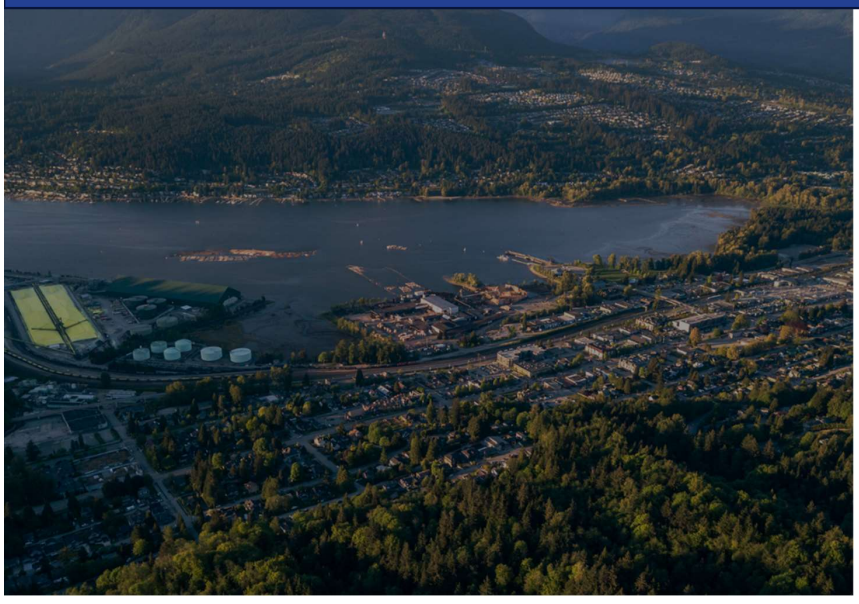
City of Port Moody

Asset Management Investment Plan

June 2026

Prepared by SLBC Inc. on behalf of the City of Port Moody



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1 Introduction

The City of Port Moody (the City) is committed to delivering high-quality services to residents, businesses, and visitors. These services include transportation, stormwater, water, sanitary sewer, solid waste, police and fire protection, library services, parks, and recreation. They are supported by essential assets such as facilities, fleet, information technology systems, and natural assets.

This Asset Management Investment Plan (AMIP) sets out the long-term approach needed to manage and sustain the infrastructure that supports these services. It provides a high-level analysis of asset condition, lifecycle needs, risk, and projected funding requirements under current assumptions, along with considerations to support service continuity.

Through proactive asset management, the City aims to optimize infrastructure investment, improve operational efficiency, and support long-term sustainability. The AMIP provides a 25-year, city-wide view of the investment required to sustain municipal infrastructure and the services it supports.

The AMIP is intended to support informed, transparent decisions about infrastructure funding by connecting asset condition, expected service life, and like-for-like replacement cost with long-range reinvestment forecasts. Used alongside other City planning and budgeting processes, the AMIP helps the City balance service expectations, risk, and affordability over time.

This AMIP builds on the City's ongoing asset management practice and reflects the principle that proactive reinvestment, guided by good data and practical assumptions, supports reliable service delivery, protects public safety, and reduces avoidable cost escalation that can result from reactive decision-making.

1.1 Purpose of the AMIP

The purpose of the AMIP is to summarize long-term infrastructure renewal needs in a way that supports strategic planning, financial sustainability, and prioritization. It is designed to provide a "big picture" snapshot of where reinvestment pressures exist, how those pressures change over time, and what the implications may be under different funding approaches.

The AMIP supports decision-making by translating asset information (inventory, replacement value, expected life, and condition/age indicators) into investment forecasts that can be compared against available and planned funding. This provides a consistent basis for discussing trade-offs, including the relationship between renewal investment and outcomes such as condition and risk exposure.

The AMIP also establishes a foundation that can be refined over time. As data quality improves and practices mature, the City can update assumptions, incorporate additional risk and level-of-service considerations, and use the AMIP as a repeatable tool to inform future budgeting and policy decisions.

Asset management planning is a medium- to long-term activity that relies on input from strategic planning activities and informs shorter-term decision making. The AMIP provides a framework to validate the City's budgeting processes and assist in prioritizing work activities, including capital projects, based on risk. It should also be used to inform discussions about levels of service that support goals in the City's Strategic Plan and lifecycle management strategies intended to reduce the overall cost of asset ownership.

1.2 Scope of the AMIP

This AMIP focuses on thirteen (13) City services which all assist in providing municipal services to the City's residential, commercial, industrial, and institutional customers. Where data gaps were encountered, improvement recommendations are provided in Section 5 to enable the City to continually improve its asset management planning capabilities.

- Water Service
- Sanitary System
- Stormwater Management
- Solid Waste
- Transportation Service
- Fleet
- Facilities
- Information Services
- Fire
- Police
- Library Services
- Parks and Recreation
- Natural Assets

1.3 Methodology

The AMIP model is a practical, repeatable planning tool that consolidates key asset data into a single, transparent framework to support long-term investment and funding decisions. The model is built on an asset inventory, replacement values, and service life assumptions and is designed to produce a 25-year renewal forecast by asset class. Where condition information was available, it was incorporated to strengthen the analysis. Where data gaps existed, proxy indicators and clearly documented assumptions were used to support model accuracy and refinement as data quality improves.

The AMIP model includes the following information, where available:

- Current replacement value
- Expected service life
- Average age
- Infrastructure backlog (replacement value of assets in Very Poor condition state)
- 25-year renewal costs and timing
- Total and annual average cost
- Average Annual Renewal Need (AARN)[1]

[1] AARN is the average annual renewal need for an asset over its lifecycle. For example, an asset with a 10-year service life will have an AARN of 1/10 of its replacement value.

2 State of the Infrastructure

The City owns and operates a diverse portfolio of assets that enable day-to-day service delivery, including water, sanitary, stormwater, solid waste, transportation, fleet, facilities, information services, fire, police, library, parks and natural assets. Understanding the size, value, and condition of this portfolio is essential to planning sustainable renewal programs.

The AMIP summarizes the infrastructure baseline by bringing together key asset attributes such as inventory quantities, replacement value, expected service life, and condition indicators. This AMIP follows the 2014 Port Moody AMIP to emphasize the importance of developing a defensible baseline using consistent asset categories and assumptions so that results can be compared over time as datasets are improved and expanded.

The AMIP was developed based on best available data at this time. Where condition information is limited or inconsistent, the AMIP highlights the need to address data gaps and improve confidence in inputs. This is important because unknown condition can mask risk and can lead to either under-investment (increasing likelihood of failures) or over-investment (replacing assets earlier than necessary). Maintaining current asset data and regularly updating the AMIP improves the reliability of forecasts and helps focus resources where they will have the greatest benefit.

The State of Infrastructure section provides a snapshot of the City's asset inventory, valuation, age, and condition as of the end of 2025. Together, these indicators help the City understand the current state of its assets and provide the baseline needed to support long-term planning, investment, and service sustainability.

As asset information improves, future AMIP updates will provide a stronger basis for assessing condition, risk, and renewal needs. Ongoing data collection and regular updates will help the City focus investment where it delivers the greatest service and risk reduction benefit.

2.1 Asset Hierarchy and Inventory

Understanding the assets owned by the City that are used to support each major service area is important to enable their effective and efficient management. In this AMIP, the City's asset inventory has been organized around the major service areas shown in Table 2-1 in the following sub-section. The asset inventory included in this AMIP includes all assets owned by the City as of December 31, 2025.

Land is not included in the current replacement costs of the asset inventory. As inputs into decision-making, software, data and information are important assets but are not currently included in this plan.

2.2 Asset Valuation

Financial accounting valuation uses historical costs and depreciation assumptions to determine the book value of capital assets in accordance with the Public Sector Accounting Board (PSAB). Policies and procedures relating to the development of net book values for accounting purposes have been developed by the City to comply with PSAB 3150 Tangible Capital Assets (TCA) reporting.

While financial accounting valuations are based on historical costs, managerial accounting valuations are based on replacement costs. For most asset types, the replacement values were calculated using historical costs indexed to current 2026 values, using the Non-Residential

Building Construction Price Indices (NRBCPI). In some cases, replacement values are benchmark values calculated from current and previous construction year contracts, or from estimates provided in condition assessments, or estimated unit rates from other recent municipal asset management plans. The replacement cost valuation represents the estimated cost to replace assets today and is presented in 2026 dollars. The valuations only consider like-for-like replacement and do not consider upgrades or growth considerations.

The estimated 2026 current replacement value of City assets is $2,029.0 million, as outlined in the following table. This total includes natural assets that have been valued by the City in a 2024 Natural Asset Management Strategy at $389.1 million (inflated to 2026 dollars). Natural Assets behave and are treated differently than other infrastructure asset classes, so service lives and renewal needs are not assessed in the same way. For this reason, Natural Assets have been excluded in many of the tables and figures in this report. Excluding these natural assets, the current replacement value of City assets is $1,639.9 million.

For a detailed summary of the assets covered in this AM Investment Plan refer to Section 6.

Table 2-1: Assets covered by this AM Plan

Service	Asset Categories	Replacement Value ($2026, millions)	Replacement Value (%)
Water	Mains, Hydrants, Service Connections, Facilities, Valves, Caps, Chambers, Meters	$314.8	15.5
Sanitary	Mains, Service Connections, Manholes, Lift Stations, Vaults / Valves / Caps / Reducers	$159.0	7.8
Stormwater	Mains, Service Connections, Catch Basins, Manholes, Drainage Facilities and Features	$170.2	8.4
Solid Waste	Waste Containers, Garbage Trucks & Grabber Arms	$8.1	0.4
Transportation	Roads, Curbs, Sidewalks, Streetlights / Traffic Lights, Structures	$203.5	10.0
Fleet	Light Duty, Heavy Duty, Fire Truck, Heritage, Equipment	$21.7	1.1
Facilities	Administration, Community Centre, Fire Station, Operations Facility (Public Works), Other Municipal, Recreational Facility, Outdoor Pools	$637.7	31.4
Information Services	Network Infrastructure, Hardware	$0.5	0.03
Fire	Equipment	$0.9	0.04
Police	Fleet, Equipment	$4.7	0.2
Library Services	Furniture, Equipment, Technology, Collections	$3.0	0.2
Parks and Recreation	Bleacher & Bench, Paths, Playgrounds, Water Parks, Fountains, Fields/Courts, Structures, Pier, Horticulture, Trees	$115.7	5.7
Natural Assets	Forest, Lake, Wetland, Watercourses	$389.1	19.2
TOTAL		**$2,029.0**	**100.0%**

2.3 Asset Condition

In this AMIP, the term “condition” refers to the degree of physical deterioration of an asset. Condition assessment programs evaluate current physical condition, determine rate of deterioration over time, enable forecasts of future condition, and inform the most beneficial type and timing of treatment.

The City completed Facility Condition Assessments (FCAs) to identify deficiencies and recommend repair and replacement of the critical building elements in their facilities in November 2025 (Port Moody Long Range Facilities Plan), and to obtain a better understanding of their state of good repair needs. It is recommended that facility condition assessments be performed for key facilities at least every five years and be expanded to include all building elements. For Roads, pavement conditions were assessed in 2023 using a pavement condition index (PCI). For bridges, major culverts, and retaining walls, condition was assessed in 2019 through a structural inspection and graded using a critical condition index (CCI).

For most other assets, there is no condition data available, so age-based condition is estimated as the percentage of age to useful life. Using age data as a surrogate for condition data is common in municipal organizations, but it can be misleading as age does not always directly reflect condition or remaining life.

To ensure consistency in assessing and managing asset conditions across various infrastructure categories, a standardized five-point condition grading system is used, as summarized in Table 2-2. Conversions from the external condition assessments are described in the table. The Facility Condition Index (FCI) has been included as a reference, from the recent Long Range Facilities Plan. This index is calculated as the renewal backlog (value of assets at/past end of life) divided by the replacement value of the building. In this study it has only been provided at the portfolio level.

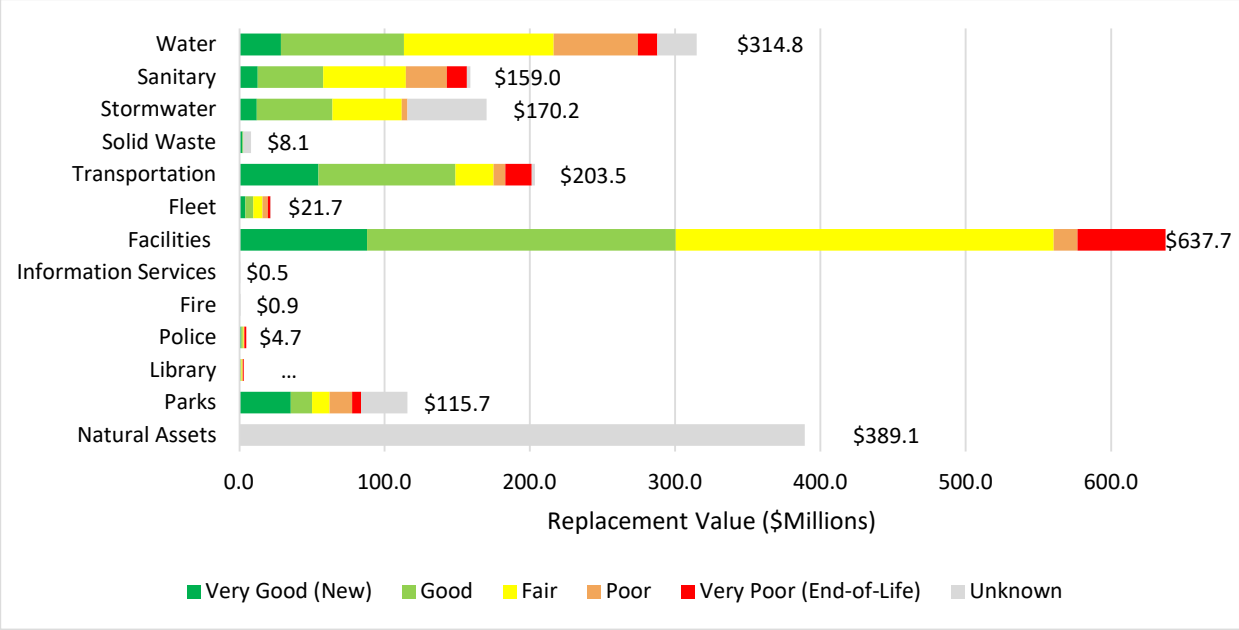
This condition framework aligns with the International Infrastructure Management Manual (IIMM) and facilitates the comparison of asset conditions and trends over time. By translating detailed engineering data into a uniform scale ranging from Very Good (VG) to Very Poor (VP), the City can effectively monitor and manage its infrastructure. Asset condition details are currently maintained in various databases and spreadsheets, with industry-standard condition rating systems and age-based assessments converted into the standardized grading system to support comprehensive asset management.

Table 2-2: Five-Point Condition Grading System

Score	Grade	Description	Pavement Condition Index (PCI)	Critical Condition Index (CCI)	Facility Condition Index (FCI)	Facility Component Condition (LR Fac Plan)	% Life Consumed (Other Assets)
1	Very Good	Fit for the future	85-100	N/A	0 to 2%	5,6	0% - 24%
2	Good	Adequate for now	70-84	> 75	2 to 5%	4	25% - 49%
3	Fair	Requires attention	50-69	50-74	5 to 10%	3	50% - 74%
4	Poor	Increasing potential of affecting service	30-49	< 49	10 to 20%	2	75% - 99%
5	Very Poor	Unfit for sustained service	< 29	N/A	Over 20%	1	100%+
	Unknown	Unknown					

The following graph depicts, by colour, the value of assets that fall within each of the condition grades (very good or new, good, fair, poor, very poor or end-of-life, and unknown), organized by service area. The total replacement value of assets within each service area is shown on the horizontal axis. Specific condition summaries for each service area are outlined in Section 6.

Figure 2-1: Asset Condition Grade Profile, By Service Area



It is important to note that while condition scores have been assigned to 92% of the City's assets (excluding natural assets), most of these are assumed conditions based on the current age of the assets, or age since the last major rehab. As noted above, this can be misleading as age does not always reflect condition.

A City should have a large percentage of assets in fair or better condition to effectively deliver City services. Excluding natural assets, the above figures show that the majority of the City's assets (77.1%) are in fair or better condition based on weighted value. There are 7.6% of the City's assets, representing $125.2 million, that have an unknown condition status, emphasizing the need for further assessment (see Table 2-3). As part of the asset renewal program, condition assessment frequencies and protocols should be formalized for critical and high-value assets, and the recurring cost conducting condition assessments should be added to the capital needs schedule. For example, facility condition assessments should be conducted at least every 5 years.

Table 2-3: Unknown Condition Assets covered by this AM Plan

Service	Asset Category	Replacement Value ($ millions)	Replacement Value (%)
Water	Hydrants, Service Connections, Facilities, Valves, Caps, Chambers, Meters	27.2	8.6
Sanitary	Mains, Service Connections, Manholes, Lift Stations, Vaults / Valves / Caps / Reducers	2.4	1.5
Stormwater	Mains, Service Connections, Catch Basins, Manholes, Drainage Facilities and Features	54.6	32.1
Solid Waste	Waste Containers, Grabber Arms	5.3	65.3
Transportation	Curbs, Sidewalks	2.3	1.1
Fleet	Equipment	0.2	0.8
Information Services	Network Infrastructure, Hardware	0.5	100
Fire	Equipment	0.9	100
Parks and Recreation	Bleacher & Bench, Paths, Water Park, Park Features, Horticulture, Trees	31.9	27.6
Total		**$125.2**	

Approximately 15.3% of the City's assets, valued at $250.1 million, are classified as being in poor or very poor condition, with 7.1% ($116.1 million) in very poor condition.

It is good asset management practice to have a small portion of assets that the City runs to failure (indicating that the asset is non-critical, there are sufficient spares, or the asset is easily replaced). This allows for efficient lifecycle cost management for the City, especially for assets that do not have a significant impact on service delivery if they were to fail.

The assets in poor or very poor condition require increased attention from staff to ensure their failure does not significantly impact service delivery. Any service delivery-critical assets in very poor condition are typically prioritized within the City's capital renewal program and budget forecasts.

3 Risk Management

Risk management in asset management is the structured process of understanding what could go wrong, what the consequences would be, and how likely those outcomes are, so the City can prioritize limited resources effectively. While renewal need can be estimated using age or lifecycle assumptions, risk-based thinking helps differentiate between “needs” and “priorities” by focusing attention on assets whose failure would have the greatest impact.

The City’s asset management approach is intended to deliver service levels, manage risk, and minimize lifecycle cost. Critical assets are those whose failure would have the greatest impact on service delivery, safety, operations, cost, or the environment, and therefore require closer monitoring, maintenance, and renewal planning.

In this AMIP, risk exposure is expressed by combining Probability of Failure (PoF) and Consequence of Failure (CoF). This provides a consistent basis for comparing assets and prioritizing renewal and maintenance activities across service areas.

Risk Exposure = Consequence of Failure x Probability of Failure

The risk exposure score supports more targeted investment decisions by helping the City focus on assets whose failure would have the greatest service and community impact.

Risk is not static and should be updated as asset information improves and operating context changes. Climate and resilience considerations can also be incorporated over time where they influence consequence or likelihood, such as drainage performance, flooding exposure, or changing deterioration patterns.

3.1 Consequence of Failure (CoF)

CoF reflects how important an asset is to service delivery. In this AMIP, the following impact categories are considered:

- Financial impact considerations such as asset replacement cost, damages to City or private property and infrastructure, loss of revenue, and fines.
- Health and Safety considerations including the ability to meet health and safety related regulatory requirements, and degree and extent of injury, ranging from negligible injuries to loss of life.
- Service Delivery considerations ranging from a disruption of non-essential service to widespread and long-term disruption of essential service.
- Reputational considerations such as residents’ reduced trust and confidence in City government.
- Environmental considerations such as length and extent of damages to the natural environment.

Table 3-1 summarizes these consequence categories using a five-point criticality scale, where higher scores indicate greater CoF.

Table 3-1: Asset Criticality (Consequence of Failure) Ratings

Consequence Categories (Triple Bottom Line)		C1 Insignificant	C2 Minor	C3 Moderate	C4 Major	C5 Catastrophic
Economic	**Financial**	Damages, losses (including 3rd party) or fines < $10k	Damages, losses (including 3rd party) or fines $10k to $200k	Damages, losses (including 3rd party) or fines $200k to $2M	Damages, losses (including 3rd party) or fines $2M to $10M	Damages, losses (including 3rd party) or fines > $10M
Social	**Health & Safety**	No obvious potential for injury or affects to health.	Minor injuries, medical attention required	Serious injuries, multiple minor injuries	Loss of life, multiple serious injuries	Multiple loss of life
	Reputational	No Media Exposure	Minor or no media exposure	Moderate local media exposure lasting for several days	Intense local media exposure lasting several days and/or Municipality wide exposure	Significant Provincial exposure lasting several days or weeks
	Loss of Service	Small number of customers experiencing disruption / impact (less than 100 people or up to a few hours)	Localized service disruption / impact (100 to 1,000 people or up to 1 day)	Significant localized disruption / impact (1,000 to 2,000 people or less than 1 week)	Major service disruption / impact (2,000 to 5,000 people or for more than a week)	Municipality wide service disruption / impact (greater than 5,000 people or permanent loss of service)
Environmental	**Environment**	Very negligible impact or can be restored within 1 week	Minor (within 1 month) isolated damage / impact to the environment	Significant short-term impact (up to 2 months), possible prosecution	Significant long-term impact (up to 1 year), prosecution expected	Major long-term impact (greater than 1 year), prosecution

3.2 Probability of Failure (PoF)

The City aims to ensure that its assets are kept in a state of good repair to reduce the incidence of unplanned service disruptions due to poor asset condition. Depending on the asset, unplanned failures can have wide-ranging consequences including service disruption, damage to surrounding infrastructure and property, risks to public safety, and environmental impacts. For this AMIP, PoF is estimated based on the condition of the asset, as shown in Table 3-2.

Table 3-2: Probability of Failure Ratings

Probability of Failure	Rating	Description		
		Description	Condition	Condition Grade
Rare	1	Asset is physically sound and is performing its function as originally intended. Asset is new or at the beginning of its service life.	1	Very Good
Unlikely	2	Asset is physically sound and is performing its function as originally intended. Typically, asset has been used for some time but is within mid-stage of its expected life.	2	Good
Possible	3	Asset is showing signs of deterioration and is performing at a lower level than originally intended.	3	Fair
Likely	4	Asset is showing significant signs of deterioration and is performing to a much lower level than originally intended.	4	Poor
Certain	5	Asset is physically unsound and/or not performing as originally intended. Asset has reached end of life and failure is imminent.	5	Very Poor

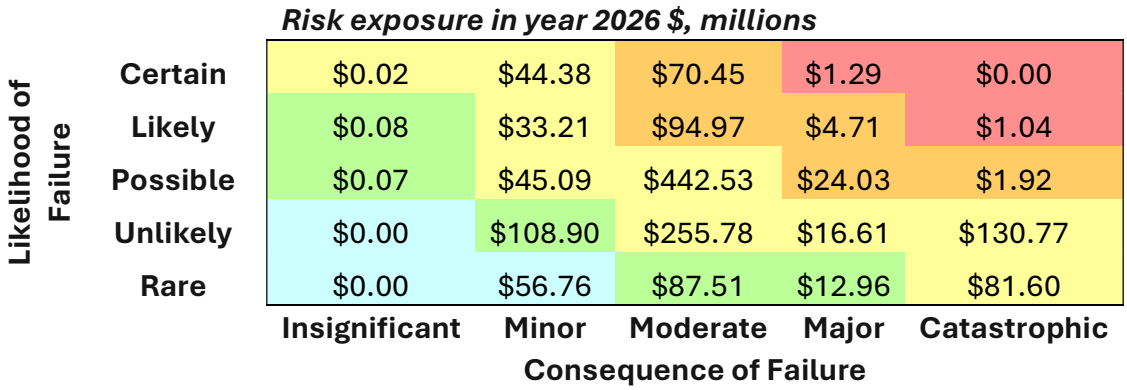
3.3 City Wide Asset Risk Profile

After assessing the criticality and probability of each asset's risk, the results were plotted on a risk map (a graphic representation of probability and consequence of failure). Colors on the map denote different levels of risk and help to inform and prioritize the City's management of resources, time, and effort.

- Risks that appear in the red (Very High) zone are significant to the City and therefore need to be actively managed and monitored in a more comprehensive manner than other risks (i.e., prioritized)
- Risks that appear in the orange (High) or yellow (Moderate) zones will also be actively managed depending on their nature
- Risks that appear in the green (Low) or light blue (Very Low) zones are generally acceptable without significant mitigation strategies being implemented, although monitoring may still occur in some form.

Based on those assets with known condition, Figure 3-1 shows that $2.3 million of the City's assets or 0.2% are in the Very High-risk exposure category related to provision of reliable services. The unknown condition assets are excluded from the risk exposure map in Figure 3-1.

Figure 3-1: Risk Exposure of the City's Assets



Risk Exposure Ratings		*%*
Very High	**$2.3**	**0.2%**
High	**$196.1**	**12.9%**
Moderate	**$1,050.0**	**69.3%**
Low	**$209.5**	**13.8%**
Very Low	**$56.8**	**3.7%**
Total	**$1,514.7**	**100.0%**

These risk exposure tables exclude assets with unknown condition or likelihood of failure ($125.2 million of infrastructure assets and $389.1 million of natural assets).

The Very High-risk assets include:

- Facilities HVAC Equipment (Public Safety Building & Recreation Complex, $0.12 million)
- Facilities Fire Protection systems (8 Facilities, $0.07 million)
- Fleet Heavy Duty Vehicles (x8 at or past end of life, $0.93 million)
- Fleet Fire Truck (x1 nearing end of life, $0.97 million)
- Police Patrol Vehicles (x2 at end of life, $0.24 million)

The City manages these risks through targeted maintenance, renewal, and replacement strategies. The City is aware of the Very High risk assets noted above and is planning to inspect and replace these assets in the next few years. By prioritizing very high-risk assets and aligning interventions with condition data and service requirements, the City can improve resilience, reduce long-term costs, and support service continuity. Service-specific observations on very high-risk assets are provided in the relevant service area summaries.

4 Lifecycle Renewal Strategy

The renewal plan summarizes how the City intends to reinvest in existing assets to sustain desired performance over the planning horizon. Consistent with the 2014 Port Moody AMIP approach, renewal needs are developed by combining the City's asset replacement values with service life expectations and timing assumptions, creating a long-range forecast of renewal demand.

Renewal needs may be identified using a combination of methods, including age-based lifecycle modelling, condition assessment results, risk considerations, and operational insight from staff. Over time, as more condition and performance data become available, the renewal plan can be refined to better target the right treatment at the right time, improving outcomes while managing cost.

The AMIP typically presents renewal needs in terms of annual investment requirements and the expected effect on overall condition (or comparable indicators). This provides a clear line of sight between funding decisions and the longer-term implications for asset performance, service reliability, and risk exposure.

Renewal is usually done through large capital projects that do not change the original purpose of the asset. This work typically restores, repairs, replaces, or renews an existing asset to its original condition. Any work beyond restoring the asset to its original condition is considered growth or upgrade, which can lead to higher future operation, maintenance and renewal costs. The forecasted renewal need in this plan does not consider the additional expenses that will be required as the asset portfolio grows and expands. The renewal of the growth assets will need to be incorporated into the long-term investment plan as well.

The renewal forecasts consider the asset's current condition or age, the City's planned funding levels, as well as the recommended strategies from specific studies such as the condition assessments. Asset renewal needs are triggered by condition, age, and criticality. If an installation date is missing, renewal needs are included as an average annual renewal need (AARN, same investment each year) based on asset value and service life.

The AMIP model evaluates renewal investment scenarios, compares them to the City's current and planned funding levels and identifies resulting condition profiles based on the scenario spending over 25 years, to support decision-making. Together, these scenarios provide a practical range of outcomes:

1) The investment needed to proactively replace assets (replace assets before the end of their service life).
2) The investment required to prevent the renewal backlog (very poor condition assets) from growing.
3) The investment currently planned in the City's capital program.

Comparing these scenarios helps the City understand the implications of different funding levels, develop a recommended level of investment, and identify the funding gap by asset class and service area.

The condition forecast presented in this section is based on best available information at this time. City staff are aware of the limitations of existing asset condition data are working to collect more accurate information which will be used in the future to provide more accurate assessments for the financial needs to maintain service levels.

4.1 Scenario 1 – Proactive Replacement

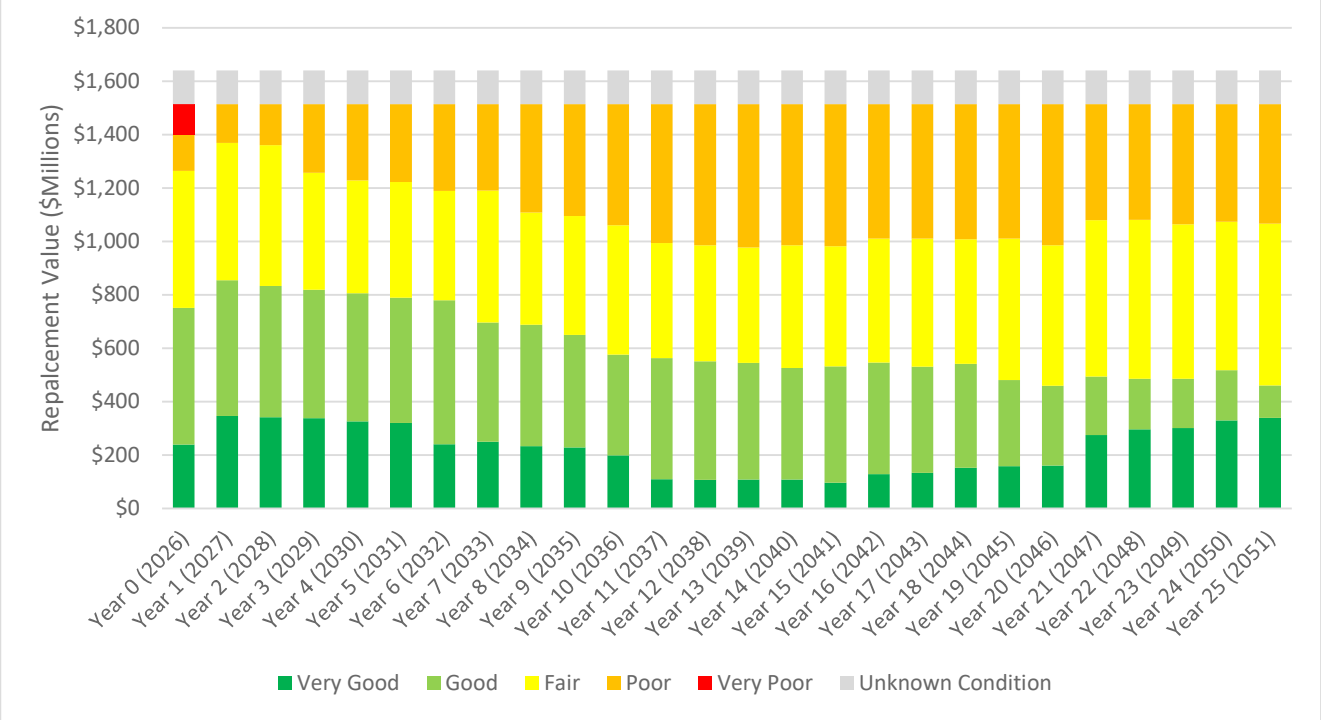
This scenario represents the annual investment that would be required to renew assets prior to their end of life. It establishes an upper benchmark for the analysis by illustrating the long-term renewal need across the City's asset classes over the 25-year period. It is useful for understanding the scale of need, but it does not reflect what is likely to be affordable or necessary in the short term. The condition profile resulting from this level of funding can be seen in Figure 4-1. Even at this level of investment, the share of assets in fair or better condition decreases from 77% to 65%. However, as shown in the figure, the

backlog of very poor assets is eliminated in Year 1, and assets are subsequently replaced before reaching end of life, resulting in no assets remaining in very poor condition.

Because this scenario removes budget constraints, it helps identify where major renewal pressures occur and where asset classes have the highest long-term demand. However, the City's recommended investment level is not based solely on this unconstrained scenario. Instead, it serves as a reference point when comparing the cost of fully meeting modelled renewals against the more practical scenarios tied to backlog stabilization and current funding levels.

This scenario averages **$28.4 million** in annual renewal spending over the 25-year modelling period, increasing to **$35.9 million** in average annual renewal need over a longer-term (full asset-lifecycle modelling). This difference reflects large assets requiring replacement after the 25-year modelling period. The gap between this maintain backlog scenario and the current planned funding is $8.1 million, with current funding covering approximately 71% of the required level.

Figure 4-1: Proactive Replacement Condition Profile



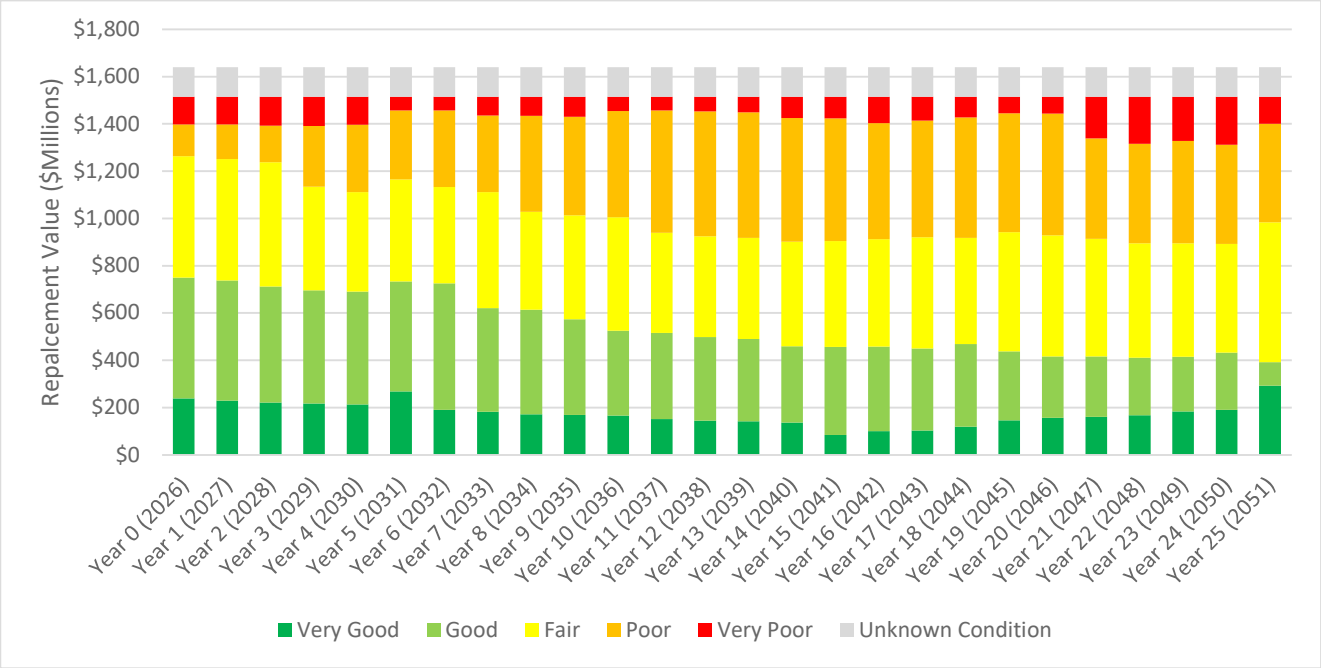
4.2 Scenario 2 – Maintain Backlog

This scenario represents the investment level required to maintain the current renewal backlog (amount of assets in very poor condition) over 25 years rather than allowing it to grow. In practical terms, this scenario identifies the annual funding needed to keep overall asset condition and backlog pressure broadly stable at current levels, recognizing that not all historical deficiencies can be addressed immediately. This scenario is typically the most useful benchmark for developing a recommended minimum level of investment because it reflects a more achievable balance between service sustainability, risk management, and affordability.

Comparing this scenario to current and planned funding levels allows the City to quantify the funding gap by asset class and identify where additional investment is most needed to avoid further deterioration or increased risk. In this AMIP, Scenario 2 forms the basis for the recommended investment target because it provides a practical, defensible funding level that supports sustainable service delivery without

assuming immediate elimination of all backlog. The condition profile for this scenario can be seen in Figure 4-2.

Figure 4-2: Maintain Backlog Condition Profile



While there is fluctuation in the overall condition profile over time and the percentage of assets in fair or better condition decreases from 77% to 60%, this scenario results in the same percentage of very poor assets (renewal backlog of 7%) at the end of the 25-year modelling period. The gap between this maintain backlog scenario and the current planned funding is $3.2 million, with current funding covering approximately 86% of the required level, a recommended and more affordable option that the proactive replacement scenario.

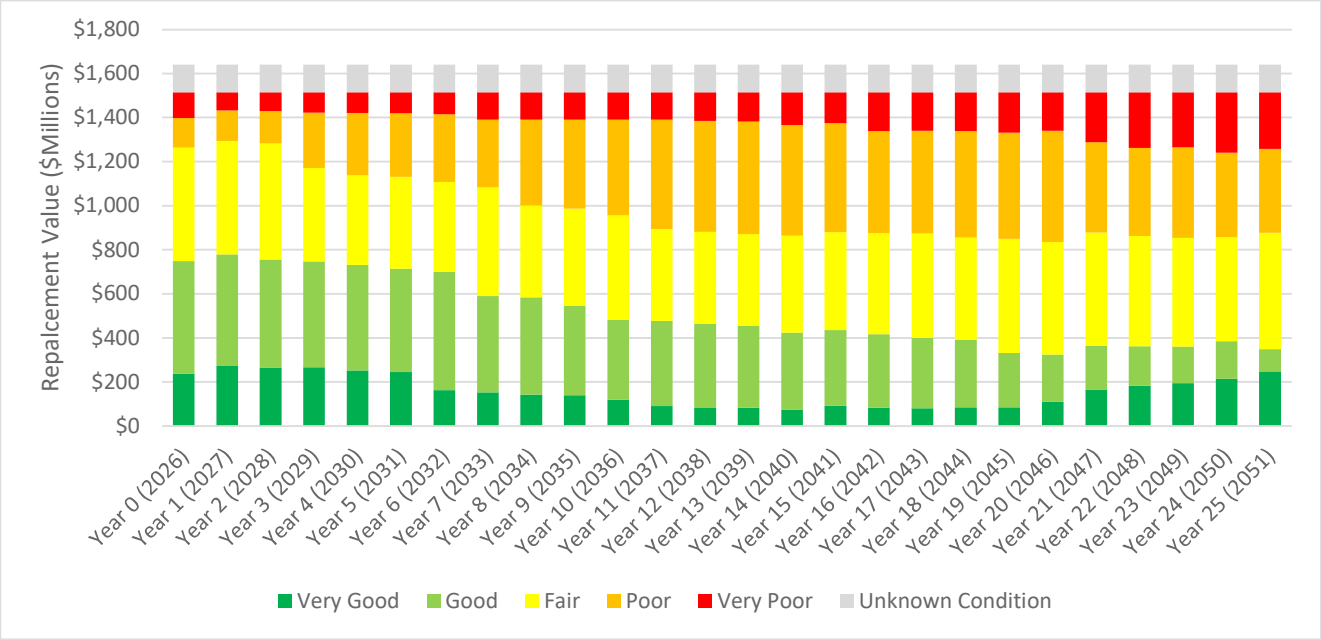
4.3 Scenario 3 – Planned Budget

This scenario reflects the City's current or planned renewal funding levels based on the approved capital plan, reserve strategy, and known funding sources. This scenario shows the outcome the City can expect if investment continues at currently identified levels, making it the most direct representation of the status quo for comparison purposes.

Based on the planned budget outlined in the 2026-2030 capital plan, the City has **$20.3 million** per year to invest in the renewal of all its assets. This current planned budget has been extrapolated over the full 25-year modelling period.

Using the planned budget, Figure 4-3 illustrates how the condition is expected to change over time. The percentage of Very Poor condition assets increases from 7% to 16% and the percentage of assets in fair or better condition decreases from 77% to 53% over the 25-year forecasted period.

Figure 4-3: Planned Funding Condition Profile



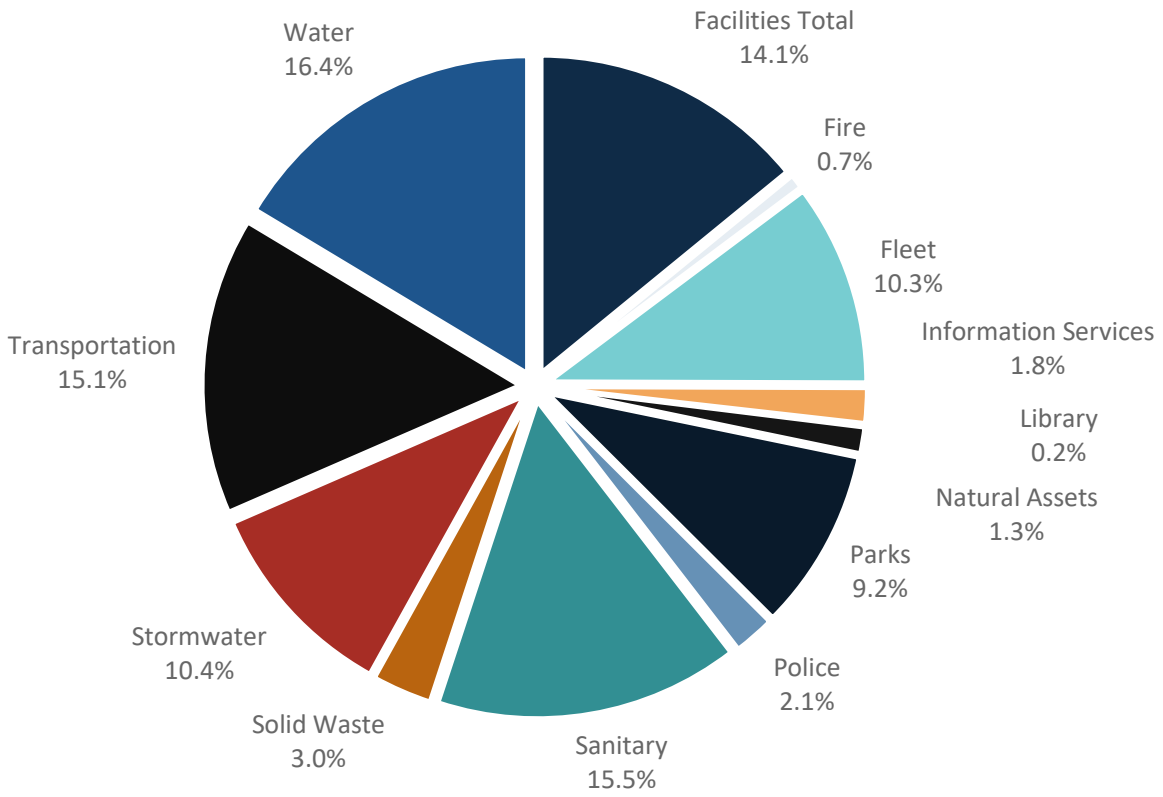
By comparing this Planned Budget to the previous scenarios, this AMIP identifies the difference between current funding and the recommended investment needed to stabilize backlog and support expected service outcomes. This comparison is used to highlight where current investment is insufficient, quantify the funding gap by asset class, and inform future financial planning, prioritization, and funding strategy discussions.

The specific renewal needs by service area are outlined in Section 6. Each sub-section includes a service area-specific summary of the available budget, expected performance based on the budget, and the average annual renewal investment needed to maintain the City's current service levels (i.e., maintain existing condition over the forecasted period).

4.4 Investment Gap

Through the City's annual budget process, capital project requirements are gathered from services / asset managers, including investment needs, trends, and priorities to enable preparation of the City's annual capital plans. The City currently approves one-year capital plans and budgets. Figure 4-2 illustrates how this funding is divided between services now.

Figure 4-4: Average Planned Funding



For the purposes of this AMIP, without a 25-year capital plan, the current level of funding has been applied across the services at the same level over the 25-year modelling period. Table 4-1 compares the level of planned renewal funding to the Proactive Replacement and Maintain Backlog scenarios as described above. It can be seen here that the current planned funding represents only 71% of the investment needed under the proactive replacement scenario, resulting in an $8.1 million funding gap. As noted above however, the proactive scenario is an upper benchmark for the analysis and not necessary in the short term. The current planned funding represents 86% of the investment needed under the recommended Maintain Backlog scenario, resulting in a more manageable funding gap of $3.2 million.

Table 4-1: Investment Needs and Investment Gap

Lifecycle Avg. Annual Need	25-Year Avg. Annual Planned Funding	25-Year Avg. Annual Need for Proactive Replacement	Annual Investment Gap to Proactive Replacement	Ratio of Funding to Needs (Proactive Replacement)	25-Year Avg. Annual Need to Maintain Backlog	Annual Investment Gap to Maintain Backlog	Ratio of Funding to Needs (Maintain Backlog)
$35.9M	$20.3M	$28.4M	**$8.1M**	71%	$23.5M	**$3.2M**	86%

Table 4-2 compares the level of planned renewal funding compared to the recommended asset funding by Service based on the Canadian Infrastructure Report Card (CIRC). It can be seen here that, while some assets are funded within the recommended range of the CIRC, others are not funded sufficiently. Two of the asset classes are identified as having a high level of funding, which is likely due to asset inventories

that were not complete and large replacement projects planned in the near-term that impact the average funding rate.

Table 4-2: Renewal Summary

Service Area	Replacement Value ($Millions)	25-Year Avg. Annual Planned Funding Reinvestment Rate	Recommended Reinvestment Rates*	Difference
Parks	$115.7	1.6%	2.5-5.0%	Low
Library	$3.0	1.0%	3-5%	Low
Police	$4.7	8.7%	9-10%	Low
Fire	$0.9	15.6%	3-6%	High**
IS	$0.5	63.7%	12-15%	High**
Facilities	$637.7	0.4%	1.7-2.5%	Low
Fleet	$21.7	9.5%	9-10%	Within Range
Transportation	$203.5	1.5%	2-3%	Low
Solid Waste	$8.1	7.4%	9-10%	Low
Stormwater	$170.2	1.2%	1-2%	Within Range
Sanitary	$159.0	1.9%	1-2%	Within Range
Water	$314.8	1.0%	1-2%	Within Range
Total	**$1,639.9**	**1.2%**	**2-3%**	**Low**

* Canadian Infrastructure Report Card

** Limited asset inventory was available for this project which likely means the replacement value noted is undervalued. The City is working on collecting a more robust asset inventory for Fire and IS assets.

4.5 Options to Manage the Gap

Where the AMIP identifies a gap between modelled renewal needs and available or planned funding, the City has several levers it can use—often most effectively in combination. These include adjusting funding over time, improving prioritization so that higher-risk assets are addressed first, and using financial tools such as grants, reserves, or debt to smooth investment. Considering these options helps Council and staff align service expectations with affordability.

The funding gap and associated impacts may be reduced by one or more of the following strategies:

- Maintain the 1% asset levy (as previously approved in prior budgets).
- Optimize lifecycle interventions, especially for larger asset classes (roads, water, wastewater, facilities).
- Invest and incorporate a robust predictive maintenance program that uses inspections to prevent failures before they occur.
- Reduce near term renewal needs by deferring capital renewal projects on lower risk assets, thereby lengthening the period in which the backlog is addressed. This may result in increased maintenance costs and risks to service delivery. If this occurs, it is recommended to increase the frequency of inspections on these assets to ensure safety is maintained.
- Reduce renewal needs by divesting of assets. This may reduce service levels related to capacity.

- Be strategic and mindful of growth investments, so as to not put an unfair burden for renewal on future generations.
- Increase available funds by leveraging third party grants.
- Increase the use of non-infrastructure solutions to manage the funding gap through management strategies and policies such as reviewing service levels, exploring demand management, and considering alternative service delivery approaches.

Reserves and debt can also help phase investment over time, but they should be used carefully because debt must be repaid and reserves must be replenished.

5 Improvement Opportunities

The improvement opportunities in this section reflect the key themes and challenges identified throughout the development of the AMIP update. Across many service areas, the City has a solid foundation to build on, but the analysis also highlighted recurring gaps in asset data, condition information, criticality definitions, and consistency of assumptions. In several portfolios, condition has been estimated primarily from age, some important assets are still in unknown condition, and certain inventories are managed outside the City's core systems. These limitations do not reduce the value of the AMIP as a planning tool, but they do show where targeted improvements will strengthen future decision-making.

Overall, the opportunities fall into two broad categories: corporate asset management improvements that apply across all service areas, and more specific actions for particular asset classes where issues were noted in the service summaries. Each improvement opportunity is noted in the table below.

Taken together, these opportunities provide a practical roadmap for maturing the City's asset management practice over time. As data quality improves, condition coverage expands, and lifecycle and risk methods become more consistent, future AMIP updates will provide a stronger basis for prioritizing projects, communicating funding needs, and aligning investment with service, risk, and affordability objectives.

Table 5-1: Asset Management Improvement Opportunities

No.	Service Area	Description
General Asset Management Planning Process Improvements		
1	All	Develop a standard, city-wide criticality assessment tool and risk framework that considers all assets on a similar scale
2	All	Agree on a city-wide asset inventory system where all asset data can be collected (or synced with other systems)
3	All	Develop a consistent asset hierarchy and ID structure for use across all systems
4	All	Define consistent , age, condition, criticality, quantity and replacement cost fields for all assets
5	All	Continue to collect and update asset inventories, prioritizing assets with the highest value, criticality and risk
6	All	Collect condition data on assets with unknown condition
7	All	Collect unit costs of assets as they are replaced to validate and improve replacement costs
8	All	Develop a city-wide project prioritization tool based on risk, to determine which projects are funded annually
9	All	Incorporate analysis of growth/expansion and operations & maintenance in future AMIPs
10	All	Re-do the AMIP in 5 years after the asset information has been updated to provide a more accurate financial outlook
1	Facilities	Develop a template for future condition assessments to include all facility components, at least grouped by systems
2	Water/ Sanitary/ Storm	Within inventory, develop way to link connections, appurtenances to mains to obtain age-based condition until assessed

3	Water	Incorporate system maintenance and break history (by material) into condition scoring for improved forecasting
4	Sanitary	Assess capacity and asset-level condition for pump stations (difficulties noted separating renewal from growth needs)
5	Storm	Culvert data is limited. Identify high-risk culverts requiring proactive renewal
6	Transportation	Incorporate sidewalk condition, to specifically focus on safety rather than age
7	Transportation	Incorporate different treatments (rehab vs replacement) in future modelling and in planning/prioritizing renewal
8	Fleet	Update Fleet replacement assumptions using utilization rather than simply vehicle type and standard service lives

6 Service Area Summaries

The following service area summaries provide a short overview of each asset portfolio using the inventory tables and the condition, risk, and forecast figures. The narrative explains the main renewal pressures, key service risks, and important data limitations to help interpret the charts and tables.

6.1 Water

The City's water service provides safe, reliable drinking water to homes, businesses, and community facilities through its distribution system and fire protection infrastructure. This service protects public health, supports emergency response, and enables daily residential, commercial, and institutional activity across Port Moody.

6.1.1 State of Infrastructure

This service is primarily made up of water mains, hydrants, service connections, facilities, and valves and related appurtenances. The water portfolio has a total replacement value of about $314.8 million, with water mains representing the largest share at approximately $251.3 million, or about 80% of the total. Most of these water assets (69%) are in fair or better condition, while 4% are in very poor condition, past their estimated service lives. 9% are in unknown condition, most of these being service connections.

Table 6-1: Water Inventory

Asset / Component Category	Replacement Value ($ millions)	Quantity	Avg Annual Renewal Need ($ millions)
Mains	$251.3	123,185	$3.1
Hydrants	$7.4	617	$0.30
Service Connections	$23.1	4,876	$0.92
Facilities	$31.0	13	$0.62
Valves, Caps, Chambers, Meters	$2.0	1,074	$0.07
Total	$314.8		$5.1

The condition chart in Figure 6-1 shows a portfolio that is generally weighted toward the middle condition grades, with most assets falling in fair or better condition. A small share of the portfolio is shown in very poor condition, but the chart should be interpreted as a broad screening-level view rather than a direct measure of actual physical condition. Condition is based entirely on age where age data are available, rather than on observed condition assessments.

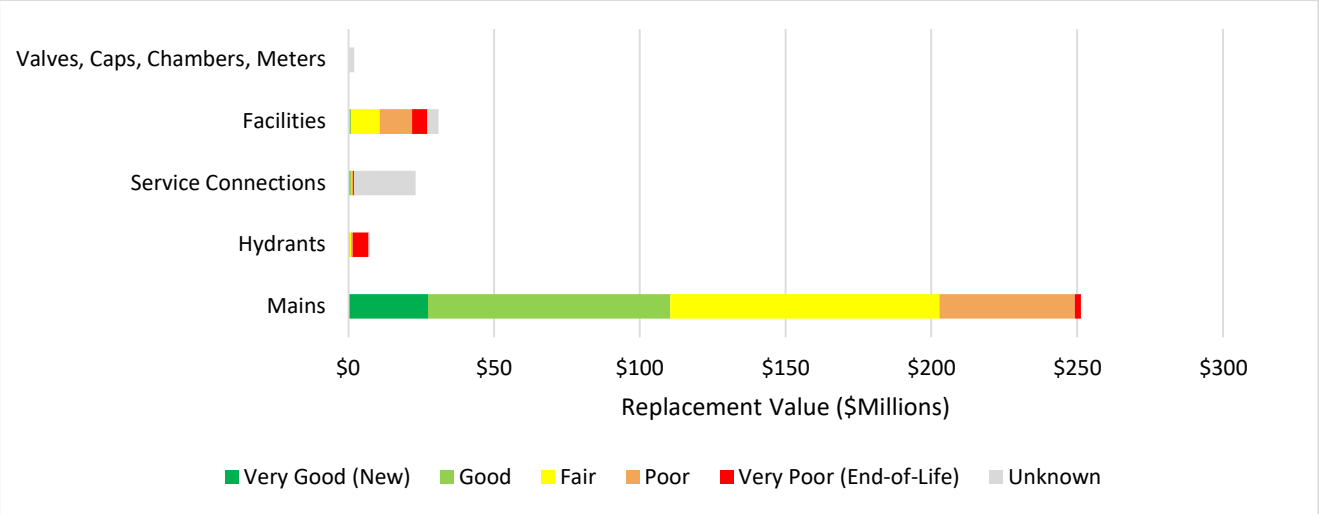
Data quality for the water service is generally consistent with the other linear pipe services. The assets are listed in GIS with length and diameter information for pipe sizes, and materials are recorded for most pipes. However, some material labels may be inaccurate, as issues were flagged by staff during workshops. Most replacement costs are based on assumptions from other asset management plans, supported in some cases by reference data from recent projects.

Overall, the charts and tables provide a useful portfolio-level view, but condition assessments are recommended to improve confidence in the modelling, renewal forecasts, and future decision-making. Another way to improve the data quality would be to determine a way to link service connections with the connected segments of water main that at least have installation dates. This would provide an age-based estimate of condition, which would help improve the confidence in these charts. This approach can also

be used on sanitary and storm connections to improve their data while waiting for condition assessments. It is recommended that cost assumptions be improved over time as projects are completed and updated local cost information is known.

Overall, 69% of the water portfolio is shown in fair or better condition, while 4% is shown in very poor condition.

Figure 6-1: Water Service Condition Distribution



6.1.2 Risk Management Strategy

Water service risk is based on consequence of failure and likelihood of failure and gives an overall view of risk across the portfolio. The results show all assets characterized as minor or moderate consequence of failure. Most of the risk sits in the moderate category (67%), with smaller amounts in the high and low categories. There are no high risk assets in this portfolio. This suggests the water system is generally stable at a portfolio level, but some assets and locations still need closer monitoring and planned renewal.

Figure 6-2: Water Risk Exposure Map

Risk exposure in year 2026 $, millions

Likelihood of Failure	Insignificant	Minor	Moderate	Major	Catastrophic
Certain	$ -	$ 5.99	$ 7.34	$ -	$ -
Likely	$ -	$ 0.56	$ 57.46	$ -	$ -
Possible	$ -	$ 0.80	$ 102.13	$ -	$ -
Unlikely	$ -	$ 0.94	$ 83.81	$ -	$ -
Rare	$ -	$ 0.89	$ 27.68	$ -	$ -

Consequence of Failure

Risk Exposure Ratings

Very High	$0.0
High	$64.8
Moderate	$193.3
Low	$28.6
Very Low	$0.9
Total	$287.6

Risk Exposure table excludes the following:

Assets with unknown risk exposure due to unknown likelihood of failure (condition): **$27.17**

Overall, the key risk themes for water are failures in distribution mains, localized impacts to customers and fire protection, and uncertainty in the underlying data used to model risk. Existing mitigation includes routine maintenance, operational response procedures, and planned capital renewal. Over time, the

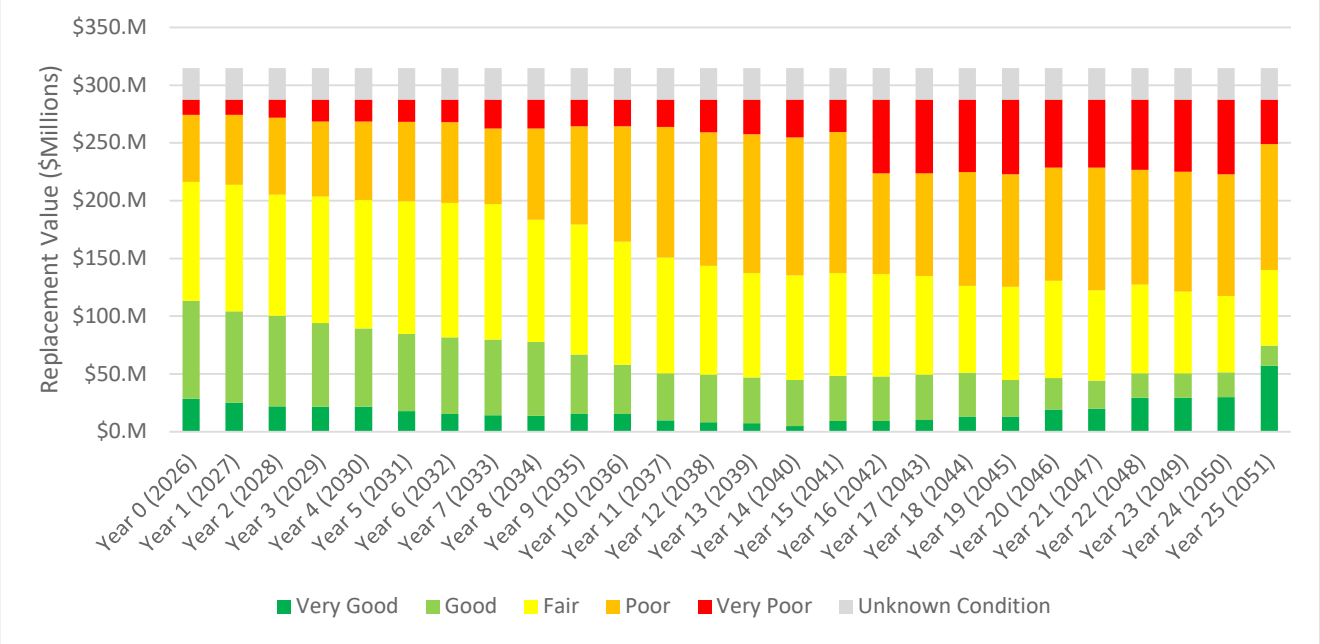
quality of risk-based decision-making would be improved by supplementing age-based modelling with condition assessments, inspection data, and better information on asset criticality and remaining life.

6.1.3 Lifecycle Management Strategy

The planned annual renewal spend for water is $3.3 million. This is below the estimated average annual renewal need of about $5.1 million shown above, which suggests that the current funding level may not be enough to fully keep pace with long-term renewal requirements. This means renewal work will need to be prioritized toward the highest-risk assets, and the funding gap could lead to increasing backlog or greater renewal pressure over time if it continues, as seen in **Figure 6-3**.

The average annual cost to maintain the current backlog of water assets (i.e. percentage of assets at end of life) over the 25-year modelling period is $4.3 million, closer to the current planned spending than the lifetime average annual renewal need. This suggests that the more modest increase in funding, combined with continued prioritization of high-risk mains and appurtenances, could help the City keep backlog under control while longer-term improvements are planned.

Figure 6-3: Water Planned Funding Condition Forecast



The average annual renewal need (AARN) for water is about $5.1 million, driven primarily by water mains ($3.1 million), representing most of the portfolio value. With planned renewal funding of about $3.3 million per year, the planned funding forecast provides a useful indication of how renewal backlogs and condition may trend over time unless funding or prioritization changes. To maintain the current backlog at 4% of the total replacement value, an additional $1.0M annual investment would be needed.

6.2 Sanitary

The sanitary service collects and carries wastewater from homes and businesses for treatment by the Greater Vancouver Sewerage and Draining District (GVSDD), the Metro Vancouver Utility responsible for wastewater. This service protects public health and the environment and supports community growth, helps meet regulatory requirements, and contributes to the long-term livability of Port Moody.

6.2.1 State of Infrastructure

This service includes sanitary mains, service connections, manholes, lift stations, and related components that collect and carry wastewater. The sanitary portfolio has a total replacement value of about $159.0 million. Mains are the largest asset group at $127.6 million and drive most of the long-term renewal need. A high percentage of these assets (72%) is in fair or better condition and about 9% are estimated to be in very poor condition, past their estimated service lives. This should be validated through condition assessments as it includes manholes and service connections valued at $13.8 million and condition is estimated based only by age. Spread across all asset categories, 1.5% of the portfolio does not have age or condition data, so this would also be improved with condition assessments.

Table 6-2: Sanitary Inventory

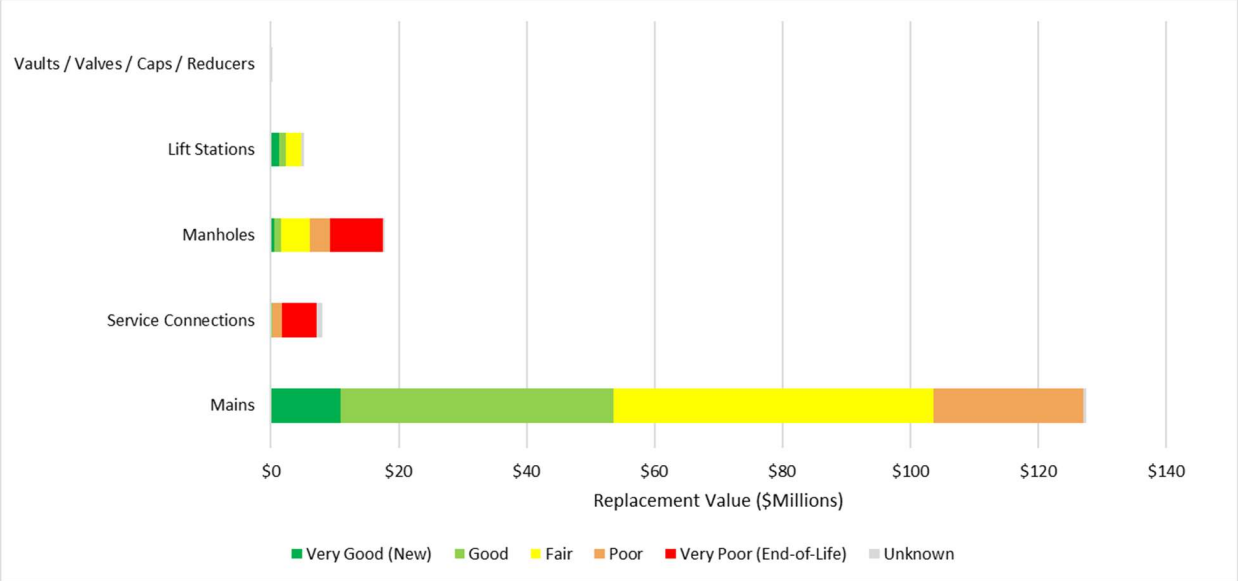
Asset / Component Category	Replacement Value ($ millions)	Quantity	Avg Annual Renewal Need ($ millions)
Mains	$127.6	118,390	$1.6
Service Connections	$8.1	4,494.0	$0.32
Manholes	$17.9	2,232.0	$0.36
Lift Stations	$5.3	6.0	$0.11
Vaults / Valves / Caps / Reducers	$0.2	94.0	$0.01
Total	$159.0		$2.4

The condition chart suggests most of the sanitary portfolio is in the middle condition grades, with a smaller share in poor or very poor condition, providing a useful portfolio-level view of renewal pressure, especially for the main network, which drives most of the asset value.

Data quality for the sanitary service is generally consistent with the other linear pipe services. The assets are listed in GIS with length and diameter information for pipe sizes, and materials are recorded for most pipes. However, some material labels may be inaccurate, as issues were flagged by staff during workshops. Condition is based entirely on age where age data are available, rather than on observed condition assessments.

Most replacement costs are based on assumptions from other asset management plans, supported in some cases by reference data from recent projects. Overall, the charts and tables provide a useful portfolio-level view, but condition assessments are recommended to improve confidence in the modelling, renewal forecasts, and future decision-making.

Figure 6-4: Sanitary Condition Distribution



Overall, the sanitary service appears to be in generally fair condition at a portfolio level, with the largest long-term renewal pressure tied to the main network.

6.2.2 Risk Management Strategy

Sanitary risk is driven mainly by the chance of pipe failures, blockages, surcharging, and lift station issues that could affect service, public health, and the environment. The risk mapping gives a high-level view of where monitoring, maintenance, and renewal should be focused and it also demonstrates that there are no sanitary assets assessed to have a major or catastrophic impact of failure, meaning these will never become very high-risk assets. With most of the assets considered to be moderate or high risk, a condition monitoring program. to better understand and mitigate risk. The key concerns are service interruption, sewer backup, environmental release, and the operational importance of lift stations and critical mains.

Figure 6-5: Sanitary Risk Exposure Map

Risk exposure in year 2026 $, millions

Likelihood of Failure	Insignificant	Minor	Moderate	Major	Catastrophic
Certain	$ -	$ 13.80	$ -	$ -	$ -
Likely	$ -	$ 4.61	$ 23.50	$ -	$ -
Possible	$ -	$ 6.82	$ 50.07	$ -	$ -
Unlikely	$ -	$ 2.43	$ 42.62	$ -	$ -
Rare	$ -	$ 1.79	$ 10.97	$ -	$ -

Consequence of Failure

Risk Exposure Ratings

Very High	$0.0
High	$23.5
Moderate	$117.9
Low	$13.4
Very Low	$1.8
Total	$156.6

Risk Exposure table excludes the following:

Assets with unknown risk exposure due to unknown likelihood of failure (condition): **$2.39**

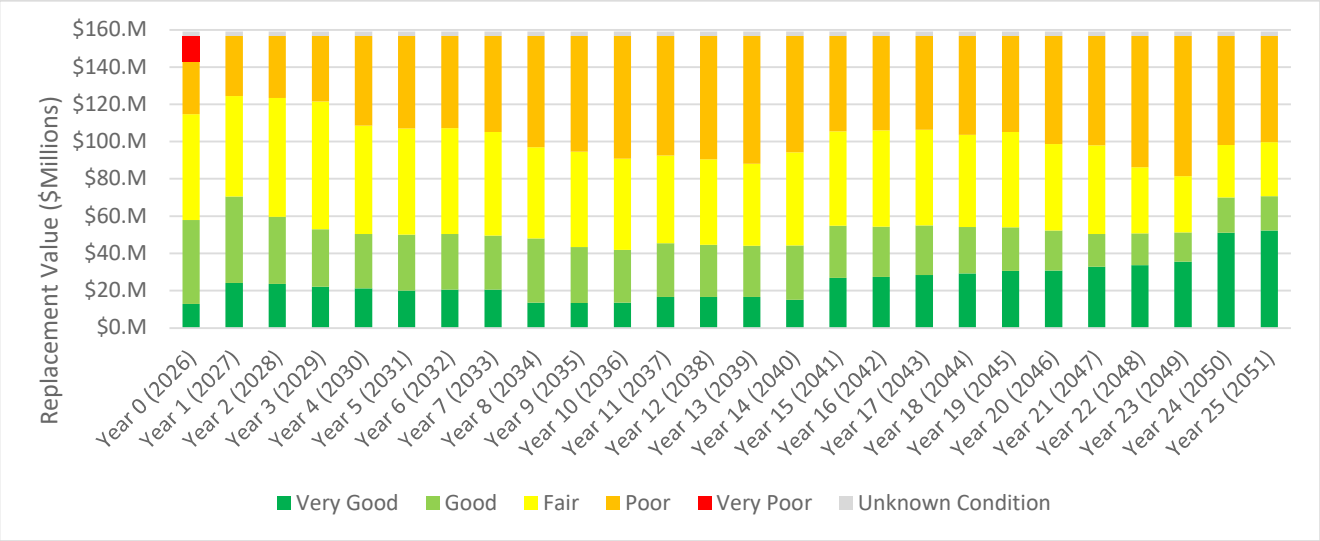
Current mitigation relies on routine maintenance, operational response, inspection programs, and planned capital renewal. Over time, better condition information and risk data will help refine priorities and support more targeted investment decisions.

6.2.3 Lifecycle Management Strategy

The sanitary service has an average annual renewal need of about $2.4 million and the cost to maintain the current backlog over the 25-year modelling period is $2.3 million. With the current planned budget of $3.1 million, there is an opportunity for savings and to reinvest in other higher priority areas, beyond the planned projects identified in the short-term. It is important to note that while the maintain backlog scenario does result in a continued backlog of about 9% of assets at end of life, regular condition assessments will confirm if the estimated service lives, typically 75-80 years for these assets, are appropriate or if routine maintenance and inspection can extend these lives.

Renewal planning will need to stay focused on the highest-priority assets to manage future backlog and service risk. Targeted reinvestment in mains and critical vertical assets will be important to avoid a gradual increase in renewal pressure over time.

Figure 6-6: Sanitary Planned Funding Condition Forecast



6.3 Stormwater

The stormwater service manages runoff through drainage assets to reduce flooding and protect receiving environments. This service helps protect property, maintain road safety, and improve the City's resilience to heavy rainfall and changing climate conditions[2].

6.3.1 State of Infrastructure

This service includes storm mains, service connections, catch basins, manholes, and drainage facilities that manage runoff across the city. The stormwater portfolio has a total replacement value of about $170.2 million and average annual renewal need of $2.1 million. Storm mains are the largest component at about $130.4 million and an average annual renewal need of $1.6 million. Two thirds (66%) of the assets are in fair or better condition while nearly one third (32%) are in unknown condition. The remaining 1% of assets are storm mains in poor condition, nearing end of life.

Table 6-3: Stormwater Inventory

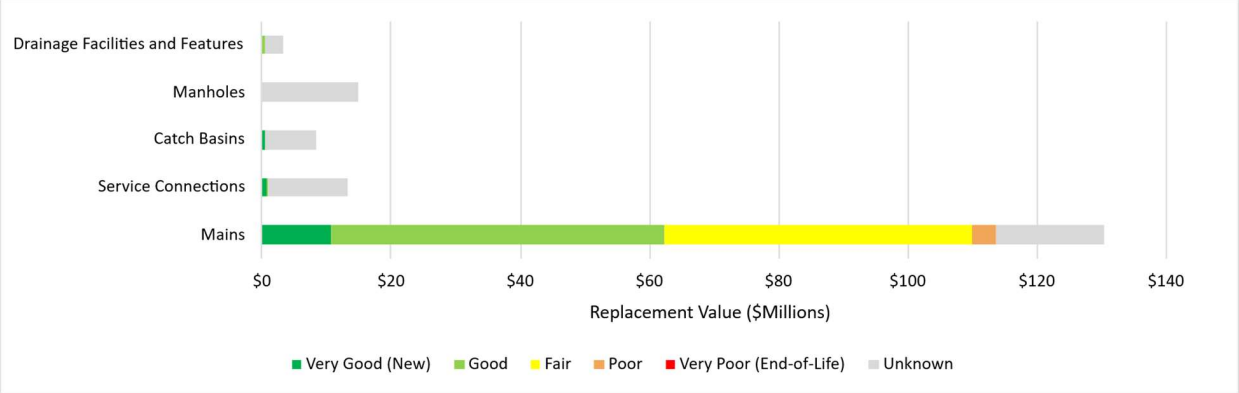
Asset / Component Category	Replacement Value ($ millions)	Quantity	Avg Annual Renewal Need ($ millions)
Mains	$130.4	117,627	$1.6
Service Connections	$13.2	3,622	$0.17
Catch Basins	$8.4	3,238	$0.10
Manholes	$14.9	2,480	$0.19
Drainage Facilities and Features	$3.3	469	$0.04
Total	$170.2		$2.1

Overall, the stormwater portfolio appears to be in generally good to fair condition, with long-term renewal pressure concentrated in the main network. Given the size of the main network, shifts in storm main condition have a significant effect on the overall result.

Data quality for the stormwater service is generally consistent with the other linear pipe services. The assets are listed in GIS with length and diameter information for pipe sizes, and materials are recorded for most pipes. However, some material labels may be inaccurate, as issues were flagged by staff during workshops. Condition is based on age where age data is available, rather than on observed condition assessments. Stormwater has the largest gaps in age data among the three pipe services, which is why a relatively high share of the portfolio appears in unknown condition.

Most replacement costs are based on assumptions from other asset management plans, supported in some cases by reference data from recent projects. The charts and tables provide a useful portfolio-level view, but condition assessments are recommended to improve confidence in the modelling, renewal forecasts, and future decision-making.

Figure 6-7: Stormwater Condition Distribution



6.3.2 Risk Management Strategy

Stormwater risk is driven mainly by the chance that pipes or drainage assets fail and contribute to localized flooding, erosion, property damage, or service disruption. The risk mapping shows that the overall stormwater risk profile appears to be weighted toward moderate priority areas rather than widespread extreme risk. There are no very high risk stormwater assets however most assets should be regularly inspected to better understand condition, prioritize and plan for replacement.

Figure 6-8: Stormwater Risk Exposure Map

Risk exposure in year 2026 $, millions

Likelihood of Failure	Insignificant	Minor	Moderate	Major	Catastrophic
Certain	$ -	$ -	$ -	$ -	$ -
Likely	$ -	$ -	$ 3.84	$ -	$ -
Possible	$ -	$ -	$ 47.73	$ -	$ -
Unlikely	$ -	$ -	$ 52.04	$ -	$ -
Rare	$ -	$ -	$ 12.04	$ -	$ -

Consequence of Failure

Risk Exposure Ratings

Very High	$0.0
High	$3.8
Moderate	$99.8
Low	$12.0
Very Low	$0.0
Total	$115.6

Risk Exposure table excludes the following:

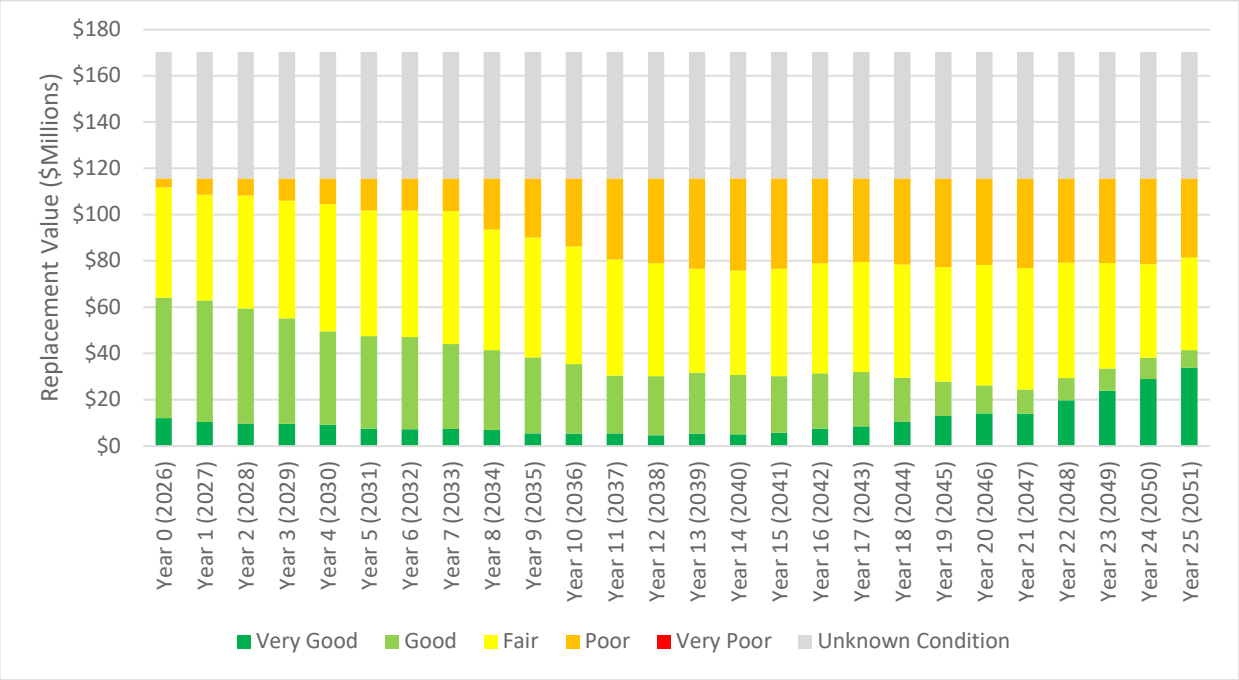
Assets with unknown risk exposure due to unknown likelihood of failure (condition): **$54.57**

Current mitigation includes routine maintenance, cleaning, inspection, and targeted capital renewal. Better information on hydraulic performance, asset condition, and critical locations would improve future risk-based decision-making.

6.3.3 Lifecycle Management Strategy

The stormwater service has an average annual renewal need of about $2.1 million which matches the current planned budget. Maintaining service levels over time will depend on prioritization of the highest-need assets and locations. With a good condition assessment and prioritization program in place, the average annual investment could reduce to $1.25 million and still maintain the current backlog (0%) of high-risk assets over the 25-year modelling period This suggests that improving information on critical drainage locations and asset condition will help the City better target renewal funding where it can reduce the greatest flood and service risk and potentially provide savings that could be reinvested in other high priority services.

Figure 6-9: Stormwater Planned Funding Condition Forecast



The average annual renewal need (AARN) for stormwater is about $2.1 million, driven primarily by storm mains ($1.6 million). These drivers align with the portfolio value distribution and reinforce that mains renewal and targeted work on key drainage assets will have the greatest influence on long-term condition.

The high value of assets with unknown condition provides some risk to the overall stormwater program, because if these assets are discovered to be a worse condition profile than shown here, the 25-year investment needs may increase.

The City is currently enhancing services provided through the Drainage Utility to expand from a mostly hard infrastructure focus to more formally include natural watercourses and ravines. The Drainage Utility will include both the Stormwater System and a portion of Natural Assets which are currently categorized separately in this AMIP. This is unlikely to have an impact on the renewal funding needs for the existing hard infrastructure, however it will make it more important to understand the condition, expected service life and maintenance needs of these natural assets.

6.4 Solid Waste

The solid waste service supports waste collection and related operations that help keep Port Moody clean, safe, and well maintained. It protects public health, supports environmental stewardship, and contributes to a well-kept community for residents and businesses.

6.4.1 State of Infrastructure

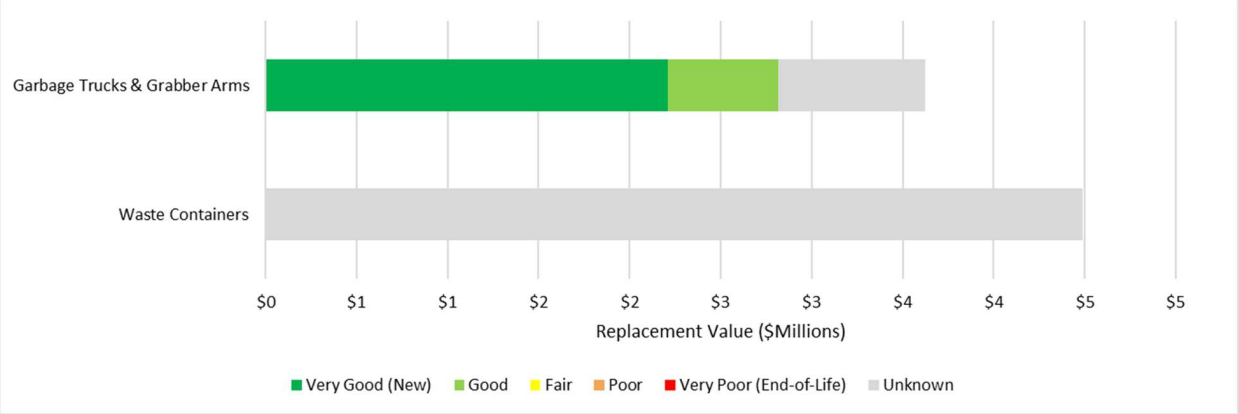
This service is mainly made up of waste containers and collection vehicles, including garbage trucks and grabber arms. The solid waste portfolio has a total replacement value of about $8.1 million. Waste containers represent the larger share of total value, while the truck fleet drives a significant portion of the annual renewal need because of its high unit cost and replacement cycle requirements. Only 35% of the solid waste assets are in fair or better condition but all of the other assets are in unknown condition.

Table 6-4: Solid Waste Inventory

Asset / Component Category	Replacement Value ($ millions)	Quantity	Avg Annual Renewal Need ($ millions)
Waste Containers	$4.5	22,091	$0.35
Garbage Trucks & Grabber Arms	$3.6	11	$0.54
Total	$8.1		$0.9

The condition distribution chart suggests a relatively manageable portfolio overall, with condition outcomes influenced mainly by the age and replacement cycle of the vehicle fleet and container stock. Because the fleet is smaller but more expensive per asset, it can have a strong effect on renewal timing. The condition of the waste containers is not known, however this is not a priority as they would only be replaced on failure, so an annual allowance is appropriate. It can be adjusted over time based on failure trends. Assessing the age and condition of the grabber arms would have a bigger impact on the accuracy of this condition profile and forecast.

Figure 6-10: Solid Waste Condition Distribution



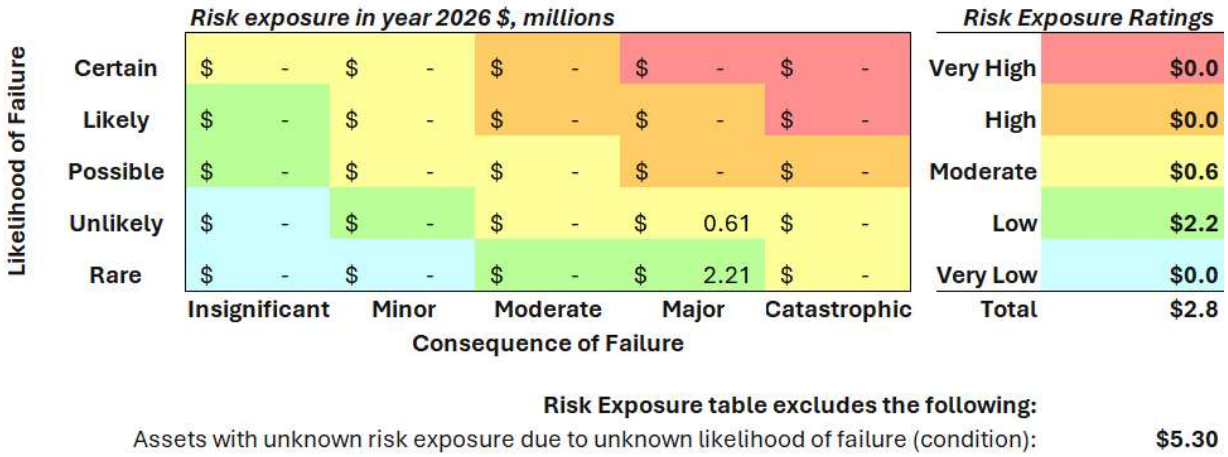
Overall, the solid waste portfolio appears to be in generally serviceable condition, with renewal pressure driven more by fleet replacement timing than by the total size of the asset base.

6.4.2 Risk Management Strategy

For solid waste, the main exposure comes from the reliability of collection vehicles and the availability of containers needed to maintain regular service. The main service risks are vehicle breakdowns, reduced

collection reliability, and the operational impacts of aging equipment. The impact of garbage truck failure is significant so it is important that the condition of this fleet is understood and monitored to prevent service disruptions. Current mitigation includes preventative maintenance, fleet replacement planning, and operational backup measures to keep service disruptions low.

Figure 6-11: Solid Waste Risk Exposure Map



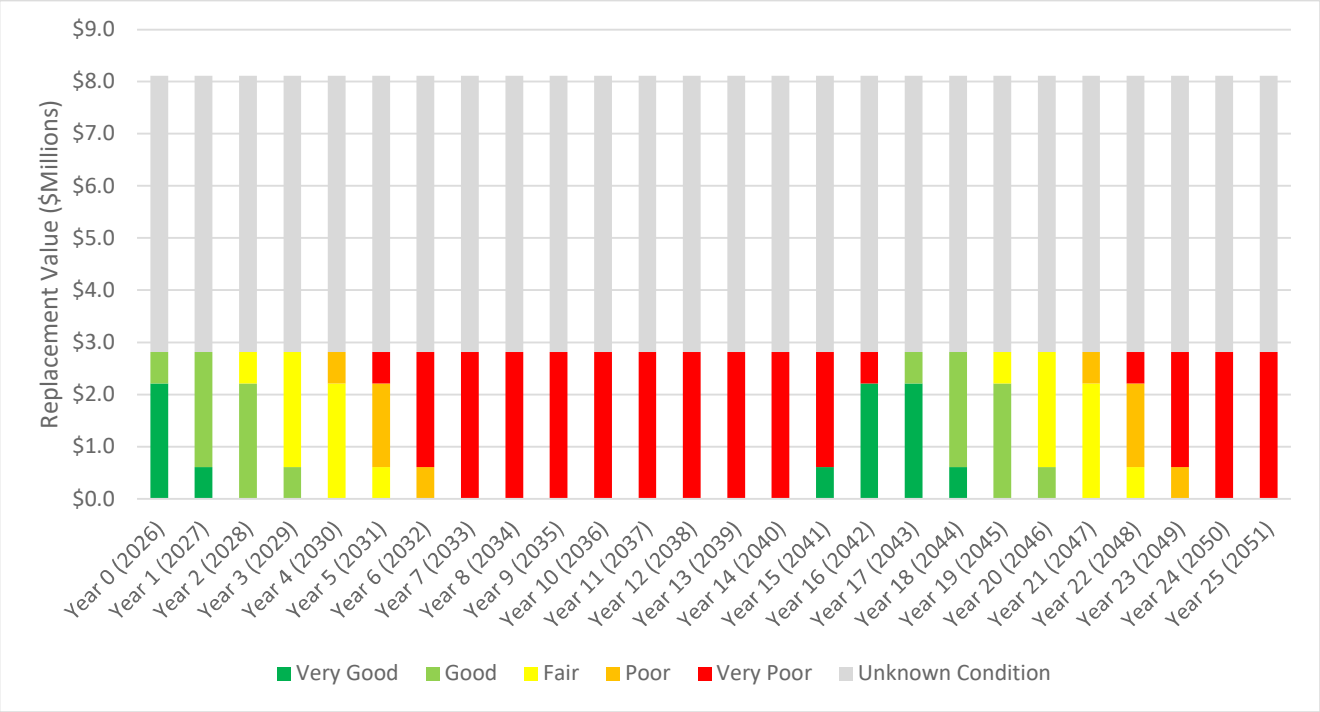
Over time, better fleet condition data and clearer replacement planning will help strengthen decision-making. Given the relatively small size of the portfolio, individual asset replacements can have a noticeable effect on future funding needs.

6.4.3 Lifecycle Management Strategy

The solid waste service has an average annual renewal need of about $0.9 million, however, the current planned funding is $0.6 million. Collection vehicles are the main lifecycle cost driver because they have higher unit costs and shorter renewal cycles than containers. As noted above, a large share of the portfolio cannot be forecast directly because the waste containers and grabber arms do not have condition data.

Within the portion that can be modelled, the planned funding condition forecast in Figure 6-12 shows that the garbage trucks are generally kept at or beyond their expected service lives for several years before replacement, and that all assets with known condition (garbage trucks) remain at or past end of life for at least 10 years of the 25-year modelling period. This suggests sustained renewal pressure in the fleet component of the service under the current funding level.

Figure 6-12: Solid Waste Planned Funding Condition Forecast



This planned funding forecast should be interpreted mainly as an indicator of fleet renewal pressure and timing, rather than a complete picture of service-wide condition. A more comprehensive inventory with age and condition of the fleet and the grabber arms would improve this forecast. As noted above, collecting and tracking condition data for waste containers is not a priority because it will not have a significant impact on this forecast. Tracking annual replacement needs on failure would be a better way to plan for funding needs.

6.5 Transportation

The transportation service supports safe and efficient travel throughout Port Moody by maintaining roads and related infrastructure that connect homes, businesses, parks, and community destinations. It supports mobility, accessibility, public safety, and reliable network performance.

6.5.1 State of Infrastructure

This portfolio includes roads, curbs, sidewalks, traffic lights, streetlights, and structures such as bridges, culverts, and retaining walls. The total replacement value is about $203.5 million, with structures representing the largest share at $98.7 million, while roads, curbs, and sidewalks together account for about $92 million.

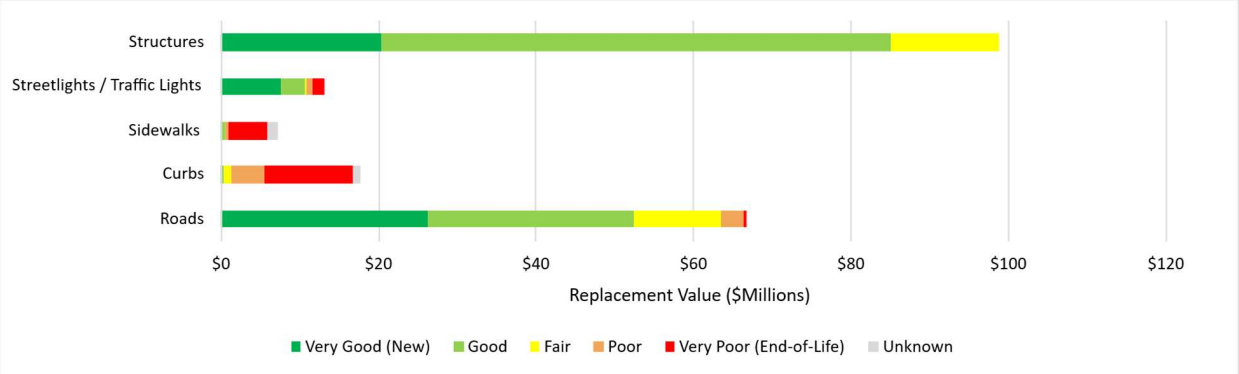
Most assets (86%, $175M) are in fair or better condition. A significant portion of the portfolio (9%) is in very poor condition, past their estimated service lives. However, these very poor assets, mainly sidewalks and curbs, are assessed based on age rather than condition. Incorporating condition, focusing on safety will improve the reliability of these forecasts.

Table 6-5: Transportation Inventory

Asset / Component Category	Replacement Value ($ millions)	Quantity	Avg Annual Renewal Need ($ millions)
Roads	$66.7	83,092	$1.7
Curbs	$17.7	300,680	$0.44
Sidewalks	$7.2	129,941	$0.24
Streetlights / Traffic Lights	$13.1	2,500	$0.26
Structures	$98.7	30	$1.6
Total	$203.5		$4.2

The condition chart suggests that most transportation assets fall in the middle condition grades, with the main long-term concerns tied to roads and structures. Because roads are extensive and structures (bridges, major culverts, and retaining walls) are high value, changes in either category have a large effect on the overall portfolio result. These results should be treated as a high-level portfolio summary rather than a detailed engineering assessment of each asset. They are useful for showing broad renewal pressure and relative priorities and can be strengthened over time as more inspection and condition data are added and as updated cost information is incorporated in the model.

Figure 6-13: Transportation Condition Distribution

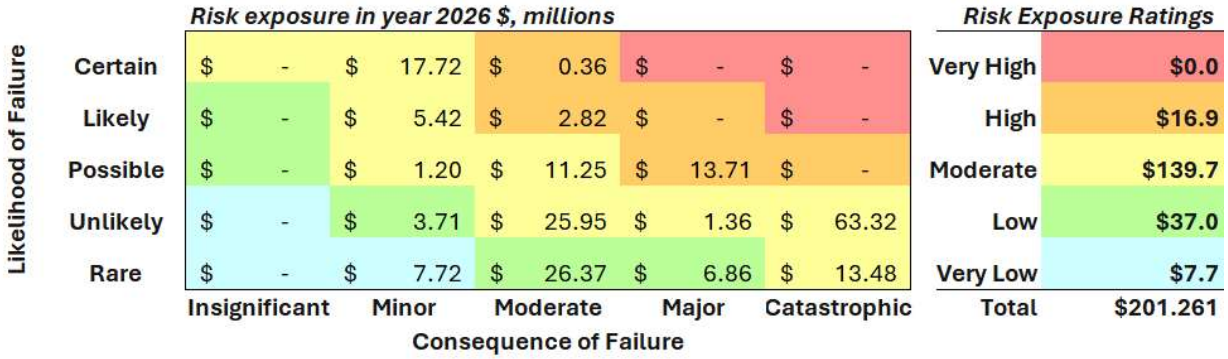


6.5.2 Risk Management Strategy

Transportation risk is driven mainly by the potential for failures or deterioration that affect safety, accessibility, service reliability, and mobility. The risk mapping provides a simple view of where renewal, monitoring, and further investigation should be prioritized. While there are some critical assets, the condition of these keeps the risk at a moderate level

The main risk themes are tied to deteriorated road surfaces, aging structures, pedestrian infrastructure, and traffic control assets that play an important role in public safety and network performance. The biggest concerns are safety, service disruption, and higher future repair costs if renewal is deferred.

Figure 6-14: Transportation Risk Exposure Map



Risk Exposure table excludes the following:

Assets with unknown risk exposure due to unknown likelihood of failure (condition): **$2.267**

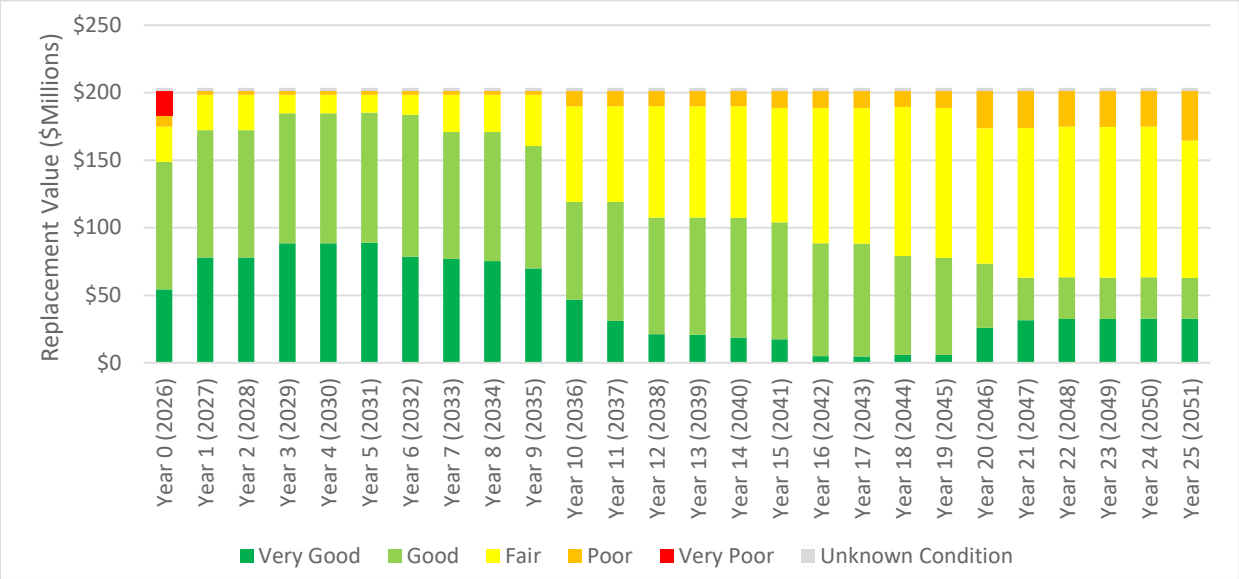
Current mitigation includes pavement management, inspections, preventative maintenance, traffic operations, and targeted capital renewal. Better condition data and continued risk-based planning will help focus funding on the assets and locations with the greatest service impact.

6.5.3 Lifecycle Management Strategy

The transportation service has an average annual renewal need of about $4.2 million. Structures and roads are the main lifecycle cost drivers because they combine high replacement values with long-term renewal needs. Maintaining service levels will depend on prioritization of the highest-need assets and a sustained approach to long-term funding. This means that deferring renewal in these major asset groups could quickly translate into higher service risk, reduced network performance, and greater future cost escalation.

The planned average annual spending of $3.0 million keeps most transportation assets in Fair to better condition and eliminates assets in very poor condition. This level of spending exceeds the forecasted 25-year renewal need of $1.5 million to maintain the current backlog, which is likely due to significant renewal projects planned in the next 5 years that skew the model results. In future years, some of this spending may be diverted to other areas of higher risk, however this should first be validated by updated condition assessments to confirm the accuracy of the model. In the longer term, beyond the 25-year modelling period, more funding will be needed to address renewal needs. Incorporating different treatments such as rehab vs replacement in future modelling and in planning/prioritizing renewal can help to extend the lives of these assets and improve investment need forecasts.

Figure 6-15: Transportation Planned Funding Condition Forecast



6.6 Fleet

Fleet services provide the vehicles and equipment needed for municipal operations, maintenance, inspections, and emergency response across multiple departments. This service benefits the City by enabling staff to deliver frontline services efficiently, respond to operational needs quickly, and maintain critical infrastructure year-round.

6.6.1 State of Infrastructure

This service includes light duty and heavy duty vehicles, fire trucks, specialty equipment, and a small number of heritage assets. The fleet portfolio has a total replacement value of about $21.7 million. Fire trucks represent the largest share of value, followed by light duty vehicles, and together these categories drive much of the lifecycle demand.

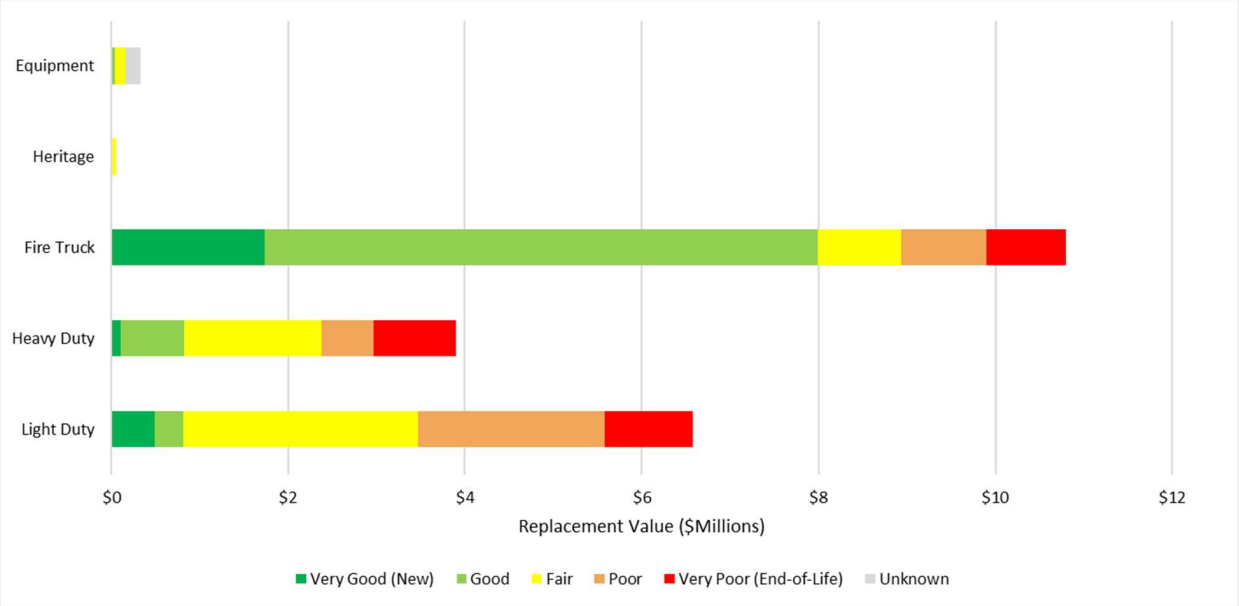
Table 6-6: Fleet Inventory

Asset / Component Category	Replacement Value ($ millions)	Quantity	Avg Annual Renewal Need ($ millions)
Light Duty	$6.6	80	$0.71
Heavy Duty	$3.9	25	$0.45
Fire Truck	$10.8	7	$0.43
Heritage	$0.1	1	$0.01
Equipment	$0.3	22	$0.03
Total	$21.7		$1.6

The condition chart suggests that most fleet assets are in the middle condition grades, with renewal pressure influenced by replacement timing for higher-value vehicles such as fire apparatus and heavy equipment. Because the portfolio is relatively small, individual replacements can noticeably affect the overall condition profile.

The fleet inventory is complete and comprehensive, with age-based condition modelling and replacement schedules that are appropriate for the different vehicle and equipment types. This provides a stronger basis for modelling than many other service areas. The planned funding condition forecast is especially useful because it shows assets aging and then being replaced before failure, which aligns with a proactive fleet renewal approach.

Figure 6-16: Fleet Condition Distribution



Overall, the fleet portfolio appears to be in generally serviceable condition, with renewal pressure driven by the timing and cost of replacing critical vehicles and equipment.

6.6.2 Risk Management Strategy

For fleet, the main exposure comes from the reliability and availability of vehicles and equipment needed to support municipal operations and emergency response. The risk mapping provides a high-level view of where aging or critical assets could create service disruption if they are not replaced on time.

The main risk themes are breakdowns, reduced operational readiness, and concentration of exposure in a relatively small number of high-value vehicles such as fire apparatus and heavy fleet. The very high risk fleet assets identified earlier in the report are eight heavy duty vehicles that are at or past end of life and one fire truck nearing end of life. These assets are important to daily operations and emergency response, so they should be replaced as soon as practical. If replacement cannot happen immediately due to lengthy delivery schedules, the City should confirm interim mitigation measures such as increased inspection, maintenance, backup availability, and operational contingency planning.

Figure 6-17: Fleet Risk Exposure Map

Risk exposure in year 2026 $, millions

Likelihood of Failure	Insignificant	Minor	Moderate	Major	Catastrophic
Certain	$ -	$ -	$ 1.00	$ 0.93	$ -
Likely	$ -	$ -	$ 2.11	$ 0.59	$ 0.97
Possible	$ 0.07	$ -	$ 2.76	$ 1.55	$ 1.84
Unlikely	$ -	$ -	$ 0.37	$ 0.72	$ 4.39
Rare	$ -	$ -	$ 0.49	$ 0.11	$ 3.60

Consequence of Failure

Risk Exposure Ratings

Very High	$1.9
High	$7.1
Moderate	$11.9
Low	$0.7
Very Low	$0.0
Total	$21.5

Risk Exposure table excludes the following:

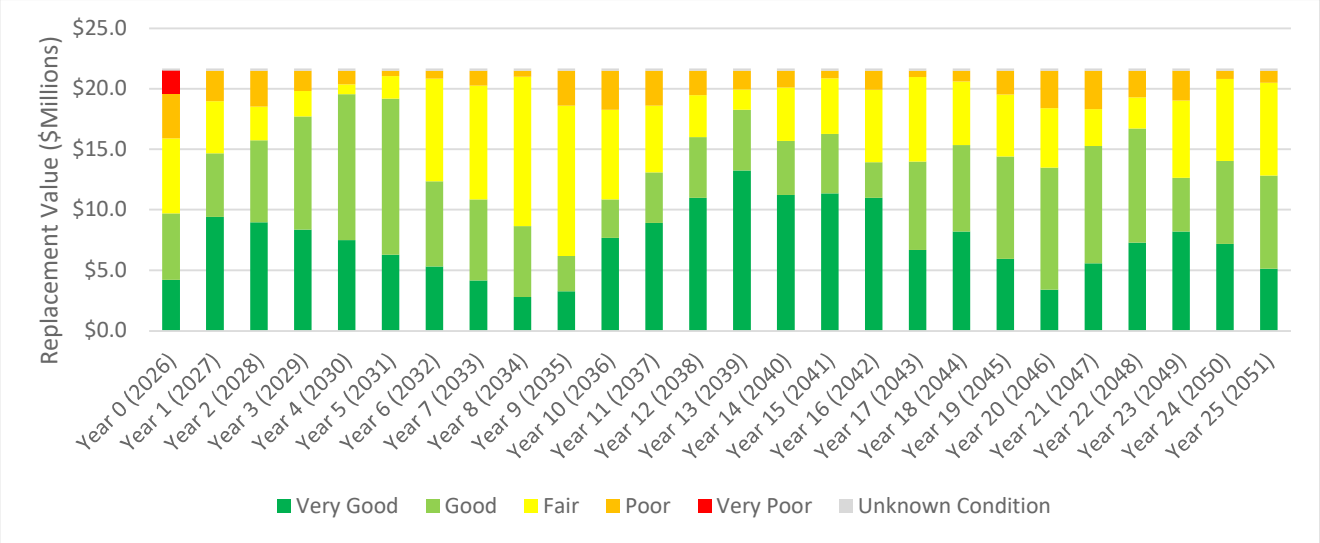
Assets with unknown risk exposure due to unknown likelihood of failure (condition): **$0.17**

Current mitigation includes preventative maintenance, replacement planning, and operational backup arrangements. Better asset condition and utilization data will help refine replacement timing and support more targeted investment decisions.

6.6.3 Lifecycle Management Strategy

The fleet service has an average annual renewal need of about $1.8 million based on the inventory profile in Table 6-6. Fire trucks, light duty vehicles, and heavy duty vehicles are the main lifecycle cost drivers. Because the inventory is complete and the replacement schedules are appropriate, the planned funding condition forecast provides a credible picture of how assets age and are renewed over time. It shows a proactive renewal pattern in which assets are generally replaced before failure, which helps manage reliability and avoid sharp declines in condition. Overall, this suggests that maintaining a disciplined replacement program will be important to preserve fleet reliability and reduce exposure to operational disruption.

Figure 6-18: Fleet Planned Funding Condition Forecast



The average annual renewal need (AARN) for fleet is about $1.6 million. The main drivers are light duty vehicles ($0.7 million), fire trucks ($0.4 million), and heavy duty vehicles ($0.5 million). The current Planned budget of 2.0 million is sufficient and reflects the more expensive, high risk fleet replacements planned for the early years of the plan so some of this funding may be able to be reprioritized to other services in future. This aligns with the planned funding forecast behaviour where assets age and are renewed on replacement schedules, maintaining serviceable conditions.

Another strategy that can improve investment planning and potentially extend the lives of fleet assets is to incorporate fleet utilization into the modelling rather than simply standard service lives by vehicle type. Some vehicles may last much longer that currently estimated if they are not used frequently while others may degrade faster depending on their use. Vehicle mileage is often tracked and can be a better judge of condition than age.

6.7 Facilities

Facilities services manage the buildings and spaces that support civic operations and community programs, including administrative, operational, recreational, and public-use facilities. These assets provide safe and functional spaces for City services, staff work, and community activities.

6.7.1 State of Infrastructure

This service includes the City's main administrative, operations, fire, community, recreational (including outdoor pools), and other municipal buildings. The facilities portfolio has a total replacement value of about $637.7 million across 17 facilities. Recreational facilities represent the largest share at about $249.3 million (6 facilities) and the largest average annual renewal need at about $4.2 million.

A significant portion of the facilities assets (9.5%) are in very poor condition, having reached end of life. As seen in Figure 6-21, with the planned level of spending, the conditions continue to degrade over the 25-year modelling period to 27% of assets in very poor condition. While Facilities Condition Indices (FCI's) haven't been assessed by building, the overall FCI of the portfolio (total backlog/total replacement value) is 9.5%, considered to be an overall Fair condition, which is consistent with the condition distribution below (Figure 6-19).

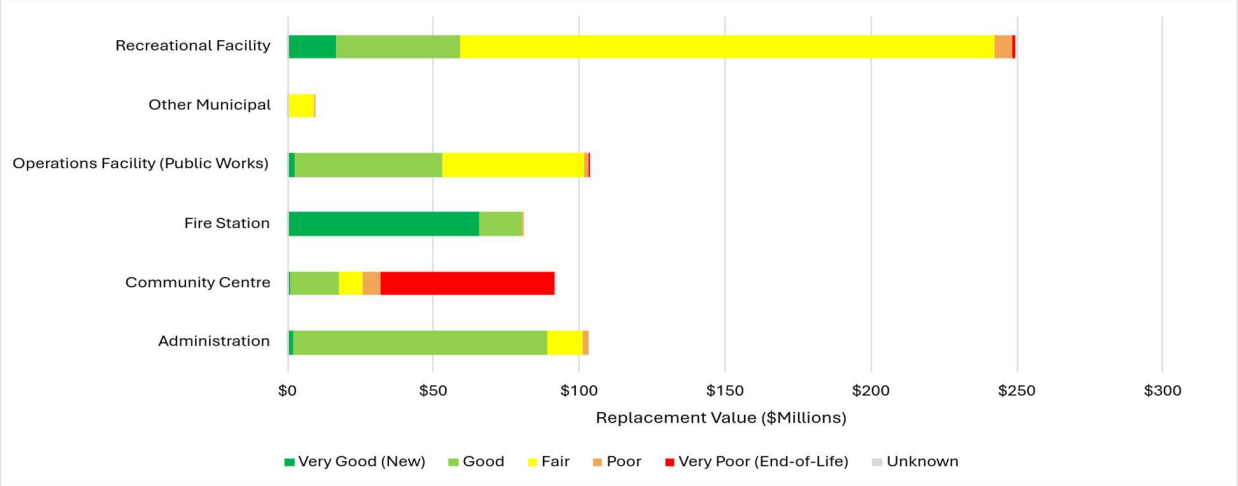
Table 6-7: Facilities Inventory

Asset / Component Category	Replacement Value ($ millions)	Quantity	Avg Annual Renewal Need ($ millions)
Administration	$103.2	1	$1.5
Community Centre	$92	4	$2.0
Fire Station	$81.1	2	$1.1
Operations Facility (Public Works)	$103.1	3	$1.5
Other Municipal	$9.2	1	$0.15
Recreational Facility	$249.3	6	$4.2
Total	$637.7	17	$10.5

The condition chart suggests a portfolio with most assets in the middle condition grades, with 88% of assets in fair or better condition. A significant percentage (9.5%, valued at $60.8 million) of the facility assets are in very poor condition and have reached end of life, primarily driven by two outdoor pools that are past end of life. Overall results are heavily influenced by a small number of large buildings. Because a few major facilities account for most of the replacement value, changes in their condition have a significant effect on the overall picture.

The facilities data came from a recent facility condition assessment, which provided good condition and criticality information. However, the FCA focused on the more critical building elements and covered only about 13% of total building components. The condition of the remaining building elements was estimated based on building age, using longer average service lives for long-lasting components such as foundations, structure, wiring, and ductwork. This means the charts and tables provide a useful portfolio-level view, but the results still reflect a mix of assessed and modelled condition rather than a fully observed picture of every building element. It is important to track building component replacements so the condition, age and replacement value of each component can be assessed to improve this model.

Figure 6-19: Facilities Condition Distribution



Overall, the facilities portfolio is in fair condition, with the largest long-term renewal pressure tied to high-value recreational, civic, and operations buildings.

6.7.2 Risk Management Strategy

Facilities risk is driven mainly by the potential for building system failure, service disruption, safety issues, and deterioration that affects the usability of key civic spaces. The main risks are where building system failures could affect service continuity, public access, staff operations, or emergency response. Delayed renewal can lead to higher repair costs, reduced functionality, and increased operational disruption.

Very high risk assets include heating and ventilation equipment ($0.12 million) in the Public Safety Building and the Recreation Complex and Fire Protection systems ($0.07 million) across eight facilities. These items support safe building operations and service continuity, so they should be addressed as soon as practical. Lower-value fire protection items, such as portable fire extinguishers and similar equipment, may be suitable for replacement in year 1 because they are relatively low cost and can reduce risk quickly. For larger or more complex building systems, the City should confirm scope, timing, and interim mitigation measures right away, so these high-risk issues do not remain unresolved. This was the purpose of the recent condition assessments, to identify these critical items due for replacement so these projects could be incorporated into the Division's capital plan.

Figure 6-20: Facilities Risk Exposure Map

Risk exposure in year 2026 $, millions

Likelihood of Failure	Insignificant	Minor	Moderate	Major	Catastrophic
Certain	$ -	$ -	$ 60.70	$ 0.12	$ -
Likely	$ 0.07	$ 7.25	$ 4.80	$ 4.13	$ 0.07
Possible	$ -	$ 26.29	$ 224.90	$ 8.77	$ 0.09
Unlikely	$ -	$ 88.05	$ 48.10	$ 13.43	$ 63.05
Rare	$ -	$ 12.64	$ 7.16	$ 3.54	$ 64.52

Consequence of Failure

Risk Exposure Ratings

Very High	$0.2
High	$78.5
Moderate	$447.5
Low	$98.8
Very Low	$12.6
Total	$637.7

Risk Exposure table excludes the following:

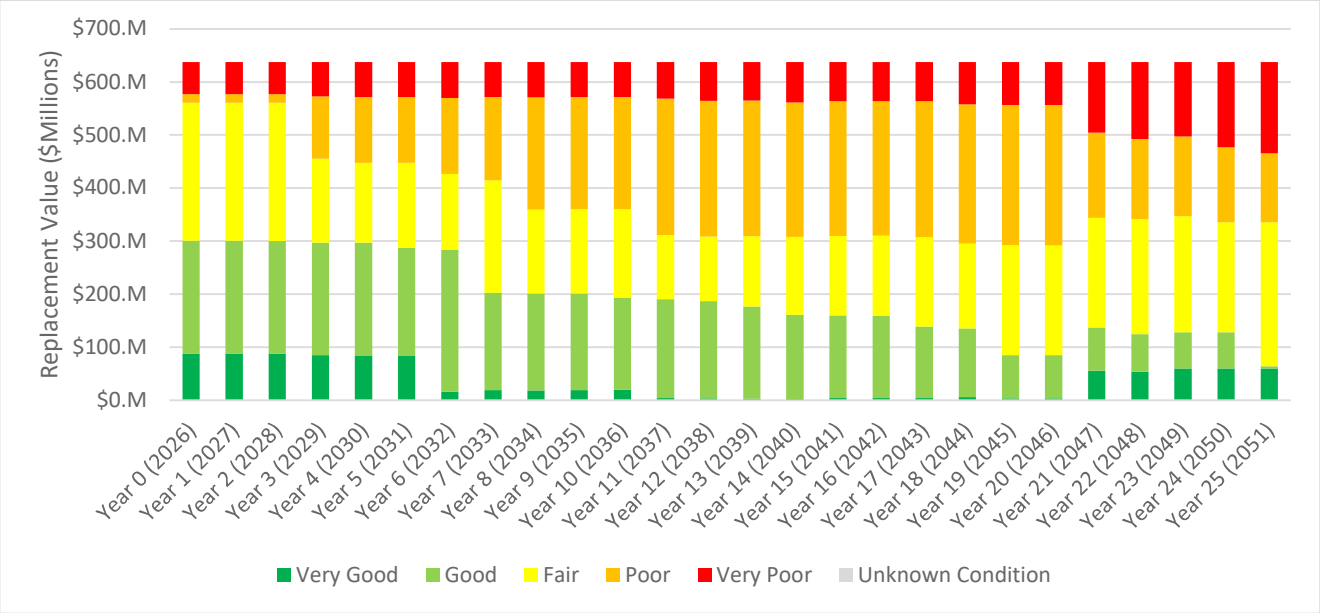
Assets with unknown risk exposure due to unknown likelihood of failure (condition): **$0.00**

Current mitigation includes planned maintenance, inspections, smaller capital projects, and targeted renewal of key building systems. More comprehensive facility condition data and longer-term renewal planning will help support more consistent risk-based investment.

6.7.3 Lifecycle Management Strategy

The facilities service has an average annual renewal need of about $10.5 million. Recreational facilities are the largest driver at about $4.2 million. This is significantly higher than the current planned annual funding of $2.8 million. Just to maintain the backlog at the current (very high) level, $7.4 million in annual funding needs to be invested in renewal. This is nearly tripling the current level of investment and still results in over $60 million of assets past end of life at the end of the 25 year modelling period. Overall, this means that steady long-term planning, prioritization and timely intervention on critical systems will be necessary to avoid service disruption. It will be important to incorporate an ongoing condition assessment program to continue to assess and identify critical building components to develop a reliable renewal program. It is important to note that increasing the level of investment to this extent will also likely require additional resources to plan and manage the projects, so this should also be considered.

Figure 6-21: Facilities Planned Funding Condition Forecast



6.8 Information Services

Information Services supports the digital systems and infrastructure that enable internal operations, communication, and modern municipal services. It helps the City work efficiently and maintain reliable technology platforms for staff and the public.

6.8.1 State of Infrastructure

This service includes network infrastructure and hardware used to support core business systems and communications. The information services portfolio has a total replacement value of about $0.5 million across 374 assets. Although the portfolio is small in dollar terms, the assets are operationally important because many City services depend on them.

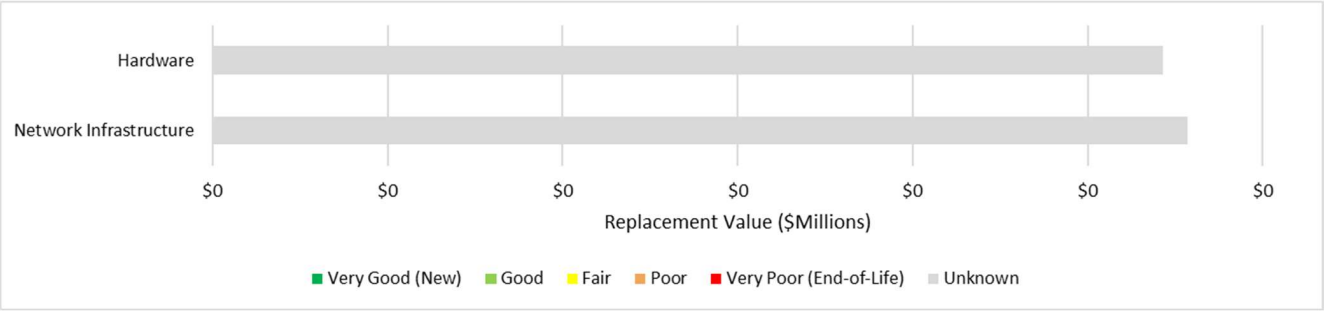
Table 6-8: IS Inventory

Asset / Component Category	Replacement Value ($ millions)	Quantity	Avg Annual Renewal Need ($ millions)
Network Infrastructure	$0.3	108	$0.04
Hardware	$0.3	266	$0.05
Total	$0.5		$0.09

The condition is mainly driven by asset age and replacement cycle for network equipment and hardware. Because the assets are relatively low in value but highly operationally important, even small changes in condition can matter from a service perspective.

The information services inventory was not sourced from GIS, which is the City's main asset data source. Instead, it was compiled from separate Excel files. Because no age or condition data were available, the modelling is significantly limited. This means the charts and tables should be interpreted mainly as an inventory and valuation summary (albeit likely an incomplete inventory), with limited ability to reliably model condition, risk, or forecast lifecycle behaviour. Better inventory, age, condition, and criticality data would improve confidence in future analysis.

Figure 7-1: IS Condition Distribution



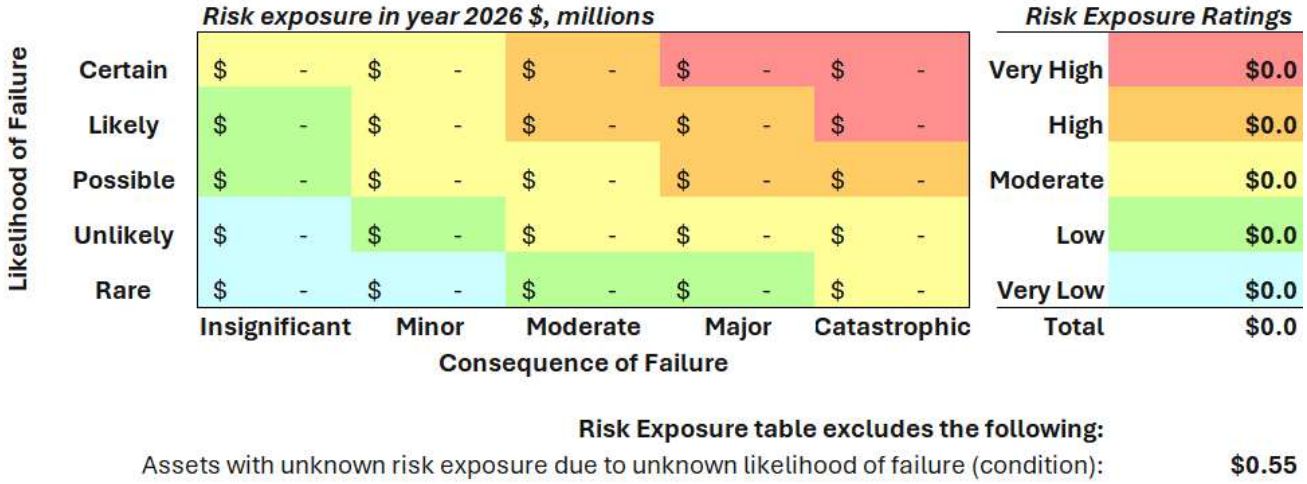
Overall, the information services portfolio appears to be generally manageable, with renewal pressure linked more to technology obsolescence and service dependency than to total asset value.

6.8.2 Risk Management Strategy

For information services, the main exposure comes from system reliability, equipment obsolescence, and failure of network or hardware assets that support City operations. The biggest concerns are downtime, reduced productivity, and disruption to internal operations or public-facing services. Current

mitigation includes routine replacement, support contracts, maintenance, and operational workarounds. Better asset lifecycle planning and stronger information on system criticality would improve future risk-based investment decisions.

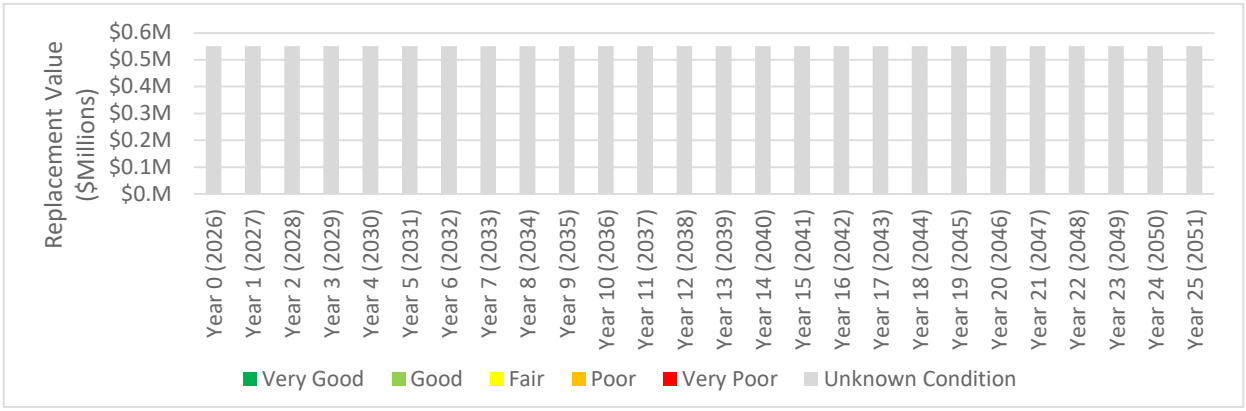
Figure 6-22: IS Risk Exposure Map



6.8.3 Lifecycle Management Strategy

Due to a limited asset inventory at the time of this project, the information services portfolio has an average annual renewal need of about $0.1 million. Hardware and network infrastructure are the main lifecycle drivers. Even though the funding requirement is modest compared with other services, timely replacement remains important because of the operational dependence on these assets.

Figure 6-23: IS Planned Funding Condition Forecast



The average annual renewal need (AARN) for information services is about $0.09 million. The planned spending for this portfolio is $0.35 million, nearly four times what is forecast based on the available inventory. This suggests that there are technology assets budgeted that have not been included in the asset inventory. Because the inventory also lacks age and condition data, this planned funding figure simply provides a replacement value of assets all in unknown condition rather than any meaningful condition forecast. A more comprehensive inventory with age and remaining life of all technology assets would allow forecasting the asset condition over time as well as a better understanding of funding needs.

6.9 Fire

The fire service provides the equipment, and supporting assets needed for fire suppression, rescue, and emergency response. It helps protect lives and property, supports community safety, and improves readiness for emergencies and critical incidents.

6.9.1 State of Infrastructure

This service is mainly made up of fire equipment captured in the inventory for this plan. Fire trucks and facilities are managed by Fleet and Facilities, respectively. The fire portfolio has a total replacement value of about $0.88 million across 112 equipment items, with an average annual renewal need of about $67,000. While the inventory is small in dollar terms, the assets are highly important because they directly support emergency response and firefighter readiness.

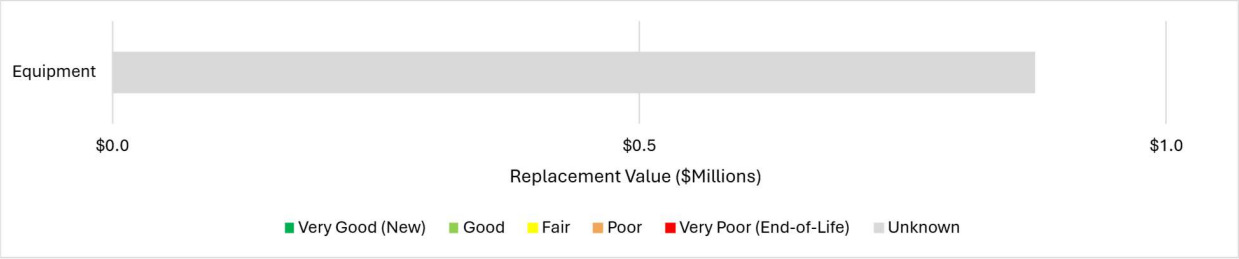
Table 6-9: Fire Inventory

Asset / Component Category	Replacement Value ($ millions)	Quantity	Avg Annual Renewal Need ($ millions)
Equipment	$0.9	112	$0.07
Total	$0.9		$0.07

The condition chart suggests a relatively small portfolio with condition driven by the replacement timing of specialized equipment. Because these assets are operationally critical, condition matters less as a share of portfolio value and more in terms of readiness and reliability.

The fire inventory was not sourced from GIS, which is the City's main asset data source. Instead, it was compiled from information provided separately by email. Because no age or condition data were available, the modelling is significantly limited, so charts and tables should be interpreted mainly as an inventory (albeit likely incomplete) and valuation summary rather than a reliable picture of condition, risk, or future renewal timing. Better age, condition, and criticality data would improve confidence in future analysis.

Figure 6-24: Fire Condition Distribution

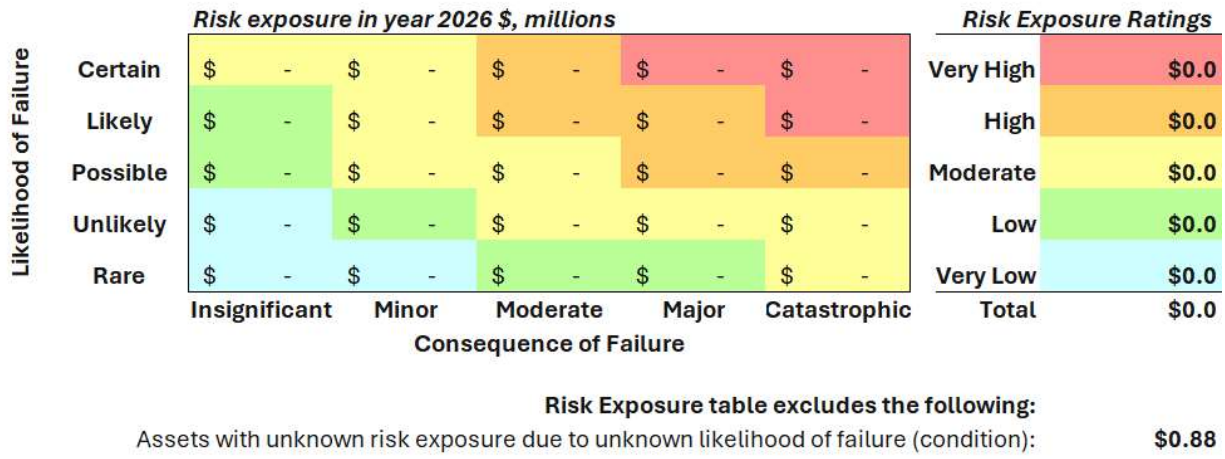


Overall, the fire portfolio appears manageable in size but high in operational importance, with renewal pressure linked mainly to the timing and reliability of specialized equipment.

6.9.2 Risk Management Strategy

For fire, the main exposure comes from the reliability and availability of equipment needed for emergency response. The main risk themes are equipment failure, reduced response readiness, and the concentration of exposure in a relatively small number of critical assets. Delayed replacement can increase the chance of downtime and reduce service resilience during emergencies.

Figure 6-25: Fire Risk Exposure Map

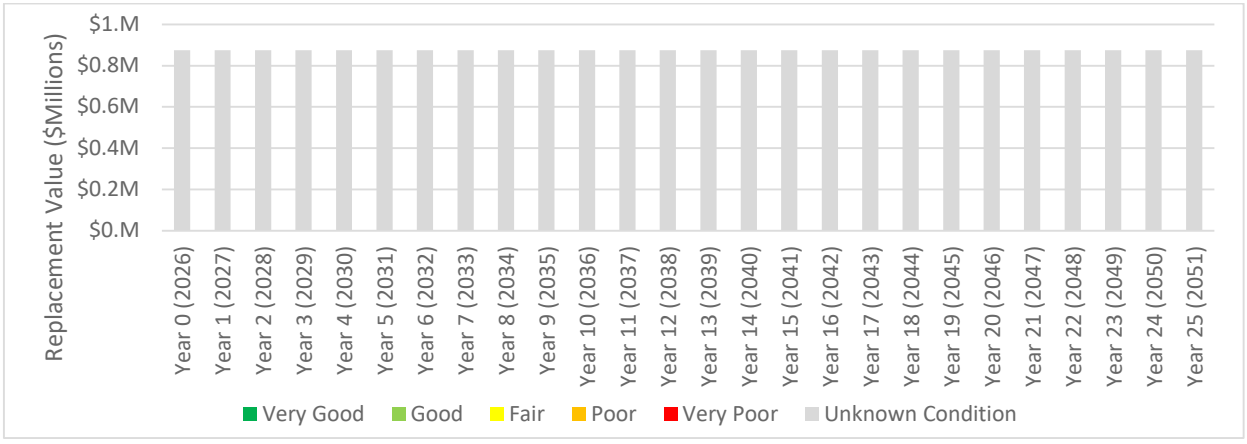


Current mitigation includes routine testing, maintenance, inspection, and replacement planning. Better condition and criticality information will help support more targeted renewal decisions over time.

6.9.3 Lifecycle Management Strategy

Due to the limited asset inventory available for this project, the fire service has an average annual renewal need of about $70,000. Based on available data, the current annual funding of $136,000 is sufficient, however it suggests that some inventory is missing. Although the funding requirement is modest, timely renewal remains important because the service depends on reliable specialized equipment to maintain emergency readiness. The City should focus first on confirming the completeness of the inventory and ensuring that critical response equipment is identified and renewed on an appropriate cycle.

Figure 6-26: Fire Planned Funding Condition Forecast



Because the inventory lacks age and condition data, the planned funding forecast is best read as a simple renewal allowance rather than a true condition forecast. The focus should be on maintaining readiness by planning timely replacement of critical equipment based on operational requirements and testing/inspection while in time a more comprehensive inventory is developed, documenting asset age, condition and replacement values at a minimum.

6.10 Police

The police service supports frontline response and public safety through vehicles and equipment used in daily operations.

6.10.1 State of Infrastructure

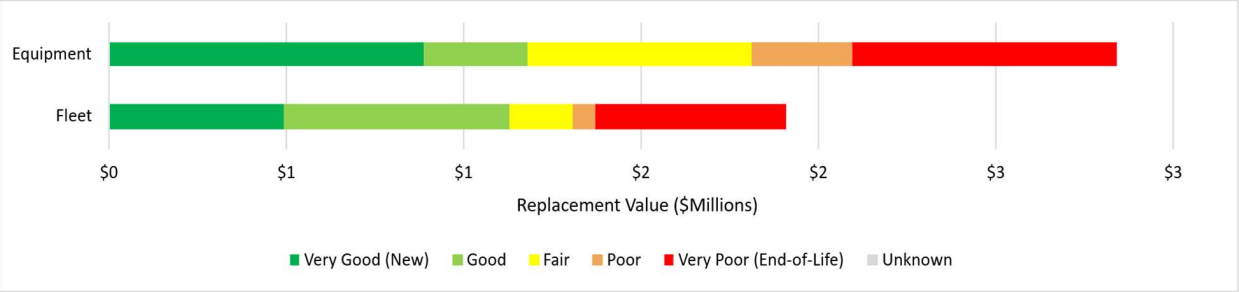
This service includes police fleet and equipment captured in the inventory for this plan. The police portfolio has a total replacement value of about $4.75 million across 67 assets, with an average annual renewal need of about $0.74 million. Most (66%) of these assets are in fair to better condition, however, a high percentage (27%) of the assets ($1.3 million) are already past the end of their service lives.

Table 6-10: Police Inventory

Asset / Component Category	Replacement Value ($ millions)	Quantity	Avg Annual Renewal Need ($ millions)
Fleet	$1.9	18	$0.3
Equipment	$2.8	49	$0.4
Total	$4.7		$0.7

The condition chart shows a relatively small but operationally important portfolio, with results shaped by the age and replacement timing of vehicles and equipment. Because the portfolio is limited in size, individual asset replacements can have a noticeable effect on the overall result. Nearly a third of the assets by value have reached end of life and are due for replacement. Most of these are furniture and police IT components, but they also include five police vehicles with a total replacement cost of more than $700,000. Overall, the police portfolio is manageable in size, with renewal pressure driven mainly by the reliability and replacement timing of vehicles and operational equipment.

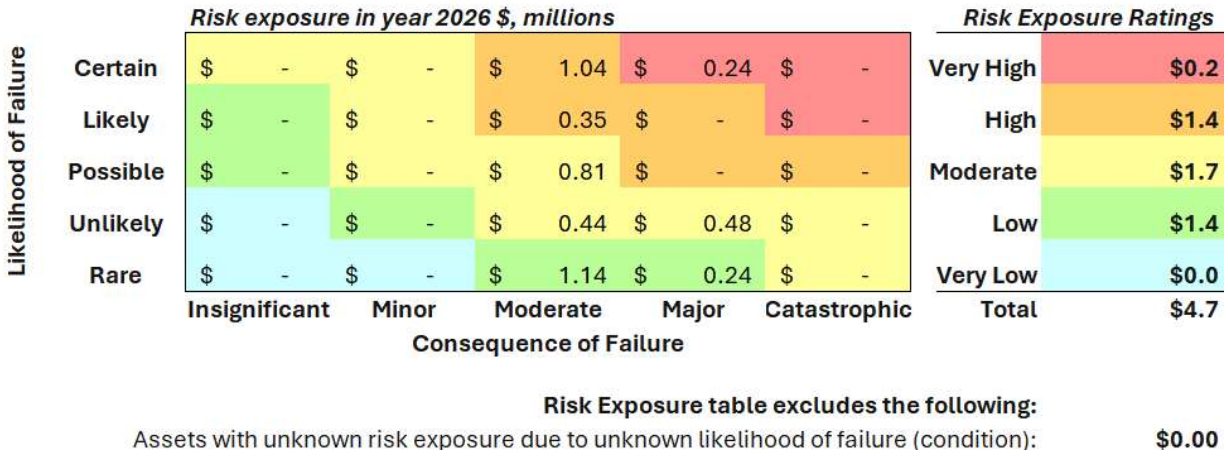
Figure 6-27: Police Condition Distribution



6.10.2 Risk Management Strategy

For police, the main exposure comes from the reliability and availability of vehicles and equipment used to support frontline service delivery. The risk mapping helps show where aging or critical assets may create operational issues if they are not replaced on time. The very high risk assets are two patrol vehicles due for immediate replacement based on the current age and estimated service lives.

Figure 6-28: Police Risk Exposure Map



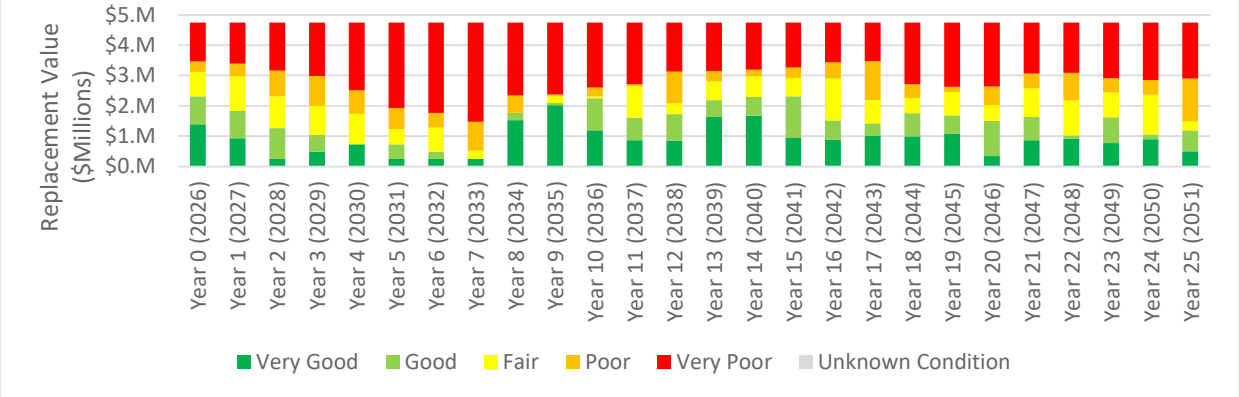
Current mitigation includes preventative maintenance, operational replacement planning, and equipment management. Better lifecycle and condition information would help support more focused risk-based investment decisions.

6.10.3 Lifecycle Management Strategy

The police service has an average annual renewal need of about $0.74 million and appears to be underfunded based on the current condition profile and planned funding condition forecast, which does not improve over time. Current planned funding is about $100,000 lower than the recommended minimum annual investment of $0.52 million needed to maintain the current backlog.

The police portfolio is modelled entirely using age-based condition estimates rather than observed condition data, which limits confidence in the charts and forecasts. Targeted condition assessments would improve reliability and support better renewal planning, and the City could also review service life assumptions for police fleet and equipment to confirm they align with the budgeted renewal cycle.

Figure 6-29: Police Planned Funding Condition Forecast



The average annual renewal need (AARN) for police is about $0.74 million (Table 6-10), with the largest component in equipment (about $0.44 million AARN) and the remainder in fleet (about $0.30 million AARN). Because condition is estimated entirely from age, the planned funding forecast should be treated as an indicator of potential renewal pressure rather than a precise condition projection. Improving condition data would strengthen confidence in whether current funding is sufficient to reverse the worsening trend shown in the forecast.

6.11 Library

The library service relies on assets to support learning, access to information, and community programming.

6.11.1 State of Infrastructure

This service includes library collections as well as furniture, equipment, and technology. The library portfolio has a total replacement value of about $3.01 million across 83,718 items, with an average annual renewal need of about $0.31 million. Collections represent the vast majority of value at about $2.87 million (83,635 items) and drive most of the renewal need at about $0.29 million AARN. Furniture, equipment, and technology account for about $0.14 million (83 items; about $25,000 AARN).

Table 6-11: Library Inventory

Asset / Component Category	Replacement Value ($ millions)	Quantity	Avg Annual Renewal Need ($ millions)
Furniture, Equipment, Technology	$0.1	83	$0.0
Collections	$2.9	83,635	$0.3
Total	$3.0		$0.3

The condition chart suggests a portfolio where the overall result is influenced mainly by the age and renewal cycle of the collections, with smaller effects from furniture, equipment, and technology. This creates a relatively straightforward renewal profile compared with larger infrastructure services.

The library inventory includes age and estimated replacement schedules that have been used for modelling. Based on this available data, most assets (74%) are in fair or better condition. Most of the rest (25%) are past end of life, with nearly all of these being collections. This is appropriate for assets like these that can be replaced on failure with minimal impact to the service. About $20,000 of library technology and AV equipment is at or past end of life so replacements for that equipment should be planned.

Figure 7-1: Library Condition Distribution

6.11.2 Risk Management Strategy

For library services, the main exposure comes from the availability and usability of collections, technology, and equipment needed to support service delivery. As seen below, the consequence of failure of all assets is relatively low so there will be no high-risk assets, however aging equipment assets should be considered for replacement to avoid service disruptions.

Figure 6-30: Library Risk Exposure Map

Risk exposure in year 2026 $, millions

	Insignificant	Minor	Moderate	Major	Catastrophic
Certain	$ -	$ 0.74	$ -	$ -	$ -
Likely	$ -	$ 0.04	$ -	$ -	$ -
Possible	$ -	$ 0.80	$ -	$ -	$ -
Unlikely	$ -	$ 1.36	$ -	$ -	$ -
Rare	$ -	$ 0.06	$ -	$ -	$ -

Consequence of Failure

Risk Exposure Ratings

Very High	$0.0
High	$0.0
Moderate	$1.6
Low	$1.4
Very Low	$0.1
Total	$3.0

Risk Exposure table excludes the following:

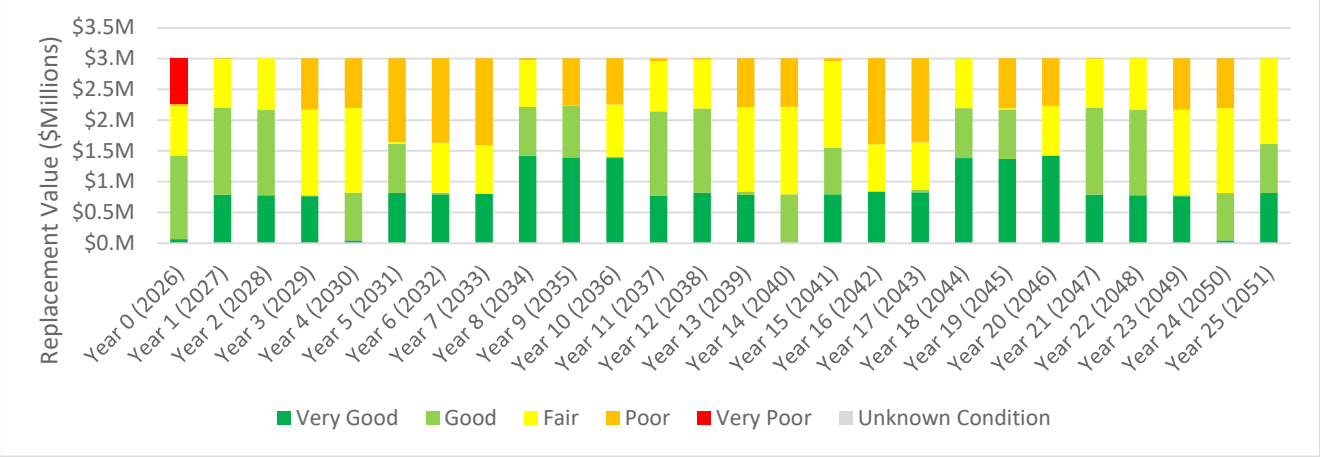
Assets with unknown risk exposure due to unknown likelihood of failure (condition): **$0.00**

Current mitigation includes regular replacement of collections and equipment, routine updates, and operational planning. Better lifecycle information on technology and furniture would help strengthen future renewal planning.

6.11.3 Lifecycle Management Strategy

The library service has an average annual renewal need of about $0.31 million based on the inventory profile. Collections are the main lifecycle cost driver, with smaller ongoing needs for furniture, equipment, and technology. Because the inventory is complete and the replacement schedules are appropriate, the planned funding condition forecast provides a reasonable picture of asset renewal over time. It suggests a steady, proactive renewal pattern in which assets are replaced as they age, before failure, helping maintain service quality and avoid sudden declines in condition. This suggests that maintaining a steady annual reinvestment program will remain important to preserve service quality and avoid larger periodic funding pressures.

Figure 6-31: Library Planned Funding Condition Forecast



The average annual renewal need (AARN) for library is about $0.3 million, driven primarily by collections at about $0.29 million. The planned funding forecast provides a reasonable picture of assets aging and being renewed before failure, supporting a steady long-term renewal profile.

6.12 Parks

The parks service supports recreation, community use, and public enjoyment through playgrounds, park features, paths, trees, horticulture, and related amenities.

6.12.1 State of Infrastructure

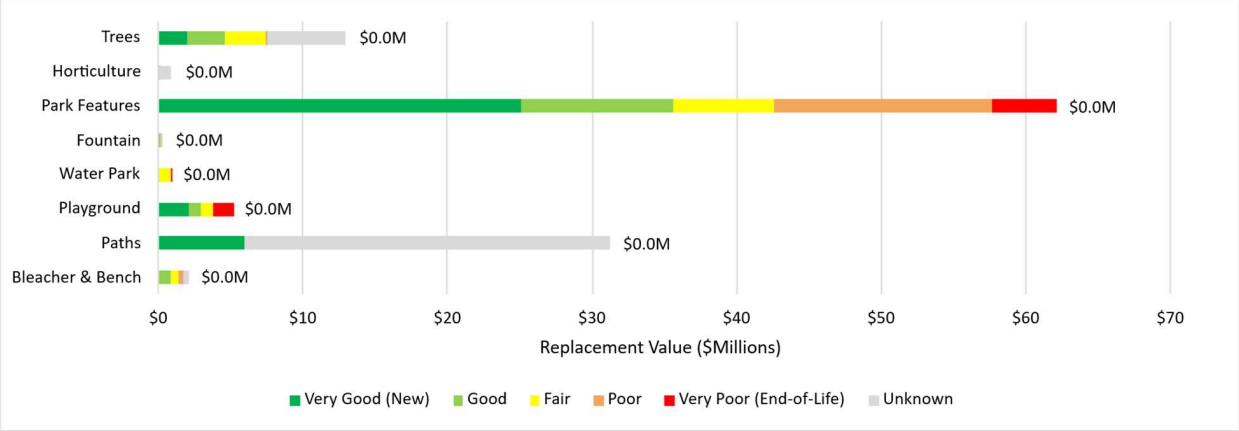
This service includes a wide range of park assets, including paths, playgrounds, water parks, park features, benches, trees, and horticulture assets. The parks portfolio has a total replacement value of about $115.7 million, with an average annual renewal need of about $4.2 million. Park features are the dominant driver at about $62.1 million and a $2.4 million AARN. About half (54%) of the parks assets are in fair or better condition, which is worse than the average across the City. For the portfolio, a reasonable percentage (5%) of the assets are at or past the end of their estimated services lives, based on age.

Table 6-12: Parks Inventory

Asset / Component Category	Replacement Value ($ millions)	Quantity	Avg Annual Renewal Need ($ millions)
Bleacher & Bench	$2.1	269	$0.11
Paths	$31.3	83349	$1.0
Playground	$5.2	30	$0.26
Water Park	$1.00	6	$0.05
Fountain	$0.2	20	$0.01
Park Features	$62.1	70	$2.4
Horticulture	$0.9	486	$0.06
Trees	$12.90	5160	$0.24
Total	$115.7		$4.2

The condition chart suggests a mixed portfolio consisting of many different asset types, with overall results influenced most by higher-value park features, trees, and path assets. The parks inventory has important limitations that affect the reliability of the charts and forecasts. A significant portion of the portfolio (28%) has no age or condition data and therefore cannot be forecast directly; for those assets, only the average annual renewal need is added to the funding need. Additionally, the available asset inventory is a combination of data from GIS, various Excel sheets, and management knowledge which limits the confidence in the data. For the modelled portion of the portfolio, condition is estimated entirely from age where available rather than observed condition. Condition assessments would significantly improve confidence in the renewal forecast and inventory for parks assets.

Figure 6-32: Parks Condition Distribution



6.12.2 Risk Management Strategy

For parks, the main exposure comes from asset failure or deterioration that can affect public safety, usability, accessibility, and service quality in public spaces. The main risk themes are aging recreation amenities, deteriorated paths or park features, and tree-related exposure that can affect safety and service quality. Deferred renewal can lead to closures, higher maintenance needs, and reduced customer experience. There are no very high-risk assets in this portfolio and a small amount (<0.1%) are considered high risk based on the assumed consequence of failure of the assets. However, roughly a third of the portfolio, valued at $36 million, is at moderate risk and should be monitored. This is where condition assessments should be prioritized in the near term.

Figure 6-33: Parks Risk Exposure Map

Risk exposure in year 2026 $, millions

Likelihood of Failure	Insignificant	Minor	Moderate	Major	Catastrophic
Certain	$ 0.02	$ 6.12	$ 0.00	$ -	$ -
Likely	$ 0.00	$ 15.33	$ 0.11	$ -	$ -
Possible	$ -	$ 9.18	$ 2.88	$ -	$ -
Unlikely	$ -	$ 12.41	$ 2.44	$ -	$ -
Rare	$ -	$ 33.66	$ 1.66	$ -	$ -

Consequence of Failure

Risk Exposure Ratings

Very High	$0.0
High	$0.1
Moderate	$36.0
Low	$14.1
Very Low	$33.7
Total	$83.8

Risk Exposure table excludes the following:

Assets with unknown risk exposure due to unknown likelihood of failure (condition): **$31.94**

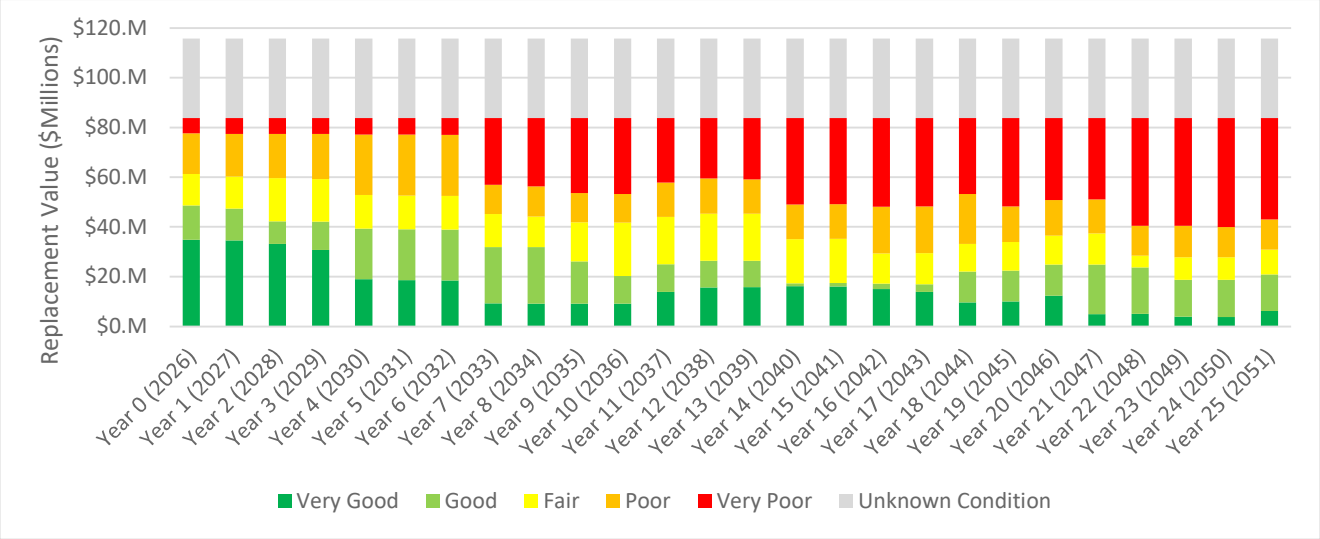
Current mitigation includes routine inspections, maintenance, tree management, and targeted capital replacement. Better condition information for specific park asset classes will improve future risk-based prioritization.

6.12.3 Lifecycle Management Strategy

The parks service has an average annual renewal need of about $4.2 million. Based on the current condition profile and the planned funding condition forecast, this service appears to be underfunded. The current annual budget is $1.8 million and the forecast suggests that based on this funding, the condition generally worsens over time, which is consistent with a renewal program that is not keeping pace with

portfolio needs. Based on the 25-year forecast, we recommend a minimum average annual investment of $3.5 million to maintain the current backlog.

Figure 6-34: Parks Planned Funding Condition Forecast



Because a significant portion of the inventory lacks age/condition and cannot be forecast directly, the outlook may be understated if those unknown assets are in similar condition to the modelled inventory. This suggests that both improved data and increased reinvestment are needed to better sustain service quality across the parks portfolio over time.

6.13 Natural Assets

Natural assets provide important ecological functions that support stormwater management, habitat, climate resilience, and broader community well-being.

6.13.1 State of Infrastructure

This service includes forests, lakes, wetlands, and watercourses in the natural asset inventory. The portfolio has a total replacement value of about $389.1 million. Forests make up the largest share, valued at about $207.4 million. These valuations come from the value that these assets contribute to the community, or the cost of alternate engineered assets that would otherwise be needed to provide the same service, as per Port Moody's 2024 Natural Asset Management Strategy. Values have been inflated to 2026 dollars.

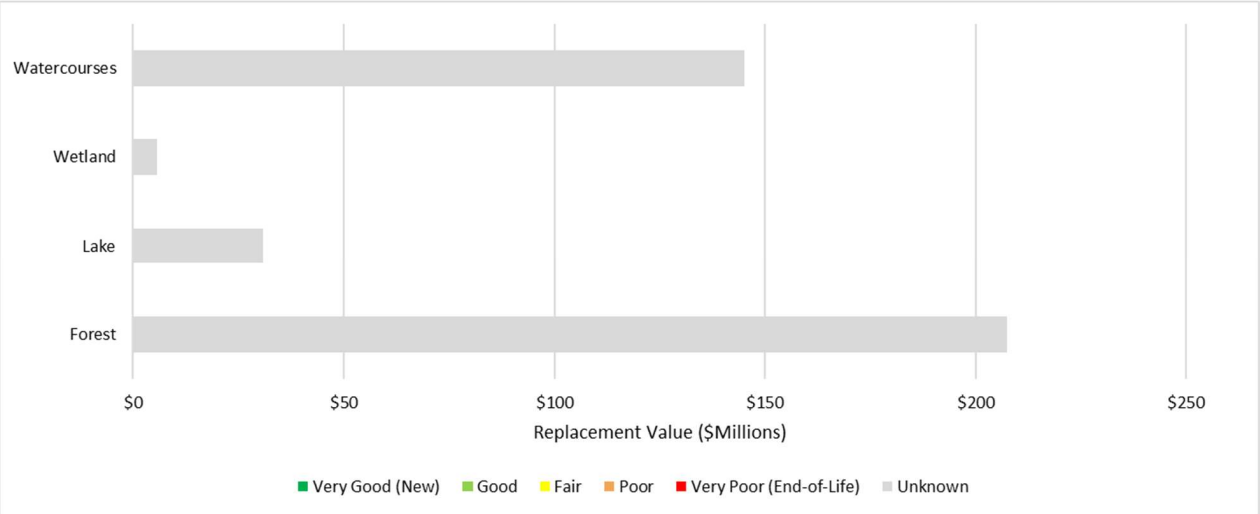
Table 6-13: Natural Assets Inventory

Asset / Component Category	Replacement Value ($ millions)	Quantity	Avg Annual Renewal Need ($ millions)
Forest	$207.4	1,525	$2.3
Lake	$30.9	48	$0.6
Wetland	$5.6	11	$0.2
Watercourses	$145.2	58,094	$0.7
Total	$389.1		$3.8

The condition chart for natural assets should be interpreted differently from built assets, since value and function are tied to ecological condition and resilience rather than conventional physical deterioration. The natural asset inventory was not sourced from GIS, which is the City's main asset data source. Instead, the inventory and values were drawn from a separate valuation study. Because no age or ecological condition data were available, the modelling is limited. Better ecological condition and performance data would improve confidence in future analysis.

Overall, the natural asset portfolio represents a very large share of value, with long-term stewardship required in forests and watercourses because of their scale and importance to ecosystem services.

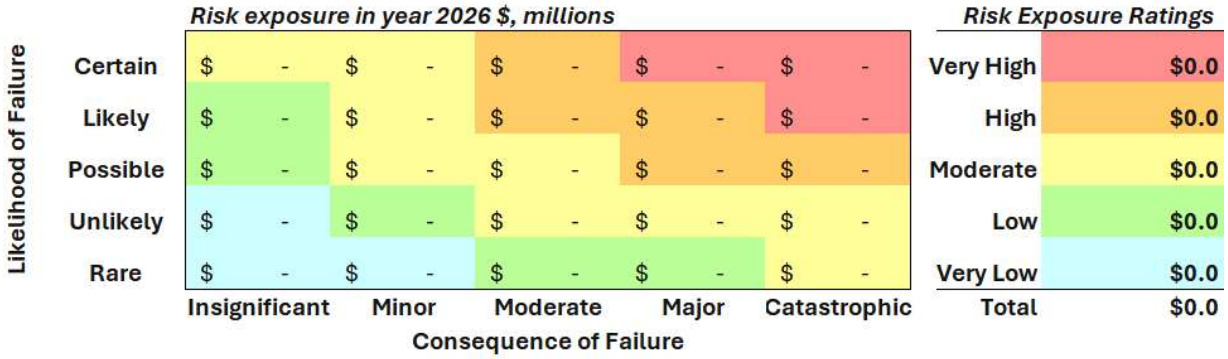
Figure 6-35: Natural Assets Condition Distribution



6.13.2 Risk Management Strategy

For natural assets, the main exposure comes from the loss or degradation of ecological function, including impacts on drainage, erosion, habitat, resilience, and community amenity. The main risk themes are tied to pressures on forests, wetlands, and watercourses from erosion, flooding, environmental stress, and changing climate conditions. The loss of natural asset function could create wider service impacts across stormwater, biodiversity, and community resilience.

Figure 6-36: Natural Assets Risk Exposure Map



Risk Exposure table excludes the following:

Assets with unknown risk exposure due to unknown likelihood of failure (condition): **$389.12**

Current mitigation includes stewardship, monitoring, land management, restoration, and integration with broader environmental planning. Better ecological condition and performance data will help support more informed long-term decisions.

6.13.3 Lifecycle Management Strategy

The natural assets portfolio has an average annual renewal need proxy of about $3.78 million based on the inventory profile but natural assets do not behave like built infrastructure, so this value should be treated as a broad planning estimate, not a replacement budget target. The City's priority should be to invest in work that improves understanding of natural asset condition and performance, such as ecological assessments, monitoring, and related studies. It is recommended that the current planned level of investment of about $250,000 continue, to enable this condition monitoring, studies and plan recommended improvements.

With better information, future investment planning can be based on clearer evidence of how forests, watercourses, wetlands, and lakes are functioning, where conditions are changing, and what actions are needed to sustain the services they provide. This suggests that near-term effort should focus less on replacement-style budgeting and more on building the information needed to support long-term stewardship decisions.

7 Conclusion

This 2026 Asset Management Investment Plan provides the City of Port Moody with a city-wide view of the infrastructure that supports municipal services and the funding required to sustain it over time. Overall, the City is in a relatively strong position. The City of Port Moody manages $1.6 billion in infrastructure assets. Most of these assets (77%) are in fair or better condition, very high-risk assets represent a small share of the portfolio (0.2%). A relatively small portion (7%) of the City's assets are in very poor condition, meaning they have reach the end of their typical service life but this is common and good asset management practice because these are assets with low criticality that can be allowed to fail because they can be relatively quickly and easily replaced. Extending the lives of low criticality assets is a good way to prioritize investments where they are needed on critical assets.

The City's continued investment, supported in part by the dedicated 1% asset levy, has helped maintain this infrastructure in good condition, supporting reliable service delivery to the community. However, the analysis also shows that continued reinvestment is needed if the City is to avoid growing renewal pressures as assets continue to age, and to account for continued growth. An increased annual investment of $3.3 million would ensure that the backlog of assets at end of life does not increase over the 25-year modelling period.

The AMIP also highlights important improvement opportunities. A significant portion of the portfolio is still assessed using age-based assumptions, and some assets (8%) remain in unknown condition, meaning that neither the condition nor the asset age are documented. Improving asset inventories, condition data, replacement cost information, and consistent, city-wide criticality and risk assessments will strengthen future investment decisions and provide a more reliable basis for long-term forecasting. It is expected that while the condition of many assets are assumed based on age, they have likely been maintained, upgraded or improved since originally installed, so their service lives have likely been extended and replacement may be deferred. This would push out some immediate renewal needs, giving more time to plan and budget for the work. These improvements will help the City better align renewal planning with actual service needs.

Looking ahead, the City would benefit from linking future funding more directly to levels of service and corporate risk so that limited resources are directed to the assets that matter most. The next iteration of the AMIP should also expand beyond renewal to consider growth, upgrades, and operations and maintenance. In the meantime, the most important near-term actions are to maintain the 1% asset levy, continue improving asset data, and use the results of this plan to support long-term capital forecasting and budgeting.