



# 2025 Corporate Asset Management Summary



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## Introduction

The City of Victoria's 2025 Corporate Asset Management Summary offers a detailed look at the health of the infrastructure supporting essential services across Victoria. While much of the attention is on critical infrastructure such as facilities, roads, bridges, utilities and recreation, the value of natural and cultural assets is also recognized. These diverse elements are key to Victoria's identity; while efforts are underway to better assess the risks and financial health of these non-engineered assets, the City's commitment to their care remains unwavering.

As with many cities across North America, Victoria faces the challenge of managing aging infrastructure. Several important assets require upgrades or improvements due to years of underinvestment or deferred maintenance. Addressing these needs is crucial to ensuring continued service delivery and will require thoughtful consideration in financial decisions. The necessity of these upgrades must be weighed against future goals, prioritizing long-term sustainability for both infrastructure and the community.

Asset management is a continuous and dynamic process, relying on timely, accurate data to inform decisions. This report highlights current data gaps, providing transparency on what is known and where more information is needed. As a key reference for City Council and staff, this report will guide infrastructure planning and help align it with the City's financial and service objectives. Progress will be continually monitored and updates to this report will be provided on an annual basis, establishing a barometer for asset management progress.

Recognition is extended to the dedicated and multidisciplinary efforts of the Asset Management Steering Committee, Working Group, and the Engineering section, whose expertise underpins this report. Their work provides a clear, high-level view of the infrastructure's health and the steps needed to maintain it. Acknowledgment is also given to the collaborative and committed efforts of staff, whose daily work ensures that the City's assets are managed in a way that enables quality service delivery to the community. Together, the City is working to care for its assets in a responsible, sustainable manner.

## Asset Management Steering Committee

**William Doyle** | Director, Engineering and Public Works

**Jas Paul** | Assistant Director, Engineering

**Susanne Thompson** | Deputy City Manager and Chief Financial Officer

**Derrick Newman** | Director, Parks and Recreation

The Asset Management Steering Committee brings together expertise from various departments to guide the development and implementation of asset management practices. Their role is to advise on the strategic planning required to maintain and improve these assets. They are instrumental in shaping the City's long-term approach to asset sustainability, working to bridge data gaps, and ensuring that City assets — whether engineered, natural or cultural — are managed in a way that maximizes their value and service to the community.

Through their efforts, the Steering Committee supports the preparation of the Corporate Asset Management Summary, providing City Council with the necessary insight to make informed decisions during Financial Plan deliberations. By continuously evaluating asset conditions and financial health, the Committee ensures that infrastructure planning aligns with both immediate needs and long-term goals, safeguarding the City's ability to deliver essential services in a sustainable and cost-effective manner.

## Asset Management

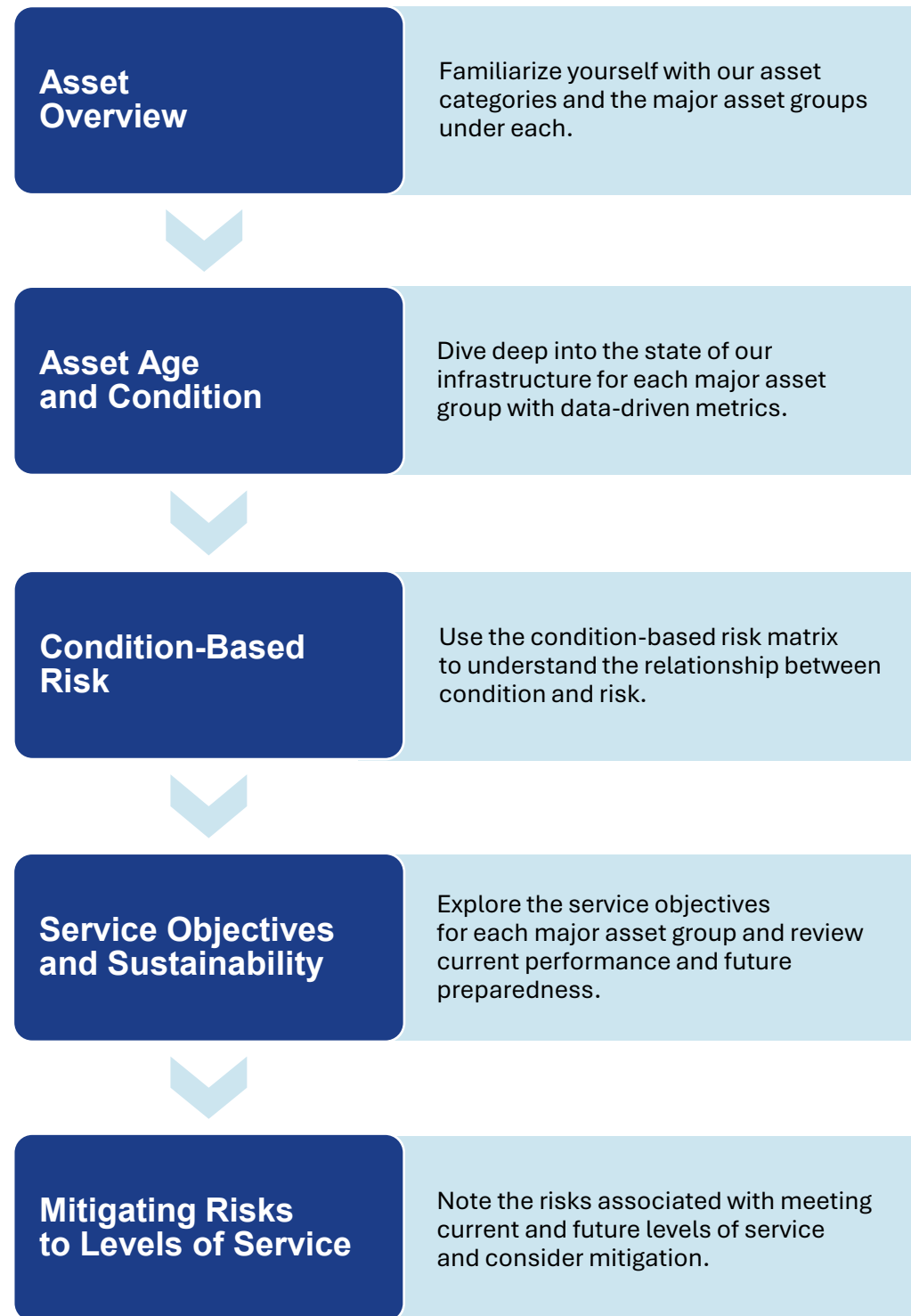
The City of Victoria owns \$4.9 billion of infrastructure assets that allow for the delivery of reliable services that are critical to the wellbeing of Victoria residents, business and visitors. Every day, City staff monitor, maintain, renew and replace 36 unique types of infrastructure across eight asset categories that include structures, facilities, parks and open spaces, transportation, stormwater, wastewater, waterworks and fleet. Asset management is the continuous process of understanding the current physical condition of these assets and the financial requirements needed to sustain the services they provide to the community.

The City of Victoria is facing infrastructure pressures that are consistent with other local governments across North America where aging assets are deteriorating to a point of needing major maintenance investments and upcoming infrastructure capital renewals and replacements to sustain the service levels being received by the community today and into the future. The recommended minimum financial needs to sustain service levels are brought forward annually for Council's consideration as part of the budgeting and financial planning process and are based on an identification of assets in critical need of attention. In addition, the City's most costly and high-risk assets have gone through master planning processes to forecast the funding needs over a longer time horizon to inform future capital spending levels in the City's Financial Plan.

In 2021, staff conducted a comprehensive review of corporate asset management practices with the objective of standardizing how asset information is captured and communicated for all 36 types of infrastructure owned and managed by the City. Outcomes from the review were incorporated into the City's corporate asset management program and led to the development of the City of Victoria's Corporate Asset Management Summary.

Asset management is a process of continuous improvement and staff are regularly updating information on asset condition, service levels and the financial requirements to provide reliable services to the community now and into the future.

## How to Use this Document



## Assets Overview

The Corporate Asset Management Summary addresses the asset groupings below and the infrastructure types under each. These assets were identified as high-cost and/or high-risk assets that require significant capital and operations budgets to ensure service delivery.

### What about natural assets?

Assets can be divided into engineered assets (e.g., roads) and natural assets (e.g., trees). While we work on capturing our full natural asset inventory, we have opted to focus on our high value engineered assets for this report.

### Structures

- Johnson Street Bridge
- 3 Vehicular Bridges
- 21 Pedestrian Bridges
- 472 Retaining Walls
- 15 Marine Structures

### Facilities

- 38 Admin and Operations Facilities
- 12 Community and Senior Centres
- 12 Entertainment and Events Facilities
- 1 Commercial Facility
- 2 Libraries
- 5 Parkades
- 5 Public Safety Facilities
- 21 Public Washrooms
- 8 Recreation Facilities

### Parks and Open Spaces

- 1 Artificial Sports Field
- 34 Sport Courts
- 4 Skate and Bike Parks
- 41 Playgrounds

### Transportation

- 106 km Major Roads
- 176 km Local Roads
- 226 Traffic Signals
- 467 km Sidewalks
- 9,000 Street Lights
- 17 km Fibre Optic Lines

### Stormwater

- 256 km Stormwater Mains
- 11,357 Stormwater Laterals (95 km)
- 4 Stormwater Pump Stations
- 4 Stormwater Rehabilitation Units
- 81 Stormwater Outfalls

### Wastewater

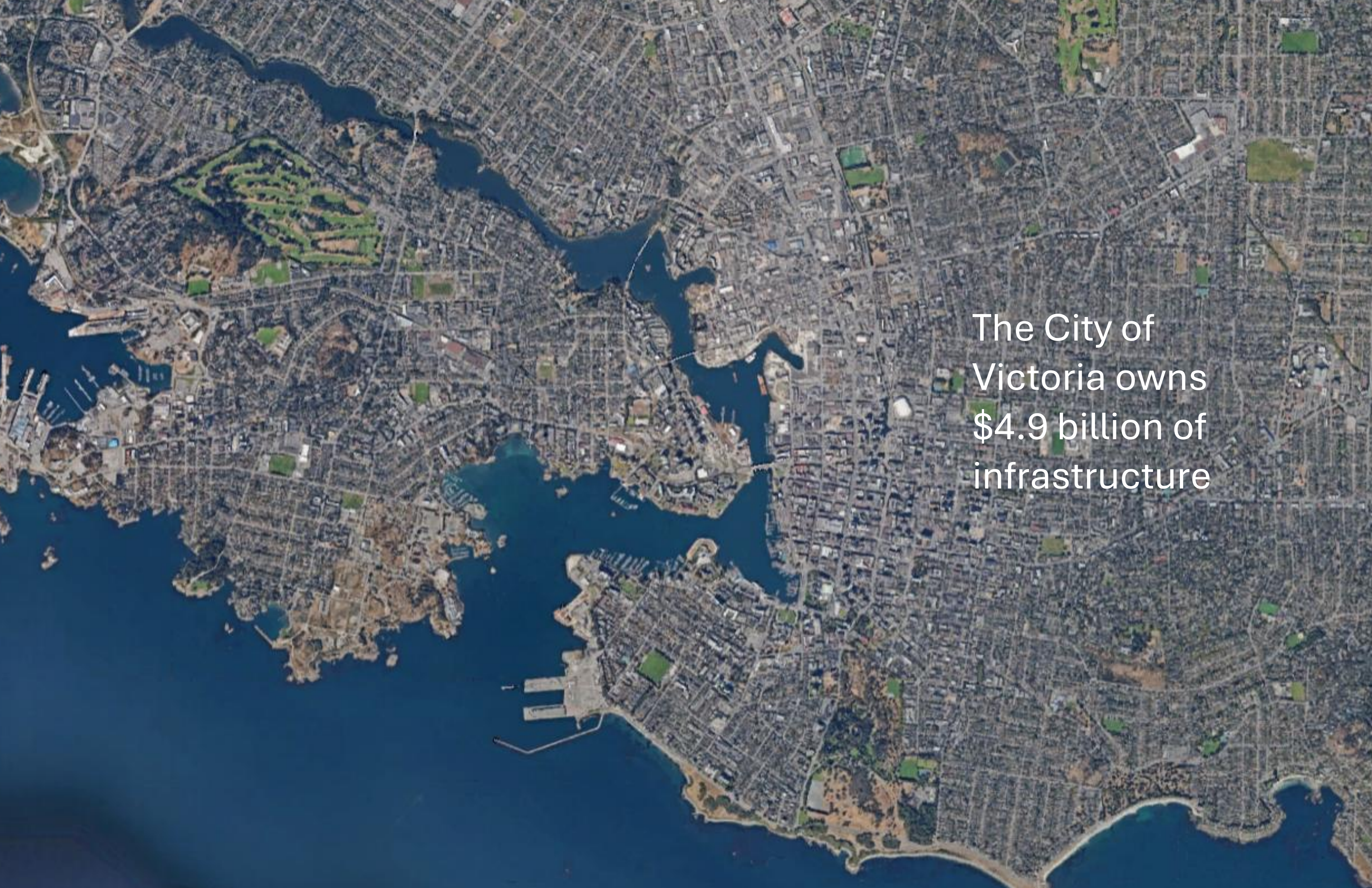
- 235 km Wastewater Mains
- 13,819 Wastewater Laterals (124 km)
- 11 Wastewater Pump Stations

### Waterworks <sup>1</sup>

- 332 km Water Mains
- 21,024 Water Services (191 km)
- 1 Water Pump Station
- 11 Water PRV Stations
- 18,255 Residential Water Meters
- 1,041 Bulk Water Meters
- 1,822 Water Hydrants

### Fleet

- 309 City Fleet
- 61 City Fleet Equipment
- 89 Police Fleet
- 43 Fire Fleet



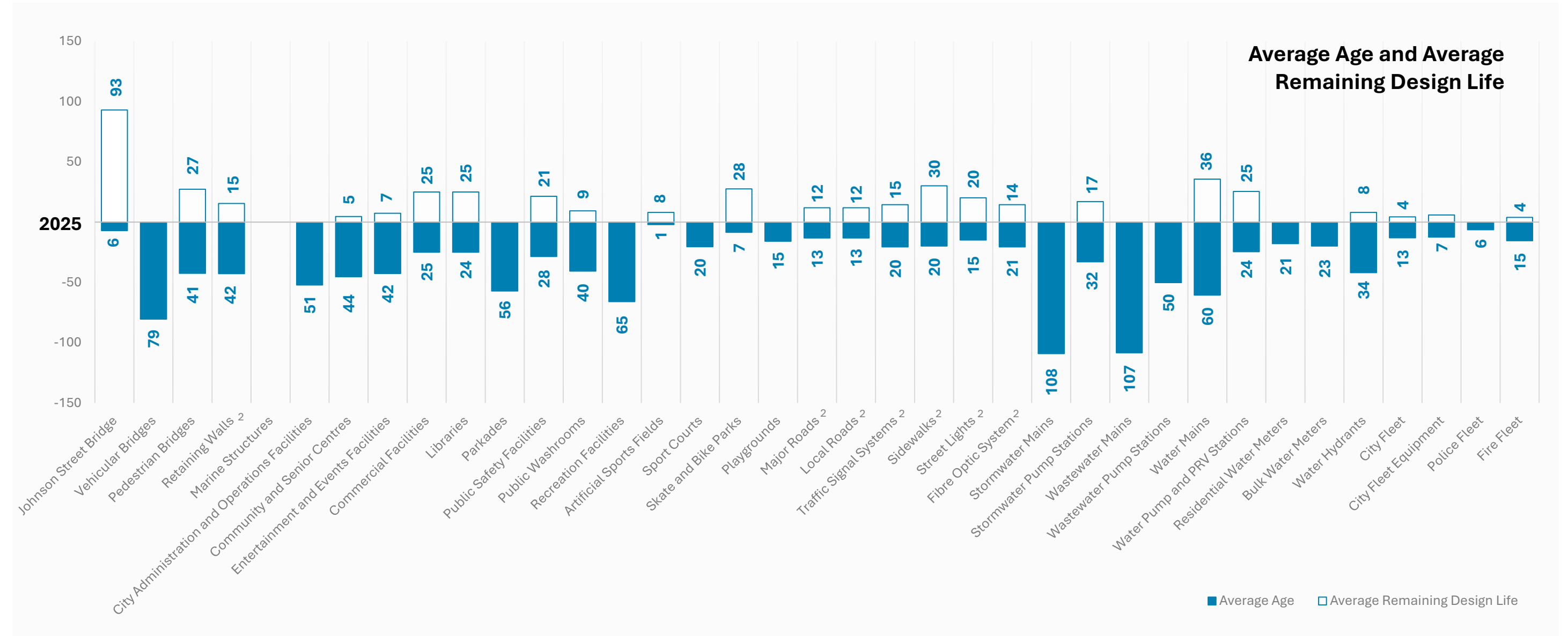
The City of  
Victoria owns  
\$4.9 billion of  
infrastructure

## Asset Age

The average age is represented by the solid blue bars and the average remaining design life is represented by the white outlined bars.

### What is design life?

Design life is the period over which an asset is expected to function with maintenance measures but without major repair work.

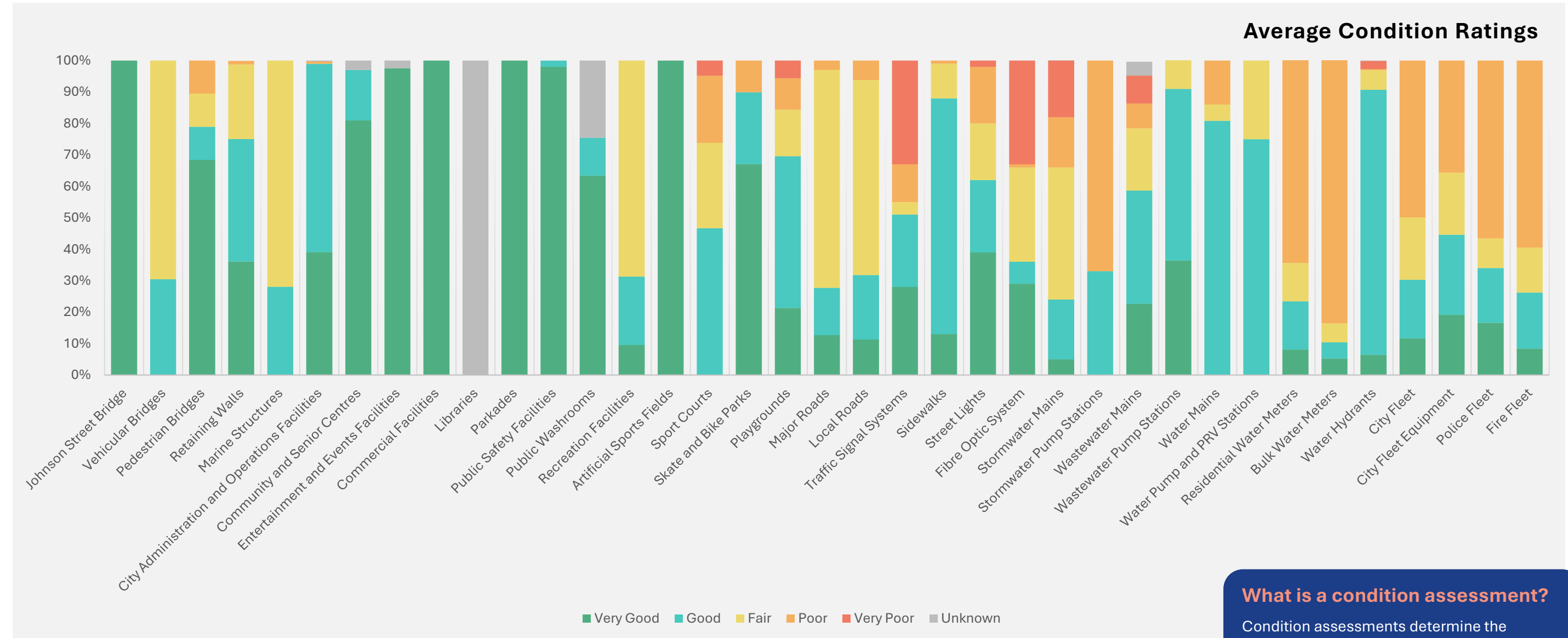


### Interpretation of data:

Vehicular Bridges, City Administration and Operations Facilities, Parkades, Recreation Facilities, Sport Courts, Playgrounds, Stormwater Mains, Wastewater Mains, Wastewater Pump Stations, Residential Water Meters, Bulk Water Meters, and Police Fleet have reached or exceeded their design life. This does not necessarily mean that they are in poor condition as shown on the next page, but it does mean that more time is likely spent maintaining these assets to ensure they remain in operating condition.

# Asset Condition

The average condition rating of each major asset group is represented with a five-point scale from Very Good to Very Poor. The condition ratings are based on definitions from the City of Victoria Condition Framework (Appendix C) and sourced from respective condition assessments. Where the data is unknown, this indicates that the data is not available or not current.

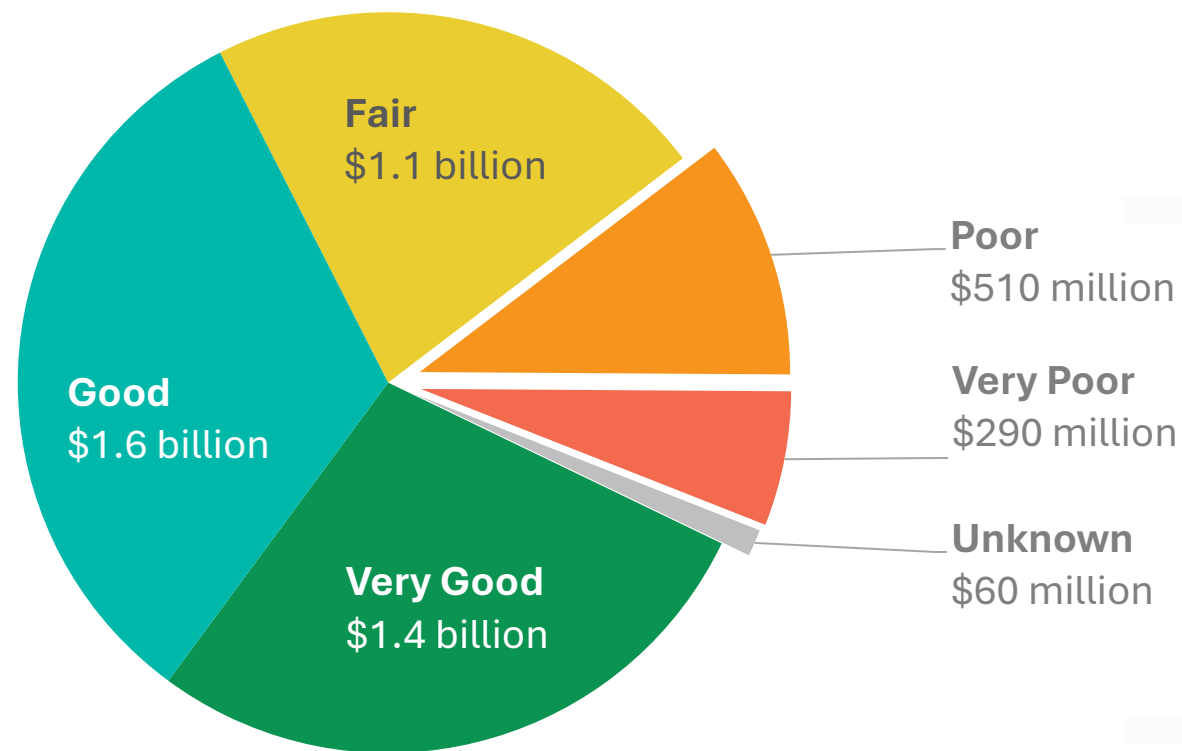


**What is a condition assessment?**  
 Condition assessments determine the physical deterioration of an asset.

**Interpretation of data:**

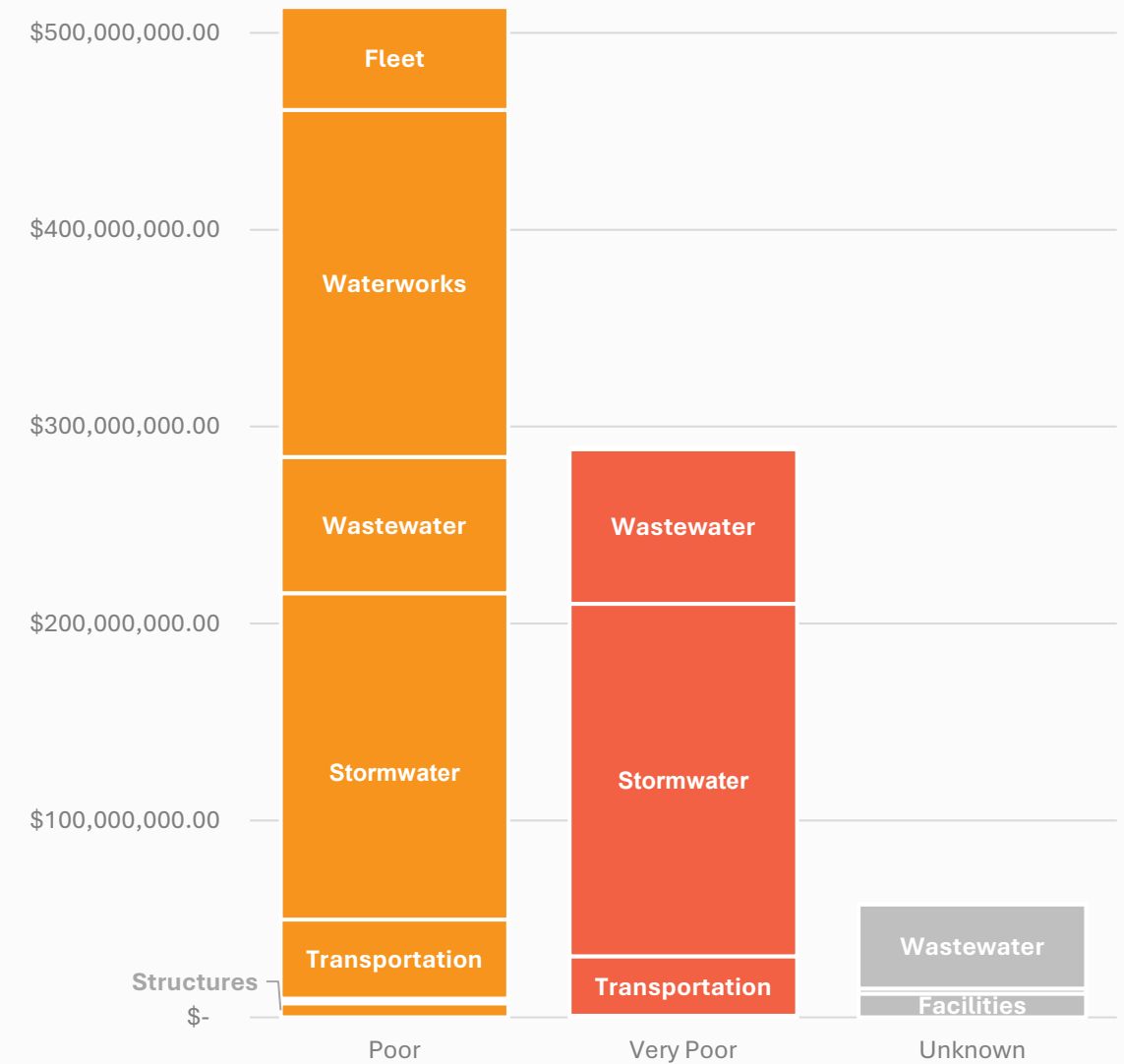
Asset groups represented by a partial or full grey bar do not have current condition data for a portion or the whole of the asset group.

## Condition by Estimated Replacement Costs



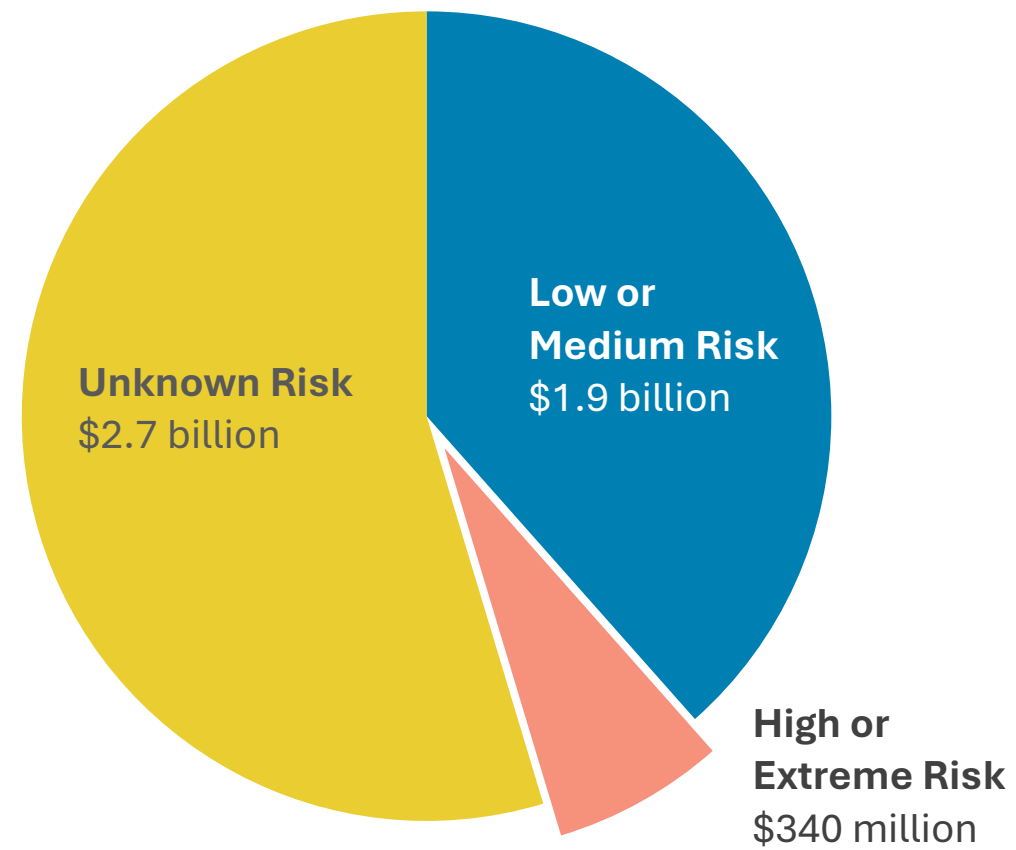
**\$4.9 billion**

## Assets with Poor, Very Poor, and Unknown Condition



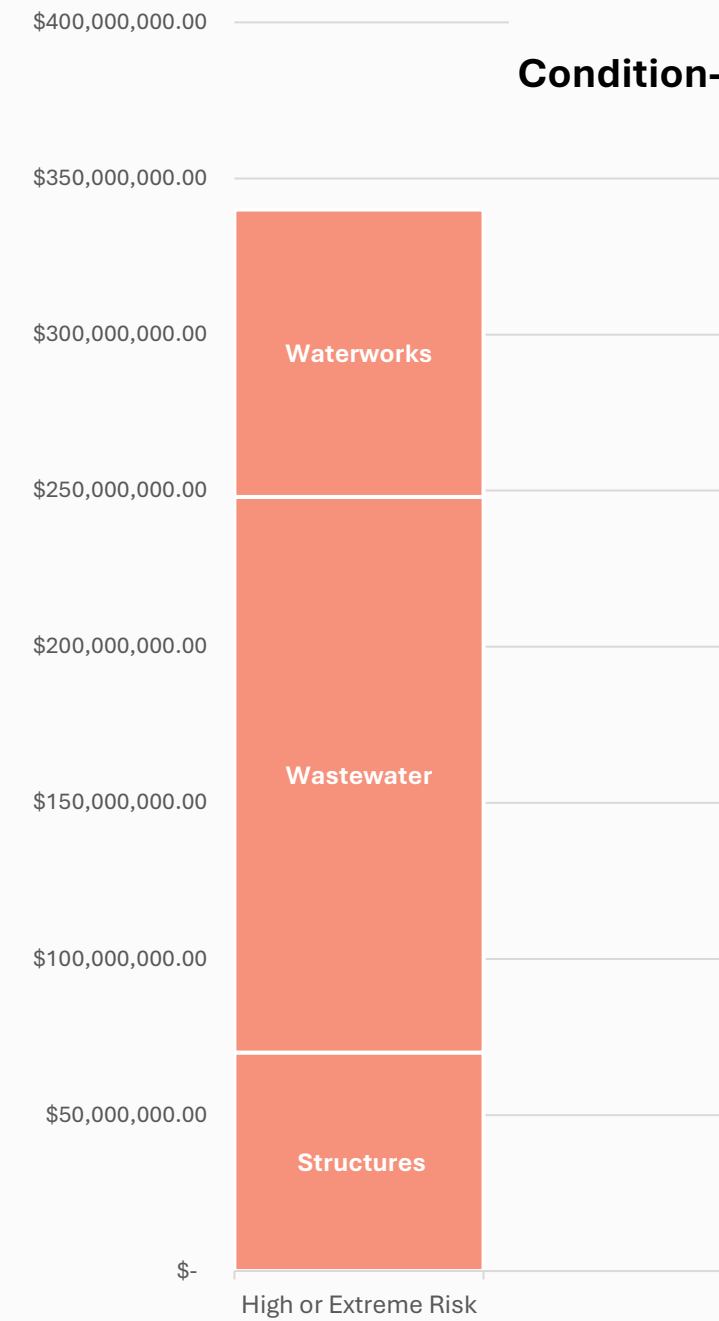
**\$940 million**

## Condition-Based Risk by Estimated Replacement Costs



**\$4.9 billion**

## Assets with High or Extreme Condition-Based Risk



**\$340 million**

## Service Objectives and Service Sustainability

Service objectives are high-level measurable statements that describe the primary service of each asset group based on guiding documents and legislation outlining the City’s requirements for service delivery.

Service sustainability is determined through a review of three factors. Service Delivery determines the degree to which service levels are being met; Condition and Risk identifies the completeness and frequency of condition and risk assessments; Finances determines whether funding levels have been assessed and are adequate to sustain service levels. This review looks at both current performance and future preparedness.

### Structures

Ensure structures are safe and reliable.

### Facilities

Ensure functionality, comfort, safety, sustainability and efficiency in all our facilities.

### Parks and Open Spaces

Ensure equitably distributed, safe and well maintained and well-connected offering a wide variety of experiences and activities.

### Transportation

Ensure the transportation network provides safe, sustainable and affordable access to businesses, services and community resources, supports the reduction of greenhouse gas emissions and is resilient to climate change.

Current Performance		%
Service Delivery		67
Condition and Risk		67
Finances		33
<b>Average</b>		<b>56</b>
Future Performance		%
Service Delivery		33
Condition and Risk		67
Finances		33
<b>Average</b>		<b>44</b>

Current Performance		%
Service Delivery		67
Condition and Risk		33
Finances		33
<b>Average</b>		<b>44</b>
Future Performance		%
Service Delivery		33
Condition and Risk		33
Finances		33
<b>Average</b>		<b>39</b>



Current Performance		%
Service Delivery		100
Condition and Risk		33
Finances		33
<b>Average</b>		<b>55</b>
Future Performance		%
Service Delivery		50
Condition and Risk		67
Finances		33
<b>Average</b>		<b>50</b>

Current Performance		%
Service Delivery		67
Condition and Risk		33
Finances		33
<b>Average</b>		<b>44</b>
Future Performance		%
Service Delivery		33
Condition and Risk		33
Finances		33
<b>Average</b>		<b>39</b>

## Stormwater



Protect property and prevent localized flooding by collection and conveyance of stormwater from precipitation events.

Ensure the health of local waterways for ecosystems and downstream users.

Current Performance		%
Service Delivery		100
Condition and Risk		33
Finances		67
<b>Average</b>		<b>67</b>
Future Performance		%
Service Delivery		33
Condition and Risk		33
Finances		33
<b>Average</b>		<b>33</b>

## Wastewater



Protect public health and the environment by collection and conveyance of wastewater.

Current Performance		%
Service Delivery		100
Condition and Risk		33
Finances		67
<b>Average</b>		<b>67</b>
Future Performance		%
Service Delivery		33
Condition and Risk		33
Finances		33
<b>Average</b>		<b>33</b>

## Waterworks



Ensure the waterworks network provides the reliable delivery of safe drinking water.

Ensure the waterworks network provides adequate water for firefighting purposes.

Current Performance		%
Service Delivery		100
Condition and Risk		33
Finances		67
<b>Average</b>		<b>67</b>
Future Performance		%
Service Delivery		33
Condition and Risk		33
Finances		33
<b>Average</b>		<b>33</b>

## Fleet

Ensure the provision of safe, right-sized and reliable fleet and power equipment.

Current Performance		%
Service Delivery		67
Condition and Risk		67
Finances		67
<b>Average</b>		<b>67</b>
Future Performance		%
Service Delivery		67
Condition and Risk		67
Finances		67
<b>Average</b>		<b>67</b>

## Mitigating Risks to Level of Service

This section provides a summary of current issues that challenge the ability to meet service objectives and options to mitigate the risk to service levels.

Mitigation	Risks to Levels of Service					
	Inflation	Market Condition	Deferred Maintenance and Replacement	Workforce Availability	Climate Change	Overlapping City Objectives
Review levels of service; bring forward innovative approaches to maintaining or enhancing existing levels of service and review possible reductions to service levels where warranted.	X	X	X	X	X	
Increase access to revenue; increase existing revenues, explore new revenue streams and leverage maximum dollars from federal and provincial funding sources.	X	X	X	X		
Apply an affordability lens; ensure guiding policies and strategic plans consider what the City can afford.	X	X	X			X
Carry out a full cost accounting exercise in the procurement of all major assets.	X	X	X			
Review assets in poor to very poor condition; ensure critical infrastructure continues to receive adequate funding to address poor to very poor condition ratings and prevent assets deteriorating to this condition.	X	X	X			

## Appendix A | Data Integrity

1. Waterworks assets include both City of Victoria and Township of Esquimalt water distribution systems.
2. Condition-based age is used to identify age where asset install date is not available.
3. Age-based condition is used to identify condition where asset condition assessments are not available.

Asset Category	Major Asset Groups	Condition Data Source	Condition-Based Risk Data Source	Replacement Cost Source	Provided By	Assessed Year
Structures	Vehicular Bridge - Johnson Street Bridge	2021 Insurance Appraisal	2021 Insurance Appraisal	Insurance Appraisal	Westmar Advisors Inc. (consultant)	2021
	Vehicular Bridge - Burnside Road Bridge	2022 Condition Assessment	2022 Condition Assessment	Condition Assessment	McElhanney Ltd. (consultant)	2022
	Vehicular Bridge - Gorge Road Bridge	2022 Condition Assessment	2022 Condition Assessment	Condition Assessment	McElhanney Ltd. (consultant)	2022
	Vehicular Bridge - Point Ellice Bridge	Manager estimate	Manager estimate	Manager estimate	Asset Manager	2024
	Pedestrian Bridge - 0.2 Mile Bridge	Manager estimate	Manager estimate	Manager estimate	Asset Manager	2024
	Pedestrian Bridge - Hereward Bridge	Manager estimate	Manager estimate	Manager estimate	Asset Manager	2024
	Pedestrian Bridges (except 0.2 Mile Bridge and Hereward Bridge)	2022 Condition Assessment	2022 Condition Assessment	Condition Assessment	McElhanney Ltd.(consultant)	2022
	Retaining Walls	2022 Condition Assessment	2022 Condition Assessment	Condition Assessment	McElhanney Ltd.(consultant)	2022
	Marine Structures	2024 Condition Assessment	Not available	Condition Assessment	McElhanney Ltd.(consultant)	2024
Facilities	City Administration and Operations Facilities	2018 and 2025 Facility Condition Index Assessment	Not available	Insurance Appraisals and Condition Assessments	Various	2018, 2023, 2025
	Community and Senior Centres	2018 and 2025 Facility Condition Index Assessment	Not available	Insurance Appraisals and Condition Assessments	Various	2018, 2023, 2025
	Entertainment and Events Facilities	2018 and 2025 Facility Condition Index Assessment	Not available	Insurance Appraisals and Condition Assessments	Various	2018, 2023, 2025
	Commercial Facilities	2018 and 2025 Facility Condition Index Assessment	Not available	Insurance Appraisals and Condition Assessments	Various	2018, 2023, 2025
	Libraries		Not available	Not available	Not available	Not available
	Parkades	2018 and 2025 Facility Condition Index Assessment	Not available	Insurance Appraisals and Condition Assessments	Various	2018, 2023, 2025
	Public Safety Facilities	2018 and 2025 Facility Condition Index Assessment	Not available	Insurance Appraisals and Condition Assessments	Various	2018, 2023, 2025
	Public Washrooms	2018 and 2025 Facility Condition Index Assessment	Not available	Insurance Appraisals and Condition Assessments	Various	2018, 2023, 2025
	Recreation Facilities	2018 and 2025 Facility Condition Index Assessment	Not available	Insurance Appraisals and Condition Assessments	Various	2018, 2023, 2025

Parks and Open Spaces	Topaz Artificial Sports Field	Victoria Parks Consolidated Master Dataset	Not available	Topaz ATF - High Level Cost Estimate w/ 2025 Adjustment	Asset Manager	2025
	Topaz Skate and Bike Parks	Victoria Parks Consolidated Master Dataset	Not available	Topaz Cost Breakdown Summary 04-12-22	Asset Manager	2022
	Cecilia Ravine Bike Park	Victoria Parks Consolidated Master Dataset	Not available	Victoria Concept Budget	Asset Manager	2024
	Vic West Skate Park	Victoria Parks Consolidated Master Dataset	Not available	NLS Budget Worksheet Sep 22, 2016	Asset Manager	2024
	Sport Courts	Victoria Parks Consolidated Master Dataset	Not available	Victoria Parks Consolidated Master Dataset	Asset Manager	2024
	Playgrounds	Victoria Parks Consolidated Master Dataset	Not available	Victoria Parks Consolidated Master Dataset	Asset Manager	2024
Transportation	Major and Local Roads	Tetrattech webtool 2023 conditions	Not available	Pavement Management Analysis Report	TetraTech Canada Inc. (consultant)	2020
	Traffic Signal Systems	Preventative Maintenance Inspections	Not available	Manager Estimate based on unit rates/actual costs from comps	Asset Manager	2024
	Sidewalks	2020 Sidewalk Inventory and Condition Assessment	Not available	Sidewalk Inventory and Condition Assessment Program	WSP Canada Inc. (consultant)	2020
	Street Lights	Preventative Maintenance Inspections	Not available	Manager Estimate based on unit rates/actual costs from comps	Asset Manager	2024
	Fibre Optic System	Preventative Maintenance Inspections	Not available	Manager Estimate based on unit rates/actual costs from comps	Asset Manager	2024
Stormwater	Stormwater Mains	2024 Draft Rainwater Master Plan	Not available	2024 Rainwater Master Plan	Aplin & Martin Consultants Ltd. (consultant)	2024
	Stormwater Pumpstations	2024 Draft Rainwater Master Plan	Not available	2024 Rainwater Master Plan	Aplin & Martin Consultants Ltd. (consultant)	2024
Wastewater	Wastewater Mains	2018 Sanitary Sewer System Master Plan	2018 Sanitary Sewer System Master Plan	Manager Estimates based on unit cost updates to Stormwater Mains	Asset Manager	2025
	Wastewater Pumpstations	2018 Sanitary Sewer System Master Plan	2018 Sanitary Sewer System Master Plan	National Benchmarking Data Portal	Finance Department	2021
Water	Water Main	Not available	2020 Water Distribution System Master Plan	Manager Estimates based on unit cost updates	Asset Manager	2025
	Water Pumpstation and PRV	2020 Water Distribution System Master Plan	2020 Water Distribution System Master Plan	Not available	Finance Department	2021
	Residential Water Meter	Age-based condition data	Not available	Current market value	Asset Manager	2025
	Bulk Water Meter	Age-based condition data	Not available	Current market value	Asset Manager	2025
	Water Hydrant	Preventative Maintenance Inspections	Not available	Current market value	Asset Manager	2025
Fleet	City Fleet	Age-based condition data	Not available	Capital Replacement Plan	Asset Manager	2025
	City Fleet Equipment	Age-based condition data	Not available	Capital Replacement Plan	Asset Manager	2025
	Police Fleet	Age-based condition data	Not available	Police Capital Replacement Plan	Asset Manager	2025
	Fire Fleet	Age-based condition data	Not available	Capital Replacement Plan	Asset Manager	2025

## Appendix B | Terminology and Definitions

**Artistic Assets:** Art-based elements used to enhance the living conditions in communities, examples include murals and sculptures.

**Asset Group:** A high-level grouping of assets with related attributes, examples include stormwater, parks and fleet.

**Condition:** The physical state of an asset at this moment in time.

**Condition Framework:** A method to consider condition across all asset types on a scale from 1 to 5; 1 being Very Good and 5 being Very Poor.

**Condition-Based Risk:** The likelihood of a consequence occurring based on the condition or physical state of the asset at this moment in time.

**Condition-Based Risk Framework:** A method to consider condition-based risk across all asset types within a matrix where condition equals likelihood.

**Cultural Assets:** Cultural-based elements used to enhance the living conditions in communities, examples include landmarks and commemorative plaques.

**Design Life:** The period for which an asset is expected to remain functional or useful.

**Engineered Assets:** Built or manufactured elements used to meet infrastructure requirements.

**Infrastructure:** The managed elements of interrelated systems that provide goods and services essential to enabling, sustaining or enhancing the living conditions in communities.

**Levels of Service:** Objectives and performance measures that define the expected performance of assets and related services.

**Major Assets:** High-cost and/or high-risk assets that require significant capital and operations budgets to ensure service delivery.

**Natural Assets:** The use of preserved, restored or enhanced elements or combinations of vegetation and associated biology, land, water and naturally occurring ecological processes to meet targeted infrastructure outcomes.

**Preventative Maintenance:** Regularly scheduled activities to maintain condition and avoid deterioration of an asset.

**Protocol Assets:** Gifts from other organizations or groups that enhance the living conditions in communities, examples include sculpture elements from Twin City partners.

**Replacement Cost:** The dollar value to acquire, construct or develop the asset at the location and in the condition necessary for its intended use.

**Service Objective:** The intent of the service and a way to measure performance.

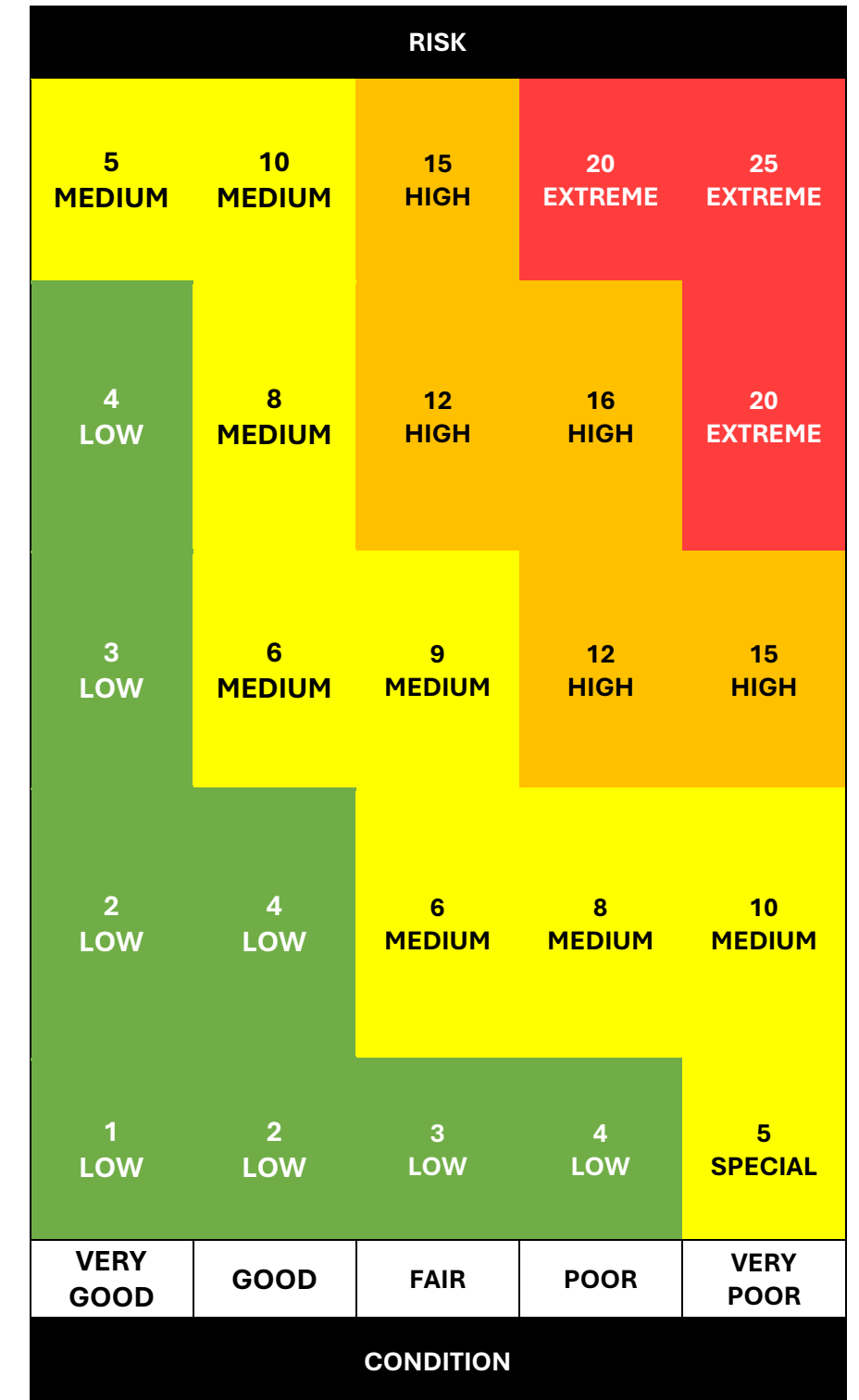
**Service Sustainability:** Provision of a service in a socially, economically and environmentally responsible manner to ensure the ongoing provision of the service for future generations.

## Appendix C | Condition Framework

1 VERY GOOD	2 GOOD	3 FAIR	4 POOR	5 VERY POOR
Sound physical condition	Acceptable physical condition	Deterioration is evident	Advanced deterioration	Deterioration to the point of failing
No failures	Minimal short-term failure but potential for deterioration in long-term	Failure unlikely within short-term but further deterioration likely	Failure likely within the short-term	Failure imminent or failed
Asset performs adequately	Asset performs adequately	Asset performs adequately and is still serviceable	Asset does not perform adequately and is barely serviceable	Asset does not perform adequately and is not serviceable
Asset meets level of service requirements	Asset meets level of service requirements	Asset meets level of service requirements but monitoring recommended	Asset meets level of service requirements, but frequent monitoring recommended	Asset does not meet level of service requirements

## Appendix D | Condition-Based Risk Framework

PEOPLE	ENVIRONMENT	PROPERTY	SECURITY	SERVICE DELIVERY	CONSEQUENCE
Fatality	Prosecution/litigation probable Long term or significant remediation efforts required Long term impacts, over one year Significant offsite impact	Over \$1M property damage or over \$50K vehicle damage	Violent act or harassment that results in death Kidnapping Armed assault/blast attack Theft over \$1K	Significant shut down of service Evacuation of over 25 individuals Extended national or world-wide news coverage	
Permanent or partial disability	Prosecution/litigation/financial repercussions possible Regulatory driven remediation Medium/long term impacts, up to one year Major off site impact	Over \$1M property damage or over \$50K vehicle damage	Violent act or harassment that results in permanent or partial disability Theft between \$500 and \$1K	Unacceptable service impairment Evacuation of five to 25 individuals Extended local news coverage or one national/international mention	
Professional medical treatment resulting in more than one full day away from work	Regulatory notification required Fine/litigation possible Short term impacts, clean up response over one day Minor off site impact	Between \$50K and \$100K property damage or between \$10K and \$30K vehicle damage	Violent act or harassment that requires professional medical treatment resulting in more than one full day away from work Theft between \$300 and \$500	Serious service impairment Less than five individuals evacuated One time mention on local news	
Professional medical treatment resulting in less than one full day away from work	Release contained within site boundary No Regulator notification required Short term impacts, clean up response less than one day	Between \$2K and \$50K property damage or between \$2K and \$10K vehicle damage	Violent act or verbal harassment leading to professional medical treatment resulting in less than one full day away from work Theft between \$100 and \$300	No evacuation Moderate public disruptions Moderate service disruption	
Minor injury/illness Return to work immediately	Contained within secondary containment No/low impacts likely	Under \$2K property or vehicle damage	Violent act or verbal harassment with minor effects. Return to work immediately Theft under \$100	No evacuation Minor public disruption Minor service disruption	



# Appendix E | Estimated Replacement Costs

Asset Category	Estimated Replacement Cost
Facilities	\$811,000,000
Fleet	\$99,000,000
Parks and Open Spaces	\$19,000,000
Stormwater	\$995,000,000
Structures	\$636,000,000
Transportation	\$640,000,000
Wastewater	\$888,000,000
Water	\$762,000,000
<b>Total</b>	<b>\$4,850,000,000</b>

**Note:** Estimated replacement costs are sourced from insurance appraisals, master plans, and replacement cost datasets and vary in age from 2020 to 2025. See Appendix A: Data Integrity for more details on replacement cost sources.