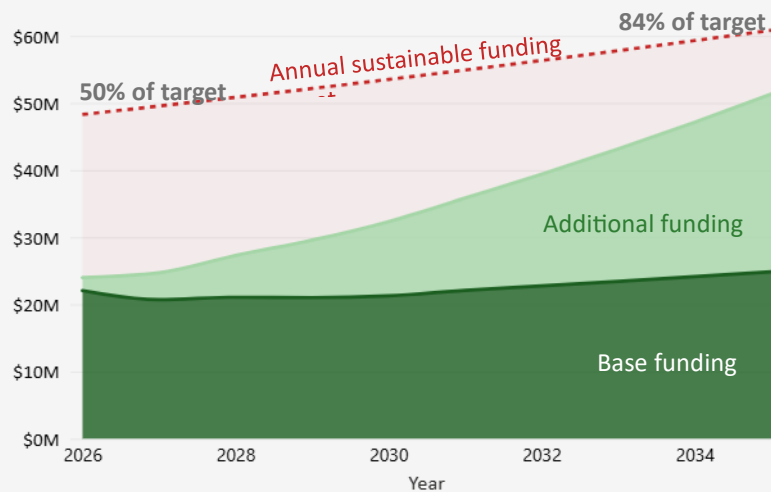
The table compares the sustainable funding target with current funding for tax-supported and utility assets. Renewal needs are identified in the asset management plans and prioritized for available funding, informed by condition, service impacts, and risk.

Tax-Supported Assets

Buildings account for \$27 million of the \$47 million annual sustainable funding target, exceeding the combined requirement of all other tax-supported asset groups. This concentration reflects the condition and renewal pressure identified earlier in this report and makes buildings the primary driver of the tax-supported funding challenge.

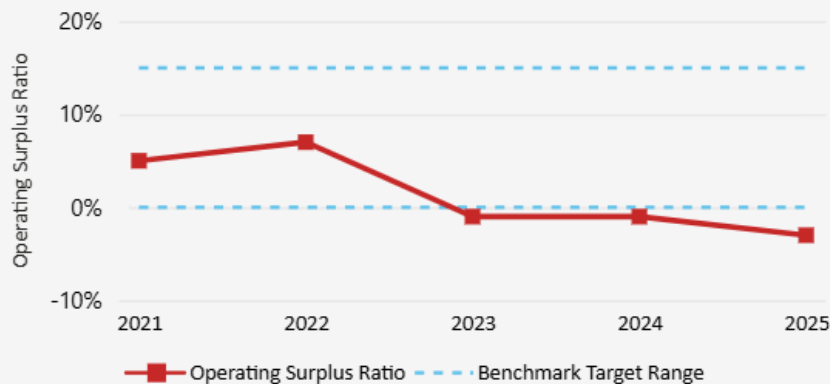
Renewal funding grows under the dedicated infrastructure levy, which adds 1.5% of the prior year's tax levy annually through 2035, at a cost of approximately \$44 per year for the average residential property in 2026. By 2035, annual renewal funding is projected to reach \$51 million. Construction inflation is expected to increase the sustainable funding target to approximately \$61 million, leaving a remaining gap of about \$10 million per year.

Tax-Supported Funding Trajectory Against Sustainable Target



Closing the remaining gap would require greater contributions from operating revenues. The operating surplus ratio measures the funds available for reserve contributions after operating costs have been funded. The target range is 0% to 15%; however, the ratio has remained below target since 2023 due to rising construction costs and restrained revenue growth. As a result, growth in renewal funding continues to rely primarily on the dedicated renewal levy.

Operating Surplus Ratio



Utility Assets

Current renewal contributions of approximately \$19.4 million meet about 77% of the sustainable funding target, leaving a current funding gap of approximately \$6 million per year. This funding position reflects the current condition of the networks and the relatively low level of near-term renewal demand. Water, sanitary, and drainage assets remain in generally good condition.

The primary utility funding challenge is preparing for future renewal demand. The Renewal Outlook shows a concentrated period of buried-network renewal beginning around the 2060s, when annual renewal requirements are expected to be several times higher than current contribution levels. Building renewal reserves gradually in advance of this demand helps spread costs across the generations of ratepayers who benefit from these assets and reduces the likelihood of significant rate increases when renewal needs peak.

Utility rates must also fund regional water supply and wastewater treatment costs, which represent a significant and growing share of total utility expenditures. As these charges increase, the District's ability to increase renewal contributions while maintaining affordable rates becomes more constrained. Future rate decisions will therefore need to balance renewal investment, regional costs, and affordability.

Address Renewal Pressures and Funding Gaps

To address renewal pressures, reduce funding gaps, and support long-term service sustainability, the District is pursuing the following strategies:

- Prioritization of building renewals through the Strategic Facilities Plan, including replacement, repurposing, consolidation, and disposal decisions.
- Staged project approvals that fund planning and options first, committing delivery once scope and costs are confirmed.
- Building utility renewal reserves in advance of future infrastructure renewal demands.

- Coordinating renewal delivery across networks and road works to reduce construction and restoration costs.
- Strategic use of debt to align repayment with the residents who benefit from long-lived assets.
- Extending asset life through stronger condition data, lifecycle planning, and timely interventions.
- Asset rationalization where appropriate, including consolidation, divestment, or service-level adjustments to focus resources on assets with the highest public benefit.
- Realizing the revenue potential of District assets through new user fee and lease policies.
- Ensuring development charges reflect planned growth and keep pace with rising construction costs.
- Alternative revenue sources including sponsorships, partnerships, and service agreements with regional and senior government partners.

Even with these strategies in place, not every renewal need can be funded as it arises. Deferred needs remain in the asset management plans, their condition is monitored, and they are brought forward again as funding and priorities allow.

Risks to Service Delivery

The condition and renewal pressure findings in this report translate into specific risks for services our assets support. Several factors increase those risks and the funding to manage them over time.

Ageing infrastructure: The concentrated post-war build-out means many assets are reaching the end of their useful lives within a similar period, most visibly in our buildings. When renewal is deferred, assets deteriorate further and costs increase. Renewal needs are typically known 5 to 10 years in advance, and planning over that timeframe allows maintenance and renewal work to be scheduled proactively. Making renewal decisions year to year can lead to reactive repairs, which cost more and can interrupt services without warning.

Climate change: More frequent and intense storms, heavier rainfall, longer dry periods, and rising sea levels are increasing risks to the services our infrastructure provides. Drainage systems face greater flood and capacity pressures, marine infrastructure is exposed to sea level rise and harsher conditions, and hotter, drier summers increase peak water demand. The District's terrain adds erosion and debris risks to culverts, roads, and slope-protection structures. These pressures can shorten asset life and increase the cost of maintaining service.

Growth: New and contributed assets expand the services we deliver. Their renewal costs are not part of today's forecast and will add to renewal demand as they age. New assets also carry ongoing operating and maintenance costs. Where these costs are not matched by additional operating funding, fewer resources remain available to maintain existing assets.

Regulatory uncertainty: Provincial housing legislation has changed expectations for land use and development density. This creates uncertainty around the demand our water, drainage, and sanitary networks must serve, reducing confidence in long-term

network modelling, infrastructure sizing, renewal planning, and the growth assumptions used for development charges.

Cost: Construction inflation increases both replacement values and the cost of renewal. Deferred work is not avoided; it is completed later at a higher cost, and recent escalation has outpaced general inflation.

These pressures compete for limited renewal funding and require ongoing prioritization. Not every asset can be renewed within available funding. Where renewal is not funded, the options may be to accept declining condition, reduce service levels, or remove the asset from service. Where such decisions arise, they will be brought forward for Council direction.

The following table summarizes the most significant service delivery risks identified through this assessment and the measures in place to manage them.

Service at risk	Asset group	Consequence if deferred	What we are doing
Recreation, fire and emergency response, libraries, and operations	Buildings	Facilities fall below the standard required to support service delivery, increasing the risk of unplanned closures and emergency repairs over the coming decade.	Strategic Facilities Plan is helping to prioritize investments in facilities and develop renewal and replacement options for Council decision. Interim renewal works extend working life and maintains service delivery.
Marine access and public safety	Wharves	Loss of public marine access, reduced emergency resilience if a structure fails, and risk to public safety where deteriorated structures remain in use.	Ongoing inspection, condition monitoring, and component repairs. Wharf-by-wharf renewal decisions assessing service value, lifecycle cost, and risk.
Flood protection	Drainage (especially culverts)	More frequent localized flooding, erosion, and disruption to roads and property as storm events exceed system capacity.	Long-term capital funding for culvert rehabilitation, replacement, and risk reduction. Ongoing condition inspection programme informing renewal planning.
Wastewater collection	Sanitary	Rain and groundwater entering the network consume capacity, and during intense rainfall this can cause overflows to the environment and sewer backups affecting private property.	Expanding CCTV condition inspection, steady sewer main renewal, and targeted inflow and infiltration reduction.

Continuous Improvement

Asset management practice continues to improve as data quality, condition information, and assessment methods develop. The work below is underway or planned.

- Bringing Technology, Library, and Golf assets into condition and renewal reporting, and extending coverage to land holdings, natural assets, green infrastructure, and partner-owned assets on which our services depend.
- Expanding inspection-based condition assessment across the buried networks, with sanitary mains and stormwater assets as the priorities.
- Developing functionality and capacity assessments alongside physical condition to provide a more complete picture of asset performance.
- Refining useful life and cost assumptions across all asset groups, including utility mains, buildings, and assets where cost bases lag current construction costs, particularly streetlights and traffic signals. Opportunities to extend useful life through revised target conditions or renewal approaches are documented by asset class in Appendix C.
- Incorporating climate resilience into condition and renewal assessment and continuing to reduce the emissions of our own assets.
- Reviewing lease and operating arrangements across District facilities, including community-lease affordable housing, to improve understanding of long-term maintenance, renewal, and funding obligations.
- Defining service levels for each service area to guide renewal decisions and the long-term funding strategy required to sustain infrastructure renewal through the 10-Year Rolling Financial Plan.

This report will be updated on a regular cycle so Council and the community can track how asset condition and funding sufficiency change over time.

Asset Report Cards

The following report cards summarize what we own, the condition of our assets, the key risks to service delivery, and the actions planned or required over the coming years.

Report cards are included for our eight major asset groups: Transportation, Buildings, Water, Drainage, Sanitary, Parks, Vehicles and Equipment, and Wharves.

Technology, Library, and Golf assets are not yet reported in detail.

\$1,165M

Current Replacement Value

B – Good

Physical Condition

LOW

Renewal Pressure

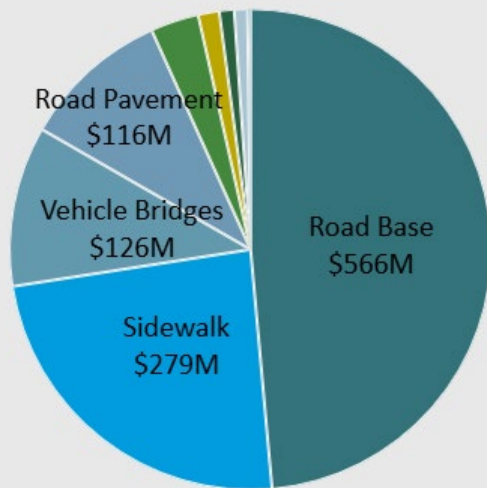
31

Average Age (yr)

15-80

Useful Life Range (yr)

WHAT WE OWN



- 356 km Road Base, **\$556M**
- 220 km Sidewalks, **\$279M**
- 17 Vehicle Bridges, **\$126M**
- 3.4M m² Road Pavement, **\$116M**
- 3,446 Street Light Networks, **\$38M**
- Traffic Signal Network, **\$17M**
- 21 Pedestrian Bridges, **\$12M**
- 363 Retaining Wall, **\$10M**
- 59 Traffic Controllers, **\$2M**

WHAT THESE ASSETS DO

Transportation assets move people and goods safely and efficiently across the District. Roads, bridges, sidewalks, cycling infrastructure, traffic signals and street lighting connect neighbourhoods, support emergency response and enable daily travel by all modes. These assets keep the community moving and are central to public safety, accessibility and economic activity.

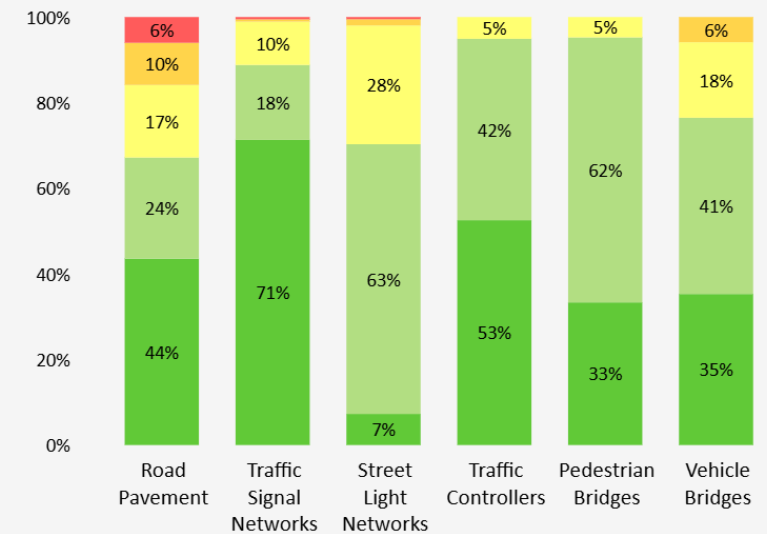
PHYSICAL CONDITION · DEMAND AND CAPACITY · FUNCTIONALITY

Physical condition: Most transportation assets are in good or very good condition. Approximately 68% of road pavement is in good or very good condition, and repaving is guided by a steady-state target of 100,000 to 110,000 m² per year to maintain service levels. Some roads in poor condition are expected, as repaving is managed to optimize value from each road segment over its life cycle. Approximately 94% of bridges are in fair condition or better. The two bridges below the target condition threshold, the Edgemont Boulevard Bridge and the Malaspina and Redonda Pedestrian Bridge, are planned for replacement in 2027.

KEY ACHIEVEMENTS | 2025-2026

- Reestablished the annual bridge inspection and renewal program.
- Established a three-year sidewalk condition assessment cycle, beginning in 2026.

Physical.condition.by.asset.class.(↘ .CRV.by.condition)



DATA CONFIDENCE

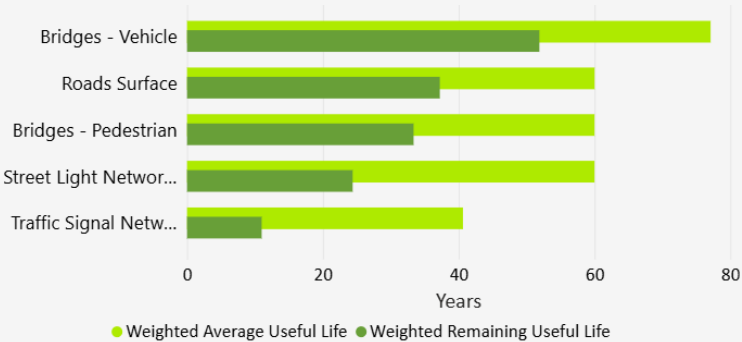
Medium: Bridge condition is based on regular structural inspections and is high confidence. Road condition is based on network-wide pavement assessments completed on a three-year cycle. Streetlight condition data is based on regular inspections. Confidence in sidewalk condition will improve following the network-wide assessment scheduled for 2026.

Demand and capacity: Population growth increases demand on the District’s transportation network, with the greatest effects occurring during peak travel periods. Transportation assets are essential to daily travel and goods movement, and increased use accelerates wear and advances renewal needs. District-owned bridges currently provide sufficient capacity for the local network, with no widespread capacity deficiencies across the inventory.

Functionality: Most transportation assets continue to function as intended. One vehicle bridge, the Edgemont Boulevard Bridge over MacKay Creek, has a load restriction in place until its planned replacement in 2027. Accessibility improvements, including curb ramps, tactile walking surface indicators, audible pedestrian signals, and boulevard sidewalks, continue to improve how well the network serves all users.

KEY RISKS

- Increasing construction and material costs reduce the amount of renewal work that can be delivered within available funding.
- More frequent storm-related power outages affect the reliability of the traffic signal network.



LOOKING AHEAD

- Road paving will remain focused on arterial and collector roads, reflecting their higher traffic volumes and importance to the network.
- A network-level sidewalk condition assessment will be completed in 2026 to provide an up-to-date assessment of sidewalk condition.



Buildings

ASSET REPORT CARD
State of Assets Report 2026

\$1,096M

Current Replacement Value

D – Poor

Physical Condition

HIGH

Renewal Pressure

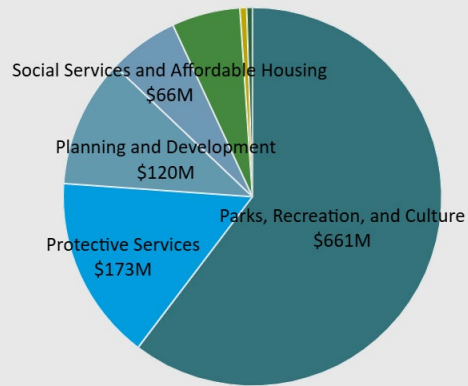
30

Average Age (yr)

40

Useful Life (yr)

WHAT WE OWN



102 buildings in total, grouped by primary service area. 34 support more than one service.

- 47 Parks, Recreation, and Culture buildings, **\$661M**
- 10 Protective Services buildings, **\$173M**
- 22 Planning and Development buildings, **\$120M**
- 15 Social Services and Affordable Housing buildings, **\$66M**
- 8 Governance and Administration buildings, **\$64M**
- **\$6M** allocated to Utilities across shared buildings
- 2 Transportation buildings, **\$5M**

WHAT THESE ASSETS DO

Buildings support the delivery of essential municipal services and community programs by providing the physical spaces required for operations, public access, and service delivery. They enable departments and partner organizations to carry out activities ranging from public works and emergency response to recreation, cultural programming, and social services.

PHYSICAL CONDITION · DEMAND AND CAPACITY · FUNCTIONALITY

Physical condition: Overall, the building inventory is below its target physical condition. Condition is rated using each facility's Facility Condition Index (FCI), which measures its state of repair.

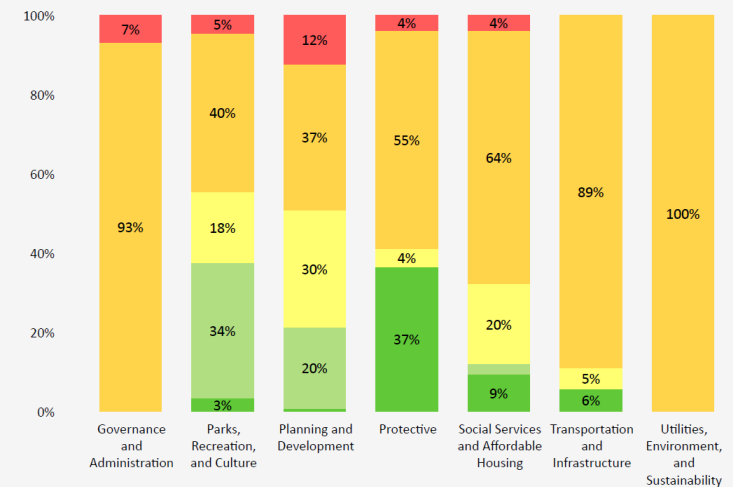
Demand and capacity: Overall, buildings are below target for demand and capacity. This rating considers how well each facility meets current and projected service demand based on location, utilization, programming capacity and public access.

Functionality: Overall, buildings are below target functionality. This rating assesses how effectively each facility supports its intended use, including layout and design, accessibility, inclusivity, safety and alignment with current program and service requirements.

KEY ACHIEVEMENTS | 2025-2026

- Demolition of Seylynn Hall, old Fire Training Centre and old Fire Station #2 (Lynn Creek).
- Projects initiated or completed in 16 high-priority buildings.
- Establishment of Strategic Facilities Plan provision in the 2026-2030 Financial Plan

Physical.condition.by.service.area.(↗ .CRV.by.condition)



DATA CONFIDENCE

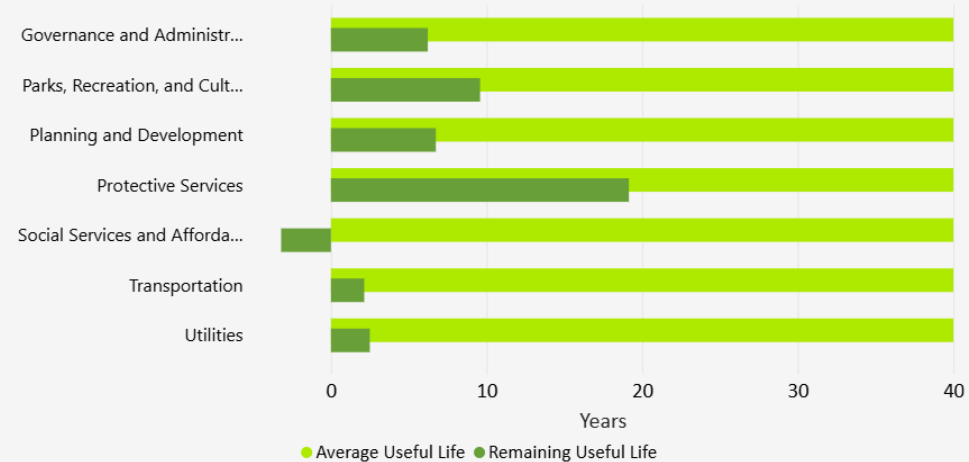
Medium: Building system data, including architectural, structural and major mechanical and electrical components, is high confidence based on available records and assessments. Known gaps in underground utilities and subsurface infrastructure introduce uncertainty in the scope and cost of future work, resulting in an overall medium confidence level with potential for cost variance.

KEY RISKS

- Deferred maintenance resulting from constrained funding can accelerate deterioration, increase lifecycle costs and raise the likelihood of unplanned failures and service disruptions.
- Population growth and evolving community needs may increase the scope and scale of future facilities, driving replacement costs above current estimates.
- A concentration of building replacement projects is expected in the next 10 to 15 years, placing significant pressure on financial capacity.

LOOKING AHEAD

- Replacement projects planned for the Cates Park washrooms and Fire Station #5 (Norgate).
- Interim renewal projects underway in fire stations, libraries, park washrooms and recreation centres to extend service life while replacement funding strategies are evaluated.



\$672M

Current Replacement Value

B – Good

Physical Condition

MODERATE

Renewal Pressure

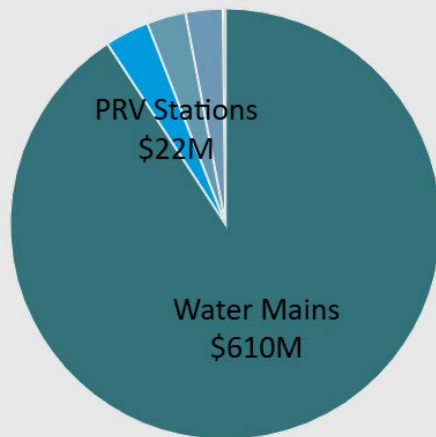
36

Average Age (yr)

10-100

Useful Life Range (yr)

WHAT WE OWN



- 364 km Water Mains, **\$610M**
- 34 PRV Stations, **\$22M**
- 12 Water Reservoirs, **\$20M**
- 7 Pump Stations, **\$19M**
- Utilities Equipment, **\$1M**
- 1,928 Hydrants
- 845 Meters
- 21,029 Service Connections

WHAT THESE ASSETS DO

Watermains, pump stations, pressure control valves, reservoirs and service connections provide potable water to residents and businesses across the District. Together with fire hydrants, the network also supplies water for fire protection of properties.

PHYSICAL CONDITION · DEMAND AND CAPACITY · FUNCTIONALITY

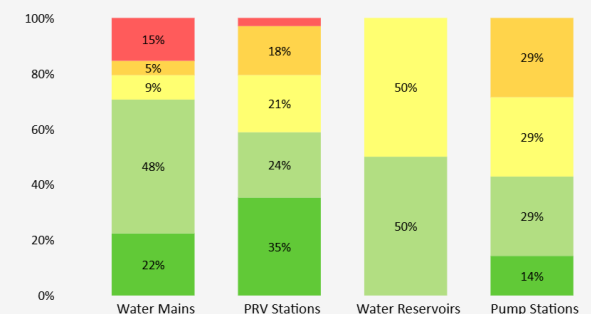
Physical condition: Most water distribution assets are in fair to good condition. Break repair costs are declining as the watermain replacement program, which replaces 4 to 5 km per year, reduces breaks on asbestos cement pipe.

Demand and capacity: The water system is meeting customer demand and fire flow requirements under normal operating conditions. Some local high spots within pressure zones experience lower than average water pressure. Water consumption increases significantly during summer peaks, in some cases

KEY ACHIEVEMENTS | 2023-2025

- 2025 Annual Drinking Water Quality Report reviewed and accepted by Vancouver Coastal Health's Medical Health Officer.
- Replaced 4.2 km of aging watermain, primarily asbestos cement pipe.
- Flushed 15 km of watermain.
- Zero days and zero residents on boil water advisories.
- Responded to and repaired 16 emergency watermain breaks.
- Introduced a new bylaw requiring water meters on all new water service connections, extending a requirement that previously excluded single family homes.

Physical.condition.by.asset.class.(↘ .length.mains.↘ . asset.count.by.condition)



DATA CONFIDENCE

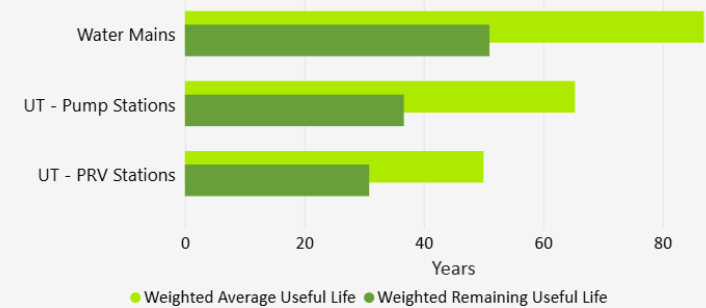
High: Watermain condition is based on recorded break history, supplemented by age-based estimates. Point assets are assessed through periodic condition inspections.

doubling, due to non-essential irrigation. Population growth is increasing demand on local supply infrastructure such as pressure reducing valves, storage reservoirs, pump stations and connections to Metro Vancouver's regional network.

Functionality: Overall, water assets remain fit for purpose and continue to meet service requirements. Some pump stations do not have emergency backup power and rely on a fixed amount of reservoir storage to maintain system pressure and fire flow during electrical outages. Aging cast iron mains can cause localized discoloured water complaints at various times of the year.

KEY RISKS

- Provincial housing legislation has created uncertainty regarding future land use, development density and associated water use, especially fire flow requirements. This reduces confidence in long-term hydraulic modelling, infrastructure sizing, renewal planning and development approval assumptions.
- Hotter and drier summers are increasing non-essential irrigation demand on top of water needed for basic needs.
- Failure of a major pump station or watermain can affect large numbers of customers in parts of the network with limited redundancy.
- Large fire flow draws for structure fires in large wood-frame multi-family buildings place high demands on the network, causing high pipe velocities, thrust loads on bends and fittings, and extended discoloured water events. Draws that exceed system capacity can depressurize the network, creating significant water quality concerns that could require boil water advisories.



LOOKING AHEAD

- Skyline Pump Station renewal.
- Continued asbestos cement watermain replacement.
- Installing water meters on new service connections at the same time as watermain replacement.



Drainage

ASSET REPORT CARD
State of Assets Report 2026

\$870M

Current Replacement Value

C – Fair

Physical Condition

MODERATE

Renewal Pressure

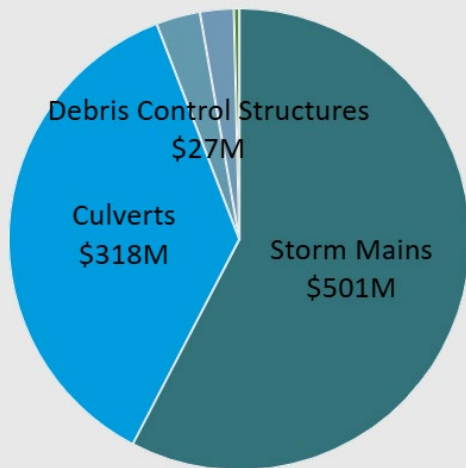
49

Average Age (yr)

50-100

Useful Life Range (yr)

WHAT WE OWN



- 356 km Stormwater Mains, \$501M
- 397 Culverts, \$318M
- 13 Debris Control Structure, \$27M
- Flood Protection Structure, \$22M
- 1 km Open Watercourses, \$3M
- 9,791 Catch Basins
- 7,419 Manholes
- 18,047 Service Connections

WHAT THESE ASSETS DO

Storm mains, service connections, manholes and catch basins convey water from private property and roadways to open watercourses and tidewater outfalls. Watercourses and culverts carry stormwater through the District, reducing flood risk, protecting infrastructure, maintaining transportation access and supporting environmental objectives.

KEY ACHIEVEMENTS | 2025-2026

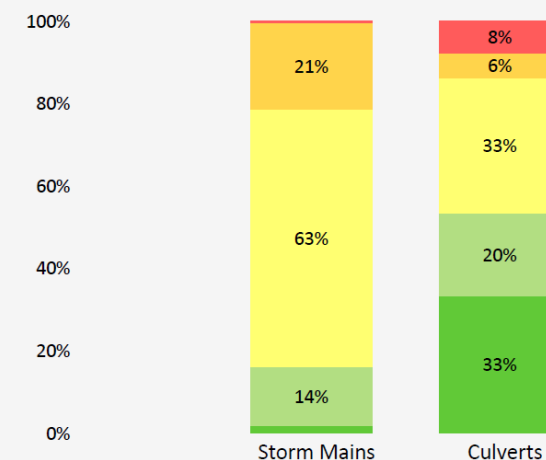
- Completed the Evergreen Flume storm main project, replacing approximately 400m of failing 1960 wood stave flume in the Norwood Queens neighbourhood with new 900mm and 1050mm reinforced concrete pipe.
- Expanded condition inspection across the drainage network, covering 5 km of storm mains and 35 culverts in 2025.
- Established an annual culvert replacement program within the long-term capital allocation, providing ongoing delivery of rehabilitation, replacement and risk reduction.

PHYSICAL CONDITION · DEMAND AND CAPACITY · FUNCTIONALITY

Physical condition: Most storm mains are in fair to good condition. Older non-reinforced concrete pipe, wooden flume structures and corrugated steel pipe are at greatest risk of deterioration. Root growth through pipe joints is an operational risk, and groundwater infiltration at joints accelerates pipe wall degradation. Approximately half of the culvert inventory is in fair or worse condition.

Demand and capacity: The drainage system generally meets current service requirements but faces increasing pressure from climate change and urban development. More frequent and intense rainfall events increase flood risk, and development can increase impervious surface area and runoff volume.

Physical.condition.by.asset.class.(↗ .length.by.condition)



DATA CONFIDENCE

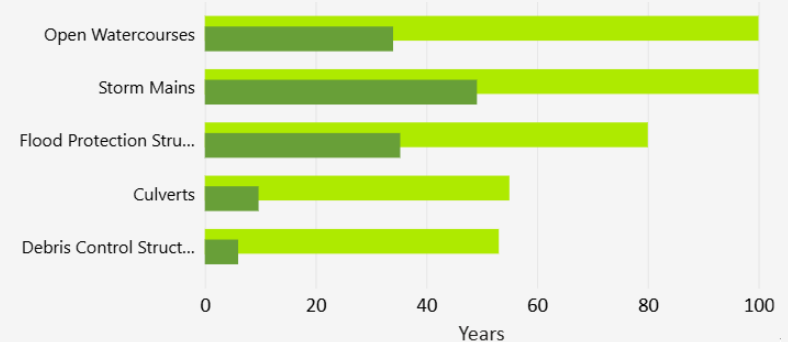
Medium: Condition data for storm mains and culverts is partially complete. Ratings are based on a combination of inspection data and age-based estimates where full coverage is not yet available.

Drainage systems are designed for rainfall events with a defined probability of exceedance. During larger, less frequent storms that exceed system capacity, localized flooding and overland flow can occur, placing property and infrastructure at risk. Tidal influence can reduce discharge capacity at some tidewater outfalls during high tides, and sea level rise will increase these occurrences over time.

Functionality: Most drainage assets remain functional and provide intended levels of service during frequent rainfall events. Areas requiring attention include aging culverts and storm mains with increasing maintenance needs and probability of structural failure, infrastructure designed to historic rainfall standards, and opportunities to integrate green infrastructure during future renewals, such as daylighting of drainage infrastructure.

KEY RISKS

- The majority of the storm sewer network was constructed in the 1960s and will reach the end of its useful life over the coming decades.
- Limited condition information for portions of the drainage network reduces confidence in asset condition and increases the risk of unexpected failures, flooding, erosion, and service disruptions.
- Limited capital funding and rising construction costs may delay replacement of high-risk culverts and increase the likelihood of emergency repairs.
- Increased rainfall intensity associated with climate change may exceed the capacity of some existing culverts, resulting in localized flooding and infrastructure damage.
- Drainage infrastructure in lower-lying areas near tidewater outfalls is vulnerable to sea level rise, storm surge, and tidal backflow, which may reduce drainage capacity and increase flood risk.
- Provincial housing legislation has created uncertainty around future land use, development density, and urban runoff, reducing confidence in long-term drainage modelling, infrastructure sizing, renewal planning, and development-related assumptions.



LOOKING AHEAD

- Refresh the culvert replacement program using risk-based prioritization and service levels that reflect climate change impacts.
- Advance rehabilitation and replacement of high-risk culverts through the capital program.
- Develop a risk-based framework to prioritize storm main rehabilitation and replacement.

\$463M

Current Replacement Value

B – Good

Physical Condition

LOW

Renewal Pressure

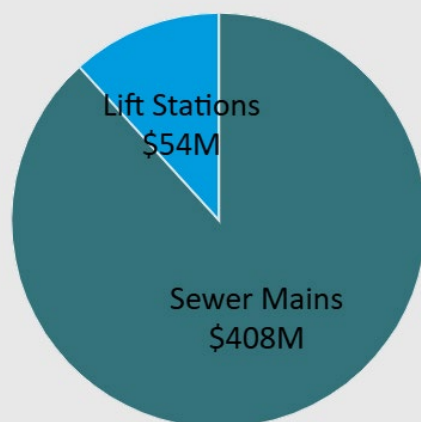
52

Average Age (yr)

20-100

Useful Life Range (yr)

WHAT WE OWN



- 385 km Sanitary Mains, \$408M
- 33 Lift Stations, \$54M
- 6,898 Manholes
- 21,132 Service Connections

WHAT THESE ASSETS DO

The sanitary sewer system collects and conveys wastewater from residential, commercial and industrial properties to treatment facilities through gravity sewers, force mains, pump stations, manholes and related infrastructure. The system protects public health and the environment by safely transporting wastewater while meeting environmental and regulatory requirements.

PHYSICAL CONDITION · DEMAND AND CAPACITY · FUNCTIONALITY

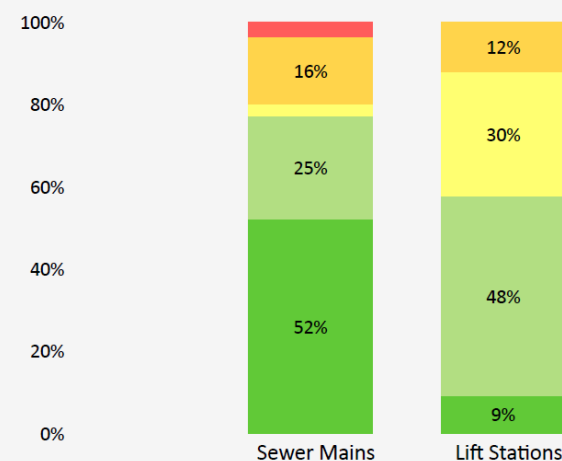
Physical condition: The majority of sanitary sewers remain in fair to good condition. Older non-reinforced concrete pipe and asbestos cement pipe are at greatest risk of deterioration. Root growth through pipe joints is an operational risk, and groundwater infiltration at joints accelerates pipe wall degradation. The Sewer Bylaw requires sanitary services to be replaced at the time of building renewal.

Demand and capacity: Rain and groundwater entering the sanitary network, known as inflow and infiltration (I&I), continue to consume available system capacity. Flow monitoring shows that reductions are difficult to achieve, and I&I will persist as public and private infrastructure ages, even as parts of the network are renewed. During high-intensity rainfall the network can experience overflows to the environment and sewer

KEY ACHIEVEMENTS | 2023-2026

- Completed the Canada Infrastructure Grant program for the reduction of inflow and infiltration in Lynn Valley, delivering renewal of 7.1 km of sanitary sewer mains, rehabilitation of 46 manholes and installation of 44 sanitary service inspection chambers, with a total construction value of approximately \$4.6M.
- Completed approximately 29 km of CCTV inspections of sanitary sewer mains.

Physical.condition.by.asset.class.(↘ .length.mains.↘ . asset.count.by.condition)



DATA CONFIDENCE

Medium: Pipe condition is based on CCTV inspection data, with 24% processed to date and additional records pending extraction. Lift station condition is based on periodic assessments. Age data for sanitary service connections is currently unreliable.

backups affecting private property. Population growth will increase future wastewater volumes.

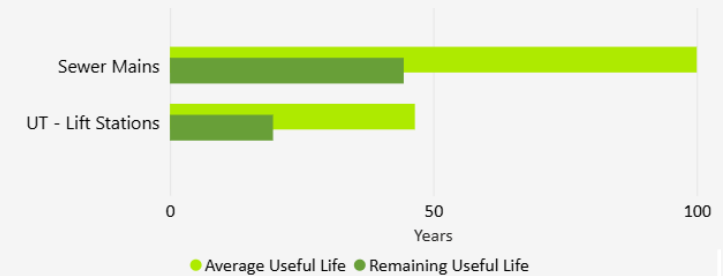
Functionality: The sanitary network generally performs as intended during dry weather and outside of higher intensity rainfall events. Blockages and structural failures cause sewer backups, with root damage and aging asbestos cement and non-reinforced concrete pipe the most common causes. Erosion from I&I further degrades pipes.

KEY RISKS

- Provincial housing legislation has created uncertainty regarding future land use, development density and sanitary flows, reducing confidence in long-term sewer modelling, infrastructure sizing, renewal planning and development approval assumptions.

LOOKING AHEAD

- Develop a risk-based prioritization framework for replacement of sanitary sewer mains.
- Renewal of the Spicer sanitary lift station.
- Continued CCTV inspection of sewer mains for condition assessment.
- Continued sanitary sewer main renewal.
- Purchase of cured-in-place pipe equipment to allow renewal of sanitary service connections by District crews.





Parks

ASSET REPORT CARD
State of Assets Report 2026

\$261M

Current Replacement Value

B – Good

Physical Condition

LOW

Renewal Pressure

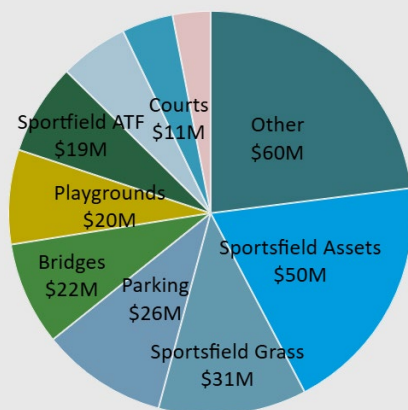
23

Average Age (yr)

15-50

Useful Life Range (yr)

WHAT WE OWN



- 350+ Sports Field Assets, **\$15M**
- 246,061 m² Grass Sports Fields, **\$31M**
- 68,400 m² Parking Lots and 11 Parking Meters, **\$26M**
- 150 Parks Bridges, **\$22M**
- 54 Playgrounds and Fitness Circuits, **\$20M**
- 4 ATF Sports Field (Kirkstone, William Griffin, Argyle, Windsor), **\$22M**
- 226 Parks Stairs, **\$15M**
- 198 Parks Boardwalks, **\$14M**
- 87 Sports Courts and Water Parks, **\$11M**

WHAT THESE ASSETS DO

Parks assets support public enjoyment of parks, green spaces and natural areas. They enable physical fitness, mental health, organized and informal recreation, environmental stewardship, biodiversity, climate adaptation and social connection, delivering one of the most visible and valued core municipal services.

PHYSICAL CONDITION · DEMAND AND CAPACITY · FUNCTIONALITY

Physical condition: Parks assets are generally in good condition, with 60% of inventoried assets rated very good or good, 36% rated fair, and 6% rated poor or very poor. Poor-condition assets are concentrated in staircases, bridges, and parking lots, while artificial turf fields, playgrounds, and sports fields are generally in good condition. Work continues to inventory parks assets, including underground utilities.

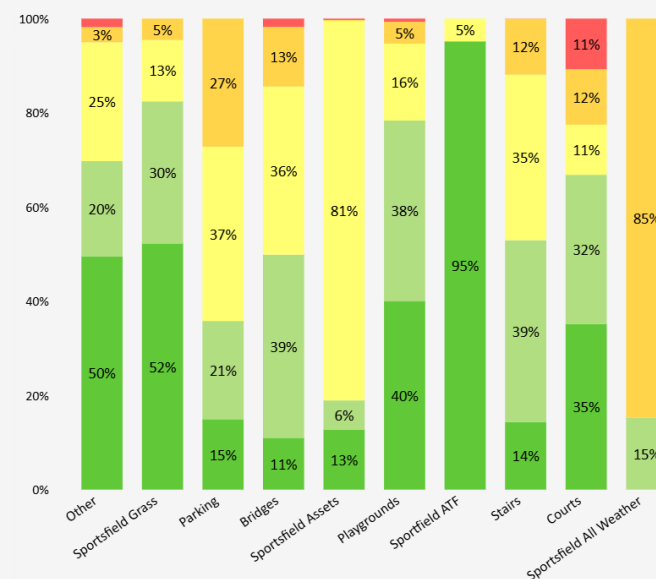
Demand and capacity: Most parks assets continue to meet current demand, with 60% rated very good or good and the remainder rated fair. Assets rated fair are reviewed during renewal planning to determine whether capacity upgrades are needed to address changing patterns of use.

Functionality: Most assets continue to support their intended use, with 60% rated very good or good and 40% rated fair. Functionality is assessed as part of

KEY ACHIEVEMENTS | 2023-2026

- Established a dedicated Parks project management team to advance asset renewal and replacement.
- Expanded park amenities through the addition of two new parks and three artificial turf fields.
- Continued investment in forest resilience and stewardship.
- Improved asset data quality through inventory and condition data collection.

Physical.condition.by.asset.class.(↗ .CRV.by.condition)



DATA CONFIDENCE

Medium: Data confidence is high for recorded assets. Some asset classes, including underground utilities, trails, and green assets, are not yet included and remain low confidence, reducing overall confidence.

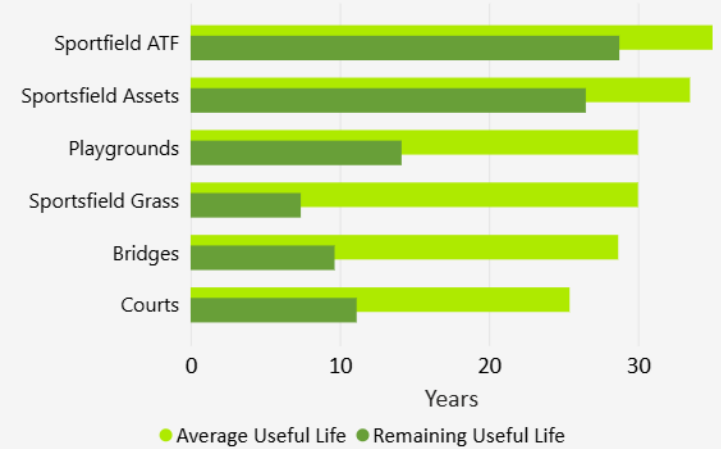
renewal planning, with upgrades incorporated where changes are needed to improve accessibility, operations, or user experience.

KEY RISKS

- Some asset classes are not yet captured, limiting visibility of their condition and renewal needs.
- New assets added without corresponding operating funding place pressure on the operating budget and can accelerate deterioration of existing assets.
- Growing visitor demand is increasing pressure on assets in major destination parks, including Lynn Canyon, Cates Park/Whey-ah-Wichen and Deep Cove/Panorama.

LOOKING AHEAD

- Manage growing use of town centre and destination parks through planned renewals and capacity improvements.





Vehicles and Equipment

ASSET REPORT CARD
State of Assets Report 2026

\$55M

Current Replacement Value

B – Good

Physical Condition

LOW

Renewal Pressure

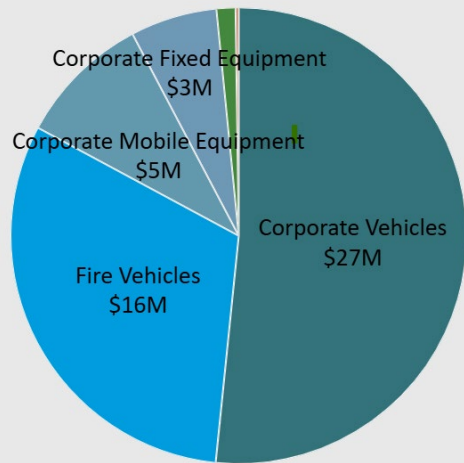
9

Average Age (yr)

3-50

Useful Life Range (yr)

WHAT WE OWN



- 148 Corporate Vehicles, \$26M
- 26 Fire Vehicles, \$16M
- 68 Corporate Mobile Equipment, \$5M
- 55 Corporate Fixed Equipment, \$3M
- 9 Fire Mobile Equipment, \$690K
- 7 Fire Fixed Equipment, \$120K

WHAT THESE ASSETS DO

Vehicles and equipment support operations across the District, NVRC, the Library and the Fire Department. They are essential to delivering services including public works, waste collection and emergency response, enabling safe, efficient and cost-effective service delivery.

PHYSICAL CONDITION · DEMAND AND CAPACITY · FUNCTIONALITY

Physical condition: The overall physical condition of the fleet is good. Vehicles are replaced based on age, use, and condition through a planned lifecycle replacement program.

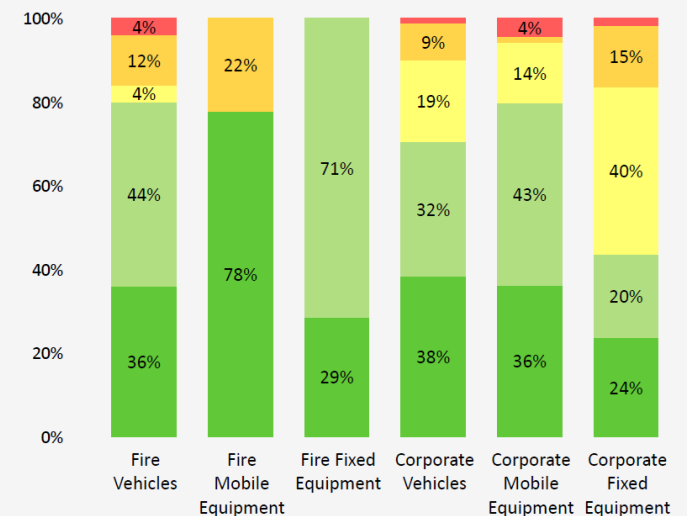
Demand and capacity: The current fleet meets operational requirements. Requests for additional vehicles are assessed individually to confirm service need and operational benefit.

Functionality: Fleet assets generally meet operational requirements. Departments are consulted during replacement planning to ensure new vehicles continue to support service delivery needs.

KEY ACHIEVEMENTS | 2024-2026

- Continued electrification of suitable vehicles to reduce greenhouse gas emissions. The fleet now includes 46 fully electric vehicles, including cars, vans and trucks.
- Implemented a new fleet management software system to digitize vehicle records.
- Implementing idling indicators to reduce fuel costs and greenhouse gas emissions.

Physical.condition.by.asset.class.(↗ .asset.count.by.condition)



DATA CONFIDENCE

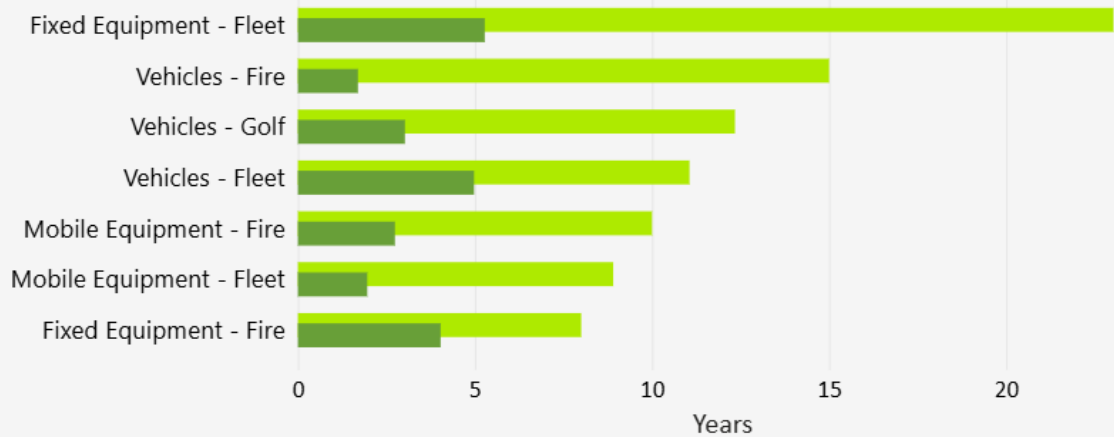
High: Fleet inventory, age, condition, and valuation data are well established. Vehicle replacement values are based on current vendor quotes for each vehicle type.

KEY RISKS

- Delayed vehicle replacement can result in higher operating and maintenance costs and reduced fleet reliability.
- Vehicle replacement costs have risen faster than general inflation, increasing renewal funding pressure.

LOOKING AHEAD

- Continue researching alternative fuel options for the fleet.
- Use the new fleet management software to improve replacement forecasting and lifecycle planning.



\$22M

Current Replacement Value

C – Fair

Physical Condition

HIGH

Renewal Pressure

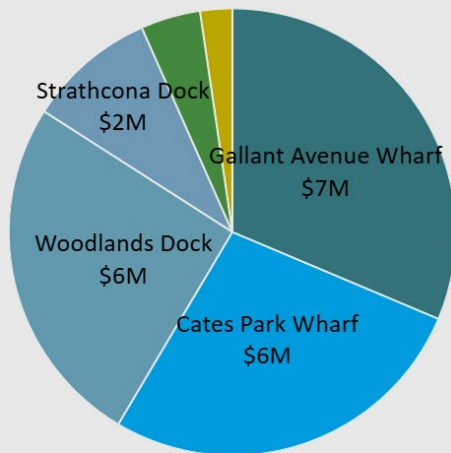
22

Average Age (yr)

30

Useful Life (yr)

WHAT WE OWN



Gallant Avenue Wharf, \$7M

Cates Park Wharf, \$6M

Woodlands Dock, \$6M

Strathcona Dock, \$2M

Riverside Barge Ramp, \$930K

Sunshine Wharf, \$500K

WHAT THESE ASSETS DO

The wharves provide public access to Burrard Inlet and Indian Arm, supporting recreational boating, paddling, fishing and community events at key locations along the North Shore shoreline. The wharves also support emergency marine access.

PHYSICAL CONDITION · DEMAND AND CAPACITY · FUNCTIONALITY

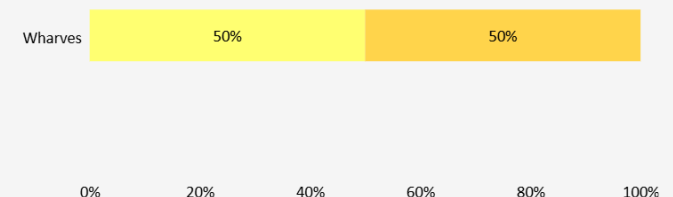
Physical condition: All wharves are in fair or poor condition and will require ongoing investment to maintain safe and reliable service. Three wharves are rated poor. Sunshine Falls Wharf has reached the end of its useful life, making renewal or divestment planning a priority. Cates Park Wharf shows significant deterioration, and renewal options are under review. A 2024 inspection of Gallant Avenue Wharf identified limited remaining life in the pier's supporting structure. Wharves remain serviceable and are managed through ongoing monitoring, maintenance, and renewal planning.

Demand and capacity: Use of the wharves is seasonal, peaking in spring and summer. Cates

KEY ACHIEVEMENTS | 2024-2026

- Implemented an inspection and maintenance program for the Cates Park and Gallant wharves, including weekly visual checks, quarterly documented inspections and technical inspections every three years.
- Completed repairs at the Cates Park and Gallant Avenue wharves.

Physical.condition.by.asset.class.(↘ .asset.count.by.condition)



DATA CONFIDENCE

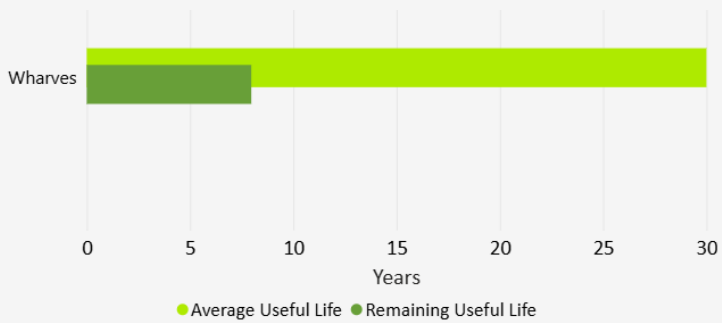
Medium: Condition information is supported by a structured inspection program and comprehensive technical inspections, including above-water and underwater assessments.

Park Wharf experiences the highest public use, supporting boating, fishing, paddling, and access to waterfront amenities. Gallant Avenue Wharf provides marine access in Deep Cove. The remaining wharves have more limited capacity due to their smaller size and access constraints.

Functionality: Several wharves are aging and no longer meet current accessibility, design, or service expectations. Long-term planning and renewal decisions will consider opportunities to improve accessibility, user safety, and climate resilience.

KEY RISKS

- Design, environment and regulatory requirements have changed significantly since the wharves were built, and replacement structures will need to meet current standards, affecting the scope and cost of renewals.
- Changing marine conditions, vessel activity, sea level rise, and extreme weather are increasing wear and may accelerate deterioration.



LOOKING AHEAD

- Complete a long-term lifecycle strategy for the wharves, including service, renewal, and divestment options.
- Continue monitoring, maintenance, and access management to maintain safe and reliable service.
- Advance renewal planning for wharves nearing the end of their structural life.

Appendix A – Glossary

Asset Management Plan (AMP): A long-term plan for an asset group that describes the assets, service levels, condition, risks, renewal needs, and funding requirements.

Annual Sustainable Funding Target: The annual funding required to renew assets at the pace they wear out. Calculated as current replacement value divided by useful life and summed across all assets.

Capacity: The extent to which an asset can meet current and future demand.

Condition: The state of an asset, including its physical condition, functionality, and capacity to meet demand. In this report, condition is graded on a five-point scale from A (Very Good) to F (Very Poor) based on physical condition. Functionality and capacity are reported separately where assessment information is available.

Current Replacement Value (CRV): The estimated cost to replace an asset today with a modern equivalent providing the same service.

Facility Condition Index (FCI): A standard measure of a building's state of repair, calculated as the cost of required work divided by the building's replacement value.

Functionality: The extent to which an asset meets operational, regulatory, accessibility, and service requirements.

Funding Gap: The annual difference between current renewal funding and the sustainable funding target.

Infrastructure Levy: The portion of the annual property tax levy dedicated to infrastructure renewal.

Level of Service: The performance expected from an asset, measured through characteristics such as condition, capacity, reliability, and safety. The level of service maintained is a key driver of renewal timing and cost.

Maintenance: The routine work required to keep an asset operating and slow deterioration.

Operating Surplus Ratio: A measure of whether operating revenues cover operating expenses, including replacement value depreciation. The District's target range is 0% to 15%.

Rehabilitation: Work that restores part of an asset to extend its useful life without full replacement, such as relining a pipe or resurfacing a road.

Remaining Useful Life (RUL): The expected period before an asset reaches the end of its useful life.

Renewal: Works that replace or rehabilitate an asset at the end of its useful life to restore its original service potential.

Renewal Backlog: Identified renewal needed to sustain service that has not yet been accommodated within available funding. Where annual funding remains below the sustainable funding target, this backlog accumulates over time.

Renewal Pressure: Our assessment of where renewal need is most immediate, combining the share of value in poor or worse condition and the proportion of useful life consumed.

Sustainable Funding Target: The annual funding required to renew assets at the rate they are consumed. Calculated as current replacement value divided by useful life and summed across all assets.

Useful Life: The period over which an asset is expected to provide service before renewal is required. Useful life depends on the level of service being maintained and the asset management approach adopted.

Useful Life Consumed: The proportion of an asset's useful life that has elapsed, expressed as a percentage. An asset at or above 100% has reached the end of its planned life.

Appendix B – Assumptions and Data Limitations

This appendix records the assumptions and data limitations behind the figures in this report. Figures come from our asset register, supported by engineering data, condition inspections, and financial records.

Basis of estimates

The figures are estimates, primarily expressed in 2025 dollars. Several factors can change them over time: construction-cost escalation, local conditions that shorten or extend useful life, the service levels and renewal priorities set through budget and financial planning, and data quality and completeness.

Replacement values are prepared on a like-for-like basis to current standards. They do not include betterment, climate-resilience upgrades, decommissioning, or future component renewals over an asset's life. Replacing assets to a higher standard or to meet future growth would cost more than the values reported here.

The following asset classes use a cost basis other than 2025 dollars:

- Buildings: Replacement values reflect the 2026 Altus building cost update.
- Streetlights: Replacement values use 2017 unit rates. Updated 2025 rates are available and will be incorporated in a future update.
- Traffic signals: Replacement values are based on a 2014 inventory.

Condition and inventory coverage

Condition coverage varies by asset group. Excluding road base, Golf, Technology, and Library assets, approximately 19% of replacement value has no condition data, with the largest gaps in sanitary mains and sidewalks.

Asset group	CRV (\$M)	Condition Coverage
Buildings	1,096.0	100%
Drainage	870.1	93%
Parks	261.2	100%
Sanitary	462.8	24%
Transportation	1,165.3	24%
Vehicles and Equipment	55.2	99%
Water	671.6	96%
Wharves	21.5	100%

- In-service dates: Approximately 2% of replacement value has no recorded in-service date, which limits age-based condition and life calculations for those assets.
- Buried networks: CCTV inspection of the sewer main network is expanding. Processed records currently cover

approximately 24% of the network. Condition for the remainder are not yet recorded in the register.

- **Building sites:** Site utilities and subsurface infrastructure at building sites, such as site water, sanitary, and electrical servicing, are not yet captured in the register.
- **Parks:** Some asset classes, including underground utilities, trails, and green assets, are not yet fully captured in the inventory, so their value, condition, and renewal needs are not reflected in reported results. The parks inventory continues to grow.
- **Natural assets:** Natural assets and green infrastructure are not yet valued. Assessment is underway through the Nature and Biodiversity Strategy.

Useful life assumptions

Useful life is the period over which we plan to use an asset, determined by the level of service to be maintained and the management approach adopted. It is not the same as physical life or design life. Useful life is the basis for estimating annual renewal need and renewal timing.

For most asset classes we set useful life from a deterioration curve and a target condition.

- **Deterioration curve:** For each asset class we estimate the ages at which it is expected to pass through each condition grade, from Very Good (A) to Very Poor (F). For example, a culvert is modelled to reach Fair (C) at 55 years and Very Poor at 80.
- **Target level of service:** The minimum condition we plan to hold for an asset class before renewing it. Most asset classes are renewed at Fair (C), and some shorter-lived or lower-consequence assets at Poor (D).

- **Useful life:** The age at which an asset reaches its target grade on the curve. A higher target brings renewal forward and raises cost; a lower target defers both.

Extending useful life requires either lowering the target level of service (accepting the asset at a lower condition before renewal) or slowing deterioration through renewal, rehabilitation, or component-based work. As inspection and operational data accumulate, useful life estimates may also be refined to more accurately reflect observed asset performance.

The current service level target and useful life assumptions for each asset class are documented in Appendix C, along with identified opportunities to extend useful life.

Renewal pressure ratings

Renewal pressure rates how close each asset group is to needing renewal. It uses two measures: the share of replacement value in poor or very poor condition (condition grades D and F), and the weighted useful life consumed.

- **Critical:** 30% or more of value in poor or very poor condition, and 70% or more of useful life consumed.
- **High:** 25% or more of value in poor or very poor condition; or 85% or more of useful life consumed where condition data exists.
- **Moderate:** 15% or more of value in poor or very poor condition; or 75% or more of useful life consumed where condition data exists.
- **Low:** All other groups.

Service allocation

Most assets map to a single service by asset class. The main exception is buildings, which often support more than one service and are allocated proportionally. 34 of 102 buildings are split across services. Some allocations involve judgement, particularly where a third party operates a building under a lease, licence, or formal agreement. Vehicles, equipment, and technology are mapped to internal support functions except where they serve Fire and Rescue. Wharves are assigned by primary use. Financial values are allocated proportionally. Age and useful life are counted once per asset to avoid double-counting in the weighted figures.

Scope exclusions

- Land: We are improving the inventory of land holdings and road allowances.
- Partner-owned assets: Assets owned by partner organizations sit outside our reported values and asset management plans. Where our services depend on them, we are beginning to document these arrangements.
- Affordable housing: We have 1,882 units secured through community leases and track these as service-enabling community assets.

Appendix C – Useful Life Assumptions Schedule

Asset management balances service, risk, and affordability. Where funding is constrained, opportunities may exist to extend useful life through alternative service-level targets, rehabilitation strategies, or different asset management approaches. Any such changes require consideration of service impacts and risk. This appendix identifies asset classes where those opportunities may warrant further review.

The schedule below documents the target level of service and useful life assumption for each asset class. Where targets vary within a class, the range is shown.

Each class is identified as either:

- Review – useful life assumptions may be extended through a different service-level target or management approach.
- Managed – current service-level target and management approach already reflect lifecycle extension opportunities.

Asset group and class	Useful life (yr)	Target LOS	Type	Approach or opportunity
Transportation	15–80			
Roads Base	–	–	Managed	Maintained through overlay of Roads Surface.
Sidewalk	–	–	Managed	Managed on condition. Sections are repaired when deterioration is identified.
Bridges – Vehicle	75–80	C	Managed	Public safety limits how far renewal can be deferred. Rehabilitation extends working life.
Roads Surface	25–80	C–F	Managed	Renewal targets applied by road classification through pavement management framework. Higher-volume arterials and collectors renewed to a higher condition. Lower-volume local roads maintained to a lower condition before renewal.
Street Light Networks	60		Managed	
Traffic Signal Networks	30–45	C	Managed	
Bridges – Pedestrian	60	C	Review	A lower target may be acceptable on low-use bridges, potentially extending life by around 10 years.
Retaining Walls	50–75	C	Managed	Managed on condition. Walls are rehabilitated when deterioration is identified.

Asset group and class	Useful life (yr)	Target LOS	Type	Approach or opportunity
Traffic Controllers	15	D	Managed	
Buildings	40			
Buildings	40	–	Review	Currently on a whole-asset basis at 40 years. Building system components (HVAC, electrical, fire protection) are renewed to extend whole-asset life. Work is in progress to reflect component renewal in useful life and cost assumptions, with service dependency and criticality informing the useful life applied to each facility. These differences will support long-term renewal, consolidation, and disposal decisions through the Strategic Facilities Plan.
Drainage	50–100			
Storm Mains	100	F	Managed	Supported by rehabilitation methods that extend useful life. Renewal life to be refined as condition-inspection data accumulates.
Culverts	55	C	Review	Different targets by consequence could extend life on lower-consequence culverts.
Debris Control Structures	50	C	Managed	
Flood Protection Structures	80	C	Managed	
Open Watercourses	100	F	Managed	
Water	10–100			
Water Mains	50–95	F	Managed	Set at 95% of the material-based maximum life and refined as failure data accumulates.
PRV Stations	50		Managed	Ongoing inspection informs a component-based approach.
Water Reservoirs	20–100	C	Managed	Ongoing inspection informs a component-based approach.
Pump Stations	50–75	C	Managed	Ongoing inspection informs a component-based approach.
Utilities Equipment	10		Managed	
Sanitary	20–100			
Sewer Mains	100	F	Managed	Supported by rehabilitation methods that extend useful life. Renewal life to be refined as condition-inspection data accumulates.
Lift Stations	20–50	C	Managed	Ongoing inspection informs a component-based approach.
Parks	15–50			

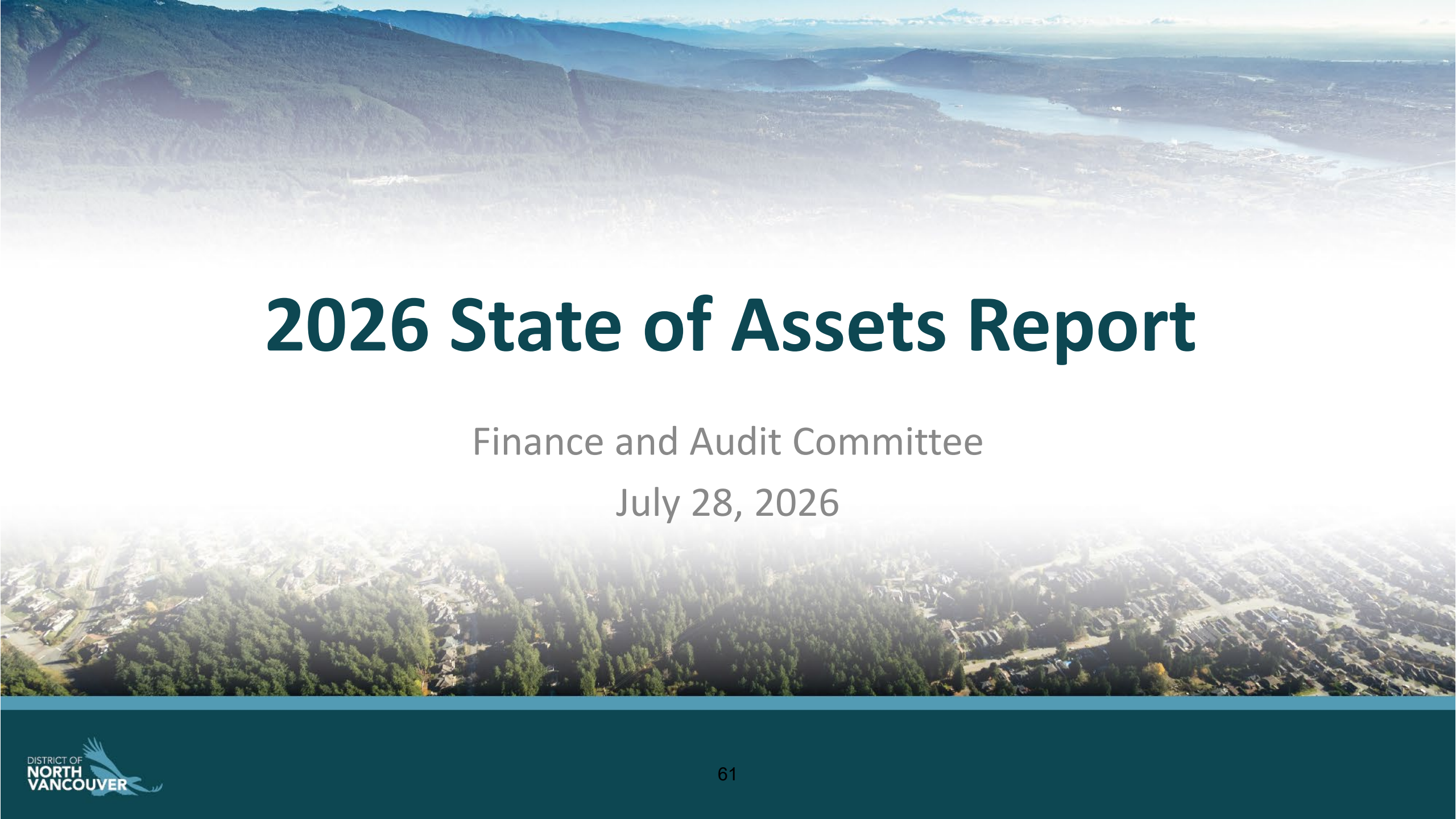
Asset group and class	Useful life (yr)	Target LOS	Type	Approach or opportunity
Sportsfield Assets	25–35	D	Managed	
Sportsfield Grass	30	D	Managed	
Parking	40	D	Managed	
Park Bridges	15–45		Review	A lower target may be acceptable on low-use bridges, potentially extending life by around 5 years.
Playgrounds	30	C	Managed	
Sportsfield ATF	35	D	Managed	
Stairs	15–30	C	Managed	
Boardwalk	15	C	Managed	
Courts	20–35	D	Managed	
Sportsfield All Weather	40	C	Managed	
Vehicles and Equipment	3–50			
Vehicles – Fleet	8–50	C	Managed	Managed on manufacturer and fleet practice. Component renewal extends working life.
Vehicles – Fire	15	C	Managed	Managed on manufacturer and fleet practice. Component renewal extends working life.
Vehicles – Golf	5–40		Managed	Managed on manufacturer and fleet practice. Component renewal extends working life.
Mobile Equipment – Fleet	3–10	C	Managed	
Fixed Equipment – Fleet	10–25	C	Managed	
Mobile Equipment – Fire	10	C	Managed	
Fixed Equipment – Fire	8	C	Managed	
Wharves	30			
Wharves	30	C	Review	Useful life is currently set at the whole-asset level. Component renewal extends wharf life beyond this, and useful life assumptions are being updated to reflect it. Individual wharf reviews will assess service value, lifecycle cost, and risk, with service decisions determining renewal and useful life for each structure.



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An aerial photograph of a valley with mountains in the background and a lake in the middle ground. The foreground shows a residential area with houses and trees.

2026 State of Assets Report

Finance and Audit Committee

July 28, 2026

Asset Snapshot

\$4.65B

Current Replacement Value

Grade C

Overall Condition

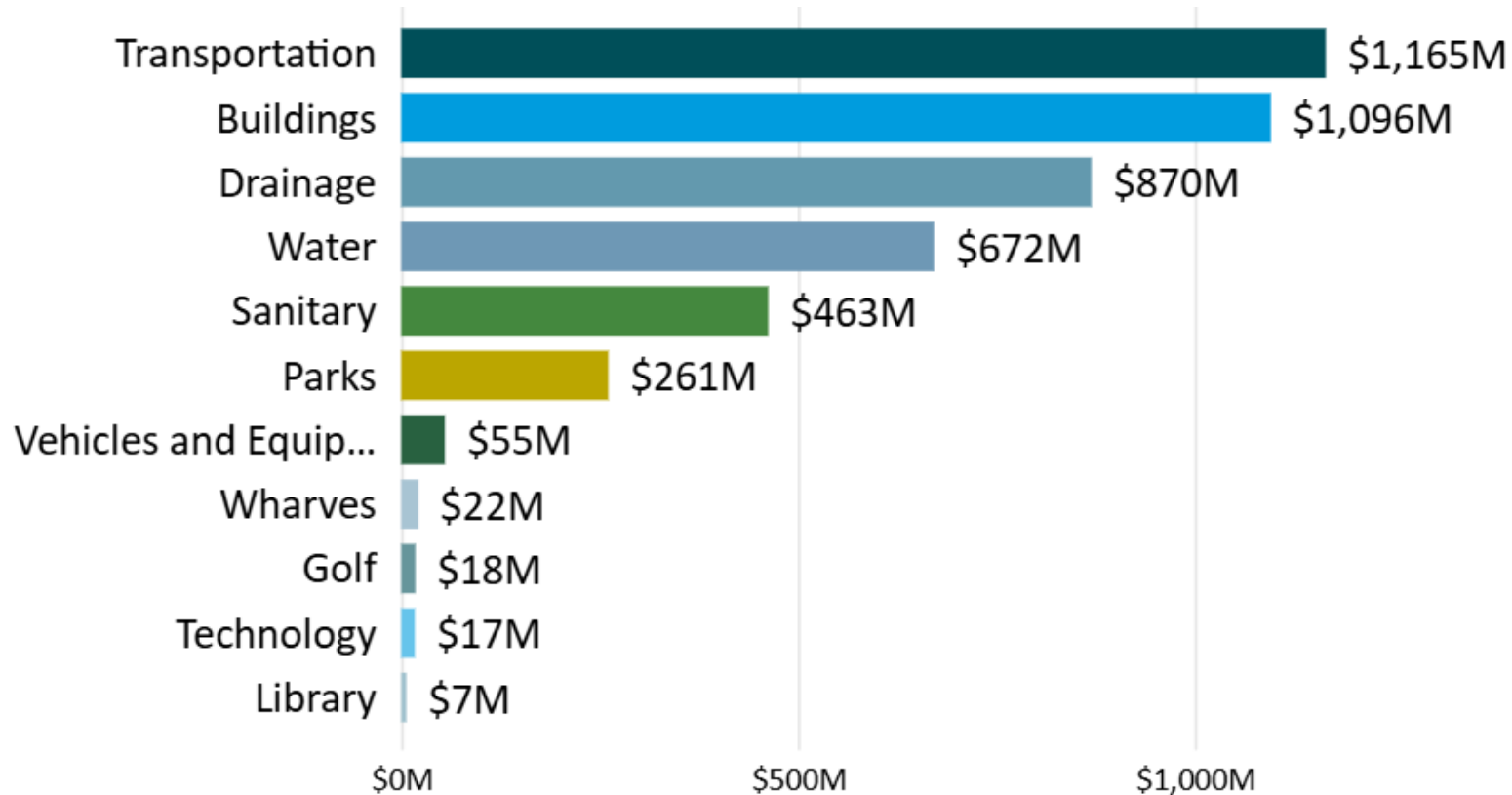
29 years

Remaining Useful Life

45%

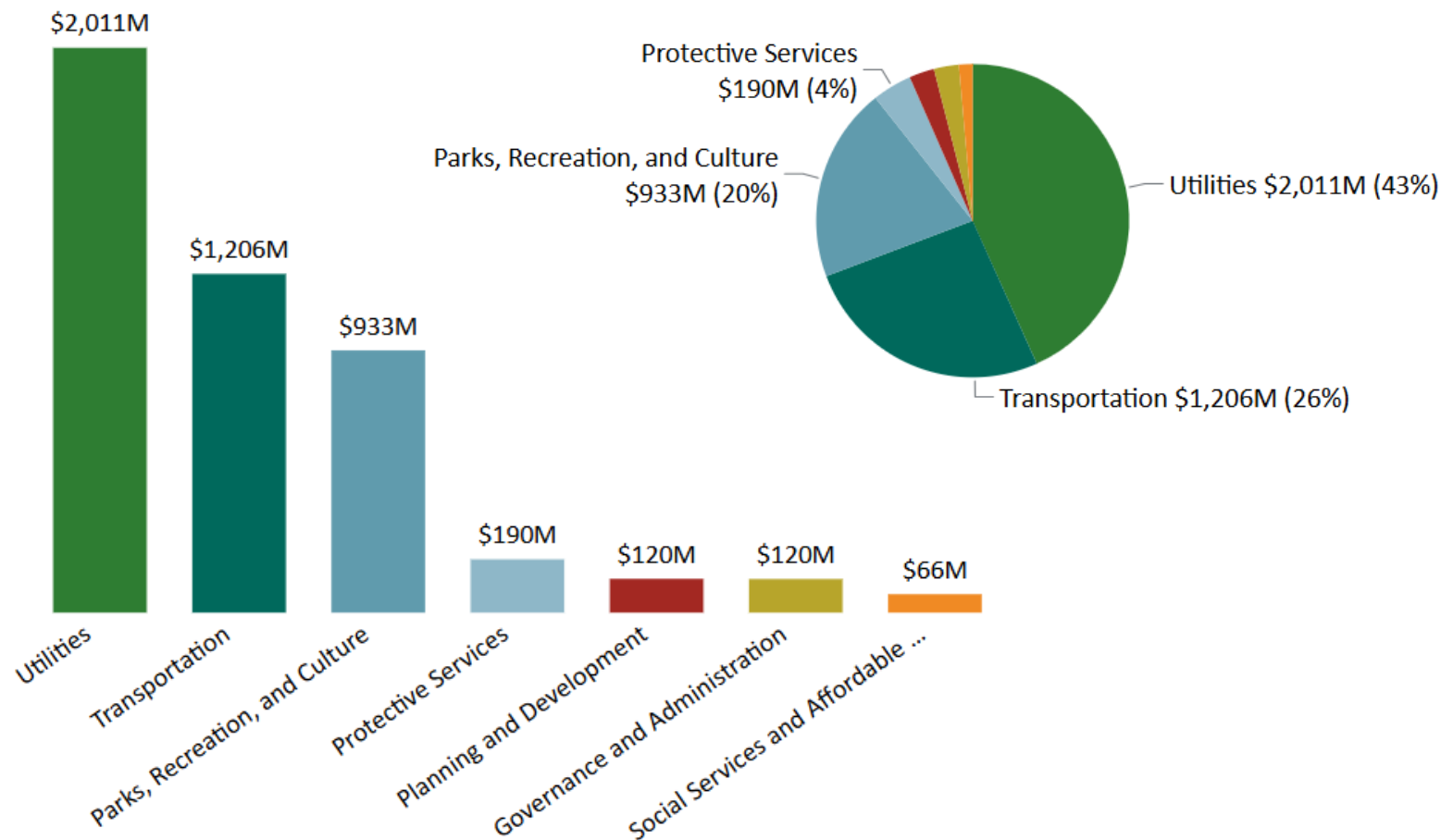
Useful Life Consumed

Where the Assets Are



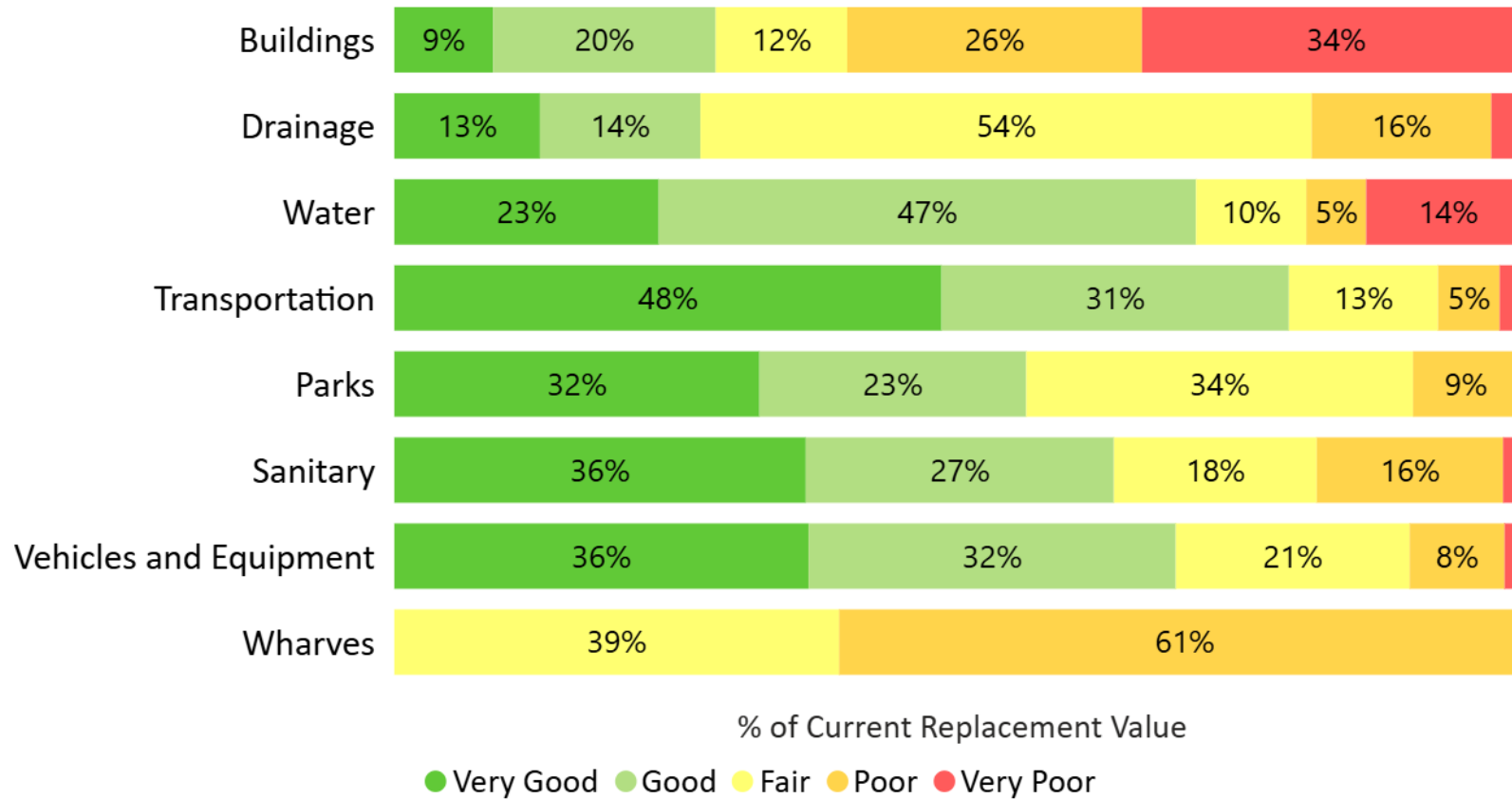
- Transportation is the largest asset group overall, largely due to road base. Excluding road base in Transportation, Buildings are our single largest asset class at \$1.1 billion
- Utilities network (Drainage, Water, Sanitary) represent most of the infrastructure value
- Wharves are small in total value

Services and Assets



- Our assets enable service delivery across seven service areas
- Utilities, Transportation, and Parks, Recreation, and Culture together represent 89% of our asset base
- Buildings support services across multiple service areas, including recreation, protective services, and governance
- Asset information will continue to improve, including identifying future asset and renewal obligations that transfer to the District through long-term leases, partnership agreements, and housing arrangements.

What Condition Are They In?



- Assets are generally in fair condition overall
- Buildings and Wharves are in the worst condition
- Roads, utilities, parks infrastructure, and fleet remain in generally good condition

Where Renewal Pressure is Highest

High renewal pressure: Buildings and Wharves

Buildings

- Drive most near-term renewal demand
- ~60% of value in poor or very poor condition
- 40-year useful life assumption under review
- Renewal extends building life, but not indefinitely

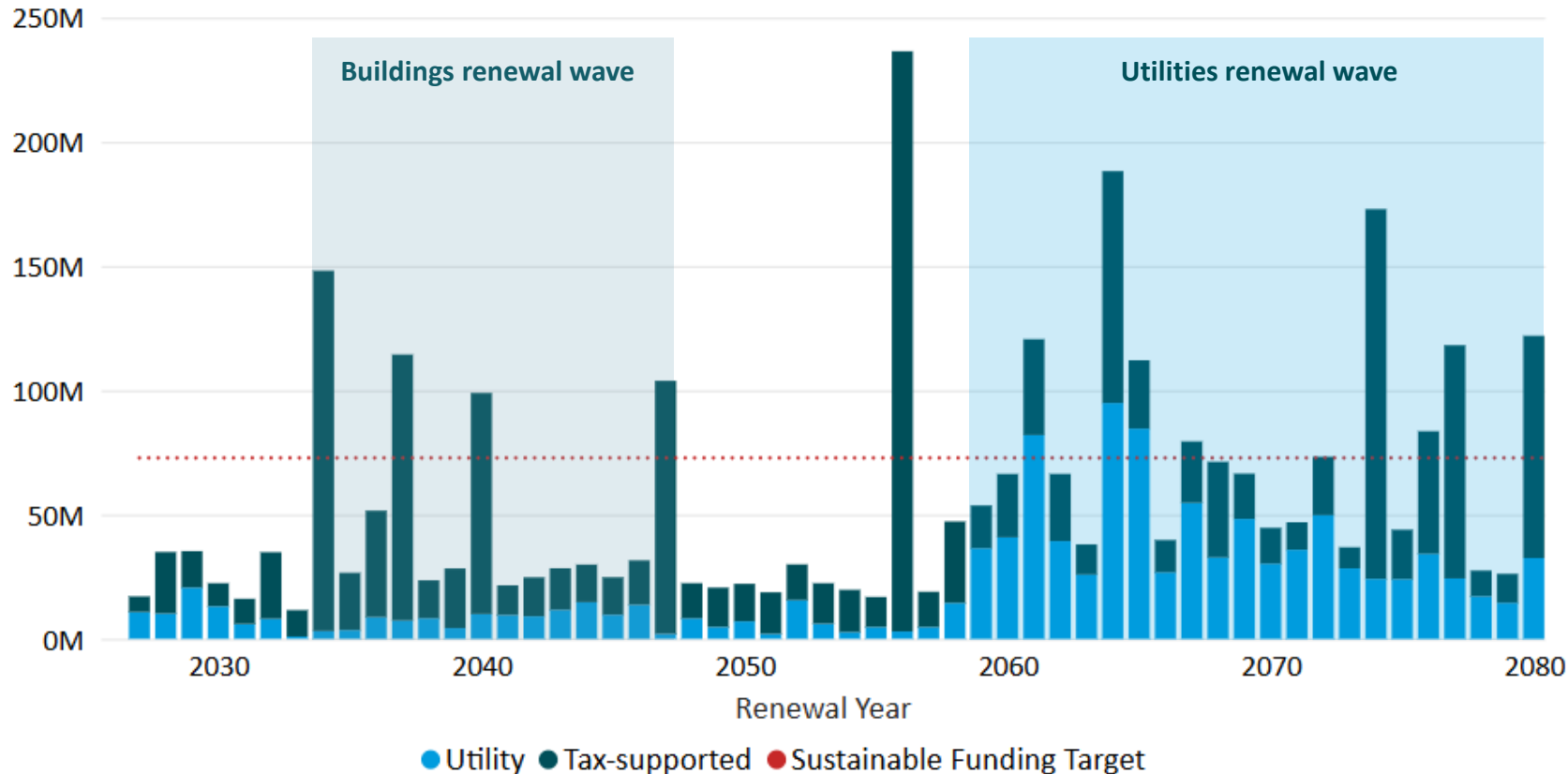
Wharves

- Small in value but high in renewal pressure
- Reviewing public benefit and lifecycle cost to inform future renewal decisions

For consideration: Culverts are a key renewal priority within the drainage network

Regular condition inspection and dedicated renewal funding are in place

Projected Renewal Demand



- Infrastructure built between the 1950s and 1970s is reaching renewal age
- Buildings drive the first renewal wave, and utility networks drive a second wave beginning around the 2060s
- This is a planning forecast, not a spending plan. Actual renewals are prioritized and staged through asset management plans, the Strategic Facilities Plan, and the financial plan.

Sustainable Infrastructure Funding

- **Tax supported infrastructure**

- Current funding: \$24M annually
- Dedicated infrastructure levy +1.5% annually
- Renewal funding projected to reach ~\$51M by 2035 (84% of target, \$10M gap remaining)

- **Utility infrastructure**

- Current renewal funding: \$19M annually
- Sustainable funding target: \$25M per year
- Growth in renewal funding is constrained by MV's increasing regional charges

Managing Renewal Demand and Funding Gaps

Manage renewal demand

- Strategic Facilities Plan
- Staged project approvals and coordinated delivery
- Extend asset life through condition data, lifecycle planning, and rehabilitation
- Asset rationalization
- Utility demand management through I&I reduction and sewer bylaw enforcement

Increase funding capacity

- Maintain 1.5% infrastructure levy
- Market-based leasing and District asset revenues
- Development charges keeping pace with growth
- Partnerships (regional, community, private)
- Senior government funding

Use financing strategically

- Strategic use of debt for long-lived assets
- Debt management policy and affordability limits
- Optimizing the use of debt, reserves and pay-as-you-go funding

What Comes Next

- **Strategic Facilities Plan (SFP):** Bring forward recommendations for building renewal, replacement, consolidation, and funding options
- **Service Level Framework:** Define the service levels that drive renewal timing and cost
- **Capital Plan:** Align near-term investments with asset condition, risk, and renewal priorities
- **10-year Rolling Financial Plan (10YRFP):** Incorporate SOAR findings and seek Council direction on funding and financial guardrails

Recommendation

THAT the July 28, 2026 report entitled “State of Assets Report (SOAR)” is received for information.

An aerial photograph of North Vancouver, British Columbia, showing a dense residential area with many houses and trees. In the background, there are large, forested mountains and a body of water (False Creek) winding through the landscape. The sky is clear and blue.

Discussion